

2020

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

HOPE AND RESILIENCE



Brattleboro Development Credit Corporation

-AND-

Southeastern Vermont Economic Development Strategies

COVER: In March, due to COVID-19, nonessential BDCC staff began to work from home. Holding staff meetings by Zoom became a normal part of the daily routine and part of BDCC's digital strategy to adapt operations to pandemic conditions. Here staff are celebrating Executive Director Adam Grinold's birthday, and his love of hats!

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.

Bringing Relief to the Windham Region Is Our Top Priority

During the pandemic, BDCC has focused on ensuring COVID-19 funds reach as many local businesses and nonprofits as possible through education, outreach, and direct technical assistance. By September 2020, Windham County received the second highest level of VT CARES Act relief funds allocated to small businesses and employers – 30% more than the next county. Federal PPP lending is helping 901 organizations in the Windham region, which has 6.8% of the state population but had 8.1% of Vermont's PPP recipients. Awards under \$150,000 totaled \$27.7 million in Windham – 7.4% of the total allocated statewide. PPP awards of \$150,000+ in the Windham region represented 6.2% of awards statewide in that category.

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.

Message from the Executive Director

Last summer, as FY20 began, we hit the ground running. BDCC real estate was fully occupied, with major capital improvements and tenant expansions under way. Our high school career development program, Pipelines and Pathways, was in full swing with classes and field trips, and the Working Communities project was taking shape. Small business lending and technical assistance was expanding. The Southern Vermont Economy Project had just been funded anew so we could help more local projects come to life. These are just a few of the initiatives that were steaming along this winter, when COVID-19 arrived in Vermont.

It feels odd to reflect back on last year, given the ongoing uncertainty. We are in a true crisis. But we also have some experience in disasters, from the sudden devastation of Tropical Storm Irene to the slow retreat of dollars and people after Vermont Yankee's closure. We learned from these experiences the need to act quickly and commit to long-term response, to act together as well as strategically. Those needs are often in tension, which captures our daily challenge: we strive to ensure the BDCC team are making a real difference *today* while trying to understand what COVID-19 means for our *future*, what can be done about it, and what we do need to make that happen.

We stood up BDCC's COVID-19 regional Business Resiliency Program just days after the governor's first order to close nonessential businesses and schools. We launched weekly webinars to connect you, the region's people, with state officials and federal delegation staffers and with information on complex regulations and relief. We put in place a BDCC liaison system for every business and all BDCC tenants to have personal support in navigating the crisis. In 10 weeks we engaged with 444 local businesses and nonprofits who needed reliable information,

technical assistance, referrals, and moral support. We will continue providing information and support as state and federal relief is in flux. Ensuring Windham businesses, employers, and nonprofits access resources is our highest priority.

And for the long-term recovery? We are adapting programs and creating contingencies. COVID-19 challenges us to reconsider how best to advance our mission. This rethinking is informed by a recognition that we have an important role to play in advancing diversity, equity, and inclusion through economic opportunity.

Vermonters adapt. This has served us well, navigating a staged reopening while working to keep one another safe. There are more changes to come, and we will rise to the challenge. We are Vermont Strong for a reason: we continue to find ways to support our families, friends, neighbors, and local businesses as we always have, and in ways that go beyond anything that has come before.



Adam Grinold
Executive Director



Photo Credit Lorianna Weathers.

HELPING ENTREPRENEURS FROM START TO FINISH

BDCC works with entrepreneurs at all stages, from Idea Jam pitch events to major expansion projects. Through growth, struggle, and succession, we provide trainings, one-on-one technical assistance, lending, and referrals for businesses of all sizes. With COVID-19, BDCC immediately launched online weekly Business Resiliency Webinars and provided direct outreach to 444 businesses seeking relief.

In early 2020 we completed one of our largest projects – **BDCC's Chroma Technology Corp New Market Tax Credits expansion.** Even when COVID-19 slowed the economy, Chroma, like many manufacturers, was deemed "essential" because it supplies components for scientific research and testing.

For BDCC, working across diverse sectors helps ensure economic resilience in uncertain times. BDCC is helping the hard-hit service sector, hospitality, and education to find relief, but also working with companies for whom a "pandemic pivot" is possible. **BDCC's COVID-19 Business Resiliency** is providing technical assistance and education around relief programs and recovery strategies, helping Windham County access state and federal relief at exceptional rates..



Photo Credit Kelly Fletcher

BDCC real estate is also home to dozens of businesses and nonprofits. BDCC tenants at the Cotton Mill and Business Park (Bookpress) come in all shapes and sizes. When 2020 began we faced record demand for commercial and industrial space from new or expanding tenants. Then it got very complicated with COVID-19. BDCC worked with tenants who were struggling to come up with financial strategies, but the crisis has hit many of them hard. Some have returned to being home-based businesses, and some had the courage to close.



Vermont Vermouth joined the ranks of Windham's innovative food and beverage sector last year, with help from **BDCC's USDA-backed Microentrepreneur lending**, which comes with technical assistance funding that businesses can target to their specific needs.



Four "wantrapreneurs" pitching their startup concept at this year's **INSTIG8 Idea Jam**, hosted at the Saxton's River Distillery Tasting Room last fall. Becca Dixon (bottom right) launched her business after this pitch and is now at BDCC's Cotton Mill.



“Helping businesses grow is about relationships and assisting entrepreneurs in understanding and managing risk.”

– Adam Grinold



In FY20 BDCC had 43 incubated tenants receiving financial assistance and help with buildout of their space, valued at \$131,988.



Local students celebrated the **Robertson Paper Mill EPA cleanup ribbon-cutting** with Governor Scott. The reclaimed brownfield is now ready for new opportunities to take root. BDCC partnered with the Bellows Falls Area Development Corporation on this project.



For loyal customers at the Brattleboro Farmers Market, hot chai was a beloved weekly ritual disrupted by COVID-19. **Chai Wallah's** Neil Harley (above) making his custom spice blends at BDCC's Cotton Mill.

INVESTING IN GROWTH & RESILIENCE

With BDCC's help, **Back Roads Granola** secured a VT Buildings and Services grant for new equipment in order to expand production. Any growth phase creates new financial risk and the pandemic impacted Back Roads' wholesale (bulk) business, just as it was poised to grow. But as a **BDCC-incubated Business**, founders Peter and Virginia Vogel know they have a partner invested in their ability to scale safely. They are now expanding into new space BDCC renovated for them. This is just one example of how we leverage BDCC real estate assets to achieve our mission.



Mike and Kim Cosco bought the Putney General Store last summer, part of their retirement dream plan. They had help from BDCC's USDA Microentrepreneur Loan Program, which also provides technical assistance funding, as well as wraparound support from BDCC's head *INSTIG8er* R.T. Brown. Photo courtesy of Mike Cosco.

PANDEMIC, PIVOT, & FULL STEAM AHEAD

Custom Catch, a Deerfield Valley-based maker of custom embroidered gift products, was on a steady growth trajectory last year when it applied for **BDCC's USDA-backed Microentrepreneur loan**. When COVID-19 arrived, despite some advantages being an e-commerce company, it was forced to pause production as a nonessential business. As they worked to reopen and adapt to operate safely, Don and Donna McFadyen also had to regain customers and re-establish online marketing. Working with BDCC lending, which comes with generous underwriting, and technical assistance funding enabled these entrepreneurs to stay focused on restarting their business instead of worrying about finances.

When FY20 began, David Hiler was hosting tours at his new Flat Street **Whetstone Brewery** site, made possible in part by **Windham County Economic Development Program (WCEDP) lending**. Six months later, the fate of restaurants and hospitality hung in the balance. David leaned in to a business pivot centered on the Dummerston campground he purchased last year and is working with **BDCC's Microentrepreneur lending** to expand **Kampfires**, which provides socially distant vacation and hospitality options. For many entrepreneurs like David, MELP is a good fit to finance their pivot or new venture, especially with new lower interest rates approved by USDA this spring.



As part of an expansion strategy to increase market opportunities for local food producers of refrigerated, frozen, as well as shelf-stable foods, BDCC tenant **Food Connects** completed construction on 1,200 square feet of cooler and freezer space at the **BDCC Business Park**. It is continuing to grow, connecting local food producers with schools, hospitals, independent grocers, and business **food programs**.

\$255,829
in Microentrepreneur loans

has gone directly to Windham region businesses through BDCC's USDA-backed lending, along with another \$39,500 in technical assistance grants.

\$52.5
million in VY
recovery impact

The Windham County Economic Development Program deploys funds from the Vermont Yankee Nuclear Plant closure to reinvest in jobs and economic growth for the Windham region to overcome \$500M/year in losses from that closure. Over five years this program has invested \$6.2M in local businesses, put \$1.3M into grants for Economic Development partners, leveraged another \$43.7M in equity through new loans, grants, and private investment, to create and retain 1,358 jobs and \$45.1M in payroll. At \$4,565 per job, WCEDP return on investment outperforms job creation benchmarks which can range from \$16-30,000 per job.



BDCC entrepreneurship work receives recognition. R.T. Brown, BDCC's "Head INSTIG8er," was honored this year for his work in small business acceleration and growth with a Gold Excellence in Economic Development Award from the International Economic Development Council.

HELPING BUILD A THRIVING REGION, ONE COMMUNITY AT A TIME

The regional economy relies on regional systems. In southern Vermont, regional economic and community development initiatives cross town boundaries. Jobs draw people from all over. Visitors come and go from afar. Many “local” customers come from Massachusetts or New Hampshire. The systems that support our economy are often regional – broadband service, career education, public transportation.

BDCC & SeVEDS work to create a thriving region. To do this, staff collaborate every day with partners serving local communities. We convene, provide capacity, and serve as a bridge between local organizations and state or federal resources. During COVID-19 these connections became more important than ever. BDCC held weekly **Windham Economic Resiliency Team** webinars from March to June, directly linking local organizations with state and federal officials to provide real-time updates and ensure regional COVID-19 impacts were communicated directly.

Another key role we play is helping community-based organizations get resources. SeVEDS’ annual CEDS Project submissions highlight local projects, making them visible to more funders. One **2020 CEDS Vital Project** has already received a Northern Border Regional Commission award. Food Connects’ Food Hub expansion will help 80 farms and food producers reach new markets.



Regional connectivity gains momentum with help from BDCC Connectivity Summits. COVID-19 deepened the digital divide, underscoring the need for quality internet service to reach every Vermonter. BDCC supports regional and local efforts to develop local broadband solutions. We convened southern Vermont communities for three years leading up to Governor Scott signing the new broadband bill last summer (above), enabling support by the Regional Planning Commissions to form CUDs (Communications Union Districts). By last fall local communities were organizing. (Upper right – Wilmington gathering of local broadband committees and legislators.)



Local Projects Are the Building Blocks of Our Regional Economy

Whether it's a business expanding, a building rehabilitated, a new community center, or a new dental clinic, each local project is the building block of our local economy. Through our **USDA Community Facilities Technical Assistance** program, BDCC helps towns and nonprofits develop local projects. In FY20 BDCC provided CF assistance to Vernon Homes, the Whitingham Town Hall Access Project, and the Rockingham Fire Department as well as support for the Bellows Falls Area Development Corporation 21 Island Street Project.

BDCC works behind the scenes, at different project stages. We provide capacity to implement projects like the Bellows Falls’ **Robertson Papermill** cleanup completed this year. BDCC oversees a \$500,000 EPA project at the Longfalls Paperboard plant, and partnered with the Town of Brattleboro to bring \$440,000 of EDA investment to water infrastructure at the Exit 1 Industrial Park. We also help individual towns seek funding, like the Town of Vernon’s application to new **Federal (EDA) funding for nuclear host communities** to develop a strategic plan for Vermont Yankee site reuse. We provide research, like the **Brattleboro Economic Study** that the Selectboards and Planning Boards have been using to assess local economic development priorities. We also provide a suite of trainings, webinars, and technical assistance programming through the Southern Vermont Economy Project (see far right).

In partnership with CASP (Community Asylum Seekers Project), **BDCC’s Working Communities team** became a finalist for a Boston Federal Reserve grant program. If funded, the team will build a regional system to successfully welcome immigration and reverse demographic decline.



We are often asked how BDCC touches each town. For the November 2019 BDCC & SeVEDS Annual Meeting, we created a “day in the life” video. Visit brattleborodevelopment.org/staff/ to see us out in the field with our local partners like the Putney General Store’s new owners, Readsboro Hometown volunteers, and Mount Snow event planners. Shown here, BDCC’s Bobbi Kilburn with Gary Fox, Economic Development Director at the Town of Rockingham.



\$635,699
state & federal
funds administered
last year

BDCC has become increasingly focused on bringing new funds into the region to increase our partners’ capacity and fuel local projects. In FY20 BDCC helped secure an additional \$2.7 million in funding that went directly to other nonprofits and businesses – from the Northern Borders Regional Commission, USDA, EDA, CARES Act, CDBG, and multiple state programs. BDCC also worked on applications for future funding totaling \$2.2 million.

BDCC helps local partners develop skills and resources to navigate today’s crisis and bring tomorrow’s projects to life. Right, SVEP partners in a pre-pandemic community assessment workshop to identify local priority projects. Right, a free two-day SVEP financial management workshop in partnership with UVM Extension drew 28 participants in June.



The Southern Vermont Economy Project was launched in 2016 to strengthen southern Vermont’s network of partners in community and economic development.

In the first two-and-a-half years SVEP put on 89 trainings with 1,070 unique participants, including housing and connectivity summits. In early FY20 SVEP received a second round of USDA RCDI funding, enabling a re-launch last fall for another two years of programming through SVEP 2.0. With COVID-19, SVEP pivoted immediately to provide technical assistance to towns like Londonderry, Whitingham, and Brattleboro on hosting virtual meetings.

While the annual Southern Vermont Economic Summit was canceled, **Knowledge Bites webinars** are helping to prepare local organizations and municipalities for the pandemic’s economic impacts and to access relief.

34
webinars created
just for southern
Vermont viewers

Nearly 600 people have watched or participated in **Knowledge Bites webinars** on topics from registering a Vermont business to downtown funding opportunities. See all 34 videos at brattleborodevelopment.com/svep/

SVEP 2.0 has a stronger focus on local projects. It provides an array of resources to build local capacity in order to get more projects done. The planned **SVEP Project Development training series** has gone fully virtual, offering Project Stewardship, Grantwriting, Financial Management (see screen shots below), and Project Management workshops. Despite the disruptions of the pandemic, SVEP is helping our local partners regain momentum and be ready to hit the ground running on local projects as the crisis subsides. Upcoming trainings and workshops can be found at BDCC’s website.

“The Financial Management workshop was one of the best trainings that I’ve ever attended!”

– Jon-Michael Muise, Area Director, Rural Development, USDA



HELPING DEVELOP THE REGION'S WORKFORCE

People power the economy. People need opportunities, and employers need people. Whether BDCC is helping local students and workers improve career outcomes, welcoming newcomers who enrich our communities, or working with employers to develop and fund a new training program, our goal is a thriving and diverse workforce. BDCC's Workforce Center of Excellence invests in workforce development:

- We run programs for people including **BDCC SoVT Young Professionals, BDCC Paid Internships, BDCC Targeted Expertise Recruitment and Retention, and BDCC's Pipelines and Pathways Program.**
- **BDCC & SeVEDS Research** and planning provide data and strategies for regional action. Check out the 2019 **Southern Vermont CEDS** and **BDCC Hiring Needs Assessments** of real-time regional talent demand on BDCC's website.
- Partnerships are key. We partner with state programs like the **VT Training Program** to upskill local workers. We lead local initiatives like the **Southern VT Career Expo** and **Windham Workforce Development Network** so employers and service providers can work together to build the region's talent supply.



Please change to read: "BDCC works with local partners to welcome potential newcomers through Stay-to-Stay: the Downtown Brattleboro Alliance, Brattleboro Chamber, Southern Vermont Chamber, Mount Snow, Wilmington Works and the Town of Wilmington."



We welcome newcomers, supporting recruitment and retention through several partnerships and programs. Working with **Vermont's Stay-to-Stay program**, BDCC has welcomed 37 people visiting the region from as far as Alabama and Hawaii! This year BDCC helped establish a **Southern Vermont Welcome Wagon** Chapter that matches newcomers with local hosts. We also work to create new opportunities. Alexis McCallister, a Community College of Vermont student, contacted BDCC's Paid Internship Program to find a position in marketing and events. BDCC worked with Mount Snow to create an internship and a great experience for all involved. With the pandemic, BDCC doubled down on this personal approach to help nonprofits and businesses hire talented interns able to work remotely.

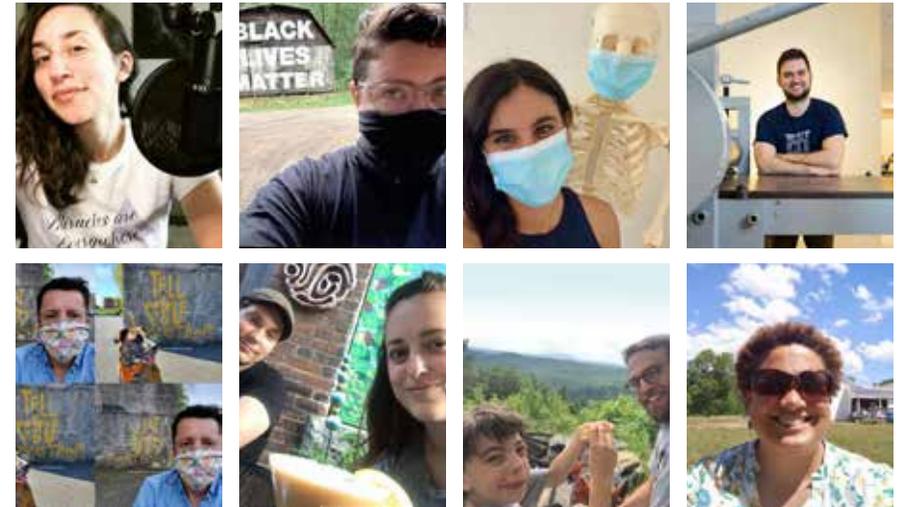


The employers helped by BDCC in FY20 provide

6,626

of the region's jobs.

Southern Vermont Young Professionals is a growing network for people building lives, careers and communities: Eight SoVTYPs were recognized as Vermont Business Magazine Rising Stars in November, including YP Coordinator Sarah Lang. Even with the annual Gala and Emerging Leaders event canceled, SoVTYP had a busy year with 140 members and 430 participants in 24 events. 31 Bennington and Windham YPs were recognized as Emerging Leaders and 8 awarded Vermont Rising Star this year. Despite COVID-19, YPs will keep staying connected and supporting one another, with the launch of a new professional development scholarship this fall.



Vermont Rising Stars

Follow @sovtyps on Instagram or join us on Facebook



The **Southern VT Career Expo** and **SoVermont Marketing and Recruitment** help employers attract talent and help locals access new opportunities. Pictured here are WFCoE Coordinator Alex Beck prepping the Expo and Brattleboro police at the Expo with BDCC's SoVermont recruitment brochure.





Pictured above, BDCC hosting the **Regional Workforce Summit** last fall. Left, a provider workshop being co-facilitated by VISTA Servermont service member Gabriel Sistare. Right, a supervisory training and certification provided to hospitality workers through a partnership between Northern Vermont University, VT Department of Labor, and BDCC. Below, students put on protective shoe gear for a tour at the Fullflex factory in Brattleboro.



“I was very pleased with the experiences my students had with Bridge to Brattleboro and look forward to more collaboration!”

– Pierre Morton,
Franklin Pierce University



Above, in January, 11 students from Franklin Pierce University visited with the **Bridge to Brattleboro** program through BDCC and the Town of Brattleboro's Diverse Workforce Committee. With fewer college students active in the region, relationships with institutions like Franklin Pierce are critical to attract and retain the talent employers need.

BDCC'S PIPELINES AND PATHWAYS PROGRAM (P3) TAKES OFF



Connecting kids with careers can change their future, and our future depends on them. P3's goal is to launch every Windham kid into life with a plan and the skills and knowledge to pursue it. About half of VT students don't pursue college upon graduation. For every student, regardless of post-grad plans, developing “soft skills” employers expect will help them launch successfully.

Above, the P3 Scope and Sequence illustrates the student's journey, from learning about career options through developing real-life skills like successful job interviewing. This tool provides a road map of experiences and activities to help students develop the skills and behaviors to achieve post-secondary goals.

Right, workplace visits are an important way for high schoolers to understand opportunities available to them. Pictured here, Christy Betit, the P3 Coordinator, with Rep. Emilie Kornheiser and students touring G.S. Precision in Brattleboro. P3 helps kids understand how to access the career pathways and helps them develop the skills they need to do so.



P3 was in full swing from September to March: 120 students went on field trips, 500 received classroom training. When COVID-19 halted in-person classes and field trips, P3 pivoted to provide online resume and interview training for LNA (Licensed Nursing Assistant) students at Vermont Technical College as they entered the job market. This summer P3 developed plans with educators to bring more online career content to high schoolers, including virtual workplace tours and mock interview practice. Whatever the coming year brings, P3 will adapt to prepare local kids for career success.

Austin Meeks, winner of the first **P3 2020 Windham Work Ready Award**, launched straight from high school into entrepreneurship (left).

BDCC BOARD

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Sue Westa, Senior Planner, Windham Regional Commission

Southern Vermont Comprehensive Economic Development Strategies: Embracing Change, Building Resilience

The 2019 **Southern Vermont Comprehensive Economic Development Strategy (CEDS)** guides everything we do. The values driving the CEDS are to increase prosperity for all by being welcoming, forward thinking, healthy, and outstanding. The CEDS goals are simple: **strengthen business, support people.**

Since creating our new CEDS, two major changes have occurred. The first is, of course, the COVID-19 pandemic. This summer, understanding the crisis would have long-lasting effects, we convened a special CEDS Supplement Working Group. Ten big thinkers spent five weeks examining the CEDS, making recommendations for reframing, and identifying questions that must be answered as the crisis unfolds.

This summer the second important change emerged: police violence, systemic racism, and insufficient progress on diversity and inclusion came to a head. National events and local activism challenged us to examine how our work and actions can demonstrate each day a commitment to the belief that **Black Lives Matter.**

Going backwards is not an option, especially if we want to achieve full recovery from the pandemic's economic impacts. Entrepreneurs will need help to "pivot." Towns and employers who need people must learn to embrace newcomers, fully. The work starts now. As we await the end of pandemic restrictions we are planning for that future, building the partnerships and strategies to carry us forward. Please join us in this work.

The SoVT CEDS Supplement Working Group:

William Anton, Windham Central Supervisory Union

Gordon Black, Town of Manchester

John Burnham, Kimpton Taconic

Peter "Fish" Case, Great Eastern Radio

Kelly Clarke, Centerline Architects

Sharon Crossman, Town of Londonderry

Gary Fox, Town of Rockingham

CJ King, Grace Cottage Hospital

Jude Smith Rachele, PhD, Abundant Sun

Elisabeth Marx, Vermont Community Foundation

Sixteen towns and 82% of Windham region residents voted to fund SeVEDS via municipal budgets in 2020 – the highest numbers ever. SeVEDS requests funding from each community at the same per capita level (\$3). These funds make BDCC programs possible and are leveraged to bring new state, federal, and private dollars to the region.



Highlights from the 2019 BDCC & SeVEDS Annual Meeting



*Susan Bailey (above) of Readsboro Hometown received the **SeVEDS Leadership Award for Excellence in Economic Development**, along with Omar Smith of Readsboro Broadband Committee (below with Jeff Nugent from the Windham Regional Commission).*



Rich Grogan (above middle), the new Executive Director of the Northern Borders Regional Commission, spoke at the Annual Meeting. Sheldon Scott (bottom), second generation owner of Whitney Blake Manufacturing, received the BDCC Founders award.

Photo Credits Lorianna Weathers.

We miss being out in communities and schools, meeting with small businesspeople and nonprofit partners every day. Personal relationships and connections are at the heart of everything we do, and we look forward to seeing everyone in person again! Until then, our office is open to you every day by phone, by Zoom, or by appointment. Please stay safe but stay in touch.



Clockwise from top left: Better Wheel Workshops in Newfane made this year's award for southern Vermont's Emerging Leaders; Rep. Welch and Governor Scott at the Robertson cleanup ribbon cutting; Dummerston residents at a BDCC & SeVEDS community info session; Stay to Stay visitors with local hosts at a fall event in Brattleboro; Marlboro Town Meeting has a moment of levity; and Wilmington celebrates the Old School revitalization with a joyous ribbon cutting.



Top: Sonnax and Whitney Blake in Bellows Falls welcoming high school visitors. Left: some of the P3 "think tank" that helped develop the Scope and Sequence.

Fiscal Year 2020 Income Statements
Unaudited as of June 30, 2020

BDCC		SeVEDS	
Revenue		Revenue	
Rent	2,986,850	DED	25,000
Other	1,150,247	BDCC	50,000
		Other	117,779
Total Revenue	4,137,097	Total Revenue	192,779
Expenses		Expenses	
Operating	2,853,687	Contracted Services	148,715
Interest	406,546	Other	24,594
Depreciation	367,367		
Total Expenses	3,627,600	Total Expenses	173,309
Revenue Over Expenses	509,497	Revenue Over Expenses	19,470

BACK COVER: BDCC staff members spend a lot of time engaging with partners and the people we serve. Before COVID-19 that meant time on the road traveling to communities and businesses. P3 Program Coordinator Christy Betit snapped this early morning shot on her way to work with high school students during their first period Advisory Time.

We leveraged
\$108,000
of RDC funding
from the state of VT

43
times

by securing
\$4,744,687
of investment and funding



that created
\$6,175,656
of regional impact

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

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SeVEDS
Advancing Southern Vermont