

**CFED MONTHLY MEETING**  
**Wednesday, July 18<sup>th</sup> from Noon to 1:00 pm**  
**Vermont Statehouse**  
**Room 10**  
**Montpelier, Vermont**

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Attending: Bill Botzow, Hinda Miller, Fred Kenney, Mary Lintermann, Dawn Terrill, Staige Davis, Hope Crifo, Carl Spangler, David Mount, Mary Neibling, Will Patten, Barbara Grimes, Dan Kurzman

Absent: Kevin Dorn

Chair Carl Spangler opened the meeting at 12:10pm.

He reminded the Commission that this was an abbreviated meeting and we needed to adjourn promptly at 1pm to rejoin the Creative Economy Conference, so the agenda may be shortened.

1. Welcome to the new members of the Commission: Dan Kurzman, Barbara Grimes, Will Patten.
2. Carl Spangler, Chair, shared some opening comments with the Commission on his perspective so everyone would know where he was starting from:
  - a. Vermont faces lots of constraints
  - b. Economic development tools and incentives need to be broad and many
  - c. There is no silver bullet (e.g., green focus, creative economy)
  - d. Commission's work needs to produce clear, tangible and actionable items, not another report to gather dust on a shelf.
3. Introduction of Charlie Smith and Glenn McRae from the Snelling Center who are taking up staffing responsibilities for the Commission.
4. The Chair recognized and thanked David Bradbury for his service to the Commission as Executive Director (David is now employed as Executive Director of the Vermont Center for Emerging Technologies).
5. Approval of June 11 meeting Minutes. Moved by Mary Neibling; Second by Hope Crifo. Passed unanimously.
6. Next Meeting: August 13<sup>th</sup> (9-4) at Main Street Landing, Burlington. Glenn McRae gave a brief overview of the agenda: Focus on business sector that provides energy and environmental products and services. Three panels of businesses to discuss being part of the sub-sector, branding green business in Vermont, constraints and assets of doing business in Vermont for this sector, specific needs of this sector. Fran Carr, UVM VP of Research and Paul Hale (Associate VP at UVM and head of the Vermont Technology Council) have agreed to join the Commission for the day and provide comments at the end of the day from the perspective of Higher Education as a hub of research and

workforce development that might be focused on this sector. A full agenda with invited business entities will be sent out.

Hinda Miller asked for future meeting agendas to include a significant period of time (1 hr.) for Commission members to digest and process the input from the day. The Snelling Center will make sure that future agendas reflect this.

7. Follow-up to the Creative Economy Conference: Glenn McRae brought the Commission's attention to the earlier memo from Carl for every member attending the conference to summarize their thoughts on the work of the day as it reflects on the mission of the Commission. These comments need to be to Glenn by July 25<sup>th</sup> to be compiled and sent out again to the Commission.
8. Purpose and Goals of the Commission. Carl challenged the Commission think about the concrete result of the Commission. He requested that the Commission members provide him with one concrete idea to move forward on. Several Commissioners (Hinda Miller, Barbara Grimes) voiced dissenting opinions indicating that the process still needed to move forward and specifics would emerge from future work and deliberation. They suggested that the Commission needs to trust in that, and build agendas to support it.

Charlie Smith suggested that the work that the Snelling Center has been doing to meet and interview each Commissioner through a structured survey may provide some initial findings to inform and direct the Commission's discussion later.
9. Indicators Dashboard. David Bradbury directed the Commission's attention to a revised Indicator Dashboard product that was submitted with the materials for the meeting. He only received input from two Commissioners since the last meeting. He also referred Commissioners to the State of Maine Dashboard and the National CFED indicators as future reference points to further refine the indicators. David suggested that the Indicators would be an important outcome of the Commission's work, but that the consensus that seems to have emerged is that this work needs to be set aside for now and the Commission should return to it after more of its other work is further down the line and can inform it.

Charlie Smith brought copies of the report "Vermont Well-Being 2006" the social indicators sourcebook compiled by the Agency of Human Services. Currently overseen by David Murphy at AHS; outgrowth of the Vermont Research Partnership; and further an outgrowth of the work of Con Hogan from his years as Secretary of AHS who pushed the state to produce outcome measures and data to back up beliefs about what is happening. There is a lot of good work on currently going on with performance indicators and data gathering. The Commission's work should connect to these and build off of them.

The Report can be downloaded from:  
<http://humanservices.vermont.gov/publications/vermont-well-being-2006>
10. Overview of feedback from the Snelling Center's interviews with individual Commissioners. The Snelling Center did individual surveys with Commission members in July to introduce itself to members and to gather data to see where there might be broad conceptual agreement and where there are specific areas that need focused work.

(See attached survey; See attached initial results). Some of the highlights include the overriding agreement that the outcome of the Commission's work needs to be forward looking. There was significant agreement on the importance of branding Vermont for green business; for innovation and entrepreneurship. Finally, while not a direct question brought to them, Commissioners repeatedly brought forward the need to address infrastructure, both what we think of traditional support infrastructure for economic development and broader social-cultural –education infrastructure. Several Commissioners also made a point that the work ahead needs to emphasize the links between where we live and where we work – particularly housing.

The Snelling Center will finish its analysis of the interview surveys and submit them to the Commission prior to the August meeting.

11. End Product of the Commission's work. Carl Spangler brought the discussion back to his concern that there be real tangible outcomes that we start identifying sooner than later.  
Hinda Miller: The Commission should trust the process it has embarked on.  
David Mount: We need to have real deliberations and discussion for the tangible results to emerge.  
Charlie Smith: The results of the interviews / surveys should help to get the discussion to a higher level.  
Mary Neibling: I have my views from my vantage point and I can put them forward, but the value of the Commission and collective discussion is that my ideas will inform and be informed by others. This combined with inviting public involvement to respond to our work should in the end get us to the tangibles.

12. Move to Adjourn at 1pm (motion by Hope Cifro; second by Barbara Grimes, passed).

#### ATTACHMENTS:

Initial Summary of Survey results from interviews with Commissioners  
Snelling Center Survey Form for Commissioners

**Snelling Center survey of commissioners to text for areas of strategic agreement  
and to what the strategic economic development plan needs to accomplish.  
Draft feedback 7-18-07.**

**GOAL AND PURPOSE STATEMENTS**

These action statements are designed to help the Commission members arrive at a common statement of the purpose of an economic development strategic plan: what type of information will it contain? How will it be used? Will it propose a plan to track relevant trends in the economy? Will it focus on the role of state government? Will it guide the deployment of public resources? Will it evaluate the effectiveness of economic development programs and / or propose a plan for such evaluation in the future?

**Members of the Commission generally agreed that Vermont's economic development strategic plan should:**

- distill a positive and realistic vision for how Vermont's economy can grow, improve, change, and support broad-based, sustainable economic prosperity and quality of life in the global economy;
- identify Vermont's existing sectors of "comparative advantage", where in Vermont is already well-positioned with respect to the vision;
- identify and focus intensively on the top strategic leverage points (sectors of current or future comparative advantage) where the investment of the limited public resources can make the greatest difference in achieving the vision for strategic economic development;
- recommend public policies to guide, encourage, and reduce barriers to progress towards the vision.

**There was less agreement, and need for focused discussion if the plan is to:**

- Select "macro" indicators of progress towards the vision, with 5 year performance targets, and recommend a process for tracking and reporting the indicators;
- Identify any other areas that, while not currently providing "comparative advantage", are specific sectors worthy of strategic economic development attention and investment;
- Decide (or confirm) consistent working definitions for terms that are commonly used but open to misinterpretation including "the creative economy", "sustainability", etc.
- Evaluate and rank the four broad categories of economic development, i.e. business creation, business expansion, business retention, and business attraction, for their appropriateness and potential leverage in achieving the vision;
- Evaluate the effectiveness of existing public programs and expenditures that are or should be connected to the vision for economic growth, improvement, and change; recommend explicit adjustments to existing programs as necessary, and explicit endorsement of existing programs that are found to be positive;
- Select measurable performance criteria for major public programs and expenditures related to economic development, and recommend a process for tracking

and reporting on those performance measures, and how public expenditures are supporting the vision;

### **STRATEGIC FOCUS**

On the assumption that a successful economic development strategic plan must be intensively focused, these statements are designed to suggest choices about how Vermont might focus its development efforts to optimize its limited public economic development resources.

#### **Based on responses by Commissioners**

(ranked in order from highest rate of agreement)

A successful strategic plan will focus on:

1. Development of specific post-secondary education and training centers of excellence (engineering? computer science?)
2. Vermont as a hub of energy and environmental service providers;
3. Incentives for entrepreneurial, start-up ventures;
4. Incentives to expand existing businesses and areas of comparative advantage;
5. Incentives to train employees for higher wage activities.
6. Defending niche sectors (like captive insurance) where there is growing competitive pressure;
7. Building Vermont's Brand as a "green state;"
8. Predictable, customer friendly regulation;
9. Competitive tax policy (or *at least a tax policy that addresses the goals of the plan*);

**The following items elicited enough disagreement, neutrality or "unsure" responses to require more focused conversation before consideration for inclusion.**

10. Incentives for specific, favored industries or activities (agriculture? manufacturing? green services?)
11. Assistance with cost-containment (lean manufacturing? energy conservation? workers compensation? health coverage? etc.)
12. Developing further commerce with Canada
13. Incentives for retaining companies that are at risk for leaving Vermont
14. Incentives for attracting companies to move into Vermont;
15. Incentives for achieving carbon neutrality;

# **Commission on the Future of Economic Development**

## **SURVEY**

The following is intended to help CFED establish areas of strategic agreement, and bring focus to what the strategic economic development plan needs to accomplish.

### **Contents**

#### 1. Goal and Purpose Statements

These action statements are designed to help the Commission members arrive at a common statement of the purpose of an economic development strategic plan: what type of information will it contain? How will it be used? Will it propose a plan to track relevant trends in the economy? Will it focus on the role of state government? Will it guide the deployment of public resources? Will it evaluate the effectiveness of economic development programs and / or propose a plan for such evaluation in the future?

#### 2. Strategic Statements

These statements are designed to probe for agreement on basic assumptions. They are designed to not be heavily value-laden but, together, might describe the Vermont economy we hope to support and develop. The statements are built around the following lead-in concepts:

- A growing economy .....
- A healthy economy .....
- The workforce in a growing and healthy economy .....

#### 3. Identifying and Rating Vermont's "comparative advantages"

This section is intended to probe the Commission members' views about specific strengths that may already exist in the Vermont economy.

#### 4. Strategic Focus: potential leverage points

On the assumption that a successful economic development strategic plan must be intensively focused, these statements are designed to suggest choices about how Vermont might focus its development efforts to optimize its limited public economic development resources.

<p>Please bring a filled in copy with you to our meeting that you can pass on to The Snelling Center for compilation. Information and ideas will only be reported in aggregate form and no individuals or individual comments will be attached.</p>
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## **I. GOAL AND PURPOSE STATEMENTS**

**Vermont's economic development strategic plan should:**

- distill a positive and realistic vision for how Vermont's economy can grow, improve, change, and support broad-based, sustainable economic prosperity and quality of life in the global economy;

<i>Statement reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

- select "macro" indicators of progress towards the vision, with 5 year performance targets, and recommend a process for tracking and reporting the indicators;

<i>Statement reflects my view::</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

- identify Vermont's existing sectors of "comparative advantage", where in Vermont is already well-positioned with respect to the vision;

<i>Statement reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

- identify any other areas that, while not currently providing "comparative advantage", are specific sectors worthy of strategic economic development attention and investment;

<i>Statement reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

- Decide (or confirm) consistent working definitions for terms that are commonly used but open to misinterpretation including "the creative economy", "sustainability", etc.

<i>Statement reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

- identify and focus intensively on the top strategic leverage points (sectors of current or future comparative advantage) where the investment of the limited public resources can make the greatest difference in achieving the vision for strategic economic development;

<i>Statement reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

- evaluate and rank the four broad categories of economic development, i.e. business creation, business expansion, business retention, and business attraction, for their appropriateness and potential leverage in achieving the vision;

<i>Statement reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

- evaluate the effectiveness of existing public programs and expenditures that are or should be connected to the vision for economic growth, improvement, and change;

<i>Statement reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

- recommend public policies to guide, encourage, and reduce barriers to progress towards the vision, including explicit adjustments to existing programs as necessary, and explicit endorsement of existing programs that are found to be positive;

<i>Statement reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

- select measurable performance criteria for major public programs and expenditures related to economic development, and recommend a process for tracking and reporting on those performance measures, and how public expenditures are supporting the vision;

<i>Statement reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>
<i>Action is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>

Other Goal or Purpose Statements

Vermont’s economic development strategic plan should:

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## II. STRATEGIC STATEMENTS

### A Growing Economy

The statements assume that a growing economy is generally desirable, and seek to establish some major themes that are foundational in order for the economy to grow in a positive and desirable way.

1. A growing Vermont economy depends on “export revenues” derived from selling value-added products and services outside Vermont’s borders, or earning tuitions, fees, and other income by attracting students, tourists, skiers, convention groups, second home owners, and others to spend money in the state.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont’s <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

2. A growing economy is supported by increasing self-sufficiency whereby Vermonters can cost-effectively “buy local” and / or reduce consumption and dependency on agricultural, energy, and other commodities and products from out-of-state, and Vermonters can find productive employment in related local enterprises.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont’s <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

3. A growing economy will generate the financial resources (tax revenue) to sustain healthy communities in Vermont.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont’s <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

4. A growing economy depends on a first class workforce.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont’s <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

5. A growing economy depends on access to debt and equity capital.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont’s <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

6. A growing economy depends on entrepreneurial ventures and business expansion initiatives that are sufficiently sound to obtain capital support.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

7. A growing economy depends on an efficient, well-maintained transportation infra-structure.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

8. A growing economy depends on an advanced, reliable, well-maintained communications infra-structure.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

9. A growing economy depends on a long-term, reliable, competitively priced electric power supply.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

10. A growing economy depends on positive productivity trends.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

11. A growing economy depends on success in one or more of the following: business creation, business retention, business expansion, business attraction.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>	<i>Unsure</i>	
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>	<i>Unsure</i>	
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>	<i>Unsure</i>	

**Additional strategic statements:** A growing economy:

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## **A Healthy Economy**

These statements attempt to describe broad conditions and principles that are foundational to a Vermont economy that will be resilient, prosperous, and sustainable over an extended period of time.

1. A healthy Vermont economy will be an active participant in the global economy.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>		<i>Unsure</i>

2. A healthy economy will be comprised of many companies with proprietary knowledge, skills, intellectual property, creative designs, etc. that provide a sharp competitive edge in the global economy.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>		<i>Unsure</i>

3. A healthy Vermont economy will be decreasingly vulnerable to the export of jobs overseas.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>		<i>Unsure</i>

4. A healthy economy will be diversified and balanced across many industrial sectors.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>		<i>Unsure</i>

5. A healthy economy will be diversified and not overly dependent on a few very large employers.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>		<i>Unsure</i>

6. A healthy economy will be balanced geographically.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>		<i>Unsure</i>

7. A healthy economy is comprised primarily of companies that are consistently profitable and non-profit organizations that can consistently operate with a financial surplus.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>		<i>Unsure</i>

8. A healthy economy is inter-dependent with healthy communities.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>		<i>Unsure</i>

9. A healthy economy will support water, air, and land pollution standards that maintain Vermont's reputation for a clean and healthy environment.

<i>This reflects my view:</i>	<i>Yes</i>	<i>Neutral</i>	<i>No</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>
<i>I believe the trend is:</i>	<i>Improving</i>	<i>Neutral</i>	<i>Deteriorating</i>		<i>Unsure</i>

**Other strategic statements:**

A healthy economy.....

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## **The Workforce**

Work force issues are integral to the growth and health of the economy, now and in the future. These statements attempt to describe the conditions necessary to develop, attract, reward, and retain a world class workforce for the 21<sup>st</sup> century.

1. A healthy, growing economy is built on places of work that are safe and environmentally healthy.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

2. A healthy, growing economy depends on a literate workforce with well-developed reading, writing, and math skills, and a strong work ethic.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

3. The employees in a healthy economy will have ready access to skill training and certification programs for specific technical and professional fields that are demanded by employers.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

4. A healthy, growing economy depends on a workforce that is weighted towards people who are “life long learners” and able to adapt to changing workplace needs and requirements, and lead change.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

5. A healthy, growing economy depends on educational delivery channels that support life-long learning and support employees in adapting to the changing workplace.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

6. A healthy economy will have the active engagement of colleges and universities preparing both traditional and non-traditional learners to innovate and to lead in realizing the vision for Vermont's economy.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

7. A healthy economy will generate high paying jobs.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

8. A healthy economy will generate opportunity and career paths, beginning at the entry level, for young, inexperienced, and / or unskilled workers.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

9. A healthy economy is one in which high workforce skills, high wages, high productivity, and excellent progress on livable wages, all happen in concert with one another.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

10. A healthy economy will have housing, healthcare and childcare that are available and affordable to working families.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

11. A healthy, growing economy will draw on the talents of older employees who choose not to retire.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

12. A healthy economy will be attractive to telecommuters.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

13. A healthy economy will attract a higher share of both native and non-native, college-educated, 22 to 34 year olds to start businesses and build careers.

<i>I agree:</i>	<i>Strongly</i>	<i>Somewhat</i>	<i>Not at all</i>		<i>Unsure</i>
<i>This is important to the CFED project:</i>	<i>Important</i>	<i>Neutral</i>	<i>Unimportant</i>		<i>Unsure</i>
<i>I believe Vermont's <u>current</u> position is:</i>	<i>Excellent</i>	<i>Good</i>	<i>Weak</i>	<i>Very Weak</i>	<i>Unsure</i>

**Other statements**

The workforce in a healthy, growing economy:

## COMPARATIVE ADVANTAGES

Assuming the strategic plan will build on current areas of strength (comparative advantage) rate the following sectors for comparative advantage and strategic leverage:

1. Existing "TEAM" business base

- Tourism,

*I believe the current comparative advantage is:*      *high*      *medium*      *low*

*I believe the strategic leverage is:*                      *high*      *medium*      *low*

- Education

*I believe the current comparative advantage is:*      *high*      *medium*      *low*

*I believe the strategic leverage is:*                      *high*      *medium*      *low*

- Agriculture,

*I believe the current comparative advantage is:*      *high*      *medium*      *low*

*I believe the strategic leverage is:*                      *high*      *medium*      *low*

- Manufacturing

*I believe the current comparative advantage is:*      *high*      *medium*      *low*

*I believe the strategic leverage is:*                      *high*      *medium*      *low*

2. Existing energy and environmental services business base

*I believe the current comparative advantage is:*      *high*      *medium*      *low*

*I believe the strategic leverage is:*                      *high*      *medium*      *low*

3. Existing creative economy business base

*I believe the current comparative advantage is:*      *high*      *medium*      *low*

*I believe the strategic leverage is:*                      *high*      *medium*      *low*

4. Existing, diversified technology business base

*I believe the current comparative advantage is:*      *high*      *medium*      *low*

*I believe the strategic leverage is:*                      *high*      *medium*      *low*

5. Existing mail order / web order business base

*I believe the current comparative advantage is:*      *high*      *medium*      *low*

*I believe the strategic leverage is:*                      *high*      *medium*      *low*

6. Existing specialty foods business base

*I believe the current comparative advantage is:*      *high*      *medium*      *low*

*I believe the strategic leverage is:*                      *high*      *medium*      *low*

7. Existing captive insurance business base (are there more services to offer?)

*I believe the current comparative advantage is:*      *high*      *medium*      *low*  
*I believe the strategic leverage is:*                      *high*      *medium*      *low*

8. Academic medical center

*I believe the current comparative advantage is:*      *high*      *medium*      *low*  
*I believe the strategic leverage is:*                      *high*      *medium*      *low*

9. Proximity to and relationship with Canada

*I believe the current comparative advantage is:*      *high*      *medium*      *low*  
*I believe the strategic leverage is:*                      *high*      *medium*      *low*

10. Environmental, "Green Mountain" cache

*I believe the current comparative advantage is:*      *high*      *medium*      *low*  
*I believe the strategic leverage is:*                      *high*      *medium*      *low*

11. E-State by 2010 commitment

*I believe the current comparative advantage is:*      *high*      *medium*      *low*  
*I believe the strategic leverage is:*                      *high*      *medium*      *low*

12. Quality of life

- Recreation
- History and culture
- Strong community life
- Safety / low crime

*I believe the current comparative advantage is:*      *high*      *medium*      *low*  
*I believe the strategic leverage is:*                      *high*      *medium*      *low*

Other areas of comparative advantage and / or strategic leverage:

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#### IV. STRATEGIC FOCUS

These statements are to be force ranked and prioritized – in your order of priority. Ultimately, choices must be made. To attempt to do all of these would be the opposite of “strategic focus”.

A successful strategic plan will focus on:

1. Building Vermont’s brand as a “green state”;

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

2. Vermont as a hub of energy and environmental service providers;

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

3. Incentives for specific, favored industries or activities (agriculture? manufacturing? green services?)

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

4. Development of specific post-secondary education and training centers of excellence (engineering? computer science?)

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

5. Incentives for achieving carbon neutrality;

*Unsure*      *Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*

6. Competitive tax policy;

*Unsure*      *Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*

7. Predictable, customer friendly regulation;

*Unsure*      *Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*

8. Assistance on with cost-containment (lean manufacturing? energy conservation? workers compensation? health coverage? etc.)

*Unsure*      *Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*

9. Incentives for entrepreneurial, start-up ventures;

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

10. Incentives for attracting companies to move into Vermont;

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

11. Incentives for retaining companies that are at risk for leaving Vermont;

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

12. Incentives to expand existing businesses and areas of comparative advantage;

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

13. Developing further commerce with Canada;

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

14. Defending niche sectors (like captive insurance) where there is growing competitive pressure;

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

15. Incentives to train employees for higher wage activities.

*Strongly Agree*      *Agree*      *Neutral*      *Disagree*      *Strongly Disagree*      *Unsure*

Other statements of areas of potential strategic focus:

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