

TOWN OF MILTON, VERMONT

ECONOMIC DEVELOPMENT STRATEGY

ASSESSMENT AND RECOMMENDATIONS

**Prepared for the Town of Milton, Vermont
Sanford Miller, Town Manager
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Original Steering Committee Members

**Stephen Burke
Patrick Duffy
Michael Joseph
L. David Keelty
Richard Knight
James Lehneman
Robert Lombard
George McRae
Louis H. Mossey, III
Edward Robinson
Frank Wilkins**

Re-formulated Steering Committee Members

**Lynn Delaney
Lori Donna
Patrick Duffy
Michael Joseph
Richard Knight
Timothy Loucks
George McRae
Sanford Miller
Louis H. Mossey, III
Jeanne O'Bryan
Edward Robinson
Julie Rutz
Martin Waldron
Frank Wilkins**

Table of Contents

Section I:	Purpose	Page 3
Section II:	Previous and Ongoing Studies	Page 5
Section III.	Assessment of Economic Conditions	Page 13
Section IV:	Community Participation	Page 32
Section V:	Vision, Strategies & Recommendations	Page 37

Appendices

Appendix 1: CEDS Economic Development Summary	Page 57
Appendix 2: Public Participation Documentation	Page 68
Appendix 3: Census 2000 Summary	Page 76
Appendix 4: Industry Cluster Definition	Page 79
Appendix 5: Data Tables	Page 82
Appendix 6: Industry Cluster Analysis	Page 89
Appendix 7: Stormwater Funding Strategies	Page 91

List Of Tables

- Table 1: List Of Dollar Importing Key Industry Clusters
- Table 2: Employment And Establishments In Major Economic Sectors In Chittenden County And United States 2003
- Table 3: Population Growth For Milton And Surrounding Areas 1980-2000
- Table 4: Population Projections For Town Of Milton And Chittenden County
- Table 5: Census Journey To Work –Worker Destination For Town Of Milton Residents
- Table 6: Census Journey To Work Data - Home Origins For Milton Workers
- Table 7: Estimated Nonfarm Employment In Burlington –South Burlington
- Table 8: Housing Demand Factors 1990-2000 Growth In Factors Affecting Housing Demand
- Table 9: Median Home Prices, 1998-2004
- Table 10: Chittenden County Service and Retail Firms That Have Grown In the Past Five Years
- Table 11: Town of Milton Service and Retail Firms That Have Grown In the Past 5 Years
- Table 12: Chittenden County Manufacturing Firms That Have Grown In the Past 5 Years
- Table 13: Town of Milton Manufacturing Firms That Have Grown In the Past 5 Years

List Of Maps

- Map 1: The Greater Burlington Area
- Map 2: Town Of Milton Land Use
- Map 3: Town Of Milton Wastewater System
- Map 4: Town Of Milton DB1 Zoning District
- Map 5: Proposed Town Core TIF District
- Map 6: Town Of Milton Environs

SECTION I: PURPOSE

In early 2005, the Town of Milton undertook development of a Strategic Plan for Economic Development. The economic strategy was one of three initiatives undertaken simultaneously which include:

- Development of a Strategic Economic Development Plan consistent with the existing planning frameworks including the 2005 Comprehensive Regional Economic Development Strategy (CEDS) and the 2003 Town of Milton Comprehensive Plan. This project was funded by Town of Milton impact fees.
- Development of a Route 7 Corridor Land Use Study to evaluate the existing conditions and projected impact of planned wastewater infrastructure extension along the corridor and identification of land management and related recommendations to guide growth and protect community character. This project was funded by a State of Vermont Department of Housing and Community Affairs Municipal Planning Grant and Town of Milton impact fees.
- Development of a Town Core Accessibility Design Study examining the next stage of planned improvements to the Town Core to position it as the Town's retail and commercial center. This project was funded by a Chittenden County Metropolitan Planning Organization Transportation for Livable Communities Grant and Town of Milton impact fees.

A team of consultants led by River Street Planning & Development and including Transportation Concepts, LLC, TRIAD Associates, Elabd Architectural Illustration, and Kathleen Ryan Landscape Architecture was selected to assist with the effort. In addition, the town's transportation consultant, Resource Systems Group (RSG Inc.), simultaneously undertook a transportation analysis for the Town Core and assisted the consultant team by preparing transportation projections for the Route Seven corridor.

Town of Milton, Vermont

Economic Development Strategy

In 2003 the Town of Milton developed the 2003 Town of Milton Comprehensive Plan and other studies focused on Town-wide needs related to housing, economic development, main street development, recreation, open space and related elements. These studies recommended that an Economic Strategy be prepared to advance goals and objectives outlined in the Comprehensive Plan and identify a preferred management and implementation strategy. The goal of this plan and the related studies is to present opportunities for broad-based initiatives that will, taken together, further the development initiatives for the Town. Each study exists as a stand alone document. The Common Elements Action Plan summarizes the shared initiatives identified in these studies.

The planning process was two-fold: it included review of previous studies and research presented in this report as well as an integrated public process including focus group, visioning workshop and charette which focused on building consensus about the Town's strategic direction. Input was solicited from government officials, other local and regional planning agencies, local developers and Town residents. Public meetings identified the concerns, ideas and visions for Milton's future of a wide array of residents. The Strategic Plan for Economic Development summarizes this vision and identifies the specific projects and regulatory framework that will assist the Town to achieve the desired future.

Goals of the Strategic Economic Development Plan include:

- Encourage tax base growth and diversity to fund increasing demand for services and rising municipal costs, largely by expanding the industrial and manufacturing base.
- Define residential development targets for the Town in the face of rapidly rising prices to ensure a range of housing types that are affordable to current residents and their families.
- Focus land use in the most progressive manner to maintain character and encourage tax and job base diversity and discourage reliance on a single industry or sector.
- Ensuring consistency between the Town's economic development strategy with regional economic goals as expressed in the CEDS and related plans.

Town of Milton, Vermont

Economic Development Strategy

- Position the Town Core for economic success as a mixed-use dense retail destination and residential core.

The format for the plan provides both research and recommendations including:

- **Regional Framework** –This element identifies the most recent regional strategies, their importance to the Town of Milton and opportunities to use these regional efforts to complement the Town initiatives.
- **Local Issues and Trends** - The element assesses the economic and demographic trends affecting development in Milton and Chittenden County. It identifies opportunities for business expansion in Milton, building on changes in the Town Core as well as initiatives to provide adequate infrastructure to industrial land. It outlines options to attract the Town's share of regional investment and employment growth.
- **Vision and Strategies** - The plan identifies a vision statement and set of strategies which take advantage of the development potential, address strengths, weaknesses and opportunities and reflect resident concerns and hopes to make their vision a reality.
- **Action/Implementation Plan** - Specific short and long-term strategies are identified which build upon the Town's assets. An action plan is presented which will guide adoption and implementation.

SECTION II: PREVIOUS AND ON-GOING STUDIES

The Strategic Plan for Economic Development recognizes that the Town of Milton cannot determine its economic development future independent of regional goals, plans and activities. It acknowledges that regional factors will influence the types of industries attracted to the northwestern corner of Vermont. This plan positions Milton to use its planned and available infrastructure, relative property values, transportation nodes and other amenities to influence industry location choices within the region. The greatest potential for economic development in the Town lies in attracting a larger share of regional growth. The plan also positions the Town to influence those factors which are controlled by federal, state and regional policies to the Town's advantage.

Throughout the plan, the terms downtown and Town Core are used somewhat interchangeably, as the majority of the strategies and action items identified in this document are relevant for the entire "Town Core" area. While the Downtown Business District (DB1) Zoning District is where the Town's densest development will occur, the Town's growth will also occur in the adjacent zones, which together may form the Town Core. The boundaries of the Town Core have not yet been specifically fixed to provide the Town with flexibility in the pursuit of certain State of Vermont downtown incentive programs.

Existing regional economic development strategies focus on the needs of Chittenden County. The two most recent and comprehensive plans for economic development are:

- The 2005 **Chittenden County Comprehensive Economic Development Strategy** (CEDs) (see Appendix 2 for the CEDs Executive Summary). This plan was coordinated by the Greater Burlington Industrial Corporation (GBIC, <http://www.vermont.org/gbic>) with

Town of Milton, Vermont

Economic Development Strategy

funds provided by the United States Economic Development Administration. A CEDS is required prior to the application for USEDA project funds.

- The on-going 2006 **Chittenden County Regional Plan** is being completed by the Chittenden County Regional Planning Commission (CCRPC, <http://www.ccrpcvt.org/>) and focuses on outlining an implementation strategy for the County.

Workforce development is a key part of the regional economic development strategy. It is addressed in the five-year **Workforce Development Plan** developed by Lake Champlain Workforce Investment Board (WIB, <http://www.hric.state.vt.us/champlain.html>). The WIB is responsible for assessing the workforce needs of the region and setting priorities for federal and state funds to fulfill those needs.

On the local level, the **Town of Milton 2003 Comprehensive Plan** also outlines economic goals and activities and identifies Milton's position in the regional economy and regional context. This Strategic Economic Development Plan is consistent with the goals of the Comprehensive Plan.

The detailed studies listed above are summarized below to highlight connections to this Strategic Plan for Economic Development.

The 2003 Town of Milton Comprehensive Plan: Setting Goals and Priorities

The 2003 Comprehensive plan updates a previous study completed in 1998 when the Town's vision sought to:

“Enhance the quality of life in Milton by developing a greater sense of community and promoting greater citizen participation in the affairs of the town. New growth must recognize, integrate and enhance traditional settlement patterns. Milton's sense of community must include protecting the quality of the environment, promoting the vitality of the local economy, and improving education.”

Town of Milton, Vermont

Economic Development Strategy

Specific goals were established including the following which are most relevant to the current economic development planning effort:

Community Involvement - Enhance a sense of community and project a positive image by encouraging active individual and organizational participation in all levels of local government, and coordinating efforts among town, village, and school representatives.

Land Use and Development Patterns - Direct the most intensive development to the downtown area where services, utilities, transportation, and other supporting facilities are most readily available. Enable a more diverse mix of uses emphasizing less intensive development in the transitional areas. Transitional areas are defined as the land between the downtown and rural areas. Agriculture, forestry, mineral extraction, clustered residential development, and outdoor recreation are encouraged in the rural areas.

Economic Growth - Develop a diverse economic base emphasizing high quality job creation. The economic base will focus on providing high value and rewarding job opportunities commensurate with available and planned infrastructure and services while minimizing impacts on the environment.

Housing - Provide for a variety of quality housing to meet the needs of the community for all income levels, including affordable housing options for elderly and disabled residents in the downtown area.

Transportation - Provide connected transportation facilities for the movement of goods and people and linking developments throughout the community. Additionally, alternative transportation, such as public transit, sidewalks and bike paths should be made available.

All of these goals have been advanced in this economic strategy and were confirmed as being of primary importance by the community in public sessions.

Town of Milton, Vermont

Economic Development Strategy

2005 Comprehensive Economic Development Strategy: Targeting Industry Clusters

The 2005 CEDS is a focused economic development plan which builds from a regional vision and a mission for the collaborating entities:

CEDS Vision

“Our economy will be strong and more diverse, with a base of small and large globally competitive employers, and will provide meaningful and challenging jobs that are consistent with Vermont’s culture, values, & a high quality of life.”

Mission

“Through a focused effort in collaboration with the state and other regions, strengthen existing businesses and search out new opportunities to achieve a diverse economy of globally-competitive businesses that offer challenging and good-paying job opportunities, offer the resources necessary to support a high quality of life, and provide economic opportunity for those who work and reside in northwest Vermont.”

The CEDS analyzes an enormous amount of regional economic and demographic data and uses this research to identify the most desirable industry clusters to be targeted for investment and employment in the region so that available assets and resources may be directed most effectively to accomplish the regional goals.

Understanding of the nature and role of industry clusters is vital for the Town of Milton’s efforts to improve its standing in the regional economy and attract the businesses that are most likely to invest in the region. Identifying these clusters is an important first step in finding target industries for the industrial land in Milton. An industry cluster is defined as:

“A group of business enterprises and non-business organizations for whom membership within the group is an important element of each member firm’s individual competitiveness. Binding the cluster together are "buyer-supplier relationships, or common technologies, common buyers or distribution channels, or common labor pools.”

Town of Milton, Vermont

Economic Development Strategy

Industry clusters are defined by the web of inputs and outputs in the region that support the basic core industry. In order to encourage growth of the target industry, a Town like Milton may become the hub for one or more of the industries supporting the target. For instance, the electronics components industry cluster needs integrated circuits which are the brains of the components as well as trained electronic engineers to design components. In this example, the schools which train the engineers and the professional services firms that may supply them are key parts of the cluster.

The CEDS identified a number of clusters (shown in Table 1 below) that are appropriate in the region's economy and can be supported by its assets (for Industry Sector definitions and examples see Appendix 4). The identified targets are characterized by high wages, and offer alternatives to younger well-trained workers who might, in the absence of these jobs, leave the area seeking better employment.

2006 Chittenden County Regional Plan: Implementing CEDS Strategies

The unfinished county regional plan builds upon the CEDS analysis and identifies the infrastructure and other assets that must be put in place so that the economic development strategies in the CEDS can be accomplished.

Table One Dollar-Importing Key Industry Clusters - Chittenden County

Industry Sector	Number of Firms 2003	Employment 2003	% Regional Avg. Wage 2003	% State Sector Avg. Wage 2003
High Value-Added Professional Services	890	8,405	148.6%	173.3%
Specialized Medical Treatment Services (Partial)	345	6,223	105.0%	122.5%
Niche Consumer Products and Services	220	4,490	111.7%	130.3%
Specialty Plastics	D	D	D	D
Specialty Machinery	24	926	150.7%	175.8%
Specialty Fabricated metal Products	26	1,214	164.8%	192.2%
Engineered Electronics & Electronic Components	D	D	D	D
Combined Educational Services/Primary Research Sectors (includes UVM)	38	2,775	89.9%	104.8%
Instrumentation/Homeland Security & National Defense	13	923	122.2%	142.5%
Travel & Tourism (Estimated)	NA	8,636	NA	NA

Town of Milton, Vermont

Economic Development Strategy

Notes:

- Some of the above industry sectors have been aggregated in order to meet employer confidentiality requirements and/or because two key sectors-clusters fall within the same 3-digit NAICS sector.
- D means data cannot be published separately due to U.S. Department of Labor confidentiality rules.
- Tourism employment estimates use the results of recent research conducted for the Vermont Department of tourism and Marketing that was based Vermont-specific factoring of employment ratios by sector in the U.S. Travel and Tourism Satellite Accounts.

A key finding in the Regional Plan is that the Chittenden County region has a favorable location quotient for several industries. A location quotient is a calculated ratio between the local economy and the economy of some reference unit (in this case the U.S. economy as a whole). This ratio is calculated for all industries to determine whether or not the local economy has a greater share of that industry than expected. Those industries with a favorable location quotient find a favorable business climate in the Chittenden County region, and should be priority recruitment targets for the Town of Milton. Those industries that have favorable location quotients include:

- Manufacturing and construction in the goods producing sector. The favorable share of manufacturing employment, 17.9%, remains substantially ahead of the national share at 12.5%.
- Service sector industries including retail trade, education and healthcare services, arts and entertainment, recreation, and information service firms.
- Creative economy firms employing scientists, engineers, architects, educators, writers, artists, and entertainers whose economic function is to create new ideas, new technology, and new creative content. There is an opportunity to build upon a growing local artist community and to encourage development of a gallery or artist cooperative for a central gathering space.

Town of Milton, Vermont

Economic Development Strategy

Table Two - EMPLOYMENT & ESTABLISHMENTS IN MAJOR ECONOMIC SECTORS ^a IN CHITTENDEN COUNTY & U.S., 2003

Economic Sector ^b	Chittenden County				United States			
	Establishments		Employees		Establishments		Employed	
	Number	% ^c	Number	% ^c	Number ^c	% ^c	Number ^c	% ^c
Total ^e	<u>5,418</u>	<u>100.0</u>	<u>84,095</u>	<u>100.0</u>	<u>7,255</u>	<u>100.0</u>	<u>133,398</u>	<u>100.0</u>
Goods Producing	<u>804</u>	<u>14.8</u>	<u>20,248</u>	<u>24.1</u>	<u>1,123</u>	<u>15.5</u>	<u>21,149</u>	<u>18.7</u>
Manufacturing	<u>215</u>	<u>4.0</u>	<u>15,014</u>	<u>17.9</u>	<u>342</u>	<u>4.7</u>	<u>14,132</u>	<u>12.5</u>
Construction	<u>574</u>	<u>10.6</u>	<u>5,116</u>	<u>6.1</u>	<u>732</u>	<u>10.1</u>	<u>6,381</u>	<u>5.6</u>
Forestry, Fishing, Hunting, & Agricultural Support	<u>11</u>	<u>0.2</u>	<u>68</u>	<u>0.1</u>	<u>26</u>	<u>0.4</u>	<u>181</u>	<u>0.2</u>
Mining	<u>4</u>	<u>0.1</u>	<u>20-99^f</u>	<u>0.1</u>	<u>24</u>	<u>0.4</u>	<u>455</u>	<u>0.4</u>
Services	<u>4,598</u>	<u>84.9</u>	<u>63,833</u>	<u>75.9</u>	<u>6,095</u>	<u>84.0</u>	<u>92,204</u>	<u>81.3</u>
Retail trade	<u>905</u>	<u>16.7</u>	<u>12,396</u>	<u>14.7</u>	<u>1,116</u>	<u>15.4</u>	<u>14,868</u>	<u>13.1</u>
Health Care & Social Assistance	<u>515</u>	<u>9.5</u>	<u>11,848</u>	<u>14.1</u>	<u>716</u>	<u>9.9</u>	<u>15,472</u>	<u>13.6</u>
Accommodation & Food Services	<u>405</u>	<u>7.5</u>	<u>7,118</u>	<u>8.5</u>	<u>575</u>	<u>7.9</u>	<u>10,440</u>	<u>9.2</u>
Professional, Scientific & Technical Services	<u>664</u>	<u>12.3</u>	<u>5,472</u>	<u>6.5</u>	<u>781</u>	<u>10.8</u>	<u>7,340</u>	<u>6.5</u>
Finance & Insurance	<u>335</u>	<u>6.2</u>	<u>4,126</u>	<u>4.9</u>	<u>461</u>	<u>6.4</u>	<u>6,464</u>	<u>5.7</u>
Wholesale trade	<u>295</u>	<u>5.4</u>	<u>3,657</u>	<u>4.3</u>	<u>433</u>	<u>6.0</u>	<u>5,864</u>	<u>5.2</u>
Information	<u>145</u>	<u>2.7</u>	<u>3,118</u>	<u>3.7</u>	<u>140</u>	<u>1.9</u>	<u>3,600</u>	<u>3.2</u>
Educational Services	<u>81</u>	<u>1.5</u>	<u>3,022</u>	<u>3.6</u>	<u>76</u>	<u>1.0</u>	<u>2,777</u>	<u>2.4</u>
Other Services (Not Public Administration)	<u>481</u>	<u>8.9</u>	<u>2,938</u>	<u>3.5</u>	<u>732</u>	<u>10.1</u>	<u>5,367</u>	<u>4.7</u>
Administration, Support, Waste Management, & Remediation Services	<u>255</u>	<u>4.7</u>	<u>2,835</u>	<u>3.4</u>	<u>349</u>	<u>4.8</u>	<u>8,511</u>	<u>7.5</u>
Transportation & Warehousing	<u>120</u>	<u>2.2</u>	<u>2,085</u>	<u>2.5</u>	<u>203</u>	<u>2.8</u>	<u>4,068</u>	<u>3.6</u>
Arts, Entertainment & Recreation	<u>117</u>	<u>2.2</u>	<u>1,956</u>	<u>2.3</u>	<u>114</u>	<u>1.6</u>	<u>1,833</u>	<u>1.6</u>
Management of Companies & Enterprises	<u>37</u>	<u>0.7</u>	<u>1,745</u>	<u>2.1</u>	<u>47</u>	<u>0.6</u>	<u>2,879</u>	<u>2.5</u>
Real Estate, Rental & Leasing	<u>237</u>	<u>4.3</u>	<u>1,261</u>	<u>1.5</u>	<u>334</u>	<u>4.6</u>	<u>2,045</u>	<u>1.8</u>
Utilities	<u>6</u>	<u>0.1</u>	<u>250-499^f</u>	<u>0.4</u>	<u>18</u>	<u>0.2</u>	<u>676</u>	<u>0.6</u>

Town of Milton, Vermont

Economic Development Strategy

^a Non-farm establishments & employment; individual sectors within the Goods producing & Services categories are listed in order of the amount of Chittenden County employment.

^b Each sector whose percentage of total employment for Chittenden County exceeds the percentage of total employment to the U.S. is highlighted in gray

^c Percent of “Total” (Including “Unclassified Establishments”).

^d In 1,000s.

^e Includes “Unclassified Establishments.”

^f Size category reported, so midpoint of range is used to calculate Goods Producing and Services totals and percentages.

SOURCE: U.S. Dept. of the Census, *County Business Patterns – Vermont, 2003*

Workforce Investment Board (WIB) – Workforce Development Plan

Access to trained, qualified workers is a pre-condition for business development and recruitment. To help ensure that the workforce is prepared, the WIB functions as a clearinghouse, providing information to employees and employers to ensure that training and resource decisions are made in the most efficient manner. The most recent Workforce Development Plan (September 2005) is summarized below:

Mission - The mission of the Lake Champlain Workforce Investment Board is to provide leadership and support for a workforce development system that involves the collaboration of three partners: employers, educators, and employees. This system will be customer-driven, outcome-oriented, accountable to investors and the public and continually improving.

Purpose - Create a clearinghouse where providers and employers can coordinate efforts and connect resources to address labor pool and training gaps in the region. The WIB will facilitate more efficient use of resources, target needs, provide rapid response to employers interested in expanding their businesses, address the “brain drain” of young talent from the region by facilitating closer connections between schools, community-based organizations and the business community.

Business Plan - Critical Tasks

- Track and disseminate demographic and labor market research in all economic sectors
- Perform regional needs assessments, establish priorities for regional workforce development and report on such assessments and priorities to the Human Resources Investment Council
- Maintain an inventory of ongoing employer skill needs
- Coordinate the dissemination of, and assure access to, pertinent labor market information.

The Workforce Development Board identifies “brain drain” of younger workers from the region as an area of concern. The need for workers of all ages and at all steps on the career ladder is very important to business retention and recruitment. The ability to retain younger workers with interest in the creative arts and entrepreneurship is particularly important for Milton to be successful in capturing market share in the growing arts, entertainment and recreation industry. This sector, increasingly known as an anchor of the “creative economy”, has the potential to be an important anchor for development in the Town Core, as does development by local artists and artisans.

SECTION III: ASSESSING LOCAL ECONOMIC CONDITIONS

Community Profile

The Town of Milton was chartered on June 8, 1763 and functions under a Selectboard/Town Manager form of government. The Town is approximately fourteen miles north of Burlington, the northernmost Town in scenic Chittenden County and has a current population estimated at 10,161 residents in 2005. It covers 38,336 acres of wooded hills mixed with open fields and farmland. The Lamoille River, Arrowhead Mountain Lake, and Lake Champlain are the dominant water features. Interstate 89 and U.S. Route 7 are the major transportation routes

Town of Milton, Vermont

Economic Development Strategy

through town. Route 7 also serves as the primary corridor for commercial and industrial development in the southern and central sections of the community.

Although much of the Town of Milton is rural, the Town Core area boasts a more complex suburban setting. Historically, the town's business core was centered at the intersection of US 7 with Main Street. Over time, the town's business core shifted south along US 7 between Rebecca Lander Drive and the Middle Road – Railroad Street intersection. Recently, the town's business core has expanded south to include an area bounded by US 7, Middle Road, and Bombardier Road.

As described below, residents of Milton generally commute to other parts of Chittenden County for work; however the Husky Plant, Catamount Industrial Park, and many small businesses have provided a growing job base for local residents.

Land Use

Milton contains a mix of land use types. Residential uses are scattered throughout the Town. Commercial areas are concentrated primarily near US 7, with three main clusters of commercial activity:

- Near the US 7-Main Street Intersection
- Along US 7 south of Rebecca Lander Drive and the Town Core bounded by US 7, Middle Road, and Bombardier Road
- From west of Bombardier Road on US 7 to south of West Milton Road

The Catamount Industrial Park, located along US 7 just north of the Colchester/Milton town line and the Husky campus are two of the Town's major industrial and manufacturing locations. Public facilities, such as town offices, library, and fire station are located along

Town of Milton, Vermont

Economic Development Strategy

Bombardier Road and the High School is located on Rebecca Lander Drive with the elementary school nearby.

Population Trends and Projections

The total population in the town of Milton based on the 2000 Census was 9,479. Table 3 compares the population growth of the Town of Milton with several neighboring towns, Chittenden County, and the State of Vermont. From 1980 to 1990 the population growth rate in the Town of Milton exceeded the population growth rate in the neighboring towns of Colchester and Essex as well as all of Chittenden County. From 1990 to 2000 the Town of Milton's population growth rate was comparable to neighboring towns and Chittenden County. From 1980 to 2000 the Town of Milton's growth rate was higher than the population growth rate for the State of Vermont.

Table 4 displays the projected population growth for the Town of Milton and Chittenden County from 2000 to 2020 as reported in Milton's 2003 Comprehensive Plan. Both mean and high estimates for the growth rate in Milton are provided. The higher estimate accounts for expansion of industrial or complimentary commercial uses at the Husky Campus.

	Census Year			Annual % Increase	
	1980	1990	2000	1980-1990	1990-2000
Milton	6,829	8,404	9,479	2.1%	1.2%
Colchester	12,629	14,731	16,986	1.6%	1.4%
Essex	14,392	16,289	18,626	1.4%	1.2%
Georgia	2,818	3,753	4,375	1.4%	1.2%
Chittenden County	115,534	143,389	149,466	2.9%	1.5%
State of Vermont	511,456	562,758	608,827	1.0%	0.8%

SOURCE: US Census Data as reported by RSG, Milton Town Core Transportation Plan Project Memo Number One October, 2005

Town of Milton, Vermont

Economic Development Strategy

Year	Town of Milton				Chittenden County	
	Mean Projection		High Projection		Annual % Increase	Total Population
	Annual % Increase	Total Population	Annual % Increase	Total Population		
2000	-----	9,479	-----	9,479	-----	146,571
2005	1.4%	10,161	2.8%	10,882	1.2%	155,579
2010	1.3%	10,839	2.6%	12,372	1.1%	164,326
2015	1.3%	11,562	2.6%	14,066	1.1%	175,565
2020	1.2%	12,273	2.4%	15,837	1.0%	182,419

SOURCE: RSG, Inc. Milton Town Core Transportation Plan Project Memo Number One October, 2005 using data from the Town of Milton 2003 Comprehensive Plan

Journey to Work

Journey to work information from the 1990 and 2000 US Censuses are presented in Table 5 (Work Designations for Milton Residents) and Table 6 (Home Origins for People who work in Milton). Table 5 shows that 80% of Milton residents commute to work outside Milton. The vast majority of these trips are directed to other Chittenden County municipalities which are located, for the most part, south of Milton. The number of trips to destinations outside of Milton has roughly stayed the same from 1990 to 2000, while the number of internal trips has increased. This suggests the increasing importance of local traffic circulation in Milton.

Work Destination	2000		1990	
	Trips	%	Trips	%
Chittenden County (not including the Town of Milton)	3901	74%	3951	77%
Milton	1045	20%	894	17%
Franklin County	202	4%	152	3%
Washington County	43	1%	21	0%
Other	57	1%	112	2%

Town of Milton, Vermont

Economic Development Strategy

As indicated in Table 6, 43% of the people who work in Milton are Milton residents. Approximately equal proportions of the remaining employees originate from destinations north of Milton (Franklin County) and south of Milton (Chittenden County).

Origin	2000		1990	
	Trips	%	Trips	%
Live in Milton	1045	43%	894	53%
Franklin County	689	28%	331	20%
Chittenden County (w/o Milton)	549	23%	342	20%
Grand Isle County	66	3%	55	3%
Addison County	23	1%	12	1%
Lamoille County	18	1%	23	1%
Other	47	2%	16	1%

The journey to work information in Table 5 and Table 6 suggest that:

- Approximately 74% of Milton residents travel south to Chittenden County to work in the morning and back north to Milton in the afternoon. There remains a strong commuter flow from Milton to destinations south.
- Approximately 43% of the people employed in Milton also live in Milton. The number of people who live and work in Milton is growing, which increases the importance of internal traffic circulation. The commuting pattern did not change significantly between 1990 and 2000.
- In addition to providing employment opportunities, the growing job base in Milton also provides goods and services to the people who live and work in Milton. The transportation system should be designed to promote these connections.

Town of Milton, Vermont

Economic Development Strategy

Economic Profile

The 2000 Census report in Appendix 4 summarizes The Town of Milton's demographic characteristics and supplements regional profiles described above. Additional economic and demographic information, focused on the Town of Milton is presented below.

Town of Milton Location

Location is a primary determinant of regional economic success. As Map 1 below illustrates, the Greater Burlington Region is situated in the northwestern part of Vermont in a region with many natural attractions, including Lake Champlain. With access to the Canadian marketplace and an excellent quality of life, the region has many commercial advantages. In addition to the well-established leisure and tourism industries, the economy has strong traditional ties to natural resource industries. Continued development and success of the University of Vermont in Burlington has helped the area to attract high-technology industries which bring highly trained workers seeking an attractive quality of life.

These locational advantages have drawn such firms as IBM and Husky Injection Molding Systems Ltd. to the region. These companies could have located elsewhere with similar or even more attractive economic factors, such as less expensive labor. Their site selection decisions considered the "softer" factors such as quality of life, educational opportunities and housing options which have become essential for the companies to attract qualified labor. In addition, Milton has found that individual CEO preferences, such as the desire to locate in an environmentally pristine environment or near recreation facilities (ski areas, for example) also influence business location choices.

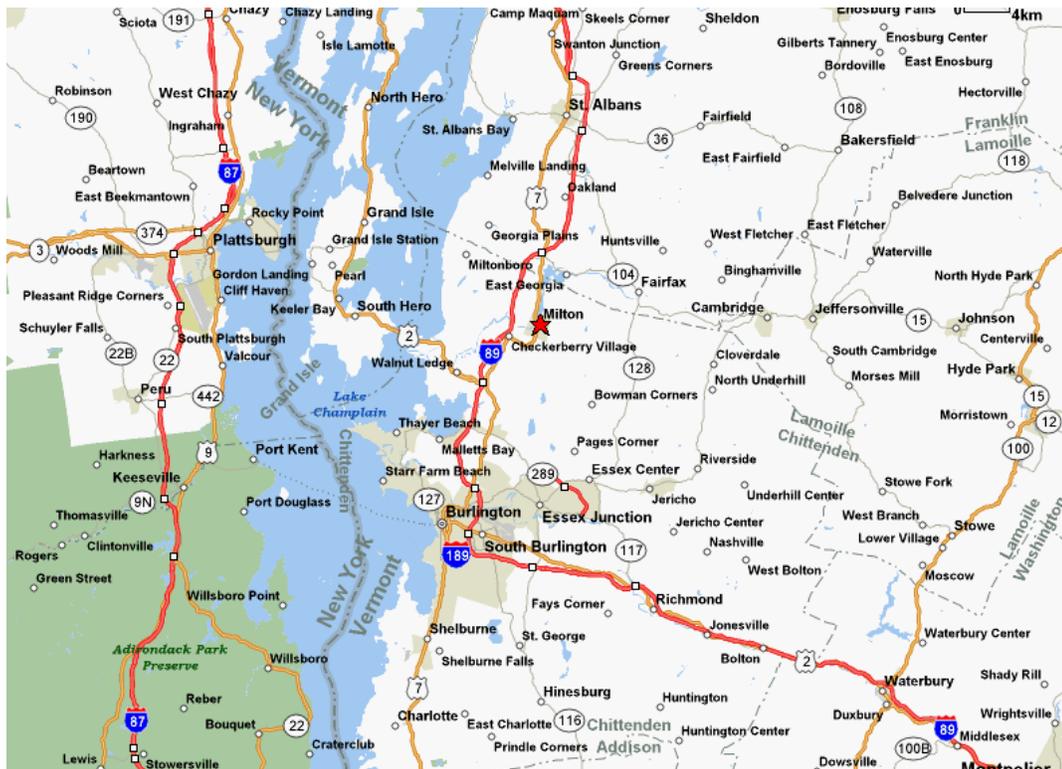
The Town of Milton finds itself in the fastest growing part of the state of Vermont. Located immediately outside of the urbanized areas surrounding Burlington and bordered by the main

Town of Milton, Vermont

Economic Development Strategy

interstate in the region, Interstate 89, the town is currently experiencing both commercial and residential development pressure as the regional population expands.

**Map 1:
The Greater Burlington Region**



Demographic Trends

The latest population estimates available at the local level are shown in Table 3, Appendix 5 and summarized above. The data shows that the towns surrounding the City of Burlington, including Milton, have experienced the greatest growth in the region, while the City and outlying rural areas have declined or stagnated. Overall growth in the region is slowing and lagging the state as a whole for the first time in many years.

Town of Milton, Vermont

Economic Development Strategy

There have been significant shifts in age cohorts in Milton between 1990 and 2000 (described in Table 4 of Appendix 5) resulting in a significant increase in population age 45 and older. These changes are influencing the demand for housing in Milton both for local workers and second-home buyers. The aging population in Milton reflects its attractiveness to baby-boomers seeking more sophisticated areas which are accessible to cultural and entertainment assets available in the City of Burlington and surrounding area. These residents are in their peak earning years, providing potential disposable income for retail purchases, dining, and arts and entertainment expenditures.

Employment

The town's employment base is relatively stable. The recent employment record (presented in Table 7) from the Vermont Department of Labor confirms that nonfarm employment has not grown in the region over the past year. Locally, the construction industry is one of the few to expand, reflecting increasing residential development activity and increasing land prices.

Table 7 – EST. NONFARM EMPLOYMENT IN BURLINGTON-SOUTH BURLINGTON MSA

Compiled by the Vermont Dept. of Labor with the Bureau of Labor Statistics, U.S. Dept. of Labor

INDUSTRY By NAICS	PRELIM	REVISED	REVISED	CHANGES FROM:	
	Dec-05	Nov-05	Dec-04	Nov-05	Dec-04
TOTAL NONFARM	116,200	116,300	116,250	-100	-50
<i>TOTAL PRIVATE</i>	96,900	96,150	96,050	750	850
<i>GOODS PRODUCING</i>	22,050	22,150	21,450	-100	600
MANUFACTURING	15,500	15,450	15,400	50	100
Durable Goods	12,250	12,200	12,100	50	150
NATURAL RESOURCES, MINING & CONST.	6,550	6,700	6,050	-150	500
<i>SERVICE PROVIDING</i>	94,150	94,150	94,800	0	-650
TRADE, TRANSPORTATION AND UTILITIES	22,850	22,550	22,900	300	-50
Wholesale Trade	4,000	4,000	3,950	0	50
Retail Trade	15,800	15,450	15,750	350	50
Transportation, Warehousing & Utilities	3,050	3,100	3,200	-50	-150

Town of Milton, Vermont

Economic Development Strategy

INFORMATION	3,200	3,200	3,100	0	100
FINANCIAL ACTIVITIES	5,600	5,500	5,450	100	150
PROFESSIONAL & BUSINESS SERVICES	10,350	10,300	10,300	50	50
Professional Scientific and Technical	6,550	6,500	6,250	50	300
EDUCATIONAL & HEALTH SERVICES	18,500	18,400	18,700	100	-200
Health Care and Social Assistance	15,550	15,450	15,250	100	300
LEISURE AND HOSPITALITY	10,650	10,350	10,450	300	200
Accommodation and Food Services	9,200	8,700	9,050	500	150
Food Services and Drinking Places	7,100	6,950	7,000	150	100
OTHER SERVICES	3,700	3,700	3,700	0	0
GOVERNMENT	19,300	20,150	20,200	-850	-900
Federal Government	2,800	2,800	2,950	0	-150
State government Education	5,650	6,550	6,500	-900	-850
Local Government Education	6,550	6,550	6,600	0	-50
Other State government	1,750	1,750	1,700	0	50
Other Local government	2,550	2,500	2,450	50	100

NOTE: ESTIMATES ARE PRELIMINARY AND SUBJECT TO REVISION. SEE ANNUAL SUMMARY FOR DETAILS

Economic and demographic trends impacting the region are also affecting Milton. The Town's strategic plan must stimulate the development of diverse commercial and industrial growth with significant non-farm employment expansion. This growth is essential to provide revenues to pay for services and contain taxes. If current construction activity, targeting development of higher priced residential uses continues there will become a significant jobs/housing imbalance with younger workers being priced out of the housing market due to the lack of affordable starter homes or rental units.

Housing

As the healthy construction industry employment trends described above indicate, the Town of Milton has been experiencing a housing boom. The consequences of this trend were recognized in the 2003 Town of Milton Comprehensive Plan.

“A shortage of housing results in rapidly increasing housing costs, which creates several challenges for Milton and other communities in Chittenden County and Northwestern Vermont in general. In particular, low and moderate income citizens, people with disabilities, and the elderly will find it more and more difficult to make ends meet within these communities. To help Milton residents recognize and react to challenges of the regional housing crisis identified in Chittenden County, the Town will continue its efforts to understand the nature of the County’s housing problem, and to implement policies in Milton to help address the issue. The first step in this process is to understand existing conditions and historical trends in context with neighboring municipalities and the region as a whole.”

The components of this housing demand are shown in Table 8 below from the 2006 Chittenden County Regional Plan. These recommendations were made by the Chittenden County Housing Task Force, established by the Chittenden County Regional Planning Commission in 2001.

The County outperformed the State in every housing demand factor between 1990 and 2000. County housing stock has appreciated in value as limited supply and high demand (indicating increasing affluence) have led to rapid price increases. The median home price in the County is more than one third higher than the state average. The trend toward second-home ownership and retirement homes for those approaching sixty years of age has pushed prices higher and these buyers are likely to exert a growing market force on the local housing environment. Milton is a desirable place to live because of its proximity to Burlington, attractive housing stock and comfortable quality of life. Without additional affordable housing in the Town, this appreciation will drive out working families and replace them with more affluent baby-boomers in their prime spending years and retirees seeking high quality of life.

Town of Milton, Vermont

Economic Development Strategy

Table 8 - Housing Demand Factors - 1990-2000 GROWTH IN FACTORS AFFECTING HOUSING DEMAND

	Chittenden County		Vermont	
	Number	%	Number	%
Population	14,810	11.2	46,069	8.2
Households	7,977	16.5	29,984	14.2
Employment *	10,295	14.8	23,812	11.1
Per Capita Income *	\$7,899	37.6	\$6,484	35.8

*Employment growth and Per Capita Income growth is for 1990-1998. - SOURCE: U.S. CENSUS Bureau, Census 2000, Table DP-1; Census 1990, Report CP 1-47, Table 1; *County and City Data Book: 2000*, Table B.

Table 9 - MEDIAN HOME PRICES, 1998-2004

Year	Chittenden County	Vermont	Chittenden County As a % of Vermont
2004	\$215,000	\$160,000	134.4%
2001	\$161,460	\$129,000	125.2%
2000	\$145,000	\$117,000	123.9%
1999	\$132,000	\$110,000	120.0%
1998	\$129,000	\$109,900	117.4%

The high level of housing market activity supports Milton’s plans to develop a mixed-use densely settled Town Core. Planned Town Core housing can be an attractive alternative to second-home/retirement home buyers if the amenities they desire such as eating and drinking places, daytime gathering places and coffee houses, near-by necessities, specialty retail such as gift shops, clothing stores, coffee houses, boutiques, craft stores and entertainment and cultural uses can be created.

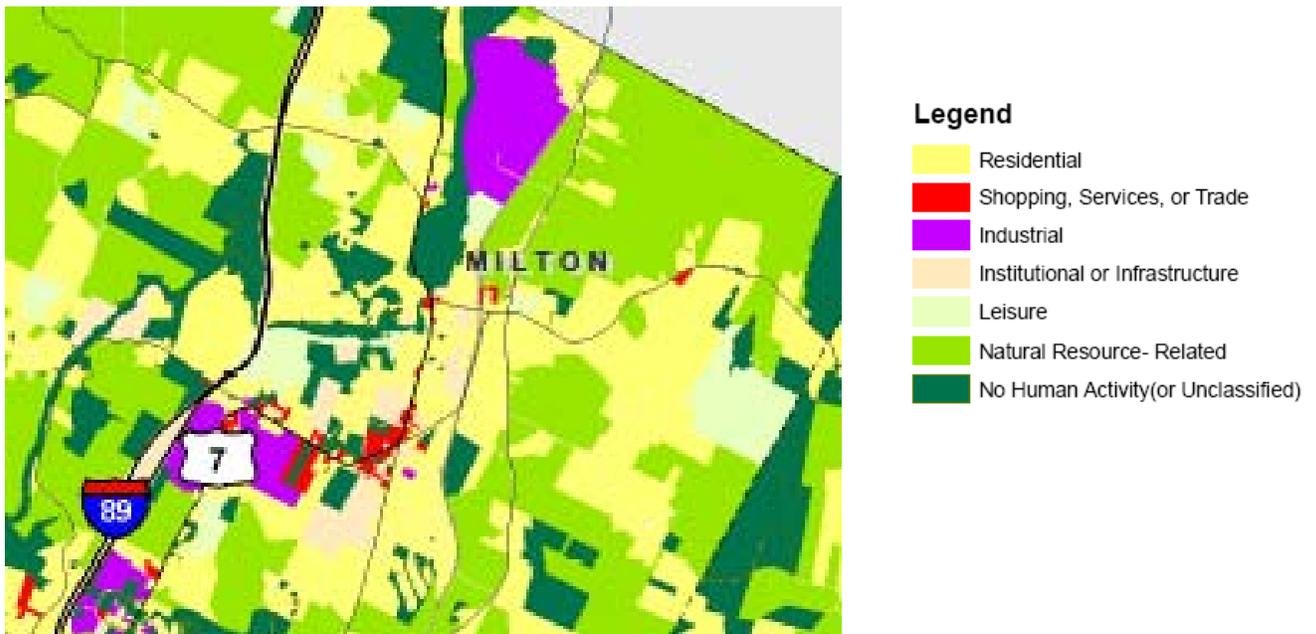
Town of Milton, Vermont

Economic Development Strategy

Land Use and Public Services

A successful economic development framework that will lead to a stable tax base requires that a balance be achieved between residential development and land use for commercial and industrial expansion. As shown above, the key trend occurring in the region currently involves the expansion of land use for residential purposes. To promote more balanced growth, the Town must ensure that adequate land is available for economic development purposes and support infrastructure and public service development to make existing industrial land, such as Catamount Park highly desirable locations.

Map 2 shows the current land uses in the Milton area. Commercial activity, shown in red, is dispersed along Route 7. The industrial property (shown in purple), is concentrated near Route 89 or in the upper right quadrant at the Husky campus.

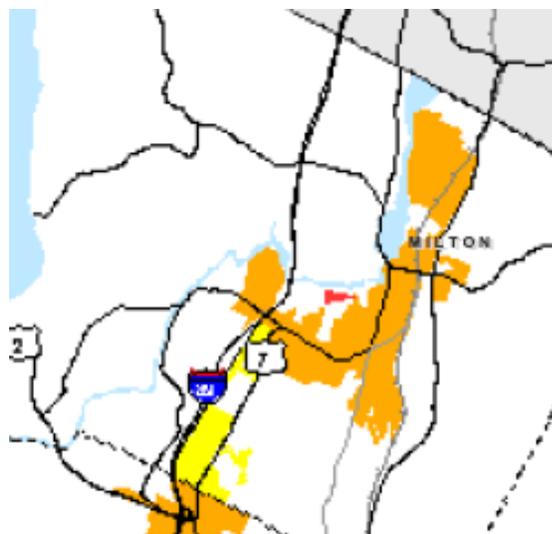


Town of Milton, Vermont

Economic Development Strategy

Perhaps the most important strategy is to make commercial and industrial zones more attractive for investment by providing public services. As Map 3 shows, the current sewer/wastewater collection system does not extend to the industrial zones along Interstate 89 including Catamount Park.

Map 3: Wastewater Collection System



Legend

-  Wastewater Treatment Facility
- Sewer Service Area (to be updated)**
-  Existing/Approved
-  Proposed

Business Growth Potential

The identification of potential business recruitment targets for the Town has two components. The first part examines the retail, small commercial and residential markets which may be viable options for downtown (DB1) development and parts of the Route 7 corridor.

Town of Milton, Vermont

Economic Development Strategy

The second part of the target industry strategy involves the identification of industrial recruitment targets. These businesses need to fit two criteria:

- they must provide high-wage jobs which fit both the state's value-added, high-wage industrial sector and the USEDA requirements for providing above average wages for the region
- they must have shown employment growth in the region in the recent past and be projected to grow in recent regional and state plans

Attraction of business to Milton, particularly to Catamount Park, will require that the Town participate in both regional marketing efforts and regional policies that encourage industrial development in partnership with GBIC.

Commercial and Town Core Development

Milton can act proactively to attract a larger share of the regional growth especially through planned development and build-out in the Town Core. Successful retail development in the Town Core depends on two market sources: local population spending and outside (non-Milton) worker or visitor spending. The market assessment for commercial development that follows estimates spending potential of Milton residents and evaluates whether or not the existing mix of establishments captures maximum market share. The assessment also evaluates whether residents are leaving downtown to spend in neighboring communities and calculates the impact of this retail sales leakage. Evaluation of this data will enable the Town to identify strategies to recapture lost local spending. It will also identify growing non-retail commercial industries which can locate anywhere in a wide geographic area and could be attracted by Milton's amenities and location.

Appendix 5 summarizes the lack of existing retail options for residents. A large share of Milton's general retail and eating and drinking establishment spending is leaking from the Town. Milton does not have a robust enough base of establishments to compete with

Town of Milton, Vermont

Economic Development Strategy

surrounding Towns. Total retail sales per capita by local residents at Milton establishments, at \$4,135, is only forty percent of all retail spending per capita at the County level. Spending per capita at eating and drinking establishments (\$235) is only twenty-five percent of the County average. Milton undersells retail goods for a Town its size (population) compared to the County and other towns in it. This is due to both leakages from residents as well as the inability to draw retail dollars away from neighboring towns. The potential for retail development to satisfy local needs alone is substantial. If new retail can be positioned to be attractive to regional residents it could have even more potential.

Milton's competitive development strategy for downtown must include several options to enable it to compete effectively with the robust retail development occurring in the surrounding communities. Milton's Town Core can distinguish itself by adding residential uses and small commercial/office development to retail offerings, creating a true mixed use environment rather than the big box or strip mall options available regionally. In addition it will be critical that the Town carefully locate community facilities as well as recreation and entertainment amenities to anchor Town Core growth. In order to be chosen as the location for a larger share of regional service sector growth, the Town needs to understand and provide the amenities these firms desire.

The growth patterns for service businesses in the region for the past five years have been analyzed to identify those industries which could likely be attracted to the Town Core. Table 10 clearly shows that the region and the Town have enjoyed growth in the service sector in the past five years. Many of the growing firms have fairly small employee to firm ratios, indicating a need for smaller, professional facilities and offices which can be accommodated in a downtown environment. The fastest growing service sector industries (business services and engineering) typically prefer highway exposure and accessibility. In Milton, sites on Route 7 adjacent to the Town Core fit this need if transportation improvements are implemented and parking is made available.

Town of Milton, Vermont

Economic Development Strategy

Table 10

SERVICE AND RETAIL FIRMS IN CHITTENDEED COUNTY THAT HAVE GROWN IN THE PAST FIVE YEARS

SOURCE: DUNN & BRADSTREET

<u>Industry</u>	<u># Firms % Total Total Emps</u>		
Business Services	158	14.5	676
Engineering, Accounting, Research, Management & Related Svcs	106	9.7	344
Miscellaneous Retail	71	6.5	180
Personal Services	64	5.9	137
Construction - Special Trade Contractors	63	5.8	267
Building Cnstrctn - General Contractors & Operative Builders	39	3.6	106
Eating and Drinking Places	35	3.2	273
Health Services	31	2.8	232
Social Services	27	2.5	79
Wholesale Trade - Durable Goods	27	2.5	121
Food Stores	27	2.5	212
Real Estate	26	2.4	59
Nonclassifiable Establishments	26	2.4	9
Services, Not Elsewhere Classified	25	2.3	37
Home Furniture, Furnishings and Equipment Stores	22	2	58
Agricultural Services	21	1.9	41
Total/Avg	1,092	100	5,395

In addition to business and professional services, Table 10 above shows that the restaurant and health services industries are positioned to expand in the region in the next five years. These are important industries in towns where the residential base is aging and sales leakage is occurring. These are key targets for Milton if the planned streetscape, transportation improvements, parking and lighting improvements are implemented. The development of a multi-faceted parking strategy will be important to Town Core development. This strategy must include new facilities, shared parking arrangements, parking structures, a park and ride lot to be located along the Route 7 corridor. The strategy should also include development of a multi-modal center in the Town Core addressing automobile, taxi, automobile, bicycle and

Town of Milton, Vermont

Economic Development Strategy

pedestrian needs. Since the professional services sector is a targeted cluster in the regional CEDS, cooperative efforts should be available for both marketing and recruitment incentives.

Table 11

SERVICE AND RETAIL FIRMS IN THE TOWN OF MILTON THAT HAVE GROWN IN THE PAST FIVE YEARS
SOURCE: DUNN & BRADSTREET

<u>Industry</u>	<u># Firms</u>	<u>% Total</u>	<u>Total</u>
Business Services	12	16.2	33
Construction - Special Trade Contractors	11	14.9	15
Personal Services	6	8.1	7
Engineering, Accounting, Research, Management & Related	5	6.8	14
Amusement and Recreation Services	3	4.1	3
Automotive Dealers and Gasoline Service Stations	3	4.1	4
Miscellaneous Retail	3	4.1	4
Agricultural Services	3	4.1	3
Food and Kindred Products	3	4.1	3
Motor Freight Transportation	2	4.1	4
Total/Avg	73	100	153

Milton can also take advantage of the building boom in the region and meet the needs of the construction industry for business locations, perhaps in transitional areas between the rural and Town Core zone.

Industrial Development

Milton should not attempt to create its own market for industrial development, but rather it should proactively compete for a larger market share of the region's growing sectors based upon a clear understanding of the advantages and deficiencies of its existing sites and incentives. All of the regional studies include high value-added manufacturing as a cluster in their recommendations, recognizing that the region is characterized by both high wages and high land costs relative to other parts of the country that may also have fewer environmental

Town of Milton, Vermont

Economic Development Strategy

constraints. Table 12 below shows the industries that have been growing in the region over the past five years.

Table 12

MANUFACTURING FIRMS IN CHITTENDEN COUNTY THAT HAVE GROWN IN THE PAST FIVE YEARS

Source: Dunn & Bradstreet

<u>Industry</u>	<u># Firms</u>	<u>% Total</u>	<u>Total Emps</u>
Printing, Publishing and Allied Industries	14	18.2	74
Food and Kindred Products	9	11.8	28
Industrial and Commercial Machinery and Computer Equipment	8	10.4	193
Miscellaneous Manufacturing Industries	8	10.4	21
Apparel, Finished Prdcts from Fabrics & Similar Materials	7	9.1	11
Electronic, Elctrel Eqpmnt & Cmpnts, Except Computer Eqpmnt	7	9.1	157
Stone, Clay, Glass, and Concrete Products	6	7.8	36
Mestr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watches/Clocks	5	6.5	65
Transportation Equipment	3	3.9	16
Furniture and Fixtures	2	2.6	4
Rubber and Miscellaneous Plastic Products	2	2.6	205
Leather and Leather Products	1	1.3	5
Textile Mill Products	1	1.3	7
Chemicals and Allied Products	1	1.3	2
Lumber and Wood Products, Except Furniture	1	1.3	1
Primary Metal Industries	1	1.3	3
Total/Avg	76	100	828

The relatively modest current manufacturing sector in the Town of Milton is similar to other parts of the country. Table 13 shows manufacturing growth in the Town of Milton over the past five years.

Table 13

MANUFACTURING FIRMS IN THE TOWN OF MILTON THAT HAVE GROWN IN THE PAST FIVE YEARS
SOURCE: DUNN & BRADSTREET

<u>Industry</u>	<u># Firms</u>	<u>% Total</u>	<u>Total Emps</u>
Food and Kindred Products	2	50	4
Stone, Clay, Glass, and Concrete Products	1	20	12
Transportation Equipment	1	20	3
Total/Avg	4	100	19

While Appendix 5 shows that the manufacturing sector is growing slowly, some of the sub-sectors have expanded significantly. Growth in small printing firms, and larger food, electronics and plastic products are documented. These industries are, for the most part, capital intensive and lighter industries than traditional manufacturing ones which could co-exist with larger commercial concerns such as back-offices and processing centers, giving Catamount Industrial Park and the Husky Campus additional options for development. The Regional CEDS and the Statewide Plan for Future Development identify plastics, electronics, printing and computers as the key target industries and will make marketing and other assistance available to Milton in its recruitment efforts.

The town has the ability to accommodate new industrial users. The Catamount Industrial Park consists of 26 lots (175 acres) with approximately nine lots currently undeveloped. Each of these lots is suitable for between approximately 50,000 and 100,000 square foot buildings. There has been significant demand for acquisition of industrial lots serviced by municipal wastewater. GBIC, which manages Catamount Park owned by the Cynosure Corporation, has tried to keep land from being developed for less intensive uses until public services to the park could be improved. The initial thrust of the regional CEDS is upgrading infrastructure to accommodate and attract the region's growth industries. A proposal requesting infrastructure funding for wastewater service has been funded by USEDA.

Town of Milton, Vermont

Economic Development Strategy

GBIC expects that the Catamount Industrial Park should have a relatively strong progression of lot sales and industrial/high value-added business development once the park is serviced by the Milton wastewater system. In addition, the businesses on the seventeen existing developed lots are expected to access and utilize the Milton wastewater system services as soon as it is available in the Catamount Industrial Park.

The Husky Campus consists of approximately 600 acres of land. The original Husky master plan concept referred to a total of as many as 24 buildings totaling over 4 million sq. ft. to be constructed over a twenty year period.

- Currently there is a total permitted sq. ft. of: 845,685 sq. ft.
- The existing Husky Building consists of: 247,784 sq. ft.
- Leaving additional permitted sq. ft. of: 597,901 sq. ft.

In the near term it does not appear likely that Husky will be proposing a new building on the campus. The company has made significant capital investments in Asia to appropriately serve its customers in that hemisphere and service its new market growth. It appears that at this time Husky's customers in North and South America are being served adequately by its existing facilities on its campuses in Bolton, Ontario and in Milton, Vermont.

Significant industrial infrastructure, including Town of Milton wastewater services, is already in place on the Milton Husky Campus. The campus has nearly 600,000 sq. ft. of pre-permitted industrial space with Act 250 construction permits in place. Because of Husky's master planning, this campus is one of the most aesthetically appealing settings in our region. The development of high value-added businesses creating high wage jobs on this campus has tremendous potential.

Act 184 of the 2005-2006 Vermont Legislative Session gives the Town the ability to negotiate a ten year extension of the state- approved Tax Incremental Financing Districts (TIF) that

Town of Milton, Vermont

Economic Development Strategy

encompass the Husky Campus, the Catamount Industrial Park, and the Sanderson properties; these TIFs were set to expire in January of 2008. A TIF district enables the Town of Milton to collect property taxes paid by Husky, businesses in the Catamount Industrial Park and future businesses on the Sanderson properties and to use the tax revenues to help pay for infrastructure projects including the new Town of Milton wastewater treatment facility and collection system. The Milton wastewater treatment project is now permitted for construction, the Town voters have approved the bond for the project and construction has commenced. The Town anticipates additional wastewater users to support the operational costs once it is operational and the Town is expecting additional users to hook up.

GBIC has encouraged the Town to recommend co-location of compatible enterprises on the Husky campus, and Husky has indicated it is amenable to further discussions with the Town on how to realize this potential. This approach would advance the growth and retention of quality, high value-added enterprise in the region and assist the Town of Milton in growing the Husky Campus. The action plan recommends that the Town and Husky work together to encourage the integration of strategically and compatibly aligned businesses to be located on the campus, enabling GBIC and the Town of Milton to market the campus as a regional industrial economic cluster. This would add incredibly valuable infrastructured land to advance economic development.

Summary

Each of the development opportunities available to the Town of Milton exists in a competitive environment that allows almost equal access to the regional marketplace. The attractiveness and amenities at sites located in the Town will separate the development potential of Milton from other communities. Milton needs to cultivate a development environment that is business friendly, physically and financially attractive and accessible from a transportation perspective if it is to be competitive in the regional marketplace. Lacking infrastructure, the Town is not currently as well positioned as it could be to attract many of the growing, higher-end

businesses in the region. In addition, the Town lacks a management strategy for economic development recruitment, retention and marketing which puts it at a competitive disadvantage. In implementing this strategic economic development plan the Town must focus on improving site amenities while retaining existing enterprises that are economically vital.

SECTION IV: IDENTIFYING COMMUNITY CONCERNS AND IDEAS

The Town of Milton held two public meetings and several focus groups with economic development partners and officials and the Town's Economic Development Commission. The initial sessions were broad in scope and designed to identify an overall vision encompassing a range of viewpoints about the Town's preferred future.

The town conducted a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis with a focus group of officials, economic developers and business owners. The first large-scale public meeting was a visioning workshop which solicited resident input on a variety of issues impacting the Town's future. The second public meeting was a design charrette which exposed residents to core issues and identified implementation strategies and actions. The notes from these sessions are found in Appendix 3.

Follow-up meetings were held with Town officials and the Economic Development Commission. These were more focused and began the evaluation of planning, development, management and design options to be explored further in this economic strategy and the related planning projects. Four themes emerged from the sessions:

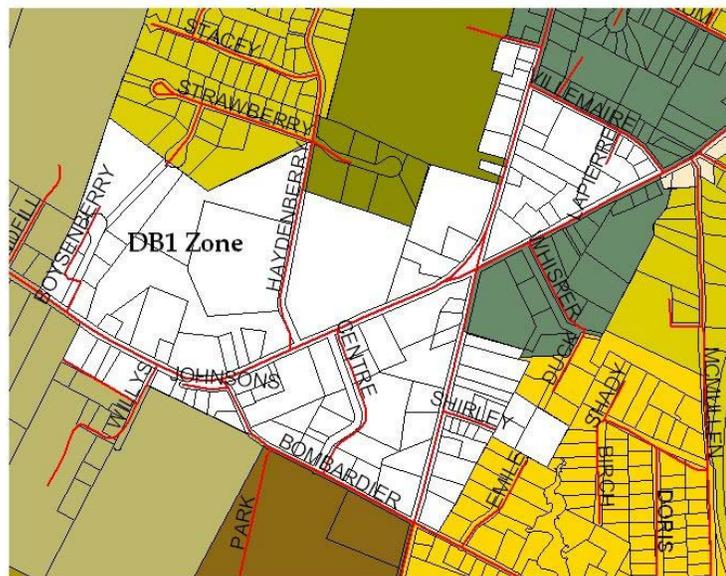
Town of Milton, Vermont

Economic Development Strategy

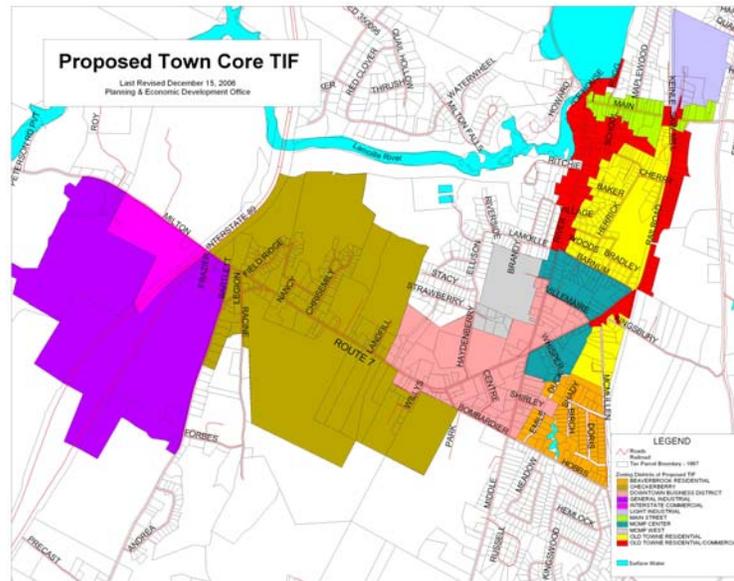
The Town Core and DB1 Zoning District

There was clear and strong agreement that retail and commercial uses should be concentrated in a densely compact, walkable mixed-use Town Core, and that the Town's efforts to create the DB1 Zone for part of the Town Core are moving in the right direction. The DB1 district, shown in Map 4, is designed to encourage commercial development by requiring the construction of mixed-use units with residential components. The area is fairly limited in size, but a build-out would provide over 120,000 square feet of new commercial space. The Downtown Business District Zoning District (DB1 Zone), shown in Map 4 below, is the area of the Town where the densest development is planned, although the Town's growth will also occur in the adjacent zones, which together may form the Town Core. Map 5 below shows the proposed boundaries for the Tax Increment Financing (TIF) District that is planned for the Town Core area, although these boundaries have not yet been formally set.

**Map 4:
Downtown Business District**



Map 5:
Proposed Town Core TIF District



Participants felt that the Town Core needs to be developed and enhanced as a place to gather, socialize and find amenities not currently available in Milton or the surrounding communities. Participants identified traffic and underdeveloped nature of the commercial areas as detriments to businesses choosing the Town Core as a business location. There was strong agreement that a “gateway” of some sort should be developed.

There was agreement that a mix of uses in the core would create the most vitality. As the analysis above shows, the local economy will support a significant amount of new retail, including eating and drinking establishments, if parking, appearance, and mix of uses competes favorably with that of surrounding towns. It was also acknowledged that other commercial industries that are growing in the region such as small professional, health and business services firms would fit well into an improved Town Core. The design considerations for the core should accommodate both retail and commercial uses, planning parking, for example, to meet the desires of each sector.

Industrial Property

There was broad agreement that industrial property needs to have access to public infrastructure, be marketed and made more accessible to the region in order to bring jobs, retain younger families, and generate tax base. Participants felt that concentrating development around the current Catamount Park and Husky campus was advisable. There was clear agreement among residents, community leaders and members of the economic development community that the Town should expand staff and other resources for effective management and implementation of the identified economic strategy.

While a consensus was voiced about the need for improvements to industrial properties, different concerns about accessibility were raised. Many participants believed that the long-proposed Exit 17A was needed to attract businesses to Catamount Park and to encourage Husky to further develop its campus. Others worried that construction of the interchange would have an adverse impact on residential areas and create competition for the downtown (discussed below).

A diversity of opinion was also expressed regarding the specific types of industry to target in Milton's industrial zones. Some favored high-tech manufacturing in areas recommended by the regional CEDS. Others thought that larger office or back-office uses would be more successful. The economic development partners engaged in the dialogue assured participants that many business parks now contain both types of industry, given that they both seek access to regional highways, campus type settings, local retail options for employees, and on-campus child-care and similar amenities.

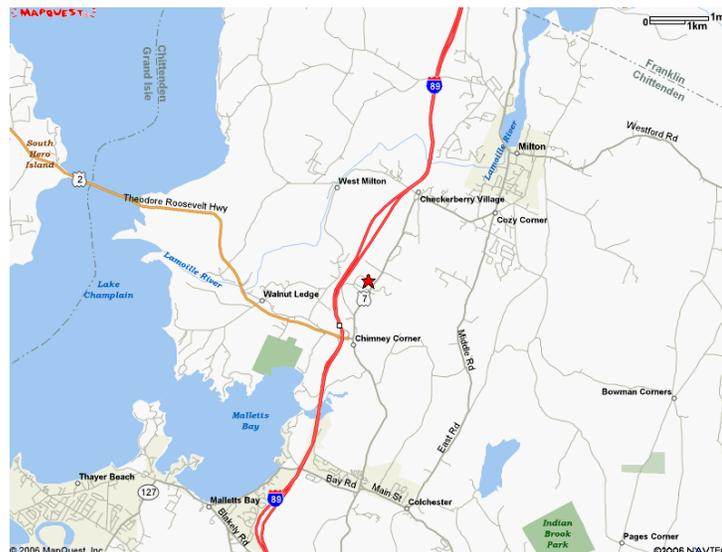
Town of Milton, Vermont

Economic Development Strategy

Possible Future Exit 17A Interchange

Participants discussed the potential development of an interchange 17A off of Interstate 89 at the intersection of West Milton Road connecting Checkerberry Village and West Milton. It was recognized that development of an exit at this location is an extension of the outward growth of the Greater Burlington region. It was acknowledged that the potential new interchange would have both positive and negative economic development impacts on the region and on Milton. Participants recognized that interchange-oriented retail including big box stores, strip malls, outlet development and even shopping malls would be attracted to the destination. Some said it could attract additional development and create alternatives for local and regional commercial/retail development. Others recognized that a new mall could compete with older shopping centers in surrounding towns, as well as Milton's Town Core. While the area is already zoned for commercial development on one corner, there is a residential community on the other which could be incompatible with large scale retail development.

**Map 6:
Town of Milton Environs**



Other participants felt that if the Town Core was sufficiently developed and focused on local services and niche retail that it could maintain itself in the face of new retail development.

Town of Milton, Vermont

Economic Development Strategy

Most participants favored continuation of square footage limitations on big box development which have been in place in Milton for some time. Milton officials favor individual communities setting limitations best suited to individual communities' own needs, while some planners in other areas of the State have been pushing for statewide limitations. Most participants recognize that funding and construction of an Exit 17A interchange are likely many years in the future.

Tourism

Participants remarked that the potential for tourism in the Town has never been truly realized. Although seen as a regional issue, residents felt that Milton should consider the development of its own tourism assets including historic downtown elements of the old village. Tourism in the state and the region is dominated by outdoor recreation (especially skiing) and niche retail/main streets. While the tourism industry is often considered separate from economic development strategies, in the Chittenden County region it has been a major part of the economy for many years. In addition, it is an industry cluster recommended for growth by the regional CEDS. In general, this industry usually has its own funding and marketing infrastructure both at the state and regional levels as it does in northwestern Vermont and does not require as substantial an investment of local dollars as other targeting efforts. Participants felt that the Town can engage cost effectively since there is statewide campaign and additional local resources won't be necessary. The Town will need to focus its efforts on the development of tourism related amenities and destinations (hotel, niche retail, recreation outfitters, for example) and then advocate for inclusion in regional and statewide marketing efforts.

Any discussion about tourism triggers discussion about land use. Most of the recreational areas are scattered throughout the Town without any connections to each other. Improvements at Arrowhead Mountain Lake, a privately-owned impoundment that produces hydropower, were discussed as was the municipal purchase of open space to protect character and create opportunities for future recreation development (the Town's recent purchase of 134 acre Bove

Town of Milton, Vermont

Economic Development Strategy

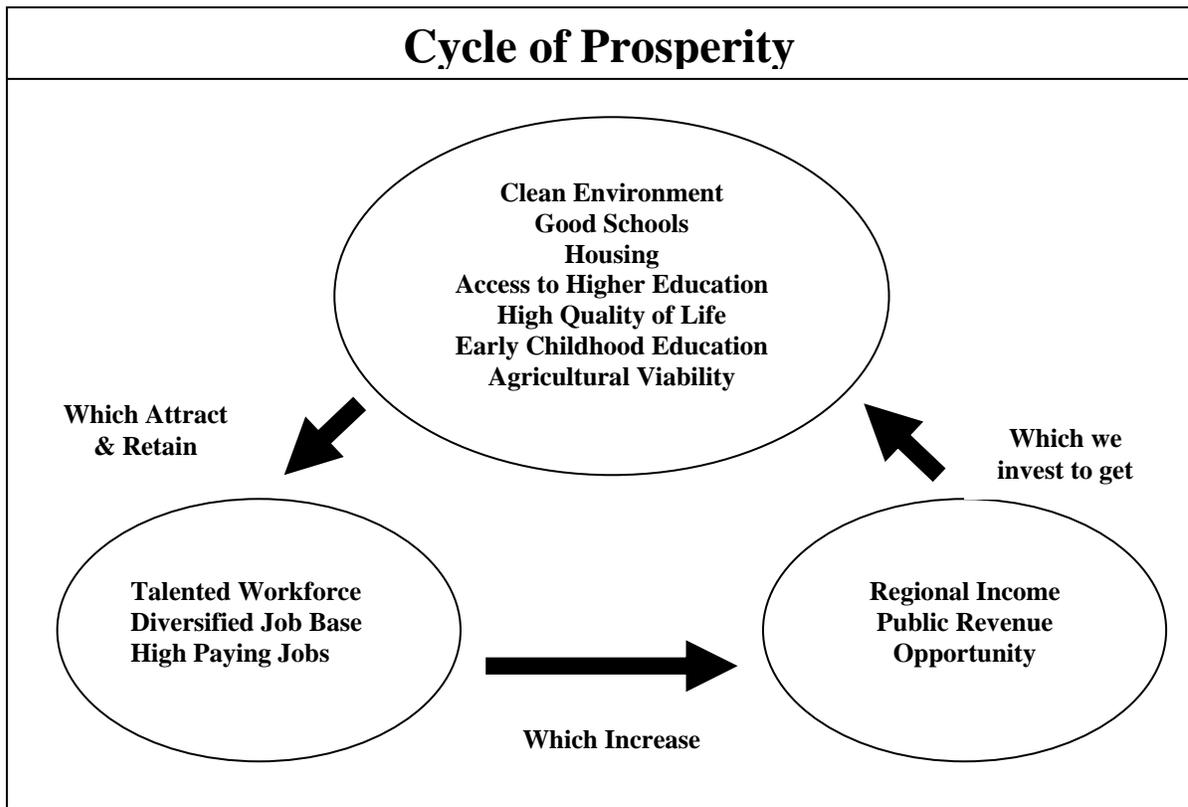
Property is described below). Participants felt that with proper investment the Town Core could become a tourism destination in itself including a location for lodging.

In addition to the four key themes there was discussion about the need for transitional zones between the Town Core and industrial zones, mostly along Route 7. While the current Route 7 corridor is characterized by linear development for many of these uses, a more concentrated pattern may be more appropriate and is being evaluated in the Route 7 Corridor Land Use Study currently underway.

SECTION V: VISION, STRATEGIES AND RECOMMENDATIONS

Economic development is a process of creating community prosperity. The town's economic development focus has been, and should continue to be, on the enhancement and recruitment of high wage jobs. The graphic below illustrates the process of economic development described in this strategy, goals and actions and summarizes the Town's vision for economic development which reads as follows:

The Town of Milton's vision for economic development grows from a foundation of assets including a clean environment, good schools, and a wide array of housing, emerging vibrant Town Core, recreation and open space. Milton will use these attributes to attract talented workers and excellent companies offering well-paying jobs in industry clusters that are growing in the region and the state. The town's strategy will be professionally managed, effective, efficient and creative and result in increased personal wealth, tax base and sense of community opportunity, pride and vitality, which, in turn, ensure that residents, workers and visitors act as stewards of critical community assets.



Land Use and Potential Development

Using the information developed above, current zoning and reasonable market assumptions, the potential development by land use is estimated below for planning purposes. The table shows how many square feet of new development (by type of use) could be supported based upon 2015 and 2025 population projections.

TABLE 12 - LAND USE AND POTENTIAL DEVELOPMENT

	Town of Milton Land Use Potential	
	<u>2015</u>	<u>2025 (Cumulative)</u>
Retail (DB1)	47,760 sf	95,520 sf
Retail (non-DB1)	18,000 sf	36,000 sf
Commercial Office	21,920 sf	43,840 sf
Industrial (light)	550,000 sf	1,350,000 sf
SF Residential Added	527 units	777 units
MF Residential Added	311 units	619 units

The uses and square footage densities reflected in the table are currently allowed under the existing land management framework. The estimates assume that the remaining land at the Husky campus becomes available for industrial use by other companies, increasing the development potential of this land significantly. The current land use framework allows build out well in excess of these estimates

These estimates help to refine design elements, transportation and infrastructure enhancements, marketing strategy and inform many of the strategies and actions which follow. It will be important for the town to control build out to ensure that new establishments have adequate market to be successful. Since additional growth is desired, it will also be important for the Town to work closely with merchants and potential developers to attract additional markets including regional shoppers who may be attracted to niche retail and tourists and visitors to the Town and the region.

STRATEGIES AND ACTIONS

This final section of this Strategic Plan for Economic Development recommends core strategies and specific actions. This inventory of actions must be continuously assessed in

order to address emerging issues and take advantage of positive trends. New actions will be added to this strategy over time.

Nine strategies have been identified and both short-term and long-term actions have been recommended in each area. These actions are prioritized and outline operational tasks and management requirements to ensure success.

Development Strategies and Actions

Strategy 1: Regional Cooperation and Monitoring on Long Term Trends

Although Milton cannot control long-term regional development trends, it can shape them. The implications of identified trends must be monitored and planned for at the local level. The Town should work cooperatively to participate in and implement regional economic development plans and encourage regional recruitment of targeted industry clusters to industrial and commercial zones both inside and outside of the Town. The expansion of broadband and wireless broadband internet access throughout the Town will be an important factor in Milton's economic development. Milton should focus on capturing a larger share of the region's growth sectors rather than just seeking to create its own independent market for business development.

Specific concerns such as the potential development of an interchange at Exit 17A and the future of the injection-molding plastics industry in the United States as it impacts Husky should be followed closely and local policy regarding these issues should be formulated and clearly communicated. The Town should closely follow Husky's global investments particularly in light of recent announcements that the company suffered losses in North America and enjoyed over 30% increased sales in Asia. If this trend continues it could have an impact on the company's location and expansion of production facilities over time.

Town of Milton, Vermont

Economic Development Strategy

The possible development of Exit 17A creates some uncertainty about the competitive advantages of currently available business sites in the Town for investors. The best way to minimize this uncertainty is for the Town to define policy, monitor the project and share relevant information with residents and other partners. Should this major infrastructure investment take place the Town must be prepared to manage land in the area to ensure controlled and efficient growth, balancing the potential for increased tax base with impacts on the Town Core and Route 7 corridor.

By cooperating on a regional basis, Milton will be able to leverage scarce business attraction and retention resources. Through marketing the region for tourism and business investment, improving the workforce, developing infrastructure and concentrating on regional competitive issues, these partnerships will help create the proper environment for economic development.

Short-term Action Items:

- 1-1) Develop a catalog of all local firms that fit the CEDS cluster industry framework.
- 1-2) Work with regional marketing entities such as GBIC and Chittenden County Regional Planning Commission, and the Lake Champlain Regional Chamber of Commerce to promote and market Milton's improved industrial sites to firms making regional inquiries.
- 1-3) Pursue the expansion of broadband and wireless broadband internet access throughout Town to ensure that these are available to the maximum number of residents and businesses.

Long-term Action Items:

- 1-4) Provide regional and state agencies or organizations such as the Lake Champlain Regional Chamber of Commerce, Vermont Council on Culture and Innovation,

Town of Milton, Vermont

Economic Development Strategy

Vermont Council on Rural Development and Energy Efficiency Vermont, the Vermont Department of Economic Development, Vermont Economic Progress Council (VEPC), and others with marketing materials which clearly describe the Town's assets, sites, amenities and long term vision and distribute these materials locally, state-wide, nationally and internationally to increase Milton's visibility.

- 1-5) Advocate on the Town's behalf to the State regarding economic development policies and initiatives.

- 1-6) Ensure that all projects identified in this plan are ultimately designed and implemented in conformance with State statutes. This will require that the town monitor the ever-changing planning landscape in the state and continuously update the plan to keep pace with changes. This is a particular concern for the Town Core which may in the future be nominated for designation as a "new town center" or "growth center", processes with an extensive set of planning and public process requirements.

- 1-7) Propose new initiatives as longer term initiatives such as the possible Exit 17A intersection begin to influence development in Milton.

Strategy 2: Promote Industrial & Large Scale Commercial Development

The Town must ensure flexibility in industrial zones and transitional zones to accommodate larger commercial businesses which are not appropriate in the Town Core, perhaps along a rejuvenated Route 7 corridor. This approach recognizes the emphasis placed on professional services recruitment in the regional CEDS and makes it more likely that cooperative marketing and other incentives would support Milton's efforts in recruiting this sector.

The commitment of GBIC and other regional economic development entities to focus on recruitment of value-added industry (industrial and commercial) should be applauded and

Town of Milton, Vermont

Economic Development Strategy

supported. This targeting attracts companies with high-wages, low environmental impacts, and extended career and skill ladders which employ a wide base of workers. The types of amenities sought by these growth industries should be incorporated into the design of the industrial/business parks such as nearby retail, campus setting, on-site child care and exercise facilities. In addition the Town should work to attract creative economy and arts oriented companies competing in the global economy with innovative products, designs, and marketing. These companies will take advantage of the interplay between Milton's cultural and economic life, establishing the town as a vibrant community that grows, attracts, and retains businesses.

The Town of Milton should provide desired amenities in its industrial zones to attract and accommodate target industries. This entails:

- Understanding the key attributes and amenities that attract each target industry sector.
- Working proactively to retain existing stable businesses that are consistent with regional targets.
- Designing new sites and expanding existing industrial parks that provide the needed amenities.
- Upgrading the infrastructure and public services required to accommodate new businesses.
- Investing in professional staff resources to manage the Town's economic development agenda who can work directly with businesses and regional agencies such as GBIC to give Milton a competitive advantage in intra-regional economic development
- Shaping and implementing a set of development incentives which are unique to the town and confer competitive advantage
- Updating the Town's Comprehensive Plan to enable zoning alternative locations for companies that are in-between commercial and industrial entities such as research facilities, back-office services such as digital printing.

Town of Milton, Vermont

Economic Development Strategy

Short-term Action Items:

- 2-1) Implement the extension of municipal wastewater to the Catamount Industrial Park using USEDA grant funds. The need for infrastructure has led GBIC to stop taking inquiries for certain types of development at the park. The current level of municipal services supports lower value-added development, mostly warehousing.
- 2-2) Complete the municipal wastewater treatment plant capacity expansion to 1,000,000 GPD and hire personnel needed to operate the expanded system. Establish sewer service areas designed to promote and enhance the Town's mixed-use Town Core and industrial areas.
- 2-3) Catalog and survey current industrial businesses to identify the attributes that they find most and least attractive about doing business in the Town of Milton.

Long Term Actions Items:

- 2-4) To help simplify and streamline the Town's regulations and permit processes to make them business-friendly, they should be amended as necessary to allow Staff to assume a greater role in reviewing applications for development. Pre-application meetings with the Technical Advisory Committee, which consists of key Staff members, should be encouraged to assist applicants in navigating the permit process. The Technical Advisory Committee should incorporate the elements of this Economic Development Strategy into its review process, in addition to the tasks already performed.
- 2-5) Identify and obtain loan and capital sources for new, established and growing businesses. Examples of these are the Partnership Fund, which is a revolving loan fund for small businesses, and Vermont Community Development Block Grant funds. The Town should be represented on loan and grant review committees and boards.

Town of Milton, Vermont

Economic Development Strategy

- 2-6) Ensure a supply of properly accredited high quality local day care including centers and home-based child care providers. While other towns in the region have experienced a significant decline in family child care homes over the past ten years, the number of homes in Milton has increased. These providers are reported to have a strong network and represent a cost-effective option for young families.
- 2-7) The Town has recently secured state authorization to apply for an additional 10-year term for each of the existing Tax Increment Financing districts. The Town needs growth of taxable property in the Tax Increment Financing (TIF) areas on the Husky Campus, in the Catamount Industrial Park and on the Sanderson properties in order to help pay for the wastewater treatment and collection system project and future infrastructure investments. This project will create a highly valued municipal service and vitally essential economic development infrastructure. The next step for the Town is to pursue establishment of a TIF for the Town Core area, as soon as VEPC initiates this process on a statewide basis.
- 2-8) Pursue opportunities to create a niche cluster of strategically and compatibly aligned high value-added businesses on the Husky campus. Prospective enterprises include:
- High value-added, environmentally conscious businesses in the engineering sector
 - Software design, development and production and information technology sectors
 - Research and development
 - Specialized manufacturing
 - Environmental products and service businesses
 - Alternative energy: manufacturers, research and development, service providers
 - High value-added services in the telecommunications sector
 - Financial services
- 2-9) Identify the incentives offered by other towns/agencies/private developers to industrial prospects and design local incentives which confer a competitive advantage to Milton for both retention and attraction.

- 2-10) Examine the allowed uses in industrial zones and determine locations and amenities are suitable for larger commercial operations. Encourage industrial parks to expand amenities attractive to both light industrial and non-industrial operations such as childcare, small food stores, small restaurants and walking paths.
- 2-11) Create incentives to attract green business and use local land use planning to influence development and site design in an energy efficient manner.
- 2-12) Create a land bank for future development and as a measure to mitigate development impacts on other properties. The recently acquired 134 acre Bove property will contribute to this land bank.

Strategy 3: Provide a Desirable Housing Mix to Improve Housing Choice and Attract a Diverse Resident Base

The housing market at all price points is very active in the Town and region. The Town must direct and control this growth to take maximum advantage and expand its tax base. Downtown, mixed-use, high density (such as town-homes and small, clustered single-family detached housing) development should be a clear focus of the Town's efforts. This housing could be very attractive to second-home/retirement home buyers with considerable discretionary income if there is a vital Town Core with attractive and convenient amenities. In addition, the Town needs to be affirmative in its support of moderately priced and affordable housing for young families, seniors and disabled residents which is well integrated into the community. This may require the Town to allow higher densities given competition for land, but it is an essential strategy if the Town is to retain younger residents and a population with diverse incomes and skills.

Short-term Action Items:

- 3-1) Design the Town Core to have a mix of housing types including mixed-use housing, assisted living facilities, and higher density townhouses and clustered single-family residences to attract seniors, second home owners and younger families to the residential mix.

- 3-2) Modify the zoning surrounding the DB1 zone as necessary to include higher density residential building where appropriate, allowing more units to be accessible by walking or biking. The areas around the DB1 zone should be gradually reduced in density as it get further away from the core. The town will continue to enable accessory apartments within existing housing units and buildings that accommodate home occupations, as these are State requirements.

- 3-3) Recruit complementary professional uses to the Town Core. The DB1 Zone provides the Town with the opportunity to attract some of the high value-added services that are part of the professional/technical service cluster identified in the CEDS (in addition to some health services) which have been growing in Milton and the County. While they are relatively small businesses, they create needed diversity.

Town of Milton, Vermont

Economic Development Strategy

Long-term Action Items:

- 3-4) Evaluate taxation policies to ease tax burden on residential tax payers by equalizing taxes over time through adoption of tax incentives for commercial and industrial development.

- 3-5) Address the perception that Milton's schools are not regionally competitive by strengthening the connection among schools, agencies, businesses, home and community. Establish organizational stability in the district enabling it to provide high quality education that can be supported by tax payers. Improve overall fiscal planning and management with the school district. Consider if it is possible to take advantage of potential benefits of the new State "growth center" legislation which commits funding for school rehabilitation in order to continue existing schools in designated town centers and growth centers. The town should ensure that the high school and elementary school are located in any proposed new town center boundary to take advantage of this funding.

- 3-6) Work to increase the availability of decent affordable housing in Milton within close proximity to jobs and essential services and expand housing choices and opportunities for all income levels and ages. Provide residential density bonuses for residential and mixed use developments that incorporate affordable housing. For example, proposed affordable housing projects could be allowed to build a greater number of units per acre than traditional development to increase cost effectiveness by reducing land acquisition and infrastructure costs.

- 3-7) Continually identify and project housing needs for Milton and remain engaged with the Chittenden County Regional Planning Commission on housing issues

- 3-8) Revise the Town zoning to replace all Planned Residential Developments with Planned Unit Developments, as appropriate. Planned Unit Developments permit flexibility in

Town of Milton, Vermont

Economic Development Strategy

the application of land development regulations for the purposes consistent with State statutes (Title 24, Chapter 117, Section 4302). Encourage Planned Unit Developments outside the Town Core to conserve open space and diversify housing choice. Provide density bonuses for Planned Unit Developments that provide exemplary protection of rural characteristics.

- 3-9) Continue to make use of phasing and impact fees for residential development to help ensure that the pace of housing development does not overburden municipal services, including schools and recreational facilities.
- 3-10) Identify opportunities and incentives to encourage energy efficient residential development.

Strategy 4: Town Core development including retail, commercial, professional services, entertainment and residential uses

The strength of the Town Core as a retail and commercial destination will be its diversity. The potential for retail development to satisfy local needs alone is substantial. There is also significant commercial development market demand if design and traffic improvements are accomplished. The DB1 Zoning District is where the densest development will occur, although the Town's growth will also occur in the adjacent zones, which together may form the Town Core.

The Town's first priority for the Town Core area is its establishment as a TIF District, which should be accomplished prior to seeking any new designations recently made available such as a "growth center" or "new town center". The Town should maintain standards in the DB1 zone that require and encourage diverse uses including non-retail uses. Milton should be prepared to hold the line on high standards even though the pace of retail growth in the early years may be slow. With potential for retail development in every community surrounding Milton, and at a proposed Exit 17A, diversity and density are requirements which minimize investment risk in

Town of Milton, Vermont

Economic Development Strategy

the mid- to long-term. The Town should also plan for the development of community, entertainment, and recreation facilities (like skating rinks or pools), whether publicly or privately owned, which create destinations and create a sense of community.

The Town must ensure that there is a diverse commercial sector, preventing dependence on a single industry or company. Milton possesses the resources in land and transportation access to stimulate this diversity if sector specific infrastructure and amenities can be provided.

Short-term Action Items:

- 4-1) Secure designation as a TIF District for the Town Core Area as the Town's highest priority.
- 4-2) Maintain flexibility of uses in the Town Core and simplify the permitting process for new development both within and outside of the core.
- 4-3) Interview existing merchants regarding new amenities which would improve the business climate, attract more shoppers and new retailers. Involve merchants in ongoing streetscape planning.
- 4-4) Educate the public and merchants about retail sales leakage and encourage a "buy-local" mentality to capture more local dollars.
- 4-5) Explore historic district designation for historic buildings and the traditional village center and investigate incentives for preservation and adaptive reuse of buildings and the landscape.
- 4-6) Encourage infill development, especially affordable housing by allowing increased density and limited building footprints.

- 4-7) Encourage mixed use in the core and mixed uses within structures such as multifamily and single family residential, affordable rentals and townhomes, bed and breakfasts, commercial, professional offices and institutional establishments, as well as community facilities, entertainment and recreation uses, using Planned Unit Developments as appropriate.
- 4-8) The Town should consider whether to pursue “New Town Center” or “Growth Center” designation. The new town center is defined in Vermont State Statute, Title 24, Chapter 76A, and growth centers were recently enacted as part of Act 183 of the 2005-2006 Vermont Legislative Session. The decision of whether or not to pursue one or both of these designations will need to be made after careful review and consideration by the Selectboard, Planning Commission, Economic Development Commission (or its successor), and Town Staff.

The establishment of these centers may be valuable to the Town and developers, as they provide for certain incentives, including but not limited to priority consideration for certain state and federal funding sources and other assistance, tax credits, tax increment financing, and technical assistance. However, the establishment of these centers also requires that the Town conform to defined sets of criteria; an example is the establishment of a design review district. These requirements, as well as the incentives, will need to be part of any consideration by the Town prior to making the decision whether or not to pursue such designation.

- 4-9) Pursue expansion of public infrastructure including water, wastewater, sidewalks, and an expanded road network throughout the Town Core and into immediately adjacent areas.

Town of Milton, Vermont

Economic Development Strategy

Long-term Action Items:

- 4-10) Enhance pedestrian friendly environments incorporating streetlights, street trees, signage and public spaces and develop guidelines for these streetscape elements.
- 4-11) Encourage passenger rail service to Milton and develop potential station locations in the Main Street Area and consider the development of other public transportation and transit resources if funding can be identified.
- 4-12) Implement the stormwater management strategy developed in 2006. Due to the sandy soils and high infiltration rate present in the core, the town will have to be creative about stormwater management, for example, recommending onsite management whenever possible and using infiltration measures such as rain gardens and grass swales. The town should ensure that its approach is consistent with emerging State statutes, including those regulating designated downtowns, village centers, and new town centers, especially as they relate to requirements for amenities such as curbing.
- 4-13) Develop a multi-modal center in the Town Core as recommended by the 2006 Streetscape Study to include bus, taxi, automobile, bicycle and pedestrian amenities.
- 4-14) Develop a Town Core parking strategy to accommodate a mix of users. Consider development of public-private partnerships to support additional parking lots, shared parking arrangements and perhaps construction of a parking structure alone or as part of a future hotel development
- 4-15) Support development of an arts and cultural community in Milton including development of gathering spaces, galleries or artists cooperatives. In addition target creative economy industries to the Town Core as retailers and professional offices.

Town of Milton, Vermont

Economic Development Strategy

- 4-16) Plan for the development of community, entertainment, and recreation facilities (like skating rinks or pools), whether publicly or privately owned, which create destinations and create a sense of community.

Strategy 5: Integrate the Tourism Industry Into the Town Planning Process

Tourism planning is essentially a regional effort. Milton should participate in these efforts and advocate for investment in projects located within the Town that can be part of the tourism amenity package for the region. The on-going regional and state plans need to be shaped to encourage synergies with the town's Town Core, retail and industrial development strategy. The future mix of establishments in Milton should include sporting goods and recreation outfitters which can directly support regional tourism efforts. The feasibility of creating lodging facilities within or adjacent to the core should also be pursued.

Short-term Action Items:

- 5-1) Expand partnerships and open dialogue with a tourism industry representative involved in Town planning activities.
- 5-2) Review current zoning and business regulations to determine their impact on the tourism industry and modify them as appropriate to allow small inns and bed & breakfast hotels in residential zones.
- 5-3) Ensure access to the Municipal Forest for residents and visitors. The Town of Milton recently purchased approximately 134 acres of land in Milton and Westford immediately adjacent to the Milton Municipal Forest. The acreage consists of fields, planted trees and natural terrain of several types. This acquisition will provide access to the Municipal Forest for Milton residents and recreational visitors and contribute land to the proposed land bank. The Town should not use the land within the Town of

Town of Milton, Vermont

Economic Development Strategy

Milton for development purposes, except as may be needed to promote various forms of recreation and camping. The acreage should ultimately be linked to the Municipal Forest in order to provide additional opportunities to Milton citizens for varied recreational uses.

Long-term Action Items:

- 5-4) Participate in ongoing evaluation of the tourism industry in the region and continually evaluate Milton's ability to play a role in fulfilling those needs.
- 5-5) Take advantage of the scenic resources of Arrowhead Mountain Lake and the Lamoille River and consider relocation of the municipal garage and develop a public park along Arrowhead Lake with pedestrian connections to Main Street.
- 5-6) Complete update of the Recreation Long Range Master Plan.
- 5-7) The Town should implement guidelines for the use of a land-bank with acreage acquired adjacent to the Municipal Forest. This land bank could be used to provide incentives for some developers who need, but do not have, acreage to meet the requirements of Act 250 for mitigation of certain impacts of their development. The ultimate use of the lands committed to this program should be for conservation and passive and active recreation purposes.
- 5-8) Conduct a hotel feasibility study to determine the possibility of introducing lodging uses into the Town Core or another suitable location in the Town.

Strategy 6: Make Attractive Transition Zones Available for Other Industries

There are active and growing industries that do not fit easily into existing industrial and downtown zones including the construction industry, home improvement goods and services.

Town of Milton, Vermont

Economic Development Strategy

The town also has an active used car sector that usually likes to operate near similar businesses concerns. These industries provide employment to current residents and may serve an important function in the development process if they are properly located and designed with concern for aesthetic integration into adjacent areas.

These industries should be located in transition zones which are carefully crafted to prohibit haphazard development. Planning and design review, especially along the Route 7 corridor should discourage a linear development pattern, and provide a minimum set of standards for road frontage appearance. The current pattern clashes with the need for an appealing gateway to the Town Core.

Short-term Action Items:

- 6-1) Enforce current regulations to improve the appearance of properties along the Route 7 corridor.
- 6-2) Implement alternatives for the transition zones identified in the Route 7 Land Use Study to encourage development of businesses that are important to the economy but do not fit in downtown or in an industrial park.

Long-term Action Items:

- 6-3) Encourage the relocation of existing businesses into transition areas designed to mitigate the problems caused by the current pattern of automobile oriented sprawl on Route 7.
- 6-4) Pursue development of a park and ride lot along the Route 7 corridor

Strategy 7: Implement an Economic Development Management and Marketing Function at the Town Level

Town of Milton, Vermont

Economic Development Strategy

Designation or appointment of a business champion/advocate for the Town is an important immediate task. This person would devote himself/herself to the success of the plan by working to recruit new business, assist current companies and expand relationships with regional and state economic development partners. The Town Economic Developer should be a mid to upper manager capable of managing multiple relationships, securing funding, and providing the information necessary to carry-out the strategic plan.

Creating a pro-business, pro-consumer image for the Town that is broad enough to support Town Core, retail, commercial and industrial development is a critical early and ongoing task. The image should focus on conveying a sense of Milton as progressive, balanced and stable. Milton needs to be thought of as a great place to live, work and visit with unique attractions, places, and ambience. The proposed Town Core changes are a very important illustration of that image.

Short Term Action Items:

- 7-1) Designate a Town Economic Developer to lead efforts at the local and regional level and identify key private sector partners with an interest in regional partnerships. This person should monitor and communicate long-term economic trends and implementation milestones to all of the audiences in the community. Working with the advisory committee described below he/she should educate the public regarding economic issues facing the Town. Due to the inter-related functions of planning, implementation and funding of this strategy, the Town Manager may be the best person to coordinate this role initially or provide guidance to a new staff person if a separate staff position is created. Additional resources should be added as the pace of development dictates.
- 7-2) Expand the current five-person Economic Development Commission to make it a broader and permanent business and community-based advisory group. This business organization or advisory roundtable group should monitor progress and advise the town staff and the Selectboard regarding economic development policy on a regular basis. It

is important that this group be able to serve as business ambassadors on an ongoing basis and assist Staff and the Selectboard as “recruiters” on an ad hoc basis when businesses consider locating in Milton and, in general, be advocates for the Town’s economic development efforts.

Long Term Action Items:

- 7-3) Prepare a quarterly summary of economic issues and opportunities available to the Town and present it to the Selectboard and key stakeholders for their consideration.

- 7-4) Continually work to ensure that municipal leaders, staff, the business and non-profit communities, educators and others are presenting a positive image of Milton and are prepared and educated to act as ambassadors and strong advocates for Milton and create positive public perception of the Town.

- 7-5) Fund a consistent business retention and attraction marketing effort. This effort should be focused on these core strategies, even if it doesn’t initially command significant financial resources. A dedicated source of funding should be identified, including perhaps allocation of a fixed percentage of net new tax revenues. Designate a Town employee to be responsible for recruitment with the ability to fast-track development issues facing potential businesses and assist prospective businesses through the permitting process.

APPENDIX 1
CEDS Executive Summary: Excerpts

**Comprehensive Economic Development Strategy
For Chittenden County, Vermont**

EXECUTIVE SUMMARY
June 2005

Greater Burlington Industrial Corporation (GBIC)
60 Main Street, P.O. Box 786
Burlington, VT 05402

Frank Cioffi, President
(802) 862-5726
frank@vermont.org
www.gbicytceds.org

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR CHITTENDEN COUNTY

Executive Summary

Overview of the CEDS Process

“CEDS” stands for Comprehensive Economic Development Strategy. It is a planning document that is required by the Economic Development Administration (EDA) for any area, community, or region applying for financial assistance from the EDA. Funded by the Greater Burlington Industrial Corporation (GBIC), Economic Development Administration (EDA), and the Vermont Community Development Program (VCDP), the Chittenden County CEDS is a mechanism for coordinating the efforts of private industry, governments, stakeholder organizations, and individuals concerned with economic development in the region to come together in agreement around an approach to furthering economic development in Chittenden County.

The major purpose of implementing a CEDS process is to bring community stakeholders together to discuss the issues and challenges that impact the region’s economic development and to gain a common understanding of the goals, strategies and priorities that will lead to a more viable economy. This CEDS process has connected people with diverse opinions and perspectives. It has also created new partnerships and connections for community members that will likely lead to more collaboration across municipal boundaries, local and state agencies, nonprofit organizations, employer sectors, and among regional entities.

The CEDS process, as designed by the EDA, is intended to:

- Help create jobs;
- Foster a more stable and diversified regional economy;
- Improve living conditions in the region.

The end product of a CEDS is a *living, planning document* that serves as a record of this process and presents a coherent and integrated approach to meet the specific challenges and fulfill the potential of Chittenden County. In addition, it includes a prioritized inventory of regional projects that may or may not be eligible for EDA funding. Those projects that address public works, technical assistance, financial assistance, and planning assistance projects are EDA fundable. The CEDS also includes strategies and a project inventory for actions that the region intends to undertake that may not necessarily be EDA-fundable regional projects, but which the region felt were vital and in many cases, would leverage the success of other related projects.

Town of Milton, Vermont

Economic Development Strategy

Description of the Region

Chittenden County is Vermont's economic hub and features a mix of high tech manufacturing and value-added businesses as well as a rich natural resource based working lands and tourism sector. Bordered to the west by Lake Champlain, the greater Burlington area is home to Vermont's most dense population including over 15,000 college students from three colleges and the state's only university. Chittenden County is comprised of 18 municipalities and one gore.

Chittenden County, while serving as the state's economic hub with a strong high tech industrial base, also hosts active working farms and forests with associated value added industries. It is a priority to protect agricultural and forestry lands, encourage sound soil and water quality management practices and sustain the natural resource base upon which the economy depends. In discussions with community members, support for agriculture was highlighted as a key strategy related to economic development.

Using 2000 data, the Vermont Council on Rural Development cites the state's economic impact from Vermont farm products at \$681 million. Our county's towns are very oriented toward using natural systems/ecological services to enhance and sustain agriculture and natural resource based economies and investments, (e.g. farm and forestry value-added manufacturing, tourism, and organic/market gardening.)

Other parts of our county are more oriented toward high tech manufacturing including production of semi-conductor components, high speed cable, metal casting and injection molding machines. Still some of our towns share both an agricultural and high tech base and support small and medium size entrepreneurial companies.

Community stakeholders agree that our region cannot sustain a diversity of well paying jobs without a clean environment, well functioning natural systems, and a strong agricultural and working lands base. The balance of land-based and high tech industries plays an integral part in our region's economic strategy and provides for a diversified economy that supports a variety of employers and employees.

The Chittenden County CEDS Process and Committee Structure

Early in 2004, GBIC, the Lake Champlain Regional Chamber of Commerce, and the Town of Essex—with the help of the Vermont Department of Economic Development, and the Vermont Community Development Program (VCDP)—completed the Strategic Economic Development Plan for Chittenden County to form the basis of the economic development portion of this CEDS Plan.

Over 300 people were involved in the CEDS process from start to finish. Extensive recruiting of participants began in October 2004 and was ongoing allowing multiple points of entry even after the project kicked off in early December.

Town of Milton, Vermont

Economic Development Strategy

Three committees (Strategy, Executive and Special Resources) and five citizen work groups (Education and Workforce Development, Social Environment, Business Environment, Technology and Infrastructure) were organized in December 2004 and met through the winter and early spring. GBIC strove to broadly and completely represent the community by bringing expertise from various industries; making every effort to mirror the U.S. Census data in demographic percentages for Chittenden County; and by providing diversity in age, ethnicity, race, disability, and employment status.

Early in the process, a flow chart was developed to convey to the community and all CEDS project stakeholders what the flow of activities would be and the path for decision making. The flow chart is included on the last page.

In order to get the public's input on the development of a vision, mission, and goals, three identical Vision 2020 Update Conferences were held on Monday, January 24 and Tuesday, January 25, 2005 at the Sheraton Hotel & Conference Center in Burlington. Over 100 people attended ranging in age from 17 to over 65. There were three separate activities for public engagement at each conference.

Additionally, seven community outreach activities with a total of 95 participants were held with various stakeholder groups in order to reach out to people that could not attend the Vision Conferences. Finally, four public hearings were held in each corner of the county -- Burlington, Colchester, Richmond and Shelburne -- to gain additional input.

Vision Statement

Our economy will be strong and more diverse, with a base of small and large globally competitive employers, and will provide meaningful and challenging jobs that are consistent with Vermont's culture, values, & a high quality of life.

Mission

Through a focused effort in collaboration with the state and other regions, strengthen existing businesses and search out new opportunities to achieve a diverse economy of globally-competitive businesses that offer challenging and good-paying job opportunities, offer the resources necessary to support a high quality of life, and provide economic opportunity for those who work and reside in northwest Vermont.

Review of the Region's Exporting Clusters as Economic Development Opportunities

The next step in the CEDS development process involved identifying a list of twelve key industry clusters in the Chittenden County economy. The results of this selection process resulted in the identification of the following sectors upon which the implementation of the CEDS' strategies would be focused.

List of Dollar-Importing Key Industry Clusters and Illustrative Employers Chittenden County CEDS

1. High Value-Added Professional, Scientific and Technical Services
2. Specialized Medical Treatment Services
3. Niche Consumer Goods-Services
4. Connector and Insulated Wire Manufacturing
5. Instrumentation/Homeland Security/Defense
6. Specialty Plastics
7. Specialty Commercial/Industrial Machinery Manufacturing.
8. Engineered Electronics and Electronic Components
9. Specialty Metal Fabricated Products
10. Educational Services
11. Primary Medical/Biotechnology and Other Research
12. Travel & Tourism/Creative Arts

Overview of Regional Goals & Strategies

The recently completed Chittenden County Long-Range Strategic Economic Development Plan recognized that the resources to support economic development in the region—while significant—were extremely limited. Because of this, the strategies developed under the plan came from the perspective that the stakeholders involved with economic development must direct their efforts (and expenditures) on building the competitiveness of the region's strategic export-oriented and dollar-importing sectors. Other components of the plan dealt with building the depth and readiness of regional economic development assets. These assets included areas such as infrastructure maintenance-development, work force development training, and quality of life—with an emphasis on affordable work force housing—that would be tackled through strategic partnerships with statewide and other partners-organizations inside and outside of the Chittenden County region.

Strategies were organized into two goal areas in the recently completed strategic economic development plan. They included:

- Goal A: Strategies to Facilitate/Build Regional Competitiveness in the County; and
- Goal B: Strategies toward Defining a Competitive Difference in Chittenden County.

Town of Milton, Vermont

Economic Development Strategy

There was also an additional goal area created for over-arching recommendations related to Capacity Building and Sector-Cluster Research).

Overview of the Five Citizen Work Groups Strategies

The five Citizen Work Groups developed area specific strategies as well. They are as follows:

Infrastructure Citizen Work Group Strategies

- Strategy #1: Reliable, Cost-Competitive Energy
- Strategy #2: Adequate and Available Wastewater Treatment
- Strategy #3: Safe and Available Drinking Water
- Strategy #4: Environmentally Sound, Efficient, Economical Solid Waste Management
- Strategy #5: Safe and Efficient Transportation
- Strategy #6: Reliable and Available Airport Services
- Strategy #7: Data/Telecom Infrastructure
- Strategy #8: Business Parks
- Strategy #9: Stormwater Management
- Strategy #10: Adequate and Affordable Housing

Technology Citizen Work Group Strategies

- Strategy #1: Affordable Broadband Access
- Strategy #2: Commercial/Workforce
- Strategy #3: High Performance Computing
- Strategy #4: Interchange with Higher Education/Human & Technical Resources
- Strategy #5: Facilitate Technology Incubator Centers
- Strategy #6: Healthcare IT Strategy
- Strategy #7: Commercialization of IP/Technology Transfer
- Strategy #8: Material Science Center at UVM

Business Environment Citizen Work Group Strategies

- Strategy #1: Improve the business climate of the region by building an environment of cooperation on development issues throughout the region.
- Strategy #2: Work collaboratively to establish a clearinghouse of industrial sites and their attributes to facilitate the retention and expansion of the region's strategic industry clusters.
- Strategy #3: Focus on Working Lands and Quality of Life Strategy

Social Environment Citizen Work Group Strategies

- Strategy #1. Develop innovative funding for childcare.
- Strategy #2. Encourage employers to provide a livable wage.
- Strategy #3. Support workforce housing.

Town of Milton, Vermont

Economic Development Strategy

- Strategy #4. Provide for successful diversion offender re-entry.
- Strategy #5. Support responsive work places to meet upcoming demographic shift.

Education & Workforce Development Citizen Work Group Strategies

- Strategy #1 - Regionalize and consolidate workforce development.
- Strategy #2 - Strengthen the connection between employers, K-16, and technical centers.
- Strategy #3 - Develop employees and community leaders who are able to succeed in the global marketplace.
- Strategy #4 - Strengthen the regional system of lifelong learning that leads to employment opportunities.
- Strategy #5 - Provide support for entrepreneurs
- Strategy #6 - Provide training incentives for employers and prospective employers.
- Strategy #7 - Ensure that Chittenden County can provide and support the jobs of the future.

Project Prioritization Criteria

Each Citizen Work Group was asked to develop projects under each strategy and to prioritize them based on a set of criteria as described below. This process of prioritization helped each group identify if a project was viable and should be included in the final CEDS report.

1. Meets a Defined Regional Need
 - a. The proposed project need (or needs) is well-documented and specific to an identified regional need (or needs) [Up to 4 points].
 - b. The proposed project is appropriate and proportional to the identified need or needs it is designed to address [Up to 4 points].
 - c. The proposed project is consistent with local municipal and regional planning priorities [Up to 4 points].
 - d. The proposed project is in scale with the level of urgency associated with the identified need (or needs) [Up to 4 points].
 - e. The proposed project is consistent with other public funding sources currently being used or “applied for” to address the same need (or needs) [Up to 4 points].
2. Will Enhance Long-Term Development of the Regional Economy
 - a. The proposed project encourages innovation and long-term regional competitiveness (e.g. encourages a common vision among firms, universities and workforce development for cluster development and facilitation) [Up to 4 points].
 - b. The proposed project upgrades regional business infrastructure [Up to 4 points].
 - c. The proposed project helps communities in the region to plan and implement economic adjustment strategies in response to sudden and severe economic

- dislocations (e.g. large layoffs, plant closings, trade adjustment impacts, etc.) [Up to 4 points].
- d. The proposed project supports technology-led economic development (e.g. creates and support technology transfer, blend the important role of higher education in regional development) [Up to 4 points].
 - e. Advance community (including faith-based) social entrepreneurship in re-development efforts in areas of chronic economic distress [Up to 4 points].
3. Has a High Probability for Success
- a. The proposed project is realistic with a high probability of success (e.g. time frame) [Up to 4 points].
 - b. The proposed project is ready to begin within one year of the full EDA application's approval [Up to 6 points].
 - c. The proposed project has a detailed cost estimate that is realistic and reasonable [Up to 2 points].
 - d. The proposed project reflects a strong and broad consensus with sufficient buy-in for successful implementation [Up to 4 points].
 - e. The proposed project offers a strong likelihood of a high return on the taxpayers' investment (e.g. sustainable, creates-retains jobs, provides assistance to low- and moderate-income households, results in a self-supporting revenue stream, etc.) [Up to 4 points].
4. Consistent with the EDA's Investment Priorities
- a. The proposed project is market-based, and will maximize private sector investment that otherwise would not have occurred without the EDA's investment [Up to 10 points].
 - b. The proposed project encourages regional collaboration-coordination [Up to 10 points].
 - c. The proposed project will result in an environment where higher-skill, higher-wage job opportunities are created [Up to 8 points].
 - d. The proposed project is pro-active in nature and scope [Up to 6 points].
 - e. The proposed project is long-term, and attempts to anticipate economic changes through diversification of the regional economy [Up to 6 points].

In addition, the project prioritization scoring system included the ability of a proposed project to score “bonus points” if a proposed project met all five of the EDA's investment criteria—which was known by the CWGs as the so-called “Sampson 5 criteria.”¹ The project prioritization form at the bottom of the scoring area included specific directions for scoring bonus points. More specifically, if the proposed project was able to answer in the affirmative to the following:

¹ They were originally known as the “Sampson 7” criteria at the beginning of this CEDS process in December of 2004.

- (1) Market-based and results driven (Answers “yes” to criteria 2a and 4a),
- (2) Demonstrate strong organizational leadership (Scores 10 or more points to all Area 3 criteria of the scoring sheet),
- (3) Advances increases in productivity, innovation, and entrepreneurship (Answers “yes” to criteria 2a, 2b, 2d, and 4c),
- (4) Looks beyond the immediate time horizon, anticipates change, and helps to diversify the economy (Answers yes to criteria 2a, 2d, and 4 e), and
- (5) Demonstrates a high degree of commitment by answering “yes” to the following:
 - Leverages local, non-profit, and private sector funding (criterion 3e)
 - Demonstrates clear and unified support by local officials (criterion 4b)
 - Has strong cooperation on all levels of government, the business sector and other regional partners (criterion 3d).

Citizen Work Group Projects Organized by Long Range Economic Development Goals & Strategies

The Citizen Work Group members developed projects to meet the specific strategies they identified as top priorities in their respective areas. These projects all align with the two economic development goals (A & B) identified in the long range plan and the strategies A1-A5 & B1-B5 related to each goal and met the project viability criteria. The projects were assigned a unique number and for readability purposes are listed in alphabetical order.

GOAL A: Strategies to Facilitate/Build Regional Competitiveness in the County
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Strategy A1- Promote workforce development/training for a high performance economy;

Strategy A2- Promote infrastructure readiness for quality job retention-creation;

- Environmental Impact Study for the VT 116/Interstate I-89 Interchange (12)
- Expansion of Town of Milton Route 7 Wastewater Collection Systems to Catamount Industrial Park (13)
- Research Workforce Requirements of High Value Added Professional Services Sector-Cluster (3)
- Vermont Technology & Innovation Center (28)
- Workforce Incubator Management Center (63)

Town of Milton, Vermont

Economic Development Strategy

Strategy A3- Facilitate state-local development review process to enhance fairness and predictability;

Project:

- Green Mountain Business Development Center (32)

Strategy A4- Promote access to affordable early-stage capital for regional businesses – particularly for start-up businesses

Strategy A5- Facilitate a climate of business development support throughout the entire Lake Champlain Basin.

Projects:

- Expansion of Town of Milton Route 7 Wastewater Collection Systems to Catamount Industrial Park (13)

GOAL 2: Strategies Toward Defining a Competitive Difference in Chittenden County

Strategy B1- Promote job retention to solidify the regional job base;

Strategy B2- Promote strategic business expansion and recruitment to diversify the regional job base;

Strategy B3- Facilitate technology incubator-centers of innovation with strategic partners to encourage entrepreneurship;

Strategy B4- Develop options to enhance work force housing in the northwest region;

Strategy B5- Preserve and enhance regional “quality of life.”

- Expansion of Town of Milton Route 7 Wastewater Collection System (13)

Town of Milton, Vermont

Economic Development Strategy

Conclusion and Next Steps

The CEDS process in Chittenden County, Vermont has been an opportunity for our community to have a broad conversation about economic development and how the various sectors of our community impact our economic vitality. This process brought together small, medium and large employers, K-12, college and university educators, nonprofit organizations, environmentalists, farmers, state and federal officials and staff, and human service providers. Through this process and the resulting document, we have gained a common understanding of the components necessary to sustain and grow our regional economy.

Once our region is certified as a CEDS region, GBIC will apply immediately for EDA funds to establish a CEDS office. This CEDS office will support a continuing planning process and develop, with our community stakeholders, grant applications to secure EDA funding for projects that are eligible, ready to go, and meet the region's economic development needs.

A CEDS Advisory Committee will be formed to assist CEDS staff in prioritizing projects, develop assessment tools and a data collection system that will be used to measure performance outcomes related to our benchmarks. This Committee will also review EDA eligible projects on an ongoing basis and help develop resources for non-eligible projects via other federal, state or local funding. A "funders workshop" will be planned in the near future to bring together all CEDS participants to determine collaborative ways to obtain funding for the projects identified in the CEDS Report.

The connections and relationship building that have developed through this process will be sustained in future collaborative efforts to improve the economic health of our region.

Appendix 2

Public Input - SWOT Analysis and Design Charette

Economic Development Notes

Town of Milton SWOT Analysis Public Workshop

The exercise looked from an objective viewpoint (SWOT), and gives us feedback from members of the community. Although 100 invitees received information and the survey, only nine people attended the meeting. The team members were introduced. Margaret Irwin from River Street Planning summarized the three planning projects which the Town is addressing. A question was asked about coordination with RSG, and the Storm Water study. The team assured participants that there was full coordination. The Town Manager offered information about the DB1 zoning and the upcoming visioning and design charette process. Frank Barnes discussed the CEDS and assured people that we were not duplicating the CEDS but focusing on the Town.

What competitive advantage do you believe the Town of Milton can gain from implementing an Economic Development Strategy?

- What is an economic strategy? Five years is too long. Need to understand what the Town is going to do now – six months. What happens if a developer wants to go faster than the Town may do. Are developers “marrying” into the Town’s plans? Are a TIF, a grant to a developer possible – what are the leverage possibilities? Is there any funding – or are developers on their own?
- Design criteria – what will apply – are there site plan requirements? See beginning of growth strategy. Opportunity to create gateway, architectural elements. The town has a 65,000 sq ft limitation. Doesn’t understand the PUD and common walls issue. What makes sense to. (Mr. Pomerleau)
- Sandy provided update on TIF’s. They are looking for approval to extend the two existing TIF’s and to create a TIF to allow the Town to pay for infrastructure. There are more than one communities in the State trying to do this (extending the TIF in the Town Core)
- There is dynamic change in the community that must be considered NOW. There is dynamic tension in place. If timing doesn’t get worked out it will be the tail wagging the dog.
- Need to address the immediate needs – but the amount of time it takes to do infrastructure and transportation. (Regional Planning Commission). Milton is becoming a center of gravity for economic development. Have a lot of the things in place to capture. Need to understand what are the pieces and in what order there

Town of Milton, Vermont

Economic Development Strategy

- The amount of planning and thinking is a competitive advantage for the town in itself – that people has been involved and that a vision has emerged from that process.
- Key is to hit the right balance.
- Pomerleau element is an anchor. Need to marry what he is doing with the plan. Need to marry to design elements are in place. He sees the need to match what he is going to do with what the town wants. He can represent the ideal – and provide energy and set the bar.
- Like to see the Pomerleau plan accommodated - the 65,000 sq ft cap could be lifted. Opinion is that a larger project could be built because the PUD allows a building to be built on more than one parcel.
- Is this the simplest structure that we can come up with? Simplest would be to allow more than 65,000 in the DB1.
- Labor force – people are traveling to Burlington. Route 7 is inadequate to get to Burlington. People sit an hour in traffic trying to get to work. Need to provide places to work here.
- Dennis spoke about the need to make decisions about what functions various roads should play. How do we give people options. Milton needs new links so that people don't have to only use Route Seven to get to the Town Core.
- School superintendent has questions about the core area of the Town. The high school may be looking to increase the footprint of the school, parking, and playing fields. What is the Town's feeling about how close the school is to the Town Core? Should the school move? School also has to think of the school spending in the short term so as not to over-invest. The school district being contiguous is a positive. Loosing the school from the Town Core could be a problem – loss of population.
- Problem with dispersing the school bus traffic.
- How do you fund it, what's equitable and fair. Town could deal with infrastructure, gateways.
- Must plan all the way through. Need to go and look at a community without zoning to e reminded of what they could be facing. Milton's new zoning is a positive. Need to recognize the need for ongoing reasonable regulation.
- GBIC is impressed with Milton's proactive approach. Town Core – properly infrastructured provides the services that businesses, workers and residents need. Need to protect traditional settlement. Infrastructure must be brought to all retail and commercial areas.
- Retention is key. Seven major businesses are leaving Chittenden County. Expansion of existing industry is important too.
- Milton's closeness the Canada could be an asset and its rail link to Canada could be exploited.
- Milton does not have a direct connection to the interstate.
- GBIC is an asset and one thing that could be a competitive advantage is looking at GBIC's plan and pulling out the pieces that the Town can do.
- Margaret asked about how ED should be structured at the Town level.
- Milton is going to be operating in an increasingly regional market. Milton has to figure out how that affects them.

Town of Milton, Vermont

Economic Development Strategy

Looking forward over the next ten years what are the economic development issues that the Town will have to address?

- The growth of residential development unfettered must be controlled.
- Need of the school district to expand or relocate.
- Must create public infrastructure
- Increasingly regional development patterns
- Housing demand/pressure will continue in Milton as long as the property values maintain. Managing that demand will be important. Figuring out where residential growth should occur and where it should not is essential
- Telecommunication infrastructure is critical as people work from home. Importance of wireless telecom.
- Builder vs. residential developer is a very true dichotomy. Builders think about what I can do for the next six months, not one of their employees live in Milton. Many people are being priced out of the market. Many people who make a lot of money want to work and live in the same area. Can build reasonably priced housing in Milton at this point.
- Man from Husky said that about 15% of their workforce lives in town. They cannot afford to live in Milton. Many drive an hour to work because they have to live elsewhere. Milton used to be a reasonable option for first homes – but now the gap between Milton and Williston isn't that great any more.
- There is an identity problem in Milton. Don't feel confident that the big jobs and the big money will be created here in the next 15 to 20 years.
- Town needs to be formally designated as a downtown, opportunity zone and growth center which will come with incentives under new state initiatives.
- Smart growth says that if a town wants something here – make it simpler, better and easier than anywhere else.
- The entry into Milton from exit 17 is less than desirable. Husky brings people from exit eighteen south rather than from 17.

List the strengths, weaknesses, opportunities and trends (political, economic, social, technological, education, demographic and legal, that may impact economic development in the town)?

Strengths

- People
- Labor force
- Dedication to planning and zoning
- Location
- River and railroad
- Hard working local people
- Willingness to allow for growth
- Protection of scenic vistas

- School system has come a long way
- Good basic infrastructure
- Do have exit 17 and interstate 89
- Intersection
- Catamount industrial park – should be the portal

Weaknesses

- Don't have I89
- Need stronger representative on MPO and Regional Board and more consistency
- Vision of the town can only be effective if it integrates into regional system
- Limited technical vocational training
- Husky struggles to find employees - lack of employees and lack of training
- School to work transition
- Public Infrastructure
- School system (bickering) and negative perception of the system is a weaknesses
- Newspaper coverage of the school system doesn't help
- Milton has an identity crisis – been the brunt of jokes – press doesn't help

Opportunities

- Near-term retail development
- Transportation system
- The lakeshore – “they don't make it anymore” = we must protect it and use it
- Arrowhead Lake
- Rail
- Canada connection
- Global village – exploit Canada as well as the rest of the world

Trends

- Getting people together – developers, school superintendent, HUSKY, regional developers all in one room is critical – what we are doing today.
- It's just the vision..... As the town becomes solution oriented – not problem oriented things can come together
- Take some money and create a gateway, landscaping, and pocket parks. It's about quality not quantity. Public Art.
- Have good people to overcome bad PR.
- Trying to control a growth curve – but at least you are growing.
- Surrounding communities are trying to grow and compete too.

Town of Milton Visioning Workshop

What is your vision of economic development in the Town of Milton during the next five years?

- There is a great opportunity to create a new town center
- It will have a beautiful town center
- Pedestrian friendly
- Milton will be described as a center for business
- Entertainment: hockey rink
- Family friendly
- Quality schools
- Highway access
- Multi-modal – that isn't auto dominated
- Landscape accommodates more than cars

What programs/efforts should the town undertake over the next five years?

- TIF for downtown development
- Infrastructure
- Ability to interact with regional entities
- A program to reach core industry clusters
- Use economic development committee
- Need a spark plug – hire a staff person who can go out and “start swinging a club”
- Support Milton Business Association
- Retention - always maintain relationships
- Learn to earn program
- Information sharing
- Husky has been involved with elementary school – but interestingly not at the high school
- Reinforce healthy cultural environment
- Consider tourism and movie making as niches
- Farmers Market
- Consider updating the town logo or doing something else visually interesting – sometimes the visual elements can do as much as physical changes to the environment
- Lakeshore is an asset
- Consider doing a craft market
- Apple fest
- Milton doesn't have a signature, and identify, a brand

Town of Milton, Vermont

Economic Development Strategy

- There is a need to keep a close eye on what Colchester is doing. They are creating hamlets all over the place and are a direct competitor. They need water/sewer capacity and are angering the Town over some development directions
- There is a preliminary planning study being done in Colchester (MPO representative)
- Don't forget the long term project regarding the Route 17 interchange
- Colchester wants to make their development work with their transportation system.
- Need to plan for new roadways
- Look at new town logo, make design for downtown modern and interesting – create an identify around art and culture.
- Something to update the historical character of the old town – not try to create a historic – model since that is not the character of the place.

Town of Milton Design Charette

Economic Development Group

Questions asked:

- Where should/will new economic uses be located?
- What is the economic future of Route 7(outside the Town Core)
- Where new growth should be allowed?
- What lands should be protected?
- What rules should be adopted to guide development
- How should the land around the future 17A interchange be developed?

Group One:

- Don't pull businesses that should be in the core like restaurants, or the supermarket
- No micro-sprawl
- Catamount Park should be well planned
- Town is on the right track with the Town Core with streetscape – important to create and see ambience
- Industrial land – have two industrial areas – that is probably plenty
- Maybe need a direct feeder road off I98 to catamount (also direct feeder like bridge to Husky)
- People come to Vermont because they have environmental ethics
- Why 17a? To move volume(impact on residential; Town Core)
- 3 miles from 17 Exit – is there really a benefit?
- Convenience for community – will happen eventually – so we need to plan for it
- Address fears of why people don't want it

Town of Milton, Vermont

Economic Development Strategy

- What development would you want there? Want downtown to build out first (and it likely will). But don't want it to compete
- Need Money – a TIF - OK but then what do you want to see there?
- Lands to be conserved/developed
- Lands outside of the core...Westford road... clearly no large scale development
- Outlying lands will be pressured for housing... farmers leaving (retiring)
- Housing pressure for retirees
- Downtown – nice to go to downtown to eat; movie theater (bike there in the summer)
- There are dumpy looking buildings as you come into town need to be addressed
- Spruce up the gateway: where? Start at the core and work out (as much as possible based upon what the Town can afford)
- Other Gateway is at Checkerberry (as you turn the corner) to the Dam
- If we do nothing we are going to wind up with Automobile dominated Route 7 no matter what we want. We need to plan to accommodate the auto as best possible.
- What else is needed on Route 7: healthcare, personal services, restaurants (what type – Applebee's, some yes – ideally more local and intimate), small department store, hotel (almost need an interchange for this type of development - maybe at 17A in 20 years)
- What local businesses can open in the mean time
- Don't want Milton to look like everywhere else

Group Two:

- Recreation Tourism – Cobble Hill – Make Route 7 a Gateway to Milton – Right by Exit 17
- Why 17A? move volume, create big box development, reduce congestion at 17, move more people inside and outside of Milton (downtown will be built up by then... don't want the interchange first)
- Need to define what we want inside and outside of the core
- Location of 17A is not good. Needs to be more north – not to pull from the core (like Ritchie Avenue)
- DB1 square footage matches almost the number of businesses Milton can support
- What is missing???
- We need people to shop... there are not enough services
- Even when services are here... how do we get people to come
- Cultural events, movie theaters, bowling alley, coffee shop, sports shop
- Cobble Hill – Indoor active recreation (laser tag, climbing wall, indoor water park, indoor skydiving.
- Concern that the Cobble Hill proposal will short circuit people out of downtown
- Maybe need a feeder road from the North?
- Need infrastructure before Town Core can develop
- Town could use a multi-use civic building. Need more... need ice rink and need to remove obstacles for this kind of development – recreation accessible and affordable to local people
- Recreation doesn't bring people in steadily. Need mix of retail and office so people work here and go out for lunch and to shop.

Town of Milton, Vermont

Economic Development Strategy

- What should happen outside of the core???
 - Consider agribusiness – other options than just for housing- i.e. horse farms. Need to research these options
- Percentage of commercial required in DB1 zone is difficult for very small lots – what do people do??? Is selling their property to a developer the only alternative?

Group Three

- Alternative energy and environmental businesses... get these firms to locate here. (UVM is putting a lot of money into this)
- Create an atmosphere for innovation
- Existing innovative small businesses that are here already should be encouraged to expand – how can we take these to the next level???
- Sector specific marketing – identify the next best thing – solid runner over time
- Run with three or four and strongly market them... pull them here
- Lots of dry industry – small IT friendly businesses that could go to GBIC
- 50-100 employee range... they need infrastructure for sanitary waste – not industrial waste
- Can't forget that most people are not lawyers, doctors etc... regular people need value added manufacturing
- Be careful about making a major change (i.e. Corning)
- Restore Rail Road and create a stop with retail - could there be development along the rail road tracks
- Put too much money into highways and road infrastructure... but need to monitor this in the long run. Rail Road may be prepared for future
- Does the Town provide incentives to pull business? Beyond infrastructure?
- EDA gives money to build “incubators” – there is already an incubator at UVM
- Get a grant for the sewer link to Catamount Industrial Park... get this and we can focus on infrastructure expansion to Town Core
- Economic incentives are limited in Vermont...need to attract businesses that want to be in Vermont (Can do TIF's)
- Committee to go to find billionaire and pull them here???
- Will establish a strategy to pull these people here – need to be PROACTIVE
- Focused but diverse strategy
- Need implementation pieces... not just a plan
- Creative Economy grant and program (need to look at this)
- If local people can't start/expand business here - why not. And we need to fix these problems.
- Need to do community asset mapping
- Survey town resources
- Don't want: 65,000 square foot limit (working on this) – but don't want really big boxes either

Appendix 3

Census 2000 Summary

DP-1: Profile of General Demographic Characteristics: 2000

Data Set: Census 2000 Summary File 1 (SF 1) 100-Percent Data

Geographic Area: Milton town

Subject	Number	Percent
Total population	9,479	100
SEX AND AGE		
Male	4,752	50.1
Female	4,727	49.9
Under 5 years	703	7.4
5 to 9 years	808	8.5
10 to 14 years	755	8
15 to 19 years	677	7.1
20 to 24 years	452	4.8
25 to 34 years	1,433	15.1
35 to 44 years	1,961	20.7
45 to 54 years	1,419	15
55 to 59 years	430	4.5
60 to 64 years	290	3.1
65 to 74 years	335	3.5
75 to 84 years	170	1.8
85 years and over	46	0.5
Median age (years)	34.5	(X)
18 years and over	6,758	71.3
Male	3,358	35.4
Female	3,400	35.9
21 years and over	6,455	68.1
62 years and over	703	7.4
65 years and over	551	5.8
Male	246	2.6
Female	305	3.2
RACE		
One race	9,407	99.2
White	9,299	98.1
Black or African American	20	0.2
American Indian and Alaska Native	38	0.4

Town of Milton, Vermont

Economic Development Strategy

Asian	32	0.3
Asian Indian	4	0
Chinese	8	0.1
Filipino	5	0.1
Japanese	0	0
Korean	6	0.1
Vietnamese	2	0
Other Asian 1	7	0.1
Native Hawaiian and Other Pacific Islander	2	0
Native Hawaiian	1	0
Guamanian or Chamorro	0	0
Samoan	0	0
Other Pacific Islander 2	1	0
Some other race	16	0.2
Two or more races	72	0.8
Race alone or in combination with one or more other races 3		
White	9,367	98.8
Black or African American	30	0.3
American Indian and Alaska Native	81	0.9
Asian	48	0.5
Native Hawaiian and Other Pacific Islander	2	0
Some other race	25	0.3
HISPANIC OR LATINO AND RACE		
Total population	9,479	100
Hispanic or Latino (of any race)	59	0.6
Mexican	16	0.2
Puerto Rican	14	0.1
Cuban	0	0
Other Hispanic or Latino	29	0.3
Not Hispanic or Latino	9,420	99.4
White alone	9,255	97.6
RELATIONSHIP		
Total population	9,479	100
In households	9,475	100
Householder	3,333	35.2
Spouse	2,192	23.1
Child	3,136	33.1
Own child under 18 years	2,520	26.6
Other relatives	327	3.4
Under 18 years	145	1.5
Nonrelatives	487	5.1
Unmarried partner	277	2.9
In group quarters	4	0
Institutionalized population	0	0
Noninstitutionalized population	4	0

Town of Milton, Vermont

Economic Development Strategy

HOUSEHOLDS BY TYPE

Total households	3,333	100
Family households (families)	2,609	78.3
With own children under 18 years	1,386	41.6
Married-couple family	2,192	65.8
With own children under 18 years	1,116	33.5
Female householder, no husband present	290	8.7
With own children under 18 years	200	6
Nonfamily households	724	21.7
Householder living alone	510	15.3
Householder 65 years and over	134	4
Households with individuals under 18 years	1,498	44.9
Households with individuals 65 years and over	420	12.6
Average household size	2.84	(X)
Average family size	3.17	(X)

HOUSING OCCUPANCY

Total housing units	3,505	100
Occupied housing units	3,333	95.1
Vacant housing units	172	4.9
For seasonal, recreational, or occasional use	123	3.5
Homeowner vacancy rate (percent)	0.4	(X)
Rental vacancy rate (percent)	2.2	(X)

HOUSING TENURE

Occupied housing units	3,333	100
Owner-occupied housing units	2,897	86.9
Renter-occupied housing units	436	13.1
Average household size of owner-occupied unit	2.91	(X)
Average household size of renter-occupied unit	2.42	(X)
(X) Not applicable		

1 Other Asian alone, or two or more Asian categories.

2 Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

3 In combination with one or more other races listed. The six numbers may add to more than the total population and the six percentages may add to more than 100 percent because individuals may report more than one race.

Appendix 4

Industry Cluster Definitions, Table 1

Table 1. List of Dollar-Importing Key Industries and Illustrative Employers--Chittenden County Regional Economy

1. High Value-Added Professional, Scientific and Technical Services: This category is comprised of many companies that export their services out of the county, and in many cases out of the state of Vermont. A few examples of the types of employers in this category in the region include the following:
 - Financial Services:** Dwight Asset Management, Inc., KPMG, Gallagher Flynn
Captive Insurance: AIG, Marsh, Aon
 - Architectural, Engineering & Related Services:** Dore & Whittier Architects, Forcier, Aldrich & Associates, Homestead Design, Truex Cullins & Partners Architects, Wiemann-Lamphere Architects, Freeman French Freeman, Inc. Architects
 - Specialized Design Services:** Hallam Associates, Jaeger Di Paola Kemp Design, Kelliher Samets Volk
 - Computer Systems Design & Related Services:** IDX Systems, Competitive Computing, PKC Corp
 - Management, Scientific, and Technical Consulting Services:** Concepts-NREC, Living Technologies, Inc., Associates in Rural Development

 2. Specialized Medical Treatment Services: This category is comprised of high-value health services provided to patients who come into the region to receive treatment based on the specialized or technology-based services provided by regional facilities. A few examples of the types of firms in the region includes the following:
 - Fletcher Allen Health Care
 - Associated satellite providers (Doctors' offices, non-campus treatment centers, etc.)

 3. Niche Consumer Goods-Services: This category is comprised of manufacturers that make goods with a useful life of less than three years. A few examples of regional firms in this category include the following:
 - Toys:** VT Teddy Bear, Fat Cat Inc., Earth Toy
 - Recreation Equipment:** Rossignol, Burton Snowboards
 - Information-Printing-Publishing:** Lane Press, Offset House, Villanti & Sons Printers

 4. Connector and Insulated Wire Manufacturing: This category of companies was first discovered as a key industry during the Vermont Business Roundtable "cluster" study and includes regional employers in the manufacture of "wire and connector" industry products. A few examples of regional firms in this category include:
 - Champlain Cable, Huber and Suhner
-

5. **Instrumentation/Homeland Security/Defense:** This category includes prominent regional firms involved in the manufacture of precision instrumentation for a variety of applications. Some examples of regional firms in this category include:
 - Medical:** Bio-Tek, Yankee Medical
 - Specialty:** NRG Systems
 - Homeland Security-Defense:** General Dynamics, Ascension Technologies, Triosyn, Polhemus

 6. **Specialty Plastics:** The regional economy also includes a number of manufacturers involved in the production of plastics products that are sold in specialty markets outside of the regional economy and mostly outside Vermont. Some examples of regional firms in this category include:
 - Engineered Monofilaments, AstenJohnson, Shelburne Plastics

 7. **Specialty Commercial/Industrial Machinery Manufacturing:** This category includes employers that develop and manufacture specialty machinery for companies that produce products for final consumer markets. Some examples of regional firms in this category include:
 - KBA North America, Hazelett, Blodgett, Husky

 8. **Engineered Electronics and Electronic Components:** This category of employers includes regional companies that produce and provide support for component parts for the computer, consumer electronics, and telecommunications industries. Some examples of firms in this regional industry category include:
 - Microstrain, Pycon, Inc., Dynapower Corp.

 9. **Specialty Metal Fabricated Products:** This represents another category of manufacturers that produce specialty products for industrial and commercial applications. Examples of regional firms in this category include:
 - New England Air Systems, Tri-Angle Metal Fabrications, Preci Manufacturing

 10. **Educational Services:** This represents a category of employers that primarily serve out of region students (and therefore import dollars) in higher education. Examples of regional firms in this category include:
 - UVM, St. Michael's College, Champlain College, New England Culinary Institute

 11. **Primary Medical/Biotechnology and Other Research:** This represents a category of entities within the University of Vermont and other non-UVM affiliated private sector researchers (SBIRs, etc.) that are involved with procuring funds for, and undertaking primarily research within the region. Examples of regional companies in this category include:
 - UVM Medical School
 - Small technology companies and proprietorships in primary research
-

12. Travel & Tourism/Creative Arts: This category represents the core travel and creative arts sectors of the regional economy. The export portion of these sectors that primarily serve visitors to the region. There are many employers in this category serving a variety of visitor needs in the region. Examples of firms in this category of regional employers include:

Shelburne Museum, Shelburne Farms, Lake Champlain Maritime Museum, Lake Champlain Transportation, ECHO, Bolton Valley Resort, Champlain Valley Exposition, Fleming Museum, and the Firehouse Center for the Visual Arts

Portions of the activity at regional Hotels/Motels, and attractions such as the Vermont City Marathon, Flynn Theater, and other hospitality-creative arts assets that bring visitors to the region.

Appendix 5

Data Tables

Table 3

ECONOMIC DEVELOPMENT STRATEGY						
TOWN OF MILTON						
POPULATION CHANGE, 2000 - 2004						
<u>NAME</u>	<u>Census 2000</u>	<u>July 2000</u>	<u>July 1, 2004</u>	<u>1, % 2000-2004</u>	<u>Change Abs 2000-2004</u>	<u>Change</u>
Vermont	608,827	609,941	621,394	1.9	11,453	
Chittenden County	146,571	146,973	149,286	1.6	2,313	
South Burlington city	14,830	14,948	16,460	10.1	1,512	
Williston town	7,650	7,705	8,224	6.7	519	
Milton town	9,479	9,534	10,065	5.6	531	
Huntington town	1,861	1,872	1,939	3.6	67	
Essex town	18,626	18,679	19,065	2.1	386	
Charlotte town	3,565	3,579	3,644	1.8	65	
Hinesburg town	4,340	4,354	4,427	1.7	73	
Westford town	2,084	2,088	2,121	1.6	33	
Underhill town	2,982	2,987	3,020	1.1	33	
Colchester town	16,986	17,027	17,177	0.9	150	
Jericho town	5,015	5,028	5,067	0.8	39	
Richmond town	4,090	4,095	4,120	0.6	25	
Bolton town	971	974	974	0.0	0	
Buels gore	12	12	12	0.0	0	
Shelburne town	6,997	7,005	6,984	-0.3	-21	
St. George town	698	699	688	-1.6	-11	
Burlington city	39,824	39,828	38,934	-2.2	-894	
Winooski city	6,561	6,559	6,365	-3.0	-194	

Town of Milton, Vermont

Economic Development Strategy

Table 4

ECONOMIC DEVELOPMENT STRATEGY				
TOWN OF MILTON				
AGE COHORTS, 1990 - 2000				
SOURCE: U.S. CENSUS BUREAU				
	2000	1990		% Change
	<u>Number</u>	<u>%</u>	<u>%</u>	<u>1990-2000</u>
Total population	9,479	100	100.0	
SEX AND AGE				
Male	4,752	50.1	50.0	0.1
Female	4,727	49.9	50.0	-0.1
Under 5 years	703	7.4	9.9	-2.5
5 to 9 years	808	8.5		
10 to 14 years	755	8		
15 to 19 years	677	7.1		
20 to 24 years	452	4.8		
25 to 44 years	3,394	35.8	39.8	-4.0
45 to 54 years	1,419	15	9.2	5.8
55 to 59 years	430	4.5	2.8	1.7
60 to 64 years	290	3.1	2.3	0.8
65 to 74 years	335	3.5	3.2	0.3
75 to 84 years	170	1.8	1.3	0.5
85 years and over	46	0.5	0.2	0.3
Median age (years)	34.5	(X)		
18 years and over	6,758	71.3	67.7	3.6
21 years and over	6,455	68.1	64.0	4.1
65 years and over	551	5.8	4.7	1.1

Town of Milton, Vermont

Economic Development Strategy

Table 7

**ECONOMIC DEVELOPMENT STRATEGY
TOWN OF MILTON
RETAIL SALES PER CAPITA: 2005
SOURCE: DUN & BRADSTREET**

	Total Sales (\$m)	Population 2004	Population 2005 (est.)	Sales per capita
<i>RETAIL TRADE</i>				
MILTON	\$42.3	10,065	10,205	\$4,145
CHITTENDEN COUNTY	\$1,553.8	149,286	149,873	\$10,367
<i>EATING AND DRINKING PLACES</i>				
MILTON	\$2.4	10,065	10,205	\$235
CHITTENDEN COUNTY	\$143.3	149,286	149,873	\$956

The sales per capita figure is the total retail sales in the Town or County divided by the population. The table shows that Milton undersells retail goods for a Town its size (population) compared to the County and other towns in it. This is due to both leakage from its own residents as well as the inability to draw retail dollars away from neighboring towns.

Table 10

**ECONOMIC DEVELOPMENT STRATEGY
TOWN OF MILTON
CHITTENDEN COUNTY, FIRMS 0 - 5 YEARS
SOURCE: DUNN & BRADSTREET**

<u>Industry</u>	<u># Firms</u>	<u>% Total</u>	<u>Total Emps</u>
Business Services	158	14.5	676
Engineering, Accounting, Research, Management & Related Svcs	106	9.7	344
Miscellaneous Retail	71	6.5	180
Personal Services	64	5.9	137
Construction - Special Trade Contractors	63	5.8	267
Building Cnstrctn - General Contractors & Operative Builders	39	3.6	106
Eating and Drinking Places	35	3.2	273
Health Services	31	2.8	232
Social Services	27	2.5	79
Wholesale Trade - Durable Goods	27	2.5	121
Food Stores	27	2.5	212
Real Estate	26	2.4	59
Nonclassifiable Establishments	26	2.4	9
Services, Not Elsewhere Classified	25	2.3	37
Home Furniture, Furnishings and Equipment Stores	22	2	58
Agricultural Services	21	1.9	41
Total/Avg	1,092	100	5,395

Table 11

ECONOMIC DEVELOPMENT STRATEGY

TOWN OF MILTON

MILTON, FIRMS 0 - 5 YEARS

SOURCE: DUNN & BRADSTREET

<u>Industry</u>	<u># Firms</u>	<u>% Total</u>	<u>Total Emps</u>
Business Services	12	16.2	33
Construction - Special Trade Contractors	11	14.9	15
Personal Services	6	8.1	7
Engineering, Accounting, Research, Management & Related Svcs	5	6.8	14
Amusement and Recreation Services	3	4.1	3
Automotive Dealers and Gasoline Service Stations	3	4.1	4
Miscellaneous Retail	3	4.1	4
Agricultural Services	3	4.1	3
Food and Kindred Products	3	4.1	231
Motor Freight Transportation	3	4.1	3
Total/Avg	74	100	380

Town of Milton, Vermont

Economic Development Strategy

Table 12

<u>Industry</u>	<u># Firms</u>	<u>% Total</u>	<u>Total Emps</u>
Printing, Publishing and Allied Industries	14	18.4	74
Food and Kindred Products	9	11.8	28
Industrial and Commercial Machinery and Computer Equipment	8	10.5	193
Miscellaneous Manufacturing Industries	8	10.5	21
Apparel, Finished Prdcts from Fabrics & Similar Materials	7	9.2	11
Electronic, Elctrcl Eqpmnt & Cmpnts, Excpt Computer Eqpmnt	7	9.2	157
Stone, Clay, Glass, and Concrete Products	6	7.9	36
Mesr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watches/Clocks	5	6.6	65
Transportation Equipment	3	3.9	16
Furniture and Fixtures	2	2.6	4
Rubber and Miscellaneous Plastic Products	2	2.6	205
Leather and Leather Products	1	1.3	5
Textile Mill Products	1	1.3	7
Chemicals and Allied Products	1	1.3	2
Lumber and Wood Products, Except Furniture	1	1.3	1
Primary Metal Industries	1	1.3	3
Total/Avg	76	100	828

Town of Milton, Vermont

Economic Development Strategy

Table 12

**ECONOMIC DEVELOPMENT STRATEGY
TOWN OF MILTON
TRIAD ASSOCIATES
TOTAL MANUFACTURING FIRMS
SOURCE: DUNN & BRADSTREET**

<u>Industry</u>	<u># Firms</u>	<u>% Total</u>	<u>Total Emps</u>
Miscellaneous Manufacturing Industries	7	18.9	7
Industrial and Commercial Machinery and Computer Equipment	7	18.9	118
Printing, Publishing and Allied Industries	4	10.8	66
Lumber and Wood Products, Except Furniture	4	10.8	26
Food and Kindred Products	3	8.1	5
Leather and Leather Products	2	5.4	13
Apparel, Finished Prdcts from Fabrics & Similar Materials	2	5.4	3
Electronic, Elctrcl Eqpmnt & Cmpnts, Excpt Computer Eqpmnt	2	5.4	13
Textile Mill Products	1	2.7	25
Transportation Equipment	1	2.7	3
Fabricated Metal Prdcts, Except Machinery & Transport Eqpmnt	1	2.7	2
Stone, Clay, Glass, and Concrete Products	1	2.7	12
Rubber and Miscellaneous Plastic Products	1	2.7	29
Chemicals and Allied Products	1	2.7	13
Total/Avg	37	100	335

Table 13

**ECONOMIC DEVELOPMENT STRATEGY
TOWN OF MILTON
TRIAD ASSOCIATES
NEW MANUFACTURING FIRMS, 0 - 5 YEARS
SOURCE: DUNN & BRADSTREET**

<u>Industry</u>	<u># Firms</u>	<u>% Total</u>	<u>Total Emps</u>
Food and Kindred Products	2	50	4
Stone, Clay, Glass, and Concrete Products	1	25	12
Transportation Equipment	1	25	3
Total/Avg	4	100	19

Appendix 6

Chittenden County CEDS Region Key Sector-Cluster Analysis Final Report

Executive Summary

- The Chittenden County Vermont CEDS Region's economy was analyzed to determine the relative positioning of the region's 12 key regional sector-industries that were first identified in the region's strategic economic development plan published in July of 2004.
 - Key regional sectors-industries for this study were defined as a sector-industry located in the region that meets all three of the following criteria: (1) sells its products or services primarily in markets located outside of the county (as evidenced by an employment location quotient greater than 1.0), (2) demonstrates a significant presence as measured by past employment levels, and (3) Pays a wage that at or above the level of 80% of average wage per job in the sector's-cluster's national counterpart.
- Key industry sectors-clusters were examined under this analysis because key sectors-industries over time are the primary economic engines of the regional economy. They attract new economic resources (e.g. dollars) into the region that expand the size of the regional economic pie (as opposed to spending and re-spending dollars that are already in the region) to improve the quality of life and well being of the region's citizens. These sectors are critical to the current and future economic vitality of Chittenden County.
- A total of twelve industry sectors-clusters as categorized by the North American Industry Classification System (NAICS) were examined, re-confirmed as being strategic for the region, and then analyzed using location quotient, shift-share, and cluster analysis techniques. The functional groupings of the key regional industries for Chittenden County included: High Value-Added Professional, Scientific and Technical Services, Specialized Medical Treatment Services, Niche Consumer Goods, Connector and Insulated Wire Manufacturing, Instrumentation/Homeland Security/Defense, Specialty Plastics, Engineered Electronics and Electronic Components, Specialty Metal Fabricated Products, Educational Services, Primary Medical-Biotechnology and Other Research, and Travel-Tourism/Creative Arts.

- These key regional industry sector-clusters were matched to the current NAICS sectors and were further characterized by their historic employment and other factors relative to the national economy using locations quotient and shift-share analysis. These analyses indicate the need for a mix of diversification, export-enhancing, replication (of existing strategies), and strategies to address local factors of importance to the county's key sectors-clusters. Further, this analysis demonstrates that many of the county's existing economic driver sectors-clusters are currently experiencing some sort of stress that indicates the need for specific policies designed to address the sources of that stress.
- Concurrently, this study also found that ten of the twelve key industries in Chittenden County were also strategic industries for the state as a whole [a.k.a. corresponding to the State's economic driver sectors-clusters]. Only the Connector and Insulated Wire Manufacturing, and the Primary Medical-Biotechnology and Other Research sectors were not also strategic industries for the state as a whole. For categories like Engineered Electronics and Electronic Components, the county's industry sector comprised the majority of the state's strategic industry sector. From a policy perspective, policies that help build the state industry or address the state sector's-cluster's challenges also would help build the county's sector-cluster and address the county's challenges as well.
- All of the key industry sectors-clusters appear to be facing challenges on the national and global levels that affect their ability compete in the market place, above and beyond the factors that can be controlled by local policy. Some of the major global and national trends include increased foreign petition and has placed major constraints on the capital equipment industry, the semi-conductor sector, and the like. All U.S. export firms and all export or export-oriented firms in the state and region are currently finding in very hard to compete with the Asian labor costs.
- Strategies that are developed under this CEDS planning effort that are designed to enhance the competitiveness of the county's current mix of key sectors-clusters, along with strategies designed to help diversify the county's key industries groups (or clusters) will be critical to ensuring economic viability of the county in the future.
- Also included in this research are two proposals for further key export sector-cluster research that are intended to assist in the diversification of the county's economy and to facilitate in the on-going effort to build sustainable competitiveness in the key regional driver sectors-clusters in the county's economy.

Appendix 7
Summary Stormwater Funding Scenarios
Prepared by Stone Environmental, Inc.
January 2006

SUMMARY AND CONCLUSIONS

Milton is well positioned as a result of thoughtful past actions to address the current need to improve stormwater services. The need to enhance such services has come about predominately due to a portion of the community being designated as needing to comply with the federally mandated MS4 Phase 2 program, though Vermont's recent legal and regulatory turmoil related to stormwater and local requests for services have created additional pressure. There are many options available to the town in determining what level of services to provide in differing parts of town. Similarly, many methods exist that the town could implement to pay for these enhanced services.

In considering the level of service the town may choose to provide, the complexity of the systems needed to deliver service, to bill and collect funding, and to be understood by tax and or rate payers are important considerations. As a result of these factors, Scenario 2 is recommended to the Town. This scenario blends the requirements the Town is under to provide services in six program areas within the MS4 area with the general needs for enhanced maintenance services town-wide. All property owners would see sweepers on their streets and ditching and erosion control measures occurring in their part of town. In short, it would be a program that is easy to understand that would enhance water quality town-side, while providing important educational benefits as residents see the services provided.

This scenario does treat the administrative types of services required by MS4 differently. Enhanced levels of these services would be provided only in the MS4 area. The thinking is that these are predominately behind the scenes services, which while adding value, add less to the overall community and thus represent an area to save important resources at a time when the services are not yet required.

The estimated cost of the various scenarios is presented in the table below.

<i>Program Elements</i>	<i>Scenario's</i>			
	<i>Current</i>	<i>1</i>	<i>2</i>	<i>3</i>
• Administration	\$ 4,650	\$ 40,000	\$ 40,000	\$ 52,000
• Maintenance	\$ 39,355	\$ 58,900	\$ 81,400	\$ 81,400
• Education	\$ 6,000	\$ 6,000	\$ 6,000	\$ 8,000
• Monitoring	\$ -	\$ 3,000	\$ 3,000	\$ 7,000
Operating Budget Subtotal	\$ 50,005	\$ 107,900	\$ 130,400	\$ 148,400
• Capital	\$ 120,550	\$ 150,000	\$ 175,000	\$ 200,000
Total Budget	\$ 170,555	\$ 257,900	\$ 305,400	\$ 348,400

As can be seen, the recommended scenario would require approximately \$80,000 of new operating resources. While significant, this investment is affordable for residents, if there is agreement on the need for the services. Fees of \$20 - \$25 dollars for residents within the MS4 area and about half of that for those outside of the area would be required to generate the needed resources. Business costs would be higher based on the size of the business.

We recommend the Town carefully consider creating a user fee as the appropriate mechanism to pay for these services. While the dollar volumes are small, the competition for these dollars is intense. With the regulatory pressure applied by MS4, the Town needs a funding source for stormwater programming that is consistent both in its dollar volume and its support. Continuing to fund stormwater through general property taxes leaves the fiscal programming and thus the Town's ability to comply with MS4 at risk.

To develop an appropriate user based system, the Town should advance the next phase of analysis begun by this project. Finalizing details of the program budget, gaining agreement from appropriate stakeholders as to the need for the services and budget, and developing the appropriate mechanisms to apply and collecting a user fee through a stormwater utility represent the important work of this next phase of work.

Should the Town agree that a user fee is the appropriate mechanism to pay for this work, we strongly encourage you to look at the ideas presented here, and others that may come forward, to consider methods to use surrogates to impervious cover to develop your fees. Impervious cover models have historically been very expensive to develop and simply represent "the way we've always done it" and "what the courts have approved". If Milton were a community of 50,000 this model would be affordable, but it is not. We believe there are appropriate surrogates that can be cost effectively developed to assure the town's rate system would pass the rational nexus test should you be challenged.