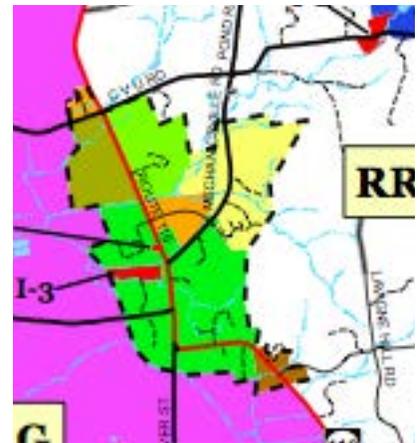


Hinesburg Economic Development Plan Workshop Summary



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**You Get What
You Measure**



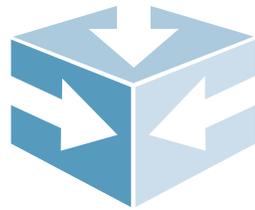
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Yellow Wood Associates, Inc. is a woman-owned small business specializing in community economic development in rural America since 1985. Our clients include citizen groups, nonprofit organizations, federal, state, and local governments, foundations, and universities. We help our clients clarify their goals, discover their development choices and identify and implement effective solutions. Our work ranges in scope from managing national initiatives to multi-state sectoral analyses to feasibility studies of specific business opportunities and from executive coaching to training in large groups. We bring to our work a special combination of expertise in the content of development and the process of adult learning. We enjoy the challenge of working on the ground with diverse stakeholders and with clients who care about results. We have a proven ability to thoroughly examine complex issues, keeping the big picture in mind while not losing sight of the critical details. Over 27 years, Yellow Wood has developed a strong reputation for delivering products and services that enable clients to act with confidence.



You Get What You Measure®

You Get What You Measure® offers a strategic planning and evaluation process that is firmly rooted in shared values; brings partners together around common goals; allows for critical thinking, debate and dialogue, resulting in clear outcome measures; identifies key leverage points and aligns resources to address them; and creates a compelling story you can tell funders, supporters, and beneficiaries. The You Get What You Measure® facilitated group process is flexible and responsive; designed for real-world planning; self-customizing — the process comes alive as participants supply their own experiences, values, and ideas; and integrates systems thinking into planning and evaluation for strategic results.

For more information, email yellowwood@yellowwood.org, or visit <http://www.yellowwood.org/you-get-what-you-measure.html>.

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Contents

Introduction.....	1
Summary of Workshop Results.....	2
Goals	3
About Goals in You Get What You Measure.....	3
Indicators.....	5
About Indicators in You Get What You Measure.....	5
Indicator Analysis and Results.....	7
The Indicator Analysis Process.....	7
Goal #1: Working Lands.....	8
Goal #2: Infrastructure.....	9
Goal #3: Village Center	9
Conclusions	10
Appendices.....	10
Appendix A: Participants	
Appendix B: Indicator analysis spreadsheets	
Appendix C: Indicator analysis visual documentation	

Introduction

The Hinesburg Economic Development Commission was established in 2013 to develop an Economic Development Plan to be included in the Town Plan. The Mission of the Hinesburg Economic Development Commission is to enhance social, environmental, and economic capital by promoting healthy, inclusive, and sustainable enterprises. The Commission has advisory responsibilities such as, but not limited to the following:

1. Develop a five (5) year Strategic Economic Development Plan.
2. Safeguard and manage Hinesburg's Revolving Loan Fund.
3. Develop promotional materials for public education and promotion of Town of Hinesburg economic development goals and objectives.
4. Work with existing businesses to foster a healthy business climate in Hinesburg.

Yellow Wood Associates (Yellow Wood) is a consulting firm that specializes in rural community and economic development with a strong background in agricultural development. Yellow Wood offers a unique, trademarked process for strategic planning called You Get What You Measure® (YGWYM). YGWYM is a participatory process that is values-based and incorporates systems thinking. This approach has proven to be an effective technique to build consensus in a community around a set of goals and identify the most strategic places to focus attention and resources in order to make progress towards goals.

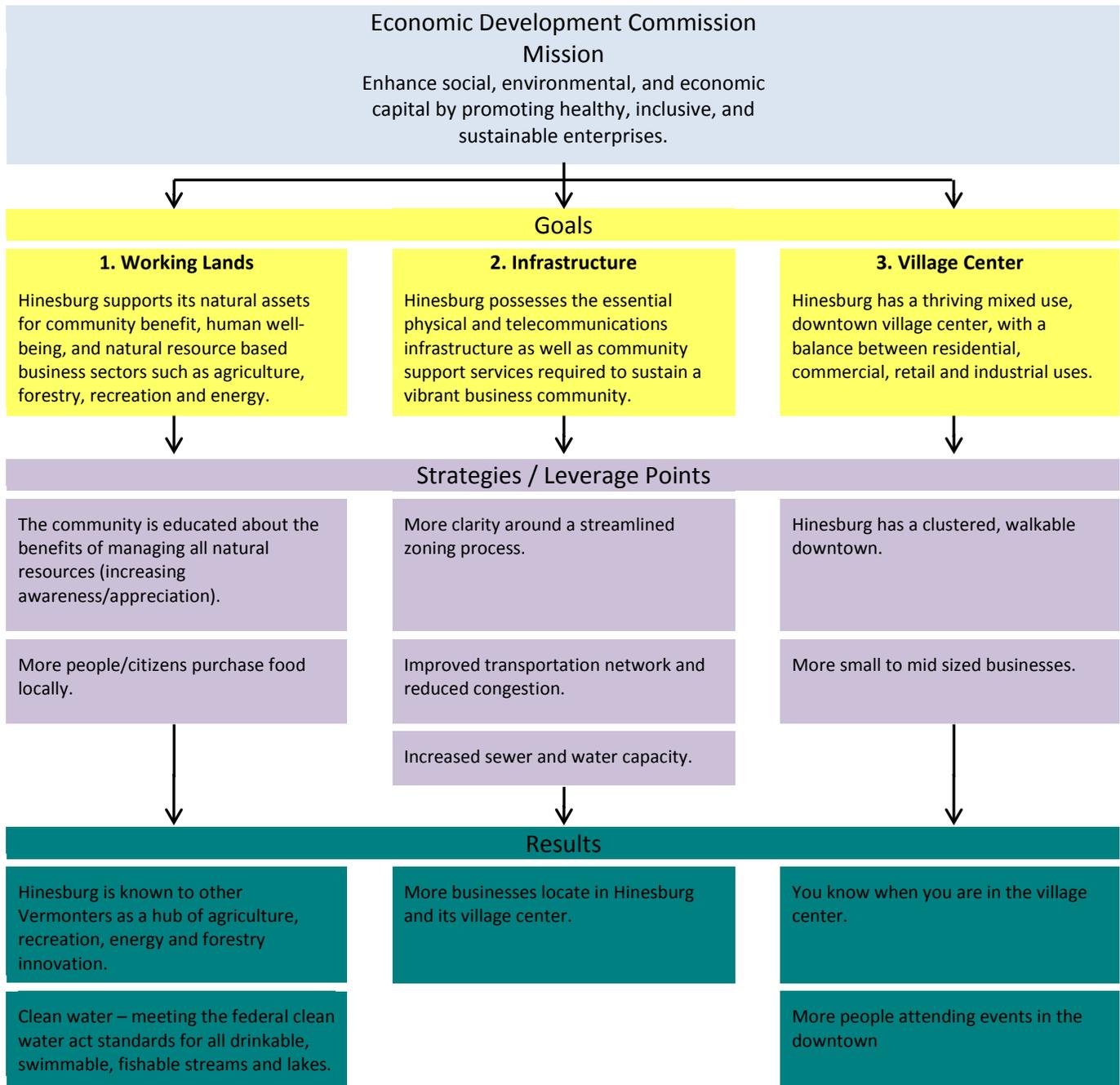
The Town of Hinesburg contracted with Yellow Wood Associates to plan and facilitate a community workshop to identify strategic leverage points to build the foundation of the Economic Development Strategy. Melissa Levy's time on the project was donated as part of her participation on the Economic Development Commission.

To develop the goals used in the community workshop, Melissa Levy, a member of the Hinesburg Economic Development Commission and employee of Yellow Wood Associates, led the Economic Development Commission in the development of a set of draft economic development goals based on values related to economic development in Hinesburg. The Commission then created an online survey to gather public input on the goals. The goals were prioritized and revised based on the results of the survey (survey results are available at <https://www.surveymonkey.com/results/SM-8S9FZ6DL/>), arriving at three broad goals to be addressed at the community meeting.

On September 25th the Economic Development Commission hosted a public meeting at RenewableNRG Systems to identify strategies for each of the three goals. Twenty-six members of the Hinesburg community participated in the workshop, including the Town Administrator, two selectboard members and five members of the Economic Development Commission (a list of participants is included in Appendix A). The workshop was facilitated by Samantha Dunn of Yellow Wood Associates with support from Melissa Levy and other members of the Economic Development Commission.

We started the session with introductions and everyone choosing one word to describe what they love about living in Hinesburg. Following introductions, we introduced the three goals and participants chose one of the three goals to work on for the evening. In each of the small groups, each participant identified indicators of progress, the one thing that would need to change from each person's perspective to know progress was being made toward the goal. Each participant read their indicator to the group and the group considered whether the indicator needed to be clarified, rewritten or grouped with another indicator. Following the development of indicators, each group conducted an indicator analysis simultaneously to identify which indicators are leverage points in the system – those that should be the focus of strategy development. The Key Leverage Indicators (KLIs) and Key Results Indicators (KRIs) were captured for each goal. The Economic Development Commission will use the results of the workshop as the foundation for the development of an economic development strategy.

Summary of Workshop Results



Goals

About Goals in You Get What You Measure

In this process, a goal is a condition that you wish to achieve. It is not about doing or making (it is not an action) it is about being. By structuring goals in this way you are able to discover a wide range of potential strategies for achieving the goal. In this process, goals are always stated in the present tense. By stating goals in the present tense, you create a tension between the present reality and the condition that you wish to achieve. (If goals are stated in the future tense, there is no longer a tension, it can be true that the condition doesn't exist today and it might exist in the future.) This tension is a motivation for action and helps to focus on what needs to be done now to get from the current reality to the desired condition.

The Economic Development Commission drafted goals based on values of commission members and narrowed these down to three broad working goals, based on public input through an online survey.

Goal 1. Hinesburg supports its natural assets for community benefit, human well-being, and natural resource based business sectors such as agriculture, forestry, recreation and energy.

Why is this important?

Hinesburg's natural assets should support the overall health, happiness, and economic prosperity of our community. These assets include prime agricultural land, sand and gravel reserves, forests, streams, and wetlands. Hinesburg's natural resources should be utilized to grow wealth for the community in accordance with their best valued use for both current and future generations.

This goal correlates to objectives 1.2, 2.5, 3.8 and 4.1-4.7 in Hinesburg's adopted Town Plan. These goals are also stated in Section 4 – Natural Resources & Ecology (pg. 32 – 48), Section 5.4 – Recreation & Trails (pg. 51-56), and Section 7 – Energy (pg. 68-74).

Goal 2. Hinesburg possesses the essential physical and telecommunication infrastructure as well as community support services required to sustain a vibrant business community.

These might include: 1) municipal infrastructure (sewer, water, public safety, etc.); 2) clear understanding of the development/zoning process; 3) locations appropriately zoned for specific businesses requirements; 4) appropriate and affordable power (3-phased, natural gas, etc); 5) high speed internet and reliable cell coverage; 6) easy and appropriate transportation access, including access to public transportation; 7) appropriate office/warehouse space; 8) access to products and services to support a business (copying, computer, office supplies, design); 9) social structure to facilitate networking between local business professionals.

Why is this important?

There are a number of essential needs that must be addressed in order to successfully start, run, and grow a business; if these requirements are not in place, then Hinesburg will be less attractive to the business community.

This goal correlates to objective 3.4 in Hinesburg's adopted Town Plan.

Goal 3. Hinesburg has a thriving mixed use, downtown village center, with a balance between residential, commercial, retail and industrial.

Why is this important?

A thriving multi-use village center strengthens Hinesburg's community and public revenue, while increasing conveniences and quality of life. Residents should have the ability to work, live, and engage in commerce in their own village and allow Route 116 to bring people to our village center to bolster economic activity. Village development most beneficial to economic vitality should be welcoming, compact, walkable, provide for a mix of services, include green spaces for public gathering, and provide for public transportation and parking options.

This goal correlates to objective 3.2 in Hinesburg's adopted Town Plan (pg. 18).

Indicators

About Indicators in You Get What You Measure

In this process, an indicator is something that must be changed, or a condition that must be achieved, in order for you to know that progress is being made toward the goal. Indicators provide members of a group or community to bring multiple perspectives to, and interpretations of, a goal. From each person's perspective an indicator tells you if you need more or less of something or to create something new that doesn't exist now or if you need to remove existing barriers to know you are making progress toward a goal. Indicators are stated as more or less of something, or the presence or absence of something.

In the workshop, participants were asked to identify, from their perspective, the most important thing that needs to change to make progress toward the goal. Participants then shared their indicator with the entire group and explained how they saw their indicator related to each goal. Below each goal is listed and the indicators that were developed for that goal. If indicators were combined for the analysis the original indicators that were not used in the analysis are indented underneath the indicator used in the analysis.

Goal 1. Hinesburg supports its natural assets for community benefit, human well-being, and natural resource based business sectors such as agriculture, forestry, recreation and energy.

The community, with the help of Town Committees, need to be educated about the benefits of managing all natural resources (Increasing awareness/appreciation)

Hinesburg retains more value in keeping/retaining woodlots and farmland compared to developing woodlots/farmland

There are more businesses processing and adding value to Hinesburg and other nearby "local" natural products

Reduce phosphorous level in Lake Iroquois in order to improve water quality, reduce milfoil levels and protect quality of water in entire watershed

Reduction of invasive plant species on roads, forests

Increase support for invasive prevention programs in order to prevent more invasives from entering lake (& therefore the watershed)

Improved roadway drainage as it enters the watershed

Greater awareness of Lake Iroquois so that it is viewed as a community asset and its health is important to everyone

Clean water – meeting the federal clean water act standards for all drinkable, swimmable, fishable streams and lakes

More people/citizens purchasing their food locally

Farms and working forests can be used profitably in order to maintain themselves, provide incentive for their continued use/management while using evolving best management practices

There are more families, businesses (serving customers everywhere & anywhere) and acreage producing diverse foods and materials.

Increase number of farms using organic sustainable methods to protect water quality.

More purchasing support of Hinesburg businesses by Hinesburg residents

Hinesburg is known to other Vermonters as a hub of agriculture, recreation, energy and forestry innovation

More community-supported electrical generation

Goal 2. Hinesburg possesses the essential physical and telecommunication infrastructure as well as community support services required to sustain a vibrant business community.

Telecommunications infrastructure on par with regional and national leaders (speed, access, reliability, etc.)

Telecom – broader access is needed to fiber bandwidth internet

Improve internet connection/speed for all areas

More clarity around zoning process

Streamline planning/zoning process

Reduced congestion

Long-term fixes for the 3 “problematic” intersections (116/CVU/Shelburne Falls Rd; 116/Charlotte Road; 116/Commerce/Farmall)

Roads – we need to create 116 bypass such that the village center is not inundated with thru traffic at 8:15am and 5pm

Improve streamlined transportation access between Burlington metro area businesses/employee pool. (Mass transit to increase accessibility but prevent road congestion)

Completed bike/ped network (sidewalks, bike lanes, trails, etc.)

Business support services are conveniently located in Hinesburg

Public Safety (fire, police) services keep up with demand

More businesses based in Hinesburg

Encourage anchor businesses in village area

Increased business investment on axis across 116 (Commerce Street axis)

Better understanding of the needs of people south of Hinesburg

Increase tax incentives for business, decrease operating costs (incentivize “green/sustainable” business practices)

Increased sewer and water capacity to support higher business densities

Water supply and treatment system capable of supporting existing and potential development

Greater inventory of facilities to accommodate new business – not retail.

Goal 3. Hinesburg has a thriving mixed use, downtown village center, with a balance between residential, commercial, retail and industrial.

Hinesburg has a clustered walkable downtown (not route 116 drive thru)

Moe housing (mixed-income) within the village district

More people park and walk in Hinesburg

More people who work in Hinesburg live in Hinesburg

More publically accessible green space

More traffic calming

More light industrial (to add revenue)

More people attending events in the downtown

You know when you are in the Village Center (it’s definable)

More (increase) small-midsize businesses (that add revenue to tax rolls ; and add to strengthening community and interconnection among Hinesburgers (not simply there for convenience of surrounding towns))

Residential makes up a smaller percentage of total development with commercial, retail and the right kind of industrial making up greater percentages than present (right kind of industrial = something that benefits the town: employment, taxes, quality of life)

Indicator Analysis and Results

The Indicator Analysis Process

The indicator analysis begins by arranging each indicator, written on a Post-It, in a circle near the perimeter of a sheet of flipchart paper. Starting with the first indicator in the circle, the group examined its relationship to each indicator around the circle. For example, “if indicator 1 moved in the desired direction, would it cause indicator 2 to move in the desired direction?” If the group identified a direct connection between indicators then a solid line was drawn from Indicator 1 to the other indicator, with an arrow pointing to the other indicator. If the causality was less clear, or some in the group felt there was a connection, a dotted line was drawn. If the group felt that there was no connection, no line was drawn. The group then considered the next indicator (#2) in relation to all of the other indicators.

This process determines how the system of indicators is constructed, and draws out those indicators that most significantly affect the entire system (the key leverage indicators or “KLI”) and those that are a bellwether that the system is changing (key results indicator or “KRI”).

Interpreting the Indicator Analysis

- Indicators with many connections are deeply embedded in the system as participants understand it today, and can likely be influenced by a wide range of actions.
- Indicators with few connections are relatively peripheral to the system and may require specially focused efforts to influence.
- Indicators with many arrows coming into them are likely to change as a result of actions focused on other indicators. These are called key results indicators (KRI).
- **Finally, indicators with the most arrows leading out of them have the greatest leverage to change the system as a whole. Actions focused on these key leverage points are most likely to impact the entire system. In most system diagrams, there are one to three key leverage points which, when taken together, will influence the entire system.**

The indicator analyses were conducted in small groups. The indicators used in each analysis are listed below with the Key Leverage Indicators (KLI) and Key Results Indicators (KRI). Note that the number of KLIs required to move the entire system toward the goal varies for each goal. For a summary of the analysis, including where the group identified connections between indicators, see Appendix B for a visual documentation of the analysis and Appendix C for the indicator analysis spreadsheets.

Goal #1: Working Lands

Hinesburg supports its natural assets for community benefit, human well-being, and natural resource based business sectors such as agriculture, forestry, recreation and energy.

1	The community is educated about the benefits of managing all natural resources (Increasing awareness/appreciation)	KLI #1
2	Hinesburg retains more value in keeping/retaining woodlots and farmland compared to developing woodlots/farmland	
3	There are more businesses processing and adding value to Hinesburg and other nearby “local” natural products	
4	Reduce phosphorous level in Lake Iroquois in order to improve water quality, reduce milfoil levels and protect quality of water in entire watershed	
5	Reduction of invasive plant species on roads, forests	
6	Improved roadway drainage as it enters the watershed	
7	Greater awareness of Lake Iroquois so that it is viewed as a community asset and its health is important to everyone	
8	<i>Clean water – meeting the federal clean water act standards for all drinkable, swimmable, fishable streams and lakes</i>	<i>KRI #2</i>
9	More people/citizens purchasing their food locally	KLI #2
10	Farms and working forests can be used profitably in order to maintain themselves, provide incentive for their continued use/management while using evolving best management practices	
11	There are more families, businesses (serving customers everywhere & anywhere) and acreage producing diverse foods and materials.	
12	More purchasing support of Hinesburg businesses by Hinesburg residents	
13	<i>Hinesburg is known to other Vermonters as a hub of agriculture, recreation, energy and forestry innovation</i>	<i>KRI #1</i>
14	More community-supported electrical generation	

Goal #2: Infrastructure

Hinesburg possesses the essential physical and telecommunication infrastructure as well as community support services required to sustain a vibrant business community.

1	Telecommunications infrastructure on par with regional and national leaders (speed, access, reliability, etc.)	
2	More clarity around zoning process	KLI #1
3	Reduced congestion	KLI #2
4	Business support services are conveniently located in Hinesburg	
5	Public Safety (fire, police) services keep up with demand	
6	<i>More businesses based in Hinesburg</i>	<i>KRI</i>
7	Better understanding of the needs of people south of Hinesburg	
8	Increase tax incentives for business, decrease operating costs (incentivize “green/sustainable” business practices)	
9	Increased sewer and water capacity to support higher business densities	KLI #3
10	Greater inventory of facilities to accommodate new business – not retail.	

Goal #3: Village Center

Hinesburg has a thriving mixed use, downtown village center, with a balance between residential, commercial, retail and industrial.

1	Hinesburg has a clustered walkable downtown (not route 116 drive thru)	KLI #1
2	Moe housing (mixed-income) within the village district	
3	More people park and walk in Hinesburg	
4	More people who work in Hinesburg live in Hinesburg	
5	More publically accessible green space	
6	More traffic calming	
7	More light industrial (to add revenue)	
8	<i>More people attending events in the downtown</i>	<i>KRI #2</i>
9	<i>You know when you are in the Village Center (it's definable)</i>	<i>KRI #1</i>
10	More (increase) small-midsize businesses (that add revenue to tax rolls ; and add to strengthening community and interconnection among Hinesburgers (not simply there for convenience of surrounding towns))	KLI #2
11	Residential makes up a smaller percentage of total development with commercial, retail and the right kind of industrial making up greater percentages than present (right kind of industrial = something that benefits the town: employment, taxes, quality of life)	

Conclusions

The work that has been completed by the Economic Development Commission and at the September 25th public meeting creates a strong foundation for the development of an economic development strategy for the Town of Hinesburg. Following the development of an economic development strategy, it will be important for the Commission to develop metrics to track progress toward each of these important goals and help guide adjustments to the strategies to ensure effective use of resources and maximum results.

Appendices

Appendix A: Participants

Appendix B: Indicator analysis spreadsheets

Appendix C: Indicator analysis visual documentation

Appendix A:

Participant List

Hinesburg Economic Development Commission
Public Meeting
September 25, 2014

Attendee List

<i>Name</i>	<i>Affiliation (if any)</i>
Melissa Levy	Hinesburg Economic Development Commission
Matt Sayre	Hinesburg Economic Development Commission
Heidi Simkins	Hinesburg Economic Development Commission
Steve Gladstone	Hinesburg Economic Development Commission
Andrew Frost	Hinesburg Economic Development Commission
Trevor Lashua	Hinesburg Town Administrator
Drew Lepple	RNRG
Jonathan Trefry	Hinesburg Selectboard
Laura and Rick Lagasse	
Chris Lapierre	National Bank of Middlebury
Frank Koss	HPD
Kyle Bostwick	Hinesburg Planning
Pat Suozzi	Lake Iroquois Association
Dick Phillips	Lake Iroquois Association
John Kiedaisch	
Jean Kiedaisch	
Jim Jarvis	
Dennis Place	Hinesburg Planning Commission & Development Review Board
Bill Schubart	
Kate Robinson	
Andrea Morgante	Hinesburg Selectboard
Sheri Duff	The Citizen
Nathan Fry	
Mary Hurlie	
David Morgan	

Appendix B:

Indicator Analysis Spreadsheets

Appendix C:

Indicator Analysis Visual Documentation

KLI #1

15 more community supported electrical generation.

10 Increasing awareness/appreciation THE Community, WITH THE HELP OF TOWN COMMITTEES, NEED TO BE EDUCATED ABOUT THE BENEFITS OF MAINTAINING ALL NATURAL RESOURCES.

11 HINESBURG RETAINS MORE VALUE IN KEEPING PRODUCTS COMPARED TO DEVELOPING PRODUCTS.

12 There are more businesses processing & adding value to Hinesburg & other nearby "local" natural products.

14 Hinesburg would be known to other Vermonters as a hub of agriculture, recreation, energy and forestry innovation.

13 Reduce Phosphorus load in Lake Irroquois in order to improve water quality, reduce methodology & protect quality of water in entire watershed.

13 There would be more support of Hinesburg businesses by Hinesburg residents.

14 Increase support for invasive prevention programs in order to prevent more invasive from entering lake - 1. Check for plants, animals.

15 Reduction of invasive plant species on roads, forests, water.

12 There are more families, businesses (serving customers everywhere & anywhere) and increase producing foods & diverse materials.

10 Improved road way drainage as it enters the watershed.

Increase number of farms using organic, sustainable methods that protect water quality.

11 Develop a greater awareness of Lake Irroquois so that it is viewed as a community asset and that its health is important to everyone.

11 Farms & local food can be supported. Probably in order to maintain themselves, provide incentive for other continued use/management while using cutting best practices.

8 CLEAN WATER meeting the clean water act standards for all drinkable, swimmable, fishable streams & lakes.

10 MORE People/citizens purchasing their food locally or growing a portion of their own food.

Goal #1 (Working Lands): Hinesburg supports natural resourced based business sectors such as agriculture, forestry, recreation, and energy.



Goal #2 (Infrastructure):
 Hinesburg possesses
 the essential physical
 and telecommunication
 infrastructure as well as
 community support services
 required to sustain a vibrant
 business community.

Good #2



Key Results

Goal #3 (Village Center):
 Hinesburg has a thriving mixed use, downtown village center, with a balance between residential, commercial, retail and industrial.

So = S1 =
 Do = D1 =

