MINUTES
January 21, 2016
Bennington College CAPA Building

Present: Walt Klinger (Pownal), Scott Printz (Energy), Sheilah Printz (Public Health), Judy Boehlert (Sandgate), Peter Luca (Sunderland), John LaVecchia (Dorset), Nancy Faesy (Dorset), Nelson Brownell (Pownal), Greg van Houten (Local Business), Bob Howe (North Bennington), Janet Hurley (Manchester Village), Pauline Moore (Manchester), Phil Chapman (Rupert), Meg Cottam (Glastenbury)

Also: Donald Campbell, Michael Harrington, Jonah Spivak, Matt Harrington, Gay Squire, Michael Keane, Stu Hurd, Chris Williams, Bob Pinsonneault, John Shannahahan, Michael Batcher, Kayla Sullivan, Susan Sgorbati, Berta Maginnis, Troy Richardson, Dixie Zens, Kayla Becker, Mariko Silver, Dimitri Garder, Bill Colvin, Jim Sullivan, Mickey McGlasson, Maryann St. John, Joan Goldstein (Commissioner, VT Department of Economic Development), Tim Scoggins, Leon Johnson, Dina Janis, Derek Carson (Banner)

The meeting was opened at 6:00 PM, following a light dinner and informal discussion, by Mariko Silver, President of Bennington College, who welcomed everyone to the campus and the CAPA building.

I. Minutes of November meeting. Motion by vanHouten: Approve as presented. Second by Moore. Passed unanimously.

II. Northshire Economic Development Strategy

Presentation by Bill Colvin - overview of the cooperative planning project undertaken by Manchester, Dorset, and Manchester Village to develop an actionable economic development strategy for the Northshire. Refer to the attached presentation for details.

Questions:

How to prioritize strategies? High level of involvement by communities contributes to engagement and awareness that will facilitate prioritization by the steering committee and local officials.

What opportunities exist for regional cooperation? Colvin pointed to specific opportunities and noted the effort as the beginning of a regional process - Northshire, Southshire, and southern Vermont.

Discussion of seasonal flow to economic activity in the Northshire and Southshire.
Does getting people to live and work in the Northshire work against regional thinking at all? Not really as this emphasis will attract young people throughout the region.

Introduced Joan Goldstein, Commissioner Department of Economic Development, who made a few remarks about the importance of this work, regional collaboration, and similarity to concerns around most of the rest of the state.

III. Manchester and the Mountains Chamber of Commerce

Presentation by Berta Maginnis, Executive Director of the Chamber.

Membership when she started was about 600. Business downturn and then Irene, followed by loss of ability to offer health insurance, led membership drop to about 400. Now have active and engaged membership. Described changing characteristics of chambers and MMCoC's decision to rethink their mission and programs.

Worked with Seth Bongartz, Hildene Director, to facilitate a discussion of how the chamber might grow and change. Emphasis on economic development and tourism promotion. Major move to new welcome center that is much more welcoming. Visits to welcome center have gone from less than 1700 to over 12000 per year.

Discussed infrastructure improvements, especially downtown roundabouts. Also, new library and other public facilities as well as new hotels.

Described importance of regional cooperation and access to institutions and facilities in the Southshire. Also, recent promotional events such as the NY Times Travel Show - meeting travel journalists.

Importance of showing and selling the unique attributes of the region - for tourists and potential new businesses.

New "partnership" that emphasizes a public/private working relationship. Funds from private businesses and local governments to support efforts.

Relationship between Shires program and the Chamber/Partnership is important.

IV. Southern Vermont Economic Development Zone

Presentation by Bill Colvin. Refer to attached presentation for details.

The zone covers 44 municipalities represented in the Bennington and Windham regions.

Emphasizes importance of regional cooperation in Bennington County and throughout southern Vermont.

Questions and Discussion:

CEDS - a private sector driven US EDA program. Discussed Windham regional CEDS and how Bennington County can begin to integrate efforts. Noted that Bennington County is covered by the statewide CEDS; benefits of more specificity through partnering with the Windham CEDS effort.

Southern Vermont Sustainable Recruitment and Marketing Program - need for funding to implement. "SoVermont" "Become a Vermonter" brands.

Noted presentation to legislature upcoming. Requesting support for sustainable marketing program and also building capacity in Bennington County.
Discussion of importance of the region’s history to attract people to the region.

How to prevent competing efforts/competing branding/..... about **coordination** between multiple individual and targeted efforts, recognizing each will do their own, but should provide a common theme and have collateral benefits.

Commissioner Goldstein commented on southern Vermont CEDS efforts relative to statewide efforts - possibility of continuing to have a southern Vermont economic development group working on marketing and priority projects within the context of the statewide initiatives.

How to distribute info/message to key market areas?

**Meeting adjourned at 8:00 PM.**
PROJECT TEAM

BCRC
Bill Colvin
Mickey McGlasson
Jim Sullivan

CAMOIN ASSOCIATES
Dan Stevens
Rachel Selsky
Alyson Slack
Rob Camoin

STEERING COMMITTEE
Mike Kilburn
Joe Miles
Seth Bongartz
Todd Nebraska
Jed Pellerin
Pauline Moore
Berta Maginniss
Tom Deck

Michael Connors
Malcolm Cooper
Dina Janis
Gay Squire
Brooks Addington
John O'Keefe
Rob Gaiotti
Derek Boothby
CREATE A VIBRANT ENVIRONMENT THAT ENCOURAGES PEOPLE TO BOTH LIVE AND WORK IN THE NORTHSHIRE.
CONCEPTUAL OVERVIEW

ECONOMIC HUNTING

- VS -

ECONOMIC GARDENING
CONCEPT ECONOMIC HUNTING

- Going after “big game.”
- Tax breaks, fee waivers, and other incentives.
- Our community is deficient; must attract outside talent/industry.
CONCEPT ECONOMIC GARDENING

- “Growth from within”
- We have the tools and assets in our community
- Nurture small businesses—“Gazelles”
TOOLS ECONOMIC GARDENING

• Business planning and counseling
• Location assistance, e.g. permitting/licensing processes
• Access to capital—revolving loan funds, creative financing
• Business incubators: Co-working space, tech hubs
• Networking opportunities
• Entrepreneurship programs
• Business guide/training resources/service providers
ABOUT CAMOIN ASSOCIATES

• Founded in 1999 by Robert Camoin
• Specialize in providing economic development solutions to public and private sector clients
• Completed work in 21 states and counting
• Employ 11 full-time staff
• Offices in:
  
  Saratoga Springs, NY
  Brattleboro, VT
  Scarborough, ME
STUDY AREA = MANCHESTER (INCLUDING VILLAGE) AND DORSET

MANCHESTER LMA =
- ARLINGTON
- DANBY
- DORSET
- LANDGROVE
- LONDONDERRY
- MANCHESTER
- MOUNT TABOR
- PAWLET
- PERU
- POULTNEY
- RUPERT
- SANDGATE
- STRATTON
- SUNDERLAND
- WELLS
- WESTON
- WINHALL
PEOPLE

• The population is declining.

• The population is already disproportionately old and growing older.

• The population is generally very well educated (which is good and bad).
POPULATION, PAST + PROJECTIONS

Data from US Census Bureau; projections from ACCD, 2013
• The housing market has very high value residential real estate.

• Sales declined significantly during the recession, but have since risen.

• Vacation homes represent a significant percentage of the residential real estate market.
Data from VT Department of Taxes, 2014
Both the number of employees and businesses in the region dipped sharply during the recession and are yet to recover to pre-recession levels.

Significant growth in workforce is unlikely in the near future.

The large majority of employed people who either live or work in the study area do not both live and work in the study area.
Data from BLS QCEW, accessed through VT Dept. of Labor, 2015; data refer to Manchester Labor Market Area, 2015 definition.
THE CHALLENGE & THE OPPORTUNITY

1,200 PEOPLE LIVING HERE, BUT WORKING SOMEWHERE ELSE

1,200 PEOPLE LIVING AND WORKING HERE

3,200 PEOPLE WORKING HERE, BUT NOT LIVING HERE

DEMOGRAPHIC ANALYSIS
**SWOT Analysis**

**Strengths** (Internal, Positive)
- Strong local schools
- Engaged citizenry
- Outdoor recreation
- Proximity to major metro area
- Philanthropic bent
- Clean air and water

**Weaknesses** (Internal, Negative)
- Lack of affordable housing
- Lack of shovel-ready industrial space
- Lack of diversity in workforce
- No higher education institutions
- Lack of local vision
- Challenging/lengthy permitting process

**Opportunities** (External, Positive)
- Telecommuting
- Natural resource development
- Creating a vision for economic development
- Additional hospitality/tourism

**Threats** (External, Negative)
- Aging population
- Lack of interest in private development
- Changing demographics
- Economic dependence on the service sector
INDIGENOUS ASSETS

- FINANCIAL ASSETS
- PHYSICAL ASSETS
- NATURAL ASSETS
- INSTITUTIONAL ASSETS
- HUMAN CAPITAL
- CULTURAL ASSETS
- SOCIAL CAPITAL
- POLITICAL ASSETS
FOCUS GROUPS AND INTERVIEWS

- Tourism & Hospitality
- Arts & Culture
- Young Professionals
- Education

- Real Estate
- Business
- Government
- Not-for-Profit

Common Themes:

- Branding/Marketing
- Millennials
- Workforce
- Opportunities for Regional Cooperation

- Workforce Housing
- Entertainment
- Heavy Retail Focus
Retail

• Even though the study area is already known as a retail destination, potential for new retail development still exists.

• Within the regional context there is additional potential to support new or expanded retail establishments of up to 70,000 square feet provided sales currently “leaking” from the region can be captured.

• Specific retail categories ripe for additional space include: general merchandise, food and dining, sporting goods/hobby.
### Regional Trade Area Retail Surplus and Leakage

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Demand (Retail Potential)</th>
<th>Supply (Retail Sales)</th>
<th>Retail Gap</th>
<th>Number of Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motor Vehicle &amp; Parts Dealers</td>
<td>$410,043,790</td>
<td>$399,498,723</td>
<td>$10,545,067</td>
<td>150</td>
</tr>
<tr>
<td>Automobile Dealers</td>
<td>$354,390,476</td>
<td>$334,219,030</td>
<td>$20,171,446</td>
<td>71</td>
</tr>
<tr>
<td>Other Motor Vehicle Dealers</td>
<td>$26,195,050</td>
<td>$24,993,674</td>
<td>$1,201,376</td>
<td>36</td>
</tr>
<tr>
<td>Auto Parts, Accessories &amp; Tire Stores</td>
<td>$29,458,264</td>
<td>$40,286,019</td>
<td>-$10,827,755</td>
<td>44</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings Stores</td>
<td>$50,378,183</td>
<td>$40,450,406</td>
<td>$9,927,777</td>
<td>99</td>
</tr>
<tr>
<td>Furniture Stores</td>
<td>$23,324,773</td>
<td>$16,888,150</td>
<td>$6,436,623</td>
<td>39</td>
</tr>
<tr>
<td>Home Furnishings Stores</td>
<td>$27,053,410</td>
<td>$23,562,256</td>
<td>$3,491,154</td>
<td>60</td>
</tr>
<tr>
<td>Electronics &amp; Appliance Stores</td>
<td>$54,480,615</td>
<td>$26,997,996</td>
<td>$27,482,619</td>
<td>61</td>
</tr>
<tr>
<td>Bldg Materials, Garden Equip. &amp; Supply Stores</td>
<td>$120,345,794</td>
<td>$91,151,199</td>
<td>$29,194,595</td>
<td>112</td>
</tr>
<tr>
<td>Bldg Material &amp; Supplies Dealers</td>
<td>$53,190,961</td>
<td>$91,151,199</td>
<td>-$37,960,238</td>
<td>119</td>
</tr>
<tr>
<td>Lawn &amp; Garden Equip &amp; Supply Stores</td>
<td>$21,862,175</td>
<td>$29,194,595</td>
<td>-$7,332,421</td>
<td>27</td>
</tr>
<tr>
<td>Food &amp; Beverage Stores</td>
<td>$372,130,785</td>
<td>$485,085,092</td>
<td>-$112,954,307</td>
<td>239</td>
</tr>
<tr>
<td>Grocery Stores</td>
<td>$341,270,878</td>
<td>$459,888,747</td>
<td>-$118,617,869</td>
<td>161</td>
</tr>
<tr>
<td>Specialty Food Stores</td>
<td>$12,411,189</td>
<td>$7,499,392</td>
<td>$4,911,797</td>
<td>58</td>
</tr>
<tr>
<td>Beer, Wine &amp; Liquor Stores</td>
<td>$18,448,718</td>
<td>$17,696,954</td>
<td>$751,764</td>
<td>20</td>
</tr>
<tr>
<td>Health &amp; Personal Care Stores</td>
<td>$164,945,327</td>
<td>$265,681,785</td>
<td>-$100,736,458</td>
<td>90</td>
</tr>
<tr>
<td>Gasoline Stations</td>
<td>$266,922,606</td>
<td>$268,120,251</td>
<td>-$1,297,645</td>
<td>52</td>
</tr>
<tr>
<td>Clothing &amp; Clothing Accessories Stores</td>
<td>$144,980,730</td>
<td>$70,701,825</td>
<td>$74,278,905</td>
<td>123</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>$108,201,437</td>
<td>$53,947,637</td>
<td>$54,253,800</td>
<td>83</td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>$19,903,047</td>
<td>$3,764,985</td>
<td>$16,138,062</td>
<td>9</td>
</tr>
<tr>
<td>Jewelry, Luggage &amp; Leather Goods Stores</td>
<td>$16,876,246</td>
<td>$12,989,203</td>
<td>$3,887,043</td>
<td>31</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book &amp; Music Stores</td>
<td>$54,163,029</td>
<td>$40,992,117</td>
<td>$13,170,912</td>
<td>167</td>
</tr>
<tr>
<td>Sporting Goods/Hobby/Musical Inst Stores</td>
<td>$45,708,902</td>
<td>$34,570,766</td>
<td>$11,138,136</td>
<td>137</td>
</tr>
<tr>
<td>Book, Periodical &amp; Music Stores</td>
<td>$8,454,127</td>
<td>$6,421,351</td>
<td>$2,032,776</td>
<td>30</td>
</tr>
<tr>
<td>General Merchandise Stores</td>
<td>$190,625,905</td>
<td>$130,814,511</td>
<td>$59,811,394</td>
<td>75</td>
</tr>
<tr>
<td>Department Stores Excluding Leased Depts.</td>
<td>$86,147,249</td>
<td>$96,458,489</td>
<td>-$10,311,240</td>
<td>30</td>
</tr>
<tr>
<td>Other General Merchandise Stores</td>
<td>$104,178,656</td>
<td>$96,266,021</td>
<td>$7,912,635</td>
<td>45</td>
</tr>
<tr>
<td>Miscellaneous Store Retailers</td>
<td>$54,162,660</td>
<td>$79,651,957</td>
<td>-$25,489,297</td>
<td>375</td>
</tr>
<tr>
<td>Florists</td>
<td>$3,450,692</td>
<td>$3,668,865</td>
<td>-$218,173</td>
<td>36</td>
</tr>
<tr>
<td>Office Supplies, Stationery &amp; Gift Stores</td>
<td>$15,991,384</td>
<td>$20,386,290</td>
<td>-$4,394,906</td>
<td>75</td>
</tr>
<tr>
<td>Used Merchandise Stores</td>
<td>$7,630,110</td>
<td>$12,171,767</td>
<td>-$4,541,666</td>
<td>92</td>
</tr>
<tr>
<td>Other Miscellaneous Store Retailers</td>
<td>$27,090,474</td>
<td>$43,425,025</td>
<td>-$16,334,551</td>
<td>172</td>
</tr>
<tr>
<td>Nonstore Retailers</td>
<td>$185,840,963</td>
<td>$337,660,228</td>
<td>-$151,819,265</td>
<td>95</td>
</tr>
<tr>
<td>Electronic Shopping &amp; Mail-Order Houses</td>
<td>$178,076,263</td>
<td>$178,076,263</td>
<td>0</td>
<td>19</td>
</tr>
<tr>
<td>Vending Equipment Operators</td>
<td>$3,589,529</td>
<td>$3,115,778</td>
<td>$473,751</td>
<td>7</td>
</tr>
<tr>
<td>Direct Selling Establishments</td>
<td>$41,580,602</td>
<td>$156,468,188</td>
<td>-$114,887,586</td>
<td>68</td>
</tr>
<tr>
<td>Food Services &amp; Drinking Places</td>
<td>$200,615,740</td>
<td>$158,672,753</td>
<td>$41,942,987</td>
<td>312</td>
</tr>
<tr>
<td>Full-Service Restaurants</td>
<td>$109,540,330</td>
<td>$89,311,559</td>
<td>$20,228,771</td>
<td>141</td>
</tr>
<tr>
<td>Limited-Service Eating Places</td>
<td>$178,076,263</td>
<td>$178,076,263</td>
<td>0</td>
<td>19</td>
</tr>
<tr>
<td>Special Food Services</td>
<td>$10,300,730</td>
<td>$4,354,570</td>
<td>$5,856,160</td>
<td>16</td>
</tr>
<tr>
<td>Drinking Places - Alcoholic Beverages</td>
<td>$5,690,346</td>
<td>$7,550,182</td>
<td>-$1,859,836</td>
<td>53</td>
</tr>
</tbody>
</table>

Green = Residents of Northshire are meeting shopping needs outside of the Regional Trade Area

Red = Businesses are being patronized from people living outside the Regional Trade Area

Source: ESRI
HOUSING

• There is an undersupply of single-family homes in the sub-$300,000 price range due to high land prices, high building costs, and infrastructure constraints. Many middle-class workers employed in the study area cannot afford housing in the study area as a result.

• The area is undergoing a subtle shift in preferences towards smaller homes in closer proximity or walking distance to amenities, such as shopping locations.

• There will likely be some future demand for rental units from young professionals and some service workers. Increased demand from a younger population would be expected if there were new amenities and nightlife downtown. The market may be constrained by the costs to develop new rental units, which would dictate relatively high rental price.
Commercial/Industrial

- Over the past ten years there have been several industries with strong growth and activity in the region, such as Financial Investment Activity; Plastic Products Manufacturing; Furniture-Related Manufacturing, and Tourism-related sectors, and others. These historically strong performers are expected to continue to be strong over the next 10 years, along with several new growing industries.

- There are some small-scale and niche manufacturers in the study area and region that will likely produce demand for new or expanded space as they grow; however, there are limited opportunities for these companies to expand in the Study Area because of a lack of industrial development sites served by infrastructure.

- Office space demand is likely to be modest in the future as the growth of office space-utilizing industry sectors is not expected to be substantial.
<table>
<thead>
<tr>
<th>NAICS</th>
<th>Industry</th>
<th>2014 Jobs</th>
<th>2024 Jobs</th>
<th>Growth</th>
<th>% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>5239</td>
<td>Other Financial Investment Activities</td>
<td>230</td>
<td>376</td>
<td>146</td>
<td>63%</td>
</tr>
<tr>
<td>3379</td>
<td>Other Furniture Related Product Manufacturing</td>
<td>64</td>
<td>160</td>
<td>96</td>
<td>149%</td>
</tr>
<tr>
<td>5311</td>
<td>Lessors of Real Estate</td>
<td>254</td>
<td>343</td>
<td>90</td>
<td>35%</td>
</tr>
<tr>
<td>3261</td>
<td>Plastics Product Manufacturing</td>
<td>206</td>
<td>295</td>
<td>89</td>
<td>43%</td>
</tr>
<tr>
<td>5414</td>
<td>Specialized Design Services</td>
<td>104</td>
<td>175</td>
<td>71</td>
<td>68%</td>
</tr>
<tr>
<td>3273</td>
<td>Cement and Concrete Product Manufacturing</td>
<td>69</td>
<td>131</td>
<td>62</td>
<td>89%</td>
</tr>
<tr>
<td>7139</td>
<td>Other Amusement and Recreation Industries</td>
<td>395</td>
<td>451</td>
<td>56</td>
<td>14%</td>
</tr>
<tr>
<td>5617</td>
<td>Services to Buildings and Dwellings</td>
<td>555</td>
<td>605</td>
<td>50</td>
<td>9%</td>
</tr>
<tr>
<td>5416</td>
<td>Management, Scientific, and Technical Consulting Services</td>
<td>174</td>
<td>219</td>
<td>45</td>
<td>26%</td>
</tr>
<tr>
<td>5415</td>
<td>Computer Systems Design and Related Services</td>
<td>98</td>
<td>139</td>
<td>41</td>
<td>42%</td>
</tr>
<tr>
<td>5313</td>
<td>Activities Related to Real Estate</td>
<td>320</td>
<td>360</td>
<td>40</td>
<td>12%</td>
</tr>
<tr>
<td>3345</td>
<td>Navigational, Measuring, Electromedical, and Control Instruments Manufacturing</td>
<td>32</td>
<td>70</td>
<td>38</td>
<td>121%</td>
</tr>
<tr>
<td>5511</td>
<td>Management of Companies and Enterprises</td>
<td>169</td>
<td>200</td>
<td>31</td>
<td>18%</td>
</tr>
<tr>
<td>4539</td>
<td>Other Miscellaneous Store Retailers</td>
<td>131</td>
<td>162</td>
<td>31</td>
<td>23%</td>
</tr>
<tr>
<td>6244</td>
<td>Child Day Care Services</td>
<td>144</td>
<td>172</td>
<td>27</td>
<td>19%</td>
</tr>
<tr>
<td>8121</td>
<td>Personal Care Services</td>
<td>102</td>
<td>127</td>
<td>25</td>
<td>24%</td>
</tr>
<tr>
<td>3335</td>
<td>Metalworking Machinery Manufacturing</td>
<td>32</td>
<td>56</td>
<td>24</td>
<td>76%</td>
</tr>
<tr>
<td>3372</td>
<td>Office Furniture (Including Fixtures) Manufacturing</td>
<td>48</td>
<td>72</td>
<td>24</td>
<td>50%</td>
</tr>
<tr>
<td>6111</td>
<td>Elementary and Secondary Schools</td>
<td>453</td>
<td>473</td>
<td>20</td>
<td>4%</td>
</tr>
<tr>
<td>8131</td>
<td>Religious Organizations</td>
<td>74</td>
<td>92</td>
<td>17</td>
<td>23%</td>
</tr>
</tbody>
</table>

Source: EMSI
Four Strategy Areas:

1. Improve the Economic Development Environment of the Northshire
2. Cultivate the Northshire’s Tourism, Food and Arts and Culture Industries
3. Support Entrepreneurship and Business Development
4. Enhance High Quality of Life for Northshire Residents and Workers
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Items</th>
<th>Description</th>
<th>Potential Collaborators</th>
<th>Priority Level (Medium, High, Priority)</th>
<th>Timeframe (Short, Mid, Long)</th>
<th>Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Understand and monitor the needs and issues facing the business community</td>
<td>1. Implement a formal business visitation and retention program (BR&amp;E)</td>
<td>Reach out to existing business owners on a regular basis to learn about their business, what they need in order to do better, what challenges they are facing, and what kind of support they are looking for. Designate a business liaison at each municipality.</td>
<td>• Manchester Economic Development Office • The Partnership • Municipalities</td>
<td>Med</td>
<td>Mid</td>
<td>• Number of businesses contacted (Goal of 24 per year)</td>
</tr>
<tr>
<td>B. Ensure Development Processes, Policies, and Regulations Align with Economic Development Goals</td>
<td>1. Create a designated process &quot;road map&quot; for new development proposals and implement a system for including all necessary parties in the discussion early on and gathering public input in the early phases</td>
<td>Survey business owners/developers who have been through process and ask for their feedback. Implement feedback from the survey to improve the process and codes to make it easier for applicants to understand and comply. Work with neighboring communities to hear about their site plan review process. Develop a roadmap that can be provided to the applicants in the beginning that outlines the process, required documents, timeframes, approving bodies, etc. Create a feedback system to allow for improvements in the review process. Implement a system for including all necessary parties in the discussion early on and gathering public input in the early phases.</td>
<td>• Municipalities • The Partnership • Manchester EDO • SCORE</td>
<td>Med</td>
<td>Mid</td>
<td>• Completed survey • Creation of roadmap • Development of public and stakeholder input system</td>
</tr>
<tr>
<td></td>
<td>2. Assess existing zoning regulations to ensure they permit desired development outcomes.</td>
<td>The Northshire communities should each consider the community’s vision and desired development outcomes including mixed-use, downtown housing, and workforce housing. Explore alternative zoning mechanisms such as form-based zoning to maintain character rather than traditional size and density requirements. Ensure that the planned Town of Manchester zoning revision supports these outcomes.</td>
<td>• Municipalities</td>
<td>Priority</td>
<td>Mid</td>
<td>• Enactment of zoning changes supporting desired development outcomes</td>
</tr>
</tbody>
</table>
## Action Plan Matrix

**Goal 3: Support Entrepreneurship and Business Development**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Items</th>
<th>Description</th>
<th>Potential Collaborators</th>
<th>Priority Level (Medium, High, Priority)</th>
<th>Timeframe (Short, Mid, Long)</th>
<th>Performance Measures</th>
</tr>
</thead>
</table>
| A. Engage and support the entrepreneurial, start-up, and small-business community | 1. Work with Manchester Young Professionals, Female Business Owners of Manchester (FBOMs) and other local organizations to understand needs and opportunities. | Work to develop a list of local professionals, entrepreneurs, and small businesses. Hold meetings and conduct survey to identify needs. Explore co-working or incubator space. Research what other communities are doing. Ask those on list about what amenities they would want to determine what type of space is needed. Look for potential locations. Conduct a financial feasibility analysis and pro-forma analysis. | • The Partnership  
• Manchester Young Professionals  
• Female Business Owners of Manchester  
• Municipalities  
• Incubator Working Group | Med | Mid | • Identification of individuals and organizations  
• Holding initial meeting  
• Survey response rate |
| | 1. Implement a “buy-local” campaign | The campaign would include a website with list of “certified” locally owned companies; outreach materials (posters, decals, etc.). The campaign should consider a local currency or debit card that provides rewards for shopping within a network of locally owned businesses. For example see “Bernal Bucks” www.bernalbucks.org | • The Partnership  
• Business Leaders  
• Local First Vermont  
• Vermont Businesses for Social Responsibility  
• Local Banks | Med | Long | • Creation of website  
• Number of participating businesses (goal of 10 at launch)  
• Annual rating of program's impact by business owners |
| B. Promote shopping at locally owned retail businesses | 2. Establish a program to educate local businesses on how to ensure they have a robust online presence and mobile-friendly websites | Educate businesses on what they should be doing to promote themselves online. As part of the program make sure that businesses are on google maps and Facebook. Program could take the form of a presentation or seminar. | • The Partnership  
• Riley Moore Studio | Med | Long | • Identification of best practices for online promotion  
• Number of businesses contacted (goal of 15 businesses per year) |
| C. Develop a skilled workforce to meet the needs of businesses and industries in the Northshire | 1. Survey businesses to determine workforce needs in the region including what skills are in demand by area employers. | By understanding what skills are in demand it will possible to implement strategies to fill those skill gaps and address other critical needs. | • The Partnership  
• Municipalities  
• Young Professionals of Manchester  
• BCIC | High | Mid | • Survey response rate |
• NEDS Steering Committee Remains

• Work with the Chamber/ The Partnership and Municipalities to Agree to Incorporate Strategies and Actions into Respective Work Plans

• Look for Lead Organizations to Take on Other Strategies
Southern Vermont Economic Development Zone Report

Overview Presentation
BCRC Meeting
January 21, 2016
Why?

Southern Vermont Challenges

• Shrinking Population
down 3.5% by 2030 (Rest of VT – down by 0.5%)

• Aging Population
30% of population >65 by 2030
(2010 Census – 17.6%)

• Jobs Unfilled, Yet People Looking
  Dec 2013-Dec 2014 – VT Job Link – 7028 positions – 3805 Job Seekers
  However, net employment only rose by 500 (+650 Windham, -150 Bennington)

• Tourism Revenues Rebounding More Slowly Than Northern VT
  Rooms & Meals Tax Receipts (NW VT - +37%; Southern VT - +11%)
  Retail Sales (NW VT - +4%; Southern VT – (-11%) )
Why?

EMPLOYMENT: REST OF VERMONT


EMPLOYMENT: SOUTHERN VERMONT

Southern VT Ec Dev Zone

- Legislature created – 2015
- 44 towns – WRC & BCRC
- 9 Member Committee
  - Gubernatorial Appointee – Wayne Granquist (Chair)
  - 2 House – Lisa Sullivan, Michael Keane
  - 2 Senate – Tom Cain, Dr. Mariko Silver
  - RDC’s – Adam Grinold, Peter Odierna
  - RPC’s – Chris Campany, Bill Colvin
Committee Charge

- Establish integrated investment strategy for retaining, recruiting (and growing) businesses within the Zone
- Plan for implementing Southern Vermont Sustainable Recruitment and Marketing Program
- Outline benefits and obstacles to integrating internships, workforce development and young professional activities
- Propose organizational structure for public-private partnership to aggregate capital and coordinate investment in small and medium-sized businesses
- Recommend whether and what configuration the Zone Committee or other group should continue

• Report due December 1, 2015
Report Recommendations

1. Spur business development in the Zone through an integrated strategy.

2. Implement the Southern Vermont Sustainable Recruitment and Marketing Program.

3. Integrate workforce education, internship and career development programs.

4. Create a private-public partnership to attract investment capital to the Zone.

5. Define the role of the Zone Committee and/or other groups in continuing the work and its mission.
1. Integrated Strategy

a. Create Southern Vermont CEDS – build off Windham Region/SeVEDS
   – “Bennington must show willingness and ability to act regionally.”

b. Improve interagency communication

c. Plan for improved telecommunications

d. Incentives and policies for housing options

e. Identify, support and grow industry clusters

f. Enhance the arts and cultural community of Southern Vermont
Increase the 25–44 age cohort from 23 percent to 28 percent of the region’s total population by 2017.

Create an entrepreneurial environment.

An additional objective was discussed early in the 2013 CEDS process:

Build regional redevelopment capacity by 2018.

Recognizing the progress already made by SeVEDs since 2011, and as a result of all community input and the diligent work of the Board and CEDS advisory committee, the following six guiding objectives have been adopted as the core of the 2013 CEDS:

Objective 1  Act regionally.
Objective 2  Create an entrepreneurial environment and culture to enhance existing businesses and grow new business.
Objective 3  Improve wage parity with the surrounding laborshed.
Objective 4  Increase the size and quality of the Workforce.
Objective 5  Retain and attract younger talent through engagement linkages, lifestyle amenities, and meaningful career opportunities.
Objective 6  Develop immediate VY-specific workforce and site mitigation strategies prior to the 2014 closure of Vermont Yankee nuclear power plant.

How will this Strategy be different from previous planning efforts?

Economic development, as practiced by many communities, is plagued by a lack of seriousness about measurable progress and tangible improvement in the livelihood of residents. Traditional programs, such as marketing and recruiting, are necessary components of a well-rounded economic development effort, but insufficient if the goal is economic transformation, which is expected for Southeastern Vermont.

SeVEDS is employing VITAL Economy’s S.M.A.R.T. CEDS framework and principles to guide the development of SeVEDS S.M.A.R.T. CEDS Report. These principles include:

- **Process**—based on proven best practices for regional community economic development and open, transparent collaboration.
- **Regional focus**—coordinating and leveraging assets at the regional level in order to compete successfully in the global economy.
- **Asset-based**—focus on indigenous assets and home-grown competitive advantage rather than defining strategies around what the region lacks.
- **Diversified**—regional resiliency requires diversification in order to weather downturns and navigate economic change successfully.
- **Measurable strategy**—informed by trends, relevant to the true priorities of the region, and focused on tangible progress.
- **Disciplined and consistent**—open collaboration requires a commitment to broad participation but recognition that all ideas are not equal and priorities matter in order to be successful.
Vital Projects:

1. Create job board for employers in Windham and Bennington counties (connects to Southern Vermont Sustainable Marketing Program)—SeVEDS Workforce Development

2. Assess existing key elements of innovation ecosystem, determine missing elements, research models for missing elements and develop metrics for evaluating success—Brattleboro Development Credit Corporation

3. Build a more sustainable childcare system through innovative shared practices to increase overall program quality and earnings, workforce development for childcare workers—Windham Child Care Association

4. Build a rapid prototyping facility at existing shop for prefab high performance building envelopes and resilient mechanical systems—Ironwood Brand, PreCraft, STIX

5. Extend electric, water and sewer to new industrial sites off of Exit 1 in Brattleboro—Brattleboro Development Credit Corporation

6. Scope and sequence project to build workforce pathways—SeVEDS Workforce Development Committee
2. Southern VT Sustainable Recruitment and Marketing Program
Project Partners
Process

Research
- Internal
- External
- Competition
- Insights

Brand Strategy
- Audience(s)
- Positioning
- Benefits
- USP

Creative
- Logo
- Tagline
- Messaging
- Concepts

Marketing Plan
- Campaigns
- Tactics
- Timeline
- Budgets

Execution
- Website
- Advertising
- Collateral
- Events, etc.
Current Audience

Mature demographic:
- 30% 55-64
- 20% 65+
- 11% 35-44

Above average income:
- 22% I prefer not to answer
- 19% $40K - $70K
- 16% $150K +
- 15% $70K-$100K
- 15% Less than $40K

Employed full-time or retired/self-employed:
- 50% Full-time
- 16% Retired
- 15% Self-employed
- 8% Part-time

Coming from:
- 25% Vermont
- 22% New York
- 16% Connecticut
- 11% Other

Most not traveling with children:
- 59% I do not travel with children
- 11% 0-5
- 11% 15-18
- 10% 6-11

Outdoors-y and adventurous:
- 20% Outdoor enthusiast
- 12% Intellectual
- 12% Adventurous
- 11% Quiet
Top drivers are consistent:

**Visitors**
- Friends/family
- The people
- Outdoor recreation
- Proximity to other locations and experiences
- The Vermont experience
- Own a vacation home
- The unique towns/villages

**Workforce**
- Family ties
- The people
- Outdoor recreation
- Proximity to major markets
- The Vermont lifestyle

The purpose of this brand: Bringing *people* here.
Geography that drove our campaigns:

“So Vermont”

Brand concept that drove our campaigns

BECOME A VERMONTER

So VERMONT

www.VisitSouthernVermont.com
Become a Vermonter for a weekend.

Become a Vermonter for life.

Southern Vermont has it all. The arts, music, great food, outdoor recreation, beautiful scenery and more! But why limit yourself to living as a Vermonter just on the weekends? Southern Vermont is a wonderful place to reconnect with family, nature and the things that matter, all while disconnecting from the everyday hustle and bustle. Make a life for yourself in Southern Vermont — not just another reason for a weekend getaway.
BECOME A VERMONTER FOR A WEEKEND IN BENNINGTON.

SoVERMONT
VisitSouthernVermont.com
Southern Vermont has it all

Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem aperiam, eaque ipsa quae ab illo inventore veritatis et quasi architecto beatae vitae dicta sunt explicabo. Nemo beatae vitae dicta uae ab illo inventore veritatis et quasi architecto ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem aperiam, sunt explicabo. Nemo enim ipsam voluptatem quia voluptas sit architecto ut perspiciatis unde architecto ut perspiciatis unde aspernatur aut.
3. **Integrate workforce education, internships, and career development programs**

- Asset and needs map
- Expand internship efforts in both regions and look for opportunities for collaboration
- P-20 career exposure
- Develop entrepreneurial training and support programs with local institutions
- Diversify the workforce
4. Private-public partnership to attract investment capital

- Look for collaborative opportunities to benefit all of Southern VT – i.e. – expanded transportation opportunities
- Southern VT Business Accelerator
- Best practices from other successful regions
- Expand relationships with colleges and universities
5. Define the role of the Zone Committee or other groups in continuing the mission

• Committee will expire on July 1, 2016
  - Will testify as necessary

• SeVEDS Model – expanded across all of Southern VT is appropriate process
  - Private-sector driven
    - Bennington Region needs to build enthusiasm and capacity for doing this work