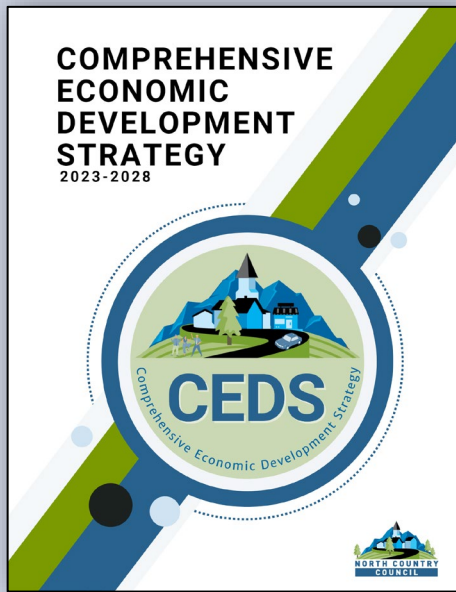


# North Country CEDS

## 2023 – 2028



### Background Data

- Update data points
- Consider new points

### SWOT Analysis

- Refine it
- Engaged Committee & businesses & community members by survey

### Strategic Action Plan

- Integrate NCR (goals & more)
- Identify action items
- Focus on “how” we strengthen economic conditions

An Overview of the New 5-Year Strategy for the Economic Development District – to access the full plan, visit:

<http://www.nccouncil.org/regional-plans/>





The CEDDS is a locally-based, regionally-driven strategy that engages community leaders, private sector partners, Economic Development Districts (EDDs), and other stakeholders in the planning for our region's future by developing a roadmap for resilient economic development.

## CEDDS Process



### What Does an Effective CEDDS Look like?

- Identify and build on region's strengths and competitive advantages.
- Identify region's gaps in resources or expertise
- Promotes cross-sector collaboration
- Helps to expand supply chains and provides support to new and existing Industry clusters
- Improves regional resilience and preparedness to plan, respond to, and recover from natural disasters and economic shocks
- Should act as an engaging platform to generate region-wide discussion while serving as a call-to-action for economic development
- Commits to measurable success
- Tells a compelling story about the region's past, present, and future
- Motivates action and implementation





# CEDS

Comprehensive  
Economic  
Development  
Strategy

**Background Data: Refresh the data and expand it to include more on skills, entrepreneurship, land development trends.**

## Demographics

---

Population Age Cohorts

---

Population Projections

---

Population Trends

---

Poverty Rates

---

Persons with a Disability

---

## Employment & Workforce Characteristics

---

Unemployment Rates

---

Unemployment among Single-Parent Families

---

Childcare Supply Demand Gap

---

Educational Attainment of the Workforce

---

Apprenticeships

---

Highest Employed Industries

---

Industry Job Growth & Impact

---

Market Leakages

---

Wages

---

Trends in Income

---

Regional Health Indicators (Prevalence of Diabetes, Obesity, Asthma, etc.)

---

Food Insecurity

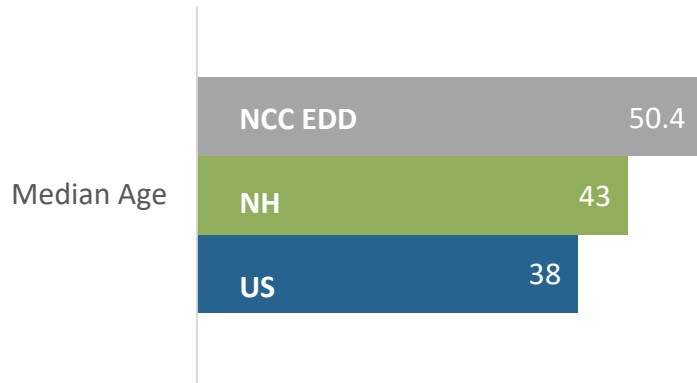




# CEDS

Comprehensive  
Economic  
Development  
Strategy

## Background Data: Highlights



- EDD average age increased by 0.9 years since from 2016 to 2020
- Population has grown (a bit) from 139,432 to 140,056 in the same time

- As of 2021, 78,975 people are part of the Labor Force.
- This number had decreased in recent years, declining by more than 2,300 workers since 2018.

LF participation	NH	Coos County	Carroll County	Grafton County
Age 16-19	49.5%	57.5%	57.8%	32.7%
Age 20-24	80.7%	87.2%	90.2%	70.9%
Age 25-29	88.4%	63.2%	93.1%	82.3%
Age 30-34	85.6%	69.1%	84.1%	86.4%
Age 35-44	86.0%	72.6%	84.2%	85.2%
Age 45-54	86.1%	79.7%	86.1%	84.3%
Age 55-59	80.5%	71.0%	81.4%	79.2%
Age 60-64	66.2%	54.8%	59.1%	62.1%
Age 65-74	31.2%	27.2%	31.6%	31.8%
Age 75 and older	8.5%	8.3%	8.9%	9.6%

Source: Employment Status, U.S. Census, ACS, 5-Year Estimates, 2016-2020

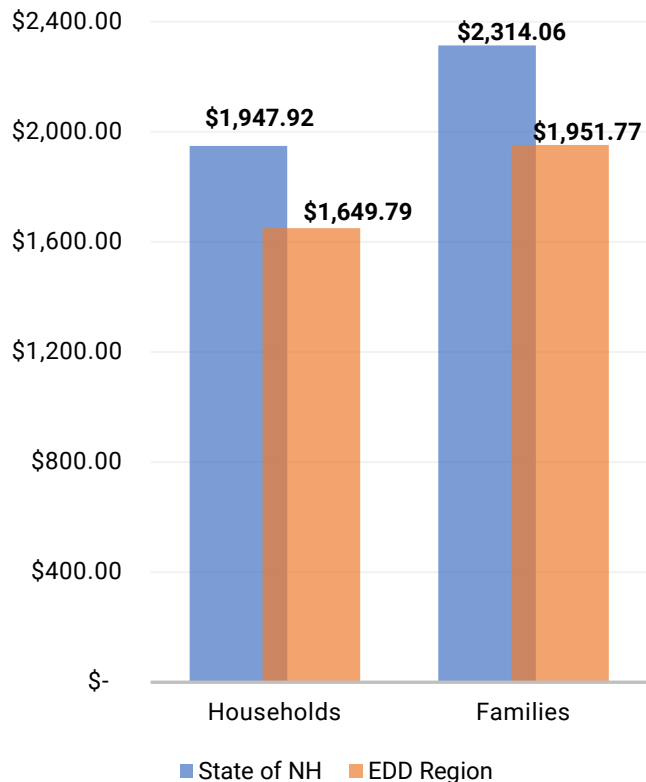


# CEDS

Comprehensive  
Economic  
Development  
Strategy

## Background Data: Highlights

Average Weekly Wage by Household Type in 2020



- Earnings of households and families continue to lag below state averages.
- Unemployment is returning to pre-pandemic levels.
- 74 new apprenticeship programs started in 2021 statewide, including programs for 32 new occupations. 2,764 people actively apprenticing during the year.
- CTE programs are explored by location and career cluster.

	Year	State of NH	Coos County	Carroll County	Grafton County
Average Unemployment	2021	3.5%	4.4%	3.8%	3.3%
	2020	6.7%	7.9%	7.7%	5.8%
	2019	2.6%	3.2%	2.6%	2.3%
	2018	2.5%	3.2%	2.5%	2.1%

Source: 2018-2021 NH Local Area Unemployment Statistics- New Hampshire Employment Security, Economic & Labor Market Information Bureau, [www.nhes.nh.gov/elmi](http://www.nhes.nh.gov/elmi)



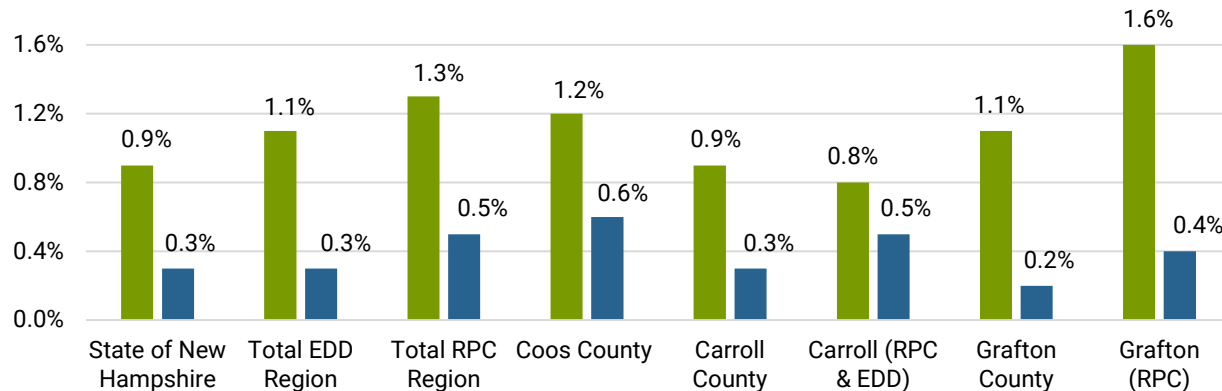


# CEDS

Comprehensive  
Economic  
Development  
Strategy

## Background Data: Highlights

Percentage of Single-Person Families  
Not in the Labor Force



■ Female ■ Male

County	# Of Facilities	Capacity (# of children)	Supply and Demand Gap (# of children without access to care)
Carroll	8	254	188
Coos	10	399	154
Grafton	12	294	414
<b>Total:</b>	<b>30</b>	<b>947</b>	<b>756</b>

Source: U.S. Department of Housing and Urban Development, CPD Maps, June 2022, [CPD Maps \(hud.gov\)](https://www.hud.gov/cpd)

- Childcare and housing are essential infrastructure behind a thriving workforce and economy as a whole.
- Cost and access to both continue to be challenges to the region.





## STRENGTHS

- Strong, close-knit communities (61/75%)
- Quality labor force (25/31%)
- Established non-profits with varying capacities (23/28%)



## WEAKNESSES

- Attractiveness of the place to young people (53/65%)
- Lack of accessible, reliable childcare (52/64%)



## OPPORTUNITIES

- Workforce training opportunities in high schools (45/56%)
- As remote work increases in popularity, local community will be reduced and new remote workers from outside the region will increase the local population (31/38%)
- Higher paying jobs are available, but difficult to fill (23/28%)



## THREATS

- Labor force development needs to be developed (51/63%)
- Powerbase is located in southern half of the state (46/57%)





The focus shifted from “**what** a resilient economic systems has,” to “**how** a resilient economic system operates.”

**More Goals**  
5 goals from the previous CEDS were expanded to include 7 goals

**More definition**  
Separated Action Items and Strategies in support of goals





**More About How**  
Used NRC findings to consider “how” we strengthen economic conditions than “what” will





# More Definition & Structure









CEDS Goal	CEDS Strategies	Types of Community Capital	Cross-Cutting Theme	Action Items
<p>1. To support ongoing efforts to collaborate, share resources, build new partnerships, and strengthen existing ones within economic development that balances community capitals and regional needs.</p>	<p>To maintain an active and supportive CEDS committee who provide connection and guidance for economic development while building relationships and trust with each other</p>		<p>Collaboration &amp; Collective Impact</p>	<p>Create a new CEDS committee member welcome packet outlining the committee's responsibilities, meeting structure, and overview of the CEDS</p> <p>Develop a meeting structure that consists of formal &amp; informal networking, collaboration, and strategic work sessions.</p>
	<p>While valuing the assets that make the region unique, provide guidance, resources, and connections for existing &amp; new economic development projects to support their success</p>		<p>Collaboration &amp; Collective Impact</p>	<p>Develop guidance documents for new project applications on topics of importance in supporting the CEDS and regional needs (i.e., sustainable development guidelines, investing &amp; supporting community backbone infrastructure such as housing &amp; childcare, developing products &amp; services for the local &amp; regional supply change, etc.)</p>
	<p>Ensure balanced investment &amp; support across all community capitals &amp; measure progress over time towards balancing community capitals &amp; economic development</p>		<p>Planning &amp; Assessment</p>	<p>Develop community capital metrics to guide new project development and provide evaluation for ongoing CEDS updates</p>
	<p>Develop a central hub for sharing resources and information within the regional economy</p>		<p>Planning &amp; Assessment</p>	<p>Provide relevant educational &amp; networking opportunities which foster connectivity &amp; cooperation of state &amp; local leaders; businesses, industry, charitable, and others</p> <p>Maintain up to date investment tracker to showcase past &amp; current successful projects</p>

# More Definition & Structure






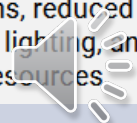
# CEDS

Comprehensive  
Economic  
Development  
Strategy

CEDS Goal	CEDS Strategies	Types of Community Capital	Cross-Cutting Theme	Action Items
2. To sustain a culture of honoring and protecting the people, heritage, and landscape of the region.	Improve the human systems that strengthen our regional economy by promoting creative housing options that are safe, diverse & desirable, high-quality affordably childcare, and access to food & healthcare systems	 	Investing & Supporting Community Backbone Systems	Invite regional childcare organizations, housing leadership/developments, the newly forming North Country Food Council and healthcare organizations to provide regular updates to the CEDS committee on action underway, barriers & challenges, and support needed
	Explore opportunities to increase wage rates & reduce market leakages within industry sectors with traditionally low wage-rates including tourism, hospitality, outdoor recreation, childcare, education, agriculture, healthcare, and the service industry	 	Balanced Economies	Identify businesses currently leading this effort and share their stories as well as models from around the country
	To support the expansion and retention of area traditional industries when possible and help transition to new industries as needed	 	Innovation, Education & Workforce Development	Identify declining industry trends by identifying alternative opportunities to match the skills of employees to new industries



CEDS Goal	CEDS Strategies	Types of Community Capital	Cross-Cutting Theme	Action Items
<p>3. To protect the natural capital of the region while investing in and supporting climate mitigation, adaptation, and regeneration planning &amp; projects</p>	<p>Foster existing business retention, expansion, and transition to new markets as well as the start-up of new businesses, industries, and innovation centers that support climate mitigation, adaptation, and regeneration</p>	 	<p>Climate, Culture &amp; Quality of Life</p>	<p>Support site-readiness improvements (such as three phase power, suitable access, water &amp; wastewater, broadband &amp; communications infrastructure, and move-in ready locations) based on business needs &amp; established locations (such as industrial parks, downtowns/village centers, and locally designated growth zones)</p> <hr/> <p>Identify important industries needed to build a green economy for the region &amp; actively seek new &amp; existing markets to participate (i.e., electric vehicle &amp; solar panel development, regenerative local agriculture, sustainable building &amp; trades)</p>
	<p>Ensure future development does not detract from the natural capital &amp; systems which are the core to sustainability &amp; success of all</p>		<p>Climate, Culture &amp; Quality of Life</p>	<p>Encourage development activities to identify opportunities to reduce &amp; mitigate environmental impact through practices such as low-impact development designs, reduced &amp; context appropriate lighting, and use of renewable energy resources</p>







# More Definition & Structure




# CEDS

Comprehensive  
Economic  
Development  
Strategy








CEDS Goal	CEDS Strategies	Types of Community Capital	Cross-Cutting Theme	Action Items
4. To provide support for business development, and innovation that supports workforce training, opportunity, livable wage, and work-life balance	Aid municipalities, business, and organizations in accessing or expanding broadband communication infrastructure, reliable, diverse transportation options, water & wastewater systems		Equity, Connectivity & Access  Planning & Assessment	Provide technical support to business owners who are reinventing themselves and/or creating business sustainability & resiliency plans
	Support & assist the region with efforts to attract new residents, retain the existing population, and retrain the local workforce with the skills necessary to grow local industry, encourage entrepreneurship & innovation		Balanced Economies	Create opportunities for creating think tanks within existing businesses, industries, educational institutes, youth programs, and new industries interested in locating in the region to innovate & create
	Maintain & build new partnerships with resource organizations at the regional, state, and federal level who can provide business technical support & ensure regional businesses are aware of these resources		Innovation, Education & Workforce Development	Ongoing sharing of resources, programs, training, support & funding opportunities at CEDS meetings & through the NCC EDD public communication channels
	Remove barriers to the use of vacant office buildings & commercial property that can be converted into new business space, coworking/makerspace, and innovation centers		Innovation, Education & Workforce Development  Balanced Economies	Explore spaces, infrastructure, and attributes that can be repurposed in the region for new or expanding business & industry



CEDS Goal	CEDS Strategies	Types of Community Capital	Cross-Cutting Theme	Action Items
<p>5. To supplement what is missing in the skills, training, and education system that directly connects to industry needs in the region</p>	<p>Support school programming, workforce development, and innovation that provides opportunities for youth and young adults to stay, live, work, and play in the region &amp; take a more active role in their economic future</p>		<p>Innovation, Education &amp; Workforce Development</p>	<p>Create programs where students &amp; youth innovate &amp; develop new industries to meet the needs of the region</p> <hr/> <p>Create programming between schools &amp; existing businesses for creative on-site, experiential learning, and innovative internship &amp; mentorship opportunities</p> <hr/> <p>Actively connect missing education &amp; training that is needed to support and sustain the region's basic needs (i.e., building/trades, food production, healthcare)</p>






CEDS Goal	CEDS Strategies	Types of Community Capital	Cross-Cutting Theme	Action Items
6. To understand income & equity disparities in the region, create plans for an inclusive environment with access for everyone, and measure progress over time	Expand access to education & training programs in distressed markets or areas where industry & major employers are changing	  	Equity, Connectivity & Access	Identify distressed market areas & potential education & workforce training partners & opportunities to bring to those areas
	Ensure equitable access to basic needs to sustain life are available across the region including access to housing, food, transportation, heat, health & community services	 	Equity, Connectivity & Access	Work with partner organizations to identify & inventory assets & gaps across the region
	Reduce barriers & provide support to traditionally marginalized populations to have equitable access to economic development opportunities in the region	 	Equity, Connectivity & Access	Work with the new <a href="#">NH Center for Equity and Justice</a> to identify actions to support this strategy





CEDS Goal	CEDS Strategies	Types of Community Capital	Cross-Cutting Theme	Action Items
<p>7. To study and learn from innovative models around the country and pilot them in the region</p>	<p>Attract innovation to the region by researching models that work in other areas &amp; adapting those models to our regional &amp; industry needs</p>		<p>Innovation, Education &amp; Workforce Development</p>	<p>Reaching out to neighboring states &amp; regions on ways that have creatively tackled common challenges &amp; methods used to capitalize on opportunities</p> <hr/> <p>Review &amp; consider adopting practices from <a href="#">the NCR case studies</a> that support innovation in existing industries in areas where they have expressed an interest in learning from others such as marking, education, and training</p>





The CEDS Committee discussed and worked on this new Strategy throughout the past year.

- January 2022 Kick-Off
- March 2022 SWOT discussion
- December 2022 Draft: Data & SWOT & Action Plan Hopes
- January 2023 CEDS Member and Public Comment Period
- February 2023 Vote to Endorse at the CEDS Committee
- March 2023 Vote of Board of Directors to Recommend approval by the NCC Commissioners

## Next Steps

- Committee process
- Action Items

## Annual Updates

- Assess progress each year
- Identify and add new actions

## Project Lists

- Traditional to follow outside projects aligning with the strategy
- Additional tracking sheet for Action Items





## Requested Action for Commissioner's Annual Meeting



**CEDS** | Comprehensive  
Economic  
Development  
Strategy

The NCC staff & CEDS Committee discussed and worked on this new Strategy throughout the past year and a half.

In March the NCC Board of Director's discussed the plan with the staff and made a motion to recommend adoption of the CEDS by the full Commission at their next meeting.

**Tonight, we respectfully ask the Commissioner's of North Country Council to consider the following motion at the June 22, 2023 meeting:**

**“To adopt the 2023 – 2028 North Country Comprehensive Economic Development Strategy as a resource document to guide economic development planning and collaborations in the region over the next 5 – year period.”**

