

TOWN OF SHELBURNE

Economic Development Report: Findings, Strategies, Recommendations July 2021

**Prepared by
Leckey Consulting, LLC**

**In Association with
Shelburne Economic Development Stakeholders**

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Scope and Methodology

The Town of Shelburne engaged Leckey Consulting to perform the following:

“Employee will plan and implement economic development activities for Employer. This will include engaging Shelburne economic development stakeholders to begin to build better community understanding around the concept of successful economic development, elicit ideas for plans and activities, discover potential community resources, and build input and support for short- and long-term economic development work. Employee will investigate the work occurring in other Vermont communities for potential ideas and activities and will engage other experts in small town economic, land use, or community development practices. As a result of stakeholder meetings, research and experience, Employee will recommend short term activities and strategies for ongoing economic development activities and plans.”

I set up 37 one-hour Zoom interviews that engaged 86 economic development stakeholders (Attachment 1) defined as anyone who lives, works, or invests in Shelburne. I searched for people from different sectors and roles in the community and spoke to people who were identified as participating in various groups including the Community School PTO, Rotary, Food Bank Board Members, Agriculture, SBPA members, Real Estate Agents, Developers, and several members of various Town Committees. I used a consistent set of questions (Attachment 2) to allow for assessment of overarching themes contained in the individual responses. I know from experience that listening to individual stories with consistent questions and insightful listening will reveal that which matters most to people and how they view the future of their community.

I summarized what I thought I heard from each interview and sent each summary back to the participant(s) and asked them to respond with any clarifications, modifications, or additional thoughts.

I encouraged frank conversations by ensuring confidentiality and removing names from the interview summaries though everyone - except one person - agreed that I could share that I talked with them. Another reason for removing names is that often a story, a comment, or an idea can be amplified or dismissed because of one's perception of that individual. Gathering insight and perspective from stakeholders is most effective when the compilation of the data is reviewed for what the total stories and data help us understand. All the interview summaries are in Attachment 3.

I also interviewed a selection of community leaders within VT – and one from Oklahoma - that were recommended to me as successfully active economic development communities and that had similarities to Shelburne in size and/or had a major road running through it. I asked them about their economic development organizations, activities, and observations about Shelburne. The summary of those discussions is in Attachment 4.

In my proposal to the Town, I recommended that a portion of the dedicated budget be set aside that I could engage other economic development experts in this project. I asked Tom Daniels, Professor of City and Regional Planning at the Weitzman School of Design at the University of Pennsylvania. His bio (Attachment 5) features expertise in land use planning, land conservation, and small-town community development. His expertise and sensitivity to economic development, land stewardship and historical preservation is a perfect fit for the culture and character of Shelburne. Additionally, Tom is a native of Vermont and spent many summers working at Shelburne Farms. He knows the area well. Tom is contributing his time and expertise to this project pro bono.

I also asked Tripp Muldrow of Arnett & Muldrow. The firm Arnett & Muldrow has worked with more the 500 communities in such areas as economic development market analyses, placemaking, branding and wayfinding. Tripp's bio (Attachment 6) reveals an accomplished planner with over twenty years' experience in a broad range of areas in the planning profession. Tripp's focus has been linking planning and community brand & design projects with successful economic development and community revitalization strategies in small and medium sized communities. He has worked with more than a dozen Vermont communities, including Burlington/Church Street Market Place, Waterbury, Montpelier, and Middlebury. Tripp is no stranger to Shelburne.

The consultants on this project have reviewed several Town studies and documents including:

Interview Summaries
Shelburne Interim Bylaws Outdoor Business – 2021

Regulatory Reform – August 11, 2020 - Initial draft action plan
Dana Hanley, DRB Coordinator. Nov 2020 Regulatory Reform Memo
Shelburne 2019 Town Plan
Pierson Library “Defining Shelburne”
Shelburne 2015 Business Study
EPA Shelburne Technical Assistance Tool: Sustainable Land Use Code Audit June 6-7, 2011
Shelburne 2010 Planning Department Town Wide Survey

The findings, conclusions and recommendation are a result of all the interviews, readings, research, and my community development experience. Some recommendations may at times seem duplicative or contradictory when individually compared; however, they are offered as opportunities to consider several choices to advance economic development. Readers of this document will note that the recommendations focus on building all types of economic development infrastructure – which in my judgement will most advance Shelburne business opportunities.

Tom Daniels and Tripp Mulder were instrumental in the development of this project and report. However, unless otherwise noted and credited to Tom or Tripp, these findings, conclusions, and recommendations stated herein are those of Leckey Consulting.

Strategy: Significantly Simplify Project Review Process and Modify Zoning Regulations

"The Town's first response (to business) is to come out swinging. There is no balance." Shelburne Small Business Owner - Professional Services.

I open with this quote because I have come to believe it captures the most immediate issue Shelburne must address as it considers its economic development strategies and actions. Given what I heard across the interviews, I would be remiss in not addressing it with the import I believe it deserves.

Overwhelmingly, I heard from all size businesses, commercial realtors, and developers that the combination of Shelburne regulatory/zoning/permit requirements, Town Government's perceived anti-business attitude, and costly and lengthy review process are negatively impacting current local businesses and preventing viable new business opportunities. Several non-business interviewees also commented upon their perception that Shelburne has a negative reputation for doing business. The “come out swinging” metaphor seems to capture a lot of what I heard.

I have talked to many developers and business owners on the issue of development, local government, and regulations over my years of economic development work in more than 150 small towns. And I used to be a business executive myself. I understand how business owners can overly complain about local government. However, the consistency and intensity of the perceptions and issues raised in the interviews are well beyond the norm and, in my judgment, the community's biggest obstacle to advancing economic development opportunities.

Interviewees and previous survey respondents love the character, architecture, and quality “look and feel” of the Village of Shelburne; they also love the open spaces, farms, and recreation. They often fear that development might change those beloved Shelburne qualities: they don't want “look like” Williston or South Burlington, filled with chain stores or industrial complexes that become an ugly commercial “strip”. Interviewees know what they don't want -- they are much less sure of what they do want except to express general support for locally owned businesses, a diverse mix of business services, restaurants, tourism, and to “have more” like the “south entry and Shelburne Green”.

“Town hasn't defined its vision that will guide its development future. Lack of blueprint. Change is going to happen, and the numbers will be something – not zero. But without vision and unifying decisions two things will happen: 1.) Uncertainty for residents 2.) investment decisions are made by the regulations and slow permitting. Opportunities will close.” Local CEO.

I have come to believe that this fear of change - of “what might happen”, coupled with a lack of clear vision of businesses that represent “good economic development”, has created a community culture of guarding the gates against developers. By default, the community has an overreliance on multiple regulations with lengthy and costly processes as its primary tools for economic development. All of this has contributed to perceptions of a negative business attitude and generates significant challenges for existing local businesses and barriers for attracting new small businesses. And these are the very entities that the interviewees and historical survey respondents consistently say they value, want to maintain, diversify, and welcome. The community has boxed itself in.

Business owners who want to change or upgrade their operations in Shelburne say that working with the Town government is onerously costly, lengthy, and unwelcoming. The development review process is perceived as a system built for NO, instead of collaborating on possibilities and working to YES. The community is losing desired local business investment and diversification because some businesses won't even try to tangle with the Town government or can't afford to meet the necessary requirements.

“The time and costs to Fiddlehead of their review process were more than I saw in the aggregate of 12 years of DRB work in another NE state.” Current Shelburne DRB Member.

Businesses and developers talk to their colleagues. It is the kind of information captured in the above quote that builds an anti-business reputation for Shelburne among developers and businesses. Examples were shared of businesses expressly stating they would locate in Shelburne because of this reputation. In my brief phone call with an owner of a currently vacant building and property on the RT 7 North corridor he ended the call by saying – “I'm just trying to sell the property and get out of Shelburne.”

If I were a resident, taxpayer, or government official, I would be concerned about the development projects the community never even gets a chance to consider because developers or owners won't even bring them to Shelburne for consideration. There are those who will claim that those projects that are financially viable will still come to Shelburne if they really want to be here and live with its regulations review process, and business climate. That is an outlook that does not appreciate the reality of risk/reward in development.

“It is not the regulations themselves – it is the negative culture and process that are the obstacles for opportunities to come to Shelburne.” Commercial Developer.

The saying is that time kills all deals. Extended timelines for review and potential approvals greatly increases the financial risk for developers: loans have call dates, sunk costs cannot be recovered, projected material costs change over time, market and environmental events can happen – all that can dramatically change the return on investment for projects.

Among the developers I spoke with, it is less the regulations and requirements than it is the time, cost, unpredictability and unwelcoming sentiments involved in the Shelburne development approval process. Additionally, the process has a reputation for interpreting regulations and definitions that do not adequately consider the inevitable gray areas that often occur in projects. Certainly, there are some regulations and requirements that are recommended for change later in this report. However, it is the approach and the process that is preventing Shelburne from enjoying more good economic development opportunities that also fit the needs and character of the community. Both can be done, as they are throughout many communities that strive to maintain a balance between community character, sustainability, affordability, and economic development.

Recommendations:

1. Make the current Interim Bylaws for Outdoor Business permanent. Residents highly value local businesses, and they would like to see more small businesses, especially restaurants. Help your local businesses thrive by allowing them to advertise with flexible signage, hold outdoor sales events, lower restaurant parking /table ratios, and allow open dining areas. In essence, don't require your local businesses to “hide” their businesses; let people see what they have to offer.

2. Tom Daniels is a nationally known expert in land use planning, land preservation, and development in small towns. He suggests the following adaptations to the current Village zoning requirements that will encourage Shelburne's desire for mixed use development while maintaining Village character:

“Setbacks, frontage, and height limits are tools to ensure light, air and openness and, historically, fire protection. However, the current Village zoning requirements for setback, frontage and height limit the building size that enhances the density of development, and financial viability for developers. The combination of zoning requirements does not encourage the mixed-use development that the community hopes to see. The following observations and recommendations offer more balance that will maintain aesthetics and safety needs while encouraging appropriate development:

- a. Most new commercial buildings in the Village are probably not going to be single use, except restaurants. Additionally, mixed use development is a good way to make the Village more walkable and provide additional affordable housing – both important values expressed in the interviews.
- b. Mixed-use buildings will need a larger lot coverage, say 40% or 50%, both to make a project profitable and to provide parking for residents and customers. The zoning in the Village requires setbacks for buildings from their property lines that are too long--typically 30 feet, and the lot coverage (buildings and other impervious surface) is between 20% and 30%. The result is too much open space and not enough building square footage. A 20-foot setback is recommended.
- c. For example, a commercial project in the Village requires a minimum lot of 15,000 sq ft. and a mixed-use project 20,000 sq. ft. With a 30-foot setback on all sides, not much land is left to build on, especially with the Village's 100-foot frontage requirement. A 75-foot frontage requirement is recommended.
- d. The setback and frontage changes will create more space for parking in the back of the lot area, a preferred design that is away from the front facing pedestrian areas.
- e. The lot coverage issue may raise concerns about storm water management. But the key factor is how the project site is engineered to manage stormwater -- trees and shrubs on the edge of the property to intercept storm water, grass swales, rain gardens, etc.
- f. Finally, the design of new development should not detract from the historic architecture of the Village. The Town should use a Design Review process as a check on the appearance of new development.
- g. At this time, it is not recommended to change the height limit of 35 feet. This is a two-story building. By comparison, a three-story building would encourage more mixed-use projects. Though most traditional small town main streets have three story buildings, this would likely be the most challenging change for the community to accept as fitting with the character of the Village. Therefore, the setback and frontage recommendations here should first be implemented along with other permit/review process changes recommended elsewhere in this report and monitored for the desired results.”

3. Empower more use of administrative review.

4. Change the zoning requirements for the Shelburne Green development, especially the Artisan Village, to the allow businesses more flexibility and opportunity especially for dining, retail/commercial ratios, and signage. The Interviewees frequently stated that the Shelburne Green/Artisan development is “good” economic development, an asset, and what Shelburne should have more of in the next 5 years.

5. Have an early technical review meeting (of Department Heads) for significant projects so applicants and the staff can vet and understand what works. Staff disperses all need approval letters and information to the Department Heads. Require Department Heads to complete letters within time certain – past said time frame approval will be assumed as granted.

6. Involve all committees that have a voice in the review process to engage at the start of the project review process. Set dates for expected committee comments/findings/input – past said time project moves on without additional committee modifications.
7. Eliminate regulation redundancy. If the state requires a permit, don't also force applicant to get the same local permit. Accept the state permit. Create exemptions for sign and maintenance changes.
8. Communication/transparency. When considering regulations, proactively and directly reach out to a percentage of potentially affected business/landowners with information and meeting schedules about the proposed regulations. This will help to generate more input and engagement from economic development stakeholders.
9. Create a "sidewalk fund" that allows a developer to transfer the costs of building a "sidewalk to nowhere" to a Town fund to use for future sidewalk easements or maintenance.
10. The Planning Commission and Development Review Board should meet twice a year to share issues and learnings that lead to agreement on regulatory changes and the streamlining of forms, meetings, and paperwork.
11. Cut the steps, paperwork, number of meetings, reports, and all that constitutes the review process by 50%. Such a bold goal forces a focus and decisions on that which is really needed to honor values which includes good development.

Strategy: Curate the Tourism/Visitor (T/V) Economy

(I always add "visitor" to the description of this economy. Too often people default to a conception of tourism as composed of people coming from far way, often drawn by big assets like the Lake or the Museum. However, any non-resident spending money in Shelburne is economic development. Understanding that definition expands the strategies and activities communities can utilize to "build tourism.")

"The Town and the tourism draws/institutions could work together more. Tie in opportunities for more tourism synergy by developing cross business relationships and collaboration. Other communities would kill to have the tourism draws we have". Resident & Developer.

Interviewees cite T/V as development that is good economic development in that it is of low impact, supports current local businesses, offers opportunities to bring in more small businesses (especially restaurants), and leverages many of Shelburne's high-quality assets. High quality local T/V assets cited most often by interviewees: historic buildings, Shelburne Museum, Shelburne Farms, Village Green, Teddy Bear Factory arts community, farms, lake, trails, and the Farmers Market. Many folks also highlighted the Artisan Village, Fiddlehead, Shelburne Winery, Shelburne Country Store, upscale shops, and the Craft School. Some wanted to make sure to mention that visitors are drawn to events at the Shelburne Fieldhouse and Little League Games.

Noted challenges to T/V are poor wayfinding signage, parking signage, traffic congestion, lack of coordinated business promotion and promotional community events, and business regulations hindering signage and outdoor business events. Consistently and overwhelmingly cited as the overriding issue is the belief that Shelburne has little collaboration, coordination, and integration of all aspects of community, business, and Town government assets to significantly promote, capture and build T/V.

Little perceived T/V promotion and collaboration likely explains the contradiction of two responses in the 2015 Shelburne business survey related to tourism: 83% said that they are not "heavily dependent" on tourism. Yet only 39.2 % said the Town does a "good" (highest choice) job of promoting tourism. More nuanced questions might determine how much and at what level businesses believe T/V would make a difference. ("Would your business revenue increase if more tourists/visitors came into Shelburne/Downtown/Village?"; "Do you believe increased tourism /visitors would bring more businesses to the community?") It is likely that the answers to different questions that also includes the word visitors would present different conclusions for the community than that drawn from the 83% of responding business stating they are not "heavily dependent" on tourism.

Additionally, interviewees overwhelmingly and enthusiastically cite Shelburne Farms and Shelburne Museum, and frequently cite the Teddy Bear Factory, as significant and unique community assets and huge draws for T/V. And more collaboration and integration between Town government, the community, and those tourism “Anchor Institutions” should occur to the mutual benefit of all parties. According to the executives of these organizations annual pre-pandemic visitors were:

Teddy Bear Factory - 60,000 visitors a year of which vast majority are out of state/Chittenden County.

Shelburne Museum - 105,000 visitors a year of which half are from out of state and most Vermonters are non-Shelburne residents within an hour’s drive. Most out of state visitors are from driving distance states of NY, Mass, and Connecticut.

Shelburne Farms – 140,000 visitors a year with the vast majority non-Shelburne residents.

Certainly, many in the tourism industry believe that it will take some time to recover from the COVID pandemic. Nonetheless, now is the time for Shelburne to invest reasonable resources, time, and collaboration to expand T/V:

- All 3 executives of these Anchor Institutions have agreed to meet with each other and the Town Manager to consider the potential for collaborating and coordinating resources and efforts.
- According to the Lake Champlain Chamber of Commerce: “Industry research indicates would-be travelers are seeking smaller cities, outdoor activities, and destinations within driving distance.”
- As of May 14, 2021, all domestic travel restrictions have been lifted. Travelers are free to visit Vermont with no quarantine or testing.
- WCAX – Shelburne Vineyards - Tasting Room Manager Kate Cartwright says ... “things have picked up rapidly since April.” They’ve seen record levels of visitors each day. She says the crowds are typically a mix of Vermonters and out-of-staters. “You can still get here by car without flying even from Jersey or Pennsylvania quite easily.”
- Vermont is the first state to reach 80% vaccination rates. State COVID – 19 restrictions expired on June 15. Vermont’s successful response to the pandemic – low infections, low deaths and high vaccination rate has the state in the public eye as a safe place to be.

Visitors Impact on the Local Economy – Market Analysis

Tripp Muldrow has conducted an overview market analysis of area demographic and socioeconomic data sets with a view of Shelburne visitor economic impact and opportunities. His analysis and conclusions are captured in the slides beginning on the next page.

Market Snapshot Overview

- Drive time analysis
- Demographics based on drive time
- Demographic observations
- Market opportunities based on drive time
- Considerations for next steps

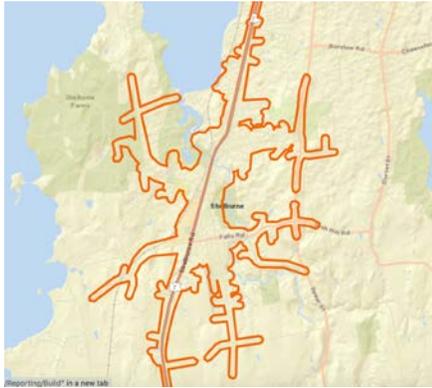
Market Snapshot Overview

This is simply an overview of the market dynamics and not a detailed study. It is designed to underpin the qualitative data gathered during the project with a brief quantitative analysis.

Data Source: Claritas Spotlight with interpretation by Arnett Muldrow & Associates, Ltd.

Drivetimes (Harbor/Shelburne)

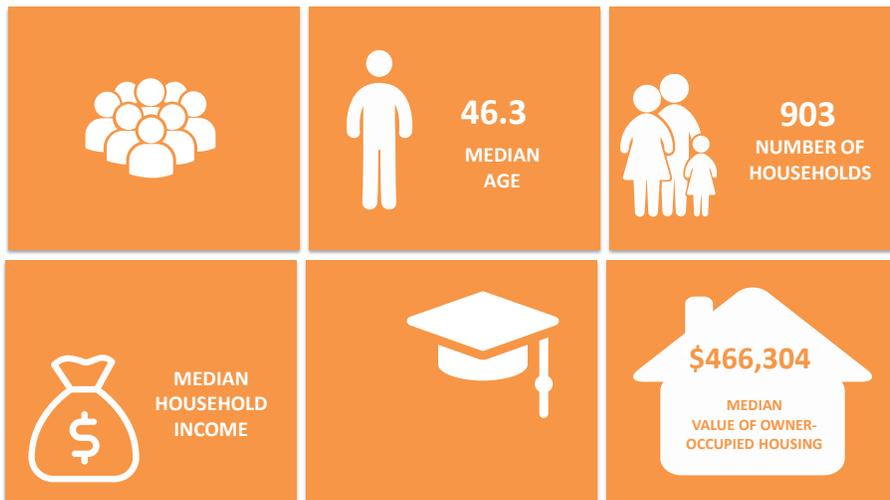
5-Minute
Drivetime



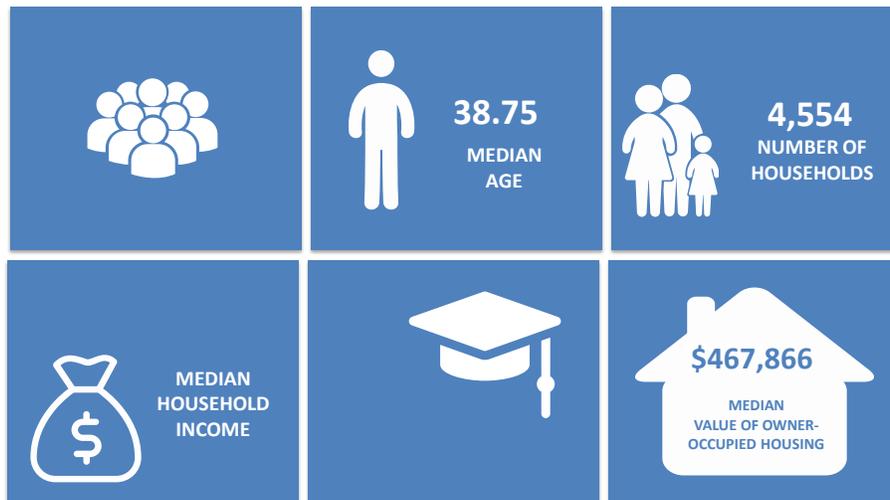
10-Minute
Drivetime



Demographics: 5-Min Drivetime



Demographics: 10-Min Drivetime



Observations

- The 5-minute drive time is a highly “localized market” while the 10-minute drive time gets into South Burlington and Charlotte.
- The population is expected to grow (unlike much of Vermont and New England). The 5-year growth projection is about 3% for both trade areas (not robust but significant).
- Income levels are “stratospheric” – over 50% higher than Vermont and the United States.
- Education levels and housing values mirror expectations for an affluent community. For example, median housing value is \$200K over that of Vermont.

Retail Leakage/Gain Analysis

RETAIL LEAKAGE

When local consumers buy more than retail and restaurants sell

OR

RETAIL GAIN

When retail and restaurants sell more than locals buy



Source: Claritas

Retail GAIN: 5 and 10-Min Drivetimes

	5-Minute Drivetime	10-Minute Drivetime
Stores Sell	\$72.1 M	\$391.3 M
Consumers Buy	\$51.4 M	\$271.7 M
Market Leaks / (Gains)	\$20.7 M GAIN	\$122.6 M GAIN

While we are looking at drive times, Shelburne Town is also a gain market. Online retail filtered out of the analysis. (End of 2019, online sales were 10% of all US retail sales. In June 2020, it was 16.1%. Kennedy Smith – Institute for Local Reliance.)

Observations

- Shelburne is a “gain market” and is *absolutely* dependent on visitors from outside of the area to sustain the retail/dining mix that happens in the market.
- Subtract the visitors (despite the affluence) 20-25% of the existing retail market would be unsustainable.
- Affluence affords the community the luxury of being selective in design, the market indicates that the community must be conscious of place to be appealing to visitors (which often is what is appealing to residents as well)
- Not all categories are GAINING.... Opportunities exist

Opportunities - A Note on Market Analysis Terminology

The North American Industry Classification System (NAICS) categorizes all industries nationally with a numbering system and naming conventions.

For example, retail coding begins with 44, each additional number is a subset of the smaller number so 445 is Groceries 44510 and 445292 is Baked Goods Stores.

The opportunities are presented with the “formal” NAICS title then elaborated with store types and more casual nomenclature suited to analyzing Shelburne’s market. www.naics.com

Opportunities (leaking categories in 10-min drive time)

- Home furnishings and furniture \$4.4 million leakage
 - Compatible with visitors
 - Small format with focus on furnishings not furniture
- Small opportunity to expand components of specialty food with focus on: meat market, fish and seafood market, and fruit and vegetable market.
 - Affirmation of Farmers Market
 - Ability to expand with existing retailers.
- Personal care, health, beauty stores \$1 million.
 - Focus on specialty personal care (bath, health food/supplements, cosmetics, optical)
 - Combine with services perhaps (day spa)
- Large gap in gasoline and convenience stores
 - Not saying this should be a use but it represents \$8 million in leakage
 - Quality village style store with convenience food/dining option.

Opportunities (leaking categories)

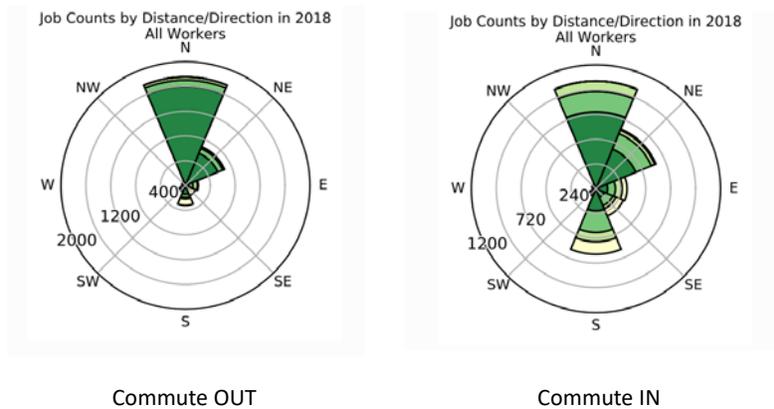
- Clothing \$6 million in leakage, must be highly curated (meaning specialty and high-quality clothing)
- General merchandise stores (read Dollar General) pent up demand of \$3 million. Shown so the community is aware.
- Limited service restaurants \$7 million in leakage.
 - This does not have to mean “fast food”
 - It could be smaller format non-table service type restaurants.
 - Could also be tied to “drinking places” (taproom, cidery, brewery) which is leaking in its own right by \$4 million.

Employment Analysis

- Shelburne has 3,042 jobs within the town.
- There are 3,363 employed people within Shelburne town.
- Commuting patterns are dynamic – 2,918 leave Shelburne each day to work while 2,597 commute in (only 445 live and work in Shelburne)

● Data Source: US Census On the Map 2018 update with interpretation by Arnett Muldrow & Associates, Ltd.

Commuting Pattern



Data Source: US Census On the Map 2018 update with interpretation by Arnett Muldrow & Associates, Ltd.

Commuting Dynamics

- Nearly all commuting out is toward Burlington/S. Burlington metro.
- Commuters in also come from Burlington/S. Burlington but from points south as well.
- Workers in Shelburne earn less, work in the service industry primarily, and are younger.
- Those who live in Shelburne earn significantly more, work in professional jobs, and tend to be older.

Data Source: US Census On the Map 2018 update with interpretation by Arnett Muldrow & Associates, Ltd.

Considerations and Next Steps

- A more thorough study would examine from where customers are coming and help curate a message for visitors and locals on the offerings in Shelburne.
- A more thorough study would pinpoint opportunities with sites in the community including three key opportunity areas:
 - “Highway” oriented retail/services north of Webster Road
 - Shelburne Village Center
 - Service/Manufacturing areas south of Marsett/Bostwick on Shelburne Rd.

Considerations and Next Steps

DAVID: I concur with your conclusions,

- The development process should be outcome oriented, clear, and serve as the best incentive for quality development in lieu of any other incentive.
- Marketing of opportunities as indicated in the study is good but clearly outlining a process is critical – they may even want to consider some planning “vignettes” to envision what placemaking might look like.

Placemaking Ideas



T/V Recommendations:

1. Become a Designated Downtown. This is explained fully in another section. Many of the T/V strategies and actions could be implemented by a Shelburne Designated Down Program.
2. Through the Town Manger, the 3 leaders of the area "Tourism Anchors" meet with each other and the Town to consider collaborative opportunities to leverage resources and action for mutual benefit.
3. Make the current Interim Bylaws for Outdoor Business permanent. Help your local businesses sell to T/V by allowing them to advertise with flexible signage, hold outdoor sales events, and open dining areas. Let T/V see busy places, opportunities to shop, and people having fun.
4. The business community/SBPA coordinates business promotions and ad campaigns tied to existing and new Shelburne community and anchor institution events.
5. Visit other VT communities for wayfinding success stories.

6. Invest in wayfinding infrastructure that highlights T/V attractions, parking, and local shopping areas. Invest first in parking wayfinding and incrementally experiment and build.

Special Note - Placemaking

Tripp Muldrow is an expert in placemaking as an economic development strategy that uses a community's public amenities to make economic progress. This approach focuses on the unique features of special places, building on existing assets, and using them to attract new investment and strengthen existing businesses. Placemaking can be a particularly for Shelburne as a curating tool in to capitalize on the T/V economy development as it entices tourism and visitors as well as entrepreneurs and new small businesses.

Given the values that matter to Shelburne residents, placemaking is especially suited for Shelburne. It is an environmentally friendly form of economic development. The walkable, bikeable, and transit friendly streets that are favored by the placemaking philosophy, recognizes and encourages a culture of sustainability. When creative open spaces are part of a community's identity, and therefore its development strategy, there is more impetus to protect them. Placemaking encourages the recognition of local artists. It also places importance on preserving local landmarks and significant architecture.

Experienced community development professionals also know that the work of building a place that visitors want to be equally builds a place that LOCALS want to be. Shelburne has the intellect, wealth, talent, physical structure, and built-in infrastructure to be BOTH a place for locals and a place for visitors. And as Tripp Muldrow's market analysis indicates, economically, it must be.

7. Invest in placemaking:
 - a. Ask State coordinator of Place Making program to visit Shelburne and suggest potential projects.
 - b. Aggressively apply for State Place Making/Historic Village tax credits and grants.
 - c. Build pedestrian friendly, walkable, and energetic environment. Start with easy pedestrian friendly experiments in the Village - set up flowerpots stationed between sidewalks and roads, add benches, hold pop up mini events in the Green, display art from museum, craft school and local artists. Longer term and where feasible considerations: widen sidewalks, build bump outs, erect ornamental light posts.
 - d. Consider free rent of the vacated firehouse to the Shelburne Craft School in exchange for leveraging the community reputation and infrastructure for arts and artists by visibly locating and expanding art opportunities in the core.
 - e. Prioritize investments in additional trails, sidewalks, and bike paths that connect Shelburne amenities, tourism anchors, and area businesses. For example, explore connecting the Teddy Bear Factory land to the Artisan Village with signage to the core. Explore path that connects Shelburne Farms to the Downtown. Explore Build Place Making spots on that trail/path such as immersive exercise/play equipment in collaboration with the Shelburne Field House.

Strategy: Become an Intentional Community of Economic Development Communication, Collaboration, Coordination

“Increase collaboration between all our sectors on behalf of economic development opportunities.” Shelburne Resident/Volunteer.

Professionals with experience in small town development know that a community's resilience is grounded in a community's vision of what matters, understanding their strengths, and leveraging their physical, resource, and human capital through intentional collaboration and coordination. It is both the glue and the power for successful economic development.

The Interviewees sense this. Sometimes expressed as integration, collaboration, connecting, vision, communication – interviewees overwhelmingly express the belief that the Shelburne community stands to unleash advantageous, untapped power through synergy. It is most often expressed as opportunities for Tourism/Visitor development by better integrating

the Town with the 3 major tourism anchors. It is sometimes expressed as hoping for more communication and clarity from Town government officials about a community vision for economic development. Some state that better connecting local artists and the Shelburne Craft School with local businesses and place making is a leveraging opportunity to draw tourists/visitors, enhance placemaking, and entice desired development.

Many local business owners express similar sentiments by saying that the business community itself should and could do more. As mentioned previously, the 3 executive leaders of the Teddy Bear Factory, Shelburne Museum, and Shelburne Farms have agreed to explore collaboration with the Town. Some local business owners acknowledge that they could more proactively communicate with the Town government about their concerns. They feel the current Town Manager and Select Board are more open to listening to their concerns. There is sentiment that local businesses should coordinate more, build their relationships, collaborate with other sectors, share information, and more intentionally support and promote each other and community opportunities.

Of special note: Interviewees recognize that in addition to its many physical assets, Shelburne has tremendous human capital. Shelburne has a great many talented individuals with intellectual firepower and professional skills. Community spirit and love of Shelburne is also often cited as valuable human capital assets.

Good news: I believe Shelburne has an opportunity to leverage more of its human capital. I use two interviews with seasonal homeowners as cases in point. One discussed investments he had made to preserve a Village historical building because of his desire to help maintain Village character and history. The CEO/Founder of a successful marketing/data firm volunteered to use his experience and connections to do more for Shelburne. I asked them if they would be willing to meet this summer, invite a few of their contacts, and add the Town Manager to informally meet each other and discuss mutual interests and possibilities. They both agreed. I “e-introduced” the two individuals who exchanged information as the start to hoped-for collaboration. I have had similar discussions with other residents of talent and firepower who are willing to explore possibilities.

Clearly, Shelburne residents love their community as evidenced by the many volunteers engaged in separate committees, projects, and programs. However, compared to communities with ongoing, successful, and proactive economic development efforts that I have worked with, Shelburne, as the Interviewees realize, should do more to intentionally Communicate, Collaborate, and Coordinate.

To make this happen, Shelburne needs a Quarterback – a point person dedicated to ongoing intentional collaboration, convening, and facilitating community physical and human assets in support of an always evolving local economy. To assume that both recovering from the pandemic and developing opportunities will be driven by individuals, small businesses, developers, and town officials acting independently ignores the proven experience of what makes good economic development happen.

Recommendations:

1. Become a VT Designated Downtown. This is explained fully in another section. Long term communication, collaboration, and coordination activities are cornerstones of the VT Designated Downtown Program.
2. In the short term, the Town engages an individual to follow up on interviewees’ interest and abilities to share their talents, skills, or firepower. Coordinate and organize the Town/Business meetings recommended elsewhere.
3. Town Manager takes up the offer of the 3 leaders of the area "Tourism Anchors" to meet with each other and the Town to explore collaborative opportunities.
4. SPBA sponsors ongoing business mixers to build relationships, communicate information, and coordinate opportunities.
5. The SBPA organizes the local businesses community, The Shelburne Crafts School, and the arts community to coordinate business, placemaking, and arts opportunities.
6. The Shelburne business community communicates more proactively and consistently with Town government officials about concerns, issues, and opportunities.
7. The Planning Commission and Development Review Board meet twice a year to communicate issues and learnings that lead to agreement for regulatory changes and the streamlining of forms, meetings, and paperwork.
8. When considering regulations, the Town commissions proactively and directly communicate to a percentage of potentially affected business/landowners with information and meeting schedules about the proposed regulations.

9. Select Board develops a simple economic development mission statement based on the Town's priority principles for economic development that is communicated broadly and serves as a general guide for strategies and decisions.
10. The next Comprehensive Plan develops a significant section addressing Economic Development.

Strategy: Engage in Proactive Economic Development. Change “Anti-Business” Perception

“We view proactive economic development as a public good. Fostering community vibrancy is like any other service of fire, water, safety. Promoting quality of life.” Dominic Cloud. City Manager, St. Albans.

The proactive work noted here combines the strengths of Town government and a proactive economic development “specialist” operating independently of Town government. This focuses Town government on its comparative advantages that will advance good economic development including assembling important data and information, building and maintaining important community infrastructure, exploring and investing in place making work, and reforming its development regulation system. Currently new inquiries for business principally enter Town government through either the planning department or the Town manager.

An independent specialist relieves Town staff of the ongoing activities in responding to and pursuing initial inquiries of interest or new opportunities. Another advantage of this arrangement is initial inquiries can be handled confidentially and privately as may be preferred by the interested parties. The specialist can organize and facilitate meetings with other helpful community members and Town officials. They can proactively contact and share information and opportunities with commercial real estate agents, landlords, and developer. They can work with Town staff to help opportunities become reality through the necessary town processes. All of this is best achieved by a specialist independent of local government.

As important as the above, the Select Board, Commissions and Town Staff must proactively, consistently – and repeatedly - communicate to the business community about positive changes, decisions and actions taken that reflect positive, proactive economic development. The perception of an anti-business attitude has been long in the making. And though we businesspeople like to share our complaints more than the good things, the good things will get out if it is pushed out. As stated above, business talk with peers and colleagues. But it will take time.

Recommendations:

1. Town engages a business development specialist to begin proactive communication and outreach to business community.
2. Town continues recent efforts in building and communicating a more positive business development culture. Proactively communicate what you change and do. Then when you think you have communicated – do it again in a different venue. Repeat.
3. The Town establishes and maintains a vacant lands survey of commercially zoned land.
4. Town planning offices offers business community regulations and process workshops and mutual learning discussions hosted in the Town offices.
5. Town maintains a list of nonoperating and unused properties.
6. Business community/SBPA maintains a list of all currently operating Shelburne businesses – including home based businesses - and nonprofits with employees.
7. SPBA organizes ongoing business mixers.
8. Ongoing collaborative discussions and information sharing occurs between the Town, commercial real estate agents, developers, commercial landlords, building owners and local business owners.
9. Select 3 business sectors that are “leaking” retail \$ and pursue by collaborating design review with developers, agents, and business owners.

Strategy – Become a Vermont Designated Downtown (DD)

Though this strategy is listed last – it is the second most important action Shelburne can take in pursuit of enhanced economic development. It is last to serve as the opportunity to summarize how to implement many of the recommendations in this report.

The Designated Downtown program helps to preserve the historic character and enhance the future of medium- to large-sized historic centers. Since 1999 Downtown Designation has provided communities with financial incentives, training, and technical assistance to support local efforts to restore historic buildings, improve housing, design walkable communities, and encourage economic development.

Municipalities that receive designation collaborate with local non-profit downtown organizations supporting efforts through funding, staff, partnerships, and volunteers. The downtown program utilizes the Main Street America approach which is a proven strategy that encourages communities to take steps to enact long-term change, while also implementing short-term, inexpensive activities that attract people to the downtown and create a sense of enthusiasm and momentum about their community.

“...the years of community volunteers working together – and celebrating successes – have (fostered) a sense of pride and community connections that reach well beyond the business districts.” Mary Means – Founder, Main Street America.

The 4 operating strategies of the Main Street America program after which the DD program is modeled are all relevant to Shelburne:

ORGANIZATION involves creating a strong foundation for a sustainable effort, including cultivating partnerships, community involvement, and resources for the district.

PROMOTION positions the downtown as the center of the community and hub of economic activity, while creating a positive image that showcases a community’s unique characteristics.

DESIGN supports a community’s transformation by enhancing the physical and visual assets that set the commercial district apart.

ECONOMIC VITALITY focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

Once a community becomes a DD, VT state staff provides training and resources to assist the municipality and the downtown organization to help familiarize managers, board members, and local officials with the downtown program and how to best develop an action plan for downtown community development.

This is the combination of work I believe best suited to galvanize Shelburne economic development. DD builds relationships in the business community, community, and local government. It is proactive. It believes in preserving and enhancing local character, investing in historic buildings, and building T/V economy – all values held by Shelburne residents. For its success it depends upon communication, collaboration, and coordination – critical elements for Shelburne. It uses a Quarterback – point person proactively making it happen.

As I began to research noted active and seemingly vibrant communities in Vermont that seem to be a close fit to Shelburne, a consistent theme emerged. They are almost all DD communities.

“If you want to create energy and action, promote your community and economic development, the DD program is critical.” Ron Redmond. Vergennes City Manager. Former Director of Church Street Marketplace.

Attachment 4 summarizes the discussion I had with other communities in Vermont that were recommended to me by Interviewees, Town officials, or state staff as vibrant communities of size and similarities to Shelburne. (It also includes an award-winning neighborhood in Tulsa, OK. I contacted that community because it was highlighted as a community engaging in successful downtown development work AND a major road running through the middle of the community.)

The Waterbury DD executive stated that the community did not lose a single business during the double impact of the pandemic and the main street construction. In fact, 11 new or expanded businesses occurred during this time frame. (It is relevant to note that she has these exact numbers at hand.) Not resting on success, they are now pouring cement for expanded wayfinding signage. They are in constant motion.

Specifically highlighted by the DD towns is their access to state transportation grants reserved only for DD towns. The flexibility of the use of these grant funds including sidewalks, wayfinding, signage, bike paths, park benches, ornamental light fixtures, etc., fits exactly into Shelburne T/V place making activities noted elsewhere in this report. The funding for this program was increased from \$1.5 million to \$5 million this fiscal year.

The DD executives also emphasized the value of their access to ideas, information, and activities shared within the DD network. The DD network is organized by state staff to connect regularly for mutual support. They said this support was critical during the pandemic as the network shared information with ideas about helping local business including how to help them access federal and state business relief packages, pivoting operations, and adjusting to online and curbside sales. They shared successful techniques that were working and counsel on how to adapt them to their own communities. Helping their existing small businesses – a core group repeatedly admired and supported by Shelburne Interviewees.

Critically important for Shelburne is that DD has a Quarterback – the point person who proactively and intentionally communicates, builds collaboration, coordinates people and assets, and implements many of the recommendations in this report. A Shelburne DD organization will make also be able to assist the assist local business, nonprofits, and the Town apply for state DD and Historic Village tax credits and grants, and similar federal funding opportunities. It is possible that this will allow Shelburne to get its “piece of the financial pie”: The VT Village Center Manager noted that beyond a recent project the Shelburne community has not taken much advantage of the Village Center program grants and tax credits.

If Shelburne consider joining the DD program, I recommend it do so with a fully supportive budget that is mutual commitment between the Town and the business community that funds a program independent of Town government. A fully supportive budget with staff who is not a Town employee provides the resources to develop the DD program AND serve as the community’s proactive economic development/business ombudsman/advocate working on new opportunities with realtors, developers and interested small businesses.

“Of all the Vermont communities I have worked with, Shelburne is the most obvious one to be a Designated Downtown community.” Tripp Muldrow. Principal, Arnett & Muldrow who has serves as a Main Street consultant for communities across the country.

Recommendations:

- 1.) Ask the DD state coordinator to present the program full benefits and requirements to Town officials and economic development stakeholders.
- 2.) Identify a local community volunteer who will organize and drive the DD application.
- 3.) Start the application process with the state.
- 4.) The SBPA serves as the legal and fiduciary agent and important organizing collaborative leader with Town government of the DD application.
- 5.) Establish/Raise funding for a DD program/economic development staff. The annual budget is set at \$100,000 of which the Town creates a yearly line item for a \$50,000 a year allocation with the other half matched by \$25,000 yearly in business membership and \$25,000 in events, fundraising, and grants.

PS: Affordability

I must mention the almost universal sentiment of “affordability” expressed by interviewees. This concept touches a spread of concerns from housing, to barriers to young families moving to Shelburne, to equity, and to allowing for a diversity of businesses services and needs that offer choices across the socioeconomic demographic.

The issues of “affordability” expressed by the interviewees are beyond the scope of this project. Nonetheless, increasing the commercial grand list within Shelburne will obviously increase the spread of tax base impact across the community. And some of the Tripp’s market analysis suggests diverse businesses leakages that, if plugged, would offer a choice of buying opportunities for residents across Shelburne’s demographic.

Recommendations List	Year 1	Year 2	Year 3
Strategy: Simplify Town Regulations, Process.			
Make the current Interim Bylaws for Outdoor Business permanent.	x		
Change Village lot requirements to 20 ft setback and 75 ft frontage.		x	
Empower more use of administrative review.	x	x	x
Change the zoning requirements for the Shelburne Green development, especially the Artisan Village to allow more flexibility and opportunity in dining, retail, signage.	x		
Hold early technical review meetings of Staff Department Heads and involve Committees early for significant development projects	x		
Require Planning staff to submit and retrieve project approval letters from Department Heads	x		
Set timeline input/response deadlines for Department Heads and Committees	x		
Create exemptions for signage and building maintenance. Make the decision on these administrative.	x		
Eliminate requiring local permits that duplicate state requirements		x	
Communicate proactively and directly with affected stakeholders when considering new regulations		x	
Create a sidewalk fund		x	
PC and DRB meet twice a year	x	x	x
Cut the review process by 50%		x	
Strategy: Curate the Tourism/Visitor (T/V) Economy			
Become a VT Designated Downtown			x
Town Manager engages in collaborative discussion with the 3 Tourism/Visitor "Anchor Institutions"	x	x	
Make the current Interim Bylaws for Outdoor Business permanent.	x		
SBPA coordinates business promotions and campaigns	x	x	x
Visit other communities for successful wayfinding projects	x		

Invest in wayfinding infrastructure		X	X
Request the State Place Making Program Manager visit to offer advice and recommendations	X		
Apply for State Place Making grants		X	X
Build a pedestrian friendly environment		X	X
Lease vacated Firehouse to Craft School rent free			X
Prioritize trails, sidewalk, and bike path investments to connect with T/V and local businesses.		X	X
Engage a firm to conduct full Market/Economy analytic research		X	
Strategy: Become an Intentional Community of Economic Development Communication, Collaboration, & Coordination			
Town engages an individual to begin communication and collaboration work	X		
Become a VT Designated Downtown			X
Town Managers engage in collaborative discussion with the 3 Tourism/Visitors "Anchor Institutions"	X	X	
SBPA organizes business mixers	X	X	X
SBPA leads conversations & activities with the business community, Shelburne Craft School, local art community	X	X	X
Business community proactively communicates with Town government	X	X	X
PC and DRB meet twice a year	X	X	X
Town communicates with affected economic development stakeholders when considering new regulations	X	X	X
Select Board develops an economic development mission statement		X	
Next Comprehensive Plan develops significant economic development section.			
Strategy: Engage in Proactive Economic Development; Change "Anti-Business" perception			
Town engages a business development specialist	X		
Select Board and Town Manager continues recent efforts in building and communicating a more positive business culture	X	X	X
Town establishes a vacant land survey of commercially zoned land.	X		
Planning office offers review workshops and discussions	X	X	
Town establishes a list of unused/nonoperating commercial properties	X		
SBPA develops and maintains a list of businesses.		X	
Collaborative discussions and information sharing occurs between Town and business community	X	X	X
SBPA organizes business mixers	X	X	X
Pursue "leaking" \$ business opportunities			X
Strategy: Become a Designated Downtown			
Ask the state DD coordinator to present the program	X		
Identify a local volunteer to organize and drive the application process	X		

SBPA serves as the legal and fiduciary agent, and serves as lead organizing collaborator with the Town.		x	
Start the application process with the State		x	
Establish Town line-item budget and local Business match		x	
Become a State Designated Downtown			x

Top 5 Actions

1. Aggressively make changes in regulations, process, and culture most notably:
 - a. Start early Department Head/Committee technical review/involvement when needed for project review.
 - b. Set deadlines for Department Head/Committee response that defaults to approval if missed.
 - c. Make Shelburne Green/Artisan Village zoning requirements similar to that of Shelburne Vineyard area.
 - d. Empower/support staff to make administrative review decisions.
 - e. Make Interim Bylaws permanent.
 - f. Chop number of meetings, reviews, reports, documents, and requirements that staff and applicants must endure.
 - g. Change lot setback and frontage requirements in the Village.
 - h. Begin bi-annual meetings of PV and DRB.

2. Engage temporary staff/consultant to immediately initiate recommended, proactive communication, collaboration, and economic development actions. Leverage the interest and engagement of economic development stakeholders expressed in interviews. Organize Town Manager and Anchor Institution meetings.

3. Start the work to become a VT Designated Community.

4. Invest time and resources in Tourism/Visitor infrastructure, most notably:
 - a. Wayfinding signs – parking, attractions, and amenities.
 - b. Prioritizing trails, bike path budgets to connect visitors to attractions and local businesses.
 - c. “Pop-Up”, experimental place making projects associated with the Farmer’s Market and planned Shelburne events.

5. Establish a Select Board economic development “mission statement” to guide staff, committee and Select Board direction and decisions.

ATTACHMENT 1

List Of Economic Development Stakeholder Interviewees

Anonymous	Jordan Vivian
Abele John	Kendal Steve
Albert Gail	Kriell Linda
Albert Ken	Kuenne Chris
Beal John	Lalley Kate
Beaudin Tracey	Latta Zach
Bentley Ann Victoria	Lenes Joan
Boardman Doug	Lesser-Goldsmith Eli
Bogue BettyJean	Lisman Bruce
Bouchard Ron	Maguire Louis
Bradley Yves	Major Mike
Brangan Pam	Maksym Martha
Brumsted Jessica	Marshall Dave
Brush Charlie	Mayfield Steve
Carney Liz	Mertz Steve
Castle Becky	Moran Sean
Chatfield Don	Mullican Macy
Clark Bob	Myers Allyson
Collette Cat	Nalbach Alex
Comeau Barbara	Natale Katie
Conway Sophie	Natale Lou
Davis Charles	Obuchowski Carole
Day John	Palmer Mary Pat
Denenberg Tom	Pierce Dean
Deming Bill	Pizzagalli Lisa
DuBrul John	Pizzagalli Jim
Donnelly Kieran	Precourt Brian
Everett Andrew	Regan Nina
Fox Richard	Rendall Don
Frey-Delaportas Erica	Rivera Herika
Gear Claire	Sammut Mark
Graham Roz	Schramm Mike
Gringon Jason	Scott Ken
Grover Georgene	Selin Stephen
Grozier Ted	Senior Deidre
Haag Colleen	Shouldice Bill
Hagerman Ruth	Sirois Jean
Hall Dave	Sivo Scott
Hillman David	Spell Jill
Heltzer Johnny	Stevens Craig
Holton Fritz	Thabault Patrice
Jewett Becky	Webb Alec
Jones Charlie	Williamson Ginger

ATTACHMENT 2

Interview Questions

1. What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?
2. Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?
3. Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?
 - Business community
 - Town Government
 - Other (Schools, faith community, nonprofits, residents.)
4. Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years
5. Who else should I talk to?

ATTACHMENT 3

Interview Summaries

Interview #1

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

We are a bedroom/satellite community. Lot of older residents maintain “maintenance shopping”: Groceries, personal care, etc. I and maybe many people are not clear of what economic development means and why and if it is important. I don’t know why businesses locate here, other than exposure on Rte 7 to commuters and tourists.

The biggest driver is Tourism.

Better future? More housing development. More homes for elderly. Better housing for some current residents. We have pockets of sub-standard housing and people living in that housing. We should do better in our housing quality/affordability for Shelburne and VT.

More integration of Museum and Farm with Town to build tourism in the Town.

- b.) Given that as your outcomes, what assets and people do we have that can drive that success? What are our “bright spots”?

Tourism, schools, organized school community, seniors, Museum, Farm, food economy, Tom Denenberg,

- c.) What obstacles are in our way? Why haven’t we already achieved the 5-year outcomes now? Specifically, what are obstacles and opportunities within the following sectors?

- Business community
Become better connected with each other and Town government.
- Town government
Maybe look at process for development proposals. Zoning regs are needed. But many committees. Who/which committee is the ultimate decision maker? Better awareness of parking availability and use.
- Anchor organizations
Become more integrated with tourism development & opportunities with and in the Town.
- Other sectors (Schools, religious leaders, nonprofits.)
- Other
We lack helpful public transportation. Highway 7 and railroad split up the Town. Residents and Town leaders are reluctant to spend money on new projects/ideas. As a community we talk a lot about change/progress but don’t take action. Especially true in plans for economic development and Town core development. Overall Shelburne doesn’t have a focus – a vision.

- d.) Given all of these considerations, what specific actions should Shelburne take within those sectors in the next year? In the next 3 years?

- e.) Who else should I talk to?

R. Graham. Andrew Everett. Gail Albert. Amy Berger. Bud Ockert. Susan Stock (Food Bank) Dana Valentine. Try to find others than the “usual” people who talk about economic development.

Interview #2

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Through good luck over the years, we have avoided the urban sprawl/development outcomes of other towns surrounding Burlington. We should capitalize on our assets which has not yet happened. We should look for economic development that would be pleased to be part of our open agricultural spaces. Wake Robin is an example of a success that preserved its open space.

We can look at the numbers for economic development progress. People who contribute to the economy without being a burden on the economy. Development that contributes to local taxes, shopping employment which would not be industrial companies that employ few people and ship out products and creates a cost burden on the area.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Our green agricultural open spaces. A couple of our pillars have capitalized on that open space, Shelburne Farms is an international leader in the field of building a sustainable future. People come from all over, including international, to learn of their sustainable practices. It also reinforces the atmosphere of Shelburne as a beautiful, accessible place with a commitment to a sustainable future.

We have successful Farmers Market that serves as a connection to local farmers and young entrepreneurs. We have several food companies in Shelburne Green.

Teddy Bear Factory is tourism draw, family friendly, image friendly company that help with the impression of Shelburne as a nice place.

John Abele used open spaces to create the All Souls Interfaith church. He is potential asset to community

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

a. *Business community*

Could be more visible, integrated, organized

b. *Town government*

Continue to be more welcoming to existing and new business opportunities;

Hasn't studied the idea of economic development to know what fits for us;

Business development has been focused on empty building on RT 7 while on the flip side we have opportunity within Shelburne Green.

c. *Other (Schools, faith community, nonprofits, residents.)*

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

Town Government:

1. *Continue to be more welcoming and specifically have people work on new interested business*

2. *Look at if it is necessary to modify or flex planning & zoning regulations to support business opportunities in the agricultural and food sectors.*

3. *Study and know what type of businesses and economic development fits here (our assets, open space, sustainable) so we know which opportunities to look for.*

Business Community:

1. *Be more visible engaged in economic development and partnering with the Town.*

2. *Get the word out – toot the horn of new businesses opening.*

e.) Who else should I talk to?

J. Brumsted, Kate Webb, Alec Webb, Gail & Ken Albrecht, John Abele

Interview # 3

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?
*As much a mind set and a process than any one thing. Single metrics won't work.
Prosperity and Equity. Prosperity to everyone instead of most vocal. Substance that is more than brand.
Brand and marketing of brand may be help at the margin. Substance that grows the middle class.
Recognize our location and assets. Use them in a sustainable way. We can't kill the goose that laid the golden eggs. Not transform who we are.
In 5 years have more housing for the middle market; median income housing.
Not achieve Econ dev by a substantial build out – there is a cost
Good econ dev will be subtle – measure by less disagreement and more agreement. Bunts and singles, not a huge single thing. Soon as trends accelerates others become concerned. Like fixated on population metrics and then it becomes too fast.*
- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?
Farms. Travel tourism. Soft recreation. Some degree is AG. It fits into the vibe. Some quality manufacturing. Lake. Proximity to Burlington. Water and sewer availability/infrastructure is a plus. Lot of smart, talented residents.
- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?
- a. Business community
Too many trying to be a business corridor of high-end automobiles could be more distinctive in changing of future retail environments.
 - b. Town government
*Comp plan sees regulation as a solution to lots of problems. But there is antipathy toward regs. Comp plan/Action statements “word cloud” would see “regulate”. People who shaped plan supported that solutions are served by regs. But why push back? Buyer's remorse? Is a growing gap between what plan says and current wants of Board and Admin. Therefore, inconsistency to follow or change plan. Not a lot of things a Town can do. Elected official's turnover (keeps things from happening.)
Lack of consistency, leadership, NIMBY. We are less of an edge community as we change, evolve and grow. It is complicated process. We can get our act together, but we are going through growing pains like towns do. But we have a degree of informal power and influence that is not parity or consistent or fair.*
 - c. Other (Schools, faith community, nonprofits, residents.)
- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?
- Town:
- 1) *Improve governance. Be systematic and follow plan and not respond to loud voices of influence.*
 - 2) *Align culture with policies*
 - 3) *Invest in infrastructure; sewer & water; maintain core assets*
 - 4) *Spending awareness during tight budget.*
 - 5) *Induce more housing (by loosening restrictions against density.)*
- Business:
- 1.) *Be flexible to changing retail future and challenges.*
 - 2.) *Climate Change/Gas powered.*
- e.) Who else should I talk to?
Planning Commission Chair. Also seek out those who don't normally have a voice. Tracy Beauden.

Interview #4

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

ED is more of a holistic effort. Folks need to think of a town as more than a place. Like a brand, a product, an identity. Shelburne has some identity and has done some things well like the Village Green and South. Brand – unpack the DNA of the community. A premium brand of quality. Why is Shelburne “fancy”? Then state it, own it, advance it.

But some realities they need to face and tied to the future as stated in their own Comp Plan trends: By 2040, 1500 new jobs, 1400 more people and 432 new homes. Town needs to consider where jobs will reside, how to prepare for new housing and where people will live and work.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Good infrastructure assets.

Teddy Bear has 7 acres that could be developed. Ball fields, Solar, Interpretive & Educational, donate for stormwater runoff.

Village Green nicely developed with the library and town offices.

Unsure about Ag/Food sector opportunities. Enough critical mass exists?

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- a. Business community
- b. Town government
- c. Other (Schools, faith community, nonprofits, residents.)

Town hasn't defined its vision that will guide its development future. Lack of blueprint. Change is going to happen and the numbers will be something – not zero. But without vision and unifying decisions two things will happen: 1.) Uncertainty for residents 2.) investment decisions are made by the regulations and slow permitting. Opportunities will close. So Town has opportunity to further define what and how to make Shelburne a great place.

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

Town

- 1.) *Act now during good economic times. Build stewardship now. Not as quick fix but now time to step back to map a vision.*
- 2.) *Blueprint will encourage investment through predictability and sustainability.*
- 3.) *Shuttle system part of eco system tying together trails, biker path, T Bear, Museum and Farms. Knit it together to create an experience in Shelburne.*

Business:

1. *Get big tourism players more connected & engaged with the Town.*

- e.) Who else should I talk to?

- a. *Stephanie & Eric of REM Real Estate*
- b. *SD Ireland*
- c. *Engage the SPBA*
- d. *Rice Lumber*
- e. *Healthy Living*

Interview #5

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?
- Capturing investment. Bringing resources to prime the pump.
Filling empty storefronts.
More retail, hotels, restaurants. Increasing the panoply of services and opportunities to draw people and provide for people here and coming through.
Recapturing the draw of Shelburne that made it a marquee town to visitors coming to VT.
More activity, more draw, more action, more people, more excitement.
Increasing place making activities that support the above.*
- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?
- VT itself is a draw and enhanced by Pandemic and political events of past year.
VT known nationally.
Close to Burlington.
Rail transport.
Museum and Farms have economic impact.
Lake (Though the relationship with the Lake is erratic. We talk about our relationship with the lake but what is it?)
Many residents composed of professional
Decently engaged residents, conversations, neighborhoods. Old & New mix.*
- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?
- *Business community
It has never been easy to find and talk to business community since so much is of small scale; don't have much in critical mass and impact. So difficult to organize business community impact. Along with the changing old versus new business economy.*
 - *Town government
Amongst internal and external businesses/developers, Shelburne has a reputation that it is just too hard to do business with the Town and in Shelburne. The DRB process is complicated. Then Town added Form Based code that no one understands and made process for investment and development even more complicated. Like many VT towns the staffing and organization is a pattern that makes engaging with Town government cumbersome, complex and difficult. The comprehensive plan is a laundry list that is not possible to focus on priorities. There is an inherent tension itself that causes all of us to fail to capitalize on more integration and leverage of the tourism draws with the community. So town has opportunity to reform the way it does business in process of business regulation and how it relates to larger political entities. In near term become more progressive with eyes on the prize and make things happen.
Town should study other small towns who have good plans. Glastonbury, CT.*
 - a. *Other (Schools, faith community, nonprofits, residents.)
Religious community, too, has challenges and opportunities in regard to their buildings.*
- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?
- Town Government:*
1. *Build an easier and supportive regulatory review process that facilitates business/investment opportunities with Shelburne anchor institutions.*
 2. *Build a regulatory process that will encourage food/restaurant/lunch venues by leveraging area “foody reputation” and VT Farm to Table network.*
 3. *Develop a Place Making program that will interpret and hold up the character of the Shelburne look and character.*

Business Community:

- 1. Anchor Institutions should engage together to consider opportunities to coordinate and leverage their resources.*
- 2. Overall business community should become more engaged in working with the community including supporting each other, area nonprofits and community activities.*

e.) Who else should I talk to?

Interview #6

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Be aware we are in a regional competition.

Capturing/developing small/incubator businesses.

Leveraging and utilizing the space we have – both vacant and open properties.

Development that matches Shelburne’s character and value of land and landscape.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

VT itself is a resource as people look to VT as safe place to move away from pandemic.

Access – close to Burlington. Good access to I-89

Good connectivity access.

Open land and spaces.

c.) Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

a. Business community

b. Town government

Too often planning tonal response is matter of fact, unencouraging, blunt.

Hear that developers think it is tough to do business in Shelburne.

We don’t handle the “gray area” effectively or efficiently in the Town approval process.

Don’t have the resources to investigate opportunities with developers or with small business incubators. Need the resources and the approach to assist versus resist.

Encourage more discussion early on with PC/DRB from developers about potential ideas and projects. See if we can work with the possibility before it is too late in the review process.

Communication and understanding of the regulations and the approval process is poor.

Clearer and shared information for business and for community at large may help mitigate delays.

Help encourage community engagement to avoid NIMBY.

Improve communication between Town staff departments.

Streamline/consolidate/revisit regulations and review process.

Build relationships with developers, explore projects that town can support.

More connection between PC and DRB to consider flexibility and variances.

Provide the planning/DRB approval proves on easy single sheet on website.

c. Other (Schools, faith community, nonprofits, residents.)

NIMBY has stopped projects that met requirements of Town regulations. (Affordable Housing project, Fiddlehead’s restaurant)

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

Town Govt:

1. Change Town approach from one of can’t to one of welcoming the possibilities.

2. More staff resources. (A hotel concierge ready to assist.)

3. DRB & Planning Commission should meet to discuss goals and coordination to get things done.

1. *Establish and post set of values that will serve as guiding principles for town government decision making.*
2. *Use weekly surveys to get more people engaged with the website for better communication and information sharing.*
3. *Establish unified bylaws.*

e.) Who else should I talk to?

- a. *Brian Precourt (Precourtcompany@gmail.com)*
- b. *Champlain Lanes neighborhood. (What development would neighborhood support?)*
- c. *Owners/developers of brownfield properties. (Post Mortem of what happened to Form Based code with the Affordable Housing project.)*
- d. *David Shenk – find out about Yankee Hotel effort.*

Interview #7

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Town that is more vibrant, walkable and attracts pedestrians, tourists and RT 7 travelers. Like Church St a place to “be”.

That leverages and is compatible with our existing tourism draws, open space and connection to AG, food and recreation.

Catalyzes existing places and businesses (like Archie’s) with ready-made patrons with housing and connected walkability/biking.

We are no longer writing checks – exporting spending - to Burlington.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

VT Brand

Our landscape aesthetics have legal standing (Vermont Act 250)

Climate change state

200K – 250K + visitors per year

Wedding party draw (high end!!)

Gay wedding welcoming

Museum, Farms & Teddy Bear top 3 tourism venues in state (verify)

Micro cool business food businesses at Shelburne Green and Farms

Recreation – Farms, Lake, trails,

Volunteers!

A good town plan.

c.) Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

a. *Business community*

Find ways to reengage in positive manner with the Museum. Integrate Village more with Museum asset and other creative placed in Shelburne like the Craft School.

b. *Town government;*

Opportunities

Opportunities to expand village concept south and north.

Build out streetscape and walks so people will explore.

Get Hwy Class 1 for Rt. 7

Maybe we regularly thwart opportunities – need to flesh out future vision so we have more confidence about change (even positive change poses risks)

A SloFood Creative district at Shelburne Green

Look at convention draws based on our assets. (Climate change, Davos)

We are starting to make progress, business community joining in.

Bring more committees together like the Bike/Path and Conservation people so we create conversations for collaborative success. And make its implementation the norm

Create more consensus about what we want and what is right for us.

Start Pro-Positive. Embrace new opportunities as a great idea and then do the due diligence. Open Space Plan and annual funding of open space are great examples of forward thinking/planning as ‘doing, but we could do more.

Obstacles

Don’t have a vision we have agreed to and we could refer to as our working blueprint.

We are passive. Just say what we don’t like. Reactive and put ideas through the ringer in the review process.

We are bearing a cost to our passive and lack of proactivity by not making progress on even better things for Shelburne. Low commercial tax based. Tight Town financial resources.

My experience on PC is that a great idea would be presented and within 30 seconds the balloon popped. (due to knee jerk naysaying)

c. Other (Schools, faith community, nonprofits, residents.)

We as a community don’t have an ecosystem where we see how all these things interrelate.

Overall community fears loss that might come from change.

The greater “we” kind of say all development is bad. This “we” is community, planning staff and volunteers on PC and DRB. Leads to planning as regulation, not as ‘doing’ to implement desired vision

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

Town Government:

1. *Reset relationship with the Anchor Institutions and create an opportunity to formalize meeting with them. Explore what they think/we think partnerships could look like and achieve*
2. *Change the Town project review and approval process*
 - a. *Have fewer steps*
 - b. *More clarity for applicants*
 - c. *Think and act on the big picture – bake in/normalize ‘is this advancing what we want?’ (criteria??)*
 - d. *Involve Natural resources, Bike and Historic advisory committees involved at the outset of the review process. Acknowledge/honor their focused expertise by embodying in TP, codifying in regulations*
3. *Reconsider tax structure that will penalize/incentivize owners of unused building and brownfields to consider reinvesting in the properties. At least in the places where we believe this will be beneficial – (a financial overlay district?)*

e.) Who else should I talk to?

- *Susan Grasso*
- *Doug Merrill*
- *Gail Albert*
- *Fritz Horton (historic preservation committee, architect)*
- *Becky Jewett (library Trustee, retired corporate/marketing exec)*
- *Alex Nalbach (library Trustee who wants to leverage town ‘brand’)*

Interview #8

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?
More places to eat especially breakfast. Lunch and Sandwich shops in the Downtown area. Food Trucks on Parade Grounds.
More pedestrian friendly infrastructures. More benches on Parade grounds, Village Green so people can sit, eat, linger in the area.
- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?
Shelburne Farms & Shelburne Museum.
Tourism
Lake
Good walking infrastructure
Farmer’s Market
Fun things like the Leaf People.
- c.) Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?
- a. Business community
 - b. Town government
Find ways to drop speed coming from Southern gateway into Town starting at the Teddy Bear.
Walkway from Bearded Frog lot to the Country Store.
Consider potential for crosswalk between Winery and Folino’s.
Consider how to allow/encourage open dining patios.
Be aware how tax changes can affect the Museum and the Farm.
 - c. Other (Schools, faith community, nonprofits, residents.)
Overall community including Businesses and Towns continue to build more ways for engaging tourists like the “Leaf Peepers”
- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?
- 1.) *Make a safe walkway from Bearded Frog to Country Store.*
 - 2.) *Place more benches around town.*
 - 3.) *Look for opportunities to help bring food/eatery places to the South and Village area.*
- e.) Who else should I talk to?
- a. *Mary Kehoe*
 - b. *Joan Lenes*
 - c. *Country Store owners*

Interview #9

- f.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?
Development that allows Shelburne to continue to look like a small town and vibrant with shops and restaurants. Protects our unique lands and allows us to enjoy the area. Maintains our sense of community.
No gaping empty buildings. No big boxes.
Development that radiates from the core. Development that builds within and with what we already have. No Walmart but somethings that draw people to our town.
Leverages our strengths and assets.
A vibrant commercial core.

- g.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

People! Lots of talented people.

You can experience VT in our town.

South still looks like a Village.

Vineyard (largest commercial vineyard in state) Artisan Village, Fiddlehead (largest/one of state brewers) part of a commercial core.

T Bear, Museum and Farms all draw 100,000 visitors a year. Top 3 of 4 biggest tourism draws in the state.

SBPA is becoming more involved/influential.

Farmers’ Market

Our sense of community. Open spaces. Our value for land, open space and nature. Lake. Accessibility to it all.

- h.) Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- a. Business community

Amazon making businesses on the strip not function at the level we expected/hoped.

Draw us together to build symbiosis between tourism and small businesses in town.

Mobilize our business assets and discover the resources and people we don’t realize we have.

Better communication between businesses and understand interrelatedness.

- b. Town government

Work with Museum and Teddy Bear during these difficult times to help them maintain business.

Leverage their tourism draw for the Town.

We have certain antiquated zoning/regs that need to be tweaked. Not baby out with the bathwater on regs but tweaked for current needs. (Sign for the distillery.)

Need to match regs with the new Town Plan which is a good one.

Be forward looking for the future. Vision for the future.

Better communicate to the rest of the world about our town so new people and opportunities look here.

More affordable housing.

Better overall public transportation is an opportunity especially for workers.

Consider community investment plans to be able to invest in the most important things for us as a community. Don’t put these things on hold.

- c. Other (Schools, faith community, nonprofits, residents.)

NIMBY can be a distraction.

- i.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. *Allow restaurants to have visible outdoor seating.*

2. *Better way finding for tourists (parking, shops, trails.)*

3. *Provide clear guidelines about out review process and regulations for businesses and developers to understand and follow.*

4. *Hire an Economic Development person who will link business opportunities to the Town and who know the review process to help interpret it all for businesses and developers.*

5. *Get the public transport buses to expand route/ hours and availability to T Bear facility for its workers.*

- j.) Who else should I talk to?

• *John Abele*

• *Residents of Affordable housing*

• *Elder community.*

• *Jason Grignon (Planning Comm),*

• *Lee Suskin (prior Ethics committee)*

• *Colleen Haag (former Town Clerk)*

• *Tom Little (Town Meeting Moderator)*

• *David or Gwen Webster (Business owners, long family history in Town)*

Interview # 10

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Development that encourages sustainable relationship with Village, housing density and open land.

Housing density in proper areas.

Increases working lands production, area farms.

Creates viable value added “agroturismo” food and farm experience enterprises (ag and forestry based) (Like Fiddlehead Brewery/Folino’s and Shelburne Vineyard complex)

More socially minded businesses with low environmental impact. High quality. Remote working.

Attract community minded businesses that support and are part of the greater community.

Development that increases accessibility and walkability.

Reduced carbon footprint

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Select Board – overall good people working together over the years.

Town Manager Lee Krohn

Farmers’ Market and the Ag community

Roz and the SBPA

Recent Affordable housing

Schools

Civic minded community

Town plan

Craft School/Museum/ Meach Cove Farms

Trail committee.

- c.) Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community

The Farms can be part of the mix of how people experience Shelburne.

- Town government

Maybe consider how zoning – like mixed use – can be adapted to support higher density and affordable housing and smaller farm/food/retail combinations.

Consider potential incentives that encourage the development of ag, food and value added and lowering the carbon footprint of economic activity

Consider how to be deliberate about how we all promote Shelburne and its strengths (e.g., Switzerland Lakes District.)

- Other (Schools, faith community, nonprofits, residents.)

Overall, Shelburne can be both business friendly and environmentally sustainable. Don’t need to choose between the two. Continuing support of community nonprofits is critical part of the mix

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

Encouraging investment in smart growth: working landscape enterprises, land protection, affordable housing, public transportation, pedestrian trail network, climate change action, community-based education

- e.) Who else should I talk to?

Ken Albert, Chris Davis, Others involved in working landscape enterprises?

Interview #11

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

A community that has embraced economic development progress. The corridor is vibrant offering businesses and services that providers residents what they need and want and make the community great.

See more dirt being moved; shovels in the ground.

Place where people can live. Kids go to good schools, places to recreate, shop.

Vibrant Rt 7 corridor development with businesses and housing.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Overall Shelburne is an amazing place and opportunity.

Especially VT and Shelburne are more of a draw cause of the pandemic. People want to move here.

Shelburne has lakes, recreation, open spaces, good schools – everything people need for a wonderful, well rounded life. An awesome community.

Our company wants to be part of a great community.

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community

- Town government

Be more welcoming. Help with business possibilities and opportunities.

Town manager is positive change agent.

Planning department is all “No.”

Took 2 years to get a permit! People are first excited to do business in Shelburne but when hit the process, and negative and problems the shine wears off and people give up. Frustrating and costly.

All of a sudden they throw a curveball and time and \$ goes up.

Time kills deals.

The process is a monster.

Intentions are good but make the review and approval process calm and predictable and the Board must follow the rules.

Getting permits is a nightmare.

Housing is a bottleneck for economic development. But getting permits is the main problem.

Housing availability for workers is needed. Where will employees live?

- Other (Schools, faith community, nonprofits, residents.)

Overall the community hasn't embraced inclusivity of other people who want to come in and build businesses and housing.

VT overall has to be more tolerant of development.

A culture of no, negative and NIMBY

Realize that we can have development that is thoughtful and responsible.

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

Hard to be specific – there are so many things – hundreds of things - so many zoning rules – so many committee meetings – so much stalled and revisited again.

- e.) Who else should I talk to?

- *Dave Farrington - Housing*
- *Chris Snyder - Housing*
- *Larry Williams – Redstone*
- *Doug Nedde*
- *Ernie Pomerleau*
- *Jamie Heins*
- *Shelburne Shipyard*
- *Shelburne Green developer*
- *Alex Carruthers – Higher Ground – Concerts at Museum*

Interview #12

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1 - Hold on to what you have like health care businesses (like Wake Robin, The Terraces) that don't impact schools yet helps tax base. Take care of and maintain are existing businesses.

2 - Supporting a diverse business base/economy. Not all retail, not all elder care, etc. Not all in one basket. We will have more affordable housing for employees. Economic development that is looking and anticipating the future – can't look at the past as our guide. Future like remote businesses and collaborative/incubator hubs. Diversity, affordable housing, future.

3 - Synergy. Things that make us a welcoming town. An environment that accommodates food spots, retail shops, health businesses. Having more information connecting businesses for diversification – retail, office space. Development and businesses that create and rise out of a sense of community.

4 – Holistic development. Higher quality of life for residents is improving. Examples: More outdoor rec, outdoor space, bike trails, safe on sidewalks, connectivity, more places to shop and eat allowing residents to stay in Shelburne more for day to day needs. Things like outdoor rec stores to support rec and outdoor activities.

5 – Ditto. And diversity of people, of businesses. A mix of all different interests and desires active in the community. Bring in what it means to be a diverse community. Affordable housing. Economic prosperity where all are welcome and helped.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

*Library/Education activities
Village character
Town plan to improve walkability/connectivity
Shelburne Museum & Farms
Hardware Store (Rick Bessette!)
Pharmacy*

*Hidden \$ in Shelburne
All the schools
Good infrastructure
Creative people
Lake/Shelburne Beach*

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?
- a. Business community
 - b. Town government

*Overall group spoke to difficulty of working with Town government for local businesses. (tents on lawns, minor sign changes, Harrington's took forever, brewery had to go through horrible hoops, even library project which was a town government project.) Always difficult to get permits – and we always have to get permits. Attitude is not helpful. Must change to customer service mentality. Not sure I would want to start a business here.
Conflict seems to be around Zoning and the enforcement of zoning.
Town puts my clients through hell.
Town comes out swinging. There is no balance.
Business development south of town (Shelburne Green, Artisan Village, Vineyard, Fiddlehead's) is example of what can happen if we let it happen.
Do more in courting new businesses, supporting businesses with economic incentives and doing a better job appreciating those that we have.*

- c. Other (Schools, faith community, nonprofits, residents.)

*Overall affordability is a challenge for people like creative artists and workers. Housing affordability is key for workers and young business people. Affordability is also difficult for small start-up businesses to take the risk of investment in Shelburne. Inhibits our diversity of businesses and community.
Schools draw families here.*

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?
1. *Plan to use the Fire House as a gathering spot, place for creativity, artist collaborative.*
 2. *More/Improve parking signage*
 3. *Have online access to pay bills and fill out forms on the Town website.*
 4. *Make Town staff more open and accessible to meet with business opportunities.*
 5. *Make zoning regs and process more clear, more consistent.*
 6. *Look at undeveloped land behind Laundromat.*

Who else should I talk to?

- a. *People younger than this group; future of the community.*

Interview # 13

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1 – More integration of our assets. Walkable and bikeable that ties all those assets together. It would show what we have to offer. Recruit businesses for the North Corridor that fit with Shelburne development that complement our community and what people are missing.

2 – Ditto. We will have improved overall communication from Town government and within the community. (Front Porch Forum.) So in 5 years more unified communication. More available childcare. More places for people to stay.

3 – More walkable and bikeable community. (Like T Bear to Vineyard to Folinis) Leverage our centers of gravity. An inviting place for walking, parking, visiting. Potential for path all way up to Webster Road. Development looking at the long term. Places for breakfast. A vibrant core. A residential versus a commercial community.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

A rich cultural haven

School is a gem

Craft school

Helpful people

Our whimsical culture creates touches that are part of the fabric of the community. (Fire hydrant sculpture, Skeleton on a bike, Mailbox sculpture.)

Shelburne Bay

Shelburne Beach

T Bear, Museum, Farms

Farmers Market

La Platte

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- a. Business community

- b. Town government

A streamlined process for businesses.

Potential housing density development if spaces open up in the Village area. It would be a great draw to live in Shelburne and walk to grocery, schools, business.

Build more recreational opportunities like a community pool.

- c. Other (Schools, faith community, nonprofits, residents.)

Childcare availability. Need childcare because in Shelburne need a two-income household.

Housing availability is an obstacle. It is very important to address. Get ahead of it. As aging population is an asset and a challenge. Volunteer fatigue,

We need housing availability for new/young people, too.

As a community we tend to take all we have as granted as if it all just dropped in our lap. We should use them by enhancing them in a user friendly, low investment way. Coordinate it all and offer to people.

Outcomes haven't happened because no one has decided to do it. We have silos. Must first decide that we want to and then start work on it.

Movement is now happening. Businesses starting to reach out. Your position is a part of that. It is changing.

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

- 1. Refine/Reduce regs to streamline process. Make a case study on a piece of land to discover the regs steps and process. Learn where things can be improved.*
- 2. Develop a “see-click-fix” system in Shelburne as part of overall better communication through Town government and the community.*

- e.) Who else should I talk to?

- 1. Get perspectives of those who do not want anything to change. Learn what is behind that.*
- 2. Diverse voices. Connect with Yasmine Gordon to connect with diversity of people in Shelburne.*

Interview #14

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

More awareness of who is here in the business community. (Mary Hogan developed a map of businesses.) We will know why they are in Shelburne. We find out what would allow them to hire more people. So, 5 years out we have kept intact our existing business community. Focus on what we have – not intangible adjectives – Action.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Ideal location. Rt 7 top two most important commercial corridors in VT. Lake.

Recreation, Arts.

Shelburne Museum and Farms. Kind of crazy lucky to have all this.

Good schools.

Zoning that has kept development in the downtown/community.

Highly educated and high-income base of residents.

Number of multi-generational residents.

Skilled workmen in the area.

Plenty of empty land.

Shelburne Green has a good light industrial development complex.

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- a. Business community

- b. Town government

Understand the Business ecosystem. Who is here and why they have stayed.

Shelburne is more restrictive in development. Developing houses and businesses are faster in other communities that are attracting businesses leaving Burlington. We have chosen a different path.

We are constrained by the wrong things. We must recognize that we are now in different times and needs. Ought to be a path to find a place/park offer for unobtrusive, light industry, office spaces, warehouses. Leverage Rt. 7.

Have a place for those businesses leaving Burlington. Take advantage commercial space shortages elsewhere by having an industrial park location here.

Shelburne Green has had a hard time from the Town/Planning office in trying to build its development.

Need a “Tim Smith” here. (Proactive business development opportunities approach. Work it.)

- c. Other (Schools, faith community, nonprofits, residents.)

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

- 1. Start dialogue with Business community. Look to go more than halfway to build connection and loyalty to the community. Starting dialogue that gets institutionalized.*
- 2. Be the glue. Town Government can help build an eco-system of businesses connected to each other, to the Town and to the community.*
- 3. Listen to the businesses we have. Learn what they need and when possible/appropriate offer support, information, and assistance to succeed and remain in Shelburne.*

- e.) Who else should I talk to?

- *Jim & Angelo Pizzagalli*

Interview #15

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Development that takes advantage of existing infrastructure – like water usage. Development that will use and pay for Town services. For example, restaurants use a lot of water. Parking lots don't.

More development like Shelburne Green.

Less dependent on just housing to drive development.

Develops the blighted spots on Rt. 7.

Getting vacant buildings occupied especially utilization types of community needs like hardware, gas stations. (Handy would likely build a gas station on the motel site.)

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Museum

Farms

Teddy Bear

Shelburne Bay/Lake/Shelburne Pond

Village

Location/rural/lake/golf all to draw conferences.

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- a. Business community

Small scale Conference center business – 300/350 person range

But obstacle is no real hotels to stay. No facility for conferences.

The median on North Corridor makes it difficult for restaurant to land impulse dining.

- b. Town government

Find and offer space for companies to locate and expand.

Has been resistance to Fiddlehead expansion; we should make allowances for growth opportunities like that.

Advertise/signs/help people find and utilize the assets most towns would kill for.

Shelburne stands out amongst VT communities for its difficulty in its regs and the permit review process for all types of development. Too many required meetings, steps and regulations. (Example of needing 7-8 approval letters – one from each department.)

Department inconsistency. (Fire Department wanting wider lane than regs call for.)

There is resistance within the Town committees to work on changes. Don't have good waiver discretion guidelines for the DRB. (example of unconnected sidewalk no one needed or wanted.)

Too much redundancy. (Example of needing local permits before state permits is done.)

All of these difficulties, time and redundancy factors into development costs, delays, and bottom line affecting willingness and risk assessment of taking on projects in Shelburne.

High staff turnover. Currently no DRB coordinator. Planning department is a problem.

Form Based Code is overly prescribed in trying to dictate development that may not be financially feasible for developers and viable in the market. (1st floor retail and 2nd floor offices.) Can't add 150 pages of regulations and claim it makes development projects easier.

If a developer is giving you what you want (Affordable Housing) then make it easy for them to get it done.

- c. Other (Schools, faith community, nonprofits, residents.)

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. *Allow for Administrative review. If as project meets the regs why still go through committee process?*
2. *Review and pull out outdated and cumbersome regs. Modernize our approach.*
3. *Advertise in Town all the assets we have for people to see and visit.*

e.) Who else should I talk to?

- *Mark Sammut*
- *Ron Bouchard*

Interview #16

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1 – No empty storefronts on properties. Activity on large pieces of property currently unused (Like Bowling Alley, Sirloin Saloon,)

2 – In 5 years things look a lot like Shelburne now. Keeps our local flavor of what keeps Shelburne, Shelburne. Not high end, chain changes. Still recognize locally owned shops on the strip.

3 – we have/keep service businesses. Fill the empty businesses – not just million-dollar housing. Not just trust funds living here.

4 – Ditto. And we would have a gateway to the Town from the North. Be great to see and know you are entering Shelburne. More restaurants. People are shopping local. We continue to have green space. Not more chain stores. More bike paths and sidewalks.

5 – Agree with others re: vacant stores. More developed continuity between Village and North. People still live, work and play in Shelburne. Like local owners of businesses. Maintain Shelburne character so we are different than the 60's photograph but maintain the character and the look.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Green space

Open Space

Village character

Village Green

Famers Market

Charm

Ag/food

Recreations/Lake/Shelburne Beach

Country location near Burlington

Sidewalk and Trail System

Highly skilled Highly educated residents

COWS!

c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- **Business community**

Stronger and connected business community and organization will help. Help build a foundation. Help residents understand that these are community issues – not just a “business issue”.

- Town government
Regulations are business unfriendly. Sign regs. Even small changes to same piece of properties require permits and approval. The costs are driving some of us out of our buildings. Some of us are losing our long-term shop space and no place to move into. Perception is that businesses don't want to move here. Make the barriers to entry lower for local people who don't have the deep pockets to deal with Shelburne regulations and restrictions especially when we want to make changes to our existing buildings. Cost of regs and restrictions is driving us out of our buildings. Then developers with deep pockets are the only ones who can afford to use building/develop properties. By restricting signage/tents we don't take full advantage of all the traffic through Shelburne. Leverage that traffic flow. Little Town budget to keep up maintenance of sidewalks. Current Town Manager (gem) and Select Board has an improving economic development mindset. Town hires staff to say NO. It would be lovely to have an advocate to help us learn how we can fit into a YES. Love to know what we CAN do. Signage, Sandwich boards, banners, fencing to "hide" my business, had \$ to make building improvements but we just said forget dealing with the permitting costs and process. Other businesses say to me - "Why are you building in Shelburne? Cause you will be told no – can't do this." How about welcoming us with coffee and talk about what we can do.

- Other (Schools, faith community, nonprofits, residents.)
We don't see anything special about arriving into/announcing you are entering Shelburne. The North is disconnected from the Town. Not a lot of interest between the two. As a community, we should tap into all the local skills and talent we have.

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. *Hire a business and resident advocate who will help work through the review/permit work and process.*
2. *Community wide support of programs to promote Shelburne as a place to live, work, play, visit and stay.*
3. *Get back to simple things we can do so we can invite people to Shelburne and to our businesses by changing restrictions against signage, banners, tents, fencing. Let people see what we have to offer.*

e.) Who else should I talk to?

Interview #17

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Jobs for young families and keep them here is key. A place where parents and residents can work here. All this helps maintain vital schools.

Not box stores here. Antithetical to the look and feel of Shelburne. But not dependent on dairy and old-time industries. Building for the next things in good jobs.

Economic development that creates the type of jobs for young families many of whom are connected to Dealer.com, Hospitals, UVM, Breweries.

Businesses located up and down Shelburne.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our "bright spots" and resources?

Schools

Shelburne Museum, Shelburne Farms

Access to Rt. 7.

Beach, Lake

Craft School

*Rural connection
Village Green*

c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- **Business community**
*Make connections between core entities systemic – beyond relationships. Pooling/leveraging their resources. Coordinate to find and act on common ground. How can the schools get more families to the grounds of Museum and Farms?
Hold community/institution events that draw people together.
Nature of Shelburne Farms is isolated – how can they reach out beyond their own footprint for the wider Town?
SBPA made a helpful flyer of Shelburne families.

How can these entities also help bring people to Shelburne, activating other Shelburne businesses? More integration of these institutions, events, and local businesses.
Fiddleheads ridden hard by neighbors.
Gym/Fieldhouse is untapped. Has potential for more.*
- **Town Government**
*We have two different towns – Village and Shelburne Road. Maybe too tight on development in the Village and too loose on the corridor. Can there be a happy median?
Fiddlehead has had to struggle with permitting and approval as they try to expand more business, restaurant. They are getting pushed out of Shelburne. Town is kicking them all the time. It is a draw for young people – we should embrace it.
We should embrace all the businesses in that South development.
We should utilize RT 7 in the Village, but we have lost businesses. Not much development in the Village past 2-3 years.
Target tourists and young families.*
- **Other (Schools, faith community, nonprofits, residents.)**
*Getting families here is critical in the face of declining school enrollment to maintain vitality of our schools. Affordability and especially housing affordability is key.
We have a bedroom/residential community attitude – I pay to live in Shelburne so don't have to have "it" near me. Run a quarterly coffee for newcomers.*

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. *Create a committee of the core entities to create a systemic approach to connecting their resources with each other and the community.*
2. *More affordable housing for young families.*
3. *Focus vibrant new commercial spaces/businesses on Shelburne Road.*

e.) Who else should I talk to?

- *Katie Natale. Fieldhouse.*
- *Tim Williams*
- *Board of the Craft School*

Interview #18

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

*More quality restaurants.
Not stand-alone bars.
High quality retail shops.*

*Maintains character of Shelburne.
A range of food places, retail, shops (Like Middlebury)
A retail destination.*

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

*Village Wine & Coffee
Rustic Roots
Village Green. Shelburne Point
Wealthy community
Recreational facilities
Farmers Market
Shelburne Museum and Farms
Arts & Crafts
Teddy Bear
Successful businesspeople live here.*

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community
*Shelburne Fieldhouse holds a lot of potential.
Shelburne Shopping Center not inviting.
Need a proximity of retail inviting to visitors.
Jelly Common failed quickly. Why?*
- Town Government
- Other (Schools, faith community, nonprofits, residents.)

*Our wealth community holds a lot of economic potential for high end retail.
Understand our magnets that can make Shelburne an economic catchment.
Sports be a magnet? Baseball field, tennis courts, pickle ball, Fieldhouse.
Economic target may be midrange distance visitors. They offer repeat visit/spending opportunities. Higher unit value.
What are the 2-3 destination magnets to build upon?
Arts be a magnet?
Hockey Rink?*

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. Connect the different communities (sports, crafts, food) for potential opportunities. *Stay here and grow.*
2. *Create a marketing plan to build locus & magnets.*

- e.) Who else should I talk to?

- *Owners of Rustic Roots*
- *Jostein Solheim*
- *Ian Schmidek*

Interview #19

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

*What we have now, the wonderful place of Shelburne.
Maintain the old feel, the architecture.*

*Maintain the small-town character and feel.
Enhances the beautiful things, the historic and the wonderful.
If it ain't broke – don't fix it.*

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

*Lake
Mountains
Bolted onto Burlington and can connect to its amenities.
Wonderful people who care about the Town
Schools
Rt 7 (though it is a two-edged sword)
Environmental resources*

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community
- Town Government
- Other (Schools, faith community, nonprofits, residents.)

*Preserve the buildings (Tracey House). Make it a historic community.
Maintain nice parts North to the bridge, south, east, and west areas of the Town.
May want to consider commercial development on the North Rt 7 “strip”.
Historic town will help Shelburne be a tourist destination. Bring in dollars.
Build opportunities bring in dollars from the outside – not recycle Shelburne money in Shelburne. (Studer) Adds to the economic pie.
More shops, retail. Creating a little more vibrancy by being able to walk to local services.
More vibrancy captures more visitor dollars. Would help Museum, too.
Tourism can be a double-edged sword so not massive crowd. But tourism might be a nice compromise for the community in economic development.
Is some unfair segregation in Shelburne. Can we get some affordable housing? And local businesses that bring in new money?
Evolution – not revolution.
How can Shelburne keep the next generation of wealth so that they do not move away to escape unfair state tax burdens? Don't snap the rubber band. (Burlington let the pendulum swing too far. Lost equilibrium and lost people, investment, and businesses.)*

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. *Maintain and enhance what Shelburne has is job #1.*
2. *How to make it more affordable, maintain small town, people can stay and live here is job #2.*
3. *Choose 3 to 4 growth opportunities to incentive to help success, stay and grow including consideration of sustainable, non-polluting commercial development on the strip.*

- e.) Who else should I talk to?

- *Check out Belpport, Long Island. NY Times article*
- *Mike Stone*
- *Pizzagalli family*
- *Bruce Lisman*

Interview # 20

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1– I chose VT and Shelburne.

Development should maintain the integrity and character of Shelburne.

Meets needs and wants of residents.

Balance of keeping regulations intact while building business opportunities.

Not like Williston.

More offerings in Town while not losing feeling of beautiful Town.

Unused/abandoned properties are made to become operating businesses.

2 – A vibrant downtown with local owned businesses.

More restaurants.

Not bigger but more offerings.

Not industrial. Not Williston.

A mix of locally owned businesses.

Work, live, shop and dine in Shelburne. Varied economic opportunities across demographics. Diversity.

3 – Maintain beautiful area, the sense of tranquility and space.

Maintain ability to enjoy the countryside and our open spaces.

I like the way it is – calm, natural resources, horseback riding.

Cowgirl Boots!

Development that comes from substantial amount of discussion of thoughts, values, income and resources available.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Vibrant and Beautiful Town

A sense of community

Sidewalks, connectivity, pathways

Open spaces

Open land

Locally owned businesses

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community

Abandoned properties are allowed to remain without improvements/development by the owners.

We could amplify tourism opportunities. Be a tourist destination. Need lodging space. It all brings jobs.

Challenge is enough available labor. Demographics of Shelburne not of working labor.

People want to move to VT especially now (Pandemic) creating remote working opportunities for co-working spaces, incubator development.

We have property/business vacancy eyesore on Rt. 7 that are problem for attracting tourism.

- Town Government

Too little communication. New things just show up.

Town has a Town Plan. We have a rigorous process for developers and businesses that maybe causes feelings that Shelburne is not friendly to business opportunities.

Expand horizons of Government with open discussion and communication with and within the community.

- Other (Schools, faith community, nonprofits, residents.)

Amazon effect where we do not support our local businesses enough. Say we want more businesses but must have a customer base.

Embrace innovative people and their business ideas.

Innovative ideas – Gift cards, chickpea ice cream (supports local businesses, leverage our high quality food reputation.)

More informal community conversations including the beautiful things that happen here.

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

- 1. Improving zoning regs/permit process by eliminating red tape, redundancy, and more efficient administration.*
- 2. Create a clear, concise informational explanation of the zoning/permit review process for businesspeople and residents. Post it on Town website. Help people understand.*
- 3. More communication from Town Government and within the community about projects, decisions, and actions, including encouraging informal open discussion and meetings. When Town makes decisions better communicate to the community reasons behind the actions and decisions.*

e.) Who else should I talk to?

- *Shelburne news about the project. Like advertising your consulting work on an ongoing basis, perhaps even as an ongoing "advertisement" in the Shelburne News.*

Interview #21

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Maintains historic architecture.

Downtown is vital, historic, walkable (Stowe.)

Living areas like current trailer park area are developed to create walkable links to downtown businesses and shops.

We have additional upscale shops that tourists will visit.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Shelburne Green development – it tasteful, incremental, no traffic issues, brings in people. We all should embrace it.

Redevelopment of Falls Road and Greenbush.

c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- **Business community**
Rice property has great potential to link to Jelly Mill.
Redstone owns piece of the land that has potential.
- **Town Government**
Help transform Shelburne Woods for a win-win. Trailer owners earn equity in new affordable homes and area allows condos for seniors that will connect them to walk downtown.
What is developed is that which survives the permit process providing not continuity and connection with development projects.
Permit approach and process is built for NO – What we can't do. So it results in that we don't want anything.
Permit/review process is torture beyond belief and impossible relative to other communities. It is too often based on interpretation.
In other communities' permit process may take 2-3 months. Shelburne best case is 1-2 years.

It is not the regulations themselves – it is the negative culture and process that are the obstacles for opportunities to come to Shelburne.

Huge setbacks from the road on Rt 7 N - what it was meant for?

Leverage Healthy Living development into a cool shopping area.

Bury power lines for more historic look and feel.

- Other (Schools, faith community, nonprofits, residents.)

Rt 7 Traffic is a lurking issue.

Community knows what it doesn't want for development, but community doesn't know what it does want.

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. *Create a hearing schedule that creates expected timeframe goals for when committees/staff will hear and decide permits.*
2. *Change Town review/regulation/permit culture to be accountable to help opportunities like other communities have.*
3. *Hold Town staff meetings for initial review so staff feedback and comments are immediately worked into project review.*

e.) Who else should I talk to?

- *RB Klinkenburg*
- *Jim Carrol (Rice Lumber property)*
- *Peg & Ter's owner*
- *John DuBrul*
- *Tim & Larry Williams (Archie's and developer)*

Interview #22

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Development that provides services/opportunities to the community.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Shelburne Green development – Great design, vision, and opportunity.

Teddy Bear. Museum

South Location. Ideally positioned to draw for people/business with connection to Middlebury and business traffic looking to leave Burlington.

Rt 7 has approx. 16,000-17,000 vehicles a day through Shelburne.

Healthy Living development

Pastoral setting

c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community
- Town Government

Planning regs, process and arbitrary interpretation has done so much damage to Shelburne potential. It is significant. Reputation is awful.

Time kills deals. Shelburne review process kills opportunities.

By-laws are poorly written.

Town Government is always NO – never how can we help, consider possibilities like other communities offer to opportunities.

Everyone afraid to make the changes necessary.

Some businesses owners are so burned out dealing with the Town they are quitting on Shelburne.

New business opportunities are not coming to Shelburne because of the problems they hear about.

Fiddlehead would have never located in Shelburne had the owner knew of the obstinate, nonsensical, and negative Town process and regs.

Work with Healthy Living to learn about spin off possibilities to the project.

Must develop and communicate an “open for business” culture and approach.

Be friendly to development with key terms and conditions Shelburne wants.

Building and development evolves, and planning departments must also evolve, stay current and create opportunities.

Town should influence the design of development/buildings but should not also dictate the use.

Shelburne can have successful and pleasing managed development that maintains the integrity of the Village and develops aesthetically pleasing development on the Corridors. But must focus on the look of the buildings – not what goes inside the buildings.

NIMBY makes it difficult to get development consistent and connected.

Shelburne Green/Fiddleheads development was lost opportunity for eating place, that people say they wants more of.

Lack of common-sense examples – no café/food in Fiddlehead’s development, only 14 seats allowed at Harrington, not allow restaurants to use shared parking so that they must build their own (creating more storm water runoff.)

- Other (Schools, faith community, nonprofits, residents.)

Community must be supportive of new development opportunities and more vibrancy for the community. People will say they want services in the area so must be open to allow opportunities to come into Town.

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

- 1.) *Bring in experts to change, amend and evolve zoning regs.*
- 2.) *Manage good growth by facilitating and incentivizing development in certain spots like Shelburne Green, Teddy Bear and Rice Lumber area. This will preserve village while building tax base.*
- 3.) *Message and communicate Shelburne want to look at opportunities, encourage people by being open and willing to talk about possibilities.*

e.) Who else should I talk to?

- *Brian Precourt*
- *Steve Mayfield*
- *Graham Goldsmith*
- *Dave Marshall*

Interview #23

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Place where residents are happy, raise their kids. Family here and nearby
Sustained (2+ years) businesses of all sizes.

Need to attract new businesses, too.
More people here – living or visiting.
Pleasing new construction. High quality.
Renovate, replace or repurpose schlocky empty buildings.
Building vacancy rate is below 5%.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Great schools.
Great size of community. Sense of community. Big enough for variety of people. Good socioeconomic base. We feel welcome here.
Bike paths.
Non-Profits
Farms, Museum
Farmers Market
People are proud to live in Shelburne and do right by Shelburne
Rotary
Churches in center of town
Good town leaders/volunteers
South entrance – Shelburne Green, Folino’s, Fiddlehead, Vineyard. Foodie/Quality products.
T Bear
Some nice spots in the Village - In Full Bloom, Flying Pig, Town Green.

c.) Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community
Tourism can be a significant piece of the pie.
D Shenk has some affordable housing going up?
Is a fair number of schlocky empty buildings: Sirloin Saloon; Red Apple, T-Bird; Days Inn.
Need some stronger medium size businesses. More restaurants.
Renovate the hardware, grocery, pharmacy area.
- Town government
Some form of incentive/penalty for developers to do something with blighted land.
Develop us as a high-quality destination. More anchors like Healthy Living.
Shelburne green development closer to Rt 7 so tourists could see it.
It is hard to build density and match the revenues with the costs. Numbers don’t work on latest density requirements.
Little more friendliness to development would help.
All the restrictions and regs – what does the Town want to see.
Kudos to Town for launching this project to study and understand.
Ask question if Form Based Code has improved anything?
We are missing roadside appeal for tourist all way from South to North.
- Other (Schools, faith community, nonprofits, residents.)
Traffic.
I’d rather not have more gas stations. Maybe car dealers ok?

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. Provide simple information for businesses to follow and understand the review process and content.

e.) Who else should I talk to?

- *Tim Williams*
- *Jessica Brumsted*
- *John DuBrul*

- *Hillary & Doug Boardman*
- *Kiernan Donnelly*
- *Tim Pudvar*

Interview #24

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

*1 – Hotels, Motels, B&B. Not so much industry.
Increasing volume of business coming in.
Back areas are filling in.
Not a Tafts Corner but a desirable place for business opportunities.
Quiet impact on the community.*

*2 – Less vacant storefronts.
More activity. A Buzz.
Responsible growth. Not parking lots.
Diversify business base – not all eggs in one basket – mix of restaurants, retail, service.
Better mix of business and residential.*

*3 – More businesses that people want here.
Filled storefronts.
Continuity within the Village; Reinvigorated; Walkability to shop in the Village core.
Not against chains or bigger developments like Health Living on the North Corridor; help with the tax base. A mix of retail/hospitality/light industry between Shelburne Green and VT Teddy Bear.
We have a lot of green and open space. We can devote some to economic activity while keeping a lot the way it is now.
Popular eateries on North Route 7*

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

*New Library
Location to Burlington
High income demographics
Shelburne Museum & Farms
A village feel
Residents care and are involved
Fiddleheads, Vineyard, restaurants, food
Beach, recreation, weekend activities, natural resources
Schools, nonprofits.*

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- **Business community**
*Continue to come to meetings, be vocal about specific changes that would help and are common sense. Educate the rest of the community.
We can't underestimate the draw that Shelburne Farms and Museums are. Shelburne could take more advantage of that traffic with a permanent Farmers' market somewhere covered which would be the envy of Chittenden County.*

- **Town Government**
Opportunities coming in are more residential.

Town loses income because of the weight of our regs, restrictions.

Applications are mainly for Shelburne core.

Our restrictions against industries are pickier than other towns.

Pressure on Fiddlehead

We as a Town and a community must be open to being creative and compromise for the needs of business.

We should always have a business project going on.

Must be able to have waivers to regs.

Town must be more lenient, loosen strings, faster more efficient permit process – we are hindering and losing business opportunities.

Business owners are extremely frustrated with the permit approval requirements and process.

We must have a balance, but it is not there for business.

Feels like we are anti-business. We have a reputation and a perception problem for business development.

Negative word gets around.

Easier to set up business in other towns so they go there.

We need incentives by giving businesses room to grow, give our current local companies room and opportunities through regulations to grow. Otherwise, they will move.

We need more common sense in application of regs, restrictions and process.

We are also on the Lake but there's little access to it where people could gather for drinks/eating out by the lake.

It could be done tastefully and respecting the ecosystem.

I would love to see the Shelburne Market to Bearded Frog mostly walking area.

- Other (Schools, faith community, nonprofits, residents.)

We as a community need a cohesive plan of what we want – not just what we don't want.

We must help businesses feel it is a positive to expand in put community.

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. *Make the application paperwork process simpler, more defined, and direct.*

2. *The community must be more open minded to business needs and opportunities.*

3. *Overall reg review for common sense and streamline priorities.*

4. *More communication and collaboration between businesses and Town Plan intent while we understand and adapt to business concerns.*

- e.) Who else should I talk to?

- *Matt Cohen*
- *Tim Williams*
- *Natural Resources Committee*

Interview #25

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Development that meets the needs of the community at large – not development that is exclusive.

Development that supports what the community looks like. That support environmental stewardship.

Good paying jobs for diversity of people.

More stores on R7 North. More development like Healthy Living.

Smaller food shops like sandwich shops, bakeries that provide service for community residents.

A full-service area of grocery, lunch, library courses all that provides for more opportunity and participation for the entire community.

A network of trails, biking and walking, and places that connect the community and local businesses including our local gems (T Bear, Museum, Farms, Winery).

Connecting our local ag/food suppliers and local markets.

Development that ties together the Village and Rt 7.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

*We have community support for local business as experienced by Willow House during pandemic.
Smart local businesses able to pivot.*

Our Village

Farms, Museum, T Bear, Wake Robin

Open spaces, recreation, Lake (15 miles of shoreline), baseball field, trails.

Library, Town Hall, good amount of affordable housing, food shelf, Farmers Market, vineyard, high quality food businesses.

Open, transparent Town government Shelburne News, SBPA, senior housing, school system train station.

We are really good as a community.

We are unique.

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

a. Business community

Perception amongst some businesses that Shelburne is difficult or expensive in which to start or conduct business.

Find out and get out any positive stories about successful business development.

More connectivity with businesses and support of each other – like Willow House providing opportunity for a local farm to sell produce or Wake Robin buying local.

Renting space in the Village is prohibitive.

b. Town government

Have community conversations to avoid conflicts between business development and residents.

Rt 7 North needs cleaned up. Need to spend money to make money

Need more clarity about where development can occur and what can be done.

There is always opportunity, but we must gather resources to take advantage.

Mixed business perception about ease of working with Town government.

Signage for some, especially Shelburne Green food businesses, has been frustration and a problem for their business.

Town government has been improving is support of business development – keep it moving in that direction.

Let's make a connection of biker trails for the community, businesses, visitors. Connect us to S Burlington. “Pennies for Pedals”.

Public transportation! Ditto, ditto!

c. Other (Schools, faith community, nonprofits, residents.)

Overall available and reliable 24/7 public transportation for workers is an obstacle and continuing challenge.

Available Training to get good jobs.

Challenge is that most of Lake shoreline is privately owned.

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

- 1. Talk to owners of empty building and brownfields along Rt 7 to see if can determine useful information about why properties not redeveloped, can Town do something to support, proactive opportunities. (Sirloin Saloon, Red Apple Motel, Kwiniaska Golf that used to provide winter activities.)*
- 2. Be Proactive as a community and Town now. We have been making positive changes toward business support. Now is the time to spread that word to developers and business opportunities that may be available especially because of the “big hole and no mall” in Burlington.*
- 3. Review Town regulations/process to allow more opportunities for the Shelburne Green local food businesses and other local food businesses to grow, sell food year-round, etc.*

e.) Who else should I talk to?

- *Jen Whalen – Mysa*
- *Rice Lumber*
- *New Businesses*
- *Cate Cross – Library Board*
- *Vermont Country Store – Steve & Deb Mayfield*
- *Village Wine and Coffee – Kevin Clayton*
- *Shelburne Vineyard – Ken & Gail Albert*

Interview #26

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Better traffic flow, less congestion.

More companies and people will be attracted to Shelburne when not battling traffic.

More anchor development (like Healthy Living) will bring people south.

Bike connections to Burlington bringing people to Shelburne.

Incorporate Shelburne Museum into Village Downtown.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Shelburne Green Artisan Village

Farmers Market

Location

Folino’s/Fiddlehead/South area

Shelburne Farms and residents access to it

Shelburne Beach

Lake Access

Schools

Open land, views, access

c.) Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- **Business community**

More activities like the Farmers Market. Do more of it than just the Summer. People like to gather – build events/opportunities for them to do so.

Have a collaborative space for local artists/artisans.

Opportunities for spin off business around Healthy Living development?

- **Town Government**

Build a road South and West of bridge to school to ease traffic congestion especially at start and end of school day.

Traffic congestion overall is an obstacle and sticking point for attracting people and businesses.

More people should learn about Artisan village behind Fiddleheads.

Connect Burlington and Shelburne in new ways – like bike paths.

There is a fine line between just anything development and too tough. But not much business change in last 20 years and times are tough for businesses so we should lighten up on the restrictions.

With certain zoning changes we can and should have more commercial.

Replace motels with apartments.

Majority of vacant property owners are holding onto them waiting zoning changes.

Land exists far enough away from Route 7 that some commercial development could be placed and still be visually discreet.

Build out commercial on North corridor while maintaining the Village itself and access to Shelburne Farms, Museum, local Village businesses.

- Other (Schools, faith community, nonprofits, residents.)

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1.) Create more year-round draw events like Farmers' Market.

2.) Allow more opportunities for gatherings of local artisans, make it easier for food trucks at events.

3.) Create small artisan, artist, small business collaborative spaces.

e.) Who else should I talk to?

- *Davies Commercial Real Estate*

Interview #27

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1 - Capitalizing on recent progress that keeps the ball rolling. Develop old properties, motels, etc. We keep going on recent progress. Town Manager is progressive. I haven't seen it hard to do business in Shelburne.

2 - I like what I see in Shelburne. Maintain, improve that we can address our immediate needs. Kid friendly restaurant would help.

3 - Bad reputation for business is much deserved. Horrible place to get something done. Investors in town are leery of staying/investing here. Town panders to a small group of objections. Our zoning limits opportunities and vacant properties stay vacant or current owners don't try because of restrictions, zoning. Has been frustrating for business and development for years. However, in last few years we have been on an upswing. Going in the right direction. Refreshing.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our "bright spots" and resources?

Craft School

Access, walking through woods.

New development in Health Living

Rt 7 can help businesses.

Location - People are moving to VT and Shelburne well located.

Fiddlehead

People are looking to live and work here. Is a good place to live.

Lake, Farms Museum, Town Beach, Bike Paths

Lot of mental firepower. Experienced people to fill positions and volunteer.

Town

c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community
Healthy Living will get the ball rolling.

Coordinate how to bring visitors to spend a day in Shelburne. 1,000 people a day come to the Fieldhouse for certain events. More active promotion together.

- **Town Government**

Keep an open mind for new businesses that might want to come. If it is a good thing for the community, consider variances. We should use common sense thinking for opportunities.

We should have accommodated needs for Fiddlehead growth – it is a crown jewel. We need flexibility to help great businesses like that for the community.

Town Manager is progressive, making things happen.

Use banners and signs to connect visitors with our businesses.

Restrictions on lighting and signs are ridiculous – doesn't allow us to improve our land or showcase our businesses.

One person on zoning board can stop projects.

Town government is so unwelcoming. I'm a former paratrooper and even I was afraid to have to go into the planning offices because it is so unwelcoming.

Other (Schools, faith community, nonprofits, residents.)

Rt 7, while can be good for business, can also be a safety concern.

More residential housing is developing so we are having good population growth.

We must be willing to provide amenities, restaurants, grocery, services, etc.

People are asking for a pool.

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1.) *Marketing campaign for the community, businesses, visitors. Show off Shelburne.*

2.) *Let us show off our businesses, too. Revamp signage restrictions so we can advertise for opportunities. Opportunities don't happen every day.*

3.) *Improve business cooperation/collaboration.*

4.) *Develop business incubator space in Shelburne.*

5.) *Have a person in Town Government to help businesses, opportunities happen.*

6.) *Keep current progress moving – build some continuity in economic development work.*

e.) Who else should I talk to?

Interview #28

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1 - *More concentration of businesses for structure. Vergennes is an example of town with a variety of interests. It has developed nicely.*

Not expensive things like the library. Was no need for that.

Use existing things like the fire station in a more productive way.

Better development of the Shelburne market area – would not like to see it gone in face of Healthy Living.

Affordable housing and lack of childcare are obstacles to drawing people and workers.

2 - *When I came here in 1973, I was delighted with what I saw. Shopping Park off the main road. We were distinctive, utilitarian. Set off Shelburne as different from other towns. 5 years from now remain a bedroom community, not business development, not a strip mall. If there is development, it should be done tastefully in a manner that continues to set us apart from other places. Not like Vergennes.*

Businesses can educate neighbors and work with the planning commission process successfully – be prepared and you will be approved.

Good part of Shelburne is the flavor and character of the town. New development should be required to maintain that look.

Use foresight and imagination. Development doesn't need to be in your face – have design, charm and beauty.

3 - We would have a variety of businesses both small and large. No vacant buildings.

Workers can afford to live here.

More businesses would lower taxes on housing allowing more people to afford to live here. Allow longevity of living here.

Not a strip mall, but a variety of businesses.

Nor hearing “us versus them”.

4 - Ditto to a lot.

Shelburne got ahead of itself on approving the library. \$6.5 million bond. Water run off costs. Need new development to replace the old tax base.

Stay a small town.

Affordable for young families. Need a developing business tax base to help that.

Fix our antiquated and abusive planning process. Can't even get a sign up w/o going through hell and highwater.

Need businesses, even chains if necessary – got to circumvent problems with having chain stores.

Mixed use development doesn't work. Overall, we can't afford the tax base. Can't have all antique stores.

We cannot stay the way some residents want Shelburne to stay.

We have much better Select Board and Town Manager now – they understand the difficulty of the review process.

Keep moving ahead – More friendly and inclusive to all types of people. I am more hopeful now.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Palmer Sugarhouse

Natural Resources

Shelburne Beach

Shelburne Farms & Museum

Winery, Fiddlehead, Folino's, Artisan Market

Country Store

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community
- Town Government

Have to embrace local businesses like Fiddleheads

Embrace Mom & Pop situations while maintaining character of the town.

Town planning must better plan the flavor and look of development.

- Other (Schools, faith community, nonprofits, residents.)

We as community need to not stigmatize people who live in affordable housing like the mobile home park. We had horrific backlash re: affordable housing project.

We all should continue to support Shelburne Museum – it is Town friendly.

Overall a growing community problem is that there are no features in the town that are even medium expensive – all expensive.

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

- e.) Who else should I talk to?

Neighborhoods opposed to development.

Town department employees

Candi and Rick Bessette – Aubuchon's

Interview #29

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1 - Affordable Housing. Thoughtful Development. Not a mish mash/sprawl. Mindful of aesthetics. Sound environmental, transportation and good accessibility to be able to get places in Town. Inclusive.

2 - Continue local ownership of businesses. Fill empty storefronts. Maintain traits of Town character/develop to keep the look – yet tax base and leadership can't only come from those who can afford it. More affordable place. Expanded tourism base that is synergistically developed between our tourism draws, local businesses and the Town.

3 - 1. Preserve rural and Village ambience. Not like South Burlington. Not parking lots. Not like Manchester/Outlet stores. 2. Reduce income disparity. Not interested in lining pockets of realtors and developers. More people using the food shelf now. 3. Long term work and income for the 20–30-year-olds/young people to live here. 4. Lower the carbon footprint of Shelburne.

4 - Ditto. We get rid of heavy truck traffic. Return to the life and sounds of the Village. Remove the congestion. Become more walkable, amiable, and quiet. Remain a historic district.

5 - More accessible transportation. In 5 years, we have not gutted the Village. Less noise. Not excited about moving the fire station and having another grocery store. What about our existing store?

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

*Schools
Open land, farms, natural resources
Lake/Beach/Shipyard
Educated and thoughtful residents. We care about Shelburne.
Predisposition to be environmentally friendly.
Lot of volunteers
Local gym
Library
Police/Fire/Rescue
Meach Cove Farms
All Souls Interfaith*

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- *Business community
More restaurants
Diversity of local services*
- *Town Government
Shelburne Rd is a fed highway. Access Fed \$ to route truck traffic in an underground tunnel stating at La Platte to Teddy Bear.
More bike and walking paths.
Have had too much emphasis on realtors and developers.
Relook at Form based code as what we want it to be – developers had negative impact on it. Visual pollution on Rt. 7*

Town is resistant to underground utilities.

Our upcoming costs as a Town (bonds, water treatments, etc.) will make it difficult to make changes like utilities/traffic rerouting/signage,

Fed & state government relief \$ is an opportunity to pursue. Be aggressive and get our fair share.

Opportunity to reduce costs by combining municipal services with other towns: Quality and less \$.

- Other (Schools, faith community, nonprofits, residents.)

Overall, we don't coordinate together to take advantage of our tourism. We should communicate more as a Town, businesses and Museum, Farms, and Teddy Bear to market Shelburne and expand a tourism base.

Need more affordable housing as a community.

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. Set minimum standards for development.

2. Investigate collaboration with other communities for provision of municipal service.

3. Form a working group of local leaders to develop a marketing strategy to promote creating business and living here.

4. Link Town and existing tourism entities expertise and resources to expand tourism.

- e.) Who else should I talk to?

- School principals

- David Webster

- Jim & Pam Brangan

- Brian Precourt

- UVM & Hospital

Interview #30

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

Five years from now, we will say solid economic progress has been made if the current way of operating has been largely swept away and wholesale changes have been made in the specific operational rules across the town's committee structure. Rules changed to allow for much greater transparency and requirements to engage with the private individuals and businesses most affected by proposed changes. One great start would be a committee made up of business owners selected by the Shelburne business community, outside of the control of the planning office, and empowered to review and comment on any issues being reviewed by other committees in the town.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our "bright spots" and resources?

The new town manager and the existing business community.

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community

- Give it an official, independent voice within the town government.

- Town Government

Re-vamp the planning office structure and the selection of members for various committees.

Force all committees to adopt completely open process, including requirement to actively notify and encourage input from property owners and/or businesses who will be most impacted by various proposals.

The egregious legal fight with the RR put fear into many in the Shelburne business community. Town is willing to piss away a million \$ going after a permitted application backed by federal RR laws, pursuing a case it could never win? My God – what if they want to go after me? They could decide to pursue and harass us to death!

Town Gov't has to change if they really want a vibrant economy and business community. But I doubt Town Gov't really wants an active business community.

I lie awake at night worried about receiving an awful Town letter about our operations even when we are approved and enabled for it.

Not suggesting business just gets whatever it wants -- we can't expect or ask for everything. But we should not have to operate worrying about some new decision form Town Planning.

Sometimes we have to get approval permits from the Town for things the State has already approved.

We received a threatening letter from the Town claiming we were operating without a needed permit; a permit we and other businesses had never heard of and others didn't have to get. It is arbitrary application, a fishing expedition.

Town needs more consistency.

Maybe it is willful ignorance.

Permits are needed for too many - even minor - things. Open things up for small events, changes, opportunities.

Environment that exists within planning process in Shelburne is intentionally difficult, onerous, restrictive.

We support quality economic development and measured, responsible growth but the pendulum has swung too far in Shelburne.

We know of businesses that won't come to Shelburne. We specifically spoke to a business owner because we thought the business could do well in Shelburne. The response was "I would never try to set up a business in Shelburne. Not worth the hassle."

- Other (Schools, faith community, nonprofits, residents.)

Doesn't seem like the community and/or the town government wants successful agricultural business. Wants old barns and picturesque farms to look at but don't really want active, successful, profitable farm businesses, despite what it says in the town plan.

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

- 1.) *A business owners' committee in the zoning and reg decision making process. Planning committee doesn't know what they don't know so proactively use a business committee as an informative tool from the start of considering any regs, zoning, restrictions.*
- 2.) *Restructure Planning Department*
- 3.) *Proactive outreach by the Town to a percentage of property and business owners that might be most impacted by regs and rules under consideration. Alert and inform people and invite them in for input and learning. Increase transparency.*

e.) Who else should I talk to?

- *John DuBrul*
- *James Bissonette*
- *Dave Palmer*
- *John Abele*
- *Bread & Butter*

Interview #31

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1 - Increasing the grand list. Increasing our base value for shared and lower taxes. More businesses in Shelburne to spread across the tax base. More housing would also spread/levels out the tax base.

2 - Development that includes the breadth of our community and that comes from input of all sectors, all voices heard.

Development of businesses that are missing so we are not leaking \$ out of Shelburne; such as broader diversity of dining/home improvement/hardware choices.

Development that keeps an eye toward environmental protection. Protects and supports our unique qualities and beauty.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Shelburne Museum, Farms

Rec dept

Community events – concerts, fireworks, family oriented

Shelburne Beach, Bay, Lake

Faith community

Community character/neighbors/connectedness

Food Shelf

- c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community

Healthy living is opportunity and provides shopping options for residents.

Allow variety of businesses along Rt 7 North including gas station, auto dealers and fast food but develop mindful of traffic congestion.

Present housing costs prevents employers from locating here due to lack of employees.

- Town Government

Focused cultivation of diversity of businesses to meet community services & needs.

Overall, our reg/permits are overly complicated, huge expenses. The uncertainty of the costs, time, and process keep developers/businesses away. Uncertainty of community vision and of potential obstacles/resistance keeps opportunities away.

Conduct a community survey of the types of businesses residents would like to see.

Incentivize development of more affordable housing. Cost benefit calculus of affordable housing and spreading tax base.

Opportunities for allowing mix of businesses on Rt 7 North including chain, fast food, gas station while keeping an eye on the aesthetics of the building design and traffic congestion.

Opportunities to encourage mixed use development.

- Other (Schools, faith community, nonprofits, residents.)

Tremendous opportunity for business and faith community to partner/coordinate more.

Present housing costs is an obstacle.

Community needs to figure out how to allow for/support broader range of housing for working families.

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. *Streamline local permit regs and process to make permits less expensive and time consuming.*

2. *Increased collaboration between all our sectors on behalf of economic development opportunities.*

3. *Town/community develop a vision presented to potential business opportunities that captures our streamlined processes/incentives/positive support.*

e.) Who else should I talk to?

Interview #32

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

*1 - Fewer empty storefronts. Local eateries/restaurants.
Businesses that build community. More local shops.
More of Shelburne South development.
Creative development. Not just relying on a few types of businesses.*

*2 - Development that comes from the big picture/vision. Based on articulation by community of what we are trying to accomplish and that Council uses for tangible results and strategies.
Higher visitation. Higher spending.
Higher investment of Town to benefit visitation/tourism. Creating more things to do and spend in Shelburne like boutiques and experiential.
Commercial development for the tax base.
More housing development.*

*3 - A diversity of businesses like in the South development.
Recapture what Shelburne had in the past with no empty storefronts, thriving businesses.
1998 Greenbook listed 20 restaurants.
Development based on a vision of what Shelburne wants and needs to be.
Not just bricks & mortar.*

*4 - PC spent several years creating a vision for Town & Rt. 7 and South.
Sustainable development like Desautels food facility.
Have a mix of businesses. Restaurants alone are tough to survive. Can't have just retail. Proactively pursuing the limited/finite opportunities that are out there.*

*5 - We have good paying jobs and opportunities so that young people can stay and work. Families.
More affordable for young families.
Increasing school numbers.*

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our "bright spots" and resources?

*Schools
Library
Farmers Market
Civic spirit, volunteers, knowledgeable people
Business association
Open spaces, land
Teddy Bear, Farms, Museum
Shelburne Country Store
Shelburne Bay, Beach, Recreation, activities – we can do it all.
Shelburne Historical Society and the Veteran's committee*

c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community
*Rally around our selling points.
Stronger business coordination/collaboration.*

*Coordinate our businesses, tourism with our big tourism draws.
We can make a lot happen if we get effectively involved.
3 huge tourism attractions but we have no large hotel, no convention center?*

- **Town Government**
*The South development could be better, more business. Landlord, tenants, and Town should work together to improve the development, draw more businesses, more retail traffic. Pull people off the busy highway. Lack of cohesion/continuity between South, Village, North, Shelburne Farms, etc. Visitors stop here and there but a visitor could spend an entire week in Shelburne.
More branding, directional signage, in all parts of the Town, marketing of our community (look at Stowe.)*
- **Other (Schools, faith community, nonprofits, residents.)**
*Overall Shelburne is awesome – why are we not attracting more businesses?
Lack of cohesion in 3 sector partnership of community, Town Government, and business community. Let's make it happen.
Shelburne is sometimes perceived as an exclusive rich bedroom community and this can hurt opportunities for people not looking for that. We are not just that. What is our message and brand?*

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

- 1.) *Hire Economic Development staff.*
- 2.) *Proactive communication of our development/community vision.*
- 3.) *Proactive and positive list/outreach/support of permit requirements, regs.*
- 4.) *Create a process to engage our skilled residents/tourist draws to create Town branding that stems from our vision.*
- 5.) *Create a process to engage our skilled residents/tourist draws to link our geographic places/areas physically and virtually.*

e.) Who else should I talk to?

- *Ag/farms*
- *Aurora Farms/Nitty Green Co. – Tom Kenyon*
- *SBPA*

Interview #33

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

New businesses that expand the tax base.

Build tourism.

Opportunities that come from bringing people together with more events in Town.

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- **Business community**
We need to get more involved in local government. Fresh blood that will bring more open minds to business. We need to make more effort/cooperation to promote our businesses. We should be more organized.
- **Town Government**

Seems like there is more obstruction, less willingness to work with us. Not an attitude of we will help you. Working with the Town if we want to try a change is always in the back of my mind; always a worry. Always a battle with the Town. We are taking a huge risk starting/building a small business. Seems like the Town has animosity toward us – Us vs. Them. It is incredibly exhausting. My spouse was practically in tears at end of a review committee meeting trying to get a small change approved. Because of all the architecture drawings, site review, and time costs we couldn't afford it. We finally relented - gave up what would have made our business better.

We have Town restrictions that even my customers didn't know existed until I tell them about them. They are shocked. No one knows why we have them. They should be changed – It is not enough to say “we have just always done it like this”.

Too much Government by committees. Too few people are making decisions that affect us – like making a change to my sign. Due to our building, location and landlord attitude we are moving our business. Found a place outside of Shelburne. We were partially influenced by the welcoming attitude of the building landlord – we were wanted.

- Other (Schools, faith community, nonprofits, residents.)

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years?

1. We should have programs and committee that bring people together with events that pull people to Town. Business community/Town organize at least 4 events a year to draw more people to Town/Spend \$ locally.
2. Eliminate restrictions/requirements that hurt small local businesses chances for success and change. Things like outdoor patios; signage/better tourism signage; parking requirements.
3. Better/affordable signs that lead people to our businesses.
4. Who else should I talk to?

Interview #34

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1 - A diverse set of businesses that support local vitality. That support jobs at good wages. Technology, gathering places, restaurants, entertainment. Jobs for everyone. Need it all here. Development that doesn't take away from the character of the Town. Multiple Economic development zones. Development doesn't have to be hidden. Zones that respect a balance.

2 - Maintain/Retain the small town feel that we like. Development that creates community gathering spaces and functions, brings people together, bump into each other. (Like Vineyard bluegrass events.) Development that helps support a sense of community. Guard against RT 7 becoming a typical strip. Promote locally owned, Mom & Pop.

3 - Fear creating a geography of nowhere on Rt. 7. Development that adds density along the corridor. Smaller dwellings, more walkable. Clusters and nodes of business. More development like Southern Gateway. More opportunities for the vitality of the downtown for people to stay, wander and shop. More opportunities to run into people and connect.

4 - Echo same. Shelburne is unique. Multiple surveys show that people want to preserve and protect open spaces, farms, character. Be nice to solve traffic back up. Unchecked development is a danger. The Town focus is on Rt. 7 growth zone. We should be smart in design. The design aspect is critical. Out in the rural areas stop the trend of subdividing and long driveways. Create smaller nodes of development. We should facilitate helping local businesses. Child Care – equitable housing – better broadband.

General discussion about definition of “unchecked development”. Is a franchise chain owned by local folks with Shelburne design aesthetics considered “chains” and/or unchecked development? A “Starbucks” with acceptable design/aesthetics? Yes – maybe some opportunities like this but the key is to create a happy medium. Maintain a sense of place with a good mix of economic diversity that includes balance of local business opportunities and bigger development.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

Shelburne Farms & Museum.
Volunteers – Involvement in decision making
Lake, Views, Rural places
Tradition of folks being rooted here, the rich history
Craft School -brings a vibrant flair
Webb family history and generosity
Lots of intellectual capital
Access to outdoors/recreation

- c.) Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community
The tourism draws/institutions could work together more. Tie in opportunities for more synergy. Develop cross business relationships and collaboration.
Events in Town (museum concerts, harvest fest, parade, etc.) that could be capitalized on / crossed marketed with/by local businesses.
Hotels are needed.
Draw interest and people to our ag sector and the think tank/educational reputation of Shelburne Farms.
- Town Government
Make it easier to walk around the Town, to find parking. Create welcoming spaces to gather.
Electric trolley connecting different parts of businesses and tourism sites.
Create better bike and trail connectivity. People like to walk and bike. Make a trail around Shelburne like Middlebury has.
Make Shelburne a destination. Our brand is high quality/value/shopping -Promote it.
- Other (Schools, faith community, nonprofits, residents.)

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years

- 1.) Build out a crosswalk/crossing lights/slow down traffic at Vineyard & Fiddlehead area and crosswalk at Rt. 7 light at Marsett/Bostwick. Build sidewalks all the way out to the Southern gateway.
- 2.) Connect walk/bike paths from Downtown to Shelburne Farms.
- 3.) Businesses/organizations build a proactive collaborative group to work together on opportunities for development and business.

- e.) Who else should I talk to?

Additional written follow up/clarifications from one of the participants.

Here are some reflections I have had from our meeting and your notes:

I think my point on the affordable housing issue needs more emphasis from both a labor supply point of view for the businesses but also for social equality and justice. The more local employees who can walk/bike/bus to work, the more community we gain thus these amenities are important to achieving this. Youth just starting their careers will be looking for reasonable rent and an affordable life.

Following up on the big issue we had regarding the looks of the Route 7 corridor, perhaps the town should convene a meeting of the local architects to help define what the “Shelburne look” could be and then modify the Form Based Code Zoning and give it priority over the standard zoning. For Route 7 we thought that the type of business present did not matter so much as having a very attractive zone. But I think there was some agreement that in the village, the kind of businesses particularly at street level needed to be tourist friendly to encourage the lingering consumer.

A thought I had after we closed was: it is really important for the Town to define what it is and wants to remain/retain and also to become. We are a bedroom community to Burlington, we are a tourist destination without too many good rooms, and we are a small rural/value-added agricultural place connected to the natural world. What else? What should our demographics look like? I’m not sure your page 2 statement about what the brand should be gets at this well. Need to really make sure the definition of what Shelburne is gets total buy-in. Want to be sure that a focus on business economic development still protects and preserves all of the other good stuff. Also, as development proceeds, businesses developing their properties need incentives to add the community gathering spaces or the Town needs to acquire and develop the community gathering spaces.

Hope this helps!

Interview #35

- a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

1 - Encourage businesses and arts institutions that people want as part of the Town. Not just to make a buck. Places of value to us as a Town. Can be businesses that make things here and send out, too. Development that enhances the livability of the community. Strengthens the center of Town – walking, biking, transportation, parking. All these things that serve a centrally located economy. Build on what is and what once was. Housing in center of Town is important. Density and affordability is a driver for businesses in center of Town. Bakery, restaurants, professional services, arts – low impact businesses. Places we can get what we want.

2 - Agreed. Enhances civic life. Development that comes with more partnerships with town and local businesses – Pop Ups, Art walks. Events that drive people to Town. That supports our organizations and people. Like the Farmers’ Market. More cohesion. Ways to encourage walking and more reasons to be downtown other than only running errands. Spend time in our public spaces creating a strengthened center. Accessibility, housing, public transport, affordability. Living, working, and recreating in Shelburne. Focusing on Downtown. I don’t think of RT 7 North as part of Shelburne. I try not to go there.

- b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?
- c.) Why haven’t we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?
- Business community
 - More cohesion and mutual support between arts and business community.
 - Encourage people to stop in Shelburne rather than just scoot by – to help support the current businesses we have.
 - How many current arts businesses do we have? It would be great if we had 20 that would become part of a coalition. How many home-based?
 - Hold art walks, events, bring local art into businesses to help market the art and draw people to the business.
 - Town Government
 - Create maker spaces for arts and businesses.
 - More walkable/sidewalk pedestrian connectivity.
 - Connectivity of Senior housing to Downtown.
 - Slower traffic through Town.

Create more usable parking in the core.
Proactively support and partner with the Shelburne Crafts School

- Other (Schools, faith community, nonprofits, residents.)
Overall build more connection with community and the arts community. Create a spark where we leverage the arts to the benefit of civic, business and community life. Intentionally create the partnerships for more cohesion and more than every Vermonter for herself. Work on keeping the creative \$ and energy here in Shelburne and harnessed for the community benefit – focused, sustainable.

d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years

- 1.) Town budget item for public event (i.e., art walk or craft pop up at local business) OR
- 2.) Encourage nonprofit community arts organizations, such as the Shelburne Craft School, to activate our downtown core and public life through maker space or artist studios via future free lease of Fire Station".
- 3.) Further develop walkability, accessibility, quality of life to be attractive to businesses.

e.) Who else should I talk to?

Interview #36

a.) What does good economic development for Shelburne look like to you? Five years from now what are the outcomes that will make you say we are making solid economic development progress?

b.) Given that as your outcomes/progress, what assets and people do we have that can drive that success? What are our “bright spots” and resources?

c.) Why haven't we already achieved the 5-year outcomes by now? What opportunities exist in the following sectors to move the needle?

- Business community
- Town Government

Current DRB is well balanced, has good skills, has worked out nicely.

The turnover amongst planning staff is a challenge, have to get the greenhorns up to speed.

Planning Department can make a mountain out of a molehill; explanation is that the process is just trying to keep project decisions from being appealed/challenged but 95% of the time no one appeals.

How to create a permit program that is innovative, achieves goals without going overboard is very hard to do given 60 years of planning culture. In comparison, Winooski and Colchester have a simplified and desirable review process.

Review and permit delays are frustrating, costly and can cause lost opportunities. Shelburne regs do have features that seem like they are working too hard. The regs preserve the status quo. People don't like change. It is well known that in Shelburne you can't do anything without getting a permit. There are no exemptions in the planning regs for some things like building maintenance and signs. There is a five-and-a-half-page regulation for little league baseball signage. How can people make their way through such over regulation? Many won't and they just decide not to work in Shelburne.

Certain types of service businesses could be supported by the people in the area. But when you have two population nodes to choose from – one painful development process and one not painful – businesses will choose the easier one.

Lee Krohn has tried/is trying to simplify the permit review process.

Must have practical administration. Right now in Shelburne things that aren't important take precedence; asking for things that are not appropriate. Like to think that Zoning office will help you with development/business projects and applications. That is not the chemistry in this community. Just say no is the first attitude (which is a byproduct of how the regulations were created). DRB too much in the details and

the weeds and not considering the big picture enough. Regular opportunities to meet staff and to feel welcomed isn't offered or important so now it is all daunting for the applicant.

Gray areas do not swing toward the applicant in Shelburne. If nothing is specific in the zoning regulations then should decide in favor of the applicant. If there is a gray area then the decision ought to go the way of the applicant.

Example of a client whose property wasn't configured to provide density. DRB went into details of language about an addition defined as an attachment. Eventually decided in favor of the applicant but caused additional delays and costs to the applicant.

There is a lack communication between Town staff and applicants. Is a crux of the issues. Some towns have a staff technical review of important projects. Shelburne never gets all the department heads to discuss and look at a project early on so applicant can be aware of issues and opportunities that may need to be addressed before going to process and expense of submitting the official permit application, sketch plans, etc. These little processes of communication that help with review consistency, information sharing, and efficiency are not in place in Shelburne. Now application goes to DRB in a haphazard way. Has been difficult to get department heads together to meet.

- Other (Schools, faith community, nonprofits, residents.)
The culture of the community is to use regulations to minimize conflicts between residents. Everything is put in a shell, so neighbors won't be offended. There is a "me" attitude. There is not a create the community, create a vibe approach.

- d.) Given all these considerations, what are the top 3 specific actions that each sector should take next year? In the next 3 years
- 1.) Have a technical review meeting (of Department Heads) so applicants and the staff can vet and understand what works. Earlier this meeting happens the better for the applicant, the review committees, and the entire review process.
 - 2.) Create appropriate exemptions to the stated regulations especially for signage and building maintenance. Make the decision on these things administrative.
 - 3.) Eliminate regulation redundancy. If state requires a permit don't also force applicant to get same local permit. Accept the state permit.
- e.) Who else should I talk to?

ATTACHMENT 4

VT Designated Downtowns (DD)/ Other Communities

VT Agency of Commerce and Community Development
Gary Holloway – Designated Downtown Program Coordinator

- Designed to help direct investments into downtowns/villages.
- Requires an organization or commission to do the direct work.
- Town puts up some \$ to support. Varies from \$10k-\$100k.
- Shelburne already gets State historic tax benefits to maintain properties. Half of the tax credits are sold to secondary market.
- DD has transportation grant fund only for DD towns. 1:1 match up to \$100k. Things like wayfinding signage, bike paths, park benches, ornamental light fixtures, sidewalks can be funded. Total budget funds were increased to \$5 million by the legislature. Huge increase.
- DD provides for more streamlined and caps on ACT 250 permits.
- DD get bonus points for other state programs.
- DD can develop special assessment districts and reinvest back into the district.
- DD offers new town directors training, peer to peer informational guidance, information on ideas and development innovations, a statewide development network, and regional collaboration opportunities. Connecting, Coordinating, Collaboration – all for action.
- Better Places Program. Place Making funds.
- DD application process may take up to a year pending current preparedness.
- Have to reup every 4/8 years.

VT Agency of Commerce and Community Development
Richard Amore – Village Center Manager

- Shelburne is a great Village with tremendous assets.
- In Jan 2021, St. Catherine Church took advantage of a \$50,00 tax credit but otherwise the Shelburne community has not taken much advantage of the Village Center program grants and tax credits.
- Designated Village Centers get priority consideration for certain state grants.
- Legislature just approved \$1.5 million for placemaking grants.
- I am willing to visit Shelburne and conduct a walking audit and make suggestions for opportunities.
- Key factors in a community's successful use of state programs:
 - ✓ Local Leadership/Government Officials driving opportunities.
 - ✓ Locally volunteers engaged with local officials for development.
 - ✓ A Quarterback responsible for leading, coordination, herding action.
 - ✓ Make decisions – incremental ideas to try and learn.
 - ✓ Good historic bones and architecture
- Qualitative data is important to make decision in a community. Quantitative data sets like ESRI are not fine grain enough at the local level.
- It is all about retaining, expanding and strengthening local businesses, highlighting and leveraging local community assets.
- RT 7 has plus is both great assets and a divider. Make the Village more pedestrian friendly/walkable/energetic. What attracts people? More people!
 - ✓ Wide sidewalks
 - ✓ Ongoing outdoors events/gatherings
 - ✓ Bump outs
 - ✓ Flowerpots and gardens, street trees.
 - ✓ Display art
 - ✓ Cultural programming
- Train community to invest in itself.

Better Middlebury Partnership

Karen Dugay, Economic Development Director

- Been in DD about 15 years.
- \$130k yearly budget. \$30K from Town and \$10k from Downtown Improvement District.
- 14-member volunteer board of which one is from the Select Board. Great relationship with the Select Board.
- Great access to state grants.
- We do annual reporting to State.
- Attending state workshops, collaboration, learn ideas of what is working in other DDs, learn to adapt it locally – all significant and important benefits of DD.
- We are proactive in working with existing business and looking for new opportunities. We are not built to draw in large industries. We work to maintain our existing businesses, inventory what's buildings/land is available for new businesses, work with Town government on issues.
- “Kickstart Middlebury”: Town government is offering grants and technical support valued up to \$15k for new businesses.
- Advantage of not being a Town employee is that I can be completely confidential talking to my local businesses. We are their advocate and supporter.
- We build community with and through our businesses. Connect and engage the with each other and the community. We understand their needs and what they have to offer. We develop promotions, hold downtown events, draw people.

Shelburne observations:

- Doesn't feel like a connected cohesive downtown area.
- Develop plan for businesses working together, promotions, events.
- Midnight stroll, prizes, raffles, discounts.
- Without promotion and proactive development, even residents can forget how much is in Shelburne. It is not obvious – must be intentional.
- Tie Framers Market activity into other area businesses.

Revitalizing Waterbury

Karen Newin, Executive Director

Mark Pomilo, Economic Development Director

- VT Designated Downtown program is impressive.
- Waterbury became a DD in 2006.
- Our work goes beyond the Downtown.
- \$230 k annual budget. 30% Town Government, 30% Business Membership, 30% events/Fundraising/grants.
- The access to state grants and funding is significant through DD. Tax credits, Preservation trust. Transportation grants are huge. Only 23 VT towns have access to it at up to \$100k per grant. 50/50 match and can use for wayfinding signage, kiosks, sidewalks.
- The biggest benefit is the coordination, learning, sharing ideas, and partnering with all the other DD's. This was critical during the pandemic – we all learned from each other how to help our local businesses by accessing funds, creative adapting, pivoting.
- Town of Waterbury has really figured this out. RW does everything the Town wants to do but that they don't want to have to do. RW does it.
- RW preserves, promotes, and enhances economic, social, and historic vibrancy of Waterbury.
- We have not lost a single business during CoVID or Main Street reconstruction; in fact, we had 3 new and 8 expanded businesses.

- We do more than organize events. We support businesses to find resources, hold business mixers for relationship building, and coordinate promotions that drive visitors to Waterbury. We also make the friendly connection with new business opportunities and help them navigate zoning admin.

Shelburne observations

- Where does it begin and end?
- Lacks continuity.
- Where are things? A DD would create signage, connect the people and businesses, tie it all together and win.
- It looks desperate for love – emphasize the Village, define it.
- Connect, collaborate, coordinate.

Vergennes Partnership

Julie Basol – Executive Director

Ron Redmond – City Manager (Former Director of Church Street Marketplace)

- Special access to state funds. Most compelling is the transportation funds: can be used for such things as sidewalks, planters.
- It helps a community define what it is. Creates affirmation in branding.
- Part of a town’s goal is to create central location for events and gatherings.
- We worked a project - \$117 million – 50 apartments for long term care. We were granted tax reallocation and used it to build amenities around the senior facility.
- Businesses owners must unite around an area. DD helps unify businesses, community and local government.
- Our Partnership group brings people together who love Vergennes – mixers – People who love Vergennes networking, sharing information, business leads, realtors, property owners, local bankers. Talking about a sense of place and pride. It generates action. Placemaking.
- DD, volunteers and staff become town cheerleaders.
- 50k annual operating budget. Part time staff.
- We got \$1 million of DD tax credits over the years. Benefits local businesses directly, too.
- State-wide DD network was helpful during pandemic; sharing and learning about helping our businesses apply for PPP, grants, tech assistance.
- We help work with town admin/zoning.
- Good idea to leverage the arts.
- Now we have become known as a “foodie” and arts town.
- Promotion, economic development, community development, historic preservation.
- Traffic through town is and has always been a challenge. We have bump outs for traffic slowing and pedestrian safety. It is noisy. Trucks. Some people/businesses love the traffic – others hate it.

Shelburne observations:

- Does it have a strong business association working, promoting Shelburne and each other? Get the merchants/business community talking, promoting, working together.
- Work with T Bear, Farms and Museum to co-promote each other and Shelburne as the place to be. Draw their visitors into downtown area.
- Build a website that promotes/markets Shelburne as a destination. Consumers need information, direction, calendar of events.
- Bring your assets together to make change.
- Focus on a special event once a quarter. Utilize the Village Green more. Should be something going on in Shelburne all the time.
- Nicole Ravlin-Junaper is a marketing/social media resource.
- Tripp Muldrow generates marketplace analytics – he helped us on Church Street, love to get him here in Vergennes.

- Leverage your art community into events, with other businesses, show it off and have local businesses promote the arts.
- Build active relationship with building owners who lease. Find out their needs and build proactive tenant opportunities.

Kendall-Whittier Main Street Neighborhood – Tulsa, OK

2020 Winner – Great American Main Street Awards

Ed Sharrer – Former Executive Director

- In 1967 interstate cut community in half. Destroyed places and historic buildings.
- Community went into a free fall, vacancies, cut off, poor and unsafe.
- Another major road on the south – Rt 66 bring major truck traffic through.
- Make ongoing contacts and relationships with State DOT. Look for opportunities in small ways.
- We couldn't change Rt 66 configuration. Took local political will to make traffic calmer, slower.
- Allowing parallel parking for events always slows traffic.
- Even design can calm and slow – corner bump outs, decorative lighting, right of way for on street parking.
- Promote business signage, sandwich boards, small side street festivals that traffic can see – allow local businesses all chances to take advantage of the traffic and pull people off for a stop.
- Holistically make connections throughout community that allow walking --- it creates sense of slow.
- Enhance the pedestrian experience – pots of petunias between the sidewalks and the road, external music played through wireless, hanging baskets, strategic traffic screening, pops of color that draw pedestrian eyes, art -- all create ambient buffers between pedestrians and the traffic. Sense of walkability.

City of St. Albans

Dominic Cloud – City Manager

- 10 years ago, we had decreasing tax base, downtown dying on the vine, lack of business opportunities.
- We got serious about developing public/private partnerships.
- City proactively uses the tools that we have to help new development opportunities we want.
- We recruited a hotel by assembling and buying the parcels of land. Gave it the land free, dedicated parking lots, took care of the permits. Now have a Hampton on the grand list and bringing in visitors who stay and spend.
- In last 7 years our grand list increased by \$67 million – a 60% increase.
- We believe that small towns have big challenges which require big approaches, and that the city needs to drive public/private partnerships.
- TIF has been a bread and butter, we also do direct lending, we have backstopped rents for new landlords.
- We view economic development as a public good. Fostering community vibrancy is like any other service of fire, water, safety. Promoting quality of life. We spend lots of money on potholes – why not economic development that creates tax base and quality of life for the community?
- We as a city entity have access to information, access to capital, can amortize loans, -- municipalities are great investments for banks and financiers. Use it to build community.
- We have done many deals- as an example we gave a property owner of a historic icon building a grant from tax credit to improve the façade/upgrade the curb appeal of the building and then made the owner a balloon loan to fix building. Not he gets more rent, building is restored right downtown, now on tax role and we are getting loan repaid.
- It is a public good to reposition older, local buildings as market worthy opportunities.
- Transformational economic development requires extensive work on permits and zoning. All 3 of our big projects required changes in the by-laws. Need to be flexible and adapt. Can't have anti-development attitude. Time kills all deals.
- Designated Downtown is part of city staff. Not effective here to separate DD from ED work done in the City. They are a vehicle for promotion, engagement. Not real estate development.
- We took a page from the environmental movement – buy the land! Control the outcome.

Shelburne observations

- Great place.
- Development depends on town vision and what it is trying to get done.
- We were in crisis – Shelburne isn't.
- Hard to make the case that real estate development in Shelburne would need substantial town investment. Support and adapt and the market should get most of it done.
- But if vision supports a significant development, then have the community take control and make the deal that the community wants.
- If interested in hotel development, we used Pinnacle Advisors.
- Potential tool is local option tax. Harvest the funds and reinvest in the community – we used some of the \$ for development. Swimming pool.
- Shelburne recreation amenities could be supported through the local option tax.

ATTACHMENT 5

Tom Daniels Bio

Tom Daniels is the Crossways Professor of City and Regional Planning at the Weitzman School of Design at the University of Pennsylvania. Tom directs the concentration in Land Use and Environmental Planning. He also administers the Certificate in Land Preservation and the Certificate in Ecological Planning. Tom frequently serves as a consultant to state and local governments and land trusts. Since 2005, he has served on the Board of Trustees of the Orton Family Foundation, which seeks to promote better planning and decision making in small cities and towns. In 2010, Tom was a recipient of the Clarkson Chair at the State University of New York at Buffalo, a recognition as one of the leading academic planners in the United States.

Tom is well-known as one of the leading thinkers and practitioners of farmland preservation. From 1989 to 1998, Tom managed the nationally-famous farmland preservation program in Lancaster County, Pennsylvania, where he lives. In addition, Tom co-authored *Holding Our Ground: Protecting America's Farms and Farmland* (Island Press, 1997) and *The Law of Agricultural Land Preservation in the United States* (American Bar Association, 2018). He is the senior author of *The Small Town Planning Handbook*. Tom is a native of Burlington, Vermont.

Recent Publications

The Environmental Planning Handbook, 2nd edition, APA Planners Press, 2014.

The Law of Agricultural Land Preservation in the United States, American Bar Association 2018. With John Keene. "The Napa County Agricultural Preserve: 50 Years as a Foundation of America's Premier Wine Region," *Journal of Planning History*, 2019.

"California's success in the socio-ecological practice of a forest carbon offset credit option to mitigate greenhouse gas emissions," *Socio-Ecological Practice Research*, 2019. With Chaeri Kim.

"McHarg's theory and practice of regional ecological planning: retrospect and prospect," *Socio-Ecological Practice Research*, 2019.

Degrees and Experience:

Ph.D. in Agricultural Economics, Oregon State University

M.Sc. in Agricultural Economics, University of Newcastle (UK)

B.A. in Economics, Harvard University

Full Professor University of Pennsylvania, 2003-Present

Full Professor SUNY-Albany, 1998-2003

Fulbright Senior Scholar, University of New South Wales, Australia, 2002.

Director, Lancaster County, PA, Agricultural Preserve Board, 1989-1998

Associate Professor Kansas State University, 1987-1989

Assistant Professor Iowa State University, 1985-1987

ATTACHMENT 6

Tripp Muldrow Bio

Tripp Muldrow is a principal in the firm Arnett Muldrow & Associates in Greenville, South Carolina. A native of Greenville, Tripp is a 1996 graduate of Clemson University with a Masters degree in City and Regional Planning.

Tripp started his career in the Economic Development Department of the City of Greenville where he worked on the revitalization of the City's West End Commercial District and coordinated historic preservation planning for the City.

After leaving the city, Tripp spent several years as a consulting planner for other firms. In May of 2002, Tripp and his business partners Aaron Arnett and Ben Muldrow started their own firm concentrating on Downtown Planning, Community Image Building, and Economic Development for small and medium sized communities.

Over the course of his career, Tripp has worked on downtown revitalization, branding, and tourism development projects across the country. The firm has evolved a specialty niche in downtown economic development and community branding and has completed projects in over 550 communities in 40 states and 5 countries.

Tripp is a Past President of the SC Chapter of the American Planning Association, has served on the Faculty of the South Carolina Mayor's Institute for Community Design, served on the board of the South Carolina Main Street program, and was selected as part of a Kellogg Foundation grant delegation to study community and economic development in County Mayo Ireland in 2003. He has spoken at the National Main Street conference on three occasions and at state conferences in Washington, Wisconsin, California, Louisiana, Illinois, Virginia, Maine, Vermont, and Mississippi.

He is also active in his own community having served as the Vice Chairman of Greenville's City Planning Commission, the Leadership Greenville Board of Regents, as well as on the boards of the Historic Greenville Foundation, the Greenville Housing Authority and the Friends of the Reedy River.

In 2018, Tripp became the fifth South Carolinian inducted into the College of Fellows of the American Institute of Certified Planners.