



Board of Directors Meeting

Tuesday, April 12th, 2023 | 8:15 a.m.

IN PERSON: The Hub CoWorks, 67 Merchants Row

Remote Option:

<https://us06web.zoom.us/j/8028021111?pwd=M2tYNHN0U3RzTUZiemkrVmk0MmFvUT09>

Agenda

- Call to Order Shana Louiselle, President
- Approval of Minutes from March 21st, 2023 (pages 2-4) Shana Louiselle, President
- Executive Director's Report Tyler Richardson
 - Finance and Compliance Manager Position (see attached materials, pages 5-8)
- Committee Reports
Nicole Kesselring, Chair
MaryAnn Goulette, Co-Chair
Russ Marsan, Chair
Chrispin White
Karen Garrow, Chair
Tyler Richardson
Shana Louiselle, Co-Chair
 - Real Estate (see attached materials, page 9)
 - Marketing
 - Business Development (see attached materials, page 10)
 - Events
 - Finance
 - Policy (see attached materials, page 11)
 - DEI (see attached materials, pages 12-13)
- Old Business
- New Business
- Adjournment

Upcoming Meetings and Events:

DEI Committee – Friday, April 21st, 11:00 a.m. – 12:00 p.m.

Real Estate Committee – Wednesday, May 3rd, 8:15 a.m. – 9:15 a.m.

Marketing Committee – Thursday, May 4th, 11:30 a.m. – 12:30 p.m.

Finance Committee – Tuesday, May 9th, 8:15 a.m. – 9:15 a.m.

CEDRR Mixer (Green Mountain Research Institute) – Tuesday, May 9th, 5:00 p.m. – 7:00 p.m.

Business Development Committee – Wednesday, May 10th, 8:15 a.m. – 9:15 a.m.

Events Committee – Thursday, May 11th, 4:00 p.m. – 5:00 p.m.

Board of Directors – Tuesday, May 16th, 8:15 a.m. – 9:15 a.m.

Legislative Breakfast (Southside Steakhouse) – Monday, June 5th, 7:30 a.m. – 9:00 a.m.



Board of Directors Meeting, Tuesday, March 21, 2023, 8:15 a.m.

Present: Raven Crispino, Russ Marsan, Jess Anderson, Maryanne Goulette, Mike Mitrano, Mike Doenges, Daniel Mora, Rolf Hirschmann, Nicole Kesselring, Kelley Robinson, Shana Louiselle, Sue Bishop, Karen Garrow, Alex Hilliard, Lyle Jepson, Tyler Richardson, Chrispin White, Olivia Lyons, Karly Haven, Lori Pinkowski

Meeting was called to order at 8:19 a.m.

Approval of minutes: Jess Anderson made a motion to accept the minutes of the February 21, 2023 meeting. The motion was seconded by Nicole Kesselring and passed unanimously.

Executive Director Report: Lyle turned it over to Tyler to discuss CEDS. Tyler was seeking approval from the Board to adopt the Comprehensive Economic Development Strategy (CEDS) plan Resolution. Adopting the CEDS specifically supports access to federal grant opportunities in a more streamline manner. Once approved, next steps are to figure out the governance of an Economic Development District (EDD). Jess expressed concern that Chittenden County would end up with the lion's share of the federal dollars and Tyler said that was a concern all around and it would be up to us to apply for the resources and use them. Russ asked if the Board could further assist and Tyler said, once approved, they may need help figuring out the governance of an EDD. Nicole made a motion to accept the Resolution. Maryanne seconded the motion and passed unanimously.

Mike Doenges outlined his plan to build better partnerships with the community to execute plans in a more organized fashion. He cited a recent inquiry to the possibility of a new movie theater owner which causes a ripple effect that supports city businesses. He plans on pursuing grant money that's out there but is untapped because Rutland City has not had the level of staff resources needed to apply for the grants. He will be working on a grant writer position for the city, something that hasn't happened in the past. Lyle thanked Mike for serving on the Board and for getting The Hub's technology up and running.

Real Estate: No report.

Marketing: Maryanne turned it over to Karly to discuss her work with the Concierge program. Karly said she has been focusing on compiling data regarding where people are coming from so we can focus our marketing in those areas. Six new people have moved here since January and eight families are looking to move here in the coming months. Housing is a problem. Olivia reported that she and Karly are working on refining their 10-page resource list for prospective and incoming families. Once finalized, it will be sent to Lyz Tomsuden to create a presentation of the information. There is a Meet & Greet with the concierges and new families to the area scheduled for April 26 from 4:30-6 at Roots. This will also include families who moved here to work for local businesses in the area. It was important to bring them to the area, but we also want to keep them here. Olivia reported on the mini mountain bike weekend for 2 pairs of people coming up on June 16-18. This weekend aligns with the Pride weekend celebrations and Killington's Mountain biking event. Thanks to Daniel, Business Show marketing has been translated in Spanish with positive feedback. Daniel along with daughter Daphne and co worker Luis will be on hand at the Business Show to help translate.



Events: Shana reported that Eric Mallette has stepped down from the Board and as Chair of this committee, due to his increased responsibilities at the Paramount.

- **Mixers:** Chrispin reported that all Mixer dates are booked through 2024 and the next opening he has is January 2025.
- **Business Show:** The Business Show is coming together – we are still looking for vendors and are hopeful we can fill the Rutland Rec Community Center. RYP will present to the vendors from 4-5 with the show opening to the public from 5-7. There also will be chair masseuses available for the vendors. We are in need of volunteers early in the day of set up, from 2-4 and Chrispin asked if anyone could be there, it would be appreciated. Roots will cater the event for vendors only.
- **Whoopie Pie Fest:** Merchants Row and Center Street will be shut down and we will be expanding activities and whoopie pie vendors plus more food vendors. We currently have three whoopie pie vendors signed up to participate. Mike Mitrano inquired about the Red Trouser Group and said he had another performance group who could be added to the line-up.
- **General:** The committee discussed putting in place a 3–5-year strategic plan for events and brainstorm new potential events and delegate planning responsibilities of new events to committee members. Also discussed was the possibility of changing the time of event committee meetings.
- **Other:** Regarding childcare at Mixers and other events - Chrispin reported he's had conversations with Head Over Heels and the Rutland Recreation Center about the possibility of them providing childcare during events and a big problem is getting staff to facilitate the childcare – there's a shortage all around. Jess asked about using senior citizens to help. Chrispin said overall it can be a liability issue.

Finance: No report

Business Development: Russ reported on the CSJ project and said that due to the short timeframe that the Housing Trust had to raise funds towards the project, the proposal for CEDRR to serve as holding entity had been removed from the table. The Rutland City TIF committee continues to pursue development projects that will provide evidence to the VEPC Board that a TIF District is an appropriate tool for the City. One target is the Lynda Lee site, which has been vacant for decades. Permission was received from the BOA to apply for a Vermont Community Development Program feasibility study. The goal is to determine the best and highest use for the site. Legislatively, Project Based TIFs, that would support smaller towns with one development project associated with one infrastructure project, did not make the crossover and will be presented again next year. The Northern Borders is moving forward at Phase II of the Industrial Park – more to come. As a follow up to the ACT 250 presentation, Lyle and Tyler met with the NBRC Board Chair and it was emphasized that additional staff is needed and timely customer service is the goal.

Policy: Representatives from Downs Rachlin Martin provided a mid-session review of what's happening in the legislature. Lyle reported that the Castleton University Rutland Advisory Board will be meeting on March 27. It is an opportunity for the University System President to communicate issues of importance

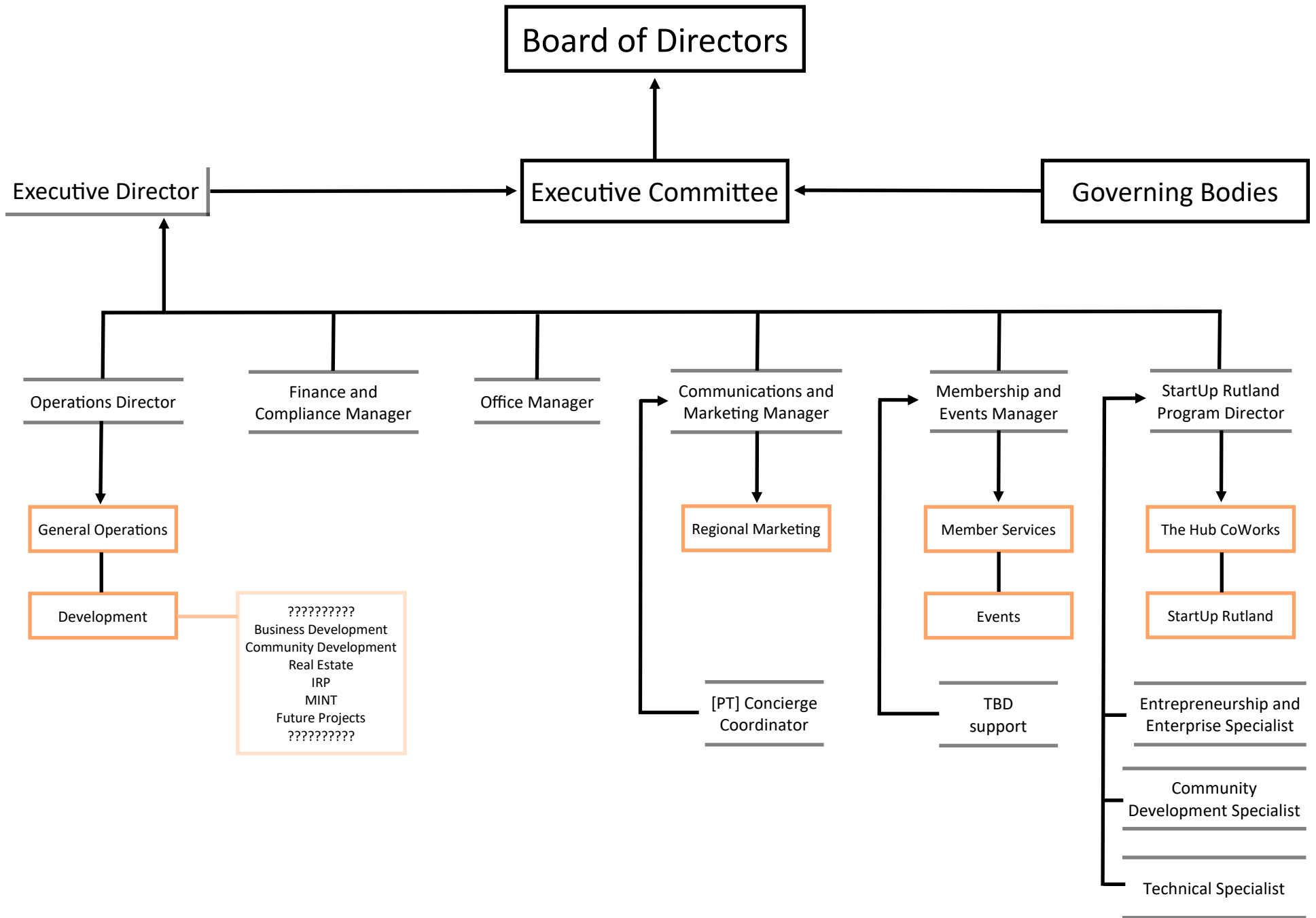


to the legislators, business leaders and Rutland region communities. This will be the first time they've met since June 2022.

DEI: Shana reported the committee was going to meet on Friday to look at the Strategic Plan they put in place and to review next steps. The committee will also discuss the most recent newspaper article relating to the Town of Ira / LGBTQ+ / Rutland Free Library topic. Ira voted down a request from the Library to fund the opportunity for all Ira Town citizens to use the Library free. The vote was very close (19-18) and included negative discussion about LGBTQ+ programming that happens at the Library. A motion was then made and passed to move the voting in Ira to Australian ballot so that more people would have the opportunity to vote. A Go Fund Me campaign raised well in excess of the amount requested, in support of the LGBTQ+ community and Ira citizens. A meeting subsequent to the vote, the Trustees accepted the Go Fund Me donation. Lyle attended the meeting, expressing support for the Library's programming and to ask what support the Trustees desired. They did not request support from CEDRR at this time.

New Business: Chrispin reminded people to attend the ribbon cutting for Euphoric Hair Experience on Saturday, March 25th at 5:00pm +/- . Owner La'Keiah Sanchez points out that her business is the "First and only Black-owned hair salon in Rutland, Vermont!"

Meeting Adjournment: President Louiselle adjourned the meeting at 9:22 a.m.



**Job Classification: Finance and Compliance Manager**

Revised 4/3/23

The basic function of the position is to support the Executive Director with a specific focus on the duties and responsibilities outlined below. The Finance and Compliance Manager is an exempt salaried position located in Rutland County. Professional development and travel may be required, and evening meetings may occur in addition to standard working hours. The Executive Director provides supervision and regular and ongoing feedback. This general outline illustrates the type of work that characterizes the job classification. It is not an all-encompassing statement of the specific duties, responsibilities, and qualifications of individuals assigned to the classification.

Characteristic Duties & Responsibilities

- Oversees and implements all State and Federal financial compliance requirements, ensuring all reporting and performance requirements are met.
- Attends state and other economic development meetings as assigned by the executive director.
- Works with the Executive Director to refine and implement strategies of the organization.
- Is responsible for audits, budgeting, accounting services, payroll, bank accounts, financial reporting, invoicing, leases, insurance, and contract services with the appropriate involvement of the Board of Directors, committees, and other staff.
- Supports the Operations Director with the activities of the Finance Committee.
- Serves on boards and committees which align CEDRR's mission at the direction of the Executive Director
- Attends meetings as the representative of CEDRR as assigned.
- Other projects and duties as assigned.

MINIMUM QUALIFICATIONS

- Education and experience related to supporting a fast-paced public office setting.
- Interested in meeting new people who have diverse interests and needs.
- Flexible and collaborative.
- Able to work independently; self-directed.
- Effective and efficient organizational skills.
- Professional written and verbal communication skills.
- Working knowledge of federal, state, and local funding opportunities.
- Working knowledge of office systems including QuickBooks, Microsoft Office, and Excel.
- Experience and/or interest in researching requested topics.
- Knowledge or interest in learning about economic development, local organizations, and the regional economy.
- Able to travel as requested.

**Job Classification: Operations Director**

Revised 4/3/23

The basic function of the position is to support the Executive Director with a specific focus on the duties and responsibilities outlined below. The Operations Director is an exempt salaried position located in Rutland County. Professional development and travel may be required, and evening meetings may occur in addition to standard working hours. The Executive Director provides supervision and regular and ongoing feedback. This general outline illustrates the type of work that characterizes the job classification. It is not an all-encompassing statement of the specific duties, responsibilities, and qualifications of individuals assigned to the classification.

Characteristic Duties & Responsibilities

- Oversees, implements, and documents all State and Federal performance requirements.
- Attends all state DED and other economic development meetings as assigned by the executive director.
- Conducts regular business and municipal government visits to determine needs with a specific focus on growth, actively leveraging State and Federal programs where appropriate.
- Seeks and coordinates grants relating to economic development strategies.
- Monitors, markets, and operationalizes CEDRR's Revolving Loan Fund to the full benefit of area businesses, with the appropriate involvement of the Finance Committee.
- Oversees the maintenance and marketing of a comprehensive list of business site locations.
- Works with the Executive Director to refine and implement strategies of the organization.
- Manages the activities of the Finance, Real Estate, and Business Development Committees, supports the executive director with Policy Committee work, and serves as support for the Board of Directors and Executive Committee at the direction of the Executive Director.
- Oversees the maintenance and development of the organization's real estate portfolio with the appropriate involvement of the Real Estate Committee and Board of Directors.
- Oversees the maintenance and updating of all organizational governing documents, policies, job descriptions, and PTO records.
- Serves on boards and committees which align CEDRR's mission at the direction of the Executive Director
- Attends meetings as the representative of CEDRR as assigned.
- Other projects and duties as assigned.

MINIMUM QUALIFICATIONS

- Education and experience related to supporting a fast-paced public office setting.
- Interested in meeting new people who have diverse interests and needs.
- Flexible and collaborative.
- Able to work independently; self-directed.
- Effective and efficient organizational skills.
- Professional written and verbal communication skills.
- Working knowledge of federal, state, and local funding opportunities.
- Working knowledge of office systems including Microsoft Office, Excel, Publisher, and Wordpress.
- Experience and/or interest in researching requested topics.
- Knowledge or interest in learning about economic development, local organizations, and the regional economy.
- Able to travel as requested.

[illegible]



Real Estate Committee Meeting Minutes | Wednesday, April 5th, 2023 | Via Zoom

Present: Nicole Kesselring, Sue Bishop, Mark Foley, Jr., Andy Paluch, Lyle Jepson, Tyler Richardson

The meeting was called to order at 8:16 a.m.

TIF Updates

The process among the Rutland City TIF working group continues as they pursue viable sites to consider for a district and potential eligible projects. Lyle will send the district brainstorming map to the committee. The group consists of Rutland City Aldermen, CEDRR, RRPC, and RRA, and they've hired White & Burke to move the project along. This is a long-term project that is expected to take some time.

VCDP / Lynda Lee Property

A potential site for a TIF district, the intention was to submit a VCDP application to fund a scoping study for development on the site. However, the program is overprescribed this round and we've been encouraged to apply in the fall, which better aligns with our timing for project preparedness overall.

112 Quality Lane Tenancy

All of the leases for the tenants in the building end in April 2024. Ann Clark has indicated an interest in continuing with their lease. It is expected The MINT will want to continue but we will need to discuss terms with them. Bodycote wants a reduction in space and a year-to-year lease. The committee discussed our goals as a property owner as it relates to our mission as an organization. We've always tried to balance the building as a necessary revenue piece but also an incubator for small businesses, a balance of mission and margin. The committee discussed getting commitments from Ann Clark and The MINT now and assessing what to do with the rest of the space going forward. Is The MINT interested in more space? What rates do we need to charge to maintain our budget while supporting the next phase of tenancy? The committee reiterated their disinterest in any year-to-year arrangements. We will all meet next Wednesday at 3:00pm on site to tour the space and discuss next steps.

Old Business

Casella Construction and Enman Kesselring worked earlier this year to insulate the water line beneath the parking lot, and both the City and Town are satisfied with the outcome.

New Business

None.

Adjournment at 9:12 a.m.



Business Development Committee Meeting Minutes **Wednesday, April 12th, 2023 | Via Zoom**

Present: Rick Gile, Jerry Hansen, Alex Hilliard, Alan Hochberg, Jenney Izzo, Traci Moore, Liz Weinmann, Mark Werle, Scott Graves, Lyle Jepson, Tyler Richardson

The meeting was called to order at 8:17 a.m. Jerry made a motion to approve the minutes from March 8th. The motion was seconded by Rick and passed unanimously.

VCDP / Lynda Lee Update

A potential site for a TIF district, the intention was to submit a VCDP application to fund a scoping study for development on the site. However, the program is overprescribed this round and we've been encouraged to apply in the fall, which better aligns with our timing.

Hub CoWorks / StartUp Rutland Update

Scott gave an update. Our first new hire, Mose Cassaro, is starting as the Entrepreneurship and Enterprise Specialist on April 3rd. He will be moving here from Manhattan sometime in May. Mose has a varied background and has worked with incubators, startup funds, and other ventures which have prepared him well for this role. Fleshing out the programming and determining the approach to seeking out the first cohort will begin imminently. The Community Development position is still open, as is a new technical position that will serve as front desk support, IT support, and participant integration support. We have been working with The MINT on a collaborative membership, putting out a survey to gauge interest among each membership group, and we are hoping to launch something towards the beginning of May. The Rutland City Board of Aldermen committed \$125,000 towards a venture and startup capital fund, and we are looking into ways to leverage the money by designing specific fund vehicles and/or combining local/regional contributions. Our goal is to keep the wealth that is generated right here in our region. Scott thanked Rick and Liz for sitting in on the interviews with Mose, and the group reiterated our interest in making Mose feel welcome. Representative Becca Balint recently visited and toured The Hub with local leaders and discussed housing needs, among other issues and priorities.

Old Business

We are showing the Real Estate Committee and the leadership of The MINT around the 112 Quality Lane building today. The MINT anticipates needing to grow and we'll have space opening soon.

New Business

The State Treasurer was in Rutland to announce the 10% for Vermont Fund, with 10% of State reserves put out for low-interest loans, particularly in areas involving climate change and housing. Rutland is teed up to pursue this money due to the work of the ad-hoc housing group and other groups.

Adjournment at 8:56 a.m.



Policy Committee Meeting Minutes | Friday, April 14th, 2023 | Via Zoom

Present: Ray Ault, Doug Babbitt, Daniel Mora, Cam Schaefer, Jennifer Scott, Lyle Jepson, Tyler Richardson, Andrew Brewer

The meeting was called to order at 12:02 p.m.

Downs Rachlin Martin Legislative Review – Andrew Brewer

Andrew gave an update on the state of the legislature. The Vermont RDCs meet every week to review large amounts of legislation. Project-based TIFs is not happening this year with many legislators pulling back on it. The 10% for Vermont Program was recently announced. The clean heat bill is working its way through and will probably be voted out of committee likely headed to a veto with enough votes to override if it comes to that. The ultimate goal is to incentivize less burning of fossil fuels but many questions remain on the impact on affordability for Vermonters. VEGI and TIF are important economic development tools that have seen a lot of scrutiny this session. The VEGI bill as drafted was designed to gut the program significantly but there have been many changes since, with a bill that has passed that the RDCs are content with and the major goal of extending the program was achieved. There were big concerns over transparency, and they created a study committee to look at the ways VEPC governs the program and ways to deliver economic development incentives better in general. There has been a lot of drama around the housing bill, with many of the original zoning and Act 250 changes proposed being diluted with many fearing it won't make a big enough impact. They've added a "homeless bill of rights" adding the definition of "unhoused person" to a list of protected classes regarding public accommodations, which is raising a few questions concerning enforcement. The childcare bill and paid family leave have made it out of the House, with each one representing a \$100 million price tag each per year to sustain the efforts. Both bills are popular but only one will make it through, with the childcare bill seeing momentum. This will likely be paid for with a .42% payroll tax split 75/25 employer/employee, a reappropriation of the child care tax credit program, and \$15 million identified by the Governor from the General Fund. The program would subsidize the cost of childcare for parents and subsidize an increase in salaries for childcare workers. Though the funding hasn't been fully decided, the childcare bill will move forward – the Governor is concerned about the impact on affordability.

Castleton University Rutland Advisory Board Update

The President of the Vermont State Colleges resigned effectively immediately earlier this morning.

Schedule Legislative Breakfast

We are looking at scheduling our final breakfast on Monday, June 5th, at 7:30am with the Governor. Tyler will follow up once the date is finalized.

Old/New Business

None.

Adjournment at 1:03 p.m.

DEI Committee
Minutes from Friday, March 24th 11:00am-12:00pm

Present: Shana Louiselle, Jeanette Langston, Olivia Lyons, Lyle Jepson, Raven Crispino, Traci Moore

Unable to attend: Brian Kerns, Thomas Franco, Daniel Mora

The meeting was called to order at 11:04am

The meeting began with a discussion of the Town of Ira vote on the Rutland Free Library's request for funding from the Town. Ira voted down the request. The vote was very close (19-18) and included negative discussion regarding the Drag Queen Story Hour program. A motion was then made and passed to move the voting in Ira to Australian ballot so that more people would have the opportunity to vote. A Go Fund Me campaign raised well in excess of the amount requested, in support of the LGBTQ+ community, specifically the Drag Queen Story Hour program, as well as the Ira citizens. At a meeting after the vote, the Library Trustees accepted the Go Fund Me donation. Lyle attended the meeting, expressing support for the Library's programming and to ask what support the Trustees desired. They did not request support from CEDRR at this time. Lyle followed up with Randall Smathers the next day.

The Committee discussed CEDRR's role and options that are available to support the LGBTQ+ community and how best to be an ally. Jeanette talked about what Social Tinkering is doing through the JEDI Program. Discussion included how to best support employers, who are CEDRR's members, with internal cultures of acceptance and belonging. Time was spent determining how to best create and communicate a toolbox of educational information that will prompt positive outcomes. Jeanette indicated that the grant that they have received will do just that, allowing for time to research and to help create an effective tool box of support. They plan to house it in an online format, tailored to Rutland County.

CEDRR will have access to the tool box and can then use its resources to communicate through CEDRR social media, websites (RutlandVermont.com and RealRutland.com), CEDRR's blog posts, and the CEDRR newsletter. How to best support Social Tinkering's work will be an ongoing conversation. It was generally agreed that it is important to collaborate on one process so that time, energy, and funding can be effectively maximized.

Actions that can show CEDRR's allyship include:

1. Educating staff, Board members and business members with guest speakers.
2. Attending meetings held by groups such as ARC, Vermont Adaptive, Rutland County Pride, Social Tinkering, NAACP, etc.
3. Utilizing CEDRR communication platforms to provide education and resources.

Based upon the discussion, Olivia will reach out to Mia Schultz (President of the NAACP) to learn about what the NAACP plans to do as part of Juneteenth, 2023. The committee can then discuss opportunities for CEDRR participation. Jeanette will present on Social Tinkering's upcoming workplan and opportunities to support their work.

The meeting was adjourned at 12:05pm

Next Meeting: Friday, April 14, 1:30 – 2:30pm

Agenda:

- Presentation on Social Tinkering/JEDI – Jeanette
- NAACP plans for Juneteenth 2023 - Olivia
- Other

DEI Committee
Minutes from Friday, March 14th 1:30pm-2:30pm

Present: Shana Louiselle-Chair, Jeanette Langston-Chair, Lyle Jepson, Brian Kerns, Daniel Mora

Unable to attend: Olivia Lyons, Traci Moore, Raven Crispino

The meeting was called to order at 1:32pm.

CEDRR DEI Overview: Shana provided the background on the CEDRR DEI committee's development and rollout. CEDRR is interested in creating a toolkit for the business community. Jeanette offered to present on the resources that Social Tinkering might bring to that goal.

Social Tinkering: Jeanette and Brian work together on the RRMCD DEI Committee. They are working on a gather-together social event. Collective work, socials, and events are how Social Tinkering focuses on their mission. They are working to complement the work of Rutland County Pride.

Belonging (focusing on eliminating loneliness), DEI and Economic Development go hand-in-hand. "Inclusion is about creating a better world for everyone." A sense of community is what encourages people to stay. People develop an economy.

All organizations should be working together and not in silos. Intersectionality should be encouraged. Social Tinkering values the lived experience presenters have by compensating them at speaking engagements and workshops. Making mistakes will happen and it needs to be safe to make them. Social Tinkering uses Data Driven Opportunity Statements. From there they have created a Community Living Statement.

Social Tinkering has a core leadership team of 10 people. They received a grant for \$150,000. They have eight health equity partners, each of whom received \$18,750 towards their project, following an application process. Community partners include businesses: CEDRR, RRMCD, Phoenix Books, etc. They will be hiring Abundant Sun. They will begin by focusing on individuals with special needs. With the funding that they have received, they will create online resources for learning and spreading belonging. Jeanette envisions an online hub for businesses and separate hub categories for other sectors of the community. A web developer will be hired to work on the framework. Social Tinkering will offer services to help community partners increase belonging in their circles of influence. Some will be free. Membership to the Rutland Belonging Collective will provide additional resources.

NAACP plans for Juneteenth 2023 – Olivia reached out to Mia Schultz, President of the NAACP. They have developed a plan for honoring and celebrating Juneteenth. They will have a booth at the Pride Celebration planned for Saturday, June 17th. The Pride Celebration will include closing Center Street in Rutland and creating a festival atmosphere. CEDRR has offered to help advertise the Pride Celebration.

Next Meeting: Friday, May 19th, 11:00am-12:00pm - Lyle will send out a new link.

Agenda:

- Outline what CEDRR businesses would find important for a website. For example: Terms, Resources – Books to read, Membership opportunities – newsletters to subscribe to, Examples of Statements of Inclusion, Examples of Action Plans, Examples of locations to advertise for a diverse audience, Creating cultures of workplace happiness – events, training opportunities, speakers
- Pride Festival – Jeanette
- Update on Vermont Prosperity Project – Jeanette
- New member discussion
- Other