Assessing Vermont’s Creative Economy

December 2019
document the critical importance of Vermont’s creative businesses, individuals and institutions, and demonstrate the substantial potential in the creative sector to boost the economy and to revitalize Vermont’s communities
DEFINING THE CREATIVE ECONOMY

“the enterprises, organizations, and individuals whose products and services are rooted in artistic and creative content”
CREATIVE SEGMENTS

**design**
graphic design services, architecture, landscape architecture, interior design, industrial design services, printing, other specialized design

**visual arts & fine crafts**
photography, sculpting, painting, jewelry, pottery, textiles, pressed and blown glass, art dealers, galleries, craft making, craft stores

**film & media**
motion picture and video industries, sound recording, radio and television broadcasting, internet publishing, newspapers, advertising, public relations agencies, video game developers

**performing arts**
performing arts companies, promoters of performing arts, music and dance schools, musical instrument manufacturing and supplies stores, self-employed actors, dancers, directors, musicians

**culture and heritage**
museums, historical sites, libraries/archives, antiques, preservation

**artisan foods**
retail and commercial bakeries, breweries, spice and extract companies, specialty canning, chocolate and confectionary manufacturing, cheese manufacturing

**literary arts**
writers, publishers, bookstores, printing
Research Methods
**economic data analysis**
utilizing 2018 Economic Modeling Specialists Intl (EMSI) data – labor market information compiled from 90+ data sources, updated quarterly; standard source in economic and workforce development

**focus groups**
10 focus groups held throughout the state in 2019; 3 in Four-County, 2 in Chittenden County, 2 in Addison/Rutland, and 3 in Southern VT

**statewide survey**
focused on creative freelancers and small creative business owners; fielded online for ~1 month in 2019; distributed via the VT Arts Council

**interviews**
interviews to fill gaps in data and reach stakeholders unable to attend focus groups
Economic Data Analysis
ECONOMIC IMPORTANCE OF THE CREATIVE ECONOMY

other workers in creative industries
- ad agency accountant
- theater security guard

creative workers in creative industries
- museum curator
- orchestra musician

employment in creative industries
ECONOMIC IMPORTANCE
OF THE CREATIVE ECONOMY

- Employment in creative industries
  - Ad agency accountant
  - Theater security guard

- Employment in creative occupations
  - Museum curator
  - Orchestra musician

- Employment in other industries
  - Musician at church
  - Designer at manufacturer
total creative employment (2018)

other workers in creative industries
- ad agency accountant
- theater security guard

creative workers in creative industries
- museum curator
- orchestra musician

creative workers in other industries
- musician at church
- designer at manufacturer
ECONOMIC IMPORTANCE
OF THE CREATIVE ECONOMY

Total creative employment (2018)
40,894 JOBS

20,315
other workers in
creative industries
ad agency accountant
theater security guard

10,089
creative workers in
creative industries
museum curator
orchestra musician

10,490
creative workers in
other industries
musician at church
designer at manufacturer

Employment in creative industries
30,404

Employment in creative occupations
20,579
## CREATIVE EMPLOYMENT BY ZONE (2018)

<table>
<thead>
<tr>
<th>Zone</th>
<th>Other workers in creative industries</th>
<th>Creative workers in creative industries</th>
<th>Creative workers in other industries</th>
<th>Total employment creative industries</th>
<th>Total creative employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Addison/Rutland</td>
<td>2,478</td>
<td>1,251</td>
<td>1,437</td>
<td>3,729</td>
<td>5,166</td>
</tr>
<tr>
<td>Chittenden</td>
<td>6,515</td>
<td>3,278</td>
<td>3,448</td>
<td>9,793</td>
<td>13,241</td>
</tr>
<tr>
<td>Cornerstone</td>
<td>2,644</td>
<td>1,427</td>
<td>1,293</td>
<td>4,071</td>
<td>5,364</td>
</tr>
<tr>
<td>Four-County</td>
<td>4,345</td>
<td>1,838</td>
<td>2,221</td>
<td>6,183</td>
<td>8,404</td>
</tr>
<tr>
<td>Northeast Kingdom</td>
<td>1,757</td>
<td>713</td>
<td>681</td>
<td>2,470</td>
<td>3,151</td>
</tr>
<tr>
<td>Southern Vermont</td>
<td>2,575</td>
<td>1,583</td>
<td>1,409</td>
<td>4,158</td>
<td>5,567</td>
</tr>
<tr>
<td>Vermont</td>
<td>20,315</td>
<td>10,089</td>
<td>10,490</td>
<td>30,404</td>
<td>40,894</td>
</tr>
</tbody>
</table>
CREATIVE SECTOR EMPLOYMENT BY ZONE (2018)

- Total VT Creative Employment: 40,893 (9.3%)

- Vermont Creative Network
- Mt. Auburn Associates
STATEWIDE EMPLOYMENT ACROSS CREATIVE SEGMENTS

- **Design**, 26%
- **Artisan Food**, 18%
- **Visual Arts and Crafts**, 18%
- **Performing Arts**, 13%
- **Film and Media**, 12%
- **Literary Arts**, 8%
- **Culture and Heritage**, 4%

n = 30,404 people employed in creative industries
IMPORTANCE OF SELF-EMPLOYMENT AND FREELANCING IN CREATIVE INDUSTRIES

<table>
<thead>
<tr>
<th>Region</th>
<th>U.S.</th>
<th>Vermont</th>
<th>Chittenden County</th>
<th>Four-County</th>
<th>Cornerstone</th>
<th>Northeast Kingdom</th>
<th>Southern Vermont</th>
<th>Addison / Rutland</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Self Employment</td>
<td>10%</td>
<td>10%</td>
<td>9%</td>
<td>11%</td>
<td>12%</td>
<td>10%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>% Extended Proprietors</td>
<td>29%</td>
<td>38%</td>
<td>31%</td>
<td>39%</td>
<td>40%</td>
<td>39%</td>
<td>44%</td>
<td>39%</td>
</tr>
<tr>
<td>% Covered Employment</td>
<td>61%</td>
<td>52%</td>
<td>60%</td>
<td>50%</td>
<td>48%</td>
<td>51%</td>
<td>44%</td>
<td>49%</td>
</tr>
</tbody>
</table>

n = 10,063,686
Vermont n = 30,404
Chittenden County n = 9,793
Four-County n = 6,183
Cornerstone n = 4,071
Northeast Kingdom n = 2,470
Southern Vermont n = 4,158
Addison / Rutland n = 3,729
EMPLOYMENT IN CREATIVE INDUSTRIES
GROWTH BY ZONE (2010-2018)

- Addison / Rutland: 11%
- Southern Vermont: 2%
- Northeast Kingdom: 8%
- Cornerstone: 14%
- Four-County: 9%
- Chittenden County: 8%
- Vermont: 8%
- U.S.: 14%
GROWTH IN EXTENDED PROPRIETORSHIPS (2010-2018)

- U.S.: 29.4%
- Vermont: 30.2%
- Chittenden County: 28.1%
- Four-County: 29.5%
- Cornerstone: 29.1%
- Northeast Kingdom: 37.6%
- Southern Vermont: 33.3%
- Addison / Rutland: 28.9%
Zone Overviews
ZONE OVERVIEW

Four-County
ECONOMIC IMPORTANCE OF THE CREATIVE ECONOMY: FOUR-COUNTY

total creative employment (2018)

8,404 JOBS

- 4,345 other workers in creative industries
  - ad agency accountant
  - theater security guard
  - employment in creative industries
    6,183

- 1,838 creative workers in creative industries
  - museum curator
  - orchestra musician
  - employment in creative occupations
    4,059

- 2,221 creative workers in other industries
  - musician at church
  - designer at manufacturer

2,221
SEGMENT DISTRIBUTION: FOUR-COUNTY

- Design, 26%
- Artisan Food, 26%
- Visual Arts and Crafts, 19%
- Performing Arts, 10%
- Film and Media, 9%
- Literary Arts, 8%
- Culture and Heritage, 3%
ECONOMIC FINDING: FOUR-COUNTY

- Jobs in the creative economy are 9.1% of regional jobs in this zone.

- Most significant segment is Artisan Foods with 26% of jobs – higher than all zones, the state as a whole (18%) and the U.S. (13%).

- Jobs in the creative economy grew by 9% between 2010 and 2018, greater than regional job growth of 8% in this zone.

- Most growth in Artisan Foods (47% increase) and Performing Arts (16% increase).
STRENGTHS AND THEMES
from FOUR-COUNTY focus group conversations (Fall 2019)

- Strong and growing artisan food segment
- Very strong collaborative spaces and organizations
- Bringing art into places one would not expect - “tripping over art”
- Strong sense of community
- Strong institutions focused on creative skills
- Vermont Studio Center
- Increased focus on sense of place in town centers
- Particular strength in sculpture
ZONE OVERVIEW

Addison / Rutland
ECONOMIC IMPORTANCE OF THE CREATIVE ECONOMY: ADDISON / RUTLAND

Total creative employment (2018)

5,166 JOBS

2,478 other workers in creative industries
- ad agency accountant
- theater security guard

1,251 creative workers in creative industries
- museum curator
- orchestra musician

1,437 creative workers in other industries
- musician at church
- designer at manufacturer

Employment in creative industries: 3,729
Employment in creative occupations: 2,688
SEGMENT DISTRIBUTION: ADDISON / RUTLAND

Design, 30%

Artisan Food, 19%

Visual Arts and Crafts, 18%

Performing Arts, 12%

Film and Media, 9%

Literary Arts, 7%

Culture and Heritage, 4%

Film and Media, 9%

Literary Arts, 7%

Performing Arts, 12%

Visual Arts and Crafts, 18%

Artisan Food, 19%

Design, 30%
ECONOMIC FINDING: ADDISON / RUTLAND

- Jobs in the creative economy are 8.4% of regional jobs in this zone.
- Most significant segment is Design with 30% of jobs compared to 26% in state.

- Jobs in the creative economy grew by 11% between 2010 and 2018, greater than regional job growth of 2% in this zone.
- Most growth in Artisan Foods (47% increase) and Performing Arts (24% increase).
Entrepreneurial creative businesses growing in the region

Larger artisan manufacturers

Locally owned main street stores

Connections between arts and trades

Small, vital museums

Focus on downtowns

Small, new venues

Collaborative places/spaces

Higher education assets

Sculpture services

STRENGTHS AND THEMES
from ADDISON/RUTLAND focus group conversations (Fall 2019)
Chittenden County
ECONOMIC IMPORTANCE OF THE CREATIVE ECONOMY: CHITTENDEN COUNTY

Total creative employment (2018)

13,241 JOBS

- 6,515 other workers in creative industries
  - ad agency accountant
  - theater security guard
  - employment in creative industries: 9,793

- 3,278 creative workers in creative industries
  - museum curator
  - orchestra musician
  - employment in creative occupations: 3,776

- 3,448 creative workers in other industries
  - musician at church
  - designer at manufacturer
SEGMENT DISTRIBUTION: CHITTENDEN COUNTY

- Design: 25%
- Artisan Food: 15%
- Visual Arts and Crafts: 17%
- Performing Arts: 13%
- Film and Media: 19%
- Literary Arts: 7%
- Culture and Heritage: 3%
ECONOMIC FINDING: CHITTENDEN COUNTY

- Jobs in the creative economy are 9.7% of regional jobs in this zone.

- Most significant segment is Design with 25% of jobs compared to 26% in state.

- Only zone with significant employment in Film and Media.

- Jobs in the creative economy grew by 8% between 2010 and 2018, less than regional job growth of 11% in this zone.

- Most growth in Artisan Foods (36% increase), Film and Media (32% increase) and Performing Arts (30% increase).
### STRENGTHS AND THEMES
from CHITTENDE COUNTY focus group conversations (Fall 2019)

<table>
<thead>
<tr>
<th>Design sector and design talent</th>
<th>Vibrant music scene in Burlington</th>
<th>Density of population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very strong collaborative spaces and places</td>
<td>Progressive leadership</td>
<td>Digital media and film activity</td>
</tr>
<tr>
<td>Opportunities for learning</td>
<td>Political and community support for creative economy</td>
<td></td>
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</tbody>
</table>
Southern Vermont
ECONOMIC IMPORTANCE OF THE CREATIVE ECONOMY: SOUTHERN VERMONT

total creative employment (2018)

5,567 JOBS

2,575
other workers in creative industries
ad agency accountant
theater security guard

1,583
creative workers in creative industries
museum curator
orchestra musician

1,409
creative workers in other industries
musician at church
designer at manufacturer

employment in creative industries
4,158

employment in creative occupations
2,992
SEGMENT DISTRIBUTION: SOUTHERN VERMONT

- Design, 22%
- Artisan Food, 15%
- Visual Arts and Crafts, 24%
- Performing Arts, 14%
- Film and Media, 8%
- Literary Arts, 11%
- Culture and Heritage, 6%
ECONOMIC FINDING: SOUTHERN VERMONT

- Jobs in the creative economy are 9.9% of regional jobs in this zone.

- Most significant segment is Visual Arts and Crafts with 24% of jobs – higher than all zones, the state as a whole (18%) and the U.S. (15%).

- Jobs in the creative economy grew by 2% between 2010 and 2018, greater than regional job growth of 1% in this zone, but smaller than all other zones’ creative job growth.

- Most growth in Artisan Foods (63% increase) and Culture and Heritage (12% increase).
STRENGTHS AND THEMES
from Southern Vermont focus group conversations (Fall 2019)

- Strong music organizations
- Creative education institutions
- Access to markets
- Many artisan crafts related business
- Exceptionally strong collaborative spaces and collaborative arts environment
- Strong amateur and professional theater
- Many creative development projects in city/town centers
ZONE OVERVIEW

Northeast Kingdom
ECONOMIC IMPORTANCE OF THE CREATIVE ECONOMY: NORTHEAST KINGDOM

total creative employment (2018)

3,151 JOBS

- **1,757** other workers in creative industries
  - ad agency accountant
  - theater security guard
  - employment in creative industries: **2,470**

- **713** creative workers in creative industries
  - museum curator
  - orchestra musician
  - employment in creative occupations: **1,394**

- **681** creative workers in other industries
  - musician at church
  - designer at manufacturer
SEGMENT DISTRIBUTION: NORTHEAST KINGDOM

- Design, 36%
- Artisan Food, 19%
- Visual Arts and Crafts, 14%
- Performing Arts, 12%
- Film and Media, 8%
- Literary Arts, 5%
- Culture and Heritage, 4%
Cornerstone
ECONOMIC IMPORTANCE OF THE CREATIVE ECONOMY: CORNERSTONE

Total creative employment (2018)

5,364 JOBS

- 2,644 other workers in creative industries
  - ad agency accountant
  - theater security guard
  - employment in creative industries
    - 4,071

- 1,427 creative workers in creative industries
  - museum curator
  - orchestra musician
  - employment in creative occupations
    - 2,720

- 1,293 creative workers in other industries
  - musician at church
  - designer at manufacturer
SEGMENT DISTRIBUTION: CORNERSTONE

- Design: 26%
- Artisan Food: 17%
- Visual Arts and Crafts: 16%
- Performing Arts: 15%
- Film and Media: 11%
- Literary Arts: 10%
- Culture and Heritage: 6%
Jobs in the creative economy are 10.8% of regional jobs in this zone, slightly higher than all other zones.

Most significant segment is Design with 26% of jobs compared to 26% in state.

Jobs in the creative economy grew by 14% between 2010 and 2018, greater than regional job growth of 2% in this zone.

Most growth in Artisan Foods (67% increase) and Performing Arts (26% increase).

Between 2010-2018 highest growth in employment in creative industries (13.8%) across all zones and comparable to statewide growth (14.1%).
Survey Analysis
**SURVEY**

**purpose:** to gather information from self-employed creatives on their goals and the supportive infrastructure in VT

**target audience:** any person living in VT who self-employed in their creative pursuit (e.g., freelancer, contractor, etc.) or who owns or operates a creative business with less than five employees

**distribution methods:** VT arts council email lists and communications channels, VCN zone agents and steering team members, creative workers, etc. – snowball survey
477 completed responses – higher per capita response than creative survey in Capital Region of NY and in Kentucky

- 413 identified as freelancers; 56 as a small business; and 73 as a creative worker

Survey response distribution:
- fairly representative of 2019 zone population distribution
- weighted heavily towards visual arts and crafts
- limited responses from commercial businesses causing low representation from individuals in design and artisan food segments
- weighted towards older adults (62% or respondents over 50, only 4% age 22-30)
Heavy reliance on earnings from creative work: 38% of respondents indicated creative work is their primary source of income.

Source of income (n=399)

- Freelance - Primary: 38%
- Freelance - Secondary: 16%
- Freelance - Retired: 5%
- Freelance - Unemployed or disabled: 5%
- Freelance - Homemaker primary: 1%
- Hobby/Volunteer: 1%
- Freelance - Student Primary: 1%
Half of survey respondents report that the income generated from their creative work is essential to their standard of living.

Vermont Survey Respondents

Type of income from creative work (n=473)

- Essential - basic needs: 33.62%
- Essential - Middle class or better: 16.07%
- Supplemental: 31.08%
- Hobby: 14.16%
- Other: 5.07%
The majority of respondents are making $30,000 or less from their creative pursuit.
Creatives are not utilizing the Internet to the extent they could. Those that do utilize the Internet rely heavily on their own websites and social media.
The survey provides evidence of the export nature of the creative industries, with about half of respondents selling more than 10% of their goods and services outside of the state.
A large portion of freelancers in the state want to increase their sales/earnings so that they can make their creative work their primary source of income and 11% want to create a business with employees.

Goals of creative work (n=397)

- Increase sales to become primary source: 35%
- Stay at current level: 24%
- Increase sales but still secondary: 20%
- Create business: 11%
- Grow business or freelance income: 7%
- Find full time creative work: 4%
SURVEY RESULTS

Small creative businesses and those interested in growing a small creative business report that the most significant factors that will impact their growth are their access to markets, the growth of markets, the cost of work space and their access to resources.

Factors influencing creative work

- Access to markets (n=279) 58%
- Growth of markets (n=268) 47%
- Cost of work space (n=266) 41%
- Access to resources (n=270) 39%
- Seasonality of markets in VT (n=269) 33%
- Access to financing (n=264) 33%
- Availability of work space (n=264) 29%
- Cost of capital equipment (n=263) 27%
- Business management capacity (n=257) 24%
- Availability of talent (n=255) 20%

% responding “significantly” affects or impacts creative work
A very large proportion of creatives contribute to their communities in multiple ways, with over 125 noting they are a member of a community board.
SURVEY RESULTS

- Survey respondents are networking with peers primarily via social media, but also interact with other creatives through other outlets at least occasionally.
- Creatives interact with peers least frequently via local business associations (e.g., Chambers of Commerce) and statewide associations of their discipline.

**Frequency of interaction with peers by networking outlet**

- Social media (Facebook, Instagram, LinkedIn, Twitter, blogs) (n=454)
- Exhibit or performance venues, openings (n=445)
- Neighborhood eating or drinking establishments (n=431)
- Community or neighborhood organizations (n=439)
- Local associations related to arts (n=456)
- Workshops/trainings/meetings (n=448)
- Statewide association related to your discipline (n=437)
- Local business associations such as chambers of commerce (n=435)
- National associations related to your discipline (n=432)
SURVEY RESULTS

- On average, survey respondents report that the greatest resources needed are:
  1. publicity, coverage in the media
  2. places to sell, exhibit, or perform
  3. grants or loans
  4. opportunities to network with other artists
SURVEY RESULTS

Level of need: VT

- Publicity, coverage in the media (n=451)
- Places to sell, exhibit, or perform (n=451)
- Grants or loans (n=451)
- Opportunities to network with other artists (n=448)
- A stronger local arts council (n=444)
- Affordable health insurance (n=447)
- Continued professional training related to my creative area (n=445)
- Marketing assistance (n=450)
- Information on employment opportunities for artists and creative freelancers (n=445)
- Computer/web/technology assistance (n=445)
- Assistance with retirement savings (n=439)
- Business/financial management assistance (n=444)
- Assistance protecting my intellectual property (n=441)
- Affordable workspace (n=447)
- Assistance pricing my art or performance (n=440)
- Affordable housing (n=437)
- Shared business services (n=440)
- Shared equipment (e.g., kilns, kitchens, 3d printers) (n=441)
- Information on available work or rehearsal space (n=439)
- Student loan assistance (n=433)
- Shared studio space (n=442)
- Transportation access (n=435)
- Access to childcare or family care (n=437)
- Skill development for my employees (n=423)
- Shared office space (n=438)

Avg rating of need (0 = very low, 4 = very high)
SURVEY RESULTS

Availability of resources: VT

- Places to sell, exhibit, or perform
- Opportunities to network with other artists
- Publicity, coverage in the media
- A stronger local arts council
- Information on available work or rehearsal space
- Shared studio space
- Grants or loans
- Affordable workspace
- Computer/web/technology assistance
- Shared office space
- Affordable housing
- Transportation access
- Professional development related to creative disciplines
- Information on employment opportunities for artists and creative freelancers
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- Access to childcare or family care
- Skill development for employees
- Assistance with retirement savings
- Assistance pricing art or performance
- Assistance protecting intellectual property
- Student loan assistance

Percent of respondents who report these resources are somewhat or very available in their county
Jobs in the creative economy are 8.9% of regional jobs in this zone.

Most significant segment is Design with 36% of jobs – higher than all zones, the state as a whole (26%) and the U.S. (29%).

Jobs in the creative economy grew by 8% between 2010 and 2018, greater than regional job growth of 4% in this zone.

Most growth in Artisan Foods (147% increase) and Performing Arts (40% increase).

Between 2010 and 2018, exhibited the most growth in extended proprietorships (37.6%) compared to all zones, the state as a whole (30.2%), and the U.S. (29.4%).

ECONOMIC FINDING: NORTHEAST KINGDOM
Statewide Strengths & Challenges
Collaborative environment amongst creatives

Unexpectedly high density and diversity of artists throughout the state

Market potential related to tourists and second home owners

Proximity to bigger markets in Montreal, NYC, Boston

Strong Vermont brand – authenticity, nature, artisan

Creative spin-offs – designers from Ben and Jerry’s and Simon Pearce - Farmhouse Pottery, puppetry related to Bread and Puppet

Farmers markets as incubators for artisan products

Dense concentration of co-working, maker spaces, accelerators and creative community art facilities

Use of unconventional spaces and places for the arts in small communities

Burton and the outdoor equipment industry attract young risk-takers and shape image

Progressive business community with serial entrepreneurs and investors

Number of large creative businesses that started as small artisan producers: Vermont Teddy Bear, Ben and Jerry’s, Simon Pearce, Hubbardton Forge

Center for Women and Enterprise provide strong support for women entrepreneurs

Creatives play key role in local community organizations and boards
STATEWIDE CREATIVE INDUSTRY
SPECIFIC CHALLENGES

- Developing an effective narrative of the creative economy
- Culture of volunteerism - devaluing art
- Limited markets for avant-garde and challenging, new work
- Curating the Vermont brand to maintain its strength
- Lack of Vermont “music brand”
- Networking opportunities – across disciplines and communities
- Collaborative marketing
- Potential overbuilding - three major new theaters built in the last four years
- Filling cultural support jobs
- Getting the attention of the state and community political leaders
- Many plans and ideas - limited action

- Limited higher end venues and places to sell creative products and services
- Ineffective use of technology and social media by many creative freelancers
- Developing more positive and collaborative relationships with recreation/tourism sector
- Access to quality marketing and design capacity for freelancers and small creative businesses
- Overlapping events, particularly in the summer, and lack of awareness of the events due to lack of a common calendar
- Individual artists and small arts organization lack marketing capacity
- The farmer’s markets in the state are not being leveraged to the extent possible
STATEWIDE GENERAL CHALLENGES

- **Demographics** – aging, rural population – difficult to attract younger generation
- **Infrastructure/connectivity** (i.e., broadband, transportation) in rural communities
- **Second homeowners** impacting housing affordability
- **Closure of small colleges** and concern about others
- **Retaining main street businesses** as owners retire
- **Maintaining the historic community orientation and self-reliance** that has differentiated VT
- **Leveraging the economic potential** of the state’s second homeowners
- **Economic disparities** with loss of manufacturing and other middle skills jobs
- **Access to critical services** – childcare, healthcare, behavioral health
The Creative Economy: Key To Equitable Economic Development in Vermont

Creative residents and businesses contribute to addressing VT-wide challenges

(i.e., creative activity helps attracts younger demographic to VT, creative designers and marketers can help shape and leverage VT brand to increase tourism, etc.)

Expansion of the creative economy generates jobs and income

Improvements in economic well-being of all residents
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