



SWOT ANALYSIS

PHASE I - DISCOVERY

The SWOT analysis was achieved by:

- Mining and examining data provided by the Town in the form of interviews that were conducted in the latter part of 2016
- Distribution of a questionnaire comprised of specific SWOT questions to key individuals
- Interviews conducted by Dawn Wivell
- Impressions achieved through both specific and general interaction within Peterborough and external impressions
- A total of approximately 55 persons are herein represented from Peterborough, from the region, and from other parts of the country.

NARRATIVE

Peterborough is seen as a very special place, by residents and visitors alike. The town is inarguably beautiful, unique, safe and a great place to live and particularly to raise a family. Those who reside in Peterborough have a real sense of place and are proud of the town's history, culture, and strong community activism. For a town of its size, there is an extraordinary breadth of activities and many opportunities to be involved in relative to varying aspects of the community, if one so desires. In addition, Peterborough is widely recognized for its high level of intellectual capital; the sophistication and level of education of a good percentage of its populace. That can also be seen in a negative context by some who may conclude that the town has an aging population, and can be somewhat elitist.

The community offers a collaborative environment and a diversity of engagements that can appeal to a wide variety of tastes and interests. However, the younger population does not always feel included in these activities or considered in their goals and objectives. Peterborough is certainly the kind of town that would appeal to a very particular type of person. As such, it is important to maintain the culture and environment that has made Peterborough such a special place, but to be open to including a more diverse and younger population in its decision making and planning. The lack of available workforce may be ameliorated by simple changes that speak to providing for a more vital downtown environment and the commitment to developing and sustaining a culture that celebrates and focuses on the younger population. The downtown area is very attractive but is not vibrant when it should be; shops closed on Sundays, limited offerings for younger crowds, no nightlife, etc.

There is a consensus that there is a commitment to fostering innovative businesses. There is certainly a concerted effort to create, sustain and grow new business. Unfortunately, there is a reputation, externally, that Peterborough is not business friendly. This is an unfair characterization. The establishment of the MAXT Makerspace, Our Town Capital, and the recent development of programs, collaborations, and offerings with the Conval School District are very exciting and unique for a town of this size. The lack of interaction with the school district and the availability of continuing education and alternative education has moved from the weakness category to a strength because of recent developments. This should be highlighted and touted. Of special note are certain areas that very obviously demonstrate exciting potential for economic development in Peterborough.

- Food & Agricultural Hub
- Green/Eco Friendly/Responsible Lifestyle Products & Services
- Renewable Energy Initiatives
- Tourism, Culture and the Arts
- Med Tech & Telemedicine
- Light Manufacturing and Tech Manufacturing
- Retirement Living & Senior Care

The aforementioned are certainly not to the exclusion of other industries or sectors, but there is a clear advantage in Peterborough and the seeding is substantial enough to pay special attention. In addition, the fact that there are more than the average number of home-based businesses coupled with the conversion of large commercial spaces into spaces that serve those that are ready to move from the home to a small commercial space (allowing them to grow) shows potential and flexibility. While Peterborough may be seen by some as not wanting change, the town actually has a history of rising from the ashes, as one interviewee stated.

There is a great history and foundation dedicated to the arts in Peterborough. It appears that the arts community and the business community do not work together as much as they could. There is a communication disconnect and missed opportunities to collaborate and to leverage each other's assets. Because of the natural beauty and the environment for outdoor enthusiasts, as well as the artistic and cultural offerings, tourism would also seem to be an area of focus for economic development. In addition to the need for a hotel, there appears to be a reticence in developing the tourism trade in a traditional sense. It is important to decide what type of tourism would be welcomed by the town and its residents and how to grow the foundation accordingly.

In terms of general economic development, the relationship with the State's economic development officials needs improvement and a healthier collaboration. In addition, there is the perception that there is not a desire to collaborate regionally, which does not make sense to the interviewees. On a local level, improved communication is imperative. Whether true or perceived, a frequent remark was the lack of communication and the perception that many stakeholders work in silos. There is also a question as to whether there is indeed a unified vision for moving forward. It is important, for consistency and sustainability, to develop a means of communication that does not become a burden to

any one person or organization. The development and use of the ecosystem(s) should help in that regard. There is a stated desire to cultivate the talent represented by residents in their 30s and 40s who commute or telecommute and encourage them to start a business here. This would also feed the narrative to those young families who may be looking at moving into Peterborough, along with other inducements.

The biggest threats Peterborough has to deal with include the lack of available high-speed internet coverage, the perceived geographic isolation, the lack of available workforce, and the lack of affordable housing. There are ways of balancing some of these issues in the narrative, marketing and branding exercise.

Peterborough has an exceptional story to tell.

The full scope of findings, comments and issues are herewith:

SWOT FINDINGS

Strengths as stated



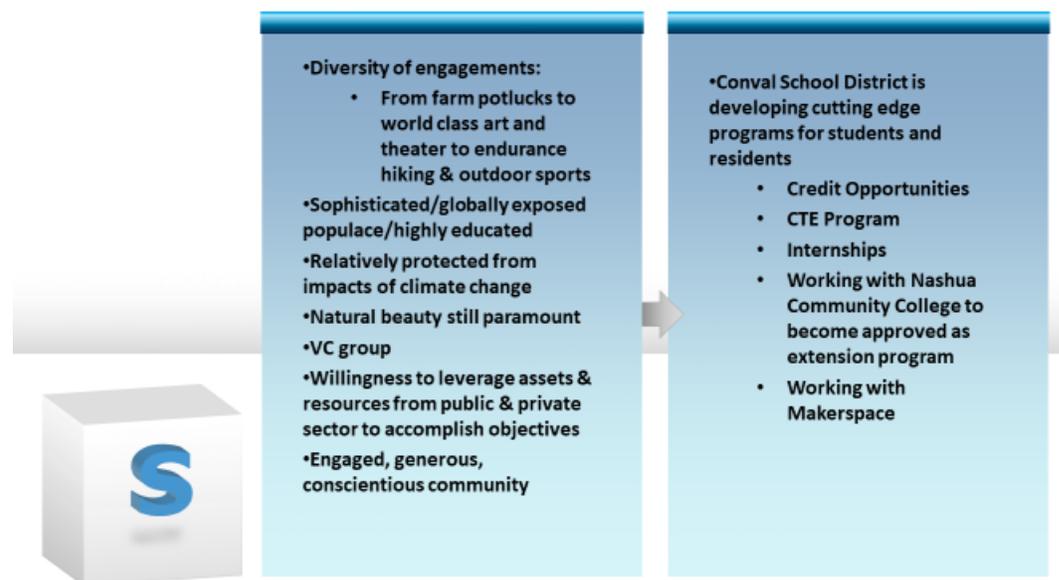
SWOT FINDINGS

Strengths as stated



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SWOT FINDINGS

Weaknesses as stated



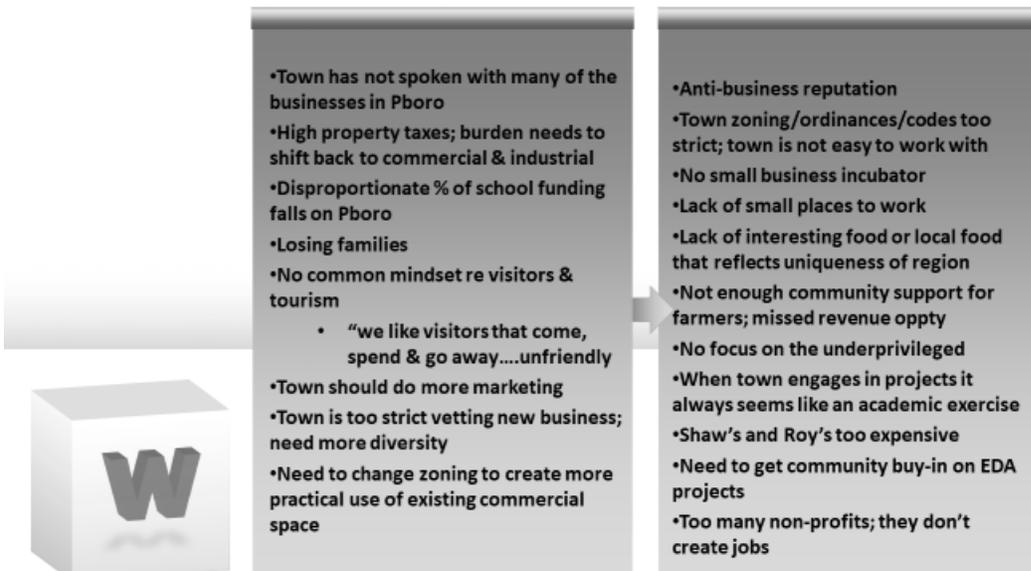
SWOT FINDINGS

Weaknesses as stated



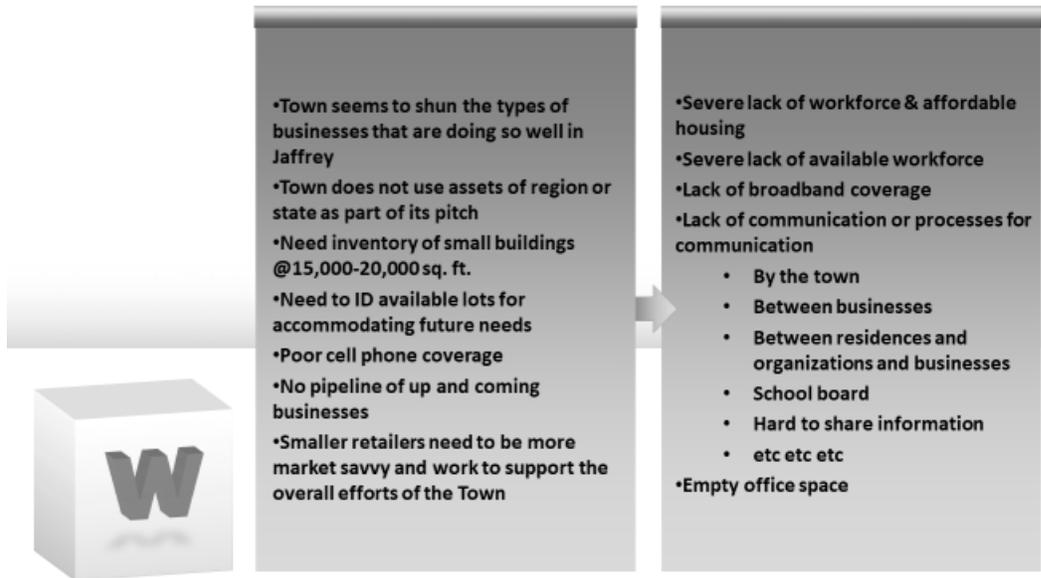
SWOT FINDINGS

Weaknesses as stated



SWOT FINDINGS

Weaknesses as stated



SWOT FINDINGS

Opportunities as stated



SWOT FINDINGS

Opportunities as stated



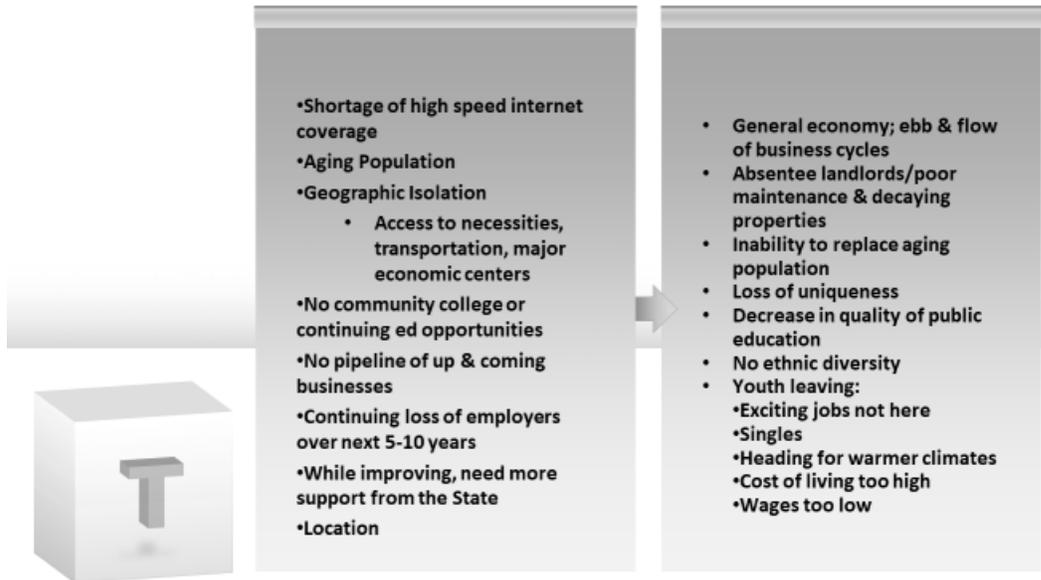
SWOT FINDINGS

Opportunities as stated



SWOT FINDINGS

Threats as stated



IMMEDIATE ACTION PLAN – ALWAYS SUBJECT TO UPDATES

CURRENT ACTIONS IN PROCESS ARE IN ITALICS

- Establish official ecosystem; elements, agenda, members, plan. Ensure that the ecosystem will sufficiently handle the pipelines of new and growing businesses, as well as existing ones and see to the needs of both.
 - *Ecosystem development is currently underway*
- Establish a current and preferred means and platform for communication
- Determine and document progress being made relative to stated weaknesses and opportunities
- Solidify priorities
- Close gaps
 - *A meeting with the new Director of Economic Development for the State has been arranged in Peterborough to discuss developing a better relationship*
 - *A meeting with a potential workforce housing developer is in process, supported by the Housing Finance Authority*
 - *A meeting with Antioch's new Nature Leadership program is in process*
 - *A business resource fair has been discussed with Sean Ryan and agency heads at the state and federal level*
- Ensure the stories continue to be fed into the pipeline for the branding process
- Begin the process of stating a unified vision
- Market said vision, actions, progress, etc.
 - *An article will be written on Peterborough in the NH Business Review at the right time*