

CFED - Vermont -- August 13, 2007 9am - 4:30pm
- Main Street Landing, Burlington, College and Lake Streets -
The board room -
<http://www.mainstreetlanding.com/projects/lakeandcollege.php>

BOARD PACKET:

Agenda -	page 2
Panelists and Guests	page 3
July 18 draft meeting minutes	page 5
Survey form used by each individual Commissioner With SCG to discuss strategic positions	page10
Summary of Survey Responses from Commissioners	page 23
Draft Work Plan presented by SCG	page 33

For additional information:

www.snellingcenter.org/cfed

AGENDA

Forum on Environmental and Energy Product and Service Companies

To explore:

- The comparative advantage of Vermont in regard to these industries
- The branding of Vermont (or not) in regard to green businesses
- The specific needs and opportunities of businesses operating in Vermont
- The infrastructure to support further growth of existing and new businesses

9-10:30 - CFED Business Meeting

- Welcome and Review of Agenda *Chair*
- Review of Minutes from July 18 *Chair*
- Review of follow-up notes on the Creative Economy *Chair/Snelling Center*
 - recommendations for further development
- Organizational Review *Snelling Center*
 - website
 - 9 month draft plan
 - Public outreach draft plan
- Vision/Strategic Statements Survey - Review and discuss *Snelling Center*
- September 10 meeting *Chair*
- September Letter Report to legislature *Chair*

Environmental and Energy Product and Service Companies

1030-12:00 - Panel I

- Earth Turbines (Hinesburg) - manufactures small wind turbines
- Green Technologies (Winooski) - commercial scale bio-diesel manufacturer
- Seldon Technologies (Windsor) - nanotechnology company - water purification
- Draker Solar Design (Burlington) - renewable energy system monitoring

12:00-12:15 - Melinda Moulton, Main Street Landing, LEED certification and Business

12:15-1:00 - Lunch and general discussion

1:00 - 2:45 - Panel II

- Stone Environmental (Montpelier) - Environmental engineering and consulting services
- groSolar (White River Jct.) - one of the largest solar energy companies in North America
- Hazelett Strip Casting (Colchester)- Manufacturer of energy efficient twin-belt continuous casting machines for the world's metals industries
- Casella Waste Management (Rutland) - 5th largest waste management company in US

3:00 - 4:00 - Discussion and Responses from

- Fran Carr**, UVM Vice President of Research and Graduate Studies
- Paul D. Hale**, Executive Director of the Vermont Technology Council, and Associate Vice President for Research and Economic Development at the UVM.

4:00- 4:30 - Public Comments

- Set agenda for further investigation

DIRECTIONS: From I-89 take Exit 14W (US-2 Exit) toward Burlington.

- Follow US-2/Main Street to the Burlington Waterfront. • Take a right on Battery Street. Proceed 1 block.
- Take a left on College Street. Proceed to stop sign. • Take a right on Lake Street. Park along street or in adjacent municipal lot.

CFED - Vermont CFED - August 13th Meeting - Burlington

Environmental and Energy Product and Service Companies

(please note, while the companies have all confirmed the individual representing them has not necessarily confirmed)

PANEL 1

Earth Turbines (David Blittersdorf)

Hinesburg, VT

<http://www.earthturbines.com>

We are a new manufacturing company formed expressly to bring innovative technology to the world of home wind power. Wind power is a viable option for many, many homeowners. We are bringing our expertise to the field to make wind power even more practical for residences in Vermont and across the country. Our dream is to make wind turbines as commonplace in America as high-efficiency home furnaces.

Green Technologies, LLC (Scott Gordon)

Winooski, VT

www.greentechvt.com

The only commercial-scale producer of biodiesel in the state of Vermont. Green Technologies is located in Winooski, Vermont. Our main product is currently [biodiesel](#)- a cleaner-burning and non-toxic alternative to diesel fuel and #2 heating oil. We are strong advocates for "micro-biodiesel" production, similar to what occurs in the beer industry.

Draker Solar Design, LLC (AJ Lawson)

Burlington, VT

www.drakersolar.com

Draker SolarDesign offers complete performance monitoring solutions that are ready to go "out of the box" and easy to install. Our systems fill the need of the renewable energy industry for cost-effective, reliable data collection with accurate measurement and automated data management of critical renewable energy system information. Draker's VER·TECH line of performance monitoring products deliver real-time and historical data that is continuously archived. Performance and natural resource information is intelligently processed and presented in easy to use graphic visualizations for local and web-based viewing. Accurate, reliable data is a fundamental component of power system performance optimization.

Seldon Laboratories, LLC (Alan Cummings)

Windsor, Vermont

<http://www.seldontechnologies.com/>

Seldon was started in January 2003 in Woodstock by founders Christopher Cooper and Alan Cummings who lived in the Upper Valley area of Vermont. The company was founded in order to develop commercial applications for the nanotechnology breakthroughs discovered by Mr. Cooper. Later in 2003 the company moved to the former Cone-Blanchard building in Windsor where nearly 220,000 square feet was unused other than for storage. Funded largely by research and development contracts from the US Government (USAF and NASA), Seldon has developed a material that purifies air, fuel, and water far more efficiently than other technologies. In a strategic partnership with one of the world's largest filtration companies, Seldon is rapidly scaling up production of the material and expects to be selling water purification products later in 2007.

PANEL 2

Casella Waste Management (John Casella)

Rutland, Vermont

<http://www.casella.com/>

Casella Waste Systems provides integrated waste management solutions crucial to public health in a unique collection of communities throughout Vermont, New Hampshire, Maine, upstate New York and northern Pennsylvania. Innovative waste management, reclamation, recycling technologies and partnerships.

groSolar (Jeff Wolfe)

White River Junction, VT

www.grosolar.com

groSolar, the leader in solar energy systems. groSolar is dedicated to energy independence and the reversal of global warming. A leading distributor of sustainable, green energy products and services, we deliver and install solar power systems for residential and commercial customers.

groSolar and set about "installing as much solar as fast as we could," says Jeff. Today, the company is among the largest solar energy companies in North America, with offices throughout the northeast and in Colorado and western and eastern Canada.

Hazelett Strip-Casting Corporation (David Hazelett)

Colchester, VT 6

www.hazelett.com

Hazelett Strip-Casting Corporation designs, manufactures, installs, and services twin-belt continuous casting machines for the world's metals industries. One of the major selling point for the machines, especially on the international market, is that they are extremely energy efficient.

Stone Environmental, Inc. (Chris Stone)

Montpelier, VT

www.stone-env.com

Stone Environmental, Inc. was founded in 1992 and quickly established itself as one of the top US firms evaluating the environmental effects of agrochemical use. Since then, we have expanded to a 26-person multidisciplinary team with expertise in a wide range of scientific disciplines. Our scientists are organized into five distinct groups that share a common theme: water quality. Stone is based in Montpelier, Vermont, a New England state admired for its quality of life and strong environmental values. Because we're in such a desirable location, we have been able to recruit some of the country's best scientists and professionals.

RESPONDENTS

- **Fran Carr**, UVM Vice President of Research and Graduate Studies
- **Paul Hale**, Executive Director of the Vermont Technology Council, and Associate Vice President for Research and Economic Development at the UVM

GUEST

Melinda Moulton (along with her partner Lisa Steele) are Sustainable Redevelopers of the Main Street Landing property on the Burlington Waterfront. They have been involved in environmental and socially conscious redevelopment since the early 1980's. Together they created the innovative "team approach to design, development, permitting, and construction" philosophy, and produced in concept a 25-year incremental redevelopment project for the Burlington Waterfront. Main Street Landing is predicated to creating beautiful buildings that are healthy, safe, and comfortable. They have completed over 250,000 square feet of new and renovated space, which includes the Union Station, CornerStone, Wing, and Lake & College Buildings.

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

Attending: Bill Botzow, Hinda Miller, Fred Kenney, Mary Lintermann, Dawn Terrill, Staige Davis, Hope Crifo, Carl Spangler, David Mount, Mary Niebling, 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 13th (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 25th 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>

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:

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:

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>
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<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.....

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 21st 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 believe Vermont's current position is: *Excellent* *Good* *Weak* *Very Weak* *Unsure*

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

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

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

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

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

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

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

12. A healthy economy will be attractive to telecommuters.

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

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

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:

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;

Strongly Agree Agree Neutral Disagree Strongly Disagree Unsure

6. Competitive tax policy;

Strongly Agree Agree Neutral Disagree Strongly Disagree Unsure

7. Predictable, customer friendly regulation;

Strongly Agree Agree Neutral Disagree Strongly Disagree Unsure

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

Strongly Agree Agree Neutral Disagree Strongly Disagree Unsure

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:

Commission on the Future of Economic Development

SURVEY- part I

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;

Additional statements on Goals and Mission by Commissioners:

- Business is not the same as economy.
- Support VT’s existing cities, towns, businesses, agriculture and people
- Think sustainable.

- Flexible/adaptive/nimble... Iterative-Organic
 - Mechanism for continuous feedback/revisions/improvements
 - Existing and emerging future sectors
 - Plan points out all the logical links to other supportive infrastructure.
 - Include mechanisms for refreshing, evaluating, and improving an ongoing Vermont economic development strategic planning process.
 - Represents long term goals that are non-partisan and not specific to any particular administration or general assembly.
 - Identify and evaluate the impact of global and national trends and conditions on Vermont's future, e.g. Immigration, fossil fuel, supply and food production.
 - Identify changes in public policy that must be made in order to provide a more competitive environment for business
 - Identify the major threats to continued economic growth and defuse/correct policies to support growth.
 - Simple, clear, concise. It must make decision on how to niche cluster of business where VT has some advantages. It has to get buy-in from legislature, governor, VEPC, gov's council on economic development, etc.
 - Make sure economic development policies cover all spectrums of VT populace, urban-rural, rich-poor, etc.
-

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;

Additional statements on Strategic Focus by Commissioners:

- Investment in and development of transportation and telecommunications infrastructures.
- Priorities are building Vermont's brand as a 'green state' and assistance with cost-containment.
- Ability to live, grows, thrive and play (disputable income) people focused.
- Center for innovation
- Minimize environment footprint.
- Center of education k-12
- ID and supports established entrepreneurs.
- Natural Resources
- Universal health that is not related to employment
- Employers/educators collaboration to synchronize job skills opportunities.
- Forward looking energy/ transportations policies.
- Incentive or tax credits for our smallest businesses to relieve tax burden for start up.
- Making our current Economic Development programs report on performance measures.
- Too little, to late, for incentives for retaining companies that are at risk for leaving Vermont.

Commission on the Future of Economic Development

SURVEY SUMMARY- part II

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. This is a composite of views taken in individual interviews with Commissioners and from a survey form that each Commissioner filled out. They do not represent the views of the Commission, but are meant to be a framework for understanding the current thinking of the Commission and to generate ideas for work ahead.

Contents

5. 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

6. 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.

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.

Statements are important to Commissioners and important to CFED's work.
Vermont's "position" was good or strong, and trends were mixed or generally positive.

Question: *How to maintain these strengths and expand on them?*

- *A growing economy depends on access to debt and equity capital.*
- *A growing economy depends on entrepreneurial ventures and business expansion initiatives that are sufficiently sound to obtain capital support.*

Statements are important to Commissioners and important to CFED's work.
Vermont's "position" was weak, but trends were mixed or generally positive.

Question: *How to keep the trends moving in the right direction?*

- *A growing economy depends on an advanced, reliable, well-maintained communications infrastructure.*

Statements are important to Commissioners and important to CFED's work.

Vermont's "position" was weak and there was not an obvious trend good or bad.

Question: *How do we strengthen Vermont's position?*

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

Statements are important to Commissioners and important to CFED's work.

Vermont's "position" was good or strong, but the trends were not clear or were deteriorating.

Question: *How do we strengthen Vermont's position?*

- *A growing economy depends on a first class workforce.*
- *A growing economy depends on a long-term, reliable, competitively priced electric power supply.*

Statements are important to Commissioners and important to CFED's work.

Vermont's "position" was weak or poor and the trends were deteriorating.

Question: *How do we bend the curve and move toward a stronger position? Is this a priority to invest?*

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

Statements brought out significant ambivalence among Commissioners about their importance to CFED.

Mixed response as well as to Vermont's position and the trends.

Discussion: *Is this an area to dig deeper?*

- *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.*
- *A growing economy depends on positive productivity trends.*
- *A growing economy depends on success in one or more of the following: business creation, business retention, business expansion, business attraction.*

Additional strategic statements: *A growing economy:*

- Needs a reputation for supporting and encouraging business growth & development
- Provides opportunities for its residents to earn a livable wage and build wealth.
- Adaptability of firm and workforce to rapidly changing economy
- Predictable business climate.
- The word growing should be challenged. Healthy?
- Requires healthy communities.
- Depends on a public policy infrastructure that recognizes the importance of economic growth are mailers a coordination fashion, such growth a priority.
- Housing is very important, affordable workforce housing close to the workplace.

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.

Statements are important to Commissioners and important to CFED's work.

Vermont's "position" was good or strong, and trends were mixed or generally positive.

Question: *How to maintain these strengths and expand on them?*

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

Statements are important to Commissioners and important to CFED's work.

Vermont's "position" was weak and there was not an obvious trend good or bad.

Question: *How do we strengthen Vermont's position?*

- *A healthy economy will be diversified and balanced across many industry sectors.*
- *A healthy economy will be diversified and not overly dependent on a few very large employers.*

Statements brought out significant ambivalence among Commissioners about their importance to CFED.

Mixed response as well as to Vermont's position and the trends.

Discussion: *Is this an area to dig deeper?*

- *A healthy Vermont economy will be an active participant in the global economy.*
- *A healthy Vermont economy will be decreasingly vulnerable to the export of jobs overseas.*
- *A healthy economy will be diversified and not overly dependent on a few very large employers.*
- *A healthy economy will be balanced geographically.*
- *A healthy economy is comprised primarily of companies that are consistently profitable and non-profit organizations that can consistently operate with a financial surplus.*
- *A healthy economy is inter-dependent with healthy communities.*

Other strategic statements: A healthy economy.....

- Will have a competitive cost of doing business.
- Will have a multi-modal transportation system that is in good competitive condition.
- Will have a comprehensive high speed telecommunications network.
- Is supported by industry groups/associations, as part of an infrastructure to support sustainable ways of doing business.
- Will be balanced geographically **or ability to get jobs anywhere... no severe pockets of poverty**
- Can/will support healthy community, health, educations, child care, national resources, donations/support to commercial non-profits, ability to partake in community.
- Pays a livable wage with healthcare benefits
- Has healthy families who can support their families by working one job

- Has opportunities where children can pursue education at a reasonable cost and find jobs in their communities
- Has sufficient training opportunities.

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 21st century.

Statements are important to Commissioners and important to CFED's work.

Vermont's "position" was weak.

Question: *How to strengthen Vermont's position?*

- *A healthy, growing economy depends on a literate workforce with well-developed reading, writing, and math skills, and a strong work ethic.*
- *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.*
- *A healthy economy will generate high paying jobs.*
- *A healthy economy will have housing, healthcare and childcare that are available and affordable to working families.*
- *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.*

Statements are important to Commissioners and important to CFED's work.

Vermont's "position" was unknown - Commissioner's split on whether it was good or weak.

Question: *What information do we need to understand Vermont's position?*

- *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.*

Statements brought out significant ambivalence among Commissioners about their importance to CFED.

Vermont's position is good.

Discussion: *Is this an area to dig deeper?*

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

Statements brought out significant ambivalence among Commissioners about their importance to CFED.

Mixed response as to Vermont's position.

Discussion: *Is this an area to dig deeper?*

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

- *A healthy economy will generate opportunity and career paths, beginning at the entry level, for young, inexperienced, and / or unskilled workers.*
- *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.*
- *A healthy, growing economy will draw on the talents of older employees who choose not to retire.*
- *A healthy economy will be attractive to telecommuters.*

Other statements *The workforce in a healthy, growing economy:*

- Is constantly learning and being trained
- Is lead by skilled management
- Will be diverse and meet needs off all sectors
- Will be an employer's greatest asset.
- Is dependant on a growing workforce.
- Has health care.

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:

13. Existing “TEAM” business base

- Tourism Comparative advantage: HIGH
Strategic Leverage: MEDIUM
- **Education Comparative advantage: HIGH-MEDIUM
Strategic Leverage: HIGH-MEDIUM**
- Agriculture Comparative advantage: MEDIUM
Strategic Leverage: MEDIUM
- Manufacturing Comparative advantage: MEDIUM
Strategic Leverage: LOW

14. Existing energy and environmental services business base

Comparative advantage: HIGH-MEDIUM
Strategic Leverage: MEDIUM

15. Existing creative economy business base

Comparative advantage: MEDIUM
Strategic Leverage: MEDIUM

16. Existing, diversified technology business base

Comparative advantage: MEDIUM
Strategic Leverage: MEDIUM

17. Existing mail order / web order business base

Comparative advantage: LOW
Strategic Leverage: LOW

18. Existing specialty foods business base

Comparative advantage: HIGH
Strategic Leverage: HIGH-MEDIUM

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

Comparative advantage: HIGH
Strategic Leverage: HIGH

20. Academic medical center

Comparative advantage: HIGH
Strategic Leverage: MEDIUM

21. Proximity to and relationship with Canada

Comparative advantage: HIGH
Strategic Leverage: MEDIUM

22. Environmental, “Green Mountain” cache
Comparative advantage: HIGH
Strategic Leverage: HIGH

23. E-State by 2010 commitment
Comparative advantage: MEDIUM
Strategic Leverage: MEDIUM

24. Quality of life

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

Comparative advantage: HIGH
Strategic Leverage: HIGH

Other areas of comparative advantage and / or strategic leverage:

- Health and wellness products and services
- Adaptability/nimbleness/ resilience to seize an emerging opportunity.
- Innovation...
- Should be a sheet of comparative disadvantages ie., Workers comp. revocation

CFED Project Plan (DRAFT) July 2007 - June 2008

Surveys

1. The Snelling Center Strategic Statements Survey of Commission members. Report on in August - basis for discussion in September.
2. Develop survey into a public survey with focus on getting various stakeholder groups to drive their members to it.
3. Review the priorities that the DED has set (See Secretary Dorn's PPT) and develop survey around those as baseline - implement with Commission then with public.
4. The surveys should set the stage to articulate the vision, goals and purpose of the CFED report, which would be subsequently vetted in the public outreach.

Regular Meetings

A schedule of regular public meetings for the year needs to be established. The second Tuesday of each month appears to be the choice to carry over so the following schedule is suggested:

September 10	October 13 (A Tuesday to avoid Columbus Day)	
November 12	December 10	
January 14	February 11	March 10
April 14	May 12	June 9

The work plan of the Commission is quite extensive and is not likely to be accomplished by half day or even full day meetings once a month. Commission members will need time to listen to presentations, review reports and data, and most importantly to work together to synthesize and deliberate on the barriers, challenges and opportunities that become apparent for advancing economic development in the state.

Decision points:

1. half day or full day meetings at regularly scheduled dates?
2. additional meetings as full commission or task groups?
3. public outreach meetings as full commission or sub groups; as a fall project or a fall spring project?

Reports

Goal: Each commission's five year plan shall identify the long term goals for Vermont economic development and job retention in light of the local and global economic climate and for increasing the wellbeing of Vermonters and their communities. The plan shall identify prioritized criteria by which to evaluate legislative proposals for economic development programs in the coming five years which will best serve the goals of the five year plan.

- September Report on progress.
- January Report on initial findings and elements of long range plan
- June report on first full long range plan

Communications, Website, General Outreach

Reports on the work of the Commission will continue to be posted on the web site and delivered to a list of interested parties. The meetings of the Commission, especially those with substantive presentations will be documented by filming, and the films will be circulated to Public Access television throughout the state.

The Snelling Center has established the CFED website as a page on its own web site:

www.snellingcenter.org/cfed

This was done to increase the ability to use the website as a timely and effective tool for communications. ACCD will keep the existing web address on their site, but it will forward all inquiries for information to the Snelling Center Web Site. In the future the Commission will need to decide if it wants to establish its own web site, separately hosted with its own URL, or attach it to a state agency or the legislative web site.

Possible Presenters and Panels and Discussions

* Collect feedback from July **Creative Economy** Conference and feed back to Commission as its discussion on this topic, identifying possible areas for follow-up.

* **Green services and Projects** -August 13th - We have agreed that the focus will be on: "Vermont companies that provide green products and services to the nation and the world". Core questions for presenters: How do you come to be in Vermont? What are the barriers to your company's growth? Is Vermont a good location? What are 3 things Vermont could do to be a great location for you?

Discussion among members: The Vermont brand; the role of "green"; other elements to the Vermont brand; what steps would establish or reinforce the Vermont brand.

TBD meetings*

Should these be meetings and inquiry by the whole commission?

Should the commission split up into task groups to do separate investigation and report back?

Should some of the research and inquiry be done by staff and reported back?

* Incentives

"Vermont companies that have used EATI or VEGI incentives".

"Vermont companies that have expanded without EATI and VEGI incentives. Core questions for presenters: How important were the credits and why? How tight is the accountability? How permanent are the benefits; how committed are the recipients to Vermont? Are the incentives equally important for business "creation, attraction, expansion, and retention"?

Discussion among members: What is the efficacy of tax credit and / or cash incentives for business "creation, attraction, expansion, and retention"? Should incentives be more targeted? Can accountability be ensured?

* Presentation on: "the **Unified Economic Development Budget**".

Discussion among members: DED and partner priorities; definitions of primary, secondary, and tertiary economic development expenditures; allocation of primary ED resources; program performance indicators.

* Presentation on: “**secondary and tertiary economic development areas and linkages to other, specific strategic projects ongoing in state government**”; these could include Building Bright Futures, VTrans Long Range Plan, the E-State Initiative; Catamount Health (and health care reform); reauthorization of Reach-Up, VHCB (as pivot position for affordable housing).

Discussion among members: What is the appropriate linkage between the CFED economic development plan and these other, related initiatives? How deeply should the CFED plan reach into secondary and tertiary ED areas?

* Discussion with **large employers with an out-of-state corporate decision making body**. These tend to be companies with a large economic footprint who can be found in almost all regions of the state. Their primary emphasis is on "value-adding" "dollar importing" scopes. E.g., in Chittenden County: IBM, IDX-GE Health Care, General Dynamics; in Franklin Co.: Energizer, Mylan, An Derringer, CJ Van Houten; in other areas of the state Ethan Allen, Omya, etc.

Discussion among members: As many of these companies are attached to structures that are significant global players what does Vermont have to offer to assist in meeting their competitive needs (e.g., broadband/high speed internet connectedness of our state, our education curriculums and the training, education and reeducation of our working age population).

* Discussion with the largest nonprofit employers: **Health care and Higher Education**.

* Discussion with **next generation businesses** - new businesses established by 20 and 30-something entrepreneurs.

* Discussion with **new and emerging niches**: e.g., software developers, artisan agricultural products.

* Discussion with established / traditional key sectors: e.g., tourism, dairy, forestry/timber/pulp/chips.

None of these discussions is meant to be a comprehensive look at future economic issues and opportunities, but to provide the Commission with a starting point to determine its agenda for inquiry for the coming year. More focus can be given through the discussion at the September Meeting.

Public Outreach

(see attached proposal)

The Commission is charged to conduct *a planning process that is open and inclusive, with Broad based public engagement ensuring participation that is demographically and geographically representative of the state and includes input from a wide range of perspectives, expertise and interests, including the general assembly, state agencies and the administration, regional and local planning and development organizations, municipalities, the private sector, and business organizations, including owners, knowledgeable in the areas of economic interest such as agriculture, social and human services, energy, education, child care, environmental issues, science and technology, arts and culture, transportation, telecommunications, housing, workforce development, and tourism and recreation.*

Work through the RDC's using their regional breakdown to conduct a thorough state wide public engagement process. Two processes, one in the fall and one in the spring would be designed to cover the whole state, and ask two sets of questions and present the evolving version of the planning guidelines and plan elements for comments and discussions.

Retreat

The idea of a Commission "retreat" to have a day long or overnight program to allow for more interaction between members, build more of a sense of connection among members who are expected to serve together for an extended period and address some of the early questions of Commission outcomes and questions for the public.

- Need to determine if this is a priority now or in the future
- Need to review the structure of such an event to remain in compliance with open meeting law

State House Economic Summit

The Commission is planning to initiate an annual Economic Summit at the Statehouse in Montpelier that brings government, business, labor and community leaders together each fall to detail, debate and reach consensus on long term economic development strategies and priorities for Vermonters.

Originally scheduled for this fall, it is recommended that this event be held until May 2008 when a plan is more fully developed and such a meeting can follow an extensive public outreach effort and be more of a consensus building exercise.

DRAFT - Public Outreach Effort - CFED

Work with the RDC's to set up meetings, with specific invitations to local employers, workforce development entities, United Ways, Community Partnerships, Business leaders, RPCs, etc.

1. Introduction to CFED
2. Sm. Grp. Discussion of what is needed for an effective infrastructure of economic development; assets and barriers locally; priority initiatives.
3. Lrg. Grp. Feedback and comment.

We are proposing that the focus of this outreach look at what can be identified as successful infrastructure for economic development; where are the areas of greatest leverage that might guide investment and policy development. How do we create conditions for success? The concept of "infrastructure" came up repeatedly during our discussions with each Commissioner as a key concern; along with transportation and communications, it specifically includes social infrastructure issues such as child care, affordable housing, etc. Having a focus is critical to the success of an outreach effort.

As much as possible the outreach would be initiated by the local sponsoring groups. Efforts would be made to encourage cooperation among several types of entities that work on primary as well as secondary "infrastructure" for economic development.

The focus would be on bringing together a critical mass of key groups and their representatives to work together on the "infrastructure question." While the general public can attend, it would not be targeted to them. A wide range of invitations would be sent out with an opportunity to contribute ideas through the web if they could not attend. A follow-up press release would report on the local meeting and encourage further ideas through web based tools.

Once the schedule is established locally, the Commission would organize itself for members to attend as many of the sessions as possible with the goal of having three commissioners at each of the 12 session. Whether 12 events are overly ambitious has yet to be tested but it would be a way to thoroughly blanket the state. Six meetings could be conducted in the fall and six in the spring, blanketing the state twice.

Addison County RDC - Middlebury

Brattleboro Dev. Credit Corp. - Brattleboro

Franklin County Industrial Dev. Corp. - St. Albans

Green Mountain Economic Development Corp-WRJct.

Lamoille Economic Dev. Corp. - Morrisville

Rutland Economic Development Corp. - Rutland

Bennington County Industrial Corp - Bennington

Central Vermont RDC - Montpelier

Greater Burlington Industrial Corp. - Burlington

Lake Champlain Islands Chamber - No. Hero

Northeastern Vermont Dev. Assoc. - St. Johnsbury

Springfield Regional Dev. Corp - Springfield