



**Chamber and Economic Development of the Rutland Region Board of Directors Meeting**  
**Tuesday, May 17<sup>th</sup>, 2022 | 8:00 a.m.**

**Via Zoom:**

<https://us02web.zoom.us/j/85287569383?pwd=YXJXY1ZmaG80eUp0cTlHalFxOEI3dz09>

---

**Agenda**

- Call to Order John Casella II, President
- Approval of Minutes from April 19<sup>th</sup>, 2022 (pages 2-3) John Casella II, President
- Committee Reports
  - DEI Committee (see attached materials, page 4) Shana Louiselle, Co-Chair
  - Real Estate (see attached materials, page 5) Nicole Kesselring, Chair
  - Marketing (see attached materials, page 6) MaryAnn Goulette, Co-Chair
  - Finance (see attached materials, page 7) Karen Garrow, Chair
  - Business Development (see attached materials, pages 8-9) Russ Marsan, Chair
  - Events (see attached materials, pages 10-11) Eric Mallette, Chair
  - Policy Tyler Richardson
- Old Business
- New Business
- Executive Director's Report Lyle Jepson
  - Introduction: Dr. Parwinder Grewal, Vermont State University President
- Adjournment

**Upcoming Meetings and Events:**

Legislative Breakfast – Monday, May 23<sup>rd</sup>, 7:30 a.m. – 9:00 a.m.

DEI Committee – Friday, May 27<sup>th</sup>, 12:00 p.m. – 1:00 p.m.

Real Estate Committee – Wednesday, June 1<sup>st</sup>, 8:00 a.m. – 9:00 a.m.

Marketing Committee – Thursday, June 2<sup>nd</sup>, 12:00 p.m. – 1:00 p.m.

Finance Committee – Tuesday, June 7<sup>th</sup>, 8:15 a.m. – 9:15 a.m.

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

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

CEDRR Mixer – Tuesday, June 14<sup>th</sup>, 5:00 p.m. – 7:00 p.m.

Board of Directors – Tuesday, June 21<sup>st</sup>, 8:00 a.m. – 9:00 a.m.



## **Board of Directors Meeting Minutes | Tuesday, April 19<sup>th</sup>, 2022 | Via Zoom**

---

**Present:** John Casella II, Shana Louiselle, Karen Garrow, Nicole Kesselring, Jess Anderson, Sue Bishop, Amy Laramie, Russ Marsan, Thomas Maughs-Pugh, Greg McClallen, Traci Moore, Kelley Robinson, Ed Bove, Brennan Duffy, Fran Sun, Andrew Brewer, Patti Komline, Heather Starzynski, Olivia Lyons, Tyler Richardson, Chrispin White

The meeting was called to order at 8:02 a.m.

Motion: Russ moved to accept the minutes from March 15<sup>th</sup>, 2022. The motion was seconded by Karen and passed unanimously.

### **Executive Director's Report – Tyler Richardson**

Patti and Andrew reviewed the current state of legislation relating to the topics we've been monitoring. The House passed a budget but there is still much work to be done here, including determining a path forward for \$100 million of economic development recovery money, including the \$20 million VEDA forgivable loan program for small businesses. ACCD has been advocating for \$40 million to be added to the Capital Improvement Program, along with \$6 million in additional brownfields cleanup money – it looks like the CIP is not going to be funded but the brownfields will. Funding the worker relocation program is under consideration. They are pulling the language around project-based TIFs out of the legislation. An increase in the minimum wage to \$15 by 2024 is being advanced, which includes built-in increases thereafter based on 5% or CPI, whichever is less. A bill centered on the creative economy would create a \$17.5 grant program for creative businesses but this was reduced to \$5 million. There is \$40 million being considered in a workforce development bill that would allocate money to various groups, and there is frustration among some of the legislators that this doesn't include some sort of workforce systems design among multiple service delivery providers. There is a lot of overlap in discussions around the omnibus housing bill and the Act 250 bills in consideration, with both bills sharing similar language about how best to accelerate the housing developments desperately needed for the State. Other details being discussed within the Act 250 bills are new definitions of forest blocks, a reconfiguration of the road rule, changes to the elevation rule, exemptions for dense "growth centers" (downtowns, etc.), addressing duplicative layers in the process, and the creation of an Environmental Review Board – the feeling is the legislature is running out of time to make any meaningful decisions on Act 250, although some of these items are moving forward. There are a lot of housing development programs under consideration.

### **DEI Committee**

Shana reported the committee met in March to begin developing milestones to be met within the first quarter. They have invited Jeanette Langston from Social Tinkering to determine if there are any synergies between the work of this committee and Social Tinkering. We are looking to do a board diversity audit and inclusivity survey, which we will start internally and then perhaps expand to external stakeholders.

### **Real Estate Committee**

Nicole reported the committee didn't meet this month. Tyler reported the building at 112 Quality Lane is due to be paved this summer, and updated the committee on the intention of writing a grant to extend the water infrastructure into Phase II of the Airport Business Park.

### **Marketing Committee**

There was no meeting this month. Olivia reported they are working on the Feud marketing and encouraged the directors to get their tickets to attend.

### **Policy Committee**



Patti and Andrew presented to the committee and gave a legislative update. We have scheduled the Legislative Breakfast for Monday, May 23<sup>rd</sup>, at 7:30am at Southside Steakhouse.

#### **Finance Committee**

Karen referred to the minutes and the Q2 financials in the packet. The committee continues to discuss reformatting of the financial reports, and we have separated our bank accounts based on programming for better financial tracking. We still have money to lend with no applicants in the pipeline, and we continue to deal with a delinquent loan client in the hopes that an SBA EIDL loan that they applied for will come through.

#### **Business Development Committee**

Russ reported The Hub is moving along with an expected opening of early July – a sneak-peak video was shown at the CEDRR mixer last week. Rutland and Killington continue to work on their respective TIF districts. CEDRR and area housing organizations and developers are looking to do a feasibility study at the CSJ campus. An Airport Committee continues to look at ways to develop the airport, and CEDRR is holding a mixer there on June 14<sup>th</sup>. Brennan reported on the business pitch competition that was funded by the City and would like CEDRR to play a role in this project, which not only includes a cash prize but wraparound services for broad business support. We hope to involve The HUB in the pitch competition and leverage the program with other grants and donations to extend the life of the program. Brennan encouraged involvement in the Center Street plan unveiling next Monday.

#### **Events Committee**

Chrispin reported we are actively planning events again. We just held our first mixer at the Rutland Rec where over 100 people attended, and the Real Rutland Feud is scheduled for April 30<sup>th</sup>. Mixers have been scheduled for the next few months, and work continues on planning for the Parade of Heroes and Whoopie Pie Parade. People are excited to be getting together again.

#### **Old Business**

None.

#### **New Business**

Tom reported Vermont State University has hired its first president, and Tom is working to ground him in the Rutland Region and help him identify impactful community partners like CEDRR and others. Tom wants to introduce the new president to the CEDRR board when the time is right, perhaps holding an event. Tyler encouraged the directors to buy tickets to the Real Rutland Feud on April 30<sup>th</sup>.

**Adjournment at 8:57 a.m.**

## **DEI Committee Meeting Minutes | Friday, April 29<sup>th</sup>, 2022 | Via Zoom**

---

**Present:** Shana Louiselle, Bill More, Traci Moore, Olivia Lyons, Tyler Richardson, Jeannette Langston

The meeting was called to order at 12:03 p.m.

### **Social Tinkering Presentation:**

Shana facilitated introductions and gave a brief overview of the DEI Committee's formation and work. We've spent time focusing on education and training followed by creating a strategy and framework to identify ways to improve our DEI work internally, aligning our actions with our ideals. We have also been inviting community organizations to present the DEI work they are doing, which led to us inviting Jeannette to talk with us more about the work she's been doing with Social Tinkering. Social Tinkering is an organization addressing issues of chronic loneliness, which can have a major impact on the physical, mental, social, and economic health of a community. This work has resonated since the onset of COVID. They are organizing community spaces for safe, social gatherings for all people of all ages, prioritizing social connectedness. Aside from social programs, they also conduct collaboratives around different topics. She started the Rutland+ collaborative to build social connections among the LGBTQ+ community. Out of this work grew the JEDI (Justice Equity Diversity Inclusion) movement in January, and they have secured funding from Vermont for a part-time position to support this work as they bring resources and programming to the broader community. Social Tinkering is in the process of developing a board of core leaders and they will soon begin the process of visioning and strategic planning. They hope to use this as a model to take to other communities, hoping to go national at some point.

### **Committee Work:**

The committee discussed a board diversity audit for the CEDRR board, and some resources have been found to help us model our approach. A policy around board and committee roster building that addresses and reflects the type of representation we want was discussed among the group, and Tyler will research this more. It was also discussed that the photo of the CEDRR board of directors is not welcoming or inclusive, and we should take a look at reshooting it. The review of the five questions was tabled until the next meeting, which will be a working meeting and held in person. Olivia reported the NAACP has signed a letter of support for The HUB, and Lyle and Chrispin are attending a Business Roundtable breakfast for the Vermont Professionals of Color to share mutual DEI initiatives.

### **Action Items:**

- Update the board photo to be more inclusive
- Look for examples of an internal board representation policy in consideration of a board diversity audit

The next meeting is scheduled for Friday, May 27<sup>th</sup>, at 12:00pm at the CEDRR offices.

**Adjournment at 1:13 p.m.**



## **Real Estate Committee Meeting Minutes | Wednesday, May 4<sup>th</sup>, 2022 | Via Zoom**

---

**Present:** Nicole Kesselring, Andy Paluch, Heather Starzynski, Tyler Richardson

The meeting was called to order at 8:07 a.m. Approval of the previous minutes was tabled due to a lack of quorum.

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

We are moving forward with the NBRC grant process to extend the water access to Phase II of the Airport Business Park, having been invited back to submit a full application. We are anticipating a bigger, multi-year project through this grant program to not only extend the water access but also absorb development and construction costs for spec development to drive the development of Phase II.

### **TIFs Update**

Killington and Rutland City continue to move forward in their respective TIF processes. Killington has been asked to rescale its project for consideration for a TIF and is expected to go back to the VEPC board for consideration in May. Rutland continues its due diligence phase identifying potential projects and properties that could form a TIF district.

### **CSJ Update**

CEDRR, the Housing Trust, and the RRA visited the Rutland Board of Alderman at their last meeting regarding conversations we've been having about potential redevelopment at the CSJ campus. This is an ongoing effort to be proactive in driving the progress of the redevelopment of this site. Money was requested and approved from the City for a planning and feasibility study, which would include a public outreach process for broad community engagement. The money from the City would leverage other grants secured by the Housing Trust for this study.

### **112 Quality Lane Update**

No new changes at the building this month. Paving is scheduled for this Summer.

### **Committee Structure**

When REDC and the Chamber merged, we combined this committee and the Business Development Committee into one committee. Shortly thereafter, we encountered emergent lease considerations for 112 Quality Lane and reformed the Real Estate Committee. At this point, these two committees are covering many of the same topics, and the committee discussed re-merging the committees again. The committee felt having "real estate" in the title was important. We will forward this topic to the Business Development Committee for further consideration.

### **Old Business**

None.

### **New Business**

The committee discussed the VHIP program and the additional money recently put into the program and discussed the structure of the program and its advantages and disadvantages as it pertains to helping landlords improve their properties. There was much discussion on ways to support landlords as a way to improve our housing and rental stock, including wraparound services for landlords who need support dealing with the types of tenants the VHIP program requires for five years (homeless and at-risk populations, etc.), creating a database of multi-unit owners, among other ideas.

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

## Marketing Committee Meeting Minutes | Thursday, May 5<sup>th</sup>, 2022 | Via Zoom

---

**Present:** Bill Ackerman, Steve Costello, Brennan Duffy, Mary Ann Goulette, Lyle Jepson, Kim Peters, Greg Youkov, Olivia Lyons, Polly Mikula, Bill Moore, Kelley Robinson, Tiffany Saltis, Traci Moore

The meeting was called to order at 11:31 a.m.

### Equipment Purchase

Olivia Lyons told the committee about the SONY A7iii camera CEDRR recently purchased, which is capable of both video and still images. Brennan Duffy suggested sharing photos with partners and prioritizing photographs of young, vibrant people, living, working, playing, and spending money throughout Rutland County.

### Weekend Getaway

Olivia explained changes the subcommittee made to the Itinerary. Killington can no longer host Thursday evening's welcome and Friday's lunch. Amy Laramie is reaching out to mountain businesses. Mary Ann Goulette said we should involve the towns in submitting scavenger hunt ideas. Kelley Robinson says Trip Advisor has ideas. Olivia and Steve Costello will talk to Come Alive Outside about incorporating their new app. The total estimated cost is around \$15,000, including advertising.

### Campaign Outline Draft

Greg Youkov explained how our Google, Microsoft, and social media ads will work in sync. He is also creating an advertising plan, which he and Olivia will review next week. The committee will review that plan at the next meeting.

### CEDRR and Real Rutland April Analytics

Greg said CEDRR is working to improve email blasts by using A/B testing. He is also looking into adjusting our landing pages to make them targeted to the people we attract through ads. He is also making it easier to access useful content.

### Concierge Program

We discussed at length how to change the concierge sign up form to give us more data, but not discourage people from working with us. Radio Buttons that are not required were suggested. Polly Mikula suggested a pop-up that says something like, "by filling out more information it helps us, help you!" Adding something about winning a weekend getaway would also entice people to give more information.

### Other

Lyle thanked Bill Ackerman for helping make the Real Rutland Feud happen. Mary Ann thanked everyone else. Total money made from the event has not yet been calculated.

The meeting adjourned at 12:14 p.m.

Next meeting is Thursday, June 2, 2022, at 11:30 a.m.

### Potential topics

- Weekend Getaway
- Advertising Plan
- Concierge form changes (if any are made)



## Finance Committee Meeting Minutes | Tuesday, May 10<sup>th</sup>, 2022 | Via Zoom

---

**Present:** Karen Garrow, Jess Anderson, Scott Dikeman, Rolf Hirschmann, Chris Keyser, Andrew Simonds, Lyle Jepson, Tyler Richardson

The meeting was called to order at 8:17 a.m. Scott moved to accept the minutes from February 8<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. Tyler addressed a few questions about the reports from the previous meeting, including the alignment of the column formatting across the reports, examining the payables amount on the balance sheet and IRP YTD receivables, and determining the specifics of the advertising revenue. Tyler reported the FY21 audit is progressing

### **Revolving Loan Fund**

All loan clients are current on payments except for loan #108-01-01, where we continue to wait until the resolution of the SBA EIDL application process which is expected to wrap up soon. Tyler will reach out to the borrower to get an update and request payment and current financials and update the committee. Tyler reported on specifics related to increasing our loan loss reserve and recommended keeping our reserve the same for now. The client for loan #113-01-01 is in the process of refinancing some of their debt and, in the process, discovered that the collateral for our loan contains all of their equipment when it should have included equipment specific to the loan. The committee asked Tyler to look into this, adjust as necessary, and update the committee. Loan #109-01-01 is ballooning in June, and Tyler requested approving a renewal for this loan should the client prefer this, to which the committee agreed. We have had few inquiries and no new loan applications.

### **Old Business**

None.

### **New Business**

We are in line to potentially receive a USDA grant for equipment for The HUB, and Lyle is in the process of writing an EDA Build to Scale grant for The HUB. We have been invited back to submit a full application to the Northern Borders Regional Commission for work expanding the Airport Business Park. We will begin writing REDG grants in the usual July time. The opening of The HUB has been slightly delayed due to a delay in furniture delivery. Tyler and Lyle encouraged the committee to attend tomorrow's mixer and the Legislative Breakfast on May 23<sup>rd</sup>. The next committee meeting is scheduled for June 14<sup>th</sup>.

**Adjournment at 8:46 a.m.**



## **Business Development Committee Meeting Minutes** **Wednesday, May 11<sup>th</sup>, 2022 | Via Zoom**

---

**Present:** Russ Marsan, Brennan Duffy, Jerry Hansen, Lyle Jepson, Tyler Richardson

The meeting was called to order at 8:05 a.m.

### **HUB Update**

We are in line to receive a USDA grant for equipment and we will need to have a public comment period as a part of this that will occur at the next committee meeting at The HUB. Lyle is in the process of finishing the EDA Build to Scale grant. The opening of The HUB has been slightly delayed due to a delay in furniture delivery. We will plan on holding a mixer at the HUB in August instead of July.

### **TIF Update**

Killington and Rutland City continue to move forward in their respective TIF processes. Killington has been asked to rescale its project for consideration for a TIF and is expected to go back to the VEPC board for consideration in May. Rutland continues its due diligence phase identifying potential projects and properties that could form a TIF district.

### **CSJ Campus Update**

CEDRR, the Housing Trust, and the RRA visited the Rutland Board of Alderman regarding conversations we've been having about potential redevelopment at the CSJ campus. This is an ongoing effort to be proactive in driving the progress of the redevelopment of this site. Money was requested and approved from the City for a planning and feasibility study, which would include a public outreach process for broad community engagement. This process is happening quickly and should be concluded by September.

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

We have been invited back to submit a full application to the Northern Borders Regional Commission for work expanding the Airport Business Park.

### **Rutland City Business Pitch Competition**

Brennan reported on the business pitch competition that was funded by the City and would like CEDRR and this committee to play a role in this project, which not only includes a cash prize but wraparound services for broad business support. We hope to involve The HUB in the pitch competition and leverage CEDRR partnerships for the mentorship piece, particularly in the categories of accounting, legal, and marketing. Russ will reach out to some folks to gauge their interest and refer any interested parties to Lyle or Brennan for further information. This will help kickstart our mentor program for The HUB.

### **Committee Structure**

When REDC and the Chamber merged, we combined this committee and the Real Estate Committee into one committee. Shortly thereafter, we encountered emergent lease considerations for 112 Quality Lane and reformed the Real Estate Committee. At this point, these two committees are covering many of the same topics, and the committee discussed re-merging the committees again. We have a lot of initiatives coming up that involve real estate expertise, so





perhaps bringing the committees together but creating subcommittees to deal with emergent real estate issues is a good idea. This combines the resources of both committees while addressing specific projects with specific expertise. This is a similar structure to how the Events Committee operates. Tyler will reach out to Nicole Kesselring to discuss this further, afterward going to John Casella II for discussion.

#### **Old Business**

None.

#### **New Business**

Brennan reported the parklets got redeployed on Center Street with the plan to be put into use by Memorial Day weekend. Brennan reported the public engagement process was held a couple of weeks ago concerning the redesign of Center Street and they are still waiting on the final report from the consultants to be submitted. The Center Street survey is still open so there is still time to submit feedback. It was clear from the process that the community wants to see transformative change and something new on Center Street. Lyle encouraged the committee to attend the mixer tonight and the Legislative Breakfast on May 23<sup>rd</sup>. The next meeting will be on June 8<sup>th</sup> at The HUB.

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



**EVENT COMMITTEE MEETING, Thursday May 12, 2022, 8:00 am**

**Present:** Penny Inglee, Eric Mallette, Bill Ackerman, Russ Marsan, Chrispin White, Lyle Jepson, Olivia Lyons, Lori Pinkowski

- **FEUD**

The consensus was the event overall was a huge success. There was a lot of excitement in the crowd and among the teams. It was said the show was more of a comedy show than a game. Everybody participated. It was talked about that maybe we shorten it a bit perhaps getting rid of the Minute to Win It game. The Proposal took up more time than expected so that contributed. But overall the Feud was a success. A follow up meeting with the Feud committee will take place in the near future.

- **MIXERS**

The mixer last night at Rutland Beer Works was attended by about 25 people but Dale was happy and did a great job explaining the beer making process and people were engaged. A rep from the Humane Society was there and the winner of the 50/50 donated their winnings to them. There will be more internal talk on how to promote the mixers more to encourage a larger attendance. A few factors is that it was pretty much the nicest day we've had so far this year and perhaps some just wanted to go home and relax. Another factor is we are just starting these up again and people aren't into the routine of going to them yet. Eric suggested going forward if maybe some of the summer mixers could have an outdoor component to them.

A new component to the Mixers will be whoever enters their business card in the basket for door prizes will be entered into the Grand prize drawing at the end of the year. Prizes are still being determined. Email addresses from the Business cards will be used for the Newsletter to expand our reach.

Russ suggested that businesses who attend the mixer get some type of mention on our Social Media pages it's a business plug and could possibly generate a larger attendance.

- Mixer Schedule:

June 14 – Airport sponsored by Cape Air. The newest plane will be on display and the Rollin Rooster will be supplying the food.

July – Four Seasons Sotheby's in conjunction with their open house and ribbon cutting of new location

August – The Hub

September – New Story Center

October – Allen Pools & Spas celebrating Breast Cancer Awareness Month

November – possibly the Paramount – Chrispin and Eric to discuss

December – Heritage Family Credit Union



- **WHOOPIE PIE FEST**

All is moving along nicely. Lori is finalizing the website with Greg and that should be up and running soon. She has gathered all the local bakeries and collected addresses. Envelopes and sell sheets are made and will be sent out when website is ready.

- **FALL WEEKEND GETAWAY**

Set for September 22-25<sup>th</sup>. Promotion will start in June and July for applicants and they will be vetted for authentic interest in the Rutland Region. Eric mentioned there will be Paramount events happening that weekend which will add to the experience. Olivia is reaching out to Town Clerk's offices to get a list of places to send the visitors on a scavenger hunt so they can explore other parts of the region and participate for a chance to win a \$200 gift basket. This also shows the Towns we are truly working for them too.

- Next meeting will be in person at CEDRR offices on June 9 at 4:00 pm.