



VERMONT COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

# APPENDIX A

CEDS PROCESS AND COMMITTEE

## CEDS Process and Committee

### Description of the Vermont CEDS Process

Upon receipt of the EDA funding discussed above for this project, the Vermont Agency for Commerce and Economic Development went through a competitive process of selecting a consulting team for assistance. The team selected was comprised of:

Garnet Consulting Services, Inc.  
 Camoin Associates, LLC  
 Harold & Associates  
 Maverick & Boutique  
 Wadley-Donovan GrowthTech, LLC

This team has extensive experience with the preparation of CEDS including the recently completed ECOS project for Chittenden County, VT.

The consultants worked under the direction of the ACCD delegates (Commissioner of Economic Development Lisa Gosselin, Economic Research Analyst Ken Jones and Project Manager Shelley Pembroke) and with the CEDS Committee to compile much of the data that contributed to this plan.

### Composition of the CEDS Committee

ACCD established a CEDS Committee comprised of representatives from a wide cross-section of Vermont businesses, agencies, and organizations. The composition of this Committee was specifically developed to meet EDA requirements of a majority of members from the private sector. The final CEDS Committee included 32 individuals, 16 (50%) from the private sector and was chaired by Joseph Fusco, President of Casella Waste Systems. Table 1 shows the membership of the CEDS Committee. The Committee met on close to a monthly basis over 10 months and provided valuable feedback and reviews of this document.

**Table 1: State of Vermont CEDS Committee**

Name	Company/Organization	Sector	Private Sector Industry
Chris Saunders	Senator Leahy's Office, Field Representative	Public	
Charlie Baker	Chittenden County RPC, Executive Director	Public	
Pat Moulton-Powden	Brattleboro Development Credit Corporation	Non-profit	
Joan Goldstein	Green Mountain Economic Development Corp.	Non-profit	
Mike Harrington	Town of Bennington, Director	Public	
Liz Gamache	City of St. Albans, Mayor	Public	
Janice St. Onge	VT Sustainable Jobs Fund, Deputy Director	Non-profit	
Jo Bradley	VEDA, CEO	Public	
Melody Burkins, PhD	Univ. of Vermont, Senior Director	Education	

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Hal Cohen	Central VT Community Action Council, Executive Director	Non-profit	
Marilyn Savoy	Workforce Investment Board, Coordinator	Labor	
Dave Thompson	Mylan Technologies, Director of Finance	Private	Medical
Leon Berthiaume	St. Albans Coop, CEO	Non-profit	Agriculture
Bob Ackland	Steep Management, Founder and Manager	Private	Software
Issa Sawabina	Fuse Marketing, Partner	Private	Marketing
Peter Stromgren	Retired	Private	International Trade
Joe Fusco	Casella Waste Systems, Vice President	Private	Waste Disposal
Steve Terry	GMP, Director of Communications	Private	Energy
Ellen McCulloch-Lovell	Marlboro College, President	Education	
Ben Johnson	Commonwealth Dairy, CFO	Private	Agriculture
Karen Marshall	Vtel, President, President	Private	Telecommunications
Tommy Harmon	Sonnax, President and CEO	Private	Automotive
Tim Briglin	Tuckerman Investments, Co-Founder & Partner	Private	Finance
Cathy Bacon	Freedom Foods, Founder	Private	Food
Jim Pratt	Cabot Cheese, SVP of Operations	Private	Food
Bill Stritzler	Smugglers Notch, Managing Director	Private	Recreation
John Goodrich	EHV-Weidmann, VP	Private	Paperboard/ Electrical Equipment
Dan Kurtzman	Ethan Allen	Private	Wood Manufacturing
Bill Scully	Carbon Zero, Founder and President	Private	Energy
Ron Rabideau	Teamsters Union, Secretary - Treasurer	Labor	
Matt Thompson	VRRC, Coordinator of Programs	Non-profit	
Bill Dunnington	PDS, LLC Founder and Director	Private	Consulting

### Review of Prior Documents

ACCD and the consultant team began the preparation of this CEDS by reviewing more than 35 previously produced plans, studies, and reports that were identified by ACCD. During its research, the consultants identified several more. The documents reviewed included:

1. 10 Reasons Why Vermont's Homegrown Economy Matters
2. Act 59: Report to the Vermont General Assembly on ways to improve and strengthen the state designation programs designed to promote compact development and the efficient use of resources
3. American Society of Civil Engineers 2011 Report Card for Vermont's Infrastructure
4. CEDS for:
  - Chittenden County
  - Southern Windsor County
  - Southeastern VT
  - Northern VT 2011-2012

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- East Central VT March 2011
- 5. The Council on the Future of Vermont, A project of the Vermont Council on Rural Development
- 6. Vermont Economic Progress Council: A Plan for a Decade of Progress, 2002
- 7. Vermont Telecommunications Plan 2011: Broadband
- 8. Northern Vermont CEDS 2011-2012
- 9. Chittenden County ECOS Plan
- 10. East Central Vermont CEDS Plan 2011
- 11. Commission on the Future of Economic Development Report, 2009
- 12. Comprehensive Energy Plan and 2011 Electric Plan
- 13. Enhancing VT's Software and Information Economy
- 14. Farm to Plate Report - 4 Chapters and Appendices
- 15. The Green Economy and Environmental Enterprises in VT: Opportunities for the 21<sup>st</sup> Century 2008
- 16. Imagining Vermont
- 17. Legislative Wrap-up May 2013
- 18. Michael Porter 2011 VT Study
- 19. Resilient Communities Scorecard: A Tool for Assessing Your Community
- 20. State of Vermont IT Strategic Plan 2013-2018
- 21. Tapping Tech 2.0
- 22. VT Advanced Manufacturing Partnership 2013 Final Report
- 23. VT Genuine Progress Indicator 1960-2011
- 24. VT Science and Technology Plan brochure
- 25. VT Strategic Plan 2012-2015
- 26. VT Long Range Transportation Business Plan
- 27. VTrans Factbook 2012
- 28. VTrans Strategic Plan 2015
- 29. VTrans – Strengthening Vermont's Economy by Integrating Transportation and Smart Growth Policy
- 30. Economic Importance of Wood Products
- 31. VT Wood Products Strategic Plan Update
- 32. DOL Reports
  - 2010 Workforce Development Council Annual Report
  - Work. Play. Live A report on the Workforce in the Vermont Travel and Recreation Sector
  - Workforce Leadership Report pt 1: Next Generation Workforce Leadership Report Performance Goals and Measurements, 2010 Annual Report
  - Workforce Leadership pt 2: Report Agency/Institution Annual Report 2010
  - Growing the Vermont Green Building Industry-Preliminary Findings for the Green Building Industry and Education Centers of Excellence (IECE) 2010
- 33. VT Forestry Sector Data 2013
- 34. Vermont's Non-Profit Sector
- 35. Work. Play. Live, A Report on the Workforce in the Vermont Travel and Recreation Sector

## Vermont Comprehensive Economic Development Strategy

The primary purpose of this review was to assure the team was cognizant of the many planning efforts that preceded and provided a foundation for the preparation of a Comprehensive Economic Development Strategy (CEDS). These reports and documents were reviewed for the issues on which they focused and the initiatives and projects addressing those issues that might become a portion of this CEDS. The full report on the review of these documents is presented in Appendix E. The reports also were reviewed for their coverage of the following 22 topics:

1. Infrastructure
2. Telecommunications and broadband
3. Transportation services and systems
4. Knowledge-based investments
5. Creating an innovation climate
6. Economic vision
7. Developing a home grown economy
8. Energy
9. Green economy
10. Information technology
11. Imaging Vermont
12. Industry clusters
13. Advanced manufacturing
14. Science and technology
15. Wood products
16. Regional CEDS
17. Rural development
18. Strategic planning
19. Workforce
20. Non-profits
21. Farm to plate/agriculture
22. Future development

**Regional Meetings**

During October 2013, eight regional meetings were held to obtain input from the various Regional Development Commissions, Regional Planning Commissions, Chambers of Commerce, and other interested parties. The following meetings were held:

**Table 2: Dates, Locations, and Representation at Regional Meetings**

Date	Location	Regions/Counties
October 17 <sup>th</sup>	Colchester	GBIC Chittenden County
October 17 <sup>th</sup>	Hardwick	NVDA Lamoille EDC Caledonia, Essex, Orleans and Lamoille Counties
October 18 <sup>th</sup>	Bennington	Brattleboro Development Credit Corp. Bennington County Industrial Corp. Bennington and Windham Counties
October 21 <sup>st</sup>	White River Junction	Green Mountain ED Corp. Springfield RDC Windsor and Orange Counties
October 22 <sup>nd</sup>	Montpelier	Central Vermont EDC Two Rivers-Ottawaquechee RPC
October 23 <sup>rd</sup>	Middlebury	Addison County EDC Addison County
October 23 <sup>rd</sup>	Rutland	Rutland EDC Rutland County
October 24 <sup>th</sup>	Swanton	Franklin County IDC Lake Champlain Islands EDC

### **Cabinet Meetings**

Three rounds of meetings were held with Vermont Cabinet members and/or their staff representatives. These were held to assure that the various agencies that comprise the Cabinet were well-informed about the CDS process; could contribute to the identification of suggested Priority Projects and Action Agenda Initiatives; and would feel part of the Implementation Team that will be necessary to turn this CEDS into action.

### **Initiative Development and Workshop**

This CEDS serves three purposes: first, it is intended to meet all EDA requirements and potentially obtain EDA or other government funding for Vermont projects; second, it is intended to improve the resilience of Vermont and its businesses in case of future natural disasters or major changes in the domestic and global economy; and third, and perhaps more importantly, it is intended to provide an “Action Agenda” that will drive Vermont’s economic growth in the future. The foundation for both resiliency and economic growth are the series of Initiatives developed as part of these CEDS. These Initiatives constitute the primary Objectives, Strategies, and Tactics for the future.

Identification of these Initiatives came from a variety of sources:

- The previously discussed review of prior documents
- Suggestions made at the series of regional meetings
- Suggestions from the CEDS Committee and its goal-oriented work groups
- Suggestions made by Vermont Cabinet participants
- Suggestions from ACCD Staff
- Suggestions from the consultant team

This process resulted in the identification of nearly 80 Initiative Concepts. The ACCD/consultant team then went through a process of categorizing the Initiatives by six Goal Areas, later reduced to the four key Action Areas established by the CEDS Committee. In some instances, things suggested as Initiatives were considered by the ACCD/consultant team to be suitable for inclusion in the project list (Vital or Other) that is also a part of the CEDS process.

The CEDS Committee and ACCD/consultant team then began the process of adding detail to the Initiative Concepts. A template was developed to collect information in a standardized fashion on:

- The **Issue** being addressed by the Initiative
- The **Objective** of the Initiative
- **Activities** to be included in the Initiative
- **Key Action Steps and Participants**
- Intended **Outcomes**
- **Target Populations**

- **Scale** of the Initiative
- **Timeframe and Priority**

An Initiative Workshop was held on January 27, 2014, which was attended by approximately 75 people. The attendees were divided into Goal focused work groups facilitated by ACCD and/or consultant team members. During the course of the day-long session, the groups identified their top priority Initiatives for their Goal, in many instances combining similar Initiatives. The groups then spend time providing as much detail as possible in terms of the categories above for their top priorities.

Following this session, the ACCD/consultant team worked to add more detail and identify a final list of recommended Initiatives. These are discussed in more detail later in this document. A webinar was held on February 25 to report back the findings and key initiatives that came out of the January meeting. Two additional meetings were held with the Committee and open to other interested parties to review and prioritize initiatives and projects and to provide commentary on the draft document.

### **Other Outreach Efforts**

In addition, the goals, progress and initiatives were shared at various stages throughout the process with the following groups with the goal of engaging a wide variety of stakeholders and gaining feedback. These included:

- Arts Council
- Central Vermont Regional Planning Commission
- Council on Aging
- Energy Action Network
- Governor's Council on Energy and the Environment
- Lamoille County Chamber of Commerce members
- Regional Development Corporations
- Vermont Agricultural and Forest Products Development Board
- Vermont Association of Planning and Development Agencies
- Vermont Bankers Association
- Vermont Biosciences Alliance
- Vermont Business Roundtable
- Vermont Community Development Association
- Vermont Democratic Committee
- Vermont Economic Progress Council
- Vermont Housing and Conservation Board
- Vermont Leadership Institute
- Vermont League of Towns and Cities
- Vermont Tech Alliance
- Vermont Travel Recreation Council



**Summary List of Meetings Devoted to Creation of this CEDS**

The following is a summary list of meetings held as part of the development of this CEDS:

**Table 3: Summary of Vermont CEDS Meetings**

<b>Date</b>	<b>Type of Meeting</b>
June 3, 2013	Vermont Economic Development Summit
August 5, 2013	CEDS Committee Organizational Meeting
September 11, 2013	Vermont Business Roundtable
September 12, 2013	CEDS Committee
October 17 – 24, 2014	Regional Meetings (see Table 2above)
October 22, 2013	CEDS Committee
November 19, 2013	Cabinet Meetings
November 20, 2013	CEDS Committee
November 21, 2013	Cabinet Meetings
December 4, 2014	ACCD/Consultant Team Meeting
December 16-17, 2013	Cabinet Workshops
January 21, 2014	Webinar on Competitive Assessment and Target Sector/Cluster Reports
January 27, 2014	Initiatives Workshop
February 25, 2014	Initiatives Webinar
March 24, 2014	CEDS Committee
June 1-30, 2014	Draft posted for public review
June 11, 2014	CEDS Committee