



State of Vermont Agency of Commerce and Community Development

Introduction and Overview

January 10, 2023 | 1

Agency Mission

The Agency of Commerce and Community Development (ACCD) helps Vermonters improve their quality of life and build strong communities.

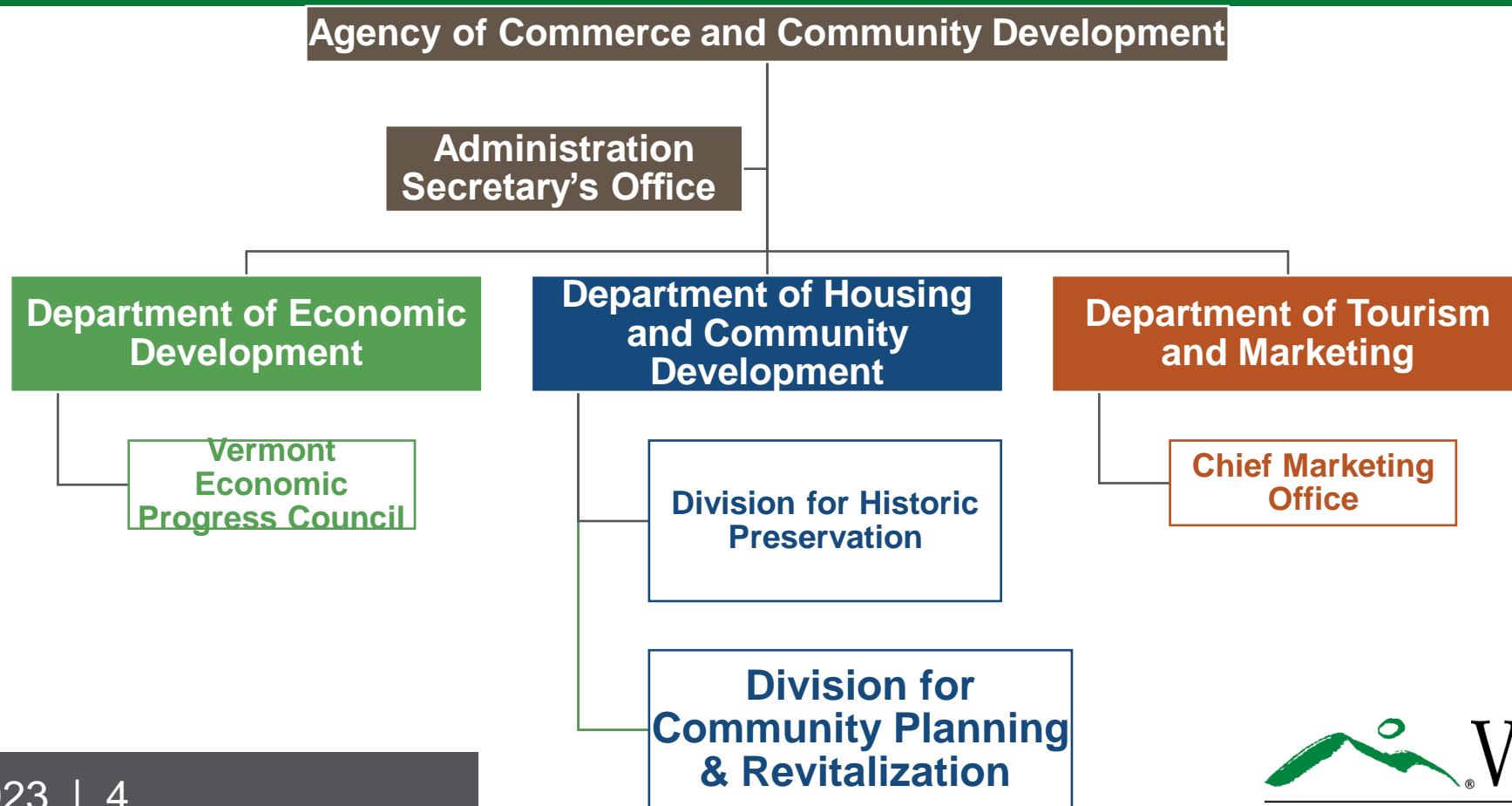
Agency Department Overview

Economic Development

Housing and Community
Development

Tourism and Marketing

Agency Organizational Structure



Department Overview Economic Development

Commissioner

Joan Goldstein

Deputy Commissioner

Brett Long



Staff: 25

Department Mission Economic Development

Mission

The Department of Economic Development (DED) works to improve the economic well-being and quality of life of Vermonters, while preserving our natural resources and community values.

Department Buzzwords Economic Development

Buzzwords

- Economic Development
- Business Growth
- Business Incentives
- Employee Training
- Community Development
- “Relocated Workers”
- International Trade
- “Tech Commercialization”
- Entrepreneurship

Department Partners Economic Development

Major Partners

- Regional Development Corporations
- Regional Planning Commissions and Local Chambers of Commerce
- Vermont Economic Development Authority (VEDA)
- Small Business Administration (SBA)
- Small Business Development Center (SBDC)
- Northern Borders Regional Commission (NBRC)

Department Programs Economic Development

Program Spotlights

Vermont Training Program (VTP): VTP provides up to 50% of the training cost for: pre-employment, new hire, and/or incumbent employee training. It is a strategic workforce development program to enhance the skills of the Vermont workforce and increase productivity of Vermont employers.

Vermont Economic Growth Incentive: The State's ONLY economic incentive for businesses that incentivizes recruitment, growth and business expansion. Provides incentives to encourage prospective economic activity in Vermont that is beyond a business's organic growth.

Tax Increment Financing: Tax Increment Financing (TIF) is a tool that municipalities use to finance improvements for public infrastructure like streets, sidewalks and storm water management systems.

Department Programs Cont'd Economic Development

Program Spotlights

Community Recovery and Revitalization Program:

This program provides funding for projects that spur economic recovery and revitalization in communities across the state. More information [here](#).

Brownfields Revitalization Fund: The Brownfields Revitalization Fund (BRF) promotes the productive reuse of sites that are currently abandoned or not fully utilized due to contamination on the site by providing financial assistance for clean-up.

Department Programs Cont'd Economic Development

Program Spotlights

Procurement Technical Assistance (PTAC): The mission of PTAC is to increase the percentage of federal contracts awarded to Vermont businesses, particularly contracts awarded to small businesses. Federal spending flows to Vermont businesses through both direct contract recipients and through their subcontractors.

Northern Borders Regional Commission (NBRC): The Northern Border Regional Commission (NBRC) invests in economic and infrastructure projects in the following Vermont counties: Addison, Bennington, Caledonia, Chittenden, Essex, Franklin, Grand Isle, Lamoille, Orange, Orleans, Rutland, Washington, Windham, Windsor. Depending on the level of economic and demographic distress in each county, NBRC funded projects can be eligible for up to an 80% matching grant.

Department Highlights Economic Development



992

New Vermonters via
435 awards as of
Sept. 1, 2022



93

Business
Creations



\$21.3M

NBRC investments
in Vermont from
2010-2021:
94 awards



52

Business
Expansions



2,533

Vermont Employees
Trained in the last two
years

Department Overview Housing and Community Development

Commissioner

Josh Hanford

Deputy Commissioner

Alex Farrell



Staff: 41

Department Mission Housing and Community Development

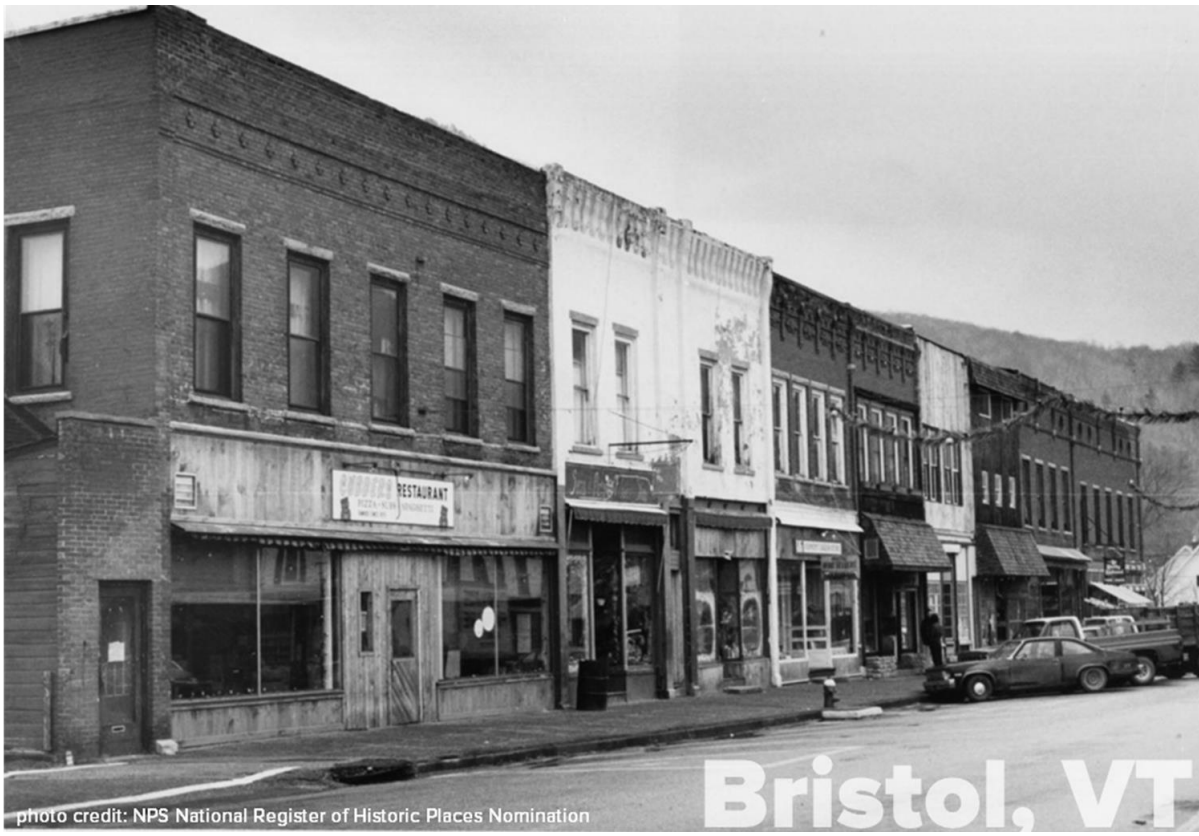
Mission

The Department of Housing and Community Development (DHCD) coordinates and oversees the implementation of the state's housing policy, works to support vibrant and resilient communities, promote safe and affordable housing for all, protect the state's historic resources, and improve the quality of life for Vermonters.

Department Buzzwords Housing and Community Development

Buzzwords

- “Designated Areas” (Downtowns, Villages, Neighborhoods, New Town Centers, and Growth Centers)
- Placed Based Community and Economic Development
- Better Places
- Zoning Bylaw Modernization
- Mobile Home Parks
- Fair Housing and Anti-Discrimination
- Affordable Housing
- Historic Preservation
- Historic Sites



Department Partners Housing and Community Development

Major Partners

- Regional Planning Commissions (RPC)
- Vermont Housing Finance Agency (VHFA)
- Vermont Housing Conservation Board (VHCB)
- Vermont State Housing Authority (VSHA)
- USDA-Rural Development
- U.S. Department of Housing and Urban Development (HUD)
- Regional/Public Housing Authorities
- Community Land Trusts & Housing Development Corporations
- Community Action Agencies
- Agencies on Aging
- NeighborWorks & Homeownership Centers
- Preservation Trust of Vermont
- Vermont Realtors' Association
- Vermont League of Cities and Towns
- Vermont Natural Resources Council
- Vermont Council on Rural Development
- Vermont Arts Council
- ...and many more!

Department Programs Housing and Community Development

Program Spotlights

Better Places: A non-competitive, community matching grant program empowering Vermonters to create inclusive and vibrant public places serving Vermont's designated downtowns, village centers, new town centers, or neighborhood development areas.

Downtown & Village Tax Credits: This program spurs investments in traditional commercial centers and provides incentives to encourage investments that make existing buildings safe and accessible. In 2022, \$4.1 million in state tax incentives helped 49 projects, supporting more than \$95 million in downtown and village center rehabilitation efforts.

Vermont Community Development Program (VCDP): The Community Development Block Grant (CDBG) program is a federal program, administered by VCDP. CDBG funds enable communities to address local community development needs and expand economic opportunities geared to low-and moderate-income individuals.

Department Programs Cont'd Housing and Community Development

Program Spotlights

Downtown Transportation Fund: The Downtown Transportation Fund supports revitalization efforts in designated downtowns (and villages that participated in Better Connections) each year with \$300,000 in base funding and \$5M in one time in funding. Past projects include streetscape improvements, parking facilities, rail or bus facilities, utility relocation, street lighting and wayfinding signage.

Historic Preservation Activities: The Vermont Division for Historic Preservation (VDHP) serves as the State Historic Preservation Office (SHPO) and plays an essential role in guiding the state's historic preservation agenda, keeping hundreds of years of history alive.

Department Programs Housing and Community Development

Program Spotlights

Vermont Housing Improvement Program (VHIP): Offers grants up to \$50,000 per unit for repairs needed to bring vacant rental units up to Vermont Rental Housing Health Code guidelines or to add new or accessory dwelling units (ADUs).

Missing Middle-Income Homeownership Development program: Administered by the Vermont Housing Finance Agency (VHFA), this program provides subsidies and incentives for home builders to construct or rehabilitate modest homes affordable to Vermont homebuyers at 120% Area Median Income or lower.

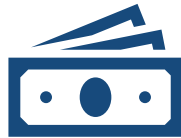
Department Highlights

Housing and Community Development



383

Housing units rehabilitated/created between Sept. 2020 – Oct. 2022 with VHIP.



\$1.4M

Recovery Housing Program funding deployed to assist individuals in recovery and build recovery homes



18

Local projects supported by Better Places, which represents 1,257 unique donors & over \$201,000 crowdfunded



\$231M

Total Dollars Leveraged



4,976

Housing Units Created or Preserved since 2020

Department Overview Tourism and Marketing

Commissioner
Heather Pelham



Staff: 11

Department Mission Tourism and Marketing

Mission

The Department of Tourism and Marketing (VDTM) promotes Vermont's travel, recreation, cultural and historic attractions, as well as the state's goods and services, in coordination with public and private sector partners, and to market to a global audience in a manner consistent with the values and traditions of the state for the economic benefit of all Vermonters.

Department Programs Tourism and Marketing

Program Spotlights

Destination Marketing: VDTM coordinates broad, strategic, brand awareness marketing campaigns to encourage visitation at the top of the marketing funnel.

We use owned (website, email marketing, social media), earned (press relations) and paid media strategies to promote Vermont as a vacation destination to regional, national and international audiences.

For our paid media campaigns, we use a mix of tactics, including digital advertising (search, display, social, video, and connected TV); sponsored content projects (working with brands and publishers to create Vermont content); and out-of-home (outdoor) advertising.

Advertising drives to the VermontVacation.com website where we provide inspiration and resources for planning a vacation, including a business directory and events calendar.

Department Programs Tourism and Marketing

Program Spotlights

Promoting Relocation through Think Vermont:

VDTM provides resources and information to support individuals and/or businesses looking to relocate to the state through ThinkVermont.com and regional partners.

As with visitation, we use owned (website, email marketing, social media) media strategies to promote Vermont as an ideal place to live and work, although we currently do not have a paid media budget for this work.

Our “Connect with a Vermonter” process directs interested individuals to a volunteer network of community partners for regionally-specific information on finding a job, housing, childcare or other support. Capacity at the local level to ‘seal the deal’ is limited and varies widely from region to region.

Department Programs Tourism and Marketing

Program Spotlights

Tourism and Economic Recovery Marketing Grants:

With one-time funding in Act 74 (2021), VDTM was able to provide 22 regional organizations with grants of up to \$30,000 to support efforts to attract more visitors and visitor spending to their region of Vermont.

Awarded grant projects included cultural events and festivals; development of creative assets and website upgrades; targeted marketing campaigns; and itineraries and/or mapping projects.

Sponsorships and Partnerships: VDTM collaborates with regional and activity-specific organizations to increase the reach of their efforts through event sponsorships, earned media coordination and cooperative marketing programs.

Department Programs Tourism and Marketing

Program Spotlights

Chief Marketing Office: The CMO supports marketing initiatives by agencies across state government with strategic expertise, branding and access to both outside marketing vendors and direct creative services.

The CMO maintains state brand standards and a shared photography library so communications across the state enterprise have a common look and feel.

For projects beyond the capacity of this two-person office, the CMO provides procurement guidance for state entities to access marketing services through a set of master contracts with outside creative agencies and a prequalified vendor program.

Department Partners Tourism and Marketing

Major Partners

- Governor's Travel and Recreation Council
- Vermont Chamber of Commerce
- Regional Chambers of Commerce
- Downtown Organizations
- Vermont Lodging Association
- Vermont Arts Council
- Vermont Ski Areas Association
- Vermont State Parks
- Vermont State Historic Sites
- Agency of Agriculture, Food and Markets
- Legislative Tourism Caucus

Department Buzzwords Tourism and Marketing

Buzzwords

- Tourism
- Visitation and Visitors
- Marketing and Promotion
- “The Vermont Brand”
- “Think Vermont” = ThinkVT
- Outdoor Recreation
- Hospitality and Lodging
- Film and Media
- Relocation

Department Highlights Tourism and Marketing



13 M

Visitors (includes overnight, day and drive-through visitors)



\$2.7 B

Travel Spending at Attractions, Lodging and Dining Establishments



\$387 M

Total Tax Revenue Generated by Tourism Activity



29,541

Jobs in the Tourism Industry

*Visitation as of 2019, all other data represents 2021 calendar year



Let's Keep in Touch!

Secretary, Lindsay Kurrle

Lindsay.Kurrle@vermont.gov

Deputy Secretary, Tayt Brooks

Tayt.Brooks@vermont.gov

Commissioner, Joan Goldstein

Joan.Goldstein@vermont.gov

Commissioner, Josh Hanford

Josh.Hanford@vermont.gov

Commissioner, Heather Pelham

Heather.Pelham@vermont.gov

Communications Director, Nate Formalarie

Nate.Formalarie@vermont.gov

Legislative Director, Jessica Vintinner

Jessica.Vintinner@vermont.gov

