

EXPERIENCE SHELBURNE [501 (c)(3)] PUBLIC KICK-OFF EVENT/CITIZEN AND
BUSINESS COMMUNITY FORUMS MINUTES

JANUARY 28-29, 2026 at 05:30 P.M.

Shelburne Museum, Pizzagalli Center for Art and Education

Members Present: Chunka Mui (Chair); Tom Denenberg (Committee Member), Joan Goldstein (Committee Member); Don Porter (Committee Member); Art Freidman (Committee Member); Jeff Carr (Committee Member); Matt Lawless (Town Manager-Ex Officio Member); Patricia Carpenter (Committee Member-Deputy Town Manager); and Aaron DeNamur (Town Planner-Ex Officio Member).

Notable Non-Members Present: Leslie Wright (Advisor and Co-Chair Marketing Strategic Communications Working Group of the Shelburne Community and Economic Development Committee), and Andrew Everett (Chair, Experience Shelburne Advisory Board). There were several dozen invited guests who attended the Experience Shelburne Kick-Off Event-Presentation on January 28th. Several dozen Town residents and members of the Town's business community attended the two forums as well on the morning of January 29th.

Public Presentation: The Experience Shelburne Kick-Off event started off with a public reception held in the lobby of the Pizzagalli Center for Art and Education (hereafter: the "center"). Refreshments were served. The reception lasted roughly an hour, and the group re-convened for a public presentation of Experience Shelburne's goals and summary of first year activities in the adjacent meeting room in the Center. The public presentation was made by the Chair—with supporting remarks about the Experience Shelburne Branding Study by the two principals of the project's consulting team Over/Under and Libretto. A copy of the full presentation is attached. The public presentation portion of the event was then adjourned until 8:30 AM on Thursday morning January 29th for a citizen engagement event and a public forum with members of the Town's business community to be held at the Merrill Community Room at the Pierson Library, Shelburne, Vermont.

Citizen Engagement-Business Community Forums: At approximately 8:30 A.M. on January 29th, the Chair convened a citizen engagement session in the Community Room at the Pierson Library. The Chair provided an overview of the goals and first year activities of the Experience Shelburne organization. At the conclusion of the presentation, the Chair took questions for those assembled. Attendees, the Chair, and other members of the Experience Shelburne organization engaged in a broad discussion of any issues and concerns raised by the information provided. At approximately 9:45 AM the citizen forum adjourned, and the forum with members of the business community was convened where additional information was provided. Attendees engaged in a thoughtful dialogue regarding issues of importance to the Town's business community.

Adjournment: The business community forum was then adjourned at roughly 12:00 noon by the Chair.

Respectfully submitted by **Jeffrey B. Carr**, Corporate Secretary of the Experience Shelburne, a 501 (c)(3) corporation located in Shelburne, Vermont.

Building Awareness, Engagement and Partnership

Experience Shelburne Briefing

January 2026



Experience
Shelburne

**“The best time to plant
a tree was 20 years ago.
The second best time
is now.”**

— Chinese proverb

Shelburne's Assets and Opportunities



Unrivalled Natural Beauty



World Class Institutions and Businesses



Vibrant Local Businesses and Organizations



Historic Village and Attractions



Significant visitor and drive-through traffic



Unmet Demand for Housing, Lodging, Meals, Retail, Services, etc.



Visitor Synergy and Spending Opportunities



Prime Development Sites Sit Idle

Left Untapped, Significant Challenges Will Worsen



Underleveraged local assets and attractions



Structural deficits, costs rising faster than revenues



Regional housing shortages



Maintaining Town service levels and addressing new needs

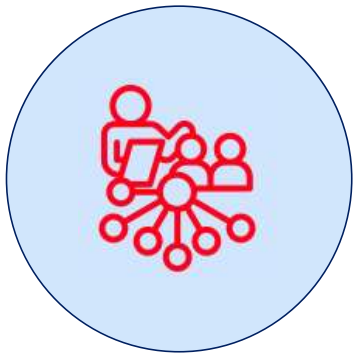


Workforce challenges for local businesses



Capital funding for maintenance and improvements

Session Goals



Awareness



Engagement

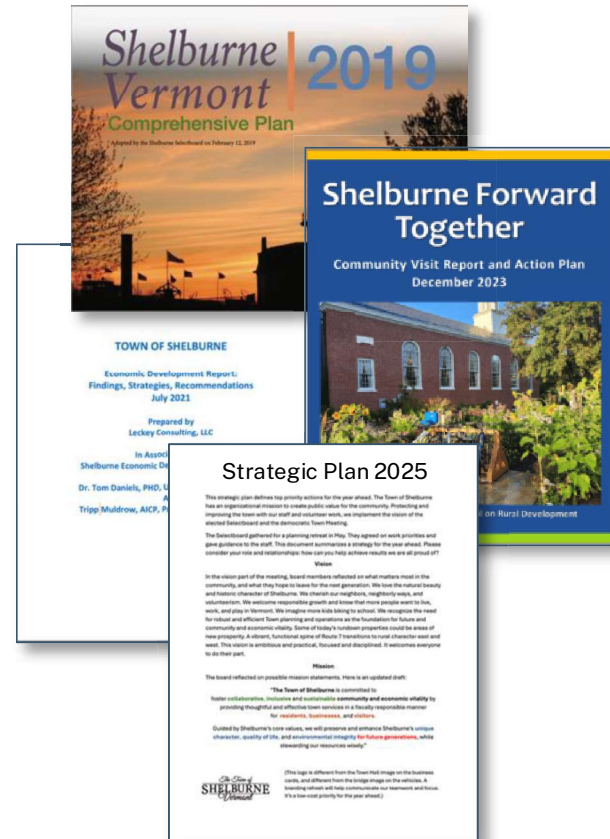


Partnership

Mission

Foster collaborative, inclusive and sustainable community and economic development that benefits residents, businesses, and visitors

— while preserving and enhancing Shelburne's unique character, community vitality, and environmental integrity for future generations.

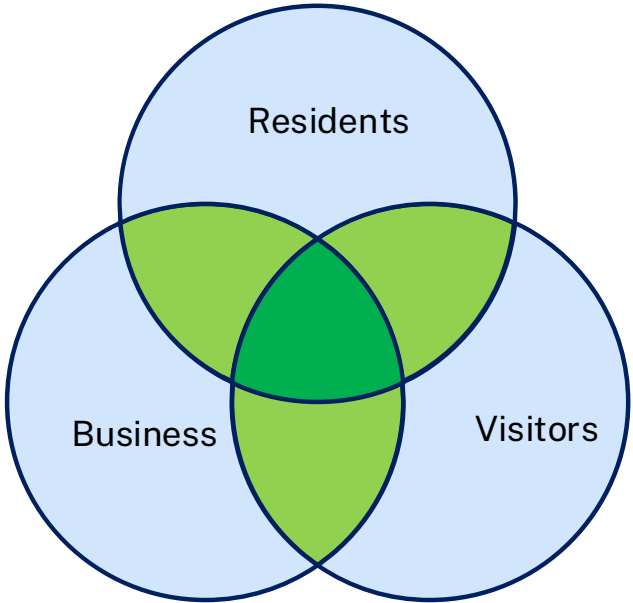


Strategy

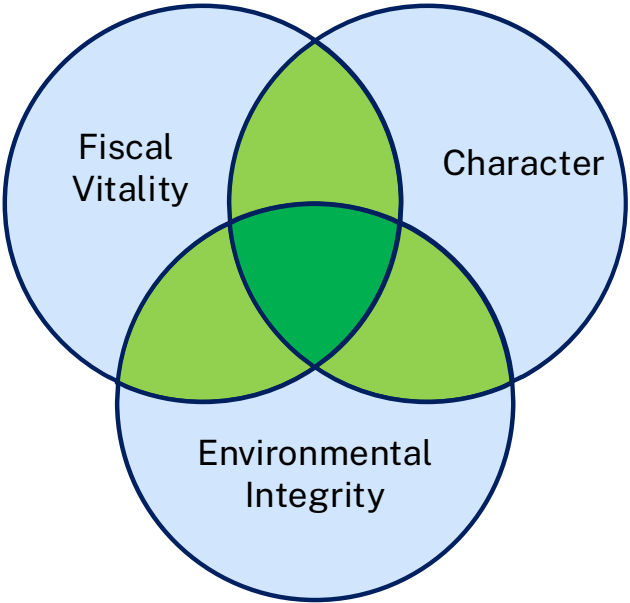
- Smart targeted growth, not transformational change
- Increase quality of life and experience, not quantity of traffic
- Focus on high value opportunities
- Leverage visitor synergies and increase share of wallet
- Create and enhance spaces, attractions, and opportunities to turn through-traffic into assets rather than liabilities
- Target commercial development to capture local demand, enhance quality of resident and visitor experience, and town's fiscal vitality

Strategy: Aim for the Sweet Spots

Stakeholders



Criteria



For Future Generations

Approach

- Public/Private Partnership
 - Town Community and Economic Development Committee
 - Non-Profit Corp — 501(c)(3) applied
- Proactive forum and catalyst for fostering community vitality and economic health
- Unifying positioning and brand bridging many strong assets and identities
 - Historic town, community and attractions
 - World-class institutions and businesses
 - Local businesses and organizations

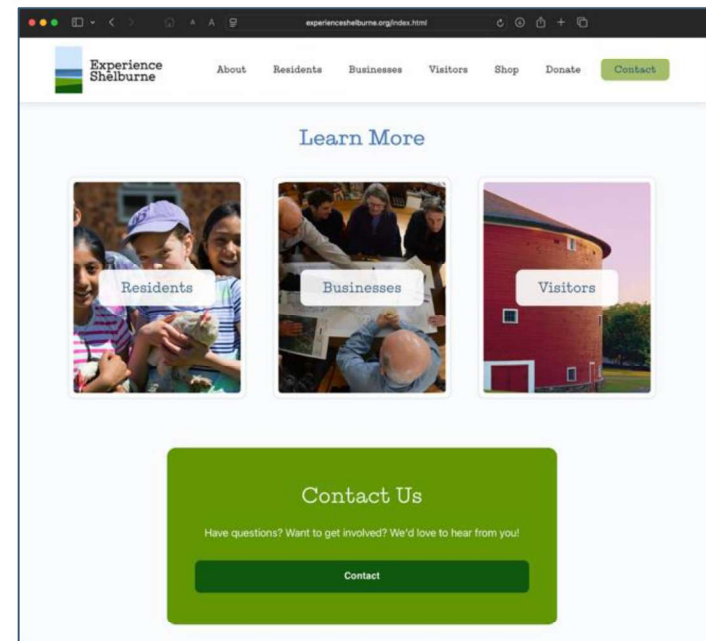
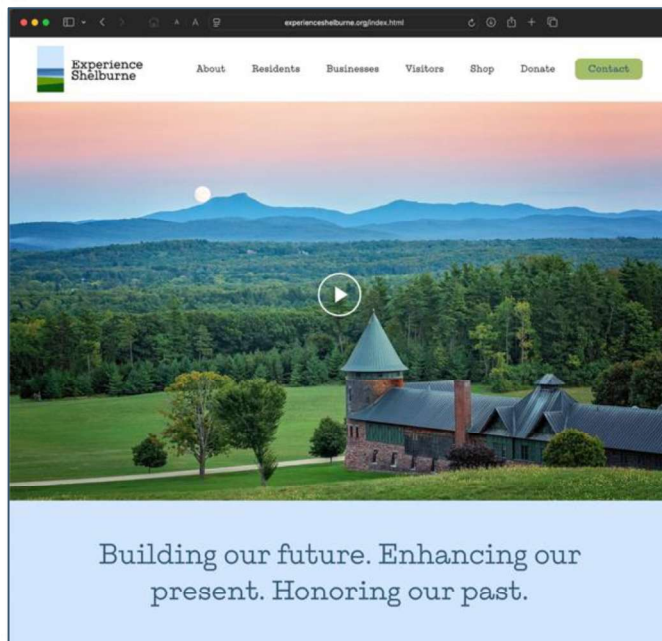


First Year Progress

- Built foundation for Experience Shelburne, including Town Committee, partner 501(c)(3) (applied), 30+ volunteers and advisors, positioning, brand, website, and toolkit
- Engaged more than 150 community members through interviews, focus groups, and surveys
- Supported Selectboard analysis and negotiations for O'Brien and other property development opportunities
- Supported Unified Zoning Regulations rewrite
- Revived Bay Road District infrastructure, safety and access efforts to leverage Wastewater project synergies
- Championed continuation of Town's Winter Lights in concert with Shelburne Museum program
- Secured future of the Shelburne Farmers Market
- Advancing development of the former Rice Lumber site through potential partner outreach and discussions

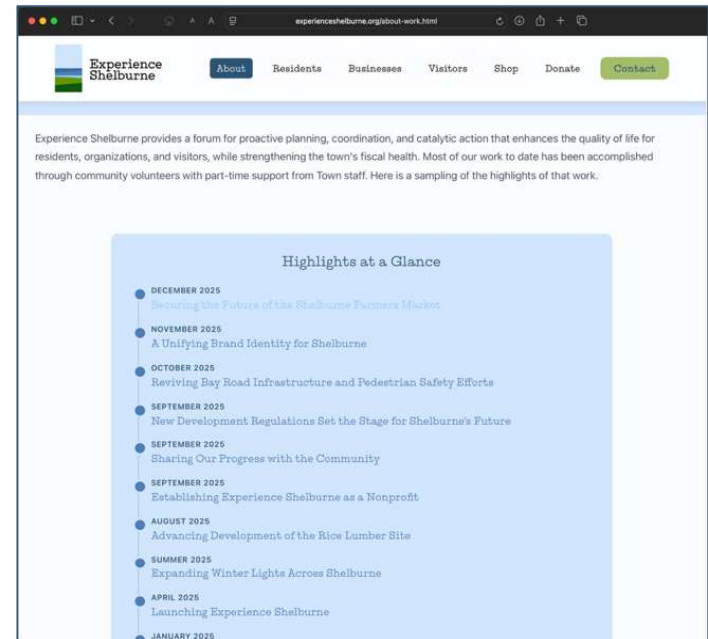
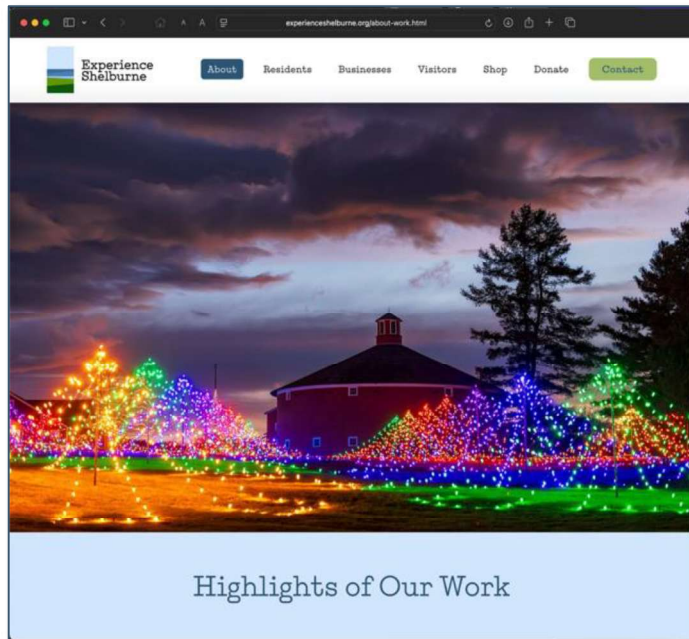


Learn More



experienceshelburne.org

Learn More



Three Preliminary “To Do” Lists

First List
2026 Projects



Second List
1 to 3 Year Priorities



Third List
Long Term Desired Outcomes



Third List

Long Term Desired Outcomes



Vibrant Village Center Mix-Used District, including North anchor of enhanced market plaza, dining and shopping; enhanced Village Green; 4-season Museum attraction with inn and performance venue to the South; connected to Vineyard, Folino's, Fiddlehead and VT Teddy



Robust Village North along Rt 7 with destination hospitality, convention/meeting options, dining, commercial, and retail adding to a thriving economic spine along the length of Route 7 through Shelburne



Performing arts and cultural enhancements for residents that also draw year-round visitors and drive visitor synergies



Route 7 beautification and traffic improvements drive streetscapes, signage, landscaping, and flow across Shelburne



Diverse housing development in growth districts, including worker housing, mix-use/income options, and 55+ communities



Shelburne Bay District addressing Wastewater project, LaPlatte Bridge, RR underpass, Bay Road, Bay Park, and Marina, including infrastructure, pedestrian safety, and access to waterfront, natural resources, and Shelburne Farms



Comprehensive Bike-Pedestrian network throughout Shelburne



Lake District Encompassing innovative land uses at Meach Cove Farms and Shelburne Farms, including educational, research, agricultural, cultural, convening, and community activities

Second List

1 to 3 Year Priorities

- Commercial property development (pre-permitting, promotion)
- Placemaking, signage, and parking
- Food, retail and hospitality recruitment
- Four Season strategy, especially Winter gaps via Winter Lights, Market, and other attractions
- Shelburne Bay District: LaPlatte Bridge, Bay Road, and Bay Park, wastewater project, infrastructure, safety and access
- Town asset inventory and leverage
- Town Plan and TIF/CHIP analysis (tax increment financing)
- Experience Shelburne Org Dev — sustainability, funding and value

First List 2026 Projects

Seasonal Events and Attractions

- Farmers Market+
- Winter season, including Winter Lights, Market and Festivals

Kate Elliott*



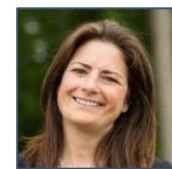
Matt Sleeman



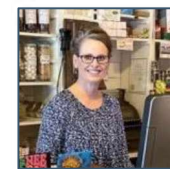
Matt Lawless



Sarah Stillman



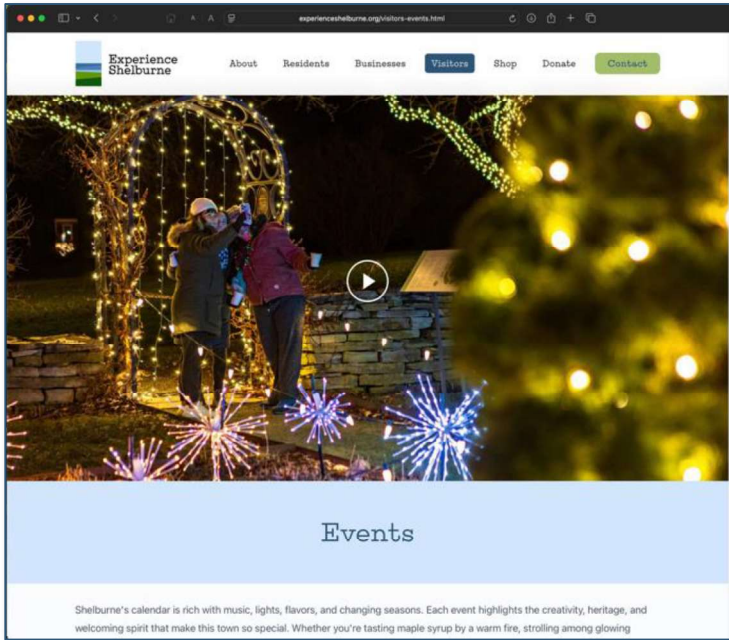
Leslie Wright*



Carmone Austin



Patty
Carpenter*



First List 2026 Projects

Critical Infrastructure

- Shelburne Bay District wastewater upgrade, bridge, park, road infrastructure, safety and access



Jeff Carr



Chunka Mui*



Brian Precourt



Alec Webb



Matt Lawless



Kate Lalley



Kesha Ram Hinsdale

First List 2026 Projects

Smart Targeted Development

- Prime property inventory with key data and support for owners, developers, planners and town staff
- Town asset inventory



Jeff Carr



Brian Precourt



Joan Goldstein



Matt Lawless*



Meagan Buckley



Art Friedman



Steve Kendall



Aaron DeNamur*



Don Porter



Matt Sleeman

First List 2026 Projects

Visitor Strategies and Synergies

- Visitor experience and local business-comarketing
- Placemaking, signage and parking
- Restaurants, hospitality, and entertainment attraction recruiting



Carmone Austin*



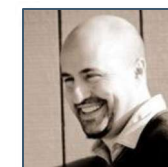
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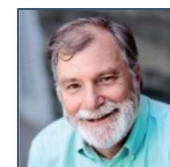
Tom Denenberg*



Meagan Buckley



Jeff Trussell



Steve Kendall



Alec Webb



Kate Lalley



Aaron DeNamur

First List 2026 Projects

Economic Development Planning

- Town Plan input
- TIF/CHIP analysis

Our Organizational Development

- Community communications and engagement
- Funding and Sustainability



Art Friedman*



Joan Goldstein*



Matt Sleeman



Mary Anne Sheahan



Jeff Carr



Brian Precourt



Chunka Mui*



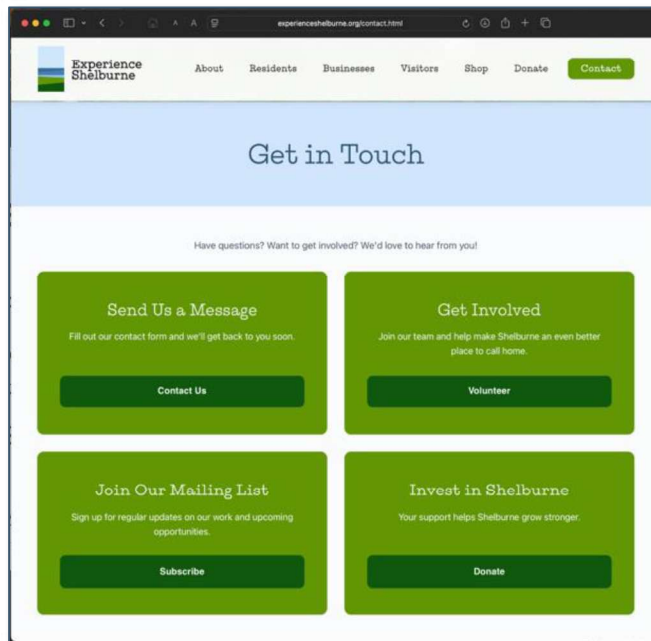
Shawn Sweeney



Kate Elliott

Next Steps

- Feedback
- Volunteer
- Support
- Partner



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Why Should You Participate?

**When Shelburne thrives,
everyone benefits!**

Share Your Feedback

Help shape Shelburne Future



Scan to take survey

Or Visit

<https://s.surveymonkey.com/4x63x2vh>

Your input shapes our priorities for
2026 and beyond.