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

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

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
Vermont Comprehensive Economic Development Strategy

- East Central VT March 2011
5. The Council on the Future of Vermont, A project of the Vermont Council on Rural Development
7. Vermont Telecommunications Plan 2011: Broadband
8. Northern Vermont CEDS 2011-2012
9. Chittenden County ECOS Plan
10. East Central Vermont CEDS Plan 2011
13. Enhancing VT’s Software and Information Economy
14. Farm to Plate Report - 4 Chapters and Appendices
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
   - 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

CEDS Process and Committee – Appendix A
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

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

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