



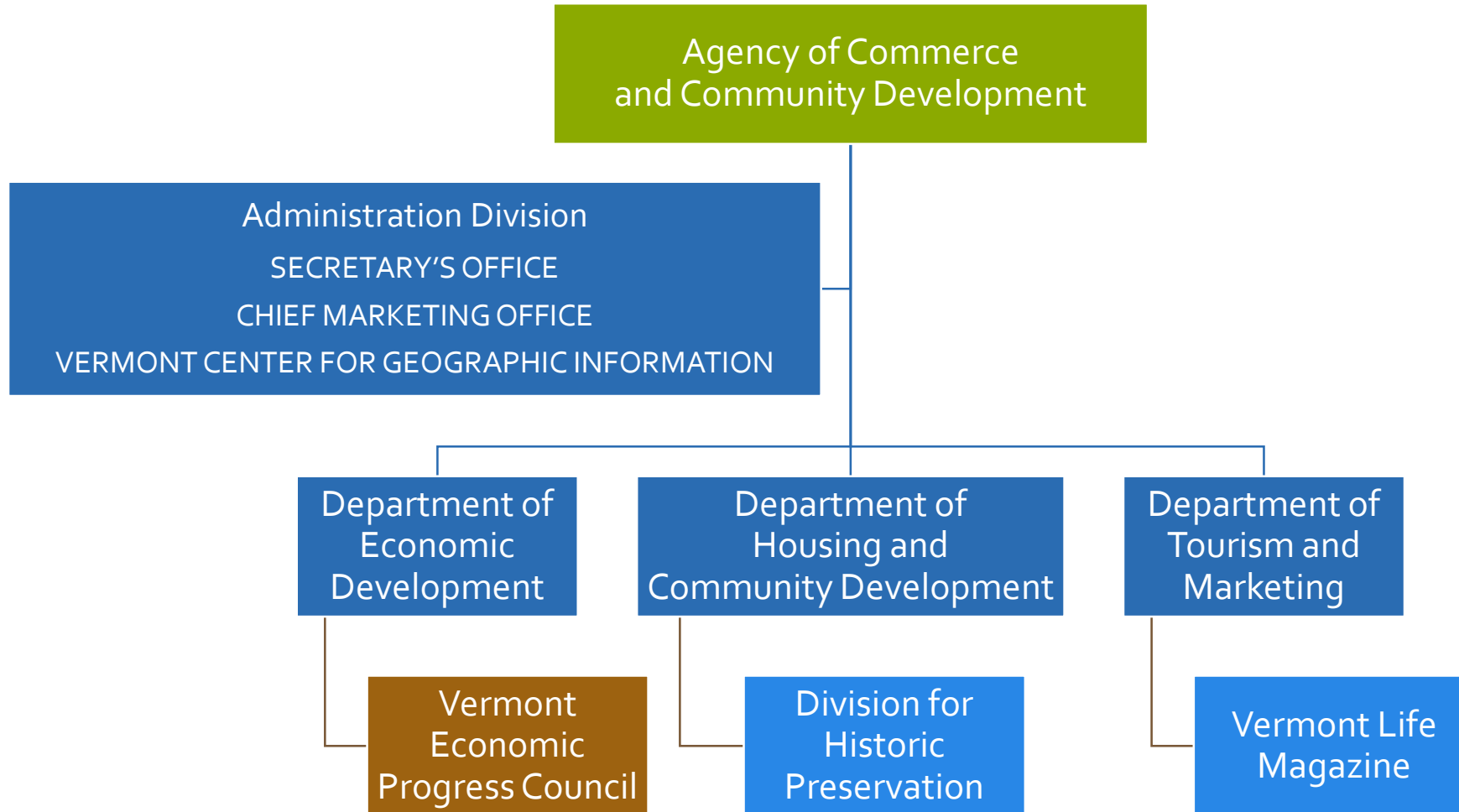
Agency of Commerce and Community Development

PROGRAM REVIEW

SENATE COMMITTEE ON ECONOMIC DEVELOPMENT,
HOUSING AND GENERAL AFFAIRS



AGENCY OVERVIEW



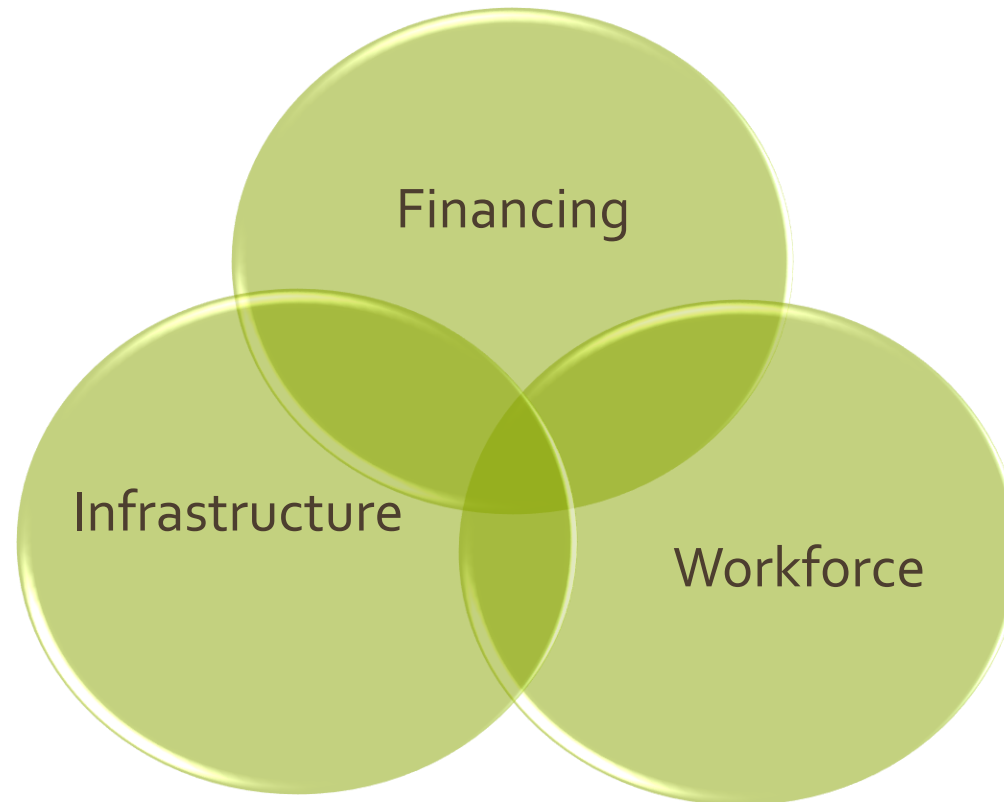


Department of Economic Development

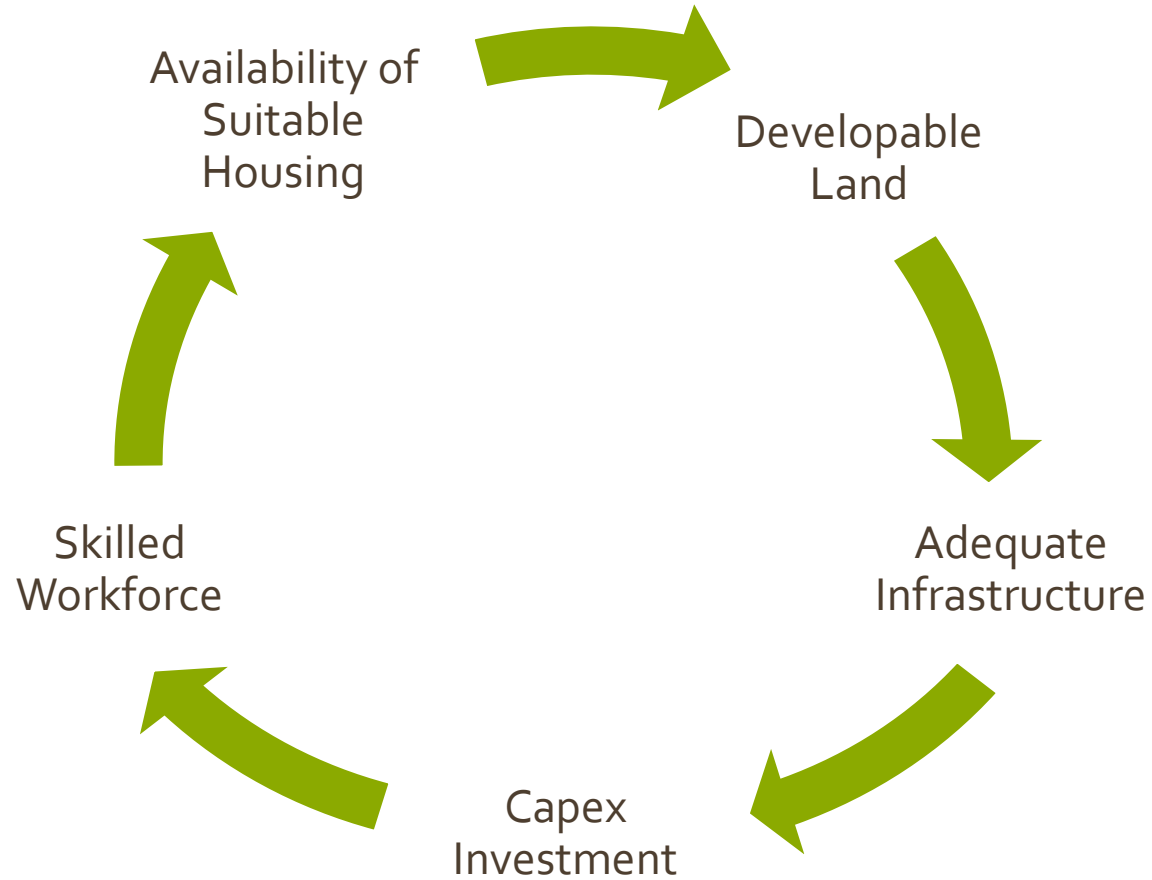
JOAN GOLDSTEIN, COMMISSIONER



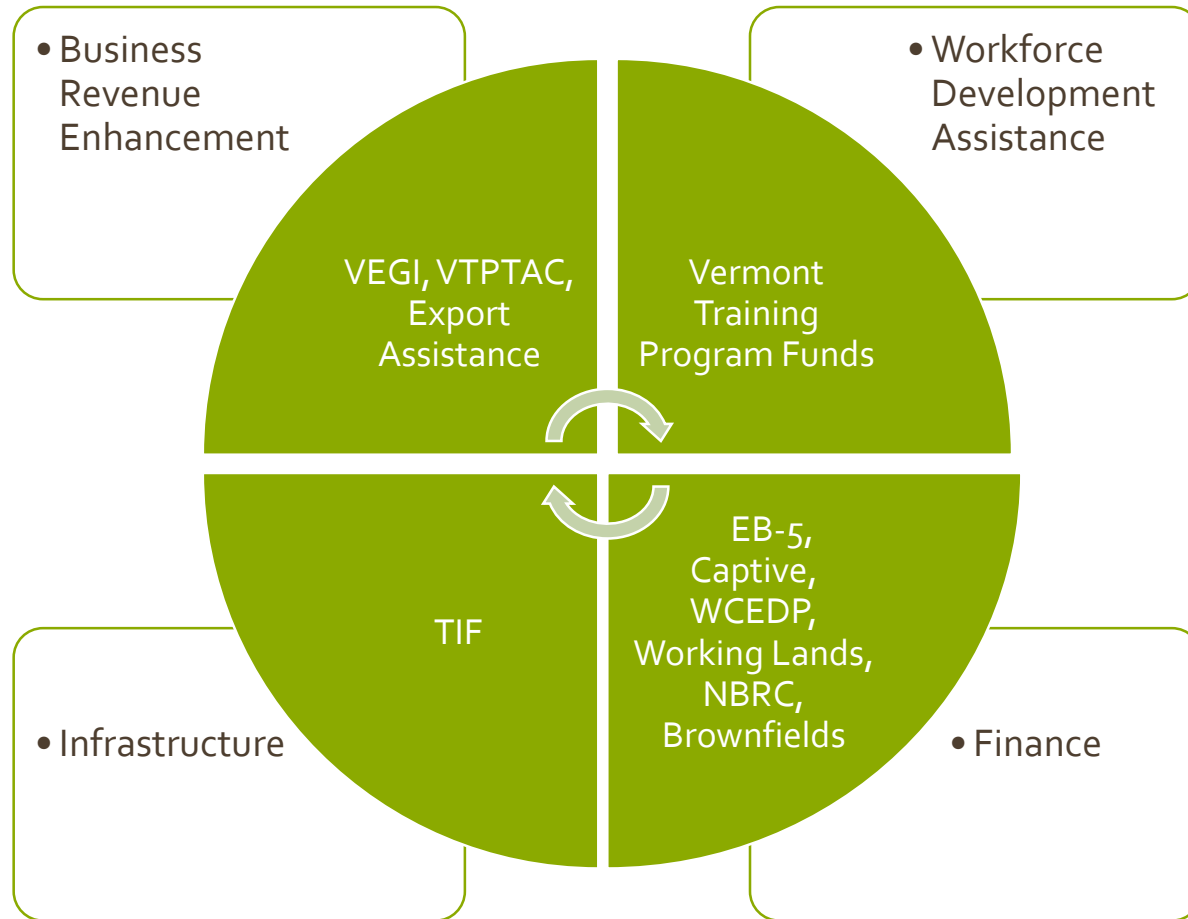
Comprehensive Economic Development Strategy: Create an environment where businesses can flourish



Challenges to retention and growth



Department of Economic Development: **TOOLS**



Department of Economic Development: **ASSETS**

BUSINESS SUPPORT:

Calling effort in conjunction with Regional Development Corporations to understand the issues, gaps, and ideas.

Referrals to appropriate programs and partners.

PROGRAMS:

- Vermont Training Program
- Vermont Employment Growth Incentive
- Vermont Procurement Technical Assistance Center
- International Trade Assistance
- EB-5 Regional Center
- Captive Insurance
- WCEDP

Facilitate with other Agencies/
State and Federal Partners:

- Working Lands
- Northern Border Regional Commission

Funds: Appropriations and Special and Federal Funds

	FY2016	FY2017
General Fund	4,563,634	4,600,379
Special Fund	929,650	967,950
Federal Fund	738,238	933,116

Outcomes: Vermont Training Program

STAFF OF 1.5

EMPLOYEES

Over 639 Vermont workers received on-site and classroom training through the Vermont Training Program

Trade skills relating to advanced manufacturing including CNC and Lean Process were among the most requested either through a training provider or an individual business application

The median quarterly wage increased for grantees by 6.9% for FY16

EMPLOYERS

28 companies served with over 50% of the grants going to advanced manufacturing

IT skills in web design, cloud-based computing and cyber security were requested as Vermont's IT sector continues to grow

Advanced manufacturing businesses continue to lead the way in grant applications with more Computer Numerically Controlled machines showing up in a variety of production lines from wood to metal

TRAINING PROVIDERS

Four training providers were awarded grants serving 13 businesses and 42 employees across the State

Advanced manufacturing skills such as Lean Technology, electrical technician training and CNC were the most sought after by businesses

Outcomes: Vermont Economic Progress Council

STAFF OF 2

TIF

For the 9 active TIFs, selected activity for FY15:

Public Infrastructure Investment:
\$6.1 million

Private Sector Investment:
\$18.3 million

Vermont Contractors:
\$12 million

VEGI

Approved nine business projects that will contribute an additional \$2.0 million in net new tax revenue (after the cost of the incentive) over the next five years. The businesses will create 339 new jobs with an average compensation of \$42,565 generating \$13.8 million in new, qualifying payroll.

Between 2007 to 2015 we shared \$14.7 million in new revenue to leverage investments of \$981 million and 4,750 jobs created by the private sector recipients.

WCEDP

During FY16, \$1.9 million was committed for projects that will result in the creation of 46 direct jobs.

To date, \$4.8 million has been committed with 76% awarded to for profit entities for job creation and entrepreneurial activities. The awards leveraged \$26.2 million in private investment and other grants

Outcomes: Vermont Procurement Technical Assistance Center (VtPTAC)

STAFF OF 6, 1 CONTRACTOR, REGIONALLY LOCATED

CONTRACTS

954 Total Contracts awarded to VT businesses in FY 16

858 Federal Contracts (628 DoD, 230 other federal Agencies)

96 State and Local (92 State, 4 local)

DOLLAR VALUE

\$96 Million

Increased total number of contracts by 390 in FY 16

NUMBER OF BUSINESSES

112 business awarded

PTAC works with 720 businesses, this year 173 were new businesses.

Outcomes: International Trade and Investment (VGTP)

STAFF OF 1

EXPORT ASSISTANCE

Federal SBA (STEP V) grant. The \$286,000 grant will allow VGTP to continue some of the work that was started with the STEP I-IV grants. This work will include business export training and participation in international trade shows such as Aero Montreal where companies have access to Quebec's \$13.8 billion aerospace cluster.

Assisted nine eligible Vermont small businesses to attend Aero Montreal Innovation Forum resulting in a project export sales of \$1.9 million. 21 individual grants were given to Vermont eligible businesses with a project export sales of \$4.9 million dollars.

EB-5

As of September 30, 2016 approximately \$386,500,000 has been invested in projects via the Vermont EB-5 Regional Center. Some 3,950 direct, indirect and induced jobs are or have been supported via the EB-5 investment in the State of Vermont.

Projects to date include Country Home Products, Mount Snow, SouthFace Village at Okemo, Sugarbush Resort and Trapp Family Lodge.

FDI

Attended Select USA and other business recruitment events in Germany and Canada, each having generated multiple leads.

Past recruitment efforts resulted in the opening of a BHS Composites facility in St. Johnsbury and created a pipeline for new prospects.

Will Participate in Select USA, DC this year and will participate in the FDI component.

Outcomes: Captive Insurance

STAFF OF 1

Approx. \$27 million in revenue to the state from premium taxes and fees.

Vermont is the Gold Standard in Captives.
Top expertise in the world:
DFR Deputy Commissioner is ranked #1
Vermont DED - Dan Towle is ranked #19

Over 1071 licensed captives.
589 are active.
Today, 48 of the Fortune 100 and 18 of the Dow 30 have Vermont domiciled captives

Outcomes: Working Lands and Northern Border Regional Commission

1 STAFF PERSON

Working Lands

One Business Support staffer serves as our designee to the working lands enterprise board, an inter-agency partnership with the Agency of Agriculture and the Department of Forests, Parks, and Recreation

Review of 114 applications. Funded 20 for a total of \$634,000. These grants are projected to:

- Create **60 new jobs** – roughly **\$10,000 invested per job created**
- Result in over **\$6 million in new business and revenue to Vermont**

NBRC

Granted approximately **\$1.8 million** for fourteen **economic development projects** across the NBRC service area (**Northeast Kingdom, Lamoille, Franklin, and Grand Isle Counties**), which in turn **leveraged approximately \$7 million in matching funds**

Projected outcomes of 2016 grants:

- **447 jobs** created or retained
- ROI of approximately **\$4,000 per job created or retained**
- Over **\$13.25 million in annual business receipts** created or retained
- More than 100 people trained via workforce development programs

Outcomes: Brownfields Redevelopment

FUNDED PROJECTS

Received a new \$500,000 grant award from EPA during FY 2016

This brings our total of current brownfield grants to \$1,700,000



We also are pursuing (Brownfield Economic Revitalization Alliance) projects for Richmond Creamery redevelopment, Robertson Paper Mill Project in Bellows Falls and J&L Plant One in Springfield

To date, we have provided funding to every region in Vermont with the exception of Grand Isle and the Northeast Kingdom, but we are working on a couple of possible projects in the NEK at this time.

In 2016, two projects supported:

Funded the cleanup of the Gevry Mobile Home Park which was rebuilt with 14 net-zero pre-fabricated homes built by Vermod in Wilder, VT. The units are operated as affordable housing by Addison County Community Trust.

Funded the cleanup of contaminated silt in connection with the rebuilding of the Hoosic River Hydroelectric Plant in Pownal, VT.

Outcomes: RDC Network

Business relationship
management and
Referrals to State and
partner Programs

Redevelopment of
Brownfields: SRDC,
GMEDC

Permit, Build, Own and
manage industrial
space: BDCC, GBIC,
SRDC, FCIDC, NVDA

Manage Revolving
Loan Funds: ACEDC,
REDC,

Business Assistance
Workshops

Facilitate Workforce
Development
Programming

Department of Housing and Community Development

KATIE BUCKLEY, COMMISSIONER
JOSH HANFORD, DEPUTY COMMISSIONER



DHCD PROGRAM OVERVIEW FY2017

FUNDING

- General funds: \$2.6M
- Special funds: \$5M (Fees, gift shop, RPCs)
- Federal funds: \$22M

DIVISIONS

- Housing
- Grants Management
- VT Community Development Program
- Community Planning + Revitalization
- Historic Preservation (including Historic Sites)

STAFF

- 39 people (including 3 limited service for CDBG-DR ending 12/31/17)

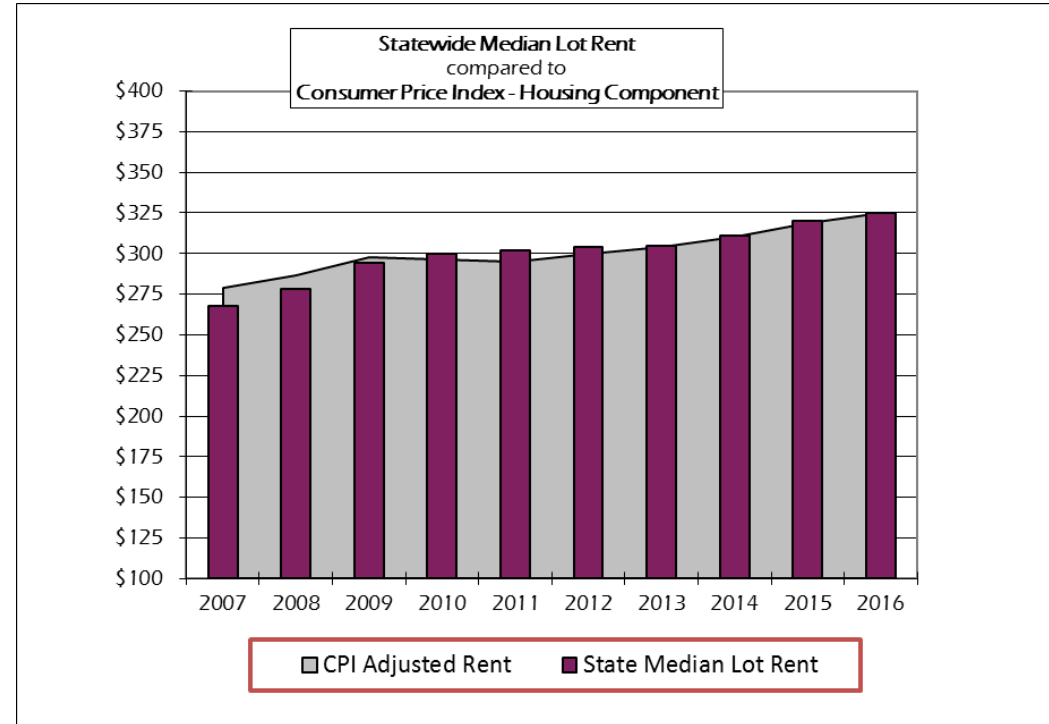
Mobile Home Park Program

- Conduct annual park registry (241 parks with 7,106 lots);
- Monitor lot rent increases and facilitate mediation of disputed increases;
- Administer First Stop grant to CVOEO;
- Oversee park sale and closure notifications;
- Work with sister agencies to support residents and owners of troubled parks; and
- Oversee Champlain Housing Trust's (CHT) Manufactured Housing Down Payment Assistance Loan Program, extended through 2019.



Mobile Home Park Program

- Lot rent increases over the past 10 years track CPI
- In 2017, a lot increase of 3.6% is eligible for mediation; 58 mediations facilitated since 1998
- Through 2016, CHT made more than 95 down payment loans for purchase of energy efficient MH.
- Currently, 47 parks owned by nonprofits, and 11 resident-owned cooperatives
- Eff. July 1, 2016, DHCD adopted rules to implement Act 8 (2015) which authorized administrative penalties for violations of MHP law.



Funding from HUD

Consolidated Plan: Guides over \$10M in annual funding; requires stakeholder outreach; outlines funding priorities for the Community Development Block Grant (CDBG) Program; Home Investment Partnership Program (HOME); the Emergency Solutions Grant; Continuum of Care and Tenant and Project-based Section 8 Vouchers; and CDBG-Disaster Recovery(CDBG-DR1 and CDBG-DR2).

Funding from HUD

CDBG – Disaster Recovery

- DR-1
 - 37 grants, \$20.5 million allocated
 - \$15.9 million expended to date
 - 21 DR-1 projects completed to date
- DR-2
 - 20 grants, \$16.9 million allocated
 - \$12.2 million expended to date
 - 11 DR-2 projects completed to date



CDBG Funding from HUD (2012-2016)

- 116 grants
- \$34.3 million in CDBG grants
- \$291 million leveraged
- 1,605 homes
- 102 full-time jobs created
- 25 community planning grants
- 22,108 people benefiting from increased access or services



The Five Designations

Core Designations



Village Centers (Est. 2003)



Downtowns (Est. 1998)



New Town Centers (Est. 2003)

Add-On Designations (must have a core designation to qualify):



Neighborhood Development Areas (Est. 2013)



Growth Centers (Est. 2006)

State Designation Programs

Provides large and small communities with financial incentives, training and technical assistance to support local efforts to help communities thrive by restoring historic buildings, building new housing, and improving the streets and sidewalks that attract more visitors on foot, bike, car or bus.






State Designation Programs 2017

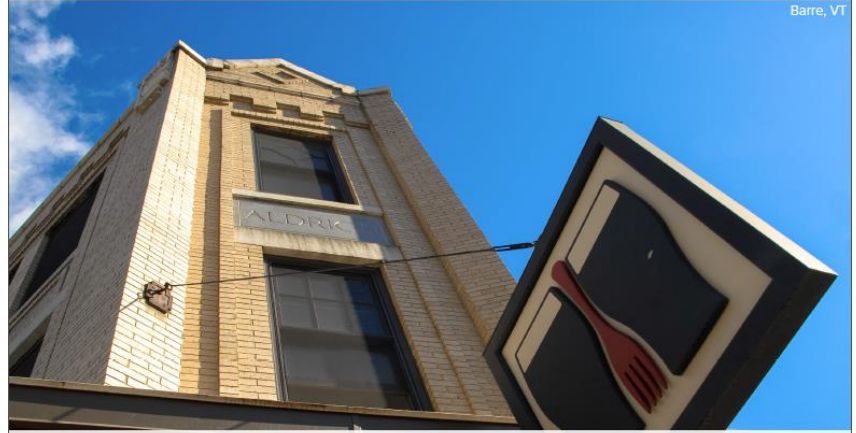
Program Overview

The Department of Housing and Community Development manages the state designation programs – downtowns, village centers, new town centers, growth centers and neighborhood development areas. These programs work together to provide incentives, align policies and give communities the technical assistance needed to encourage new development and redevelopment. The program incentives are for both the public and private sector within the designated area, including tax credits for historic building rehabilitations and code improvements, permitting benefits for new housing, funding for transportation-related public improvements and priority consideration for various state grant programs.

Website: <http://accd.vermont.gov/community-development/designation-programs>

By the Numbers

24 designated downtowns 	124 designated village centers 	2 new town centers 	5 neighborhood development areas 	6 growth centers 
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Barre, VT

“Technical support through the State’s Designation Program helped us plan projects and access funding sources that leveraged private investment.”

Steve MacKenzie, City Manager of Barre

2011-16 Downtown Return on Investment

State Investment: \$23.2 M

Leveraged Private Investment: \$213 M

Designated Downtowns

2017

Program Overview

Downtown designation provides Vermont's larger communities with financial incentives, training and technical assistance to support local efforts to help communities thrive by restoring historic buildings, building new housing, and improving the streets and sidewalks that attract more visitors on foot, bike, car or bus.

Municipalities that receive designation collaborate with local non-profit downtown organizations that support revitalization efforts with staff and volunteers who provide marketing, promotion and business development services. Once designated, the community may apply for additional benefits to encourage new housing with the neighborhood development area designation or shape the next 20 years of compact development with the growth center designation.

Website: <http://accd.vermont.gov/community-development/designation-programs/downtowns>

By the Numbers [2011 - 2016]

24

designated downtowns

121

tax credit projects awarded

\$10.4 M

in tax credits awarded

\$1.9 M

in downtown transportation grants awarded

\$10.9 M

in local funds leveraged with downtown transportation funds

\$213.1 M

in private funds leveraged with tax credits

Bristol - Building a Walkable and Vibrant Downtown



Village Green



Downtown

VTrans funds the Downtown Transportation Fund (DTF) program that supports revitalization efforts in designated downtowns by making these areas more pedestrian, bike and transit friendly. Since 1999, the fund has invested \$9.7 million to support 109 projects leveraging over \$47 million for transportation improvements in designated downtowns. The Town of Bristol recently used a DTF grant to enhance the village green by adding lighting, benches and bike racks to strengthen the connection to downtown and the VTrans improved Main Street intersection. The Prince Lane reconstruction project, also funded by a DTF grant, added sidewalks, lighting and landscaping to improve access to local businesses and bring vitality to the downtown.

Downtown & Village Center Tax Credits

2016:

- \$2.25 million in state tax incentives for 21 projects will supporting \$47 million in downtown and village center construction and rehabilitation projects.



Neighborhood Development Areas

PRIORITY HOUSING PROJECTS

- Supported the development of more than 200 housing units
- Saved more than \$250,000 in permit fees
- Reduced permit timelines by 6 months



Municipal Planning Grants

FUNDS FROM PROPERTY TRANSFER TAX

- Grants totaling \$464,920 supported 38 locally-driven projects to locate new housing, protect towns from flooding, and support new businesses.

By the Numbers [2011 - 2016]

\$4.1 M
in grant
funds requested

\$366,813
in local
match funds

253
municipal planning
grants awarded

\$2.7 M
in grant
funds awarded

19,578
people engaged
in the planning projects

99%
of survey respondents say
MPGs are important to achieve
planning goals



“Vermont’s Municipal Planning Grants make possible incremental steps toward healthy, safe and vital communities throughout Vermont. For Bennington, the grants have and continue to result in tangible and significant improvements to the community, particularly in our downtown. As our communities succeed, Vermont’s reputation as a great place to live and work is made all the more real.”

Michael McDonough, President of the Better Bennington Corporation

Regional Planning Commissions

FUNDS FROM PROPERTY TRANSFER TAX

11 Regional Planning Commissions; \$2.9M

- Performance contract, identical measures for all RPCs
- RBA performance measures since FY2014

All Regional Plans Conform - Every regional planning commission now has a regional plan in effect that meets the statutory requirements. This is the culmination of a four-year process of evaluating and updating regional plans statewide.

Increased Focus on Implementing – Plans with concrete, measurable implementation strategies will become the norm through statewide use of a model implementation template created in FY16. Future progress in achieving those strategies will be reported by all the regions.

Historic Preservation

60% FEDERALLY FUNDED

- National & State Registers of Historic Places
- Barn Grants
- Preservation Grants
- Certified Local Government Program
- Federal Rehabilitation Investment Tax Credit Program
- Project Review
- State-owned Historic and Underwater Sites
- Roadside Historic Marker Program
- Easements/Covenants
- Archaeology Heritage Center



National Register, Tax Credits and Certified Local Governments

NATIONAL REGISTER

- Since 1966, nearly 12,000 properties listed
 - Five new/updated listings in 2016

FEDERAL TAX CREDITS

- 12 projects received \$3.2M in tax credits
 - leveraged \$42.1M in investment and created 746 jobs in federal fiscal year 2016

CERTIFIED LOCAL GOVERNMENT

- Supports 14 communities to document, protect & use local historic resources
 - 12% of federal allocation = \$68,880 to support local projects



Barn and Historic Preservation Grants

BARN PRESERVATION GRANTS

Funded via Capital Budget

- Oldest barn grant program in United States
- Cumulatively, over \$3M in grants to repair and restore 384 agricultural buildings
- FY2016 – 20 grants awarded, totaling \$232,467; 48 applications requesting \$633,637
- FY2017 – 33 grants applications requesting \$413,815; grants to be awarded February 2017.

HISTORIC PRESERVATION GRANTS

Funded via Capital Budget

- Since 1986, nearly \$5M in grants to restore over 550 significant community buildings such as town halls, churches, museums, theatres, and libraries.
- FY2017 – 15 grants awarded, totaling \$195,779 with \$632,820 in project costs; 48 applications received requesting \$702,420.



State-owned Historic Sites and Roadside Historic Markers

Historic Sites funded partially via capital budget, augmented by admission fees, gift shops, grants and donations

- 402,613 visitors from 2011-2016
- 10 properties open to public including two presidential sites and a Revolutionary War battlefield
- 84 buildings, sites, and structures, including:
 - 9 underwater sites
 - 2 metal lattice bridges
 - 5 covered bridges

Roadside Markers funded via capital budget

- 237 roadside historic markers placed statewide (and Virginia)





Department of Tourism and Marketing

STEVE COOK, DEPUTY COMMISSIONER



VDTM PROGRAM OVERVIEW FY2017

DIVISIONS

- Department of Tourism & Marketing
- Vermont Life Magazine

STAFF

- 8 VDTM
- 7 Vermont Life

FOCUS AREAS

- Marketing
 - Media planning
 - Media buying
 - Creative development
 - Website development
 - Consumer & Industry newsletters
- Sales
 - Consumer trade shows
 - Industry trade shows
 - Group travel
- Communications
 - Social media (Facebook, Twitter, Instagram, YouTube)
 - Travel writer hosting
 - Outbound communications
- Cultural Heritage & Recreation
 - Arts and heritage
 - Historic sites
 - Byways
 - Coordination with recreational organizations
 - Coordination with farm based organizations
- Research
 - Tourism research
 - Consumer research
 - Marketing / Advertising tracking

Digital Video

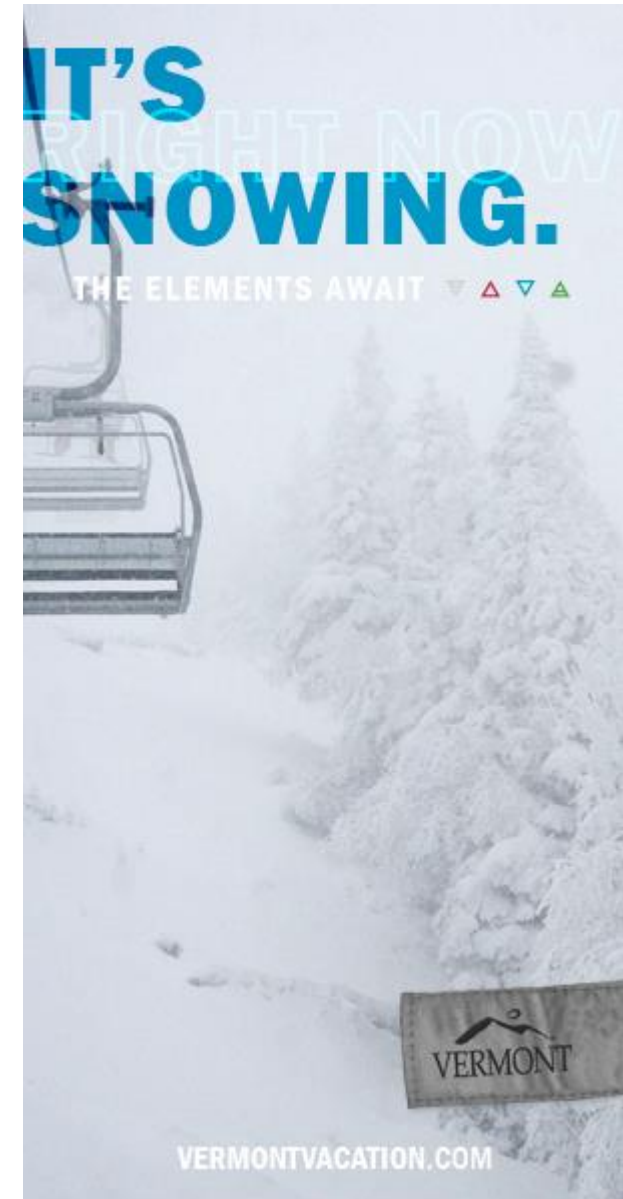


Weather Triggers

Standard



Weather Trigger



Email Marketing

- Consumer list of 73,000
- Industry list of 28,000
- Third party email marketing



Autumn in Vermont

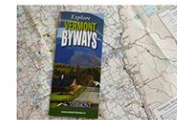
SPECTACULAR COLORS AWAIT LEAF PEEPERS

The fall colors here in Vermont are simply unbelievable!

With forests covering three-quarters of the state, and the highest percentage of vibrant maple trees in the country, Vermont can't help but explode into amazing colors once the leaves start to turn. Whether you are touring the state on the scenic byways, or enjoying a crisp autumn hike outdoors, almost everywhere you look in Vermont during the fall months is alive with bursting reds, oranges and yellows.

Adding to the natural beauty of autumn in Vermont are a variety of festivals, events and activities that help celebrate the season. Harvesting fruits and vegetables, visiting farms, pumpkin patches and corn mazes, and game hunting are among the host of outdoor things to do that make this such a special time of year.

Vermont's elegant inns, hotels and bed and breakfasts are perfect places to stay during a fall visit, but plan your fall trip and lodging early, because when the calendar turns to autumn, virtually no place in America is more desirable to visit than Vermont.



TOURING VERMONT'S BYWAYS

Warmer spring days just beckon you to go outside! Touring Vermont's Byways are a great way to get off the highway and see what makes Vermont special.

[PLAN A DRIVE](#)



FALL, ARTS AND NATURE

Ten Vermont regions with scenic drives and an abundance of arts and outdoors to explore.

[LEARN MORE](#)



APPLES TO IPODS

Participating pick-your-own orchards have a hidden wooden apple just ripe for the picking! Find one and you'll get an Apple iPod, iPod Shuffle or iPad awarded on a first-come-first-served basis, so start searching early.

[LEARN MORE](#)



Social Media Marketing

Vermont Tourism has 85,000 followers

Vermont Tourism Facebook – 37.4 K

Vermont Tourism Industry Facebook - .9K

Vermont Tourism Twitter – 24K

@ThisisVT Twitter 12.7 K

Vermont Tourism Instagram – 9.1K

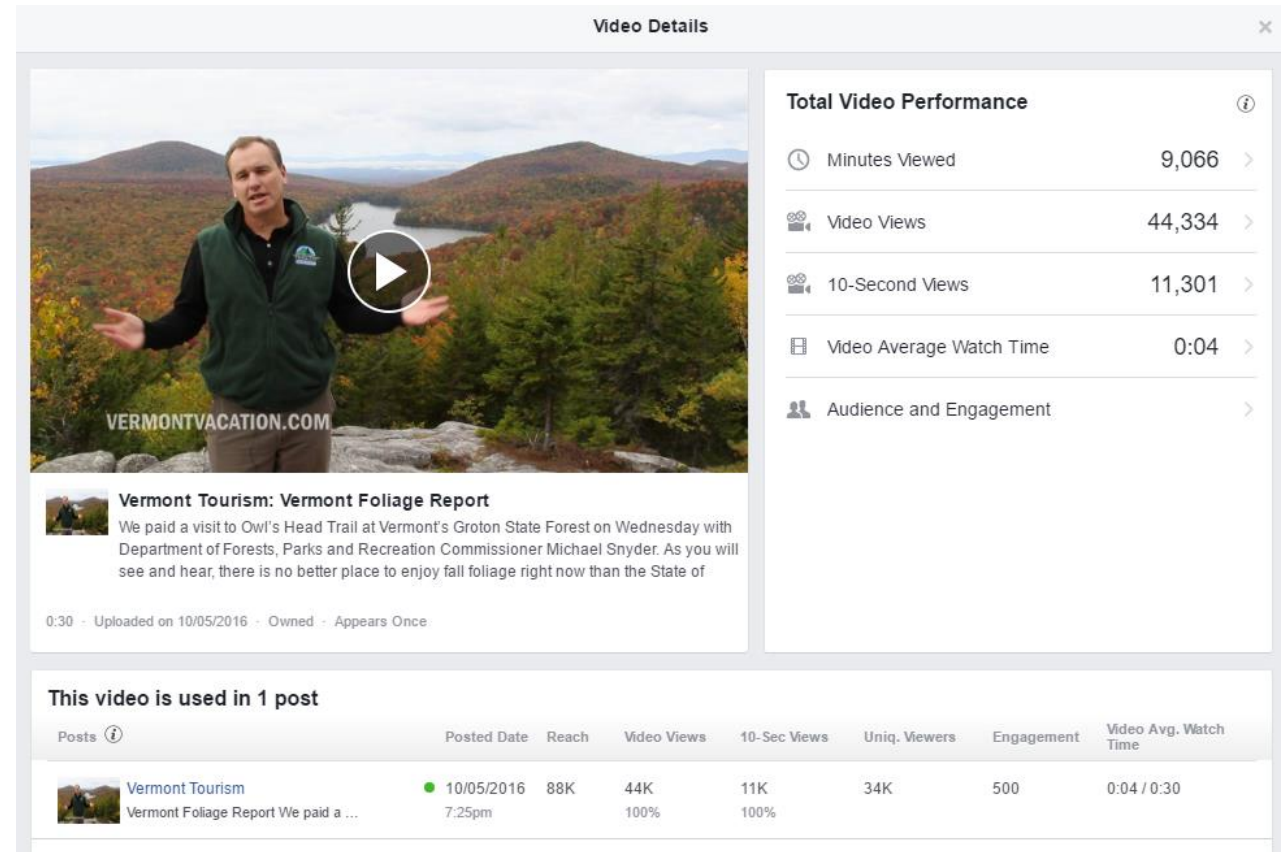
Vermont Tourism YouTube 1.5K

Vermont Life is now over 44,000 followers

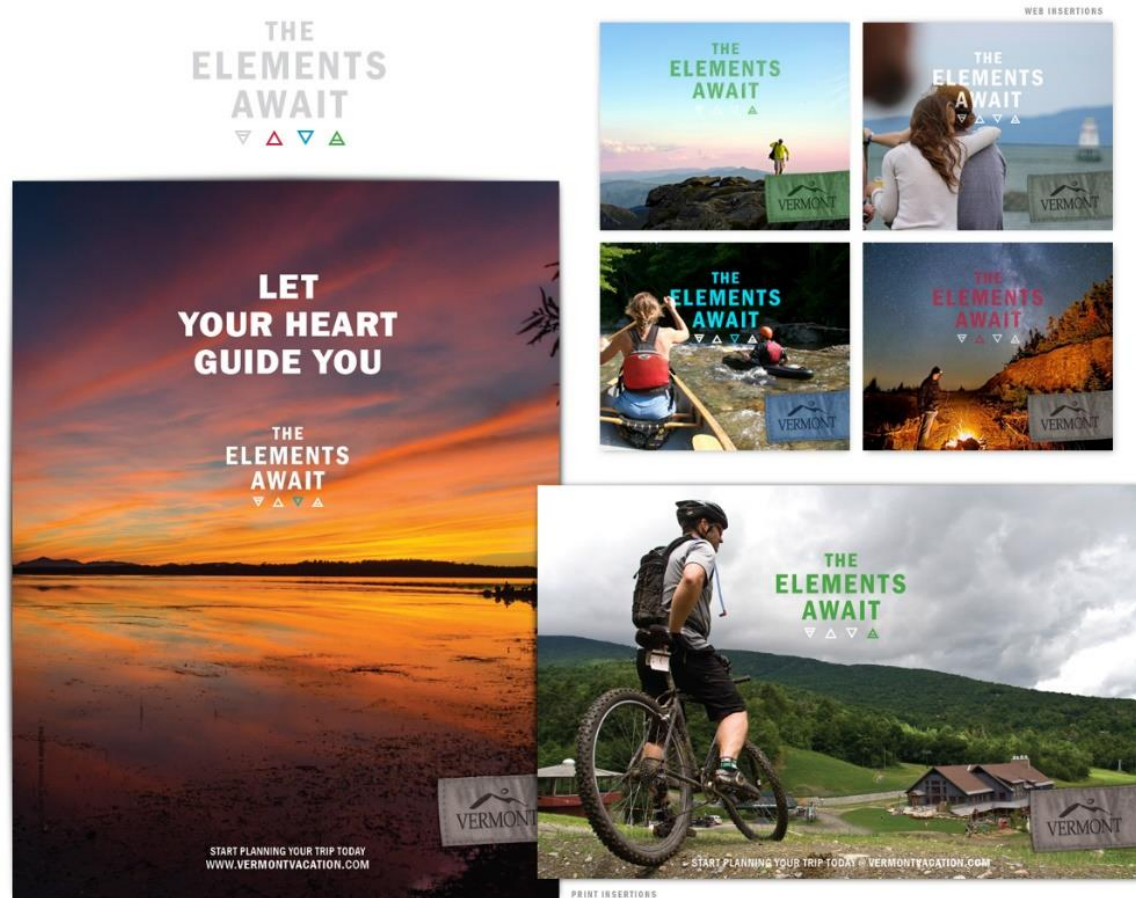
Vermont Life Facebook – 20.3K

Vermont Life Twitter – 21.8K

Vermont Life Instagram – 2.1K



Digital Advertising Placements



2016 SUMMER CAMPAIGN | THE ELEMENTS AWAIT



Traditional Advertising

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Boston

NEWS RESTAURANTS AGE HEALTH PROPERTY EDUCATION TRAVEL STYLE WEDDINGS BEST OF MAGAZINE

TRENDING: Thanksgiving Volunteer | Diet Soda: Not So Great?

THE ELEMENTS AWAIT
VERMONTVACATION.COM

Grateful for Canned Craft Beer?
Thank Iron Heart Canning.

THIS JUST IN

HOME DESIGN
These Kids' Rooms Will Make You Regret Growing Up
Because adulthood is overrated.
By Lindsey Gonzalez

NEWS

Hampshire College Is Done with the American Flag »
Marty Walsh: Hamilton Shouldn't Have Gotten Political »
Bernie Sanders Offers Blueprint

MOST POPULAR

1. Pipeline Protester at Standing Rock Faces Amputation »
2. Marty Walsh: Hamilton Shouldn't Have Gotten Political »
3. Donald Trump Says 'No, Thank You' to Kelly Ayotte »
4. HBO's Boston Marathon Bombing Documentary Debuts Tonight »
5. At Berklee, Bernie Sanders Gives Blueprint for Fighting Trump »
6. Hampshire College Is Done with the American Flag »
7. Life Time Athletic Is Headed to Chestnut Hill »

THAT'S BANKING REIMAGINED.
LEARN MORE »
Capital One

SURPRISE

ROADTRIP

real people, real fun

Local color

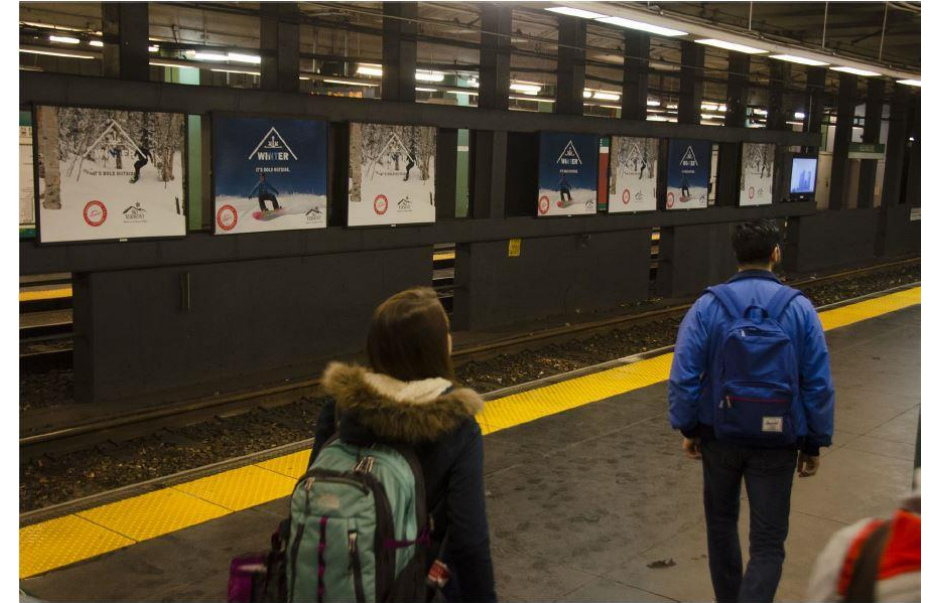
By MICHA MCCARTHY

America is known for not just its sweet maple syrup, but for the seasonal beauty of the trees that surround it. It's not that the trees are more vibrant, these colors are bright every day. It's not that the vistas expand; the openness of Vermont is always there. It's just that in the fall, during midweek, there's a kind of magic that makes it all more special. The midweek surely bustles, but without the major crowds of the weekend, Midweek Vermont foliage time allows you to take it all in with a bit more space, get closer to more attractions and spots, and yes, to soak in even more of the beauty of the state.

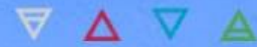
See VERMONT, Page 20

VERMONT
www.VermontVacation.com
800-VERMONT

WORLD'S BEST FALL FOLIAGE
DISCOVER THE REASONS AT
WWW.VERMONTVACATION.COM
#WORLDBESTFOLIAGE



THE ELEMENTS AWAIT



QUAINT AND LUXURIOUS

FIELD GUIDE, A STOWE HOTEL

STOWE | VT

Newly renovated with a fun, "luxe lodge" design, Field Guide offers a place for adventure and luxury. Discover 30 modern rooms and suites, an on-site restaurant, seasonal heated pool, hot tub, free Wi-Fi, and amenities that appeal to the discerning traveler. Signature breakfast b... [read more](#)

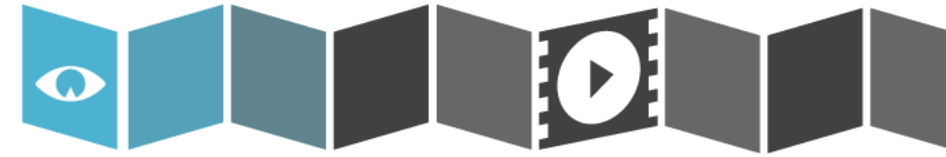
IMAGES

PLAN YOUR VISIT



ACTIVE USERS

 **1,561,946**
PAGE VIEWS

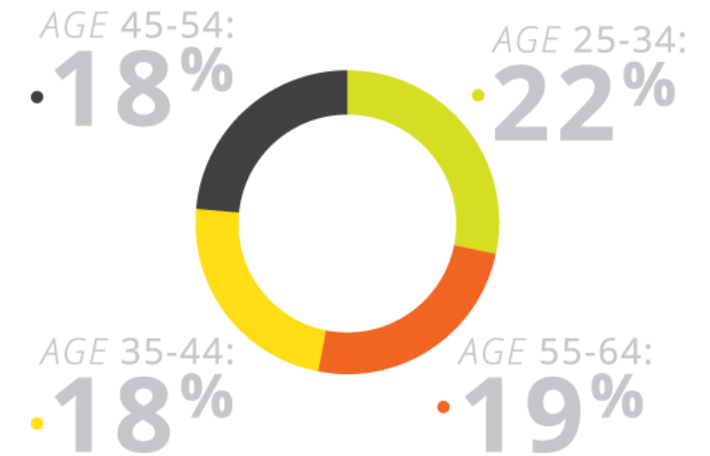


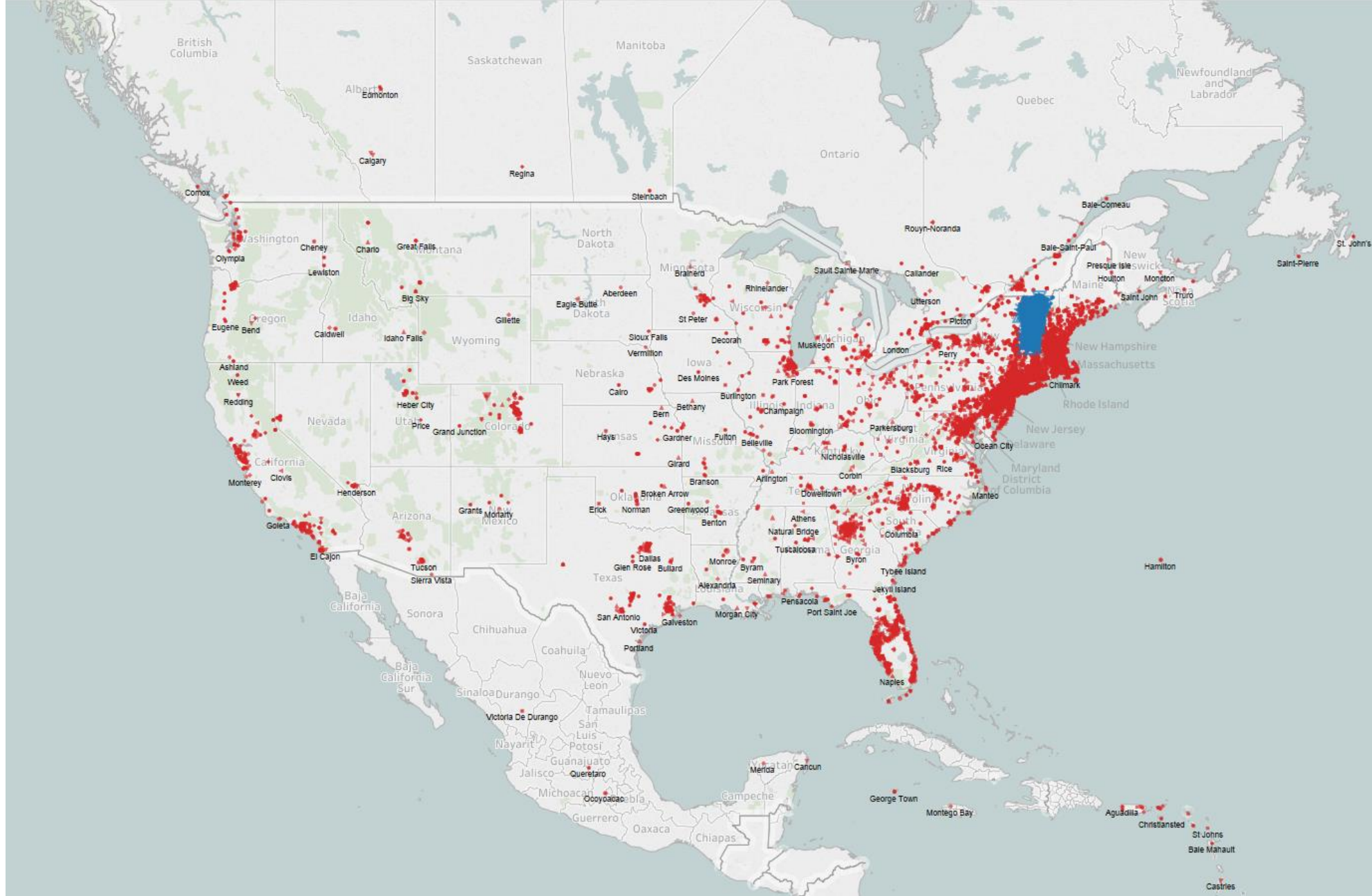
NEW SESSIONS

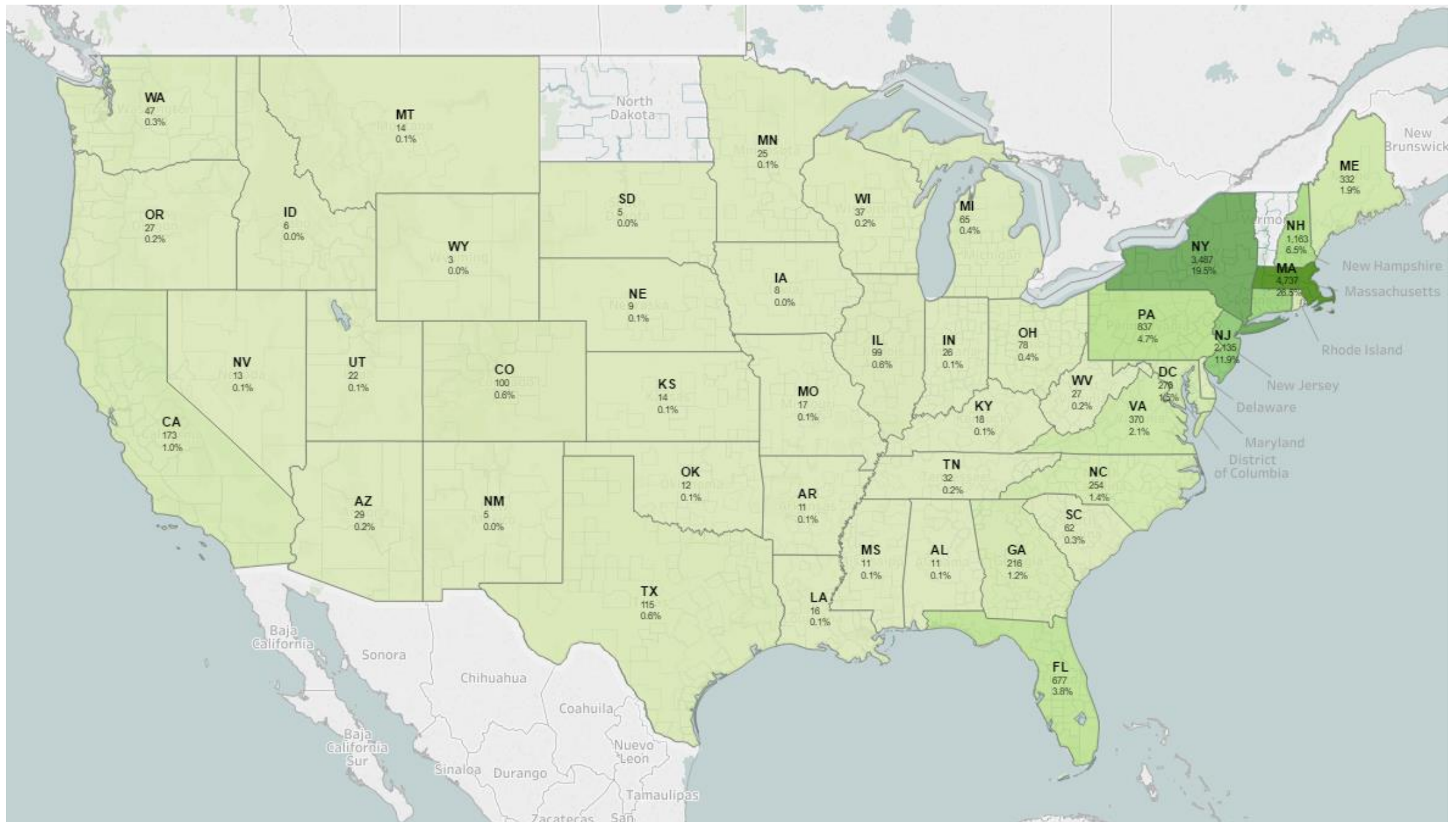
653,079 USER SESSIONS



USER DEMO **57%**  **43%** 









Vermont Life Magazine

VERMONT'S PREMIER MARKETING TOOL

MARY HEGARTY NOWLAN, EDITOR



Synopsis

Vermont Life was Started in **1946** by the **Vermont Development Commission** to be a **promotional tool for Economic Development**.

- Today, the economic development sectors that Vermont Life promotes include **tourism, technology, food and drink, outdoor recreation** and related business opportunities (ski design, etc.).
- **Vermont Life remains the largest publisher in Vermont**, with a greater readership than the Herald, Free Press, Times Argus, Seven Days and VTDigger.
- As a result of Vermont Life's new editorial focus in 2011, the average age reader dropped by 13 years.
- **Readers are highly educated (41% Masters or beyond; 27% BS/BA) and affluent:** 39%: \$100,000---\$199,999; 11%: \$200,000

Good News

ADVERTISING SALES

- **Nine months ago, Vermont Life hired a new in-house ad sales person. Since then, ad sales revenue has increased tremendously.**
 - ↑ 23% AU16 to WI16
 - ↑ 64% SU16 to WI
 - ↑ 22% and counting SP16 to SP17
- Meanwhile, commission costs have been eliminated, a savings of more than \$55,000 annually.

SUBSCRIPTIONS

- Subscription and newsstand sales are holding steady, and multi-year subscriptions now account for more than 20 percent of sales.

More Good News

Vermont Life provides significant marketing and editorial help to other agencies within ACCD.

- The Vermont Life staff edited the Vermont Planning Manual for the **Dept. of Housing and Community Development**.
- Vermont Life provided photography sourcing for the Dept. of Tourism.
- Vermont Life designed, developed and provided content for the new Economic Development Website thinkvermont.com. Vermont Life also staffed numerous Economic Development events.
- Vermont Life published the Dept. of Fish & Wildlife's annual fishing guide for less than F&W was paying to have it published by an out-of-state firm. Meanwhile, Vermont Life made \$14,800.00 in ad sales revenue from the publication.

Vermont Life Brings into the State:

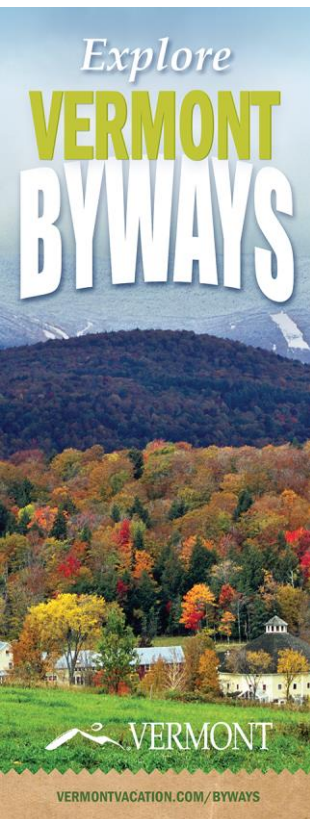
- \$33.5 MILLION ANNUALLY

in dining, lodging and real estate services, calendar sales and associated taxes. (This does not account for Vermont products/shopping, transit or other services such as spas, skiing, fishing, festivals, events, etc.).

- \$103 MILLION ANNUALLY in property taxes

Meanwhile,

- VERMONT LIFES'S OPERATING BUDGET IS ABOUT \$2 MILLION
mostly self-funded, giving it a solid ROI.



Chief Marketing Office

HEATHER PELHAM, CHIEF MARKETING OFFICER

DIG IN VERMONT

UNEARTH YOUR TASTE BUDS

134,000+ Dairy Cows
850+ Family Owned Dairy Farms
150+ Varieties of Cheese
50+ Innovative Cheese Makers

Look for Vermont products in a store near you or plan your next visit to Vermont at: diginvt.com

vermont DAIRY June is dairy month! WWW.VERMONTDAIRY.COM

Vermont Agency of Agriculture, Food and Markets WWW.AGRICULTURE.VERMONT.GOV **VERMONT**

The graphic includes images of a cow in a field, a couple holding a wheel of cheese, a close-up of cheese, and a man in a cheese shop.

CMO PROGRAM OVERVIEW FY2017

FUNDING

- General funds: \$204,206

KEY ROLES AND RESPONSIBILITIES

- Provide strategic **marketing and communications expertise**, tactical planning support and centralized **creative services**
- Enhance **efficiency of state marketing efforts** through collaboration across state government.
- Serve as steward of the **Vermont Brand** by maintaining brand standards and reviewing potential usage

STAFF

- 2 full-time

Services Offered to State Entities

BRANDING SUPPORT

MARKETING CONSULTING

- Strategy, tactics, messaging, media planning, design

CONTRACT MANAGEMENT

- Oversight on all marketing contracts over \$25,000
- Master contracts
 - Media Buying (1)
 - Marketing Services (4)
 - Photography (3)
- Prequalified vendor program

Services Offered to State Entities

CREATIVE SERVICES

- Graphic Design (brochures, posters, report templates, fact sheets, tradeshow displays, advertising, etc.)
- 1,612 hours of design provided in 2016, equating to a savings of over \$96,000 (60% less than the contracted hourly rates of marketing vendors)

DIGITAL COMMUNICATIONS

- Web content strategy consulting
- Template design and technical support

DIGITAL ASSET MANAGEMENT

- 3,542 image downloads in 2016
- 326 active users

Major Initiatives in 2016

MARKETING AND CONSULTING SERVICES

- **ECONOMIC DEVELOPMENT MARKETING:** Project Manager for development of actual plan, assist with implementation (thinkvermont.com web portal)
- **OUT-OF-STATE PRODUCT MARKETING:** Advisory role in development of strategic framework for market expansion efforts for value-added ag products
- **LOCAL FOODS:** Advisory role in external campaign (VSJF) to align SOV interests

CREATIVE SERVICES

- **F+W:** Annual Fishing Guide (96pp) in collaboration with Vermont Life
- **AGRICULTURE:** Series of direct-to-consumer full page ads in *Edibles Manhattan*, *Edibles Brooklyn* and *Vermont Life* to support domestic export
- **HISTORIC PRESERVATION:** 10-year State Historic Preservation Plan (56pp)
- **STATE PARKS, HISTORIC SITES, AMTRAK:** Annual promotion, new collateral



Vermont Center for Geographic Information

JOHN ADAMS, DIRECTOR



VCGI PROGRAM OVERVIEW FY2017

FUNDING

- General funds: \$243,615
- Special funds: \$396,800

KEY ROLES AND RESPONSIBILITIES

- **Governance** of VT's Geographic Information System
- Provide access to current and historical geospatial data and information to support **data-driven decision making**
- **Empower** data analysis and visualization with self service mapping applications, training, and technical services

STAFF

- 6 FTEs

Vermont's Geographic Information System

VCGI works collaboratively with our partners inside and outside of State government to:

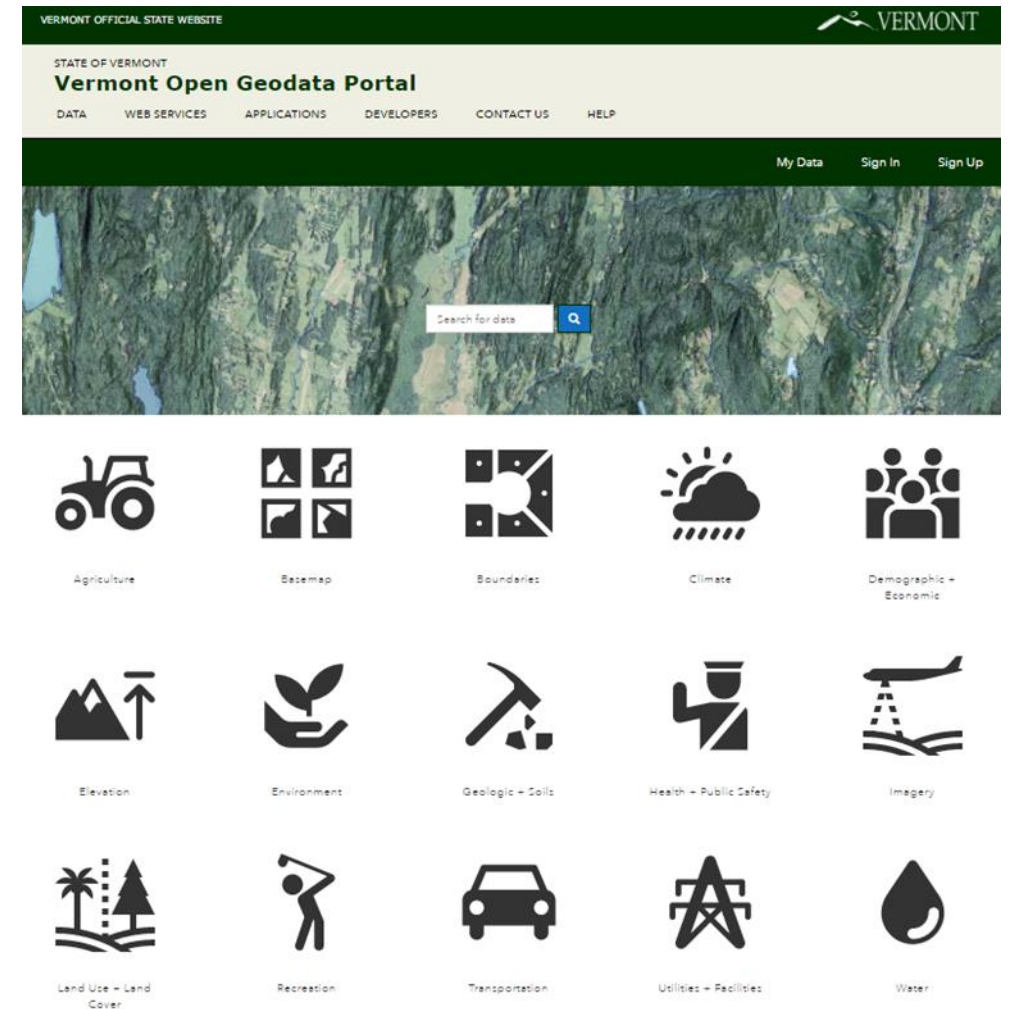
- Promote **efficient** and **effective** use of the state's Geographic Information Technology (GIT) resources;
- Reduce **redundancy** and **contain costs** through coordination and resource sharing;
- Ensure **quality, consistency** and **interoperability** through standardization



Open Access to Data

The new Geodata Portal allows data to be managed and shared in one place by all state agencies.

- 500 + datasets are curated, cataloged and freely available.
- *Examples:* parcels, rivers and streams, topography, town boundaries, school district boundaries, roads & bridges, infrastructure, E911, etc.



Imagery Program

Orthophotos: Standardized leaf-off aerial imagery meeting the specific needs of state agencies, RPCs, towns, engineers, surveyors, and businesses.



Figure 1 - Leaf-off orthophoto

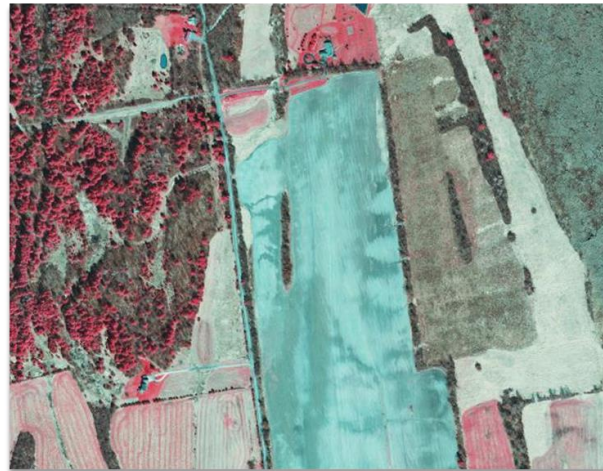
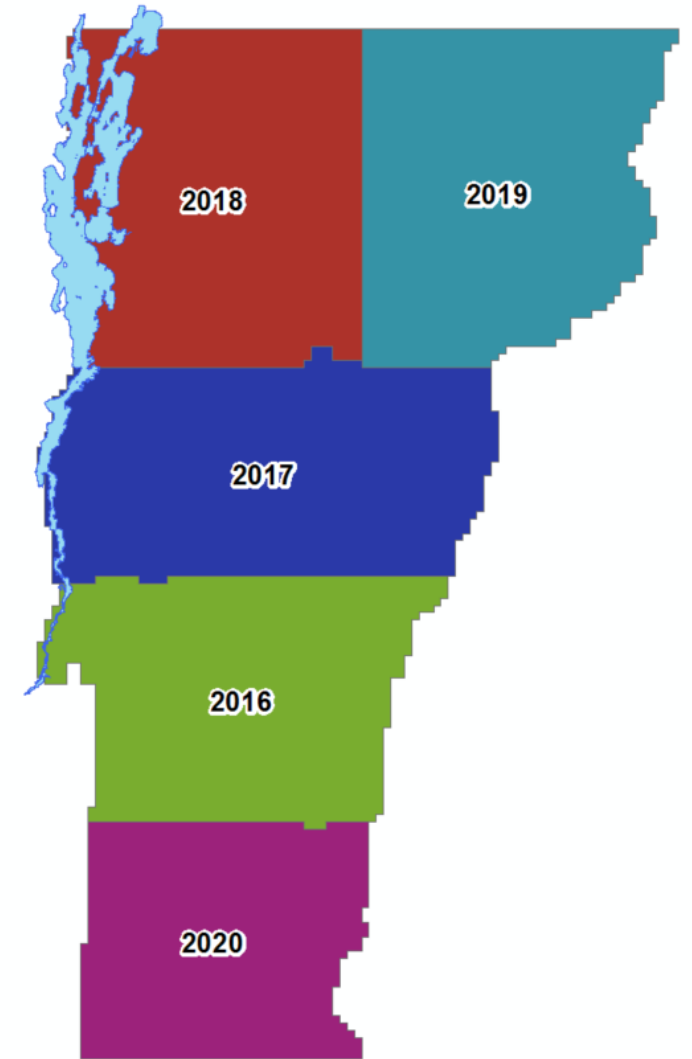


Figure 2 - Color Infrared showing bare earth



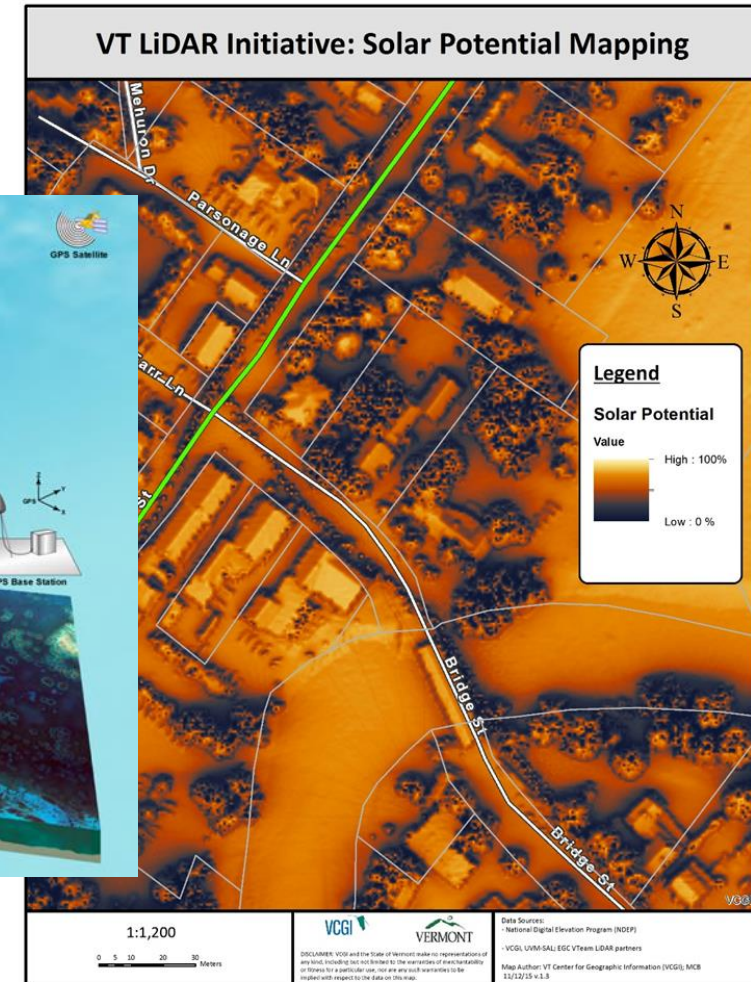
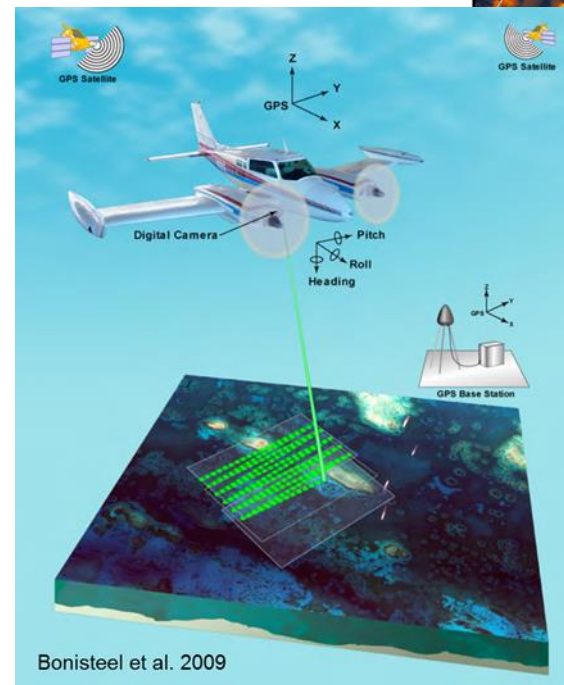
Current acquisition plan



Imagery Program

LIDAR: High resolution elevation data supporting, flood hazard mapping, community resiliency, clean water initiatives, identification of vulnerable transportation infrastructure, solar energy potential, and many other applications.

Statewide coverage: 2018

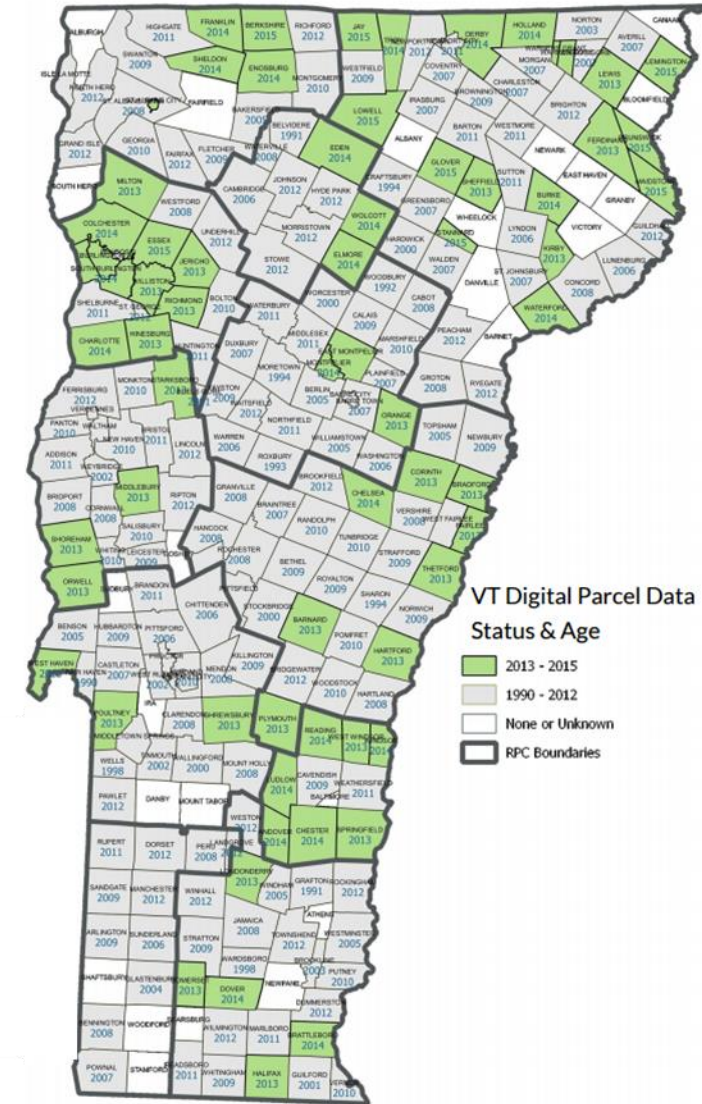


Parcel Data Program

This interagency initiative will create a statewide, consistent, and up-to-date GIS database of parcel boundaries. The data will support:

- Fair and Accurate Taxation and Reappraisal
- Informed Community Planning and Economic Development
- Targeted Natural Resource Conservation

Statewide coverage: 2020



Empowering Data Driven Decision-making

- Self service mapping applications
- Trainings, Workshops and Webinars
- Technical Support
- Complex Geospatial Analysis

