

From: London, Sarah
Sent: Wednesday, July 29, 2015 6:16 PM
To: 'Paul Heintz'; Springer, Darren
Subject: RE: Your request

Hi Paul, please see attached. Redacted portions continue to be withheld as executive privileged communications pursuant to 1 VSA 317(c)(1) and (4). Please note that various pages of the attached were inadvertently counted as withheld records, though they have already been released.

Have a good night,
Sarah

Kessler, John

From: Bourgeois, Kiersten
Sent: Monday, May 18, 2015 5:02 PM
To: Miller, Elizabeth; Moulton, Pat
Cc: Kunin, Lisa; Coriell, Scott; Torti, Tom
Subject: QC-VT draft KB.docx
Attachments: QC-VT draft KB.docx

Here is a starting point. I would like to add some existing programs that we have with Quebec – like the IJC and also some companies that do biz on both sides of the border, like Revision (who I am sure will be thrilled with a mention) – to show that we aren't starting from ground zero. Also wonder if we need to better explain that this is a statewide effort?

I will get the Gov's remarks to you in the AM following our call w/ the Quebec team.

[DRAFT PRESS RELEASE]

Kessler, John

From: Moulton, Pat
Sent: Monday, June 15, 2015 2:42 PM
To: Kessler, John
Subject: FW: QC-VT draft KB.docx

More for Parker

Patricia Moulton, Secretary
Agency of Commerce and Community Development One National Life Drive Deane C. Davis Bldg., 6th Floor Montpelier,
VT 05620-0501
802-451-9578

-----Original Message-----

From: Moulton, Pat
Sent: Tuesday, May 19, 2015 11:05 AM
To: 'Tom Torti'; Bourgeois, Kiersten; Miller, Elizabeth
Cc: Kunin, Lisa; Coriell, Scott
Subject: RE: QC-VT draft KB.docx

Agreed, more of a collaborative tone and acknowledging the good work we are all doing and these resources enable us to build on that work and create greater collaboration with Quebec.
Pat

Patricia Moulton, Secretary
Agency of Commerce and Community Development One National Life Drive Deane C. Davis Bldg., 6th Floor Montpelier,
VT 05620-0501
802-451-9578

-----Original Message-----

From: Tom Torti [mailto:tom@vermont.org]
Sent: Monday, May 18, 2015 5:21 PM
To: Bourgeois, Kiersten; Miller, Elizabeth; Moulton, Pat
Cc: Kunin, Lisa; Coriell, Scott
Subject: RE: QC-VT draft KB.docx

It is a good start. We should highlight the work that Chris Carrigan is doing with the VAAA; the City-State relationship which is building out the potential Porter gives us to move past tourism to business transit and fostering the relationship that the Governor has developed with the Quebec Premier.

-----Original Message-----

From: Bourgeois, Kiersten [mailto:Kiersten.Bourgeois@state.vt.us]
Sent: Monday, May 18, 2015 5:02 PM
To: Miller, Elizabeth; Moulton, Pat
Cc: Kunin, Lisa; Coriell, Scott; Torti, Tom
Subject: QC-VT draft KB.docx

Here is a starting point. I would like to add some existing programs that we have with Quebec - like the IJC and also some companies that do biz on both sides of the border, like Revision (who I am sure will be thrilled with a mention) - to show that we aren't starting from ground zero. Also wonder if we need to better explain that this is a statewide effort?

I will get the Gov's remarks to you in the AM following our call w/ the Quebec team.

Kessler, John

From: Moulton, Pat
Sent: Tuesday, May 19, 2015 1:03 PM
To: Bourgeois, Kiersten
Cc: Kunin, Lisa; Miller, Elizabeth; Torti, Tom
Subject: Re: VT-Quebec Development Alliance - DRAFT 2.0 KB.docx

[DRAFTING]

Patricia Moulton, Secretary
Agency of Commerce and Community Development
802-451-9578
Sent from my iPad, please excuse the typos!

On May 19, 2015, at 12:22 PM, Bourgeois, Kiersten <Kiersten.Bourgeois@state.vt.us> wrote:

Lisa, Liz, Pat and Tom –

After much conversation, I have taken Lisa's draft, incorporated some specific information about the Agency's efforts, the VAAA, etc, to highlight the point that the VQEI will support some of our best, existing projects. Please feel free to hack/edit, etc. One thing that I forgot to work in is the LCRCC's hosting of the team from CIQMO tomorrow.

Thanks and let me know where to go from here.

Kiersten

<VT-Quebec Development Alliance - DRAFT 2.0 KB.docx>

Kessler, John

From: Moulton, Pat
Sent: Tuesday, May 19, 2015 1:49 PM
To: Torti, Tom
Cc: Bourgeois, Kiersten; Kunin, Lisa; Miller, Elizabeth
Subject: Re: VT-Quebec Development Alliance - DRAFT 2.0 KB.docx

[DRAFTING]

[DRAFTING]

> On May 19, 2015, at 12:22 PM, Bourgeois, Kiersten
> <Kiersten.Bourgeois@state.vt.us<mailto:Kiersten.Bourgeois@state.vt.us>
> >
> wrote:
>
> Lisa, Liz, Pat and Tom -
> After much conversation, I have taken Lisa's draft, incorporated some
> specific information about the Agency's efforts, the VAAA, etc, to
> highlight the point that the VQEI will support some of our best,
> existing projects. Please feel free to hack/edit, etc. One thing
> that I forgot to work in is the LCRCC's hosting of the team from CIQMO tomorrow.
>
> Thanks and let me know where to go from here.
>
> Kiersten
> <VT-Quebec Development Alliance - DRAFT 2.0 KB.docx>

Kessler, John

From: Moulton, Pat
Sent: Tuesday, May 19, 2015 1:12 PM
To: Bourgeois, Kiersten; Miller, Elizabeth; Torti, Tom; Kunin, Lisa
Subject: 'VT-Quebec Development Alliance - DRAFT 2.0 KB'
Attachments: VT-Quebec Development Alliance - DRAFT 2.0 KB.docx; ATT00001.txt

Can this work?

[DRAFT PRESS RELEASE]

[DRAFT PRESS RELEASE]

Kessler, John

From: Torti, Tom
Sent: Tuesday, May 19, 2015 1:17 PM
To: Moulton, Pat; Bourgeois, Kiersten; Miller, Elizabeth; Kunin, Lisa
Subject: RE: 'VT-Quebec Development Alliance - DRAFT 2.0 KB'

[DRAFTING]

[DRAFT PRESS RELEASE]

[DRAFT PRESS RELEASE]

Kessler, John

From: Miller, Elizabeth
Sent: Tuesday, May 19, 2015 2:55 PM
To: Torti, Tom; Moulton, Pat; Bourgeois, Kiersten
Subject: 'QC Initiative draft Liz'
Attachments: QC Initiative draft Liz.docx; ATT00001.txt

[DRAFT PRESS RELEASE]

[DRAFT PRESS RELEASE]

Kessler, John

From: Moulton, Pat
Sent: Tuesday, May 19, 2015 3:03 PM
To: Miller, Elizabeth; Torti, Tom; Bourgeois, Kiersten; Kunin, Lisa
Subject: 'QC Initiative draft Liz'
Attachments: QC Initiative draft Liz.docx; ATT00001.txt

This is better Liz, thank you. I made a couple of edits mostly as clean up for consistency.

Pat

[DRAFT PRESS RELEASE]

[DRAFT PRESS RELEASE]

Kessler, John

From: Bourgeois, Kiersten
Sent: Tuesday, May 19, 2015 3:25 PM
To: Moulton, Pat; Miller, Elizabeth; Torti, Tom; Kunin, Lisa
Subject: RE: 'QC Initiative draft Liz'
Attachments: KB Edits VQEI.docx

My edits attached. I filled in the blanks that Liz had. Tom, can you perhaps better articulate the CIQMO event more succinctly?

From: Moulton, Pat
Sent: Tuesday, May 19, 2015 3:02 PM
To: Miller, Elizabeth; Torti, Tom; Bourgeois, Kiersten; Kunin, Lisa
Subject: 'QC Initiative draft Liz'

This is better Liz, thank you. I made a couple of edits mostly as clean up for consistency.
Pat

[DRAFT PRESS RELEASE]

[DRAFT PRESS RELEASE]

Kessler, John

From: Moulton, Pat
Sent: Monday, June 15, 2015 2:40 PM
To: Kessler, John
Subject: FW: VQEI Press Release
Attachments: VQEI Press Release.docx

I think this is the last for Parker

Patricia Moulton, Secretary
Agency of Commerce and Community Development
One National Life Drive
Deane C. Davis Bldg., 6th Floor
Montpelier, VT 05620-0501
802-451-9578

From: Tom Torti [mailto:tom@vermont.org]
Sent: Tuesday, May 19, 2015 3:57 PM
To: Miller, Elizabeth; Moulton, Pat; Kunin, Lisa; Bourgeois, Kiersten
Subject: VQEI Press Release

All:

Here is what I crafted from what you sent to me. How does it look? If OK, I will coordinate with Scott and get the Advisory out tonight.

Tom T



Lake Champlain Regional Chamber of Commerce and Greater Burlington Industrial Corporation Host Montreal Ouest Trade Group and Quebec Business Leaders

Governor Shumlin and Legislative Leaders Attend Meeting and Expand Commitment to Strengthening Quebec Trade Opportunities

Governor Peter Shumlin, President Pro Tem John Campbell, Speaker of the House Shap Smith, and Tom Torti, President of the Lake Champlain Chamber of Commerce, today announced expanded commitments to Vermont-Quebec economic development, during a prospect visit by companies interested in learning more about doing business in Vermont. The event, hosted by the Lake Champlain Regional Chamber of Commerce, is part of their Vermont-Quebec Enterprise Initiative; an effort to position Vermont as the location of choice for Quebec companies looking to locate operations in the United States. (

"I am very pleased to join LCRCC, Commerce International Quebec Monteregie Ouest, and Vermont and Quebec business leaders to strengthen our collective economic ties and highlight our efforts to place an even higher priority on working with our partners in Quebec and beyond, said Gov. Shumlin. "Vermont and Quebec share more than just a border. We have a strong history of economic ties and business opportunities to build upon."

Since 2003, a Vermont-Quebec cooperation agreement has been in place on issues critical to both governments. Issues in the agreement include economic development, energy, the environment, security, tourism, transportation, and agriculture. A recent visit by Quebec Premier Couillard to Burlington reaffirmed both governments' commitment to strengthening this partnership.

The LCRCC has increased its longstanding Vermont-Canadian trade work in the past several months to ensure that Vermont is not only viewed as a premier vacation destination but also a desirable location for Quebec and other Canada-based businesses to base U.S. operations and supply chain partners. In March, LCRCC hosted a meeting between the Premier and Governor with key Vermont business interests and economic development leaders. During that visit, the Premier and Governor Shumlin agreed to work concretely to further Vermont-Quebec economic and direct business ties through their respective representatives, trade organizations, and private partners.

The Governor and the Vermont Legislature greatly assisted these efforts by providing in this year's economic development bill funding for not only statewide economic development marketing but also \$100,000 specifically for targeted marketing and business expansion

initiatives to Quebec-based businesses, including conducting business outreach activities, promoting partnerships with Vermont businesses throughout the State, and facilitating site selection opportunities throughout the State.

"The time is right for us to step up our efforts to partner with Quebec business interests here in Vermont," said President Pro Tem John Campbell and Speaker Shap Smith. "The Legislature's support of funding to advance this effort will help strengthen trade opportunities and promote Vermont as a place for new investment from Quebec businesses in need of supply chain and other U.S.-based opportunities."

The Vermont-Quebec Enterprise Initiative is a cooperative effort guided by the Agency of Commerce and Community Development, in conjunction with the Lake Champlain Regional Chamber of Commerce and its collaborative partner the Greater Burlington Industrial Corporation (GBIC). Its work compliments other Quebec business initiatives such as the Vermont Aerospace and Aeronautics Association, which has developed a strong collaboration with AeroMontreal. Increased support of recruitment and business expansion activities will assist the Agency and its partners with their efforts to support a thriving private sector economy.

The Agency of Commerce and Community Development will deploy the funding appropriated by the Legislature to the LCRCC to allow the Vermont-Quebec Enterprise Initiative to strengthen its Quebec-Vermont business ties statewide, through creation of direct business-to-business opportunities, promotion of Vermont's assets to site selectors and consultants and other projects to promote investment. From Husky to Revision and Appalachian Flooring, Vermont has a history of success with U.S.-based locations for Canadian companies but it must do more to build upon these past successes.

Tom Torti, President of the Lake Champlain Chamber of Commerce, stressed the importance of enhancing Vermont's position as home to a thriving business ecosystem. "I look forward to working with the Governor and his team further this vision," Torti said. "We have a great story to tell and many strong assets that we will to capitalize upon, including our excellent workforce training programs, robust telecommunications infrastructure, world class academic and medical institutions, and accessible governmental partners, all supported by employees known for their unrivaled work ethic."

Kessler, John

From: Moulton, Pat
Sent: Monday, June 15, 2015 2:40 PM
To: Kessler, John
Subject: FW: VQEI Press Release

And another for Parker

Patricia Moulton, Secretary
Agency of Commerce and Community Development One National Life Drive Deane C. Davis Bldg., 6th Floor Montpelier,
VT 05620-0501
802-451-9578

-----Original Message-----

From: Tom Torti [mailto:tom@vermont.org]
Sent: Wednesday, May 20, 2015 8:53 AM
To: Moulton, Pat
Cc: Miller, Elizabeth; Kunin, Lisa; Bourgeois, Kiersten
Subject: RE: VQEI Press Release

Its been revised. Will send to Scott

-----Original Message-----

From: Moulton, Pat [mailto:Pat.Moulton@state.vt.us]
Sent: Wednesday, May 20, 2015 8:00 AM
To: Torti, Tom
Cc: Miller, Elizabeth; Kunin, Lisa; Bourgeois, Kiersten
Subject: Re: VQEI Press Release

Good morning

The Aero Montreal agreement is with the Vermont chamber of commerce not the VAAA. It is okay with the Vermont chamber to take the entire reference to VAAA out.

Pat

Patricia Moulton, Secretary
Agency of Commerce & Community Development One National Life Drive Dean C.
Davis building, 6th Floor Montpelier, Vermont 05620-0501
802-451-9578

Sent from my iPhone

On May 19, 2015, at 3:57 PM, "Tom Torti"
<tom@vermont.org<mailto:tom@vermont.org>> wrote:

All:

Here is what I crafted from what you sent to me. How does it look? If OK, I will coordinate with Scott and get the Advisory out tonight.

Tom T

Kessler, John

From: Torti, Tom
Sent: Friday, May 22, 2015 8:46 AM
To: Kunin, Lisa; Moulton, Pat
Subject: RE: VQEI Thank You V.1 GPS - LK Draft 5-21-15

It's fine with me

T

-----Original Message-----

From: Kunin, Lisa [mailto:Lisa.Kunin@state.vt.us]
Sent: Friday, May 22, 2015 8:42 AM
To: Moulton, Pat; Torti, Tom
Subject: Fwd: VQEI Thank You V.1 GPS - LK Draft 5-21-15

Liz asked me to make sure you had both reviewed before she takes a final look. Please let me know if you have any changes.

Thanks,
Lisa

Sent from my iPhone

Begin forwarded message:

From: "Kunin, Lisa"
<Lisa.Kunin@state.vt.us<mailto:Lisa.Kunin@state.vt.us>>
Date: May 21, 2015 at 5:11:23 PM EDT
To: "Kunin, Lisa" <Lisa.Kunin@state.vt.us<mailto:Lisa.Kunin@state.vt.us>>
Cc: "lgkunin@gmail.com<mailto:lgkunin@gmail.com>"
<lgkunin@gmail.com<mailto:lgkunin@gmail.com>>
Subject: VQEI Thank You V.1 GPS - LK Draft 5-21-15

Kessler, John

From: Torti, Tom
Sent: Wednesday, May 27, 2015 10:38 AM
To: Moulton, Pat; Bourgeois, Kiersten; Kunin, Lisa; Miller, Elizabeth; Springer, Darren
Subject: Quebec Work Plan
Attachments: VQEI Work Plan.docx

All:

Attached is the Chamber work plan for its Vermont-Quebec Enterprise Initiative. It complements the plan that Kiersten developed for the State and is meant to focus on those areas where the Chamber will play a leadership role or where it will directly support State of VT initiatives. I have worked with Kiersten in its development. As you will note, it is a statewide effort and speaks to an open and collaborative process.

Unless you disagree, I will share this with Shap and John so they understand how the appropriation will be deployed.

All that remains is to work out the MOU with Commerce so that we can begin. Until the new state fiscal year, the Chamber will cover all start-up costs as part of its contribution to the program. I anticipate advertising for a staff person in the near future with the start date being early July.

Tom T



Vermont-Quebec Enterprise Initiative

The Vermont-Quebec Enterprise Initiative is a program of the Lake Champlain Regional Chamber of Commerce (LCRCC), funded by the State of Vermont, which is part of a larger Chamber program created to attract Canadian companies to Vermont as their location of choice for United States operations.

The LCRCC (the Chamber) has developed this work plan in conjunction with the Agency of Commerce and Community Development (ACCD) and the Office of Governor Peter Shumlin. It has been designed to support the statewide Quebec strategy and defines those areas where the Chamber will play leadership and support roles in order to ensure that the outcomes anticipated by ACCD and the State of Vermont are met.

Goals:

The Initiative has three goals:

- **Create opportunities for Quebec companies to access Vermont-US markets and establish a physical presence in the state.**
- **Create opportunities for Vermont companies to begin or expand their exports into the Quebec market.**
- **Support existing Vermont-Quebec relationships in order to expand economic development activities.**

Issues of Mutual Interest:

1. The Chamber will focus its efforts on the following four (4) areas:
 - a. Increased trade of goods and services
 - b. Expanding the existing entrepreneur ecosystem
 - c. Education, workforce development and training
 - d. Research and Development/Innovation

Targeted Business Sectors:

2. The Chamber will target the following areas:

- a. Advanced Manufacturing
 - i. Supply Chain
 - ii. Biosciences and Engineering
- b. Environmental and Clean Energy Technologies
- c. Value-added food production
- d. Information Systems and Platforms

It will actively support other efforts by the state and collaborative partners to ensure that this is truly a statewide effort.

Partnership Activities:

3. We will actively lead or support the Partnership Activities identified by the ACCD as listed below:

- a. Formalize and broaden our relationship and agreements with FCCQ
- b. Develop and deliver training forums for Vermont companies in doing business with Quebec and reciprocal trainings for Quebec companies interested in locating to Vermont.
- c. Constitute a VQEI Advisory Council to help guide the Chamber activities to include legal, logistics, political and business perspectives.
- d. Lead organized outreach initiatives to Quebec companies.
- e. Assist the State and ACCD with the development of a media-marketing campaign that promotes Vermont as the location of choice for Quebec companies looking to locate in the United States.
- f. Assist with the organization, promotion and execution of Governor-led outreach missions to Quebec
- g. Identify and develop business outreach strategies around established and emerging Vermont business sectors:
 - i. Environmental
 - ii. Renewable Energy
 - iii. Value-Added Agriculture
 - iv. Information Technology
 - v. Bioscience
 - vi. Entrepreneurship
- h. Hold site selector meetings at targeted economic development forums to pitch Vermont as the location of choice.
- i. Market Vermont commercial-industrial properties to Quebec companies

Partner Organizations:

4. In order to achieve the goals set out in this work plan and to meet the spirit and intent of the Administration and Legislative mandates, the Chamber recognizes the necessity of an inclusive and transparent process. Success requires the collaboration with existing organizations already engaged in economic development work both in Quebec and in Vermont.

- The Agency of Commerce and Community Development
- The Regional Economic Development Entities
- State and Local Chambers of Commerce
- Academic, research and incubator organizations.
- Private sector partners

Major Activity Timelines:

- a. Meet with FCCQ and Consulate Office (Boston) – June 2015
- b. Meet with Montreal Board of Trade and Regional Economic Development Organizations – Mid-July 2015
- c. Attend Supply Chain Summit and IEDC Site Selector Meetings – June through November 2015
- d. Formalize MOU's with FCCQ – July 2015
- e. Help facilitate a reciprocal business mission to Quebec – August 2015
- f. Assist with the planned Governor-Premier Economic Development Summit-Late Fall 2015
- g. Host a second Quebec-Vermont Business Engagement -- September/October 2015

Other Activities:

In addition to the major activities listed above, the Chamber will compile research data and develop, in conjunction with ACCD, marketing and promotion materials to use at pitch sessions at exchanges, with individual companies and with Site Selectors.