



Welcome to the VCDA 2022 Fall Conference!

The Changing Landscape of Infrastructure: New Challenges and Solutions

Tuesday December 6, 2022 | 9:00 AM – 3:00 PM | Chandler Center for the Arts

A community's infrastructure is the framework that supports and sustains the environment, sparks economic growth, and improves quality of life. Whether it be transportation, sewage and water, electric charging stations, recreation, or broadband – infrastructure is the foundation on which we organize our communities.

As we transition into the unknowns of the post-pandemic era, new sets of challenges are emerging. Extensive numbers of projects are experiencing supply chain issues, lack of contractor availability, inflated budgets, skyrocketing bids, extended timelines, and more as they work towards completion.

This conference aims to dive deeper into the challenges that are preventing projects from moving forward at the pace needed; and to explore ideas for grassroots solutions to help build the infrastructure needed to grow our communities.

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AGENDA

- | | | |
|--------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| 9:00 | Welcome | Josh Hanford, <i>Vice President, VCDA</i> |
| 9:10 | Keynote | Sarah Waring, <i>State Director VT/NH, Rural Development, US Department of Agriculture</i> |
| 9:30 | Panel | Alternative Infrastructure Projects for Small Communities |
| 11:00 | Networking & Chandler Artisan Holiday Market | |
| 11:30 | Lunch | |
| 12:15 | Panel | Tips for Completing Your Infrastructure Project in a Workforce-Constrained Environment |
| 1:30 | Breakout Sessions | Clean Infrastructure for our Climate Future |
| 2:30 | Endnote | Brian Lowe, <i>Executive Director, Vermont Council on Rural Development</i> |
| 2:45 | Closing Words | Josh Hanford, <i>Vice President, VCDA</i> |
| 3:00 | Adjourn | |

Keynote Presentation



Sarah Waring

State Director VT/NH

**Rural Development | US Department of
Agriculture**

sarah.waring@usda.gov

“There’s No Going Back: Rethinking Rural Community Development”

Vermont native Sarah Waring most recently worked as Vice President for Grants and Community Investments at the Vermont Community Foundation. Previously, she worked at the Vermont Council on Rural Development, Farm and Wilderness Foundation, and the Sonoran Institute. Waring also worked as the Executive Director at the Center for an Agricultural Economy. In 2020, she served on the Governor's Task Force for Economic Mitigation and Recovery where she supported the development of a toolkit for Municipal Engagement for Diversity, Equity and Inclusion. Waring resides in central Vermont.

Endnote Presentation



Brian Lowe

Executive Director

Vermont Council on Rural Development

brian@vtrural.org

Brian joined VCRD as Executive Director in 2021. Prior to joining the team, he held a number of roles with the City of Burlington, including serving as COVID-19 Response Leader (where he led the city's pandemic response, overseeing multiple cross-departmental teams and partnering with community leaders to address emerging challenges), Chief Innovation Officer, and Chief of Staff to Mayor Miro Weinberger. Before that, he worked at the U.S. Department of the Treasury, with different organizations in Syria and Afghanistan, and served in the U.S. Navy Reserve.

Alternative Infrastructure Projects for Small Communities Panelists

Bronwyn Cooke | Community Planning and Policy Manger | VT Department of Housing and Community Development | Bronwyn.Cooke@vermont.gov

Bronwyn is a Community Planning and Policy Manager for Vermont's Department of Housing and Community Development, where she develops programs, provides technical planning assistance, and analyzes policy to advance the State's land use goals. With 10 years of experience in climate and energy policy and planning, she is currently immersed in transportation electrification, and developing a \$10M incentive program to expand access to electric vehicle charging equipment in workplaces, multiunit residential properties and public attractions.

F.X. Flinn | Chair | ECFiber Governing Board | chair@ecfiber.net

F. X. Flinn serves as chair of the governing board of the East Central Vermont Telecommunications District, a municipality consisting of 31 member towns providing world-class fiber-optic based broadband under the trade name ECFiber. He holds a B.S. in Industrial and Labor Relations from Cornell University. Mr. Flinn spent a decade in mass market publishing and served five years as Managing Editor for Hardcover and Trade Paperbacks at Bantam, and then transitioned to information technology services in the late 1980s. His consulting firm, Expert Systems Development Corp, was established in 1990 and counted among its customers Harley Davidson, Siemens-Westinghouse, Narragansett Bay Insurance and scores of smaller firms. He has served the Town of Hartford, Vermont for over 20 years as a Justice of the Peace, Selectboard member, and, since 2012, delegate to ECFiber. Mr. Flinn played a key role in the development of fantasy sports and served on the Board of Directors of the Society for American Baseball Research (SABR) as Treasurer 2001-2021. He is a founding director of Equal Access to Broadband (EAB), a 501c3 dedicated to connecting economically challenged households to world-class broadband through public and private subsidies. He goes by his initials, F. X., the same way B. B. King does; the initials are for Francis Xavier. Coming from a large extended family, while he and his wife have no children, they enjoy doting on more than a score of nieces and nephews. They live in Quechee, Vermont.

**Julie Iffland | Executive Director | Randolph Area Community Development Corporation |
julie@racdc.com**

Julie Iffland is the Executive Director of Randolph Area Community Development Corporation (RACDC). RACDC's mission includes Community & Economic Health, Affordable Housing, and Downtown Revitalization. She came to RACDC after a 19-year history in conservation real estate, in which she was responsible for negotiation, fundraising, and project management of large community conservation and historic preservation initiatives, first as the Program Coordinator of the State of Connecticut's open space program, and later as the head of the Connecticut office and the Vermont and New Hampshire programs of the Trust for Public Land, a national nonprofit organization. Julie holds a Master's Degree in Public Administration from the University of Hartford and a B.A. degree from Yale University. While at Yale, Julie and 6 fellow senior women co-founded the first female counterpart to the Whiffenpoofs, an all-senior women's a cappella group they named Whim n' Rhythm, which has since established itself internationally. Julie has served on Randolph's Planning Commission, the Federal Home Loan Bank of Boston Housing Advisory Council the Vermont Community Development Association, Leading Age Vermont, and the Central VT Sustainability Consortium, and currently serves on the board of the Orange County Special Investigative Unit Child Advocacy Center. Julie and her partner, Christopher Recchia, run a small diversified organic farm in Randolph, VT.

Valerie Capels | Town Administrator | Town of Bristol | townadmin@bristolvt.org

Valerie Capels has served as Bristol Town Administrator since October 2017. She holds a Master of Urban and Regional Planning degree from UNC Chapel Hill and was a certified planner (AICP) through the American Institute of Certified Planners from 1996-2007. As Waitsfield Town Administrator (2006-2017), she oversaw numerous capital projects, including road, culvert, and bridge reconstruction; recovery from Tropical Storm Irene; permitting and construction of a new municipal water system; design and construction of a new net-zero Town Office; design and construction of new sidewalks; and design and construction of an innovative decentralized wastewater system program. As the Planning and Community Development Director for the City of Montpelier (1995-2006), she oversaw the city's planning and community development functions; oversaw the administration of a low-income housing program funded through CDBG grants; managed a community development revolving loan fund; secured a lower ISO insurance rating through the Community Rating System; launched Montpelier's downtown revitalization efforts; oversaw the design and construction of Stonecutters Way; oversaw the design and construction of bike path segments; and managed multiple other projects. Through similar work with the City of Burlington, Town and Village of Waterbury, and the Rutland Regional Planning Commission, she has managed projects and administered grants through multiple state and federal agencies, including HUD, FHWA, FTA, FEMA, USDA RD, USFS, VTrans, BGS, VCDP, and more. She lives in Waitsfield with her husband Brian Shupe.

Tips for Completing Your Infrastructure Project in a Workforce-Constrained Environment Panel

Tanner Romano | Managing Partner | Naylor & Breen Builders | tromano@naylorbreen.com

Tanner Romano is the managing partner for Naylor & Breen Builders and is responsible for the company's day to day operations. He specializes in preconstruction services through strong client engagement and a well-rounded industry background. Naylor & Breen is one of Vermont's largest construction employers and has seen its annual revenues increased three-fold over the last 10 years. Tanner describes success in business as "creating a safe, enjoyable, and prosperous environment for everyone on the team, with that everything else falls into place." Outside of work Tanner enjoys coaching youth sports, skiing, and spending time with his wife and three children.

Wayne Elliott | President & Owner | Aldrich + Elliott, PC | welliott@aeengineers.com

Wayne is the president and an owner of Aldrich + Elliott PC located in Essex Junction, Vermont. He is a licensed professional engineer registered in Vermont and New Hampshire with a focus on water resources to protect public health and improve water quality. Wayne was a recent board member for the Green Mountain Environment Association, serves on the Vermont Citizens Advisory Council for Lake Champlain, and has served on multiple local boards and committees. He has been instrumental in managing many publicly funded infrastructure projects in Vermont to a successful completion. Aldrich + Elliott PC has provided consulting services to municipal clients on water resource projects for the past 27 years.

David Conger, PE | Director of Site and Land Division | DuBois & King, Inc. | dconger@dubois-king.com

David Conger, PE is a divisional director, board member, and minority owner at DuBois & King, Inc with headquarters in Randolph, VT and offices throughout New England and NY. David is office manager for D&K's South Burlington with 30 years of experience as a civil engineer and project manager for municipal, private, and federal clients. The Director of D&K's Site and Land Division, David's experience includes management of multidisciplined design teams for significant term contracts and large-scale infrastructure projects. Equally comfortable overseeing large civil/site, roadway and intersection, or aviation projects, David's experience includes corridor scoping studies, downtown improvement projects, parking garages, and airport runway projects. His technical expertise includes stormwater, urban infrastructure and utility design, construction administration and site development.

Breakout Sessions:

Clean Infrastructure for our Climate Future

Solar & Electrification led by Ralph Meima | VP of Project Development | Encore Renewable Energy | ralph@encore.eco

Ralph is VP of Project Development at Encore Renewable Energy. His career spans 8 years in solar energy development plus earlier work in international IT marketing, systems consulting, and software development. He also devoted part of his career to research and teaching in management education with a sustainability focus, including serving as founding director of the Marlboro MBA in Managing for Sustainability (2006 to 2012). Ralph has been a local citizen renewable energy advocate via the Brattleboro, Vermont Energy Committee (2012-2021) and the Vermont Energy Action Network. He has an engineering degree from Rensselaer Polytechnic Institute, an MBA from the Wharton School at the University of Pennsylvania, a Master of Arts from Johns Hopkins SAIS, and a PhD in management from Lund University, Sweden. He speaks Swedish, French, and German in addition to his native English, and is engaged in international regional economic development initiatives through Windham Global Partners, which he founded. Ralph lives in Brattleboro, Vermont with his wife and four children. He gets outdoors as much as possible in all seasons, and has published a number of works of speculative fiction set in the near future.

MHC Deep Dive/Community Septic led by Elise Shanbacker | Executive Director | Addison County Community Trust | elise@addisontrust.org

Elise Shanbacker currently serves as the Executive Director of the Addison County Community Trust, a non-profit organization in rural Vermont dedicated to providing safe, affordable housing for low- and moderate-income residents. ACCT owns and manages over 700 permanently affordable homes, including apartments, single-family homes, and mobile home parks. Elise also serves on the Board of the Vermont Community Development Association and the Vergennes Partnership. Previously, she was a Senior Policy Analyst at the National Governors Association Center for Best Practices, with a focus on workforce and economic development. A native of Washington, DC, Elise first fell in love with Vermont as a student at Middlebury College, graduating in 2007 with a BA in Sociology. She also holds a Masters of Public Policy from the Harvard Kennedy School.

Recreation Infrastructure and the Lamoille Valley Rail Trail led by Chris Hunt | Project Manager | VTrans Municipal Assistance Program | chris.hunt@vermont.gov

Chris Hunt is a Project Manager in the VTrans Municipal Assistance Program, overseeing grants to municipalities throughout the State aimed at providing safe and convenient facilities for Vermonters who desire alternative transportation opportunities. Chris began working with VTrans in 2014 in the Right of Way section and became a Project Manager with Municipal Assistance in 2017, most recently he has been managing development and implementation of the four segments of the Lamoille Valley Rail Trail that were under construction in 2022. Chris graduated from Keene State College in 2007 with a B.A. in History and earned a J.D. from Western New England University in 2010. Chris currently lives in Randolph Center and when not working to develop new bike and pedestrian infrastructure around the

State he is an avid skier and cyclist and is active with the local trails organization Ridgeline Outdoor Collective.

**Broadband led by Christa Shute | Executive Director | NEK Broadband |
director@nekbroadband.org**

Christa Shute became the Executive Director of NEK Broadband in December 2021 after serving as the Interim Executive Director for NEK Broadband since July 2021 and as its Legal Counsel beginning in December 2020 has been established in the broadband industry since 2009 when she was the Director of Business Development and Financing for the Vermont Telecommunications Authority. She has over 20 years of management experience in the renewable energy and telecommunication sectors. She has served as a consultant specializing in the development of rural telecommunications and the management of legal, labor, and financial challenges they face. She complements her consultant and entrepreneurial business experience with two law degrees from Vermont Law School.

FEEDBACK SURVEY

VCDA FALL CONFERENCE 2022

Please circle your response to the questions below

1. How valuable to you was the **Keynote presentation**?

Did Not Attend Not At All Valuable Somewhat Valuable Very Valuable

2. How valuable to you was the **Alternative Infrastructure Projects for Small Communities Panel**?

Did Not Attend Not At All Valuable Somewhat Valuable Very Valuable

3. How valuable to you was the **Tips for Completing Your Infrastructure Project in a Workforce-Constrained Environment Panel**?

Did Not Attend Not At All Valuable Somewhat Valuable Very Valuable

4. How valuable to you were the **Clean Infrastructure for our Climate Future** breakout sessions?

Did Not Attend Not At All Valuable Somewhat Valuable Very Valuable

5. How valuable to you was the **Endnote presentation**?

Did Not Attend Not At All Valuable Somewhat Valuable Very Valuable

6. How valuable to you was the overall conference?

Did Not Attend Not At All Valuable Somewhat Valuable Very Valuable

7. Was the **food** satisfactory? Yes No

8. Was the **venue** satisfactory? Yes No

9. Would you attend another VCDA conference? Yes No

What topics would you like to see covered at future conferences?

Please share with us any additional feedback you may have on the back of this form.