Commission on the future of economic development - Vermont –
April 28, 2008  9:00am - 12:30pm Commission Meeting
Skylight Conference Room, State Office Complex
103 S. Main Street, Waterbury, VT

MEETING NOTES
(As amended 5-19-08)

Commissioners Present: Barbara Grimes, Mary Niebling, Bill Botzow, Mary Lintersmann,
Staige Davis, Sam Matthews, Will Patten, Dan Kurzman, Jay Kenlan,
Hinda Miller, David Mount (Commissioners Miller and Botzow left early to rejoin the
legislature in session)
Staff: Glenn McRae, Snelling Center for Government

Opening Business
The Chair suggested and the Commission agreed to re-order the agenda to address the issues at the
legislature first while Sen. Miller and Rep. Botzow could be present.

Update on Legislature and Budget

Sen. Miller reviewed “place holding” language in H.891 (see attachment 1) the Senate Budget bill in
order to insure that CFED funding would be included in the conference committee deliberations.
Rep. Botzow also presented new language to guide CFED into the future (see attachment 2) for the
budget bill.
H.885 (benchmarking bill) as passed by the House was also presented as it includes reference to a role for
CFED.

In all cases the budget number of $50,000 for continuing activities has been advanced.

Rep. Botzow explained that in his discussions with fellow house members, the focus on Benchmarking
remained the highest priority. He suggests that it be modeled on the Innovation Index (ME, OR) and
presented a note from legislative staff who, based on information from the other states, suggested this
might be accomplished for $15-20,000 as a start. Annual updates would be approximately $15,000.

Bill asked Glenn McRae to outline a sample budget for FY09 under these scenarios. That outline is
below.

The work ahead would include completing the 12 regional outreach efforts, having the SCG produce a
summary report and provide analysis to present a set of goals for the consideration of the Commission
that would guide future economic development policy. CFED would finalize work on the goals and send
them to State economists (Carr and Kavet) engaged respectively by the Administration and Legislature to
create a set of metrics that would reliably track progress toward those goals. One of CFEDs ongoing
roles would be to use those metrics to annually track and report on the goals.
## CFED Sample Expense BUDGET -July 1, 2008 - June 30, 2009

**Commission**

1. Meeting -room, lunch/refresh (6 meetings)  
   2. Commissioner, Travel  
   * assumes no per diem and limited travel reimbursement  
   3. Conference Calling  
   4. Web Site  
   5. Meeting staffing - assume leg council  

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<tr>
<td>1. Meeting -room, lunch/refresh (6 meetings)</td>
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<tr>
<td>2. Commissioner, Travel</td>
<td>3000</td>
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<td>3. Conference Calling</td>
<td>1000</td>
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<td>4. Web Site</td>
<td>1400</td>
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6. Summer engagement sessions

7. SCG staff - compilation of pub eng, distribution, extract goals and approaches for consideration  
   8. Fall 08 - printing, mailing,  
   9. Test with RDCs and other regional partners & public  
   10. Conduct process with CFED to create consensus  
   11. Draft benchmarks  
   12. Summit & Leg briefings

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**TOTAL FY09** 50000

* This budget incorporates both the current House and Senate possible approaches.  
$50,000 if house version survives; $20,000 for a more limited version for lines 6&7.

### Discussion, Issues and Concerns

- Mary N --Concern about the function of developing the plan being sent back to ACCD  
- Staige D --Concern about economists doing the work of the commission (benchmarks)  
- Staige D --Cutting CFED at this time is short-sighted – when the need for planning and deliberation is most needed. Need to make a clear and strong argument for continued funding.  
- Will P. –Goal setting can be a good exercise for CFED; legislature should allow CFED to set goals and define and approve the metrics and have an ongoing role.  
- Sam M –If we are reduced to a $20K budget, just focus on goals – deriving them from the public process and putting them in a final report form  
- Mary L – what if CFED gets no additional $’s; how do we move forward? Hard to proceed without administrative support. Move ahead with 3 assignments  
  - Take existing regional plans and see how they blend  
  - Build relations with regions and compile the results of the engagements  
  - Look at a modified ME/OR metrics / index to quickly get something in place to test  
- Hinda / Bill – we need a consensus marked up copy to bring back to the legislature today  
- Sam M – Start at 20K and decide on Core work. How do we develop a plan to work with and then use it to add on to when future funding becomes more available
- Jay K – what should the expectations of CFED be going forward? We need to make a good case for funding to complete the work to have a plan. We can inform the legislature that CFED will stay in place as a lower level of activity until new funding is available if they think it has a valuable purpose.
- Hind M – Need at least $50K for this to be of value to the state going forward. Without funding CFED will just be in a holding pattern and that should be communicated to the legislature
- Mary L – We should make the case and let the legislature decide if there is value there. If the legislature decides there is no value, then there is no need for CFED.
- Will P – CFED needs to take what it has done and now work to add value to it. It will be needed whether CFED exists or not
- Bill B – Is the idea of establishing and tracking benchmarks and goals important? Is an independent group conducting this function of value? This is the case that needs to be made.
- Stage D – VCPC plan had a lot of good ideas in it, but it did not get a good hearing in the legislature. Why will CFEDs plan and goals have any more impact, especially if CFED ceases to exist after it presents its work? Needs to exist to advocate for what it produces.
- Stage D - The lack of a plan for the state is not helping us. In a time of challenge there is even more need for this kind of guidance.
- Will P – The time is important for a new guide to future state actions.
- Mary N – For a plan to get a good footing and be followed through on, CFED has a continuing role and is needed.
- Mary N – Argue for funding for per diem. ($600/meeting for 12 commissioners). It is legitimizing for the commissioners and shows a token of valuing the volunteer time.

Next steps

There was general agreement to request that $50,000 be in the budget and a continuing role for CFED be clearly stated. The following is the language sent back to Senator Miller to use in finalizing the bill at her request:

H.891

Senator Miller of Chittenden District moves to amend the bill by adding a new Sec. X to read:

Sec. 2.505. STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

(a) Findings. The general assembly finds:

(1) The general assembly created the commission on the future of economic development (CFED) in Sec. 16 of No. 184 of the Acts of 2005 (Adj. Sess.). At this time of reduced revenue, the general assembly is unable to fund the commission’s mandated tasks.

(2) The General Assembly recognizes the work done to date and values the public engagement process initiated by CFED as a valuable tool for the long term economic planning for the state.

(b) Authorization and directions.

(1) The general assembly authorizes CFED to continue the public engagement strategy pursued by the commission. By January 1, 2009, the commission shall produce a report that summarizes the commission’s work and establishes a set of goals for future economic development policies, especially concentrating on the regional development corporations, their plans and public outreach to all parts of the state. Also, the report shall include the commission’s recommendations for benchmarks processes and other recommendations and analyses begun since the commission’s creation in December of 2006. The commission report shall be submitted to the Agency of Commerce and Community Development, and to the chairs of the Senate Committee on Economic Development, Housing and General Affairs and the House Committee on Commerce no later than January 1, 2009. For the purpose of continuing the public engagement process, summarizing its work, and proposing economic development planning goals and performance metrics, CFED is appropriated in fiscal year 2009 the amount of $20,000 of general funds. $50,000 of funding is appropriated from the appropriation in Sec.2.507.

(2) The General Assembly authorizes the Agency of Commerce and Community Development, in collaboration with CFED and other agencies involved with economic development planning, to continue the long term economic planning function for the state.
(c) Strategic plan.

(1) The Secretary of the Agency of Commerce and Community Development shall prepare a strategic plan for economic development that reflects the economic development goals and performance metrics in the CFED report, and present the plan to the Governor, the Senate Committee on Economic Development, Housing and General Affairs and the House Committee on Commerce by with biennial reporting on outcomes and progress in succeeding years and with a full review and update of the plan every six years. The strategic plan shall:

(A) review the techniques and products of evaluations of economic development utilized by other states;
(B) develop goals and recommendations for Vermont benchmarks that build on the unique strengths and challenges of conducting business in Vermont;
(C) identify a cohort of relevant comparables, considering both domestic and international examples;
(D) establish meaningful, realistic and verifiable goals for economic development;
(E) evaluate Vermont’s economic development benchmarking;
(F) identify and evaluate the strengths, weaknesses and opportunities inherent in and available to the Vermont economy as well as the mechanisms and leverage points in which to invest resources to achieve the goals established in the plan.
(G) recommend policy initiatives to be considered at the state and local levels designed to improve the relative ability of the state to achieve the goals identified in the plan.

(2) To inform the development of the strategic plan, the secretary of commerce and community development shall utilize the results of the public engagement process of the Commission on the Future of Economic development. The secretary shall consider the recommendations of the report “The Green Economy and Environmental Enterprises in Vermont: Opportunities for the 21st Century” by the Greater Burlington Industrial Corporation, and the results of the Vermont Council on Rural Development’s Council on the Future of Vermont. The secretary shall consider and draw upon other work already completed by other states and by the various regions of Vermont that can inform the development of the plan. The secretary shall also consider and draw upon studies, work and analyses pertaining to economic development of non-profit organizations that enhance and support the social infrastructure necessary for economic development.

Public Outreach effort

A quick report on the Regional meeting and outreach effort from Brattleboro was presented by Commissioners who were present (Patten, Mount, Lintermann).

Glenn McRae presented the dates and outline of the day for the next five sessions coming up and pointed out that updated information would be both available on each individual day’s web page and will be sent to Commissioners.

Business

Minutes from March 18, 2008 Meeting were accepted as presented.

Sam Matthews as Chair of the finance committee indicated that the finance committee had not been consulted regarding the draft budgets for the April 28, 2008 meeting, and while understanding that there was a time crunch due to legislative necessity, good process dictates that the members of the committee should at least have been informed so that there was an opportunity for committee input or knowledge of the documents prior to the meeting. Glen McRae was given direction to work with the finance committee to present a budget update and projections for the next meeting.

12:30 Adjourn
The formal meeting was followed by an informal discussion with representatives from other Commissions and organizations doing similar or complimentary work on “futures” that CFED sees as related to its work. This gathering was set up at the request of CFED Chair Jay Kenlan. There was no formal agenda. This was an attempt to share and connect processes and see if those connections lead to future ideas for coordinating work, study, outreach or thinking more cohesively about directions that emerge from our work. Attendees includes:

* Paul Costello, VCRD (energy report, creative economy, rural communities, Council on the Future of VT)
* Steve Wark or Rich Smith, DPS process on the energy future study
* Melody Burkins (UVM) on environmental engineering
* Doug Webster - future of workforce training for DOE
* Frank Cioffi and Dan Smith, GBIC - green economy
* Mary Evslin - VT Telecom Authority
* Marie Houghton, Building Bright Futures Council
* Lisa Ventriss, Business Round Table (benchmarking; Vermont QOL)
* David Adams, VHFA (Between a Rock and a Hard Place)

This was not intended to be the representatives of all "futures" thinking in the state, but all of the above have been involved in some sort of collaborative and public outreach efforts with the intent of developing information and ideas on the "future" of Vermont in areas related to the economic development focus of CFED. All have something to contribute to how we think about economic development and the "infrastructure" of Economic Development. Everyone provided a short overview of their work, how they are developing futures agendas and ideas on where appropriate overlap may be to explore at future meetings. There was general agreement that such a dialogue had value and occasional informal meetings would be of benefit, and in between a further sharing of work and results.
Senator Miller of Chittenden District moves to amend the bill by adding a new Sec. X to read:

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(1) The general assembly created the commission on the future of economic development (CFED) in Sec. 16 of No. 184 of the Acts of 2005 (Adj. Sess.). At this time of reduced revenue, the general assembly is unable to fund the commission’s mandated tasks.

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**ATTACHMENT 2**

Proposed amendments to CFED
To be an outside section of the FY 09 Budget Act
Revised March 10, 2008, WPR

Sec. X. 10 V.S.A. §1 is amended to read:
§ 1. COMMISSION ON THE FUTURE OF ECONOMIC DEVELOPMENT
(a) There is established a commission on the future of economic development to cooperatively plan the free enterprise economy of Vermont. The commission is established by the legislature for the purpose of fostering cooperative planning in recognition that the economy of the state will be stronger with a consensus on common goals and directives and with an approach that builds on the unique strengths and challenges of doing business in Vermont.

(b) The commission shall consist of 12 voting members. The governor shall appoint five members, including a chair of the commission; the speaker of the house shall appoint one member, who shall be a member of the house of representatives; and the committee on committees shall appoint one member, who shall be a member of the senate. The speaker of the house and the president pro tempore of the senate shall jointly appoint two members who are not legislators. The Vermont labor council shall appoint one member representing labor; the Vermont association of nonprofit organizations shall appoint one member representing nonprofit organizations, and the governor shall appoint a self-employed person. In addition, the secretary of commerce and community development and the executive director of the economic incentive review board shall serve as ex officio nonvoting members.

(b) (c) The first commission shall serve a term from the date of appointment through June 30, 2012, and beginning July 1, 2012, appointed commission members shall serve for four-year terms. Beginning July 1, 2012, three of the five at large members to be appointed by the governor, and one of the two non-legislative members to be appointed jointly by the speaker of the house and president pro tempore of the Senate, shall serve an initial term of two years. Except for these initial appointments, all appointed members shall serve four year terms, and a member may be reappointed for consecutive terms. Board members shall be entitled to payments for per diem and expenses as provided under section 1010 of Title 32; and legislative members shall be entitled to payments for per diem and expenses as provided in 2 V.S.A. § 406.

(c) (d) On September 15, 2007 December 1, 2008, and thereafter, every five years beginning December 1, 2011 December 1, 2012, the commission shall report to the senate committee on economic development, housing and general affairs, the senate committee on finance, the house committee on commerce, the house committee on ways and means and the governor a proposed five-year economic development plan for the state of Vermont. The commission may contract with a consultant for purposes of developing the plan, and shall apply to the emergency board for any expenses the commission may incur in its official duties.

(d) (e) The commission shall report to the joint fiscal committee at such times as the committee shall request on the progress of the commission's economic planning.

(e) (f) Each commission's five-year plan shall:

1. Establish a vision and 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 well-being of Vermonters and their communities.

2. Include a meaningful benchmark process that sets economic development goals with an approach that builds on the unique strengths and challenges of doing business in Vermont and measures the state's position relative to those goals.
(3) 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.

(4) In fulfilling its economic development planning responsibilities, the commission shall:

1. 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.

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, and 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, and the University of Vermont.

3. Include an examination and re-evaluation of the issues critical to encouraging all sizes of business to develop in Vermont, including workforce development, development of higher education institutions, infrastructure development, quality of life issues and tax policy.

4. Discuss and develop possible working definitions of the creative economy in the state, identifying and aggregating the creative, artistic, inventive and cultural enterprises, and other new development sectors of the economy, including media design, sustainable technologies, added value manufacturing, natural resource industries, and environmental technologies and “green” technologies that comprise part of the state's creative technology and review possible measures and indicators of economic benefit, costs, and contributions to the state from the creative economy sector.

5. Include the development of a meaningful benchmark process that sets economic development goals appropriate for Vermont and measures the state's position relative to those goals.

6. Consider and make recommendations to the legislature on any other aspect of economic development that the commission deems appropriate to further the policy statement and goals established in the plan.

7. The plan commission on the future of economic development shall also consider:

1. The cost-effectiveness of targeted business incentive grants and nonmonetary business aid such as permit and regulatory assistance or other assistance and increased development of infrastructure to further the plan’s purpose and goals.

2. Whether targeting incentives to regions of the state with high unemployment, low wages, or other indications of need for economic development and job creation would better advance the long-term plan’s purposes and goals.

3. Whether Vermont tax policies place Vermont businesses at a competitive disadvantage and how best to address these policies and mitigate their effects.

4. The specific needs for development or improvement of transportation and telecommunications systems.

5. The types of postsecondary institution expansion of development which would attract research and technology firms.

6. The advantages and disadvantages of privatizing all or a portion of economic development functions of the state to further the plan’s purposes and goals.
ATTACHMENT 3

H.885 (As passed by the HOUSE)
AN ACT RELATING TO DEVELOPING CONSISTENT MEASUREMENT STANDARDS FOR ECONOMIC GROWTH

It is hereby enacted by the General Assembly of the State of Vermont:

Sec. 1. FINDINGS; INTENT

(a) The general assembly finds:

(1) A review of several rankings for Vermont’s competitiveness and their differentiation shows very disparate results. For example, the Beacon Hill Institute ranked Vermont twelfth and the American Legislative Exchange Council (ALEC) ranked Vermont fiftieth on their economic development competitiveness index. Each outside ranking entity chose different factors.

(2) Within Vermont, our measurement techniques show variations. Job and employment data in the state suffer from definitional disparities which create conflicts for those trying to use the data. The newly established and recently released “unified economic development budget” would be improved by the consistent use of benchmarking by state agencies. Testimony on this study before the general assembly raised concern over state agency benchmarking because of the differing data issues and measuring approaches that affect their use by state government in Vermont.

(b) The general assembly has a responsibility for the promotion of economic development in Vermont that builds on the unique strengths and challenges of doing business in Vermont. The general assembly is interested in what criteria it should use to evaluate the effectiveness of economic development efforts. Many states have structures and methods for measuring the effectiveness of economic development efforts.

(c) The commission on the future of economic development is charged with benchmarking and measuring economic development.

(d) Therefore, it is the intent of the general assembly in adopting this act to establish a logical structure and coherent and uniform set of benchmarks for economic development in this state.

Sec. 2. 10 V.S.A. § 1(h) is added to read:

(h) The commission on the future of economic development with its staff, using as a resource the joint fiscal office and legislative council staff, shall:

(1) review the techniques and products of evaluations of economic development utilized by other states;

(2) develop goals for Vermont benchmarks that build on the unique strengths and challenges of conducting business in Vermont;

(3) identify a cohort of relevant comparables, considering both domestic and international examples; and

(4) evaluate Vermont’s economic development benchmarking.

Sec. 3. DEPARTMENT OF LABOR EMPLOYMENT AND JOBS REPORT
(a) The department of labor shall develop and prominently display a user-friendly, annotated attachment to its regular employment and jobs reports that:

1. Identifies whether jobs gained and lost are nonprofit or for-profit, and private or public;
2. Identifies whether jobs gained or lost are seasonal or year-round, part-time or full-time;
3. Classifies jobs by size of employer;
4. Classifies jobs gained and lost by industry average wages, and benefits offered benchmarked against Vermont median wages and benefits.

(b) The department shall collaborate with the joint fiscal office to link information for further public access.

Sec. 4. REPEAL

Sec. 225 of No. 65 of the Acts of 2007 is repealed.

Sec. 5. 10 V.S.A. § 2 is added to read:

§ 2. UNIFIED ECONOMIC DEVELOPMENT BUDGET (UEDB)

(a) For purposes of evaluating the effect on economic development in this state, the commissioner of finance and management, in collaboration with the secretary of commerce and community development, shall submit a unified economic development budget as part of the annual budget report to the legislature under 32 V.S.A. § 306.

(b) The unified economic development budget shall include appropriations or expenditures for all of the types of development assistance, workforce training and education, and the development-related research granted or managed by the state during the prior four fiscal years by all agencies, departments, authorities, and other instrumentalities of the state. The budget shall adjust expenditures or appropriations to enable year-to-year comparisons to be made.

(c) The unified development budget shall specifically include:

1. The aggregate amount and program-specific amounts of all state economic development assistance, including grants, loans, and tax expenditures.
2. The aggregate amount and program-specific amounts of uncollected or diverted state tax revenues resulting from each type of development assistance provided in the tax statutes, as reported in the annual tax expenditure report (32 V.S.A. § 312). If current data are not available, the report may use the average of the three most recent years reported.
3. Performance measurements, including estimated jobs created, increases or decreases in payroll including benefits, and other measures of economic advancement, with clear descriptions of data sources and methodologies.
4. A report of progress in developing consistent and measurable benchmarks of job creation.

(d) The data presented shall be organized by categories such as administration, workforce education and training, tax expenditures, agriculture, tourism, technical assistance, planning,
housing, transportation, technology, and research, among others deemed appropriate. Every effort shall be made to standardize definitions of positions and other measures.

Sec. 6. 2009 UNIFIED ECONOMIC DEVELOPMENT BUDGET REPORT

In the 2009 UEDB report, the commissioner of finance and management shall review the various reporting requirements relating to economic development including 10 V.S.A. § 7, 32 V.S.A. § 307(c), Sec. 225 of No. 65 of the Acts of the 2005 Adj. Sess. (2006), and recommend how to consolidate and coordinate these reports to maximize administrative efficiency and information quality to enable continuing review and oversight by the general assembly. The report shall include legislative proposals.

Sec. 7. 2008 INTERIM REVIEW

The house committee on commerce and the senate committee on economic development, housing and general affairs shall review the criteria and evaluation systems for the employment and training programs prior to the commencement of the 2009 legislative session.