

# Southern Vermont: A Joint Proposal for Economic Development

BCRC presentation to the RED Group

Bennington College, April 12 2017

# Presentation Outline

- Regional Context
- Windham County SMART CEDS
- Rationale for a Joint CEDS
- Formal Motion from SeVEDS
- Joint Proposal
- Commitments

# Regional Context

Data and Directives for and within Southern Vermont

# Southern Vermont Economic Development Zone

- Legislature created – 2015
- 44 towns – BDCC & 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
- Report due December 1, 2015
- Report supplement issued July 7, 2016

# Southern Vermont Economic Development Zone

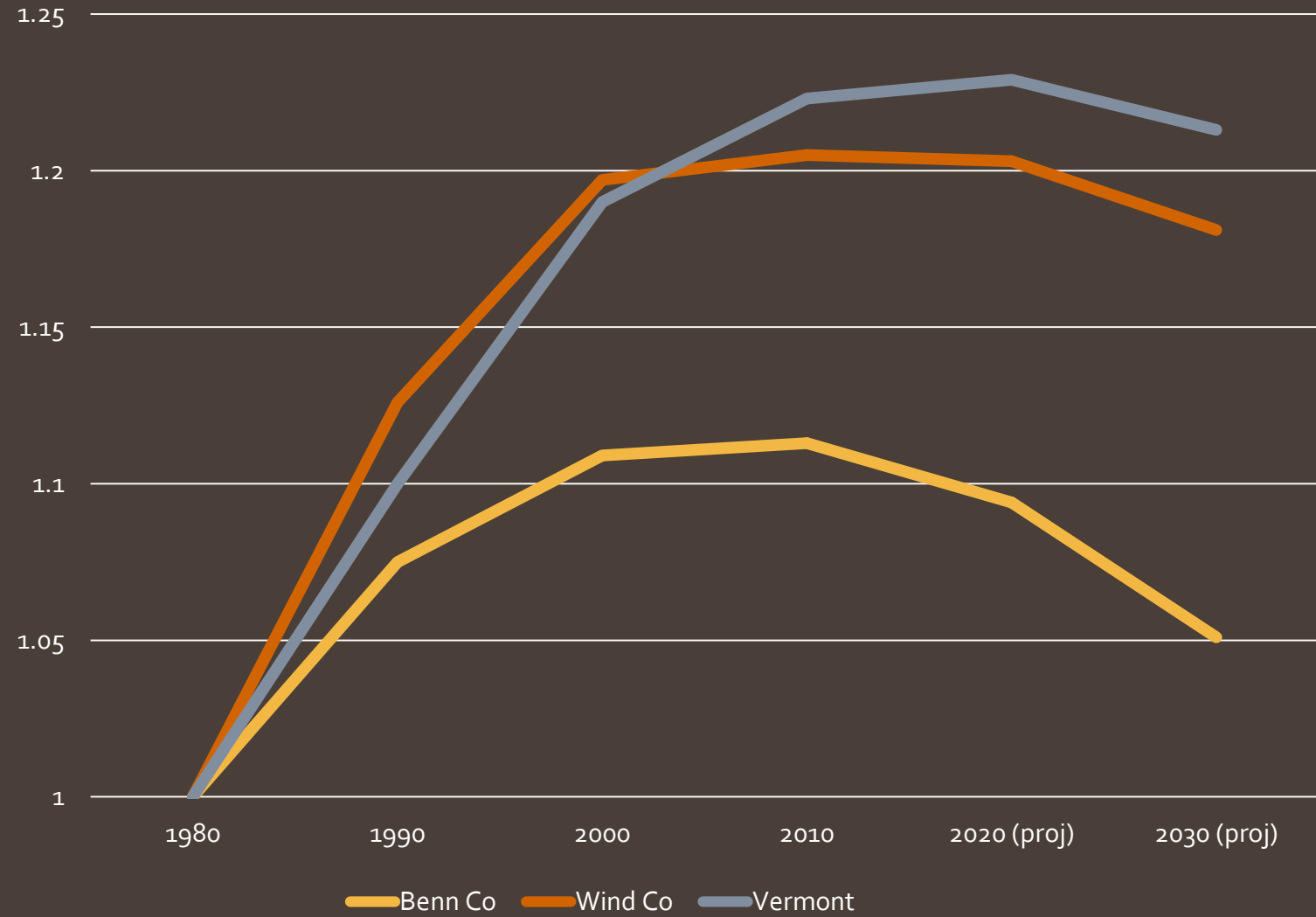
- **Shrinking** Population  
down 3.5% by 2030 (Rest of VT – down by 0.5%)
- **Aging** Population  
30% of population over 65 by 2030  
(2010 Census – 17.6%)
- **Jobs Unfilled**, Yet People Looking  
VT Job Link in 2016: 7,529 Job Listings – 3,057 Job Seekers
- **Tourism Revenues** Rebounding More Slowly Than Northwestern VT  
Rooms & Meals Tax Receipts - NW VT: +37%; So. VT: +11%  
Retail Sales - NW VT: +4%; Southern VT: -11%

# Southern Vermont Economic Development Zone

1. Spur business development in the Zone through an integrated strategy.
  - Create Southern Vermont CEDS – build off Windham Region/SeVEDS
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.

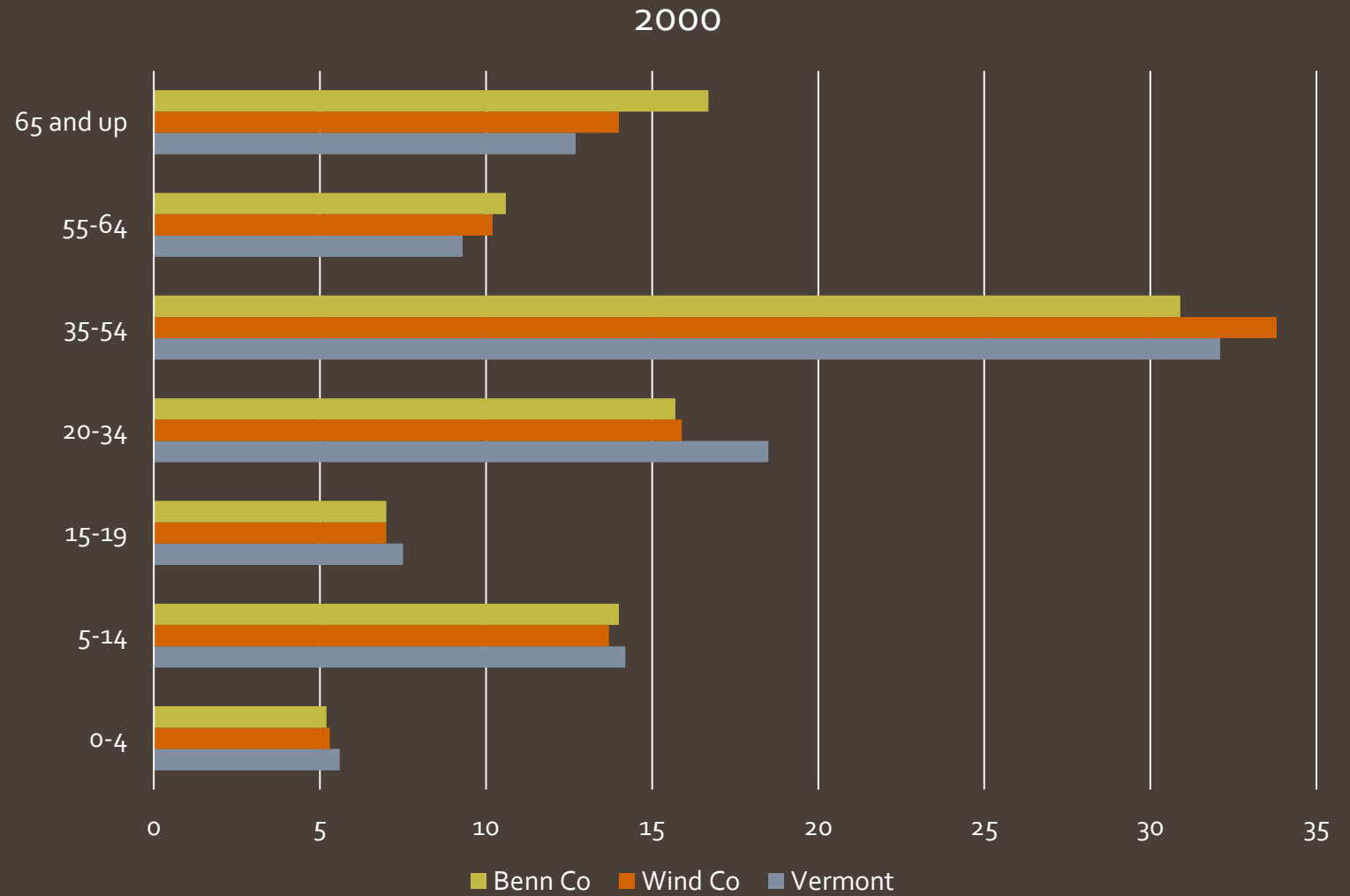
# Southern Vermont

## Population Growth



# Southern Vermont

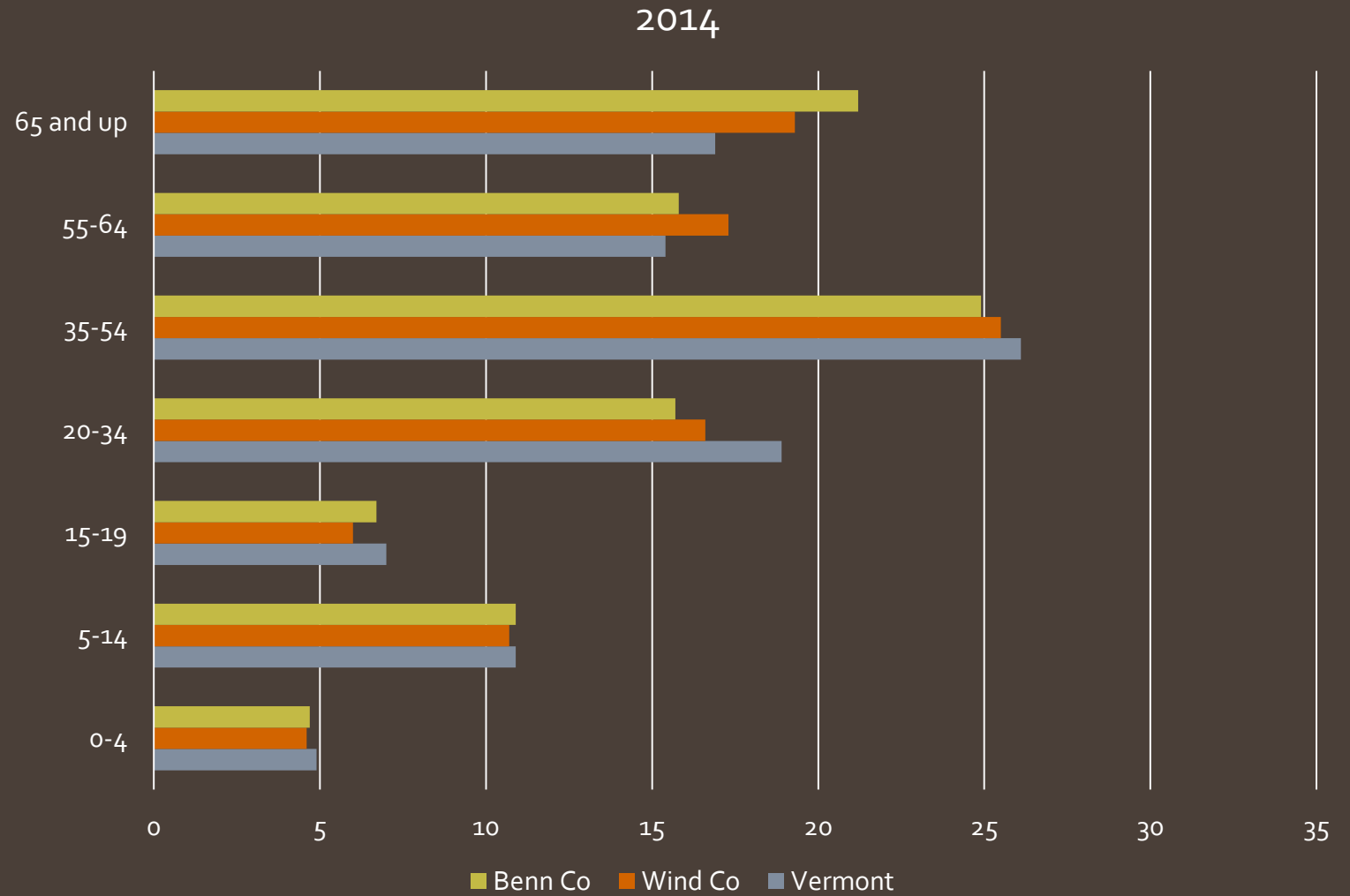
## Age Distribution





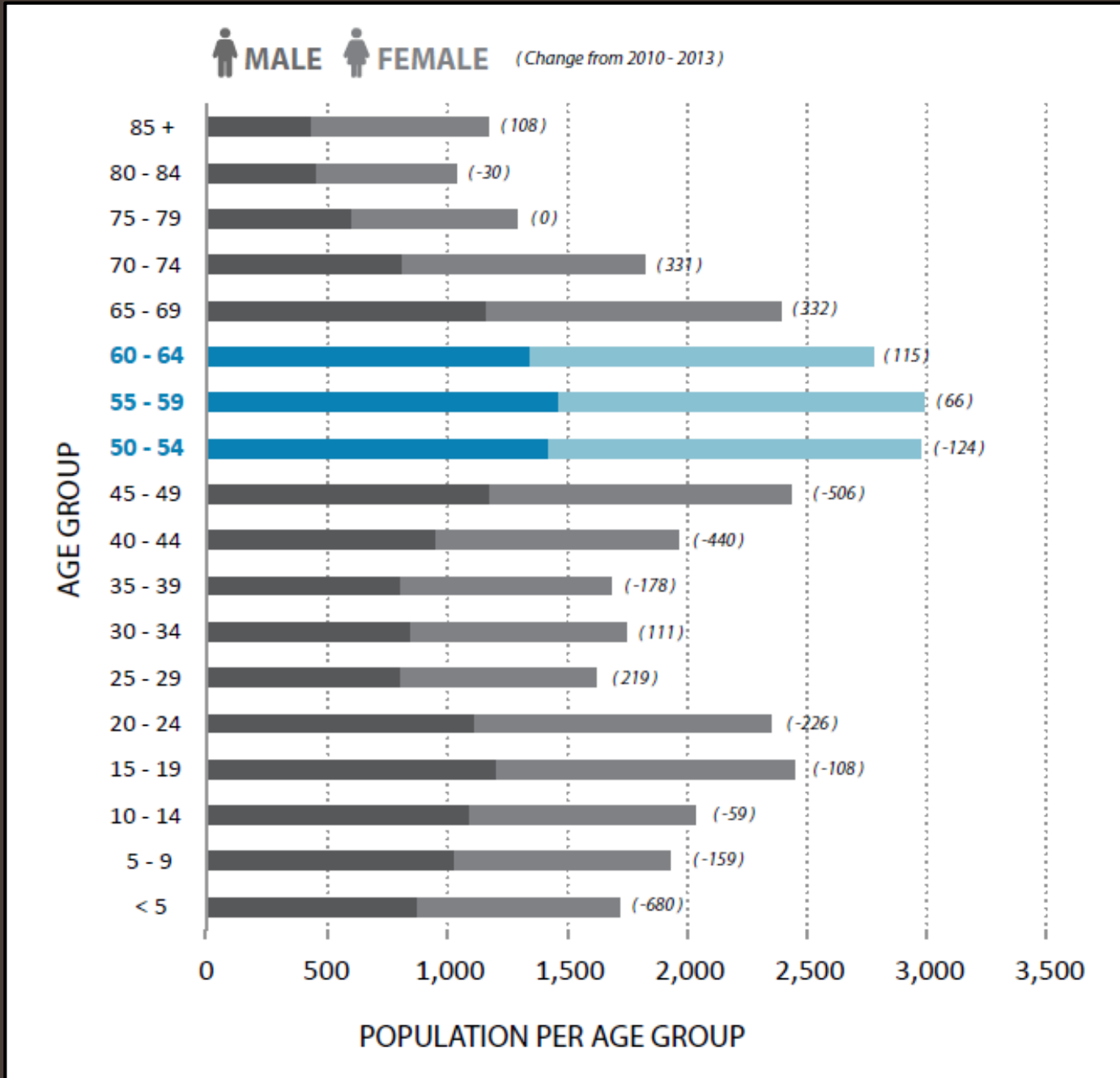
# Southern Vermont

## Age Distribution



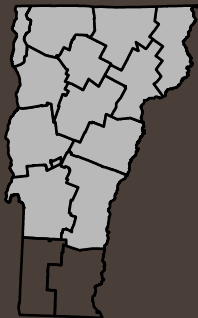
# Bennington County

## Age Distribution



# Southern Vermont

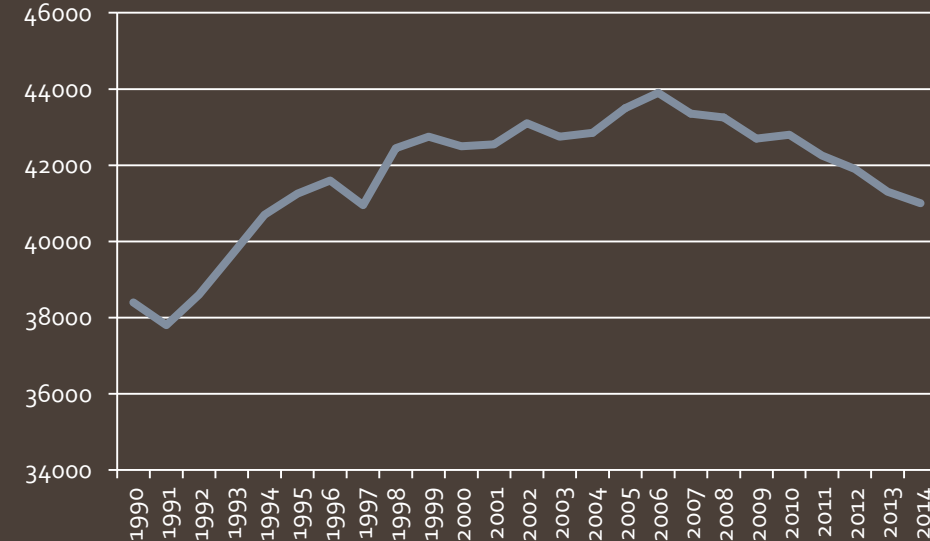
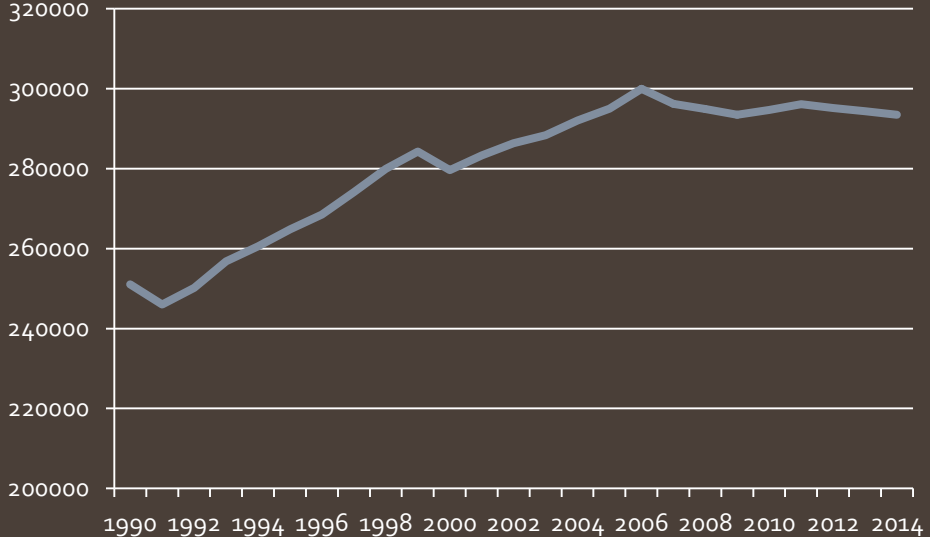
# Employment



EMPLOYMENT:  
SOUTHERN VERMONT

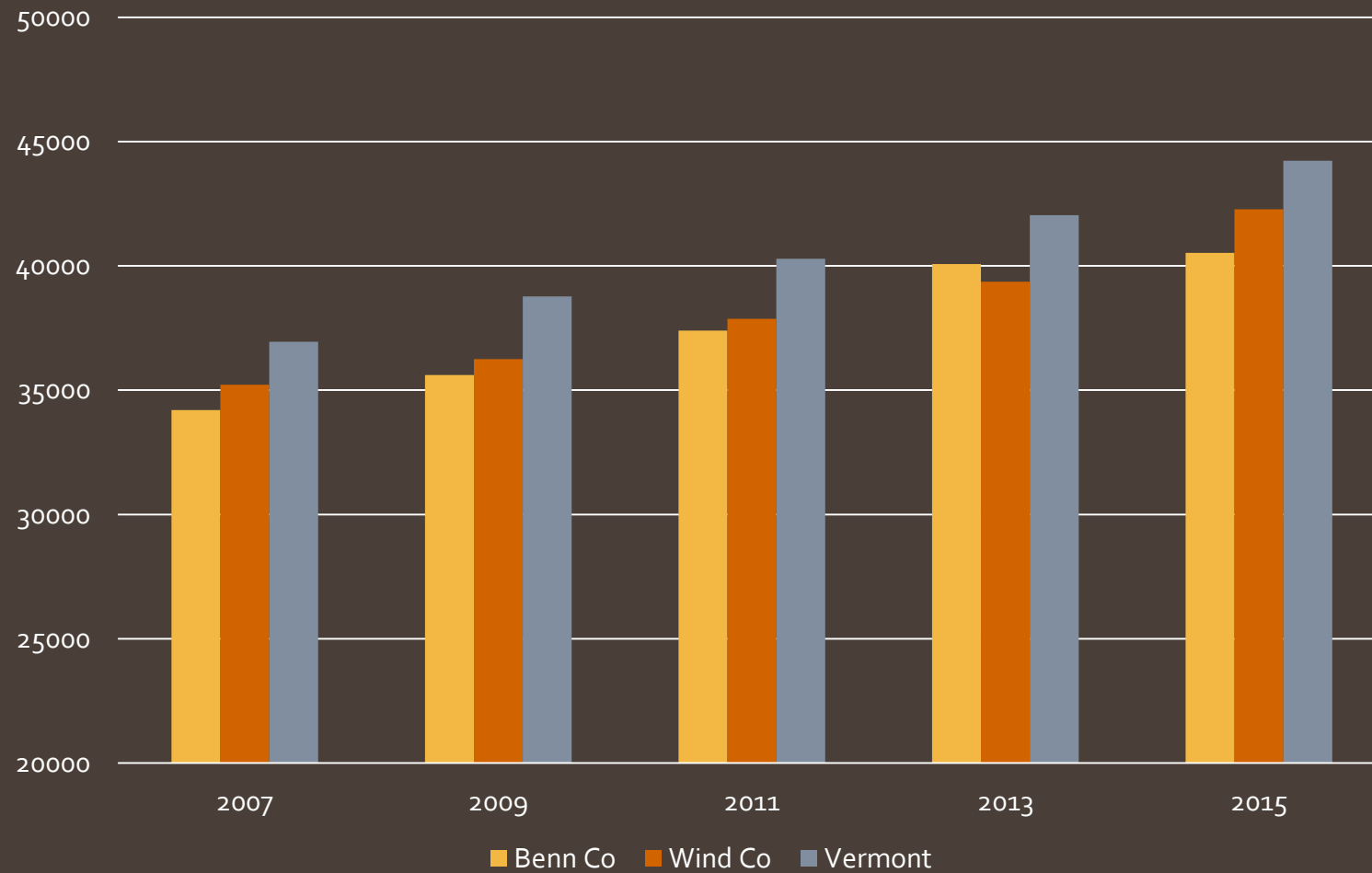


EMPLOYMENT:  
REST OF VERMONT



# Southern Vermont Wages

## Average Employer Wages, 2007-2015



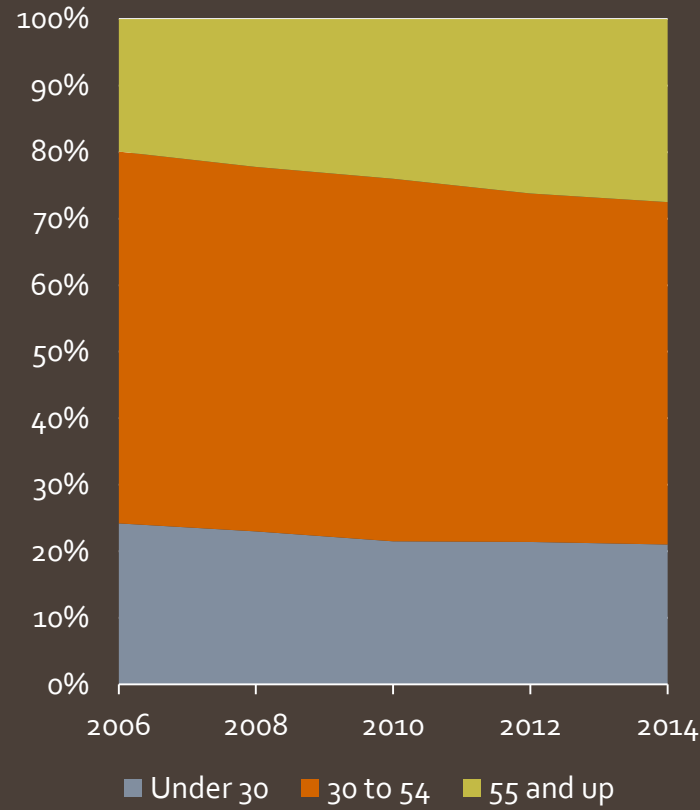
# Southern Vermont Earnings

## Median Worker Earnings, 2011-2015

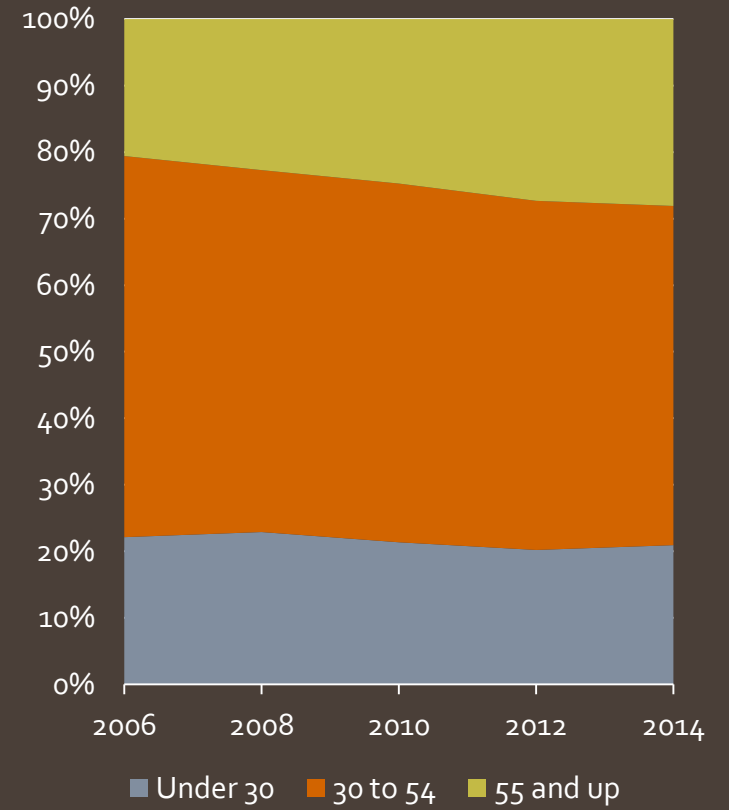


# Southern Vermont Workforce

### Bennington County, 2006-14

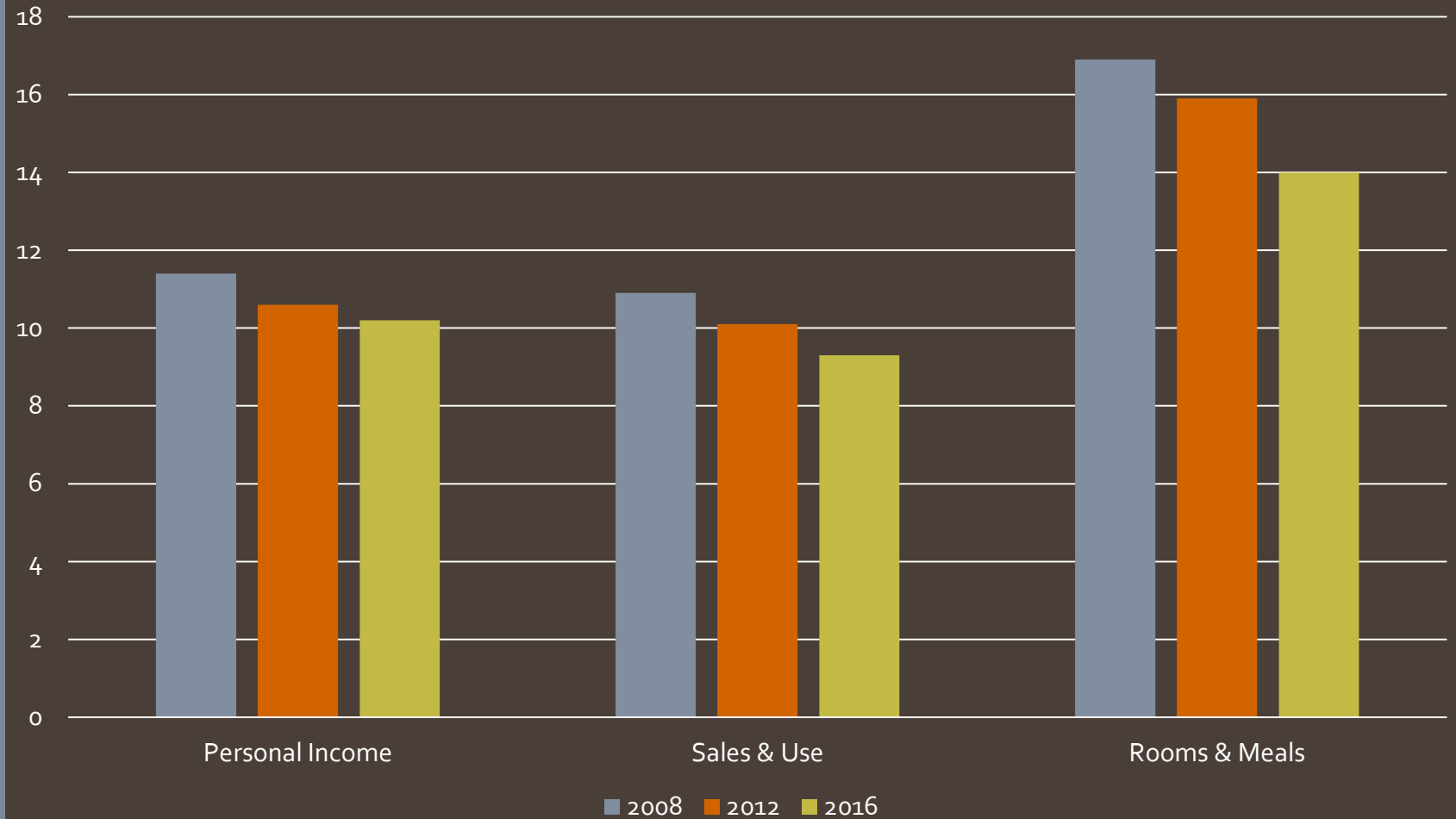


### Windham County, 2006-14



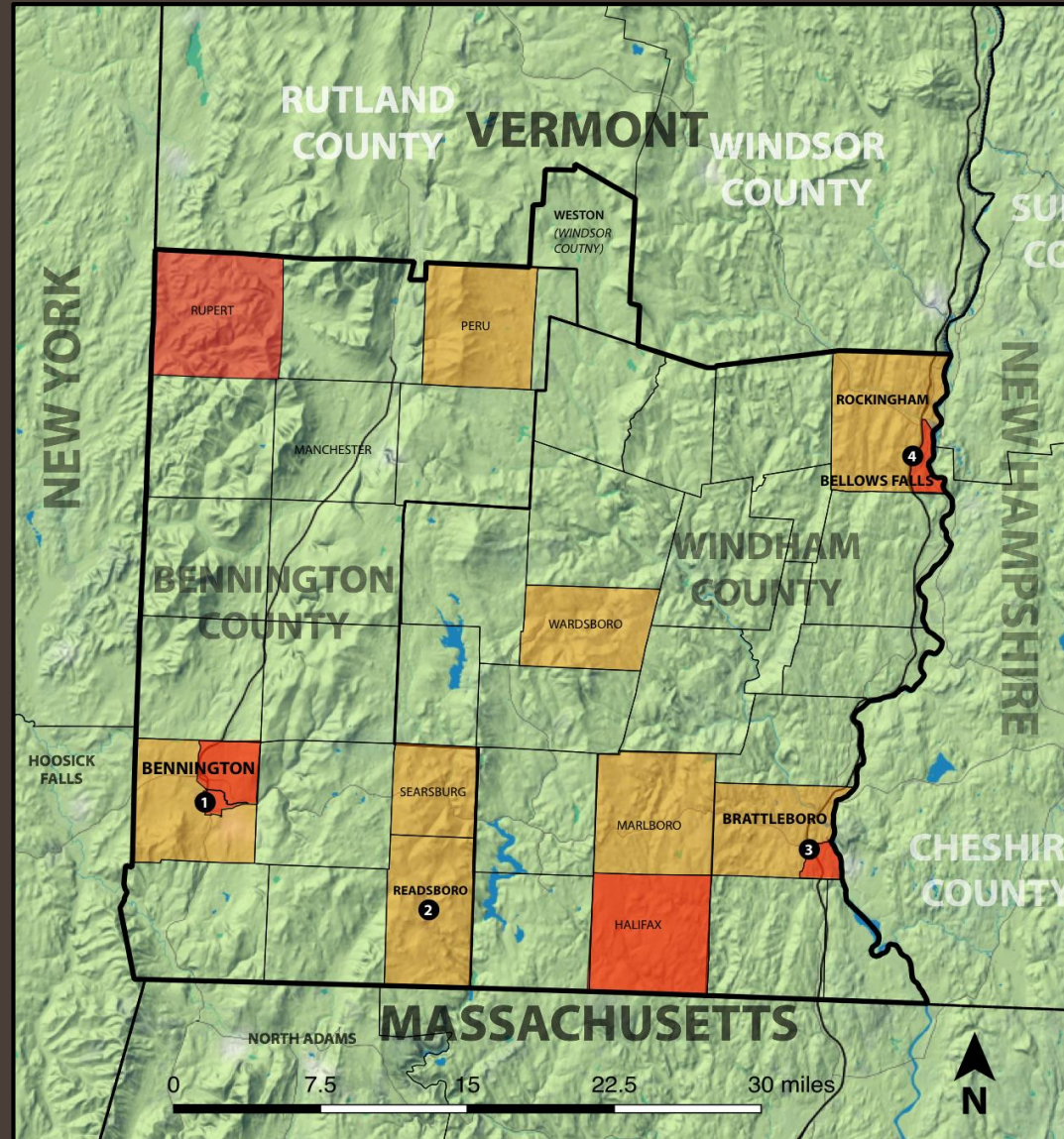
# Southern Vermont Tax Revenues

## Southern Vermont Share of Statewide Tax Revenues



Southern  
Vermont

Community  
Distress





# The S.M.A.R.T. CEDS

Projects, Strategies, and Results: 2011-2017

# Windham County's S.M.A.R.T. CEDS

## Goals & Objectives

### Clear GOALS

- Reverse population decline
- Increase the number of good paying jobs
- Improve the quality of the workforce
- Raise household income relative to surrounding areas

### Clear OBJECTIVES

- Act regionally
- Create an entrepreneurial environment and culture
- Improve wage parity with the surrounding labor-shed
- Increase the size and quality of the workforce
- Retain and attract younger talent
- Develop immediate Vermont Yankee-specific workforce and site impact mitigation strategies

# Windham County's S.M.A.R.T. CEDS

## Projects & Funding

### Commitments

- Brattleboro Development Credit Corporation
  - \$250,000 of staff time since 2011
- Windham County Municipalities
  - \$309,665 since 2013 (\$1.80 per person per year)
- Public participation, 2011-14
  - 55 SeVEDS Board mtgs
  - 8 Post-VY Task Force mtgs
  - 25 Workforce Com. mtgs
  - 10 CEDS Com. mtgs

### Projects & Funding

- Six College Collaborative Internship Project
  - DOL Funding: \$150,000 over 3 years
- Tri-State Regional Accelerated Cluster Development
  - EDA Funding: \$265,000
- Southern Vermont Economy Project
  - USDA Funding: \$230,000 over two years
- Windham County Economic Development Program
  - Entergy Funding: \$10,000,000 over five years

# Windham County's S.M.A.R.T. CEDS

## Results to date

- **Population:** 42,600 to 43,400
- **Wages:** \$896m to \$943m
- **Region GDP:** \$2.37b to \$2.6b
- **Investment:** \$15m in grants leads to \$55m in private equity
- **Jobs:** over 750 created or retained

# Why a Joint CEDS?

Scale and Logistics

# Why a Joint CEDS?

## Status quo

### Vermont 2020 CEDS

- Top-down impetus
- Broad service area
- Difficult to serve Burlington and Bennington equally well
- Public represented by delegates
- Local indifference

### Windham S.M.A.R.T. CEDS

- Evolved from community conversations
- Very small service area
- Unique stressor (VY closure)
- Public represented by grassroots organizations
- Local support

# Why a Joint CEDS?

## Advantages

### Southern Vermont CEDS

- Manageable size
- Expanded geographic reach
- Multiple entities share work
- Shared socioeconomic challenges
- Preserves local oversight
- State and federal support

### Southern Vermont Region

- 80,000 Vermonters
- Links to MA, CT, NH, NY
- BDCC, BCRC, SeVEDS, RED
- Issues relevant on both sides of the mountains
- Grassroots approach intact
- Southern Vermont EDZ

# Why a Joint CEDS?

## Considerations

- SCALE
  - Too big, you lose the **local connection**
  - Too small, you can't reach a **critical mass**
- MOMENTUM
  - Existing Windham CEDS means many **pieces are in place**
  - Capitalizes on ongoing **bi-county efforts**: Zone Report, SVEP, etc.
- STRATEGY
  - **Resolves difficulty** of one-county CEDS renewal
  - **Renewal process** can expand to include Bennington County
  - Aligns with **EDA guidance**



# SeVEDS Formal Motion

Collaboration and Conditions

# SeVEDS Formal Motion: Decision

- March 2017: SeVEDS board votes **unanimously** for BDCC and BCRC staff to draft a proposal for a **Southern Vermont CEDS**.

# SeVEDS Formal Motion: Consideration

- March 2017: SeVEDS board votes **unanimously** for BDCC and BCRC staff to draft a proposal for a **Southern Vermont CEDS**.
- Vote followed updates from Bill Colvin on **progress** and **capacity building** in the Bennington Region

## Summit focus: economic development, regional marketing

Posted Thursday, December 22, 2016 9:38 pm

By Makyla-Courtney McGonney [mcmgonney@benningtonbanner.com](mailto:mcmgonney@benningtonbanner.com)

BENNINGTON—Economic development and regional marketing are two components of a business that are very much tied together.

## Economic group set to start work

Posted Tuesday, January 31, 2017 9:33 pm

By Edward Damon, [edamon@benningtonbanner.com](mailto:edamon@benningtonbanner.com)

BENNINGTON — After a legislative report said urgent action was needed to address downward trends in the region's economy, a working group will soon start digging into economic development in Bennington County.

## Economic group wants to hit the ground running

Posted Wednesday, February 8, 2017 9:54 pm

By Ed Damon, [edamon@benningtonbanner.com](mailto:edamon@benningtonbanner.com)

BENNINGTON — Members of a working group focused on regional economic development are eager to take action.

# SeVEDS Formal Motion: Priorities

- Partnership characteristics:
  - **Participation** throughout region
  - **High-level** coordination
  - **Preservation** of “sub-regional” processes
  - **Creative approaches** for new opportunities
  - **Critical mass** influencing state policy
- Application requirements:
  - **Equivalent** commitment of resources

# Joint Proposal: Southern Vermont CEDS

Rationale, Organization, and Framework

# Joint Proposal: Outline

- **Goal:** A **CEDS** for Southern Vermont.
- **Geography:** **Southern Vermont** Economic Development Zone.
- **Framework:** **S.M.A.R.T. criteria** for accountability and regional impact.
- **Deliverable:** **Engaging** document for the general public.
- **Application:** **BDCC as applicant**, BCRC as a sub-recipient.
- **Steering Committees:** The **RED Group** and **SeVEDS** will **devise strategies** in sub-regions, and recommend local projects to Joint Board.
- **Joint Board:** Meets 4-6 times per year to **review** progress, **evaluate** strategies, **prioritize** funding applications, etc.

# Joint Proposal: Framework

- 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.

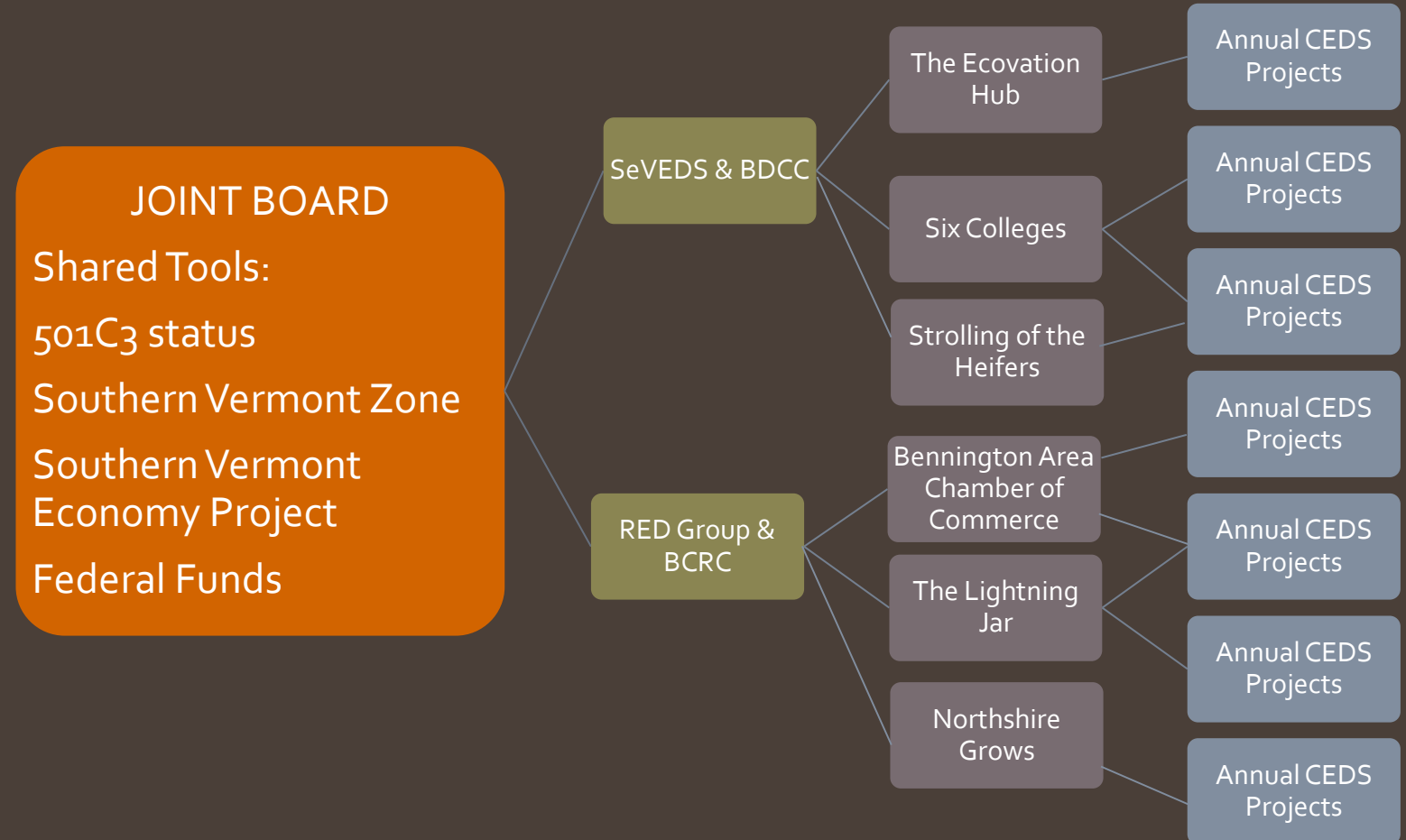


SeVEDS is employing VITAL Economy's S.M.A.R.T. CEDS framework and principles to guide the development of SeVEDS S.M.A.R.T. CEDS Report. These principles include:

- **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.



# Joint Proposal: Organization





# Commitments

Roles and Responsibilities for the RED Group

# Commitments: RED Group

- Process participation
- Regional language
- Municipal integration
- Financial support