

Chittenden County Comprehensive Economic Development Strategy (CEDS) Report for 2008



Supported by the Greater Burlington Industrial Corporation and its Partners and Members
throughout Northwestern Vermont

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The following people played a critical role and were instrumental in completing the CEDS process and the enclosed report.

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Table of Contents

I.	Executive Summary	1
II.	Introduction	1
III.	Greater Burlington Area Comprehensive Economic Development Region	2
IV.	Chittenden County, GBIC & the CEDS	3
	A. Description of the Region	3
	B. Overview of Existing Economic Development Services Providers & Programs in the Region	5
	1) Local Development.....	5
	2) Regional/Multi-Municipal Development Organizations	5
	3) State Economic Development Agencies and Resources	5
	4) Federal Economic Development Agencies and Resources	6
	5) Community Resources and Services to Support the Economy and Quality of Life	6
	C. The Greater Burlington Industrial Corporation (GBIC) and the Comprehensive Economic Development Strategy for Chittenden County	6
	1) GBIC.....	6
	2) GBIC Membership	7
	3) Comprehensive Economic Development Strategy for Chittenden County	7
V.	The Planning Process	7
	A. Development of the Chittenden County CEDS Governance	7
	B. Development of the Chittenden County CEDS Policies and Procedures	8
	C. Community Involvement.....	9
VI.	Results	10
	A. Drivers of the CEDS Process	10
	B. Overview of Global-National Forces Impacting the Region	11
	C. Chittenden County CEDS Process	17
	D. New Submitted Project Submissions	19
VII.	Implementation Plan	21
	A. CEDS Process Qualitative-Implementation Indicators Update	21
	B. Program Strategy Actions	21
	C. Monitoring & Evaluating Strategy-Program Implementation	23
	D. Conceptual Basis for Outcome-Based Benchmarks	24
	E. Proposed Benchmarks	27
	F. CEDS Outcome-Based Quantitative Indicators.....	28
	G. Developmental Benchmarks	32
	H. Conclusion and Next Steps	34
VIII.	Appendix	36
	A. All CEDS Projects Matrix.....	36
	B. Brief Schedule/Minutes for all CEDS Meetings	67
	C. Major Developments Since 2005	68
	D. Job Loss & Gain in Chittenden County FY 2006 through FY 2008	72
	E. Started or Completed CEDS Projects.....	73

I. Executive Summary

The following document represents the 2008 CEDS Annual Report for Chittenden County. The document catalogues the CEDS process for Chittenden County occurring between August 1st, 2007 and July 31st, 2008.

The report is a compilation of efforts by volunteers and staff to inventory, once again, all economic development activities within the region. This year nearly 100 individuals, representing nearly as many organizations, were asked to submit their projects to the CEDS process. Additionally, members of our volunteer Citizen Work Groups were asked to formulate and submit any projects they believed were missing and important to the economic wellbeing of the region.

Since August 2005 and the certification of the original Chittenden County Comprehensive Economic Development Strategy document, much has changed in the region and within the organizations submitting the CEDS Report. Staff members integral to the compilation of the original report have now moved onto other regions or onto projects which will have a great and lasting impact on the economic development of Chittenden County. It is first and foremost that their efforts to bringing the original Chittenden County CEDS Document to fruition be recognized.

Arguably, the most important piece of the CEDS document is contained in the Implementation Plan (Section VII, part B of this CEDS document). Within the Implementation Plan is the cumulative inventory of economic development projects for the Chittenden County region. However, with the acknowledgement that Chittenden County projects do not qualify for EDA funding at this time, there were no additional projects added to the Implementation Plan. Instead, greater emphasis on alternative and local funding options was stressed to all CEDS project champions.

It should be noted and recognized that since the inception of the CEDS for Chittenden County nearly 40 million dollars have been invested in economic development projects that are listed and tracked through this CEDS report. This is a significant number. Additionally, despite the regions disqualification for applying for EDA funding—due to a quick economic recovery from the jobs lost in the early 00s—there has recently been a substantial economic downturn. The region's population is cognizant of the downturn, as it can be seen across the region in unemployment rates, in the papers, and in the high rate of office space vacancy. It's the hope of the CEDS authors that the information within this document be considered when evaluating whether or not Chittenden County be considered a EDA funding eligible region.

The Chittenden County CEDS Process is long and involved, seeking time and effort from many individuals and organizations throughout the community. The CEDS for the Greater Burlington area is founded in, and successful due to collaboration, volunteerism and outreach.**II. Introduction**

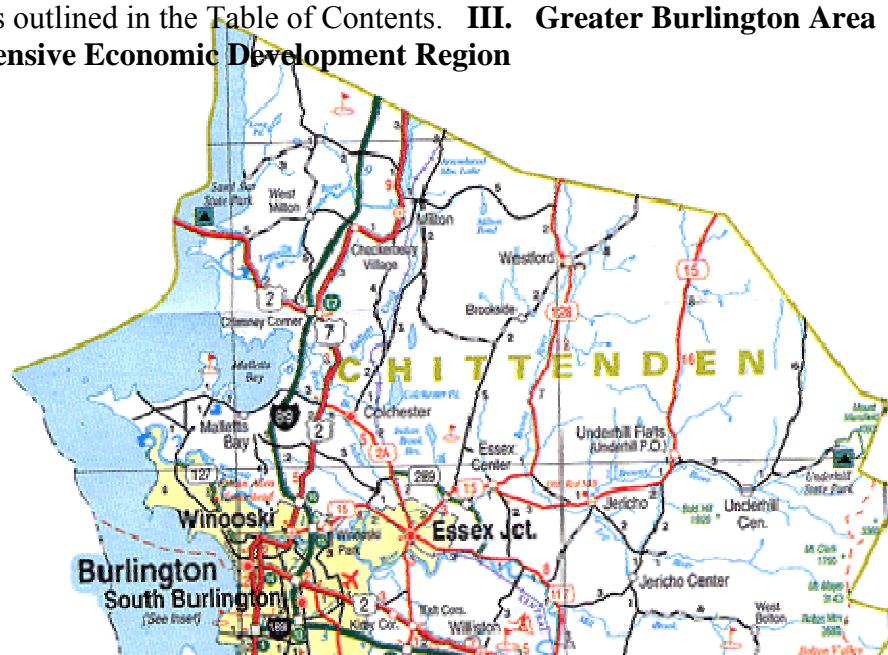
Welcome to Chittenden County, located on the shores of Lake Champlain in northwestern Vermont. Chittenden County is home to nearly 25% of the State's residents and many of the State's businesses. The economy has evolved from agrarian, to industrial and continues to change and evolve with the rest of the United States. Chittenden County is a region blessed with a clean environment, beautiful natural resources, a hardy workforce with a great work ethic and a diversity of communities, from the biggest city in Vermont (Burlington) to Buel's Gore (population 12). In the following pages the strengths of the Greater Burlington area will be presented and explained. This is the 2008 Annual CEDS Report for Chittenden County, Vermont.

In 2004, the Greater Burlington Industrial Corporation was invited by the Economic Development Administration (EDA) to compose and submit a Comprehensive Economic Development Strategy (CEDS) for Chittenden County due to substantial job loss from a major area employer. Over the course of a year the CEDS process pulled together hundreds of individuals representing diverse backgrounds to help shape, compile, draft and finally complete the Comprehensive Economic Development Strategy for Chittenden County, Vermont. The Final Report was submitted by the Greater Burlington Industrial Corporation (GBIC) on behalf of its many staff members and volunteers who dedicated countless hours to the process.

In August, 2005 the Chittenden County CEDS Final Report was accepted by the EDA, thus initiating an ongoing process to annual update the Chittenden County CEDS Report and potentially enabling municipalities, organizations and institutions to apply for grant funding. The report, as implied by its name, offers a comprehensive guide to economic development initiatives throughout the region.

Subsequently, GBIC's staff and volunteers submitted updated CEDS reports again in 2006 and 2007. This year, 2008, marks the first year that GBIC is submitting the updated report under the pretenses that no projects in our region qualify for funding as specified under the CEDS document. However unfortunate at this time of economic downturn, Chittenden County continues to document new projects and initiatives for the even that the region once again qualifies for EDA funding.

The following pages inventory the CEDS process for Chittenden County. Each piece of the process and its corresponding information are included in the following sections, each of which is outlined in the Table of Contents. **III. Greater Burlington Area Comprehensive Economic Development Region**



Chittenden County Municipalities

Bolton	Hinesburg	St. George
Buel's Gore	Huntington	Underhill
Burlington	Jericho	Westford
Charlotte	Milton	Williston
Colchester	Richmond	Winooski
Essex Junction	Shelburne	
Essex Town & the CEDS	South BurlingtonIV.	Chittenden County, GBIC

A. Description of the Region

Chittenden County is Vermont's economic hub and features a mix of high tech manufacturing and value-added businesses as well as a rich, natural resource based working lands and tourism sector. Bordered to the west by Lake Champlain, the greater Burlington area is home to Vermont's most dense population including over 15,000 college students from three colleges and the state's only university.

For 2006:	Chittenden County	State of Vermont
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Land Area (sq. mi.)	614	9,609
Population (estimated)	150,069	623,908
Employment	94,827	302,979
Unemployment Rate	3.2%	3.6%
Average Annual Wage	\$41,873	\$35,535

Chittenden County is comprised of 18 municipalities and one gore. The total Chittenden County population actually decreased over the course of 2003-2004. Utilizing the most up to date information available, populations by municipality in 2005 are as follow:

Bolton:	982	Hinesburg:	4,425	S. Burlington:	16,993
Buel's Gore:	12	Huntington:	1,939	St. George:	682
Burlington:	38,531	Jericho:	5,068	Underhill:	3,020
Charlotte:	3,651	Milton:	10,169	Westford:	2,129
Colchester:	17,165	Richmond:	4,110	Williston:	8,243
Essex:	19,146	Shelburne:	6,995	Winooski:	6,353

Chittenden County, while serving as the state's economic hub with a strong high tech industrial base, also hosts active working farms and forests with associated value added industries. It is a priority to protect agricultural and forestry lands, encourage sound soil and water quality management practices and sustain the natural resource base upon which the economy depends. In discussions with community members, support for agriculture was highlighted as a key strategy related to economic development and remains a topic relating to the overarching wellbeing of the Greater Burlington area.

The agriculture and forestry industry feeds other industries including retail, wholesale distributing and tourism. Agriculture is also a major contributor to Vermont's tourism industry. A recent study linked the farm landscape with tourism, 'Interdependence of Farming and Tourism in Vermont: Quantifying the Value of the Farm Landscape'¹ According to this study's survey, 96% of visitors at a Vermont Welcome Center indicated that scenery was a "very important" or "important" reason for visiting the state. Tourism contributes a total impact of over \$4 billion or 13% of the total state's output.

Using 2000 data, the Vermont Council on Rural Development cites the state's economic impact from Vermont farm products at \$681 million. Our county towns are very oriented toward using natural systems/ecological services to enhance and sustain agriculture and natural resource based economies and investments, e.g. farm and forestry value-added manufacturing, tourism and organic/market gardening.

Other parts of our county are more oriented toward high tech manufacturing including production of semi-conductor components, high-speed cable, metal casting and injection

¹ Wood, Nancy, M.S. Thesis, Community Development and Applied Economics, University of Vermont, March 2000.

molding machines. Still, some of our towns share both an agricultural and high tech base and support small and medium size entrepreneurial companies.

Chittenden County is also home to many second homeowners and telecommuters. They are able to enjoy Vermont's quality of life and support the knowledge-based economy providing there is easy access to necessary technologies like wireless or broadband internet and cellular coverage.

Community stakeholders agree that our region cannot sustain a diversity of well paying jobs without a clean environment, well functioning natural systems, a strong agricultural and working lands base, and telecommunications backbone necessary for businesses in the 21st century. The balance of land-based and high tech industries plays an integral part in our region's economic strategy and provides for a diversified economy that supports a variety of employers and employees.

B. Overview of Existing Economic Development Services Providers & Programs in the Region

Chittenden County currently has a diverse mix of public and private organizations that are involved in promoting economic and community development throughout the region. There are a wide variety of groups that are either directly or indirectly providing economic development and community development services to selected populations. Various types of public financial assistance (mostly with federal and/or state participation) are available to businesses, individuals, and entrepreneurs to facilitate a wide variety of private sector, commercial and industrial, and community development strategies and projects.

The following is an inventory of the region's service providers for any and all aspects of economic community development. This listing of service providers is categorized by type of service provided, and a summary of the services provided. The five categories are:

- 1) Local Development Agencies [Municipal development offices, municipal revolving funds, etc.]
 - i) Local Industrial Development Agencies
 - ii) Local Development Corporations
 - iii) Local Municipal and Non-Profit Agencies-Committees
- 2) Regional/Multi-Municipal Development Organizations [GBIC-Cynosure, Lake Champlain Regional Chamber of Commerce, Vermont Center for Emerging Technologies]
- 3) State Economic Development Agencies and Resources [Vermont Department of Economic Development (VDED), Vermont Economic Development Authority (VEDA), Small Business Development Center (SBDC), Vermont Department of Tourism and Marketing (VDTM), The University of Vermont (UVM), Champlain College, Vermont State Colleges, Vermont Workforce Development Council (WDC),

Vermont Training Program, Vermont Technology Council, Sustainable Jobs Fund, Vermont Council on Rural Development, State Chamber of Commerce, etc.]

- 4) Federal Economic Development Agencies and Resources [Small Business Association (SBA), U.S. Department of Housing and Urban Development (HUD), Economic Development Administration (EDA), Department of Agriculture (USDA), USDA Rural Development, etc.]
- 5) Community Resources and Services to Support the Economy and Quality of Life [GBIC, Lake Champlain Workforce Investment Board, Lake Champlain Regional Chamber of Commerce, housing groups, YMCA, Champlain Initiative, other social cultural, educational and faith-based organizations, basic human services and substance abuse programs, groups and programs to assist low- and moderate-income groups.]

C. The Greater Burlington Industrial Corporation (GBIC) and the Comprehensive Economic Development Strategy for Chittenden County

1) GBIC

The Greater Burlington Industrial Corporation, as listed above has dual purpose and function: it is both a Regional Development Organization and a resource and service provider to the community in order to support the economy and quality of life in Chittenden County (the Greater Burlington area).

GBIC is the non-profit, certified Regional Economic Development Corporation (RDC) in Chittenden County. It was created in 1954 by an Act of the Vermont Legislature. Today, Vermont has 12 certified RDCs providing the state's regional economic development programs and services. The primary economic market focus of GBIC is the region's value-added industry sectors and the region's economy-driving businesses.

The Mission of GBIC is to attract, retain, and expand environmentally sensitive, high-wage paying jobs in the Champlain Valley; and to initiate and support advocacy, education, and collaborative programs in promoting its Vision. Its Vision is a thriving Lake Champlain region with an economic environment providing meaningful employment consistent within uncompromised natural environment, enabling present and future generations of Vermonters to live, learn, work, and play in the Champlain Valley.

To achieve its mission GBIC provides several services and an inventory of resources for current and new businesses within Chittenden County and businesses wishing to relocate into the Greater Burlington area. Services include confidential site selection, research, networking and community outreach opportunities, financing assistance by working with State programs (such as the Vermont Economic Development Authority), permitting assistance, economic incentives assistance, program development through collaboration with other area organizations and finally, managing the Comprehensive Economic Development Strategy.

2) GBIC Membership

Unlike a chamber of commerce or other business advocacy organization GBIC does not have formal membership dues or costs of utilizing its services. All value-added, high-tech, manufacturing and service businesses in the area which champion GBIC's mission are considered members. Its only true members though, are the 17 municipalities and one Gore within Chittenden County.

GBIC conducts annual visits to each municipality. Additionally, GBIC completes more than 200 business visits with Chittenden County businesses annually. This does not include community outreach through GBIC's involvement with many organizations which affect economic and community development in the area, such as the Vermont Technology Council, the Lake Champlain Regional Workforce Investment Board, the Lake Champlain Regional Chamber of Commerce, the University of Vermont, the Vermont Center for Emerging Technologies, and many others.

3) Comprehensive Economic Development Strategy for Chittenden County

Since invited to coordinate and submit a CEDS document for Chittenden County, GBIC has played an integral role in its development, dedicating funds, staff and countless work hours to bringing the original document and subsequent annual report to fruition.

During the original process GBIC contracted a local consulting firm to coordinate the process. For each of the subsequent annual report to date GBIC alone has dedicated the staff to coordinate the process with the input and interaction of 100s of volunteers from the community. Indeed, it is the willingness and partnership of these volunteers that have achieved a successful CEDS process for Chittenden County.

With the guidance of three committees, the leadership of the Citizen Work Groups, and the 'Governance, Policies and Procedures' the course and process to update the CEDS for Chittenden County and to produce the 2008 CEDS Annual Report was clearly outlined. Though not all steps in the procedures were necessary due to the unavailability of EDA funding, the guidelines still provided the basis for completing the document.

V. The Planning Process

A. Development of the Chittenden County CEDS Governance

Near the end of the original CEDS process, staff and committee members began to develop plans for the process of future iterations of the document. These guidelines were developed by CEDS Staff in conjunction with the CEDS Executive Committee. On December 21st, 2005 the 'Governance, Policies and Procedures for Implementation of the Chittenden County CEDS' was adopted by the full Chittenden County CEDS Committee.

The passage of the document established the Chittenden County CEDS Committee, the Chittenden County CEDS Executive Committee and the CEDS Project Advisory

Committee for Chittenden County. The three committees become the basis for all action to be taken through the CEDS process.

The Project Advisory Committee was established to review new proposals to be included in the CEDS Project Implementation Plan and also works closely with the CEDS Staff to evaluate whether submitted projects qualify for current EDA Funding Priorities and EDA Funding eligible. All five Citizen Work Group chairs are also members of the Project Advisory Committee. Actions performed or initiatives suggested are forwarded either to the CEDS Executive Committee or the CEDS Committee.

The CEDS Executive Committee was established to be a faster reacting committee for time-sensitive initiatives that needed immediate attention. The CEDS Executive Committee may act on all CEDS related activities on behalf of the CEDS Committee. It will review and approve all projects for inclusion into the CEDS Project Implementation plan and provides its recommendations to the CEDS Committee.

The CEDS Committee is the highest governance body of the Chittenden County CEDS governance structure. The CEDS Committee may accept or reject any recommendations made by the CEDS Executive Committee or the CEDS Project Advisory Committee. The CEDS Committee has final authority on the CEDS Project Implementation Plan and also the CEDS Annual Reports. The CEDS Committee also issues letters of support for entities pursuing EDA funding and can amend the 'Governance, Policies and Procedures for the Implementation of the Chittenden County CEDS' in conjunction with the CEDS Executive Committee.

The 'Governance, Policies and Procedures for the Implementation of the Chittenden County CEDS' also outlines the procedures for developing and submitting grant applications to the EDA. Once listed as a priority in the CEDS document the initiative will first be cleared by the Project Advisory Committee and then through the CEDS Committee (or CEDS Executive Committee). This process uses the criteria outlined by the EDA and subsequently included in the 2005 Chittenden County CEDS as a measure of eligibility for projects. Any project not meeting those criteria will not be approved by the CEDS Committees for application to the EDA.

A full version of the 'Governance, Policy and Procedures for Implementation of the Chittenden County CEDS' can be viewed in Appendix A of this document.

B. Development of the Chittenden County CEDS Policies and Procedures

The Chittenden County CEDS process for evaluating projects was developed early by the Citizen Work Groups and the Vision 2020 Conferences held in 2004 and 2005. The process followed to compile the original CEDS document was followed closely in order to give credibility and consistency to the subsequent CEDS Annual Reports.

The original 'GBIC CEDS Public Process & Decision-Making Flowchart for Project List Development' was adapted for the annual process, but its main course and elements

remain. With the bulk of the CEDS process already completed in 2005 by the original initiative, there were elements that did not need updating or editing and are considered to be intact to the Chittenden County CEDS through this report, though they have been left out for considerations of brevity.

It must be noted that the Citizen Work Groups, though not formally instituted by the ‘Governance, Policy and Procedures for Implementation of the Chittenden County CEDS’, remain an integral piece of the Chittenden County CEDS effort, however their time and efforts were not needed this year. Originally formed to meet the desire to adequately represent all aspects of economic development in Chittenden County, the five Citizen Work Groups (CWGs) remain essential aspects of the CEDS Process. They are:

- Business Environment
- Education and Workforce Development
- Infrastructure
- Social Environment
- Technology

These five groups and their members represent a wide array of area businesses, non-profits, institutions and local and state government and are considered a representative cross-section of Chittenden County. The CWGs fill an important role as the first contact of projects to the CEDS process. This year a no meetings of the CWGs were held, without the possibility of EDA funding, there was no need to call to order a meeting of volunteers, instead staff included all CWG members in the project solicitation and presented them with regular updates of CEDS-related activities.

These policies and procedures were first adapted by the CWGs and the participants in the Vision 2020 Conferences in 2004 and 2005. This iteration of the Chittenden County CEDS Annual Report adheres to those policies as they were generated and intended.

C. Community Involvement

Community involvement and outreach is what gives credibility to the Chittenden County Comprehensive Economic Development Strategy. Membership of the Citizen Work Groups totals nearly 100 individuals representing many diverse business, education, social, public and institutional organizations in Chittenden County. The purpose of these five CWGs is to focus efforts on one of the five areas highlighted above and to promote qualified feedback from the volunteering community members of each of the CWGs concerning the strategies, projects and initiatives they evaluate over the course of the CEDS annual process.

Additionally, public outreach was achieved through public forums, including an update at the GBIC 54th Annual Membership Meeting which is held every June. Through this meeting over 200 individuals were able to hear about the CEDS process for 2008.

Instead of face-to-face public forums, CEDS staff worked to provide an online forum and commenting area for all projects and CEDS related initiatives. The new site design provides ample opportunity for communication, feedback and project solicitation which helps to save the time and energy of our often over taxed volunteer base. The public was also offered the opportunity to view all Chittenden County CEDS documents online at <http://www.gbicvtceds.org>, which is continually updated with CEDS information and progress reports. This document, and past iterations of the CEDS report for Chittenden County are each archived on the website for easy public review and download.

VI. Results

A. Drivers of the CEDS Process

During the initial process of creating the CEDS for Chittenden County an inventory of strengths and weaknesses was identified. These strengths and weaknesses helped to mold the CEDS initiative with the purpose of alleviating the weaknesses and utilizing the region's strengths to the advantage of the CEDS. Below is a list of the strengths and weaknesses identified during the initial CEDS Process.

Relative Strengths

- A workforce with a solid work ethic.
- Access to quality K-12 educational resources and high quality higher educational resources.
- A widely recognized brand as an environmentally conscious region/state.
- Generally available and affordable telecommunications.
- Generally good environmental quality and good access to recreational resources.
- Generally available and for the most part affordably priced industrial and commercial space-sites—particularly in the near-term time horizon with some exceptions.
- Good access to quality health care.
- An overall excellent quality of life.
- Generally good access to major market areas.
- Good access to debt capital sources that are competitively priced.
- Pockets of willing and active local governments pursuing economic development.
- The region has always had a “welcoming attitude” towards foreign nationals and those visiting for extended periods, offering opportunities for augmentation of the regional work force and as a source of potential regional entrepreneurs.

Regional Weaknesses

- Limited work force availability in most skilled occupations.
- Declining sustainability of manufacturing.

- Students interested in technical education are being turned away because of a lack of space in current programs, or lack of relevant programs at their local institutions.
- A continued outward migration of the area's youth, including high school and college graduates who seek wages and experiences outside of the state.
- Difficulty—as with many other regions of the state—for the regional work force to move from lower tech, blue-collar occupations to jobs with higher skills requirements.
- Significant parts of the work force lack basic communication and interpersonal skills in some key sectors of the regional economy.
- The region has a limited supply of equity and venture capital resources—almost non-existent for some types of early-stage equity capital—particularly for technology related opportunities outside of the area of medical technology and selected areas of primary research competency at the region's higher education institutions.
- A perceived, and in most cases, a real problem with predictability and ease of obtaining state approvals/permits and local approvals/permits. Although much of this is beyond the immediate scope and influence of the region, the region needs to work cooperatively with municipalities within the Chittenden County region and with state agencies to address these concerns.
- Although perhaps the deepest in the state, the region has limited resources for technology related companies dependent upon higher educational resources.
- The region lacks a large inventory of potentially developable commercial/industrial sites that could be used to meet the region's long-term commercial and industrial development needs.
- The region has high relative electrical energy costs for regional businesses—and particularly for manufacturers—who are competing in a global market place.
- Parts of the region have limited waste water treatment discharge capacity into the Winooski River or Lake Champlain—without moving to a higher level of treatment technology with its attendant higher costs.

B. Overview of Global-National Forces Impacting the Region

The original CEDS Report for Chittenden County included a list of many forces and their implications to economic development in the region. This extensive list was an inventory of many global and external factors that are each having a direct and significant impact on Chittenden County and its economy. It was acknowledged that the CEDS document might not have the ability to address these forces impacting the region, however through outreach and partnership it was deemed possible to provide input to the organizations, individuals and collaboratives that were focused on the forces.

It was concurred that a better understanding of these forces was necessary so that the county can adapt to them. In many respects, these factors or forces represent significant sources of opportunity and/or represent significant threats to the effective implementation of this CEDS plan. Below is a complete list of the forces identified in 2005 and updated in subsequent iterations of the CEDS:

1. Markets are becoming increasingly global;
2. Technology is increasingly dominating the economy and society;
3. The pace of innovation is accelerating;
4. The county's population is aging, raising concerns about the adequacy of the county's future labor force;
5. The aging Baby-Boom population is more demanding of quality-of-life and greater corporate social responsibility;
6. More and more entrepreneurs start new businesses every year;
7. Two income families are increasingly becoming "the norm" and time is becoming these families' most precious commodity;
8. The rapid erosion in the federal budget balance threatens to reduce the availability of public resources to support economic and community development for many years.
9. New Trends...

A worldwide shift of focus to environmental studies, including climate change, alternative energy, increasing efficiency of existing technologies will present economic development opportunities to those organizations, businesses, regions and/or states that are poised to work towards environmental technology advances.

Since, several initiatives have started in Chittenden County to address these forces. Below is the force expanded in greater detail, including a description of the initiatives and their progress which have come to light over the past year:

- **Markets are becoming increasingly global...**

Trend: The world is becoming more integrated economically and the region has become less and less isolated (protected) from national and global economic events. Economic development policy must take into consideration the regional implications of these still evolving national and global markets for many of the county's key employers.

Implications: Policy, therefore, cannot be made in a vacuum, and must be sensitive to these still-unfolding market developments. This globalization also raises the level of risk to a terrorist attack, and threatens to reduce the financial return of business as more resources are devoted to protection-self defense.

Movement Update: The Vermont Global Trade Partnership (VGTP) is Vermont's center for international business assistance. Formed in 2004, the Trade Partnership provides technical assistance and trade counseling, import and export leads, educational programs, coordinated trade missions and trade shows, and many other useful services to help Vermont companies seeking to succeed in international markets. The Global Trade Partnership was in part listed as an expansion project in the 2005 CEDS Report. More information about the VGTP can be found at <http://www.thinkvermont.com/globaltrade>.

- **Technology is increasingly dominating the economy and society ...**

Trend: Rapidly advancing technological innovation is making us more productive and changing the way goods and services are made and transported to markets in the county. At the same time, it also is challenging regional employers to deal effectively with the fact that skills are becoming increasingly mobile (from a geographic perspective), and the “half life” for skills sets is currently shorter than was the case just five years ago. New technologies will require a higher and higher level of education and skills in the region and the training to use those skills effectively. This trend will also provide the region with numerous opportunities to create new businesses and high-skilled jobs.

Implications: Encouraging the further advancement of innovation and the continuous improvement of worker skills in today’s idea-based economy are keys to the regional economy’s ability to continue to compete.

Movement Update: Several initiatives have taken the lead in turning technology into an asset instead of an obstacle for area businesses:

Vermont Information Technology Center (VITC):

Information Technology is vital to the future of Vermont's economy and its gentle environmental footprint is consistent with the Vermont way of life. It is a clean, growing industry that provides high-paying jobs. A fundamental component of the VITC mission is to foster a nurturing environment for information technology-one that allows it to grow and flourish. The Center can foster IT growth in three ways:

- By helping small businesses more effectively use the many aspects of Information Technology in their operations.
- By reinforcing the positive image of Vermont as a state committed to staying on the leading edge of information technology.
- By coordinating and supporting an educational infrastructure in the state that is responsive to IT workforce needs and demands.²

For more information please visit <http://www.champlain.edu/corporate/vitc/>

Workforce Development Accelerated Response Team (WDART):

The Lake Champlain Regional Workforce Investment Board initiated WDART as a fast response team to meet the needs of Chittenden County businesses. The scope of initiatives includes addressing technology needs, state support and workforce requirements. Projects may also include relevant workforce development issues included in the CEDS Report. This year, as a result of WDART’s work the Burlington Technical Center Avionics Program Expansion is included in the CEDS project matrix.

² <http://www.champlain.edu/corporate/vitc/>

Vermont Broadband Council:

Established in 2004, the mission of the Vermont Broadband Council is “to promote the use and availability of broadband services throughout the state. Our approach is to do this through demonstration projects that are designed to give individuals and businesses first hand experience with the benefits of high-speed, always-on Internet services. We also are working with organizations, agencies, institutions and businesses around the state to coordinate activities that will help to make affordable broadband service available to more Vermonters. The Vermont Broadband Council is affiliated with the Vermont State Colleges, which has a strong commitment to developing partnerships between the business and education communities. With smart investments in infrastructure, education and workforce development, Vermont can become a magnet for businesses that use cutting-edge telecommunications services.”³ Bringing the mission to fruition is an important step in creating open access to technology and information, and alleviating stresses on workforce needs of the region and within the state.

There are several CEDS projects for Chittenden County that involve both the Vermont Broadband Council and the Vermont Information Technology Center.

Vermont Training Program:

The Vermont Training Program (VTP), implemented through the Vermont Department of Labor “promotes industrial expansion and encourages the creation and retention of jobs in manufacturing by providing training for new and existing businesses thereby increasing the skills of the Vermont workforce, the wages and Vermonters' standard of living.”⁴ This is accomplished through established training entities. Such as Vermont HITEC; all of the jobs created pay higher than the established livable-wage and many have provided high-tech training for those in the program.

Vermont Software Development Alliance

In 2004 and 2005 the idea for a software development alliance was in its infancy. In 2007 the organization received its non-profit status from the federal government and received substantial financial assistance from the Governor’s office and the legislature. This funding will be used to create an Executive Director position to maintain and grow the organization. The vtSDA offers an outlet for policy reform, networking, and marketing for a thriving industry in Vermont.

▪ **The pace of innovation is accelerating ...**

Trend: The design and marketing cycle—from idea-to-invention-to-innovation-to-imitation—has shrunk and continues to shrink. Products must capture their market quickly, before competitors can copy and market them. This changed competitive landscape has simultaneously opened the region to new economic opportunities and exposed the region to new economic risks. This will challenge companies in the region to continuously improve their ability to apply knowledge and technology to the production process better than their competitors as computer aided design across industries shortens the lag time between idea and finished design.

³ <http://www.vtbroadband.org/>

⁴ http://www.thinkvermont.com/workforce/vt_train.cfm

Implications: The region's key employers in its strategic clusters will face much tighter competition based on new technologies and the increasingly simultaneous exchange of ideas through telecommunications. Those that adapt quickly and with state-of-the-art methods will prosper. Those companies who do not, will likely struggle and potentially fail. Lifelong learning by the county's current and potential workforce will be a necessity for an increasingly large percentage of the county's work force.

Movement Update: The Vermont Center for Emerging Technologies (VCET) is a leading-edge business incubator located on Trinity Campus at the University of Vermont in Burlington. VCET offers selected early-stage businesses a menu of traditional incubator services such as furnished office and laboratory space, business consultation, shared office equipment, administrative support, business education and workshops.

Resident and affiliated companies receive added value through VCET's association with the University of Vermont (UVM), and other educational institutions. The role of the Center is twofold:

1. To increase the number of successful technology-based small companies originating in or relocating to Vermont.
2. To promote and accelerate university and industry technology transfer and commercialization.

Residents of the Center enjoy access to UVM, including many of the same benefits and privileges afforded to faculty, staff and students.⁵

A planned expansion of the facility was included in the 2005 CEDS Report and will be completed by the end of 2007. Additionally, since the Chittenden County CEDS was created in 2005, several new businesses have graduated from the facility and continue to thrive in the state, creating jobs and opportunities for Vermonters.

- **The county's population is aging, raising concerns about the adequacy of the county's future labor force...**

Trend: Although it is doing so at a slightly slower rate than the state or nation as a whole, the county's population is aging. Over the next 25-30 years, this trend means that the regional pool of potential workers may experience labor force supply pressures that could result in a shortfall in an available labor force in the county's longer-term future. Vermont is currently the 2nd oldest state in the US.

Implications: The region has an opportunity with its higher educational institutions to turn this issue into a regional strength. Other options include the importation of needed workers and/or encouraging regional workers to retire later in life (e.g. provide options for 2nd and 3rd careers) to address labor force supply issues.

Movement Update: Increased scrutiny of the aging workforce has prompted government action. This year an act of the legislature created substantial workforce

⁵ <http://www.vermonttechnologies.com/index.htm>

development funding that can be used for internships, adult education, dual enrollment and other initiatives focused on alleviating the pressures of an aging workforce.

▪ **New Trends:**

The housing market threatens the region’s ability to recruit employers and retain Vermonters...

Trend: The local housing market in Chittenden County has impeded the region’s employers’ ability to recruit new employees to the area. The cost of houses is such that new graduates also have difficulty finding adequate and affordable housing in the area. The Vermont Housing Council, for the past five years has published “Between a Rock and a Hard Place: Housing and Wages in Vermont” to highlight the issues of housing within the state.

Implications: Issues with housing costs affect many aspects of the state’s and region’s economy. In 2005 the median purchase price for a home was 182,000 dollars, which means that a Vermonter seeking a median priced home would need an annual income of 65,000 dollars. The median household income in Vermont is far below the 65,000 dollar annual income at approximately 46,000.⁶

Movement Update: In order to alleviate Vermont employees’ struggle with high and rising house and rental prices a housing group was formed in the mold of the Upper Valley Housing Coalition located in mid-eastern Vermont. This new advocacy group, the Northwestern Vermont Housing Coalition, was formed in early 2006 with the expressed goals to “encourage the planning and production of a diversity of housing that:

1. Increases the supply of rental and ownership housing to serve a diversity of incomes and abilities in the workforce of the greater Chittenden County market.
2. Is consistent with "Smart Growth" town planning principles.⁷

▪ **Green initiatives growing throughout the world.**

Trend: It’s estimated that the worldwide market for ‘green technologies’ is in the trillions of dollars. With a strong green brand already, Vermont is poised to capitalize within this market.

Implications: Generally, these global factors and trends affecting Vermont are positive. Vermont’s contributions to green technologies are already substantial, however a local climate opposed to certain alternative and “green” energy sources (such as nuclear and wind). Better local policy and campaigns to educate Vermonters

⁶ <http://www.housingawareness.org/publications/housing-wages-2006.pdf>

⁷ Northwest Vermont Housing Coalition Project Endorsement Guidelines, 2006

on the possibilities of green energy implemented within the region will provide for a great opportunity for lower energy costs and will also continue to build the regions brand as green, sustainable and climate conscious place.

Movement Update: GBIC, this past year provided several opportunities business, community and government leaders to engage in discussions about the environmental future of Northwest Vermont. One such event brought the Rocky Mountain Institute to the University of Vermont and culminated in a new report by GBIC entitled: The Green Economy and Environmental Enterprises in Vermont – Opportunities for the 21st Century.

C. Chittenden County CEDS Process

In addition to working within Chittenden County to address the weaknesses and forced described in this CEDS document (including all previous documents), CEDS Staff has focused on updating the Chittenden County CEDS to produce the 2008 CEDS Annual Report. Efforts to complete this update commenced in early 2008 with the solicitation of new projects from our area CEDS organizations.

In order to update the CEDS document with sufficient credibility the process has followed and adhered to the standards set during the first iteration process. The process to solicit projects for the CEDS update began by contacting nearly 100 individuals representing nearly 75 organizations, institutions and municipalities in Chittenden County; a list that was expanded over the course of the year to include more organizations and stakeholders in the area. For a complete listing of all contacted organizations please refer to the Appendix, part A.

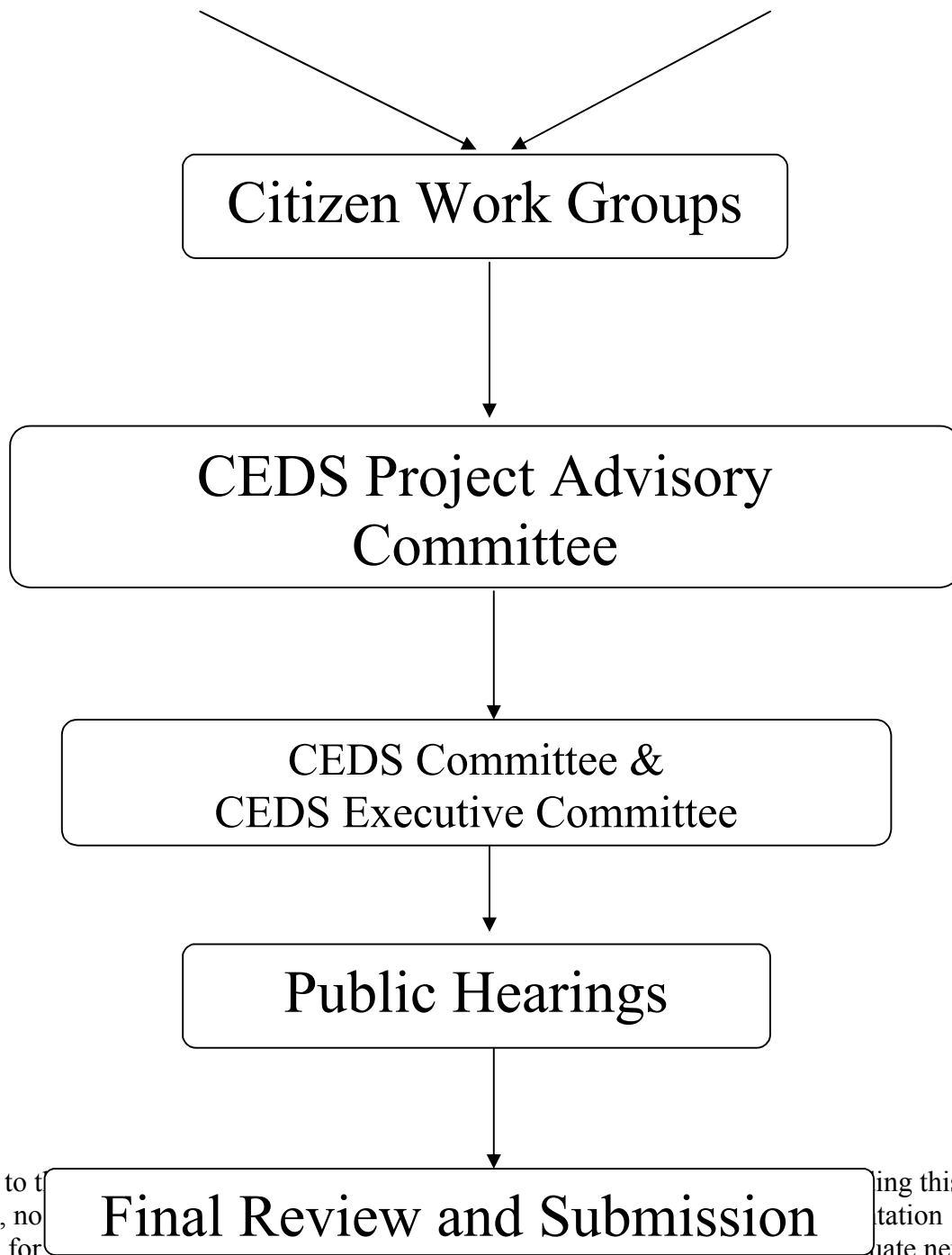
An initial mailing was followed up by emails in order to thoroughly invite responses and submissions. Each entity that had submitted projects to the original process was provided with a list of their original projects and asked to edit, add or remove any projects. Additionally, organizations were encouraged to take advantage of a streamlined, web-based submission process through the new CEDS website. The response to the survey brought over 250 projects total into the CEDS process. These projects included all projects submitted last year to the CEDS Staff and Citizen Work Groups

Once all projects were gathered, CEDS Staff began organizing all projects in order to incorporate them into this CEDS document. Staff also revised the original CEDS Flowchart into a more streamlined process. Below is the edited process, which still replicates each major stage of the original CEDS process.

GBIC CEDS Public Process & Decision-Making Flowchart

Municipalities submit
project proposals

Chittenden County
Organizations submit
project proposals



Due to t
 year, no
 Plan for

Final Review and Submission

ing this
 tation
 date new

project, furthermore the Project Advisory Committee did not need to meet either because there were no changes to the Project Implementation Plan this year.

In years past, CEDS Staff employed a labeling process to help further identify which projects are important to the region; throughout the project listing many of the projects have been assigned with these goals and strategies. This identification process was

developed in the original CEDS process and will be used to ensure each project listed in the Chittenden County CEDS Document is necessary for the economic wellbeing of the region. In each project description matrix located in the appendix, a column titled “connection to long range economic development strategies” is listed, each strategy reflects one of the two goals of the CEDS process⁸:

GOAL A: Facilitate/Build Regional Competitiveness in the County:

- Strategy A1- Promote workforce development/training for a high performance economy;
- Strategy A2- Promote infrastructure readiness for quality job retention-creation;
- Strategy A3- Facilitate state-local development review process to enhance fairness and predictability;
- Strategy A4- Promote access to affordable early-stage capital for regional businesses – particularly for start-up businesses; and
- Strategy A5- Facilitate a climate of business development support throughout the entire Lake Champlain Basin.

GOAL B: Define a Competitive Difference in Chittenden County:

- Strategy B1- Promote job retention to solidify the regional job base;
- Strategy B2- Promote strategic business expansion and recruitment to diversify the regional job base;
- Strategy B3- Facilitate technology incubator-centers of innovation with strategic partners to encourage entrepreneurship;
- Strategy B4- Develop options to enhance work force housing in the northwest region; and
- Strategy B5- Preserve and enhance regional “quality of life.”

A draft CEDS Implementation Plan FY 2008-2013 was then forwarded to the CEDS Executive Committee for review and editing.

Public meetings allowed the CEDS process to be discussed in candor with local volunteers. At one meeting an in depth discussion about how progress for the CEDS could be measured was held.

The public was also updated on the CEDS Process at the GBIC 54th Annual Meeting where over 200 individuals from Northwestern Vermont were present and updated about the CEDS process for 2008.

Information about the CEDS related meetings is included in Appendix B.

D. New Submitted Project Submissions

⁸ Please note that not all projects were evaluated formally and their connection (or lack thereof) to local priorities is omitted.

Project descriptions of over 60 original projects are included in the 2005 Chittenden County CEDS Final Report. For 2008, no new projects were submitted that needed inclusion in the Project Implementation Plan.

VII. Implementation Plan

A. CEDS Process Qualitative-Implementation Indicators Update

This list was first compiled in 2005 and stands as the first progress report for the CEDS in Chittenden County. After each of the original indicators the status of the task has been listed, 'COMPLETE' or 'PENDING'.

- Complete the necessary steps to establish a permanent and flexible CEDS planning process and have the essential elements of this permanence in place by December 31, 2005.
 - a. Establish a permanent CEDS Committee, (**COMPLETE**)
 - b. Complete a first year CEDS work plan and supporting funding, and (**COMPLETE**)
 - c. Recruit and hire needed professional CEDS staff. (**COMPLETE**)
- Establish a protocol process (e.g. similar to an RFP process but internal to the CEDS) along which all projects proceed from idea, to concept, to definition, to funding plan-application, including EDA and other funding sources. (**COMPLETE**)
- Establish a communications plan for the Chittenden County CEDS process. (**COMPLETE**)
- Establish an on-going process-system for bringing together CEDS project champions-stakeholders with individuals and groups that are potential non-federal/non-EDA funding sources for identified projects.
 - a. Complete the planning for and convene a funding workshop or similar event (by the end of CEDS operating year #1), (**COMPLETE**)
 - b. Establish an initial data base of funding source contacts (by the end of CEDS operating year #1), and (**COMPLETE**)
- Submit at least 2 full EDA applications by the end of operations year #1 (or September 30, 2006). (1 project Submitted, 2 total projects given endorsement by the CEDS Committees; PENDING)

A new and updated CEDS Process Qualitative-Implementation Indicators for Year #2 can be found in part H of this Section (VII).

B. Program Strategy Actions

Through the CEDS process no new projects were evaluated this year for inclusion into the Project Implementation Plan. Instead the List for FY 2008-2013 has been carried forward to act as the approved Implementation Plan for this coming fiscal year. This list of projects is the FY2009-2014 Project Implementation Plan, arguably the most important document included in this 2008 Annual Report. The Implementation Plan includes 24 projects that were identified by CEDS volunteers unanimously as the most important and

highest priority projects in the Greater Burlington area. A full account of the 24 projects and their respective descriptions can be seen in the Appendix, part C.

The CEDS Project Advisory Committee was charged verifying that each of the 24 projects listed below in the Implementation Plan are EDA eligible (based on our understanding of the criteria) and which projects had the highest level of readiness. The chart below reflects their deliberations. These projects strongly support our economic development long range goals and strategies, as well as the strategies developed by the citizen work groups. They respond to our need to build a high tech infrastructure that supports good paying jobs and provides our region with the competitive edge or “difference” that distinguishes Chittenden County as an attractive place to work, live and do business. Projects that made this list last year have been included unless the projects has since made progress (been started or completed) or were withdrawn by the project sponsor/champion.

Committee members also agreed that additional projects (not yet identified) might surface in the near term that will require our region’s immediate attention.

CEDS Implementation Plan FY 2009-2014			
All projects are EDA Eligible and have complied with Chittenden County CEDS procedures			
Project Name (& Champion)	Estimated Cost	EDA Eligible	Meets Current EDA Investment Criteria
CAPACITY BUILDING			
Establish a Regional CEDS Infrastructure to Build Economic Development Capacity in the Region	\$150,000	Yes	Yes
SECTOR-CLUSTER RESEARCH			
Research Into Supplier-Customer Linkages for the County's Key Export-Oriented Sectors-Clusters	\$50,000	Yes	Yes
Research Into Linkages and Workforce Development Needs of the High Value Added Professional Services Sector-Cluster	\$30,000	Yes	Yes
INFRASTRUCTURE DEVELOPMENT			
Airport Parkway Wastewater Treatment Facility in South Burlington & Colchester (Town of Colchester, City of South Burlington)	\$13,000,000	Yes	Yes
Water Storage Capacity Addition & Expanded Distribution System (Town of Colchester)	\$3,250,000	Yes	Yes
Wastewater collection Services to Town/Village core area (Town of Milton)	\$1,800,000	Yes	Yes
Regional Landfill Design (Chittenden County Solid Waste District)	\$6,200,000	Yes	Yes
Wastewater Treatment Plant Project (Town of Hinesburg)	\$3,525,000	Yes	Yes
TECHNOLOGY DEVELOPMENT			

Broadband Applications for Businesses and Government (Vermont Information Technology Center)	\$50,000	Yes	Yes
Broadband Wireless Engineering Study (Vermont Information Technology Center)	\$100,000	Yes	Yes
Vermont Technology & Innovation Center	\$2,000,000	Yes	Yes
Tri-Town Fiber-Optic Broadband Project (VITC)	\$10,000,000	Yes	Yes
BUSINESS ENVIRONMENT			
Phase II - Facility Development for the Vermont Center for Emerging Technologies (University of Vermont)	\$5,000,000	Yes	Yes
Vermont Technology Council Promotion of a Knowledge- and Innovation-Based Society (GBIC)	\$50,000	Yes	Yes
Chittenden County Creative Economy & Entrepreneurial Business Plan Competition (GBIC)	\$200,000	Yes	Yes
SOCIAL ENVIRONMENT			
Winooski Community Center	\$8,000,000	Yes	Yes
EDUCATION & WORKFORCE DEVELOPMENT			
Center for Academy Learning (Center for Technology Essex)	\$167,000	Yes	Yes
Fast Trac Entrepreneurial Training (Vermont Small Business Development Center)	\$7,425	Yes	Yes
Health Career Opportunities Program (VT Assoc. of Business, Industry, & Rehabilitation - VABIR)	\$150,000	Yes	Yes
Student Entrepreneurship Training (Linking Learning to Life)	\$53,510	Yes	Yes
Training for Women to Enter Non-Traditional Jobs (Northern New England Tradeswomen, Inc.)	\$47,397	Yes	Yes
Workforce Incubator/Management Center (Regional Workforce Investment Board)	\$100,000	Yes	Yes
Burlington Technical Center Aviation Program Expansion (City of Burlington)	\$5,000,000	Yes	Yes
Workforce Development Center (Champlain College)	\$1,000,000	Yes	Yes

C. Monitoring & Evaluating Strategy-Program Implementation

Why Should the Chittenden County CEDS Monitor Plan Implementation through Benchmarking?

Much has been written in “how to” economic development literature about the importance of measuring the outcomes of strategic economic development plans. Although benchmarking to measure the implementation progress-success of a CEDS is an EDA requirement, “best practices” approaches in strategic economic development planning through the years indicate that all good strategic economic development plans make a concerted effort to measure the outcomes of implementing their plans. As a result, even if benchmarking was not a CEDS requirement, most of the hundreds of volunteers involved with this Chittenden County CEDS effort determined it was important to develop a set of realistic benchmarks or measures against which the success

of the implementation of this CEDS plan could be gauged over time. Once established, progress or lack of progress towards achieving these goals could be reported on a yearly basis as part of the annual reporting requirement of a CEDS to the EDA.

D. Conceptual Basis for Outcome-Based Benchmarks

There are many reasons for establishing a proposed system of benchmarks for evaluating any strategic economic development plan. In the case of this CEDS planning effort, the primary objective for establishing a system of benchmarks is to enable the CEDS Committees to periodically and objectively monitor the implementation and progress of the CEDS toward a defined set of desired outcomes for the county-region.

The Chittenden County CEDS plan reflects the consensus vision and mission statements as contained in Section V. of the original Final Report. These two broad statements included a further refinement of the Vision and Mission statements of the recently completed Chittenden County Long Term Strategic Economic Development Plan that reflects: (1) where the CEDS volunteers and participants see the region in the future (the CEDS Vision Statement), and (2) a broad statement about the general road map of how the CEDS Plan's volunteers and participants should follow in order to assist the Chittenden County region in getting to that vision (the Mission Statement). The Chittenden County CEDS Vision and Mission follow:

Vision Statement:

Our economy will be strong and more diverse, with a base of small and large globally competitive employers, and will provide meaningful and challenging jobs that are consistent with Vermont's culture, values, & a high quality of life.

Mission:

Through a focused effort in collaboration with the state and other regions, strengthen existing businesses and search out new opportunities to achieve a diverse economy of globally-competitive businesses that offer challenging and good-paying job opportunities, offer the resources necessary to support a high quality of life, and provide economic opportunity for those who work and reside in northwest Vermont.

Benchmarks to be used in this CEDS plan reflect a combination of: (1) an understanding of the long-term economic performance and economic structural issues that have been impacting the region, (2) a general understanding of the global competitive environment that businesses today in the Chittenden County regional economy operate within, and (3) the above-referenced strategies-projects that arose from the Vision and Mission statements.

Regarding the first, the plan and these benchmarks should recognize the following realities evident in the region (As of 2005):

- The region has four employment centers that import workers—the City of Burlington, the City of South Burlington, the Town of Essex, and the Town of Williston. Together, these four communities import approximately 26,606 workers, and Chittenden County overall imports approximately 7,400 people to fill the jobs within the borders of the county.
- Over the last two business cycles,⁹ Chittenden County Communities have seen more growth in jobs than the state as a whole, but this success is more an artifact of the 1980s than more recent times—where several of the region’s major employers have permanently reduced their work forces.
- What job success there has been has occurred in the Services sector, which added 8,300 jobs or 47.6% of the total job growth for the last two business cycles—more than double the next closest job category.
- The share of total jobs represented by the Services sector increased by eleven percentage points over the 1981-2000 period to equal 30% of total jobs in calendar year 2000.
- The majority of this eleven percentage point increase in share for Services came at the same time there was a ten percentage point loss in share in the Manufacturing sector, which fell from 28% of total jobs in 1981 to 18% of total jobs in 2000.
- Within the Services sector, Health Services has historically played a significant role in the region, although job increases since 1981 have not kept pace with job growth in the rest of the region’s economy. As a result, the share of Service sector jobs accounted for by this sub-sector declined slightly over the 1981 to 2000 time frame.
- Growth in average wages has generally tracked with that of the state from 1981-1989, and edged slightly ahead from 1989-2000. Wage growth since 2000 has been less robust, reflecting the regional employment adjustments in information technology and several other parts of the regional economy.
- Data on entrepreneurial activity shows that such activity is high in Chittenden County, but the levels of economic reward (e.g. income) from this activity is lagging—a sign of potential economic stress.

⁹ The objective of this review of history is to assess long-term job change and structural trends. Readers will note that the 1981 to 2000 period excludes the period defined by the most recent recession that has resulted in significant job losses in northwest Vermont. To the extent those losses are cyclical (vs. structural) job reductions (which is still open to debate), the case presented here is more positive than these data indicate.

- Chittenden County has a higher proportion of high school graduates than either the state or the nation as a whole, along with a lower proportion of the population with less than a ninth grade education. Chittenden County also exceeds the state and national averages in the percentage of the population with Associate’s degrees, Bachelor’s degrees and Ph.D.s.
- In a global economy, the county’s residents, businesses, and municipalities should be very concerned about the fact that Chittenden County’s economy remains concentrated in too few sectors and in too few large employers within those sectors. This is perhaps best illustrated by the share of international trade in Vermont in the Electrical Machinery, Equipment & Parts portion of Vermont’s trade data, where the amount of exports is dominated by the region’s largest employer—IBM in Essex Junction.
- Chittenden County continued to have a higher percentage of households paying 30+% of their household incomes in housing costs than the state at all income levels in 2000 versus 1990—but particularly in the owner category. This indicates a continuation of an ‘affordability problem’ in owner-occupied housing in the region that appears to be a key issue for economic development in Chittenden County.

Today, several forces are at work on the northwest regional economy that have had and continue to have far-reaching effects on the region’s economic fortunes. They include:

- (1) Markets are becoming increasingly global,
- (2) Technology is increasingly dominating and re-shaping the economy and society,
- (3) The pace of innovation is accelerating,
- (4) The county’s population is aging, raising concerns about the adequacy of the county’s future labor force,
- (5) The aging Baby-Boom population is more demanding of quality-of-life and greater corporate responsibility,
- (6) More and more entrepreneurs start new businesses every year,
- (7) Two income families are increasingly the “norm,” and time is becoming these families’ most precious commodity, and
- (8) The rapid erosion in the federal budget balance threatens to reduce the availability of public resources to support economic and community development in the county for many years.
- (9) New Trend: The housing market threatens the region’s ability to recruit employers and retain Vermonters.
- (10) New Trend: Green initiatives growing throughout the world.

In addition, the recently completed regional strategic economic development plan and this CEDS effort identified a total of five factors that were critical to the success of the region's 12 industry clusters—including those firms that export goods and/or services outside of the regional economy. Successful companies in Chittenden County had all or substantially all (e.g. 4 of 5) of these key company attributes. These attributes include:

- They produced high-value goods and/or services for “export,”
- They achieved superior levels of labor productivity through specialized applications and/or knowledge to the production or distribution process.
- They maintained a continuous program of improvement to productive capacity and efficiency through capital investment.
- They maximized the region's intellectual capital resources through collaborative initiatives that utilize the strengths of industry, higher education, government, and civic organizations.
- They were attracted to the region's natural resource endowments to gain competitive advantage.

This CEDS plan blended the above information into its strategic goals upon which these benchmarks are configured. In order to successfully achieve those goals, specific actions will be required by each part of the county's “community.”

These benchmarks are intended to reflect the interdependence to our actions. Businesses need the involvement public sector to attend to such important aspects of quality of life as a stable tax policy and regulatory climate, workforce education-training, and protecting the environment. The public sector needs the business community to create-retain the well-paying job opportunities that financially support all aspects of healthy communities. The volunteer-nonprofit portion of the county's human and services delivery infrastructure needs assistance from both businesses and the public sector to effectively do their work as well.

The original CEDS document for Chittenden County stressed achieving outcomes; along with various benchmarks and indicators, several process-oriented measures and qualitative measures were included in order to measure intermediate progress towards the longer term, targeted outcomes stated below and updated annually by CEDS staff.

E. Proposed Benchmarks

With the above as background, a three-step process of developing a set of benchmarks and outcome-based targets (or goals) began. Regarding the first step, an inventory of

potential quantitative indicators by major subject areas (see below) was assembled. This list included only those indicators where data is reliably, economically, and regularly available. This was particularly challenging since the availability of indicators on the county level is considerably less robust than that which would be available from many government and third party sources on the state or national level.

Regarding the second step, the stated targets for each of the quantitative benchmark indicators were developed. These initial outcome-based targets are thought to be aggressive yet plausible, and included only those indicators where local-regional action could effect significant change. However as stated earlier, these targets were developed without the benefit of CEDS program implementation activity since this is an initial CEDS plan. There needs to be additional capacity built in this area to more directly measure CEDS program activities to expected outcomes. This will remain part of the ongoing work program of the CEDS Committees and staff. These Outcome Based-Quantitative Indicators may be revisited at a later time to evaluate their effectiveness in measuring the success of the Chittenden County CEDS.

With respect to the third step, a comprehensive set of process-oriented and qualitative measures was assembled to gauge near-term implementation progress. The reasoning underpinning this set of process-oriented indicators is to provide near-term guidance to the CEDS Committee and CEDS staff. Short-term targets will only be utilized in order to steer towards longer-term quantitative benchmark targets.

The following list of benchmark indicators was identified to serve as an initial evaluative framework for gauging the progress of the implementation of this CEDS plan. The CEDS process participants felt that aggressive but plausible targets were essential to the credibility of the plan's strategies. Only with a credible set of benchmarks this reasoning goes, will it be possible for the plan's implementation to have the type of broad-based, system-wide collaboration that is needed to work together to achieve the objectives of the region's daunting economic and community development agenda for the county. This collaboration is needed between citizen volunteers, stakeholder groups, and the representatives of the various levels of government if this plan is to be effectively implemented.

Unfortunately, the availability of consistent labor, economy or other information is not always available for updating on a year to year basis.

F. CEDS Outcome-Based Quantitative Indicators

Area 1: Employment Opportunity: Promote the retention and creation of quality job opportunities in the county.

- Average annual private sector wage level in Chittenden County as a percentage of the Vermont statewide average and the U.S. average:

The county seeks to achieve a private sector average wage level that is:

- (1) *Equal to the average U.S. private sector wage by 2010 and equal to the previous all-time high¹⁰ of 102.5% of the U.S. average private sector wage by 2015, and*
- (2) *At least equal to previous cyclical peak of 119.7% of the Vermont private sector average wage by 2010¹¹ and 122.5% higher than the Vermont private sector average wage by 2015.*

Private Sector Wage Level (% of VT/U.S. Average)

	1985	1990	1995	2000	2004	2010	2015
Chittenden County (\$)	\$18,510	\$23,761	\$26,970	\$34,354	\$38,433	NA	NA
Percent of Vermont Average	117.4%	117.4%	116.6%	119.7%	115.5%	119.7%	122.2%
Percent of United States Average	97.6%	102.2%	98.3%	97.3%	101.6%	100.0%	102.5%

Sources: VT DET (VT; Chittenden County); U.S. DOL (U.S.)

- Average Annual Wage in Chittenden County as a percentage of the Chittenden County Basic Needs Budget Annual Wage (Urban, 2-Children, 1 Wage Earner):

The county seeks to have the average annual earned wage at a level equal to or greater than the Basic Needs Budget:

- (1) *Stay at the level of not less than 85% through calendar year 2010, and*
- (2) *Increase to 90% of the average annual Basic Needs Budget in VT by 2015.¹²*

¹⁰ Experienced in calendar year 1991.

¹¹ Of 119.7% experienced in calendar year 2000.

¹² Or increase %5 over the period from 2005-2010 and 2010-2015.

Area 2: Promote sustainable improvements in the quality of the region’s communities.

- County Air Quality

The county seeks to implement policies to strengthen its economic base and communities through 2015 and remain in attainment (which means at or below a set of standards for carbon monoxide, sulfur dioxide, lead, nitrogen dioxide, particulate matter, and ozone) relative to National Ambient Air Quality Standards under the federal Clean Air Act (CAA).

Currently, Vermont is only one of two states east of the Mississippi River (the other being Florida) that are in attainment with CAA standards. The state has been in attainment in all years since monitoring began except for 1977 when the state was in “non-attainment” for carbon monoxide, particulate matter and ozone. Since Chittenden County has three of the state’s eight monitoring stations, it is an important part of the state’s continued “in attainment” status.

The CAA was passed to protect the health of the population. Therefore, it is important to make sustainable economic progress without deteriorating air quality. If the region (or state) goes to non-attainment in the future, federal funding for major transportation projects in the region and federal air quality permits for major industrial projects in the region would face additional planning and other obstacles.

Clean Air Act National Air Quality Standards (% in Attainment)							
	1985	1990	1995	2000	2004	2010	2015
Carbon Monoxide	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%
Sulfur Dioxide	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%
Lead	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%
Nitrogen Dioxide	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%
Particulate Matter	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%
Ozone	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%	<=100%

Source: Air Quality Program, Vermont Department of Natural Resources

- Per Capita Personal Income:

The county seeks to achieve a per person personal income level that:

- Rises to the level of 120% average U.S. private sector wage by 2010,¹³ and equal to 125% of the U.S. per person personal income level by 2015,¹⁴ and;*
- At least equal to previous cyclical peak of 116.5% of the state per person personal income level by 2010¹⁵ and 119.5% higher than the Vermont per capita personal income level by 2015.¹⁶*

Per Capita (Per Person) Personal Income (% of VT/U.S. Average)

	1980	1990	1995	2000	2004	2010	2015
Chittenden County (\$)	\$24,091	\$20,710	\$24,091	\$32,243	\$38,433	NA	NA
Vermont Average (\$)	\$21,003	\$17,868	\$21,003	\$27,676	\$33,276	NA	NA
U.S. Average (\$)	\$23,075	\$19,482	\$23,075	\$29,854	\$33,050	NA	NA
Percent of Vermont Average	114.7%	115.9%	114.7%	116.5%	115.5%	116.5%	119.0%
Percent of U.S. Average	104.4%	106.3%	104.4%	108.0%	116.3%	120.0%	125.0%

Sources: VT DOL (VT; Chittenden County); U.S. DOL (U.S.)

- Percentage of Chittenden County Jobs Paying Higher than the Wage Needed in Chittenden County to Afford a Two-Bedroom Unit at the County's Fair Market Rent:

The number of major job categories with an average wage at a level paying a wage for one-wager earner in the county seeks to:

- Remain at the level of not less than 41.5% (corresponding to roughly 1 of every 2 jobs in the county) for a sustained period through calendar year 2010, and*
- Increase to 44.5% of the total job categories in the county by 2015.¹⁷*

¹³ Or at a rate of roughly 75% of the rate of increase over the last 8 years.

¹⁴ Or at the rate of 1 percentage point increase in relative average per year during the 2010-2015 period.

¹⁵ Of 119.7% experienced in calendar year 2000.

¹⁶ Or an average of one percentage point increase in relative average per year during the 2010-2015 period.

¹⁷ Or increase at the rate of ½ of one percentage point per year from 2010-2015.

Percentage of Chittenden County Sectors Paying Higher than the housing Wage (% total)

	2000	2001	2002	2003	2004	2010	2015
Chittenden County Annual Housing Wage (\$)	\$28,517	\$29,682	\$30,555	\$30,992	\$33,120	NA	NA
Number of Sectors	37	36	36	34	30	NA	NA
Percent of the total	43.0%	42.4%	43.9%	41.5%	36.6%	41.5%	44.5%

Source: National Low Income Housing Coalition; Vermont Housing Finance Agency

- Children Aged 0-17 Years in Poverty:

The number of children aged 0 to 17 years in the county seeks to achieve a decline in absolute numbers and:

- (1) *Fall to the level of 14.6% of the statewide average of children aged 0-17 years living in poverty by 2010,¹⁸ and decline to a level equal to 0.017% of the U.S. percentage of children aged 0-17 years per person personal income level by 2015,¹⁹ and*
- (2) Fall to a level equal to the 1989 reading for the county relative to the state in 1989 and fall to the level of 0.015% as a percentage of the U.S. total by 2015.

Estimates of Children Under 17 Years of Age in Poverty

	1989	1993	1995	1999	2002	2003	2010	2015
Chittenden County Children Age 0-17 in Poverty (#)	2,902	3,931	3,088	3,028	2,407	2,702	NA	NA
Percent of Vermont Total	13.7%	15.4%	14.6%	17.0%	15.5%	16.9%	14.6%	13.7%
Percent of United States Total	0.023%	0.025%	0.021%	0.025%	0.020%	0.021%	0.017%	0.015%

Sources: U.S. Bureau of the Census (SAIPE)

G. Developmental Benchmarks

The original CEDS document includes a total of 7 implementation-process benchmarks and 8 quantitative benchmark indicators against which the success of the implementation of this CEDS plan is intended to be measured against. The qualitative-process benchmarks are included as internal work-operations plan goals. The quantitative measures are intended to emphasize results that are consistent with the goals-strategies of the initial CEDS Plan, and include measurable data from reliable third party (preferably governmental) sources (i.e. The US Census Bureau, US DOL, Vermont DOL, Vermont Housing Finance Agency, etc.). Any not included are omitted due to a lack of

¹⁸ Or at a rate of roughly 75% of the rate of increase over the last 8 years.

¹⁹ Or to a level roughly ½ of the way between the current level and the recent historic low in 1989 in Vermont and at roughly the same rate of decline in this percentage relative to the U.S. over the last ten years.

information readily available to update annually (each of the benchmarks may be revisited in future iterations of the Annual CEDS Report for Chittenden County).

In addition, this initial design of the benchmark system is intended to be flexible to allow for change to be incorporated into the benchmark system. The quantitative benchmarks also are designed to be understandable to a broad range of audiences—including members of the general public. These quantitative benchmarks also are assembled to be comparable to an independent standard outside of the CEDS Committee and the CEDS process itself.

Since this CEDS plan is a living document, the CEDS Committee may revise and amend the aforementioned benchmarks. The process identified nine additional developmental benchmarks that could either replace or supplement the existing proposed set of CEDS benchmarks established by the prospective CEDS Committee of an EDA-certified CEDS.

The following is a list of possible alternatives:

1. A benchmark describing Chittenden County's (Burlington Metro area) relative position (e.g. perhaps in percentage terms) versus Vermont, and/or a peer group of economic competitor states-metro areas, and/or the U.S. average in terms of the total cost of doing business.
Resource Partner: GBIC, Green Mountain Power Corporation, Vermont Gas Systems
2. A benchmark that compares the percentage of county residents with access to video broadband telecommunications relative to the state average, and/or a peer group of economic competitor states-metro areas, and/or the U.S. average.
Resource Partners: Vermont Technology Council, University of Vermont Center for Emerging Technologies
3. A benchmark that compares the level of educational attainment of the county population (e.g. completed high school, 4-year degrees, etc.) to those metrics on the State level, and/or among a peer group of economic competitor states-metro areas, and/or the U.S. average.
Resource Partners: Lake Champlain Work Force Investment Board-LCRCC; Human Resources Investment Council
4. A benchmark of water quality of similar construction to the Air Quality attainment indicator
Resource Partner: Lake Champlain Basin Initiative
5. A benchmark that indicates the trend in the Percent of Families Reporting Difficulty Finding Affordable Child Care
Resource Partner: Champlain Initiative

6. A benchmark that indicates the trend over time of the tonnage or percentage of solid waste materials diverted from disposition in the regional land fill or the number of pounds of solid waste generated per person per day
Resource Partners: Chittenden Solid Waste District; Champlain Initiative
7. A benchmark that indicates comparative Violent Crime Rate statistics (per 100,000 people) versus Vermont, and/or a peer group of economic competitor states-metro areas, and/or the U.S. average.
Resource Partners: Vermont Agency of Human Services; State Police; Regional law enforcement agencies
8. A benchmark that compares Chittenden County's share of cluster jobs in state to their U.S. counterpart sectors.
Resource Partners: Vermont Department of Labor, US Department of Labor
9. A benchmark that would compare worker productivity—gross regional product per non-farm job between Chittenden County and the nation and break down the measurement by individual job.

An additional benchmark may also be used in the future to monitor the number of individuals involved in the Chittenden County CEDS process. It must be noted that other CEDS process documents, as reviewed by the Greater Burlington CEDS staff show active scrutiny of attendance at CEDS events; this is certainly a useful tool showing public support and buy in from economic development and community stakeholders.

H. Conclusion and Next Steps

To date, the CEDS process in Chittenden County, Vermont has been an opportunity for our community to have a broad conversation about economic development and how the various sectors of our community impact our economic vitality. This process brought together small, medium and large employers, K-12, college and university educators, nonprofit organizations, environmentalists, farmers, state and federal officials and staff, and human service providers. Through this process and the resulting documents, we annually gain a common understanding of the components necessary to sustain and grow our regional economy.

As soon as our CEDS document was certified in 2005, GBIC dedicated staff members to plan the annual process and develop projects within in the CEDS to a point where they would be ready to start the process to apply for EDA funding. This was only done for projects that were eligible, ready to go, and met the region's economic development needs. The first of these projects was the Milton Wastewater Expansion. CEDS staff will continue to promote the CEDS and identify projects which are sufficient in scope and readiness (and included in the CEDS document) for pre-application to the EDA.

CEDS staff will also work to promote understanding of the complex CEDS process and its relevance to Chittenden County residents. This will be an important initiative in order

to recruit, familiarize and retain volunteers in future annual processes. Staff will also continue to work with community partners to develop CEDS eligible projects.

The connections and relationship building that have developed through this process will be sustained in future collaborative efforts to improve the economic health of our region.

Qualitative Implementation Indicators for Year #4

- Continue to hone the CEDS Process for Chittenden County so that it may become a streamlined, efficient process for all parties involved;
- Work with a local agency or non-profit organization to transition the CEDS process to a permanent home;
- Utilize the CEDS Communications Plan to reach more organizations, individuals and stakeholders who should be involved with the CEDS Process for Chittenden County;
- Establish an on-going process-system for bringing together CEDS project champions-stakeholders with individuals and groups that are potential non-federal/non-EDA funding sources for identified projects;
- Bring as many CEDS Projects to the stage where their champion can apply to the EDA; and
- Work with community partners to ensure that each CEDS project is moving towards completion.

VIII. Appendix

A. All CEDS Projects Matrix

Note: all projects are listed alphabetically and organized by their Citizen Work Group designation (Technology, Business Environment, Infrastructure Development, etc.) new projects are highlighted in **grey and bold**.

Complete Project List for Chittenden County as of July 31st, 2008					
Project Name (& Champion)	Estimated Cost	50% Local Match Source(s)	Purpose	Possible Start Date	Strategies
CAPACITY BUILDING					
Establish a Regional CEDS Infrastructure to Build Economic Development Capacity in the Region (GBIC)	\$150,000	GBIC, Private Contributions, State Funds	Capacity Building - secure infrastructure capacity to address long and short term economic development needs in the region		All Strategies Apply
SECTOR CLUSTER RESEARCH					
Research into linkages and workforce development needs of the high value added professional services sector-cluster (GBIC)	\$30,000	State CDBG grant, Private Contributions, CCRPC	Sector-Cluster Research - secure data that will improve the region's ability to improve its competitive difference		Strategy A1, A2, A5 Strategy B1, B2
Research into supplier-customer linkages for the county's key export-oriented sectors-clusters (GBIC)	\$50,000	State CDBG grant, Private Contributions, CCRPC	Sector-Cluster Research - secure data that will improve the region's ability to improve its competitive difference		Strategy A5; Strategy B1, B2
BUSINESS ENVIRONMENT					
Airport Industrial Park (Burlington)	\$55,000,000	\$35,000,000 secured	Work collaboratively to establish a clearinghouse of industrial sites and their attributes to facilitate the retention and expansion of the region's strategic industry clusters.	2008	All Strategies; esp. Strategy B2, B3, B4;
"Branding" Colchester (Colchester)	\$20,000	None presently. Federal sources?		2008	

Burlington Eco Park & Food Hub (Burlington)	\$4,200,000	Need grants	Work collaboratively to establish a clearinghouse of industrial sites and their attributes to facilitate the retention and expansion of the region's strategic industry clusters. Encourage small business development, housing. Additionally there will be a Food Hub	2008	All Strategies; esp. Strategy B2, B3, B4;
Chittenden County Creative Economy & Entrepreneurial Business Plan Competition (GBIC)	\$200,000		Improve business climate		Strategies A1, A2, A5; B2
Colchester Strategic Economic Development Plan (Colchester)	\$60,000	TBA	Provide comprehensive overview of Colchester economic growth and identify strategies, programs and projects to improve the local economy	2008	All Strategies
Creation of a Foreign Trade Company (VT Global Partnership, Chamber/GBIC)	\$200,000	Employers	Strategic Industry Clusters - establish a clearinghouse of industrial sites and their attributes to facilitate the retention and expansion of the region's strategic industry clusters		Strategy A4, A5 Strategy B2, B3
Creation of a Foreign Trade Company (VT Global Partnership, Chamber/GBIC)	\$200,000	Employers	Strategic Industry Clusters - establish a clearinghouse of industrial sites and their attributes to facilitate the retention and expansion of the region's strategic industry clusters		Strategy A4, A5 Strategy B2, B3
Document Storage Facility (Colchester)	Unknown	Regional issue.		Town is in process of converting its records to electronic instruments.	

Gilbane Smart Growth Center, Phase III (Burlington)	\$65,000,000	\$51,000,000	Work collaboratively to establish a clearinghouse of industrial sites and their attributes to facilitate the retention and expansion of the region's strategic industry clusters. Encourage small business development, housing.	2008	All Strategies; esp. Strategy B2, B3, B4;
Green Mountain Business Development Center (GBIC)	\$112,000	UVM, Agency of Commerce, Employers	Business Climate (see above)		Strategy A3, A4, A5 Strategy B1, B2
Growth Center Designation/Master Planning (St. George)	\$20,000	Selectboard has appropriated planning funds but town would need grants to "complete" process	To grow St. George's capacity to expand	2008	
Incubator Facilities (Colchester)	\$10,000,000	No funding yet. Will seek grants for emerging technologies being developed	Work collaboratively to establish a clearinghouse of industrial sites and their attributes to facilitate the retention and expansion of the region's strategic industry clusters.	Start design and construction within next 3 to 5 years.	All Strategies; esp. Strategy B2, B3

Investments in Technical Capital inc. new buildings and cable/satellite services (Richmond)			<p>Work collaboratively to establish a clearinghouse of industrial sites; retention and expansion of the region's strategic industry clusters.</p> <p>Encourage small business development in and near village area by constructing multi-use "tech centers" that feed on each other and are supported by strong municipal and private investments necessary for "emerging job generators", such as web and software companies. Ideal location because of good road access to I-89.</p>		All Strategies; esp. Strategy B2, B3;
Partnership Revolving Loan Fund Capitalization (Colchester, Essex Town, Winooski, Milton)	\$490,000	VT Community Development Program.	<p>Increased capital would allow for more loans and or larger loan amounts. Marketing (\$10,000) will help to increase utilization;</p> <p>Work collaboratively to facilitate retention and expansion of region's strategic industry clusters.</p>		Strategy A2, A5; Strategy B1, B2, B3
Partnership Revolving Loan Fund Capitalization (Essex Town, Milton, Colchester and Winooski)	\$490,000	VT Community Development Program.	<p>Increased capital would allow for more loans and or larger loan amounts. Marketing (\$10,000) will help to increase utilization;</p> <p>Work collaboratively to facilitate retention and expansion of region's strategic industry clusters.</p>		Strategy A2, A5; Strategy B1, B2, B3
Partnership Revolving Loan Fund Capitalization (Milton)	\$490,000	VT Community Development Program.	<p>Increased capital would allow for more loans and or larger loan amounts. Marketing (\$10,000) will help to increase utilization;</p> <p>Work collaboratively to facilitate retention and expansion of region's strategic industry clusters.</p>		Strategy A2, A5; Strategy B1, B2, B3

Saxon Hill Industrial Area Development Plan Study (Essex Town)	\$50,000	Seek state planning grant, developer, landowner and planning funds from EDA	This study would help identify ways to improve inter-governmental coordination and facilitate the logical planned development of 185 available acres		
Susie Wilson road Transit Oriented Design Master Plan - Feasibility and Water and Sewer Capacity Study (Essex Town)		will seek grants			
Vermont Convention Bureau Meeting & Event Planning (Chamber of Commerce)	\$34,000	Employers	To support strategic industry clusters		Strategy A5 Strategy B1, B2, B5
Vermont Global Trade Partnership (same)	\$425,000	Champlain College, Regional Development Corporations, Employers, State Funds	Business Climate - improve the business climate by building an environment of cooperation on development issues throughout the region		Strategy A4, A5 Strategy B1, B2
Vermont Technology Council Promotion of a Knowledge- and Innovation-Based Society (GBIC)	\$50,000		Improve business climate		Strategies A1, A5; B1, B2, B3
EDUCATION AND WORKFORCE ENVIRONMENT					
Building Trade & Technology Technician Apprenticeship programs (Colchester)	Unknown	State Government and Business partnership	Worker Shortages; Business-Education Partnerships; Technology Skills Training; Work Experience Programs	ASAP	Strategy A1; Strategy B1

Burlington School District Renovations and Upgrades (Burlington SD)	\$5,000,000	Varied, 30% State funding for school construction aid, 90% funding for renewable energy sources, remaining funding with school bond issue		2006-2010	
Burlington Technical Center Aviation Program Expansion (Burlington Technical Center)	\$5,000,000	Funded Through Student Fees and Tuition	Strengthen the connection between employers, K-16, and technical centers;		Strategy A1, B1, and B2
Center for Academy Learning (Center for Technology Essex)	\$167,000	VT Dept. of Education, Private Grants	Strengthen the connection between employers, K-16 and technical centers to develop and enhance learning opportunities		Strategy A1, A2 Strategy B1, B2
Chinese, Russian and Spanish Language Training Programs for people who only speak English. (Colchester)	Unknown	Will need Federal Assistance		2008	Strategy A1; Strategy B1
College Connections Program Expansion and Enhancement (Linking Learning to Life)	\$37,260	Private Foundations, VSAC (fed funds), Higher Ed Institutions, Employers	Strengthen the connection between employers, K-16 and technical centers...		Strategy A1 Strategy B1, B2
Development of Building 400, Blair Park, Williston (Phase I) (VTC)	\$150,000		Increase classroom and lab space	2008	No
Development of Municipal Youth Corps Work/Training Programs (Colchester)	Unknown	Will need Federal Assistance	Worker Shortages; Business-Education Partnerships; Technology Skills Training; Work Experience Programs	2008	Strategy A1; Strategy B1

Education and Business Intermediary Capacity Building (Linking Learning to Life)	\$68,000	Private Foundations, VSAC (fed funds), Employers	Strengthen the connection between employers, K-16 and technical centers...		Strategy A1 Strategy B1, B2, B5
Fast Trac Entrepreneurial Training (Vermont Small Business Development Center)	\$7,425	VT Small Business Development Center, Employers	Provide support for entrepreneurs		Strategy A1 Strategy B1, B3
Health Career Opportunities Program (VT Assoc. of Business, Industry, & Rehabilitation - VABIR)	\$150,000	Vocational/Rehab, Div. of Visually Impaired, Howard Center, Employers, Private Foundations, State Agencies	Strengthen the regional system of lifelong learning...		Strategy A1 Strategy B1, B2, B5
Healthcare Management Education (Champlain College)	\$100,000	Development funds are being sought by Champlain College	Employees in the health care system often rise to management positions after years of building skills in healthcare specialty. A range of educational offerings (Certificate; BA; MA) will provide a local educational solution to this problem.	2008	THIS IS A NEW PROJECT IN 2008
High School Internships Coordination (Linking Learning to Life)	\$27,260	Private Foundations, Employers	Strengthen the connection between employers, K-16 and technical centers...		Strategy A1 Strategy B1, B2
Information Technology Center of Excellence (Vermont HITEC)	\$320,000	US Dept. of Labor	Provide training incentives for employers and prospective employers & ensure that Chittenden County can provide and support the jobs of the future		Strategy A1, A2, A5 Strategy B1, B2

School & Agency Professional Career Development Training Program (VT Student Assistance Corporation - VSAC)	\$23,340	VSAC, K-12 Schools, Dept of Employment & Training	Strengthen the connection between employers, K-16 and technical centers...		Strategy A1 Strategy B1, B2, B5
Student Entrepreneurship Training (Linking Learning to Life)	\$53,510	Schools, Employers	Provide support for entrepreneurs		Strategy A1 Strategy B1, B3
Training for Women to Enter Non-Traditional Jobs (Vermont Works for Women)	\$47,397	State & Local Training Funds, Dept. of Corrections	Strengthen regional system of lifelong learning that leads to employment opportunities		Strategy A1 Strategy B1, B2, B5
Vermont Hospitality Academy (VT Refugee Resettlement Program)	\$15,000	Local Hotels, State Training Funds	Ensure that Chittenden County can provide and support jobs of the future		Strategy A1 Strategy B1, B2, B5
Winooski School District Renovations and Upgrades (Winooski SD)	\$591,000	Municipal Funds	Improve Education Facilities in the Region		
Workforce Incubator/Management Center (Regional Workforce Investment Board)	\$100,000	Employers, State Training Funds, Chamber/GBIC	Regionalize and consolidate workforce development resources		Strategy A1, A2, A5 Strategy B1, B2
Youth Leadership Program (Linking Learning to Life)	\$7,500	Schools, Employers	Strengthen the connection between employers, K-16 and technical centers...		Strategy A1 Strategy B1, B2
INFRASTRUCTURE DEVELOPMENT					
Airport Drive Extension (South Burlington)	\$6,000,000	Fed, state & local funds		2008	Strategy A2, A4, A5; Strategy B1, B2
Airport Parkway Sewer & Expansion (South Burlington)	\$13,000,000	State Revolving Funds, Utility Fees		2008	Strategy A2, A4, A5; Strategy B1, B2
Airport Parkway Wastewater Treatment Facility (South Burlington & Colchester)	\$13,000,000	local bonds in two towns; utility user fees		2010	Strategy A2, A5 Strategy B1, B2, B4, B5

Airport Parkway Wastewater Treatment Facility (South Burlington & Colchester)	\$13,000,000	local bonds in two towns; utility user fees		2010	Strategy A2, A5 Strategy B1, B2, B4, B5
Allen brook Stormwater Gauging Station (Williston)	\$57,500	\$52,500 in state/fed grants	Improve Business Climate by building an environment of cooperation on development issues.; Improve the local planning processes for more coordinated economic development and an improved quality of life in the region.		Strategy A2, A3; Strategy B2, B4;
Allen Martin Parkway (Essex Town)	\$2,300,000	capital budget		2010	
Alternative transportation path to IBM from Route 2a (sidewalk or bike path) (Essex Junction, Williston)	\$250,000		Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.		Strategy A2; Strategy B2 & B4
Alternative transportation path to IBM from Route 2a (sidewalk or bike path) (Williston, Essex Jct.)	\$249,999		Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.		Strategy A2; Strategy B2 & B4;
Bombardier Water Main Loop (Milton)	\$100,000	Seek grants, loans & local funding.	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2010	Strategy A1, A2, A4, A5; Strategy B2, B3
Bridge St Iron Truss Replace (Richmond)	\$7,000,000	90% State and 10% Local	Consider pedestrian/cyclist improvements	2010	

Bridge Street - new intersection and bypass road (extend School Street) (Richmond)	\$2,000,000		May include new route from Jericho Road to US 2 (through Camel's Hump Middle School property) or less expensive upgrades to US 2/Bridge Street intersection	2015	
Burlington International Airport Hangar (City of Burlington)	\$4,620,000	VEDA, CEDO, Airport Fees	Airport Services - expand the availability of carrier service, general aviation, airfreight, military and other airport-related services		Strategy A1, A2 Strategy B1, B2
Burlington to Essex Railroad Right of Way (ROW) Purchase (Burlington)			Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.		Strategy B2;
Burlington to Essex Railroad Right of Way (ROW) Purchase (Essex Junction)			Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.		Strategy B2
Champlain Parkway/ Southern Connector (rail portion) US 7 to Pine Street & Pine to Battery (Burlington)	\$10,000,000			2008	Strategy A2, A5; Strategy B4, B5
Champlain Parkway/ Southern Connector (rail portion) US 7 to Pine Street & Pine to Battery (South Burlington, Burlington)	\$30,000,000			2008	Strategy A2, A5; Strategy B4, B5
Chequered House Bridge (Richmond)		state funds			

Chittenden County - Colchester, Milton or Essex (Champlain Housing Trust)	\$12,500,000	Low-income housing, tax credit equity, VT Community Development Program, VT Housing and Conservation Trust Fund, Federal HOME Program, bank debt	Affordable family rental housing for families in Milton, Essex or Colchester	2008	
Circ Highway (Essex Junction)	\$40,000,000	Federal & State funds earmarked	Improve Business Climate by building an environment of cooperation on development issues; Improve the local planning processes for more coordinated economic development and an improved quality of life in the region; Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2008	Strategy A2, A5; Strategy B1, B2
City Center Development (South Burlington)	\$4,000,000	Property Taxes, TIF, Private	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2009	Strategy A2, A4, A5; Strategy B1, B2;
City Center Parking Decks (South Burlington)	\$12,000,000	TIF/Private		2008	

Civic Center (Essex Junction)	\$30,000,000	Combination of funds	Improve the local planning processes for more coordinated economic development and an improved quality of life in the region.		Strategy A5; Strategy B1, B2, B5
Combined Heating and Power (renewable energy project at University of Vermont) (Burlington)	\$10,000,000	University funds			
Combined New Municipal Building & Incubator (Essex Town)	\$4,000,000	Bond/grants			Strategy B3
Conceptual Study to Centralize Waste Management Facilities (CSWD)	\$100,000	Not funded. CSWD will match any grant funding		2008	Strategies A2, A5 & B2
Construct Site Improvements at Intervale Compost Products (CSWD)	\$200,000	\$100,000 funded; \$100,000 still needed		ongoing	Strategies A2, A5 & B2
Construction of Regional Landfill (CSWD)	\$30,000,000	To be borrowed		2008	Strategies A2, A5 & B2
Construction of Substation (Green Mountain Power & Hinesburg)		NA	assure reliable, feasible and cost competitive energy	NA	
Design & Permitting of Latex Paint Recycling Program Expansion (CSWD)	\$50,000	Not funded. CSWD will match any grant funding.		ongoing	Strategies A2, A5 & B2
Design & Permitting of Regional Landfill (CSWD)	\$400,000	\$300,000 budgeted; \$100,000 in grants possibly needed		2008 - ongoing	Strategies A2, A5 & B2

Develop a Wi-Fi Hotspots Network (VT Information Technology Center and the VT Broadband Council)	\$20,000	Participating Municipalities	Data-Telecom Infrastructure - assure access to high speed and reliable data and telecommunications infrastructure to attract and retain clean and value added employers		Strategy A2, A5 Strategy B2, B5
Develop a Wi-Fi Hotspots Network(VT Information Technology Center and the VT Broadband Council)	\$20,000	Participating Municipalities	Data-Telecom Infrastructure - assure access to high speed and reliable data and telecommunications infrastructure to attract and retain clean and value added employers		Strategy A2, A5 Strategy B2, B5
Develop Business and Location Plan for Drop-Off Center Program (CSWD)	\$60,000	Not funded. CSWD will match any grant funding.		ongoing	Strategies A2, A5 & B2
District Heating Plan (Burlington)	Need feasibility study	25,000 dollars already made available for the feasibility study	plan to recapture "waste heat" from the McNeil power plant and distribute it to the Old North End of Burlington, a densely populated area within the City.	2008	
Downtown and Waterfront Street Improvement Project (Burlington)	\$9,000,000	Need grants	Upgrade streets and pedestrian byways between downtown Burlington and the waterfront	2008	
East Street Bridge (Huntington)					
Exit 16 Transportation Improvements (Colchester)	\$5,000,000	Local, state and federal funds	Accommodate increased growth in traffic of developable parcels	2009	Strategies A2 and B5
Exit 17A off of I-89 (Milton)	\$15,000,000	Seek grants, loans, and local funds		2015	
Exit 17 Transportation Improvements (Colchester)	\$27,000,000	Local, state and federal funds	assure adequate infrastructure for full build out of the area	unknown	Strategy A2 and B5
Expanding Bike Ped Paths (Colchester)	\$1,000,000	Fed, state, local		In Progress	Strategy B5

Expansion of biomedical research complex - Colchester (Burlington)	\$6,500,000	University funds			Strategy B2 & B3
Expansion of biomedical research complex - Colchester (UVM)	\$6.5 Mil	University funds			Strategy B2 & B3
Expansion of Rail Siding(s) (Richmond)	\$5,000,000		Maximize use of Richmond's two double track locations and a few old abandoned sidings		Strategy B2;
Expansion of Village Center Municipal Septic System (to enable concentrated growth center) (St. George)		Town has funded feasibility study-construction costs are undetermined (To be based on final design)	To grow St. George's capacity to expand	2008	Vetted by Infrastructure CWG, May 2006
Extend Commerce Street to Marshall Avenue (Williston)	\$285,000	\$35,000 local funds FY 06	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2008	Strategy A2, A5; Strategy B2, B5;
Extension of Natural Gas Service to Hinesburg (Hinesburg & Vermont Gas)	\$1,705,000	NA	assure reliable, feasible and cost competitive energy	contingent upon expansion of Wastewater Treatment Facility	
Extension of natural gas service to Hinesburg (Town of Hinesburg, Gas Utility)	\$1,705,000	Town of Hinesburg, Vermont Gas	Provide alternative, low-cost energy sources to communities		Strategy A2, A5 Strategy B1, B2
Fire Truck (Bolton)	\$230,000	Local			
Fire Truck (South Burlington)	\$500,000	Local Property Taxes		2008	Strategy B5

General Stannard House Restoration (GBIC)	\$500,000	GBIC, Private Contributions, State Funds	Renovate a vacant, historical property in northwestern Vermont		THIS IS A NEW PROJECT IN 2008
Generator for Town's Emergency Shelter (Bolton)	\$20,000	?			
Highway garage expansion & stormwater improvements (Essex Town)	\$402,000	capital budget	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2010	Strategy A2; Strategy B1, B2
Husky Water Main Loop (Milton)	\$1,100,000	Seek grants, loans & local funding.	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new startup operations in strategic business clusters in the region	Dependent upon Husky build out. More info is not yet available.	Strategy A1, A2, A4, A5; Strategy B2, B3, B5
I-89/Hinesburg Road (South Burlington)	\$7,000,000	Fed, state & local funds	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2012	Strategy A2, A4, A5; Strategy B1, B2;
Indoor Recreation space feasibility study & infrastructure (Essex Town)	\$65,000	Park capital budget '08		2008	Strategy B5
Installation of waterline extension River Road east of Sand Hill & interconnect up Sand Hill Road (Essex Town)	\$100,000	combo of water reserve funds, grants	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2008	Strategy A1, A2, A4, A5; Strategy B2, B3

Intelligent Transportation System (ITS) (Colchester)	\$500,000	\$1M earmark possible; state, local in Col		2008	Strategy A2, Strategy B2, B5
Intelligent Transportation System (ITS) (Essex Junction)	\$2,000,000	\$1M earmark possible; state, local in Col		2008	Strategy A2, Strategy B2, B5
Internet Cooperative for Local Residents and Businesses (VT Information Technology Center, Broadband Council)	\$6,000	VT Broadband Council	Data-Telecom Infrastructure (see above)		Strategy A2, A5 Strategy B2, B5
Internet Cooperative for Local Residents and Businesses (VT Information Technology Center, Broadband Council)	\$6,000	VT Broadband Council	Data-Telecom Infrastructure (see above)		Strategy A2, A5 Strategy B2, B5
Island Removal on Mill Brook Road (Bolton)	\$20,000	Local w/grant apps		2008 - ongoing	
James Brown Drive Route 2a Intersection (Williston)	\$350,000	Grants		2008	
Kenyon Road Upgrade (Richmond)	\$1,000,000		Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2015	Strategy B2; Serves as alternative route to Exit 11, I-89;
Library - deferred maintenance & expansion (Essex Town)	\$95,000	capital budget		2010	Strategy B5
Main Street (Rte. 15) Sidewalk & Drainage (Essex Junction)	\$1,000,000		Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.		Strategy B4, B5

Market Street (South Burlington)	\$2,000,000			2008	
Materials Recovery Facility Expansion (CSWD)	\$250,000	Partially funded		2006	Strategies A2, A5 & B2
Memorial Hall renovations & additions (Essex Town)	\$393,000	capital budget		2010	Strategy B5
Moran Plan/Waterfront Redevelopment (Burlington)	\$21,000,000	Need grants	To redevelop one of the last parcels/vacant buildings on the shores of Lake Champlain in downtown Burlington. The Moran plant has been vacant for decades and the city is now working to renovate the facility in order to provide additional public/community space	2008	
Mountain View/N. Williston Road Intersection (Williston)	\$155,000	\$100,00 state grant		2008	
Multi Modal Centers - Regional Public Safety Dispatch (Burlington)	\$11,928,000	\$8,700,000 in place	Improve Business Climate by building an environment of cooperation on development issues; Improve the local planning processes for more coordinated economic development and an improved quality of life in the region	2008	Strategy A2, A5; Strategy B1, B2, B4, B5;
Multi-Modal Center (Milton)	\$850,000	Seek grants, loans, local funding	As the Town Core develops, Milton will need a centrally-located facility with amenities to accommodate visitors arriving via various transportation modes.	2025	THIS IS A NEW PROJECT IN 2008
Municipal Parking Facilities (Milton)	\$700,000	Seek grants, loans, and local funding	provide parking facilities for those visiting from areas outside of the town core.	2020	
Municipal Sidewalk and Curbing (Westford)	TBA	MPO Grant	Provide safe pedestrian walkways in town center	2010	
Natural Gas (Richmond)				2008	
New City Hall (South Burlington)	\$7,000,000	Property Taxes		2008	

New Town Hall (Colchester)	\$5,500,000	Grants + Bonding for Balance		2008 - ongoing	Strategy B5
Northeast Loop Road, sidewalk, water and sewer (Shelburne)	\$1,064,000	Would seek EDA, CDBG for 80% with Bonding for the remainder	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2008	Strategy A2, A5; Strategy B2, B5;
Park & Ride Facility (Milton)	\$40,000	Seek grants, loans, and local funding	Milton's park and ride facility is envisioned to accommodate those who wish to carpool to locations outside of the Town, as opposed to the multi-modal center, which will cater to those visiting town for a specific purpose. A park and ride facility will be especially beneficial to Milton residents who work outside of town and will help to reduce traffic congestion, out-of-pocket expenses for gasoline and wear and tear on vehicles, and related environmental problems like air pollution.	2010	
Park & Ride Facility (Williston)	?	FHWA		2008	Strategy A1; Strategy B4, B5
Path Plan - a) VT Rt. 15 from Saybrook to Essex Square shopping center b) VT Rt. 15 from Sandhill Rd. to VT 128 c) VT 2A from Old Colchester Rd. to Pinecrest (Essex Town)	\$1,000,000	Dev. fees, capital funds, grants, capital reserve fund	a)\$25,000 grant for conceptual design, match of \$5,834 in prior year capital funds. Construction portion not funded - \$9,611 in developer funds, \$36,000 in prior year capital to use toward design and construction. B)\$433,000 grant, \$50,000 capital funds. c) none, will seek \$410,000 in grants	2008	Strategy B5

Pavilion for Music and Special Events (CVE)	\$6,000,000	Privately Funded	Will help attract new business and grow current businesses (especially tourism based businesses)	2008	
Pearl Street (Rte. 15) Streetscape and Transportation Improvements (Essex Junction)	\$5,000,000	seeking federal earmarks and working with the CCMPO	Provide safe and efficient transportation system		
PHASE 1 - Construction of berm and placement of fill for new aircraft parking area	\$3,000,000		Airport Services - expand the availability of carrier service, general aviation, airfreight, military and other airport-related services		
PHASE 2 - Taxiway/apron system to serve south end	\$500,000		Airport Services - expand the availability of carrier service, general aviation, airfreight, military and other airport-related services		
PHASE 3 - construction of taxiway/air cargo apron	\$8,500,000		Airport Services - expand the availability of carrier service, general aviation, airfreight, military and other airport-related services		
PHASE 4 - construction of air cargo/general aviation buildings and related facilities	\$18,000,000		Airport Services - expand the availability of carrier service, general aviation, airfreight, military and other airport-related services		
Police Station (South Burlington)	\$7,000,000	Property Taxes		2008	Strategy B5
Pump Station Upgrade to Provide Waster Water Collection System Expansion to Industrial Areas West of Interstate (Milton)	\$185,000	Seek grants, loans, and local funding	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region	2025	
Purchase of Land for Regional Landfill Site (CSWD)	\$4,000,000	\$4.4 available; Remainder through grants or borrowing		ongoing	Strategies A2, A5 & B2

Realignment of US Rte. 7 to meet Husky-Arrowhead Lake bridge (Milton)	\$2,000,000	Seek grants, loans & local funding.	Environmental permit is complete.	Dependent upon Husky build out. More info is not yet available.	Strategy A1, A2, A5; Strategy B1, B2, B5
Rebecca Lander Drive/Route 7 Intersection Reconfiguration (Milton)	\$580,000	Seek grants, loans, and local funding	this project is to improve the intersection at Rebecca Lander Drive and Rte 7, which is the primary entrance/exit to the high school. This project also encompasses improvements to the Barnum Street/Lamoille Terrace intersection and a sidewalk along Brandy Lane.	2015	
Rebranding of Exit 16 for the Innovation and Technology Cluster (Colchester)	\$20,000	Seek grants, loans and local funding	Market, promote and recruit high tech companies including biotech and nanotech at exit 16. Partner with VCET, UVM and the Advanced Computing Center @ UVM	2008	Strategies B1, B2 and B3
Reconfiguration of Intersection at Route 7/Bartlett/Legion/West Milton roads (Milton)	\$500,000	Seek grants, loans, and local funding	the present configuration is dangerous and confusing, and its location at the gateway to the town core makes its reconfiguration a necessity as traffic and development continues to increase.	2012	
Reconfiguration of Middle Road/Railroad Street/Route 7 Intersection - Northern Leg (Milton)	\$800,000	Seek grants, loans, and local funding	reconfiguration of this intersection is needed to improve safety and keep traffic flowing smoothly. Reconfiguration will be critical as the town core continues to develop, and especially as the shopping center expands and adds additional commercial space	2015	

Reconfiguration of Middle Road/Railroad Street/Route 7 Intersection - Southern Leg (Milton)	\$1,159,000	seek grants, loans, and local funds	reconfiguration of this intersection is needed to improve safety and keep traffic flowing smoothly. Reconfiguration will be critical as the town core continues to develop, and especially as the shopping center expands and adds additional commercial space	2010	
Reconstruction of Main Street (Milton)	\$1,315,000	Seek grants, loans & local funding (some local TIF funds maybe.)	Project has been "scoped".	2015	Strategy B1, B2, B4, B5
Reconstruction of US Rte 7 from Mackey St. to Ritchie Ave. (including drainage upgrades) (Milton)	\$3,500,000	Seek grants, loans, and local funding	sightlines in this area are poor due to the gradient of Gimlet Hill, reshaping the hill will allow for greater visibility. There are also chronic drainage problems experienced along this stretch, most notably at the Mackey st./route 7 intersection and also at Arrowhead Ave.	2012	
Relocate Burlington, Colchester and Hinesburg Drop-Off Centers (Burlington)	\$500,000	Partially funded			Strategies A2, A5 & B2
Relocate Burlington, Colchester and Hinesburg Drop-Off Centers (Colchester)	\$500,000	Partially funded		2008 - ongoing	Strategies A2, A5 & B2
Relocate Burlington, Colchester and Hinesburg Drop-Off Centers (Hinesburg)	\$500,000	NA	NA	NA	
Renovate 81 Main Street for Police Station (Essex Town)	\$575,000	capital plan			Strategy B5

Renovation & expansion of Champlain Valley Exposition pavilion & agricultural facilities (Essex Junction)	\$10,000,000	Combination of funds	Improve the local planning processes for more coordinated economic development and an improved quality of life in the region.		Strategy A5; Strategy B1, B2, B5
Renovation of Police Department (Colchester)	\$1,750,000	Grants + Bonding for Balance			Strategy B5
River Crossing Study - Pedestrian & bike routes for: Winooski Blue Bridge Route; Winooski/Colchester connection; Winooski river basin connection & crossing	\$250,000	Earmarked		2008	
Roundabout at Exit 11 (Richmond)		state funds			
Sanitary Sewer installation for Pinecrest Dr. & Susie Wilson Road (Essex Town)	\$2,000,000	grants/user fees	encourage development in central commercial district; Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	2008	Strategy A1, A2, A4, A5; Strategy B2, B3
School St Extension to US2 (Richmond)	\$400,000	Fed, State and Local	Create village bypass	2008	
Secondary Water Source (Richmond)	\$250,000	State and Local		2011	
Severance Corners Growth Center Transportation Improvements (Colchester)	\$4,000,000	Local Developers	designate growth center	2009	Strategy A2; Strategy B5

Sewer Treatment Plant Expansion (Williston)	\$1,418,000	Grants	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region. No funds in place yet.	2010	Strategy A1, A2, A4, A5; Strategy B2, B3;
Sidewalk/Multi-use Path Gap Projects (Milton)	\$1,365,000	see grants, local funds	As the town strives to create a vibrant town core, sidewalks are needed to facilitate pedestrian movement throughout this area. There are many sections within the town core where sidewalks are needed to fill in gaps between existing sidewalks	ongoing	
South End Development (4 Phases)	\$30,000,000	Airport Improvement Funds, VEDA, CEDO, Airport revenue	Airport Services - expand the availability of carrier service, general aviation, airfreight, military and other airport-related services		Strategy A1, A2 Strategy B1, B3
South End Transit Center, Sears Lane (Burlington)	\$6,300,000				
Storm Drains on Bolton Valley Road (Bolton)	\$35,000	Local w/grant apps		2008 - ongoing	
Stormwater Improvements (Essex Junction)	\$350,000	EPA STAG Grant, local cost, town funds, US Congressional set-aside in Colchester	Improve Business Climate by building an environment of cooperation on development issues.; Improve the local planning processes for more coordinated economic development and an improved quality of life in the region.	2008	Strategy A2, A3; Strategy B2, B4

Stormwater Improvements (South Burlington)	\$5,000,000	EPA STAG Grant, local cost, town funds, US Congressional set-aside in Colchester	Improve Business Climate by building an environment of cooperation on development issues.; Improve the local planning processes for more coordinated economic development and an improved quality of life in the region.	2005-2009	Strategy A2, A3; Strategy B2, B4;
Taft Corner Grid Streets (Williston)	\$40,000	local impact fees, private funds, grants	Improve Business Climate by building an environment of cooperation on development issues.; Improve the local planning processes for more coordinated economic development and an improved quality of life in the region.	2010	Strategy A2, A3; Strategy B2, B4;
Town Core Lighting Project (Milton)	\$2,701,408	Seek grants, loans, and local funding	this project includes 3 lighting projects designed to continue the upgrade of the street lighting to a more aesthetically pleasing fixture throughout the new town core. The anticipated public benefits of this project include enhanced night-time ambience, improved safety and accessibility for multi-modal transportation users, including drivers, bicyclists, and pedestrians	2010	Strategy B5
Town Core Roadway System (Milton)	\$3,938,300	Seek grants, loans, and local funds	This includes 3 roadway projects, the purpose of which is to help create more frontage for businesses and alleviate traffic problems in the town core	2011	
Town Office (Bolton)	\$150,000	Local		2008	
Town Salt & Salted Sand Shed (Westford)	\$150,000	Paid by town	protect water resources from salt contamination	2010	THIS IS A NEW PROJECT IN 2008

Traffic Signal Coordination (Susie Wilson Road (Pinecrest to Kellogg) & Signal at David Drive (Essex Town))	\$215,000	combo of developer fees, town funds, Capital Reserve fund/tax			Strategy A2
Traffic Signal Coordination VT 15 (Essex Way to VT 128) (Essex Town)	\$300,000	grants		2008	Strategy A2
Upgrade/Expand Municipal parking area (Westford)	\$45,000	Paid by town	provide an adequate number of parking spaces to serve the town office and library	2009	
Upgrade/Expansion of Wastewater Treatment Facility (Hinesburg)	\$2,000,000	local bonds in two towns; utility user fees	assure adequate wastewater capacity to meet current and future demand	2008	Vetted by Infrastructure CWG, May 2006
VELCO Northwest Reliability Project (Essex Junction)					Strategy A2; Strategy B5
Village Core Sewer Expansion Phase I	\$1,195,000	Seek grants, loans, and local funds	This project is a portion of the overall goal of expanding the wastewater collection system throughout the Town Core area to allow for higher-density development and to alleviate environmental and health concerns where septic systems exist in this densely developed area.	2010	
Village Core Sewer Expansion Phase II	\$965,000	Seek grants, loans, and local funds	This project is a portion of the overall goal of expanding the wastewater collection system throughout the Town Core area to allow for higher-density development and to alleviate environmental and health concerns where septic systems exist in this densely developed area.	2012	

Village Park & Ride – Intermodal Center / regional transit service connection (Richmond)	\$300,000	Fed, State and Local		2010	
Village Subsurface Project (Richmond)		Fed, State and Local			
Waste Water Treatment & Service (Colchester)	\$30,000,000	None Currently Available	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	ASAP	Strategy A1, A2, A4, A5; Strategy B2, B3
Wastewater Collection system from Haydenberry to GBIC/Cynosure Catamount Industrial Park, including internal sewer lines (Milton)	\$4,100,000	Town has been invited to submit an application for \$2 Million to EDA. Other matching funds (2.1 million) from TIF collections already in place	The Town of Milton has completed most of the expanded Wastewater Collection System to serve the Catamount Industrial Park. The project has not been entirely completed due to additional archaeological permitting requirements. The latest collection system expansion was approved by the voters along with the expansion of the Wastewater Treatment Facility in September 2004. The project has an estimated cost of \$4.1 million. A \$2,000,000 grant from the U.S. Economic Development Administrations will be used to supplement TIF funds. The outstanding portion of this Wastewater Collection System expansion remains to be bid.	ongoing, remaining sections are not yet ready for bidding	Strategy A1, A2, A4, A5; Strategy B2, B3
Water Storage Capacity Addition & Expanded Distribution System (Colchester)	\$1,500,000	Partially funded		2008 - ongoing	Strategies A2, A5, B2 & B4

Water Storage Tank Expansion (Williston)	\$270,000	Grants for 50%	Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new startup operations in strategic business clusters in the region	2009	Strategy A1, A2, A4, A5; Strategy B2, B3, B5;
Williston Entry-Level Housing. (Champlain Housing Trust, Williston Interfaith Affordable Housing Task Force)	\$3,500,000	Buyer mortgages, VT Community Development Program; VT housing & Conservation Trust Fund; Habitat for Humanity	Affordable, starter homes for families working in Williston	2008	
Williston, Town Center Housing (Champlain Housing Trust)	\$3,500,000	Buyer mortgages; VT Community Development Program; Vermont Housing Trust Fund	Affordable homes for sale in Williston's new town center	2008	
Wireless Internet Service (Westford)	\$60,000	Provider and State Broadband Grant (\$40000)	Bring high-speed internet service to town	2009	Vetted by Technology CWG, May 2006
SOCIAL ENVIRONMENT					
Advancing Childcare Partnerships in Regional & Municipal Plans (Chittenden County Regional Planning Commission & Childcare Resource Center)	\$60,000		Develop Innovative Funding for Childcare		Strategy B1, B5
Community Center (South Burlington)	\$11,000,000	Local		2010	Strategy B5

Community Recreation Center (Colchester)	\$5,000,000	Land secured; funding needed to build.		2010	Strategy B5
Development of Affordable Housing (Colchester)	\$25,000,000	Wastewater treatment capacity needed.		Unknown	Strategy B4, B5
Employer Assisted Housing (Burlington)	\$1,000,000	None			Strategy B4
Expansion of Supports for Family, Mental Health, and Substance Abuse Treatment Courts in Chittenden County (Howard Center for Human Services)	\$100,000	State Funds, Dept. of Health, Division of Alcohol & Drug Abuse	Provide Successful Diversion Offender Re-Entry		Strategy B1, B5
Family Center (South Burlington)	\$2,000,000	Federal/State			Strategy B5
Family Services for Incarcerated Individuals & Their Families (VT Children's Aid Society)	\$80,000	VT Children's Aid Society, Employers	Provide Successful Diversion Offender Re-Entry		Strategy B4, B5
Medication Treatment for Opiate Dependent Short-Term Incarcerated Residents (Howard Center for Human Services)	\$5,000	VT Dept. of Health	Provide Successful Diversion Offender Re-Entry		Strategy A1 Strategy B1, B2, B5
Northern Lights House (Northern NE Tradeswomen, VT Children's Aid Society & Mercy Connections)	\$300,000	State Funds, Dept. of Health, Division of Alcohol & Drug Abuse & Dept. of Corrections	Provide Successful Diversion Offender Re-Entry		Strategy A2 Strategy B4, B5

Northern Lights House (Northern NE Tradeswomen, VT Children's Aid Society & Mercy Connections)	\$300,000	State Funds, Dept. of Health, Division of Alcohol & Drug Abuse & Dept. of Corrections	Provide Successful Diversion Offender Re-Entry		Strategy A2 Strategy B4, B5
Northern Lights House (VT Works for Women, VT Children's Aid Society & Mercy Connections)	\$300,000	State Funds, Dept. of Health, Division of Alcohol & Drug Abuse & Dept. of Corrections	Provide Successful Diversion Offender Re-Entry		Strategy A2 Strategy B4, B5
Regional Offender Transitional Housing (Burlington)	\$1,000,000	None		Ongoing	Strategy B4
Responsive Workplaces (Vermont Works for Women)	\$70,400	Chamber/GBIC, VBSR, NNETW, VABIR, VT Dept. of Corrections	Support Responsive Workplaces to meet upcoming demographic shift		Strategy A1, A2, A5 Strategy B1, B2, B5
Transportation Access (Richmond)			Need to continue to work toward a comprehensive regional transit system with connections to Richmond Park & Ride and the village area. This is in the works and should continue. A second Park & Ride in the village would help with the regional system. County social services are adequate for Richmond residents with the exception of transportation.	immediate	Strategy B1, B4, B5.

Vermont Women's Mentoring Program (Mercy Connections, Northern New England Tradeswomen, Inc.)	\$156,000	VT Dept. of Corrections	Support Responsive Workplaces		Strategy A1 Strategy B1, B5
Winooski Community Center	\$8,000,000	Numerous funding, including grants for up to 1.5 Million, financing and donations		N/A	Presented to Social Env. CWG in 2006
YMCA (Burlington)	\$13,000,000	Will be raising money		Ongoing	Strategy B5
TECHNOLOGY ENVIRONMENT					
24/7 Municipal Government with capacity to issue permits and collect taxes and fees on line (Colchester)	\$30,000	No		2008	Strategy A5, Strategy B2
Broadband Applications for Businesses and Government (Vermont Information Technology Center)	\$50,000	Small Businesses, Local Government	Provide Affordable Broadband Access		Strategy A1, A2, A5 Strategy B1, B2, B3, B5
Broadband Wireless Engineering Study (Vermont Information Technology Center)	\$100,000	Local Government & Higher Education Institutions	Provide Affordable Broadband Access		Strategy A1, A2, A5 Strategy B1, B2, B3, B5
Community Broadband Wireless Technology Access (Colchester)	\$500,000	Town is looking for public-private partnerships to bring technology to Colchester.		2008	Strategy A1, A2, A5; Strategy B1, B2, B3
Fiber optic Redundancy in Colchester's 3 economic zones (Colchester)	Unknown	Private; Telephone comps to fulfill municipality's communication needs.			Strategy A1, A2, A5; Strategy B1, B2, B3

Technology Commercialization Entrepreneurship Education Survey & Pilot Program (Vermont Business Center at the University of Vermont School of Business)	\$50,000	Vermont Business Center at UVM	Commercialization of IP/Technology Transfer		Strategy A1, A4, A5 Strategy B1, B2, B3
Technology Incubator Expansion (Vermont Center for Emerging Technology)	\$1,500,000	CDBG, State, local and internal funds	Creation of a "wet lab" business incubator space	2009	THIS IS A NEW PROJECT IN 2008
Telecommunications needs study (Essex Town)	\$50,000	would seek VCDP, private, local and EDA funds	This study would develop recommendations for forging a public-private partnership to provide a seamless wireless communications network to accommodate voice and data transfer in the Town. Facilitate the retention, expansion and encourage new start-up technology businesses in the region by improving regional access to early-stage debt and equity investment capital.		
Village Center Tech Park (Richmond)		Fed, State and Local	Improve infrastructure and capacity of building for new and existing business base. Project will include mixed uses, infrastructure, renovation and parking (former Richmond Cheese Factory – now owned by Casing Development)	NA	

B. Brief Schedule/Minutes for all CEDS Meetings

2/10/08 – Brief meeting with GBIC Staff to discuss the development of the 2008 CEDS Report: discussed the irrelevance of updating the Project Implementation Plan due to the disqualification of Chittenden County as a possible recipient of funding.

4/15/08 – discussion with Joint CWG chair, Mr. David Binch: informed David of the dilemma facing the CEDS and the inability to submit new projects to the EDA for possible funding. Mr. Binch agreed that there was no real use to call the CWG to a meeting (all information from here on out would be provided online, through the use of the new CEDS website and email.

4/15-6/30/08 – CEDS materials are available on the web (<http://gbicvtceds.org>) for all participants and community stakeholders to review and provide comments and feedback.

6/19/08 – CEDS Committee met to consider the Project Implementation Plan as it was passed in 2007 to be included in the 2008 report.

7/30/08 – GBIC partner, and CEDS participating organization, the Chittenden County Regional Planning Commission considered the CEDS process again and passed accepted the same implementation plan presented in 2007 as the new Project Implementation Plan.

8/4/08 – CEDS Coordinator submits the completed CEDS with supporting documents to EDA staff.

C. Major Developments Since 2005

Business/Industry/Infrastructure

101 Main, Burlington

Commenced redevelopment and restoration of the historic armory building in Burlington; it is believed that the new facility and surrounding area will be mixed use, commercial/residential. **Development is ongoing.**

Bolton Valley Ski Resort, Quad Chair Lift, Bolton

Bolton Valley Ski Resort added a new four-person chair as the main lift on the mountain. This is part of substantial on-mountain renovation that will include new trails and the new lift; it is a \$2.3 million investment.

Brentwood Industrial Park, Jimmo Drive, Colchester

New buildings in Colchester's Brentwood Industrial Park were built for one of its growing tenants. The new buildings increase industrial and commercial capacity of the park.

Burlington International Airport, South-end/North-end/Terminal Expansion, South Burlington

The north-end expansion is a \$35 million investment to create a Blackhawk Helicopter Readiness Center in Vermont. In the southern end the airport is developing a new cargo and plane parking facility. The final phase of the terminal expansion will also be completed adding a new wing to the facility. **Development is ongoing.**

Burlington Telecom, Burlington

Burlington owned telecom system which continues to install Fiber-Optic through much of the City. This new municipal owned communications company offers high speed internet, phone and cable packages to all Burlington residents.

Champlain Valley Exposition, Essex Junction

Expansion and development of the Champlain Valley Exposition includes the addition of Wireless Internet service to 75% of the entire convention/exposition center and also water and electric utilities for recreational vehicles to connect. The improvements continue to attract more conventions, shows and events to Chittenden County.

Main Street Landing, Lake and Main, Burlington

New commercial and community space located near the waterfront in Burlington; the space will house several high profile businesses in Chittenden County and will also provide public use space for conventions, parties, speakers and other performances.

Mesa Building Redevelopment, Burlington

TBA (see FY 2007 development projects). **Development is ongoing.**

Mountain View Office Park, South Burlington (Pizzagalli Construction)

Additional commercial space built in a new commercial park in South Burlington. Various size office spaces are available with close access to the Interstate, and surrounding communities.

North End Community Center, Burlington

A new community center is being developed through the reconstruction of Gosse Court Armory in the north end of Burlington. The facility, when finished will include a full-size gymnasium with collapsible bleachers, six basketball hoops, volleyball and badminton setups, a 1,400-square-foot community room with a capacity of 132 people, a warming kitchen, a youth center, several multipurpose rooms and space for private rental. It's projected that the project may be completed by September 2008.

Richmond Industrial Park, Richmond

TBA'

Shelburne Inn Redevelopment, Shelburne

The redevelopment of an historic structure in Shelburne's town core has allowed for several offices and an upscale restaurant to open. Additionally, a zoning change behind the property will allow the demolition of several old town houses. New town houses/condominiums will be constructed on the footprint.

Westlake, Burlington

New residential, commercial redevelopment project near the waterfront in Burlington; the space will offer condominiums and a hotel.

Winooski Downtown Redevelopment, Winooski Falls Project, Winooski

Started in June 2004 the extensive redevelopment project created 1.5 million square feet of mixed-use space including retail, commercial and residential space. The new facilities will house university students, businesses, and the Vermont Student Assistance Corporation, Winooski's largest employer. The project will have employed 1400 construction workers with over \$30 million dollars in payroll at completion. (www.onioncity.com; www.winooskifalls.com)

Winooski Roundabout, Winooski

In conjunction with the Winooski Falls redevelopment project the major intersection in downtown Winooski was transformed into a modern roundabout. This change created one way streets and has eased traffic flow considerably. (www.onioncity.com)

Education/Health Care Facilities

Champlain College, IDX Student Life Complex, Burlington

A 42,000 square foot student life center started construction during the summer of 2004. Phase 1 of the project opened prior to the fall semester 2004 opened a new dining facility. Phase 2 of the project was completed in August 2005 and included fullsize gymnasium, fitness center, multi-use spaces and student activities office space. (www.champlain.edu)

Fletcher Allen Health Care, Renaissance Project, Burlington

The largest construction project every conducted in the state of Vermont is valued at over \$300 million. The project included a new parking facility, Ambulatory Care Center, and a new entrance to the medical center; all were completed late in 2005. The project included adding 600,000 square feet of space to the complex and 1200 parking spaces.

St. Michael's College, Sutton Fire Station, Colchester

St. Mike's constructed a new fire station to cover their growing campus. The station was completed in November of 2005 and provides response 24 hours per day.

University of Vermont, Dudley H. Davis Center, Burlington

The Davis Center, over 150,000 square feet is in its initial phases of construction. The project is nearly completed and is currently 90% open (as of July 2007). The facility provides dining facilities, retail stores, a new bookstore space, student activities and club space and multipurpose facilities. The top floor includes a banquet hall with possible seating for 900 guests. Another proposed facility is a smaller theatre space that will join the Davis Center to the University Library.

University of Vermont, University Heights, Burlington

This new residential community will house over 400 students. The facilities offer a range of room types, study lounges and spaces and multipurpose rooms. The first two buildings opened in January of 2006, the remaining two will be completed to house students in fall, 2006.

Vermont Technical College, Williston Campus, Williston

The Vermont Technical College expanded its Williston Campus to occupy 75% of Blair Park. Since the fall of 2005 the campus has been open to its Chittenden County students. Its 30,000 square feet of space house engineering programs, the college's dental hygiene program, and many other associates and bachelors degree programs.

Housing

81 South William, Burlington

This two million dollar project worked to restore/renovate a historic house into three condo units; relocate existing carriage barn to rear. Additionally, the zoning change allowed for the construction of 22 new condo units.

Burlington Cohousing, Burlington

Construction of a new 32-unit cohousing community was completed in October 2007. Located in Burlington, a green, walkable city, we're close to stores, recreation, and places of employment. Our multi-cultural, multi-generational neighborhood is close to the University of Vermont, Fletcher Allen Health Care, and right next to Centennial Woods, a 68-acre nature preserve.

Lake Lofts on Main, Burlington

This project was formerly listed as the Mesa building redevelopment. Nine luxury waterfront loft/condos will be constructed on this previously unoccupied site in the Burlington downtown core. The new residences are planned to open in summer 2008.

Manhattan Heights, Burlington

Several new units were added to a site formerly occupied by a one-two unit structure.

412 Farrell St. Development, South Burlington

Cathedral Square Corp. built more than 60 one- and two-bedroom apartments for low-income seniors at the location. The major funding sources for the project include \$3.5 million in Housing and Urban

Development funds; \$250,000 in federal Housing and Urban Development funds; \$900,000 from the Vermont Housing and Conservation Board; \$3.8 million in Low Income Housing Tax Credits through the Vermont Housing Finance Agency; \$450,000 from the Vermont Community Development Program (through the city of South Burlington) and a \$1.4 million subsidized loan through Chittenden Bank (Burlington Free Press, May 31st 2007)

D. Job Loss & Gain in Chittenden County

Municipality	Name of Employer	Type of Business/Industry	Existing or New Business	Jobs Gained	Jobs Lost
Burlington	Specialty Filaments, Inc.	Manufacturing	Existing		400
Burlington	Dealer.com	Technology	New	25	
Burlington	Fletcher Allen Health Care	Health	Existing		40
Colchester	Bombardier Capital/GE Financial	Finance	Existing		280
Colchester	York Capacitor	Manufacturing	Existing		100
Milton	HUSKY Injection Molding Systems, Inc.	Manufacturing	Existing		70
South Burlington	Pratt & Whitney	Service	Existing	8	
South Burlington	Advance Electric	Service	Existing		10
South Burlington	IDX/GE Healthcare	Technology	Existing		35
Williston	Cornell Trading, Inc.	Retail	Existing		125
Williston	Rossignol	Manufacturing	Existing		52
Williston	Dynastar	Manufacturing	Existing		35
	TSL USA	Manufacturing	New	NA	
FY 2006 TOTALS				33	1147
Burlington	Karhu/Line	Outdoor Recreation/Lifestyle	Existing		17
South Burlington	Continental Express	Aviation Repair/Maintenance	Existing		20
Burlington	Dealer.com	Website Development	Existing	25	
Burlington	Gravis	Shoe/Apparel Design	Existing		15
Essex	Autumn Harp	Cosmetics	New		0
FY 2007 TOTALS				25	52
Burlington	Global Classroom, Inc.	Education/Technology	New	5	
Burlington	Chittenden Bank	Financial	Existing		30
Burlington	Burton Snowboards	Manufacturing	Existing		35
Essex Junction	IBM	Technology/Manufacturing	Existing		290
South Burlington	Pepsi	Beverage	Existing		12
South Burlington	Sirloin Saloon	Service	Existing		35
Williston	KBA International	Printing	Existing		55
FY 2008 TOTALS				5	457
NET FY 06-08				63	1656
NET Loss Since CEDS Adoption					(1593)

E. Started or Completed CEDS Projects 2005 through 2008

Project Name (& Champion)	Estimated Cost	50% Local Match Source(s)	Purpose	Possible Start Date	Started or Completed	Strategies
BUSINESS ENVIRONMENT						
Vermont Center for Advanced Computing (statewide enhancement of computational capacity/infrastructure, center at the University of Vermont) (Burlington)	\$2,000,000	Currently funded by VA-HUD/NASA		2006	COMPLETE	Could meet all strategies.
Livable Jobs Toolkit (VT Businesses for Social Responsibility)	\$31,020	VBSR, Research & Education Fund	Encourage Employers to Provide a Livable Wage		COMPLETE	Strategy B1, B4, B5
Entrepreneurship Education Center/Bring Your Own Business (BYOBiz) (Champlain College)	\$750,000	Champlain College / The Coleman Foundation (Chicago)	promote entrepreneurship at the college level.	Started July 2006	COMPLETE	
Emergent Media Center (EMC) (Champlain College)	Varies Depending on Scope of Project	Champlain College & SOV have provided startup funding	build a cluster around emergent media (gaming)	Started January 2006	STARTED	
Wireless Internet Upgrade (CVE)	\$50,000	Privately Funded	will help attract new business and grow current businesses (especially tourism based businesses)		COMPLETE	
Utility Fitment Upgrade for Mobile Units (CVE)	\$580,000	Privately Funded	will help attract new business and grow current businesses		COMPLETE	

EDUCATION AND WORKFORCE DEVELOPMENT						
Burlington HS Athletic Field Renovation (Burlington SD)	\$3,962,000	30% State Funding for school construction aid, remaining funding with school bond issue.		2006	COMPLETE	
Champlain College Workforce Development Center (Champlain College)	\$1,000,000	Champlain College	The Workforce Development Center was established specifically to meet the workforce needs of large, medium and small businesses.	2006	COMPLETE	
INFRASTRUCTURE						
I-89 Bridge (Bolton)	NA			Spring 2005	COMPLETE	
Riverside Avenue (Burlington)	NA			2005	COMPLETE	
Lime Kiln Bridge (Colchester & South Burlington)	NA			2005	COMPLETE	
Kennedy Drive (South Burlington)	NA			2005	COMPLETE	
New Emergency Services Station (Williston)	\$2,000,000	Local Funding		2006	COMPLETE	
Campus Connector (St. Mike's) (Colchester)	\$2,000,000	TCSP grant for \$994,100			COMPLETE	Strategy A5
Combined Heating and Power (renewable energy project at University of Vermont)	\$10,000,000	University funds		2005	STARTED	
VT 2a/US 7/Creek Road/Bay Road (Colchester)	NA				STARTED	

Wastewater Collection system from Haydenberry to GBIC/Cynosure Catamount Industrial Park, including internal sewer lines (Milton)	\$4,100,000	Town has been invited to submit an application for \$2 Million to EDA. Other matching funds (2.1 million) from TIF collections already in place	Voter approval obtained; Assure there is an adequate inventory of "develop-able" sites with the necessary infrastructure to promote retention and expansion of existing firms and the recruitment of new-startup operations in strategic business clusters in the region.	Design complete mid-2006; bid 2006-2007; construction in 2006	STARTED	Strategy A1, A2, A4, A5; Strategy B2, B3
Resurfacing of Milton-Westford Road (Westford)	\$168,500	20% match from State	Upgrade public transportation services	2008	COMPLETE	
Stormwater Improvements (Colchester)	\$10,000,000	EPA STAG Grant, local cost, town funds, US Congressional set-aside in Colchester	Improve Business Climate by building an environment of cooperation on development issues; Improve the local planning processes for more coordinated economic development and an improved quality of life in the region.	2005	COMPLETE	Strategy A2, A3; Strategy B2, B4

Town Center Wastewater Feasibility Study (Westford)	\$15,000	funded by low interest loan	determine potential wastewater capacity in the town center		COMPLETE	
SOCIAL ENVIRONMENT						
Home Care Network for Early Care and Education Programs (Greater Burlington YMCA)	\$73,150	VT Dept of Children & Families, Turrel Foundation	Develop Innovative Funding for Childcare	Ongoing/Annual Project	STARTED	Strategy A1 Strategy B1, B2, B4, B5
Circles of Support (Mercy Connections, Northern NE Tradeswomen, Inc.)	\$200,000	Nonprofits, Burlington School District, United Way, Champlain College, Agency of Human Services, Employers	Support Responsive Workplaces	No	COMPLETE	
TECHNOLOGY						
Wireless Broadband Service (Westford)	\$60,000	Broadband grants, local funding, user fees	Develop broadband infrastructure		REPLACED BY TRI-TOWN COLLABORATIVE WITH SAME GOAL	
TOTAL INVESTMENT:	\$36,989,670					