



**TRUSTEES MEETING NOTICE & AGENDA**  
**TUESDAY, AUGUST 26, 2014 at 6:30 PM**  
**LINCOLN HALL MEETING ROOM, 2 LINCOLN STREET**

1. **CALL TO ORDER/PLEDGE OF ALLEGIANCE TO FLAG** [6:30 PM]
2. **AGENDA ADDITIONS/CHANGES** [6:30 PM]
3. **APPROVE AGENDA** [6:35 PM]
4. **GUESTS, PRESENTATIONS AND PUBLIC HEARINGS** [6:35 PM]
  - a. Comments from Public on Items Not on Agenda
  - b. Public Hearing on 2014 Comprehensive Plan
  - c. Joint Meeting with Essex Selectboard, Jeff Carr and Mary Morris about Shared Services Report [7:00 PM]
5. **OLD BUSINESS** [8:00 PM]
  - a. Adopt 2014 Comprehensive Plan
  - b. Approve Amendment to General Rules and Personnel Regulations
  - c. Approve Generation Interconnection Agreement with Green Mt. Power
6. **NEW BUSINESS** [8:15 PM]
  - a. Approve Amendment to Traffic Calming Policy
  - b. Approve Amendment to Wastewater Facility Capital Plan
  - c. Approve Amendment to Sanitation Fund Capital Plan
7. **MANAGER'S REPORT** [8:35 PM]
  - a. Various staff meetings
  - b. Trustees meeting schedule
8. **TRUSTEES' COMMENTS & CONCERNS/READING FILE** [8:40 PM]
  - a. Board Member Comments
  - b. Minutes from Other Boards, Commissions and Committees:
    - Planning Commission 8/7/14
    - Tree Advisory Committee 8/19/14
  - c. Letter from VLCT about PACIF Scholarship Award
  - d. Memo about Street Light Audit
  - e. Letters from Joseph Segale of VTrans to District 4 Coordinator about 4 Pearl Street and Autumn Pond Project
9. **CONSENT AGENDA** [8:45 PM]
  - a. Approve Minutes of Previous Meeting 8/12/14
  - b. Approve Bill List 8/26/14
  - c. Approve Banner Application from Green Mt. Rug Hooking Guild
10. **ADJOURN** [8:50 PM]

*Meetings of the Trustees are accessible to people with disabilities. For information on access or this agenda, call the Village Manager's office at 878-6944. Times on the agenda are approximate.*

Additions - New  
Business 4a.



## **MEMORANDUM**

**TO:** Village Trustees and Pat Scheidel, Municipal Manager  
**FROM:** Rick Jones, Public Works Superintendent *RJS*  
**DATE:** August 26, 2014  
**SUBJECT:** Addition to Amendment to Traffic Calming Policy

### **Issue**

The issue is whether or not the Trustees will approve an amendment to the traffic calming policy which will restrict "Keep Kids Alive Drive 25" cones to Class 3 roads only.

### **Discussion**

The Trustees have before them a proposed amendment to the Traffic Calming Policy to remove the condition requiring that the "Keep Kids Alive Drive 25" cones be allowed out only during daylight hours. Steve Eustis has requested that the Trustees also consider restricting the cones to Class 3 roads only. Out of 99 total request for the cones, only 7 have been for Class 1 or 2 roads. I completed a "drive-around" this morning and none of the cones requested for the Class 1 or 2 roads are still out. Class 1 and 2 roads tend to have more traffic and allowing the cones can cause hazards for cars, pedestrians and bicycles.

### **Cost**

There is no cost associated with this action

### **Recommendation**

It is recommended that the Trustees amend the traffic calming policy by removing the condition that "Keep Kids Alive Drive 25" cones shall be allowed in the street only during daylight hours, and that the "Keep Kids Alive Drive 25" cones are allowed on Class 3 roads only.

## Patty Benoit

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**Subject:** FW: trustees mtg

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**From:** Rick Jones  
**Sent:** Monday, August 25, 2014 1:33 PM  
**To:** Patty Benoit  
**Subject:** Re: trustees mtg

Class one

Maple St  
Main St  
Lincoln St  
Pearl St  
Park St

Class two

West St  
South Summit  
South St (from West St to Park St)

Rick

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**From:** [eustis1970@comcast.net](mailto:eustis1970@comcast.net) [mailto:[eustis1970@comcast.net](mailto:eustis1970@comcast.net)]  
**Sent:** Monday, August 25, 2014 8:32 AM  
**To:** Patty Benoit  
**Subject:** Re: trustees mtg

Thanks Patty.

Can I please also make another request to be considered?

I would like to propose striking class 1 and 2 from the streets allowed to have the "Keep kids Alive Drive 25" cones. Those are very busy streets and when they are put on the pavement force bicyclists into traffic to go around them. Right now I do not believe there are any on class 1 or 2 roads, but it has happened in the past. An alternative is that for class 1 and 2 streets to have them off the pavement next to the curb.

Thanks!

--Steve Eustis

**TRUSTEES' POLICY  
REGARDING TRAFFIC CALMING**

**DRAFT**

**Preamble:** The intent of traffic calming is to raise awareness and slow down traffic. However, any traffic calming measures must allow motorists to drive the posted speed limit in a safe manner. Traffic calming measures must also take into consideration road maintenance (i.e., snow removal, etc.), emergency management services and the potential impact on other residential streets (i.e., significant traffic diversion onto other Class 3 roads, etc.). Traffic cones and speed tables have been found to satisfy these criteria.

**Purpose:** To establish guidelines for the prioritization and installation of traffic cones and speed tables to help protect the public health, safety, and welfare.

**Section 1. “Keep Kids Alive Drive 25” Cones**

By calling the Village Manager’s office at 878-6944, any citizen on a Class 1, 2 or 3 highway road may request a set of “Keep Kids Alive Drive 25” cones with the following conditions:

1. Cones must be placed adjacent to the edge of pavement.
2. Cones shall not be placed within 250 feet of a signalized intersection.
3. Cones shall not be placed within designated municipal parking spaces.
4. Cones must not be placed in front of a driveway or otherwise interfere with entering or exiting.
- ~~5. Cones shall be allowed in the street only during daylight hours.~~
6. Cones shall not be allowed within the public right-of-way from December 1<sup>st</sup> through April 1<sup>st</sup>.

The Village of Essex Junction and Essex Police Department reserves the right to remove any traffic cones that are not in compliance with this policy, interferes with the maintenance of public infrastructure, or creates a safety hazard.

**Section 2. Speed Table Approval Process**

Any resident can request speed enforcement by contacting the Essex Police Department at 878-8331.

Any resident can request a speed study by calling the Village Manager’s office at 878-6944. If the speed study indicates the 85<sup>th</sup> percentile speed is 5 mph or above the speed limit in either direction, residents of a street can request a speed table(s) if 70% of the households sign a petition and submit it to the Village Manager.



Agenda Addition - New  
Business

DONALD L. HAMLIN  
CONSULTING ENGINEERS, INC.  
ENGINEERS AND LAND SURVEYORS

Please reply to:

P.O. Box 9  
Essex Junction  
Vermont 05453

136 Pearl Street  
Essex Junction, Vermont

Tel. (802) 878-3956  
Fax (802) 878-2679  
E-mail: HamlinEngineers@dlhce.net

August 25, 2014

RECEIVED

AUG 25 2014

Village of Essex Junction

Mr. Patrick C. Scheidel  
Village of Essex Junction Manager  
2 Lincoln Street  
Essex Junction, Vermont 05452

Re: Pearl Street Link Roadway Project, Essex Junction STP 5300(14)

Dear Mr. Scheidel:

We received excellent responses to our Request for Qualifications for the above referenced project from three qualified engineering firms. We have reviewed of their Statement of Qualifications packages and interviewed the proposed team leader for each firm. As a result of this selection process, the project management team requests that the Trustees authorize us to begin negotiations on the project design scope and fee with Lamoureux and Dickinson Consulting Engineers, Inc.

Please contact me if you have any questions regarding this matter.

Respectfully



Richard F. Hamlin, P.E.  
President

c: Robin Pierce  
Ande DeForge  
Lauren Morriveau

WATER SUPPLY AND DISTRIBUTION  
WASTEWATER COLLECTION AND TREATMENT  
STREETS AND HIGHWAYS  
AIRPORTS

SUBDIVISIONS  
SKI LIFTS  
RECREATION AND INDUSTRIAL PLANNING  
SOIL BORINGS

LABORATORY ANALYSIS  
(WATER AND WASTE WATER)  
LAND SURVEYING  
SOLID WASTE MANAGEMENT

Check Register Report

*Consent Agenda*

BILL LIST 8/26/14

Date: 08/26/2014

Time: 1:41 pm

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Village of Essex Junction

BANK:

| Check Number  | Check Date | Status  | Void/Stop Date | Vendor Number | Vendor Name                       | Check Description                 | Amount     |
|---------------|------------|---------|----------------|---------------|-----------------------------------|-----------------------------------|------------|
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| 10049861      | 08/15/2014 | Printed |                | 9941          | BUSINESSCARD SERVICES             | SEE ATTACHED SPREADSHEET          | 4,050.10   |
| 10049862      | 08/26/2014 | Printed |                | 10671         | 3DECALS REFLECTIVE DECALS         | DECALS - FIRE                     | 298.40     |
| 10049863      | 08/26/2014 | Printed |                | 10508         | ADVANCED DISPOSAL                 | GRIT REMOVAL-WWTF                 | 180.82     |
| 10049864      | 08/26/2014 | Printed |                | 10290         | ALDRICH + ELLIOT, PC              | ENGINEERING - WWTF                | 23,281.90  |
| 10049865      | 08/26/2014 | Printed |                | 0031          | ALLEN ENGINEERING                 | LIME-WWTF                         | 597.50     |
| 10049867      | 08/26/2014 | Printed |                | 00382         | AMAZON.COM CREDIT                 | CIRCULATION<br>MATERIALS-LIBRARY  | 467.02     |
| 10049868      | 08/26/2014 | Printed |                | 9337          | AMERICAN LIBRARY ASSOC            | SUPPLIES-LIBRARY                  | 107.40     |
| 10049869      | 08/26/2014 | Printed |                | 9976          | AVONDA AIR SYSTEMS, INC           | SERVICE CONT & REP-LIBRARY        | 1,208.79   |
| 10049870      | 08/26/2014 | Printed |                | 0173          | BEARINGS SPECIALTY CO.,<br>INC.   | PARTS-WWTF                        | 84.39      |
| 10049871      | 08/26/2014 | Printed |                | 10225         | BIBENS ACE HARDWARE               | SUPPLIES-WATER                    | 12.23      |
| 10049872      | 08/26/2014 | Printed |                | 1655          | BLUE CROSS BLUE SHIELD OF<br>VT   | PREMIUM-ALL DEPTS                 | 29,100.38  |
| 10049873      | 08/26/2014 | Printed |                | 0268          | BRODART CO.                       | CIRCULATION<br>MATERIALS-LIBRARY  | 1,149.96   |
| 10049874      | 08/26/2014 | Printed |                | 10577         | BULLEX INC.                       | SMOKE LIQUID-FIRE                 | 300.24     |
| 10049875      | 08/26/2014 | Printed |                | 0305          | BURLINGTON FREE PRESS             | NEWSPAPERS-LIBRARY                | 28.00      |
| 10049876      | 08/26/2014 | Printed |                | 0347          | RON BUSHEY'S AUTO INC.            | TRK REPAIR-STREET                 | 402.93     |
| 10049877      | 08/26/2014 | Printed |                | 0455          | CANON SOLUTIONS AMERICA           | SUPPLIES-LIBRARY                  | 43.00      |
| 10049878      | 08/26/2014 | Printed |                | 9743          | CARQUEST AUTO PARTS               | SUPPLIES - VARIOUS                | 81.47      |
| 10049879      | 08/26/2014 | Printed |                | 0500          | CHAMPLAIN WATER DISTRICT          | WATER USAGE-WATER                 | 224,999.39 |
| 10049880      | 08/26/2014 | Printed |                | 0525          | CHITTENDEN SOLID WASTE<br>DISTRIC | FEES - WWTF/ECON DEV              | 120.69     |
| 10049881      | 08/26/2014 | Printed |                | 10353         | CIVES CORP                        | MINI LED LIGHTBAR-STREET          | 245.68     |
| 10049882      | 08/26/2014 | Printed |                | 2305          | CLARK'S TRUCK CENTER              | TRK PARTS-STREET                  | 195.15     |
| 10049883      | 08/26/2014 | Printed |                | 10411         | CLEAN WATERS, INC.                | GBT POLYMER-WWTF                  | 3,732.70   |
| 10049884      | 08/26/2014 | Printed |                | 9788          | COMCAST                           | CABLE-FIRE                        | 13.63      |
| 10049885      | 08/26/2014 | Printed |                | 10672         | CONTOIS SCHOOL OF MUSIC           | MUSIC/SOUND SYSTEM-BP             | 400.00     |
| 10049886      | 08/26/2014 | Printed |                | 05898         | CRYSTAL ROCK BOTTLED<br>WATER     | BOTTLED WATER-STREET/LH           | 46.20      |
| 10049887      | 08/26/2014 | Printed |                | 10288         | CURTIS LUMBER                     | PLYWOOD-CABINET BASE-WWTF         | 89.73      |
| 10049888      | 08/26/2014 | Printed |                | 10401         | DE LAGE LANDEN FINANCIAL<br>INC   | COPIER-ADMIN                      | 249.52     |
| 10049889      | 08/26/2014 | Printed |                | 1690          | DEPOT HOME & GARDEN               | STRAW-STREET                      | 17.97      |
| 10049890      | 08/26/2014 | Printed |                | 0653          | PAUL DOUGLASS                     | REIMB SUPPLIES - WWTF             | 56.93      |
| 10049891      | 08/26/2014 | Printed |                | 50041         | EBSCO                             | CIRCULATION<br>MATERIALS-LIBRARY  | 6,634.54   |
| 10049892      | 08/26/2014 | Printed |                | 10576         | ECOPIXEL LLC                      | WEBSITE SERVICES-ADMIN            | 99.00      |
| 10049893      | 08/26/2014 | Printed |                | 0710          | ENDYNE, INC.                      | WEEKLY TKN SAMPLES-WWTF           | 75.00      |
| 10049894      | 08/26/2014 | Printed |                | 0780          | ESSEX EQUIPMENT SALES             | EQUIP & REPAIRS -<br>STREET/WATER | 335.14     |
| 10049895      | 08/26/2014 | Printed |                | 0770          | ESSEX JUNCTION SCHOOL<br>DISTRICT | SCHL IMPACT FEES TRANSFER         | 4,617.56   |
| 10049896      | 08/26/2014 | Printed |                | 0795          | TOWN OF ESSEX                     | MGR CONTRACT & TAXES<br>COLLECTED | 10,542.81  |
| 10049897      | 08/26/2014 | Printed |                | 0812          | FASTENAL COMPANY                  | SS HARDWARE-WWTF                  | 106.86     |
| 10049898      | 08/26/2014 | Printed |                | 1935          | FERGUSON WATERWORKS<br>#590       | SUPPLIES-WATER/WWTF               | 291.04     |
| 10049899      | 08/26/2014 | Printed |                | 0807          | FIREPROTEC                        | CYLINDER MAINTENANCE-FIRE         | 18.85      |
| 10049900      | 08/26/2014 | Printed |                | 0831          | FISHER SCIENTIFIC                 | PH PROBE-WWTF                     | 133.47     |
| 10049901      | 08/26/2014 | Printed |                | 10452         | FREE PRESS MEDIA                  | PAVING BID ADS-CAP RESERVE        | 116.00     |
| 10049902      | 08/26/2014 | Printed |                | 10226         | G & K SERVICES                    | SUPPLIES-WATER                    | 60.78      |
| 10049903      | 08/26/2014 | Printed |                | 0899          | GAUTHIER TRUCKING CO., INC        | RUBBISH REMOVAL-STREET/LH         | 413.14     |
| 10049904      | 08/26/2014 | Printed |                | 10453         | GE CAPITAL C.O.RICOH USA          | COPIER LEASE-WWTF                 | 118.00     |
| 10049905      | 08/26/2014 | Printed |                | 9726          | GOT THAT RENTAL SALES, INC        | SUPPLIES-STREET                   | 101.70     |
| 10049906      | 08/26/2014 | Printed |                | 0943          | MARY L. GRAF                      | SUPPLIES REIMB-LIBRARY            | 29.99      |
| 10049907      | 08/26/2014 | Printed |                | 24511         | GRAINGER                          | EJECTOR MAPLE/RIVER ST-SANI       | 280.19     |
| 10049908      | 08/26/2014 | Printed |                | 10598         | GREEN MOUNTAIN POWER<br>CORP #2   | ELECTRICITY - VARIOUS             | 2,930.26   |
| 10049909      | 08/26/2014 | Printed |                | 0965          | GREEN MOUNTAIN POWER<br>CORP.     | ELECTRICITY - VARIOUS             | 10,291.06  |
| 10049910      | 08/26/2014 | Printed |                | 1010          | HACH COMPANY                      | AERATION DO PROBE<br>REPL-WWTF    | 1,811.35   |

# Check Register Report

BILL LIST 8/26/14

Date: 08/26/2014

Time: 1:41 pm

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Village of Essex Junction

BANK:

| Check Number              | Check Date | Status  | Void/Stop Date | Vendor Number | Vendor Name                | Check Description                            | Amount            |
|---------------------------|------------|---------|----------------|---------------|----------------------------|--|-------------------|
| <b>Checks</b>             |            |         |                |               |                            |  |                   |
| 10049911                  | 08/26/2014 | Printed |                | 9625          | INGRAM LIBRARY SERVICES    | CIRCULATION                                  | 11.20             |
|                           |            |         |                |               |                            | MATERIALS-LIBRARY                            |                   |
| 10049912                  | 08/26/2014 | Printed |                | 11631         | INTEGRITY COMMUNICATIONS   | PHONE SYSTEM WORK-WWTF                       | 423.13            |
| 10049913                  | 08/26/2014 | Printed |                | 2041          | S. D. IRELAND CONCRETE     | CONCRETE-STREET                              | 759.50            |
| 10049914                  | 08/26/2014 | Printed |                | 1201          | J & B INTERNATIONAL TRUCKS | TRK REPAIR-STREET                            | 248.74            |
| 10049915                  | 08/26/2014 | Printed |                | 9769          | KEMIRA WATER SOLUTIONS     | FERROUS CHLORIDE-WWTF                        | 1,889.44          |
| 10049916                  | 08/26/2014 | Printed |                | 9454          | LENNY'S SHOE & APP         | UNIFORMS-WATER/WWTF                          | 394.00            |
| 10049917                  | 08/26/2014 | Printed |                | 1353          | LIMOGÉ & SONS GARAGE       | SERVICE 3 DOORS-FIRE                         | 129.90            |
|                           |            |         |                |               | DOORS INC                  |  |                   |
| 10049918                  | 08/26/2014 | Printed |                | 10646         | LINCOLN FINANCIAL GROUP    | LIFE INS PREM-VARIOUS                        | 1,179.07          |
| 10049919                  | 08/26/2014 | Printed |                | 1000          | SUSAN J. MCNAMARA-HILL     | MILEAGE/PARKING REIMB-ADMIN                  | 13.30             |
| 10049920                  | 08/26/2014 | Printed |                | 10670         | MUNICIPAL AND CONTRACTING  | WET TAP-WATER                                | 150.00            |
| 10049921                  | 08/26/2014 | Printed |                | 1550          | MUNICIPAL EMERGENCY        | MAINTENANCE-FIRE                             | 740.30            |
|                           |            |         |                |               | SERVICES                   |  |                   |
| 10049922                  | 08/26/2014 | Printed |                | 1592          | NEIWPCC                    | TRAINING-WWTF                                | 120.00            |
| 10049923                  | 08/26/2014 | Printed |                | 10176         | NEOFUNDS BY NEOPOST        | POSTAGE-ADMIN                                | 600.00            |
| 10049924                  | 08/26/2014 | Printed |                | 1660          | NORTHEAST DELTA DENTAL     | INSURANCE PREMIUM-ALL DEP                    | 2,222.50          |
| 10049925                  | 08/26/2014 | Printed |                | 1760          | P & P SEPTIC SERVICE, INC. | CHECK VALVE REPAIR-SANI                      | 300.00            |
| 10049926                  | 08/26/2014 | Printed |                | 1756          | PATTON FACILITY MGMNT      | CARPET/FLR/ REG                              | 3,154.18          |
|                           |            |         |                |               |                            | CLEANINGLH/LIB                               |                   |
| 10049927                  | 08/26/2014 | Printed |                | 1789          | PIKE INDUSTRIES, INC.      | ASPHALT-STREET                               | 804.76            |
| 10049928                  | 08/26/2014 | Printed |                | 1825          | POSEIDON AIR SYSTEMS       | SERVICE COMPRESSOR-FIRE                      | 670.00            |
| 10049929                  | 08/26/2014 | Printed |                | 18298         | POWERPLAN OIB              | BACKHOE SERVICE-WATER                        | 812.33            |
| 10049930                  | 08/26/2014 | Printed |                | 10620         | PRIMMER PIPER EGGLESTON &  | BOND COUNSEL -PRELIM                         | 500.00            |
|                           |            |         |                |               |                            | OPINION                                      |                   |
| 10049931                  | 08/26/2014 | Printed |                | 1856          | PUTNEY PRESS               | VT GOV DIRECTORY 2014-ADMIN                  | 99.95             |
| 10049932                  | 08/26/2014 | Printed |                | 10386         | SAC INCORPORATED           | SS HARDWARE-WWTF                             | 16.37             |
| 10049933                  | 08/26/2014 | Printed |                | 9481          | SAFETY SYSTEMS OF          | ALARM DIALER                                 | 312.50            |
|                           |            |         |                |               | VERMONT, LLC               | REPROGRAM-WWTF                               |                   |
| 10049934                  | 08/26/2014 | Printed |                | 2042          | SCOTT'S LINE STRIPING, INC | PAINTING & SUPPLIES-STREET                   | 5,208.35          |
| 10049935                  | 08/26/2014 | Printed |                | 9924          | SHEARER CHEVROLET          | SIVLERADO REPAIR-STREET                      | 93.21             |
| 10049936                  | 08/26/2014 | Printed |                | 20732         | THE SHERWIN-WILLIAMS CO.   | PAINT & SUPPLIES- ST/WWTF                    | 499.79            |
| 10049937                  | 08/26/2014 | Printed |                | 0482          | SIGNALS RYG, INC.          | STREET LIGHT REPAIR-STREET                   | 458.43            |
| 10049938                  | 08/26/2014 | Printed |                | 2115          | SOUTHWORTH-MILTON, INC.    | GENERATOR EVAL-SANI                          | 459.51            |
| 10049939                  | 08/26/2014 | Printed |                | 21153         | SOVERNET COMMUNICATIONS    | PH/INTERNET-VARIOUS                          | 756.76            |
| 10049940                  | 08/26/2014 | Printed |                | 2124          | STAPLES ADVANTAGE          | SUPPLIES-VARIOUS                             | 1,147.85          |
| 10049941                  | 08/26/2014 | Printed |                | 10197         | SUPERSTORE ELECTRONICS     | APPLIANCES - WWTF                            | 2,874.60          |
|                           |            |         |                |               | CORP                       |  |                   |
| 10049942                  | 08/26/2014 | Printed |                | 2159          | SURPASS CHEMICAL CO INC    | SODIUM HYPOCHLORITE-WWTF                     | 4,181.67          |
| 10049943                  | 08/26/2014 | Printed |                | 0545          | THE TECH GROUP             | MS OFFICE 2013-WWTF                          | 420.00            |
| 10049944                  | 08/26/2014 | Printed |                | 2227          | TI-SALES, INC.             | WATER METERS-WATER/SANI                      | 2,381.43          |
| 10049945                  | 08/26/2014 | Printed |                | 2374          | VERMONT TROPHY &           | ENGRAVED RADIOS-FIRE                         | 413.00            |
|                           |            |         |                |               | ENGRAVING                  |  |                   |
| 10049946                  | 08/26/2014 | Printed |                | 1000206       | VILLAGE OF ESSEX JCT.      | WATER &                                      | 541.63            |
|                           |            |         |                |               |                            | SEWER-WATER/STREET                           |                   |
| 10049947                  | 08/26/2014 | Printed |                | 24851         | DON WESTON EXCAVATING,     | EXCAVATING - WWTF/WTR                        | 6,875.33          |
|                           |            |         |                |               | INC                        |  |                   |
| 10049948                  | 08/26/2014 | Printed |                | 2505          | DAVID WHITCOMB             | VEHICLE SERVICE-STREET                       | 130.00            |
| 10049949                  | 08/26/2014 | Printed |                | 10319         | WILLISTON WORKWEAR         | UNIFORM.-WWTF                                | 195.26            |
| 10049950                  | 08/26/2014 | Printed |                | 25261         | MATTHEW WITTEN             | PERFORMANCE-LIBRARY                          | 200.00            |
|                           |            |         |                |               |                            | FRIENDS                                      |                   |
| <b>Total Checks: 89</b>   |            |         |                |               |                            | <b>Checks Total (excluding void checks):</b> | <b>372,956.85</b> |
| <b>Total Payments: 89</b> |            |         |                |               |                            | <b>Bank Total (excluding void checks):</b>   | <b>372,956.85</b> |
| <b>Total Payments: 89</b> |            |         |                |               |                            | <b>Grand Total (excluding void checks):</b>  | <b>372,956.85</b> |

hand ck

**FY15 PURCHASES**

| <u>tran date</u> | <u>MC company</u>           | <u>acct</u>         | <u>dept</u> | <u>descrip</u>                      | <u>\$\$\$</u> |             |
|------------------|-----------------------------|---------------------|-------------|-------------------------------------|---------------|-------------|
| 7/7/2014         | MAC'S                       | 100 100 000 749 000 | TRUSTEES    | MEETING SUPPLIES                    | \$ 6.68       | A           |
| 7/7/2014         | VERMONT GOV                 | 100 800 000 735 000 | LIBRARY     | BACKGROUND CHECK                    | \$ 30.00      | B           |
| 7/7/2014         | GAN*BURLINGTON FREE PRESS   | 100 100 000 723 000 | ADMIN       | NEWSPAPER                           | \$ 20.90      | C           |
| 7/14/2014        | ARTISTS MEDIUMS             | 100 900 000 723 000 | COM DEV     | SUPPLIES                            | \$ 29.72      | D           |
| 7/14/2014        | GODADDY.COM                 | 100 800 000 725 030 | LIBRARY     | WEBSITE HOST                        | \$ 130.30     | E           |
| 7/21/2014        | WAL MART                    | 600 600 000 729 000 | WWTF        | UNIFORM PANTS                       | \$ 60.00      | F1          |
| 7/21/2014        | WAL MART                    | 600 600 000 728 020 | WWTF        | SET UP SUPPLIES                     | \$ 237.92     | F2          |
| 7/21/2014        | ACT*NEW ENGLAND GOV CONFERE | 100 100 000 724 000 | ADMIN       | GFOA RI ANNUAL CONF REGISTRATION CD | \$ 335.00     | G           |
| 7/21/2014        | ACT*NEW ENGLAND GOV CONFERE | 100 100 000 724 000 | ADMIN       | 2GFOA RI ANNUAL CONF REGIST LM, SMH | \$ 620.00     | H           |
| 7/21/2014        | W W W. NEWEGG. COM          | 100 800 000 723 055 | LIBRARY     | 2 BAR CODE READERS                  | \$ 235.85     | I           |
| 7/21/2014        | KOHL'S                      | 600 600 000 728 020 | WWTF        | STOCK SUPPLIES                      | \$ 331.61     | J           |
| 7/22/2014        | ALERT ALL                   | 100 300 000 729 052 | FIRE        | FIRE EDUCATION SUPPLIES             | \$ 450.00     | K           |
| 7/23/2014        | WAL MART                    | 600 600 000 728 020 | WWTF        | SET UP SUPPLIES                     | \$ 48.02      | L           |
| 7/24/2014        | MAC'S                       | 100 910 000 745 025 | EC DEV      | BLOCK PARTY GIFT CERTIFS            | \$ 150.00     | M1          |
| 7/24/2014        | MAC'S                       | 100 100 000 749 000 | TRUSTEES    | MEETING SUPPLIES                    | \$ 5.00       | M2          |
| 7/24/2014        | BARRACUDA NETWORKS          | 100 100 000 723 055 | ADMIN       | SPAM & VIRUS FIREWALL               | \$ 919.20     | N           |
| 7/27/2014        | VZWLSS                      | 100 100 000 725 000 | ADMIN       | BROADBAND, SMH                      | \$ 20.00      | O           |
| 7/27/2014        | VZWLSS                      | 100 100 000 725 000 | ADMIN       | BROADBAND, LM                       | \$ 20.00      | P           |
| 7/29/2014        | GAN*BURLINGTON FREE PRESS   | 600 600 000 723 000 | WWTF        | NEWSPAPER                           | \$ 20.00      | Q           |
| 8/1/2014         | PAYPAL*VERMONTHUMA          | 100 100 000 724 000 | ADMIN       | MEMBERSHIP VT HUMAN RESOURCE ORG    | \$ 60.00      | R           |
| 8/1/2014         | GREENTREE CONSULTANTS       | 100 100 000 724 000 | ADMIN       | SHRM VT STATE CONF-SMH              | \$ 255.32     | S           |
| 8/5/2014         | WALMART                     | 100 800 000 723 000 | LIBRARY     | PROGRAM SUPPLIES                    | \$ 64.58      | T           |
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|                  |                             |                     |             |                                     |               |             |
|                  | PROJECT TRACKER             |                     |             |                                     |               |             |
|                  |                             | SUBJOB              |             |                                     | TOTAL         | \$ 4,050.10 |

MINUTES SUBJECT TO CORRECTION BY THE ESSEX JUNCTION BOARD OF TRUSTEES. CHANGES, IF ANY, WILL BE RECORDED IN THE MINUTES OF THE NEXT MEETING OF THE BOARD.

**VILLAGE OF ESSEX JUNCTION  
BOARD OF TRUSTEES  
MINUTES OF SPECIAL MEETING  
AUGUST 22, 2014**

**BOARD OF TRUSTEES:** George Tyler (President), Dan Kerin (Vice President), Elaine Sopchak (Note: Elaine Sopchak participated by telephone).

**ADMINISTRATION:** Susan McNamara-Hill, Acting Manager/HR Dir/Clerk/Treasurer

---

**CALL TO ORDER**

Village President George Tyler called the meeting to order at 1:25 PM.

**BUSINESS**

**1. Request to Waive Ordinance Prohibiting Dogs at Maple Street Park for Event on August 24, 2014.**

**MOTION by Elaine Sopchak, SECOND by Dan Kerin, to approve the waiver to allow dogs in Maple Street Park on Sunday, August 24, 2014.**

**ROLL CALL VOTE: Elaine Sopchak – Aye, Dan Kerin – Aye, George Tyler – Aye.**

**2. Request by IBM for Temporary Signs in Village Right-of-Way**

**MOTION by Dan Kerin, SECOND by Elaine Sopchak, to approve IBM's request to hang signs in the Village Right-of-way**

**ROLL CALL VOTE: Elaine Sopchak – Aye, Dan Kerin – Aye, George Tyler – Aye.**

**ADJOURNMENT**

**MOTION by George Tyler, SECOND by Dan Kerin, to adjourn the meeting.**

**ROLL CALL VOTE: Elaine Sopchak – Aye, Dan Kerin – Aye, George Tyler – Aye.**

The meeting was adjourned at 1:28 PM.

Minutes respectfully submitted by Susan McNamara-Hill, Acting Manager/HR/Clerk/Treasurer

*Smh*

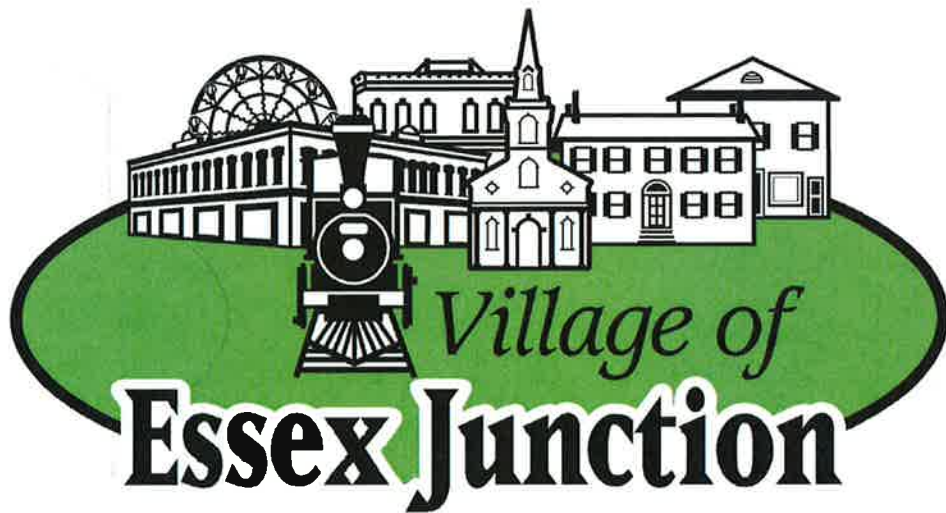
**VILLAGE OF ESSEX JUNCTION  
TRUSTEES MEETINGS/PUBLIC HEARINGS  
AUGUST 12 AND AUGUST 26, 2014  
6:30 PM**

The Essex Junction Board of Trustees will hold public hearings on August 12 and August 26, 2014 at 6:30 p.m. in the meeting room at the Essex Junction Municipal Building, 2 Lincoln Street on the draft 2014 Comprehensive Plan prepared by the Planning Commission.

The comprehensive plan is a five year land use plan for the entire geographic area of the Village of Essex Junction. It is an official public document adopted by the local government as a policy to guide decisions about the physical development or redevelopment of the village. The plan contains the following chapters:

- Chapter 1: General Planning Background
  - Chapter 2: Community Vision and Strategies for Essex Junction: 2014-2019
  - Chapter 3: History with an Eye Toward the Future
  - Chapter 4: Comprehensive Plan Elements
  - Chapter 5: Implementation
- Appendices:
- A: Historic Resources
  - B: Underground Storage Tanks in Essex Jct.
  - C: Maps

Copies of the draft 2014 Comprehensive Plan are available at the Village office at 2 Lincoln Street as well as online at [www.essexjunction.org](http://www.essexjunction.org). Please contact the Village Manager's office at 878-6944 with any questions.



# COMPREHENSIVE PLAN

2014

Public Hearing Draft

Adopted ???



## Village of Essex Junction Comprehensive Plan – 2014

### **Board of Trustees:**

George A. Tyler, Village President  
Daniel S. Kerin, Vice President  
Elaine H. Sopchak  
Lori A. Houghton  
Andrew P. Brown

### **Planning Commission:**

Diane Clemens, Chair  
Andrew Boutin  
Nick Meyer  
Aaron Martin  
Amber Thibeault  
John Alden  
David Nistico

### **Staff:**

Patrick Scheidel, Manager  
Robin Pierce, Community Development Director/Zoning Administrator  
Susan McNamara-Hill, Co-Assistant Manager/Clerk/Treasurer/Tax Collector  
Lauren Morrisseau, Co-Assistant Manager/Finance/MIS Director  
Patricia Benoit, Administrative Assistant to the Village Manager  
Rick Jones, Public Works Superintendent  
James Jutras, Water Quality Superintendent  
Penny Pillsbury, Library Director  
Chris Gaboriault, Fire Chief  
Terry Hass, Assistant Zoning Administrator  
Darby Mayville, Economic Development/Community Relations Assistant

Adopted the ?? day of ??.

## **Contributors**

### *Village of Essex Junction*

Robin Pierce, Community Development Director/Zoning Administrator  
Lauren Morrisseau, Co-Assistant Manager/Finance/MIS Director  
Rick Jones, Public Works Superintendent  
James Jutras, Water Quality Superintendent  
Penny Pillsbury, Library Director  
Chris Gaboriault, Fire Chief  
Terry Hass, Assistant Zoning Administrator  
Darby Mayville, Economic Development/Community Relations Assistant  
Brad Luck, Director, Essex Junction Recreation and Parks

Rick Hamlin, Bike/Walk Advisory Committee

### *Town of Essex*

K. Dana Hanley, Community Development Director  
Gregory Duggan, Planner  
Brad Larose, Police Chief

Greg Morgan, Chair, Essex Economic Development Committee  
J.C. McCann, Essex Energy Committee

### *Chittenden County Regional Planning Commission*

Regina Mahony, Senior Planner  
Pam Brangan, Senior Planner  
Melanie Needle, Senior Planner  
Peter Keating, Senior Transportation Planner  
Dan Albrecht, Senior Planner

### *Other Organizations/Boards*

Grant Geisler, Exec. Director of Operations/CFO, Chittenden Central Supervisory Union  
Maura Collins, Vermont Finance Housing Agency  
Whitcomb Family  
Meredith Birkett, Chittenden County Transportation Authority  
Liz Subin & Susan McCormack, Heart & Soul of Essex

## **Funding**

This Comprehensive Plan update was funded by a Municipal Planning Grant, awarded by the Department of Economic, Housing and Community Development.

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## **Chapter I**

### **General Planning Background**

#### **1. What is a Comprehensive Plan?**

A comprehensive plan is an official public document adopted by the local government as a policy to guide decisions about the physical development or redevelopment of the community. The comprehensive plan outlines how the Village wishes to develop in the next five years. Policies in the plan will guide the community in decision making deliberations.

A plan should be comprehensive, general, and long range. “Comprehensive” means it includes all geographic areas of the community and all issues in the community which might affect growth-issues such as transportation, storm drainage, signs, landscaping, safety and conservation. “General” means the plan summarizes policies and proposals, and establishes goals for the community’s future. Although a plan will contain some specific proposals, emphasis is placed upon general policies which should lead to development of specific projects, plans or ordinances. “Long Range” means the plan looks beyond current issues to the problems and opportunities 20 years in the future.

In recent years, comprehensive plans have shifted from more general guides on community policies to a more specific strategic document that focuses on implementation and action as well as specific policies. The benefit of this type of comprehensive plan is that it is more results oriented and provides much more detail on how the goals and objectives will be reached. For these reasons the 2014 comprehensive plan update will focus on implementation in addition to general policies.

#### **2. Why Develop a Comprehensive Plan?**

A Comprehensive Plan (“Plan”) helps to manage or control growth, and should represent a community’s goals and aspirations for the future. There are three general justifications for development of a Plan.

1. To accomplish things the community wants to happen, and
2. to avoid or prevent things the community does not want to happen, and
3. to accommodate things the community expects to happen.

Therefore, a Plan is a community’s best opportunity to direct positive change, to minimize negative change, and to manage expected change. A good Comprehensive Plan, with wide-spread public support, is the best mechanism available to manage change. A Comprehensive Plan is not a regulation but is a “guide” and a source of information for local officials, citizens and developers. It documents the historic development of the Village as well as the future aspirations of the community.

#### **3. The Planning Process**

The Planning Process typically involves six distinct and identifiable steps:

1. Generalized Goals – Broad statements regarding future development of the Village. Identification of those general topics which should be analyzed during the Planning Process. This 2014 Plan update benefitted from the previous Heart & Soul community conversation project which identified six community values which have laid the groundwork for the future.
2. Inventory – Identification of existing physical, social and economic characteristics of the Village.
3. Analysis – As a result of the inventory and the community’s statements of goals, an analysis of the community’s resources and opportunities was completed.

4. Implementation – Mechanisms to implement the plan were developed and include such items as zoning and subdivision ordinances, capital planning and budgeting, special projects and studies, and partnerships with community and regional organizations, etc.
5. Monitoring – Upon completion this Plan should be periodically monitored and updated to meet changing conditions or changing policies.

#### **4. Statutory Authority**

The Vermont Planning and Development Act, Title 24 of the Vermont Statutes Annotated, Chapter 117, authorizes the Village to prepare and adopt a Comprehensive Plan. The identified purpose of the Act is to “encourage the appropriate development of all lands...in a manner which will promote the public health, safety, morals, prosperity, comfort, convenience, efficiency, economy and general welfare; and to provide a means and methods for the municipalities and regions of this State to Plan...and to implement those plans...” In 1988, the Vermont Legislature adopted Act 200, which further refines the State’s planning statute. In 1990, the Legislature further refined this legislation by revising the goals and policies of the Act.

#### **5. Consistency with Adjoining Town and Regional Plans**

The Village borders Essex Town to the north and South Burlington and Williston to the south and east. In general, the adjoining town plans have compatible land uses on joint borders. As this Plan is implemented, adjacent municipalities should be invited to comment on projects which may affect them. For example, this Plan includes goals aimed at improving the Village as a safe, walkable and vibrant Village area – including appropriately managing the traffic in the Village.

This Plan is generally consistent with the 2013 Chittenden County Regional Plan (entitled the ECOS Plan), which designates Essex Junction as an area planned for growth – including Center, Metro, Suburban and Enterprise planning areas. The Village Plan’s emphasis on the Village Center District is consistent with the regional plan’s growth center concept.

#### **6. Plan Format**

The Village of Essex Junction used the standard planning process, as identified in Chapter I. The Plan is divided into chapters. Chapter II defines the goals for the remainder of the Plan. Chapter III describes the history of the Village and current demographic trends with an eye toward the future.

The main body of the Plan is set forth in Chapter IV which is divided into major Plan elements such as Transportation, Land Use, Housing, etc. Therefore, someone interested only in Transportation should look to that element of the Plan. Each Plan element includes: 1) Background information and research materials as necessary; 2) Discussion of major issues; and 3) Specific Goals and Objectives.

Chapter V discusses general implementation strategies. More specific information may be included in the individual Plan Elements. Also included in this chapter is a discussion of Plan Monitoring and Review Policies.

Finally, the Appendices include data not included in previous chapters: Appendix A includes a list of historic resources, Appendix B includes Underground Storage Tanks, and Appendix C includes the maps.



## Chapter II

### Community Vision and Strategies for Essex Junction: 2014-2019

#### 1. Community Values, Vision and General Goals

An important stage of any Planning Process is the identification of community values. The values are used in establishing a vision for the future and general community goals. Together they are used to identify what the community is striving to become or maintain as well as the challenges and opportunities it faces. They define the Plan and provide focus to the Planning Process. More specific goals and actions are identified in the chapters that follow.

In 2012 and 2013 both the Town of Essex and Village of Essex Junction engaged in an in depth community conversation called Heart & Soul of Essex. Through Heart & Soul of Essex, the community was engaged in multiple ways to learn what the shared values are, and a better understanding of the community's collective hopes for the future was gained. Six values were established through 43 neighborhood conversations (involving almost 350 people who live or work in the community) and a survey completed by 540 people (including 352 people who had not previously participated in a Heart & Soul activity). The six **values** are listed below and each is followed by the General Goals and Vision for the Village:

**Education** - Essex invests time, energy, and resources to ensure that our highly respected schools meet the needs of everyone in the community. We are proud to support learning that extends beyond the traditional classroom and includes the arts, athletics, and vocational instruction. Community programs, and libraries offer diverse and affordable opportunities that prepare residents of all ages for lifelong learning and for work in an evolving economy.

*Essex Junction's Vision and General Goal:* To continue to provide Village residents with a DIVERSITY of vocational and educational opportunities, and cultural and recreational amenities to ensure lifelong learning for all.

**Local Economy** - Our residents contribute to a vibrant economy by working for and patronizing a diverse mix of businesses, from small, locally-owned enterprises to international corporations. We are committed to fostering an environment that produces a world class workforce and a strong economy for years to come.

*Essex Junction's Vision and General Goal:* To recognize and enhance the role of Essex Junction's existing business and industrial base for both the local ECONOMY and the Chittenden County REGION as a major employment and transportation center.

**Thoughtful Growth** - We value wide-open spaces and tight-knit neighborhoods, rural roads and vibrant downtown streets. Essex is a place where we can enjoy a beautiful view, walk in the woods and go out to eat without ever leaving town. We support a diverse housing mix, opportunities for business development and a transportation system with a variety of options including a connected network of walking and biking routes.

*Essex Junction's Vision and General Goal:* To ensure a well-balanced and desirable COMMUNITY with a DIVERSITY of options to live, work and play. With a healthy and vibrant Village Center (aka DOWNTOWN) as the focal point including a full range of services and activities, surrounded by the Junction's highly valuable NEIGHBORHOODS and connected with a network of walking and biking routes. This vision can only be reached by encouraging new development in commercial, industrial and multi-family districts within the Village while managing this new GROWTH with high standards to both protect and improve the IDENTITY of the Village's historic character, and to minimize LAND USE conflicts that may occur from



infill and redevelopment of underutilized properties. Additional General Goals include: Cultivate public and private investment options for community improvements. Cooperate with adjoining communities to ensure quality development; and to protect the Village from negative impact of adjoining development. Minimize the total economic cost of providing housing, utilities, transportation and public facilities and services (aka COST EFFICIENCY).

**Health & Recreation** - We value public places for outdoor and indoor recreation for all ages and abilities. We treasure Indian Brook reservoir, neighborhood parks and the chance to connect by bicycle or on foot. Community institutions provide education and programs to support healthy lifestyles.

*Essex Junction's Vision and General Goal:* Maintain an aesthetically attractive urban ENVIRONMENT that is sensitive to the natural ENVIRONMENT.

**Community Connections** - Our deep connections with each other make Essex special. Neighbors help each other during good times and bad. We value diversity and welcome everyone. We build our sense of community at local events such as the Memorial Day Parade, Five Corners Farmers Market, Annual Block Party and Winter Carnival. Our local newspapers and online forums give us plenty of ways to stay in touch. Residents participate in local government and volunteer.

*Essex Junction's Vision and General Goal:* Encourage strong public PARTICIPATION in all public decisions affecting the development or redevelopment of the urban area.

**Safety** - Essex is a safe place where neighbors watch out for one another. We value an active, visible police force and strong fire and rescue services. Upgrades to our physical infrastructure will allow us to move about our community with comfort and security.

*Essex Junction's Vision and General Goal:* Establish a network of walking and biking routes.

## 2. Accomplished Objectives

The following is a list of planning accomplishments from 2008 - 2014:

- Worked to gain funding for the Crescent Connector Road, through the CIRC Alternatives process, which will ease congestion at the Five Corners.
- Construction of the Lincoln Street Sidewalk was completed in 2013.
- Visioning for Train Station – studied potential aesthetic improvements.
- Five Corners Farmers' Market began in 2010.
- North Street to Railroad Station Multi-Use Path – construction grant received in 2013.
- The Town and the Village engaged in an in-depth community conversation called Heart & Soul of Essex. Six shared community values were identified.
- The Village received a Bronze Walk Friendly Community Designation due to its sidewalk coverage, Safe Routes to School Program, excellent pedestrian plan, and regional coordination.
- Strengthened Design Review in Village Center through amendments to the Land Development Code in March 2011 including increased historic review and level of design review.

- Expanded the boundary of the State Designated Village Center in 2011 to increase the potential for development in the Village core.
- Secured funding (CIRC Alternatives project) for Pearl Street Road Improvements including road widening, bike lanes and lighting.
- Completed traffic calming improvements and bike lanes on Pearl Street from West Street Extension to Champlain Valley Expo.
- In 2012, a comprehensive wastewater treatment plant facility refurbishment was contracted. Work completion is expected in the Fall of 2014.
- The Old Colchester Road pump station (AKA High School pump station) was replaced in 2012 with a completely new pump station.
- The Village approved a 300,000 sq.ft. light industrial master plan for the IBM campus on Maple Street to allow for more diversity in uses.
- Construction on the new police station broke ground in November 2013.
- The Tree Farm was acquired for recreation. This was a joint land acquisition project between the Village and the Town.
- The West Street Dog Park was opened and the Community Gardens were expanded in 2012.
- The BMX & skateboard park were added to the Maple Street Park in 2012.
- The Vermont Land Trust, with funding assistance from the Village, purchased development rights on 271 acres of the Whitcomb Farm in March 2014. Additional development rights are planned for purchase on approximately 143 acres, pending funding in 2015.
- A Certificate of Public Good was issued for a 2,200 kW solar farm project on the Whitcomb Farm in December, 2013 and was supported by the Village Trustees. Construction is anticipated to begin in the summer of 2014.

### **The Planning Challenge: Toward 2019 and Beyond**

Essex Junction is a dynamic and largely developed community with a good mix of residential, commercial and industrial development. It has desirable neighborhoods, accessible parks and open space areas, and established downtown and commercial centers. Portions of its commercial areas can be classified as mature urban with underutilized properties that present opportunities for redevelopment and renewed investment. Therefore, the planning challenge for Essex Junction is to manage growth, encourage reinvestment in the existing urban environment, protect existing neighborhoods and ensure that redevelopment or new development enhances the vitality and "Village" character of Essex Junction.

Land use goals that the Village has set for itself will be detailed in the chapters that follow. However, the most important issues that are being grappled with today will define the priorities for Essex Junction for the coming five years.

**Goal 1: Assist and work with existing businesses to stay and grow in Essex Junction.**

**Encourage and assist new businesses and clean industries to invest in Essex Junction.**

- Objective 1.1: Maintain a favorable business climate in Essex Junction.
- Objective 1.2: Engage in policies to make progress on the transit specific strategies in the Town's Economic Development and Vision Plan including #4 (regional multi-modal improvements), #10 (freight rail service expansion), and #12 (transit oriented development).
- Objective 1.3: Continue efforts to revitalize the Village center and attract business through public investment in infrastructure.

**Goal 2: Promote thoughtful growth.**

- Objective 2.1: Ensure that new development and rehabilitation efforts enhance and reinforce the existing architecture, design and layout along major arterials and historic neighborhoods.
- Objective 2.2: Encourage mixed-income infill housing within existing developed areas in the commercial and multi-family districts.
- Objective 2.3: Promote the redevelopment of underutilized properties in the Transit Oriented Development (TOD) and Village Center District.
- Objective 2.4: Continue improvements in the public realm for a high quality pedestrian experience.
- Objective 2.5: Continue efforts to preserve and rehabilitate existing historic structures through state and federal funding programs and incentives; and encourage private investment for the same.
- Objective 2.6: Hold an enhanced community discussion and design charrette to develop design standards for the Downtown.

**Goal 3: Continue improving access to and safety of bicycle and pedestrian facilities, and public transit. Support the work of the Bike-Walk Advisory Committee.**

**Goal 4: Implement projects that will move traffic more efficiently while making the Village a more welcoming place for all modes of travel.**

- Objective 4.1: Implement the Connector Road project.
- Objective 4.2: Consider pedestrianization of Main Street.
- Objective 4.3: Consider alternatives for vehicular traffic through Five Corners, such as redirecting Route 15.

**Goal 5: Establish policies and manage the Village budget and assets to enhance and ensure the continuation of the high quality of life Village residents, businesses and visitors value.**

- Objective 5.1: Increase the ratio of light industrial/commercial uses to residential uses.
- Objective 5.2: Investigate additional sources of revenue.
- Objective 5.3: Keep budget increases within the rate of inflation.
- Objective 5.4: Continue to investigate and implement, when appropriate, shared services between Village and Town governments.
- Objective 5.5: Think strategically about Village owned assets to maximize the benefit to the public.
- Objective 5.6: Consider reinstating funding to the land acquisition fund.

## **Chapter III**

### **History with an Eye Toward the Future**

Prior to development of specific recommendations for the future, it is important to examine the trends of the past. This Chapter reviews the historic development patterns within the Village and identifies recent current statistical trends. Historic development patterns and current trends largely dictate future growth patterns. Many of the Goals and Objectives within this Plan are influenced by these trends.

#### **1. Historic Development Patterns**

Early growth in Essex Junction was focused in the vicinity of Hubbell's Falls of the Winooski River, with some agricultural settlement occurring north of the mills. A few structures remain which represent this early growth. A brick house built by Ezra Slater, Sr. at the corner of Park and South Streets is representative of this early settlement. Lincoln Hall, constructed about 1820 as a tavern, is another example of early Village growth.

Probably the single most important influence on growth patterns in Essex Junction was the arrival of the railroad in December, 1849. At that time, the crossroads in Essex Township was named Painesville, in honor of the Vermont Central Railway President, Charles Paine. Concurrently, the Vermont and Canada Railroad was being constructed and a railroad junction was formed. Burlington passengers were forced to switch trains at the Junction. Thus, the name Essex Junction began to appear, and in the early 1890's the name was officially changed. The nucleus of the Village Center began to form around the railroad junction. Early buildings included additions to the Stevens Tavern, the Central House Hotel at Central and Depot Streets. The first church was erected by the Methodists and Congregationalists in 1866.

Another major influence on development patterns within the Village was the early street pattern. The basic network of streets was formed by 1869. Thus, at this early date the "Five Corners" of Main, Maple, Park, Pearl and Lincoln Streets was already established.

By 1880, Essex Junction had displaced Essex Center as the principal Village in the Township. Numerous shops and stores were in existence. In 1892, The Village obtained a Charter from the Vermont Legislature as the Incorporated Village of Essex Junction. In 1890, Essex Junction had a population of 1,141, surpassing the 1,062 residents in the remainder of Essex Township.

During the late 1880's and first half of the 1900's, development continued to occur within the Village. Of note was the arrival of the automobile, and the beginning of traffic conflict at the "Five Corners".

The third major event to greatly influence the development of Essex Junction was the arrival of IBM in 1957. The Village population rose from 2,741 in 1950 to 5,304 by 1960. Corresponding with the population and employment growth was the demand for public and commercial services. Businesses began to expand along Pearl Street while residential development proceeded at a rapid pace.

These historic trends had a significant effect on current growth patterns. The railroads still limit the efficiency of the street network. The five major streets intersecting at "Five Corners" create heavy traffic congestion. Some relief from traffic congestion occurred after the first section of the Circumferential Highway opened in 1993; however, traffic levels have since reached pre-circumferential numbers. Traffic associated with Village Schools appears to have a significant impact on congestion in the morning as more parents seem to be driving their kids to school. Reasons for the increase in school related traffic could be the breakdown of the neighborhood school system, the

lack of busing or safety concerns. Thus, historic growth patterns limit and direct the planning effects within the Village today.

## **1.1 Historical Resources**

In addition to the specific buildings identified above, there are other important historical resources within the Village. The following inventories of historic sites exist within Vermont:

- The state's Division for Historic Preservation has been inventorying historic buildings since the 1970's and the information is found in the Vermont Historic Sites and Structures Survey. The statewide survey identifies and documents historic properties and sites yielding or likely to yield archeological and anthropological information. The Essex Junction inventory is dated 1984. The inventory includes concentrated developments in groups, identified as districts – where additional information about a district's overall character and development is provided. There are 12 districts, and 2 complexes (Whitcomb Farm and the Champlain Valley Fair) in Essex Junction. There are 205 buildings identified in total within the 12 districts and the Whitcomb Farm complex. The inventory then lists 71 buildings – some of these buildings are the same as those within the districts and others are outside of those districts. Altogether there are a total of 244 historic sites on this survey. These resources are listed in Appendix A and mapped on Map 2.
- There is also a State Register of Historic Places, a designation given after review by the Vermont Advisory Council on Historic Preservation. This designation is largely honorary only – though, under Act 250 review, listed sites are presumed to meet the definition of "historic site" under Criterion 8 for review of development applications and are thus considered in the decision of whether to issue a permit. While the State works to digitize the resources on the registry there appears to be some discrepancy in data on what sites in Essex Junction are actually listed.
- The Division for Historic Preservation also administers the National Register of Historic Places in Vermont. The national register is the nation's list of historic and archeological properties worthy of preservation. The criteria for inclusion are the same for the National and State registers. National register designation makes properties eligible for federal and state tax credits and offers some protection from federally funded, licensed, or permitted projects that would harm them. However, it does not restrict what an owner may do to his property, including tearing it down. Sites listed on the National Register are automatically listed on the State Register. While the State & National Parks work to digitize the resources on the registry there appears to be some discrepancy in data on what sites in Essex Junction are actually listed.

Appendix A provides an overview of these three inventories, the criteria for inclusion, the protections provided, the benefits received and the sites within Essex Junction. As the Village prepares for the future, these historic resources will be analyzed and prioritized to determine which structures should be preserved.

## **2. Recent Trends**

Sound, reliable background data is a prerequisite for any long-range planning. It provides necessary background information and provides insight for the future. However, the comprehensive plan should be more about shaping the future to meet community objectives than trying to respond to social, demographic and economic trends, which are difficult to predict. This section provides some general statistical data to establish any major trends. In many cases, additional information is provided in the individual Plan elements.

**2.1 Population Growth & Demographics**

Historical growth rates for Essex Junction, Chittenden County and Vermont are provided on Table 1. As indicated by the Table, substantial growth occurred during the 1950's and 1960's, concurrent with growth at IBM. Since 1970 the growth rate has slowed. Within Essex Junction, the slowing of the growth rate can be attributed to several causes.

- 1) Employment at IBM has been reduced.
- 2) There is limited vacant land available for new residential development.
- 3) Family sizes have been declining locally, following a national trend to smaller families. In addition, there are an increasing number of older households.

However, in the last ten years the rate of population growth in Essex Junction has increased. The most recent population count (2010) indicated 9,271 people living in Essex Junction. This is a 7.92% increase from 2000. Essex Junction grew more quickly from 2000 to 2010 than it did from 1990 to 2000, however this is still lower than previous decades. The estimated population for the Village in 2012 was 9,498 persons, which represents a 2.45% percent increase over this two year time period. It is not anticipated that this rate of growth will adversely impact the provision of services to the local community.

**Table 1  
Population Growth 1900 – 2010**

|      | Village of Essex Junction | % of Change | Chittenden County | State of Vermont |
|------|---------------------------|-------------|-------------------|------------------|
| 1900 | 1,141                     |             | 39,600            | 343,641          |
| 1910 | 1,245                     | 9.11        | 42,447            | 355,956          |
| 1920 | 1,410                     | 13.25       | 43,708            | 352,428          |
| 1930 | 1,621                     | 14.96       | 47,471            | 359,611          |
| 1940 | 1,901                     | 17.27       | 52,098            | 359,231          |
| 1950 | 2,741                     | 44.18       | 62,570            | 377,747          |
| 1960 | 5,350                     | 94.81       | 74,425            | 389,981          |
| 1970 | 6,511                     | 21.92       | 99,131            | 444,732          |
| 1980 | 7,033                     | 8.01        | 115,534           | 537,361          |
| 1990 | 8,396                     | 19.38       | 131,761           | 562,758          |
| 2000 | 8,591                     | 2.32        | 146,571           | 608,827          |
| 2010 | 9,271                     | 7.92        | 156,545           | 626,011          |

Sources: U.S. Census; Vermont 2000, Vermont Dept. of Health, January 2002

Over the last 20 years, the average household size in Essex Junction has been declining. It has gone from 2.57 people in 1990 to 2.48 people in 2000 and most recently to 2.39 people in 2010. Additionally, the number of households with individuals under 18 has decreased and continues to do so. In 1990, 52.3% of the households had children under 18, while in 2000, 30.9% of the households had children under 18.

It is also helpful to have an understanding of the demographics of Village residents prior to development of specific recommendations for the future. The data below includes the age (Table 2) and race (Table 3) of Village residents in 2010. Additional information can be found throughout the chapters in this Plan, the U.S. Census website, and at housingdata.org.



**Table 2**  
**2010 Percentage of Population by Age**

|                    |       |       |
|--------------------|-------|-------|
| Total population   | 9,271 | 100   |
| Under 5 years      | 565   | 6.1   |
| 5 to 9 years       | 591   | 6.4   |
| 10 to 14 years     | 610   | 6.6   |
| 15 to 19 years     | 585   | 6.3   |
| 20 to 29 years     | 1218  | 13.1  |
| 30 to 39 years     | 1239  | 13.4  |
| 40 to 49 years     | 1490  | 16.1  |
| 50 to 59 years     | 1507  | 16.3  |
| 60 to 69 years     | 742   | 8.0   |
| 70 to 79 years     | 466   | 5.0   |
| 80 to 84 years     | 157   | 1.7   |
| 85 years and over  | 101   | 1.1   |
| Median age (years) | 38.9  | ( X ) |

**Table 3**  
**2010 Percentage of Population by Race**

|                           |        |
|---------------------------|--------|
| White                     | 91.50% |
| Black or African American | 1.70%  |
| American Indian           | 0.40%  |
| Asian                     | 3.90%  |
| Indian                    | 1.20%  |
| Chinese                   | 1%     |
| Filipino                  | 0.20%  |
| Japanese                  | 0.10%  |

Source (for both tables): U.S. Census

## 2.2 Population Projections

Looking further out - the VT Agency of Commerce and Community Development, developed population projections from 2010 to 2030 in August, 2013. These projections use US Census data as the basis for calculations; and mortality, birth rate and migration rate data from 1990 to 2010 as factors. It is important to note that projections are not predictions – “projections assume that conditions that occurred in the past will continue into the future”. Therefore, projections can be a helpful planning tool, but with the understanding that they may not be accurate. The projections include two scenarios based on different migration assumptions – Scenario A is based on migration rates during the 1990s, and Scenario B is based on migration rates during the 2000s. The projection report states:

“In Vermont, there is a relationship between the national economy and the direction and magnitude of migration. During the 1990s (Scenario A), the national economy was generally healthier than during the 2000s (Scenario B) and Vermont saw greater rates of net in-migration. As a result, Scenario A using 1990s migration rates generally, show higher populations than Scenario B using the migration rates of the 2000s.”

While the projections were not calculated for Essex Junction, they were calculated for Essex and can be found in Table 4.

**Table 4**  
**Population Projections 2010 - 2030**

|                   | 2010 Census | Scenario A |                    |         |                    | Scenario B |                    |         |                    |
|-------------------|-------------|------------|--------------------|---------|--------------------|------------|--------------------|---------|--------------------|
|                   |             | 2020       | % change from 2010 | 2030    | % change from 2010 | 2020       | % change from 2010 | 2030    | % change from 2010 |
| Essex             | 19,587      | 20,556     | 4.90%              | 21,138  | 7.90%              | 20,074     | 2.50%              | 20,057  | 2.40%              |
| Chittenden County | 156,545     | 165,690    | 5.80%              | 171,718 | 9.70%              | 161,812    | 3.40%              | 162,967 | 4.10%              |

Source: *Vermont Population Projections – 2010 – 2030*, August, 2013. Ken Jones, Ph.D., Economic Research Analyst, Vermont Agency of Commerce and Community Development and Lilly Schwarz, Community Based Learning Intern, Montpelier High School. Developed with the assistance of a Population Project Review Committee.

## **Chapter IV**

### **Comprehensive Plan Elements**

#### **Introduction**

If this Comprehensive Plan is to accurately address the goals and aspirations of the Village, formal and specific guidelines for growth must be developed. These guidelines must be general enough to encourage innovative solutions to problems but be specific enough to focus the actions of the Village in a consistent, workable planning approach.

Another key ingredient of a successful Comprehensive Plan is a clear, concise physical development plan. This Plan will direct and manage the future physical growth and redevelopment of the Village. It encourages orderly, planned growth and represents the community's vision for the future. While it is not possible to identify all issues or satisfy all concerns, the plan is intended to strive for a reasonable balance between competing interests.

The Plan Elements as presented in this Chapter are, therefore, the most important sections of this Plan. They are the engine that will drive the future of Essex Junction. Although each element is presented in a format to be used individually, it should be recognized that they are interdependent. The goals, objectives and maps in each functional element should be adhered to if the overall plan is to remain viable.

The remaining sections of this Chapter are divided into separate Plan elements. Each individual Plan Element contains the official, adopted policies of the Village of Essex Junction.

# 1. Energy

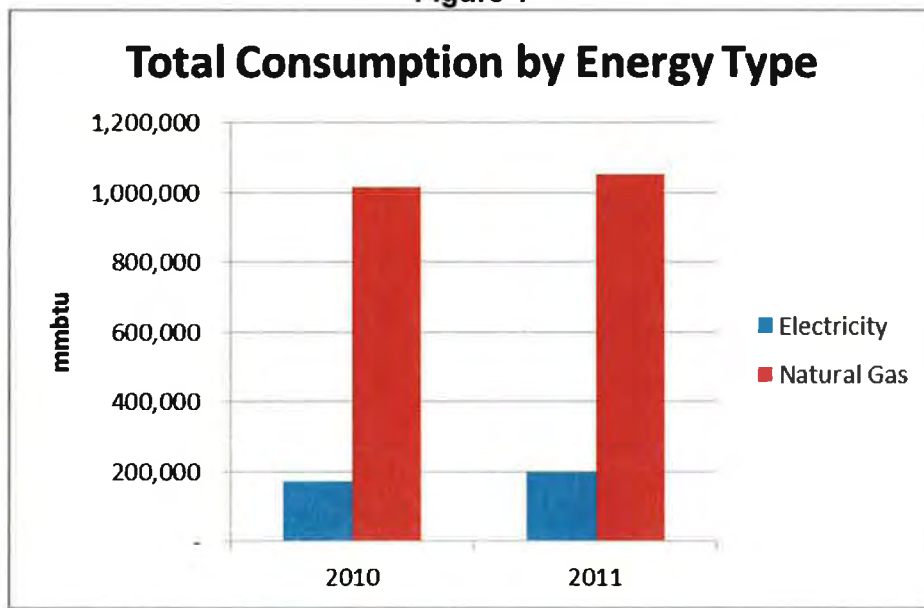
Energy is a core component of community success. The Village of Essex Junction is a jurisdiction where energy production and use are of vital concern which impact overall quality of life in the community. Exterior lighting control is also critical from an energy, safety and biological perspective. The State Comprehensive Energy Plan designates the current Vermont State standards, code and goals for energy use and production as the minimum standard within Essex Junction. Cooperation with State Officials, utilities and energy suppliers is required to ensure the availability of adequate supplies of energy, for a reasonable cost and with minimal impact on the environment.

## 1.1 Energy Profile

For residential and commercial/industrial buildings this section describes energy consumption in the Village in terms of what energy sources are used, what they are used for, and how much is used. The data can also serve as a baseline for tracking progress the Village makes on implementing energy conservation actions. In addition the profile describes the two largest municipal electricity consumers; and the role of land use and transportation in energy consumption. Understanding the Village’s energy profile will also help target specific strategies available to the Village for reducing energy consumption and its greenhouse gas emissions.

Figure 1 below identifies how much energy is consumed in total for the Village of Essex Junction. This includes homes, businesses, municipal operations, and other sectors. The purpose of this graph is to inventory the type of energy being used within the Village to begin understanding how energy consumption is changing from year to year and to be a starting point to inform policies and implementation programs that promote efficiency and the use of renewable energy resources. Although data over the last 10 years is not available, total consumption between 2010 and 2011 did increase for both electricity and natural gas indicating that efficiency measures at all levels of consumption should be prioritized.

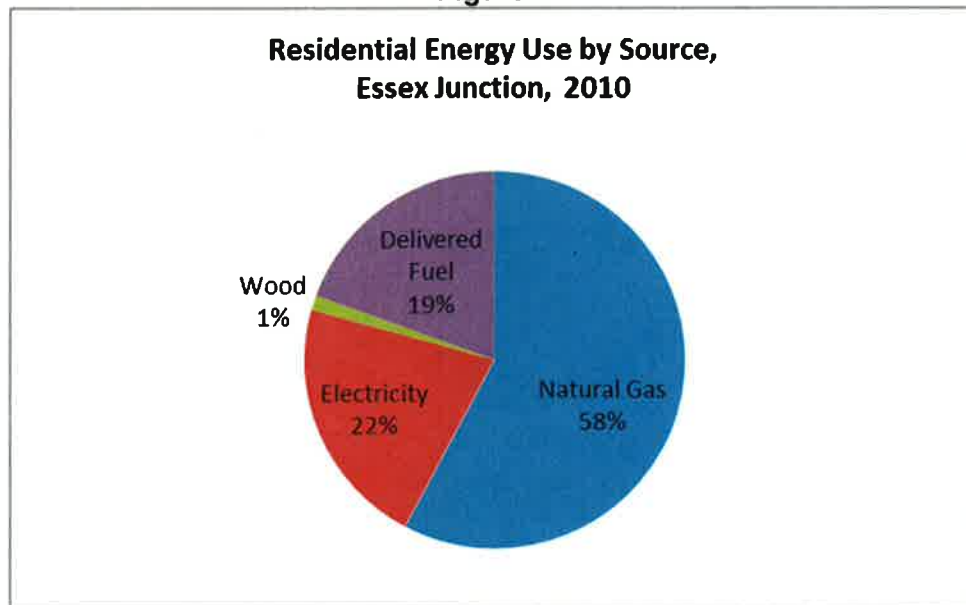
Figure 1



Source: VT Gas, Efficiency VT

**Residential:**

Figure 2 below shows the proportion of energy used in homes in the Village by source. Natural gas accounts for 58% of the energy used in the Village's homes – and is primarily used for space heating, hot water, cooking, and drying clothes. Electricity accounts for the second largest source of energy in the Village at 22% and is used for appliances, lighting, home electronics, and in some cases electric vehicle charging. The least used type of energy in Village homes is wood and delivered fuels (oil and propane) – primarily used for space heating.

**Figure 2**

Source: Chittenden County Regional Planning Commission, VT Gas, Efficiency VT, EIA

Strategies for how to lower residential energy use include:

- ✓ Provide financial incentives for renewable energy applications, thermal efficiency improvements, and electricity efficiency

Home weatherization is the most cost effective way of modifying a building to reduce natural gas consumption and greenhouse gas (ghg) emissions (see section 1.2 below for more information on ghg). Weatherization includes air sealing, insulation, and upgrading heating system and can dramatically reduce a home's heating bills. However, the initial upfront capital to make weatherization improvements on a home can be difficult for some households and businesses. The Property Assessed Clean Energy (PACE) Program is a way for municipalities to make a commitment to helping residents finance weatherization projects for existing homes. PACE financing options can also be used to install renewable energy systems like solar hot water systems or solar panels, which would reduce electricity consumed from the grid and provide a clean source of power. The Essex Energy Committee looked into PACE as an option for Essex, but found at the time, that homeowner's could get a better rate on home equity loans. If home equity rates change in the future PACE may be a more viable option.

- ✓ Meet or exceed state energy efficiency building standards for new construction and major renovations

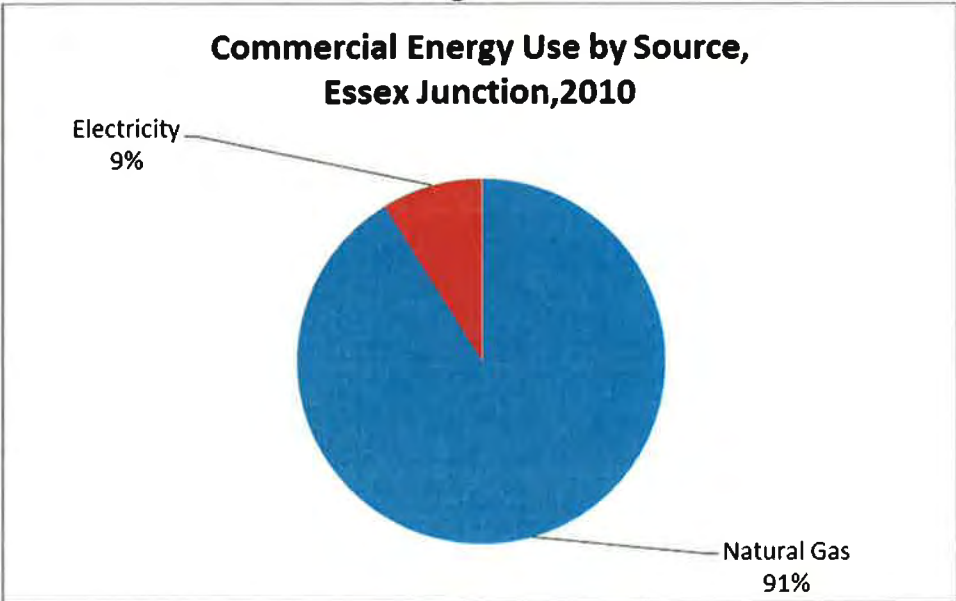
For new construction and building renovations, the State of Vermont has an energy building code, the VT Residential and Commercial Building Energy Standard. Compliance with the energy code is necessary to ensure that new development and alterations to existing buildings are using all types of energy efficiently. To meet the code, the zoning administrator is responsible for providing the energy code to land use permit applicants and must see a completed energy certificate that certifies that the applicant has complied with the code before issuing a certificate of occupancy. Even though a certificate of occupancy may not be needed for all types of buildings, all buildings must comply with the State energy code. Additionally, the Village should consider incorporating language into zoning ordinances requiring new homes and commercial buildings to be built to code (or higher levels of efficiency) to help educate the development community on the code. An example includes the new proposed Town and Village Police Facility: A photovoltaic solar array on the facility’s roof will provide the building’s energy needs and produce energy savings in an amount exceeding the projected bill for natural gas. Energy savings (the facility is capable of earning LEED Gold certification) equal savings in operational costs.

To improve the thermal efficiency of commercial and residential buildings, a municipality could implement a time of sale energy retrofit ordinance for rental housing. Time of sale retrofits target older buildings, particularly multi-family housing, that aren't being reached by voluntary incentive programs. Building energy retrofits offer multiple benefits that include saving money on utility bills, improved safety and maintenance, and comfort. Additionally, the money saved from doing energy improvements gets recirculated into the community instead of being exported out of the region. As an example, the City of Burlington has a time of sale energy retrofit ordinance.

**Commercial/Industrial:**

Figure 3 below shows the energy picture of commercial/industrial businesses within the Village. Most of the energy used in businesses is in the form of electricity for lighting, computers, appliances, and for operating industrial processes.

**Figure 3**



Source: Chittenden County Regional Planning Commission, VT Gas, Efficiency VT

Specific strategies to reduce a business's electric load include converting to renewable sources for electricity, automating controls, switching to LED bulbs, upgrading HVAC equipment; reducing plug loads for office equipment, and monitoring efficiency of other business processes. Weatherizing existing commercial space will also reduce natural gas usage for space heating. New commercial buildings are also subject to the same state energy code to improve the thermal envelope and ensure that lighting, HVAC, and other loads are efficient.

### **Municipal Lighting & Energy Use:**

By far the largest component of municipal electricity usage is for street lighting. The second highest energy usage is the Waste Water Treatment Plant. The Waste Water Treatment Plant has initiated two major energy management efforts:

The typical home uses 9,000 kWh/per year of electricity. The Essex Junction Wastewater facility Co-Generation system produces enough power annually to supply 50 homes. By using this electricity generated directly on site, the installation maximizes the energy efficiency and the cost benefit to the community. The Co-Generation system produces 40% of the electricity used in the wastewater treatment process.

Streetlights in the Village are currently mercury vapor. High-pressure sodium lights are not allowed according to the Land Development Code. Existing street lights in the Village should be upgraded to the most efficient technology available as practicable. The use of architectural or period style lighting is encouraged.

Current Village policy requires compliance with the Regional Planning Outdoor Lighting Manual for Vermont Municipalities. There has been some concern that there is more light than necessary on Pearl Street. The Village should assess the situation and develop a more appropriate standard for streetscape lighting.

### **Land Use & Transportation:**

The relationship between transportation, land use and energy consumption is extremely important and is an area in which the community can have a large impact through development regulations and infrastructure. According to the Vermont Total Energy Study, "more than one third of the state's energy consumption, and nearly half of its greenhouse gas emissions, are tied to the transportation sector." Therefore, a reduction in vehicle miles traveled by passenger vehicles can have a big impact on energy consumption.

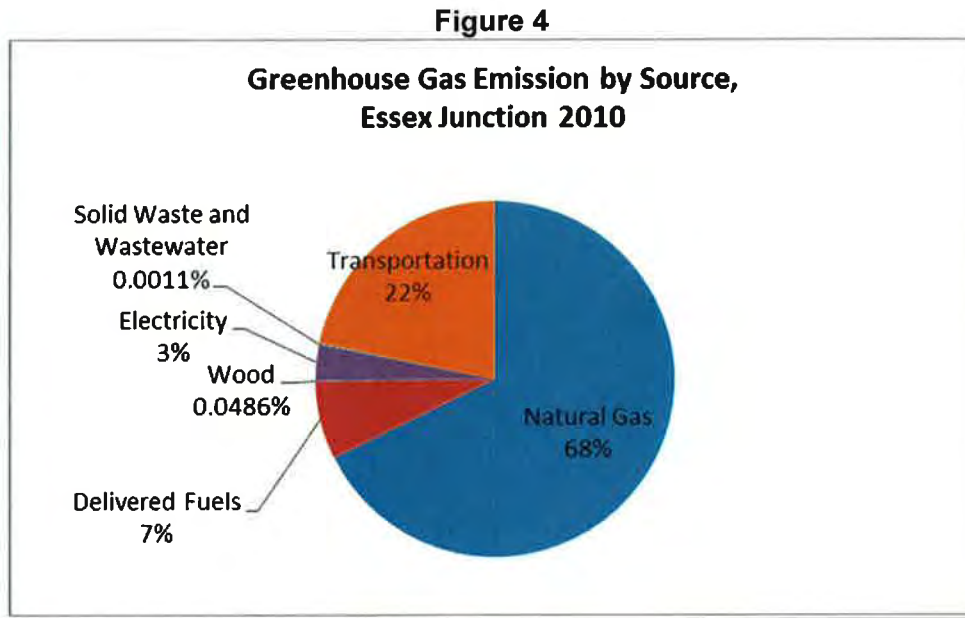
In recent years communities are realizing the important connection between transportation and land use, which impacts energy use. Certain land use patterns can reduce dependency on the automobile by providing greater transportation options through compact mixed use developments where people can choose to walk, bike, use public transportation or drive an automobile.

Essex Junction has a relatively unique opportunity within the county to support greater transportation choice and reduce automobile dependency since it is a relatively compact community with an extensive sidewalk network where local services are within walking distance to residences. Essex Junction is also served by public transportation and rail. Essex Junction residents have more transportation choices than many neighboring communities that have a more suburban/rural land use pattern. Further support of higher density infill and redevelopment in core areas of the Village may reduce demand on energy.

## 1.2 Greenhouse Gas Emissions

The use of different types of energy causes varying amounts of greenhouse gas (ghg) emissions to be released into the earth’s atmosphere and is known to be a contributor to the changing of our climate. The State of Vermont established a goal of a 50% reduction in ghg emission by 2028. Given that Essex Junction is part of the State and contributes to the statewide emissions, it is helpful to understand the source of the Village’s ghg emissions.

Figure 4 below provides an overview of the primary contributors of ghg emissions by sector/source within Essex Junction.



Source: Chittenden County Regional Planning Commission

Within Essex Junction, ghg emissions total 86,140 metric tons of carbon dioxide equivalent or about 1% of the emissions generated in the State and 7% of emissions in Chittenden County. Emissions from natural gas account for the largest share of ghg emissions in the Village, 68%. Transportation emissions from on-road gas consumption are second at 22%. Delivered fuel consumption is the third greatest source of emissions. Electricity consumption accounts for 3% of emissions. A small amount of emissions are generated from solid waste decomposition and wastewater treatment. The Essex Junction Wastewater treatment plant captures the methane gas (a potent ghg) to power the treatment plant equipment.

## 1.3 Reduce Energy Consumption, Decrease Greenhouse Gas Emissions & Increase Renewable Energy Generation

The Village has already employed many energy strategies including methane capture at the wastewater treatment plant; construction, operation and maintenance of facilities that support pedestrians and bicyclists; and encouraging higher density development that reduces ghg emissions and increases energy conservation through the Land Development Code. In addition, the Whitcombs are intending to install a solar array farm on their property. The following list includes a variety of additional measures that can be taken to reduce energy consumption, decrease greenhouse gas emissions and increase renewable energy generation.



Given the highest contributor of ghg emissions is from natural gas used for space heating, the Village should prioritize implementation of actions that improve the thermal efficiency of its buildings.

✓ Promote Energy Efficient Programs and Emissions Reductions Campaigns

Community campaigns educate and motivate people and organizations to take action. Approaches such as community contests among residents and challenges with other towns can be effective. Other effective programs are door-to-door campaigns, phone-a-thons, and energy parties. Efficiency Vermont, CarShare, Drive Electric Vermont, and Vermontivate all offer challenges to reduce energy use at home, at work and in transportation.

✓ Become an Electric Vehicle (EV) Ready Town

Projections for EV adoption state that by 2023 approximately 5,800 EVs will be registered in Vermont, requiring 70 charging stations in Chittenden County. Communities should begin to plan for the deployment of electric vehicles and the necessary supporting infrastructure of charging stations. A variety of tools are available for EV-ready planning. These include zoning, parking ordinances, permitting and inspection, and partnership and procurement.

✓ Promote and provide transportation alternatives to driving alone to work for municipal employees and other village employees

Encourage employees to share rides to work and provide reserved parking for car and van pools. Go Vermont and Go Chittenden County can help with ride matching services. Go Vermont can help van pools obtain a van, insurance, vehicle maintenance and fare collections. Encourage employees to use public transit to get to work by offering transit discounts or passes, providing a guaranteed ride home and working with CCTA to provide a convenient bus stop and shelter. Encourage employees to walk or bicycle to work. Providing shower facilities and covered bicycle parking can make this a more attractive option. Implement municipal fleet policies to reduce energy consumption, costs and greenhouse gas emissions.

✓ Bring car-share programs to Essex Junction

CarShare Vermont is implementing a neighborhood-based social marketing program and assessing the viability of expansion into new communities. Car-sharing programs require a critical mass of users, and are therefore more viable in urban rather than rural areas.

✓ Improve the safety and efficiency of existing roadway networks to optimize traffic flow

Optimizing traffic flow allows traffic to move more efficiently along roadways and through intersections, decreasing time spent idling or accelerating and thus reducing emissions from vehicles. Projects that improve safety and efficiency for bicycles and pedestrians remove barriers to bike/ped transportation. Projects that prioritize signals for transit or provide real-time information on bus location improve the efficiency and competitiveness of transit. Projects that improve efficiency can preclude (or postpone) capacity expansion projects.

✓ Locate and develop Park and Ride facilities to promote transit use and ridesharing

Park and ride facilities reduce highway traffic congestion and worksite parking demand. Park and ride facilities can help support transit service. Park and ride facilities should be appropriately sized or phased, based on location, potential for transit, and potential future usage.

- ✓ Promote renewable energy development that works in harmony with community goals for land use, including implementation of on-site renewable energy in municipal buildings and inclusion of solar standards in the Land Development Code for new development.

Although emissions from electricity are about 3%, electricity does account for about half of the energy used in the Village. Additionally, the State of Vermont is working toward a goal of 90% of its energy from renewable sources by 2050. Renewable energy is energy that comes from resources that are replenished and do not produce ghg emissions when converted to energy. Renewable energy typically comes from sunlight, wind, and geothermal heat. Encouraging the installation of solar panels on rooftops (especially on municipal buildings) within the Village will support the State in meeting this goal and make the Village more resilient, independent, and less vulnerable to power outages during storm events.

There are many ways to further development of renewable energy generation in the Village, including addressing solar in the Land Development Code. Addressing solar in the Land Development Code will eliminate uncertainty around where solar systems may or may not be allowed, ensure that installations are placed in appropriate locations, and mitigate any potential negative impacts.

#### **1.4 Low Income Energy Assistance**

Any Village-initiated communications program should alert low-income residents about these valuable government programs. Programs available in Vermont to assist low-income individuals and families with heating bills include: the Vermont Department of Children and Families (DCF), Fuel Assistance Program, and Champlain Valley Office of Economic Opportunities (CVOEO) WARMTH program and Weatherization Program. DCF's Fuel Assistance Program can help pay a part of your home heating bills if your gross household income is equal to or less than 185% of the federal poverty level, based on household size. The WARMTH program funds are available only in emergency situations; that is, when the household has exhausted their supply of fuel or faces disconnection of utility services. Each household is entitled to three assists during the heating season, and up to \$75 for each time they receive fuel assistance. The Weatherization Program provides services to income-qualified households at no charge. The services include: an energy audit; check-up of heating systems to ensure safety, efficiency and effectiveness; free lighting and appliance upgrades (where applicable) through a partnership with Efficiency Vermont; and renovation construction.

#### **1.5 Underground Storage Tanks**

Directly associated with the use of energy is the safe storage of fuels. Although regulated by the State of Vermont, it is important for emergency planning purposes to be aware of the location of the storage facilities. Within Essex Junction, the State of Vermont reports that 50 UST's located on 14 separate sites are registered and regulated. The average UST in the Village is 6,390 gallons and is 22.6 years old. Almost all of the tanks are made of steel, none have double liners, and only 10% report an electronic monitoring system. The Village owns two tanks for diesel fuel at the Public Works facility. A list of underground storage tanks is included in Appendix B.

#### **1.6 Energy Goals**

**Goal 1: Work with the Essex Energy Committee to prioritize this list of energy goals. A cost benefit analysis could help focus efforts on the most effective and efficient strategies.**

- Goal 2:** Cooperate with State Officials and energy suppliers to ensure the availability of adequate supplies of energy for business and residents at reasonable prices and with minimal impact on the environment.
- Goal 3:** Encourage the development of renewable energy resources to contribute to the State's goal of 90% renewable energy by 2050.
- Goal 4:** Construction of new buildings and rehab of existing residential and commercial/industrial buildings shall comply with the current edition of Vermont Residential Building Energy Standards and Vermont Commercial Building Energy Standards.
- Goal 5:** Ensure that municipal equipment meet all required stationary and non-stationary equipment requirements where applicable (i.e. Vermont State, OSHA, EPA, ANSI Standard B71.1 or B71.4).
- Goal 6:** Participate in green pricing programs, when available, to promote the use of renewable energy.
- Goal 7:** Ensure that new and replacement street lamps utilize the most current and efficient energy technology.
- Objective 7.1: Continue to require energy efficient street lamps in new developments.
  - Objective 7.2: Use energy efficient street lamps when replacing existing lamps.
  - Objective 7.3: Meet or exceed the current adopted version of the Regional Planning Outdoor Lighting Manual for Vermont Municipalities.
- Goal 8:** Support a variety of transportation options including walking, biking, public transit that reduces reliance on the automobile.
- Goal 9:** Continue reducing local energy demand by providing further expansion of sidewalks, bike paths, park & rides and public transportation.
- Goal 10:** Display and distribute information to residents and businesses that will help them save energy.
- Goal 11:** Encourage the Brownell Library to expand and update energy publications and publicize this source to the general public.
- Goal 12:** Continue recycling programs at all Village buildings and facilities.
- Goal 13:** Conduct energy audits for all Village Buildings.
- Goal 14:** Continually examine the cost effectiveness to expand use of methane generated at the Waste Water Treatment Plant as a renewable energy resource.
- Goal 15:** Consider fuel efficiency when purchasing new vehicles. Consider the use of alternative fuels for new vehicles.
- Goal 16:** Provide residents with information on heating assistance programs on an annual basis to make those in need, aware of the programs.

## **2. Agriculture & Community Forestry**

Agriculture is alive and strong in Essex Junction as evidenced by conservation of the Whitcomb Farm, the thriving Five Corners Farmers' Market, a waitlist for community garden plots, restaurant participation in the Vermont Fresh Network, and Farm to School. Refer to Map 1 for reference to prime agricultural soil.

The Whitcomb Farm provides many valuable resources to the Village, including productive agricultural land. The Whitcomb Farm also promotes agriculture education, open space, recreation and wildlife habitat. The Whitcombs and the Village also benefit from the farm's utilization of treated biosolids from the Waste Water Treatment Plant as fertilizer. In the future the Whitcomb Farm hopes to provide a location for the production of renewable energy.

The Village Trustees provided the Whitcomb Farm with a three year tax break in 2011, securing public recreation on the property and supporting the Whitcomb's efforts to conserve the land. In addition, the Village voted to use \$20,000 of the land acquisition fund toward the Vermont Land Trust's purchase of development rights from the Whitcomb Farm. The purchase of development rights is planned in two phases – Phase 1 for 271 acres closed in March 2014; and Phase 2 is for approx. 143 acres and funding is not yet secured but the plan is to close in 2015. This will effectively protect the Whitcomb Farm from development and keep it as a working farm in perpetuity.

In addition to the Whitcomb Farm, the importance of local agriculture to the residents of the Village is evidenced by:

- the thriving Five Corners Farmers' Market - the Market is open on Friday afternoon/evenings from June through October, and occasionally in the winter. Thirty-five vendors participated in the 2013 market;
- restaurants have joined the movement by participation in the Vermont Fresh Network;
- the Village Recreation and Parks Department also run a Community Garden Program with approximately 150 garden plots at the West Street Garden and the Meadow Terrace Garden (and there are waitlists for use of these plots). The Department also hosts gardening classes;
- the Village adopted a chicken ordinance to allow homeowners to have chickens in their backyard. As of December, 2013 approximately 3 to 4 chicken permits have been issued; and;
- CCSU, which serves the Essex Junction, Westford, and U46 school districts established a Farm to School Team in May of 2012. They received a Farm to School planning grant from the Vermont Department of Agriculture that started in February of 2013. The Team is made up of 20 members from the schools, community, and a farmer from Waterville who is a regular vendor at the Five Corners Farmers Market. The overall goals of the program at CCSU are to expand the amount and variety of local products in school meals, increase the opportunity for students to learn about the nutritional, economic, and environmental benefits of local products and healthy eating habits, and increase student understanding and appreciation of farming and food services.

Just as agriculture is important to the residents of the Village, so is community forestry. The benefits of a healthy and robust community tree canopy are extensive. The International Society of Arboriculture, names the following (plus many more) benefits:

- Environmental benefits include climate control by moderating the effects of sun, wind and rain; improve air quality by removing carbon from the atmosphere and storing it in biomass and soils (a process called carbon sequestration); conserving water by intercepting water, storing some of it, and reducing stormwater runoff and the possibility of flooding; and providing wildlife habitat and food.
- Social benefits include providing privacy, emphasizing views, or screening out objectionable views.
- Economic benefits include energy cost savings as trees can provide shade thereby lowering summer air conditioning bills, and trees can protect structures from wind thereby lowering winter heat bills; increase property values; and can help encourage patronage to downtown retailers.

*Helpful Resource:*  
 The Vermont Urban & Community Forestry Program has developed a [Vermont Tree Selection Guide](#) to help select the appropriate tree based on the purpose of the planting, site conditions, type of maintenance needed and best tree species for long term success. The guide includes a tree selection worksheet and a tree list to help select the appropriate tree – there is a printed version as well as a searchable online database that can be found here:  
[www.vtcommunitytrees.org](http://www.vtcommunitytrees.org).

Essex Junction received a 2013 Tree Steward Award from the Vermont Urban & Community Forestry Council for taking tremendous strides to improve the condition and quality of trees in the Village. This includes the completion of a tree inventory, passing a tree policy, and planting 22 trees in the Village Center in a two year period prior to the award. The award recognizes the collaborative effort among multiple Village departments and volunteers. In addition, the Village Trustees established a Tree Advisory Committee in 2013 that works with the Village Tree Warden to promote the improvement and preservation of a healthy environment as it relates to public trees. The committee provides a mechanism for the planting, maintenance, protection and removal of trees on public streets, parks and Village-owned properties.

This Comprehensive Plan is required to meet the State planning goals established under Title 24 §4302(c). These goals include “to encourage and strengthen agricultural and forest industries.” It is clear that the Village is meeting this goal for their agriculture industry. While, there is not much of a traditional forestry industry within the Village to encourage and strengthen, the Village continues to encourage awareness and good forestry practices for its urban trees and community forest.

**2.1 Agriculture & Community Forestry Goals**

**Goal 1: Continue to support the Whitcomb Farm in their conservation efforts.**

**Goal 2: Support the Farmers Market and other local value-added agricultural businesses.**

Objective 2.1: Ensure that any land use, transportation or capital plans for the Five Corners accommodate the Farmers Market, unless an alternative site is established.

Objective 2.2: Work with Five Corners Farmers’ Market to assist in finding a permanent winter location.

Objective 2.3: Hold farm-to-table community events to benefit local organizations.

**Goal 3: Continue support of the Community Garden Program, home gardening and micro-farming.**

Objective 3.1: Offer incentives for developments that include community gardens and/or allow residents to have home gardens on common land.

Objective 3.2: Strengthen language in zoning regulations to protect topsoil during construction so that yards are more suitable for gardening.

Objective 3.3: Encourage backyard composting or participation in the compost program through the solid waste district.

Objective 3.4: Develop a method to donate excess food from community gardens.

Objective 3.5: Encourage the practice of edible landscaping.

Objective 3.6: Inventory and designate additional public space for community gardens (including roof tops and wall gardens).

**Goal 4: Establish a Tree Management Plan to improve and maintain the community tree canopy within public parks and rights-of-way.**

Objective 4.1: Increase the Village tree canopy with thoughtful planning, planting and maintaining of trees on public spaces or intruding into/onto public spaces.

Objective 4.2: Educate residents on the value of the urban forest.

Objective 4.3: Establish a process for the Village Tree Advisory Committee to work with the Planning Commission to review and provide advice on development projects that include tree planting in public spaces.

### **3. Business/Economic Development**

Essex Junction continues to be a strong employment center for large and small, service oriented, retail, and manufacturing enterprises. As the host community for IBM Microelectronics, the Village has a proven track record of developing business partnerships that last. The following strengths combine to make Essex Junction a great place to locate and/or invest in a business:

- The Village is strategically located within the region and has the infrastructure to support new businesses and business expansion. The Village is a transportation hub, with close access to Interstate 89 and Vermont Routes 15, 2A, and 117, and Burlington International Airport. In addition, the Village is working towards the construction of the Crescent Connector - a Circ alternatives project that will help to mitigate traffic at Five Corners and open up areas of underutilized land in the designated Village Center to development. The downtown transportation terminal is a major stop for Amtrak and for the Chittenden County Transportation Authority: which provides county-wide public transportation.
- The Village has a variety of old and new, large and small business properties. The historic Village Center and Pearl Street commercial corridor have had multimillion dollar, federally funded restorations and redevelopment.
- In addition to IBM Microelectronics, the Village is home to the Center for Technology, Essex, which is Vermont's largest secondary technical education facility and the Champlain Valley Exposition, Vermont's largest indoor and outdoor exposition center.
- There are more than 200 small businesses in Essex Junction.
- Agriculture is an important industry in Essex Junction as evidenced by conservation of the Whitcomb Farm, the thriving Five Corners Farmers' Market, a waitlist for community garden plots, restaurant participation in the Vermont Fresh Network, and the Farm to School program. More information can be found in the Agriculture & Community Forestry chapter.
- The Village maintains an inventory of existing businesses and available properties to help connect new or expanding businesses with local resources and building space. The inventory of businesses can be found on the Village of Essex Junction website (<http://www.essexjunction.org/business/list/>).
- The Village has adequate sewer capacity for new development.
- The Village has a Commercial Tax Stabilization Policy intended to encourage economic development, diversify the tax base, enhance the street scape and provide long-term growth in the Grand List and help maintain the vitality of the Village of Essex Junction's commercial business district. Any for-profit or non-profit corporation, partnership, cooperative, or proprietorship that is existing, locating or expanding in a commercial zone in the Village of Essex Junction may be eligible for tax stabilization.
- Essex Junction has a State designated Village Center District which provides tax credits for a variety of building repairs and improvements.
- A downtown revitalization group has been formed - Railroad Avenue Recess. Village staff also works with the Essex Town Economic Development Commission to address Town wide economic development needs and services.
- The Village maintains a fair and balanced permitting process that supports local businesses and new investment.
- Numerous housing units have been added to the Village downtown making Essex Junction a great place to live in close proximity to employment.
- Village residents live in comfortable, friendly neighborhoods all within walking distance of the Village downtown. The Village continues to increase the number of sidewalks and other facilities to support bike and pedestrian travel, making it easier for residents to visit downtown businesses.

- The schools are consistently ranked among the best in the state.
- In addition to IBM, many Essex Junction residents are employed by Fletcher Allen Health Care, the University of Vermont, Saint Michael's College, General Dynamics, and the State of Vermont.
- Heart & Soul participants identified the Local Economy as a community value – the residents' value working at and patronizing the diversity of businesses in the community, and are committed to fostering an environment that produces a world-class workforce and a strong economy for years to come.
- In addition, the Village Center and the Pearl Street commercial corridor have been designated as a Center Planning Area in the 2013 Chittenden County ECOS Plan, which is intended to be a regional center or traditional downtown that serves the County and beyond and contains a mix of jobs, housing, and community facilities.

Essex Junction does face business and economic development related challenges. One important challenge is ensuring the provision of adequate municipal services while minimizing tax increases. Also, Essex Junction's retail sector faces competition from growth in outlying surrounding communities, as well as online retailers. To this end, it is important to support existing business, encourage new light industrial and commercial development and investigate additional sources of revenue.

While the location of Essex Junction at the confluence of three major highways, Five Corners, is a strength of its economic profile, managing the traffic associated from both local and regional commuters is also a challenge. The ability to maintain and grow the economic base is balanced with the need to plan for commuter and local traffic, maintenance, safety and law enforcement. Other direct impacts are felt within residential neighborhoods as commuters use residential streets to avoid Five Corners. The Village has been proactive at providing multi-modal facilities in the downtown to provide alternatives to commuting via single occupancy vehicles. In addition, the Crescent Connector will help mitigate traffic at Five Corners.

### 3.1 Employment

As indicated on Table 5, there are a variety of businesses within Essex Junction. This variety is a significant factor in attracting people to the Junction and maintaining the economic vitality of the area.

The largest private employers in Essex Junction include IBM, Flex-A-Seal, ASK-int TAG; and niche businesses include Champlain Valley Expo, Harley Davidson and CVAA (the Area Agency on Aging for Addison, Chittenden, Franklin, and Grand Isle Counties). Information about large employers can be found in the Essex Town Plan along with specific information from the Essex Economic Development Vision and Plan, 2010.

While the number of employees is not included in the Essex Junction Business

| <b>Business Classification</b> | <b>Estimated Total<br/>Businesses</b> |
|--------------------------------|---------------------------------------|
| Auto Repair                    | 12                                    |
| Bank                           | 6                                     |
| Construction Services          | 4                                     |
| Fitness                        | 4                                     |
| Government                     | 4                                     |
| Industrial                     | 6                                     |
| Medical                        | 26                                    |
| Misc. Services                 | 15                                    |
| Non-Profit                     | 10                                    |
| Personal Services              | 19                                    |
| Professional Services          | 31                                    |
| Restaurant                     | 29                                    |
| Retail Store                   | 52                                    |
| <b>Total</b>                   | <b>218</b>                            |

Source: Essex Junction Business List, dated 2/7/2014 – information gathered from Zoning Permits and therefore not a complete inventory of the existing businesses.



List, the Essex Economic Development Commission has access to the VT Business Magazine's Business Directory. That is also not a complete dataset as the information is self-reported by businesses that choose to provide the information, however that database does include full time employees if provided by the business.

**Table 6**  
**Employment in Essex as Reported in the VT Business Magazine's Business Directory**

|  | # of Businesses | # of Fulltime Employees |
|--|-----------------|-------------------------|
| <b>Essex (both Town and Village)</b>   | 168             | 8,165                   |
| <b>Village</b>   | 67              | 5,440                   |
| Source: Essex Economic Development Commission & the VT Business Magazine's Business Directory  |                 |                         |
| Notes:   |                 |                         |
| 1. This is not a complete census of the businesses, this is only data compiled from businesses who have chosen to provide the VT Business Magazine with their information. |                 |                         |
| 2. 16 out of the 67 Village businesses; and 27 out of the 101 Town businesses in the Directory did not report the number of fulltime employees.                            |                 |                         |
| 3. The fulltime employment numbers assume IBM has 5,000 employees.   |                 |                         |

**3.2 Income Characteristics & Labor Force**

An important factor in the economic health of any community is the local household income level. The income level within any community directly affects a community's health in the following areas:

- 1) Tax base to support the provision of needed community services such as streets, sewer and water facilities, libraries, etc.;
- 2) Type and cost of housing, particularly the availability of affordable housing;
- 3) Types and number of businesses and services available; and
- 4) Ability to attract and maintain a solid commercial and industrial economic base.

Table 7 compares financial characteristics of Essex Junction residents to those of the county. The Median Income in Essex Junction is higher than Chittenden County, indicating the relative prosperity of Essex Junction and the surrounding communities.

**Table 7**  
**Financial Characteristics, 2007-2011**

|                         | Essex Junction | Town of Essex (w/o Village) | Chittenden County |
|-------------------------|----------------|-----------------------------|-------------------|
| Median Household Income | \$64,013       | \$73,855                    | \$62,260          |
| Per Capita Income       | \$33,061       | \$34,307                    | \$32,533          |

Source: U.S. Census, American Community Survey 2007-2011

The 2012 total Labor Force – the population, aged 16 and over, which is employed or unemployed, including those in active military duty - for the Town of Essex is estimated at 11,990. The 2012 annual unemployment rate for the Town of Essex (Essex Junction data is not available) was 3.7% - slightly lower than the County's rate of 4.0%, and the State's rate of 5.0% (Source: Annual Unemployment Rate, Not Seasonally Adjusted from the Local Area Unemployment Statistics program produced by the VT Department of Labor, Economic & Labor Market Information). While Vermont still holds one of the lowest unemployment rates in the country, we are vulnerable to a lack

of market diversification – as seen by the challenges faced when IBM has layoffs. This further supports the goals of this plan to support, grow and diversify Essex Junction’s local economy.

### **3.3 Village Center and Park Street Areas**

The Village Center and Park Street area is the community’s traditional business center and home to numerous local businesses and retail shops. The Village is striving to capitalize on this business center, and encourage development that will enhance the environment. Specifically, the Village is encouraging the development of market rate residential development, encouraging the diversification of the mix of non residential land use, attracting new business, marketing vacant retail properties, and working to redevelop underutilized properties. The creation of the Crescent Connector is an example of this vision, as it will revitalize underused property and enhance the Village environment. The continuing viability of the Village Center as a community focal point is an important consideration in this Plan.

Public improvement projects have been a central focus of the economic development efforts in the Village Center over the past five years. The planned development of the Crescent Connector is the largest of these projects; however there have also been numerous smaller projects, such as the construction of additional sidewalk on Lincoln Street and the proposed development of a multi-use path along the rail tracks. The Village has continued to use the gas lamp style lighting to maintain a consistent feel to the Village Center. Another 1.5 million dollar streetscape project was completed in 2008, which included new mast arms and traffic signals at the Five Corners, pedestrian lighting, on-street parking, sidewalks and landscaping. Plans to widen Pearl Street to accommodate cyclists and the potential to pedestrianize a short section of Main Street will stimulate economic activity while accommodating more efficient vehicle movements.

### **3.4 Pearl Street Business**

The Pearl Street business corridor is an important part of Essex Junction’s business and retail sector. There are significant differences in the types of businesses located at the Village Center and those along Pearl Street. The Pearl Street corridor contains a variety of local retail and service oriented businesses, including two shopping centers, the Champlain Valley Exposition (CVE), fast food restaurants, numerous other businesses and residential uses. New higher density housing has been introduced which will help sustain the adjacent local businesses.

Reports reveal that Essex Junction businesses serve primarily the local market and are facing competition from recent retail and office developments in surrounding communities. The Village plans for an economic strategy that capitalizes on the economic impact of CVE fair and non-fair related events, and works with property owners to develop underutilized sites for residential and mixed-use development.

In 2005 the Village worked with the CVE and Saratoga Associates on the Pearl Street Enhancement Plan. The major focus of the plan included upgrades to the Pearl Street frontage of the CVE and recommended zoning changes to improve and promote higher density mixed-use development and improved design standards. The CVE frontage was upgraded in 2011.

### **3.5 Champlain Valley Exposition Fairgrounds**

CVE is a major year round events venue. CVE is strategically located close to the Village Center and on a main road, which creates opportunities for local business to capitalize on the influx of people to the Village for CVE events. Public Village representatives should participate in the

planning of any changes to the present use, or to the present master plan, as this will affect both the surrounding residents and the entrance into Essex Junction. Any new Master Plan or changes to the existing Master Plan should emphasize mixed use with a base of light industry and commercial uses. In addition, the Village should carefully consider and encourage businesses that support the events at CVE such as hotels and restaurants.

### **3.6 IBM**

Essex Junction has maintained a strong employment base since IBM located within the Village in 1957. IBM is Vermont's second largest private employer and has a major economic impact on the local, regional, and state economies. While IBM has decreased in size, they remain the employment "anchor" in Essex Junction, as well as within the surrounding communities. The demand for commercial and professional services is largely the result of IBM.

In recent years the IBM site has become a Technology Park which is attracting smaller businesses to the site. A joint Village and IBM initiative is developing 300,000 square feet of Light Industrial space on Maple Street which will attract more employers. Diversification on this site will help the Village, Region and State be prepared if there are any additional significant changes at IBM in the future. As one of the State's top employers it would be beneficial to have a plan in place for potential changes (either expansion or contraction) at IBM. Present uncertainties regarding the growth of IBM's local site require intensification of such efforts. The results of this planning should be included in the next update of the Village's Plan and the County's Comprehensive Economic Development Strategy, with involvement of Essex Junction. The Village should support development and infrastructure policies and investments that meet the needs of IBM or their successors, but also minimize impacts on the local residents.

### **3.7 Implementation Strategies from the Town's Economic Development and Vision Plan**

The Village Planning Commission endorses the implementation strategies and should engage in policies to make progress on the strategies as opportunity arises. The Village is particularly interested in maximizing success in the transit specific strategies as identified in #4 (regional multi-modal improvements), #10 (freight rail service expansion), and #12 (transit oriented development). The following is excerpted from the Town's Town Plan: The Essex Selectboard asked the Economic Development Committee (EDC) to prioritize the 13 implementation strategies that were identified in the Economic Development and Vision Plan: Essex, Vermont prepared by BBP and Associates. Many of the strategy recommendations are resource expansive and intertwined, and as a result, were prioritized by the EDC with the goal of maximizing the potential effectiveness of strategies within the human and fiscal resources available. The following list shows the strategies ranked in priority order, from highest to lowest, as summarized and/or amended by the EDC:

- 1. Major Roadway Improvements** – The Town is encouraged to engage actively in infrastructure improvement projects, such as completion of the Circ Highway, VT Route 15 corridor improvements, and VT Route 117 improvements, along with the Crescent Connector, (in the Village).
- 2. Strategic Industrial Park Evaluation** – The evaluation, with regards to the Town's two industrial parks, should enable a better understanding of what is working, what is not, and what is next.
- 3. Government Service Retention and Expansion** – The focus would be on the retention of current government services and the attraction and expansion of Federal and State government services, along with the development and submittal of projects that may not be feasible without appropriations from other governmental sources.
- 4. Regional Multi-Modal Improvements** – Multi-modal projects can improve both the economic climate and the quality of life in Essex, with a focus on local projects.

5. **Marketing Program** – A marketing program should define an Essex brand, modes to present that brand, and identify niches the Town seeks to occupy (such as outdoor recreation, “green businesses,” food commerce, and technology).
6. **IBM Site Initiative** – Communications should be established and maintained with IBM that better enable local government and the community to understand site opportunities and future plans and challenges.
7. **Infill Development** – Infill should be facilitated where appropriate, with care taken to preserve the character of neighborhoods and surrounding areas.
8. **Business Visit/Assistance Team** – A pilot program should be established to test the value of reaching out to existing Town businesses on a regular basis.
9. **Business Development Data Center** – Collecting and updating data on business status and infrastructure is resource intensive, with the costs outweighing potential benefits.
10. **Freight Rail Service Expansion** – Further investments in freight rail infrastructure can have a positive effect the Town’s ability to attract business, as well as providing opportunities for expanded passenger rail access and service.
11. **Local Education Resource Promotion** – Promoting the high caliber local school system should be incorporated into a marketing program.
12. **Transit-Oriented Development (TOD)** – The Town should remain vigilant in its search for TOD opportunities and flexible in its response.
13. **Green Entrepreneurial Center** – A low priority, given the estimated price (\$5.3 million) to build a green incubator space.

The EDC believes housing, particularly affordable housing, is a critical component of an economic development strategy, though it was not included in or attached to any of the 13 implementation strategies.

### **3.8 Business/Economic Development Goals**

**Goal 1: Assist and work with existing businesses to stay and expand within Essex Junction. Assist and work with new businesses to invest in Essex Junction.**

- Objective 1.1: Maintain a favorable business climate in Essex Junction.
- Objective 1.2: Encourage the development of a diverse array of residential units in the Village Center and Pearl St. Districts.
- Objective 1.3: Consider performing market studies or other effort to identify and attract businesses to the Village to enhance Village life.
- Objective 1.4: Work with officials at IBM, as well as the other businesses located at the IBM campus, to meet their future development needs.
- Objective 1.5: Develop a plan for diversifying the IBM property.
- Objective 1.6: Encourage opportunities for bandwidth improvements.
- Objective 1.7: Support efforts to create a culture and environment that encourages entrepreneurs and their start-ups (i.e. co-working spaces, technology training, maker & hacker spaces).
- Objective 1.8: Work with Essex Economic Development Committee to help identify underutilized structures in the Village and assist in matching the landowners with business prospects.

**Goal 2: To increase the Village’s relationship with the local business community.**

- Objective 2.1: Look for strategic opportunities to work with business and property owners on economic development.

- Objective 2.2: Work closely with regional businesses through active membership in such organizations as the Greater Burlington Industrial Corporation.
- Objective 2.3: Encourage Village membership on key and regional committees involved with business expansion and economic development. Continue to work with the Essex Economic Development Commission, and the Chittenden County Regional Planning Commission.
- Objective 2.4: Promote the Village as a destination for shopping, services, and tourism.
- Objective 2.5: Provide mechanisms for increased communication between the business community and Village Officials.
- Objective 2.6: Continue work with the Town and Essex Economic Development Commission on the implementation strategies from the Economic Development and Vision Plan: Essex.

**Goal 3: To provide mechanisms for efficient and timely review of development applications.**

- Objective 3.1: While maintaining environmental standards, ensure that the local codes do not inhibit/prohibit local development.
- Objective 3.2: Provide application checklist of all requirements for each stage of review.

**Goal 4: To preserve and enhance the appearance and historical character of the Village of Essex Junction.**

- Objective 4.1: Maintain Design Review in the Village Center.
- Objective 4.2: Design publicly financed improvements to preserve the character of the Village Center.
- Objective 4.3: Establish local historic districts or other mechanisms to preserve existing residential structures of significant historic village character along major arterials and in historic neighborhoods.
- Objective 4.4: Create a list of noted historic sites and buildings to supplement Map 2.
- Objective 4.5: Continue streetscape and landscaping efforts to attract private sector investment.

## 4. Open Space – Recreation & Natural Resources

Open Space bolsters local economies, preserves significant natural resources, provides recreational opportunities and guides growth into appropriate areas. Through the Heart & Soul project residents put great value in their public places for outdoor and indoor recreation for all ages and abilities. Residents treasure Indian Brook reservoir, neighborhood parks and the chance to connect by bicycle or on foot. This chapter describes the protection and management of these valued open spaces as follows: local parks, schools and recreational facilities that provide extensive active recreational opportunities; urban amenities such as sidewalks and plazas; and natural environmental resources.

This chapter also includes a section on flood hazards and flood emergency preparedness and resiliency.

### 4.1 Local Parks, Schools and Recreational Facilities

The provision of parks and open space for active and passive recreation is an essential and treasured urban function. The 2007 Essex Junction Recreation and Park Master Plan identified all park lands within the Village and determined that there is sufficient parkland to serve Essex Junction's residents. The plan also noted significant natural areas in close proximity to the Village including the Indian Brook Reservoir in the Town of Essex.

Within Essex Junction, the management of the parks, recreation programs and facilities are the responsibility of the school system under the direction of the Prudential Committee. These include the management of all three of Essex Junction's formal parks along with all of the school properties that contain the majority of active recreation facilities within the village. A full-time Recreation Director administers the program. A Recreation and Park Master Plan for 2007-2016 sets the vision, goals and implementation of future recreation projects and park maintenance.

Essex Junctions existing parks and open space include the following (See Map 3):

- A. Stevens' Park:** 8.2 acre neighborhood park designed for passive, nature oriented activities. Designed walking/jogging trail system (also used by bikers). Low-level activity area with established play equipment.
- B. Cascade Park:** 10-acre neighborhood park designed for active recreation use. Youth baseball field; three (3) tennis courts; one (1) basketball court; one (1) mini-basketball court; one (1) established play equipment area; one (1) picnic pavilion; parking lot for 18 vehicles.
- C. Maple St. Park:** 38 acre Community Park, designed for active recreation use. Facilities include one (1) lighted baseball field, two (2) lighted tennis courts; one (1) lighted basketball court; three (3) picnic pavilions; two (2) outdoor swimming pools with bath house;; two (2) multi-purpose fields; two (2) Little League baseball fields; a trail system; one (1) skatepark; one (1) bikepark; low level playground activity with established play equipment; parking lot for 128 vehicles.
- D. Essex Community Educational Center:** 93 acre site housing high school complex. Outdoor facilities include: multi-use stadium; all weather running track; one (1) baseball diamond; one (1) football field; four (4) lighted tennis courts; 400 meter track; parking lot for 370 vehicles.

- E. **Albert D. Lawton Intermediate School:** 33.5 acre site housing middle school building. Outdoor facilities include: One (1) baseball field, one (1) soft ball field, four (4) multi-purpose field areas, parking lot for 110 vehicles.
- F. **Fleming School:** 5.44 acre site that houses elementary school complex. Outdoor facilities include: one (1) basketball court; high intensity playground area; one (1) youth baseball field, multi-purpose play area; parking lot for 301 vehicles.
- G. **Hiawatha School:** 15.65 acre site that houses elementary school complex. Outdoor facilities include: one (1) youth baseball field; two (2) multi-purpose fields; low level playground activity area.
- H. **Summit Street School:** 3.7 acre site that houses elementary school complex. Outdoors facilities include: high intensity playground area; large open space area.
- I. **Park Street School:** 1.29 acre site that houses alternative school building. Outdoors facilities include: low-level playground activity area.
- J. **“Parizo Farm” Property:** 7.73 acres owned by the Essex Junction School District adjacent to the Hiawatha School.
- K. **Fairview Farms:** 10 acres owned by the village; currently natural area open space
- L. **Whitcomb Heights:** 9 acres designated natural area open space.
- M. **State Property at 111 West Street:** 30 acres of open green space, including 98 community garden plots and the Essex Dog Park, both managed by Essex Junction Recreation & Parks.
- N. **Tree Farm Recreational Facility:** 99.1 acres of green space including 13+ soccer fields which are home to a variety of soccer tournaments and the space is available to community members for dog walking, kite flying, and bike riding.
- O. **Meadow Terrace Community Gardens:** 24 organic community garden plots administered through Essex Junction Recreation & Parks.
- P. **Other Available sites:** There are several facilities owned by other agencies which provide recreation opportunities to Village Residents:
  - 1. Indian Brook Park: 577 acres, Town of Essex – Natural Park. Outdoor activities
  - 2. Winooski Valley Overlook Park: 4 acres, Winooski Valley Park District – Natural area
  - 3. Sixty-eight Acre Park: 58 acres, Town of Essex – natural area.
  - 4. Pearl Street Park: 14 Acres, Town of Essex – Active, athletic Park
  - 5. Champlain Valley Exposition Fairgrounds: North of Pearl Street

At Essex Junction Recreation & Parks (EJRP), significant improvements have taken place over the past several years to accomplish master plan goals and meet community needs. A Head of Grounds and Facilities Maintenance was hired to oversee the maintenance and operations of the parks and facilities, a maintenance plan is in place for the athletic fields and playgrounds, several fields at Maple Street park have been irrigated, a court resurfacing schedule has been established, there is new signage at each of the three Village parks, a Bike/Walk Advisory Committee was established by the Village Trustees, the skate park at Maple Street Park was constructed, the Essex Dog Park was

built at 111 West Street, the Bike Park at Maple Street Park was constructed, 32 new garden plots were added at the Community Gardens at 111 West Street.

The only pieces of the recreation master plan related to facilities that are not yet implemented include building two sand volleyball courts at Maple Street Park, and further investigating the need for more indoor recreation space, including an indoor swimming pool. Sand volleyball courts are currently in the FY17 capital plan, though Maple Street Park has some space constraints as much of the property is already used. The Recreation Advisory Council is beginning discussions this year about future space needs. In addition, the Summit Street Natural Playground Group is working to change the traditional playground into a “natural playground” as a community resource.

In 2009, the vote for a previously established one cent (\$.01) tax on the municipal grand list to support the Recreation and Parks Capital Replacement Reserve Fund failed. In a subsequent vote, \$75K was approved by tax payers to support the fund. Since 2009, the annual vote continues to be on the question of \$75K and has been approved. The difference between the one cent (\$.01) on the grand list vs. the \$75K results in \$25K less investment each year. With increasing demands on programs, parks, and facilities, more capital funding will be required to maintain and enhance parks and facilities, especially as the building and pools both age.

#### **4.2 Other Urban Amenities**

Essex Junction also puts great value in its downtown public streetscape, comprehensive sidewalk network, off-road bike-paths, and several quiet residential neighborhoods where biking and walking are a common form of recreation. Heart & Soul participants identified these resources as vital to Health, Safety, Thoughtful Growth and Community Connections.

Essex Junction has invested significant resources towards the revitalization of its historic downtown in the Five Corners over the last five years. A major piece of that effort has been public streetscape and open space improvements. A thriving Farmers Market has been accommodated on Lincoln Place. The annual Village Block Party has been a huge success, but requires the closing of Railroad Avenue. Noticeably absent in the downtown is a village green, a symbol of the New England Village. The development of a green in the Village Center would require demolition and redevelopment.

The Transit Oriented Development Zoning District along Pearl Street encourages the provision of passive outdoor spaces such as a plaza or green in redevelopment projects.

Sidewalks and urban street trees are critical components of open space in an urban area. They help to connect residents with the larger open spaces, and help to create a walkable, vibrant downtown. In the more urban areas of the Village, such as the Village Center and Transit Oriented Development District, wider sidewalks will be required on new streets along with benches and pedestrian amenities. The Village has widened sidewalks as part of the Main Street and Railroad Avenue Streetscape Projects, and Park Street as part of the Essex Junction Redevelopment Project.

Bike paths are also critical components of urban open space. The Bike/Walk Committee is working to map all routes and linkages in the village and identify gaps, and is working on developing this into a future bike and pedestrian official map. The Committee has also developed a list for use in review of development projects. In addition the particular type of connection should be flexible as the best solutions are site specific.

Paths that are currently being considered include:

- a dedicated multi-use path from Essex Junction to Richmond;



- pedestrian link connecting the state property on West Street to Pearl Street by Harley Davison Motorcycles;
- changes to Park Street due to the crescent connector road which will include a pedestrian sidewalk, bike lane, and allow travel from Park Street to Route 15 even when the chip train is traveling through the village (construction may be complete by summer 2015);
- path through CVE property connecting Route 2A to Route 15;
- path connection to the tree farm off Old Colchester Road from Autumn Pond apartments and the high school. There will be a complete loop around the tree farm and the developer of Autumn Pond will maintain the path connection; and
- encourage links with surrounding communities.

In addition, the Village tree planting program to replenish and maintain trees in the Village right-of-way is an essential component of the urban open space infrastructure. This work of the Village Tree Advisory Committee is discussed further in the Agriculture & Forestry chapter.

### **4.3 Natural Environmental Resources**

The natural resources base within, and adjacent to a community, are important factors to consider for several reasons. First, they may limit, or direct the type of development which will occur. Second, they contribute to the quality of life within the community. Third, they provide opportunities to preserve important environmental areas. Finally, they provide important recreational opportunities for residents. The safe, attractive and efficient utilization of land is largely dependent upon these important natural resources. These resources all contribute to the identity of the Village as a desirable place to live and work. Residents value these resources as reflected in the Heart and Soul values, particularly Health & Recreation and Thoughtful Growth.

Map 1 identifies several important natural resources within the Village, briefly described below. Protection of these resources are listed here and in several other chapters throughout the Plan.

**Watersheds and Rivers** – It is useful to start a natural resources discussion with watersheds, as an integrated watershed approach to the protection of land and water resources is key to ensuring fresh, clean water, habitats and healthy natural resources. There are two basin level watersheds in Essex Junction – the Winooski River, and direct discharges to Lake Champlain (Indian Brook – discharges in Malletts Bay). The two waterways passing through the Village - Indian Brook and Sunderland Brook - feed these larger basins. These rivers serve as habitat for fish and wildlife, as natural flood control features, and as an attractive environment in which to live. Erosion control and stormwater management are important measures to restore and protect these resources. The Utility section of this plan describes the measures that the Village is taking on this front. In addition, the following Flood Plain and Fluvial Erosion Hazard Areas contain further detail.

**Flood Plains** – Floodplains are those areas that are under water during periods of high flow. For regulatory purposes the floodplain consists of the Special Flood Hazard Area and the Floodway – as identified by the Federal Emergency Management Administration (FEMA). The Special Flood Hazard Area is the area subject to a 1% or greater chance of flooding in any year. Thus, while on average such lands flood once every 100 years, floods can and do occur more frequently. The Floodway means the channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than one foot at any point. The floodway is the area where the fastest moving and most destructive floodwaters will flow during the 100 year flood. Thus, while all land within the floodplain will be wet during a 100 year flood, the most damage to property and loss of life will occur in the floodway.

Essex Junction protects its flood plain through flood hazard zoning regulations which limits the amount of damage by limiting the amount of development and fill in flood plains. These development regulations also present opportunities to maintain natural open spaces and develop needed recreation facilities. The largest designated Flood Plain lies adjacent to the Winooski River. The second area is located in the northern section, along Indian Brook, from the northeast corner of the Fairgrounds across Lincoln and Main Streets to the easterly boundary of the Countryside subdivision.

**Fluvial Erosion Hazard Areas** – While some flood losses are caused by inundation (i.e. waters rise, fill, and damage low-lying structures), most flood losses in Vermont are caused by “fluvial erosion”. Fluvial erosion is caused by rivers and streams, and can range from gradual stream bank erosion to catastrophic channel enlargement, bank failure, and change in course, due to naturally occurring stream channel adjustments. The areas most subject to this type of erosion are called “Fluvial Erosion Hazard Areas (FEH)” and these areas have been identified and mapped in accordance with accepted state fluvial geomorphic assessment and mapping protocols. These are depicted on Map 1.

A FEH area includes the stream and the land adjacent to the stream. It identifies the area where stream processes can occur to enable the river to re-establish and maintain stable conditions over time. The area boundaries also attempt to capture the lands most vulnerable to fluvial erosion in the near term, as well as the area needed by a river to maintain equilibrium. The map also provides a valuable insight into the location and nature of fluvial erosion hazards, and can be used to support many effective mitigation options. As can be seen on Map 1, most of the fluvial erosion hazard areas are located within the floodplain which is protected from new development. However, there is an area south of Cascade Street that is not currently regulated by the flood plain regulations. This area should be monitored to determine if additional protections are needed. Also, because fluvial erosion is not only caused by

### How Fluvial Erosion Occurs:

Every river has a probable form, reflecting its complex interaction of many factors, including inputs from its watershed (water, sediment, ice, woody debris) as well as the physiographic setting (geology, soils, vegetation, valley type). Figure 1 illustrates the balance between watershed inputs (water and sediment), channel characteristics (slope and boundary conditions) and the physical response of a channel either by aggradation (sediment deposition), or degradation (scouring of sediment).

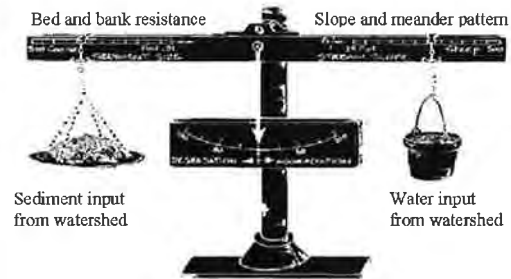


Figure 1. The channel balance (Lane, 1955)

Illustration credit: Lane, E.W. 1955. *The Importance of Fluvial Morphology in Hydraulic Engineering*. In *Proceedings of the American Society of Civil Engineers* 81(745): 1-17. Reproduced by permission of the American Society of Civil Engineers.

When all the elements are in balance, a river is said to be in “dynamic equilibrium.” A river in equilibrium can carry its load of water, sediment, and debris, even during high flows, without dramatic changes in the width, depth, or length (slope). A dramatic change in any of these elements will tilt the balance and lead to changes (or adjustment) as a river attempts to move back toward an equilibrium condition. This adjustment is often expressed as fluvial erosion, or major changes in channel dimension and location, as a river attempts to regain equilibrium.

One common mode of channel adjustment seen throughout Vermont is the response of a river to straightening. When a river is straightened, the slope of the channel is increased. As a result, the river has more power, and a greater ability to carry sediment, and begins to incise, eroding the stream bed. The incision leads to a situation where the river becomes disconnected from its floodplain. Without floodplain access, which serves the essential purposes of slowing floodwaters and storing sediment, stream banks are subjected to the full power of flood flows, leading to extensive fluvial erosion. If left alone, the river will eventually erode its banks enough that it can lengthen its channel, regain a more stable slope, and develop a new floodplain at a lower elevation.

new development, all of the fluvial erosion areas should be monitored to see how best to accommodate fluvial equilibrium and natural erosion processes while minimizing undue damage to property.

**Wetlands** – The development on or near wetlands is strictly regulated. In addition, wetlands provide a natural habitat for animals and preserve natural areas (described in more detail in the following section). They also serve important ecological functions including storm water runoff purification and ground water recharge. The wetland areas identified by the Vermont Significant Wetlands Inventory are indicated on Map 1. It should be noted that there may be additional wetlands that are not currently mapped.

**Significant Wildlife Habitat** – Just as the southern portion of Essex is described in the *Essex Open Space Plan 2008* and the 2011 Essex Town Plan, the Essex Junction landscape is mostly a developed urban core which, for wildlife, presents highly fragmented and isolated backyard, woodlot, wetland and streamside environments marked by a strong human presence. This type of habitat is home to wildlife species that can live where roads, houses, industry, people and their pets can be found. Habitats of particular significance, and mapped on Map 1, include:

- The *Essex Open Space Plan 2008* identifies a portion of the Winooski River riparian area in both Essex and Essex Village as a **Contiguous Habitat Unit** – defined as a larger, relatively continuous wildlife habitat area that has been defined and mapped based on the presence of wetlands and riparian habitat. This area is also considered to be a Natural Community, defined below. The particular significance of this area is described in the sidebar – especially the intact floodplain forest in the Winooski Valley Park District’s Woodside Natural Area.
- **Natural Communities** are identified at a larger scale than species specific habitats, and they consist of an interacting assemblage of plants and animals, their physical environment, and the natural processes that affect them. These communities are assigned a state rank that describes the rarity of the community type in Vermont. The rank of the communities found in Essex Junction can be found on the State’s BioFinder at [biofinder.vt.gov/](http://biofinder.vt.gov/). These communities include wetlands, surface waters and riparian areas, and particular types of upland communities.
- **Rare, Threatened & Endangered Species** – A rare species only has a few populations left in Vermont and faces threats from development of their habitat, harassment, collection, and suppression of natural processes (such as fire). The VT Fish and Wildlife Department uses a ranking scheme to describe rarity in Vermont (S1 is very rare, and S5 is common and widespread) – this information can be found on the State’s BioFinder. Endangered and Threatened species are generally described as “species whose continued existence as a viable component of the state’s wild fauna or flora is in jeopardy” and are protected by State and Federal law (*Conserving Vermont’s Natural Heritage*, Vermont Fish and Wildlife Department and Agency of Natural Resources).

“A variety of diverse wetland communities are found in Essex. Of special note are floodplain forest communities along the Winooski River (e.g., the Winooski Oxbow Wetlands and the 68 Acres Site) that are uncommon in Vermont because most have been cleared for agriculture. These natural communities are one of the most highly functioning because of their location along the river – they filter excessive nutrients during flood events and provide critical riparian habitat. They are also one of the most degraded – in many places all that remains of these floodplain forests is a thin strip of trees along the riverbank.”  
*Essex Open Space Plan 2008*

As Map 1 shows there are a number of these habitat locations – most, but not all, are associated with the Winooski River, Indian Brook, Sunderland Brook and the tributaries that feed them. Efforts to protect these habitats and species are critical to protecting and preserving Vermont’s heritage and

can include conservation, restoration, and management plans. In summary, Significant Wildlife Habitat includes those natural features that contribute to the survival and/or reproduction of the native wildlife of Essex Junction. These areas include, but are not limited to: contiguous habitat units; habitat for rare, threatened, and endangered species (state or federally listed); riparian areas and surface waters; and wetlands.

**Scenic Views** - Although there are many outstanding view sheds within the Village, three areas have been particularly identified. First, in the northeasterly section of the Village, between Upper Main Street and the Countryside development, is the highest point within the Village. Spectacular views of Mount Mansfield and the Adirondack Mountains are visible from this location. Second, the river crossing on Park Street provides views of the Winooski River and serves as a scenic entrance to the Village. Third, along the westerly end of Pearl Street there are spectacular views of the Winooski River Valley.

**Forested Areas** – Much of the land that was forested has been developed within the Village. The State of Vermont abandoned its tree nursery operation on Old Colchester Road and has sold the property to the Village and Town for recreational use. Other heavily forested areas are located on the Whitcomb Farm. Maintaining the forested areas on the Whitcomb Farm along the Winooski River is particularly critical for wildlife habitat and flood protection.

**Agricultural Areas** – The Village is fortunate to have one active farm still in existence. The Whitcomb Farm in the southwest sector of the Village has been actively farmed by the Whitcombs since 1879. The Vermont Land Trust, with funding assistance from the Village, purchased development rights on 271 acres of the Whitcomb Farm in March 2014. Additional development rights are planned for purchase on approximately 143 acres, pending funding in 2015. . See the Agriculture chapter for more details.

**Prime-Ag Soils** - Soil classifications are another important natural characteristic within the Village, particularly as they pertain to prime-ag soils, whose development potential may be limited, or mitigation required, by the State of Vermont under Act 250. The prime-ag soils in the Village are identified on Map 1.

**Sand & Gravel** – There are no sand and gravel operations or resources in the Village.

**Thrust Faults** - As noted in the 2011 Essex Town Plan there are two thrust faults running southeast to northwest through the southwest quadrant of the Town (and therefore in the Village). These are described in the 2011 Essex Town Plan as follows: “There is no recorded mention of movement along these faults so seismic danger is minimal. Below the fault, however, is a deep layer of very porous carbonate which allows ready movement of water and facilitates the aquifer recharge process. At present, this porous layer of carbonate is protected by the upper impervious plate and/or a substantial layer of surficial material.” Analysis of these areas should be considered in order to determine how properties along the thrust faults should be managed.

#### **4.4 Other Natural Resource Considerations**

**Air Quality** – Outdoor air pollution in significant concentrations can raise aesthetic and nuisance issues such as impairment of scenic visibility; unpleasant smoke or odors; and can also pose human health problems, especially for more sensitive populations like children, asthma sufferers, and the elderly. While Chittenden County’s air quality meets current National Ambient Air Quality Standards (NAAQS), we are close to the limits for ground-level ozone and fine particulates. We are also subject to pollution from the mid-west that we cannot control. If the NAAQS are revised to be more stringent

- or air pollutant levels increase - so that we exceed the NAAQS, additional and costly environmental regulations will apply to our region (Source: *2013 Chittenden County ECOS Plan* and <http://www.anr.state.vt.us/air/>).

**Climate Change** - Temperature and precipitation records for the latter half of the 20th century show that Chittenden County's climate has changed: winters became warmer and summers became hotter. Lake Champlain freezes over later and less frequently and the growing season lasts longer. While it is unknown exactly how future climate trends will specifically affect Chittenden County, precipitation throughout the northeast is projected to increase as much as 10 percent over the century. Climate model forecasts for the Northeast US predict that during this century temperatures will continue to increase, as will extreme heat days and heat waves. Scientists overwhelmingly agree that changes in climate worldwide are a result of human activities, mainly the burning of fossil fuels. Current and predicted changes in climate will have broad implications for environmental quality, natural communities, public health, built environment, and local economy. The regional greenhouse gas emissions inventory determined that 1,193,000 metric tons of carbon dioxide equivalents were generated in Chittenden County in 2010. This amount is approximately 16% of the state's 2011 greenhouse gas emissions. Transportation accounts for 48% of county emissions; heating fuels account for 38%.

Climate change mitigation and adaptation measures are varied and include many strategies the Village is already undertaking for other reasons – for example, the Village's efforts to increase sidewalks and bikepaths will provide residents with an alternative mode of transportation that does not produce greenhouse gas emissions. The Chittenden County Regional Planning Commission's *Creating a Climate for Resilience: Chittenden County Regional Climate Action Guide* identifies priority regional strategies and actions, and provides guidance on actions for interested municipalities, employers, and individuals. The Guide includes actions for both reducing the ways we contribute to climate change (climate mitigation) and to adapt in ways that make us more resilient to a changing climate (climate adaptation).

**Genetically Engineered Trees** – Just as we've seen in agriculture, genetic engineering is being introduced in the forestry industry as well. There are many reasons why geneticists have been working on this, including pest resistant trees, and the reduction of lignin which complicates the paper making process. The effects of these new genes are unknown, though interference with the natural environment is certain considering pollen drifts.

#### **4.5 Flood Resiliency**

As of July 1, 2014 municipal plans are required to include a flood resiliency goal and element. The requirements include identification of flood hazard and fluvial erosion hazard areas; designates those areas to be protected, including floodplains, river corridors, land adjacent to streams, wetlands, and upland forests, to reduce the risk of flood damage to infrastructure and improved property; and recommends policies and strategies to protect these areas and mitigate risks. This Plan calls for avoiding new development in these areas and eliminates exacerbation of flooding and fluvial erosion, encourages protection and restoration of these areas, and plans for flood emergency preparedness and response.

Identification of the flood and fluvial erosion hazard areas, and the areas to be protected were described in this chapter above, and are mapped on Map 1, and Map 11. The Village and Town joint All Hazards Mitigation Plan (AHMP) developed in conjunction with the Chittenden County Regional Planning Commission (adopted in 2011, planned for update in 2016) also identifies the most significant hazards for Essex and Essex Junction:

|                               |                   |                              |
|-------------------------------|-------------------|------------------------------|
| Severe winter storm           | Power loss        | Telecommunications failure   |
| Major transportation incident | Key employer loss | Hazardous materials incident |
| Multi-structure urban fire    | Flooding          | Water service loss           |

While the AHMP includes much more detail on these hazards, particular issues identified regarding flood risk include:

- “Parts of Essex Town and Essex Junction lie downstream of the Essex Dam #19, which is the only high-hazard dam located in Chittenden County. Green Mountain Power, which owns the dam, has mapped the area that would be inundated in the unlikely event of a dam failure. Inundation maps are routinely reviewed and updated to identify new developments that might be affected by inundation. The emergency action plan for the dam is updated annually and provided to appropriate first-responder organizations.”
- The AHMP identifies two critical facilities (The Center for Disaster Management and Humanitarian Assistance defines critical facilities as: “Those structures critical to the operation of a community and the key installations of the economic sector.”) associated with Green Mountain Power in the floodplain in Essex Junction. However, as Map 11 shows there are actually three critical facilities in the floodplain, including Essex Rescue.
- As of 2009, there are 5 residences and three commercial/industrial structures, including Essex Rescue, located within the 100-year floodplain in Essex Junction.
- Map 11 (and updated version of Map 3.1 in the AHMP) maps all structures, including bridges and culverts, in the floodplain.
- The AHMP finds that while existing structures in the floodplain are at risk, the Village zoning restricts new development in the designated flood hazard areas. The capabilities of the Departments of Public Works to mitigate flood impacts on municipal roads are considered adequate, with the exception of the Indian Brook Reservoir Dam.

The AHMP also identifies a number of actions the Village is taking to address these concerns. For example, the Village has an Emergency Operations Plan that provides directive for emergency preparedness and response planning; the Village maintains a culvert inventory and works to upgrade and maintain these culverts through the Capital Improvement program; and the Land Development Code protects these areas through the following mechanisms:

- Floodplain regulations in accordance with the National Flood Insurance Program;
- Low Impact Development (LID) is required of all developments. Applicants must demonstrate why LID is not possible before being granted access to the Village stormwater system.
- Review of all development within 200’ of any waterway, floodplain or wetland. A 15 foot or more undisturbed buffer must be maintained adjacent to streams – this may be increased based on flood plain profile, slope of the land or other conditions. A 50 setback is considered above the high water mark of the floodplain for stream meandering, flooding or other natural processes. It is the objective of these standards to promote the establishment and protection of heavily vegetated areas of native vegetation and trees along waterways in order to reduce the impact of stormwater runoff, prevent soil erosion, protect wildlife and fish habitat and maintain water quality.

Goal 6 below calls for maintaining and expanding on these flood resiliency efforts.

#### **4.6 Open Space/Recreation/Environmental Goals**

**Goal 1: Support the Essex Junction Recreation Department in providing a wide range of recreation and leisure opportunities for all residents of the Village.**

- Objective 1.1: Continue regulations which require the dedication of usable park lands and open spaces as a requirement of major development approval.
- Objective 1.2: Support the implementation of the 2007 Essex Junction Recreation and Park Master Plan.
- Objective 1.3: Encourage increasing the annual funding of the Recreation Capital Replacement Reserve Fund to one cent (.01) of the municipal grand list.
- Objective 1.4: Encourage implementation of a recreation impact fee to create a fund to support future community park and facility needs.

**Goal 2: Create urban open spaces.**

- Objective 2.1: Encourage the provision of plazas and other urban outdoor areas in major redevelopment projects in the Village Center and Transit Oriented Development Districts.
- Objective 2.2: Require pedestrian and bicycle amenities in the creation of new public streets in the Village Center and Transit Oriented Development Districts.
- Objective 2.3: Consider the development of a village green within the Village Center District.
- Objective 2.4: Encourage or require the preservation of open space in new residential developments. Allow for innovative design in the preservation of open space through clustering and design techniques.

**Goal 3: Preserve the natural beauty indigenous to Vermont within the Village of Essex Junction.**

- Objective 3.1: Maintain regulations which encourage the preservation of trees in new development.
- Objective 3.2: Implement a program of selective planting of trees on private property adjacent to existing road right-of-ways.
- Objective 3.3: Promote and actively participate in an annual tree planting program.
- Objective 3.4: Consider protection of the outstanding view sheds identified in this Plan through amendments to the Land Development Code.

**Goal 4: Continue protection of existing natural resources identified in this chapter.**

- Objective 4.1: Continue to enforce stormwater treatment standards in the Land Development Code to improve water quality in impaired waters and to minimize non-point source water pollution from new development.
- Objective 4.2: Require retention of vegetation or effective re-vegetation of areas vulnerable to erosion.
- Objective 4.3: Work with the Center for Technology Essex to develop a nursery to raise street trees for the Village and Town.
- Objective 4.4: Continue incentivizing growth in the areas planned for growth, so that development pressures on natural resources and open spaces are lessened.
- Objective 4.5: Ensure protection of the Village's significant wildlife habitat resources by inventorying the resources, determining their current level of protection, and if

necessary define them and establish standards for protection of them in the Land Development Code.

Objective 4.6: Coordinate with the Town, Region and State on efforts to establish air quality goals/objectives and encourage methods of air quality improvement.

Objective 4.7: Analyze the thrust faults to determine how properties in these areas should be managed for protection of aquifer recharge and minimizing undue property damage.

**Goal 5: Reduce greenhouse gas emissions contributing to climate change and adapt to become more resilient to a changing climate.**

Objective 5.1: Engage in climate mitigation strategies to reduce the region's contribution of greenhouse gases. For example, continue to implement policies that promote investment in transportation options that reduce emissions – such as sidewalks and bike lanes; and implement programs to increase urban forest canopy.

Objective 5.2: Engage in climate adaptation strategies to help individuals, businesses and communities be able to withstand and bounce back from – or even take advantage of – the impacts of climate change. For example, prepare and maintain plans for emergency operations, emergency response, business continuity and business recovery.

**Goal 6: Avoid new development in floodplains, fluvial erosion hazard areas, and land adjacent to streams, wetlands, and upland forests; eliminate the exacerbation of flooding and fluvial erosion; encourage protection and restoration of these areas; and plan for flood emergency preparedness and response.**

Objective 6.1: Continue to enforce the flood plain regulations to protect flood prone areas and minimize fluvial erosion.

Objective 6.2: Monitor the fluvial erosion hazard area south of Cascade Street that is not currently regulated by the flood plain regulations to determine if additional protections are needed.

Objective 6.3: Monitor all of the fluvial erosion areas to see how best to accommodate fluvial equilibrium and natural erosion processes while minimizing undue damage to property.

Objective 6.4: Plan culvert replacements for any undersized culverts in conjunction with roadway improvements.

Objective 6.5: Review the Hazard Mitigation Plan on a regular basis and follow-up on action steps.

Objective 6.6: Continue annual certification of the Emergency Operations Plan.



## 5. Education and Child Care

The Village of Essex Junction is centrally located and has ready access to numerous colleges and universities including the University of Vermont, Champlain College, St. Michael’s College and Burlington College. These facilities provide varied opportunities for residents of the Village.

The public school system in the Village of Essex Junction is administered by the Essex Junction School District, an incorporated district which was chartered by the State in 1892, and the Union School District #46, established by the voters in the Village of Essex Junction and Town of Essex in 1995. The Essex Junction School District encompasses three elementary schools and one intermediate school. The school district is also responsible for the operations of the Essex Junction Recreation and Parks department. The Union School District #46 encompasses one high school and one regional vocational-technical center serving the communities of Bolton, Charlotte, Essex Junction, Essex Town, Fairfax, Grand Isle, Hinesburg, Huntington, Jericho, North Hero, Richmond, St. George, Shelburne, South Hero, Underhill, Westford, Williston, Winooski, and the Champlain Valley and Mount Mansfield Union High Schools.

Table 8 identifies existing school sites and acreage. Anticipated future school populations are listed in Table 9.

**Table 8  
School Property Inventory**

|                            |       |       |
|----------------------------|-------|-------|
| Ed Center                  | 93.0  | acres |
| A.D. Lawton                | 33.5  | acres |
| Hiawatha                   | 15.65 | acres |
| Summit                     | 3.7   | acres |
| Fleming                    | 5.44  | acres |
| Park Street                | 1.29  | acres |
| 51 Park Street (SU Office) | 0.56  | acres |

Management, including planning, of the Essex Junction School District is by a five member “Prudential Committee” whose members are elected from the public at large. Management, including planning, of the Union School District #46 is by a six member School Board, three of whose members are elected by the Village, and three of whose members are elected by the Town of Essex (outside of the Village). The Prudential Committee’s and Union School Board’s functions include fiscal responsibility and the setting of school policies and standards. The Prudential Committee and Union School Board are responsible for planning for the local school systems. Specific education plans are available at the School District Offices.

**Table 9:  
Estimated Future Population in Essex Junction Schools**

| Year | Births | K   | 1   | 2   | 3   | 4   | 5   | 6   | 7   | 8   | K - 5 | 6-8 | K - 8 |
|------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|-----|-------|
| 1990 | 239    | 93  | 132 | 116 | 114 | 95  | 107 | 110 | 108 | 94  | 657   | 312 | 969   |
| 1991 | 250    | 118 | 104 | 136 | 118 | 111 | 98  | 116 | 104 | 108 | 685   | 328 | 1013  |
| 1992 | 233    | 121 | 123 | 103 | 134 | 112 | 107 | 103 | 125 | 103 | 700   | 331 | 1031  |
| 1993 | 215    | 94  | 125 | 125 | 107 | 129 | 114 | 111 | 105 | 130 | 694   | 346 | 1040  |
| 1994 | 205    | 128 | 108 | 127 | 129 | 116 | 127 | 120 | 115 | 99  | 735   | 334 | 1069  |
| 1995 | 202    | 122 | 135 | 104 | 130 | 133 | 118 | 144 | 125 | 119 | 742   | 388 | 1130  |
| 1996 | 212    | 87  | 124 | 139 | 110 | 126 | 130 | 131 | 138 | 135 | 716   | 404 | 1120  |
| 1997 | 210    | 117 | 96  | 122 | 138 | 107 | 128 | 134 | 132 | 142 | 708   | 408 | 1116  |
| 1998 | 212    | 119 | 131 | 97  | 128 | 137 | 116 | 132 | 134 | 132 | 728   | 398 | 1126  |
| 1999 | 233    | 90  | 123 | 125 | 105 | 123 | 133 | 118 | 132 | 148 | 699   | 398 | 1097  |
| 2000 | 221    | 104 | 97  | 123 | 126 | 101 | 132 | 135 | 123 | 128 | 683   | 386 | 1069  |
| 2001 | 199    | 101 | 114 | 88  | 129 | 118 | 99  | 130 | 135 | 126 | 649   | 391 | 1040  |
| 2002 | 207    | 99  | 111 | 119 | 90  | 130 | 118 | 110 | 131 | 136 | 667   | 377 | 1044  |
| 2003 | 231    | 98  | 106 | 105 | 123 | 87  | 130 | 125 | 104 | 131 | 649   | 360 | 1009  |
| 2004 | 228    | 104 | 107 | 104 | 107 | 127 | 88  | 128 | 129 | 105 | 637   | 362 | 999   |
| 2005 | 227    | 114 | 96  | 102 | 103 | 111 | 123 | 92  | 128 | 136 | 649   | 356 | 1005  |
| 2006 | 204    | 96  | 115 | 99  | 107 | 107 | 106 | 131 | 99  | 122 | 630   | 352 | 982   |
| 2007 | 224    | 101 | 99  | 119 | 103 | 106 | 109 | 105 | 140 | 103 | 637   | 348 | 985   |
| 2008 | 261    | 119 | 100 | 103 | 113 | 106 | 106 | 113 | 105 | 141 | 647   | 359 | 1006  |
| 2009 | 205    | 111 | 109 | 98  | 107 | 112 | 113 | 110 | 116 | 110 | 650   | 336 | 986   |
| 2010 | 189    | 116 | 113 | 117 | 103 | 111 | 112 | 109 | 111 | 113 | 672   | 333 | 1005  |
| 2011 | 207    | 106 | 114 | 120 | 115 | 107 | 111 | 117 | 109 | 112 | 673   | 338 | 1011  |
| 2012 | 211    | 102 | 110 | 117 | 120 | 114 | 103 | 112 | 123 | 113 | 666   | 348 | 1014  |
| 2013 | 214    | 112 | 111 | 113 | 124 | 117 | 113 | 112 | 117 | 124 | 690   | 353 | 1043  |
| 2014 | 215    | 113 | 112 | 114 | 116 | 124 | 118 | 116 | 114 | 119 | 697   | 349 | 1046  |
| 2015 | 216    | 96  | 113 | 115 | 117 | 116 | 125 | 122 | 119 | 116 | 682   | 357 | 1039  |
| 2016 | 217    | 96  | 96  | 116 | 118 | 117 | 117 | 129 | 125 | 121 | 660   | 375 | 1035  |
| 2017 | 217    | 101 | 96  | 98  | 119 | 118 | 118 | 121 | 132 | 127 | 650   | 380 | 1030  |
| 2018 | 218    | 103 | 101 | 98  | 100 | 119 | 119 | 122 | 124 | 134 | 640   | 380 | 1020  |
| 2019 | 219    | 104 | 103 | 104 | 100 | 100 | 120 | 123 | 125 | 126 | 631   | 374 | 1005  |
| 2020 | 220    | 105 | 104 | 106 | 107 | 100 | 101 | 124 | 126 | 127 | 623   | 377 | 1000  |
| 2021 | 219    | 105 | 105 | 107 | 109 | 107 | 101 | 104 | 127 | 128 | 634   | 359 | 993   |
| 2022 | 218    | 105 | 105 | 108 | 110 | 109 | 108 | 104 | 106 | 129 | 645   | 339 | 984   |
| 2023 | 217    | 105 | 105 | 108 | 111 | 110 | 110 | 111 | 106 | 107 | 649   | 324 | 973   |
| 2024 | 216    | 106 | 105 | 108 | 111 | 111 | 111 | 113 | 113 | 107 | 652   | 333 | 985   |
| 2025 | 215    | 106 | 106 | 108 | 111 | 111 | 112 | 114 | 115 | 115 | 654   | 344 | 998   |
| 2026 | 213    | 106 | 106 | 109 | 111 | 111 | 112 | 115 | 117 | 117 | 655   | 349 | 1004  |
| 2027 | 211    | 106 | 106 | 109 | 112 | 111 | 112 | 115 | 118 | 119 | 656   | 352 | 1008  |
| 2028 | 209    | 105 | 106 | 109 | 112 | 112 | 112 | 115 | 118 | 120 | 656   | 353 | 1009  |
| 2029 | 207    | 105 | 105 | 109 | 112 | 112 | 113 | 115 | 118 | 120 | 656   | 353 | 1009  |
| 2030 | 205    | 105 | 105 | 108 | 112 | 112 | 113 | 116 | 118 | 120 | 655   | 354 | 1009  |

As can be seen from the above table, school populations are anticipated to remain fairly level for the next five years, then drop slightly to about 1,000 for the foreseeable future. The school district has no plans for new schools. However, the Union #46 District completed a \$12.5 million renovation of several spaces within the Educational Center (high school, tech center, and rink) in 2008 and several renovations have occurred in recent years to improve each Essex Junction school. Single Family housing development, which tends to have the biggest impact on school enrollment populations, is

occurring at a very low rate due to the scarcity of vacant land. The increase in multi-family development in the Village is not likely to have a major impact on school enrollments.

## 5.1 Childcare

The availability of adequate childcare facilities for working parents is widely considered a critical ingredient of a healthy community. Not only is childcare an essential part of a community's social infrastructure, support for such facilities is increasingly considered an important economic development strategy.

The Essex Junction School District is a dedicated partner with the community in providing young children with high quality preschool and early care learning experiences. The Essex Junction School District provides high quality in-house preschool instruction to approximately 30 students. Through their agreements with high quality private preschool providers, that number increases to approximately 90 students total. The Essex Junction Recreation and Parks department is one of the private preschool partners and services about 18 students (most of which are Village residents). The department also provides after school childcare for nearly 200 children through its Village Kids program which operates out of Fleming, Hiawatha, and Summit Street schools during the school year. In addition, the department provides childcare for nearly 100 children during the summer through its Camp Maple Street program which serves about 90 children for nine weeks.

Childcare facilities are regulated by the Vermont Department for Children and Families. Providers operating out of private homes who care for not more than six pre-school children from two or more families, in addition to not more than four school age children for four or fewer hours each day, must be registered with the state.

According to the 2010 U.S. Census, 565 Village residents are under the age of 5 (6.1%), 591 residents are 5 to 9 years old (6.4%), and 610 residents are 10 to 14 years old (6.6%). While there is no way to determine how many families need childcare for those children, we can report the capacity and vacancy for the current childcare providers. As of February 2014, the VT Dept. for Children and Families Bright Futures Child Care Information System reports there were 16 licensed programs (including school programs) and 10 registered homes providing care for children in Essex Junction. These facilities have a combined capacity to serve 70 infants, 49 toddlers, 205 pre-school children and 393 school age children for a total of 694. At the time of this count there were the following vacancies: 16 infant, 9 toddler, 28 pre-school, and 16 school age for a total of 69. It appears that the licensed programs are licensed to serve additional students than they report for capacity so they may apply for a greater number than they are currently prepared to serve. It is important to note that the Child Care Information System reports data as provided to them by the programs – they do not do a census count. While there appears to be some capacity available in the existing programs, the Village appears to be adequately served by the existing childcare facilities. In addition, there are ample opportunities for new facilities as childcare facilities and home daycare facilities are allowed in most areas of the village. Map 5 identifies the locations of publically funded childcare facilities in the village.

## 5.2 Education Goals

**Goal 1: Provide opportunities for access to quality education for all segments of the population and promote full use of all facilities.**

Objective 1.1: Coordinate with the School District to minimize any negative impact to school resources which results from major new residential development.

Objective 1.2: Encourage the use of Village and school facilities during evening and weekend hours for adult education, educational workshops and career development programs.

**Goal 2: Cooperate and coordinate with the School District in providing enrollment projections within the Village.**

**Goal 3: Encourage alternative access to all educational facilities through the use of sidewalks, bike paths and mass transportation as appropriate.**

**Goal 4: Maximize use of all public facilities, Village and School, by utilizing the facilities for community and service organizations during off-peak hours.**

**Goal 5: Promote an elementary school safety program to increase awareness of bicycle and pedestrian safety issues. Continue participation in Vermont's Safe Routes to School Program.**

**Goal 6: Continue to allow childcare facilities and home daycares in all zoning districts that permit schools as well as all residential zoning districts.**

## **6. Utilities/Facilities**

Community facilities and utilities are provided by the Village, Town or other quasi-public entities for the health, benefit, safety, and enjoyment of the general public. They include wastewater disposal systems, public water supply, stormwater management, solid waste disposal, utilities, library services, fire protection, police and rescue services. Careful planning is essential for community facilities and services if they are to meet local goals for future growth and sustainability. While, these utilities and facilities are necessary for helping the Village maintain all of the Heart & Soul values, they are particularly important to the Safety value. Other infrastructure like roads and sidewalks are discussed in more detail in the Transportation chapter.

### **6.1 Water Distribution System**

The Village of Essex Junction receives its water from the Champlain Water District (CWD). CWD is a water wholesale company that maintains a network of distribution pipes and meters throughout the communities that they service. Water enters into the Village through three main master meters controlled by CWD. Water leaves the Village through one meter. With IBM as a major water user, water into the Village is over 5.5 MGD (Million Gallons per Day). Village users consume 0.75 MGD the balance of the water passes through the system with bulk water billing managed by CWD and water to IBM managed by the Village.

The high volume of water that passes through the community makes the Essex Junction water system one of the largest in the state by hydraulic volume. This high volume of water is good for water quality. With large volumes of water and meters out of the Village of Essex Junction direct control, accurate wholesale billing and acute monitoring of the distribution system for leakage is very important for rate stability.

The Water Department purchased a leak detection system for constant monitoring of the water system for leaks. Twice annually, unaccounted for water or water loss is calculated as part of the residential billing cycle. The Village continues to maintain water loss at low level, well below industry norms.

The residential section water distribution system in the Village of Essex Junction consists of a high pressure system and a low pressure sections. The majority of the Village is serviced off the low pressure system. The high pressure system services a section located in the northeast corner of the Village, this area consists of all Countryside Development, Corduroy Road, Vale Drive, Mason Drive, Kiln Road, the west end of Brickyard Road, Acorn Circle, the west end of Briar Lane and the west end of Woods End Drive. The high pressure system also provides water to the Town of Essex at two locations in this area. As noted earlier, water is obtained through the Champlain Water District. Village residents are eligible to vote on measures to expand the District services.

Presently, most of the water main transmission lines are sufficient with some exceptions. There are areas within the Village where looping the mains would result in improved fire protection and circulation. Other sections of the Village contain water mains that are under sized by today's public water supply and fire protection standards. The Water System capital plan prioritizes the identified system deficiencies. All capital plans are working documents subject to modification due to changing priorities and opportunities to modify schedule to combine projects.

The Village has sufficient major transmission lines available to serve future development (Map 8). Extension of these mains to serve new development will be the responsibility of developers and must be done to the municipal standards. The Village Water Distribution Map is updated annually and is

available at the Village Office, Public Works, Wastewater Treatment Facility. The maps are now in GIS format.

## **6.2 Stormwater Drainage System**

The Village of Essex Junction is a regulated Municipal Separate Storm Sewer System (MS4) under the EPA and State of Vermont Phase 2 stormwater permit process. The Village is regulated as the population density exceeds 1,000 persons per square mile. The Village began participation in this program at its inception in 2002. As required by law, the community is required to comply with six program areas.

1. Public Education and Outreach on stormwater
2. Public participation/involvement in stormwater management and decision making
3. Illicit discharge detection and elimination
4. Control of construction site stormwater runoff
5. Control of post construction runoff
6. Municipal pollution prevention and good housekeeping

The Village has implemented all required permits related to stormwater. There remain several expired permits which will be addressed under the 2012 permit renewal when the stormwater management plan is approved by the State. All systems are inspected at minimum, once annually after snow melt, twice a year as specific permit conditions apply.

The Village of Essex Junction has two waterways passing through the community. Both of these streams are impaired due to stormwater flow contributions. The streams are Indian Brook and Sunderland Brook. TMDL's (Total Maximum Daily Load) establish the allowable flow capacity for all contributing sources at a level necessary to attain the applicable water quality standards. TMDLs have been established for both Indian and Sunderland Brooks. The Winooski River abuts the Village of Essex Junction to the south.

A Municipal Separate Storm Sewer (MS4) Phase 2 General Permit (3-9014) was issued to the Village of Essex Junction in 2013. This permit requires the Village to improve the water quality of its stormwater impaired watersheds (Indian and Sunderland Brooks) which we share with the Town of Essex. As a result, the two communities formed the Joint Stormwater Committee (JSWC) to coordinate efforts needed to meet permit requirements. The JSWC is also working to address stream flow restoration planning requirements aimed at reducing the flow and restoring it closer to attainment or predevelopment flows (the TMDLs will be incorporated into this work).

The Village of Essex Junction has historically maintained its stormwater infrastructure to a higher standard than most communities. This ongoing maintenance and management of these stormwater assets will further insure water quality at a value price for the community.

## **6.3 Wastewater Collection System**

The Village of Essex Junction continues to maintain and improve its sewage collection system. These improvements included replacement of the High School Pump Station as well as ongoing sewer line and manhole sealing. The goal of our work is to preserve hydraulic capacity and to ensure the sanitary sewer system continues to provide this essential service for the protection of public health. The community continues to process improvements within capital plan updates.

Presently, the sewer transmission mains within the Village are adequate for the present flows. The gravity sewer system in the Village consists of many different types of pipe used for transmission mains (concrete, vitrified clay, asbestos cement, PVC, cast iron and HDPE).

There are over 16,000 feet of concrete sewer main in the Village (Map 7). Some of this pipe has been in use for more than 60 years and is beginning to show signs of deterioration where the soil conditions are poor. Major improvement in the condition of pipe was accomplished using federal stimulus funds and eliminating the significant need to rehabilitate substantial sections of sewage collection infrastructure. This concrete pipe will eventually need rehabilitation over the next 20 years. High priorities for evaluation continue to be the major transmission lines as well as lines under main roadways. Assessment uses a standardized pipeline assessment protocol. Recent infiltration and inflow field work will aid in prioritizing where future improvements should be focused. The entire system is in good standing.

Sewer mains are readily accessible to all areas of the Village. Detailed Wastewater Collection System Maps are updated annually and are available at the Village Offices, Public Works and the Wastewater Treatment Facility. Extensions of lines are the responsibility of the developer. The use of septic systems for future development is not necessary. There is adequate capacity to accommodate the few remaining septic systems still within the Village today. A comprehensive listing of on-site septic systems is found in Section 7 of the Village of Essex Junction policies and procedures.

#### **6.4 Wastewater Treatment Capacity**

The wastewater facility was upgraded to advanced secondary treatment in 1985. Since then the Wastewater Treatment Facility has completed two upgrades for the Towns of Williston and Essex. The current facility capacity is rated at 3.3 Million Gallons per day. In 2012, a comprehensive facility refurbishment was contracted. Work completion is expected in the Fall of 2014.

Rated capacity for the three communities served by the Essex Junction Wastewater Facility are:

|                |                                    |
|----------------|------------------------------------|
| Essex Junction | 1.17 MGD (Million Gallons per Day) |
| Essex Town     | 1.10 MGD                           |
| Williston      | 1.03 MGD                           |

Based on actual flows observed from the Village, there is excess treatment capacity of 0.45 million gallons per day more or less. There is sufficient hydraulic capacity for the Village beyond the year 2015. Additional capacity will be gained by wastewater collection system work noted above. Capital maintenance work reduces the incidence of water infiltrating into the system from the groundwater table. Additional capacity will be recovered by rescission of unused capacity allocations assigned to development projects that have not been constructed.

Total flow from the three communities serviced is at an average daily volume of 1.9 million gallons per day. Wastewater flows will vary based on weather conditions. Long term flow profiles relate to development patters in the communities served. Capital planning with long term rate stability planning will maintain the viability of the infrastructure long beyond its design life.

##### **6.4.1 Pump Stations**

Within the Village, there are seven sewage pump stations. Sewage flows by gravity in lower lying areas to a central collection point. There it is collected in a wet well (storage tank) then pumped under pressure to the Wastewater Treatment Facility. The Old Colchester Road

pump station (AKA High School pump station) was replaced in 2012 with a completely new pump station.

#### **6.4.2 Sludge**

The generation of Biosolids (or sludge) is a natural by-product of Wastewater treatment. Biosolids quality and production have always been a priority in Wastewater Facility operations. Increased regulation and scrutiny by State and citizens point out the need for education and outreach. The management of Biosolids is accomplished by a cooperative effort with the Chittenden Solid Waste District. This consortium effort uses a subcontractor under contractual agreement with CSWD for management of this organic byproduct of the wastewater process.

Dry weight basis is a parameter used as a standard in the industry for measuring and tracking the efficiency of various processes. We currently produce 350 dry tons of solids per year. Where the solids generated are in a liquid slurry form, the facility uses gravity thickening and high solids dewatering by centrifuge to maximize process efficiency. A thickened feed Biosolids at 5% solids is dewatered to greater than 28% solids. Where sludge management costs are on a wet ton basis, the more water squeezed out of the Biosolids, the more efficient the disposal cost. Dryer Biosolids results in more solids removal per ton from the dewatering operation. Liquid and dewatered solid recycling of biosolids is also performed on permitted local farms when it can be accomplished in coordination with weather and crop management objectives of the participating farmers.

Staff and CSWD continue to evaluate the most environmental and cost effective method of recycling or beneficial re-uses of the treatment by-product; Biosolids. The management of Biosolids residuals accounts for over 25% of the annual operational budget. Planning involves a long term evaluation of flexibility, high solids production and long term viability of any process selected. Presently, the use of subcontractor services accomplished this objective for the facility without capital improvement.

#### **6.5 Solid Waste Disposal**

The Town of Essex formerly operated a municipal landfill off VT Route 2A. By law, the landfill was closed. The closed landfill remains on the list of active Comprehensive Environmental Response Compensation and Liability Information System (CERCIS) sites (EPA Superfund sites) with a low rank priority relative to its potential to be a risk to the general public. The site – which operates under an Administrative Closure Order issued in November, 1992, and in effect until 2013 – is tested twice yearly and will be monitored for the foreseeable future. The Village is a member of the Chittenden Solid Waste District (CSWD) which handles disposal of the County's. The former Town landfill is now serving as a transfer station for the district with drop-off and storage facilities. CSWD also has identified the need for and is in the process of developing a regional landfill site. The Essex Town Plan indicates that the Town firmly believes that the RPD-I District and the abutting I-1 District are inappropriate locations for a regional landfill. The Town is unalterably opposed to a landfill in these districts.

CSWD has established a range of programs and facilities to manage waste through reduction, diversion, and proper disposal. The tons of refuse disposed in Chittenden County have been declining over the last 5 years, while the amount of recycled materials has increased. While those trends are positive, there is room for improvement. It is estimated that 27% of the municipal solid



waste sent to the landfill is comprised of recyclable materials and 32% is comprised of organic materials that could be composted (Source: CSWD Estimate of the Components of Solid Waste Disposed for FY 2012). A State law passed in 2012 (Act 148) bans disposal of certain recyclables (effective July 1, 2015), yard debris and clean wood (effective July 1, 2016), and food scraps (phased in over time) from disposal. Residents and businesses in CSWD have been required to separate yard debris and recyclables from waste destined for disposal since 1993. The additional bans on food scraps and clean wood will have a significant impact on waste diversion in Chittenden County.

## **6.6 Utilities**

### **Communications**

Essex Junction is generally well served by modern communications services and facilities. Cellular phone service, internet and telephone service is available throughout the Village through several providers. Broadband technology is widely available throughout Chittenden County: as of December 2011, approximately 99% of Chittenden County residents and 99.5% of non-residential structures (analysis included commercial, industrial, municipal structures) have access to Broadband. The federal definition of broadband is 768 kbps download/200 kbps upload speeds. It will be important to ensure that the County and the Village remain on par with other urban areas in the realm of number of service providers, service tiers, and affordability as the technology is constantly improving and we must keep up. Specifically, the defined broadband speeds are quite slow and will need to improve.

### **Vermont Gas Systems**

Natural gas service is provided upon request. Expansion follows development. The following areas currently are not yet served: Whitcomb Farm area on the Westerly portion of South Street

### **Green Mountain Power**

Supplies electricity to the Village by means of the hydroelectric plant on the Winooski River. Adequate power is available to serve new growth within the Village.

The provision of all public utilities is regulated by the State and Federal governments. Service to Essex Junction is adequate at present, and for the foreseeable future. However, the Village should continue to monitor these services and participate in public hearings on all projects which may have an impact within the Village.

### **Public Buildings/Offices**

Local, state and federal governments are acknowledging the benefits of having public buildings located in historic downtowns and village centers. Public buildings increase the daytime population in an area through its employees and those visiting the offices. The increase in daytime employment and activity from public offices helps keep the downtown vibrant and businesses healthy. In addition, public buildings in downtowns give opportunities for the reuse of important historic buildings and give employees and visitors access to increase transportation choice by being located in a pedestrian friendly area that is accessible by public transportation. For the reasons described above, the state and federal government both have policies requiring them to give priority consideration to locating public buildings in downtowns and village centers.

The Village Center has several public buildings including the Essex Junction Municipal Offices, the Brownell Library, the Fire Department and the Winston-Prouty Federal Building. The Essex Town Municipal offices are located within a half mile from the Village Center.

## **6.7 Brownell Library**

The Brownell Library building was built in 1926. A historical assessment will be undertaken to determine needed repairs and a plan for implementing those repairs. Both the assessment and the plan for repairs will take into consideration the necessity of avoiding jeopardizing the historical nature of the building. The Brownell Library has developed a Strategic Plan for 2014-2019. The following is a very brief summary of the development of this Plan – for further information please refer to the *Brownell Library Strategic Plan: 2014-2019* which can be found here: <http://www.brownelllibrary.org/>. The Strategic Plan provides background information on the library and a needs assessment (including information from two surveys conducted in 2012 to assess patron opinion about library collections and services, and to gauge areas where the library should grow in the future). The Plan identifies the following 4 strategic areas, also known as Service Responses, in which to concentrate the work of the library for the next five years. It is important to note that these Service Responses match some of the Community Values that were identified by Heart and Soul of Essex - the Library Planning Committee felt strongly that providing consistency and articulating congruence between organizations would strengthen all of our efforts.

### **1. *Education***

Create opportunities for lifelong learning and exploration, and respond to societal changes with information to help people manage and improve their lives.

- a. Offer diverse programming opportunities incorporating a variety and range of literacy skills.
- b. Collaborate with local schools to support and extend educational offerings in the community.
- c. Train and sustain a friendly, creative and knowledgeable staff to engage with library users in all manner of activities throughout the library and beyond.
- d. Help patrons with evolving technologies in a welcoming environment.
- e. Develop and maintain a collection reflecting community interests and needs that includes ongoing points of view and responds to changing interests and demographics.

### **2. *Community Connections***

Nurture community spirit in a safe, collaborative and comfortable space.

- a. Improve existing space to meet patrons' needs.
- b. Engage community members in the development and implementation of programming.
- c. Increase publicity and awareness of library services and programming.
- d. Increase outreach efforts to reach underserved populations.
- e. Collaborate with other libraries in all areas of library services, with emphasis on the Essex Free Library.

### **3. *Health and Recreation***

Support healthy minds and bodies and stimulate imagination.

- a. Partner with local initiatives and organizations to enrich community involvement in health and recreation.
- b. Expand our presence and access outside the building.
- c. Provide services and materials to promote healthy minds and bodies.
- d. Help patrons access health and recreation resources.

#### **4. Local Economy**

Support the efforts of individuals and groups dedicated to improving the economic vitality of Essex Junction and its residents.

- a. Collaborate with organizations groups and individuals working to improve the community's economic climate.
- b. Develop spaces, resources and trainings to support small businesses and start-ups.
- c. Support financial literacy for all ages.
- d. Provide resources concerning job opportunities and career changes.
- e. Pursue funding opportunities for special projects and initiatives.

#### **6.8 Senior Center**

The Senior Center is located at Five Corners in the white annex of the Village Office Building. It is the mission of the Essex Junction Senior Center to be a friendly gathering place for people 50 years of age and older. Programs are provided to promote physical, intellectual and social well-being and enhance dignity, self-worth and independence. Programs include exercise, games, activities and volunteer opportunities. The center also handles reservations for the Senior Van.

#### **6.9 Fire Department**

The Essex Junction Volunteer Fire Department surveys and reviews all development proposals within the protection area and plans for fire protection equipment needs appropriately.

Currently, the Fire Department operates two pumpers and one pumper/ladder: one pumper is a heavy rescue unit, and one is a utility truck. The ladder truck is new as of 2014 and is 43.5' to accommodate taller buildings in the Village. If the Village were to develop all of the existing property within the Department's protection area, based on the 1998 survey and subsequent development proposal reviews, the current level of equipment would be sufficient.

In addition to equipment and building needs, a major issue to be reviewed is the role of the Fire Department in Fire Prevention. The lack of any full-time personnel limits the department's capability to aggressively promote Fire Protection programs. Also, the ability to inspect structures and access fire exposure is limited by lack of personnel. Consideration should be given to creating a limited full-time Department as a first response team and for initiating fire exposure and fire prevention programs. The adoption of a Building Code for single-family dwellings should also be analyzed as a part of an overall fire exposure and fire prevention program.

The Fire Department recommends consideration of a new fire station in the near future. Demographics in fire service point to a change in the length of service individuals provide and retention of volunteers has been challenging. To fill positions individuals may need to be recruited from outside Village limits. To do that, the Fire Department would want to model a program similar to Essex Rescue, where you have duty shifts available and individuals can be housed on-site. The current station lacks dorm facilities and showers, needed to accommodate shift work. The goal is to have a fire station in place in 5 – 7 years.

#### **6.10 Police**

The Town of Essex Police Department was formed in 1980 to serve both the Town of Essex and the Village of Essex Junction. The Department is overseen by the Police Chief who is appointed by the Town Manager. In 2013, the department had 26.2 full-time officers, five (5) part-time officers, four (4)

full-time dispatchers, two (2) other full-time civilian employees, a part-time secretary and one (1) part-time dispatcher. The officer to population ratio in Essex is 1.3 officers per 1,000 residents. The national average is 2.1 officers per 1,000 residents. Neighboring communities of Burlington (2.1), Colchester (1.6), South Burlington (2.1), Williston (1.9) and Winooski (2.2) presently average 2.0 officers per 1,000 residents.

A major thrust is being made to provide a proactive approach to deter crime by forming partnerships within the community. Programs such as Neighborhood Watch, robbery seminars, neighborhood meetings and Project Northland (youth drug & alcohol education program), have served to establish these partnerships.

In addition, the Essex Community Justice Center (CJC) has been growing in its capacity to address low-level crime and conflict since its inception in 2003. The CJC is a community organization where citizens can work together to prevent crime, resolve conflicts, and render justice in areas that are most important to them. It is a means for the community to take responsibility for its quality of life by collaboratively using the principles of restorative justice.

The demand for police services including patrol, motor vehicle enforcement, bicycle safety training, investigation, crime prevention and court preparation has stretched the department's resources to the limit. The police facility at 81 Main Street was found to be inadequate and in 2012, voters approved the purchase of a 5.8 acre parcel on Maple Street in the Village for the construction of a new 18,000 square foot facility. The facility is expected to be complete by September 2014.

The following issues regarding the Police Department need to be addressed within the next five years:

1. Decrease the amount of time vacancies remain open.
2. Increased staffing to address the crime rate and the increase in traffic.
3. Greater community participation in crime prevention efforts.

*Source: Section 6.10 was taken directly from the 2011 Essex Town Plan and updated.*

## **6.11 Rescue**

"Essex Rescue, Inc. was organized in 1971 as a professionally trained, volunteer ambulance service. Service is provided by approximately 50 volunteers to individuals requiring emergency medical treatment and transportation from Essex, Westford, Jericho, and Underhill. With a goal of providing emergency services 24 hours a day for 365 days a year, Essex Rescue has hired one full time and one part-time employee to assist the otherwise all volunteer staff.

Approximately 10 percent of Essex Rescue's operating funds are donated by the towns it serves with the rest coming from fund drives and private donations. A Subscription Plan allows a family to pay an annual fee to avoid a bill for services.

Essex Rescue, Inc. operates out of a facility near the Essex Community Educational Center. The building is owned by Essex Rescue Inc., with no outstanding notes at this time, and is on leased land with a 99-year lease, which expires in 2070. Recently expanded, the members see no need for a new building for the foreseeable future."

*Source: Section 6.11 was taken directly from the 2011 Essex Town Plan.*

## 6.12 Utilities/Facilities Goals

**Goal 1: Provide a Village infrastructure system that adequately ensures the availability of potable water, disbursts storm and ground water runoff and disposes of sanitary wastes in a manner which ensures community health and is environmentally sound.**

- Objective 1.1: Maintain Public Works Specifications utilizing prudent and reasonable technology to ensure adequate infrastructure systems. Include adequate designs to allow for peak usage and control peak flows.
- Objective 1.2: Implement Asset management plans through capital projects that upgrade existing water, stormwater and sanitary sewer systems to insure long term rate stability.
- Objective 1.3: Utilize the available sewer capacity in a manner which will provide the most benefit to the Village of Essex Junction.
- Objective 1.4: Continue to provide improvements or extensions to existing infrastructure systems without undue financial burden to the Village.
- Objective 1.5: Maintain the existing infrastructure systems for maximum life and use.
- Objective 1.6: Ensure new developments have adequate services.
- Objective 1.7: Continue to identify existing areas where deficiencies in the systems occur and could potentially have a detrimental effect on safety, health, or the environment.
- Objective 1.8: Consider leasing on a more permanent basis basic sewer capacity in excess of potential development in the Village.
- Objective 1.9: Implement stormwater discharge standards to be included in the Land Development Code revisions.

**Goal 2: Participate in Public Service board hearings and to encourage the continued provision of a high quality of public utility services to the Village.**

- Objective 2.1: Encourage utility companies to provide high quality services to all areas of the Village as new development occurs.
- Objective 2.2: Require public utilities to maintain their corridors, to remove all existing poles as part of pole replacement projects in a timely manner, and to fix damage to Village infrastructure resulting from utilities construction projects.

**Goal 3: Provide the community with the best possible sidewalks for the purpose of pedestrian travel at the most reasonable cost.**

- Objective 3.1: Establish a prioritized capital improvement plan for upgrading sidewalks.
- Objective 3.2: Continue to maintain assessments and inventory on all sidewalks including handicapped accessibility, length, width and deficiencies (heaving, drainage).

**Goal 4: Continue to provide all Village segments with the best fire protection.**

- Objective 4.1: Actively recruit volunteers for the Fire Department, and consider the need for a new fire station to assist in recruitment and retention efforts.
- Objective 4.2: Consider establishing a limited full-time Fire Department.
- Objective 4.3: Consider adopting building and life/safety codes.

**Goal 5: Provide a high level of Library Services to Village residents for their enjoyment and information, with particular emphasis on education, community connections, health and recreation, and the local economy.**

- Objective 5.1: Create opportunities for lifelong learning and exploration, and respond to societal changes with information to help people manage and improve their lives.
- Objective 5.2: Nurture community spirit in a safe, collaborative and comfortable space.
- Objective 5.3: Support healthy minds and bodies and stimulate imagination.
- Objective 5.4: Support the efforts of individuals and groups dedicated to improving the economic vitality of Essex Junction and its residents.
- Objective 5.5: Historic assessment of the Brownell Library structure will be done in the next five years.

**Goal 6: Maintain existing public buildings and municipal functions in the Village Center unless their function warrants an alternative location. To encourage other public entities to give priority consideration to the Village Center for their public building(s) unless the function warrants an alternative location such as the wastewater treatment plant or public works garage.**

**Goal 7: Continue to provide the Village with the best police protection.**

- Objective 7.1: Decrease the amount of time vacancies remain open.
- Objective 7.2: Increased staffing to address the crime rate and the increase in traffic.
- Objective 7.3: Greater community participation in crime prevention efforts.

**Goal 8: Continue to explore funding options for burying power lines in core commercial districts and ensure that all new developments site utilities underground.**

## 7. Housing

The availability and quality of housing are important determinants of a community's quality of life. One of the six community values determined in the 2013 Heart & Soul project was Thoughtful Growth. Participants of the project described Thoughtful Growth in a variety of ways; two are relevant to housing: A balance of housing, business, and the preservation and maintenance of a variety of open spaces, including forests, trails, parks and recreation fields; and A variety of housing options including affordable housing. A major component of this Plan is to ensure that these aspects of Thoughtful Growth are met through maintenance of existing housing and development of new housing.

### 7.1 Housing Supply

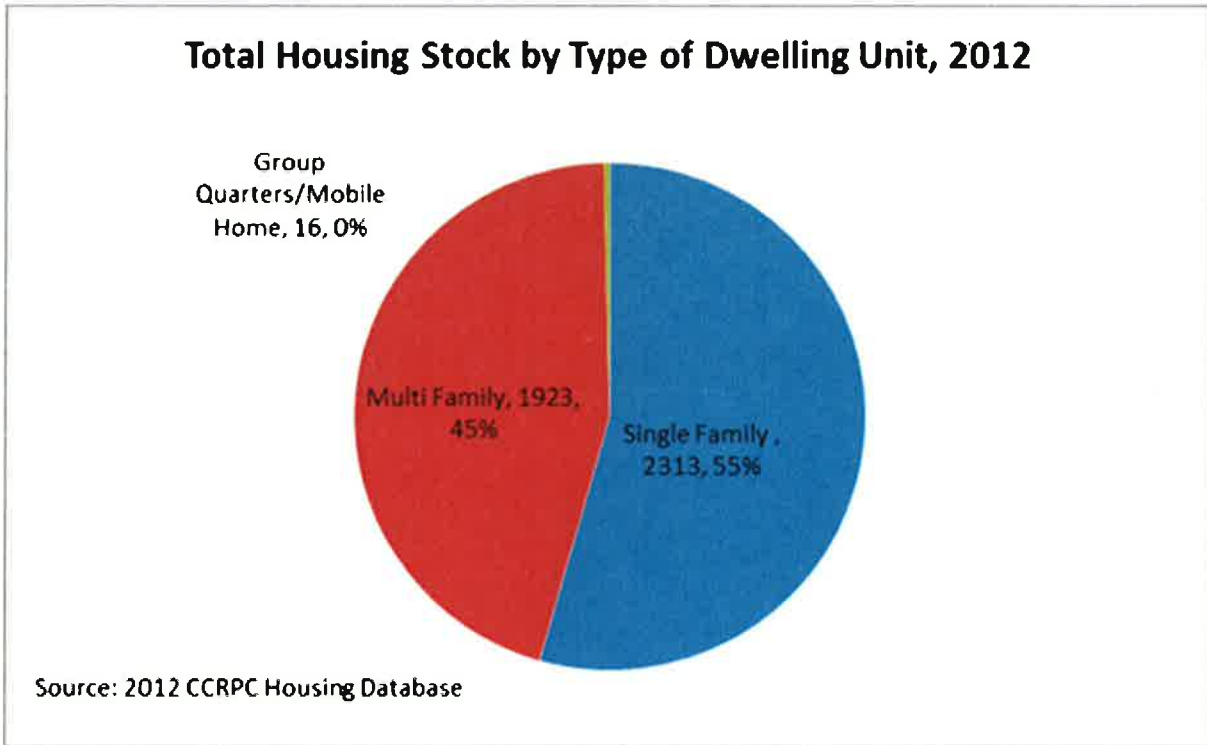
Table 10 provides a historical perspective on the housing supply in Essex Junction and comparisons to the County. While the housing unit data from the Census is not entirely accurate it is helpful to provide trend data.

| Table 10. COMPARISON OF TOTAL HOUSING UNITS: 1960-2010 |         |         |         |         |         |         |  |
|--|---------|---------|---------|---------|---------|---------|--|
|  | YEAR    |         |         |         |         |         | Average Household Units Per Year 2000 - 2010 |
|  | 1960    | 1970    | 1980    | 1990    | 2000    | 2010    |  |
| Essex Jct. Village                                     | -       | -       | 2,544   | 3,375   | 3,501   | 4,009   | 50.8   |
| Essex Town   | -       | -       | 2,279   | 2,935   | 3,669   | 4,137   | 46.8   |
| Both Village & Town                                    | 1,944   | 3,053   | 4,826   | 6,310   | 7,170   | 8,146   | 97.6   |
| Colchester   | 652     | 3,088   | 4,566   | 5,922   | 6,727   | 7,104   | 37.7   |
| So. Burlington   | 273     | 2,879   | 3,972   | 5,437   | 6,498   | 8,429   | 193.1  |
| Williston  | 400     | 908     | 1,284   | 1,874   | 3,036   | 3,652   | 61.6   |
| Chittenden Co.   | 22,464  | 30,664  | 41,339  | 52,095  | 58,864  | 65,722  | 685.8  |
| Vermont  | 136,307 | 165,063 | 223,198 | 271,214 | 294,382 | 322,539 | 2815.7                                       |
| PERCENT OF CHITTENDEN COUNTY                           |         |         |         |         |         |         |  |
| Essex Jct. Village                                     | -       | -       | 6.15    | 6.48    | 5.95    | 6.10    | -  |
| Both Essex Village & Town                              | 8.65    | 9.96    | 11.67   | 12.11   | 12.18   | 12.39   | -  |
| Colchester   | 2.90    | 10.07   | 11.05   | 11.37   | 11.43   | 10.81   | -  |
| So. Burlington   | 1.22    | 9.39    | 9.61    | 10.44   | 11.04   | 12.83   | -  |
| Williston  | 1.78    | 2.96    | 3.11    | 3.60    | 5.16    | 5.56    | -  |
| Source: 2010 U.S. Census Bureau                        |         |         |         |         |         |         |  |

The existing housing stock in Essex Junction is mixed. As seen in Figure 5, single family detached dwellings are the single largest housing category. However other types of housing do exist and are increasing. Between 2010 and 2012, the Village saw more multi-family residential development than single family development. According to Figure 6, 66% of the housing units were built in the form of 3-unit or more projects. The data for Figures 5 & 6 is from the CCRPC Housing database which is

gathered from e-911, assessor and zoning permit information – therefore the number of dwelling units are not the same as reported by the Census.

**Figure 5**



**7.2 Characteristics of Residents**

The average household size in 2010 was 2.39 persons per household. This number has gone down over the last 30 years, but now seems to be stabilizing or even on the rise. In 2010, there were 3,875 households, and 4,009 housing units; therefore, 134 units were vacant. The make-up of these 3,875 households was:

**Table 11  
Households in Essex Junction, 2010**

|                                |       |
|--------------------------------|-------|
| Households with 2+ people:     | 375   |
| Number of families:            | 2,436 |
| Number of people living alone: | 1,064 |
| Source: U.S. Census, 2010.     |       |

**7.3 Building Activity**

The Village has seen a decline in the development of single-family detached housing over the last twelve years which could be linked to a diminished land base, and since 2008, financing constraints brought on by the recession. The increase in higher density multi-family housing was made possible by zoning changes put in place in 2000.

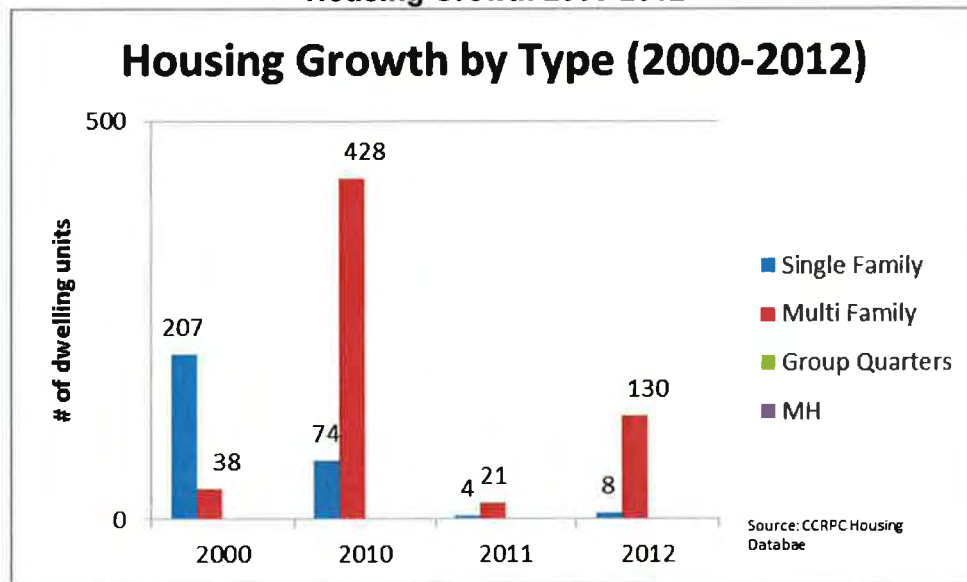


The intent of those zoning changes was and still is relevant. The region had, and still has a housing shortage, which is especially acute for affordable rental housing. The 2001 Chittenden County Regional Plan indicated a county wide housing shortage of 1,970 units (unmet need, excluding future needs). The current Chittenden County Regional Plan (entitled the *2013 Chittenden County ECOS Plan*) also indicates an unmet need explaining a 2.6% rental housing vacancy rate in the suburban areas of the County (a healthy target may be closer to 3 to 5% for Chittenden County). Going forward, the market is demanding more rental housing and smaller units.

Adding housing units in areas planned for growth is the most efficient way of meeting the unmet need – rather than continuing to sprawl and spread our infrastructure costs across a greater geographic area. Therefore the current level of density allowed in the areas planned for growth is effective, however changes may be needed to ensure the scale, quality and design of the higher density and infill structures is what the community would consider “thoughtful growth”. In addition, it is important to note that the State Land Use planning goal includes the following: “Intensive residential development should be encouraged primarily in areas related to community centers, and strip development along highways should be discouraged.”

In light of these needs the Village is working to encourage a diverse range of housing including single family housing and to a greater degree in the last few years, multi-family housing as reflected in Figure 6. This is discussed in more detail in Section 7.4.

**Figure 6  
Housing Growth 2000-2012**



**7.4 Housing Cost and Affordability**

Housing growth is important not only as a mechanism to provide housing that is affordable to all segments of the population, but also important for economic stability and business retention and growth. Essex Junction businesses rely primarily on local residents to support their businesses. An increase in the number of housing units and density will increase the market potential for local businesses.

A survey of Chittenden County employers in 2012 found that the cost of housing was regarded as a serious problem by 74% of employers for rental housing and 62% of employers for owner housing. In fact, 83% of employers said that the cost and availability of housing was an obstacle to economic development.

Employee turnover (i.e., the cost of lost productivity, advertising, and the time and expense of interviewing and training candidates) costs on average, \$13,754 per employee. In the past three years, employers lost an average of 2.46 recruits due to housing costs, availability, or other limitations. Employers commented that they have lost recruits and have had to spend greater sums of money in sign-on bonuses and relocation expense reimbursement or temporary housing because there are such limited rental homes and affordable housing relative to the options candidates observed in other parts of the country.

The median value of an owner-occupied housing unit in Essex Junction in 2007 to 2011 was \$260,000<sup>1</sup>. The median household income was \$64,013<sup>2</sup>. Assuming that households should not spend more than 30% of their gross income on housing costs and 5% cash is given as a down payment, a household would need to earn \$76,429 annually to afford a median value house in Essex Junction. Therefore, the median home price in Essex Junction is slightly out of reach for households earning the median income. A home that would be more affordable for the median income would be approximately \$217,000 assuming approximately \$18,000 cash for closing.

The median rents in Chittenden County have risen an average of 5.3% annually in the past decade, well outstripping inflation.<sup>3</sup> As can be seen in the table below, most occupations in the area do not pay a median wage that is high enough to afford even a studio apartment. Having more than one income will help affordability; we know that in Vermont most households have only one, or less than one full time worker.<sup>4</sup>

|   | <i>0 bedroom</i> | <i>1 bedroom</i> | <i>2 bedroom</i> | <i>3 bedroom</i> | <i>4 bedroom</i> |
|---|------------------|------------------|------------------|------------------|------------------|
| Median rent   | \$969            | \$1,053          | \$1,375          | \$1,721          | \$2,021          |
| Annual income needed to afford median rent                                      | \$38,760         | \$42,120         | \$55,000         | \$68,840         | \$80,840         |
| Hourly wage needed to afford median rent if working full time                   | \$18.63          | \$20.25          | \$26.44          | \$33.10          | \$38.87          |
| % of workers whose occupation's median wage is less than the hourly wage needed | 56%              | 61%              | 75%              | 86%              | 89%              |

The Village has proactively addressed the need for affordable housing through zoning amendments and State incentive programs. The following projects are a snapshot in time and reflect a number of these efforts. The following projects have been built using public funding which would require the housing to be affordable:

- 10 out of the 24 units at Village Haven at Roscoe Court (currently under construction);
- 30 units at Monarch Apartments at 203 Pearl Street (built in 2004);

<sup>1</sup> VHFA's Analysis of Property Transfer Tax Data

<sup>2</sup> American Community Survey 2007-2011

<sup>3</sup> Vermont Housing Data, Fair Market Rents 2003-2013.

<sup>4</sup> US Census Bureau.

- 19 units of elderly housing at 136 West Street (built in 2005); and
- 65 units of elderly housing at 128 West Street (built in 1979).

The Roscoe Court project was approved in 2009 as a Vermont Neighborhood – the first of its kind in the State. The Vermont Neighborhood program provides financial and permit incentives to stimulate new housing development in appropriate areas in and around designated downtowns, village centers, new town centers, and growth centers. The benefits of the program include an exemption from Act 250 regulations for “mixed income” projects, reduced State wastewater permit fees, exemption from the land gains tax, and the conditional use permit by the local government determining that a project meets the “character of the area” criteria may not be appealed to the Environmental Court. The Roscoe Court “mixed-income” project includes twenty-four 3 bedroom units - eighteen are detached single family homes, and 6 are duplexes for sale. The “mixed-income” requirements include: 1. Rental Housing: 20% of the units must be allocated to people earning no more than 60% of the area median income for 30 years after construction; and 2. Owner Occupied Housing: 20% of units must be sold at a price less than 90 percent of the VHFA purchase price limits or 15 percent of owner occupied units must be sold at a price less than 85% percent of the VHFA purchase price limits (\$275,000 in Chittenden County). The income limits are as follows: \$70,500 for 2 or fewer persons and \$81,000 for 3 or more persons. Participation in this program has successfully secured affordable housing in the Village.

**Vermont Neighborhood Development Program:**

While the Vermont Neighborhood program is no longer offered by the State – a new and improved program titled “Neighborhood Development Area program” is available and it “encourages municipalities and/or developers to plan for new and infill housing in the area within walking distance of its designated downtown, village center, new town center, or within its designated growth center and incentivizes needed housing, further supporting the commercial establishments in the designated centers.” Areas surrounding the Village Center are likely to be eligible for this program, which includes Act 250 benefits among others. For more information visit:

[http://accd.vermont.gov/strong\\_communities/opportunities/revitalization/vermont\\_neighborhoods](http://accd.vermont.gov/strong_communities/opportunities/revitalization/vermont_neighborhoods)

All of the other housing units constructed in the Village since 2000 have no requirements to remain affordable and are subject to fluctuations in the housing market. For example, the Riverside in the Village project was originally intended for a mix of market rate apartments, condominiums, student housing and senior housing units. However, the project is now all market value rental apartments. The condominiums and student housing units were converted to market rate rental, and the senior housing units will not be built.

It appears the Village’s decision to increase densities in 2000 and additional zoning amendments in 2011, have certainly had a positive impact on housing growth; however continued efforts for affordable housing is needed.

Essex Junction is not prepared to adopt an inclusionary zoning ordinance at this time, but will instead focus on issues within our control that affect the affordability of housing including housing densities, permitting, and redevelopment. Through these efforts the Village will work to ensure that this growth is done in a thoughtful manner so that the existing neighborhood fabric will remain. For example, the Village will consider zoning incentives for pocket parks and other open space amenities in housing and mixed-use projects; and the Village will work to ensure that housing is located in areas with existing and planned support services.

## 7.5 Other Housing Issues

In addition to concerns regarding the balancing of the demand for housing versus regulating the impacts of new housing development, there are a variety of other housing issues within the community including:

- 1) Building/fire codes
- 2) Multi-family conversions
- 3) Special needs housing
- 4) Historic preservation
- 5) Energy conservation
- 6) Housing Affordability
- 7) Preservation of neighborhood character.

All of these issues are important considerations within this Plan. Many of these issues are included in other Plan elements. Some areas require added studies to determine feasibility. Specific strategies are included in the Goals section of this element.

## 7.6 Housing Goals

**Goal 1: Provide a variety of housing opportunities for all present and future residents of the Village of Essex Junction while creating and preserving quality residential environments and existing neighborhood characteristics.**

- Objective 1.1: Permit innovative development strategies including commercial/residential developments, zero-lot lines, and transfer of development rights where appropriate and after special review.
- Objective 1.2: Study the feasibility of adopting and enforcing uniform building and fire codes for housing.
- Objective 1.3: Promote adherence to state energy standards and consider energy conservation standards and alternate energy resources in all future codes.
- Objective 1.4: Encourage development in established growth areas.
- Objective 1.5: Consider zoning changes to preserve existing structures of historic village character along sections of major arterials and in historic neighborhoods.
- Objective 1.6: Provide a mechanism within the Land Development Code to encourage the creation of new affordable housing.
- Objective 1.7: Maintain allowance for density bonuses in the Planned Residential District for the construction of affordable housing.
- Objective 1.8: Allow high density housing in major commercial areas and maintain the R-2 small lot single family zoning designation to allow for affordable housing.
- Objective 1.9: Compile rental registry and rental inspection program if funding is available.
- Objective 1.10: Consider zoning changes to encourage pocket parks and other public urban open space amenities.

**Goal 2: Cooperate with surrounding communities, private developers and nonprofit developers to jointly create affordable housing and senior housing.**

**Goal 3: Continue to provide adequate sites in residential areas or areas of residential character for special needs housing.**

**Goal 4: Encourage private and public property owners of historically significant structures to maintain the historical integrity of the structures.**

## **8. Transportation**

Transportation is an important issue to the Village of Essex Junction. The “Five Corners” intersection presents one of the difficult traffic management problems. The location of the railroad tracks adds to the complexity of the problem. In addition to factors within the Village, growth in adjacent communities results in traffic increases throughout the Village.

The Village street network is essentially a grid of interconnected streets, dead end streets make up only a small portion of local streets. The state highways of Route 15, Route 2A and Route 117 provide the only vehicular connections into and out of the Village. Therefore, they carry significant amounts of non-destination and local traffic. The interconnected street system allows for alternate routes to the same destination, thereby giving users of the network options for getting from point A to B. The interconnected local street system reduces congestion on major arterials, but increases the negative impact on local residential neighborhoods and should be discouraged. Continuing to maintain the interconnected street network and connect streets in new developments is a central transportation policy within the Village.

The complexities of the transportation network described above require a coordinated transportation planning effort within the Village. There are no single, simple solutions available. It is necessary to develop a multi-stage, multi-modal approach to transportation planning. Included is the street network, bicycle lanes, shared use paths, sidewalks, the potential to pedestrianize a short section of Main Street, the redirecting of Route 15 around the Village Center, public transit, and the possibility of rail transit. In addition, public safety is an important consideration in any potential improvements. Such a multi-modal approach can lead to an improved, cost-effective and energy-efficient transportation network.

### **8.1 Streets**

With the exception of the Crescent Connector, the primary roadway network within the Village has already developed. As new development occurs, the extension of the existing local street network will be constructed by developers.

The primary issue, therefore, is increased traffic management, particularly for non-destination traffic.

The influence of the first phase of the Circumferential Highway, completed in 1993, was clearly seen in reduced traffic volumes and accidents for 1995. However, it is also clear that this reduction was temporary. Traffic volumes at the Five Corners are increasing to levels that are higher than pre-Circumferential Highway levels. Five Corners Traffic levels through the Five Corners are considerable as the table below reveals. The table shows the average annual daily traffic (AADT) for state highways that intersect there. Many of these trips do not start or end in the Village and are considered non-destination traffic. New developments in adjacent communities such as in Taft Corners in Williston contribute to the higher volumes.

**Table 13. Five Corners Roadway AADT**

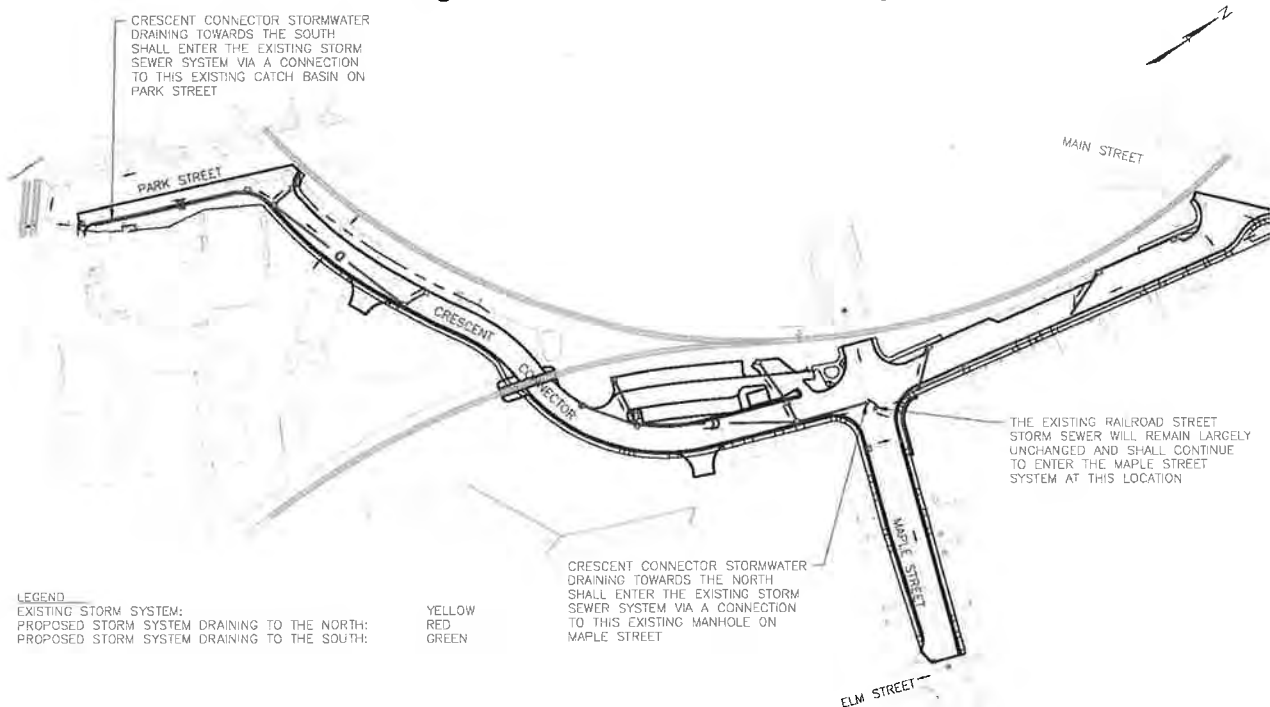
| Route            | AADT (2010) |
|------------------|-------------|
| VT117 (Maple St) | 8,000       |
| VT15 (Main St.)  | 11,600      |
| VT2A (Park St.)  | 16,300      |

Due to the growth in non-destination traffic, the Village supports alternative routes between adjacent communities along with an additional crossing over the Winooski River. Non-destination traffic is a threat to the vitality of the Village Center where the emphasis needs to be on local access, pedestrian mobility and safety, and aesthetics. Increased vehicular capacity is in direct conflict with these Village Goals and therefore is not supported to the extent it would involve additional vehicle lanes and road widening.

Safety is another major concern. The state highways of Route 15, Route 2A and Route 117 all carry significant amounts of non-destination traffic through Essex Junction. The high number of curb cuts along with the size and location of curb cuts contributes to safety issues, particularly on roads with more than two lanes such as portions of Park Street near the Five Corners. Access management is therefore an important consideration of this plan. While the Five Corners is not a High Crash Location (HCL) as identified by VTrans’ analysis, four of the five approaches are considered high crash road segments. Only Maple Street comes in under the VTrans crash safety threshold. See Map 4 for these high crash locations.

An important new roadway development impacting the Five Corners is currently in design and is slated for construction in 2015. Called the Crescent Connector, it will link VT RT 2A south of the Five Corners northwest to Maple Street (VT RT 117) and continue across on a reconstructed Railroad Street connecting to VT RT 15. This new facility will improve traffic flow, provide additional parking and provide for safe walking and biking through the area. See the sketch below for the alignment of the Crescent Connector (DuBois & King, Inc. Stormwater Plan from the Revised Environmental Assessment for the Crescent Connector Project).

**Figure 7: Crescent Connector Project**



An additional CIRC Alternatives project in Essex Junction includes Pearl Street improvements from the Post Office Square intersection to the Five Corners intersection. Essex Junction has made numerous improvements to Pearl Street over the past several years including completing a “road diet” project that created three travel lanes and bike lanes. These bike lanes extend from West Street to the Champlain Valley Exposition. Improvements considered in this study would complement those other improvements and further advance Pearl Street as a multimodal corridor.

## 8.2 Sidewalks/Bike Paths

The provision of sidewalks and bicycle lanes and shared use paths within the Village are important transportation goals. Essex Junction currently has 35.3 miles of sidewalk and 1.5 miles of shared use paths to maintain. Cost and the efficient expenditure of tax dollars on sidewalks was a major consideration in the preparation of the Sidewalk Plan and Policy in 2005 to address the existing and future sidewalk network. The Bike-Walk Advisory Committee is also in the process of working on a bike-walk master plan which will help prepare for future facilities. The Bike-Walk Advisory Committee has adopted the following vision statement: “Essex Junction strives to be recognized as a friendly village of connected neighborhoods and destinations in which convenient and safe bicycle and pedestrian facilities are integrated into a seamless and accessible year-round transportation system. This system will promote the enjoyment and health of all citizens, a more vibrant local economy, and a cleaner environment.”

The policy for the number of sidewalks varies depending on the road function and density. Sidewalks will be constructed and maintained in the future in accordance with the following standards:

**Table 14: Sidewalk Policy**

|  |            |
|--|------------|
| <b>Arterial Streets</b>  | Both Sides |
| <b>Collectors</b>  | Both Sides |
| <b>Residential Streets with a density greater than 4 units per acre</b>  | Both Sides |
| <b>Residential Streets with a density between 1 and 4 units per acre</b> | One Side   |
| <b>Residential Streets with a density of less than 1 unit per acre</b>   | None       |

The Village will not actively remove sidewalks, but would do so in association with a street or sidewalk reconstruction project. Several areas of the Village in low density neighborhoods would see the eventual removal of sidewalks on one side of the street if the existing walk is no longer serviceable. On some major arterials, sidewalks would be added. The emphasis of the sidewalk plan and policy is to maximize resources while improving connections.

Bicycle facilities are another important consideration of the transportation plan. The Transportation Map identifies all sidewalks, shared use paths and bike lanes within the village. The types of bike facilities include:

- 1) Shared Use path – Independent facility on separate right-of-way or easement, designated for the exclusive use of non-motorized vehicles and pedestrians.
- 2) Cycle Track – Physically separated bicycle facility immediately adjacent to roadways. Can be one or two way and buffered from vehicle parking or travel way.
- 3) On Road – Bicycles share space with motor vehicles, either through shared lane markings or a shoulder bike lane.

Due to the built-out nature of Essex Junction it is difficult to construct a completely new shared use path. Some combination of all three facilities, plus sidewalks, is necessary. On major arterial roads such as Pearl Street the high number of curb cuts makes a shared use path less desirable and does

not adequately address the need for local access if the path is not immediately adjacent to the street. On-street bicycle facilities should be considered in these areas and supported at the regional level. In addition, new recreational opportunities will be made available to Village residents as a result. On low density residential streets bicyclists use the road shoulder, or share the lane with vehicles, with minimal conflicts. The need for bicycle facilities is highest on major arterials where options are extremely limited for safe bicycle access.

**8.3 Parking**

The Village provides public parking in the Village Center District via on-street parking and off-street lots. On-street parking is available throughout the Main Street and Railroad Avenue area of the Village Center along with two off-street parking lots on Ivy Lane and behind the Brownell Library. Off-street parking was added near the Park Street School and will be added adjacent to the Crescent Connector.

With the exception of the area around the train and bus station, parking within the Village Center appears adequate at this time. Existing public parking in the Village Center should be preserved to the greatest extent possible.

The provision of park and ride lots should be considered in the future based on regional needs.

**8.4 Public Transportation**

The Village of Essex Junction is served by the only Amtrak terminal in Chittenden County. This intercity rail service consists of Amtrak’s Vermonter Train, with Vermont stops in Essex Junction, Brattleboro, White River Junction, Montpelier, Waterbury, and St Albans. This service was established in April 1995 as a reconfiguration of the discontinued Montrealer train from Montreal to Washington, D.C. The Vermonter provides one inbound and one outbound trip daily. Southbound service to New York and Washington, D.C. originates at St. Albans in the morning, returning later in the evening. The following table provides the most recent history of ridership on this service which is experiencing rising popularity.

**Table 15. AMTRAK Vermonter Ridership, FY2005 - 2012**

| YEAR   | 2005   | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | 2012   |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| RIDERS | 45,207 | 47,307 | 63,299 | 72,655 | 74,016 | 86,245 | 77,783 | 82,086 |

Source: Amtrak Monthlies

The State of Vermont has been pursuing a project known as the “Albany-Bennington-Rutland-Burlington-Essex,” or “ABRBE” passenger rail project. Reinstating passenger rail service connecting Rutland to Burlington was cited as the State’s number two rail priority in the 2006 VTrans Rail Policy Plan (behind maintaining the existing two Amtrak services). However, no timetable for implementing actual Amtrak service to Burlington from the south has been set. More recently, restarting the passenger rail service to Montreal, suspended in 1995, has become a top VTrans priority.

Bus service is provided by the Chittenden County Transportation Authority (CCTA) on three routes. The Essex Junction route (#2) runs from approximately 6:00 am to 10:00 PM with 15 minute peak hour service to Burlington from Monday to Friday, and additional service on Saturday. This is CCTA’s highest ridership route with 1,872 average riders/weekday. The Essex Center route (#4) runs Monday through Friday with 30-minute headways. This route has 94 average riders/weekday.



The Williston-Essex route (#1E) runs Monday through Friday with 30-minute peak hour headways. This route has 105 average riders/weekday. CCTA's Transit Development Plan calls for a number of improvements including:

- More evening and Sunday service
- Elements of Bus Rapid Transit on VT 15 (and US 2) including 10-minute peak service, 15 minute midday service; enhanced shelters; transit signal priority; queue jumpers; and passenger information
- Focus on land use coordination and Transit Oriented Development/Pedestrian Oriented Design efforts
- Upgrade service to Essex Way
- Connect Susie Wilson area with Essex Junction

The implementation of new services or enhancements to existing services is dependent on several factors, including available funding, community support, and projected service productivity and cost-effectiveness. The CCTA Board of Commissioners considers all these factors when deciding which services to advance. Because there is a local match funding requirement for all services, local community support is a key component without which it would be very difficult to implement even the most productive of services. From a pure productivity and cost-effectiveness standpoint, investing resources in areas with highest density and greatest mobility needs are likely to produce the best returns in terms of ridership and revenue. For example, when service was increased to 15-minute peak headway on the Essex Junction route, there was a 30% increase in ridership. Expansion of service hours is likely to be the next most cost effective improvement, over extensions to new locations.

Support of the existing public transportation system and additional improvements to the public transportation system are important to accomplishing other community goals. Public transit access to places of employment and to major shopping centers may help to alleviate traffic congestion and can contribute economic development efforts. New construction and reconstruction should consider public transit access early in the design process. To maximize the public resources already devoted to the existing public transportation system, consideration should be given to locating new facilities along or in close proximity to current public transportation routes. CCTA's Transit Development Plan (TDP) calls for coordination with municipalities on focused development along transit corridors with pedestrian-oriented design. Other important issues include the consideration of bus stops and passenger shelters when developing new facilities or re-developing properties. CCTA's TDP helps support Essex Junction's land use plan, just as Essex Junction's land use plan helps support improvements to the CCTA service through higher density and mixed uses in the Village. The Village should continue to work with local representatives to encourage the CCTA Board to pursue these issues. The CCTA is managed by a Board of Commissioners with one representative from the Town of Essex.

## **8.5 Air Pollution/Energy Conservation**

Air pollution, energy conservation and land use are important transportation issues. Increased use of public transit and bikeways will reduce pollution and save energy. Therefore, these benefits should be considered when any improvements to the transportation network and land use changes are considered. The elimination of cars is not possible, but the elimination of unnecessary trips and increasing transportation options are an important first step. Reducing wait time and thus vehicle idling at congested locations' such as the Five Corners through design improvements such as pedestrianizing a short section of Main Street while enabling vehicles to move more efficiently through the Village Center is an important component of any policy that aims to reduce air pollution and increase energy conservation.

## 8.6 Transportation Goals

### **Goal 1: Support the completion of the Circumferential Highway.**

- Objective 1.1: Provide alternate routes for non-destination traffic.
- Objective 1.2: Do not support capacity increases on state highways in the Village that involve additional vehicle lanes.
- Objective 1.3: Emphasize local access, public transit, bicycle facilities, pedestrian safety and access, and aesthetics in future streetscape projects.
- Objective 1.4: Reduce idling at the Five Corners by considering pedestrianization of a short section of Main Street to create a crossroads intersection.
- Objective 1.5: Redirect Route 15 to Susie Wilson Road and Route 289 to reduce non-destination traffic in the Village.

### **Goal 2: Monitor, evaluate and implement traffic management practices on a continuing basis.**

- Objective 2.1: Monitor annual traffic counts and accident data.
- Objective 2.2: Review all development proposals to minimize traffic and pedestrian safety concerns.
- Objective 2.3: Where feasible, reduce the number and size of non-conforming curb cuts during development review
- Objective 2.4: Encourage the use of joint access driveways and shared parking lots when physically possible.
- Objective 2.5: Monitor the timing and sequence of all traffic lights to optimize traffic and pedestrian safety.
- Objective 2.6: Cooperate with adjoining communities to develop strategies to minimize traffic increase within the Village resulting from development beyond the Village limits.
- Objective 2.7: When possible, avoid dead end streets. Connect new streets into the existing street network from at least two points.
- Objective 2.8: Request that neighboring communities require major development proposals to include traffic impact analysis at the Five Corners and that traffic analysis be submitted to the Village for review.
- Objective 2.9: Study and consider options for managing traffic at the high crash locations near the Five Corners indicated on the Transportation Map.
- Objective 2.10: Implement the Village Sidewalk Plan and Policy

### **Goal 3: Facilitate the use of sidewalks as a viable transportation alternative.**

- Objective 3.1: Review all development proposals for the efficient use of sidewalks.
- Objective 3.2: Consider alternative standards for sidewalks based upon location and potential usage.
- Objective 3.3: Encourage school age children to walk or ride a bike to school to reduce traffic congestion. Encourage enrollment in the Vermont Safe Routes to School Program.
- Objective 3.4: Utilize all traffic calming techniques and strategies available.

### **Goal 4: Review and implement parking strategies consistent with other planning purposes.**

- Objective 4.1: Encourage quality site design and landscaping for all new parking lots.
- Objective 4.2: Encourage bus and pedestrian access to all parking facilities.
- Objective 4.3: Develop long-term strategies for parking demand within the Village Center.
- Objective 4.4: Review all parking requirements and develop revised parking requirements which may include off-site parking, or other alternatives.
- Objective 4.5: Cooperate with adjacent communities to locate commuter facilities in or in close proximity to the Village.
- Objective 4.6: Consider policies to require or encourage the installation of bicycle parking racks at major activity centers such as shopping centers.

**Goal 5: Promote and implement strategies to encourage the use of bicycles as alternate transportation modes.**

- Objective 5.1: Consider bicycle access in the review of all development proposals.
- Objective 5.2: Consider the construction or signage of bicycle lanes on all future street construction projects.
- Objective 5.3: Pursue the use of Federal and State funding for construction of shared use paths and bicycle lanes.
- Objective 5.4: Include shared use paths as a component of the Capital Budgeting process.
- Objective 5.5: Utilize Bike-Walk Advisory Committee to recommend projects, pursue funding sources and conduct bike/ped education to encourage safety and visibility.
- Objective 5.6: Encourage the donation of land, labor and monies for the implementation of the shared use paths.

**Goal 6: Encourage increased usage of the public transportation system.**

- Objective 6.1: Cooperate with CCTA to increase access to bus routes including higher frequencies during peak hours.
- Objective 6.2: Encourage the use of bus turn-offs and shelters on major streets.
- Objective 6.3: Encourage the State of Vermont to develop tax measures which support alternative transportation and reduce pressure on the local property tax.
- Objective 6.4: Cooperate with the CCTA to encourage education programs on the benefits of using public transportation.
- Objective 6.5: Continue to support elders and disabled transportation programs.

**Goal 7: Cooperate with the State of Vermont to locate air quality monitors at the Five Corners.**

- Objective 7.1: Require applicants with potential emissions to obtain necessary state or federal permits prior to any local approvals.
- Objective 7.2: Work with state and regional officials to ensure the uniform enforcement of all air Pollution Standards.

**Goal 8: Cooperate with state and regional entities pursuing efforts to establish potential commuter rail service and an international passenger rail connection to Montreal that will go through Essex Junction.**

- Objective 8.1: Appropriate upgrades to the existing station and the surrounding areas to meet future needs.

## 9. Land Use

The livability and viability of any urban area are largely dependent on the pattern of land uses within the community. Transportation efficiency (and safety), the accessibility of various activities (i.e. shopping, entertainment, etc.) and the quality of residential neighborhoods are determined in many cases by land use patterns. The land use element is thus a “vision” for future development or redevelopment within the community. The vision was refined in this Plan update to reflect the Heart & Soul values identified by the residents – with particular emphasis on Thoughtful Growth. This Plan supports the Thoughtful Growth value by calling for continued accommodation of tight-knit neighborhoods, a vibrant downtown, diverse housing options, and a transportation system that includes a path network for pedestrians and bicyclists.

This Plan supports other Heart & Soul values, as well. The Local Economy will be supported by a healthy infrastructure and locations for existing and future businesses. The emphasis on tight-knit neighborhoods will foster Community Connections. Well-marked bike and pedestrian lanes will encourage Safety by allowing residents to comfortably and securely navigate the community. Parks and trails will help provide a basis for Health and Recreation, in addition to the community’s largest open spaces in the Town.

In addition, this Plan helps support the larger regional land use goals by concentrating new growth in areas already developed, and thereby helping to minimize sprawl and protect the more rural areas of the County for working lands and environmental resources. Specifically, the *Chittenden County ECOS Plan* includes the following strategy: Strategy 2: Strive for 80% of new development in areas planned for growth, which amounts to 15% of our land area. The *ECOS Plan* takes a high level view of the land area in the County and therefore considers Essex Junction in its entirety to be a growth area. However, the concept is similar at a smaller scale within Essex Junction where the Village Center, surrounding mixed use, commercial and industrial districts are areas planned for growth; the surrounding residential areas are intended to remain at similar densities; and the Whitcomb Farm and public parks are protected (or in the process of protection) from future development. This Plan also identifies several steps to ensure that new growth is done in a manner that will create safe and inviting streetscapes, vibrant commercial and residential opportunities, and respect of the Junction’s historic fabric. For example, the Plan calls for an enhanced community discussion and design charrette to develop design standards for the Village Center and surrounding areas.

This chapter first describes the existing characteristics throughout the Junction, and then describes the future land use goals and the specific regulations in place to achieve those goals. The goals also describe changes to the existing regulations where needed.

### 9.1 Existing Land Use

The existing generalized land use pattern within the Village is indicated on Map 9. This existing land use pattern will, to a large degree, direct the future land use pattern. An analysis of the existing land use pattern leads to the identification of several areas with distinct characteristics. Chapter III also provides a detailed summary of historic development patterns within the village. These generalized areas are discussed individually below:

- 1) **Village Center** – While Lincoln Hall dates from the early nineteenth century (it was originally built as an inn), most of the buildings in the commercial center of the Village date from the late nineteenth and very early twentieth centuries. In the commercial core of the area, the buildings are typical turn-of-the-century commercial types. They are built to the front sidewalk lines and cover a very high percentage of their sites. Frequently, they share common walls

with their neighbors. On the front facades their first floors contain glazed storefronts which add to the pedestrian sense of the area.

The buildings are predominantly two story structures with a pronounced horizontal frieze below the cornices. The cornices tend to be heavily decorated with brackets, dentils, etc. In addition, the larger buildings (which tend to be brick) have a strong horizontal band at the second floor level. Visually, this gives the buildings a horizontal orientation which adds a sense of scale to the area.

The wood frame buildings (such as those on the east side of Main Street) do not, or no longer, have this decorative treatment, and have vertical orientation and a somewhat different scale. This is partially mitigated by the fact that the lower floors have glazed store fronts and the tops of the store windows form a horizontal visual element.

In summary, the principal architectural features which create this area's sense of scale and identity are as follows:

1. Zero front yard setback and high site coverage.
2. Glazed storefronts on the first floor.
3. Flat roofs with a strong horizontal frieze below cornices.
4. Strong horizontal band at second floor level.

Moving out slightly beyond the commercial core of the area, the architecture changes significantly. Most buildings in this area were constructed as residences during the same period as the commercial structures, but the prevailing residential styles at the time were variations on Victorian. Thus, the residential buildings tend to be two-and-one-half story structures with gabled roofs, frequently with ells and other protrusions forming complex roof forms. Where still present, roof shingling patterns are quite decorative. Many of the buildings are oriented with gable ends towards the street. The facades of these residential structures reflect considerable decoration, with porches, decorative arches and supports, cutaway bay windows with brackets, eave brackets and cornices. Finally, the buildings tend to be set back with lawns between them and the street, and have lawns separating them from their neighbors. Some of these structures have been converted to non-residential use while retaining their original architectural appearance.

In summary, the architectural features which make this area unique in the center of the Village are as follows:

1. Modest lawn separating the buildings from the street and from each other.
2. Complex facades with porches, projecting windows, ells and ornamentation.
3. Complex roof forms with steep pitches, gables and dormers.

Even though the commercial and residential buildings date from roughly the same era, the different architectural treatments created a distinct delineation between what was the original commercial portion of the Village and the residential area surrounding it. While many of the old residences are now used for commercial activities, their areas remain qualitatively different from the commercial core of the Village.

In most cases there is no parking between the buildings and the street, and this adds considerably to the intimacy and pedestrian orientation of the Village Center.

The Junction also benefits from a Village Center Designation – the boundary is included on Maps 9 and 10. With the Village Center Designation building owners, lessees and the municipality are eligible for the following benefits: historic tax credits; façade improvement tax credits; code improvement tax credits; priority consideration for HUD, CDBG, and Municipal Planning Grants; priority site consideration by State Building and General Services when leasing or constructing buildings; and the option to create a special assessment district to raise funds for both operating and capital expenses to support specific projects in the designation. This designation provides the Village and building owners with assistance in maintaining and restoring historic structures, thereby preserving the historic fabric of the Village – a goal identified in numerous chapters of this Comprehensive Plan.

The designated Village Center District credits are best suited if used as part of a holistic ‘package’ approach of both private and public investment. The Village Center has seen very little private investment in the last 20 or 30 years as there has been no ‘package’ to attract investment.

During times of economic constriction investment in public infrastructure attracts private investment. Up to now the Five Corners traffic has been a disincentive to private investment – people avoided the area rather than sought it out. The potential to make the Village Center more pedestrian friendly via a short pedestrian section, along with the Connector Road, will alleviate private investment concerns. With the energy that is evident in the Village Center, current and future property owners have expressed interest in the tax credits made available through this designation.

The designated Village Center is a critical component of the Village’s new proactive urban design approach to land use and transportation management. Urban regeneration without the designated Village Center benefits will be extremely unlikely. The historic Village Center has many buildings that need Code updates if they are to be developed including new sprinkler systems, emergency access, façade improvements, etc.

The recent rebuilding and upgrade of 8 Railroad Avenue is an example of an improvement that would not have happened without the designation credits. Many of the other buildings in the Center are under long term ownership and only now are investors looking at properties with an eye to sustainable development, both environmentally and fiscally. The recent purchase of the Peoples United Bank at Five Corners is a sign of investment and residency coming back into the center. These 51 apartments and street level stores will be the beginning of a regeneration of the Center that will enable the Center to become vibrant once again. Given the foregoing the Designation can be used to energize the whole of the Village Center in a holistic approach that can be a model for Vermont.

In the future, there may be some benefit in extending the Village Center Designation down the Pearl Street District. In addition, the Junction could build upon the Village Center Designation with a Growth Center Designation which would provide the landowners and municipality with additional benefits to support growth within the Village, and possibly the IBM campus.

- 2) **Summit Street to Five Corners** – This area has maintained a residential character. Although some residential structures have been altered for business purposes, much of the original structural detail remains. Commercial conversions are limited to low traffic volume professional offices. The northerly side of Pearl Street along this section of Pearl Street contains single family homes of traditional and historic value. These structures are worth

protecting against conversion to office or apartment uses. This section of Pearl Street should be rezoned to R-2 District.

- 3) **Pearl Street from Summit to Willeys Court** – This area is typified by intense commercial development with multiple curb cuts. There is a mixture of building types, colors, materials, and signs. The more recent construction is dominated by increased landscaping and more efficient site design which stands in marked contrast to the older structures. The only area of significant historic value is the Champlain Valley Exposition Fairgrounds which is dominated by open space and significantly different types of structures.
- 4) **Susie Wilson Road to Willeys Court** – This area is dominated by conversions to small businesses, professional offices and apartments. This area was recently re-zoned from HC to MF/MU-1 in recognition of its transition from single family uses to apartments and less intense business uses, and as an extension of the Pearl Street Corridor.
- 3) **Indian Acres Area** – This area is dominated by well maintained single family dwellings on small lots. Several properties have been converted to duplexes or dwellings with accessory apartments.
- 4) **Warner Avenue Area** – This neighborhood has maintained a single family residential character. No multi-family conversions have been located.
- 5) **Prospect Street Area** – This neighborhood has a mix of structures, some of historical significance. Some multi-family units and duplexes have been established. Several large residences help establish a unique character to the neighborhood.
- 6) **Village Center Neighborhood** – The areas adjacent to the Village Center have been in transition. There is a mix of single family, duplex and apartment dwellings. Many lots are large enough to be subdivided. The type of development which has occurred in this area may lead to pressure for further single family conversions. Consider zoning changes to distinguish these residential and low intensity commercial areas from the core commercial areas in the Village Center District.
- 7) **Brickyard Area** – This area is dominated by multi-family and condominium development. There is no vacant land available for future development.
- 8) **Countryside and Rivendell** – Both of these areas are dominated by newer residential structures on large lots. Virtually no multi-family conversions have occurred.
- 9) **Park Street Corridor** – This area has been in a state of transition. Properties nearest the Five Corners have been converted to multi-family and commercial development. Property south and west of South Street has maintained a single family residential character with the presence of several large older homes. The east side of the corridor has seen substantial conversion to multi-family and two-family dwellings.
- 10) **Maple Street Corridor** – Properties from the Five Corners to Mansfield Avenue have been in transition with several conversions to duplexes. From Mansfield Avenue to the Village limits, and single-family residential character has been maintained. To preserve the single family character of this corridor, it should be rezoned from RO to R-2 from Mansfield Avenue to Elm Street. Accordingly, further conversions of single family to multi-family in this area should not be allowed.

- 11) **Main Street Corridor** – Lower Main Street to the Village Center has largely converted to multi-family and two-family dwellings. Some dwellings are commercial or are used for home occupations. The upper portion of Main Street, particularly the westerly section, is primarily residential, and should remain as such because a primary goal of the plan is direct growth to the Village Center and commercial and multi-family areas.
- 12) **Lincoln Street Corridor** – This area has several large lots, a mix of uses including residential, commercial, offices and public/quasi structures.
- 13) **Fairview Farms** – A relatively new residential area, with 99 lots and 10 acres open space.
- 14) **Whitcomb Heights** –276 residential units have been built on the original Whitcomb Farm. The Vermont Land Trust, with funding assistance from the Village, purchased development rights on 271 acres of the Whitcomb Farm in March 2014. Additional development rights are planned for purchase on approximately 143 acres, pending funding in 2015. Construction is anticipated to begin in the summer of 2014 on a solar energy project.

## 9.2 Future Land Use

Essex Junction faces the challenging task of planning in a mostly developed community. The issues that face the community today are complex, and have been detailed throughout this Plan. The Future Land Use Map (Map 10) is the fundamental element of the overall Comprehensive Plan. It represents the proposed distribution of land uses within the Village. While there are several changes, the Future Land Use Map generally follows existing patterns of development, but may allow for greater densities and building heights in certain core mixed-use zoning districts. The Plan calls for proper design so that the increase in density and height does not feel out of character with the existing fabric of the Village.

Equally important as the Land Use Map are the individual Plan elements. These establish guidance and details necessary to achieve desired changes. The interdependence of these elements cannot be over-emphasized in that all must be consistently adhered to if the overall Plan is to remain viable. Thus, the Land Use Map is not just a physical depiction of desired land use, but is the culmination of detailed analysis of all factors related to the future growth and development of Essex Junction.

This Plan Element encompasses three major sections:

- 1) **Land Use Goals** – The Land Use Goals provide general guidance to the development of future land use categories. They establish the context in which future land use categories and the Future Land Use Map are developed.
- 2) **Land Use Categories** – The Land Use Categories provide specific guidance to interpreting the Future Land Use Map. They establish the intent of the various mapped area, and describe the general range of uses and provide guidance for development of implementation measures.
- 3) **Future Land Use Map** – The Future Land Use Map represents future land use patterns for the Village. It is the key document necessary for the creation of Zoning District Boundaries.



### 9.3 Land Use Goals

**Goal 1: Provide sufficient locations within the Village to accommodate a variety of land uses including public, quasi-public, residential, retail, commercial and industrial uses.**

Objective 1.1: Consider redefining zoning district boundaries of the Village Center to address differences in land development patterns between the core commercial areas and the residential neighborhoods.

Objective 1.2: Encourage the development of a variety of residential units in the Village Center and Pearl Street Districts.

Objective 1.3: Study the purchase of key properties in and around the Village Center for public use.

**Goal 2: Promote responsible residential growth and encourage the growth and maintenance of quality residential areas.**

Objective 2.1: Conserve open space/agricultural land for future generations.

**Goal 3: Mitigate negative impacts of contiguous but different land uses.**

**Goal 4: Ensure that quality land planning and structural design occur in all commercial and industrial areas in a manner compatible with surrounding architecture.**

**Goal 5: Coordinate land use decisions with associated public infrastructure needs including streets, sidewalks, bicycle paths, drainage, water, sewer, schools, recreation and other public needs.**

**Goal 6: Provide mechanisms which encourage innovative development while maintaining the existing urban character of the Village.**

Objective 6.1: Consider overlay districts and development agreements, and enact design review as a means to achieve innovative development.

Objective 6.2: Consider the inclusion of visuals within the Land Development Code to make the design standards clear for developers and residents. Engage the public in development of these visuals to gain consensus on design standards for the Village.

Objective 6.3: Promote use of the Village Center Designation benefits.

**Goal 7: Coordinate development with adjoining communities.**

Objective 7.1: Initiate communication with surrounding communities to discuss development impacts on land use and planned compatibility.

**Goal 8: Coordinate needed public improvements with the development review process.**

**Goal 9: Prevent development of land which is environmentally unsuitable for construction.**

**Goal 10: Design new street layouts to minimize both overall street length and the quantity of site grading required. When possible connect new streets through to existing streets to increase connectivity.**

**Goal 11: Place a high priority in development review on pedestrian and vehicle access and safety.**

**Goal 12: Protect and enhance sensitive and important areas.**

Objective 12.1: Consider design review criteria for main corridors upon approach to the Village Center (such as Pearl St. from CVE to 5 Corners).

Objective 12.2: Analyze and prioritize historic resources to determine which sites and structures should be preserved.

Objective 12.3: Consider zoning changes or historic district overlay to preserve existing residential structures of significant historic character along major arterials and in historic neighborhoods.

## 9.4 Land Use Categories

### 9.4.1 RESIDENTIAL 1

Intent: To provide areas for large lot single family residential dwellings and accessory residential uses.

Density: 15,000 sq. ft. lots exclusive of right-of-way.

Range of Potential Uses:

Single family dwellings, accessory apartments, parks, non-commercial recreation facilities, public and quasi-public uses, planned residential development. Existing public school facilities may be converted to elderly housing upon Site Plan Review. Emphasis shall be placed upon maintaining existing open space and recreation facilities. No more than ten percent of existing school buildings may be converted to school offices or administrative facilities. Other public uses may be approved upon Special Review.

Other Information:

Density bonuses may be given for Planned Residential Developments with unique design proposals. Zero lot-line houses, clustering, and townhouses may be permitted upon special review with a planned residential application. No more than 30% of residential uses may be other than single-family, detached dwellings. Planned Developments shall include developed recreation facilities, bike and pedestrian paths. Projects which provide affordable housing shall be entitled to a density bonus, if long term affordability is guaranteed.

### 9.4.2 RESIDENTIAL 2

Intent: To provide areas for high-density single family dwellings and accessory residential uses.

Density: 7,500 sq. ft., exclusive of right-of-way.

Range of Potential Uses:

Single family dwellings, accessory apartments, parks, non-commercial recreation facilities, public and quasi-public uses, planned residential development. Existing public school facilities may be converted to elderly housing upon Site Plan Review. Emphasis shall be placed upon maintaining existing open space and recreation facilities. No more than ten percent of existing school buildings may be converted to school offices or administrative facilities. Other public uses may be approved upon Special Review.

Other Information:

Density bonuses may be given for Planned Residential Developments with unique design proposals. Zero lot-line houses, clustering, and townhouses may be permitted upon special review with a planned residential application. No more than 30% of residential uses may be other than single-family, detached dwellings. Planned Developments shall include developed recreation facilities, bike and pedestrian paths. Projects which provide affordable housing shall be entitled to a density bonus, if long term affordability is guaranteed.

### **9.4.3 PLANNED COMMERCIAL DEVELOPMENT**

**Intent:** To provide a mechanism to review major commercial developments and encourage innovative approaches to commercial development.

**Density:** Applications may be made in any commercial zone which has development limitations including, but not limited to, narrow lots, limited access, and drainage problems. Any proposed development, or re-development, which exceeds 2,500 sq. ft. of commercial space shall require application for a Planned Commercial Development. Waivers to this requirement may be granted by the Planning Commission.

**Range of Potential Uses:**  
All uses permitted within the applicable zoning district. A mix of residential, retail and office uses is encouraged.

**Other Information:**  
Planned Commercial Developments shall emphasize innovative design. Zoning District provisions, including setbacks, parking and lot coverage may be waived by the Planning Commission. Waivers may be granted only upon review of building design, lot layout, landscaping, setbacks, and amenities. Joint access, landscaping and compatible design are of particular importance. A determination must be made that these improvements mitigate waiver of any District standards.

Application requires a Conceptual Site Plan Hearing. The Planning Commission will determine the merits of the application during Conceptual Review. Upon approval, a Final Site Plan is required which must be in substantial compliance with conceptual approval.

### **9.4.4 MULTI-FAMILY RESIDENTIAL 1**

**Intent:** To provide areas for multi-family residential (townhouses, condominium and apartments with 4 or more units) and accessory residential uses.

**Density:** 7,500 square feet for the first unit and 5,000 square feet for each additional unit in the same structure

**Range of Potential Uses:**  
Single family dwellings, accessory apartments, parks, non-commercial recreation facilities, public and quasi-public uses, planned residential development. Existing public school facilities may be converted to elderly housing upon Site Plan Review. Emphasis shall be placed upon maintaining existing open space and recreation facilities. No more than ten percent of existing school buildings may be converted to school offices or administrative facilities. Other public uses may be approved upon Special Review.

**Other Information:**  
No new multi-family 1 areas will be established. Current facilities may be repaired, remodeled or replaced, but there can be no increase in number of units.

#### **9.4.5 MULTI-FAMILY RESIDENTIAL 2**

Intent: To provide areas for construction of new multi-family residential dwellings and accessory residential uses.

Density: One unit for the first 7,500 sq. ft. and one unit for each additional 1,500 sq. ft.

Range of Potential Uses:

Single family dwellings, accessory apartments, parks, non-commercial recreation facilities, public and quasi-public uses, planned residential development. Existing public school facilities may be converted to elderly housing upon Site Plan Review. Emphasis shall be placed upon maintaining existing open space and recreation facilities. No more than ten percent of existing school buildings may be converted to school offices or administrative facilities. Other public uses may be approved upon Special Review.

Other Information:

Five or more units may require Special Review. Screening, landscaping and parking shall be designed to minimize impact on adjacent properties. Projects which provide affordable housing shall be entitled to a density bonus if long-term affordability is guaranteed.

#### **9.4.6 MULTI FAMILY RESIDENTIAL 3**

Intent: To provide areas for low-density multi-family dwellings.

Density: One unit for the first 7,500 sq. ft. and one unit for each additional 1,000 sq. ft. to a maximum of 4 units.

Range of Potential Uses:

Single family dwellings, accessory apartments, parks, non-commercial recreation facilities, public and quasi-public uses, planned residential development. Existing public school facilities may be converted to elderly housing upon Site Plan Review. Emphasis shall be placed upon maintaining existing open space and recreation facilities. No more than ten percent of existing school buildings may be converted to school offices or administrative facilities. Other public uses may be approved upon Special Review.

Other Information:

Single family dwellings and accessory apartments are permitted uses. Duplexes, triplexes and quadraplexes may require Special Review. Screening, landscaping and parking shall be designed to minimize impact on adjacent properties. Projects which provide affordable housing shall be entitled to a density bonus, if long-term affordability is guaranteed.

#### **9.4.7 TRANSIT ORIENTED DEVELOPMENT**

Intent: The purpose of the Transit Oriented Development District (TOD) is to encourage development that supports a variety of transportation options including public transit (bus, rail), walking, biking and the automobile.

In order to achieve the desired goal of providing greater transportation options, development within the district shall embody the characteristics of compact urban development and pedestrian oriented design. Mixed use buildings with first floor retail, wide sidewalks, interconnected streets, on-street parking, high density residential development, pedestrian amenities, transit stations and stops, open spaces, and public or shared parking are strongly encouraged and in many cases required as a part of the standards within the TOD District.

The area within the TOD District is currently served by public bus transportation. In addition, the TOD District is adjacent to an active rail corridor, which may be used for light rail service in the future. A bike path is also planned for the rail corridor. Therefore, the TOD District is in an ideal location to provide greater transportation options.

The specific objectives of the TOD District are:

- Create an environment that is conducive to using public transit, walking and riding a bike
- Accommodate a mix of uses in a form that attracts pedestrians
- Integrate commercial, institutional and residential development into a compact development pattern arranged around a street grid
- Provide pedestrian amenities and open spaces to create a comfortable and attractive environment
- Provide public, shared parking, and/or park and rides to accommodate automobiles, but will not detract from the pedestrian environment
- High Density Residential Development
- First Floor Retail
- Encourage the use of Tax Increment Financing to support public improvements in the district.

Density: No density limit. Density will be based on ability to provide parking and meet other district requirements including lot coverage and building height.

Range of Potential Uses:  
Multi-Family, Office, Retail, Banks, Restaurants, Cultural Facilities, Personal Services.

Other Information:  
Development and redevelopment in the TOD District is intended to be more urban than most of the existing development patterns within the district. The TOD District is intended to support development patterns that are similar to those found in the Village Center District.

#### **9.4.8 MULTI-FAMILY/MIXED-USE-1**

Intent: The Multi-Family/Mixed-Use-1 District is intended to allow high density multi-family development along low intensity commercial uses along major transportation and public transit corridors. High Density, Mixed Use developments and affordable housing with parking below grade or on the first floor of the building are encouraged. Development in the MF/MU District should support alternative modes of transportation, while accommodating the automobile. Developments within this district

should be designed in such a way as to build upon the village character found in the core areas of the Village.

Density: No density limit. Density will be based on the ability to provide parking and meet other district requirements including lot coverage and building height

Range of Potential Uses:

Multi-Family, Office, Retail, Banks, Restaurants, Personal Services

Other Information:

Mixed use redevelopment including multi-family housing is encouraged. Commercial uses should be on a neighborhood scale and support the local residents.

#### **9.4.9 MULTI-FAMILY/MIXED-USE-2**

Intent: The Multi-Family/Mixed-Use-2 District is intended to allow high density multi-family development along low intensity commercial uses along major transportation and public transit corridors. High Density, Mixed Use developments and affordable housing with parking below grade or on the first floor of the building are encouraged. Development in the MF/MU-2 District should support alternative modes of transportation, while accommodating the automobile. Developments within this district should be designed in such a way as to build upon the village character found in the core areas of the Village.

Density: 15 units per acre

Range of Potential Uses:

Multi-Family, Office, Retail, Banks, Restaurants, Personal Services

Other Information:

Mixed use redevelopment including multi-family housing is encouraged. Commercial uses should be on a neighborhood scale and support the local residents.

#### **9.4.10 PLANNED RESIDENTIAL (where applicable)**

Intent: The objective of planned residential developments is not simply to allow exceptions to otherwise applicable regulations. It is instead to encourage a higher level of design and amenity than it is possible to achieve under the usual land development requirements. In addition, density bonuses may be granted if the development proposal preserves natural resources, preserves solar access, renewable energy generation, preservation or donation of open space, provides recreation facilities, constructs bike path connections, innovative design, and affordable housing in perpetuity.

Density: Density is established by the underlying zoning district but may be increased based upon specific criteria to be developed.

Range of Potential Uses:

Single family dwellings, accessory apartments, parks, non-commercial recreation facilities, public and quasi-public uses, planned residential development. Existing public school facilities may be converted to elderly housing upon Site Plan Review.

Emphasis shall be placed upon maintaining existing open space and recreation facilities. No more than ten percent of existing school buildings may be converted to school offices or administrative facilities. Other public uses may be approved upon Special Review.

Other Information:

Any proposed commercial or business uses must meet neighborhood commercial criteria. Multi-family uses shall not exceed 30% of the total residential uses and must be specifically approved on a case by case basis. Zero-lot lines, cluster development and other innovative housing techniques are encouraged and must be approved on a case by case basis. Density bonuses not to exceed thirty percent may be granted for affordable housing or elderly housing projects. Certain street, highway and lot size requirements may be waived if alternatives are equal or superior to standard requirements. All proposals shall consider pedestrian and bike path usage. Recreational facilities, dedication of usable open space and park development may be required. All development proposals must be reviewed and approved as a Conceptual Plan.

**9.4.11 VILLAGE CENTER**

Intent: To provide a compact commercial center with a mix of commercial and residential uses which is compatible with existing architectural and design standards. It is not anticipated any building greater than four stories in height would be built in the Village Center.

Density: Minimum lot size is 5,000 sq. ft. Some intensive commercial uses may require larger lot sizes.

Range of Potential Uses:

Hotel, offices, retail uses, restaurants, personal services, single family, multi-family dwellings, public and quasi-public services and amenities. Mixed use of structure is encouraged.

Other Information:

Creation or preservation of affordable housing within this area is encouraged. Emphasis is placed upon pedestrian and bicycle access to the commercial center. Design criteria may be developed to encourage construction similar to existing structures. Setbacks, parking and other requirements will be drafted to encourage development similar to existing development. Special Review may be required within the designated Village Center area. Site plan and design considerations are an important aspect of our historic Village Center District. Safety and the ability to walk and cycle in the area are increasingly important. The ability to efficiently move traffic while creating safe pedestrian routes, vibrant commercial and residential opportunities, and appropriate parks and green space will create an environment that is welcoming to residents and visitors alike in an area currently dominated by traffic. Additional density/waivers may be available for proposals that incorporate public space as part of a Village Center District development application. The public space may take the form of a discrete area, or preferably form part of a chain of public spaces that will be created over time.



#### **9.4.12 RESIDENTIAL-OFFICE**

Intent: Provide areas for small office conversions of existing residential structures while maintaining residential type architecture.

Range of Potential Uses:

Professional offices with associated retail uses, photography shop, copy shop, frame shop, single family, art studio, residential, multi-family residential, etc.

Density: Minimum lot size is 7,500 sq. ft. for the first residential or office unit and 500 sq. ft. for each additional residential unit. However, lot must meet lot coverage, parking, setback and building location criteria.

Other Information:

Single family and multi-family not to exceed 4 units are encouraged and are permitted uses. Multi-family must meet parking, landscaping, screening requirements and must preserve residential integrity. Projects which preserve affordable housing, or provide joint access and joint parking with adjoining lots may qualify for development bonuses. Existing residential structures may be removed upon Special Review if proposed new structures are designed and constructed to maintain residential character and scale. Conditions may be placed upon any Special Review approval.

#### **9.4.13 LIGHT INDUSTRIAL**

Intent: To provide areas for manufacturing, warehousing, research and development. Implementation of approved Master Plan subject to site plan review.

Density: Minimum lot size is 10,000 sq. ft.

Range of Potential Uses:

Research and testing laboratories, warehouses, light manufacturing, offices.

Other Information:

Businesses within this category shall be located and designed so as to minimize impact on adjacent properties. Performance standards may be adopted for review purposes. Special Review may be required for some uses within this category.

#### **9.4.14 HIGHWAY-ARTERIAL**

Intent: To provide areas for retail, wholesale, commercial, service and professional businesses while minimizing negative impacts due to increased traffic.

Density: Minimum lot size is 10,000 sq. ft. Lot must meet lot coverage, parking, setback and building location criteria. Commercial space which exceeds 2,500 sq. ft. shall require application for a Planned Commercial Development.

Range of Potential Uses:

Multi-family, retail stores, wholesale distribution, restaurants, commercial, recreation facilities, offices, vehicle repair facilities, gas stations. Mixed use of structures is encouraged.

Other Information:

The intensity of this category requires special standards to mitigate the impact of Heavy Commercial development. Landscaping, building appearance, building location, and access are of prime importance. Traffic safety, parking facilities and vehicular access is of concern. Consideration of pedestrian and bicycle access is required.

**9.4.15 COMMERCIAL MIXED USE**

**Intent:** To provide areas for mixed use development in locations that have adequate public infrastructure and compatible surrounding land uses. A mix of residential, retail and office use is encouraged. Light industrial uses area allowed as a conditional use. Commercial and light industrial space greater than 2,500 sq. ft. shall require application for a Planned Commercial Development.

**Density:** Minimum lot size of 15,000 sq. ft. Lot must meet lot coverage, parking, setback and building criteria.

**Range of Potential Uses:**

Retail stores, restaurants, office complexes, multi-family, light industrial, schools, warehouses, and manufacturing.

**9.4.16 PLANNED EXPOSITION**

**Intent:** To provide an area for special events and exposition facilities while minimizing adverse traffic, noise and visual impact. Implementation of approved Master Plan subject to site plan review.

**Density:** Minimum 120 acres.

**Range of Potential Uses:**

Agricultural shows and sales, educational workshops, concerts, antique shows and sales, temporary accessory sales, group sales, special events and festivals, picnics, reunions, carnivals, circuses, recreation facilities, pedestrian and bike paths.

Other Information:

If a new plan differs from the approved Master Plan, the Planned Exposition land use category will require review and approval of a Conceptual Plan at a Public Hearing. The Conceptual Plan identifies locations and types of uses. Emphasis is to be placed on landscaping, parking, traffic circulation and noise mitigation efforts. A Final Development Plan will identify location or relocation of any structures or physical improvements. Change in location of uses or substantial changes in types of uses, will require a new Conceptual Plan. A new Final Development Plan or Master Plan may be required if changes in physical improvements are proposed.

Uses within the Planned Exposition Land Use Category are divided into four types of reviews:

- 1) Permitted Use – No Special Review required unless projected attendance, noise or other factors exceed performance standards as developed. Examples of

permitted uses may include agriculture exhibitions, educational workshops and reunions. Prior notification of all events may be required.

- 2) Temporary Uses – Special administrative review is required to determine if Special Review is necessary. Temporary use permits are to be issued by staff within a specified time period. Staff review is limited to type of event, location of event, and performance standards as developed. Examples of uses may include temporary sales (accessory to a permitted event), antique sales and shows, dog shows, car shows, boat shows and temporary group sales (i.e. retail associations, car dealerships, clearance sales, etc.). Temporary use permits may be granted on an annual basis based upon a submitted schedule. Events not included shall be reviewed on an individual application basis.
- 3) Major Uses – Special Review is required for major uses and may include public meeting. Major uses are those uses which may generate substantial levels of traffic, noise or other adverse impacts. Examples may include major concerts, events which last 5 or more days and other uses denied by staff as Permitted Uses or Temporary Uses. Staff shall make the initial determination on a major use application within a specified period of time. If staff determines there may be substantial traffic, noise, odor, or other impacts, further Special Review shall be required and the applicant shall be immediately notified.
- 4) Champlain Valley Exposition Annual Fair – The Planning Commission may choose to review the Fair on an annual basis. The Planning Commission shall notify the Champlain Valley Exposition in writing by November 30<sup>th</sup> of the year before the Fair that they wish to review. The Champlain Valley Exposition shall then submit a permit application for review by January 31<sup>st</sup> of the following year. Review shall be conducted at a public hearing.
  - A) Permitted Uses – Daily shows (other than grandstand concerts), education workshops, product demonstrations, food services, booths, carnivals, and any activities within enclosed structures are not reviewed on an individual basis and are uses by right.
  - B) Cumulative Uses – The cumulative effect of all fair activities may be reviewed in cooperation with the Fair Board to develop traffic control, parking and noise plans.
  - C) Special Events – Special events including, but not limited to, concerts, demolition derbies, tractor pulls and other similar events may be reviewed for compliance with noise standards, dust control, parking and traffic flow. Consideration should be given to timing of all special events to minimize traffic conflicts, noise or other impacts. Special Review of these events or waivers may be required. Staff may not grant waivers to adopted standards, but will determine if additional Special Review or waivers are necessary.

#### **9.4.17 PLANNED AGRICULTURAL**

Intent: To provide areas for active agricultural uses and provide mechanisms to ensure the long term viability of agricultural uses. Prime agricultural land shall be preserved whenever possible through transfer of development rights to agriculturally

unproductive areas. Property used for agricultural purposes shall be deemed the predominant use and shall be protected from adverse urban development.

The entire area shall be subject to a Master Plan. No changes that involve any new development or change of use shall be permitted until a Master Plan for the entire Planned Agricultural district has been approved by the Planning Commission. Such a Master Plan shall ensure adequate infrastructure, roads and public amenities before additional development is approved.

**Density:** Standards for density may be developed or may be part of a Master Plan approval provided, however, that no development may be approved on lots of less than 15,000 sq. ft. without Planned Development approval utilizing the techniques specified in this land use category.

**Range of Potential Uses:** Farms, and all related activities including involvement in the local food movement (i.e. farm to school initiative), farm structures, farm housing, single family dwellings, multi-family dwelling, public and quasi-public uses, recreation, and solar renewable energy systems.

**Other Information:** The Planned Agricultural land use shall be designated only on active farm land and land held in farm ownership. Uses other than agricultural may be approved only as a part of a Master Plan for the entire parcel or specific application for one or more phases or parcels within sections of this District which clearly meet the intent of this land use category and utilizes techniques to save agricultural land. Transfer of development rights, land trust, purchase/lease-back and other innovative approaches to save prime agricultural lands and open lands are strongly encouraged.

#### **9.4.18 FLOOD PLAIN**

**Intent:** To promote the public health, safety and general welfare, to prevent increases in flooding and to minimize losses due to floods.

**Minimum Lot Size:** Not applicable. All areas designated by the Federal Emergency Management Administration shall be designated Flood Plain.

**Range of Potential Uses:** Agriculture, conservation areas, recreation facilities.

**Other Information:** All uses within this category require Special Review. Certain uses, or waiver requests may require Public Hearings and submittal of detailed hydrologic and engineering data.

## **Chapter VI**

### **Implementation**

In order to connect the vision, goals and objectives of this plan with reality, it must be implemented. Action is required and funding is necessary. Therefore, a detailed implementation plan is a key component of the comprehensive planning process.

Implementation will occur through a mix of policy adoption, planning studies, regulatory changes, public/private partnerships, education and capital projects. In many cases funding sources will be identified.

This chapter first describes an overview of finances for the Village; and then Table 14 lists the goals and objectives of the plan, the department that is primarily responsible for implementation, a timeline for implementation and potential funding sources. The timeline will be identified as follows:

Short Term – 1-2 Years

Mid Term – 2-3 Years

Long Term – 4-5+ Years

Ongoing – No definitive timeframe; may be ongoing policy

#### **1. Government Finance**

Local government is primarily financed through property tax revenue. Thus, consideration of the local tax effort is an important issue. It gives some indication of economic growth within the community as well as an indication of the community's ability to pay for improvements which may be required in the future. In addition, it is an important indicator of a community's ability to manage basic services while minimizing tax increases. Figure 7 tracks the Village Grand List increase from 2007-2013. Figure 8 provides more detail on the taxes generated, the distribution of taxes within the Village, and other sources of revenue. Figure 9 illustrates the distribution of the revenue collected to the services provided by the Village to its residents and businesses through the General Fund.

The Village has invested much time and effort to address issues of responsible financial management. A reappraisal was completed in 2007. Essex Junction's elected officials and voters are conscious of the need for responsible financial management and have successfully kept Village budgets to an average increase of 3.7% since 2007. However, while conservative budgeting keeps tax increases at a minimum, it does not allow capacity for new programs or significant investment in Village infrastructure and business development. Therefore, any goals and objectives established in this plan should be weighed against the resources needed to accomplish the goal. For every goal and objective, the village should ask itself, "at what cost?" and whether or not the initiative will be supported by adequate resources.

It is important to note that the data included herein are for the Village of Essex Junction taxes only. Residents are also required to pay school taxes and Town of Essex taxes. Both the school system and Town are totally independent taxing agencies over which the Village has no control. Residents should contact the Town of Essex and the School District for information regarding their tax rates.

FY2014 is the final year of an agreement with IBM to gradually eliminate a subsidy that replaced the taxes on IBM's machinery and equipment. The agreement started in 2001 and the last year the Village received the subsidy was FY2013. The Village is pursuing ways to reduce its budget by sharing services with the Town. The 1<sup>st</sup> step in the process was contracting with the Town to share the Town Manager position. Studies and efforts to share other services are under way.

Figure 8  
Grand List 2007 - 2013

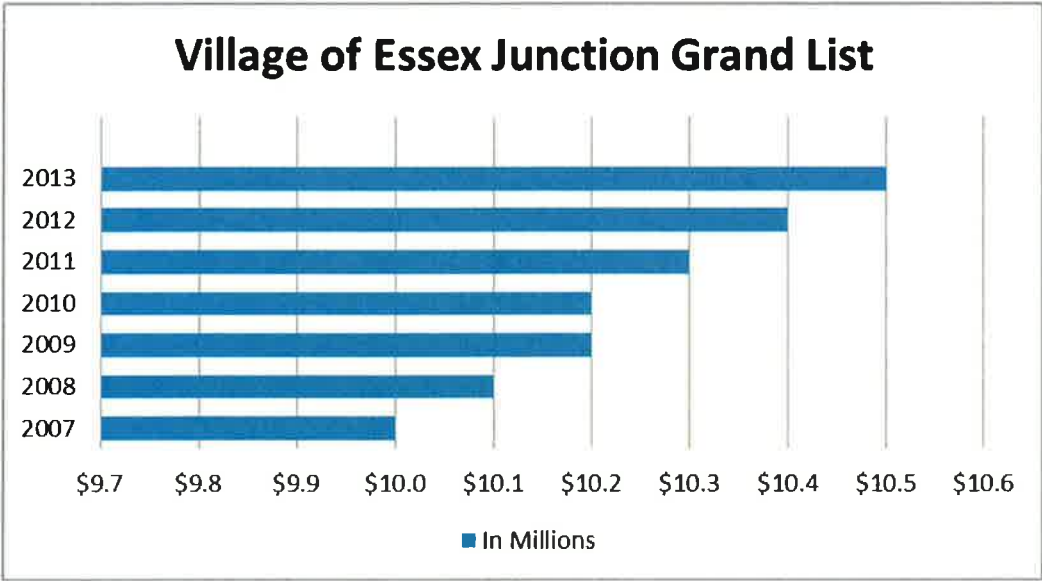


Figure 9  
FY14 Budgeted Revenues

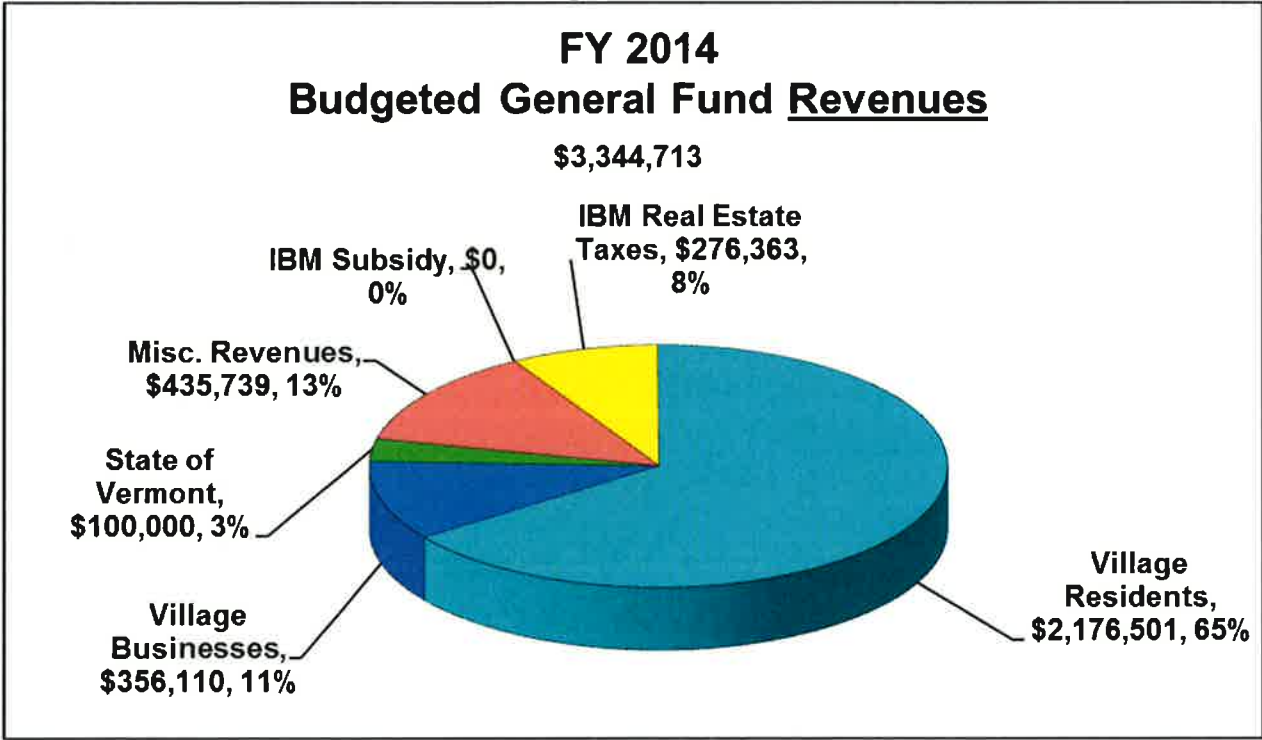
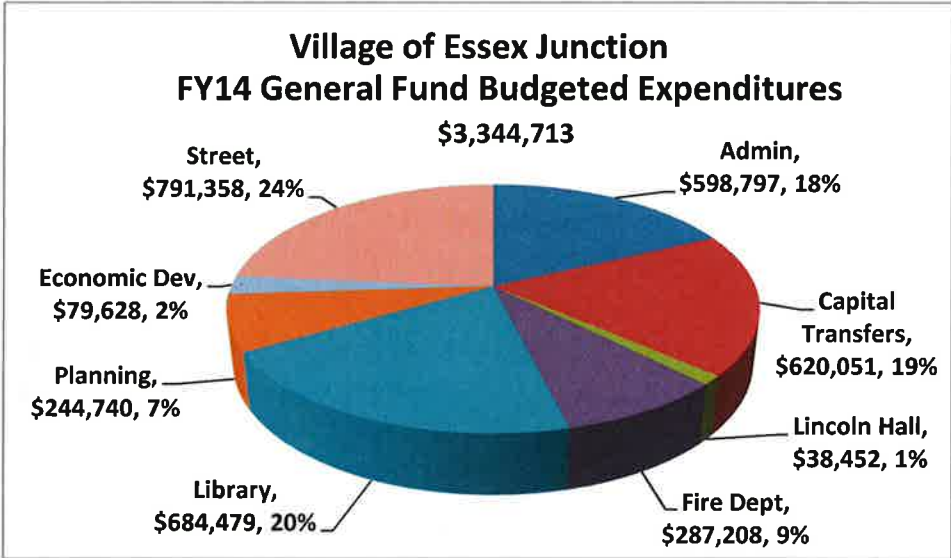


Figure 10  
FY 14 Budgeted Expenditures



2. **Funding Sources**

**Local Funding:**

For current fund balances for the following programs please refer to the Annual Reports.

*Planning Department Budget - Other Professional Services:* These funds are used for general planning activities including matching grant funds, planning studies, and design assistance.

*Capital Fund:* The Village Capital Fund is used for public works projects including road and sidewalk reconstruction, village buildings, and streetscape projects.

*Economic Development:* The Village has an annual economic development budget which is used for the annual block party, and general economic development activities including market studies, marketing, business retention and other activities to support a thriving business community. The economic development component has been expanding to encourage private investment in the Village through outreach and education.

*Public Works Streetscape Budget:* The Public Works Department has an annual budget for streetscape improvements and maintenance. The money can be used for streetscape plantings as well as landscaping installation and maintenance, and includes funds allocated to the Tree Advisory Committee.

*Land Acquisition Fund:* The Village has a land acquisition fund. The fund was set up to purchase village properties for public use or economic development.

*Water and Wastewater Revenue Funds:* Funding may be available from the Water, Wastewater and Sanitation capital funds for capital projects involving sewer and water infrastructure.

*Village Owned Assets:* Think strategically about Village owned assets to maximize the benefit to the public.

**Regional/State/Federal Funding:**

All grant funds are listed as of 2014.

*Municipal Planning Grants:* The Vermont Department of Housing and Community Development provides an annual planning grant program for municipalities to promote community planning, revitalization and development activities that maintain Vermont's land use goal of compact settlements separated by rural lands. In FY14 the maximum grant amount was \$20k with a cash match required. Projects requesting \$8,000 or less do not require a match.

*Vermont Agency of Transportation – Transportation Alternatives:* This program replaced the former Enhancement Grants Program. This annual grant program provides funding for scoping studies or construction of local transportation improvements. Applicants may apply for up to \$300k with a required match of 20% for construction projects, and 50% for scoping studies.

*Chittenden County Regional Planning Commission (CCRPC):* The CCRPC annual work program (aka Unified Planning Work Program - UPWP) is the mechanism to achieve the vision, mission and goals for the region as outlined in the ECOS Plan ([www.ecosproject.com](http://www.ecosproject.com)) and also helps municipalities fulfill their local plans. The UPWP provides funding assistance for a range of project types including transportation and land use, transportation services, GIS and Data Development, and other non-transportation planning (emergency management, brownfields planning, technology planning). In addition, CCRPC manages the Transportation Improvement Program (TIP) which is a prioritized, fiscally-constrained, and multi-year list of federally-funded, multimodal projects in the region. This includes dedicated funds for the sidewalk grant program for preliminary engineering and sidewalk construction (\$300,000 available in the FY15 program).

*Historic Preservation:* There are three State historic preservation grant programs: Historic Preservation Grants for repair and maintenance of a historic building owned by a municipality or non-profit; Historic Preservation Barn Grants for repair and maintenance of historic agriculture buildings; and Certified Local Government grants to help municipalities integrate historic preservation concerns with local planning decisions. For more information visit:  
[http://accd.vermont.gov/strong\\_communities/preservation/grants](http://accd.vermont.gov/strong_communities/preservation/grants)

There are also Federal and State tax credit programs. For more information visit:  
[http://accd.vermont.gov/strong\\_communities/opportunities/funding/downtown\\_village\\_tax\\_credit](http://accd.vermont.gov/strong_communities/opportunities/funding/downtown_village_tax_credit). The specific credits available are listed here:

Buildings listed on the National Register of Historic Places are eligible for a 30% tax credit for qualifying rehabilitation projects (20% federal, 10% state). The funds may be used to improve accessibility, life safety or interior or exterior renovations.

A 25% building façade tax credit, which is not available for buildings eligible for the 30% tax credit above. The credit is available for buildings in the designated village center district. Maximum award of \$25k per building.

A 50% code improvement tax credit to assist in bringing buildings up to state code, to abate hazardous materials or contamination. It includes a maximum award of \$12,000 for a platform lift, \$50,000 for sprinkler systems, \$50,000 for elevators, and \$25,000 for the combined costs of all other



Table 16: Implementation Schedule

| Goal/Objective   | Dept.   | Timeline | Funding                       | Heart & Soul Values |                        |                          |              |                      |           | ECOS Strategies    |   |                                     |  |  |                          |   |                  |
|--|---------|----------|-------------------------------|---------------------|------------------------|--------------------------|--------------|----------------------|-----------|--------------------|---|-------------------------------------|--|--|--------------------------|---|------------------|
|  |         |          |                               | 1. Local Economy    | 2. Health & Recreation | 3. Community Connections | 4. Education | 5. Thoughtful Growth | 6. Safety | 1. Improve Economy | 2. Concentrate Development & Infrastructure | 3. Improve Water Quality and Safety | 4. Protect Working Landscapes and Habitats | 5. Increase Health and Personal Safety | 6. Educate our Residents | 7. Improve Efficiency of Financing and Governance | 8. Ensure Equity |
|  |         |          |                               | ①                   | ②                      | ③                        | ④            | ⑤                    | ⑥         | ①                  | ②   | ③                                   | ④  | ⑤                                      | ⑥                        | ⑦   | ⑧                |
| <b>Priority Goals for Next 5 Years</b>   |         |          |                               |                     |                        |                          |              |                      |           |                    |   |                                     |  |  |                          |   |                  |
| Goal 1: Assist and work with existing businesses to stay and grow in Essex Junction. Encourage and assist new businesses and clean industries to invest in Essex Junction.   |         |          |                               | ①                   |                        | ③                        |              | ⑤                    |           | ①                  | ②   |                                     |  |  |                          |   |                  |
| Objective 1.1: Maintain a favorable business climate in Essex Junction.  | ALL     | Ongoing  | N/A                           | ①                   |                        | ③                        |              | ⑤                    |           | ①                  | ②   |                                     |  |  |                          |   |                  |
| Objective 1.2: Engage in policies to make progress on the transit specific strategies in the Town's Economic Development and Vision Plan including #4 (regional multi-modal improvements), #10 (freight rail service expansion), and #12 (transit oriented development). | P&Z, PW | Ongoing  | State Funding, Capital Budget | ①                   |                        |                          |              | ⑤                    |           | ①                  | ②   |                                     |  |  |                          |   |                  |
| Objective 1.3: Continue efforts to revitalize the Village Center and attract business through public investment in infrastructure.   | P&Z, PW | Ongoing  | State Funding, Capital Budget | ①                   |                        |                          |              | ⑤                    |           | ①                  | ②   |                                     |  |  |                          |   |                  |
| Goal 2: Promote thoughtful growth.   |         |          |                               |                     |                        |                          |              | ⑤                    |           |                    | ②   |                                     |  |  |                          |   |                  |

Departments: AD - Administration; PZ Planning Zoning; CL - Clerk; PW - Public Works; WQ - Water Quality; LB - Library; FN - Finance; RC - Recreation; SC - Schools; ALL - All Departments

Table 14: Implementation Schedule

|   |             |            |                               |   |  |  |  |  |   |   |  |  |  |  |  |  |  |  |  |  |
|---|-------------|------------|-------------------------------|---|--|--|--|--|---|---|--|--|--|--|--|--|--|--|--|--|
| Objective 2.1: Ensure that new development and rehabilitation efforts enhance and reinforce the existing architecture, design and layout along major arterials and historic neighborhoods.          | P&Z         | Ongoing    | N/A                           | ① |  |  |  |  | ⑤ |   |  |  |  |  |  |  |  |  |  |  |
| Objective 2.2: Encourage mixed-income infill housing within existing developed areas in the commercial and multi-family districts.  | P&Z         | Ongoing    | N/A                           | ① |  |  |  |  | ⑤ |   |  |  |  |  |  |  |  |  |  |  |
| Objective 2.3: Promote the redevelopment of underutilized properties in the Transit Oriented Development (TOD) and Village Center District.   | P&Z         | Ongoing    | N/A                           | ① |  |  |  |  | ⑤ |   |  |  |  |  |  |  |  |  |  |  |
| Objective 2.4: Continue improvements in the public realm for a high quality pedestrian experience.  | P&Z, PW     | Ongoing    | State Funding, Capital Budget |   |  |  |  |  | ⑤ | ⑥ |  |  |  |  |  |  |  |  |  |  |
| Objective 2.5: Continue efforts to preserve and rehabilitate existing historic structures through state and federal funding programs and incentives; and encourage private investment for the same. | P&Z         | Ongoing    | N/A                           |   |  |  |  |  | ⑤ |   |  |  |  |  |  |  |  |  |  |  |
| Objective 2.6: Hold an enhanced community discussion and design charrette to develop design standards for the Downtown.   | AD, P&Z     | Short Term | General Fund                  |   |  |  |  |  |   |   |  |  |  |  |  |  |  |  |  |  |
| Goal 3: Continue improving access to and safety of bicycle and pedestrian facilities, and public transit. Support the work of the Bike-Walk Advisory Committee.                                     |             |            |                               |   |  |  |  |  |   |   |  |  |  |  |  |  |  |  |  |  |
| Goal 4: Implement projects that will move traffic more efficiently while making the Village a more welcoming place for all modes of travel.   | P&Z, PW     | Ongoing    | State Funding, Capital Budget |   |  |  |  |  |   |   |  |  |  |  |  |  |  |  |  |  |
| Objective 4.1: Implement the Connector Road project.  | AD, PW, P&Z | Short Term | State Funding, Capital Budget |   |  |  |  |  |   |   |  |  |  |  |  |  |  |  |  |  |
| Objective 4.2: Consider pedestrianization of Main Street.   | AD, PW, P&Z | Long Term  | State Funding, Capital Budget |   |  |  |  |  |   |   |  |  |  |  |  |  |  |  |  |  |
| Objective 4.3: Consider alternatives for vehicular traffic through Five Corners, such as redirecting Route 15.  | AD, PW, P&Z | Long Term  | State Funding, Capital Budget |   |  |  |  |  |   |   |  |  |  |  |  |  |  |  |  |  |

Departments: AD - Administration; PZ Planning Zoning; CL - Clerk; PW - Public Works; WQ - Water Quality; LB - Library; FN - Finance; RC - Recreation; SC - Schools; ALL - All Departments

Table 14: Implementation Schedule

|  |             |         |                                   |  |  |  |  |  |   |  |   |   |   |  |  |  |  |   |
|--|-------------|---------|-----------------------------------|--|--|--|--|--|---|--|---|---|---|--|--|--|--|---|
| Goal 5: Establish policies and manage the Village budget and assets to enhance and ensure the continuation of the high quality of life Village residents, businesses and visitors value. | ALL         | Ongoing | N/A                               |  |  |  |  |  | ⑤ |  | ② |   |   |  |  |  |  | ⑦ |
| Objective 5.1: Increase the ratio of light industrial/commercial uses to residential uses.   | PZ          | Ongoing | N/A                               |  |  |  |  |  | ① |  | ⑤ | ① | ② |  |  |  |  | ⑦ |
| Objective 5.2: Investigate additional sources of revenue.  | ALL         | Ongoing | N/A                               |  |  |  |  |  |   |  | ⑤ |   | ② |  |  |  |  | ⑦ |
| Objective 5.3: Keep budget increases within the rate of inflation.   | FN          | Ongoing | N/A                               |  |  |  |  |  |   |  | ⑤ |   | ② |  |  |  |  | ⑦ |
| Objective 5.4: Continue to investigate and implement, when appropriate, shared services between Village and Town governments.  | ALL         | Ongoing | N/A                               |  |  |  |  |  |   |  | ⑤ |   | ② |  |  |  |  | ⑦ |
| Objective 5.5: Think strategically about Village owned assets to maximize the benefit to the public.   | ALL         | Ongoing | N/A                               |  |  |  |  |  |   |  | ⑤ |   | ② |  |  |  |  | ⑦ |
| Objective 5.6: Consider reinstating funding to the land acquisition fund.  | FN          | Midterm | N/A                               |  |  |  |  |  |   |  | ⑤ |   | ② |  |  |  |  | ⑦ |
| <b>Energy</b>  |             |         |                                   |  |  |  |  |  |   |  |   |   |   |  |  |  |  |   |
| Goal 1: Work with the Essex Energy Committee to prioritize energy goals based on cost benefit analysis   | PW          | Ongoing | N/A                               |  |  |  |  |  |   |  | ⑤ |   | ② |  |  |  |  | ⑦ |
| Goal 2: Cooperate with State Officials and energy suppliers to ensure the availability of adequate supplies of energy  | P&Z         | Ongoing | N/A                               |  |  |  |  |  |   |  |   |   | ② |  |  |  |  |   |
| Goal 3: Encourage the development of renewable energy resources to contribute to the State's goal of 90% renewable energy by 2050.   | PW          | Ongoing | N/A                               |  |  |  |  |  |   |  |   |   | ② |  |  |  |  |   |
| Goal 4: Ensure new construction and rehab complies with Vermont Residential & Commercial Building Energy Standards.  | P&Z, LB, PW | Ongoing | N/A                               |  |  |  |  |  |   |  | ⑤ |   | ② |  |  |  |  |   |
| Goal 5: Ensure that municipal equipment meet all required equipment requirements   | ALL, PW     | Ongoing | N/A                               |  |  |  |  |  |   |  |   |   | ② |  |  |  |  |   |
| Goal 6: Participate in green pricing programs, when available, to promote the use of renewable energy.   | PW          | Midterm | Grant funding/public works budget |  |  |  |  |  |   |  |   |   | ② |  |  |  |  | ⑦ |

|  |            |         |                                      |  |  |   |   |   |  |   |  |   |  |  |   |  |   |
|--|------------|---------|--------------------------------------|--|--|---|---|---|--|---|--|---|--|--|---|--|---|
| Goal 7: Ensure that new and replacement street lamps utilize the most current and efficient energy technology.                                 | WQ         | Ongoing | Wastewater Revenue Fund/Revenue Bond |  |  |   |   |   |  |   |  | ② |  |  |   |  |   |
| Objective 7.1: Continue to require energy efficient street lamps in new developments.  | P&Z        | Ongoing | N/A                                  |  |  |   |   |   |  |   |  | ② |  |  |   |  |   |
| Objective 7.2: Use energy efficient street lamps when replacing existing lamps.  | PW         | Ongoing | Public Works Budget                  |  |  |   |   |   |  |   |  | ② |  |  |   |  |   |
| Objective 7.3: Meet or exceed the current adopted version of the Regional Planning Outdoor Lighting Manual for Vermont Municipalities.         | P&Z        | Ongoing | N/A                                  |  |  |   |   |   |  |   |  | ② |  |  |   |  |   |
| Goal 8: Support a variety of non-automobile transportation options   | PW, WQ, FD | Ongoing | Public Works Budget                  |  |  |   | ⑤ |   |  |   |  | ② |  |  |   |  |   |
| Goal 9: Continue reducing local energy demand by providing further expansion of sidewalks, bike paths, park & rides and public transportation. | PW, P&Z    | Ongoing | N/A                                  |  |  |   | ⑤ |   |  |   |  | ② |  |  |   |  |   |
| Goal 10: Display and distribute information to residents and businesses that will help them save energy.                                       | AD         | Ongoing | N/A                                  |  |  | ③ | ④ |   |  |   |  | ② |  |  |   |  |   |
| Goal 11: Encourage the Brownell Library to expand, and update regularly, energy publications and publicize this source to the general public.  | LB         | Ongoing | Library Budget                       |  |  | ③ | ④ |   |  |   |  | ② |  |  |   |  |   |
| Goal 12: Continue recycling programs at all village buildings and facilities.  | AD, PW     | Ongoing | Public Works Budget                  |  |  |   |   | ⑤ |  |   |  | ② |  |  |   |  |   |
| Goal 13: Conduct energy audits for all Village Buildings.  | AD, PW     | Ongoing | Public Works Budget                  |  |  |   |   |   |  |   |  | ② |  |  |   |  |   |
| Goal 14: Continually examine cost effectiveness to expand use of methane generated at the Waste Water Treatment Plant.                         | AD, PW     | Ongoing | Public Works Budget                  |  |  |   |   |   |  |   |  | ② |  |  |   |  | ⑦ |
| Goal 15: Consider fuel efficiency when purchasing new vehicles, including alternative fuels  | AD, PW     | Ongoing | Public Works Budget                  |  |  |   |   |   |  |   |  | ② |  |  |   |  |   |
| Goal 16: Provide residents with information on heating assistance programs   | AD         | Ongoing | N/A                                  |  |  | ③ |   |   |  | ⑥ |  |   |  |  | ⑤ |  | ⑧ |
| <b><u>Agriculture</u></b>  |            |         |                                      |  |  |   |   |   |  |   |  |   |  |  |   |  |   |

Departments: AD - Administration; PZ Planning Zoning; CL - Clerk; PW - Public Works; WQ - Water Quality; LB - Library; FN - Finance; RC - Recreation; SC - Schools; ALL - All Departments

Table 14: Implementation Schedule

|  |         |            |     |   |   |   |  |   |  |  |   |  |   |   |   |   |  |   |
|--|---------|------------|-----|---|---|---|--|---|--|--|---|--|---|---|---|---|--|---|
| Goal 1: Continue to support the Whitcomb Farm in their conservation efforts.   | P&Z     | Ongoing    | N/A | ① | ② |   |  |   |  |  | ① |  | ③ | ④ |   |   |  |   |
| Goal 2: Support the Farmers Market and other local value-added agricultural businesses.  | AD, P&Z | Ongoing    | N/A | ① |   |   |  |   |  |  | ① |  |   |   |   |   |  |   |
| Objective 2.1: Ensure accommodation at Five Corners for the Farmers Market, unless an alternative site is established.                         | AD, P&Z | Ongoing    | N/A | ① |   |   |  |   |  |  | ① |  |   |   |   |   |  |   |
| Objective 2.2: Work with Five Corners Farmers' Market to assist in finding a permanent winter location.  | AD, P&Z | Ongoing    | N/A | ① |   |   |  |   |  |  | ① |  |   |   |   |   |  |   |
| Objective 2.3: Hold farm-to-table community events   | RC      | Ongoing    | N/A |   |   | ③ |  |   |  |  |   |  |   | ④ |   |   |  |   |
| Goal 3: Continue support of the Community Garden Program, home gardening and micro-farming.  | RC      | Ongoing    | N/A |   |   | ③ |  |   |  |  |   |  |   | ④ |   |   |  |   |
| Objective 3.1: Offer incentives for developments that include community gardens and/or allow home gardens on common land.                      | P&Z     | Midterm    | N/A |   |   |   |  | ⑤ |  |  |   |  |   | ④ |   |   |  |   |
| Objective 3.2: Strengthen language in zoning regulations to protect topsoil during construction so that yards are more suitable for gardening. | P&Z     | Midterm    | N/A |   |   |   |  | ⑤ |  |  |   |  |   | ④ |   |   |  |   |
| Objective 3.3: Encourage composting  | RC      | Ongoing    | N/A |   |   |   |  |   |  |  |   |  | ③ | ④ |   |   |  |   |
| Objective 3.4: Develop a method to donate excess food from community gardens.  | RC      | Midterm    | N/A |   |   | ③ |  |   |  |  |   |  |   |   |   |   |  | ⑧ |
| Objective 3.5: Encourage the practice of edible landscaping.   | RC, P&Z | Ongoing    | N/A |   | ② |   |  |   |  |  |   |  |   |   |   | ⑤ |  |   |
| Objective 3.6: Inventory and designate additional public space for community gardens   | P&Z     | Long Term  | N/A |   |   | ③ |  |   |  |  | ② |  |   | ④ |   |   |  |   |
| Goal 4: Establish a Tree Management Plan   | P&Z     | Short Term | N/A |   |   |   |  | ⑤ |  |  | ② |  |   | ④ |   |   |  |   |
| Objective 4.1: Increase the Village tree canopy  | P&Z     | Ongoing    | N/A |   |   |   |  | ⑤ |  |  | ② |  |   | ④ | ⑤ |   |  |   |
| Objective 4.2: Educate residents on value of the urban forest.   | P&Z     | Ongoing    | N/A |   |   | ③ |  |   |  |  | ② |  |   | ④ |   |   |  |   |

Departments: AD - Administration; PZ Planning Zoning; CL - Clerk; PW - Public Works; WQ - Water Quality; LB - Library; FN - Finance; RC - Recreation; SC - Schools; ALL - All Departments

Table 14: Implementation Schedule

|   |             |         |                      |  |  |  |  |  |   |  |  |  |  |  |  |  |   |   |   |   |   |
|---|-------------|---------|----------------------|--|--|--|--|--|---|--|--|--|--|--|--|--|---|---|---|---|---|
| Objective 4.3: Establish a process for the Village Tree Advisory Committee to work with the Planning Commission to review and provide advice on development projects that include tree planting in public spaces. | P&Z         | Midterm | N/A                  |  |  |  |  |  | ⑤ |  |  |  |  |  |  |  |   | ② |   | ④ |   |
| <b>Business/Economic Development</b>  |             |         |                      |  |  |  |  |  |   |  |  |  |  |  |  |  |   |   |   |   |   |
| Goal 1: Assist and work with existing and new business development in Essex Junction.   | AD, P&Z     | Ongoing | N/A                  |  |  |  |  |  |   |  |  |  |  |  |  |  |   | ① |   | ① |   |
| Objective 1.1: Maintain a favorable business climate in Essex Junction.   | AD, P&Z     | Ongoing | Economic Development |  |  |  |  |  |   |  |  |  |  |  |  |  | ① | ③ | ① |   |   |
| Objective 1.2: Encourage the development of a diverse array of residential units in the Village Center and Pearl St. Districts.   | AD, P&Z, PW | Ongoing | N/A                  |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ⑤ | ① | ② |
| Objective1.3: Consider performing market studies to attract businesses  | AD, P&Z     | Ongoing | Economic Development |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ① |   |   |
| Objective 1.4: Work with officials at IBM, and other IBM campus businesses to meet their future development needs.  | AD          | Ongoing | N/A                  |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ① |   |   |
| Objective 1.5: Develop a plan for diversifying the IBM property   | AD, P&Z     | Ongoing | N/A                  |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ① |   |   |
| Objective 1.6: Encourage opportunities for bandwidth improvements.  | AD, P&Z, PW | Ongoing | N/A                  |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ① | ② |   |
| Objective 1.7: Encourage entrepreneurs and start-ups  | AD, P&Z     | Ongoing | Economic Development |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ① |   |   |
| Objective 1.8: Help identify underutilized structures in the Village and assist in matching the landowners with business prospects.   | AD, P&Z     | Ongoing | Economic Development |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ⑤ | ① | ② |
| Goal 2: Increase the Village's relationship with the local business community.  | AD          | Ongoing | N/A                  |  |  |  |  |  |   |  |  |  |  |  |  |  | ① | ③ | ① |   |   |
| Objective 2.1: Look for strategic opportunities to work with business and property owners on economic development.  | AD, P&Z     | Ongoing | N/A                  |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ① |   |   |
| Objective 2.2: Work closely with regional business organizations  | AD, P&Z     | Ongoing | N/A                  |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ① |   |   |
| Objective 2.3: Encourage Village membership on key local and regional committees involved with business expansion and economic development.   | AD          | Ongoing | N/A                  |  |  |  |  |  |   |  |  |  |  |  |  |  | ① |   | ① |   |   |

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 Table 14: Implementation Schedule



|   |             |         |  |   |  |   |  |   |  |  |   |   |   |  |  |  |   |
|---|-------------|---------|--|---|--|---|--|---|--|--|---|---|---|--|--|--|---|
| Objective 2.4: Promote the Village as a destination for shopping, services, and tourism.  | AD, P&Z     | Ongoing | Economic Development                     | ① |  |   |  |   |  |  | ① |   |   |  |  |  |   |
| Objective 2.5: Provide mechanisms for increased communication between the business community and Village Officials.   | AD, P&Z     | Ongoing | N/A                                      | ① |  | ③ |  |   |  |  | ① |   |   |  |  |  |   |
| Objective 2.6: Continue work with the Town and Essex Economic Development Commission on the implementation strategies from the Economic Development and Vision Plan: Essex. | P&Z         | Midterm | Municipal Planning Grant/Planning Budget | ① |  | ③ |  |   |  |  | ① |   |   |  |  |  |   |
| Goal 3: Provide mechanisms for efficient and timely review of development applications.   | AD, P&Z, PW | Ongoing | Public Works Streetscape                 | ① |  |   |  | ⑤ |  |  | ① | ② |   |  |  |  |   |
| Objective 3.1: While maintaining environmental standards, ensure that the local codes do not inhibit/prohibit local development.  | P&Z         | Ongoing | N/A                                      | ① |  |   |  |   |  |  | ① |   | ③ |  |  |  |   |
| Objective 3.2: Provide application checklist of all requirements for each stage of review.  | P&Z         | Ongoing | N/A                                      | ① |  |   |  | ⑤ |  |  | ① | ② |   |  |  |  |   |
| Goal 4: Preserve and enhance the appearance and historical character of the Village of Essex Junction.  | P&Z         | Ongoing | Grants, Capital Fund                     | ① |  |   |  | ⑤ |  |  | ① | ② |   |  |  |  |   |
| Objective 4.1: Maintain Design Review in the Village Center.  | P&Z         | Ongoing | N/A                                      | ① |  |   |  | ⑤ |  |  | ① | ② |   |  |  |  |   |
| Objective 4.2: Design publicly financed improvements to preserve the character of the Village Center.   | P&Z, PW     | Ongoing | Public Works Streetscape                 | ① |  |   |  | ⑤ |  |  | ① | ② |   |  |  |  | ⑦ |
| Objective 4.3: Establish local historic districts or other mechanisms along major arterials and in historic neighborhoods.  | P&Z         | Midterm | Municipal Planning Grant/Planning Budget | ① |  |   |  | ⑤ |  |  | ① | ② |   |  |  |  |   |
| Objective 4.4: Create a list of noted historic sites and buildings to supplement Map 2.   | P&Z         | Midterm | Municipal Planning Grant/Planning Budget | ① |  |   |  | ⑤ |  |  | ① | ② |   |  |  |  |   |
| Objective 4.5: Continue streetscape and landscaping efforts to attract private sector investment.   | P&Z, PW     | Ongoing | Public Works Streetscape                 | ① |  |   |  | ⑤ |  |  | ① | ② |   |  |  |  |   |
| <b>Open Space – Recreation &amp; Natural Resources</b>  |             |         |  |   |  |   |  |   |  |  |   |   |   |  |  |  |   |

|   |         |         |                        |   |   |   |  |   |   |  |   |  |  |   |  |  |   |
|---|---------|---------|------------------------|---|---|---|--|---|---|--|---|--|--|---|--|--|---|
| Goal 1: Support the Essex Junction Recreation Department in providing a wide range of recreation and leisure opportunities for all residents of the Village.  |         |         |                        |   | ② | ③ |  | ⑤ | ⑥ |  | ② |  |  | ⑤ |  |  |   |
| Objective 1.1: Continue regulations which require the dedication of usable park lands and open spaces as a requirement of major development approval.   | P&Z     | Ongoing | N/A                    |   | ② | ③ |  | ⑤ | ⑥ |  | ② |  |  | ⑤ |  |  |   |
| Objective 1.2: Support the implementation of the 2007 Essex Junction Recreation and Park Master Plan.   | RC, ALL | Ongoing | N/A                    |   | ② | ③ |  | ⑤ | ⑥ |  | ② |  |  | ⑤ |  |  |   |
| Objective 1.3: Encourage increasing the annual funding of the Recreation Capital Replacement Reserve Fund to one cent (.01) of the municipal grand list.  | AD, RC  | Ongoing | Capital Budget         |   | ② | ③ |  | ⑤ | ⑥ |  | ② |  |  | ⑤ |  |  | ⑦ |
| Objective 1.4: Encourage implementation of a recreation impact fee to create a fund to support future community park and facility needs.  | AD, RC  | Ongoing | Capital Budget         |   | ② | ③ |  | ⑤ | ⑥ |  | ② |  |  | ⑤ |  |  | ⑦ |
| Goal 2: Create urban open spaces.   |         |         |                        | ① | ② | ③ |  | ⑤ |   |  | ② |  |  |   |  |  |   |
| Objective 2.1: Encourage the provision of plazas and other urban outdoor areas in major redevelopment projects in the Village Center and Transit Oriented Development Districts.                            | P&Z     | Ongoing | N/A                    | ① | ② | ③ |  | ⑤ |   |  | ② |  |  |   |  |  |   |
| Objective 2.2: Require pedestrian and bicycle amenities in the creation of new public streets in the Village Center and Transit Oriented Development Districts.   | P&Z     | Ongoing | N/A                    | ① | ② | ③ |  | ⑤ |   |  | ② |  |  | ⑤ |  |  |   |
| Objective 2.3: Consider the development of a village green within the Village Center District.  | ALL     | Ongoing | Grants, Capital Budget | ① | ② | ③ |  | ⑤ |   |  | ② |  |  |   |  |  |   |
| Objective 2.4: Encourage or require the preservation of open space in new residential developments. Allow for innovative design in the preservation of open space through clustering and design techniques. | P&Z     | Ongoing | N/A                    |   | ② | ③ |  | ⑤ |   |  | ② |  |  | ④ |  |  |   |

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Table 14: Implementation Schedule



|   |         |         |     |  |   |  |  |   |   |  |   |   |  |   |  |  |   |  |
|---|---------|---------|-----|--|---|--|--|---|---|--|---|---|--|---|--|--|---|--|
| Goal 3: Preserve the natural beauty indigenous to Vermont within the Village of Essex Junction.   |         |         |     |  | ② |  |  | ⑤ |   |  | ② |   |  | ④ |  |  |   |  |
| Objective 3.1: Maintain regulations which encourage the preservation of trees in new development.   | P&Z     | Ongoing | N/A |  | ② |  |  | ⑤ |   |  | ② |   |  | ④ |  |  |   |  |
| Objective 3.2: Implement a program of selective planting of trees on private property adjacent to existing road right-of-ways.  | AD, PW  | Midterm | N/A |  | ② |  |  | ⑤ |   |  | ② |   |  | ④ |  |  |   |  |
| Objective 3.3: Promote and actively participate in an annual tree planting program.   | AD, PW  | Ongoing | N/A |  | ② |  |  | ⑤ |   |  | ② |   |  | ④ |  |  |   |  |
| Objective 3.4: Consider protection of the outstanding view sheds identified in this Plan through amendments to the Land Development Code.   | P&Z     | Ongoing | N/A |  | ② |  |  | ⑤ |   |  | ② |   |  | ④ |  |  |   |  |
| Goal 4: Continue protection of existing natural resources identified in this chapter.   |         |         |     |  | ② |  |  | ⑤ |   |  | ② | ③ |  | ④ |  |  |   |  |
| Objective 4.1: Continue to enforce stormwater treatment standards in the Land Development Code to improve water quality in impaired waters and to minimize non-point source water pollution from new development. | P&Z, WQ | Ongoing | N/A |  | ② |  |  | ⑤ | ⑥ |  | ② | ③ |  |   |  |  | ⑤ |  |
| Objective 4.2: Require retention of vegetation or effective re-vegetation of areas vulnerable to erosion.   | P&Z     | Ongoing | N/A |  | ② |  |  | ⑤ | ⑥ |  | ② | ③ |  |   |  |  | ⑤ |  |
| Objective 4.3: Work with the Center for Technology Essex to develop a nursery to raise street trees for the Village and Town.   | AD, PW  | Ongoing | N/A |  | ② |  |  | ⑤ | ⑥ |  | ② |   |  |   |  |  | ⑤ |  |
| Objective 4.4: Continue incentivizing growth in the areas planned for growth, so that development pressures on natural resources and open spaces are lessened.  | P&Z     | Ongoing | N/A |  | ② |  |  | ⑤ | ⑥ |  | ② | ③ |  |   |  |  | ⑤ |  |

|  |             |           |                    |  |   |  |  |   |   |  |   |   |   |   |  |  |  |
|--|-------------|-----------|--------------------|--|---|--|--|---|---|--|---|---|---|---|--|--|--|
| Objective 4.5: Ensure protection of the Village's significant wildlife habitat resources by inventorying the resources, determining their current level of protection, and if necessary define them and establish standards for protection of them in the Land Development Code.   | P&Z         | Ongoing   | N/A                |  | ② |  |  | ⑤ | ⑥ |  | ② |   | ④ | ⑤ |  |  |  |
| Objective 4.6: Coordinate with the Town, Region and State on efforts to establish air quality goals/objectives and encourage methods of air quality improvement.   | AD, P&Z, PW | Ongoing   | N/A                |  | ② |  |  | ⑤ | ⑥ |  | ② |   | ④ | ⑤ |  |  |  |
| Objective 4.7: Analyze the thrust faults to determine how properties in these areas should be managed for protection of aquifer recharge and minimizing undue property damage.   | P&Z         | Long Term | Grants             |  | ② |  |  | ⑤ | ⑥ |  | ② | ③ | ④ | ⑤ |  |  |  |
| Goal 5: Reduce greenhouse gas emissions contributing to climate change and adapt to become more resilient to a changing climate.   |             |           |                    |  | ② |  |  | ⑤ | ⑥ |  | ② |   |   | ⑤ |  |  |  |
| Objective 5.1: Engage in climate mitigation strategies to reduce the region's contribution of greenhouse gases. For example, continue to implement policies that promote investment in transportation options that reduce emissions – such as sidewalks and bike lanes; and implement programs to increase urban forest canopy.                | ALL         | Ongoing   | PW, Capital Budget |  | ② |  |  | ⑤ | ⑥ |  | ② | ③ | ④ | ⑤ |  |  |  |
| Objective 5.2: Engage in climate adaptation strategies to help individuals, businesses and communities be able to withstand and bounce back from – or even take advantage of – the impacts of climate change. For example, prepare and maintain plans for emergency operations, emergency response, business continuity and business recovery. | ALL         | Ongoing   | PW, Capital Budget |  | ② |  |  | ⑤ | ⑥ |  | ② |   |   | ⑤ |  |  |  |

|  |                    |         |     |   |   |  |  |   |   |  |   |   |   |   |  |  |   |
|--|--------------------|---------|-----|---|---|--|--|---|---|--|---|---|---|---|--|--|---|
| Goal 6: Avoid new development in floodplains, fluvial erosion hazard areas, and land adjacent to streams, wetlands, and upland forests; eliminate the exacerbation of flooding and fluvial erosion; encourage protection and restoration of these areas; and plan for flood emergency preparedness and response. |                    |         |     |   | ② |  |  | ⑤ | ⑥ |  | ② | ③ | ④ | ⑤ |  |  |   |
| Objective 6.1: Continue to enforce the flood plain regulations to protect flood prone areas and minimize fluvial erosion.  | P&Z                | Ongoing | N/A |   | ② |  |  | ⑤ | ⑥ |  | ② | ③ | ④ | ⑤ |  |  |   |
| Objective 6.2: Monitor the fluvial erosion hazard area south of Cascade Street that is not currently regulated by the flood plain regulations to determine if additional protections are needed.   | PW, WQ             | Ongoing | N/A |   | ② |  |  | ⑤ | ⑥ |  | ② | ③ | ④ | ⑤ |  |  |   |
| Objective 6.3: Monitor all of the fluvial erosion areas to see how best to accommodate fluvial equilibrium and natural erosion processes while minimizing undue damage to property.  | PW, WQ             | Ongoing | N/A |   | ② |  |  | ⑤ | ⑥ |  | ② | ③ | ④ | ⑤ |  |  |   |
| Objective 6.4: Plan culvert replacements for any undersized culverts in conjunction with roadway improvements.   | PW, WQ             | Ongoing | N/A |   | ② |  |  |   | ⑥ |  |   | ③ |   | ⑤ |  |  |   |
| Objective 6.5: Review the Hazard Mitigation Plan on a regular basis and follow-up on action steps.   | ALL                | Ongoing | N/A |   | ② |  |  |   | ⑥ |  |   | ③ |   | ⑤ |  |  |   |
| Objective 6.6: Continue annual certification of the Emergency Operations Plan.   | AD                 | Ongoing | N/A |   | ② |  |  |   | ⑥ |  |   | ③ |   | ⑤ |  |  |   |
| <b>Education and Childcare</b>   |                    |         |     |   |   |  |  |   |   |  |   |   |   |   |  |  |   |
| Goal 1: Provide opportunities for access to quality education for all segments of the population and promote full use of all facilities.   |                    |         |     |   |   |  |  | ④ |   |  |   |   |   |   |  |  | ⑥ |
| Objective 1.1: Coordinate new development with schools to minimize impacts   | P&Z                | Ongoing | N/A |   |   |  |  | ④ | ⑤ |  |   |   |   |   |  |  | ⑥ |
| Objective 1.2: Encourage the use of village facilities for adult education, workshops and career development   | RD, AD, PW, LB, SC | Ongoing | N/A | ① |   |  |  | ④ |   |  |   |   |   |   |  |  | ⑥ |

|   |                 |           |   |   |   |  |   |   |  |   |  |   |  |  |  |   |   |
|---|-----------------|-----------|---|---|---|--|---|---|--|---|--|---|--|--|--|---|---|
| Goal 2: Coordinate school population projections  | P&Z, SC         | Ongoing   | N/A   |   |   |  | ④ | ⑤ |  |   |  |   |  |  |  | ⑥ |   |
| Goal 3: Encourage alternative access to education facilities  | P&Z, PW, SC     | Long Term | Capital Budget, School Budget, Safe Routes to School, TIP, Enhancement Grants |   |   |  | ④ |   |  |   |  |   |  |  |  | ⑥ |   |
| Goal 4: Maximize use of all public facilities   |                 |           |   |   |   |  | ④ |   |  |   |  |   |  |  |  | ⑥ |   |
| Goal 5: Improve bicycle and pedestrian safety for school children including continued participation in Safe Routes to School.   | P&Z, PW, SC     | Ongoing   | Capital Budget, School Budget, Safe Routes to School, TIP, Enhancement Grants |   | ② |  | ④ | ⑥ |  | ② |  |   |  |  |  | ⑥ |   |
| Goal 6: Continue to allow childcare services in most areas of the village   | P&Z             | Ongoing   | N/A   | ① |   |  | ④ |   |  |   |  |   |  |  |  | ⑥ | ⑧ |
| <b>Utilities/Facilities</b>   |                 |           |   |   |   |  |   |   |  |   |  |   |  |  |  |   |   |
| Goal 1: Provide a Village infrastructure system that adequately ensures the availability of potable water, disburses storm and ground water runoff and disposes of sanitary wastes in a manner which ensures community health and is environmentally sound. |                 |           |   |   |   |  |   |   |  |   |  |   |  |  |  |   |   |
| Objective 1.1: Maintain public works standards that utilize reasonable technology to ensure adequate infrastructure   | PW, WQ          | Ongoing   | N/A   |   |   |  |   |   |  |   |  |   |  |  |  |   |   |
| Objective 1.2: Implement Asset Management to insure long term rate stability  | PW, WQ          | Midterm   | Public works budget, CCRPC/CCMPO Assistance                                   |   |   |  |   | ⑤ |  | ② |  | ③ |  |  |  |   |   |
| Objective 1.3: Manage sewer capacity for village benefit  | AD, PW, WQ, P&Z | Ongoing   | N/A   | ① |   |  |   | ⑤ |  | ② |  |   |  |  |  |   |   |
| Objective 1.4: Improve infrastructure with minimal financial burden on taxpayers  | PW, WQ          | Ongoing   | Capital Funds/Water-Wastewater Funds  |   |   |  |   |   |  |   |  |   |  |  |  |   |   |
|   |                 |           |   |   |   |  |   | ⑤ |  | ② |  |   |  |  |  |   | ⑦ |



|   |                 |         |                           |   |   |   |   |   |   |   |   |  |  |   |   |  |   |
|---|-----------------|---------|---------------------------|---|---|---|---|---|---|---|---|--|--|---|---|--|---|
| Objective 4.2: Consider a limited full time fire department   | AD, PD          | Ongoing | General Fund              |   |   |   |   |   | ⑥ |   |   |  |  | ⑤ |   |  |   |
| Objective 4.3: Consider life safety/building codes  | AD, FD, PW, P&Z | Midterm | Building Code permit fees |   | ② |   |   |   | ⑥ |   | ② |  |  | ⑤ |   |  | ⑧ |
| Goal 5: To provide a high level of Library Services to Village residents for their enjoyment and information, with particular emphasis on education, community connections, health and recreation, and the local economy. |                 |         |                           |   | ① | ② | ③ | ④ |   | ① |   |  |  | ⑤ | ⑥ |  | ⑧ |
| Objective 5.1: Create opportunities for lifelong learning and exploration   | LB              | Ongoing | Library Budget            |   |   |   | ④ |   |   |   |   |  |  |   | ⑥ |  |   |
| Objective 5.2: Nurture community spirit in a safe, collaborative and comfortable space.   | LB              | Ongoing | N/A                       |   |   | ③ |   |   |   |   |   |  |  |   |   |  | ⑧ |
| Objective 5.3: Support healthy minds and bodies and stimulate imagination.  | LB              | Ongoing | N/A                       |   | ② |   |   |   |   |   |   |  |  | ⑤ |   |  |   |
| Objective 5.4: Support efforts to improve economic vitality   | LB              | Ongoing | Library Budget            | ① |   |   |   |   |   | ① |   |  |  |   |   |  |   |
| Objective 5.5: Historic assessment of Brownell Library structure will be done in the next five years  | LB              | Ongoing | Library Budget            |   |   | ③ |   |   | ⑥ |   | ② |  |  |   |   |  |   |
| Goal 6: Maintain public buildings and municipal functions in/near village center, encourage new public buildings in village center  | AD, P&Z, LB, SD | Ongoing | N/A                       | ① |   |   |   | ⑤ |   |   | ② |  |  |   |   |  | ⑦ |
| Goal 7: To continue to provide the Village with the best police protection.   |                 |         |                           |   |   |   |   |   | ⑥ |   |   |  |  | ⑤ |   |  |   |
| Objective 7.1. Decrease the amount of time vacancies remain open.   | AD              | Ongoing | N/A                       |   |   | ③ |   |   | ⑥ |   |   |  |  | ⑤ |   |  |   |
| Objective 7.2. Increased staffing to address the crime rate and the increase in traffic.  | AD              | Ongoing | General Fund              |   |   |   |   |   | ⑥ |   |   |  |  | ⑤ |   |  |   |
| Objective 7.3. Greater community participation in crime prevention efforts.   | AD              | Ongoing | N/A                       |   |   |   |   |   | ⑥ |   |   |  |  | ⑤ |   |  | ⑧ |
| Goal 8: Continue to explore options to bury power lines in core commercial districts and require new developments to site utilities underground.  | P&Z, PW         | Ongoing | Capital Budget            |   |   |   |   | ⑤ |   |   | ② |  |  |   |   |  |   |
| <b>Housing</b>  |                 |         |                           |   |   | ③ |   |   |   |   |   |  |  |   |   |  |   |

|  |                 |            |   |   |   |  |  |   |   |   |  |  |   |  |  |  |   |
|--|-----------------|------------|---|---|---|--|--|---|---|---|--|--|---|--|--|--|---|
| Goal 1: Provide a variety of housing opportunities while creating and preserving quality residential environments and existing neighborhood characteristics. |                 |            |   |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Objective 1.1: Permit innovative development strategies  | P&Z             | Ongoing    | N/A                                       |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Objective 1.2: Study and consider building codes and fire codes  | P&Z, FD, PW, AD | Midterm    | Planning Budget, Municipal Planning Grant |   |   |  |  | ⑤ | ⑥ | ② |  |  |   |  |  |  |   |
| Objective 1.3: Promote adherence to state energy standards and consider energy conservation and alternative energy requirements for new development          | P&Z, AD         | Ongoing    | Planning Budget, Municipal Planning Grant |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Objective 1.4: Encourage development in established growth areas   | P&Z, AD         | Ongoing    | N/A                                       | ① |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Objective 1.5: Consider zoning changes to preserve historic buildings and neighborhoods  | P&Z, AD         | Midterm    | Planning Budget, Municipal Planning Grant |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Objective 1.6: Provide a mechanism in the code to encourage affordable housing   | P&Z, AD         | Midterm    | Planning Budget, Municipal Planning Grant |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Objective 1.7: Maintain allowance of affordable housing density in the Planned Residential District  | P&Z, AD         | Midterm    | N/A                                       |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Objective 1.8: Allow high density in major commercial areas and maintain the R-2 small lot single family zoning for affordable housing                       | P&Z             | Ongoing    | N/A                                       |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Objective 1.9: Compile rental registry and inspection program  | P&Z             | Long Term  | N/A                                       |   | ② |  |  | ⑤ | ⑥ | ② |  |  | ⑤ |  |  |  |   |
| Objective 1.10: Consider zoning changes to encourage pocket parks and other public urban open space amenities.   | P&Z             | Short Term | N/A                                       |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Goal 2: Work with housing organizations to jointly create affordable housing and senior housing.   | P&Z, AD         | Ongoing    | Planning Budget                           |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |
| Goal 3: Continue to provide areas for special needs housing  | P&Z             | Ongoing    | N/A                                       |   |   |  |  | ⑤ |   | ② |  |  | ⑤ |  |  |  | ⑧ |
| Goal 4: Encourage property owners to retain the historic integrity of buildings  | P&Z             | Ongoing    | N/A                                       |   |   |  |  | ⑤ |   | ② |  |  |   |  |  |  |   |



| <b>Transportation</b>   |             |           |                               |  |  |  |   |  |   |   |  |  |  |  |  |  |  |  |   |
|---|-------------|-----------|-------------------------------|--|--|--|---|--|---|---|--|--|--|--|--|--|--|--|---|
| Goal 1: To support the completion of the Circumferential Highway.   |             |           |                               |  |  |  | ③ |  | ⑤ |   |  |  |  |  |  |  |  |  | ② |
| Objective 1.1: Provide alternate routes for non-destination traffic   | AD, PW, P&Z | Ongoing   | State Funding, Capital Budget |  |  |  |   |  | ⑤ |   |  |  |  |  |  |  |  |  | ② |
| Objective 1.2: Do not support capacity increases on state highways in the Village that involve additional vehicle lanes                                   | AD, PW, P&Z | Ongoing   | N/A                           |  |  |  | ② |  | ⑤ |   |  |  |  |  |  |  |  |  | ② |
| Objective 1.3: Emphasize local access, public transit, bicycle facilities, pedestrian safety and access, and aesthetics in future streetscape projects    | AD, PW, P&Z | Ongoing   | N/A                           |  |  |  |   |  | ⑤ | ⑥ |  |  |  |  |  |  |  |  | ② |
| Objective 1.4: Reduce idling at the Five Corners by considering pedestrianization of a short section of Main Street to create a crossroads intersection   | AD, PW, P&Z | Long Term | State Funding, Capital Budget |  |  |  |   |  | ⑤ |   |  |  |  |  |  |  |  |  | ② |
| Objective 1.5: Redirect Route 15 to Susie Wilson Road and Route 289 to reduce non-destination traffic in the Village.                                     | AD, PW, P&Z | Long Term | State Funding, Capital Budget |  |  |  |   |  | ⑤ | ⑥ |  |  |  |  |  |  |  |  | ② |
| Goal 2: Monitor, evaluate and implement traffic management practices  | P&Z, PW     | Ongoing   | N/A                           |  |  |  |   |  | ⑤ |   |  |  |  |  |  |  |  |  | ② |
| Objective 2.1: Monitor annual traffic counts and accident data  | P&Z, PW     | Ongoing   | N/A                           |  |  |  |   |  | ⑤ |   |  |  |  |  |  |  |  |  | ② |
| Objective 2.2: Review all development proposals to minimize traffic and pedestrian safety concerns  | P&Z, PW     | Ongoing   | N/A                           |  |  |  |   |  | ⑤ | ⑥ |  |  |  |  |  |  |  |  | ② |
| Objective 2.3: Reduce the size and number of non-conforming curb cuts during development review   | P&Z, PW     | Ongoing   | N/A                           |  |  |  |   |  | ⑤ | ⑥ |  |  |  |  |  |  |  |  | ② |
| Objective 2.4: Encourage the use of shared parking lots and joint access  | P&Z, PW     | Ongoing   | N/A                           |  |  |  |   |  | ⑤ |   |  |  |  |  |  |  |  |  | ② |
| Objective 2.5: Monitor the timing and sequencing of all traffic lights to optimize traffic and pedestrian safety  | PW          | Ongoing   | Public Works budget, CCMPO    |  |  |  |   |  | ⑤ | ⑥ |  |  |  |  |  |  |  |  | ② |
| Objective 2.6: Cooperate with adjoining communities to minimize traffic increase within the Village resulting from development beyond the Village limits. | AD, P&Z, PW | Ongoing   | N/A                           |  |  |  |   |  | ⑤ |   |  |  |  |  |  |  |  |  | ② |



|  |         |           |  |     |     |     |     |  |  |  |     |     |  |  |  |  |  |  |  |     |
|--|---------|-----------|--|-----|-----|-----|-----|--|--|--|-----|-----|--|--|--|--|--|--|--|-----|
| Objective 2.7: Avoid dead-end streets; connect new streets into the existing street network from at least two points   | P&Z, PW | Ongoing   | N/A  |     |     |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 2.8: Request that neighboring communities require major development proposals to include traffic impact analysis at the Five Corners and that traffic analysis be submitted to the Village for review. | P&Z, PW | Ongoing   | N/A  |     |     |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 2.9: Study and improve safety at high crash locations  | P&Z, PW | Midterm   | Planning Budget, Municipal Planning Grant, CCMPO                 |     |     | (2) | (3) |  |  |  | (5) | (6) |  |  |  |  |  |  |  | (2) |
| Objective 2.10: Implement Village Sidewalk Plan and Policy   | P&Z, PW | Ongoing   | Capital Budget, TIP, Enhancement grants                          |     | (2) |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Goal 3: To facilitate the use of sidewalks as a viable transportation alternative.   |         |           |  |     | (2) |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 3.1: Review development proposals for sidewalk efficiency  | P&Z, PW | Ongoing   | N/A  |     | (2) |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 3.2: Consider alternative sidewalk standards based on location/usage   | PW, P&Z | Ongoing   | N/A  |     | (2) |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 3.3: Encourage children to walk to school/enrollment in SR2S program   | SC, PW  | Ongoing   | N/A  |     | (2) |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 3.4: Utilize all traffic calming techniques and strategies available.  | P&Z, PW | Ongoing   | N/A  |     |     |     |     |  |  |  | (5) | (6) |  |  |  |  |  |  |  | (2) |
| Goal 4: Review and implement parking strategies consistent with other planning purposes.   |         |           |  |     |     |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 4.1: Encourage quality site design and landscaping for parking lots  | P&Z, PW | Ongoing   | N/A  |     |     |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 4.2: Encourage bus and pedestrian access to all parking lots   | P&Z, PW | Ongoing   | N/A  |     |     |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 4.3: Develop long term parking strategies for the Village Center   | PW, P&Z | Long Term | Planning Budget, Municipal Planning Grant, CCMPO, Capital Budget | (1) |     |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |
| Objective 4.4: Review parking requirements to allow for alternatives to on-site parking  | P&Z, PW | Ongoing   | N/A  |     |     |     |     |  |  |  | (5) |     |  |  |  |  |  |  |  | (2) |

|  |             |           |   |  |   |  |   |   |  |   |  |  |  |  |  |  |   |
|--|-------------|-----------|---|--|---|--|---|---|--|---|--|--|--|--|--|--|---|
| Objective 4.5: Cooperate with surrounding communities to create commuter facilities  | AD, PW      | Ongoing   | N/A                                       |  | ② |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Objective 4.6: Encourage or require bicycle facilities at major activity centers   | P&Z         | Ongoing   | N/A                                       |  | ② |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Goal 5: Promote and implement strategies to encourage the use of bicycles as alternate transportation modes.   |             |           |   |  | ② |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Objective 5.1: Consider bicycle access in new developments   | P&Z, PW     | Ongoing   | N/A                                       |  | ② |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Objective 5.2: Consider the construction or signage of bicycle lanes in street projects  | AD, P&Z, PW | Ongoing   | N/A                                       |  | ② |  | ⑤ | ⑥ |  | ② |  |  |  |  |  |  |   |
| Objective 5.3: Pursue state and local funding for shared use paths and bicycle lanes   | AD, PW, P&Z | Ongoing   | Enhancement grants, TIP, federal earmarks |  | ② |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Objective 5.4: Include shared use paths in capital budget  | AD, PW      | Ongoing   | Capital Budget                            |  | ② |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Objective 5.5: Utilize Bike-Walk Advisory Committee to recommend projects, pursue funding sources and conduct bike/ped education to encourage safety and visibility. | AD          | Long Term | N/A                                       |  | ② |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Objective 5.6: Encourage donations for implementation of shared use paths  | AD, P&Z     | Ongoing   | N/A                                       |  |   |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Goal 6: To encourage increased usage of the public transportation system.  |             |           |   |  |   |  | ④ | ⑤ |  | ② |  |  |  |  |  |  |   |
| Objective 6.1: Cooperate with CCTA to increase access to bus routes including higher frequencies during peak hours   | AD          | Ongoing   | N/A                                       |  |   |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Objective 6.2: Encourage the use of bus turn offs and shelters on major streets  | P&Z, AD, PW | Ongoing   | N/A                                       |  |   |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |
| Objective 6.3: Encourage alternatives to the property tax for funding public transportation  | AD          | Ongoing   | N/A                                       |  |   |  | ⑤ |   |  | ② |  |  |  |  |  |  | ⑦ |
| Objective 6.4: Cooperate with CCTA to provide education on the benefits of public transportation   | P&Z         | Ongoing   | Planning Budget, CCTA                     |  |   |  | ④ | ⑤ |  | ② |  |  |  |  |  |  |   |
| Objective 6.5: Continue to support elders and disabled transportation programs   | AD          | Ongoing   | N/A                                       |  | ② |  | ⑤ |   |  | ② |  |  |  |  |  |  | ⑧ |
| Goal 7: Cooperate with the State of Vermont to locate air quality monitors at the Five Corners.  |             |           |   |  |   |  | ⑤ |   |  | ② |  |  |  |  |  |  |   |

|   |             |           |   |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
|---|-------------|-----------|---|---|---|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|
| Objective 7.1: Require state/federal air quality permits as prerequisite to local permits   | AD, P&Z     | Ongoing   | N/A   |   |   |  |  |  |  | ⑤ |  |  |  |  |  |  |  |  |  |  |  |
| Objective 7.2: Ensure uniform enforcement air quality standards   | AD, P&Z, PW | Ongoing   | N/A   |   |   |  |  |  |  | ⑤ |  |  |  |  |  |  |  |  |  |  |  |
| Goal 8: Cooperate with state and and regional to develop commuter and international passenger rail  |             |           |   | ① |   |  |  |  |  | ⑤ |  |  |  |  |  |  |  |  |  |  |  |
| Objective 8.1: Appropriate upgrades to the existing station and the surrounding areas to meet future needs.   | AD, P&Z, PW | Ongoing   | N/A   |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>Land Use</b>   |             |           |   |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Goal 1: Provide sufficient locations within the Village to accommodate a variety of land uses   |             |           |   |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Objective 1.1: Redefine zoning district boundaries in Village Center to address differences in land use patterns                                    | P&Z         | Ongoing   | N/A   |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Objective 1.2: Encourage the development of a variety of residential units in the Village Center and Pearl Street Districts.                        | P&Z         | Ongoing   | N/A   | ① |   |  |  |  |  | ⑤ |  |  |  |  |  |  |  |  |  |  |  |
| Objective 1.3: Study the purchase of key properties in the Village Center for public use  | AD, P&Z     | Long Term | Planning Budget, Land Acquisition Fund, Economic Development Fund |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Goal 2: Promote responsible residential growth and encourage the growth and maintenance of quality residential areas.                               |             |           |   | ① | ② |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Objective 2.1: Preserve open space/agricultural land  | AD, P&Z     | Long Term | Land Acquisition Fund   |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Goal 3: Mitigate negative impacts of contiguous but different land uses   | P&Z         | Ongoing   | N/A   |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Goal 4: Ensure quality land planning and site design in new commercial/industrial development in a manner compatible with surrounding architecture. | P&Z         | Ongoing   | N/A   |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Goal 5: Coordinate land use decisions with public infrastructure needs  | P&Z         | Ongoing   | N/A   |   |   |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |

Departments: AD - Administration; PZ Planning Zoning; CL - Clerk; PW - Public Works; WQ - Water Quality; LB - Library; FN - Finance; RC - Recreation; SC - Schools; ALL - All Departments  
 Table 14: Implementation Schedule



|   |     |         |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-----|---------|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Objective 12.3: Consider zoning changes to preserve historic structures | P&Z | Midterm | Planning Budget, Municipal Planning Grant |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |     |         |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Heart & Soul Values:

1. *Local Economy:* Our residents contribute to a vibrant economy by working for and
2. *Health & Recreation:* We value public places for outdoor and indoor recreation for all ages
- Community Connections:* Our deep connections with each other make Essex special. Neighbors help each other during good times and hard.
3. *Education:* Essex invests time, energy, and resources to ensure that our highly respected schools meet the needs of everyone in the community. We are proud to support learning spaces and tight-knit neighborhoods, rural roads and vibrant downtown streets. Essex is a
5. *Safety:* Essex is a safe place where neighbors watch out for one another. We value an active, visible police force and strong fire and rescue services. Upgrades to our physical infrastructure will allow us to move about our community with comfort and security.

ECOS Strategies:

- Strategy 1:* Improve and strengthen the economic systems of our region to increase opportunities for Vermont employers and employees.
- Strategy 2:* Strive for 80% of new development in areas planned for growth, which amounts to 15% of our land area.
- Strategy 3:* Improve the safety, water quality, and habitat of our rivers, streams, wetlands and lakes in each watershed.
- Strategy 4:* Increase investment in and decrease subdivision of working lands and significant habitats, and support local food systems.
- Strategy 5:* Increase opportunity for every person in our community to achieve optimal health and personal safety.
- Strategy 6:* Equip our residents with the education and skills that they need to thrive.
- Strategy 7:* Develop financing and governance systems to make the most efficient use of taxpayer dollars and reduce costs.

*Strategy 8:* Ensure that the projects and actions in all ECOS strategies assess equity impacts, and that the design and development of programs are inclusive of all and engage underrepresented populations.

qualified code improvements, as well as costs for hazardous material abatement and contaminated sites redevelopment.

*Community Development Block Grants:* Grants are available for planning or implementation, but they must meet a national/state objective to serve persons of low or moderate income, address slums and blight or meet and urgent need. See [www.dhca.state.vt.us/VCDP](http://www.dhca.state.vt.us/VCDP) for more information.

*Safe Routes to School Program:* The Safe Routes to School Program provides funding and education to make it safer for children to walk to school. See: <http://saferoutes.vermont.gov/> for more information.

*Community Foundations:* There are a number of community foundations and other private grant funds that are available to municipalities. The Orton Foundation, who funded the Heart & Soul project, is an example.

**Table 16: Implementation Schedule - see *the next page***

**Appendix A - Historic Resources**

| Historic Inventories                         | Criteria for Inclusion   | Protections   | Benefits   | Sites in Essex Junction*   |
|--|--|---|--|--|
| Vermont Historic Sites and Structures Survey | Identifies and documents historic properties and sites yielding or likely to yield archeological and anthropological information   | None  | If in a State Village Center designation owners renovating historic buildings are eligible for tax benefits. | The 1984 inventory includes 12 districts, and 2 complexes (Whitcomb Farm and the Champlain Valley Fair) - and 205 buildings within them. The inventory then lists 71 buildings (some within the group of 205), for a total of 244 (or 243) historic sites. |
| State Register of Historic Places            | The quality of significance in American history, architecture, archeology, engineering, and culture is present in districts, sites, buildings, structures, and objects that possess integrity of location, design, setting, materials, workmanship, feeling, and association, and:<br>a. That are associated with events that have made a significant contribution to the broad patterns of our history; or b. That are associated with the lives of persons significant in our past; or c. That embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction; or d. That have yielded, or may be likely to yield, information important in prehistory or history. | Being listed does not, in itself, impose any obligation on the property owner, or restrict the owner's basic right to use and dispose of the property as he or she sees fit. Though, under Act 250 review, listed sites are presumed to meet the definition of "historic site" under Criterion 8 for review of development applications and are thus considered in the decision of whether to issue a permit. | If in a State Village Center designation owners renovating historic buildings are eligible for tax benefits. | Downtown Essex Junction Commercial Historic District. More research is needed to determine if there are more districts listed.   |
| National Register of Historic Places         |  | Being listed does not, in itself, impose any obligation on the property owner, or restrict the owner's basic right to use and dispose of the property as he or she sees fit. Though the designation offers some protection from federally funded, licensed, or permitted projects that would harm them. However, it does not restrict what an owner may do to his property, including tearing it down.        | Properties eligible for federal and state tax credits  | Downtown Essex Junction Commercial Historic District. More research is needed to determine if there are more districts listed.   |
| Vermont Archeological Inventory              | Preliminary information about the potential locations of prehistoric Native American archeological sites.  | Development projects that are subject to Act 250 or recipients of federal funding are required to address the developmen project's impact on archeological resources.   |  | More research is needed to determine where these sites are located.  |

\* While the State and National Registries are being digitized and brought on line there is some discrepancy in the data regarding what sites/structures are listed.

**Local Historic Preservation Programs that provide for benefits and authorize local protection of historic buildings:**

1. Local Historic Preservation Commissions: Can encourage preservation activities through education, advice and/or regulation. One type is a Local Certified Government which is set up as a partnership with the state's Division for Historic
2. Design Control District: A zoning overlay district that creates planning and design criteria to protect historic or other valued resources in a designated area.
3. Local Historic District (or Design Review District): an ordinance that specifies certain design review criteria and a commission to review projects.

**Source of Information:** *Vermont Land Use Planning and Implementation Manual*, April 2007. Topic Paper 11: Historic Preservation. Vermont Land Use Education & Training Collaborative

Other information:

[http://accd.vermont.gov/strong\\_communities/preservation/resources/state\\_register](http://accd.vermont.gov/strong_communities/preservation/resources/state_register)

[http://accd.vermont.gov/strong\\_communities/preservation/resources/national\\_register](http://accd.vermont.gov/strong_communities/preservation/resources/national_register)

[http://accd.vermont.gov/strong\\_communities/preservation/resources/state\\_register/criteria](http://accd.vermont.gov/strong_communities/preservation/resources/state_register/criteria)

| <b>Map 2 Vermont Historic Sites and Structures Survey - Cross Reference Information:</b> |   |   |  |
|--|---|---|--|
| Districts  | Vermont Historic Sites and Structures Survey Site # | Building Numbers within Each District (Map #)                                       |  |
| School Street-Park Terrace Historic District   | 0405-39   | 68, 81, 86, 94, 97, 95, 88, 84, 72, 78, 83, 74                                      |  |
| Pearl Street Historic District   | 0405-40   | 171, 163, 155, 151, 142, 132, 128, 122, 98, 101, 102, 109, 116, 120, 129            |  |
| School Street Historic District  | 0405-41   | 140, 152, 164, 167, 176   |  |
| Lincoln Street Historic District   | 0405-42   | 106, 144, 150, 154, 161, 169, 177, 200, 206, 212, 216, 222, 228, 219, 201, 187, 182 |  |
| Commercial Center Historic District  | 0405-43   | 162, 159, 156, 148, 139, 126, 114, 108, 119   |  |
| Central Street Historic District   | 0405-44   | 191, 185, 188, 192, 195, 199, 203, 184, 194, 186, 196, 202                          |  |
| Main Street Neighborhood Historic District   | 0405-45   | 178, 190, 193, 197, 205, 208, 204, 198, 189, 183, 179, 172, 165, 158, 146, 138      |  |



|   |  |  |  |  |
|---|--|--|--|--|
| Pleasant Street Historic District             | 0405-46  | 181, 175, 166, 157, 170, 149, 143, 137, 125, 107, 100, 90, 89, 124, 133, 113, 118, 130, 134, 141, 147, 153, 168, 174 |  |  |
| Church Street Historic District               | 0405-47  | 145, 135, 131, 123, 117, 115, 112, 103, 93, 87, 82, 73, 79, 85, 91, 104, 111, 121, 136                               |  |  |
| Oak Street Historic District                  | 0405-48  | 59, 65, 71, 75, 63, 58, 52   |  |  |
| Maple Street Historic District                | 0405-49  | 77, 76, 70, 69, 67, 64, 62, 57, 53, 49, 45, 41, 37, 33, 32, 31, 28, 26, 22, 27, 34, 38, 43, 44, 47, 50, 54, 60       |  |  |
| Park Street Historic District                 | 0405-50  | 1, 3, 4, 5, 6, 2   |  |  |
| Whitcomb Farm Complex                         | 0405-51  | 29, 48, 56, 61, 51   |  |  |
| Champlain Valley Fair Grounds Complex         | 0405-52  | 242  |  |  |
|   |  |  |  |  |
| <b>Other Buildings</b>                        | <b>Vermont Historic Sites and Structures Survey Site #</b> | <b>Map Reference #</b>   | <b>Notes made on the survey over the years</b> |  |
| Magee House, 86 Pearl St                      | 0405-53  | 224  |  |  |
| 88 Pearl St                                   | 0405-54  | 227  |  |  |
| 5 Roscoe Ct                                   | 0405-55  | 210  |  |  |
| 7 Roscoe Ct                                   | 0405-56  | 207  |  |  |
| Wilson House, 12 Hillcrest Road               | 0405-57  | 226  |  |  |
| Morris House, 3 Prospect St                   | 0405-58  | 217  |  |  |
| Johnson House, 5 Prospect St                  | 0405-59  | 218  |  |  |
| 6-8 Prospect St                               | 0405-60  | 211  |  |  |
| 10-12 Prospect St                             | 0405-61  | 214  |  |  |
| O'Grady House, 16 Prospect St                 | 0405-62  | 221  |  |  |
| Jenkins House, 22 Prospect St                 | 0405-63  | 230  |  |  |
| Essex Junction Graded School, Prospect St     | 0405-64  | 234  |  |  |
| 17 Grove St                                   | 0405-65  | 213  |  |  |
| 19 Grove St                                   | 0405-66  | 215  |  |  |
| 29 Grove St                                   | 0405-67  | 220  |  |  |
| McGinnis House, 30 Grove St                   | 0405-68  | 225  |  |  |
| Farley House, 37 Grove St                     | 0405-69  | 236  |  |  |
| 10 North St                                   | 0405-70  | 223  |  |  |
| Wayne-Blanchard House, 11 North St            | 0405-71  | 229  |  |  |
| Remington House, 15 North St                  | 0405-72  | 233  |  |  |
| Culver-Newell House, 16 North St              | 0405-73  | 231  |  |  |
| Villamil House, 18 North St                   | 0405-74  | 232  |  |  |
| Blanchette House, 28 North St                 | 0405-75  | 237  |  |  |
| 38-40 North St                                | 0405-76  | 239  |  |  |
| 43 Central St                                 | 0405-77  | 209  |  |  |
| Lincoln Hall, 1 Pearl St                      | 0405-78  | 110  |  |  |
| Kolvord, Olson, Wilson Law Offices, 3 Main St | 0405-79  | 96   | demolished                                     |  |
| H.K. Drury House, 88 Main St                  | 0405-80  | 238  |  |  |
| Williamson House, 116 Main St                 | 0405-81  | 241  |  |  |
| Gregory House, 121 Main St                    | 0405-82  | 240  |  |  |
| 140 Main St                                   | 0405-83  | 243  |  |  |
| The Brickyard Offices, 15 Brickyard Rd        | 0405-84  | 235  |  |  |
| Accent Travel Agency, 2-4 Railroad St         | 0405-85  | 127  |  |  |
| 12 Railroad St                                | 0405-86  | 105  |  |  |
| 14 Railroad St                                | 0405-87  | 99   |  |  |

|   |          |     |                          |  |
|---|----------|-----|--------------------------|--|
| Guilfoy Medical Office, 16 Railroad St    | 0405-88  | 92  |                          |  |
| Park Street School, 21 Park St            | 0405-89  | 55  |                          |  |
| Bartlett House, 40 Park St                | 0405-90  | 21  |                          |  |
| 50 Park St                                | 0405-91  | 15  |                          |  |
| Discovery Museum, 51 Park St              | 0405-92  | 18  |                          |  |
| Prabhu House, 52 Park St                  | 0405-93  | 14  |                          |  |
| 57 Park St                                | 0405-94  | 13  |                          |  |
| 56-58 Park St                             | 0405-95  | 11  |                          |  |
| 59 Park St                                | 0405-96  | 12  |                          |  |
| 67 Park St                                | 0405-97  | 8   |                          |  |
| Johnson House, 2 South St                 | 0405-98  | 7   |                          |  |
| Driscoll House, 9 South St                | 0405-99  | 9   |                          |  |
| Menior House, 11 South St                 | 0405-100 | 10  |                          |  |
| Trombley House, 60 South St               | 0405-101 | 16  |                          |  |
| Whitcomb Property, 77 Cascade St          | 0405-102 | 244 |                          |  |
| Stevens House, 3 Elm St                   | 0405-103 | 46  |                          |  |
| Blanchette House, 6-8 Elm St              | 0405-104 | 39  |                          |  |
| Warehouse, 11 Maple St                    | 0405-105 | 40  | Set way back from Maple  |  |
| Vermont Maple Orchards, Inc. 1 Jackson St | 0405-106 | 24  | Flexible Seal            |  |
| Railroad Warehouse                        | 0405-107 |     | Bldg is gone, not mapped |  |
| Emery House, 22 Jackson St                | 0405-108 | 23  |                          |  |
| Bechtel House, 27 Jackson St              | 0405-109 | 19  |                          |  |
| Sourdiffe House, 33 Jackson St            | 0405-110 | 17  |                          |  |
| LeClair House, 3 Grant St                 | 0405-111 | 30  |                          |  |
| Bosic House, 4 Grant St                   | 0405-112 | 25  |                          |  |
| Lawrence House, 10 Grant St               | 0405-113 | 20  |                          |  |
| Corbin House, 2 Arlington St              | 0405-114 | 180 |                          |  |
| 4 Arlington St                            | 0405-115 | 173 |                          |  |
| 5 Arlington St                            | 0405-116 | 160 |                          |  |
| 6 Mansfield Ave                           | 0405-117 | 36  |                          |  |
| Mason House, 8 Mansfield Ave              | 0405-118 | 42  |                          |  |
| O'Brien House, 15 Mansfield Ave           | 0405-119 | 35  |                          |  |
| McGuire House, 29 Mansfield Ave           | 0405-120 | 66  |                          |  |
| 5 Waverly St                              | 0405-121 | 80  |                          |  |

## **Appendix B**

### **Underground Storage Tanks in Essex Junction**

| <u>Facility ID#</u> | <u>Hazardous Sites</u> | <u>Facility Name</u>               | <u>Facility Address</u> |
|---------------------|------------------------|------------------------------------|-------------------------|
| 102                 |                        | Abrams' Sunoco                     | 142 Pearl Street        |
| 222                 | 900593                 | Fairgrounds Beverage               | 99 Pearl Street         |
| 384                 |                        | Robinson's Inc.                    | Park Street             |
| 385                 |                        | Sunoco Gasoline Station            | 16 Maple Street         |
| 411                 | 931476                 | Agway/McEwing Fuels                | 134 Main Street         |
| 565                 |                        | Champlain Farms Gulf               | 56 Pearl Street         |
| 856                 |                        | Stannard Residence                 | 5 Warner Avenue         |
| 922                 | 900573                 | Essex Junction Public Works Garage | 11 Jackson Street       |
| 1166                | 770012                 | IBM Corporation                    | 1000 River Street       |
| 1122                |                        | Keenan Residence                   | 1 Maplewood Lane        |
| 1223                |                        | Dietzel Office                     | 6 Hillcrest Road        |
| 1226                |                        | Reed Residence                     | 11 Maplewood Lane       |
| 1228                |                        | Triangle Auto Body                 | 7 River Street          |
| 1233                |                        | Hamel Residence                    | 4 Warner Avenue         |
| 1249                |                        | Dietrich Residence                 | 2 Upland Road           |
| 1258                |                        | Seiple Residence                   | 15 Upland Road          |
| 1301                |                        | McIntyre Residence                 | 6 Woods End Drive       |
| 1760                |                        | VT State Tree Nursery              | 111 West Street         |
| 1905                | 961961                 | Simon's Five Corner Store          | 2 Park Street           |
| 1996                |                        | Essex Community Education Center   | 2 Educational Drive     |
| 2687                |                        | Winston Prouty Federal Building    | 11 Lincoln Street       |
| 8783536             |                        | Sunoco Gasoline Station            | 30 Main Street          |
| 8784309             |                        | Dave Whitcomb's Service Center     | 45 Lincoln Street       |
| 8785745             |                        | First Congregational Church        | 39 Main Street          |
| 8799559             |                        | Corner Gas Store                   | 141 Pearl Street        |

Source: Underground Storage Tank Program  
Waste Management Division  
Vermont Department of Environmental Conservation




## **Appendix C**

### **Maps**

- Map 1: Natural Resources
- Map 2: Historic Resources
- Map 3: Recreational Facilities/Open Space
- Map 4: Transportation
- Map 5: Community Facilities
- Map 6: Non-Motorized Transportation
- Map 7: Wastewater Distribution System
- Map 8: Water Distribution System
- Map 9: Existing Lane Use
- Map 10: Future Land Use
- Map 11: Flood Hazard Areas

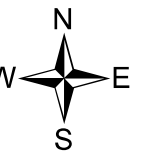


# DRAFT Map 1: Natural Resources Essex Junction 2014 Village Plan Legend






-  Vermont Significant Wetlands Inventory
-  Rare, Threatened, Endangered Species & Natural Communities
-  Contiguous Habitat

## Fluvial Erosion Hazard Sensitivity Rating

-  Very Low
-  Moderate
-  High
-  Very High
-  Extreme



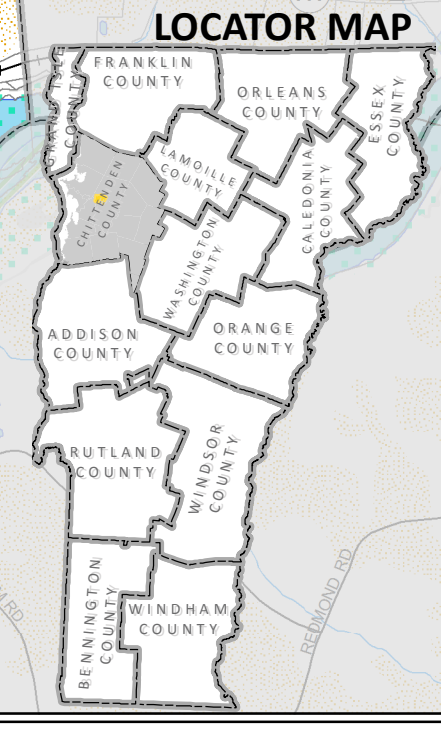
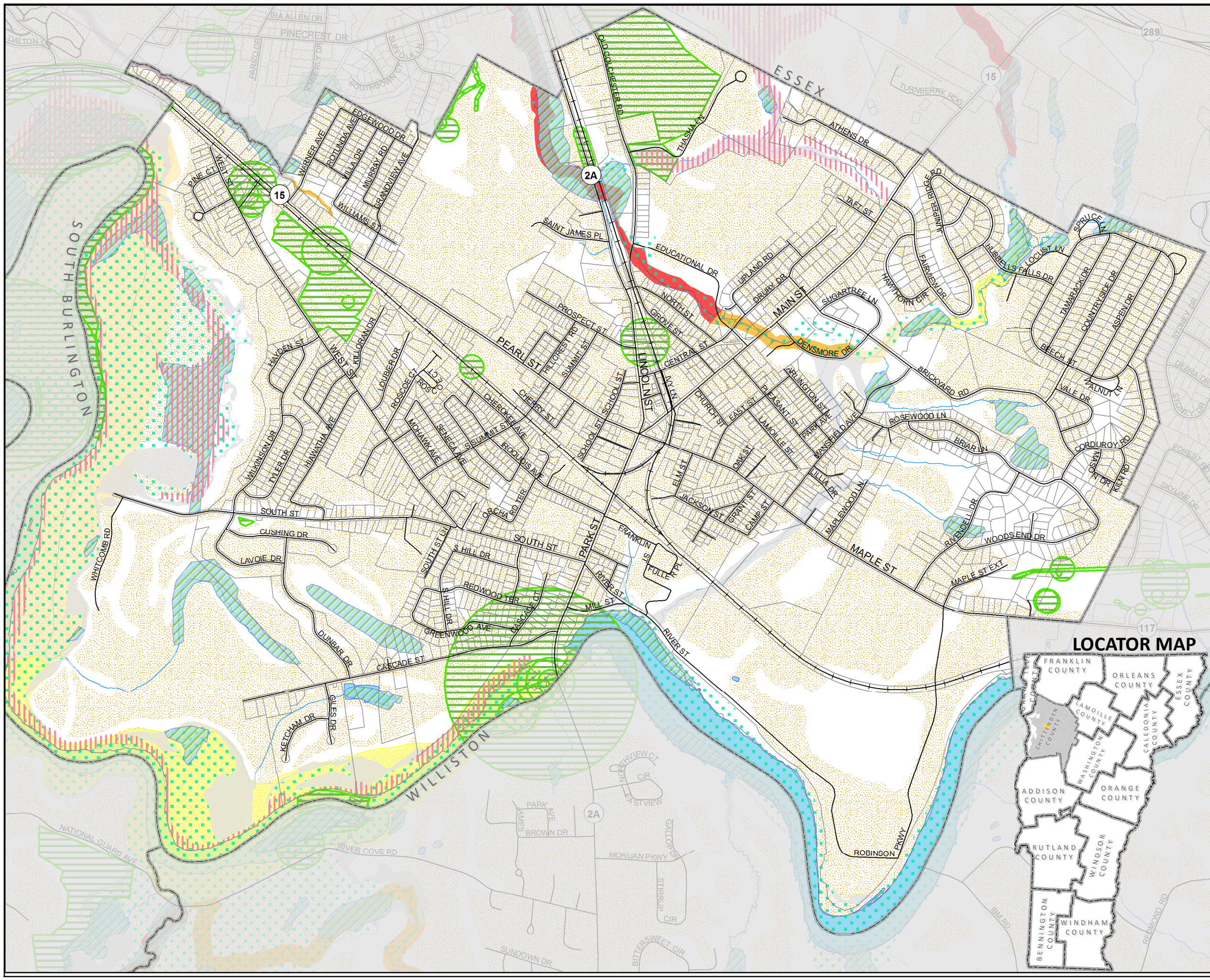
1:15,000

-  Special Flood Hazard Area (100 yr flood)
-  .2 % annual chance flood hazard (500 yr flood)
-  Primary Agricultural Soil
-  Stream Centerline
-  Water Body

0 0.25 0.5 Mile

Source: VSWI - 2010; FEMA DFIRM - July, 2011; RTE - April, 2013  
 Contiguous Habitat - Arrowwood Environmental, Essex Open Space  
 Surface Water - VHD, 2008 (VCGI)  
 Map created by P. Brangan using ArcGIS. All data is in State Plane  
 Coordinate System, NAD 1983.



Disclaimer:  
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 Errors and omissions may exist. The Chittenden County Regional  
 Planning Commission is not responsible for these. Questions of on-  
 the-ground location can be resolved by site inspections and/or surveys  
 by registered surveyor. This map is not sufficient for delineation of  
 features on-the-ground. This map identifies the presence of features,  
 and may indicate relationships between features, but is not a  
 replacement for surveyed information or engineering studies.



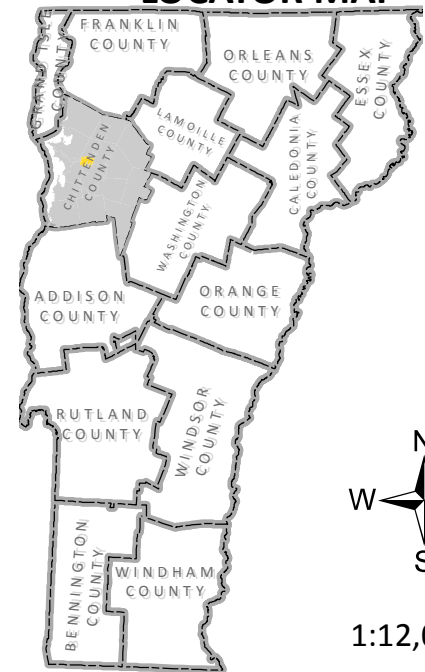


# Map 2: Historic Sites and Districts Essex Junction 2014 Village Plan

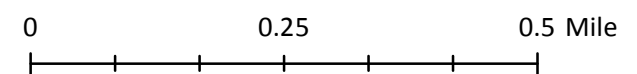
## Legend

-  Historic Site
-  Historic District

## LOCATOR MAP

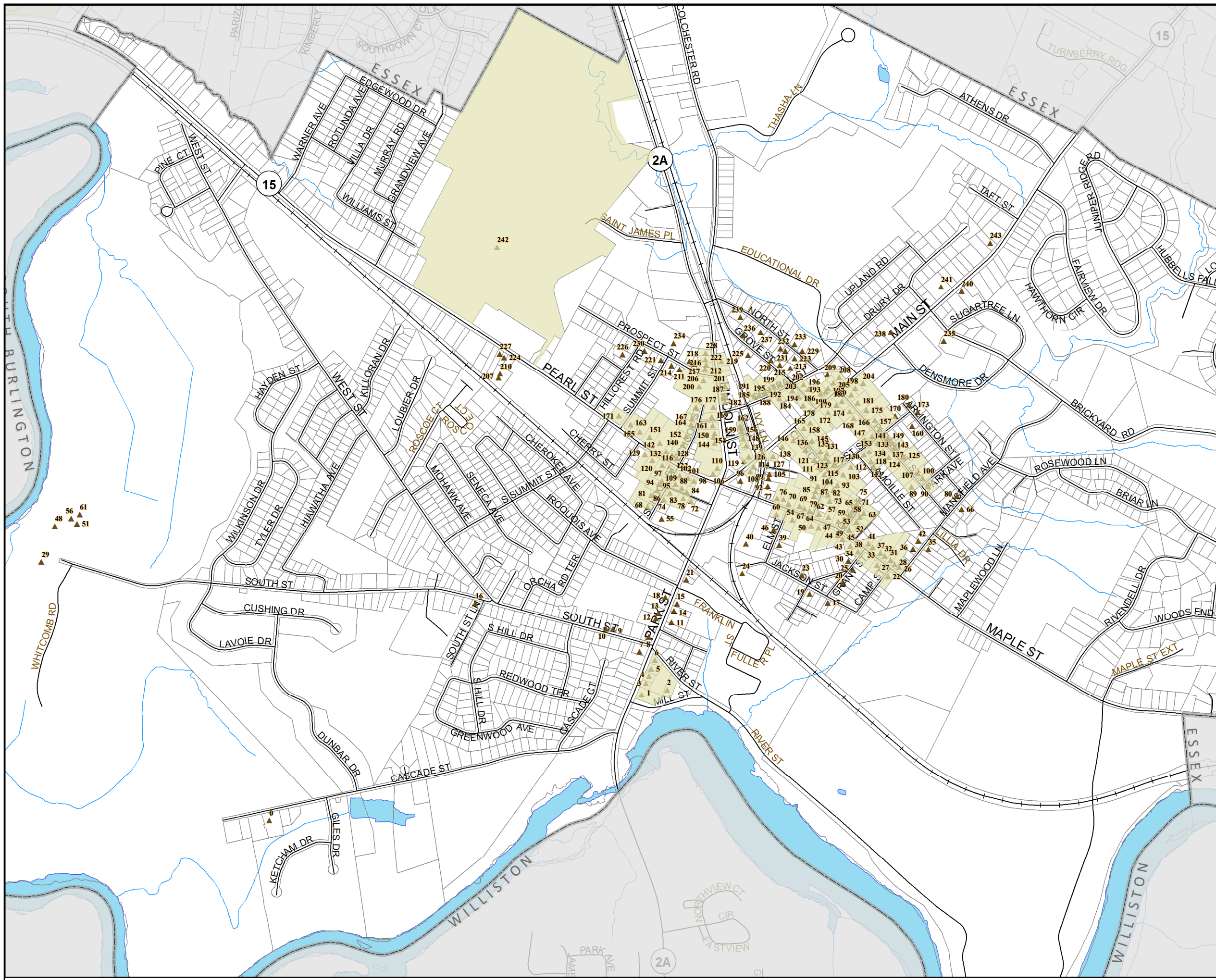


1:12,000



Source:  
 Historic Sites & Districts - developed by CCRPC, updated 2005  
 Road Centerline - e911, 7/2013  
 Railroad - VTrans, 2003  
 Surface Water - VHD, 2008 (VCGI)  
 Map created by P. Brangan using ArcGIS. All data is in State Plane Coordinate System, NAD 1983.

Disclaimer:  
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# DRAFT Map 3: Recreation Facilities & Open Space Essex Junction 2014 Village Plan Legend


-  Public Passive Open Space
-  Neighborhood Park
-  School Park
-  Regional Recreation Facility
-  Community Park
-  Community Garden

### Neighborhood Park Service Area


 1/3 Mile

### Community Park Service Area

 1.5 Mile

 Stream Centerline

 Water Body

 Road Centerline

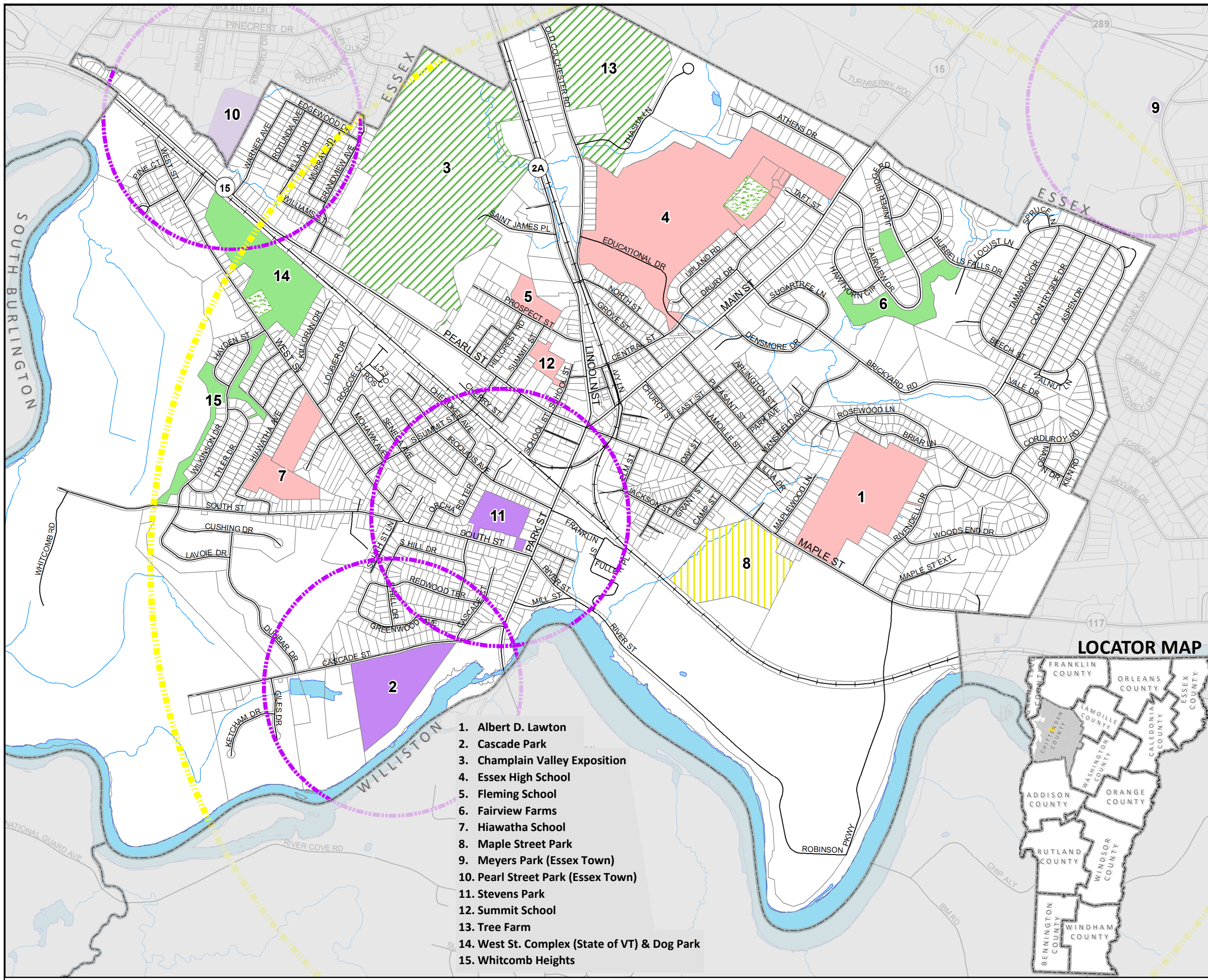
 Railroad

 2013 Tax Parcel Boundary

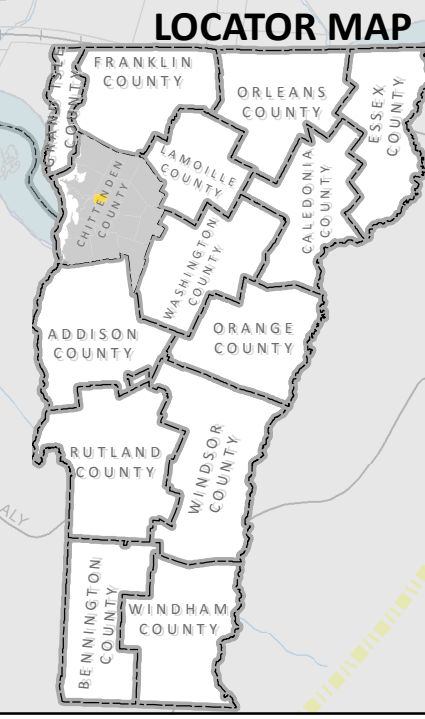
0 0.25 0.5 Mile

Source:  
 Rec Properties - CCRPC, 2007  
 Surface Water - VHD, 2008 (VCGI)  
 Map created by P. Brangan using ArcGIS. All data is in State Plane  
 Coordinate System, NAD 1983.

Disclaimer:  
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 features on-the-ground. This map identifies the presence of features,  
 and may indicate relationships between features, but is not a  
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1. Albert D. Lawton
2. Cascade Park
3. Champlain Valley Exposition
4. Essex High School
5. Fleming School
6. Fairview Farms
7. Hiawatha School
8. Maple Street Park
9. Meyers Park (Essex Town)
10. Pearl Street Park (Essex Town)
11. Stevens Park
12. Summit School
13. Tree Farm
14. West St. Complex (State of VT) & Dog Park
15. Whitcomb Heights

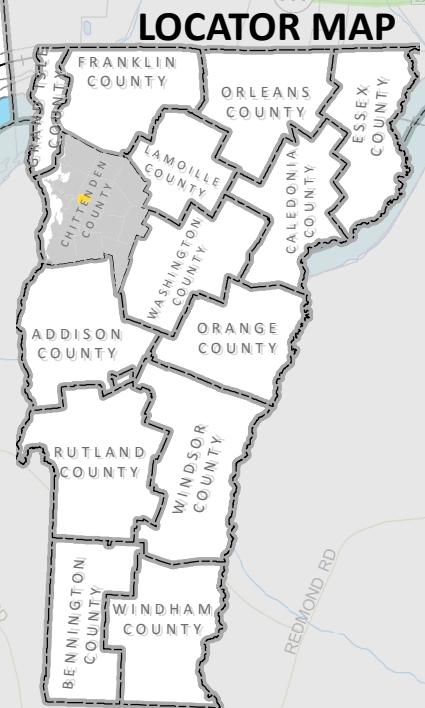
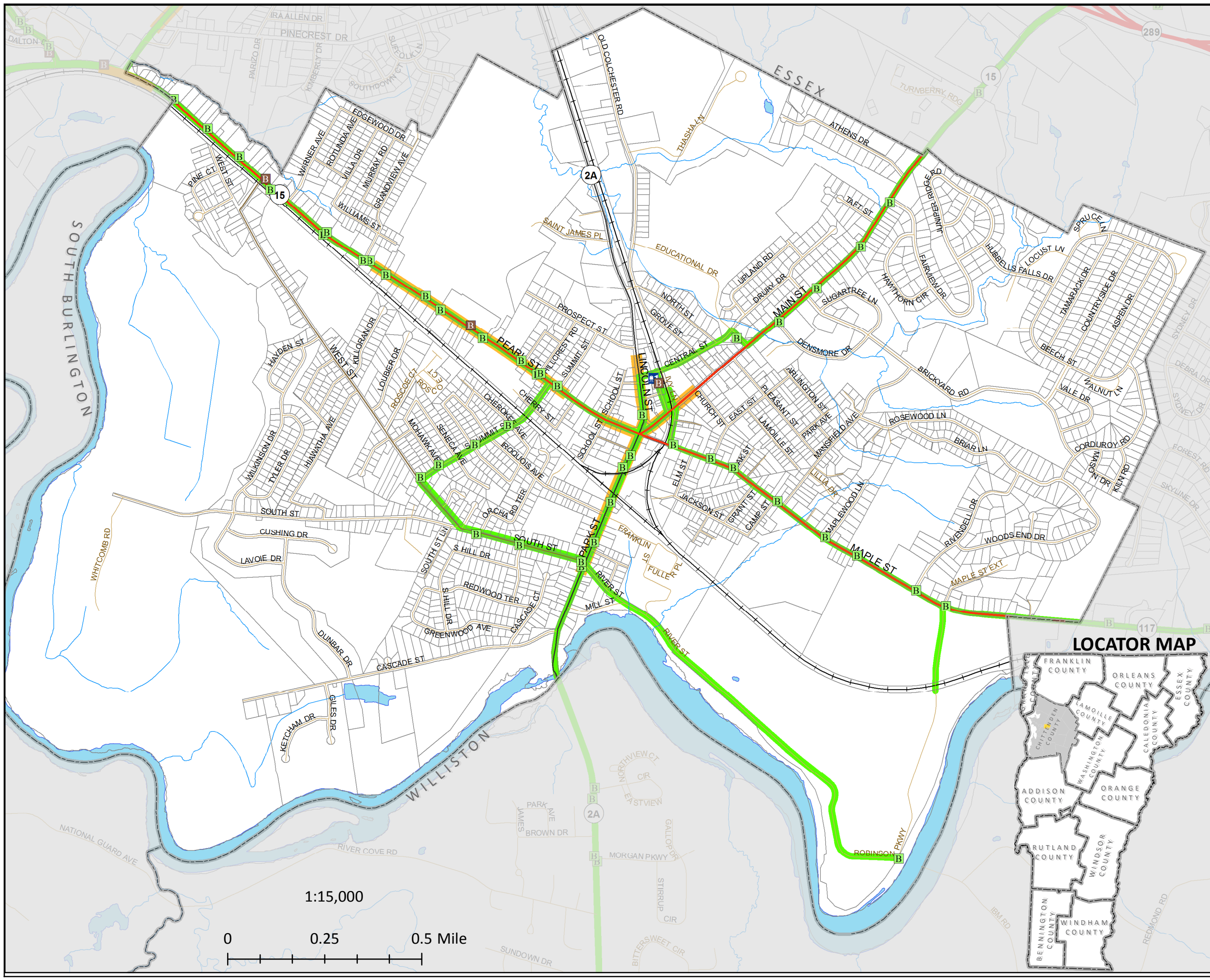




# DRAFT Map 4: Transportation Essex Junction 2014 Village Plan

## Legend

- Train Station
- Bus Stop
- Bus Stop with Shelter
- CCTA Bus Routes
- Principal Arterial (3.6 Miles)
- Minor Arterial (1.6 Miles)
- Urban Collector (1.4 Miles)
- Local or Private (31.6 Miles)
- Railroad
- High Crash Location
- 2013 Tax Parcel Boundary
- Stream Centerline
- Water Body



Source:  
 Road Centerline - e911, 7/2013 & 2013 Functional Class data  
 Parcels - Town of Essex, 2013  
 High Crash Locations - 2006 - 2010 VTrans data  
 Bus Route data - CCTA, 2013  
 Railroad - VTrans, 2003  
 Surface Water - VHD, 2008 (VCGI)  
 Map created by P. Brangan using ArcGIS. All data is in State Plane Coordinate System, NAD 1983.

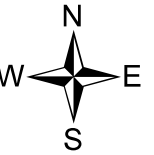
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



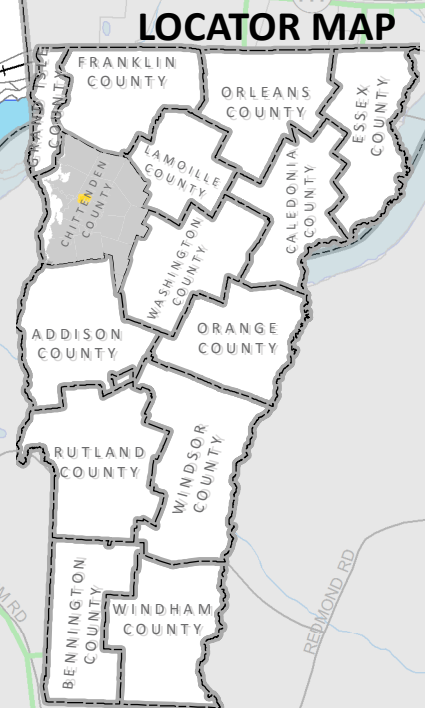
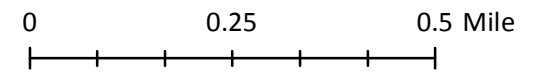
# DRAFT Map 5: Community Facilities Essex Junction 2014 Village Plan

1:15,000

## Legend



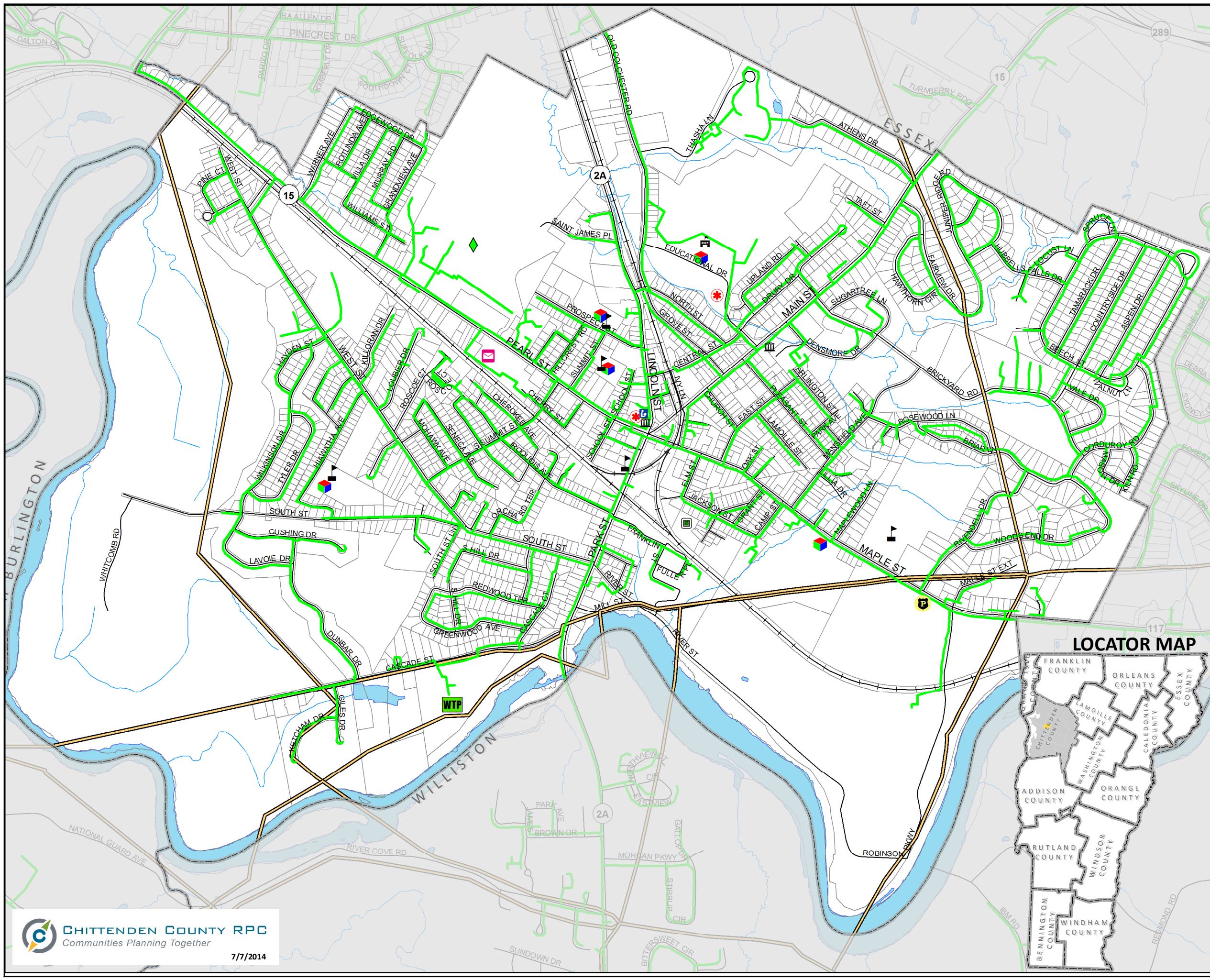
-  Municipal Office
-  Fire/Rescue
-  Police Department
-  Post Office
-  Library
-  Fairgrounds
-  Public Works
-  Wastewater Treatment Plant
-  Elementary/Middle School
-  High School
-  Childcare
-  Vermont Gas Line
-  Electric Transmission Line
-  Road Centerline
-  Railroad
-  Stream Centerline
-  Water Body
-  2013 Tax Parcel Boundary



Source:  
 Childcare - updated by CCRPC using Childcare Resources info, 5/2014.  
 Road Centerline - e911, 7/2013  
 Railroad - VTrans, 2003  
 Surface Water - VHD, 2008 (VCGI)  
 Map created by P. Brangan using ArcGIS. All data is in State Plane Coordinate System, NAD 1983.

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Document Path: D:\Projects14\EssexJun\VillagePlanCommFacilities20140707.mxd



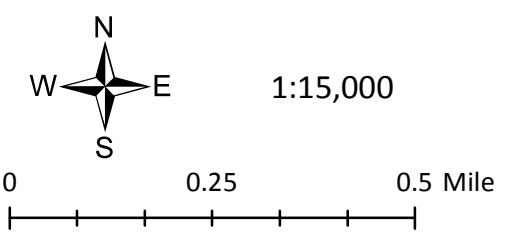
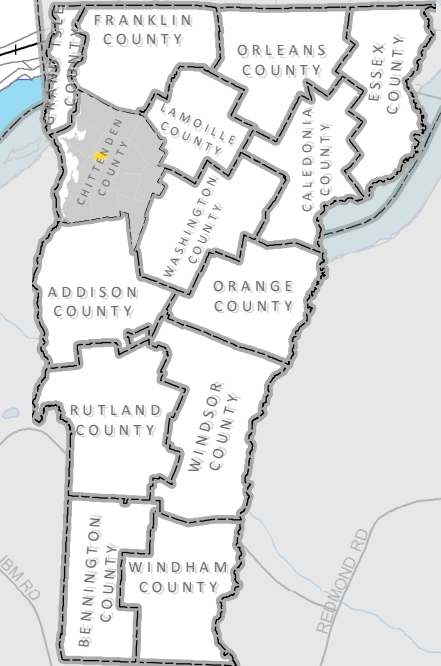


# DRAFT Map 6: Non-Motorized Transportation Essex Junction 2014 Village Plan

## Legend

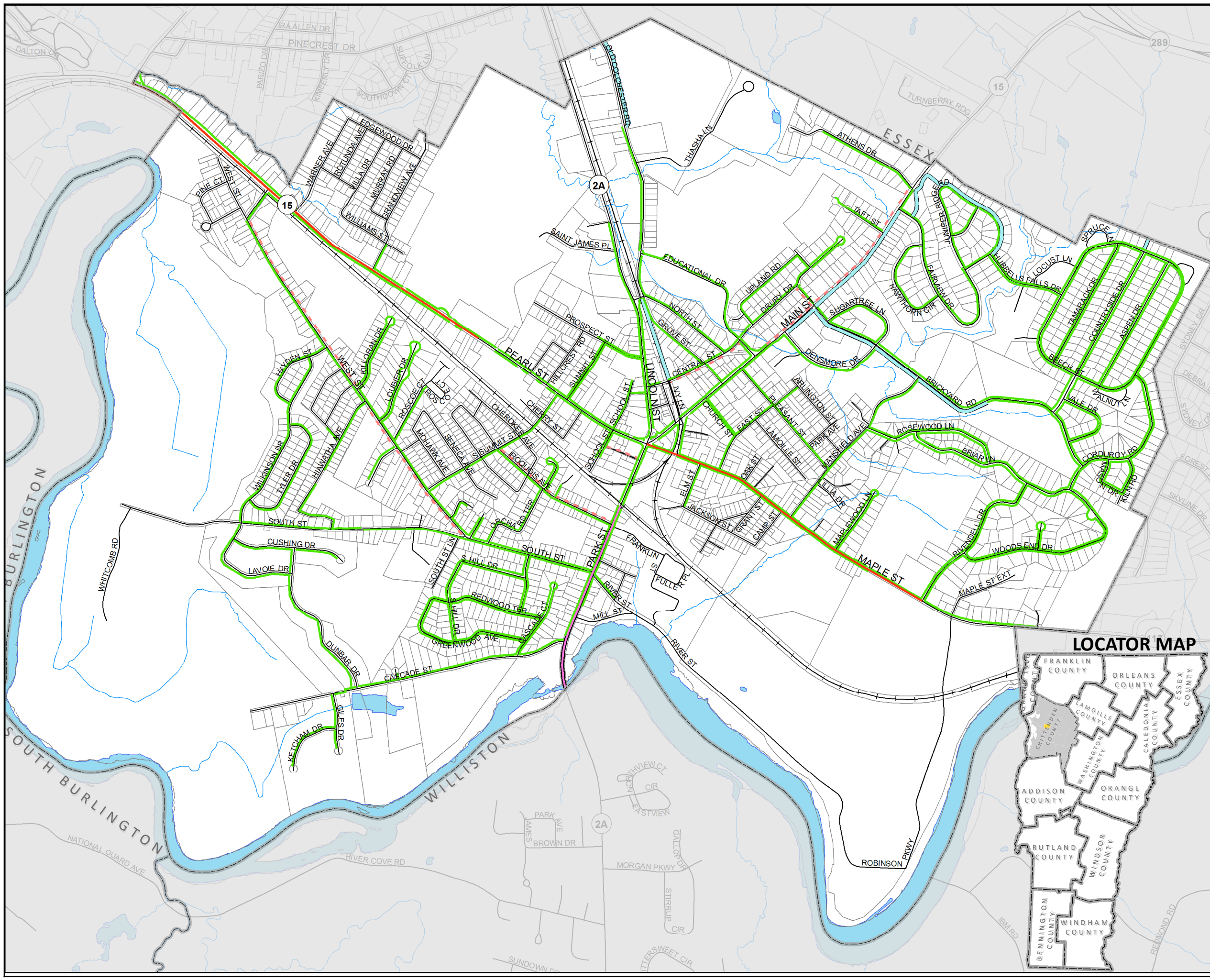
-  Sidewalk
-  Shared Use Path
-  Proposed Sidewalk
-  Proposed Shared Use Path
-  On-Road Bike Facility
-  Road Centerline
-  Railroad
-  Stream Centerline
-  Water Body
-  2013 Tax Parcel Boundary

## LOCATOR MAP












Source:  
 Sidewalk - CCRPC, 2013  
 Road Centerline - e911, 7/2013  
 Railroad - VTrans, 2003  
 Surface Water - VHD, 2008 (VCGI)  
 Map created by P. Brangan using ArcGIS. All data is in State Plane Coordinate System, NAD 1983.

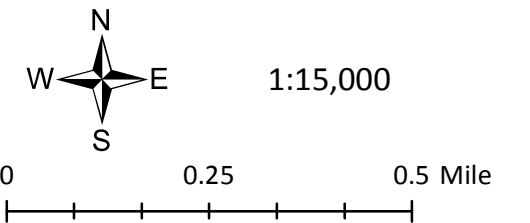
Disclaimer:  
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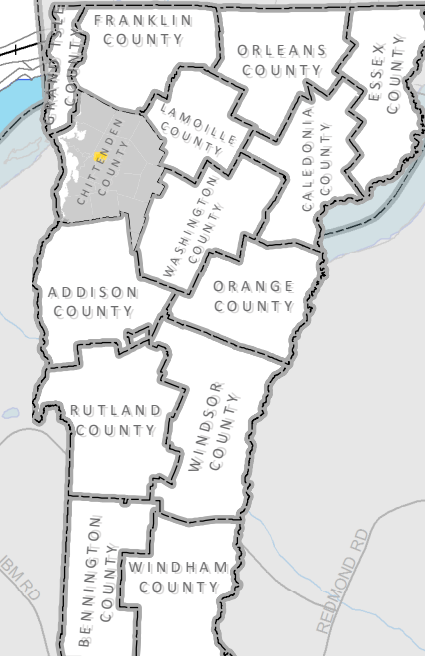


# DRAFT Map 7: Wastewater Distribution System Essex Junction 2014 Village Plan Legend

-  Wastewater Treatment Plant
-  Pump Station
- Wastewater Pipe (Labeled w/Flow Direction)
  -  Municipally Owned
  -  Privately Owned
-  Road Centerline
-  Railroad
-  Stream Centerline
-  Water Body
-  2013 Tax Parcel Boundary

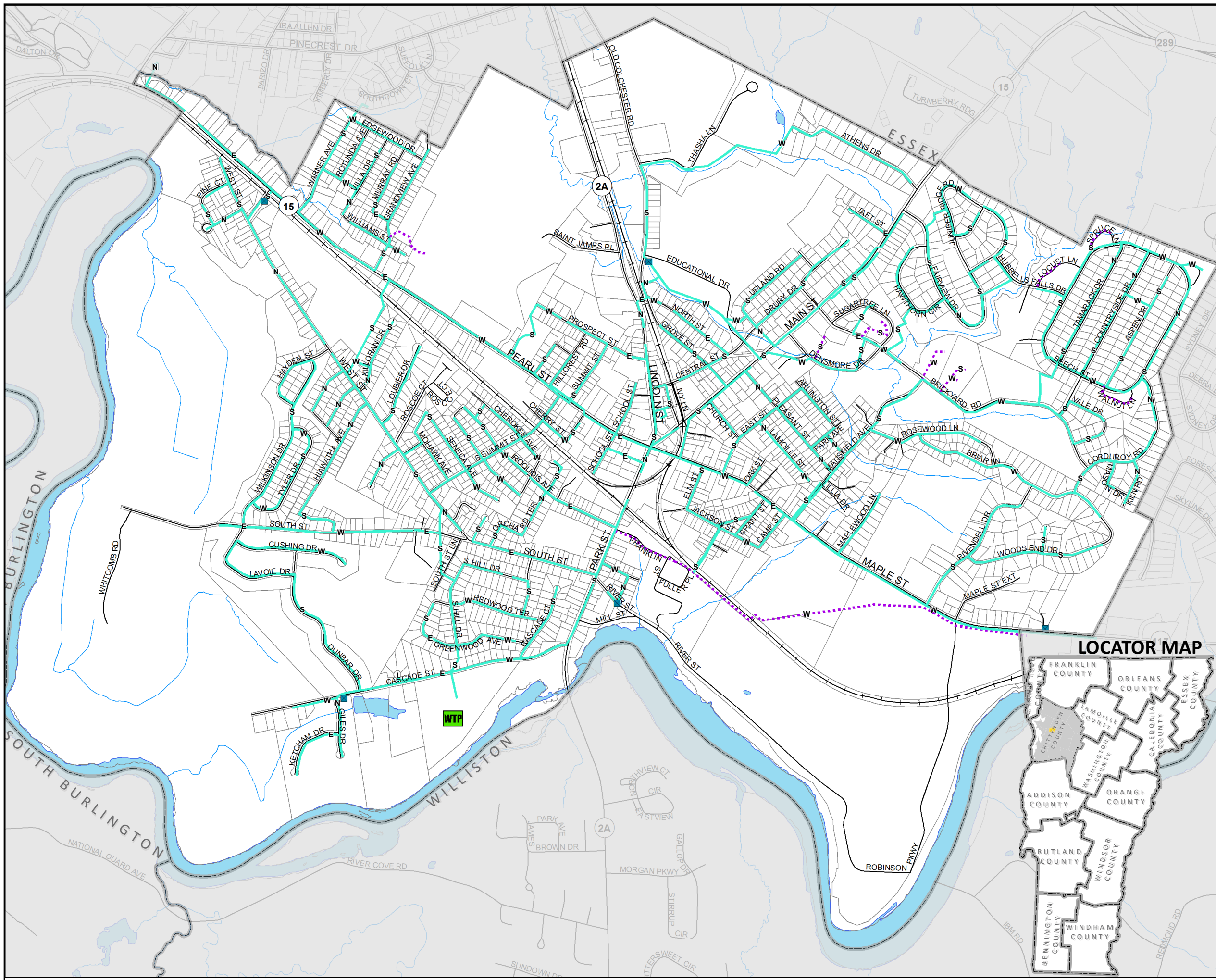


## LOCATOR MAP



Source:  
 Wastewater - updated 5/2014 by CCRPC  
 Road Centerline - e911, 7/2013  
 Railroad - VTrans, 2003  
 Surface Water - VHD, 2008 (VCGI)  
 Map created by P. Brangan using ArcGIS. All data is in State Plane Coordinate System, NAD 1983.














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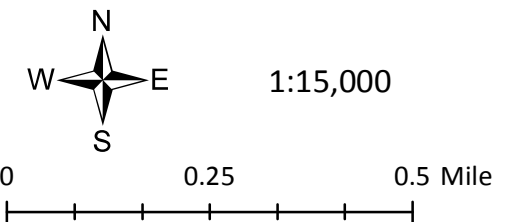
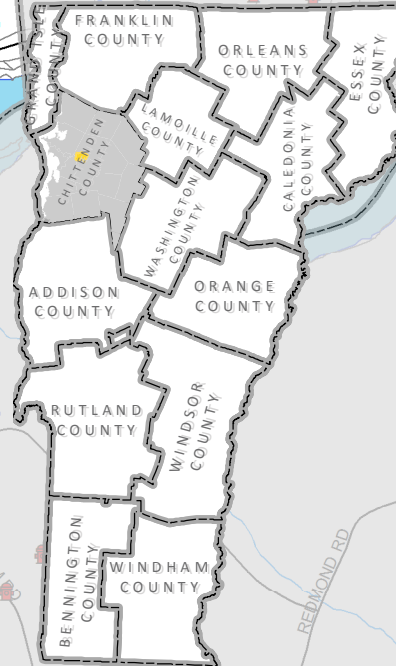


# DRAFT Map 8: Water Distribution System Essex Junction 2014 Village Plan

## Legend

-  Hydrant
-  Meter Vault
-  Pump Station
-  Reducer
-  Valve
-  Champlain Water District Water Line
-  Municipal Water Line
-  Private Water Line
-  Road Centerline
-  Railroad
-  Stream Centerline
-  Water Body
-  2013 Tax Parcel Boundary

## LOCATOR MAP



Source:  
 water system - CCRPC, 2007; Hydrant locations - e911, 7/2013  
 Road Centerline - e911, 7/2013  
 Railroad - VTrans, 2003  
 Surface Water - VHD, 2008 (VCGI)  
 Map created by P. Brangan using ArcGIS. All data is in State Plane Coordinate System, NAD 1983.

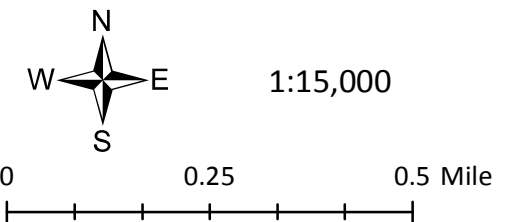
Disclaimer:  
 The accuracy of information presented is determined by its sources. Errors and omissions may exist. The Chittenden County Regional Planning Commission is not responsible for these. Questions of on-the-ground location can be resolved by site inspections and/or surveys by registered surveyor. This map is not sufficient for delineation of features on-the-ground. This map identifies the presence of features, and may indicate relationships between features, but is not a replacement for surveyed information or engineering studies.



# DRAFT Map 9: Existing Land Use Essex Junction 2014 Village Plan

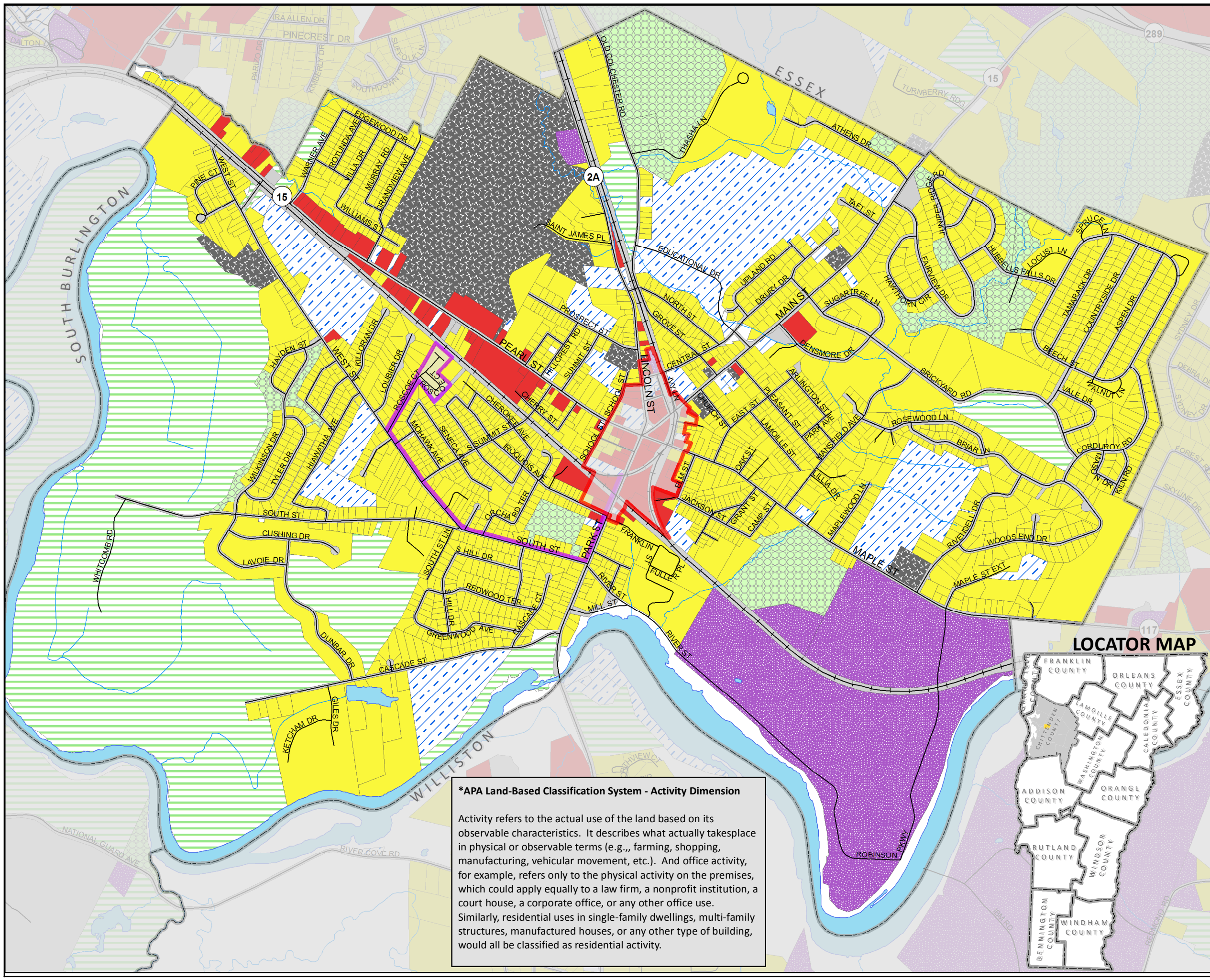
## Legend

-  Designated Village Center
-  Vermont Neighborhood Designation
- Primary Land Use Activity\***
-  Residential activities
-  Shopping, business or trade activities
-  Industrial, manufacturing, and waste-related activities
-  Social, institutional, or infrastructure-related activities
-  Travel or movement activities
-  Mass assembly of people
-  Leisure activities
-  Natural resource-related activities



Source:  
 Existing Land Use - Minor update by CCRPC, 5/2014  
 Road Centerline - e911, 7/2013  
 Railroad - VTrans, 2003  
 Surface Water - VHD, 2008 (VCGI)  
 Map created by P. Brangan using ArcGIS. All data is in State Plane Coordinate System, NAD 1983.

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**\*APA Land-Based Classification System - Activity Dimension**

Activity refers to the actual use of the land based on its observable characteristics. It describes what actually takes place in physical or observable terms (e.g., farming, shopping, manufacturing, vehicular movement, etc.). And office activity, for example, refers only to the physical activity on the premises, which could apply equally to a law firm, a nonprofit institution, a court house, a corporate office, or any other office use. Similarly, residential uses in single-family dwellings, multi-family structures, manufactured houses, or any other type of building, would all be classified as residential activity.



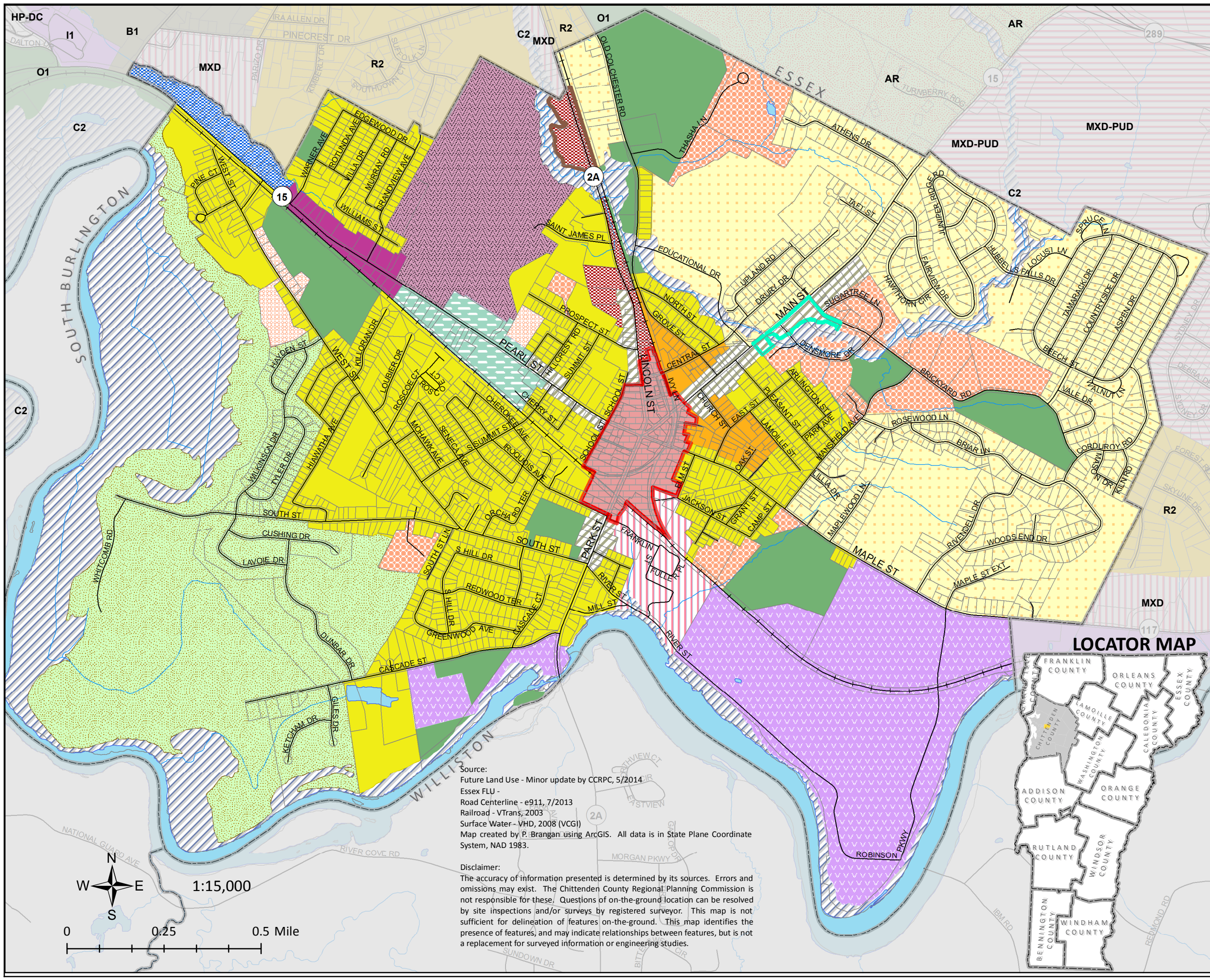
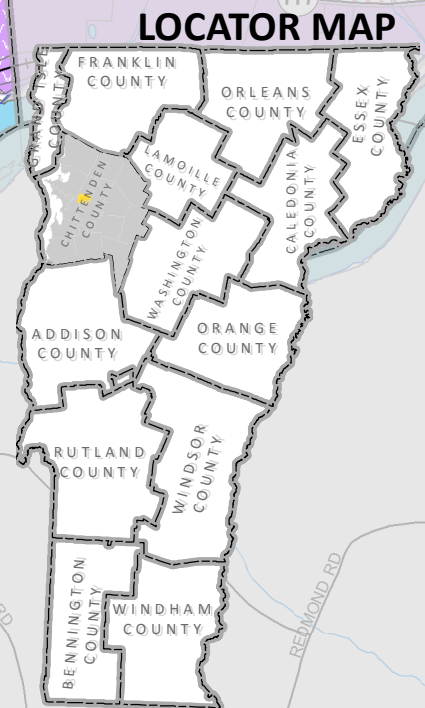
# DRAFT Map 10: Future Land Use Essex Junction 2014 Village Plan Legend

## Future Land Use

- Residential 1
- Residential 2
- Multi-Family Residential 1
- Multi-Family Residential 2
- Multi-Family Residential 3
- Multi-Family/Mixed Use 1
- Multi-Family/Mixed Use 2
- Village Center
- Transit Oriented Development
- Residential-Office
- Mixed Commercial Use
- Highway-Arterial
- Light Industrial
- Planned Exposition
- Planned Agriculture
- Open Space
- Floodplain
- Designated Village Center
- North Lincoln Overlay District
- Professional Office Overlay

## Essex Future Land Use













- Agriculture - Residential (AR)
- Floodplain (C2)
- Industrial (I1)
- Medium Density Residential (R2)
- Mixed Use (MXD)
- Mixed Use - PUD (MXD\_PUD)
- Open Recreation (O1)
- Retail - Business (B1)





# DRAFT Map 11: Flood Hazard Areas Essex Junction 2014 Village Plan Legend

## Structures/Infrastructure within Special Flood Hazard Area

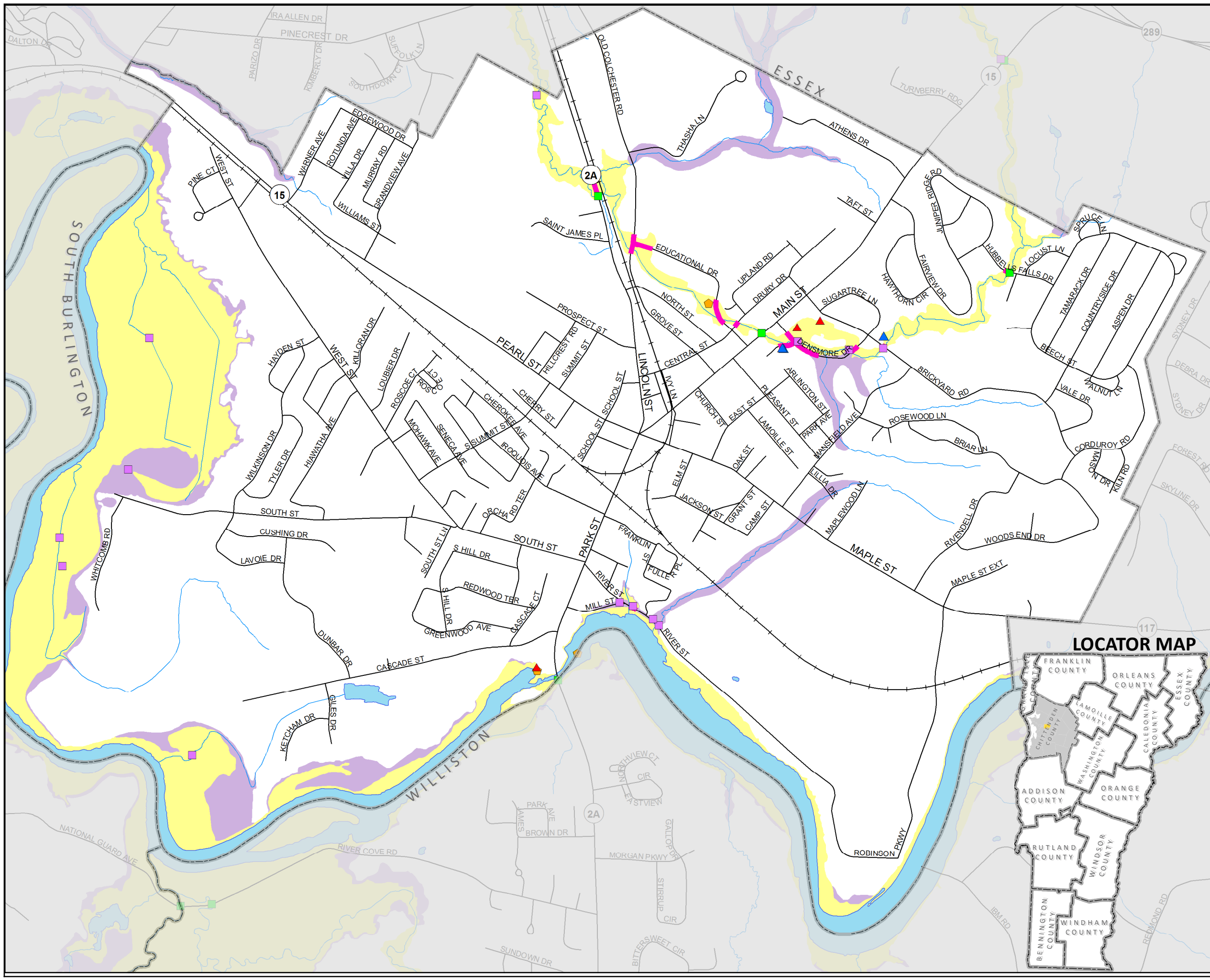
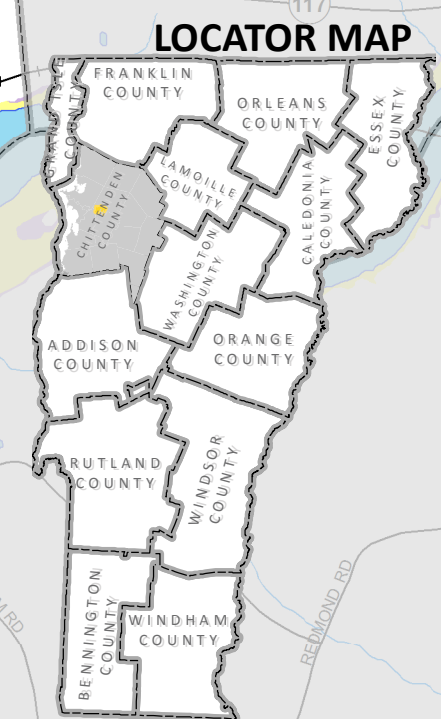
-  Residential Structure
-  Commercial/Industrial Structure
-  Critical Facility
-  Culvert
-  Bridge
-  Road
-  Special Flood Hazard Area (100 yr flood)
-  .2 % annual chance flood hazard (500 yr flood)
-  Road Centerline
-  Railroad
-  Stream Centerline
-  Water Body



0 0.25 0.5 Mile

Source: Structures in floodplain - e911, VID, Vtculverts  
Surface Water - VHD, 2008 (VCGI)  
Map created by P. Brangan using ArcGIS. All data is in State Plane Coordinate System, NAD 1983.

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## **Planning Commission Reporting Form for Municipal Plan Amendments**

This report is in accordance with 24 V.S.A. §4384(c) which states:

*“When considering an amendment to a plan, the planning commission shall prepare a written report on the proposal. **The report shall address the extent to which the plan, as amended, is consistent with the goals established in §4302 of this title.**”*

### **Summary of the proposed 2014 Comprehensive Plan changes:**

The entire Comprehensive Plan was updated. The Plan does not include any changes to the designation of the land area, as the land use strategy remains generally the same as the previous Plan. “The planning challenge for Essex Junction is to manage growth, encourage reinvestment in the existing urban environment, protect existing neighborhoods and ensure that redevelopment or new development enhances the vitality and village character of Essex Junction.” Most of the chapters were expanded to include additional information or further detail on the proactive steps the Village has undertaken to meet the Plan’s goals. The Heart and Soul values were incorporated throughout the Plan. More specifically the changes include:

Chapter II – Incorporation of the Heart and Soul values into the community vision.

Accomplished Objectives were updated for the previous 5 years. The priority goals for the next five years have been updated.

Chapter III – Historical Resources have been better defined, however more work is needed following adoption of the Plan to analyze and prioritize to determine which structures should be preserved. Population growth and demographics have been updated.

Chapter IV:

1. Energy – A significant energy profile was added to the Plan, as well as a discussion on greenhouse gas emissions.
2. Agriculture & Community Forestry – Status of the Whitcomb Farm was updated including the latest land conservation efforts and solar generation farm. The variety of agriculture related efforts the Junction has been taking was added – including the thriving Farmers Market. Community Forestry efforts were added as well.
3. Business/Economic Development – The Village’s strengths were added. Employment and income data was updated. Strategies from the Town’s Economic Development and Vision Plan was added.
4. Open Space - Recreation & Natural Resources – The Natural Environment Resources section was expanded significantly. Other additional sections include Climate Change and Flood Resiliency.
5. Education and Child Care – Data was updated, and the child care section was expanded.
6. Utilities/Facilities – All utility and facility updates were noted. The Library strategies were updated according to their Strategic Plan. The following sections were added: Senior Center, Police and Rescue.
7. Housing – Data was updated. Information on the Vermont Neighborhood and Vermont Neighborhood Development program was added.



8. Transportation – Data was updated. Circ Alternative projects were added. CCTA service was expanded. Bike/Ped efforts were expanded including adding the work of the Bike-Walk Advisory Committee.
9. Land Use – Intro was re-worded to reinforce the Plan’s goal of concentrating new growth in areas already developed – with specific emphasis on ‘thoughtful growth’. The Village Center Designation and its benefits were included. The Land Use Categories were clarified.

Chapter V, Implementation – The Government Finance data was updated. Funding sources were clarified. The Implementation Schedule was updated to reflect all of the updated goals and objectives, and relationship to the Heart & Soul values and ECOS Strategies were added.

Appendix A, Historic Resources – This was added and includes cross references to the historic sites listed on Map 2.

Maps – all maps were updated. Map 11 was added for the new Flood Resiliency section.

**See the attached spreadsheet, *Essex Junction Draft 2014 Comprehensive Plan – Goal and Element Review*, for how the Plan is consistent with the goals established in §4302.**

Essex Junction Draft 2014 Comprehensive Plan - Goal and Element Review

**Appendix A, CCRPC Guidelines and Standards for Confirmation of the Municipal Planning Processes and Approval of Municipal Plans**

| Requirement   | Guideline Questions   | Yes/No  | Location | Comments  |  |
|---|---|---|----------|---|--|
| <b>Consistent with General Goals in Sec. 4302(b)</b>  |   |   |          |   |  |
| 1   | (1) To establish a coordinated, comprehensive planning process and policy framework to guide decisions by municipalities, regional planning commissions, and state agencies.              | <i>Are municipal decisions guided by a coordinated, comprehensive planning process and policy framework?</i>  | Yes      |   |  |
| 2   | (2) To encourage citizen participation at all levels of the planning process, and to assure that decisions shall be made at the most local level possible commensurate with their impact. | <i>Is citizen participation encouraged at all levels of the planning process?</i>   | Yes      |   |  |
| 3   | (3) To consider the use of resources and the consequences of growth and development for the region and the state, as well as the community in which it takes place.                       | <i>Is consideration being given to the use of resources and the consequences of growth and development?</i>   | Yes      |   |  |
| 4   | (4) To encourage and assist municipalities to work creatively together to implement and develop plans.  | <i>Is the municipality working creatively together with other municipalities to develop and implement plans?</i>  | Yes      |   |  |
| Requirement   | Guideline Questions   | Yes/No  | Location | Comments  |  |
| <b>Consistent with Specific Goals in Sec. 4302(c)</b> |   |   |          |   |  |
| 5   | <b>1. To plan development so as to maintain the historic settlement pattern of compact village and urban centers separated by rural countryside.</b>                                      | <i>Do the land use patterns proposed in the Land Use chapter of the Plan support this goal? If so, are proposed densities higher within or adjacent to village/downtown/growth areas?</i> | Yes      | Priority Goals in Chapter II and the Land Use Chapter |  |
| 6   | A. Intensive residential development should be encouraged primarily in areas related to community centers, and strip development along highways should be discouraged.                    | <i>Does the plan ensure that intensive residential development is encouraged primarily in areas related to village/downtown/growth areas?</i>   | Yes      | Land Use Chapter                                      |  |
|   |   | <i>Does the plan allow for auto-centered commercial uses outside of designated village/downtown/growth areas?</i>   | No       | Land Use Chapter                                      |  |
|   |   | <i>If so, are these areas that already have historic strip-type development? Is the town making an effort to incorporate more multi modal land uses?</i>                                  | Yes      | Land Use Chapter & Transportation Chapter             |  |
|   |   | <i>If so, is strip development limited to areas that are already developed as strip developments or is the community encouraging new strip development?</i>                               | Yes      | Land Use Chapter                                      | Development limited to areas that are already developed. |
|   |   | <i>Is economic growth encouraged in locally designated growth areas, or employed to revitalize existing village and town urban centers, or both?</i>                                      | Yes      | Business/Economic Chapter                             |  |

**Essex Junction Draft 2014 Comprehensive Plan - Goal and Element Review**

|   |  |  |     |   |  |
|---|--|--|-----|---|--|
| 7 | B. Economic growth should be encouraged in locally designated growth areas, or employed to revitalize existing village and urban centers, or both.   | Does the plan discuss where economic growth is to be located?  | Yes | Business/Economic Chapter   |  |
|   |  | Are the types of uses described of a scale and type that they will have little or no impact on the rural countryside? (such as home businesses)  | Yes | Business/Economic Chapter and Land Use chapter                          |  |
|   |  | Does the plan discuss the need to locate most municipal or public buildings within the economic core of the community?   | Yes | Business/Economic, Utility/Facility and Land Use chapters               |  |
|   |  | Does the proposed transportation system encourage economic development in existing village centers/growth areas/downtowns?   | Yes | Business/Economic & Transportation Chapters                             |  |
| 8 | C. Public investments, including the construction or expansion of infrastructure, should reinforce the general character and planned growth patterns of the area.  | Are public investments, including the construction or expansion of infrastructure, planned to reinforce the general character and planned growth patterns of the area?   | Yes | Business/Economic, Utility/Facility and Land Use chapters               |  |
|   |  | Does the plan effectively discuss future infrastructure needs?   | Yes | Business/Economic, Utility/Facility and Transportation Chapters         |  |
|   |  | Does the plan effectively discuss where future infrastructure will be needed?  | Yes | Business/Economic, Utility/Facility and Transportation Chapters         |  |
|   |  | If no planned infrastructure investments are planned, does the plan make this clear?   | Yes | Utility/Facility and Transportation Chapters                            |  |
|   |  | Are the development patterns proposed in the land use chapter likely to lead to forced infrastructure improvements and increased services due to increases in density? (such as high density development on rural roads) | No  |   |  |
| 9 | 2. To provide a strong and diverse economy that provides satisfying and rewarding job opportunities and that maintains high environmental standards, and to expand economic opportunities in areas with high unemployment or low per capita incomes. | Does the plan have an economic development chapter?  | Yes | Business/Economic   |  |
|   |  | Does the plan discuss its position in terms of regional employment? (i.e. is it an employment center, is it a bedroom community, etc.)   | Yes | Business/Economic   |  |
|   |  | Does the plan discuss unemployment or lack thereof?  | Yes | Business/Economic   |  |
|   |  | Does the plan discuss the balance of improving the economy and maintaining environmental standards?  | Yes | Business/Economic, Open Space - Natural Resources and Land Use chapters |  |
|   | 3. To broaden access to educational and vocational training  | Does the plan discuss adult education?   | Yes | Education, Utility/Facility and   |  |
|   |  | Does the plan discuss where educational opportunities are and might be found?  | Yes | Education Chapters  |  |

**Essex Junction Draft 2014 Comprehensive Plan - Goal and Element Review**

|    |  |  |     |                                   |  |
|----|--|--|-----|-----------------------------------|--|
| 10 | <b>opportunities sufficient to ensure the full realization of the abilities of all Vermonters.</b>   | <i>Is the town working with the local school district or the community to provide educational opportunities in schools and in other community settings?</i>  | Yes | Education and Recreation Chapters |  |
| 11 | <b>4. To provide for safe, convenient, economic and energy efficient transportation systems that respect the integrity of the natural environment, including public transit options and paths for pedestrians and bicyclers.</b> | <i>Is the proposed land use plan coordinated with the transportation network? Does it discuss the connection between land use and transportation efficiency? The following ought to be considered:</i>   | Yes | Transportation chapter            |  |
|    |  | <i>o Access management</i>   | Yes | Transportation chapter            |  |
|    |  | <i>o Discouraging new roads in outlying areas</i>  | Yes | Transportation chapter            |  |
|    |  | <i>Does the Transportation chapter discuss and encourage multi-modal transportation?</i>   | Yes | Transportation chapter            |  |
| 12 | (A) Highways, air, rail and other means of transportation should be mutually supportive, balanced and integrated.  | <i>Does the Plan discuss development of transportation connections between smaller towns and centers of employment?</i>  | Yes | Transportation chapter            |  |
|    |  | <i>In the development of the transportation system, does the plan use good resource management and minimize or reduce negative impacts to the natural environment?</i>   | Yes | Transportation chapter            |  |
|    |  | <i>If the community has rail or air transportation, is it discussed?</i>   | Yes | Transportation chapter            |  |
|    |  | <i>Does the community consider other modes of transportation when discussing expansion of transportation infrastructure?</i>   | Yes | Transportation chapter            |  |
| 13 | <b>5. To identify, protect and preserve important natural and historic features of the Vermont landscape, including:</b>   |  |     |                                   |  |
| 14 | (A) significant natural and fragile areas;   | <i>Does the plan identify significant natural and fragile areas? (Note to planners: does the plan include criteria for what makes an area "significant"? Towns should be encouraged to move in this direction so that the maps and future regulations are legally defensible).</i> | Yes | Open Space - Natural Resources    |  |
|    |  | <i>If identified, does the plan clearly (not vaguely) discuss how they should be preserved?</i>  | Yes | Open Space - Natural Resources    | Calls for inventorying the resources, determining current level of protection and additional protection measures if necessary. |
|    |  | <i>If identified, is land use proposed in such a fashion that these areas will be protected?</i>   | Yes | Open Space - Natural Resources    |  |

**Essex Junction Draft 2014 Comprehensive Plan - Goal and Element Review**

|    |  |  |     |                                |   |
|----|--|--|-----|--------------------------------|---|
|    |  | <i>Does the plan discuss alternative (non-regulatory) ways to protect these areas (other than through land use regulations)?</i>   | Yes | Open Space - Natural Resources |   |
| 15 | (B) outstanding water resources, including lakes, rivers, aquifers, shorelands and wetlands.                     | <i>Does the plan identify outstanding water resources, including lakes, rivers, aquifers, shorelands and wetlands? (Note to planners: does the plan include criteria for what makes a resource "outstanding"? Towns should be encouraged to move in this direction so that the maps and future regulations are legally defensible).</i>      | Yes | Open Space - Natural Resources | The term "outstanding" is not used.                     |
|    |  | <i>If identified, does the plan clearly (not vaguely) discuss how they should be preserved?</i>  | Yes | Open Space - Natural Resources |   |
|    |  | <i>If identified, is land use proposed in such a fashion that these areas will be protected?</i>   | Yes | Open Space - Natural Resources |   |
|    |  | <i>Does the plan discuss alternative (non-regulatory) ways to protect these areas (other than through land use regulations)?</i>   | Yes | Open Space - Natural Resources |   |
| 16 | (C) significant scenic roads, waterways and views;   | <i>Does the plan identify scenic roads, waterways and views? (Note to planners: does the plan include criteria for what makes a scenic resource "significant"? Towns should be encouraged to move in this direction so that the maps and future regulations are legally defensible).</i>   | Yes | Open Space - Natural Resources |   |
|    |  | <i>If identified, does the plan clearly (not vaguely) discuss how they should be preserved?</i>  | Yes | Open Space - Natural Resources | Could be stronger                                       |
|    |  | <i>If identified, is land use proposed in such a fashion that these areas will be protected?</i>   | Yes | Open Space - Natural Resources | Could be stronger                                       |
|    |  | <i>Does the plan discuss alternative (non-regulatory) ways to protect these areas (other than through land use regulations)?</i>   | Yes | Open Space - Natural Resources |   |
| 17 | (D) important historic structures sites, or districts, archaeological sites and archeologically sensitive areas. | <i>Does the plan identify historic structures, sites, or districts, archaeological sites and archaeologically sensitive areas? (Note to planners: does the plan include criteria for what makes a site "important"? Towns should be encouraged to move in this direction so that the maps and future regulations are legally defensible)</i> | Yes | Chapter III                    | The plan calls for further analysis and prioritization. |
|    |  | <i>If identified, does the plan clearly (not vaguely) discuss how they should be preserved?</i>  | Yes | Chapter III & Land Use Chapter |   |

**Essex Junction Draft 2014 Comprehensive Plan - Goal and Element Review**

|           |   |   |     |   |  |
|-----------|---|---|-----|---|--|
|           |   | <i>If identified, is land use proposed in such a fashion that these areas will be protected?</i>  | Yes | Chapter III & Land Use Chapter                                |  |
|           |   | <i>Does the plan discuss alternative (non-regulatory) ways to protect these areas (other than through land use regulations)?</i>  | Yes | Chapter III & Land Use Chapter                                |  |
| <b>18</b> | <b>6. To maintain and improve the quality of air, water, wildlife and land resources.</b>   |   |     |   |  |
| <b>19</b> | (A) Vermont's air, water, wildlife, mineral and land resources should be planned for use and development according to the principles set forth in 10 V.S.A 6086(a). | <i>Is there a complete inventory/map of existing water resources, wildlife habitat, mineral resources and other land resources?</i>   | Yes | Open Space - Natural Resources, Map 1                         | Calls for inventorying the resources, determining current level of protection and additional protection measures if necessary. |
|           |   | <i>Does the plan discuss air quality? If so, does it describe measures to maintain and improve its quality?</i>   | Yes | Open Space - Natural Resources, Energy and Transportation     |  |
|           |   | <i>Does the plan discuss water quality? If so, does it describe measures to maintain and improve its quality? Recommendation: Include watersheds - could be a good way to present/organize this information.</i>  | Yes | Open Space - Natural Resources, and Utility/Facility chapters |  |
|           |   | <i>Does the plan discuss wildlife resources? If so, does the plan describe measures to maintain and improve its quality?</i>  | Yes | Open Space - Natural Resources                                | Calls for inventorying the resources, determining current level of protection and additional protection measures if necessary. |
|           |   | <i>Does the plan discuss floodplain protection? If so, does the plan describe measures to maintain and improve its quality? Recommendation: Also include Fluvial Erosion Hazard maps and information.</i>   | Yes | Open Space - Natural Resources, Map & 11                      |  |
|           |   | <i>Does the proposed land use pattern maintain or improve the quality of the resources listed above? Recommendation: Include reference to the All Hazards Mitigation Plan &amp; Emergency Operation Plans. Do these plans call for any changes that should be addressed in the Town Plan?</i> | Yes | Open Space - Natural Resources & Land Use Chapters            |  |
|           |   |   | Yes | Open Space - Natural Resources                                |  |
|           |   | <i>Does the town recognize the connection between energy, transportation and land use?</i>  | Yes | Energy & Transportation Chapters                              |  |
|           |   | <i>Does the energy chapter of the plan discuss energy efficiency and renewable energy? Recommendation: Reference the VT State Residential Building Energy Code &amp; the Commercial Building Energy Standards.</i>  | Yes | Energy Chapter  |  |

**Essex Junction Draft 2014 Comprehensive Plan - Goal and Element Review**

|    |   |   |     |  |   |
|----|---|---|-----|--|---|
| 20 | 7. To encourage the efficient use of energy and the development of renewable energy resources.  | Does the plan contain policies and recommendations that encourage energy efficiency?  | Yes | Energy Chapter   |   |
|    |   | Does the plan contain policies and recommendations that encourage the development of renewable energy resources?  | Yes | Energy Chapter   |   |
|    |   | Does the pattern of land use proposed in the community appear to encourage the efficient use of energy either through the proposed location of development in relation to community services, or in terms of lot layout and design? | Yes | Energy & Land Use Chapter                                    |   |
| 21 | 8. To maintain and enhance recreational opportunities for Vermont residents and visitors.   | Does the plan discuss recreation and identify important recreational areas?   | Yes | Open Space - Recreation                                      |   |
|    |   | Does the land use plan encourage development that protects or harms access to or the availability of recreational activities?   | Yes | Open Space - Recreation and Land Use Chapter                 |   |
| 22 | (A) Growth should not significantly diminish the value and availability of outdoor recreational activities.   |   |     | Open Space - Recreation and Land Use Chapter                 |   |
| 23 | (B) Public access to noncommercial outdoor recreational opportunities, such as lakes and hiking trails, should be identified, provided, and protected wherever appropriate. |   |     | Open Space - Recreation and Land Use Chapter                 | The Bike/Walk Advisory Committee is in the process of developing a map to identify additional opportunities.                |
| 24 | 9. To encourage and strengthen agricultural and forest industries.  | Does the plan discuss agriculture and forestry?   | Yes | Agriculture & Community Forestry                             |   |
| 25 | (A) Strategies to protect long-term viability of agricultural and forest lands should be encouraged and should include maintaining low overall density.                     | Does the plan discuss the protection of agriculture and silviculture? If not, does it legitimately discuss why it does or cannot?   | Yes | Agriculture & Community Forestry                             |   |
|    |   | Do proposed densities of development appear to negatively impact the availability of workable land?   | No  | Agriculture & Community Forestry, and Land Use Chapters      | The Whitcomb Farm is being preserved by the Vermont Land Trust and the rest of Essex Junction is largely built out already. |
| 26 | (B) The manufacture and marketing of value-added agricultural and forest products should be encouraged.   | Does the plan discuss the economic value of agriculture and forestry?   | Yes | Agriculture & Community Forestry and Business Chapters       |   |
|    |   | If so, does it have viable policies and recommendations on how to encourage them?   | Yes | Agriculture & Community Forestry                             |   |
| 27 | (C) The use of locally grown food products should be encouraged.  | Is the availability of locally produced food encouraged in the plan?  | Yes | Agriculture & Community Forestry                             |   |
| 28 | (D) Sound forest and agricultural management practices should be encouraged.  | Does the plan discuss methods of agriculture/silviculture and their potential impact on the environment?  | Yes | Utility/Facility and Open Space - Natural Resources chapters | This could be stronger - though it is there between floodplain protection and stormwater management efforts.                |

**Essex Junction Draft 2014 Comprehensive Plan - Goal and Element Review**

|    |   |   |     |  |  |
|----|---|---|-----|--|--|
| 29 | (E) Public investment should be planned so as to minimize development pressure on agriculture and forest land   | <i>Does the plan direct public investments such as roads and sewer systems and other infrastructure away from agricultural and forest land?</i> | Yes | Agriculture & Community Forestry                             |  |
| 30 | <b>10. To provide for the wise and efficient use of Vermont's natural resources and to facilitate the appropriate extraction of earth resources and the proper restoration and preservation of the aesthetic qualities of the area.</b> | <i>Does the plan adequately discuss the extraction of earth resources?</i>  | No  | Open Space - Natural Resources chapters                      | The plan indicates that there are none of these resources in the Junction. |
| 31 | <b>11. To ensure the availability of safe and affordable housing for all Vermonters.</b>  | <i>Does the plan inventory the types and costs of housing in the community?</i>   | Yes | Housing Chapter  |  |
|    |   | <i>Do the proposed land use patterns or public investments in the plan support the resident's ability to have safe and affordable housing?</i>  | Yes | Housing Chapter & Land Use Chapter                           |  |
|    |   | <i>Does the plan adequately discuss housing and housing density throughout the community?</i>   | Yes | Housing Chapter & Land Use Chapter                           |  |
| 32 | (A) Housing should be encouraged to meet the needs of a diversity of social and income groups in each Vermont community, particularly for those citizens of low and moderate income.  | <i>Does the plan have a housing section that encourages low income housing and housing for the elderly?</i>                                     | Yes | Housing Chapter  | Though VHFA encouraged less emphasis on elderly specific housing.          |
| 33 | (B) New and rehabilitated housing should be safe, sanitary, located conveniently to employment and commercial centers, and coordinated with the provision of necessary public facilities and utilities.                                 |   | Yes | Housing Chapter  |  |
| 34 | (C) Sites for multi-family and manufactured housing should be readily available in locations similar to those generally used for single-family conventional dwellings.  |   | Yes | Housing Chapter  |  |
| 35 | (D) Accessory apartments within or attached to single family residences which provide affordable housing in close proximity to cost-effective care and supervision for relatives or disabled or elderly persons should be allowed.      | <i>Does the plan discuss accessory apartments?</i>  | Yes | Housing Chapter  |  |
|    |   | <i>Does the plan discuss the availability of health care and elderly services?</i>  | Yes | Housing Chapter & Utility/Facility                           | Though not healthcare.   |
| 36 | <b>12. To plan for, finance and provide an efficient system of public facilities and services to meet future needs.</b>   | <i>Does the plan discuss future public facility investments, or at least acknowledge that none are needed?</i>                                  | Yes | Utility/Facility, Transportation Chapters                    |  |
|    |   | <i>If so, does the plan discuss how these projects will be financed and how they will meet the needs of the public?</i>                         | Yes | Utility/Facility, Transportation and Implementation Chapters |  |
|    |   | <i>Does the plan discuss how it provides services to the community and whether or not they are meeting the community's needs?</i>               | Yes | Utility/Facility, Transportation Chapters                    |  |



**Essex Junction Draft 2014 Comprehensive Plan - Goal and Element Review**

|    |  |   |     |   |  |
|----|--|---|-----|---|--|
|    |  | <i>Does the town have a Capital Improvement Plan and Budget outlining timing and funding for necessary public investments to ensure efficiency and coordination in their provision?</i>   | Yes | Utility/Facility, Transportation Chapters |  |
| 37 | (A) Public facilities and services should include fire and police protection, emergency medical services, schools, water supply and sewage and solid waste disposal.   | <i>Are fire, police, emergency medical services, schools, water supply, sewage and solid waste disposal discussed adequately in the plan? Recommendation: Identify how stormwater is being managed in the municipality as well, use of low impact development practices, etc.</i> | Yes | Utility/Facility Chapter                  |  |
| 38 | (B) The rate of growth should not exceed the ability of the community and the area to provide facilities and services.   | <i>Does the plan ensure that high density development occurs only where urban public facilities and services exist or can be reasonably made available?</i>   | Yes | Land Use and Implementation Chapters      |  |
|    |  | <i>Does the plan discuss growth in relation to the provision of services and facilities adequately?</i>   | Yes | Land Use and Implementation Chapters      |  |
|    |  | <i>Does the plan speak clearly about how growth might impact these services and facilities?</i>   | Yes | Land Use and Implementation Chapters      |  |
|    |  | <i>Does the plan discuss how they will control growth in a manner that allows them to phase upgrades in facilities and the expansion of services at a rate that is sustainable?</i>   | Yes | Land Use and Implementation Chapters      |  |
| 39 | <b>13. To ensure the availability of safe and affordable child care and to integrate child care issues into the planning process, including child care financing, infrastructure, business assistance for child care providers, and child care work force development.</b> | <i>Within the childcare element of the plan, is there a discussion about the availability of childcare related to the needs of the community? Note: Child Care Resource can be a good source of data.</i>   | Yes | Education and Child Care Chapter          |  |
|    |  | <i>Does the plan discuss how the town can make childcare more available?</i>  | Yes | Education and Child Care Chapter          |  |
| 40 | <b>14. To encourage flood resilient communities. Note: this will take effect on July 1, 2014.</b>  |   |     |   |  |
| 41 | (A) New development in identified flood hazard, fluvial erosion, and river corridor protection areas should be avoided. If new development is to be built in such areas, it should not exacerbate flooding and fluvial erosion.  | <i>Is new development discouraged in these areas?</i>   | Yes | Open Space - Natural Resources Chapter    |  |
| 42 | (B) The protection and restoration of floodplains and upland forested areas that attenuate and moderate flooding and fluvial erosion should be encouraged.   | <i>Is protection and restoration of these areas encouraged?</i>   | Yes | Open Space - Natural Resources Chapter    |  |
| 43 | (C) Flood emergency preparedness and response planning should be encouraged.   | <i>Is flood emergency preparedness and response planning encouraged?</i>  | Yes | Open Space - Natural Resources Chapter    |  |

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|    | Requirement  | Guideline Questions   | Yes/No | Location  | Comments |
|----|--|---|--------|---|----------|
|    | <a href="#">Contains 11 Required Elements in Sec. 4382(a)</a>  |   |        |   |          |
| 44 | 1. A statement of objectives, policies and programs of the municipality, to guide the future growth and development of land, public services and facilities, and to protect the environment.   |   | Yes    | Chapter II and Land Use Chapter   |          |
| 45 | 2. A LAND USE PLAN, consisting of a MAP and statement present and prospective land use, indicating those areas proposed for forests, recreation, agriculture, (using 6 VSA Section 8), residence, commerce, industry, public and semi-public uses and open spaces reserved for flood plain, wetland protection, or other conservation purposes; and setting forth the present and prospective location, amount, intensity and character of such land uses and the appropriate timing or sequence of land development activities in relation to the provision of necessary community facilities and services. | Does the plan include future and prospective land uses - both descriptions and locations on a map?  | Yes    | Land Use Chapter and Maps 9 & 10  |          |
|    |  | Does the plan collectively indicate appropriate timing or sequence of land development in relation to facilities and services?                    | Yes    | Utility/Facility, Transportation, Land Use and Implementation Chapters                          |          |
| 46 | 3. A TRANSPORTATION PLAN, consisting of a MAP and a statement of present and prospective transportation and circulation facilities showing existing and proposed highways and streets by type and character of improvement, and where pertinent, parking facilities, transit routes, terminals, bicycle paths and trails, scenic roads, airports, railroads and port facilities, and other similar facilities or uses, with indications of priority of need.   | Does the plan include an inventory of existing roads and other transportation facilities?   | Yes    | Transportation Chapter and Maps 4 & 6   |          |
|    |  | If relevant, does the plan indicate the transportation problems in the community and the relative seriousness of those problems?                  | Yes    | Transportation Chapter  |          |
|    |  | If relevant, does the plan include possible solutions that the community can work toward, as specified by this element?                           | Yes    | Transportation Chapter  |          |
|    |  | Is the plan consistent with the currently adopted Metropolitan Transportation Plan?   | Yes    |   |          |
| 47 | 4. A UTILITY AND FACILITY PLAN, consisting of a MAP and statement of present and prospective community facilities and public utilities showing existing and proposed educational, recreational and other public sites, buildings and facilities, including hospitals, libraries, power generating plants and transmission lines, water supply, sewage disposal, refuse disposal, storm drainage and other similar facilities and activities, and recommendations to meet future needs for community facilities and services, with indications of priority of need, costs and methods of financing.           | Does the plan indicate the location, character, and capacity of existing community facilities and public utilities as referenced in this element? | Yes    | Utility/Facility and Open Space - Recreation chapters, and Maps 3, 5, 7 & 8                     |          |
|    |  | Does the plan describe how changes in population will affect the need for services and facilities, indicating the priority of need?               | Yes    | Utility/Facility, Transportation, Open Space - Recreation, Land Use and Implementation Chapters |          |
|    |  | Does the plan indicate the recommended prospective facilities to meet future needs, indicating their estimated costs and methods of financing?    | Yes    | Utility/Facility, Transportation, Open Space - Recreation, Land Use and Implementation Chapters |          |

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|    |  |   |     |  |  |
|----|--|---|-----|--|--|
| 48 | <b>5. A statement of policies on the PRESERVATION of rare and irreplaceable natural areas, scenic and historic FEATURES AND RESOURCES.</b>   | <i>Does the plan include one or more policy statements that document the community's commitment to take steps to ensure the preservation of the rare and irreplaceable features and resources in keeping with the goals of 24 VSA 4302? Recommendation: Include features from surrounding municipalities on your natural resource maps (and other maps if it makes sense to)?</i> | Yes | Open Space - Natural Resources Chapter |  |
| 49 | <b>6. An EDUCATION FACILITIES PLAN consisting of a MAP and a statement of present and projected uses and the local public school system.</b>   | <i>Does the plan include statements and maps that collectively indicate the location, character and capacity of existing and prospective educational facilities?</i>  | Yes | Education Chapter and Map 5            |  |
|    |  | <i>Does the plan describe the ability of the local public school systems to meet the needs of children and adults, with specific reference to attendance trends, school facilities, and future needs?</i>   | Yes | Education Chapter and Map 5            |  |
|    |  | <i>While not required, it is encouraged that this element be written in conjunction with local school boards.</i>   | Yes | Education Chapter                      | The school was involved in the writing of this chapter and came to talk to the Planning Commission about it. |
| 50 | <b>7. A recommended program for the IMPLEMENTATION of the objectives of the development plan.</b>  | <i>Does the plan include statements that identify programs the municipality expects to use to address the objectives in the plan?</i>   | Yes | Implementation Chapter                 |  |
|    |  | <i>When known funding, timeframe and responsible party can be helpful within the implementation element.</i>  | Yes | Implementation Chapter                 |  |
| 51 | <b>8. A statement indicating how the plan relates to development trends and plans for ADJACENT MUNICIPALITIES, areas and the REGION developed under Title 24.</b>  | <i>Does the plan include statements that collectively indicate that the municipality examined and considered development trends for the municipality, adjacent municipalities and the region?</i>   | Yes | Chapter I                              |  |
| 52 | <b>9. An ENERGY PLAN, including an analysis of energy resources, needs, scarcities, costs and problems within the municipality, a statement of policy on the conservation of energy, including programs, such as thermal integrity standards for buildings, to implement that policy, a statement of policy on the development of renewable energy resources, a statement of</b> | <i>Does the plan include an analysis of energy resources, needs, scarcities, costs and problems within the municipality?</i>  | Yes | Energy Chapter                         |  |
|    |  | <i>Does the plan include an energy conservation policy and programs to implement that policy?</i>   | Yes | Energy Chapter                         |  |
|    |  | <i>Does the plan include a policy on the development and use of renewable energy resources?</i>   | Yes | Energy Chapter                         |  |

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|    |   |   |     |   |  |
|----|---|---|-----|---|--|
|    | policy on patterns and densities of land use likely to result in conservation of energy   | Does the plan include a policy on how future development in the municipality can support energy conservation — both in terms of individual buildings and general land use patterns?   | Yes | Energy Chapter  |  |
| 53 | 10. A HOUSING ELEMENT that shall include a recommended program for addressing low and moderate income persons' housing needs as identified by the regional planning commission pursuant to Section 4348a (a) (9) of Title 24.   | Does the plan include an inventory of the existing housing stock that identifies the number of housing units in each major type of housing in the community based on recent data?   | Yes | Housing Chapter   |  |
|    |   | Does the plan compare the existing housing stock with recent population trends (such as changes in total population, households, and household size)?   | Yes | Housing Chapter   |  |
|    |   | Does the plan assess the ability of municipal residents to reasonably afford safe, well-constructed, and efficient housing?   | Yes | Housing Chapter   |  |
|    |   | Does the plan identify progress and/or implementation steps toward Regional Plan strategies and actions regarding housing? (NOTE: this will not come into effect until the new Regional Plan (aka ECOS Plan) is adopted)  | Yes | Housing Chapter   |  |
| 54 | 11. An ECONOMIC DEVELOPMENT ELEMENT that describes present economic conditions and the location, type and scale of desired economic development, and identifies policies, projects, and programs necessary to foster economic growth.   | Does the plan identify present economic conditions and the location, type and scale of desired economic development, and identifies policies, projects, and programs necessary to foster economic growth?   | Yes | Business/Economic Development Chapter                   |  |
| 55 | (12)(A) A flood resilience plan that: <b>Note: this will take effect on July 1, 2014.</b>   |   |     |   |  |
| 56 | (i) identifies flood hazard and fluvial erosion hazard areas, based on river corridor maps provided by the Secretary of Natural Resources pursuant to 10 V.S.A. § 1428(a) or maps recommended by the Secretary, and designates those areas to be protected, including floodplains, river corridors, land adjacent to streams, wetlands, and upland forests, to reduce the risk of flood damage to infrastructure and improved property; and | Does the plan identify flood hazard and fluvial erosion hazard areas, and designate these areas to be protected (including floodplains, river corridors, land adjacent to streams, wetlands, and upland forests) for the purposes of reducing the risk of flood damage to infrastructure and improved property? | Yes | Open Space - Natural Resource Chapter and Maps 1 and 11 |  |

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|    |   |   |               |   |   |
|----|---|---|---------------|---|---|
| 57 | (ii) recommends policies and strategies to protect the areas identified and designated under subdivision (12)(A)(i) of this subsection and to mitigate risks to public safety, critical infrastructure, historic structures, and municipal investments. | <i>Does the plan recommend policies to protect these areas and mitigate risks to public safety, critical infrastructure, historic structures and municipal investments?</i> | Yes           | Open Space - Natural Resource Chapter and Maps 1 and 11 |   |
| 58 | (B) A flood resilience plan may reference an existing local hazard mitigation plan approved under 44 C.F.R. § 201.6.  | <i>Does the municipality have an existing local hazard mitigation plan approved under 44 C.F.R. § 201.6, and if so is it referenced in the Plan?</i>                        | Yes           | Open Space - Natural Resource Chapter and Maps 1 and 11 |   |
|    | <b>Requirement</b>  | <b>Guideline Questions</b>  | <b>Yes/No</b> | <b>Location</b>   | <b>Comments</b>   |
|    | Compatible with the Current Regional Plan, Chap 117, Sec 4350(b)(1)(B)  |   |               |   |   |
| 59 | Planning areas  |   | Yes           | Map 10 and Land Use Chapter                             |   |
| 60 | Goals and strategies  |   | Yes           | Implementation Schedule                                 |   |
|    | <b>Requirement</b>  | <b>Guideline Questions</b>  | <b>Yes/No</b> | <b>Location</b>   | <b>Comments</b>   |
|    | Compatible with Plans in other municipalities, Chap 117, Sec 4350(b)(1)(C)  |   |               |   |   |
|    | <b>WILLISTON</b>  |   |               |   |   |
| 61 | Land use  |   | Yes           | Map 10  | Both municipalities have similar land use designations on both sides of the Winooski River - mostly residential along Route 2A and Floodplain & Industrial to the East. |
| 62 | Goals and objectives  |   | Yes           |   |   |
|    | <b>SOUTH BURLINGTON</b>   |   |               |   |   |
| 61 | Land use  |   | Yes           | Map 10  | Both municipalities have similar land use designations on both sides of the Winooski River - Floodplain & Conservation.   |
| 62 | Goals and objectives  |   | Yes           |   |   |
|    | <b>ESSEX TOWN</b>   |   |               |   |   |

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|    |   |                            |               |                 |  |
|----|---|----------------------------|---------------|-----------------|--|
| 61 | Land use  |                            | Yes           | Map 10          | There are a variety of land use designations along the borders of the Junction and the Town. Both include mixed uses along Route 15; both include a variety of residential and open space between Route 2A and 15; the Junction is largely residential from Route 15 to Route 117 while the Town includes mixed use PUD, residential and a small section of mixed use land uses; and finally both the Junction and the Town have industrial south of Route 117. While there are some differences, it appears to be compatible. |
| 62 | Goals and objectives  |                            | Yes           |                 |  |
|    | <b>Requirement</b>  | <b>Guideline Questions</b> | <b>Yes/No</b> | <b>Location</b> | <b>Comments</b>  |
|    | <a href="#">Confirm planning process, Chap 117, Sec 4350(a)</a>                 |                            |               |                 |  |
| 63 | 1. Continuing planning process resulting in approved plan                       |                            | Yes           |                 | PC public hearing will take place on June 26th.  |
| 64 | 2. Maintaining efforts to provide local funds for municipal & regional planning |                            |               |                 |  |

# An Examination of Shared Services Model in the Village of Essex Junction/Town of Essex, Vermont

Shared Services Assessment Study Team

June 30, 2014

**Commissioned by:**

Village of Essex Junction Trustees

Town of Essex Selectboard

Respectfully Submitted:

Mary Morris and Jeffrey Carr

## 1.0. Introduction: How We Got Here.

The delivery of high quality services to taxpaying residents is a cornerstone of local government. There are roughly 89,000 local governments throughout the United States including municipalities,<sup>1</sup> school districts, and special districts. Collectively, the New England Public Policy Center estimates that expenditures by these local governments totaled \$1.5 trillion in 2007—equal to 11 percent of U.S. Gross Domestic Product (GDP).<sup>2</sup>

External forces to the Village of Essex Junction and the Town of Essex since 1998<sup>3</sup> including changes in Education Finance, the Great Recession, and the subsequent slow U.S. and Vermont economic recovery have provided the incentive for Town and Village government to examine how they can continue to provide high quality services to Town and Village residents in the wake of increasing budget stress and service quality challenges. Around the country, budget pressures due to state financial aid reductions, stagnant and sometime falling property values, and curbs in state and federal funding have forced localities to reduce services and staffing. Because the financial resources which could be employed to fund local governments are expected to continue to remain constrained for the foreseeable future, policymakers and academics have begun to examine service delivery options that as recently as 10 years ago seemed implausible.

Among the options once thought of as unlikely is the possibility of re-organizing local government services delivery systems to share or consolidate the provision of local services across political boundaries. While most of the recent discussions on this front have involved a regionalization approach to services delivery (such as the consolidation of services provided by multiple, individual local jurisdictions into a regional entity for a function such as public safety dispatch), this same set of factors has motivated the Essex Selectboard and the Village Trustees to more fully explore, and to take some concrete steps towards, a mutual inter-local agreement to re-organize and rationalize services delivery within the Town of Essex and the Village of Essex Junction.

The process began back in the late Summer of 2012 when the Town Selectboard and Village Trustees held a joint exploratory meeting to discuss the broad concept of an inter-local services agreement. The discussion evolved into an assessment of the idea of a utilizing a “shared manager” and to examine what lessons could be learned on this subject from the applicable history within the State of Vermont. After additional exploratory meetings, the two boards

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<sup>1</sup> Municipalities in this case refer to cities and towns.

<sup>2</sup> See “The Quest for Cost-Efficient Local Government in New England: What Role for Regional Consolidation?; New England Public Policy Center; Research report 13-1; February 2013; Page 3.

<sup>3</sup> Which appear to have begun with the late 1990s re-structuring of state funding for K-Grade 12 education in Vermont in the aftermath of the Brigham Decision by the Vermont Supreme Court and continue with the current uncertainty regarding the future of IBM chip fabrication facility in the community and its potential acquisition by another multi-national firm.



decided a full investigation of the shared services concept was warranted. A former Village Trustee (Mary Morris) and a former member of the Town Selectboard (Jeffrey Carr) were asked to undertake a broad examination of the community's services delivery infrastructure, and to serve as the coordinators of the Shared Services Assessment Team. After roughly 20 months of formal and informal information gathering, interviews with all department heads within the various Village and Town departments, a survey of Village and Town employees,<sup>4</sup> interviews with the current Town Manager, an interview with the former Village manager, and follow-up synthesis and analysis, this report lays out the findings of this shared-consolidated services assessment.

## 2.0. Summary of Findings

The results of our shared-services study included a number of key findings. While there were a large number of important ideas assembled that involved details well beyond the eight more generalized findings of the study, the results fell within the following broad categories:

- 1. POWERFUL FORCES THAT ARE LARGELY BEYOND THE COMMUNITY'S CONTROL ARE COMPELLING CHANGE IN THE DELIVERY OF LOCAL GOVERNMENT SERVICES:** A review of the literature and published studies on this subject indicated that the community is being pushed in the direction of a shared- services or consolidated services delivery model by powerful, largely external forces. These forces are challenging traditional models of services delivery, and were at least partly responsible for encouraging the two Legislative Boards to request this services delivery assessment.

*The forces also of change show no signs of abating. The community is therefore left with no other logical policy choice but to innovate and collaborate to preserve local services quality in this increasingly challenging environment.*

- 2. THE INITIAL EXPERIENCE WITH THE UNIFIED MANAGER HAS BEEN A SUCCESS:** The initial experience to-date with the “unified manager” has been an unqualified success. No significant impediment to an integrated manager model was uncovered during the study.

*The two Legislative Boards may wish to consider a more formal review by a third party regarding the initial experience with the unified manager model—such as the Vermont League of Cities and Towns—to independently verify the results of this assessment to protect the community against a “false positive” finding.*

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<sup>4</sup> The survey was conducted in November-December of 2012 and resulted in 40 responses from Village and Town employees.

- 3. AN IMPRESSIVE AMOUNT OF COORDINATION-COLLABORATION ALREADY EXISTS BETWEEN VILLAGE AND TOWN DEPARTMENTS:** Our assessment found there was already an impressive amount of cooperation and collaboration among and between Village and Town departments. Virtually all department staff expressed a desire to increase the current level of cooperation and collaboration between their Village-Town counterparts—as long as they believed this effort had the full support of the Village and Town governing Boards and leadership.

*All interviewees felt that there was still much more to be gained through greater cooperation and collaboration with their Town or Village counterpart. With more collaboration, they indicated they would “fall into opportunities” that have not yet been thought of in their service-delivery areas. Interviewees also felt that greater cooperation and collaboration would occur organically if both Boards clearly said they wanted this cooperation-collaboration to occur as a matter of well-defined articulated Village-Town policy.*

- 4. MORE JOINT PLANNING IS NEEDED:** Interviewees identified a need for more joint Village and Town planning. They felt this was the key to strengthening the municipality.

*Interviewees indicated that bringing together the planning and zoning committees will ensure the overarching vision of the communities is the same and this action will help preserve the identity that is the Essex community. Interviewees also indicated there were too many rules and regulations that prevent town and village planning committees from working closer together. There is a relatively straightforward path to resolving this—as long as it had support of the two Legislative Boards.*

- 5. WELL-DEVELOPED “SHARED-COLLABORATIVE SERVICES” PLANS IN KEY DEPARTMENTS ALREADY EXIST:** We were surprised to learn that several key departments already had well-developed, though still evolving, plans to consolidate their services-delivery functions with their Village-Town counterparts. These preliminary plans in our view represent “low-hanging fruit” for next steps in the current shared-services effort in the Village-Town.

*This study does not make a recommendation in terms of the prioritization or order for next steps for each department or services area (see Section 8.1 through Section 8.8 below where each key department area is discussed). If the general policy was endorsed by the two Legislative Boards and leadership, there would be a natural progression of forward progress across most departmental fronts which*

would be primarily governed by the idiosyncrasies of each services area and their leadership-policy making bodies.

- 6. THIS EFFORT SHOULD “KEEP IT SIMPLE:”** As the community services delivery organizations move toward changing/modifying or eliminating obstacles to shared-consolidated services, care must be exercised to make sure these steps do not make things more complicated or less transparent. We need to make sure to “keep it simple.”

*There is already much confusion within the community on which department or entity does what, when, and how much it costs. The solution should not be more complicated or confusing than the services delivery subject that is being addressed.*

- 7. THE END RESULT WILL BE DRIVEN BY OUR OWN COMMUNITY’S NEEDS:** Our review of the shared-services experience of others revealed there is no standard formula for dealing with the strong external forces compelling our community to change. However, what is actually done will be driven by our own community’s internal needs

*The lessons learned from the examination of the experience of others was that the path forward for success or failure of the Town of Essex and Village of Essex Junction effort would be driven by our ourselves. The process will be guided by our strengths and weaknesses, the idiosyncrasies of our own community, and the willingness of our leaders and services stakeholders to set the supportive environment for this improvement to occur for the long-term well-being of our community.*

- 8. GOVERNANCE IS A KEY CONCERN TO BE DEALT WITH IN THE FUTURE:** Given the strong forces moving the community into the shared-services direction, the Two Legislative Boards should consider undertaking and completing a comprehensive examination of “governance” within the community. This should be undertaken cooperatively by the Village Trustees and the Town Selectboard.

*While this was not an examination of “governance,” the issue came up over and over again in our discussions. However, the two Legislative Boards need to lead this examination and champion any needed changes consistent with “Smart Governance.” This examination should incorporate the values of the community into our government, and identify structural impediments to changes that need to be addressed to further the efficient and effective delivery of high quality services demanded by our citizens.*

The authors intend this to be a “living study,” subject to continuous review and update as more information is gathered and greater experience with the shared services delivery model is gained. In our current environment, change is inevitable and we believe should be embraced. The ability of our various departments—arising from a strong expression of policy from the two Legislative Boards—to institutionalize an active process of continuous improvement for: (1) planning, and (2) delivering high quality municipal services is a key to increasing “well-being” over the long-term within the Essex community.

### **3.0. Overview of the Assessment Study’s Objectives**

There were three main outcome goals for the inter-local, shared services assessment study. These included the following:

1. Review the current status of services delivery in the Town and Village and identify opportunities for synergies and to reduce overlap-duplication by sharing-consolidating services,
2. Establish the groundwork for further discussions so that the examination of services delivery within the community is continuous and on-going, and
3. Develop a list of recommendations to advancing the rationalization of services delivery in the town for both the near-term and long-term time horizons.

Process objectives for the study included:

1. On an interim basis, identify a list of considerations for a “Unified Manager” approach for Village and Town services delivery using the applicable experience in Waterbury, the Chittenden County Supervisory Union, and elsewhere,
2. Conduct a department-by-department review of services delivery for each Village and Town department within the broader context of #1 above by actively engaging members of each legislative body, department heads and employees, and citizens in each chartered municipality,
3. Assure that broader community-wide planning efforts and consensus building are incorporated into this study, and
4. Publish a set of study-inspired recommendations for the re-organization of the community services delivery network that take advantage of synergies indicated by the study and with an eye towards reducing duplication wherever possible in current services-delivery mechanisms.

In early 2013, the interim objective of assessing the pros and cons of a “Unified Manager” was completed and a “Unified Manager was hired. Following the appointment of a single municipal

manager to assist the Village Trustees and the Town Selectboard (which happened to be the incumbent Town Manager), the Shared Services Assessment Team was asked to monitor and evaluate developments during the initial phase of the Village's and Town's services delivery experience under the Unified Manager. This additional objective for the study underpins much of the reason why the findings of the study were released in July of 2014 instead of the original study objective of publishing a list of recommendations over the Summer of 2013.

#### **4.0. Overview of Recent Local-Municipal Government Experience with Shared Services Delivery**

The commitment to “local control” runs deep in Vermont and across the six state New England regions. The Boston Federal Reserve Bank in a recent study on cost-efficient local government noted that although the six New England states comprise only about 2% of the land area of the United States, the 6 New England states together comprise about 4% of the nation's local governments. This emphasis on local control and the tradition of “home rule<sup>5</sup>” have resulted in the primary responsibility for providing local services to municipal governments in Vermont, across the entire New England region, and also in states like New York.<sup>6</sup>

Because of the above, experience with true inter-local services delivery among local municipalities in our region is very unusual. Most of what limited experience there is involves the centralization of responsibility for certain types of municipal services at an existing regional authority (such as a county government or a Council of Governments) or involves centralization of certain services at the state level. In fact, the available evidence indicates that full-scale mergers of local governments have remained “extremely rare.”<sup>7</sup> Much of the reason for this is that empirical evidence on the merits of services consolidation has generally been inconclusive. There has been little solid, decision-making quality information to-date regarding the impact of

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<sup>5</sup> Home rule places the primary responsibility for providing local services on cities, towns and villages. The original objective of “home rule” during the progressive era of the twentieth century was to facilitate local control and minimize state intervention in municipal affairs. In New England, Home Rule states include Massachusetts and Maine. Limited Home Rule exists in Rhode Island. Vermont and New Hampshire are so-called Dillon's Rule states where municipalities have only limited authority to pass a law or ordinance that is not specifically permitted in the state's constitution. For these “not permitted” laws or ordinances, the municipality must obtain permission from the state legislature. See “Dillon's Rule or Not?,” Research Brief; National Association of Counties; Volume 2, Number 1; January 2004.

<sup>6</sup> This in part explains the very limited role of counties in the provision of public services in Vermont and New England.

<sup>7</sup> See “The Quest for Cost-Efficient Local Government in New England: What Role for Regional Consolidation?” New England Public Policy Center; Research Report 13-1; February 2013; Page 4; and see Warner, Mildred E. and Amir Hefetz; 2009; Cooperative Competition: Alternative Service Delivery, 2002-2007; Municipal Yearbook 2009; Washington, DC; International City/County Management Association.

services delivery consolidation will have on either service quality or cost-savings for those who attempt it.<sup>8</sup>

Although the empirical evidence regarding a shared services approach is somewhat lacking, various studies and articles have accurately laid out the opposing perspectives on this issue. Proponents of shared services or consolidation point out that the maximum decentralization of services may lead to higher services delivery costs—requiring duplicative oversight and less efficient utilization of the municipality’s services delivery assets (including both hard assets and personnel resources).<sup>9</sup> Proponents of shared or consolidated services also correctly note that assigning responsibility for providing local services to each municipality can cause inequities in funding burdens on taxpayers (e.g. especially when state financial support for any service is insufficient)—causing sub-populations within the municipality to either carry unequal funding burdens which may cause the population to “self-select” into jurisdictions based on ability to pay. Proponents also point to possible negative externalities associated with maximum decentralization of services delivery, where the decisions-actions of one jurisdiction may have adverse consequences (such as traffic congestion) on their neighbors. Having a more centralized structure, this reasoning goes, allows the governing body or bodies to more appropriately internalize such externalities.

Opponents to shared or consolidated services correctly point out that decentralized systems allow localities to devise services delivery mechanisms and the taxation systems to support them that are most in line with the desires of a locality’s residents and taxpayers. In addition, the smaller scale of decentralized systems facilitates the ability of municipal residents to more closely track and monitor what their local government is doing—potentially increasing the quality and efficiency of services versus the larger scale of a shared or centralized delivery system. In addition, opponents point out that there is some evidence that that many municipal services can be provided as cost effectively by smaller units of government as by larger units of government. The resulting services delivery diversity that the decentralized model affords allows residents and businesses to make more informed choices about their own individual preferences regarding municipal services and taxing structures. This alignment between individual household and business preferences regarding the role of their local government would, in turn, tend to increase societal welfare-happiness.

#### **4.1 What Was Learned from Others’ Experience in Vermont**

Despite strong arguments on both sides of the issue, there is little experience that truly is applicable to the current status of the services delivery network in the community. For example, upon examination of the circumstances and experience with shared-consolidated services in the

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<sup>8</sup> See Carr, Jared B. and Richard C. Feiock; 2004; *City-County Consolidation and Its Alternatives: Reshaping the Local Government Landscape*; M.E. Sharpe; Armonk, New York and London, England.

<sup>9</sup> To the extent services exhibit economies of scale potential, smaller jurisdictions will have higher costs per resident-user.



Town and Village of Waterbury, Vermont (where there was a recent move towards services sharing-consolidation) or in the Town of Northfield, Vermont (where there was a recent termination of a shared services agreement) in the end appeared to be less applicable to the current Village and Town efforts than was originally thought.

For example, the motivation driving Waterbury Town and Waterbury Village to share-consolidate was financially driven by one of the involved municipalities and did not involve a discussion between to equally positioned municipalities looking for services delivery synergies. With respect to the Northfield separation experience, the end of shared services was not based on a perceived failure of a shared-consolidated services arrangement per se. The end of the agreement appeared to be based primarily on inter-personal conflicts among the political leadership in the community. As such, neither of these experiences was thought by the Shared Services Assessment Team to be directly applicable to the Village and Town experience. **The lessons learned from the examination of that Vermont experience and what we have found in the literature was that the blueprint for success or failure of the Town of Essex and Village of Essex Junction effort would be driven by ourselves. We would primarily be guided by our strengths and weaknesses, the idiosyncrasies of our own community, and the willingness of our leaders and stakeholders for various types of services to seek to improve the overall well-being of our community.**

#### **4.2 What Has Been Learned from Experience To-Date with the Unified Manager**

All interviewees indicated that the experience to-date with the Unified Manager was an unqualified success. Although this manager's sharing arrangement has caused some on the Town staff to have more limited access to the Town Manager, we identified no significant impediment or negative fall-out from the first roughly eighteen months of actual experience with the decision. Certainly, at least some of the "success" is attributable to the incumbent and the leadership of the two involved Boards. However, it seems clear that as important as the persons and leaders involved with this new approach to municipal administration in the Village and Town, it is the incumbent and the leaders on both Boards that will continue to be the critically important catalyst for future steps.

#### **5.0. This Study Took a Different Approach than is "Typical" for Shared or Consolidated-Services**

While most studies and efforts regarding whether or not a shared-consolidated services approach makes sense tend to focus on the economic aspects of the issue,<sup>10</sup> this study had the singular focus of developing recommendations for improving and rationalizing the services delivery system of the community in total. If there were budget savings (e.g. from reducing the

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<sup>10</sup> Either through cost or budget savings and/or as a source of new revenue.

administrative effort for each service) or new sources of revenue (e.g. grants) that emerge from the implementation of the recommendations, those economic or financial gains were treated as secondary impacts. This overriding services quality process objective was decided early on during the initial discussions with the Village Trustees and the Town Selectboard as the study was being designed.

This is because there are a number of non-economic reasons for the two services delivery staffs to collaborate. These were succinctly presented in a recent publication from the IBM Center for the Business of Government entitled: “A County Manager’s Guide to Shared Services in Local Government,” published in the Spring of 2013.<sup>11</sup> Although this publication was, like many others, focused on regional consolidation of municipal services systems, there were several underlying themes that are also applicable to inter-local services sharing that also make good sense for the current Village and Town services delivery assessment effort:

### **1. Stimulating Innovation-Continuous Improvement**

*Conversations between professionals on both staffs will (and already have) lead to opportunities for innovation. Such conversations get very detailed about how services currently are and should be provided. This tends to wear down concerns about the current system and shifts focus to how these services could and should be provided—leading to innovations and on-going analysis-assessments that leads to continuous system improvement.*

### **2. Building on Complimentary Strengths by Sharing Knowledge and Skills**

*The process of providing shared or consolidated services often leads to the sharing of staff expertise or specialized equipment that one community may have and the other lacks. Working together, this sharing of expertise and skills can result in the helpful exchange of idea and improve the level and quality of services in the community.*

### **3. Improved Working Relationships**

*A shared-consolidated services approach allows for free, regular, and open dialogue among services delivery staff and volunteers at all levels across municipal boundaries (e.g. not just among the legislative bodies). This regular communication can lead to better coordination and encourage new ideas that will be mutually beneficial to both the Town and Village services networks.*

### **4. Improved Service Quality**

*Working together can result in results that exceed the sum of the individual services delivery system parts working separately. The working partnerships forged by this approach, even if it does not ultimately save money, promotes stronger partnerships that result in the provision of better services to residents and taxpayers.*

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<sup>11</sup> This was provided to the Shared Services Assessment Team by Essex Selectboard member Brad Luck.

## 5.1 What Do We Know About the Precursors to Successful Shared-Services Arrangements?

As mentioned above, the literature is thin with respect to empirical research on the implementation of shared services arrangements in government. However, one such study of note was the 2008 study conducted by the Anisfield School of Business of Rampano College of New Jersey. In that study, the authors found that the success of shared services programs is dependent upon several factors—including the strength of the leadership, effective communication, and the utilization of a phased approach. Among several findings of the authors identified through a survey of individuals and organizations involved in such efforts, they noted that the most positive result (Finding #4 of the study) regarding the implementation of a shared services approach was improved service (see below).

**Finding 4:** The most positive result of implementing shared services was “improved service.”<sup>12</sup>

| Positive Result               | Number. | Percentage |
|-------------------------------|---------|------------|
| Improved Service              | 10      | 19%        |
| Increased collaboration       | 7       | 13%        |
| Standardized Services         | 6       | 11%        |
| Increased Efficiency          | 4       | 7%         |
| Increased Focus               | 4       | 7%         |
| Cost Savings                  | 4       | 7%         |
| Consolidation of Services     | 3       | 6%         |
| Increased Awareness           | 3       | 6%         |
| Increased Constituent Support | 3       | 6%         |
| Other                         | 10      | 19%        |
| Total Response                | 54      |            |

By far, the most negative finding from the survey was the lack of “change management” and “political “turf wars” (see below).

**Finding 5:** The most negative result of implementing shared services was “people issues”.<sup>13</sup>

| Negative Result            | Number | Percentage. |
|----------------------------|--------|-------------|
| People issues              | 23     | 43%         |
| None                       | 9      | 17%         |
| Mistakes in Implementation | 7      | 13%         |
| Increased Confusion        | 5      | 10%         |
| Other                      | 10     | 19%         |
| Total Responses            | 54     |             |

To the Shared Services Assessment Team, the results of the interviews with the department heads, the employee survey, and discussions with the Unified Manager and the two Boards indicated to us that the

<sup>12</sup> Yeaton, Kathryn G.; Success Factors for Implementing Shared Services in Government; The Anisfield School of Business, Rampano College of New Jersey; 2008; Pages 17-18.

<sup>13</sup> Ibid; Page 18.

necessary precursors for a successful experience with a shared-services or consolidated services model for the Village and Town were firmly in place. The Unified Manager and the Department Heads all have the willingness to move forward in a way that will minimize the downside and give the greater community the opportunity to realize all of the upside associated with such a shared-services approach. Indeed, not only are the precursors in place, but the departments of each municipal entity appear to have developed significant forward momentum in that direction on their own. The chances for success in this area seem higher than they have ever been before—at least in recent memory. Success in this area seems to be within the grasp of the community if the leaders and department heads can avoid the typical pitfalls and remain focused on moving forward for the greater good for the entire community.

## **5.2 What This Shared-Consolidated Services Study Is “Not”**

In the past, discussions in the Town of Essex and Village of Essex Junction regarding the re-organization of services delivery have inevitably raised concerns about municipal merger. While it is clear that the sharing of services can and in all likelihood will again raise such concerns, it is premature to engage in that discussion within the community based on this effort. Instead, this study is singularly focused on what makes sense for the effective delivery of local services to the residents and businesses within the Town of Essex and the Village of Essex Junction. Further, the findings of this study are made in the spirit of full transparency.

The members of the Shared Services Assessment Team encourage the residents and businesses in the community to review and ask questions about this study’s findings which should be taken as they are presented. There are no hidden agendas or stealth efforts underway—in either direction way regarding municipal merger or municipal separation. That merger-separation issue is a broader discussion that can occur outside of this effort to that specifically looks to help organize the delivery of public services in a way that maximizes the benefit to the community and follows the broad guidelines of “smart governance.”

## **6.0. Overview of the Current Services Delivery Network in the Community**

Any study examining the possible sharing-consolidation of the Town and Village services providing network must begin with a description of the services-delivery network as it now stands in June of calendar year 2014. Currently, there are a total of 29 municipal services categories that exist in the community between the Town and the Village. Of that total, there are 20 services categories where there is no Village-Town services-delivery overlap. These services range from Police Services to voter registration and vital records. In addition, the community recently moved from separate Village and Town Managers to the “Unified Manager” concept. Another recent duplication reduction step took place in 2009, when the Town assumed responsibility for providing Senior Bus service to the entire Town—including the Village area. In terms of Town-Village resources expended, the most significant shared service in the community by far is the Police Department, with a 2015 budgetary expenditure level of more

than \$3.9 million. The smallest shared service provided by the Town is the Health Officers budget, with 2015 budgetary expenditures of roughly \$10,450.

Table 1 (below) lays out the inventory of services provided within the community organized into two categories: (1) Services that are Candidates for Shared Services Delivery Systems, and (2) Services Provided by the Town Services Delivery System for the Entire Community. Although the first category of services categories could be termed “duplicative,” it is clear that many of these departments primarily serve either the Village geography or Town outside of the Village area—much like districts for those services. This is particularly true for the Planning and Zoning, the Public Works function, and Parks and Recreation—even though the latter two services clearly do benefit both Village residents and Town outside the Village residents. The listed costs associated with each function reflect total Town expenditures and Town expenditures funded by taxes to allow the reader to understand the total costs and taxpayer funded costs of each service. The difference between the two costs numbers reflect non-tax revenue sources in some services areas such as user fees for Parks and Recreation, state funding (for Public Works), grant funding (for CCTA), equitable sharing funds (for the Police Department) and similar non-tax sources.

From the Table, services that already fall into the shared category comprise \$6.2 million of total budget expenditures and \$5.0 million of all tax-supported spending (considering Town spending only) and include 20 of 29 service areas in the community. Overall, already shared services categories comprise 59.4% of the total expenditure budget and 64.5% of the tax-supported spending by the Town. A total of 4 of the 20 shared services categories have no direct budgetary costs associated with them—although there clearly are costs associated with these functions that are assigned to other categories (e.g. Liquor Control Board which is split between Police, Town Manager’s Office and the Selectboard).

The candidates for services sharing together total 40.6% of the total budgetary spending and 35.5% of tax-supported budgeted spending in 2015 and include a total of 9 additional categories of services. Of the services categories that are candidates for shared services, the Public Works-Highways and Streets category has the largest total expenditures budget and tax-supported expenditures level (we include Stormwater, Highways and streets and public works sub-categories of spending in this service area). The Board of Civil Authority and Board of Abatement have the smallest budgetary impacts. A total of 3 of these 9 services categories have no direct costs assigned to them. These items fall within other cost categories as they do have costs. They are not currently broken out separately.

This suggests there are a number of candidate areas for services sharing. Those areas-departments will be discussed below.

**Table 1: Status of Services Delivery (as of May 2014)**

| Service Description   | Provided by the Village | Provided by the Town | Provided by the Town for the Village | 2015 Budgeted Expenditures (\$) | 2015 Budgeted Expenditures Funded by Taxes (\$) |
|---|-------------------------|----------------------|--------------------------------------|---------------------------------|---|
| <b>A. Services Provided by the Town to All Residents</b>                                |                         |                      |                                      |                                 |   |
| 1 Liquor Control Board  |                         | X                    | X                                    | \$ -                            | \$ -  |
| 2 Board of Health   |                         | X                    | X                                    | \$ -                            | \$ -  |
| 3 Licenses (Marriage, Dog, Hunting, etc.)   |                         | X                    | X                                    | \$ 225,750                      | \$ -  |
| 4 Property Records  |                         | X                    | X                                    | \$ 225,750                      | \$ -  |
| 5 Vital records (Marriage, Deaths)  |                         | X                    | X                                    | \$ 225,750                      | \$ -  |
| 6 Voter Registration  |                         | X                    | X                                    | \$ 225,750                      | \$ -  |
| 7 Real Estate Appraisal   |                         | X                    | X                                    | \$ 222,600                      | \$ 215,500                                      |
| 8 Tax Mapping   |                         | X                    | X                                    | \$ -                            | \$ -  |
| 9 Emergency Planning and HazMat   |                         | X                    | X                                    | \$ 48,150                       | \$ 46,600                                       |
| 10 Geographic Information Systems (GIS)   |                         | X                    | X                                    | \$ 48,150                       | \$ 46,600                                       |
| 11 911 Technical Assistance-Coordination  |                         | X                    | X                                    | \$ 48,150                       | \$ 46,600                                       |
| 12 Senior Bus   |                         | X                    | X                                    | \$ 66,300                       | \$ 64,200                                       |
| 13 Police Department  |                         | X                    | X                                    | \$ 3,888,800                    | \$ 3,692,700                                    |
| 14 Health Officers  |                         | X                    | X                                    | \$ 10,450                       | \$ 9,500  |
| 15 Town Service officer   |                         | X                    | X                                    | \$ -                            | \$ -  |
| 16 Animal Control   |                         | X                    | X                                    | \$ 30,150                       | \$ 27,450                                       |
| 17 Chittenden County Transportation Authority   |                         | X                    | X                                    | \$ 243,250                      | \$ 235,550                                      |
| 18 County Taxes   |                         | X                    | X                                    | \$ 108,750                      | \$ 105,300                                      |
| 19 Sanitation   |                         | X                    | X                                    | \$ 12,500                       | \$ 12,100                                       |
| 20 Unified Manager  |                         | X                    | X                                    | \$ 526,450                      | \$ 455,600                                      |
| <b>Sub-Total--Castegory A.</b>  |                         | <b>19</b>            | <b>19</b>                            | <b>\$ 6,156,700</b>             | <b>\$ 4,957,700</b>                             |
| <b>B. Services That Are Candidates for Shared Services [Town Portion of Costs ONLY]</b> |                         |                      |                                      |                                 |   |
| 1 Board of Civil Authority  | X                       | X                    |                                      | \$ -                            | \$ -  |
| 2 Board of Abatement  | X                       | X                    |                                      | \$ -                            | \$ -  |
| 3 Elections Management  | X                       | X                    |                                      | \$ 20,000                       | \$ 19,400                                       |
| 4 Planning and Zoning   | X                       | X                    |                                      | \$ 426,600                      | \$ 359,750                                      |
| 5 Fire  | X                       | X                    |                                      | \$ 398,650                      | \$ 386,000                                      |
| 6 Library   | X                       | X                    |                                      | \$ 385,300                      | \$ 373,100                                      |
| 7 Public Works-Highways and Streets/Stormwater  | X                       | X                    |                                      | \$ 2,327,850                    | \$ 1,063,550                                    |
| 8 Parks and Recreation  | X                       | X                    |                                      | \$ 646,950                      | \$ 528,700                                      |
| 9 Cemeteries  | X                       | X                    |                                      | \$ -                            | \$ -  |
| <b>Sub-Total--Category B.</b>   |                         |                      |                                      | <b>\$ 4,205,350</b>             | <b>\$ 2,730,500</b>                             |
| <b>Grand Total</b>  |                         |                      |                                      | <b>\$ 10,362,050</b>            | <b>\$ 7,688,200</b>                             |
| <i>Sub-Total Category A [% of Total]</i>  |                         |                      |                                      | <i>59.4%</i>                    | <i>64.5%</i>                                    |
| <i>Sub-Total Category B [% of Total]</i>  |                         |                      |                                      | <i>40.6%</i>                    | <i>35.5%</i>                                    |

## 7.0. Overview of the Process for the Study

This study and investigative effort was led by the premise that if the political barriers to decision making are removed, such as consolidating like-services, we would encourage smart governance and this would enable flexible and efficient decision making and business practice modification. This would have significant impact on the structure of the overall services model provided by the Town and the Village. Over the long-run, this reasoning goes, a shared-services or consolidated services model was the only practical way that the community could preserve the “high quality” of services currently provided to the community’s residents. The study was also guided by the premise/idea of beginning the process with a unified manager approach. This approach would allow the currently separate services delivery entities to incorporate the broader communitywide



planning efforts into the assessment of NEEDED service in and across each municipality. Developing shared, forward thinking planning will allow economic improvements; foster shared community values; and a commonality of goals and objectives that would collectively result in a higher quality of services provided to households and businesses alike across the community.

## **7.1 Summary of Interviews with Department Heads**

In order to get the best information, the team conducted more than 20 interviews with a variety of Village and Town stakeholders. The Shared Services Assessment Team tapped department heads of both municipalities; the President of the Board of Trustees; Chair of Town Selectboard; outgoing Village Manager; and the current Town/Village manager. These interviews were held over the course of 15 months. Each interview included a variety of questions which led to creative thinking-probing of each interviewee. Overall, it was apparent the Department heads are very dedicated to their work, their teams, and to the provision of the highest quality services to the public that they can within budget-other constraints.

Some meetings were held with both the Town and Village holder of the role simultaneously (e.g. the interview with the town planner and village planner). Some interviews were held separately—particularly if the services assessment team felt the interview process would interfere with the free and uninhibited flow of information and ideas. While not an expected result, we found an impressive amount of existing collaboration between many town and village department heads. Departments were already sharing ideas and were cooperating on at least some issues and planning efforts. It also was also evident there were operational differences in many departments. However, it was universal that if left with their ability to plan cooperatively, those departments would willingly work toward achieving shared, and in most cases complimentary goals.

## **7.2 The Questionnaire**

Each department head, and others, were asked a series of 12 questions (although for some questions there were sub-questions which increased the actual total number of inquiries) designed to identify what's working, what's not working and what the future would look like. These questions enabled the interviewee to discuss what was possible and practical to bring about efficient change and/or what makes sense to bring change. Each interviewee was specifically asked about obstacles to services sharing-consolidation. The participants all talked freely about how they thought their departments were working; how the “counterpart” in either the Village or the Town was working, and how they “were” or “were not” collaborating. They freely talked about and identified areas for improvement—whether the service delivery within the community was shared-consolidated or not.

### **7.2.1 The Questions**

Although the interviews were wide ranging, the shared services assessment process used a prescribed set of what we called “exploratory questions” to structure each information gathering interview. This approach was employed primarily for consistency reasons in terms of gathering

the information and data—but at the same time giving each interviewee the opportunity to elaborate on the critical service delivery issues within their department or area of responsibility. Although interviewees may have voluntarily offered information and perspective for a question before it was asked (and it was therefore not formally asked of the interviewee during the interview), the same areas of concern were covered in each session or interview conducted during the study.

The questions employed in the study included the following:

1. Do you have a to-do list?
  - a. What about a “stop-doing” list?
2. In terms of your current role, what gets you jazzed up? What are you passionate about?
3. What are you, or the municipality, the best at?
4. What are you, or the municipality, not the best at?
5. Describe the core values of the municipality.
- 6.
7. What is the purpose of the [municipality or board]– in your own words.
8. What is the vision for the next 3-5-10 years?
9. Where do you see the shared services model?
  - a. Successful?
  - b. Not working? e.g. What are the potential road blocks or pitfalls?
10. Identify current challenges in your area (department manager)?
11. Identify recent success(es) in your area (department manager)?
12. If you were to “grade” the past year’s performance of the municipality/government, on an A-F scale, what would that grade be?
  - a. How do you believe the residents would grade?
  - b. How do we reconcile the differences?
  - c. How do we get to a consistent “A”?

### **7.3 Full Survey of Village and Town Staff**

The team also conducted a survey of all Village and Town staff (See Attachment 1). This survey focused on the individual as a member of the whole: decision making, awareness of department and municipality goals, team work and resource availability. The survey was provided to all staff

members with a 30% return rate. This survey, anonymous by department and staff member, showed there is disparity between departments when asked about clear goals and long term objectives for the specific department. One very positive outcome is most of the staff members in each municipality have a high level of confidence in their leadership/management and believe their leadership has a long-term vision of the department and the services it provides the community.

Survey respondents indicated they were proud of what they do and feel very much a part of the team. Respondents also noted there is a demonstrated room for improvement when it comes to encouraging employees/staff members to be innovative in their work and reward/recognize the staff for their efforts. Finally, respondents pointed out that they could also improve overall service levels by increased communication within and between departments.

#### **7.4 Overview of Discussions with “Heart & Soul”**

Before we conducted the in-depth interviews with key department heads and staff, we met with representatives of the Heart & Soul effort. This meeting to make sure the perspective of the Heart & Soul effort was included in the study and to communicate any shared findings from the Shared Services Study.

The goals of the Heart & Soul initiative are to identify value of the community and to engage the community in a wide ranging discussion about its future. The opportunities were to establish regular conversations of shared interest. The feeling was that the community was in a time of growth and change and the Village and the Town had the ability to strengthen what matters in the community. The focus was not on solving problems, but on identifying shared values. The Heart & Soul effort accomplished the objective of furthering a civil and in-depth conversation about the direct of the community by many different groups of stakeholders. This effort laid important groundwork for the Village and the Town to proceed towards a shared-services approach.

The Heart & Soul initiative identified six (6) core values the communities not only share, but were see as critical to ensuring positive growth and effective change in the community. These included:

##### **Core Values:**

- Local economy
- Health and recreation
- Community connections
- Educations
- Thoughtful growth

- Safety

Of these values, thoughtful growth and local economy have the most connection to the Service delivery study. These two values were identified as the most concerning to the communities because they were identified as needing attention “now.” The Town and Village appear to agree on priorities: balance of open space along with buildings; economic development provided support and growth for business; public and alternative transportation.

Community connections also can be viewed as a link between the Heart & Soul initiative and the study. This category shows there is a need to support/develop shared services or better collaboration between village and town governments and departments. The village and town planning committees are being urged to incorporate the values into their new plans based on results of the Heart & Soul effort-work. This was an obvious link to the work of the shared-consolidated services study.

## **8.0. Summary Overview of Department Interviews/Recommendations**

The following section includes summary discussion of the substance of our many interviews. These summaries also include any identified findings-recommendations by each major services delivery area within the Village and Town.

### **8.1 Unified Town Manager**

As mentioned above, it was a strong consensus that the Village and Town experience with the Unified Town Manager has been a success. All interviewees were decidedly positive in terms of their initial experience with this approach. While we did hear some feedback from Town staff that their contact with the Town Manager had had to become more limited and had to be structured as the Town Manager split his time between Village responsibilities and his responsibilities with the Town, no interviewee indicated that this was a significant negative.<sup>14</sup> While this may no doubt be a reflection of the skills and management expertise of the incumbent unified manager and his so far overall positive interaction with the Village and Town legislative boards, this is a very important enabling factor to proceeding further toward the shared or consolidated services model. In fact, the importance of maintaining this manager-to-board dynamic and the so far positive manager-to-staff interactions in both the Village and the Town cannot be over-stated. Just as they have had to-date, both the incumbent manager and the two legislative Boards must continue to carry this level of leadership forward if the shared services approach is to continue to advance.

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<sup>14</sup> In many ways, losing unfettered and easy access to the Town Manager by Town staff may have had the benefit of compelling some to be more deliberate in terms of their requests and needs on the Town Manager’s time—perhaps even helping to improve decision-making for impacted department heads and staff.

As such, because this leadership dynamic is so critically important to the success future steps toward the shared services model, we recommend that the two Boards consider having an independent group—such as the Vermont League of Cities and Towns—conduct a review of the community’s experience with the unified manager model though its first 18 months of experience. Although we tried to obtain only honest and objective opinion in our interviews about the experience with the unified manager model from department heads and staff, we recognize that there could be some bias in the comments of interviewees that may have resulted in less than fully objective and unbiased feedback on the unified manager experience. This may have occurred because interviewees thought that was what we, as the Shared Services Assessment Team, may have wanted to hear only positive feedback. This independent review should be considered in our view as an important validation step against what could be a false positive—with respect to the community’s actual experience to-date with the unified manager.

Assuming affirmation of a positive outcome with respect to the unified manager experience, we recommend that a process be put in place to devise a series of next steps. The process should be inclusive of department heads and key staff, and result in consensus between the two legislative Boards<sup>15</sup> and the Village-Town Manager. If warranted by the outcome of the previous steps, a short-term and long-term implementation plan should be devised and implemented after review with department heads and key staff.

### **8.1.1 Suggested Action Steps:**

1. Consider commissioning an independent review of the unified manager experience to-date in the community to protect against a “false positive” determination with respect to to-date experience.
2. If step 1 has a positive outcome, consider holding a joint Board workshop with the unified manager and department heads to brain-storm next steps for the shared-services model implementation.
3. Identify all statutory and charter issues with Village and Town counsel.
3. If steps 2 and 3 are undertaken, synthesize results and develop an action plan for the near-term and longer-term. Reach consensus among the legislative Boards and the manager. Include strategies for addressing all legal and charter change issues identified above.
5. Review with affected Department Heads-Senior Staff.
6. Devise implementation plan—if warranted—including any required community votes.

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<sup>15</sup> With the legislative Boards—who are elected officials—representing the taxpayers as they often do on many issues with respect to running the two services delivery systems.

7. Develop and implement a public engagement plan for the above.
8. Consider a comprehensive review of governance issues for the community consistent with the current advances inter-municipal cooperation.

## **8.2 Finance and Administration**

The meeting with Village staff occurred at the time they were sharing the vacant village manager position functions while continuing their “regular” functions: HR/Taxes/Clerk, IT, Finance. Interviewees gave the performance of the village an “A” for the value community members receives. Highlighted area for improvement overall was: helping the Village Trustees to keep from “getting to into the weeds” of day to day operations, i.e. managing process rather than allowing the specialists to get it done. They spoke of a need to better educate the citizens to understand how government was supposed to work. They also identified was an incredible sense of support between and for each department. Consolidating or at least sharing resources among Recreation Departments, Public Works, Highways, and Stormwater between the Village and Town staffs were identified as opportunities for efficiencies.

Meeting with Town pointed to opportunities to reduce the number of bills citizens have to pay in the community—reducing the current level of confusion. For example, the two finance departments are currently jointly pursuing a “one tax bill approach” that will combine village and town taxes and enterprise fund charges to be paid as one bill the same time, at either place—the Village offices or the Town offices. Overall, the Town Finance Director expressed a keen interest in harmonizing billing and accounting systems and in providing a balance between the services provided against the cost or efficiencies of those services. The Town Finance Director also suggested that a collaboration on administrative issues and planning in enterprise funds like water and sewer. It was suggested that consideration should be given to a more coordinated planning/zoning effort, and to technology—a critical enabling factor to the single billing and record-keeping. It was noted that plans have been developed to share IT infrastructure between the Town and the Village. This will allow for one platform and pave the way for ease of administration between the Town and Village departments.

### **8.2.1 Suggested Action Steps:**

1. Follow through on staff suggestions to harmonize/consolidate billing and record keeping functions—which involves IT coordination to streamline.
2. Investigate the efficacy of consolidating enterprise funds and billing-recordkeeping functions for key utilities. Identify obstacles (e.g. differences in billing policies—such as minimum bills) to, and strategies, for addressing any such obstacles.
3. Investigate the ramifications of consolidation on waste water operations and existing agreements (e.g. the Tri-Town Agreement for waste water treatment). Include



consideration of the potential opportunity for the acquisition of the waste water facility on the IBM-Technology Park campus.

4. Review with affected Department Heads-Senior Staff
5. Devise implementation plan—if or as warranted
6. Review with legislative bodies—if or as warranted

### **8.3 Public Works/Streets-Highways/Storm Water**

The public works, highways and storm water services area is a very complex mosaic of very high profile services for the community. Everyone wants their street plowed in the Winter and no one wants to drive on poorly maintained streets or sidewalks. High quality potable water needs to be available “on demand,” and this part of the community’s services delivery network is responsible for maintaining water quality in the community and beyond our borders. The Village and the Town currently perform many similar functions, but each have different systems in place to manage and supervise the delivery of these services.

During our interviews with the two public works/highway departments, several shared services synergies were identified. These included shared equipment and engineering review of capital projects. During the interviews, it was clear that both departments were concerned about sharing or consolidating services carefully, making the transition as smoothly and seamlessly as possible” because services in this category minimizing are very important to all citizens. It was pointed out by at least one interviewee that it is important to be fair and provide the same services for all. Currently, differing management and supervisory approaches, regulation in each of the municipalities tends to be roadblocks for more services sharing. There is a definite concern that merging public works/street departments would slow the response actions to the community and require the use of a different business model that may currently be in place in one or both entities. The possibility of decision making being taken away from the workers and having to wait for a shared department manager to decide will delay decisions. Public works has its hands in everything and is able to provide an immediate response to customer concerns. Perhaps it is the balance between what the residents need versus what they think they need.

However, it was also noted that the dynamics that have operated against greater sharing or consolidation of services appear to be changing. These run the range from the increasing burdens of addressing storm water issues to perhaps establishing a single department with two services districts to respect the long-standing differing cultures, and providing the opportunity for more collaboration to gradually work its way toward providing more shared services. In some utility functions, there is pre-existing debt that will have to be reconciled. The path to a consolidated approach would likely involve surcharges for users assigned to that debt. Debt

service (including principal and interest) would be paid by rates, charges, or special assessments in accordance with “best practices” approaches and state law.<sup>16</sup>

There is a draft plan that has been developed over the years that would, if implemented, facilitate the consolidation of at least some of these functions. If the legislative bodies supported more shared or consolidated services, there is a blueprint that could be further refined and put in place to advance the process over a relatively short period of time. Storm water has been a logical place for increased collaboration, and this could be expanded without a great deal of additional planning efforts in a way that could maintain current services packages for two public works/highway districts. Further advances could be made from there after the initial transition period.

### **8.3.1 Suggested Action Steps**

1. Undertake a collaborative and comprehensive review of the most recent version of the plan to consolidate the Village and Town departments.
2. Update the plan as needed to fully-consider recent developments since the last update and potential future staffing-administrative personnel changes that could affect the consolidation effort.
3. Investigate the efficacy of utilizing a two district approach which fully-respects but advances towards harmonizing the differing services packages of Village and Town outside the Village areas.
4. Identify all fiscal potential issues associated with a consolidated department and develop a financing system that is consistent with smart governance, consistent with all applicable state laws governing user fees and charges, and financial synergies and potential impediments to a consolidated department for public works, highways and stormwater (e.g. any impact on the grants strategy for a combined department or state support for highways?).
5. Review with affected Department Heads-Senior Staff
6. Devise implementation plan—if or as warranted
7. Review with legislative bodies—if or as warranted

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<sup>16</sup> There is long-term infrastructure debt outstanding for the Town (which is supported by all taxpayers—including both Town and Village residents) and there will be an issuance of \$3.3 million in infrastructure improvement debt supported by the Village taxpayer in July 2014. This debt will be 20 year debt and will likely have to be supported by a surcharge on taxpayers in the Village unless there was an affirmative vote by the voters outside of the Village to assume financial responsibility for this debt.

## 8.4 Fire Department

While not attributed to the actual Fire Department interviews, the merging of the two departments appears to be “an elephant in the room” to the investigators. Having two Battalion chiefs report to one manager will quickly bring these two separate departments together. An initial plan to put the two departments together exists and was drafted during an earlier round of community discussions on the subject of smart, more efficient governance.

Both Fire Chiefs indicated that, while there are cultural differences between the two departments, the opportunities for shared practices exist and that they could move in that direction. For example, cross training, operating procedures, standards for equipment, and a unified plan for equipment capital budgeting all could be addressed through a combined effort. There may be additional opportunities for grant money if the departments were consolidated.

According to our discussions, the easy part of consolidating the two departments was in the area of day to day operations. There is already an impressive amount of sharing-cooperation in meeting the community’s fire protection-fire safety needs. Consolidating budgets may not be as easy as joint operations. This is mainly due to the current wage structure, expectations of station coverage, and the requirements of day to day administration.

From the interviews, it was clear that both departments struggle with acquiring/keeping trained personnel; keeping current on standards; and with obtaining needed resources to retain trained personnel. Many times, the community’s departments lose well-trained personnel to other departments in Vermont and across the New England region because there are few full-time professional opportunities within the community. This is perhaps best characterized as a “cost” of having the departments structured as they currently are—particularly in the Town outside the Village.

### 8.4.1 Suggested Action Steps

1. Undertake a collaborative and comprehensive review of the most recent version of the plan to consolidate the Village and Town departments.
2. Update the plan as needed to fully-consider recent developments since the last update of that plan and with respect to future staffing-administrative personnel changes that could impact the consolidation effort.
3. Investigate the efficacy of utilizing a two district approach which fully-respects the differing approaches to fire for the Village and Town outside the Village areas—including cross training, operating procedures, standards for equipment, and a unified plan for equipment capital budgeting. Review any state or any operational-training certification impediments to a consolidated department.

4. Identify any cultural or operational impediments to consolidation and develop strategies to address them.
5. Review with affected Department Heads-Senior Staff.
6. Devise implementation plan—if warranted.
7. Review with legislative bodies—if or as warranted.

## **8.5 Parks and Recreation**

The message from our interviews with Village staff, and Town Parks and Recreation staff, and the Prudential Committee pointed to the very high profile nature of programs and the many issues that would need to be dealt with to increase services sharing and perhaps consolidating programs. Interviewees pointed to how many of the programs offered by each department were more complimentary, than redundant or duplicative (although there is clearly some duplication), many times serving different populations within the community. At the same time, interviewees responded that if they were to start over from scratch to design a system for a community with roughly 22,000 residents, the current services delivery network would not be how it would be designed—assuming efficient and smart governance of programs for residents were the objectives of the system.

Currently, the largest obstacle to consolidation of programs or more shared programming is the fear that change might not be well received among users in the community. Some of this concern seemed to be grounded in “typical” fear or opposition to change of any kind from current programmatic norms. At least some of the concern about greater collaboration is tied to political concerns—that the governing or legislative bodies would not support creative thinking in this regard. This is true, even though greater sharing or cooperation might reduce confusion among users, and potentially help to protect services quality by better leveraging the best parts and competencies of both programs. One interviewee flatly stated that “...if the Boards wanted it, it would be done.”

At the present time, there is a financial issue complicating services consolidation that would need to be addressed: the final 5½ years of the Maple Street facility debt. The current loan balance is \$630,000 and this debt is scheduled to be retired in December of 2019. Prior to retirement, it is likely that there will need to be two recreation-park districts where surcharges would need to be developed—consistent with state law—that would equitably spread the remaining principal and interest payments between Village taxpayers and non-Village users. In our view, this would not be a complicated process, and the entire issue would be moot within a relatively short period of 5½ years anyway.

### **8.5.1 Suggested Action Steps**

1. Identify and review a list of opportunities for programmatic collaboration.

2. Investigate the efficacy of utilizing a two district approach which fully-respects the differing approaches to programs for the Village and Town outside the Village patrons, and identify any financial issues (e.g. the existing debt on the Maple Street facility) associated with a consolidated department and how to address them.
3. Identify any cultural or operational impediments to consolidation and develop strategies to address them.
5. Review with affected Department Heads-Senior Staff.
6. Devise implementation plan—if warranted.
7. Review with legislative bodies—if or as warranted.

## **8.6 Planning and Zoning**

The overarching message from these interviews is there does not appear to be consistent values between the Town and Village. Interviewees indicated that there were definite synergies to be had by combining parts if not all of the Town and Village planning and zoning functions. Interviewees indicated this would be particularly helpful to aid in forward thinking and planning. A challenge is how to keep things alive by having constant community ideas flowing and provide channels for consistent communication from, and to, the community. This ties with the obligation to have increased and continuous public outreach to gain insight on what the community wants and needs. There is a need to help the Boards to be policy makers, NOT detail managers. Interviewees also indicated there is a need for more holistic approach to green spaces; walking/biking paths and safe routes to schools.

Efficiencies identified: sharing the town engineer; sharing the village grant writer and write grants for shared improvements (e.g. for the CCMPO sidewalk program?). Regulation can be a challenge. There are different rules and regulations that each municipality follows. However, these challenges do not seem insurmountable.

In the services review team's view, this could be perhaps most effectively dealt with by establishing two planning districts within the community—just as there are now within the two individual municipalities. Once the plan for the Village Planning District was passed, this plan would be automatically incorporated into the plan for the entire Town of Essex as a community—similar to the way the “approved” Transportation Improvement Plan for the Chittenden County Metropolitan Planning Organization (CCMPO) is incorporated into the Transportation Improvement Plan for the State of Vermont as a whole. The community also could investigate the efficacy of establishing a separate Planning Commission and Development Review Board—with commissioners from each planning commission self-selecting (with legislative boards' approval) based on their interest in planning versus development review.

### 8.6.1 Suggested Action Steps

1. Identify and review a list of opportunities for greater Village and Town outside of the Village planning and development review collaboration. Examine the pros and cons of a single grant writer for a consolidated community development effort—both inside and outside a prospective Village planning district.
2. Investigate the efficacy of utilizing a two planning district approach—one for the Village zone and one for the Town outside the Village zone—which incorporates the differing character and differing approaches to programs to planning and development for the Village and Town outside the Village.
3. Investigate the efficacy of utilizing a separate Planning Commission-Development Review Board model for a shared services approach. Allow current Planning Commissioners in each zone to self-select based on incumbent commissioners' interest in either planning or development review functions for the community.
5. Review with affected Department Heads-Senior Staff.
6. Devise implementation plan—if warranted.
7. Review with legislative bodies—if or as warranted.

### 8.7 Library

Based on our interviews, the libraries self-identify more as individual services than as combined or shared resources for the community. Both are culturally different and have different degrees of staff, money, and visitors. The Village library (Brownell) is in the center of the village and most community members can walk if they reside within the Village. Many Brownell users do not even know they are able to use the Town library (Essex Free). Town library users generally drive/ride a bike.

While both see themselves as the “heart of the community” both offer different resources to the community. Brownell has a very large community room available to provide programs that reach a large group of people all at once. This room can also be used for organizations not connected with the library. Essex Free library offers creative writing workshops in schools and at the library and has language learning software available for patrons.

At this point, infrastructure appears to be a major roadblock to a shared or consolidated services approach. This infrastructure takes several forms: (1) separate boards, (2) different staffing levels and resource requirements (budgets), as well as (3) an apparent the desire to continue to be different. This appears to be based on “tradition” and “physical distance” between the two libraries—both of which were identified as major pitfalls to combining these two important community services providers. On the other side of the coin, both organizations expressed a desire and shared interest in having more joint/shared programs for the communities; team



building for staff, and for sharing staff. This may be indicative of an important initial step towards greater cooperation for this important part of the community services asset base.

### **8.7.1 Suggested Action Steps**

1. Identify and review a list of opportunities for programmatic collaboration.
2. Identify any cultural or operational impediments to consolidation of programs and develop strategies to address them.
5. Review with affected Department Heads-Senior Staff.
6. Devise implementation plan—if warranted.
7. Review with legislative bodies—if or as warranted.

### **8.8 Other**

There are a number of additional Boards and Commissions that were beyond the scope of this study that would require some additional thought. Our study did not include those aspects of shared services or consolidation. Our approach is that there is nothing in those areas that appear to be impediments to greater shared or consolidated services. There are others, such as the Board of Civil Authority, which would need to be addressed as part of broader discussions regarding any changes in governance that may arise subsequent to this current shared-consolidated services investigation.






### **8.8.1 Suggested Action Steps**

1. Identify and review a list of opportunities for Board oversight and responsibilities streamlining.
2. Identify any cultural or operational impediments to consolidation of programs and develop strategies to address them.
3. Identify any statutory or legal obstacles to re-organizing and realigning responsibilities for a consolidated services model.
4. Review with affected Department Heads-Senior Staff.
5. Devise implementation plan—if warranted.
6. Review with legislative bodies—if or as warranted.







**Attachment 1: Results of the Employee Survey**

*Review Draft*





## 1. I have confidence in the leadership of this organization

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 20.0%            | 8              |
| <b>Almost Always</b>     |  | <b>60.0%</b>     | <b>24</b>      |
| Sometimes                |  | 15.0%            | 6              |
| Almost Never             |  | 2.5%             | 1              |
| Never                    |  | 2.5%             | 1              |
| NA                       |   | 0.0%             | 0              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |







## 2. Leaders have long-term vision for the department and the community

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 12.5%            | 5              |
| <b>Almost Always</b>     |  | <b>55.0%</b>     | <b>22</b>      |
| Sometimes                |  | 17.5%            | 7              |
| Almost Never             |  | 7.5%             | 3              |
| Never                    |  | 2.5%             | 1              |
| NA                       |  | 5.0%             | 2              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |

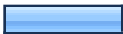




### 3. Information is widely shared so that everyone can get the information he/she needs when needed

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 12.5%            | 5              |
| Almost Always            |  | 40.0%            | 16             |
| <b>Sometimes</b>         |  | <b>45.0%</b>     | <b>18</b>      |
| Almost Never             |  | 2.5%             | 1              |
| Never                    |   | 0.0%             | 0              |
| NA                       |   | 0.0%             | 0              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |





### 4. Innovation and risk taking are encouraged and rewarded

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 2.5%             | 1              |
| Almost Always            |  | 27.5%            | 11             |
| <b>Sometimes</b>         |  | <b>52.5%</b>     | <b>21</b>      |
| Almost Never             |  | 10.0%            | 4              |
| Never                    |  | 2.5%             | 1              |
| NA                       |  | 5.0%             | 2              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |






### 5. When disagreements occur, we work hard to achieve "win-win" solutions

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 17.5%            | 7              |
| Almost Always            |  | 37.5%            | 15             |
| <b>Sometimes</b>         |  | <b>40.0%</b>     | <b>16</b>      |
| Almost Never             |  | 2.5%             | 1              |
| Never                    |   | 0.0%             | 0              |
| NA                       |  | 2.5%             | 1              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |





### 6. It is easy to reach consensus, even on difficult issues

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |   | 0.0%             | 0              |
| Almost Always            |  | 42.5%            | 17             |
| <b>Sometimes</b>         |  | <b>47.5%</b>     | <b>19</b>      |
| Almost Never             |  | 5.0%             | 2              |
| Never                    |   | 0.0%             | 0              |
| NA                       |  | 5.0%             | 2              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |

## 7. Decisions are usually made at the level where the best information is available

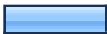



|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 7.5%             | 3              |
| <b>Almost Always</b>     |  | <b>47.5%</b>     | <b>19</b>      |
| Sometimes                |  | 32.5%            | 13             |
| Almost Never             |  | 5.0%             | 2              |
| Never                    |   | 0.0%             | 0              |
| NA                       |  | 7.5%             | 3              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |

## 8. Lots of things "fall between the cracks"





|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |   | 0.0%             | 0              |
| Almost Always            |   | 0.0%             | 0              |
| <b>Sometimes</b>         |  | <b>55.0%</b>     | <b>22</b>      |
| Almost Never             |  | 37.5%            | 15             |
| Never                    |  | 5.0%             | 2              |
| NA                       |  | 2.5%             | 1              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |







### 9. I feel part of a team working toward a shared goal

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 15.0%            | 6              |
| <b>Almost Always</b>     |  | <b>47.5%</b>     | <b>19</b>      |
| Sometimes                |  | 35.0%            | 14             |
| Almost Never             |  | 2.5%             | 1              |
| Never                    |   | 0.0%             | 0              |
| NA                       |   | 0.0%             | 0              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |

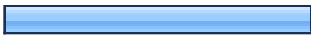


### 10. I have a clear understanding of my job roles and responsibilities are

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| <b>Always</b>            |  | <b>52.5%</b>     | <b>21</b>      |
| Almost Always            |  | 42.5%            | 17             |
| Sometimes                |  | 2.5%             | 1              |
| Almost Never             |  | 2.5%             | 1              |
| Never                    |   | 0.0%             | 0              |
| NA                       |   | 0.0%             | 0              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |





## 11. I understand the importance of my role to the success of the department

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 55.0%            | 22             |
| Almost Always            |  | 40.0%            | 16             |
| Sometimes                |  | 2.5%             | 1              |
| Almost Never             |  | 2.5%             | 1              |
| Never                    |   | 0.0%             | 0              |
| NA                       |   | 0.0%             | 0              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |

## 12. Quality is a top priority with this organization

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 46.2%            | 18             |
| Almost Always            |  | 43.6%            | 17             |
| Sometimes                |  | 10.3%            | 4              |
| Almost Never             |   | 0.0%             | 0              |
| Never                    |   | 0.0%             | 0              |
| NA                       |   | 0.0%             | 0              |
| <b>answered question</b> |   |                  | <b>39</b>      |
| <b>skipped question</b>  |   |                  | <b>1</b>       |

### 13. Safety is a top priority with this organization

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Always                   |  | 52.5%            | 21             |
| Almost Always            |  | 40.0%            | 16             |
| Sometimes                |  | 5.0%             | 2              |
| Almost Never             |   | 0.0%             | 0              |
| Never                    |   | 0.0%             | 0              |
| NA                       |  | 2.5%             | 1              |
| <b>answered question</b> |   |                  | <b>40</b>      |
| <b>skipped question</b>  |   |                  | <b>0</b>       |



## **MEMORANDUM**

**TO:** Village Trustees and Pat Scheidel, Village Manager  
**FROM:** Susan McNamara-Hill, HR/Clerk/Treasurer *smh*  
**DATE:** August 18, 2014  
**SUBJECT:** Revised General Rules and Personnel Regulations

### **Issue**

The issue is whether or not the Trustees will amend the General Rules and Personnel Regulations adopted at the last meeting.

### **Discussion**

The Board of Trustees adopted revised General Rule and Personnel Regulations on August 12, 2014. The new Personnel Regulations were meant to include all rules and benefits for employees so that it would no longer be necessary to refer to the Employees Association Contract for benefit information. However, upon review of the new document it was noticed that a section of benefits provided to full-time employees in the Association Contract was omitted. The section is proposed to be added as Section 314 (with the remaining sections of Article III renumbered).

### **Cost**

There is no cost associated with this action.

### **Recommendation**

It is recommended the Trustees amend the General Rules and Personnel Regulations adopted on August 12, 2014 to include the new Section 314 as presented.

time off for each hour overtime worked (except for hours worked on Sundays and holidays which will be double time). The total amount of accrued compensatory time shall not exceed 200 hours.

313.5. Employees may convert up to 40 hours of accrued compensatory time to pay each fiscal year, with a minimum request of 4 hours. The request must be submitted on a form specific to this purpose (see Appendix II) and approved by the Supervisor. Conversion over the 40 hours maximum per year may be granted at the discretion of the Manager.

313.6. The following employees are exempt from the FLSA and shall not receive any overtime pay. Exempt employees ("E" in Appendix I) include the Manager, Finance/MIS Director, HR Director/Clerk/Treasurer, Community Development Director, Library Director, Assistant Library Director, Water Quality Superintendent, Public Works Superintendent, elected officials who have a salary established by the Board of Trustees, and any other supervisory positions established by the Board of Trustees.

### **314. FULL TIME EMPLOYEE BENEFITS RELATED TO SICK LEAVE**

314.1. Sick Leave Conversion. A full-time employee who has accumulated 75 or more sick days (600 hours) may convert (on a 2:1 basis) up to 10 sick days into up to 5 days additional vacation per year.

314.2. Sick Leave to Personal Hours. A full-time employee earns two hours of personal time as a reward for not using sick time during a two month period of time, all accrued personal time shall be used within the fiscal year. Earnings for May and June shall be taken in the next fiscal year.

314.3. Sick Leave Buy Back. When a full-time employee of the Village has completed 15 years of service and has accrued over 800 hours of sick time, the employee shall be eligible for a partial sick time buy back when he/she leaves employment with the Village in good standing. Any unused accrued sick time over 800 hours shall be eligible. Any eligible sick time shall be "bought back" by the Village at a 2:1 ratio (i.e. for every two hours of sick time, one hour shall be paid to the employee upon termination). One thousand (1,000) hours shall be the limit for purchase (e.g. 500 hour buy back cap).

314.4. Sick Leave Pay Out. A full-time employee whose employment is terminated due to retirement on or after age 62 or death shall be entitled to pay equal to 100% of any accumulated sick leave up to a maximum of 100 days.

### **31[4]5. LAYOFFS**

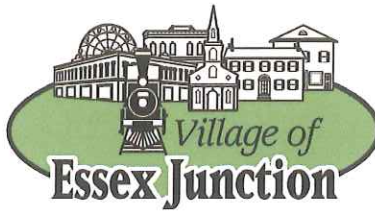
Any municipal employee may be laid off when it is necessary to reduce the number of employees in any department because of a shortage of work or funds, abolition of a position, change in departmental functions or organizations, or for related reasons which do not reflect discredit on the employee. Employees shall be laid off insofar as possible in inverse order of length of service within the class of positions. Persons laid off in accordance with the foregoing procedure shall be entitled to have their names placed at the head of a reinstatement list, according to their seniority.

### **31[5]6. SENIORITY**

Earned seniority shall not be lost due to authorized leave of absence or military service. All seniority rights shall be lost by resignation or dismissal.

### **31[6]7. METHODS OF REINSTATEMENT**

Whenever a vacancy occurs in any position, the Manager shall reinstate in the same position in which they were formerly employed any person who had been appointed and who had been temporarily separated from the position, and their seniority of service shall be governed by the date of their original appointment, subject to passing a physical examination, if the layoff was



## MEMORANDUM

TO: Essex Junction Trustees and Pat Scheidel, Village Manager  
FROM: James Jutras, Water Quality Superintendent  
cc: Lauren Morrissette, Assistant Manager  
DATE: August 19, 2014  
SUBJECT: Green Mountain Power Generation Interconnection Agreement

A handwritten signature in blue ink, appearing to read "James Jutras". The signature is written in a cursive, flowing style.

**Issue:** Whether to approve the Generation Interconnection agreement between Green Mountain Power Corporation (GMP) and the Village of Essex Junction “for the WWTF 150 kW Biogas Cogeneration System Upgrade.”

**Discussion:** A few months back, I was before the Board and received approval for an \$8,000 deposit for engineering services for interconnection of the WWTF CoGeneration System to the utility power grid. Since that time, GMP has reviewed our proposed installation. GMP has returned the initial engineering services deposit and has been working with our project engineers regarding this interconnection without the need for added utility infrastructure as originally presented.

This new Agreement presented for your consideration would allow us to proceed with construction and interconnection of the new 150 kW CoGeneration. The Agreement reserves GMP’s right to require the engineering evaluation and utility grid protection should the need ever arise. At this time, no additional interconnection requirements are warranted.

The Village Attorney has reviewed the initial agreement. His comments have been addressed in this document presented to you for review.

**Costs:** No additional costs are expected nor required by this Agreement. The \$8,000 engineering services deposit has been returned to the Village.

**Recommendation:** It is recommended that the Village Trustees authorize the Municipal Manager to sign the “Generation Interconnection Agreement” between Green Mountain Power Corporation and the Village of Essex Junction.



**GENERATION INTERCONNECTION AGREEMENT**

BETWEEN

**GREEN MOUNTAIN POWER CORPORATION**

AND

**NON-UTILITY GENERATOR: Village of Essex Junction**

FOR THE

**Village of Essex Junction Waste Water Treatment Facility 150KW  
Biogas Cogeneration System Upgrade**

The purpose of this Agreement is to allow for parallel interconnected operation of Non-Utility Generator's electrical generation facility with Green Mountain Power Corporation's electric system.

Effective Date: \_\_\_\_\_.

*Provided Without Prejudice*

**GREEN MOUNTAIN POWER CORPORATION  
GENERATION INTERCONNECTION AGREEMENT  
WITH Village of Essex Junction  
FOR THE Village of Essex Junction Waste Water Treatment Facility 150KW Biogas  
Cogeneration System Upgrade**

This GENERATION INTERCONNECTION AGREEMENT (the “Agreement”) made as of \_\_\_\_\_, 201\_ (“Effective Date”), by and between GREEN MOUNTAIN POWER CORPORATION, (“GMP”), a Vermont corporation, and the Village of Essex Junction (“Non-Utility Generator” or “NUG”).

**WITNESSETH:**

WHEREAS, the NUG proposes to own and operate an approximately 150 kW electrical generating facility that utilizes a biogas fueled engine/synchronous generator to produce electricity (the “Generation Facility” or “Facility”) that is to be located at the Wastewater Treatment Facility on 39 Cascade Street in the Village of Essex Junction, Vermont, for the purpose of generating electric power; and

WHEREAS, under the terms contained in this Agreement, the NUG desires to operate the Facility interconnected in parallel with GMP’s electric system; and

WHEREAS, GMP will permit NUG to interconnect its Facility with the GMP electric system in accordance with the terms hereinafter set forth, and in accordance with the existing rules and regulations of the Vermont Public Service Board (the “Board”).

NOW, THEREFORE, in consideration of the mutual promises herein contained, the Parties hereto agree that the following terms and conditions shall govern the operation and maintenance of the interconnection of the NUG’s Generation Facility with GMP’s electric system.

**1. DEFINITIONS**

For the purposes of this Agreement, the underlined terms below shall have the following meanings:

- 1.1.** Point of Common Coupling (“PCC”) shall be the point where GMP’s 12.47 kV distribution system in the Village of Essex Junction connects on the load side with the NUG’s existing electrical infrastructure at taglet 86842, Pad 1 on the #19 Essex Substation Circuit 5, to allow the NUG’s generation equipment to operate interconnected in parallel with the GMP electric system.
- 1.2.** Prudent Engineering and Operating Practices shall mean the practices, methods and acts (including, but not limited to, the practices, methods and acts engaged in or approved by a significant portion of the electric utility industry) that at a particular

time, in the exercise of reasonable judgment in light of the facts known or that should have been known at the time a decision was made, would have been expected to accomplish the desired result in a manner consistent with law, regulation including, but not limited, to the National Electric Safety Code, the National Electric Code and other applicable codes, reliability, safety, environmental protection, economy and expedition. With respect to the Facility, Prudent Engineering and Operating Practices include but are not limited to taking reasonable steps to ensure that:

- (1) Preventative, routine and non-routine maintenance and repairs are performed on a basis that ensures reliable long-term and safe operation, and are performed by knowledgeable, trained and experienced personnel utilizing proper equipment and tools.
- (2) Equipment is not operated in a reckless manner, or in a manner unsafe to the public or the environment.

Prudent Engineering and Operating Practices is not intended to be limited to the optimum practice, method or act to the exclusion of all others, but rather to be acceptable practices, methods or acts generally accepted in the ISO New England region.

- 1.3. Decommissioning or Decommissioned shall refer to the removal and remediation associated with the end of the useful life of the Facility or the termination or earlier expiration of this Agreement. Upon Decommissioning of the Facility, the NUG shall reimburse GMP for the reasonable and actual costs incurred by GMP to disconnect the Facility and remove the GMP interconnection facilities in accordance with Prudent Engineering and Operating Practices. GMP shall make determinations regarding the extent of such removal and remediation actions in a reasonable, non-discriminatory manner and consistent with Prudent Engineering and Operating Practices.

## 2. DESCRIPTION OF THE FACILITY AND THE SITE

- 2.1. The Facility shall have the characteristics as described in the Technical Requirements appended to and made a part of this Agreement as Appendix A.
- 2.2. The NUG is responsible for the design of its interconnection facilities and GMP has the right to approve or disapprove the design of the interconnection facilities. The requirements specified in this Agreement are solely for the protection of the GMP's electric system and facilities. GMP takes no responsibility for the adequacy of any required interconnection equipment in protecting the NUG's Facility.
- 2.3. The NUG shall be responsible for construction and maintenance costs of the NUG's interconnection facilities described herein. GMP shall use commercially reasonable

efforts to cooperate with the NUG in meeting the requirements necessary for the NUG to commence parallel operations by the date on which construction of the Facility has been completed.

- 2.4. The NUG is responsible to make any future enhancements to its Facility that may become necessary to operate the NUG's Facility consistent with Prudent Engineering and Operating Practices due to improvements and/or changes made to the GMP electric system. Failure to do so will result in disconnection of the NUG's Facility from the GMP electric system.

### **3. MODIFICATION OF THE FACILITY**

GMP has the right to immediately suspend interconnection service in cases where material modification to the Facility or interconnection facilities have been implemented without prior written authorization from GMP.

### **4. GOVERNMENTAL ACTIONS**

The NUG and GMP shall at all times comply with all valid and applicable federal, state and local laws, rules, regulations, orders and other governmental actions.

### **5. TERM**

- 5.1. Subject to any required approval of the Board, this Agreement shall continue in full force and effect for a period of twenty five (25) years unless terminated earlier pursuant to the terms hereof (the "Term").
- 5.2. Pursuant to Rule 5.100, unless the NUG has built and commissioned the Facility within one calendar year from the date of the issuance of their Certificate of Public Good for this Facility, this Agreement shall automatically terminate.
- 5.3. Following the end of the Term, the Parties shall no longer be bound by the terms and conditions of this Agreement, except to the extent necessary to enforce the rights and obligations of the Parties arising under this Agreement before the end of the Term, and/or except as otherwise set forth herein, including without limitation, as set forth in Section 27 below.

### **6. TERMINATION**

- 6.1. The NUG may terminate this Agreement at any time upon no less than twenty (20) business days prior written notice to GMP.
- 6.2. Each Party may terminate this Agreement upon a Default pursuant to Section 12

below.

- 6.3. Upon termination of this Agreement, the Facility shall be disconnected from GMP's electric system unless a superseding interconnection agreement is established. To the extent that the Agreement is terminated but the Facility is not being retired permanently, the Parties agree to engage in good faith negotiations to develop such a superseding agreement.
- 6.4. The termination of this Agreement shall not relieve any Party of its liabilities and obligations, owed or continuing at the time of the termination including, without limitation, any costs of construction or Decommissioning pursuant to this Agreement.

7. **METERING**

- 7.1. Because this Facility will be net metered and behind existing billing metering under Rule 5.100, no additional metering is required by GMP for this project.

8. **COSTS, BILLING, PAYMENT PROCEDURES AND TAXES**

- 8.1. The NUG shall at all times remain responsible for all actual, reasonable and verifiable costs incurred by GMP to design, build, own, operate, upgrade, maintain and decommission the GMP interconnection facilities.
- 8.2. The Parties intend that all payments or property transfers made by NUG to GMP for the installation of GMP's interconnection facilities shall be non-taxable, either as contributions to capital, or as an advance, in accordance with the Internal Revenue Code (the "IRC") and any applicable state income tax laws and shall not be taxable as contributions-in-aid-of-construction or otherwise under the IRC and any applicable state or local income tax laws.
- 8.3. In accordance with Internal Revenue Service ("IRS") Notice 2001-82 and IRS Notice 88-129, NUG represents and covenants that: (i) ownership of the electricity generated at the Facility will pass to another party prior to the transmission of the electricity on GMP's system; (ii) for income tax purposes, the amount of any payments and the cost of any property transferred to GMP for GMP's interconnection facilities will be capitalized by NUG as an intangible asset and recovered using the straight-line method over a useful life of twenty (20) years; and (iii) any portion of GMP's interconnection facilities that is a "dual-use intertie," within the meaning of IRS Notice 88-129, is reasonably expected to carry only a *de minimis* amount of electricity in the direction of NUG. For this purpose, "*de minimis* amount" means no more than five percent (5%) of the intertie's total power flows in the direction of NUG, calculated in accordance with the "5 percent test" set forth in IRS Notice 88-129.
- 8.4. NUG shall provide, at NUG's sole cost and expense, a report to GMP from a Professional Engineer confirming its representation in 8.3(iii) above.

- 8.5. This subsection is not intended to be an exclusive list of the relevant conditions that must be met to conform to IRS requirements for non-taxable treatment.
- 8.6. Notwithstanding subsection 8.3 above, NUG shall protect, indemnify and hold harmless GMP from the cost consequences of any tax liability imposed against GMP as the result of payments or property transfers made by NUG to GMP hereunder for the GMP interconnection facilities, as well as any interest and penalties.
- 8.7. NUG shall reimburse GMP for such costs as may be due under this Section on a fully grossed-up basis within thirty (30) days of receiving written notification from GMP of the amount due, including detail about how the amount was calculated.
- 8.8. GMP shall not include a gross-up for the cost consequences of any current tax liability in the amounts it charges NUG hereunder unless: (i) GMP has determined, in good faith, that the payments or property transfers made by NUG to GMP should be reported as income subject to taxation; or (ii) any governmental authority directs GMP to report payments or property as income subject to taxation; provided, however, that GMP may require NUG to provide security for the GMP interconnection facilities, in a form reasonably acceptable to GMP (such as a parental guarantee or a letter of credit), in an amount equal to the projected cost consequences of any tax liability under this Section.
- 8.9. If, within ten (10) years from the date on which GMP's interconnection facilities are placed in service: (i) NUG breaches the covenants contained in this Section; (ii) a "disqualification event" occurs within the meaning of IRS Notice 88-129; or (iii) this Agreement terminates and GMP retains ownership of GMP's interconnection facilities, NUG shall pay a tax gross-up for the cost consequences of any current tax liability imposed on GMP, calculated using the methodology described in this Section and in accordance with IRS Notice 90-60. NUG shall reimburse GMP for such costs on a fully grossed-up basis within thirty (30) days of receiving written notification from GMP of the amount due, including detail about how the amount was calculated.

**9. ELECTRIC CHARACTERISTICS OF THE FACILITY AND REACTIVE POWER**

- 9.1. The NUG shall generate electricity at its Facility and deliver such electricity to the interconnection point in such a manner that it is compatible with GMP's electrical system at the interconnection point with respect to phase, frequency and voltage.
- 9.2. The NUG shall produce power at power factor levels between 0.98 leading and 0.98 lagging at the interconnection point, unless otherwise reasonably requested, in writing, by GMP, consistent with Prudent Engineering and Operating Practices.



- 9.3.** If NUG fails to meet the power factor levels required under this Section of the Agreement, in addition to any other remedies that may be available, the NUG shall pay GMP a charge for excess reactive power delivered by GMP to the NUG.

**10. TESTING, INSPECTION AND MAINTENANCE OF INTERCONNECTION FACILITIES**

- 10.1.** GMP shall use reasonable efforts to list all applicable parallel operation requirements in the Generation Operation Protocol, Appendix B, attached hereto and incorporated herein, and shall notify NUG of any changes to these requirements or of any additional requirements as soon as reasonably practicable after they are known. Any such changes or additional requirements imposed by GMP shall be reasonable, non-discriminatory and consistent with Prudent Engineering and Operating Practices. Prior to the initial closing of the interconnection, the NUG shall conduct, at its own cost, the appropriate tests and inspections and certify in writing to GMP that all NUG interconnection facilities meet GMP's specifications and are functioning properly consistent with Prudent Engineering and Operating Practices. The NUG shall furnish a copy of all relay settings to GMP. On-site commissioning shall be performed following notice to and in cooperation with GMP.
- 10.2.** The NUG shall be responsible for maintaining the NUG interconnection facilities and for keeping the same in good working order while interconnected with the GMP electric system. NUG's maintenance obligations shall include regularly scheduled testing of relaying and protective devices in a manner reasonably acceptable to GMP, and consistent with Prudent Engineering and Operating Practice. Further testing guidelines are covered in Appendix B, the Generation Operation Protocol.
- 10.3.** GMP may at reasonable times and upon reasonable notice to NUG: (i) inspect the NUG's generation equipment and interconnection facilities; (ii) conduct such operating tests as are reasonably necessary to ascertain that the generation, interconnection, and metering facilities function in accordance with the technical requirements of this Agreement as set forth in Appendix A; (iii) review any capacity, energy or safety-related data collected with respect to such facilities; and (iv) independently monitor the electricity delivered to the interconnection point. Any operating tests conducted under this subparagraph shall be scheduled in such a way as to minimize the impact on the safe, continuous and normal operations of the Facility. GMP shall bear its own costs to perform such tests, under this subparagraph but for the sake of clarity, GMP shall not pay the NUG to conduct such tests.
- 10.4.** Any inspection, operational testing, or witnessing of testing by GMP under the provisions of this Agreement shall not be construed as any warranty of safety, durability or reliability of NUG's Facility or its interconnection facilities, or as a waiver of any GMP right under this Agreement. GMP shall not, by reason of such inspection or failure to inspect, be responsible for maintaining or liable to NUG for

any damages related to the strength, safety, design, adequacy, or capacity of the NUG's interconnection facilities, except to the extent such damages are caused by GMP's actions or omissions. Over the course of any such inspections, GMP shall comply with NUG's reasonable safety requirements and protocols.

## **11. INTERCONNECTION SERVICE**

GMP shall endeavor to make the interconnection under this Agreement as continuous and uninterrupted as it reasonably can. Electric service is subject to variations in its characteristics or interruptions to its continuity. Therefore, the characteristics of the electric service may be varied or such service to the NUG may be interrupted, curtailed, or suspended as provided for herein.

## **12. FORCE MAJEURE AND DEFAULT**

- 12.1.** As used in this Section, a "Force Majeure Event" shall mean any act of God, labor disturbance, act of the public enemy, war, insurrection, riot, fire, storm or flood, explosion, breakage or accident to machinery or equipment, any order, regulation or restriction imposed by governmental, military or lawfully established civilian authorities, lack of fuel or any other cause beyond a Party's control. A Force Majeure Event does not include an act of negligence or intentional wrongdoing.
- 12.2.** If a Force Majeure Event prevents a Party from fulfilling any obligations under this Agreement, the Party affected by the Force Majeure Event (the "Affected Party") shall promptly notify the other Party, either in writing or via the telephone, of the existence of the Force Majeure Event. The notification must specify in reasonable detail the circumstances of the Force Majeure Event, its expected duration, and the steps that the Affected Party is taking to mitigate the effects of the event on its performance. The Affected Party shall keep the other Party informed on a continuing basis of developments relating to the Force Majeure Event until the event ends. The Affected Party will be entitled to suspend or modify its performance of obligations under this Agreement (other than the obligation to make payments) only to the extent that the effect of the Force Majeure Event cannot be mitigated by the use of reasonable efforts. The Affected Party will use reasonable efforts to resume its performance as soon as possible.
- 12.3.** As used in this Agreement, "Default" shall mean the failure of a breaching Party to cure its breach as provided herein. No Default shall exist where such failure to discharge an obligation (other than the payment of money) is the result of a Force Majeure Event as defined in this Agreement or the result of an act or omission of the other Party. Upon a Default, the non-defaulting Party shall give written notice of such Default to the defaulting Party. Except as provided in Section 12.4 below, the defaulting Party shall have sixty (60) calendar days from

receipt of the Default notice within which to cure such Default; provided however, if such Default is not capable of cure within sixty (60) calendar days, the defaulting Party shall commence such cure within twenty (20) calendar days after notice and continuously and diligently complete such cure within six (6) months from receipt of the Default notice; and, if cured within such time, the Default specified in such notice shall cease to exist.

- 12.4.** If a Default is not cured as provided in this Section, or if a Default is not capable of being cured within the period provided for herein, the non-defaulting Party shall have the right to terminate this Agreement by written notice at any time until cure occurs, and be relieved of any further obligation hereunder and, whether or not that Party terminates this Agreement, to recover from the defaulting Party all amounts due hereunder, plus all other damages and remedies to which it is entitled at law or in equity.

**13. OTHER SERVICES**

- 13.1. This Agreement does not constitute an agreement by GMP to deliver the NUG's power to third parties. The NUG will be responsible for separately making all necessary arrangements (including scheduling) for delivery of electricity to third parties.
- 13.2. The NUG will receive and pay for electricity taken from the GMP system in accordance with all relevant terms and conditions in the GMP tariffs for electric service, as filed with the Board and as the same shall be amended from time to time and approved by the Board.

**14. INDEMNIFICATION**

- 14.1.** This provision protects each Party from liability incurred to third parties as a result of carrying out the provisions of this Agreement. Liability under this provision is exempt from the general limitations on liability found in Section 15.
- 14.2.** Each Party shall at all times indemnify, defend, and hold harmless the other Party its directors, managers, officers, employees, agents, invitees, affiliates, subsidiaries, successors and assigns, from and against any and all damages, losses, claims, including claims and actions relating to injury to or death of any person or damage to property, demand, suits, recoveries, costs and expenses, court costs, attorney fees, and all other obligations by or to third parties, arising out of or resulting from the indemnifying Party's action or failure to meet its obligations under this Agreement on behalf of the indemnifying Party, except in cases of gross negligence or intentional wrongdoing by the indemnified Party.
- 14.3.** If an indemnified Party is entitled to indemnification under this Section as a result of a claim by a third party, and the indemnifying Party fails, after notice and

reasonable opportunity to proceed under this Section, to assume the defense of such claim, such indemnified Party may at the expense of the indemnifying Party contest, settle or consent to the entry of any judgment with respect to, or pay in full, such claim.

- 14.4. If an indemnifying Party is obligated to indemnify and hold any indemnified person harmless under this Section, the amount owing to the indemnified Party shall be the amount of such indemnified Party's actual loss, net of any insurance or other recovery.
- 14.5. Promptly after receipt by an indemnified Party of any claim or notice of the commencement of any action or administrative or legal proceeding or investigation as to which the indemnity provided for in this Section may apply, the indemnified person shall notify the indemnifying Party of such fact. Any failure of or delay in such notification shall not affect a Party's indemnification obligation unless such failure or delay is materially prejudicial to the indemnifying Party.

**15. LIMITATION OF LIABILITY**

Each Party's liability to the other Party for any loss, cost, claim, injury, liability, or expense, including reasonable attorney's fees, relating to or arising from any act or omission in its performance of this Agreement, shall be limited to the amount of direct damage actually incurred. Neither Party shall be liable to the other for any indirect, consequential, incidental, punitive or exemplary damages.

**16. INSURANCE**

- 16.1. The NUG shall maintain in force, comprehensive general liability coverage with minimum limits of \$1,000,000. The NUG's property insurance policy shall cover all real and personal property of the NUG and shall contain a waiver-of-subrogation clause in favor of GMP. Notwithstanding the foregoing, at the NUG's election any insurance otherwise required hereunder may be provided through self-insurance.
- 16.2. The NUG shall provide a certificate (or certificates) of any required insurance, which certificate(s) shall name GMP as an additional insured and shall specify the description of operations being covered as an interconnected NUG or other appropriate language in a form reasonably acceptable to GMP. Updated certificates shall be provided to GMP annually.
- 16.3. The insurance coverage described above shall be primary to any other coverage available to GMP or to affiliates and shall not be deemed to limit the NUG's liability under this Agreement.
- 16.4. Both Parties shall maintain in full force and effect a policy or policies of insurance which meet their respective workers compensation insurance requirements.

- 16.5. Should NUG fail to provide the insurance required pursuant hereto, nothing herein shall release NUG of the obligation to pay any claims that arise hereunder.
- 16.6. Upon request of GMP, NUG shall provide GMP a copy of each insurance policy required hereunder.
- 16.7. The insurance limits required under this Agreement shall be subject to periodic review and update by GMP in order to take into account changed circumstances.
- 16.8. GMP agrees to maintain general liability insurance or self-insurance consistent with GMP's commercial practice. Such insurance or self-insurance shall not exclude coverage of liability for GMP's activities undertaken pursuant to this Agreement.

**17. DISPUTE RESOLUTION**

- 17.1. Negotiated Resolution. The Parties shall attempt to resolve all disputes arising out of or in connection with the interpretation or application of any of the provisions of this Agreement or in connection with the determination of any other matters arising under this Agreement (each, a "Dispute") by mutual agreement in accordance with this Section. If any Dispute arises between the Parties, then the disputing Party shall promptly notify the non-disputing Party of the Dispute and each Party shall cause a mid-level officer of its management with decision-making authority to meet at the offices of the non-disputing Party, or at any other mutually agreed location, and to negotiate and attempt to resolve the Dispute on an amicable, good faith basis within twenty (20) days of the non-disputing Party's receipt of notice of the Dispute. If the Parties fail to resolve the Dispute for any reason within the twenty (20) day period identified above, then each Party shall, within five (5) days after the expiration of such period, nominate a senior officer of its management with decision-making authority to meet at the offices of the non-disputing Party, or at any other mutually agreed location, to attempt to resolve the Dispute. If the Parties are unable to resolve the Dispute to their mutual satisfaction for any reason within twenty (20) days after the nomination of such senior officers or, failing any such nomination of a mid-level or senior officer, within sixty (60) days following the date of delivery of the initial notice of Dispute, then each Party shall be free to pursue any right or remedy available at law or in equity, subject to and in accordance with this Agreement.
- 17.2. Continuation of Performance. Unless otherwise agreed in writing, the Parties shall continue to perform their respective obligations under this Agreement during any proceeding by the Parties in accordance with this Section.
- 17.3. Consent to Jurisdiction, Venue. In any judicial proceeding arising from or related to any Dispute, each of the Parties irrevocably consents and agrees that any legal action or proceedings with respect to this Agreement may be brought in any of the state or federal courts located in Chittenden County, Vermont and that, by

execution and delivery of this Agreement, each Party: (i) accepts the exclusive jurisdiction of the aforesaid courts; (ii) irrevocably agrees to be bound by any final judgment (after any and all appeals) of any such court; (iii) irrevocably waives, to the fullest extent permitted by applicable law, any objection which it may now or hereafter have to the laying of venue of any suit, action, or proceedings with respect to this Agreement brought in any such court, and further irrevocably waives, to the fullest extent permitted by applicable law, any claim that any such suit, action, or proceeding brought in any such court has been brought in any inconvenient forum; (iv) agrees that service of process in any such action may be effected by mailing a copy thereof by registered or certified mail (or any substantially similar form of mail), postage prepaid, to such Party at its notice address set forth herein, or at such other address of which the other Party hereto shall have been notified; and (v) agrees that nothing herein shall affect the right to effect service of process in any other manner permitted by applicable law.

- 17.4. Waiver of Jury Trial.** Should any Dispute result in a judicial proceeding, each of the Parties knowingly, voluntarily, and intentionally waives any right it may have to a trial by jury in respect of any such proceeding. Furthermore, each of the Parties waives any right to consolidate any action in which a jury trial has been waived with any other action in which a jury trial cannot be or has not been waived. This provision is a material inducement for the Parties to enter into this Agreement.

## **18. ASSIGNMENT / SUCCESSORS**

Except as otherwise provided below, neither Party may assign or transfer this Agreement, in whole or in part, or delegate any of its duties hereunder without prior notice to the other Party. The Parties shall each have the right to assign or transfer this Agreement and their respective rights, obligations and duties hereunder: (i) to an affiliate that is at least as creditworthy as the assigning Party; provided that NUG shall provide reasonable prior notice of such assignment to GMP; (ii) for purposes of providing collateral security in connection with any financing transaction; or (iii) to a purchaser of all or substantially all of such Party's assets or, in the case of NUG, with prior written notice to GMP and approval by the Board of the transfer of the NUG's Certificate of Public Good, to a purchaser of all or substantially all of the assets comprising the Facility, in any such case who has the legal authority and operational ability to perform the obligations of the assigning Party under this Agreement; provided, that in the case of clause (ii) above, no such assignment shall relieve the assigning Party from its obligations hereunder. Except in connection with clause (ii) above, each Party shall cause any permitted assignee or transferee of such Party's interests in, to or under this Agreement to assume all existing and future obligations of such Party to be performed under this Agreement. Except with respect to assignments pursuant to clause (ii) above, upon any permitted assignment or transfer of this Agreement, the assigning or transferring Party shall be, without further action by either Party, released and discharged from all obligations under this Agreement arising after the effective date of such assignment or transfer. Any purported assignments or other transfers of this



Agreement, in whole or in part, or the Facility, not in compliance with this Section 18 shall be void. Subject to the foregoing, this Agreement shall bind and inure to the benefit of the Parties and their lawful successors and permitted assigns.

**19. NOTICES**

Except as otherwise specified in this Agreement, any notice, demand, or request required or authorized by this Agreement to be given in writing to a Party shall be either personally delivered or mailed postage prepaid to such Party at the following address:

**GMP: Green Mountain Power Corporation  
Energy Innovation Center  
Attn: Melinda Humphrey  
68-70 Merchants Row  
Rutland, Vermont 05701**

**NUG: Village of Essex Junction  
Jim Jutras  
2 Lincoln St  
Essex Junction, VT 05452**

The designation of such person and/or address may be changed at any time by either Party upon written notice given pursuant to the requirements of this Section 19.

**20. APPLICABILITY**

This Agreement, including the Appendices, constitutes the entire agreement and understanding between the Parties with respect to the subject matter hereof, supersedes any and all previous understandings, agreements, negotiations, discussions or communications between the Parties and binds and inures to the benefit of the Parties, and their respective lawful successors and permitted assigns. References including “hereof”, “herein”, “hereafter” or “hereinafter” shall refer to this Agreement taken as a whole, including all Appendices.

**21. WAIVER**

No waiver by either Party of the performance of any obligation under this Agreement or with respect to any Default or any other matter arising in connection with or related to this Agreement shall be effective unless in a writing executed by such Party, nor shall any such waiver be deemed a waiver with respect to any subsequent performance, Default, or matter arising in connection with or related to this Agreement.

**22. MODIFICATION; HEADINGS**

No amendment, modification or waiver of all or any part of this Agreement shall be valid unless it is in writing and signed by both Parties. Headings of Sections in this Agreement are inserted for the convenience of the Parties, but shall not affect the construction or interpretation of this Agreement and are not substantive parts of this Agreement.

**23. INTERPRETATION**

Interpretation, construction, enforcement and performance of this Agreement shall be in accordance with, and shall be controlled by, the laws of the State of Vermont and the United States without regard to the conflicts of law and principles of any jurisdiction.

**24. NO DUTY TO THIRD PARTIES**

Nothing in this Agreement nor any action taken hereunder shall be construed or interpreted to create any obligation, duty, liability or standard of care or rights to any person not a Party to this Agreement.

**25. CONDITIONS PRECEDENT**

This Agreement shall not become effective until the following condition precedent shall have been satisfied or waived in writing by the Party benefited hereby:

- a. The issuance by the Board of a Certificate of Public Good, if applicable, pursuant to 30 V.S.A. § 248 approving the construction, ownership and operation of the Facility, the NUG's interconnection facilities and the GMP's interconnection facilities in a form acceptable to NUG and with respect to GMP's interconnection facilities to GMP.

**26. NO PARTNERSHIP, JOINT VENTURE OR DUTY TO A THIRD PARTY**

Nothing contained in this Agreement creates an association, trust, partnership or joint venture between the Parties or imposes a trust, partnership or other fiduciary or similar duty, obligation or liability on or with regard to either Party. No undertaking by one Party to the other Party under any provision of this Agreement shall constitute the dedication of that Party's system or any portion thereof to the other Party or to the public, nor affect the status of GMP as an independent public utility corporation, or the NUG as an independent entity.

**27. SURVIVAL**

All provisions of this Agreement that must survive the expiration or earlier termination of this Agreement in order to give full force and effect to the intent of the Parties shall

remain in effect and be enforceable for a period of five (5) years following such expiration or termination to such extent.

**28. APPENDICIES**

The documents comprising this Agreement include this Interconnection Agreement and:

- a. Technical Requirements - Appendix A
- b. Generation Operation Protocol - Appendix B

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[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, GMP and the NUG have caused this Agreement to be executed by their respective duly authorized officers as of the date first above written.

**NON-UTILITY GENERATOR**

By:

Its:

**GREEN MOUNTAIN POWER CORPORATION**

By:

Its:

DATE:

**GREEN MOUNTAIN POWER CORPORATION  
INTERCONNECTION TECHNICAL REQUIREMENTS  
NUG: Village of Essex Junction**

**Waste Water Treatment Facility 150KW Biogas Cogeneration System Upgrade**

1. OVERVIEW

These interconnection Technical Requirements are designed to provide protection to the public, Green Mountain Power Corporation (“GMP”) and to GMP’ personnel and equipment from the physical and financial risks associated with the interconnection and parallel operation of the Non Utility Generator’s (“NUG”) generation equipment. The interconnection requirements accomplish this task by:

- 1.1. Ensuring proper protective devices are installed at the site, at the interconnection point, and on the GMP’ system;
- 1.2. Ensuring proper metering equipment is installed to properly measure all power flows resulting from the interconnection;
- 1.3. Establishing performance criteria to minimize the probability that the generation equipment will reduce the quality of service on the GMP’ electric system;
- 1.4. Establishing financial and insurance requirements that protect GMP and its customers from costs that may result from the interconnection; and
- 1.5. Establishing general operating procedures to govern the interconnection.

The interconnected NUG facility operator shall be responsible for the installation, operation, and maintenance of all equipment required for the interconnection of its generation equipment with the GMP electric system. The interconnected NUG operator has paid the cost for the interconnection and system studies (in this instance, Fast Track Screening was sufficient and no further system studies were required) initially deemed necessary to properly design and operate the interconnection.

2. PROTECTIVE DEVICES

- 2.1. The protective devices are grouped into two classifications, required and recommended. Required devices must be installed at all interconnection points between the GMP’ electric system and NUG’s generation equipment.

All protective devices shall be designed, installed, operated, and maintained in accordance with prudent engineering and operating

practices. All required and recommended protective relays shall be utility grade relays (certified by the manufacture as meeting all criteria of ANSI Standard C37.90) unless otherwise specified.

All instrument transformers used in DG Facilities for protection shall meet the requirement of IEEE C57.13.

- 2.2. The Point of Common Coupling (“PCC”) is on the electrical grid known as the #19 Essex Substation Circuit 5 taglet 86842, Pad 1 as defined in the Generation Interconnection Agreement.
- 2.3. Transformer Connection for inverter based generators - GMP will accept a step-up transformer configuration with a low voltage grounded wye - high voltage grounded wye configuration for the NUG’s facility based upon interconnection study (Fast Track only for this project) results.
- 2.4. Required Protection

2.4.1.

2.4.2. **Relay Functions** - (2) 27, 2 (59), (1) 81O, (2) 81U, (1) 25, and (2) 59N elements.

2.4.3. **AC Disconnect Switch** - the switch must be utility accessible, lockable, load break rated, visible break disconnect switch with safe working clearances as determined by GMP safety standards. The disconnect switch must be located between the area EPS and the DR Unit and capable of interrupting the generator and/or load current. The manual disconnect switch must be a blade-type switch meeting applicable Underwriters Laboratories (UL), American National Standards Institute (ANSI), IEEE Standards, local/state/federal codes, and the National Electric Code (NEC).

The DR Customer must affix a weatherproof, permanent label to the switch labeled “GENERATOR DISCONNECT SWITCH”. If the disconnect switch is not located within 40 feet line of sight from the company revenue meter the DR Customer must post a weatherproof map at the meter. The map must be a site plan clearly identifying the disconnect switch location. For more information on the disconnect switch, please refer to the [Vermont Utilities Electric Service Requirements Manual](#), Section 805.

2.4.4. **Additional Equipment** - The NUG operator is responsible to make any future enhancements to its facilities that may become



necessary to operate the NUG in a safe and prudent manner due to improvements and/or changes made to the GMP electric system. In the event that, during the first six (6) months of operation, GMP shall determine that additional system upgrades are necessary to permit the interconnected operation of the NUG's facilities with the GMP electric system, the NUG shall remain responsible for the cost of said system upgrades.

2.5. Recommended Protection

2.5.1. **Unbalanced Current and/or Voltage** - GMP may utilize single phase fuses and automatic line switching devices for system protection functions on its distribution taps on the Essex 19G5. The occurrence of an undetected fault or the operation of single-phase protective devices may cause a current and/or voltage unbalance on the GMP' electric system. The NUG operator shall have the sole responsibility for protecting its equipment from such occurrences.

3. GENERATOR SPECIFICATIONS:

| <b>Biogas Cogeneration System</b> | <b>AC Source</b>          | <b>Total KW</b>     |
|-----------------------------------|---------------------------|---------------------|
| 2G Energy<br>MAN E2876 LE302 IL6  | 1 X Synchronous Generator | 150 AC rated output |

APPENDIX B  
**GREEN MOUNTAIN POWER CORPORATION  
GENERATION OPERATION PROTOCOL  
NUG: Village of Essex**

This GENERATION OPERATION PROTOCOL is to be used by GREEN MOUNTAIN POWER CORPORATION, ("GMP"), a Vermont corporation, and Village of Essex ("Non-Utility Generator" or "NUG") in connection with the interconnection of the Village of Essex Wastewater Treatment Facility Biogas Cogeneration Project (the "Facility") to GMP's Electric System. Terms defined in the Parties' Interconnection Agreement shall have the same meaning when used herein.

Point of Common Coupling (“PCC”) Location: is on the electrical grid known as the #19 Essex Substation Circuit 5 taglet 86842, Pad 1 as defined in the Generation Interconnection Agreement.

## **OPERATING REQUIREMENTS**

### **1. General Operating Requirements**

- 1.1. Operations; Maintenance** - The NUG shall operate and maintain its Facility in accordance with Prudent Engineering and Operating Practice and comply with all aspects of the GMP Guidelines for Generator Interconnections and tariffs as the same may be amended by GMP from time to time. In the event that GMP has reason to believe that the NUG’s Facility may be a source of problems on the GMP electric system, GMP has the right to install monitoring equipment at a mutually agreed upon location to determine the source of the problems. If the NUG’s Facility interferes with GMP’s system, equipment and/or operations or other customers’ equipment, the NUG must immediately take corrective action to resolve the problem. If the NUG fails to take immediate corrective action then GMP may disconnect the Facility pursuant to this Agreement. The cost of the monitoring equipment will be borne by GMP unless the problem or problems are demonstrated to be caused by NUG’s Facility or if the test was performed at the request of the NUG, in which case, the cost of the monitoring equipment will be borne by the NUG.
- 1.2. No Adverse Effects; Non-interference** - GMP shall notify the NUG if there is evidence that the operation of the NUG’s Facility could cause disruption or deterioration of service to other GMP’ customers served from the same GMP electric system or if operation of the NUG’s Facility could cause damage to the GMP’ system or affected electric systems. The deterioration of service could be, but is not limited to, harmonic injection in excess of IEEE STD519, as well as voltage fluctuations caused by large step changes in loading at the Facility. Each Party will notify the other of any emergency or hazardous condition or occurrence with its equipment or the Facility which could affect the operation of the other Party’s equipment or facilities. Each Party shall use reasonable efforts to provide the other Party with advance notice of such conditions.
- 1.3. Interference; Disturbance** - GMP will operate its electric system in such a manner so as to not unreasonably interfere with the operation of the NUG’s Facility. The NUG will protect itself from normal disturbances propagating through the GMP’ electric system. Examples of such disturbances could be, but are not limited to, single-phase events, voltage sags from remote faults, and outages on the GMP electric system.

### **2. SAFE OPERATIONS AND MAINTENANCE**

- 2.1. General** - Each Party shall operate, maintain, repair and inspect and shall be fully

responsible for, their respective generating facilities or electric system facilities that it now or hereafter may own unless otherwise specified in this Agreement. Each Party shall be responsible for the maintenance, repair, and condition of its respective equipment, lines and appurtenances on that Party's respective side of the PCC. GMP and the NUG shall each provide equipment on its respective side of the PCC that adequately protects the GMP electric system, personnel, and other persons from damage and injury.

**2.2. Ongoing Maintenance; Testing of Generating Facilities** - Maintenance testing of the protective relaying is imperative for safe, reliable operation. The test cycle for protective relaying must not be less frequent than once every 60 calendar months or the manufacturer's recommendation, whichever is more frequent. The NUG must provide copies of its test records to GMP. Failure to adhere to these guidelines may be sufficient cause to require the NUG's Facility to be disconnected from the GMP electric system.

### **3. ACCESS**

**3.1. GMP and NUG Representatives** - Each Party shall provide and update as necessary the telephone number that can be used at all times to allow either Party to report an emergency.

**3.2. GMP Rights to Access Company-Owned Facilities and Equipment** - NUG shall allow GMP access to all GMP equipment and facilities located on the NUG's premises. To the extent that the NUG does not own all or part of the property on which GMP is required to locate its equipment or facilities to serve the Facility, the NUG shall secure and provide to GMP the necessary rights for access to such equipment or facilities, including easements, in a form acceptable to GMP.

### **4. PRINCIPAL DISCONNECT DEVICE**

The Facility shall have a Principal Disconnect Device located on the low voltage side of the generator step up transformer capable of providing visible opening for isolation (the "Principal Disconnect Device"). GMP shall have access at all times to the Principal Disconnect Device.

### **5. RIGHT TO REVIEW INFORMATION**

GMP shall have the right to review and obtain copies of the NUG's operations and maintenance records, logs, or other information such as generator unit availability, maintenance outages, circuit breaker operation requiring manual reset, relay targets and unusual events pertaining to the NUG's Facility or its interconnection with the GMP electric system. This information will be treated by GMP as confidential and used only for the purpose of determining the NUG's compliance with this Agreement.

## 6. DISCONNECTION

### 6.1. Temporary Disconnection –

- 6.1.1. Emergency Conditions:** GMP shall have the right to immediately and temporarily disconnect the NUG's Facility without prior notification in cases where, in the reasonable judgment of GMP, continuance of such service to the Facility is imminently likely to: (1) endanger persons or damage property; or (2) cause a material adverse effect on the integrity or security of, or damage to, the GMP electric system or to the electric system of others to which the GMP system is directly connected. A NUG representative shall notify GMP promptly when the NUG becomes aware of an emergency condition that affects the Facility which may reasonably be expected to affect the GMP electric system. To the extent information is known, the notification shall describe the emergency condition, the extent of the damage or deficiency, or the expected effect on the operation of both Parties' facilities and operations, its anticipated duration and the necessary corrective action.
- 6.1.2. Routine Maintenance, Construction and Repair:** GMP shall have the right to disconnect the NUG's Facility from the GMP electric system when necessary for routine maintenance, construction and repairs on the GMP system. If the NUG requests disconnection by GMP at the Principal Disconnect Device, the NUG will provide a minimum of five (5) days notice to GMP. GMP shall make an effort to schedule such curtailment or temporary disconnection with the NUG.
- 6.1.3. Forced Outages:** During any forced outage, GMP shall have the right to suspend interconnection service to effect immediate repairs on the GMP electric system. GMP shall use reasonable efforts to provide the NUG with prior notice of a forced outage. Where circumstances do not permit such prior notice to the NUG, GMP may interrupt interconnection service without such notice.
- 6.1.4. Non-Emergency Adverse Operating Effects:** GMP may disconnect the NUG's Facility if the Facility is having an adverse operating effect on the GMP electric system or other GMP customers. GMP may disconnect the NUG's Facility if the NUG fails to correct such adverse operating effect after written notice has been provided and a minimum of thirty (30) calendar days to correct such adverse operating effect has elapsed.
- 6.1.5. Modification of the NUG's Generating Facility:** GMP has the right to immediately suspend interconnection service in cases where material modification to the Facility or interconnection facilities have been

implemented by the NUG without prior written authorization from GMP.

**6.1.6. Re-connection:** Any curtailment, reduction or disconnection of the Facility shall continue only for so long as reasonably necessary. The NUG and GMP will cooperate with each other to restore the NUG's Facility and the GMP electric system, respectively, to their normal operating state as soon as reasonably practicable following the cessation or remedy of the event that led to the temporary disconnection.

## **6.2. Permanent Disconnection**

**6.2.1.** The NUG has the right to permanently disconnect the Facility at any time with thirty (30) calendar days written notice to GMP.

**6.2.2.** GMP may permanently disconnect the NUG's Facility upon termination of this Agreement in accordance with the terms hereof and in the case of the NUG's inability to correct an adverse operating effect after notice thereof.

## **7. CIRCUIT TRANSFERS**

The Facility may be allowed to operate while the #19 Essex Substation #5 Circuit load is served by the existing substation Breaker. GMP reserves the right to disconnect the facility during feeder backup if circuit conditions change, or if power quality issues occur.

## **8. GROUNDED AND UNGROUNDED LINEWORK**

The facility is interfaced with UL1741 certified inverters. Per GMP safety policy #2308, no visible opening is required at the point of common coupling of the facility for grounded or ungrounded work.

## **9. CONTACT INFORMATION:**

### **NUG Contact Information:**

|                         |  |
|-------------------------|--|
| <b>Person:</b>          | <b>Jim Jutras</b>  |
| <b>Mailing Address:</b> | <b>Village of Essex Junction<br/>2 Lincoln St<br/>Essex Junction, VT 05452</b> |

### **9.1.1. Priority Telephone Numbers:**

Primary - Tel. # 802.878.6943 x201 (Jim Jutras)  
[jim@essexjunction.org](mailto:jim@essexjunction.org)

### **GMP Contact Information:**

**Person:** Central Scheduling  
**Priority Telephone Numbers:**  
Central Scheduling Tel # 1-800-788-2877

**9.1.2. Additional Support (if required) in order:**

*Contact GMP Central Scheduling available 24/7 to transfer*  
Regional On Call Field Technician  
The On Call Supervisor  
System Protection Engineer  
On Call Lineman for District

**9.1.3.** NUG can call the GMP Central Scheduling for updates to report or check on the status of an outage at any time.

**10. OPERATING COMMITTEE:**

Representative of each of the Parties shall meet from time to time, in order to confer on issues related to the interconnected operation of the NUG's Facility with the GMP electric system. At such meetings, the Parties shall provide each other updates to information necessary to assure that the Facility's operations are conducted in accordance with Prudent Engineering and Operating Practice. The Parties shall have the right to modify, amend or restate the requirements hereof, upon consultation, with the mutual written consent of the Parties hereto. In the event that, during the first six (6) months of operation, GMP shall determine that additional system upgrades are necessary to permit the interconnected operation of NUG's Facility with the GMP electric system, NUG shall remain responsible for the cost of said system upgrades.





Patrick Scheidel  
Municipal Manager  
[PatS@essexjunction.org](mailto:PatS@essexjunction.org)

2 Lincoln Street  
Essex Junction, VT 05452  
[www.essexjunction.org](http://www.essexjunction.org)

Office: (802) 878-6944  
Fax: (802) 878-6946

## **MEMORANDUM**

**TO:** Village Trustees  
**FROM:** Pat Scheidel, Municipal Manager *PCS*  
**DATE:** August 26, 2014  
**SUBJECT:** Amendment to Traffic Calming Policy

### **Issue**

The issue is whether or not the Trustees approve an amendment to the traffic calming policy by removing the condition that "Keep Kids Alive Drive 25" cones shall be allowed in the street only during the daylight hours.

### **Discussion**

There have been 99 requests for cones since the attached policy was established in 2004. During that time, it has been determined that condition #5 in Section 1 is unrealistic and unenforceable. The Public Works Superintendent indicated the cones only need to be removed December 1–April 1, due to snow plowing.

### **Cost**

There is no cost associated with this issue.

### **Recommendation**

It is recommended that the Trustees amend the traffic calming policy by removing the condition that "Keep Kids Alive Drive 25" cones shall be allowed in the street only during daylight hours.

## **TRUSTEES' POLICY REGARDING TRAFFIC CALMING**

**Preamble:** The intent of traffic calming is to raise awareness and slow down traffic. However, any traffic calming measures must allow motorists to drive the posted speed limit in a safe manner. Traffic calming measures must also take into consideration road maintenance (i.e., snow removal, etc.), emergency management services and the potential impact on other residential streets (i.e., significant traffic diversion onto other Class 3 roads, etc.). Traffic cones and speed tables have been found to satisfy these criteria.

**Purpose:** To establish guidelines for the prioritization and installation of traffic cones and speed tables to help protect the public health, safety, and welfare.

### **Section 1. "Keep Kids Alive Drive 25" Cones**

By calling the Village Manager's office at 878-6944, any citizen on a Class 1, 2 or 3 highway may request a set of "Keep Kids Alive Drive 25" cones with the following conditions:

1. Cones must be placed adjacent to the edge of pavement.
2. Cones shall not be placed within 250 feet of a signalized intersection.
3. Cones shall not be placed within designated municipal parking spaces.
4. Cones must not be placed in front of a driveway or otherwise interfere with entering or exiting.
5. ~~Cones shall be allowed in the street only during daylight hours.~~
6. Cones shall not be allowed within the public right-of-way from December 1<sup>st</sup> through April 1<sup>st</sup>.

The Village of Essex Junction and Essex Police Department reserves the right to remove any traffic cones that are not in compliance with this policy, interferes with the maintenance of public infrastructure, or creates a safety hazard.

### **Section 2. Speed Table Approval Process**

Any resident can request speed enforcement by contacting the Essex Police Department at 878-8331.

Any resident can request a speed study by calling the Village Manager's office at 878-6944. If the speed study indicates the 85<sup>th</sup> percentile speed is 5 mph or above the speed limit in either direction, residents of a street can request a speed table(s) if 70% of the households sign a petition and submit it to the Village Manager.

Speed studies will be conducted from May 1<sup>st</sup> through September 30<sup>th</sup>. All petitions must be received by October 15, in order to be considered in the prioritization process for the upcoming budget year.

The Trustees reserve the right to order the installation of a speed table(s) without resident approval.

### Section 3. Priority Ranking

It is anticipated that there will be more requests for funding of speed tables than the annual budget could support. Therefore, the following criteria will be used to establish a base formula from which to rank projects for funding during budget development. Sites shall be ranked based on the cumulative total points. A site with the greatest number of total points shall be considered to have the highest priority. A list shall be established with descending order of total cumulative points, with earliest date of application having a higher priority when sites have the same number of cumulative points.

The following criteria will be used to rank the sites:

- Traffic volume (24 hour)
- Traffic volume (peak hour)
- Speed
- Accident data
- Activity generators

#### Traffic Volume (24 hour)

Traffic volumes will be measured for a 24 hour period on the streets in the traffic calming area. Points will be allocated based on the following table.

| 24 hour volume | Points |
|----------------|--------|
| 0-250          | 1      |
| 250-500        | 2      |
| 500-750        | 3      |
| 750-1000       | 4      |
| 1000+          | 5      |

#### Traffic Volume (Peak Hour)

Traffic volumes will be measured during the peak hour for both directions on the streets in the traffic calming area. Points will be allocated based on the following table.

| <b>Peak Hour Volume<br/>(vehicles per hour in both directions)</b> | <b>Points</b> |
|--|---------------|
| 0-50   | 1             |
| 50-75  | 2             |
| 75-100   | 3             |
| 100-125  | 4             |
| 125+   | 5             |

Traffic Speed

The site specific existing 85<sup>th</sup> percentile speed will be used in the evaluation process, and not the posted speed limit. [All Class 3 roads in the Village of Essex Junction are posted at 25 mph.] Points will be allocated based on the following table.

| <b>Site specific 85<sup>th</sup> percentile speed</b> | <b>Points</b> |
|---|---------------|
| Within speed limit                                    | 0             |
| 5-10 mph above speed limit                            | 5             |
| 10-15 mph above speed limit                           | 10            |
| 15+ mph above speed limit                             | 15            |

Accident Data

Site specific evaluation shall be limited to accidents in the traffic calming area. The analysis shall be limited to the total number of reported accidents over a period of the recent past three years. One point shall be assigned for each reported accident that is susceptible to correction by a traffic calming measure.

Activity Generators

Points for features will be assigned based on the type of activities on that street. Generators will be considered in terms of likely pedestrian and bicycle activity. The following table will act as a guide.

| <b>Activity Generators</b>                                   | <b>Points</b> |
|--|---------------|
| A street with a mid-block crosswalk or school crossing guard | 5             |
| A street with a public school                                | 5             |
| A street with a public park                                  | 5             |

#### **Section 4. Appeal**

If person(s) think that there are unique circumstances that require a higher prioritization, they may write a letter to the Village Trustees, c/o Village Manager, 2 Lincoln Street, Essex Junction, VT 05452.

#### **Section 5. Funding**

Budget: Requests for speed tables shall be prioritized in the Fall of each year for consideration as part of the proposed General Fund Budget or the General Fund Capital Budget in a subsequent fiscal year.

Special Assessment: If traffic calming is determined to be warranted, but money is not readily available for implementation, all affected parties may agree to pay for the improvements in accordance with 24 V.S.A., Chapter 87.

#### **Section 6. Removal or Suspension**

The Village Trustees reserve the right to direct the immediate removal and/or suspension of any traffic calming measure(s).

Adopted by the Village Trustees on 1-27-04. Revised 7-13-04, 8/10/04 and 8/26/14.

# PETITION FOR SPEED TABLES

We, the undersigned, request speed table(s) be installed on \_\_\_\_\_,  
a residential street in the Village of Essex Junction, Vermont.

**SIGNATURE**

**PRINT NAME (first, last)**

**STREET ADDRESS**

Lined area for providing signatures, names, and street addresses.



**Patty Benoit**

---

ject:

FW: Cones

**From:** d s [mailto:1611dave@gmail.com]

**Sent:** Friday, August 08, 2014 9:47 AM

**To:** Patrick C. Scheidel

**Subject:** Cones

Hello Pat,

per our conversation regarding the "cones" (children speed cones), I wanted to follow up.

I had mentioned sending a note out to those that had them informing them to follow the rules/guidelines such as removing them in the evening, and placing them on the curb instead of "IN" the street during the day.

You had mentioned putting this in a newsletter, which is fine, but I'd also like to see something sent directly to those that have them, and at the very least to those that have them in my area, Lavoie Dr., Cushing, and in particular to 11 Wilkinson.

If this could do this asap that would be appreciated, letting me know when, I can followup and let you know the results and outcome.

p<sup>e</sup> perhaps when informing them, it could be mentioned that following the rules is a condition c<sup>o</sup> saving and keeping them (which I assume it is), and if not they will be collected.

Thanks Pat  
Dave Santerre

2 Lincoln Street  
Essex Junction, VT 05452-3154  
www.essexjunction.org



P: 802-878-6944  
F: 802-878-6946  
E: admin@essexjunction.org

August 14, 2014

Mr. David Santerre  
1 Lavoie Drive  
Essex Junction, VT 05452

Dear Dave:

Thank you for your concern about the traffic cones. In researching this issue, we found that in 2005 the Village discontinued the requirement to bring in the cones at night. However, the policy has not been amended. Since April 2005, residents who receive cones receive a letter with the following requirements:

1. Cones must be placed adjacent to the edge of pavement.
2. Cones shall not be placed within 250 feet of a signalized intersection.
3. Cones shall not be placed within designated municipal parking spaces.
4. Cones must not be placed in front of a driveway or otherwise interfere with entering or exiting.
5. Cones shall not be allowed in the road from December 1st through April 1st, due to snow plowing.

About nine years ago it was determined that to remove the cones from the road each night was unrealistic and unenforceable. Given that the policy has not been changed, we shall endeavor to do so without haste.

Sincerely,

A handwritten signature in black ink that reads "Patrick C. Scheidel". The signature is written in a cursive, flowing style.

Patrick C. Scheidel  
Municipal Manager



## **MEMORANDUM**

TO: Essex Junction Trustees and Pat Scheidel, Village Manager  
FROM: James Jutras, Water Quality Superintendent  
cc: Lauren Morriseau Assistant Manager/Finance Director  
DATE: August 19, 2014  
SUBJECT: WWTF Service Truck Failure

A handwritten signature in blue ink, which appears to read "James Jutras", is positioned to the right of the memorandum header.

**Issue:** Whether to modify the wastewater capital plan by adding a new item for replacement of the Ford Service truck.

**Discussion:** The wastewater facility truck recently went in for service for what appeared to be a bad diesel fuel injector. After repair and additional checks the problem persisted. Ultimately it was found that there is a defective lower block assembly in the motor. The truck is beyond any motor warranty.

Total repairs are estimated at \$14,900 for repair of the motor as well as for the work performed to date. Costs are high as the entire cab has to be removed just to access the motor for disassembly. The truck is a 2008 model with a current book value that has been estimated by several sources at between \$16,000 and \$21,000 in good running condition. With the value and the cost of repair, we evaluated several options:

1. Perform repairs estimated to be \$14,900.
2. Replace the vehicle and trade it as is
3. Replace the vehicle via the State bidders list and sell the truck AS IS to Capital Pre Owned with repair costs to date applied to their sale offer. We would receive \$3,500 and no additional out of pocket repair costs.

Shearer Chevrolet is the state bid supplier. Preliminary estimate for a replacement cab and chassis vehicle using the state bid process is \$28,000. Shearer declined a trade due to unknown conditions of the motor. They noted that if we have an offer for sale, we should strongly consider it.

With the value of the vehicle, cost to repair and the questionable future reliability of the diesel truck, I recommend we sell the failed truck to Capital Preowned for \$3,500 and purchase a replacement vehicle through the state bid list.

**Costs:** Costs are \$28,000 for the new truck. We would apply \$3,500 from the sale for the failed truck. Staff would handle the service body retrofit to reduce any additional costs for outfitting a new truck

**Recommendation:** It is recommended that the Village Trustees authorize sale of the service truck cab and chassis to Capital Preowned and modify the wastewater facility FY 2015 Capital Plan to include a replacement service truck cab and chassis in the amount of \$28,000



## MEMORANDUM

TO: Essex Junction Trustees and Pat Scheidel, Village Manager  
FROM: James Jutras, Water Quality Superintendent  
cc: Lauren Morrisseau Assistant Manager, Rick Jones Public Works Supt.  
DATE: August 20, 2014  
SUBJECT: Sanitation Capital Plan Modification

A handwritten signature in black ink, appearing to read "James Jutras", is written over the "cc:" line of the memorandum.

**Issue:** Whether to approve modification to the Sanitation fund capital plan to provide for sewage pump station alarm improvements.

**Discussion:** The Village Wastewater facility monitors sewage pumping stations for the Sanitation Department. Sewage Spill Prevention Planning (SSPP) requires continuous alarm capability for major pumping stations. The Village currently has 7 pump stations, 3 of which are considered major. One additional pump station is being added for Village Haven (Roscoe Ct) under a separate agreement with no cost to the Village for the alarm work.

Alarm reliability has been an ongoing issue due to the age of equipment. This problem was made worse by changes to the WWTF control and alarm systems that occurred during the major maintenance work being completed at the Cascade St facility. To gain compliance with SSPP requirements, we need to install alarm communication for paging any operational problems through the WWTF alarm system. The installation will also reduce significant staff time 2 hours per day because we will not have to perform daily inspections at the pump stations to insure proper operation.

Overall costs are difficult to lay out at this time. There are five existing capital projects that have money to cover portions of the control work. The additional funds are needed for the balance of the installation. Many of the startup costs are covered directly by the WWTF controls conversion. The cost in the field will be hardware and installation. Other costs are covered under operations or approved capital projects for specific pump stations. The existing capital plans show the following projects:

- River St Pump Station Controls: \$16,000
- South Street Pump and misc. replacement \$33,000
- WWTF SCADA controls \$75,000
- WWTF Capital Major Maintenance upgrade project currently wrapping up
- Miscellaneous Pump Station Controls \$10,000 (may have been deleted from approved plan)

At this time, we are still developing costs for the alarm project extras that fall outside of the line items listed above. Preliminary estimates show that \$50,000 would be needed to complete the hardware, cellular modem and software configurations. The added benefit is that all pump Station controls and communications will be new, of the same exact type with all communications updated for a primary network with a cellular back up in the event of a communication failure.

**Costs:** \$50,000 (Preliminary estimates for the needed improvements) plus cellular monthly fees to be covered out of the operation and maintenance budget.

**Recommendation:** It is recommended that the Village Trustees authorize modification of the Sanitation Capital Plan miscellaneous project to \$50,000.



## **MEMORANDUM**

**TO:** Village Trustees  
**FROM:** Pat Scheidel, Municipal Manager  
**DATE:** August 26, 2014  
**SUBJECT:** Trustees Meeting Schedule

### **TRUSTEES MEETING SCHEDULE/EVENTS**

**September 9 at 6:30 – Regular Trustees Meeting**

- Bid award for Lincoln Hall roof
- Bid award for sidewalk plow

**September 23 at 6:30 – Regular Trustees Meeting**

***October 9 – VLCT Town Fair at CVE***

**October 14 at 6:30 – Regular Trustees Meeting**

**October 28 at 6:30 – Regular Trustees Meeting**

**November 11 at 6:30 – Regular Trustees Meeting**

- Schedule Work Session for FYE 16 Budget

**November 25 at 6:30 – Regular Trustees Meeting**

**December 9 at 6:30 – Regular Trustees Meeting**

***December 12 – Tree Lighting & Train Hop***

**December 23 at 6:30 – Regular Trustees Meeting**

**VILLAGE OF ESSEX JUNCTION  
PLANNING COMMISSION  
MINUTES OF MEETING  
August 7, 2014**

**MEMBERS PRESENT:** David Nistico (Chairman); John Alden, Diane Clemens, Nick Meyer, Amber Thibeault. (Andrew Boutin was absent.)

**ADMINISTRATION:** Robin Pierce, Development Director.

**OTHERS PRESENT:** Mike Burke, Bruce Murdough, Ron & Judy Frey, Alan Reed.

- AGENDA:**
1. Call to Order
  2. Audience for Visitors
  3. Additions/Amendments to the Agenda
  4. Minutes
  5. Review/Sign Ethics Policy
  6. Elect Chair and Vice Chair
  7. Public Hearing
    - Conceptual Review, Master Plan, 8.47 acres, Taft Street, U-46 School District
  8. Other Planning Commission Items
    - Comprehensive Plan Amendments from Village Trustees
  9. Adjournment
- 

**1. CALL TO ORDER**

The meeting was called to order at 6 PM.

**2. AUDIENCE FOR VISITORS**

None.

**3. ADDITIONS/AMENDMENTS TO THE AGENDA**

None.

**4. MINUTES**

*June 5, 2014*

**MOTION by John Alden, SECOND by David Nistico, to approve the 6/5/14 minutes as written. VOTING: 4 ayes, one abstention (Diane Clemens); motion carried.**

*June 19, 2014*

**MOTION by Nick Meyer, SECOND by David Nistico, to approve the 6/19/14 minutes as written. VOTING: 4 ayes, one abstention (John Alden); motion carried.**

*June 26, 2014*

**MOTION by Nick Meyer, SECOND by John Alden, to approve the 6/26/14 minutes as written. VOTING: unanimous (5-0); motion carried.**



**5. REVIEW/SIGN ETHICS POLICY**

Commissioners signed the village ethics policy.

**6. ELECT CHAIR and VICE CHAIR**

*Chair*

**MOTION by Amber Thibeault, SECOND by Nick Meyer, to nominate Diane Clemens as Chair.**

**MOTION by John Alden, SECOND by Amber Thibeault, to nominate David Nistico as Chair.**

There were no further nominations.

**VOTING on Diane Clemens as Chair: 2 ayes, 3 nays; motion to nominate Diane Clemens as Chair did not carry.**

**VOTING on David Nistico as Chair: 3 ayes, 2 nays; motion to nominate David Nistico as Chair carried.**

David Nistico is Chairman of the Essex Junction Planning Commission.

*Vice Chair*

**MOTION by Nick Meyer, SECOND by Amber Thibeault, to nominate Diane Clemens as Vice Chair.**

**MOTION by David Nistico, SECOND by Amber Thibeault, to nominate John Alden as Vice Chair.**

There were no further nominations.

**VOTING on Diane Clemens as Vice Chair: 2 ayes, 3 nays; motion to nominate Diane Clemens as Vice Chair did not carry.**

**VOTING on John Alden as Vice Chair: 3 ayes, 2 nays; motion to nominate John Alden as Vice Chair carried.**

John Alden is Vice Chairman of the Essex Junction Planning Commission.

**7. PUBLIC HEARING**

Conceptual review of the master plan for proposed and future use of 8.47 acres to include five residential lots off Taft Street in the R-1 District by U-46 School District, owner Mike Burke with Krebs & Lansing Consulting Engineers, and Bruce Murdough, U-46 School District, appeared on behalf of the application.

**STAFF REPORT**

The Planning Commission received a written staff report on the application, dated 8/7/14. Robin Pierce stated the master plan for the nearly 8.5 acre parcel had rigorous review by the Village Engineer. The applicant and property owner (U-46 School District) was last before the Planning Commission with a proposal to build a house on school property and at that time the Planning Commission requested a master plan for the entire parcel when another application for development is submitted.

**APPLICANT COMMENTS**

Mike Burke reviewed land uses in the vicinity of the 8.47 acre parcel owned by the school district and noted the following:

- Center for Technology Essex (CTE) uses the land and house construction as a teaching tool. The program takes two years to build-out a lot.
- The master plan shows five residential lots proposed on a short extension of Taft Street. There is potential for six additional lots on the parcel.
- Build-out of the five lots will be 10 years through the CTE program.
- The houses will likely be single story colonial style of 2,000 s.f. to 2,500 s.f. in size. There is potential for 11 houses at build-out on the 8.47 acre parcel.
- CTE students in the house construction program built the houses on Drury Drive Extension and Taft Street.
- A secondary emergency access off Meadow Terrace to Taft Road is proposed. The limited access gravel road extension will be for emergency use only, but access will be maintained year round. Students can use the gravel road as a link to the classroom site (i.e. building lots).
- There is an existing water line and a pedestrian right-of-way on the edge of the parcel and setback reserves on the perimeter.
- There is a large sized water main running through the eight acre parcel now.
- Sewer service will be gravity feed to a manhole on Meadow Terrace.
- There is storm water management on the parcel as well as grass swales, sheet drainage, and retention ponds.
- There is a nearby area under forestry management through the CTE forestry program.
- The unique aspect and driving force of the subdivision of lots from the eight acre parcel is the lots are used in the CTE program to teach students how to build houses and it takes about two years to complete each house so CTE would like to make the infrastructure investment as compact as possible because the school does not have the resources to build-out the entire development at once. Five houses will be built over the next 10 years and there is potential in the future to build-out six more lots.

Robin Pierce briefly explained the review process. The conceptual plan is for the entire 8.47 acre parcel and shows potential development to include up to 11 lots. Next step for the school district is to submit an application to subdivide five lots from the 8.47 acre parcel for residential development. Thereafter further application can be made for additional subdivision of lots from the remaining land.

#### PUBLIC COMMENT

Alan Reed, 12 Taft Street, asked how cars will be prevented from using the emergency access. Bruce Murdough said a gate will likely be installed to block the road.

There were no further comments.

**MOTION by Diane Clemens, SECOND by John Alden, to close the public portion of the review of the master plan for 8.47 acres off Taft Street owned by U-46 School District. VOTING: unanimous (5-0); motion carried.**

## DELIBERATION/DECISION

Conceptual Review, Master Plan, Residential lots, Taft Street, U-46 School District

**MOTION by John Alden, SECOND by Diane Clemens, to accept the master plan for 8.47 acres off Taft Street to include subdivision of five residential lots and potentially more lots in the future by U-46 School District with the following stipulations:**

1. All staff comments shall be satisfied.
2. All work shall comply with the Land Development Code.

**VOTING: unanimous (5-0); motion carried.**

**8. OTHER PLANNING COMMISSION ITEMS**

*Comprehensive Plan Amendments from Village Trustees*

The Planning Commission reviewed proposed changes to the comprehensive plan forwarded by the Trustees. The following comments were made:

- Diane Clemens mentioned there are inconsistencies, errors and omissions in the draft document. For example, Heart & Soul and ECOS goals are not included in some sections of the plan, specifically Open Space. Ms. Clemens said she emailed her notations to staff.
- The Planning Commission had concern about the wording suggested by the Trustees relative to building height in Section 9.4.11 (Village Center Land Use) in that the wording could have adverse impact on potential development in the village center with high land prices and developers not being able to build a substantial enough building to recoup investment. There was agreement projects should be judged on their merit and the village should try to avoid granting waivers. The Planning Commission concurred the second sentence in the Intent section of 9.4.11 should read: "It is not anticipated any building greater than four stories in height would be built in the Village Center."
- Nick Meyer noted the building proposal for 4 Pearl Street was a lightning rod of sorts for some village residents, and comments were received from other village residents besides adjacent neighbors to the building about the height of the building.
- It was mentioned that there has not been development in the village center as is proposed for 4 Pearl Street in the past 20 years.
- Robin Pierce suggested going forward master plans for the village center show open spaces and linkages to open spaces.
- It was noted language about having a representative from the village on the Champlain Water District board was eliminated from the comprehensive plan because there can only be one representative from the Essex community (village and town). The current representative is a village resident.

**MOTION by Diane Clemens, SECOND by John Alden, to accept the comprehensive plan changes from the Board of Trustees with the notes and suggested amendments as discussed by the Planning Commission on 8/7/14. VOTING: unanimous (5-0); motion carried.**

*Next Planning Commission Meeting*

The next meeting of the Planning Commission will be announced. With no applications pending it is likely the next meeting will be in September.

**9. ADJOURNMENT**

**MOTION by Nick Meyer, SECOND by Amber Thibeault, to adjourn the meeting.**

**VOTING: unanimous (5-0); motion carried.**

The meeting adjourned at 7 PM.

Rcdg Scty: MERiordan



MINUTES SUBJECT TO CORRECTION BY THE ESSEX JUNCTION TREE ADVISORY COMMITTEE. CHANGES, IF ANY, WILL BE RECORDED IN THE MINUTES OF THE NEXT MEETING OF THE COMMITTEE.

**VILLAGE OF ESSEX JUNCTION  
TREE ADVISORY COMMITTEE  
MINUTES OF MEETING  
AUGUST 19, 2014**

**MEMBERS PRESENT:** Nick Meyer, Paula DeMichele, Warren Spinner, Rich Boyers

**ADMINISTRATION:** Darby Mayville, Community Relations and Economic Development Assistant

---

**1. CALL TO ORDER**

The meeting was called to order at 6:01 PM by Nick.

**2. ADDITIONS OR AMENDMENTS TO AGENDA**

The committee decided to focus on editing the management plan at this meeting, and tabled all other agenda items.

**3. MANAGEMENT PLAN UPDATE**

The committee reviewed the management plan paragraph by paragraph making edits.

**4. PUBLIC INPUT**

None.

**5. MEETING SCHEDULE**

Next meeting

- September 16<sup>th</sup> at 5:30 PM

Agenda Items

- TBD

**6. ADJOURNMENT**

**MOTION by NICK, SECOND by PAULA, to adjourn the meeting. VOTING: unanimous; motion carried. The meeting was adjourned at 7:52 PM.**

Respectfully submitted,  
Darby Mayville



89 Main Street, Suite 4  
Montpelier, Vermont  
05602-2948

Tel.: (802) 229-9111  
Fax.: (802) 229-2211

e-mail:  
info@vlct.org

web:  
www.vlct.org

August 14, 2014

RECEIVED

AUG 14 2014

Village of Essex Junction

Susan McNamara-Hill  
Village Clerk/Treasurer  
Essex Junction Village  
2 Lincoln St  
Essex Junction, VT 05452

Re: 2014 PACIF Scholarship Program

Dear Susan,

Congratulations! I am writing to inform you that you have been awarded a Special Group Scholarship Award through the PACIF Scholarship Program.

You have been awarded up to \$1,500 for two sessions of sexual harassment training conducted by Kerin Stackpole, Esq.

It is important to note that we will cover the per attendee cost plus instructor mileage costs, however should there be a minimum charge due to low attendance, we will only pay on a per attendee basis.

**Please note that all 2014 group scholarship reimbursement requests must be received by PACIF by January 31, 2015. Requests for reimbursement received after that date will be rejected.** Once you have completed the training, you have 30 days to submit confirming documentation to us (i.e. copies of the invoice and copy of your cancelled check paying for the training) so we can issue your reimbursement. It would be most helpful if the check would reference the invoice number or if a receipt shows a zero balance.

Lastly, all group scholarship awards require that a **list of attendees or training roster be submitted along with proof of payment.**

Please let me know if you have any questions.

Sincerely,

Frederick J. Satink  
Supervisor, Loss Control  
Risk Management Services

Sponsor of:

VLCT Health Trust, Inc.

VLCT Municipal Assistance  
Center

VLCT Property and Casualty  
Intermunicipal Fund, Inc.

VLCT Unemployment  
Insurance Trust, Inc.



2 Lincoln Street  
Essex Junction, VT 05452  
[www.essexjunction.org](http://www.essexjunction.org)

## **MEMORANDUM**

**TO:** Village Trustees and Pat Scheidel  
**FROM:** Darby Mayville, Community Relations and Economic Development Assistant DEM  
**DATE:** 8/25/14  
**SUBJECT:** Village Streetlight Audit

### **Issue**

The Village intends to partner with the Essex Energy Committee in order to conduct a streetlight audit.

### **Discussion**

The goal of the streetlight audit is to determine what discrepancies exist between Green Mountain Power billing records and what lighting actually exists in the Village. If we discover that the Village is paying for lighting that does not exist, it could result in cost savings. Once the audit is complete, the Village can move onto other energy saving initiatives, such as looking at the potential of eliminating streetlights in certain areas, and replacing traditional lights with LEDs.

Darby Mayville will be leading this project, with Jim Juras providing technical assistance. It is hoped that the audit can be completed this fall.

### **Cost**

None. The bulk of this work will be completed by the Essex Energy Committee, with assistance from other community volunteers.

### **Recommendation**

This item is for informational purposes only.





State of Vermont  
Division of Policy, Planning and  
Intermodal Development  
One National Life Drive  
Montpelier, VT 05633-5001  
www.aot.state.vt.us

Agency of Transportation

[phone] 802-828-1647  
[fax] 802-828-3983  
[ttd] 800-253-0191

August 8, 2014

Stephanie H. Monaghan  
District 4 Coordinator  
Natural Resource Board  
111 West Street  
Essex Junction, VT 05462

**RE: 4 Pearl Street Investments LLC, LU#4C1264**

Dear Ms Monaghan:

Per your request, VTrans has estimated the cost share of the Crescent Connector Road for the above referenced development project in Essex Junction. The cost share is estimated at \$9,292 and is based on the cost and traffic capacity of the Connector, and the amount of traffic the proposed development will add to the Connector (Attachment 1). This cost share does not account for traffic that was generated by the existing drive-in bank on the site. This memorandum describes the methodology and data sources.

The most recent cost estimate available to VTrans for the Crescent Connector is \$3,400,000 (Attachment 2). This cost includes all engineering, permitting, right-of-way and construction activities necessary to complete the road. The cost includes two new traffic signals at the Crescent Connector intersections with Park Street and Maple Street and the at-grade railroad crossing along the Connector. This cost does not include the reconstruction of Railroad Street or improvements to other railroad grade crossings, which are part of the overall project included in the VTrans Capital Program. These other improvements were not included because they do not provide additional capacity.

The capacity of the Crescent Connector is based on traffic data and capacity analyses provided in the Final Scoping Report for the Essex Junction Crescent Connector Road (CCMPO, August 2011). The maximum capacity of the Connector is controlled by the operation of the traffic signals at each end. The capacity for each direction of the Connector was determined based on the volume/capacity ratios for the exiting approach to each traffic signal (Attachment 3).

The amount of traffic that the proposed development may add to the Crescent Connector was estimated by VTrans based on the traffic assignment provided in the Traffic Impact Assessment for 4 Pearl Street (Lamoureux & Dickinson, February 26, 2014). The VTrans estimate assumes that development traffic exiting Park Terrace to Maple Street will utilize the Connector (Attachment 4). This estimate does not include a credit for traffic that was generated by the existing drive-in bank on the site. If previous site traffic is considered, there will be no net increase in traffic which would result in no cost share.

Sincerely,

Joe Segale, PE/PTP  
Policy, Planning and Research Bureau Director

cc: Certificate of Service

Attachments



**Attachment 1: 4-Pearl Street Development Cost Share of Crescent Connector**

|   |     |
|---|-----|
| 2010 PM Peak Hour Traffic volume on Crescent Road Connector WB Approach to Park Street<br><i>(Veh/Hour)</i> | 167 |
| Volume/Capacity Ratio for westbound approach to Park Street   | 0.7 |
| Traffic capacity of Crescent Connector westbound direction <i>(Veh/Hour)</i>                                | 239 |

|  |      |
|--|------|
| 2030 PM Peak Hour Traffic volume on Crescent Road Connector NB Approach to Maple Street<br><i>(Veh/Hour)</i> | 147  |
| Volume/Capacity Ratio  | 0.12 |
| Traffic Capacity of Crescent Connector northbound direction <i>(Veh/Hour)</i>                                | 1225 |

|   |             |
|---|-------------|
| Total Traffic Capacity of Crescent Connector Road<br><i>(Veh/Hour)</i>                                      | 1464        |
| Traffic added to Crescent Road Connector by 4-Pearl Street Development in PM Peak Hour<br><i>(Veh/Hour)</i> | 4           |
| Percentage of Capacity Utilized   | 0.27%       |
| Estimated Cost of Crescent Road Connector   | \$3,400,000 |
| Estimated Cost Share for Green Meadows/Autumn Pond Development  | \$9,292     |

## **Attachment 2: Crescent Road Connector Cost Estimate**

**From:** DeForge, Ande  
**Sent:** Friday, August 01, 2014 3:45 PM  
**To:** Segale, Joe  
**Cc:** Bell, Amy  
**Subject:** RE: Essex Junction STP 5300(13) - Crescent Connector

Here are some revised costs based on your question below:

Phase A – New Road Segment - \$3,400,000 (includes new rail crossing on main line).

Phase B – Railroad Street - \$1,500,000.

Railroad Improvements - \$1,100,000 (for the upgrades to the other 5 rail crossings).

### Attachment 3: Volume/Capacity Data

Table 4. 2010 PM Build / No-build Traffic Performance

|  | 2010 - No Build |       |      |       |     | 2010 - Build |       |      |       |     | available queuing space (ft)   |                                |
|--|-----------------|-------|------|-------|-----|--------------|-------|------|-------|-----|--------------------------------|--------------------------------|
|  | LOS             | Delay | v/c  | Avg Q | 95Q | LOS          | Delay | v/c  | Avg Q | 95Q | on Link*                       | to RRX                         |
| <b>5 Corners (VT15/VT117/VT2A)</b>       |                 |       |      |       |     |              |       |      |       |     |                                |                                |
| Overall                                  | E               | 66    | 0.85 |       |     | E            | 62    | 0.88 |       |     | on Link*                       | to RRX                         |
| EBL                                      | F               | 85    | 0.94 | 242   | 397 | E            | 73    | 0.88 | 189   | 337 | >1000                          |                                |
| EBT                                      | E               | 57    | 0.74 | 207   | 355 | E            | 67    | 0.85 | 213   | 380 | >1000                          |                                |
| WBL                                      | E               | 67    | 0.75 | 133   | 263 | D            | 50    | 0.18 | 29    | 101 | 330                            | 275                            |
| WBT                                      | F               | 97    | 0.94 | 211   | 342 | F            | 86    | 0.90 | 171   | 285 | 360                            | 315                            |
| NBL                                      | E               | 73    | 0.72 | 84    | 163 | E            | 66    | 0.69 | 96    | 207 | 375                            |                                |
| NBT                                      | E               | 58    | 0.84 | 255   | 425 | E            | 60    | 0.87 | 253   | 405 | >500                           |                                |
| NBR                                      | D               | 46    | 0.84 | 266   | 487 | C            | 35    | 0.64 | 169   | 301 | >500                           |                                |
| SBL                                      | F               | 101   | 0.79 | 45    | 117 | F            | 91    | 0.74 | 44    | 98  | 275                            |                                |
| SBT                                      | D               | 43    | 0.45 | 94    | 199 | D            | 42    | 0.39 | 91    | 179 | >1000                          |                                |
| SWL                                      | F               | 102   | 0.93 | 149   | 285 | F            | 95    | 0.89 | 119   | 223 | 250                            |                                |
| SWR                                      | E               | 68    | 0.73 | 122   | 210 | E            | 64    | 0.64 | 96    | 178 | 460                            | 420                            |
| <b>Park St (VT2A) / Connector</b>        |                 |       |      |       |     |              |       |      |       |     |                                |                                |
| Overall                                  |                 |       |      |       |     | B            | 13    | 0.80 |       |     | Build Alt 1<br>on Link* to RRX | Build Alt 2<br>on Link* to RRX |
| WB                                       |                 |       |      |       |     | C            | 31    | 0.70 | 74    | 131 | 375                            | 330                            |
| NBT                                      |                 |       |      |       |     | B            | 14    | 0.82 | 221   | 350 | 424                            | 245                            |
| NBR                                      |                 |       |      |       |     | A            | 4     | 0.07 | 40    | 120 | 150                            | 150                            |
| SBL                                      |                 |       |      |       |     | A            | 4     | 0.09 | 13    | 44  | 125                            | 125                            |
| SBT                                      |                 |       |      |       |     | A            | 5     | 0.35 | 76    | 160 | 625                            | 820                            |
| <b>Maple Street (VT117) / Connector</b>  |                 |       |      |       |     |              |       |      |       |     |                                |                                |
| Overall                                  |                 |       |      |       |     | B            | 19    | 0.31 |       |     | on Link* to RRX                |                                |
| EB                                       |                 |       |      |       |     | C            | 25    | 0.72 | 124   | 236 | 360                            |                                |
| WBL                                      |                 |       |      |       |     | C            | 22    | 0.58 | 48    | 89  | 125                            |                                |
| WBT                                      |                 |       |      |       |     | C            | 22    | 0.62 | 74    | 128 | >1000                          |                                |
| NB                                       | C               | 18    | 0.10 | 15    | 40  | A            | 7     | 0.12 | 40    | 77  | >1000                          |                                |
| SB                                       | C               | 21    | 0.20 | 28    | 52  | A            | 7     | 0.08 | 24    | 59  | >1000                          |                                |
| <b>Main Street (VT15) / Railroad St.</b> |                 |       |      |       |     |              |       |      |       |     |                                |                                |
| WBL                                      | A               | 1     | 0.03 | 1     | 7   | A            | 9     | 0.18 | 21    | 48  | 150                            |                                |
| NB                                       | C               | 18    | 0.17 | 11    | 36  | C            | 18    | 0.17 | 12    | 41  | >500                           |                                |
| SB                                       | D               | 30    | 0.14 | 11    | 29  | D            | 30    | 0.14 | 11    | 32  | >500                           |                                |

V/C Ratio for Connector Rd. Approach to Park St.

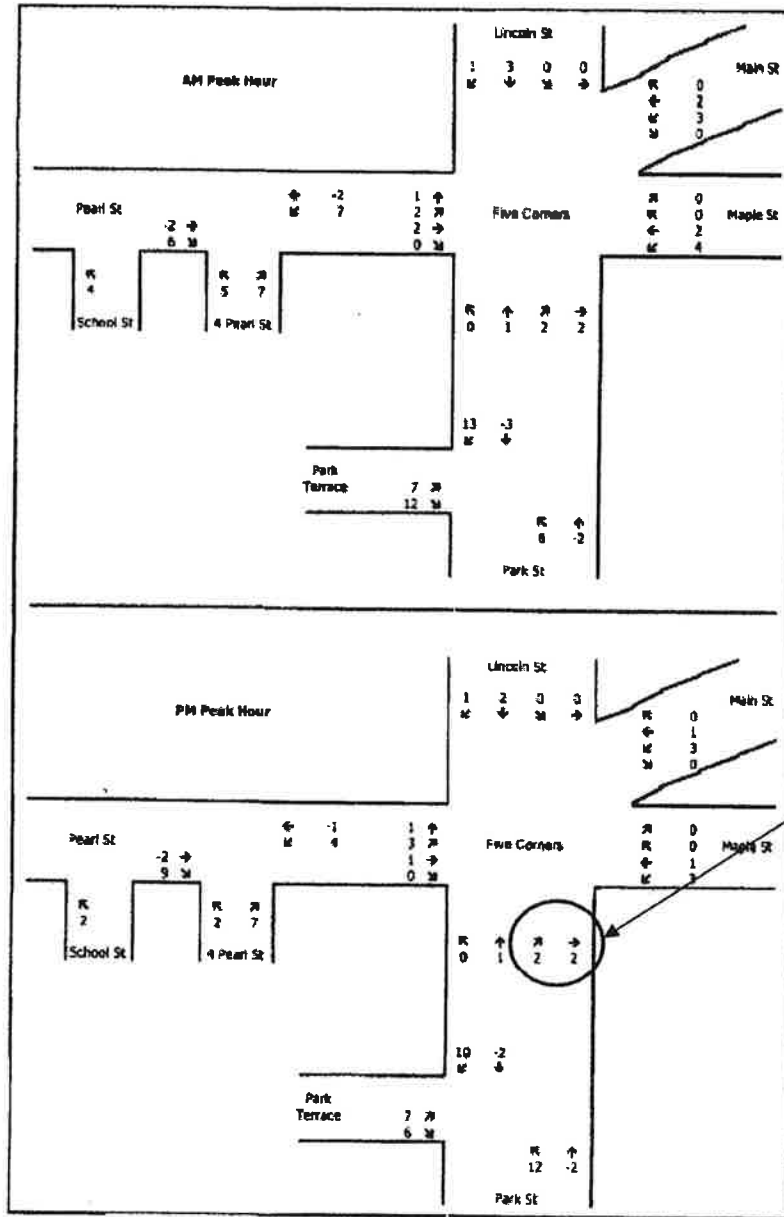
Key to Shading:  
 F LOS or V/C ≥ 0.9  
 exceeds link length  
 backs over rail crossing  
 exceeds both link & RR xing

V/C Ratio for Connector Rd. Approach to Maple St.

\* "on link" refers to either the space between intersections or length of auxiliary lane

Source: Appendix 3: Alternative Traffic analysis documentation – 11-22-10; Final Scoping Report for the Essex Junction Crescent Connector Road (CCMPO, August 2011)

# Attachment 4: Traffic Assignment



These 4 trips may utilize the Crescent Connector. The Crescent Connector will be an easier route from the development traffic exiting Park Terrace to Maple Street. These four trips would turn right from Park Terrace and use the proposed traffic signal at the Connector to make a protected left turn.

Figure 2 - Project Peak Hour Trips

CERTIFICATE OF SERVICE

I, Beth E. McTear, of the Vermont Agency of Transportation hereby certify that on August 8, 2014, I sent a letter to District #4 Environmental Commission concerning the applicant, 4 Pearl Street Investments, LLC, #4C1264, by U.S. Mail, postage prepaid or by email to the following:

4 Pearl Street Investments, LLC  
32 Seymour Street  
Williston, VT 05495  
[brett@milotrealestate.com](mailto:brett@milotrealestate.com)

Elizabeth Lord, Land Use Attorney  
Agency of Natural Resources  
One National Life Drive  
Montpelier, VT 05602  
[Anr.act250@state.vt.us](mailto:Anr.act250@state.vt.us)

Lamoureux & Dickinson Consulting  
14 Morse Drive  
Essex, VT 05452  
[roger@ldengineering.com](mailto:roger@ldengineering.com)

Rabideau Architects  
550 Hinesburg Road  
S. Burlington, VT 05403  
[greg@rabideau-architects.com](mailto:greg@rabideau-architects.com)

Peter Smiar  
10 Mansfield View Lane  
S. Burlington, VT 05403  
[psmiar@cea-vt.com](mailto:psmiar@cea-vt.com)

Robert Rushford, Esq.  
PO Box 369  
Burlington, VT 05402-0369  
[rrushford@gravelshea.com](mailto:rrushford@gravelshea.com)

Village of Essex  
c/o Trustees and Planning Commission  
2 Lincoln Street  
Essex Jct., VT 05452  
[admin@essexjunction.org](mailto:admin@essexjunction.org)

Town of Essex  
c/o Selectboard and Planning Commission  
81 Main Street  
Essex Jct., VT 05452  
[pscheidel@essex.org](mailto:pscheidel@essex.org)

Chittenden County Reg. Planning Comm.  
110 West Canal Street, Suite 202  
Winooski, VT 05404  
[cbaker@ccrpcvt.org](mailto:cbaker@ccrpcvt.org)

Beth McTear  
Agency of Transportation





State of Vermont  
Division of Policy, Planning and  
Intermodal Development  
One National Life Drive  
Montpelier, VT 05633-5001  
www.aot.state.vt.us

Agency of Transportation

[phone] 802-828-1647  
[fax] 802-828-3983  
[ttd] 800-253-0191

August 8, 2014

Stephanie H. Monaghan  
District 4 Coordinator  
Natural Resource Board  
111 West Street  
Essex Junction, VT 05462

RECEIVED

AUG 12 2014

Village of Essex Junction

RE: Autumn Pond, Essex Junction Green Meadow Apartments, LU#4C1265

Dear Ms Monaghan:

Per your request, VTrans has estimated the cost share of the Crescent Connector Road for the above referenced development project in Essex Junction. The cost share is estimated at \$4,646 and is based on the cost and traffic capacity of the Connector, and the amount of traffic the proposed development will add to the Connector (Attachment 1). This memorandum describes the methodology and data sources.

The most recent cost estimate available to VTrans for the Crescent Connector is \$3,400,000 (Attachment 2). This cost includes all engineering, permitting, right-of-way and construction activities necessary to complete the road. The cost includes two new traffic signals at the Crescent Connector intersections with Park Street and Maple Street and a new at-grade railroad crossing along the Connector. This cost does not include the reconstruction of Railroad Street or improvements to other railroad grade crossings, which are part of the overall project included in the VTrans Capital Program. These other improvements were not included because they do not provide additional capacity.

The capacity of the Crescent Connector is based on traffic data and capacity analyses provided in the Final Scoping Report for the Essex Junction Crescent Connector Road (CCMPO, August 2011). The maximum capacity of the Connector is controlled by the operation of the traffic signals at each end. The capacity for each direction of the Connector was determined based on the volume/capacity ratios for the exiting approach to each traffic signal (Attachment 3).

The traffic assignment provided in the Traffic Impact Assessment for the Green Meadow Apartments Redevelopment (Lamoureux & Dickinson, December 14, 2012) did not estimate how much traffic the proposed development would add to the Crescent Connector. VTrans extended the traffic assignment to the Connector using the analogy method based on the traffic patterns from the Final Scoping Report for the Essex Junction Crescent Connector Road (Attachment 4).

Sincerely,

Joe Segale, PE/PTP  
Policy, Planning and Research Bureau Director

cc: Certificate of Service





**Attachment 1: Autumn Pond Cost Share of Crescent Connector**

|   |     |
|---|-----|
| 2010 PM Peak Hour Traffic volume on Crescent Road Connector WB Approach to Park Street<br><i>(Veh/Hour)</i> | 167 |
| Volume/Capacity Ratio for westbound approach to Park Street   | 0.7 |
| Traffic capacity of Crescent Connector westbound direction <i>(Veh/Hour)</i>                                | 239 |

|  |      |
|--|------|
| 2030 PM Peak Hour Traffic volume on Crescent Road Connector NB Approach to Maple Street<br><i>(Veh/Hour)</i> | 147  |
| Volume/Capacity Ratio  | 0.12 |
| Traffic Capacity of Crescent Connector northbound direction <i>(Veh/Hour)</i>                                | 1225 |

|  |             |
|--|-------------|
| Total Traffic Capacity of Crescent Connector Road<br><i>(Veh/Hour)</i>                                     | 1464        |
| Traffic added to Crescent Road Connector by Green Meadows/Autumn Pond in PM Peak Hour<br><i>(Veh/Hour)</i> | 2           |
| Percentage of Capacity Utilized  | 0.14%       |
| Estimated Cost of Crescent Road Connector  | \$3,400,000 |
| Estimated Cost Share for Green Meadows/Autumn Pond Development   | \$4,646     |

## **Attachment 2: Crescent Road Connector Cost Estimate**

**From:** DeForge, Ande  
**Sent:** Friday, August 01, 2014 3:45 PM  
**To:** Segale, Joe  
**Cc:** Bell, Amy  
**Subject:** RE: Essex Junction STP 5300(13) - Crescent Connector

Here are some revised costs based on your question below:

Phase A – New Road Segment - \$3,400,000 (includes new rail crossing on main line).  
Phase B – Railroad Street - \$1,500,000.  
Railroad Improvements - \$1,100,000 (for the upgrades to the other 5 rail crossings).

### Attachment 3: Volume/Capacity Data

Table 4. 2010 PM Build / No-build Traffic Performance

|  | 2010 - No Build |       |      |           | 2010 - Build |       |      |           | available queuing |        |
|--|-----------------|-------|------|-----------|--------------|-------|------|-----------|-------------------|--------|
|  | LOS             | Delay | v/c  | Avg Q 95Q | LOS          | Delay | v/c  | Avg Q 95Q | space(ft)         | to RRX |
| <b>5 Corners (VT15/VT117/VT2A)</b>       |                 |       |      |           |              |       |      |           |                   |        |
| Overall                                  | E               | 66    | 0.85 |           | E            | 62    | 0.88 |           | on Link*          | to RRX |
| EBL                                      | F               | 85    | 0.94 | 242       | 397          | E     | 73   | 0.88      | 189               | 337    |
| EBT                                      | E               | 57    | 0.74 | 207       | 355          | E     | 67   | 0.85      | 213               | 380    |
| WBL                                      | E               | 67    | 0.75 | 133       | 263          | D     | 50   | 0.18      | 29                | 101    |
| WBT                                      | F               | 97    | 0.94 | 211       | 342          | F     | 86   | 0.90      | 171               | 285    |
| NBL                                      | E               | 73    | 0.72 | 94        | 163          | E     | 66   | 0.69      | 96                | 207    |
| NBT                                      | E               | 58    | 0.84 | 255       | 425          | E     | 60   | 0.87      | 253               | 405    |
| NBR                                      | D               | 46    | 0.84 | 266       | 487          | C     | 35   | 0.64      | 169               | 301    |
| SBL                                      | F               | 101   | 0.79 | 45        | 117          | F     | 91   | 0.74      | 44                | 98     |
| SBT                                      | D               | 43    | 0.45 | 94        | 199          | D     | 42   | 0.39      | 91                | 179    |
| SWL                                      | F               | 102   | 0.93 | 149       | 345          | F     | 95   | 0.89      | 119               | 223    |
| SWR                                      | E               | 68    | 0.73 | 122       | 210          | E     | 64   | 0.64      | 96                | 178    |
| <b>Park St (VT2A) / Connector</b>        |                 |       |      |           |              |       |      |           |                   |        |
| Overall                                  |                 |       |      |           | B            | 13    | 0.80 |           | on Link*          | to RRX |
| WB                                       |                 |       |      |           | C            | 31    | 0.70 | 74        | 131               |        |
| NBT                                      |                 |       |      |           | B            | 14    | 0.82 | 221       | 433               | 424    |
| NBR                                      |                 |       |      |           | A            | 4     | 0.07 | 40        | 120               | 150    |
| SBL                                      |                 |       |      |           | A            | 4     | 0.09 | 13        | 44                | 125    |
| SBT                                      |                 |       |      |           | A            | 5     | 0.35 | 76        | 160               | 625    |
| <b>Maple Street (VT117) / Connector</b>  |                 |       |      |           |              |       |      |           |                   |        |
| Overall                                  |                 |       |      |           | B            | 19    | 0.31 |           | on Link*          | to RRX |
| EB                                       |                 |       |      |           | C            | 25    | 0.72 | 124       | 236               | 360    |
| WBL                                      |                 |       |      |           | C            | 22    | 0.58 | 48        | 89                | 125    |
| WBT                                      |                 |       |      |           | C            | 22    | 0.62 | 74        | 128               | >1000  |
| NB                                       | C               | 18    | 0.10 | 15        | 40           | A     | 7    | 0.12      | 40                | 77     |
| SB                                       | C               | 21    | 0.20 | 28        | 52           | A     | 7    | 0.08      | 24                | 59     |
| <b>Main Street (VT15) / Railroad St.</b> |                 |       |      |           |              |       |      |           |                   |        |
| WBL                                      | A               | 1     | 0.03 | 1         | 7            | A     | 9    | 0.18      | 21                | 48     |
| NB                                       | C               | 18    | 0.17 | 11        | 36           | C     | 18   | 0.17      | 12                | 41     |
| SB                                       | D               | 30    | 0.14 | 11        | 29           | D     | 30   | 0.14      | 11                | 32     |

V/C Ratio for Connector Rd. Approach to Park St.

Key to Shading:  
 F LOS or V/C ≥ 0.9  
 exceeds link length  
 backs over rail crossing  
 exceeds both link & RR xing

Build Alt 1

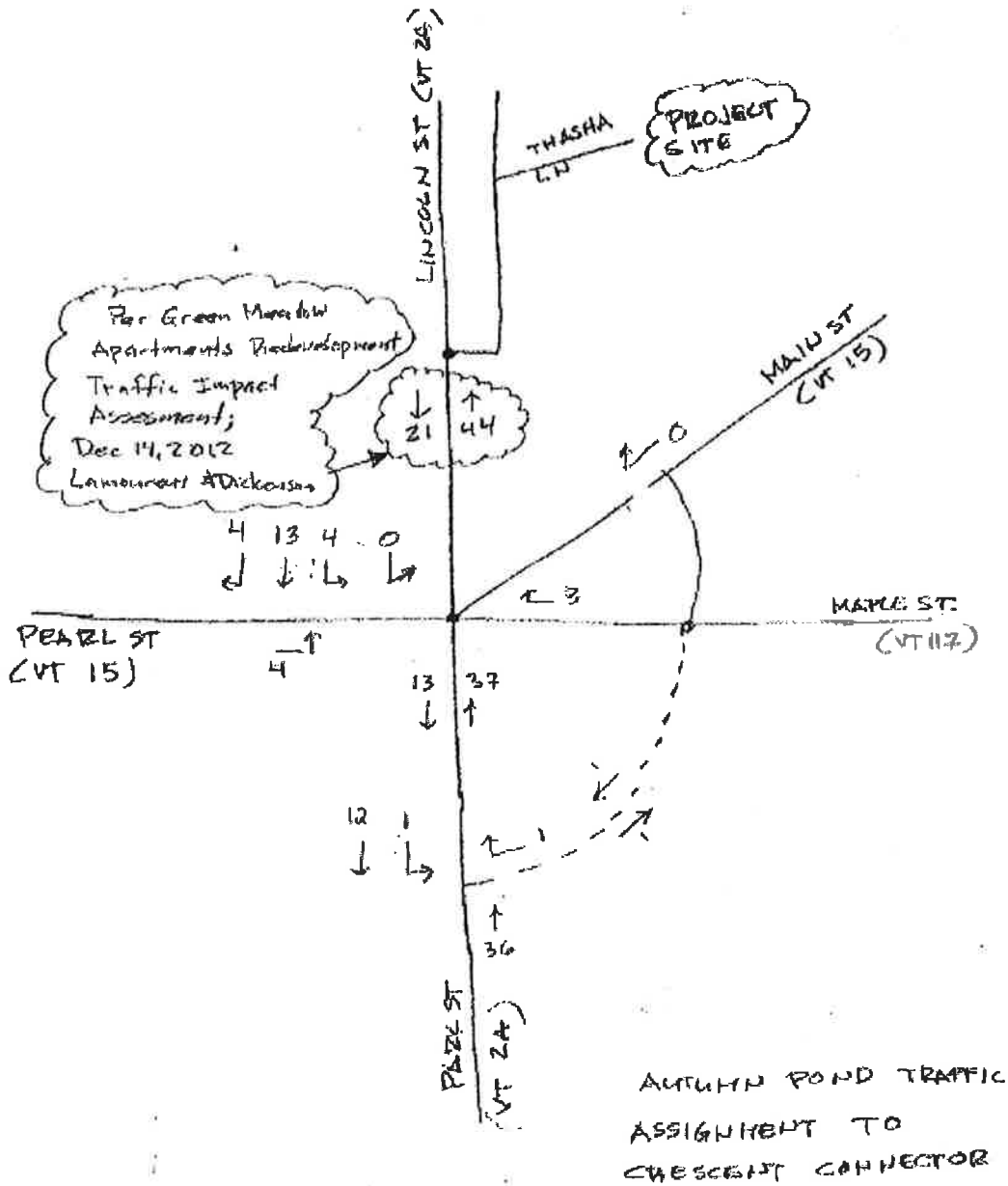
Build Alt 2

V/C Ratio for Connector Rd. Approach to Maple St.

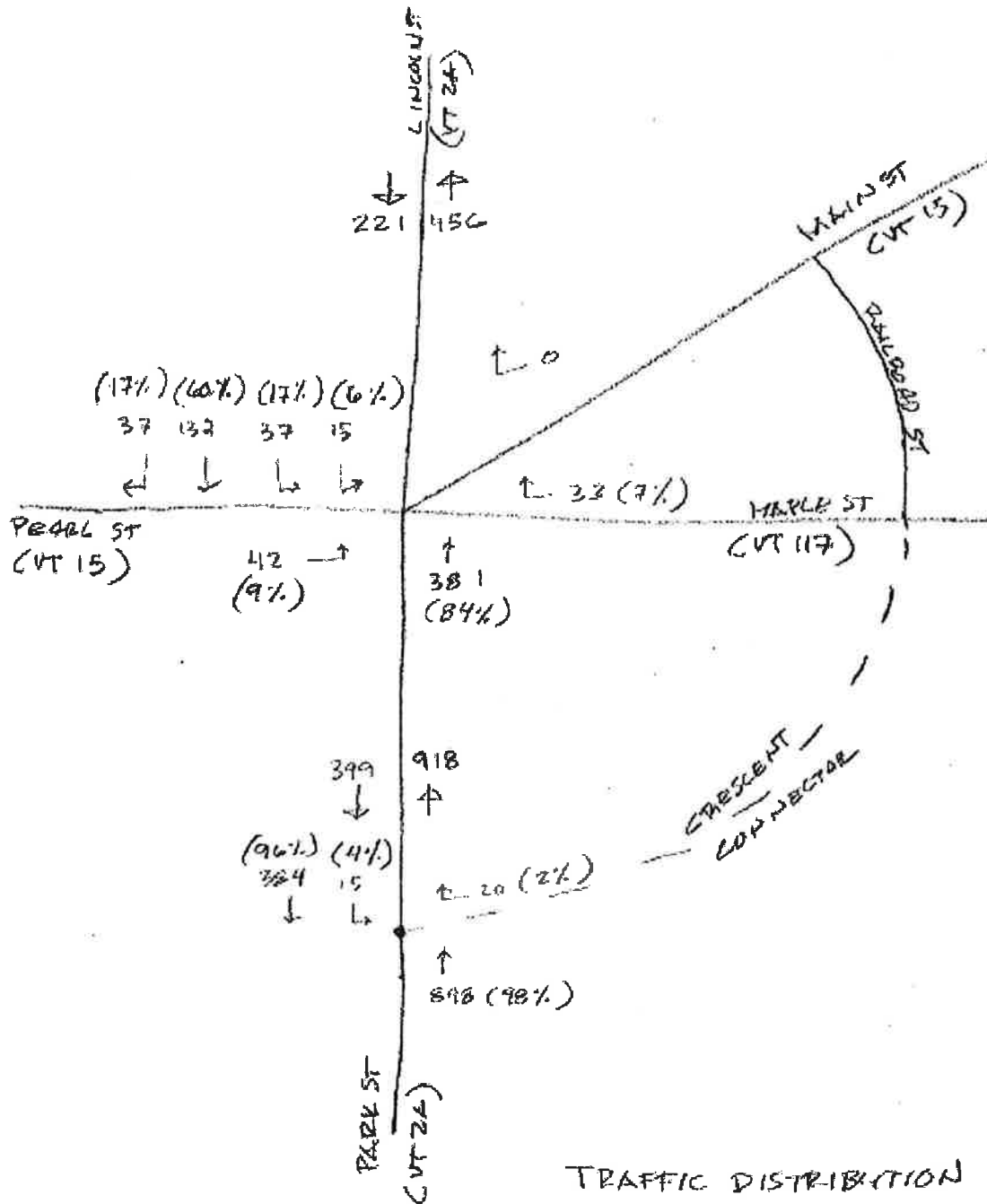
\* "on link" refers to either the space between intersections or length of auxiliary lane

Source: Appendix 3: Alternative Traffic analysis documentation – 11-22-10; Final Scoping Report for the Essex Junction Crescent Connector Road (CCMO, August 2011)

Attachment 4: Traffic Assignment

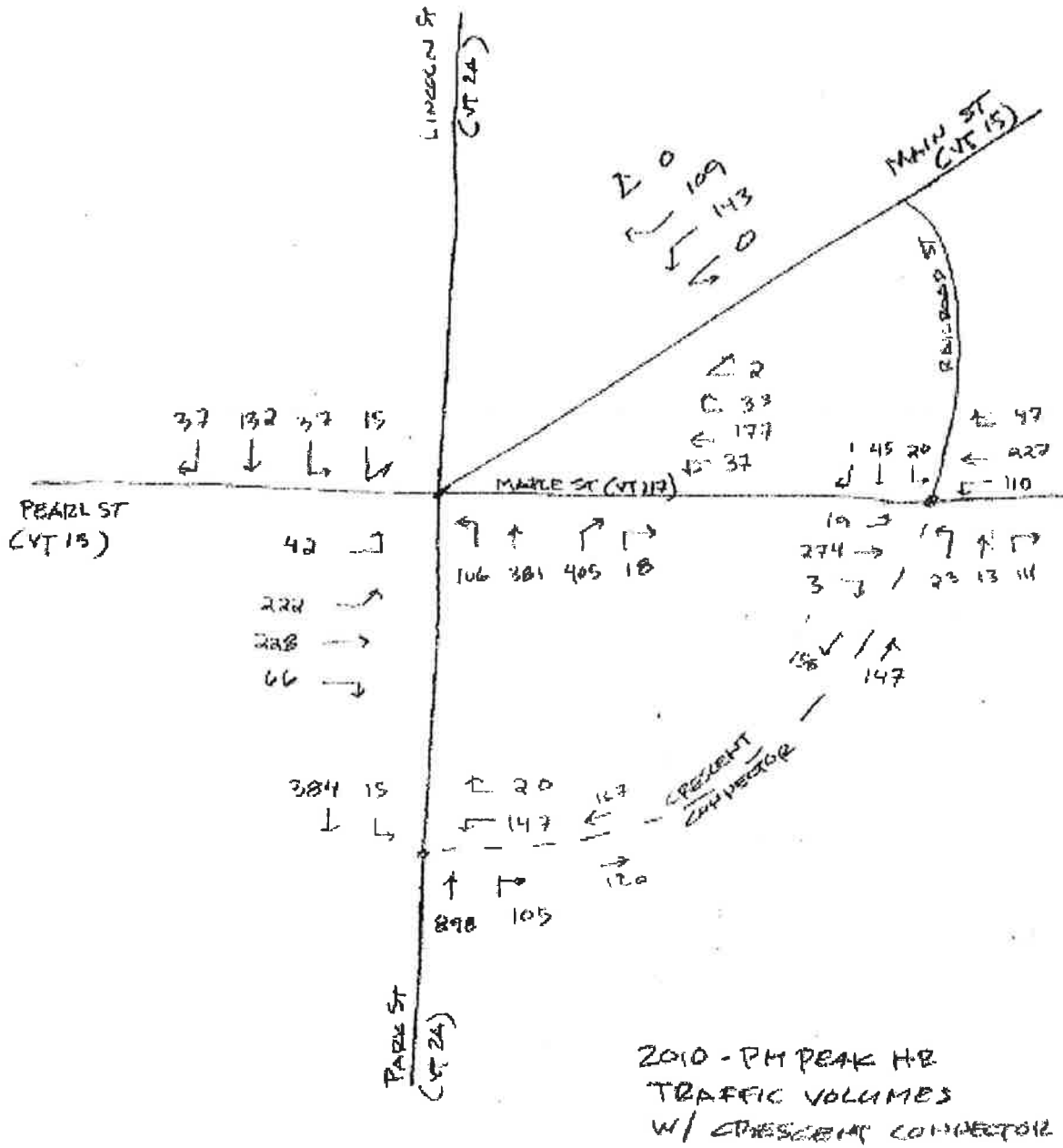


Attachment 4: Traffic Assignment



TRAFFIC DISTRIBUTION

Attachment 4: Traffic Assignment



SOURCE:

Appendix B  
 Essex Jct Crescent  
 Connector Road,  
 Final Scoping Report  
 August 2011, CLMPO

CERTIFICATE OF SERVICE

I, Beth E. McTear, of the Vermont Agency of Transportation hereby certify that on August 8, 2014, I sent a letter to District #4 Environmental Commission concerning the applicant, Green Meadow Apartments, LLC, #4C1265, by U.S. Mail, postage prepaid or by email to the following:

Green Meadow Apartments, LLC  
Amber Lantern, LLC  
PO Box 3009  
Burlington, VT 05408  
[brad@appletribay.com](mailto:brad@appletribay.com)

Village of Essex  
c/o Trustees and Planning Commission  
2 Lincoln Street  
Essex Jct., VT 05452  
[admin@essexjunction.org](mailto:admin@essexjunction.org)

Jeff Rubman  
47 Crescent Beach Drive  
Burlington, VT 05401

Town of Essex  
c/o Selectboard and Planning Commission  
81 Main Street  
Essex Jct., VT 05452  
[pscheidel@essex.org](mailto:pscheidel@essex.org)

Krebs & Lansing Consulting Engineers  
164 Main Street, Suite 201  
Colchester, VT 05446  
[Bill.nedde@krebssandlansing.com](mailto:Bill.nedde@krebssandlansing.com)

Chittenden County Reg. Planning Comm.  
110 West Canal Street, Suite 202  
Winooski, VT 05404  
[cbaker@ccrpcvt.org](mailto:cbaker@ccrpcvt.org)

Lamoureux & Dickinson Consulting  
14 Morse Drive  
Essex, VT 05452  
[roger@ldengineering.com](mailto:roger@ldengineering.com)

Elizabeth Lord, Land Use Attorney  
Agency of Natural Resources  
One National Life Drive  
Montpelier, VT 05602  
[Anr.act250@state.vt.us](mailto:Anr.act250@state.vt.us)

Rabideau Architects  
550 Hinesburg Road  
S. Burlington, VT 05403  
[greg@rabideau-architects.com](mailto:greg@rabideau-architects.com)

Carl Lisman, Esq.  
Lisman Leckerling, PC  
PO Box 728  
Burlington, VT 05401  
[clisman@lisman.com](mailto:clisman@lisman.com)

Beth McTear  
Agency of Transportation

Timothy Cook  
23 Athens Drive  
Essex Junction, VT 05452



Kate Soules  
27A Athens Drive  
Essex Jct., 05452

Elizabeth Logan  
15 Athans Drive  
Essex Jct., VT 05452



**VILLAGE OF ESSEX JUNCTION  
BOARD OF TRUSTEES  
MINUTES OF MEETING  
August 12, 2014**

**BOARD OF TRUSTEES:** George Tyler (Village President); Dan Kerin, Elaine Sopchak, Lori Houghton, Andrew Brown.  
**ADMINISTRATION:** Pat Scheidel, Municipal Manager; Lauren Morrisseau, Assistant Manager & Finance Director; Susan McNamara-Hill, Village Clerk/Treasurer; Robin Pierce, Development Director.  
**OTHERS PRESENT:** Frank Naef, Carl Lisman, Jeff Rubman.

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**1. CALL TO ORDER and PLEDGE OF ALLEGIANCE**

Village President, George Tyler, called the meeting to order at 6:30 PM.

**2. AGENDA ADDITIONS/CHANGES**

Add under the following:

- Guests, Presentations and Public Hearings, 2014 Comprehensive Plan - minor wording change pertaining to building height in the village center.
- Old Business, Adoption of Changes to General Rules and Personnel Regulations - minor language change in Personnel Regulations.
- New Business, Appeal of Demolition and Sewer Service Fees for Autumn Pond - letter from Bradd Rubman, dated 8/8/14, re: 38 Thasha Lane.
- Consent Agenda - check register report.

**3. APPROVE AGENDA**

**MOTION by Dan Kerin, SECOND by Lori Houghton, to approve the agenda as amended.  
VOTING: unanimous (5-0); motion carried.**

**4. GUESTS, PRESENTATIONS, PUBLIC HEARINGS**

1. Comments from Public on Items Not on Agenda  
None.

2. Public Hearing: 2014 Comprehensive Plan

The public hearing on the 2014 comprehensive plan was opened at 6:32 PM. George Tyler noted edits to the comprehensive plan proposed by the Board of Trustees and the minor change made by the Planning Commission. There were no further comments. The public hearing was closed at 6:35 PM.

**5. OLD BUSINESS**

1. Adopt Changes to General Rules and Personnel Regulations

Susan McNamara-Hill stated language from the Employees Association contract relative to benefits (lines 627-630) has been incorporated into the village personnel regulations for simplicity.

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**MOTION by Lori Houghton, SECOND by Andrew Brown, that the Village Trustees adopt the General Rules and Personnel Regulations as revised and presented. VOTING: unanimous (5-0); motion carried.**

**6. NEW BUSINESS**

**1. Appeal of Demolition and Sewer Service Fees for Autumn Pond**

Carl Lisman and Jeff Rubman requested the Trustees exercise discretion to deal with water and sewer fees for the Thasha Lane development. Attorney Lisman referred to wording on Page 4, Appendix B regarding the fee for connection to municipal sewer service for each new unit and argued the units proposed are replacements of existing units, not new units, and for all the reasons discussed with the school and recreation fees the units should be dealt with on a net basis. With the water service fee if it is always that the municipality installs the tap, curb stop, meter, and final installation the same argument for net should apply.

Robin Pierce, Development Director said the policy in the village has been that any new structure built with water and sewer service pays the water and sewer fees. There are 300 new units to be built. Some units are being removed and replaced with other units. Also, the village will assume ownership and maintain the water line on Thasha Lane when complete.

George Tyler stated sewer and water fees in the village were just adopted and improvements have been made to the treatment plant. There is significant difference between connection fees for the current municipal system and the school and recreation impact fees. The cost to provide water and sewer service is significant and does not compare to school and recreation fees. Carl Lisman pointed out the owner will pay user fees and is paying all costs to connect to the replacement units so the village is not out of pocket a penny and continues to collect user fees. Mr. Lisman also noted there will be more net units than there presently. The first 30 units will be in the same location as the existing units.

Following further discussion the Trustees concurred developers in the village must pay the fees and a precedent should not be set by giving preference to one developer over another.

**MOTION by Dan Kerin, SECOND by Lori Houghton, to deny the appeal for a compromise on the sewer service fee by the owners of Autumn Pond. VOTING: unanimous (5-0); motion carried.**

**2. FY15 General Fund Capital Plan Amendment**

Lauren Morrissette explained the roof on the Senior Center is in need of replacement this year. Cost estimate for the work (metal roof and asbestos testing) is \$30,850. The Woods End project came in with a savings of \$137,000 so there are funds to cover the new roof. It is not anticipated that any asbestos will be found. There is no impact on the capital plan by doing the roof project and the capital committee approved doing the roof. There was brief discussion of using the savings from the Woods End project to cover some of the paving needs in the village.

**MOTION by Lori Houghton, SECOND by Andrew Brown, to amend the FYE15 General Fund Capital Plan to include \$30,850 for the Senior Center roof replacement. VOTING: unanimous (5-0); motion carried.**

**7. VILLAGE MANAGER'S REPORT****1. Meeting Schedule**

- August 26, 2014 @ 6:30 – Regular Trustees Meeting
- September 9, 2014 @ 6:30 – Regular Trustees Meeting
- September 23, 2014 @ 6:30 – Regular Trustees Meeting
- October 14, 2014 @ 6:30 – Regular Trustees Meeting
- October 28, 2014 @ 6:30 – Regular Trustees Meeting
- November 11, 2014 @ 6:30 – Regular Trustees Meeting
- November 25, 2014 @ 6:30 – Regular Trustees Meeting
- December 9, 2014 @ 6:30 – Regular Trustees Meeting
- December 23, 2014 @ 6:30 – Regular Trustees Meeting

**8. TRUSTEES COMMENTS/CONCERNS & READING FILE****1. Board Member Comments**

- Lori Houghton thanked all the volunteers in the village.
- Elaine Sopchak mentioned the letter from Max Levy to the Governor's Office, dated 7/28/14, regarding involvement of local officials from the village and town on the "action teams" being formed by GBIC to address impacts of the rumored closure of IBM.

**2. Reading file:**

- Bike/Walk Advisory Committee 7/21/14
- Tree Advisory Committee 7/22/14
- Block Party Committee 7/28/14
- Memo FYE15 Tax Rates
- Letter from Essex Selectboard to Governor Shumlin
- VLCT Workshop on Vermont Public Records Act & Open Meeting Law 9/10/14
- VLCT Town Fair 10/9/14

**9. CONSENT AGENDA & READING FILE**

**MOTION by Elaine Sopchak, SECOND by Dan Kerin, to approve the consent agenda with the addition of the check register report and approval of the July 22, 2014 minutes with change to Page 2, Storm Water Coordinating Committee, 2<sup>nd</sup> sentence to read: "The ordinance will ensure storm water flows in the village and town are managed appropriately and in compliance with state and federal requirements." VOTING: unanimous (5-0); motion carried.**

**10. ADJOURNMENT**

**MOTION by Dan Kerin, SECOND by Andrew Brown, to adjourn the meeting. VOTING: unanimous (5-0); motion carried.**

The meeting was adjourned at 7:05 PM.

RScty: M.E. Riordan 

**APPLICATION TO HANG STREET BANNERS, GAS LAMP BANNERS OR EVENT  
FLAGS IN THE VILLAGE OF ESSEX JUNCTION**

*Please Print*

**RECEIVED**

Applicant=s Name: Kathleen A. Sweeten  
Organization: Green Mountain Rug Hooking Guild

**AUG 18 2014**

Village of Essex Junction

Tax Exempt #: 03-0367627 Non-Profit:  Yes

Address: c/o 50 Prospect Parkway, Burlington, VT 05401

Phone: 802-578-8258 Email: kasweeten@aol.com

Application for: Street Banner  Gas Lamp Banners \_\_\_\_\_ Event  
Flags \_\_\_\_\_

Message and dimensions: Hooked in the Mountains XVII, Hooked Rugs and Fiber Art  
Show at the Champlain Valley Exposition October 15-19, 2014

Locations you would like the event flags displayed: \_\_\_\_\_

I certify that the above-described banner(s) or event flags have been constructed in  
accordance with the specifications noted.

Signed: Kathleen A Sweeten Date: 12/07/2013

Please return completed application to the Manager, Village of Essex Junction,  
2 Lincoln Street, Essex Junction, VT 05452.

**OFFICE USE ONLY**

Insurance Certificate received:  Yes \_\_\_\_\_ No  
Liability Waiver received:  Yes \_\_\_\_\_ No  
\$250 fee received:  Yes \_\_\_\_\_ No  
Application complete:  Yes \_\_\_\_\_ No  
Policy/banners

Waiver signed: Yes  No \_\_\_\_\_

Trustees= approval (date): \_\_\_\_\_

### LIABILITY WAIVER

The Village of Essex Junction has agreed to hang a banner(s) or event flags for (print organization name) Green Mountain Rug Hooking Guild, hereinafter known as "Owner.@"

To the extent permitted by law, the "Owner@" agrees to indemnify and hold harmless the Village of Essex Junction and its subsidiaries, its agents, employees or any other persons against loss or expense including attorney=s fees, by reason of the liability imposed by law upon the Village except in cases of the Village=s sole negligence, for damage because of bodily injury including death at any time resulting therefrom, sustained by any person or persons, or on account of damaged property arising out of the hung banner or in consequence of the performance of hanging the banner, whether such injuries to persons or damage to property are due, or claim to be due, to any passive negligence of the Village employees or agents or any other person.

This indemnification and hold harmless agreement shall be insured by liability insurance naming the Village as an additional insured in the "Owner=s@" policy, and a certificate of insurance must be provided prior to hanging the banner(s) or event flags.

Event: Hooked in The Mountains XVII

The banner(s)/event flags will be hung from 10/15/14 to 10/19/14  
date date

#### OWNER=S ACKNOWLEDGMENT:

By: Ka A Sw Date: 8/15/14

#### VILLAGE OF ESSEX JUNCTION ACKNOWLEDGMENT:

By: \_\_\_\_\_ Date: \_\_\_\_\_