

Brattleboro Development Credit Corporation
-AND-
Southeastern Vermont Economic Development Strategies

2019

A N N U A L R E P O R T

GROWING TOGETHER



Photo: Kelly Fletcher

COVER: Mocha Joe's Roasting Co.

Ellen Capy, co-founder of Mocha Joe's, seated atop coffee beans bound for roasting. BDCC helped the company bring all of its U.S. operations to Brattleboro through site acquisition and financing, including a Vermont Building Communities grant and WCEDP loan.

BDCC & SeVEDS

Brattleboro Development Credit Corporation (BDCC) is a private, nonprofit economic development organization serving southeastern Vermont, including Windham County and the towns of Readsboro, Searsburg, Weston, and Winhall. As one of Vermont's 12 Regional Development Corporations (RDCs), we provide a full range of economic development services to the 27 towns in the Windham region to create a vibrant economy. SeVEDS, the Southeastern Vermont Economic Development Strategies group, was formed to take a strategic approach to the region's long-term economic conditions. SeVEDS provides strategic planning, research, and guidance for BDCC's innovative programs and initiatives. The work of BDCC is made possible in part by a grant from the State of Vermont through the Agency of Commerce and Community Development.



We rely on local press for engagement and outreach, and we were proud to receive the 2018 Brattleboro Community Television (BCTV) Community Partner award (BDCC staff at the BCTV annual meeting).

Message from the Executive Director

We do this work because we love it here. We interact every day with people who care about their communities the way that we do. We get to work with innovators, entrepreneurs, and the tireless doers who keep every town, business, and school humming along. We are also reminded each day that if we can't find new ways to leverage our assets and limited resources, this may not be a region where our children can build a life and thrive in the future.

Economic development is about choosing not to accept today's challenges as our destiny. Sometimes our work is bold, innovative action that gets headlines. Sometimes it's little things, like helping a person with a business plan or helping a local project find funding. Sometimes our initiatives are so long-term it's hard to explain the importance...until a project finally comes to fruition because we stayed focused.

With limited dollars to leverage we are motivated to spend wisely to produce great outcomes. Economic development, done well, brings investment to the region. It increases wages, regional stability, and the tax base. It empowers individuals and communities. It also involves such a wide variety of activities that we often hear it's "too confusing." That's the nature of our job. On a given day we are visiting a food production facility and meeting with colleges and local agencies to create a new workforce training partnership for entry-level jobs. We are helping a high school to create a career placement office, and a town to finance a community project. Our work is wonderful, diverse, and ever-changing, and it's never enough to meet every need.

A few essential ingredients enable us to get done as much as we do. Our great team goes above and beyond, every day. Our board and committee volunteers gave hundreds of hours last year to build a thriving region for future Vermonters.

We have also been intentional about increasing capacity to act regionally and increasing BDCC's focus on serving communities directly. We led the creation of the new 2019 Southern Vermont Comprehensive Economic Development Strategy (CEDS), which will guide us forward and focus efforts for maximum impact, as the last CEDS did so well.

Important projects with major impact require creativity and perseverance. This year we had a great example of this with the Long Falls Paperboard purchase of the Neenah plant. With 58 days to find a buyer or see 100 people laid off, we convened state and local partners to create a public-private partnership that kept the plant open and paved the way for environmental and energy improvements at the site. This project succeeded due, in part, to smart use of critical state and federal programs that help rural regions beat the odds. So many factors are stacked against us in the battle to sustain a jobs base that provides opportunity to Vermonters.

That was one big story. But every day we experience small successes and struggles. Even small actions can be transformative for the individuals we help, like connecting an aspiring lawyer attending CCV to a paid internship or helping one of our business tenants upgrade electricity to bring new equipment online. I wish everyone could see all of the stories underneath the successes, and the failures. To understand these inputs is to understand what makes a difference in our economy. It is always so difficult to select what we share in our annual report. I hope you will enjoy the stories we selected to illustrate the depth and breadth of BDCC & SeVEDS at work in the Windham region.

Adam Grinold

Message from the BDCC & SeVEDS Boards

The combination of BDCC + SeVEDS is key to our success. We approach rural regional economic development as innovative companies do, planning for tomorrow while striving to make a difference today. SeVEDS is “R&D”—analyzing conditions, anticipating change, and building long-term strategy to respond. BDCC implements the day-to-day work of programs and projects, achieving outcomes to improve the regional economy:

- We help people create new businesses, jobs, and opportunities;
- We connect people with opportunity in the Windham region;
- We connect towns, nonprofits, and businesses with the resources they need to grow;
- We help great initiatives, organizations, and businesses grow here; and
- We help employers find and develop the talent they need to succeed.

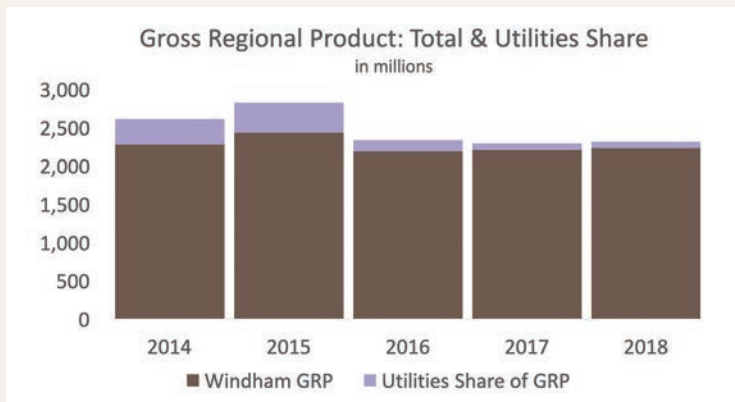
There is no clear roadmap for rural regions to overcome challenges, so we create our own—the 2019 Southern Vermont Comprehensive Economic Development Strategies (see page 9 for more on the CEDS). To move Windham forward, we must continue to evolve our programs and projects, guided by this plan. Please join us in celebrating the work of BDCC & SeVEDS and its impact on our region.

Bob Stevens, BDCC Board President, and Avery Schwenk, SeVEDS Board Chair

Regional Economy Overview

This fall, five Windham manufacturers were named among Vermont's 2019 top 25 for growth statewide. The success of these companies contributes directly to improvements in key indicators we track to understand how BDCC & SeVEDS actions create impact.

After the 2015 closure of Vermont Yankee (VY), Windham's Gross Regional Product (GRP) took a major hit. GRP is a measure of the market value of goods and services produced. While rising GRP does not uniformly produce rising wages, shrinking GRP generally depresses wages. This is why BDCC & SeVEDS focus both on retaining and growing “good jobs” that provide career and wage growth for people.



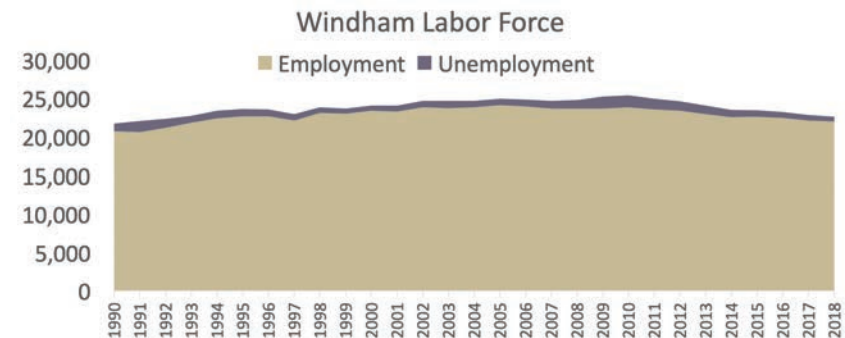
Source: EMSI Economic Modeling



Source: Bureau of Labor Statistics Quarterly Census of Employment and Wages

After the recession, Windham wage growth was strong compared to neighboring counties. This indicated progress toward a major objective of the 2014 regional CEDS plan: to improve wage parity with surrounding areas. Despite setbacks with the loss of 600 well-paid VY jobs and other notable layoffs and closures, the region saw a healthy rebound in 2017. Some notable layoffs and closures, including Vermed and the Hermitage, made it hard to sustain growth in 2018, but we anticipate that 2019 data issued in the coming year will reflect the successes and growth outlined in this annual report.

Our beautiful region benefits from a wealth of talented people, institutions, ingenuity, culture, and quality of life. Southeastern Vermont and the surrounding areas are home to a high-quality workforce that helps employers thrive and fosters a vibrant entrepreneurial base. As demographic trends reduce the working-age population, a top priority for BDCC & SeVEDS is to ensure we still have a strong, diverse, and well-prepared workforce to fuel a thriving regional economy.



Source: VT Department of Labor, Economic & Labor Market Information, & U.S. Bureau of Labor Statistics

Investing in Youth, Investing in our Future



One of the most impactful ways towns invest is through SeVEDS municipal funding, which is used to develop and implement important programs, like the new Pipelines and Pathways Program (P3). This ground-breaking partnership with educators has two BDCC staffers working directly with all four regional high schools. P3 expands existing BDCC activities—field trips, resume workshops, career fairs, and the Sophomore Summit—and adds new opportunities for students in and out of school. P3 leverages SeVEDS



funding with investment from the McClure Foundation, Vermont Community Foundation, Vermont Training Program, and Windham County Economic Development Program (WCEDP). From curriculum development to employer partnerships, P3 aims to improve career outcomes for every Windham youth through career awareness and readiness.



605 high school students took part in our programming in FY19



34%

of VT kids have a 4-year degree 5 years after high school graduation

(Vermont Student Assistance Corporation–VSAC)



Planning Works!

This year the Town of Brattleboro will make long-awaited water and sewer improvements to the Exit 1 Industrial Park, thanks to a new \$440,000 grant from the federal government (EDA). Named a Vital Project of the Windham CEDS over five years ago, the expansion will create system-wide improvements and help growing employers in the park. BDCC leveraged project development for a new use of a vacant industrial site, and for the CEDS plan, to help Brattleboro fund its infrastructure needs. This is SeVEDS &

179
new jobs created
1,886
jobs retained
in FY 19 with BDCC

\$415,924
state and federal
funds BDCC brought
to the region in FY19

BDCC at work: strategic planning to identify and focus on priorities, plus development expertise and capacity to implement. The town water system supports thousands of residents and much of the region's services and employment. A designated "Opportunity Zone" in Brattleboro helped secure this federal investment.

“Maintaining our aging infrastructure is a routine concern for Vermont municipalities. BDCC helps the Town of Brattleboro access state and federal assistance, which makes a big difference for the town and for taxpayers.”

– Patrick Moreland, Assistant Town Manager

Building Economic Resilience by Investing in Innovators

SeVEDS & BDCC foresaw the nuclear plant closure, anticipated lost jobs and economic activity, then planned and secured resources to respond. Through this work, the region set a national standard for building economic resilience, aided by the Windham County Economic Development Program (WCEDP), which funds strategic investment to replace losses due to Vermont Yankee's closure.



Saxtons River Distillery (left), founded 11 years ago in a Vermont barn, executed a major expansion this year with a \$350,000 WCEDP loan. The new facility quadruples production space and added a new tasting room and event space. Already an important part of the region's growing food and beverage sector, it is putting Brattleboro on the map as part of Vermont's burgeoning spirits industry. WCEDP also funded Whetstone Brewery's expansion on Flat Street.

With BDCC's help and WCEDP investment, Mocha Joe's purchased and renovated a downtown Brattleboro building to localize operations and provide space for other creatives and entrepreneurs. The new Hatch maker space serves woodworkers and those seeking to gain or increase mastery of wood crafts. WCEDP also funded locally owned WW Building Supply's expansion in Newfane.

Also with help from WCEDP this year, the Sustainable Energy Outreach Network (SEON) implemented a new workforce training program they developed with BDCC to deliver industry-recognized credentials for high-performance building construction.



SEON tour of a new energy-efficient development project by Windham Windsor Housing Trust.

883
jobs creation projected
due to WCEDP
investment

"The Saxtons River expansion adds capacity, new products, and staff: a beautiful alignment with the purpose of the Windham County Economic Development Program and a great addition to Windham County's thriving food and beverage sector."

— Joan Goldstein, Vermont Commissioner of Economic Development

Making the Impossible Possible: 60 days to save 100 jobs

Last fall when Neenah Paper suddenly announced closure, BDCC convened a public-private partnership that acted quickly to save the plant. State, regional, and local officials worked tirelessly to save 100 people from layoffs. BDCC assumed property ownership to expedite environmental cleanup, securing \$500,000 from the EPA for assessment and mitigation.

BDCC is also helping Long Falls pursue energy-efficiency goals, with help from forestry and wood utilization experts on a renewable energy biomass cogeneration project to power the plant. Long Falls and EPA investment have been matched with \$1 million from the Northern Borders Regional Commission for feasibility and design. If viable, the project will create much-needed outlets for local foresters and advance Vermont energy goals to substitute renewables for fossil fuels.

3,767,050
annual payroll retained
at Long Falls

"The collaboration and work to retain these 100 jobs is a great example of the shared commitment of state and local partners to keeping good jobs here in Vermont."

— Governor Phil Scott



Some of the state, regional, and local partners who made the Long Falls deal possible, along with Governor Phil Scott, who came to Brattleboro to celebrate the deal.

Investing in People

Tucked away behind Commonwealth Dairy, on a hill outside Guilford's Algiers Village, is a high-tech optical firm that's part of a local micro-cluster. Omega Optical, Inc. was founded in 1969 by Bob Johnson. You may not know Omega, but when you marvel at images beamed back from space, or get a clean bill of health from a medical test, you may have its products to thank. Keeping up with international standards and evolving technology requires ongoing training, so Omega worked with the Vermont Training Program to develop a plan and match the company's investment in six employees. Cutting-edge workforce helps companies stay competitive, which is why BDCC partners with the Agency of Commerce and Community Development to help employers of all sizes. Workforce training is one strategy to reach key CEDS objectives: to increase the quality of the workforce and raise wages in order to improve household incomes.



432 Windham residents trained by
the Vermont Training Program since 2014



Welcoming Creative Entrepreneurs

Visitors to the Cotton Mill's annual Open Studios glimpse the creativity that fills BDCC's buildings year-round. This includes unique startup businesses like Shapeshifters (right), who tapped into a nationwide market for binder undergarments serving trans, nonbinary, and genderqueer customers. Eli and Krista draw support from a vibrant local entrepreneurial community, and from BDCC business development and incubator support, which helps new companies pursue planned growth and invest in themselves through early stages.



The combination of supportive and affordable space plus business support helps attract creative entrepreneurs who could be almost anywhere and have chosen southern Vermont. Fifteen years ago Laura Zindel (right) relocated her made-to-order pottery business from San Francisco. When it outgrew her barn, she found 9,000 square feet at BDCC's Book Press along with business counseling at BDCC, which she credits with her growth: she distributes to 350 stores nationwide.



Two|One Ceramics (below) set up in the Cotton Mill just last year, when owners Elisa and David moved to southern Vermont to improve their family's quality of life. BDCC made it easy to upgrade their space and get up and running quickly to serve their designer clients back in New York.

1,167
people are employed at
90
companies in 1.1 million
square feet of facilities
owned or operated by BDCC



Bridging the Capital Gap to Help Companies Fund Growth

WW Building Supply is a growing family-owned business with locations in Wilmington and Newfane. Northeast Processing is a Brattleboro CBD startup with rapidly growing sales. Whitney Blake is a wire cable manufacturer in Bellows Falls with growing market share. BDCC helped all of these businesses expand this year, but each faces a challenge typical in rural markets: when it's time to invest in new or expanded facilities and equipment, access to capital is limited because the final project value can be below the project cost. Despite having highly supportive local lenders, other sources of private investment are limited, a disadvantage for rural businesses in comparison to those operating in larger markets.



Access to capital and new financial products is a high priority for BDCC in order to overcome these limitations. Rural economic development requires helping every business and employer that demonstrates a potential to thrive. BDCC facilitates investment from state and federal programs that help level the playing field for small companies. But more is needed. Building on the tremendous success of BDCC's microentrepreneur lending, along with BDCC's New Market Tax Credits projects at Chroma and G.S. Precision, BDCC plans to leverage its CDFI certification to expand development and financial services that will substantially increase our impact on the rural economy.

\$3,500,000
unmet identified need for small and micro businesses



Carl Christianson of Northeast Processing shows off the laboratory that allows them to offer a full array of extraction, processing, and testing services.

Photo: Kris Radder
Brattleboro Reformer

Growing the Rural Economy, One Great Business at a Time

Big Dreams Take Root as Startups

Three years ago, Chantal Tode had a dream, but no idea how to start a business. She participated in BDCC's INSTIG8's startup bootcamp. Despite working full time, she's steadily developed Vermont Artisan Pantry, which this fall will begin delivering beautiful gift baskets filled with hyper-local goods.

25%

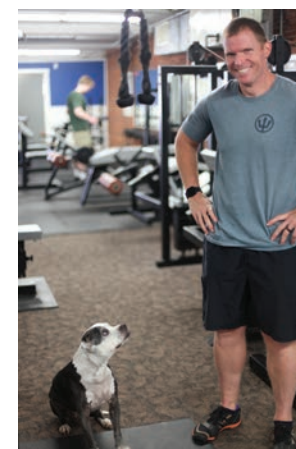
of the region's jobs are at employers BDCC helped this year

\$70,128 USDA funds lent through BDCC's MELP

INSTIG8 provides support to increase the odds of success for small businesses, thanks to SeVEDS and WCEDP investment. In FY19 this included five 802 Cups local meetups, a Stone Church Idea Jam, two Startup Bootcamp Intensives, and individual technical assistance for entrepreneurs. Through partnerships, INSTIG8 reaches hundreds more: small business finance with Community Capital; succession planning with Vermont Employee Ownership Center and Country Business; import/export with U.S. Commerce; the Wilmington Works "Make it on Main Street" business plan competition; and Road Pitch prep with Windham Grows.

A New Entrepreneur and a Successful Succession

When the Outer Limits health club owner wanted to retire, Mike Heiden saw an opportunity to turn his passion for fitness into a terrific side hustle. Mike, a firefighter from Guilford, financed the purchase through BDCC's Microentrepreneur Loan Fund (MELP), funded by the USDA. MELP provides nontraditional business lending along with technical assistance, perfect for new entrepreneurs like Mike, who has used the program to hone his Quickbooks skills and expand marketing. Since launching last year, MELP has financed expansion at Hermit Thrush Brewery and Vermont Student Loan Rescue.



1/3 of local business leaders will retire by 2030

Making it *Work* in Southern Vermont!

865
college
students
connected with
paid internships

188 
Stay to Stay visitors
welcomed to the region

65
recruitment
assists for high-
skill positions
via TERR

Recruiting Specialized Talent

Michael Knapp needed help hiring tech talent. Partnering with BDCC's Targeted Expertise Recruitment and Retention, he leveraged LinkedIn to find people with the right skills and a fit with the company's mission. Lukas found the opportunity from his home in Germany and joined the Green River team this fall.

Welcoming New Talent, and Their Families

Michelle and her partner were excited about an offer from BMH and a chance to move their family to Vermont. But finding the right home and community were critical to this family of six. BDCC's Young Professionals and TERR support helped ease the way to their new life in Dummerston.



Making Connections to Stick the Landing



Luis moved to the Brattleboro area as soon as he graduated college last year. Through the Young Professionals and TERR, Luis made connections fast and landed a job in IT. "BDCC made it so much easier to navigate the rural job market and meet people."

Launching a Great Career, Here

Lucy Smith, a Keene State student, was placed by BDCC's Paid Internship Program with the USDA office in Brattleboro as a Pathways intern. "I had a great experience overall and learned so much about work in my field."



People need opportunities & employers need people. The BDCC's Workforce Center of Excellence created a new brochure and a "Good Jobs" white paper in support of increased programming and partnerships for Windham workforce development. These resources can be downloaded from brattleborodevelopment.com.



Young Professionals Help Homebuyers

Four new households are searching for their Vermont dream home, thanks to BDCC's Southern Vermont Young Professionals annual first-time homebuyer class with the Windham-Windsor Housing Trust. YP also puts on monthly social events, an annual gala, tax prep with United Way, and financial wellness classes.



New Skills for Working Vermonters

At the 2018 Career Expo, BDCC helped connect 46 employers with 415 job seekers. Access to training and jobs provides a path to good wages, which is why BDCC facilitates trainings, conducts research to ensure real-time understanding of employer needs, and partners with key workforce development partners to help people build career success.



500 local job seekers helped at Career Expo and rapid response events

108 Young Professional members joined this year

67 employers participated in BDCC Workforce Center of Excellence events and programs

Below left, Stay to Stay visitors meeting with employers and realtors at a quarterly regional event BDCC helps organize in partnership with Vermont Tourism. Below right, Shane McFalls of Mondo Mediaworks and Morgan Casella from Dynamic Organics doing a video shoot for the SoVermont.com home page, part of the regional marketing and recruitment campaign and BDCC TERR, with funding from USDA and SoVermont's employer partners.

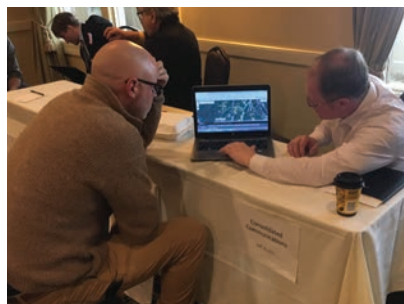


Helping Towns Achieve Economic Resilience

In June 2019, BDCC concluded a three-year capacity-building project funded by USDA RCDI. The goal was to increase the ability of local and regional partners to implement economic and community development initiatives that will help transform our region.

The Southern Vermont Economy Project delivered technical assistance and 89 trainings to over 1,000 participants. This year's third annual Southern Vermont Economy Summit convened 250 people, 12 workshops, and 50+ speakers including renowned sustainable development economist Joe Miniccozzi. SVEP's success is due to investment from many partners and 13 Windham towns through municipal SeVEDS funding, dozens of sponsors, and the 14 project partners from across southern Vermont. See the BDCC web site for a project overview and 32 archived webinars (with over 9,000 views so far!). BDCC has successfully reapplied for USDA funding to continue this important work. SVEP 2.0 will launch in early 2020.

In 2019, BDCC launched a new USDA-funded program, Community Facilities Technical Assistance. It helps with projects eligible to receive USDA Community Facilities financing with development and funding. So far 12 potential projects have been identified in nine communities.



Above left, SVEP convened three connectivity events for local officials and volunteers to advance town efforts and to highlight local needs to state officials, providers, and legislators. Above right, the Vermont Housing and Conservation Board and Vermont Community Foundation co-sponsored the SVEP grantwriting summit this spring: "Make Fund Finding Fun!" The event had 50 participants, including 12 experts who turned out to help communities and nonprofits.

216

*partners
worked with
BDCC &
SeVEDS*

29

*towns
participated in
SVEP trainings
and events*

2,356

*people took
part in BDCC &
SeVEDS events,
trainings,
and technical
assistance*

Innovative approaches to rural regional economic development:
BDCC won a Silver Excellence in Economic Development Award for the Southern Vermont Economic Development Summit from the International Economic Development Council (IEDC).



"The summit connected me with leaders in education and workforce development from all over southern Vermont. New partnerships like this help us to help more people."

– Katie Knaeble, Vermont Department of Labor Workforce Development Division and SoVermont Young Professionals Advisory Board Co-Chair



Some of the 23 honorees from the 2019 Emerging Leaders. Each year the two Southern Vermont Young Professionals groups (BDCC's SoVT YPs and Shires YPs) organize a recognition ceremony at the Southern Vermont Economy Summit.

BDCC BOARD

President – Bob Stevens, Founder & President, Stevens & Associates

Vice President – Tammy Richards, Country Business, Inc.

Treasurer – Debbie Boyle, Senior VP, People's United Bank

Assistant Treasurer – John V. P. Meyer, CPA

Steven Gordon, President & CEO, Brattleboro Memorial Hospital

Kevin Meyer, President, Mary Meyer Corp., PLLC

Craig Miskovich, Director, Downs, Rachlin Martin

Stephan Morse

Dan Normandeau, Agent, Berkley & Veller

Mark Richards, President, The Richards Group

Philip H. Steckler III, Principal & Director, CBI

SeVEDS BOARD

Avery Schwenk, Chair, Vice President & Founder, Hermit Thrush Brewery

Ashley Havreluk, Vice Chair, Mount Snow

Gary Fox, Secretary, Development Director, Town of Rockingham

Bill Colvin, Treasurer, Community Development Director, Bennington Regional Commission

Randy Capitani, Publisher, Deerfield Valley News

Paul Carroccio, Founder & President, TPW Real Estate

Peter Carvell, Vice President, Brattleboro Savings and Loan

Stephen Dotson, Project Manager, Resilient Design Institute

Josh Druke, Owner, WW Building Supply

Adam Grinold, Executive Director, BDCC

Wendy Harrison, Town Manager, Bellows Falls and Rockingham

Mary Ann Kristiansen, Director, Hannah Grimes Center

Konstantin von Krusenstiern, VP Development & Communications, Brattleboro Retreat

Drew Richards, Vice President, The Richards Group

Luke Stafford, Owner & Chief, Mondo Mediaworks

Bob Stevens, Founder & President, Stevens and Associates

Meg Streeter, Owner, Meg Streeter Realty

Susan Westa, Senior Planner, Windham Regional Commission

EFFECTIVE NOVEMBER 2019

Fiscal Year 2019 Income Statements Unaudited as of June 30, 2019

BDCC		SeVEDS	
Revenue		Revenue	
Rent	2,799,385	ACCD	25,000
Other	1,431,295	DED	25,000
		BDCC	50,000
		Other	94,236
Total Revenue	4,230,680	Total Revenue	194,236
Expenses		Expenses	
Operating	3,016,360	Contracted Services	172,300
Interest	426,975	Other	18,098
Depreciation	378,596		
Total Expenses	3,821,931	Total Expenses	190,398
Revenue Over Expenses	408,749	Revenue Over Expenses	3,838

SeVEDS contracts with BDCC to implement the projects and programs that advance the CEDS strategies. SeVEDS is a 501c3 nonprofit organization, BDCC a 501c6 nonprofit organization, each with separate boards (see side panel). BDCC & SeVEDS each undergo an annual audit, in preparation for the required IRS 990 submission, as well as a Single Audit per Subpart F of the OMB Uniform Guidance, if required. This rigorous, organization-wide audit is required for entities that expend certain levels of federal funds, federal grants, or federal awards in order to ensure compliance with federal program requirements.

“BDCC has demonstrated time and time again that they have the capacity to pull complex deals together, put in tireless hours, and bring together various partners to make projects happen.”

– Governor Phil Scott



BDCC STAFF

The New 2019 Southern Vermont Comprehensive Economic Development Strategies (CEDS)

To create the new 2019 Southern Vermont CEDS, BDCC & SeVEDS joined forces with the Bennington Regional Planning Commission and Bennington County Industrial Corporation, along with the grassroots Regional Economic Development (RED) committee for Bennington, the SeVEDS counterpart. Together, the partners conducted a year-long process to create a CEDS for the Southern Vermont Economic Development Zone, as established by the Vermont State Legislature in 2015.

The new CEDS incorporates input from 15 public meetings and focus groups held across Bennington and Windham Counties, as well as new economic research. It provides new goals and strategies to guide the region for the next five years. The draft report, associated research, and documentation can be found at BDCC's web site.

The CEDS goals are simple: strengthen business, support people.

The values driving this Comprehensive Economic Development Strategy are to increase prosperity for all by being welcoming, forward thinking, healthy, and outstanding.

The 2019 Southern Vermont CEDS outlines five main objectives:

- 1) Increase our Population: Attract more people to live in southern Vermont, to participate in the community and the workforce, and to support the business and civic environment.
- 2) Improve our Physical Infrastructure: Make the critical infrastructure improvements so that southern Vermont is resident and business ready.
- 3) Enhance our Social Infrastructure: Improve quality of life and stability for residents.
- 4) Expand our Business Infrastructure: Create an environment that will encourage more jobs and opportunities in Southern Vermont.
- 5) Develop our Economic Development Capacity: Enhance the ability for economic development professionals and partners to play a role in implementation.



“BDCC brings resources to our doorstep. Whether it’s help with a local business, meeting with state officials on broadband, or data to understand our challenges, our town can’t go it alone.”

– Sue Bailey, Readsboro
Hometown Alliance

Congratulations. Five outstanding Windham region companies made the top 25 list for the 2019 Vermont Business Growth Awards, sponsored by Vermont Business Magazine and Keybank!

Jamaica Cottage Shop, Inc.
(South Londonderry)
271.40%

Bradford Machine
Company (Brattleboro)
145.20%

Against the Grain
Gourmet (Brattleboro)
144.90%

Whitney Blake Company
(Bellows Falls)
129.80%

GS Precision, Inc.
(Brattleboro)
66.20%

SeVEDS Leads with Strategy and Insight. **BDCC** Builds Projects and Programs.



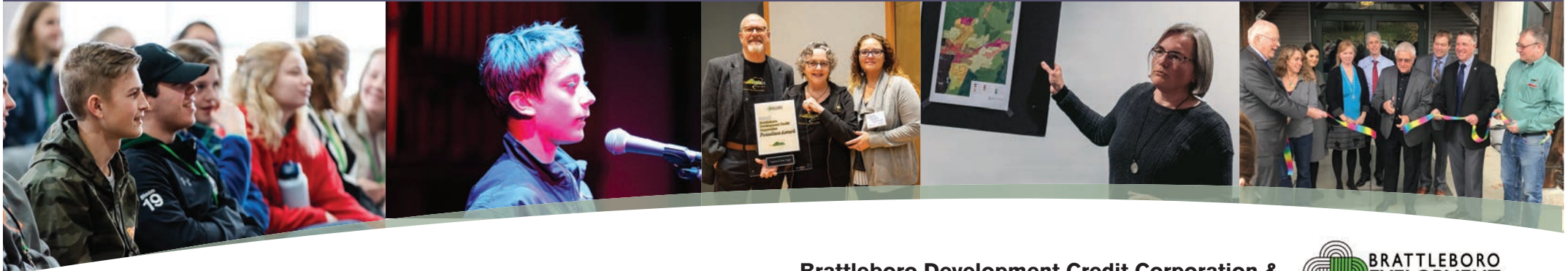
We leveraged
\$158,000
of RDC funding
for the state of VT

29
times

by securing
\$4,646,604
of investment and funding



that created
\$29,687,836
of regional impact



**Brattleboro Development Credit Corporation &
Southeastern Vermont Economic Development Strategies**

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