



STRATEGIC OUTCOME

GROW THE ECONOMY

We will grow Vermont’s economy, by focusing on attracting new industries, expanding existing businesses, and increasing our workforce-aged population (age 25 to 64), resulting in increased economic opportunity, more jobs and higher K-12 public school enrollment.



STATE STRATEGIC PLAN 2018–2023 (FY2019–FY2023) VISION

Vermont’s economy is growing faster than the costs of living; our state is measurably more affordable each year for families and businesses; and we are meeting our obligation to protect the most vulnerable.

GOAL: Targeted Out-of-State Marketing



ACCD

ANNUALLY, increase the revenue generated from rooms and meals taxes through targeted marketing and promotions to out-of-state visitors to generate more tax revenues and additional growth in the tourism economy.

Key Indicators

- ▶ INCREASE ROOMS AND MEALS TAX RECEIPT REVENUE by \$5M/year.
- ▶ INCREASE AVERAGE LENGTH OF VISITOR STAY FROM 2.4 NIGHTS TO 2.5 NIGHTS by 2019.
- ▶ ATTRACT 1,000 GUESTS IN “STAY-TO-STAY” WEEKEND PROMOTION by the end of 2018.

GOAL: Western Rail Corridor Passenger Capacity



AOT

CONTINUOUSLY WORK TO increase passenger rail capacity and usage in the Western Corridor.

Key Indicators

- ▶ EXTEND THE AMTRAK ETHAN ALLEN EXPRESS FROM RUTLAND TO BURLINGTON by 2022.
- ▶ EXTEND THE AMTRAK VERMONTNER TO MONTREAL two years after all legislative and operating agreements and infrastructure improvements are in place in Canada.
- ▶ INCREASE RIDERSHIP ON THE ETHAN ALLEN EXPRESS by 3% per year over 2017 baseline levels.
- ▶ INCREASE RIDERSHIP ON THE VERMONTNER by 3% per year over 2017 baseline levels.

GOAL: Tax Administration Cost/Benefit Analysis



AOA

BY JANUARY 15, 2018, measure the cost to administer each tax type and benefit program in relation to the revenue it generates or the number of Vermonters served to provide policy makers with better information to aid them in making decisions most appropriate for Vermont. (TAX)

Key Indicators

- ▶ QUANTIFIED COST PER REVENUE GENERATED.
- ▶ KNOWN NUMBER OF VERMONTERS served by each major credit or benefit program.

GOAL: Industry Preferred Domicile



DFR

BY FALL 2018, complete a feasibility study exploring the potential for increasing revenue and providing additional industry jobs by making Vermont a preferred domicile for insurance-linked securities (ILS) special purpose vehicles. If necessary, propose necessary enabling and/or regulatory legislation in FY 2019.

Key Indicators

- ▶ COMPLETE FEASIBILITY STUDY by Fall 2018.
- ▶ INTRODUCTION OF NECESSARY LEGISLATION in FY 2019.

GOAL: New England Financial Tech Sandbox



ECONOMY

DFR

BY JULY 1, 2019, prepare and execute memoranda of understanding among the New England states to (a) create a New England Regulatory Financial Technology (FinTech) Sandbox, to promote the freedom of FinTech companies to innovate and operate in our region, and (b) the creation of a regional arrangement regarding the regulation of crowdfunding, to expand access to capital for Vermont businesses.

Key Indicators

- ▶ EXECUTION OF EACH MEMORANDUM OF UNDERSTANDING by July 1, 2019.

GOAL: Develop and Expand Library Partnerships



ECONOMY

AOA

BY 2019, increase library partnerships, programs, and services that support early childhood and family literacy, financial and digital literacy, and lifelong learning library resources, particularly to populations facing barrier to traditional library/government services. (LIB in partnership with other departments/agencies)

Key Indicators

- ▶ 10–15% INCREASE IN PARTICIPATION in partner programs, such as Assistive Technology Program and VELI-STEM early education programs.
- ▶ 10–15% INCREASE IN PARTICIPATION in literacy and workforce readiness programs and services across state government.

GOAL: Long-Range Transportation Plan



ECONOMY

AOT

BY 2019 update the VT Long Range Transportation Plan to align with the top strategic outcomes (economy, affordability, protecting the most vulnerable), the key economic and affordability indicators (e.g. increasing the size of the private sector work workforce as a percent of population) and the Agency's top priorities herein.

BY 2020, update the Transportation Project Selection and Prioritization System to emphasize economic growth, road and bridge condition, safety and resilience.

Key Indicators

- ▶ UPDATE THE LONG RANGE TRANSPORTATION PLAN (last updated in 2009) with an emphasis on:
 - » Significantly, and measurably, speeding deployment of transportation funding and project completion;
 - » Reducing project management costs to push more money into roads and bridges (and less into project management);
 - » Accelerating planning and regulatory time that slow projects;
 - » Investments in preventative maintenance;
 - » Supporting the transition to electric vehicles; and
 - » Updating the Long Range Transportation Plan every 5 years.

GOAL: Expand Top 100 Energy Options



ECONOMY

PSD

BY JANUARY 2020, expand the number of energy program options available to Vermont's 100 largest customers by allowing them to receive enhanced services through centrally delivered energy savings accounts or self-managed energy efficiency program (currently available to only one customer) to improve the costs of electricity in Vermont and encourage development by businesses that are currently unable to effectively participate in Vermont's statewide energy efficiency programs.

Key Indicators

- ▶ MEET THE DELIVERABLE DEADLINE of January 2020.
- ▶ REALIZE THE EXPANSION OBJECTIVE through advocacy in Public Utility Commission order(s) and/or legislative enactment.
- ▶ DOUBLE PARTICIPATION in new energy program options relative to current program options available to large customers.
 - » All large customers will be eligible, but participation will have at least doubled relative to current program options available for large customers.
- ▶ 90–100% OF VERMONT'S LARGEST 100 CUSTOMERS HAVE AVAILED themselves of one or more newly available energy program options.
- ▶ WORK TO ENSURE RATES are not growing faster than wages or growth in the state's underlying economy.

GOAL: Careers in Insurance Industry



ECONOMY

DFR

BY JULY 1, 2020, in coordination with domestic insurance companies and captives, encourage and support students pursuing a career in the domestic and/or captive insurance industry by implementing an insurance-focused degree program at one or more local college or university.

Key Indicators

- ▶ IMPLEMENTATION OF A PROGRAM BY AT LEAST ONE VT COLLEGE OR UNIVERSITY by July 1, 2020.
- ▶ 25 STUDENTS ENROLLING IN THE PROGRAM in the first academic year, which will increase the potential employee base for domestic insurance companies and captives and expand the Vermont work force.
- ▶ \$250,000 IN INSURANCE INDUSTRY FUNDING to the local college or university to support degree program implementation for Vermont students.

GOAL: Vermont's Workforce Delivery System



ECONOMY

VDOL

BY JULY 1, 2020, establish a unified “one-stop” workforce service delivery system that meets the needs of employers and job-seekers in a changing economy, aligns services across providers, creates efficient and timely sharing of information, and simplifies and unifies the employer outreach system.

Key Indicators

- ▶ ESTABLISH A LOCALLY-TAILORED SERVICE (E.G. EMPLOYMENT OPPORTUNITIES AND/OR JOB TRAINING) REFERRAL SYSTEM AND COMPREHENSIVE, EASILY NAVIGATED JOB INVENTORY DATABASE in all 12 regions by Jan 1, 2019.
- ▶ ESTABLISH ONE FULL-SERVICE ONE-STOP JOB CENTER AND THREE SATELLITE ONE-STOP JOB CENTERS by July 1, 2020.
- ▶ INCREASE THE TOTAL AMOUNT OF STAFF-ASSISTED SERVICES TO UN- AND UNDER-EMPLOYED VERMONTERS by 10% (1,300 individuals) over 2017 levels.

GOAL: Implement Education Quality Standards



ECONOMY

AOE

BY 2020, fully implement Education Quality Standards and Act 77 in all schools to ensure that educational opportunities are aligned with career and college-readiness expectations.

1. Personalized Learning Plans and Flexible Pathways: Grow the economy by tailoring educational opportunities to the career and college goals of students in collaboration with career pathways and workforce development.
2. Proficiency Based Learning: Grow the economy by holding schools accountable for achieving skills in the areas employers value.
3. Education Quality Reviews and ESSA: Make Vermont more affordable by providing communities with data to understand the quality and value of their investment in education.

Key Indicators

- ▶ DEVELOPMENT OF CAREER PATHWAYS in three high priority, high growth VT economic sectors such as advanced manufacturing, health and medicine, green construction (includes work with partners) by 2020.
- ▶ CONDUCT AN INTEGRATED FIELD REVIEW VISIT TO 1/3 OF SUPERVISORY UNIONS/DISTRICTS each year beginning in SY18 and generate a summative state report that measures academic proficiency, personalization, safe, healthy schools, high-quality staffing and investment priorities. Reach all SUS/SDs by 2020.
- ▶ BEGINNING IN SY2018, PREPARE AND PUBLISH A STATE REPORT CARD (with disaggregated data for the SU/SD and school) that measures annual progress for all students that are publicly funded. *See performance goals by subgroup in Appendix.*
- ▶ EVERY SU/SD HAS AN OPERATIONAL CONTINUOUS IMPROVEMENT PLAN, based on a needs assessment and with measurable goals 2018.

GOAL: Rural Community Water Projects



ECONOMY

ANR

BY 2020, advance five rural community water (drinking water, wastewater and/or stormwater) infrastructure projects to the final design stage that include identified state, federal, philanthropic, and private funding. (This goal is related to ACCD SPG #3.)

Key Indicators

- ▶ BY 2018, ADOPT REVISED MUNICIPAL POLLUTION CONTROL PRIORITY SYSTEM that includes reduced administrative burdens for funding municipally-owned soil-based community systems.
- ▶ BY 2020, EXPAND CWSRF ELIGIBILITY to enable award of funds to private entities for soils based community wastewater treatment and disposal.
- ▶ BY 2020, AT LEAST FIVE POPULATION CENTERS THAT HAVE UTILIZED STATE PLANNING FUNDS TO COMPLETE FEASIBILITY STUDIES for community-scale solutions in areas lacking centralized water quality infrastructure.

GOAL: Electric Vehicle Infrastructure



ECONOMY

AOT

BY 2020, ensure every Vermont household is within 30 miles or less of an electric vehicle fast charge station and facilitate transition to electric vehicle utilization in an economically feasible and affordable way (in coordination with ANR and PSD goals).

Key Indicators

- ▶ PARTNER WITH REGIONAL, LOCAL, AND PRIVATE SECTOR ENTITIES to ensure all necessary level-3 fast charging stations are publicly accessible by 2020.
- ▶ BY YEAR 2020 ESTABLISH A FAIR AND AFFORDABLE USER FEE MODEL FOR EVS that will offset the anticipated decline in gasoline consumption to support transportation system development and maintenance needs. Implement the fee incrementally with full implementation occurring when EVs comprise 15% of all light duty vehicles registered in Vermont.
- ▶ WORK IN COORDINATION WITH THE AGENCY OF NATURAL RESOURCES AND THE PUBLIC SERVICE DEPARTMENT to take an active role in rate cases at the Public Utilities Commission (PUC), and regional electric rate discussions, in order to advocate for competitive regional electric rates to support electrification of the transportation sector.

GOAL: Expand Agricultural Economy



ECONOMY

AAFM

BY FY2021, expand Vermont's agriculture economy in key areas such as gross sales (local, domestic and international), profitability of dairy and total acreage in agricultural production.

Key Indicators

- ▶ WORK WITH ACCD TO ATTRACT AND BUILD ONE NEW MILK PROCESSING FACILITY in Vermont that can process more than 150,000 lbs. per day and to assist existing dairy processors to increase product output by 20% over current levels. Number of jobs before and after will be documented and will increase by 10%.
- ▶ GROW FOOD SYSTEMS GROSS SALES by \$20M-\$30M (domestic and international) or 50% over 2017 levels.
- ▶ INCREASE THE NUMBER OF NEW AGRICULTURAL OPERATIONS and supporting industry businesses by 5% by 2021.
- ▶ INCREASE THE NUMBER OF NATIONALLY RECOGNIZED, AND MARKETABLE, AWARDS TO VERMONT PRODUCERS (Sofi awards, Good Food Awards, American Cheese awards, etc.) by one award each year for a total of four new awards by 2021.
- ▶ INCREASE THE NUMBER OF VERMONT BUSINESSES ATTENDING THE SUMMER FANCY FOOD SHOW (SFFS) by 15% over 2017 levels each year.

GOAL: Agriculture as an Occupation



ECONOMY

AAFM

BY FY2021, substantially increase promotion of agriculture and related industry as viable occupations.

Key Indicators

- ▶ INCREASE THE NUMBER OF STUDENTS GOING INTO VOCATIONAL EDUCATIONAL /AGRICULTURAL STUDIES by 5% at the secondary/high school level.
- ▶ AGENCY TO VISIT FIVE VERMONT VOCATIONAL EDUCATION/AGRICULTURAL SCHOOLS EACH FISCAL YEAR to discuss agriculture as a career.
- ▶ ATTEND FOUR JOB FAIRS PER YEAR to recruit students to college level agricultural programs and to promote VT-based agricultural careers.

GOAL: Increase Agriculture Workforce



ECONOMY

AAFM

BY 2021, increase the total agriculture workforce as a means of expanding the workforce, diversifying the state's population and increasing taxable income.

Key Indicators

- ▶ BY 2018 DEVELOP A PLAN FOR EMPLOYEE RECRUITMENT.
- ▶ IN 2019 IMPLEMENT PLAN and welcome first round of 10# workers.
- ▶ IN 2020 INCREASE PARTICIPATION IN THE PROGRAM by 2% total workers and by 5% of farms.

GOAL: Technology Commercialization in Businesses



ECONOMY

ACCD

BY 2021, support the growth of existing VT businesses, and recruit or help create new businesses in VT (or VT based) via technology commercialization.

Key Indicators

- ▶ INCREASE IN THE VALUE AND NUMBER OF CAPITAL INVESTMENTS IN AT LEAST 200 EXISTING BUSINESSES by 2021.
- ▶ INCREASE IN THE NUMBER OF BUSINESS CREATED / RECRUITED AS REPORTED THROUGH VEGI, RDC NETWORKS AND OTHER FUNDED PARTNERS by a minimum of 20.
- ▶ IMPLEMENT THE ECONOMIC DEVELOPMENT MARKETING PLAN.
 - » LAUNCH OF THINK VERMONT CAMPAIGN AND THINKVERMONT.COM.
 - » INCREASE THINKVERMONT.COM IMPRESSIONS, UNIQUE VISITORS AND CLICK THROUGH RATES by (percentage to be determined after baseline is established) per quarter during calendar years 2018–22.

GOAL: Outdoor Recreation Expansion



ECONOMY

ANR

BY 2022, expand opportunities for exceptional outdoor recreation experiences and expand the outdoor recreation economy through the Vermont Outdoor Recreation Economic Collaborative (VOREC). (This goal is related to ACCD SPG #5.)

Key Indicators

- ▶ BY 2020, COMPLETE comprehensive recreation asset maps.
- ▶ INCREASE CONSUMER SPENDING related to outdoor recreation activities in Vermont by 10% over 2017 levels.
- ▶ INCREASE OUTDOOR RECREATION-CENTRIC JOBS by 5%.
- ▶ INCREASE NEW VERMONTERS who respond to survey saying they come to Vermont for the outdoor recreation lifestyle by 10%.
- ▶ 9% INCREASE IN WOMEN'S SHARE OF HUNTING AND FISHING PARTICIPATION.
- ▶ 1.25% INCREASE IN ANGLER PARTICIPATION (license sales and outreach events).

GOAL: Forest Management Workforce



ECONOMY

ANR

BY 2022, increase the number of jobs in forest management and protection in Vermont. (This goal is related to ACCD SPG #4 and VDOL SPG #2.)

Key Indicators

- ▶ INCREASE SALES OF EFFICIENT WOOD AND PELLET HEATING SYSTEMS in homes and smaller institutional buildings by 20% 5,400 pellet stoves and 845 pellet
- ▶ BY 2020, GROW THE NUMBER OF WORKERS COMPENSATION INSURED FOREST ECONOMY EMPLOYERS by 50% (100 to 150).
- ▶ MAINTAIN CURRENT JOBS IN VALUE ADDED WOOD PRODUCT EMPLOYMENT in response to looming pressures that could significantly decrease these jobs.