



Vermont Council on Rural Development's Summit on Creating Prosperity and Opportunity Confronting Climate Change February 18, 2015 | Vermont Technical College

Dear Summit Participant,

Thank you for attending VCRD's Summit on Creating Prosperity & Opportunity Confronting Climate Change.

It's exciting to have such a diverse group of participants from a variety of backgrounds think together about how Vermont can systematically advance economically successful solutions and prosper while confronting climate change.

We have a tremendous lineup of over 70 speakers and panelists, connecting to multiple sectors and key issue areas. With panelist presentations the morning sessions will consider the economic opportunities for development in each area that can be a foundation for a prosperous and sustainable future of the state. And in the afternoon, the groups will reconvene and participants will build a list of practical actions, business ideas, or policy directions that make the most sense for us to advance today.

Before the closing keynote address by Jigar Shah, VCRD will recognize some true Community heroes with the presentation of our 2015 Community Leadership Award and our first ever Lifetime Achievement Award.

The Summit will serve as a founding point for the Vermont Climate Change Economy Council (VCCEC). This group is charged with a one year mission to develop a structured plan with practical actions that will reduce carbon emissions and stimulate green economic development in Vermont. Your ideas and recommendations will be an important starting point as the Council gets to work.

Vermont can be in the forefront of innovation and economic advancement through climate action. Thanks for being part of it!

A handwritten signature in black ink that reads "Paul Costello".

Paul Costello, *Executive Director*
Vermont Council on Rural Development

Produced by: Vermont Council on Rural Development

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Summit Agenda

8:00 - 9:00 *Registration, Coffee and Muffins*

9:00 Welcome and Introductions Judd
Dan Smith, *President, Vermont Technical College* and **Greg Brown**, *VCRD Board Chair*

“Vermont as a Climate Leader” ~ Governor Peter Shumlin

Introduction: Climate Economy, VCRD Mission & Goals, and Agenda for the Day
Paul Costello, *Executive Director, VCRD*

9:20 Climate Science Fishbowl

“How will Regional & Global Climate Change Affect Vermont’s Future?”

MODERATOR: **Mark Johnson**, *WDEV Radio*

PANELISTS: **Jon Erikson**, *Rubenstein School, UVM* | **Alan Betts**, *Atmospheric Research* |

Gillian Galford, *VT Climate Assessment, UVM*

10:20 *Break*

10:30 Breakout Sessions 1: Climate Economy Policy Panels Breakout Rooms

“What is the economic opportunity for development in each area that can be a foundation for a prosperous and sustainable future of the state?”

Panelists will introduce themselves and their work and share their perspectives on the issue area. Then attendees will share their perspectives on what they have heard and what is happening in this issue area.

noon - 1:00 *Lunch*

1:00 Business Leadership Panel Judd

“As you look to the future, how will your business respond to Climate Change? What does Vermont need to do to support businesses in the sector?”

MODERATOR: **Ross Sneyd**, *National Life Group*

PANELISTS: **Joe Fusco**, *Casella Waste Systems* | **James Moore**, *SunCommon* | **Brian Otley**,

Green Mountain Power | **Stuart Hart**, *UVM and Enterprise for a Sustainable World*

2:00 Breakout Sessions 2: Climate Economy Ideas for Action Breakout Rooms

“What practical actions, business ideas or policy directions make most sense for us to advance today?”

Each of the Working Groups will brainstorm a list of practical actions that could be taken, business ideas that could be promoted, or leveraging policies that could be implemented to advance Vermont’s climate change economy, then review and prioritize ideas and prepare to share the three most impactful ideas with the full plenary.

3:15 *Break*

3:25 Keynote: “Climate and the Innovation Economy” ~ Jigar Shah, *Founder, SunEdison*

4:05 Work Group Conclusions: Moderators report three key ideas from their sessions Judd

4:35 Next Action: The Vermont Climate Change Economy Council, Paul Costello

4:45 VCRD Awards ~ Presented by **Greg Brown**, *VCRD Board Chair*; **Tim Smith**, *Franklin County Industrial Development Corporation*; **Catherine Dimitruk**, *Northwest Regional Planning Commission*; **Paul Bruhn**, *Preservation Trust of Vermont*

- 2015 Community Leadership Award: **St. Albans Community Leadership: Dominic Cloud**, *City Manager* | **Liz Gamache**, *Mayor* | **Warren Hamm**, *St. Albans Historical Society* | **Emerson and Suzanne Lynn**, *St. Albans Messenger*
- Lifetime Achievement Award: **John Ewing**

5:00 *Adjourn*

- A. Marketing Vermont as the Innovative Climate Economy Destination Green 124
- B. Advancing Community-Based Climate Action Conant 102
- C. Promoting a Vision for Transportation Renewal Conant 105
- D. Innovating for Renewal, Recycling and Resource Limits Green 116
- E. Developing Ubiquitous Distributed Energy Green 216
- F. Improving Education, Workforce Development, and Youth Entrepreneurship Judd
- G. Strengthening Farm & Forest Carbon Sequestration and Profitability Green 224
- H. Seeding a Vermont Climate Investment Strategy Green 228
- I. Spurring Research and Development for New Technologies in Vermont Morrill 128
- J. Supporting Smart Growth, Reuse, Preservation, & Downtown Redevelopment Morrill 132
- K. Coordinating State Governmental Policies & Regulations Green 128
- L. Advancing Next Stage in Efficiency & Conservation Conant 101
- M. Adapting Outdoor Recreation & Tourism..... Morrill 134



- A. Marketing Vermont as the Innovative Climate Economy Destination** Green 124
 MODERATOR/FACILITATOR: *Lisa Gosselin, Commissioner of Economic Development*
 PANELISTS: *Matt Dodds, Brandthropology* | *Duane Peterson, SunCommon* | *Bill Shouldice, VT Teddy Bear Company*
- B. Advancing Community-Based Climate Action** Conant 102
 MODERATOR/FACILITATOR: *Johanna Miller, VECAN, VT Natural Resources Council*
 PANELISTS: *Jamison Ervin, Waterbury Energy Committee* | *Jeff Forward, Richmond Climate Action Committee* |
Sarah Simonds, Vital Communities | *Joshua Schwartz, Mad River Valley Planning District*
- C. Promoting a Vision for Transportation Renewal** Conant 105
 MODERATOR/FACILITATOR: *Sue Minter, Secretary of Transportation*
 PANELISTS: *Karen Glitman, VEC Transportation* | *Richard Watts, CDAE and the Center for Research on Vermont* |
John Hollar, Mayor, Montpelier, VT | *Jon McBride, Bridj*
- D. Innovating for Renewal, Recycling and Resource Limits** Green 116
 MODERATOR/FACILITATOR: *Joe Fusco, Casella Waste Management*
 PANELISTS: *Tom Gilbert, Black Dirt Farm* | *Tom Longstreth, ReSource*
- E. Developing Ubiquitous Distributed Energy**..... Green 216
 MODERATOR/FACILITATOR: *Chuck Ross, Secretary of VT Agency of Agriculture, Food & Markets*
 PANELISTS: *Kerrick Johnson, VELCO* | *Josh Castonguay, Director of Generation, Green Mountain Power* | *Nathaniel Vandal, Green Peak Solar* | *Anne Margolis, VT Department of Public Service*
- F. Improving Education, Workforce Development, and Youth Entrepreneurship**..... Judd
 MODERATOR/FACILITATOR: *Pat Moulton, Secretary of VT Agency of Commerce & Community Development*
 PANELISTS: *Dan Smith, President, VT Technical College* | *Emily Piper, Launch Vermont* | *Andrew Savage, All Earth Renewables* |
Marguerite Dibble, gametheory consulting
- G. Strengthening Farm & Forest Carbon Sequestration and Profitability** Green 224
 MODERATOR/FACILITATOR: *Ellen Kahler, Vermont Sustainable Jobs Fund*
 PANELISTS: *Marie Audet, Blue Spruce Farm* | *Will Stevens, Golden Russet Farm* | *Richard Carbonetti, LandVest* |
Lisa Ransom, Grow Compost of Vermont
- H. Seeding a Vermont Climate Investment Strategy**..... Green 228
 MODERATOR/FACILITATOR: *Bill Schubart, Worth Mountain Capital*
 PANELISTS: *Andi Colnes, Energy Action Network* | *Rob Miller, VT State Employees Credit Union*
- I. Spurring Research and Development for New Technologies in Vermont**..... Morrill 128
 MODERATOR/FACILITATOR: *Ted Brady, USDA Rural Development*
 PANELISTS: *David Bradbury, Center for Emerging Technologies* | *Ken Merritt, VT Venture Network* |
Dean Luis Garcia, College of Engineering and Mathematical Sciences, UVM
- J. Supporting Smart Growth, Reuse, Preservation, & Downtown Redevelopment** Morrill 132
 MODERATOR/FACILITATOR: *Catherine Dimitruk, Northwest Regional Planning Commission*
 PANELISTS: *Paul Bruhn, Preservation Trust of Vermont* | *Tad Cooke, Moran Plant Redevelopment, Burlington* |
Bob Stevens, Brooks House, Brattleboro | *Noelle MacKay, Commissioner of Housing and Community Development*
- K. Coordinating State Governmental Policies & Regulations** Green 128
 MODERATOR/FACILITATOR: *Greg Brown, VCRD Board Chair*
 PANELISTS: *Chris Brooks, Vermont Pellet Company* | *Geoff Hand, Dunkiel Saunders Elliott Raubvogel & Hand, PLLC* |
Gabrielle Stebbins, Renewable Energy Vermont | *Deb Markowitz, Secretary of Agency of Natural Resources*
- L. Advancing Next Stage in Efficiency & Conservation** Conant 101
 MODERATOR/FACILITATOR: *Gaye Symington, High Meadows Fund*
 PANELISTS: *Paul Zabriskie, Capstone Community Action* | *Beth Sachs, Vermont Energy Investment Corporation* |
Jennifer Chiodo, CxAssociates | *Ludy Biddle, Neighborhood Works of Rutland County*
- M. Adapting Outdoor Recreation & Tourism** Morrill 134
 MODERATOR/FACILITATOR: *Megan Camp, Shelburne Farms*
 PANELISTS: *Louise Lintilhac, Lintilhac Foundation* | *Laura Peterson, VT Dept of Tourism and Marketing* | *Claire Humber, SE Group*



Jigar Shah is one of the today's leading cleantech champions. As founder and former CEO of SunEdison he pioneered "no money down solar" and unlocked a multibillion-dollar solar market, creating the world's largest solar services company.

Shah co-founded Generate Capital, a specialty finance company focused on funding businesses that are part of the Resource Revolution – doing more with less of our critical resources like energy, water, food and materials. And he was former CEO of the Carbon War Room, a non-profit organization whose mission is to replace high impact carbon business applications and practices with low-carbon and no-carbon alternatives that can help reverse or stop global warming.

Today, as CEO of Jigar Shah Consulting, he works with global companies in a multitude of industries to deploy existing clean energy and resource efficiency solutions fueled by new business models. In his recent book "Creating Climate Wealth: Unlocking the Impact Economy," Shah outlines how entrepreneurs and investors can unlock the massive potential that climate change represents with business model innovation as the key to attract mainstream capital and unlock transformational change.

Bios for the Speakers, Panelists, and Moderators

Bob Ackland, Steep Management | Bob Ackland is a retired ski area executive and owner with over 40 years' experience in outdoor recreation. He currently manages a small consulting company serving the ski resort industry in North America offering specialty technology solutions in the area of mountain operations. Bob serves as Chair of Mad River Planning District, Vice Chair of Warren Selectboard and chair emeritus of the Vermont Council on Rural Development.

Peter Adamczyk, Energy Finance and Development Manager, Vermont Energy Investment Corporation | Peter is a Principal Consultant at Vermont Energy Investment Corporation. He leads the development and implementation of financing strategies and services that support VEIC's goal of reducing the economic and environmental costs of energy use. He manages relationships with financial partners, including development, analysis, and advocacy activities regarding energy efficiency and renewable energy.

Marie Audet, Blue Spruce Farm | Marie Audet is a member of a large multigenerational dairy farm family, who own and operate Blue Spruce Farm and Audet's Cow Power located in Vermont's Champlain Valley. Milk from the farm supplies the nearby Cabot Cheese plant where they proudly boast of award winning cheddar cheese. In 2005 the family started generating electricity from their cows manure, currently producing 2.4 million kWh of renewable electricity per year.

Dr. Alan Betts, President, VT Academy of Science and Engineering | Dr. Alan Betts of Atmospheric Research has worked on weather and climate problems for 45 years. He is the author of 160 scientific papers. He gives talks to professional, citizen and religious groups in Vermont, and is a columnist for the Times-Argus and the Rutland Herald. His goal is to help society understand the challenge of global climate change. His web-site, alanbetts.com, will answer many of your burning climate questions!

Ludy Biddle, Executive Director, NeighborWorks of Western Vermont | Ludy Biddle has been director of NWWVT, a nonprofit housing organization, since 2001. Prior to NeighborWorks she produced a Holocaust education program; was director of an arts presenting organization; worked at the National Endowment for the Arts and at the Folger Shakespeare Library. Ms. Biddle's most recent work has involved an energy efficiency program at NWWVT called the

HEAT Squad. The HEAT Squad will achieve 1000 efficiency retrofits in Rutland County. Ms. Biddle lives on a farm in Vermont raising grass fed beef and boarding horses rescued from the racetrack.

David Bradbury, President, Vermont Center for Emerging Technologies (VCET) | VCET is an independent nonprofit technology business program offering business mentoring, venture capital, three coworking facilities, and substantive networking to the region's entrepreneurs and next generation employers. Over 40 firms have been formally incubated and/or invested in by VCET, and together employ over 260 people today. Each year, an additional 200 entrepreneur teams and start-ups are assisted. David enjoys snowboarding, surfing and mountain biking with his wife Emily and two young sons in Stowe, Vermont.

Ted Brady, State Director, USDA Rural Development | Ted Brady was appointed to his current position by President Obama and Agriculture Secretary Tom Vilsack as USDA Rural Development State Director for Vermont and New Hampshire in 2013. USDA Rural Development makes grants, loans, and loan guarantees in the housing, community and business sectors in rural communities. Prior to joining USDA, Brady served as U.S. Senator Patrick Leahy's senior economic development, community development, housing and transportation field representative.

Chris Brooks, CEO, Vermont Wood Pellet Company | Chris Brooks is the President & CEO of the Vermont Wood Pellet Company. A Vermont community scale wood pellet manufacturer.

Greg Brown, Board Chair, Vermont Council on Rural Development | Greg Brown has worked in regional and state planning in Vermont for 35 years. Greg began his career with the Windham Regional Planning Commission. He then served as Director of Planning for the Vermont Department of Housing and Community Affairs where he administered state programs supporting local and regional planning. In 1998 he was appointed Commissioner of Housing and Community Affairs where he played a major role in crafting the Vermont Downtown Program. Greg currently devotes volunteer time to the Vermont Council for Rural Development and, to the Windham Regional Commission. He lives in Dummerston with his wife Carolyn.

Paul Bruhn, Executive Director, Preservation Trust of

Vermont | Paul Bruhn is the Executive Director of the Preservation Trust of Vermont which he helped to found in 1980. The organization is a statewide non-profit organization founded in 1980 whose mission is to help communities save and use historic places.

Megan Camp, Vice President/Programs Director, Shelburne Farms | Megan is the Vice President and Program Director for Shelburne Farms, a nonprofit organization and 1,400-acre working farm, forest, and National Historic Landmark, located on the shores of Lake Champlain whose mission is to educate for a sustainable future. She currently serves on several boards including the Vermont Council of Rural Development, the Vermont Natural Resources Council, and the Energy Action Network. This year along with other public and private partners she helped to initiate the Vermont Agritourism Collaborative.

Richard G. Carbonetti, Senior Vice President Timberlands, LandVest Inc. | Richard Carbonetti's (Carbo) responsibilities within LandVest primarily focus on the forest management and consulting side of the business on over 1,700,000 acres of management in ME, NH, VT, NY, & PA. Included in this work has been participation on carbon sequestration projects on nearly 300,000 acres. Carbo works out of LandVest Timberland's Newport, VT Office and lives in Albany, Vermont with his wife Emily a 5th grade teacher. He and Emily are also owners of over 1900 acres of conserved timberland in Glover & Greensboro, VT.

Josh Castonguay, Director of Generation & Renewable Innovation, Green Mountain Power | Josh Castonguay's responsibilities include oversight of GMP's existing generation assets, development of new renewable energy projects and working with the Strategic Products and Services team to transition GMP into the energy company of the future. Josh graduated from University of Maine with a Bachelors degree in Electrical Engineering Technology in 2003 and has been with GMP since that time. Josh lives in Colchester, VT, with his wife and two children.

Jennifer Chiodo, Managing Principal, Cx Associates | Jennifer Chiodo has over 30 years of experience creating and managing new approaches to energy efficiency in the business sector. Ms. Chiodo leads projects including the Impact Evaluation of NYSERDA's C&I New Construction Program and working with the Massachusetts Energy Efficiency Advisory Council on achieving aggressive, state-wide efficiency goals. She is engaged in addressing global warming through her volunteer work on her town energy committee, as Advocacy Chair on the Board of the Vermont Green Building Network, and on the Board of Directors of VBSR.

Andi Colnes, Executive Director, Energy Action Network | Andrea Colnes currently serves as Executive Director of the Energy Action Network, a systems-based effort to transform Vermont's energy economy to one based on efficiency and renewables. Prior to joining EAN, Andrea spent much of her career working on natural resource public policy and coalition building in New England and nationally, focused on large-scale land conservation, sustainable forestry and energy. She has a master's in Wildlife Conservation from the University of Maine and a BA in Political Science from Williams College. Andrea currently serves on the boards of the New England Forestry Foundation and the Coalition for Green Capital.

Tad Cooke, Project Leader, New Moran, Inc. | Tad Cooke is a Vermont native and 2014 graduate of the University of Vermont. He began researching the Moran Plant in July of 2012. Responding to an

open competitive process, they raised \$19,579 on Kickstarter to fund the completion of a proposal to renovate the Moran Plant. In March 2014, their proposal won a year-long competitive City process and earned a \$6.3M allocation in TIF funding from Burlington voters. Together with Partners Charlie Tipper and Erick Crockenberg, Cooke works full-time as the co-founder of New Moran, Inc – a Vermont non-profit created to secure funding, guide the redevelopment and steward the future of the Moran Plant.

Paul Costello, Executive Director, Vermont Council on Rural Development | Paul joined VCRD as Executive Director in 2000. Paul is a UVM alumni and holds a PhD in intellectual history from McGill University. In addition to his work at VCRD, Paul is a member of the Housing Vermont Board of Directors and President Emeritus of the national Partners for Rural America organization.

Cairn Cross, Founder and Managing Director, Fresh Tracks Capital | Prior to starting FreshTracks Cairn was a strategic and financial adviser to Vermont banks and growth businesses, the Assistant General Manager of Green Mountain Capital, L.P. from 1996 to 1998 and spent a decade working as a commercial banker. Cross presently serves on the boards of Vermont Teddy Bear, NativeEnergy, Faraday and Budnitz Bicycles, and the Vermont Sustainable Jobs Fund. He earned a B.S. (1981) from Montana State University and an MBA (1987) from New Hampshire College (now Southern New Hampshire University). He received a graduate certificate from the Stonier Graduate School of Banking in 1995.

Marguerite Dibble, Founder and CEO, GameTheory Consulting | GameTheory is a consulting and development company located in Burlington, VT that focuses on motivating people with game design and behavioral psychology, making tasks and challenges accessible and engaging rather than demanding and obstructive. The company also focuses on using game design to develop evolved apps for clients and create game products. Marguerite is a Vermont native and has been working hard on expanding creative and tech economies while retaining the culture and heritage that makes Vermont so unique.

Catherine Dimitruk, Executive Director, Northwest Regional Planning Commission | Catherine Dimitruk has been Executive Director of the Northwest Regional Planning Commission in St. Albans, Vermont for 18 years. She works with communities and regional organizations on comprehensive planning and project implementation. She is a past member of the Vermont Council and Rural Development Board and is currently Chair of the Board of the Chittenden County Transit Authority.

Matt Dodds, Chief Brandthorologist, Brandthorology | Matt is a seventh generation Vermonter, and a Green Mountain Boy descendant with a global past. Before founding Brandthorology, a marketing firm in Burlington, Matt served as a global advertising executive. He served in postings in New York, Korea, Japan, China and Singapore, where he helped define and implement marketing strategies for Fortune 500 firms including P&G, Unilever, Exxon, General Motors, Visa and PepsiCo. His insights and experiences have made him a sought-after commentator on branding's impact on consumers in developing countries and, more recently, on how to evolve Brand Vermont.

Jon Erickson, Professor of Ecological Economics, UVM Rubenstein School of Environment and Nat. Res. | Jon Erickson is Professor of Ecological Economics in the Rubenstein School

of Environment and Natural Resources at the University of Vermont. He has published widely on climate change policy, renewable energy economics, and environmental management; led international research and education programs as a Fulbright Scholar in Tanzania and visiting professor in the Dominican Republic, Iceland, and Slovakia; produced Emmy award-winning documentary films on water, energy, and food system transitions; and founded and led numerous non-profit organizations including the U.S. Society for Ecological Economics, Adirondack Research Consortium, Deportes para la Vida, and Bright Blue EcoMedia.

Jamison Ervin, Waterbury LEAP | Jamison Ervin serves on Waterbury LEAP, the independent, non-profit organization that serves as the energy committee for Waterbury and Duxbury. She has a Ph.D. in natural resources planning, and works for the United Nations in biodiversity conservation

Jeff Forward, Forward Thinking Consultants, LLC, Richmond Energy Committee | In addition to being Richmond's Town Energy Coordinator and the chair of the Richmond Climate Action Committee, Mr. Forward has nearly 25 years of professional experience working on energy efficiency and renewable energy issues and projects. He has worked with hundreds of schools; hospitals and other institutional facilities throughout the country to help them evaluate their energy opportunities related to biomass, solar and energy efficiency technologies. He is also presently Chair of the Board of Directors for Renewable Energy Vermont, Vermont's renewable energy trade association.

Joe Fusco, Vice President, Casella Waste Systems | Joe Fusco is an advisor to the chairman & chief executive officer of Casella Waste Systems, Inc. and is an adjunct instructor and member of the Board of Advisors for the University of Vermont's Sustainable Entrepreneurship MBA program. He is a former member of the board of directors of the Vermont Council on Rural Development, and served as a member and chair of the 2014 Vermont Comprehensive Economic Development Strategy steering committee.

Gillian Galford, Earth Systems Scientist, VT Climate Assessment, University of Vermont | Gillian Galford is an earth systems scientist interested in deforestation and land-use change and its impacts on climate. Dr. Galford has led the Vermont Climate Assessment to evaluate impacts of climate change in the state. She has worked on carbon and nitrogen dynamics in a range of settings, from the large-scale soybean farms of Mato Grosso, Brazil, to small-holder agricultural systems of Malawi. In addition to these research projects, Gillian teaches courses at the Gund Institute.

Dean Luis Garcia, Dean, College of Engineering and Mathematical Sciences | Dr. Luis Garcia joined UVM as the Dean of the College of Engineering and Mathematical Sciences in 2013. Prior to coming to UVM, Dr. Garcia was a member of the Colorado State University Faculty since 1991 and served as the Head of the Department of Civil and Environmental Engineering at Colorado State University since 2005. Dr. Garcia is an accomplished researcher with 54 refereed papers published in leading civil or environmental engineering publications.

Tom Gilbert, Owner, Black Dirt Farm | Tom owns and operates Black Dirt Farm in Stannard, VT with his wife and two daughters. Black Dirt is a diversified operation that includes laying hens, hay-making, vegetables, meat birds and beef, horses boarding, custom grazing, composting, and draft horses. The farm also provides food scrap

collection services to businesses and institutions in Lamoille County and the Northeast Kingdom. Previously, Tom was Program Director then Executive Director of the Highfields Center for Composting. Tom serves on the Board of the Center for an Agricultural Economy, and is the Stannard Supervisor for the Northeast Kingdom Waste Management District. Tom has a BA from the Evergreen State College and a technical composting certificate from the University of Maine.

Karen Glitman, Director of Transportation Efficiency, Vermont Energy Investment Corporation (VEIC) | Karen Glitman develops and oversees the strategic direction for VEIC transportation efficiency efforts. She served as the Director of the UVM National University Transportation Center (UTC) and interim co-director of the UVM TRC and is the author of numerous publications including the annual Vermont Transportation Energy Report. She has also served as the Vermont Clean Cities Coalition Coordinator, the Vermont Agency of Transportation's Director of Policy and Planning, Deputy Secretary and Acting Secretary of the Vermont Agency of Transportation.

Lisa Gosselin, Commissioner, VT Department of Economic Development | Lisa Gosselin was appointed by Gov. Shumlin in July, 2013 and has directed the first statewide Comprehensive Economic Development Strategy and worked on the Great Jobs in Vermont campaign. Previously, Lisa spent seven years helping to grow EatingWell Media Group into a successful multi-platform media company. Lisa has been editor-in-chief of Islands, Audubon and Bicycling magazines, and executive editor of SKI. Lisa earned a French Baccalaureate in Economics before receiving her B.A. from Yale University. She lives in Stowe and Middlebury, Vermont.

Geoff Hand, Partner, Dunkiel Saunders Elliott Raubvogel & Hand | Geoff Hand's practice focuses on renewable energy development, environmental litigation, land use permitting, municipal law, and general civil litigation. Geoff works with developers to plan, permit, and construct a wide range of projects, including all types of renewable energy facilities. He regularly represents clients before the Vermont Public Service Board and the Environmental Division of the Vermont Superior Court as well as the Vermont Supreme Court. Outside of Vermont, Geoff works with national environmental nonprofits on national and international litigation strategies to address climate change.

Stuart Hart, Professor, University of Vermont School of Business Administration | Stuart L. Hart is one of the world's top authorities on the implications of environment and poverty for business strategy. He is the Steven Grossman Endowed Chair in Sustainable Business at the University of Vermont Business School and the S.C. Johnson Chair Emeritus in Sustainable Global Enterprise and Professor Emeritus of Management at Cornell University's Johnson Graduate School of Management, where he founded the Center for Sustainable Global Enterprise. He is also Founder and President of Enterprise for a Sustainable World, Founder of the BoP Global Network, and Founding Director of the Emergent Institute in Bangalore, India.

John Hollar, Mayor, City of Montpelier | John has been actively involved in Montpelier public life for many years. He has served as mayor since 2012, and he chaired the Montpelier school board from 2002-2010. He helped lead the city in the adoption of Net Zero Montpelier, a policy under which all of the city's energy needs will be met or offset by renewable energy by 2030. John is a partner with the law firm Downs Rachlin Martin. He is an avid mountain biker

and cross country skier.

Asa Hopkins, Director of Energy Policy and Planning, Vermont Public Services Department | Dr. Asa Hopkins directs the Planning and Energy Resources Division of the VT Public Services Department which houses the state energy office and Clean Energy Development Fund, develops and works to implement Vermont's Comprehensive Energy Plan, reviews utility resource planning, and conducts regulatory oversight for the state's regulated efficiency utilities. Before joining the Public Service Department, he worked at the U.S. Department of Energy and served as the assistant project director for the DOE's first Quadrennial Technology Review. He holds degrees in physics from Haverford College and the California Institute of Technology

Claire Humber, Principal, SE Group | Claire Humber has been part of the SE Group team for 20 years leading resort projects throughout the world. Claire is a "big picture" strategic thinker, and balances her creative approach to planning and design with the practicality of project management and implementation.

Kerrick Johnson, Vice President of Communications, Systems and Strategy, VELCO | Kerrick Johnson joined the Vermont Electric Power Company (VELCO) in 2006. He previously served as Director of Government Affairs for Central Vermont Public Service and Vice President of Associated Industries of Vermont. He attended Johnson State College until joining the Air Force where he served four years as an airborne Russian linguist after graduating from the Defense Language Institute in Monterey, CA.

Mark Johnson, Host, Mark Johnson Show WDEV Radio | Mark Johnson hosts the Mark Johnson Show, WDEV's flagship talk show. Every weekday, Mark addresses major issues affecting Vermonters with in depth interviews and expert commentators and reporters.

Louise Lintilhac, President, Lintilhac Foundation | Louise Lintilhac balances freeride skiing and interests in land conservation. Working through the Lintilhac Foundation, The Vermont Mountain Bike Association, and the Vermont Parks Forever Foundation, she spends time off the slopes trying to increase access to the beloved landscapes of Vermont. Her current ski projects include filming with Williston Based Meathead Films, and Jackson Hole based Unicorn Picnic Productions in addition to her own freelance exploration initiatives.

Tom Longstreth, Executive Director, ReSource

Tom Longstreth joined ReSOURCE in 1996, five years after its founding. Under his leadership, the organization has expanded its geographic reach, impact, and scope of services. ReSource now employs over seventy staff, annually serves more than 200 trainees, and operates multiple social enterprises that protect the environment while reducing poverty and serving the community in five locations. Tom has a master's degree in Public Policy from Harvard's John F. Kennedy School of Government and a Bachelor's degree from Dartmouth College. He lives in West Bolton with his wife Julie and three children.

Noelle MacKay, Commissioner, Commissioner, VT Department of Housing and Community Development | Noelle MacKay was appointed by Governor Shumlin in January 2011. She has led community and economic development recovery efforts after Tropical Storm Irene, worked to restructure and stabilize staffing to enhance customer service and communication, collaborated with policy and funding partners to increase program impact, and directed

efforts to update the state's smart growth designation programs and land use regulations. Prior to her appointment Noelle served as Executive Director of Smart Growth Vermont and served as the Deputy Director at the Stony Brook-Millstone Watershed Association. Noelle received a B.S. in biology from Mount Allison University and an M.E.S. from Dalhousie University.

Deborah Markowitz, Secretary, VT Agency of Natural Resources | As Secretary, Deb Markowitz has shaped the environmental agenda of the state, focusing on the challenges of climate change, habitat fragmentation and the need to make Vermont more resilient to flooding. Markowitz served as Vermont's Secretary of State from 1999 – 2010. A graduate of the University of Vermont (B.A., 1983), Markowitz received her *Juris Doctorate* degree from the Georgetown University Law Center (*magna cum laude*, 1987). Secretary Markowitz and her husband Paul live in Montpelier with their three children where they spend their free time hiking, paddling, gardening and cross-country skiing.

Jon McBride, Operations Director, Bridj | Jon McBride, Operations Director, has been with Bridj since September 2013. He oversees daily scheduling and travel operations, as well its BreakShuttle service, the largest college and university break transportation service in the United States. Bridj is an everyday transportation system that connects a city by using mobile connectivity, big data, and machine learning algorithms, coupled with flexible vehicle assets that adapt in real time to where users live, work and play. Jon is an innovative leader bringing experience, vision and humor to the challenge of crafting sustainable business models and radically hopeful visions of the future. He moved to Burlington, VT from Los Angeles in 2012.

H. Kenneth Merritt, Jr., Managing Director, Merritt & Merritt & Moulton | Merritt & Merritt & Moulton is a boutique corporate, securities and intellectual property law firm based in Burlington, Vermont. For over 35 years, Ken has concentrated in general corporate and securities transactions as well as the formation and governance activities of privately and publicly held companies, non-profit organizations, venture capital firms and financial institutions. Ken is deeply involved in the entrepreneurial community and active in multiple professional organizations and various angel and investor groups.

Johanna Miller, Energy Program Director, Vermont Natural Resources Council | Johanna Miller is an energy policy expert, organizer, writer and coalition builder at the Vermont Natural Resources Council. Johanna works to shape clean energy and climate action solutions from the grassroots to the Legislature, including serving as the coordinator of the Vermont Energy and Climate Action Network. Prior to VNRC, Johanna was an organizer, editor, and policy specialist for the Michigan Land Use Institute. Johanna currently serves on the Clean Energy Development Fund board, the Vermont Energy Education Program board, the Vermont System Planning Committee and the Montpelier Energy Advisory Committee. Johanna received a B.A. in English and Environmental Studies from the University of Vermont.

Rob Miller, President and CEO, VSECU | VSECU is a statewide credit union with 55,000 members, \$650 million in assets, and 160 employees. Rob Miller graduated from UVM and started a career in financial services with Citibank in New York and Chicago. He relocated back to Vermont as a state employee and public servant; working for the Vermont Department of Economic Development where he

ultimately served as Commissioner. Prior to joining VSECU, Rob spent the last thirteen years in various business development and executive roles in the institutional investment management industry with Dwight Asset Management (now Goldman Sachs Asset Management) in Vermont and Conning in Connecticut.

Sue Minter, Secretary, VT Agency of Transportation | Sue Minter was appointed as the Secretary of VTTrans in January, 2015, after serving as the Deputy Secretary since 2011. Minter played a leadership role responding to catastrophic flooding from Tropical Storm Irene in August, 2011. Sue served in the Vermont Legislature for six years. A graduate of Harvard University (BA) and MIT (MA in City Planning) Sue has worked over the past 25 years in the public, private and non-profit sectors, as a professional planner and policy maker at the state, local, and international level. Sue is the mother of two children and lives with her husband, David Goodman, in Waterbury Center, Vermont.

James Moore, Co-President, SunCommon | James manages all things solar at SunCommon — including design, sales, procurement and installation. James has deep experience in energy policy, clean energy technology and government relations. He worked in Washington State, Connecticut, Florida, New Jersey, Washington DC, New Hampshire and New Mexico before moving to Vermont in 2004. James directed VPIRG's Clean Energy Program and co-directed, with Duane, the successful VPIRG Energy project. James lives in Montpelier with his wife Mia and their two sons.

Pat Moulton, Secretary, Agency of Commerce and Community Development (ACCD) | Patricia Moulton was appointed by Governor Peter Shumlin on June 1, 2014. Prior to serving as Secretary, Pat was Executive Director of the Brattleboro Development Credit Corporation (BDCC), Deputy Secretary and Director of Economic Development for ACCD, VP of Public Affairs at the Vermont Chamber of Commerce, and Commissioner of the VT Department of Labor under Gov. James Douglas. Prior to this work, Pat had spent 22 years in the practice of economic development on the local, regional, and state levels.

Brian Otley, Senior Vice President and COO, Green Mountain Power | Brian Otley is responsible for the overall operating performance of the company. He joined GMP in 2008 as the Leader of Information and Innovation. Prior to GMP, he spent twenty years in the software sector with organizations such as PerSe Technologies, IDX and GE Healthcare developing systems to improve the delivery of healthcare. Brian is a graduate of Dartmouth College.

Duane Peterson, Co-President, SunCommon | Duane Peterson is responsible for SunCommon's marketing, internal business operations, and investor relations. He is a social entrepreneur with an eclectic 35-year career in socially responsible business, campaign management, government services, and community involvement. Previously, he worked at Ben and Jerry's for 12 years. He is also a member of the national Social Venture, Vermont Venture Network, and VBSR. He is on the Boards of Directors of the Howard Center and VPIRD. Duane lives in Essex with his wife and two sons.

Laura Peterson, Communications Director, VT Department of Tourism and Marketing | Laura Peterson is a communications professional with a passion for telling stories that motivate and educate brand activists. She is currently using her storytelling skills for the Vermont Department of Tourism and Marketing as its Director of Communications. Prior to that, she was corporate communications manager for Keurig Green Mountain, where her emphasis was in

sustainability. Earlier gigs included a position at Vermont Businesses for Social Responsibility, and 13 years in television news.

Emily Piper, Executive Director, Burlington Young Professionals and LaunchVT at Lake Champlain Regional Chamber of Commerce | Emily's primary focus is to help young professionals and entrepreneurs in the State of Vermont, find career opportunities. Both organizations are Statewide programs to assist in economic development for Vermont

Lisa Ransom, Owner, Grow Compost of Vermont | Lisa Ransom owns Grow Compost of Vermont with her husband Scott Baughman where organic nutrients are reclaimed to feed animals, create exceptional compost and make renewable energy (though a partnership with VTC). Lisa has a Masters degree in Theology, post-graduate work in ecology and an art degree. Lisa lives with Scott and their three teenagers in Moretown.

Chuck Ross, Secretary, VT Agency of Agriculture, Food & Markets | Chuck Ross was appointed to his current position by Gov. Peter Shumlin in January of 2011. Prior to his current role, he served as Senator Patrick Leahy's State Director for 16 years. Before joining Leahy's staff, Ross was a farmer and legislator from Hinesburg, VT.

Beth Sachs, Founder, Vermont Energy Investment Corporation (VEIC) | Beth Sachs co-founded VEIC in 1986 with partner Blair Hamilton, and served as its Executive Director until 2008. She now holds the title of Founder, and in this role, fosters stewardship of the mission, values, and goals of VEIC in the workplace and in the community. She also participates in VEIC's education, advocacy, and business development activities. Beth serves on the Board of Directors of Vermont Works for Women, the Vermont Energy education Program, the Renewable Energy Vermont Education Fund, and is Secretary of the VEIC Board.

Andrew Savage, Chief Strategy Office, AllEarth Renewables | AllEarth Renewables is a solar manufacturer in Williston, VT. A Middlebury College graduate, Andrew was previously deputy chief of staff and legislative director for Congressman Peter Welch. He is a member of the Board of Directors of the Vermont Council on Rural Development and also serves on the board of the national Solar Energy Industry Association.

Bill Schubart, Writer and Consultant | Bill Schubart has lived in Vermont since 1947. He is a retired businessman, VPR commentator, and fiction writer living and working in Hinesburg. He is currently Chair of the Vermont College of Fine Arts in Montpelier. www.schubart.com

Joshua Schwartz, Executive Director, Mad River Valley Planning District | The Mad River Valley Planning District is a unique three-town planning entity developed in 1985 by the towns of Fayston, Waitsfield, Warren, and Sugarbush Resort to carry out a program of planning for the Valley directed toward its physical, social, economic, fiscal, environmental, cultural and aesthetic well being. Joshua holds a Masters in Urban and Regional Planning from Virginia Polytechnic Institute and State University.

Bill Shouldice, President and CEO, Vermont Teddy Bear Company | Bill Shouldice joined the Vermont Teddy Bear Co. in Shelburne as President and CEO in January 2013. Prior to his work at VT Teddy Bear, he was president and CEO of the Vermont Country Store for more than seven years.

Gov. Peter Shumlin, Governor, State of Vermont | Gov. Peter

Shumlin is a small business owner, public servant and father of two from Putney. Since his inauguration, he has been working hard to create jobs for those who need them and raise incomes for those who have jobs, control skyrocketing healthcare costs, expand broadband and cell service to every corner of the state, reduce recidivism, invest in quality education opportunities, and rebuild our roads and bridges. He is the 81st governor of Vermont.

Sarah Simonds, Energy Program Director, Vital Communities | Vital Communities is a non-profit organization serving the Upper Valley of Vermont and New Hampshire. Through her work managing the Energy Program, Sarah engages businesses, municipalities, and volunteer energy groups to move the Upper Valley toward energy independence. Since 2013, Sarah has led the development and successful launch of Solarize Upper Valley, partnering with 15 towns to help residents go solar.

Dan Smith, President, Vermont Technical College | A native of Middlesex, Vermont, Dan is a lawyer by training and has worked in higher education and economic development in Vermont for the last decade. As Vice President and General Counsel the Greater Burlington Industrial Corporation, he developed an economic development strategy focused on environmental and energy enterprises. Dan is a graduate of both the University of Virginia and the UVA School of Law. Dan returned to Vermont to serve as a law clerk to Justice James L. Morse of the Vermont Supreme Court. Dan lives in Wilder, Vermont, with his wife, Dr. Lindsay Smith. Together, they maintain an active outdoors lifestyle, backcountry skiing, running, and cycling.

Tim Smith, Executive Director, Franklin County Industrial Development Corp | Timothy Smith is currently the Executive Director of the Franklin County Industrial Development Corporation and has served in that capacity for 15 years. Prior to his role at FCIDC he and his brother owned an office supply store based in Newport VT. He has been a lifelong resident of Vermont, mainly in St. Albans. Tim currently lives in St. Albans with his wife Denise and three kids Mackenzie, Duffy and Nellie.

Ross Sneyd, Vice President, National Life Group's Charitable Foundation | Ross Sneyd is director of corporate communications and community relations at National Life Group, where he has been for the past two years. Prior to that, he spent six years at Vermont Public Radio, including as news director. He covered politics, government and business for the Associated Press for 18 years and at The Burlington Free Press for three years.

Michael Snyder, Commissioner, VT Forests, Parks, and Recreation | Michael Snyder was appointed by Gov. Peter Shumlin in December 2010. Prior to that he served for 14 years as Chittenden County Forester, providing land stewardship assistance to private landowners and municipalities. He also taught, for 12 years, two courses in Forestry at the University of Vermont and he continues to write the Woods Whys column for Northern Woodlands Magazine. He lives in Stowe and owns and manages a 91-acre forest in the northern Connecticut River valley of Vermont. He received both his Bachelor's and Master of Science degrees in forestry from the University of Vermont.

Gabrielle Stebbins, Executive Director, Renewable Energy Vermont | Renewable Energy Vermont is a nonprofit, nonpartisan trade association representing nearly 300 businesses, individuals, colleges and others committed to reducing our reliance on fossil fuels and expanding the availability of renewables sources of power in

Vermont. Prior to leading REV, Stebbins served as Program Manager at Vermont Energy Investment Corporation in Burlington.

Bob Stevens, President, Stevens and Associates | Robert Stevens is a professional engineer with over 25 years of experience leading teams in a variety of projects and disciplines. He is the founder and president of Stevens & Associates, PC, an Architecture, Landscape Architecture, Civil and Structural Engineering firm in Brattleboro, Vermont. In addition to the design of projects, his experience includes planning, urban design, public bond campaigns and project finance & development.

Will Stevens, Co-Owner, Golden Russet Farm | Will Stevens and his wife Judy co-own Golden Russet Farm, a certified organic vegetable farm and greenhouse plant operation in Shoreham. Will was a State Representative from 2007-2014, during which time he served on the House Agriculture and Forest Products Committee, including three years as ranking member. His fingerprints can be found on legislation that created the Working Lands Enterprise Fund in 2012 and the Farm to Plate Initiative in 2009. It is his belief that Vermont's agricultural and forest product sectors represent areas of significant economic growth and opportunity in the years ahead.

Gaye Symington, President, High Meadows Fund | The High Meadows Fund promotes vibrant communities and a healthy natural environment by supporting initiatives that encourage sustainable agriculture, clean and efficient energy use, and resilient land use in the context of a changing climate. Prior to joining High Meadows in 2009, Gaye served in the Vermont House for 12 years, four of them as Speaker of the Vermont House. Gaye serves on the board of the Public Assets Institute and chairs Vermont's Clean Energy Development Board.

Nathaniel Vandal, Principal, Green Peak Solar | Green Peak is a Vermont-based solar company that focuses on developing large-scale energy systems for utilities, towns, school districts, businesses, and manufacturers in Vermont and New England. Nathaniel co-founded Green Peak Solar in 2012 with Chris Cadwell when they decided to bring their skills and background in renewable energy development on the west coast back to their home state.

Richard Watts, Director, Community Development and Applied Economics and the Center for Research on Vermont | Richard A. Watts is an interdisciplinary scholar whose research focuses on the relationships between public communications and policy outcomes. Richard examines the role of strategic communications in the development and implementation of public policy related to energy, transportation and public health. This research builds on his experience as a policy and communication professional in public policy and political campaigns, as a journalist and a consultant to government agencies, advocacy organizations and business groups. Richard teaches courses in research methods, public policy and transportation and energy planning.

Paul Zabriskie, General Manager, Energy Smart of Vermont | EnergySmart of Vermont is an energy renovation contracting company which is a social enterprise of Capstone Community Action. Paul Zabriskie leads this initiative which offers services to help owners and tenants make their buildings more energy efficient, comfortable and safe.

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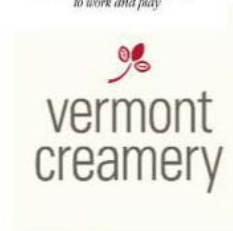
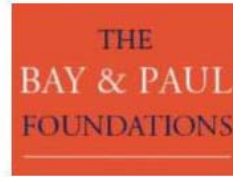
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- Weston & Sampson



About the Vermont Council on Rural Development

The Vermont Council on Rural Development (VCRD) is a non-profit organization charged by the federal farm bill to act as a neutral convener at both the local and policy level supporting the progress of Vermont communities. VCRD has helped over 40 communities throughout Vermont expand public engagement, set priorities for the future, and implement community and economic development action plans. Past VCRD policy efforts have supported progress in issues ranging from wood products to downtown revitalization, rural energy development, the digital economy, and Vermont's working landscape.



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