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MINUTES

Lakes Region Comprehensive Economic Development Strategies (CEDS) Strategy Committee Meeting

Meredith Savings Bank
South Main Street,
Laconia, New Hampshire

June 27, 2007

Committee Members Present:

Bill Beyer, Meredith Village Savings Bank
Jennifer Boulanger, BCEDC
Mark Edelstein, NH Community Technical College
Debbie Frawley-Drake, Lakes Region Linen
Gary Groleau, N.H. Ball Bearing
John Howe, The Citizen of Laconia

Moe Lafreniere, The Common Man
Theresa Lamson, Greater Laconia-Weirs Beach
Chamber of Commerce
Henry Lipman, LRGH
Gerry O'Neil, Private Sector representative
Jack Terrill, Lakes Region United Way

Others:

Carol Cantin, NH Department of Employment Security
Kimon Koulet, LRPC
Michael Tardiff, LRPC

Call to Order

The meeting was called to order by Bill Beyer at 5:15pm. He began the meeting by noting apologies from several members of the committee for their absence and then asking for any comments related to the minutes of the May 23, 2007 CEDS Strategy Committee meeting. The minutes were accepted as written by a unanimous vote of the committee.

CEDS Outlook

B. Beyer then outlined the topics expected to be covered during the meeting, including his hope to finalize the vision statement as well as develop a series of goals and objectives with potential tactical programs to help them move forward.

Economic Development Administration News

Kimon Koulet distributed a handout that described the seven components of the CEDS document (see Attachment 1). He then noted that the LRPC has been invited to submit an application for

continued funding of the Lakes Region CEDS process, and he would soon begin working on the application. He said the result of this funding opportunity would be additional time to complete the CEDS, covering with greater detail steps that would have been shortchanged if the CEDS had been completed in the aggressive timeframe originally outlined. He then noted that the ramifications of this opportunity would be best described through a review of the seven individual components of the CEDS.

1. Background

The draft background chapter including the review of the economic climate will be sent to EDA in July following a CEDS committee review by email.

2. Analysis of Economic Problems and Opportunities (SWOT)

The SWOT analysis and industry cluster analysis have been completed.

3. Goals and Objectives – Defining Regional Expectations

Work on this section is in progress.

4. Community and Private Sector Participation

This section will summarize the public/private cooperation that has been and will be undertaken to complete the CEDS. It has not yet been prepared, but the work of the CEDS committee is a good illustration of public and private sector coordination. It is expected that work on the Action Plan will also highlight this strong coordination.

5. Strategic Projects, Programs and Activities – Identify and describe projects, programs, and activities designed to implement the goals and objectives

K. Koulet noted that the EDA's emphasis is on funding public works and economic diversification projects. The CEDS is a relatively new process for both EDA and the region. In this process, the private sector has the reins for developing the strategic plan and implementation as over 50% of the membership of the CEDS committee represents the private sector. In discussions with Bill Beyer, K. Koulet had discussed the need to identify specific projects for implementation through the CEDS process, which can take considerable time to undertake. The CEDS committee has not yet worked to identify those projects (some that may be medium and long-term projects), but it is one of the outcomes that need to be incorporated into the CEDS.

Another issue is the establishment of committees that will identify any CEDS goals the committee members wish to pursue and then develop potential action steps. This step can occur at the same time we are working with area communities and economic development councils and chambers of commerce on the identification of public works and diversification projects. Together, these efforts will list a series of activities that will be incorporated into the CEDS. He then noted that the projects need to be linked to the vision, and at some point the projects will also need to be prioritized.

K. Koulet then noted the good job that Jennifer Boulanger did identifying a wide range of projects in the region in an EDA friendly format. He also noted that there would be a need for outreach to local communities regarding potential projects in coordination with the area economic development councils. Projects identified in the region would then be brought back to the steering committee where they would be reviewed and prioritized for inclusion in the CEDS. He then emphasized the need to include any project in the CEDS if there was an opportunity for funding through the EDA, although every project or issue identified in the CEDS does not have to be a public works type project. As an example, he cited workforce housing, which is a key issue identified so far in the CEDS process but is not a project that is typically funded by EDA.

A short discussion then followed regarding the politics of prioritizing public work projects. John Howe noted that we are not a political body, but we will likely cause a great deal of political debate. Henry Lipman noted that elected officials need the CEDS as this is an avenue to funding. The similarity between this process and the regional transportation priority setting process was noted, where priorities are set at the regional level, but the responsibility for a final decision related to funding comes down to a specific political body.

6. Plan of Action

Work on this section is in progress.

7. Performance Measures

K. Koulet noted that this section will include measures that will monitor the progress of the implementation of the CEDS, including the number of jobs retained and investments made in the region over time.

Debbie Frawley-Drake then asked about the timetable of the project as a result of the potential available funding. K. Koulet referred to the revised timeline he had distributed. He noted that through May the committee was working according to the schedule outlined in February. He then summarized the potential steps through the fall and into 2008 based upon the availability of additional funding (see Attachment 2).

Finalizing the Lakes Region Vision

Jennifer Boulanger, Mark Edelstein, John Howe and Jack Terrill were recognized as the subcommittee that worked to develop a draft vision statement. K. Koulet noted that the committee had worked to craft the statement based upon the work by the overall committee at the May CEDS meeting. The draft statement had been distributed to the committee in early June, and one CEDS committee member (Rick Demark) had submitted a revised vision statement for the committee's consideration. A motion was made by Henry Lipman and seconded by Moe Lafreniere to adopt the vision statement offered by the subcommittee. The vision statement is as follows:

Recognizing the critical importance of maintaining and nurturing our natural environment and diverse cultural heritage, the Lakes Region Community will strive to improve the quality of life of its cities and towns through the increased capacity and prosperity of its businesses,

civic, social, and education institutions, and its citizens. All our efforts will be characterized by respect, communication, cooperation and integration with others and will exhibit stewardship toward our magnificent natural resources.

Refining and Prioritizing the Goal Statements

B. Beyer began the discussion of goals noting that he would like to moderate a review of the draft list of goals, objectives and strategies he had developed based upon past discussions of the committee. To do so, he prepared a draft table that included a number of goals with accompanying objectives and strategies. He said he hoped to go through the list, refining the goals, objectives and strategies. He also stated that he hoped to discuss whether there were topics that needed to be added to the list. Henry Lipman then noted that he felt that a fourth column should be added to the list entitled “resources.”

Following a detailed discussion of the draft table and modifications of proposed language, the following goals with associated objectives, strategies and resources were proposed. It was understood by those present that there were still gaps in the table, and additional review and comment are necessary.

| Goals | Objectives | Strategies | Resources |
|--|--|---|---|
| Encourage Housing Affordability | <ul style="list-style-type: none"> • Work Force Housing • Low/moderate cost housing | <ul style="list-style-type: none"> • Three banks jointly develop affordable housing (CRA) • Communication with local municipalities • Battle contractor challenges • Encourage downtown housing • “Break the cycle” • Rent to own | |
| Continue to support quality education | <ul style="list-style-type: none"> • Better prepare employees for a variety of jobs | <ul style="list-style-type: none"> • Partnerships between Vo-tech and schools • Partnership between Music Festival and schools • “Follow the Child” | |
| Create good (new economy) jobs | <ul style="list-style-type: none"> • Market available Incubator space • Business Parks | <ul style="list-style-type: none"> • Establish alliances with Boston area businesses • Promote micro-enterprises | <ul style="list-style-type: none"> • Transportation/technological grants |
| Cultivate social capital | <ul style="list-style-type: none"> • Seek volunteers • Tap available skill sets | <ul style="list-style-type: none"> • United Way programs | |
| Competition to Collaboration | <ul style="list-style-type: none"> • Municipal Planning and Facilities Planning collaboration | <ul style="list-style-type: none"> • Community best practices • Tie into plans • Reduce duplication • Smart growth | |
| Preserve and enhance Natural Environment and Cultural Heritage | | <ul style="list-style-type: none"> • Promote continued support of Winnepesaukee River project objectives | |

Objectives, Action Steps, and Committee Support

In the ensuing discussion, the committee decided not to prioritize the identified goals at this time, but spend more time discussing the revised goals table. They agreed to meet in July as a full CEDS committee to further refine the goals, objectives, strategies and resources table that will be distributed by email prior to the meeting. Michael Tardiff was asked to prepare the revised table. .

Public Comment

There was no public comment.

Next Steps

The next meeting of the CEDS Strategy Committee will be on Thursday, July 26 beginning at 5:00 pm. The meeting will be held at the MVSB Laconia Branch conference room.

Components of a CEDS: 7 Required Steps

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|---|--|
| <p>Draft Completed, will be sent to EDA in July following committee review, which will be done via email.</p> | <p>1. <i>Background</i></p> <p><i>Economic climate that includes economy, population, geography, workforce development and use, transportation access, resources, environment, and other pertinent information.</i></p> |
| <p>SWOT Completed</p> <p>Cluster Analysis completed for four-county region.</p> | <p>2. <i>Analysis of Economic Problems and Opportunities (SWOT)</i></p> <p>Use existing or government supported studies and plans, perform in-depth analysis of problems and opportunities posed by external and internal forces affecting the regional economy.</p> <ul style="list-style-type: none"> • Identify past, present, and future economic development investments in the region • Identify and analyze economic clusters (will use consultant) |
| <p>In Progress</p> | <p>3. <i>Goals and Objectives – Defining Regional Expectations</i></p> <p>Must contain a section setting forth goals and objectives necessary to solve the economic problems or capitalize on the resources of the region</p> <ul style="list-style-type: none"> • Broad regional expectations – <u>goals</u> • Specific, measurable and stated in realistic terms what can be accomplished within 5 years – <u>objectives</u> |
| <p>In Progress</p> | <p>4. <i>Community and Private Sector Participation</i></p> <ul style="list-style-type: none"> • Discuss how private and public sectors cooperated in development and implementation of the CEDS |
| <p>In Progress</p> | <p>5. <i>Strategic Projects, Programs and Activities – Identify and describe projects, programs, and activities designed to implement the goals and objectives.</i></p> <p style="text-align: center;">Suggested Projects</p> <ul style="list-style-type: none"> • All suggested projects, programs and activities and the projected number of jobs to be created • Lead organizations responsibilities for execution of projects |

| | |
|--------------------|--|
| | <p>Vital Projects – A prioritization of vital projects, programs and activities that address the region’s greatest needs or that will best enhance its competitiveness, including past and future investments – vital projects may be overarching “themes” for success and is expected to include components. Funding sources should include public/private involvement. The CEDS is about <u>partnership</u>.</p> |
| <p>In Progress</p> | <p>6. <i>Plan of Action</i> – implements goals and objectives:</p> <ul style="list-style-type: none"> • Promotes economic development and opportunity • Fosters effective transportation access • Enhances and protects the environment • Maximizes effective development and use of the workforce consistent with applicable state or local workforce investment strategy • Promotes the use of technology, including high-speed telecommunication • Balances resources through sound management of physical development • Obtains and uses adequate funds and other resources <p>CEDS must also contain a section that discusses the methodology for cooperating and integrating the CEDS with a state’s economic development priorities.</p> |
| <p>To Do</p> | <p>7. <i>Performance Measures</i></p> <p>Evaluate the Planning Organizations successful development and implementation of the CEDS, including by not limited to:</p> <ul style="list-style-type: none"> • Number of jobs created after CEDS implementation • Number and types of investments made in the region • Number of jobs retained • Amount of private sector investment after the CEDS • Changes in the economic environment of the region <p>Others – Qualitative Measures – for example, we are considering a survey developed by the Council on Competitiveness.</p> |

Lakes Region CEDS Process Timeline
PLAN FOR PROGRESS
2007

January

- CEDS Committee
- Overview of CEDS Planning Process
- Officers, set future meeting dates, times, etc.
- Release Cluster Analysis Proposal

February

- Cluster Analysis Proposal
- Update on Business Survey
- Present Regional Economic Climate Analysis
- *CEDS Committee Meeting*

March

- Receive and Review Business Survey Results
- SWOT Committee Meets
- On-line SWOT Survey for Committee members
- No CEDS Committee meeting

April

- Present Results of Cluster Analysis
- On-line SWOT Survey for Committee Members
- Compile SWOT results and present to Committees
- *CEDS Committee Meeting*

May

- Develop Vision Statement
- Identify Regional Goals and Objectives
- *CEDS Committee Meeting*

June

- Finalize Vision Statement
- Reduce and Finalize Goal Statements
- Committee Members select goals to develop objectives and/or action steps
- *CEDS Committee Meeting*

July

- LRPC receives invitation from EDA to apply for additional funding
- LRPC submits detailed application for funding in July
- CEDS Background Chapter Reviewed by Committee
- Background Chapter submitted to EDA by July 31
- No CEDS Committee meeting

August

- Final Reporting Submitted to EDA
- No CEDS Committee meeting

September/October?

- EDA Funding Update
- Committee Members report progress on developing objectives and action steps for selected goals
- Initiate project identification with communities
- *CEDS Committee Meeting*

Fall 2007 – Spring 2008

Finalize List of Suggested and Vital Projects

Prepare Plan of Action

Identify Performance Measures

Submit CEDS to EDA