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Recommendations Report

PREPARED FOR
Town of Concord, Vermont

SUBJECT
**Strategic Plan
for
Recreational Tourism Development**

SUBMITTED
01.08.2018

Executive Summary

- In January of 2017, Adagio Associates was approached by the Planning and Zoning Board of Concord, VT, in search of procuring services associated with the creation of a strategic plan focused on developing recreational offerings and complimentary economic opportunities within the northern New England town. In light of a recently awarded Village Center Designation by the State of Vermont, the PZB was interested in capitalizing on this esteemed title along with the financial and grant opportunities associated with it. This progression, married with the regional success found in recreational tourism offerings, were the catalysts in directing this plan. Looking for a way to mimic local contemporaries like East Burke, VT and Gorham, NH, on a scale appropriate for the towns existing physical infrastructure, was the foundation associated with the program delineated in this strategic plan.
- Throughout a series of specifically orchestrated group meetings, public forums, as well as the development and aggregation of a comprehensive survey, Adagio Associates was able to discern the following vision statement as a guide to the framework prescribed within this plan:
- **VISION**
 - The vision of this plan is to illuminate viable ways to develop, produce, and manage recreational offerings within the town of Concord VT, which provide and sustain economic opportunities alongside communal well-being, creating a sustainable framework for a healthy and fiscally feasible future.
- **Focus**
 - The four areas of focus needed to accomplish this plan are **Marketing, Community Development, Organizational Oversight, and Economic Stimulation**. Each facet must work in harmony in order to realize the above stated vision. It is the intention of the following program to outline existing resources associated with each, while identifying areas of potential growth and the levels of interconnection between them.
- With the vision of this project solidified, Adagio Associates has utilized the information gathered to produce a 5 Year Strategic Plan for the town of Concord, which is based around the sustained and comprehensive growth of the above mentioned areas of focus. The plan is structured in the provision of **Key Concepts, Operational Components**, and the **Strategic Schedule** milestones associated with each area of focus. Ultimately, these four individual strategic schedules have been cumulated into one master schedule, which plots out the activities involved over the allotted five year span, concurrently.

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It is with deep gratitude that Adagio Associates would like to acknowledge the tireless efforts of the individuals who assisted in the completion of this project. Cynthia Stuart, for her role as Chairperson of Concord's Planning and Zoning Board, who continually helped steer the focus of this plan, providing clarity and support throughout the process. Linda Hartwell, for her duties as secretary to the Planning and Zoning Board, including the mailings, data entry and notes provided. Judy Kurtz, for her genuine excitement surrounding this project and the continued efforts pertaining to the development of a rail trail. Special thanks to Jim Gochie, and Stuart Gray as well for their continued presence on the PZB. And most of all, thank you to all the community members who made their voices heard during this planning process. The concepts herein, were made in the spirit of your collective vision. It is our fervent hope, here at Adagio Associates, that it is seen as just that; a framework to provide opportunities for economic growth and communal well being.

Introduction

- The town of Concord, VT, employed the services of Adagio Associates, to provide the contents of this document; a strategic plan associated with developing recreational offerings that promote recreational tourism in the town and surrounding spaces. The interpretation of these two key elements are defined below:
 - Outdoor Recreation:
 - Refers to the leisure pursuits engaged in the outdoors, often in natural or semi-natural settings of a town. Similarly, when the recreation involves excitement, physical challenge, or risk, such as in rafting or mountain biking, it may be referred to as adventure recreation.
 - Recreational Tourism:
 - A persons travel, based around the act of achieving refreshment by means of some pastime, agreeable exercise, or the like.
- In order to realize this broad goal, the following specific objectives were delineated:
 - Define the existing conditions associated with all forms of outdoor recreation in the town of concord and the surrounding townships.
 - Understand the desired recreational offerings as defined by the local community.
 - Determine the existing businesses that could benefit from increased recreational tourism.
 - Identify areas of potential recreational growth within the town of concord and the surrounding areas.
 - Offer unique concepts associated with economic opportunities, founded in a complimentary fashion to the desired forms of local recreational tourism.
 - Provide marketing concepts associated with the progression of the prescribed vision statement.
 - Characterize the appropriate management structure of the plans' defined pillars.
- Since this plans inception, the scope has continually been refined into a clear and definitive direction, which will provide a holistic program for the town of Concord to utilize in its pursuit of developing recreational tourism offerings. From the initial intent of providing a depiction of areas for individuals to ride their bikes, this plan has burgeoned into a multi tiered approach toward developing recreational offerings, while incrementally growing the support systems which surround these products.
- The recommendations contained within this report are designed as conceptual goals, which will have varying levels of additional planning required to develop, procure, manage, or operate in the future. Each recommendation will contain an appropriate level of granularity, concurrent with the necessary amount of direction, while allowing room for future collaboration and conceptual ownership by those involved moving forward.
 - This conceptual ownership is imperative to the success of this program moving forward, as one of the most central pillars of this plan is to activate a community. This community exists within the town of Concord as it does around the world; taking the form of all activities that bring mankind joy within the confines of mother nature. The key is to provide an ability to share ownership in the provision and management of these recreational products, in order to help spur economic opportunities.

Areas of Focus

- The intent of this strategic plan is to focus on four specific avenues of growth within the town of Concord, in order to develop local economic opportunities based around an existing and increasing outdoor recreational framework. The four areas of focus were developed out of the public meeting process, alongside a public survey, which has directed the vision of this plan herein. Specifically, these focal points are marketing, economic stimulation, community development, and organizational oversight.
 - These four areas have been chosen specifically for their individual contributions to the overall goal, however their success relies on a broad and strong interconnectedness. It is critical to harness each of these sections of the plan in an inclusive manner, incrementally moving forward with all of them simultaneously .

1

- **Marketing**

- Marketing is a critical facet in developing and sustaining recreational tourism. It is imperative to develop a uniform message that is dispersed across all recreational platforms, while resonating globally as representative of one single destination. This message should be unique to each target group, while maintaining certain agreed upon structures on individual media platforms. Once this framework is established, the next phase is developing a handful of quality events that showcase the Concord brand, providing opportunities for community development and economic stimulation.

- **Economic Stimulation**

- The key to developing recreational tourism, is providing local economic opportunities geared toward complementing and assisting in the vitality of local recreation. With complementary businesses getting involved, the recreational product becomes more holistic, enticing more users to visit. These user's presence should result in the appropriation of funds, whether through membership dues, ticket fees, or donations, which should be reinvested into the collective recreation base they came from. This begins a healthy trend of growth, by providing an increasingly better recreational product that then compliments the economic ventures which initially complemented it.

2

Areas of Focus (cont.)

- **Community Development**

- Community development is the foundation of this programs success. Community buy-in is essential, and when realized, can be compounded generationally. This plan will help identify key elements of the process that should be identified as community development, so as to provide definition and acknowledgement of the collective opinions toward the plans future direction.

3

4

- **Organizational Oversight**

- Perhaps the most pivotal area of focus, organizational oversight is needed to define the course of the other three tenons moving forward. From creating partnerships with existing businesses, to creating assistance based organizations, the organized facilitation of management on recreation and hospitality based economic venues within the town of Concord is essential. This area of focus will target concepts designed to interface with existing management structure, while creating a need for new organizational presence in a growing economic framework.

Methodology

- **Preliminary Discovery**

- Preliminary discovery is the process of understanding the scope, expectations, and direction desired of Adagio Associates, as recreation professionals. Comprehending Concord's goals as a Town, along with its relevant existing infrastructure, helps focus the program herein. This process affirms a working partnerships in order to produce actionable results with an understanding of the defined goals and vision needed to create feasible strategies.

- **Existing Resources Inventory**

- The basic concepts of this program must first be scaled appropriately, through a holistic review of available resources. Through the context of the findings in the preliminary discovery phase, Adagio Associates interpreted Concord's existing physical, organizational, recreational, and economic infrastructure, to understand the potential that exists within the current environment. This analysis of existing resources alongside a grasp of the external forces that contribute to Concord's economic framework, define the limitations of proposed growth as well as key areas of advancement. From natural resources, to community dynamics, understanding these findings assisted in identifying limiting factors, delineating areas for potential growth, and highlighting the best ways to achieve positive outcomes.

- **Vision Development**

- The vision development phase is the most critical in the creation process. Vision steers the direction of the program, and must be founded in the strength and stability of community ownership. The process of developing a community driven vision is vital to the perpetuity of this programs success. It is through the vision development process that aspirations are identified while still allowing external elements to thrive, concurrently. By collecting the vision and opinions of all involved, both supporters and opponents, the goal is to present a realistic representation; defining complexities and proposing solutions.

- **Recommendations Report**

- The recommendations report utilizes the existing resource inventory and the vision development process to create an actionable endpoint. Developing a plan that identifies multiple tiers of viable strategy gives Concord the flexibility to craft the prescribed vision into a reality. From simple operational changes, to complete infrastructural overhauls, the recommendations report is designed to provide a myriad of options to create a final product from, based on organizational goals and financial practicality.

Process Summary

- The program associated with this strategic planning process is as defined below:
- **Preliminary Discovery Meeting**
 - The preliminary discovery meeting was used to paint a clear picture of Adagio Associates for the town of Concord, while defining expectations of the partnership. This meeting was also dedicated to comprehending Concord's process goals, along with the existing infrastructure, in order to focus the direction and scope. The result was a clear set of goals needed to create a vision for the program.
- **Initial Stakeholders Meeting**
 - The purpose of this meeting was to get an understanding of intent from the specific stakeholders associated with this project. Individuals with vested interests in the recreational and economic products that his plan was designed to assist. The goal of the conversation was to gain a broad understanding of each groups specific desires for their individual relationship with this strategic plan. It was also instrumental in understanding the existing climate surrounding the groups collective relationships. The outcome of this meeting was an understanding of the tools necessary to acquire buy-in from specific entities within the community.
- **Survey Development**
 - After the first two meetings, Adagio Associates produced a survey, which was designed to cultivate information within the specified scope of this program, while incorporating fringe data associated with other town activities. These external scope questions related to the use of existing facilities and funds procured for the development of two green spaces within the town (specifically Folsom Commons). The contents of the survey was reviewed by the Planning and Zoning Board of Concord before its deployment. Said survey was broken into seven sections designed to target every aspect of this strategic plan. Those sections are as follows:
 - Demographics
 - Activities
 - Existing Recreation Spaces
 - Involvement
 - Infrastructural Improvements
 - Economic Development
 - Your Own Words

Process Summary (cont.)

- **Preliminary Survey Aggregation**

- Before the 1st public forum, and then before the 2nd public forum, two separate preliminary survey aggregations were performed. These two inventories informed the direction of each public forum, while providing context for initial questions and the resulting conversation.

- **1st Public Forum**

- The first Public forum was held in the Town Hall of Concord, and was intended as an initial interaction with the general public to gauge the response toward the direction of the process. While turn out was low, the local school system Superintendent was in attendance, reinforcing the importance of this program for the local communities well being.

- **2nd Public Forum**

- The second public forum was held in Concord's municipal building, and had a large turnout by comparison. This could be contributed to the postcards mailed out by the Planning and Zoning Board of Concord. This meeting was designed to be a follow up conversation, based on the results of the survey. With relatively low turnout for the first forum however, it became a reintroduction to the plan, followed by a group brainstorming session with the individuals in attendance.

- **Final Survey Aggregation**

- Following the 2nd Public Forum, the survey was closed and the results were amassed. The outcomes were instrumental in defining the shape of this strategic plan, and can be found within this report.

- **Plan Development**

- After amassing the information for this report over multiple platforms, this plan was formulated, with the specific intent of providing a cohesive and streamlined approach to accomplishing the goals and objectives of the collective community.

Existing Inventory

Existing Regional Attractions



- VAST
- Vermont Association of Snow Travelers is one of the oldest snowmobiling organizations in America. Their following includes 24,000+ members, 128 clubs statewide, and over 5,000 miles of trails groomed across the State of Vermont every winter

Kingdom Trails Association

Esteemed as one of the best mountain bike trail networks in America, Kingdom Trails sees 80,000+ user visits annually, and offers over 100 miles of trails on private and public lands surrounding East Burke, VT.



Jericho Mountain State Park

With 80+ Miles of trail in the park, and connected to 1,000+ in the surrounding Ride the Wilds Network, Jericho Mountain State Park is an off roading mecca, with an annual event that draws over 7,000 users.

New Hampshire State Parks

With 93 State Parks and an estimated 6,000,000 users visiting them annually, NH state parks is a stalwart example of recreational tourism, regionally.



Existing Inventory

Existing Local Attractions



Local FPR Attractions Include:

Moose River Access

Miles Pond Access

Shadow Lake Access

Victory State Forest

Victory Basin Wildlife Management Area

Connecticut River Access



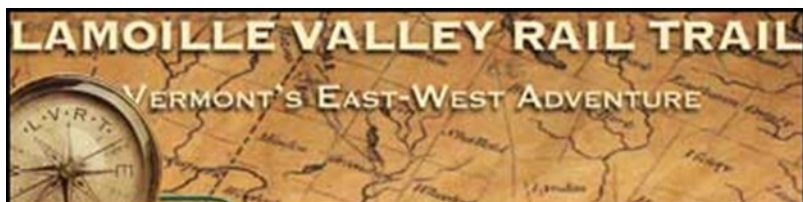
Top of the World ATV Club

The TOW ATV club is a robust ATV trail network interspersed through the town of Concord on private land. Known for trail quality, TOW is a great fringe attraction to neighboring expanses such as Jericho Mountain State Park and the Ride the Wilds network.



Victory Hill Sector

The Victory Hill Sector is a growing trail network nestled in the center of 900 acres of private land. Already in existence, VHS hosts multiple cycling events a year and its remote location, with access through the town of Concord, making it a key partner to employ moving forward.



Lamoille Valley Rail Trail

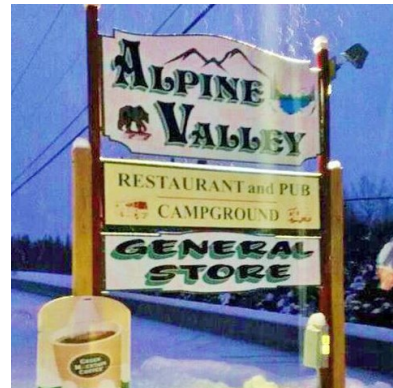
The 93 mile Rail Trail spans the state of Vermont from St. Johnsbury to Swanton, allowing non motorized access statewide, and snowmobiling in the winter. Additionally, it's end location in St. Johnsbury, coupled with Concord's abandoned railway as an extension, could develop into a mu-

Existing Inventory

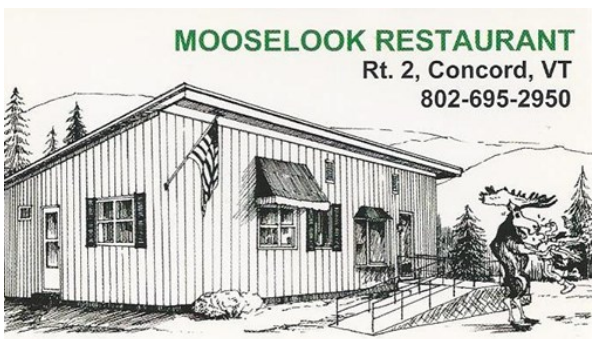
Existing Local Assets



Breezy Meadows Campground



Alpine Valley Campground and Restaurant



Mooselook Restaurant



Barnie's Market



School District



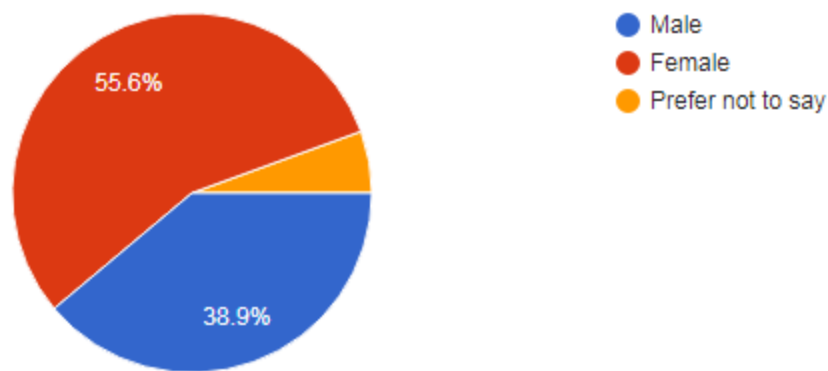
Airbnb Rentals

Survey Aggregation

Survey Demographics

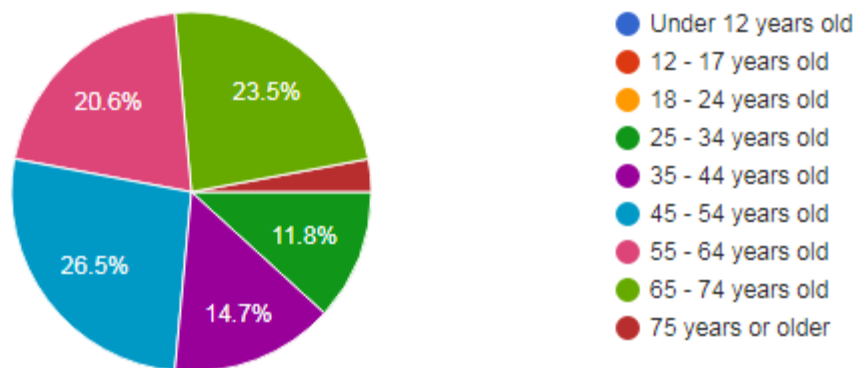
Gender

36 responses



Age Bracket

34 responses

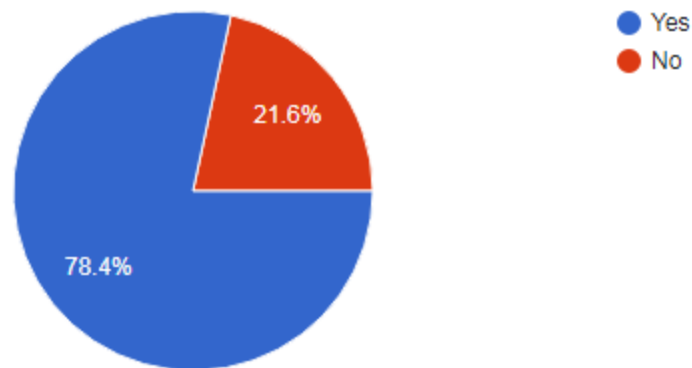


Survey Aggregation

Survey Demographics (cont.)

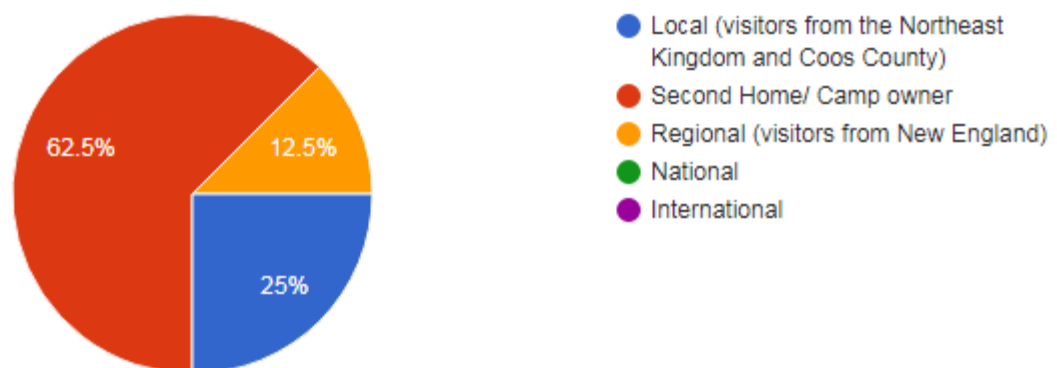
Are you a resident of Concord?

37 responses



If no, What kind of visitor are you?

8 responses

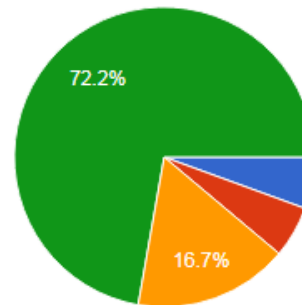


Survey Aggregation

Activities

How much time do you spend outside on average?

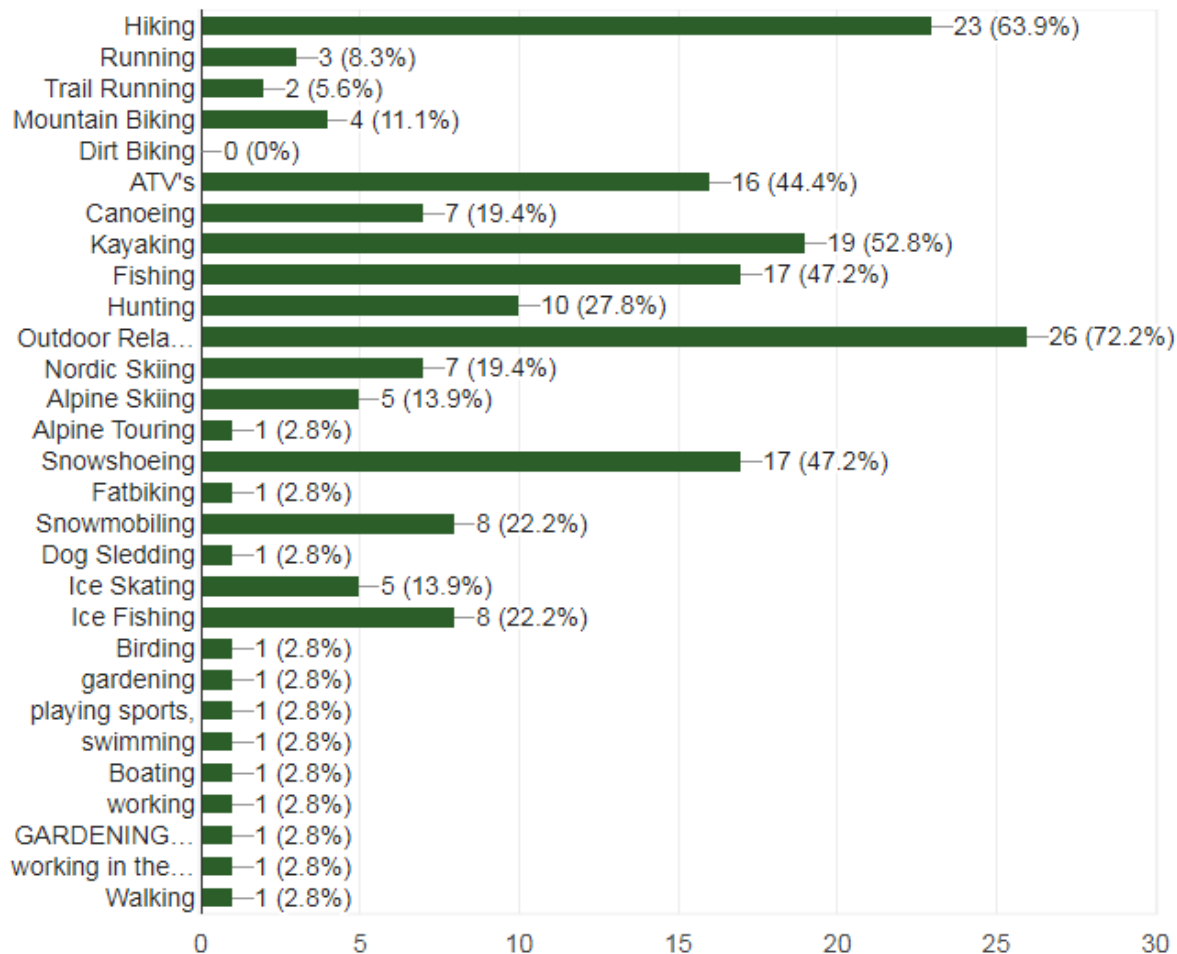
36 responses



0-3 Hours a week
 3-6 Hours a week
 6-9 Hours a week
 10+ Hours a week

What activities do you do outside

36 responses

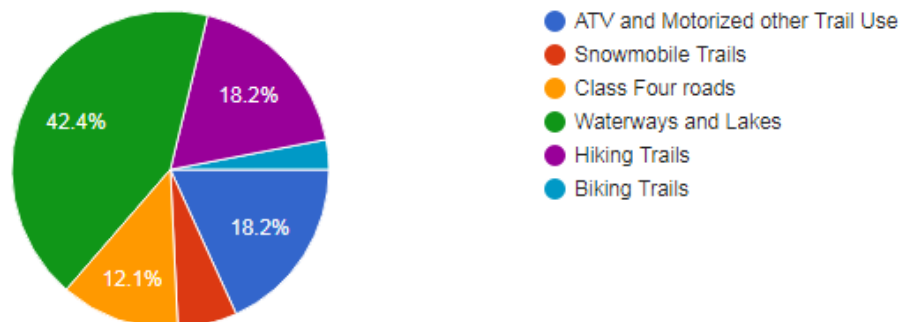


Survey Aggregation

Activities (cont.)

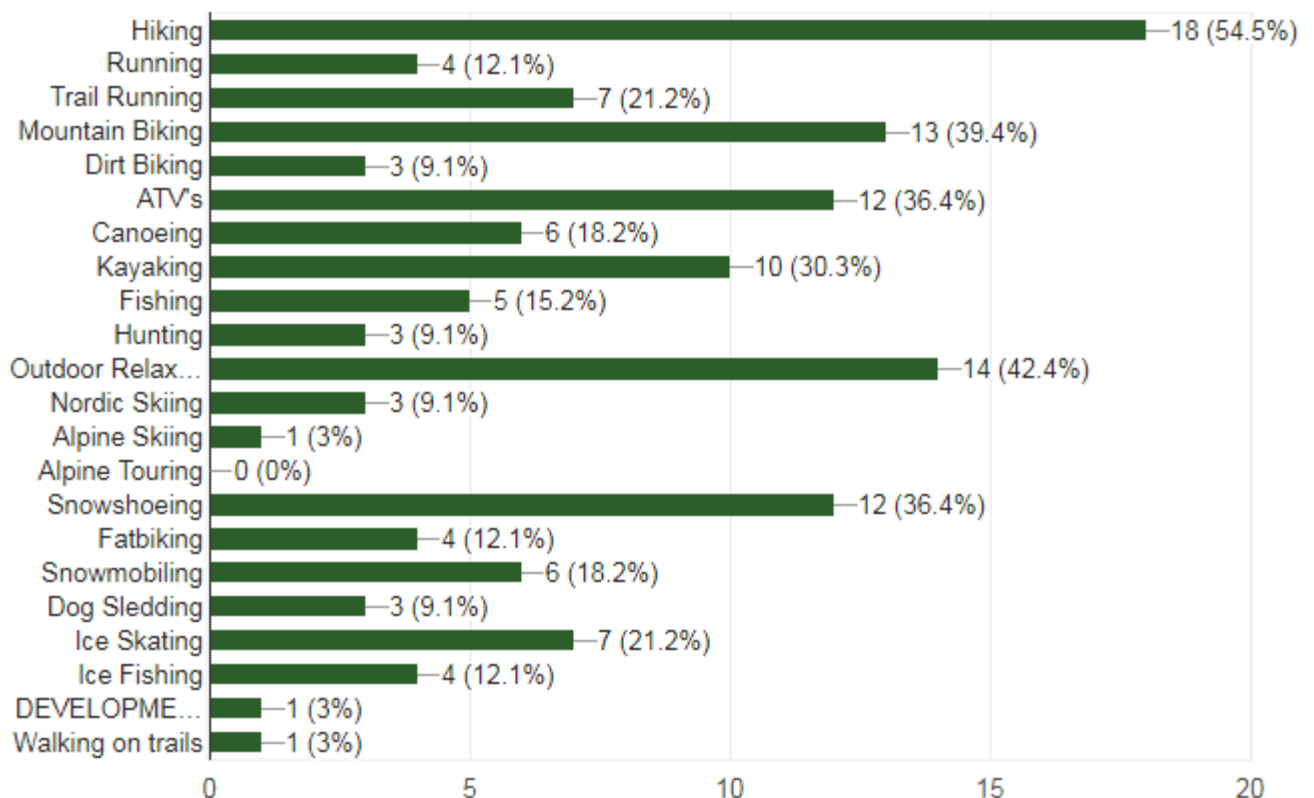
What current recreational offerings do you use the most

33 responses



What recreational offerings would you like to see be improved in the town of Concord

33 responses

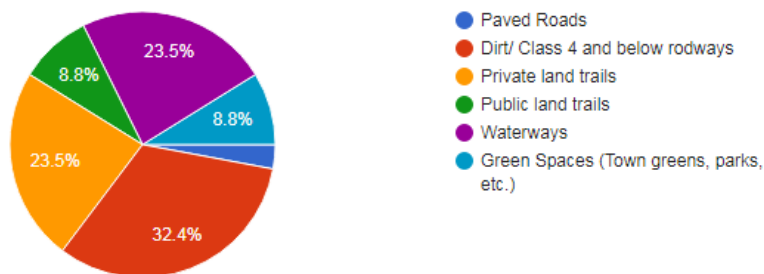


Survey Aggregation

Activities (cont.)

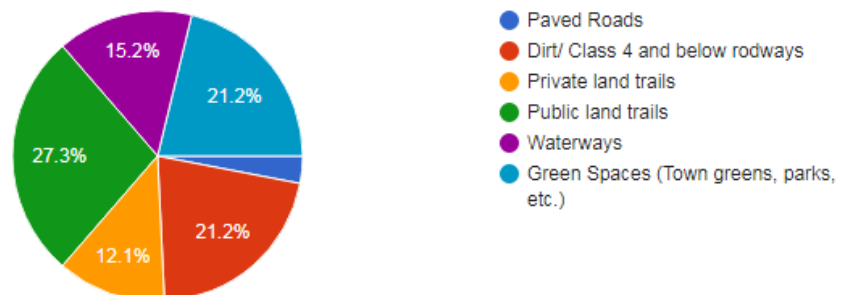
What type of spaces are used the most CURRENTLY for outdoor recreation in Concord?

34 responses



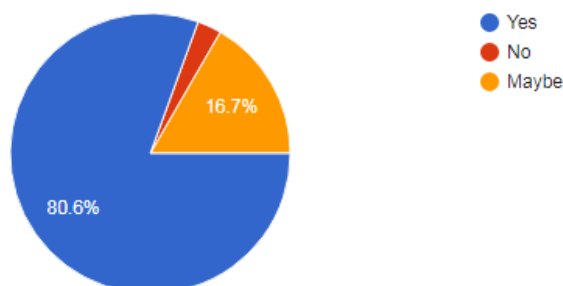
What type of spaces would you like to see developed for more outdoor recreation in Concord?

33 responses



Do you believe that trails should be shared between usergroups (hikers, bikers, snowmobilers, etc.)

36 responses

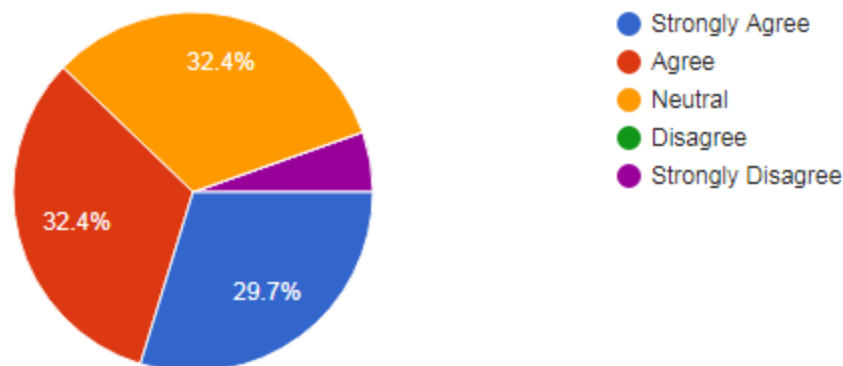


Survey Aggregation

Activity Involvement

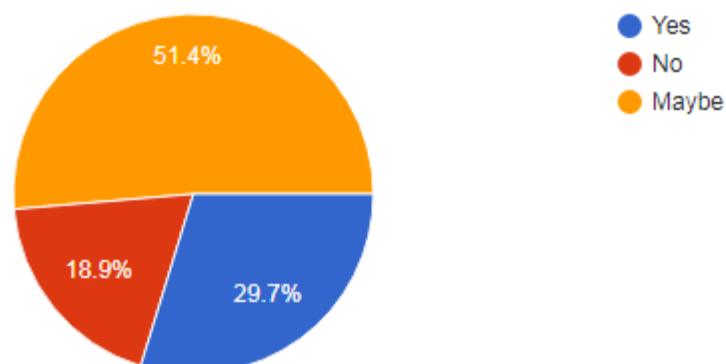
Do you agree there should be local organizations in charge of managing outdoor activities in town?

37 responses



If there were local organizations set up to manage outdoor activities, would you actively participate in them?

37 responses

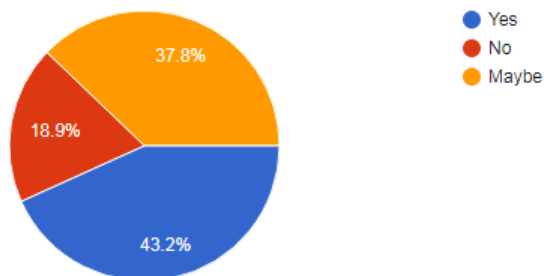


Survey Aggregation

Activities Involvement (cont.)

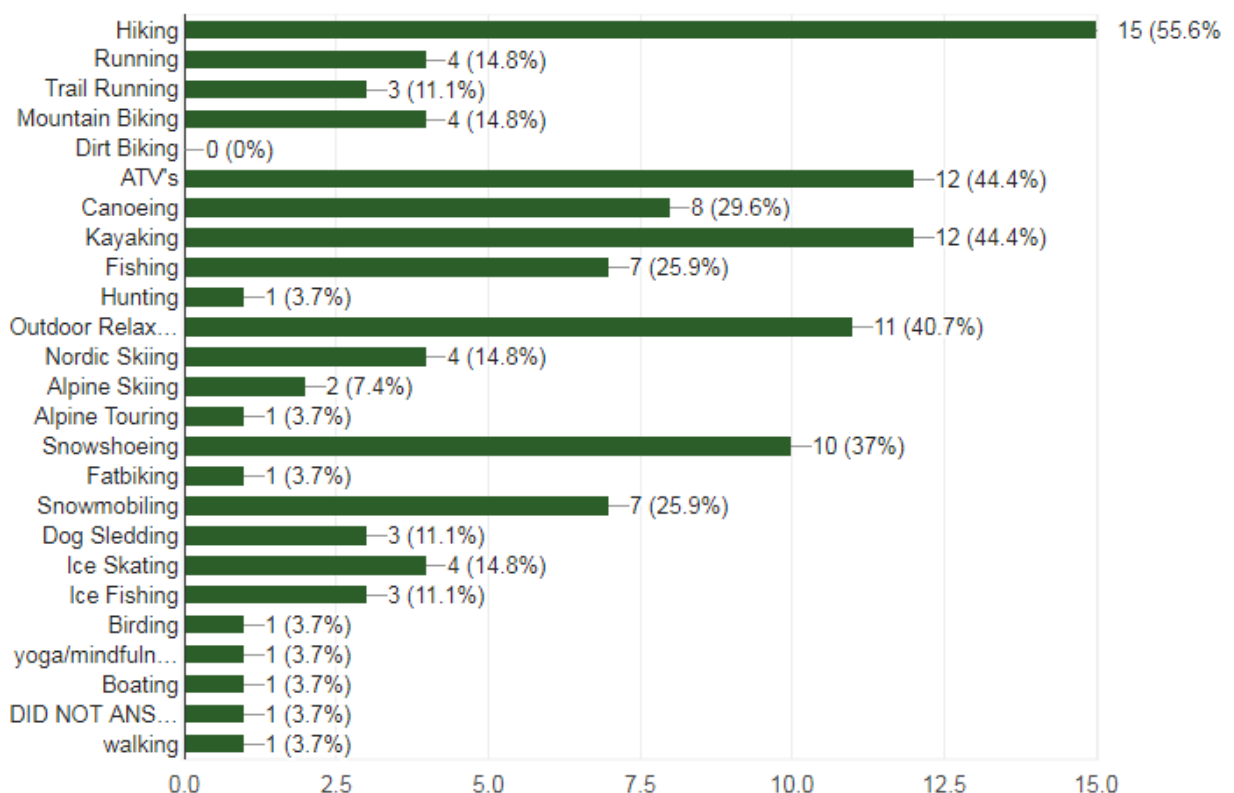
Would you be interested in participating in organized recreational offerings around the Concord Area?

37 responses



If yes, what organized recreational offerings would you like to participate in?

27 responses

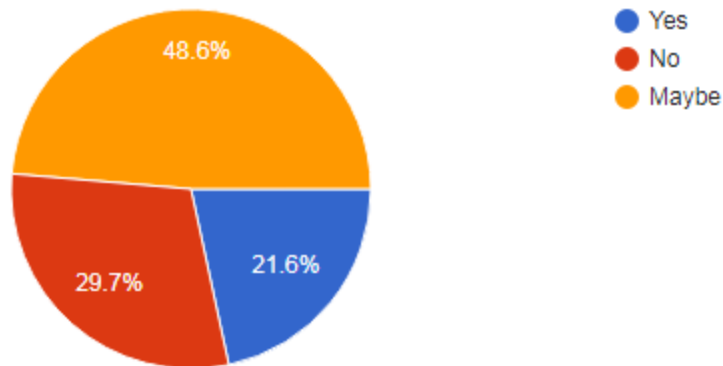


Survey Aggregation

Economic Stimulation

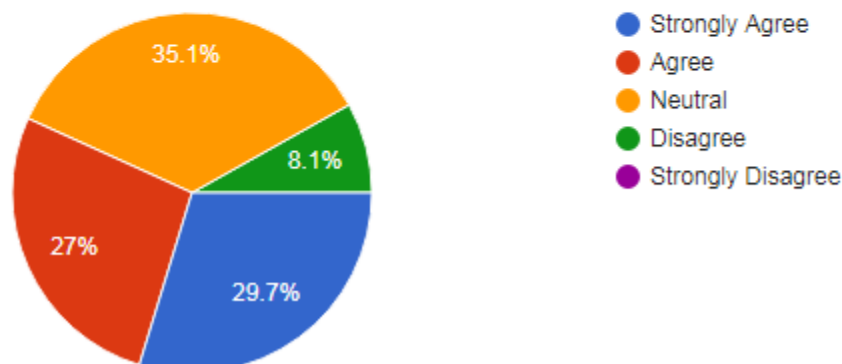
If there were a specific entity in charge of developing and maintaining business opportunities in town (like a local chamber of commerce,) would you actively participate in it?

37 responses



Do you believe there should be a specific entity in charge of developing and maintaining business opportunities in town (like a local chamber of commerce)?

37 responses

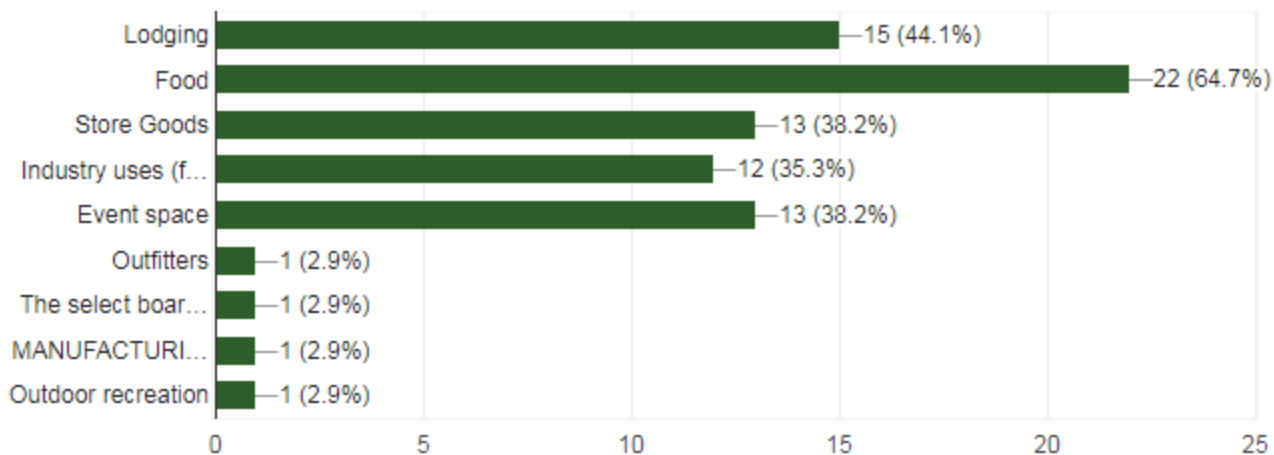


Survey Aggregation

Economic Stimulation (cont.)

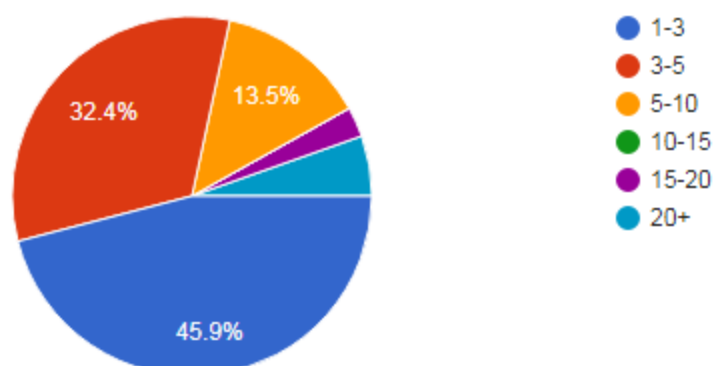
What types of businesses do think are most important to developing the local economy?

34 responses



How many tourism based business do you think the town of Concord can handle?

37 responses

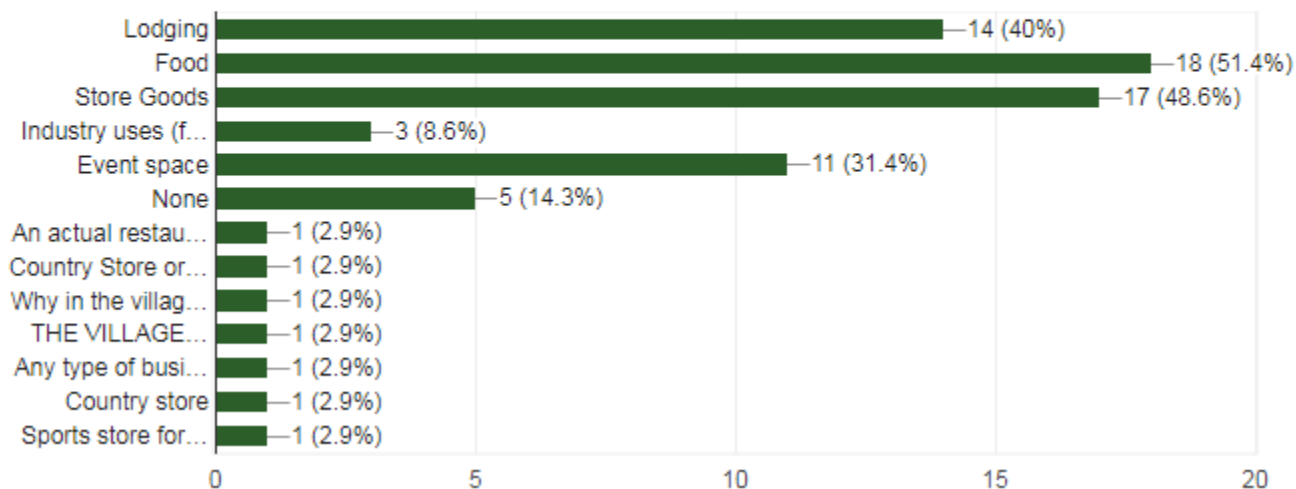


Survey Aggregation

Economic Stimulation (cont.)

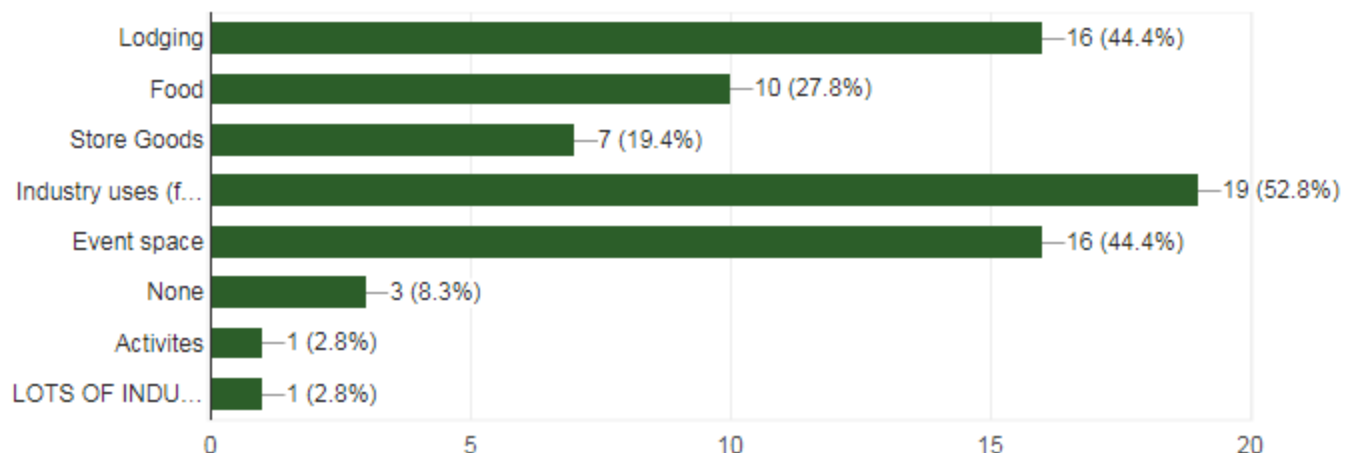
What types of businesses would you like to see in the Concord Village area?

35 responses



What types of businesses would you like to see outside of the Concord Village area?

36 responses

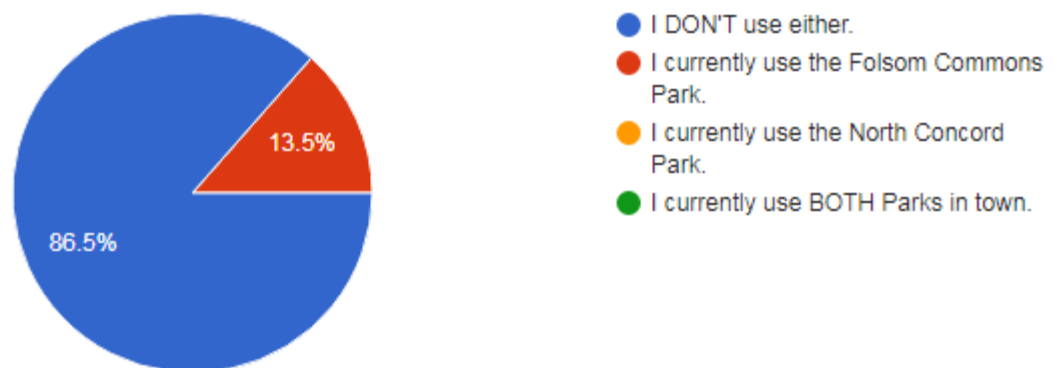


Survey Aggregation

Existing Parks

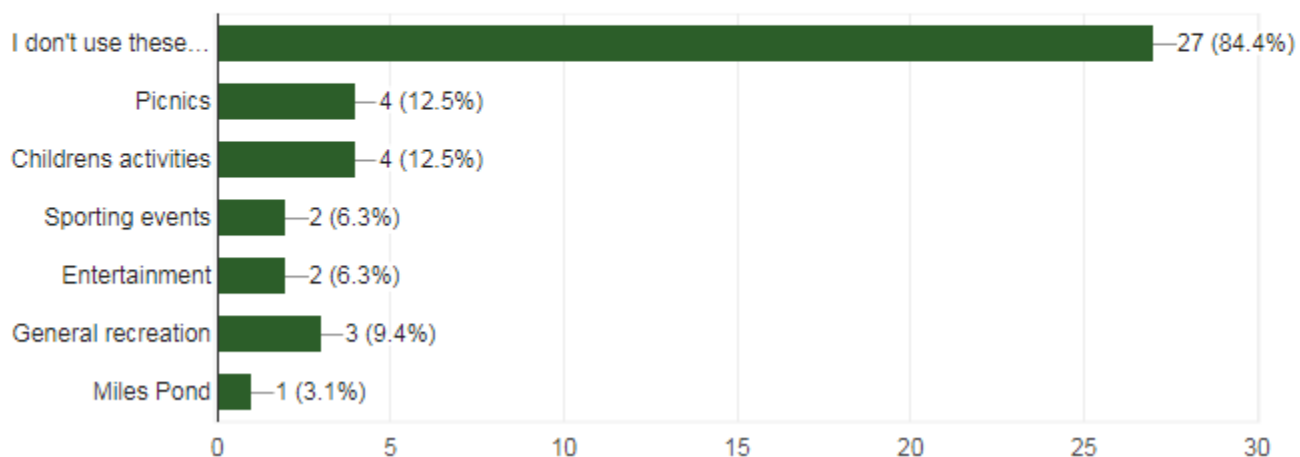
Do you currently use Folsom Commons park or the North Concord Park?

37 responses



What activities do you currently use these spaces for?

32 responses

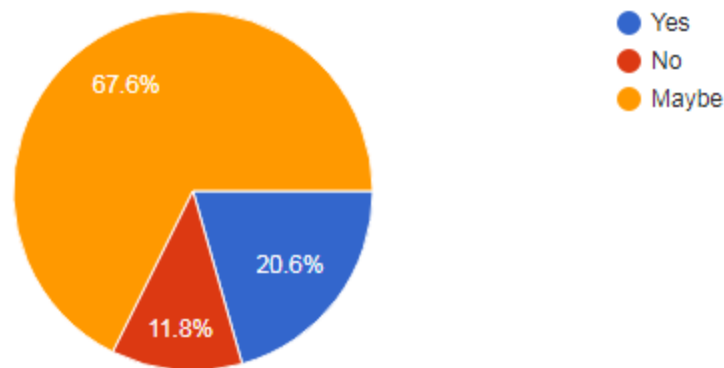


Survey Aggregation

Existing Parks (cont.)

Would you like to see improvements made to the North Concord Park?

34 responses



If you would like to see improvements made, what kind?

10 responses

Music Venue

Natural playground

More for teenagers.

Move the slide out of direct sunlight. Updated play equipment

Town pool

environmentally friendly, child safe and community wellness

new equipment

picnic area and playground for small children

THOSE THAT ATTRACT PARTICIPATION. [DO YOU MONITOR WHATS HAPPENING NOW AS A BASELINE?

Their used to be a skating rink there - not sure if kids would use it or not. Would also be interested in a hiking trail of some kind. Use to be flowers in the North Concord sign - would love to see those again. Just having someone mow is a good thing.

Survey Aggregation

Existing Parks (cont.)

If you do not want to see improvements made, why?

4 responses

Increase in Taxes at the cost of all in Concord, Maintenance, Vandalism, Insurance, ETC.

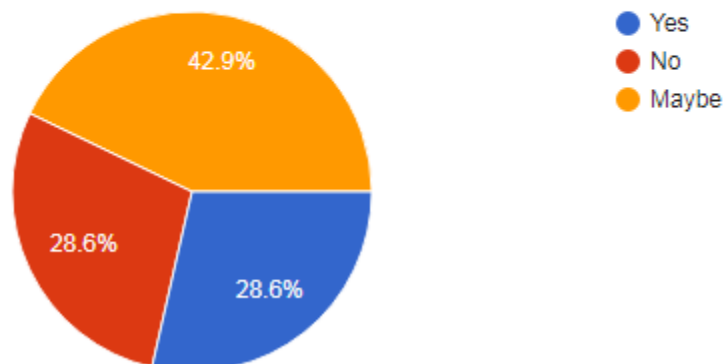
more family use

park is located in less populated part of town and would need to know proposed improvements to see if investment will reap return by significant uptick in usage by residents.

Don't live there

If improvements were made to these spaces, would you use them more?

35 responses



Vision Development

- The process of developing a cohesive vision for a desired future outcome employs many levers and crosses numerous platforms. Working with the town of Concord to develop a vision for this plan utilized a myriad of those levers and platforms, including, public forums, directed conversations with key stakeholders, and the collection of perception based data from a town survey. These methods of procurement helped provide a complete understanding of the towns general intentions pertaining to the direction of this plan.
- The two most common mistakes when providing a vision statement are vagueness, and concision. If the vision is too broad, it does not supply the ability to measure outcomes. If the mission is too specific, it limits the means and methods that a community is able to employ. Finding balance between these two issues is imperative to the viability of any vision. This is accomplished through understanding the restrictions within the existing climate, while simultaneously defining the end goal, through the context of an overarching awareness of desired direction.
- The development of Concord's collective vision for this plan was executed through the program employed by Adagio Associates from the outset. Specifically, the levers employed, as defined in the Process Summary and Methodology sections (p.8), are as follows:
 - Preliminary Discovery
 - Existing Resources Inventory
 - Public Forums
 - Survey Development, Deployment, and Aggregation
- The above mentioned tools were specifically designed to work in harmony, balancing directive information with general sentiment, followed by continuous reevaluation, based on public interpretation. The outcome of this process was finalized in the following statement:
 - **The vision of this strategic plan is to illuminate viable ways to develop, produce, and manage recreational offerings within the town of Concord VT, which provide and sustain economic opportunities alongside communal well-being, creating a sustainable framework for a healthy and fiscally feasible future.**
- It is important to note that the purpose of this vision statement is inclusive to the confines of this strategic plan. This vision is designed to provide direction for the contents of this planning process. Within this plan, there are multiple items that will require the creation of their own mission statements through the process of collaboration with all interested parties.
- While these individual mission statements must speak to the specific intentions and measurable outcomes of the corresponding goals, they should ultimately find conformity with the vision provided herein, in order to continue all operating branches toward a common purpose, in unison.
- Additionally, it is important to understand that much like the plan it prescribes, a vision statement is a living entity, in the sense that it needs periodical reevaluation, as success (or failure) is realized, and existing climates' change. Future vision developments should be completed, at a minimum, at the end of each 5 year strategic planning cycle, and can be accomplished through the methodology prescribed in this report, along with the directives in this section.

Recommendations Report

- **VISION**

- The vision of this plan is to illuminate viable ways to develop, produce, and manage recreational offerings within the town of Concord VT, which provide and sustain economic opportunities alongside communal well-being, creating a sustainable framework for a healthy and fiscally feasible future.

- **Focus**

- The four areas of focus to accomplish this plan are Marketing, Community Development, Organizational Oversight, and Economic Stimulation. Each facet must work in harmony in order to realize the above stated vision. It is the intention of the following program to outline existing resources associated with each, while identifying areas of potential growth, and the levels of interconnection between them.
- In order to successfully continue the efforts of each area of focus, evaluation of achievements must be done on a periodic basis. This allows for the unbiased comprehension of the existing climate in its entirety, and provides a recalibrated approach based on the plans overall growth.
- Under the auspice of this vision, the following recommendations are designed to provide the town of Concord with viable concepts, which can be utilized to create a measurable position in the regional recreational tourism economy.
- These previously identified areas of focus can be divided into two types; **Independent** and **Dependent** focuses.
- **Independent Areas of Focus**
 - The independent areas of focus in this plan are autonomous in providing direction and viability, throughout and beyond the plan's lifespan. These items include **Organizational Oversight**, and **Marketing**.
 - **Organizational Oversight**
 - The creation and management of an organization, whose mission is to provide cohesion and unification to existing (and new) entities toward realizing the vision of this plan.
 - **Marketing**
 - Developing a suite of marketing materials, along with defining the mediums they will exist on, and the rules associated with their dissemination.
- **Dependent Areas of Focus**
 - The dependent areas of focus in this plan are reliant on the above mentioned items within the operational context of this plan, however, their sustained, complimentary growth and presence are paramount to the plan's success. These items are **Community Development** and **Economic Stimulation**.
 - **Community Development**
 - Strengthening existing relationships while providing a direction for the community to find identity in.
 - **Economic Stimulation**
 - Utilize the momentum provided in the above mentioned areas of focus to capitalize on existing business ventures, while providing opportunities for new ones to be created.

Recommendations Report

Organizational Oversight: Key Concepts

- In order to harness the potential of existing recreational products, provide opportunities for new offerings, and capitalize on the momentum surrounding both, organizational oversight must be implemented to orchestrate these efforts. This oversight is essential to the vitality of any recreational tourism development, as it creates and elevates the associated standards needed for progress. The key concepts surrounding oversight are **Philosophical** and **Infrastructural**.
- **Philosophical**
 - The chief responsibility of the organization should be the creation of a unified vision for the recreational tourism offerings provided locally.
 - This chief responsibility should be assisted through a series of tools and metrics to monitor and manage the direction and success of the decided upon vision.
 - The organization providing oversight should only govern the brand image, as agreed upon by the invested parties.
 - This governance should be reinforced through providing assistance to existing groups, both locally and regionally, toward furthering said brand image.
- **Infrastructural**
 - **Organizational Infrastructure**
 - The overseeing organization is principally responsible for the creation and continuance of local and regional partnerships that further the collective vision. This synergistic framework is crucial to the furtherance of all existing missions within the community. The overseeing organization will not only initiate these partnerships, but also provide mediation and unbiased acumen directed toward the advocacy of the collective mission.

Recommendations Report

Organizational Oversight: Key Concepts (cont.)

- **Physical Infrastructure**

- The overseeing organization will additionally be responsible for assisting in the procurement, development, and management of physical infrastructure. Physical infrastructure refers to both **Direct Infrastructure**, and **Indirect Infrastructure**.

- **Direct Infrastructure**

- Direct infrastructure refers to all infrastructure related specifically to the participation of recreational activities. These items would be:

- Trails
 - Multi Use Path
 - Playground
 - Beaches
 - Pavilions

- **Indirect Infrastructure**

- Indirect infrastructure speaks to all complimentary facilities, amenities, and other physical offerings designed to compliment or assist in the utilization of the recreational product being provided. These items would include, but are not limited to:
 - Bathrooms
 - Parking
 - Trash receptacles
 - Provision of amenities

Recommendations Report

Organizational Oversight: Operational Components

- The process of creating a nonprofit entity designed to unify and cultivate recreational offerings in and around the town of Concord will require the following operational components:
 - **Complete the Organization Creation Process**
 - This includes incorporating, along with applying and being approved for tax exempt status at the federal and state levels.
 - **Drafting Bylaws**
 - It is crucial to draft bylaws that incorporate a comprehensive mission statement, along with the structural tools and framework to see that mission accomplished.
 - **Board of Directors**
 - Selecting a board of directors that reflects the intentions of the mission, and provides unbiased support toward accomplishing it equally, are imperative.
 - While it is important to have individuals with connection to the end goals, it is just as important to avoid conflicts of interest in appointments.
 - Clear term limits and delineation of power should be defined in the bylaws, so as to ensure healthy turnover and room for new ideas to flourish.
 - **Set Meeting Schedule**
 - It should be required that one regularly occurring meeting be scheduled with all board members present. This meeting should be reserved for high level programmatic updates, such as financial status, ongoing project updates, etc.
 - In the context of this organizations evolution, it would seem that additional meetings will be necessary, initially. These meetings would be focused on operational items, as the organization would not have any full time employees at the outset. These meeting should be set out as subcommittees of the board of directors.
 - It is critical that each set of meetings scheduled have specific objectives, which agendas and measurable outcomes should be based on. Mixing intent in meetings can obscure the overall end goal.
 - **Create Proper Financial Insulation (bank accounts)**

Recommendations Report

Organizational Oversight: Operational Components (cont.)

- **Develop a Five Year Plan**

- Creating a comprehensive five year strategic plan is critical to defining the direction and measuring the success of any organization. This plan should the organizations:
- Mission statement— The mission statement should be an overarching set of statements that provide general direction without supplying any means or methods.
- Decisive Objectives—Underneath the mission should be the precise goals that are targeted to be accomplished at the end of the five year period. These items should be measureable benchmarks, with clear language associated with defining their success.
- Operational Methods—Means and methods should be defined in a general fashion, so as to provide evidence toward the plans feasibility.
- Provision of Metrics— At the summation of the plan, a clear and definitive schedule of ways to measure the plans success should be provided. This will allow for the organizations viability to be put in perspective during the five year period, and at is culmination, to better develop the next strategic plan.

- **Create Revenue**

- Providing revenue streams that work toward the organizations mission are also crucial. These funding sources will most likely take the form of grants, and events, depending on the framework of the organization. It is important that these funds be used to benefit the targeted mission, and their utilization should be well thought out.

Recommendations Report

Organizational Oversight: Strategic Schedule

Item	Phasing	Time Frame	Notes
Choose Name	Y1 Q1	1Day	Should be inclusive of overall mission.
Appoint Directors	Y1 Q1	1Month	Minimum of 3 in the state of Vermont.
Incorporate the Business	Y1 Q1	1Week	File articles of incorporation document, found at: https://www.sec.state.vt.us/corporationsbusiness-services.aspx
Apply for federal EIN	Y1 Q1	1Week	File Form SS-4, found here: https://sa.www4.irs.gov/modiein/individual/index.jsp
Apply for IRS Tax Exemption	Y1 Q1	1Month	Find information on filing form 1023 here: https://www.irs.gov/pub/irs-pdf/p557.pdf (chapter 3).
Apply for State Tax Exemption Status	Y1 Q1	1Month	Information available at the following site: https://www.sec.state.vt.us/corporationsbusiness-services/business-nonprofit-services/start-a-vermont-business/nonprofit-corporation.aspx
Draft Bylaws	Y1 Q2	2Months	Templates available at: http://form1023.org/how-to-draft-nonprofit-bylaws-with-examples
Set Board Meeting Schedule	Y1 Q2	1st Meeting	Monthly board meetings should be set. The date and time should be conducive to maximum attendance, and should require a minimum of a quorum in attendance, or be rescheduled.
Setup Financial Accounts	Y1 Q2	1 Quarter	Provide Tax exempt information and EIN confirmation document to set up Organization specific bank accounts.
Develop Five Year Plan	Y1 Q2 Q3	2 Quarters	Five year plan should take an entire quarter (3 monthly board meetings) to write, so as to be thorough as possible.
Appoint Subcommittees in Relation to 5 Year Plan	Y1 Q3	1 Meeting	These should be dictated in the 5 Year Strategic Plan.
Grant/ Event Research	Y2	Continuous	As part of the Organization's mission, this should be a continuous process.
Grant Application Process	Y2	Continuous	As part of the Organization's mission, this should be a continuous process.
Event Development Process	Y2 Y3	Continuous	As part of the Organization's mission, this should be a continuous process.
Annual Evaluation	Y1 Y2 Y3 Y4	Annually	On an annual basis, the Board of Directors should meet to evaluate the current position in relation to the 5 Year Strategic Plan.
Annual Report	Y1 Q4	Annually	Annual reports are due to the State of Vermont, information found here: https://www.sec.state.vt.us/corporationsbusiness-services/business-nonprofit-services/renew-a-business-registration/annualbiennial-reports.aspx
Biennial Report	Y2 Q4	Biennial	Every two years, after incorporation, a nonprofit corporation must renew its nonprofit status in the State of Vermont. Information found here: https://www.sec.state.vt.us/corporationsbusiness-services/business-nonprofit-services/renew-a-business-registration/annualbiennial-reports.aspx
5 Year Evaluation	Y5	1 Quarter	Upon completion of the first 5 Year Strategic Plan, an evaluation should be done in order to construct the second 5 year strategy.

Recommendations Report

Marketing: Key Concepts

- In order to accomplish the overall vision of this plan, marketing will play a large role in actuating the efforts of those involved into measurable results. In order to realize these results, efforts must be made over a broad spectrum, which are detailed within this plan. These efforts can be generally compartmentalized into two key concepts: **Brand** and **Experience**.
- **Brand**
 - Concord's efforts associated with developing a brand should be based around the following key concepts:
 - The brand image should be bold, concise, and unique to the product climate within the town.
 - The brand image should be uniformly administered across all media platforms, and to all end user groups, with variations existing at the operational level.
 - While being unique to Concord as a product, the brand image should be equally complimentary to the regional brands Concord is looking to partner with.
 - Finding natural ways to insert the Concord brand into local and regional marketing campaigns that dovetail into direct and indirect event seasons.
- **Experience**
 - Concord's brand development must be reinforced with a product based experience that is founded around the following key concepts:
 - The experience must be pleasurable in an authentic manner; a product that brings users joy through it's consumption.
 - The experience must be amenable to new users and existing users alike.
 - There are no accidental experiences. Even the smallest, seemingly inconsequential interactions can be part of an experience.
 - Experiential success depends on a unified product delivery from active and passive administrators.

Recommendations Report

Marketing: Operational Components

- In order to put Concord's Recreational Offerings in a place to provide economic stimulation, the following four operational components must be implemented under the focus of marketing:
- **Basic Brand Development**
 - Items that need to be established include:
 - Brand Logo
 - Brand Slogan
 - Brand Image Display Rules
- **Multi Media Based Promotional Materials**
 - When taking a multi media approach to promotional materials, it is important to identify your target user groups, and their preferred method of informational consumption.
 - Once identified, the growth of promotional presence should be commensurate with the product being offered. Starting with a social media presence, escalating toward specific materials created for specific products being provided (i.e. commercials, news articles, and other advertisements).
- **Instructional, Informative, and Educational Product Signage**
 - Signage should be designed under the brand image, and should be uniform throughout the town.
 - Agreed upon information should be included on all signs, outside of each sign's individual purpose (i.e. town slogan, or a thank you to the community, etc.)
 - "You are here" map signage is also critical, in order to provide users with clear and uniform directions to the activities they are looking for.
 - Business signage can follow this vein and can show uniformity in a community based product, giving the feel of resort style amenities without the overhead.
 - Educational signage should be informative and respectful, like "Please Share the Road," not "BEWARE OF DOG," or "KEEP OUT".
- **Event Implementation and Management**
 - After an organization has been created, the best way to promote the product that it serves, is to put on events, which:
 - Showcase the recreational product.
 - Incorporate the community.
 - Provide uptick in local revenue.
 - If done correctly, these events have the capacity to grow themselves, and will provide the town with incentive to get involved in the local economy and recreational offerings.

Recommendations Report

Marketing: Strategic Schedule

Item	Phase	Time Frame	Notes
Assign Subcommittee to Focus on Brand Creation	Y1 Q3	1 Meeting	Based on Organization's 5 Year Strategic Plan.
Define Brand Creation Process	Y1 Q4	2 Meetings	Should take a few meetings to write, to be as thorough as possible. Additional outside assistance may be necessary.
Consult Stake-Holding Parties	Y1 Q4	1 Quarter	Identifying and establishing these lines of communication can be time consuming.
Develop Initial Brand Image	Y2 Q2	1 Quarter	Should follow process prescribed in brand creation process. This should involve a slogan and logo at a minimum, and may require outside assistance.
Brainstorm Marketing Strategic Plan	Y2 Q1	1 Quarter	Should follow process prescribed in brand creation process. Should take a few meetings to write, to be as thorough as possible.
Initial Brand Review and Feedback Period	Y2 Q2 Q3	1 Meeting	Brand review should be holistic and brought to the whole Board of Directors, along with interested parties, for a comprehensive level of feedback.
Brand Materials Development	Y2 Q3	1 Quarter	Materials should be decided upon based on availability and desired target demographics.
Brand Materials Review	Y2 Q4	1 Quarter	Materials review should be completed by Board of Directors and interested parties to ensure proper direction.
Draft Brand and Image Display Standards	Y2 Q3	1 Quarter	Standards should be a function of the marketing strategic plan, not the demographics being targeted.
Finalize Brand and Image Display Standards with Board of Directors	Y2 Q3	2 Meeting	Feedback from the Board of Directors and any interested parties is critical at this point. Without public buy-in, there will be no one utilizing the newly created brand.
Provide Marketing Guidelines to all Partnered Organizations and Businesses	Y2 Q4	1 Quarter	Dissemination should be done in tandem with the Community Development and Economic Stimulation subcommittees.
Incorporate Finalized Display Standards into Marketing Strategic Plan	Y2 Q4	1 Meeting	Operational.
Finalize Marketing 5 Year Strategic Plan	Y3 Q1	1 Meeting	Operational.
Develop the Promotional Materials Prescribed in the 5 Year Strategic Plan	Y3 Q1 Q2	2 Quarters	Developing a promotional suite that is cost conscious, will be important for the next phase.
Acquire Funding for the Printing of Promotional Materials and Uniform Town Signage	Y3 Q3 Q4	2 Quarters	Funding is required, so partnering with the Economic Stimulation and Community Development subcommittees is crucial.
Supply Local and Regional Partners with Applicable Signage and Promotional Materials	Y4 Q1	Continual	Make sure to provide Brand Display Standards before dissemination.
Continue to Provide Cross Promotional Services for Local and Regional Partners	Y4	Continual	Operational.
5 Year Evaluation	Y6	1 Quarter	Results of a 5 year evaluation should be tied into the global evaluation of the 5 Year Strategic Plan.

Recommendations Report

Community Development: Key Concepts

- Community development is one of the desired areas of focus this plan is designed to help progress, in an effort to catalyze the general public, while providing context and structure for that growth to attach to. This desired result is dependent on the efforts of both marketing and organizational oversight, which work in tandem to assist in the realization of this outcome. This is accomplished by providing the structure of **Community Partnerships**, and the context of a **Communal Vision**, which are the key concepts of this area of focus.
- **Community Partnerships**
 - Community partnerships are inherently one of the backbones of this plan. These partnerships will exist originally under the tutelage of organizational oversight, however, as the plan continues to grow, these relationships implicitly burgeon into desired outcomes. It is important to identify the difference between essential and auxiliary partnerships; the separation lying in their ability to further the overall plan mission. At the outset, the focus of partnership should be on those that are essential, building the proper foundation for sustained success in accomplishing common interests and working through adversity in a structured manner. This early focus on essential partnerships will allow more focused attention to be put on auxiliary partnerships later on, ensuring a higher level of success in both areas.
- **Communal Vision**
 - The creation and constant reassessment of a communal vision for the desired economic development is crucial to acquiring local buy-in and ensuring sustained success over time. While this vision is initially developed through organizational oversight, and disseminated through marketing, it is important to utilize community input and feedback, to better understand the collective goals and mission that the larger group is interested in reaching. This constant recalibration is critical to keeping growth commensurate with local capacity and perception. Response to such feedback and input should be inclusive of all resounding sentiments, and should generate an action that provides concessions to accommodations, accordingly.

Recommendations Report

Community Development: Operational Components

- In order to grow local support and foster a sense of community within the town, the following operational components will be critical:
- **Youth Programming Investment**
 - Investing in programs geared toward youth involvement is the chief component in developing a sense of community. By incorporating youth support, households become equally invested in the successful outcome of the plans global mission, as it provides their children with activities. Intrinsically, this will then provide the youth with a sense of ownership and desire to be involved moving forward. By procuring buy-in from the youth, this plan gains generational support for current and future success.
- **Local School Partnership**
 - This will be a key factor in providing youth programming, as it is in direct contact with a vast majority of the above mentioned demographic. It is also a place to capitalize on prevailing group dynamics: By implementing programming within the confines of the school, it is easier to get a collective appreciation for the programming being provided. Additionally, it can assist in curriculum development and viable after school opportunities.
- **Existing Program Partnership**
 - Utilizing the existing community partnerships is a very simple and easy way to provide community development. The key is to identify these existing relationships, and find ways for the newly created overseeing organization to assist in their success. By providing assistance (monetary or otherwise) to these local partnerships, bonds can be strengthened to create a foundation for future collaboration and growth.
- **Community Based Events**
 - Assisting in the provision of community based events is imperative to building a sense of community pride. Great examples of these events are:
 - Fall Foliage Festivals
 - Winter Holiday Walks
 - Memorial Day Concerts, etc.
 - These events help define the interests and excitement that exists within the community, and allow both to be showcased in a positive environment. Once established, it also gives the local community something to assert ownership of, providing a common identity that brings a sense of continuity to all the recreational and amenity offerings, alike.
- **Regular Public Polling**
 - Making sure to get a periodical sense of the local sentiment toward this strategic plan is important. Without a grounded sense of local and regional perception surrounding this plan, there is no way to truly measure it's success.

Recommendations Report

Community Development: Strategic Schedule

Item	Phase	Time Frame	Notes
Create Subcommittee Charged with Creating Community Partnerships Between Existing Businesses and Organizations	Y1 Q3	1 Meeting	Subcommittee should consist of unbiased parties, invested in the growth of the local community as a whole. Subcommittee creation should be as prescribed in the Organization's 5 Year Strategic Plan.
Define Goals and Key Relationships	Y1 Q4	1 Quarter	Operational.
Set Subcommittee Mission and Loose Goals	Y1 Q4	1 Meeting	Goals must be reflective of the Organization's overall mission, while providing measurable statements specific to the operations of the Subcommittee.
Reach Out to Stakeholders in the Businesses/Organizations Identified as Key Relationships	Y1 Q4	1 Quarter	Should be done in coordination with Marketing and Economic Stimulation subcommittees.
Setup Individual Meetings with Each Willing Party to Understand Their Needs as a Business/Organization	Y2 Q1 Q2	2 Quarters	Should be done in coordination with Marketing and Economic Stimulation subcommittees.
Prioritize Key Partnership Tasks	Y2 Q3	1 Meeting	These tasks should be specific to the Community Development Subcommittee, however, should work in tandem with the other organizational subcommittees, so as to work toward the common mission.
Return to Each Identified Key Partner with a Proposed Action Plan Based on the Initial Conversations Between Both Parties	Y2 Q3 Q4	2 Quarters	Should be done in coordination with Marketing and Economic Stimulation subcommittees.
Execute Agreed Upon Tasks	Y3 Y4 Y5	Continual	Operational.
Check in with Said Parties for Progress Reports During, and Final Feedback at the End of the Agreed Upon Action List	Y3 Y4 Y5	Annually	This information should be collected and viewed on an annual basis. The subcommittee should meet to evaluate it's current position in relation to the 5 Year Strategic Plan.
Five Year Evaluation	Y5	1 Quarter	Results of a 5 year evaluation should be tied into the global evaluation of the 5 Year Strategic Plan.

Recommendations Report

Economic Stimulation: Key Concepts

- Possibly the most desired outcome, economic stimulation is unique in the fact that it follows the success of the other three areas of focus. In order for economic opportunities to materialize within the confines of recreational tourism, there needs to be an organization providing foundation and precedent, a marketing scheme that appropriately highlights the local offerings while attracting user groups in an escalating fashion, along with support and physical buy-in from the local community. As each of these three concepts flourish, the viability of a local tourist economy grows accordingly. Without an organizational body monitoring local partnerships, economic opportunities struggle to be clearly defined as individual entities, and can be derailed by this lack of clarity. Likewise, without the support of a robust and multi-tiered marketing program, the same economic opportunities will lack a sufficient user group, and inherently, demand for the product being supplied. Finally, without public approval and investment in a movement-based economy such as recreational tourism, there will quite literally be no economy to capitalize on. The success and vitality of an eco-tourism based economy depends on local business ownership, and without local support, the desired advancement will never materialize. The two key concepts that surround this area of focus are **Complimentary Growth** and **Product Quality**.
- **Complimentary Growth**
 - It is imperative that the economic opportunities which are identified and created through this plan must contribute toward the vision and mission herein.
 - The general concept is that the recreational products (i.e. trails, parks, waterways, etc.) are provided and managed by nonprofit or state run entities. This allows for the direct subsidization of the product from its constituents, and qualifies the recreational product for grants. As this constituent base grows, it provides the local area with a captive audience. That audience becomes the default consumers of any complimentary products that exist within the vicinity. It is for this reason that the products provided must be based on the desires of said user group.
- **Product Quality (Over Quantity)**
 - While counter intuitive to the process of demand, the amount of offerings should always be secondary to the quality of the product being provided. The goal is to set a standard level of quality for all business ventures that utilize the captive recreational tourist user group. This is achievable through:
 - Community Partnerships
 - Organizational Assistance
 - Marketing
 - It is imperative to look at the above mentioned tools communally, as their implementation is designed to showcase a uniform product across the town. Whether it be a gas station, a restaurant, a campground, a rented bedroom, or an event venue, the idea is that they all possess commonalities that show the user uniformity in an experience.

Recommendations Report

Economic Stimulation: Operational Components

- The operational components surrounding economic stimulation within this plan are similar to all of the above mentioned areas of focus, however contain important nuances to ensure growth in this branch.
- **Community Partnerships**
 - Community partnerships are the structure of any small town, recreational tourism based economy. Because the source of income is the funds received from a set of very specific user groups, it is paramount that local businesses work together to capitalize on providing the desired products of said users. By maintaining open lines of communication between the recreational providers, existing businesses, and potential ventures, current partnerships can continue to thrive while new connections can be made in a complimentary fashion. These partnerships also provide a sense of commonality, working toward the same goal. This not only provides community buy-in, but also a diversified, uniform macro-product, as desired by the previously mentioned user groups.
- **Organizational Assistance**
 - Upon the creation of an overseeing organization, it will be a chief objective to provide assistance to economic opportunities, both existing and developing, in the form of advocacy, mediation, and financial assistance where feasible. This aid should be focused the organizations overarching mission statement, and should utilize the structure and framework said organization develops internally. By having one central, unbiased, point of assistance, local businesses and new ventures alike can maintain structured communication and goal development that is designed to benefit all. The key in this conversation is to focus on the communal benefits of commerce that can be realized through the influx of recreational tourism, and that the success of this goal relies on a unified product.
- **Events**
 - Events are not only a way to showcase community development and bolster marketing, they are also a key place for local businesses to capitalize. By establishing a venue for local businesses to gain exposure to new consumers from a recreational tourism based economy, inroads can be made in both directions. Local businesses will experience first hand the benefits of bringing extra dollars into town, while tourists will develop relationship based attachments to the location.
- **Chamber of Commerce**
 - Continuing existing presence on regional chambers of commerce with the goal of eventually being able to support one locally, is important to the continuity of the above mentioned business partnerships. By establishing local partnerships, it is easier to promote and provide a product regionally, and will allow the town of Concord to capture a more prominent capacity in the marketing presence of organizations like the Northeast Kingdom Chamber of Commerce. As this unified front continues to grow in quantity of commerce, the framework will already be in place for a potential Concord Area Chamber of Commerce (501(c)6) to be successful.

Recommendations Report

Economic Stimulation: Strategic Schedule

Item	Phase	Focus	Notes
Create Subcommittee Based on Developing Economic Stimulation Within the Region	Y1 Q3	1 Meeting	Subcommittee should consist of unbiased parties, invested in the growth of the local community as a whole. Subcommittee creation should be as prescribed in the Organization's 5 Year Strategic Plan.
Define Goals and Key Partnerships	Y1 Q4	1 Quarter	Operational.
Set Subcommittee Mission and Loose Goals	Y1 Q4	1 Meeting	Goals must be reflective of the Organization's overall mission, while providing measurable statements specific to the operations of the subcommittee.
Reach Out to Stakeholders in the Businesses/Organizations Identified as Key Partners	Y1 Q4	1 Quarter	Should be done in coordination with Marketing and Community Development subcommittees.
Setup Individual Meetings with Each Willing Party to Understand Their Needs as a Business/Organization	Y2 Q1 Q2	2 Quarters	Should be done in coordination with Marketing and Community Development subcommittees.
Prioritize Key Partnership Tasks	Y2 Q3	1 Meeting	These tasks should be specific to the Community Development Subcommittee, however, should work in tandem with the other organizational subcommittees, so as to work toward the common mission.
Return to Each Identified Key Partner with a Proposed Action Plan Based on the Initial Conversations Between Both Parties	Y2 Q3 Q4	2 Quarters	Should be done in coordination with Marketing and Community Development subcommittees.
Coordinate Partnerships Between Key Partners and Complimentary Ventures	Y3 Y4 Y5	Continual	Operational.
Provide Mediation When Appropriate Based on the Desires of Each Key Partner	Y3 Y4 Y5	Continual	Operational.
Execute Agreed Upon Tasks	Y3 Y4 Y5	Continual	Operational.
Check in with Said Parties for Progress Reports During, and Final Feedback at the End of the Agreed Upon Action List	Y3 Y4 Y5	Annually	This information should be collected and viewed on an annual basis. The subcommittee should meet to evaluate it's current position in relation to the 5 Year Strategic Plan.
5 Year Evaluation	Y5	1 Quarter	Results of a 5 year evaluation should be tied into the global evaluation of the 5 Year Strategic Plan.

Recommendations Report

Master Strategic Plan Schedule

Item	Phase	Time Frame	Focus	Notes
Choose Name	Y1 Q1	1Day	OO	Should be inclusive of overall mission.
Appoint Directors	Y1 Q1	1Month	OO	Minimum of 3 in the state of Vermont.
Incorporate the Business	Y1 Q1	1Week	OO	File articles of incorporation document, found at: https://www.sec.state.vt.us/corporationsbusiness-services.aspx
Apply for federal EIN	Y1 Q1	1Week	OO	File Form SS-4, found here: https://sa.www4.irs.gov/modiein/individual/index.jsp
Apply for IRS Tax Exemption	Y1 Q1	1Month	OO	Find information on filing form 1023 here: https://www.irs.gov/pub/irs-pdf/p557.pdf (chapter 3).
Apply for State Tax Exemption Status	Y1 Q1	1Month	OO	Information available at the following site: https://www.sec.state.vt.us/corporationsbusiness-services/business-nonprofit-services/start-a-vermont-business/nonprofit-corporation.aspx
Draft Bylaws	Y1 Q2	2Months	OO	Templates available at: http://form1023.org/how-to-draft-nonprofit-bylaws-with-examples
Set Board Meeting Schedule	Y1 Q2	1st Meeting	OO	Monthly board meetings should be set. The date and time should be conducive to maximum attendance, and should require a minimum of a quorum in attendance, or be rescheduled.
Setup Financial Accounts	Y1 Q2	1 Quarter	OO	Provide Tax exempt information and EIN confirmation document to set up Organization specific bank accounts.
Develop Five Year Plan	Y1 Q2 Q3	2 Quarters	OO	Five year plan should take an entire quarter (3 monthly board meetings) to write, so as to be thorough as possible.
Appoint Subcommittees in Relation to 5 Year Plan	Y1 Q3	1 Meeting	OO	These should be dictated in the 5 Year Strategic Plan.
Create Subcommittee Based on Developing Economic Stimulation Within the Region	Y1 Q3	1 Meeting	ES	Subcommittee should consist of unbiased parties, invested in the growth of the local community as a whole. Subcommittee creation should be as prescribed in the Organization's 5 Year Strategic Plan.
Create Subcommittee Charged with Creating Community Partnerships Between Existing Businesses and Organizations	Y1 Q3	1 Meeting	CD	Subcommittee should consist of unbiased parties, invested in the growth of the local community as a whole. Subcommittee creation should be as prescribed in the Organization's 5 Year Strategic Plan.
Assign Subcommittee to Focus on Brand Creation	Y1 Q3	1 Meeting	M	Based on Organization's 5 Year Strategic Plan.

Recommendations Report

Master Strategic Plan (cont.)

Item	Phase	Time Frame	Focus	Notes
Define Brand Creation Process	Y1 Q4	2 Meetings	M	Should take a few meetings to write, to be as thorough as possible. Additional outside assistance may be necessary.
Consult Stake-Holding Parties	Y1 Q4	1 Quarter	M	Identifying and establishing these lines of communication can be time consuming.
Define Goals and Key Partnerships	Y1 Q4	1 Quarter	ES	Operational.
Set Subcommittee Mission and Loose Goals	Y1 Q4	1 Meeting	ES	Goals must be reflective of the Organization's overall mission, while providing measurable statements specific to the operations of the subcommittee.
Reach Out to Stakeholders in the Businesses/ Organizations Identified as Key Partners	Y1 Q4	1 Quarter	ES	Should be done in coordination with Marketing and Community Development subcommittees.
Define Goals and Key Relationships	Y1 Q4	1 Quarter	CD	Operational.
Set Subcommittee Mission and Loose Goals	Y1 Q4	1 Meeting	CD	Goals must be reflective of the Organization's overall mission, while providing measurable statements specific to the operations of the Subcommittee.
Reach Out to Stakeholders in the Businesses/ Organizations Identified as Key Relationships	Y1 Q4	1 Quarter	CD	Should be done in coordination with Marketing and Economic Stim- ulation subcommittees.
Annual Report	Y1 Q4	Annually	OO	Annual reports are due to the State of Vermont, information found here: https://www.sec.state.vt.us/corporationsbusiness-services/business-nonprofit-services/renew-a-business-registration/annualbiennial-reports.aspx
Annual Evaluation	Y1 Y2 Y3 Y4	Annually	OO	On an annual basis, the Board of Directors should meet to evaluate the current position in relation to the 5 Year Strategic Plan.
Grant/ Event Research	Y2	Continuous	OO	As part of the Organization's mission, this should be a continuous process.
Grant Application Process	Y2	Continuous	OO	As part of the Organization's mission, this should be a continuous process.
Brainstorm Marketing Strategic Plan	Y2 Q1	1 Quarter	M	Should follow process prescribed in brand creation process. Should take a few meetings to write, to be as thorough as possible.
Setup Individual Meetings with Each Willing Party to Understand Their Needs as a Business/ Organization	Y2 Q1 Q2	2 Quarters	ES	Should be done in coordination with Marketing and Community Development subcommittees.

Recommendations Report

Master Strategic Plan (cont.)

Item	Phase	Time Frame	Focus	Notes
Setup Individual Meetings with Each Willing Party to Understand Their Needs as a Business/Organization	Y2 Q1 Q2	2 Quarters	CD	Should be done in coordination with Marketing and Economic Stimulation subcommittees.
Develop Initial Brand Image	Y2 Q2	1 Quarter	M	Should follow process prescribed in brand creation process. This should involve a slogan and logo at a minimum, and may require outside assistance.
Initial Brand Review and Feedback Period	Y2 Q2 Q3	1 Meeting	M	Brand review should be holistic and brought to the whole Board of Directors, along with interested parties, for a comprehensive level of feedback.
Brand Materials Development	Y2 Q3	1 Quarter	M	Materials should be decided upon based on availability and desired target demographics.
Draft Brand and Image Display Standards	Y2 Q3	1 Quarter	M	Standards should be a function of the marketing strategic plan, not the demographics being targeted.
Finalize Brand and Image Display Standards with Board of Directors	Y2 Q3	2 Meeting	M	Feedback from the Board of Directors and any interested parties is critical at this point. Without public buy-in, there will be no one utilizing the newly created brand.
Prioritize Key Partnership Tasks	Y2 Q3	1 Meeting	CD	These tasks should be specific to the Community Development Subcommittee, however, should work in tandem with the other organizational subcommittees, so as to work toward the common mission.
Prioritize Key Partnership Tasks	Y2 Q3	1 Meeting	ES	These tasks should be specific to the Community Development Subcommittee, however, should work in tandem with the other organizational subcommittees, so as to work toward the common mission.
Return to Each Identified Key Partner with a Proposed Action Plan Based on the Initial Conversations Between Both Parties	Y2 Q3 Q4	2 Quarters	ES	Should be done in coordination with Marketing and Community Development subcommittees.
Return to Each Identified Key Partner with a Proposed Action Plan Based on the Initial Conversations Between Both Parties	Y2 Q3 Q4	2 Quarters	CD	Should be done in coordination with Marketing and Economic Stimulation subcommittees.
Brand Materials Review	Y2 Q4	1 Quarter	M	Materials review should be completed by Board of Directors and interested parties to ensure proper direction.
Provide Marketing Guidelines to all Partnered Organizations and Businesses	Y2 Q4	1 Quarter	M	Dissemination should be done in tandem with the Community Development and Economic Stimulation subcommittees.
Incorporate Finalized Display Standards into Marketing Strategic Plan	Y2 Q4	1 Meeting	M	Operational.

Recommendations Report

Master Strategic Plan (cont.)

Item	Phase	Time Frame	Focus	Notes
Biennial Report	Y2 Q4	Biennial	OO	Every two years, after incorporation, a nonprofit corporation must renew its nonprofit status in the State of Vermont. Information found here: https://www.sec.state.vt.us/corporationsbusiness-services/business-nonprofit-services/renew-a-business-registration/annualbiennial-reports.aspx
Event Development Process	Y2 Y3	Continuous	OO	As part of the Organization's mission, this should be a continuous process.
Finalize Marketing 5 Year Strategic Plan	Y3 Q1	1 Meeting	M	Operational.
Develop the Promotional Materials Prescribed in the 5 Year Strategic Plan	Y3 Q1 Q2	2 Quarters	M	Developing a promotional suite that is cost conscious, will be important for the next phase.
Acquire Funding for the Printing of Promotional Materials and Uniform Town Signage	Y3 Q3 Q4	2 Quarters	M	Funding is required, so partnering with the Economic Stimulation and Community Development subcommittees is crucial.
Check in with Said Parties for Progress Reports During, and Final Feedback at the End of the Agreed Upon Action List	Y3 Y4 Y5	Annually	CD	This information should be collected and viewed on an annual basis. The subcommittee should meet to evaluate it's current position in relation to the 5 Year Strategic Plan.
Execute Agreed Upon Tasks	Y3 Y4 Y5	Continual	CD	Operational.
Check in with Said Parties for Progress Reports During, and Final Feedback at the End of the Agreed Upon Action List	Y3 Y4 Y5	Annually	ES	This information should be collected and viewed on an annual basis. The subcommittee should meet to evaluate it's current position in relation to the 5 Year Strategic Plan.
Coordinate Partnerships Between Key Partners and Complimentary Ventures	Y3 Y4 Y5	Continual	ES	Operational.
Provide Mediation When Appropriate Based on the Desires of Each Key Partner	Y3 Y4 Y5	Continual	ES	Operational.
Execute Agreed Upon Tasks	Y3 Y4 Y5	Continual	ES	Operational.
Continue to Provide Cross Promotional Services for Local and Regional Partners	Y4	Continual	M	Operational.
Supply Local and Regional Partners with Applicable Signage and Promotional Materials	Y4 Q1	Continual	M	Make sure to provide Brand Display Standards before dissemination.
5 Year Evaluation	Y5	1 Quarter	M	Results of a 5 year evaluation should be tied into the global evaluation of the 5 Year Strategic Plan.
Five Year Evaluation	Y5	1 Quarter	ES	Results of a 5 year evaluation should be tied into the global evaluation of the 5 Year Strategic Plan.
5 Year Evaluation	Y5	1 Quarter	CD	Results of a 5 year evaluation should be tied into the global evaluation of the 5 Year Strategic Plan.
5 Year Evaluation	Y5	1 Quarter	OO	Upon completion of the first 5 Year Strategic Plan, an evaluation should be done in order to construct the second 5 year strategy.