



# Strategic Plan for Economic Development

Town of Pelham, New Hampshire  
April 2009



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## Acknowledgements

The following individuals participated in the development of this plan as members of the Pelham Economic Development Committee:

Jeff Gowan, Planning Director

Diane Chubb Esq., Library Trustee

Paul Dadak, Planning Board, Conservation Commission

Paul Gagnon, Conservation Commission

Pat Gendron, Pelham Citizen Representative

Rick Hammar, Greater Salem Chamber of Commerce Liaison

Dave Hennessey, Zoning Board of Adjustment

Hal Lynde, Pelham Board of Selectmen

Peter McNamara, Planning Board, Zoning Board

Lynne Ober, Pelham State Representative

Bill Scanzani, Capital Improvements Committee

Mike Walker, Fire Chief (former)

Jim Midgley/Acting Fire Chief

Deborah Waters, Forestry Commission



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## Plan Overview

The Town of Pelham has been actively participating in a large-scale, multi-year planning effort to address growth that is anticipated as a result of improvements to I-93. This planning effort, called the Community Technical Assistance Program (CTAP), is sponsored and funded by the New Hampshire Department of Transportation in collaboration with the Regional Planning Commissions and other organizations. The CTAP process assisted the Town of Pelham in identifying economic development as a priority issue for the town, and funded the development of this plan.

### Step One—Create an Economic Development Committee

The first step in the process of creating this Economic Strategic Plan was to create a Pelham Economic Development Committee (PEDC) as the steering committee for the project. The PEDC was made up of members of the community, the Planning Director, other local officials, and business leaders that had an interest in the project. The PEDC met over a series of 12 months to discuss and examine the issues and to develop this plan.

### Step Two—Join the Economic Development Partnership

The second step in the development of the plan was to join the Northeastern University Center for Urban and Regional Policy (CURP) Economic Development Partnership. The Partnership is an initiative to help cities, towns, and full service counties surmount the "deal breakers" that have been working against their efforts to foster economic growth and opportunity. The Partnership is also aimed at enhancing the power of local officials to affect positive change in policies and procedures and to better enable the communities to compete for critically needed private sector investment.

A foundation of the Partnership is an Economic Assessment Tool, which consists of approximately 200 questions ranging from types of businesses and services to local tax rates. Once complete, the Town received a comprehensive report outlining the strengths and weaknesses concerning economic development in Pelham (see Appendix A). The report summarizes how the town measures up against industry market factors, compares Pelham with other similar-sized jurisdictions, identifies where the Town needs to target resources, and describes how it can set realistic expectations for economic development. The EDC then spent several months brainstorming goals and strategies to address the main issues identified in the report.



### Step Three—Reach out to the Public and Businesses

The PEDC solicited input from the public and existing businesses using a survey that was distributed at Old Home Day and over the internet. The PEDC also held a Business Resource Breakfast on February 20, 2009 to solicit additional input on the plan. The purpose of the event was to introduce the draft Strategic Plan, and to connect businesses with resources available from State agencies, non-profit organizations and the Salem chamber of commerce. The event was well attended by over 120 local business people, citizens, town officials and business resource providers. The response to the event was overwhelmingly positive and the PEDC hopes to capitalize on the momentum created by the event by getting more business people to participate in implementing the action strategies put forth in the Strategic Plan for Economic Development.

### Step Four—Create the Plan

The overall goal of this Pelham Strategic Plan for Economic Development is to create a roadmap outlining the strengths and weaknesses of the Town and to set forth strategies for the Town to recognize, develop and leverage economic development opportunities.

The plan is divided into four main sections

1. Purpose and Vision Statements
2. Assessment of Strengths and Weaknesses
3. Economic Goals and Strategies
4. Implementation Plan

This is a working document meant to be used as a guide for the town. The PEDC has begun implementing some of its recommendations and hopes to continue carrying out this important work for the Town.



## Purpose and Vision Statements

A **purpose statement** sets forth a general explanation of concerns and needs about an issue. A **vision statement** paints a picture of desired characteristics of the community in the future. The vision statement should address the concerns and needs identified in the purpose statement and may include other goals as they relate to community development. The Pelham Economic Development Committee created the following purpose and vision statements to guide the development of this report.

### Economic Development Plan Purpose Statement

The Town of Pelham needs to create a comprehensive economic development strategy to assist and support existing businesses and to align new development with the Town's community development goals.

The ordinances and regulations governing development need to be evaluated and updated to conform to the Master Plan and to allow for the location of uses appropriate to the scale, design, and character of the Town. Pelham needs to encourage development in appropriate locations that include mixed uses, home businesses, workforce housing, and opportunities for the development of alternative modes of transportation. New technology needs to be investigated for energy production and efficiency and for the creation of other utility infrastructure. The new economic reality mandates green development for community sustainability as resources become more scarce and expensive.

The Town needs to develop a strong relationship with the business community to promote Pelham as a place that both supports and welcomes smaller businesses, which in turn offer a variety of quality jobs and provide goods and services to residents and other businesses. These services include medical offices, restaurants, specialty, legal, light manufacturing, insurance, the arts, and technology.

### Pelham Economic Plan Vision Statement

Successful implementation of the Pelham Strategic Plan for Economic Development will produce new, visually attractive, and walkable mixed use development that complements the Town's character. Commercial strips will be redeveloped into aesthetically pleasing, high quality business centers. Commercial and industrial zoning districts will accommodate alternative forms of transportation and the Town's fair share of workforce housing will attract a rich mix of vibrant businesses and meaningful employment. The Town's land use regulations will be streamlined and easier to navigate without sacrificing appropriate care and scrutiny.

Public infrastructure will support the expansion of existing businesses as well as attract new businesses to form the basis of a strong and diverse economic foundation. Pelham will have good quality jobs, a thriving arts scene, and fine dining. There will be a positive perception by citizens that the quality of life is good, people can afford to live in Town, and the residential tax burden will be stabilized.



## Assessment of Strengths and Challenges

One of the first activities the Economic Development Committee undertook was the Economic Assessment Tool, developed by the Center for Urban and Regional Policy (CURP) Economic Development Partnership. The Assessment Tool consisted of over 200 questions that covered categories such as access to markets, cost of land, and the municipal development process. The CURP Analysis revealed that Pelham has a number of strengths to highlight and some areas of concern that should be addressed. The following section is a summary from the Analysis Report edited by the Economic Development Committee. The full analysis report may be found in Appendix A.

### Strengths

Pelham enjoys many advantages as a community, the most important being strategic location, unique community character, and a community profile that shows strong civic engagement.

#### Strategic Location

Pelham is a bedroom community situated squarely in the middle of the vibrant cities of Lowell, MA; Nashua, NH; Salem, NH; and Derry, NH. The town center is 9 miles in all directions from the town centers of each of these cities. As the home of a well educated work force, Pelham's location allows for no more than a 20 minute commute on well maintained secondary state routes to these area cities, as well as the Manchester International Airport and the major access highways of I-93 to the east and Route 3 to the west.

#### Community Character

Physical attractiveness is an important development factor. Pelham has a historic town center and many natural amenities. Pelham has a high percentage of conservation land, with over 100 miles of walking, hiking, and snowmobile trails that are used for traditional recreational activities as well as other forms of recreation such as geocaching (where people seek pre-determined locations using gps devices). Additional amenities include a strong parks and recreation program for people of all ages, a skating rink, town beach, an active senior center, a new town library, municipal center, police department, and historic society building. Annual Town-wide events include Pelham Old Home Day, July 4th Celebration, Senior Center Strawberry Festival, and the public schools' Community Night.



## Community Profile

Direct highway access around development sites is limited, however Pelham imposes few weight restrictions on streets and access roads in order to make access easier. With well maintained local arterial roads and low traffic rates on major state secondary routes, the need for direct highway access is reduced.

Pelham has a well trained and seasoned police force and very low burglary and auto-theft rates. Overall crime seems to be much less of a problem in Pelham and community watch along with business and citizen police alerts add to the security.

Pelham's home-ownership rate is at least 10% higher than the average and the vacancy rate for rental housing is very small. Other housing analysis factors are also quite good, indicating a very robust housing market in Pelham.

Tax delinquency does not seem to be a problem in Pelham and very few properties have defaulted to the power of sale.

Overall Pelham's website appears to have many development-appropriate links, including development policies/procedures, permitting checklists, pending applications, and regional planning agencies. These strongly indicate that Pelham's website is a useful tool for development.

## Available Property

The quality of available space in Pelham is a real strength. Very little of the available space is considered abandoned and there are very few contaminated or "brownfield" sites in Pelham. A large number of available sites are considered "greenfields" and have never been used.

Recent zoning changes include the expansion of the Business Zone along Route 38 to create a new business district of approximately 100 acres intended for businesses such as professional office space, banks, medical services, educational facilities, health clubs, recreation facilities, family entertainment, retail shopping, grocery stores, and eating and drinking establishments.

## Affordability

Rents appear to be good on average. In most cases the pricing seems to overlap the median.



## Skilled workforce

Pelham has a high percentage of its workforce in the technically skilled and professionally skilled categories, leaving a smaller percentage of workers in the less skilled categories. This mix in workforce composition is generally better for development.

On average a high percentage of Pelham's residents have earned at least a bachelor's degree. This probably helps to explain the higher skill in the workforce composition. It is typically more desirable to have highly skilled and educated residents.

## Development Process

The average time for Special Permits from application to occupation of existing structures is quite fast compared with other communities. This should be highlighted as a best practice. To ease the task of proposals for developers, Pelham's land use boards work together and will allow concurrent hearings on an application of certain development proposals as needed to facilitate a smooth development process.

Overall citizen participation in the review process is strong.



## Challenges

The top challenges faced by the Town include transportation, land suitability, and sustainability issues. These challenges provide the framework for opportunities and actions that the community can address and implement through this plan.

### Transportation Issues

Highway access appears to be quite limited around available commercial land. Proximity to a limited-access major highway is one of the more important factors for certain types of development

Public transit is also limited. Available development sites are not located near transit options. However, in many smaller communities public transit is not always needed and this appears to be the case in Pelham.

Traffic getting into and out of Town is a problem, particularly along Sherburne Road and through the Town center. However, both areas are being reviewed by the NH Department of Transportation and town officials to resolve these issues.

Another minor factor is the lack of rail freight service, however, at present it is most likely not needed in Pelham.

### Land Suitability Characteristics

Infrastructure capacity is a very important factor in determining how much and what type of development can take place. At present the water supply is limited. Cellular communications systems are undergoing an upgrade. Fiber optic/cable/DSL capabilities can only handle the current load and need updating.

About 60% of available office space in Pelham is Class B, which is large compared to the average of roughly 39%. There appears to be no Class A office space.

Pelham does not currently own any sites being marketed for development. There is also no list of available sites and no active relationship with the development community. Most communities take a more proactive role in developing available sites.



## Sustainability

Community sustainability is vital. The development of community and business goals that allow for proper networking, collaborative problem solving, energy efficiency, a low tax rate, and overall reasonable business costs are all part of the equation. The lack of affordable housing is a barrier to having a sustainable business community. However, Pelham has developed a work-force housing strategy in line with the State requirements. Like other NH communities without work force housing, Pelham needs to provide the opportunity to develop its fair share of housing opportunities so employers have access to workers of all skill levels.

## Local Businesses

Business services such as business planning, commercial law practice, and nonprofit economic development agencies are not easily available in Pelham, however are readily available in neighboring communities.

## Education

Adult education opportunities are available regionally, however there is no public/private partnership to provide local adult education.

The local school system is stressed. The high school has been deemed “underachieving” and is on New England Association of Schools and Colleges warning. Student loads at the elementary and middle school need to be addressed. The State has recently mandated kindergarten, which requires space. Pelham also needs additional space for pre-school special needs.

## Development Process

Site Plan Reviews and Zoning Variances timeframes, from application to completion of the review process, can be challenging depending on specific site characteristics. The Appeals process can take longer on average than in comparison groups. Given the importance of a speedy permitting process, this is certainly an area that deserves scrutiny.

The median price of a single family home in Pelham was slightly higher than average. However, given the relative strength of housing in Pelham this may not be a concern.

There is no technical assistance provided to business applying for state or federal permits and no “development cabinet” exists to review major proposals. This type of assistance can help expedite the development process.



## General Economic Development

There is no strategy or plan for what type of development should take place and Pelham does not belong to a regional Overall Economic Development Plan or Community Economic Development Plan. There is also no industrial attraction policy and no specific industry types or sectors being targeted.

There appears to be little happening in terms of marketing Pelham. Many communities participate in regional and state wide marketing plans in order to get their community noticed by developers.

Amenities are a fairly serious concern for developers. Pelham seems to lack slightly in this area with no fine dining, limited retail development, and no arts or creative economy. Pelham is a smaller community so supporting these types of business would be difficult, however, developers do look for these amenities.

## Business development incentives

There does not appear to be much available from the state in terms of tax breaks, business incentives or added funding. Obviously little can be done here, but many states do offer these incentives.

Locally, Pelham does not offer much in terms of tax breaks and financial incentives to attract business.

The tax rate in Pelham is slightly higher than the average. Most of the communities Pelham is being compared to are in Massachusetts, so a higher tax rate is expected. However, about 90% of Pelham's revenue comes from the residential tax, compared to the average of about 75%. Most communities receive more tax revenue from Commercial and Industrial space.



## Economic Goals and Strategies

Based on a review of the CURP report and community survey, the PEDC developed the following goals and strategies to guide economic development in the Town of Pelham.

### General Economic Development Goal

**Encourage economic development that broadens the commercial tax base and respects and strengthens quality of life, community character, and the environment.**

#### Strategies

- Create an ongoing Economic Development Committee within the town.
- Assess local and regional markets and customers to learn what the needs are and which businesses we want to attract.
- Determine business types we want to attract.
- Create an available inventory list of properties and their quality to better assess their best and most productive uses.
- Regularly review Pelham *as a community* to insure that it is on track to become an attractive place for businesses to locate. Review should include town amenities such as parks, availability of restaurants, and ease of transportation.
- Assess infrastructure and capacity needs for future development.
- Investigate the opportunity to put Pelham on the map with a locally unique annual event or celebration, similar to the lighting of the pumpkins in Keene.

### Regional Coordination Goal

**Leverage available Town resources and capabilities by strengthening relationships with local chambers, the regional planning commission, and state agencies.**

#### Strategies

- Involve NRPC, the NH Office of Energy and Planning, and the NH Department of Resources and Economic Development.
- Review and recommend local and/or regional approaches as required for good economic development planning.
- Maintain a partnership with the Greater Salem Chamber of Commerce.
- Involve local and regional trade associations.



## Development Review Process Goal

### Revise land use policies, regulations, and zoning to foster economic development.

#### Strategies

- Develop zoning to enhance economic development, such as crop zones, mixed uses, or other incentive based models.
- Institute important emergency management planning initiatives as part of the economic development plan, especially where training and equipment are necessary.
- Review, enhance, and streamline the town's development process, with a focus on holding joint meetings, the approval process, and the issuance of building permits.
- Promote green technology for community sustainability.

## Business Development and Retention Goal

### Retain and strengthen existing businesses in the Town of Pelham.

#### Strategies

- Involve the business community in the drafting of the plan and keep them engaged afterward.
- Develop an on-going contact list communicate with the business community to ensure that the Town is aware of their needs.

## Business Recruitment Goal

### Provide for the growth of new business development that creates stable employment and livable wages for residents at diverse economic levels.

#### Strategies

- Update the Town's web page and create a new economic development site to attract economic development opportunities to Pelham.
- Make workforce housing a part of the economic development plan.
- Develop a marketing strategy for the Town that showcases its amenities (shops, daycare, recreation, service industry, etc).
- Create a marketing plan in conjunction with property owners in North Pelham.
- Espouse our proximity and strategic demographic location in regards to the cultural, work, and lifestyle centers of Nashua, Salem, Derry, and Lowell.
- Create an ongoing business workshop program.



## Implementation Plan

In order to carry out the goals and strategies of this Strategic Plan, the Pelham Economic Development Committee prioritized the actions into Ongoing Efforts, Immediate Actions to be carried out within three years, Mid-Term Actions to be addressed within five years, and Longer-Term Actions to be completed within ten years. This implementation plan will serve as the guideline for the PEDC's annual work plans.

### Ongoing Efforts

1. Continue the Economic Development Committee within the town.
  - a. Person responsible: Pelham Economic Development Committee
  - b. Partners: Planning Director
  - c. Resources needed: more volunteers
  - d. Challenges/Solutions: need to implement plan, gain momentum
2. Involve the business community in the plan and keep them engaged.
  - a. Person responsible: Pelham Economic Development Committee
  - b. Partners: Business committee
  - c. Resources needed: skilled volunteers, email contacts
  - d. Challenges/Solutions: need to work out annual plan of events
3. Involve NRPC, the NH Office of Energy and Planning, and the NH Dept. of Resources and Economic Development.
  - a. Person responsible: Local business volunteers
  - b. Partners: DRED, NRPC, NHOEP
  - c. Resources needed: people/volunteers
  - d. Challenges/Solutions: relationship building
4. Maintain a relationship with the Greater Salem Chamber of Commerce.
  - a. Person responsible: Local business volunteers
  - b. Partners: Salem Chamber, Planning Director
  - c. Resources needed: volunteers
  - d. Challenges/Solutions: Leverage chamber's resources with Pelham's resources
5. Research regional opportunities for infrastructure development from all sources including federal stimulus and private funds.
6. Review and recommend local and/or regional approaches as required for good economic development planning and governmental financing



### **Immediate Actions (to be conducted within 1 – 3 years)**

1. Update the Town's website and create a new economic development page (which may include an interactive component) to attract economic development opportunities to Pelham.
  - a. Person responsible: Planning Director and local business volunteers
  - b. Partners: Salem Chamber of Commerce
  - c. Resources needed:
  - d. Challenges/Solutions:
  - e. Timeframe: 2009
  
2. Review, enhance, and streamline the Town's permitting process, with a focus on holding joint meetings.
  - a. Person responsible: Planning Director and Planning Board Chair
  - b. Partners: engineering consultant, NRPC
  - c. Tasks: establish criteria for holding joint meetings, amend site plan and subdivision regulations
  - d. Resources needed: support from town boards
  - e. Challenges/Solutions: need to determine logistics for meetings
  - f. Timeframe: 2009
  
3. Contact the business community to develop an on-going contact list and conduct a survey of businesses and residents to determine needs.
  - a. Person responsible: Local business volunteers
  - b. Partners: Chamber, Fire Dept, Planning Board
  - c. Tasks: develop short survey for businesses and residents, create database of businesses
  - d. Resources needed:
  - e. Challenges/Solutions:
  - f. Timeframe: early 2009



4. Incorporate Economic Development Strategy into the Master Plan.
  - a. Person responsible: Planning Director and Planning Board
  - b. Resources needed: public hearings and adoption by Planning Board
  - c. Timeframe: early-mid 2009
  
5. Develop new zoning.
  - a. Person responsible: Land Use Boards
  - b. Tasks: establish Historic District Commission and propose Historic District Area
  
6. Facilitate development of workforce housing as port of zoning.
  - a. Person responsible: Planning Board
  - b. Partners: Town boards
  - c. Timeframe: early 2009
  
7. Assess local/regional markets and customers to determine their needs and who to attract.
  - a. Person responsible: Pelham Economic Development Committee



### Mid-term Actions (to be conducted within 3 – 5 years)

1. Assess infrastructure and capacity needs for future development.
2. Investigate the opportunity to put Pelham on the map with a locally unique annual event or celebration, similar to the lighting of the pumpkins in Keene.
3. Review development regulations to facilitate economic development.
4. Create and maintain an available inventory list of properties and their quality to better assess their best and most productive uses.

### Longer-term Actions (to be conducted within 5 – 10 years)

1. Create marketing plans in conjunction with local Pelham entities such as JRG Corporation and Pelham Plaza to market Pelham properties.
2. Involve local and regional trade associations.
3. Espouse our proximity and strategic demographic location in regards to the cultural, work, and lifestyle centers of Nashua, Salem, Derry, and Lowell.
4. Develop a marketing strategy for the Town that showcases its amenities (shops, daycare, recreation, service industry, etc).
5. Institute important emergency management planning initiatives as part of the economic development plan, especially where training and equipment are necessary.

### Future Actions

Regularly review Pelham *as a community* to insure that it is on track to become an attractive place for businesses to locate. Review should include town amenities such as parks that worker, availability of restaurants, and ease of transportation around town.



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## Appendix A

### Center for Urban and Regional Policy Self-Assessment Tool Results for Pelham, NH As of February 25, 2008

***The following is the introduction to the Self-Assessment Report. For the full report, please contact the Pelham Planning Department.***

#### Introduction

Contained in this report is a summary of Pelham's responses to the Self-Assessment Tool as of February 25, 2008, along with comparison data based on the responses of all of the other partner communities that have completed the assessment to date. Also included is an analysis of where Pelham is particularly strong and where there may be some areas in need of improvement and a short write up of each test section. Of course, all individual results will be kept strictly confidential.

#### Project Overview

The Self-Assessment Tool and our accompanying analysis are part of an ongoing collaboration between Northeastern University's Center for Urban and Regional Policy, the Massachusetts Chapter of the National Association of Industrial and Office Properties (NAIOP), the NAIOP Foundation, various public interest groups, and all of the other partner jurisdictions included in our Economic Development Partnership. From its inception in 2003, the CURP team has sought to identify the "deal breakers" impeding private investment in local jurisdictions. We researched and identified what jurisdictions could do to respond to changing market forces, and we highlighted strategic opportunities for other key actors including state government, the private sector, academic institution, and regional agencies. Our focus has been the development of this Self-Assessment Tool and the creation of an analytical framework for providing feedback to our partners. This is an on-going partnership with much more to come in the future.

#### Methodology

The self-assessment questionnaire is the product of a rigorous and interactive process involving the research team, our partners in the development community, and the other partner communities in the study. That process generated a set of 36 broad themes – representing a total about 250 questions – relevant to economic growth and development. At the same time, we surveyed a large group of NAIOP and CoreNet Global members and asked them to identify those broad themes – e.g., highway access, amenities, the timeliness of approvals and appeals, etc. – that were most important to firms and their advisors in location decisions. Their insights are intended to help local community leaders determine where to focus time and resources going forward.



The data in this report are presented in four groups:

- The first group shows the section and the questions in the section. This is a group of questions around one theme (i.e.; Highway Access). Along with this is a circle that is Black, Half-black and White, or White. These circles represent the relative significance to a particular group of question's importance to market considerations in making location decisions.
- The second group is how Pelham responded to the questions. Here only you know if these are the correct answers.
- The third group is the average response of all the other jurisdictions in our partnership
- The fourth group is a series of colored blocks in between Pelham's answer and our "Comparison Group". In this comparison Pelham is being compared to all the other partner communities. There is a built-in function that allows you to compare yourself against other criteria such as Budget Size, Race or Population, but for purposes of this analysis, we compared Pelham with all our other partners.

Note that we have not provided an overall grade for Pelham. Each of our partner communities has its own unique set of strengths and weaknesses, thus it would not be relevant to the process to assign arbitrary grades. Rather, we hope that this detailed breakdown of your relative performance will provide a solid base for further selfassessment, an opportunity for informed dialogue with your colleagues, and a roadmap for action.

For an update as to just how many other communities Pelham is being compared with here please take this time to visit the new Economic Development Partnership website at <http://www.economicdevelopment.neu.edu/>



## Appendix B

### Town of Pelham Business Economic Development Survey Results

1. What type of business do you own in Pelham?

Auto Repair .....	3
Restaurant .....	2
Medical .....	2
Hardware/Home Improvement.....	
Clothing.....	
Service.....	5
Management/Consulting.....	1
Banking/Financial/Real Estate .....	1
Hi-technology.....	3
Industrial.....	3
Other.....	4

Karate – Exercise / Tree Service / Internet Marketing, Product Brokerage / Retail 2 / steel fab, general contractor / realtor / precision sheet metal / cater - personal chef business located in Windham / hair salon /

2. Do you live in Pelham?

Yes.....	23
No .....	7

3. How many employees work for you?

0-5.....	23
5-10.....	3
10-20.....	1
20-up.....	3

4. How would you rate services such as police, fire, highway and administrative functions, such as permits, licenses etc...?

Excellent.....	7
Very Good .....	12
Good .....	7
Poor .....	1
Very Poor .....	1
Other (please specify) <b>unsure</b> .....	1

5. Do you plan to expand your business in Pelham?

Yes.....	21
No .....	9



If no, why? **Built w/a five year plan / would like to work with builders for workforce housing / trying to relocate in Pelham with very little success /**

6. What type of services/infrastructure would cause you to expand your business in Pelham? (You may choose more than one)
- Sewer/Water ..... 10
  - Gas ..... 5
  - Roads ..... 4
  - Schools ..... 1
  - Affordable Housing ..... 6
  - Zoning ..... 5
  - Emergency services, police, fire, EMS .....
  - Parks and Recreation ..... 2
  - Transportation ..... 2
  - E-government .....
  - E-business/intranet..... 4
  - Complementary business or other ..... 4
  - Complementary business ..... 3
- Please describe **Cheaper rental space / need larger retail space / economy needs to get better / better interstate access / to represent Pelham to buyers would love to tell them what great schools we have but can't at this time for anything but the elementary / call phone reception at the Pelham Industrial Park / business development - creation of new office space / office park / industrial development accessible to commercial & residential customers alike /**
7. Would you be interested in participating in economic development?
- Yes..... 19
  - No ..... 8
8. Would you be interested in joining the Chamber of Commerce?
- Yes..... 15
  - No..... 12
- If no, why? **Time / belong to others / unsure / currently a member / cost / past Chamber of Commerce experiences /**
9. Does your business work with other companies? (You may choose more than one).
- In Pelham ..... 17
  - In Southern New Hampshire ..... 17
  - Inter-state ..... 19
  - Internationally ..... 7



10. Of the following, which issues do you feel are the most important to continued economic growth? (You may choose more than one).

- Zoning ..... 10
- Design/aesthetics ..... 7
- Public perception/Public opinion (no growth) ..... 11
- New Business/Fulltime professional job creation ..... 11
- Infrastructure..... 10
- Marketing ..... 5

Other (please specify) **Smaller businesses / people in town don't support small businesses / aside from retail / there is very little industrial opportunities /**

11. \*Why did you locate your business in Pelham?

**Local to Pelham / live here 3 / convenience of living and working in town while having children in school, and sense of community / not in Pelham yet but growing community / no other medical resources in town (now physician) / location to highway & building needs / resident - home business / have lived in Pelham for 30 yrs in a family that has been here for many generations / came to Pelham 25yrs ago thinking the comm. area would expand and it hasn't / business friendly & beautiful non-industrial environment / building was available at the right price / available building / located very near Pelham line and am familiar with area / it's where I reside & community / Pelham is my home /**

12. Does your current location meet your needs of your business for the next two years?

- Yes..... 22
- No ..... 6

13. Has the company's ownership changed in the past 12 months or is it expected to change within the next 18 months?

- Yes..... 2
- No ..... 28

14. Do you see any barriers to growth in the community?

- Yes..... 15
- No ..... 14

If yes, why? **Commercial zoning / difficult to expand in Rte. 38 with Beaver Brook and houses / zoning – permitting / too much red tape / zoning / access / the way the planning committee sees building & what should be built / High taxes, zoning & lack of Town wanting business / economy & slow growth / not sure /**



15. Where are the company’s primary product(s)/services in its life cycle?

- Emerging ..... 6
- Growing ..... 19
- Maturing ..... 4
- Declining ..... 3

We’re a small, stable company on the verge of breaking away from the pack.

16. Are there suppliers or services that would benefit by being located closer to your facility?

- Yes..... 8
- No ..... 20

If yes, who/what? Food distributors, wholesalers, vendor partners i.e. salons, bridal stores, event centers, facilities that welcome outside caterers, busy families which would benefit from a personal chef / bridal shop, photographer /

17\* Occupations you typically recruit:

Internet marketing / arborists / tree climbers / helpers /  
 Cardio - kickboxing instructors / children’s karate instructors /  
 Engineering / technicians / machining - all trades / retail  
 Salesperson / any & all / skilled assembly - operators & engineering / technical / banking – finance / all medi-  
 cal skills / fabricators, steel estimators & project management / production & marketing, sales, office sup-  
 port / programmers, sheet metal mech / physicist, EE, software engineer / service staff, prep cooks & bar-  
 tenders / make-up artist, photographer & nail salon /



## Town of Pelham Resident Economic Development Survey Results

1. **Overall, how would you rate businesses in Pelham?**
  - Excellent..... 4
  - Very Good..... 26
  - Good..... 95
  - Fair..... 104
  - Poor..... 51
  
2. **Overall, how do you rate town services in Pelham? Police, Fire, Library, Parks and Recreation, and town administration?**
  - Excellent..... 28
  - Very Good..... 107
  - Good..... 107
  - Fair..... 30
  - Poor..... 11
  
3. **Overall, how do you rate schools in Pelham?**
  - Excellent..... 13
  - Very Good..... 46
  - Good..... 91
  - Fair..... 81
  - Poor..... 46
  
4. **What types of businesses / stores do you use in Pelham? (You may choose more than one)**
  - Auto repair..... 133
  - Restaurant..... 161
  - Medical..... 38
  - Hardware/Home Improvement..... 184
  - Clothing..... 7
  - Management/Consulting..... 2
  - Banking/Financial/Real Estate..... 153
  - Hi-technology/Office..... 3
  - Grocery..... 238
  - Convenient Store..... 180
  - Other..... 47
  - Other (Please specify) *Chunkys, Daycare/Preschool, Video store, Post Office, Pharmacy, Curves, Pips, Petstore, Dollar Tree, Radio Shack*



- 5. What type of businesses / stores would you like to see in Pelham in the future? (You may choose more than one)**
- Auto Repair ..... 6
  - Restaurant ..... 203
  - Medical ..... 49
  - Hardware/Home Improvement ..... 46
  - Clothing ..... 116
  - Management/Consulting ..... 20
  - Banking/Financial/Real Estate ..... 30
  - Hi-technology/Office ..... 95
  - Industrial ..... 59
  - Entertainment ..... 130
  - Other (Please specify) ..... 34
- Department store
- 6. Do you feel Pelham has adequate infrastructure?**
- Yes ..... 80
  - No ..... 186
- 7. What type of infrastructure or improvements to current infrastructure is important to you? (You may choose more than one)**
- Sewer/Water ..... 150
  - Technology ..... 88
  - Gas ..... 78
  - Roads ..... 89
  - Schools ..... 181
  - Police ..... 77
  - Fire ..... 117
  - Ambulance ..... 67
  - Parks and Recreation ..... 60
  - Administration (permits, planning, government services) .. 40
  - Other (please specify) ..... 26
- Cameras in school
- 8. How do you view expansion of commercial or industrial properties in Pelham?**
- Strongly support ..... 122
  - Support ..... 121
  - Strongly disagree ..... 11
  - Disagree ..... 13
  - Unsure ..... 17



- 9. Where would you envision expansion of retail, commercial and industrial facilities? (You may choose more than one)**
- Improvement to existing areas only ..... 56
  - Consider Rte. 38 corridor..... 233
  - Consider expanding industrial park ..... 170
  - Consider other areas (re-zoning) ..... 95
  - Town center ..... 86
  - Do not expand at all ..... 13
  - Other (please specify)..... 6
- 10. What is your greatest concern when you hear of economic development? (You may choose more than one)**
- Noise..... 62
  - Pollution ..... 74
  - Crime ..... 68
  - More taxes ..... 82
  - Traffic..... 126
  - Loss of community character ..... 95
  - I have no concern ..... 66
  - Unsure ..... 9
  - Other (please specify)..... 7
- 11. How would you best describe your living situation? 14**
- Family with children travel outside town for work..... 199
  - Family with children work in town..... 19
  - Married, no children, retired renter ..... 1
  - Married, no children, retired home owner..... 13
  - Single, own a home, leave town for work..... 11
  - Single, own home, work in town..... 2
  - Other (please specify)..... 24
- Married – no kids travel out of town, Single – own home, retired



