



# ACEDC One Page Operating Strategy-FY 2023 (Ver 2.1)

CORE IDEOLOGY	MARKET POSITIONING	SWOT ANALYSIS	ORGANIZATIONAL PRIORITIES				
			3-YEAR THRUSTS	1-YEAR INITIATIVES	120-DAY ROCKS		
			Through 6/2024	YR1: 7/2022-6/2023	1 <sup>ST</sup> : July 1-Oct 31, 2022	2 <sup>ND</sup> : Nov 1, 2022-Feb 28, 2023	3 <sup>RD</sup> : Mar 1-June 30, 2023
<p><b>CORE VALUES:</b></p> <ul style="list-style-type: none"> <li>• Responsiveness</li> <li>• Accountability</li> <li>• Integrity</li> <li>• Inclusive</li> </ul> <p><b>CORE ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>• Facilitate</li> <li>• Champion</li> <li>• Educate</li> <li>• Motivate</li> </ul> <p>See Detail Document for descriptions</p>	<p><b>MISSION:</b> Create an entrepreneurial and innovative environment, nurturing businesses to launch, grow, and thrive.</p> <p><b>STRATEGIC PILLARS:</b></p> <ul style="list-style-type: none"> <li>▪ Balanced and wholistic growth</li> <li>▪ Partnership, cooperation, and collaboration</li> <li>▪ Focus on starting and growing local businesses</li> <li>▪ Advocate for and represent region</li> </ul> <p><b>VALUE PROPOSITION:</b> Access, connections, resources, knowledge</p>	<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>▪ Strong and knowledgeable staff</li> <li>▪ Loan funds</li> <li>▪ Diverse, engaged and knowledgeable board</li> <li>▪ OPOS/Strategic focus</li> <li>▪ Financially stable</li> <li>▪ Relationships and connections</li> <li>▪ Respected in community</li> <li>▪ Grant and permitting expertise</li> <li>▪ Facility (Office space)</li> </ul> <p><b>WEAKNESSES:</b></p> <ul style="list-style-type: none"> <li>▪ Scale: too small; limited resources</li> <li>▪ Small membership base/depth</li> <li>▪ External awareness of our value proposition</li> <li>▪ Marketing to and access by un- and underserved populations</li> <li>▪ Facility is not ADA accessible</li> </ul>	<p><b>3 YEAR THRUSTS:</b></p> <p><b>1.WFD:</b> Provide leadership on workforce development for County. Coordinate stakeholders. Add families &amp; new workers (Inc. new Americans); Technical &amp; secondary school initiatives to change culture of students and staff and develop pipeline.</p> <p><b>2. Entrepreneurship:</b> Build ent. ecosystem in region. Provide networking opps; add needed services.</p> <p><b>3. Capital:</b> Increase availability of capital available through ACEDC: Become grant hub; leverage and deploy funds.</p> <p><b>4. CEDS:</b> Participate in effort to develop and implement a dynamic Comprehensive Economic Development Strategy and use the CEDS to create an Addison County-specific econ dev plan.</p> <p><b>5. Marketing:</b> Embedded in all efforts, including DEIB approaches.</p>	<p><b>1. Workforce Development</b></p> <ul style="list-style-type: none"> <li>- Hold Financial Reality Fairs</li> <li>- Research New American, refugee resettlement, and Stay-to-Stay programs.</li> <li>- Implement Pipeline &amp; Pathway programs.</li> <li>- Implement DoL (Leahy) Pipeline Grant w/HHC.</li> <li>- Engage with new programs included in S.11</li> <li>- Strategy for remote workers</li> <li>- New worker relocation strategy/Partner supports</li> </ul> <p><b>2. Entrepreneurial Ecosystem</b></p> <ul style="list-style-type: none"> <li>- Assess existing programs &amp; services in AC and VT</li> <li>- Convene entrepreneurs &amp; assess needs</li> <li>- Provide networking opportunities</li> <li>- Investigate CORI</li> </ul> <p><b>3. Capital</b></p> <ul style="list-style-type: none"> <li>- Identify and apply for grants that benefit ACEDC</li> <li>- Identify and apply for resources for region</li> <li>- Apply for BGS grants - FY23 RPP list</li> <li>- Steps to advance housing development</li> <li>- Implement Tourism, Brownfields, HCC grants</li> <li>- Admin NBRC grants</li> <li>- Increase # of RLF loans</li> </ul> <p><b>4. CEDS</b></p> <ul style="list-style-type: none"> <li>- Finalize CEDS</li> <li>- Develop REDS</li> </ul> <p><b>5. Admin</b></p> <ul style="list-style-type: none"> <li>- Incubator space</li> <li>- ACEDC Relocation</li> <li>- Obtain further budget support from partners.</li> <li>- Obtain additional municipal support</li> <li>- Membership drive</li> <li>- Website and Glue up revisions and updates</li> <li>- Portfol updates</li> </ul>	<p><b>1. WFD</b></p> <ul style="list-style-type: none"> <li>- Research WFD programs: <ul style="list-style-type: none"> <li>o S-t-S/WW</li> <li>o New Amer</li> <li>o Pipeline Dev</li> </ul> </li> <li>- Work with HCC and Collins to implement HTMCLP</li> <li>- Recruit bizs to visit schools</li> <li>- Promote New worker Program</li> </ul> <p><b>2. Ent Ecosystem</b></p> <ul style="list-style-type: none"> <li>- Assess AC Entrep ecosystem</li> <li>- Hold networking events</li> <li>- Tour VT incubators /accelerators</li> <li>- Research CORI</li> <li>- Research incubators</li> <li>- Meet with MC</li> </ul> <p><b>3. Capital</b></p> <ul style="list-style-type: none"> <li>- Apply for BGS grants</li> <li>- Apply for new USDA opps</li> <li>- Notify re RPP List</li> <li>- Apply for ACEDC grants</li> <li>- Collect RPP List projects</li> <li>- Research Bennington housing DP assist program</li> <li>- Connect with banks re business-based DP assistance</li> <li>- Assist with creation of NBM/EverNorth Housing fund</li> <li>- Complete LLR analysis</li> <li>- Close on one new loan</li> <li>- Finalize EcoGlobal Feas</li> <li>- Admin NBRC grants</li> <li>- Admin NBRC grants</li> </ul> <p><b>4. CEDS</b></p> <ul style="list-style-type: none"> <li>- Finalize CEDS</li> <li>- Publish CEDS</li> <li>- Draft REDS</li> </ul> <p><b>5. Admin</b></p> <ul style="list-style-type: none"> <li>- Website Reconstruction</li> <li>- Glue-up updates</li> <li>- Complete member profiles</li> <li>- Establish 501c3</li> <li>- Complete Portfol work</li> <li>- Edit CRM</li> <li>- Invoice ACCD, USDA, CEDS</li> <li>- Complete office inventory</li> <li>- Finalize Grant compliance policy</li> <li>- Finalize FY23 budget document</li> <li>- Plan and execute mixer</li> </ul>	<p><b>1. WFD</b></p> <ul style="list-style-type: none"> <li>- Plan Fin Reality Fairs</li> <li>- Implement a New American program in AC</li> <li>- Participate in Stay-to-Stay and Welcome Wagon programs</li> <li>- Implement HTMCLP</li> <li>- Engage w/LGK</li> </ul> <p><b>2. Ent Ecosystem</b></p> <ul style="list-style-type: none"> <li>- Convene entreprs</li> <li>- Plan needed programs &amp; services</li> <li>- Research incubator and accelerator grants</li> </ul> <p><b>3. Capital</b></p> <ul style="list-style-type: none"> <li>- Administer BGS grants</li> <li>- Finalize and submit FY23 RPP</li> <li>- Advocate for LGK agenda in legislature</li> <li>- Apply for ACEDC grants</li> <li>- Continue work on EcoGlobal and Dubois projects</li> <li>- Apply for USDA grant</li> <li>- Finalize tourism grant</li> <li>- Continue work on housing programs (DP; Fund)</li> <li>- Assist Summit Properties access funding</li> <li>- Admin NBRC grants</li> </ul> <p><b>4. CEDS</b></p> <ul style="list-style-type: none"> <li>- Develop REDS</li> </ul> <p><b>5. Admin</b></p> <ul style="list-style-type: none"> <li>- Finalize M&amp;C plan</li> <li>- Aggregate Photos</li> <li>- Publish Annual Report</li> </ul>	<p><b>1. WFD</b></p> <ul style="list-style-type: none"> <li>- Hold Fin Reality Fairs</li> <li>- Implement a Refugee Resettlement program in AC</li> <li>- Implement trailing partner employment program</li> <li>- Implement HTMCLP</li> <li>- Implement program for MS &amp; HS guidance counselors</li> </ul> <p><b>2. Ent Ecosystem</b></p> <ul style="list-style-type: none"> <li>- Access funding for programs &amp; services</li> <li>- Continue networking events</li> </ul> <p><b>3. Capital</b></p> <ul style="list-style-type: none"> <li>- Promote FY24 BGS grant round</li> <li>- Implement housing programs</li> <li>- Close on one new loan</li> <li>- Admin NBRC grants</li> </ul> <p><b>4. CEDS</b></p> <ul style="list-style-type: none"> <li>- Finalize REDS</li> </ul> <p><b>5. Admin</b></p>
<p><b>PURPOSE:</b> To facilitate opportunities for economic prosperity in Addison County by building a robust economy.</p>	<p><b>BRAND PROMISE:</b> Guidance and resources to help businesses thrive.</p> <p>Tag line: "Great Starts Here"</p>	<p><b>OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>▪ Market QoL - Location in relation to Chittenden County</li> <li>▪ Fill economic leadership opportunities</li> <li>▪ Tell stories of entrepreneurial spirit and climate</li> <li>▪ Take leadership role, use partnerships to extend impact and fill economic leadership vacuum</li> <li>▪ Engage major employers</li> <li>▪ Incubate potential economic drivers: <ul style="list-style-type: none"> <li>o climate economy businesses &amp; jobs</li> <li>o local food system</li> <li>o creative economy</li> </ul> </li> <li>▪ Encourage development of more housing and childcare facilities</li> <li>▪ Grow membership: emphasize donation vs exchange for services</li> <li>▪ Remote workers</li> <li>▪ Diversity of population</li> </ul>					
<p><b>ENVISIONED FUTURE</b></p> <p><b>ACEDC:</b></p> <ul style="list-style-type: none"> <li>• Is the premier business resource</li> <li>• Is the center for economic and community development activities</li> <li>• Is the hub of the entrepreneurial ecosystem</li> <li>• Strengthens and develops strategic partnerships and collaborations to accomplish regional and state goals</li> </ul> <p><b>BHAG:</b> ACEDC is engaged with and providing services to all Addison County businesses</p>	<p><b>SANDBOX:</b></p> <p><b>Geographic:</b> Addison County, VT</p> <p><b>Customers:</b> 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><b>Products/Services:</b> Access to Resources, Referrals, Networking, Connections, Education, Loans, Grants, Advocacy, Consulting, Project Management, Office and Conference Space.</p>	<p><b>THREATS:</b></p> <p><b>Threats to Existence-</b></p> <ul style="list-style-type: none"> <li>▪ Risks to funding</li> <li>▪ Reputation risk</li> <li>▪ Duplication of efforts by other organizations; competition for same clients</li> <li>▪ Lack of strategic economic vision for region and state</li> </ul> <p><b>Market Threats -</b></p> <ul style="list-style-type: none"> <li>▪ Demographics (aging population)</li> <li>▪ Uncertainty of cost of doing businesses</li> <li>▪ Lack of commercial space/cost of construction</li> <li>▪ Lack of cell/internet service</li> <li>▪ Loss of large employer</li> <li>▪ Lack of workforce housing</li> <li>▪ Lack of childcare</li> </ul>					

**Acronyms and Abbreviations:** AC: Addison County; ACWA: Addison County Workforce Alliance; BF: Brownfields; BHAG: Big Hairy Audacious Goal; CUD: Communications Union District; GU: Glue-Up (formerly Event Bank); HR: Human Resources HS: High School; HTMCLP: High Tech Manufacturing Cooperative Learning Program; LGK: Lets Grow Kids; M&C: Marketing & Communications; MVPGO: Mission, Vision, Purpose, Goals, Objectives; MS: Middle School; pre Stage 1: Start-up business; QoL: Quality of Life; RBA: Results-Based Accounting; REDS: Regional Economic Development Strategy; RLF: Revolving Loan Fund; RPP: Regional Priority Project; Stage 1: Proprietorship or young business with 2-9 employees; Stage 2: Mature business with 10-99 employees.



## **ACEDC OPOS**

### **DETAILS TO ACCOMPANY OPOS**

#### **CORE VALUES**

**Responsiveness:** ACEDC will be responsive to the economic and community development needs of Addison County, prioritizing projects and requests that fit within the CEDS, Regional Plan, and/or the ACEDC OPOS. The organization will use these plans to guide activities and priorities but remain nimble and receptive to innovation and new ideas. ACEDC staff will endeavor to respond to requests for assistance within 48 hours and provide the assistance in a timely manner.

**Accountability:** ACEDC will be accountable to funders including the State of Vermont, USDA/RD, member businesses, and contributing municipalities. The organization will track requests and activities as required by funders. The organization will operate openly, providing information to the public through our website and other means, while protecting confidential business information.

**Integrity:** ACEDC will operate in accordance with the law and the regulations of the funders. Board members and staff will be familiar with and abide by the laws, regulations, and ACEDC policies governing ACEDC activities. The Board and staff will remain objective when making decisions and show no favoritism for individuals, municipalities, or businesses served. ACEDC advocates for appropriate economic development in the region.

**Inclusiveness:** Whether in matters of employment, seeking employment and in regards to all programs, services and activities offered, ACEDC will provide equal opportunity to all individuals, groups, and businesses and prohibits discrimination or harassment of any kind based on creed, ethnicity, citizenship, sexual orientation, national origin, pregnancy, disability, marital status, political or social affiliation, age, race, color, veteran status, military status, religion, sexual orientation, domestic violence status, genetic information, gender, gender identity, gender expression or perceived gender.

#### **CORE ACTIVITIES**

**Facilitate:** ACEDC facilitates business growth and expansion through direct assistance, including loan and grant financing. ACEDC facilitates connections, for individuals and businesses to resources and referrals, including programs, services, and other individuals and businesses. ACEDC facilitates collaboration and coordination among regional partners and between regional partners and state and federal resources. ACEDC facilitates the advancement of

economic and community development by convening partnerships and identifying and obtaining resources for, or facilitating resources to, the region.

**Champion:** ACEDC champions appropriate business expansion and growth in Addison County. ACEDC champions economic development by advocating for the business community and business needs locally, regionally, and at the state and federal levels. ACEDC champions our member businesses through storytelling and amplification. ACEDC and our partners champion the region as a great place to live, work, play and start/operate a business.

**Educate:** ACEDC provides business education opportunities for entrepreneurs and business owners, officers, managers, and employees. Activities include seminars, webinars, newsletters, emails, social media and other forms of communication. Activities are offered directly by ACEDC or in partnership with others.

**Motivate:** ACEDC motivates entrepreneurs and businesses through encouragement, referrals, providing assistance, mentoring, advising, and storytelling.