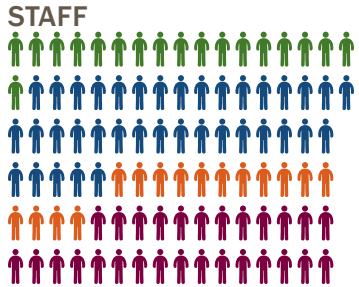


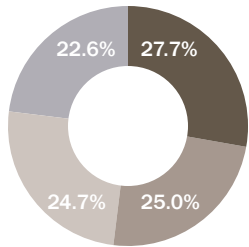
## Overview

**SECRETARY**  
Mike Schirling

**DEPUTY SECRETARY**  
Ted Brady



**FUNDING**  
Total Budget: \$41,635,070



- \$11,535,244 General Funds
- \$10,407,024 Federal Funds
- \$10,289,468 Special or Other Funds
- \$9,403,334 Pass-through Grants

## OUR DEPARTMENTS

Department	General Fund Appropriation	Program Dollars Invested	Total Capital Investment Supported	Vermont Employees Approved for Training	Businesses Served
<b>DEPARTMENT OF ECONOMIC DEVELOPMENT</b> (18 FTEs)	\$2.6 M	\$6.3 M	\$133 M	2,237	1,700
<b>DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT</b> (37 FTEs)	\$2.6 M	\$13.9 M	\$165 M	7,680	Housing Units Created or Preserved
<b>DEPARTMENT OF TOURISM AND MARKETING</b> (15 FTEs)	\$3.1 M	\$3.6 M	\$3.4 M	83.2 M	People Reached
<b>ADMINISTRATION</b> (28 FTEs)	\$3.2 M	\$7.7 M	\$2.2 M	82,017	People Reached

**\$11.5 M**

GENERAL FUND APPROPRIATION

**\$31.5 M**

PROGRAM DOLLARS INVESTED

**\$303.6 M**

TOTAL DOLLARS LEVERAGED

**1,708**

BUSINESSES SERVED

**1,623**

JOBS CREATED OR RETAINED

**7,680**

HOUSING UNITS CREATED OR PRESERVED

Department of Economic Development

MAJOR PROGRAM HIGHLIGHTS

**COMMISSIONER**  
Joan Goldstein

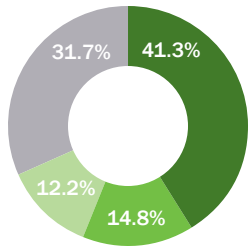
**DEPUTY COMMISSIONER**  
Brett Long

**STAFF** (18 FTEs)



**FUNDING**

Total Budget: \$6,301,445



- \$2,605,543 General Funds [operational] 14 Staff (FTEs)
- \$933,116 Federal Funds 3 Staff
- \$767,950 Special or Other Funds 1 Staff
- \$1,994,836 Pass-through Grants

**VERMONT TRAINING PROGRAM**

Funding available to employers to defray a portion of the expenses of training personnel. Can be vendor training or on the job.



**\$1.3 M**  
General Fund Appropriation



**56**  
Total Businesses Served



**2,237**  
Vermont Employees Approved for Training



**3.9%**  
Median Wage Increase

**VERMONT EMPLOYMENT GROWTH INCENTIVE**

Performance-based cash incentive (not a tax credit) paid to approved companies for prospective job and payroll creation in any region of the state and in almost any sector.



**\$118,271**  
General Fund Appropriation



**\$97 M**  
Projected Capital Expenditures



**7**  
Number of Projected Business Expansions



**773**  
Jobs Created (2015, latest audited figure)

**TAX INCREMENT FINANCING**

TIF Districts are a public infrastructure financing tool for municipalities to encourage public and private real property development or redevelopment.



**\$118,271**  
General Fund Appropriation



**\$49.6 M**  
Incremental Property Tax Revenue (since TIF inception, 2016)



**\$138 M**  
Value of Infrastructure Financed (since TIF inception, 2016)



**\$3.8 M**  
Net Tax Revenue (since TIF inception, 2016)

**PROCUREMENT TECHNICAL ASSISTANCE CENTER**

Team of 7 located throughout the state to help businesses secure contracts from local, state, and federal government.



**\$730,906**  
Federal Funds and General Fund Appropriation



**\$197 M**  
Total Dollar Value of Contracts Assisted



**1456**  
Businesses Receiving Counseling



**1010**  
Number of Contracts Won

**CAPTIVE INSURANCE**

Market to global businesses to domicile their captive insurance company in Vermont.



**\$550,351**  
Special Funds



**\$26.4 M**  
Total Fees and Taxes Received



**24**  
Number of New Captives Formed



**1113**  
Total Number of Captives Domiciled in Vermont

**\$2.6 M**

GENERAL FUND APPROPRIATION

**\$133 M**

TOTAL CAPITAL INVESTMENT SUPPORTED

**1,700**

BUSINESSES SERVED

**2,237**

EMPLOYEES APPROVED FOR TRAINING

**773**

JOBS CREATED

Department of Economic Development

VERMONT ECONOMIC PROGRESS COUNCIL


**\$236,542**

GENERAL FUND APPROPRIATION

**COMMISSIONER**  
Joan Goldstein

**DEPUTY COMMISSIONER**  
Brett Long

**EXECUTIVE DIRECTOR**  
**VERMONT ECONOMIC PROGRESS COUNCIL**  
Casey Mock

**STAFF** (2 FTEs)  


The Vermont Economic Progress Council serves as an approval and authorization body for the VEGI and TIF programs.

**VERMONT EMPLOYMENT GROWTH INCENTIVE (VEGI)**  
Performance-based cash incentive (not a tax credit) paid to approved companies for prospective job and payroll creation in any region of the state and in almost any sector.

**TAX INCREMENT FINANCING (TIF)**  
TIF Districts are a public infrastructure financing tool for municipalities to encourage public and private real property development or redevelopment.

**THROUGH 2015**

Actual data through 2015. Data is reported on a 2-year lag: claims for 2015 were filed with tax in April 2016 and reported to VEPC in 2017. Later in 2018, we will have access to 2016 data.



**\$34.6 M**

Net new revenue to the state, total



**\$332.7 M**

Qualifying direct new payroll, total



**5,523**

Qualifying direct new jobs, total



**\$771.6 M**

Qualifying direct capital investment, total

**PROJECTIONS 2016-2022**

Projections are based on applicant projections, and recent actuals have generally exceeded projections by a significant margin.



**\$1.8 M**

Net new revenue to the state, annual average



**\$7.9 M**

Qualifying direct new payroll, annual average



**1,262**

Qualifying direct new jobs, total



**\$50.3 M**

Qualifying direct capital investment, annual average

**TO DATE**

Figures for all TIFs from inception through 2016.



**\$49.6 M**

Total incremental revenue



**\$2 M**

Net incremental revenue to education fund



**\$138 M**

Value of infrastructure funded



**\$370 M**

Private dollars invested

**PROJECTIONS**

Figures for all TIFs from 2016 through 2036.



**\$344 M**

Total incremental revenue



**\$56.6 M**

Net incremental revenue to education fund



**\$192 M**

Value of infrastructure funded



**\$362 M**

Private dollars invested

**\$18.8 M**  
VEGI DISBURSEMENTS (2007-2015)

**\$909.6 M**  
PRIVATE INVESTMENT TO DATE (TIF & VEGI)

**\$84.2 M**  
NET NEW REVENUE TO DATE (TIF & VEGI)

**+2,997**  
AMOUNT BY WHICH VEGI JOBS CREATED EXCEEDS APPLICANT PROJECTIONS TO DATE

Department of Economic Development


CAPTIVE INSURANCE

**\$530,350**  
SPECIAL FUND

**COMMISSIONER**  
Joan Goldstein

**DEPUTY COMMISSIONER**  
Brett Long

**DIRECTOR OF FINANCIAL SERVICES**  
Ian Davis

**STAFF** (1 FTEs)  


**FINANCIAL SERVICES (CAPTIVE INSURANCE)**  
Promotes Vermont's leading position as the top U.S. domicile for captive insurance and seeks out new and diversified opportunities in complimentary Financial Services industries.

**2017 BY THE NUMBERS**



**24**  
Captives Licensed



**566**  
Active Captives



**1,112**  
Licensed Captives



**\$26.5 M**  
Total Taxes and Fees Received (2016)

**ACCOLADES**



**#1**  
U.S. Domicile



**3rd**  
Largest Domicile in the World



**5x**  
U.S. Domicile of the Year



**#1**  
Non-E.U. Domicile of the Year

**VERMONT'S CAPTIVES BY THE NUMBERS**



**\$202 B**  
Assets Under Management



**\$32.5 B**  
Gross Written Premiums



**45**  
of the Fortune 100



**15**  
of the Dow 30

**MARKETING ACTIVITIES**



**25+**  
Speaking Engagements and Events Attended



**5,000+**  
VT Captive Subscribers



**3**  
Business Development Road Shows



**1,000,000+**  
Reach of Vermont Report

**"THE GOLD STANDARD"**

**37**  
YEAR HISTORY OF CAPTIVE INSURANCE

**\$504 M**  
TAXES & FEES COLLECTED SINCE 1981

**19**  
APPROVED VERMONT CAPTIVE MANAGEMENT FIRMS

Department of Economic Development

VERMONT TRAINING PROGRAM

\$1.3 M

GENERAL FUND APPROPRIATION

56

TOTAL BUSINESSES SERVED

\$1.7 M

TOTAL TRAINING DOLLARS GRANTED

2,237

VERMONT EMPLOYEES APPROVED FOR TRAINING

COMMISSIONER  
Joan Goldstein

DEPUTY COMMISSIONER  
Brett Long

DIRECTOR, WORKFORCE DEVELOPMENT PROGRAMS  
(VERMONT TRAINING PROGRAM)  
John Young

STAFF (1.5 FTEs)



VERMONT TRAINING PROGRAM (VTP)

The VTP partners with employers and training providers to train Vermont's employees for the jobs of tomorrow. VTP provides performance based workforce grants for: pre-employment training, training for new hires and incumbent workers. Training can either be on-site or through a training provider/vendor. Grants may cover up to 50% of the training cost.

FY17 OVERVIEW



\$1.3 M

General Fund Appropriation



56

Total Businesses Served



2,237

Vermont Employees Approved for Training



3.9%

Median Wage Increase



\$778.16

Average Cost Per Employee

VERMONT REGIONS SERVED  
TOTAL GRANT DOLLARS



\$693,094

Northwest



\$194,961

Northeast



\$308,886

Central



\$136,870

Southwest



\$406,953

Southeast

VERMONT REGIONS SERVED  
NUMBER OF EMPLOYEES APPROVED FOR TRAINING



1,052

Employees Approved for Training (Northwest)



445

Employees Approved for Training (Northeast)



161

Employees Approved for Training (Central)



206

Employees Approved for Training (Southwest)



373

Employees Approved for Training (Southeast)

EMPLOYER SIZE SERVED



50% +

of Employers Served with 0-49 Employees



16

Employers Served with 0-19 Employees



14

Employers Served with 20-49 Employees



7

Employers Served with 50-99 Employees



19

Employers Served with 100+ Employees

Department of Economic Development

THINK VERMONT

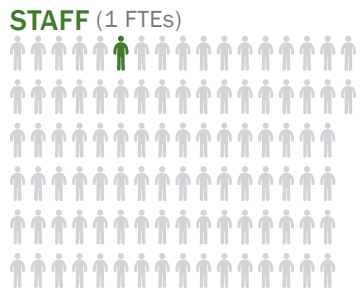
WHAT'S NEXT?

**COMMISSIONER OF ECONOMIC DEVELOPMENT**  
Joan Goldstein

**COMMISSIONER OF TOURISM AND MARKETING**  
Wendy Knight

**CHIEF MARKETING OFFICER**  
Heather Pelham

**THINK VERMONT PROJECT MANAGER**  
Elaine Sopchak



**WHAT IS THINK VERMONT?**  
ThinkVermont is a three-year marketing initiative to tell the story of Vermont in a variety of ways to attract and retain people and businesses to the state.

ThinkVermont.com is a new web platform designed to encourage out-of-staters to move to Vermont or open a business here. Its themes—Live, Grow, Work, and Play—showcase the many resources and assets that make living in Vermont special. Key industries like IT, manufacturing, healthcare, and outdoor recreation are featured alongside major regional employers, funding opportunities, and job search resources.

**SOCIAL MEDIA**



**55%**

Increase in Website Traffic September to December 2017



**100**

Number of Newsroom Posts to Date (as of 1/9/18)



**8,911**

Social Media Engagements to Date from 3,226 followers



**21%**

Increase in Social Media Engagement Sept. to Dec. 2017

**AMBASSADORS**



**444**

ThinkVermont Ambassadors, Reaching 302,393 People



**986**

Number of Posts Shared to Social Media Networks by ThinkVermont Ambassadors



**#1 post**

"Vermont: The Napa Valley of Beer," seen by 7,370 people and shared or liked 490 times

**EARNED MEDIA**



**27**

Number of Media Articles Published in Print, Online, and on Broadcast TV (15 in Vermont, 12 Nationally)



**99.4 M**

Total Impressions



**\$568,707**

Advertising Dollar Equivalency of National Earned Media Achieved

**EVENT SERIES**



**100 +**

Attendees at ThinkVermont's First Innovation Spaces Conference (October 2017)



**2017 Topics**

Tech Transfer, Internet of Things, Rural Economic Development



**12**

Events planned for 2018

**VERMONT ASSET MAP**

An interactive map layered with resources to help guide potential Vermonters as they consider relocating their families and/or businesses.

**EXPERIENCEvt**

A tool for employers to post experiential learning opportunities (internships, job shadows, guest lectures, etc) and connect with professional service providers who can match students with the opportunities.

**UPCOMING EVENTS**

Events delivered statewide on relevant topics like angel investing, small business innovation research grants, cybersecurity, women in tech, and more.

Department of Housing and Community Development

MAJOR PROGRAM HIGHLIGHTS

COMMISSIONER

Katie Buckley

DEPUTY COMMISSIONER

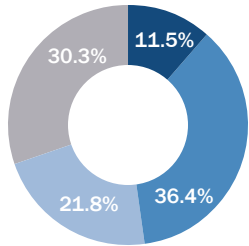
Josh Hanford

STAFF (37 FTEs)



FUNDING

Total Budget: \$22,736,866



- \$2,623,306 General Funds [operational] 14 Staff (FTEs)
- \$8,273,908 Federal Funds 15 Staff
- \$4,954,161 Special or Other Funds 8 Staff
- \$6,885,491 Pass-through Grants

VERMONT COMMUNITY DEVELOPMENT PROGRAM

Administers annual federal allocation of approximately \$7M in Community Development Block Grants through a statewide competitive grant program addressing local needs in the areas of housing, economic development, public infrastructure and services.



\$7 M

Program Dollars Invested



\$87 M

Total Dollars Leveraged



8,514

Vermonters Served



317

Housing Units Created or Preserved

COMMUNITY PLANNING AND REVITALIZATION: DOWNTOWN AND VILLAGE CENTER TAX CREDITS

The tax incentives support new construction and encourage investments to make older and historic buildings safe and accessible.



\$2.4 M

Program Dollars Invested



\$53 M

Total Dollars Leveraged



128,000

Vermonters Reached (Population of Communities with Tax Credit Projects)



173

Housing Units Created or Preserved

HISTORIC PRESERVATION: REHABILITATION INVESTMENT (A.K.A. HISTORIC) TAX CREDITS

VHDP is dedicated to identifying, preserving, and interpreting historic resources on behalf of the citizens of the state and promoting them as significant components of our communities.



\$1.8 M

Program Dollars Invested



\$11.8 M

Total Dollars Leveraged



143

Vermonters Reached (65 Units of Affordable Housing Created)



1,779

Number of Applications Reviewed by Historic Preservation Team

HOUSING: MOBILE HOME PARK PROGRAM

Coordinates state housing policy through the VT Housing Council and HUD Consolidated Plan. Administers the statutory requirements of the Mobile Home Park Program and administers the VT Charitable Housing Tax Credit.



\$70,000

Program Dollars Invested



\$144,261

Total Dollars Leveraged



15,675

Vermonters Reached (2.2 Persons per Household per Unit Preserved)



7,125

Housing Units Preserved

\$2.6 M

GENERAL FUND APPROPRIATION

\$13.9 M

PROGRAM DOLLARS INVESTED

\$165 M

TOTAL DOLLARS LEVERAGED

628,035

PERSONS REACHED

801

JOBS CREATED OR RETAINED

7,680

HOUSING UNITS CREATED OR PRESERVED

Dept. of Housing and Community Development

VERMONT COMMUNITY DEVELOPMENT PROGRAM

\$492,644

GENERAL FUND APPROPRIATION

COMMISSIONER

Katie Buckley

DEPUTY COMMISSIONER

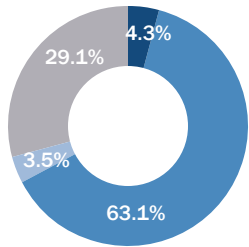
Josh Hanford

STAFF (9 FTEs)



FUNDING

Total Budget: \$11,355,183



- \$492,644 General Funds  
4 Staff (FTEs)
- \$7,162,539 Federal Funds  
5 Staff
- \$400,000 Special or Other Funds
- \$3,300,000 Pass-through Grants

AFFORDABLE HOUSING GRANTS

Provides communities with funding to address affordable housing needs including new construction, rehabilitation, preservation, homeownership, multi-family rental and mobile home parks.



\$4.4 M

Program Dollars Invested



\$45 M

Total Dollars Leveraged



697

Vermonters Served  
(2.2 Persons per Household Assisted)



317

Housing Units Created or Preserved

ECONOMIC DEVELOPMENT GRANTS

Provides communities with funding to address economic development projects resulting in job creation and retention primarily benefiting low and moderate income residents.



\$1.6 M

Program Dollars Invested



\$40 M

Total Dollars Leveraged



269

Jobs Created (50) and Retained (219)



2

Businesses Assisted

PUBLIC FACILITY AND SERVICE GRANTS

Provides communities with funding to address infrastructure, health and safety, public access and public services needs primarily benefiting low and moderate income residents.



\$613,926

Program Dollars Invested



\$1.6 M

Total Dollars Leveraged



7,548

Vermonters Served  
(Persons Benefiting from Improved Facilities)



3

Communities Served

PLANNING GRANTS

Provides communities with funding to address planning needs in one or more of the VCDP areas of eligibility-housing, economic development, public facilities and services.



\$174,476

Program Dollars Invested



\$128,355

Total Dollars Leveraged



48,308

Vermonters Reached



6

Communities Served

\$7 M

PROGRAM DOLLARS INVESTED

\$87 M

TOTAL DOLLARS LEVERAGED

8,514

PERSONS SERVED

269

JOBS CREATED OR RETAINED

317

HOUSING UNITS CREATED OR PRESERVED



**Dept. of Housing and Community Development**

**DESIGNATIONS AND TAX CREDITS**

**\$549,125**

GENERAL FUND APPROPRIATION

**\$3.3 M**

PROGRAM DOLLARS INVESTED

**\$64.3 M**

TOTAL DOLLARS LEVERAGED

**536,179**

PERSONS SERVED

**290**

JOBS CREATED OR RETAINED

**173**

HOUSING UNITS CREATED OR PRESERVED

**COMMISSIONER**

Katie Buckley

**DEPUTY COMMISSIONER**

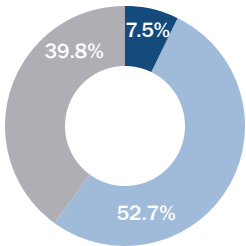
Josh Hanford

**STAFF** (5 FTEs)



**FUNDING**

Total Budget: \$7,349,920



- \$549,125 General Funds  
5 Staff (FTEs)
- \$0 Federal Funds
- \$3,876,378 Special or Other Funds
- \$2,924,417 Pass-through Grants

**DOWNTOWN AND VILLAGE CENTER TAX CREDITS**

The tax incentives support new construction and encourage investments to make older and historic buildings safe and accessible.



**\$2.4 M**

Program Dollars Invested



**\$53 M**

Total Dollars Leveraged



**128,000**

Vermonters Reached



**173**

Housing Units Created or Preserved

**DOWNTOWN TRANSPORTATION FUND**

The Downtown Transportation Fund improves sidewalks and other public spaces and stimulates private investment



**\$335,000**

Program Dollars Invested



**\$11.3 M**

Total Dollars Leveraged



**42,660**

Vermonters Reached



**5**

Communities Served

**DOWNTOWN PROGRAM**

The Downtown Program provides communities with financial incentives, training and technical assistance supporting local efforts to encourage economic development.



**\$135,000**

Program Dollars Invested



**\$41.6 M**

Total Dollars Leveraged



**227,299**

Vermonters Reached



**290**

Net New Jobs Created

**MUNICIPAL PLANNING GRANTS**

Municipal Planning Grants support local planning and community revitalization initiatives that build strong communities and improve Vermonters' quality of life.



**\$443,456**

Program Dollars Invested



**\$58,291**

Total Dollars Leveraged



**138,220**

Vermonters Reached



**45**

Communities Served

Dept. of Housing and Community Development

HISTORIC PRESERVATION

\$984,482

GENERAL FUND APPROPRIATION

\$3.5 M

PROGRAM DOLLARS INVESTED

\$13.6 M

TOTAL DOLLARS LEVERAGED

67,667

PERSONS SERVED

242

JOBS CREATED OR RETAINED

65

HOUSING UNITS CREATED OR PRESERVED

REHABILITATION INVESTMENT (A.K.A. FEDERAL HISTORIC) TAX CREDITS

Historic Tax Credits is the most effective program to promote preservation and community development. The largest federal program supporting preservation, tax credits generate jobs, enhance property values, and create affordable housing.



\$1.8 M

Program Dollars Invested



\$11.8 M

Total Dollars Leveraged



143

Vermonters Reached (65 Units of Housing Created or Preserved)



242

Jobs Supported

CAPITAL GRANT PROGRAMS

Provided through the Capital Construction Budget, grants provide funds for preservation of municipal buildings, historic agricultural buildings, and open the underwater preserves in Lake Champlain.



\$430,000

Program Dollars Invested



\$1.3 M

Total Dollars Leveraged



2,234

Vermonters Reached



30

Communities Served

STATE-OWNED HISTORIC SITES

The Historic Sites Program encourages the discovery and appreciation of the state's rich heritage through the stewardship and interpretation of historic sites that evoke an authentic sense of time and place.



\$1.3 M

Program Dollars Invested



\$496,390

Total Dollars Leveraged



65,290

Annual Number of Visitors at State-owned Historic Sites



84

Buildings Owned or Stewarded

COMMISSIONER

Katie Buckley

DEPUTY COMMISSIONER

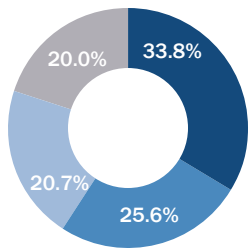
Josh Hanford

STAFF (23 FTEs)



FUNDING

Total Budget: \$2,916,573



- \$984,482 General Funds 5 Staff (FTEs)
- \$745,490 Federal Funds 10 Staff
- \$604,601 Special or Other Funds 8 Staff
- \$582,000 Pass-through Grants

Department of Tourism and Marketing

MAJOR PROGRAM HIGHLIGHTS

**COMMISSIONER**  
Wendy Knight

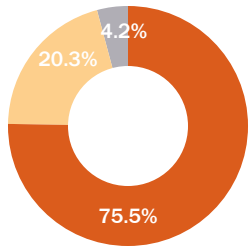
**DEPUTY COMMISSIONER**  
Steve Cook

**STAFF** (15 FTEs)



**FUNDING**

Total Budget: \$3,926,754



- \$3,094,386 General Funds [operational] 8 Staff (FTEs)
- \$0 Federal Funds
- \$832,368 Special or Other Funds 7 Staff
- \$170,380 Pass-through Grants

**SALES AND MARKETING**

Coordinate strategic direct advertising campaigns to promote Vermont as a top year-round tourism destination. Develop, produce and purchase advertising media, develop and promote owned media and engage in all forms of digital marketing. Co-promotion and co-sponsorship with private sector partners. Travel trade relations include participation in domestic and international trade shows and sales missions.

  
**\$2.5 M**  
Program Dollars Invested

  
**\$988,989**  
Total Dollars Leveraged (Spending by Visitors to Vermont)


  
**57.4 M**  
People Reached (Advertising Impressions)

**COMMUNICATION AND OUTREACH**

Coordinate internal and external communications, public outreach, earned media and media relations, and maintain relationships among statewide and regional tourism, outdoor recreation, agriculture, arts and cultural heritage partners. Track visitor demographics, interests, activities, spending and economic impact for use in marketing strategies and policy decisions.

  
**\$385,725**  
Program Dollars Invested

  
**\$1.5 M**  
Total Dollars Leveraged

  
**25.5 M**  
People Reached (Media Impressions)

**VERMONT LIFE**

Promote and enhance the iconic Vermont brand that attracts visitors, second homeowners, and potential residents and workers to the State. Assets include a top-quality print magazine, website, email newsletter, social media channels and merchandise that honor, explain and promote the State of Vermont, its people, industries, attractions, landscapes, and cultural heritage.

  
**\$732,368**  
Program Dollars Invested

  
**\$976,192**  
Total Dollars Leveraged

  
**250,962**  
People Reached (Subscribers, Newstand, Advertisers, Readers, Email Subscribers, Unique Site Visitors, Customers)

**\$3.1 M**

GENERAL FUND APPROPRIATION

**13 M**

AVERAGE ANNUAL VISITORS

**\$2.6 B**

ECONOMIC IMPACT

**\$3.6 M**

PROGRAM DOLLARS INVESTED

**\$3.4 M**

TOTAL DOLLARS LEVERAGED

**83.2 M**

PEOPLE REACHED

Department of Tourism and Marketing

SALES AND MARKETING

\$2.7 M

GENERAL FUND APPROPRIATION

COMMISSIONER

Wendy Knight

DEPUTY COMMISSIONER

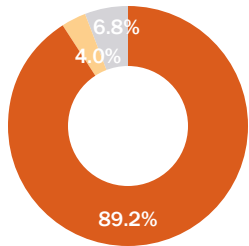
Steve Cook

STAFF (6 FTEs)



FUNDING

Total Budget: \$2,808,661



- \$2,538,281 General Funds  
6 Staff (FTEs)
- \$0 Federal Funds
- \$100,000 Special or Other Funds
- \$170,380 Pass-through Grants

SALES

Interaction with consumers at special events and consumer travel shows highlight Vermont as a vacation destination in a way that other promotional mediums cannot.

\$401,110  
Program Dollars Invested

\$12,500  
Total Dollars Leveraged  
(Tradeshow Partners)

1.6 M  
People Reached  
(Consumer Interactions)

PAID ADVERTISING

The Department's advertising strategy includes a combination of digital, native, digital radio, print and outdoor advertising. The call to action on all advertising campaigns direct consumers to www.VermontVacation.com

\$2.0 M  
Program Dollars Invested

\$843,250  
Total Dollars Leveraged

52.4 M  
People Reached  
(Advertising Impressions)

HERITAGE AND OUTDOOR RECREATION

Outdoor recreation plays a role in Vermont's cultural heritage and many of our tourism assets that showcase heritage and history incorporate nearby recreational opportunities.

\$56,203  
Program Dollars Invested

\$86,739  
Total Dollars Leveraged

2.7 M  
People Reached  
(Impressions)

WEB AND EMAIL MARKETING

The state's official tourism website offers a device agnostic experience to consumers who are planning their trip to Vermont. Website and email marketing are key components to Vermont's advertising strategy.

\$50,900  
Program Dollars Invested

\$46,500  
Total Dollars Leveraged

684,434  
People Reached  
(Unique Site Visitors and Email Subscribers)

\$2.5 M  
PROGRAM DOLLARS INVESTED

\$988,989  
TOTAL DOLLARS LEVERAGED

57.4 M  
PEOPLE REACHED

Department of Tourism and Marketing

COMMUNICATIONS AND OUTREACH

\$385,725

GENERAL FUND APPROPRIATION

COMMISSIONER

Wendy Knight

DEPUTY COMMISSIONER

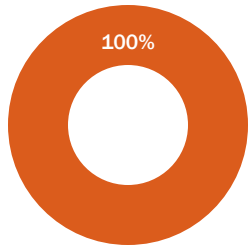
Steve Cook

STAFF (2 FTEs)



FUNDING

Total Budget: \$385,725



- \$385,725 General Funds 2 Staff (FTEs)
- \$0 Federal Funds
- \$0 Special or Other Funds
- \$0 Pass-through Grants

SOCIAL MEDIA MARKETING

VDTM uses social media channels such as Facebook, Twitter and Instagram to provide an interactive experience that enables Vermont fans to share and comment, and recommend locations, attractions and events that encourage vacation planning.



\$96,431

Program Dollars Invested



\$266,849

Total Dollars Leveraged (Advertising Value)



22.8 M

People Reached (Social Media Impressions)

EARNED MEDIA AND PUBLIC RELATIONS

Through ongoing press release distributions and PR efforts, VDTM helps generate substantial media converge of Vermont in national and regional publications.



\$212,149

Program Dollars Invested



\$1.2 M

Total Dollars Leveraged (Publicity Value)



2.6 M

People Reached (Media Impressions)

MEDIA INFLUENCER FAMILIARIZATION TRIPS

VDTM partners with Vermont lodging properties to offer comped Vermont visits for journalists and social media influencers. In turn, writers produce articles and influencers and generate social media posts.



\$77,145

Program Dollars Invested



\$9,480

Total Dollars Leveraged



171,100

People Reached (Social Media Engagement)

\$385,725 PROGRAM DOLLARS INVESTED

\$1.5 M TOTAL DOLLARS LEVERAGED

25.5 M PEOPLE REACHED

Department of Tourism and Marketing

VERMONT LIFE

\$0

GENERAL FUND APPROPRIATION

COMMISSIONER

Wendy Knight

DEPUTY COMMISSIONER

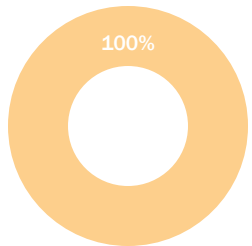
Steve Cook

STAFF (7 FTEs)



FUNDING

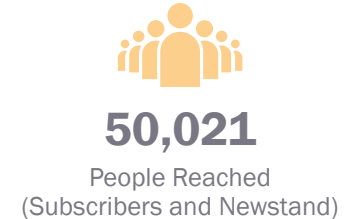
Total Budget: \$732,368



- \$0 General Funds
- \$0 Federal Funds
- \$732,368 Special or Other Funds 7 Staff (FTEs)
- \$0 Pass-through Grants

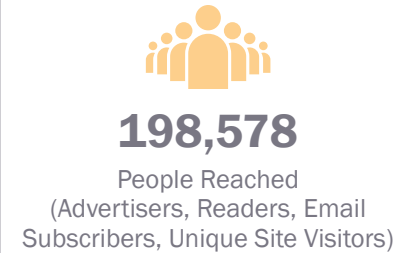
CIRCULATION

Vermont Life magazine publishes four quarterly issues. The publishing component comprises of the production of each issue which included editorial content, printing and distribution.



ADVERTISING

Vermont Life magazine is an enterprise that depends on advertising revenue to fund the operation. The Vermont Life magazine advertising program is focused on generating advertising revenue for the enterprise.



MERCHANDISE

Vermont Life magazine has a catalog of products that it retails and wholesales. Vermont Life magazine depends on product sales to maintain it's operating budget.



\$732,368 PROGRAM DOLLARS INVESTED

\$976,192 TOTAL DOLLARS LEVERAGED

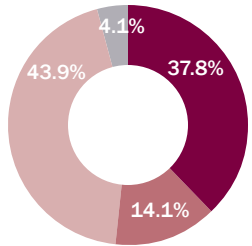
250,962 PERSONS SERVED

Administration

**SECRETARY**  
Mike Schirling  
**DEPUTY SECRETARY**  
Ted Brady



**FUNDING**  
Total Budget: \$8,499,625



- \$3,212,009 General Funds [operational] 28 Staff (FTEs)
- \$1,200,000 Federal Funds
- \$3,734,989 Special or Other Funds
- \$352,627 Pass-through Grants

MAJOR PROGRAM HIGHLIGHTS

**CHIEF MARKETING OFFICE**

The Chief Marketing Office provides strategic marketing and communications expertise, tactical planning support and centralized creative services across state government.

**\$221,557**  
Program Dollars Invested

**\$358,725**  
Market Rate of Creative Services Provided

**\$1.9 M**  
Values of Master Marketing Contracts Used

**272**  
Number of Staff in 29 Depts/Programs Supported

**THINK VERMONT**

ThinkVermont.com showcases the many resources and assets that make living in Vermont special to encourage out-of-staters to move here, or to open a business here.

**\$58,082**  
Program Dollars Invested

**2,831**  
Average Monthly Visitors; 6,500+ News Posts Views

**8,911**  
Social Media Engagements to date from 3,226 Followers

**444**  
Digital Ambassadors Reaching 302,393 People

**VERMONT CENTER FOR GEOGRAPHIC INFORMATION**

Empowering Vermonters (in and out of state government) with geospatial info and tools for understanding our world and making data driven decisions.

**\$673,604**  
Program Dollars Invested

**980**  
Data Sets Available in Geodata Portal

**77,000**  
Users of the Vermont Open Geodata Portal

**45%**  
Increase in Geodata Portal Users over 2016

**WINDHAM COUNTY ECONOMIC DEVELOPMENT PROGRAM**

Grants and loans using 5-year funding provided through the Entergy / State of Vermont MOU to promote economic development in Windham County

**\$2.5 M**  
Program Dollars Invested

**\$1.3 M**  
Loans and Grants Obligated

**49**  
Jobs Created

**8**  
Businesses Directly Impacted

**CONTRACTS AND GRANTS**

Legal services, contract services and administration of legislatively mandated grants to the Vermont Sustainable Jobs Fund, Vermont Council on Rural Development and State Data Center

**\$588,794**  
Program Dollars Invested

**170**  
Total Grants and Contracts Executed

**1,598**  
Vermonters Reached by Partners

**\$2.2 M**  
Other Funds Leveraged

**\$3.2 M**

GENERAL FUND APPROPRIATION

**\$7.7 M**

PROGRAM DOLLARS INVESTED