

Pepperell Mill Site Meeting 10-25-08
Vision Session Notes - SWOT Analysis

<u>Rank</u>	<u>Points</u>	<u>Strengths</u>
1	39	Location
2	26	Tremendous potential
3	19	Nashua & Nissitissit Rivers
4	18	Mecca for recreation
5	14	Large parcel
6	13	Nashua River Rail Trail
7	12	Pepperell is relatively affordable
8	11	River proximity
9	9	Infrastructure already in place
10	8	Balance between youth & senior activities, age groups
11	7	Access to Rail Trail
12	6	Restaurant
13	5	Covered bridge
14	4	Amenities
15	4	Parking
16	4	Pristine setting
17	3	Access to Routes 111 & 113
18	3	Strong cooperation between property owners
19	3	Marketability as downtown
20	3	Parks & trails
21	1	Services: Sewer & Water Infrastructure
22	1	Historical significance
23	1	Source of renewable energy

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Weaknesses

<u>Rank</u>	<u>Points</u>	
1	32	Unknown unknowns (environmental issues, subsurface conditions)
2	20	Lack of walk ability/ no pedestrian accommodations
3	16	Small commercial/ industrial tax base
4	14	Flooding at the Mill site
5	13	Residents spend money in other towns, lack of critical mass
6	12	Lack of uniform character, need visual cohesion
7	11	Technical development issues (river issues, grade)
8	10	Parking (lack of spaces to accommodate growth)
9	8	Traffic patterns, lack of signal, mill site access
10	8	Blighted appearance
11	7	Restaurants have limited hours/ limited dining experiences
12	7	Not enough of the correct type of businesses to attract people
13	7	Public access very limited. Access is not promoted or widely known
14	6	Lack of access to major highways
15	6	Safety considerations
16	6	Lack of liquor license
17	6	Lack of sidewalks
18	5	Almost no salvageable buildings
19	4	Lack of cultural venues
20	4	Flooding
21	3	Dam prevents canoeists from going up/ down the river
22	2	Environmental regulations (state)
23	2	Noise from power generation
24	1	Population density not sufficient to attract major commercial chains
25	1	Too much wildlife

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Opportunities

Rank Points

1	37	Park at Mill site, open up riverfront
2	25	Economic vitality
3	21	Brewpub/ restaurant at the Mill site
4	15	Connect open space, park & covered bridge
5	13	Maintain rural character
6	11	"Green" building practices/ technology
7	8	Teenage activities
8	6	Senior housing
9	6	Cottage neighborhood, small homes
10	6	Historic preservation (tied to Mill site/ Railroad Square)
11	6	Highlight/ focus natural area (kiosk)
12	3	Quality restaurants
13	3	Professional office space
14	2	New town common
15	2	Additional parking
16	2	Address traffic issues at Dunkin Donuts intersection
17	2	College extension

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Threats

<u>Rank</u>	<u>Points</u>	
1	36	Overdevelopment
2	17	"Do nothing", a threat
3	14	Traffic generation

4	11	Tax revenue/ generating threat of residential development
5	10	Unfriendly developer
6	9	Flooding
7	8	Polluting industries
8	8	Losing control
9	7	Conflicting uses with existing residents
10	7	Losing access to the waterfront
11	7	New development might fail
12	6	Drain on town services/ increase in taxes
13	5	Construction impact on hazardous materials on Mill site
14	5	Former proposal too big/ too dense/ excluded public access
15	4	Time
16	3	Undesirable businesses
17	3	Cost of site vs. real site value
18	3	Rising construction costs, could cause denser developments for economic viability
19	2	Additional crime
20	1	Being overly dependent on one industry