

Introduction

Economic development is closely related to the health and well-being of community members. Economic opportunities are at the heart of a sustainable community. This should be the goal of Greensboro.

What is a sustainable community? Here are the criteria that define a sustainable community:

- Policies and infrastructure that support small businesses
- Efficient energy use
- Increasing use of renewable energy
- Supportive housing policies
- Strong education opportunities for all community members
- An infrastructure that supports community growth
- Thriving village centers
- Preservation of open space
- Transportation options, such as biking and walking paths and trails
- Active artistic, cultural and religious facilities that bring the community together
- A solid social fabric where community members work towards a common goal

Having a sustainable community does not necessarily mean a community with a high rate of growth, which can have negative impacts. The emphasis in Greensboro should be on “investment” and not “growth”. Investment can reinvigorate, restore, and redevelop areas of the town.

Note that all of the above criteria are interrelated. Therefore, developing a sustainable community requires that we look at this as a system of connected parts that we need to improve on a continuous basis.

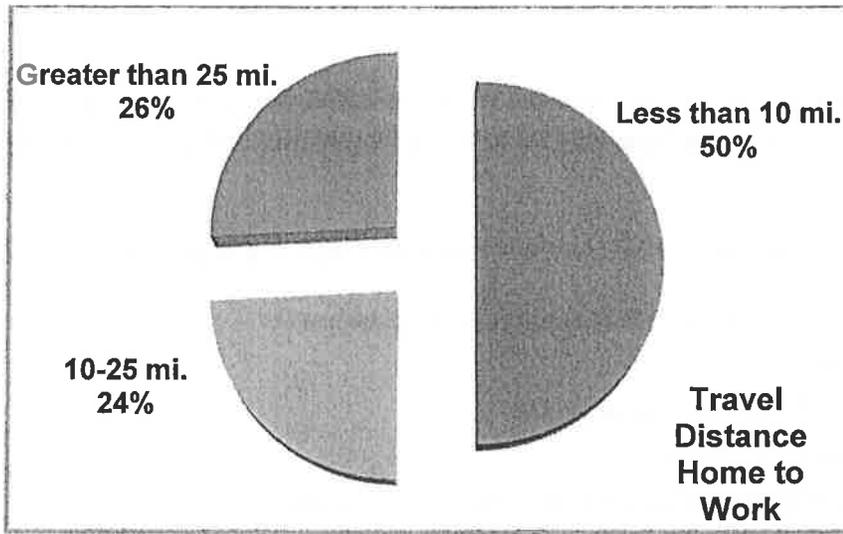
A successful economic development effort in Greensboro requires the participation of many segments of our community, including the SelectBoard, the Northern Vermont Development Association, various agencies of the State of Vermont, the businesses in Greensboro, non-profit organizations, and other interested parties and individuals.

Community Survey

The survey asked how far workers in Greensboro had to travel from home to work. The results are shown in Figure 1.

Figure 1

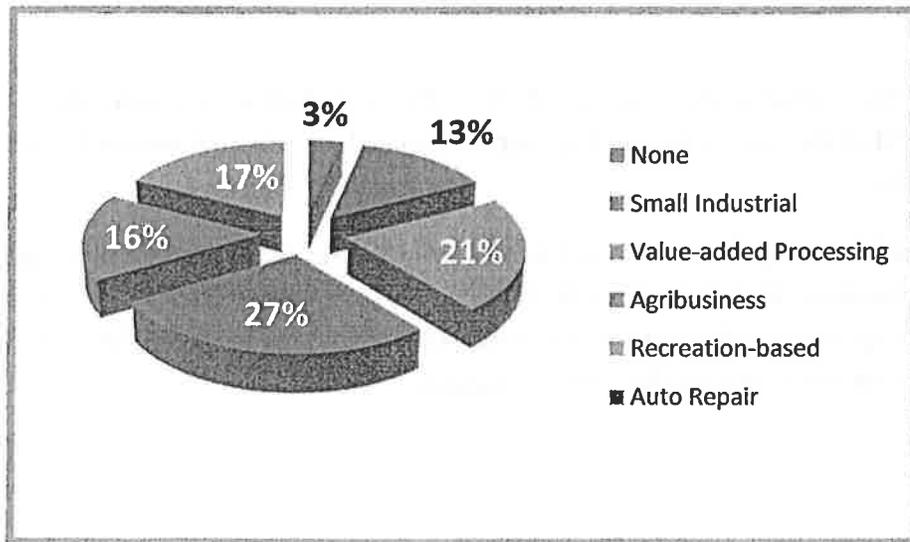
Travel Distance from Home to Work for Greensboro Workers



These data indicate that 50% of all workers in Greensboro who travel to work must travel at least ten miles each way. To some degree, this result is due to the lack of affordable housing in Greensboro.

The survey also asked “what types of commercial development should be encouraged in Greensboro”. The results are shown in Figure 2.

Figure 2
Commercial Development that Should be Encouraged



Value-added processing includes craft breweries and cheese manufacturing. Agribusiness was defined as farms that sell fruits and vegetables and supply farm markets and cafes. Clearly, there is a strong preference for agriculture-related businesses (note that Jasper Hill was included in

Value-added processing). Interestingly, only 3% said Greensboro should have no new commercial development.

The survey asked where these new businesses should be located. Far and away, the respondents said they should be located in or near the Greensboro village or Greensboro Bend village.

Selected Economic Data

Greensboro has a diverse business community, and is the home to over 50 businesses, most of which are shown in Table 1. The table shows that Greensboro businesses employ about 225 people. Thirty-five Greensboro retail businesses generated tax receipts amounting to about \$7 million in 2017.

Table 1 – Greensboro Businesses

Business	2018	2018	2018
	Full Time	Part Time	Total
Bien Fait	0	4	4
Blondes in Heaven	1	1	1
Borealis Studio Jeri Verdin	2	0	2
Balsam Capital Management	1	0	1
Cassie's Corner (summer)	0	6	6
Circus Smirkus	8	1	9
Caspian Lake View Farm	2	0	2
Four Seasons of Early Learning	11	1	12
Gebbie's Maplehurst Farm	4	3	7
Greensboro Barn	1	3	4
Greensboro Bend Post Office	0	2	2
Greensboro Free Library	0	4	4
Greensboro Garage	5	1	6
Greensboro Nursing Home	30	12	42
Greensboro Post Office	1	0	1
Highland Center for the Arts	10	12	22
Highland Lodge	7	0	7
Hill Nursery/Gardens Made Beautiful	1	0	1
Hill Farmstead Brewery	16	0	16
Jasper Hill Farm	75	5	80
Justin Foster Building & Remodeling	1	1	2
Krinshaw Studios	1	0	1
Lakeside Looks Salon	1	0	1

Lakeview Inn Cathy Donnelly	0	2	2
Lakeview School	13	14	27
Lamoille Valley Lumber	1	0	1
Little Creek Canoes & Kayaks	1	0	1
M A Snyder Construction	1	2	3
Miller's Thumb (summer)	2	2	4
Mtn View Country Club (summer)	2	9	11
Northern Mechanical	2	0	2
Northern Vermont Traffic Control	7	0	7
Per's Smoked of Vermont	1	0	1
Russ & Son Painting	1	2	3
Sawmill Brook Farm	1	2	3
Successful Consultant Training LLC	1	0	1
Smith's Grocery	4	4	8
Thornhill Farm	1	2	3
W H Smith Real Estate Appraisers	1	0	1
Warren Hill Trucking/Hill Group	4	10	14
Willey's Store	15	15	30
Wonder Arts	1	2	3
Yoga Light	1	1	2

Table 2 shows some selected economic data for Vermont, Orleans County and Greensboro, taken from the American Community Survey 2012-2016. Orleans County and Greensboro are in rural Vermont, which is indicated in the data. Several figures stand out in this table. First, the use of food stamps is higher in Greensboro than most locations in Vermont. Second, Greensboro's work force includes a higher percentage of workers who work at home. Third, the percentage of adults in Greensboro who are in the labor force is 53%, an indication of the relatively high median age in our town. Finally, 30% of workers in Greensboro travel greater than 35 minutes to and from work.

Table 2
Selected Economic Data for Greensboro, Orleans County & Vermont

Data Type	Vermont	Orleans County	Greensboro
Median Earnings	\$30,747	\$26,702	\$20,750
Retirement Income	\$21,000	\$18,600	\$24,400
Food Stamp/SNAP Use	13.6%	17.2%	19.3%
Below 100% Poverty Level	5.6%	7%	3.6%
100-150% Poverty Level	5.2%	7.4%	5.1%
Working at Home	6.7%	7.4%	16.4%

In Labor Force	66.3%	58%	53%
>35 min. Travel Time to Work	18%	18%	30%

The Greensboro Economy by Business Sector

Greensboro has several active business sectors, including retail, arts/cultural, leisure/hospitality, commercial/light industrial, and agriculture.

- **Retail**
Greensboro has several retail establishments, both in Greensboro village and Greensboro Bend.
- **Arts/Cultural**
Greensboro is very fortunate to have so many arts organizations and programs for a small town, covering theater, music and art.
- **Leisure/Hospitality**
Greensboro has two bed and breakfast inns, and a country club that offers golf, tennis and social programs.
- **Commercial/Light Industrial**
Greensboro has several commercial/light industrial firms in transportation and brewing.
- **Agriculture**
Agriculture is an important business in Greensboro. We have dairy farms, cheese making, nurseries, maple syrup farms, and fruit and vegetable farms. These businesses help preserve open space and rural landscape in Greensboro, offer opportunities for recreation, provide supplies of local meats, fruits and vegetables through farm stands and pick-your-own, and contribute to the local economy.

Businesses in Greensboro

Interviews with Key Business Leaders

Face-to-face interviews were held with the fifteen largest businesses in Greensboro by employment. About twenty questions were used in each interview. Here is a summary of the findings:

- Of the total of 215 employees working at the businesses interviewed, only 22 lived in Greensboro (10%).
- A number of business owners were cognizant of a “social divide” in Greensboro between the summer residents and the year-round residents.
- There are few sources of investment for starting or expanding businesses in Greensboro.
- Most businesses try to source needed supplies locally.
- 90% of businesses interviewed indicated that workforce housing is needed in Greensboro to enable businesses to hire more people.
- Internet connectivity, including speed, reliability, and availability, is a problem for most businesses in Greensboro.
- A majority of businesses interviewed felt that a business liaison on the SelectBoard would be beneficial.
- Businesses support adding new businesses at infill locations in Greensboro Bend.
- Half of the businesses interviewed said that finding new hires was difficult, primarily because of high taxes, lack of housing, and concern about schools.
- The business owners would like to see the following new businesses in Greensboro: an Internet Café; more tourism; food service technologies; agriculture-based businesses; and a print shop.
- Many businesses are interested in adding renewable energy to their facilities.
- There was support for a wastewater treatment system in Greensboro Village, an ease in restrictions on signage, and loans for small businesses.
- A small number of businesses felt that the Greensboro SelectBoard was somewhat supportive of businesses; however, a larger number of business owners thought that the SelectBoard was slightly negative to somewhat negative towards business.

Strengths and Challenges

Greensboro is fortunate to have a multitude of strengths that support the community. We live in a rural region that offers exceptional natural resources, green vistas, clean air, quiet surroundings, light vehicle traffic conditions, and so on. We have two village centers that provide services to the town and serve to reduce urban sprawl. We have an unusual number of artistic and cultural organizations for a town as small as Greensboro. Also, we have a number of active farms and nurseries that provide fresh vegetables, fruits, and plants to the community. And we cannot forget Caspian Lake, one of the cleanest lakes in the northeast.

However, Greensboro, like many small towns in rural Vermont, has its challenges. We have limited Internet coverage and speeds. Our housing stock is incompatible with housing needs for

young families and others who provide the services workforce in town. Business growth in the village centers is restricted due to the lack of a centralized wastewater treatment system. The Bend village needs revitalization.

Creating Economic Opportunities

How do we create economic opportunities in Greensboro? Unfortunately, the town can't create business on its own; however, actions can be taken to improve the business climate in Greensboro. Over time, this will serve to show prospective business owners, or existing owners, that building or expanding a business in Greensboro could be profitable.

The following are examples of actions that should be undertaken to improve and sustain the business climate in Greensboro:

- Support growth policies
Work with the Selectboard to make changes to the Bylaws that would support new business formation
- Improve Internet access and speed
Improving broadband access and speed is an important issue for operating businesses from home, as well as helping other businesses flourish.
- Encourage new business growth at infill locations in and adjacent to the village centers
Development in infill locations (available lots in or adjacent to the two village centers, or existing structures that could be adapted to other uses) help make better use of limited space.
- Improve the local jobs-housing balance
Local businesses need workers at lower income levels. Housing in Greensboro is too costly for many of these workers. Making lower cost housing available would provide more workers to Greensboro businesses, and would help the local economy in general.
- Preserve open space and support recreational opportunities
Maintaining Greensboro's rural character is important to attract working families to Greensboro.
- Support primary education and increase access to workforce education/training
Clearly, education and workforce training is key to creating a strong workforce.

- Create a network of leading business owners in Greensboro who are willing to mentor potential new business owners

Local business leaders can be an important source of advice to prospective business owners.

In addition, there are many organizations in the Northeast Kingdom that offer assistance to prospective new business owners and existing owners who wish to expand. For example:

- Grant Opportunities

There are many sources of funding for new businesses in northeastern Vermont. The Northern Vermont Development Association (NVDA) lists dozens of grants available from Vermont agencies and the federal government.

- Heart of Vermont Chamber of Commerce

The Chamber of Commerce offers various resources to support businesses in the Hardwick-Greensboro area.

- Vermont Small Business Development Center

This organization provides business mentors and advisors, as well as other resources, including training and workshops for Vermont business owners.

- Small Business Association Vermont

The SBA is an excellent source for business assistance. They publish a magazine called Small Business Vermont Content, which provides business ideas and sources of assistance.

- Center for an Agricultural Economy

This organization provides advice to farm businesses, including food businesses.

1.0 Utilities

Sewer and Water

Greensboro has no public sewer system; all residents and businesses have their own septic systems and leach fields. As the population grows, the demand for suitable soils for effective septic systems will also grow. Hence the ability to build within the village will likely become more challenging. The land use goal in this plan states:

"To ensure that a large majority of future growth in residential and commercial land uses occurs in the two areas designated in this Plan as Village Districts in order to preserve the historic settlement patterns of compact villages surrounded by rural countryside"

This will become increasingly difficult, or even physically impossible, without a village sewer system or some of the newer septic technologies.

There are now two small public water systems providing potable water. One is in Greensboro Bend and it currently serves 13-15 residents, a church, and a store. This system now includes the Four Seasons of Early Learning pre-school and additional residential properties. The other system serves the Village of Greensboro and part of the summer colony on Caspian Lake. Both systems serve fewer than 250 residences, schools, offices and businesses. Their water sources are drilled wells. Both systems are Fire Districts (#1 and #2) established by the Legislature; neither is part of Greensboro's town government. Both are operated and financed entirely by the residents who purchase their service.

The Greensboro Village system was very outdated, with constant leakages. As a result of this and potential problems with water quality, the State of Vermont required a massive replacement of the system. In 2013 – 2014 the Greensboro Village system (GFD#1) installed new water lines from the reservoir to the Village and up to the Country Club. This also included new water lines to Black's Point. These new lines were double the diameter of the previous lines in order to meet the firefighting capacity as required by State Statutes. In 2015, the new water lines were extended to the new firehouse, and in 2016 the Highland Arts Center extension was installed with an 8' diameter pipe and one hydrant.

Solid Waste

The Greensboro Recycling Center is located behind the Greensboro Town Hall. It is made of 2 trailers that house the “Gaylord boxes” that separate the recyclables. The Center is manned by 2 part-time personnel. NEK Solid Waste picks up the recyclables once a week. Recycling occurs on Saturdays between 9:00 and 11:00 a.m., and during limited afternoons in the summer (it is currently on Wednesdays from 4:30-6 p.m.) Recycling is now free. One Household Hazardous Waste (HHW) collection is held each year in mid-summer. At the HHW collections oil-based paints, cleaners, etc. are accepted free of charge. Most electronic items are accepted free every week. Household trash during recycling hours is handled by Brian Perry & Sons, Inc.

Household trash pick up can be arranged privately at residences through Casella Waste Management (out of Hyde Park), Brian Perry & Sons, Inc. (Hardwick), and Rebel Rubbish (out of Walden). The town's trash ends up in the Moretown and Coventry landfills.

Greensboro also has an exchange program, located in the lower level of the Town Hall, whereby donated items, particularly clothing, are dropped off and residents can pick them up as needed. Hours for the “Giving Closet” are Monday – Thursday 9 a.m. to 4:00 p.m.

Act 148, Vermont’s Universal Recycling Law, was passed in 2012. The purpose of this law was to increase recycling, reduce greenhouse gas emissions, decrease the dependence on landfilling, and reduce municipal expense by diverting recyclables and compostable materials from the waste stream. This law enforces the practice of unit-based pricing for trash disposal (sometimes called “Pay As You Throw”) by July 2015. It will also ban the disposal of recyclable materials (glass, metal, plastics #1 and #2, cardboard and paper) by July 2015. The law will ban the disposal of leaves, yard debris and clean wood in July 2016 and food scraps by July 2020. All solid waste facilities (transfer stations, drop-offs, and landfills) that collect trash were required to offer collection of baseline recyclables by July 2014. (Commercial haulers were exempted from this requirement.) Solid waste facilities -- including commercial haulers -- must offer collection of leaf and yard debris by July 2015 and food scraps by July 2017. Facilities cannot charge an additional fee for the collection of recyclables, but they can charge for the collection of yard debris and food scraps.

Greensboro belongs to the Northeast Kingdom Waste Management District and is represented on its board of directors. The town already has businesses or institutions that participate in food scrap collection. Additionally, residential food scraps may be collected at the recycling center. According to the 2014 Annual Report for Northeast Kingdom Waste Management District, 45.56 tons of residential food scraps were diverted from the landfill in 2013.

Telecommunications

With the rapid growth of telecommunications technology, Greensboro must regularly review its telecommunications infrastructure. Wireless high speed Internet is available in parts of Greensboro, and cellular phone service has been much improved. 95% of Greensboro residents now have Internet access, and Wi-Fi is available at the Greensboro Free Library and at the Town Hall. Cable television is limited to Greensboro Bend.

Locating cellular towers is a sensitive issue in a rural landscape like Greensboro. However, there is recognition that compromise in the telecommunications area is necessary.

2.0 Facilities

Greensboro Free Library

The Greensboro Free Library (GFL) has a staff of one part-time librarian and two additional part-time employees, and relies on approximately 77 hours per week of volunteer commitment. Each week, the GFL is open 29 hours in the winter and 39 hours in the summer. The library's budget in 2017 had an income of \$94,790 and expenses of \$86,179 (with a deficit of \$8,611). This resulted in a net income (deficit) after depreciation of (\$7,503). The town granted an appropriation of \$25,000 and the remaining income came from private donations, grants, bank interest and dividends.

The chart below compares the GFL with libraries of similarly sized communities around the state. Greensboro was the second-highest town with the highest circulation per capita in 2015 (32.28). The high number of patron visits is likely due to frequent visits by members of the large summer community.

	Greensboro Free Library (2017)	Statewide Averages for Similarly- Sized Communities (2011)
Patrons	2,454	940
Collection Size	15,480	11,320
Circulation	11,466 (25% juvenile visits)	9,739
Patron Visits	11,495	7,436

The library offers many things including regular programming for children with weekly story hours, puppet shows, homeschooler's program and summer workshops. A MakerSpace has been added to encourage them to experiment, create and learn. Last year adults enjoyed book discussions of

Lives of Girls and Women, The Spectator Bird, and My Name is Lucy Barton. Other adult programs included A Short Time to Die by Greensboro authors Susan Bickford, Cheese-Making with Dr. Catherine Donnelly and Mateo Kehler and Is Torture Ethically Justifiable with David Brahinsky. The Universal Class Program offers over 500 online continuing education courses over the internet. Recorded books may be downloaded for listening and there are online databases from the Gale Group for research using newspaper and periodical articles for a wide range of topics.

The library is keeping up with 21st century technology. Since 2006, it has had fast broadband internet service and it is now a popular Wi-Fi hotspot. People sit in their cars, sit on the porch or bring their laptops and smartphones inside to use it. One-on-one instruction with a computer tutor is available and Windows workshops are offered. The library web site can be found at <https://greensborofreelibrary.org> and it has a Facebook account . Twelve computers are available to the public and all have high-speed internet access. Approximately 65 people per week use the computers.

In 2009, the library was renovated. Access was improved for handicapped accessibility, more parking added and the interior re-done. There is a public meeting room for 49 people and year-round book sale. More space was added at that time for the collection and the energy efficiency of the building improved. The children's room was renovated in 2011.

A busy library is a sign of a healthy community, and indeed the Greensboro Free Library is an active, dynamic place. It continues to be an important cultural facility for Greensboro and surrounding towns bringing the community together and as a community center provide resources and programs for lifelong learning, enrichment and access to the world of information. Keeping the small library open, well-stocked and well-equipped is an ongoing financial challenge.

Greensboro Historical Society

The Greensboro Historical Society (GHS) is one of the most active historical societies in the state thanks to many volunteers who give their time, creativity and enthusiasm, as well as to strong support from the Town of Greensboro. In 2017 the society had a total of 259 memberships, some individuals and some families, (adding 101 donors who were not life members to 158 life members). The annual budget that year was \$21,120, to which the Town of Greensboro donated \$1,500.

The barn-like exhibit hall which GHS added in 2010 to its home on Breezy Avenue, the former historic library building, displays each summer the treasures of one of Greensboro's founding families in a permanent exhibit: *The Hill Family Legacy: One Family's Early Greensboro* which creates the setting of varied aspects of life in Greensboro in the 19th and early 20th centuries. The archival storage and work space beneath the hall houses Greensboro artifacts, records, documents, photos, books, CDs, tapes, and postcards. Archivists work there regularly to accession items to make them available for use in research. In the entry room of the building, there is a new exhibit each summer. Recent exhibits have included "Health Care in Greensboro", "Water Power in Greensboro", and "Old Toys". In 2017, over 500 people visited the popular "China Hands" exhibit which featured four Greensboro families and their experiences in China before WWII.

The society regularly sponsors lectures, seminars and both annual winter and summer meetings on various historical topics, as well as a lively summer ice cream social and fall book sale. It publishes an annual literary journal, *The Hazen Road Dispatch*, and recently celebrated the society's 40th anniversary with an anthology of the best articles of the past 40 years. It publishes semi-annual newsletters, and has published booklets such as an architectural tour of the village and memoirs, which are sold in the society bookstore. It recently helped sponsor an archaeological dig to unearth artifacts relating to a Blockhouse near Caspian Lake. Members work with Lakeview Union School on projects which involve children with their local history, including historical walks in town and tours of the museum. Traditionally, it has a float in the 4th of July Parade.

The society has a Facebook presence and an excellent website www.greensborohistoricalsociety.org which includes videos and oral tapes of interviews and meetings, ongoing genealogical information, program information, Greensboro High School Yearbooks, Hazen Road Dispatches, cemetery records, and more.

Greensboro Nursing Home

Greensboro Nursing Home (GNH), with a total of 30 available beds, is one of the community's largest employers with 42 full-time employees and 24 part-time employees and a payroll of approximately \$2.5 million dollars annually. It is a nonprofit organization with a board of trustees made up of members from the community. This allows the organization to be flexible to local needs and to offer only the services that are needed. All revenue is channeled back into the facility's operations and maintenance, continuing to improve the quality of services. The mission statement of the Greensboro Nursing Home is to: "*Provide the highest quality of care to the residents of our community regardless of their ability to pay.*" Since it is locally owned and operated, the organization provides its services to all members of the community. In addition to providing health care to seniors, the GNH

also provides "meals on wheels" to seniors at home, loans equipment at no charge to those in need, provides private day care services, and answers questions about Medicare and Medicaid.

Fire Department

The Greensboro Fire Department (FD) is made up of 23 volunteers and no paid staff. Many firefighters attend regular classes to keep up with the new techniques for fighting fires. Firefighters are also trained in water rescue on winter ice.

The FD averages 35- 40 calls per year, we average around 6 mutual aid calls per year. The Department belongs to Rural Vermont Mutual Aid, which started with four towns and has grown to six towns. There are also agreements with two other towns in the area. If the FD calls for aid from one of the other towns, it costs Greensboro nothing; likewise, the Department pays all its own costs if it is called to aid another town.

The current fire station, located on the southern end of Greensboro Village at Tolman Corners, is a new 68'x80' structure with five bays for equipment and a meeting room, bathroom, and a meeting space. The new fire station was built in 2013-2014 after receiving voter approval at the 2013 Town Meeting. Including the addition of a new water line, the new fire station was built for approximately \$900,000. When we built the station we added 2 new hydrants from Country Club Rd to the fire station. When the Highland Center was built an additional hydrant was added at the Center. To date we have upgraded our #2 Engine to a 2006 engine acquired from Florida with no other new additions. We still have a total of 4 trucks in service.

The new station, unlike its predecessor, is adequate for the needs of Greensboro. The Fire Department also has a new dispatch system. As a result of the 911 system, all local towns go through Lamoille County dispatch. Hardwick and Greensboro have their own frequencies, so that local firefighters no longer have to hear all calls, but rather can be paged if necessary.

Church Public Facilities

There are three churches in the Town of Greensboro; the United Church of Christ (UCC) in Greensboro Village and St. Michael's Catholic Church and the Methodist Church, both in Greensboro Bend. All three churches have facilities for public meetings, including Town Meeting. The UCC has a large attached facility known as Fellowship Hall, which is available and frequently used for area meetings, performances, music group rehearsals, etc.

In addition, there is a large open area underneath Fellowship Hall which is used for public meetings and for children's educational programs – including Wonder and Wisdom. The UCC has been designated as an emergency shelter.

St. Michael's has a separate facility known as St. Michael's Parish Hall, which is available free for public interest meetings and which can be rented for private functions. The Parish Hall has also been designated as an emergency shelter. The Methodist Church has a large area below the sanctuary which is used for public meetings.

Greensboro Town Hall and Grange Building and Town Garage

The town hall houses the town offices. There are four town staff; one full-time town clerk, two part-time town clerks, and one part-time zoning administrator who is responsible for Bylaw compliance. There are four large rooms on the ground floor of the building, with three rooms being utilized by the Lakeview Union Elementary School. The fourth room, the "Collier Room," is used for various meetings and events. The town hall is a designated emergency shelter. A back-up generator has been installed. There is also an unused third floor which does currently not meet ADA rules for accessibility

In June of 2012, the historic Grange building next to the UCC was purchased by the town for \$8,000. It is intended to use this building for meetings and other community functions. The Town of Greensboro received a \$70,000 grant from the Preservation Trust of Vermont, in conjunction with the Freeman Foundation, to be used on refurbishing the building. There has been discussion in recent years to consider refurbishing the Grange building into the Town Clerk's office, which it had originally been.

The Greensboro Town Garage houses an office for the 3 full time road crew personnel, along with a shop to repair and maintain the fleet of Town vehicles. It also is a large detached shop for storage and more maintenance space.

Lakeview Elementary School

The education of Greensboro's youth is currently overseen by three different governing boards. Greensboro Town School District is a non-operating district responsible for budgeting for the provision of universal Pre-K to Greensboro's preschool students. Greensboro's K-6 student population is served by Lakeview Union Elementary School. Six Greensboro citizens serve on the Lakeview Union School District Board alongside two representatives from Stannard. Greensboro's 7-12 student population is served by Hazen Union School. Two Greensboro residents serve on the Hazen Union School District Board with representatives from Hardwick and Woodbury.

The history of Greensboro School District begins in 1892, while the history of the education of Greensboro's children begins a hundred years earlier, in 1794. By 1838, there were twelve neighborhood school districts in Greensboro, each with their own school houses within walking distance from home for students. Each district was financially self-supporting with a minimum of help from the town's Grand List. In 1870, the legislature authorized "the town system", which rendered schooling a function of town government and eliminated small school districts. In the next 20 years, less than half of towns adopted the new town system, in part because wealthier schools did not want their town's taxes used outside their neighborhoods. Thirty years later, in 1900, there were eleven elementary schools in Greensboro. The last one closed in 1958.

The village population of Greensboro continued to grow, and by 1910 a new elementary school was necessary, as well as a larger space for town meeting. After much debate, the new Greensboro Village school opened in 1913. Originally Greensboro Elementary, Lakeview Union School formed as a union school in February 1988. The school currently serves 60 students in grades K through 6 from the communities of Greensboro and Stannard. As compared to the Vermont state average Free & Reduced Lunch Rate of 39%, Lakeview's FRL rate is 59% (April 2018).

The school's core faculty currently consists of 5 full-time, Vermont-licensed classroom teachers. The school also employs a full-time principal and administrative assistant. Lakeview shares music, art, and PE teachers with two other schools in the Orleans Southwest Supervisory Union and employs a part-time library/media specialist. We look forward to continuing to share our art, music, and PE teachers with neighboring schools and enhancing our partnerships with area nonprofit organizations. In the future, we anticipate working with other schools to provide additional opportunities for our students in areas such as science and world languages.

Behavior planning and support for students with emotional and behavioral challenges is undertaken by a full-time behavioral specialist and a part-time guidance counselor with support from our principal. Para-educators provide additional support in classrooms. Our total staff for the 2017/18 academic year is 24, including administration, part-time employees (e.g., nursing staff and custodians) and teachers shared with other schools, as well as those who are employed by the Orleans Southwest Supervisory Union to provide specialized student services on an as-needed basis at the school.

The Lakeview team values our towns' rich cultural heritage, rooted in agriculture, forestry, and a vibrant summer community, and is developing collaborative learning opportunities that build bridges between the school and the towns. To that end, they are building community partnerships with area businesses, such as Pete's Greens in Craftsbury, The Willey's Store in Greensboro, and Jasper Hill Farm in Greensboro, that could provide educational

opportunities for students outside the classroom. Classes also utilize both the Greensboro Free Library programs and visit the museum at the Greensboro Historical Society.

Family involvement in our school is made possible through the parent group known as PLUS, (People for Lakeview Union School), which funds whole-school field trips, guest presentations (such as VINS and performances by the Vermont Symphony Orchestra) and family-based activities, such as Family Game Night and the Fall Family Dance. PLUS also provides financial support to the kindergarten and sixth grade graduations, and they spearheaded the fundraising for the school's playground structure.

Lakeview Union School consists of two "campuses". Built in 1957, the original structure of the "upper campus" contains classrooms for grades K-3, a conference room, and specialized learning spaces. In 1983, the community built an addition to this structure. Since then, the upper building has housed the library, office space, bathrooms, a kitchen, and the school's multipurpose room in addition to classroom spaces. Led by a teacher's initiative, parent, staff, and community volunteers spent many hours in the summer of 2016 repainting both the main hallway and the three main classrooms in the upper building of Lakeview. Our "lower campus", a Greensboro landmark, was the original school building. Built in 1910, it houses the Town Clerk's Office, classrooms for grades 4-6, and the art/music room.

The two spaces are connected by a path through the school's playground. In 2011, the school replaced the playground structure through community fundraising efforts. In addition, the space contains an outdoor shelter for dramatic play, swings, a small basketball court, and enough green space for games. The school is also working to build a natural playscape.

The Lakeview Union Elementary School is used by the public for a number of activities. The gym is used for men's evening basketball, town meetings, and social occasions. Lakeview is one of Greensboro's designated emergency shelters.

Highland Center for the Arts

The Highland Center for the Arts is a venue for locally and nationally sourced performances, exhibitions, and events serving the residents and artists of Vermont's Northeast Kingdom. Examples of productions include school collaborations, skill share classes, yoga classes, music performances, music workshops, movies, plays, and ballet. Also, the Hardwick Street Café is located in the Highland Center for the Arts as well as a gallery showcasing a wide variety of paintings, sculptures, photos, etc.

The Bend Revitalization Meeting - April 23, 2018

1. Chart #1

Revitalization – What Does This Mean?

Revitalize: add assets or resources

When resources are used to create more resources/assets, they become capital.

How do we capitalize: we add capital/we invest

2. Chart #2

Ways to Add Capital

Financial capital - money

Natural capital - preserve open space, water quality, etc.

Human capital – skills, expertise of residents

Political capital – converting values to rules/regulations/bylaws

Social capital – interacting/collaborating/working together

Cultural capital – what we value, what we want to change

Built capital - infrastructure

3. Chart #3

Revitalization Journey

Step 1: Mind-Bending (Visioning)

Step 2: Where are we now?

Step 3: Where do we want to be?

Step 4: How do we get there?

Step 5: Are we getting there?

4. Chart #4

Step 1: Visioning Results

Coat of paint

Senior living space

Gateway to the Bend

Smaller, affordable houses

Shared space for gardens

Café

Shade trees on Main Street

People feel safe

More commercial activity

Ice skating rink

Access to the river

Even sidewalks

Expanded pre-school

Pump track for bikes

Rail trail entrance

5. Chart #5

Step 2: Where are we now?

What challenges do we face in the Bend?

What is working well?

What is not working well?

What does the Bend have too much of now?

6. Chart #6

Step 2: Where are we now RESULTS

Us/them mentality

Too many absentee landlords

Septic problems barrier to new development

Lack of good jobs

Costly to maintain large buildings

No public transportation

Lack of internet and phone coverage

Sidewalks

Lack of funds for investment

Lack of police coverage

Speeding on Main Street

Route 16/Bend Road intersection is dangerous

Lack of affordable housing

Lack of available land parcels

Ten acre zoning

7. Chart #7

Step 3: Where do we want to be?

What types of land use are appropriate for the Bend?

After eight years, what do you want the bend to look like?

What are some solutions to the challenges?

8. Chart #8

Step 3: Where do we want to be RESULTS

Wastewater treatment system

Buy dilapidated housing & re-develop

Maintenance ordinance

Ordinance for unregistered vehicles

Incentivize home ownership

PLACE study

Incentivize business owners to provide housing

Affordable senior housing
Cafe or similar gathering place
Beautification with youth organization
Condemn structures
Funding sources
Local involvement and support
More outreach
Habitat for Humanity approach to fixing up the Bend structures
Job incubator/commercial park

9. Chart #9

Prioritize the Solutions

Each attendee gets four votes on the 16 solutions

RESULTS:

Buy dilapidated houses: 18 votes
Wastewater treatment system: 16 votes
Funding sources: 14 votes
Job incubator/commercial park: 13 votes
Habitat for humanity approach to fixing up structures: 9 votes
Incentivize businesses to provide housing: 6 votes
Local involvement and support: 4 votes
Incentivize home ownership: 4 votes

10. Chart #10

Buy Dilapidated Houses Team: Mark Snyder; Nancy Hill; Bea Devlin (533-2263); Peter Romans; Donald VanLeuven (533-2697)

Funding Sources Team: Michell LaFlam; Judy Waibel (533-9894, jwaible@myfairpoint.net); Paula Harmon (533-2521, paula6153@verizon.net); Rick Ely (533-7768, rely@skadden.com); Hal Gray

Incubator/Commercial Park Team: Roger Waible; Erika Karp; Judy Carpenter (533-2379, judyc@vtelwireless.com); David Ducharme (david.ducharme60@gmail.com)

Habitat for Humanity Approach to Fixing Homes Team: Tim Nesbit; Barbara Brooke; Kim Greaves; Ken Johnston; Jenny Johnston; Ed Sunday-Winters

