

TOWN OF HIGHGATE
Selectboard Meeting
Joint Meeting with Swanton Village Trustees
Thursday, March 5, 2020 @ 6:30pm

Approved Minutes

NOTE: All actions taken are unanimous unless otherwise stated

A. Call To Order & Pledge of Allegiance

The meeting was called to order by Sharon Bousquet, Chair @6:30pm, followed by the Pledge of Allegiance.

Highgate Selectboard Members – Sharon Bousquet; Randy Connelly; Bruce Butler; Richard Flint; Kyle Lothian

Highgate Office Staff –Wendi Dusablon – Town Clerk & Public Meetings Clerk; Heidi Britch-Valenta – Town Admin. & Grant Admin.; Shelley Laroche – Treasurer & DTC

Public / Other – Tom Conley; Trini Brassard; Jim Harrison; Jeff Carr; Bob Chase; Alice (Sue) Cota; Wayne Elliott; Michael Mainer; Cliff Coy; Beverly Danyow; David Danyow; Michael Kravetz; Woody Rouse; Chris Leach; Adam Paxman; Eugene LaBombard; Reg Beliveau; Henry Rainville; Brian Savage; Charen Fegard; Neal Speer; Michael Frett; Richard J. Noel; Nick Scott; Merry Souza; Bethany Remmers; Ty Choiniere; Tim Smith; Evangeline LaRocque; Philip (Butch) Brosseau

B. Reorganization of the Selectboard

Nominations for Chair: Motion by Richard Flint to nominate *Sharon Bousquet* for Chair of the Highgate Selectboard. The motion was seconded by Randy Connelly. There were no other nominations, motion to nominate *Sharon Bousquet* as Chair – **APPROVED.** **Nominations for Vice-Chair:** Motion by Richard Flint to nominate *Bruce Butler* for Vice-Chair of the Highgate Selectboard. The motion was seconded by Sharon Bousquet. Motion by Randy Connelly to nominate *Kyle Lothian* for Vice-Chair. Kyle declined the nomination as he is brand new to the board. There were no other nominations, motion to nominate *Bruce Butler* as Vice-Chair – **APPROVED.**

C. Public Comment(s)

- Woody Rouse let the board know there was another accident at the intersection of Brosseau Road and Highgate Road (Route 207). Heidi communicated with VTrans today on this. The State is aware and it's on their radar as they prioritize projects. Richard Noel will also keep this on the radar with the TAC committee.
- Charen Fegard, FRA-5 representative was present. There are surveys available here tonight with regard to Act S54 (taxation and regulation of cannabis).

D. Highgate Airport Infrastructure Study (HAIS)

Sharon asked our guests from Swanton Village to introduce themselves: Adam Paxman; Eugene LaBombard; Chris Leach; Neal Speer; Reg Beliveau. Neal Speer opened the meeting of the Swanton Village Trustees at 6:34pm. Heidi gave an overview of what HAIS has been working on with this collaborative project to bring water and sewer to the

Franklin County Airport. The consultant firms for the project were also present: Wayne Elliott & Michael Mainer – Aldrich & Elliott; Jeff Carr & Bob Chase – Economic & Policy Resources. Each had a power point presentation to share followed by questions/comments/answers. The power point presentations can be found at the end of these minutes as attachments. The presentations and conversation with regard to the Highgate Airport Infrastructure Study (HAIS) concluded @ 8:26pm. Motion by Neal Speer to adjourn the Swanton Village Trustees meeting @ 8:26pm. The motion was seconded by Adam Paxman – **APPROVED**. The full presentation with questions and discussion can be seen on our YouTube playlist here: https://www.youtube.com/playlist?list=PLrBf_FpjKbweXICDn4i1IKwbcJpvFZWZK

Sharon Bousquet called for a ten-minute break. The meeting was called back to order by Sharon Bousquet @ 8:38pm.

E. Town Treasurer Updates – Shelley Laroche

- Check Warrants – Motion by Richard Flint to sign the check warrants. The motion was seconded by Randy Connelly – **APPROVED**.
- Misc. Updates – The tax sale scheduled for 10am today was cancelled. The outstanding delinquent taxes stand at \$116,943.98. Kyle's iPad will be set up on Monday. An updated budget is in Sharepoint. The audit RFP was posted today and proposals are due back by April 15th. Also in Sharepoint you will find the updated purchasing policy and personnel policy for review. Please get any edits to Shelley prior to the next meeting.
- Truck – Butch Brosseau and Nick Scott were present from the Public Works Department. A committee had been put together and they met several weeks ago to spec out a new truck for the department. There was lengthy discussion on this topic and Sharon believes there was miscommunication on who was supposed to be involved in this process. Butch noted that he worked with the road commissioner at the time and did as he was instructed to do. Richard Noel added that this is very time sensitive and there is \$28,000.00 out there to be saved if we make a decision soon. The committee and PWD would like to move forward with a purchase from Clark's. Sharon wants to see more information and specs on all the trucks that were considered. Kyle, Randy and Bruce were satisfied with the recommendation of the committee and hold their opinion in high regard. Sharon and Richard wanted to see more information and a decision was made to hold a special meeting on this topic, Monday, March 9th at 6:30pm. Woody Rouse asked about the road commissioner position. We will be discussing that in the next section of this meeting. *Note: see notes at end of meeting – March 9th special meeting was no longer necessary.*

F. Town Clerk Updates – Wendi Dusablon

- Minutes – Motion by Bruce Butler to approve the minutes from January 23, 2020, as written. The motion was seconded by Richard Flint – **APPROVED**.
- Town Meeting Day + Presidential Primary Recap – All articles passed from the floor. On the ballots: Republican: De La Fuente – 3; Trump - 304; Weld – 12
Democratic: Biden – 105; Bloomberg – 42; Buttigieg – 11; Castro – 1; Gabbard – 3; Klobuchar – 6; Patrick – 1; Sanders – 165; Stewart – 2; Steyer – 0; Warren – 11; Williamson – 1; Yang – 4; Town Ballot: Board of Listers Samantha Derosia – 609; Cemetery Commissioner Dennis Nolan 641; Moderator Kyle Lothian 634;

Selectboard Member 2 year term Kyle Lothian 624; Selectboard Member 3 year term Bruce Butler 571; Trustee of Trust Funds – these positions were eliminated from the floor; Library Trustee – no one received enough write in votes (22 needed). Missisquoi Valley School District Ballot: School District Moderator Timothy Magnant – 2,224; School District Clerk Nola Gilbert - 2,162; School District Treasurer Georgette Roddy – 2,195; School Director from Franklin Joanne Johnson (received enough write in votes); School Director from Highgate Steven Scott – 2,033; School Director from Swanton Terri O’Shea – 2,084; MVSD Budget \$37,906.229.00 passed 1,225 YES / 1,049 NO. We had 688 voters at the polls in Highgate. Wendi thanked all her election help and welcomed Kyle Lothian to the Highgate Selectboard and thanked Josh LaRocque for his time on the board.

- Positions for Appointment - all approved as follows:

Tree Warden	1 year term	Philip (Butch) Brosseau	motion by Randy, seconded by Richard
Animal Control Officer	1 year term	Vonnie Lamotte	motion by Richard, seconded by Kyle
Asst. Animal Control	1 year term	Kristy Brow	motion by Richard, seconded by Bruce
NW Solid Waste Dist.	3 year term	April St. Francis	motion by Richard, seconded by Richard
NW Regional Planning	1 year term	Richard Noel	motion by Richard, seconded by Randy
Transportation Advisory	1 year term	Richard Noel	motion by Randy, seconded by Richard
Delinquent Tax Coll.	1 year term	Shelley Laroche	motion by Richard, seconded by Kyle
Deputy Health Officer	1 year term	Richard Souza	motion by Randy, seconded by Richard
Dev. Review Board	3 year term	Richard Trombley	motion by Richard, seconded by Randy
Dev. Review Board	3 year term	Timothy Reynolds	motion by Randy, seconded by Kyle
Rec. Commission	2 year term	Ryan Maskell	motion by Randy, seconded by Richard
Rec. Commission	2 year term	Ty Choiniere	motion by Randy, seconded by Kyle
Rec. Commission	2 year term	Karen Gagne Fortin	motion by Richard, seconded by Kyle
Library Trustee	1 year term	Becky Johnson	motion by Randy, seconded by Richard
Village Core Master Plan	1 year terms	Sue Cota; Steve LaFar	
		Mary Laroche; Evangeline	
		LaRocque; Richard Noel;	
		Clarence Miller; Woody	
		Rouse; Luc Dupuis	motion by Richard, seconded by Randy

There are THREE interested parties for the position of Road Commissioner: Chris Yates; Richard Flint and Josh LaRocque. Motion by Sharon Bousquet to table the decision. The motion was seconded by Randy Connelly – **APPROVED**.

There are TWO interested parties for the three-year term on the Planning Commission: Tom Conley and Scott Bessette. Motion by Sharon Bousquet to table the decision. The motion was seconded by Randy Connelly – **APPROVED**.

- From the Listers Office - Motion by Randy Connelly to sign the Certificate of No Appeal or Suit Pending for the Highgate Lister’s Office. The motion was seconded by Richard Flint – **APPROVED**. All five board members and Wendi signed, the listers had already signed.
- Dog Licenses & Vaccination Clinic - Dog licenses for 2020 are due on or before April 1st. Prices increase beginning April 2nd. Our annual dog and cat vaccination clinic will be held at HVFD on Saturday, March 21st from 10am – noon.
- 2020 Liquor License Renewals – Motion by Sharon Bousquet to enter into the Liquor Control Board @ 9:05pm. The motion was seconded by Randy Connelly – **APPROVED**. Motion by Richard Flint to sign the renewal applications for the *Tyler Place Inc* (one 1st class / one 3rd class / two outside consumption). The motion was seconded by Bruce Butler – **APPROVED**. Motion by Kyle Lothian to sign the renewal application for *Martin’s General Store*. The motion was seconded by Randy Connelly – **APPROVED**. Motion by Sharon to exit the Liquor Control Board @ 9:10pm and enter back into the regular Selectboard meeting. The motion was seconded by Bruce Butler – **APPROVED**.

G. Administrator Items – Heidi Britch-Valenta

- AOT Mileage Certificate – There have been some intersection changes and some small pieces we are no longer maintaining. Motion by Richard Flint to sign the certification of highway mileage. The motion was seconded by Bruce Butler – **APPROVED**. We will have to warn a hearing on reclassification on those roads listed – Waugh Farm Road and Beyor Road – this will happen on April 16th. A small cross section on Platt Road is owned by the town but was never calculated in. Motion by Bruce Butler to add this piece to the map. The motion was seconded by Richard Flint – **APPROVED**. We are still working on the traffic ordinance but will be coming back before the board next time for clarification on numbers and names.
- NRPC Contract for Signature – NRPC was selected to provide support services to the Village Core Master Plan Committee for the village wastewater study. They are orchestrating a survey of village properties to get a baseline of what our current conditions are. There will be an informational meeting on March 24th at 6pm. NRPC will be doing the presentation on why we are doing this study. This is not regulatory, and we will not be handing information over to the state about deficiencies in any systems. We need a place to start to understand what should be and could be improved and to get in line for funding. Motion by Randy Connelly to sign the agreement for planning services between the Town of Highgate and NRPC. The motion was seconded by Bruce Butler – **APPROVED**.
- NFCT O&M Agreement – This past summer the Northern Forest Canoe Trail worked with the town to fix the portage route with grant funding. The funder has asked for a signed agreement about upkeep. As landowners, we are being asked to approve the agreement and return the paperwork to the grant funders. Motion by Randy Connelly to sign the operations and maintenance agreement for the canoe portage. The motion was seconded by Bruce Butler – **APPROVED**.
- PACIF Grant for Signature – The PACIF safety equipment grant is a 50/50 match. The fire department asked for an AED and questions came up about training. Kyle thinks it is smart to have AEDs in our public buildings. There are detailed prompts to follow. Kyle had questions about the ice suits that HVFD is requesting and if our staff is trained and qualified for insurance purposes. The ice suits are \$724.00 each and they have asked for four of them. Richard agrees with Kyle, they both support the fire department but disagree with the purchase if HVFD is not trained and equipped for them. This grant is on a rolling deadline, so no set dates. It opened in January and is first come, first served. Motion by Randy Connelly to table this until Monday night when the board meets and HVFD is also in the building for their meeting. The motion was seconded by Richard Flint – **APPROVED**.
- ANR Priority List – This was mentioned in the earlier presentations regarding the airport. This is not a commitment, just a place marker. As we get more information we may or may not be eligible for this funding opportunity for the airport area or the village core area. We need a resolution because we are too late to submit with all the cancelled meetings. Motion by Bruce Butler that the Selectboard make a resolution for the town to apply for the ANR priority list. The motion was seconded by Randy Connelly – YES (4) / NO (1) Richard Flint. Richard doesn't completely understand and asked for more information, which Heidi explained. Richard then changed his vote and the motion passed unanimously – **APPROVED**.

- SAPD Dispatch Contract – Motion by Bruce Butler to sign the St. Albans Police Department dispatching contract. This was discussed at a previous meeting but not signed. The motion was seconded by Richard Flint – **APPROVED**.
- Historic Assessments Agreements for Signature – We have been given a small grant from the Preservation Trust of Vermont. Information from Arnold & Scangas Architects is in the packets. The agreement between the Town of Highgate and Arnold & Scangas will provide historic assessments of the existing conditions of the buildings and provide a preliminary cost estimate for the rehabilitation needed based on the assessment of the buildings. The structures involved are: The former Stinehour Hotel located at the corner of St. Armand Road & VT Route 78, and the Highgate Library and Community Center located at 17 Mill Hill Road. The scope of services will be performed on a fixed fee of \$1,500.00 for the former Stinehour Hotel and \$500.00 for HLCC. This will provide another piece of information for our projects. Bruce Butler feels we are putting the cart before the horse. Woody Rouse spoke on the topic. Richard Flint wants the same opportunities and info provided to all people – young and old – with regard to rehabilitating these structures or removing them. Motion by Richard Flint to accept this contract. The motion was seconded by Randy Connelly – **APPROVED**.
- USDA RBD Grant Update – The board approved three letters of intent previously and Heidi attended a workshop for a better understanding. The three proposals were 1) a WIFI hub in the village 2) economic development planning to develop a policy and program for impact fees and / or a TIF district and 3) planning for the VCMP property to take us through the next phase of where we want to go. It would be ideal to get these down to just two proposals. There was discussion on the WIFI hub and what it would cost, where it would be located, ongoing expenses for maintenance for the town, etc. Rob Fish will be here on April 2nd to answer questions, but that is after the submission deadline. Heidi thinks that it may be time for the VCMP committee to work with the VT Council on Rural Development. Do we want to submit three applications, or do two of them rise to the top? If we submit three, two of them will be competing against each other. Richard Flint would like to see impact fees rise to the top of the list. Motion by Randy Connelly to apply for grant funding to assist with impact fees and the VCMP proposal. The motion was seconded by Kyle Lothian – **APPROVED**. The due date is March 31st so these will be ready for the next meeting on March 19th.
- Misc. – Bruce Butler asked questions about the airport project presented earlier and is wondering if an exhaustive search has been done yet for funding. No, we are all in the very beginning stages of knowing. Heidi has reached out and it is considered an excellent project by potential funding sources.

H. Upcoming Events

March 12	6pm	DRB Mtg.
March 16	5:30pm	Recreation Commission Mtg.
March 17	6pm	Planning Commission Mtg.
March 19	6:30pm	Selectboard Mtg.
March 21	10am – Noon	Dog & Cat Vaccination Clinic @ HVFD
April 1		LICENSE YOUR DOGS BY APRIL 1 st TO AVOID LATE FEES & FINES

Motion by Sharon Bousquet to exit the regular Selectboard meeting @ 9:47pm. The motion was seconded by Randy Connelly – **APPROVED**.

I. Executive Session

Motion by Sharon Bousquet to enter into executive session @ 9:47pm with Heidi Britch-Valenta, Nick Scott and Philip (Butch) Brosseau to discuss contracts, legal and personnel where premature general public knowledge would place the town and / or the individuals involved at a substantial disadvantage. The motion was seconded by Randy Connelly – **APPROVED**. Motion by Kyle Lothian to exit executive session @ 10:15pm. The motion was seconded by Richard Flint – **APPROVED**.

Motion by Richard Flint to purchase the International Truck from Clarks as outlined in Purchase Agreement Deal # DE-01873 minus the extended towing option for \$2,150.00 bringing the total down to \$153,843.00. The motion was seconded by Randy Connelly – **APPROVED**.

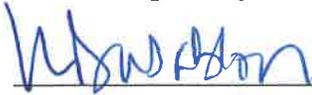
Motion by Randy Connelly to proceed with the application for the PACIF Safety Grant for the list of items minus the ice command suits for \$2,960.00 bringing the total application down to \$5,014.86. The motion was seconded by Richard Flint – **APPROVED**.

J. Adjournment

Motion by Richard Flint to adjourn the meeting @ 11:00pm. The motion was seconded by Randy Connelly – **APPROVED**.

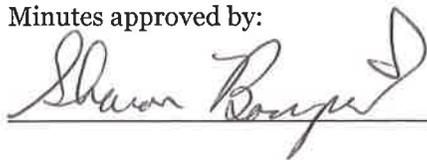
Note: Because decisions had been made, the Selectboard decided not to meet as planned on Monday, March 9th.

Minutes respectfully submitted by:



Wendi Dusablon – Town Clerk & Public Meetings Clerk

Minutes approved by:



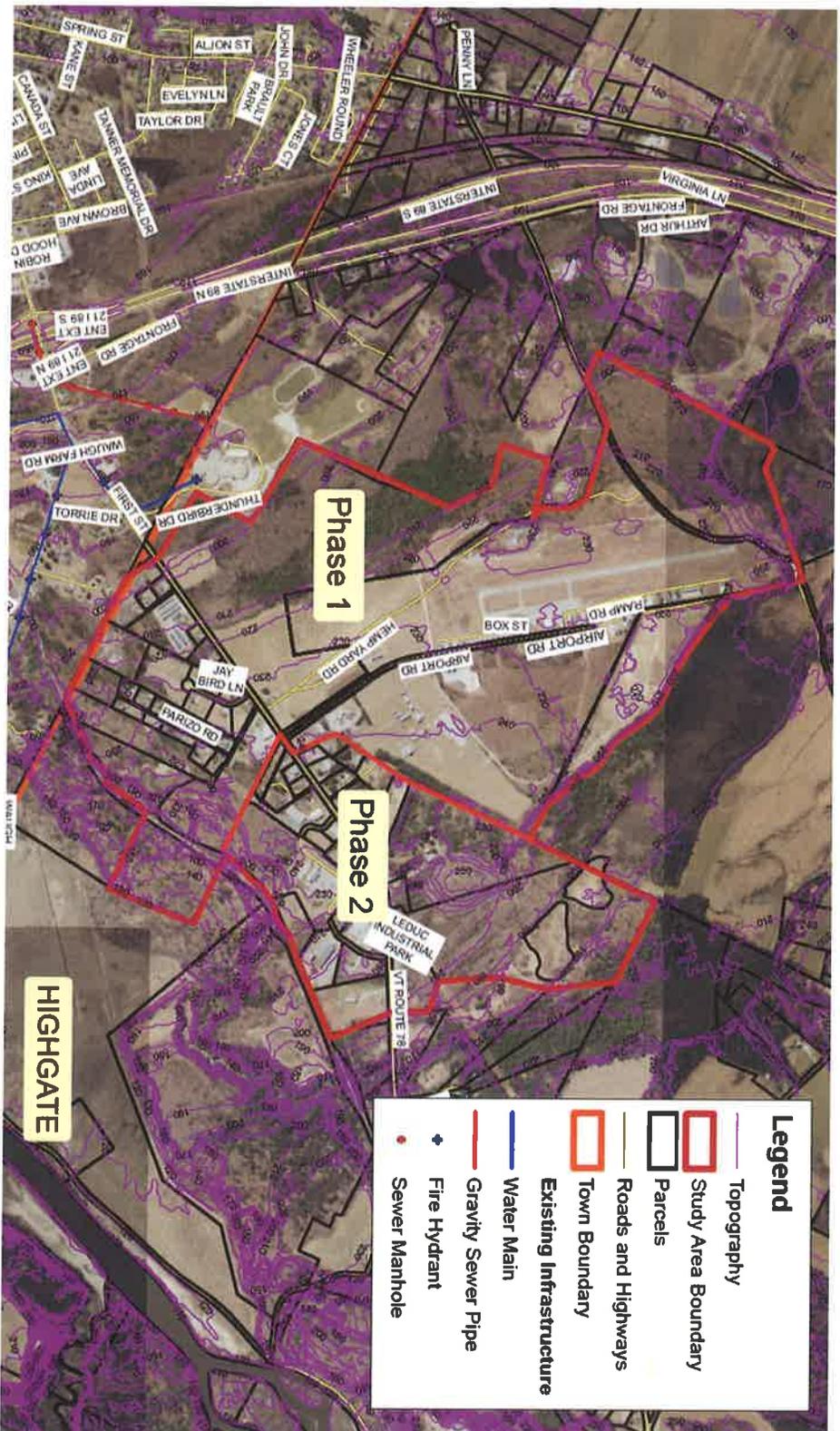
Sharon Bousquet – Chair, Highgate Selectboard

Town of Highgate

Highgate Airport Infrastructure Feasibility Study

Public Meeting
March 5, 2020

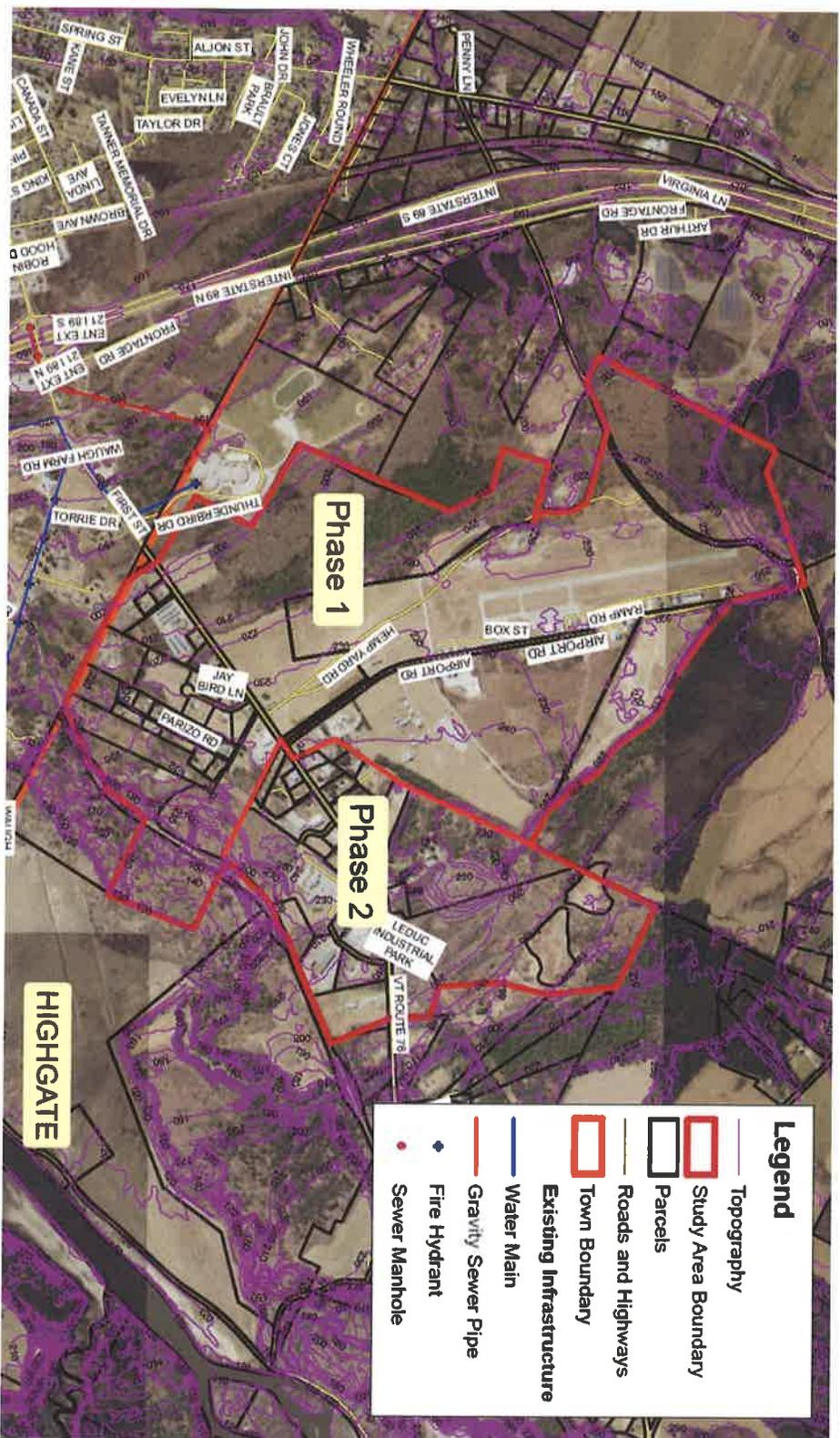
Study Area



Introduction

- Purpose
 - Evaluate feasibility of extending municipal water and sewer infrastructure to the Franklin County Airport and nearby properties.
 - Identified as a desirable development area through Town planning since the 1970's.
- Feasibility Study Process
 - Existing Infrastructure
 - Water & Wastewater Needs Assessment
 - Property Owner Survey
 - Preliminary Design Criteria
 - Service Area
 - Preliminary Design Flows
 - Regulatory & Feasibility Requirements
 - Develop & Evaluate Alternatives
 - Proposed Project
 - Water
 - Sewer
 - Estimated Costs
 - Available Funding

Existing Infrastructure



Property Uses

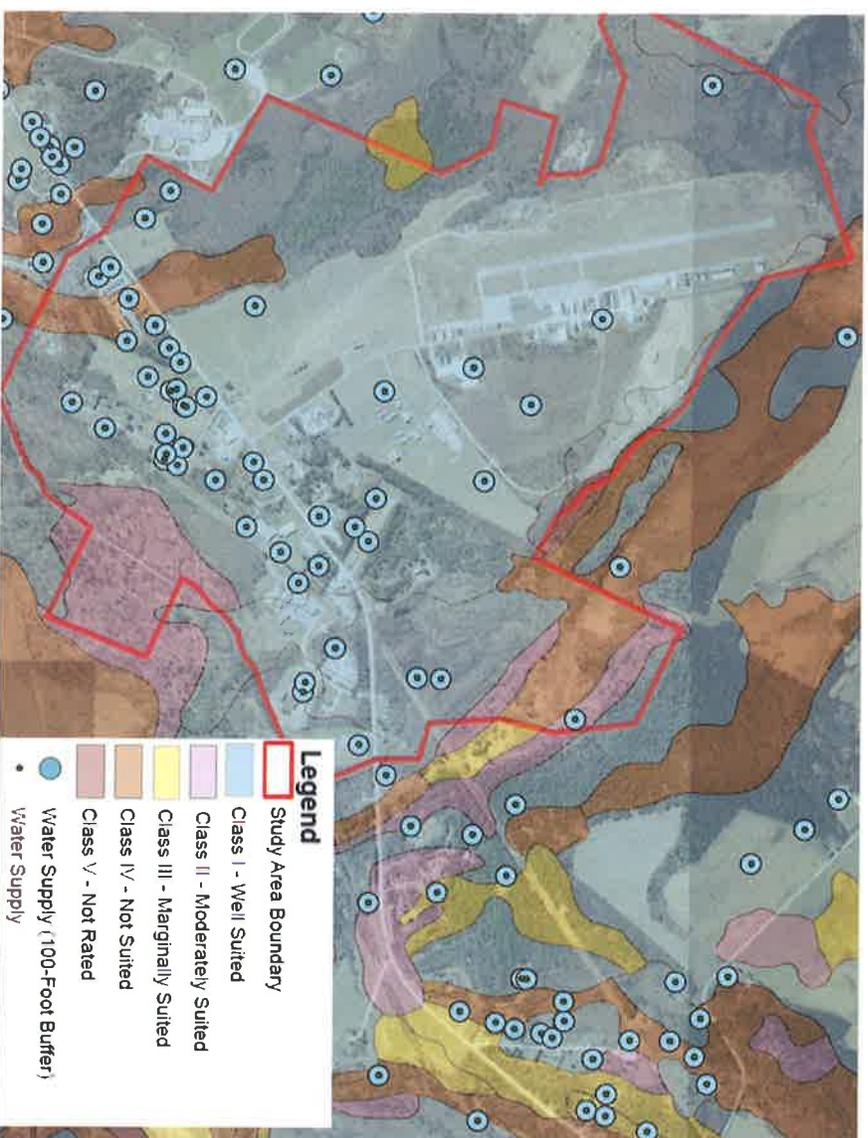
- Existing Property Uses
 - Residential, Aviation, Commercial – Low to moderate water/wastewater needs
- Future Development
 - Industrial, Food & Beverage Processing, Other – High water/wastewater needs
- Fire Protection
 - Not currently available

Property Owner Survey

- 144 Surveys Sent – 24 Responses
 - General condition of existing on-site water & wastewater disposal systems
 - User interest in municipal water & sewer
 - Willingness to pay for municipal water & sewer
- No reported issues with on-site wastewater disposal systems
- Some reported issues with on-site water supplies (20%)
- Some interest in municipal water & sewer (33%)
- Willing to pay \$500 per year (average respondent)
- Respondents indicated greater needs for water than for wastewater

Water & Wastewater Needs Assessment

- On-Site Water Supplies
 - 3-5 gallons per minute
 - Typical Residential Household = 5 gallons per minute
- On-Site Wastewater Disposal Systems
 - Soils are fair to good
 - Small lot sizes limit infill or redevelopment
 - Inadequate for high-flow or high-strength users



Proposed Service Area

- Phase I – Water & Sewer
- Phase IA – Water Only
- Phase II – Future Expansion



Preliminary Design Flows

- Initial Year – Used to evaluate costs – Assumes very limited development
- Design Year – Used to design infrastructure – 20 years out

Estimated Design Flows – Initial Year

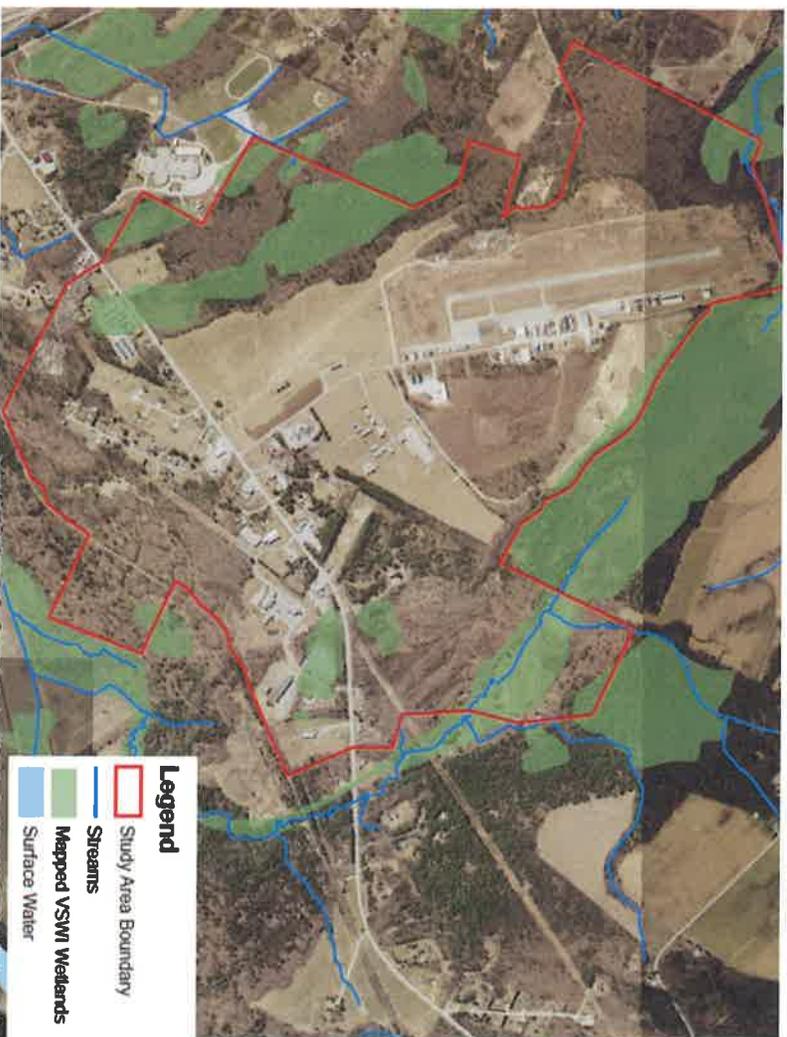
Phase	Water User Connections	Water Design Flow (gal. per day)	Water Equivalent Units (EU)	Wastewater User Connections	Wastewater Design Flow (gal. per day)	Wastewater Equivalent Units (EU)
I	9	840	4	9	2,740	4
IA	8	2,250	10.7	0	0	0
II	7	2,200	10.5	7	5,500	10.5

Estimated Design Flows – Design Year

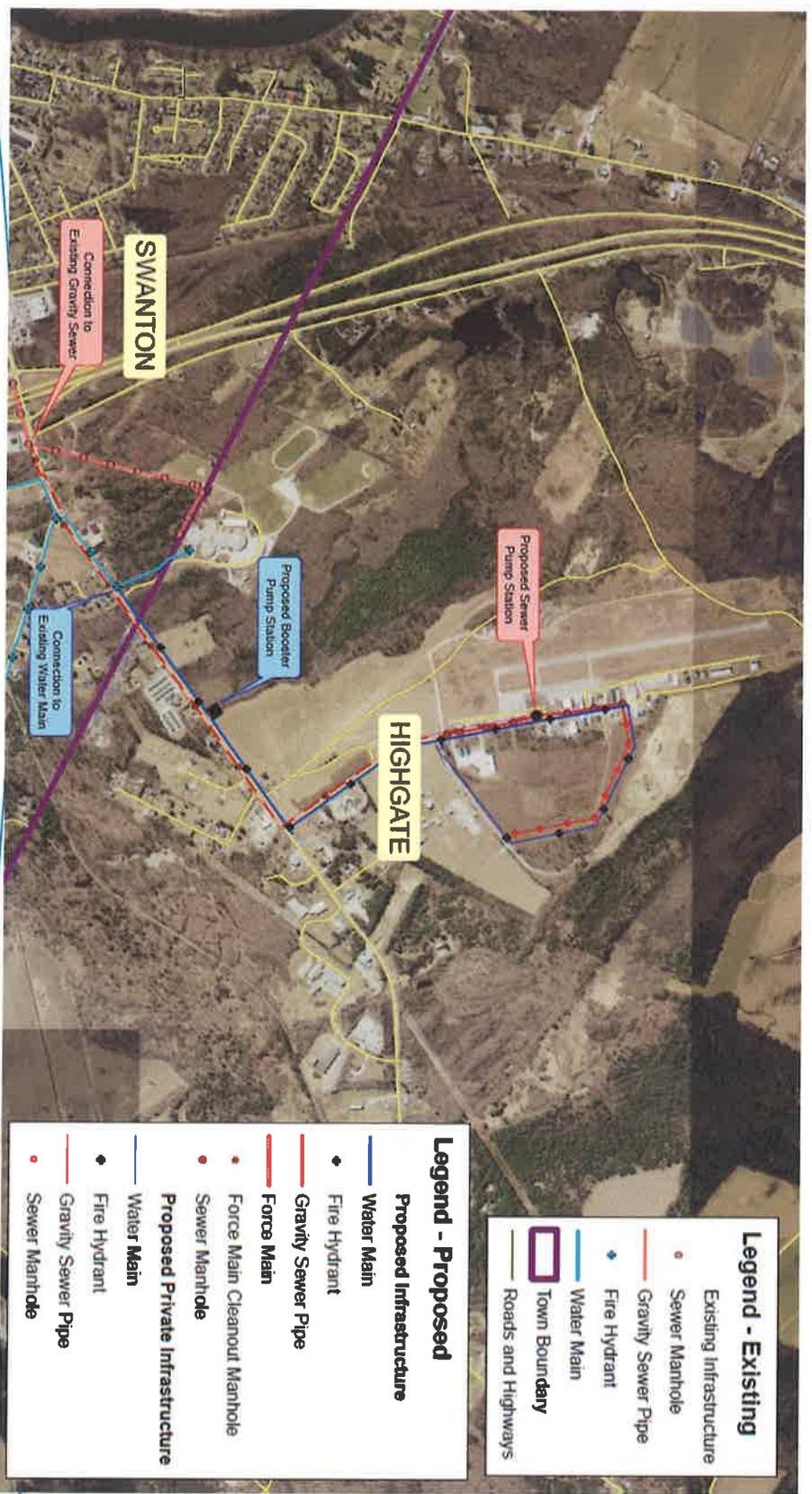
Phase	Water User Connections	Water Design Flow (gal. per day)	Water Equivalent Units (EU)	Wastewater User Connections	Wastewater Design Flow (gal. per day)	Wastewater Equivalent Units (EU)
I	18	14,240	67.8	16	16,140	67.8
IA	15	3,150	15	0	0	0
II	16	6,300	30	16	9,300	28.7

Regulatory & Feasibility Criteria

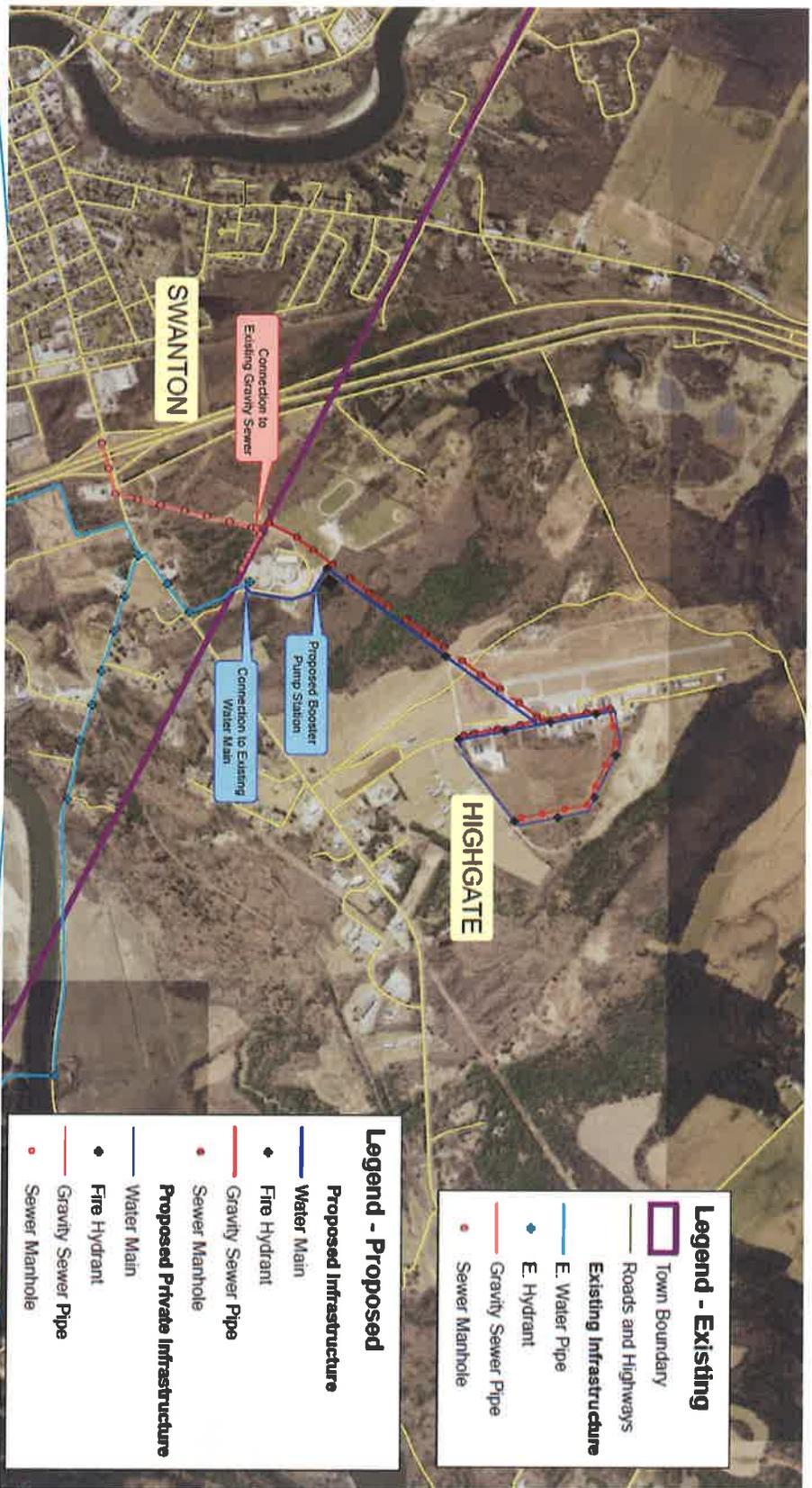
- Wetlands
- Historical Resources
- Airport Operations
- Land Acquisition
- Swanton Water & Wastewater Capacity



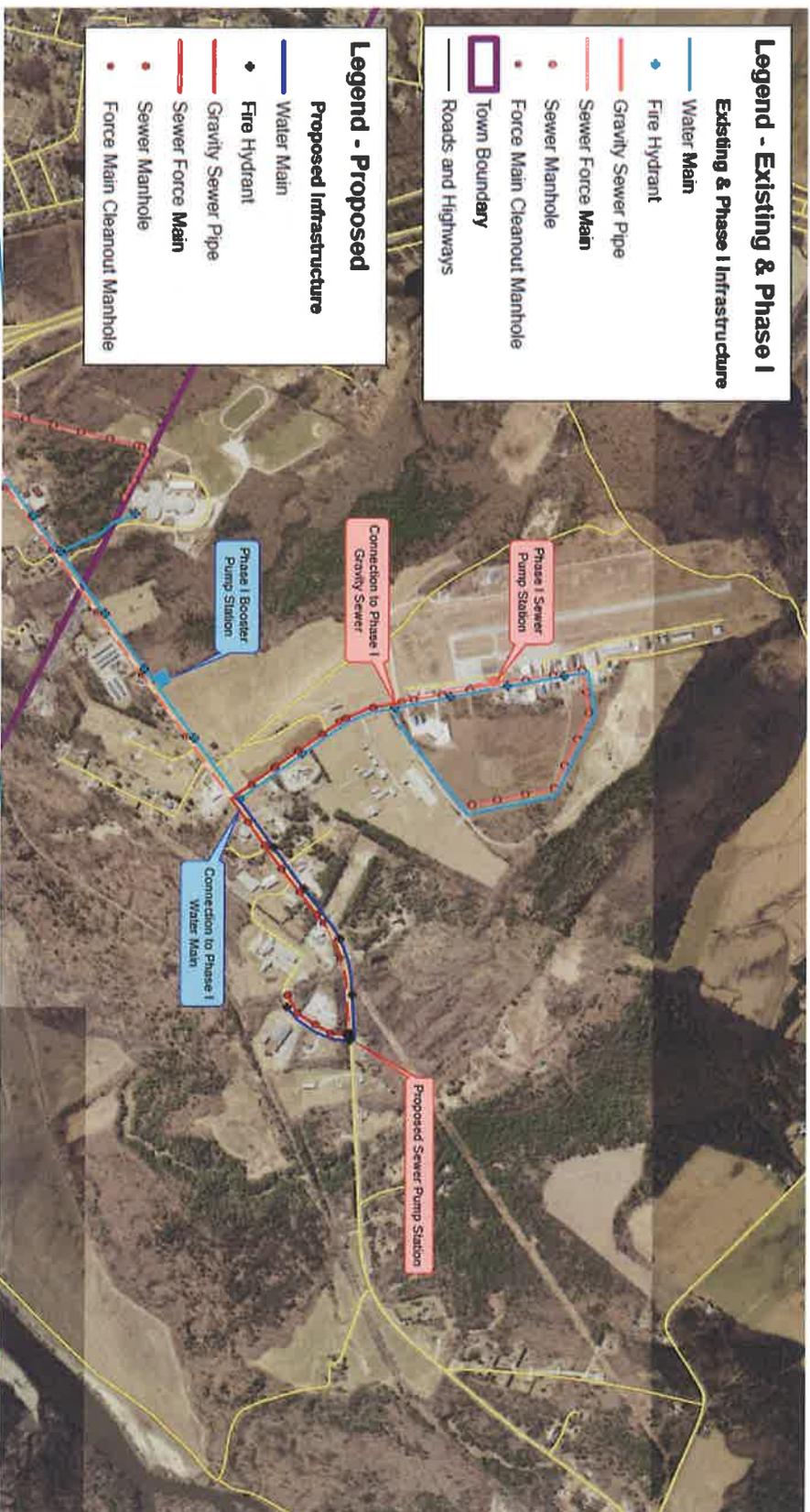
Alternative No. 1



Alternative No. 2



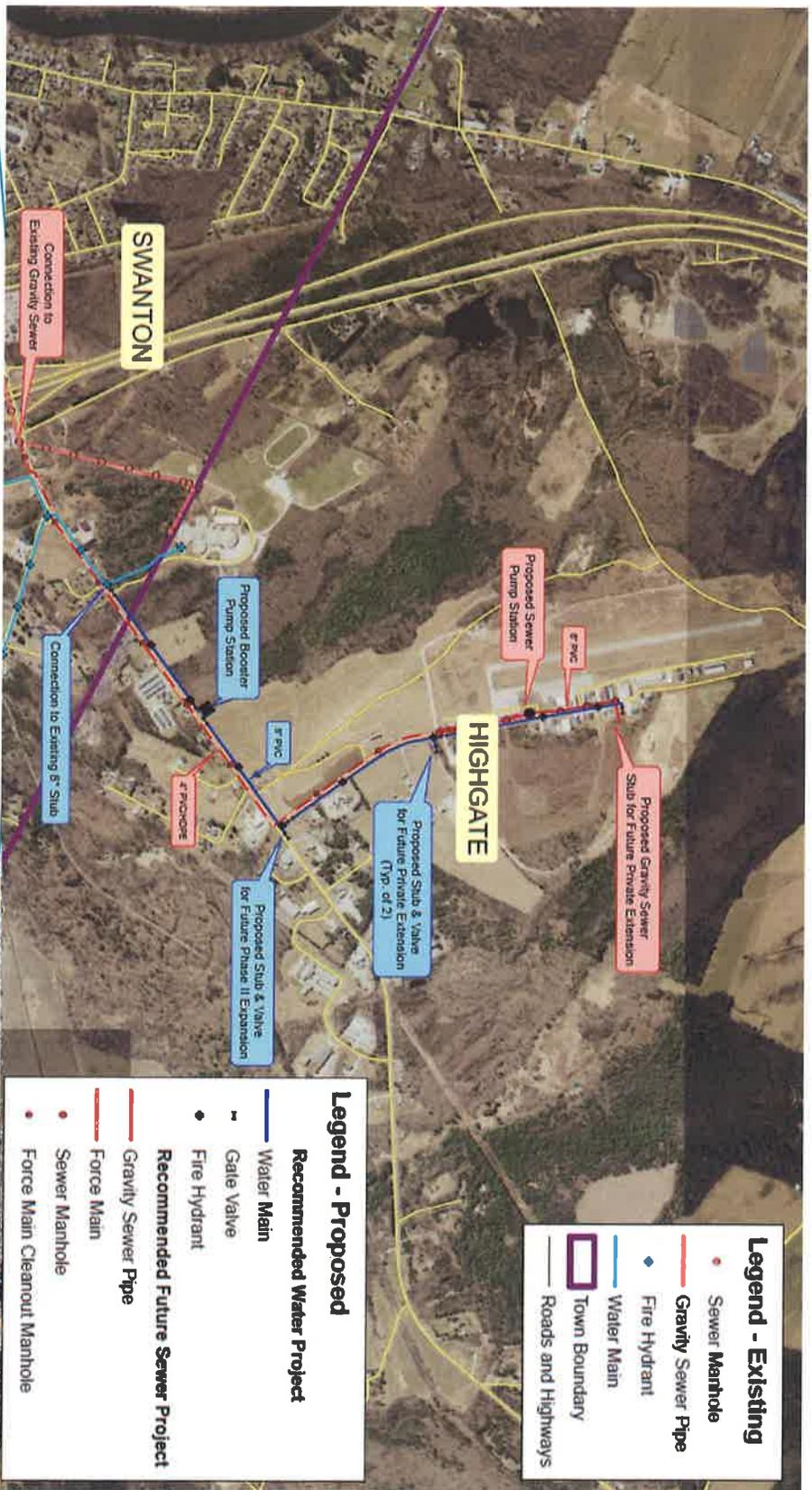
Alternative No. 3



Alternatives Evaluation

- Interconnection Route to Village of Swanton
 - Follow developed right-of-ways
 - Avoid potentially difficult environmental permitting issues
 - Avoid runways or airport operations
- Phase II Service Area
 - Significantly increases cost
 - Area is already developed

Proposed Project



Estimated Project Costs

Water

Estimated Construction Cost	\$1,095,000
Estimated Total project Cost	\$1,590,000

Sewer

Estimated Construction Cost	\$1,590,000
Estimated Total project Cost	\$1,810,000

Notes:

- Water construction costs projected to March 2021.
- Sewer construction costs projected to March 2023.
- Estimated total project costs include engineering, legal, and administrative costs, short-term interest, and 15% construction contingency.

Funding Options & Revenue Sources

- State of Vermont
DWSRF/CWSRF
- USDA Rural
Development
- Northern Borders
Regional Commission
- Economic Development
Administration

Proposed Water Project		Funding Alternative No. 1	Funding Alternative No. 2
Funding Source	Estimated Funding	Funding Source	Estimated Funding
Economic Development Authority Grant (assumed 50% of total project costs)	\$795,000	Economic Development Authority Grant (assumed 50% of total project costs)	\$795,000
Northern Borders Regional Commission Grant (25% of total project costs; requires 20% non-federal match; \$500,000 limit)	\$397,500		
DWSRF Loan 30-year Loan Term @ 3% Interest; 0% Loan Forgiveness	\$397,500	USDA Rural Development loan 40-year Loan Term @ 2.25% Interest; 45% Grant	\$795,000
\$20,280 Annual Payment Total Estimated Funding	\$1,590,000	\$16,693 Annual Payment	\$1,590,000

Operation & Maintenance

- Certified Operators
- Maintenance
- Water Purchases and Wastewater Treatment Fees

O&M Alternative No. 1

- New infrastructure operated as part of Swanton's system
- Each user pays Swanton's customary fee schedule, plus additional charges to cover Town of Highgate's debt service

O&M Alternative No. 2

- Town of Highgate operates infrastructure independently
- Town of Highgate purchases water from Swanton and pays for wastewater treatment

Anticipated User Costs

Swanton User Fees and/or Water Purchases + O&M Costs
+ Debt Service

- Assuming:
 - Funding as outlined previously
 - No general fund support
 - Village of Swanton's Town-User rates
- Typical residential household would pay \$1,750 per year for water service alone
- Less than \$1,000 per year is recommended.

Next Steps

- Sequencing
 - Water now and sewer later
 - Water and sewer now
- Funding Applications
 - State CWSRF & DWSRF Priority List Applications
 - Northern Borders Regional Commission
 - Economic Development Administration
 - Other
- Village of Swanton
 - Water & Sewer fees
 - Operations & Maintenance
- Town-wide Bond Vote
 - Public Information/Outreach
 - Highgate General Fund Support

QUESTIONS?

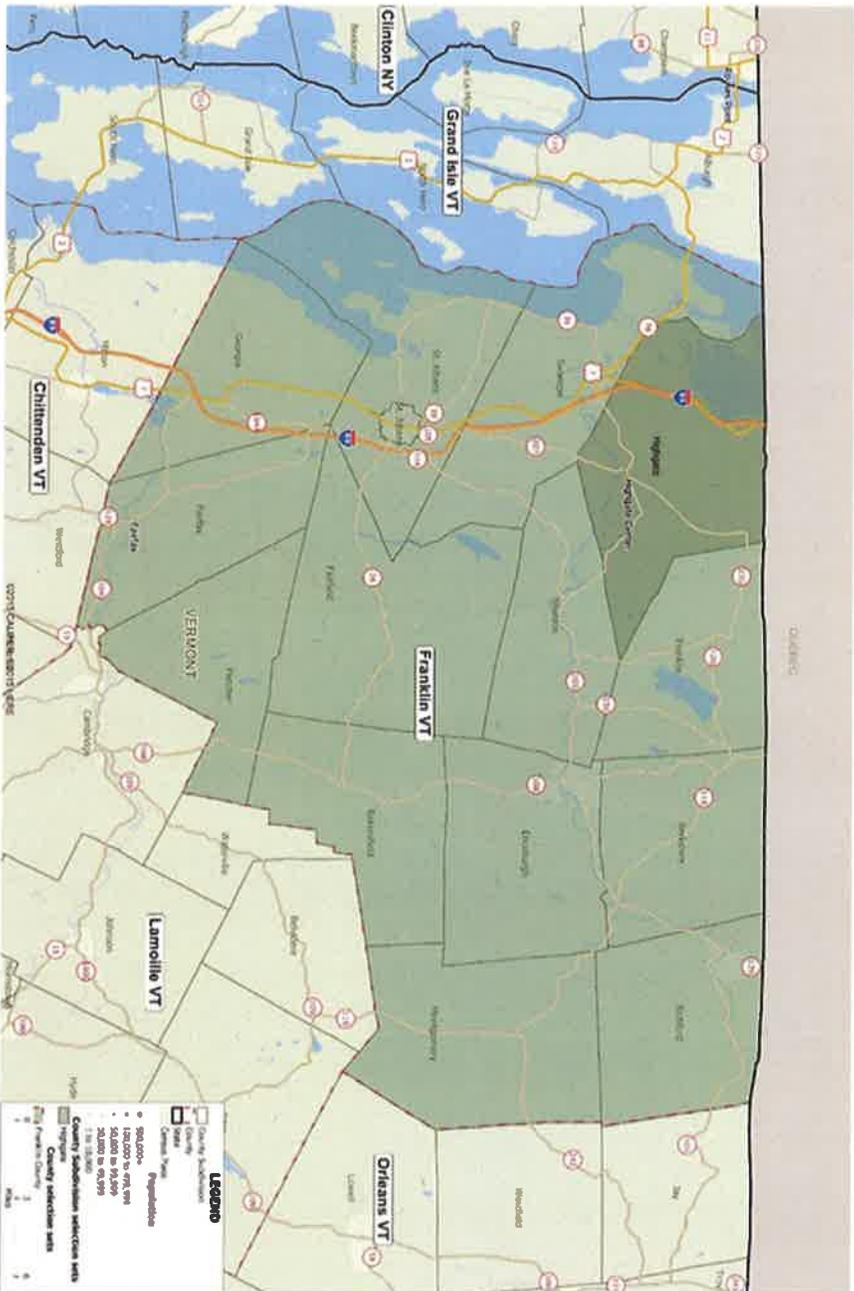


HIGHGATE INFRASTRUCTURE EXPANSION STUDY

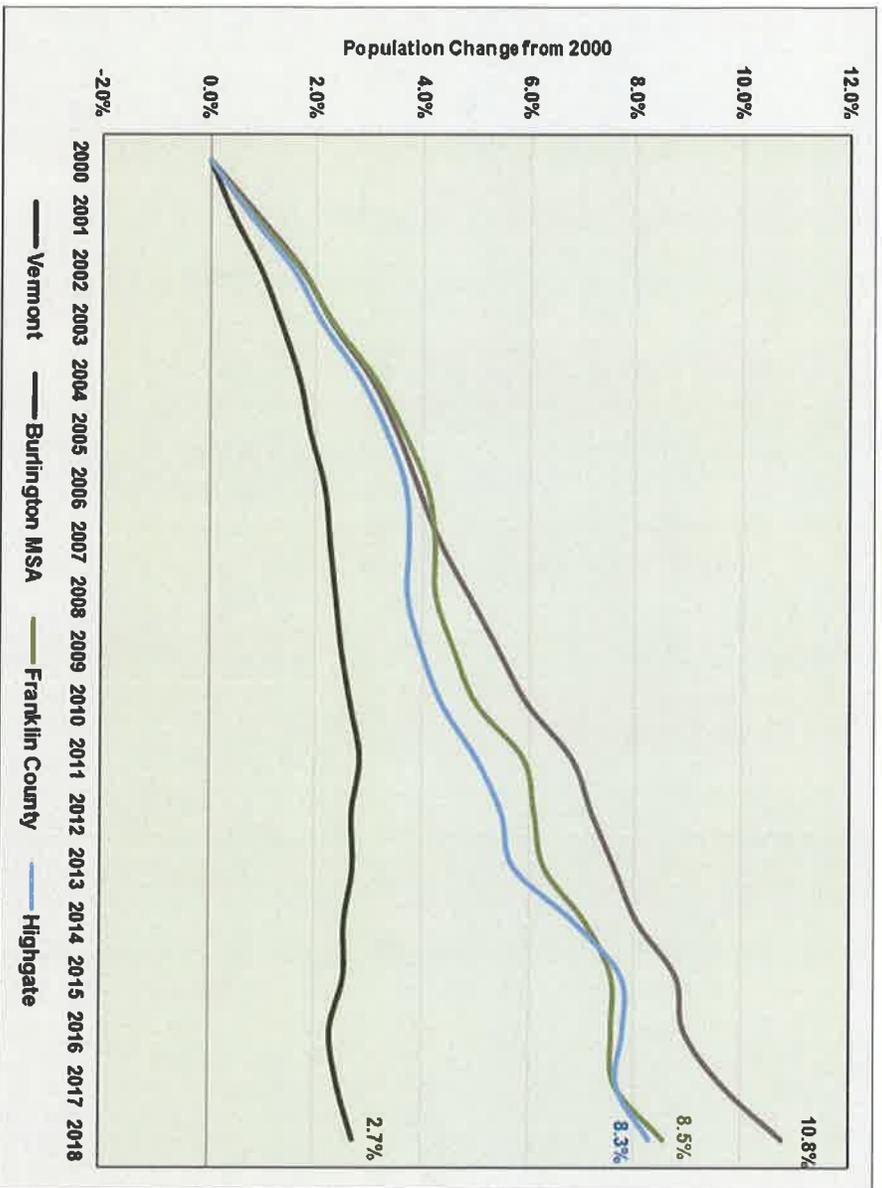
MARCH 5, 2020



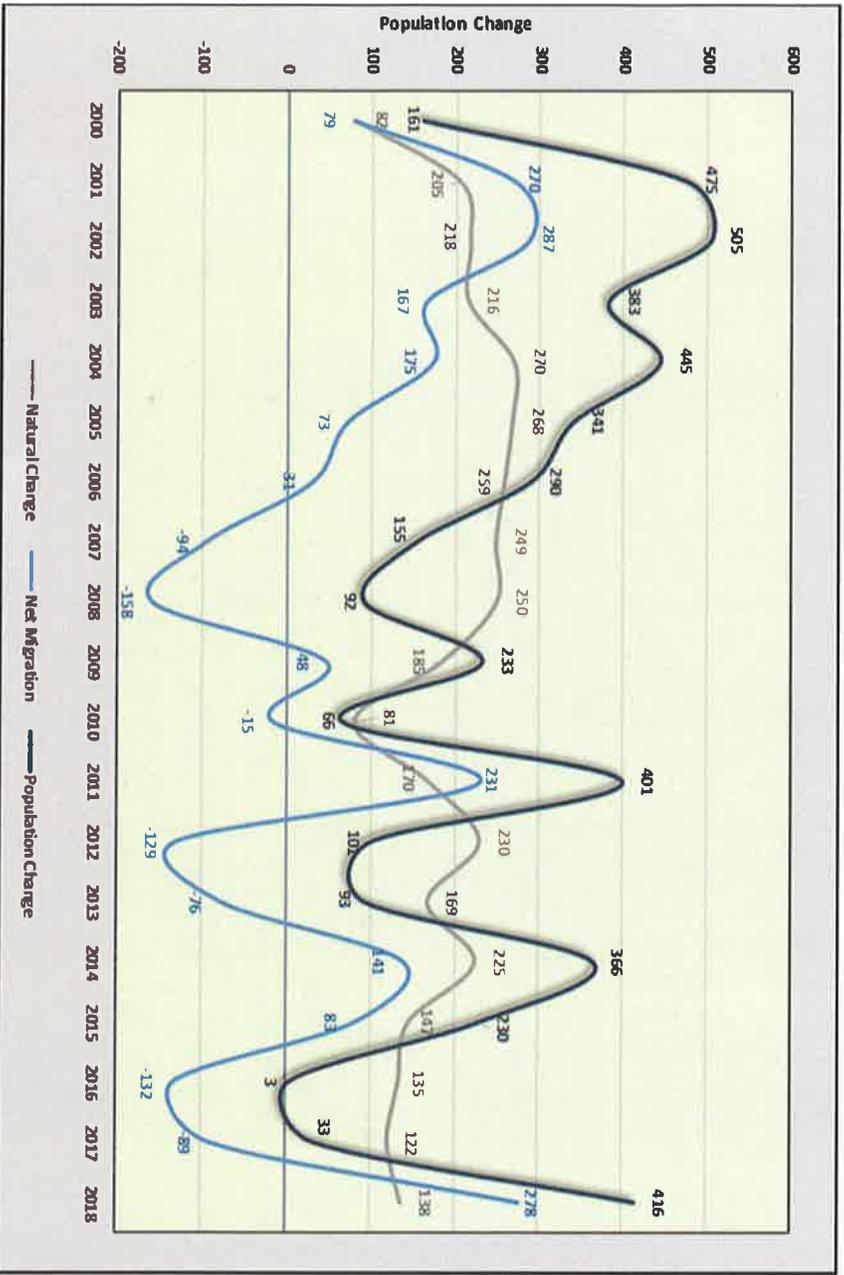
NORTHWEST VERMONT LOCATION IS CONDUCIVE TO CONTINUED ASSOCIATION WITH CANADA & PROVINCE OF QUEBEC



POPULATION GROWTH VS DECLINES ELSEWHERE OFFERS THE TOWN/COUNTY AN ECON DEVELOPMENT ADVANTAGE



COMPONENTS OF POPULATION CHANGE VS OTHER AREAS ALSO GIVES TOWN/REGION AN ECON DEVELOPMENT ADVANTAGE



“GRAYING” OF POPULATION VS OTHER AREAS MAY GIVE THE TOWN/REGION A FUTURE ECON DEVELOPMENT CHALLENGE

Jurisdiction	Median Age	Percent of population in each age bracket									
		Under 15	15-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	
United States	37.9	18.9%	13.5%	13.8%	12.6%	13.2%	12.8%	8.8%	4.5%	1.9%	
Vermont	42.9	15.4%	14.3%	11.7%	11.3%	13.8%	15.4%	10.9%	5.1%	2.2%	
Burlington-South Burlington Metro Area	37.7	15.6%	17.6%	13.5%	11.7%	13.4%	13.7%	8.6%	3.9%	2.0%	
Chittenden County	36.5	14.8%	19.6%	13.9%	11.5%	13.0%	13.1%	8.2%	3.8%	2.0%	
Grand Isle County	47.8	14.1%	10.9%	10.3%	10.7%	15.5%	19.1%	13.6%	4.5%	1.3%	
Franklin County	40.0	18.6%	11.9%	12.5%	12.7%	14.7%	14.7%	9.1%	4.0%	1.9%	
Enosburgh	42.0	18.3%	10.9%	12.2%	12.8%	14.4%	14.2%	10.4%	2.9%	3.9%	
Fairfax	34.4	24.6%	8.8%	18.4%	11.9%	9.7%	16.3%	6.6%	3.7%	0.0%	
Georgia	39.4	18.0%	15.6%	10.5%	14.0%	16.7%	13.6%	7.5%	2.8%	1.3%	
Highgate	37.9	19.0%	11.3%	11.2%	14.5%	11.2%	12.8%	14.4%	3.9%	1.7%	
Richford	42.0	18.1%	11.5%	15.6%	8.6%	15.9%	16.2%	9.5%	3.2%	1.5%	
St Albans, City	35.1	19.8%	12.3%	17.6%	12.1%	13.8%	11.7%	6.9%	3.7%	1.9%	
St Albans, Town	43.1	14.0%	14.8%	13.2%	9.9%	12.6%	14.8%	10.2%	7.1%	3.4%	
Swanton	44.2	18.3%	11.8%	6.7%	14.4%	19.3%	14.6%	8.6%	3.8%	2.5%	

Sources: U.S. Census; American Community Survey

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ANOTHER CHALLENGE IS THE TOWN'S/COUNTY'S
RELATIVELY LOWER "EDUCATIONAL ATTAINMENT"

Jurisdiction Nation/State/Metro/County/Town	Persons 25 Years and older	
	High School or Higher	Bachelor's Degree or Higher
United States	87.7%	31.5%
Vermont	92.6%	37.3%
Burlington-South Burlington Metro Area	94.1%	50.2%
Chittenden County	94.1%	50.7%
Grand Isle County	94.3%	39.2%
Franklin County	90.8%	23.7%
Enosburgh	88.4%	16.9%
Fairfax	95.3%	34.5%
Georgia	95.3%	34.4%
Highgate	86.2%	14.0%
Richford	81.4%	10.6%
St. Albans, City	94.5%	32.1%
St. Albans, Town	93.2%	19.8%
Swanton	85.8%	17.8%

Source: US Census, American Community Survey

Prepared by Economic & Policy Resources, Inc.

EVEN THOUGH THIS SEEMS SOMEWHAT SKEWED TOWARDS THE OLDER POPULATION AGE CATEGORIES IN THE TOWN/COUNTY

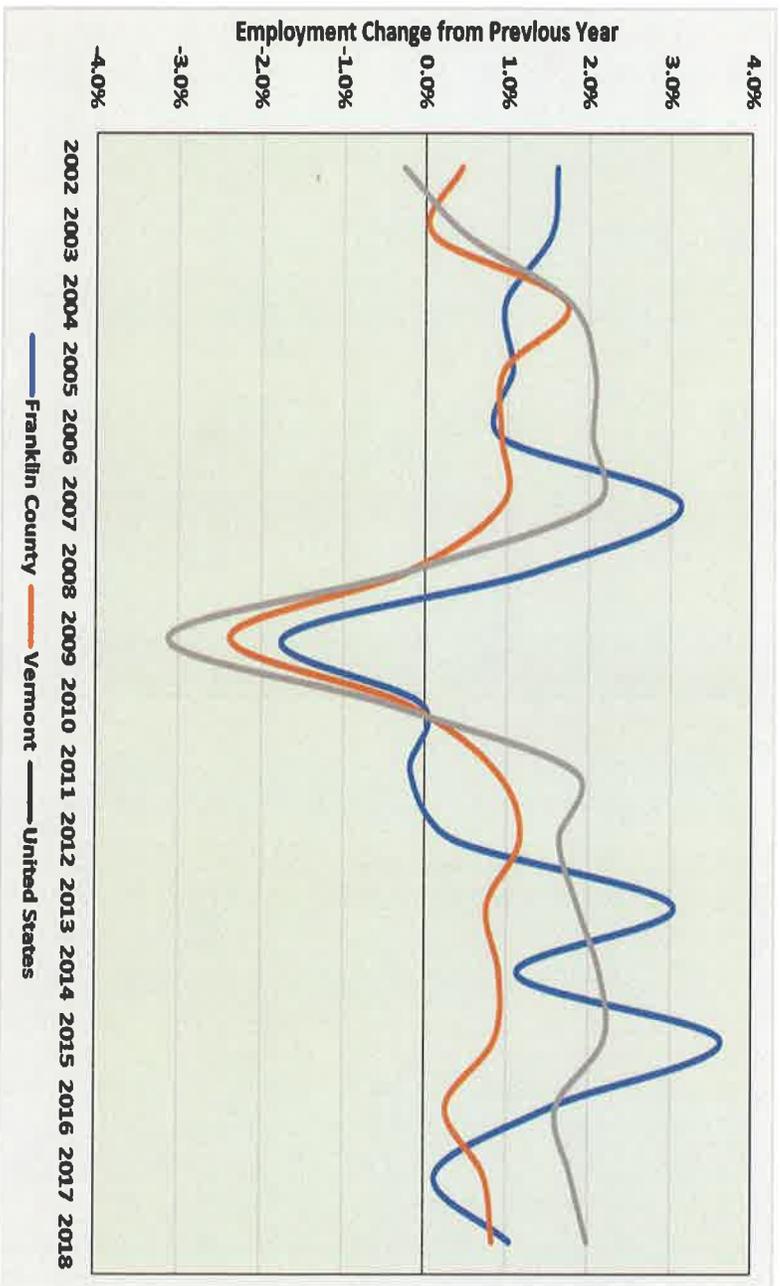
	United States	State of Vermont	Burlington Metro Area	Chittenden County	Grand Isle County	Franklin County	Town of Highgate	Town of Swanton
Population 25 to 34 years								
High school graduate or higher	90.3%	93.5%	94.9%	94.7%	96.2%	95.5%	96.6%	93.3%
Bachelor's degree or higher	35.1%	40.4%	52.3%	58.6%	37.6%	30.7%	23.0%	19.0%
Population 35 to 44 years								
High school graduate or higher	88.3%	94.2%	94.9%	95.1%	90.7%	94.8%	96.2%	93.3%
Bachelor's degree or higher	35.6%	41.5%	50.7%	59.1%	32.4%	27.8%	14.3%	23.8%
Population 45 to 64 years								
High school graduate or higher	88.3%	93.8%	94.2%	94.6%	96.1%	92.5%	89.0%	86.7%
Bachelor's degree or higher	30.5%	35.9%	41.2%	47.5%	40.3%	22.7%	15.6%	16.1%
Population 65 years and over								
High school graduate or higher	83.6%	89.0%	89.0%	91.7%	92.1%	79.9%	69.7%	73.2%
Bachelor's degree or higher	26.7%	35.0%	36.0%	41.9%	42.0%	16.5%	7.0%	15.3%

Sources: US Census Bureau, American Community Survey

Prepared by: Economic & Policy Resources, Inc.

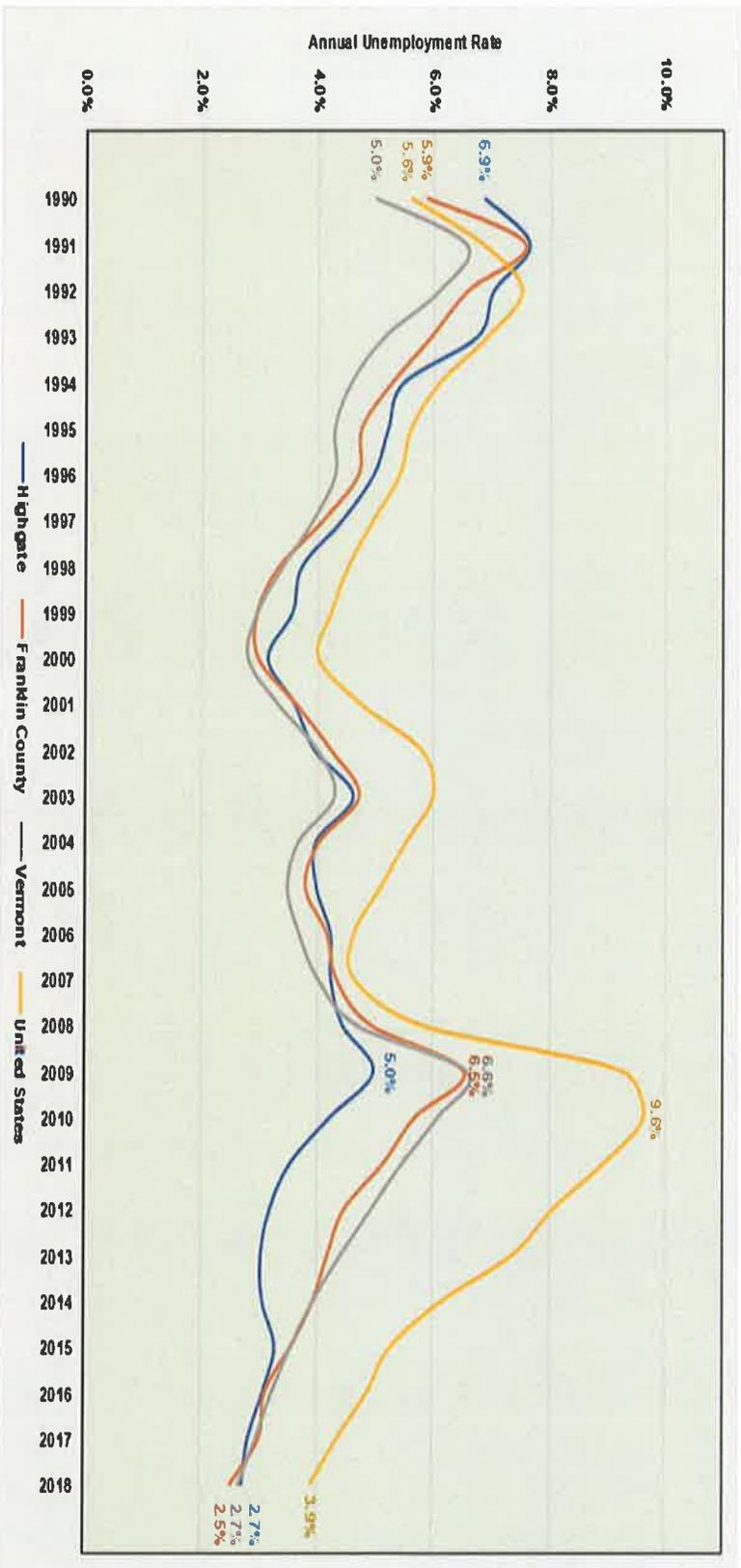
JOBS HAVE ‘BOBBED AND WEAVED’ OVER THE LAST TWO ECONOMIC CYCLES

Job Change in Franklin County, Vermont and United States: 2002-2018



UNEMPLOYMENT REMAINS "LOW"

Unemployment Rates in Highgate, Franklin County, Vermont and United States: 2002-2018

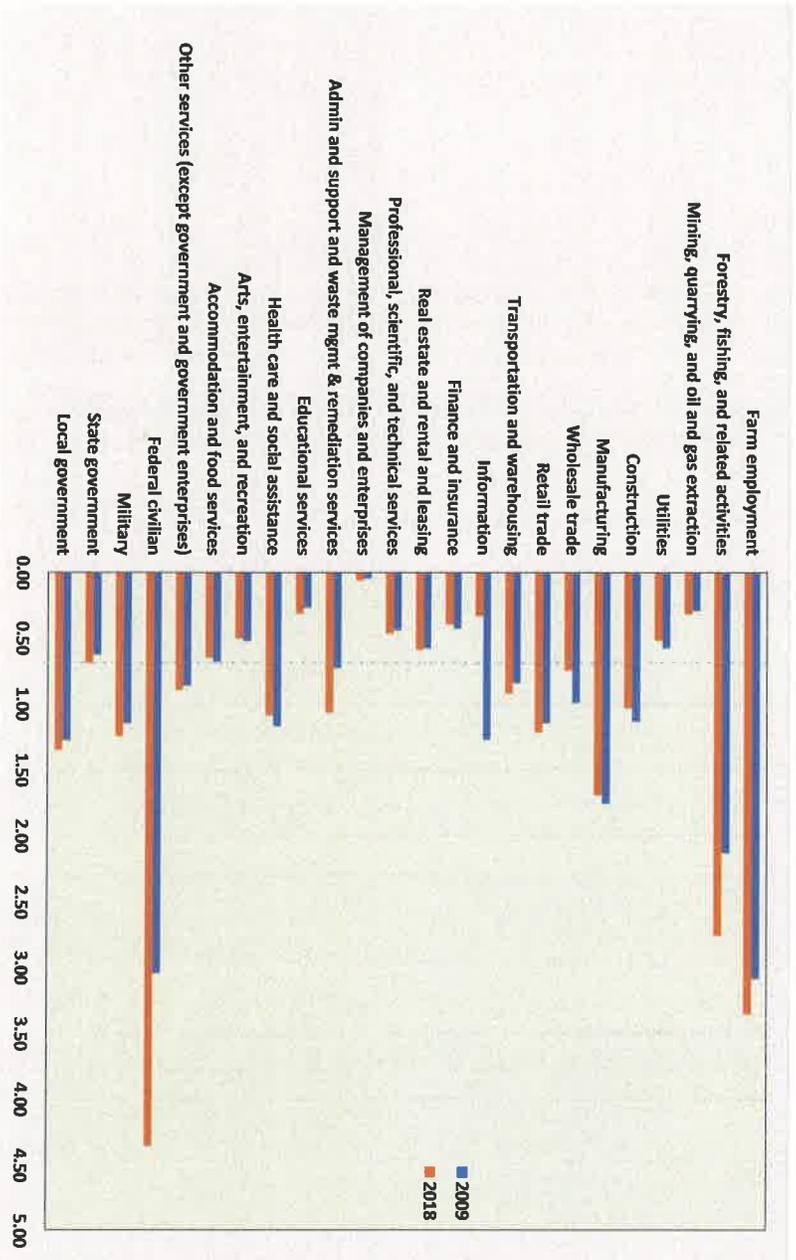


COMPUTER STATISTICS FOR THE TOWN/REGION ALSO
PROVIDE AN ECON DEVELOPMENT ADVANTAGE



INDUSTRY SPECIALIZATION FOR THE REGION POINTS TO KEY SECTORS FOR FOCUS

Location Quotient Analysis--A Value Greater than 1.0 means industry specialization]



SOURCES OF PERSONAL INCOME INDICATE HIGHER PERCENTAGE OF JOB-RELATED EARNINGS IN THE COUNTY

County Residents earn a higher share of their income by “working...”

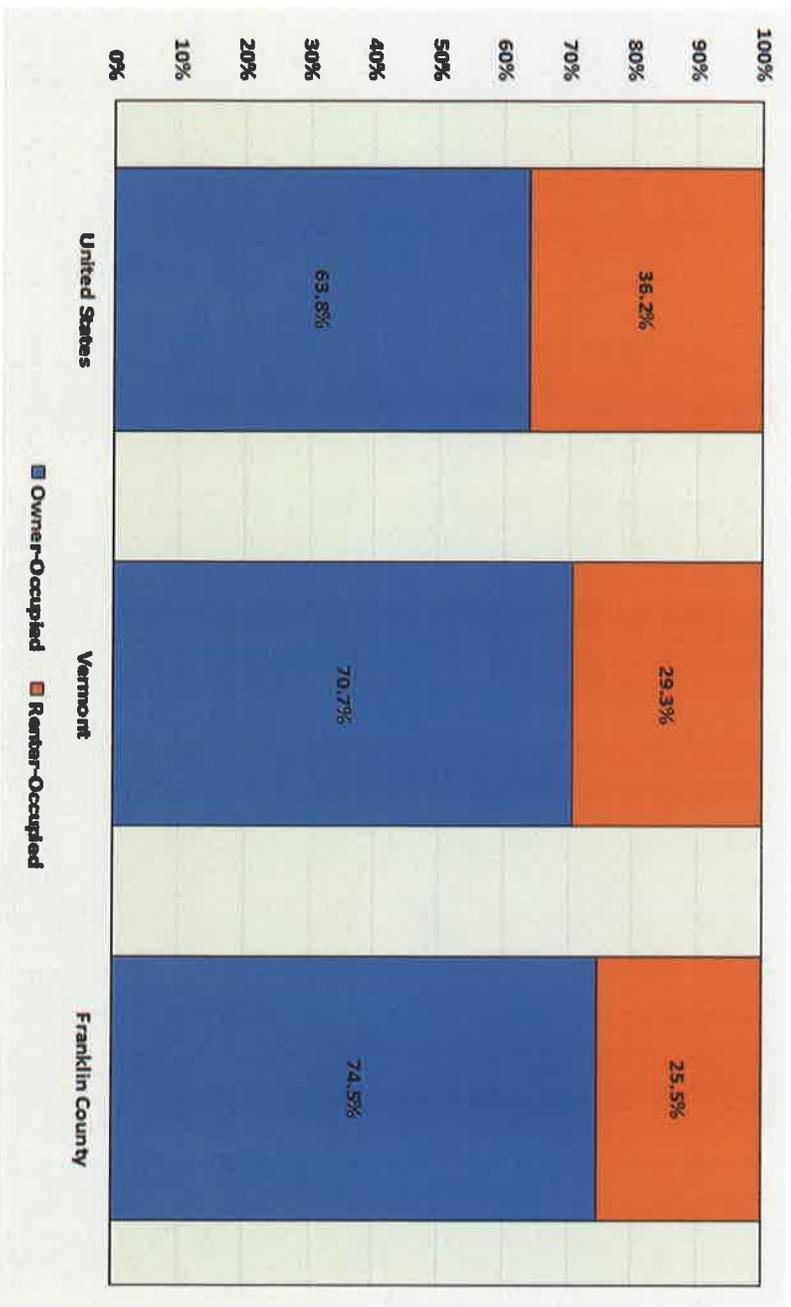
Personal Income--Franklin County	2001		2009		2018	
	\$ Millions	Share	\$ Millions	Share	\$ Millions	Share
Total Personal Income	\$1,170.5	100.0%	\$1,642.2	100.0%	\$2,284.3	100.0%
Net Labor Earnings	\$828.9	70.8%	\$1,098.5	66.9%	\$1,480.7	64.8%
Dividends, Interest & Rent	\$171.4	14.6%	\$226.5	13.8%	\$348.9	15.3%
Transfer Receipts	\$170.2	14.5%	\$317.2	19.3%	\$454.7	19.9%
Per capita income (\$)	\$25,607		\$34,621		\$46,220	
Personal Income--Burlington MSA						
Personal Income--Burlington MSA	2001		2009		2018	
	\$ Millions	Share	\$ Millions	Share	\$ Millions	Share
Total Personal Income	\$6,635.6	100.0%	\$9,032.2	100.0%	\$12,728.8	100.0%
Net Labor Earnings	\$4,650.5	70.1%	\$6,020.8	66.7%	\$8,074.8	63.4%
Dividends, Interest & Rent	\$1,259.0	19.0%	\$1,614.9	17.9%	\$2,711.2	21.3%
Transfer Receipts	\$726.2	10.9%	\$1,398.5	15.5%	\$1,942.8	15.3%
Per capita income (\$)	\$32,954		\$42,922		\$57,575	
Personal Income--State of Vermont						
Personal Income--State of Vermont	2001		2009		2018	
	\$ Millions	Share	\$ Millions	Share	\$ Millions	Share
Total Personal Income	\$18,692.9	100.0%	\$24,990.4	100.0%	\$33,928.6	100.0%
Net Labor Earnings	\$12,220.8	65.4%	\$15,432.8	61.8%	\$19,731.5	58.2%
Dividends, Interest & Rent	\$3,799.5	20.3%	\$4,499.2	18.0%	\$7,374.3	21.7%
Transfer Receipts	\$2,672.6	14.3%	\$5,058.4	20.2%	\$6,822.8	20.1%
Per capita income (\$)	\$30,744		\$40,275		\$54,173	
Personal Income--United States						
Personal Income--United States	2001		2009		2018	
	\$ Millions	Share	\$ Millions	Share	\$ Millions	Share
Total income by residence	\$9,001,839	100.0%	\$12,051,307	100.0%	\$17,813,035	100.0%
Net Labor Earnings	\$6,135,666	68.2%	\$7,728,638	64.1%	\$11,159,450	62.6%
Dividends, Interest & Rent	\$1,673,408	18.6%	\$2,175,976	18.1%	\$3,682,134	20.7%
Transfer Receipts	\$1,192,965	13.2%	\$2,146,693	17.8%	\$2,971,451	16.7%
Per capita income (\$)	\$31,589		\$39,284		\$54,446	

Source: US Bureau of Economic Analysis

Prepared by Economic & Policy Resources

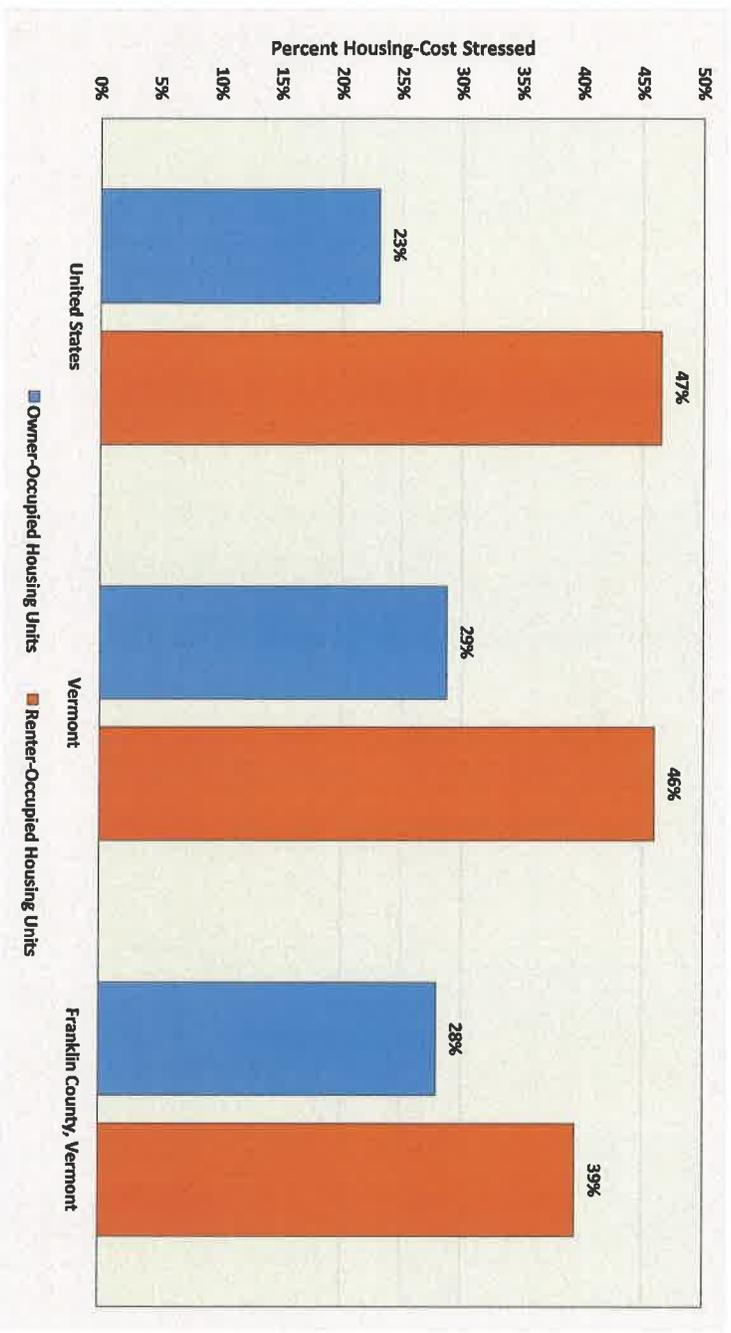
HOUSING PRICES-COSTS IN THE TOWN/REGION ARE LOWER WHICH INDICATES AN ECON DEVELOPMENT ADVANTAGE

County had more Owners than Renters in 2018



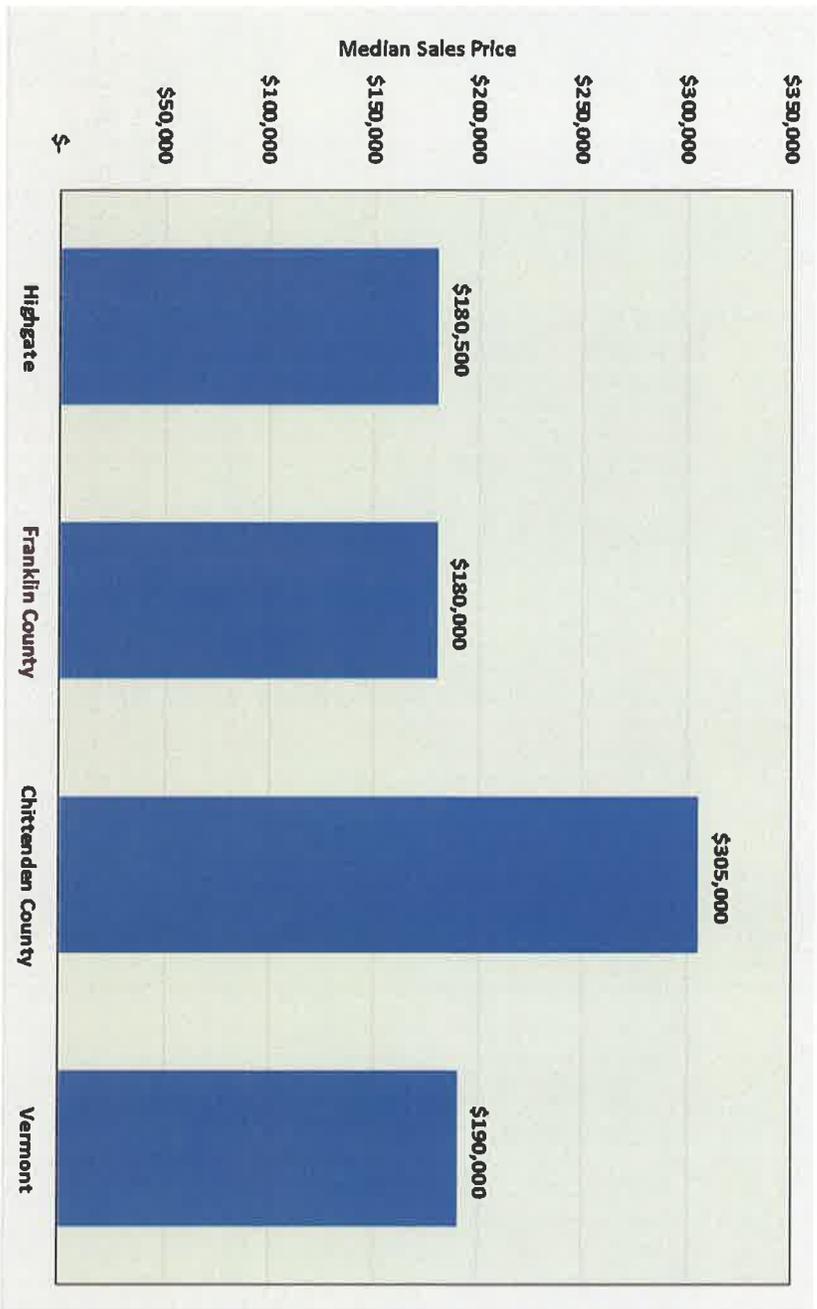
HOUSING PRICES-COSTS IN THE TOWN/REGION ARE LOWER WHICH INDICATES AN ECON DEVELOPMENT ADVANTAGE

Owner-Renter Costs in 2018 were "Below Average..." [Share of cost-burdened Households]



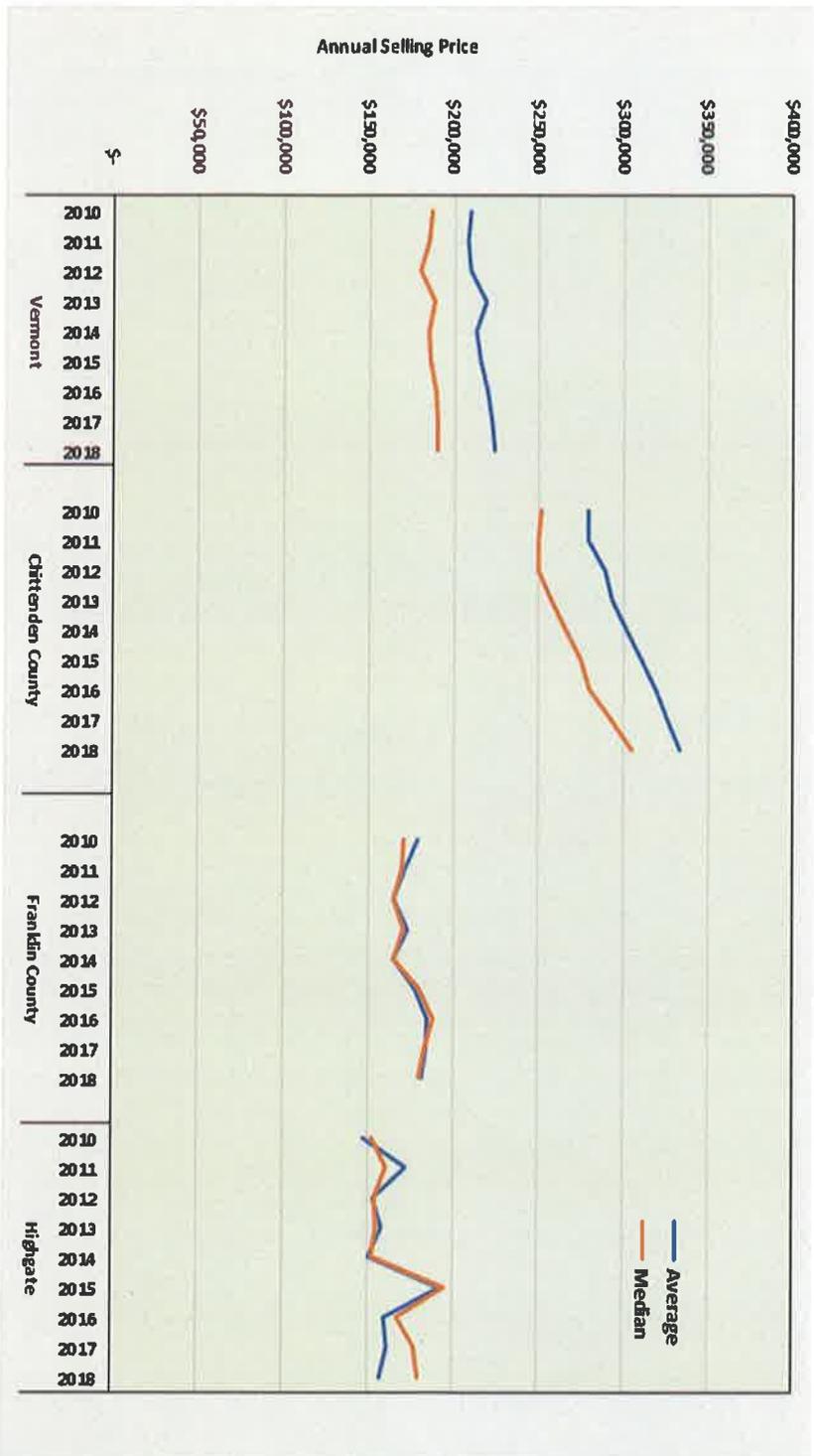
HOUSING PRICES-COSTS IN THE TOWN/REGION ARE LOWER WHICH INDICATES AN ECONDEV ADVANTAGE

SF House Prices in 2018 were also "Below Average..." in the Town/County vs. CC and VT



HOUSING PRICES-COSTS IN THE TOWN/REGION ARE LOWER WHICH INDICATES AN ECONDEV ADVANTAGE

SF House Price Trend is Up in State and CC [But Not in the Town/County]



AVERAGE WAGES IN THE TOWN/REGION ARE LOW WHICH INDICATES AN ECON DEVELOPMENT ADVANTAGE

Earnings by Industry Show Sectors Undergoing growth and change

	Average Earnings				Annual Change	
	2001	2009	2018	2001-2009	2009-2018	
Earnings by place of work:	\$ 42,165	\$ 45,991	\$ 49,763	1.1%	0.9%	
Wages and salary employees	\$ 36,569	\$ 42,617	\$ 46,544	1.9%	1.0%	
Proprietors employment	\$ 29,214	\$ 20,003	\$ 20,028	-4.6%	0.0%	
Farm proprietors employment	\$ 47,114	\$ 16,883	\$ 7,318	-12.0%	-8.9%	
Nonfarm proprietors employment	\$ 25,600	\$ 20,420	\$ 21,411	-2.8%	0.5%	
By Industry						
Farm employment	\$ 42,583	\$ 24,488	\$ 18,762	-6.7%	-2.9%	
Nonfarm employment	\$ 42,139	\$ 47,041	\$ 51,175	1.4%	0.9%	
Private nonfarm employment	\$ 39,331	\$ 41,402	\$ 43,691	0.6%	0.6%	
Forestry, fishing, and related activities	(N/A)	(N/A)	\$ 21,985	(N/A)	(N/A)	
Mining, quarrying, and oil and gas extraction	(N/A)	(N/A)	\$ 29,182	(N/A)	(N/A)	
Utilities	(N/A)	(N/A)	\$ 129,154	(N/A)	(N/A)	
Construction	\$ 41,980	\$ 44,013	\$ 49,331	0.6%	1.3%	
Manufacturing	\$ 57,027	\$ 65,689	\$ 69,223	1.8%	0.6%	
Wholesale trade	\$ 47,310	\$ 55,854	\$ 63,679	2.1%	1.5%	
Retail trade	\$ 31,585	\$ 27,337	\$ 31,279	-1.8%	1.5%	
Transportation and warehousing	(N/A)	(N/A)	\$ 47,101	(N/A)	(N/A)	
Information	\$ 42,872	\$ 55,572	\$ 41,721	3.3%	-3.1%	
Finance and insurance	\$ 49,233	\$ 37,385	\$ 42,220	-3.4%	1.4%	
Real estate and rental and leasing	\$ 15,952	\$ 11,697	\$ 10,798	-3.8%	-0.9%	
Professional, scientific, and technical services	\$ 43,600	(N/A)	\$ 51,616	(N/A)	(N/A)	
Management of companies and enterprises	(N/A)	\$ 1,985	(N/A)	(N/A)	(N/A)	
Administrative & waste services	(N/A)	\$ 26,731	\$ 33,919	(N/A)	2.7%	
Educational services	\$ 38,200	\$ 11,632	\$ 16,411	-13.8%	3.9%	
Health care and social assistance	\$ 40,855	\$ 46,624	\$ 53,206	1.7%	1.5%	
Arts, entertainment, and recreation	\$ 10,069	\$ 12,447	\$ 8,366	2.7%	-4.3%	
Accommodation and food services	\$ 17,743	\$ 18,429	\$ 23,517	0.5%	2.7%	
Other services (except government)	\$ 28,413	\$ 30,266	\$ 36,335	0.8%	2.1%	
Government and government enterprises	\$ 55,518	\$ 69,823	\$ 81,505	2.9%	1.7%	
Federal civilian	\$ 89,214	\$ 106,689	\$ 126,498	2.3%	1.9%	
State government	\$ 61,679	\$ 70,714	\$ 33,520	1.7%	-8.0%	
Local government	\$ 47,266	\$ 55,221	\$ 62,349	2.0%	1.4%	

Prepared by Economic & Policy Resources, Inc.

AVERAGE WAGES IN THE TOWN/REGION ARE LOW WHICH INDICATES AN ECON DEVELOPMENT ADVANTAGE

County Earnings by Industry vs. State Show Average-to-Low, But Competitive Wages Levels

	Franklin County as % of VT				
	2001	2009	2018	2001-2009	2009-2018
Total employment (Average Wages)	93%	97%	99%	3.8%	2.7%
Wage and salary employment	91%	97%	100%	5.9%	2.4%
Producers employment	96%	80%	80%	-16.8%	0.9%
Farm proprietors employment	285%	188%	78%	-97.8%	-110.3%
Nonfarm proprietors employment 2/	81%	78%	83%	-3.5%	5.0%
By Industry (Average Wages)					
Farm employment	203%	149%	114%	-53.6%	-35.7%
Nonfarm employment	92%	98%	101%	5.9%	3.2%
Phy. & nonfarm employment	88%	92%	92%	3.3%	0.4%
Forestry, fishing, and related activities			82%		
Mining, quarrying, and oil and gas extraction			64%		
Utilities			89%		
Construction	79%	83%	87%	4.2%	4.4%
Manufacturing	86%	94%	103%	8.7%	9.1%
Wholesale trade	74%	87%	90%	13.1%	2.5%
Retail trade	97%	87%	92%	-9.8%	4.4%
Transportation and warehousing			111%		
Information	84%	76%	71%	-8.4%	-5.4%
Finance and insurance	78%	64%	61%	-14.4%	-3.0%
Real estate and rental and leasing	67%	49%	59%	-17.8%	10.1%
Professional, scientific, and technical services	83%		79%		
Management of companies and enterprises		2%			
Administrative and support and waste management and remediation services		89%	88%		-0.8%
Educational services	121%	30%	40%	-91.2%	10.0%
Health care and social assistance	89%	92%	97%	3.3%	4.8%
Arts, entertainment, and recreation	40%	68%	43%	28.7%	-25.2%
Accommodation and food services	72%	75%	79%	3.2%	4.1%
Other services (except government and government enterprises)	80%	92%	93%	12.2%	1.3%
Government and government enterprises	101%	105%	114%	4.1%	8.4%
Federal civilian	109%	111%	111%	2.4%	-0.6%
State government	97%	92%	96%	-4.4%	4.0%
Local government	94%	97%	97%	2.5%	0.1%

Prepared by Economic & Policy Resources, Inc.

AVERAGE WAGES IN THE TOWN/REGION ARE LOW WHICH INDICATES AN ECON DEVELOPMENT ADVANTAGE

Earnings by Industry vs. U.S. Averages Show "Lower than Average"...Points to the "Blue Collar" Nature of the Region's Jobs

	Franklin County as % of US			
	2001	2009	2018	2001-2018
Total employment (Average Wage)	75%	80%	80%	5.0%
Wage and salary employment	75%	81%	81%	6.1%
Proprietors employment	73%	69%	58%	-3.8%
Farm proprietors employment	222%	86%	35%	-135.9%
Nonfarm proprietors employment 2/	61%	69%	61%	7.9%
By industry (Average Wage)				
Farm employment	174%	96%	72%	-78.0%
Nonfarm employment	74%	81%	81%	7.0%
Private nonfarm employment	71%	79%	73%	4.4%
Forestry, fishing, and related activities				
Mining, quarrying, and oil and gas extraction				
Utilities				
Construction	67%	75%	70%	7.7%
Manufacturing	78%	82%	81%	4.0%
Wholesale trade	61%	69%	70%	8.1%
Retail trade	90%	81%	86%	-8.9%
Transportation and warehousing				
Information	47%	54%	33%	-20.9%
Finance and insurance	56%	49%	49%	-6.9%
Real estate and rental and leasing	43%	57%	33%	14.0%
Professional, scientific, and technical services	55%		56%	-23.5%
Management of companies and enterprises		2%		
Administrative and support and waste management and remediation services		70%	79%	8.9%
Educational services	102%	27%	37%	-74.6%
Health care and social assistance	76%	79%	87%	2.3%
Arts, entertainment, and recreation	33%	41%	24%	-16.8%
Accommodation and food services	70%	75%	82%	4.8%
Other services (except government and government enterprises)	77%	84%	91%	6.7%
Government and government enterprises	86%	93%	101%	6.4%
Federal civilian	99%	98%	104%	-0.6%
State government	96%	98%	99%	2.3%
Local government	76%	79%	79%	2.8%

Prepared by Economic & Policy Resources, Inc.

ANALYSIS OF KEY SECTORS (GOODS-PRODUCING)

NAICS	Franklin County Description	Specialization Ratio			Franklin Co. 2018 Jobs	Export-Based (LQ > 1.2 Rounded)		Increasing LQ [1]		Increasing VT Jobs		Increasing U.S. Jobs		Increasing LQ [2]		Increasing FC Jobs		Increasing VT Jobs		Increasing U.S. Jobs	
		2001	2009	2018		Y	N	Y	N	TRUE	FALSE	TRUE	FALSE	TRUE	FALSE	Y	N	TRUE	FALSE	TRUE	FALSE
11	Agriculture, forestry, fishing and hunting	1.833	2.473	3.670	566	N	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	N	TRUE	FALSE	TRUE	FALSE	TRUE	FALSE
111	Crop production	0.106	0.344	0.611	41	N	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	N	TRUE	FALSE	TRUE	FALSE	TRUE	FALSE
112	Animal production and aquaculture	9.384	11.282	15.399	497	Y	Y	Y	Y	TRUE	TRUE	TRUE	TRUE	Y	Y	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
113	Forestry and logging	0.660	0.575	0.913	6	N	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
115	Agriculture and forestry support activities	0.162	0.197	0.465	22	N	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
21	Mining	0.255	0.297	0.304	25	N	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
23	Construction	0.615	0.596	0.600	529	N	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
236	Construction of buildings	0.592	0.612	0.600	92	N	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
237	Heavy and civil engineering construction	0.484	0.504	0.467	48	N	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
238	Specialty trade contractors	0.652	0.612	0.381	389	N	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
31-33	Manufacturing	1.499	1.814	1.676	2,587	N	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
--	Durable Goods manufacturing	0.601	0.903	0.693	671	N	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
321	Wood product manufacturing	0.045	0.332	0.384	19	N	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
327	Nonmetallic mineral product manufacturing	2.148	3.072	3.116	158	Y	Y	Y	Y	TRUE	TRUE	TRUE	TRUE	Y	Y	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
332	Fabricated metal product manufacturing	1.143	1.119	0.739	132	N	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
333	Machinery manufacturing	0.557	0.715	2.375	322	N	Y	Y	Y	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
337	Furniture and related product manufacturing	0.199	0.414	0.250	12	N	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
339	Miscellaneous manufacturing	0.967	1.368	0.378	28	N	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
--	Non-Durable Goods manufacturing	3.015	3.268	3.328	1,917	N	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
311	Food manufacturing	6.758	6.215	5.766	1,132	Y	Y	Y	Y	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
312	Beverage and tobacco product manufacturing	0.209	1.573	2.521	85	Y	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
314	Textile product mills manufacturing	0.209	1.573	2.521	85	Y	Y	Y	N	TRUE	FALSE	TRUE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
322	Paper manufacturing	10.136	11.000	2.407	107	Y	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
323	Printing and related support activities manufacturing	0.656	0.608	2.953	155	Y	Y	Y	Y	TRUE	TRUE	TRUE	TRUE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
324	Petroleum and coal products manufacturing	3.449	1.386	4.002	55	Y	Y	Y	N	TRUE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
325	Chemical manufacturing	0.321	0.277	1.638	166	N	Y	Y	Y	TRUE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
326	Plastics and rubber products manufacturing	0.571	0.812	2.078	185	N	Y	Y	Y	TRUE	TRUE	TRUE	FALSE	Y	Y	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
42	Wholesale trade	0.955	0.990	0.723	517	N	Y	Y	Y	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE
423	Merchant wholesalers, durable goods	1.290	1.522	0.790	304	N	Y	Y	N	FALSE	FALSE	FALSE	FALSE	Y	Y	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE

Notes:
 [1] Increase greater than 0.1 percentage points; Also did not decline during the current economic cycle.
 [2] Increase in LQ Greater than 0.25 Percentage Points
 =Examples of economic return provided

Summary of Analysis of KEY Sectors

Industry Sector	IQ--Measure of Specialization				Employment				Average Wages			
	2001	2009	2018	Change	2001	2009	2018	Change	2001	2009	2018	Change
Private	0.96	0.97	0.97	→	12,121	12,186	13,347	↑	\$26,035	\$35,184	\$43,696	↑
Agriculture	1.83	2.47	3.67	↑	252	356	566	↑	\$20,515	\$25,569	\$34,198	↑
Manufacturing	1.50	1.81	1.68	↓	2,885	2,700	2,587	↓	\$35,409	\$48,011	\$61,290	↑
Fabricated metals mfg	1.14	1.12	0.74	↓	224	184	132	↓	\$29,133	\$40,086	\$55,014	↑
Machinery manufacturing	0.56	0.72	2.37	↑	89	92	322	↑	\$27,987	\$33,489	\$50,107	↑
Food manufacturing	6.76	6.22	5.77	↓	1,234	1,135	1,132	→	\$36,449	\$45,467	\$59,304	↑
Beverage manufacturing	NA	NA	2.52	--	NA	NA	85	--	NA	NA	\$55,283	--
Chemical manufacturing	0.32	0.28	1.64	↑	36	28	55	↑	\$35,784	\$39,652	\$80,082	↑
Plastic & rubber mfg	0.57	0.81	2.08	↑	60	64	166	↑	\$29,706	\$29,355	\$83,372	↑
Transportation & Warehousing	0.92	0.87	1.29	↑	448	435	822	↑	\$27,792	\$42,295	\$42,739	→
Administrative and support services	0.19	0.54	1.04	↑	178	487	1,162	↑	\$18,689	\$28,772	\$32,538	↑
Health care and social assistance	1.34	1.21	1.06	↓	2,036	2,417	2,557	↑	\$27,168	\$36,577	\$47,997	↑
Ambulatory health care services	1.64	1.52	1.19	↓	859	1,109	1,082	→	\$27,993	\$38,579	\$44,994	↑
Government & government enterpri	1.17	1.33	1.53	↑	3,444	4,356	4,844	↑	\$40,936	\$60,753	\$81,505	↑
Federal civilian	2.21	3.04	4.22	→	769	1,164	1,584	↑	\$65,783	\$92,832	\$126,498	↑
Military	1.27	1.15	1.25	→	334	318	306	→	\$13,045	\$39,336	\$33,520	→
State government	0.65	0.63	0.68	→	419	444	476	↑	\$45,480	\$61,529	\$77,964	↑
TOTAL	1.00	1.00	1.00	---	15,565	16,542	18,191	↑	\$27,323	\$37,622	\$47,574	↑

Sources: US Bureau of Labor Statistics, QCEW; US Bureau of Economic Analysis, REIS

Prepared by Economic & Policy Resources, Inc.

Economic Return Calculation-Ag Example

Projected Economic Return of Adding 100 Jobs in the Animal Production (NAICS 11)

Employment, Franklin County

	Direct	Indirect	Total
100	14		114
Employment, Contiguous Counties (Grand Isle, Chittenden, Lamoille, Orleans)	Indirect		Total
0	17		17
Employment, Rest of Vermont			Total
0	12		12
Employment, State of Vermont	Indirect		Total
100	43		143

Labor Income (\$000), Franklin County

	Direct	Indirect	Total
\$1,277.50	\$721.65		\$1,999.16
Labor Income, Contiguous Counties (Grand Isle, Chittenden, Lamoille, Orleans)	Indirect		Total
\$0.00	\$1,058.04		\$1,058.04
Labor Income, Rest of Vermont			Total
\$0.00	\$656.09		\$656.09
Labor Income, State of Vermont	Indirect		Total
\$1,277.50	\$2,435.79		\$3,713.29

Value of Output (\$000), Franklin County

	Direct	Indirect	Total
\$22,013.29	\$3,018.64		\$25,031.93
Value of Output (\$000), Contiguous Counties (Grand Isle, Chittenden, Lamoille, Orleans)	Indirect		Total
\$0.00	\$2,358.68		\$2,358.68
Value of Output (\$000), Rest of Vermont			Total
\$0.00	\$1,592.80		\$1,592.80
Value of Output (\$000), State of Vermont	Indirect		Total
\$22,013.29	\$6,970.11		\$28,983.41

Economic Return Calc-Food Mfg Example

Projected Economic Return of Adding 100 New Jobs in Food Manufacturing (NAICS 311)

Employment, Franklin County			Total
Direct	Indirect		
100	56		156
Employment, Contiguous Counties (Grand Isle, Chittenden, Lamoille, Orleans)			
Direct	Indirect		Total
0	56		56
Employment, Rest of Vermont			
Direct	Indirect		Total
0	37		37
Employment, State of Vermont			
Direct	Indirect		Total
100	149		249
Labor Income (\$000), Franklin County			
Direct	Indirect		Total
\$8,537.26	\$3,045.59		\$11,582.85
Labor Income, Contiguous Counties (Grand Isle, Chittenden, Lamoille, Orleans)			
Direct	Indirect		Total
\$0.00	\$3,457.98		\$3,457.98
Labor Income, Rest of Vermont			
Direct	Indirect		Total
\$0.00	\$1,927.38		\$1,927.38
Labor Income, State of Vermont			
Direct	Indirect		Total
\$8,537.26	\$8,430.95		\$16,968.21
Value of Output (\$000), Franklin County			
Direct	Indirect		Total
\$75,687.10	\$10,909.45		\$86,596.55
Value of Output (\$000), Contiguous Counties (Grand Isle, Chittenden, Lamoille, Orleans)			
Direct	Indirect		Total
\$0.00	\$8,543.13		\$8,543.13
Value of Output (\$000), Rest of Vermont			
Direct	Indirect		Total
\$0.00	\$5,320.15		\$5,320.15
Value of Output (\$000), State of Vermont			
Direct	Indirect		Total
\$75,687.10	\$24,772.73		\$100,459.83

Economic Return Calc-Beverage Mfg Example

Projected Economic Return of Adding 100 Jobs in the Beverage Manufacturing (NAICS 3121)

Employment, Franklin County			
Employment, Contiguous Counties (Grand Isle, Chittenden, Lamoille, Orleans)	Direct	Indirect	Total
	100	74	174
Employment, Rest of Vermont	0	80	80
Employment, State of Vermont	0	50	50
	100	204	304
Labor Income (\$000), Franklin County			
Labor Income, Contiguous Counties (Grand Isle, Chittenden, Lamoille, Orleans)	Direct	Indirect	Total
	\$12,642.05	\$4,297.45	\$16,939.50
Labor Income, Rest of Vermont	Direct	Indirect	Total
	\$0.00	\$5,293.25	\$5,293.25
Labor Income, State of Vermont	Direct	Indirect	Total
	\$0.00	\$2,837.74	\$2,837.74
	\$12,642.05	\$12,428.44	\$25,070.49
Value of Output (\$000), Franklin County			
Value of Output (\$000), Contiguous Counties (Grand Isle, Chittenden, Lamoille, Orleans)	Direct	Indirect	Total
	\$104,047.10	\$12,930.37	\$116,977.48
Value of Output (\$000), Rest of Vermont	Direct	Indirect	Total
	\$0.00	\$12,919.16	\$12,919.16
Value of Output (\$000), State of Vermont	Direct	Indirect	Total
	\$0.00	\$7,134.65	\$7,134.65
	\$104,047.10	\$32,984.19	\$137,031.29

Economic Return Calculation—Summary of All Sectors

Key Industry Economic Return Calculations-SUMMARY

Economic Return Created by the Permanent Addition of 100 New Jobs in Franklin County

KEY Industry Sector (By NAICS Sector)	Job Impact Vermont Total	Job Impact Franklin Co.	Incr. Labor Income Frank. Co. (\$ 000s.)	Incr. in Output Frank. Co. (\$ 000s)	Waste Water Requirement	Linkages with Other Sectors	Linkages with Quebec
GOODS-PRODUCING:							
Animal Production (NAICS 11)-Includes Dairy	143	114	\$ 1,999.2	\$ 25,031.9	High	High	High
Fabricated Metal Manufacturing (NAICS 332)	175	126	\$ 10,517.3	\$ 27,774.2	High	Modest	Modest
Machinery Manufacturing (NAICS 333)	171	130	\$ 12,609.8	\$ 29,883.9	High	Modest	Modest
Food Manufacturing (NAICS 311)	249	156	\$ 11,863.5	\$ 88,695.0	High	High	Mixed
Beverage-Tobacco Manufacturing (NAICS 312)	291	174	\$ 17,350.0	\$ 119,812.2	High	High	Modest
Chemical Manufacturing (NAICS 325)	273	163	\$ 15,240.5	\$ 102,339.1	High	Modest	Modest
Plastics & Rubber Manufacturing (NAICS 326)	171	125	\$ 9,209.5	\$ 30,110.3	High	Modest	Modest
SERVICES-PRODUCING:							
Transportation-Warehousing (NAICS 48-49)	159	121	\$ 7,824.4	\$ 15,800.1	Low-Medium	Low-Medium	Modest-High
Admin. And Support Services (NAICS 561)	128	109	\$ 4,317.5	\$ 8,975.9	Low	Low	Low-Modest
Ambulatory Health Care Services (NAICS 621)	150	117	\$ 8,055.2	\$ 10,955.9	High	High	High

Economic Return Calculation—Summary of All Sectors

Key Industry Economic Return Calculations-RANKING

Economic Return Created by the Permanent Addition of 100 New Jobs in Franklin County

KEY Industry Sector (By NAICS Sector)	Job Impact	Job Impact	Incr. Labor Income	Incr. in Output	Average Four Factor Rank
	Vermont Total	Franklin Co.	Frank. Co. (\$ 000s.)	Frank. Co. (\$ 000s)	
GOODS-PRODUCING:					
Animal Production (NAICS 11)-Includes Dairy	9	9	10	7	8.8
Fabricated Metal Manufacturing (NAICS 332)	4	5	5	6	5.0
Machinery Manufacturing (NAICS 333)	5	4	3	5	4.3
Food Manufacturing (NAICS 311)	3	3	4	3	3.3
Beverage-Tobacco Manufacturing (NAICS 312)	1	1	1	1	1.0
Chemical Manufacturing (NAICS 325)	2	2	2	2	2.0
Plastics & Rubber Manufacturing (NAICS 326)	6	3	6	4	4.8
SERVICES-PRODUCING:					
Transportation-Warehousing (NAICS 48-49)	7	7	8	8	7.5
Admin. And Support Services (NAICS 561)	10	10	9	10	9.8
Ambulatory Health Care Services (NAICS 621)	8	8	7	9	8.0

REMAINING TASKS-STEPS

- Complete “targeted” conversations-interviews (3 Left-to-do)
- Coordinate and integrate results-findings with WW engineer
- Complete draft of EPR sections of the final report
- Draft informational handouts for Town as requested

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