



**Chamber and Economic Development of the Rutland Region Board of Directors Meeting  
Tuesday, February 15<sup>th</sup>, 2022 | 8:00 a.m.**

**Via Zoom:**

<https://us02web.zoom.us/j/82083109940?pwd=WcTtTmJhV2t3MG5kdFhHWfZ0NnR1Zz09>

---

**Agenda**

- Call to Order John Casella II, President
- Approval of Minutes from January 18<sup>th</sup>, 2021 (pages 2-4) John Casella II, President
- Executive Director's Report Lyle Jepson
  - Jon and Zak Hale, Hale Resources
- Committee Reports   
Nicole Kesselring, Chair  
MaryAnn Goulette, Co-Chair  
Karen Garrow, Chair  
Eric Mallette, Chair  
Russ Marsan, Chair  
Tyler Richardson  
Shana Louiselle, Co-Chair
  - Real Estate (see attached materials, page 5)
  - Marketing (see attached materials, page 6)
  - Finance (see attached materials, page 7)
  - Events (see attached materials, pages 8-9)
  - Business Development (see attached materials, pages 10-11)
  - Policy
  - DEI Committee (see attached materials, pages 12-16)
    - ACTION NEEDED: DEI Strategy Approval
- Old Business
- New Business
- Adjournment

**Upcoming Meetings and Events:**

Real Estate Committee – Wednesday, March 2<sup>nd</sup>, 8:00 a.m. – 9:00 a.m.

Marketing Committee – Thursday, March 3<sup>rd</sup>, 12:00 p.m. – 1:00 p.m.

Finance Committee – Tuesday, March 8<sup>th</sup>, 8:15 a.m. – 9:15 a.m.

Business Development Committee – March, February 9<sup>th</sup>, 8:00 a.m. – 9:00 a.m.

Events Committee – Thursday, March 10<sup>th</sup>, 8:00 a.m. – 9:00 a.m.

Policy Committee – Friday, March 11<sup>th</sup>, 12:00 p.m. – 1:00 p.m.

Board of Directors – Tuesday, March 15<sup>th</sup>, 8:00 a.m. – 9:00 a.m.



**Board of Directors Meeting  
January 18, 2022 via Zoom**

---

**Members Present:** Sue Bishop John Casella, Mike Doenges, Brennan Duffy, Karen Garrow, Amy Laramie, Shana Louiselle, Thomas Mauhs-Pugh, Greg McClellon, Cameron Schaefer

**Staff Present:** Penny Inglee, Lyle Jepson, Tyler Richardson, Kim Rupe, Chrispin White

**Others Present:** Courtney Widli

**Call to order:** The meeting was called to order at 8:05am.

**Approval of Minutes:** There was no action on the minutes of the November 16, 2021 Board of Directors meeting due to lack of quorum.

**Executive Director's Report – Lyle Jepson**

- Dr. Thomas Mauhs-Pugh was introduced as the Interim President of Castleton University and new member of the Board of Directors.
- Chrispin White was introduced to the Board of Directors as the new Member Services and Events Manager.
- Staff changes: Kim Rupe and Penny Inglee will both be moving on from CEDRR. Both positions are being actively advertised and pre-interviews are scheduled.
  - Kim Rupe will be going to Vermont Council on Rural Development.
  - Penny Inglee will be going to Housing Trust of Rutland County.
- TIFs: The City of Rutland is investigating the TIF District process led by Brennan Duffy of Rutland Redevelopment Authority. White & Burke Development Consultants have been brought on as the consultants. The next step is to identify project areas that will benefit the City of Rutland infrastructure. CEDRR is also actively working with Killington on their TIF process.
- Zion Growers: Zion Growers is a hemp production company. They currently have a facility that they are bringing on line in St. Johnsbury and are looking to purchase the Marble Museum building in Proctor. The company's hemp products are used in high grade animal bedding and food products. The company plans to work closely with local farmers. They are also interested in keeping the Marble Museum open.
- Airport Committee: In collaboration with the Rutland Regional Planning Commission the committee was created to increase enplanements and will plan events at the airport sponsored by Cape Air. There is also an active interest in building additional hangers at the airport.

## **Committee Reports**

### **Real Estate – Lyle Jepson/Tyler Richardson**

- Airport Industrial Park:
  - A map of the Airport Industrial Park was shared with the Board of Directors.
  - All sites in Phase 1 are unavailable except for Lot 16. There is also land available behind Vermont Country Store, but that is mostly wetlands.
  - There is space available in Phase 2. The challenge with Phase 2 is that there isn't any water. The Airport Industrial Park Association has been putting money away for years to be able to add water to Phase 2. There are matching grants and other funding sources that may be able to be leveraged to do a feasibility study to get water to Phase 2.
- 112 Quality Lane
  - The lighting fixtures have arrived for the building's lighting upgrade. Installation will take place over the next few weeks.
  - Paving of the south parking lot will be scheduled for this year.

### **Marketing Committee – Lyle Jepson**

- Regional Marketing Initiative has been brought in house.
- The work will be done by Kim Rupe's replacement, Lyz Tomsuden and Grigori Youkov.
- Fundraising is going well and we are expecting to make the budget revenue target.

### **Finance Committee – Karen Garrow**

- The committee has reviewed the December Financials. Tyler Richardson will email financial statements to the Board of Directors.
- There are no new applications for the revolving loan fund. There is one loan that is ballooning in March and the committee is working on an appropriate exit strategy for this loan.
- There were two proposals for the audit. There was a fairly significant difference in pricing. The committee is recommending that CEDRR use Davis & Hodgdon CPAs.

### **Events Committee – Lyle Jepson**

- Real Rutland Feud has been postponed to April 30<sup>th</sup>.
- All events are on hold due to the rise in COVID cases.

### **Business Development – Lyle Jepson**

- The Hub: Development work continues and The Hub could open as early as June.
- Partners are being actively recruited including Castleton University, CCV, RRMC and Casella Waste.
- Grant writing is taking place and will require matching funds.

### **Policy Committee – Tyler Richardson**

- The policy statement has been updated and is included in the Board Packet.
- The first Legislative Breakfast has been scheduled for February 14<sup>th</sup>.

**DEI Committee – Shana Louiselle/Courtney Widli**

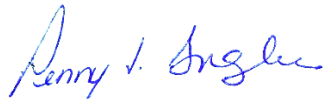
- The strategic plan was reviewed with the Board of Directors.
- Short-, mid- and long-term priorities were discussed.
- CEDRR staff will be significant players in the work.
- Culture of DEI work is an everyday mindset. The work will be continuous causing goals and timelines to be adjusted as needed.
- The committee feels that we won't need Nikki Fuller's services going forward.

**Old Business:** There was no old business to come before the Board of Directors.

**New Business:** There was no new business to come before the Board of Directors.

**Adjournment:** The meeting was adjourned at 9am.

Respectfully submitted,



Penny J. Inglee

Members Services | Events | Office Manager



## **Real Estate Committee Meeting Minutes | Wednesday, February 2<sup>nd</sup>, 2022 | Via Zoom**

---

**Present:** Sue Bishop, Mark Foley, Jr., Andy Paluch, Mark Werle, Mary Cohen, Brennan Duffy, Jon Hale, Zak Hale, Kevin Loso, Melanie Paskevich, Heather Starzynski, Lyle Jepson, Tyler Richardson

The meeting was called to order at 8:02 a.m. Approval of the previous meeting minutes was tabled due to a lack of quorum. Everyone went around and introduced themselves.

### **Rental Housing Development Conversation**

Jon and Zak highlighted some of the work they've been doing developing sustainable, quality housing in Southern Vermont, mostly in the Bennington area at this point. They've been talking about moving their developments into Rutland for a few years now, and they feel like now is the right time. They've built a great operation with a great team and investor partners, and they're looking to buy and renovate a portfolio of properties in Rutland. Their focus is on market-rate but all income levels are accommodated in their business model. They have extensive experience working with NeighborWorks, using the VHIP program to bring around 60 units online in the Bennington area, along with other housing partners using a variety of resources and incentives (historic tax credits, CDBG, etc.). The group discussed potential sites and properties for redevelopment, as well as the possibility of leveraging a TIF district for downtown or adjacent development. They would prefer a 30-50 unit portfolio in the area to start as they get to know the market and local vendors, and they are looking to identify owners interested in selling. They would not exclude scattered sites. Rutland City has four properties for sale through the City Owned Property Program and Brennan encouraged the Hales to investigate this. There may be a lot of opportunities with properties in the surrounding the downtown. The Hales emphasized they don't want to step on anyone's toes and appreciate the opportunity to meet people and get the lay of the land, and Melanie emphasized the professionalism and quality of their operation.

### **CSJ**

There's been a frustrating lack of movement on the CSJ campus, despite the ample opportunity there. This would be a great place for housing. Lyle will reach out to Matt and Heritage about the possibility of putting together a collaborative group of proactive partners to further this conversation.

### **Old/New Business**

None.

**Adjournment at 8:58 a.m.**



## **Marketing Committee Meeting Minutes** **Thursday, February 3, 2022 | Via Zoom**

**Present:** Bill Ackerman, Steve Costello, Brennan Duffy, Mary Ann Goulette, Lyle Jepson, James Lambert, Polly Mikula, Bill Moore, Traci Moore, Kim Peters, Kelley Robinson, Kim Rupe, Bethany Sprague, Michael Talbott

The meeting was called to order at 11:32 a.m.

### **Staffing Update**

Lyle shared Kim's resignation with the committee and that Olivia Lyons has accepted the role as Communications & Marketing Manager. Olivia will be starting on 2/14/2022. Kim and Olivia have met twice in the last week to review projects.

### **One Month In**

Kim shared updates with the committee on the transition in house. Lyz has already created several ads for Real Rutland that are running in the Mountain Times. Greg is making updates to the website for some outdated content. He has also transferred all access of accounts, so everything is in place now. Email marketing will resume next week.

### **Weekend Getaway Plans**

Kim shared a draft itinerary for the Weekend Getaway for 5 families to participate in in August which will be the first campaign for 2022. Suggestions were made by the committee to consider multiple tiers for other families to potentially participate at a much lower cost but allow continued interest. Other ideas continued to be brainstormed such as a screening process and ensuring we involve our concierge volunteers as much as we can. The draft itinerary is attached.

### **Fundraising**

Lyle gave an update on sponsorships for Real Rutland. He feels confident in our revenue goals and thanked all sponsors for the coming year.

### **Committee Requests**

Kim requested that the committee share any individuals/families that they think would be interested in being featured on Real Rutland, specifically video interviews. Any recommendations can be sent to Lyle. Kim also asked any committee members to send any concierge volunteer recommendations to Bethany.

The meeting adjourned at 12:03 p.m.



## **Finance Committee Meeting Minutes | Tuesday, January 11<sup>th</sup>, 2022 | Via Zoom**

---

**Present:** Karen Garrow, Scott Dikeman, Mark Foley, Jr., Scott Gregg, Rolf Hirschmann, Chris Keyser, Norm Ladabouche, Russ Marsan, Deb Quirk, Andrew Simonds, Lyle Jepson, Tyler Richardson

The meeting was called to order at 8:17 a.m.

Motion: Deb moved to accept the minutes from January 11<sup>th</sup>, 2021. The motion was seconded by Rolf and passed unanimously.

### **CEDRR Internal Financials**

The committee reviewed the financial reports including the CEDRR P&L, balance sheet, and regional marketing activity. There are a couple of small housekeeping items that will need to get adjusted, like revenue/expense lines that are no longer used. The committee had questions on window advertising revenue and annual meeting expenses and revenue. Tyler reported he is pleased with the new auditors so far. Lyle reported we have hired Olivia Lyons for Kim's position and Lori Pinkowski for Penny's position, and they will be started in the coming weeks.

### **Revolving Loan Fund**

All loan clients are current on payments. The committee discussed loan #108-01-01 and the ballooning of the loan scheduled for March. Tyler still needs to work with the lenders on the committee to develop a letter with a plan/timeline for exiting this loan in cooperation with the other lenders. We have seen increased interest in our loan fund this past month, and the committee reviewed two inquiries from two potential applicants that were a bit unusual for consideration for our fund – these are “agencies,” not “businesses,” with little-to-no job creation, unusual lending structures, and little-to-no collateral. Tyler will continue to work with these interested parties to help find a solution.

### **Old Business**

Our housing conversation continues to move forward, as we invited Hale Resources and representatives from area housing agencies to our Real Estate Committee this month to discuss plans for developing housing in our area. Hale Resources will be presenting at our board meeting this month, as well.

### **New Business**

The next meeting is scheduled for Tuesday, March 8<sup>th</sup>, at 8:15am.

**Adjournment at 8:55 a.m.**



**Events Committee Minutes**  
**February 10, 2022 – 8am**  
**Via Zoom**

---

**Present:** Kathleen Taft, Eric Mallette, Bill Ackerman, Amy Laramie, Jessica Anderson, Chrispin White, Penny Inglee, Lyle Jepson

**Business Show/Mixers:**

- Business Show: After discussion the decision was made to postpone the Business Show to 2023 and hold a mixer in its place at Rutland Recreation Community Center. The mixer would feature food/cash bar, music, business speed dating and The Hub Reveal. Lyle has spoken to Amy Laramie about Rutland Young Professionals being involved in the April Mixer.
- Mixers: There was discussion around how to make the mixers more interesting and participatory.
  - Mixers should stay on CEDRR brand.
  - Mixers should be participatory. Suggestions included cooking demonstrations, robotics and engineering challenges.
  - Mixers should be held in bigger spaces. Eric noted that Paramount Stage is an option for businesses to host.
  - Paramount Theatre is tentative for May 10<sup>th</sup> mixer to announce their plans.
  - Rutland County Parent/Child Center is interested in hosting a mixer.
  - October Mixer is typically Allen Pools & Spas; December Mixer is usually Heritage Family Credit Union. They should first right of refusal on those dates.
  - Action Items:
    - Chrispin will schedule a mixer sub-committee that will include Bill Ackerman, Kathleen Taft and Eric Mallette. The committee will focus on how to move forward and make Mixers more interesting and get people engage. They will also discuss how to do Business Speed Dating.
    - Lyle will contact Kim at Rutland Recreation about the change and to check available dates the week of April 11<sup>th</sup>.
    - Lyle will check with Mark to see if The Hub will be ready for the June mixer.
  - *Update: Mixer: Lyle has connected with Kim at Rutland Recreation & Parks. April 14<sup>th</sup> is available. They will allow alcohol with proof of insurance.*



**Real Rutland Feud:**

- Date: April 30<sup>th</sup>, 7pm at Paramount Theatre.
- Team Meeting: March 10<sup>th</sup>, 5:30pm at Southside Steakhouse. Follow up should be done with Patti at Southside.
- Team follow up/contact should be made in the next couple weeks.
- Chris Booth is scheduled for team pictures
- Real Rutland Feud Planning Committee will meet on March 7<sup>th</sup> at 4:30pm.
- Penny has left detailed notes as to the status of the event.

**Whoopie Pie Fest/Parade of Heroes:**

- Proposed dates: August 27 & September 10. There are potential conflicts on both dates. Eric Mallette will update Lyle on his potential conflict after a meeting on Friday, February 11<sup>th</sup>.
- Factors in postponing from June included staff changes at Downtown Rutland Partnership and CEDRR. Also taken into consideration was the COVID infection rates a few weeks ago.
- *Update: Following the meeting Amy Laramie let us know that the Spartan Race is September 10<sup>th</sup>. In the event that Eric will have an event on August 27<sup>th</sup>, Lyle has checked with Kim and August 13<sup>th</sup> is another option. This may be Art In The Park weekend. Whoopie Pie Fest was scheduled the same weekend as Art In The Park last Fall.*

**Weekend Getaway Campaign:**

- CEDRR Marketing Committee is working on this getaway weekend.
- There will be a contest leading up to the weekend. Four or five couples will win a weekend in the Rutland Region. They will be treated to events and activities in the area in hopes of recruiting them to move to our region.
- No date has been set, the committee will be updated at the next meeting.

**Next meeting: March 10, 2022 at 8am via Zoom – Tentative Agenda**

- Mixers
- Real Rutland Feud
- Whoopie Pie Fest/Parade of Heroes
- Weekend Getaway Campaign



## **Business Development Committee Meeting Minutes Wednesday, February 9<sup>th</sup>, 2022 | Via Zoom**

**Present:** Brennan Duffy, Mark Foley, Jr., Rick Gile, Jerry Hansen, Jenney Izzo, Bernie Krasnoff, Russ Marsan, Liz Weinmann, Lyle Jepson, Tyler Richardson

The meeting was called to order at 8:02 a.m. Jerry made a motion to approve the minutes from January 12<sup>th</sup>. The motion was seconded by Rick and passed unanimously.

### **HUB Update and Discussion on 501c3 Governance**

We presented to the Rutland City Board of Alderman Finance Committee and requested \$400,000 from the City's ARPA funding for grant matching for The HUB. Although it still needs final approval from the Board, there is strong support for this request so far in the process, and this would put us in a good position for the matches we need for the Build to Scale and other grants. As we look into registering the Hub as a 501c3, we need to create a board of directors to oversee the entity, and the committee discussed if members of the committee should serve on this board. CEDR already has quite a number of committees, and we're trying to make this as streamlined as possible without adding additional burdens on staff and volunteers. We should have some representation from this committee augmented by people with the expertise we're lacking. Lyle discussed having a big mixer in April with an audio/visual presentation showcasing The HUB, and he will bring this idea to the Events Committee for discussion. We still intend to open The HUB in mid-June.

### **TIF Update**

Killington has submitted an application for a TIF, which will potentially spur over \$350 million in development over ten years. March 3<sup>rd</sup> is the next VEPC meeting where they will continue the review of the application. Developers are actively waiting to move forward should the TIF go through and the extensive water project is implemented. Brennan updated the committee on Rutland City's TIF process, currently in the due diligence phase, and in the next 2-to 3 months, they will have a better idea of the feasibility of a TIF.

### **CSJ Campus Update**

It would appear Heartland Development is no longer looking to develop the campus, and several conversations are taking place on ways to redevelop the property.

### **Airport Business Park Phase II Development Update**

We have a meeting with the Officers of the Park this week to continue the discussion on developing Phase II.

### **Zion Growers**

We have been working with Zion Growers as they look to bring their industrial hemp processing operations to Proctor. They are considering purchasing around 86,000 square feet of property at 52 Main Street in Proctor, and we have been working with local and state partners to connect them with ongoing development resources.

### **ReStart Vermont Technical Assistance Program 2.0**

The RDCs are working with SBDC on a statewide technical assistance program similar to the ReStart Technical Assistance Program we facilitated for our region back in December 2020. This is a grant program that pays for technical assistance for businesses from area vendors as a way to help small businesses thrive in a post-COVID environment.



### **Priority Projects**

Tyler presented the top 10 Priority Projects identified for the Agency of Commerce and Community Development. The intent is to identify transformative, shovel-ready projects that are stalled due to a gap in financing in the hopes of being able to connect these projects to resources to overcome the gap.

### **Old Business**

None.

### **New Business**

Brennan reported the RRA is requesting ARPA funding for a business pitch competition for Rutland City, which will include a monetary award but also ongoing business support. Russ reported Come Alive Outside is developing a Walk a Mile app and they will be getting additional funding for their Passport app.

**Adjournment at 9:00 a.m.**

## Leadership

OBJECTIVES	ACTIONS	PRIORITY	DUE DATE	LEAD
Develop a strong rationale for DEI vision, mission, and strategy and align it to organizational goals.	<ul style="list-style-type: none"> <li>Develop CEDRR DEI Strategic Plan.</li> <li>Develop business case to communicate to membership</li> </ul>	Primary and ongoing in CEDRR subcommittee	2/28/22	DEI Committee and CEDRR Board
Hold leaders accountable for implementing the DEI vision, setting goals, achieving results, and being role models.	<ul style="list-style-type: none"> <li>CEDRR will operationalize DEI throughout the organization.</li> <li>Including EEO statement on job description</li> </ul>	Primary and ongoing	6/1/22 and 12/1/22	DEI Committee CEDRR Board CEDRR Staff
Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.	<ul style="list-style-type: none"> <li>Conduct first Inclusivity Survey in 2022 to staff and Board</li> <li>Create DEI Toolkit on website with resources (mission, vision, resources, etc)</li> <li>Provide educational resources to Board and Committees</li> <li>Board will approve budget for DEI work</li> </ul>	Short term  Mid term  Mid term  Short term		DEI Committee  DEI Committee & CEDRR Staff  DEI Committee & CEDRR Staff  CEDRR Board
The board and leadership are diverse.	<ul style="list-style-type: none"> <li>Board Diversity Audit</li> <li>Develop job description for board members.</li> </ul>	Short term  Mid term		Board Committees & DEI Committee  CEDRR Staff

## Workforce

OBJECTIVES	ACTIONS	Priority	DUE DATE	LEAD
Recruiting processes are unbiased, fair, and equitable with a focus on DEI.	<ul style="list-style-type: none"> <li>▪ Advertise on DEI focused websites and in a variety of other media to increase visibility. (Include in toolkit)</li> </ul>	Short term		CEDRR Staff
	<ul style="list-style-type: none"> <li>▪ Recruitment and selection panels are diverse and knowledgeable about the recruiting process. (Identify skillsets)</li> </ul>	Short term and ongoing		CEDRR Staff
Job descriptions are evaluated for bias.	<ul style="list-style-type: none"> <li>• Include DEI statement on job descriptions and in advertisements</li> </ul>	Short term		CEDRR Staff
	<ul style="list-style-type: none"> <li>• Utilize gender decoder in job descriptions</li> </ul>	Short term		CEDRR Staff
DEI is integrated into professional development.	<ul style="list-style-type: none"> <li>▪ Inclusive Recruitment and hiring training</li> </ul>	Long term		CEDRR Staff
DEI is a performance measure and is integrated overall into performance management, advancement, and retention.	<ul style="list-style-type: none"> <li>▪ Adding DEI measurements to performance evaluations</li> </ul>	Long term		CEDRR Staff CEDRR Board
Ensure that compensation is equitable across the organization	<ul style="list-style-type: none"> <li>▪ Develop compensation method (Classify jobs, determine compensation, and assess pay differences)</li> <li>▪ HR Policy/benefit audit</li> </ul>	Long term		CEDRR Staff

## Workplace

OBJECTIVES	ACTIONS	PRIORITY	DUE DATE	LEAD
Regular DEI Communications to all employees	<ul style="list-style-type: none"> <li>- Regular agenda item on staff and Board meetings</li> <li>- Encourage resource sharing among CEDRR staff and Board</li> <li>- Include CEDRR staff and Board in planning and implementation of DEI Committee goals</li> <li>- Invite a DEI speaker annually to CEDRR Board meeting</li> </ul>	<p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Mid term</p>		<p>Staff &amp; Board</p> <p>Staff, Board, DEI Committee</p>
Provide necessary professional development to employees and Board to achieve the level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.	<ul style="list-style-type: none"> <li>- Join one or more organizations that focus on DEI issues (e.g. NAACP, VT Businesses for Social Responsibility, VT Professionals of Color Network)</li> <li>- Ensure budget &amp; staff time is available for education and training of CEDRR staff</li> </ul>	Mid term		
Conduct regular climate and culture surveys.	<ul style="list-style-type: none"> <li>- Adopt a climate &amp; culture survey annually</li> </ul>	Short term		Staff
Provide opportunities for employees and Board to share concerns.	<ul style="list-style-type: none"> <li>- Create standard procedure for employees and Board to share concerns</li> </ul>	Long term		Staff

	<ul style="list-style-type: none"> <li>- Include in the development of Organization Handbook</li> </ul>			
Flexible work options are widely available and accessible.	<ul style="list-style-type: none"> <li>- Adopt guidelines for flexible work options</li> </ul>	Long term		CEDRR Staff
Policies and practices are communicated and applied equitably across the organization in a culturally sensitive way.	<ul style="list-style-type: none"> <li>- Ensure employees are provided Employee Handbook, and give due consideration to personal/religious/cultural requests</li> </ul>	Long term		CEDRR Staff

## Membership

OBJECTIVES	ACTIONS	PRIORITY	DUE DATE	LEAD
Be proactive in working with membership and community.	- Create a plan to bring awareness & education of DEI learning opportunities to membership	Long term		DEI Committee, Board, Staff
	- Incorporate DEI content in CEDRR newsletter monthly	Short term		CEDRR Staff
Embed DEI in services offered to membership	- Create DEI resource page on CEDRR website			
Integrate DEI into marketing and membership services.	- Heighten consciousness of marketing materials (language, images, etc) and include and celebrate DEI	Short term		CEDRR Staff
Develop and nurture underrepresented members.	-Develop programs to support underrepresented groups  -Recognize member businesses for success in their DEI efforts	Long term		DEI and Events Committee