

# 2019 HARTFORD TOWN PLAN SUMMER 2018 COMMUNITY FORUMS GOALS, STRATEGIES & ACTIONS

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In June and July of 2018, five community forums were held on the following topics:

- Town Plan 101 & Community Priorities
- Energy & Transportation
- Community Facilities/ Services & Historic Preservation
- Natural Resources & Land Use
- Housing & Economic Development

The Community Forums provided a wealth of information and public input. In many instances these are reflective of current activities and aspirations. In other instances, new directions and approaches are suggested. We recognize the community forums were the beginning of a process to further explore these new ideas within the Hartford community, and would take more time than available for the current update of the Town Plan. This summary of the outcomes of the community forums is included in the 2019 Town Plan update as an appendix to recognize their importance and the commitment to further discussion.

**NOTES: Following is a condensed and simplified version of the goals, strategies and actions from Hartford’s Town Plan Forums.**

- Goals, actions and strategies from the consolidated summary are included here, reorganized by plan chapters
- All sections include only the ideas from the forums. There are likely more goals, strategies and actions to add in for each chapter.
- Duplication is removed, so that goals/actions appear in only one chapter; in many cases, they could be moved to a different/related chapter
- When there is overlap in topic or action between different chapters, cross-references are listed under “Also Supported By…”
- Action and goal language is simplified and shortened here; extra explanatory details are included below or in the “More Details” column. Those details could be deleted in the final plan, or could be added back into the main goal/action language
- “Who” column is extremely rough – based on assumptions about who might work on this, or notes from the forums. That should be reviewed carefully

## CHAPTER I: Historic Resources

### Historic Preservation Goals

#### **Protect Hartford’s historic resources**

Protect and restore Hartford’s historic buildings and facades, facilities, traditions and oral history

#### **Balance historic preservation and modern needs**

Develop practical guidelines that preserve historic character while allowing for modern upgrades and uses

#### **Increase visibility and appreciation of local history**

Showcase local history through education and stories, programs and tours, signage and interpretation

#### **Strategy 1: Prevent the loss of historic buildings and historic character**

| Actions  | More Details   | Who   |
|--|--|---|
| Articulate and define Hartford's rural and historic character  | Include: specific features and design elements, architectural styles and elements, land use patterns | Planning Commission<br>Historic Pres. Comm.                                     |
| Ensure that design and development policies support Hartford's historic and rural character  |  | Planning Commission<br>Planning & Dev. Dept.<br>WRJ Design Review<br>Commission |
| Develop policies and incentives to encourage restoration and re-use of historic buildings  | Examples: support adaptive re-use, shared spaces, and mixed uses                                     | Planning & Dev. Dept.<br>Historic Pres. Comm,                                   |
| Develop practical building standards that balance historic preservation while meeting modern development needs   |  | Planning & Dev. Dept.<br>Historic Pres. Comm.                                   |
| Provide information to property owners about historic preservation resources and techniques  | Examples: tax credits, grants, technical assistance, case studies of successful projects             | Historic Pres. Comm.<br>Historical Society                                      |
| Fundraise to support historic preservation efforts on critical buildings   | Examples: Support for engineering reports or technical studies                                       | Historic Pres. Comm<br>Historical Society<br>.                                  |
| Develop partnerships for historic preservation   | Examples: partnerships between developers, realtors, and owners of historic properties               | Historic Pres. Comm.<br>Historical Society                                      |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Branding and marketing (Economic Development chapter)</li> <li>• Mixed Use development (Land Use chapter)</li> <li>• Building standards (Energy chapter)</li> </ul> |  |   |
| <b>Strategy 2: Increase historical interpretation, programming and signage</b>   |  |   |

| Actions   | More Details   | Who   |
|---|--|---|
| Educate the public and property owners about the location and purpose of historic districts                           |  | Historic Pres. Comm.  |
| Develop and promote programming and information that showcases Hartford's rich history                                | Examples: public tours, historic photo displays, local history storytelling events | Historic Pres. Comm.<br>Historical Society                    |
| Develop new, visible signage and multimedia content to showcase important historic sites                              |  | Historic Pres. Comm.<br>Historical Society                    |
| Develop school curriculum and enrichment programs to educate students about local history                             |  | School District<br>Historic Pres. Comm.<br>Historical Society |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>Community-school interactions (Education)</li> </ul> |  |   |
| <b>Strategy 3: Make historic programs and resources more culturally inclusive</b>                                     |  |   |
| Actions   | More Details   | Who   |
| None Listed   |  |   |

## CHAPTER II Land Use & Chapter IX: Natural Resources

**NOTE: Goals/strategies/actions need attention**

Natural Resources was only covered as part of the land use discussion and there was overlap, so the goals, strategies and actions are combined below.

## Land Use & Natural Resources Goals

### Protect Hartford's traditional development pattern of rural lands and dense village centers

Encourage dense development and ongoing protection of sensitive natural areas and working lands

### Grow our working lands economy

Support farm, food and forest businesses that help protect the viability of working lands

### Protect and enhance Hartford's natural lands and resources

Limit development and impact on sensitive natural areas and species, while restoring damaged areas

## Strategy 1: Protect sensitive and ecologically important lands

| Actions  | More Details | Who   |
|--|--------------|---|
| Develop protections for critical wildlife corridors          |              | Conservation Commission<br>Planning & Dev. Dept.<br>Planning Commission |
| Prevent development in wetlands                              |              | Conservation Commission<br>Planning & Dev. Dept.<br>Planning Commission |
| Require boardwalks or bridges for trails built over wetlands |              | Conservation Commission<br>Parks & Rec Commission<br>Parks & Rec Dept.  |

### Also Supported By:

- Traditional development patterns and housing models (Housing chapter)
- Land use chapter
- Rural and historic character (Historic Resources chapter)

## Strategy 2: Allow flexible land use and management options on rural and forest lands

| Actions   | More Details | Who   |
|---|--------------|---|
| Ensure that renewable energy generation is allowed on rural and forest lands  |              | Planning Commission<br>Energy Commission                                |
| Ensure that compatible on-farm businesses and cottage industries are allowed on working lands   |              | Planning Commission<br>Planning & Dev. Dept.<br>Conservation Commission |
| Support the development of a regional farm and forest economy   |              | Planning & Dev. Dept.<br>Conservation Commission                        |
| Ensure that animals and gardens are allowed in residential areas  |              | Planning Commission<br>Planning & Dev. Dept.<br>Conservation Commission |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• New Economy (Economic Development chapter)</li> <li>• Renewable energy (Energy chapter)</li> <li>• Land Use chapter</li> </ul> |              |   |

## CHAPTER III: Population (Not subject of community forums)

## CHAPTER IV: Housing

| <b>Housing Goals</b>  |
|---|
| <b>Develop diverse, quality, affordable housing for all</b><br>Ensure sustainable, adequate housing types that meet the needs of current and future Hartford residents. |

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|--|---|--|
| <p><b>Develop complete neighborhoods with traditional development patterns</b><br/>Encourage clustered housing and dense neighborhoods near employment, transportation, parks and amenities.</p> |   |  |
| <p><b>Strategy 1: Increase variety of housing types for diverse residents and changing demographics</b></p>  |   |  |
| <b>Actions</b>   | <b>More Details</b>   | <b>Who</b>                                   |
| Ensure that zoning and policies allow for diverse and emerging housing models  | Examples: workforce housing, accessory apartments, “granny pods,” tiny houses and smaller units, senior housing, co-housing, and multi-family units | Planning & Dev. Dept.<br>Planning Commission |
| Partner with private housing developments to allow diverse, desired housing  | Examples: bylaw changes or incentives to allow for housing such as apartments or multi-family units   | Planning & Dev. Dept.                        |
| Develop incentives that encourage new workforce and affordable housing   | Examples: incentive zones, fast-tracking permits, tax abatement, or density bonuses employer partnerships   | Planning & Dev. Dept.<br>Planning Commission |
| <p><b>Also Supported By:</b></p> <ul style="list-style-type: none"> <li>• Land Use chapter</li> </ul>  |   |  |
| <p><b>Strategy 2: Ensure that new housing supports Hartford’s rural and historic character and development patterns</b></p>  |   |  |
| <b>Actions</b>   | <b>More Details</b>   | <b>Who</b>                                   |
| Ensure that zoning and policies allow and incentivize infill and mixed use housing   | Examples: village infill, mixed use development, workforce housing, conversion of homes and other units   | Planning & Dev. Dept.<br>Planning Commission |
| Update zoning and land use plan to encourage compact development and preservation of open space  | Examples: cluster development, transfer of development rights, conservation development   | Planning & Dev. Dept.<br>Planning Commission |
| Ensure that infrastructure investments support desired development patterns  | Examples: road paving and classification/downgrading decisions, water &   | Planning & Dev. Dept.<br>Public Works Dept.  |

|  |  |  |
|--|--|--|
|  | sewer service extensions, sidewalk and transit investments                                       |  |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>Mixed use development (Land Use chapter)</li> <li>Transportation networks and road maintenance (Transportation chapter)</li> <li>Parks and recreation (Facilities &amp; Services chapter)</li> <li>Historic and rural character (Historic Resources chapter)</li> </ul> |  |  |
| <b>Strategy 3: Develop sustainable, safe, energy efficient housing</b>   |  |  |
| <b>Actions</b>   | <b>More Details</b>  | <b>Who</b>   |
| Develop environmental building and low-impact development standards  | Consider: air quality, materials, energy, siting, green infrastructure, and environmental design | Planning & Dev. Dept.<br>Planning Commission       |
| Provide information to the public about resources, funding and techniques for sustainable housing development  | Examples: Guides, case studies, state resources and guidebooks                                   | Planning & Dev. Dept.<br>Energy Commission<br>CROH |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>Building integrity and RBES (Energy chapter)</li> <li>Crime prevention through design (Community Facilities &amp; Services chapter)</li> </ul>  |  |  |

## CHAPTER V: Economic Development

|   |
|---|
| <b>Economic Development Goals</b>   |
| <b>Develop a resilient, diversified “new economy”</b><br>Build an economy driven by local businesses and entrepreneurs, that strengthens Hartford’s character and quality of life |
| <b>Foster the growth of attractive, high quality jobs</b><br>Attract diverse jobs that offer living wages and meet the employment needs of local businesses                       |

**Make village centers hubs of a local economy**

Create thriving and connected villages that serve as places to live, work, shop, meet and play.

**Strategy 1: Support growth sectors and desired “new economy” businesses**

| <b>Actions</b>  | <b>More Details</b>  | <b>Who.</b>  |
|---|--|--|
| Identify growth sectors and desired business types and their needs  | Examples: tech, food and farm, forest businesses, tourism and recreation, co-working, creative economy, cottage industries | Planning & Dev. Dept   |
| Update zoning and development policies to ensure they allow for new economy land uses and development forms | Examples: on-farm businesses, shared spaces, and mixed use development   | Planning & Dev. Dept.<br>Planning Commission   |
| Create financial and/or policy incentives to attract desired businesses                                     | Examples: tax credits, green development zones, industry-specific zones  | Planning & Dev. Dept.  |
| Develop an “economic gardening” strategy to cultivate local entrepreneurs                                   |  | Planning & Dev. Dept.  |
| Support the development of the Vermont Creative Network and the 3CVT district                               |  | Planning & Dev. Dept.<br>Partner: TRORC  |
| Support the growth of state and local food and farm networks and food hubs                                  |  | Partner: Vital Communities   |
| Develop partnerships to support and market regional growth sectors  | Examples: health, technology, recreation, arts   | Planning & Dev. Dept.<br>Partners: GMEDC, TRORC, State of Vermont, universities, major employers |

**Also Supported By:**

- Land Use chapter
- Workforce training (Education chapter)
- Working lands economy (Natural Resources chapter)

| <b>Strategy 2: Support workforce development and recruitment</b>  |   |  |
|---|---|--|
| <b>Actions</b>  | <b>More Details</b>   | <b>Who</b>   |
| Create apprenticeships and school-to-workforce pipelines through school and employer partnerships   |   | School District<br>Partners: GMEDC, VTC, HACTC, Dartmouth College              |
| Develop high quality amenities and services to attract and retain workers   | Examples: childcare, workforce housing, recreation and cultural offerings, quality schools                | Planning & Dev. Dept.  |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>Continuing education and service learning (Education chapter)</li> <li>Workforce housing (Housing chapter)</li> </ul>  |   |  |
| <b>Strategy 3: Develop village centers as economic hubs</b>   |   |  |
| <b>Actions</b>  | <b>More Details</b>   | <b>Who</b>   |
| Improve and add amenities and attractions in each village center  | Examples: gathering places, events and parks, benches and seating   | Parks & Recreation Dept.<br>Planning & Dev. Dept.<br>Public Works Dept.        |
| Improve aesthetics and beautification in each village center  | Examples: landscaping and gardens, public art, banners and signage, historic character and interpretation | Parks & Recreation Dept.<br>Planning & Dev. Dept.<br>Public Works Dept.        |
| Develop partnerships to revitalize villages and provide amenities   |   | Planning & Dev. Dept.<br>Village businesses<br>Non-profit and community groups |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>Connectivity and active transportation (Transportation chapter)</li> <li>Mixed use development (Land Use chapter)</li> <li>Parks and recreation (Community Facilities &amp; Services chapter)</li> </ul> |   |  |
| <b>Strategy 4: Expand commercial facilities and business infrastructure</b>   |   |  |

| Actions   | More Details  | Who   |
|---|---|---|
| Inventory and publicize incubators and other spaces for entrepreneurs   | Examples: incubator spaces, maker spaces, co-working and shared office spaces | Planning & Dev. Dept.<br>TRORC and GMEDC  |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Mixed use development (Land Use chapter)</li> <li>• Internet and fiber optics (Facilities &amp; Services chapter)</li> <li>• Transportation systems and connectivity (Transportation chapter)</li> </ul>                                       |   |   |
| <b>Strategy 5: Promote Hartford and its assets to attract visitors, workers and residents</b>   |   |   |
| Actions   | More Details  | Who   |
| Conduct a community branding and identity process that showcases Hartford's character and assets  |   | Planning & Dev. Dept.<br>Partners<br>Hartford Area Chamber<br>Hartford Dev. Corp. |
| Create a marketing campaign promoting Hartford as a destination for visitors, employers, workers and new residents  |   | Planning & Dev. Dept.<br>Hartford Area Chamber<br>Hartford Dev. Corp              |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Parks &amp; recreation (Community Facilities &amp; Services chapter)</li> <li>• School quality (Education section Community Facilities &amp; Services chapter)</li> <li>• Historic and rural character (Historic Resources chapter)</li> </ul> |   |   |

GMEDC - Green Mountain Economic Development Corporation'  
TRORC – Two Rivers Ottauquechee Regional Commission  
HACTC –Hartford Area Career and Technology Center  
VTC - Vermont Technical College

# CHAPTER VI: Community Facilities and Services

| <b>Education Goals</b> NOTE: Strategies and actions represent community ideas from forums, but may not be in line with school district plans or policies   |  |  |
|--|--|--|
| <b>Improve the quality and availability of education for all residents</b><br>Provide diverse and high quality education options, from public PK-12 schools to continuing education and workforce training |  |  |
| <b>Increase connections between the school system and community</b><br>Encourage collaboration, joint programming, volunteer opportunities, and shared use of resources and facilities                     |  |  |
| <b>Strategy 1: Expand job training and workforce education programs</b>  |  |  |
| <b>Actions</b>   | <b>More Details</b>  | <b>Who</b>   |
| Work with school district to expand curriculum and meet educational needs of high-demand employment sectors  | Examples: tech industry, advanced manufacturing, farming & sustainability work | School Board   |
| Develop school-community partnership to expand job training, apprenticeship and internship programs  |  | School Board, HACTC<br>Educational institutions<br>Major employers<br>Regional RDC and RPC |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Libraries (Facilities &amp; Services chapter)</li> <li>• New Economy (Economic Development chapter)</li> </ul>                          |  |  |
| <b>Strategy 2: Share resources, programs and facilities between the community and schools</b>  |  |  |
| <b>Actions</b>   | <b>More Details</b>  | <b>Who</b>   |
| Develop policies to expand community use of school facilities during off hours   |  | School Board   |

|   |  |  |
|---|--|--|
| Expand community service and service learning opportunities to meet community needs   |  | School Board<br>Town departments<br>Local non-profits  |
| Explore opportunities to open school electives and educational programming to the public  |  | School Board   |
| <b>Also Supported By:</b>   |  |  |
| <ul style="list-style-type: none"> <li>Bus sharing (Transportation chapter)</li> </ul>  |  |  |
| <b>Strategy 3: Address community health and social needs through schools</b>  |  |  |
| <b>Actions</b>  | <b>More Details</b>  | <b>Who</b>   |
| Improve quality and diversity of school offerings to attract families and workers   |  | School Board   |
| Increase physical activity in school curriculum and school day  |  | School Board   |
| Ensure that all students have access to social workers in schools   |  | School Board<br>Social Service Agencies                |
| Explore ways to make schools more welcoming and culturally inclusive  |  | Committee on Racial Equity & Inclusion<br>School Board |
| Explore ways to align school calendar with the needs of working parents and families  | Examples: consider start and end times, breaks, and before- or after-school care | School Board   |
| <b>Also Supported By:</b>   |  |  |
| <ul style="list-style-type: none"> <li>Law enforcement and human services partnerships (Community Facilities &amp; Services chapter)</li> </ul> |  |  |

| <b>Parks &amp; Recreation Goals</b>   |  |   |
|---|--|---|
| <b>Expand and improve trails, river access, and outdoor recreation</b><br>Increase quality and maintenance, information, access points and connectivity for a variety of outdoor recreation types   |  |   |
| <b>Maintain quality, accessible municipal parks, recreation facilities and programs</b><br>Ensure long-term sustainability and maintenance of diverse, convenient and affordable recreation options |  |   |
| <b>Expand the variety of available recreation, cultural and artistic offerings</b><br>Increase offerings for people of diverse cultures, ages, abilities, income levels, and interests              |  |   |
| <b>Strategy 1: Plan for long-term sustainability and affordability of recreation facilities</b>   |  |   |
| <b>Actions</b>  | <b>More Details</b>  | <b>Who</b>  |
| Create a capital budget for maintenance and improvements of major recreation facilities   |  | Parks & Rec Dept.<br>Town Manager   |
| Identify cost-saving maintenance practices and landscaping options for parks and public spaces  | Examples: drought-tolerant grasses, green infrastructure installations   | Parks & Rec Dept.   |
| <b>Strategy 2: Increase access and availability of recreation sites and programs</b>  |  |   |
| <b>Actions</b>  | <b>More Details</b>  | <b>Who</b>  |
| Partner with local trail and outdoor recreation groups to improve trails and access   | Partnership focus: trail building and maintenance, connectivity and networks, publicity and mapping, improving parking and signage, securing permissions | Parks & Rec Dept.<br>Conservation Commission<br>Partners: VAST, UVTA & UVLT |
| Develop new trails and access points serving neighborhoods and village centers  |  | Parks & Rec Dept.<br>Parks & Rec. Commission<br>Area trail groups           |
| Increase public access to private recreation facilities and cultural programming  | Examples: Shared use agreements for school gyms or private recreation facilities, UVAC   | Park & Rec Dept.<br>Partners: Schools,                                      |

|   |  |   |
|---|--|---|
|   | partnership, cross-promotion agreements, discounted passes for residents   | employers, housing developments, rec businesses, arts centers |
| Develop and publicize maps and guides to area trails and recreation facilities  |  | Parks & Rec Dept.<br>Area trail groups                        |
| Identify sites and develop small parks and rec facilities in neighborhoods and village centers  | Examples: pocket parks, activity trails, playgrounds or structures, chess boards                                     | Parks & Rec Dept.<br>Planning & Dev. Dept.                    |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Transportation networks and Complete Streets (Transportation chapter)</li> <li>• Workforce training (Education section Community Facilities &amp; Services chapter)</li> <li>• Village centers (Economic Development chapter)</li> <li>• Community-school connections (Education section Community Facilities &amp; Services chapter)</li> </ul> |  |   |
| <b>Strategy 3: Offer diverse recreation opportunities for changing demographics</b>   |  |   |
| <b>Actions</b>  | <b>More Details</b>  | <b>Who</b>  |
| Develop partnerships to expand arts and cultural activities   | Examples: Shakespeare in the Park, free and reduced tickets to area arts programming, performances in unusual venues | Parks & Rec Dept.   |
| Increase low-impact and universally-accessible recreation offerings in parks and town programs  | Examples: chess and checkerboards, universally accessible (UA) playgrounds, bocce courts, grills                     | Parks & Rec Dept.   |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Communication systems (See Police and Emergency Services Section below)</li> </ul> <p>UVTA – Upper Valley Trails Alliance<br/> UVLT - Upper Valley Land Trust<br/> VAST – Vermont Association of Snow Travelers</p>  |  |   |

| <b>Police and Emergency Services Goals</b>  |  |  |
|---|--|--|
| <b>Provide strong police and emergency services to all five villages</b><br>Maintain full staffing, equipped stations, and meet response standards throughout Hartford  |  |  |
| <b>Build a human-centered approach to law enforcement, emergency and social services</b><br>Strengthen coordination between departments and holistic policies focused on wellbeing and positive relationships |  |  |
| <b>Improve police presence and enforcement</b><br>Align police response and patrols with community needs and underserved locations  |  |  |
| <b>Strategy 1: Build, maintain and staff fire &amp; rescue stations serving all Hartford villages and locations</b>   |  |  |
| <b>Actions</b>  | <b>More Details</b>  | <b>Who</b>                                 |
| Secure funding and build a fire station in Wilder   |  | Fire Dept.<br>Town Manager                 |
| Explore staffing options for Quechee fire station   |  | Fire Dept.<br>Town Manager                 |
| <b>Strategy 2: Fully staff Police and Fire departments</b>  |  |  |
| <b>Actions</b>  | <b>More Details</b>  | <b>Who</b>                                 |
| Expand recruitment and job training programs to hire more police, fire & rescue staff   |  | Police Dept.<br>Fire Dept.<br>Town Manager |
| Identify and address barriers to recruitment of staff and personnel   | Examples: workforce housing, childcare, quality schools, salaries and benefits | Police Dept.<br>Fire Dept.<br>Town Manager |

|   |  |   |
|---|--|---|
| Recruit and train volunteers to supplement police, fire & rescue personnel  | Examples: assisting with fingerprinting, neighborhood wellness checks, or CERT teams       | Fire Dept.<br>Police Dept.  |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>Diverse housing (Housing chapter)</li> <li>Workforce training (Education section Community Facilities &amp; Services chapter)</li> </ul> |  |   |
| <b>Strategy 3: Develop a strong community policing program and social service coordination</b>  |  |   |
| <b>Actions</b>  | <b>More Details</b>  | <b>Who</b>  |
| Identify social needs and drivers of crime and rescue calls   | Resource: National Guard data analyst  | Police Dept.  |
| Adopt a “good Samaritan” policy for overdose cases  |  | Police Dept.  |
| Expand police patrols and presence on rural roads and underserved areas   |  | Police Dept.  |
| Conduct follow up visits after all acute police, fire & rescue calls  |  | Fire Dept.<br>Police Dept.<br>Social Service Org.   |
| Establish formal partnerships and coordinated systems between police, fire, rescue and social service organizations   |  | Police Dept.<br>Fire Dept.<br>Partners: hospitals, VA Hospital, Faith Organizations, Schools, Housing Providers |
| Appoint and train “neighborhood captains” to check on people and communicate needs to service providers   | Examples: door-to-door visits during heat waves and high-risk times, disaster coordination | Fire Dept.<br>Emergency Management Director   |
| <b>Strategy 4: Expand crime prevention through design</b>   |  |   |

| Actions  | More Details   | Who   |
|--|--|---|
| Prioritize and invest in public infrastructure that reduces crime  | Examples: sidewalks, streetlights  | Planning & Dev. Dept.<br>Police Dept.<br>Public Works Dept. |
| Update design guidelines to allow and incentivize elements that reduce crime   | Examples: front porches, minimal setbacks  | Planning & Dev. Dept.<br>Police Dept.                       |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>Complete streets and active transportation (Transportation chapter)</li> </ul>    |  |   |
| <b>Library Goals</b>   |  |   |
| <b>Support and grow libraries as community centers</b><br>Maintain existing library branches and expand offerings to meet changing community needs |  |   |
| <b>Strategy 1: Maintain and staff four accessible Hartford library branches</b>  |  |   |
| Actions  | More Details   | Who   |
| Continue to maintain, fund and provide staff at all four library branches  |  | Libraries<br>Town Manager                                   |
| <b>Strategy 2: Support new library offerings that meet changing needs</b>  |  |   |
| Actions  | More Details   | Who   |
| Expand multi-cultural offerings, programs and resources  | Examples: design and services welcoming to people of color, Spanish and other language services, multicultural programming | Libraries   |
| Increase affordable and free family activities and programming   | Examples: movies, book groups, play groups, classes and workshops, mentorship programs                                     | Libraries   |

|   |   |           |
|---|---|-----------|
| Invest in technology, collections and resources that meet evolving needs                  | Examples: Computers and pads, audio/downloadable books, maker or tinker spaces, bike sharing  | Libraries |
| Explore changes to library hours and policies to meet needs of children and families      | Examples: after school care or study groups   | Libraries |
| Develop formal partnerships to publicize libraries and help libraries address other needs | Examples: partnerships with Conservation Commission, Parks & Rec, schools, or cultural groups | Libraries |

**Also Supported By:**

- Transportation networks and Complete Streets (Transportation chapter)
- Community-school connections (Education section of the Community Facilities & Services chapter)

**Solid Waste Goal**

**Improve composting, recycling and solid waste programs**

Compost and recycle more materials by expanding services and participation

**Strategy 1: Expand town wide composting and recycling services**

| <b>Actions</b>  | <b>More Details</b>  | <b>Who</b>         |
|---|--|--------------------|
| Research recycling and trash handling practices and options                                   | Examples: Information on what happens to recycling, options for expanding the solid waste program, info on regional composting needs and facilities  | Public Works Dept. |
| Explore options for implementing state composting laws and expanding composting operations    | Examples: curbside pickup or neighborhood drop-offs, composting facilities in each village, town facilities for leaf mulch, energy generation from compost or trash, expanding services to nearby towns, and partnerships with private facilities like Upper Valley Composting | Public Works Dept. |
| Create a public education campaign to increase rates and compliance for recycling and compost | Include: what can be recycled or composted, prep and methods for sorting and recycling, and benefits of participating  | Public Works Dept. |

## CHAPTER VII: Utilities

| Telecommunications Goal  |              |   |
|--|--------------|---|
| <p><b>Develop universal high-speed internet and cellular phone coverage</b><br/>Expand fiber optic and cellular networks to ensure affordable and reliable communications technology</p>   |              |   |
| <p><b>Strategy 1: Support the development of fiber-optic and cellular communications systems</b></p>   |              |   |
| Actions  | More Details | Who   |
| Support providers in expanding broadband and high-speed Internet service   |              | Two Rivers Ottauquechee Regional Commission & Green Mountain Economic Development Corporation |
| Support providers in developing cell towers and systems that fill service gaps   |              | Two Rivers Ottauquechee Regional Commission & Green Mountain Economic Development Corporation |
| <p><b>Also Supported By:</b></p> <ul style="list-style-type: none"> <li>• New Economy and village center hubs (Economic Development chapter)</li> <li>• Density and land use patterns (Housing chapter)</li> <li>• Mixed Use development (Land Use chapter)</li> </ul> |              |   |

## CHAPTER VIII: Transportation

**NOTE: Goals/strategies/actions need attention**

This strategies & actions in this section are pieced together from several forum discussions: the energy/transportation discussion, roads/public works, and active transportation. Transportation as a whole did not have much discussion, so there were not many goals articulated, and section doesn't stand together as a whole.

| <b>Public Transportation Goals</b>   |  |  |
|--|--|--|
| <b>Expand public transportation options and access</b><br>Increase the number and convenience of routes, access to transit, and public awareness   |  |  |
| <b>Strategy 1: Increase the number of transit routes and options</b>   |  |  |
| <b>Actions</b>   | <b>More Details</b>                        | <b>Who</b>   |
| Support the expansion of bus routes, including evening and weekend routes and a Quechee regional bus route, and more village stops   |  | Regional Transit Providers<br>TRORC<br>Planning & Dev. Dept. |
| Explore the potential of commuter and community rail service   |  | TRORC<br>Planning & Dev. Dept.                               |
| Develop special bus services to events and critical destinations like libraries, trails and rec facilities   |  | Town Depts<br>Regional Transit Providers                     |
| Explore the potential of using school buses for public transportation during off hours   |  | School Dept.   |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Transportation sustainability (Energy chapter)</li> <li>• Village centers (Economic Development chapter)</li> <li>• Traditional development patterns (Housing chapter)</li> </ul> |  |  |
| <b>Strategy 2: Improve connectivity between transportation systems and destinations</b>  |  |  |
| <b>Actions</b>   | <b>More Details</b>                        | <b>Who</b>   |
| Prioritize and invest in transportation infrastructure that connects Hartford's village centers  | Examples: bus routes and stops, bike paths | Town Manager<br>Regional Transit Providers                   |

|   |  |                            |
|---|--|----------------------------|
| Develop transportation networks that connect to key destinations including regional transit, major employers, schools, employers, and neighborhoods |  | Regional Transit Providers |
|---|--|----------------------------|

**Also Supported By:**

- Mixed use development (Land Use chapter)
- Village centers (Economic Development chapter)
- Traditional development patterns (Housing chapter)

**Active Transportation Goals**

**Expand and improve active transportation options**

Improve safety and availability of bike and pedestrian routes, including paths and protected lanes and safe sidewalks and crossings

**Strategy 1: Expand safe bike and pedestrian infrastructure**

| <b>Actions</b>  | <b>More Details</b>   | <b>Who</b>  |
|---|---|---|
| Complete a bike & pedestrian audit to identify assets, needs and priorities                                   | Include: connectivity gaps (“First and Final Mile”), unsafe or deteriorating infrastructure, high-traffic areas | Planning & Dev. Dept.<br>Public Works Dept.<br>Police Dept. |
| Develop a plan for building and maintaining sidewalks in a cost-efficient way                                 |   | Planning & Dev. Dept.<br>Public Works Dept.                 |
| Improve safety of high priority crosswalks and sidewalks  |   | Planning & Dev. Dept.<br>Public Works Dept.<br>Police Dept. |
| Invest in new sidewalks and crosswalks serving high-traffic areas or destinations                             |   | Planning & Dev. Dept.<br>Public Works Dept.<br>Police Dept. |
| Install bike infrastructure such as bike racks and covered storage in village centers and at key destinations |   | Public Works Dept.  |

| Identify priority routes and install dedicated bike/pedestrian lanes or paths connecting key destinations   |              | Planning & Dev. Dept.<br>Public Works Dept. |
|---|--------------|---|
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Transportation sustainability (Energy chapter)</li> <li>• Village centers (Economic Development chapter)</li> <li>• Trails and recreation (Community Facilities &amp; Services chapter)</li> </ul>   |              |   |
| <b>Strategy 2: Build “Complete Streets”</b><br>Ensure that new and rebuilt roads are designed for bikes and pedestrians as well as cars   |              |   |
| Actions   | More Details | Who   |
| Adopt a Complete Streets policy to guide future road improvements and building projects   |              | Planning & Dev. Dept.<br>Public Works Dept. |
| Increase collaboration between Public Works and Planning Departments  |              | Planning & Dev. Dept.<br>Public Works Dept. |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Mixed use development (Land Use chapter)</li> <li>• Village centers (Economic Development chapter)</li> <li>• Trails and recreation (Community Facilities &amp; Services chapter)</li> <li>• Transportation sustainability (Energy chapter)</li> </ul> |              |   |
| <b>Public Roads Goals</b><br><b>NOTE: Forums did not explore strategies and actions in depth</b>  |              |   |
| <b>Improve maintenance and reduce costs of town roads</b><br>Ensure that roads are well maintained and in good condition while reducing the cost of long-term maintenance   |              |   |
| <b>Reduce stormwater runoff and erosion from town roads</b><br>Use green infrastructure and best practices for road building and maintenance to reduce runoff   |              |   |
| <b>Strategy 1: Reduce amount of public roads</b><br>Explore policies and options that would reduce the total road mileage that the Town of Hartford must maintain   |              |   |

| Actions  | More Details | Who                |
|--|--------------|--------------------|
| Audit town roads to identify opportunities for downgrading or eliminating town road sections   |              | Public Works Dept. |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Mixed use development (Land Use chapter)</li> <li>• Village centers (Economic Development chapter)</li> <li>• Compact development patterns (Housing chapter)</li> </ul> |              |                    |

## CHAPTER X: Energy

**NOTE: Goals/strategies/actions should change based on HEC work and conclusions**  
 Items included here are from the forum only.

| <b>Renewable Energy Goal</b>   |  |   |
|--|--|---|
| <b>Meet or exceed state goals for renewable energy generation</b><br>Generate between 55,873 and 68,289 MWh/year of renewable electricity by 2050. |  |   |
| <b>Strategy 1: Increase solar generation in Hartford</b>   |  |   |
| Actions  | More Details   | Who                                     |
| Support community solar projects and group net metering  |  | Energy Commission<br>Energy Coordinator |
| Support and incentivize solar on commercial buildings, flat roofs and other ideal sites  | Examples: partnerships, outreach, financial incentives | Energy Commission<br>Energy Coordinator |

|   |   |   |
|---|---|---|
| Promote solar through an educational campaign for municipal leaders and the public  |   | Energy Commission<br>Energy Coordinator |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Land Use chapter</li> <li>• Working lands economy (Natural Resources chapter)</li> <li>• New Economy (Economic Development chapter)</li> </ul>   |   |   |
| <b>Strategy 2: Decrease fossil fuel infrastructure</b>  |   |   |
| <b>Actions</b>  | <b>More Details</b>   | <b>Who</b>                              |
| Engage town commissions & boards in exploring ways to reduce new fossil fuel infrastructure   |   | Energy Commission<br>Energy Coordinator |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Mixed use development (Land Use chapter)</li> <li>• Sustainable housing and housing development patterns (Housing chapter)</li> <li>• Transportation networks and road maintenance (Transportation chapter)</li> </ul> |   |   |
| <b>Strategy 3: Explore alternative renewable energy sources</b>   |   |   |
| <b>Actions</b>  | <b>More Details</b>   | <b>Who</b>                              |
| Research and explore options for other renewable energy sources   | Examples: local biomass (wood), food anaerobic digesters, micro hydro | Energy Commission<br>Energy Coordinator |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Composting and recycling (Community Facilities &amp; Services chapter)</li> <li>• Working lands businesses (Natural Resources chapter)</li> </ul>  |   |   |
| <b>Building Integrity Goals</b>   |   |   |
| <b>Weatherize Hartford homes to improve energy efficiency</b><br>Weatherize 25% off Hartford's housing stock by 2020  |   |   |

|  |   |  |
|--|---|--|
| <b>Heat Hartford's homes with renewable energy</b><br>Use renewable energy to heat 50% or more of Hartford's housing stock by 2025   |   |  |
| <b>Strategy 1: Promote energy efficient development</b>  |   |  |
| <b>Actions</b>   | <b>More Details</b>   | <b>Who</b>   |
| Adopt Residential Building Energy Standards (RBES)   |   | Planning Commission<br>Energy Commission<br>Energy Coordinator |
| Adopt a policy that incentivizes energy efficiency in rental units   | Example: requiring landlords to incorporate energy costs  | Planning Commission<br>Energy Coordinator<br>Energy Commission |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>Mixed use development (Land Use chapter)</li> <li>Traditional development patterns and housing variety (Housing chapter)</li> </ul>   |   |  |
| <b>Strategy 2: Inventory and track residential energy efficiency</b>   |   |  |
| <b>Actions</b>   | <b>More Details</b>   | <b>Who</b>   |
| Collect data on residential energy efficiency projects and status  | Examples: tax records, energy efficiency programs and rebates, and voluntary surveys                        | Energy Commission<br>Energy Coordinator                        |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>Mixed use development (Land Use chapter)</li> <li>Sustainable housing and housing development patterns (Housing chapter)</li> <li>Transportation networks (Transportation chapter)</li> </ul> |   |  |
| <b>Strategy 3: Support and promote weatherization projects</b>   |   |  |
| <b>Actions</b>   | <b>More Details</b>   | <b>Who</b>   |
| Provide public education and assistance on weatherization  | Examples: case studies and how-tos, info on financial incentives and technical assistance, free home visits | Energy Commission<br>Energy Coordinator                        |

|  |  |   |
|--|--|---|
| Explore options to create a weatherization fund for homeowners   | Examples: small tax increase, option tax, fuel tax, private funding  | Energy Commission<br>Energy Coordinator     |
| Recruit and train volunteers or students to complete weatherization projects   | Example: Sustain-A-Raisers program in NH   | Energy Commission<br>Energy Coordinator     |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Housing quality (Housing chapter)</li> <li>• Community-school connections and job training (Education section Community Facilities &amp; Services chapter)</li> <li>• Workforce development (Economic Development chapter)</li> </ul> |  |   |
| <b>Transportation Sustainability Goals</b><br><b>Note: Most actions in this category moved to Transportation chapter, but many could go either place</b>   |  |   |
| <b>Reduce vehicle miles driven</b><br>Reduce and hold per capita vehicle miles traveled to 2011 levels (11,402)  |  |   |
| <b>Reduce trips by car</b><br>Reduce single occupancy vehicle trips by 20% by 2030   |  |   |
| <b>Increase active and sustainable transportation</b><br>Decrease fossil fuel-based transportation by 10% by 2025  |  |   |
| <b>Strategy 1: Promote public &amp; active transportation options</b>  |  |   |
| <b>Actions</b>   | <b>More Details</b>  | <b>Who</b>                                  |
| Promote and support transportation options that reduce single occupancy vehicle (SOV) trips  | Options: public transportation options, car sharing, and ride sharing, and active transportation<br>Examples: public education/info campaigns, car or van pooling, Zip car stations, demo days | Energy Commission<br>Energy Coordinator     |
| Improve the safety and convenience of Park & Ride locations  |  | Planning & Dev. Dept.<br>Public Works Dept. |
| Explore the development of a municipal bike share program  |  | Energy Commission<br>Parks & Rec Dept.      |

|  |  |   |
|--|--|---|
| Support employers in developing incentives for ride sharing and active transportation  | Examples: free bus passes, free downtown parking | Energy Commission<br>Energy Coordinator |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• Transportation networks (Transportation chapter)</li> <li>• Active transportation (Transportation chapter)</li> <li>• Village centers (Economic Development chapter)</li> <li>• Trails and paths (Community Facilities &amp; Services chapter)</li> </ul> |  |   |
| <b>Strategy 2: Promote and support electric vehicles</b>   |  |   |
| <b>Actions</b>   | <b>More Details</b>                              | <b>Who</b>                              |
| Map existing and potential electric vehicle charging stations  |  | Energy Commission<br>Energy Coordinator |
| Install new electric vehicle charging stations in village centers and high-traffic areas   |  | Energy Commission<br>Energy Coordinator |
| <b>Strategy 3: Explore the potential of hydrogen fuel cells</b>  |  |   |
| <b>Actions</b>   | <b>More Details</b>                              | <b>Who</b>                              |
| Support start-ups and entrepreneurs advancing hydrogen fuel cells for transportation   |  | Energy Commission<br>Energy Coordinator |
| <b>Also Supported By:</b> <ul style="list-style-type: none"> <li>• New Economy (Economic Development chapter)</li> </ul>   |  |   |

# OTHER

## Civic Engagement Goals

**NOTE: Unclear where this section would go; forums did not explore civic engagement and volunteerism in depth**

### Improve town-wide communication systems

Ensure that community members and groups have access to a variety of public information channels to share and receive news

### Increase civic engagement and volunteerism

Develop a culture of participation and increase the number of engaged community members and volunteers

### Strategy 1: Develop and publicize communication channels

| Actions  | More Details | Who                  |
|--|--------------|----------------------|
| Develop partnerships with libraries, schools and area organizations to distribute information  |              | All Town Departments |
| Publicize free communication channels such as the Valley News calendar                         |              | All Town Departments |
| Expand and publicize town-wide communication channels such as a Hartford Listserv and Facebook |              | All Town Departments |

### Also Supported By:

- Libraries (Community Facilities & Services chapter)
- Community-school integration (Education section Community Facilities & Services chapter)