

City of Cedar Bay

Local Economic Development Needs Assessment

Baseline Analysis · Fiscal Year 2026

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Municipality Seal
City of Cedar Bay

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00 Executive Summary

24,800

Population

61%

Employment Rate

\$4,200

Est. GDP per Capita

[AI] AI-assisted — verify before submission

Cedar Bay presents a mixed economic profile: strong heritage tourism assets and coastal trade linkages coexist with elevated youth unemployment, seasonal employment volatility, and critical gaps in digital skills infrastructure. This assessment establishes a planning baseline for LED planning, grant positioning, and phased investment prioritisation aligned with municipal recovery objectives.

The municipality sits at a pivotal moment: heritage visitor volumes recovered to pre-2020 levels, yet formal job creation lagged population growth by 4.2% annually. Donor windows for coastal infrastructure and youth employment are active in 2026, requiring an evidence-based needs narrative before Q3 application deadlines.

Key Findings

[AI] AI-assisted — verify before submission

- Youth unemployment (34%) exceeds regional average by 12 percentage points.
- Tourism contributes 42% of formal employment but remains highly seasonal (4 months).
- No dedicated digital skills training centre limits access to remote-economy jobs.
- Industrial zone land remains undeveloped despite strong trade-corridor access.
- Female labour participation (38%) is 30 points below male rate — largest gender gap in region.
- Municipal revenue per capita (\$186) is 22% below regional average, constraining co-financing capacity.

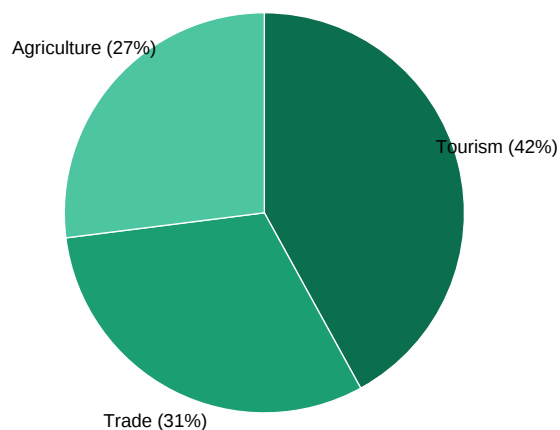
01 Economic Overview

Cedar Bay's economy is concentrated in three sectors. Tourism and heritage dominate formal employment, while trade and agriculture provide resilience during off-season months. The table below summarises headline indicators against regional benchmarks.

✓ Municipality-entered data

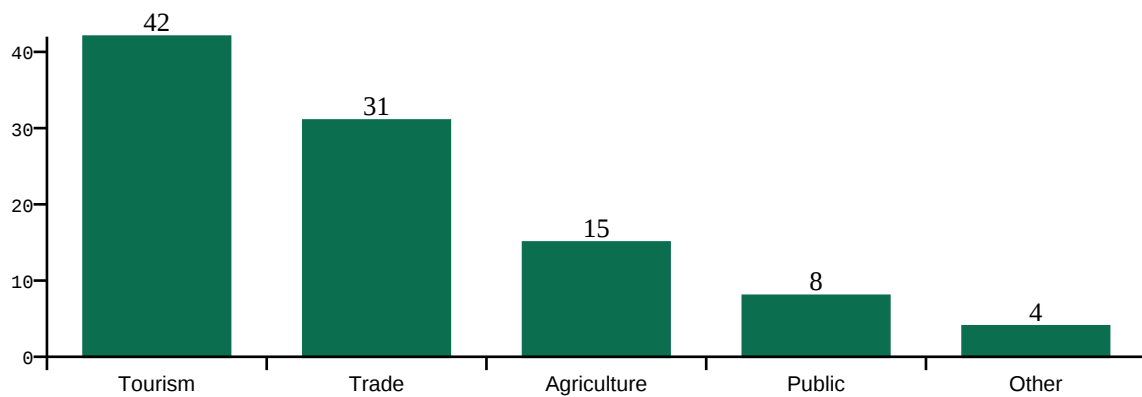
Indicator	Cedar Bay	Regional Avg.	Variance
Formal employment rate	61%	68%	-7 pp
SME density (per 1,000 pop.)	18.4	22.1	-3.7
Heritage visitor arrivals (annual)	50,000	—	—
Municipal revenue / capita	\$186	\$214	-13%
Average monthly wage (formal)	\$420	\$485	-13%

Primary economic sectors (share of formal employment)



Sector	Share	Trend
Tourism & Heritage	42%	▲ Growing
Trade & Commerce	31%	→ Stable
Agriculture	27%	▼ Declining

Employment by sector (formal jobs, %)



Seasonal tourism employment peaks between June and September, leaving a recurring Q1 labour surplus. Diversifying into year-round heritage programming and digital services is the primary structural recommendation emerging from sector analysis.

02 Employment Analysis

18,400

Working-age Population

61%

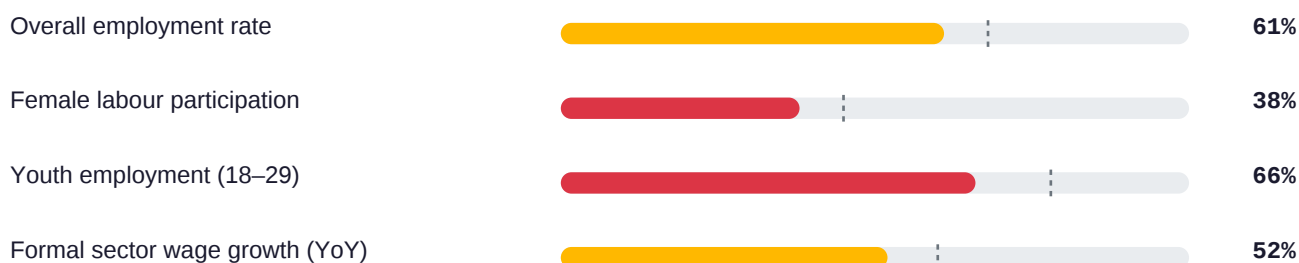
Employment Rate

34%

Youth Unemployment (18–29)

Labour-market analysis draws on municipal registry data and a Q1 2026 employer survey (n=47 firms). Youth disengagement is concentrated in the 18–24 cohort, where NEET rates reach 41% compared with 28% regionally.

Rates compared to regional benchmarks



Age cohort	Labour force	Employed	Unemployment
18–24	4,200	2,480	41%
25–29	3,100	2,170	30%
30–44	6,800	4,760	18%
45+	4,300	3,010	12%

Critical Issue — Youth Unemployment

At 34%, youth unemployment is the municipality's most urgent labour-market challenge. Without structured vocational pathways and employer linkages, Cedar Bay risks accelerated out-migration of working-age talent and reduced grant competitiveness for employment-focused funding windows. A digital skills training centre is the highest-impact intervention identified in stakeholder consultations.

03 Infrastructure Gaps

Infrastructure Area	Current Status	Priority	Est. Cost
Digital skills training centre	✗ Not available	High	\$180K
Industrial / enterprise zone	✗ Underdeveloped	High	\$1.2M
Heritage site access road	✗ Unpaved section	Medium	\$340K
Coastal trade corridor	✓ Operational	—	—
Municipal fibre backbone	✓ Partial coverage	Medium	\$95K

Map: Cedar Bay Region — Heritage & Trade Corridors

04 Priority Needs

Needs were scored by urgency (0–100) using a weighted matrix: economic impact (40%), implementation feasibility (30%), donor alignment (20%), and stakeholder consensus (10%).

Digital skills & youth employment pathway		92%
Certified training with employer placements and remote-work readiness.		
Heritage tourism infrastructure		85%
Upgrade access roads and visitor facilities for year-round demand.		
Industrial zone activation		78%
Serviced plots, utilities, and SME incentives for light manufacturing.		
Coastal resilience & erosion mitigation		71%
Protect trade corridor and heritage assets from climate stress.		

05 Recommendations

The following phased recommendations translate assessment findings into an actionable LED roadmap. Each phase includes measurable outputs suitable for logical-framework development and donor proposal annexes.

Short-term (0–6 mo.)

- ◆ Launch digital skills pilot cohort (50 youth) with two employer partners.
- ◆ Submit Regional Development Fund heritage tourism application.
- ◆ Commission heritage road feasibility and environmental screening.
- ◆ Establish LED steering committee with quarterly reporting cadence.

Medium-term (6–18 mo.)

- ◆ Operationalise training centre with 300 annual certification places.
- ◆ Activate industrial zone phase 1 (5 ha) with utility connections.
- ◆ Diversify tourism products: off-season festivals and diaspora packages.
- ◆ Secure co-financing for industrial zone from bilateral development partners.

Long-term (18–36 mo.)

- ◆ Reduce youth unemployment from 34% to below 25%.
- ◆ Expand SME formalisation programme and export-readiness support.
- ◆ Integrate live M&E; dashboard into municipal LED plan (100% phases).
- ◆ Achieve year-round tourism employment share above 55% of sector jobs.

Implementation Note

Recommendations are sequenced to align with active donor windows in 2026. Short-term actions should begin within 30 days of council approval to maximise RDF and Digital Economy Skills Initiative eligibility.

06 Methodology & Disclaimer

Assessment methodology

- Desk review of municipal statistics, trade data, and labour-force surveys (2024–2026).
- Structured LED diagnostic aligned with international municipal assessment standards.
- Stakeholder interviews with economic development unit, chamber of commerce, and youth councils.
- Infrastructure walk-through and heritage tourism operator consultations (n=12).
- Cross-validation of employment data against regional labour-market bulletin series.

Data sources

- Cedar Bay Municipal Economic Development Unit — internal database (Q1 2026).
- Regional labour market bulletin — Mediterranean sub-region (2025).
- Heritage visitor statistics — municipal tourism office (2025 season).
- Employer survey — Cedar Bay Chamber of Commerce (March 2026, n=47).

Quality assurance

- All indicators peer-reviewed by municipal economic development staff.
- Variance calculations verified against published regional benchmarks.
- Findings presented to LED steering committee draft session (April 2026).

✓ Municipality-entered data

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