

# VEDA – SPECIAL PLANNING MEETING

Basin Harbor  
4800 Basin Harbor Road  
Vergennes, Vermont

802-828-5627

**September 26, 2024**

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Meeting ID: 242 801 207 520

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**Dial in option:**

[+1 802-552-3556](tel:+18025523556),694068147# United States, Montpelier

Phone conference ID: 694 068 147#

## Agenda

- |            |   |
|------------|---|
| 9:00 a.m.  | Call to Order   |
|            | <ul style="list-style-type: none"><li>• Public Comment, if any</li></ul>  |
| 9:00 a.m.  | A. Retreat Check-in & Thought Starter – HBR, <a href="#">The Hard Questions to Ask When Planning Your Strategy</a>  |
| 9:30 a.m.  | B. Accomplishments During the Past Year   |
|            | <ul style="list-style-type: none"><li>• Review Strategic Plan</li><li>• Review Completed Rocks</li></ul>  |
| 10:00 a.m. | Ten Minute Break  |
| 10:10 a.m. | C. Capital / Risk Tolerance Discussion  |
|            | <ul style="list-style-type: none"><li>• Introduction:<ul style="list-style-type: none"><li>○ Historical Capital Ratios</li><li>○ Capital / Liquidity Plan &amp; Thresholds</li><li>○ Pricing Strategies</li></ul></li><li>• Breakout Discussion Questions<ul style="list-style-type: none"><li>○ How much should we be willing to risk?</li></ul></li></ul> |

- How close to the thresholds should we operate?
- What are your thoughts on the pricing strategies, especially how to balance risk based pricing and economic impact?

11:15 a.m.                      Group Report-out on Capital / Risk Tolerance

12:00 p.m.                      Board Photo Session

12:30 p.m.                      Lunch – Surprise Garden Lawn

1:30 p.m.                      Financing Gaps Discussion

- Introduction
  - Working Capital for Early Stage and Small Contractors
  - Agriculture
  - Housing
  - Other?
- Break-out Discussion Questions
  - Are these the right opportunity areas for VEDA to prioritize?
  - Do you see other areas that should be considered?
  - What should VEDA's role be in each opportunity area?
  - How much risk should VEDA be willing to take in each area?

2:15 p.m.                      Group Report-out on Financing Gaps

2:45 p.m.                      Meeting Wrap up

3:00 p.m.                      Ten Minute Break

3:10 p.m.                      Executive Session

3:55 p.m.                      Other Business

4:00 p.m.                      Adjourn

Prework:

- Read the HBR Article, [The Hard Questions to Ask When Planning Your Strategy](#). Think about the questions posed in the article. How would you answer them for VEDA?
- Re-Read VEDA's strategic plan to provide context for the discussions.
- Pre-Think about how VEDA should approach risk tolerance. What are your thoughts on how much risk VEDA should be willing to take and how it should balance financial risk while pursuing economic development goals.
- Pre-Think about financing gaps in Vermont and how VEDA should prioritize its efforts? What are your thoughts about the role VEDA should play in each financing gap area you feel should be prioritized. Also consider what level of risk VEDA should take in each financing gap area.