CEDS Comparison Report for the Tri-State Region

Prepared by the following consortium of partners:

Brattleboro Credit Corporation/Southeastern Vermont Economic Development Strategy

Franklin Regional Council of Governments

Southwest Region Planning Commission

Windham Regional Comission

Table of Contents

Overview

Within the banks of the Connecticut River in New England, the three states of Massachusetts, New Hampshire, and Vermont conjoin. Although each state is unique in its history, Massachusetts with the birth of the American Revolution in Lexington and Concord; Vermont as an independent republic; and New Hampshire by its "Live Free or Die" principles. However, there has also been a convergence of ideas, partnerships, and working relationships along the Connecticut where the three states meet. As colonial settlements expanded throughout the Connecticut River Valley, fertile land, riverine transportation, and a common purpose further cemented the bonds between the people of the three states.

The closure of the Vermont Yankee Nuclear Power Station (VY), along with the phased scale-back of operations, will inevitably contribute to additional job loss and other socioeconomic impacts to not only Southeast Vermont, where the facility is located, but to nearby Southwest New Hampshire and the greater Franklin County, Massachusetts region as well. This event is happening at a time when this Tri-State Region is still recovering from the impacts of 2011's Tropical Storm Irene and the most recent economic recession. It is important that the region be proactive in understanding and addressing current and anticipated economic challenges and be prepared for what lies ahead. Therefore, through a focused planning effort, the Franklin Regional Council of Governments (FRCOG), Southwest Region Planning Commission (SWRPC), Windham Regional Commission (WRC), and Brattleboro Development Credit Corporation (BDCC) have formed a collaborative to better understand and confront these economic disruptions through a comprehensive multi-phased planning approach.

Each area of the Tri-State Region, herein after referred to as Region, has developed its own comprehensive economic development strategy (CEDS) through a public planning process. A CEDS is designed to bring together sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS analyzes the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. The U.S. Economic Development Administration (EDA), believes that the goals of the CEDS are to contribute "to effective economic development in America's communities and regions through a locally-based, regionally-driven economic development planning process."[1]

This report contains a comparison of elements from the 2015 Greater Franklin County CEDS Plan, the 2014 Southeastern Vermont Economic Development Strategy (SeVEDS), and the 2015 Southwest Region Planning Commission CEDS. This planning exercise identifies key goals and assets, shared challenges, and potential opportunities for the Tri-State Region. By comparing each region's CEDS, this document seeks to identify commonalities within the three regions, opportunities for aligning on-going efforts, and serve as a guide for future Tri-State Region endeavors. Funding was provided by the EDA in partnership with the Brattleboro Development Credit Corporation, as well as the Franklin Regional Council of Governments, Southwest Region Planning Commission, and Windham Regional Commission to support this CEDS comparison and collaboration building among these partnering organizations.

---

[1] U.S. Economic Development Administration's CEDS Guidelines, https://www.eda.gov/ceds/
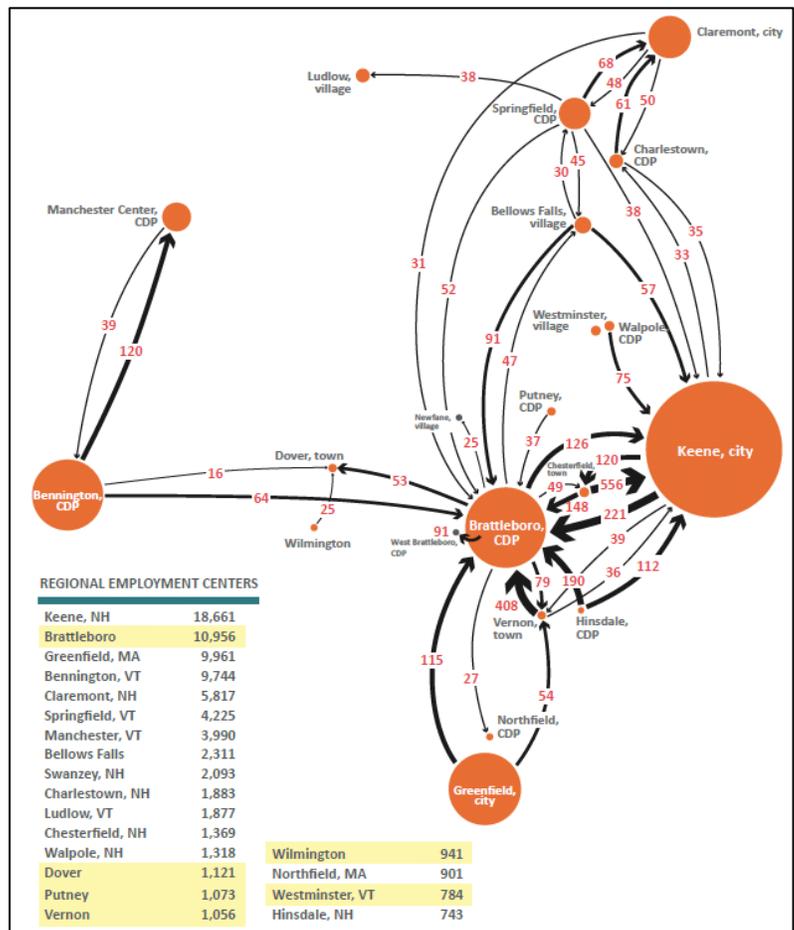
Background

In late summer 2013, Entergy announced that the Vermont Yankee Nuclear Power Station (VY) in Vernon, VT would no longer operate as a nuclear energy production facility. On December 31, 2014, VY ceased its energy generation operations and began the long-term process of decommissioning. Part of this process is in the near term, but the larger process to dismantle the facility is to occur decades from now.

Vermont Yankee accounted for many high skilled and well-compensated jobs in the Region. Consequently, its closure and eventual decommissioning will continue to have a significant economic impact on the Tri-State Region. Many of the workers with specialized skills to manage and operate the nuclear power plant have moved on to the other plants and many others were now out of a job and the economic contributions of VY have begun to dwindle. Furthermore, according to the University of Massachusetts' Donahue Institute, the indirect economic impact of VY's closure has had multiplier effects to the broader economy of the Tri-State Region[2]. Indirect impacts come from "the businesses supplying goods that the plant needs to operate such as electronic equipment, building materials, and specialized services".

The closure and decommissioning of VY presents a series of challenges to the Tri-State Region. Before this announcement, some of the regional planning and economic development organizations of the Tri-State Region had connected with each other and worked together on small well-defined projects in the past. The four organizations had not worked closely and cooperatively together on a joint project, and certainly not a project of the magnitude of a decommissioning nuclear power plant.

The closure announcement served as a catalyst for these organizations to meet regularly to share information. It was recognized early that southeast Vermont, southwest New Hampshire, and Franklin County, MA shared many characteristics and challenges, and that the employers, workers and consumers of the Tri-State Region were not limited by state borders. A figure that describes this well is the figure of commuting patterns from

Figure 1: Links between the Major Employment Centers in and around the Windham Region, 2010

| REGIONAL EMPLOYMENT CENTERS			
Keene, NH	18,661		
Brattleboro	10,956		
Greenfield, MA	9,961		
Bennington, VT	9,744		
Claremont, NH	5,817		
Springfield, VT	4,225		
Manchester, VT	3,990		
Bellows Falls	2,311		
Swanzey, NH	2,093		
Charlestown, NH	1,883		
Ludlow, VT	1,877		
Chesterfield, NH	1,369		
Walpole, NH	1,318	Wilmington	941
Dover	1,121	Northfield, MA	901
Putney	1,073	Westminster, VT	784
Vernon	1,056	Hinsdale, NH	743

[2] Economic Impacts of Vermont Yankee Closure [Abstract]. (2014). *UMass Donahue Institute Economic and Public Policy Research*.

the 2014 Windham Regional Plan.[3] These patterns demonstrate that household income security transcends political boundaries, and that the well-being of our people is dependent upon the health of the economy of the Tri-State Region as a whole. The organizations decided to work collaboratively on shared economic development challenges and opportunities in the Region.

Regional Context

The Tri-State Region consists of all or part of nine counties in three states. The Greater Franklin County CEDS region in northern Massachusetts consists of all 26 towns in Franklin County, plus two towns in Worcester County, and one town in Hampshire County. The Southwest region of New Hampshire consists of all 22 towns (and one city, Keene) in Cheshire County, 10 towns in Hillsborough County, and one town in Sullivan County. The Southeast region of Vermont consists of all 23 towns in Windham County, plus three towns in Bennington County, and one town in Windsor County. The total population of the Tri-State Region was 270,729 in 2014 of which 149,234 are in the labor force[4].

Map 1: CEDS Plan Districts and Core Counties
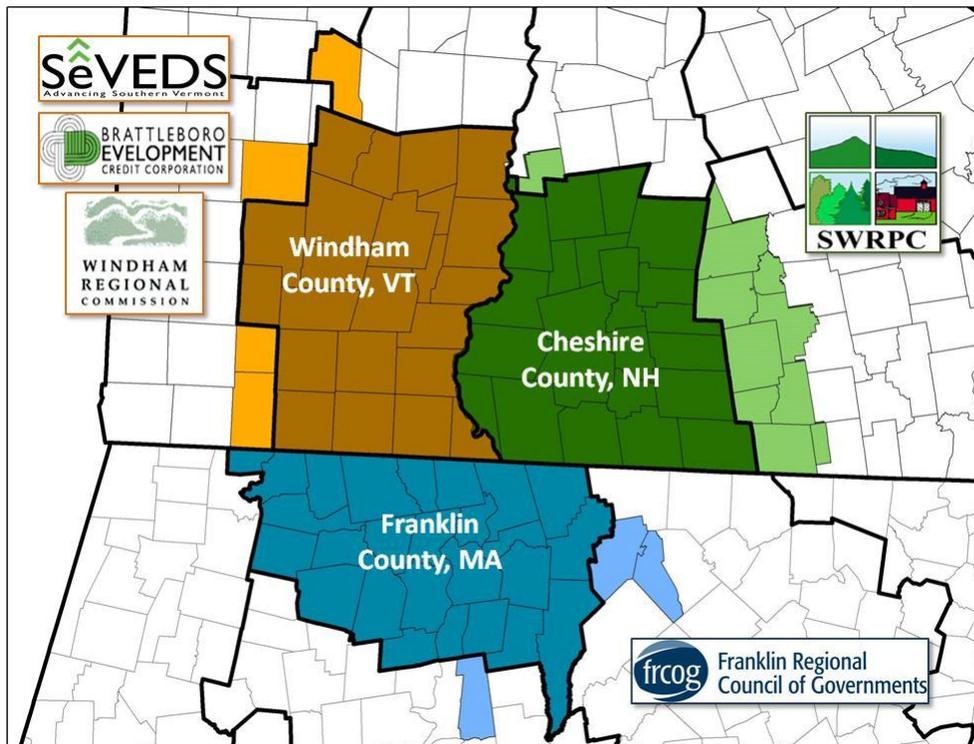
The Greater Franklin County CEDS region is comprised of the 26 towns of Franklin County, Athol and Phillipston in Worcester County, and Amherst in Hampshire County. It is 811 square miles in area and the largest town within the Greater Franklin County CEDS region is Amherst, although Greenfield is the largest town in Franklin County proper. Franklin County is the most rural county in the Commonwealth of Massachusetts and is located in the upper Connecticut River Valley in Western Massachusetts. In 2014, the population of the FRCOG CEDS region,

---

[3] Regional Profile: Population, Economy, Housing, and Transportation Statistic and Trends in the Windham Region. (2014). *Windham Regional Commission*.
[4] U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

including Amherst, Athol, and Phillipston, was 123,824.[5] The University of Massachusetts flagship campus is located in Amherst.

Southwest New Hampshire is composed of 976 square miles in Cheshire, Hillsborough, and Sullivan counties. This includes all 23 municipalities in Cheshire County, ten towns in Hillsborough County[6], and one town, Langdon, in Sullivan County. The population of Southwest New Hampshire was 100,729 in 2014.[7] Keene is the only city in Southwest New Hampshire and is located within Cheshire County. Southwest New Hampshire is home to Mt. Monadnock, one of the most frequently hiked mountains in the world.

Southeast Vermont consists of a 935 square mile area, containing all 22 towns in Windham County (including the unincorporated township of Somerset), Readsboro, Searsburg, and Winhall in Bennington County, and Weston in Windsor County. Southeast Vermont's largest town is Brattleboro, along the Connecticut River. Vermont Yankee is located in Windham County, within the Town of Vernon, in the southeastern corner of the state. The population of Southeast Vermont was 46,176 in 2014.[8]

Mission and Vision Statements

The Tri-State Region's partnering organizations are working to establish collaborative Tri-State economic revival strategies. The mission statement for this collaboration is as follows.

> *With the closure of the Vermont Yankee Nuclear Power Station (VY), an understanding of the shared economic landscape and VY impact for the Tri-State region emerged. The Brattleboro Development Credit Corporation (BDCC), the Franklin Regional Council of Governments (FRCOG), the Southwest Regional Planning Commission (SWRPC), and the Windham Regional Commission (WRC) – which together construct the Tri-State initiative team - view this as a call to action. We are exploring specific opportunities to pool the region's resources and achieve collectively what couldn't be achieved independent of one another. The mission of the Tri-State team is to develop collaborative economic revival strategies that build upon our collective assets and reflect the dynamics of a regional economy that transcends political boundaries. Structural economic change is our end goal through cultivation of a diversified employer and investor base that will provide greater household income security and be more resilient in the wake of economic disruptions. We invite you to be part of this vision for a robust, rural economy that celebrates the Tri-State region and its unique advantages.*

This statement encapsulates the purpose of this initiative for these organizations to work collaboratively to achieve shared economic development goals and establish greater economic resilience at this time of economic disruption. The success of this effort is enhanced by the fact that within the Tri-State Region there are three pre-existing CEDS. They are for Southwest New Hampshire, Southeast Vermont, and the Greater Franklin County region of Massachusetts. The vision of each these CEDS together are the building blocks that will supports this collaboration's mission.

---

[5] Ibid
[6] Since the release of the 2015 SWRPC CEDS Plan, the Town of Francestown in Hillsborough County is no longer part of the SWRPC CEDS Region.
[7] U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates
[8] Ibid

Today the Southwest Region is a prosperous, attractive place to live and work. The Region has a clear, unique identity and cohesive community within the larger central New England neighborhood. At the same time, the Region enjoys strong civic and economic connections with New England, the Nation and the rest of the globe. This is also the future envisioned in the CEDS.
- 2015 Comprehensive Economic Development Strategy for Southwest New Hampshire
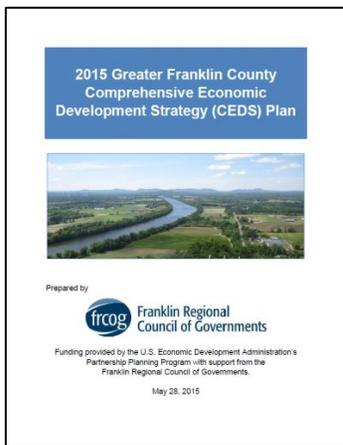
Franklin County will be a region that sustainably leverages its advantages; is connected to its neighbors and across the globe; welcomes innovation and creativity; supports development of a skilled, diverse workforce; fosters the cultivation of diverse businesses; and encourages competitive, living wages and career opportunities.
- 2015 Greater Franklin County Comprehensive Economic Development Strategy Plan
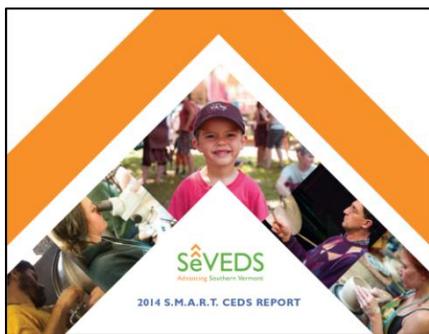
The people, businesses and towns in our twenty-seven town region have invested significantly of their time and talents to learn about how our regional economy works and how we can improve it while sustaining our quality of place. In a place where individuality is one of our most cherished attributes, we have come together and created an opportunity for our future.
- SeVEDS 2014 S.M.A.R.T Comprehensive Economic Development Strategy Report

In comparing the three CEDS, each vision statement is a powerful voice for regional cooperation and collaboration. Each region takes pride in its unique identity and advantages. Nevertheless, each region also strives to become further interconnected with its neighbors because the well-being of their respective workforces and households reflects the real –world interconnectedness of their respective economies.

Data Point Comparison and Analysis

Every CEDS Plan includes a summary background of regional economic conditions. This section includes data that helps tell the story of that CEDS area. The selected data points can shed light on both the challenges being faced as well as the intrinsic assets a region may be able to leverage. As part of this project, a review was undertaken of the most recent CEDS for the three areas of the Tri-State Region. An inventory of the data points and indicators used to describe the condition of each respective region was conducted. The appendix of this report includes the inventory of data points found in each CEDS Plan's summary of economic conditions. The data presented in the CEDS Plans is sometimes compared to other geographic areas, such as the nation or state to neighboring regions or states. Sometimes the data represents a current snapshot in time, and other times it is shown over a period of time or in a comparison to a previous time period in order to identify trends. The most common sources for data are federal agencies, such as the U.S. Census Bureau, as well as state agencies. Other sources include academic institutions or federally funded data websites, such as US Cluster Mapping.

The data points shared across each of the CEDS were identified. The top-shared data points have been grouped into five general categories. These categories show population change over time, the current population's demographics, the status of the labor force and unemployment, a current measurement of wealth, and employment by industry sectors. Other categories, such as housing, transportation or commuter patterns, and municipal government data may be included in one CEDS Plan but not shared among all three Plans. The following table lists the general categories and the commonly shared data points.

Table 1: CEDS Plan Data Categories and Data Points

General Category	Shared Data Points
Total Population	Total population change
	Total population by age group
Demographics	Race and Hispanic/Latino ethnicity
	Educational attainment
Labor Force	Total labor force and employment
	Unemployment rate
Wage and Income	Average wage
	Median household income
	Per capita income
Industry Employment	Employment by industry
	Location Quotient of industry by employment

Using these shared data points, the most recent trends have been researched and included in this document. Each CEDS Plan contains an entire county plus additional towns from adjacent counties. For the SeVEDS and SWRPC CEDS Plans, the CEDS Plan district is the same as the respective regional planning agencies' service area. For the Greater Franklin County CEDS Plan district, it contains the service area of the FRCOG plus three additional towns served by neighboring RPAs. In this text, this region is referred to as the Tri-CEDS region. Depending on the information source and its geographic level availability, some data may only reflect the core county of the CEDS Plan district while other data is inclusive of the entire CEDS district. In this text, this area is referred to as the Tri-County region. For the Greater Franklin County CEDS Plan district, at times data for the Town of Amherst is excluded due to the extremely high

number of college students, which is not indicative of Franklin County communities. As a result, at times Amherst will be excluded from Tri-CEDS region data points.

The total population, and its growth or decline over time, is an important indicator of the relative economic health of that region. The most recent population estimate for the Tri-State Region's three CEDS Plan districts was 270,729[9]. To do a comparison of population trends over time, county-level data is used. The most recent population estimate for the tri-county region was 189,896[10]. [Again, the variability in these figures is that the former covers the larger CEDS planning districts, whereas the latter is limited to the three core counties of Cheshire (NH), Franklin (MA) and Windham (VT).] From the 1990 Census Population to the 2015 Population Estimate, the Tri-State Region's core counties experienced population declined in this twenty-five period. In more recent years, the population trend has at best been stagnant. At the same time, state and national population levels have increased.

Table 2: Total Population Trends

Geography	25-year Trend 1990-2015	15-year Trend 2000-2015	5-year Trend 2010-2015
Tri-County Region	-2%	0%	-2%
Franklin County, MA	1%	-1%	-1%
Cheshire County, NH	8%	3%	-2%
Windham County, VT	-20%	-2%	-3%
Massachusetts	13%	7%	4%
New Hampshire	20%	8%	1%
Vermont	11%	3%	0%
United States	29%	14%	4%

Sources: US Census Bureau, Decennial Census and Population Estimates

A breakdown of the population by age cohort shows that the Tri-County and Tri-CEDS regions have a much higher percentage of their population age 45 years and older. Please note that Amherst, MA is excluded because of the presence of three higher educational institutions that skew the data in a way that is not indicative of overall trends. The older cohorts are a reflection of the "Baby Boom" generation (born from 1946 to 1966) getting older. In 2010, 39% of the national population was 45 years or older, while the Tri-County and Tri-CEDS Regions were 47%. The smaller cohort of the younger "Millennial" generation (born from 1980s to 1990s) is not being retained in the area or attracted to move to the area. As a result, there is a smaller cohort for the newest generation, born at or after year 2000.

---

[9] Source: US Census Bureau's 2010-2014 American Community Survey (ACS) Five-year Estimate
[10] Source: US Census Bureau's 2015 Population Estimates

Figure 2: Age Distribution
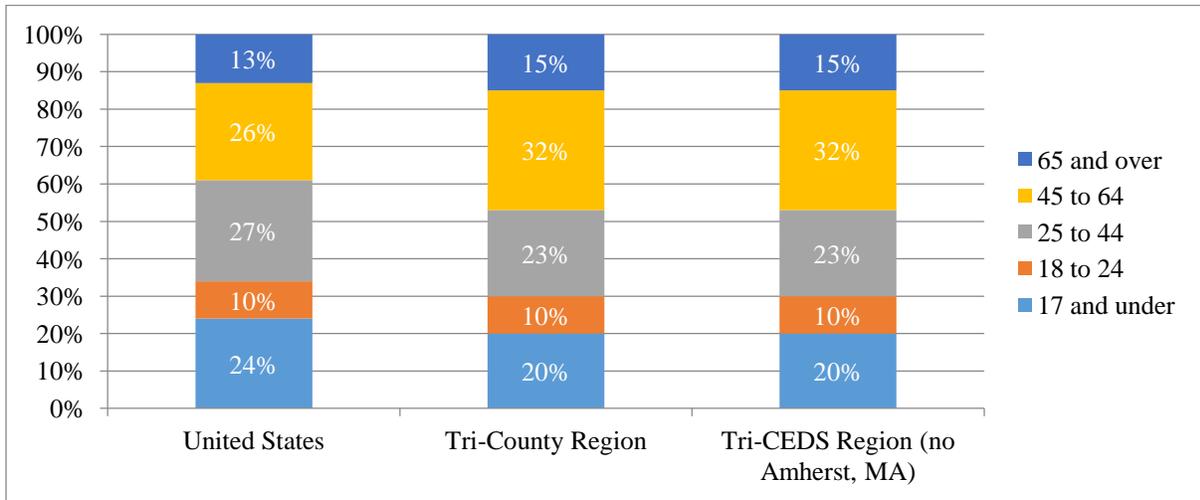
Source: US Census, 2010 Decennial Census

The Tri-State Region is significantly less diverse than the nation in terms of race and Hispanic or Latino origin. The percentage of the population who are people of color is a fraction of the national average. Realistically, if the Tri-State Region is to expand its population and workforce, it must internationally retain and attract a greater diversity of people.

Figure 3: Race and Hispanic or Latino Origin
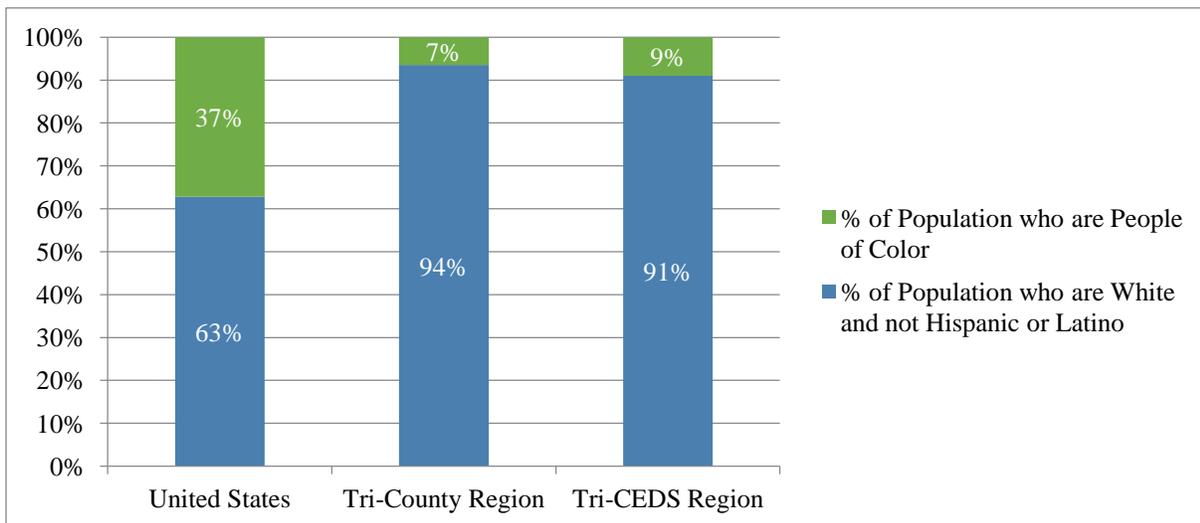
Source: US Census, American Community Survey 2010-2014

The Tri-County and Tri-CEDS regions have a higher percentage of its population age 25 years and older with either a Bachelor's degree or Graduate or professional degree than the nation. This highly educated workforce is likely due in part to the presence of a high number of public and private higher educational institutions located in the region or within easy commuting distance. Not only do these institutions offer access to college and graduate level programs, they employ a highly educated workforce that live in the region.

Figure 4: Highest Educational Attainment
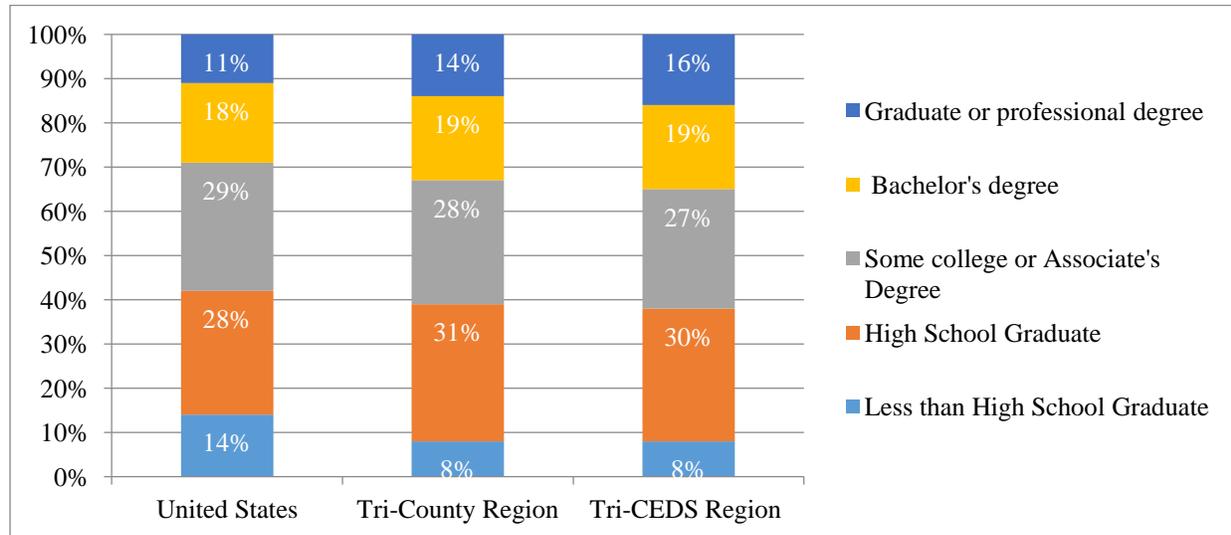
Source: US Census, American Community Survey 2010-2014

Not surprisingly, as the population has decline, so has the size of the labor force. The labor force is defined as the pool of individuals who are 16 years of age and over, and are either employed or who are actively seeking employment. Persons not actively seeking employment, such as some enrolled students, retirees, or stay-at-home parents, are excluded from the labor force.

Figure 5: Size of Labor Force
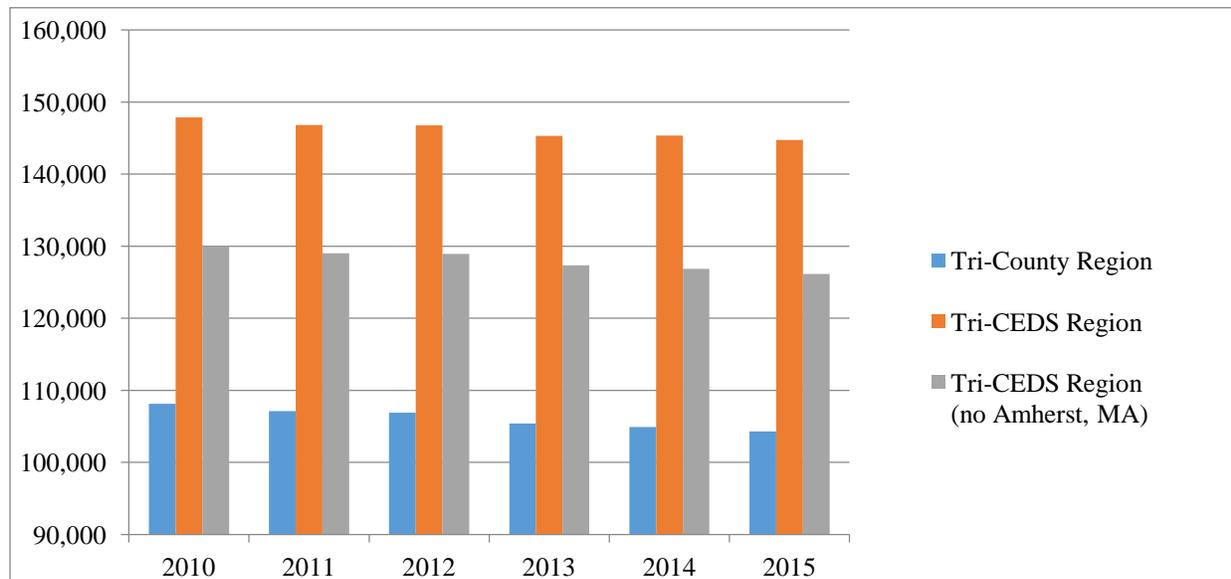
Source: US Bureau of Labor Statistics, LAUS, 2010-2015

The unemployment rate describes the percentage of people in the labor force who are presently not employed, but are actively seeking employment in a given time period. While the unemployment rate is dropping, it is not due to substantial increased employment. Instead it is mostly due to labor force loss.

Figure 6: Unemployment Rate
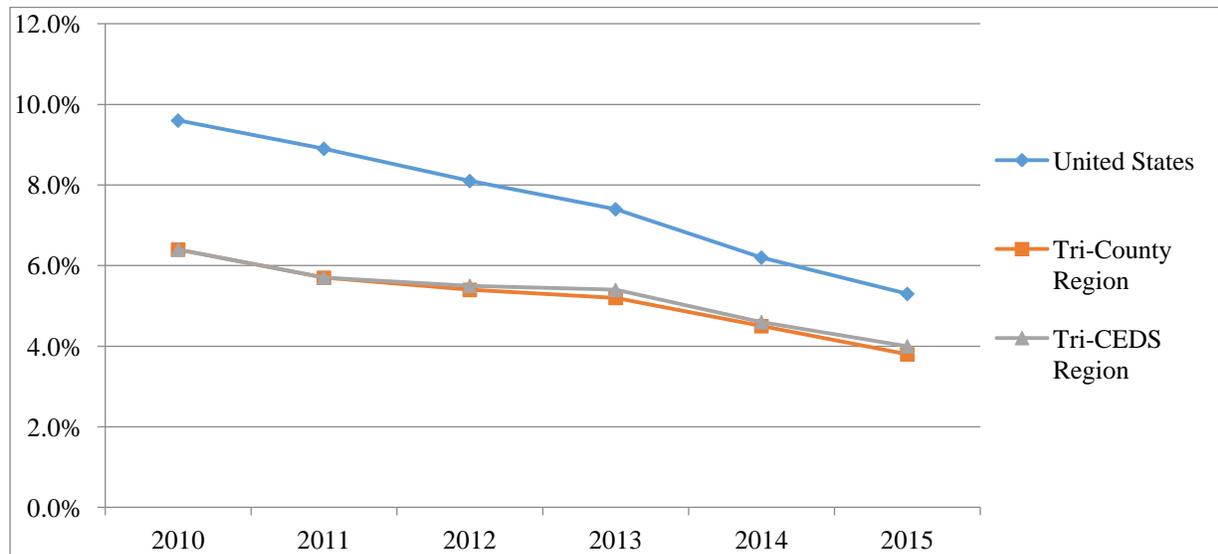
Source: US Bureau of Labor Statistics, LAUS, 2010-2015

The pattern for incomes in the region is that they tend to be at or below national averages. However, this is more significant than it first appears. The national average is significantly below the average for the Northeast and New England, where the cost of living is higher than other areas of the nation. Tri-State Region incomes are significantly lower than average New England and Northeast incomes. Three measures of income are per capita income, median household income and median family income. Per capita income is determined by dividing the total amount of income earned in an area by the number of residents, including a portion of the population that might not be generating income such as children and the elderly. The per capita income statistic is used for comparison purposes, and is not a reflection of the actual per household or per worker income.

Median household income is determined by calculating the income of each person aged 15 years or over in a household, and then finding the midpoint of all household incomes (i.e. half of the household incomes are above this figure, and half are below this figure). This statistic includes all occupied households, including families and individuals living alone. Whereas, median family income does not include people living alone or individuals living with non-family members (like housemates).

Figure 7: Income
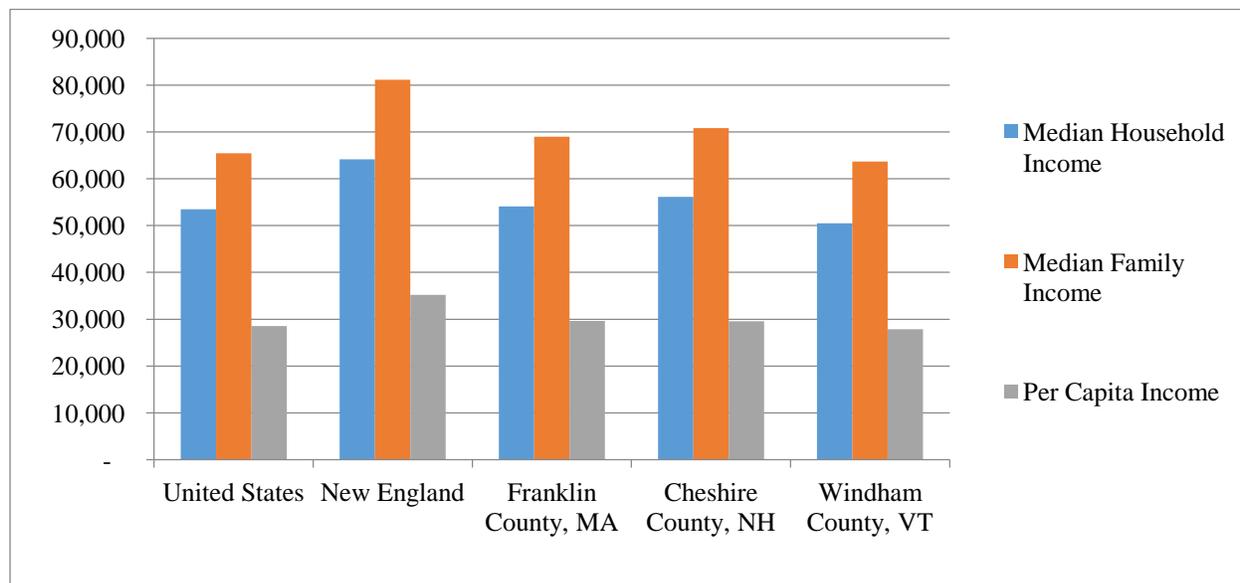
Source: US Census, American Community Survey 2010-2014

While the previous data describes the incomes of people who live in that geographic area, the following data describes the wages paid to people who work at jobs located in that geographic area (regardless of where they may live). Average earnings per job data are available from the federal Bureau of Economic Analysis. As the title indicates, it is the total amount of annual wages earned in a geographic area divided by the number of jobs in that area. Unlike with incomes, the earnings per job in the Tri-State Region counties is significantly less than both the nation and New England.

Figure 8: Average Earnings Per Job
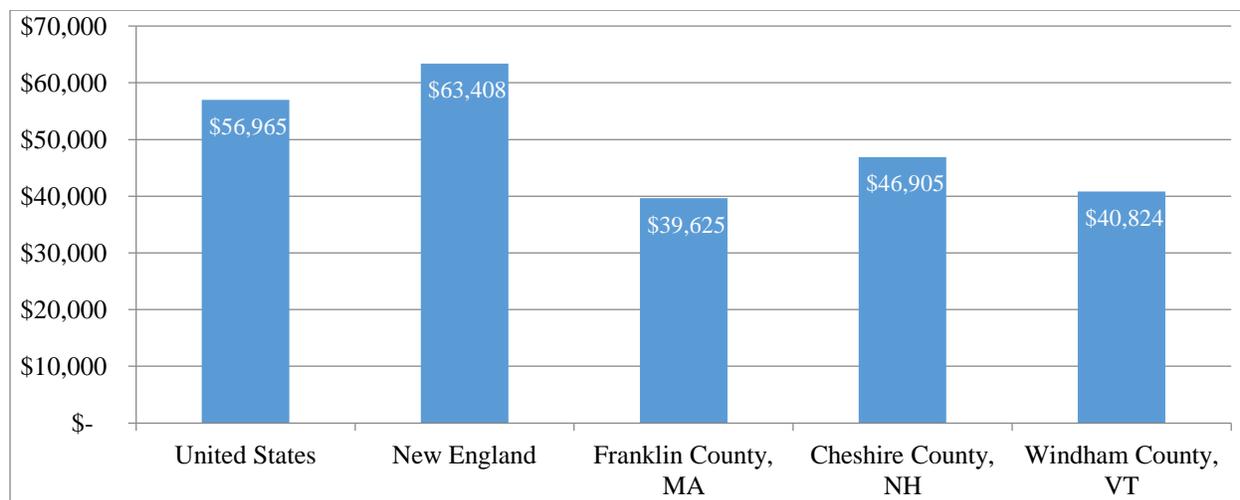
Source: US Bureau of Economic Analysis, Table CA30 Economic Profile, 2014

A commonly used data point for understanding the prominence of industry sectors in a region is employment by industry type. The North American Industry Classification System (NAICS) is defined industry sectors, such as manufacturing, health care and social assistance or retail trade. Data is reported by these defined sectors in the US Census Bureau's American Community Survey (ACS) and County Business Pattern (CBP) as well as the US Department of Labor's

Quarterly Census of Employment and Wages (QCEW). While each federal agency uses NACIS, the data point reported is different. In the ACS, it reports on the industry sector in which workers who reside in that geographic area are employed. The CBP reports on the industry sector in which jobs within that geographic area are employed, regardless of where the worker who fills that job lives. In the QCEW, location quotients (LQs) are created to show the concentration of employment in an industry sector in comparison to the national average.

According to the 2010-2014 ACS five-year estimate, the most recent data available at the municipal level, the top three industry sectors by employment for the Tri-CEDS region are: the combined education and health care and social assistance services, with over 45,897 workers or 33% of employed residents. The second largest was manufacturing with 15,624 workers or 11%, and the third largest was retail trade with 14,556 workers or 11% of employed residents. In other data sets, education services and health care and social assistance are often separate industries.

According to CBP, over 68,000 workers are employed in private sector, employer-based jobs located in the Tri-County region. The top five industries by employment include: retail trade (11,090 workers or 16% of total employment), health care and social assistance (10,560 or 15%), manufacturing (10,122 or 15%), accomodation and food services (8,023 or 12%), or education services (4,227 or 6%). The Tri-County's major employment industries are different than those for the nation. For example, the Tri-County region has a significantly higher proportion of workers in manufacturing compared to the nation. Both retail trade and education services are also higher than the national average.

Figure 9: Percent of Total Employment by Private Sector Industry*
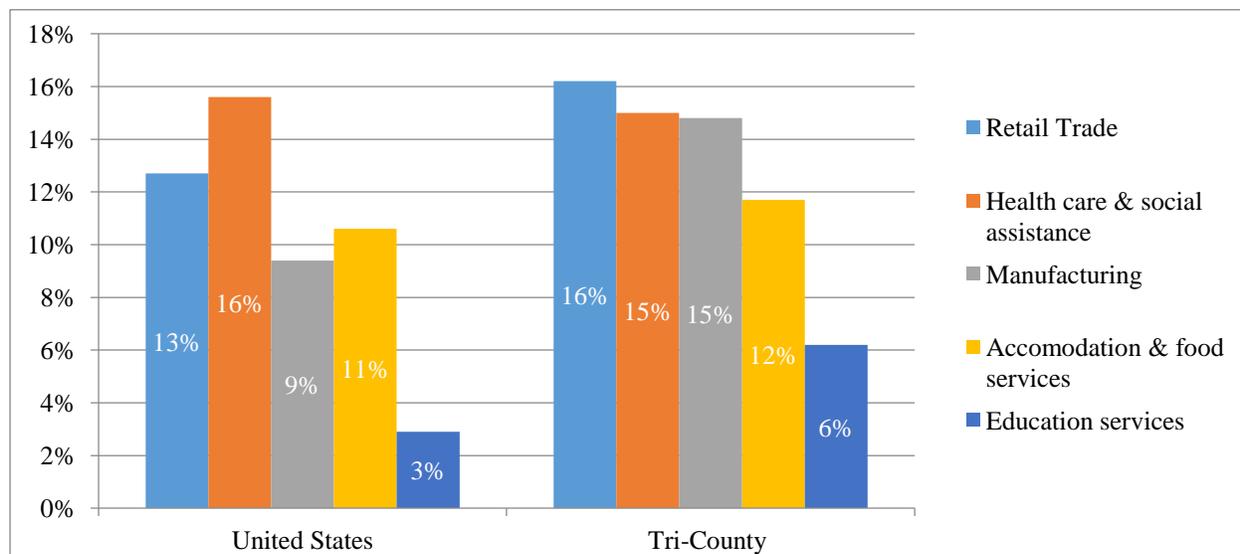
Source: US Census Bureau, County Business Pattern, 2014
* County Business Patterns reports on data from private secotr, employer-based employment located in a county. As a result, this data set excludes government employees and the self-employed.

The EDA recommends a "cluster" approach for economic development planning. Clusters are groupings of businesses and institutions with some similarity in industry, operation, or technology, that are located within a geographic area. These clusters may or may not directly compare to the businesses included in industry sectors or subsectors as described in County Business Patterns. For example, the Education and Knowledge Creation cluster includes public and private colleges, technical training schools, exam tutoring, as well as professional research

and development organizations. Often these businesses are part of the same supply chain or may even be direct competitors. The clustering of these organizations can be mutually beneficial in a number of ways, such as the development of a labor force with a common skill set, the creation of research institutions developed to serve these businesses or the location of support services specific to that cluster. In addition, a more competitive environment may be created. Increased competition may lead to firms collaborating in ways they may not have considered before, or may pressure firms to increase their productivity, efficiency or creativity.

The EDA has funded the creation of some online tools to define clusters and help regions understand their clusters by creating data points using federal data, such as from QCEW. The US Cluster Mapping project's online tool uses location quotients (LQs) from the QCEW to identify the top performing traded clusters in an area. Location quotients demonstrate the concentration of a cluster's employment in a specific area, in comparison to this cluster's average employment concentration of across the nation. An LQ greater than 1.0 indicates a greater concentration of employment in that area than compared to the nation.

Traded clusters are those clusters that primarily sell goods and services outside of the region, and not just locally within the region. The industry clusters with the highest employment LQs for the Tri-County region are: machinery manufacturing (3.2), forest and wood products (1.98), education and knowledge creation (1.78) and chemicals and chemical based products (1.64). The US Cluster Mapping project produces an image of the Cluster Portfolio for the Tri-County region. This image depicts the seventeen top performing clusters based on indicators, including employment LQ and other data points, as created by the US Cluster Mapping project.

Figure 10: Portfolio of Top Performing Clusters

Source: US Cluster Mapping project, 2016
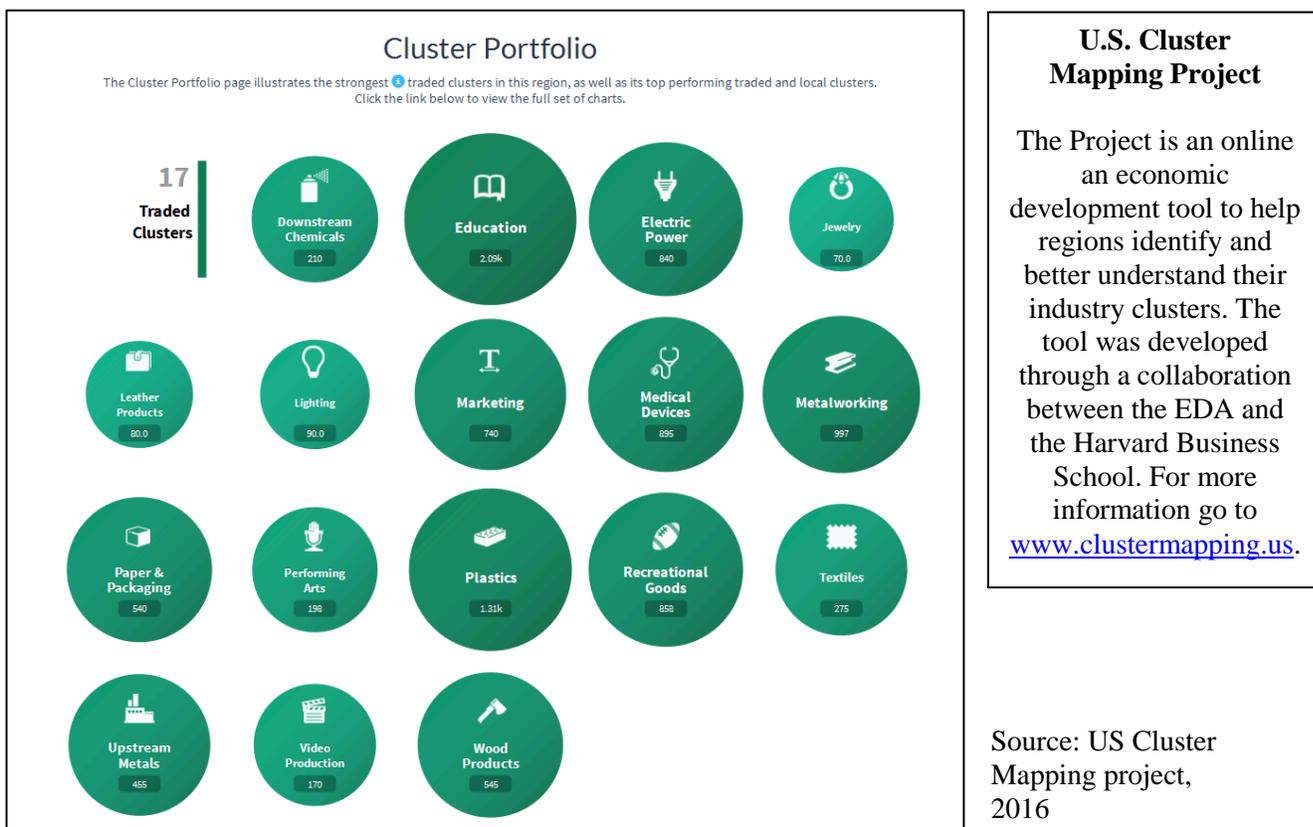
Trends Identified by the Data Point Analysis

Using the most shared data points, several trends for the Tri-State Region have been identified.

They are:
- Stagnant or declining population growth in recent years.
- Increasing size of older age cohorts and decreasing size of younger age cohorts.
- Significantly less diverse by race and Hispanic or Latino origin, compared to nation.
- Higher educational attainment levels by residents, compared to nation.
- Decreasing size of the labor force.
- Lower unemployment rate than the nation and continuing to decline. Unemployment rate trends are primarily due to a decline in the labor force, rather than an increase in employment.
- Incomes at or below national levels, and significantly lower than New England.
- Average earnings per job, for jobs located in the region, are significantly lower than both the nation and New England.
- The top private sector industries, by percentage of total employment, are: retail trade, health care and social assistance, manufacturing, accommodation and food services, and education services. Of these, the percent of manufacturing is significantly higher than the nation, with retail trade and education services also higher than the nation.
- The top performing clusters for the Tri-State Region are: machinery manufacturing, forest and wood products, education and knowledge creation, and chemical and chemical based products.

Based on these trends, some of the common challenges faced by the Tri-State Region are the need to retain and/or attract a younger and more racially and enthincally diverse workforce, and to increase wages paid by the job opportunities located in the region. At the same time, the higher educational levels should be leveraged to nurture and attract industries seeking this workforce. Industries and clusters that are prominent in the region can be further developed to increase new business growth and job creation, such as select manufacturing sub-sectors and education and knowledge creation. Some of these industries, such as retail trade and accomodation and food services, also contribute to creating an atmosphere that draws visitors and creates a quality of life that could attract or retain new residents. A robust economic development strategy for the Tri-State Region should address how these key clusters and industries can be leveraged to reverse stagnant population and income patterns.

Strengths-Weaknesses-Opportunities-Threats Analysis

A strengths, weaknesses, opportunities and threats (SWOT) analysis evaluates the advantageous and disadvantageous factors that come from within or from outside a specific area and that can influence community and economic development in that area. An in-depth SWOT analysis is required by the EDA to be an element of every CEDS Plan. The four regional organizations have been tasked to conduct an analysis of each organization's CEDS to determine shared strengths, weaknesses, opportunities and threats. The project scope includes a comparison of the three-region CEDS documents in order to determine the degree of alignment and explore opportunities for cross-state collaboration.

Strengths

With a few exceptions, the CEDS documents for each region are similar in their stated goals and concerns. In highlighting the Tri-State Region's strengths, there are numerous commonalities throughout the plans. In fact, all three plans have far more strengths in common than weaknesses.

Table 3: Strengths

	SeVEDS	FRCOG CEDS	SWRPC CEDS
Colleges/universities	X	X	X
Hospitals/medical facilities	X	X	X
Strong manufacturing base	X	X	X
Outdoor recreational activities	X	X	X
Rural New England arts/culture	X	X	X
Easy access to major markets	X	X	X
Connectivity via Interstate system	X	X	X
Passenger/freight rail infrastructure	X	X	
Buy Local/farm fresh products	X	X	X
Regional collaboration between economic development organizations within each individual region	X	X	X
Public/Private Partnerships	X		X

Within the Tri-State Region, over 35% of the population 25 years and older have a Bachelor's degree or higher, far more than the United States a whole, where 18% of the population 25 years and older have at least a Bachelor's degree[11]. The Southeast Vermont Economic Development Strategy (SeVEDS) refers to the presence of post-secondary education institutions as a regional competitive advantage. Likewise, FRCOG contends that having many institutions of higher education nearby adds to the high educational attainment level. SWRPC concurs, and its CEDS speaks of its institutions of higher education as assets to the region. Educational services, it states, helped offset losses in manufacturing. However, the SWRPC CEDS adds, "Despite a number of colleges in the Southwest region, the lack of a research institution is an obstacle to innovation and specialization."

---

[11] U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Table 4: Colleges and Universities in CEDS Regions

SeVEDS	FRCOG CEDS	SWRPC CEDS
Community College of Vermont	Amherst College	Antioch University New England
Landmark College	Conway School of Landscape Design	Franklin Pierce University
Marlboro College	Greenfield Community College	Keene State College
SIT Graduate Institute/ World Learning	Hampshire College	River Valley Community College
Union Institute & University	University of Massachusetts - Amherst	
Vermont Technical College		

Similarly, the Tri-State Region has a prominent healthcare industry, which the regional CEDS plans often highlight. In Franklin County alone, the Healthcare and Social Services industry employs almost one in five adults. The Windham Region is home to the Brattleboro Retreat, a nationally recognized leader in mental health and addiction treatment. The CEDS for SWRPC considers the healthcare and social assistance sector to be a source of future economic development, which along with construction, is one of the fastest growing industries in Southwest New Hampshire. It may be of no surprise to locals that the growth in the healthcare industry is linked to the rapidly aging population of the Region. More than 15% of residents of the Tri-State Region are over the age of 65, and more than one in five are over the age of 60[12]. A rapidly aging community comes with its own set of issues and the three CEDS view this as threat.

New England has historically been known as a manufacturing powerhouse within the United States. Though the manufacturing sector has changed since the Industrial Revolution and large-scale manufacturing has declined significantly, market diversification in manufacturing has been positive for the Region. SeVEDS indicates that there has been development in Vermont in small-scale, high value, technology driven manufacturing. The manufacturing of high-technology products and electronics is common throughout Southwest New Hampshire. And in the FRCOG region, there are several prominent manufacturing clusters, such as metal products and machining, plastics, paper and packaging, and advanced materials.

The Tri-State Region is a natural environment for recreational activities including skiing, hiking, biking, kayaking, camping, fishing, and other outdoor activities. With the Green Mountains producing many of Vermont's ski resorts, whitewater rafting on the Deerfield River, and Mount Monadnock being one of the most frequently climbed mountains in the world, the Tri-State Region is rich in its options of outdoor activities. Art and culture are an agreed-upon strength, with the Region boasting numerous historic and cultural attractions, and has an acclaimed arts and culture community. Outdoor activities serve as a competitive advantage for the region as a strong quality of life resource. However, the lack of robust recreational planning and development at the regional and Tri-State Region level may be a disadvantage relative to other regions of the country and that have more aggressively capitalized upon these assets.

---

[12] U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Another Tri-State strength is the Region's proximity to major markets, the number of national and international airports nearby, and its interconnectivity via the interstate highway system. The Tri-State Region has reasonable access to Boston, Hartford, New York City, and even Montreal through its interstate highways. Interstates 89, 90, 91 and 93 can be reached from most parts of the Region within an hour. Both Southeast Vermont and Franklin County lie within the *Vermonter* passenger rail line with Southwest New Hampshire located immediately adjacent to it; and both SeVEDS and FRCOG mention the extension of the *Vermonter* to Montreal as a future tourism opportunity.

Table 5: Commercial Airports within a 100-Mile Radius

Airport	City
Manchester-Boston Regional Airport	Manchester, New Hampshire
Worcester Regional Airport	Worcester, Massachusetts
Lebanon Municipal Airport	Lebanon, New Hampshire
Rutland Southern Vermont Regional Airport	Rutland, Vermont
Bradley International Airport	Hartford, Connecticut
Boston Logan International Airport	Boston, Massachusetts
Albany International Airport	Albany, New York
Portsmouth International Airport at Pease	Portsmouth, New Hampshire
Theodore Francis Green Memorial State Airport	Providence, Rhode Island

Table 6: Airports within the Tri-State Region

Airport	City
Dillant-Hopkins Airport	Keene/Swanzey, New Hampshire
Silver Ranch Airport	Jaffrey, New Hampshire
Deerfield Valley Airport	West Dover, Vermont
Turners Falls Airport	Turners Falls, Massachusetts
Orange Municipal Airport	Orange, Massachusetts

The local business enterprise within the Tri-State Region is another noted strength in each region's plans. The CEDS for SWRPC advocates the buy local movement as an example of an effort to maintain investment in the local economy. FRCOG conveys Franklin County's "strong interest" in buy local efforts, and SeVEDS notes Vermont's distinguished natural/fresh/green/wholesome-branded products. The capability of the Tri-State Region to have such a desire to create and buy locally lends itself to forming a strong creative economy, an opportunity that will be discussed in more detail later in this document.

Lastly, both the SeVEDS and the SWRPC CEDS laud the Region's ability to make public/private partnerships work. SeVEDS observes that southern Vermont has been the focus of significant public and private investment in telecommunications infrastructure. Likewise, SWRPC states that for the Southwest region of New Hampshire, there have been many occasions where federal and state dollars were combined with private, non-profit and local funds to move projects forward.

Weaknesses

Although each CEDS identify many distinct weaknesses, there were few commonalities among the three documents in assessing Region-wide concerns. Some were unique to their own region ("Infrastructure destroyed by recent rains and fires" for Southeast Vermont, "No direct access to railroad network" for Southwest New Hampshire), whereas others may be applied to the other regions, but not mentioned ("Lack of racial/ethnic diversity" for Southeast Vermont).

Table 7: Weaknesses

	SeVEDS	FRCOG CEDS	SWRPC CEDS
Workers' skills in comparison to employer needs	X	X	X
Job opportunities/creation	X	X	X
Lower wages in region compared to cost of living	X	X	X
Limited development opportunities/land	X	X	X
High utility costs		X	X
Lack of access to capital	X	X	X

A weakness mentioned by all three plans is the lack of workforce education in an age of changing economic trends. In effect, there seems to be a disconnect between the direction of economic growth and the skills training available for the workforce. FRCOG indicates that there is a lack of understanding of manufacturing career opportunities and limited availability of skilled workforce to fill advanced manufacturing jobs. To help the businesses operating in the manufacturing clusters succeed, they need an available and skilled work force, suitable sites to locate, and access to support, when needed. In the SeVEDS analysis, "true workforce development is non-existent outside of individual business employee training."

Similar in that regard are the weaknesses in job opportunities and wages compared to the high cost of living. The FRCOG CEDS points to low wages offered by employers as corresponding to low incomes of residents. The Southwest region has experienced a decline in manufacturing and has found replacing manufacturing jobs with similar high-paying jobs has become a challenge.

The FRCOG CEDS finds the low inventory of available, developable industrial land to be a considerable weakness. Similarly, SWRPC's CEDS observes that land zoned for commercial and industrial use and reuse is often unsuitably located. "Although there are a sufficient number of parcels zoned for commercial and industrial uses in most towns, they are often located in areas without access to major transportation routes and isolated from each other in separate pockets," the CEDS states.

The FRCOG CEDS considers the lack of access to venture or equity capital–type business investment resources to be a considerable weakness in their region. The SWRPC CEDS too says that access to capital has become difficult. It explains, "Because of mergers, financial institutions have lost their local character. As a consequence, the traditionally close relationship between local banks and businesses has weakened. Information about financing options has also become more difficult to obtain." This, regrettably, has become a Region-wide concern.

Opportunities

All three regions generally reference similar opportunities in their regions. The presence of numerous historical and cultural attractions, as well as an acclaimed arts and culture community in the Tri-State Region makes tourism a natural fit. The natural assets of the region offer year-round enjoyment of scenic locations and outdoor recreation. Surprisingly, there has not been as much growth in tourism in the Region compared to neighboring places in the Northeast. Therefore, the plans for each region view growth in tourism as a natural progression in Region-wide economic development.

The CEDS process in Southeast Vermont, through data analysis and community engagement, found many small business industry sectors to present significant opportunities for the region. Likewise, Franklin County's small businesses continue to drive the region's economy, and the FRCOG CEDS views an expansion of local small business development programs (both in technical assistance and financing) to be beneficial to the region's economic growth. The SWRPC CEDS considers increasing the number of new small business incubators and business support programs to strengthen Southwest New Hampshire's economic base.

Table 8: Opportunities

	SeVEDS	FRCOG CEDS	SWRPC CEDS
Tourism/cultural attractions as a source of economic development	X	X	X
Small business growth/resiliency	X	X	X
Broadband expansion	X	X	X
Growth in the value-added food system	X	X	X
Passenger rail improvements	X	X	
Remedy the lack of local gov't/regional gov't collaboration	X	X	X
Expansion the creative economy	X	X	X
Potential within the innovative economy	X	X	X
Renewable energy sources/green economy growth	X	X	X
Youth Employment/ internships/apprenticeships	X	X	X

Companies in the Tri-State Region have been able to utilize technology in order to find new and innovative ways to expand their businesses. Though there are still many gaps in broadband access throughout the Tri-State Region, expansion in broadband connectivity has helped local businesses remain competitive in the global market. Each strategic document describes the Tri-State Region as having economically resilient small business sector that has the capability to "keep up with the times."

There is also a strong desire within each region to bring about collaboration within their own communities and with the neighboring communities in and across state lines. The Monadnock Region Future Focus Group in Southwest New Hampshire describes the necessity in "identifying potential opportunities for [cross-state] collaboration or partnership. [We must] examine connections with the 'Knowledge Corridor' in Connecticut and Massachusetts as well as connections with Windham County in Vermont and Franklin County in Massachusetts." SeVEDS mentions the need to work across traditional political boundaries and to form collaborative bonds

with neighbors in Massachusetts and New Hampshire. For example, SeVEDS has established collaborative initiatives with Bennington County for flood recovery and for network and expansion of existing economic and workforce development entities in the Southern Vermont Economic Development Zone created by the Vermont state legislature in 2015.

A mutual opportunity underscored by all three planning regions is the potential for growth in the already healthy creative class in the Tri-State Region. The Region is recognized as having an active and prominent cultural community and is home to many artists and creative businesses. SWRPC, in its CEDS, considers the creative economy a key strength and a potential opportunity for its region and encourages the development of an infrastructure that will sustain, promote, and expand access to arts and cultural resources in the Monadnock Region. The FRCOG plan emphasizes how the region's rural landscape and the quality of life, as well as its affordable cost of living, has allowed many artisans to pursue their careers professionally or to start-up businesses.

The SWRPC CEDS backs initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. SWRPC considers strengthening highly innovated export-oriented businesses in the region to be of utmost importance. SeVEDS contends that innovation creates the vast majority of new regional jobs, especially at small, employee-based and increasingly virtual firms of networked professionals. As an added benefit, an attractive innovation environment could "reverse the dramatic decline in the 25-44 age population."

Finally, the three regions of the Tri-State Region all mention the growing opportunities in the green industries. Pplans for both FRCOG and SWRPC detail renewable energy as having growth potential within their regions. In addition, the FRCOG CEDS identifies there are several other public sector and private sector initiatives to encourage the growth of the green economy. SeVEDS does not reference renewable energy specifically, however, it does view "green business" as an opportunity and expects there to be rapid expansion of green business products creation in Southeast Vermont. SeVEDS also considers the "energy conservation cluster" as a targeted industry to mitigate the job losses from Vermont Yankee.

Threats

As mentioned previously, the rising need for healthcare services closely correlates with the aging population of the Region. Approximately 15% of population of the Tri-State Region are 65 years old or over. Over 30% are 55 years of age or older. Coupled with a decline in population throughout the Tri-State Region, some notable demographic trends can threaten economic growth. All three plans recognize the rising median age of their respective regions as well as the challenge to attract and retain young professionals and families. Indeed, a key objective of SeVEDS is to reverse the population decline that has been affecting the region's performance.

Another increasing threat to the Tri-State Region is the loss of local business control. Locally owned businesses have declined within recent years. Some have been bought out, moved, or have been shuttered after being unable to compete with larger, out-of-region companies. According to the FRCOG CEDS, "external ownership of existing major employers or threat of external ownership as business owners retire and their firms are acquired."

Table 9: Threats

	SeVEDS	FRCOG CEDS	SWRPC CEDS
Aging/declining population	X	X	X
Loss of local business control		X	X
The need for infrastructure improvements and redevelopment	X	X	X
Lack of sufficient housing	X	X	X
Direct, indirect, and induced economic activity resulting from Vermont Yankee closure and decommissioning	X	X	X

The lack of infrastructure improvements and site redevelopment can prove to be a very real threat to economic development, especially if there is resistance to increased expenditures for maintenance and upkeep. The FRCOG CEDS states that there is an uncertainty within the county that public funding levels may affect services and infrastructure improvements. This is in line with the CEDS for Southwest New Hampshire, which states that the condition of infrastructure is unsatisfactory in many towns, due in part to public resistance to increased expenditures for maintenance and upgrades.

Lastly, the lack of sufficient housing has presented unique problems to the Tri-State Region. Both Southeast Vermont and Southwest New Hampshire experience a shortage of workforce housing for their regions. The Franklin County region has also expressed concern relating to the availability of housing affordable to households with middle incomes and very low incomes.

SWOT Summary

As can be seen by the analysis above, there are substantially more similarities than differences among the three CEDS regions. Additionally, Greater Franklin County, Southeast Vermont, and Southwest New Hampshire are all culturally and socioeconomically connected to one another. The CEDS documents for all three regions are quick to identify the similar challenges their regions face and note the importance of establishing intra-regional networks. They also recognize the importance of building collaborations in a way that will make the most efficient use of their shared opportunities and promote the goals and strengths of the Tri-State Region. The work and coordination among these three regions in response to the closure and decommissioning of Vermont Yankee has opened a door to developing a collaborative economic development strategies. It is through the continuation of collaborative work and identification of commonalities that will guide future endeavors within the Tri-State Region and will build a more secure economic future for all three CEDS regions.

Goals Comparison

Through the planning process, each CEDS Plan develops goals with corresponding objectives[13]. These goals reflect the themes outlined in the CEDS Plan's mission or vision statement. The objectives further define the actions to be taken to satisfy the goal. More specific tasks or actions are also identified in the CEDS Plan's "action plan" that describe the activity to be undertaken, the entity responsible for its implementation, and the anticipated timeframe for completion. From these three CEDS Plans, there were 134 different goals, objectives and actions. For this comparison, mostly goals and some objectives were used, since actions were frequently specific to circumstances in that CEDS area and not as broadly applicable.

The twenty-six goals and objectives were compared. Common themes emerged across the CEDS Plans. These themes include: process and approach to CEDS, socio-economic conditions, economy/cluster development, workforce development, business development, and site/infrastructure development. There were additional goals that did not fit easily into these groupings and are listed separately. Table 10 includes the lists of goals and selected objectives that were compared. In the appendix is the full list of goals, objectives and actions for the three CEDS Plans.

Shared Themes for CEDS Goals:
- Process/CEDS Approach
- Socio-economic Conditions
- Economy/Cluster Development
- Workforce Development
- Business Development
- Site/Infrastructure Development

There was a common theme of addressing the process and approach used to implement the CEDS. These goals related to using collaboration and applying a regional approach to implementation. Another theme is goals to address a specific socio-economic condition, such as population loss or low wages. Goals to strengthen the economy in general or to support a cluster-based approach to enhancing the economy are also included.

Goals shared in all three CEDS Plans support workforce development by enhancing the skills level and/or availability of labor. Included in this workforce theme were goals specific to retaining and attracting a younger workforce and responding to sector-specific employer needs. Goals supporting business development were also common to all three CEDS Plans. These goals seek to assist entrepreneurs or nurture an environment conducive to business growth.

The goals related to the physical environment are grouped under the common them of site/ infrastructure development. These goals have many objectives that support future development and related infrastructure, including water and sewer systems, and broadband access. These objectives range from supporting municipal zoning and tax incentives to facilitate development to ensuring available space for business growth, such as using the strategy of brownfields redevelopment.

Some CEDS Plans goals do not fit conveniently in a common grouping. These goals and corresponding objectives related to volunteerism in local government, quality health services, housing opportunities, resiliency to economic disruptions, and mitigating impacts related to the closure of Vermont Yankee Nuclear Power facility.

---

[13] The CEDS Plans in this comparison use different terminology. SeVEDS uses the terms goals, objectives and strategies. The Greater Franklin County CEDS uses the terms strategies, action items, and actions. The SWRPC CEDS uses the terms goals, objectives, and tasks. For the purposes of this comparison, the terms used are goals, objectives, and actions.

Figure 11: Word Cloud of Goals

Table 10: CEDS Plan Goals, Listed by Theme

Theme	Plan	Type	#	Statement
Process	SeVEDS	Obj.	1.0	Act Regionally.
	SWRPC	Goal	F	Promote the concept of Regionalism.
	FRCOG	Goal	2.0	Build collaborations within the region to enhance capacity and better support economic and business development opportunities.
	FRCOG	Goal	3.0	Build collaborations with neighboring regions to better leverage economic development opportunities.
Socio-Economic	SeVEDS	Goal	A	Reversing population decline.
	SeVEDS	Goal	D	Raising household income relative to surrounding areas.
	SeVEDS	Obj.	3.0	Improve wage parity with the surrounding laborshed.
Economy/ Cluster	SWRPC	Goal	D	Strengthen the economic base.
	FRCOG	Goal	8.0	Enhance specific industry clusters through increased market understanding and asset development.
Workforce	SeVEDS	Goal	C	Improving the quality of the workforce.
	SeVEDS	Obj.	4.0	Increase the size and quality of the workforce.
	SWRPC	Goal	A	Maintain a high-quality labor force.
	SeVEDS	Obj.	5.0	Retain and attract younger talent through engagement linkages, lifestyle amenities, and meaningful career opportunities.
	FRCOG	Goal	1.0	Respond to market opportunities by ensuring access to basic and sector-specific skills training for adults and youth.
Business Development	SeVEDS	Goal	B	Increasing the number of good paying jobs.
	SeVEDS	Obj.	2.0	Create an entrepreneurial environment and culture to enhance existing business and grow new business.
	SWRPC	Goal	E	Support climate for helping business to create a diverse range of employment opportunities.
	FRCOG	Goal	6.0	Accelerate business development and sustainability through direct support.
Development/ Infrastructure	SWRPC	Goal	B	Prepare for future development.
	FRCOG	Goal	5.0	Increase the amount of functional space available to foster the growth of small business.
	FRCOG	Goal	4.0	Invest in infrastructure that supports business development in appropriate areas that are currently under-utilized.
Other	SWRPC	Goal	G	Strengthen local governments.
	SWRPC	Goal	H	Strengthen the quality of health services.
	SWRPC	Goal	C	Balance housing opportunities with trends in income, employment and community character.
	FRCOG	Goal	7.0	Support the ability of individual establishments and the economy to be resilient in case of future economic disruptions.
	SeVEDS	Obj.	6.0	Develop immediate, VY-specific workforce and site impact mitigation strategies prior to its 2014 closure.

Findings and Framework Approach

The Tri-State Region is in the process of recovering from a series of economic disruptions that range from the Great Recession to 2011's Tropical Storm Irene to the recent closure of a major employer, the Vermont Yankee Nuclear Power Station (VY). As revealed by a study conducted by the UMass Donahue Institute, the closure of VY is creating significant immediate and long-term impacts on the regional economy due primarily to the loss of earned income. A collaborative of four regional planning and economic development organizations in the Tri-State Region have joined together to address these challenges and cultivate new economic opportunities.

To create a foundation for this new collaboration, a comparison of the three CEDS Plans that serve the Tri-State Region was conducted. It examined the mission statements, key data points, the SWOT analyses, and goals. Several shared, fundamental elements were discovered. These findings serve as the foundation for the partnering organizations' to move forward to develop and implement collaborative Tri-State economic revival strategies.

The partners have proposed a new framework to move forward. The approach divides this work into the four primary topic areas: business development, workforce development, infrastructure development, and cluster development. Business development includes supporting new entrepreneurial ventures as well as expanding existing businesses through technical assistance and access to capital. Workforce development includes the supporting educational and training initiatives, as well as the intentional retention and attraction of a more diverse working age population. Infrastructure development includes creating spaces and providing the appropriate utilities (i.e. transportation, sewer, water, telecom) for commercial and industrial business growth. Cluster development includes targeted support to specific industries that have unique opportunity or competitive advantage in the Tri-State Region.

Each partnering organization will serve to convene and connect stakeholders from across the Tri-State Region by topic area. The purpose for this work is twofold. First, this will further interconnect the organizations that routinely work within these topics areas and encourage the creation of a robust network that supports access to resources and assets across the broader region. Second, this will help jointly identify the key initiatives that would benefit from collective action at the Tri-State Region level and that could not be achieved independent of each other.

Key Findings:

- Strong interest in inter-regional collaboration.

- Current socio-economic trends related to population and wages may negatively impact economy.

- Educated workforce and access to higher education institutions are assets.

- Top performing clusters include select manufacturing sectors, knowledge creation, and forest and wood products.

- Outdoor recreation and arts/culture attractions are important assets.

- Green economy, value-added food system, and creative economy clusters are opportunities.

- Need for resources to support small business growth.

- Need for support to improve connection between workers' skills and employers' needs.

- Need for infrastructure investment, such as for broadband access and site improvements for commercial/industrial use.

To accomplish these key initiatives in each topic area and develop implementation strategies, specific tasks will be defined and lead implementers identified. The strategies will be dynamic and evolve as appropriate, and will emphasize collaboration and implementation. While partners and stakeholders are employing this approach and supporting cross-border initiatives, they will also continue to implement their respective CEDS Plans. The outcome of this approach will be greater capacity to take on significant economic development efforts that result in a more robust and resilient economy and improved household income security.

Appendices

Appendix A – Inventory of CEDS Plans Data Points

Appendix B - Select 2010-2014 American Community Survey Social Data

Appendix C – Select 2010-2014 American Community Survey Economic Data

Appendix D – Select 2010-2014 American Community Survey Housing Data

Appendix E – Largest Employment Sectors per Region

Appendix F – CEDS Plans' Goals, Objectives, and Actions

Appendix A – Inventory of CEDS Plans Data Points

CEDS Plan	Data Category	Data Point	Comparison (Time period; Geographic)	Data Source
2015 SWRPC	Demographics	Educational Attainment	Current period	US Census - ACS
2015 SWRPC	Demographics	High School Dropout Rate	Current period	NH DOE
2014 SeVEDS	Demographics	Median Age	Over time; Nation, state and adjacent areas	US Census - Decennial
2015 FRCOG	Demographics	Population Age Distribution	Current period	US Census - ACS
2015 SWRPC	Demographics	Population by Age Group	Current period	US Census - Decennial
2014 SeVEDS	Demographics	Population Change by Age Group	Over time	US Census - Decennial
2015 SWRPC	Demographics	Post Secondary Enrollment	Current period	NH - Schools
2015 SWRPC	Demographics	Race & Ethnicity	Current period	US Census - Decennial
2015 FRCOG	Demographics	Race & Hispanic/Latino Origin	Current period	US Census - ACS
2015 SWRPC	Government	Municipal Equalized Tax Rates	Over time	NH DOR
2015 SWRPC	Government	Municipal Property Valuations by Land Use	Over time	NH DOR
2015 SWRPC	Housing	Fair Market Rents	Current period	US HUD
2015 SWRPC	Housing	Housing Type	Over time; Nation and state	US Census - Decennial, ACS
2015 SWRPC	Housing	Median Gross Rents	Over time; Nation and state	US Census - Decennial, ACS
2015 SWRPC	Housing	Median Home Purchase Price	Over time	NH DOR
2015 SWRPC	Housing	Median Home Value	Over time; Nation and state	US Census - Decennial, ACS
2015 SWRPC	Housing	Vacancy Rate	Over time; Nation and state	US Census - Decennial
2014 SeVEDS	Income/Wage	Average Annual Wage	Over time; Nation, state and adjacent areas	US BLS - QCEW
2014 SeVEDS	Income/Wage	Average Earnings and Per Capita Income	Over time	US Census - Decennial
2015 FRCOG	Income/Wage	Average Wage Per Job	Current period; Nation, state and adjacent areas	US BEA
2015 SWRPC	Income/Wage	Average Weekly Wage	Current period	NH ES

Table continued next page.

CEDS Plan	Data Category	Data Point	Comparison (Time period; Geographic)	Data Source
2014 SeVEDS	Income/Wage	Median Earnings by Educational Attainment	State and neighboring regions	US BLS
2015 SWRPC	Income/Wage	Median Household Income and Per Capita Income	Current period	US Census - ACS
2015 FRCOG	Income/Wage	Median Household, Median Family, Per Capita Income	Current period; Nation and state	US Census - ACS
2014 SeVEDS	Income/Wage	Percent of Sources of Personal Income	Over time; Nation and state	US BEA
2015 SWRPC	Income/Wage	Poverty Rate	Current period	US Census - ACS
2015 FRCOG	Industry	Cluster Portfolio	Current period	US Cluster Mapping
2015 FRCOG	Industry	Employment by Industry (private only)	Current period; Nation and state	US Census - CBP
2015 SWRPC	Industry	Employment by Industry Type	Over time	US Census - Decennial, ACS
2015 FRCOG	Industry	Employment for Manufacturing Industry	Over time	US Census - CBP
2015 SWRPC	Industry	Firm Size Distribution	Current period	NH ES
2015 SWRPC	Industry	Industry & Occupational Projections	Projected period	NH ES
2015 SWRPC	Industry	Location Quotient of Employment by Industry Type	Over time; Nation, state and adjacent areas	US DOL - QCEW
2015 FRCOG	Industry	Location Quotient of Highest Employment Industries	Current period	IN Purdue Center
2014 SeVEDS	Industry	Self-Employment	Over time	US Census - Decennial
2015 FRCOG	Industry	Workers by Class	Current period; Nation and state	US Census - ACS
2015 SWRPC	Labor Force	Covered Employment & wages	Over time	NH ES
2015 FRCOG	Labor Force	Labor Force and Employment	Over time	MA DOL
2014 SeVEDS	Labor Force	Labor Force and Participation Rate	Over time; Nation and state	US BEA
2014 SeVEDS	Labor Force	Unemployment Rate	Over time; Nation and state	US BEA
2015 SWRPC	Labor Force	Unemployment Rate	Over time; Nation and state	US BLS
2015 FRCOG	Labor Force	Unemployment Rate	Current period; Nation and state	MA LWD

Table continued next page.

CEDS Plan	Data Category	Data Point	Comparison (Time period; Geographic)	Data Source
2015 SWRPC	Other	Patents Per Capita	Over time; Nation, state and adjacent areas	US Patent Office
2015 FRCOG	Other	Resilience Capacity Index	Current period	UC Berkeley
2015 SWRPC	Population	Population Change	Over time	US Census - Decennial
2015 FRCOG	Population	Population Change	Over time	US Census - Decennial
2015 SWRPC	Population	Population Projection	Projected period	NHOEP
2015 FRCOG	Population	Population Projection Change	Projected period	MA UMASS
2015 SWRPC	Transportation	Jobs by Travel Distance	Current period	US Census - ACS
2015 SWRPC	Transportation	Place of Work and Residence	Over time	US Census - Decennial, ACS
2015 SWRPC	Transportation	Travel Time to Work	Over time	US Census - Decennial, ACS
2015 SWRPC	Transportation	Traveler Spending	Over time	Plymouth State

Appendix B – Select 2010-2014 American Community Survey Social Data

Subject	Greater Franklin County	Southwest New Hampshire	Southeast Vermont	Total Estimate
SEX AND AGE				
Total population	123,824	100,729	46,176	270,729
Male	61,007	49,404	22,779	133,190
Female	62,817	51,325	23,397	137,539
Under 5 years	4,700	4,787	2,045	11,532
5 to 9 years	5,016	5,457	2,329	12,802
10 to 14 years	6,257	5,812	2,696	14,765
15 to 19 years	14,959	8,312	2,848	26,119
20 to 24 years	19,376	7,151	2,623	29,150
25 to 34 years	12,482	10,687	4,907	28,076
35 to 44 years	11,971	11,525	5,039	28,535
45 to 54 years	15,663	15,331	7,375	38,369
55 to 59 years	8,748	7,730	4,136	20,614
60 to 64 years	8,276	7,755	3,795	19,826
65 to 74 years	8,983	9,054	4,916	22,953
75 to 84 years	4,930	4,955	2,427	12,312
85 years and over	2,463	2,173	1040	5,676
18 years and over	103,978	81,002	37,393	222,373
21 years and over	86,911	74,222	35,674	196,807
62 years and over	21,110	20,821	10,480	52,411
65 years and over	16,376	16,182	8,383	40,941
18 years and over	103,978	81,002	37,393	222,373
Male	50,675	39,341	18,122	108,138
Female	53,303	41,661	19,271	114,235
65 years and over	16,376	16,182	8,383	40,941
Male	7,293	7,364	3,841	18,498
Female	9,083	8,818	4,542	22,443
HOUSEHOLDS				
Total households	44,571	40,293	20,257	105,121
Family households (families)	25,849	25,825	11,944	63,618
With own children under 18 years	10,576	9,674	4,705	24,955
Married-couple family	19,238	20,187	9,491	48,916
With own children under 18 years	6,943	6,604	3,199	16,746
Male householder, no wife present, family	1,966	1,774	885	4,625
With own children under 18 years	1,044	877	564	2,485
Female householder, no husband present, family	4,645	3,864	1,568	10,077
With own children under 18 years	2,589	2,193	942	5,724
Nonfamily households	18,722	14,468	8,313	41,503
Householder living alone	13,057	10,908	6,479	30,444
65 years and over	4,947	4,417	2,585	11,949
Households with one or more people under 18 years	11,623	10,724	5,041	27,388
Households with one or more people 65 years and over	11,976	11,363	6,071	29,410
SCHOOL ENROLLMENT				
Population 3 years and over enrolled in school	46,069	25,312	9,896	81,277
Nursery school, preschool	1,451	1,402	510	3,363
Kindergarten	1,060	1,229	387	2,676

Subject	Greater Franklin County	Southwest New Hampshire	Southeast Vermont	Total Estimate
Elementary school (grades 1-8)	9,091	8,805	4,192	22,088
High school (grades 9-12)	5,309	4,722	2,250	12,281
College or graduate school	29,158	9,154	2,557	40,869
EDUCATIONAL ATTAINMENT				
Population 25 years and over	73,516	69,210	33,635	176,361
Less than 9th grade	1,750	1,582	915	4,247
9th to 12th grade, no diploma	4,288	3,905	2,009	10,202
High school graduate (includes equivalency)	19,274	22,666	10,559	52,499
Some college, no degree	13,465	12,974	6,215	32,654
Associate's degree	6,983	5,404	2,248	14,635
Bachelor's degree	13,788	13,675	6,633	34,096
Graduate or professional degree	13,968	9,004	5,056	28,028
VETERAN STATUS				
Civilian population 18 years and over	103,909	80,905	37,377	222,191
Civilian veterans	7,443	8,888	3,716	20,047
DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION				
Total Civilian Noninstitutionalized Population	122,774	99,716	45,763	268,253
With a disability	14,502	11,739	7,245	33,486
Under 18 years	19,800	19,700	8,630	48,130
With a disability	1,368	790	734	2,892
18 to 64 years	87,231	64,514	28,908	180,653
With a disability	8,167	5,822	3,974	17,963
65 years and over	15,743	15,502	8,225	39,470
With a disability	4,967	5,127	2,537	12,631

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

Appendix C – Select 2010-2014 American Community Survey Economic Data

Subject	Greater Franklin County	Southwest New Hampshire	Southeast Vermont	Total Estimate
EMPLOYMENT STATUS				
Population 16 years and over	106,436	83,370	38,596	228,402
In labor force	67,412	56,228	25,594	149,234
Civilian labor force	67,343	56,131	25,578	149,052
Employed	61,320	52,100	23,668	137,088
Unemployed	6,023	4,031	1,910	11,964
Armed Forces	69	97	16	182
Not in labor force	39,024	27,142	13,002	79,168
Civilian labor force	67,343	56,131	25,578	149,052
Females 16 years and over	54,640	42,829	19,815	117,284
In labor force	33,326	27,055	12,406	72,787
Civilian labor force	33,286	27,052	12,406	72,744
Employed	30,776	25,391	11,585	67,752
Own children under 6 years	5,448	5,790	2,384	13,622
All parents in family in labor force	3,766	4,089	1,718	9,573
Own children 6 to 17 years	13,354	12,990	5,945	32,289
All parents in family in labor force	10,258	10,206	4,627	25,091
COMMUTING TO WORK				
Workers 16 years and over	59,990	51,137	23,035	134,162
Car, truck, or van -- drove alone	41,614	40,330	16,770	98,714
Car, truck, or van -- carpooled	4,871	4,115	1,920	10,906
Public transportation (excluding taxicab)	2,380	217	205	2,802
Walked	5,013	1,836	1,323	8,172
Other means	927	573	318	1,818
Worked at home	5,185	4,066	2,499	11,750
OCCUPATION				
Civilian employed population 16 years and over	61,320	52,100	23,668	137,088
Management, business, science, and arts occupations	24,686	19,334	9,425	53,445
Service occupations	12,498	8,223	4,315	25,036
Sales and office occupations	13,301	11,679	4,607	29,587
Natural resources, construction, and maintenance occupations	4,593	5,491	2,704	12,788
Production, transportation, and material moving occupations	6,242	7,373	2,617	16,232
INDUSTRY				
Civilian employed population 16 years and over	61,320	52,100	23,668	137,088
Agriculture, forestry, fishing and hunting, and mining	927	615	510	2,052
Construction	3,330	4,574	2,204	10,108
Manufacturing	5,364	7,953	2,307	15,624
Wholesale trade	1,193	2,165	857	4,215
Retail trade	6,559	5,737	2,260	14,556
Transportation and warehousing, and utilities	1,813	1,851	949	4,613
Information	1,465	929	536	2,930

Subject	Greater Franklin County	Southwest New Hampshire	Southeast Vermont	Total Estimate
Finance and insurance, and real estate and rental and leasing	2,313	2,558	1,095	5,966
Professional, scientific, and management, and administrative and waste management services	3,678	3,733	1,881	9,292
Educational services, and health care and social assistance	24,291	14,719	6,887	45,897
Arts, entertainment, and recreation, and accommodation and food services	5,738	3,719	2,369	11,826
Other services, except public administration	2,579	2,090	1,132	5,801
Public administration	2,070	1,457	681	4,208
CLASS OF WORKER				
Civilian employed population 16 years and over	61,320	52,100	23,668	137,088
Private wage and salary workers	41,963	40,609	17,444	100,016
Government workers	14,079	7,164	3,030	24,273
Self-employed in own not incorporated business workers	5,170	4,281	3,172	12,623
Unpaid family workers	108	46	22	176
INCOME AND BENEFITS (IN 2014 INFLATION-ADJUSTED DOLLARS)				
Total households	44,571	40,293	20,257	105,121
Less than $10,000	2,846	2,035	1,150	6,031
$10,000 to $14,999	2,927	1,855	1,206	5,988
$15,000 to $24,999	5,146	3,825	2,217	11,188
$25,000 to $34,999	3,960	3,998	2,409	10,367
$35,000 to $49,999	6,003	5,175	3,054	14,232
$50,000 to $74,999	8,017	8,063	4,013	20,093
$75,000 to $99,999	6,281	6,038	2,968	15,287
$100,000 to $149,999	6,093	6,004	1,997	14,094
$150,000 to $199,999	1,768	1,777	762	4,307
$200,000 or more	1,530	1,523	481	3,534
With earnings	34,927	32,264	15,629	82,820
With Social Security	13,637	13,075	6,934	33,646
With retirement income	8,094	7,290	3,525	18,909
With Supplemental Security Income	3,182	2,076	1,347	6,605
With cash public assistance income	1,305	906	686	2,897
With Food Stamp/SNAP benefits in the past 12 months	6,164	3,632	2,929	12,725
Families	25,849	25,825	11,944	63,618
Less than $10,000	890	620	410	1,920
$10,000 to $14,999	654	525	250	1,429
$15,000 to $24,999	1,808	1,377	767	3,952
$25,000 to $34,999	1,870	2,045	1,235	5,150
$35,000 to $49,999	3,343	3,082	1,849	8,274
$50,000 to $74,999	5,018	5,686	2,658	13,362
$75,000 to $99,999	4,433	4,884	2,108	11,425
$100,000 to $149,999	4,972	4,852	1,616	11,440
$150,000 to $199,999	1,591	1,472	649	3,712
$200,000 or more	1,270	1,282	402	2,954

Subject	Greater Franklin County	Southwest New Hampshire	Southeast Vermont	Total Estimate
Nonfamily households	18,722	14,468	8,313	41,503
HEALTH INSURANCE COVERAGE				
Civilian noninstitutionalized population	122,774	99,716	45,763	268,253
With health insurance coverage	118,360	88,935	42,659	249,954
With private health insurance	95,306	74,376	29,512	199,194
With public coverage	39,116	27,370	20,558	87,044
No health insurance coverage	4,414	10,781	3,104	18,299
Civilian noninstitutionalized population under 18 years	19,800	19,700	8,630	48,130
No health insurance coverage	421	860	128	1,409
Civilian noninstitutionalized population 18 to 64 years	87,231	64,514	28,908	180,653
In labor force:	62,896	51,768	23,256	137,920
Employed:	57,245	48,147	21,530	126,922
With health insurance coverage	54,864	41,005	19,276	115,145
With private health insurance	49,537	39,702	16,043	105,282
With public coverage	7,304	1,945	3,871	13,120
No health insurance coverage	2,381	7,142	2,254	11,777
Unemployed:	5,651	3,621	1,726	10,998
With health insurance coverage	4,917	2,507	1,391	8,815
With private health insurance	3,266	2,027	552	5,845
With public coverage	1,955	561	896	3,412
No health insurance coverage	734	1,114	335	2,183
Not in labor force:	24,335	12,746	5,652	42,733
With health insurance coverage	23,515	11,121	5,270	39,906
With private health insurance	17,318	8,259	2,834	28,411
With public coverage	7,635	3,825	2,904	14,364
No health insurance coverage	820	1,625	382	2,827

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

Appendix D – Select 2010-2014 American Community Survey Housing Data

Subject	Greater Franklin County	Southwest New Hampshire	Southeast Vermont	Total Estimate
HOUSING OCCUPANCY				
Total housing units	49,612	46,105	32,805	128,522
Occupied housing units	44,571	40,293	20,257	105,121
Vacant housing units	5,041	5,812	12,548	23,401
UNITS IN STRUCTURE				
Total housing units	49,612	46,105	32,805	128,522
1-unit, detached	30,747	31,497	21,990	84,234
1-unit, attached	1,779	1002	2,235	5,016
2 units	4,662	2,690	1,774	9,126
3 or 4 units	3,750	2,888	1,898	8,536
5 to 9 units	3,065	2,284	1,459	6,808
10 to 19 units	2,206	1,127	638	3,971
20 or more units	2,294	1,729	1,089	5,112
Mobile home	1095	2,888	1,718	5,701
Boat, RV, van, etc.	14	0	4	18
YEAR STRUCTURE BUILT				
Total housing units	49,612	46,105	32,805	128,522
Built 2010 or later	264	376	41	681
Built 2000 to 2009	2,932	5,064	3,090	11,086
Built 1990 to 1999	3,833	3,972	3,273	11,078
Built 1980 to 1989	6,664	7,710	6,691	21,065
Built 1970 to 1979	7,372	5,870	5,243	18,485
Built 1960 to 1969	4,465	3,770	3,237	11,472
Built 1950 to 1959	4,455	3,589	1,747	9,791
Built 1940 to 1949	2,435	1,950	959	5,344
Built 1939 or earlier	17,192	13,804	8,524	39,520
BEDROOMS				
Total housing units	49,612	46,105	32,805	128,522
No bedroom	894	773	656	2,323
1 bedroom	6,910	5,400	4,186	16,496
2 bedrooms	14,225	13,613	8,414	36,252
3 bedrooms	17,628	17,762	12,234	47,624
4 bedrooms	7,623	6,881	5,400	19,904
5 or more bedrooms	2,332	1,676	1,915	5,923
HOUSING TENURE				
Occupied housing units	44,571	40,293	20,257	105,121
Owner-occupied	28,631	29,107	14,227	71,965
Renter-occupied	15,940	11,186	6,030	33,156
VEHICLES AVAILABLE				
No vehicles available	3,564	2,045	1,400	7,009
1 vehicle available	16,211	12,489	7,021	35,721
2 vehicles available	16,865	17,211	8,136	42,212
3 or more vehicles available	7,931	8,548	3,700	20,179

Subject	Greater Franklin County	Southwest New Hampshire	Southeast Vermont	Total Estimate
HOUSE HEATING FUEL				
Occupied housing units	44,571	40,293	20,257	105,121
Utility gas	7,779	1127	180	9,086
Bottled, tank, or LP gas	3,089	4,372	2,935	10,396
Electricity	6,492	2,364	1,080	9,936
Fuel oil, kerosene, etc.	21,407	24,176	10,670	56,253
Coal or coke	69	80	207	356
Wood	4,890	7,292	4,753	16,935
Solar energy	24	38	18	80
Other fuel	684	711	310	1,705
No fuel used	137	133	104	374
SELECTED CHARACTERISTICS				
Occupied housing units	44,571	40,293	20,257	105,121
Lacking complete plumbing facilities	227	228	229	684
Lacking complete kitchen facilities	278	259	287	824
No telephone service available	860	599	345	1,804
VALUE				
Owner-occupied units	28,631	29,107	14,227	71,965
Less than $50,000	1,112	2,070	670	3,852
$50,000 to $99,999	1,364	1,430	905	3,699
$100,000 to $149,999	3,210	3,661	1,825	8,696
$150,000 to $199,999	6,374	7,597	3,148	17,119
$200,000 to $299,999	8,758	8,842	4,069	21,669
$300,000 to $499,999	6,021	4,224	2,760	13,005
$500,000 to $999,999	1,630	1,067	708	3,405
$1,000,000 or more	162	216	142	520
MORTGAGE STATUS				
Owner-occupied units	28,631	29,107	14,227	71,965
Housing units with a mortgage	18,517	19,316	9,052	46,885
Housing units without a mortgage	10,114	9,791	5,175	25,080
SELECTED MONTHLY OWNER COSTS (SMOC)				
Housing units with a mortgage	18,517	19,316	9,052	46,885
Less than $300	35	37	13	85
$300 to $499	158	157	84	399
$500 to $699	568	369	309	1,246
$700 to $999	1,877	1,489	1,205	4,571
$1,000 to $1,499	5,584	5,324	3,079	13,987
$1,500 to $1,999	5,319	5,644	2,404	13,367
$2,000 or more	4,976	6,296	1,958	13,230
Housing units without a mortgage	10,114	9,791	5,175	25,080
Less than $100	17	20	16	53
$100 to $199	283	106	90	479
$200 to $299	449	271	241	961
$300 to $399	1,090	361	414	1,865
$400 or more	8,275	9,033	4,414	21,722

Subject	Greater Franklin County	Southwest New Hampshire	Southeast Vermont	Total Estimate
SELECTED MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME (SMOCAPI)				
Housing units with a mortgage (ex. units where SMOCAPI cannot be computed)	18,458	19,280	9,034	46,772
Less than 20.0 percent	6,488	5,714	2,364	14,566
20.0 to 24.9 percent	3,085	3,730	1,513	8,328
25.0 to 29.9 percent	2,603	2,832	1,269	6,704
30.0 to 34.9 percent	1,656	1,520	955	4,131
35.0 percent or more	4,626	5,484	2,933	13,043
Not computed	59	36	18	113
Housing unit without a mortgage (ex. units where SMOCAPI cannot be computed)	10,026	9,727	5,112	24,865
Less than 10.0 percent	3,337	1,858	1,033	6,228
10.0 to 14.9 percent	2,090	2,128	1,029	5,247
15.0 to 19.9 percent	1,287	1,542	654	3,483
20.0 to 24.9 percent	774	1,074	567	2,415
25.0 to 29.9 percent	614	531	431	1,576
30.0 to 34.9 percent	522	446	266	1,234
35.0 percent or more	1,402	2,148	1,132	4,682
Not computed	88	64	63	215
GROSS RENT				
Occupied units paying rent	14,982	10,580	5,672	31,234
Less than $200	348	159	46	553
$200 to $299	816	340	236	1,392
$300 to $499	1200	668	353	2,221
$500 to $749	2,674	1,724	1,623	6,021
$750 to $999	4,167	3,262	1,746	9,175
$1,000 to $1,499	4,113	3,188	1,405	8,706
$1,500 or more	1,664	1,239	263	3,166
No rent paid	958	606	358	1,922
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRAPI)				
Occupied units paying rent (excluding units where GRAPI cannot be computed)	14,615	10,475	5,592	30,682
Less than 15.0 percent	1,908	707	589	3,204
15.0 to 19.9 percent	1,260	1,335	679	3,274
20.0 to 24.9 percent	1,811	1,400	782	3,993
25.0 to 29.9 percent	1,579	1,425	774	3,778
30.0 to 34.9 percent	1220	1,191	558	2,969
35.0 percent or more	6,837	4,417	2,210	13,464
Not computed	1,325	711	438	2,474

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

Appendix E – Largest Employment Sectors per Region

Subject	Greater Franklin County		Southwest New Hampshire		Southeast Vermont		Tri-State Region	
	Estimate	Percentage	Estimate	Percentage	Estimate	Percentage	Estimate	Percentage
Civilian employed population 16 years and over	61,320	100.0%	52,100	100.0%	23,668	100.0%	137,088	100.0%
Agriculture, forestry, fishing and hunting, and mining	927	1.5%	615	1.2%	510	2.2%	2,052	1.5%
Construction	3,330	5.4%	4,574	8.8%	2,204	9.3%	10,108	7.4%
Manufacturing	5,364	8.7%	7,953	15.3%	2,307	9.7%	15,624	11.4%
Wholesale trade	1,193	1.9%	2,165	4.2%	857	3.6%	4,215	3.1%
Retail trade	6,559	10.7%	5,737	11.0%	2,260	9.5%	14,556	10.6%
Transportation and warehousing, and utilities	1,813	3.0%	1,851	3.6%	949	4.0%	4,613	3.4%
Information	1,465	2.4%	929	1.8%	536	2.3%	2,930	2.1%
Finance and insurance, and real estate and rental and leasing	2,313	3.8%	2,558	4.9%	1,095	4.6%	5,966	4.4%
Professional, scientific, and management, and administrative and waste management services	3,678	6.0%	3,733	7.2%	1,881	7.9%	9,292	6.8%
Educational services, and health care and social assistance	24,291	39.6%	14,719	28.3%	6,887	29.1%	45,897	33.5%
Arts, entertainment, and recreation, and accommodation and food services	5,738	9.4%	3,719	7.1%	2,369	10.0%	11,826	8.6%
Other services, except public administration	2,579	4.2%	2,090	4.0%	1,132	4.8%	5,801	4.2%
Public administration	2,070	3.4%	1,457	2.8%	681	2.9%	4,208	3.1%

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Appendix F – CEDS Plans' Goals, Objectives, and Actions

CEDS	Type	#	Goal/Objective/Action	Theme
SeVEDS	Goal	A	Reversing population decline	Socio-economic
SeVEDS	Goal	B	Increasing the number of good paying jobs	Business
SeVEDS	Goal	C	Improving the quality of the workforce	Workforce
SeVEDS	Goal	D	Raising household income relative to surrounding areas	Socio-economic
SeVEDS	Objective	1.0	Act Regionally.	Process
SeVEDS	Strategy	1.1	Implement a regional, asset-based S.M.A.R.T CEDS and ecosystem, which expands public, private and non-profit collaboration with a common strategic vision that is annually updated.	Process
SeVEDS	Strategy	1.2	Maintain a regional economic development planning organization, including funding, to update and guide implementation of the CEDS.	Process
SeVEDS	Strategy	1.3	Create redevelopment capacity in the Southeastern Vermont region.	Process
SeVEDS	Strategy	1.4	Recognize and blend quality of place characteristics and concepts into the SeVEDS strategies.	Process
SeVEDS	Objective	2.0	Create an entrepreneurial environment and culture to enhance existing business and grow new business.	Business
SeVEDS	Strategy	2.1	Within three years, implement an innovation ecosystem which provides tools and services to enhance the capacity for innovation within existing and new businesses. In addition, this ecosystem should foster entrepreneurism and the likelihood of success for new and existing entrepreneurs.	Business
SeVEDS	Strategy	2.2	Expand and enhance Windham County fixed broadband subscriptions and wireless access to global standards.	Development
SeVEDS	Strategy	2.3	Leverage ultra-high speed broadband expansions.	Development
SeVEDS	Objective	3.0	Improve wage parity with the surrounding laborshed.	Socio-economic
SeVEDS	Strategy	3.1	Increase employment opportunities for mid- and high-skilled labor. (Specific action in in healthcare, technology-driven manufacturing, and green building products and services)	Workforce
SeVEDS	Strategy	3.2	Expand contribution to the regional economy from the global economy by leveraging businesses with global connections seeking higher skilled workers in high wage jobs.	Business
SeVEDS	Objective	4.0	Increase the size and quality of the workforce.	Workforce
SeVEDS	Strategy	4.1	Develop a collaborative workforce center of excellence between providers and users of workforce development services that identifies and connects existing workforce development assets while also defining, defines future workforce requirements and gaps by September 2014.	Workforce
SeVEDS	Strategy	4.2	Increase number of associate degrees/some college and technical certificates with a particular focus on the 18–24 year old age bracket.	Workforce

CEDS	Type	#	Goal/Objective/Action	Theme
SeVEDS	Objective	5.0	Retain and attract younger talent through engagement linkages, lifestyle amenities, and meaningful career opportunities.	Other - Quality of Live
SeVEDS	Strategy	5.1	Develop a Knowledge Based Economy (KBE) strategy connecting the SeVEDS region to the New England Knowledge Corridor by January 2016.	Process
SeVEDS	Strategy	5.2	Develop a livable communities strategy by December 2015.	Process
SeVEDS	Strategy	5.3	Leverage tourism assets to attract and retain young resident families.	Other - Quality of Live
SeVEDS	Strategy	5.4	Develop a coordinated regional marketing plan to promote Southeastern Vermont as the best place to live and work.	Other - Quality of Live
SeVEDS	Strategy	5.5	Implement a Young Professionals Group (YPG) to support and attract 22–44 year old professionals and workers.	Other - Youth
SeVEDS	Objective	6.0	Develop immediate, VY-specific workforce and site impact mitigation strategies prior to its 2014 closure.	Other - Vermont Yankee
SeVEDS	Strategy	6.1	Plan for the loss of at least 600 high paying jobs due to the closure of Vermont Yankee.	Other - Vermont Yankee
SeVEDS	Strategy	6.2	Provide support for Windham Regional Commission's engagement in regulatory and non-regulatory closure and decommissioning activities.	Other - Vermont Yankee
SeVEDS	Strategy	6.3	Implement action items from post-VY task force report on mitigating job loss impacts and GDP impacts.	Other - Vermont Yankee
SWRPC	Goal	A	Maintain a high-quality labor force	Workforce
SWRPC	Objective	A.1	Provide workers with the skills to meet the needs of local business.	Workforce
SWRPC	Task	A.1.a	Start an initiative to address workforce skills and to assess employer needs and provide required training.	Workforce
SWRPC	Task	A.1.b	Strengthen programs for teaching basic technology skills to high school students.	Workforce
SWRPC	Objective	A.2	Ensure the availability of skilled workers to meet development demand.	Workforce
SWRPC	Task	A.2.a	Recruit local youth and college students through apprenticeship and internship programs with Regional employers.	Workforce
SWRPC	Task	A.2.b	Recruit trained personnel in demand occupations from outside the Region	Workforce
SWRPC	Objective	A.3	Create employment opportunities that protect and raise workers' standards of living.	Business
SWRPC	Goal	B	Prepare for future development	Development
SWRPC	Objective	B.1	Ensure a healthy balance of residential, commercial, and industrial development, agriculture, forestry, and open space (smart growth).	Development

CEDS	Type	#	Goal/Objective/Action	Theme
SWRPC	Task	B.1.a	Assist municipalities in reviewing zoning and other regulations regarding the location of potential future development.	Development
SWRPC	Task	B.1.b	Promote the NH Main Street Program, including the principles of historic preservation and context-sensitive design.	Development
SWRPC	Objective	B.2	Provide information to municipalities about the costs and benefits of different types of development.	Development
SWRPC	Task	B.2.a	Assist municipalities in updating their impact fee schedules.	Development
SWRPC	Objective	B.3	Support a quality transportation system, both locally and regionally, to provide capacity for desired economic development.	Development
SWRPC	Task	B.3.a	Support a system of diverse transportation modes by incorporating sidewalks and bicycle lanes into street and highway design, as well as by developing a regional public transportation system.	Development
SWRPC	Task	B.3.b	Improve road conditions and access management to support safe and efficient movement of people and goods.	Development
SWRPC	Objective	B.4	Modernize and maintain public and private infrastructure, including water, sewer, communications and schools, to meet future demand.	Development
SWRPC	Task	B.4.a	Assess and inventory the capacity and quality of existing municipal infrastructure and facilities	Development
SWRPC	Task	B.4.b	Promote municipal infrastructure and facility capacity expansion and improvement where necessary.	Development
SWRPC	Task	B.4.c	Encourage the adoption of local capital improvement programs to upgrade and modernize municipal infrastructure and facilities.	Development
SWRPC	Task	B.4.d	Promote Tax Increment Financing districts as a means for improving and modernizing municipal infrastructure and facilities.	Development
SWRPC	Task	B.4.e	Encourage utility and telecommunication providers to participate in an infrastructure inventory for determining development need capacities.	Development
SWRPC	Goal	C	Balance housing opportunities with trends in income, employment and community character.	Housing
SWRPC	Objective	C.1	Provide housing for all residents, including type, location and cost.	Housing
SWRPC	Task	C.1.a	Assess Regional housing needs	Housing
SWRPC	Task	C.1.b	Update master plans and zoning regulations to address housing needs	Housing
SWRPC	Task	C.1.c	Encourage the rehabilitation and construction of all housing types	Housing
SWRPC	Objective	C.2	Support private and public housing development activities that provide affordable owner-occupied and renter-occupied homes and apartments.	Housing

CEDS	Type	#	Goal/Objective/Action	Theme

SWRPC	Goal	D	Strengthen the economic base	Socio-economic
SWRPC	Objective	D.1	Promote diverse types of economic activities.	Business
SWRPC	Task	D.1.a	Promote the virtue of engaging in business activities	Business
SWRPC	Task	D.1.b	Strengthen programs that educate entrepreneurial start-ups about business planning, market research and other sound business practices.	Business
SWRPC	Task	D.1.c	Establish business incubators and programs to provide low-cost rent, shared services, flexible financing and other appropriate services.	Business
SWRPC	Task	D.1.d	Support and retain businesses, including innovative firms in export-oriented industry sectors.	Business
SWRPC	Task	D.1.e	Recruit businesses, including export-oriented companies, from outside the Region.	Business
SWRPC	Objective	D.2	Strengthen the tourism industry.	Business
SWRPC	Task	D.2.a	Create the position of a Regional tourism coordinator.	Business
SWRPC	Task	D.2.b	Develop marketing strategies to attract visitors to the Region.	Business
SWRPC	Task	D.2.c	Enhance opportunities for outdoor recreation.	Business
SWRPC	Task	D.2.d	Establish Regional visitor center.	Business
SWRPC	Objective	D.3	Encourage creativity, innovation and cooperation in business and industry.	Business
SWRPC	Task	D.3.a	Strengthen those individuals, organizations and businesses that help provide a creative environment and strengthen the Regional economy.	Business
SWRPC	Task	D.3.b	Create working group of organizations such as economic development corporations, chambers of commerce and UNH Cooperative Extension for coordination of activities.	Business
SWRPC	Task	D.3.c	Encourage research collaboration between the Region's institutions of higher education and employers.	Business
SWRPC	Task	D.3.d	Establish an institution for focusing on research activities consistent with the economic goals of the Region.	Business
SWRPC	Goal	E	Support climate for helping business to create a diverse range of employment opportunities.	Business
SWRPC	Objective	E.1	Remove unnecessary barriers for business development.	Development
SWRPC	Task	E.1.a	Assist municipalities in reviewing zoning and other regulations regarding the location, required lot sizes and the diversity of business types permitted.	Development
SWRPC	Task	E.1.b	Help municipalities in planning commercial and industrial development in areas with existing infrastructure.	Development
SWRPC	Task	E.1.c	Increase the number of shovel-ready industrial sites.	Development
SWRPC	Task	E.1.d	Strengthen organizations that provide business support.	Business

CEDS	Type	#	Goal/Objective/Action	Theme

SWRPC	Goal	F	Promote the concept of Regionalism	Process
SWRPC	Objective	F.1	Strengthen regional organizations and promote public awareness of regional issues and solutions.	Process
SWRPC	Task	F.1.a	Strengthen regional organizations and promote public awareness of regional issues and solutions.	Process
SWRPC	Task	F.1.b	Coordinate work of regional organizations and agencies.	Process
SWRPC	Task	F.1.c	Educate the public on the benefits of regional coordination and collaboration.	Process
SWRPC	Task	F.1.d	Create a point of reference that serves as a clearing house for Regional economic development activities and resources.	Process
SWRPC	Goal	G	Strengthen local governments	Process
SWRPC	Objective	G.1	Encourage a high level of volunteerism.	Process
SWRPC	Task	G.1.a	Broaden the number of citizens involved in municipal government.	Process
SWRPC	Task	G.1.b	Promote awareness among volunteers about their responsibilities.	Process
SWRPC	Objective	G.2	Ensure responsible and effective municipal decision-making.	Process
SWRPC	Task	G.2.a	Encourage municipalities to hire professional staff for particular municipal positions.	Process
SWRPC	Task	G.2.b	Provide technical training for elected officials and professional staff.	Process
SWRPC	Task	G.2.c	Promote inter-municipal resource sharing regarding staff, facilities, equipment and other municipal functions.	Process
SWRPC	Goal	H	Strengthen the quality of health services.	Other - Health
SWRPC	Objective	H.1	Ensure access to and sufficient capacity of health services to serve citizens of all income levels.	Other - Health
SWRPC	Task	H.1.a	Support medical task forces for assessing the need for health services in the Region.	Other - Health
SWRPC	Task	H.1.b	Establish local branches of regional health providers, including doctors and registered nurses.	Other - Health
FRCOG	Strategy	1.0	Respond to market opportunities by ensuring access to basic and sector-specific skills training for adults and youth	Workforce
FRCOG	Action Item	1.A	Ensure sustainability and expansion of manufacturing middle-skills training for adults and youth.	Workforce
FRCOG	Action Item	1.B	Assess and expand credential offerings or re-skilling programs that are sector specific	Workforce
FRCOG	Action Item	1.C	Explore how the literacy level of the workforce may be improved	Workforce
FRCOG	Strategy	2.0	Build collaborations within the region to enhance capacity and better support economic and business development opportunities	Process
FRCOG	Action Item	2.A	Facilitate and enhance the ability of community and regional leaders to engage in regional economic development networks	Process
CEDS	**Type**	**#**	**Goal/Objective/Action**	**Theme**

FRCOG	Action Item	2.B	Build capacity for area business associations and chambers of commerce to efficiently support economic growth in the region	Process
FRCOG	Strategy	3.0	Build collaborations with neighboring regions to better leverage economic development opportunities	Process
FRCOG	Action Item	3.A	As a result of the announcement of Vermont Yankee Nuclear Facility's closure in 2013, a new Tri-Region collaboration seeks to help offset pending losses in economic activity in the broader region through coordination and the leveraging of assets	Process
FRCOG	Action Item	3.B	Participate in Pioneer Valley-wide economic development initiatives to access opportunities and represent Franklin County perspectives in broader regional initiatives	Process
FRCOG	Action Item	3.C	Sustain the outcomes of the Northern Tier Economic Resiliency Project to ensure a robust and connected business development eco-system in the northern tier that extends from northern Berkshire County to the North Quabbin region	Process
FRCOG	Strategy	4.0	Invest in infrastructure that supports business development in appropriate areas that are currently under-utilized	Development
FRCOG	Action Item	4.A	Support investment in broadband infrastructure that deploys access into unserved areas and creates a robust and advanced telecom system in the region.	Development
FRCOG	Action Item	4.B	Expand inventory of usable industrial/commercial space in areas near existing infrastructure and zoned for those purposes	Development
FRCOG	Action Item	4.C	Explore the issues and opportunities for village centers without public sewer and/or water supply systems to accommodate small scale business development	Development
FRCOG	Action Item	4.D	Invest to maintain the existing transportation network and to expand alternative transportation options and related support facilities	Development
FRCOG	Strategy	5.0	Increase the amount of functional space available to foster the growth of small business	Development
FRCOG	Action Item	5.A	Assess the feasibility of creating a growth-stage business incubator that would meet the needs of growth stage, light industrial businesses moving out of incubator space but not ready to construct their own facilities.	Development
FRCOG	Action Item	5.B	Support efforts to foster an environment attractive and attentive to the needs of small businesses and entrepreneurs, and that will increase economic activity and revitalize downtowns	Development
FRCOG	Strategy	6.0	Accelerate business development and sustainability through direct support.	Business
FRCOG	Action Item	6.A	Ensure access to business development assistance and entrepreneurial training, and promote the availability of these resources	Business

CEDS	Type	#	Goal/Objective/Action	Theme

FRCOG	Action Item	6.B	Ensure access to non-traditional and gap commercial financing for small businesses and entrepreneurs	Business
FRCOG	Action Item	6.C	Coordinate opportunities for area businesses to learn about how to sell goods or services to governments and large institutions	Business
FRCOG	Action Item	6.D	Develop programming to help with business succession planning	Business
FRCOG	Action Item	6.E	Explore what goods and services are sourced from outside the region that could be provided from with in the region	Business
FRCOG	Strategy	7.0	Support the ability of individual establishments and the economy to be resilient in case of future economic disruptions	Other - Resiliency
FRCOG	Action Item	7.A	Assist individual businesses and organizations to be prepared in case of emergencies and to encourage their employees to be prepared	Other - Resiliency
FRCOG	Action Item	7.B	Support the engagement of business entities in the communication framework for responding to and recovering from emergencies	Other - Resiliency
FRCOG	Strategy	8.0	Enhance specific industry clusters through increased market understanding and asset development	Business
FRCOG	Action Item	8.A	Create business opportunities that use local forest products or leverage forest land to generate economic activity	Business development
FRCOG	Action Item	8.B	Expand use of the Western Mass. Food Processing Center and encourage greater institutional buying of local food products	Business
FRCOG	Action Item	8.C	Determine the feasibility of creating a shared cold storage facility in the region for use by farmers, food producers, and emergency food organizations	Business
FRCOG	Action Item	8.D	Establish access to small scale poultry processing in the region for use by area farmers.	Business
FRCOG	Action Item	8.E	Assess the current needs and expansion potential of the adventure and outdoor recreation cluster in the region	Business
FRCOG	Action Item	8.F	Increase number of visitors by rail that come to Franklin County by encouraging tourism opportunities.	Business