



CORE IDEOLOGY	MARKET POSITIONING	SWOT ANALYSIS	ORGANIZATIONAL PRIORITIES				
			3-YEAR THRUSTS	1-YEAR INITIATIVES	120-DAY ROCKS		
			Through 6/2024	YR3: 7/2023-6/2024	1 ST : July 1-Oct 31, 2023	2 ND : Nov 1, 2023-Feb 28, 2024	3 RD : Mar 1-June 30, 2024
<p>CORE VALUES:</p> <ul style="list-style-type: none"> • Responsiveness • Accountability • Integrity • Inclusivity <p>CORE ACTIVITES:</p> <ul style="list-style-type: none"> • Facilitate • Champion • Educate • Motivate <p>See Detail Document for descriptions</p>	<p>MISSION: Create an entrepreneurial and innovative environment, nurturing businesses to launch, grow, and thrive.</p> <p>STRATEGIC PILLARS:</p> <ul style="list-style-type: none"> ▪ Balanced and wholistic growth ▪ Partnership, cooperation, and collaboration ▪ Focus on starting and growing local businesses ▪ Advocate for and represent region <p>VALUE PROPOSITION: Access, connections, resources, knowledge</p> <p>BRAND PROMISE: Guidance and resources to help businesses thrive.</p> <p>Tag line: "Great Starts Here"</p> <p>SANDBOX:</p> <p>Geographic: Addison County, VT</p> <p>Customers: Primary focus on pre-Stage 1, Stage 1 and Stage 2 businesses that have the potential for growth. Provide support to mature businesses as appropriate.</p> <p>Products/Services: Access to Resources, Referrals, Networking, Connections, Education, Loans, Grants, Advocacy, Consulting, Project Management, Office and Conference Space.</p>	<p>STRENGTHS:</p> <ul style="list-style-type: none"> ▪ Relationships and connections ▪ Strong and knowledgeable staff ▪ Loan funds ▪ Respected in community ▪ Diverse, engaged and knowledgeable board ▪ OPOS/Strategic focus ▪ Grant expertise ▪ Facility (Office space) <p>WEAKNESSES:</p> <ul style="list-style-type: none"> ▪ Scale: too small; limited resources ▪ Financial instability/lack of diverse rev sources ▪ External awareness of our value proposition ▪ No staff redundancy ▪ Facility Is not ADA accessible ▪ Small membership base/depth ▪ Marketing to and access by un- and underserved populations <p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> ▪ Incubate potential economic drivers: <ul style="list-style-type: none"> ○ climate economy businesses & jobs ○ local food system ○ creative economy ▪ Engage major employers ▪ Take leadership role, use partnerships to extend impact and fill economic leadership vacuum ▪ Encourage development of more housing and childcare facilities ▪ Remote workers ▪ Engage rural bizs/help them feel a part of the economy ▪ Grow mem: emph donation vs exchange for services ▪ Market QoL - Location in relation to Chittenden County ▪ Tell stories of entrepreneurial spirit and climate ▪ Fill economic leadership opportunities ▪ Diversity of population <p>THREATS:</p> <p>Threats to Existence-</p> <ul style="list-style-type: none"> ▪ Risks to funding ▪ Duplication of efforts by other organizations; competition for same clients ▪ Lack of strategic econ vision for region and state ▪ Reputation risk ▪ Level of St&Fed funding will decrease <p>Market Threats -</p> <ul style="list-style-type: none"> ▪ Lack of workforce housing ▪ Lack of childcare ▪ Demographics (aging population) ▪ Uncertainty of cost of doing businesses ▪ Lack of commercial space/cost of construction ▪ Conflicting perspectives on growth ▪ Lack of cell/internet service ▪ Loss of large employer ▪ AI and other market disrupters-unclear impact on biz 	<p>3 YEAR THRUSTS:</p> <p>1.WFD: Facilitate public-private partnerships to address workplace needs of today & tomorrow</p> <p>2. Entrepreneurship: Build ent. ecosystem in region. Provide networking opps; add needed services.</p> <p>3. Capital: Increase availability of capital available through ACEDC: Become grant hub; leverage and deploy funds.</p> <p>4. CEDS: Create EDD and use the CEDS to create an Addison County-specific econ dev plan.</p> <p>5. Marketing and Membership: Communicate value of ACEDC; Increase awareness of ACEDC value and services to AC bizs with focus on DEIB. approaches.</p>	<p>1. Workforce Development</p> <ul style="list-style-type: none"> - Harvest competencies of sectors - Provide programming that bridges generational and work-life balance - Provide TA enabling childcare expansion - Hold Financial Reality Fairs - Implement DoL (Leahy) Pipeline Grant w/HHC. <p>2. Entrepreneurial Ecosystem</p> <ul style="list-style-type: none"> - Evaluate incubator - ID successful entrepreneurs - Gap analysis - Create networking, mentoring, and training opps for new & existing entrepreneurs - Create profiles of successful ent - Develop mentoring handbook <p>3. Capital</p> <ul style="list-style-type: none"> - Identify and apply for grants that benefit ACEDC - Identify and apply for resources for region - Better define scope of grant services - Implement Incubator - Apply for BGS grants - FY24 RPP list - Steps to advance housing development - Implement Brownfields, HCC grants - Admin NBRC grants - Increase # of RLF loans <p>4. CEDS</p> <ul style="list-style-type: none"> - Create EDD - Develop REDS <p>5. M&M</p> <ul style="list-style-type: none"> - Comm value - Imp DEIB plan 	<p>1. WFD</p> <ul style="list-style-type: none"> - Survey bizs re competencies - Recruit bizs to visit HS - Recruit HS to visit bizs - Plan programming - Develop TA for CC - Plan FRF <p>2. Ent Ecosystem</p> <ul style="list-style-type: none"> - Research Incubators - Visit Incubators - Interview stakeholders - Launch Inc. Exploratory Committee - Survey Ent and Midd - ID Entrepreneurs <p>3. Capital</p> <ul style="list-style-type: none"> - ID Grants for ACEDC and Region - Launch TA Program - File BGS Apps - Define grant services - Collect RPP forms - Connect with BF projects - Launch HCC/Collins project - Assist w/DoL HCC grant - Admin NBRC grants - 1 new RLF loan <p>4. CEDS</p> <ul style="list-style-type: none"> - File EDD app with EDA - Draft REDS <p>5. M&M</p> <ul style="list-style-type: none"> - Adv Asst ED - Start ED Trans - Muni Petitions - Membership drive - Annual Impact report - Implement DEIB plan 	<p>1. WFD</p> <ul style="list-style-type: none"> - Catalog biz competencies/needs - Start biz/HS visits - Imp biz programming for generational and work-life balance - Imp CC TA - Plan FRFs <p>2. Ent Ecosystem</p> <ul style="list-style-type: none"> - Present Inc research and plan to Board - Launch Inc Phase 1 - Ent gap analysis - Plan ent events - Start ent profiles - Start ent handbook <p>3. Capital</p> <ul style="list-style-type: none"> - Apply for grants - Imp TA program - Admin BGS grants - Submit RPP - Connect BF projects - Imp DoL projects w/HCC - 1 new RLF loan <p>4. CEDS</p> <ul style="list-style-type: none"> - Imp EDD - REDS public input <p>5. M&M</p> <ul style="list-style-type: none"> - Hire Asst ED - Adv ED - Muni petitions and requests - Cont membership drive - Imp DEIB plan 	<p>1. WFD</p> <ul style="list-style-type: none"> - Match comp/needs to job seekers - Cont biz/HS visits - Cont biz programming for generational and work-life balance - Cont CC TA - Hold FRFs <p>2. Ent Ecosystem</p> <ul style="list-style-type: none"> - Cont Inc Phase 1 - Start networking, mentoring, training opps - Finalize ent profiles and handbook <p>3. Capital</p> <ul style="list-style-type: none"> - Admin grants - Cont TA program - FY25 BGS round - FY25 NBRC apps - Connect BF projects - Imp DoL projects w/HCC - 1 new RLF loan <p>4. CEDS</p> <ul style="list-style-type: none"> - REDS Draft <p>5. M&M</p> <ul style="list-style-type: none"> - Onboard Assit ED - ED Interviews - Final DEIB steps
<p>PURPOSE: To facilitate opportunities for economic prosperity in Addison County by building a robust economy.</p>							
<p>ENVISIONED FUTURE</p> <p>ACEDC:</p> <ul style="list-style-type: none"> • Is the premier business resource • Is the center for economic and community development activities • Is the hub of the entrepreneurial ecosystem • Strengthens and develops strategic partnerships and collaborations to accomplish regional and state goals <p>BHAG: Addison County is a destination for business creation and growth.</p>							