



**SeVEDS FY 2015 CEDS Implementation Progress Report
August 2015**

SeVEDS exists to reverse the Windham Region's economic decline. We envision developing the Southern Vermont economy to generate long-term growth and prosperity, improve the region's quality of life and sustain its quality of place.

5 year goals:

1. Decreasing population decline
2. Increasing the number of well paying jobs in the area
3. Improving Workforce Quality
4. Raising household income relative to surrounding areas

SeVEDS Organization

Officers 2014

President: Ariel Brooks of Marlboro College
Vice President: Anne Andreosatos of New Chapter
Treasurer: Jill James of Chroma Technologies Bellows Falls
Secretary: Lisa Sullivan of Bartleby's Books Wilmington

Officers 2015

President: Ariel Brooks of Marlboro College
Vice President: Peter Yost of Building Green, Brattleboro
Treasurer: Jill James of Chroma Technologies Bellows Falls
Secretary: Meg Streeter of Meg Streeter Real Estate Wilmington

Board Members and Terms

Board Member	Works	Term Ends
Avery Schwenk	Hermit Thrush Brewery	2018
Susan McMahon	Windham Regional Commission	2018
Drew Richards	The Richards Group	2018
Jill James	Chroma Technologies	2018
Luke Stafford	Mondo Mediaworks	2018
Bill Colvin	Bennington Regional Commission	2016
Patrick Moreland	Town of Brattleboro	2016
Ann Andreosatos	New Chapter	2016
Peter Yost	Building Green	2017
Adam Grinold	BDCC	2017
Ariel Brooks	Marlboro College	2017
Bob Stevens	Stevens and Associates	2017
Konstantin von Krusenstiern	Brattleboro Retreat	2017
Martin Langeveld	Strolling of the Heifers	2017
Dutch Walsh	BFADC	2017
Meg Streeter	Meg Streeter Realty	2018

Current Staff

Adam Grinold, Executive Director, Brattleboro Development Credit Corporation

Laura Sibilia, Director of Economic and Workforce Development

Bobbi Kilburn, Grants Manager

Jodi Clark, Project Manager

Jan Coplan, Six Colleges Collaborative Coordinator

Alex Beck, Workforce and Education Specialist

Southeastern Vermont's Economic Development Goals, Objectives, and Strategies

These four core data driven goals, objectives and strategies respond to the regions previously articulated challenges and opportunities and are themes for improving the region's economy and the metrics by which SeVEDS will measure success and will be updated in 2018:

1. Reversing population decline

- Increase Population from 2011 baseline of 44,266 (estimated) to 46,266 by 2019
- increasing population proportion of 25-44 year-olds from 21% to 25% of total population by 2018
- Double the percentage of foreign born resident in the region from 3.5% to 7% of total population by 2018

2. Increasing the number of good paying jobs

- 1,054 new jobs @\$ 46,340 and 702 new jobs @\$42,130 (new regional average wage goal)
- Improvement of 4,650 jobs by \$5,000/yr.
- Increase Median Annual Income for Associates/Some College from \$27,869 to \$32,328
- Increase Median Annual Income for Bachelor's Degree from \$34,155 to \$40,597

3. Improving the quality of the workforce

- Increase Associate Degrees/Some College and Technical Certificates among 18-24 year old age bracket by

4. Raising household income relative to surrounding areas

- \$174M in new wages and \$470M in new GDP
- Reach Regional GDP of \$3.07B
- Improve the Ratio of Net Earned Income to Total Income from .566 to .65

Objective 1: Act Regionally.

Strategy 1.1 Implement a regional asset based S.M.A.R.T.[i] comprehensive economic development strategy (CEDS) and ecosystem, which expands public, private and nonprofit collaboration with a common strategic vision that is annually updated.

1. Expand representation and engagement of private sector in the SeVEDS initiative and Board.

ACTIONS:

- The original CEDS projects were updated and new projects submitted and ranked as part of a regularly scheduled process. Project updates included at the end of this update.
- The SeVEDS Board is maintaining strong representation from regional business sector with private sector representation from Wilmington, Bellows Falls, Brattleboro. Two new business owner members will be added in FY16.
- Workforce Committee is maintaining private sector engagement from manufacturers and healthcare providers.
- We convened a School/Employer Work group to begin work connecting employers to educators and identifying opportunities for collaboration in strengthening the Workforce Continuum.

- We are engaging with the Green Building/Services Cluster in their leadership development, including private sector owners and working with the tri state region connections existing in this cluster.
- We held initial Healthcare Cluster meeting, primarily consisting of employers in the Healthcare sector.

2. Institutionalize a culture of collaboration by formalizing a Technical Working Group (TWG) as a regional Subject Matter Expert (SME) of economic and workforce development professionals and educators drawn from towns and villages from across the region in collaboration with BDCC and WRC staff to collaborate across boundaries. The TWG will bring together community, economic, workforce development and planning practitioners in the region to collaborate, and share knowledge and opportunities to advance the region and local economic development pace.

ACTIONS:

- We reconvened TWG in June. Outlined quarterly meeting schedule. Will work to outline means of sharing regional program updates amongst partners as well as multiple organization review of community and economic development components i.e. housing, education, transportation, communication.

3. The Southeastern Vermont region will achieve a good to excellent rating for best practices in regional CED and collaboration by end of 2018.

ACTIONS:

- Rating will be done in September .

STRATEGY 1.2: Maintain a regional economic development planning organization, including funding, to update and guide implementation of the CEDS.

1. Prepare and maintain 3-year budgets for operations and initiatives.

ACTIONS:

- This will begin with FY16 budget planning.

2. Develop and implement a private fundraising campaign with a goal of raising \$250,000 in 2015 from the private sector.

ACTIONS:

- We developed a five year collaborative plan and will begin implementation in FY16.

3. Commit Public Sector partners to multi-year investment commitment.

ACTIONS:

- We gathered a third year of municipal support for SeVEDS activities, specifically workforce development staffing to implement major projects.

4. In conjunction with Windham Regional Planning Commission and BDCC, support towns incorporating the CEDS strategies as appropriate in their economic development planning.

ACTIONS:

- BDCC staff are regularly attending Selectboard Meetings across region to further inform SeVEDS of local issues and begin more relationship building with town leadership. Beginning to assist towns with incorporating CEDS strategies in economic development planning in FY16.

STRATEGY 1.3: Create redevelopment capacity in the Southeastern Vermont region.

1. Research legal options for the creation of a SeVEDS redevelopment authority unrestricted by town or village boundaries.

ACTIONS:

- N/A

2. Conduct an inventory and assemble a database of distressed and/or vacant properties with redevelopment/re-use potential.

ACTIONS:

- An Initial inventory was completed in Fall 2014. We began sharing this resource with the Windham Regional Commission and other interested parties posted at <http://brattleborodevelopment.com/commercial-real-estate/regional-properties>

3. Conduct a market possibilities assessment for commercial and industrial real estate.

ACTIONS:

- N/A

4. In 2015 set goals for number of properties to be redeveloped and capital investment attraction.

ACTIONS:

- N/A

STRATEGY 1.4: Recognize and blend Quality of Place characteristics and concepts into the SEVEDS strategies

1. Establish a group of relevant regional stakeholders to review Quality of Place concepts and index methodologies to craft a set of appropriate regional metrics

ACTIONS:

- N/A

2. Develop and conduct several community presentations describing the role and critical components of Quality of Place within the SeVEDS strategy

ACTIONS:

- N/A

3. Develop internal (within Windham Region) and external (out of Windham Region) marketing plan.

ACTIONS:

- We applied for USDA Funds to support a Windham Region communications plan to specifically engage Young Professionals within the region, ensuring they are aware of and connected to regional professional development and social networking resources.

- The Southern VT Economic Development Zone was established in 2015 by the VT Legislature. We will make implementation recommendations for the Southern Vermont Marketing and Recruitment Project.

Objective 2: Create an Entrepreneurial Environment and Culture to enhance existing business and grow new business.

STRATEGY 2.1: Within three years, implement an Innovation Ecosystem which provides tools and services that enhance the capacity for innovation within existing and new businesses. Further, that fosters entrepreneurship and the likelihood of success for new and existing entrepreneurs.

1. In 2014, engage with existing entrepreneurs to determine the critical services and tools that enhance the likelihood of success for themselves and new entrepreneurs. Encourage their involvement with mentoring new entrepreneurs to utilize their expertise.

ACTIONS:

- We have provided support to the establishment of locally based Co-working space in Brattleboro. We will continue to track progress and offer supports to Wilmington effort.
- We are monitoring and participating with Brattleboro based Tech/IT Networking Group “Brattleboro Area Techies”.

2. Assess regional innovation and entrepreneurial climate based upon best practice criteria (elements found in the Innovation Index): facilities, governance, business services, access to capital, business networks, culture, R&D capacities, etc.

ACTIONS:

- Part of 2016 Southern Vermont Business Accelerator Plan will be a feasibility study and outreach program to regional and targeted entrepreneur populations.

3. Develop new capacity based on the assessment in 2.1.A and 2.1.B.

ACTIONS:

- Part of affiliated Windham County Economic Development Program (WCEDP) Fund (Entergy-VT funds) will be used to add small business and entrepreneur support for developing good applications to access 10M in economic development funding. Southern Vermont Business Accelerator will add capacity in alignment with WCEDP staff.

4. Identify New England R&D centers and innovation entities that can link to the region’s targeted industry clusters and niche markets

ACTIONS:

- We are engaged in ongoing research of additional co-working spaces, makerspaces, accelerator programs, and similar programs or resources.
- We are working with the Vermont Center for Emerging Technologies as one of our mentoring organizations. They are committed to seeing the Windham Regional efforts launch.

5. Create a regional business incubator or accelerator

ACTIONS:

- Program design/visioning in progress and state funding towards creation of Accelerator has been awarded, next stage is TBD pending EDA Final Approval.

6. Conduct a robust business visitation and outreach program annually with the goal of assisting 50 existing businesses and 25 new or potential businesses each year.

ACTIONS:

- We completed a SE Vermont Hiring Inventory working directly with 35 of the region's largest employers to develop five year hiring inventory and surveyed 100's more.
- As part of our Southern Vermont Internship Program, we have regular outreach to 5-10 businesses per week.

STRATEGY 2.2: Expand and enhance Windham County fixed broadband subscriptions and wireless access to global best practice.

1. Launch a Network Provider Community of Interest in 2014

ACTIONS:

- N/A

2. Verify and benchmark existing broadband and wireless access and subscription rates in Windham County utilizing the Vermont Telecommunications Authority.

ACTIONS:

- N/A

3. Design comprehensive broadband adoption and digital literacy initiative targeting residential, institutional, and commercial users

ACTIONS:

- N/A

4. Work with telecom providers and the Vermont Telecommunications Authority to bridge last mile gaps between new and existing mid-mile broadband networks.

ACTIONS:

- N/A

STRATEGY 2.3: Leverage ultra-high speed broadband expansions

1. Convene a knowledge group to articulate the new capacity and opportunity

ACTIONS:

- N/A

2. Design comprehensive education initiative targeting residential, institutional, and commercial users to promote the new capacity and opportunity

ACTIONS:

- N/A

3. Ensure new capacity and opportunity is a part of entrepreneurial support programs and regional business marketing strategies

ACTIONS:

- N/A

Objective 3: Improve wage parity with the surrounding labor-shed.[ii]

STRATEGY 3.1: Increase employment opportunities for mid- and high-skilled labor

1. Establish a Healthcare cluster action team by June 2014.

ACTIONS:

- We convened the first meeting in April 2015. Leadership team still being identified, goals, and cluster development will continue in 2016.

2. Establish a Technology Driven Manufacturing cluster action team by June 2014.

ACTIONS:

- We will begin convening in FY16.

3. Establish a Green Building Products and Services cluster action team by end of January 2014.

ACTIONS:

- The Green Building Products and Services Cluster team convened with ViTAL Economies in June 2015 to establish goals and begin leadership team planning.

4. Complete industry sector value chain and market analysis studies for the three targeted industry clusters September 2015

ACTIONS:

- Value chain and market analysis for Green Building sector are pending EDA grant approval. A preliminary plan for implementation was formed at June meeting with ViTAL Economy.

5. Utilize existing assets to expand employment by via a collaborative, synergistic relationship between ski resort community and higher education assets to create a Chautauqua[iii] Institution type educational tourism experience by summer 2015.

ACTIONS:

- We supported Six College Collaborative as they began high level discussion of an event, but determined they currently do not have capacity to follow-through as of yet.
- We supported the Six College Collaborative planning process for a pilot collaborative event for cross-campus staff/faculty development. Work from this effort will contribute toward planning for larger endeavors.

STRATEGY 3.2: Expand contribution to the Regional Economy from the Global Economy by leveraging businesses w/global connections seeking higher skilled workers in high wage jobs.

1. Create a database of businesses with international relationships

ACTIONS:

- No action at this time.

2. Map international, linguistic, cultural, and technical knowledge assets

ACTIONS:

- No action at this time.

3. Create a Global Marketing plan that links with International trade marketing tools and programs to expand markets and attract new business to leverage regional assets

ACTIONS:

- Research is underway on better utilization of the Brattleboro Foreign Trade Zone.

4. Define three (3) Global Niche Markets having value chain gaps that can be filled by regional assets (This is in addition to the clusters identified in STRATEGY 3.1 above)

ACTIONS:

- The Green Building Cluster is beginning to research wood products as they move forward with the Windham Modern Wood Heat Initiative. Value chain analysis will be finished pending EDA funding approval.

5. Identify workforce skill gaps that might be filled by international workers and create a worker recruitment plan

ACTIONS:

- The Green Building Cluster is set to begin this assessment first in 2016.

6. Identify potential needs of international workers and develop a plan to meet those needs

ACTIONS:

- N/A

7. Develop Immigration Attraction Strategy focused on doubling the percentage of foreign born population in the region

ACTIONS:

- N/A

Objective 4: Increase the Size and Quality of the Workforce

STRATEGY 4.1: Develop a Workforce Center of Excellence Collaborative between providers and users of workforce development services that identifies and connects existing workforce development assets, defines future workforce requirements and gaps by September 2014

1. Inventory education and workforce training resources

ACTIONS:

- Part one of the Education inventory is complete. We determined a deeper level inventory needed to create more complete picture of workforce continuum resources in our schools. Second inventory to commence in Fall 2016.

2. Conduct a workforce inventory of the top 25-50 employers in to project the number of new workers and the occupations needed given growth and turnover. Utilize this information to work with area

K-12 schools, career technical centers and higher education to align education and training programs. Update this information every two years.

ACTIONS:

- The Workforce Inventory was completed in Fall 2014. Reports from inventory continue to be shared across the region and with all relevant SeVEDS work groups, particularly with area Guidance Counselor group.
- Data from the Inventory fueled the formation of School/Employer Work Group to help further align education and training programs with employer needs.

3. Define 3 to 5 Career Pathways that will meet the needs of the priority industries defined in Strategy 4.2 Career Pathways are an integrated collection of programs and services intended to develop and individuals academic, technical and employability skills; provide them with continuous education and training; and place them in high demand, high opportunity jobs.

ACTIONS:

- Workforce Committee and School/Employer Work group is currently reforming and setting goals for work in 2016. Healthcare, Advanced Manufacturing and Green Building & Services are pathway priorities.

4. Expand technical educational opportunities in the region both secondary and post-secondary

ACTIONS:

- School/Employer Work Group is assessing full range of what is available and what is needed to fill gaps.
- Six College Collaborative is planning full day symposium for faculty and staff to become better acquainted with individual opportunities and curricula

5. Identify workforce development Best Practices appropriate to the region

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ACTIONS:

- We hired new staff to add Workforce Development capacity and work to support education efforts. Workforce and Education Specialist combines Young Professionals program with all Workforce related groups.
- Technical working group is meeting quarterly to share programs and practices.
- We are surveying the education group on what career awareness and training opportunities they would like to provide for their students in grades 6-12. This will include in classroom, virtual, extracurricular, intern and field trip type of activities on a one time or repeating basis. Information will be compiled to provide an organized grouping of opportunities that employers can participate in according to their availability and needs.

6. Recommend and Implement Workforce Development Collaborative Plan by December 2014

ACTIONS:

- The employer led Workforce Committee is reconfiguring after completing the 5 year hiring inventory and school career awareness project. This group is being asked to meet quarterly to

assess the effectiveness and integration progress of the following established regional workforce development initiatives: Education-Employer work group, Six College and Internship Program, Young Professionals

STRATEGY 4.2: Increase Associate Degrees/Some College and Technical Certificates with a particular focus on the 18-24 year old age bracket.

1. Utilize the hiring inventory to identify critical skill needs in key industry sectors.

ACTIONS:

- We are supporting critical skill identification for Green Building/Services, Healthcare Cluster, and School/Employer groups as we continue to meet, reconvene, and integrate new staff into the work.

2. Work with the Windham Higher Education Cooperative (WHEC) to develop education programs meet targeted industry needs with joint marketing for unique programs The WHEC consists of Vermont Technical College, Community College of Vermont, Marlboro College, Landmark College, Union Institute and University, World Learning/SIT Institute

ACTIONS:

- WHEC, now renamed the Six College Collaborative continues to work with our Internship Program Coordinator. They have presented to the Workforce Committee and have begun to attend Healthcare Cluster meetings to ensure their programs are relevant and affordable for the targeted workforce.

3. Work with universities to establish a University Center in Windham County

ACTIONS:

- We have had infrequent conversations with University of Vermont. This has not been a priority in 2015.

4. Partner with UMass and other post-secondary education institutions to offer degree and certificate programs virtually via broadband technology.

ACTIONS:

- N/A

Objective 5: Retain and attract younger talent through engagement linkages, lifestyle amenities, and meaningful career opportunities[iv].

STRATEGY 5.1: Develop a Knowledge Based Economy (KBE) Strategy connecting the SeVEDS region to the New England Knowledge Corridor by January 2016

ACTIONS:

- We are working with the Green Building and Services Sector on developing a KBE strategy based on the number of national and international consultants and researchers based in the region. Key regional leaders in this sector have connections to Yale University and to University of Massachusetts, both part of the New England Knowledge Corridor.

- Brattleboro Tech Group has formed in the region and looks to support, connect and recruit KBE workforce.

STRATEGY 5.2: Develop a Livable Communities Strategy by December 2015

ACTIONS:

- We continued monitoring of efforts by Windham Regional Commission, United Way, and other community-based, public sector entities who are engaged in community development.

STRATEGY 5.3: Leverage tourism assets to attract and retain young resident families

ACTIONS:

- We wrote a USDA Grant to support targeted communications strategy for Young Professionals. Will hear status in September 2015

STRATEGY 5.4: Develop a coordinated regional marketing plan to promote SE Vermont as the best place to live, place, and work.

1. Implement Southern Vermont Sustainable Marketing Project by developing a brand for Southern Vermont recruitment of talent and visitors and creating a website for Southern Vermont that displays career, economic and visitor opportunities including a “job board”.

ACTIONS:

- A Southern Vermont Economic Development Zone and Zone Committee was created by the Vermont Legislature in the 2015 Legislative Session. They will make recommendations to the Legislature and Administration in December of 2015 on four economic development priorities including an implementation plan for phase two of the 2013 Southern Vermont Sustainable Marketing Project.

2. Coordinate stakeholder buy in by top 75 employers in southern Vermont at 5K annually.

ACTIONS:

- It is expected that this will be a part of the implementation plan for the project.

3. Coordinate stakeholder buy in by the 40 largest Southern Vermont tourism businesses and events at \$25,000 annually to fund an annual Tourism Marketing Campaign.

ACTIONS:

- It is expected that this will be a part of the implementation plan for the project.

STRATEGY 5.5: Implement a Young Professionals Group (YPG) to support and attract 22-44 year old professionals and workers

1. Based on the Young Professionals survey conducted in 2013, identifies interests, concerns, and needs of younger population.

ACTIONS:

- Ongoing programming continued with at least one program per month throughout FY 2015. New staff added in July adding more capacity to offer increased programming and grow participation.

2. Engage a representative group of existing younger individuals (especially 22-44 yrs. old) in the community to assess interests and the role of young professionals in the region's economic future

ACTIONS:

- A profile of YP Steering Committee members has been developed and will be approved by SeVEDS board in August 2015. Recruitment will take place in August and September.

3. As a result of Action 5.5.A and B recommend a set of activities and actions to be adopted supporting both the YPG and entrepreneurial climate of the regions, such as: business seminars, speakers, business plan competitions, investment forums, social events, relocation support, mentoring, referral etc.

ACTIONS:

- We are on track for 2016.

OBJECTIVE 6: Develop immediate VY specific workforce and site impact mitigation strategies prior to the 2014 closure of the Vermont Yankee nuclear power plant.[v]

STRATEGY 6.1: Plan for the loss of at least 600 high paying jobs due to the closure of Vermont Yankee.

1. Work with VY and Entergy corporate leadership to inventory employee occupation mix and skills which can be redeployed into other targeted jobs and retained in the regional economy.

2. Proactively engage and contract with State and Federal agencies to provide post VY employment transition planning and outplacement services.

3. Work with Entergy, State, and Federal legislative representative to ensure that appropriate funds are made available for closure economic impact mitigation planning and project/initiative implementation.

ACTIONS:

- Entergy and the State of Vermont reached a settlement agreement in December of 2013 which included 10M in funding over five years to “promote economic development in Windham County.” With the first 2M, the State of Vermont created what was primarily a business loan program in 2014. Partial funding for three CEDS projects was awarded Green Building and Services Cluster Analysis, Southern Vermont Business Accelerator and Business Plan Competition. In 2015 BDCC/SeVEDS worked with Governor Shumlin’s Administration to revise Windham County Economic Development Program. Included in the revisions were an agreement to form a Windham County advisory panel for the Administration an agreement to fund a staff position to promote the State of Vermont Loan and Incentive program.

4. During 2014 develop relevant, implementable post-VY strategies and action plans for inclusion in the first CEDS update.

ACTIONS:

- The Nuclear Decommissioning Citizens Advisory Panel, or NDCAP, was formed to work with the State of Vermont, the region and Entergy-VY on decommissioning strategies and action

plans. <http://publicservice.vermont.gov/topics/electric/nuclear#NDCAP> Our sister agency, Windham Regional Commission, are named participants to this board. Furthering this work specifically for economic development will be undertaken as part of the Windham County Economic Development Program and will include the Town of Vernon and an invitation to Entergy.

5. Determine how many existing Vermont Yankee employees may have an interest in starting their own business. Provide appropriate entrepreneurial support.

ACTIONS:

- Interested Vermont Yankee employees will be prioritized for receipt of Southern Vermont Business Accelerator Services. We were challenged to reach and target the first round of layoffs for business development services as Entergy-VY needed to maintain an appropriately sized workforce for the plant. We are in the initial stages of conversation with Entergy and Vermont Department of Labor on the next round of layoffs.

STRATEGY 6.2: Support for Windham Regional Commission's engagement in regulatory and non-regulatory closure and decommissioning activities. Windham Regional Commission has stated they intend to:

1. Provide a regional voice in regulatory processes at the state and federal level.
2. Coordinate with sister agencies in Massachusetts and New Hampshire in support of tri-state regional responses to the closure and decommissioning.

ACTIONS:

- BDCC, SeVEDS and Windham Regional Commission continuing to meet with MA and NH and exploring potential collaborative efforts. We plan to conduct a review of all three regions' CEDS to see where complimentary efforts, assets, and/or opportunities may exist, and have applied for EDA funds to support this CEDS review process.

3. Represent and advocate for local/regional government in national and federal decommissioning deliberations (Nuclear Regulatory Commission, Federal Legislation, Federal Rulemaking, NGOs (Natl. Association of Development Organizations; National Association of Counties).

ACTIONS:

- The Windham Regional Commission and the University of Massachusetts aligned and Brattleboro based Institute for Nuclear Host Communities are involved in federal and national level conversations on decommissioning.

4. Create and maintain an Online Regional Decommissioning Information Center to keep the public informed about ongoing closure and decommissioning processes.

ACTIONS:

- Windham Regional Commission maintains this site <http://windhamregional.org/vermont-yankee> and Entergy-VY has been producing a regular decommissioning show which can be found here: <http://www.brattleborotv.org/safstor-matters>

5. Research and issue tracking related to the eventual closure and decommissioning of Vermont Yankee, and legal, regulatory and policy issues related to the same.

ACTIONS:

See above resources in item 4.

STRATEGY 6.3: Implement action items from Post VY task force Report Mitigating job impacts and GDP impacts:

Short term options:

1. Expansion of assistance services for existing businesses

ACTIONS:

- We have continued to partner with Small Business Development Center and BDCC to ensure small businesses have access to assistance in strategy and further development.
- We have worked with the State Agency of Commerce and Community Development in the re-working of the Windham County Economic Development Program to clarify the program and ensure more businesses will be able to benefit from those funds.

2. Marketing outreach designed to promote the area to visitors, potential homeowners and potential business investors

ACTIONS:

- The materials were created in the initial Southern Vermont Sustainable Marketing plan. The launch of the plan has been delayed due to a lack of committed funding for implementation.
- We are beginning to participate in the planning group for the newly created Southern Vermont Economic Development Zone. Shared marketing strategies and implementation are part of the those conversations and will be further developing.

3. Application of state resources to a defined comprehensive mitigation plan

ACTIONS:

- We continue to apply state resources to continue our work defining and developing the workforce development system in our region.
- We have applied state funding toward the development of a business innovation accelerator program and the Green Building/Services Cluster analysis as part of our comprehensive mitigation plan.

4. Prepare for the proposed location of a Vermont Technical College location in Brattleboro

ACTIONS:

- The move to the Brooks House location was completed in 2014. SeVEDS has been using the campus for meetings in order to raise more awareness of the new location and amenities offered in the Brooks House location.

5. Advocate for immediate decommissioning of VY following closure, rather than long-term SafeStor, so that there is mitigation in the form of decommissioning jobs and economic impact over a period of up to 10 years.

ACTIONS:

- [The Nuclear Decommissioning Citizens Advisory Panel \(NDCAP\)](#) is a regionally named group working with the State of Vermont and Entergy Nuclear Power on advocating for the region and communicating to the region about decommissioning issues.

Longer term options:

1. Expansion of education services with state investment: Expanded local presence

Windham Regional Career Center, Vermont Technical College, Community College of Vermont, University of Vermont as well as the private institutions: Marlboro College, Marlboro Graduate School, Union Institute, World Learning/SIT and Landmark College.

ACTIONS:

- We have continued to support and develop the Six College Collaborative partnership to better ensure cross campus collaboration on the cross-registration and internship programs, offering paying internships in a wide range of sectors including our target sectors of technical manufacturing, green building/services, and eventually healthcare.
- 2. Expansion of healthcare services and senior housing and assistance services
- 3. Support for startups; incubator space and services, support for specifically identified clusters like food, energy conservation, tourism, recreation

ACTIONS:

- We have supported groups seeking to establish co-working spaces throughout the region, including in Brattleboro and Wilmington.
- We are designing our Accelerator program to target the specifically identified clusters showing the most potential to create high wage earning jobs, beginning with the Green Building/Services Cluster in 2016
- 4. Mitigation of real estate valuation impacts:
- 5. Regional marketing efforts designed to attract young retirees, career changers
- 6. Homeowner tax credits designed to encourage investment in improving condition of existing housing stock
- 7. Commercial property inventory system, coordination of existing entities with inventory data, mutual marketing steps

ACTIONS:

- An inventory of properties was completed. The coordinated system is a next step in coordination with representatives from the realty sector.

Mitigation of human capital losses:

1. Reported by Entergy, WRC---TB---5, filed in docket 7440.
2. Entergy pays a generation tax in lieu of a property tax.
3. Steps to attract and retain new/recent college graduates, including career services and entrepreneurship training

ACTIONS:

- We will continue our current efforts in workforce development in the Windham Region and beyond as the SoVT Economic Development Zone begins more of its work. The internship program, cross registration program, and the Accelerator program are all aimed at providing career and entrepreneurship training as well as viable, local options for high wage employment and/or business creation.
- We have further developed our Young Professional program offerings and have applied for funding to create a communications plan to further engage with young professionals in more isolated sectors of the Windham Region.

- As part of the YP communications plan, we will develop social media content targeted to young professionals and their families to encourage them to consider relocating to Southern Vermont.
4. Steps to retain new/recent high school graduates not attending college, including training, internships, matching programs to connect students with employers

ACTIONS:

- We have begun efforts to connect employers from our key identified sectors with our middle and high schools to help them co-create the career pathways as well as local career awareness programming. The School/Employer Work group is also exploring expanding their current internship/co-op offerings and creating a more comprehensive menu of career continuum options for interested employers to engage with at the middle and high school levels.
5. Promotion of Vermont and specifically Southeast Vermont to immigrants and immigrant communities, steps to include partnership with World Learning/SIT and other existing entities with international outreach

ACTIONS:

N/A

Steps to engage retirees and second home owners

1. Mitigation of tax revenue losses:
2. Expansion of tax base with new businesses and residents
3. Consolidation of municipal services; exploration of regional or county-level services

ACTIONS:

- SeVEDS, BDCC, Windham Regional Commission, and several Windham regional employers are engaging with Bennington County in exploring opportunities for expansion, consolidation, or regional services as part of the emerging SoVT Economic Development Zone work.

[i] ViTAL Economy's S.M.A.R.T. CEDS framework and principles to guide the development of CEDS

[ii] A *labor shed* is defined as the area or region from which an employment center draws its commuting workers.

[iii] See Chautauqua Institution website <http://www.ciweb.org/#1>

[iv] Action Plans for Strategies 5.1 – 5.4 to be developed in by September 2014 for inclusion in first annual CEDS update to accommodate completion of the Southern Vermont Sustainable Marketing Project

[v] Background: On 26 August 2013, Entergy announced the date certain closure of the Vermont Yankee nuclear power plant in Vernon, setting the closure for October 2014. This announcement came just two weeks after the parent company won a protracted legal battle with the State of Vermont over relicensing of the generation facility. Even though the legal hurdle for continued licensed operation had been cleared and notwithstanding that the plant requires significant capital improvements for continued operations with a remaining expected lifespan of 20 more years, the company cited falling electrical rates and low natural gas prices as the primary factor in the decision to shut down this facility. In the history of nuclear energy in North America no nuclear power generation site has ever been returned to productive use following closure. SeVEDS must therefore plan for this date certain closure.

Windham Region CEDS New and Updated Project Summaries from 2014

New Projects

Bellows Falls Area Development Corporation

Project Title: The Island Redevelopment Project

Brief Summary: The project will involve multiple parcels and total approximately 5 acres. In 2010, the EPA described Bellows Falls as a community with 49 potential brownfields sites that negatively affect public health, public perception, and economic investment in the community. This project will result in the clean-up and site preparation for development of 60,000 sf +/- facility for Chroma Technology.

Landmark College

Project Title: Landmark College: Developing an Online Division

Brief Summary: Landmark College plans to develop the infrastructure needed to deliver, on a broad scale, college-level online learning courses for individuals with learning disabilities and difficulties (LD) and graduate-level courses for educators and professionals in the LD field. Building on current emergent undergraduate and graduate online programming at the College, implementation of the online division will create staff and faculty jobs in the County and will further establish the College as a national leader in LD education.

Laurie Newton, Mount Snow

Project Title: CARINTHIA RESIDENTIAL UNITS at MOUNT SNOW

Brief Summary: The Carinthia Residential Units Project at Mount Snow consists of the construction of a up to 150 residential units at the Carinthia Base Area. A new amenity center featuring an outdoor heated swimming pool, hot tubs, exercise equipment will be constructed to serve guests of the residential units. Marketing research has also shown that there is a demand at Mount Snow for high-end, upscale base area lodging that is currently not being met. The Carinthia Residential Units Project will meet this demand by offering high-end two- and three-bedroom units right at the base of the slopes.

Laurie Newton, Mount Snow

Project Title: CARINTHIA SKI LODGE PROJECT at MOUNT SNOW

Brief Summary: The Carinthia Ski Lodge Project at Mount Snow consists of the construction of a three-story 36,000-square-foot ski lodge at the Carinthia Base Area of Mount Snow. This is a redevelopment and investment into an existing base area and base lodge that will result in

increased visitation for Mount Snow and the region. The Carinthia Ski Lodge project will create 488 direct, indirect and induced jobs in the state of Vermont during construction.

Latchis Arts

Project Title: LATCHIS FAÇADE RESTORATION/FACILITIES ENHANCEMENT PROJECT

Brief Summary: Repairs and renovations to the facade and replacement of the windows were identified as a requirement for the long-term viability and preservation of this unique, historic Art Deco building that is one of the cornerstones of Brattleboro's downtown and is listed on the National Register of Historic Places. A feasibility study will guide Latchis Arts in the planning and implementation of the next phase - the repair/renovation project itself. Concurrently, the Latchis is in the midst of repairs and renovations to its basement area which was flooded during Tropical Storm Irene and has been out of productive use since then. Phase I of the basement project has been funded by BDCC Flood Relief Grants and work is nearing completion. Phase II funds, which will finish the space, have been applied for, and determination is pending. Once funded, plans are in place to complete Phase II by mid-winter.

The Gathering Place

Project Title: Livable Community Deerfield Valley, Phase 1

Brief Summary: The Deerfield Valley (DV) region of Windham County (WC) plans to create a Livable Community for All Ages. WC is home to Vermont's fastest aging citizens who want to remain in their community. DV's model will reflect the vision and goals of residents and organizations, creating partnerships and collaborations across the region. DV will adopt a phased approach, conducting a feasibility study to establish parameters and timelines, and the development of a foundational Adult Day program.

Brattleboro Development Credit Corporation

Project Title: Green Building and Services Cluster Mapping

Brief Summary: Explore Viability of a Green Products and Services Industry Cluster in Southeastern Vermont. There is significant opportunity for the SeVEDS region to connect its unique assets in the Green Building Research, Products and Services arena and develop a Northeastern U.S. regional center of excellence that can create hundreds of new higher wage jobs and numerous green building research, product and service firms over the next ten years.

Marlboro College Graduate & Professional Studies

Project Title: ScaleUp Windham County

Brief Summary: Marlboro College proposes an entrepreneurial training initiative dedicated to improving the innovation ecosystem of Windham County. Centered on a cohort-based certificate model, the program will provide business owners, poised to grow, with the knowledge, skills and

resources necessary. In addition, we propose to offer support via scholarships for affected VY and supply chain employees interested in uptraining or retraining via our degree options and continuing education.

Windham/Windsor Housing Trust

Project Title: NeighborWorks H.E.A.T. Squad

Brief Project Summary: The NeighborWorks HEAT Squad addresses the challenge of successfully engaging homeowners to complete home energy efficiency projects, which generates: 1) income for contractors resulting in jobs retained and created; 2) reduction in cost of living for homeowners in addition to comfort, health and safety, and environmental benefits; and, 3) moves Windham County and the State of Vermont closer to the goal of improving the energy fitness of 25% of the state's housing stock by 2020.

SeVEDS Workforce Development Committee

Project Title: Southern Vermont Scope and Sequence to Success Project

Brief Summary: Partnering with middle schools, high schools, the new proposed STEM Academy at BUHS, the regional career centers, and CCV and VTC, we will collaboratively identify a clear set of workshops, classes and courses that will adequately prepare those students who want to work in the Windham Region beyond high school graduation. We will initially focus on pathways for advanced manufacturing and healthcare employment; these are the areas that will see the most immediate and dramatic need for workers. Identify local employers who will be "Employment Ambassadors" within the region and will educate their communities about the work they do and the employment opportunities available in SeVEDS region. Link employers and educators through the communication networks developed for the "education/employment allies."

Storm Petrel

Project Title: Rapidly Increase Hired Employees to Expand Business Growth Capacity

Brief Summary: Building capacity for rapid business growth by making strategic hires of highly capable/trained software writers.

Updated Projects

Putney Historical Society/Next Stage

Project Title: Next Stage Performing Arts Center at 15 Kimball Hill, Putney, VT

Brief Update Summary: An exciting collaboration between two non-profit

organizations (PHS and Next Stage Arts Project) that are redeveloping a former historic church in the village center into a performing arts center that is drawing crowds to the downtown of Putney and adding vibrancy and support to the downtown economy. Next Stage Arts Project has increased the number of collaborations – especially including area restaurants directly in some events as well as strong programs with area schools.

A major addition to Next Stage has been the collaboration with its new resident theater company – Apron Theater which has just finished its second successful season. The capital campaign is well under way with over 75% of the funds already secured. In addition to the 2012 Vermont Village Center Tax credit allocation of over \$125,000, the project has received a Vermont Housing & Conservation Board grant of \$70,000 and a Vermont Division for Historic Preservation grant of \$20,000. Next Stage Arts Project has been awarded a highly competitive national ArtPlace America grant for the project of \$320,000.

Strolling of the Heifers

Project Title: Southeastern Vermont Farm/Food Innovation Center (FFIC) at the Robert H. Gibson River Garden, 157 Main Street, Brattleboro VT

Brief Update Summary: We anticipate the FFIC will be complementary with other aspects of the broader Windham regional “Innovation Ecosystem” that is developing. Our Farm/Food Business Plan Competition focuses on startups and very early stage existing businesses. Marlboro College and Brattleboro Development Credit Corporation are planning a “ScaleUp! Southern Vermont” program that will offer entrepreneurial training and guidance to businesses in the \$150,000-\$500,000 annual revenue range. The FFIC will offer incubation/accelerator space and resources to early stage businesses in the space to be developed in the lower level of the River Garden.

We are developing an education and internship program that will give disadvantaged or underserved populations an opportunity to learn food preparation and cooking skills, and in carrying this out we hope to partner with local food- and career-focused entities such as the Career Center and local restaurants, food producers and institutional food services.

Readsboro Hometown Redevelopment, Inc.

Project Title: E. J. Bullock Building Restoration Project

Brief Update Summary: Install Zoned System with capacity for complete building – Estimated cost \$125,000 (with no heat in the building we are limited and not able to offer rental space to businesses or individuals who are looking for business/office/work space which would then allow us to continue with the renovation needed by the building) and bring much need job opportunities to our community of Readsboro.

Restore/Replace façade windows – Estimated Cost \$14,831; repair/restore façade to historic specifications – Estimated cost \$23,000

Repair/Replace Roof for 20-30 year protection – Estimated cost \$75,000

Town of Wilmington, Gretchen Havreluk

Project Title: Wilmington Water District Merger/Acquisition and Expansion for Wastewater District

Brief Update Summary: On March 18, 2014 The Wilmington Water District held a ballot vote for the \$1,060,000 bond for infrastructure improvements. The bond passed successfully and will allow them to complete compliance issues. For future expansion of the wastewater and water district to vacant buildings on the east side of the downtown; an engagement initiative with the property owners will be implemented. This would affect more than twelve properties and the majority being commercial. Due to The Wilmington Water District being a municipality, an acquisition would be appropriate and not a merger. The Wilmington Water District municipality would be eliminated.

Brattleboro Development Credit Corporation

Project Title: Infrastructure Continuation at Exit One Industrial Park, John Seitz Drive, Brattleboro

Brief Update Summary: BDCC has purchased 3.3 acres in Guilford, Vermont to allow for better tractor trailer access to the top of the Exit One Industrial Park. BDCC's lawyer submitted the necessary paperwork for the subdivision of the property. BDCC has proposed site plans for potential buildings and the road extension from SVE Associates. BDCC Staff and the Brattleboro Town Planning Administrator walked the property to locate the areas of proposed construction and to determine site work and excavation. At the Regional Development Corporation (RDC) meeting in Montpelier on Friday, October 2, 2014, the State requested ideas for projects to be submitted to their CEDS. The RDC's discussed requesting funding for providing and extending services to the Industrial Parks throughout the State.

Eli Gould: Ironwood Brand, PreCraft, STIX

Project Title: Build a rapid prototyping facility at existing shop for prefab high-performance building envelopes and resilient mechanical systems

Brief Update Summary: We have both led and participated in the Green Building Products and Services cluster meetings this past year. We have given local tours to Vital Economy personnel, Agency of Commerce and Community Development personnel and others. We have

secured letters of support from potential future business partners who want to work with us in Windham County to conduct research and to prototype and improve their products and services. The management company, PreCraft Services, has taken on a working partner in a Brattleboro native who has developed his own real estate and investment business in Boston, and has been helping us identify and pursue high value projects in southern New England. We have done our own training and part time transitioning of three employee in elements of project management, technical drawing and estimating, to the extent we can afford to before returning them to core activities.

SEVCA/Steve Gellar

Project Title: SOUTHEASTERN VERMONT GOVERNOR'S CAREER READY CERTIFICATE PROGRAM

Brief Update Summary: "Ready for Work" was developed by the WIB, in partnership with SEVCA and CCV, with a Regional Workforce Partnership Grant from the Vermont Department of Labor, to address the mutual workforce needs of both employers and disadvantaged workers in southeastern Vermont. SEVCA, through its Economic Development Department, will assume the lead position on this project, working closely with the WIB, CCV-Brattleboro, and SeVEDS Workforce members.

Andrew Robinson: BDCC/SeVEDS Director of Workforce Development

Project Title: SOUTHERN VERMONT REGIONAL JOB BOARD

Brief Update Summary: The goal of this project is to build a talent pipeline for employers in Southern Vermont. This project will create a regional job board to list available jobs in Windham and Bennington Counties. It will retrieve resumes from interested applicants as well as those interested in relocating to Vermont. It will further seek to "mine" for folks that express interest in the lifestyle and jobs offered in Southern Vermont. The job board will be available to employers in Windham and Bennington Counties. A workforce inventory that has been gathered, at present includes information on 35 of the larger businesses of Windham County. This information was analyzed and aggregated this past July and the information is being shared with educators and business groups.

Maureen Hebert – Director Continuing Education

Vermont Technical College

Project Title: SOUTHEAST VERMONT MACHINIST APPRENTICESHIP PROGRAM

Brief Update Summary: In conjunction with SeVEDS we propose to create the Southeast

Vermont Machinist Apprenticeship Program in Windham County. Patterned after the same program in the Upper Valley of Vermont, this will provide precision machining and manufacturing training for regional employers. The program will be offered by Vermont Technical College and involves a collaboration of regional machine technology employers. The existing program in the Upper Valley will be modified to meet the specific needs of Windham regional employers.

Brattleboro Development Credit Corporation

Project Title: Creation of a plan to network businesses and economic interests along Route 30/West River Valley

Brief Update Summary: In partnership with Windham Region Commission, three committees along the Route 30 corridor are meeting regularly – transportation, cell/broadband and marketing. The Marketing Committee has met the most regularly and has planned and pulled off a Route 30 Fam tour for tourism professionals in Vermont including chambers of commerce, welcome center staff and the Vermont Commissioner of Tourism and Marketing. A brochure detailing the fam tour has been created and is being distributed.

Stratton Mountain Resort

Project Title: Base Lodge Renovations

Brief Update Summary: In the last six months Stratton has been granted funding to pursue design and permitting for the renovation of our main Base Lodge. The project would include the addition of over 3000 ft sq as well as in interior renovation adding 350 seats. This renovation, if approved, will accommodate a better all-around guest experience as well as an opportunity to better accommodate our group and wedding business.

Stratton Mountain Resort

Project Title: Snowbowl Lift Upgrade

Brief Update Summary: A design and specifications have been drafted for this project in hopes that construction can begin in 2015. Additionally required permitting has started. Town permits have been approved and consultants have been hired to aid in the necessary information needed for state applications.

Stratton Mountain Resort

Project Title: Inn at Stratton Mountain/ Black Bear Lodge

Brief Update Summary: Undertaken a majority of the renovation as originally proposed. The Inn at Stratton Mountain has been rebranded and is now called

The Black Bear Lodge. The renovations done to date include room renovations and upgrades to the restaurant. The restaurant has also been rebranded. The name has Additional changes still under consideration include updating the building exterior, upgrading building infrastructure for ADA compliance, landscaping and renovating conference space. Efficiency Vermont and their energy consultants have helped guide our designs and upgrades.

Stratton Mountain Resort

Project Title: Sunbowl Cell Tower

Brief Update Summary: In the last twelve months Stratton has continued to work with Verizon wireless on the siting, permitting and logistics of constructing a cell tower to service the Sunbowl Base Lodge area and the surrounding community. A location has been chosen, consultants hired, and permits drafted. Verizon and Stratton are aiming for construction to begin in the spring of 2015.

Windham County Redevelopment Group

Project Title: Redevelopment Organization for Windham County

Brief Update Summary: Defining the Organization on a Regional Level. Beginning a Working Group to identify the industries in the Region and the assets of the various Towns. Building Inventory: calling Town Listers and pulling cards on commercial and industrial buildings and properties and have compiled a Master List. Recently, we have been working with the Bellows Falls Area Development Corporation on their Island Project. We have been helping the Wilmington School Board form a Wilmington Redevelopment Authority.

Guy Payne

Project Title: An Integrated Workforce Development System for the Sustainable Building and Design Economic Sector in Windham County, Vermont

Brief Update Summary: The creation of an Integrated Workforce Development System will be one of the main goals of SEON for 2015. SEON will develop a new strategy to engage career center instructors, SEON members, the Director of the Windham Regional Career Center, and State officials to revise the State Building Trades competencies. The founder of Keene State's Architectural and Building Science program and Guy Payne of SEON will be meeting with key officials of Greenfield Community College to improve cross registration, transfer of credits, and the formation of the consortium.

Arts Council of Windham County/Primetime Concepts, Inc.

Project Title: Regional Marketing of the HeART & Culture of Southern Vermont

Brief Update Summary: The establishment of the Official Artisan Center of Southern Vermont—a facility to grow the cultural brand—a first rate showplace for arts and culture and funding of a regional cultural marketing group to allow for effective communications between the hospitality and arts assets currently in place, and help each area evolve their offerings for mutual benefit. Next steps are to create a preliminary budget and action steps to move forward.

Vermont Distillers, Inc.

Project Title: Distillery Expansion

Brief Update Summary: We have hired Breadloaf Construction, a design/build firm to help us plan the new construction to our current facility.

Town of Wilmington Gretchen M Havreluk

Project Title: Wilmington Community and Economic Development Center Project Market Analysis

Brief Update Summary: Wilmington School District, who owns the property, would like to see the facility repurposed for the benefit of the community and economic development. Intention of the School Board to divest the property through a long term lease to an organization that will use the building for the purposes of increasing access to health, wellness, community, and recreational services, as well as economic development opportunities. The new organization will become the Development Authority and Center Manager/Operator to take ownership and responsibility for the building. Intent for project to be self funded and financially sustainable. The proposed ownership of the building would continue over the next five years to be the Wilmington School District with a 501(c)4 to manage the property. We are requesting assistance from the Brattleboro Development Credit Corporation in creating a development authority that would manage the building.

Brattleboro Development Credit Corporation

Project Title: Assess existing key elements of innovation ecosystem, determine missing elements, research models for missing elements and development of metrics for evaluating success

Brief Update Summary: Developing relationships as well as creating new resources throughout the state and region to make critical connections. In some cases, we will need to develop relationships with entities out of state. We will be initiating these conversations in the coming months. We will rely on our excellent relationships with our Congressional delegation to help

make connections to federal research laboratories as well as funding sources. We are also connected with regional and national economic development organizations to tap in to “best practices” in regions with well establish ecosystems as well as those in the start- up phase. We are seeking development funding at this stage. The development funding will enable us to undertake the assessments and develop an implementation plan for the various elements of an innovation ecosystem.

Southern Vermont Natural History Museum

Project Title: Vermont Museum of Natural History Relocation and Expansion

Brief Update Summary: Further develop our business plan and do some real-world research of exhibit possibilities and costs. Most importantly, we have established a large list of advisors and begun preliminary recruitment of a new board. As these individuals become engaged, we have seen some real enthusiasm and energy in offering ideas. As we move further along in the process, we will be approaching more people whose expertise and energy will be essential to the fundraising and “rebranding” effort.

Wilmington Works

Project Title: WILMINGTON DOWNTOWN COMMERCIAL
PROPERTY REDEVELOPMENT PROJECT

Brief Update Summary: Implementation of the Development Authority- the legal creation of the organization to be known as Wilmington Downtown Commercial Property Redevelopment Project. This organization will need to be formed to allow for the complex goals and partnerships identified, while also ensuring future availability of state, federal and private funding. It is this complex balance that requires legal, financial, state and federal planning expertise to all contribute in order to properly form this organization. Wilmington Works plans to create the partnerships necessary to form the independent WDCPRP that will carry on the goals of a Large-scale property purchase program in the village of Wilmington.

Brattleboro Development Credit Corporation

Project Title: Southern VT Sustainable Marketing Plan

Brief Update Summary:

Phase 1: (Complete)Evaluating existing employer and tourism recruitment and marketing efforts, current targeted markets, and employer and tourism brands to create a large marketing umbrella brand for Southern Vermont that can be used by all of those entities, and to create annual cooperative marketing plans with a cooperative sustainable funding mechanism.

Phases 2-3: (ongoing) Gathering resources to implement a website for SoVermont that displays career, economic and visitor opportunity including a “job board”. Coordinate stakeholder buy in by top 75 employers in southern Vermont at 5K

Coordinate stakeholder buy in by the 40 largest Southern Vermont tourism businesses and events at \$2.5K annually to fund an annual Tourism Marketing Campaign.

Stratton Mountain Resort

Project Title: The Birches- Employee Housing at Stratton

Brief Update Summary: No progress/update to report.

Windham Childcare Association

Project Title: Early Childhood Shared Services and Workforce Development

Brief Update Summary: Increasing the number of registered home child care programs who participate in the STARs quality rating program. Our goal is to have 55% of our registered home community involved in this program. Strategies to accomplish this include mentoring, coaching and targeted professional development opportunities. We have included over 25 advanced trainings to assist programs in acquiring skills and knowledge in key required areas in the STARs application including parent engagement, indoor/outdoor environment development, child/family development, and business practices.

Windham Regional Commission

Project Title: Windham Region Village Water and Wastewater Need Assessment and Feasibility Plan

Brief Update Summary: Continuing efforts to raise awareness of this issue in the region. Working to make this a priority consideration for the legislature and multiple state agencies as this issue touches economic growth and development, housing, water quality and quantity, transportation, energy, and resiliency. Convening a Wastewater and Water Technical Advisory Committee composed primarily of town-appointed members create peer-to-peer awareness and inform our efforts.

SeVEDS FY16 Workplan

- I. Maintain a valid Windham Region CEDS
 - A. Biannual CEDS Committee Meetings
 - B. Manage 2015 CEDS projects update process
 - C. Secure 2016 projects selection process
 - D. Update implementation and financing plan for ongoing CEDS work

- E. Maintain a CEDS Technical Working Group (TWG) as a regional Subject Matter Expert (SME) of economic and workforce development professionals and educators drawn from across the region in collaboration with BDCC and WRC staff to collaborate across boundaries. Meeting quarterly in person and developing online network.
2. Develop and implement a private fundraising campaign with a goal of raising \$250,000 in 2016 from the private sector.
 - A. Form 501(c) 3
 - B. November - December Fundraising
 3. Explore expanded Southern Vermont Partnerships
 - A. Participate in and monitor SoVermont Zone Legislation - includes assessing opportunities to expand Workforce, Young Professionals efforts and implementation of southern Vermont Sustainable Marketing. Contribute to Report to Legislature November 2015
 - B. Connect TWG efforts to any future Southern Vermont Partnerships
 4. Continue Coordination Green Building Cluster Analysis Development
 - A. Manage current grants and funding including developing and managing RFQ's
 - B. Promote ongoing activities and educational offerings within the cluster
 - C. Publish and promote business opportunities arising from cluster development project
 - D. Begin to develop support mechanisms for opportunities arising from cluster development project including Technical Assistance, Finance, Regulation
 6. Southern Vermont Business Accelerator
 - A. Assemble Steering Committee
 - B. Develop RFQ for Feasibility and Market study to assess local entrepreneurial opportunity and resource development
 - C. Design accelerator program that meet the needs of the region
 - D. Working with BDCC's WCEDP, develop job description and hire Accelerator Project manager
 7. Coordinate Technology Driven Manufacturing Cluster Development
 - A. Assemble Core Team
 - B. Inventory value chain elements
 - C. Inventory current educational resources

8. Coordinate Healthcare Cluster Development

- A. Develop Core Team
- B. Inventory value chain elements
- C. Inventory current educational resources

9. Develop a Workforce Center of Excellence Collaborative between providers and users of workforce development services that identifies and connects existing workforce development assets, defines future workforce requirements and gaps by October 2015

- A. Continue to convene and support leadership team (Workforce Committee)
- B. Identify training, support, or other resource gaps
- C. Develop preliminary career awareness continuum plan for all regions 6th-12th graders
- D. Submit grants and secure funding
- E. Coordinate aligned efforts and groups (WF Comm, Schools/Employers Group, Internships, YP)
- F. Grow membership of additional schools and employers regionally
- G. Facilitate outcome measurement for goals and pilot activities
- H. Create and Share Regional Workforce Development Systems Map

10. Cultivate and Maintain Six College Collaborative leadership capacity and regional activities. Provide project management, strategy guidance and capacity for activities (meetings, events, cross-campus professional development)

- A. Maintain website and any other communications channels
- B. Create sustainability plan, including fundraising and grants
- C. Continue to support and develop programs: Internship and Cross Registration
- D. Support the development of an inaugural Six College Collaborative Symposium
- E. Increase internship participation (students)
- F. Increase College promotion of internship program
- G. Increase employer recruitment and participation
- H. Stay informed of and participate in statewide and national internship programs

11. Grow and Expand Young Professionals Program

- A. Continue regional social and professional program development
- B. Assemble a Southern Vermont YP Steering Committee of 9
- C. Increase YP membership across the region
- D. Inventory and communicate regional social networking, community development, professional development and civic engagement resources by implementing the YP Community Communications Plan
- E. Work with the YP community to raise the digital presence of regional businesses and events

- F. Develop communications/marketing plan in collaboration with other BDCC/SeVEDS organizational plans
- G. Cultivate relationships with regional YP groups
- H. Maintain an active role in the annual Young Professionals Statewide Summit

Other

- 13. Assess capacity for developing Tri-Regional collaboration opportunities around CEDS alignment