

ADDISON COUNTY

Economic Development Corporation
Great starts here.

January 14, 2015

ACEDC FY 2015 Mid-year Report Narrative

The first half of FY2014 felt like a marathon at sprint speed. The work we did was primarily devoted to programs to support businesses. We've had more loan requests in the past six months than we have had in the past 3 years. We held numerous events and workshops. We also celebrated five decades of economic development in Addison County at our Annual Meeting. Specifically, I'd like to highlight the following:

1. Financing the Working Landscape Conference

I was the lead person for our fourth annual conference. *(Copy of agenda attached.)* ACEDC and ACORN created this conference four years ago to help entrepreneurs in the ag and forest/wood products sectors get connected to both financing and TA resources. We have now run it for 4 consecutive years. It's been extremely well-received, not just by participants, but a number of state folks, including the Agency of Ag and VHC, who every year say how much they love the event and wouldn't it be great if it could be replicated around the state?

It became clear to us after this year's conference that we've pretty much tapped out the businesses in our area, at least for a little while. We still had about 100 people attend, but it has been getting harder and harder to achieve this number. We believe that, rather than trying to hold a similar event in multiple locations each year, it would be more effective to have the conference itself move around the state, hosted each year by different regional partners, and coming back to Addison County every 3-4 years.

I have been in contact with Dave Snedeker of NVDA and Sarah Waring of the Center for a Sustainable Ag Economy in Hardwick and they have agreed to host the 5th annual event. We really view this conference as something that started here in Addison County but should now be a statewide event...it's bigger than just us and we're thrilled about that!

2. Joint workshops with SBDC and others

In August, we co-hosted with the National Bank of Middlebury a panel discussion on energy efficiency for businesses and related financing. VEDA, Efficiency Vermont and a builder made up the rest of the panel.

Working closely with our SBDC staff, we offered the following workshops this fall:

- Creating Your Own YouTube Channel
- Disaster Preparedness for Your Business
- How to Commercialize Your Business Idea

Additional programs are planned monthly January - May 2014.

3. Legislative Forum

Working with Paul Ralston of Vision to Action VT (V2AVT), ACEDC hosted a legislative forum for all candidates at the Vergennes Opera House in October 13 of 14 candidates participated and nearly 50 people were in attendance. The forum was filmed by MCTV and was available to all online.

4. ACEDC Annual Meeting: Celebrating Five Decades of Economic Development in Addison County.

On December 5, nearly 90 people attended our Annual Meeting. We put together a timeline of notable events from 1972 – 2014, had a slide show, and a speaker from every decade to talk about economic development and/or how ACEDC helped their business succeed. It was a labor of love to put this together! I am still hearing from people about how much they enjoyed the meeting.

5. Loans:

We approved 5 loans totaling \$312,000. There are an additional 4 loans in the pipeline. This is the most loan activity I've seen in the 6+ years I've worked here and is testament to the turnaround in the economy.

CEDS Buckets

- a. **Business Environment:** We work closely with state and local partners and officials. We have our own brochure and info folder that I give out to businesses but we are still waiting on the "recruitment package" from ACCD.
- b. **Workforce Development:** We completed a number of phone surveys to business about workforce though I have yet to receive the detailed information from the two people who made the calls. Separately, I organized a "Working Bridges" presentation for our HR roundtable group. Working Bridges is a program for employers dedicated to improving workplace productivity, retention, advancement and financial stability for employees. We have one or two larger employers who have agreed to participate in this program.
- c. **Physical Infrastructure:** Not a whole lot going on here, although I have been involved in some meetings and conversation about the Middlebury airport and a roundabout at the Rte7 and Exchange St intersection. Adam Lougee of Regional Planning has been very good about keeping me informed.
- d. **Innovation and Finance:** Our Financing the Working Landscape Conference drew 100 people to network and learn more about finance options. Mike Pieciak from Dept of Financial Regulation was our keynote speaker – he spoke about the new VSBOE regs. Entrepreneurs also had the opportunity to make business pitches.

We held another workshop related to Efficiency Vermont to discuss energy efficiency and financing options for businesses.

I've been working with Lloyd Komesar by connecting him with businesses that might support his new Middlebury Film Festival. One introduction, to Vermont Hard Cider, resulted in that company being the lead sponsor of the festival.

Challenges:

The most obvious challenge is related to resources. We do a lot of things in this small office with 2 FTE – much more than one would think possible given the size of the organization. It's working so far, but burnout definitely becomes a possibility. I'm trying to streamline where I can and assess the projects we undertake to see if they are worth the effort. Moving the Financing the Working Landscape Conference elsewhere in the state this year, for example, will allow me to take on some other projects that I haven't had time for.

In addition, there is an upper limit to what I can fundraise for the organization. I've doubled membership dollars and number of members over the past couple of years but there isn't an endless supply of potential new members in Addison County. We have good relationships with a number of statewide organizations (lenders, Efficiency Vermont, etc.) and have a plan to solicit them for membership. Efficiency Vermont has already become a member.

Other issues are more related to businesses. The cost of doing business in Vermont and the uncertainty of what the legislature will do next has been very frustrating for many businesses. There is some hope that this year the legislature will actually focus on the economy and taxes. The "Economy Pitches" on the first day of the legislature was a good way to set the tone for the session.

Longer Term Goals:

I'd like to update the brochure we currently use to promote our loan funds and work with the SBDC. First I'd like to see the state's package to the two integrate with each other.

There's even more we can do with our website. I'd like to have a "reference library" section for example. We have filmed many of our workshops and conferences and I'd like our businesses to have easy access to the material. We also have lots of books to recommend to businesses. And we could add other information. We could have a private list-serve or email chat room where businesses could ask questions and get support from one another.

I'd like to hire someone, perhaps on a contract basis, to take over coordinating events so I wouldn't have to do this and we could do more of them. This could even mean giving more hours to one of my part-timers.

All of these ideas cost money, of course. And time. Two are one-time events and we could find the funding to do those, but paying people is a riskier, long term prospect and I wouldn't use any savings we have to cover payroll.

Other:

I am the **Working Lands Enterprise Board**, the entity that is responsible for making the Working Lands Enterprise Fund investment decisions.

I am on the **Vermont Sustainable Jobs Fund Board** and chair of the finance committee.

I have a standing monthly meeting with the business development director for the Town of Middlebury and we are working together on one business project. We have expanded the group to include Steve Paddock from the SBDC and the Chamber President.

Our **website** has now been up and running for 18 months so we are beginning to have year to year comparisons via Google analytics. From July-December 2013, there were nearly 7400 page views (excluding staff). For the same period in 2014, we had 10,152 page views, a **37.3% increase in traffic**.

Given that we are not a commerce site and have fewer than 100 members, this seems like a good amount of activity. Our Jobs, Member Directory, and Properties pages were the most popular. (*See Overview report attached.*)

The Addison County Development Cabinet, which ACEDC started four years ago, continues to be an excellent place for information sharing and collaboration. We have been working to develop metrics for measuring the improvement in people's lives in Addison County, and have begun collaborating with the folks from Opportunity Nation. Opportunity Nation (ON) is the national organization that produces the Opportunity Index, which has ranked Vermont #1 the past two years. In September, we had someone from ON come to our Cabinet meeting to discuss their data in more detail and talk about how we might use this information to improve lives here. As a result, we decided to focus initially on one key metric called "Disconnected youth" defined as people between the ages of 16-14 who are not in school and not working. This measure has the highest correlation with poverty, unemployment, etc.

We are holding a much larger stakeholder meeting in January to bring together the people who work with this age group and otherwise have some impact on this group, to talk about what's working well now, what the barriers are for this group, and how can we as a community make an even better impact?

In addition to ACEDC, ACDC Members include:

ACRPC

Addison County Chamber

SBDC

ACTR

Better Middlebury Partnership

Community College of Vermont

Bristol Downtown Partnership

United Way

Vergennes Downtown Partnership

Department of Labor

Hannaford Career Center

It was a busy and productive six months!



Robin Scheu
Executive Director

RDC Work Plan

RDC ACEDC

FY 2015 – Mid-year Report, December 31, 2014

The mission of ACEDC is to be the resource for navigating the opportunities and challenges of doing business in Addison County.

GOAL I: BUSINESS SUPPORT

Develop and maintain strong relationships with key employers and businesses. Also, provide services that add value and support the strengthening and growth of new and existing businesses.

Activities:

I. Programs—Required by State Contract

- a. Business Visitation | Please complete the attached Visit Log for 6 month and annual report.

Measure	Target Date	Status
<i>BEST:</i> 50+ visits per year <i>BETTER:</i> 25-50 visits per year <i>NEEDS IMPROVEMENT:</i> Less than 25 per year	Ongoing	30 business visits

b. Site Selection & Property Tour

Measure	Target Date	Status
<i>BEST:</i> Inventory on both RDC and State database <i>BETTER:</i> Inventory on State database <i>NEEDS IMPROVEMENT:</i> No inventory or only on RDC database	Ongoing	Inventory (such as it is) is on both state and ACEDC websites.
Property tours arranged as needed	Ongoing	Arranged 3 property tours.

c. **Event/Program** | RDC hosts events or programs during the year. (See details below, d-g)

Measure	Target Date	Status
<i>BEST:</i> 4 or more per year <i>BETTER:</i> 2 per year <i>NEEDS IMPROVEMENT:</i> none	Within one year	NOTE: The 4 events should cover a variety of activities and must include at least one finance-related and one workforce-related activity.

Event/Program #1: Financing/Capital Education Workshop

Measure		Target Date	Status
Please indicate attendance for current and past year. <i>BEST:</i> Grow participation <i>BETTER:</i> Maintain participation	90-100 people each year	One per year	Financing the Working Landscape Conference – includes entrepreneur pitches

Event/Program #2: Job Fair or Career/Workforce event

Measure		Target Date	Status
Please indicate attendance for current and past year. <i>BEST:</i> Grow participation <i>BETTER:</i> Maintain participation	HR leaders from the county's largest employers	One per year	Working Bridges event with the United Way of Addison County

Event/Program #3 | Energy Efficiency and Financing Workshop

Measure	Target Date	Status
Approximately 17 businesses in attendance	August 28, 2014	Panel with Efficiency VT, NBM, VEDA, and SEC to discuss energy efficiency and financing options

Event/Program #4 | Creating Your Own You Tube Channel

Measure	Target Date	Status
33 people signed up; 20-25 showed up	October 29, 2014	We videoed this event so it can be accessed online by businesses.

Event/Program #5 | Disaster Preparedness for Your Business

Measure	Target Date	Status
9 people attended	November 19, 2014	Completed as planned

Event/Program #6 | How to Commercialize Your Business

Measure	Target Date	Status
10 people attended	December 9, 2014	Completed as planned

II. CEDS Buckets

What are you doing in each area? What is the appropriate role for your RDC? Who do you or might you collaborate with in each area? Please use a separate sheet to explain in a narrative form what you are doing, who your partners are and any major accomplishment.

a. Business Environment

Measure	Target Date	Status
<p><i>BEST:</i> RDC is working closely with SBDC, financial partners, PTAC, RPCS and town officials. Has completed recruitment package, meets regularly with partners.</p> <p><i>BETTER:</i> RDC is working closely with SBDC, financial partners, PTAC, RPCS and town officials</p>	Ongoing	<p><i>[Please report in narrative]</i></p> <p>NOTE: "Recruitment package" will be the template from ACCD (to come)</p> <p>WAITING ON RECRUITMENT PACKAGE FROM ACCD</p>

b. Workforce Development

Measure	Target Date	Status
<p><i>BEST:</i> RDC is leading a workforce effort and holds annual job fairs.</p> <p><i>BETTER:</i> RDC is on a board or committee of a workforce effort.</p> <p>Needs improve: No engagement with workforce efforts.</p>	Ongoing	<p><i>[Please report in narrative]</i></p> <p>~Working Bridges meeting for HR leaders</p> <p>~Workforce phone surveys</p>

c. Physical Infrastructure

Measure	Target Date	Status
<p><i>BEST:</i> RDC works closely with RPC and other partners to improve infrastructure that will benefit business growth.</p> <p><i>BETTER:</i> RDC is working with partners to improve infrastructure</p>	Ongoing	<p><i>[Please report in narrative]</i></p> <p>~Middlebury Airport</p> <p>~Rte 7/Exchange St intersection</p>

d. Innovation & Finance

Measure	Target Date	Status
<p><i>BEST:</i> Active in promoting incubators, accelerators or other start-up initiatives and creative economy events. Involved with at least one networking or start-up event a year.</p> <p><i>BETTER:</i> Participates in regional creative economy efforts. Helps establish connection between business needs and financing.</p>	Ongoing	<p><i>[Please report in narrative]</i></p> <p>NOTE: events will be reported as part of Section 1.c. – Events/Programs</p> <p>~Working with Lloyd Komesar who is bringing a Film Festival to Middlebury</p> <p>~Entrepreneur pitches at FWL conference</p>

III. Challenges

What is not working well and potential next steps

Measure	Target Date	Status
<p><i>BEST:</i> Reported on semi-annually</p> <p><i>BETTER:</i> Reported annually</p> <p><i>NEEDS IMPROVEMENT:</i> unreported</p>		<p><i>[Please report in narrative]</i></p> <p>~9L -</p> <p>~ Cost of doing business; uncertainty of legislative actions that could harm businesses</p>

IV. Longer-term Goals

What would you like to do but can't right now? What would you need in order to accomplish each goal?

Measure	Target Date	Status
<p><i>BEST:</i> Reported on semi-annually</p> <p><i>BETTER:</i> Reported annually</p> <p><i>NEEDS IMPROVEMENT:</i> No report</p>	<p><i>The need in all cases is time and/or money</i></p>	<p><i>[Please report in narrative]</i></p> <p>~updated brochure</p> <p>~reference library on website</p> <p>~hiring someone who could really take over events so we could do more</p>

V. Referrals—Required by State Contract

Referrals as appropriate to all programs and areas. Areas include but are not limited to:

- a. State Programs
- b. Federal Programs
- c. Lenders
- d. SBDC
- e. VMEC
- f. B2B

REFERRALS

Measure	Target Date	Status
<p><i>BEST:</i> Frequent referrals to a spectrum of resources and partners</p> <p><i>BETTER:</i> Regular referrals but limited to a few programs or partners.</p> <p><i>NEEDS IMPROVEMENT:</i> Fewer than 5 referrals, limited use of programs w/o explanation.</p>	Ongoing	29 referrals, including 11 to SBDC, 4 to lenders, 6 to various state programs, 1 federal program, and several B2B and VMEC
Maintain personal tracking system for referrals	Ongoing	I have a system in place that I've used for several years

Other Regionally Specific Activity

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GOAL II: COMMUNICATIONS

Businesses, as well as state and local officials, know who we are and what we do. Also, RDC is able to learn from businesses what they need.

Activities:

I. Required by State Contract

a. WebCats

Measure	Target Date	Status
<p><i>BEST:</i> Current within one week of business visit with complete data.</p> <p><i>BETTER:</i> Used and current w/in one month.</p> <p><i>NEEDS IMPROVEMENT:</i> Infrequent or incomplete updating. Older than one month.</p>	Ongoing	<p>NOTE: This may be replaced by another system</p> <p>All appropriate business visits have been entered into WebCats and business info updated as needed</p>

b. Outreach and PR

Measure	Target Date	Status
<p><i>BEST:</i> Maintains and distributes 4x or more newsletter to all constituents or partners. Web site is up to date. Social media or other outreach is frequent.</p> <p><i>BETTER:</i> Less than twice per year communications to all partners.</p> <p><i>NEEDS IMPROVEMENT:</i> No regular written communication.</p>		<p>ACEDC sent out 28 emails highlighting various statewide and local workshops and events.</p> <p>We regularly use Twitter and Facebook in addition to Constant Contact.</p> <p>Our website is updated frequently with news, events, jobs, properties, etc. See attached dashboard for analytics.</p>

c. Special Meetings/Events with Legislators

Measure	Target Date	Status
<p><i>BEST:</i> One special meeting with legislators on ED activities and outcomes per year early in session</p> <p><i>BETTER:</i> Limited contact with legislators</p> <p><i>NEEDS IMPROVEMENT:</i> No contact with legislators</p>	Fall – held October 15, 2014	ACEDC co-hosted a legislative forum for all candidates at the Vergennes Opera House. 13 of 14 candidates participated and 40-50 people were in attendance. We also had MCTV video the event.

d. Meet with Town Officials of Key Municipalities

Measure	Target Date	Status
<p><i>BEST:</i> Two face to face meetings per year with governance body of key municipalities.</p> <p><i>BETTER:</i> One face to face mtg. w/ gov. body of key municipalities</p>	Ongoing	The city or town managers of our three key employment centers (Bristol, Middlebury, Vergennes) are on my board so I see them monthly.

<i>NEEDS IMPROVEMENT:</i> No face to face meetings		
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e. "Leave behind" for business visits that explain state programs

Measure	Target Date	Status
<i>BEST:</i> Business visits include "leave behind." <i>NEEDS IMPROVEMENT:</i> No leave behind on visits.	Ongoing	<i>WAITING FOR STATE TEMPLATE/PACKAGE</i>

f. Joint business visits with Agency staff

Measure	Target Date	Status
<i>BEST:</i> 9 biz visits w/ state personnel/yr. <i>BETTER:</i> 6 biz visits w/ state personnel/yr. <i>NEEDS IMPROVEMENT:</i> 3 biz visit w/ state personnel/yr.	Ongoing	Jared Duval and I met with 3 businesses this past fall and will be doing more in 2015. (He's great to work with!)

g. Recruiting package describes regional opportunities for businesses and region's selling points

Measure	Target Date	Status
<i>BEST:</i> Recruiting package documents regions key assets, quality of life, schools, core business strengths, site availability and dovetails with ACCD template.		NOTE: This is a repeat of Section II. CEDS Buckets, part a. Business Environment ~Much of this is on our website <i>WAITING FOR STATE TEMPLATE/PACKAGE</i>

h. Monthly reports of regional activity

Measure	Target Date	Status
<i>BEST:</i> Reports in by end of month to include business names, personnel, and metrics where possible (jobs, growth, investment); positives and negatives in the aggregate. Also include events, projects, and other regionally specific activity.	Monthly by the end of the month	I have not been as consistent as I'd like on this one. My New Year's resolution is to do better! However, I don't hesitate to call ACCD if there is any sort of business 'emergency' in my area.

<p><i>BETTER:</i> Reports in by end of month, limited or insufficient info. <i>NEEDS IMPROVEMENT:</i> Few or no reports/no activity</p>		
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GOAL III: RELATIONSHIPS

RDC maintains strong, collaborative relationships with all partners locally, regionally, and statewide.

Activities:

I. State

Attend monthly meetings with ACCD and support of ACCD priorities

Measure	Target Date	Status
<p><i>BEST:</i> Attends all meetings in person (weather permitting). <i>BETTER:</i> Attends 80% of meetings in person or via phone (weather permitting) <i>NEEDS IMPROVEMENT:</i> Attends 50% or less of meetings in person or via phone.</p>	<p>Ongoing</p>	<p>I have attended all scheduled meetings with one exception due to a family commitment. Any other meetings missed were due to the fact that the dates were changed and I had previous business appointments on those days.</p>

II. Local Partners

Continue to work collaboratively; joint projects as applicable.

Measure	Target Date	Status
<p>Engaged in emergency response for business as needed. Works on other critical projects for the region.</p>	<p>Ongoing</p>	<p>I work closely with Adam Lougee of Regional Planning, both through the Development Cabinet as infrastructure projects as needed. ~Held one workshop on <i>Disaster Preparedness for Your Business</i> ~ACEDC runs a monthly Safety Roundtable with safety managers of larger employers</p>

III. Collaboration

SBDC and/or PTAC as feasible

Measure	Target Date	Status
<p><i>BEST:</i> RDC and SBDC/ PTAC are co-located, as appropriate given staff levels and collaboration is on frequent basis.</p> <p><i>BETTER:</i> RDC and SBDC/PTAC are co-located as appropriate given staffing levels. Collaboration on a regular basis.</p> <p><i>NEEDS IMPROVEMENT:</i> no co-location, no state waiver, communication is infrequent.</p>	Ongoing	SBDC is located in our office. PTAC has been using our conference room for meetings as needed.

GOAL IV: BOARD GOVERNANCE

The board is engaged and committed to the RDC mission and it reflects the business diversity of the county.

Activities:

I. Required by State—Bylaws

Measure	Target Date	Status
<p><i>BEST:</i> Bylaws are current and contain:</p> <ul style="list-style-type: none"> • Board member term limits • Diversity of members, including age, gender, business sector, community • Meeting attendance requirements <p><i>BETTER:</i> Bylaws current but lack:</p> <ul style="list-style-type: none"> • Board Member term limits. • Lack of diversity in 2 or more areas (age, gender, sector, community). <p><i>NEEDS IMPROVEMENT:</i> Bylaws are outdated and lack:</p> <ul style="list-style-type: none"> • Term limits • Diversity in 2 or more areas. 		Completed September 2012

II. Financial Reporting

Measure	Target Date	Status
<p><i>RDC will submit an accounting report to ACCD describing financial viability and activities.</i></p> <p><i>BEST:</i> Report shows solvency, and/or financial improvement over previous year growth.</p> <p><i>BETTER:</i> Report shows financial solvency or steps toward it.</p> <p><i>NEEDS IMPROVEMENT:</i> No report or report does not show financial growth or plan for solvency.</p>		<p>Audit completed and sent to ACCD in early November 2014. ACEDC is on a strong financial footing.</p>

GOAL V: ADMINISTRATION

Internal systems are accurate, efficient, and effective.

I. Reporting

Grant administration: RBEGs | SBDC | State

Measure	Target Date	Status
<p>Reports are completed accurately and on a timely basis.</p> <p>USDA, SBDC, ACCD</p>	<p>Ongoing: quarterly and semi-annual</p>	<p>Reports are completed accurately and on time</p>

II. Audit

Measure	Target Date	Status
<p>A clean opinion 990 filed. Controls and procedures in place and followed</p>	<p>Annually within 180 days of FYE</p>	<p>Clean opinion issued (they didn't even write a management letter because there was nothing to say!)</p>

III. Other Regionally Specific Activity

Measure	Target Date	Status
<p>Board/staff strategic planning</p>	<p>Ongoing</p>	<p>Board and staff have an annual planning session and 2 review sessions each year to flesh out and short and long term goals for ACEDC.</p>

Overview

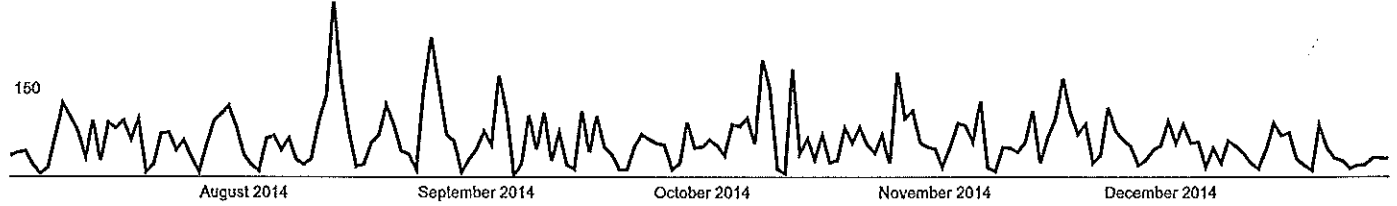
Jul 1, 2014 - Dec 31, 2014

All Sessions
100.00%

+ Add Segment

Overview

Pageviews
300



Pageviews
10,152

Unique Pageviews
7,723

Avg. Time on Page
00:01:06

Bounce Rate
60.74%

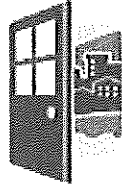
% Exit
36.41%

Page	Pageviews	% Pageviews
1. /	1,455	14.33%
2. /members/directory	676	6.66%
3. /properties	666	6.56%
4. /jobs	615	6.06%
5. /jobs/employment-opportunities-with-vermont-hard-cider-company-llc	466	4.59%
6. /about	312	3.07%
7. /about/staff	278	2.74%
8. /members/directory/town-of-shoreham	272	2.68%
9. /members	253	2.49%
10. /services/events/free-energy-efficiency-workshop-for-local-businesses	239	2.35%



ACEDC One Page Operating Strategy October 2014

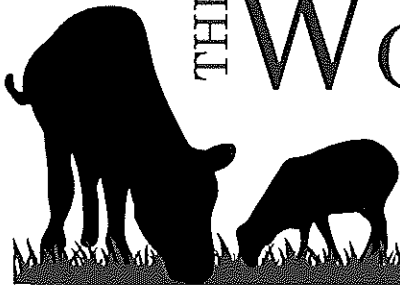
CORE IDEOLOGY	MARKET POSITIONING	SWOT ANALYSIS	ORGANIZATIONAL PRIORITIES			
CORE VALUES:	MISSION: Be the resource for navigating opportunities & challenges for both new & existing businesses.	STRENGTHS:	3-YEAR THRUSTS Date: 2015	1-YEAR INITIATIVES Date: FY2014	1 ST QUARTER Rocks	2 ND QUARTER
<ul style="list-style-type: none"> ▪ Quality of Life (including the ability to live here) ▪ Appropriate Scale ▪ Local Enterprise & External Markets ▪ Consistency of Actions and Values (Integrity) 	<p>STRATEGIC PILLARS:</p> <ul style="list-style-type: none"> ▪ Responsiveness with customers ▪ Growing local businesses ▪ Credibility with State and Feds ▪ Advocate & Represent ▪ Partnership & collaboration 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> ▪ Small Budget Limits Capacity to Do More ▪ Reliance on State Funding (VT) ▪ Small Membership Base ▪ Board Member Involvement in Fundraising and Communications ▪ Perception by some towns that ACEDC not able to "do the entire job" 	<p>THRUSTS:</p> <p>Continued awareness building and support services:</p> <ol style="list-style-type: none"> 1. Develop a cadre of fee for service programs for Stage 1 & Stage 2 businesses 2. All cities and towns think of ACEDC as their development corporation 3. Engage in workforce development programs: leadership, mgmt skills training, etc. 4. Continued membership growth 5. Maintain a strong, engaged, and diverse board that includes a mix of businesses, including Stage 1 and 2 companies 	<p>INITIATIVES:</p> <ol style="list-style-type: none"> 1. Continue to execute the marketing / communication plan 2. Expand fee for service offerings 3. Create new programs that support existing and new businesses using some of our cash 4. Gather info on business training and development needs 5. Maintain/enhance board participation and engagement in organizational activities, including those related to 3-year thrusts 	<p>METRICS:</p> <ul style="list-style-type: none"> ▪ ▪ ▪ 	<p>METRICS:</p> <ul style="list-style-type: none"> ▪ ▪ ▪
<p>PURPOSE:</p> <p>To facilitate opportunities for economic prosperity in Addison County</p>	<p>VALUE PROPOSITION:</p> <p>Access, connections, and knowledge</p>	<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> ▪ Cities and towns see ACEDC as their development corp ▪ Increased outreach; be a convener ▪ Fee for service expansion ▪ Management training and leadership development ▪ Develop programs to support/fill needs of Stage 1 and 2 businesses 	<p>THREATS:</p> <p>Threats to Existence-</p> <ul style="list-style-type: none"> ▪ Instability of government funding ▪ Market Threats - ▪ Lack of population growth ▪ Demographics of local workforce ▪ Uncertainty of cost of doing businesses - legislative, etc. ▪ NIMBY mentality ▪ Geography ▪ Transportation infrastructure and will to change ▪ Cost of Living/Cost of Energy 	<p>3RD QUARTER</p> <p>METRICS:</p> <ul style="list-style-type: none"> ▪ ▪ ▪ <p>PRIORITIES:</p> <ol style="list-style-type: none"> 1. 2. 3. <p>Q3 Priorities are rocks from Mid-February until the May annual planning session.</p>	<p>4TH QUARTER</p> <p>METRICS:</p> <ul style="list-style-type: none"> ▪ ▪ ▪ <p>PRIORITIES:</p> <ol style="list-style-type: none"> 1. 2. 3. <p>Q4 priorities begin with the annual May planning session and go through Q1 of the next fiscal year.</p>	



ADDISON COUNTY
Economic Development Corporation
Great starts here.

Are Proud to Present the 4th Annual

FINANCING THE WORKING LANDSCAPE



8:30 - 2:30 PM
November 6, 2014
American Legion Post 27
Middlebury, VT

Thank you for joining us for a day of networking, discussion and education for Vermont's food, farm and forestry businesses; regional capital and service providers and students

Thank you as well to our generous sponsors.



**Vermont Farm Viability
Enhancement Program**



FWL AGENDA – November 6, 2014

American Legion, Middlebury, VT

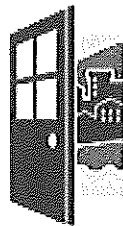
8:30 – 9:00 AM	Registration	
9:00 – 9:20 AM	Welcome and Introductions	Robin Scheu, ACEDC
9:20 – 10:15 AM	Break-out Session	
	Businesses needing microloans to \$50,000	Panelists: Sam Buckley – Vermont Community Loan Fund David Girard – USDA Farm Service Agency Greg Huysman – Opportunities Credit Union Josh Jerome – Community Capital of Vermont Caitlin Jenness – Slow Money Vermont Jamison Kimberly – VEDA
	Businesses needing >\$50,000	Panelists: Ken Button – Yankee Farm Credit Michael Corbett – People’s United Bank Alan Curler – VEDA/VT Ag Credit Corp Janice St. Onge – VSJF Flexible Capital Fund Tim Storrow – Castanea Foundation
10:15 – 10:45 AM	Networking (<i>and break</i>) <i>Opportunity to get individual questions answered</i>	
10:45 – 12:00 PM	Challenge Presentations	Seven-minute presentations of a particular obstacle that an entrepreneur is facing, followed by coaching and suggested approaches from a panel of experts
	Panelists:	David Bradbury, VT Center for Emerging Technologies (VCET) Francie Caccavo, Olivia’s Croutons Charlene Lewey, Lodestar Sales & Revenue Management LLC Ken Perine, National Bank of Middlebury

Entrepreneurs:	Caroline's Dream Middlebury Foods Storytime Foods, Inc Vermont Chevron	Susan Shashok Harry Zieve Cohen Pearl Teague Shirley Richardson
12:00 – 12:45 PM	Local Foods Lunch	Hannaford Career Center Glass Onion Restaurant
12:45 – 1:30 PM	Keynote Speaker	Michael Pieciak – Deputy Commissioner, Vermont Department of Financial Regulation
1:30 – 2:00 PM	Entrepreneur Showcase	Five-minute pitches from selected entrepreneurs with questions from the audience
Presenters:	Vermont Bean Crafters La Gavotte Vermont Farm Table	Joseph Bossen Louis LeGall Dustin Glasscoe
2:00 – 2:30 PM	Case Studies – A success story: How I did it	Calley Hastings, Fat Toad Farm
2:30 PM	Adjourn	

Thank you for coming today!

**Look for footage of the conference on the MCTV website
(<http://middleburycommunitytv.org/>) later this month.**

This conference has been presented by:



ADDISON COUNTY
Economic Development Corporation
Great starts here.



Addison County Economic Dev. Corporation (ACEDC) Counseling Sessions

Counseling Session Views: All Counseling Sessions Report E-mail New Counseling Subset

Viewing Data: From 7/1/2014 to 12/30/2014, Reportable Only, Funding Sources: State

Date	Client ID	Company	Counselor	Type	Contact Type	Couns. Area	Add'l Area	Client Hours
12/30/2014	ACED0104	Aqua Vitea, LLC	Scheu, Robin	Follow-up	Center	Finance	Expand	2
12/29/2014	VTPTAC.A028	MAPLE LANDMARK INC	Scheu, Robin	Follow-up	Client	CustRel	Expand	1.25
12/22/2014	ACED0146	Full Sun Oil	Scheu, Robin	Follow-up	Center	Undefined	Undefined	1
12/18/2014	ACED0169	Swift House Inn	Scheu, Robin	Initial	Client	CustRel	Undefined	1.5
12/11/2014	ACED0161	Northlands Job Corps Center	Scheu, Robin	Follow-up	Client	CustRel	Undefined	2.5
11/24/2014	ACED0164	Stonecutter Spirits	Scheu, Robin	Follow-up	Client	Finance	Undefined	1.75
10/30/2014	VTPTAC.00025	NATHANIEL GROUP INC	Fu, Becky	Follow-up	E-mail	Accting	Undefined	0.5
10/23/2014	VTPTAC.00025	NATHANIEL GROUP INC	Scheu, Robin	Follow-up	Client	Undefined	Undefined	10
10/20/2014	ACED0143	Vermont Livestock Slaughter and Proce...	Scheu, Robin	Follow-up	Center	Undefined	Undefined	3
10/9/2014	VTPTAC.A028	MAPLE LANDMARK INC	Scheu, Robin	Follow-up	Client	Finance	Expand	2.5
9/9/2014	ACED0015	Vermont Coffee Company	Scheu, Robin	Follow-up	Client	CustRel	Undefined	1.75
9/8/2014	VTPTAC.00025	NATHANIEL GROUP INC	Scheu, Robin	Follow-up	Client	Undefined	Undefined	3.5
9/2/2014	ACED0168	Vermont Farm Table	Scheu, Robin	Follow-up	Client	Finance	Undefined	2.25
8/28/2014	VTPTAC.A025	DANFORTH PEWTERS, LTD	Scheu, Robin	Follow-up	Client	Undefined	Undefined	5.5
8/28/2014	ACED0041	Beau Ties, Ltd.	Scheu, Robin	Follow-up	Client	Undefined	Undefined	0.75
8/26/2014	VTPTAC.00929	CONNOR HOMES	Scheu, Robin	Follow-up	Client	Undefined	Undefined	1.6
8/13/2014	VTPTAC.A028	MAPLE LANDMARK INC	Scheu, Robin	Follow-up	Client	Undefined	Undefined	1.25
8/13/2014	DED.DED0568	Lathrop's Maple Supply and Excluserl...	Duval, Jared	Initial	Client	Undefined	Undefined	3
8/6/2014	ACED0095	Vermont Hard Cider Company, LLC	Scheu, Robin	Follow-up	Client	Undefined	Undefined	1.75
8/4/2014	ACED0166	Agrisolar Insect Solution L.L.C.	Scheu, Robin	Initial	Phone	Undefined	Undefined	2
7/29/2014	ACED0095	Vermont Hard Cider Company, LLC	Scheu, Robin	Follow-up	Other	Undefined	Undefined	1.25
7/24/2014	ACED0167	RAD-Innovations	Scheu, Robin	Initial	Center	Undefined	Undefined	1.5
7/18/2014	ACED0164	Stonecutter Spirits	Scheu, Robin	Follow-up	Client	Undefined	Undefined	1.25
7/18/2014	ACED0168	Vermont Farm Table	Scheu, Robin	Initial	Client	Undefined	Undefined	1.75
7/9/2014	ACED0138	Appalachian Gap Distillery	Scheu, Robin	Follow-up	Client	Undefined	Undefined	1.25

25 counseling sessions matching criteria (18 distinct clients); total client hours: 56.35

+ 6 not on webcats for specific reasons (see log)