



Strategic Plan

Adopted October 14, 2020

The development of this Strategic Plan for the Two Rivers-Ottauquechee Regional Foundation (TRORF) was guided by the TRORF Board and Strategic Planning Consultant Karen Harris, enabled by funding from the Vermont Community Foundation.

The TRORF identified two Strategic Plan goals:

1. Identify priority focus areas and road maps that set goals and work scopes for implementation.
2. Pursue action items that are “fundable” and that help Towns with Plan implementation, through visible and measurable action items.

TRORF Board:

- William B. Emmons, III – Chairperson
- Gerald Fredrickson – Vice Chairperson
- David Brandau – Secretary
- Nancy Jones – Treasurer
- Nancy Malmquist
- Bill Edgerton
- Don Bourdon

The TRORF was developed in support of the Two Rivers-Ottauquechee Regional Commission (TRORC) to address long-term organizational sustainability and sustained strategic actions. The purposes and objectives of the TRORF shall be to support the TRORC in TRORC’s efforts to promote the health, safety and welfare of the inhabitants of the Upper Valley region in Vermont by working toward a region with a superior quality of life, vibrant economy, and clean environment and by encouraging sound growth through effective community and regional development.

Unlike TRORC which is a political subdivision of the state, the TRORF is a 501(c)(3) and received its public charity notice from the Internal Revenue Service on November 6, 2018. The TRORF is classified as a Type II supporting organization under IRS Section 509(a)(3).

The priorities outlined in this Strategic Plan focus on improving the lives of senior citizens, improving transportation options, increasing the use of renewable energy, expanding healthy food access, reducing carbon emissions by increasing the number of energy audits and improving forest management, and working to improve the health of residents in the TRO region.



Strategy 1: TRORF will seek funding for implementation projects that increase the amount of solar renewable energy generation and storage, save energy and reduce carbon emissions.

Vermont and the TRO Region can be more energy self-reliant. Energy conservation and efficiency, coupled with in-state renewable energy generation and storage, will decrease energy security concerns.

- Action 1A: TRORF will work to increase the amount of solar renewable energy generation in the Region.
- Action 1B: TRORF will work to increase renewable energy storage in the Region.
- Action 1C: TRORF will work to improve access to park and Rides in the Region.
- Action 1D: TRORF will work to improve the walkability of the Region.
- Action 1E: TRORF will work to increase the number of municipal, residential and commercial energy audits in the Region.
- Action 1F: TRORF will work to increase carbon sequestration in the Region through best forest management practices and tree plantings.

Strategy 2: TRORF will seek funding for implementation projects that improve the health of the Region's residents.

Communities where residents feel connected to neighbors, have a sense of belonging, have safe options for walking and being active, and have easy access to services, healthy foods, the natural environment, and affordable housing are communities where people enjoy greater health and well-being.

- Action 2A: TRORF will conduct a needs assessment for healthy communities in the Region.
- Action 2B: TRORF will work to increase the number of town nurses/coordinators in the Region.
- Action 2C: TRORF will work to coordinate and improve prevention health services related to obesity, tobacco and opioid use.
- Action 2D: TRORF will coordinate emergency management services for seniors in the Region.
- Action 2E: TRORF will work to increase access to healthy, local food in the Region.
- Action 2F: TRORF will work to increase food security in the Region.

Implementation

Work to research and secure grant funding for implementation of these strategies and actions can begin immediately. It may take several years to fulfill these strategies and accomplish these actions. The lead actors and partners, with timeline indicators for the strategies and actions are outlined below.

Strategy 1: TRORF will seek funding for implementation projects that improve energy self-reliance in the TRORC Region.

- Action 1A: TRORF will work to improve access to Park and Rides in the Region. Staff lead with state and municipal transportation partners: 1-5 years.
- Action 1B: TRORF will work to improve walkability in the Region. Staff lead with state and municipal partners: 3-5 years.
- Action 1C: TRORF will work to increase the amount of solar renewable energy generation in the Region. Staff lead with state, municipal and renewable energy contractor partners: 2-5 years.
- Action 1D: TRORF will work to increase renewable energy storage in the Region. Staff lead with state, municipal and renewable energy contractor partners: 2-5 years.
- Action 1E: TRORF will work to increase the number of municipal, residential and commercial energy audits in the TRO Region. Staff lead with state, municipal, energy and community action partners: 1-3 years.
- Action 1F: TRORF will work to increase carbon sequestration in the Region through best forest management practices and tree plantings. Staff lead with state, municipal and forest conservation partners: 4-5 years.

Strategy 2: TRORF will seek funding for implementation projects that enhance the lives of residents in the TRORC Region.

- Action 2A: TRORF will act as an ombudsman and coordinator of senior services in the Region. Staff lead with senior services partners: 2-5 years.
- Action 2B: TRORF will work to assess senior needs in the Region. Staff lead with senior services partners: 1-2 years.
- Action 2C: TRORF will coordinate emergency management services for seniors in the Region. Staff lead with senior services and emergency management partners: 3-5 years.

- Action 2D: TRORF will work to increase access to healthy, local food in the Region. Staff lead with state, municipal, health and farm partners: 3-5 years.
- Action 2E: TRORF will work to increase the food security in the Region. Staff lead with state, municipal, health and farm partners: 3-5 years.
- Action 2F: TRORF will conduct a needs assessment for healthy communities in the Region. Staff lead with state, municipal and community health partners: 1-3 years.
- Action 2G: TRORF will work to increase the number of town nurses/coordinators in the Region. Staff lead with state, municipal and community health partners: 2-4 years.
- Action 2H: TRORF will work to coordinate and improve prevention health services related to obesity, tobacco and opioid use. Staff lead with state, municipal and community health partners: 2-5 years.

Evaluation

TRORF will devote at least one meeting each year to evaluating progress on this Plan, by reviewing activities and progress toward the strategies stated above. The TRORF Board and staff will set outcomes, priorities for programs and initiatives, and periodically evaluate the organization's performance against the goals and strategies in this Strategic Plan.