

# LATEST DEVELOPMENTS

Sam Matthews, Executive Vice President  
 Jennifer A. Surat, Administrative Assistant

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## INSIDE THIS ISSUE:

<i>Around the Region</i>	<b>2</b>
<i>First Woman President</i>	<b>2</b>
<i>John Brennan, SBDC</i>	<b>3</b>
<i>CVT WIB Update</i>	<b>4</b>
<i>VEGI's are Good</i>	<b>4</b>
<i>Who, What, When, Where</i>	<b>5</b>
<i>Brownfields</i>	<b>5</b>
<i>Advertising</i>	<b>6</b>

## CVEDC'S 29TH ANNUAL MEETING

### SCORING SUCCESS

The 29th Annual Meeting of the Central Vermont Economic Development Corporation was held September 12<sup>th</sup> at the Capitol Plaza Hotel in Montpelier. Over 120 local business people attended the meeting, which featured Ken Squier of Thunder Road, Tony Mariano of Norwich University, Brian Gallagher of the Vermont Mountaineers, and Alex Wolff of the Vermont Frost Heaves. The meeting was most generously sponsored by the Chittenden Bank.

The CVEDC Community Service Award was presented to Senator Phil Scott and Wayne Lamberton. The award was presented to both individuals in recognition of their dedication to the citizens and communities of Central Vermont.

The CVEDC Director's Award was presented to Aime Bellavance and Sons, Inc. in recognition of their contribution to building a better Vermont, and their commitment to the Central Vermont region. Their ability to maintain a strong year round workforce was also noted as exemplary. Owner, Roland Bellavance accepted the award on behalf of the company.

The 9<sup>th</sup> Annual Small Business of the Year Award was presented to Vermont Butter & Cheese Company, Inc. of Websterville, in recognition of their meaningful contribution to the economy of Central Vermont through their business growth and community service within the past three years. Adeline Folley, Operations Manager accepted the award on behalf of the company.

The CVEDC President's Award was presented by CVEDC President Thomas Pelletier to Daria Mason Chief Executive Officer of the Central Vermont Medical Center. The award was given in recognition of her many contributions and leadership to the community, the Central Vermont region and, the State of Vermont.

In other CVEDC business, Julie Hendrickson of the New England Culinary Institute was appointed a new CVEDC Director for a three year term.

The CVEDC Annual Meeting Committee is accepting suggestions for next year's Annual Meeting. Please e-mail your thoughts to [cvedc@sover.net](mailto:cvedc@sover.net) or call Executive Vice President, Sam Matthews at 802-223-4654.

## MATTHEWS RECEIVES SKIFF AWARD

### ROBERT A. SKIFF - COMMUNITY IMPROVEMENT AWARD

CVEDC Executive Vice President, Sam Matthews was honored on September 25th with the 2006 Robert A. Skiff Community Improvement Award.

The award was present to her by the Cynosure Board of Directors at their Annual Meeting in Burlington. Over 50 people attended the event including state organizations and representatives.

Past recipients of this award include David Coates, Antonio Pomerleau, Barbara Snelling, Steward "Red"

Martin, Kenneth A. Nolan, and Penrose Jackson.

The award was created at the 45<sup>th</sup> Annual Meeting of the Cynosure Board of Directors. It was created to celebrate the life and career of Bob Skiff.

This prestigious award seeks to recognize an outstanding Vermonter that has worked to improve community, education and economic opportunities for the citizens of Chittenden County and the State of Vermont.

Presented on an annual basis, the nominations for the

award are derived from the membership and presented to the Cynosure Board of Directors for consideration.

Bob Skiff has been a leader in the community who, throughout his career, always made the time and took the effort to plan for a better tomorrow. He is a true Vermonter with great common sense and a keen vision.

Throughout his life, Bob has always sought to improve the lives of his fellow Vermonters.

## AROUND THE REGION

WITH SAM MATTHEWS, EXECUTIVE VICE PRESIDENT



The last three months have flown by as I have started to settle into my new position at CVEDC. After approximately 149 visits/meetings with area businesses, municipalities, organizations, committees, and area stakeholders, I feel as if I have only scratched the surface.

What I have observed to date is that Central Vermont is most fortunate to have many dedicated individuals and organizations committed to the economic vitality of the region. This is a great strength for all of us as we look to meet the challenges ahead.

During the summer, four sub-committees from the Summit to consider the possible creation of a Workforce Training & Corporate Development Center have been hard at work researching information on what services and programs currently exist for our business community and what is still needed. This summit was co-sponsored by the Central Vermont Workforce Investment Board (WIB) and CVEDC. Four areas were identified for further exploration and investigation in the meeting held in June. They are; Education & Training Program Provider Committee, Child Care Committee, Real estate Committee and the Management Structure & Finance Committee.

CVEDC and the Central Vermont Workforce Investment Board (WIB) will again co-sponsor a second Summit in early December to offer the sub-committees the opportunity to report back on their findings and to continue the discussion on a possible Training Center.

CVEDC has also had the opportunity to facilitate a series of Summits/Retreats

for the Barre Area Development Corporation and the Barre Partnership as they review their joint work plan and develop new initiatives for the economic development of the Barre area. In addition, meetings with economic development committees in Waterbury and Northfield and the Montpelier Housing Taskforce have also been on CVEDC's schedule.

As we approach the close of the year, we continue to face our share of challenges. Housing remains a critical issue and CVEDC is part of the Regional Economic Collaborative that is working to address this issue. The Collaborative consists of the Central Vermont Regional Planning Commission, the Central Vermont Community Action Council, Green Mountain United Way, the Central Vermont Chamber of Commerce and CVEDC.

This Collaborative has identified five critical economic issues in addition to the housing crisis as areas upon which they hope to have a positive impact. Those are: Transportation deficiencies, the high cost of doing business, workforce education and training, limited municipal infrastructure, and limited communications infrastructure.

The issue of telecom infrastructure in central Vermont is of great importance. In order for our region to preserve its current landscape yet permit our area businesses to remain competitive in the global economy, we must advance our telecom coverage. Additionally, we must be able to compete with other locations for the high-tech, manufacturing, and value-added business that will sustain our economy and that will provide good wage-paying jobs for our residents.

I am looking forward in the next few months to continue an active visitation schedule with

the municipalities in our region, the business community and our area Legislators. CVEDC's door is always open and we can be contacted at; 802-223-4654 or via email at; CVEDC@sover.net.

### CVEDC NAMES FIRST WOMAN PRESIDENT

At CVEDC's Annual Meeting of the Board of Directors, Carol Ellison of Town & Country Associates/Realtors was named President of CVEDC. Carol replaces former CVEDC President Tom Pelletier. She is the first woman President of the thirty year old non-profit organization.

Carol joined the CVEDC Board of Directors in 2000. She has been the Owner/Broker of Town & Country Associates since 1978.

A native Vermonter, she has been a resident of Barre, Vermont since 1972. Carol is a former President of Central VT Board of REALTORS®, and a former President of The Vermont Association of REALTORS®. She was VAR REALTOR® of the Year in 1984 and 2001, and on the Board of Directors of the National Association of REALTORS® for 3 years. Involvements include: Central VT Chamber of Commerce, Barre Partnership, Barre Country Club, Barre Congregational Church, and Community National Bank Advisory Board.

Carol is the mother of two sons, Blake and Trent, and is the proud grandmother of Cole and Sage.

# FROM THE DESK OF JOHN BRENNAN

V T SMALL BUSINESS DEVELOPMENT CENTER ADVISOR

In your investor's presentation (business plan, executive summary or slide presentation), differentiation is an important attention grabber, particularly in life sciences. In today's market, the investor often gets multiple business plans of the same genre in one week and it is of great importance that you differentiate yourself from your competition right up front and make your value proposition count!

You need to differentiate your invention, your team and your product from others so that the investor catches the value you add up front. It is equally important to acknowledge the crowded field, and crucial that you explain how your disruptive technology or revolutionary process is advantageous in contrast to your potential competition. State clearly how you view the market, your competition and how and why you fill that void. You want to keep the investor interested in reading on and help her or him in qualifying the difference.

Show cohesive financials that convince the investor of your business confidence and savvy. Include a thorough marketing, sales and distribution strategy showing a realistic forecast and path to profitability. Address all risk factors and state clearly how much money you are looking for and how you intent to spend it. Needless rejection from investors add to your opportunity costs, delay you from going to market and allow your competition to catch up with you! In your presentation emphasize the following four key components:

## 1) Target Market

Define your market opportunity clearly. Explain how you solve a customer's problem. Have you generated customer interest? You may already

have pre-order contracts, a prototype or a beta site. Identify the pain points, preferably with testimonials. Describe why the problem exists, how you can solve it, how big your market niche is, how you will sell your product and sustain a competitive edge. Discuss your growth strategy via vertical markets and distribution infrastructure and show the scalability of your product. Provide solid market data.

Differentiate yourself from your competition? Yes, you always have competition even if you have patents filed! A similar goal can be achieved through alternative solutions. Be diligent in how you assess your competition and then position your company appropriately.

## 2) Capital Efficiency

A financial model gives you a robust foundation and a tailored optimization strategy. It incorporates your pricing model, revenue model, headcount acceleration and marketing and sales forecasting and more. The model includes cash flow statements and balance sheets and assures that you build your financials bottom-up. And remember, revenues, gross margins and profits are not cash - only cash is cash!

The model also helps you recognize implications of potential risks and maps your business vision. Explain to the investor why you need capital and how you will leverage it efficiently, when you expect break-even and later profitability.

## 3) Human Capital and other Intellectual Property

Your team, advisory board and board of directors need to be positioned as an important asset. Look at the cumulative years of team experience in your specialized field. Highlight your advisory board members and their accomplishments. Having access to the top scientist in

your domain authenticates your invention. List all pending and granted patents.

## 4) Milestones

List your milestones already accomplished along with the future execution points. If you have received government grants to complete your proof of concept, mention this clearly in your presentation. Again, you may use a testimonial from one of the agencies to further qualify your invention. Include all funds received and explain how you reached your milestones.

## Conclusion

Understand the investor's motives and reasons why he or she would want to fund your company. They are in the business of balancing the risks versus the rewards and it is to your advantage to address and mitigate those risks. Weave in the four components mentioned above and have them stand out. Make them part of each presentation. Be sure your presentation ends up with a focus on the business opportunity for the investor and accentuate the investment highlights. Your executive summary (2-3 pages) is your sales pitch! If that document catches the investor's attention, he or she will be more willing to read your business plan and meet with you.

The time and effort you put into this presentation will be well worth your time later in the game. You may want to consider outsourcing parts of this task in order to focus on getting the product to market. In any case, have someone outside the company review your presentation and listen carefully to their perspective. You want to make sure you are conveying the right message to the investor - why should they invest in your invention or innovation and why now?

*Your team, advisory board and board of directors need to be positioned as an important asset.*

## CENTRAL VERMONT W.I.B.

UPDATES FROM ERIC PETERSON, COORDINATOR

The Central Vermont Workforce Investment Board has completed its reorganization and continues to move forward. Three years ago, the CVEDC became the financial administrator for the Central Vermont Workforce Investment Board (WIB) and began to advise the organization.

Over the past year, the WIB approved new bylaws, reorganized its Board of Directors, elected new officers and restructured all of its committees. The result is a brand new, reenergized WIB, ready to take on the region's workforce challenges.

The role of the Central Vermont WIB is clearly reflected in its new mission statement - To develop, through public / private partnerships, a quality workforce, which successfully

meets employers' hiring and retention needs and ensures the employment and advancement of jobseekers. In other words, the WIB brings area employers together with area education and training providers to help (i) develop programs that create a highly skilled regional workforce and (ii) find solutions to skill sets missing from the regional workforce.

At a time when the number of available workers is in this country is shrinking and Vermont, especially, is seeing a graying of its workforce, the WIB can be a partner in developing the kind of highly skilled workforce that will help the region retain the employers we currently have and attract new employers to our region.

The WIB has a number of new standing committees

dedicated to this task. We have a Committee on Youth and a Committee on Adults, focused on creating programs that will help develop and improve skills within these populations. We also have Workforce Development Plan Committee dedicated to researching the skill needs within Central Vermont's most significant economic sectors. These committees are always looking for additional volunteers to assist them in their efforts.

If you'd like more information about the Central VT WIB, or if you'd like to be on our emailing list or get involved with one of our committees, please contact the WIB's Coordinator, Eric Peterson at 476-2638 or eric@cvwib.org. The next WIB meeting will be Dec. 5th, 7:30 am to 9 am at National Life in Montpelier.

## VEGI'S-GOOD FOR YOUR BUSINESS

### VERMONT ECONOMIC GROWTH INCENTIVES

*If approved, the total amount of incentive available is determined by a cost-benefit model based on "qualifying" jobs and payroll, and capital investment.*

Beginning in Jan. 2007, the State will offer a new tax incentive program for business recruitment, growth and expansion. The program replaces the Economic Advancement Tax Incentive program (EATI). The VEGI program will provide a cash payment, based on new job and payroll creation, to companies that have been pre-approved for the incentive. Pre-approval occurs through application to the Vermont Economic Progress Council, who determine if the company and project meet statutory requirements, including: Whether the proposed economic activity would not occur or would occur in a significantly different and significantly less desirable manner without the incentive (But For). Pre-approval can occur in two phases: Preliminary and Final. It is important that the job, payroll and capital investment

projections included in the applications are accurate . The Council may approve an application based on the But For and Program Guidelines and approve the estimated amount of incentives based on preliminary data from the company. If an application is given preliminary approval, final approval of the incentive amount will be required prior to commencement of the economic activity.

If approved, the total amount of incentive available is determined by a cost-benefit model based on "qualifying" jobs and payroll, and capital investment. Only new full-time jobs that pay at least 60% above the State minimum wage (or a higher threshold set by VEPC) at the time of application will be considered qualifying jobs. Each year, the incentive is calculated based on "qualifying payroll", which is defined as Medicare wages paid for the qualifying jobs. The company must create and maintain new full-time jobs and payroll, and make projected capital investments, to earn the incentive each year. The level of new qualifying jobs, payroll, and capital investment must exceed the level of background growth calculated by the cost-benefit model and meet performance benchmarks that are based on the projections made by the company which are set at the time of approval. If performance benchmarks are achieved in a given year, the incentive generated by the creation of new jobs and payroll is earned for that year. The company will receive the incentive in five equal, annual installments, if the qualifying levels are maintained

The company must meet its payroll target and either the job creation target or the capital investment target to be considered meeting performance benchmarks to qualify for the incentive each year.

# CENTRAL VERMONT IN THE NEWS

## WHO WHAT WHEN WHERE & HOW



### Judith Kaufman Joins Community Capital of VT.

Community Capital of Vermont, a nonprofit small business loan fund that recently expanded its loan programs statewide, is pleased to announce the addition of seasoned economic development professional, Judith Kaufman, to its growing loan officer team.

CVEDC Director and National Life Insurance

**Group's Chairman, President and Chief Executive Officer Tom MacLeay** was honored with the Distinguished Citizen of the Year Award by the Green Mountain Council of the Boy Scouts, as well as the Distinguished Eagle Scout Award at an award ceremony held in Montpelier. MacLeay was honored for his outstanding commitment to his community and the State of Vermont. In receiving the Citizen of the Year Award, MacLeay joins a distinguished

few, including former Governor and National Life Board of Directors' Chairman Deane C. Davis.

The **Mailing Center** in Barre celebrated its 20th anniversary this year. It is owned and operated by Nicole and Michael Lafaille and their sons, Chris and Jeff. They have recently expanded and moved into larger quarters at 9 Auburn Street in Barre.

Got News? Send press releases to [cvedc@sover.net](mailto:cvedc@sover.net).

## BROWNFIELDS 2006

NOVEMBER 13TH—15TH - BOSTON, MA

This year's Brownfields 2006 Conference will take place November 13th–15th at Boston's Convention & Exhibition Center. Events are scheduled from 9:00 AM - 10:00 PM on Sunday, November 12th, 7:00 AM–7:30 PM on Monday, November 13th, 7:30 AM–8:00 PM on Tuesday, November 14th, and 7:15 AM - 3:45 PM on Wednesday, November 15th. Conference registration is free.

The Brownfields 2006 Conference has got some exciting new events planned for the early bird arrivals as well as those who stick around after the curtain closes. Here are some highlights of the pre-conference activities. Be sure to take these events into consideration as you make your travel arrangements. Visit [www.brownfields2006.org](http://www.brownfields2006.org) for a complete list of pre and post-conference events.

Select Highlight Pre-Conference Special Events:

**Mobile Workshops and Site Visits** – Two half-day mobile workshops are planned for Sunday, November 12<sup>th</sup> – one a

Boston Harbor tour and another a half-day visit to see Providence, RI. You'll need to be pre-registered for the conference and have signed up for the mobile workshops to ride along. Go to the conference website [www.brownfields2006.org](http://www.brownfields2006.org) and register today – space is limited.

**Meet the Filmmakers** – On November 12<sup>th</sup> from 4 p.m. to 7 p.m., you are invited to this brand new event which will feature two films – *The Beloved Community and Growing Together: Consensus Building, Smart Growth, and Community Change* – with discussion after the showing provided by the filmmakers themselves! This also serves as the world premier of *The Beloved Community*.

**Brownfields 101 Workshop: Understanding and Getting Started in the Brownfields Marketplace** – Brownfields 2006 will feature an introductory workshop for newcomers to the world of brownfields. This special workshop will cover the basic elements of a brownfields project from planning and environmental considerations through negotiations, design, and construction. To take part in this special two hour workshop from 3-5 p.m. on Sunday November 12 , you must pre-register on [www.brownfields2006.org](http://www.brownfields2006.org)

**The National Environmental Justice/Community Brownfields Caucus** will meet immediately before the Brownfields 2006 conference on Sunday evening from 7:00 – 10:00 p.m. Convened by the Center for Public Environmental Oversight, the Caucus is targeted to community activists but open to all conference participants. For more information, contact Lenny Siegel of CPEO at [lsiegel@cpeo.org](mailto:lsiegel@cpeo.org).

Check out all the other things happening at Brownfields 2006, including the exhibit hall, site visits and mobile workshops, the Leading Practices in Smart Growth Symposium, plenary and keynote talks, the Brownfields Transaction Forum on line at [www.brownfields2006.org](http://www.brownfields2006.org).



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#### -SPACE FOR LEASE-

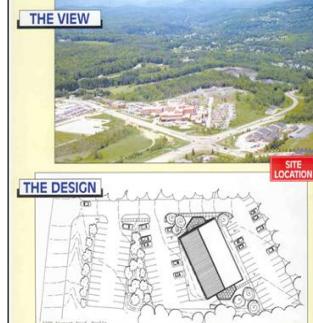
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  - 156 Main Street, Montpelier, VT- 2,500 SF Second Floor Space/ Downtown, Riverfront Location
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