Northern Vermont Economic Development District

Comprehensive Economic Development Strategy July 1, 2026 – June 30, 2031

NVEDD is a partnership between the Regional Planning Commissions and Economic Development Corporations of Northern Vermont.

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Document Design by Alia Salem, Northeast Kingdom Collaborative

Vision

Northern Vermont will be a thriving, resilient region with a diverse, sustainable economy.

Mission

The Northern Vermont Economic Development District exists to provide opportunities for region-wide development efforts for economic prosperity, sustainability, and resilience.

Northeast Kingdom Collaborative

FRANKLIN COUNTY INDUSTRIAL DEVELOPMENT CORPORATION

NRPC Northwest Regional Planning Commission

LCI EDC Lake Champlain Islands Economic Development Corp

LAMOILLE COUNTY PLANNING COMMISSION

LEDC Lamoille Economic Development Corporation Your Partner in Growing the Future.

NVDA Northeastern Vermont Development Association

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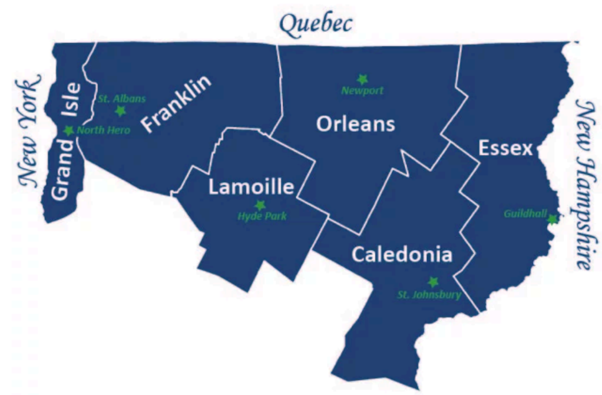
Introduction

The Economic Development District

The Northern Vermont Economic Development District (NVEDD) comprises the six counties along the northernmost border of Vermont: Grand Isle, Franklin, Lamoille, Orleans, Caledonia, and Essex. NVEDD is a partnership between the Regional Planning Commissions and Economic Development Corporations of Northern Vermont.



An Economic Development District is a federally designated organization that leads a locally based, regionally driven economic development planning process. This process leverages the involvement of public, private, and non-profit sectors to establish a strategic roadmap for regional collaboration leading to successful, diversified, and sustainable economic development.

This roadmap, known as a Comprehensive Economic Development Strategy (CEDS), is designed to engage individuals, organizations, local governments, and private industry to collaborate in the economic development of their region by integrating or leveraging other regional planning efforts, as well as the use of available federal funds, private sector resources, and state support to achieve development goals. The CEDS outlines goals, strategies, and action items, providing baseline data and resources to guide communities in strengthening existing key businesses while continuing to search for and capitalize on new opportunities for growth to increase economic prosperity and resilience in their district.

The Comprehensive Economic Development Strategy (CEDS)

In 2016, the Northern Vermont Economic Development District (NVEDD) adopted its first Comprehensive Economic Development Strategy (CEDS). Based on current demographic and business data, as well as on an analysis of the region using the S.W.O.T. framework (Strengths, Weaknesses, Opportunities, and Threats), the plan identified five interconnected goals needed to achieve economic prosperity in Northern Vermont. Each goal was accompanied by a range of action items intended to help achieve the goal and a list of measurable indicators was provided to evaluate the impact of those strategies. A sixth goal was added in 2021 as a result of the increased number of disaster declarations across our region. This goal was intended to address recovery strategies and resources for economic disasters that affect the physical, cultural, and/or economic health of communities in the Northern Vermont district.

These six goals are still relevant today and are key to achieving economic prosperity and resilience in Northern Vermont. Achieving these goals means creating an environment that supports business creation and growth, preparing a capable workforce for new and existing opportunities, and promoting the unique characteristics that make Northern Vermont communities attractive, affordable, vibrant places to live, work, and play. All of this is underscored by ensuring our region is prepared to handle disasters in any form, and have the necessary plans and resources in place to support recovery efforts when disasters do occur.

- Goal 1: **Build Economic Resilience in the Northern Vermont region**
- Goal 2: **Cultivate Business Growth,**
- Goal 3: **Improve and Expand Infrastructure,**
- Goal 4: **Develop the Workforce,**
- Goal 5: **Promote Quality of Life in Communities and,**
- Goal 6: **Disaster Preparedness and Recovery**

The Northern Vermont Economic Development District's 2026-2030 Comprehensive Economic Development Strategy will continue to build on the success of its first two 5-year CEDS plans by implementing proposed local strategies to support the achievement of these six goals.

Regional Overview

Across the district, there are encouraging new trends to support economic growth. These activities are rooted in the district's natural resources, agriculture, local culture, and historical traditions.

Forest Sector

Credit: Erica Houskeeper/VSJF: Christine Heinrich and Matt Clark, co-founders of Whiteout Solutions in Lyndonville, developed a new forest mapping technology using LIDAR sensors attached to drones.

Northern Vermont's forest sector is a cornerstone of the region's rural economy and community vitality. Forests cover approximately 76 percent of Vermont's land base, supporting a forest-based industry (forestry, logging, solid wood products, maple syrup production, wood furniture, and paper/paperboard) that generates $1.4 billion in annual economic activity and directly employs 9,100 jobs statewide. However, these figures do not take into account the ripple effect the industry has on other parts of Vermont's economy. Economic models estimate that the forest products industry actually contributes nearly 14,000 jobs and $2.1 billion in economic output (Forest & Wood Products Industries' Economic Contributions: Vermont - 2017). In northern counties, particularly Caledonia, Essex, and Orleans, logging, trucking, milling, and wood manufacturing remain essential sources of employment in communities where few other industries are present. These forest-based businesses support local jobs, circulate dollars within rural economies, and help anchor working lands that are central to the region's identity and long-term resilience.

The Northeast Kingdom plays an outsized role in this regional forest economy, with active logging operations across areas such as the Kingdom Heritage Lands. Major landowners like Weyerhaeuser, and employers like veneer maker Columbia Forest Products and furniture parts manufacturer Built by Newport, are part of a value chain that includes smaller woodlot owners, loggers, foresters, sawmills and other manufacturers who manage forests and sell wood to markets across New England. Wood energy, produced by such entities as Rygate Power Station, further strengthens this system. North Country Hospital in Newport saves approximately $1 million each year by heating its facilities with locally sourced woody biomass, demonstrating how forest management and energy infrastructure work together to deliver economic, environmental, and community benefits across northern Vermont. Island Pond is home to one of the largest single-source maple sugaring operations in the U.S., Sweet Tree Holdings aka The Maple Guild, with just shy of 500,000 taps. And Orleans County hosts about 10% of the trees tapped in Vermont, behind Franklin and Lamoille Counties.

Across northern Vermont, forest businesses are also expanding value-added manufacturing. Businesses such as Built by Newport, Ethan Allen, and Colombia Forest Products are producing lumber, flooring, furniture, and engineered wood products that keep economic value local and reduce reliance on imports. Outdoor recreation complements and reinforces the forest economy, particularly in the NEK, where working forests support both production and tourism. Kingdom Trails, which operates on privately owned, actively managed forestlands, draws visitors from across the country while maintaining strong partnerships with landowners and foresters. Maple sugaring operations across northern Vermont offer sugarbushes managed for long-term health, biodiversity and resilience, which benefits the region in terms of carbon storage and sequestration as well as habitat for flora and fauna. Together, forest products, maple, wood energy, and outdoor recreation form an interconnected economic system that preserves working lands, supports rural livelihoods, and ensures northern Vermont's forests remain both a powerful economic driver and a defining feature of place.

Outdoor Recreation Sector

The district has adopted a strong focus on building the outdoor recreation economy, a statewide initiative that leverages local outdoor recreational assets to increase visitor traffic to the region, increase consumer spending, create new jobs, promote healthier communities, and strengthen the stewardship and management of land and water resources that are the foundation of the outdoor recreation economy and the cornerstone of the state's identity. In 2023, outdoor recreation contributed $2.1 billion in value added to Vermont's economy and made up 4.8% of the state's GDP. This makes Vermont second in the country, behind only Hawaii, for the highest contribution to state GDP for the second consecutive year.and highlights the importance of prioritizing investment in our region's outdoor recreation economy.

In Orleans County, work was completed on the Beebe Spur Trail, a four-season non-motorized recreation path that connects Newport's designated downtown to the Canadian border over a four-mile waterfront corridor. The Lamoille Valley Rail Trail (LVRT) also finished its expansion, passing through 18 communities in three counties (Caledonia, Lamoille, and Franklin) from St. Johnsbury to Swanton. The LVRT is a four-season, multi-purpose recreation and transportation corridor for walking, hiking, cycling, horseback riding, snowshoeing, cross-country skiing, dogsledding, and snowmobiling. At 93 miles, it is the longest rail trail in New England, spanning Northern Vermont from the Connecticut River to within two miles of Lake Champlain.
Although temporary closures are still expected through 2026 to repair flood damage, a majority of the LVRT is fully open and operational. Northern Vermont is also home to world-class mountain biking at Kingdom Trails, where the Black Bear Trail in Essex County was named the #2 mountain bike trail in the world, drawing riders and economic activity from across the globe.

Agricultural Sector

In the agricultural sector, innovative programs are being implemented to strengthen the ties between communities and local farms and foods. In the Northwest corner of the district, the Healthy Roots Collaborative (HRC) is a regional food systems program that supports growers, producers, and consumers in Franklin and Grand Isle counties. Healthy Roots provides programs and services for both consumers and producers that focus on food education, access and infrastructure. From gleaning quality vegetables and fruits from farms to redistribute to 56 charitable food sites, to strengthening food and farm education in the classrooms through the Farm to School program, to maintaining a network of more than 160 growers and makers to source local food in markets, cafeterias and restaurants, to offering food and farm business support, and hosting tasting events for growers, makers and buyers, HRC's goal is to support a strong agricultural economy through thriving farms that connect with communities in Northwestern Vermont. In 2024, 52,541 lbs of produce were gleaned, recovered, and purchased and subsequently shared with 34 recipient sites. They also provided seven farms with 1-on-1 sales and marketing assistance which resulted in sales growth ranging from a 2.5-34% increase as well as expansion into new markets for five of the seven farms.

Ongoing development of specialty foods and the culinary arts through the farm-to-plate strategy are creating new products and new markets for both established and new business growth. Vermont brands like Eden Ice Cider, which produces high quality, boutique wines from traditional and heirloom varieties of apples (100% of which are produced in Vermont), and Jasper Hill Farm, producers of artisan cheeses at their onsite creamery, received national acclaim in recent years, drawing attention to products unique to the district. Under Vermont's Act 42 (effective July 2025), cottage food operators with annual gross sales of $30,000 or less are exempt from licensing and inspection if they produce non-time/temperature-controlled foods in a home kitchen, potentially enabling more home-based producers to test products, enter local markets, and grow into larger food businesses.

In the Northeast corner of the district, history merges with the future through a state-of- the-art facility that combines one of Hardwick's historic structures with a new business accelerator campus for the farm-and-food-based economy. The Yellow Barn Business Accelerator & Corporate Campus (aka "Yellow Barn"), consists of a two-story, 40,000 sq. ft. multi-purpose processing facility and an innovative adaptive reuse of the historic 3,400 sq. ft. yellow barn, an iconic structure along the Route 15 gateway to downtown Hardwick. Adjacent to the Yellow Barn is the Vermont Food Venture Center, a shared-use food hub and business incubator designed to support emerging food entrepreneurs and farmers seeking to create and grow their business. The Yellow Barn campus offers the ideal next step for these emerging businesses to grow and expand. The Yellow Barn campus is also adjacent to the Lamoille Valley Rail Trail, ensuring high visibility and market penetration to accelerator tenants.

Maple producers throughout the NEK are responsible for just over 20% of the state's maple production and 22% of the state's tapped trees. The pure maple syrup made by these producers is sold in retail, wholesale and bulk markets and also used as ingredients in countless specialty foods by producers throughout the region.

Creative Sector

The creative sector is a significant component of Northern Vermont's economy, quality of life, and long-term regional competitiveness. It includes artists, artisans, designers, performers, cultural nonprofits, creative entrepreneurs, media and production workers, museums, galleries, festivals, historic and cultural sites, downtown arts venues, and the many small businesses whose success is tied to culture, design, storytelling, and place-based identity. The creative economy is not separate from economic development; it is one of the ways rural regions build vibrancy, attract investment, strengthen local businesses, and distinguish themselves in a competitive marketplace.

In Northern Vermont, the creative sector plays an especially important role because of its connection to rural vitality and placemaking. Creative activity helps animate downtowns and village centers, activate underused buildings and public spaces, support tourism and hospitality, create opportunities for small business growth, and reinforce the distinct identity of local communities. It also contributes to resident retention and attraction by making communities more livable, connected, and appealing to young people, families, entrepreneurs, and remote workers. In rural regions, arts and culture are often among the most visible and accessible ways communities come together, build pride, and create shared economic momentum.

The region has substantial creative assets on which to build. These include working artists and makers, performing and visual arts organizations, historic downtowns and village centers, libraries, schools, community gathering spaces, festivals and events, heritage attractions, media and production capacity, and organizations that use arts and culture as tools for education, community development, entrepreneurship, and revitalization. Northern Vermont also benefits from a strong tradition of locally rooted creative enterprise, from makers and craftspeople to craftspeople to cultural presenters and small creative businesses that contribute to both economic activity and community identity.

A regional economic development strategy should recognize the creative sector as a form of essential community infrastructure. Supporting the sector means more than funding arts programming alone. It also means investing in the spaces, systems, partnerships, and business conditions that allow creative workers and enterprises to thrive. Priorities may include affordable and flexible space for artists and creative businesses; rehabilitation and productive reuse of historic properties; technical assistance and small business support for creative entrepreneurs; workforce development in creative, cultural, and production fields; stronger connections between the creative sector and tourism, housing, education, and downtown revitalization; and investment in community hubs that anchor broader economic and civic activity.

The creative sector also offers a practical strategy for addressing several regional challenges at once. It can help strengthen local and regional tourism, generate foot traffic for nearby businesses, support adaptive reuse of vacant or underutilized buildings, expand opportunities for entrepreneurship, and foster community connection in places where social isolation and economic transition are real concerns. Arts and culture can serve as a bridge across sectors, linking economic development with public health, education, workforce development, historic preservation, and community resilience.

For Northern Vermont, investment in the creative economy should be understood not as a secondary cultural benefit, but as a core rural development strategy. The sector produces both economic and civic returns: jobs, local spending, business development, tourism activity, place-based branding, social cohesion, and stronger community identity. A stronger CEDS should therefore explicitly recognize the creative sector as a regional asset and prioritize strategies that expand creative enterprise, strengthen cultural infrastructure, and integrate arts and culture into broader economic and community development planning.

Examples from across the region already demonstrate this potential. Arts and cultural organizations are serving not only as presenters of programming, but also as partners in downtown revitalization, creative entrepreneurship, workforce development, historic preservation, and community-building. These models suggest that creative-sector investment can have multiplier effects well beyond the cultural field itself, particularly when paired with broader regional goals around housing, tourism, small business development, and village-center renewal.

Rural Entrepreneurship

Rural entrepreneurship is the creation and development of businesses in rural areas, using local resources and knowledge to meet community needs and foster economic growth, job creation, and sustainable development in these regions. It differs from urban entrepreneurship by focusing on rural contexts, often leveraging natural resources, traditional skills, and community participation rather than relying solely on advanced technology or dense markets. It is important for communities to support entrepreneurial efforts when they can. Rural innovation spaces, like Do North Coworking in Lyndon, serve as physical hubs for rural entrepreneurial ecosystems and help connect entrepreneurs to programs and training, funding resources, mentorship, and community.

With funding assistance from the EDA and the Vermont Agency of Commerce and Community Development (ACCD), NVDA launched Northeast Kingdom's InnovateNEK initiative to transform Vermont's most rural economy from one suffering from the loss of traditional manufacturing jobs to one driving scalable tech entrepreneurship, investment, and job creation by supporting an ecosystem that:

1. Improves awareness, access to, and engagement with the region's entrepreneurial ecosystem.

2. Increases translation of emerging technology solutions into high-growth startups by increasing support for idea-stage tech entrepreneurs.

3. Accelerates and invests in the region's most promising tech startups. InnovateNEK will engage 250-350 participants in events and activities supporting entrepreneurs from ideation to launch and scale. The project's goal is to grow new revenue generating startups that result in high-skilled and high-paying jobs.

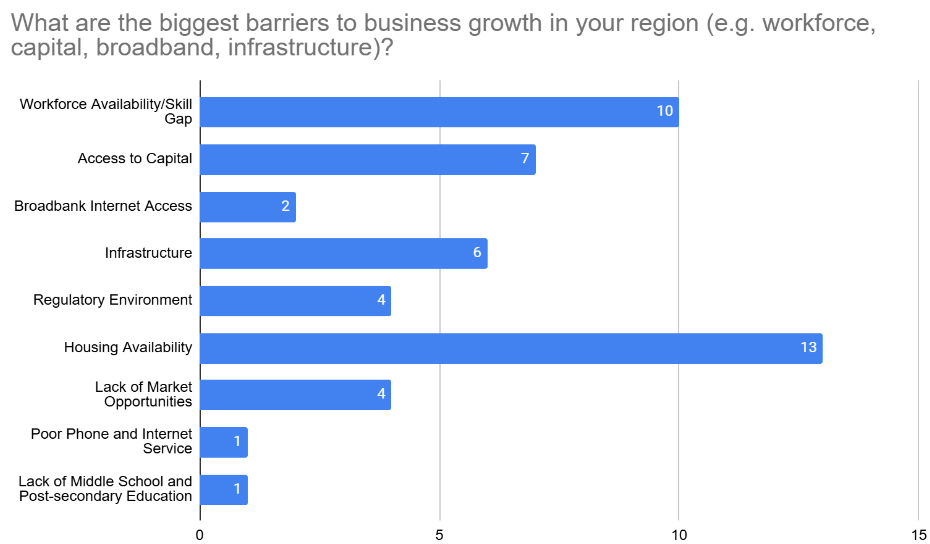
Community Outreach

Reaching out to stakeholders allows us to gather crucial feedback that further paints a picture of the northern Vermont region. Results from a survey helped us identify some of the external threats and internal weaknesses.

Stakeholders shared that flooding was the greatest external threat to local economies throughout our region. Other commonly cited external threats included industry downturns, pandemics, national recession, and supply chain disruptions.

Results from our questionnaire indicated that a lack of affordable housing and aging infrastructure in flood prone areas were two of the greatest weaknesses currently facing our region. We investigate this further in the regional demographic section and what we find further supports the sentiment of our community stakeholders. When asked what the greatest barriers were to building new housing the most common answers were high construction costs and limited access to financing.

Although housing was the largest concern, survey results also indicated that businesses in our region face a number of other potential barriers to growth. Workforce availability and



skill gaps were flagged as the next largest barrier to business growth. This can be attributed to a number of factors including an aging population, working age individuals leaving the workforce, and a lack of affordable housing options. Access to capital, infrastructure, the regulatory environment, and lack of market opportunities were also cited as potential barriers for businesses in the region.

The results from this survey informed the strategic action plan associated with the six overarching goals that will guide economic development in our region over the lifetime of this CEDS. Although there is still progress to be made, 92% of respondents did indicate that improvements have been made in their communities over the past five years that have contributed to a better quality of life.

Long-Term Challenges

Despite positive trends in education and entrepreneurship, the NVEDD region continues to face significant challenges that constrain current and future economic prosperity. Declining birth rates, youth outmigration, and an aging population are reducing the size of the workforce. Access to healthcare, both physical and mental, is limited across the district, resulting in poorer health outcomes in several counties compared to the state overall. A major ongoing health crisis is rising opioid use, which undermines community health, depletes the workforce, strains local resources, and threatens long-term economic growth.

Emerging Challenges: Flooding

A new threat has emerged in recent years as historic and increasingly frequent flooding events have devastated communities across Vermont. Unprecedented floods have caused substantial damage to homes, businesses, transportation networks, and municipal systems throughout the state. The July 2023 floods, among the most destructive in Vermont since Hurricane Irene, resulted in widespread evacuations, road closures, agricultural losses, and millions of dollars in infrastructure damage. In Lyndon, Jeffersonville and many other towns across Vermont, floodwaters overwhelmed downtown centers, shutting down main streets, displacing residents, and severely impacting local economies.

The "Silo Park" at the confluence of the Brewster and Lamoille Rivers, opposite Route 15 near the rotary circle in Jeffersonville - Tuesday, July 11 2023

As of the writing of this document, federal disaster declarations have been issued multiple times since 2021, triggering emergency aid and highlighting the recurring nature of this threat. Rural communities, often lacking modern stormwater infrastructure and with limited disaster response capacity, have been hit especially hard. The increase in short-duration, high-intensity rain events linked to shifting environmental conditions, coupled with historic development patterns with strategic locations along rivers, have left communities across Northern Vermont particularly vulnerable.

Extensive damage to Red Village Road in Lyndon is seen on July 31, 2024. File photo by Jeb Wallace-Brodeur/VTDigger

The economic consequences are significant. Many of the same industries already vulnerable to disruption, such as tourism, retail, farming, and hospitality, have faced temporary closures, revenue losses, and costly rebuilding efforts. In flood-prone regions, repeated damage also threatens long-term investment, housing stability, and public safety. As these events become more common, the financial and social strain on rural towns continues to mount, exposing gaps in emergency preparedness, housing resilience, and insurance coverage.

The impact of more frequent flooding is expected to persist, amplifying the region's existing challenges and requiring significant investment in mitigation, adaptation, and infrastructure modernization. In recognition of this, the NVEDD CEDS strategy includes a focused commitment to disaster recovery and climate resilience, ensuring that communities across Northern Vermont are better prepared for the physical and economic shocks of future flooding events. Flood hazard maps can be found on the NVDA, NRPC, and LCPC websites.

Emerging Challenges: Housing

Results of the 2025 Housing Needs Assessment published by the Department of Housing and Community Development (DHCD) indicate that Vermont's housing crisis has continued to worsen statewide, with housing costs becoming a significant burden for many residents. There is a statewide shortage of affordable homes available to lower income households, which became more severe with the COVID-19 pandemic and resulting market shifts. Due in part to a slow pace of home building and elevated construction costs, vacancy rates declined to near record levels, home prices and rents jumped, and homelessness increased dramatically.

Rising rents and home prices have hit low and middle-income Vermonters hardest. A quarter of renters are severely cost burdened and fewer renters can afford to buy a median-priced home, further stressing the supply of rental homes. In each year since the pandemic began, rising home prices and mortgage interest rates, coupled with stagnant incomes and an increase in property taxes due to rising education budgets, have drastically shrunk the portion of renters who are likely to leave the rental market by buying a home.

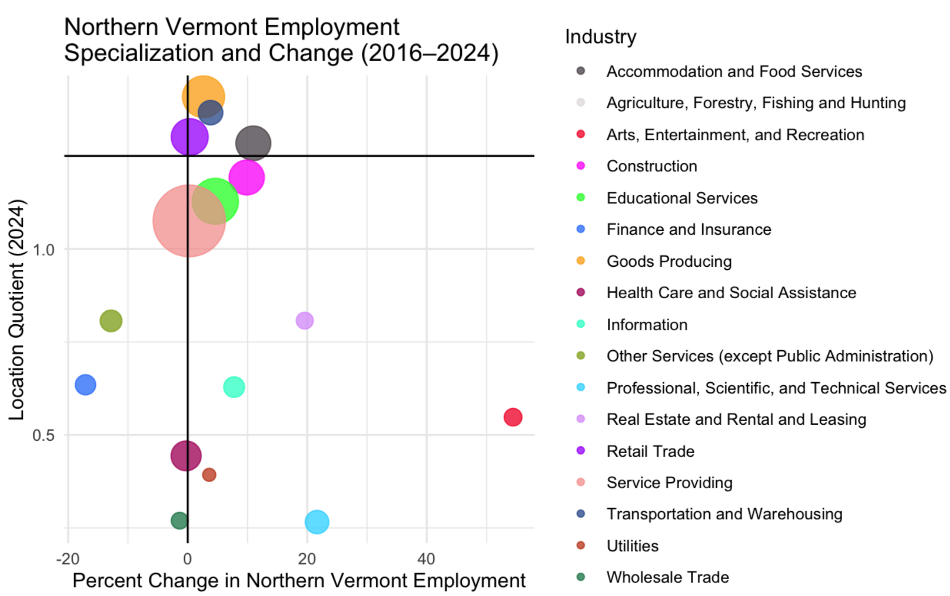
Since 2020, the demand to live in our region has significantly outpaced the supply of new homes on the market. Based on the 2025 Vermont Housing Needs Assessment completed by the Agency of Commerce and Community Development, it is expected that our region will require an additional 9,401 housing units by 2030 and 37,704 by 2050 if trends since the COVID-19 pandemic continue. If the rate of growth in year-round households returns to pre-pandemic levels, the region would still need 6,367 additional homes by 2030 and 19,128 by 2050.

Regional Demographics

This section provides a demographic and economic profile of the Northern Vermont Economic Development District (NVEDD). The analysis is based on the most recent data from the 2023 American Community Survey (ACS) 5-year estimates, Vermont government agencies, Bureau of Economic Analysis, and the Bureau of Labor Statistics, reflecting industry, and population trends across the region.

Industry and Employment Overview

Health care, education, and social assistance are the dominant sectors across all counties, employing around 20–22% of the civilian labor force. These services reflect both the aging population and the region's public-service infrastructure. Retail trade, construction, and manufacturing are also key contributors, with manufacturing particularly prominent in Franklin and Orleans Counties. Tourism-related sectors like accommodation and food services are especially strong in Grand Isle and Lamoille Counties, which benefit from recreational and seasonal traffic.



**Note: Agriculture, forestry, fishing, and hunting is not shown as data was missing in 2016. Service providing and goods producing are tertiary categories encompassing numerous industries. The above graph plots location quotients and percent change in employment for industries in northern Vermont. Bubbles are colored by industry and sized by employment.*

The location quotient is an analytical statistic that measures a region's industrial specialization relative to a larger geographical region. This can give insight on which industries have a greater share of employment in our region compared to the overall state of Vermont. When coupled with employment growth, these industries represent competitive advantages in Northern Vermont industries when compared to the rest of the state. Goods producing industries, accommodation and food services, transportation and warehousing, and construction are industries with both employment growth and high concentrations of industry. The arts and entertainment industry has experienced the largest growth over the time period although still is a small total employer and lags behind the state in concentration.

Northern Vermont Industry by county (2023 ACS – DP03)

Sector	*Essex*	*Caledonia*	*Franklin*	*Grand Isle*	*Lamoille*	*Orleans*	*Vermont*
Total Employed (16+)	*2,613*	*15,547*	*25,589*	*4,100*	*12,650*	*11,890*	*332,000*
Educational services & Health care & Social assistance	*21.5%*	*22.0%*	*20.8%*	*19.6%*	*20.5%*	*21.2%*	*22.3%*
Retail trade	*11.4%*	*13.6%*	*11.4%*	*12.9%*	*13.7%*	*13.8%*	*11.8%*
Construction	*10.5%*	*8.0%*	*8.3%*	*9.3%*	*10.1%*	*9.7%*	*8.9%*
Manufacturing	*10.3%*	*9.2%*	*14.6%*	*8.1%*	*8.7%*	*11.2%*	*10.5%*
Accommodation & Food Services	*10.0%*	*9.5%*	*7.8%*	*11.0%*	*10.6%*	*9.4%*	*10.1%*
Public Administration	*8.2%*	*6.8%*	*6.1%*	*5.9%*	*6.5%*	*7.0%*	*6.9%*
Transportation & Utilities	*7.4%*	*6.0%*	*6.5%*	*5.4%*	*5.7%*	*6.2%*	*6.3%*
Professional & Administrative Services	*5.7%*	*5.2%*	*5.9%*	*5.0%*	*5.4%*	*5.6%*	*5.8%*
Other Services	*4.8%*	*5.0%*	*4.7%*	*6.0%*	*5.2%*	*4.9%*	*4.9%*

Finance & Real Estate	*4.1%*	*4.3%*	*4.0%*	*4.5%*	*4.2%*	*4.1%*	*4.4%*
Self-Employed	*14.2%*	*14.2%*	*13.8%*	*13.4%*	*14.0%*	*14.1%*	*13.9%*

In addition to employment by industry, the region's class of worker data reveals strong local entrepreneurship:

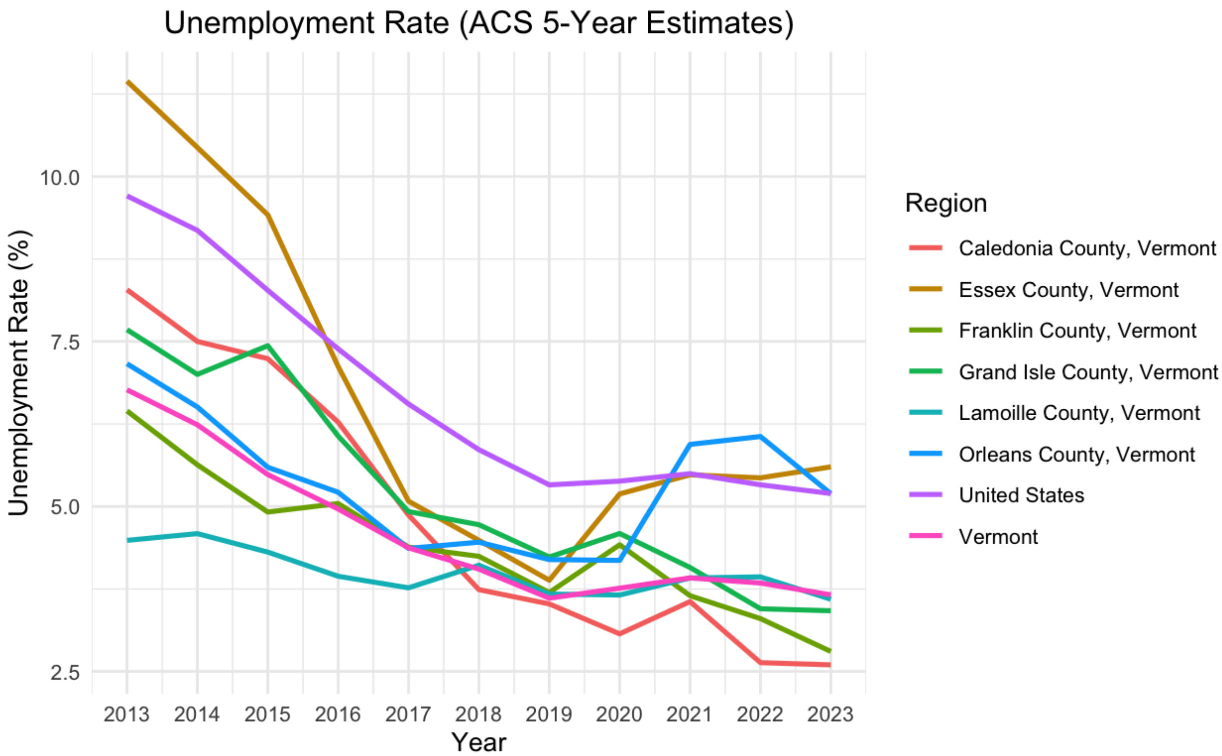
On average, over 13% of workers across NVEDD counties are self-employed, either in incorporated or unincorporated businesses. This is notably higher than in many urban regions.

The largest single employer group remains private companies, representing just over half of all employed residents.

Government employment accounts for roughly 21–22% of the workforce in most counties, supporting stability in rural labor markets.

Northern Vermont Class of Worker – Percentage of Civilian Employed (2023 ACS - S2406)

Region	*Private Company Employees*	*Self-Employed (Incorporated)*	*Non-Profit Employees*	*Government Employees*	*Self-Employed (Unincorporated/Unpaid Family)*
Essex County	*52.0%*	*4.9%*	*11.6%*	*21.2%*	*10.2%*
Caledonia County	*50.5%*	*5.2%*	*10.8%*	*22.1%*	*11.4%*
Franklin County	*53.1%*	*4.7%*	*9.9%*	*21.8%*	*10.5%*
Grand Isle County	*51.6%*	*4.5%*	*11.2%*	*20.7%*	*11.0%*
Lamoille County	*52.4%*	*5.1%*	*10.6%*	*21.5%*	*10.4%*
Orleans County	*51.0%*	*4.6%*	*10.3%*	*22.3%*	*11.2%*
Vermont	*52.8%*	*4.8%*	*10.9%*	*21.9%*	*9.6%*



Unemployment rates in Northern Vermont have remained low, below national averages, and like Vermont state averages. However, Orleans County and Essex County since 2019 have seen a rise in unemployment rising to above 5%.

Commuting Overview

Overall Northern Vermont experiences a high level of out commuting for jobs. In counties like Essex and Grand Isle in 2022 less than 20% of workers lived and worked in the same county. Furthermore almost every county experienced a large negative net job flow with the exception of Lamoille County. With Essex county and Grand Isle experiencing the largest proportional to working population negative net job flow.

Summary of County Commuting Metrics – 2022					
County	*Live in County*	*Work in County*	*Net Job Flow*	*Live & Work in County (%)*	*Commute Out (%)*
Essex	*2,259*	*915*	*-1,344*	*17.2*	*82.8*
Caledonia	*12,762*	*10,440*	*-2,322*	*50.4*	*49.6*
Franklin	*24,225*	*16,600*	*-7,625*	*44.7*	*55.3*
Grand Isle	*3,402*	*1,070*	*-2,332*	*18.0*	*82.0*
Lamoille	*12,548*	*12,590*	*42*	*54.4*	*45.6*
Orleans	*11,909*	*10,588*	*-1,321*	*60.7*	*39.3*

For detailed county commuting data see Appendix C

Population Growth

Population Growth of northern Vermont has been slow and below the national average for all counties from 2010-2023. Lamoille county has experienced the largest population growth followed by Franklin county. Grand Isle has experienced the fastest population growth since 2018. Orleans county's population has been declining year over year since 2010 however in recent years starting in 2020 Orleans counties population has seen significant growth surpassing its 2010 levels.

Income and Poverty

Across the six counties in the NVEDD, Essex, Caledonia, Franklin, Grand Isle, Lamoille, and Orleans, population totals vary widely, but a few consistent patterns emerge:

Aging Population: The region's median age exceeds the national average in every county, with Essex County reporting the oldest median age at 51.4 years.

Income and Poverty: Median household incomes range from just under $59,000 in Essex to over $90,000 in Grand Isle. While incomes are generally competitive with national averages, poverty rates in several counties (notably Essex and Caledonia) exceed 12%. Northern Vermont's Gini coefficient in 2023 was .434 which is lower than the national average of 0.478 signaling greater equality.

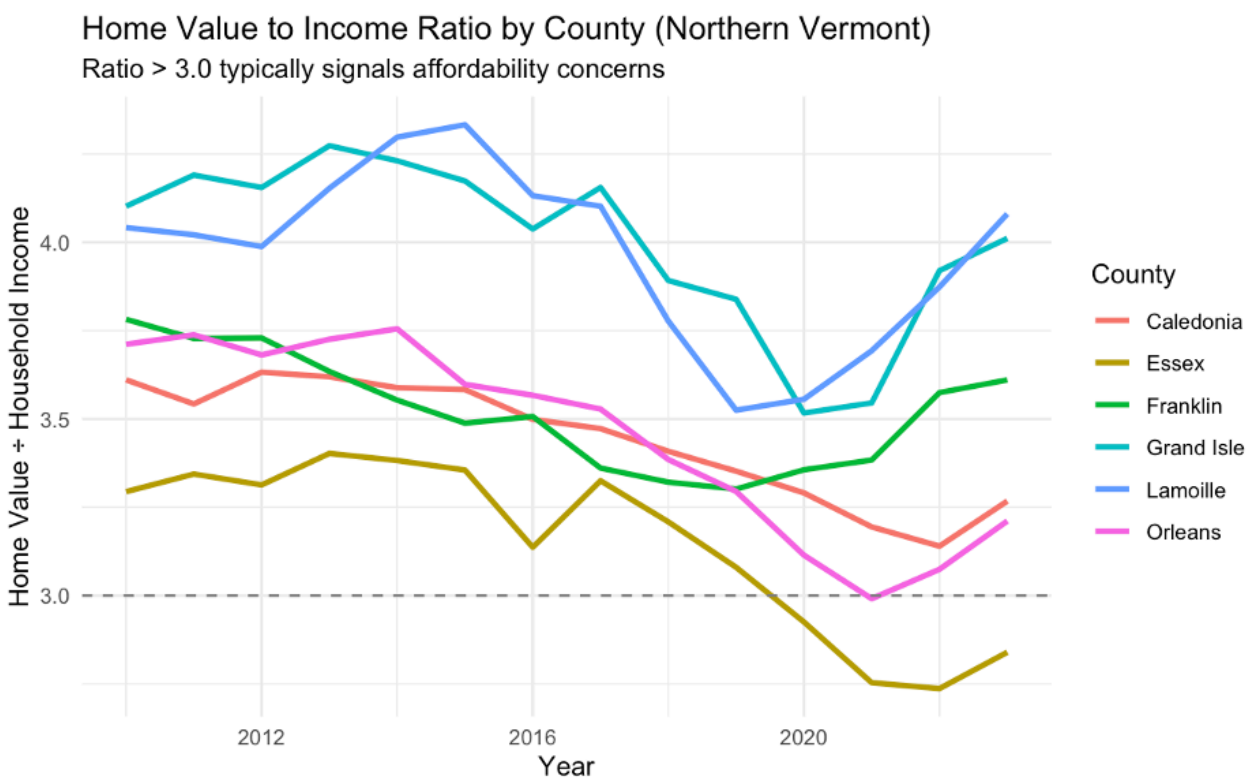
Across the NVEDD region, student eligibility for free or reduced-price school meals, a key indicator of economic need, ranges from approximately 26% in Lamoille County to over 53% in Orleans County, reflecting significant economic hardship in parts of the region.

Northern Vermont Population demographics (2023 ACS)

County/Region	*Population*	*Median age*	*Median HH income*	*Poverty rate*
Essex	*5,972*	*51.4*	*$58,985*	*14.3%*
Caledonia	*30,425*	*45.6*	*$66,075*	*12.6%*
Franklin	*50,379*	*40.9*	*$79,078*	*10.1%*
Grand Isle	*7,393*	*48.7*	*$90,625*	*7.6%*
Lamoille	*26,036*	*41.2*	*$69,897*	*8.1%*
Orleans	*27,492*	*45.4*	*$66,426*	*10.8%*
Vermont	*647,064*	*43.7*	*$72,331*	*10.2%*
United States	*334,914,895*	*38.9*	*$75,149*	*11.5%*

Housing Affordability

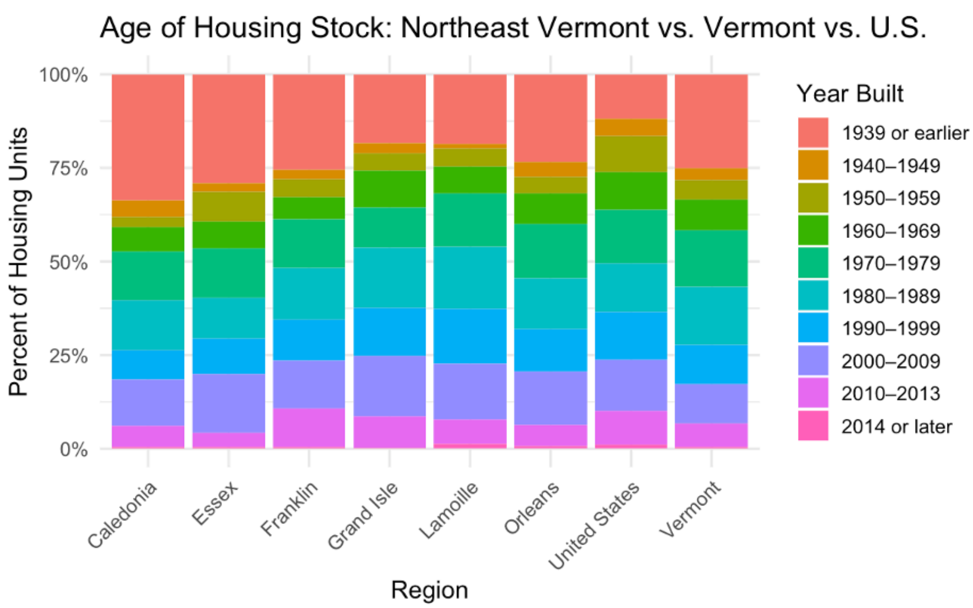
Housing Affordability has been a major concern across the Nation and especially in the state of Vermont as year over year percent increases in housing prices is the highest of any state in the nation. In Northern Vermont we see vastly different trends in housing affordability spending in the county, Grand Isle and Lamoille county currently have home value to household income ratios of around 4 while the Northeast Kingdom generally has much more affordable housing with Essex county dropping below the ratio of 3 which typically signals affordable housing. It is important to note that housing value does not paint a complete picture as sales prices are generally higher than the house value making housing even less affordable.



Overall the Northern Vermont region showed signs of improvement from 2016 to 2020 in the housing market. Opposite the nation and state the northern Vermont region as a whole has experienced greater growth in median household income then median home value indicating housing is becoming more affordable. However in most recent years Home value has risen at a significantly faster rate then household income in all counties posing serious threats to housing affordability if continued.

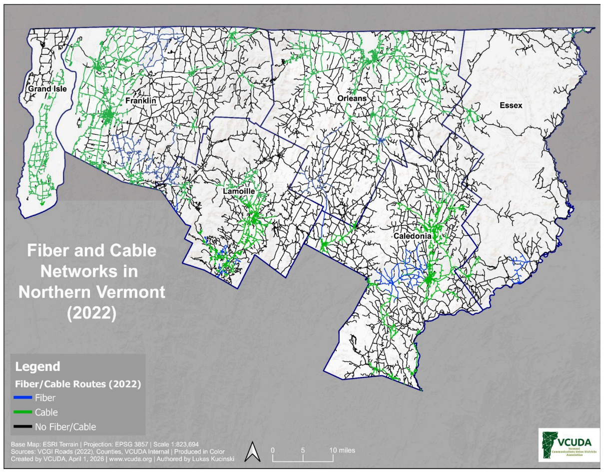
Age of Housing Stock

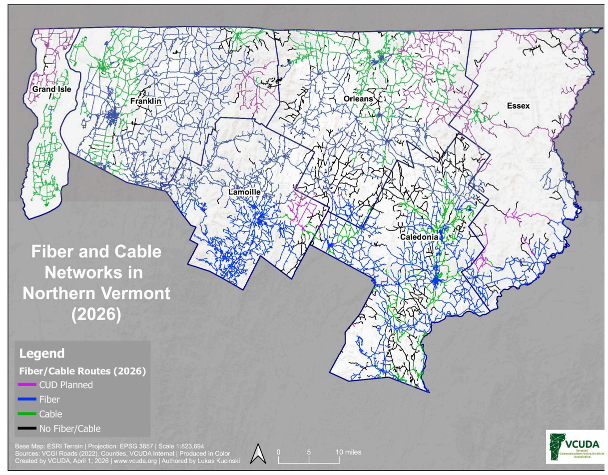
While housing affordability may be improving Northern Vermont boasts an incredibly old housing stock posing serious future costs. In places like Caledonia, Essex , Franklin and Orleans counties over 25% of all available housing was built before 1940 standing in stark contrast to the nation.



Broadband Access

Northern Vermont has made major improvements in broadband coverage. This is in large part because the Communications Union Districts (CUDs) and public private partnerships have leveraged federal funding and the State's Vermont Community Broadband Board Grant programs. Significant investments and current grant commitments, totaling more than $135 million, will bring Northern Vermont's broadband coverage to roughly 99% of e-911 on grid locations by the end of 2027. See below comparing 2022 to 2026.





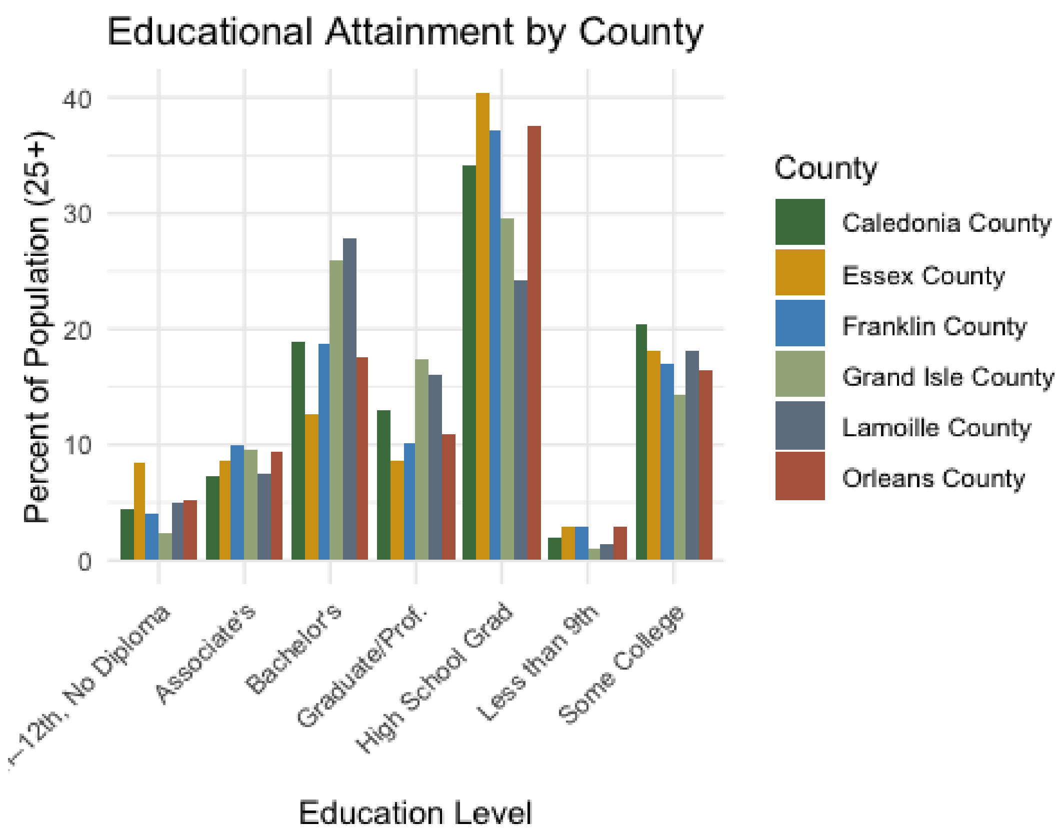
CUD planned build above and federally funded grants (below) offer 100/100mbps. When federal BEAD grants are completed, 99% of e-911 on grid locations will have broadband – meaning access to speeds of at least 100/20 mbps. Under Federal policy, internet service speed must be at least 100/20 mbps to qualify as Broadband. Fiber infrastructure provides a minimum of 100/100 mbps and is capable of at least 2 gigabits symmetrical. By contrast, speeds less than 25/3 are considered underserved and speeds of 4/1 mbps or less are unserved. The two maps depict the available service level by road.

	As of 2025		Funded Commitments Through 2028		Remaining Unfunded	
Locations by County/CUD	**# Served Passings**	**%**	**# Funded Passings**	**%**	**# Unserved**	**%**
Caledonia/Essex /Orleans(NEKCV)	16310	50%	16148	49%	0	1.2%
Franklin/Grand Is (NWFW)	20443	75%	6731	25%	195	.7%
Lamoille (LFCUD)	11648	94%	752	6%	52	.4%
Total	48401	67%	23631	33%	247	.9%

This new more reliable and robust infrastructure can support a wide range of innovations in education, health care and business development. Northern Vermont planners and providers must prioritize timely completion of grant-funded builds. Programs to increase awareness of broadband availability and training for small business owners, residents, customers, and community partners to leverage the capacity should also be prioritized. Finally, to improve cellular coverage and continuity, new fiber networks should be leveraged to provide backhaul capacity for cellular towers.

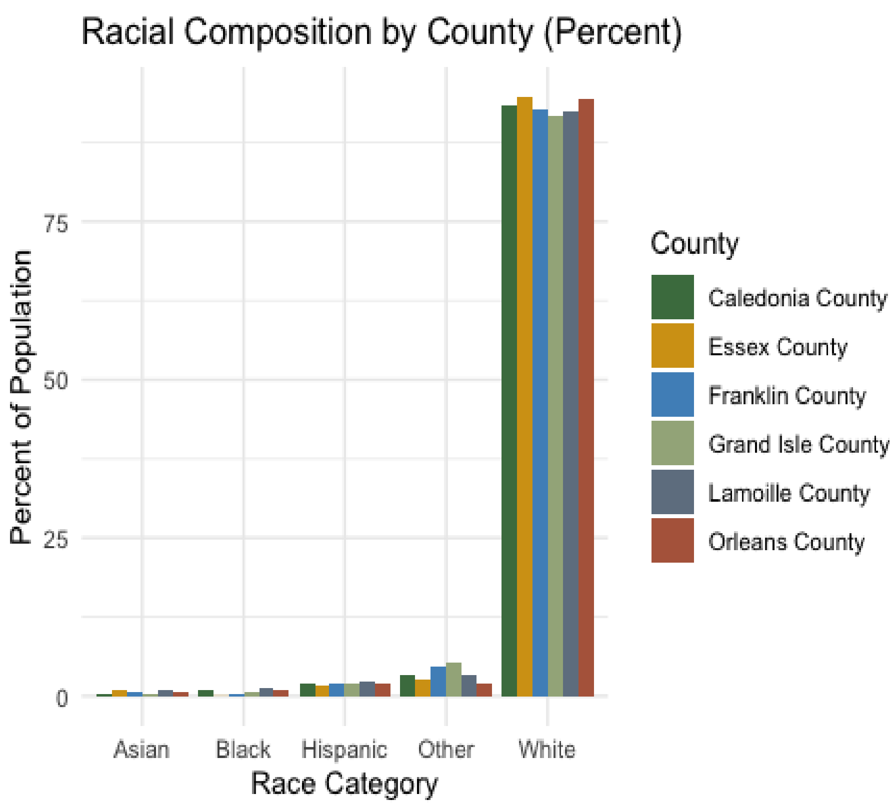
Education

Educational attainment across the six counties of Northern Vermont reveals a workforce with diverse educational backgrounds. The high school graduation rate across the NVEDD region is 93.6%, reflecting a strong educational attainment level that supports workforce development and regional economic growth. Bachelor's and graduate/professional degree attainment levels are notably higher in Lamoille and Franklin Counties. Conversely, Essex County shows the highest share of adults with less than a high school diploma.



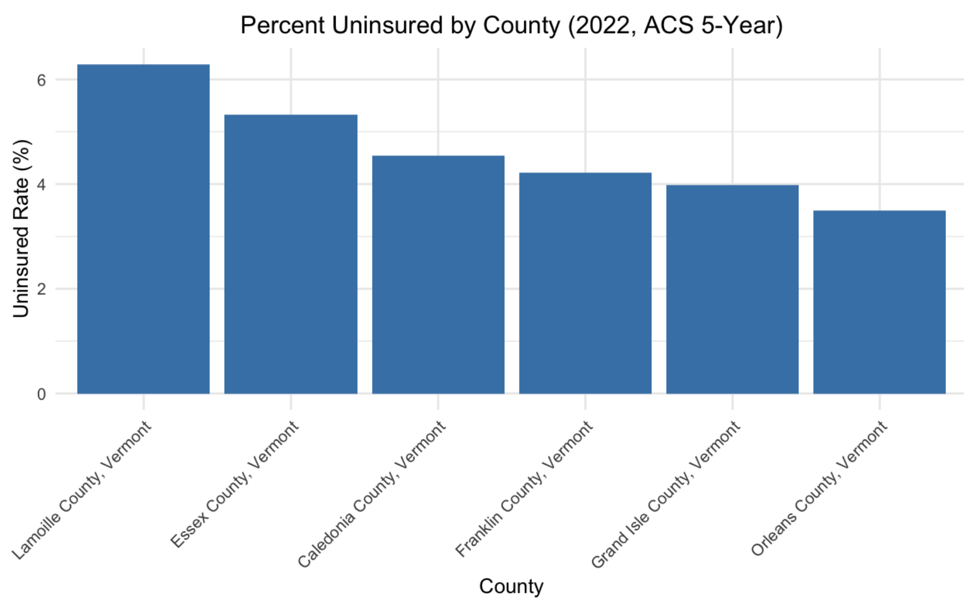
Racial Composition

Northern Vermont's population remains predominantly White across all six counties, with White residents comprising over 90% of the total population in each county. The limited demographic reflects regional patterns common in many rural areas of the state. Minority populations, including Asian, Black, Hispanic, and individuals identifying as "Other", make up only a small fraction of the population, generally below 5% in each category. Franklin and Lamoille Counties show slightly broader community representation than others, though the differences are marginal. These demographics suggest a relatively homogenous racial landscape



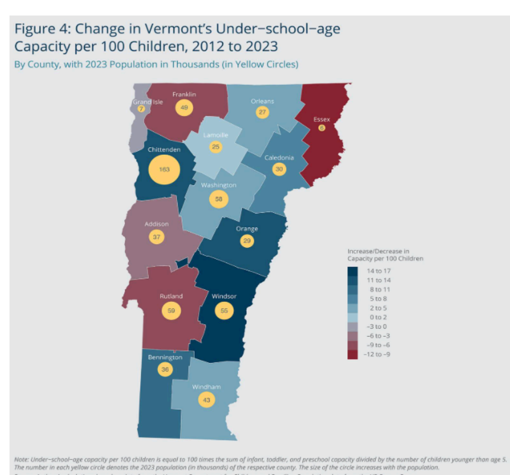
Health Insurance

The region continues to boast a high health care coverage rate of 95.6%, with 42.8% on employee plans, 24.2% on Medicaid, 14.3% on Medicare, 13% on non-group plans, and 1.32% on military or VA plans. Despite a higher Overall Coverage rate health care access remains a concern with rural hospitals closing distance individuals must travel for long amounts of time to access a hospital.

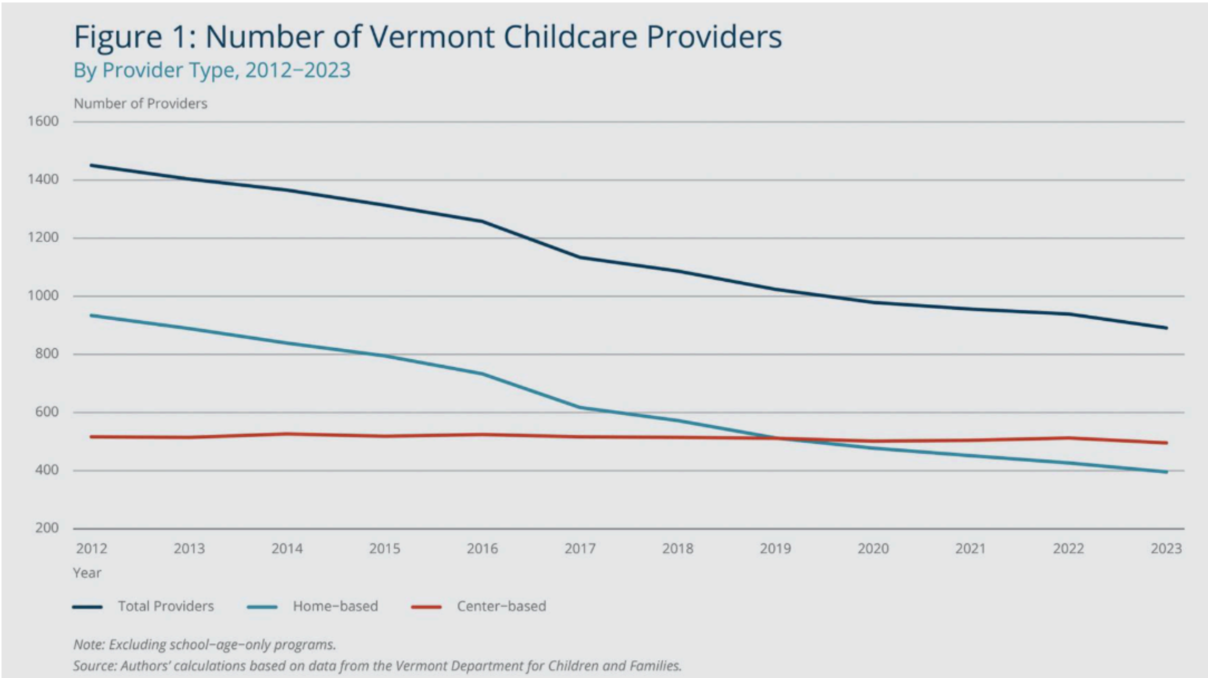


Child Care

Although the number of childcare providers has decreased significantly across the state since 2012, this trend is not uniform across all 14 counties. In our region, Caledonia, Orleans, and Lamoille Counties have seen a slight increase in the under school-age childcare capacity from 2012-2023. Grand Isle experienced little to no change over that period, however both Franklin and Essex Counties experienced a significant decrease. Although this data does not factor in the capacity of alternate childcare options, it is



still a trend worth monitoring especially in parts of our region that have seen a decrease in childcare options over the past 10 years.



Regional Trends

The following analysis is based on county specific Federal Reserve Economic Data (FRED) from 2010 to 2023 and provides an overview of economic trends in our region.

Positive Trends Summary

Housing project in Northeast Kingdom, VT

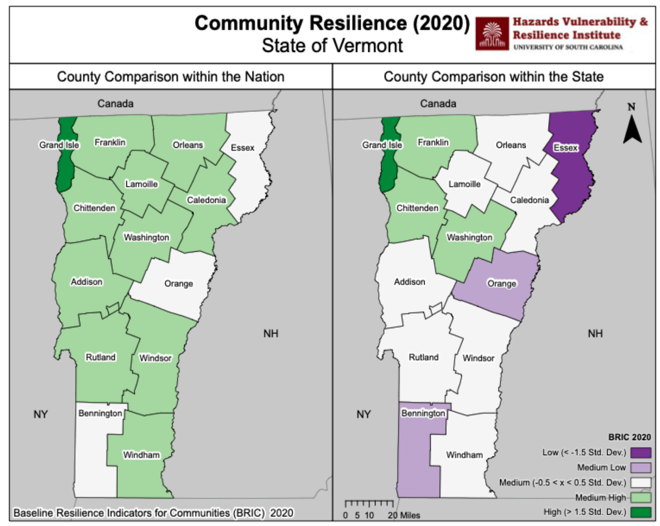
Northern Vermont has seen several encouraging developments across education, housing, income, and labor markets. Educational attainment has improved steadily in all counties, with the share of residents holding a bachelor's degree or higher reaching 43.6% in Grand Isle, 43.4% in Lamoille, and 28.9% in Franklin County by 2023. Housing affordability has also improved: the percentage of cost-burdened households, those spending more than 30% of income on housing, declined from 39.1% to 29.4% in Grand Isle, from 36.7% to 30.2% in Franklin, and from over 40% to under 29% in Orleans between 2010 and 2023. Median household income growth accelerated in 2023, with year-over-year increases exceeding 10% in Lamoille, Franklin, and Grand Isle. Labor market conditions are strong, with unemployment returning to pre-pandemic lows across all counties and labor force participation rising again in Lamoille and Franklin Counties. Homeownership remains a strength in the region, especially in Grand Isle (91.6%) and Essex (83.3%), while Lamoille County made the most progress in poverty reduction, cutting its rate from 14.4% in 2018 to just 7.8% by 2023. Several counties, including Orleans and Lamoille, are also experiencing steady population growth, suggesting increasing residential attractiveness. Finally significant improvements have been made in broadband access.

Concerning Trends Summary

Despite these improvements, structural and demographic challenges remain. Essex and Caledonia Counties continue to lose population, with Caledonia declining from over 31,200 in 2011 to 30,400 in 2023 and Essex falling below 6,000 residents. While population is rising in counties like Orleans, the civilian labor force has remained largely stagnant, suggesting that much of the in-migration may be driven by retirees or non-working residents. Commute times are well above the state average in Grand Isle (32.8 minutes) and Essex (28.3 minutes), pointing to limited access to nearby employment and a dependence on regional commuting. Income volatility is another concern, particularly in Grand Isle and Essex Counties, where year-over-year swings in median household income have frequently exceeded 10 percentage points. Poverty rates have also remained stubbornly high in Essex, consistently above 14%, and have begun to rise again in Caledonia, increasing from a low of 11.8% in 2015 to 12.6% in 2023. Child care is becoming increasingly harder to find and more expensive. Furthermore housing prices have risen in recent years outpacing wage growth, and now over 25 percent of the housing stock in our region was built before 1940 which is much higher than national averages.

Resilience Analysis

Our resilience analysis relies on a framework for measuring resiliency developed by the University of South Carolina. The Baseline Resilience Indicators for Communities (BRIC) score is a nationally recognized index developed by the University of South Carolina to measure a county's capacity to prepare for, respond to, and recover from disasters. It combines indicators across six areas, social, economic, infrastructure, community, institutional, and environmental resilience, to produce a composite score for each county. Higher scores indicate stronger inherent resilience.



Grand Isle (2.89) and Franklin (2.77) rank the highest in the region, placing them in the medium-high to high categories both statewide and nationally. Lamoille (2.71), Orleans (2.68), and Caledonia (2.67) follow closely, reflecting stable but moderate resilience across most components. Essex County (2.54) ranks lowest in the region and is identified in the BRIC dataset as low resilience relative to other Vermont counties, particularly in economic and infrastructure metrics.

Across the region, environmental resilience scores are uniformly strong (0.58 -- 0.71), reflecting the area's abundant natural assets, land conservation, and low exposure to environmental stressors. Despite this, there have been 12 Federally-declared severe storms since 2011, four of which have occurred over the past three years. Social resilience indicators, such as education and health access, are generally average but show room for improvement in Essex and Orleans Counties. Infrastructure and institutional resilience remain the most limited factors across the region, highlighting ongoing challenges in broadband access, aging physical infrastructure, and emergency planning capacity.

Northern Vermont Economic Development Districts Resiliency Scores (USC-2020)							
County	*Social*	*Economy*	*Infrastructure*	*Community*	*Institutional*	*Environment*	*Total*
Caledonia	*0.65*	*0.47*	*0.26*	*0.37*	*0.34*	*0.58*	*2.67*
Essex	*0.59*	*0.42*	*0.25*	*0.36*	*0.33*	*0.59*	*2.54*
Franklin	*0.67*	*0.51*	*0.26*	*0.37*	*0.37*	*0.59*	*2.77*
Grand Isle	*0.68*	*0.45*	*0.26*	*0.42*	*0.38*	*0.71*	*2.89*
Lamoille	*0.64*	*0.48*	*0.26*	*0.36*	*0.34*	*0.62*	*2.71*
Orleans	*0.63*	*0.47*	*0.26*	*0.37*	*0.35*	*0.60*	*2.68*

**For more information on the Resilience index (Scoring Break Down) (Index Overview)*

Regional S.W.O.T Analysis

As part of the CEDS development process a S.W.O.T. analysis forms the basis for the five-year plan. S.W.O.T. stands for

- **Strengths: Internal factors that give the region a competitive advantage over regions.**
- **Weaknesses: Internal factors that place the region at a disadvantage**
- **Opportunities: External factors that the region can capitalize on to its advantage.**
- **Threats: External factors that can create challenges for the region.**

Drawn from data, community feedback, and business and municipal government input across the region, the S.W.O.T. Analysis provides a catalog of strengths and where opportunities may lie and identifies weaknesses and potential threats to the region. The S.W.O.T. helps to identify priorities for action and provides a baseline for measuring progress across the district.

Strengths

- Access to local, state, and federal leadership and resources
- Strong community partnerships & collaboration
- Diverse natural resources
- Four-season outdoor recreational opportunities
- Educational facilities
- Improved broadband access throughout six county region
- Low crime rates and generally a safe place to live

Weaknesses

- Aging population (impacts workforce and healthcare)
- Decline in population (lower birthrates, declining influx of new residents)
- Lack of critical wastewater and water infrastructure in many rural villages
- Lack of diverse and affordable housing
- Lower wages than elsewhere in the state
- High rates of people commuting for work out of region

- Retention of post-secondary students
- Communities with limited representation of different backgrounds

Opportunities

- Retaining youth population
- Work-based learning opportunities
- Increase collaboration between public-private partnerships
- Proximity to Canadian markets
- On-the-job training
- Develop partnership with local business and education
- Matching up of labor force and business
- Growth in small business development
- Drawing investments into Opportunity Zones
- Transition vulnerable economic centers into safer areas (out of floodplains)
- Develop and extend infrastructure into safer areas
- Creating vibrant downtown centers
- Develop local talent and human capital with creative skills
- Capitalize on existing regional cultural assets
- Predicted resilience in face of shifting environmental conditions

Threats

- Higher wages near larger metropolitan areas
- Aging population
- Increase in amount and severity of storms
- Labor shortage
- Aging and inadequate infrastructure
- Outmigration – educated young adults move elsewhere

- Communities with limited representation of different backgrounds
- Poor access to healthcare
- Growing opioid misuse

Strategic Direction, Action/ Implementation Plan & Evaluation Framework

This section distills data from the Northern Vermont Economic Development District regional overview, demographics, trends, analysis, and SWOT exercises, and our community engagement into six Goals, and associated actions to implement our Vision. An Evaluation Framework, used to measure progress toward the implementation of our Vision and Goals, has also been selected with each Action/ Implementation Plan.

Goal 1: Building Economic Resilience

Objectives

Each year, across the United States, communities experience disasters and major disruptions to their ways of life. Severe weather events such as floods, hurricanes, and violent storms, outbreaks of infectious or foodborne illnesses, financial collapses, closures of major employers, and the increasing threat of terrorist events. All these events impact regions and local economies in ways that take a tremendous toll on the financial, social, and environmental resources of communities, businesses, and government entities.

While the human needs created by such disasters and disruptions require an immediate emergency response, recovery from such events requires a different strategy. Planning and organization help to anticipate risks, limit negative impacts of adverse events, and promote rapid recovery within a coherent framework of information, communication and strategies for intervention. (NADO 2015).

The goal of the NVEDD CEDS plan is to create resilient communities to reduce the vulnerability of the regional economy to crises of economic shifts, natural disasters, shifting environmental conditions, and other major disruptions or shocks to the region's economic base. Building resilience across the region will include development and use of both steady-state and responsive initiatives.

Steady-state initiatives are long-term planning and implementation efforts designed to bolster a community or region's ability to withstand or avoid a shock to promote the long-term economic durability of the region.

Responsive initiatives are efforts to establish the capabilities of NVEDD to be responsive to the region's recovery needs following an incident. This includes establishing information networks among various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors. NVEDD can also serve as a source of information to deal with an economic challenge and be a convener of regional stakeholders to gather data and encourage collaboration in the post-disruption stage.

A strong regional economy is based on the strengths of its individual local communities. The goal is to create resilient communities to reduce the vulnerability of the region to crises of economic shifts, natural disasters, shifting environmental conditions, and other major disruptions or shocks to the region's economic health. There are three elements involved in developing resiliency across the Northern Vermont region: systems, agents, and institutions. Systems are the underlying processes needed to organize and operate community life. They include transportation, physical infrastructure, energy, communications, ecosystems, etc. Systems can be strongly affected by factors at multiple scales and at long distances. Agents, unlike systems, are capable of deliberation, independent analysis, voluntary interaction and strategic choice in the face of new information. Agents behave in ways that reflect their location and role within society (i.e. as businesses, individuals, government entities, households, etc.). Institutions structure human behavior and exchange in social and economic interactions. They are created to reduce uncertainty, maintain continuity of social patterns and social order, and to stabilize forms of human interaction in predictable ways.

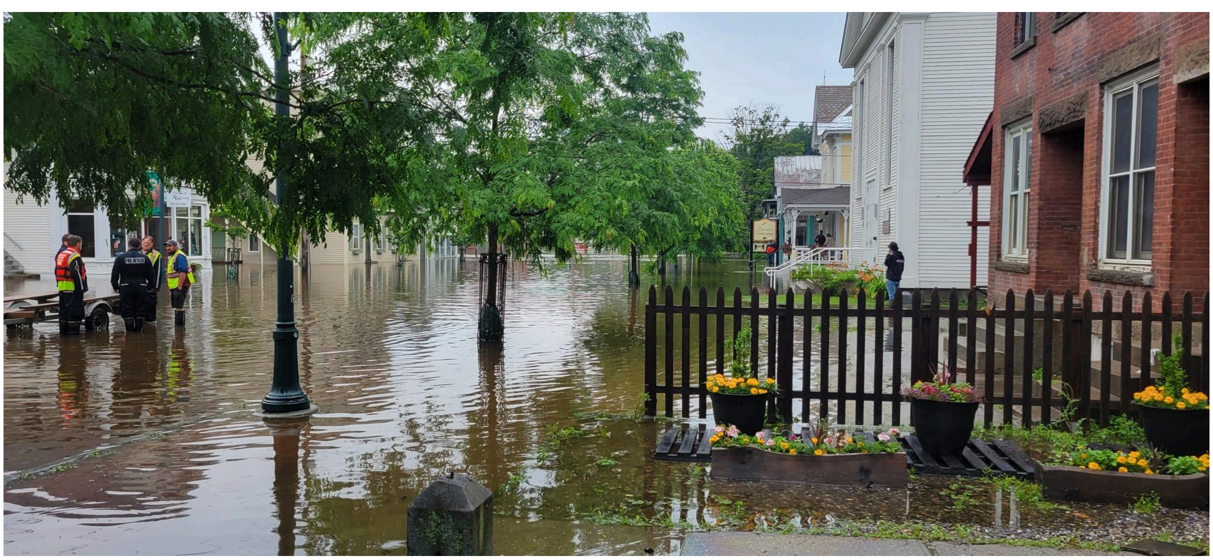
Framework for Building Regional Resilience Across Systems, Agents, and Institutions

Element	*Definition*	*Building Regional Resilience Means*	*Example Initiatives*
Systems	*Includes physical infrastructure, technical infrastructure, energy, communications, and ecosystems*	*• Strengthening systems* *• to reduce their vulnerability in the face of major disruptions (disasters, economic downturns, etc.).* *• to reduce the risk of cascading failures.*	*• Ensuring redundancy in telecommunications and broadband networks to protect commerce and public safety in the event of natural or manmade disasters (steady-state initiative).*
Agents	*Individuals, households, communities, businesses,*	*• Building the capacities of social agents*	*• Undertake efforts to diversify industrial base by targeting development of emerging clusters or industries that*

	government organizations, etc.	*• to anticipate and develop adaptive responses;* *• to access and maintain supportive systems.*	*build region's unique assets & competitive strengths.* *• and provide stability during downturns that disproportionately impact any single cluster or industry (steady-state initiative).*
Institutions	*Rules and social conventions that guide interactions of agents with each other and access to systems*	*• Addressing the institutional factors that* *• constrain effective responses to system vulnerabilities.* *• undermine the ability of agents to act.*	*• Establish information networks among the various stakeholders in the region to facilitate active and regular communications between the public, private, education and non-profit sectors to collaborate on existing and potential future challenges (responsive initiative).*

Action/ Implementation Plan

1. Community planning: Encourage and facilitate the development of Local Emergency Management Plans, Local Hazard Mitigation Plans, and Protective Zoning (flood resilience).
2. Community planning: Educate regional stakeholders about flood modeling and use the Lamoille River Flood Model for project planning and analysis where appropriate
3. Capacity building: train volunteers and establish volunteer networks.
4. Economic recovery: establish revolving loan funds, stabilization reserves, and



facilitate access to state and federal programs.

5. Health and social services: increase adequate health care capacity and the availability of "tele" services.
6. Housing: town-wide or region-wide inventory, compliance with or establishment of housing codes.
7. Housing: Establish a revolving fund for rental assistance.
8. Infrastructure: Support new development and community transitions into safer areas less prone to flooding and other natural disaster-related damages
9. Infrastructure: preserve alternate water sources, explore mutual aid agreements for equipment, and a reliable electrical grid with redundancy.
10. Infrastructure: complete funded broadband construction projects; promote availability, digital literacy, telehealth, ecommerce training
11. Natural and cultural resources: Integrate green infrastructure, floodplain mitigation/restoration projects, and natural capital investments into planning and project development
12. Natural and cultural resources: Establish a volunteer corps for maintenance and operations.

Evaluation Framework

• How often are plans reviewed, updated, and adjusted?

• Number of volunteer groups.

• Number of active mutual aid agreements

• Amount of available funds and accessibility to funds.

• Number of municipalities with “flood friendly” zoning bylaws

• Number of doctors or nurse practitioners accepting new patients

• Infrastructure for "tele" services.

• How often systems are tested, inventory of well-maintained municipal equipment, testing grid flexibility.

• Public awareness, volunteer workdays/training.

Goal 2: Cultivate Business Growth

Objectives

While people are the heart of any community, businesses are its lifeblood. Businesses play a key role in all facets of life within rural communities, providing employment, services, and goods. While there are many benefits to operating in their local communities, businesses in the more rural Northern Vermont District face barriers, including accessing financing options, difficulty in hiring and retaining a qualified workforce, geographic isolation from markets, and challenges to accessing goods and services.

Action/ Implementation Plan

1. Supporting the development of innovation-based industry clusters that create high-wage jobs.
2. Helping communities implement strategies that grow existing, locally owned businesses and attract new companies.
3. Supporting the formation and growth of export-oriented businesses.
4. Supporting business attraction and retention efforts of local and regional economic development entities.
5. Use the Community Outdoor Recreation Economy Toolkit to understand the economic impact of outdoor recreation. Support outdoor recreation and associated businesses.
6. Supporting programs that encourage people of all ages to consider becoming entrepreneurs.
7. Supporting the development of entrepreneurship education.
8. Identifying resources that entrepreneurs and small businesses need to start and grow and help facilitate access to these tools.
9. Supporting efforts to improve access to capital for entrepreneurs.
10. Supporting efforts to improve awareness of, and access to, regional Small Business Development Centers and SCORE Counselors.
11. Supporting promotion of and investment in Opportunity Zones across the region.
12. Leveraging available broadband networks, promoting and improving digital marketing and e-commerce tools.

Evaluation metrics

- Increase in the number of full-time jobs created, as well as retained, in the region.
- Increase in the amount of new private investment in the region.

- Increase in the number of business formations and expansions in the region.
- Increase in the number of new business start-ups assisted through regional SBDCs.
- Increase in the number of banks in the region that are SBA lenders.

Goal 3: Improve and Expand Infrastructure

Objectives

Northern Vermont communities require proactive and collaborative approaches/strategies to address infrastructure needs cost-effectively. Managing the access to and maintenance, replacement, and growth of these assets is key to preserving and maintaining communities and providing for growth opportunities. Foundational assets include above-ground and below-ground infrastructure such as transportation, utilities, water, and sewer.

Action/ Implementation Plan

1. Identifying funding at state/federal levels to develop/improve regional infrastructure including broadband and improved cellular coverage service and programs to promote digital learning, telehealth, e-commerce.
2. Supporting watershed initiatives that conserve open spaces, provide a network of improved ecosystem benefits, provide recreational opportunities and encourage efficient water use.
3. Support the Vermont Agency of Transportation in pursuing NBRC Timber for Transit funding for a Welcome Center on Interstate 89 in Highgate, the only major Vermont corridor without a rest area, serving a border crossing accessible to 5 million people within an hour.
4. Supporting development of community/county land use, transportation and economic development plans.
5. Supporting municipal efforts to improve and add additional infrastructure.
6. Supporting regional water quality initiatives to accommodate future growth.
7. Create opportunities for cooperative buying across the region.
8. Offering capital budget training to municipalities.
9. Increasing the water and wastewater capacity available for new development in the district's villages, downtowns, and industrial/enterprise areas where appropriate. Support the extension of infrastructure into safer areas for flood prone communities.
10. Where appropriate, upgrading municipal wastewater systems to treat increased loads of high-strength wastewater.

11. Support the development of bike and pedestrian infrastructure to increase walkability.
12. Leverage newly available fiber capacity to provide wireless backhaul for additional cell towers

Evaluation metrics

- Number of CDBG, EDA, and NBRC infrastructure grants awarded.
- Amount of state and federal dollars spent on highways, bridges, and culverts in the region.
- Number of planned and completed improvement projects at the local level.
- Number of villages/downtowns/industrial parks served by public sewer/wastewater infrastructure.
- Additional water/wastewater capacity in villages/downtowns available for future development.
- Number of unserved or underserved broadband locations (less than 100/100 Mbps)
- Map cellular coverage areas identifying unserved areas

Goal 4: Develop the Workforce

Objectives

As Northern Vermont grows its economy, it is confronted with the challenge of meeting the hiring and skill needs of employers. Developing, retaining, and attracting talent is critical to sustain and grow businesses and communities. Tracking the characteristics of the labor force and the needs of employers and creating strategies for alignment between the two are key strategies in addressing this need.

Action/ Implementation Plan

1. Conduct collaborative planning activities with regional partners to promote alignment of economic and workforce development goals, including emphasis on postsecondary education and skills training to support high-growth, high-wage jobs, including skilled trades.
2. Identify industry-led certification training programs, like VTSU's Advanced Manufacturing Apprenticeships, Energy Works free training with stipends, and UVM Health Network's "LNA to RN" pathway, and advocate for State funding for such programs that train existing and future workers for a more competitive economic environment.

3. Pursue funding opportunities with workforce partners to expand the availability of training programs for targeted industries and occupations.
4. Provide labor market information to education institutions so students can make informed choices about career options.
5. Partner with post-secondary institutions in the region to increase production of knowledge-based workers in science/technology sectors.
6. Partner with local industry, Workforce Solutions, union organizations/training programs, and post-secondary institutions, and Career and Technical Education Centers in the region to identify and provide a skilled-trade workforce.
7. Establish strategic partnerships, which include a combination of social services, community and faith-based organizations, and educational providers to ensure a successful support system is developed.

Evaluation metrics

- Number of people receiving job training in the region.
- Number of post-secondary degrees awarded by regional colleges.
- Number of industry recognized credentials and licensures awarded.
- Number of students receiving information about careers in the region.
- Number of events providing workforce development services for employers and communities.
- Total job seekers educational achievement.
- Number of employer job openings filled.

Goal 5: Promote Quality of Life in Communities

Objectives

Northern Vermont has unique characteristics that define and support the quality of life for people living and working in the region. It is therefore important to balance the preservation of the heritage, social and cultural values, and the natural assets of the region with the necessary development and improvements that are critical for the growth and health of the communities. Housing, job creation, business retention, lifestyle options as well as conservation and use of natural assets all play a role in promoting and supporting the quality of life across the region.

Action/ Implementation Plan

1. Determine housing needs in the Northern Vermont region across a range of income levels.

2. Integrate economic development and job creation with workforce housing development, including housing within walking distance of job growth locations.
3. Encourage development of housing for seniors and persons with disabilities.
4. Encourage communities to apply for designated downtown/village center status to support community revitalization.
5. Promote infill and redevelopment to enhance the region's downtowns as one of the priorities for business development.
6. Support collaborations between local organizations to promote healthy lifestyles by expanding outdoor recreational opportunities, exercise programs, and healthy food options, etc.
7. Encourage the establishment of diversified attractions that expand the tourism and recreation opportunities.
8. Promote and market local community events, amenities, and assets to people outside of the geographic region.
9. Continue to support the expansion and resilience of outdoor recreation assets in order to maximize the economic benefits for our region.
10. Encourage the promotion of the arts and cultural opportunities.
11. Encourage community and regional planning that address all aspects of natural resource protection, preservation, and restoration.
12. Conserve natural amenities by incorporating them into the local/regional development plan as open spaces, buffers, or common areas.

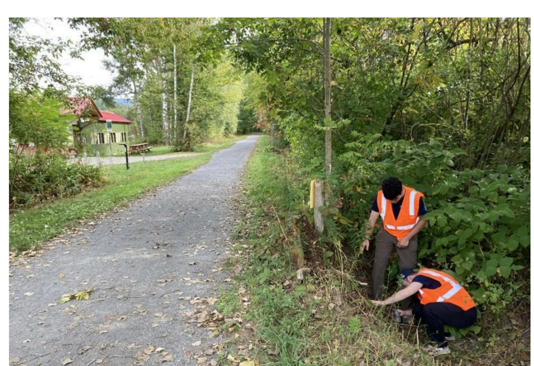
Evaluation metrics

- Number and type of housing units added in the region.
- Number of new parks/recreation facilities developed.
- Number of new trail miles constructed
- Number of miles of new sidewalks built
- Number of eligible downtowns/village centers granted designated status.
- Improvement in health outcomes rankings.

Goal 6: Disaster Preparedness and Recovery

Objectives

The number of disaster declarations has increased in Vermont over the past 5 years, from weather-related disasters in all seasons to the



rapid and devastating emergence of the Covid-19 global pandemic and the magnitude of its impact on communities and the economy. The immediacy and devastation of disasters force communities and their local governments to grapple with complex recovery decisions, the results of which will leave legacy impacts on a community long after the disaster event is over. Many communities in Northern Vermont, particularly the small rural communities, lack the human capital, resources and the management capacity often needed to implement recovery plans. The objective of Goal 6 is to facilitate building the capacity within and across the communities of Northern Vermont for collaborative and coordinated problem solving, decision-making and resource implementation between local governments and community stakeholders and the regional, state and federal agencies in order address the range of decisions needed for post-disaster recovery.

Action/ Implementation Plan

1. Utilize the Business Emergency Planning Workbook and protect resources for faster recovery.
2. Create a coordinating structure of organizations for economic recovery.
3. Create an effective communications strategy between organizations and to the public to ensure awareness of planning efforts and to build community support for recovery.
4. Create an updated list of various local, state and federal grants and programs relevant to the specific incident including availability and timing of various federal grants and programs.
5. Identify and/or establish local and regional specific task forces to coordinate and work with other state and federal resources on identified economic recovery issues.
6. Combine, consolidate, and coordinate programs in order to maximize benefits and avoid duplication of effort during disaster preparedness and recovery efforts.

Evaluation metrics

- Local and regional coordination of organizations for economic recovery identified and/or established.
- Effective communications strategy established.
- Updated resource list and identified task forces established.

Appendix

Appendix A: Investments in the District

Yellow Barn Business Accelerator & Campus

The Yellow Barn Business Accelerator & Campus in Hardwick represents a significant regional investment in food system infrastructure and rural economic development, supported in part by funding from the U.S. Economic Development Administration (EDA). The project includes a new 25,000 sq. ft. multi-purpose facility and the adaptive reuse of the historic 4,000 sq. ft. Yellow Barn along the Route 15 gateway to downtown Hardwick. The new facility supports aggregation and distribution and houses the Center for an Agricultural Economy Food Hub and fulfillment operations for Jasper Hill Farm, two businesses that expanded rapidly as pandemic-related supply chain disruptions underscored the need for stronger regional food distribution networks. The Food Hub distributes approximately $15 million in local food annually and incorporates energy-efficient systems, including CO_2-based refrigeration with heat recapture, wood pellet boilers, heat pump water heaters, and a 400-panel rooftop solar array. The historic barn now serves as a retail destination operated by Cabot Creamery and benefits from high visibility along the Lamoille Valley Rail Trail. The CAE Food Hub,

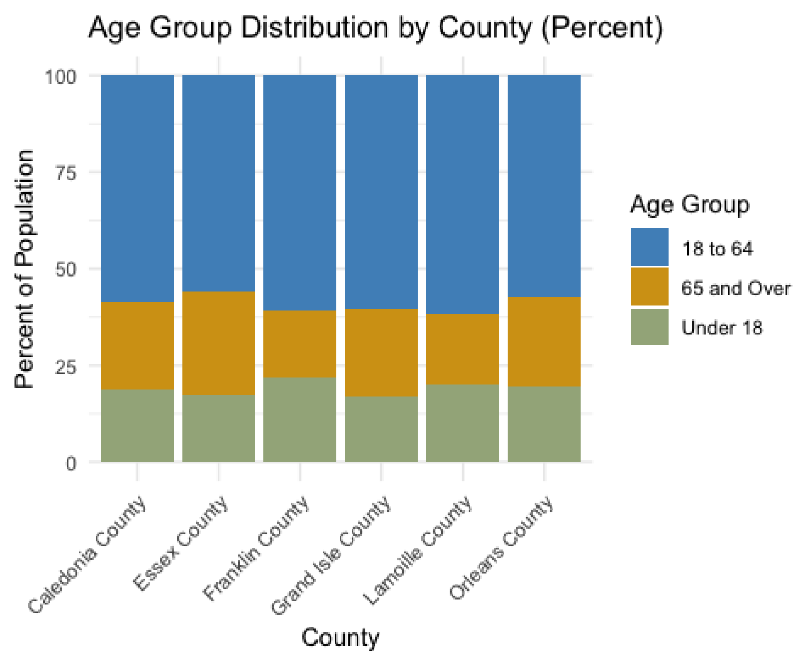
Completed in late 2024, the $11.8 million project reflects a multi-year collaboration between the Town of Hardwick, nonprofit partners, and a combination of federal, state, and private financing, including EDA investment and New Markets Tax Credit financing. The project has strengthened regional food distribution infrastructure, expanded market access for agricultural producers, and leveraged additional private investment across the region.

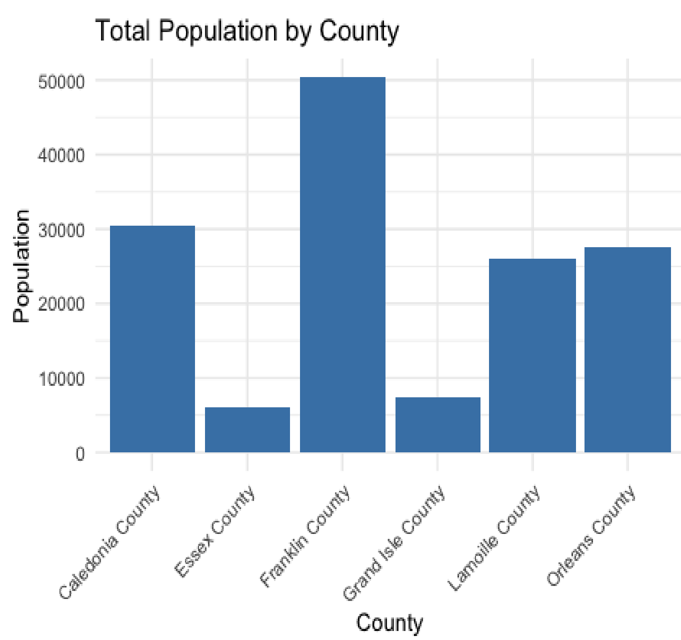
Do North Innovation Hub
With funding assistance from the U.S. Economic Development Administration (EDA) and the Vermont Agency of Commerce and Community Development (ACCD), the Northeastern Vermont Development Association (NVDA) launched the InnovateNEK initiative to help transform the Northeast Kingdom from an economy impacted by the loss of traditional manufacturing jobs to one supporting scalable technology entrepreneurship, investment, and job creation. As part of this effort, NVDA assumed operation of Do North Coworking, a previous EDA-funded project, which is now operating as the Do North Innovation Hub. The initiative focuses on strengthening the regional entrepreneurial ecosystem by improving awareness and access to resources, increasing support for idea-stage technology entrepreneurs, and accelerating the growth of promising startups. Through events, mentorship, and programming, InnovateNEK is expected to engage 250–350 participants across the region and support the creation of new revenue-generating businesses that produce high-skilled, high-paying jobs.

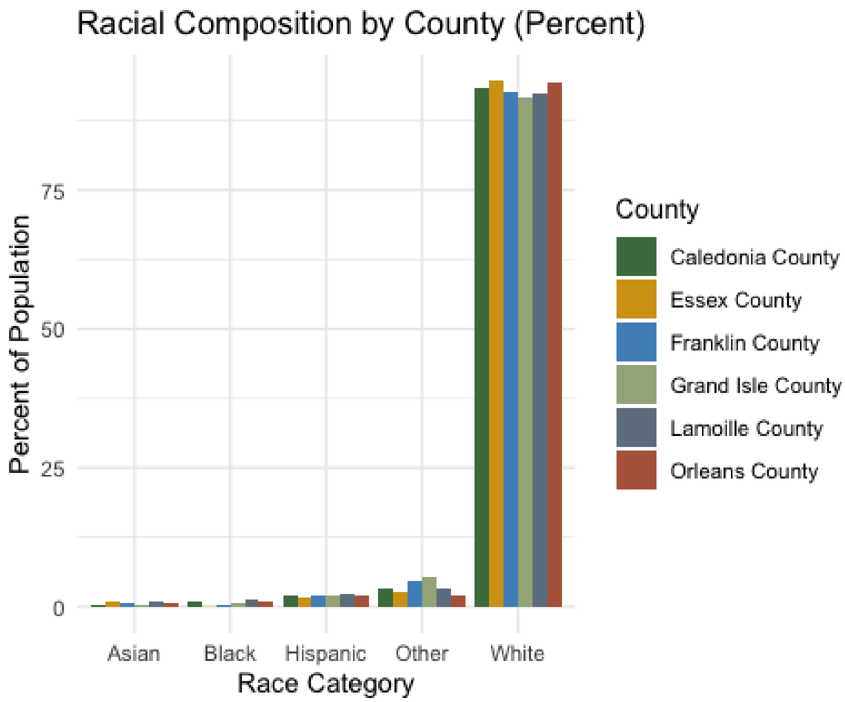
Appendix B: resources

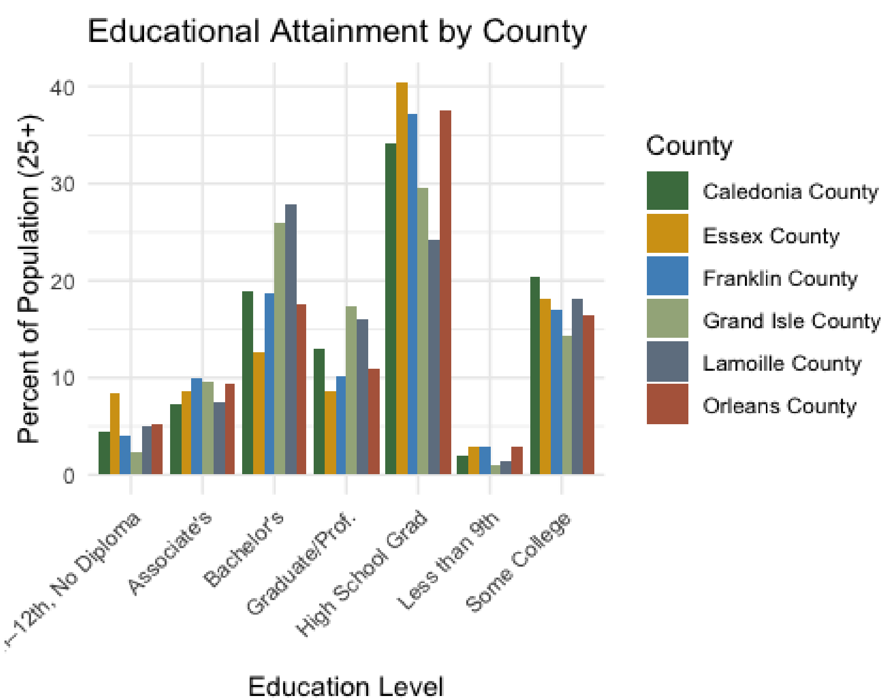
1. American Community Survey (ACS). (2023). U.S. Census Bureau. Retrieved from https://www.census.gov/programs-surveys/acs/
2. BRIC – Baseline Resilience Indicators for Communities. (2020). Hazards & Vulnerability Research Institute, University of South Carolina. Retrieved from https://sc.edu/study/colleges_schools/artsandsciences/centers_and_institutes/hvri/data_and_resources/bric/
3. Caledonian Record. (n.d.). Local news and economic updates for Northern Vermont. Retrieved from https://www.caledonianrecord.com/
4. Data USA. (2023). A comprehensive visualization of U.S. public data. Retrieved from https://datausa.io/
5. U.S. Census Bureau. (2023). Explore Census Data. Retrieved from https://data.census.gov/
6. VTDigger. (2023). Vermont independent nonprofit news. Retrieved from https://vtdigger.org/
7. Burlington Free Press. (2023). News coverage of Vermont and Burlington metro area. Retrieved from https://www.burlingtonfreepress.com/
8. Federal Reserve Bank of St. Louis. (2023). FRED – Federal Reserve Economic Data. Retrieved from https://fred.stlouisfed.org/

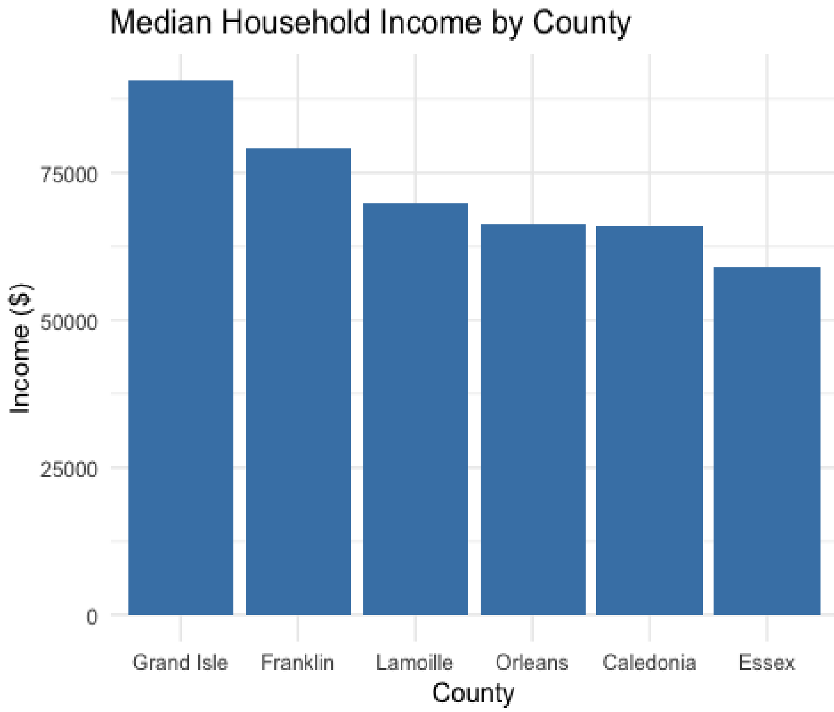
Appendix C: Additional Tables and Figures






Racial Composition by County (Percent)
Percent of Population
75
50
25
0
Asian
Black
Hispanic
Other
White
Race Category
County
Caledonia County
Essex County
Franklin County
Grand Isle County
Lamoille County
Orleans County


Educational Attainment by County
Percent of Population (25+)
40
30
20
10
0
–12th, No Diploma
Associate's
Bachelor's
Graduate/Prof.
High School Grad
Less than 9th
Some College
Education Level
County
Caledonia County
Essex County
Franklin County
Grand Isle County
Lamoille County
Orleans County



Summary of County Commuting Metrics – 2022					
County	*Live in County*	*Work in County*	*Net Job Flow*	*Live & Work in County (%)*	*Commute Out (%)*
Essex	*2259*	*915*	*-1344*	*17.2*	*82.8*
Caledonia	*12762*	*10440*	*-2322*	*50.4*	*49.6*
Franklin	*24225*	*16600*	*-7625*	*44.7*	*55.3*
Grand Isle	*3402*	*1070*	*-2332*	*18.0*	*82.0*
Lamoille	*12548*	*12590*	*42*	*54.4*	*45.6*
Orleans	*11909*	*10588*	*-1321*	*60.7*	*39.3*

Caledonia County, VT – 2022 Commuting Analysis

Labor Market Size (All Jobs) – 2022

Category	*Count / Share*
Employed in the Selection Area	*10,440 (100.0%)*
Living in the Selection Area	*12,762 (122.2%)*
Net Job Inflow (+) or Outflow (-)	*-2,322*

In-Area Labor Force Efficiency – 2022

Category	*Count / Share*
Living in the Selection Area	*12,762 (100.0%)*
Living and Employed in the Selection Area	*6,434 (50.4%)*
Living in the Selection Area but Employed Outside	*6,328 (49.6%)*

In-Area Employment Efficiency – 2022

Category	*Count / Share*
Employed in the Selection Area	*10,440 (100.0%)*
Employed and Living in the Selection Area	*6,434 (61.6%)*
Employed in the Selection Area but Living Outside	*4,006 (38.4%)*

Workers in Caledonia County – Where They Live (2022)

County	*Count / Share*
Caledonia County, VT	*6,434 (61.6%)*
Orleans County, VT	*778 (7.5%)*
Washington County, VT	*552 (5.3%)*
Essex County, VT	*444 (4.3%)*
Grafton County, NH	*373 (3.6%)*
Lamoille County, VT	*306 (2.9%)*
Chittenden County, VT	*302 (2.9%)*
Coos County, NH	*124 (1.2%)*
Windsor County, VT	*120 (1.1%)*
Franklin County, VT	*107 (1.0%)*
All Other Locations	*900 (8.6%)*

Jobs by Distance from Work to Home Census Block – 2022

Distance	*Count / Share*
Less than 10 miles	*5,081 (48.7%)*
10 to 24 miles	*2,902 (27.8%)*
25 to 50 miles	*1,166 (11.2%)*
Greater than 50 miles	*1,291 (12.4%)*

Essex County, VT – 2022 Commuting Analysis

Labor Market Size (All Jobs) – 2022

Category	*Count / Share*
Employed in the Selection Area	*915 (100.0%)*
Living in the Selection Area	*2,259 (246.9%)*
Net Job Inflow (+) or Outflow (-)	*-1,344*

In-Area Labor Force Efficiency – 2022

Category	*Count / Share*
Living in the Selection Area	*2,259 (100.0%)*
Living and Employed in the Selection Area	*388 (17.2%)*
Living in the Selection Area but Employed Outside	*1,871 (82.8%)*

In-Area Employment Efficiency – 2022

Category	*Count / Share*
Employed in the Selection Area	*915 (100.0%)*
Employed and Living in the Selection Area	*388 (42.4%)*
Employed in the Selection Area but Living Outside	*527 (57.6%)*

Workers Living in Essex County – Employment by County (2022)

County	Count / Share
Coos County, NH	507 (22.4%)
Caledonia County, VT	444 (19.7%)
Essex County, VT	388 (17.2%)
Grafton County, NH	216 (9.6%)
Orleans County, VT	196 (8.7%)
Chittenden County, VT	96 (4.2%)
Washington County, VT	67 (3.0%)
Windsor County, VT	66 (2.9%)
Franklin County, VT	31 (1.4%)
Rutland County, VT	26 (1.2%)
All Other Locations	222 (9.8%)

Jobs by Distance from Home to Work Census Block – 2022

Distance	Count / Share
Less than 10 miles	545 (24.1%)
10 to 24 miles	853 (37.8%)
25 to 50 miles	398 (17.6%)
Greater than 50 miles	463 (20.5%)

Franklin County, VT – 2022 Commuting Analysis

Labor Market Size (All Jobs) – 2022

Category	*Count / Share*
Employed in the Selection Area	*16,600 (100.0%)*
Living in the Selection Area	*24,225 (145.9%)*
Net Job Inflow (+) or Outflow (-)	*-7,625*

In-Area Labor Force Efficiency – 2022

Category	*Count / Share*
Living in the Selection Area	*24,225 (100.0%)*
Living and Employed in the Selection Area	*10,830 (44.7%)*
Living in the Selection Area but Employed Outside	*13,395 (55.3%)*

In-Area Employment Efficiency – 2022

Category	*Count / Share*
Employed in the Selection Area	*16,600 (100.0%)*
Employed and Living in the Selection Area	*10,830 (65.2%)*
Employed in the Selection Area but Living Outside	*5,770 (34.8%)*

Workers in Franklin County – Where They Live (2022)

County	*Count / Share*
Franklin County, VT	*10,830 (65.2%)*
Chittenden County, VT	*2,560 (15.4%)*
Grand Isle County, VT	*463 (2.8%)*
Lamoille County, VT	*423 (2.5%)*
Washington County, VT	*365 (2.2%)*
Orleans County, VT	*287 (1.7%)*
Clinton County, NY	*267 (1.6%)*
Rutland County, VT	*177 (1.1%)*
Caledonia County, VT	*148 (0.9%)*
Addison County, VT	*114 (0.7%)*
All Other Locations	*966 (5.8%)*

Jobs by Distance from Work to Home Census Block – 2022

Distance	*Count / Share*
Less than 10 miles	*8,011 (48.3%)*
10 to 24 miles	*5,377 (32.4%)*
25 to 50 miles	*1,727 (10.4%)*
Greater than 50 miles	*1,485 (8.9%)*

Grand Isle County, VT – 2022 Commuting Analysis

Labor Market Size (All Jobs) – 2022

Category	*Count / Share*
Employed in the Selection Area	*1,070 (100.0%)*
Living in the Selection Area	*3,402 (317.9%)*
Net Job Inflow (+) or Outflow (-)	*-2,332*

In-Area Labor Force Efficiency – 2022

Category	*Count / Share*
Living in the Selection Area	*3,402 (100.0%)*
Living and Employed in the Selection Area	*613 (18.0%)*
Living in the Selection Area but Employed Outside	*2,789 (82.0%)*

In-Area Employment Efficiency – 2022

Category	*Count / Share*
Employed in the Selection Area	*1,070 (100.0%)*
Employed and Living in the Selection Area	*613 (57.3%)*
Employed in the Selection Area but Living Outside	*457 (42.7%)*

Workers in Grand Isle County – Where They Live (2022)

County	Count / Share
Grand Isle County, VT	613 (57.3%)
Chittenden County, VT	198 (18.5%)
Franklin County, VT	93 (8.7%)
Clinton County, NY	42 (3.9%)
Washington County, VT	13 (1.2%)
Essex County, NY	11 (1.0%)
Franklin County, NY	11 (1.0%)
Lamoille County, VT	11 (1.0%)
Windham County, VT	8 (0.7%)
Addison County, VT	7 (0.7%)
All Other Locations	63 (5.9%)

Jobs by Distance from Work to Home Census Block – 2022

Distance	Count / Share
Less than 10 miles	521 (48.7%)
10 to 24 miles	372 (34.8%)
25 to 50 miles	88 (8.2%)
Greater than 50 miles	89 (8.3%)

Lamoille County, VT – 2022 Commuting Analysis

Labor Market Size (All Jobs) – 2022

Category	*Count / Share*
Employed in the Selection Area	*12,590 (100.0%)*
Living in the Selection Area	*12,548 (99.7%)*
Net Job Inflow (+) or Outflow (-)	*42*

In-Area Labor Force Efficiency – 2022

Category	*Count / Share*
Living in the Selection Area	*12,548 (100.0%)*
Living and Employed in the Selection Area	*6,820 (54.4%)*
Living in the Selection Area but Employed Outside	*5,728 (45.6%)*

In-Area Employment Efficiency – 2022

Category	*Count / Share*
Employed in the Selection Area	*12,590 (100.0%)*
Employed and Living in the Selection Area	*6,820 (54.2%)*
Employed in the Selection Area but Living Outside	*5,770 (45.8%)*

Workers in Lamoille County – Where They Live (2022)

County	*Count / Share*
Lamoille County, VT	*6,820 (54.2%)*
Chittenden County, VT	*1,394 (11.1%)*
Washington County, VT	*1,215 (9.7%)*
Franklin County, VT	*734 (5.8%)*
Orleans County, VT	*617 (4.9%)*
Caledonia County, VT	*539 (4.3%)*
Rutland County, VT	*107 (0.8%)*
Windsor County, VT	*91 (0.7%)*
Addison County, VT	*88 (0.7%)*
Grafton County, NH	*83 (0.7%)*
All Other Locations	*902 (7.2%)*

Jobs by Distance from Work to Home Census Block – 2022

Distance	*Count / Share*
Less than 10 miles	*5,916 (47.0%)*
10 to 24 miles	*3,858 (30.6%)*
25 to 50 miles	*1,791 (14.2%)*
Greater than 50 miles	*1,025 (8.1%)*

Orleans County, VT – 2022 Commuting Analysis

Labor Market Size (All Jobs) – 2022

Category	*Count / Share*
Employed in the Selection Area	*10,588 (100.0%)*
Living in the Selection Area	*11,909 (112.5%)*
Net Job Inflow (+) or Outflow (-)	*-1,321*

In-Area Labor Force Efficiency – 2022

Category	*Count / Share*
Living in the Selection Area	*11,909 (100.0%)*
Living and Employed in the Selection Area	*7,229 (60.7%)*
Living in the Selection Area but Employed Outside	*4,680 (39.3%)*

In-Area Employment Efficiency – 2022

Category	*Count / Share*
Employed in the Selection Area	*10,588 (100.0%)*
Employed and Living in the Selection Area	*7,229 (68.3%)*
Employed in the Selection Area but Living Outside	*3,359 (31.7%)*

Workers in Orleans County – Where They Live (2022)

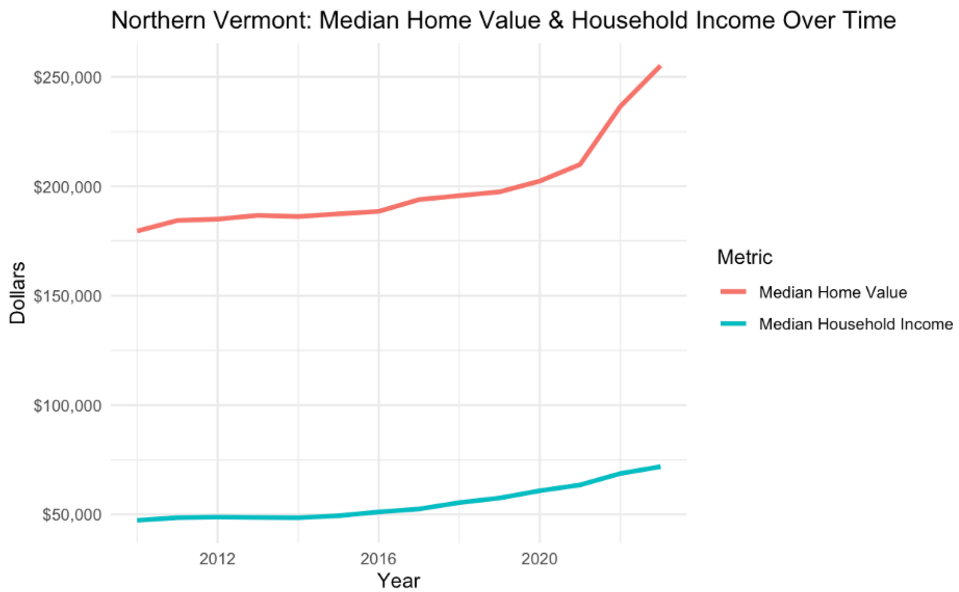
County	*Count / Share*

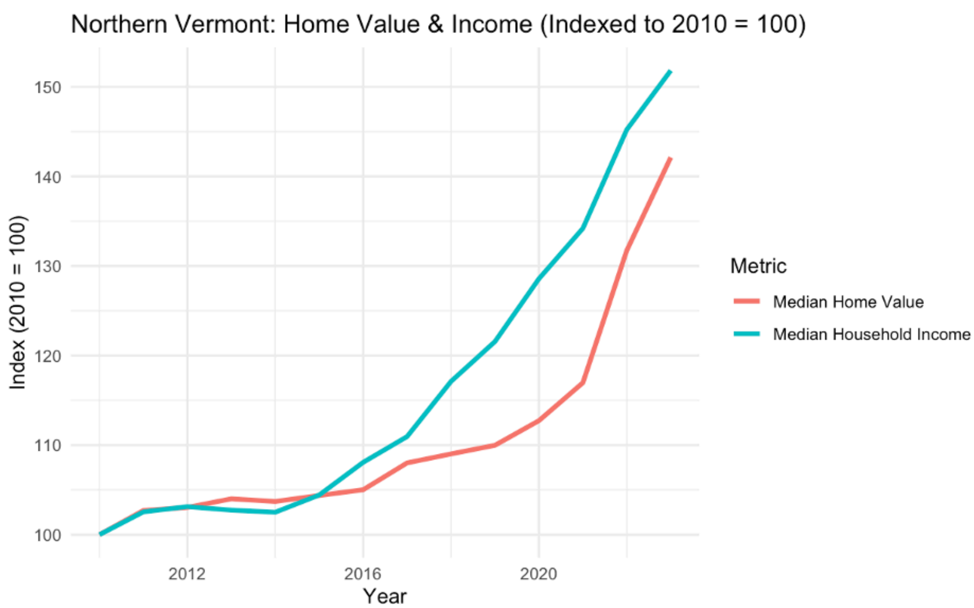
Orleans County, VT	*7,229 (68.3%)*
Caledonia County, VT	*862 (8.1%)*
Lamoille County, VT	*337 (3.2%)*
Franklin County, VT	*321 (3.0%)*
Washington County, VT	*316 (3.0%)*
Chittenden County, VT	*298 (2.8%)*
Essex County, VT	*196 (1.9%)*
Grafton County, NH	*129 (1.2%)*
Coos County, NH	*99 (0.9%)*
Windsor County, VT	*83 (0.8%)*
All Other Locations	*718 (6.8%)*

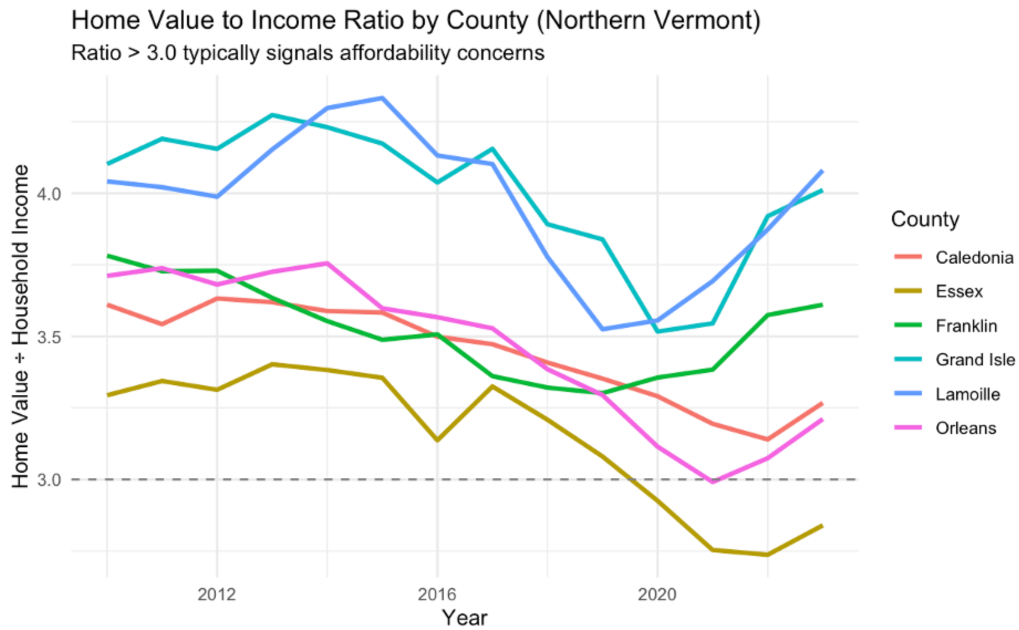
Jobs by Distance from Work to Home Census Block – 2022

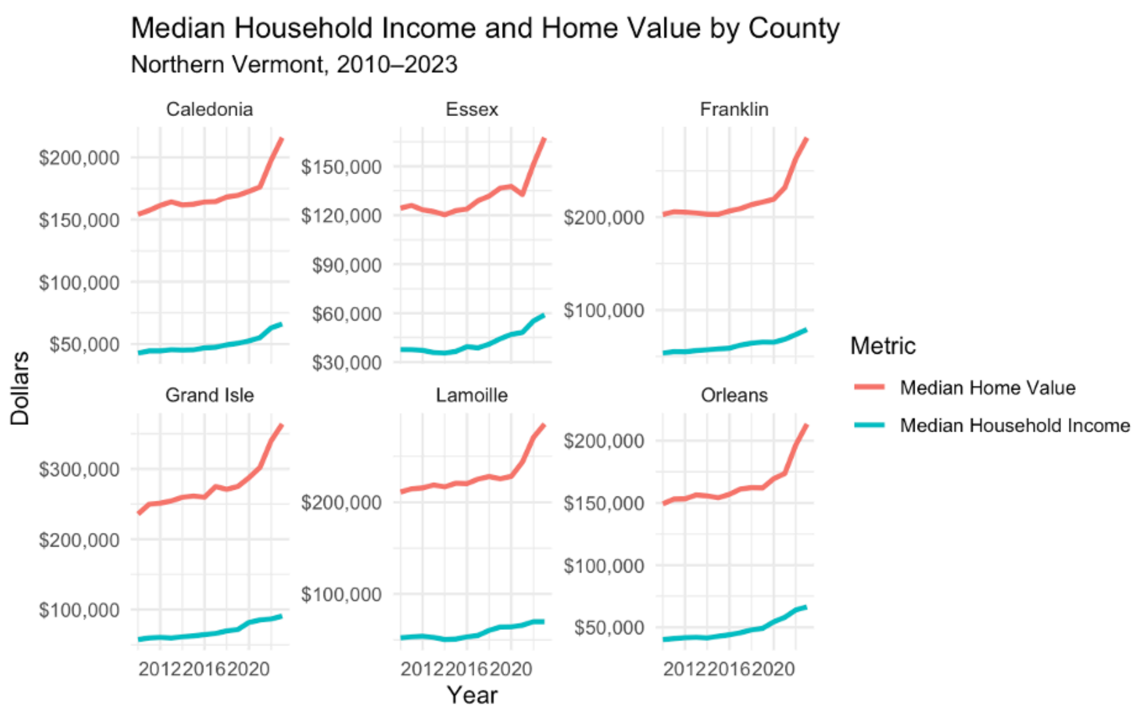
Distance	*Count / Share*
Less than 10 miles	*5,163 (48.8%)*
10 to 24 miles	*2,800 (26.4%)*
25 to 50 miles	*1,311 (12.4%)*
Greater than 50 miles	*1,314 (12.4%)*

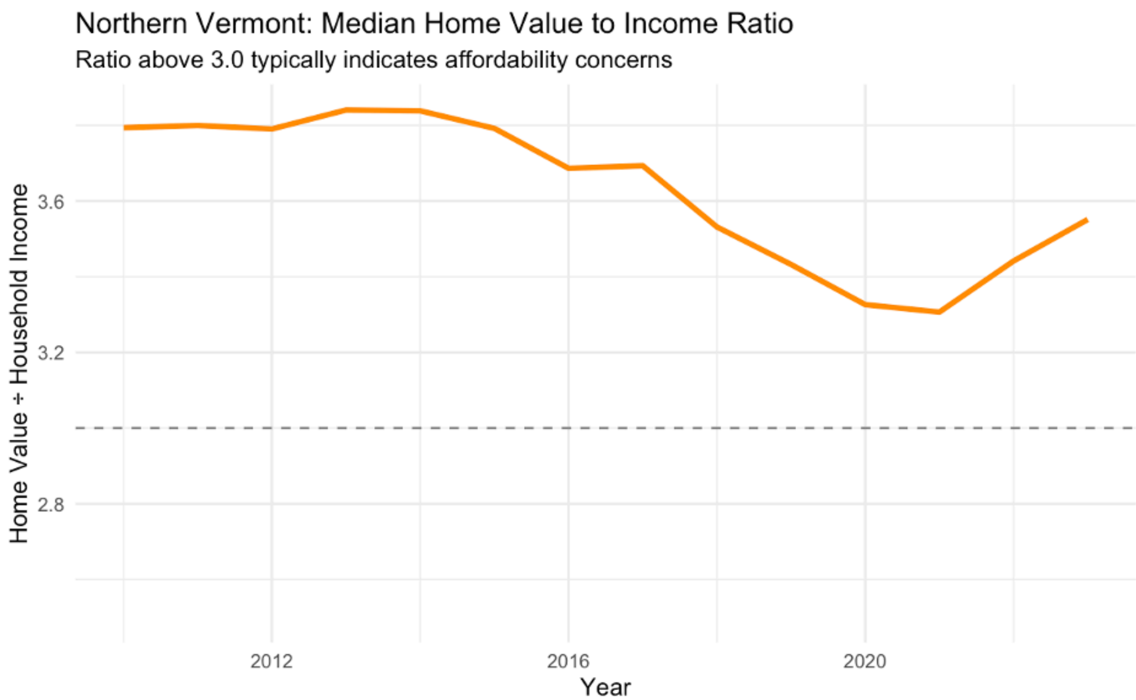
Housing Affordability



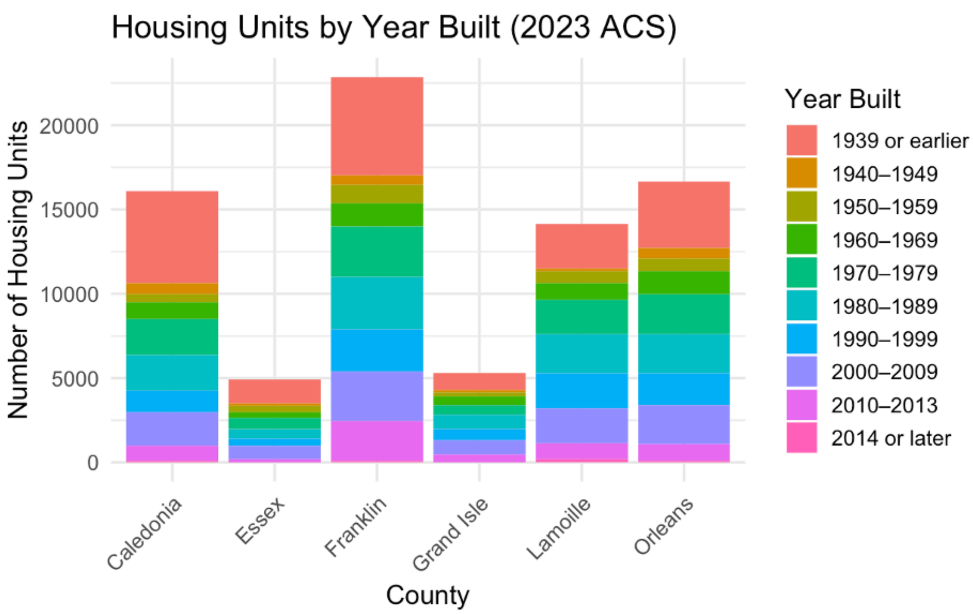


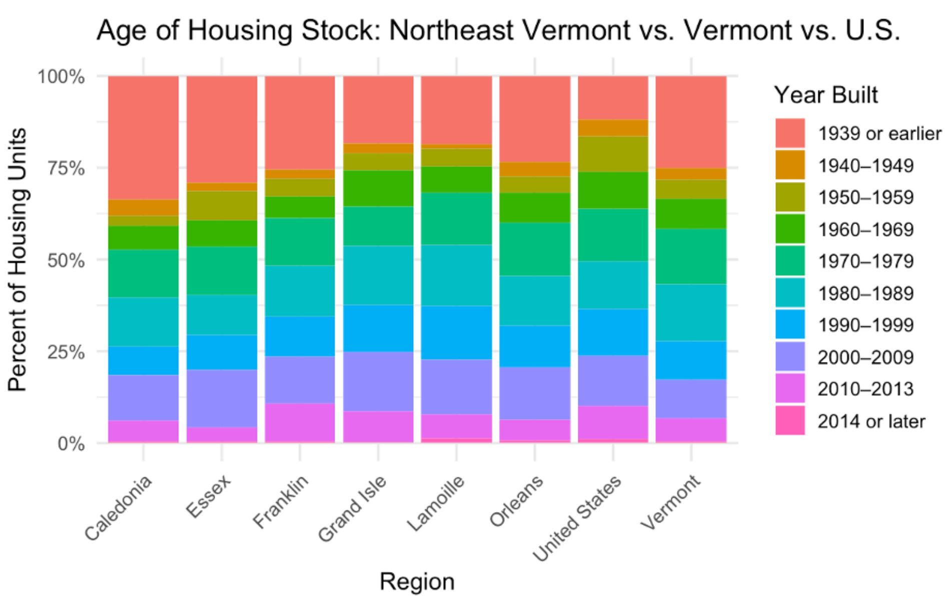

Home Value to Income Ratio by County (Northern Vermont)
Ratio > 3.0 typically signals affordability concerns
Home Value ÷ Household Income
4.0
3.5
3.0
2012
2016
2020
Year
County
Caledonia
Essex
Franklin
Grand Isle
Lamoille
Orleans


Median Household Income and Home Value by County
Northern Vermont, 2010–2023
Caledonia
Essex
Franklin
Grand Isle
Lamoille
Orleans
Dollars
Year
Metric
Median Home Value
Median Household Income

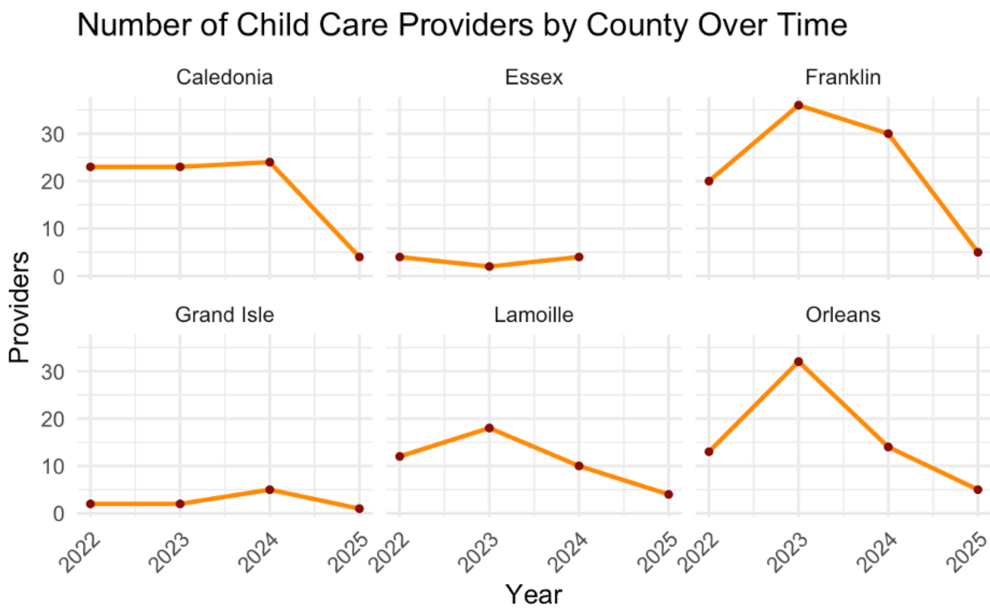

Northern Vermont: Median Home Value to Income Ratio
Ratio above 3.0 typically indicates affordability concerns
Home Value ÷ Household Income
3.6
3.2
2.8
2012
2016
2020
Year

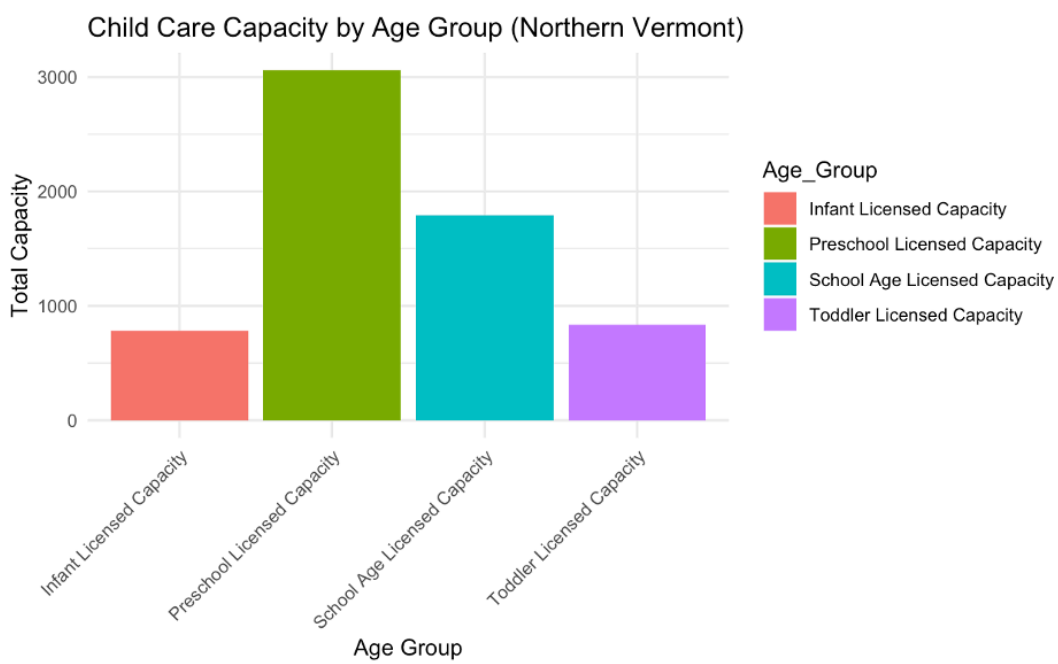
Age of Housing Stock

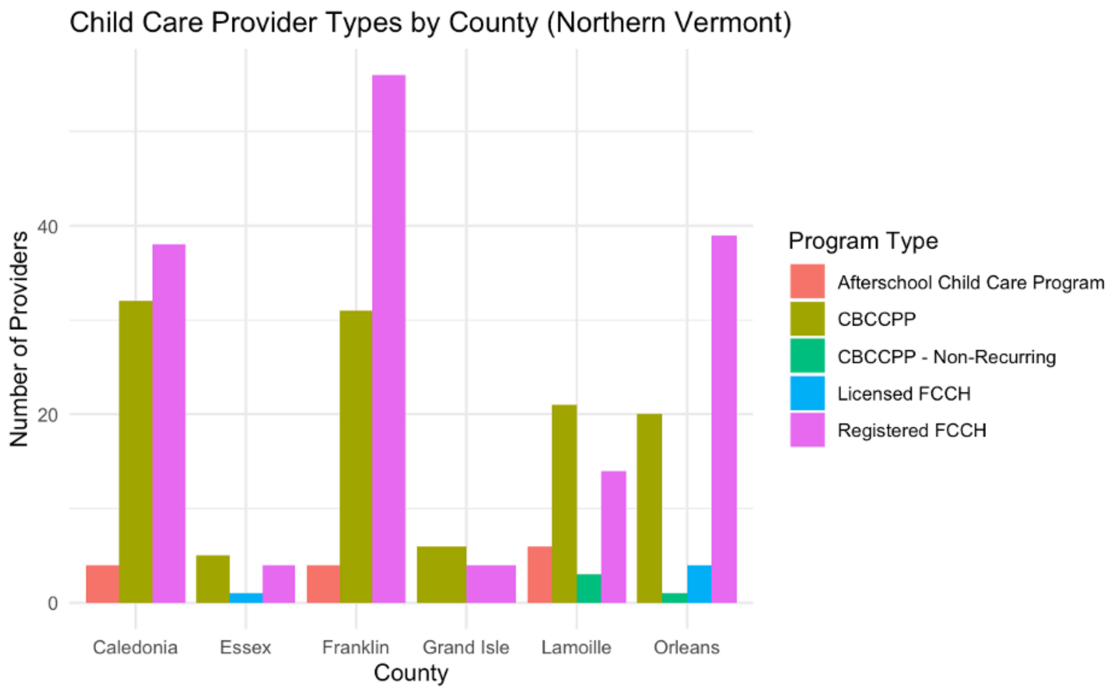


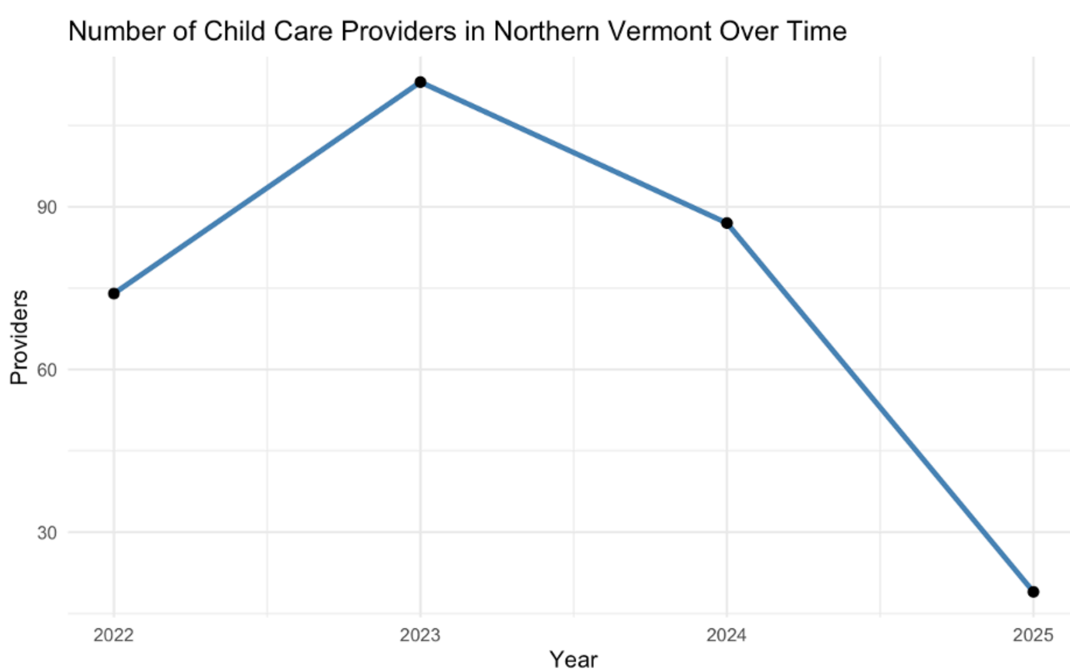


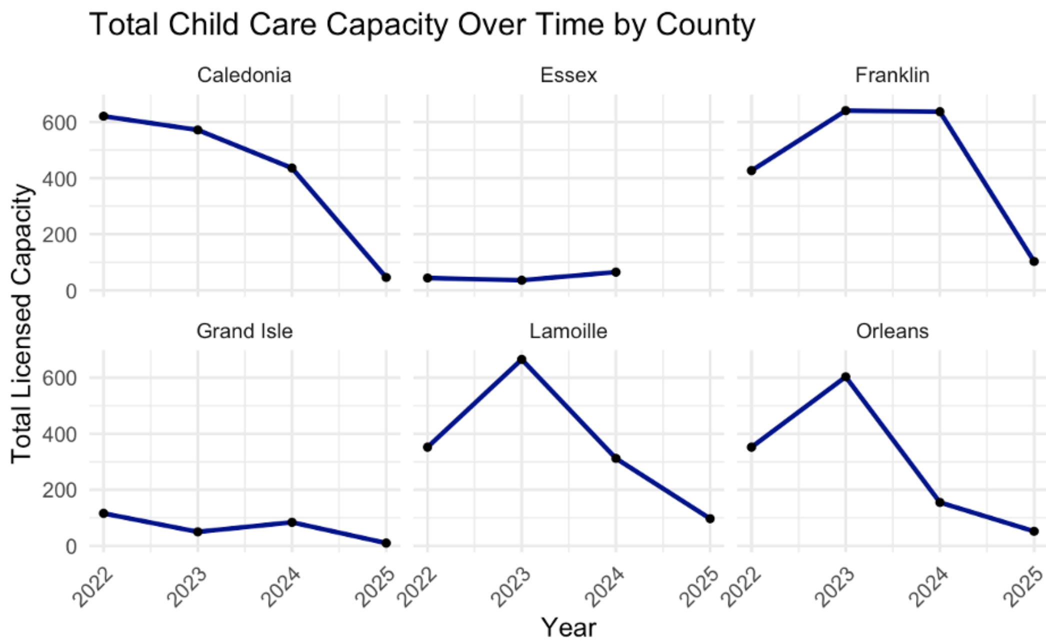
Child Care

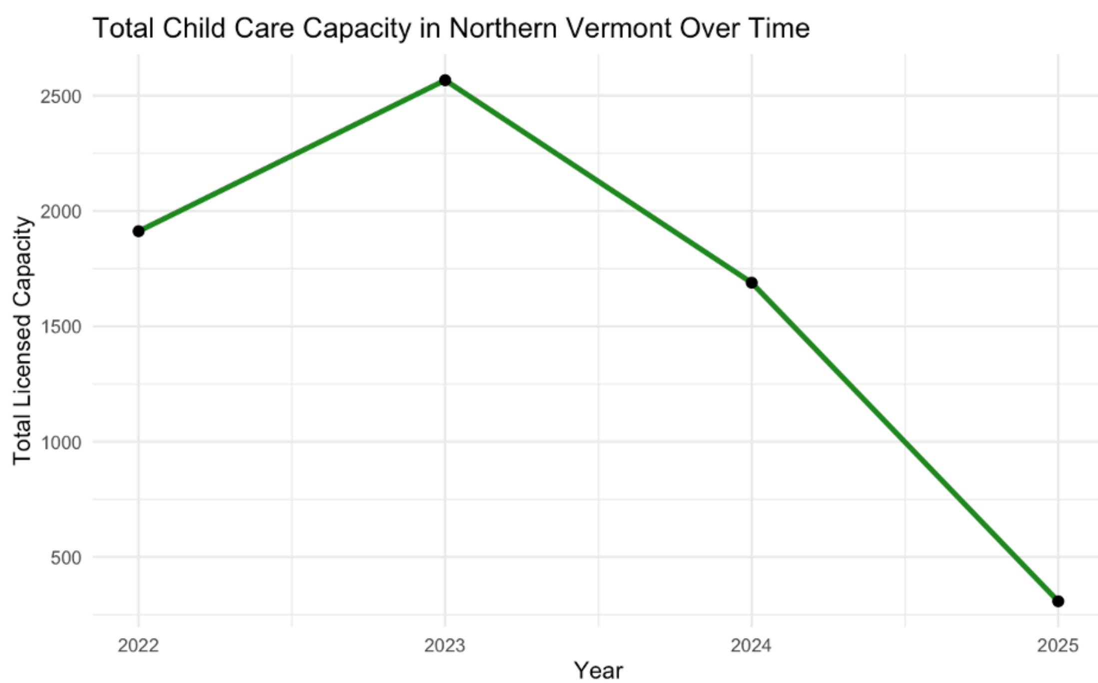

Number of Child Care Providers by County Over Time
Caledonia
Essex
Franklin
Grand Isle
Lamoille
Orleans
Providers
0
10
20
30
2022
2023
2024
2025
Year


Child Care Capacity by Age Group (Northern Vermont)
Total Capacity
0
1000
2000
3000
Infant Licensed Capacity
Preschool Licensed Capacity
School Age Licensed Capacity
Toddler Licensed Capacity
Age Group
Age_Group
Infant Licensed Capacity
Preschool Licensed Capacity
School Age Licensed Capacity
Toddler Licensed Capacity

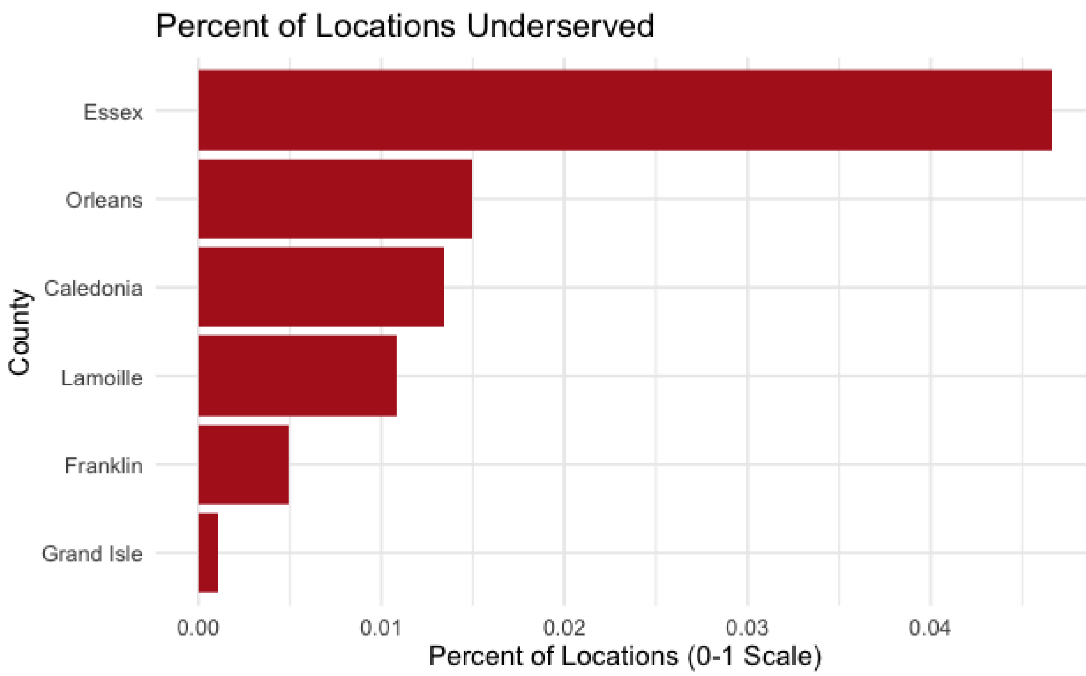

Child Care Provider Types by County (Northern Vermont)
Number of Providers
0
20
40
Caledonia
Essex
Franklin
Grand Isle
Lamoille
Orleans
County
Program Type
Afterschool Child Care Program
CBCCPP
CBCCPP - Non-Recurring
Licensed FCCH
Registered FCCH


Number of Child Care Providers in Northern Vermont Over Time
Providers
30
60
90
2022
2023
2024
2025
Year


Total Child Care Capacity Over Time by County
Caledonia
Essex
Franklin
Grand Isle
Lamoille
Orleans
Total Licensed Capacity
0
200
400
600
2022
2023
2024
2025
Year

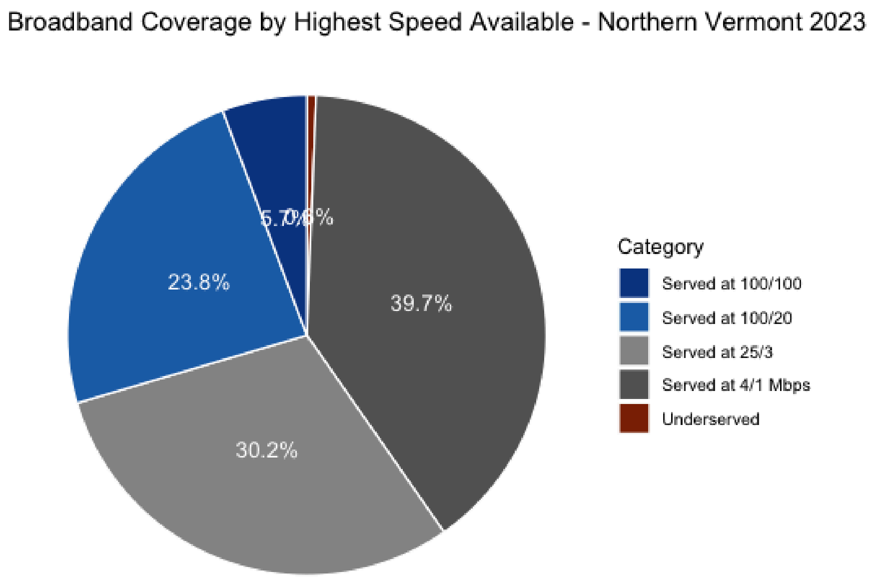

Total Child Care Capacity in Northern Vermont Over Time
Total Licensed Capacity
500
1000
1500
2000
2500
2022
2023
2024
2025
Year

Broadband Access



*2023 Data. Please refer to page 26-27 for more up to date information.

County	***Total Locations***	***% Served 100/100***	***% Served 100/20***	***% Served 25/3***	***% Served 25/3_W***	***%Served 4/1***	***% Underserved***
Caledonia	*16,335*	*21.72%*	*57.52%*	*66.61%*	*77.50%*	*98.65%*	*1.35%*
Essex	*5,620*	*21.30%*	*37.69%*	*66.64%*	*75.18%*	*95.34%*	*4.66%*
Franklin	*23,201*	*14.33%*	*78.52%*	*88.17%*	*92.15%*	*99.51%*	*0.49%*
Grand Isle	*6,564*	*0.09%*	*60.82%*	*76.48%*	*83.06%*	*99.89%*	*0.11%*
Lamoille	*13,574*	*22.09%*	*63.03%*	*78.27%*	*85.86%*	*98.92%*	*1.08%*
Orleans	*16,950*	*5.58%*	*57.42%*	*72.89%*	*84.51%*	*98.51%*	*1.49%*



Northern Vermont Industry by county (2023 ACS – DP03)							
Sector	*Essex*	*Caledonia*	*Franklin*	*Grand Isle*	*Lamoille*	*Orleans*	*Vermont*
Total Employed (16+)	*2,613*	*15,547*	*25,589*	*4,100*	*12,650*	*11,890*	*332,000*
Educational services & Health care & Social assistance	*21.5%*	*22.0%*	*20.8%*	*19.6%*	*20.5%*	*21.2%*	*22.3%*
Retail trade	*11.4%*	*13.6%*	*11.4%*	*12.9%*	*13.7%*	*13.8%*	*11.8%*
Construction	*10.5%*	*8.0%*	*8.3%*	*9.3%*	*10.1%*	*9.7%*	*8.9%*
Manufacturing	*10.3%*	*9.2%*	*14.6%*	*8.1%*	*8.7%*	*11.2%*	*10.5%*
Accommodation & Food Services	*10.0%*	*9.5%*	*7.8%*	*11.0%*	*10.6%*	*9.4%*	*10.1%*

Public Administration	*8.2%*	*6.8%*	*6.1%*	*5.9%*	*6.5%*	*7.0%*	*6.9%*
Transportation & Utilities	*7.4%*	*6.0%*	*6.5%*	*5.4%*	*5.7%*	*6.2%*	*6.3%*
Professional & Administrative Services	*5.7%*	*5.2%*	*5.9%*	*5.0%*	*5.4%*	*5.6%*	*5.8%*
Other Services	*4.8%*	*5.0%*	*4.7%*	*6.0%*	*5.2%*	*4.9%*	*4.9%*
Finance & Real Estate	*4.1%*	*4.3%*	*4.0%*	*4.5%*	*4.2%*	*4.1%*	*4.4%*
Self-Employed	*14.2%*	*14.2%*	*13.8%*	*13.4%*	*14.0%*	*14.1%*	*13.9%*