

# ECONOMIC DEVELOPMENT STRATEGY



PITTSFIELD, NEW HAMPSHIRE

October, 2016

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# PITTSFIELD ECONOMIC DEVELOPMENT STRATEGY

## INTRODUCTION

### EXECUTIVE SUMMARY

This Plan is intended to serve two purposes: first, it is the Economic Chapter for the Pittsfield Master Plan. Secondly, it also serves as a stand-alone strategic economic development plan for the economic development efforts of the Town of Pittsfield. It was developed by the Pittsfield Economic Development Committee with the assistance of the Central New Hampshire Regional Planning Commission (CNHRPC). The Chapter was developed utilizing the following:

- Feedback from the March 23, 2016 Economic Visioning Session.
- Community survey feedback information.
- Data from the Central and Southern New Hampshire Comprehensive Economic Development Strategy (CEDS) including a regional Strength, Weakness, Opportunity and Threats (SWOT) analysis and a regional industry cluster analysis.
- Data from the CNHRPC Regional Plan update.
- State of New Hampshire Labor Market Information Bureau industry projections.

The effect of drawing on all of these sources is a plan that draws on both the perspectives of the community, but also latest economic

### Vision and Mission Statement

*To foster an economically viable community that enhances its natural resources, appreciates its history, and offers economic opportunities for Pittsfield's residents now and into the future.*

data and economic projections in an effort to determine where Pittsfield is in terms of its current economic situation – including the regional economy – and what opportunities exist to strengthen that situation.

#### Community Feedback

While the survey results can present statistical data regarding what the community feels Pittsfield’s economic direction should be in the future, the visioning session can elaborate. Using both together allows for qualitative and quantitative analysis of the community’s attitudes regarding future economic growth. This document considers the cumulative impact of both the survey and the visioning session in developing a strategic vision for Pittsfield’s economic future.

Community feedback findings suggest that Pittsfield residents have a desire for further economic growth, both on Route 28 and Downtown, but also desire balance between community character and growth. Infrastructure – in terms of transportation, sewer, and water need to be maintained and expanded. Lastly, greater engagement – both regionally and within town (public/private partnership and networking among businesses) is needed.

#### CEDS and Regional Plan Data

The Central and Southern New Hampshire Comprehensive Economic Development Strategy (CEDS), along with the CNHRPC Regional Plan update, provided much of the baseline data used in the economic analysis portion of this plan. Demographic data were drawn from the Regional Plan update while economic trends, most notably the

industry cluster analysis and Strength, Weakness, Opportunity and Threat (SWOT) analysis were drawn from the CEDS. As with any strategic vision, understanding the strengths, weaknesses, opportunities, and threats that exist are vital to identifying strategies to achieving the end state or vision of the plan. Key findings at the regional level suggest that population growth is slowing, the region is getting older, and the cluster analysis suggests five key industry clusters are strong around the region. The full results of the regional SWOT can be found in the Appendix of this chapter.

#### Pittsfield Demographic and Economic Data Findings

Demographics and economics drive one another and understanding both is crucial to crafting an effective economic development strategy. For Pittsfield, the population grew moderately between 2000 and 2014 with the exception of those under the age of 15. This could suggest problems in the near future with regard to workforce. Additionally, much of the personal income data suggests more economic distress in Pittsfield than in Merrimack County as a whole. In terms of education, Pittsfield has a smaller portion of its population that has an Associate’s Degree or some college, but is comparable to the County in terms of college and graduate school completion. Another interesting statistic is that Pittsfield has a commute time that is significantly greater than the County average. In summary, Pittsfield’s demographics suggests:

- Not only are more jobs needed, but more well-paying jobs;
- Attracting tomorrow’s workforce is a key issue; and,
- There is opportunity to capitalize on today’s workforce.

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*Pittsfield’s economy is both diverse in regards to its industrial base and in need of expansion. The community has several strengths to draw upon and challenges to overcome in order to do so. Finding a balanced strategy to this effort is the purpose of this Plan.*

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Pittsfield's economy maintains several strong industries. Manufacturing and Retail are prominent industries, though, given state-wide manufacturing decline and the fluctuating nature of retail, these industries may vary in their contributions to the local economy. Education/Healthcare/Social Assistance is also a strong sector of the economy. This sector is also a prominent regional industry and healthcare in particular is project to grow into the future. Two other key industries are the Professional/Scientific sector and the Arts/Entertainment/Recreation sector. These industries are somewhat unexpected but potentially beneficial for Pittsfield. The effect of these industries and their importance to Pittsfield is their varied nature. Another interesting prospect is the potential interconnectedness of three of the industries: Education/Healthcare/Social Assistance, Professional/Scientific, and Manufacturing all interact with one another. Developing strategies that enhance and expand these relationships would be extremely beneficial for Pittsfield. In summary, Pittsfield's economy:

- Is economically diverse;
- Has room to grow;
- Contains opportunity for greater expansion in vital industries;
- Is subject to threats such as state/national manufacturing decline and retail volatility;
- Has several industries with ties to regional industry clusters; and,
- Enjoys the potential for greater interconnectedness through innovation.

#### Pittsfield SWOT

In an effort to understand Pittsfield's strengths and weaknesses, a SWOT was conducted specifically for the community. While not as robust in terms of survey response rate, the findings to provide some information that should be considered. Some of the key findings include:

- Downtown parking is a concern.
- Both complementary businesses and support industries are needed for Pittsfield's employers.
- There may be a need for more workers in Pittsfield.
- There is a need for workforce training.

#### Strategic Vision for Pittsfield's Economy

All strategic plans have a goal or vision, components to achieve those goals, and an identification of threats to the strategic goal. Each component should be designed to reach the overall goal or vision, but also address barriers to those goals. For Pittsfield, the community's economic development strategic vision is as follows:

Strategic Vision: Aggressively pursue economic vitality that fits with and supports Pittsfield's community character.

#### Components to Achieve the Strategic Goal:

- i. Maximize Route 28 development.
- ii. Support and encourage downtown revitalization.
- iii. Expand infrastructure needs.
- iv. Maximize regional positioning.
- v. Encourage networking.

#### Challenges to be Overcome:

- i. Route 28 infrastructure gaps.
- ii. Workforce training gaps.
- iii. Smaller workforce.
- iv. Lack of complementary and supportive industries for existing businesses.
- v. Brownfields redevelopment.
- vi. Lack of Route 28 DOT driveway permits/curb cuts.
- vii. Ensuring sound broadband internet access.

## DOCUMENT OUTLINE AND FORMAT

Part of the Economic Development Committee's goal with this plan was to create a document that would be more "action oriented" than a traditional plan. Although the background data can be found at the end of the plan, the Action Plan is located in the front to serve as the focal point of the document. It is intended that this plan will be user-friendly and encourage action as opposed to more analysis and discussion of the Pittsfield economy.

## ECONOMIC DEVELOPMENT PLAN OF ACTION

Each Goal or Objective listed below, its corresponding Recommendations, the entity that will implement the recommendations, and recommended timelines follow. It is intended that this chart will serve as the Town's Economic Development Plan of Action in support of the Strategic Vision articulated in this plan.

### EXHIBIT 1: ECONOMIC DEVELOPMENT PLAN OF ACTION

Goal/Objective	Recommendations to Implement	Responsible Parties*	Time Lines
(1) Route 28 infrastructure gaps addressed	a. Identify funding for sewer and water upgrades (including CIP/Capital Reserve).	BOS/SD/PWW	Spring 2019
	b. Develop and implement plans for sewer and water upgrades.	BOS/SD/PWW	Spring 2019
	c. Utilize a Tax Increment Financing (TIF) District, if needed for upgrades.	BOS/PB	Spring 2019
(2) Increased workforce	a. Engage school system to further develop strategies to meet current education needs.	SB	Ongoing, beginning May 2016
	b. Continue to ensure a range of housing needs are met in Pittsfield.	PB	Ongoing, beginning May 2016
	c. Establish a Recreation Committee to expand Town recreation opportunities.	BOS	Ongoing, beginning May 2016
	d. Continue to support existing festivals and events while finding new opportunities for more events in town.	EDC/BOS	Ongoing, beginning May 2016
(3) Better trained workforce	a. Working with the school, NHTI, and Pittsfield businesses, develop a program to meet the training needs of the businesses for high school students and adults.	SB & EDC	Fall 2018
	b. Examine the possibility for expanding on the inventory of the existing library and updating its technology.	LT	Fall 2018
	c. Establish a grant committee to seek grants from the state and federal governments to provide economic and educational programs or assistance (such as job training, vocational workshops, job placement programs, educational grants and application assistance) to low income families.	SB	Fall 2018
	d. Institute dropout prevention and intervention programs for students.	SB	Fall 2018
(4) Attract/retain complementary industries for existing businesses	a. Survey existing businesses regarding gaps.	EDC	Spring 2018
	b. Review zoning ordinance for compatibility with needed industries, change as needed.	EDC/PB	Spring 2018
	c. Working with existing businesses, recruit desired industries.	EDC	Spring 2018

\* BOS = Board of Selectmen; EDC = Economic Development Committee; PB = Planning Board; ZBA = Zoning Board of Adjustment; SB = School Board; SD = Sewer Department; PWW = Pennachuck Water Works; LT = Library Trustees

**EXHIBIT 1: ECONOMIC DEVELOPMENT PLAN OF ACTION (CONT.)**

Goal/Objective	Recommendations to Implement	Responsible Parties*	Time Lines
(5) Attract/retain supportive industries for existing businesses	a. Survey existing businesses regarding gaps.	EDC	Spring 2018
	b. Review zoning ordinance for compatibility with needed industries, change as needed.	EDC/PB	Spring 2018
	c. Working with existing businesses, recruit desired industries.	EDC	Spring 2018
(6) Redevelop brownfield sites	a. Continue to participate in the Central New Hampshire Brownfields Advisory Committee.	PB/BOS/EDC	Ongoing, beginning May 2016
	b. Nominate sites to the CNHRPC assessment program.	PB/BOS/EDC	Ongoing, beginning May 2016
(7) Mitigate NH Route 28 DOT driveway permits/curb cut shortage	a. Establish Access Management Provisions in the Site Plan and Subdivision Regulations.	PB/BOS	Fall 2019
	b. Establish a Memorandum of Understanding with NHDOT regarding access management and State driveway permitting.	BOS	Fall 2019
	c. Develop access management plan exploring the possibility of an access roadway or other alternative access.	PB/BOS	Fall 2019
	d. Conduct a corridor study.	PB	Fall 2019
	e. "Pre-approve" some sites/uses on NH Route 28.	PB	Fall 2019
(8) Expand broadband internet access across town	a. Participate in the Broadband Speed Test: <a href="http://www.iwantbroadbandnh.org">www.iwantbroadbandnh.org</a>	BOS	Ongoing, beginning May 2016
	b. Utilize resources available at the Broadband Center for Excellence at UNH available at <a href="http://www.unhbcce.org/">http://www.unhbcce.org/</a>	BOS	Ongoing, beginning May 2016
	c. Through CNHRPC, UNH and other initiatives, monitor what other opportunities may arise and participate as applicable.	BOS	Ongoing, beginning May 2016
	d. Create/maintain a map of broadband access in town.	PB/BOS/EDC	Fall 2018

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**EXHIBIT 1: ECONOMIC DEVELOPMENT PLAN OF ACTION (CONT.)**

Goal/Objective	Recommendations to Implement	Responsible Parties*	Time Lines
(9) Attract and retain target industries: Retail Trade, Manufacturing, Professional/Scientific/Technical, Education/Healthcare/Social Assistance, and Arts/Entertainment/Recreation/Accommodation/Food Services	a. Assess the Zoning Ordinance, Site Plan Regulations and Subdivision Regulations to ensure effectiveness by exploring the following: i. For the Zoning Ordinance: 1. Desired economic uses are permissible and, to the maximum extent possible, situated in locations that capitalize on nearby assets and infrastructure (broadband, roads, etc.) 2. Economic uses that “fit” Pittsfield’s character. 3. That the Home Occupation use is maximized and supported by relevant infrastructure to the maximum extent possible. 4. Buffers between residential and commercial uses are adequate. ii. For the Site Plan Regulations: 1. It is clear when a site plan review is required. 2. The scope of review “fits” with what is being proposed (i.e. that major and minor subdivision are dealt with appropriately) iii. For the Subdivision Regulations: 1. That there are no issues with regard to commercial subdivision vs. residential iv. For all regulations and ordinances: 1. Opportunity exists for mixed-use development, including a clear process 2. That ordinances requiring regulations to include certain provisions are provided for (such as cluster subdivisions). 3. That definitions amongst all three documents are consistent. 4. That the processes are clearly specified. 5. That all three documents are listed on the Town’s website.	PB/BOS/EDC	Ongoing, beginning May 2016
	b. Directly recruit desired businesses.	EDC	Ongoing, beginning May 2016
	c. Annually ensure Pittsfield Business Recruitment packet is up to date and that information is on line. CNHRPC can assist.	EDC	Ongoing, beginning May 2016
	d. Continuous contact to gather new information on all businesses in town.	EDC	Ongoing, beginning May 2016
(10) Continued collaboration amongst town boards to ensure business friendly environment	a. Continue to hold all-board meetings.	EDC & All Boards	Ongoing, beginning May 2016
	b. Identify ways for practical collaboration among boards.	EDC & All Boards	Ongoing, beginning May 2016
	c. Ensure permitting process is clear among boards but also in bylaws.	PB/ZBA	Ongoing, beginning May 2016
	d. Ensure all relevant information, contacts, and purpose of boards is on the Town's website.	PB/ZBA	Ongoing, beginning May 2016
	e. Continue to publish quarterly Economic Development Newsletter.	EDC	Ongoing

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#### EXHIBIT 1: ECONOMIC DEVELOPMENT PLAN OF ACTION (CONT.)

Goal/Objective	Recommendations to Implement	Responsible Parties*	Time Lines
(11) Harmonious development of both Route 28 and Downtown	a. Assess Zoning for desirable uses in both locations.	PB/EDC	Fall 2019
	b. Assess Site Plan and Subdivision Regulations for appropriate design standards.	PB/EDC	Fall 2019
	c. Identify opportunities for complementary development proposals to create linkage.	PB/EDC	Fall 2019
(12) Clearer NHDOT permitting process with the State	a. Engage with NHDOT to reduce the number of DOT districts, enlist CNHRPC to assist.	EDC/BOS	Spring 2017
	b. Include a map and NHDOT contacts for permitting on the Town's website.	EDC/BOS/PB	
(13) Downtown revitalization	a. Develop a Village Plan for the Master Plan.	PB	Spring 2020
	b. Conduct a parking needs assessment.	PB/EDC	Spring 2018
	c. Work to improve streetscape.	EDC	Ongoing, beginning May 2018
	d. Work to improve facades.	EDC	Ongoing, beginning May 2018
	e. Consider ways to attract a satellite branch of the Concord YMCA to the former Pittsfield Weaving property.	EDC	Ongoing, beginning May 2018
	f. Hold more events/festivals downtown.	EDC	Ongoing, beginning May 2018
	g. Ensure Zoning Ordinance supports the "creative economy."	EDC/PB	Fall, 2017

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## GOALS AND OBJECTIVE DEVELOPMENT PROCESS

Goals and objectives for this Plan are derived from three sources: New goals and objectives from this planning process, past goals and objectives from the 2010 Master Plan, and past goals and objectives from the 2008 Economic Development Strategy. They are as follows:

### 2016 GOALS, OBJECTIVES AND RECOMMENDATIONS

- NH Route 28 infrastructure gaps need to be addressed.
- Pittsfield needs to grow the size of its workforce.
- The workforce needs increased training that fits the needs of companies in town now and in the future.
- Attract and retain complementary industries for existing businesses.
- Attract and retain support industries for existing businesses.
- Redevelop brownfield sites.
- Mitigate Route NH 28 DOT driveway permit/curb cut shortages and access issues.
- Expand broadband internet access across town.
- Attract and retain target industries.
- Continue collaboration amongst town boards to ensure business friendly environment.
- Ensure the harmonious development of both NH Route 28 and Downtown.
- Better coordination between NHDOT and the town to create a clearer NHDOT permitting process.
- Downtown revitalization.

## 2010 MASTER PLAN ECONOMIC GOALS, OBJECTIVES AND RECOMMENDATIONS

The 2010 Master Plan contains economic development recommendations that fit in the context of this economic development strategy. Those recommendations include:

- Overall goal: increase business viability and attract economic growth for the future economic revitalization of Pittsfield. Done by:
  - Capitalize on downtown space.
  - Capitalize on Route 28.
  - Address taxes.
  - Capitalize on growth industries.
  - Workforce training, working with local schools.
  - Downtown parking solutions.
  - Utilize a Tax Increment Finance District (TIF) to install needed infrastructure.
  - Develop lots off 28.
  - Attract diverse businesses.
  - Route 28 loop road.
  - Attract traffic from Route 28 to Downtown.
  - Public/Private partnerships for economic development.
  - Downtown revitalization/appearance.
  - Tourism promotion via the state.
  - More recreation activities.
  - More events.

In terms of what has been addressed thus far, taxes have been addressed by establishing and utilizing RSA 79E and RSA 162N. Both of these tools are used to provide temporary tax relief for economic development and revitalization. RSA 79E providing a temporary delay in tax increases that may result from improvements to downtown structures and 162N (also referred to as ERZ tax credits and administered by NHDRED) by providing

relief on state business taxes for businesses locating or expanding in specific portions of town.

## 2008 ECONOMIC DEVELOPMENT STRATEGY GOALS, OBJECTIVES AND RECOMMENDATIONS

Recommendations from the 2008 Economic Development Strategy are broken into recommendations for Route 28, recommendations for downtown, and recommendations for both areas together. They include:

- Route 28 recommendations:
  - Corridor study.
  - Site Plan Regulation and Zoning Ordinance revisions to maximize site design.
  - “Pre-approve” sites/uses for some parcels on Route 28.
- Downtown recommendations:
  - Foster and encourage the creative economy.
  - Continue to support local festivals.
  - Streamline Site Plan Regulations.
  - Ensure Zoning Ordinance supports the creative economy.
  - Downtown revitalization efforts such as RSA 79:E (79:E has been done).
  - Become a Main Street Community.
  - Greater recreational opportunities.
  - Route 28 signage to draw people to Downtown
  - A Concord YMCA satellite branch.
  - Parking needs assessment
  - Plan NH Design Charette (this has been done).
  - Improve streetscape
- Downtown and Route 28:
  - Promote and market Pittsfield.
  - Tie both areas together with complementary businesses and festivals.
  - Maximize grant opportunities.

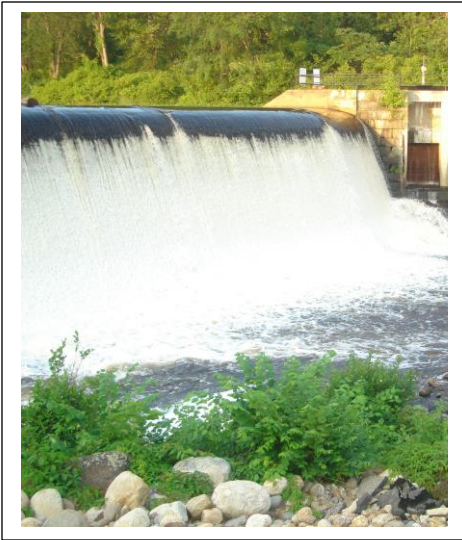
- Explore tax incentives (this has been done).

From the 2008 list, both 79E and 162N have been utilized as described above, grants have been pursued, and the All-Boards meeting series has resulted in better cooperation among the boards with regard to the development process. Furthermore, Pittsfield is actively participating in the CNHRPC brownfields program which has identified two downtown sites for assessment and eventual redevelopment.

## SUMMARY OF PUBLIC INPUT

The visioning session and survey results complement each other in such a way that it paints a detailed picture as to what community members would like to see in terms of economic development activity in Pittsfield. To begin with, the survey results are primarily centered around 5 major themes: more commercial and economic development, encourage development on Route 28, capitalize on the Downtown, protect the small town feel and quality of life, and ensure that adequate roads are in place. A fifth factor is that there is adequate internet access (this will come into play with regard to Pittsfield’s regional positioning).

As is typically the case, the visioning session expanded upon a lot of what the survey had identified. To begin with, both Route 28 expansion and downtown vitality were found in both. With regard to Route 28, the survey had discussed greater use of Route 28 for economic development, including zoning changes, while the visioning session identified development challenges such as water and sewer needs and natural development constraints such as steep slopes and wetlands.



In regards to Downtown, the survey speaks to protecting historic properties, mixed use, and small town feel. The visioning sessions provide many more specific details, including: drawing people off Route 28, more community events, destinations downtown, capitalizing on downtown infrastructure for development, promoting downtown businesses along Route 28, downtown revitalization, “town feel,” and quality of life.

Transportation also features in both the survey and the visioning session. The survey indicated that the roads could be improved upon in terms of overall quality. The visioning session found that a park and ride would be desirable at the intersection of Routes 28 and 107 and identified the difficulty of coordinating with multiple DOT districts. Pittsfield is the only town in the State of New Hampshire that contains three DOT districts.

In addition to the overlapping and elaboration of many topics, there are some differences in emphasis between the survey and the visioning session. For one, the survey identified that not only do residents want to see more commercial and economic development, but development in general. The visioning session found that: 1) there is a need for workforce training: more and better workforce training opportunities, engaging the schools in workforce training, and matching skills of the local workforce to local employers could be desirable; 2) improved regional engagement: communication, marketing, and branding, and capitalization on Pittsfield’s location; 3) better networking between businesses; 4) more engagement in the political process, when practicable, at the regional and state level; 5) and, sewer and water expansion along Route 28 is necessary. The final big-picture summary of the visioning session was to identify a grand strategy, explore and implement opportunities for public/private partnership, and encourage networking.

## STATE OF THE ECONOMY AND DEMOGRAPHICS

### STATE OF THE REGIONAL ECONOMY AND DEMOGRAPHIC TRENDS

Demographics and economics drive each other as part of a push/pull relationship. Demographics provides workforce and market demand for businesses. In turn business expansion can help encourage people to settle in a community based on what that community has to offer for economic opportunity (i.e. jobs and amenities/services). Slow demographic growth can be a symptom, but also a cause of slow economic growth.

Demographic and economic analysis is most effective when a locality compares itself to a larger area. Comparison points are typically trends over time and current data points. Understanding demographic and economic changes, as well as the interrelationship of those changes and how they relate to a larger region can make

the locality more competitive. This is done by identifying strengths, weaknesses, opportunities and threats that can be found, but also understanding key industries and how best a community can present its “best face” to the region given the demographic and economic situation.

**EXHIBIT 2: SELECT DEMOGRAPHICS**

Component	Nation		State		County	
	#	% of Overall	#	% of Overall	#	% of Overall
Total Employed 2014	160,521,803	-	709,219	-	8,950	-
Unemployment Rate 2014	11,557,570	7.2%	31,959	4.3%	4,857	6.0%
Service Producing Employment 2012 (Private Sector)	127,932,823	89.5%	436,858	87.1%	63,312	86.8%
Goods Producing Employment 2012 (Private Sector)	14,988,864	10.5%	90,404	12.9%	9,589	13.2%
Median Household Income (2012)	\$51,371	-	\$63,280	-	\$65,487	-

*Source: 2014 US Census ACS; New Hampshire Labor Market Information Bureau 2014*

The State is best compared to the nation, and Merrimack County to New Hampshire for demographic and economic analysis. The Merrimack County data present the case that the area is an attractive place to do business. In looking at Exhibit 2 above, unemployment in the county is greater than that of the state. This suggests that a greater availability of a potential workforce in Merrimack County. Additionally, the Service Producing and Goods producing numbers suggest that manufacturing is more prominent in the county than the rest of the state. Finally, in looking at median

household income (MHI), Merrimack County has a greater MHI than the state, and the state has a greater MHI than does the country. Taken together, the data suggests that New Hampshire is a desirable business location nationally, and that Merrimack County is a desirable location to set up a business in the state. Merrimack County’s attractiveness would be due to the fact that incomes are higher suggesting more

**EXHIBIT 3: COUNTY EMPLOYMENT DATA**

Industry	2010 County Employment	2014 County Employment	Change
Agriculture, Forestry, Fishing, hunting, and mining	1.2%	0.9%	-0.3
Construction	7.8%	7.1%	-0.7
Manufacturing	11.1%	10.3%	-0.8
Wholesale Trade	3.2%	3.1%	-0.1
Retail Trade	12.6%	12.2%	-0.4
Transportation, Warehousing & Utilities	3.5%	3.2%	-0.3
Information	2.0%	1.6%	-0.4
Finance , insurance, real estate and leasing	6.8%	6.4%	-0.4
Professional, Scientific, Management, Administrative & Waste Management	8.5%	9.4%	0.9
Educational service, health care, and social assistance	25.4%	27.0%	1.6
Arts, entertainment, recreation, accommodation and food services	6.6%	7.5%	0.9
Other except public administration	4.5%	5.0%	0.5
Public administration	6.8%	6.4%	-0.4

economic activity, the presence of an available workforce, and a more diverse local economy given the presence of more goods producing industries.

Economic trends for a region can be quickly summarized using three trends: 1) overall change in employment; 2) each industry share of the economy; and, 3) the change in each industry's share of the economy. For Merrimack County, the overall change in employment between 2010 and 2014 was a 1.4% decrease in employment from 77,135 jobs to 76,062 (US Census ACS Data 2014). All industries lost less than one half of one percent of their share of the County's economy with the exception of Professional/Scientific, Educational/Healthcare, Arts/Entertainment, and Other. The industry gaining the largest share over the period was Education/Healthcare reaching 27% of the economy in 2014. Manufacturing and Retail made up 10.3% and 12.2% of the 2014 economy respectively.

The County data seems to reflect a moderate decline in the economy, likely due to the Great Recession, impacting nearly all industries. Those industries that increased their share were better insulated from the downturn. The effect is that the economy's makeup has undergone a slight shift becoming more service-based than it was in years prior.

## CEDS CLUSTER ANALYSIS

Regional economic trends can also be assessed through an industry cluster analysis. This can allow a community to understand what economic opportunity lies beyond the municipal boundary. Understanding this enables a community to understand the potential for economic growth within the context of the regional economy. Camoin Associates of Saratoga Springs NY, an economic consulting firm, completed the analysis in the spring of 2011 for the CNHRPC area. The method used was the Location Quotient Analysis (LQ). What an LQ assesses is the importance of an industry to a particular geography compared to a larger geography. For the cluster analysis,

the region and the nation were the two areas of comparison. For the analysis, a value of 1.00 demonstrates that the employment concentration in a particular industry is roughly the same locally and nationally. An LQ greater than 1.00 indicates an industry with a high degree of concentration relative to a certain area. An LQ less than 1.00 indicates that the industry's share of local employment is less than that industry's share of the national employment. The full assessment document is available in the appendix of this Chapter. The Regional Industry Clusters identified in the analysis identified the four following clusters\*:

Business and Financial Services (ICS Codes: 52-54) with an LQ of .097  
Top 10 businesses in this cluster include:

- Life Insurance Carriers
- Lawyers
- Health Insurance Carriers
- Insurance Agencies and Brokerages
- Property and Casualty Advice
- Investment Advice
- Engineering Services
- Portfolio Management
- Custom Computer Programming Services
- Administrative Management and General Management Consulting Services

Medical Services (ICS Code: 33, 44, 54, 62 & 63) with an LQ of 1.13  
Top 10 businesses in this cluster include:

- General Medical and Surgical Hospitals
- Nursing Care Facilities
- Home Health Care Services
- Pharmacies and Drug Stores
- Other Residential Care Facilities
- Outpatient Mental Health and Substance Abuse Centers
- Homes for the Elderly



- Specialty (except Psychiatric and Substance Abuse) Hospitals
- Residential Mental Retardation Facilities
- Continuing Care Retirement Communities

Arts and Entertainment (ICS Code: ) with an LQ of 0.73

Top 10 businesses in this cluster include:

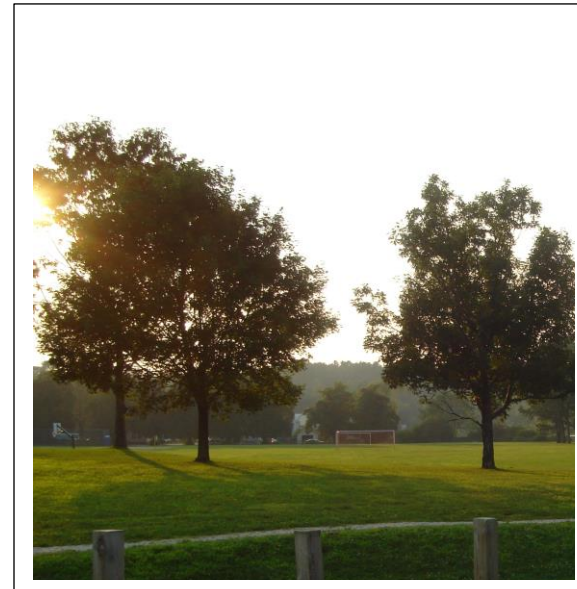
- Independent Artists, Writers and Performers
- Hotels (except Casino Hotels) and Motels
- Fitness and Recreational Sports Centers
- Golf Courses and Country Clubs
- Racetracks
- All Other Amusement and Recreation Industries
- Radio Stations
- Motion Picture Theaters (except Drive-Ins)
- Skiing Facilities
- Museums

Information Technology (ICS Code:) with an LQ of 0.67

Top 10 businesses in this cluster include:

- Custom Computer Programming Services
- Computer Systems Design Services
- Instrument Manufacturing – Measuring & Testing Electricity/Elect. Signals
- Wired Telecommunications Carriers
- Data Processing, Hosting, and Related Services
- Telephone Apparatus Manufacturing
- All Other Miscellaneous Electrical Equipment and Component Manufacturing
- Analytical Laboratory Instrument Manufacturing
- Power, Distribution and Specialty Transformer Manufacturing
- Other Computer Related Services

*\*Although they were not identified as clusters with “regional” importance, it is also important to point out that both Manufacturing and Retail are significant within certain communities within the region.*



These industries represent the core of the region’s economy. Though some of these industries may have varying needs, a lot of what can be done to: 1) help these industries grow and expand; and, 2) attract new and

supporting industries will be the same. For instance, access to information and a streamlined permitting process will benefit all of them.

### CEDS REGIONAL SWOT ANALYSIS

As part of the development of the Comprehensive Economic Development Strategy Document (CEDS), a Strength, Weakness, Opportunity and Threat (SWOT) analysis was conducted. Arnett Development conducted the SWOT, and, although the CEDS region includes five towns from the Southern New Hampshire Planning Commission Region, Central is heavily represented with 20 communities. The SWOT was conducted by sending surveys out to each community and conducting the analysis based upon responses



and other metrics. The full SWOT analysis report can be found in the Appendix of this document.

In general, the Region as a whole has numerous assets, including quality of life, proximity to many desirable locations throughout the State and all of New England, as well as an educated workforce and a higher overall income. Challenges stem from an aging workforce and telecommunications coverage (both cellular and broadband internet). A summary of the findings includes:

#### Strengths:

- Labor Availability
- Well Educated Population
- Highway Access
- Business Friendly Environment
- Business Costs (real estate, wage rates)
- Critical Mass of Firms (health, finance, trade)
- High % of Self-employed & Work-at-home
- Natural Environment / Outdoor Activities

#### Opportunities:

- Local Schools Involvement
- Local Business Involvement
- Cross Marketing (towns, firms, brokers)
- Available Sites Inventory
- Entrepreneur Relations
- Access to Development Information
- Website Development & Improvement

#### Weaknesses/Threats:

- Communication / Information Bandwidth
- No Research University
- Few Nearby Amenities
- Little Public Transit
- Physical Infrastructure Limitations
- Community – Entrepreneur Connection

#### Recommendations:

- Don't Chase
- Grow Your Own
- Engage Local Entrepreneurs & Investors
- Support & Incubate
- Emphasis on Streamlining Local Processes
- Emphasis on Skills Training & Work Readiness
- Pursue Broadband & Cellular Upgrades
- Improve Website(s) Utility & Content
- Increase Business Development Services & TA
- View through a Regional Lens
- Take Regional Approach... Create Regional Brand

Though the analysis is done regionally, the findings do impact Pittsfield individually. While implementing this Strategy, the Town should be aware that the weaknesses and threats of the region must be overcome locally as well as regionally; additionally, regional strengths and opportunities can and should be capitalized on at the local level as well. Understanding these issues and being cognizant of them can help Pittsfield use regional draws and perhaps differentiate itself in how it deals with regional challenges setting up attractive contrasts within the region.

### COUNTY ECONOMIC PROJECTIONS

As the first step in developing strategies for economic development is to understand what industries are currently strong the region, it is also important to understand what the projected performance of those industries will be. In short, the question to answer is: "to what extent can we rely on our key industries in the future?" To answer these question is to get a sense as to how the economy of tomorrow might look and, to develop strategies around that potential future.

The New Hampshire Economic and Labor Market Information Bureau, conducts analysis of the economy and develops economic

projections at the state and county level. Merrimack County industry projections from 2010 to 2020 are shown in Exhibit 4.

Looking at the projections, it seems that among the county's clusters (Exhibit 5), all but Internet Technology and Manufacturing are projected to experience growth. This suggests that there will be opportunity to strengthen and/or expand the economy within most of the key industries and it is reasonable to expect that they will expand. The implications are not that retail and manufacturing should be "ignored" or that they are "undesired;" quite the contrary. Instead, they represent a significant part of the county's economy: service and tourism are tied to retail, and Internet Technology also plays a role in the success of other businesses as it represents vital infrastructure. Moving forward, replacing copper internet conduit with fiber optic conduit in an effort to ensure that the region has

**EXHIBIT 4: OVERALL MERRIMACK COUNTY EMPLOYMENT PROJECTIONS 2010 TO 2020**

Industry	2010 Estimated Employment	2020 Projected Employment	2010-2020 Numeric Change	Growth Rate (%)
Total Employment	80,051	88,026	7,975	10
Total Self- Employed and Unpaid Family Workers	6,419	6,689	270	4.2
Goods- Producing Industries	9,627	10,235	608	6.3
Service- Producing Industries	64,005	71,102	7,097	11.1

Source: NH Labor Market Bureau & CNHRPC Calculations

**EXHIBIT 5: INDUSTRY CLUSTER PROJECTIONS**

Regional Industry Cluster	2010 Estimated Employment	2020 Projected Employment	2010-2020 Numeric Change	Growth Rate (%)
Businesses Services	1775	2145	370	20.9
Finance	3955	4310	355	9
Health Care and Social Assistance	12183	15358	3175	26.1
Arts & Entertainment	1532	1700	168	11
Internet Technology	557	557	0	0
Retail	9317	10028	711	7.6
Manufacturing	5513	5267	-246	-4.5

Source: NH Labor Market Bureau & CNHRPC Calculations

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*Like many NH communities, Pittsfield is experiencing a decline in school-aged children which could create additional economic challenges in the near future as the workforce contracts.*

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**EXHIBIT 6: CNHRPC MANUFACTURING CHANGE 2005 TO 2012**

Year	Number of Job Sites	# Change	% Change	Number of Jobs	# Change	% Change
2012	158	2	1.3%	4119	38	0.9%
2011	156	0	0.0%	4081	160	4.1%
2010	156	1	0.6%	3921	-119	-2.9%
2009	155	-9	-5.5%	4040	-480	-10.6%
2008	164	-4	-2.4%	4520	-127	-2.7%
2007	168	-3	-1.8%	4647	-342	-6.9%
2006	171	-3	-1.7%	4989	-431	-8.0%
2005	174	-	-	5420	-	-

Source: NH Labor Market Bureau & CNHRPC Calculations

adequate broadband coverage may will be vital. As for manufacturing, although historically there has been decline in the industry from the 1990s onward, there is information that suggests a turnaround may be underway (note that the projections the State has done is based on longer historical trends as opposed to a two or three year set of data). Exhibit 6 above presents this information.

The growth of all of these clusters should be encouraged, and, as mentioned earlier, the recommendations and projects are, for the most part, will help all industry clusters grow.

#### PITTSFIELD DEMOGRAPHICS AND ECONOMICS

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*Pittsfield's manufacturing base has mentioned a need for more trained workers. Taking this information into account with the fact that a smaller segment of the population with an Associate's or some college and it seems to suggest a need for workforce training. A trained workforce coupled with a younger population could be a vital engine for economic growth.*

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With a clear picture of the regional demographics in hand Pittsfield's economy can be put into context. First, the demographic data, notably the change rate, needs to be explored for Pittsfield. In looking at Exhibit 7, the overall population has grown nearly four percent between 2000 and 2014. Additionally, all age groups, except for those under the age of 15 have grown as well. This suggest moderate population growth over all coupled with an aging population. The decrease of population under the age of 15, the contracting of the workforce over the age of 16, and the declining school enrollment numbers could be particularly concerning given that this is the workforce of the future. In comparison to the state and the nation, Pittsfield had less of a decline in the under 15

population, -12.2%, than did the state, -13.8%, while the nation as a whole saw an increase of 1.7%. Data suggest that Pittsfield isn't far behind the state in terms of decreasing school age population. It also suggests that Pittsfield, like New Hampshire, is at a disadvantage in terms of workforce versus the nation (though a potential issue for the nation in the near future).

The other factor in looking at Exhibit 7 is with regard to unemployment and income. The unemployment rate of 7.8% in 2014 is significantly greater than that of the county (6%). This suggests economic stagnation despite the recovery that has taken place since the end of the Great Recession. Further, the poverty rate of 18% coupled with an MHI of \$48,672 suggests greater economic distress in portions of Pittsfield as well as economic inequality when compared to the rest of the County. The need for better paying jobs suggest that there is also opportunity for employers to tap into an existing workforce today, though this may not be the case a few years in the future.

Pittsfield contains about 3% of the county's population. It is also significantly younger. Pittsfield has a smaller percentage of its population that has some college or an associate's degree, but it does have a comparable portion of its population that has a four-year college degree or higher. Pittsfield's unemployment was greater than the county's in 2014 and it had a significantly smaller Median Household Income in the same year. In terms of poverty, Pittsfield had a poverty rate and average commute time to work that was nearly double that of the county in 2014. Exhibit 8 captures this data.

## EXHIBIT 7: PITTSFIELD DEMOGRAPHICS

Demographic Measure	2000	2014	# Change	% Change
Population	3,931	4,082	151	3.8%
Under 15	930	817	-113	-12.2%
18 to 64	2,413	3,196	783	32.4%
65 and Older	408	486	78	19.1%
Unemployment Rate	2.6%	7.8%	-	5.2%
Median Household Income	\$38,333	\$48,672	\$10,339	27.0%
Poverty Rate	9%	18%	-	9.0%
Average Classroom Size	18.5 (2006)	21.1	3	16.2%
Fall Enrollment	849 (2002)	589	-260	-30.6%
Live & Work in Pittsfield	19% (2000)	9.0%	-89	10.0%
Workers 16 & Older	2,018 (2000)	1,987	-31	-1.5%

Source: 2000 US Census; 2014 US Census ACS; New Hampshire Labor Market Information Bureau 2014; NH Department of Education 2014

## EXHIBIT 8: PITTSFIELD VS COUNTY DEMOGRAPHICS

Demographic Measure 2014	Pittsfield	Merrimack Co
Population	4,082	146,880
Median Age	38.6	42.2
% Associates/Some College (24 Years of Age or Older)	29%	35.0%
% BA or Graduate Education (24 Years of Age or Older)	8.4%	8.3%
Median Household Income	\$48,672	\$65,226
Unemployment	7.8%	6.0%
Average Commute Time	40 Minutes	26 Minutes
Poverty	18.0%	9.5%

Source: US Census ACS 2014

*The presence of several prominent and sought after industry clusters raises questions about the origin of economic distress in town. This could be due to a mismatch between training and the type of employment available. The 40 minute average commute time for Pittsfield residents seems to back this up.*

The significance of the data in Exhibit 8 is that it reinforces some of the other findings that Pittsfield has an available workforce in need of jobs. What it adds to the discussion is that Pittsfield's workforce is notably younger than the county and has a comparable number of college educated workers.

One interesting interpretation of all of the demographic data when looked at in the context of the commute time is that it seems that many of the workers leave town for other jobs and that many of the manufacturing jobs are likely serving people who do not live in the community. This could be due to the fact that the percentage of workers with an associate's degree or some college was significantly less than that of the county. Finding a way to address this issue in the context of what Pittsfield's manufacturing base requires could be vital to Pittsfield's economic development.

### Pittsfield Economics

Economic analysis for a particular municipality can be thought of as a SWOT analysis of a different kind. For a local economy, it is important to understand what the economic base is to understand where opportunity for expansion exists and where potential threats may be found. For Pittsfield, there is opportunity, as well as potential threats. Understanding these issues will help the EDC as well as the Town successfully navigate the waters of economic development.

Exhibit 9, through its analysis of employment by industry in Pittsfield, provides a clear depiction of the Town’s economic makeup. Whereas other exhibits will show Pittsfield’s economy versus the region or growth and change, Exhibit 9 shows Pittsfield’s economy at a point in time – 2014. Pittsfield’s economy in 2014, like today, is diverse with ties to regional industry clusters.

In looking at Exhibit 9, there are several industries that are of particular interest. First, there are those industries that are expected to maintain a strong share of Pittsfield’s economy, those being manufacturing and retail. Manufacturing is a particularly strong industry in Pittsfield, and retail is a major industry in many NH communities. Another major industry in Pittsfield that may not come as a surprise is the Educational/Healthcare/Social Assistance industry. With school employment and senior assisted living facilities in town these would naturally occupy a major portion of the economy which is reflected in the fact that about 19% of the employment can be found in this sector. One industry that is unexpectedly strong is the Professional/Scientific industry. This cluster would contain surveyors and engineers, but also research and development/technical professions. For Pittsfield, this cluster is represented in the technical professions and to a lesser extent research and development.

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*Economic Development Tool: US Economic Development Administration’s (EDA) Economic Adjustment Grant (EA Grant). The EA Grant can provide direct funding for up to two million dollars for projects in response to the closing of a major employer. This tool should be considered in the event of major business closings in Pittsfield in the future.*

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Understanding trends in employment, notably changes in employment figures in key industries, can illustrate the performance of Pittsfield’s economy over time. Exhibit 10 below depicts these changes in employment and can shed light on opportunities and threats that might exist within Pittsfield’s employment base.

Exhibit 10 shows dramatic changes in the Pittsfield economy. The overwhelming majority of industries experienced either dramatic growth or dramatic decline. This could be indicative of a shift in the overall economy between sectors. Also, Pittsfield saw a slight overall decline in jobs between 2010 and 2014. Much of it may in fact be

**EXHIBIT 9: PITTSFIELD INDUSTRY EMPLOYMENT**

Industry	2014 Employment
Agriculture, Forestry, Fishing, hunting, and mining	0.0%
Construction	8.4%
Manufacturing	15.8%
Wholesale Trade	3.7%
Retail Trade	16.3%
Transportation, Warehousing & Utilities	2.4%
Information	0.7%
Finance , insurance, real estate and leasing	7.7%
Professional, Scientific, Management, Administrative & Waste Management	10.7%
Educational service, health care, and social assistance	19.2%
Arts, entertainment, recreation, accommodation and food services	5.5%
Other except public administration	4.5%
Public administration	5.2%
<b>TOTALS</b>	<b>100.0%</b>

Source: US Census ACS 2014: Table C24050



related to the Great Recession, though only time will tell.

In regards to key industry change (referring to those industries described in the Exhibit 9 analysis above) all industries experienced growth except for manufacturing. Manufacturing saw a significant decline in employment, -26.5%, between 2010 and 2014. While this sector will continue to make up a significant portion of Pittsfield's economy and should continue to be supported in every way, diversification and contingency strategies such as an EDA Economic Adjustment grant in the event of a major employer closing should be explored.

In terms of growth, Retail and Education/Healthcare both grew significantly; 10.8% and 11.9% respectively. Of note, is the fact that the largest industry to experience growth was the



Professional/Scientific sector growing at an exceptional 80.7%. This growth rate shows that this emerging sector represents an unexpected opportunity for Pittsfield. Another surprise growth rate was within the Arts/Entertainment/Recreation/Food Service sector. Growing at 35.4%, this sector too needs to be cultivated and capitalized upon.

In looking at the share of the Town's economy within each industry or sector compared to that of Merrimack County, one can get a sense for how important a particular industry is to Pittsfield. Additionally, it can also suggest the presence of opportunity or threats when considering projected growth. For instance, an industry that is stronger locally than for the county, which is also projected to grow (such as Arts/Recreation), could indicate an opportunity. Industries that are more important to Pittsfield than the County could be a strength, but they could also be a cause for concern if the industry is in decline and is projected to continue to decline, such as Manufacturing. Such a scenario would suggest too much reliance on a declining industry. In short, the share of the economy that an industry occupies, when compared with project growth, can indicate economic opportunity or a threat.

The data in Exhibits 11, 12, and 13 suggest several trends. First, Manufacturing and Retail are more important to Pittsfield than they are to the county. On the one hand, this suggests that Pittsfield needs to support these industries and help them to grow and expand given their share of local jobs – and it should. On the other hand, given the long-term decline of manufacturing and the volatile nature of Retail, efforts should be made to diversify the economy to hedge against future decline and downturns in these industries.

A second factor to emerge in the data is that Pittsfield has a greater reliance on the Professional/Scientific sector than the county. As this industry typically supports manufacturing, innovation and job growth, it should be sought after and supported. Innovation encouragement can help to anchor and strengthen manufacturing

while expanding the Professional/Scientific sector. It can also be marketed in a way to associate it as part of Merrimack County's innovative hub.

Thirdly, there are two industries in Pittsfield that present significant opportunity: Education/Healthcare and Arts/Entertainment/Recreation. These industries are not only strong locally, a history of growth, and are expected to grow in the future, but they also make up a significant share of the county's economy. Data suggests that both industries are strong and getting stronger. One interesting prospect is the intersection of the Professional/Scientific, Manufacturing, and Education/Healthcare clusters complementing each other. Training programs can feed innovation; both can feed manufacturing. Additionally, medical innovation can feed both the health care industry and manufacturing.

**EXHIBIT 10: CHANGES IN PITTSFIELD INDUSTRY EMPLOYMENT**

Industry Employing Pittsfield Resident	2010 Employment	2014 Employment	# Change	% Change
Agriculture, Forestry, Fishing, hunting, and mining	18	0	-18	-100.0%
Construction	159	168	9	5.7%
Manufacturing	431	317	-114	-26.5%
Wholesale Trade	132	75	-57	-43.2%
Retail Trade	295	327	32	10.8%
Transportation, Warehousing & Utilities	47	48	1	2.1%
Information	74	15	-59	-79.7%
Finance , insurance, real estate and leasing	180	154	-26	-14.4%
Professional, Scientific, Management, Administrative & Waste Management	119	215	96	80.7%
Educational service, health care, and social assistance	344	385	41	11.9%
Arts, entertainment, recreation, accommodation and food services	82	111	29	35.4%
Other except public administration	68	91	23	33.8%
Public administration	122	104	-18	-14.8%
<b>TOTALS</b>	<b>2071</b>	<b>2,010</b>	<b>-61</b>	<b>-2.9%</b>

Source: US Census ACS 2014: Table C24050

**EXHIBIT 11: PERCENTAGE OF INDUSTRIES IN ECONOMY, PITTSFIELD VS COUNTY**

Industry Employing Pittsfield Resident	2014 Pittsfield Employment	2014 County Employment
Agriculture, Forestry, Fishing, hunting, and mining	0.0%	0.9%
Construction	8.4%	7.1%
Manufacturing	15.8%	10.3%
Wholesale Trade	3.7%	3.1%
Retail Trade	16.3%	12.2%
Transportation, Warehousing & Utilities	2.4%	3.2%
Information	0.7%	1.6%
Finance , insurance, real estate and leasing	7.7%	6.4%
Professional, Scientific, Management, Administrative & Waste Management	10.7%	9.4%
Educational service, health care, and social assistance	19.2%	27.0%
Arts, entertainment, recreation, accommodation and food services	5.5%	7.5%
Other except public administration	4.5%	5.0%
Public administration	5.2%	6.4%
<b>TOTALS</b>	<b>100.0%</b>	<b>100.0%</b>

**EXHIBIT 12: MERRIMACK COUNTY EMPLOYMENT PROJECTIONS**

Industry	2012 Estimated Employment	2012 Projected Employment	2012-2022 Numeric Change	Growth Rate (%)
Total Employment	80,323	87,986	7,663	9.5%
Total Self-Employed and Unpaid Family Workers	5,451	5,666	215	3.9%
Goods-Producing Industries*	10,203	10,293	90	0.9%
Service-Producing Industries	50,721	57,036	6,315	12.5%

\* Manufacturing projected to decline 4.6%: 5896 jobs to 5624

Source: NH Labor Market Information Bureau

**EXHIBIT 13: REGIONAL INDUSTRY CLUSTER PROJECTIONS**

Regional Industry Cluster	2012 Estimated Employment	2022 Projected Employment	2012-2022 Numeric Change	Growth Rate (%)
Businesses Services	7,796	8,542	746	9.6%
Health Care and Social Assistance	12,093	14,973	2,880	23.8%
Arts & Entertainment	1,585	1,763	178	11.2%
Information Technology	519	529	10	1.9%
Retail	9,567	10,056	489	5.1%
Manufacturing	5,896	5,624	-272	-4.6%
<b>Cluster Growth Totals</b>	<b>37,456</b>	<b>41,487</b>	<b>4,031</b>	<b>10.8%</b>

Source: NH Labor Market Information Bureau 2014



All economic growth that “fits” with Pittsfield’s character is desirable, though there are thought to be several key, or “target” industries and economic sectors that are of particular concern given their potential. These “target industries” then, represent those industries that could significantly impact Pittsfield as they grow and expand in the community. Target industries are identified by exploring how important they are now and their potential growth in the future.

To conduct this analysis, several indicators were used:

- Is the industry one of the top 5 in the Pittsfield economy?
- Has there been growth in the immediate past?
- Is the industry a regional industry cluster?
- Is the industry more significant to the region than the town?
- Is the industry project to grow?

#### EXHIBIT 14: TARGET INDUSTRY ANALYSIS

Industry	Top 5 Industry in Local Economy (2014)	Historic Growth (2010 to 2014)	Regional Industry Cluster	More Significant to Region than Town (2014)	Projected to Grow 2012-2022)	Target Industry? (3 + criteria)
Agriculture, Forestry, Fishing, Hunting & Mining						
Construction	X					
Manufacturing**	X					√
Wholesale Trade						
Retail Trade	X	X			X	√
Transportation, Warehousing & Utilities				X		
Information			X	X	X	√
Finance, Insurance, Real Estate & Rental			X			
Professional/Scientific, Management, Administration & Waste Management *	X	X				√
Educational Services, Health Care & Social Assistance	X	X	X	X	X	√
Arts, Entertainment, Recreation, Accommodation & Food Services		X	X	X	X	√
Other Services, Except Public Administration		X			X	
Public Administration				X		

\* Although this industry demonstrates two, not three criteria, it should be thought of as an industry cluster given that it supports both Manufacturing and Educational/Health Services industries.

\*\* Manufacturing occupies such a strong segment of Pittsfield’s economy, it should continue to be thought of as an industry cluster.

Based on the above indicators as well as some other factors, six target industries were identified. Although four of the six were identified when the presence of three or more of the indicators were identified, one industry was identified due to its share of the local economy, and one due to its ability to support two of the other five. The six target industries, then are as follows:

- Retail trade
- Information
- Professional/Scientific, Management, Administration and Waste Management \*
- Manufacturing\*\*
- Educational Services, Health Care and Social Assistance
- Arts, Entertainment, Recreation, Accommodation and Food Services

These target industries present Pittsfield with areas for potential economic expansion. In looking at them individually, Retail Trade would represent the strengthening of an existing, traditional industry. So too would the Educational/Health Care industry though it ranks highly among projected growth not only in the county, but the state and nation as well. The Information Industry represents potential as well but would be more of a new industry to expand into (though there is a presence in town already).

Manufacturing and Professional/Scientific, though they didn't meet three of the five selection criteria, were identified as target industries due to other factors. Manufacturing alone has dominated much of Pittsfield's economy of the past and continues to do so today. To not identify this as one of Pittsfield's major clusters would be a major oversight. Also, the Professional/Scientific industry was identified as a target industry due to the fact that: 1) it contained two criteria; and, 2) it provides unique support to two of the other target industries. Professional/Scientific can support both Manufacturing as well as Educational/Healthcare.

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*Whereas target industries are best identified given their current importance to a community and potential for growth, other target industries should be supported and pursued given: 1) their historic and current share of the local economy; and, 2) the potential for supporting other target industries. In Pittsfield, Manufacturing and Professional/Scientific industries represent such sectors.*

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## PITTSFIELD SWOT

In addition to the completion of a regional SWOT, the Economic Development Committee completed a SWOT that was specific to Pittsfield. The purpose of this was to identify Pittsfield's internal strengths and weaknesses to contrast them with the opportunities and threats that were identified in the region via the CEDS SWOT analysis. The survey itself was done utilizing an online survey of 35 questions covering various topics. The survey was sent to the recipients of the Economic Development Newsletter and had about a 22% response rate (8 out of 37). While the results cannot be seen as scientific, they do echo other findings. The results are as follows:

- 75% of respondents feel that local highway access is sufficient.
- 75% feel that access to public transportation is adequate.
- 63% feel that downtown parking is not suitable.
- 88% do not feel that there is traffic congestion during peak hours.
- 57% do not feel that complementary businesses are located in town.
- 57% do not feel that support industries are located in town.

- 100% felt that infrastructure needs are met in Pittsfield.
- 86% felt that there is enough office space in Pittsfield.
- Respondents were split 50/50 in that there are enough workers in Pittsfield for their business.
- 67% felt that the workforce in Pittsfield does not have sufficient training.
- 86% felt that the regulations describe how to apply for a permit.
- 80% of respondents indicated that permit approvals do not take more than two months.
- 57% were satisfied with recreational opportunities in Pittsfield.
- 71% are concerned with crime in Pittsfield.
- 71% feel that there is sufficient housing choice in Pittsfield.
- 86% feel that housing cost in Pittsfield is not a problem.
- 71% feel that schools in Pittsfield are an asset with which to encourage growth.
- 62% felt that the fairness of taxes in Pittsfield was a concern.
- 88% were aware of the economic tax development incentives in Pittsfield.

Given the findings of the Pittsfield SWOT, several key areas of interest need to be noted. Both strengths and weaknesses, as well as opportunities and threats exist. The key for Pittsfield is to consider how it positions itself in relation to the region's strengths and weaknesses. For example, a regional weakness that is a Pittsfield strength (such as infrastructure) presents an asset to draw businesses to town. On the other hand, a regional strength that is not present in Pittsfield must be addressed (such as workforce training and availability). In summary, the major SWOT findings are:

- More than half feel that not enough complementary businesses are not located in town (subcontractors, suppliers, etc.). Both a need and opportunity exist as identifying and recruiting such businesses would strengthen local businesses while adding jobs.
- Also, more than half feel that not enough support businesses are located in town (legal, financial, etc.). Both a need and opportunity exist as identifying and recruiting such businesses would strengthen local businesses while adding jobs.
- All respondents have indicated that infrastructure needs have been met. Given that the CEDS regional SWOT identified infrastructure as a need regionally, Pittsfield can use this as a draw.
- Half of the respondents felt there were not enough workers in town. This suggests action must be taken to draw workers to town. The presence of lower housing costs can help with this.
- 67% of respondents indicated that the workforce in Pittsfield does not have adequate training. This issue will need to be addressed to draw in and keep businesses in town.
- More than half felt that there are sound recreation opportunities in Pittsfield. This can help draw workforce in.
- Only 29% of respondents indicated that crime is not a problem in Pittsfield. This will need to be addressed.
- Only 38% felt that taxes were fair – this will need to be addressed as well.
- 71% felt that schools in Pittsfield are an asset to encourage growth. This can be a draw for workforce but it can also be used to address training gaps. Both strategies should be pursued.

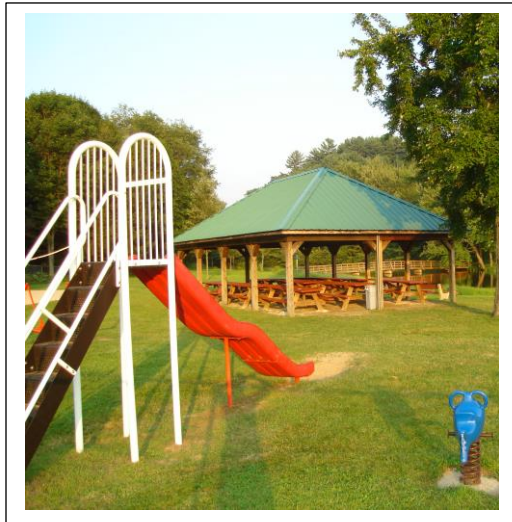
Given the findings above, Pittsfield should capitalize on its infrastructure and recreational advantages while trying to grow and train its workforce. It should also try to attract and retain businesses

that will support existing businesses by attracting complementary and support industries.

## OTHER CHALLENGES

### Brownfields

The United States Environmental Protection Agency (EPA) defines a brownfield as a site that has challenges for development, or redevelopment, due to actual or perceived contamination. In Pittsfield, like any community with a history of commercial and industrial use and a mixed use downtown, the possible presence of brownfields exist.



Impacts due to the presence of such sites includes economic, environmental, and social. In order to effectively address such sites, they need to be assessed as to if, and what type of contamination may be present. Once this has been completed, reuse planning and clean up can take place.

The Central New Hampshire Regional Planning Commission has secured a grant from the EPA to conduct assessment and reuse planning work. It is the purpose of the assessment process to determine whether or not suspected sites truly are contaminated, and, if so, how they are to be cleaned up and reused. A Brownfields Advisory Committee made up of representation from around the region, will select properties and projects to spend these funds on. Pittsfield should maintain a presence on the BAC to assess potential

sites which can lead to cleanup efforts resulting in not only economic development, but also better quality of life for residents. In Pittsfield, CNHRPC has begun work assessing a couple of the larger properties in the downtown. It is hoped that these activities spark redevelopment and a revitalization of the downtown.

### Route 28 Curb Cuts

Route 28 presents both opportunities and challenges to economic development in Pittsfield. To begin with, Route 28 contains large parcels of land located on a major regional roadway with high traffic counts. One challenge to development on Route 28 is the fact that there are a limited number of driveway permits available for the corridor.

The New Hampshire Department of Transportation has limited the number of driveway permits that can be issued to parcels along Route 28. New driveway permits are limited to 12 of the corridor's larger parcels. When the minimum frontage for lots is considered there are not enough driveway permits available for the potential number of lots. To address this issue, the Town of Pittsfield, through its Planning Board, needs to explore access management strategies within the Site Plan Regulations. Access management solutions include: shared driveways, inter-connected commercial sites/parking lots, and side access roads. The effect of these strategies would be to maximize development despite the limited number of available curb cuts.

## Infrastructure

In the 21<sup>st</sup> Century, infrastructure is of the utmost importance for economic development and it takes many forms. Sewer, water, broadband, and transportation networks are the most prominent but not the only infrastructure pieces needed for economic development.

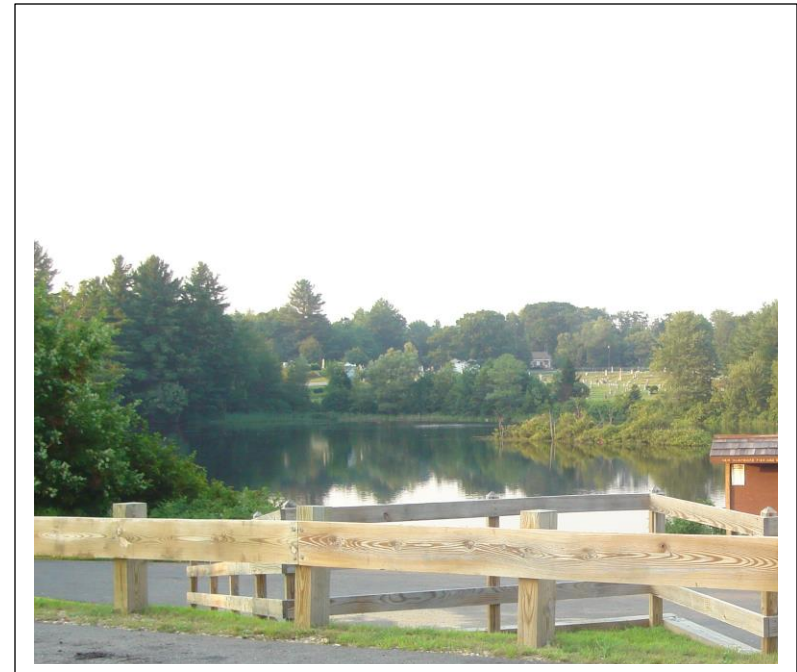
Although well and septic systems can be used, larger developments will require town sewer and water. Another factor can be natural development constraints. Parcels with large amounts of wetlands for example, may not be able to adequately site septic systems and wells for certain types of development. For these reasons sewer and water should be thought of as vital economic development infrastructure.

Broadband internet access is another vital piece of infrastructure in 2016 and beyond. With a global economy shrinking the world, the internet is the primary mode of connectedness for people in general, but also for businesses and their customers. Adequate connectivity is defined by how much and how fast information can be moved across an internet network. Speed and data volume is key and broadband, notably in the form of fiber optic broadband is the standard.

Finally, transportation infrastructure is as vital to a local economy as arteries are to the human body. Road networks carry goods and services to and from town, but they also carry customers to local businesses. Without roadways that are safe, efficient, and easily negotiated, a local economy can stall quickly.

In Pittsfield, these infrastructure pieces exist, but also have certain challenges that need to be overcome. Those include:

- a. Sewer and Water: Sewer and water in Pittsfield is primarily located in the downtown area south of Route 28, along the southern portion of Barnstead Road, downtown, and within the vicinity of the schools. There are areas along Concord Hill Road that have water only and portions of Route 28 with no service at



all. There is also a small area at the intersection of Loudon Road and Concord Hill Road with no service either. Ideally, all of Route 28 would have service as well as all of the downtown and those areas between the Suncook River and Barnstead Road south of Tilton Hill. Addressing these gaps would eliminate gaps in sewer and water infrastructure as a deterrent to development in portions of town.

- b. Broadband: Although broadband internet runs through the heart of Pittsfield, the full extent of the coverage it is not entirely clear. Pittsfield should fully study the extent of the coverage, and if gaps are identified, work with CNHRPC and others to identify solutions to ensuring full coverage.
- c. Transportation: In addition to the common issues associated with transportation – notably maintenance – the major issue

with Pittsfield’s transportation network is the NHDOT curb cut availability issues on Route 28. Described in more detail above, this issue needs to be strategically addressed via access management solutions. With regard to maintenance, it is important to ensure that road maintenance is part of Pittsfield’s long term fiscal planning. The Roadway Management System (RSMS) is a tool that can help with this effort. Pittsfield should explore the use of RSMS to get the most out of the highway budget.

#### Inter-Board Cooperation

Within the last 5 years, the Town of Pittsfield, led by the EDC, has held a series of All-Boards meeting to discuss roles, as defined by statute, as well as opportunities for collaboration. This effort has resulted in better communication and understanding between the boards and should continue into the future. Such an effort is very rare in New Hampshire and in doing so, provides a strength for the Town – good governance – that can be a selling point. It should be worth noting that this effort grew out of a period of tension between the boards and to cease the All-Boards meeting series could result in isolation of the boards in the future. In short, to continue this effort is strength, to not continue the series is a potential weakness.

## CONCLUSIONS

The objective of this document is to develop a set of strategies that will achieve the desired end state, or vision, of the Economic Development Committee. This vision is achieved by accomplishing a series of goals, based on past goals that are still relevant (2010

Master Plan, 2008 Economic Development Strategy) and updated goals based upon current analysis and public feedback. This Conclusion Section attempts to pull all of these components together to explore the goals, how they will be achieved, and what threats or opportunities will be addressed by the various actions. With this information in hand, the Work Plan found at the beginning of the document will turn these elements in to specific actions, their timeline for completion, and identify their responsible parties.

The Economic Development Committee has established that its economic development vision is:

***To foster an economically viable community that enhances its natural resources, appreciates its history, and offers opportunities for Pittsfield’s residents now and into the future.***

To achieve this vision, goals, based upon corresponding threats and opportunities were identified (shown in Exhibit 15).

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***Pittsfield needs to find ways to shore up its challenges while capitalizing on its assets. It must do this in relation to the county as a whole in an effort to create a contrast that makes Pittsfield an attractive place to do business within the county.***

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### EXHIBIT 15: GOAL AND OBJECTIVE WORKSHEET

Threat/Opportunity/Issue	Strategy or Tactic	Goal/Objective
3 NHDOT Districts administer access to state roads in Pittsfield: Threat	Engage with NHDOT and CNHRPC to reduce the number of DOT districts with jurisdiction over Pittsfield to 2 or even 1 district; include a map and NHDOT contacts on the Town of Pittsfield website for those looking for DOT permitting contact information	Clearer NHDOT permitting process with the State
Underutilized downtown: Opportunity	Streetscape, parking solutions, events, property revitalization, and development that "fits" with downtown should all be encouraged	Downtown revitalization
Gaps in sewer and water infrastructure on Route 28: Threat	Explore the phased expansion of sewer and water along the easterly side of Route 28. Phase 1 would be in the vicinity of Concord Hill to Upper City Roads; phase 2 would be from Upper City to Shaw; phase 3 would be Shaw to Barnstead town line. Town-wide broadband and natural gas.	Route 28 infrastructure gaps addressed
Smaller than desired workforce: Threat	Attract families and individuals entering the workforce to town; encourage new graduates to stay	Increased workforce
Workforce in need of better skills: Threat	Work with Pittsfield schools, NHTI, and employers to develop workforce training strategies to meet the needs of employers	Better trained workforce
Lack of complementary businesses for existing companies: Threat and Opportunity	Identify gaps by engaging local businesses; work with them to attract complementary businesses to town	Attract/retain complementary industries for existing businesses
Lack of support industries for existing businesses: Threat and Opportunity	Identify gaps by engaging local businesses; work with them to attract support businesses to town	Attract/retain supportive industries for existing businesses
Sites that are contaminated - or perceived to be contaminated - may have development difficulties: potential Threat and Opportunity	Work with the Central New Hampshire Regional Planning Commission's brownfields assessment program to identify sites for cleanup, complete assessments; secure funding for cleanup and reuse development	Redevelop brownfield sites
A lack of "curb cuts" (i.e. access points) available from NHDOT on Route 28: Threat	Develop strategies to work around the issue and develop alternatives to the lack of curb cut availability	Mitigate Route 28 DOT driveway permits/curb cut shortage
Potential lack of broadband internet access outside of downtown: Opportunity	Work with CNHRPC, providers and other regional partners to expand broadband across Pittsfield	Expand broadband internet access across town.
Greater expansion into Target Industries needed: Opportunity	Establish zoning and infrastructure to support these industries; directly recruit	Attract and retain target industries
Continued collaboration amongst town boards: Opportunity; could become a Threat if it breaks down	Continue to hold all-boards meetings and work together to ensure a responsive local government	Continued collaboration amongst town boards to ensure business friendly environment
Route 28 and Downtown development harmony: Opportunity	Ensure regulations and zoning sets parameters for development that "fits" with Pittsfield; develop strategies for complementary and integrative development; establish signage on 28 indicating the proximity of downtown	Harmonious development of both Route 28 and Downtown

## APPENDIX

### FUNDING SOURCES

Funding for the various projects can be broken into several categories: Federal Grants, State Grants and Incentives, Not-For-Profit Grants, and Local (i.e. Town of Pittsfield) Incentives. Potential funding sources for the various projects and recommendations include:

#### Federal Grants:

- Economic Development Administration (EDA): EDA grant investments fall under the following categories: Public Works, Economic Adjustment, Partnership Planning, Trade Adjustment Assistance for Firms, University Centers, Research and National Technical Assistance, and Local Technical Assistance. An important component to consider with EDA funding is that many of the programs require that a particular project be part of a regional Comprehensive Economic Development Strategy (CEDS). At the writing of this Chapter, CNHRPC is currently engaged in the development of a CEDS for the Region and is currently soliciting projects from communities within the Region. Pittsfield should ensure that any economic development projects are located in the CEDS once complete. EDA's full complement of programs can be found here: <http://www.eda.gov/>.
- US Department of Agricultural Rural Development (USDA): USDA Rural Assistance provides many grants and the full list can be found on their website here: [http://www.rurdev.usda.gov/RD\\_grants.html](http://www.rurdev.usda.gov/RD_grants.html)

Grant categories include Business and Cooperative Assistance Grants (12 grant programs), Housing and Community Facilities Grants (9 grant programs), and Utilities Grants (15 grant programs).

#### State Grants and Incentives:

- Community Development Finance Authority (CDFA): The Community Development Finance Authority (CDFA) was established by legislation (RSA 162-L) in 1983 to address the issues of affordable housing and economic opportunity for low and moderate income New Hampshire residents. Today it administers several programs and manages several grant programs. CDFA administers nearly \$57 million in funding resources, which includes a combination of state tax credits and federal Community Development Block Grant, Neighborhood Stabilization, and Energy Reduction Funds. Their website illustrates their full complement of programs here: <http://www.nhcdfa.org/>
  - *Community Development Block Grant Program*. The primary purpose of the CDBG program is the development of viable communities by providing decent housing, suitable living environments, and expanding economic opportunities, principally for low and moderate income people. The program is sponsored by the US Department of Housing and Urban Development (HUD). CDFA distributes CDBG grants to New Hampshire's cities, towns, and counties. A nonprofit agency may also apply through its municipality or county as a sub-recipient of CDBG money. All eligible municipalities and counties can apply for up to \$500,000 in CDBG funds per year.
  - *Tax Credit Program*. Also known as the Community Development Investment Program (CDIP), CDFA gives a 75% state tax credit against a donation made to any approved project. The tax credit may be applied against the New Hampshire business profits tax, business enterprise tax, and/or the insurance premium tax. The donation also may be eligible for treatment as a state and federal charitable



contribution. In most cases, businesses only pay about 11 cents on the dollar for their contribution. It lets businesses vote with their dollars about which programs mean the most to them and their communities.

- *Neighborhood Stabilization Program.* The Neighborhood Stabilization Program (NSP) is designed to address the effects of abandoned and foreclosed properties in certain communities and neighborhoods in order to put them back into service for the benefit of rehabilitation and extended affordability. NSP communities work with the private sector to obtain abandoned properties and, in many cases, rehabilitate the homes and make them available to low-to-moderate income residents.
- *Housing Futures Fund.* The Housing Futures Fund (HFF) awards grants, through the Tax Credit Program, to assist community-based nonprofit housing organizations. HFF grants are intended to build the capacity of participating nonprofits to investigate opportunities, secure financing, and test innovative new solutions for area residents. The HFF provides operational grants and technical assistance to its grantees (nonprofit housing organizations). The operational grant program enables grantees to focus on housing development and educational outreach to individuals and families in need of quality affordable housing. The technical assistance aspect of the HFF program is implemented by the New Hampshire Community Loan Fund. It provides grantees with several areas of assistance including: supplying needed capital and related technical assistance for projects undertaken for which financing from other sources is unavailable, enhancing the grantees technical capacity, and affordable housing advocacy efforts to create a political climate that is user-friendly for nonprofit affordable housing developers.

- *Job Retention Fund.* The CDFA Job Retention Fund helps New Hampshire businesses without access to existing credit or equity resources. Loans are made to qualified economic development entities (EDEs), such as the ten Regional Development Corporations, to meet the immediate needs of area businesses. These EDEs then make loans or offer lines of credit to be used solely to assist businesses in keeping open and operating.

Money from the CDFA Job Retention Fund has been used to retain employment in a variety of sectors across the state. Financing made to Country Hearth & Home in Conway saved five full-time positions and created three new ones. A loan to Rescue Welding in Somersworth preserved five jobs. A line of credit to the Pease International Tradeport helped capitalize on money-saving rebates which retained 40 jobs and created eight new ones.

- NH Department of Resources and Development (NHDRED): DRED is the primary state government economic development agency: <http://www.nheconomy.com/>
- *Economic Revitalization Zone Tax Credits (ERZ Tax Credits; RSA 162N).* The local community, working with NHDRED, can apply to have a portion of the community designated as an Economic Revitalization Zone. RSA 162N governs the requirements - some of which are economic distress. Once the zone is set up (via application from the Town to NHDRED), an employer looking to move into the zone can then apply to NHDRED for up to \$40,000 off of their state business taxes.
- *Grants.* Community Development Block Grant: This assistance can be in the form of a grant to the municipality for a public infrastructure improvements on behalf of an expanding business or a loan to the business itself. The maximum

amount of funding available for any given project is \$500,000, regardless of size of the community applying for the grant. All grants are one-year duration, and one job must be created for each \$20,000 in CDBG funds granted. The key to this federal program is that a minimum of 60 percent of the jobs created must be filled by low and moderate-income persons. For more information, visit the NH Community Development Finance Authority website.

Job Training Fund: Talent development is a major component of New Hampshire's economic vitality and businesses large and small realize the importance of a skilled and educated workforce. That's why the New Hampshire Job Training Fund was created, designed to enhance worker skills and help companies stay competitive in the global marketplace.

- *Loans.* Industrial Revenue Bonds: This program is only for companies that manufacture or produce tangible personal property in New Hampshire. At least 75 percent of bond proceeds must be spent on core manufacturing space and equipment. Storage, office and R&D space must be excluded from this calculation. To be cost effective, loans must be between \$1.5 and \$10 million. The interest rate is about 70 percent of prime and can be used for the purchase of land, buildings and capital equipment.
- *Other Programs.* Loan Guarantees: For companies that need credit enhancement, the state offers the Capital Access Program, Working Capital Line of Credit Guarantee and Guarantee Asset Program.

Import/Export Loans: The state also offers Foreign Buyer Credit, Export-Import Bank of the United States and other sources.

SBA 504 Program: This loan program is designed to work in conjunction with commercial banks to provide 90 percent

long-term, fixed-rate financing for small to medium-sized businesses in owner-occupied buildings that provide employment opportunities.

#### Not-For-Profit Grants:

- Capital Region Development Council (CRDC):  
CRDC is a local not-for-profit economic development organization. Their primary purpose is to assist business with funding, but they also provide cleanup funds for brownfields. A brownfield is a site that, through actual or perceived contamination is difficult to develop (they are present in nearly every NH community). With regard to small business loans, a role for the Town of Pittsfield could be to make companies aware of the opportunity. CRDC's programs can be found here: <http://www.crdc-nh.com/> and include:
  - Small Business Loans.
  - Brownfields cleanup grants and loans.

#### Local Incentives:

- RSA 79E:  
If the provisions of RSA 79E are adopted by Town Meeting, the Board of Selectmen have the authority to delay any *increase* in taxes for property owners in the Downtown if they replace or substantially rehabilitate their property. Its goal is to encourage the rehabilitation and active reuse of under-utilized buildings.

#### How it works:

- In a municipality that has adopted this enabling legislation, a property owner who wants to substantially rehabilitate a building located in a designated district may apply to the local governing body for a period of temporary tax relief.
- The temporary tax relief, if granted, would consist of a finite period of time during which the property tax on the structure would not increase as a result of its substantial rehabilitation.

In exchange for the relief, the property owner grants a covenant ensuring there is a public benefit to the rehabilitation.

Following expiration of the finite tax relief period, the structure would be taxed at its full market value taking into account the rehabilitation.

#### Pittsfield's Employers

Company Name	Product/Service	Website/Facebook	Address	Phone Number
Ace Plumbing, Heating & AC			32 Shingle Mill Brook Road	435-6178
Air Compressor Technology		airends.com	220 Concord Hill Road	435-7147
Allen Witham Builders	Construction		52 Qual Ridge Road	435-5036
Alpha Design & Composition			29 Manchester Street	435-8592
AMENICO	Cooking Oil to Fuel	amenico.com	5 Main Street	228-3611
American Gas & Products of NH			626 Suncook Valley Road (RT 28)	435-8222
Any Make Auto Care	Auto Care & Sales		27 Barnstead Road	435-6394
Applevue Orchard		applevieworchard.com	1266 Upper City Road	435-3553
Atlantic Safety Products	Medical Gloves	atlandticsafetyproducts.com	55 Barnstead Road	435-4397
Azotea Electrical			260 Thompson Road	435-7448
Barry Podmore	Machine Parts	barrypodmorein.com	110 Loudon Road	435-6747
Bell Brothers Lauderma	Gas, Mini Mart		1 Depot Street	435-6777
Bolton Property Management		boltonpm.com	52 Daroska Road	435-8988
Brock's Children's Home			33 Fairview Drive	435-8032
B & S Septic Service		bandsseptic.com	211 Dowboro Road	776-8828
Cairns Protective Clothing			37 Loudon Road	435-7787
Cams Northeast Camshaft		camsnortheast.net	121 Barnstead Road	435-6975
Cedric Dustin III, DDS			47 Main Street	435-8413
C.E. Humphrey Associates	Investments	ceha.com	955 Catamount road	435-7755
Central Garage Door		centralgaragedoor.com		435-7557
Chinquapin Hill	Horse Farm	On Facebook	46 Will Smith Road	435-6717
Cindy's Hair Care		On Facebook	7 Leavitt Road	435-6711
Citizens Bank		citizensbank.com	54 Main Street	435-3004
C & J Woodworking	Crafts & Toys	On Facebook	61 Concord Hill Road	244-6038
Cobb Glass Objects	Hand Blown Glass	cobbglass.com	82 Concord Hill Road	
Colonial Garage Door	Sales, Service, Install	nhgaragedoorcompany.com	5 Barton Road	812-6314
Danis Supermarket & Laundromat			8 Water Street	435-6201
Dave's Towing	Towing & Auto Repair		260 Catamount Road	435-8235

#### Pittsfield's Employers

Company Name	Product/Service	Website/Facebook	Address	Phone Number
Dennis Volpe Lawn Care	Lawn Care & Plowing	On Facebook	128 Wildwood Drive	848-8439
Direct Flow Plumbing & Heating			P.O. Box 353	
Dunkin Donuts		dunkindonuts.com	656 Suncook Valley Road (RT 28)	435-6488
Early Bird Farm	Firewood & Excavating		1253 Upper City Road	435-9385
Elmgrove Companies	Property Mgmt & Realty	elmgrovecompanies.com	30 Main Street	435-7322
Epping Well & Pump		eppingwell.com	26 Main Street	435-6616
ESL Distributing	Alarms	https:esldistributing.com	16 Main Street	435-7521
Ever Better Eating	Flatbread Pizza & Sause	rustic crust.com	31 Barnstead Road	435-5119
EXIT Reward Realty		exitrewardrealty.com	79 High Street	435-7800
Family Auto Cycle			261 Catamount Road	435-8862
Family Dollar		family dollar.com	12 Catamount Road	435-7157
Forget-Me-Not Flower Shop			38 Main Street	435-5111
Fountain Forestry		fountain forestry.com	175 Barnstead Road	435-8234
Fountains Real Estate		fountainsrealestate.com	175 Barnstead Road	435-7428
Frank Volpe Realty			34 Main Street	435-8343
Freese Properties			16 Clark Street	435-7777
Garden Works			40 Ingalls Road	435-7218
Glen and Glade Campground			91 Jenness Pond Road	942-5969
Globe Manufacturing	Firesuits	globefiresuits.com	37 Loudon Road	435-8323
Granite State Motors	Auto Sales		626 Suncook Valley Road	435-8629
Graylag Cabins	Rentals	graylag cabins.com	320 Clough Road	435-5209
Greenleaf Auto Body			603 Suncook Valley Road	
H.A. Marston Transportation	School Buses		384 Webster Mills Road	435-8865
Happy Little Critters Farm		happycrittersfarm.com	1457 Upper City Road	435-6741
Happy Pups Grooming		happypupsgrooming.com	610 Suncook Valley Road	435-9663
Herbal Earth	Lotions & Creams		161 Webster Mills Road	
Hey Eddie's Thrift Shop			2 Depot Street	435-7000
Hooksett Vinyl	Skylights		157 Governors Road	435-6162
INOFAB LLC	Metal Fabrication	inofab.com	26 Broadway Street	435-5082
Jack's Pizza		Jackspizzanh.com	11 Catamount Road	435-6500
Jitters Café		On Facebook	44 Main Street	435-6222
JJP & Son	General Contractor	Jjpandson.com	238 Catamount Road	435-8616

### Pittsfield's Employers

Company Name	Product/Service	Website/Facebook	Address	Phone Number
JNR Pittsfield Auto Repair		On Facebook	121 Barnstead Road	435-6975
Joe Darrah Enterprises	Landscaping & Plowing	On Facebook	84 Barnstead Road	435-0021
John Vien & Sons	Masonry		286 Loudon Road	435-8644
Journey's End Maple Farm		journeysendmaplefarm.com	295 Loudon Road	435-5127
Journey To Peace Yoga & Wellness		j2wellness.com	1 Lyford Road	435-0637
J. Parker & Daughters	Construction	parker1@metrocast.net	70 Daroska Road	435-6750
J.R. Carpentry		jblais8446@aol.com	272 Clough Road	435-5240
Keeley Painting		keeleypainting.com skeeley@keeleypainting.com	256 True Road	435-7234
Kentek	Laser Safety Equipmt	kenteklaserstore.com	32 Broadway Street	435-7201
Konopka Floor Sanding		konopkafloorsanding.com konopkaflooring@metrocast.net	160 Shaw Road	435-6129
Leavitt Cider Mill			49 South Main Street	435-8750
Lemire Construction			181 Loudon Road	435-0008
Liberty Machine	Boilers	liberty machine.com	90 Barnstead Road	435-6613
Lifes Little Pleasures Mixes	Dry Soup, Dip, Chili	lifes-little-pleasures.com	40 Carroll Street	867-4881
Little House of Treasures	Crafts & Gifts		605 Suncook Valley Road	
Little Red Hen Country Gift Shoppe	Crafts & Gifts	On Facebook	85 Norris Road	435-0352
Luckern Steel	Steel Fabrication		24 Broadway Street	435-7491
Main Street Grill and Bar	Restaurant		32 Main Street	540-2201
MARS Packaging	For Industry Use		790 Catamount Road	540-7639
Marston Farm	Dairy Cows		384 Webster Mills Road	435-8865
Maxfield's Hardware			1002 Upper City Road	435-8008
Metcalf Real Estate			21 Main Street	435-8528
Mike's Meat Shoppe	Fresh Cut Meats	On Facebook	1009 Upper City Road	491-7966
MRP Machine Co.		mrpmachineshop.com	23 Catamount road	755-3393
Nbt			159 Barnstead Road	568-9624
NEMO	Welding	nemoinc.net	100 Barnstead Road	435-9999
NH Liquor Store #45			6 Water Street	435-6592
Noblespirit	RareCoins/Stamps	noble spirit.com		435-6672
Northeast Earth	Excavating	neearth.com	159 Barnstead Road	435-7989 x214
Northway Bank		northwaybank.com	55 Main Street	435-8481
Paige Insurance Agency		paigeinsurance.com	14 Leavitt Road	435-6767
Pandee's Crafts		pandeescrafts.com	400 Catamount Road	269-3200

### Pittsfield's Employers

Company Name	Product/Service	Website/Facebook	Address	Phone Number
Pat Heffernan	Electrical		P.O. Box 53, Concord	435-8535
Patricia Houle CPA Accounting	Full Service		42 Dowboro Road	435-6938
Paul Druin Chimney Cleaning			175 Leavitt Road Unit B	
Paul's Unisex Salon	Hairstyling		1 Depot Street	435-6900
Pennichuch Water Works		pennichuck.com	371 Catamount Road	435-6685
Peter J. Osborne Transportation	Freight		20 Laconia Road (RT 107)	435-8297
Ping Garden Restaurant			42 Main Street	435-8288
Pittsfield Car Wash			5 Leavitt Road	608-6060
Pittsfield Clothes Closet	Thrift		26 Carroll Street	435-8142
Pittsfield Family Dental Center		pittsfield-dental.com	50 Manchester Street	435-8030
Pittsfield Garage			29 Carroll Street	435-6400
Pittsfield Historical Society		pittsfieldhisotry.com	13 Elm Street	435-8004
Pittsfield Insurance Agency		pittsfieldinsuranceagency.com	3 Leavitt Road	435-7262
Pittsfield Players	Performances	pittsfieldplayers.com	6 Depot Street	435-8852
Pittsfield Self Storage		pittsfieldselfstorage-03263.com	55 High Street	435-8188
Pittsfield Towing & Recovery			35 Eaton Street	608-8048
Pittsfield Veterinary Clinic			280 Dowboro Road	435-8630
Professional Physical Therapy Services			14 Leavitt Road	435-6655
Progressive Epoxy Polymers		epoxyproducts.com	48 Wildwood Drive	435-7199
Propoint Restoration	Brick & Mortar	propointrestoration.com	14 Hilltop Drive	435-5113
Ray Webber III	Building/Remodel		Berry Ave	
RES Leasing, Sales & Service	Auto & Equipment		211 Dowboro Road	435-8206
Rite Aid Pharmacy		riteaid.com	41 Carroll Street	435-8353
Rocking Horse Studio	Music Recording	rockinghorsestudio.com	1380 Upper City Road	512-5347
Rocky Ledge Tackle Shop		rockyledgetackle.com	1025 Catamount road	783-1106
Roy's Auto Salvage			260 Catamount Road	435-5115
Sage Wellness Center and Spa	Yoga, Massage	sagewellnesscenterandspa.com	175 Barnstead Road	435-7711
Sanel Auto Parts		senalautoparts.com	11 Cram Ave	435-6761
Schoppmeyer Real Estate			419 Dowboro Road	435-7154
Sierra Stone	Stone Products	sierrastonellc.com	43 Locke Road	435-6200
Silva Threads	Fabric Creations		38 Carroll Street	344-4441
Stan's Mobile Pressure Wash			Tilton Hill Road	
State Bolt & Supply Industrial Distributor	Heavy Duty			435-5123

### Pittsfield's Employers

Company Name	Product/Service	Website/Facebook	Address	Phone Number
St. George Auto Body & Repair			29 High Street	435-6737
Still Waters Pet Crematory		Stillwaterspetcrematory.net	412 Catamount Road	608-7570
Stonefence	Stonewalls		295 Clough Road	435-6048
Suncook Valley Sun	Newspaper		21 Broadway Street	435-6291
Sunset Hill Design Wetland Planning	Environmental		67 Mountain Road	435-9311
TACCO Financial Group		cetera.com	113 Daroska Road	435-9975
T.C.'s Service Center & Repairs	Auto Inspections	On Facebook	1 Concord Hill Road	435-6803
The Tree Guy	Tree Service		72 Barnstead Road	731-0268
Timberline Sewing Kits			16 Clark Street	435-8888
Town Pizza			27 Carroll Street	435-7144/7145
Trailer Tom's	Sales, Rentals		16 Clark Street	435-7777
Village Pizza		villagepizzapittsfield.com	16 Elm Street	435-8585
Vintage Hill	Assisted Living	vintage hill.net	10 Berry Ave	435-5133
Ward Electric	Contractor		15 French Circle	396-0945
Wellbuilt Cabinetry LLC		wellbuiltcabinetry.com	12 Broadway Street	617-719-8600
Wen & Ping Mgmt LLC			42 Main Street	
Whitesbrook Apts			128 South Main Street	435-6328
White's Farm	Animals	whites farm.com	80 Dowboro Road	435-8258
White Water Service			8 Edgewood Drive	225-1112
Willow International			220 Eaton Road	435-6077/6443
Zoya's Carpet Cleaning			1 Manchester Street	435-9300

## SURVEY RESULTS & VISION SESSION FEEDBACK

### Community Visioning Session

A community visioning session was held at the Pittsfield Middle High School at 6:00 PM on March 23, 2016. In general, the sense of those in attendance was that Pittsfield needed to develop ways to seek out its economic future; to be aggressive and leave no stone unturned.

The top three consensus items were:

- 1) To develop a grant strategy or vision for the future;
- 2) A greater need for public/private partnership and cooperation; and,
- 3) More and better opportunities for business networking.

Other points of discussion at the visioning session included:

- More and better trained workers are needed at some businesses.
- Chamber of Commerce needs to help with marketing and creating regional ties amongst businesses in and around Pittsfield.
- Need a regional brand.
- Need for networking.
- Route 28 has development challenges that need to be overcome including but not limited to curb cuts, water, sewer, and development constraints.
- Sewer and water expansion on Route 28 is needed.
- 3 DOT districts are too much.
- Pittsfield should see what other communities are doing.
- Capitalize on downtown revitalization efforts.
- Match local skills with the needs of employers.
- Capitalize on Pittsfield's location; work with other towns.
- Regional communications.
- Pittsfield is at the cross roads of several locations. This presents both challenges and opportunities.
- Use state and regional political levers to institute change, such as NHDOT district changes.
- Downtown, town-feel, sewer and water are draws to be capitalized upon.
- Pittsfield needs to be a sustainable community.
- Quality of life is important.
- Pittsfield needs destinations.
- Museums and other recreational opportunities tied to anchor businesses.
- More community events; better capitalize on events such as the balloon rally.
- Draw people off 28 heading to other destinations and events.
- Encourage/seek out restaurants or other destination businesses/chains.
- Identify potential hospitality industry locations downtown and along Route 28 (restaurants, hotels, etc.).
- Find ways to better publicize downtown businesses along Route 28.
- Schools are an asset that needs to be capitalized upon and supported.
- Businesses promotion needs to be increased.



### Master Plan Survey Results

The survey, done in conjunction with the 2012/2013 Master Plan update, contained a number of questions that have a bearing on the future of economic development in Pittsfield and 205 individuals provided answers. Topics seemingly directly related such as types of businesses and where to locate them along with questions regarding overall growth rates, community character and park and rides all have a bearing on the economic health of the community. Specific findings include (majority responses in bold):

- “Are you in favor of Pittsfield trying to encourage commercial/industrial uses (nonresidential growth) to broaden its tax base?” **92.96% Yes**; 3.52% No; 3.52% No opinion.
- “The current zoning regulations allow for commercial and industrial uses in the same area. Should the Town have an area or areas that are dedicated strictly for industrial uses?” **50.52% Yes**; 31.96% No; 17.53% No opinion.
- “Do you favor the Planning Board promoting the NH Route 28 commercial zone to increase the zone’s area?” **87.31% Yes**; 8.63% No; 4.06% No opinion.
- “In your opinion, which statement best characterizes Pittsfield’s rate of growth.” 2.47% Growing too fast; 18.52% Growing as fast as neighboring towns; 12.35% Growing fast enough; **41.36% Growth is not a major issue**; 25.31% No opinion.
- “What types of development do you prefer in Pittsfield?” Respondents ranked 6 topics, in order as follows: **1) Industrial/Commercial**; 2) Any Type of Development; 3) Mixed-Use; 4) Residential; 5) No Development; 6) Other.
- “Why do you think Pittsfield is a desirable place to live?” Respondents ranked 10 topics in order as follows: **1) Small Town/Rural**; 2) Proximity to Cities; 3) People/Community; 4) Historical Character; 5) Scenic Areas; 6) Town Services; 7)

Community/Recreational Facilities; 8) Educational System; 9) Other; 10) Employment Opportunities.

- “In your opinion, what is the general condition of roads in Pittsfield?” 33.85% Good; **46.88% Fair**; 18.75% Poor; 0.52% No opinion.
- “Do you support the development of a Park and Ride lot along NH Route 28/107?” **60.31% Yes**; 22.68% No; 17.01% No opinion.
- “Do you have access to broadband internet (DSL, cable modem) that is adequate for your needs?” **90.53% Yes**; 4.74% No; 4.74% No opinion.

While these responses represent the portion of survey responses most relevant to economic growth and development, the full results can be found in the Pittsfield Master Plan.

### CNHRPC CEDS

CNHRPC CEDS is available here: <http://cnhrpc.org/regional-planning/ceds/>.