



FY27-FY30 STRATEGIC PLAN

Mission

To provide the tools, expertise, education, and opportunity to enable every member of our community to create, collaborate, and make their ideas reality.

Vision

To serve at the heart of Vermont's creative economy, where a diverse network of makers, artists, and entrepreneurs builds a skilled, adaptable, and future-ready community.

Pillar I: Vermont's Premier Makerspace

Goal: Maintain and evolve a collaborative, cross-disciplinary industrial facility that serves as Vermont's leading "third space" for makers, artists, entrepreneurs, and innovators.

- **Advanced Toolset & Shop Excellence:** Continuously audit and upgrade technical shops—wood, metal, jewelry, sewing, electronics, and rapid prototyping—to ensure they remain at the cutting edge of maker technology.
- **Inclusive Membership Experience:** Expand access through scholarship programs and subsidized memberships. Continuously seek new strategies to welcome more people into our community and ensure equitable access to Generator's tools, spaces, and programs regardless of background or means.
- **Safety & Expertise:** Build a collaborative culture with safety at the core, where knowledge flows freely and members learn from one another and grow & thrive together.
- **Physical & Digital Capacity:** Modernize facility infrastructure to support high-demand equipment while expanding access to industry-standard digital tools, AI, and software.



Pillar II: An Ecosystem Driving Entrepreneurship & Innovation

Goal: Serve as a catalyst for Vermont's creative and product-based economy by connecting people, skills, and resources to turn good ideas into sustainable ventures.

- **Business Incubation:** Refine and scale the start-up accelerator programs to create clear pathways to entrepreneurship and product development. Expand programs to provide structured peer support, active alumni networks, and increased access to manufacturing resources and experienced advisors, strengthening opportunities for emerging enterprises at every stage.
- **Artist Acceleration:** Provide specialized programs that help regional artists bridge the inspirational gap and breakthrough technical and financial barriers to advance their work, collaborate, and engage the broader community.
- **Workforce Pathway Development:** Partner with local manufacturers to develop industry-responsive technical trainings that prepare workers to advance local industry.
- **Corporate & Institutional Integration:** Develop meaningful corporate & institutional partnerships that strengthen Generator's presence in Vermont's business community. Connect partners with Generator's community, fabrication capabilities, and R&D resources, while bringing expertise, visibility, and financial support to Generator.
- **Prototyping & Small-Batch Manufacturing Support**
Position Generator as Vermont's go-to resource for rapid prototyping and small-scale production, offering individuals, small firms, and product developers local access to modern tools and fabrication services.



Pillar III: A Hub for Youth STEAM Education

Goal: Narrow the achievement gap by becoming the statewide leader in hands-on STEAM (Science, Technology, Engineering, Arts, and Math) learning and entrepreneurship for students in grades 4-12.

- **Strategic School Partnerships:** Expand our network of 20+ school partnerships to provide grade-level appropriate, hands-on design, entrepreneurial, and fabrication experiences.
- **Out-of-School Time Program Impact:** Formalize and increase project-based learning journeys—such as AI, microelectronics, and rapid prototyping—to foster the problem-solving skills necessary for future STEAM pathways.
- **Targeted Outreach:** Specifically increase engagement among communities that face barriers to access, including girls, students from low-income backgrounds, and youth in rural Vermont communities.

Strategic Enablers for Operational Excellence

To support these pillars, the organization will focus on four key enablers identified below:

1. **Financial Sustainability & Diversification:** Balance earned revenue with expanded grant funding, individual giving, and corporate sponsorships to ensure long-term resilience. Scale and diversify earned revenue lines of business.
2. **Team Collaboration:** Strengthen internal communication, cross-functional collaboration, and shared leadership practices to foster a cohesive organizational culture, advance operational effectiveness, and support innovation across programs, partnerships, and impact initiatives.
3. **Board & Governance Evolution:** Refine the board member pipeline to ensure a diverse mix of expertise (financial, legal, community outreach) and active skill utilization and networking.
4. **Regional Leadership:** Position Generator as both a Burlington asset and a statewide model for economic development and community resilience across Vermont.