

Building Economic & Community Resiliency through Collective Impact Collaboration

by Stacey Doll, Community Resiliency Planner



Economic & Community Recovery & Resiliency

In 2020, North Country Council received support through the CARES Act to work with our region on COVID-19 recovery and resiliency efforts. The goal of the proposed work was to support recovery efforts that were flexible to our communities' unfolding needs while identifying the most needed projects and programs to support long-term resiliency for the region.

- Focus Groups
- Public Events & Input
- Resiliency Stories
- North Country Rising Plan



NORTH COUNTRY RISING
RECOVERY & RESILIENCY OF COMMUNITY



Collaboration & Collective Impact



Planning & Assessment



Investing & Supporting Backbone Community Systems



Equity, Connectivity & Access



Balanced Economies



Innovation, Education, & Workforce Development



Culture, Climate, Quality of Life

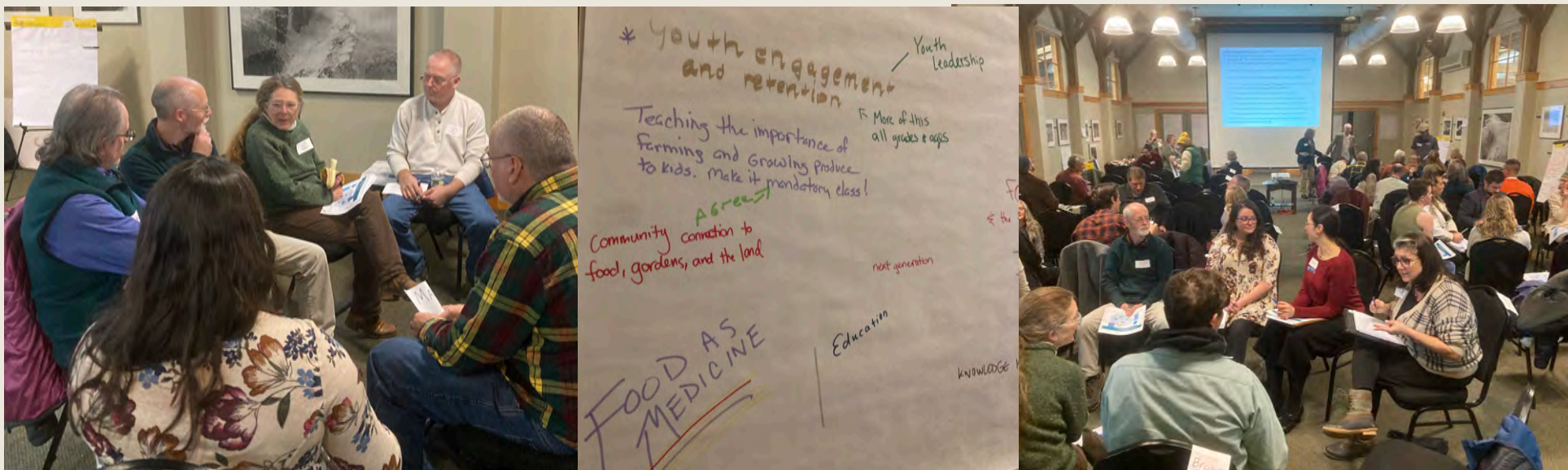
Building Collective Impact Collaborations & Climate Resiliency

In 2022, North Country Council received support through the American Rescue Plan Program from EDA's Economic Adjustment Assistance to provide technical assistance to:

- Support the development of collective impact collaboratives within economic sectors
- Facilitate the implementation of the strategies developed in the regional economic recovery and resiliency planning process
- Build capacity within the Council and the region to support long-term collaboration and economic innovation
- Integrate Climate Resiliency in the region's economic and community resiliency planning

Food & Agriculture Industry

- Held first North Country Food & Agriculture Summit in Fall 2022 with sixty-five registrants
- Formed the North Country Food & Agriculture Council
- Evolved from a six-person core team to a fourteen-person Steering Committee
- Partner organizations received funds to provide technical assistance
- Restructuring of existing nonprofit to serve Council needs
- Held second North Country Food & Agriculture Summit on November 8th with ninety-one registrants



Food & Agriculture Industry

■ Goals & Workgroups

- *Farm Business Viability, Agriotourism & Value Added Products/Services*
- *Understanding lived experience of those needing food access*
- *Healthcare screening for hunger vital signs*
- *Virtual aggregation system and technology*
- *Relationship building between educators, families, school admin, farmers*
- *Farm land conservation, laws and policies*

■ Funding & Sustainability for Council work

■ Regional Food System Resiliency Assessment



Arts & Culture Industry

- First meeting on Thursday, Nov. 16th – over 20 people present including regional organizations, state organizations and the press (including Boston Globe)
- Relationship building and networking
- Building a shared understanding of needs, gives, and topics to focus on; Building off of North Country Rising focus group work
- Created a shared drive for contacts and topic discussions
- Organizing an Arts and Culture Strategic Planning session in early 2024



Climate Collaborative

- Partners include: MW Observatory, Appalachian Mountain Club, Fish and Game, Forest Service, County Foresters, Clean Energy NH, Ammonoosuc Conservation Trust, WMSI, SkiNH, White Mountain Attractions, Conservation Fund, and Northern Forest Center
- Develop a Climate Resiliency Resource Guide for Businesses and Municipalities
- Online ArcView Storymap of data, resources and success stories from around the region
- Ten individual partner meetings this week; more after the holiday
- Develop an outreach plan
- Funding for Projects



Questions



2023 CEDS DATA UPDATE- THE HIGHLIGHTS

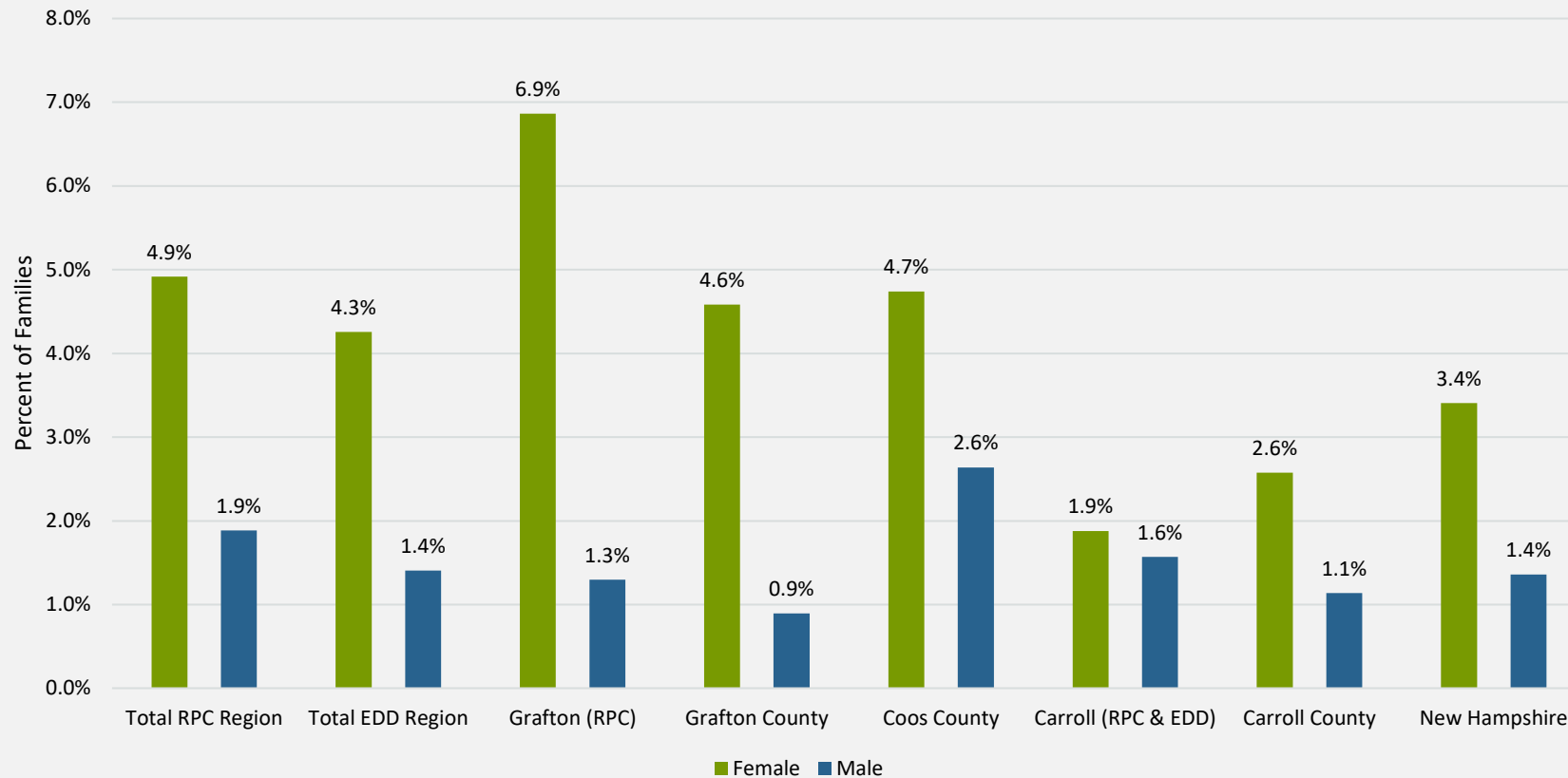
December 2023

NOTABLE CHANGES

SINGLE-PERSON FAMILIES NOT IN LABOR FORCE

In comparison to 2020, there have been significant increases in single-person families not in the labor force. The greatest increases are seen for female single-persons. For example, Grafton RPC female single-person families not in the labor force increased from 1.6% to 6.9%.

Percentage of Single-Person Families Not in the Labor Force



Source: Employment Characteristics of Families, U.S. Census Bureau, ACS, 5-year estimates, 2017-2021

CTE PROGRAMS

Career Clusters	Location of CTE Program					
	Berlin	Colebrook	Conway	Littleton	Plymouth	Whitefield
Ag., Food & Natural Resources		✓	✓		✓	✓
Architecture & Construction	✓		✓	✓		
Arts, A/V Tech & Communications	✓		✓	✓	✓	
Business Management & Admin			✓	✓	✓	
Education & Training	✓	✓	✓	✓		
Finance			✓	✓		
Government & Public Admin						
Health Sciences	✓	✓	✓	✓	✓	
Hospitality & Tourism		✓				✓
Human Services						
Information Technology	✓	✓	✓	✓	✓	✓
Law, Public Safety, Corrections & Security				✓		✓
Manufacturing	✓		✓	✓		✓
Marketing						
Science, Technology, Engineering & Mathematics	✓		✓			
Transportation, Distribution & Logistics	✓	✓	✓	✓	✓	

Additional programs due to Colebrook CTE Program being added.

Source: CTE Program Grid, NH Department of Education, Bureau of Career Development, 2023

WAGES FOR HIGHEST EMPLOYED INDUSTRIES

Breakdown of Wages for the Highest Employed Industries in the EDD Labor Market Areas 2022				
	Entry- Level Wage	Average Wage	Experience d Wage	Est. % of Population Employed in Industry
Northern NH				
Average Wages of Top 4 Industries:	\$12.21	\$18.74	\$22.00	43%
Office & Administrative Support	\$14.02	\$20.49	\$23.72	14%
Sales & Related Occupations	\$11.59	\$19.77	\$23.86	10%
Food Preparation & Service	\$10.41	\$15.93	\$18.69	11%
Transportation & Material Moving	\$12.80	\$18.75	\$21.73	9%
Average Wages of All Industries:	13.22	\$25.10	\$31.04	
Conway-Wolfeboro				
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Source: New Hampshire Occupational Employment & Wage Statistics – 2022

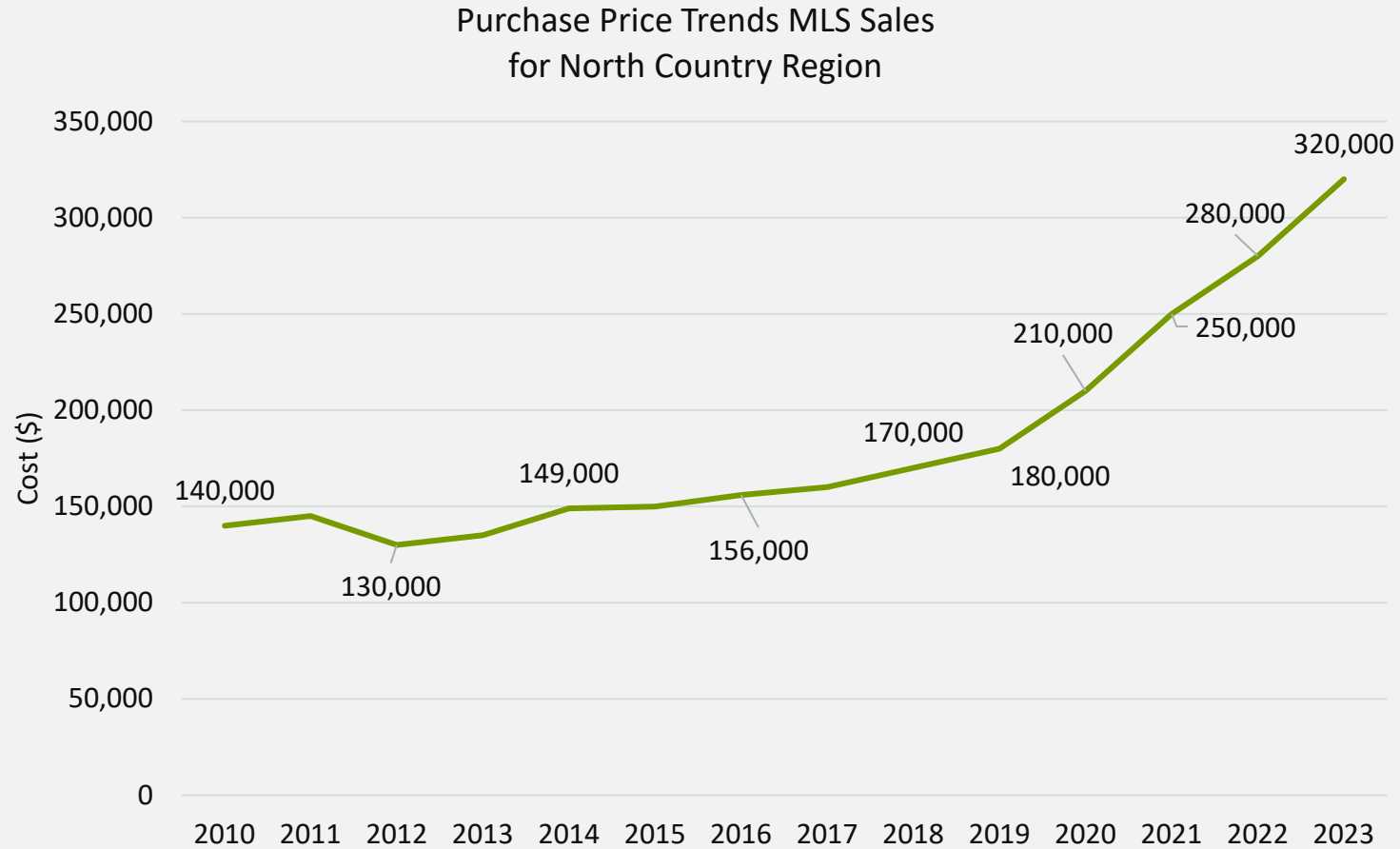
HEALTH INDICATORS

Health Indicators		
	Northern Grafton County	Coos County
Female Life Expectancy	81.5 years	79.8 years
Male Life Expectancy	76.8 years	75.1 years
Low Birth Weight (% term births)	2.6%	2.3%
Asthma ED Visits (rate per 10k)	64.3	52.5
COPD Visits (rate per 10k)	99.7	154.9
Diabetes ED Visits (rate per 10k)	27.6	36.5
Heart Attack Hospitalization (rate per 10k)	20	31.8
Heart Attack Mortality (rate per 100k)	52.1	78.1

The previous source (North Country Public Health Region Community Healthy Improvement Plan, North Country Health Consortium, 2015-2017) has become out of date and has not been updated since 2017.

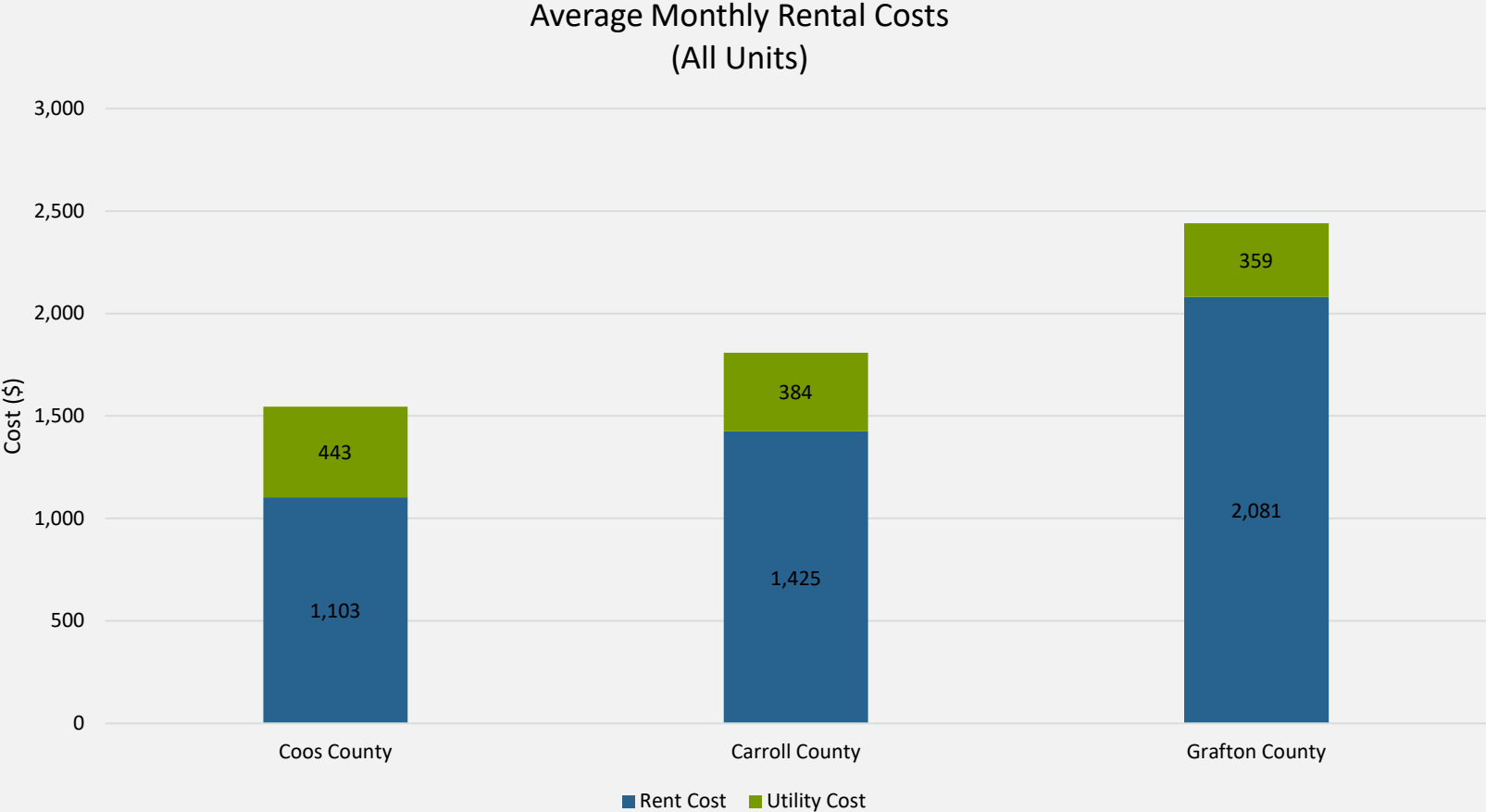
Source: Community Health Outlook, New Hampshire Department of Health & Human Services Data Portal, 2019

HOME PURCHASE PRICE TRENDS



Since 2019, home purchase prices have steadily been rising.

RENT & UTILITY TRENDS



Source: New Hampshire 2023 Residential Rental Cost Survey Report, New Hampshire Housing, 2023

WHAT HAS NOT BEEN UPDATED?

DATA POINTS

- Childcare Supply & Demand Gap (**HUD, 2022**)
- Top Regional Clusters (**Annett Group, 2018**)
- Industry Leakage (**Annett Group, 2018**)
- Rural Health Issues Brief (**New Hampshire Rural Health Issue Brief 2014, North Country Healthcare 2016, and Carsey School of Public Policy, UNH, 2017**)
- Outdoor Rec Economy (**Outdoor Industry Association, 2018**)

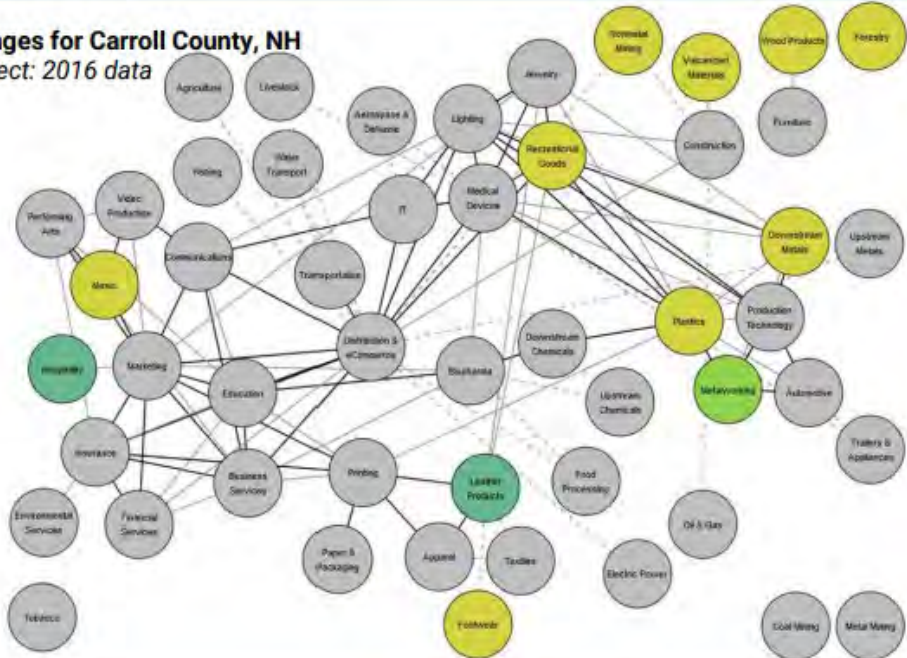
- These data sources do not have regular updates.
- Annett Group was a consultant group – should we consider hiring a consultant to update these points?
- How important is it to update these data points?

Industry Clusters & Linkages for Carroll County, NH

U.S. Cluster Mapping Project: 2016 data

Cluster Specialization

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters



Draft as of 2.24.23

Characteristics of the Outdoor Recreational Economy in the North Country 2021 Statistics- Coos, Carroll, & Grafton Counties

69%

Of New Hampshire residents participate in outdoor recreation each year

\$8.7 Billion

In consumer spending annually

35,000 More Jobs

Than the state's second highest employer, the tech sector (44,000)

\$2.6 Billion

In wages and salaries

Source: Outdoor Industry Association: Accessed Nov. 27, 2018

Industry	Percent Leakage by County			
	Carroll %	Coos %	Grafton %	Orleans, VT %
Real Estate & Rentals	70	47	41	46
Financial & Insurance Services	33	15	35	23
Professional, Scientific, & Tech Services	41	13	52	22
Manufacturing	8	5	8	12
Retail Trade	34	28	33	27

2023
CEDS
Annual
Update



Table of Contents

2023 Updated Data

Industrial
Development Project

Performance Metrics

Current Population Characteristics

Indicator	Time Period	NH Total	Total EDD Region	Total RPC Region	Coos County	Carroll EDD/RPC	Carroll County	Grafton EDD	Grafton RPC
Total Population	2021	1,372,175	140,840	81,314	31,360	18,455	49,961	91,025	31,499
	2017	1,331,848	139,308	82,099	32,119	17,909	47,524	89,280	32,071
	Change	↑3.0%	↑1.1%	↓0.9%	↓2.4%	↑3.0%	↑5.1%	↑2%	↓1.8%
Population Under Age 5	2021	63,509	5,402	3,181	1,230	634	1,781	3,538	1,317
	2017	64,233	5,800	3,306	1,267	787	1,813	3,746	1,252
	Change	↓1.1%	↓6.8%	↓3.9%	↓2.9%	↓19.4%	↓1.8%	↓5.6%	↑5.2%
Population Age 5-19	2021	236,088	22,339	11,235	4,305	2,336	6,904	15,698	4,594
	2017	238,293	23,140	12,228	4,678	2,976	6,915	15,486	4,574
	Change	↓0.9%	↓3.5%	↓8.1%	↓8%	↓21.5%	↓0.1%	↑1.4%	↑0.4%
Population Age 20-64	2021	822,442	81,312	46,957	18,369	10,066	27,035	52,877	18,522
	2017	810,029	82,689	48,673	19,140	10,253	26,774	53,296	19,280
	Change	↑1.5%	↓1.7%	↓3.5%	↓4.0%	↓1.8%	↑1%	↓0.8%	↓3.9%
Population Age Over 65	2021	250,136	31,787	19,941	7,456	5,419	14,241	18,912	7,066
	2017	219,293	27,679	17,892	7,034	3,893	12,022	16,752	6,965
	Change	↑14.1%	↑14.8%	↑11.5%	↑6%	↑39.2%	↑18.5%	↑12.9%	↑1.5%
Median Age	2021	43	49.4	52.3	48.8	56.2	53.6	43.1	52
	2017	42.7	48.2	50.3	48	53.8	51.4	42.9	49
	Change in Years	↑0.3	↑1.2	↑2	↑0.8	↑2.4	↑2.2	↑0.2	↑3

In every area the median age has increased and the Population of those Over 65 has grown. All other age groups have largely seen a decline throughout the region.

Source: ACS Demographic and Housing Estimates, U.S. Census, ACS, 5-Year Estimates, 2013-2017 & 2017-2021

Migration to New Hampshire

Indicator	Time Period	NH	Coos County	Carroll County	Grafton County
Migration to NH	2021	57,164	2,434	3,329	8,765

Source: Net Migration, U.S. Census, ACS, 5-Year Estimates, 2017-2021

Total net migration was determined by those that have moved to the state/county from other counties, states, and countries.

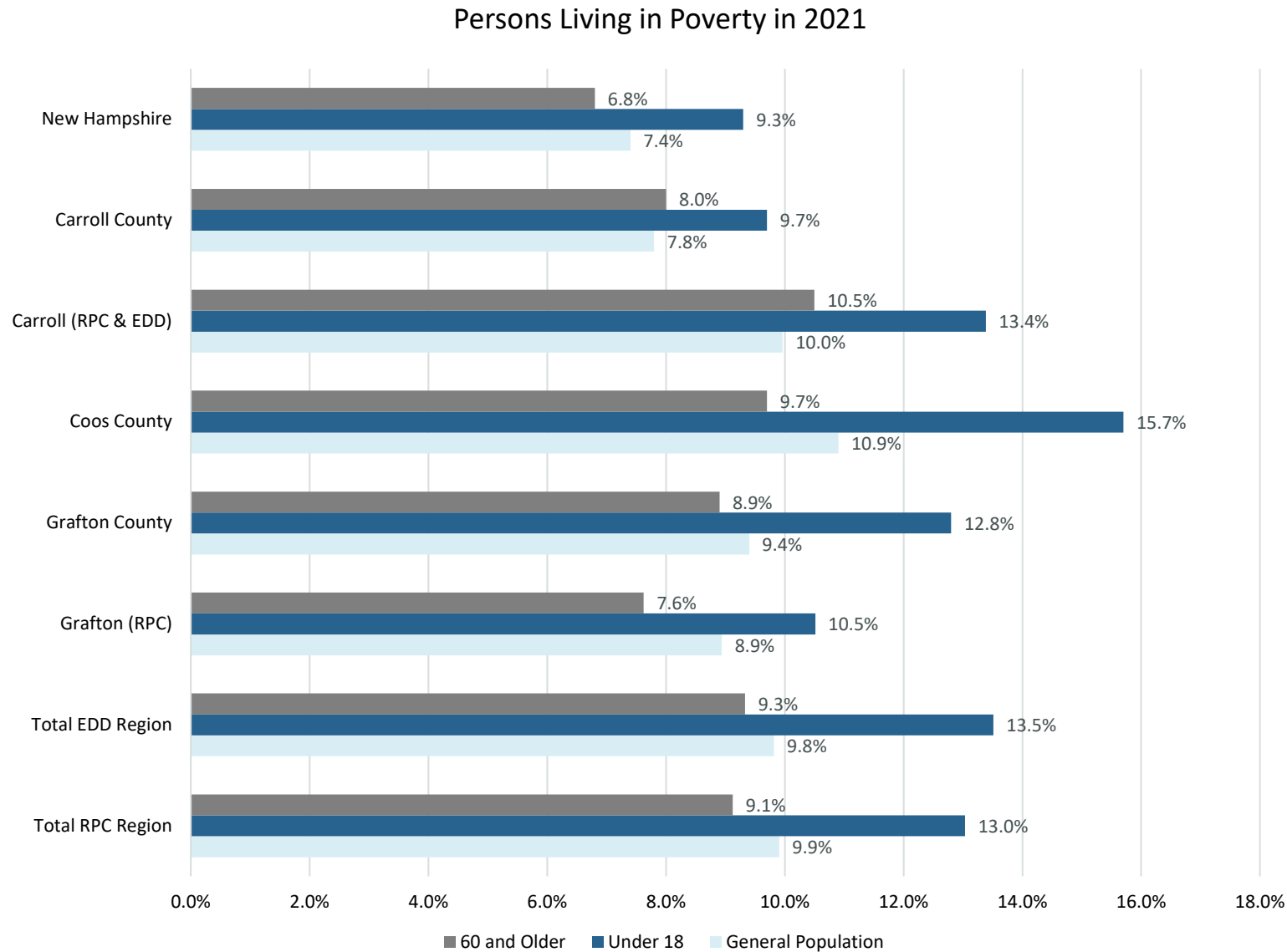
Age of Labor Force

Indicator	NH	Coos County	Carroll County	Grafton County
Age 16-19	50.3%	44.9%	50.4%	33.7%
Age 20-24	80.3%	76.8%	86.0%	66.6%
Age 25-29	88.8%	63.4%	90.1%	83.1%
Age 30-34	85.6%	68.4%	79.2%	85.2%
Age 35-44	86.0%	73.6%	78.1%	85.8%
Age 45-54	85.7%	75.1%	83.6%	85.4%
Age 55-59	80.4%	67.2%	77.5%	78.5%
Age 60-64	66.4%	54.7%	56.5%	61.3%
Age 65-74	30.9%	25.2%	29.9%	32.9%
Age 75 and older	8.9%	8.3%	9.5%	10.3%

Labor force participation for those 16 years and older. Overall, these percentages have stayed consistent to the previous update.

Source: Employment Status, U.S. Census, ACS, 5-Year Estimates, 2017-2021

Persons Living in Poverty

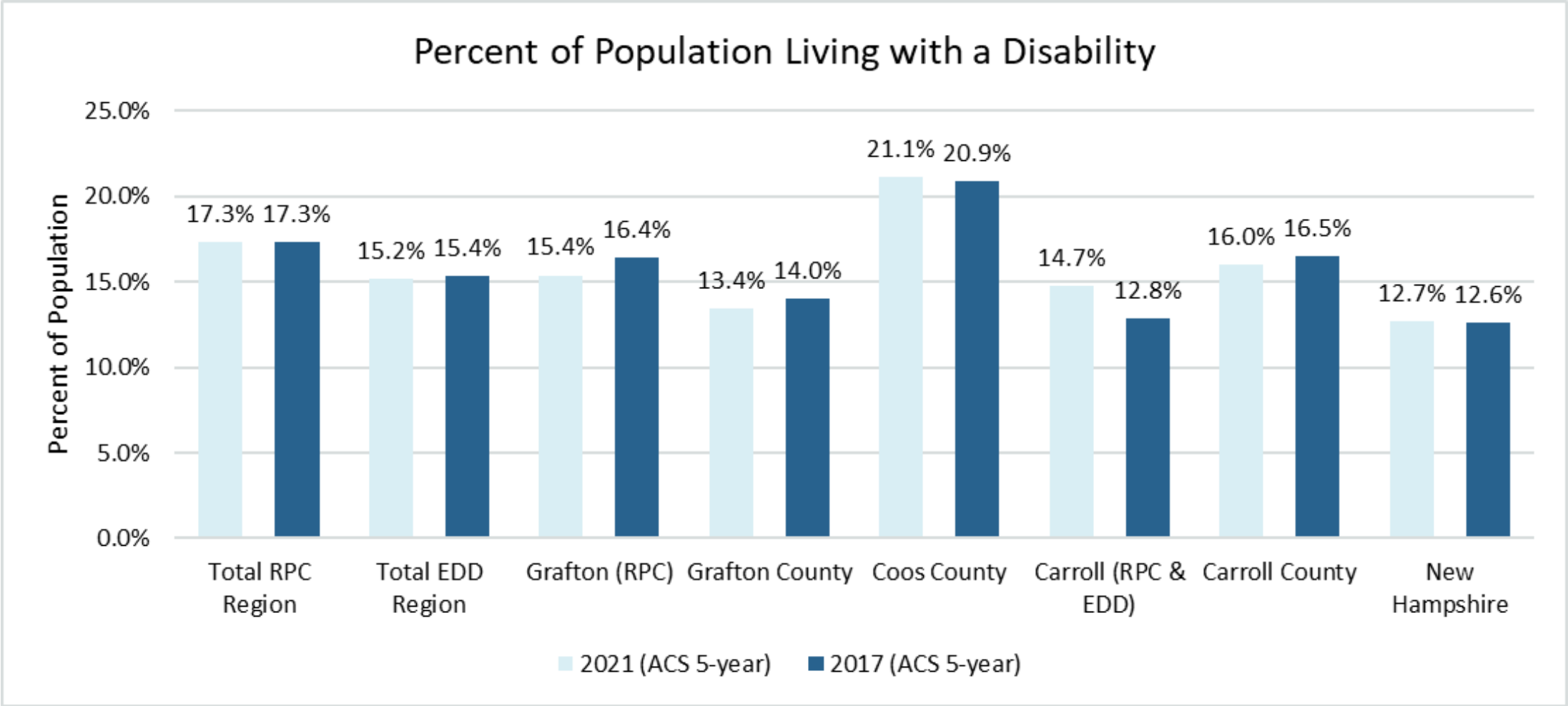


Overall, there has been a decline in persons living in poverty.

Source: Poverty Status in the Last 12 Months, U.S. Census, ACS, 5-Year Estimates, 2017-2021

Fairly consistent from 2020, however Grafton (RPC) did see a 10.8 % increase from 2015 to 2017.

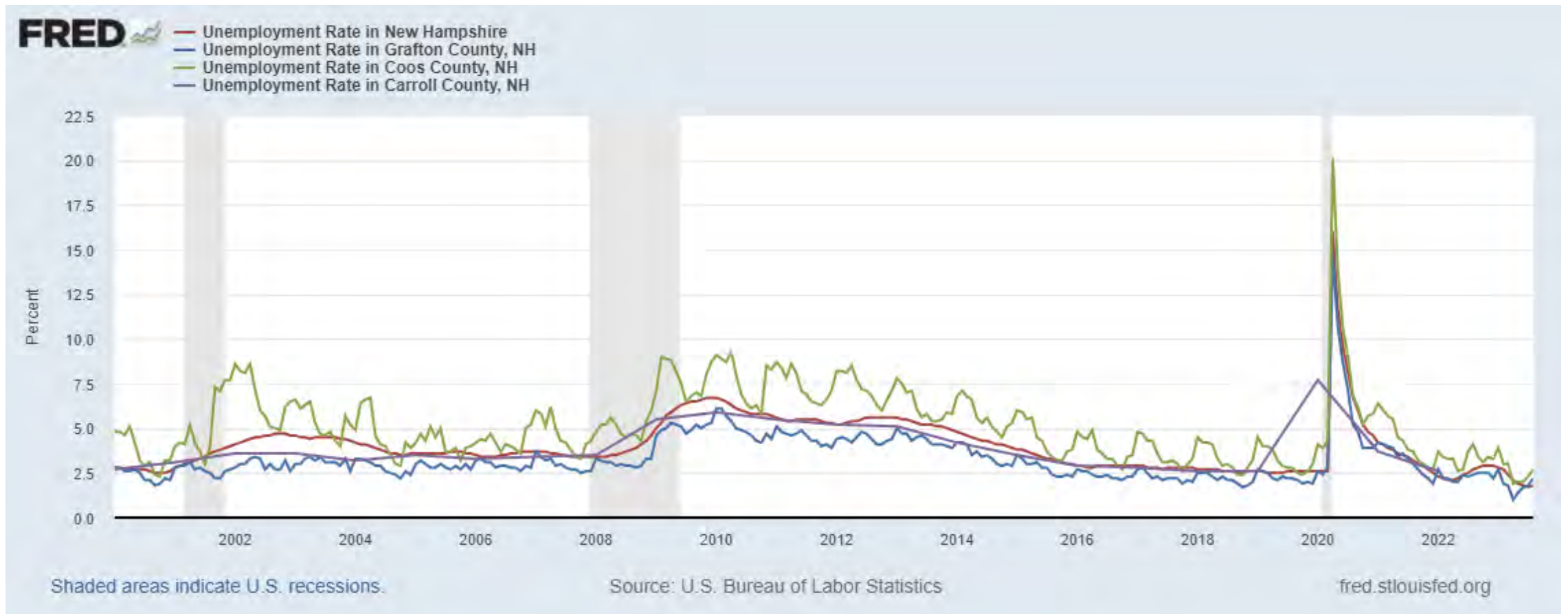
Population Living with a Disability



Source: Disability Characteristics, U.S. Census Bureau, ACS, 5-Year Estimates, 2013-2017 & 2017-2021

Unemployment Rates

After 2020, there has been a sharp decline in unemployment rates throughout the region. These rates are similar or even lower in some cases to pre pandemic rates.



Source: Federal Reserve Bank of St. Louis, Economic Research, "Unemployment Rate of New Hampshire, Carroll County, Coös County, and Grafton County" Annual, 2000-20223. Unemployment Rate (UNRATE) | FRED | St. Louis Fed (stlouisfed.org)

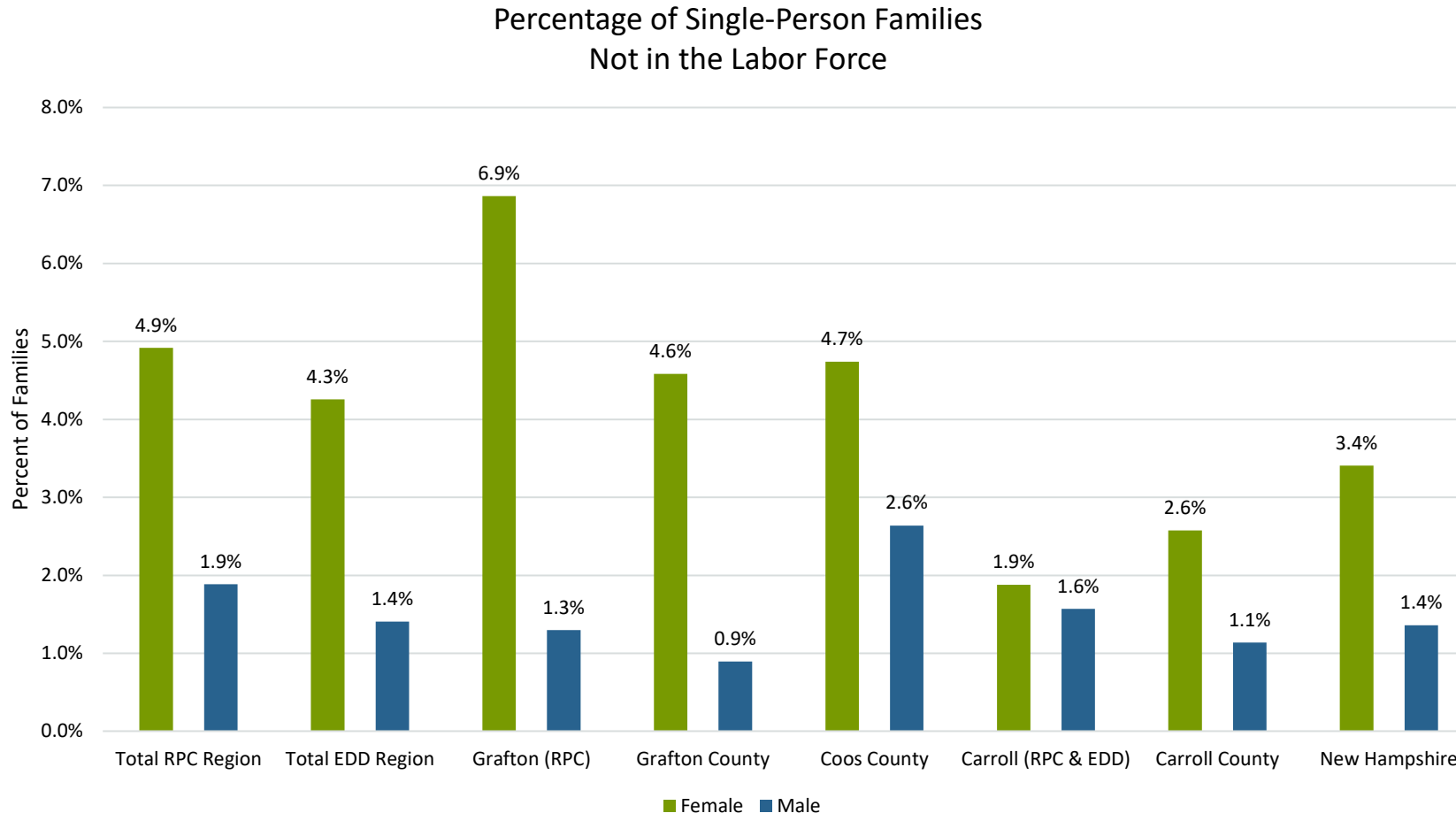
Average Unemployment

Average unemployment has decreased statewide and within all three counties.

Indicator	Year	State of NH	Coos County	Carroll County	Grafton County
Average Unemployment	2022	2.5%	3.3%	2.6%	2.3%
	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%

Source: 2019-2022 NH Local Area Unemployment Statistics- New Hampshire Employment Security, Economic & Labor Market Information Bureau, www.nhes.nh.gov/elmi

Single-Person Families Not in Labor Force



In comparison to 2020, there have been significant increases in single-person families not in the labor force. The greatest increases are seen for female single-persons. For example, Grafton RPC female single-person families not in the labor force increased from 1.6% to 6.9%.

Educational Attainment of the Workforce

Indicator	Time Period	NH	Coos County	Carroll County	Grafton County
Less than 9 th Grade	2021	2.1%	3.6%	1.4%	2.1%
	2017	2.2%	3.6%	1.8%	2.4%
	Change	↓0.1%	0%	↓0.4%	↓0.3%
9 th to 12 th Grade, no diploma	2021	4.3%	7.2%	3.6%	4.9%
	2017	4.9%	8.1%	4.8%	5.0%
	Change	↑0.6%	↓0.9%	↓1.2%	↓0.1%
High School or Equivalent	2021	27.3%	39.2%	27.7%	25.7%
	2017	28.0%	40.1%	29.9%	28.0%
	Change	↓0.7%	↓0.9%	↓2.2%	↓2.3%
Some College, no degree	2021	17.8%	18.8%	18.8%	16.3%
	2017	18.8%	19.5%	19.3%	17.0%
	Change	↓1.0%	↓1.3%	↓0.5%	↓0.7%
Associate's Degree	2021	10.3%	11.2%	11.2%	8.4%
	2017	10.0%	10.2%	10.2%	8.3%
	Change	↓0.3%	↑1.0%	↑1.0%	↑0.1%
Bachelor's Degree	2021	23.4%	12.6%	21.3%	21.6%
	2017	22.3%	21.8%	21.8%	19.6%
	Change	↑1.1%	↓9.2%	↓0.5%	↑2.0%
Graduate or Prof. Degree	2021	14.9%	7.4%	16.1%	20.9%
	2017	13.8%	12.2%	12.2%	19.8%
	Change	↑1.1%	↓4.8%	↑3.9%	↑1.1%

The three counties have seen decreases in all education groups up to Associates. Coos County Bachelors degree saw the greatest change (decreased by 9.2%).

Source: Educational Attainment for Persons Over 25, U.S. Census, ACS, 5-year estimates, 2013-2017 & 2017-2021

Apprenticeships

Indicator	2020	2021	2022
Active Apprentices	2,796	2,764	2,723
New Apprentices	1,033	1,136	1,203
Completed Apprentices	516	683	564
New Programs	45	75	54
Total Programs	345	417	433

The number of active apprentices has been on the decline. However, there has been an increase in total programs.

Source: Registered Apprenticeships in New Hampshire, Apprenticeship Fact Sheet 2022, ELMI, New Hampshire Employment Security

CTE Programs

Career Clusters	Location of CTE Program					
	Berlin	Colebrook	Conway	Littleton	Plymouth	Whitefield
Ag., Food & Natural Resources		✓	✓		✓	✓
Architecture & Construction	✓		✓	✓		
Arts, A/V Tech & Communications	✓		✓	✓	✓	
Business Management & Admin			✓	✓	✓	
Education & Training	✓	✓	✓	✓		
Finance			✓	✓		
Government & Public Admin						
Health Sciences	✓	✓	✓	✓	✓	
Hospitality & Tourism		✓				✓
Human Services						
Information Technology	✓	✓	✓	✓	✓	✓
Law, Public Safety, Corrections & Security				✓		✓
Manufacturing	✓		✓	✓		✓
Marketing						
Science, Technology, Engineering & Mathematics	✓		✓			
Transportation, Distribution & Logistics	✓	✓	✓	✓	✓	

Additional programs due to Colebrook CTE Program being added.

Source: CTE Program Grid, NH Department of Education, Bureau of Career Development, 2023

Institutions & Degrees Available

Institution	Location	Degrees Available			
		Associates	Bachelors	Masters	Doctorate
Dartmouth College	Hanover		✓	✓	✓
Upper Valley Educators Institute	Lebanon			✓	
White Mountains Community College	Berlin, Littleton, Conway	✓			
Plymouth State University	Plymouth		✓	✓	

Highest Employed Industries

From the previous update, the top 5 for each county has stayed the same though the order has changed slightly.

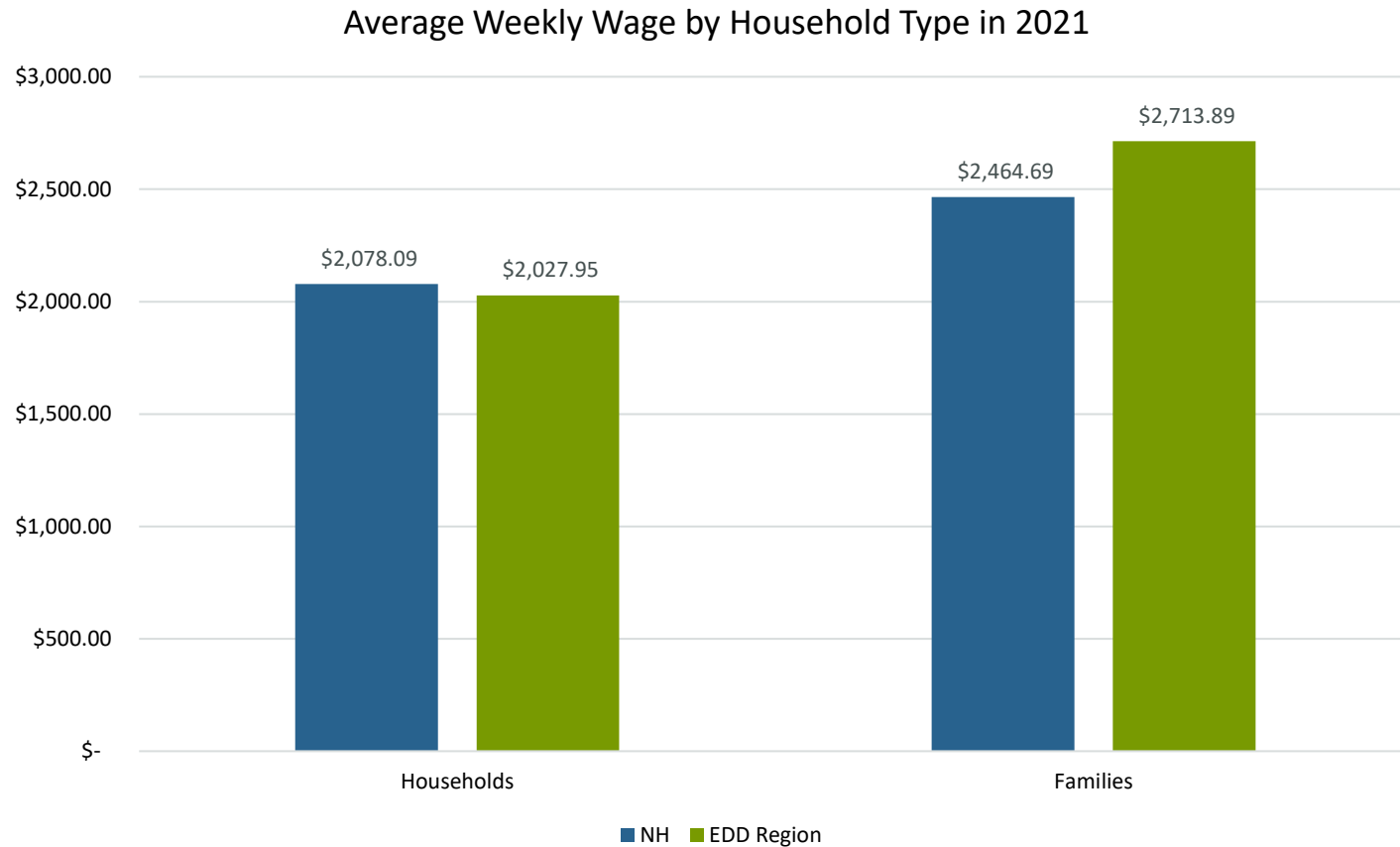
Coos- retail trade moved above accommodation & food services

Grafton- manufacturing moved above accommodation & food services

Highest Employed Industries by County						
	Carroll		Coos		Grafton	
1	Accommodations & Food Services	17.6%	Health Care & Social Assistance	22.2 %	Health Care & Social Assistance	27.1%
2	Retail Trade	16.6%	Retail Trade	14.5%	Educational Services	18.2%
3	Health Care & Social Assistance	14.8%	Accommodations & Food Services	11.8%	Retail Trade	11.1%
4	Educational Services	10.5%	Educational Services	9.9%	Manufacturing	9.3%
5	Construction	6.8%	Public Administration	9.8%	Accommodations & Food Services	7.2%

Source: OnTheMap, NAICS Industry Sector, 2020

Average Weekly Wages



Weekly wages in the EDD have become more competitive with statewide wages. Family weekly wages in the EDD has seen an increase of ~ \$600 from 2020.

Wages for Highest Employed Industries

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Source: New Hampshire Occupational Employment & Wage Statistics – 2022

Trends in Income

Income is on the rise in all areas.

Indicator	Time Period	NH	Total EDD Region	Total RPC Region	Coos County	Carroll County	Carroll EDD/RPC	Grafton EDD	Grafton RPC
Median Household Income	2021	108,061	105,453	99,021	69,354	96,787	109,752	102,862	95,979
	2017	91,605	83,439	79,782	59,167	79,666	85,874	85,796	78,071
	Change	↑18%	↑26.4%	↑24.1%	↑17.2%	↑21.5%	↑27.8%	↑19.9%	↑22.9%
Median Family Income	2021	128,164	141,122	125,480	84,364	115,069	150,002	126,838	118,432
	2017	107,500	93,666	94,263	72,149	92,681	95,067	102,572	95,007
	Change	↑19.2%	↑50.6%	↑33.1%	↑16.9%	↑24.2%	↑57.8%	↑23.7%	↑24.7%
Average Per Capita Income	2021	43,877	51,052	48,200	30,829	44,130	54,267	42,336	44,317
	2017	36,914	37,828	35,831	25,895	35,646	39,439	35,255	34,704
	Change	↑18.9%	↑35%	↑34.5%	↑19%	↑23.8%	↑37.6%	↑20.1%	↑27.7%

Source: Mean Income the Past 12 Months, U.S. Census Bureau, ACS, 5-year estimates, 2013-2017 & 2017-2021

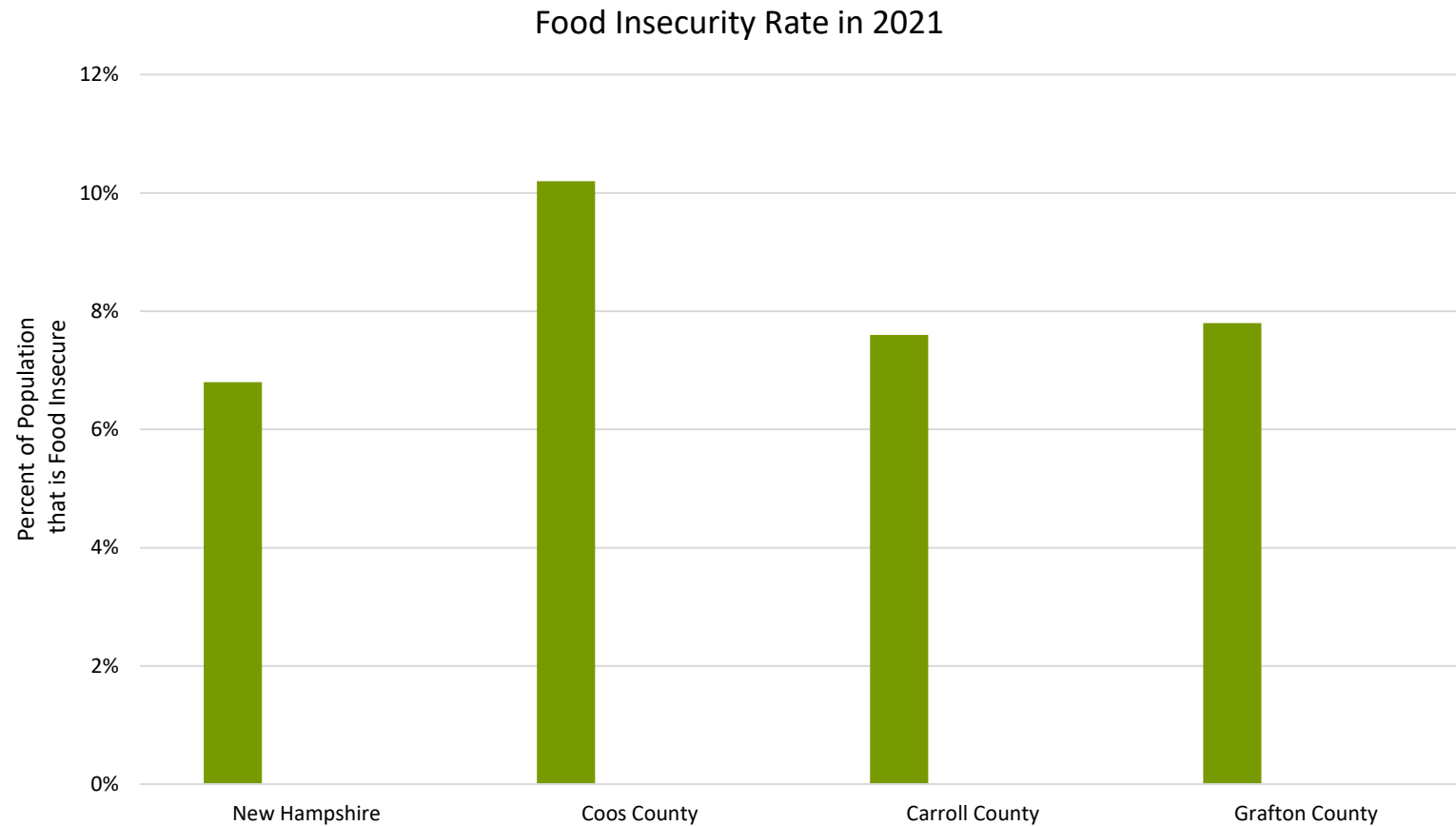
Health Indicators

The previous source (North Country Public Health Region Community Healthy Improvement Plan, North Country Health Consortium, 2015-2017) has become out of date and has not been updated since 2017.

Health Indicators		
	Northern Grafton County	Coos County
Female Life Expectancy	81.5 years	79.8 years
Male Life Expectancy	76.8 years	75.1 years
Low Birth Weight (% term births)	2.6%	2.3%
Asthma ED Visits (rate per 10k)	64.3	52.5
COPD Visits (rate per 10k)	99.7	154.9
Diabetes ED Visits (rate per 10k)	27.6	36.5
Heart Attack Hospitalization (rate per 10k)	20	31.8
Heart Attack Mortality (rate per 100k)	52.1	78.1

Source: Community Health Outlook, New Hampshire Department of Health & Human Services Data Portal, 2019

Food Insecurity



Food insecurity rates have dropped throughout the region and statewide.

Source: Gundersen, C., Strayer, M., Dewey, A., Hake, M., & Engelhard, E. (2023). Map the Meal Gap 2023: An Analysis of County and Congressional District Food Insecurity and County Food Cost in the United States in 2019-2021. Feeding America.

Transportation Type

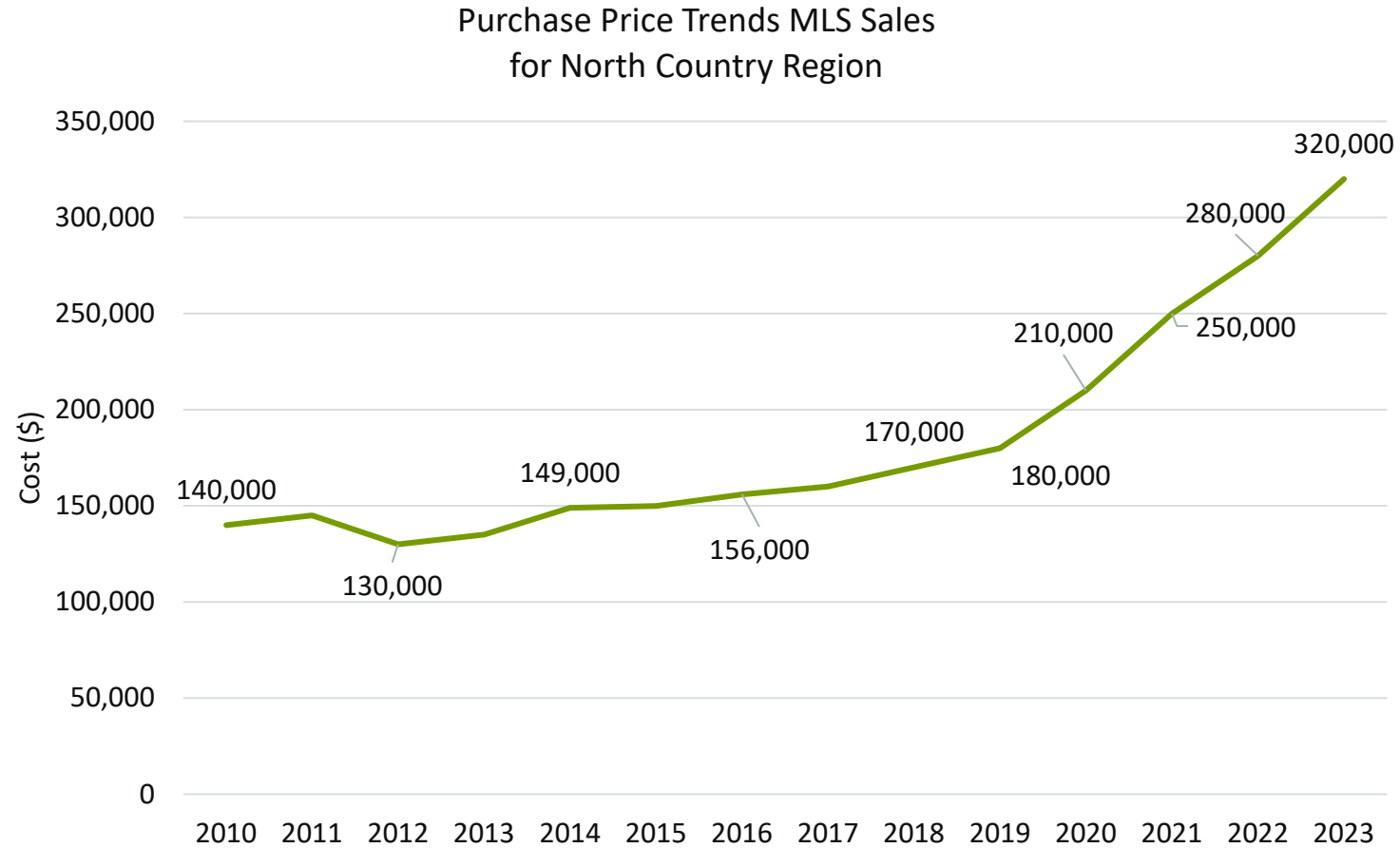
Indicator	NH	Coos County	Carroll County	Grafton County
Drove Alone (Car, Truck, or Van)	77.5%	77.8%	77.2%	71.5%
Carpooled (Car, Truck, or Van)	7.4%	9.6%	9.4%	9.3%
Walked	2.4%	1.6%	1.8%	6.0%
Public Transportation (excluding Taxicabs)	0.7%	0.2%	0.3%	0.9%
Taxicab, Motorcycle, Bicycle, or Other Means	1.0%	3.5%	0.6%	1.8%
Worked at Home	10.8%	7.3%	10.7%	10.1%

ACS no longer provides estimate totals for each county/town. The data is now shared as percentages. This is why the update only includes statewide and by county.

Source: Means of Transportation to Work by Vehicles Available, U.S. Census Bureau, ACS, 5-year estimates, 2017-2021

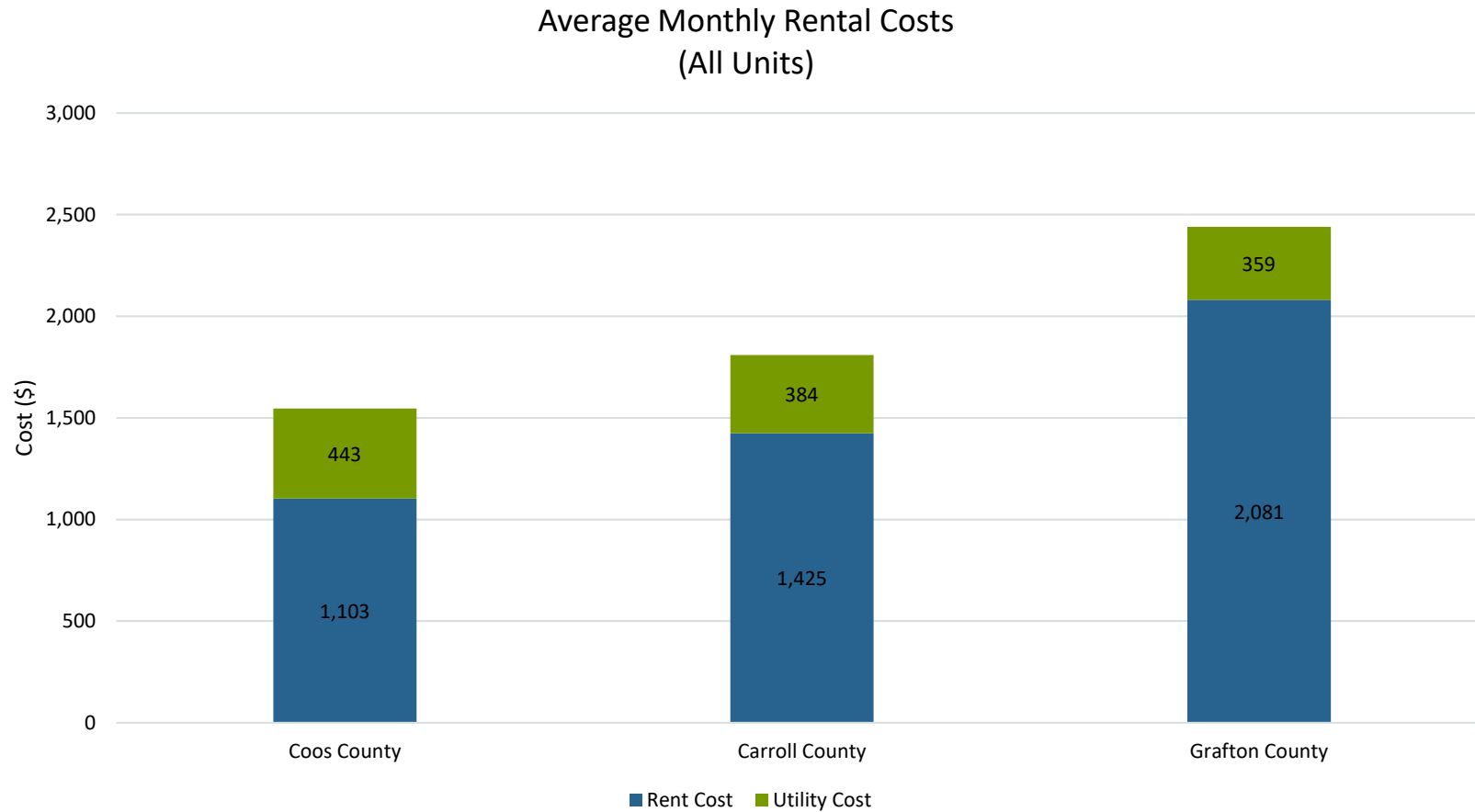
Home Purchase Price Trends

Since 2019, home purchase prices have steadily been rising.



Source: New Hampshire Housing Finance Authority, Purchase Prices Trends MLS Sales, 2023

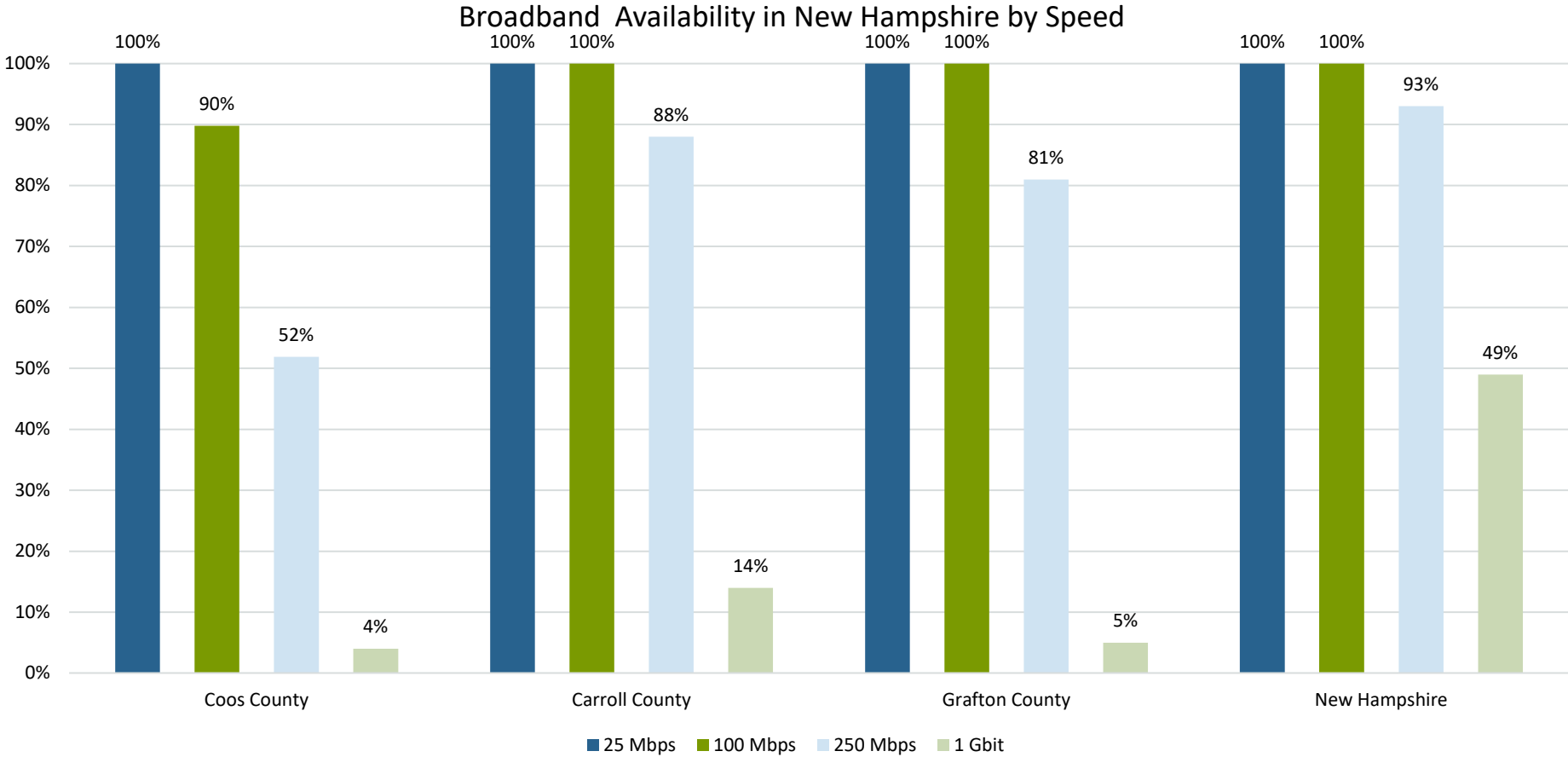
Rent & Utility Trends



Source: New Hampshire 2023 Residential Rental Cost Survey Report, New Hampshire Housing, 2023

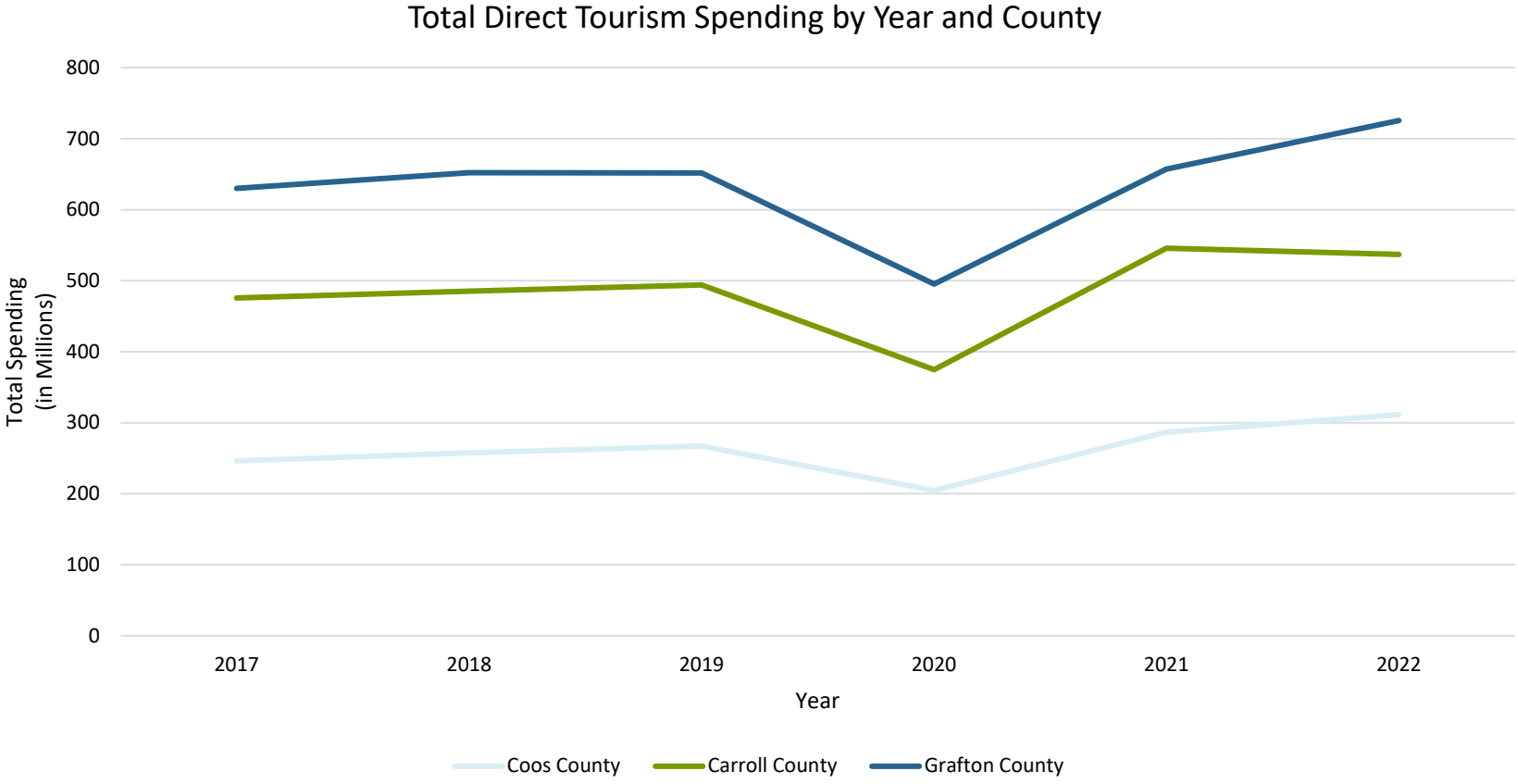
Broadband

Changes since 2022- NH, Carroll, and Grafton have reached 100% for 25 Mbps and 100 Mbps.



Source: Fixed Broadband, FCC National Broadband Map, October 2023

Tourism Spending



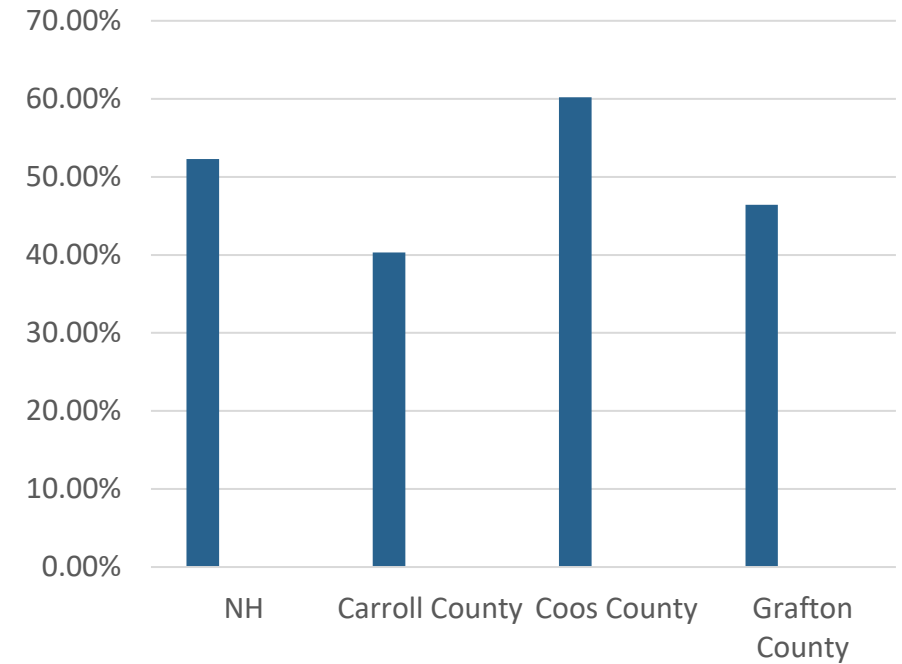
Source: TravelStats, Dean Runyan Associates, 2023

Current Use

There have been very minor changes in current use that have resulted in tenths of a difference in percentages.

County	Total Land Acres	Acres in Current Use	Percent of Land in Current Use
Statewide	5,742,659	3,002,326	52.3%
Belknap	257,725	142,272	55.2%
Carroll	598,386	240,884	40.3%
Cheshire	452,910	300,655	66.4%
Coos	1,152,946	694,395	60.2%
Grafton	1,096,323	509,127	46.4%
Hillsborough	561,351	260,843	46.5%
Merrimack	597,481	344,402	57.6%
Rockingham	446,221	146,393	32.8%
Strafford	235,092	121,448	51.7%
Sullivan	344,219	241,893	70.3%

Percentage of Current Use



Source: NH Department of Revenue Administration, Municipal and Property Division, 2022 Current Use Report

What has not been updated:

- Childcare Supply & Demand Gap (**HUD, 2022**)
- Top Regional Clusters (**Annett Group, 2018**)
- Industry Leakage (**Annett Group, 2018**)
- Rural Health Issues Brief (**New Hampshire Rural Health Issue Brief 2014, North Country Healthcare 2016, and Carsey School of Public Policy, UNH, 2017**)
- Outdoor Rec Economy (**Outdoor Industry Association, 2018**)

- These data sources do not have regular updates.
- Annett Group was a consultant group – should we consider hiring a consultant to update these points?

PERFORMANCE METRICS – *Strategic Action Plan 2023*

CEDS Goal	Action Item	Annual Progress & Performance		
<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>		Achieved	In Progress	Future Year Priority
	<p>Create a new CEDS committee member welcome packet outlining the committee's responsibilities, meeting structure, and overview of the CEDS.</p>			<input checked="" type="checkbox"/>
	<p>Develop a meeting structure that consists of formal & informal networking, collaboration, and strategic work sessions.</p>		<input checked="" type="checkbox"/>	
	<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 & supporting community backbone infrastructure such as housing & childcare, developing products & services for the local & regional supply change, etc.)</p>			<input checked="" type="checkbox"/>
	<p>Develop community capital metrics to guide new project development and provide evaluation for ongoing CEDS updates</p>	<input checked="" type="checkbox"/>		
	<p>Provide relevant educational & networking opportunities which foster connectivity & cooperation of state & local leaders; businesses, industry, charitable, and others</p>	<input checked="" type="checkbox"/>		
	<p>Maintain up to date investment tracker to showcase past & current successful projects</p>		<input checked="" type="checkbox"/>	

CEDS Goal	Action Item	Annual Progress & Performance		
<p>2. To sustain a culture of honoring and protecting the people, heritage, and landscape of the region.</p>		Achieved	In Progress	Future Year Priority

	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	<input checked="" type="checkbox"/>
	Identify businesses currently leading this effort and share their stories as well as models from around the country	<input checked="" type="checkbox"/>
	Identify declining industry trends by identifying alternative opportunities to match the skills of employees to new industries	<input checked="" type="checkbox"/>

CEDS Goal	Action Item	Annual Progress & Performance		
3. To protect the natural capital of the region while investing in and supporting climate mitigation, adaptation, and regeneration planning & projects		Achieved	In Progress	Future Year Priority
	Support site-readiness improvements (such as three phase power, suitable access, water & wastewater, broadband & communications infrastructure, and move-in ready locations) based on business needs & established locations (such as industrial parks, downtowns/village centers, and locally designated growth zones)		<input checked="" type="checkbox"/>	
	Identify important industries needed to build a green economy for the region & actively seek new & existing markets to participate (i.e., electric vehicle & solar panel development, regenerative local agriculture, sustainable building & trades)			<input checked="" type="checkbox"/>
	Encourage development activities to identify opportunities to reduce & mitigate environmental impact through practices such as low-impact development designs, reduced & context appropriate lighting, and use of renewable energy resources			<input checked="" type="checkbox"/>

CEDS Goal	Action Item	Annual Progress & Performance		
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4. To provide support for business development, and innovation that supports workforce training, opportunity, livable wage, and work-life balance.

	Achieved	In Progress	Future Year Priority
Provide technical support to business owners who are reinventing themselves and/or creating business sustainability & resiliency plans			<input checked="" type="checkbox"/>
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			<input checked="" type="checkbox"/>
Ongoing sharing of resources, programs, training, support & funding opportunities at CEDS meetings & through the NCC EDD public communication channels	<input checked="" type="checkbox"/>		
Explore spaces, infrastructure, and attributes that can be repurposed in the region for new or expanding business & industry & assess the impact of code on redevelopment and reuse of vacant spaces. Advocate for removal of barriers while still ensuring building safety.	<input checked="" type="checkbox"/>		

CEDS Goal	Action Item	Annual Progress & Performance		
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5. To supplement what is missing in the skills, training, and education system that directly connects to industry needs in the region

	Achieved	In Progress	Future Year Priority
Create programs where students & youth innovate & develop new industries to meet the needs of the region			<input checked="" type="checkbox"/>
Create programming between schools & existing businesses for creative on-site, experiential learning, and innovative internship & mentorship opportunities			<input checked="" type="checkbox"/>
Actively connect missing education & training that is needed to support and sustain the region's basic needs (i.e., building/trades, food production, healthcare)		<input checked="" type="checkbox"/>	

CEDS Goal	Action Item	Annual Progress & Performance		
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6. To understand income & equity disparities in the region, create plans for an inclusive environment with access for everyone, and measure progress over time

	Achieved	In Progress	Future Year Priority
Identify distressed market areas & potential education & workforce training partners & opportunities to bring to those areas	<input checked="" type="checkbox"/>		
Work with partner organizations to identify & inventory assets & gaps across the region		<input checked="" type="checkbox"/>	
Work with the new NH Center for Equity and Justice to identify actions to support this strategy			<input checked="" type="checkbox"/>

CEDS Goal	Action Item	Annual Progress & Performance		
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7. To study and learn from innovative models around the country and pilot them in the region

	Achieved	In Progress	Future Year Priority
Reaching out to neighboring states & regions on ways that have creatively tackled common challenges & methods used to capitalize on opportunities	<input checked="" type="checkbox"/>		
Review & consider adopting practices from the NCR case studies that support innovation in existing industries in areas where they have expressed an interest in learning from others such as marketing, education, and training			<input checked="" type="checkbox"/>

PERFORMANCE METRICS – *Long-Term Progress Notes 2023*

Long-Term Economic Resilience Metric	Goal/Performance Metric	Types of Community Capital	Progress/Notes
1.) Building strong collaborations and collective impact in the region	Establish a structure, mission, and sustainability plan for regional collaborations	Social	Created a North Country Food & Agriculture Council with a new supporting nonprofit entity and over 100 partners at the table
			Emerged North Country Arts Collaboration forming and working on a Strategic Plan in early 2024
	Utilize a collective impact model for collaboration and measure the outcomes	Social	
2.) Support ongoing Economic and Community Resiliency Planning and Assessment	Identify, inventory, and assess existing infrastructure and develop a plan for needed infrastructure in the region	Built	NC Food and Agriculture Council considered a food system resiliency assessment for the region in 2024. They need to find the funding and entity to complete the assessment
			CEDS industrial lands suitability mapping exercise drafted.
	Develop a central hub for sharing resources and information within the regional economy	Social, Intellectual, financial	NCC's newly launched website has both a "funding hub" and a "data & mapping hub" component.

	Engage with all economic sectors to develop climate resiliency, mitigation, adaptation, and sustainability plans to deepen resiliency in the region	Natural	Formed a Climate Collaborative who is working with North Country Council to develop a Climate Resiliency Resource Guide for businesses and communities
3.) Invest and Support in Community Backbone Systems critical to economic development	Attract investment and support for developing necessary housing infrastructure, financing, and location that supports local workforce needs	Built	Nine communities in the region have received funding through InvestNH Housing Grants to aid in housing development, including regulatory reform, demolition, and capital funds.

	Attract investment and support for developing the necessary transportation infrastructure that supports access to work as well as to other backbone systems	Built	a.) Helped establish a Non-Emergency Medical Transportation program for Upper Connecticut Valley Hospital, b.) Assisted with the establishment of a Vehicle Repair and Inspection program in Carroll county and Northern & Western Coos county, c.) Provided research to local community transportation providers on how to scale up and implement future expanded transit services, d.) Worked with Mt Washington Valley Bike Co-op to bring newly refurbished bikes to community, e.) Traffic calming demonstration project in Bethlehem, f.) Worked with RCCs to increase recruitment of volunteer drivers for non-emergency services
	Attract investment and support for increasing necessary early childhood development infrastructure and workforce while simultaneously building the capacity of families to be a part of the early childhood system	Cultural	
	Invest and support the health of the region's residents	Cultural	NCC staff participate in meetings of North Country health collaboratives and recovery discussions.

	Attract investment and support for the necessary food and agriculture infrastructure that supports access to local, healthy food for all residents	Natural	
4.) Support equitable access and connectivity to resources for obtaining and retraining employment and a healthy life	Understand income and equity disparities in the region, create plans for an inclusive environment with access for everyone, and measure progress over time	Social, Cultural	NCC applied for a Recompete Grant through EDA to address gaps in Prime Age Employment in Coos County with consideration of health related constraints, and training needs.
5.) Supporting innovative financing, investing and building of local economies in the region	Build and strengthen local economy and industries of the region	Financial	NCC applied for a Recompete Grant through EDA to address gaps in Prime Age Employment in Coos County, with ties to local growing industries.
	Invest and strengthen the supply side to meet the growing demand side of the tourism economy	Financial, Natural	
	Value, invest, and measure resilience and growth across all forms of capital	Individual, Intellectual, Social, Natural, Political, Built, Cultural and Financial	This specific performance metric chart and progress report addresses this goal. We must use this chart to guide work in all long-term economic resilience areas and across all forms of capital.
6.) Support innovation in education and workforce training that helps build a resilient economy and region	Continue to support an education system and school culture that values educators and invest in innovation and ongoing training	Intellectual, Individual	

	Study and learn from innovative models of learning around the country and pilot them in the region	Intellectual, Individual	NCC uses workforce housing approach developed in other areas to promote potential new programs using funding partners.
	Establish business and community investment in education and build relationships between educational institutions and organization with economic industries in the region	Intellectual, Individual, Social	
	Address what is missing in the school curriculum that directly connects industry needs in the region	Intellectual	
	Provide support to business development, transition, innovation and workforce training	Individual	NCC has offered technical assistance with funding applications and promoted EDA investment in areas ready for expansion and new business growth.
7.) Provide investment and support for the region's unique culture, environment and quality of life	Sustain a culture of honoring and protecting people, heritage, and the landscape of the region	Cultural, Natural	
	Protect the natural capital of the region while investing in and supporting climate mitigation, adaptation, and regeneration planning and projects	Natural	Work the newly formed Climate Collaborative is hoping to work on as a result of the developing Climate Resource Guide.