

1. What is Discretionary Funding?

Discretionary funding is a duly-appropriated sum of money in the Town's expense budget allocated to an eligible not-for-profit organization by the Selectboard and approved at Town Meeting.

2. What Types of Organizations May Receive Discretionary Funds?

Discretionary funds may only be allocated to not-for-profit; community-based social services providers. In order to receive discretionary funds directly, an organization must be incorporated as a not-for-profit and registered with the State of Vermont., unless exempt and have a Federal Employer Identification Number (EIN).

3. What Types of Organizations May Not Receive Discretionary Funds?

For-profit entities may not receive discretionary funds, except when the primary nonprofit contractor subcontracts with a for-profit entity as part of the delivery of services. Such subcontracts, however, must be only an ancillary part of the program to be funded, not the primary basis for the discretionary award, and must be approved by the contracting agency.

4. What are the Restrictions on the Use of Discretionary Funds?

All public funds, however awarded, must be used for a Town purpose. In general, a Town purpose is defined as an activity or service that is open to all members of the public, regardless of race, creed, gender, religious affiliation, etc., without restriction, and which does not promote a particular religion.

Programs and services provided by religious or religiously-affiliated organization must be able to demonstrate that the program is open to non-members, is not a religious program, and does not promote the religion.

Closed membership groups, which are those to which membership is restricted or subject to eligibility based upon prohibited factors, may generally not receive funding.

Groups that serve a particular population, for example, those age 65 and above in a particular community; are not considered a closed membership group, as long as the program is open and accessible to all seniors in the community. Similarly, tenant organizations in public housing may also receive funding, as long as they provide equal access to all residents of the public housing units they serve.

Funds may only be allocated for a public purpose and may not support political activities and private interests.

5. How to Apply for Discretionary Funding?

All organizations that wish to receive discretionary funding must submit a "Request for Special Appropriations" application to the Town Manager. The application elicits information about an organization's experience, qualifications, and integrity, and the project or service for which the organizations is requesting support. The form is available on the Town website under DOCUMENTS, then, APPLICATIONS or by emailing Kathy

Daub-Stearns, Administrative Assistant, at: kdaubstearns@richmondvt.gov . Deadline for submission is the end of the day, October 7, 2020.

Town of Richmond

Request for Special Appropriations

Request for Fiscal Year: 2022

Organization's Name: Greater Burlington Industrial Corporation (GBIC)

Address: 60 Main Street

City, State, Zip: Burlington, Vermont 05401

Website

address: gbicvt.org

A. GENERAL INFORMATION

1. Program Name:

GBIC

2. Contact Person/Title: Sam Andersen

3. Vice President

Telephone Number: 802-585-6901

E-mail address: sam@vermont.org

4. Total number of individuals served in the last complete fiscal year by this program:

Your support allows us to provide necessary economic development programs and services throughout Chittenden County.

5. Total number of the above individuals who are Town residents: _____

Please, attach any documentation that supports this number.

Percent of people served who are Town residents: _____

6. Amount of Request: \$200

7. Total Program Budget: _____ Percent of total program budget you are requesting from the Town of Richmond: _____

8. Please state or attach the mission of your agency: _____

As the certified non-profit economic development corporation serving Chittenden County, GBIC is dedicated to implementing our vision: a thriving Lake Champlain region with an economic environment providing meaningful employment consistent

with an uncompromised natural environment, enabling present and future generations of Vermonters to live, learn, work, and play in the Champlain Valley.

GBIC strives to attract, retain, and expand environmentally sensitive high-paying jobs in the Champlain Valley; and to initiate and support advocacy, education, and collaborative programs in promoting our Vision. _____

9. Funding will be used to:

X__ Maintain an existing program _____ Expand an Existing Program
_____ Start a new program

10. Has your organization received funds from the Town in the past for this or a similar program?

_____ Yes _____

If yes, please answer the following:

a. Does the amount of your request represent an increase over your previous appropriation? If yes, explain the reason(s) for the increase.

___ No. _____

b. Were any conditions or restrictions placed on the funds by the Selectboard? _____
If yes, describe how those conditions or restrictions have been met.

_____ No _____

B. PROGRAM OVERVIEW

1. Statement of Need: Identify the issue or need that the program will address (use statistical data to justify the need for the program). To what extent does this need or problem exist in the Town of Richmond?

GBIC serves the business community and municipalities throughout Chittenden County. We partner with the Chittenden County Regional Planning Commission and local Economic Development Committees. Additionally, we represent the business community before the State Legislature, and with the Governor, his Administration and our Federal Delegation. Your support allows us to provide necessary economic development programs and services throughout Chittenden County.

For more than 60 years, GBIC has endeavored to enhance the quality of life for the people of Chittenden County through the creation of high wage economic opportunities for Vermonters.

It is the goal of GBIC to support the creation and retention of high quality jobs and strengthen the competitiveness of our region's employers to advance our overall economy. We will not maintain, much less enhance, our quality of life without a strong and dynamic economy.

2. Program Summary:

a. Identify the target/recipients of program services. Specify the number of Town residents your program will serve during the fiscal year and explain the basis upon which this number is calculated. Indicate any eligibility requirements your program has with respect to age, gender, income or residence. __see attached

b. Identify what is to be accomplished or what change will occur from participating in the program. How will people be better off as a result of participating in the program? Describe the steps you take to make the project known to the public, and make the program accessible and inclusive? __see attached

c. _____

3. Program Funding:

a. Identify how Town funds, specifically, will be used (i.e., funds will provide "X" amount of units of service.) _____

b. List the other agencies to whom you are submitting a request for funds for this program and the amount requested. How would this program be modified should revenues be lost? ___We request contributions from all the municipalities in Chittenden County. _____

C. ORGANIZATIONAL CAPACITY

1. Describe your agency's capability to provide the program including its history, previous experience providing this service, management structure and staff expertise. __
__ See attached

2. How will you assess whether/how program participants are better off? Describe how you will assess program outcomes. Your description should include: what (what kind of data), how (method/tool for collecting the data), from whom (source of data) and when (timing of data collection). _See attached

3. _____

4. Summarize or attach program and or service assessments conducted in the past two years. See attached

5. Does your organization have a strategic plan and a strategic planning process in place? ____yes____ - If yes, please attach your plan.

The strategic plan should include a mission statement, goals, steps to achieve the goals, and measures that assess the accomplishments of the goals.

6. What is the authorized size of your board of directors? Thirty are authorized but we currently have 25.

6. How many meetings were held by the board last year? 10_____

I, the undersigned, confirm the information contained herein is accurate and can be verified as such. I understand and agree that if the requested funds are approved, the disbursement of funds are subject to all conditions established by the Richmond Selectboard.

Signature of Applicant_Sam Andersen
_____Date_9/29/2020_____

Sam Andersen, Vice President

Print Name of Applicant and Title



Background on GBIC & Cynosure

GBIC Mission Statement

To attract, retain, and expand environmentally sensitive high-paying jobs in the Champlain Valley; and to initiate and support advocacy, education, and collaborative programs in promoting our Vision.

About GBIC:

The Greater Burlington Industrial Corporation (GBIC) is a private non-profit economic development corporation serving Chittenden County, Vermont. It was incorporated by 50 municipal officials, regional civic leaders, and by an Act of the Vermont Legislature in 1954. Since GBIC's creation, the Board of Directors has been composed of community leaders from across northwest Vermont.

GBIC is affiliated with the State of Vermont as the certified regional economic development corporation for Chittenden County. As Vermont's largest center of population and commerce, Chittenden is home to the most diversified economic and demographic region in the state. GBIC is a key partner in Vermont's overall economic development and is continually working with the Vermont Department of Economic Development, state officials, regional partners and others to help sustain a positive business climate in such areas such as workforce development, business financing, training needs, workforce housing, environmental concerns, and economic planning. GBIC has developed seven industrial parks¹ and operates a Foreign-Trade Zone in the Chittenden County area.

¹ GBIC Industrial Parks:

1955 – Essex Junction Industrial Park (210 Acres)
1957 – Burlington Industrial Park (40 Acres)
1958 – Shelburne Industrial Park (55 Acres)
1963 – Ethan Allen Industrial Park (100 Acres)
1967 – Williston Industrial Park (46 Acres)
1975 – South Burlington Industrial Park (180 Acres)
1983 – Catamount Industrial Park (174 Acres)



The primary goal of GBIC is the creation and retention of value-added jobs that will strengthen the region's economy and improve the quality of life for area residents. The primary economic market focus of GBIC is the region's value-added industry sectors and the region's economy-driving businesses that are dollar importing, goods and services exporting. GBIC is dedicated to the creation and retention of "good jobs in a clean environment" for working Vermonters and their families.

GBIC provides and supports the following services for value-adding employers in our region:

- Economic Incentives Assistance
- Permit Facilitation Services
- Business retention/expansion support
- Business Resource Forums
- Economic and Workforce Incentive Program Assistance to Employers
- VEDA Financing Assistance
- Legislative & Government Advocacy
- Workforce Education & Training
- Business Development Support
- Comprehensive Economic Development Strategy (CEDS)
- Business Recruitment Services

Workforce Education, Development and Training:

The most critical need currently facing our region and state's employers is access to a qualified, ready and skilled workforce. Providing a strong workforce of qualified Vermonters who are competent, competitive, and highly skilled is the most essential economic development action that will ensure working Vermonters and their families have a sustainable economic wellbeing.

Throughout the last three years, the GBIC team has devoted significant time and energy to assisting the Statewide Workforce Development Board (SWDB) to develop short and long term workforce education, development and training programs that lead to job retention, job creation, and skills development. GBIC has continued to work with the SWDB, volunteering staff time to Chair the board and support the work of the board, along with the Vermont Departments of Labor and Economic Development to target resources to advance the skill sets and potential of working Vermonters.



About Cynosure:

Cynosure is the sister corporation of GBIC. Its mission is to unify and coordinate public and private efforts directed toward the attraction, encouragement, financing and development of private industry and commerce within the Greater Burlington Area and other municipalities of Chittenden County for the purpose of promoting, increasing and stabilizing opportunities for gainful employment, improvement of economic conditions and general welfare. Since 1955, Cynosure has purchased, built and/or leased approximately 20 properties in Chittenden County. Since 1955 the Cynosure Board of Directors has come from the Northwestern Vermont community.

Cynosure’s primary function is to act as the financial support entity for the operations of GBIC. Without Cynosure’s investments and management, GBIC would not have the capacity to provide economic development services to Chittenden County or to Vermont.

Shared GBIC and Cynosure Vision Statement:

A thriving Lake Champlain region with an economic environment providing meaningful employment consistent with an uncompromised natural environment, enabling present and future generations of Vermonters to live, learn, work, and play in the Champlain Valley.



Strategic Planning for a Better Vermont

Since 1954 GBIC has been an integral driver in the economic development of Chittenden County. During this period, the mission of GBIC has been to act as a catalyst for economic opportunity by assisting in the creation and retention of sustainable jobs and economic opportunities for working Vermonters in the value-added industry sectors.

While our mission has remained the same, the strategies we employ to achieve our mission are dynamic and have changed over time in order to stay relevant and effective.

In an economic climate that is leading many to lower their forecasts and make difficult employment decisions, GBIC finds it necessary to adapt our support and advocacy services in such a way that value added business, both nascent and generations old, are able to capitalize upon the opportunities they are able to create.

This also means that a unified strategic alignment and coordination between GBIC and Cynosure is more valuable and vital than ever. While GBIC works day to day in an effort to provide support to Vermonters and their businesses, Cynosure's resources can ensure that the future of GBIC will be valuable to the strategic employers who rely on our efforts to prosper, retain and grow a well paid Vermont workforce.

In times of change, learners inherit the Earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.

- Eric Hoffer



GBIC FY 2020 Performance Dashboard

BENCHMARKS	FY 2020 7-1-19 to 6-30-20
Number of Employer interactions or visitations	36 Key Employer Visits 7,450
Number of Employers contacted	600 Key Employers 90,000 Employees
Number of VTP contracts awarded	*4 Contracts \$117,663
Number of VEDA loans applied for	*13 Loans \$3,605,149
Number of VEGI applications VEGI Awards	*4 Awards \$4,752,411
PTAC Activity	*54 Employers \$28,066,661
CEDS completed or updated	Updated
Number of job fairs held	1
Number of permits assisted	5
Number of site relocations assisted	3
Number of SBDC Customers & Counseling sessions	*76 Clients 161 Counseling Sessions
Number of VMEC Consults	*23 Employers 248 trained

** Represents activity from the 1st half of FY 2020; results of 2nd half of the year are pending*

Understanding Economic Development¹

It is absolutely vital that we have an economic development strategy that enables our region and our state to be a competitive place to attract and retain high value-added, dollar importing businesses in order to create high paying jobs and sustainable economic opportunities for Vermonters.

A healthy and sustainable economy functions much like a biological organism; at all times portions of the organism are growing to replace those that become weak, mature, and die. Goods and services produced within the region and sold to consumers outside the region result in dollars flowing into the region's economy. Those are the dollars that provide the fuel necessary for the renewal of a region's economy. They circulate through the economy as wage earnings, rents, and purchases of goods and services. The total dollar impact is greater than the sum of the parts and the flow generates new investment that sustains and renews the capacity of the economy. Without these dollars to support the renewal of the economy, the prospect of future prosperity is lost as relative job and income growth performance is reduced through loss of economic productivity.

Economic Development should not be confused with land development. Economic development means many things to many people. To some, it means creating new job opportunities. To others, it means increasing the grand list of individual communities. To others, economic development is viewed as the process of consuming more of the world's finite resources, which inevitably leads to the degradation of the global environment. Still others view economic development as a way to make the economy stronger, and working hard to achieve sustainable improvements in the lives of workers and families. With so many different views, it is not surprising that economic development is often mislabeled and misunderstood.

Careful consideration of the term economic development finds that it is a term that encompasses much more than just creating additional businesses and jobs, or adding to a municipality's or region's tax base. Real and more enlightened economic development is about building a community's capacity for shared and sustainable improvements in the economic well-being of residents. Under this definition, it is not just access to any job. It is about access to good jobs, ones that can support an adequate standard of living for all residents of a region or

¹ The following information, definitions, and conceptual framework would not be possible without the resources, prior work, and reports from Economic and Policy Resources, the GBIC Comprehensive Economic Development Strategy, and GBIC Economic Plans



community. It is also about continuous and sustainable improvements in the internal functioning of the economy, where its structural underpinnings are made stronger without sacrificing long-term quality of life.

A healthy, vital and sustainable economy is what is required to provide the public resources for a strong social safety net, the protection of the environment, and high-quality public services such as quality roads, and good schools. All of those are attributes of the superior quality of life in strong communities.

Economic Development:

- Economic development is about building a community's capacity for shared and sustainable improvements in the economic well-being of residents.
- Economic development is about access to good jobs that can support an adequate standard of living for all residents of a region or community. Economic development is also about continuous and sustainable improvements in the internal functioning of the economy, where its structural underpinnings are made stronger without sacrificing long-term quality of life.
- Economic development provides the means and the continuous process to strengthen the foundation of our communities.

Why we need economic development:

- To constantly renew and strengthen the "living economy."
- To address on-going infrastructure needs of key dollar-importing regional businesses.
- To supply the financial resources in order to create and sustain healthy communities.

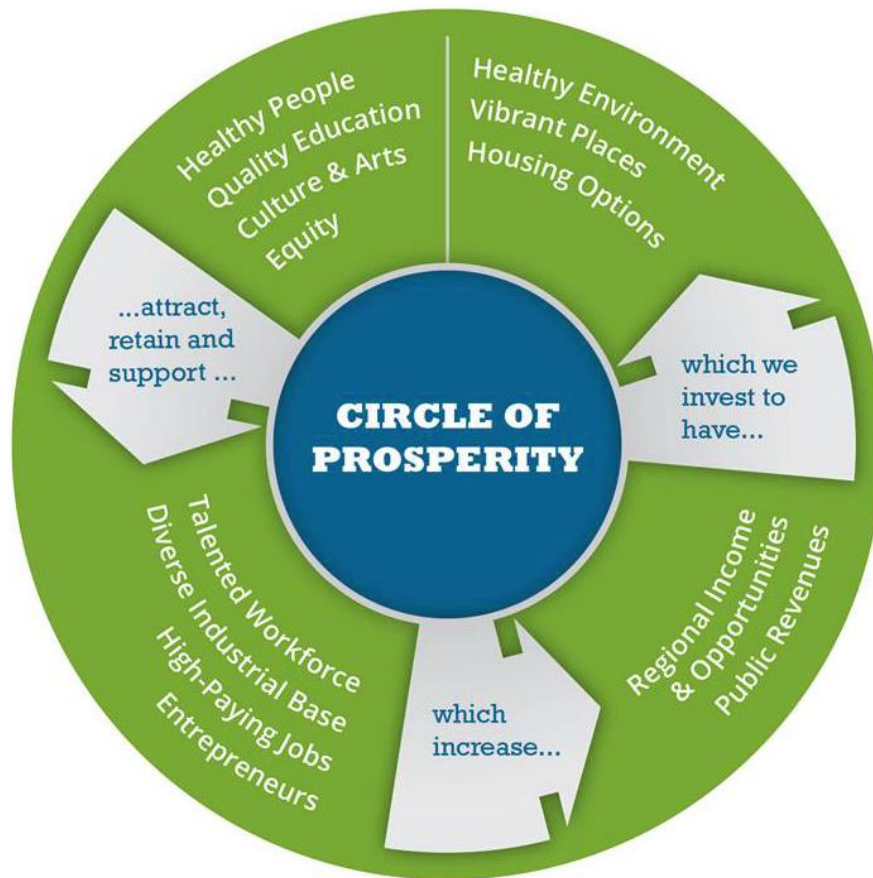
The Circle of Prosperity:

When a state has and maintains a talented workforce it attracts a diverse industrial base of dollar importing businesses that create high wage jobs. Economic driver dollars flow into the private sector to provide taxes, public revenues, capital, resources, and employment opportunities. These private sector actions fund the public sector's operations through taxes



and governmental fees of which both the public and private sectors invests in creating and maintaining a clean environment, good schools, access to higher education, housing, and enhances the state's quality of life creating healthy communities.

The "Circle of Prosperity"² illustrates this interrelationship. First articulated in Vermont back in 1997 by the Vermont Business Roundtable, the "Circle of Prosperity" emphasizes the fact that economic development and healthy communities are a system, involving the collective and sometimes coordinated actions of many individuals, businesses, and institutions.



² "Circle of Prosperity" from Jeff Carr of Economic and Policy Resources and Lisa Ventriss of the Vermont Business Roundtable



Economic Development Market Focus:

The primary economic market focus of the economic development practitioners is to work with the Vermont Department of Economic Development and the region's municipalities to retain, sustain, and attract high value-added economic opportunities for Vermonters. The primary focus is the value-added, dollar importing, goods and services exporting industry sectors.

The primary goal of regional economic development corporations is the creation and retention of value-added jobs that will employ Vermonters, draw dollars into the state, strengthen the region's economy, and improve the quality of life for area residents. The economic focus of GBIC is the region's value-added industry sectors and the region's economy-driving businesses.

Value-adding, goods and services exporting, dollar importing employers are the economic contributors that form the base of a region's economy.

The value-added industry sector is defined by enterprises that add value to a good, a product and/or a service and then export these goods, products, and/or services, thereby importing money into the state. This creates the highest wage jobs, economic opportunities for Vermonters, and forms the base of the foundation of our state's economy.

These businesses tend to be the primary generators of capital in a region's economy and create the highest wage employment opportunities for working Vermonters.

Vermont's RDCs conduct ongoing value-added business visitation programs to know and understand the issues and opportunities facing Vermont's regional value-added industries.

Economic Drivers defined:

Economic drivers are businesses that add value to a good, product, and/or service and then export the good, product, and/or service and then import cash into the state. Dollars from these companies flow into the private sector to provide capital, resources, and employment opportunities.

Economic drivers form the foundation of our regional and state economies and we must know who they are and do whatever we can as a state to keep them here in Vermont.



Key attributes of Vermont's Economic Drivers:

- Produce “dollar importing” high-value goods and/or services.
- Achieve superior levels of labor productivity through specialized applications and/or knowledge.
- Maintain a continuous program of improvement to productive capacity and efficiency through capital investment.
- Maximize the region’s intellectual capital resources through collaborative initiatives that utilize the strengths of industry, higher education, government, and civic organizations.
- Are attracted to state’s natural resource endowments to gain competitive advantage.

There are four types of basic economic development:

1. Business/Job Creation
2. Business/Job Retention
3. Business/Job Expansion
4. Business/Job Attraction

Creation of New Businesses and Jobs:

Most successful and sustainable business and job creation comes from existing employers, entrepreneurs and innovators. Those employers, investors, entrepreneurs and innovators who are already living in Vermont are the most likely prospects to continue to invest in Vermont and create economic and job opportunities in our state.

Retention of Existing Key Employers is Job # 1 in Economic Development

The oldest rule in economic development is to keep your home businesses competitive and to retain them. The value of retaining our state’s existing value adding, dollar importing, goods and service exporting employers is job #1 for economic development practitioners. Vermont rarely attracts employers that come into our state with initial job offerings of over 50 employees, so the retention of our state’s most significant far outweighs allocating significant resources into chasing rising star sectors. Retaining and valuing these employers is essential to saving and creating good jobs for working Vermonters. So the retention of our state’s most significant economic driver employers is always our top priority. A quality job preserved is as



valuable and as good as new job created. In these competitive economic times working Vermonters and their families cannot afford to lose their high paying jobs in our state's current economic driver businesses.

Expansion of Existing Economic Driver Employers

Most new job creation will always come from employers that are already domiciled in our state. Knowing, understanding and addressing their needs and requirements to remain competitive will almost certainly make Vermont the site of choice for expansion of jobs and economic investments.

Grow through Innovation and Entrepreneurial Development

The Organization for Economic Cooperation and Development (OECD) put forth the definition of innovation, knowledge-based economies as "economies which are directly based on the production, distribution, and use of knowledge and information." In the OECD's efforts to further refine their definition of a knowledge-based economy, they invented two related concepts. The first concerned "investment in knowledge," relying on a statistical definition: "expenditures directed towards activities with the aim of enhancing existing knowledge and/or acquiring new knowledge." For the OECD, this amounted the sum of the expenditures on research and development (R&D), higher education, and software. The OECD, in the second concept, provided for the classification of "knowledge-based industries," stating that such business had the following three characteristics: 1) a high level of investment in innovation, 2) intensive use of acquired technology, and 3) a highly-educated workforce.

The most vital component to Vermont's economic landscape is innovation. Innovation is knowledge creation by either improving on existing knowledge or through the development of new ideas. For businesses, innovation provides a means by which companies can adapt to changes in the marketplace as well as to improve on techniques and technologies. This creative quality is not relegated to the business community alone or a class of innovative individuals. Indeed, all people within the community have the potential to generate new ideas which, when properly facilitated, can lead to new commercial ventures. The bio-researcher who develops a new cancer drug and the Vermont dairy farmer who designs more efficient ways to manufacture and market cheese products (knowledge-based farming) expand the knowledge held prior to their innovation and each provides a new marketable commodity. In this sense, a



region with a thriving creative economy is one that replaces a system to assist the smooth transmission of ideas to the marketplace.

In an economy where knowledge and innovation are key, education in general and higher education in particular are the fulcrum points upon which success and failure hinge. Vermont has a unique advantage in this area, as higher education is represented well throughout the state. It stands to reason, therefore, that the University of Vermont, Middlebury College, Champlain College, Norwich University, St. Michael's College, the Vermont State Colleges and Vermont's institutions of higher education should serve not only as focal points for the creation of new information, but also as conduits for those innovative people outside these schools to bring to market their new ideas. This requires the development of partnerships between higher education and businesses as well as an established network of contacts with equal and open communication among partners. While the accomplishments of the Vermont Technology Council and the Experiment Programs to Stimulate Competitive Research program (EPSCoR) are notable to be sure, a knowledge-based economy warrants an expansion of these programs that furthers the integration of the business and higher education communities.

In developing and sustaining an innovation knowledge-base society, higher education, state, and business leaders should recognize the importance of three central themes: improving education, investing in research and development, and developing a system that enables the transmission of ideas to the marketplace.

Characteristics of an Innovation, Knowledge-based Society

- Driven by Technology and Information
- Evolutionary by Nature
- Education is a Key Component
- Dependent on Creativity and Innovation
- Highly Competitive in the Global Marketplace
- Encompasses all Members of Society
- Relies on Networks and Partnerships

The Five Policy Pillars of an Innovation and Knowledge-based Society

1. Foundational investments in education, training, and scientific and technological research
2. Creation of an open and flexible regulatory and trade system that supports growth and innovation, including policies that support the IT revolution
3. Development of policies to enable employers and employees the needs tools to navigate, adapt, and prosper in a continually changing economic environment
4. Reinvention of the state government and organizations involved in economic development to make them fast, responsive, and flexible.
5. A proper balance between too narrow and too wide of a policy.³

These are entrepreneurs that through creativity and innovation start businesses and want to keep themselves and their businesses here.

Examples of our region's and state's successes of companies created by Vermont innovators and entrepreneurs are: Dealer.com, Rhino Foods, Burton Snowboards, Gardeners Supply, Ben and Jerry's, Green Mountain Coffee, My Web Grocer, Seventh Generation, Union Street Media, Harringtons, Dakin Farms, King Arthur Flour, NRG Systems, Microstrain, and The Vermont Teddy Bear Company. To our good fortune primary characteristic of these innovators and entrepreneurs is that they are already members of our communities and they want to stay and grow here. These are businesses and business people who love Vermont and want to stay here and innovate, invest, create things and live in Vermont.

We must focus upon creating an environment and support network that encourages, nurtures and develops entrepreneurial enterprise and innovation must be one of our primary economic development goals and programmatic priorities.

Coordinate and promote the providers, programs, and services already available in the State to create an economic ecosystem of resources that is easily navigable at all stages of the innovation and entrepreneurial continuum. This must aggregate and address services such as finding capital, mentorship, prototyping, commercialization, etc.

³ Shane Barney, GBIC-Vermont Business Roundtable Knowledge base Society Study

Strategic Business Attraction and Recruitment:

States with limited resources that are allocated towards business recruitment should be very targeted and strategic in their efforts to attract new employers and jobs.

- Developing a highly targeted business recruitment strategy that includes identifying those existing businesses in the state with good expansion/growth potential is an important component of any successful economic development strategy.
- Vermont should broaden its recruitment efforts into new, currently under-represented industries that have a competitiveness profile that is consistent with the key regional and statewide business attributes for success and/or utilize substantially same or functionally-similar approaches that successful Vermont based companies employ to achieve their success.
- One of the most essential elements in creating a successful recruitment program is to seek to find employers that are a fit for the culture of our state.
- Creating an environment and support network that encourages, nurtures and develops entrepreneurial enterprise and innovation must be one of Vermont's primary economic development goals and programmatic priorities.

Vermont's Natural Recruitment Prospect Markets

A proven and successful recruitment strategy for Vermont must recognize the historical facts that the businesses and enterprises that we successfully have recruited to Vermont and those that have stayed here have done so seem to fall into three prospect categories:

1. They are here already and want to stay and grow here.

These are businesses and business people who are here already. In small and large businesses these are the entrepreneurs that through creativity and innovation start businesses and want to keep themselves and their businesses here. **They love Vermont and want to live and work here.**

2. They have a love and affinity for Vermont and want to be here.

These are people that love Vermont and want to be here. These prospects are people with an emotional attachment to and an affinity for Vermont. The natural markets for this natural recruitment markets seem to fall into the following areas: Former Vermont residents: People born here or educated here who have moved away and want to come back to Vermont. They are the Alumni of Vermont's institutions of higher education. Vermont has helped define their lives. They loved Vermont and our state has played a meaningful part of their personal development and enrichment and they have the desire to come back to Vermont to live, raise a family, work, and or to retire. Another group that falls into this prospect category is people that own second homes in Vermont or are loyal and dedicated Vermont vacationers. Vermont is a very special place to them and their families.

3. There is a strategic advantage for their business to be located in Vermont.

Strategic advantage can take many different forms, and is often unique to the employer and the industry in which they operate. For some, the cachet of Vermont's brand is a critical asset; for others there are supply chain advantages with established regional employers. Access to major US markets, established and existing quality workforce base, and close proximity to Canada offer additional opportunities and advantages for Vermont operations.

Where to Prospect for long-term recruitment success:

Vermont's institutions of higher education are vitally important for succeeding in the development of new high value-added industry sectors.

Vermont should work with the offices of development and alumni at all of our state's institutions of higher education to prospect for Alumni, Parents, and Friends that would be interested in exploring future investments and economic development opportunities in Vermont.

Focus on second home owners and visitors who love Vermont.

The state should also work closely with the Vermont Ski Areas Association and our state's resorts to create opportunities to get to know and prospect for second home owners and vacationers that would be interested in exploring future investments and economic development opportunities in Vermont.