

Milton’s Economic Development Goals – Prioritized by Function

Last Updated: October 21, 2010

FUNCTION: Outreach/Communication			
Priority #	Goal	Status/Steps that have been taken to address goal	Steps that could be taken to address goal
1	Identify the incentives offered by other towns/agencies/private developers to industrial and commercial prospects and design local incentives which confer a competitive advantage to Milton for both retention and attraction. Interview existing merchants regarding new amenities which would improve the business climate and attract more shoppers and new retailers. Involve merchants in ongoing streetscape planning.	<ul style="list-style-type: none"> ▪ Exploring zoning incentives. ▪ Bove property purchased – could be used for land bank. 	<ul style="list-style-type: none"> ▪ Develop a list of businesses in Town. ▪ Staff researches the incentives offered by other entities, including the business community and developers, and works with the EDBCAC on designing local incentives. ▪ The Town should hold a workshop/open house with the business community and developers to discuss their needs and what incentives may be appropriate, and/or ▪ EDBCAC members and/or Staff visit with the business leaders at their establishments. ▪ Develop and implement strategies & initiatives based on what is identified. ▪ Time frame for this goal is immediate.
2	Develop a catalog of all local firms that fit the CEDS cluster industry framework. Catalog and survey existing businesses to identify the attributes that they find most and least attractive about doing business in the Town of Milton.		<ul style="list-style-type: none"> ▪ Staff develops the catalog as stated in the goal. ▪ Hire an intern (college or high school student) to assist with this goal. ▪ The Town should hold a workshop/open house with the business community and developers to discuss their

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			<ul style="list-style-type: none"> needs, and/or ▪ EDBCAC members and/or Staff visit with the business leaders at their establishments. ▪ Medium-High priority.
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.	<ul style="list-style-type: none"> ▪ DB1 Zoning was developed to encourage businesses to locate in this part of the Town Core to create a downtown feel ▪ Town Core TIF District was created to address infrastructure needs that will help attract new businesses. ▪ Goal is ongoing. 	<ul style="list-style-type: none"> ▪ Staff and EDBCAC work on better outreach and recruitment initiatives.
4	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.	<ul style="list-style-type: none"> ▪ Goal is ongoing. Staff has been participating in ongoing discussions with the administrators of the Partnership Fund and the other participating communities 	<ul style="list-style-type: none"> ▪ Identify other sources of funding for businesses, including State incentive programs like VEGI
FUNCTION: Infrastructure			
Priority #	Goal	Status/Steps that have been taken to address goal	Steps that could be taken to address goal
1	Establish a Town Core TIF District to help pay for necessary public improvements to stimulate real estate development in the Town Core area.	<ul style="list-style-type: none"> ▪ Town Core TIF District approved by VEPC. 	<ul style="list-style-type: none"> ▪ Develop TIF District Financing Plan, which must also be approved by VEPC ▪ Timeline is immediate – zoning amendments have been approved & will be applying to have Act 250 development restriction

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			lifted, so affected parcels may be approved as part of the financing plan.
2	Continue to pursue expansion of public infrastructure including water, wastewater, sidewalks, and an expanded road network throughout the Town Core and into immediately adjacent areas.	<ul style="list-style-type: none"> ▪ This process is ongoing ▪ Planning process for these projects has begun with inclusion of these projects in the Town Core TIF District Plan 	
3	Enhance transportation opportunities, including the additions of a park and ride facility and multimodal facility, developing a parking strategy that may include municipal parking lots, and possibly exploring rail service.	<ul style="list-style-type: none"> ▪ Planning process for these projects has begun with inclusion of these projects in the Town Core TIF District Plan. ▪ The Town has joined CCTA & a commuter bus route was established in 2010. ▪ Park & Ride lot available behind municipal building. 	
4	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.	<ul style="list-style-type: none"> ▪ Completed Recreation Master Plan ▪ Undergoing Bombardier Park Planning Study ▪ Will be undertaking a Bove property land use study 	
5	Create a land bank for future development and as a measure to mitigate development impacts on other properties. The 134-acre Bove property will contribute to this land bank.	<ul style="list-style-type: none"> ▪ Goal is ongoing. The Bove property was purchased to meet this goal. 	<ul style="list-style-type: none"> ▪ Staff researches and develops methodology for land bank for consideration by appropriate boards. A firm proposal should be developed within a year.

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6	Continue to 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.	<ul style="list-style-type: none"> ▪ Between 95-99% of the town is currently served by high-speed internet. ▪ Previously investigated partnership with Burlington Telecom (no longer an option at this time due to change in strategy by Burlington Telecom). 	<ul style="list-style-type: none"> ▪ Continue to monitor & identify the problem spots that are not being served.
7	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.	<ul style="list-style-type: none"> ▪ Applied to Creative Communities Program & hosted a Creative Communities Public Forum in 2007 ▪ Selectboard provides funds to the Milton Artists Guild each year. ▪ Milton Outdoor Performance Center constructed. 	<ul style="list-style-type: none"> ▪ Consider implementing a program similar to the Burlington Art Hop: businesses allow artists to display their artwork within the business, people come to see the artwork and it also gives the business exposure. The Municipal Building could also be used in this endeavor, as well as the Grange.
8	Propose new initiatives as longer term initiatives such as the possible Exit 17A intersection begin to influence development in Milton.	<ul style="list-style-type: none"> ▪ Goal is ongoing. The Town has been working with the MPO & VTrans. 	<ul style="list-style-type: none"> ▪ Develop list and preliminary assessment of long-term projects and initiatives.

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FUNCTION: Marketing			
Priority #	Goal	Status/Steps that have been taken to address goal	Steps that could be taken to address goal
1	<p>Fund a consistent business retention and attraction marketing effort. This effort should be focused on the core strategies outlined in the Economic Development Strategy, 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.</p>	<ul style="list-style-type: none"> ▪ In 2006, the Planning & Zoning Department was restructured as the Department of Planning & Economic Development, the Economic Development Commission was restructured as the Economic Development Business and Community Advisory Commission, and the Town Planner staff position was restructured as the Economic Development Coordinator staff position. 	<ul style="list-style-type: none"> ▪ Development of marketing materials. ▪ Develop outreach strategy to be used by Staff & EDBCAC to recruit & retain businesses. ▪ Develop a “developer packet” of materials to help guide developers and businesses through the local permitting process. ▪ Streamline permitting process to allow more administrative review of minor site plan amendments (expand what can be reviewed administratively) ▪ Investigate hiring an intern to assist with meeting some of the economic development goals. ▪ Place a kiosk in the municipal building to display local business cards. ▪ Seek additional funding sources

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2	<p>Work with regional marketing entities such as GBIC and the Lake Champlain Regional Chamber of Commerce to promote and market Milton’s improved industrial sites to firms making regional inquiries. Pursue opportunities to create a niche cluster of strategically and compatibly aligned high value-added businesses on the Husky campus.</p>	<ul style="list-style-type: none"> ▪ Curt Carter, GBIC’s Director of Economic Development, has been attending EDBCAC meetings ▪ This goal is ongoing. 	<ul style="list-style-type: none"> ▪ Development of marketing materials for the town. ▪ Inclusion in regional marketing materials. ▪ Continue discussions with Husky representatives as to how to meet this goal.
3	<p>Develop marketing materials which clearly describe the Town’s assets, sites, amenities, and long-term vision, and distribute these materials working with regional and state agencies or organizations to promote Milton. Educate the public and merchants about retail sales leakage and encourage a “buy-local” mentality to capture more local dollars.</p>		<ul style="list-style-type: none"> ▪ Staff & EDBCAC develop the marketing materials as stated in the goal. ▪ Milton Business Association may be willing to help. ▪ Develop an inventory of available commercial space and building lots. ▪ Develop a local “buy local” education and outreach campaign. ▪ Investigate hiring an intern to develop a brochure/listing of local businesses in coordination with the Milton Independent.
4	<p>Expand partnerships and open dialogue with a tourism industry representative involved in Town planning activities. 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.</p>	<ul style="list-style-type: none"> ▪ Installed interpretive byways signage in conjunction with Chittenden County Regional Planning Commission. ▪ LCRCC representative attended an EDBCAC meeting to discuss ways to meet this goal. 	<ul style="list-style-type: none"> ▪ Promote Town’s natural resources, such as Lake Champlain, Arrowhead Mountain Lake and Lamoille River access, and town-owned natural areas/trails. ▪ Continue to work with LCRCC on marketing and

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			tourism initiatives.
FUNCTION: Policy/Legislative Issues			
Priority #	Goal	Status/Steps that have been taken to address goal	Steps that could be taken to address goal
1	Advocate on the Town's behalf to the State regarding economic development policies and initiatives.	<ul style="list-style-type: none"> ▪ Staff represents the Town on several VLCT boards ▪ Staff and EDBCAC member have represented Town on GBIC summer study committees ▪ Staff has testified and lobbied on behalf of economic development legislation that would benefit the Town (e.g. TIF legislation) 	<ul style="list-style-type: none"> ▪ Staff and EDBCAC members continue to identify opportunities to advocate on the Town's behalf to the State regarding economic development policies and initiatives. ▪ This item is ongoing.
2	Continue to work with the legislature and TIF stakeholders on revisions to TIF statute.	<ul style="list-style-type: none"> ▪ Bill H.313 and Special Session Bill S.1 were passed during the 2009 legislative session to allow Milton to use additional types of financing, for the voters of Milton to pledge the credit of Milton for TIF debt obligations in more than one vote, to allow Milton to incur debt over 10 years in order to use the tax increment to pay for debt, and to allow Milton discretion in choosing when to start retaining the increment. 	<ul style="list-style-type: none"> ▪ Town Staff will continue to work with the legislature on making these changes for all communities with TIF districts. ▪ This item is ongoing.

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FUNCTION: Planning/Zoning/Permitting Issues			
Priority #	Goal	Status/Steps that have been taken to address goal	Steps that could be taken to address goal
1	Enhance pedestrian-friendly environments incorporating streetlights, street trees, signage and public spaces and develop guidelines for these streetscape elements.	<ul style="list-style-type: none"> ▪ DRB has been requiring sidewalks and landscaping/street trees as development occurs in the Town Core. ▪ Planning process for additional streetscape amenities have been included in the Town Core TIF District Plan. ▪ CVPS Park has incorporated Town's suggested design elements. ▪ The Town has and continues to submit grant applications for street lights and sidewalks. 	
2	Maintain flexibility of uses in the Town Core and simplify the permitting process for new development both within and outside of the Town Core.	Zoning was modified several years ago to allow high-density, mixed-use development in the Town Core	<ul style="list-style-type: none"> ▪ Streamline permitting process to allow more administrative review of minor site plan amendments (expand what can be reviewed administratively)
3	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. Investigate incentives to 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.	<ul style="list-style-type: none"> ▪ The Planning Commission, with the EDBCAC's input, has examined the allowed uses in industrial zones and incorporated changes into the zoning amendments that were adopted by the SLB in June 2010. Larger commercial operations are 	

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		now permitted uses within the General Industrial Zoning District.	
4	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.	<ul style="list-style-type: none"> ▪ Zoning was modified several years ago to allow high-density, mixed-use development in the Town Core. ▪ Continue to monitor zoning and suggest amendments as appropriate. 	
5	Examine the allowed uses in industrial zones and determine locations and amenities that 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.	<ul style="list-style-type: none"> ▪ The Planning Commission, with the EDBCAC’s input, has examined the allowed uses in industrial zones and incorporated changes into the zoning amendments that were adopted by the SLB in June 2010. Larger commercial operations are now permitted uses within the General Industrial Zoning District. 	
6	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.		<ul style="list-style-type: none"> ▪ EDBCAC work with Planning Commission to address this goal.

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7	Create incentives to attract green business and use local land use planning to influence development and site design in an energy efficient manner.	<ul style="list-style-type: none"> ▪ Investigate zoning incentives, such as density bonuses or relieving other requirements, to offset the cost of implementing green technology. 	<ul style="list-style-type: none"> ▪ Staff and EDBCAC work together to meet this goal.
FUNCTION: Ongoing Items			
Priority #	Goal	Status/Steps that have been taken to address goal	Steps that could be taken to address goal
1	Prepare an annual summary of economic issues and opportunities available to the Town and present it to the Selectboard and key stakeholders for their consideration.	<ul style="list-style-type: none"> ▪ Economic development goals were developed. 	<ul style="list-style-type: none"> ▪ Staff and EDBCAC prepare quarterly summary as noted in goal. ▪ Update this document annually and present it to the Selectboard.
2	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.	<ul style="list-style-type: none"> ▪ The Town is well-represented on state & regional committees. 	<ul style="list-style-type: none"> ▪ Goal is self-explanatory. ▪ Have a Town representative involved in the tourism industry, for example the Lake Champlain Chamber of Commerce or another organization.
3	Recruit new EDBCAC Members to fill the available spaces.		<ul style="list-style-type: none"> ▪ Identify types of businesses that should be represented on the EDBCAC and then reach out to the leader of the company.
4	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. Continually identify and project housing needs for Milton and remain engaged with the Chittenden	<ul style="list-style-type: none"> ▪ Zoning was modified several years ago to allow high-density, mixed-use development in the Town Core. ▪ Encourage infill development, 	<ul style="list-style-type: none"> ▪ The Town has been doing all it can to address this goal.

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	County Regional Planning Commission on housing issues	especially affordable housing by allowing increased density and limited building footprints.	
COMPLETED GOALS			
#	Goal	Status	
1	Secure a 10-year extension of existing Husky and Catamount TIF Districts as authorized by Act 190 of 2007/2008 Legislative Session	<ul style="list-style-type: none"> ▪ Extension approved by VEPC. 	