

Chapter V ECONOMIC DEVELOPMENT

INTRODUCTION

Located approximately seven miles from Concord and twelve miles from Manchester, Pembroke is part of a regional economy, but it also is an economic center onto itself. Many people travel between Pembroke, Concord, and Manchester for jobs and services, but Pembroke also has its own commercial center, Suncook Village. In addition, Route 106, located between Concord and Pembroke, is lined with industrial uses. Pembroke also has a number of small businesses scattered throughout town. This chapter will outline the state of Pembroke's economy and its relationship to surrounding towns. It will also explore ways that the Town can increase its economic vitality by supporting existing and new businesses.

In 1993 the Town of Pembroke established an Economic Development Committee. This committee was charged with two primary goals: to create and retain jobs in the Pembroke and to expand the nonresidential tax base of the Town. To achieve these goals, the committee was directed to pursue activities related to education and outreach, data collection, and policy development. It is the committee's role to represent the interests of the business community to local and state government and to represent the Town, where specifically designated by the Board of Selectmen, on matters relating economic growth. The Economic Development Committee served as a subcommittee of the Planning Board in the development of this chapter of the master plan. Two Planning Board members also participated in the subcommittee.

The Economic Development Committee currently has the benefit of promoting a local economy that is in strong form. Unemployment in Pembroke in 2003 was only 2.9%, a down slightly from 2002 and down dramatically from the early 1990s. The number of people in the labor force in Pembroke is up 22% from a decade ago, and the number jobs in Pembroke increase by 10% between 1999 and 2002. In 2001, the average weekly wage of for someone who worked in Pembroke was \$645.39. This was slightly higher than wages in nearby towns with the exception of Bow.

Of the people who live in Pembroke and are employed, 14.2% or 549 people work in Pembroke, according to the 2000 US Census. The New Hampshire Economic and Labor Market Information Bureau reports that in 2002 on average there were 1,985 jobs in Pembroke. These jobs are filled by both Pembroke residents and by people who commute from nearby towns and cities to Pembroke. This reinforces the notion that Pembroke is part of a regional economy but is also a separate economic center. However, the majority of Pembroke residents do commute to Manchester and Concord for work (14.4% and 34.3% of Pembroke residents respectively). Most of Pembroke residents work in sales/office and managerial/professional occupations.

Even though the economy of Pembroke appears to be healthy, the Economic Development Committee and the whole of the Town of Pembroke are not without concerns. Pembroke had both the highest effective tax rate (\$40.32) and the highest full value tax rate (\$24.76) in the area in 2002 as well as in 2001. This can make attracting new businesses more difficult, which is especially problematic since the Town would like to increase the amount of tax revenue that comes from commercial and industrial land uses in order to lessen the burden on residential uses. Currently 8.3% of Pembroke's land is used for commercial or industrial activity, and commercial and industrial land uses make up 17.9% of Pembroke's total tax valuation. In March 2003, the Town of Pembroke sent out a Community Survey. When residents were asked how the Town can encourage existing businesses to stay in Pembroke and bring new businesses to town, lowering taxes was a very common response.

A key concern of the residents of the town is how to attract new businesses while still maintaining the town's traditional, and somewhat rural character. One question in the survey asked what kinds of services residents would like. The top three answers were professional office park, light industry park, and health/medical park. However, another survey question asked what feature(s) of the town people found desirable, and rural character was the number one answer.

The issue of how to preserve character while attracting new business can be addressed through land use designations and regulations. Responses to the Community Survey indicate that many people are in support of expanding the commercial zone and encouraging mixed-use in the downtown district. However, a related concern expressed by the Economic Development Committee is that too many regulations can limit the ability of businesses to expand and prosper. These issues, along with a review of economic indicators, will be explored in this chapter.

OBJECTIVES OF THE CHAPTER AND RECOMMENDATIONS

These Objectives were developed as a result of Subcommittee analysis and interpretation of the data contained within the following Chapter and from concerns raised from Pembroke residents and landowners in the Community Survey. They are listed in the beginning to give the reader the opportunity to view the results without reading through the entire Chapter.

- To bring more businesses, and the jobs they create, to Pembroke.
 - Build an image for Pembroke that expresses that Pembroke is pro-business.
 - Enhance the Town's web site with items of interest to businesses such as statistics, important contacts, and links to other business related sites.
 - Make tax maps and zoning regulations available on-line.
 - Reach out to business consultants, commercial realtors, developers and associated professions.

- To assist existing businesses in Pembroke with their growth.
 - Identify a town staff person, who with help from the Economic Development Committee, will reach out to and advocate for local businesses on a regular basis.
 - Develop a better strategy for communicating with businesses to understand their concerns and relay information.
 - Educate the Selectmen and Town staff about the impact of regulations on business.

- To expand the non-residential taxable property valuation of the Town of Pembroke such that the town can sustain quality municipal and educational services at a reasonable tax rate.
 - Provide and promote locations for businesses.
 - Expand the Commercial Zone.
 - Encourage more mixed use development and renovation.

- To explore potential changes to the zoning and building code to allow more opportunities for business development.
 - Make economic development a main responsibility of the new Town Planner position.
 - Address business concerns by increasing communication between boards and committees by sharing agendas, notifying each other of issues, and attending meetings of other groups.
 - Conduct a proactive analysis of what regulations can be eased rather than waiting for a situation to occur.
 - Ensure that regulations and agreements are clear and fully implemented from the initial planning of a project through the completion of construction.

- To focus business growth along Route 106, Route 3, and in Suncook Village.
 - Advertise available parcels.
 - Promote office uses in the Village area because this provides a market for existing establishments.

COMMUNITY SURVEY RESULTS

The March 2003 Community Survey yielded 780 replies from 2956 surveys distributed, which equals a 26.4% return rate. The following questions were pertinent to the ECONOMIC DEVELOPMENT CHAPTER. The full survey results are displayed in the APPENDIX CHAPTER.

Please write in the number of people employed in your household for each person 16 years old or older next to the appropriate professions.

The total number of people employed listed for this question was 1,134. The largest percentage of people, 11.6% or 131 people, classified themselves as “Professional”. “Government” was second (9.6%), followed closely by “Retail” (9.5%) and “Health Care” (9.4%) employees. Six point nine percent (6.9%) classified themselves as self-employed. None of these numbers reflect, however, whether individuals work in Pembroke or work in another town.

Are you a business owner? If so, is your business located in Pembroke?

Sixteen point five percent (16.5%) of the 735 people who answered this question responded that they are business owners. Of those, 55.1%, or 70 people, owned businesses within Pembroke.

Which of the following enterprises and/or services would you like to see in Pembroke?

Of the enterprises or services listed (office park, light and heavy industry parks, restaurants, agricultural businesses, and tourism related businesses to name a few), the top three choices were professional office park (with 48.0%), light industry park (40.8%), and health/medical park (38.7%).

Are you in favor of expanding the commercial zone?

Of the 747 people who responded to this question, the majority (51.9%) supported the expansion of the commercial zone

Are you in favor of allowing multiple uses (business and residential) in the downtown B1 District?

Of the 754 people who responded to this question, the majority (70.8%) expressed support for allowing multiple uses.

What do you consider the desirable features of the Town of Pembroke?

It is interesting to note that majority of people (74.5%) ranked location as the most desirable feature, followed closely by rural atmosphere (73.3%) and commuting distance (65.3%).

What can the Town do to encourage existing businesses to stay in Pembroke?

Since this was an open ended question, answers varied and are difficult to quantify. However, comments related to lowering taxes were most common. Many residents also suggested relaxing regulations.

What can the Town do to attract businesses to Pembroke?

As with the question above, answers to this question varied. Many people suggested lower taxes. Being proactive and advertising Pembroke were also common answers.

EMPLOYMENT CHARACTERISTICS**Labor Force and Unemployment Statistics**

Of the entire population of the towns in the area, only a percentage of them are in the civilian employment labor force. Non-military professions are tabulated by the NH Department of Employment Security to track trends for employment taxes, worker's compensation, and unemployment compensation.

Table V-1
Number of Civilians in the Labor Force, 1993 - 2003

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	% Change from '93-'03
Allenstown	2,330	2,360	2,420	2,370	2,530	2,540	2,590	2,700	2,730	2,740	2,987	28.2%
Bow	3,347	3,685	3,781	3,728	3,855	4,043	4,082	4,236	4,243	4,440	4,639	38.6%
Chichester	1,100	1,220	1,250	1,230	1,330	1,380	1,400	1,460	1,500	1,520	1,598	45.3%
Concord	18,450	19,820	20,340	20,060	20,420	20,880	21,080	22,080	22,600	22,950	24,207	31.2%
Epsom	1,700	1,870	1,920	1,890	2,040	2,110	2,130	2,230	2,290	2,320	2,456	44.5%
Loudon	2,560	2,900	2,980	2,940	2,890	2,990	3,020	3,160	3,240	3,290	3,457	35.0%
Pembroke	3,940	4,170	4,280	4,220	4,080	4,160	4,200	4,400	4,510	4,580	4,824	22.4%

Source: NH Department of Employment Security - Nnetwork

Table V-1, excerpted from the DEMOGRAPHICS CHAPTER, documents the number of civilians in the labor force. In 2003 there were 4,824 people in Pembroke of age to be in the labor force. This represents a 22.4% increase over the number ten years earlier.

Unemployment

The unemployment figures are collected and made available by the NH Department of Employment Security. The baseline data from which the unemployment figures are calculated are the number of civilians in the labor force. Table V-2, also shown in the DEMOGRAPHICS CHAPTER, shows unemployment rates for Pembroke and surrounding towns over the last decade.

Table V-2
Unemployment Rate Trends, 1993 to 2003

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	% Change from '93-'03
Allenstown	6.8%	4.9%	4.5%	4.7%	3.0%	3.2%	2.8%	2.6%	3.0%	4.3%	4.7%	-2.1%
Bow	3.1%	2.0%	1.6%	1.9%	2.0%	1.9%	1.6%	1.8%	2.3%	2.6%	1.9%	-1.2%
Chichester	2.7%	2.5%	2.1%	3.1%	1.6%	1.9%	1.6%	1.5%	1.7%	2.0%	2.8%	-0.1%
Concord	4.7%	3.2%	2.7%	2.8%	2.4%	2.3%	1.9%	2.0%	2.4%	2.7%	3.0%	-1.7%
Epsom	5.5%	3.6%	3.3%	4.1%	3.3%	3.2%	2.8%	3.3%	3.0%	4.6%	3.3%	-2.2%
Loudon	3.0%	1.7%	1.9%	2.6%	2.1%	1.8%	1.7%	1.7%	2.0%	2.0%	2.6%	-0.4%
Pembroke	6.1%	3.8%	2.5%	2.9%	2.6%	2.4%	2.3%	2.5%	2.6%	3.1%	2.9%	-3.2%

Source: NH Department of Employment Security - Nnetwork

In 2003 the unemployment rate in Pembroke was 2.9%. Unemployment has dropped significantly since the early 1990s but had increased slightly in the last few years. In 1993 the unemployment rate was at 6.1%. It dropped to a low of 2.3% in 1999, increased to 3.1% in 2002, and dropped again to 2.95 in 2003. It is important to note that the unemployment rate has dropped even as the number of people in the labor force has increased.

Labor Force

The labor force figures above indicate the number of people who are of working age in Pembroke, but those people do not all work in Pembroke. Many of them commute to other locations. The New Hampshire Department of Employment Security calculates that in 2002 on average there were 1,985 people working in Pembroke.

Table V-3
Employment in Pembroke in 1999-2002

Employment Category	Average Weekly Employment 1999	Average Weekly Employment 2000	Average Weekly Employment 2001	Average Weekly Employment 2002
Total Private Industry	NA	NA	1,598	1,554
Government	NA	NA	397	432
Total	1,800	1,901	1,995	1,985

Source: *Community and County Profiles, Economic and Labor Market Information Bureau, New Hampshire Employment Security*

Commuting Patterns

Commuting patterns can shed more light on how many people live and work in Pembroke versus the number that commute to a different town or city for work. Table V-4, which shows results from the Community Survey and is also featured in the **DEMOGRAPHICS CHAPTER**, indicates that the highest percentage of Pembroke residents work in Concord or Penacook (36.4%). Manchester is the second highest single town that people commute to (16.3%), although 12.3% travel to other towns that are not listed but which have less than 10 responses each. The survey respondents that live and work in Pembroke or Suncook make up 11.4% of the total, which is overall the third highest percentage to a single location. Four point seven percent (4.7%) of Pembroke residents travel to another State or to Boston for employment. This could indicate that people who work in Massachusetts are moving to Pembroke in search of lower housing costs.

Table V-4
Location of Work for Pembroke Residents According to Community Survey

Location of Work (over 10)	Number	Percent
Pembroke or Suncook	123	11.4%
Allenstown	35	3.2%
Bedford	20	1.9%
Bow	14	1.3%
Concord or Penacook	393	36.4%
Hooksett	65	6.0%
Londonderry	12	1.1%
Manchester	176	16.3%
Merrimack	12	1.1%
Other NH Town	133	12.3%
More than One NH Town	47	4.3%
Other State	41	3.8%
Boston, MA	10	0.9%
Total	1,081	100.0%

Source: Community Survey Results

The US Census also tracks where people commute. Table V- 5 shows the Census figures for commuting from Pembroke. The findings of the Census are basically in keeping with those of the Community Survey. Both indicate that the majority of Pembroke residents travel to Concord for work, and the percentage of Pembroke residents who stay in Pembroke to work is similar in both assessments (11.4% of survey respondents and 14.2% of the population according to the Census). The Census does not specifically identify as many nearby New Hampshire towns as the Community Survey did. So, the number of people who travel to another New Hampshire town or city (other than Pembroke, Concord, or Manchester) is a larger number (32.5%) than shown in the Community Survey results.

Table V-5
Commuting Destinations for Pembroke Residents According to the Census

Destination	Number	Percent
Pembroke	549	14.2%
Concord	1,325	34.3%
Manchester	558	14.4%
Other NH town or city	1,258	32.5%
Town or city in Massachusetts	150	3.9%
State other than MA and NH	26	0.7%
Total	3,866	100%

Source: US Census (www.census.gov/population/www/cen2000/mcdworkerflow.html)

Increased commuting time can be a result of increased traffic or the need to travel farther to get a job. Thus, it can indicate a loss of good jobs in a town if the commuting distance for residents in increases significantly. As shown in Table V-6, which is also featured in the **DEMOGRAPHICS CHAPTER**, the commuting time in Pembroke has increased over the last decade from 22.3 to 24.3 minutes. However, since this is not a sharp increase and commuting time for residents of other towns has also increased, it is likely that the cause is increased traffic, not the pursuit of better jobs.

Table V-6
Commuting Time for Area Residents, 1990 - 2000

	Mean Travel Time to Work (minutes)	
	1990	2000
Allenstown	25.6	27.6
Bow	20.9	25.3
Chichester	n/a	25.9
Concord	17.8	20.5
Epsom	28.4	27.0
Loudon	25.5	25.1
Pembroke	22.3	24.3
Merrimack County	21.5	24.3

Source: 1990 Census Table 2, Social & Economic Characteristics and 2000 US Census, Selected Economic Characteristics

Occupations from Survey and Census

In addition to understanding where jobs are located, it is important to have a sense of the professions in which a town’s residents are employed. This can be an indicator of education level and income in a town. To have a healthy local economy a town must have a population that works in a diversity of fields and earns adequate wages.

Table V-7
Professions of Adults in Household

Profession	Number	Percent
Agriculture/Forestry	15	1.3%
Construction	66	5.8%
Retail	108	9.5%
Finance	33	2.9%
Real Estate	9	0.8%
Professional	131	11.6%
Self-Employed	78	6.9%
Retired	99	8.7%
Health Care	107	9.4%
Manufacturing	65	5.7%
Education	79	7.0%
Computers/High Tech	55	4.9%
Government	109	9.6%
Non-Profit	26	2.3%
Unemployed	23	2.0%
Other	131	11.6%
Total	1134	100.0%

Other Professions

Additional Professions	Number	Percent
Transportation	19	15.4%
Food/Hospitality	12	9.8%
College	6	4.9%
Sales/Insurance	18	14.6%
Law Enforcement/Security	7	5.7%
Construction & Utilities	9	7.3%
Engineering	5	4.1%
Other	47	38.2%
Total	123	100.0%

Source: Community Survey Results

As shown in Table V-7, which is also found in the **DEMOGRAPHICS CHAPTER**, the majority of people classified themselves as “Professional” (11.6%) and “Government” (9.6%) employees, followed closely by “Retail” (9.5%) and “Health Care” (9.4%) employees. Six point nine percent (6.9%) classified themselves as self-employed. None of these numbers reflect, however, whether individuals work in Pembroke or work in another town, so these numbers can not be used to assess the types of work places in Pembroke.

The US Census also tracks the professions of residents. Table V- 8, which is excerpted from the **DEMOGRAPHICS CHAPTER**, shows that in 1999, 32.7% of the Pembroke work force was employed in “sales and office” jobs. The next highest category was “managerial, professions, and related” occupations at 30.6%. The Census categories are more inclusive and less distinct, and are thus not directly comparable to the Community Survey results. However, in each assessment it is apparent that the majority of Pembroke residents are employed in office or retail settings as opposed to manufacturing, construction, or agricultural jobs.

Table V-8
Occupation of Employed Individuals over Age Sixteen, 1989 & 1999

	1989		1999	
	Number	Percent	Number	Percent
Managerial, professional, and related occupations	1,109	30.1%	1,202	30.6%
Sales and office occupations	1,216	33.0%	1,284	32.7%
Service occupations	419	11.4%	454	11.6%
Agriculture, forestry, fishing and hunting, and mining	29	0.8%	0	0.0%
Construction, extraction, and maintenance occupations	364	9.9%	420	10.7%
Production, transportation, and material moving occupations	550	15.0%	566	14.4%
Employed individuals over age 16	3,687	---	3,926	----

Source: 1990 & 2000 US Census; 1990 US Census Binder

The US Census also categorizes residents by class of worker. Table V-9 shows that 80.1% of the employed individuals in Pembroke are private wage and salaried workers. Another 13.5% are government workers. It is interesting to note that 6.3% of employed individuals in Pembroke are self-employed in unincorporated businesses. These findings seem in keeping with the types of professions listed above.

Table V-9
Class of Worker in Pembroke, 2000

Class of Work	Number	Percent
Private wage and salary workers	3,146	80.1%
Government workers	531	13.5%
Self-employed workers in own not incorporated business	249	6.3%
Unpaid family workers	0	0.0%
Total	3,926	100%

Source: 2000 US Census

Pembroke Employers

Pembroke is home to a variety of employers ranging from small businesses to large corporations. According to the New Hampshire Employment Security's Economic and Labor Market Information Bureau, there are eight major employers located in Pembroke. As show in Table V-10, these businesses employed a total of 420 people in June of 2003. The two largest employers at that time were Epoch Corp (133 employees) and Precision Technology (100 employees). The other major employers provide less than half that many jobs. Even though most of the major employers have less than 100 employees, the loss of any one of these companies could have an impact on Pembroke's economy. If one or more of these businesses were to leave Pembroke or go out of business the impact could be quite large.

Table V-10
Major Employers in Pembroke

Business	Produce/Service	Employees
Epoch Corp	Prefabricated homes	133
Precision Technology	Printing/finishing	100
Town of Pembroke	Municipal services	45
Mastermatic	Food processing equipment	44
Bank of New Hampshire	Banking	32
Grappone Industrial	Equipment sales, service	28
A&B Lumber	Lumber sales, service	25
Merriam Graves	Industry supplies	13
Total		420

Source: Economic & Labor Market Information Bureau, NH Employment Security (Community Profile June 2003)

Businesses, particularly small ones, sometimes go out of business or relocate, so it is important to document the number and type of businesses in Pembroke at any one time. Table V-11 lists the businesses in Pembroke in 2003. The list is made up of 191 businesses and comes from a business directory created by the Economic Development Committee.

Table V-11
Businesses in the Town of Pembroke, 2003

Business	Location	Business	Location
106 Commerce Park Mini Storage	318 Commerce Way	Imagine Tours NH	348 Academy Road
603 Technology Services, LLC	155 Main St	iMarc, Inc.	15 Glass St, Suite 201
A Change of Place	11 No. Browning Court	Industrial Controls & Labeling, Inc.	236 Pembroke St
A&B Lumber Co., LLC	129 Sheep Davis Road	Institute for Learning	367 Pembroke St
ABC Moving & Storage Company	701 Riverwood Drive	Interior Department - USGS	331 Commerce Way
Abrasives & Tools of NH, Inc.	49 Sheep Davis Road	International Science & Technology Inc.	PO Box 3790
AJ Consulting	8 Savage Court	Irving Oil	388 Pembroke St
Allgeyer Management Company	15 Glass St, Suite 102	Jacques Fine European Pastries	128 Main St
Animation Station	91 Sheep Davis Road	JBI Helicopter Services	720 Clough Mill Road
Architectural Link	40 Sheep Davis Road	JHF Recycling & Light Hauling	459 Carrie Avenue
Ayles Insurance Agency Inc.	385 Pembroke St	Jordan Equipment Co.	744 Clough Mill Road
Banc North Investment Planning	50 Glass St	Joseph Portinari Upholstery Co.	334 Pembroke St
Bank of New Hampshire-Suncook	50 Glass St	JRL Business Resources	562 Pembroke St
Baxter and Crafts Services	406 Deerpath Lane	K&G Floor Sanding	411 Deerpath Lane

Business (continued)	Location	Business (continued)	Location
Bidwell Holistic Therapies	607 Buck St	Keeler Family Realtors	567 Pembroke St
Bill's RV Service	706 Keith Avenue	Kelsea Construction	866 Plausawa Hill Road
BJI Inc	720 Clough Mill Road	Kimball's Market & Sub Shop	351 Pembroke St
Blazon Construction	112 Pembroke St	Kitty Companions	4 Melissa Drive
Bob's Electric Tool Service, Inc.	6 Pheasant Run	Kruger Construction	743 Clough Mill Road
Boudette Specialized Turf Services	217 Church Road	Lang's Ice Cream	510 Pembroke St
Brickett Hill Landscaping	345 Brickett Hill Road	Lavallee Oil Co.	49 Glass St
Brookside Renovations	379 Pembroke St	LDG Corp. Mechanical Contractors	181 Evergreen Lane
Byrne's Berry Fields	336 Pembroke Hill Road	Linda Snow, CPA	570 Pembroke St
C&L Pool Service	19 Melissa Drive	Lynette Blain, Ind. Avon Rep.	135 Smith Avenue
C.G. Labs, Inc.	PO Box 231	M.Z. Clark Welding & Repair, LLC	322 Pembroke Hill Road
Cannoneer Antiques	138 Main St	Mastermatic Heat & Control	339 Commerce Way
Carlucci Mechanical Contracting, Inc.	8A Prospect St	Merriam-Graves Industrial	121 Sheep Davis Road
Carol F. Hogan	11 Winchester Court	Michaud Electrical	340 Beacon Hill Road
Chases Garage	116 Pembroke St	Mike Gove Automotive	40 Sheep Davis Road
Cherry Hill Homes Real Estate Stop	559 Pembroke St	Montminy's Store	808 Route 28
Cherry Wind Technologies, Inc.	515 Fourth Range Road	Morgan Recreational Supply	706 Keith Avenue
Children's Center of Attention Daycare	146 Sheep Davis Road	Myracom, LLC	PO Box 49
Chip-N-Nail Remodeling	482 Pembroke St	N.S. McFall Realtors	206 Dearborn Road
Collectibles of Auto Racing	743 Clough Mill Road	NeighborCare	331 Commerce Way
College Bound Movers	707 Riverwood Drive	New England Plumbing & Heating	22 Prospect St
Company C	319 Commerce Way	New Hampshire Tile Distributors	95 Sheep Davis Road
Concord Bingo Center	60 Sheep Davis Road	North East Athletic Club, LLC	326 Buck St
Concord Sand and Gravel	PO Box 1133	Northeast Innovations, Inc.	PO Box 1330
Contromatics	319 Commerce Way	Northland Barn Builders	27 Broadway
Copeland Companies	5 Sheep Davis Road	Nortrax Equipment, LLC	98 Sheep Davis Road
Crossroads Chiropractic	5 Sheep Davis Road	P.H. Precision Products Corp.	340 Commerce Way
D&N Family Security	408 Third Range Road	Partylite Candles and Crafts	416 Buck St
D.Tangles - Hair, Tanning & Nails	15 Glass St, Suite 101	Paul R. Fournier & Associates	107 Sheep Davis Road
D'Agnese, Keeler & Co. PLLC	556 Pembroke St	Pembroke Animal Hospital	13 Sheep Davis Road
Dandy Automotive	279 Pembroke St	Pembroke Electric	496 Fourth Range Road
Daneault Contract Flooring	145 Main St	Pembroke Excavation & Landscaping, Inc.	624 Cross Country Road
Dean's Barber Shop	159 Main St	Pembroke Mobil	530 Pembroke St
Del Lauren's Styling Salon	123 Main St	Pembroke Perennials	654 Route 28
Dennison Cabinets	619 Sand Road	Pembroke Regional Development Council	P. O. Box 168
Diane's Beauty Boutique	148 Main St	Pembroke Sand & Gravel	619 Sand Road
Di-Mar Imaging and Design	6 Colonial Drive	Pembroke Towing Inc.	40 Sheep Davis Road
Dobbins Construction	631 Cross Country Road	Pembroke Upholstering, Co. Inc.	6 High St
Donaghey Tree Farm	359 Fourth Range Road	Pembroke Wellness Center	48 Glass St
Donnelly Plumbing & Heating	557 Pembroke St	Petit Funeral Home	167 Main St
Dr. Vincent E. Greco Family Practice	210 Pembroke St	Phillips Bros. Electrical Contractors	734 Route 28
Earle Phair's Painting	179 Main St	Plausawa Valley Country Club	42 Whittemore Road
Emerson Mill Apartments	100 Main St	Precision Technology	39 Sheep Davis Road
Emery & Son Masonry	43 Broadway	Pritchard Contracting	131 Tina Drive
Encompass Mechanical Services	321 Commerce Way	R.A. Lavoie, Inc.	38 Sheep Davis Road
Energy Improvements, Inc.	157 Sheep Davis Road	Rainville Shoe Store	131 Main St
Epoch Corporation	107 Sheep Davis Road	RCR Computer Systems	637 Borough Road
Erik Williams Construction	608 Cross Country Road	RE/Max Signature	110 Sheep Davis Road

Business (continued)	Location	Business (continued)	Location
Fairhaven Associates	P. O. Box 544	Richard F. Therrien Esq.	412 Buck St
Fairway Real Estate, LLC	566 Pembroke St	Robert C. Kuepper, DDS	5 Sheep Davis Road
Family Physicians of Pembroke	121 Pembroke St	Robinson Homestead, Inc.	373 4 th Range Road
Famous Village Pizza	116 Main St	Ron Stewart General Carpentry	132 Tina Drive
First Choice for Children, Inc.	304 Pembroke St	Route 3 Getty Service Center, Inc.	219 Pembroke St
Forestview Associates	237 Fourth Range Road	Rumford Stone	95A Sheep Davis Road
Foster Concrete Forms, Inc.	743 Borough Road	Rymes Heating Oil, Inc.	802 Soucook Lane
Franklin Plumbing & Heating	229 Pembroke Hill Road	Sawyer & Son	411 Pembroke St
Frontier Adjusters	27 Mason Avenue	Schroth Bros.	806 Bachelder Road
G. Paulsen Co. Inc.	27 Sheep Davis Road	Second Home Cycles	122 Glass St
Gagne Plumbing, Heating & AC	935 Borough Road	Small System Solutions	4 Remington Court
Garden of Weedin	433 Borough Road	Soap Bubble Laundromat	15 Mill Falls
Gelinas Farm	471 Fourth Range Road	Stampin' Up	135 Smith Ave
Gendreau Microsystems	519 Pembroke St	Stanhurst Farms	530 Buck St
Gino's Variety Store	122 Main St	Steeplegate Self Storage	PO Box 160
Gladu Floor Sanding	214 Pembroke Hill Road	Stop N Store It	26 Sheep Davis Road
Golden Jade	115 Main St	Suncook Family Dentistry	119 Pembroke St
Great Northern Video	702 Riverwood Drive	Suncook House of Pizza	139 Main St
Green Gold Farm	Buck St	T & T Power Equipment, Inc.	149 Sheep Davis Road
Green Mountain Consultant Group	287 Pembroke St	Tech Ed Concepts, Inc.	550 Pembroke St
Harkins Building & Remodeling	39 Donna Drive	The Copeland Companies	5 Sheep Davis Road
Hartley Transportation, LLC	110 Sheep Davis Road	The Green Hand, Inc.	344 North Pembroke Rd.
Herve Verville Painting	10 Fairview Avenue	The Kennel at Hemlock Hill Farm	527 Fourth Range Road
Historic Properties	422 Pembroke St	The O'Brien Dance Studio	219 Dearborn Road
Hodges Development Company	201 Loudon Road	The Tyree Organization	110 Sheep Davis Road
Home Computer Services	67 Broadway	Town Line Printing	102 Main St
Homecraft Contractors	164 Buck St	Townsend's Training Farm, Inc.	533 Fourth Range Road
Hometeam Corp./Alouette Home Team	851 Dover Road	Tranquility Springs Wellness Spa	23 Sheep Davis Road
Howard P. Fairfield Inc.	94 Sheep Davis Road	Trapper Brown Corporation	RFD #3 Box 199C
Hubcap House	246 Pembroke St	Turning Pointe Center of Dance	371 Pembroke St
Hurney Day Care	4 Colonial Drive	USA Automotive Repair	141 Pembroke St
Hyster New England, Inc.	52 Sheep Davis Road	Vic Martin & Sons Plumbing & Heating	509 Buck St
Wallflowers, Etc.	135 Main St	Village Barber	144 Main St
		Wright Communications	711 Riverwood Drive

Source: 2003 Business Directory

The *Business Locations Map*, with separate inset maps of the *Route 106 Corridor*, *Route 3 Corridor*, and *Suncook Village*, displays many of the major businesses listed in Table V-11.

Wage Comparisons

As mentioned earlier, the economic health of a community is affected by the wages that residents earn. The average weekly wage per worker and the number of available jobs in New Hampshire towns is published retroactively by the NH Department of Employment Security. These figures allow for the direct comparison of wages and the number of jobs over a number years and additionally permits similar comparisons to conditions in abutting towns. Table V-12, which can also be found in the **DEMOGRAPHICS CHAPTER**, outlines the number of jobs and the weekly wages of private and governmental jobs in Pembroke and neighboring communities.

Table V-12
Average Annual Weekly Wage - Private Industries and Government, 1999 - 2001

Town	Number of Jobs	1999 Wage	Number of Jobs	2000 Wage	Number of Jobs	2001 Wage	Job % Change, 1999-2001	Wage % Change, 1999-2001
Allenstown	542	\$414.69	548	\$469.75	567	\$458.23	4.6%	10.5%
Bow	3,435	\$703.58	3,372	\$751.27	3,245	\$729.04	-5.5%	3.6%
Chichester	374	\$552.44	n/a	n/a	460	\$585.84	23.0%	6.1%
Concord	37,901	\$586.73	n/a	n/a	40,212	\$644.68	6.1%	9.9%
Epsom	959	\$436.02	873	\$505.92	958	\$543.06	-0.1%	25.6%
Loudon	1,299	\$341.01	n/a	n/a	1,373	\$441.97	5.7%	29.6%
Pembroke	1,800	\$562.73	1,901	\$578.31	1,995	\$645.39	10.8%	14.7%

Source: 1999, 2000, and 2001 County Profile, Employment and Wage Data, NH Department of Employment Security

Within Pembroke in 2001, 1,995 jobs were available through Pembroke employers, who paid an average of \$645.39 per week to their employees. From 1999 to 2001, the number of jobs available in Pembroke increased 10.8% and the wages increased from \$562.73 to \$645.39 (a 14.7% increase). Excluding Concord, which is a major city, Pembroke had the second highest number of jobs in 2001 when compared to neighboring communities. Pembroke had a weekly wage almost equal to Concord's in 2001, only Bow's was higher.

Tax Characteristics

A thorough examination of Pembroke's tax rates is undertaken in the **HOUSING CHAPTER**, but tax rates are mentioned here because property taxes can be another measure of the economic health of a town. Higher property values indicate that a town is a desirable place to live. On the other hand, tax rates that are too high can be a deterrent to business growth. In the community survey, when residents were asked what the Town can do to encourage existing businesses to stay in Pembroke, lowering taxes was an extremely common response.

Pembroke has high tax rate when compared to neighboring communities. Table V-13, which is also contained in the **HOUSING CHAPTER**, compares Pembroke's tax rates, before and after equalization, with the abutting communities. The net valuations displayed here have not been equalized.

Table V-13
Tax Rates of Pembroke and Abutting Communities, 2001 – 2002

Community	Net Valuation		Effective Tax Rate Per \$1000		Equalization Ratio		Full Value Tax Rate Per \$1000	
	2001**	2002*	2001**	2002*	2001**	2002*	2001**	2002*
Allenstown	\$163,516,693	\$183,241,933	\$26.28	\$24.06	93%	92%	\$24.38	\$22.04
Bow	\$651,415,245	\$838,300,562	\$29.09	\$23.15	62%	89%	\$21.64	\$20.70
Chichester	\$106,466,928	\$110,332,191	\$28.62	\$32.99	68%	72%	\$19.58	\$23.88
Concord (Union)	\$1,345,514,100	\$1,422,226,800	\$27.34	\$26.40	88%	83%	\$24.06	\$21.89
Concord (Merr Valley)	\$897,009,849	\$948,151,674	\$27.83	\$29.15	88%	83%	\$24.49	\$24.17
Epsom	\$166,208,735	\$170,923,822	\$25.15	\$37.94	69%	60%	\$17.16	\$16.65
Hooksett	\$760,194,546	\$774,533,306	\$25.27	\$25.20	78%	66%	\$19.17	\$16.56
Loudon	\$255,298,969	\$264,042,587	\$22.86	\$24.80	83%	71%	\$18.77	\$17.66
Pembroke	\$246,619,471	\$255,701,458	\$39.16	\$40.32	67%	61%	\$26.00	\$24.76

Source: *NH Department of Revenue Administration website, Table – 2002 Property Tax Rates, 01/28/03 update

**Comparison of Effective Rate of Taxation Based on Full Value of Property with Local Tax Rate – Tax Year 2001

In terms of tax rate, Pembroke had both the highest effective tax rate (\$40.32) and the highest full value tax rate (\$24.76) in the area in 2002 as well as in 2001. This is not directly attributable to the equalization ratio since Bow's is lower at 62% and Chichester (68%) and Epsom (69%) are at nearly the same level as Pembroke (67%). Within the State, Pembroke ranks 200th of 227 towns (ranking from lowest to highest) in terms of the full-value tax rate according to the NH Department of Revenue Administration (NH DRA).

In Table V-14, Pembroke's recent tax history is displayed. The municipal rate has remained relatively constant since 1999, ranging from \$9.10 to \$9.96 per \$1,000 of valuation. Between 1999 and 2001, the County tax rate also remained relatively constant until it rose in 2002 to \$3.19. Although in 1999, the local education tax rate dropped dramatically from \$27.89 to a low of \$14.20 the following year, this was caused by the implementation of the State School tax rate. The effective tax rate for Pembroke residents in 2002 was \$40.32 per \$1,000 of valuation, although the equalized tax rate (also known as the full value tax rate) was \$24.76 in 2002.

Table V-14
Breakdown of Pembroke Tax Rates, 1997-2002

Year	Municipal Rate Per \$1000	County Rate Per \$1000	Local Education Rate Per \$1000	State Education Rate per \$1000	Effective Total Rate	Full Value Tax Rate
1997	\$7.98	\$2.04	\$26.17	~	\$36.19	n/a
1998	\$8.73	\$2.21	\$27.89	~	\$38.83	\$36.29
1999	\$9.72	\$2.20	\$14.20	\$7.03	\$33.15	\$28.75
2000	\$9.45	\$2.39	\$17.16	\$6.76	\$35.76	\$28.03
2001	\$9.96	\$2.94	\$19.05	\$7.21	\$39.16	\$26.00
2002	\$9.10	\$3.19	\$21.12	\$6.91	\$40.32	\$24.76

Source: NH Department of Revenue Administration website

The fact that commercial and industrial property values are increasing and that Pembroke's tax rate is relatively high present problems for attracting new businesses. The Town would like to increase the amount of tax revenue that comes from business uses to off set the tax burden on residents. As shown in Table V-15, commercial and industrial uses currently make up 17.9% of the total valuation for the town.

Table V-15
Commercial/Industrial Valuation in Pembroke and Abutting Communities, 2002

Community	Net Valuation	Commercial/ Industrial Buildings	% of Valuation	Commercial/ Industrial Land	% of Valuation	Total Comm/Ind. Valuation %
Allenstown	\$183,241,933	\$10,325,100	5.6%	\$15,380,170	8.4	14.0%
Bow	\$838,300,562	\$59,330,925	7.1%	\$21,812,275	2.6	9.7%
Chichester	\$110,332,191	\$7,707,100	7.0%	\$4,045,900	3.7	10.7%
Concord*	\$2,370,378,000	\$567,646,400	23.9%	\$237,540,200	10.0	34.0%
Epsom	\$170,923,822	\$14,839,150	8.7%	\$12,020,150	7.0	15.7%
Hooksett	\$774,533,306	\$112,648,200	14.5%	\$102,313,000	13.2	27.8%
Loudon	\$264,042,587	\$34,539,655	13.1%	\$29,524,100	11.2	24.3%
Pembroke	\$255,701,458	\$33,942,770	13.3%	\$11,951,450	4.7	17.9%

Source: NH Department of Revenue Administration: Table - Property Tax Publications, 2002, Tables by County

*Concord's Tax Rate is an average between Concord Union (\$26.40) and Merrimack Valley (\$29.15)

COMMERCIAL LAND AND ZONING

Pembroke Land Use

In order to understand the potential for new business development in Pembroke, it is important to understand how much land is currently developed for commercial or industrial use and how much land is available for new businesses. Table V-16, which can also be found in the EXISTING AND FUTURE LAND USE CHAPTER, shows the amount of land that various uses take up in Pembroke.

Table V-16
Land Use, 2003

Land Use	Acres	% of Town
Agricultural	751.0	5.4%
Agricultural-Equestrian	130.0	0.9%
Conservation	398.0	2.9%
Residential	5,441.9	39.0%
Commercial	1,075.2	7.7%
Utility	21.7	0.2%
Industrial	79.9	0.6%
Public/Institutional	294.0	2.1%
Rights-of-Way	13.4	0.1%
Undeveloped	5,754.9	41.2%
Total	13,960.0	100.0%

Source: Digital Tax Maps 2001 (total acres may differ slightly due to rounding); Subcommittee Input

The majority of land in Pembroke is undeveloped, at 41.2%. Residential parcels follow closely at 39%. The remaining land uses together total 20%, where commercial is the highest at 7.7% and agriculture (combined) is 6.3%. Conservation land accounts for 2.9%, public parcels at 2.1%, and utility, industrial, and rights-of-way accounting for a combined 0.9%.

Current Zoning Districts

The amount of land currently developed for a certain use is not typically equal to the amount of land zoned for that particular use. For example, approximately seven percent (7.7%) of the land in Pembroke is currently used for commercial development, but approximately eleven percent (11.1%) of the land is in zones that allow businesses development.

The *Zoning Map* depicts all of the zones currently in Pembroke. As shown in Table V-17, which is pulled from the EXISTING AND FUTURE LAND USE CHAPTER, 68.5% of the Town is zoned R3 (Rural/Agricultural), while 20.3% is zoned R1 (Medium Density Residential). The smallest zoning district is B2 (Central Business), which comprises 0.2% of the Town.

Table V-17
2001 Zoning District Land Acreage

Zone	Acres	% of Town
Medium Density - Residential (R1)	2,924.9	20.3%
Rural/Agricultural - Residential (R3)	9,861.0	68.5%
Business/Residential (B1)	78.6	0.5%
Central Business (B2)	23.1	0.2%
Commercial/Light Industrial (C1)	995.5	6.9%
Limited Office (LO)	279.1	1.9%
Soucook River District (SRDD)	228.0	1.6%
Total	14,390.0	100.0%

Source: Digital Tax Maps 2003
(total acres differ slightly due to rounding)

A full explanation of the various zones can be found in the EXISTING AND FUTURE LAND USE CHAPTER. That Chapter will address the zoning classifications that have the largest bearing on business development. Businesses area allowed in the following zones:

Medium Density - Residential (R1) Zone

The main use in this zone is residential with some home-based and small office/professional businesses.

Business/Residential (B1) Zone

This district covers the most compact section of Pembroke and extends into Suncook Village. It consists mostly of high density residential land uses with many multi-family apartment houses and home-based and other small businesses.

Central Business (B2) Zone

The B2 zone is roughly ¼ mile in diameter and is completely bounded by the Suncook River and the B1 zone in an area which has been traditionally known as Suncook Village. This is a classic mixed use zoning district which allows and encourages traditional village settlement.

Commercial/Light Industrial (C1) Zone

The C1 zone is located in two areas of Pembroke. The largest C1 area is bounded by the Soucook River and is situated along Routes 3 and 106. The smaller of the two areas making up the C1 zone is located at the northernmost tip of Pembroke along Interstate I-393. The major land uses in the C1 zone are commercial and industrial businesses. Epoch Corporation, Precision Technology, T&T Power, Nortrax Equipment, Howard P. Fairfield, Wright Communications, Great Northern Video, NH Tile and Rumford Stone are just a few of the businesses that are located in this zone.

Limited Office (LO) Zone

This is a transition zone between the C1 and the Soucook River Development District and the R1 zones. This area is currently transitioning from single family homes to professional offices for accountants, realtors and computer software companies.

Soucook River Development District (SRDD)

The Soucook River Development District is the newest zoning district in Pembroke. It is designed to allow for more creative commercial land uses through performance zoning standards. The town's hope is that over a five to ten year period the sand and gravel extraction projects which are located in the SRDD will be ended and the land reclaimed and converted into an attractive, valuable area thriving with new businesses.

Overlay Zoning Districts

Overlay zones can also affect business development decisions. These districts are, in essence, draped over, or "overlay", the base zoning districts which lay beneath them and, as such, their purpose is to provide additional protection for the natural or built environments in which they are situated. The following are brief descriptions of Pembroke's overlay zones that may be applicable to the development of a commercial or industrial use, depending on the location of that use.

(a) Architectural Design District (AD)

The Architectural Design overlay district is intended to protect the traditional architectural integrity and character of Pembroke Street (US Route 3). Its boundaries are 500 feet from the center line of Pembroke Street from the Suncook River to the Soucook River and they include the entire Limited Office District which runs along Pembroke Street. The intent of the district is to require that all site plans be reviewed by the Planning Board to ensure that the proposed development will be harmonious with the existing character of the area.

(b) Aquifer Conservation District (AC)

The Aquifer Conservation overlay district is designed to protect, preserve and maintain the existing and potential groundwater supplies and their recharge areas within the town of Pembroke from adverse development, land uses or depletion by limiting which land uses which are permitted within the AC overlay district. Unless a special exception is granted by the Zoning Board of Adjustment and a special use permit is granted by the Planning Board, no aquifer threatening land use such as disposal of solid, hazardous or industrial waste, automotive shops, junkyards and excavations of sand and gravel may be located within the AC.

(c) Floodplain Development District (FD)

The Floodplain Development overlay district is intended to protect people and property from the flood hazard dangers associated with locating residential, commercial and industrial development within the floodplains of the Suncook, Soucook and Merrimack Rivers. All developments proposed to be located within a designated floodplain, including new or replacement water and sewer systems, must be specially designed and constructed so that potential flood damage is minimized and any proposals to carry out building alterations or locate manufactured homes in floodplain areas must be reviewed and approved by the NH Department of Environmental Services. Often, property insurance is not available for development activities which are proposed to be located in recognized floodplains.

(d) Home Business Overlay District (HB)

The Home Business overlay district is designed to permit certain types of residentially based businesses along Pembroke Street (US Route 3). The boundaries of the district buffer Pembroke Street by 500 feet from the center line from the Suncook to the Soucook River.

Special Conditions/Office Conversions

The Pembroke Zoning Code also includes special provisions for home businesses. These provisions outline the number of outside employees, signage, and other aspects of a home business' operations that could affect neighboring properties. The special conditions also establish a zone for office conversions. The purpose of this zone is to allow for the conversion of residential units into office space. The boundaries of the Office Conversion Zone are 500' of either side of the center line of Pembroke Street beginning at the boundary of the Limited Office District (LO) and running to the boundary of the Business/Residential District (B1).

Commercial and Industrial Areas

There are four main areas where the Town encourages commercial and industrial development. These are along Route 106, Route 4, and Route 3 and in the Suncook Village. The Route 106 corridor is already home to many large businesses. Land is available and zoned for a variety of uses including office, commercial, and industrial. There are three industrial parks in the 106 area. The Route 4 commercial area is located in north Pembroke at the intersection of I-393 and Routes 4, 9, and 202. This area is the second largest of the Town's commercial areas, and its least developed. Approximately 7% of the area, 11.8 acres, are currently develop for commercial use, while approximately 110 acres, or 69% of the area, are available for development. Route 3 is primarily zoned for limited office development. The Limited Office District was developed to encourage the conversion of the many large homes along Route 3 into office uses. The last area where the town encourages commercial development is the Suncook Village, or central business district. This is the town's historic center. Today the Village contains a number of small commercial businesses, several restaurants, the Town's main banking facility, a number of social clubs, and the Post Office.

The Town is considering expanding the Commercial/Light Industrial District (C1) up Route 106. Residents were asked about the expansion of the commercial district in the Community Survey, and 51.9% of respondents supported the concept. For a more detailed discussion of the expansion of the commercial zone see the **EXISTING AND FUTURE LAND USE CHAPTER**.

INFRASTRUCTURE CHARACTERISTICS

The availability of utilities drives where businesses locate. In addition to basic infrastructure such as roads, water and sewer, the availability of cell phone and high speed Internet access can affect businesses development in a town. A full description of the condition of Pembroke's infrastructure can be found in the **COMMUNITY AND RECREATIONAL FACILITIES WITH UTILITIES CHAPTER**. This section will address only infrastructure issues that have the potential to affect economic development.

Roads

The primary road in Pembroke is Route 3/Pembroke Road. This road connects Suncook Village to downtown Concord and I-93. Since there are no other direct alternative routes, Pembroke Road is heavy traveled, making it a prime location for businesses that need to be highly visible. Route 106 is the heart of Pembroke's industrial district. It connects Route 3/Pembroke Road to Loudon Road in Concord, which is the center of a large retail area. Commercial uses are also centered in Suncook Village where a typical downtown road network exists. The road infrastructure in Pembroke is generally in good condition and is not generally a hindrance to business development.

Pembroke Water Works

The Pembroke Water Works provides water for the most densely settled portions of Pembroke, Allenstown, and a small portion of Hooksett. Connecting to the town water system is not usually a problem for commercial or industrial developers. Most of Pembroke's wells are located in existing commercial areas. The bigger water issue for commercial and industrial development is the aquifer, which is located under much of the commercial zoning district. The aquifer protection ordinance, described above, limits the type of uses and the amount of paving areas above the aquifer.

Pembroke Sewer Commission

Pembroke's sewer service is an inter-municipal operation with the Town of Allenstown. Pembroke pays an average of 57% of the cost of the operation and maintenance of the Suncook Wastewater Treatment Plant located on Ferry Street in Allenstown. The areas in Pembroke which presently have sewer service are: Pembroke Street, the adjacent areas to Pembroke Street, Route 106 (Sheep Davis Road), residential areas up to Third Range Road, and the Village area.

The sewer system has reached a capacity of 80% and the Towns of Pembroke and Allenstown must have State approval for any new connections to the system. The Town of Allenstown Sewer Commission is studying how it can increase capacity of the system. The cost to upgrade the plant may be as much as \$3 million dollars. Once plans are complete, an inter-municipal agreement will be formulated. Until Pembroke and Allenstown Sewer Commissions reach an agreement, the Town of Pembroke Sewer Commissioners no longer have a say in the management of the treatment plant. This situation is a hindrance to new commercial development.

Electricity

Electricity in Pembroke is primarily provided by Public Service Company of New Hampshire. The electrical system in Pembroke is largely adequate and able to accommodate future growth along the major thoroughfares.

Natural Gas

Currently, KeySpan Energy Delivery serves approximately 1,060 residential and commercial customers in the Town of Pembroke. KeySpan Energy delivery has existing mains in Pembroke Street that extend to the intersection of Peasley Drive on the southern end and to the intersection of Sheep Davis Road on the northern end. Future plans for expansion would be to connect the two extensions (approximately two miles) in Pembroke Street to improve the reliability of the distribution system in this area as well as add more customers along the route.

Telephone Service

Today telephone service is a necessity of everyday life. For businesses this necessity goes beyond basic phone service. The availability of Asymmetric Digital Subscriber Line (ADSL) service or Internet supportive phone features can influence where a business chooses to locate. On great advantage in Pembroke is that calls to both Concord and Manchester are considered local calls.

Pembroke is served by two Verizon telephone exchanges, Suncook and Concord. In general, telephone facilities are added as necessary to meet growth. In addition to Verizon, Comcast also provides long distance and regular telephone service to residents. AT&T offers long distance as well.

Asymmetric Digital Subscriber Line (ADSL) service is being expanded to become available in two areas of Pembroke. ADSL is a technology for transmitting digital information at a high bandwidth on existing phone lines to homes and businesses. Unlike regular dialup phone service, ADSL provides continuously available "always on connection." Equipment is being added to provide ADSL from Concord along North Pembroke Road and to the area surrounding the intersection of Route 106 and Borough Road.

Another main service offered is T-Carrier. T-Carrier was the first technology available to support digitized voice transmission through wires. The T-1 line is most commonly used by internet Provider Services to connect you to the internet over phone lines. This service is currently available along the Route 3 and Sheep Davis Road corridors and the Suncook Village area.

Cellular Phone Service

The use of cellular phones is becoming a part of every day business. There are currently six cell towers and one radio tower in Pembroke. The cell towers are located on Plausawa Hill Road. AT&T will soon be erecting a tower on Buck Street.

Internet

The internet revolution is changing the way people communicate with the world and even small communities such as Pembroke are affected. Comcast is the primary local internet provider in Pembroke. Residents and businesses can choose their own providers, including nation-wide carriers. For a dial-up internet connection, residents can also use Verizon and AT&T.

ECONOMIC DEVELOPMENT PLANNING TOOLS

Commercial Real Estate Analysis, 2001

The EXISTING AND FUTURE LAND USE CHAPTER provides a full summary of the Commercial Real Estate Analysis that was prepared by TF Moran and Coldstream Real Estate Advisors (CREA) for the Town of Pembroke in 2001.

This study, which was commissioned by the Economic Development Committee, was focused on analyzing the potential for commercial development in Pembroke. It included a real estate market analysis of Pembroke and surrounding communities and also involved a charrette, at which residents and town leaders outlined ways to improve the town.

The study concluded with several specific recommendations related to economic development. These included:

- Creating a “performance zone” to the west of Pembroke Street in the vicinity of the Soucook River. This zone would encourage mixed-use development and flexibility in design.
- Considering “transfer of development rights” (or TDR’s) to discourage residential development away from low-growth areas of town to other parts of town more suitable for such growth.
- Developing and “entry node” at the junction of Routes 3 and 106. This area could include office/retail development, a hotel, and a small grocery store.
- Expanding industrial uses along Route 106.
- Requiring more substantial landscape buffers for new developments.

The charrette also recommended that a new north-south by-pass road be created parallel to Pembroke Street to ease traffic congestion on Pembroke Street.

The study also focused on improving Pembroke’s image to attract more business. Related recommendations included:

- Promoting Pembroke’s proximity to Concord.
- Establishing welcome signs at the edges of town.
- Duplicating existing design features in new development to preserve the town’s character.
- Establishing landscape standards.
- Encouraging mixed use not only within one zone, but also within one structure.
- Developing materials to be used in marketing Pembroke to industry.

Pembroke Subdivision and Site Plan Regulations

Some of the recommendations from the 2001 Charrette can be addressed through Pembroke's subdivision and site plan regulations. These regulations are fully described in the **EXISTING AND FUTURE LAND USE CHAPTER**.

Subdivision regulations ensure that land is subdivided in a logical fashion. The subdivision regulations also contain design standards for road construction, grading, drainage, frontage requirements, and curb and sidewalk design. The site plan regulations, which are applicable to new commercial and industrial construction as well as business expansions, outline requirements for streets, preservation of natural features, drainage, parking and signage among other things. While subdivision and site plan regulations are sometimes perceived as a burden to developers, they are key to ensuring that the town is developed in orderly way and that construction meets certain standards. Site plan review regulations in particular allow a Town to influence what development looks like. Generally speaking, people and businesses like to locate in places that are attractive and well designed. Pembroke's subdivision and site plan review regulations should not hinder development, but rather promote development that can better the community.

Code Enforcement and Building Inspection

The Town's code enforcement and building inspection staff is charged with enforcing the building and life safety codes. Frequently businesses owners find codes to be problematic when a building is being constructed or upgraded. However, since codes and ordinances are based on the need to protect public safety, it is important to find a balance that empowers businesses to make improvements but also protects the public. In an older town like Pembroke, modern codes are often hard to meet in older buildings. In some case, exceptions to the code can be made and in some case they can not, depending on the issue. Since this is a topic that is of concern to town boards, town staff, and developers, it seems appropriate that a consensus should be built related to how codes can insure safety, but not limit development opportunities.

Economic Development Committee

Many of the recommendations of the 2001 Commercial Real Estate Analysis are still priorities for the Economic Development Committee. This committee, which was described in detail earlier in this Chapter, plans to continue efforts to promote Pembroke and advocate for businesses. The committee, which has several new members, hopes to rejuvenate past efforts to reach out to existing businesses. Once a new town planner is hired, the committee plans to work that person to promote Pembroke as a whole and to market individual properties. Finally, the committee intends to continue to act as a catalyst between the business community and the Town government.

SUMMARY

The goal of the Subcommittee for the ECONOMIC DEVELOPMENT CHAPTER was to review the quantities and types of businesses in Pembroke as shown in this Chapter. The information is based on the 2000 Census and other records. The concern from citizen input was to increase commercial properties to offset tax increases for residential properties in Pembroke. The information shows Pembroke as the fifth lowest in overall commercial tax base for our area, proving we need to encourage and search for businesses willing to locate in our B-1, B-2 and C-1 zoning districts.

The objectives of this Chapter are to increase commercial development, enlarge C-1 zoning district, encourage businesses to locate in Pembroke, flexible codes for existing buildings, and support existing businesses for future growth.

- Respectfully submitted, Cindy Lewis, Economic Development Subcommittee Chair