

DRAFT 2 | Spring 2017



Communications & Engagement Plan



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Ridge to River Background & Purpose

The purpose of this engagement strategy is to help the Ridge to River program achieve its overall objectives of improving the health of the Mad River watershed, reducing stormwater and its impacts, and improving public safety and quality of life. This strategy will do that by:

- Encouraging behavior changes and personal actions
- Building watershed and stormwater literacy and understanding
- Changing or reinforcing perceptions, as needed
- Informing people of resources and opportunities
- Increasing awareness of Ridge to River

About Ridge to River

Ridge to River is a 5-town coalition working toward clean water and flood resilience in Vermont's Mad River Valley. Ridge to River was formed in 2015 in response to a growing awareness of the role that runoff from rain and melting plays in exacerbating flooding and reducing water quality.

About the Mad River Valley

The Mad River Valley is a distinctive valley, tucked between two mountain ranges in central Vermont. It is defined by the Mad River – a tributary of the Winooski. The Mad River's headwaters are in the Granville Gulf, and it flows north through the towns of Warren, Waitsfield and Moretown; the towns of Fayston and Duxbury are also part of the Mad River Watershed and the Valley.

The Mad River Valley has long been a close and collaborative community, with residents identifying with the Valley as much as with their individual towns. The Valley is known for its beautiful scenery and abundant recreation opportunities (skiing, paddling, fishing, swimming and hiking), but also for its creative and innovative spirit.

RIDGE TO RIVER FAST FACTS

History

- Formed in 2015
- Created in response to a watershed collaboration grant from the High Meadows Fund
- Builds on long-standing tradition of collaboration in Mad River Valley

Participating Towns

- Duxbury, pop. 1,337
- Fayston, pop. 1,353
- Moretown, pop. 1,658
- Waitsfield, pop. 1,719
- Warren, pop. 1,705

Leadership

- Staffed by Friends of the Mad River (Corrie Miller, Executive Director)
- Organizational partners include the Mad River Valley Planning District and Central Vermont Regional Planning Commission
- Ridge to River Taskforce includes 16 members from all five towns

Funding

- High Meadows Fund

Situation Analysis

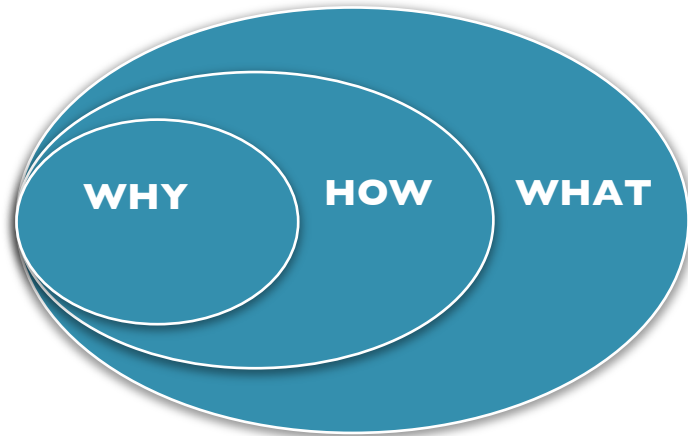
Ridge to River is the only multi-jurisdictional group in the Mad River Valley region working toward resilience and clean water. Ridge to River is building on statewide momentum to address these issues – particularly clean water in the Lake Champlain Watershed – and to do so in collaborative and engaging ways.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Strong reputation of FMR and participating partners• Committed & diverse steering committee from 5 towns• Existing community cohesion in Mad River Valley• Some awareness of stormwater and watershed issues, including lingering awareness from Irene	<ul style="list-style-type: none">• Limited representation from some key audiences• Stormwater and watershed issues low on priority list for many people, and memories of Irene are diminishing• Disparate stormwater regulations in 5 communities• Lack of data and documented local successes in Mad River Valley
Opportunities	Threats
<ul style="list-style-type: none">• Climate change & increasing storms• Changing state clean water & road regulations and funding• Increased statewide momentum and pressure to address water quality in the Lake Champlain basin• Funding opportunities from High Meadows fund and ERP	<ul style="list-style-type: none">• Limited funding for action-based outreach and programs• Changes in state leadership may slow progress and statewide support

Brand & Identity

Golden Circles



WHY R2R Exists:

Protect the health of our watershed and water quality, our safety and property, and quality of life

HOW R2R Works:

Build a 5-town collaboration to build a culture of watershed citizenship and action

WHAT R2R Does:

Reduce sediment-laden stormwater and runoff by educating people, providing incentives and resources to change behavior, and providing technical planning and policy assistance

Brand Standards

Logo:








Font:

Gill Sans

Gill Sans Bold

Color Palette:

Primary			
	#004363	#749c00	#00b5cb
Accent			
	#bfd85a	#e2751d	

Goals and Objectives

Goal 1: Increase stormwater citizenship and awareness of stormwater problems and solutions.

Action Objectives	Communications Objectives
1a. Increase watershed and stormwater literacy and awareness	<ul style="list-style-type: none"> • Ensure Valley community members understand vocabulary & concepts including watershed, stormwater runoff • Ensure Valley community members understand the connections between actions and land use, stormwater and runoff, watershed health, and personal values (quality of life, property, safety)
1b. Increase awareness of specific stormwater sites, problems and solutions	<ul style="list-style-type: none"> • Increase public visibility of stormwater problems, impacts and actions • Increase public visibility of successful stormwater management projects • Increase awareness of simple actions that residents can take to reduce stormwater

Goal 2: Help develop policies and plans that reduce stormwater runoff across the Valley.

Action Objectives	Communications Objectives
2a. Support private road and driveway owners/managers in evaluating stormwater problems and making minor improvements	<ul style="list-style-type: none"> • Ensure private road and driveway owners/managers understand stormwater and importance of addressing it • Help owners/managers identify problems and solutions on their properties • Ensure owners/managers are aware of R2R and know where to access help and resources
2b. Help contractors, road crews & large site managers use best management practices to reduce runoff from construction & impermeable surfaces	<ul style="list-style-type: none"> • Help contractors and road crews identify problems, share and access resources, advice • Ensure contractors and road crews understand stormwater impacts and BMPs • Help stormwater-smart contractors market services and educate customers about benefits and practices • Help large site managers (campuses, resorts, shopping centers) learn & share

Goal 3: Facilitate actions & projects that reduce stormwater runoff.

Action Objectives	Communications Objectives
3a. Help municipalities and large sites do stormwater master plans	<ul style="list-style-type: none"> • Ensure towns and site managers understand stormwater and see it as a priority • Provide templates and resources to help with master planning
3b. Help municipalities adopt and enforce policies that reduce runoff and require BMPs	<ul style="list-style-type: none"> • Ensure local leaders understand stormwater and see it as a priority • Help municipal leaders share problems and advice with other towns • Help municipal leaders access models and resources for developing and enforcing policies

Audiences

Baseline Research

We conducted a baseline survey in December 2016-January 2017, in an effort to better understand the community's understanding of watershed issues, level of commitment and action, and motivations. The full survey results are available at <http://ridgetoriver.org/watershed-baseline-survey.html>. Highlights of the survey findings are here. The full results directly inform the program and communications strategies on the following pages.

About the Respondents¹

- 221 people responded, 90% of whom are full time residents of the Valley. 40% report living in the Valley more than 20 years.
- Warren & Waitsfield were slightly overrepresented in the survey, while Duxbury was significantly underrepresented. 55% of respondents live on rural hills or mountain areas outside of village centers; 9% live in floodplains or river corridors.
- Respondents are older and more educated than Valley residents at large. 82% of respondents reported having at least a Bachelor's degree, compared to about 45-62% for the Valley towns overall.
- Respondents primarily own homes (80%), which closely parallels the Valley overall (except Waitsfield, with 52% ownership).

Survey Conclusions

- Survey respondents are older, more educated, likely wealthier, and likely more interested and aware of environmental and watershed issues than Valley residents overall.
- Respondents are likely under-reporting erosion and stormwater problems on their own properties, most likely due to lack of awareness of what these problems actually look like.
- Respondents are likely over-reporting their level of activity in managing stormwater and runoff on their properties. Based on interviews and observations from Taskforce members, many likely take occasional action but are not regularly (and seasonally) performing adequate maintenance.
- Respondents' high level of awareness, commitment and beliefs about the watershed and stormwater indicate a readiness and willingness to take action and address challenges on their properties and Valley-wide.
- Basic resources could tip most survey respondents toward action: clear messaging and problem identification, how-to videos and information, technical assistance and help with costs or resources.

¹ Comparisons between survey respondent data and actual Valley demographics are made based on the 2016 American Community Survey.

Detailed Survey Findings

What They Know & Believe	What They've Experienced	What They Need
<ul style="list-style-type: none"> • Most respondents were familiar or very familiar with the terms “runoff,” “sediment,” “pollution,” or “erosion.” • More than 20% of respondents had never heard of Ridge to River. • 100% of respondents care about clean water in the Mad River Valley. • 97% say that managing stormwater is important in protecting quality of life. • Most agree that flooding & storms threaten quality of life in the MRV. <ul style="list-style-type: none"> ▪ Flooding – 94% ▪ Severe storms – 92% ▪ Climate change – 88% • Respondents indicate that residents are the #1 group responsible for keeping the watershed clean. Farmers and state agencies follow. • Respondents believe that farm runoff is the most serious threat to clean water, followed by street & parking lot runoff and septic systems. 	<ul style="list-style-type: none"> • Many respondents have experienced some problems: <ul style="list-style-type: none"> ▪ 30% report having experienced minor erosion on their properties; ▪ 25% have had washed out driveways or private roads; ▪ 17% have had clogged or damaged culverts; ▪ 14% have experienced flooding. • Most report trying to address problems and improve water quality: <ul style="list-style-type: none"> ▪ 85% report actively trying to minimize erosion and runoff on their properties; ▪ 65% clean out culverts and ditches; ▪ 46% have installed water bars, culverts or ditches; ▪ 32% have reduced fertilizer or pesticides or picked up pet waste to reduce pollution. 	<ol style="list-style-type: none"> I. Messaging & Info. Respondents would be more likely to act if they knew about: <ol style="list-style-type: none"> a. Downstream effects of their stormwater problems b. Specific solutions or fixes c. Long-term benefits of addressing problems now d. Connections to things they care about: fish and wildlife, future generations, enjoyment of the MRV 2. Barrier Reduction. Respondents indicated that the following barriers were preventing them from taking action: <ol style="list-style-type: none"> a. High costs b. Time to fix problems c. Info, skills or tools to fix problems d. Qualified help and contractors 3. The Right Channels. Respondents said they would prefer to receive information in the following ways: <ol style="list-style-type: none"> a. Front Porch Forum b. Email c. Local newspapers d. Public events or workshops

Priority Audiences

Ridge to River Taskforce members identified primary and secondary audiences for communications and engagement work, based on the Goals and Objectives for Ridge to River and research from Stone Environmental identifying the most significant sources of stormwater runoff. Detailed information on each audience is found in Appendix I, including desired actions, barriers and incentives.

- **Primary Audiences** are the most critical groups to engage in order to achieve goals and improve stormwater management in the Valley. Ridge to River will focus on designing programs and activities to engage these groups first and help these groups take action.
- **Secondary Audiences** have an important – but narrower – role in reducing stormwater runoff. Ridge to River will include them and incorporate their needs where possible in priority programs and activities, and may focus on them more directly in the future.

Primary Audiences

1. Private road and driveway owners/users
 - a. Single home owners/renters
 - b. Shared driveway/road owners
 - c. HOAs & neighborhood associations
2. Road & property professionals
 - a. Private property managers
 - b. Large site managers
 - c. Earth moving contractors
 - d. Road crews
 - e. Realtors
3. Municipal leaders
 - a. Selectboards
 - b. Planning Commissions & DRBs
 - c. Town Managers & Zoning Administrators
4. Valley community
 - a. Watershed supporters & engaged community members
 - b. Potential supporters

Secondary Audiences

1. Recreation community
 - a. Passive water recreationalists
 - b. Passive trail users
 - c. Motorized trail users
 - d. Trail organizations & professionals
2. Farmers & foresters
 - a. Professional farmers & foresters
 - b. Large landowners
 - c. Hobby farmers, homesteaders & gardeners
3. Education Community
 - a. Educators & administrators
 - b. Students

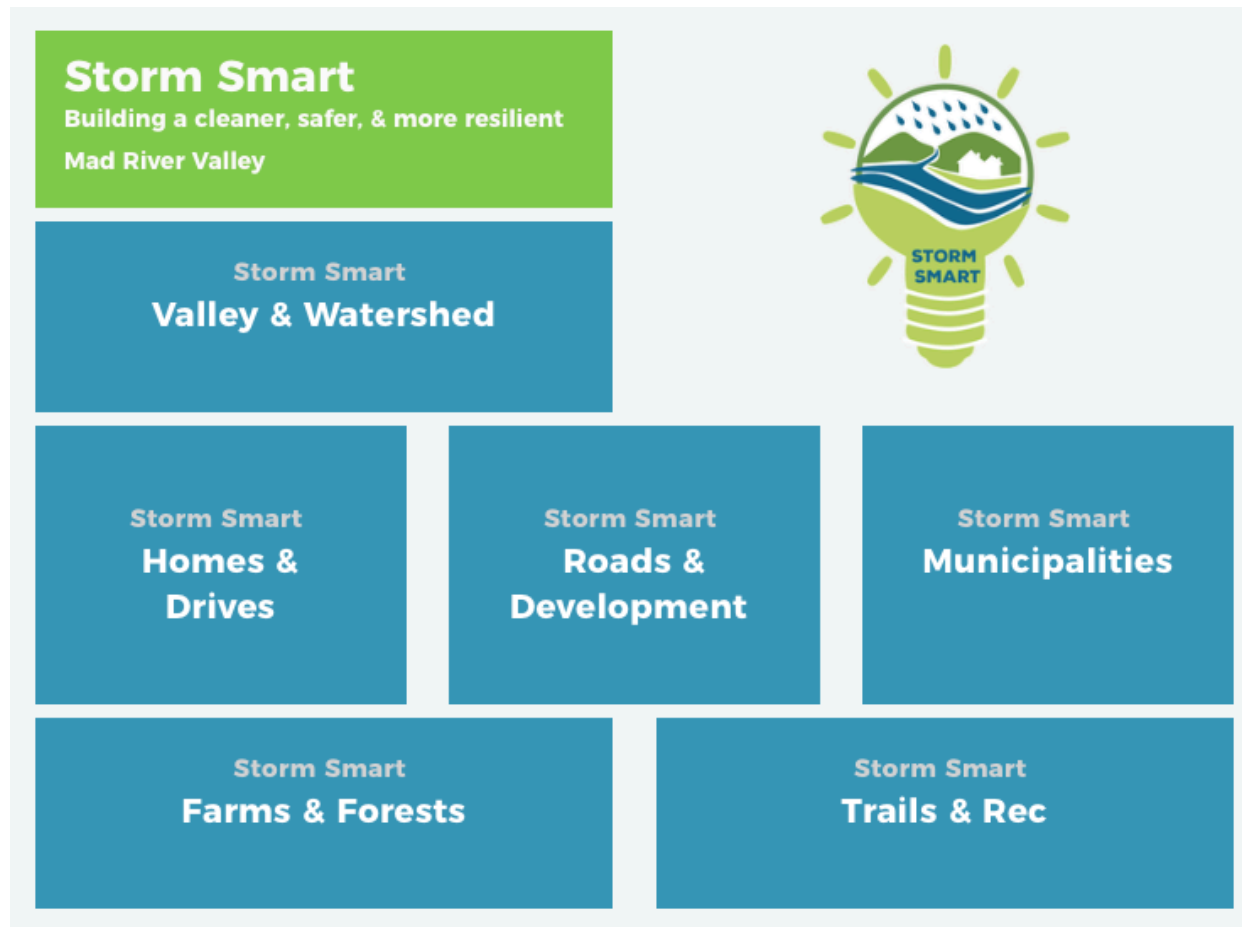
Audience Needs & Strategies

Based on the community baseline survey, model projects and best practices, and pilot project work, Ridge to River can identify specific needs (services or information) that would most benefit each target audience, helping them to overcome barriers and implement desired actions.

Audience	Outreach/ Awareness	Toolkit & Resources	Technical Assistance	Examples & Demos	Planning	Training	Peer-to- Peer Support
Private drive & road owners/users	•	•	•	•	•	•	•
Road & property professionals	•	•	•	•	•	•	•
Municipal leaders	•	•	•	•	•	•	•
Valley community & supporters	•	•		•			
Recreation community	•	•	•	•	•	•	•
Farmers & foresters	•	•	•	•	•	•	•
Education community	•	•		•			•
Realtors	•					•	•

Action Framework & Engagement Strategies

The Ridge to River taskforce completed a series of activities to identify desired actions, brainstorm program and engagement strategies, and prioritize actions. They devised “Storm Smart:” an integrated series of activities to strategically address needs and encourage priority actions. Storm Smart consists of a connected set of programs with common branding and messaging, designed to strategically achieve Ridge to River’s Valley-wide stormwater management goals by reducing barriers to action, providing incentives, and engaging the community – on their terms.



Storm Smart Outcomes & Engagement Program Strategies

The following tables outline engagement & action goals, target actions, incentives and needs, and targeted programs by stakeholder group or area. Program descriptions follow, with full details included in Appendix 2.

Storm Smart VALLEY AND WATERSHED		Target stakeholders: community and watershed supporters	
Goals	Target Actions	Incentives and Needs	Programs
Awareness & Education	<ul style="list-style-type: none"> Notice stormwater problems and solutions around the Valley Understand the impacts of stormwater and personal activities 	<ul style="list-style-type: none"> Increased visibility of stormwater problems, solutions and impacts Education and outreach to build awareness & watershed citizenship 	<ol style="list-style-type: none"> Stormwater Art & Demos Storm Smart Outreach
Action & Implementation	<ul style="list-style-type: none"> Reduce impacts on downstream neighbors and the watershed 	<ul style="list-style-type: none"> Simple steps and tips to reduce impact across the watershed 	<ol style="list-style-type: none"> Storm Smart Toolkit

Storm Smart MUNICIPALITIES		Target stakeholders: Community leaders and officials, boards & commissions	
Goals	Target Actions	Incentives and Needs	Programs
Awareness & Education	<ul style="list-style-type: none"> Understand the impacts of stormwater on town goals Evaluate and strengthen town policies Integrate stormwater into other town plans & policies 	<ul style="list-style-type: none"> Education and outreach to build understanding of municipal stormwater considerations Model plans and bylaws Technical assistance and planning resources 	<ol style="list-style-type: none"> Stormwater Outreach Technical Assistance
Planning & Analysis	<ul style="list-style-type: none"> Proactively plan for stormwater at watershed or municipal levels 	<ul style="list-style-type: none"> Funding and resources for stormwater master planning 	<ol style="list-style-type: none"> Stormwater Master Plans
Action & Implementation	<ul style="list-style-type: none"> Invest in storm smart infrastructure Address major municipal runoff Hire & train Storm Smart contractors & crews 	<ul style="list-style-type: none"> Simple steps and tips to reduce impact across the watershed 	<ol style="list-style-type: none"> On-the-Ground Installations Storm Smart Training

Storm Smart ROADS AND DEVELOPED AREAS

Target stakeholders: Professional road crews, contractors & property managers

Goals	Target Actions	Incentives and Needs	Programs
Awareness & Education	<ul style="list-style-type: none"> Understand stormwater and impacts on roads, property, quality of life Notice & diagnose problems Recommend BMPs and action to clients 	<ul style="list-style-type: none"> Education and outreach to build understanding of stormwater and impacts Research and data on impacts, long-term costs and incentives 	<ol style="list-style-type: none"> Stormwater Outreach Peer-to-Peer Sharing
Planning & Analysis	<ul style="list-style-type: none"> Prioritize improvements & secure resources for necessary improvements Plan for long-term stormwater management 	<ul style="list-style-type: none"> Funding and technical assistance for planning and implementation Models and examples of successful implementation 	<ol style="list-style-type: none"> Stormwater Master Plans Technical Assistance
Action & Implementation	<ul style="list-style-type: none"> Take action to fix stormwater problems and reduce major sources of runoff Use stormwater BMPs for ongoing maintenance Share best practices with each other 	<ul style="list-style-type: none"> Training on BMPs and green infrastructure techniques Demand or recognition from clients & employers Forum for sharing & connection 	<ol style="list-style-type: none"> On-the-Ground Installations Storm Smart Toolkit Storm Smart Training

Storm Smart HOMES AND PRIVATE DRIVES

Target stakeholders: Homeowners and residents, HOAs and neighborhood associations, and small businesses

Goals	Target Actions	Incentives and Needs	Programs
Awareness & Education	<ul style="list-style-type: none"> Understand stormwater runoff and its impacts on property, the watershed and quality of life Notice & diagnose stormwater problems around homes & drives 	<ul style="list-style-type: none"> Education and outreach to build understanding of stormwater and impacts Engaging demonstrations and exhibits on problems and solutions 	<ol style="list-style-type: none"> Stormwater Outreach Stormwater Demos Peer-to-Peer Sharing
Action & Implementation	<ul style="list-style-type: none"> Understand solutions and benefits Take action to fix simple stormwater problems and maintain condition Invest in longer-term management Hire Storm Smart contractors 	<ul style="list-style-type: none"> Coaching and assistance identifying problems and solutions Funding, training, assistance and other resources for implementation Qualified contractors and help 	<ol style="list-style-type: none"> Storm Smart Toolkit Storm Smart Training

Storm Smart FARMS AND FORESTS		Target stakeholders: Farmers, forest owners & large landowners	
Goals	Target Actions	Incentives and Needs	Programs
Awareness & Education	<ul style="list-style-type: none"> • Understand stormwater runoff and its impacts on property, the watershed and quality of life • Notice & diagnose stormwater problems on farm and forest properties 	<ul style="list-style-type: none"> • Education and outreach to build understanding of stormwater and impacts • Forum for peer-to-peer sharing • Coaching and assistance identifying problems and solutions 	<ol style="list-style-type: none"> 1. Stormwater Outreach 2. Peer-to-Peer Sharing
Action & Implementation	<ul style="list-style-type: none"> • Share best practices and solutions • Take action to fix simple stormwater problems and maintain condition • Meet state standards for water quality • Invest in longer-term management • Hire Storm Smart contractors 	<ul style="list-style-type: none"> • Funding, training, assistance and other resources for implementing projects • Qualified contractors and help • Certification or recognition program 	<ol style="list-style-type: none"> 3. Storm Smart Toolkit 4. Storm Smart Training

Storm Smart TRAILS AND REC SITES		Target stakeholders: Trail/rec users, trail builders/volunteers & recreation organizations	
Goals	Target Actions	Incentives and Needs	Programs
Awareness & Education	<ul style="list-style-type: none"> • Understand stormwater runoff and its impacts on recreation and quality of life • Understand the impacts of trails on runoff and water quality • Minimize personal activity impacts 	<ul style="list-style-type: none"> • Education and outreach to build understanding of stormwater and impacts • Simple tips and materials on best practices for trail use 	<ol style="list-style-type: none"> 1. Stormwater Outreach
Planning & Analysis	<ul style="list-style-type: none"> • Evaluate trail suitability and identify ideal trail locations for stormwater management • Implement trail standards for building and maintenance 	<ul style="list-style-type: none"> • Assistance with planning and mapping for suitability • Model trail standards and best practices 	<ol style="list-style-type: none"> 2. Peer-to-Peer Sharing 3. Technical Assistance
Action & Implementation	<ul style="list-style-type: none"> • Identify problems and minimize runoff on trails • Use qualified contractors and volunteers for major work 	<ul style="list-style-type: none"> • Coaching, resources and assistance identifying problems and solutions • Qualified contractors and help • Training and workshops 	<ol style="list-style-type: none"> 4. Storm Smart Toolkit 5. Storm Smart Training

Program Descriptions

Storm Smart Outreach

The main outreach program consists of a series of targeted events and education/outreach materials to reach specific stakeholder groups. It includes opportunities both to bring people out for events and celebrations and go to groups where they are.

Storm Smart Toolkit

Information is a big barrier for many of the core audiences, so a Storm Smart toolkit will help make BMPs and other practical techniques more accessible, alongside resources like lists of funding sources and qualified contractors. A toolkit can be available online for all, with hard copy options to increase accessibility.

Stormwater Art & Demos

One of the best ways to help people see and understand stormwater is to make it visible in the landscape. Public art and demonstration projects (like example installations, painted rain barrels or trash sculptures) can bring stormwater problems and solutions to life through color, creativity and real life representations.

On-the-Ground Installations

R2R will work with landowners, towns and others directly to help install model BMPs, GSI installations or other projects. These direct projects may be the most efficient way to engage property managers or groups, tackle sizeable projects, and start changing norms and practices.

Storm Smart Trainings & Certification

Hands-on trainings and workshops are one of the best ways to build capacity among everyone from DIY homeowners or trail builders to professional road crews and contractors. Certification and recognition programs offer an extra incentive or recognition for participants, while helping consumers recognize which professionals are well-versed in Storm Smart techniques.

Peer-to-Peer Sharing

Research & model programs show that many people and stakeholder groups would rather learn from peers than from professionals – particularly when there is a cultural divide. Peer-to-peer sharing includes informal opportunities for groups like road crews, farmers, large landowners or realtors to learn from each other and share examples.

Planning & Technical Assistance

R2R is assisting the five towns in the Valley as they ensure their municipal plans effectively address runoff for flood resilience and clean water. Assistance includes model plans and bylaws, technical review, and education about municipal planning options.

Stormwater Master Planning

SWMPs will help R2R take a comprehensive look at where stormwater action is needed, and will help with outreach efforts by clarifying needs and making a concrete plan for action. R2R will work directly with municipalities, schools, and other large sites to do SWMPs that help guide other actions.

Integrated Campaigns

Integrated campaigns are a critical way to specifically target resources and programs toward priority stakeholder groups. Most groups face multiple barriers to action; integrated campaigns consist of a set of different program elements designed to address all barriers (or provide incentives) in a coordinated fashion, from start to finish. They also typically integrate elements across multiple communication channels or platforms. The four integrated campaigns proposed here will combine many of the above program strategies in a way that is geared toward the priority stakeholder group; additional integrated campaigns can be developed in the future for other groups. See Appendix 3 for full profiles of these integrated campaigns.

Storm Smart Challenge

For Private Homes & Drives

This integrated campaign is designed to help owners or users of private homes, roads and drives to directly take action to reduce runoff on their private property. The Challenge is informed by model programs in energy efficiency and stormwater work elsewhere, and consists of numerous components to engage private residents and encourage action:

- Diagnostic quiz
- Home visits by trained volunteers
- Toolkit, resources & cost-share fund
- Demonstration sites & workshops
- Seasonal actions & media outreach

Storm Smart Trails Collaborative

For Trail Builders & Users

Building off initial conversations with interested trail groups, this campaign will help recreation enthusiasts come together to better site, plan for, build and maintain trails in the MRV:

- Roundtables
- Suitability analysis
- Trail standards & BMPs
- Trail & rec site outreach

Storm Smart Professionals

For Construction & Property Professionals

This campaign will directly target professional stakeholders – road builders, property managers, construction and earthmoving contractors, and realtors. It will help them share solutions with each other, adopt BMPs, and market their good work to clients:

- Roundtable discussions
- Workshops, demonstrations & trainings
- Certification program & directory

Storm Smart Towns

For Municipal Leaders and Officials

Towns and local officials – managers, selectboards, planning commissions, and development review boards – need outreach and assistance to identify good planning & government practices and learn how to implement and enforce them:

- Outreach and education
- Stormwater master plans
- Technical assistance & model bylaws
- On-the-ground installations

Communication Strategies

Messages

Throughout Ridge to River's programs and action strategies, it's important to target messages directly to stakeholders and audiences, and to use the communication channels and engagement opportunities that will reach them. The following general messages offer the best chance of connecting with stakeholders, based on what we heard through the baseline survey, from research on climate and watershed messaging, and from Taskforce members.

- It's our responsibility to protect our Valley and quality of life. You are a watershed citizen. You are directly connected to your neighbors up- and down-stream, from ridge to river.
- Small problems and actions on your property add up to big impacts in the Valley.
- Storms are increasing and will cause more damage. Your road/drive may have problems that threaten safety & costs.
- Spending money to fix problems now will save you time, money and damage later.
- Many drive/road/stormwater problems are quick and easy to solve, and help is available through Ridge to River.

Future Messages

Behavioral psychology research shows that it's more effective to highlight social norms than gaps or needs. In other words, it's more effective to say that most Valley community members *DO* care about clean water and take action to protect the watershed than to highlight those who don't. Likewise, it's very effective to highlight actual successes and benefits from desired actions. Ridge to River should capture and track additional data on social norms, benefits and outcomes in order to supplement this messaging. Sample messages that would be helpful, when there is evidence to support them, include:

- % of Valley community members have prevented storm damage because they took action to address runoff & erosion
- % of Valley community members have saved \$ over # years for every dollar spent on stormwater management
- Valley community members who implemented stormwater management changes saw average % increase in property values
- Most (%) Valley community members take [specific set of actions] to address stormwater and protect neighbors downstream
- Most (%) Valley towns have passed robust stormwater policies and regulations and work to enforce them
- Towns that have adopted strong stormwater standards see % reduction in storm damage/maintenance costs, etc.
- Contractors who are trained in green stormwater infrastructure are % more likely to receive contracts from towns, homeowner associations, etc.
- Most (%) of Valley property managers and contractors are now using Storm Smart techniques and best management practices

Channels

Ridge to River audiences and stakeholder groups use a wide variety of communication channels. The baseline survey provided valuable information about the primary channels and ways that community members would like to receive information. The top four responses: **Front Porch Forum, email, local newspaper and public events or workshops.**

Based on the survey results and general marketing practices for communities and similar stakeholders, the following primary and secondary channels may be best for spreading the word about general topics. Specific channels that work best for targeted stakeholder groups, which are broken down in Appendix I.

	Digital	Media	Events, Posters & Other	Partner Sharing
Primary Channels	<ul style="list-style-type: none"> • Front Porch Forum • Ridge to River website • Email (from Ridge to River or FMR) 	<ul style="list-style-type: none"> • Local newspaper (<i>Valley Reporter</i>) 	<ul style="list-style-type: none"> • Related meetings (Town Meeting, board & commission meetings) • Existing community events • Ridge to River events 	<ul style="list-style-type: none"> • Friends of the Mad River • Mad River Valley Planning District • Mad River Path Association • 5 Towns
Secondary Channels	<ul style="list-style-type: none"> • Facebook • Text messages or alerts • Other social media channels 	<ul style="list-style-type: none"> • Other newspapers • Radio or TV • Industry or association newsletters 	<ul style="list-style-type: none"> • Creative art or interpretive displays • Personal (door to door) visits • Posters and signs on message boards or local venues • Fliers or handouts (bookmarks at libraries, shopping bag inserts) • Lawn signs 	<ul style="list-style-type: none"> • Schools • Other non-profits & business partners • Utility mailings, tax bills, etc. • Large employers • Churches

Communication Opportunities

The following opportunities are key chances or ways to build up an engaged and committed following, which is the bedrock for a long-term communication strategy. Some occur naturally, but Ridge to River should look for chances to create additional opportunities in these areas.

1. **Regular News & Sharing:** Awareness and audiences build up over time, and they tune in the most when they receive regular communications that they come to expect. A monthly or quarterly newsletter, update in other newsletters or channels, regular blog posts or other regular reports will keep them tuned in.
2. **Announcements & Information:** Put extra resources and energy into big announcements: the launch of a new program, major progress or awards, funding or volunteer opportunities, events, etc. In those cases, coordinate announcements across multiple platforms: posters, in-person announcements, website, email, etc.
3. **Engagement Opportunities:** Whether or not you truly need input or have an opportunity, create regular chances to let people weigh in or actively participate in order to build that culture. Let people prioritize ideas or action opportunities, share stories or photos, write on a graffiti wall, or attend an event or celebration.
4. **Success Stories:** Look for frequent opportunities to share success stories and local examples – whether long case studies or stories, or simple photos and feel-good moments.

Communication Strategies and Recommendations

Following are specific strategies and actions for building communications channels and capabilities for Ridge to River, which can then be used to market specific programs or opportunities, inform the community, and involve people in projects and activities.

1. **Build R2R communication channels and identity**
 - a. Build and maintain R2R website with up-to-date information and resources that stakeholders want and need.
 - b. Build and maintain a primary email list for R2R (either standalone or through Friends of the Mad River)
 - c. Build an R2R presence on Facebook (either R2R page or FMR page)
 - d. Use brand standards (logo, colors, fonts) consistently for all materials
 - e. Use a hashtag and recognizable language (that reinforces stakeholder message) in all materials

2. **Build an audience**

- a. Create an email signup on the website, on Facebook, and a form for all in-person events or opportunities
- b. Implement “sharing” features in emails and newsletters
- c. Capture event registration and sign up info for all projects and add to email list
- d. Add “sign up for news” messages and links to all newspaper articles, Front Porch Forum posts, and other content sharing
- e. Create content development schedule and find volunteers or staff to regularly develop and share short content

3. **Leverage partnerships to extend impact**

- a. Develop a digital “badge” and simple copy and ask partner organizations to display and link on websites & emails
- b. Develop a list of “sharing partners” and contact info for local organizations willing to share and distribute communications materials
- c. Develop a “sharing kit” with standard copy, sample social media posts, images, etc. to pass to sharing partners for specific announcements

4. **Develop integrated campaigns**

- a. Hone in on the most important actions and develop coordinated program offerings and associated communications materials to support those actions and break through barriers
- b. Post all content to website “home base” and cross-post to other platforms or communication channels with links back
- c. Use sub-branding and visual cues to indicate coordination and campaign focus

5. **Track & experiment**

- a. Implement Google Analytics or other tracking system to measure website analytics over time
- b. Use A/B testing in emails to track open & click through rates in email campaigns
- c. Segment email lists to target specific content to people with different interests or demographics

Appendix I: Audience & Message Breakdown

I° Audience	Who they Are	What they Value	Desired Actions	Barriers to Action	
PRIVATE ROAD & DRIVE OWNERS / MANAGERS	Private driveway & road owners/users (single)	<ul style="list-style-type: none"> • Primary home owners • Secondary home owners • Renters 	<ul style="list-style-type: none"> • Road condition (access, safety, property value) • Saving money, time • Maintaining quality of life (including environment) 	<ul style="list-style-type: none"> • Evaluate road & ID stormwater solutions • Address stormwater problems • Regular maintenance with BMPs • Hire storm-smart contractors 	<ul style="list-style-type: none"> • Time and cost to fix • Lack of knowledge of problems and BMPs • Lack of access to qualified help
	Private road owners/users (groups)	<ul style="list-style-type: none"> • Homeowner associations • Condo associations • Shared private road owners 	<ul style="list-style-type: none"> • Road condition (access, safety, property value) • Saving money, time • Maintaining quality of life (including environment) • Relationships with neighbors 	<ul style="list-style-type: none"> • Evaluate road & ID stormwater solutions • Use BMPs to address & maintain problem sites • Hire stormwater-smart contractors 	<ul style="list-style-type: none"> • Time and cost to fix • Lack of knowledge of problems and BMPs • Lack of access to qualified help • Difficulty of making group decisions
	Property managers & Realtors	<ul style="list-style-type: none"> • Property managers • Campus managers (schools, resorts) • Realtors 	<ul style="list-style-type: none"> • Serving/attracting clients • Maintaining condition & preventing damage • Maintaining quality of life • Saving time, money • Following regulations 	<ul style="list-style-type: none"> • Evaluate properties & ID stormwater problems • Recommend solutions to property owners • Recommend BMPs • Implement solutions 	<ul style="list-style-type: none"> • Time and cost to fix • Lack of knowledge of problems and BMPs • Lack of demand / tradition • Few regulations or enforcement
THE VALLEY COMMUNITY	Engaged supporters	<ul style="list-style-type: none"> • FMR members • Conservation Commissions 	<ul style="list-style-type: none"> • Healthy environment • Success for watershed & environmental causes • Community connections 	<ul style="list-style-type: none"> • Be early adopters for BMPs • Advocate and spread the word on stormwater action • Volunteer for projects 	<ul style="list-style-type: none"> • Awareness of stormwater problems and solutions
	Potential supporters	<ul style="list-style-type: none"> • Parents & young families • Second home owners • Tourists & skiers 	<ul style="list-style-type: none"> • Quality of life (environment, recreation, safety, stability) • Access to recreation and Valley assets 	<ul style="list-style-type: none"> • Understand stormwater problems and solutions • Adopt personal behavior changes and actions 	<ul style="list-style-type: none"> • Lack of awareness of stormwater problems and solutions • Time and ease

	° Audience	Who they Are	What they Value	Desired Actions	Barriers to Action
ROAD BUILDERS & CONTRACTORS	Earth-moving contractors & operators	<ul style="list-style-type: none"> • Large contractors (5+ employees) • Small contractors (<5 employees) • Equipment sales & rental operations 	<ul style="list-style-type: none"> • Serving clients (towns & homeowners) • Attracting new clients • Maintaining roads & preventing damage • Saving time, money • Following regulations 	<ul style="list-style-type: none"> • Use stormwater BMPs in road work • Evaluate roads & ID stormwater problems • Recommend solutions & BMPs to clients • Implement solutions 	<ul style="list-style-type: none"> • Knowledge of BMPs • Time and cost to implement changes • Time and cost of trainings • Lack of demand from clients
	Town road crews	<ul style="list-style-type: none"> • Road foremen • Crew members 	<ul style="list-style-type: none"> • Maintaining roads & preventing damage • Saving time, money • Following regulations 	<ul style="list-style-type: none"> • Use stormwater BMPs in road work • Evaluate roads & ID stormwater problems • Implement solutions 	<ul style="list-style-type: none"> • Knowledge of BMPs • Time and cost to implement changes • Time and cost of trainings • Lack of demand from towns
TOWN LEADERS	Town staff & administrators	<ul style="list-style-type: none"> • Town managers • Zoning Administrators 	<ul style="list-style-type: none"> • Enforcing local & state regulations • Meeting town goals & supporting plans (quality of life, safety, environment, affordability) • Ease & cost of projects 	<ul style="list-style-type: none"> • Understand links between stormwater and other town issues • Adopt & enforce effective stormwater policies • Request that staff & boards address & consider stormwater • Allocate funding for stormwater improvements 	<ul style="list-style-type: none"> • Lack of awareness of stormwater issues and connection to other Town priorities • Time and cost to address • Budget to support actions or long-term improvements • Lack of regulations and policies requiring improvements
	Boards & commissions	<ul style="list-style-type: none"> • Select boards • Planning Commissions • Development Review Boards 	<ul style="list-style-type: none"> • Advancing board or commission goals (enforcement, planning, etc.) • Ease & cost of review or projects 	<ul style="list-style-type: none"> • Evaluate Town plans and policies for stormwater management • Adopt & enforce effective stormwater policies • Consider and request stormwater management in planning & development decisions 	<ul style="list-style-type: none"> • Knowledge of stormwater issues and connection to other Town priorities • Time and cost to address • Lack of regulations and policies requiring improvements

Ridge to River will work to incorporate the needs and perspectives of secondary stakeholders into priority programs, and may address them specifically in the future.

2° Audience	Who they Are	What they Value	Desired Actions	Barriers to Action	
RECREATION COMMUNITY	Passive water recreationalists	<ul style="list-style-type: none"> Hikers & passive rec Anglers Swimmers & paddlers 	<ul style="list-style-type: none"> Increase awareness of stormwater issues, connections to recreation and personal actions 	<ul style="list-style-type: none"> Lack of awareness of stormwater issues & BMPs 	
	Passive trail users	<ul style="list-style-type: none"> Hikers Birders Bikers Equestrians 	<ul style="list-style-type: none"> Abide by BMPs for trail & rec site use (avoid muddy trails, stay on trails, pack out waste) 	<ul style="list-style-type: none"> Time or convenience of abiding by BMPs Recreation or user group culture or standard practices 	
	Motorized trail users	<ul style="list-style-type: none"> ATV riders Snowmobile riders 	<ul style="list-style-type: none"> Volunteer for trail building & maintenance use 		
	Trail organizations & professionals	<ul style="list-style-type: none"> Trail builders Outfitters Clubs & organizations Guides 	<ul style="list-style-type: none"> Supporting & attracting recreation users Quality of rec opportunities & environment Ease & cost of maintaining rec facilities & trails 	<ul style="list-style-type: none"> Publicize and encourage BMPs around trail/rec use Use BMPs for trail / rec site management Proactively address and invest in stormwater solutions at trails & rec sites 	<ul style="list-style-type: none"> Lack of awareness of stormwater problems, impacts & solutions Time & cost to address problems
FARMERS & FORESTERS	Professional farmers & foresters	<ul style="list-style-type: none"> Professional farmers Professional foresters 	<ul style="list-style-type: none"> Health of land & property Maintaining property & preventing damage Saving money, time Meeting water quality regulations 	<ul style="list-style-type: none"> Use stormwater BMPs when managing land Evaluate properties for stormwater problems Adopt solutions Share ideas with peers 	<ul style="list-style-type: none"> Lack of awareness of stormwater problems, impacts & solutions Time & cost to address problems Resistance to statewide regulations or outside assistance

2° Audience	Who they Are	What they Value	Desired Actions	Barriers to Action	
FARMERS & FORESTERS	Hobbyists	<ul style="list-style-type: none"> • Large landowners (current use members) • Hobby farmers/ homesteaders • Gardeners 	<ul style="list-style-type: none"> • Health of land & property • Enjoyment of property & land-based activities • Saving money, time 	<ul style="list-style-type: none"> • Use stormwater BMPs when managing land • Evaluate properties for stormwater problems • Adopt solutions 	<ul style="list-style-type: none"> • Lack of awareness of stormwater problems, impacts & solutions • Time & cost to address problems • Knowledge or skills to address
	Educators	<ul style="list-style-type: none"> • Elementary & Secondary teachers • Specialist teachers • School administrators 	<ul style="list-style-type: none"> • Educational experiences for students • Meeting curriculum requirements (especially STEM) • School management & grounds • Connections with community 	<ul style="list-style-type: none"> • Include stormwater and resilience in appropriate curriculum units • Partner on applied stormwater projects or service-learning projects • Use & encourage demo projects, best practices, and BMPs on school grounds 	<ul style="list-style-type: none"> • Curriculum requirements and limitations • Time and budget to include new topics or develop curriculum • Lack of awareness of issues and opportunities • Time and budget to address problems on school properties
EDUCATION COMMUNITY	Students	<ul style="list-style-type: none"> • Elementary students • Secondary students 	<ul style="list-style-type: none"> • Learning and educational experience • Job & skills training • Connections with community • Connections between curriculum and real life 	<ul style="list-style-type: none"> • Understand stormwater and connections to curriculum • Choose service learning & hands-on projects involving stormwater & watershed • Adopt best practices & behavior changes 	<ul style="list-style-type: none"> • Lack of awareness of stormwater problems, impacts & solutions • Time to study or volunteer with outside projects

Targeted Channels & Messages

Audience	Channels & Opportunities	Key Strategies	Key Messages
Private driveway & road owners/users (single & groups)	<ul style="list-style-type: none"> • Events (Town Meeting, Green Up Day, Forums) • FPF & social media • Neighborhoods (signs, events) • Town & school events • R2R website, email • Earned media 	<ul style="list-style-type: none"> • Highlight long-term cost savings • Share local success stories • Build culture of action and change social norms 	<ul style="list-style-type: none"> • It's our responsibility to protect our Valley and quality of life. • You are a watershed citizen. You are directly connected to your neighbors up- and down-stream, from ridge to river. • Small problems and actions on your property add up to big impacts in the Valley. • Storms are increasing and will cause more damage. Your road/drive may have problems that will threaten your safety, cost money, and create larger problems. • Spending money to fix problems now will save you time, money and damage later. • Many drive/road/stormwater problems are quick and easy to solve, and help is available through Ridge to River.
Property managers	<ul style="list-style-type: none"> • Industry events or trainings • Direct communication • R2R website • Workshops or roundtables • Earned media 	<ul style="list-style-type: none"> • Build culture of action and change social norms • Help them talk to home owners or clients 	<ul style="list-style-type: none"> • Clean water is an asset and is essential to attracting property owners and buyers. We need to protect our water and our quality of life. • Storms are increasing and will cause more damage. Your road/drive may have problems that will threaten your safety, cost money, and create larger problems. • Clients want the job done right the first time and want to protect the Valley. Using stormwater-smart practices will get you happy customers, referrals and repeat business. • Many drive/road/stormwater problems are quick and easy to solve, and help is available through Ridge to River.
Realtors	<ul style="list-style-type: none"> • Direct communication • R2R website • Workshops or roundtables 	<ul style="list-style-type: none"> • Build culture of action and change social norms • Help them talk to home owners or clients 	<ul style="list-style-type: none"> • Clean water is an asset and is essential to attracting property owners and buyers. We need to protect our water and our quality of life. • Storms are increasing and will cause more damage. Properties with stormwater management will gain value & be more attractive. • Property owners want safety and cost-savings. We need to recommend less clearing and better stewardship to help meet their goals.

Audience	Channels & Opportunities	Key Strategies	Key Messages
Earth-moving contractors & operators	<ul style="list-style-type: none"> Industry events or trainings Direct communication Workshops or roundtables 	<ul style="list-style-type: none"> Create forum for internal sharing Recognize and ask for their knowledge & experience Help them talk to home owners Change culture & industry norms 	<ul style="list-style-type: none"> The work you do on roads and driveways is critical in maintaining our Valley's health, safety, and quality of life. We need your knowledge, experience and help in identifying the most important problems and implementing solutions. Customers want the job done right the first time. Using stormwater-smart practices will get you happy customers, referrals and repeat business. State regulations will require better practices soon. It's better to be proactive and start implementing changes on our own terms. Ridge to River can help connect you to tools and resources for identifying problems and solutions, and funding or training for changing practices.
Road crews	<ul style="list-style-type: none"> Staff meetings Industry events or trainings Direct communication Workshops or roundtables 	<ul style="list-style-type: none"> Recognize and ask for their knowledge & experience Create forum for informal sharing 	<ul style="list-style-type: none"> The work you do on roads and driveways is critical in maintaining our Valley's health, safety, and quality of life. Storms are increasing and will cause more damage. We need to proactively change the way we build roads and manage stormwater to avoid bigger problems. We need your knowledge, experience and help in identifying the most important problems and implementing solutions. Doing the job right the first time will save time and money, reduce repeat problems, and make your job easier in the long run. State regulations will require better practices soon. It's better to be proactive and start implementing changes on our own terms. Ridge to River can help connect you to tools and resources for identifying problems and solutions, and funding or training for changing practices.

Audience	Channels & Opportunities	Key Strategies	Key Messages
Town leaders	<ul style="list-style-type: none"> Town Meetings (boards, Town meeting Day, 5-town) Community events Direct communication R2R website Front Porch Forum & social media Earned media 	<ul style="list-style-type: none"> Build culture of action and change social norms Offer models and success stories 	<ul style="list-style-type: none"> We are one watershed. Decisions that each town makes can have major impacts for the health, safety and quality of life in the four other towns. Proactively addressing stormwater and improving water quality are critical for protecting the Valley’s health, safety, and quality of life. We share many problems and a Valley identity. We need to share solutions and ideas. Storms are increasing and will cause more damage. Problems on our town’s public and private roads will increasingly cost us money, isolate community members, and damage our environment. There are models available for regulations and policies, and funding for towns that make improvements. Spending money on improvements and stormwater solutions now will save our towns time and money in the long run.
Valley Community Supporters	<ul style="list-style-type: none"> Events (Town Meeting, Green Up Day, Forums) FPF & social media Neighborhoods Town & school events R2R website, email Earned media 	<ul style="list-style-type: none"> Build culture of action and change social norms Build energy and enthusiasm for clean water culture Use humor and creativity to reach 	<ul style="list-style-type: none"> We are one watershed. Decisions that each town makes can have major impacts for the health, safety and quality of life in the four other towns. Proactively addressing stormwater and improving water quality are critical for protecting the Valley’s health, safety, and quality of life. We share many problems and a Valley identity. We also need to share solutions and ideas. Storms are increasing and will cause more damage. Problems on our town’s public and private roads will increasingly cost us money, isolate community members, and damage our environment.

Appendix 2: Program & Campaign Details

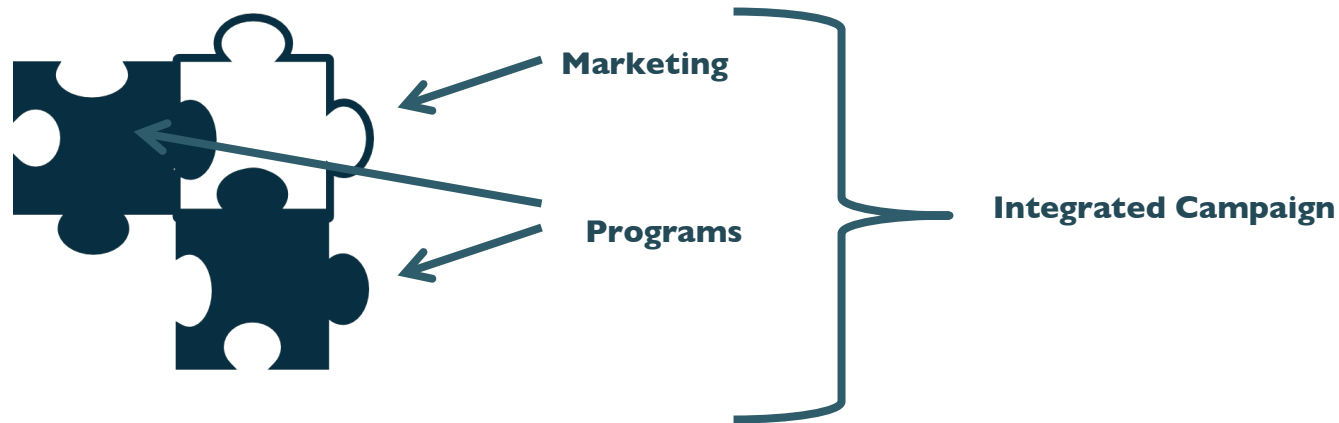
About Programs & Campaigns

In the non-profit field, **programs** are integrated activities or resources that provide services or meet the needs of clients and audiences. They typically have a clearly defined purpose or focus, but can be adapted or have offerings tailored to different groups.

In marketing, **integrated campaigns** are messages or communications that allow consumers to seamlessly interact with a brand or enterprise across multiple “touchpoints” – channels, platforms, venues, and phases. They use consistent messaging and branding in multiple ways to reinforce the main product or desired action.

Improving water quality across a whole watershed is a complex problem that requires a systemic solution. That means many different changes, across many stakeholders, scales, locations and time frames. Neither individual programs nor integrated marketing campaigns could accomplish that on their own.

Ridge to River’s integrated campaigns bring those two concepts together into a systemic solution. They integrate programs, resources and communications to offer a set of benefits to targeted stakeholder groups. Together, those pieces can break down sequential barriers, encourage behavior changes and lead to actions for a specific core stakeholder group or outcome area.



Storm Smart Outreach

Program Overview

Overview

Ridge to River has conducted outreach events and activities since it formed, but will now create a more strategic outreach program to tap the channels and events the stakeholders use, and to develop new materials that emphasize core messages and opportunities for action.

Program Components

Forums & Events: Past community engagement events have included a “Lunch & Learn” at Sugarbush Resort, and Community Forum & Resilience Celebration. Future events will continue to offer a balance of fun and informal community building, education, and access to resources and action opportunities. The goal of community events is to build awareness and engagement, identify interested community members, and distribute resources.

Events & Status: 2016 Lunch & Learn and Community Forum complete. Community Forum planned for summer/fall 2017.

Steps:

- I. TBD, based on specific events (standard event planning process)

Metrics:

- Number of events held and number of participants
- Feedback from participants
- Use of BMPs among professionals or participants

Board & Commission Outreach: Ridge to River’s Planning & Technical Team is developing presentations and planning to present to planning commissions, development review boards, zoning administrators and other local officials. The outreach is built around convenience: attending their meetings, offering resources and assistance that help make their jobs easier.

Status: Planned for summer and fall 2017.

Steps: TBD, developed by Planning & Technical team

Metrics:

Target audience

- Valley community
- Homeowners
- Town Boards & Commissions

Target actions

1. Attend events
2. Increase awareness of stormwater challenges & solutions
3. Access resources and sign up for info or opportunities

Barriers to action

- Time and interest in participating
- Awareness of events or challenges

Incentives for action

- Food and fun atmosphere
- Convenience (location, childcare, piggybacking on existing events, etc.)
- Resources, technical assistance and opportunities

- Number of presentations and resources offered/developed
- Feedback and participation by boards and commissions
- Policies or changes made by local leaders as a result of assistance

Media & News Series: A series of educational articles, tips and stories will help raise the profile on stormwater runoff and watershed problems and solutions. Content will be cross-posted in the local newspapers, social media, Front Porch Forum & other channels for maximum exposure. A special “Seasonal Actions” series will target simple, easy actions that homeowners or residents can take each season to minimize impacts on the watershed and build a culture of stormwater management, as part of the Storm Smart Challenge campaign.

Status: Concept stage; seeking funding to develop.

Steps (following funding or volunteer development):

1. Identify stories, seasonal actions, or other topics to cover.
2. Design overarching campaign, messages or themes to tie series together.
3. Create detailed project concept, including editorial calendar (specific topics to cover, timeline, channels for posting, budget and responsibilities).
4. Develop partnerships or channels for distribution, tracking systems, and finalize production timeline.
5. Produce content per timeline or editorial calendar, capture feedback and metrics.

Metrics:

- Number of articles or stories produced
- Reach or metrics on distribution (placements, web clicks, social media shares, etc.)
- Feedback and actions taken as a result of stories

Outreach Materials: A set of outreach materials (including displays, interpretive materials, a brochure, and collateral for specific programs or action ideas) will make it easy to have volunteers spread the word at a variety of events.

Status: Concept stage; unfunded.

Steps: TBD, pending funding and specific materials needed

Metrics:

- Number of materials produced
- Number of materials distributed
- Feedback and actions taken as a result of materials and distribution

Overview

One of the best ways to help people see and understand stormwater is to make it visible in the landscape. Public art and demonstration projects can bring stormwater problems and solutions to life through color, creativity and real life representations. The purpose of this program is to increase public awareness of stormwater runoff and its connection to the health of the Mad River watershed, increase positive perceptions of stormwater management programs, and raise awareness of solutions.

Program Components

Arts Partnerships: Working with Valley Arts can help celebrate the connection between art, clean water and resilience. A partnership will incorporate stormwater learning in the Vermont Festival of the Arts each summer through displays and outreach.

Status: Planned launch in 2017.

Steps:

2. Develop concept and partnership details with Valley Arts for 2017 launch.
3. Create detailed plan for 2017 Festival: timeline, publicity, locations and ways of integrating education into festival.
4. Create educational and interpretive materials for site and develop plan for evaluation or tracking.
5. Create schedule for setup, staffing and volunteers.
6. Host event, track metrics and evaluate.

Metrics:

- Number of people reached through booth or signage
- Number of info sheets or materials distributed
- Evaluation or survey questions measuring changes in awareness

Target audience

- Valley community
- Tourists & visitors
- Artists

Target actions

1. Notice art and demos
2. Read informational signs & understand stormwater
3. Take action to implement projects or solutions or change behavior

Barriers to action

- Time and attention to stop and see art or demos
- Understanding of stormwater, behavior changes, and actions

Incentives for action

- Surprise (unexpected, fun projects in public places)
- Quick & easily digestible messages or info
- Real life demonstrations

Stormwater Art: Local versions of popular public art projects can highlight stormwater in the landscape in a fun and surprising way. Examples include painted catch basins (messages and designs to highlight where stormwater goes), hydrophobic paint (messages and designs appear when it rains), painted rain barrels, river trash sculptures, and stormwater art shows.

Status: Concept stage; pending funding or volunteers.

Steps (following funding or volunteer development):

1. Create concept and scope for specific art projects to pursue (catch basins, rain barrels, sculptures, etc.).
2. Identify potential locations, survey sites, and contact property owners to obtain permission and identify technical needs.
3. Plan technical needs and secure all resources needed, including supplies, art techniques, permits, timeline, storage, and team.
4. Create process for choosing artists and designs (contest, community review panel, RFP, etc.)
5. Develop educational and companion materials to accompany art projects and reinforce messages.
6. Install, promote and evaluate project.

Metrics:

- Number of art projects installed (number of catch basins, rain barrels, sculptures, etc.)
- Number of people participating (viewing and/or helping to create art)
- Evaluation or survey questions measuring changes in awareness of stormwater issues or solutions (like rain barrels)
- Number of people making changes (such as installing rain barrels) after seeing artwork

Demos & Interpretive Sites: Demos and interpretive displays effectively help people see and experience stormwater problems and solutions in real life. Creating demo sites with educational displays can highlight successful projects and help people understand options.

Status: Concept stage; pending funding or volunteers.

Steps (following funding or volunteer development):

1. Create concept and scope for specific demo projects to pursue (either turning existing successful projects into demos, or creating new demo sites; public or private sites)
2. Identify potential locations, survey sites, and contact property owners to obtain permission and identify technical needs.
3. Plan project and secure all resources, including timeline, builders, materials, permits, design, equipment, insurance.
4. Develop interpretive plan (such as signage or educational displays, tours or workshops) and create materials.
5. Install, promote and evaluate project.

Metrics:

- Number of demos installed
- Number of people participating (viewing and/or helping to build demos)
- Evaluation or survey questions measuring changes in awareness of stormwater issues or solutions after viewing
- Number of people making changes (such as installing rain barrels) after seeing demos

Training & Certification

Program Overview

Overview

Hands-on trainings and workshops are one of the best ways to build capacity among everyone from DIY homeowners or trail builders to professional road crews and contractors. Certification and recognition programs offer an extra incentive or recognition for participants, while also helping consumers to recognize which professionals are well versed in Storm Smart techniques.

Program Components

Professional Training & Certification: A market-driven training and certification program in partnership with Yestermorrow Build/Design School would teach stormwater-resilient techniques to contractors, landscape architects, engineers, property managers and other professionals. The certification component would help them market this specialized skillset to clients, and help clients find qualified professionals. The training & certification would be a core component of the Storm Smart Professionals integrated campaign.

Status: Concept stage; seeking funding

Steps:

1. Establish statewide advisory board to guide development of a certification or training program.
2. Review similar certification programs nationwide and made decisions on adopting existing program or creating new program.
3. Develop and pilot certification standards and training program.
4. Develop marketing program for stormwater professionals.
5. Evaluate feedback and program success in advance of scaling project (potentially statewide).

Metrics:

- Program developed and offered
- Number of participating professionals
- Adoption of BMPs or changes in practices
- Increases in business or revenue for participating professionals

Target audience

- Contractors & property professionals
- Homeowners
- Volunteers
- Boards & commissions

Target actions

1. Participate in training
2. Adopt BMPs in work and recommend to clients
3. Advertise skillset

Barriers to action

- Time and cost of training
- Lack of demand for training or BMPs

Incentives for action

- Market premium for training or certification
- Marketing assistance or directory for certified pros
- Cost-share assistance or low-cost pilot for training courses

Homeowner & Volunteer Trainings: Hands-on workshops or short courses would be designed to teach property owners and volunteers simple green infrastructure or stormwater management techniques, such as building water bars or rain gardens. These trainings would help develop a corps of volunteers to assist with projects around the Valley, and help homeowners complete their own low-cost projects.

Status: Concept stage; unfunded.

Steps (following funding or volunteer development):

1. Create concept and topics for training.
2. Develop project plan including timeline, budget needs, publicity, staffing and locations.
3. Identify trainers or instructors and create curriculum.
4. Advertise and sign up participants.
5. Host training and evaluate.

Metrics:

- Number of workshops held and number of participants
- Feedback from participants
- Number of projects completed as a result of trainings

Local Policy & Enforcement Trainings: Targeted trainings, coaching and technical assistance for zoning administrators, boards and commissions and other local leaders would assist them in adapting and incorporating planning and regulatory tools into town land use regulations. The trainings would complement other assistance and offerings in the Storm Smart Towns integrated campaign.

Status: Concept stage; unfunded.

Steps: TBD by Planning & Technical Team

Metrics:

- Number of trainings completed and number of participating leaders
- Feedback on trainings
- Policies or actions adopted based on trainings

Planning & Technical Assistance Program Overview

Overview

Ridge to River will provide concrete technical assistance and planning help to towns as they develop stronger plans and policies. R2R will help by developing specific tools, completing needed research, and integrating stormwater concerns into existing planning processes. This section also includes Stormwater Master Planning Processes. While this is not specifically an engagement or communications strategy, the planning & technical assistance strategies are critical to reducing the barriers to action on stormwater and effectively providing resources that meet the needs of local planners and leaders.

Program Components

Planning & Regulatory Tools: In 2016, Ridge to River produced several model policy documents and resources, including the *Model LID/GSI Stormwater Bylaw for the Mad River Valley* and the *Town Road and Access White Paper*.

Status: Complete

Metrics:

- Tools developed
- Feedback on tools, including extent shared and used by leaders
- Policies adopted or changes made based on tools

Town Plan Technical Assistance: The Mad River Valley Planning District will work with planning commissions to incorporate stormwater runoff and flood resilience considerations throughout the new plans.

Status: Warren & Waitsfield planned for summer/fall 2017; other towns TBD based on planning timelines and availability of funding

Steps: TBD by Mad River Valley Planning District

Metrics:

- Assistance offered and completed
- Resulting Town Plans address stormwater in robust and enforceable ways

Target audience

- Boards & commissions and other local leaders
- Large site property managers or institutions

Target actions

1. Use tools or resources for planning
2. Incorporate stormwater into plans and policies
3. Take action based on plans and policies

Barriers to action

- Time to incorporate or implement changes
- Knowledge of best practices or policies
- Ability to enforce or track policies

Incentives for action

- Assistance with planning or implementation
- Need to comply with state regulations

- Stormwater runoff is reduced in towns with robust plans

Stormwater Master Planning (SWMP): Stormwater Master Plans help us take a comprehensive approach to managing stormwater at a specific scale. We are working with community stakeholders to complete SWMPs for the Valley overall, as well as for large developments or sites that are major contributors to stormwater due to impervious surface coverage.

Status: Harwood Union Middle/High School SWMP complete; Fayston & Warren Elementary School SWMPs to be completed in 2017; Fuller Hill Road SWMP to be completed in 2017; Mad River Valley-wide SWMP to be completed in 2018; others TBD based on funding and availability.

Steps (following funding or volunteer development): TBD by Friends of the Mad River

Metrics:

- Number of SWMPs completed
- Actions or projects implemented based on SWMPs
- Stormwater runoff reduced or cost savings achieved based on SWMPs

Suitability Analysis & Mapping: Part of stormwater management is ensuring that activities and development happens in the most suitable locations. R2R will explore ways to do suitability mapping and analysis work to help ensure that trails and recreation sites or other development projects are sited in places with the smallest possible impacts on the watershed.

Status: Concept stage; unfunded.

Steps: TBD based on project and funding

Metrics:

- Suitability analysis or mapping completed
- Siting decisions made in compliance with analysis or mapping
- Stormwater runoff reduced or cost savings achieved based on siting decisions

Peer-to-Peer Sharing

Program Overview

Overview

Research and best practices show that the most effective messengers are often peers. Many stakeholders already know a great deal about stormwater management, and peer-to-peer sharing opportunities can help validate and make use of their expertise. Farmers may be most receptive to farm-based workshops with other farmers; homeowners may prefer a visit from a neighbor; road crews might learn best in informal conversation with peers.

Program Components

Roundtables: Roundtables are conversation series that bring together professionals for quarterly (or other frequency) discussions with their peers. The events help create a culture of sharing best practices and build relationships among professionals. They can also pair with trainings and demonstrations, or resources to help share tips and strategies. **Walk & Talks** function in a similar way, but help stakeholders like large landowners meet up and walk the land together.

Groups & Status: Road Roundtables (for road crews) piloted in 2016 and seeking ongoing funding. Sustainable Trails Roundtables piloting in 2017. Roundtables for contractors, realtors or walk & talks for farmers or other groups in concept stage.

Steps:

1. Develop concept for roundtable series and identify lead partner organizations (i.e. Town road crews, trail organizations, contractors).
2. Create detailed plan and secure resources for roundtables or for initial pilot: timeline, publicity, locations, food or incentives, agenda and structure.
3. Identify and invite potential participants, publicize events.
4. Host event, track metrics and evaluate.
5. Plan additional follow-up sessions, ongoing series, or next steps.

Metrics:

- Number of events held and number of participants
- Feedback from participants
- Use of BMPs among professionals or participants

Target audience

- Road crews and contractors
- Property managers
- Trail builders & orgs
- Neighborhoods
- Large Landowners

Target actions

1. Participate in sharing events
2. Share solutions and ideas
3. Increase use of best practices

Barriers to action

- Time and interest in participating
- Authority, budget or resources to adopt BMPs
- Lack of demand for BMPs

Incentives for action

- Food and collegiality
- Training and resources
- Positive marketing for participants
- Access to assistance or funding for implementation

Home Visits (see Storm Smart Challenge): Free home assessments have helped energy efficiency programs sign up many homeowners for audits and upgrades. This program would apply that model to stormwater management, with trained neighbors and volunteers visiting homes to help assess stormwater problems and recommend solutions to homeowners.

Status: 30 pilot visits & supporting materials funded for 2017 as part of Storm Smart Challenge (integrated campaign)

Steps

1. Identify potential homeowners and locations for site visits (using Storm Smart Challenge diagnostic quiz).
2. Create guide and steps for conducting home visits, supporting materials, checklists or other resources.
3. Recruit and train volunteers or staff to run home visits.
4. Schedule and confirm host visits with homeowners and volunteers.
5. Conduct home visits and leave recommendations.
6. Follow up with homeowners to provide support, track actions, capture feedback and successes.

Metrics:

- Number of home visits completed
- Number of volunteers trained and participating
- Feedback, increase in awareness, and actions taken as a result of visits

Neighborhood Workshops and Walk & Talks: On-site workshops for homeowner associations and neighbors on shared private roads or drives will help neighbors become more aware of what’s happening on the landscape, explore neighborhood stormwater problems and find solutions together. Neighbors walk the area together with a trained contractor or volunteer, and finish with a map of stormwater problems and recommended solutions.

Status: Concept stage; seeking funding to develop.

Steps (following funding or volunteer development):

1. Identify priority neighborhoods based on stormwater problems, priority sub-watersheds, or neighborhoods with interest.
2. Contact neighborhood to learn more about challenge, local context, and specific concerns and to schedule date.
3. Create guide and steps for conducting home visits, supporting materials, checklists or other resources and train volunteers or staff to conduct.
4. Conduct home visits and leave recommendations.
5. Follow up with homeowners to provide support, track actions, and capture feedback and successes.

Metrics:

- Number of workshops held and people participating
- Feedback, increase in awareness, and actions taken as a result of workshops

Overview

Many stakeholders said that information and skills are a barrier to taking action on stormwater runoff. There are many potential fixes – from quick DIY projects to larger implementations. An online toolkit with a variety of resources can inform the community about their options and the benefits of taking action, and provide the instructions and resources for doing so.

Program Components

Resilience Booklets: Ridge to River created a series of guides to highlight examples and strategies that are already working to increase resilience and decrease flood risks throughout the MRV, with a special focus on collaborative solutions. These booklets help to change the culture and norms by showing locally relevant examples and highlighting the possibilities and benefits.

Status: Completed in 2016.

Metrics:

- Booklets completed, with success stories shared
- Feedback on booklets
- Number distributed (or online access metrics)

How-To Videos and Instructions: Simple how-to videos and instruction sheets can go a long way toward helping people manage minor stormwater problems. The initial series will be geared toward homes and private drives, designed to support the Storm Smart Challenge integrated campaign.

Status: Funding secured for initial series; planned in 2017.

Steps

1. Identify topics and skills to share in guides and resources (number dependent upon funding; topics based on the most common needs and projects for homeowners).
2. Create project plan, including people to draft and produce resources, production timeline, editing and approval process, budget and distribution plan.

Target audience

- Homeowners and residents
- Property managers and professionals

Target actions

1. Access toolkit and resources
2. Use toolkit to implement BMPs and projects
3. Increase awareness of stormwater and skills at managing

Barriers to action

- Time and cost of actions
- Knowledge and skills around BMPs and solutions
- Lack of qualified contractors

Incentives for action

- Free, simple resources and instructions
- Relevant and applicable examples that make the case for improvements

3. Produce drafts of content, gather feedback, edit and finalize.
4. Share content and collect metrics and feedback.

Metrics:

- Number of videos or instruction sheets produced
- Number distributed (or online access metrics)
- Feedback on videos or resources, including projects implemented based on instructions

Case Studies & Stormwater Stories: Ridge to River will aim to document success stories and local examples of stormwater management projects as they develop, as a way to capture and share evidence of the benefits and feasibility of this work.

Status: Concept stage; unfunded. Will develop as success stories emerge.

Steps (following funding or volunteer development):

1. Identify success stories and potential case studies to capture.
2. Develop concept and format for stories, including length, form, distribution channels.
3. Develop a project plan including funding and budget, responsibilities for production, editorial schedule, and plan for distribution.
4. Capture content and stories (including interviews, hard data on project and outcomes, multimedia, and testimonials).
5. Draft or produce stories, gather feedback and revise.
6. Share content and collect metrics and feedback.

Metrics:

- Number of case studies or stories produced
- Number distributed (or online access metrics)
- Feedback or evaluation of stories and impacts on changing behavior

On-the-Ground Installations

Program Overview

Overview

Ridge to River will work with landowners to install a variety of stormwater solutions on the ground, to address impacts and problems identified in SWMPs and other planning or engineering processes. These solutions can include road and driveways BMPs, green stormwater infrastructure or traditional stormwater management projects. These projects are not specifically engagement or communication strategies, but are significant efforts to facilitate action and reduce barriers.

Program Components

Rural Road BMPs: Road BMPs can stabilize roadway near or along brooks and streams, reducing runoff and lowering maintenance costs or damage. R2R can work with road crews to incorporate BMPs like different techniques, improved culverts or stabilization methods into existing road rebuilding projects.

Projects & Status: BMPs complete on Fayston, Kew Vasseur and Tucker Hill Roads in 2015; other road segments TBD based on funding and timing of road projects.

Steps: TBD, based on project, in consultation with FMR and road crews

Metrics:

- Number of BMPs applied, and amount of road covered by BMPs
- Amount of runoff reduced, or additional environmental benefits (like fish passage)
- Long-term cost-savings achieved, or damage prevented

Harwood Union Rooftop Runoff Rain Garden: A raingarden is planned for the middle/high school campus, following a recommendation from the completed SWMP.

Status: To be completed in 2017; additional actions or raingardens on other sites dependent on funding.

Steps: In progress, under guidance of FMR and Harwood Union

Metrics:

- Raingarden completed

Target audience

- Road crews and contractors
- Large sites or institutions
- Town leaders and managers

Target actions

1. Partner with R2R to implement projects
2. See benefits of projects and complete more

Barriers to action

- Time and cost of completing projects
- Knowledge of BMPs or installations

Incentives for action

- Technical assistance and funding
- Long-term savings of costs or maintenance
- Ability to reduce impacts and meet state guidelines

- Feedback and evaluation of raingarden
- Amount of runoff redirected or water quality indicators improved

Warren Village Improvement Project: Warren Village is currently undergoing infrastructure improvements; this project will integrate stormwater management improvements into that process.

Status: Funding pending; planned for 2017

Steps: TBD, under guidance of FMR and Warren Village

Metrics:

- BMPs installed in Warren Village
- Cost savings achieved by integrating BMPs into existing infrastructure development (vs. standalone process)
- Reductions in stormwater runoff and improvements in water quality resulting from BMPs
- Cost-savings or long-term damage or maintenance reductions

Integrated Campaign for Private Home & Drive Owners

Storm Smart Challenge

Overview

The Storm Smart Challenge is an integrated program designed to help people identify and fix stormwater problems at their homes, in their driveways and at their small businesses. The Challenge helps raise the profile on stormwater and directly address a sequence of barriers to action: awareness of the issue, knowledge to identify specific problems and diagnose solutions, and time/cost/skills to make fixes.

Program Components (see programs for more details)

Diagnostic Quiz: Simple quiz to help homeowners evaluate their properties for stormwater and learn about the home visit program (pilot phase: 2016)

Home Visits: Free home visits by trained volunteers to assess problems and recommend solutions to homeowners (30 pilot visits and materials funded for 2017)

Toolkit & Online Resources: Videos, how-to documents, case studies and online resources geared toward practical solutions for homeowners and small businesses.

Seasonal Actions: Simple, low-cost behavior changes and home maintenance steps to be shared via media and social media campaigns (seeking funding)

Demonstration Sites: Model Storm Smart home sites and demonstration projects to showcase solutions (seeking funding)

Neighborhood Workshops: On-site workshops or walk & talks for HOAs and neighbors on shared private roads or driveways to explore neighborhood stormwater problems and solutions together (seeking funding)

Cost-share Fund: Implementation fund to assist participating homeowners with implementing solutions (concept; unfunded)

Target audience

- Private home & drive owners

Target actions

1. Take the Storm Smart Challenge and complete home visit
2. Make recommended improvements
3. Access resources or how-tos for specific problems
4. Learn from educational materials, success stories and demonstration projects

Timeline for Funded Components

	Fall 2016	Winter 2016-2017	Spring 2017	Summer 2017	Fall 2017	Winter 2018 and beyond
Quiz & Home Visits	<ul style="list-style-type: none"> • Develop pilot quiz and program concept • Secure pilot funding 	<ul style="list-style-type: none"> • Run pilot quiz • Draft and share pilot outreach materials • Identify pilot home visit locations 	<ul style="list-style-type: none"> • Evaluate & revise quiz & promo materials • Develop home visit script and materials • Train volunteers for home visits 	<ul style="list-style-type: none"> • Schedule home visits • Offer home visits • Assist with actions • Track outcomes 	<ul style="list-style-type: none"> • Document and capture outcomes and success stories • Complete home visits and follow-ups 	<ul style="list-style-type: none"> • Evaluate pilot program and plan next steps
Toolkit		<ul style="list-style-type: none"> • Gather existing resources & links • Identify new resources to produce 	<ul style="list-style-type: none"> • Post existing resources online • Create plan for new resource production 	<ul style="list-style-type: none"> • Produce new resources • Share/publicize new resources • Develop metrics & evaluation plan 	<ul style="list-style-type: none"> • Evaluate resources and track use 	<ul style="list-style-type: none"> • Evaluate pilot toolkit and plan next steps

Integrated Campaign for Road & Property Professionals

Storm Smart Professionals

Overview

We need a corps of skilled professionals who will take a proactive and responsible approach to managing stormwater – both in the Mad River Valley and around the state and nation. That’s true in numerous fields, including construction, property and road maintenance, building and real estate and more. Ridge to River is developing a set of programs geared toward these professionals, to help break down the barriers to adopting resilient stormwater practices. This program will help make the case and build a culture around more resilient practices, provide the training and skills to change practices, and support skilled professionals in marketing themselves and their qualifications.

Program Components (see programs for more details)

Round Roundtables: Quarterly peer-to-peer discussions among road crew members from each of the five watershed towns, designed to promote sharing and collaboration on stormwater challenges and solutions. (pilot phase: 2016; seeking ongoing funding)

Other Professional Roundtables: Discussions modeled after the Road Roundtables can likewise help professionals in other fields. Roundtable series will be developed for private contractors, property managers, realtors or others as funding and interest allow. (seeking funding)

Storm Smart Training & Certification: A market-driven training and certification program in partnership with Yestermorrow Build/Design School will teach stormwater-resilient techniques to contractors, engineers, property managers, and landscape architects. Over time, a certification can help build and grow the market and culture for resilient stormwater management and set new industry standards across the state. (seeking funding)

Workshops & Demonstrations: On-site workshops, trainings & hands-on demonstrations can help contractors and road crews learn from each other while tackling the Valley’s stormwater challenges and meeting state standards (unfunded)

Storm Smart Directory: Directory and marketing assistance to help trained and certified contractors advertise their skills to potential clients, and help clients find Storm Smart professionals who can use and recommend best management practices (unfunded)

Target audience

- Contractors and earth movers
- Property managers
- Road crews
- Engineers, architects, real estate professionals, etc.

Target actions

1. Share solutions and troubleshoot with peers
2. Participate in training programs to build skills in stormwater resilience
3. Participate in certification program
4. Market and advocate for Storm Smart practices

Timeline for Funded/Pilot Components

	Fall 2016	Winter 2016-2017	Spring 2017	Summer 2017	Fall 2017	Winter 2018 and beyond
Road Roundtables	<ul style="list-style-type: none"> • Hold pilot road roundtable event • Evaluate event and make needed changes to program concept 	<ul style="list-style-type: none"> • Schedule 2017 roundtables and flesh out concept • Secure meeting locations, funding or donations for food and supplies • Create list of road crews or road contractors to invite • Publicize and invite participants 	<ul style="list-style-type: none"> • Host second quarterly roundtable • Evaluate second roundtable and make needed changes • Implement schedule for rest of year 	<ul style="list-style-type: none"> • Host third quarterly roundtable 	<ul style="list-style-type: none"> • Host fourth quarterly roundtable 	<ul style="list-style-type: none"> • Evaluate pilot program and plan next steps

Integrated Campaign for Municipalities and Local Leaders

Storm Smart Towns

Overview

Ridge to River will assist the five towns in the Valley as they ensure their municipal plans and policies effectively address stormwater runoff for flood resilience and clean water. This integrated campaign includes outreach and education, assistance with completing planning processes at multiple scales, reviewing and strengthening policies, and helping to implement stormwater management projects.

Program Components (see programs for more details)

Planning & Regulatory Tools: Model policy documents and resources for towns, completed by Planning & Technical Team (completed 2016)

Outreach & Education to Boards: Strategies will include developing presentations for planning commissions, zoning administrators and development review boards, to facilitate a conversation about resilience and stormwater and share planning and regulatory tools (planned summer/fall 2017)

Stormwater Master Plans: Stormwater Master Plans can help prioritize stormwater management and identify needed projects at multiple scales, from the whole watershed to individual road segments. FMR has helped complete several plans (for campuses or road segments) and is working on a Valley-wide SWMP; others may follow (Valley-wide plan to be completed 2018)

Town Planning & Technical Assistance: As part of upcoming town plan revisions, the Mad River Valley Planning District will work with the planning commissions to incorporate stormwater runoff and flood resilience considerations throughout (planned for Warren & Waitsfield for summer & fall 2017)

On-the-Ground Installations: As planning processes and master plans advance, Ridge to River will help implement specific projects and best management practices for village centers, roads and other areas (underway as funding allows)

Policy & Enforcement Trainings: Targeted trainings, coaching and workshops for zoning administrators, boards and commissions and

Target audience

- Administrators and staff in five MRV towns
- Planning Commissions
- DRBs
- Zoning administrators

Target actions

1. Share solutions and troubleshoot with other towns
2. Use tools and research to improve decision-making
3. Plan for stormwater (in town plans, SWMPs and other plans)
4. Create and enforce local policies to regulate stormwater
5. Invest in Storm Smart infrastructure and BMPs

other local leaders would assist them as they adapt and incorporate planning and regulatory tools into town land use regulations (unfunded)

Timeline for Funded/Pilot Components

	Fall 2016	Winter 2016-2017	Spring 2017	Summer 2017	Fall 2017	Winter 2018 and beyond
Outreach & Education to Boards	<ul style="list-style-type: none"> • 2nd annual 5-Town Leadership meeting 	<ul style="list-style-type: none"> • Scope out and plan presentations 	<ul style="list-style-type: none"> • Schedule presentations and confirm with boards and commissions 	<ul style="list-style-type: none"> • Give presentations and facilitate conversations 	<ul style="list-style-type: none"> • Continue making presentations • Host 3rd Town Leadership meeting 	<ul style="list-style-type: none"> • Evaluate education efforts and identify continuing needs
Stormwater Master Plans	<i>Steps and timeline planned separately by Friends of the Mad River and partners</i>					
Town Planning Technical Assistance	<i>Steps and timeline planned separately by Mad River Valley Planning District</i>					
On-the-Ground Installations	<i>Steps and timeline planned separately by Friends of the Mad River and partners</i>					

Integrated Campaign for the Recreation Community

Storm Smart Towns

Overview

Ridge to River will collaborate with recreation and trails leaders in the Mad River Valley to launch a series of conversations and strategic projects designed to celebrate the value of trails in connecting people to the outdoors, while minimizing impacts of trails on the watershed's resilience. The same actions and strategies can help minimize damage from rain and snow to these critical trails and community assets, resulting in a win-win situation.

Program Components (see programs for more details)

Sustainable Trails Roundtables: Discussions among Mad River Valley recreation stakeholders (trail building groups and businesses, recreation organizations, conservation groups and others) will help share knowledge and ideas about resilience risks and trail building/maintenance for trail and environmental sustainability. (pilot launching summer 2017)

Trail Suitability Analysis: This analysis will investigate the Mad River Valley's geologic, topographic, ecological, and hydrological "constraints;" the existing trail network; and new trail opportunities identified by the MRV Moves steering committee. It will help determine which types of trails are suitable in which geographic locations. (seeking funding)

Trail Construction & Maintenance Standards: Discussions among MRV recreation stakeholders can result in collaborative and mutually-supported standards for constructing and maintaining trails. Such guidelines would help ensure consistent use of best management practices throughout the Valley, allowing all to enjoy trails and conserve their longevity while protecting the watershed. (seeking funding)

Trail & Rec Site Outreach: Trails and recreation sites are important venues for reaching users with messages about stormwater, the watershed, and best practices. Ridge to River will create outreach materials (posters and signs) to help educate users about Storm Smart trail use, the watershed, and their impacts. (concept; unfunded)

Target audience

- Trail & rec organizations and leaders
- Trail builders
- Trail user groups and enthusiasts

Target actions

1. Share solutions and troubleshoot with other towns
2. Use tools and research to improve decision-making
3. Plan for stormwater (in town plans, SWMPs and other plans)
4. Create and enforce local policies to regulate stormwater
5. Invest in Storm Smart infrastructure and BMPs

Timeline for Funded/Pilot Components

	Fall 2016	Winter 2016-2017	Spring 2017	Summer 2017	Fall 2017	Winter 2018 and beyond
Sustainable Trails Roundtables			<ul style="list-style-type: none"> • Develop concept • Identify and reach out to partner organizations • Plan first meeting date, location and agenda 	<ul style="list-style-type: none"> • Host first pilot roundtable • Evaluate roundtable and potential changes • Make plan for continuing or adapting roundtables 	<ul style="list-style-type: none"> • Implement plan for continuing or adapting 	