

Volume I

REGIONAL GOALS & STRATEGIES

I. INTRODUCTION

The Northeastern Vermont Development Association (NVDA), the regional planning and development organization for the northeast region of Vermont, strives to assist and promote the interests of all municipalities in Caledonia, Essex, and Orleans Counties; and to support economic development initiatives that provide quality job opportunities in this region. The Association is enabled under the Vermont Municipal and Regional Planning and Development Act (24 V.S.A., 117, Section 4341). NVDA is the only combined Regional Planning Commission and Development Corporation in Vermont.

The mission of NVDA is to:

- Provide leadership and technical expertise to local communities, agencies, and organizations to facilitate cooperative planning within and among the Northeast Kingdom.
- Work to improve the quality of life for people in the Northeast Kingdom through planning and by promoting economic development while preserving the region's natural environment.

Purpose

The previous version of the *Regional Plan for the Northeast Kingdom* was adopted in 1995, and readopted in 2000. A new plan was adopted in 2006 and amended in 2013.

The purpose of the *Regional Plan for the Northeast Kingdom* is to provide a guide for managing change and an informational framework within which municipalities, businesses, individuals, and other organizations can make decisions regarding growth and development. In no particular order, there are three principal uses for this Plan:

1. Guidance in regional and local planning and decision making
2. General information
3. As a basis for state review processes

Organization

The Regional Plan is composed of three volumes. Foremost among the three is Volume I Regional Goals & Strategies, which presents the goals, policies, and objectives for the region. Volume I should be considered a quick reference to regional goals and policies. Volume II, the Regional Analysis, is a presentation of existing conditions and background information intended to give readers a picture of life in the Northeast Kingdom. Maps, tables, and photographs have been inserted throughout the second volume. The third volume is titled *Regional Transportation Plan for the Northeast Kingdom*.

This summary and the supporting narrative document are each divided into chapters addressing distinct elements such as housing, land use, energy, etc. The transportation plan focuses solely on transportation issues. All three volumes constitute the NVDA regional plan.

II. REGIONAL VISION

Vermont's rural traditions have been better preserved in the Northeast Kingdom than in other areas of the state. Respect for individual rights and a genuine neighborliness toward others are values that continue as part of the social fabric here. The physical landscape has essentially remained unchanged with compact village centers surrounded by working farms and productive forests. When one examines local town plans throughout the region, one quickly gets the sense that most people in this region prefer gradual change over rapid growth. Nevertheless, most Northeast Kingdom residents stand firmly behind development that promotes job creation and sustained economic development.

The natural beauty and wholesome quality of life experienced in the Kingdom are things no longer enjoyed exclusively by the region's residents. With the Northeast Kingdom within a day's drive of more than 70 million people, the region has become a recreational playground for many out-of-area visitors. Others are seeking to permanently escape the rigors of urban life elsewhere and relocate to the region. Such outside interest in the region presents both opportunities and problems. While towns appreciate the additional revenue associated with seasonal residents and visitors, a large influx of new, year-round residents can strain local infrastructures and services. New residents sometimes seem to have unreasonable expectations, but they often bring fresh perspectives and new ideas. With longtime and new residents alike, the communities of this region are encouraged to plan for their future, so that growth is expected and welcome rather than haphazard and problematic. Over time, the cumulative effects of unplanned or uncoordinated growth can be dramatic, and may negatively affect local economies and the quality of life Northeast Kingdom residents have come to enjoy.

In both regional and local planning processes, we need to retain and strengthen existing businesses while creating new economic and employment opportunities for residents from all walks of life. We must provide quality educational opportunities and skills training for all job seekers to make the region's workforce more attractive to employers. With an economy that is to a great extent linked to our natural resource base, the region and its municipalities should also embrace strategies to protect the environmental quality in the Northeast Kingdom.

The availability of quality, affordable housing is a regional goal also shared by every local community, and upgrading existing, substandard housing is a particularly urgent priority. Northeast Kingdom residents are also encouraged to work with their local, regional, and state agencies and officials to revitalize downtowns, village centers, and cultural institutions to preserve our cherished way of life.

Local communities and state agencies must continue to upgrade public infrastructure in a coordinated manner, in order to protect the health, safety, and welfare of local residents. As a region, we must strive to provide a reliable and safe transportation system with improved access to destinations within and outside the region for a greater number of people. Achieving these broad goals will ensure that the residents of the Northeast Kingdom will prosper and live satisfying lives in communities of their own making.

III. TOOLS FOR IMPLEMENTATION

A good plan provides a full range of options to its residents and citizens. Implementation – whether it is regulatory or otherwise – will ultimately depend on the political will of each member municipality of NVDA. NVDA can and should serve a vital role as facilitator for each endeavor by providing the knowledge, resources, expertise, and skills that will empower each municipality to make informed decisions and act decisively. Implementation options are organized in the following broader categories:

A. Non-regulatory – Planning Initiatives:

Regional plan: There are many issues that pass beyond the borders of an individual community that require a broader level of consideration. NVDA's Regional Plan is the primary way to direct planning and implementation efforts beyond the municipal level. The Regional Plan is required to uphold Vermont's state planning goals (V.S.A. Title 24, Chapter 117, §4302). While the Regional Plan does not have the same regulatory effect as municipal land use regulations, the policies and recommendations within this Plan do guide decision making at the state, regional and local level. Under Act 250, the Regional Plan has a regulatory effect. In preparing the plan, the Planning Commission is directed by statute to carry out a variety of responsibilities, including solicit public input, identify areas of regional interest (such as earth extraction, scenic areas, food systems), conduct capacity studies, develop databases that may be relevant and useful to shared GIS systems, identify viable agricultural lands, develop guidelines for providing affordable housing, and consider probable social and economic benefits of the proposed plan. NVDA will continue to update the regional plan and supporting planning products in accordance with its statutory duties.

Municipal plans: The Planning and Development Act enables towns to establish planning programs to meet local needs (24 VSA Chapter 117). If a municipality chooses to conduct a planning program, it must follow the statutory requirements in the Act. Section 4302 of the Act sets forth an intent to establish a planning process that will further specific goals. Although the planning goals set forth in the Act may not be relevant locally, the Regional Commission believes that all towns should carefully evaluate each of the goals in the Act prior to determining whether or not the goal is appropriate.

Supporting plans and initiatives: Municipalities are also enabled by statute to develop supporting plans that address areas of specific interest such as access management, downtown revitalization, and open space. Additionally, they may establish advisory commissions that help to guide local planning efforts on housing and historic preservation. NVDA will provide ongoing assistance on supporting planning initiatives.

Interest-specific studies: Major investments in infrastructure and industry often require feasibility and scoping studies to identify viable solutions to long-range challenges and public safety hazards. They also help to uncover potential strengths and weakness, expenses and revenues, threats and opportunities. NVDA will continue to provide technical assistance and identify funding sources for such studies, as well as identify qualified outside consultants to complete them.

B. Non-regulatory – Programs and Incentives

There are numerous incentives available to municipalities to direct public and private investment in a manner that meets state planning goals. The Downtown and Village Center designation programs (and their associated tax credits) are popular non-regulatory implementation tools, as is enrollment in the Use Value Appraisal Program, various tax credits (such as housing tax credits), tax stabilization, purchase of development right, direct purchase of conserved lands, and revolving loan funds. NVDA will continue to advise communities on such programs and incentives. It will also participate in public comment and review of policies and plans that guide these incentive plans. (See E. Other Regulatory Jurisdictions.)

C. Administration and Infrastructure

Direct investments: This can include amenities, such as a new park, or improvements to existing facilities, such as an upgrade to water or sewer plant. Capital budgets allow communities to prioritize capital expenditures over a specific period of time. Capital expenditures are generally purchases of equipment or land over a set value (e.g. \$5,000) and with a certain life span (at least 3 years). Capital budgets can be used to develop reserve funds (also known as sinking funds) or to impose impact fees. Assessment and inventories: Municipalities are responsible for assessments of town infrastructure, (such as culverts and bridges). These assessments are eligible for additional matching funds from the state for capital improvements and highway funding. Solid waste management plans (whether with the Solid Waste Management District or done independently) require NVDA's review and approval.

D. Regulatory – Zoning, Subdivision, and Ordinances

Vermont law enables several kinds of bylaws, including zoning, site plan, subdivision regulations, unified development, official map, impact fees, phasing, transfer of development rights, and special or freestanding bylaws (such as flood hazard regulations). Other forms of regulation cover a variety of ordinances – noise, roads, driveways onto town highways, junk and salvage yards, as well as local enforcement of rental building codes.

E. Other Regulatory Jurisdictions

While the Regional Plan does not have the same regulatory effect as municipal land use regulations, the policies and recommendations within this Plan guide decision making at the state, regional and local level. Under Act 250, the Regional Plan has a regulatory effect. NVDA can and should review and provide testimony on proposed Act 250 projects that meet the potential for substantial regional impact. NVDA will

also review and provide comment on Section 248 hearings. NVDA will also review and provide comment on proposed legislative changes and plans that impact our member municipalities. Subject areas include but are not limited to housing and tax credit policy, land use regulation, solid waste management, energy codes, renewable energy, and Downtown and Village Center designation. NVDA will alert its member municipalities to regulatory changes and will advise municipal officials on appropriate regulatory jurisdictions (including fair housing laws) and will direct municipal officials to appropriate regulatory authorities as necessary.

F. Grant Writing and Administration

NVDA provides ongoing grant writing and administration assistance to its member municipalities, which generally lack the in-house resources to obtain and administer grants. While grants serve other underlying purposes – such as planning, feasibility, studies, infrastructure upgrades, and economic development initiatives – grant writing and administration requires RPC staff time and resources and therefore is a significant implementation activity in its own right.

G. Training and Public Awareness

Education of not only those entities which coordinate daily with the Regional Commission but the general public as to the Plan policies and its implementation is essential. Plan implementation without public input is destined to fail. A deliberate effort to involve the public in all aspects of the Plan implementation process is essential. Education of the public on the overall values of multiple town planning for an area will continue to be an on-going function of the Regional Commission as it seeks to implement this Plan with others.

IV. TIMEFRAMES

Ongoing, routine and immediate:

This includes annual statutory duties carried out by NVDA, such as outreach and education, as well as sustained effort, such as maintenance of existing plans (such as municipal plans, Local Emergency Operations Plans, Solid Waste Plans), and ongoing participation in designation or incentive-based programs (such as Downtown and Village Center Designation).

Short-term implementation (1-5 years):

These include specific projects that can be carried out within five years, such as development of new supporting plans (agriculture/food systems, transportation plans, inventories and assessments, regional plan update, substantive updates to municipal plans and new municipal plans).

Long-term implementation:

These include initiatives that can be started, but cannot be completed within five years, including initiatives that currently lack funding or resources for full implementation. Includes major infrastructure upgrades and studies and future needs.

V. GOALS AND STRATEGIES

Forest Land Use Goals	Strategies	Ongoing	Short-term	Longer-Term
<p>Sustainable forestry will remain an economically viable tool to preserve woodlands, open space for recreation, and local character.</p> <p>Mixed-use forests will allow for expanded economic benefits to forest owners while encouraging sound ecological practices and recreational access to the public.</p> <p>Value-added processing opportunities for wood resources in the region will increase.</p> <p>Residential and commercial development patterns will occur in such a way as to retain the productivity of the region's accessible forests.</p> <p>State and federally-controlled land is an important resource for passive recreation and will continue to be accessible to the public.</p> <p>Municipalities with land in municipal forests will have</p>	Continue to provide planning assistance to communities seeking to conserve valuable forest land. Encourage landowners to enroll productive forestland in the "current use" program. In communities that have land use regulations, encourage the use of planned unit development coupled with low density zoning to preserve larger blocks of forestland while facilitating efficient residential and commercial development.	G (Technical assistance, training, awareness)	B (Use Value Appraisal Program)	A, D, F (Municipal Plans, Zoning, Municipal Planning Grants)
	Connect municipalities with appropriate agencies and resources providing management assistance with municipal forests.	G, E (ANR, BMPs)		
	Provide management, financial, and technical assistance to local forest product industries, including wood product manufacturers, sawmills, paper mills, and wood-powered electrical generators (cogeneration).	G (Outreach, industry visits)	A (Feasibility studies)	F (Grants and low-interest loans) B. (RLF)
	Maintain enough forest land to support wood-related industries, retain the region's natural beauty, protect fragile areas, encourage wildlife, promote recreational usage, and maintain a healthy, sustainable forest based economy.		A (Mapping)	A, D, F (Municipal Plans, Zoning, Municipal Planning Grants)
	Support the development and marketing of distinctive wood products identifiable with Vermont and/or the Northeast Kingdom.	G. (Outreach, industry visits)	A (Feasibility studies)	F. Grants and low-interest loans
	Support owners of forestland who implement sustainable forestry practices to market their wood and wood products.	G. (Outreach, industry visits)	A (Feasibility studies)	F. Grants and low-interest loans
	Expand usage of existing rail infrastructure for shipping and interface with trucking. Explore the creation of forest-related industrial zones (i.e. rail sidings for sawmills)		A (Feasibility studies)	F (Grants and low-interest loans)
				A, D, F (Municipal Plans, Zoning,

the capacity to manage the land for its resource value and public recreational use.				Municipal Planning Grants)
Agriculture Land Use Goals	Strategies	Ongoing	Short-term	Longer-Term
<p>Farming and agriculture will remain an important and viable sector of the regional economy.</p> <p>Contiguous tracts of agricultural soils will be preserved.</p> <p>Development of residential and commercial uses will not significantly reduce the amount of open and productive farm land.</p>	Continue to provide planning assistance to communities seeking to conserve productive agricultural land. Encourage the use of “planned unit development” coupled with low density zoning and other tools to preserve agricultural resources.	G (Technical assistance, training, awareness)		A, D, F (Municipal Plans, Zoning, Municipal Planning Grants)
	Provide technical assistance to towns seeking to encourage on-farm enterprises, through the use of land use regulations or incentives.	G (Technical assistance, training, awareness)		A, D, F (Municipal Plans, Zoning, Municipal Planning Grants)
	Provide support to farmers interested in diversification and/or product development. Assist with grants and low-interest loans for value-adding businesses and diversification.	G (Outreach, industry visits)	A (Feasibility studies)	F (Grants and low-interest loans) B. (RLF)
	Identify funding sources for, and market existing and new food ventures in the region.		F. Grant Writing	F (Grants and low-interest loans) B. (RLF)
	Support education efforts that teach sustainable agricultural practices, and the tax benefits of enrollment in the “current use” program.	G (Technical assistance, training, awareness)		
Recreation Land Use Goals	Strategies	Ongoing	Short-term	Longer-Term
<p>Sufficient open space will be available for current and future outdoor recreational pursuits.</p> <p>A variety of year-round and</p>	Assist towns to plan for future recreation needs, recognizing that privately-held land may not be available for passive recreational use in the future.	G (Technical assistance, training, awareness)	A (Municipal Plans), F) Municipal Planning Grants)	B (Use Value Appraisal Program, Acquisition, Purchase of Development

<p>seasonal, indoor and outdoor recreation opportunities will be available for residents and visitors.</p> <p>Public access to water bodies will be protected.</p>				Rights)
	Assist with financing to develop additional facilities such as sports fields, playgrounds, trail systems, ice rinks, skateboard parks, and recreation/bike paths, coordinating actions with the goals in the SCORP in order to access dedicated federal funds.		F. Grant Writing	
	Identify and protect public access to water bodies.	G (Technical assistance, training, awareness)	A (Municipal Plans, Mapping), F) Municipal Planning Grants)	
	Identify the recreation facilities and activities most needed by youths and seniors and help towns identify and secure funds for their development.		A (Supporting studies)	F. Grant Writing
	Support local and regional recreation events (e.g. fairs, festivals, etc.).	G (Technical assistance, Public Outreach)		
Future Land Use and Development Use Goals	Strategies	Ongoing	Short-term	Longer-Term
<p>Established centers will be an economically vital mix of commercial and residential uses, and will offer a variety of housing types available at different price points to support long-term sustainability.</p> <p>Towns will be supported in identifying and implementing strategies that reverse the current trend of new residential development occurring primarily outside of centers.</p>	Direct public investment and create financial incentives for the development of a balanced mix of low-income, work-force, and upper-income housing in and adjacent to village centers and downtowns, with the goal of allowing all communities to develop into high-opportunity areas.	<p>G (Education and Outreach)</p> <p>B (Maintain current designations)</p> <p>E (Review policies and plans that direct credits and investments)</p>	<p>B (Tax credits, new designation)</p> <p>A (Capacity studies, buildout analyses)</p>	E (Review policies and plans that direct credits and investments)
	Direct public investment for new elderly and affordable housing to town and village centers in locations with access to public transportation routes. Aside from promoting traditional	A (Municipal plans) B (Maintain	A (Capacity studies, buildout analyses)	

<p>Traditional development patterns will be maintained and linear “strip” development will be avoided.</p> <p>New development will be compatible with existing land uses, and consistent with local plans.</p> <p>Historic structures, community facilities, and other buildings will be preserved and adapted for re-use.</p> <p>Brownfield sites will be reclaimed.</p> <p>Significant development proposals will consider the impact on adjacent regions.</p>	<p>settlement patterns, this will put seniors closer to such amenities as shopping, and community facilities, and enable income-stressed residents to have cost-saving access to services, employment centers, and public transportation options to places of employment.</p>	<p>current designations)</p> <p>G (Education and Outreach)</p>	<p>B (Tax credits, new designation)</p> <p>F (Municipal Planning Grants)</p>	
	<p>Work with housing developers and communities to assure that all residents have the opportunity for access to high-performing schools and economically-sustainable employment.</p>	<p>A (Municipal plans)</p> <p>G (Education and Outreach)</p>	<p>B (Tax credits, new designation)</p> <p>F (Municipal Planning Grants)</p>	<p>E (Review policies and plans that direct credits and investments)</p>
	<p>Assist communities applying for designation under the Vermont Downtown, Village Center, and/or Neighborhood Development Programs where appropriate to encourage mixed-use development (residential, commercial and appropriate light-industrial) in centers.</p>	<p>G (Education and Outreach)</p>	<p>B (Tax credits, new designation)</p>	
	<p>Encourage adaptive reuse of historic structures through tax incentives, tax credits, grants, and loans, assistance in location of funding, etc.</p>	<p>G (Education and Outreach)</p> <p>B (Maintain current designations)</p>	<p>B (Tax credits, new designation)</p>	
	<p>Encourage desired town center development through investment, maintenance, and expansion of appropriate infrastructure (sidewalks, water and sewer, parking, public spaces, etc.).</p>	<p>G (Education and Outreach)</p>	<p>B (Tax credits, new designation)</p> <p>A (Capacity studies, buildout analyses)</p>	<p>F. Grant writing</p>
	<p>Support beautification efforts in town centers and downtowns.</p>	<p>B. Support to local committees</p>	<p>F. Research grant funds</p>	
	<p>Encourage towns to plan for community recreational and social needs.</p>	<p>G. (Education and Outreach)</p> <p>B. (Maintain</p>	<p>A. Municipal Plans and supporting plans</p>	<p>F. Planning grants</p>

		current designations)	C. Capital budgets	
	Avoid the development of agricultural lands with auto-dependent residential subdivisions by encouraging towns with land use regulations to lower the permitted residential density in agricultural zones, coupled with planned unit development or clustering provisions to ensure efficient and well-designed developments.	G. (Technical assistance, training, awareness)	A. (Site suitability, buildout analyses, working lands inventory)	A, D, F (Municipal Plans, Zoning, Municipal Planning Grants)
	Protect against the fragmentation of rural lands by the piecemeal development of residential lots by providing financial incentives for the development of attractive work-force and upper-income housing in and adjacent to village centers and downtowns.	G (Education and Outreach)	B (Tax credits, new designation) A (Capacity studies, buildout analyses)	G. Grant writing
	Support local conservation efforts.	G (Technical assistance, training, awareness)	A (Natural resources mapping, plan updates) F (Municipal planning grants)	B (Acquisition of conserved lands, purchase development rights) F (Funding sources for purchase) D (Zoning amendments)
	Encourage community open space plans and recreation infrastructure, recognizing that privately-held land will not be available unless protected through the purchase of conservation and access easements.	G (Technical assistance, training, awareness)	A (Natural resources mapping, plan updates) F (Municipal planning grants)	B (Acquisition of conserved lands, purchase development rights) F (Funding sources for purchase) D (Zoning

				amendments)
	Assist towns in identifying in their Town Plans appropriate areas for the development of industrial or manufacturing uses, based on the location of natural resources and existing transportation and utility infrastructure.		A (Plan updates, capacity studies, natural resources/resource constraints mapping, site suitability analyses) F Municipal planning grants	
	Assist towns in marketing potential locations for industry to the business community.	G (Technical assistance, training, awareness, industry visits)	B (Tax stabilization, RLFs)	
	Assist towns with the assessment and remediation of Brownfields in order to revitalize and re-use existing industrial infrastructure where appropriate for future industrial uses.		A (Supporting plans, plan updates) F (Municipal planning grants)	F (Grant funding and administration)
Energy Goals	Energy Strategies	Ongoing	Short-Term	Longer-Term
An adequate, reliable, diverse, and secure energy supply will benefit the region.	Support the upgrade of regional transmission systems to continue to reduce constraints. Support the maintenance and upgrade of existing energy generation facilities and related infrastructure. Propose a diversified energy portfolio for the region. Encourage local responders to plan for emergency energy resources (VEM Emergency Generators Grant Program generators.)		A (Capacity and feasibility studies) G (FEMA, Hazard Mitigation Grant Program)	C (Investment in energy infrastructure)
Affordable energy	Assist in the development of businesses that support alternatives	B (Public-	A (Capacity and	C (Investment in

alternatives will be available for the region's users.	<p>energy use.</p> <p>Support the development of small-scale renewable resources, such as wind and solar and the use of supplemental sources (wood) to stabilize energy costs.</p> <p>Promote and support rail infrastructure as a cost-effective transportation resource for the energy industry.</p>	private partnerships) G (Industry visits, outreach)	feasibility studies, local plan updates) B (Incentives) D (Local zoning and ordinances); E (PSB)	energy infrastructure) F (Grant research, writing)
Net-metering capacity in the region will be maximized.	Encourage municipalities to become "clean energy districts" and participate in the PACE program (Property Assessed Clean Energy). This would provide consumers with options to more affordably implement grid-tied renewable energy systems.	G. (Outreach and training)	B (PACE Program participation)	
Energy generation that provides the best cost-benefit to the region will be promoted.	<p>Promote wood-based energy generation to support the region's forest industry.</p> <p>Encourage the development of energy facilities and resources that help sustain local agriculture and forestry (i.e. grass/wood-pellets, small wind, solar, farm-methane, wood-chip, biodiesel).</p>	B (Public private partnerships) G (Industry visits, outreach)	A (Regional and local plan updates, supporting studies, Regional Food System Plan Updates); E (PSB)	G (Grant research, identification of potential funding sources)
Environmental and aesthetic impact of energy generation and usage will be considered.				
Energy efficiency and weatherization will be an integral part of the energy portfolio.	<p>Encourage municipalities to reduce their energy costs through conservation and efficiency, and weatherization programs.</p> <p>Support Local Energy Committee/Coordinator efforts to reduce energy consumption, improve efficiency and weatherization, and development new generation resources.</p> <p>Encourage municipalities to conduct energy audits and weatherization programs.</p> <p>Encourage businesses to make energy efficiency investments and development energy efficiency production methods.</p> <p>Promote energy efficient building design and construction methods (Green Building Design & LEED certification).</p>	B (Public private partnerships) G (Industry visits, Municipal visits, general outreach)	A (Technical assistance and plan updates) B (Incentive programs for retrofits and improvements, tax credits)	

There will be broad public participation in the decision-making process.	<p>Encourage the Vermont Legislature to develop policies that support the development of solar, small-wind, hydro-electric, farm methane and biomass generation facilities, while respecting current local land use and the culture of the region.</p> <p>Encourage the PSB to examine the long-term sustainability of proposed facilities.</p> <p>Ensure that development subject to Act 250 consider new energy requirements.</p> <p>Support the NVDA position that no further development of industrial-scale wind turbines should take place in the Northeast Kingdom.</p>	G (Outreach, partnerships,) E (Participation in Act 250, Section 248, participation and comment on proposed policy)		
Assessment of local needs and values on new energy development will be encouraged.	<p>Encourage towns to address energy development in town planning and zoning.</p> <p>Provide assistance to businesses/municipalities to develop cogeneration and other alternative energy strategies.</p>	G (Technical assistance, training)	A (Plan updates, feasibility studies) G (Municipal planning grants)	
Utilities and Facilities: Educational Facilities Goals	Educational Facilities Strategies	Ongoing	Short-Term	Longer-Term
<p>School districts will seek to maximize educational opportunities for students, including extracurricular offerings, and increase economic efficiency by sharing services with neighboring school districts when feasible.</p> <p>To provide the most favorable outcomes for students, school districts should be economically integrated.</p>	Investigate opportunities for shared facilities between municipalities and institutions.	A (interest-specific studies) G (training)		
	Provide opportunities for the involvement of school officials in the local planning process.	G (outreach)		
	Promote the development of economically integrated school districts through policies and programs that promote a range of housing options for all income levels within each school district.	B (revolving loan funds, tax stabilization)		
	Promote cooperation between institutions of higher learning and local businesses to support quality training and employment opportunities for local residents.	G (outreach)		

<p>Adult literacy resources will continue to be available to residents of the Northeast Kingdom to increase the percentage of residents that have earned a high school diploma.</p> <p>Post-secondary institutions in the region are vital to the economic development potential of the region and will be supported.</p> <p>Post-secondary schools will be closely integrated with the local communities they serve, including the business community, and should have a mutually beneficial relationship.</p> <p>Affordable educational and training opportunities should exist for all persons within the region.</p>				
	Support the expansion of post-secondary institutions in the region, to continue to build a highly-educated workforce.	A (regional plan)		
	Support local and regional efforts for workforce development and adult education.		A (municipal plans)	
	Support the efforts of local and regional libraries to provide quality facilities and materials for independent learning and education.		F (grant writing assistance)	
Utilities and Facilities: Recreational Facilities Goals	Recreational Facilities Strategies	Ongoing	Short-Term	Longer-Term
<p>Towns in the region will provide recreational facilities according to the population's particular needs.</p> <p>State-managed lands in the region will continue to be accessible to the residents</p>	NVDA will assist municipalities in identifying recreational needs and securing appropriate funding sources to develop new facilities.		F (grant writing assistance)	
	NVDA will direct municipalities to appropriate resources (e.g., Northeast Kingdom Travel and Tourism Association) to develop strategies to increase visibility of existing recreational resources to residents and potential visitors.	G (outreach)		

of the region, and improvements will be made as appropriate to serve the identified needs of the population, as articulated in municipal plans (e.g., blaze new trails, maintain parking areas and points of entry into state-controlled lands used for passive recreation, create improved access to waterbodies)				
Utilities and Facilities: Child Care Goals	Child Care Strategies	Ongoing	Short-Term	Longer-Term
Child care entrepreneurs and child/family service centers should be supported.	Provide assistance to municipalities and non-profits seeking to develop child care facilities and/or programs.		A (planning initiatives)	
Additional site-based or community child care centers that offer high quality, affordable care should be developed in employment centers and as a component of affordable housing developments.	Assist municipalities in assessing the future local need for and supply of childcare services, and whether local barriers exist for the provision of needed services, and assist in developing an action plan.		A (planning initiatives)	
The efficiency and effectiveness of existing child care, early education, and family service programs should be improved.	Municipalities periodically should review land-use and development regulations to identify needed amendments to authorize quality child-care services in appropriate locations convenient to households, including as home occupations.		A (municipal plans) D (land use regulations)	
Child care issues will be integrated into the planning process.	Employers, schools, and community organizations should collaborate to ensure that affordable, quality child-care services are available to meet the different needs of households.	G (outreach)		
	Municipalities should encourage the inclusion of childcare facilities in the plans for any multi-family housing development that will accommodate families with children, and any large commercial development, to provide more options for		A (municipal plans) D (land use regulations)	

	employees.			
Utilities and Facilities: Telecommunications Goals	Telecommunications Strategies	Ongoing	Short-Term	Longer-Term
<p>Northeast Kingdom residents, business, organizations and public entities will be served by an up-to-date telecommunications infrastructure.</p> <p>Affordable fixed and wireless communications systems, as well as high-speed Internet broadband, will be available throughout the region.</p> <p>Land conservation measures and protection of scenic resources identified in local and regional plans will be give substantial deference when telecommunications projects are under review.</p>	Solicit input from towns in the region to determine where gaps in broadband and cell coverage may still exist.	A (solicit public input) E (Section 248)		
	Encourage communities to set up wi-fi zones in public areas (libraries, municipal buildings, etc.) that are available free of charge to residents.		C (direct investments)	
	Support development efforts that reduce the cost of high-speed telecommunications throughout Vermont and the Northeast Kingdom.		C (direct investments)	
	Continue to work with state and regional agencies, as well as the private sector, to attain the coverage goals as set forth in the State Telecommunications Plan.		C (direct investments)	
Utilities and Facilities: Security and Emergency Service Goals	Strategies	Ongoing	Short-Term	Longer-Term
<p>Emergency services should be provided to all residents of the Northeast Kingdom through Enhanced 9-1-1, local departments, and</p>	Support regional approaches to disaster planning and mitigation, including partnerships between neighboring communities and states and Canada.	G (Training and outreach)		
	Support local efforts for disaster planning, response, recovery and	G (Training and		

mutual aid districts.	mitigation.	outreach)		
Towns should have up-to-date Local Emergency Operations Plans.	Assist communities to apply for safety and emergency equipment grants by disseminating information on available funding programs.		F (grant writing)	
All buildings should meet current state fire code and safety standards.	Assist interested municipalities with the adoption of building and fire codes for non-public buildings and rental properties.		D (ordinances)	
Emergency services training should be available to keep all emergency service providers current with regard to service provision and certification.	Ensure that adequate emergency services (personnel, facilities, and equipment) are available for new developments prior to placing additional demands on existing services.		C (assessment of infrastructure)	
	Assist Local Emergency Planning Committees (LEPCs) and Towns to identify gaps in disaster planning, such as increased flood and drought protection, and work to eliminate gaps through an interagency, inter-jurisdictional approach.	G (Training and outreach)		
	Encourage all communities to participate in the National Flood Insurance Program (NFIP) and to adopt the Vermont Transportation Highway Codes and Standards.	G (Training and outreach)		
	Discourage development in identified or known flood prone areas to avoid costly potential damage to life and property.		A (municipal plans) B (Flood hazard regulations)	
Utilities and Facilities: Water Supply Goals	Strategies	Ongoing	Short-Term	Longer-Term
Water supplies and water systems will not be contaminated, depleted, or degraded	Support local proposals to upgrade existing water supply systems.		C (capital budgets, assessments of infrastructure)	
There will be sufficient quantities of water to meet existing and future residential, agricultural, commercial, industrial and recreational needs.	Support water conservation measures to reduce the demand for water and protect water supplies.	G (Training and outreach)		
	Discourage development in Source Protection Areas, identified groundwater recharge areas, or other areas where water supplies are likely to be adversely impacted.		A (municipal plans) D (land use regulations)	
	Assist interested communities to identify, map, and plan for the		A (municipal plans)	

<p>Public investments will be made in utility facilities, services, and lands to support existing and future development within town centers, villages, or other designated and planned growth areas. Expansion of systems will not facilitate sprawl or strip development.</p> <p>Effective, efficient, and accessible public services will be promoted.</p>	<p>protection of surface and groundwater resources.</p>			
	<p>Assist towns and communities with the preparation of capital improvement plans and budgets to complement local plans and this plan.</p>		C (capital budgets and plans)	
	<p>Assist municipalities seeking to share services and infrastructure with neighboring municipalities in order to reduce costs and increase efficiency</p>	A (interest-specific studies) G (training)		
<p>Utilities and Facilities: Wastewater, Sewage and Stormwater Management Goals</p>	<p>Wastewater, Sewage and Stormwater Management Strategies</p>	<p>Ongoing</p>	<p>Short-Term</p>	<p>Longer-Term</p>
<p>The region's towns will have adequate wastewater treatment facilities with sufficient capacity to meet current needs and projected future development.</p> <p>Public investments in new or expanded facilities and services shall be in agreement with local plans, shall be directed toward town centers, villages, or other designated and planned growth areas, and</p>	<p>Support proposals to upgrade and improve existing wastewater treatment facilities.</p>		C (assessments) F (grant writing)	
	<p>Encourage the proper disposal of hazardous materials, particularly household hazardous materials that are difficult to treat in secondary systems.</p>	G (Training and outreach)		
	<p>Provide advice and technical assistance to communities and groups interested in developing community wastewater systems.</p>	G (Training and outreach)		
	<p>Assist communities to interpret and abide by changes to state and federal laws regarding municipal and on-site wastewater systems and stormwater regulations.</p>	G (Training and outreach)		
	<p>Conduct educational outreach to municipalities regarding the benefits of Green Stormwater Infrastructure.</p>	G (Training and outreach)		

<p>shall support the revitalization of established centers.</p> <p>Municipalities will incorporate Green Stormwater Infrastructure in planning improvements to local road infrastructure and public facilities; and will incorporate them into land use regulations, as appropriate.</p>	<p>Assist communities with advanced planning activities for future upgrades and financing of local systems.</p>		A (interest-specific studies)	
	<p>Assist municipalities seeking to share services and infrastructure with neighboring municipalities in order to reduce costs and increase efficiency</p>	G (Training and outreach)		
Utilities and Facilities: Solid Waste Management Goals	Solid Waste Management Strategies	Ongoing	Short-Term	Longer-Term
<p>Municipal and regional solid waste disposal systems shall be cost-effective, environmentally sound, and promote reduction, reuse, and recycling, and will support the State-wide goal of reducing the disposal rate of Municipal Solid Waste</p> <p>Hazardous wastes shall be disposed of facilities permitted by the Agency of Natural Resources to ensure proper handling.</p>	<p>Support public education to promote proper waste disposal efforts.</p>	G (Training and outreach)		
	<p>Assist municipalities to adopt illegal dumping and burning ordinances.</p>		D (ordinances)	
	<p>Encourage communities to meet the waste management and recycling goals established by the Northeast Kingdom Waste Management District and municipal waste management plans.</p>	G (Training and outreach)		
	<p>Encourage communities to create or expand local recycling facilities.</p>		C (infrastructure planning)	
	<p>Assist communities in eliminating illegal dump sites and Brownfields in the region.</p>		A (planning initiatives) D (ordinances)	

Historic, Cultural & Scenic Goals	Historic, Cultural & Scenic Strategies	Ongoing	Short-Term	Longer-Term
<p>Future development should follow traditional development patterns, while providing for economic development opportunities and livable communities.</p> <p>Significant historic, cultural, and scenic resources within the region should be identified and preserved.</p>	<p>Promote local and regional tourism, since it an important part of our economic base.</p>	<p>B (Public-private partnerships)</p>	<p>A (Interest-specific studies, municipal and regional plan updates)</p>	
	<p>Assist communities to preserve and maintain historic downtowns, village centers, buildings, and rural and scenic landscapes.</p>	<p>G (Training and outreach)</p>	<p>A (Interest-specific studies, historic inventories; municipal and regional plan updates); B(downtown/village center designation, historic registers) D (zoning and ordinances); F (Municipal Planning Grants)</p>	<p>C (Reinvestment in infrastructure and facilities) F (Grants for construction/rehabilitation;)</p>
	<p>Rehabilitate and re-use significant cultural, architectural, and historic sites, and community facilities, whenever feasible.</p>	<p>G. (Training and outreach)</p>	<p>A (engineering studies, evaluations); B(tax credit programs); D (zoning and ordinances);</p>	<p>C (Reinvestments in infrastructure and facilities) F (Grants)</p>
	<p>Promote local traditions, skills, crafts, and the performing arts within the region.</p>	<p>B (Public-private partnerships); G (NVDA Outreach and marketing)</p>		
	<p>Utilize federal, state, and local programs for developing or preserving local cultural and historic assets.</p>	<p>G. (Training and outreach)</p>	<p>B(Tax credit programs); F (Historic</p>	

			preservation grants, cultural facilities grants)	
	Disseminate information about historic tax credits to businesses and property owners.	G. (Training and outreach)		
	Assist communities to designate downtowns and village centers under the Vermont Downtown Program.	G. (Training and outreach) B (Local Downtown revitalization Programs)	A (Supporting plans, municipal plan updates); B (Designation /tax credit programs) F (Municipal Planning Grants)	
	Support local cultural resource initiatives to revitalize communities and downtowns.	G. (Training and outreach) B (Public Private Partnerships)	A (Supporting plans, municipal plan updates); B (Designation /tax credit programs)	F. (Grants, seeds capital for revolving loan funds)
	Assist municipalities with securing funding and technical assistance to conduct a comprehensive survey of local historic resources.		F (Municipal Planning Grants); B (Supporting studies)	
Housing Goals	Housing Strategies	Ongoing	Short-Term	Longer-Term
An adequate supply of safe, attractive, and energy-efficient housing will be available to the region's residents in a proportionate balance of affordable, workforce, and market rate housing. Existing housing stock – particularly that located in	Work with regional housing and human service providers, including Rural Edge, NEK Enterprise Collaborative, Lamoille Housing Partnership and NEK Community Action to identify housing needs and support economically integrated communities.	B (Public and private partnerships A (Maintain and update regional housing data, maintain housing plan) G (Training to	A (Regional housing studies) F (Municipal Planning Grants)	

<p>downtowns, village centers, and older neighborhoods in existing centers of development – will be preserved.</p> <p>Overall quality, safety, and energy efficiency of existing housing stock in the region will improve.</p> <p>Housing will be available in a variety of types that meet the needs of all income groups and ages, and will be located near employment, services, commercial, civic, and recreational uses.</p> <p>Partnerships with regional housing and human service providers will be strengthened, allowing for more effective service provision.</p> <p>New housing development in downtowns and villages will conform to existing traditional patterns.</p> <p>Municipalities will be supported in determining local housing needs.</p>		municipalities)		
	Review and comment on proposed plans and policies that will impact future affordable housing development (e.g. downtown designation, Qualified Allocation Plan).	E (Review and comment) G (Outreach to municipalities)	A (Regional plan updates)	
	Assist towns to create housing policies that address the affordable housing needs of low-income residents.	G (Training) E (Fair Housing Laws)	A (Plan Updates) F (Municipal Planning Grants)	D (Zoning Updates, Incentives)
	Identify incentives for the development and rehabilitation of work-force and market-rate housing in established centers.	E (NVDA review and comment on legislation and policies)	A (Plan Updates, supporting studies) F (Municipal Planning Grants)	D (Zoning Updates, Incentives)
	Assist communities interested in adopting local building codes. Assist communities interested in adopting and enforcing “junkyard ordinances.”	G (Training, technical assistance)	D (Ordinance drafting and adoption)	
	Assist communities applying for designation under the Vermont Downtown Program, Village Center Designation Program, and where appropriate, the New Neighborhood Designation Program.	G Training and Outreach A (Plan Maintenance and Consultations) B (Maintain existing designations)	B (New Designations) A (Mapping, capacity studies)	
	Provide outreach and education to property owners of old or substandard housing units in Designated Downtowns and Village Centers.	G (Trainings) B (Partnership with other agencies and providers,		

		Maintain designations)		
	Encourage the use of innovative zoning incentives, including density bonuses or tax stabilization for mixed-income developments, universal access design, and small footprint housing.		A (Plan Updates) F (Municipal planning grants)	D (Bylaw amendments)
	Help communities evaluate needs through housing studies and build-out analyses	G (Training, technical assistance)	A (Plan updates) F (Municipal planning grants)	
	Provide outreach and education on housing programs that improve housing stock and promote home ownership.	G (Trainings) B (Partnership with other agencies and providers) E (Fair Housing Laws)		
	Facilitate fair housing trainings for municipal officials and other interested groups.	G (Trainings) B (Partnership with other agencies and providers) E (Fair Housing Laws)		
	Ensure that NVDA member communities remain eligible for VCDP funds and Municipal Planning Grants.	G (Training and municipal consultations) E (Fair Housing Laws)	A (Plan updates and mapping)	
Economic Development Goals	Economic Development Strategies	Ongoing	Short-Term	Longer-Term

The region's unemployment rate should be reduced.	Provide technical assistance for new and expanding businesses, and recruit new businesses.	B. (Partnerships with other agencies) G. (Industry visits)	F. (Identify grant funding/lending sources)	
The training/skills of the workforce should be improved.	Market the resources of NVDA.	G. (NVDA outreach and marketing)		
Higher-wage jobs should be created.	Assist existing manufacturing companies to grow by identifying new markets, products, and technology.	G. (Industry visits)	A (Supporting studies, securing consultants as necessary)	
Coordinate economic development functions in the Northeast Kingdom.	Assess opportunities for coordination of economic development organizations.	B. (Partnerships with other agencies)		
Towns should receive assistance in their economic development efforts.	Provide greater access to revolving loan funds.	B. (Partnerships with other agencies) G. (NVDA outreach and marketing)	F. (Identify grant funding/lending /seed capital sources)	
The region's agricultural output should increase and diversify. Value should be added to local staple products and raw materials.	Develop an annual forum for regional partners to participate in the economic development strategy for the Northeast Kingdom.		G. Training	
The economic infrastructure capacity in the Northeast Kingdom should be improved to meet current and future needs.	Develop and implement a comprehensive workforce development strategy for the region.	B. (Partnerships with other agencies)		A (Regional plan updates)
The region's telecommunications infrastructure should modernize and expand.	Develop and implement strategies to revitalize distressed areas and specific employment sectors within the Northeast Kingdom.	B. (Partnerships with other agencies)		A (Regional plan updates)
Downtowns and village centers in the Northeast Kingdom should be maintained and revitalized.	When possible, provide grant and technical assistance and project management to towns, organizations, and businesses throughout the Northeast Kingdom.	G. (Regular visits to town officials, industry visits)	F. (Grant research, writing, and administration); G (Training)	
Quality, affordable child				

care should be available to workers with children in the Northeast Kingdom.	Assist local planning commissions and development organizations in the Northeast Kingdom with economic development planning.		A (Plan updates) G (Municipal Planning Grants, Other grants such as USDA Rural Development)	
	Host economic development planning seminars in cooperation with SBDC and USDA Rural Development and other partners. Host business financing panels or workshops so that businesses are aware of capital resources available.	B. (Partnerships with other agencies)	G. (Training and event planning; event marketing)	
	Support and promote the specialty food industry.	G (Industry visits) B (Public private partnerships)		A (Regional plan update) F (Grant and funding research)
	Index and promote the traditional foods products of Vermont's small family farmers.	B (Partnerships w/orgs. E.g. Farm to Plate)	A. (Regional Food System Plan Update/ Regional Plan Update)	A. (Supporting regional studies)
	Plan for and support the development and maintenance of local physical infrastructure projects such as water, sewer, industrial sites, and transportation projects. Consider administering public works grants for towns in the region that lack professional capacity.	G. (Outreach to towns)	F. (Grant research, writing)	C (Reinvestment in infrastructure and facilities) F (Grants for construction/ rehabilitation;)
	Encourage entrepreneurialism and engage new startups with proven business strategies and tools.	G. (Outreach and industry visits) B. (Public-private partnerships)	G. (Trainings programs)	
	Identify, prioritize and implement Brownfield mitigation projects within the region.	G. (Outreach to property owners)	F. (Grant research and writing)	F. (Grant administration)

	Develop a region-wide plan for water and sewer facilities.		A (Capacity studies, municipal plan reviews and updates, capital budget and planning) F. (Municipal Planning Grants, USDA)	A. (Regional plan updates)
	Support telecommunications infrastructure and knowledge capabilities by creating effective partnerships, and by advocating for increased infrastructure.	G. (Outreach and industry visits) B. (Public-private partnerships)		
	Promote and advocate for economic development projects in downtown areas.	G. (Outreach and industry visits) B. (Public-private partnerships)		F. (Grant/funding research)
	Support Micro-enterprise programs for new business identification.	G. (Outreach and industry visits) B. (Public-private partnerships)		
	Work through regional and community partnerships to expand training assistance and other support for childcare providers, and develop additional site-based child care centers.	G. (Outreach and industry visits)	A. (Regional plan updates)	F. (Grant/funding research)
	Work with local businesses, schools, and community partnerships to assess childcare needs throughout the region.	B. (Public-private partnerships)	A (Municipal Plan updates)	
Natural Resource Goals	Natural Resource Strategies	Ongoing	Short-Term	Longer-Term
The overarching goal for the region is to balance local	Provide public education on state and local water quality issues as they relate to local planning and development.	G (Training and	A (Plan updates); D (Regulatory	

economic needs with the protection of the natural resource that so many of the region's residents enjoy and depend upon.		outreach)	Updates);	
	Discourage inappropriate development in flood hazard areas and floodplains. Support compatible land uses in flood areas, such as agriculture.	B (Partnerships with ANR); G outreach to municipalities)	A (Plan updates); D (Bylaws and Ordinances); E (NFIP)	
The quality and quantity of the region's surface waters should be protected, maintained, and restored.	Support the efforts of watershed organizations working in the region. Coordinate the region's basin planning efforts with local plans and related activities.	B (Partnerships); G (Training)	A (Plan Updates)	G (Grant research and writing)
	Encourage and assist communities to identify and protect community water supplies. Education on water conservation and resource protection should accompany these efforts.	B (Partnerships); G (Training)	A (Plan Updates)	G (Grant research and writing)
The quality and quantity of existing and potential groundwater resources should be protected and improved.	Prevent the degradation of significant wetlands through public education.	B (Partnerships); G (Training)		
	Minimize the negative impacts of mineral and earth resource extraction and processing facilities.	A (Local plan reviews)	A (Local plan updates) D (Zoning, ordinances) E (Act 250)	
Significant wetlands within the region should be protected.				
	Support development of new markets and uses for local mineral resources. Encourage the use of locally obtained minerals for building construction and highway construction and maintenance.	G (Industry visits and outreach)		A (Feasibility studies)
The region's mineral and soil resources should be used in a manner that will support the sustainable growth and development of the region.	Support efforts to reduce air pollutants generated in the region from the residential, commercial, industrial, and transportation sectors.	A (Local plan reviews)	A (Local plan updates) D (Zoning, ordinances) E (Act 250)	
	Support broader state and regional efforts to minimize pollutants entering the region from out of state.	B (Partnerships and collaboration) E (Other regulatory		
A consistently high level of air quality should be maintained for the health, safety, and enjoyment of the region's residents and visitors.				
Adequate resource information for the region should be maintained to				

<p>improve the region's ability to plan for protection of wildlife resources in the area.</p> <p>Critical wildlife habitat should be protected.</p> <p>The native biodiversity of the region should be maintained, and restored when appropriate.</p> <p>Private, public and community interests should be considered in matters affecting local recreation and open space.</p>		jurisdictions)		
	Support local and state efforts that inventory, delineate and map important habitats and wetlands.		A (Plan updates, mapping); G (Municipal planning grants)	G (Research other funding resources)
	Support local efforts to protect critical wildlife habitat and maintain habitat connectivity.	A (Plan reviews)	A (Plan updates); D (Bylaw and ordinance updates) B (Conservation programs)	G (Research other funding resources)
	Assist interested towns with planning and mapping for the protection of habitats and natural resources.		A (Plan updates) G (Municipal Planning Grants)	
	Support state and local efforts to mitigate the impacts of the non-native species through ecologically sound methods (e.g. insect control, etc.).	G (Trainings and general outreach) B (Partnerships)		
	Support the protection of endangered and threatened native species.		A (Plan updates, supporting plans) B (Conservation Programs)	G (Research funding and other resources)
	Maintain and improve the resource stewardship in the area by supporting and advocating for recreation and environmental education opportunities.	G (Trainings and general outreach) B (Partnerships)		
	Support the protection and the acquisition of unique and irreplaceable recreational spaces open for the public to enjoy.		A (Plan updates, mapping inventories)	G (Grant funding, conservation funding sources)
	Encourage the growth of businesses focused on recreational activities. Support ecotourism in the region that will increase visits to the region and minimize the disturbance of important habitats.	B (Partnerships) G (Outreach and marketing)		

Flood Resilience Goals	Flood Resilience Strategies	Ongoing	Short-Term	Longer-Term
Increase awareness of the most effective means of reducing future flood damage, as identified in Tactical Basin Plans and Stream Geomorphic Assessments (River Corridor Plans)	Coordinate with the County Conservation Districts in hosting flood mitigation workshops for residential landowners and business owners, to educate them on measures to reduce flood risk and damage.	G (Trainings and general outreach) B (Partnerships)		
	Encourage Towns to include restriction of development within River Corridors, as mapped by the Vermont Agency of Natural Resources.		A (Plan Update) and D (flood hazard regulations)	
Protect areas identified and designated as flood plains, river corridors and land adjacent to streams	Encourage Towns to amend zoning and subdivision regulations to include limits on clearing and impervious coverage, and that avoids impacts to wetlands and steep slopes (slopes greater than 20%).		D (land use regulations)	
	Encourage Towns to incorporate Planned Unit Development provisions in their bylaws as a means to minimize impervious coverage and clearing.		D (land use regulations)	
Mitigate risks to public safety, critical infrastructure, historic structures, and municipal investments.	Encourage towns to engage in a working partnership with adjacent communities to address control of stormwater runoff and actions that will allow rivers and streams to regain access to floodplains.	B (Partnerships)		
	Assist Towns in seeking funding to implement hazard mitigation projects identified in plans.		F (grant writing)	