WHO ARE WE?

Vital Communities Staff (current)

Len Cadwallader, Executive Director  
(retired June 30, 2011)
Mary Margaret Sloan, New Executive Director  
(as of July 1, 2011)
Aaron Brown, Transportation and Energy
Phil Bush, Bookkeeper
Stephanie Carter, Outreach
Laura Dintino, Valley Quest
Stacey Glazer, Webmaster
Sharon Miller-Dombroski, Development,  
Leadership Upper Valley
Megan Shannon, Energy and Transportation,  
Corporate Council
Gabe Zoerheide, Operations Manager

Contact staff at:
Firstname@VitalCommunities.org

Vital Communities Board of Directors (FY11)

Clay Adams, Norwich, VT
Ellen Arnold, Plainfield, NH
Shawn Donovan, Lebanon, NH
Daniel Emanuele, Hartland, VT
David Evancich, Lebanon, NH
Bill Geraghty, Hanover, NH
Peter Glenshaw, Lyme, NH
Karen Liot Hill, Lebanon, NH
Larry Kelly, Canaan, NH
Laurel Mackin, Thetford, VT
Mike Meller, New London, NH
Becky Smith, Concord, NH
Elise Tillinghast, Thetford, VT

Board Fellows from  
Tuck School of Business

Amy Hudson
John Sullivan

Interns and Temporary Staff (FY11)

Local First Alliance: Nandani Choudhury • Ellie Sandmeyer  ⋆ Valley Quest: Ryan Collins
Upper Valley Transportation Management Association: Matt Cloyd • Mike Griffin
Valley Food & Farm: Kirsten Beaudry • Ron Eberhardt • Laura Hempel • Jessica Paterson • Becky Waite
Vital Communities: Kacy O’Brien • Johanna Bozuwa  ⋆ Website: Xiaolu Li
Dear Friends,

Vital Communities is a strong, vibrant organization because of the enthusiastic support of our community—our donors, Board, committee and advisory members, staff, volunteers, and participants.

The following pages will lead you through our programmatic work of the past year. We engaged towns in commemorating their history through Quests, led efforts for over a million dollars in gas cost savings, graduated a new class of Upper Valley leaders, and highlighted local businesses that help make our region unique, and our local economy stronger.

You will also read about how, even in a tough economic climate, Vital Communities ended our year in the black again. We are very proud of how integrated we are in this region and how strongly our programs are supported. We feel privileged to be working on issues that are so important to our families, neighbors and communities.

Fiscal Year 2011 was a year of change and growth for Vital Communities. Our beloved and highly effective leader—Len Cadwallader—retired. We moved our offices up the street to the second floor of the Upper Valley Food Co-op. And with the support of a generous gift, we are launching a new program, our energy initiative.

Even with these changes, as we look forward we will continue to stay true to our core values. We will ensure that our programs emerge from, and are driven by, regional needs and community interests. We will only take on issues where regional coordination and leadership can achieve results. And we will act as a neutral convener to bring diverse interests together to devise and implement collaborative solutions. But we can only do this with your continued support and involvement. Thank you!

Mary Margaret Sloan
Executive Director

Bill Geraghty
Chair, Board of Directors
In June 2011, Vital Communities received a grant to begin work on an energy initiative—a 10-year vision of energy efficiency and sustainability in the Upper Valley. This new program already has some groundwork completed. Under our Corporate Council’s direction, the Tuck School of Business’s consulting services compared other regional energy planning case studies most relevant to our area. In addition, professor John Vogel’s Social Entrepreneurship class then conducted interviews to inform a sustainability plan targeted for our region.

More than 22 towns (of 35 that have energy committees) were represented at the Upper Valley Energy Committee Roundtable in May, hosted by Vital Communities and partners. Participants of the Roundtable, which promotes networking and information sharing, formulated a vision for the coming year’s work, including a goal of adding 3-5 new energy committees by the 2012 meeting.

“I’m amazed by what you do for the Upper Valley.”
—Community Survey Respondent
The Corporate Council, with Tuck School of Business Professor Anant Sundaram, identified through baseline energy use data that employee transportation accounts for the largest single energy cost for its member businesses. As a result, the Upper Valley Transportation Management Association now works with employers to reduce employee transportation costs through Smart Commute (a program in partnership with Upper Valley Trails Alliance).

We also created the smartcommuteuv.com portion of our website that is unique, among other things, for putting all the area’s local transit providers into one searchable database.

“Our carpool rate doubled in one year, and employees have saved $20,000 so far!”
—David Watts, Kendal at Hanover
LAUNCHED “LOCAL SOLUTIONS” BUSINESS DIRECTORY

Local First Alliance compiled an online directory of 170 diverse member businesses that contribute to thriving local economies in substantial ways. Both the public and other businesses can use the directory to identify local options and learn about businesses’ commitments to our region. The directory has already received 1640 hits so far.

“We are proud to support Local First Alliance because it boosts the local, independent businesses and community banks”
—Stephen Allan, Allan’s Vending Services

LED “THINK LOCAL FIRST” HOLIDAY CAMPAIGN

Local First Alliance collaborated with 13 regional initiatives and 75 local businesses on a 2010 winter holiday campaign that drew the attention of local and regional media, and increased traffic to the online directory. Members were highlighted in a series called “Local First Holiday Find” on our blog, Facebook, and Twitter. As a result of the campaign, LFA recruited 50 new members and increased shoppers’ awareness of supporting local businesses.

“I am inspired to give back to my community because of the gifts I’ve been given through Leadership Upper Valley.”
—Helen Damon-Moore, Class of ’10

100 NEWLY EMPOWERED COMMUNITY LEADERS

Since 2007, nearly 100 individuals have been empowered through Leadership Upper Valley’s Leadership Institute to better serve their communities in our region. The Institute builds leadership resources, expands participants’ sense of community and increases their knowledge of the Upper Valley. As a result of their experience in the Institute, alumni are involved with a variety of community services projects with the overarching goal of supporting the quality of life in the Upper Valley.

Doug Wise, Wise Associates • Karen Slayton, Mascoma Savings Bank • Terry Appleby, Hanover Consumer Cooperative Society • Jake Blum, Systems Plus Computers, Inc. • Genie Braasch, Hanover Consumer Cooperative Society • Ashley Hetrick, Dartmouth Hitchcock • Terry Martin, Mascoma Savings Bank • Hannah Putnam, Vermont Institute of Natural Science • Allan Reetz, Hanover Consumer Cooperative Society • Rob Schultz, COVER Home Repair • Joanna Whitcomb, Dartmouth College • Len Cadwallader, Vital Communities • Tom Kennedy, South Windsor County Regional Planning Commission • Peter Gregory, Two Rivers-Ottawaquechee Regional Commission • Christine Walker, Upper Valley Lake Sunapee Regional Planning Commission • UPPER VALLEY TRANSPORTATION MANAGEMENT ASSOCIATION BOARD: Paul Boucher, Greater Lebanon Chamber of Commerce • Dan Brand, Citizen • Matthew Brown, City of Lebanon • Len Cadwallader, Vital Communities • Van Chesnut, Advance Transit • Matthew Coogan, New England Transportation Institute •
MORE THAN 60 TEAMS WENT ON A SUPER QUEST

To commemorate the 250th anniversary of the founding of the Upper Valley’s “Middle Grant” towns, Valley Quest developed a Super Quest for residents and visitors. Visiting a special spot chosen by each of the 12 towns tells a unique story of the Upper Valley and its history. The adventure continues on and we’ve already awarded more than 60 special “Upper Valley 250” patches. Participants also earned a chance for the grand prize, a weekend get-away at Lake Morey Resort.

“My personal favorite was clue #5 . . . What a cemetery! I’ve lived in the Upper Valley for 40 years and never knew that was there!”

—A Quester

COLONIAL QUEST BROUGHT TO CLASSROOMS

Valley Quest emphasized Colonial history in Upper Valley classrooms through new curriculum on our website, hosting two well-attended teacher workshops, and assisting schools as they studied and wrote their Colonial History in Quest form for all to enjoy. Colonial Quests and Curriculum are available at the Valley Quest section of the Vital Communities website.

Dan Dahmen, Dartmouth Hitchcock • Phil Dechart, Town of Norwich • Shawn M. Donovan, Citizen • Lucy Gibson, Smart Mobility • Mary Habig, Connecticut River Transit • Wanda Hastings, Lebanon School District • Patricia Higgins, Citizen • Mike McCrory, Citizen • Sally McEwen, Mascoma Savings Bank • Nathan Miller, Upper Valley Lake Sunapee Regional Planning Commission • Nancy Mogielniki, Town of Plainfield • Matt Osborn, Town of Hartford • David Palmer, Stagecoach Transportation • Lisa Paquette, Community Alliance Transportation Services • Carolyn Radisch, ORW Associates • Jason Rasmussen, South Windsor County Regional Planning Commission • Rita Seto, Two Rivers-Ottauquechee Regional Commission • Ben Swanson, Resource Systems Group • Jim Taylor, Town of Enfield • Joanna Whitcomb, Dartmouth College

BUSINESSES, FOUNDATIONS, AND ORGANIZATIONAL SUPPORTERS (In Kind Donations in Italics) 20,000+ Dartmouth Hitchcock Medical Center • Fidelity Charitable Gift Fund • Peter J. McLaughlin and Jane Kitchel McLaughlin Family Fund • The Jack and Dorothy Byrne Foundation • Morgan Family Foundation • Robins Foundation • Vermont Community Foundation
EATING WELL DURING A NATURAL DISASTER

Our Valley Food Council hosted a community forum where speakers addressed plans for both short- and long-term disruptions in our food supply, how the Upper Valley could address gaps in preparedness for longer disruptions, and emerging trends in season extension for local produce. Citizens and communities learned that they need to be self-sufficient for up to three days, a message brought home soon after by the flooding from Tropical Storm Irene.

10 YEARS OF FLAVORS OF THE VALLEY

Valley Food & Farm’s local foods expo moved to Sunday, emphasizing educational games and activities for children, and a drawing for prizes for those who completed the “Flavors Factathon” game. Participating children learned about local agriculture and fun food facts. Chefs sampled a wide range of foods made with locally grown ingredients and sold products such as maple syrup and candies, organic vegetables, grass-fed meats and plant starts. Sixty vendors participated and approximately 1500 people attended the event.

“We purchase more and more locally grown food each year, in part, thanks to you. Keep up the great work.”

—Community Survey Respondent
EXPANDED ACCESS TO HEALTHY FOOD

In cooperation with Upper Valley HEAL (Healthy Eating Active Living), Valley Food & Farm conducted surveys and held a community forum to identify Mascoma residents’ preferences for increasing fresh produce access closer to home. Our resulting report and recommendations led to changes in the location and time of the Enfield Farmers’ Market and laid groundwork for additional improvements in the area, including involvement in farm-to-school programs and expanding options for fresh produce in local stores.

“Valley Food & Farm is the most valuable group in assisting the preservation of small farms in my 40-year career as a small farmer. Thank You!”
—Farm Survey Respondent

SCHOOL CHILDREN EATING LOCAL

Valley Food & Farm created “Farm to Cafeteria Connection,” in partnership with Upper Valley Farm to School Network. This new section of our online searchable Guide helps connect school food service managers to local farms and local food by identifying farms that sell direct to schools.
Letter from our Treasurer

I am pleased to report that Vital Communities ended the 2011 fiscal year in a strong financial position with a positive bottom line and greater assets. We undertake a rigorous financial review—monthly, the Finance Committee evaluates our financial condition, and annually, independent auditors perform a thorough financial review.

Even in a year that was economically challenged for our communities and our nation, revenues increased by $117,100, thanks in large part to our generous donors, all of whom believe in the work Vital Communities does for our Upper Connecticut River Valley region. Vital Communities strengthened its balance sheet through a combination of an end of year surplus, increases in pledged contributions and pending grant support. Total assets increased by $93,774 largely due to federal funding for our Smart Commute project as well as a generous pledge from an anonymous donor. Our work would not be possible without continued, strong community support.

The fieldwork for the Fiscal Year 2011 financial statements review was completed on September 28, 2011 by our Certified Public Accountants, Tyler, Simms and St. Sauveur. The balances included in this Annual Report are summarized from those statements.

“As the owner of a local business, I am committed to strengthening our local economy. But I know that I can do more to accomplish this goal by working together with fellow local business owners than I can on my own.”

—Paul Gross, Designer Gold
Local First Alliance Founding Member

Dan Emanuele
Treasurer
## Annual Report

### New Hampshire Charitable Foundation - Upper Valley Region - Berger Family Fund • North Branch Construction • Norwich Bookstore • Noushka • On the Edge Farm • Ottauquechee Health Foundation • Pathways Consulting • Pentagon Property Management • Procidano • Procopio • Quechee Country Store • Rad Cookies • Raymond Sugar House • Red Wagon Toy Co • Resource Systems Group • Revolution • River Road Veterinary Clinic • RiverWays Enterprises • ShackletonThomas • Shelburne Farms • Shiretown Books • Solstice Seeds • Spaulding Press, Inc. • Start House • Sugarbush Farm • Sugarland Farm • Sunrise Farm CSA • Sustainable Energy Resource Group • Sustainable Woodstock • Systems In Sync • Taftsville Country Store • TBW Automotive Inc. • Thermal Dynamics • Three Tomatoes Trattoria: Lebanon, Rutland, Burlington and Williston • Town of Hartford • Trumbull-Nelson Construction Co. • Tuckerman Capital • Twinflower Farm • Unicorn • Up and Running Computer Services • Up Pup • Upper Valley Connections • Upper Valley Farm to School Network • Upper Valley Food Coop • Upper Valley Radio • Valley Organics LLC • Vermont Community Foundation • Anne Segal Fund • Vermont Institute of Natural Science • Village Butcher • Village Green Publishing • Von Bargen's • Water Street Herbal • West Lebanon Feed & Supply • Whisper Hill Bath & Body • Who is Sylvia? • Wild Hill Organics • William Braasch Woodworking and Design • Woodstock Insurance, Inc. • Woodstock Pharmacy • Working Landscapes Design Group, LLC • Zuzu's

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### Footnotes:
1. Our endowment fund is managed by the New Hampshire Charitable Foundation and had a balance of $288,021 as of June 30, 2011.
3. The Upper Valley Housing Coalition program spun off after FY2010 and is operating as a separate nonprofit organization.
4. In FY2010 the Corporate Council and Municipal Network were classified under Outreach as an expense.

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### FISCAL YEAR ENDING JUNE 30, 2011

<table>
<thead>
<tr>
<th>Revenues &amp; Support</th>
<th>FY2011 Total</th>
<th>FY2010 Total</th>
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<tbody>
<tr>
<td>Contributions and Grants</td>
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<td>416,315</td>
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<tr>
<td>Program Income</td>
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<td>202,080</td>
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<tr>
<td>Endowment &amp; Fund Income¹</td>
<td>21,676</td>
<td>13,441</td>
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<tr>
<td>Interest &amp; Other Income</td>
<td>7,141</td>
<td>4,972</td>
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<tr>
<td>In-kind Contributions</td>
<td>20,224</td>
<td>29,752</td>
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<td><strong>Total Revenues and Support</strong></td>
<td><strong>783,678</strong></td>
<td><strong>666,560</strong></td>
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<table>
<thead>
<tr>
<th>Program Expenses</th>
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<tbody>
<tr>
<td>UV Transportation Management Association</td>
<td>159,373</td>
<td>113,210</td>
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<tr>
<td>Valley Food and Farm</td>
<td>124,370</td>
<td>148,235</td>
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<td>Valley Quest</td>
<td>63,425</td>
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<td>Leadership Upper Valley</td>
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<td>Energy</td>
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<td>UV Housing Coalition</td>
<td>NA³</td>
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<td>Corporate Council &amp; Municipal Network</td>
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<td>Outreach</td>
<td>126,499</td>
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<td>New Initiatives</td>
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<td>11,802</td>
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<tr>
<td><strong>Total Program Expenses</strong></td>
<td><strong>587,530</strong></td>
<td><strong>570,244</strong></td>
</tr>
</tbody>
</table>

### Other Expenses:

| Fundraising                           | 59,511        | 46,449       |
| Management and Administrative         | 79,147        | 41,098       |

| **Total Expenses**                    | **726,188**   | **657,791**  |

### Increase in Net Assets

| Net Assets (beginning of year)        | 327,944       | 319,175      |
| Net Assets (end of year)              | 385,434       | 327,944      |

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Fiscal year ending June 30, 2011
THANK YOU FOR YOUR DONATIONS

(In Kind Donations in Italics)

100,000+
Anonymous

20,000–99,999
Jane Kitchel McLaughlin & Peter McLaughlin

10,000–19,999
Anonymous
Charlotte & Charles Faulkner
Charlotte Metcalf
Jeanie & Bayne Stevenson

1,000–9,999
Anonymous
Elizabeth & Clay Adams
Cynthia & Ray Barrette
Shermane Bilal
Carolyn & Sid Cadwallader
Closey & Whit Dickey
Kathy & Bill Geraghty
Gail Holmes
Lucy & Kevin Kelly
Sue Kirincich & Chuck Wooster
Mrs. Constance Landmann
Carola Lea
Carola Lea
Laurel Mackin & Tim Briglin
Amy & Joseph Morel
Mary Louise Pierson & Jamie Wert
Benjamin Schore
Sarah & Bruce Schwaegler
Anne & Peter Silberfarb
Susan & Clayton Simmers
Jean & Mike Smith
Elizabeth & Robert Stragnell
Susan Williamson

500–999
Anonymous
Joan Ashley
Jane Bayley & Skip Brown
Matt Bucy
Lisa Cashdan & Peter Stein
Donna & Stephen Christy
Barbara & Richard Couch
Laurie & Daniel Emanuele
Sam Groom
Meghan & Jay Gump
Karen Liot Hill & Andy Hill
Rainie & Larry Kelly
David C. Richardson
Linda & Rick Roesch
Rebecca Smith
Elise & Tig Tillinghast
Jenny & Stan Williams
Dori & Jeff Wolfe
Susan & James Wright

Kye Cochran
Joan & Daniel Collison
Patricia Compton
Alicia Anne Connors
Erika & Brian Dade
Jim Damren
Elena & Jere Daniell
Julie & Jay Davis
Marilyn & Bryant Denk
Donald Dickey
Anne Thomas Donaghy & John Donaghy
Mary & Robert Donin
Dave Evansich
Theodora Feldberg
Myra & Allan Ferguson
Linda & Stephens Fowler
Denise & Gregory Froehlich
Carolyn & Milt Frye
Dori & John Galton
Laura Gillespie
Lauren Girard & Rob Adams
Linda & Thomas Gray
Lucy & Louie Gump
Marion Hampton
Scooter & Byron Hathorn
Emily & Richard Hausman
Randy Heller
Patricia Higgins & Scot Drysdale
Matthew Houde
Linda & Ed Howes
Nancy & Larry Huot

Susan & Mark Israel
Penelope & Stuart Johnson
Barbara Jones & Bin Lewis
Rita & Greg Kennedy
Rosalie Kerr
Karen Kluge & Terry Rosenmeier
Susanne & Jay Leiter
Margot & Dick Lewin
Drewry & Frank Logan
Louise & Daniel Longnecker
Rebecca Lovejoy & Kevin Peterson
Jonna & Carroll Mackin
Katie & John Manchester
Polly Marran
Carolyn & Gordon Marshall
Lu & Peter Martin
Lili & Michael B. Mayor
Liam McCarthy
Phebe & Timothy McCosker
Barbara & Doug McIlroy
Tii McLane
Lucy & Bob McLellan
Julia McNulty
Carolyn & Peter Mertz
Valerie Miller & Ralph Fine
L. David Minsk
Nancy & Peter Mogielnicki
F. Corbin Moister, Jr.
Sheila Moran & David Millstone
June Morgan
Dr. Kenneth Morley
Giavanna & Max Munafa
Marty Mundy
Judith Music & John H. Vogel
Nancy Nash-Cummings
Nita & Robert Norman
Patricia & Tom Norton
Robin Nuse & Arthur Gardiner, Jr.
Rosamond Orford
Barbara Palmer & Dennis Stern
Jane & George Palmer
Abbie & Don Penfield
Anne Peyton & Eric Darnell
Lizzann Peyton
Patricia Erwin & Bill Ploog
John James Randolph
Susan Reid & Greg Nazarow
Rebecca Rice & Donald Mesec
Jaime Richardson
Barbara & David Roby
Nancy & Bob Rosenblum
Paula Rossvall & Fritz Weiss
Anna Rubin
Elisabeth Russell
Beth Ryan & Jenny O’Flaherty
Betsy Rybeck Lynd & Lee Lynd
Karen & John Sanders
Jennifer & Mark Schiffman
Jill & John Schiffman
Paula & Mark Schleicher
Anne Segal
Lynn Sheldon & Daniel Hudnut
Mary Margaret Sloan & Howard Krum
Nancy & Allen Smith
Demosthenes Sofronas
Maureen & Dan Stannard
Peter Stettenheim
Marilyn & Skip Sturman
Shiela & Stephen Swett
Bonnie Allard & Clinton Swift
Jan Tarjan & Ray Brewster
Mary Louise Thornrike
Ruth Wellington
Jean & W. Brinton Whitall
Joanna Whitcomb
Joan & Robert Williamson
Sybil & Peter Williamson
Sperry Wilson
Joanne & Doug Wise
Christianne & William Wohlfarth
Jean & John Woodward-Poor
Alice Worth & Peter Van Oot
Penny & Peter Wright

<100
Anonymous (9)
Susanne & George Abetti
Betty Ann & Bill Aldrich
Virginia & Huntly Allison
Nancy & Blake Allison
Jane & Bruce Altobelli
Ken Alton
Andrea & Theodore Ambros
Sandra Anderson & Reeve Williams
Phyllis Arata-Meyers & Robert Meyers
Gert & Jan Assmus
Jim Atkinson
Ron Bailey
Bronwen & Bob Ballou
Kathie & Clyde Barbour
Regina & James Barker
Cynthia & David Barton
Fran & Bill Baschngel
Marguerite Bauch
MK Beach & Terry Osborne
Iris Berezin
Richard Bircher
Mary Blanton
Marjorie Boley
Shirley Boren
Merilynn Bourne
Erica Brinton
Anne & Richard Broussard
Aaron Brown
Christine Brown
Matthew Burge
Judith & Phil Bush
K Carriere
Nan & John Carroll
Sarah Carter
Dean Cashman
Sara Cavin
Kate & Bob Chamberlin
Jan & Rob Chapman
Robert Christy
Ann & Dave Cioffi
George Clark
Tina & Cary Clark
Tina & Ray Clark
Miranda & Chris Clemson
Christi McBain Cohen
Liz & Chuck Cole
Nancy & John Collier
Joanne & Steven Collins
Kevin Comeau
Alice W. Conkey
Jennifer Cooke
Emily Cromwell
Elizabeth Crory
Tina & David Cullenberg
Linda & Lawrence J. Dacey
Robert Daubenspeck
Karen F. Davidson
Jill Davies & Nigel Hollis
Marilys de Boissezon Hamm
Hal De Bona
Bill Dietrich
Shawn M. Donovan
Mary Dorman
Karen & Gary Douville
Tracy Dustin-Eichler
Adele Edgerton
Susan & Brian Edwards
Jerry Egan
Birdie Emerson
Margaret Fanning & David Cate
Laura Fineberg & Scott Pauls
Joanne Foulk & Denis Kelemen
There are many ways to create a legacy to help preserve what makes our region so special. If it is time to create or review your will or living trust, you can designate Vital Communities as a beneficiary of a set dollar amount, a particular asset, or a percentage of your estate or trust assets. For more information, please contact Mary Margaret Sloan, Executive Director, at 802-239-9100 x101 or MaryMargaret@VitalCommunities.org.
Our Mission
Vital Communities engages citizens, organizations, and communities in creating solutions to our region’s challenges.

Our Core Values
• Vital Communities’ agenda and programs emerge from, and are driven by, regional needs and community interests.
• Vital Communities takes on issues where regional coordination and leadership can achieve results.
• As a neutral convener, Vital Communities brings diverse people and organizations together to devise and implement collaborative solutions.

Our Service Area
Vital Communities serves sixty-nine towns in the Upper Connecticut River Valley region of Vermont and New Hampshire. The perimeter of our service area includes Ryegate, VT and Bath, NH in the north; New London, NH in the east; Walpole, NH and Westminster, VT in the south; and Bethel, VT in the west.

Photo Credits:
Abigail Feldman Photography (cover, carpool sign and page 3, carpool)
Jon Gilbert Fox (page 1, bow tie portrait)
Design: Nomad Communications
Vital Communities
195 North Main Street
White River Junction, VT 05001
802.291.9100
Info@VitalCommunities.org
VitalCommunities.org

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Follow us on Facebook and Twitter.