



## 2025 - 2030 STRATEGIC PLAN EXECUTIVE SUMMARY

# EXECUTIVE SUMMARY

## ABOUT AAEDC

The Anne Arundel Economic Development Corporation (AAEDC) was founded in 1993 to promote economic growth in Anne Arundel County, Maryland. Over the last 30 years, AAEDC has become a vital resource for the county, playing a key role in the county's economic development efforts including attracting new businesses, supporting existing businesses, and promoting economic growth.

While the type of programs AAEDC has implemented to advance this role have varied over time, programming has historically reflected traditional economic practices of business retention, expansion, and attraction (BREA), and small business lending and support. As one of the premier economic development corporations in the state, AAEDC has had recognized success in:

- Delivering hands on assistance to businesses of all sizes, from startups to established corporations across the county, including through its Inclusive Ventures Program;
- Providing financing assistance to local businesses in the form of grants and loans through the VOLT Funds and Next Stage Tech Fund
- Working to enhance commercial districts and improve corridor infrastructure, including through the ACR Fund, and more recently, efforts like "The Glen Burnie Better Plaza" project.

**We foster diverse economic growth by empowering businesses, expanding employment opportunities, and revitalizing communities. As the go-to partner, we connect businesses in Anne Arundel County with the key resources to thrive.**



# Key Successes

In 2024, AAEDC achieved significant milestones across its programs and initiatives.

## 48

business owners graduated from the Inclusive Ventures Program in 2024.

Eighteen months after graduation, the first six IVP cohorts (65 businesses) created 237 jobs and added nearly \$22M in revenue to Anne Arundel County.

## \$2.4 million

A combined \$950,000 in grant funding was awarded for revitalization activities in 2024-25 and over \$1.5 million in loans and grants were made for façade improvements in older commercial districts

In September 2023, AAEDC hired its first Revitalization/Town Center Manager to lead efforts that grow the local economy, reduce blight, and support surrounding communities.

## 32

street pole banners installed to promote a new branding campaign for Glen Burnie Town Center

Alongside a branding campaign for Glen Burnie Town Center, AAEDC launched a vacancy activation program in Glen Burnie and Odenton and kicked off the Glen Burnie Better Plaze placemaking project.

## \$38,250

In 2024, AAEDC awarded \$38,250 in matching grants from our ABIG Program to help 8 farm-based businesses in Anne Arundel County expand their operations and generate more revenue.

The new Agricultural Business Improvement Grant (ABIG) program offers grants up to \$10,000 to help County ag businesses invest in high-impact projects and grow their operations.

## KEY SUCCESSSES

In 2024, AAEDC achieved significant milestones across its programs and initiatives. Most notably, the Inclusive Ventures Program (IVP) graduated 48 business owners, bringing the total to 148 graduates, including 13 from the inaugural Spanish-language cohort. Based on follow-up surveys conducted eighteen months after graduating, the first six cohorts of IVP, consisting of 65 businesses, created 237 new jobs in Anne Arundel County and contributed nearly \$22 million in revenue to the County. The VOLT Loan Program awarded \$2.3 million to 24 small, minority-, woman-, and Veteran-owned businesses, bringing the total to \$22 million in loans supporting 180 businesses since 2013.

In recent years, AAEDC has fortified its commitment to the County's eleven commercial revitalization districts and focused its efforts on town centers. This revitalization work grows the local economy, eliminates blight conditions, and uplifts the surrounding communities, and occurs in close collaboration with community and business interests to garner resources and foster revitalization initiatives.

In 2024 AAEDC leveraged the county's \$100,000 annual investment and generated \$450,000 in grant funding for revitalization activities and an additional \$500,000 in 2025

AAEDC-led revitalization efforts have included:

- Over \$1 million in loans and \$544,350 in grants for façade improvements in older commercial districts
- A branding campaign for the Glen Burnie Town Center and installation of 32 branded street pole banners
- A program to activate vacant commercial properties in Glen Burnie and Odenton town centers
- The Glen Burnie Better Plaza placemaking project that re-envisioned the Glen Burnie Town Center as a vibrant, active, and inviting gathering space for the community

- The launch of AAEDC's first real estate RFP at 7409 B&A Blvd in Glen Burnie
- A new public art mural project in Rotary Park
- Disaster recovery efforts distributed \$323,385 in relief grants to businesses and nonprofits affected by the Annapolis flooding

The Agricultural Business Improvement Grant (ABIG) program provides grants up to \$10,000 to agricultural businesses in the County. This new program offers larger grant awards and inspires farm-based business owners to invest in impactful projects that will help them significantly grow their operation.

In 2024, AAEDC awarded \$38,250 in matching grants from our ABIG Program to help 8 farm-based businesses in Anne Arundel County expand their operations and generate more revenue. Agricultural growth was bolstered by \$38,250 in grants to eight farm-based businesses.



## SUCCESS STORIES



“The chain of connections has been invaluable, and I’m confident that we will continue to leverage AAEDC resources as Interworld continues to grow. The support of both AAEDC and SBDC played a crucial role in my decision to remain in Anne Arundel County rather than move the business back to Baltimore County.”

- ASRORJON (JON) SHUKUROV,  
OWNER OF INTERWORLD



“From hiring and training assistance to expert consultations and specialized funding, AAEDC offers exactly what we need to overcome challenges and seize new opportunities. With its continued support, we’re well on our way to achieving our long-term vision.”

- SUSAN BEALL, OWNER AND  
FOUNDER OF NUE INFORMATION  
SYSTEMS, FINANCIAL PLANNING  
AND ANALYSIS TOOL FOR  
GOVERNMENT CONTRACTORS



“The VOLT Fund has been instrumental in both the initial launch and continued growth of JesseJay’s. It provided the crucial financial backing that enabled us to transform our vision into reality when traditional banks couldn’t, and it allowed us to pursue two expansion opportunities that might have otherwise been out of reach.”

- JAYLEEN FONSECA,  
OWNER OF JESSEJAY’S



“IVP taught me to dream big. It made me realize that I’ve been putting limits to myself, sometimes thinking that maybe I don’t deserve to dream big because I wasn’t born here, because I don’t speak the language perfectly, because I have obstacles to ask for money. And that ends today!”

- MARIA WINTERS, OWNER OF THE  
COACHING THERAPIST (LICENSED  
CLINICAL PROFESSIONAL  
COUNSELOR).

# THE ECONOMY TODAY

Anne Arundel County, Maryland, boasts a thriving and diverse economy, strategically situated between the influential metropolitan hubs of Washington, D.C., and Baltimore.

There are three main attributes that make up Anne Arundel County's competitive economic advantage:



## QUALITY OF LIFE



## DIVERSE INDUSTRY BASE



## PROXIMITY

## QUALITY OF LIFE

Anne Arundel County offers a high quality of life, with access to recreational opportunities, good schools, and a strong sense of community. Despite its proximity to major cities, Anne Arundel County maintains a small-town atmosphere, which attracts residents and businesses seeking a high quality of life. This unique blend of urban access and small-town charm creates a desirable environment for businesses and families. As a tourism destination, the County also holds an outsized array of arts, cultural and hospitality assets.

## DIVERSE INDUSTRY BASE

Anne Arundel County's economy is built on a number of major industries including:

- **Government:** Anne Arundel County is home to Fort George G. Meade and the U.S. Naval Academy. Fort Meade provides support services to 120 Department of Defense ("DoD") and non-DoD organizations representing all military branches and several federal agencies. Major tenants include National Security Agency ("NSA"), Defense Information Systems Agency ("DISA"), U.S. Cyber Command. Together, these institutions provide a stable source of employment and contribute significantly to the County's economic stability. Data indicates that public administration is one of the largest employment sectors in the County. This strong government presence provides a degree of economic resilience, but it also highlights the importance of diversification to mitigate potential risks associated with changes in government spending or policy.
- **Technology:** The County has a growing technology sector, driven by its proximity to major government agencies and in the center of the Baltimore and D.C. regions.
- **Healthcare:** The healthcare sector is a significant employer in Anne Arundel County, with major hospitals like Luminis Health Anne Arundel Medical Center and the University of Maryland Baltimore Washington Medical Center and an array of outpatient care options providing thousands of jobs.
- **Tourism:** With its rich history, scenic beauty, and proximity to the Chesapeake Bay, Anne Arundel County attracts a significant number of tourists. Annapolis, the state capital, is a popular tourist destination, and the County's waterfront areas offer various recreational opportunities. Additionally, Live! Casino and Hotel, along with the adjacent Arundel Mills regional mall, is the number one tourist attraction in the Greater Baltimore region and the largest mall in the state.
- **Education:** Anne Arundel County has a well-educated workforce, with over 45% of residents holding at least a bachelor's degree. The County is home to several

higher education institutions, including Anne Arundel Community College and the U.S. Naval Academy, which contributes to the skilled labor pool.

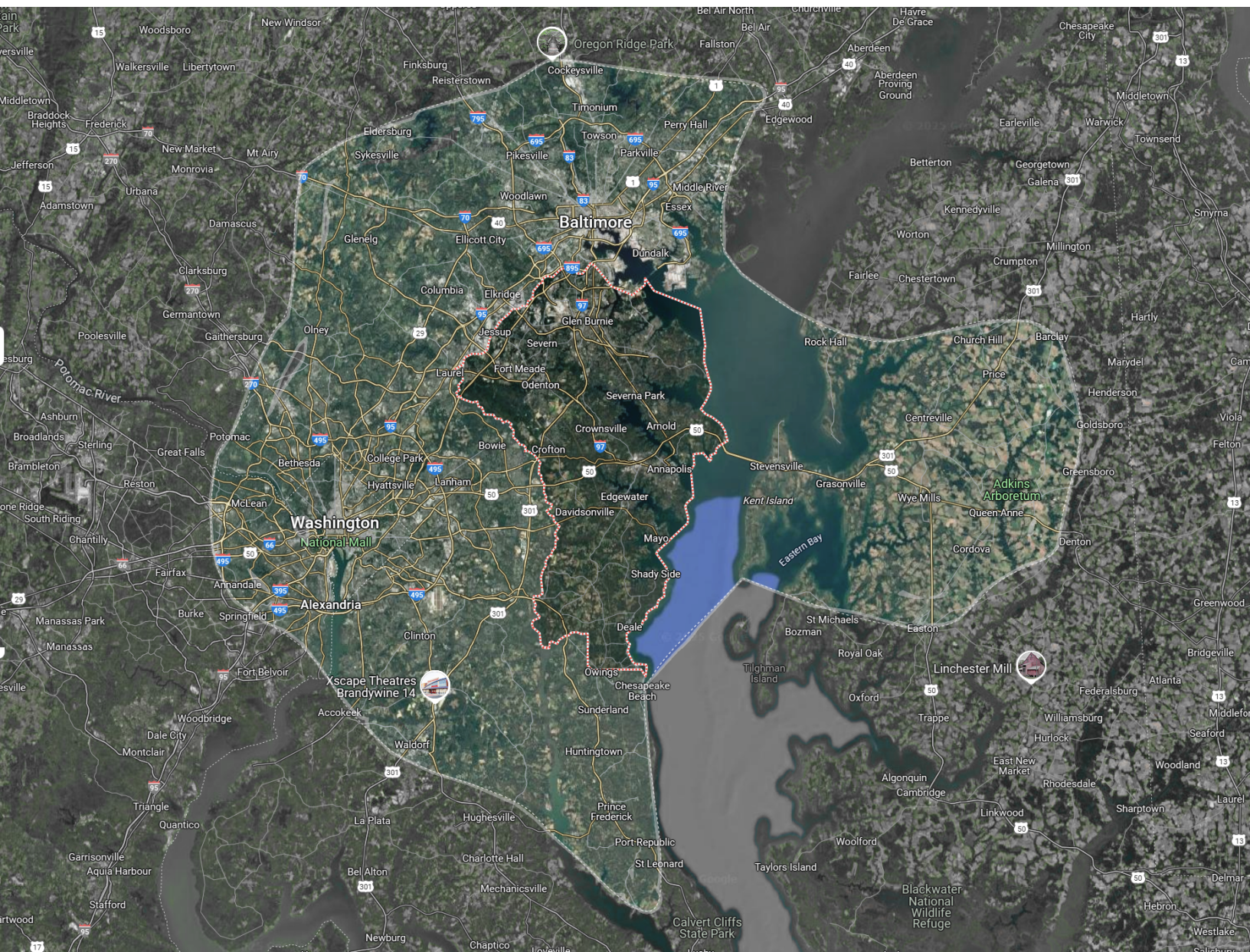
- **Retail, Accommodation, and Food Services:** These sectors provide nearly 60,000 jobs in the County, catering to the needs of residents and tourists.

## PROXIMITY

Situated between Washington, D.C., and Baltimore, Anne Arundel County benefits from access to global markets through Baltimore Washington International (BWI) Marshall Airport

and nearby Port of Baltimore. Between these global gateways, a major highway network connects both ports of entry to the mid-Atlantic region, while the rail system allows goods to reach approximately  $\frac{1}{3}$  of the US within 24 hours. This central, connected location facilitates movement of people and goods, making it an attractive place for businesses to locate and for residents to live and work.

*The map below shows the 1-hour driveshed (outlined in gray) from Anne Arundel County (outlined in red) which encompasses the majority of the greater Baltimore and Washington D.C. areas.*



# MARKET AND ECONOMIC ANALYSIS KEY FINDINGS

As part of the strategic planning process a market and economic analysis was conducted that examined local economic and workforce conditions in Anne Arundel County, along with projections for the future based on local and national trends. The analysis also includes data on resident lived experience and identifies the county's relative economic strengths and opportunities, including critical and core growth sectors of focus for the county. In addition, it outlines key infrastructure needs to support and sustain r economic growth in the years ahead.

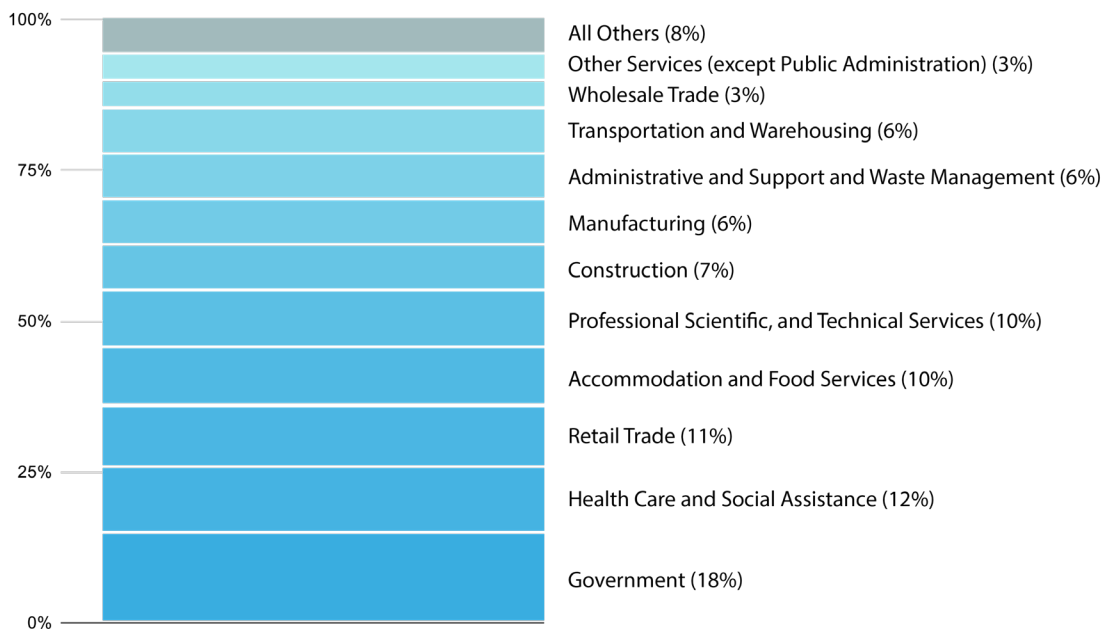
Anne Arundel County's employment is relatively diverse, contributing to economic resilience.

## CRITICAL SECTORS

Critical Sectors are those industries where we see long term, sustained market growth and economic resiliency as longstanding generators of jobs in Anne Arundel County. Anne Arundel County's Critical Sectors include:

- Health Care and Social Assistance (11.6% of employment)
- Retail Trade (10.9% of employment)
- Accommodation and Food Services (which comprises most of the hospitality industry, and makes up 10.4% of employment)
- Professional, Scientific, and Technical Services (9.7% of employment)
- Construction (7% of employment)
- Manufacturing (which includes much of the maritime industry and represents 6.4% of employment)
- Agriculture: As of 2022, the most recent census, there were 454 farms in the county, an increase of 16 percent since 2017. These farms sold \$25M in products, though agriculture makes up less than 1% of total county employment.

## EMPLOYMENT BY INDUSTRY SECTOR



Source: Fourth Economy Analysis of Lightcast™ | QCEW Estimates, 2023

## CORE GROWTH SECTORS

Core Growth Sectors are those with growth potential due to Anne Arundel County's competitive advantage and regional or national trends. In addition to serving long-standing industries that have been strong economic drivers for the county, there is an opportunity to expand focus to growing sectors including Aerospace, Cybersecurity, Life Sciences, Logistics and the Tech Industry.



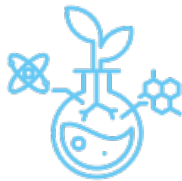
### AEROSPACE

Anchored by the presence of BWI Thurgood Marshall Airport and a strong base of aerospace and defense contractors, this sector in Anne Arundel County is a significant engine for technological advancement, manufacturing, and high-quality job creation in the broader transportation landscape.



### CYBERSECURITY

Home to key federal defense agencies and a growing cluster of cybersecurity firms, Anne Arundel County is a national hub for protecting critical infrastructure and digital assets, fostering innovation and a highly skilled workforce in this vital sector.



### LIFE SCIENCES

Benefitting from its proximity to major research institutions and healthcare systems, Anne Arundel County's life sciences sector is experiencing growth in areas such as biotechnology, medical research, and healthcare innovation, contributing to both economic prosperity and improved quality of life for the region.



### LOGISTICS

Leveraging Anne Arundel County's strategic location with access to major transportation arteries, including the Port of Baltimore and BWI Thurgood Marshall Airport, this sector drives the efficient movement of goods and supports a connected supply chain ecosystem within the region.



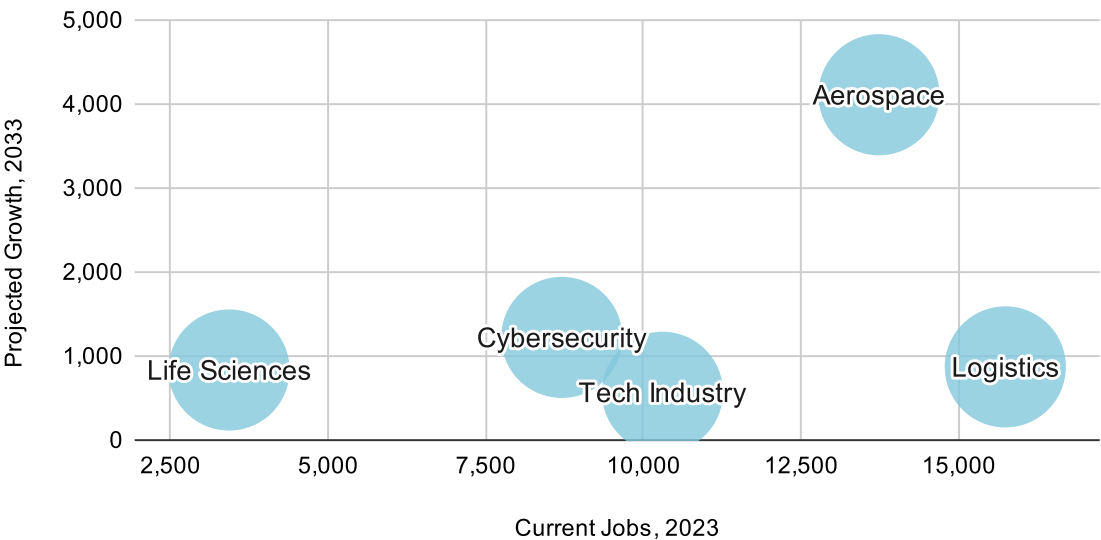
### TECH INDUSTRY

An underlying driver of job growth across clusters in the region, Anne Arundel's proximity to federal agencies and an underlying skilled workforce contributes to the existing strength and projected growth of its Tech Industry cluster.

These Core Growth Sectors are significant in both size and growth, as demonstrated below.

### PROJECTED GROWTH VS. CURRENT JOBS

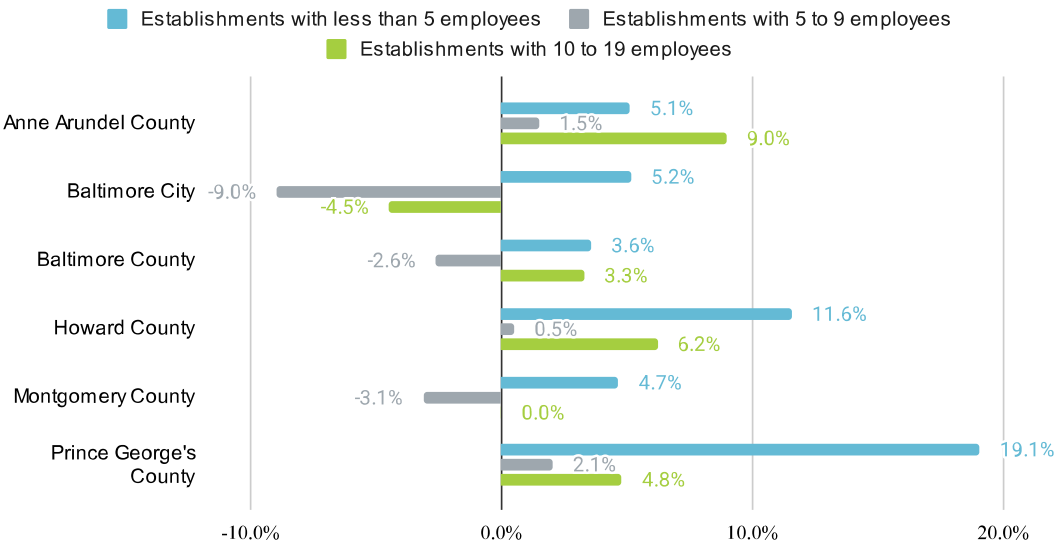
Anne Arundel County



Source: Fourth Economy Analysis of Lightcast™ Data, 2013-2033

**Anne Arundel County also excels in small business success.** During the period from 2014 to 2022, the county’s number of establishments with 10 to 19 employees grew at a faster rate than its peers (9%). What’s more, Anne Arundel leads all its peers except Prince George’s County in growth in establishments with 5-9 employees. This indicates a competitive advantage and predicates strong small business support locally.

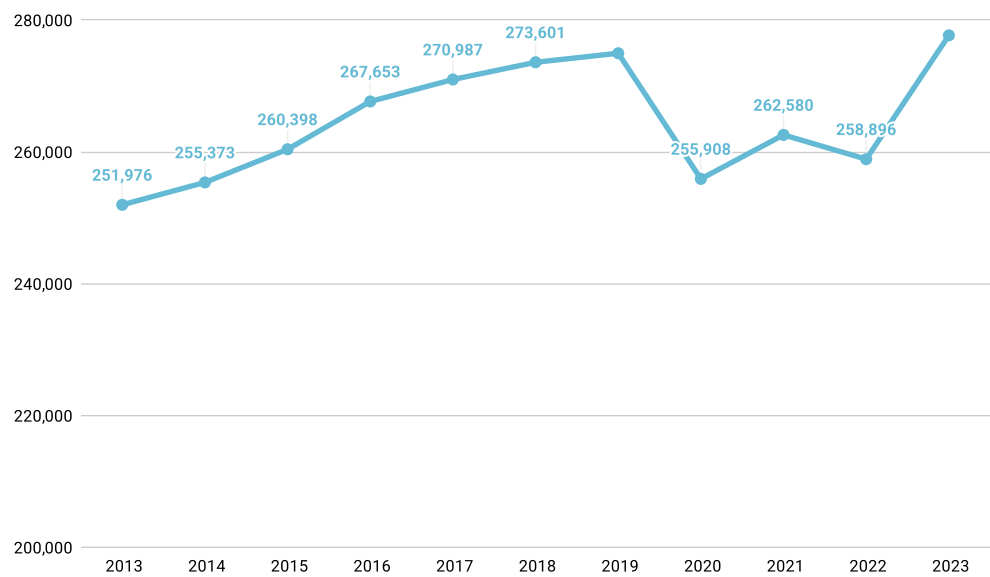
### PERCENT CHANGE IN SMALL BUSINESSES



Source: Fourth Economy Analysis of Census County Business Patterns, 2014-2022

**Anne Arundel County demonstrates consistent job growth.** Another indicator of a strong economic base is the presence of firms that hire and create jobs in a number of industries. Job growth in Anne Arundel County has been strong over recent years, even with a small pandemic-era dip. According to QCEW data, jobs in Anne Arundel County have increased 10% from 2013 to 2023, growing from 251,976 to 277,682. This indicates consistent market growth within the county and resiliency in the post-COVID recovery period.

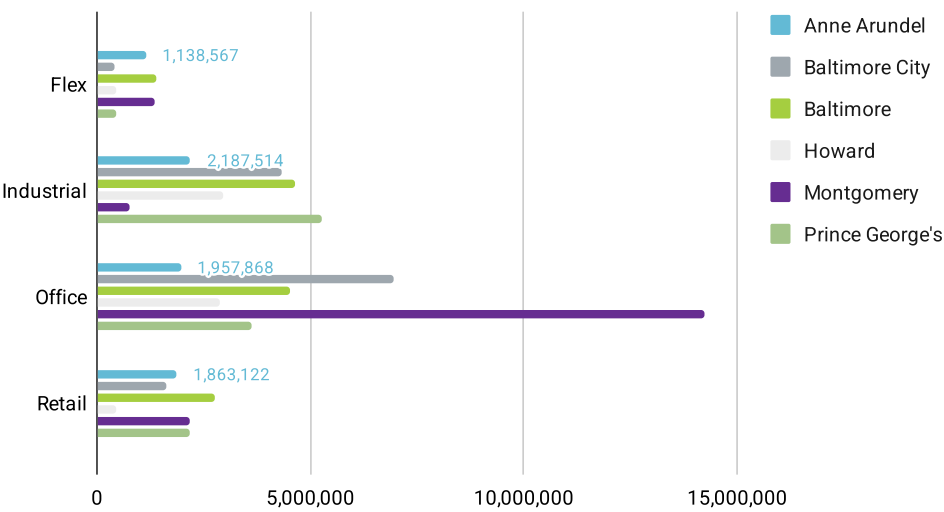
### ANNUAL JOB TRENDS



Source: Fourth Economy Analysis of QCEW Data, 2013-2023. Note: For 2022 Local Government was excluded from total employment because it did not meet BLS and State DL disclosure standards.

**Anne Arundel County is a place for new real estate development.** Analysis of the current availability of Flex, Office, and Retail space demonstrates the need for additional real estate options for growing and relocating businesses. The amount of vacant commercial space in Anne Arundel County has seen little movement over the past five years, and the county has maintained a lower amount of vacant space in all types compared to its peer communities.

### VACANCY RATES IN SQUARE FOOTAGE



Source: Fourth Economy Analysis of CoStar Data, 2024

**The low vacancy rates for Flex and Industrial space create concerns that the county will have a difficult time attracting new businesses that want ready sites.** It may also limit the growth estimates that are projected for the Core Growth Sectors of the county.

This dynamic also seems to be creating higher real estate costs in the county with Flex, Industrial, and Office rates higher than all peers except Montgomery County. Real estate pricing by type ranged from \$12.68 per square foot for Industrial space to \$24.62 for Office space in Anne Arundel County.

**Other key findings include:**

- Anne Arundel is projected to gain 28,245 jobs over the next 10 years, increasing from 277,754 to 305,998. These jobs are especially concentrated in Government (+7,400), Health Care and Social Assistance (+7,413), Manufacturing, (+4,327) and Professional, Scientific, and Technical Services (+3,580), indicating a need to align the current and future workforce with jobs in these growing industries.
- Anne Arundel County has a relatively low poverty rate, with 6% of residents (31,842 of 580,311) at or below poverty level compared to 9% at the state level.
- Anne Arundel has the third highest median household income compared to its five surrounding peer counties and Baltimore City,
- The workforce is relatively well educated with 45% having a Bachelor's degree or higher.
- A significant portion of the County's population falls into the "ALICE" category – Asset Limited, Income Constrained, Employed. These are individuals and families who are employed but struggle to afford basic necessities. This highlights the challenges of affordability and income inequality in the County.

All in all, the economic and market analysis showcases the relative strengths of Anne Arundel County's economy, as well as areas of caution to monitor and work to improve over time.

**Overall:**

- The county's strong quality of place has contributed to sustained population growth. The county's population is expected to grow by 4.4% through 2033, exceeding the projected State rate of 3.5%.
- Net out-migration that is higher than in-migration indicates possible cautions, including comparative cost of living and job prospect challenges.
- A high amount of in- and out-commuting and reliance on cars as a primary transportation mode, point to a need for considering transit-connected, multimodal development to ensure all have access to economic opportunities.
- Despite a relatively high median household income and low numbers of residents living at or below the poverty rate, Anne Arundel is, like its peers, experiencing a high rate of cost-burdened households and a cost of living that is out of reach for many households.
- Anne Arundel County has an advantage in new business creation and support, with a business birth rate that generally outnumbers the rate of business exits, and a high business growth rate overall.
- Job growth in Anne Arundel County has been strong in recent years, recovering quickly from a small pandemic-era dip – a solid indicator of economic strength.
- In addition to serving long-standing industries that have been strong economic drivers for the county, like Maritime and Aerospace, Core Growth Sectors including Cybersecurity, Life Sciences, Logistics and the Tech Industry are key clusters that are expected to grow over the next 10 years.

- Low vacancy rates for Flex and Industrial space has pushed real estate costs up, and may result in the county having difficulty accommodating new and growing businesses, potentially limiting growth estimates projected for the Core Growth Sectors of the county.

Given these factors, the work AAEDC continues to do in service of economic growth in Anne Arundel County is critical for its continued success.

## AN IMPACTFUL FUTURE

The following Vision, Mission, and Values statements were developed by the staff and board, and reflect an updated focus on key activities and essential drivers of the organization's work.

### VISION

To be a leading and innovative economic development organization that cultivates a vibrant business community and drives revitalization in Anne Arundel County.

### MISSION

We foster diverse economic growth by empowering businesses, expanding employment opportunities, and revitalizing communities. As the go-to partner, we connect businesses in Anne Arundel County with the key resources to thrive.

### VALUES

**Connectivity:** We believe economic growth happens through strategic and collaborative partnerships and we advocate on behalf of the business community to remove barriers to success.

**Responsiveness:** We take pride in our ability to be highly responsive and adaptable to the current business climate, effectively addressing the needs of businesses and stakeholders.

**Creativity:** We are committed to implementing innovative and proactive solutions to help businesses overcome challenges.

**Excellence:** We hold ourselves to the highest professional standards, integrity, and expertise. By embracing diverse perspectives and fresh ideas, we continuously evolve and strengthen our organization.

# RECOMMENDATIONS

All of the strategies and actions enclosed in this plan correspond to the core functions of the organization and focus its work to achieve its vision and mission. AAEDC's place-based investment efforts serve to advance redevelopment, dense, multimodal, mixed-use communities, and revitalization of key corridors. BREA focuses on AAEDC's efforts leading business retention, expansion, and attraction in the county through advocacy, entrepreneurial and small business support, workforce partnerships,

and business development assistance in targeted industries. Finance activities provide vital funding to businesses throughout the county.

The Strategic Plan details AAEDC's ongoing and existing initiatives which are prioritized to continue. In addition, new strategies were developed as a part of the planning process. They are listed here along with their corresponding action steps.

## ADVANCING PLACE-BASED INVESTMENTS

### 1. *Assess the Feasibility and Potential Impact of the Creation of a Redevelopment Authority.*

- Document the need and purpose of a redevelopment authority to facilitate communication to key stakeholders, e.g., reduced costs of redevelopment, streamlined permitting processes, etc.
- Hire a consultant to determine the feasibility and Return on Investment
- Identify financial and personnel costs to implement
- Conduct a cost-benefit analysis of the expected outcome of the redevelopment authority
- Work with county partners to identify the policy and legislative changes required to launch a redevelopment authority
- Identify and pursue predevelopment funding opportunities, particularly in higher-cost or more complex areas.. Specifically, AAEDC could explore financing through national lenders

### 2. *Expand redevelopment, placemaking, and revitalization work by assessing need and priority corridors, as well as introducing incentives and additional funding to spur place-based investments.*

- Catalogue underutilized properties with high-impact redevelopment potential and compile a project pipeline that includes older shopping centers, commercial districts, and potential new initiatives like a regional agriculture center.
- Create detailed site profiles for targeted redevelopment areas, documenting infrastructure needs, site characteristics, market and economic factors, and relevant regulatory and policy considerations.
- Coordinate investments with project areas, such as Town Center planning activities, by regularly convening county agencies to communicate and coordinate investments..
- Expand Main Street, streetscape, public art and cultural placemaking, and temporary space activation efforts.

# SUPPORT BUSINESS RETENTION, EXPANSION, AND ATTRACTION

## Enhance Entrepreneurship and Small Business Support

### 3. Enhance support to entrepreneurs and small businesses in Anne Arundel County.

- Continue to strengthen partnerships with regional organizations such as SBDC, SCORE, local chambers, AACC, and the Maryland Tech Council, to co-host trainings, coaching sessions, expos, and promote shared events.
- Coordinate closely with the Governor's Office of Small, Minority & Women Business Affairs to increase local business participation in Maryland's MBE, DBE, and SBR programs, helping entrepreneurs navigate certification and procurement opportunities.
- Explore a partnership with a financial coach to help businesses become funding-ready, offering accessible support for understanding credit, financial documentation, and AAEDC loan requirements.
- Leverage relationships with government entities and the private sector through public-private partnerships to provide new opportunities for innovation, mentorship, and business support, particularly within the tech and defense ecosystems.
- Facilitate matchmaking between prime contractors and local subcontractors by hosting industry networking events and supporting relationship-building in the federal contracting ecosystem.
  - » Support Anne Arundel County's PAVE (Procurement Access and Vendor Equity) program, which aims to increase participation of Certified Business Enterprises in county contracts.
  - » Collaborate with NSA's Office of Small Business Programs & Outreach to increase training opportunities and educational workshops that build local capacity in government contracting.
- Develop a centralized online resource hub or clearinghouse as part of the AAEDC website upgrade, offering entrepreneurs easy access to business support organizations, categorized resources, and referral pathways.

## Increase Industry Support

### 4. Increase support for Core Growth and Critical Sectors.

- Estimate the future real estate needs for manufacturing and flex space-related companies in the Aerospace/Air-Transportation, Life Sciences and Cybersecurity sectors, to inventory what exists and potential future demand, in order to guide real estate development for Core Growth sectors.
- Collaborate with the Greater Baltimore Committee and stakeholders on Logistics-related opportunities that leverage BWI and the Port, including areas they have identified, such as value-added manufacturing.
- Serve agribusiness needs as they explore additional business-related opportunities, including agritourism
- Strengthen Defense Sector Matchmaking: Expand AAEDC's role in connecting small businesses with prime contractors by leveraging partnerships with Fort Meade Alliance and AFCEA to support procurement-related business development.
- Inform and support small business compliance with changing cybersecurity compliance requirements

- Advance support for the Maritime Sector: Strengthen ties with maritime industry stakeholders and attract new maritime businesses through outreach and events, such as hosting a dedicated showcase at the Annapolis Boat Show.
- Host sector focused roundtable or listening sessions. Invite local leaders from targeted industries, particularly manufacturing and healthcare, to share insights in a moderated format.

## 5. *Develop a business attraction program for the county.*

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- Clarify Value Proposition: Craft messaging that highlights Anne Arundel County's unique strengths and profile companies aligned with Core Growth Sectors; include real estate opportunity profiles as part of marketing.
- Focus Geographic Targeting: Prioritize domestic regions with strong industry alignment for marketing outreach, recognizing limited capacity for global business attraction.
- Leverage state and regional partnerships to amplify attraction efforts.
- Expand AAEDC's pitch materials to include sector- and audience-specific versions for use at trade shows, talent recruitment efforts, and industry events.
- Develop a site selection page, as part of the website upgrade, showcasing available properties, zoning, and permitting information—modeled on best practices from peer EDOs.
- Enlist coaching/consultant assistance to create an international attraction program and attend industry events, conferences, and trade shows to network and promote the region, prioritizing those that feature a focus on Anne Arundel's Core Growth sectors.
- Attend domestic and international trade shows to advance and attract Core Growth sectors.

## *Serve as a Business Advocate*

## 6. *Foster greater connections between AAEDC and County branches and departments to positively impact economic development policy in the county.*

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- Engage regularly with county staff and county elected officials to increase awareness of EDC priorities and engage in collective problem-solving.
- Invite county council members to EDC Board meetings to increase stakeholder engagement and socialize key economic development issues on an ongoing basis
- Consider conducting Information Briefs to enhance public awareness and establish leadership around key issues.
- Convene county staff as appropriate to coordinate cross-departmental issues and challenges that affect the business community and revitalization efforts.
- Explore how an ombudsperson role could enhance business support services and create a more efficient regulatory environment that fosters economic growth.

**7.** *Explore how an ombudsperson role could enhance business support services and create a more efficient regulatory environment that fosters economic growth.*

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- Consider establishing a formal ombudsperson position within a county-related agency/organization to bridge gaps between businesses and municipal/

county departments, including an evaluation of funding and resources to determine the financial and operational feasibility of the role.

**Coordinate Workforce Support**

**8.** *Support AAWDC Industry Collaboratives, in particular, helping to advance the Transportation/Logistics Collaborative.*

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- Assist AAWDC in marketing the collaboratives, particularly the transportation and logistics collaborative, to relevant businesses and in developing the value proposition for businesses to participate.

AAEDC may help advocate for Core Growth and Critical Sector needs, while other partners help ensure training programs are responsive, teach essential skills within those sectors, and deliver the training.

**10.** *Track and support federal workforce reductions.*

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- Conduct outreach to local businesses to participate in job fair events specifically for affected federal employees and attend hiring events as an exhibitor.
- Take the lead on compiling data from the Federal Government Transition Impact Survey and ensuring that data is readily available to partners and decision makers.

- As more information about federal downsizing is known, AAEDC could look at tailoring existing entrepreneurial resources and programs to support affected workers and businesses.

**11.** *Advocate for workforce housing.*

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- Identify and assess potential sites for workforce housing development near major employment hubs.
- Advocate for policy adjustments and explore funding mechanisms, such as tax incentives or grants, to support workforce housing projects.
- Participate in effort to advance transit oriented development around MARC stations such as Cromwell and Odenton.

## PROVIDE BUSINESS FINANCE RESOURCES

**12.** *Leverage MD Video Lottery Terminal (VLT) dollars and connect local companies to additional funding and resources.*

- Increase marketing and targeted communications to promote AAEDC's financing tools to businesses in Core Sectors, tailoring messaging to the specific needs of each sector as appropriate.
- Expand the use of AAEDC VOLT funding to finance emerging agriculture business needs such as agritourism.
- Align support for Core Growth Sector businesses with the priorities of state's Lighthouse industries.

**13.** *Expand available financial resources by partnering with lenders and other supporters outside of Anne Arundel County.*

- Identify potential organizations to partner with and prioritize outreach.
- Develop a shared understanding of goals, programs, and investment criteria.
- As appropriate, seek partnership agreements that define the expectations of both parties to ensure clarity and accountability. Focus on organizations with a strong presence or shared interest in AAEDC's service area and core growth sectors.

**All of this work is supported by a range of operational roles. This includes marketing and communications, which serve as a function that supports the work of the entire organization.**

In addition, the AAEDC supports a range of other activities and organizations in the County through their participation on boards and committees.





[AAEDC.ORG](http://AAEDC.ORG)