



ACEDC One Page Operating Strategy-FY 2025 (Ver. 2-Approved 6/20)

CORE IDEOLOGY	MARKET POSITIONING	SWOT ANALYSIS	ORGANIZATIONAL PRIORITIES				
			3-YEAR THRUSTS	1-YEAR INITIATIVES	120-DAY ROCKS		
			Through 6/2027	YR1: 7/2024-6/2025	1 ST : July 1-Oct 31, 2024	2 ND : Nov 1, 2024-Feb 28, 2025	3 RD : Mar 1-June 30, 2025
<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>STRENGTHS:</p> <ul style="list-style-type: none"> ▪ Relationships, connections, and access ▪ Respected in community ▪ Knowledgeable staff: Broad perspective on resources. ▪ Ability to facilitate capitalization of projects ▪ Diverse, engaged and knowledgeable board ▪ OPOS/Strategic focus ▪ Grant expertise ▪ Facility (Office space) <p>WEAKNESSES:</p> <ul style="list-style-type: none"> ▪ Leadership transition ▪ Side quests/Distractions ▪ Depth of staff; lack of redundancy ▪ Limited resources ▪ Financial instability/lack of diverse rev sources ▪ Facility Is not ADA accessible ▪ Small membership base/depth ▪ Brand ▪ Marketing to and access by un- and underserved populations <p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> ▪ Workforce engagement, planning, development, building pathways ▪ Increase housing availability ▪ Entrepreneur ecosystem development ▪ Attracting business development and relocation ▪ Outreach to increase accessibility to underserved communities ▪ Climate change resilience planning for businesses ▪ Property ownership and development ▪ Incubate potential economic drivers: <ul style="list-style-type: none"> ○ climate economy businesses & jobs ○ local food system ○ creative economy ▪ Remote workers ▪ Engage rural biz/help them feel a part of the economy ▪ Grow mem: emphasize donation vs exchange for services <p>THREATS:</p> <p>Threats to Existence-</p> <ul style="list-style-type: none"> ▪ Risks to funding; Political landscape ▪ Duplication of efforts by other organizations; competition for same clients ▪ Reputation risk <p>Market Threats -</p> <ul style="list-style-type: none"> ▪ Climate Change ▪ Legislation and regulation ▪ Inflation ▪ Lack of workforce housing ▪ Lack of childcare ▪ Demographics ▪ 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 	<p>3 YEAR THRUSTS:</p> <p>1. Capital: Increase availability of capital available through ACEDC: Become grant hub; leverage and deploy funds.</p> <p>2.WFD: Engage employers to assess needs, assist with retention and recruitment, and create pathways to employment. Facilitate partnerships to address workplace needs of today & tomorrow</p> <p>3. Entrepreneurship: Build ent. ecosystem in region. Provide networking opps; add needed services.</p> <p>4. Organizational sustainability, resiliency, and effectiveness: Increase awareness of ACEDC value and services to AC; Grow membership; Obtain alternative revenue sources.</p>	<p>1. Capital</p> <ul style="list-style-type: none"> - Identify and apply for new grants that benefit ACEDC (goal: 1) - Identify and apply for new resources for region (goal: 1) - Admin current grants - Create EDD/Apply to EDA - Apply for new IRP - Increase # of RLF loans (goal: 2 new) <p>2. Workforce Development</p> <ul style="list-style-type: none"> - Harvest needs and skills from employers (goal: 30) - Develop Employer of Quality program - Determine E&T gaps - Partner with educ & training, esp PAHCC <p>3. Entrepreneurial Ecosystem</p> <ul style="list-style-type: none"> - Evaluate incubator need - Evaluate MID - ID successful entrepreneurs (30) - Do needs gap analysis - Create networking, mentoring, and training opps for new & existing entrepreneurs (4) - Develop investor relationships (8) <p>4. ORG</p> <ul style="list-style-type: none"> - Manage transition - Expand business outreach (+50 new) - Increased intentional membership specific communication (+ 10 net new members) - Org legislative biz tours (1) - Develop REDS - Consider merger - Evaluate 1590 acquisition - Evaluate investment of reserves 	<p>1. Capital</p> <ul style="list-style-type: none"> -Create grant list and calendar ✓ -Submit IRP app ✓ -Finalize and submit Food Hub Feasibility Study ✓ - Finalize FY24 BGS Grants ✓ -Submit FY25 BGS Grants ✓ -Admin RDC, GROW, NBRC grants (3) ✓ -Initiate RPP List ✓ -Create EDD ✓ -File EDD with EDA ✓ -Close 1 loan ✓ -Disaster recovery info ✓ -Letters of support (4) ✓ <p>2. WFD</p> <ul style="list-style-type: none"> -PAHCC/Collins Soldering Class ✓ -Referrals to WFD training and educ ✓ <p>3. Ent Ecosystem</p> <p>4. Org</p> <ul style="list-style-type: none"> - biz engagements (25) ✓ -Hire new OOM ✓ -Follow up with potential new members (2) ✓ -Research merger ✓ -Plan and execute mixer ✓ -Execute webinars (3) ✓ -Muni outreach (17) ✓ -Prep for annual meeting ✓ -Finalize audit ✓ -Quarterly reports ✓ -Newsletter (2) ✓ 	<p>1. Capital</p> <ul style="list-style-type: none"> -Apply for USDA/RD RBDG -Grant agreement for NBRC capacity grant -IRP Loan agreement -VCRD grant for Middlebury TENS -Admin FY26 BGS grants -Admin RDC, Grow, NBRC grants -Finalize RPP list -Start EDD meetings -Close 1 loan -Letters of support <p>2. WFD</p> <ul style="list-style-type: none"> -Referrals to WFD training and educ <p>3. Ent Ecosystem</p> <p>4. Org</p> <ul style="list-style-type: none"> -Biz engagements -File audit -Update Glue-up with new Tier levels -Recruit new members -Onboard OOM -Adv/Hire new ED - Execute Annual meeting - Plan 2025 webinars -Legislative meeting or business tours -Quarterly reports -Newsletter (1) -Execute webinars (2) -VT legislature -Develop REDS -Evaluate investment of reserves 	<p>1. Capital</p> <ul style="list-style-type: none"> - Admin RDBG -Admin NBRC Capacity -Admin VCRD grant -Admin FY26 BGS -Initiate FY27 BGS grants -Admin RDC, Grow, NBRC grants -Close 1 loan -Letters of support <p>2. WFD</p> <ul style="list-style-type: none"> -Job fair -referrals to WFD training/educ <p>3. Ent Ecosystem</p> <p>4. Org</p> <ul style="list-style-type: none"> -Plan/Execute annual retreat -Quarterly/annual reports -Newsletter (2) -Execute webinars (4) -Business Engagements -Vt Legislature -LLR analysis -FY26 Budget Development
<p>PURPOSE: Strengthen economic development opportunities in Addison County.</p>	<p>BRAND PROMISE: Guidance and resources to help businesses thrive.</p>						
<p>ENVISIONED FUTURE</p> <p>ACEDC:</p> <ul style="list-style-type: none"> • is the primary resource for business growth and economic development. • is financially sustainable. <p>Addison County:</p> <ul style="list-style-type: none"> • is a destination for entrepreneurs, business start-up, growth, and relocation. • has conditions conducive to a balanced, thriving economy. <p>BHAG: Be the growth engine for economic development in Addison County.</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>						