

**CFED - Vermont – January 7, 2008, 10am-4pm**  
**At the Central Vermont Chamber of Commerce Conference Room, Berlin**

**DRAFT MINUTES**

**Commissioners Present:** Barbara Grimes, Mary Niebling, Bill Botzow, Kevin Dorn, Hope Crifo, David Mount, Mary Lintermann, Staige Davis, Fred Kenney, Sam Matthews, Will Patten, Dan Kurzman, Hinda Miller, Jay Kenlan

**Staff:** Glenn McRae & Charlie Smith, Snelling Center for Government

**Opening – 10am**

**Report from Chair**

Thoughts on the tasks ahead:

- We need to achieve a good consensus for the working goals for a five year economic development plan
- There is a large amount of work to accomplish in a short time
- The subject is important and urgent. If we do well, the report and plan will be of real value to the state and its citizens
- I have a final draft of the report to the legislature on the Commission's work to date for discussion today. Out of that I have a one-page draft work plan for the coming year for your consideration. (final posted on website)
- I have also put together a breakdown of the charges to the commission from the legislature. We can use it as a report card on our work tasks. A number of tasks have been started but I am not sure any have really be completed. (see Attachment)
- The commission needs to make a commitment to move forward collaboratively. We all have specific issues that we think are most important, but in order to push the full agenda forward we need everyone's commitment not to get stalled on any one issue.
- There is also too much work for it to be accomplished as a committee of the whole meeting once a month. I will suggest that we start to develop subcommittees around different subject matter to do work in between each session and report out at the monthly meeting. We should also consider moving the meetings of the commission to different locations around the state to ensure the possibility of broader participation as we take on specific topics for discussion.

Discussion:

There will be a number of messages (Gov, State of State; Budget; Legislative responses; Gaye Symmington's "Why Vermont Works;" and a variety of legislative initiatives on energy, housing and economic development). We should be observant of all of these. How much should we be involved at this point in commenting, reviewing or addressing these in any way? If not now, what is the role in the future? Need to keep focused, but also with one eye on current events.

## **Report from The Snelling Center Staff**

- The Center will strive to get materials for committee review out earlier.
- Our agreement for providing printed matter at the meeting is that anything sent to Commissioners at least one week prior to the meeting they are responsible for; any materials issued electronically with less than a week's notice will also be available in hard copy.
- Items in front of commission include:
  - Agenda; Minutes for December 11th; financial statement for 06-07; budget for 08; The results of the Affinity-Goal exercise; a public engagement plan; the Chair's work plan draft; the Chair's outline of tasks in the legislation; and sheets to fill in on key stakeholder groups to contact as part of the public engagement process and other "futures" groups you know of doing work currently.
- We need commission input on what other "futures" groups are conducting research and outreach in Vermont – The Chair would like to set up a meeting to share information.
- We need commission input on collaborators for outreach during the public engagement process, keeping in mind the different constituencies that are particularly noted in the legislation.
- Feedback from Commissioners on meeting issues:
  1. Lunch – lighter fare, fruit desserts, soups salads, sandwich platter
  2. Space - create more table space for Commissioner's to spread out
  3. Can CFED provide ID tags for Commissioners so they can be identified with CFED at Various meetings they attend?
- We will add regular agenda item for updates from legislative session (how much will CFED be responsive to issues during the sessions?)

## **Minutes from December 11, 2007**

Approved unanimously with some minor typo corrections and the correction that Sam Matthews was in attendance.

## Finance report

### CFED Financial Expenditures

	<u>up to June 30,</u> <u>2007</u>	<u>Jul 1 - Dec 31,</u> <u>07</u>	<u>bills to be</u> <u>processed</u>	FY 2007 & 08 <u>To date expend</u>
<b>CFED Regular Mtg Expenses:</b>				
Per diems	2650	2100		
Transportation	882	1377		
Room Rental		300	350	
Facilitator (VCRD)	368			
Service - Green Mtn Reporters	1408			
Purchased Services (food, etc.)	914	1051	1095	
Stationary, Supplies	154	86		
Conf Expenses	900	400		
Sub Total:	7276	5314	1445	14035
<b>Communications/Outreach:</b>				
Commission Mailings				
Web Site Support		700		
Video taping - CFED mtgs	150	760		
Conference Calls	127			
Advertising/Publicity	1092			
Sub Total:	1369	1460		2829
<b>Consultant Support:</b>				
<b>Regular Commission Mtg.</b>				
Consultant Staffing				
David Bradbury	29,400	10620		
Snelling Center for Gov.		45666	6840	
Consultant Mileage & Misc.		640	252	
Research/Expert Advisors				
Sub Total:	29,400	56926	7092	93,418
<b>Totals</b>	<b>38045</b>	<b>63700</b>	<b>8537</b>	<b>110,282</b>

Request from commission:

Break out SCG hours to date as to function

## **Report to the legislature**

The Chair presented a new draft of the report to the legislature. Specific comments and suggestions included:

- Workplan – tighten up – add preamble –we will be revisiting as we go all items
  - #1 Need a measurement system – benchmarks  
Do we need to look more explicit on this?
  
- How are we portraying economic development?
  - Economic development is an end in itself – measure on thing
  - Economic development is a means (improved quality of life) –  
measure other things
  - How do we do both?
  - How do we raise this in the report so it is demonstrated as high on the radar  
screen?
  - Need to show the process of how CFED will get to benchmarks to measure how  
we are able to demonstrate that public policy and public investments are  
accomplishing what we are seeking.
  
- New #3 – how we currently measure progress
- New #5 – How we will measure it in the future
  
- Under Step 2 – Dashboard was an exercise – set aside to learn more about goals and  
process to more fully inform the benchmarking task. – get rid of dashboarding. As a term
  
- See # 6 – public engagement
  
- List of appendices
  - Appendix – C – take D Obrien off broadband
  - Appendix D – Rename
  - Appendix E – re title “as of July 2007
  - Appendix F – old vision statement – summary of discussion as of 11/07
  - Appendix G – affinity statements – add updated ones as of 1/08
  - Appendix H – add draft approved

The Chair agreed to make updates and get to the legislature with the assistance of The Snelling Center. Approved unanimously. The final report will be posted on the CFED web site along with an executive summary.

## **Request for Funding FY09**

This should be submitted separately. See draft budget under Finance Committee report below.

Add workplan for Jan – June - #13 from the report to the legislature.

Based on the Dec. plan – meet strategically around the state at the monthly meetings  
-make ourselves available to the people of VT and stakeholders for thoughtful discussion and  
deliberation

## Finance Committee

### 1. Budget going forward FY 08 (Jan - June)

Proposed expenses for the remainder of FY08 (with some expenses regarded public engagement to spill over and be covered in the FY09 budget).

### CFED Expense BUDGET 2008

	Jan	Feb	Mar	Apr	May	Jun	FY09	total	\$100,000 available
<b>Commission</b>									
Meeting -room	175	175	175	175	175	175		1050	
Meeting - lunch/refresh	380	380	380	380	380	380		2280	
Meeting - Taping	430	430	430	430	430	430		2580	
Commissioner Per Diem	500	500	500	500	500	500		3000	(10 commissioners)
Commissioner Travel	300	300	300	300	300	300		1800	
Conference Calling								400	
Office Supplies								250	
Web Site								750	
Regular costs based on current practice	1785	1785	1785	1785	1785	1785		12110	
<b>Consultant to support Commission</b>									
Staffing	7200	3600	3600	3600	3600	3600		25200	
Mileage & Misc.	300	300	300	300	300	300		1800	
									<b>27000</b>
<b>Consultant public outreach</b>									
Staffing-planning & outreach	6000	4800			3600	3600		18000	
Staffing - prep meetings		1800			1800			3600	
Staffing- events			5400	5400		5400	5400	21600	
Staffing -compile results				1200			1200	2400	
Staffing - report							4800	4800	
Mileage & Misc	250	100	500	500		500	500	2350	
Facilities & Food			900	900		900	900	3600	
Displays / handouts			800			400		1200	
Publicity		200	300			300	200	1000	
Recording			300	300		300	300	1200	
External facilitators									<b>59750</b>
<b>Commission public outreach</b>									
per diem			1500	1500		1500	1500		
Mileage			500	500		500	500		
<b>totals</b>	<b>9285</b>	15535	12585	15885	15985	11085	19085	15300	<b>114745</b>

Proposed request to the legislature for funding of future work (FY09)

## CFED Expense BUDGET 2009

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	total	
<b>Commission</b>														
Meeting -room	185	185	185	185	185	185	185	185	185	185	185	185	2220	
Meeting - lunch/refresh	400	400	400	400	400	400	400	400	400	400	400	400	4800	
Meeting - Taping	450	450	450	450	450	450	450	450	450	450	450	450	5400	
Commissioner Per Diem	500	500	500	500	500	500	500	500	500	500	500	500	6000	
Commissioner Travel	350	350	350	350	350	350	350	350	350	350	350	350	4200	
Conference Calling													800	
Office Supplies													600	
Web Site													2500	
<i>Regular costs based on current practice</i>	1885	1885	1885	1885	1885	1885	1885	1885	1885	1885	1885	1885	26520	26520
<i>to support commission as executive director</i>														
<b>Consultant regular costs</b>														
Staffing	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	7200	86400	86400
Mileage & Misc.	400	400	400	400	400	400	400	400	400	400	400	400	4800	4800
<b>Public Outreach</b>														
Fall 08 - printing, mailing, web-based interaction, & possible ITV sessions			1000	500		500							2000	
			1000										1000	
			1500		1500								3000	
<b>Research and Writing</b>														
Draft plan		3000	5000	5000	5000	5000	2000						25000	
Study 1		4000	4000	4000	4000	4000							20000	
Study 2	2500	2500	2500	2500									10000	
Study 3	2500	2500	2500	2500									10000	
													71000	71000
													<b>TOTAL 188720</b>	

Discussion and Recommendations on the FY09 Draft budget

-reduce SCG - set outcomes rather than just general support

-look at other staffing support models

-Look at level of staffing from SCG as baseline for what is needed from a Commission Executive Director

- other – reduce rooms
- taping of meetings – put in as separate item
- cost overrun for public outreach effort 08-09 – about \$14000 put in 09 budget to make sure it happens right

In addressing a request to the legislature:

- Should put in what we think will it cost to do the job (\$180-185,000)
- This is a legislatively mandated process.
- From costs of other projects and substantive commissions this is in line with doing business going forward.
- Can do it for less, but we would have to change the outcomes and process of the commission

Put in big line items

-Commission	16000
-Taping	5400
-Staffing and Expenses	76800
-Public Outreach	30000
-Drafting Plan	25000
-Studies	30000

Submit with work plan and outcomes.

- Make sure work plan has all the commissioners listed in the request

Meeting with leg leadership after report and request is made.

Then set up time to meet with committees of jurisdiction and appropriations  
House first; then Senate to keep in sync with timelines

- Unanimously passed

### **Affinity exercise vision and goals**

Draft included in the December 11 minutes.

Discussion lead to the following rewrite

**CFED Affinity exercise on vision statement toward 2017. (rev January 2008)**

***Let us assume that we are in this room 10 years from now and that we all agree that Vermont's economy is strong, sustainable and growing. What does it look like? How would you describe it's strengths? And its weaknesses?***

Public and Tax Policy	Quality of Life
Capital	Infrastructure
Education/Skills	Health Care
Natural Resources	Energy

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### **Public Policy and Tax Policy affecting Economic Development 2017**

Public and tax policies of the state of Vermont are strategic, integrated and jointly embraced by the Administration and Legislature. Based on a well defined vision of economic development the State of Vermont has an integrated approach for planning initiatives and regulation across state agencies, local governments, and networked with private and nonprofit sectors that allow Vermont businesses to be competitive in a world economy. There is a local regulatory and planning process that is predictable and consistent across the state.

Through transparent tax policies the state can show value and demonstrate a clear return on investment. The increased number of businesses providing high quality jobs have produced tax revenues that allowed reductions in tax rates while generating increased revenues.

### **Quality of Life 2017**

Vermont has sustained a quality of life that is so compelling that people are drawn to make their home and life in Vermont. The vibrancy in our communities that attracts and retains demographic diversity throughout the state.

### **Capital 2017**

There is access to stable sources of capital, much of which is locally directed, at reasonable rates to businesses for all stages of their development, including start-ups, entrepreneurial and mature businesses. Funds are available to augment federal funding and private sources.

### **Infrastructure 2017**

**ECONOMIC:** Vermont supports a full lifecycle range of businesses and employers (start-ups, growth and mature), with adequate affordable revolving incubator space to encourage new enterprise development close to well planned infrastructure. Vermont is a magnet for creative individuals committed to community development, entrepreneurship and innovation. Vermont is a national leader in entrepreneurial job creation (number of jobs per capita created by entrepreneurial efforts). Vermont retains its national recognition as the greenest state. A substantial percentage of jobs are based in related technology and innovation enterprises in the green economy. Vermont businesses easily compete in the global marketplace.

**WORKFORCE:** Vermont leads the country in retention of knowledge workers under 40 and in the development of quality programs to integrate workers over 60 in to productive and satisfying employment.

**TELECOMMUNICATIONS:** State of the art, world-class, ubiquitous telecom coverage in all corners of the state.

**TRANSPORTATION:** There is a safe, efficient transportation system (road, rail, air) to all areas of the state as well as access to major hubs. A public transportation system to major employment and service hubs, networked through satellite transit systems to more rural areas. State and local management is integrated and efforts have led to a substantial reduction in carbon emissions from transport. All vehicles (commercial and private) meet national LEV (low-emission vehicle) standards.

**HOUSING:** All citizens enjoy access to affordable housing according to income. All new housing construction meets statewide and other energy efficiency standards. Substantial progress has been made to weatherizing existing housing stock. New housing is now being built at a rate that has significantly reduced the housing shortage both in the owner and rental markets, and provides adequate housing opportunities at all levels.

**JOBS:** Unemployment levels in all counties is at 5% or less and there is little "under-employment" in the state.

**WAGES:** Median wages in Vermont are at or above the US average and the opportunity exists for all who want employment commensurate with experience and ability. Every Vermonter has a job that pays a livable wage with benefits.

**CHILDREN:** All Vermont children have access to licensed affordable childcare, 24/7.

**VIBRANT COMMUNITIES:** Growth Centers, Village Centers and Designated Downtowns are supported by public/private incentives that encourage and enhance community vibrancy and appropriate land use patterns.

**REGULATORY:** The planning, regulatory, and permit processes are predictable, streamlined, user-friendly and has been developed to both encourage appropriate business and residential growth as well as meet Vermont's commitment to environment, air and water quality.

### **Education /Skills 2017**

The education of Vermonter is robust and creative contributing to the development of the whole person and provides them with work readiness and life-long learning skills.

The Vermont workforce is well-trained, innovative and adaptable, meeting the needs of Vermont employers.

There is a continuous integrated workforce development system (K-16 and beyond) that is affordable, accessible, flexible, anticipatory of current and future trends and needs to grow an ever adaptive workforce. It is designed to meet the needs of today's workers to excel at current jobs and the flexibility to transition to new jobs and opportunities.

The state funds the operation and capital needs of higher education appropriately.

### **Health Care 2017**

Vermont has maintained its #1 ranking as the 'healthiest state' and health outcomes continue to improve. Vermont's success is built on a foundation of strong primary care, disease prevention and disease management. The success is also built on a strengthening culture of healthy behavior, exercise and good nutrition from local foods. Health system costs are contained because a healthier population is demanding fewer acute care interventions, fewer prescriptions and less service overall. Vermont has achieved universal access to care, successfully implementing a funding philosophy that 'all are covered and all contribute, as appropriate.

### **Natural Resources, 2017 (SD, HC, WP)**

Vermont's natural resources are a living and valuable economic asset as a result of a long range state land use policy. Vermont supports an economic model that makes thoughtful and appropriate use of our natural resources.

### **Energy Goals, 2017 (CS, MN, BB)**

Vermont has maintained its leadership role as the 'Greenest State.' Sustainable energy development, energy conservation and efficiency are core priorities of the state. Vermont continues to build its 'green' brand and enterprise base, and is the highest per capita exporter of green products and services in the nation. This is in part the result of excellent research in our institutions of higher education and successful transfer of technologies into product development and production. Institutions of higher education are close partners with local and regional economic development efforts in assisting businesses in the commercialization of new research.

Vermont has substantially increased the amount of electricity that is generated within its borders, and continues to lead the nation with the lowest per capita carbon footprint. Energy costs have been contained through aggressive efficiency and conservation improvements, and through the implementation of economical electric generation capacity.

### **Next tasks**

-current situation analysis- what is the Vermont economy today; five years; ten years

-Jays 2-point overview from workplan

Assignment – All commissioners will respond by Jan 23 and it will be compiled and recirculated

Two key questions:

- 1) DEFINE ‘THE VERMONT ECONOMY’ AS IT EXISTS TODAY AND IDENTIFY CURRENT ECONOMIC CONDITIONS AND EXTERNALITIES THAT INFLUENCE, OR ARE INFLUENCED BY, THE VERMONT ECONOMY
- 2) DEVELOP A VISION OF THE VERMONT ECONOMY OF THE FUTURE, AND IDENTIFY ECONOMIC CONDITIONS AND EXTERNALITIES THAT WILL INFLUENCE, OR WILL BE INFLUENCED BY, THE VERMONT ECONOMY OF THE FUTURE

Request to DED to present on how they define the key components; strengths and weaknesses; and other responses.

Sam Matthews will send out to RDCs and gather input.

### **Strategic Leverage points**

- Charlie Smith (Snelling Center) presented a draft thought paper on strategic leverage points as a starting point for discussion on framing action focus for a five year plan. The memo was distributed but not discussed due to time constraints. (see attachment).

### **How to approach**

-compile by email in between meetings; responses by Jan 23; back out to CFED by jan25

-Jay to work on breaking up tasks into to sub-committee work

### **Public Engagement Process**

Glenn McRae presented an outline of the Public Engagement process for the spring and summer. Approved with changes. (See Attached).

### **Other:**

#### **FIOA request – SCG to respond**

Public request for all records, emails, attachments, etc. made by Doug Hoffer, Public Assets Institute.

In future look at a bulletin board or blog? -open to all commissioners to post to and for responses.

Snelling Center to review options.

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## **ANNOUNCEMENTS**

CHEF (Commission on Higher Education Funding) Meeting Jan 29 – Davis Center  
Hinda Miller to provide more information

TA providers association (for small business) - Mary Niebling to provide information.

Event – VTs entrepreneurship week, Feb 24 (Feb 26 event)

VT Economic Outlook conference – Friday Jan 11. Several Members attending.

# ATTACHMENT

## Commission on the Future of Economic Development Required Tasks (from Act 184)

<b>TASK &amp; Subcommittee</b>	<b>Required Action</b>	<b>Status</b>	<b>Resources</b>	<b>Budget</b>
1. Identify and engage participants in the planning process who are demographically and geographically representative of the state and include 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				
➤ business organizations, including owners, knowledgeable in the areas of economic interest such as: <ul style="list-style-type: none"> <li>○ agriculture</li> <li>○ social and human services</li> <li>○ energy</li> <li>○ education</li> <li>○ child care</li> <li>○ environmental issues</li> <li>○ science and technology</li> <li>○ arts and culture</li> <li>○ transportation</li> <li>○ telecommunications</li> <li>○ housing</li> <li>○ workforce development</li> <li>○ tourism and recreation</li> </ul>				

<b>TASK &amp; Sub Committee</b>	<b>Required Action</b>	<b>Status</b>	<b>Resources</b>	<b>Budget</b>
2. Build a plan by coordinating and considering existing economic development information and strategic plans produced by other organizations and agencies, such as:				
➤ regional economic development strategic plans				
➤ comprehensive economic development strategies (CEDs)				
➤ legislative initiatives				
➤ research and reports by organizations such as: -the Vermont business roundtable -the Vermont council on rural development -the Vermont technology council -the Vermont sustainable jobs fund -the University of Vermont				

<b>TASK &amp; Subcommittee</b>	<b>Required Action</b>	<b>Status</b>	<b>Resources</b>	<b>Budget</b>
3. Coordinate existing economic development information and strategic economic development planning from a variety of public and private agencies and organizations, businesses and business organizations.	Identify, catalog and evaluate relevant economic development planning		State and regional economic development plans; economic development plans and programs from other states that have characteristics similar to those of Vermont; comparison, study and analysis of the plans and programs; report to	
Specifically include an examination of: ➤ workforce development	Identify, catalog and evaluate relevant economic development planning			
Specifically include an examination of: ➤ development of higher education institutions				
Specifically include an examination of: ➤ infrastructure development				
Specifically include an examination of: ➤ quality of life issues				
Specifically include an examination of: ➤ tax policy				
Develop working definitions of 'the creative economy' and other potential components of a sustainable economy including:				
➤ media design				
➤ sustainable technologies				
➤ added value manufacturing				
➤ natural resource industries				
➤ environmental technologies				

<b>TASK</b>	<b>Required Action</b>		<b>Resources</b>	<b>Budget</b>
4. Develop a benchmarking process that sets appropriate economic development goals for Vermont and measures our performance against those goals				
Consider: The cost-effectiveness of both monetary and non-monetary incentives and assistance				
Consider: Targeting incentives to economically disadvantaged geographic regions or industries				
Consider: The competitive effect of our tax policies				
Consider: The need for improvement of telecommunication and transportation infrastructure				
Consider: Leveraging our institutions of higher education to attract research and technology				
Consider: Privatization of certain economic development functions				

## ATTACHMENT

### COMMISSION ON THE FUTURE OF ECONOMIC DEVELOPMENT 2008-2009 WORK PLAN

- 1) IDENTIFY DESIRABLE, REALISTIC AND SUSTAINABLE OUTCOMES FOR AN ECONOMIC DEVELOPMENT PLAN (November-December 2007)
- 2) DEFINE 'THE VERMONT ECONOMY' AS IT EXISTS TODAY AND IDENTIFY CURRENT ECONOMIC CONDITIONS AND EXTERNALITIES THAT INFLUENCE, OR ARE INFLUENCED BY, THE VERMONT ECONOMY (January-March 2008)
- 3) IDENTIFY AND EVALUATE EXISTING BENCHMARKING PROGRAMS WHERE THEY EXIST; IDENTIFY POLICIES AND PROGRAMS FOR WHICH BENCHMARKING DOES NOT EXIST, OR APPEARS TO BE INEFFECTUAL FOR DETERMINING THE EFFECTIVENESS OF THE POLICY OR PROGRAM (February-April 2008)
- 4) DEVELOP A VISION OF THE VERMONT ECONOMY OF THE FUTURE, AND IDENTIFY ECONOMIC CONDITIONS AND EXTERNALITIES THAT WILL INFLUENCE, OR WILL BE INFLUENCED BY, THE VERMONT ECONOMY OF THE FUTURE (January – April 2008; ongoing review thereafter)
- 5) IDENTIFY/DEVELOP BENCHMARKING PROGRAMS THAT MEASURE THE OUTCOMES OF THE PUBLIC POLICIES THAT WILL FACILITATE THE VERMONT ECONOMY OF THE FUTURE (March-May 2008)
- 6) ESTABLISH DEFINITIONS FOR AND BACKGROUND INFORMATION ON THE KEY SECTORS OF THE VERMONT ECONOMY OF THE FUTURE (January – May 2008; ongoing review thereafter)
- 7) DEFINE THE STRUCTURAL AND PUBLIC POLICY COMPONENTS OF THE VERMONT ECONOMY OF THE FUTURE: (April – June 2008; ongoing review thereafter)
- 8) CONTINUE A COMPREHENSIVE, INCLUSIVE PUBLIC ENGAGEMENT/PUBLIC HEARING PROCESS (April – September 2008)
- 9) REPORT TO THE LEGISLATURE ON PROGRESS IN DEVELOPING A FIVE YEAR ECONOMIC DEVELOPMENT PLAN AND SEEK INPUT FROM KEY LEGISLATIVE LEADERS (September – October 2008)
- 10) DRAFT CFED'S ECONOMIC DEVELOPMENT PLAN AND PUBLIC POLICY RECOMMENDATIONS BASED UPON PUBLIC INPUT AND PARTICIPATION (September – November 2008)

- 11) PUBLISH CFED'S DRAFT ECONOMIC DEVELOPMENT PLAN AND PUBLIC POLICY RECOMMENDATIONS ON THE CFED WEBSITE AND SEEK FINAL PUBLIC INPUT (October – December 2008)
- 12) PREPARE AND SUBMIT A FINAL DRAFT ECONOMIC DEVELOPMENT PLAN TO THE LEGISLATURE (October – December 2008)
- 13) CONTINUE EVALUATION AND REFINEMENT OF THE ECONOMIC DEVELOPMENT PLAN WITH INTERACTION WITH/INPUT FROM LEGISLATURE, ADMINISTRATION, STATE, REGIONAL AND LOCAL STAKEHOLDERS, AND THE PUBLIC (January – June 2009; ongoing thereafter)
- 14) BENCHMARK ECONOMIC DEVELOPMENT OUTCOMES; EVALUATE ECONOMIC DEVELOPMENT PLAN AND POLICIES (ongoing)

## ATTACHMENT

### Commission on the Future of Economic Development

#### DISCUSSION QUESTIONS

Please provide responses in the format below and send back to Glenn McRae by January 23 so they can be compiled before the next meeting. Especially for #1 if there is not an easy answer indicate either where we should get the information or what framework we need to apply to work with the information.

15) DEFINE 'THE VERMONT ECONOMY' AS IT EXISTS TODAY AND IDENTIFY CURRENT ECONOMIC CONDITIONS AND EXTERNALITIES THAT INFLUENCE, OR ARE INFLUENCED BY, THE VERMONT ECONOMY

What are the key components of today's Vermont economy?	
What are Vermont's economic development strengths, and what are our points of strategic leverage?	
What are Vermont's economic development weaknesses or challenges?	
In what areas or circumstances do Vermont's economy and economic development policy appear to be successful, and why?	
Conversely, in what areas or circumstances do Vermont's economy and economic development policy appear to have been less successful or unsuccessful, and why?	
What are the key public policies and values that affect, and are affected by, the Vermont economy?	
How do we (or, do we) currently measure the outcomes of the Vermont economy and our public policies and values?	

16) DEVELOP A VISION OF THE VERMONT ECONOMY OF THE FUTURE, AND IDENTIFY ECONOMIC CONDITIONS AND EXTERNALITIES THAT WILL INFLUENCE, OR WILL BE INFLUENCED BY, THE VERMONT ECONOMY OF THE FUTURE

<p>What will be Vermont's the top strategic leverage points (sectors of current and future comparative advantage) where the investment of limited public resources or changes in public policies will make the greatest difference in achieving our goals?</p>	
<p>What will be the key components of a realistic, attainable and sustainable Vermont economy of five years, ten years and 15 years from now?</p>	
<p>Will Vermont's existing economic development strengths, policies and points of strategic leverage enable us to attain the Vermont economy of the future?</p>	
<p>What components of Vermont's public policies that affect economic development currently work well and should be retained and reinforced to attain the Vermont economy of the future?</p>	
<p>What weaknesses or challenges currently exist in Vermont's public policies that affect economic development that will need to be addressed if we are to attain the Vermont economy of the future?</p>	
<p>What changes to existing public policies or initiatives, or new public policies or initiatives, will be necessary to attain the Vermont economy of the future?</p>	

# ATTACHMENT

To: CFED

From: Charlie Smith

Date: 1/7/2008

## Leverage Points: Starter ideas to achieve the 10 year vision and goals

This list flows from the goal and vision statements developed at the December CFED meeting. It is intended to stimulate a process of drilling down on the vision points to identify concrete, achievable policy initiatives that CFED might endorse.

### Infrastructure

1. Housing: affordable, plentiful, concentrated near city centers and services

Can CFED recommend regulatory relief for development, in large numbers, of housing units for rental and sale when certain clear conditions are met?

2. Transportation: preventive maintenance; practical public transportation

Can CFED recommend a strategic framework to improve preventive maintenance to extend the life of Vermont's roads and bridges and strengthen public transportation such as:

- Strategic preventive maintenance borrowing, consistent with retaining at least an A bond rating;
- Promoting the transference of freight from roads to rail;
- Concerted effort to coordinate employer / commuter van pools

3. Workforce Development:

Can CFED recommend specific strategies so the K-12 system can more readily recognize and embrace its place as an integrated part of Vermont's overall workforce development strategy, such as:

- Earlier connections to career opportunities
- Dual enrollment in high school and post-secondary education
- More on-line and work related programming

4. Social, Communications, Transportation Infrastructure

Can CFED endorse and / or enhance ongoing strategic processes that bear on economic development including Building Bright Futures (childcare), Blueprint for Health (disease management), Vermont Telecommunication Authority (E-State), Electronic Medical Records (VITL), VTrans Long Range Plan, etc.

### Employer Cost Control

5. Incubator Space

Can CFED recommend regulatory relief or other incentives for the development of inexpensive space for incubation of new enterprises?

6. Workers Compensation

Can CFED recommend policy changes to worker's compensation to mitigate an employer cost which is out of line with competitor states?

7. Energy Development: low carbon; locally controlled; cost-effective

Can CFED recommend a road map such that commercial scale wind, wood chip and solar power developments can be cost-effectively developed within Vermont's borders, and can be cost-effective and reliable in the power mix?

8. Energy Contract Renewal: high volume; low carbon; low cost

Can CFED recommend a framework and / or conditions under which the renewal of Vermont's current major power sources should be carried out?

9. Regulatory Perspective: effective, predictable, consistent, user-friendly

Can CFED recommend specific changes to the regulatory "system", such as:

- Harmonizing state, regional and local requirements so that all are working with the same standards for data;
- Reinforcing a culture of "here's how your application will succeed", rather than "not good enough; try again";
- Coordinating state agencies to speak with one, rather than conflicting, regulatory voices (i.e. ANR, Agriculture, Health Department, etc.)

## **Branding**

10. Making Vermont "the best" for young entrepreneurs, knowledge workers, green sector professionals, etc.

Can CFED recommend specific strategies to attract young people with high earning potential such as:

- Targeted recruitment from engineering and technology schools;
- Elimination of state income tax on earned income for all Vermonters under the age of 30;
- Discounted health insurance plan for Vermonters under the age of 30;
- Discounted mortgage program for Vermonters under the age of 30.

11. Branding Vermont: the greenest, healthiest, best educated, and safest state  
Can CFED recommend specific strategies to capitalize on Vermont's undisputed strengths to recruit young entrepreneurs, knowledge workers, etc?

12. Building the "Green Economy Sector"

Can CFED identify and recommend specific strategies to strengthen Vermont as a domicile for 'green' product, service and energy companies:

- Work force development; trade certification programs, tech center programs, on-line programs, etc.
- Recruitment of specific companies
- Program for small R&D grants and technology transfer

## ATTACHMENT

### **CFED Public engagement**

(DRAFT 1/7/08)

CFED will conduct a focused process of public engagement to enrich the public input into its process as it formulates a five year strategic plan. The public engagement process is a part of the broader scope of soliciting and reviewing broad based input into the planning process to inform the plan. Public engagement is a process, not a one-time event. It provides a mechanism for the public to become interested in the issues and have a variety of avenues to provide input and inform the process over time. A successful process will increase interest and participation and gather meaningful information and ideas, and allow the public to have a stake in the eventual outcome. The process is designed to be open and broad-based. It will be developed to help bring focus to key issues, provide stakeholders and the general public with appropriate venues and frameworks to have meaningful input, and to be iterative, allowing for several generations of the plan to be tested in the public arena before being finalized.

#### **Public outreach and engagement**

The core of this process in 2008 will be 12 meetings around the state, utilizing the RDC division of the state to be as inclusive as possible of geographic variations. The meetings will be conducted in two rounds of six, round one in March-April and round two in June-July.

To start the process the Commission needs to have a clear idea of what questions it wants to ask, what information and frameworks will help the public to prepare and focus input, and how this input can be compiled and brought back to the Commission so it most fully informs the process. To this end the Commission will seek to be able to present an overview of the Vermont economy as it exists currently; a vision for where it sees the economy in ten years; and a set of strategic actions that are best suited to moving the state toward that vision over the next five years.

#### **Public Process Outline:**

- Initial outreach to secure partners and their participation
  - January- February – Secure participation of RDCs; inform RPCs, WIBs; SBDC, Housing, Community Partnerships, and other stakeholders;
  - January - Align as possible with other processes (e.g. VCRD Future of VT commission; Broad Band Commission; Green Engineering Commission)
  - January – Staff outreach and meetings with all 12 RDCs as initial focus points; determine possible event/date conflicts and possible date alignment with other meetings or events in each region
- Develop the context for information, ideas and a plan that is the backdrop to guide public comment
  - January - February CFED works on background documents (vision, current state of economy; goals of economic development; outline of plan; draft set of future priorities, initiatives, etc.) Determine what the key information is and key questions are that CFED wants public input to (A strategic economic development framework document).
  - January – Finalize the identification of the “public(s)” that CFED want to reach
  - January – Finalize proposal for the activity format of each public outreach day
    - Local event must be simple to organize and run; make the most of local resources to keep costs in check; provide appropriate venue for each of the target populations
- Set schedule, and build in early evaluation of process so necessary changes can be made
  - At CFED meeting, February 4<sup>th</sup> – finalize schedule for outreach meetings
  - Set up an evaluation format to use on March 17<sup>th</sup>
- Promotion- February - April

- Work with RDCs and other regional stakeholders to publicize to target attendees
- Develop local media contacts and strategy and schedule to use local media before, during and after event
- Use March 4<sup>th</sup> town meeting in a promotion process (flyer / announcement out through all town clerks, select boards and legislators)
- Conduct events (*dates for illustration purposes only at this point*)
  - W April 2
  - W April 9
  - Th April 10
  - M April 14
  - T April 15
  - Th April 17
  - CFED Meeting – April 21 – debriefing
- Promote additional accessibility to and with each event
  - Tape event for airing on cable access - coordinate airing schedule with follow-up outreach to regions
  - Create an open web forum for attendees at each event to continue to comment during a specific period
  - Have tools available so attendees can pass them on to others who could not attend
  - Engage local press and other outlets to pass on information and connection to ways to comment
  - Have specific closing dates for input from each regional effort
- Compile materials from each region; aggregate materials statewide
- Have a response mechanism so that everyone who participated hears directly back from the Commission - what was heard; with an option to comment further on that compilation
- Conclude with summary and analysis of public input and align it with CFED plan development efforts in June
  
- REPEAT the effort testing new information and ideas in June-July

#### FOCAL POINTS FOR OUTREACH

Start with RDCs and ID the most effective regional partner(s)

<b>Addison County RDC</b> - Middlebury	<b>Bennington County Industrial Corp</b> - Bennington
<b>Brattleboro Dev. Credit Corp.</b> - Brattleboro	<b>Central Vermont RDC</b> - Montpelier
<b>Franklin County Industrial Dev. Corp.</b> - St. Albans	<b>Greater Burlington Industrial Corp.</b> - Burlington
<b>Green Mountain Economic Development Corp</b> -WRJct.	<b>Lake Champlain Islands Chamber</b> - No. Hero
<b>Lamoille Economic Dev. Corp.</b> - Morrisville	<b>Northeastern Vermont Dev. Assoc.</b> - St. Johnsbury
<b>Rutland Economic Development Corp.</b> - Rutland	<b>Springfield Regional Dev. Corp</b> - Springfield

#### Commission Member Participation

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 a minimum of four commissioners at each of the 12 sessions. At minimum each Commission would have to attend at least three sessions in each round.

Commission members would attend both in a listening mode, and depending on the activities may have an interactive role.

#### Attendees

The process will be designed to bring in general public participation as well as representative stakeholders with activities to attract and make the best use of them. The “who” will determine much about the process and the activities of each event.

#### Process

How to make it doable, provide guidance without restricting input, collect data and organize it so that it is useful to the Commission? How to target participants to get diversity and keep the process open?

#### Questions and Input

Questions for the public - they need to be open-ended enough for people to freely comment and feel heard, but focused on the work as the Commission is defining it. Should be available in multiple venues (meetings, web, etc.).

#### Event Schedule (example for discussion)

##### (a) Site Visit with local employer (optional)

- In each region a meeting will be set up with a local employer for 1:1 visit and discussion

(1) Focused conversation with RDC, RPC and associated stakeholders involved in regional economic planning. (90 minutes) – early afternoon

(2) Open forum (2 ½ hours – 5:30-8:00)

- ❑ Kiosks staffed by Commissioners on the key components of Economic plan
  - 3-4 stations with key information and specific questions to guide interaction and responses by direct conversations, written cards, and posted flip chart.
- ❑ Brief presentation by CFED
- ❑ Open mike comments
  - Take-away information, surveys, web links
  - Media interviews and post event release to ask for more input

#### **Web based outreach** and open forums for response and input

-web – a continuing static resource that offers documentation of process and work

-Post outreach documents for comment – work through stakeholder groups to prompt people to seek these out and use tools to respond.

-response form – seek to drive more people to comment.

-survey – On line survey to ask citizens to respond to key assumptions or initiatives being presented; can be done several times as work proceeds.

-blog – comment and discussion forum can be set up to accompany each document or tool that is developed to invite comment and discussion.

#### **Identify stakeholder meetings and forums (statewide) at which to present and get input in Summer/fall 08**

CFED will look to opportunities to go back out on the road in the fall with the evolving plan and present at various key forums established by other organizations throughout the fall.

#### **Economic Development Summit (09)**

CFED will look to organizing an independent Economic Development Summit in early 2009 to introduce the final plan, process of benchmarking, and use of the plan as a living tool.

<b>Consultant</b> public outreach	JAN	FEB	MAR	APR	MAY	JUNE	JULY	TOTAL
Staffing-planning	4800	2400			2400	2400		12000
Staffing-outreach	1200	2400			1200	1200		6000
Staffing - prep meetings		1800			1800			3600
Staffing- events			5400	5400		5400	5400	21600
Staffing -compile results				1200			1200	2400
Staffing - report							4800	4800
Mileage & Misc	250	100	500	500		500	500	2350
Facilities & Food			900	900		900	900	3600
Displays / handouts			800			400		1200
Publicity		200	300			300	200	1000
Recording			300	300		300	300	1200
								<b>59750</b>

BUDGET

Determine how much of a lead that regional partners can take so as to reduce costs for organizing and staffing.