



QUABBIN EDUCATIONAL AND MUNICIPAL PARTNERSHIP

RECOMMENDATIONS REPORT

SUBMITTED BY

Central Massachusetts Regional Planning Commission (CMRPC)

August 30, 2018

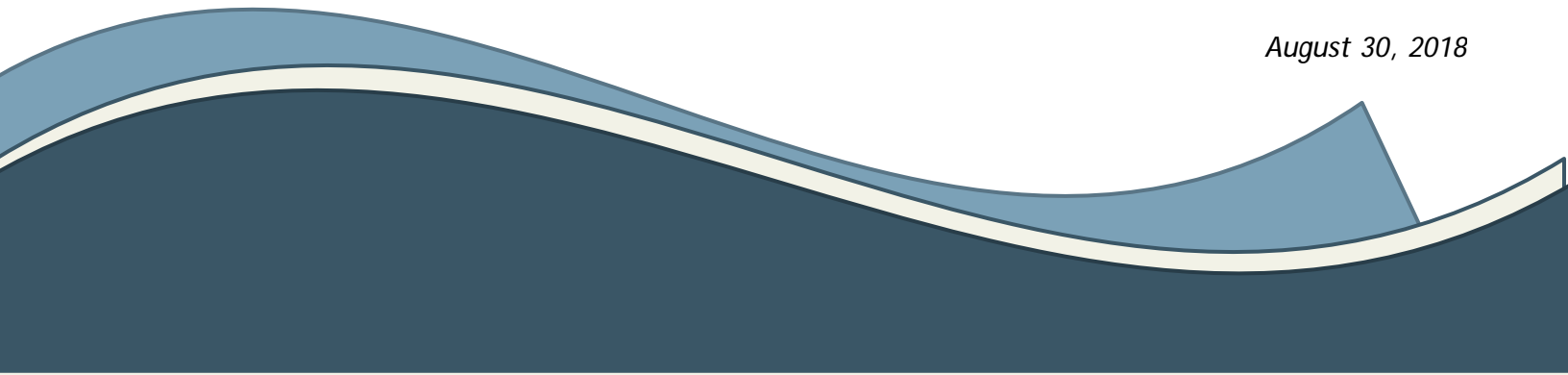


Table of Contents

Acknowledgements	5
Executive Summary	7
Project Overview	11
Methodology.....	17
Building Reuse Strategies and School Strategies.....	23
Shared Services Recommendations	35
Economic Development.....	47
Cross Jurisdictional Collaboration	59
Next Steps	61
Appendices	73
Appendix A - References.....	75
Appendix B - Demographics	79
Appendix C - Public Engagement Efforts	81
Appendix D - Survey Summaries by Town	84
Appendix E - Sample Regional Agreements	128
Appendix F - Economic Development Supporting Documents	150

Acknowledgements

The work that provided the basis for this report was supported by the Commonwealth of Massachusetts FY2018 Community Compact Efficiency and Regionalization Grant funding.

Central Massachusetts Regional Planning Commission Staff

- Janet Pierce, Executive Director
- Trish Settles, Regional Collaboration and Community Planning Manager
- Ron Barron, Associate Planner
- Emily Glaubitz, Associate Planner
- Derrick Mathieu, Associate Planner
- Connor Robichaud, Assistant Planner

Montachusett Regional Planning Commission Staff

- Glenn Eaton, Executive Director
- John Hume, Planning and Development Director
- Karen Chapman, Principal Planner

Quabbin Educational and Municipal Partnership (Formerly the Quabbin Consolidation Task Force)

Members from QRSD School Committee

- David Deschamps (Barre)
- Tex Sarabia (Hardwick)
- Deb Chamberlain (Hubbardston)
- Peggy Thompson (New Braintree)
- Walter Nutter (Oakham)

Members from QRSD Region

- Liz Reilly (Hardwick)
- Joe Chenevert (New Braintree - Selectman)
- Lucy Tessnau (Oakham - various boards)
- Clare Hendra (Oakham alternate - FinCom)
- Dan Galante (Hubbardston - Selectman)
- Brian Bullock and Ryan McLane (Town Admin - Hubbardston)
- Barre - vacancy

Quabbin Regional School District (QRSD) Administration

- School Superintendent, Dr. Maureen Marshall (retired)
- Assistant Superintendent, Dr. Sheila Muir
- Director of Administrative Services, Cheryl Duval
- Executive Assistant to the Superintendent, Jessica Bennett

Town Administration and State Legislators

- Barre Board of Selectmen and Town Administrator, Andrew Golas
- Hardwick Board of Selectmen and Town Administrator, Theresa Cofske
- Hubbardston Board of Selectmen, Interim Town Administrator, Brian Bullock, and Town Administrator Ryan McLane
- New Braintree Board of Selectmen and Town Administrator, Katie Tyler
- Oakham Board of Selectmen and Executive Secretary Donna Couture
- State Senator Anne Gobi
- State Representative Donald Berthiaume

Special thanks to all those residents, parents, teachers, students, businesses, municipal officials, and community leaders who took a survey, provided invaluable input, and/or participated in one or more meetings throughout this project.

Executive Summary

“Coming together is a beginning; keeping together is progress; working together is success.”

Edward Everett Hale

The Quabbin Educational and Municipal Partnership (QEMP) *began* in November 2017. Substantial *progress* has been realized in the last nine months. But whether it is a *success* will be determined as the group moves forward *working together* toward the goals, objectives and action strategies developed by the project participants and outlined in this report.

The Quabbin Educational and Municipal Partnership, representing stakeholders from each of the five communities, decided to explore options outside of the typical school budget discussion and consider a broad set of interests including local businesses, municipal officials, students, parents, and other school districts. With funding from the Commonwealth Community Cabinet’s Efficiency and Regionalization Grant Program as well as assistance from the Central Massachusetts Regional Planning Commission (CMRPC) and the Montachusett Regional Planning Commission (MRPC), a comprehensive public engagement process was implemented.

Following extensive review of previous planning efforts in each municipality and with the guidance of the QEMP, the CMRPC/MRPC team conducted a public engagement process consisting of a public survey for each town in which almost 800 individual responses were collected, as well as 18 facilitated meetings/workshops in which attendance rates approached 400 residents, community leaders, businesses, municipal officials, and others. The project explored four overlapping components in an effort to identify goals to:

- Review previously proposed school strategies and building reuse scenarios;
- Explore cross jurisdictional collaboration opportunities between the QRSD and other nearby school districts and agencies;
- Explore opportunities for shared services and joint procurement between the municipalities and the school district; and
- Assess avenues to support and promote economic development within the towns and the region as a whole.

Recommendations for school closings are always difficult to consider, as schools are the center of a town’s history, jobs, memories, and community. Parents and town residents typically want school budgets to be thoughtful and programs to be robust and comprehensive to meet each student’s individual growth potential. While the populations of the towns that make up the Quabbin Regional School District are not necessarily declining, the school enrollments in the QRSD are decreasing. Unless a thoroughly unexpected population growth occurs, given existing circumstances in Central Massachusetts rural communities, this trend is not likely to change significantly.

Building Re-use and School Strategies

A new review of recommendations from an earlier study of building reuse and school strategies was imperative as a starting place for this project. Broad public insight was sought with regard to the controversial building reuse and school strategies that were proposed in the related study completed in 2017. Project participants were allowed to elaborate on their concerns regarding the 2017 recommendations. In terms of building reuse and school strategies, the primary actionable goal was to assess the feasibility of moving the students attending the New Braintree Elementary School into the new renovated Oakham Elementary School and subsequently leasing the New Braintree Elementary School building for a similar education-related use. In early 2018, QRSD administrators had initial conversations with the Southbridge-based Center of Hope Foundation regarding its transitional program as a possible reuse of the New Braintree Elementary School. Additionally, while this would not close the whole school, some stakeholders suggested that the Hubbardston Elementary School may have space, particularly in the library, which may be repurposed to house municipal administrative offices.

Goals for school strategies were generally focused on making the School District more appealing to potential students, thereby increasing enrollment or minimizing student population reductions. Action items associated with this goal include enhancing specialized education programs, improving activities sponsored by the QRSD, and connecting educational programs to post graduation careers. Consistently throughout the project, stakeholders emphasized the desire to create stronger partnerships between the QRSD and the municipalities. Action items for this goal take many forms, but predominantly imply keeping open, active, and regular lines of communication on programming, operations, challenges, and opportunities.

Cross Jurisdictional Collaboration

A logical component of this project was to consider possible efficiencies or cost savings that might be gained by working in conjunction with neighboring school districts. For instance, can two school districts share the services of one bus company or jointly procure landscape services? Cross-jurisdictional collaboration among nearby school districts is crucial to the survival of rural regional school districts. Providing a sense of the challenges and threats faced by rural regional school districts to state legislators will assist advocacy efforts that may result in more beneficial funding formulas, transportation financing, and development of collaboration opportunities.

Shared Services

Similarly, can the municipalities become more efficient and cost-conscious if they work together to jointly procure the services of one animal control officer to serve multiple towns? This collaborative action might free up funds that could be directed to school services or other services not previously provided effectively by a town. Numerous shared service opportunities were discussed throughout the project. While many of the towns are already sharing services with one or more towns in or outside of the QRSD, some of these existing agreements could be expanded (i.e. senior services, building inspection, and animal control) and several new opportunities could be considered. Exploration of a regional recreation committee, regional or shared fire services, shared economic development coordination,

shared human resources, shared veterans' services, as well as waste disposal and recycling services should be thoroughly considered.

Economic Development

Job creation, additional tax revenue, and business growth and development all result in an increasingly vibrant region that is more likely to attract new residents and visitors. Several goals and themes emerged from our discussions on economic development in the region. Consistent with the other components, one goal was to support the quality of life for residents in the Quabbin communities with appropriate services and amenities. In other words, the goal is to improve life for those who already live in the region. One simple enhancement comes in the form of improved access to reliable internet. A second goal was to establish the QRSD area as a business-friendly region. An objective for this goal is to retain existing businesses and encourage new business development. Following a preliminary asset inventory of the region, a clear goal is to promote and strengthen the Quabbin as a recreational, agricultural, and cultural destination for both residents and visitors. Implementation of objectives related to these goals will foster achievable and sustainable economic development that may not lead to population growth, but will generate a vibrant and resilient regional economy.

Values-based planning was critical to the project. Incorporation of student values and community values were front and center. From the extensive public engagement process, the project team identified recurring themes and goals for each of the four components. For each goal, objectives and specific action steps with responsible parties and an approximate timeline were identified. Narratives with background and in some instances case studies or models are contained in the body of the document. Summary tables are included in the appendices.

This project is an initial step, but a very fundamental and foundational step, toward a permanent partnership. The critical ingredient will be the continued active engagement of a broad cross-section of stakeholders. The Quabbin Educational and Municipal Partnership will work toward a financially sustainable future.

Project Overview

Background

The Quabbin Regional School District (QRSD) serves the Towns of Barre, Hardwick, Hubbardston, New Braintree, and Oakham.¹ In 2016, QRSD and the member Towns contracted with the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts Boston (Collins Center) to identify and analyze alternatives to reduce QRSD costs. The project included the following three deliverables:

- [Community and Schools Trends Report](#), (Collins Center, 2017)
- [Three Community Conversations](#) held in October and November 2016; (Collins Center, 2016) and
- [The Cost Saving Alternatives Report](#). (Collins Center, 2017)

The Collins Center was asked to identify and analyze alternatives to reduce costs to the QRSD based on the understanding that resources available from the state and local sources were not sufficient to fund the continuation of regular year after year cost increases and that per pupil spending would only rise despite student enrollments that continue to decline. QRSD has had steadily declining enrollments since FY2006, when it reached a total resident school enrollment of 3,028. [\(Quabbin Regional School District, 2013, pp. 23-24\)](#).

QRSD includes the following school facilities:

- Ruggles Lane Elementary School, Barre
- Hardwick Elementary School, Hardwick
- Hubbardston Elementary School, Hubbardston
- New Braintree Elementary School, New Braintree
- Oakham Elementary School, Oakham
- Quabbin Middle School, Barre
- Quabbin High School, Barre
- Quabbin Regional School District Administrative Offices and Supporting Facilities, Barre.

The Commonwealth's academic regional school districts face particular challenges due to factors such as changing demographics, changes in the level and source of funding they receive from both the state and from their member communities, and issues of governance and operating structures. RSDs in more remote areas must continue to meet the complex requirement of all schools over larger areas serving populations that are declining. This situation precludes their ability to take full advantage of economies of scale that allow for more efficient operations. And while the school choice program may grow the enrollment, the tuition provided (\$5,000) per student) is not adequate to cover the costs to educate the student. (Office of Suzanne Bump, State Auditor, 2017)

¹ For the purposes of this report, the collective Towns of Barre, Hardwick, Hubbardston, New Braintree and Oakham may be referred to as the QRSD Area. This is not to be confused with the Quabbin Region which often refers to the many other towns in an around the Quabbin Reservoir.

Recommendations and alternatives were articulated that intended to promote financial stability. The Cost Saving Alternatives Report detailed 11 best practice recommendations for costs/savings and multiple alternatives for school configurations/closings. (Collins Center, 2017)

CMRPC FY18 Scope of Work

Recommendations for school closures were not generally accepted as advantageous and many of the other recommendations were met by the taskforce and communities with skepticism based on a genuine lack of understanding of the region, its history, its residents, and its hopes for the future. The Quabbin Regional Consolidation Task Force (QRCTF) soon realized that school budgets would continue to grow relative to municipal budgets. They applied for and received another Community Compact grant to facilitate discussions on the Collin's Center Report. They then sought assistance from a locally-focused organization familiar with the region to develop recommended actions that might be considered to improve the overall financial stability of the QRSD and its member communities. In September 2017, the QRCTF contracted with Central Massachusetts Regional Planning Commission (CMRPC) to provide assistance in facilitation and additional technical assistance in support of community deliberation of alternatives available to improve the financial stability of the QRSD.

Total Population (US Census Bureau)	1990	2000	2010
Barre town	4,546	5,113	5,398
Hardwick town	2,385	2,622	2,990
Hubbardston town	2,797	3,909	4,382
New Braintree town	881	927	999
Oakham town	1,503	1,673	1,902
Average	2,350	2,849	2,947

Table 1- Town Populations, US Census Bureau

The QRSD budget for FY2019 had an average town assessment increase of 4.11%. "Barre's assessment of \$5,525,658 represents a 4.48% increase over last year's. Hubbardston's assessment of \$4,493,505 is up 5.57% over a year ago; Hardwick's assessment of \$2,441,156 is up 3.12%; Oakham's assessment of \$2,214,110 is up 6.26%; and New Braintree's assessment of \$1,221,253 is up 1.13%." (Miner, 2018)

After review of the previous recommendations by the Collins Center and further discussions with the QRCTF, CMRPC proposed to facilitate the collection of community input on four overlapping components in such a manner as to provide recommendations that work toward a financially sustainable future for the school district and the five towns. The four overlapping components considered included the following:

- Building Reuse and School Strategies
- Shared Service Strategies
- Economic Development
- Cross Jurisdictional Collaboration

While each of the Towns in the QRSD has much in common, they are also unique in many respects. Each town is rural, with large expanses of farm land, pastures, open meadows, and forests. The Towns of Oakham and New Braintree have limited commercial land and relatively

small town centers. The Town of Hubbardston has closer access to Route 2 and as a result has seen an increase in housing production unlike the other four towns. The Towns of Hardwick (Gilbertville, Hardwick, Old Furnace, Wheelwright) and Barre (Barre Center, Barre Plains and South Barre), each have multiple village areas with small concentrations of businesses. While school populations are declining, the Towns, while rural in nature, are not poor. The regional average Median Household Income (mhi) is 17% higher than the State's MHI (Table 2-Median Household Income (US Census Bureau). The populations are generally aging, which has many implications for the type of businesses, service providers, housing, and other accommodations. (See Appendix B)

Taken as a region, there is much to get excited about, but individually each town struggles to stand out as a destination. Hardwick Winery, Rose 32 Bakery, Hardwick Farmers Co-op, Robinson's Farm, the Covered Bridge may all be a destination for visitors to Hardwick if they know what they are looking for. Oakham hosts the entrance into Department of Conservation & Recreation (DCR) and Army Corps properties, the Pine Acres Campground, as well as the Quail Hollow Golf Club. With very little miles of pavement on a state highway (MA 122), it must do all it can to attract visitors to spend their money in town. New Braintree, the smallest of the towns, is fortunate to have the State Police Academy, Reed's Country Store, and home and agricultural based businesses. Only those few determined to get off the main roads will find their way there. Barre blossoms when Carter and Steven's Farm hosts an adventure race, or Felton Field draws horse and automobile enthusiasts. Hubbardston similarly has its year-round flea market and farm stands to draw revenue from travelers who venture off of Route 2.

An in-depth review of the Collins Center *Building Reuse and School Strategies* recommendations was sought by a diverse group of stakeholders with distinct perspectives on realities that any given recommendation might present. School staff, students, parents, community leaders, and others reactions were solicited. School strategies that might make better use of existing facilities were explored. Types of reuse options that might be acceptable were considered for their short term and long term benefits to the QRSD, the residents, and the towns. For example, recently the QRSD considered renting the New

Shrinking Smart: Quality over Quantity

"Sac City is probably one of our best examples of Shrink Smart, in that the quality of the services, the quality of the government, the quality of the community, it's phenomenal," Peters says.

Despite the decline in residents, Sac City, named for the Sac Indian tribe, teems with civic energy. The town boasts a hospital, a nice rec center, two pools, public schools, a library, robust day care, even a roadside attraction, the World's Largest Popcorn Ball — a confection that weighs more than 4.5 tons.

The Sac City Community Foundation is thriving, and everyone on its board is involved in one of the half-dozen other charitable foundations operating in this tiny town, or in local government, or both. If the group decides to spend a few hundred dollars on a permanent bike pump along the trail in town, not only do they personally know the person in charge of the project and the other funders, but they most likely know the person who'll be installing the pump. (Frank Morris, 2018)

Braintree Elementary School to the Center of Hope, an agency in the Southbridge area that serves disables adults by offering life skills and other programs. (Downer, 2018)

Shared Services or regionalization of services and procurement is one strategy that was explored. The municipal infrastructure of each is challenged to perform the routine functions of municipal government with limited resources. In some instances, a function such as Veterans Service agent, while mandated by state regulations, is so limited (less than 0.5 full-time equivalent (FTE) with only a few hours per week) that it cannot fully accommodate the needs of the population it is meant to serve. However, if multiple communities were to consider the option to share the services of one agent (1.0 FTE), the services and efficiency would likely improve for the region, thereby enhancing the quality of life. The QRSD, as the largest employer in the region, has functions such as maintenance, landscaping, nursing, or information technology (IT) that may be shared with the towns as well. An investigation of opportunities to collaborate and/or share services would certainly improve the overall management of the Towns and the taxpayer satisfaction.

The third component, **Economic Development Strategies**, was given a lot of attention as project participants felt the potential for growth in the region that would lead to business growth, job creation, business development and potentially increased population and school enrollment, that could provide a greater tax base and therefore provide the Towns with more funds to support the school budget and other town functions.

(US Census Bureau)	2010
Barre town	\$75,423
Hardwick town	\$57,866
Hubbardston town	\$82,443
New Braintree town	\$85,417
Oakham town	\$77,396
Massachusetts (MHI)	\$64,509

Table 2- Median Household Income (US Census Bureau)

CMRPC also explored possible **Cross Jurisdictional Collaboration**. There appeared to be potential to open discussions with school administration from surrounding school districts including, Montachusett, Tantasqua, Quaboag, North Brookfield, and others. While many rural school districts are facing similar challenges with declining enrollments, the time seemed ripe to open dialogues for possible consideration.

The QRCTF recognized the interplay between the financial stability of the member towns, the school district, and the region's overall economic sustainability. To that end, they renamed themselves the Quabbin Educational and Municipal Partnership (QEMP) with the expressed goal to "work toward a financially sustainable future".

Not surprisingly, overall our Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis discovered numerous strengths and opportunities of the QRSD Area, the Towns, and the QRSD. In large part, the weaknesses can be addressed with the many strategies presented in this report. The greatest threat, however, is that the QRSD Area, the Towns, and the QRSD continue on the current path and do nothing. The downward spiral of declining town and school resources will continue, the town residents will be less satisfied with increasing real estate tax payments while Town services decrease, the relationship between the residents, the schools will decline, the region will not leverage its many assets for economic development and will

slowly fade, and so forth. However, many of the strategies identified during the course of this project are already underway. To the credit of the QEMP, they have committed to keep the Partnership alive and to engage workgroups to continue the productive dialogues that were set in motion by the many meetings that were the hallmark of this effort. The stakeholder at the table must be open minded and not afraid to examine and potential embrace new ideas, and to make needed changes.

Across the country many rural areas are faced with declining populations for a wide variety of reasons - mill or business closures, remote areas too far outside of metropolitan areas, lack of attractions, or other. A story on National Public Radio spoke to the idea that towns with losing populations should learn to “shrink smart”. Rather than focusing on how to grow the population, communities should focus on improving the quality of life for those who are in the region. Bolstering a more positive sense of community and a great sense of connectedness will reap tremendous rewards. (Frank Morris, 2018)

Methodology

The Central Massachusetts Regional Planning Commission (CMRPC) was hired for its ability to work with communities, cultivate productive discussion, and build consensus to solve problems. Speaking in one voice is difficult enough for an individual town. Doing so with five towns and a regional school district required an approach that could capture all voices, highlight recurring themes, and weave together practical strategies for a financially sustainable future.

This planning process was an ongoing conversation for the towns, the schools, and the region as a whole. The final list of recommendations in this report represent a large body of information distilled to its most actionable and impactful elements. They are divided into four broad categories: School Strategies, Building Reuse, Shared Services, and Economic Development. In order to begin that process, CMRPC worked with community leaders and broadened its focus with every step, culminating in a region-wide meeting with stakeholders representing a collage of perspectives on the QRSD Area.



Photo 1: Region-wide Meeting, Photo by CMRPC

Phase I: Community Leader Survey and Focus Groups

While CMRPC is very familiar with the QRSD area towns from previous projects, the QEMP project started from a new perspective. The Quabbin Regional Consolidation Task Force was a group aiming to reduce the school budget in order to reduce its financial drain on the towns. While finding ways to reduce the budget is important, CMRPC has suggested that the towns need to be revitalized in order to be sustainable in the long haul. This meant bringing the towns, schools, residents, businesses and students to agreement on their vision for the future. CMRPC started this process with a short online survey of town leadership.

Information collected from the survey laid the groundwork for CMRPC to hold meetings with each town's staff and community leaders, using survey results to guide discussion on the four discussion components. These meetings were particularly useful for Shared Services because these groups are effectively the "boots on the ground" for municipal services. As many participants had been in town for a long time, they also offered keen insights on economic development possibilities and a valuable perspective on the school district's relationship with the towns. CMRPC used these discussions to help frame a region-wide public survey.

New Braintree Town Staff	January 16, 3:30-5:30pm	New Braintree Town Hall	~10 attendees
Hardwick Town Staff	January 22, 3:30-5:30pm	Hardwick Municipal Offices	~20 attendees

Barre Town Staff	January 23, 3:30-5:30pm	Barre Town Hall	~25 attendees
Hubbardston Town Staff	January 24, 3:30-5:30pm	Hubbardston Town Hall	~20 attendees
Oakham Town Staff	February 6, 6:00-7:30pm	Oakham Town Hall	~10 attendees

Table 3: Community Leader Focus Groups

Phase II: Public Survey and Individual Town Workshops

The public surveys were distributed on February 12, 2018 and responses were collected until March 19, 2018. The 773 responses were separated by town and a graphical summary of results is shown in Figure 1. Each town was given an individual survey tailored to its unique characteristics. Survey highlights and summaries can be viewed in Appendix D.

Using survey responses to guide discussion and solicit further feedback, public input came through more clearly articulated in the public workshop held in each town. To promote the survey and public workshops, CMRPC posted flyers in each town, utilized Facebook and Twitter, published updates to CMRPC and town websites, and published ads in the Barre Gazette, Quaboag Current, and the Worcester Telegram. Participation was particularly high in Hardwick, with nearly 50 attendees. Residents cited school closures as the major reason for their engagement, but walked away from meetings with a more complete picture of potential strategies for the future. These workshops

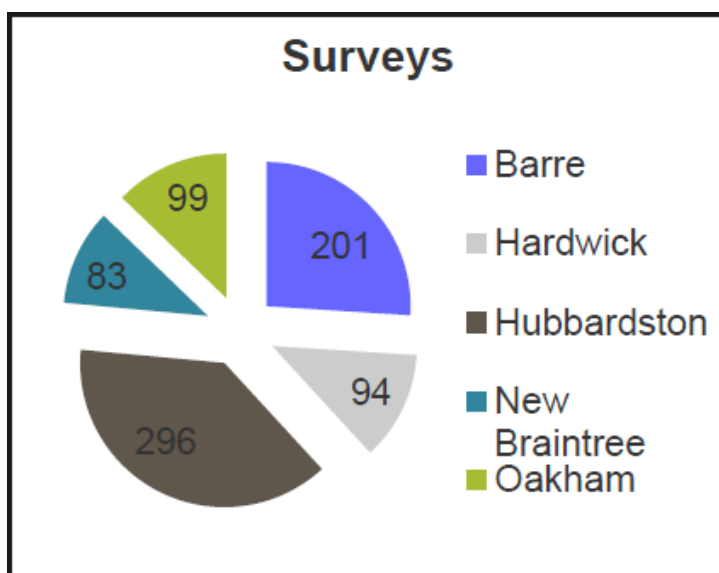


Figure 1: Quabbin Public Survey Responses by Town

started with a short presentation to give background on the project and then participants were broken into small groups based on topic, rotating through several stations so they were able to touch on each subject. A sample agenda is available in Appendix C. CMRPC was able to build on conversations instead of rehashing them by carrying themes from one meeting to the next and presenting them for further discussion.

Barre Public Meeting	March 28, 6-8pm	Barre Old Town Hall	~15 attendees
Hardwick Public Meeting	April 2, 6-8pm	Hardwick Town House	~50 attendees
Oakham Public Meeting	April 4, 6-8pm	Oakham Town Hall	~20 attendees
New Braintree Public Meeting	April 18, 6-8pm	New Braintree Town Hall	~25 attendees
Hubbardston Public Meeting	May 8, 6-8pm	Hubbardston Senior Center	~20 attendees

Table 4: Public Town Workshops

Phase III: School Staff Meetings

In order to gain insight into the current use of school building space, CMRPC started each school visit with a tour of the facility. After the tour, time was set aside for staff meetings to discuss the QEMP project. We solicited input on school closures and reuse possibilities. As the people who spend every day in these facilities, staff had a lot to offer on which part of the buildings could be sectioned off, what uses seemed appropriate, and other challenges and opportunities. We also asked about ways to make the school and district more attractive for people in and out of the region. They provided us with information about popular programs and curriculum. Because the school district is also the largest employer in the region, they were a great group to tell us what they want to see in terms of business development. Staff provided unique perspective on ways in which the district town and school interact. Aside from the occasional budget presentation, the relationship seemed mostly limited to large town events. The idea of a Regional Recreation Committee resonated with this group; it would give them more common ground to help build a relationship between the towns, their residents, students, parents, and schools.



Photo 2: Ruggles Lane School Staff Meeting, Photo by CMRPC

New Braintree Elementary School Staff	January 24, 3:00-4:30	~15 attendees
Quabbin Middle/High School Staff	February 12, 2:00-3:30	~100 attendees
Hubbardston Elementary School Staff	February 14, 3:15-4:45	~25 attendees
Ruggles Lane Elementary School Staff	March 28, 3:00-4:30	~30 attendees
Hardwick Elementary School Staff	April 2, 3:00-4:30	~25 attendees

Table 5: School Staff Meetings

Phase IV: Business Focus Group

Feedback from the local business community was crucial for the economic development portion of the project. We invited business owners from around the region to meet at the Barre Mill Restaurant, a local restaurant. Participants were asked why they chose to do business in the QRSD area and what obstacles stood in the way of growth. Their responses helped us learn how the towns work with business owners and developers to complete



Photo 3: Business Focus Group at the Barre Mill Restaurant, Photo by CMRPC

projects in the region. In order to make improvements, it is important to know the why businesses become frustrated with the local process and when they find the towns helpful. This led to discussions on how regionalization could improve town services. A testament to the amount of overlap between each component of this project, they also discussed how schools could better prepare students to join the local workforce.

Quabbin Business Focus Group	May 9, 6:00-8:00pm	The Barre Mill Restaurant	~15 attendees
------------------------------	--------------------	---------------------------	---------------

Table 6: Business Focus Group Meeting

Phase V: Student Focus Group

One of the last and most important meetings was with the Student Government of Quabbin Regional High School. Students were asked questions about their relationship with their town: whether they planned to live there in the future; whether they enjoy spending time in the area or tend to go to other surrounding towns; where they worked and where their parents worked; and how they contribute to the community. They were especially engaged when discussing ways to improve the school and also envisioning economic development that could make the QRSD area a regional destination. When asked if they would stay in the QRSD Area following graduation, only two students responded that they plan to.



Photo 4: Student Focus Group at Quabbin High School, Photo by CMRPC

Quabbin Student Focus Group	May 10, 10-11am	Quabbin Middle/High School	~25 attendees
-----------------------------	-----------------	----------------------------	---------------

Table 7: Student Focus Group Meeting

Phase VI: Region-Wide Meeting and Recommendations

CMRPC collected recurring themes from all meetings and surveys and used a regional meeting to refine them to the most practical and actionable. After participants signed in, they were asked to use stickers to vote on their favorite strategies for each of the topics: School Strategies, Building Use and Reuse, Shared Services, and Economic Development. Next, they were asked to break into small groups and self-sort

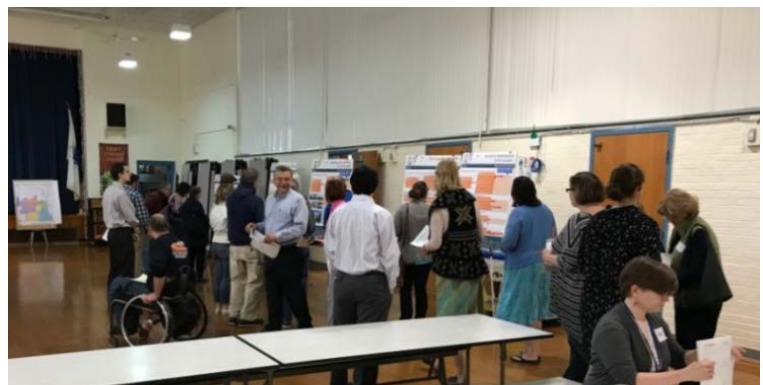


Photo 5: Region-wide Meeting at Ruggles Lane Elementary, Photo by CMRPC

in order to discuss the topic they were most interested in. School officials spent time working on School Strategies, Selectmen talked about Shared Services, business owners discussed Economic Development, and after about 40 minutes, they were asked to move to a new group to review the work of the previous group. This proved to be an extremely productive method of soliciting input. After that review, CMRPC's discussion moderators reported back to the group as a whole. This meeting marked the final and cumulative opportunity for public input on this project. Of course, the dialogue must be sustained in order to make change after this project.

Region-wide Public Meeting	June 7, 6:00-8:00pm	Ruggles Lane Elementary	~45 attendees
----------------------------	---------------------	-------------------------	---------------

Table 8: Region-wide Meeting

Building Reuse Strategies and School Strategies

A key component of this project was the possible reuse or closure of a portion or all of one or more of the five elementary schools. Table 9 provides useful information regarding the nature of each schools' use in 2016. In School Year 2017, Oakham Center School was closed for asbestos remediation. Approximately 150 students from Grade 2 to Grade 6 from Oakham Elementary School were temporarily relocated to the New Braintree Elementary School.

School	Enrollment	Grades Served	Student: Teacher Ratio	Students with disabilities	High Needs	Economically Disadvantaged
Ruggles Lane	464	K - 6	15.3 to 1	24.8%	47%	34.5%
Hardwick Elementary	194	K - 6	14.7 to 1	19.6%	54.6%	46.9%
Hubbardston Center	319	K - 6	16.5 to 1	16.9%	29.5%	18.2%
New Braintree Grade	54	PK - 1	13.5 to 1	16.7%	33.3%	22.2%
Oakham Center	149	2 - 6	19.0 to 1	14.7%	26.4%	19.4%

Table 9: School Year Enrollment for QRSD Elementary Schools (Massachusetts Department of Elementary and Secondary Education, 2018)

Objectives for school reuse were to maintain or improve the quality of education for students; to ensure safety of the students by appropriately sectioning off any non-school use, to decrease costs of building maintenance, to more fully utilize the whole property; and to maintain the town's identity.

Workshop attendees were encouraged to keep in mind that the entire projected K-12 student population could be housed in the Middle/High School Campus. While enrollment continues to decline, the rate of decline has slowed. In School Year 2017, New Braintree students (Grades K-1) and Oakham students (Grades 2-6) were co-located in a favorable setting more typical of a traditional K to 6 elementary school.

School buildings have a variety of types of spaces. They have not only classroom space, laboratories, kitchens, dining facilities, meeting, community and recreational spaces, but also office spaces with ample parking that are often centrally located to town centers. Additionally, these facilities often have reliable high-speed internet, which is seriously lacking in most of the QEMP communities.

Building Reuse Strategies

The Collins Center Report considered a variety of school closure scenarios. An aspect of this project was to consider those strategies under the lens of present day realities. With declining enrollments and many other programmatic costs increasing, the cost per pupil for the QRSD continues to rise. As the Towns put pressure on the QRSD to control costs, one logical measure

to explore was reducing the school district's physical footprint by closing or repurposing a school in whole or in part. This would curb physical maintenance costs and allow the QRSD and a town to potentially rent or sell the asset to another occupant for another use thereby actually generating revenue.

Initially, residents, community leaders, parents, or school staff, when engaged, felt that it was important to keep their town's school open. "Towns need their own elementary school," was a common response from focus group and workshop attendees, as was "Young children should not be on the bus that long." However, as the project continued, the debate began to center around the question of whether it would be better to have a quality education for elementary age students that required a somewhat longer commute, or a lesser quality education for the same students only because the town did not want to lose what it considers an important community asset. Gradually, a preference for quality education began to emerge.

While few of the communities ever expressed complete comfort with the idea of closing their school, participants were much more amenable when the discussion turned toward reuse. Discussing what to do with a school that *had to be* closed, was much more palatable than discussing school closure itself. Participants were also much more open to the idea of partial reuse. The topic of partial building reuse was accompanied by logistical questions about how to section off new uses without disturbing the school environment or compromising the safety of the student populations.

During the community outreach process (community-leader surveys and focus groups, public surveys, and town specific focus groups) possible reuse scenarios for elementary school buildings were considered. The following reuses were presented as options for elementary school reuse:

- Education-related or similar uses
 - Continuing or adult education programs;
 - Daycare;
 - Satellite campus for a college/university or other educational organization;
 - Virtual classroom/campus or training center;
 - Vocational school programs;
- Municipal or civic uses
 - Community/senior center;
 - Municipal offices;
 - Public safety complex, e.g. fire department, emergency management services, police department;
- Commercial
 - Food processing center/business incubator kitchen
 - Retail space/offices or small business incubator (shared office);

- Other
 - Housing, specifically senior housing
 - Rehabilitation center;
- Mixed use
 - Mixed use: school and daycare;
 - Mixed use: school and municipal offices;
 - Mixed use: school and senior/community center;

In the anonymous survey, most respondents voted to partially reuse school building space. As one might expect, most towns were more interested in repurposing any elementary school but their own. There were some regional trends that indicate the following top reuses for each school building:

- Ruggles Lane Elementary School - Continuing or adult educational program center;
- Hardwick Elementary - A mixed-use school and daycare;
- Hubbardston Elementary School - Mixed use municipal offices and senior center;
- New Braintree Elementary School - A daycare; and
- Oakham Center School - Mixed-use school and daycare.

Even if the communities of the QEMP region come to a consensus in favor of a certain action, it is crucial that the effected town be supportive of the reuse. Therefore, the project team was careful to record and synthesize the various ideas and concerns of each town. The following sections analyze how each community views the reuse of its own elementary school.

Barre

Barre's top school-building re-use choices for Ruggles Lane Elementary School:

1. Vocational school programs;
2. Daycare;
3. Satellite campus for a college/university or other educational organization;
4. Virtual classroom / campus or training center; and
5. Continuing or adult education programs.

ADDITIONAL CONSIDERATIONS: It is important to keep in mind that Ruggles Lane Elementary is now fully utilized and there is little support within Barre for any building reuse. However, other QRSD towns suggested that closing Ruggles Lane would make sense because Barre is centrally located and transporting students to a different school would be relatively easy.

Hardwick

Hardwick's top school-building re-use choices for the Hardwick Elementary School:

1. Daycare;

2. Continuing or adult education programs;
3. Satellite campus for a college/university or other educational organization;
4. Municipal offices; and
5. Vocational school programs.

Hubbardston

Hubbardston's top school-building re-use choices for the Hubbardston Elementary School:

1. Municipal Offices;
2. Daycare;
3. Community/Senior Center;
4. Continuing or adult education programs; and
5. Satellite campus for a college/university or other educational organization.

ADDITIONAL CONSIDERATIONS: Hubbardston is currently leasing some classrooms to the Central Area Programs and Services (CAPS) Collaborative and both parties have found that to be a positive arrangement for students and staff. Hubbardston's public survey responses reflected the response patterns of other communities in preferring school-related reuses for decommissioned school facilities. However, Hubbardston survey respondents identified their need for a community/senior center and/or more municipal office space, slightly more frequently than other communities. Hubbardston's public survey had 298 responses, and each of these building reuses received over 100 positive responses. These results were reiterated by participants at the town-level workshop. Hubbardston residents identified a need for more space at their senior center as well as more room for basic municipal offices.

It is important to note that converting school buildings to municipal offices can be a costly and complicated undertaking. Some municipal departments require special equipment, such as a vault for the Town Clerk. Participants also suggested that the school library could easily be sectioned off for town offices or other municipal purposes. School staff commented that they could give up the large library space, especially considering the town library is right next door.

New Braintree

New Braintree's top school-building re-use choices for the New Braintree Elementary School:

1. Daycare;
2. Vocational school programs;
3. Virtual Classroom/Campus or Training Center;
4. Continuing or Adult Ed. Programs; and
5. Senior/Community Center.

ADDITIONAL CONSIDERATION: In school year 2017-18, the New Braintree Elementary School accommodated the kindergarten and first grade students, as well as the second grade through sixth grade students, from Oakham Elementary School while the facilities were undergoing asbestos mitigation. Meeting participants gave this arrangement a generally positive review. New Braintree's school staff was especially satisfied. Further, several meeting participants said

New Braintree Elementary could feel isolated for students and staff when they were separated, because only a few classrooms were being utilized at any one time.

New Braintree ranked the reuse of school buildings as the sixth most important school strategy QRSD should be taking. However, they did join the other the Towns in recognizing the need to keep schools functioning as schools.

ADDITIONAL CONSIDERATION: QRSD officials have explored the possibility of partnering with Center of HOPE, based in Southbridge to offer special needs adult training and employment services. Such a program might be hosted at the New Braintree Elementary School. A similar program in Westborough provides a chance for older special ed students to practice workplace skills (Tom Godfrey, 2018)

Westborough Sugar Shack

A candy and gift shop where Westboro special needs students ages 18-22 will be able to learn and practice skills got a boost March 8, when Gov. Charlie Baker signed legislation allowing establishment of a revolving fund to support the project.

The Westboro Public School initiative, called the BORO Program, is setting up the fund to allow the shop, dubbed the Sugar Shack, to make money and re-invest that money into the store and the program. The revolving fund paves the way for the store's opening this fall

(Tom Godfrey, 2018)

Oakham

Oakham Elementary School was closed throughout most of this project for asbestos mitigation. The second through sixth grade students were accommodated during the 2017-18 school year in the excess classroom space of the New Braintree Elementary School.

When asked what a school building could be reused for, if determined to be absolutely necessary, Oakham responded with the following choices for Oakham Elementary:

1. Daycare;
2. Continuing or Adult Ed. Programs;
3. Senior/Community Center;
4. Municipal Offices;
5. Vocational school programs;

Regional Concerns

Generally, most project participants felt there was no elementary school that should be closed and sold in its entirety. Each school property is a valuable asset that presents a variety of new opportunities for the QRSD, through repurposing for related educational purposes or for the town through leased space options that added either educational or economic value to the region.

QRSD Towns generally want to keep school buildings reused for educational purposes. This is because the school building would be able to be adapted to future building codes without costing too much money; whereas a school adapted for another purpose would need many new renovations to allow it to be returned to its original function as a school building.

Throughout the five public meetings in each Town, we heard many new views of QRSD as well as creative ideas for building reuses and school strategies. For instance, many meeting attendees felt strongly that QRSD should offer daycare for as many who need it. Although commenters expressed a genuine appreciation for their school and its capacities, the one feature that would make QRSD even more attractive to parents and families is daycare. Participants cited the difficulty of managing the transportation needs of multiple children of varying ages while also accommodating their own work commute.

Another possibility multiple parents suggested was to improve student bussing. Participants expressed the feeling that efficient, well-funded bussing should be standard practice for a regional school system. A few participants in the New Braintree public workshop, for example, cited their own experiences with regional school systems in the Southwest. There, students rely on bussing as a matter of course. Other parents suggested inviting another Town into the QRSD Region might be an option for stabilizing enrollment. Some participants cited a preference for that option even more than finding a suitable reuse for a school building.

Perhaps the most common suggestion in terms of school strategies and building re-use was vocational, STEM, or life education programs. At almost every meeting, some participants mentioned the need for QRSD to offer these types of courses. One participant in a focus group stated, "Students are being taught how to go to college. Some don't even know how to open a checking account." Many parents and residents expressed a need for classes like home economics, shop, personal accounting, and other basic life skills classes to be offered. There were also those who simply wanted to focus on the thing that has changed our lives the most in the recent past: technology. Classes like Introduction to Circuitry, Programming, Robotics, Biotechnology and other computer-oriented skills and knowledge were seen as the most important category of learning for students nowadays. Some public meetings ended with big ideas like an Agricultural, Vocational, High School. Other meetings arrived at much smaller scale solutions, like simply preserving art and music courses, or increasing the number of foreign languages offered.

In the course of discussions, the administration building had not previously been considered for reuse. However, on further examination, the administration functions could be relocated to one of the schools and the administration facility could be reused for one or more of the many uses considered for the elementary schools.

School Strategies

Collins Center Recommendations

The Collins Center Report included a series of 11 “best practices” actions that they recommended the District undertake to strengthen its financial stability by controlling some of the cost drivers affecting the District’s budget, increase trust and information sharing, and, perhaps most importantly, improve student achievement whether enrollment was increasing or decreasing. (Collins Center, 2017) The 11 best practice recommendations are as follows:

- Recommendation 1: Reduce special education enrollment and costs by enhancing regular education programming, special education data collection and controls, and reducing out-of-district placements.
- Recommendation 2: Increase enrollment in the high school by increasing offerings and incenting students/parents to choose the regional public school for their secondary education.
- Recommendation 3: Conduct an outside review of the costs and benefits of the International Baccalaureate program.
- Recommendation 4: Enhance the District’s nepotism policy to eliminate the perception of preferential hiring for relatives of central office administrators and school committee members.
- Recommendation 5: Place accountability for performance with the adults, not with students. For example, adopt language designed to ensure that the needs of low income and special education students are not “blamed” for District budget concerns.
- Recommendation 6: Increase transparency in the process of developing the annual budget.
- Recommendation 7: Control/moderate fiscal impact of future teachers’ cost of living and annual step increases on the budget.
- Recommendation 8: Continue to engage in discussions with surrounding communities around joining the district, negotiating a tuition agreement to accept a community’s pupils in particular grades or otherwise sharing services.
- Recommendation 9: Improve communication with students and parents, and increase their sense of commitment to QRSD.
- Recommendation 10: Engage in a multi-town visioning and planning process to develop an action plan to improve economic development and increase the number of families living in the area.
- Recommendation 11: Amend the regional agreement to provide the School Committee and District administrators with authority to respond to changing enrollment and financial conditions.

Budget Process

From the Collins Center Report, “Recommendation 6: Increase transparency in the process of developing the annual budget” indicated that there was a sense that town officials, staff, school board members, parents and other stakeholders were significantly concerned with the school budget process. As town officials and local residents requested additional information regarding the rationale behind the annual school budget, the documentation became hundreds of pages long with extreme detail. QRSD administrators created an executive summary of the budget, comprised of statistics and summaries to address the need for more a more transparent budgetary process. However, a new problem emerged, in that some stakeholders became concerned that with so much detail, some expenses may not be accurately tracked and could be lost or “hidden” behind the summary report. Contrary to expectations, more detail resulted in more skepticism and confusion, not less.

QRSD pointed to the comprehensive annual budget and report that they developed. Administrators met with concerned stakeholders from each town to explain proposed programs, expenses and the budget. As residents continually expressed greater concern for transparency, they got more detail. With greater detail and justification, many reviewers became overwhelmed and were not able to fully critique the budget. The ability of reviewers to adequately assess and critique the document did not match the sophistication of the budget and supporting documentation. Documents were produced, meetings were held and fewer and fewer stakeholders engaged at a substantive level. QEMP realized that people were not as concerned about transparency of the budget process as they were about how much money is actually required to run a quality school system. Therefore, the school strategy concerned with creating a more transparent budget was sidelined for the time being. Stakeholders were encouraged to attend school budget meetings, read the reports, ask questions, and otherwise address their concerns regarding transparency through active involvement in the budgetary process. Administrators were encouraged to share more about the broad area of “fixed” costs (facilities, transportation, personnel, health insurance, etc.) discretionary spending (program choices, etc.) as well as overall QRSD objectives and challenges they faced in the process. At the same time, administrators focused less on the number of books needed or the costs and quantities of day-to-day goods like printer paper.

Goals

Derived from the Collins Center Report, refined with the assistance of the QEMP, and prioritized in the initial community leader survey and focus groups, additional community comments were solicited via the survey and subsequent focus groups on the following eight recommendations:

1. Work to continue offering enrichment/specialized programs to students at the high school, such as: National Junior Reserve Officer Training, Advanced Placement courses, International Baccalaureate, Robotics, Biotechnology, Music, and Art and Design.

This recommendation was popular by respondents from each of the five towns. By offering these types of programs, QRSD would be more attractive and enrollment might increase from outside school choice students and attrition to other programs would be reduced.

2. Increase the enrollment at the high school by increasing offerings and incenting students/parents to choose the QRSD for their high school education.

This recommendation was popular by respondents from each of the five towns. In line with the previous recommendation, QRSD should consider providing more Science Technology Engineering and Math (STEM) courses, possibly additional foreign language classes, after school programming and club opportunities to entice more outside students from outside the QRSD Area and to retain those that might school choice elsewhere.

3. Continue to engage in discussions with surrounding communities and/or other school districts about partnerships that can improve efficiencies.

A common theme that ran through the entire project was to collaborate with the participating communities as well as nearby school districts. Through collaboration and active dialogue, QRSD can explore opportunities to achieve greater cost efficiency and improved service delivery in a wide variety of arenas. This recommendation is discussed in greater detail within the Section on Shared Services and Cross Jurisdictional Collaboration.

4. Examine ways in which the school district might expand its service delivery pattern to support town needs, e.g.: technology, equipment sharing, etc.

Similar to the previous recommendation, this course of action suggests that stronger partnerships must be forged between QRSD and the participating municipalities. This recommendation is discussed in greater detail within the Section on Shared Services and Cross Jurisdictional Collaboration.

5. Control fiscal impact of school personnel salary and benefits by accessing current financial data from surrounding communities regarding salary and benefit packages to ensure benefits are at least regionally competitive.

Regular collaboration with neighboring school districts will provide the salary information, necessary to do a review of personnel costs at QRSD. But an apples-to-apples comparison may be difficult given the geographic and demographic differences, as well as the curriculum and other programmatic differences that exist between school districts.

6. Work to reduce special education enrollment and costs by enhancing regular educational programming, student assessment data collection and controls, and the need to send students out of the district to specialized programs.

QRSD may be able to more effectively meet its special education requirements in collaboration with a non-profit provider such as CAPS Collaborative.

7. If appropriate, re-use or share available space in school buildings to accommodate accessory uses or non-school uses.

Possible school reuse scenarios were discussed in the previous section. Scenarios were focused on the potential for complete or partial reuse of each of the elementary schools. Generally, education-related uses or municipal or public uses were preferred to other uses including commercial or residential uses.

8. Amend the five (5) town Regional Agreement to provide the School Committee with the authority to close schools.

Very few survey respondents indicated this as a preferred strategy. Generally, the School Committee and municipalities must work together to authorize the closure of a school only after a thorough review of risks and benefits. Possible school reuse scenarios were discussed in the previous section. Scenarios were focused on the potential for complete or partial reuse of each of the elementary schools.

Individual town survey responses are summarized in Appendix D. While there were slight variations in preferred school strategies between towns, respondents from each town typically preferred the recommendations that included the following **four** goals:

1. Increase school choice student enrollment into the district and decrease student transfers out of the district.
 - a. Improve the quality of education,
 - b. Expand course offerings with STEM, AP, IB, Art and Music, Design, foreign language
 - c. Focus on vocational curriculum that aligns with available post-graduation career opportunities not offered in other vocational schools.
 - d. After and/or before school pay to participate activities or clubs
 - e. Consider other alternatives to reverse declining enrollments
 - f. Expand pre-school and daycare options
2. Develop, foster and maintain strategic partnerships with participating municipalities and nearby school districts
 - a. Towns may benefit from school resources
 - b. Operational efficiencies between partners can make the municipalities, the QRSD, the QRSD Area, and the surrounding region stronger and more resilient
 - c. Encourage civic participation from students. While many students will leave the area when they graduate, those who stay should be encouraged to be active in municipal government and other civic associations. Students are required to complete community service hours before graduating. Work with the new Regional Recreation Committee to better coordinate youth volunteerism.
3. Reduce special education costs.
4. Consider space reuse alternatives.

- a. These alternatives were explored in the previous section. See table on page 53 for a summary of possible reuses.

Additionally, over the course of the project, the following were also suggested as school-based strategies, but were given less priority for a variety of reasons.

1. Develop programming that supports local agricultural (and general small business) economy. The region is home to hundreds of agricultural based enterprises. None of four of the state's agricultural high school are located within the region. Curriculum can be developed to foster some of the many skills needed in the agricultural economy such as small business accounting, business planning and forecasting, plant biology, animal biology, and marketing.
2. Teach life skills to support the whole person. Community members encouraged the school to develop or strengthen its programming to educate all students on basic life skills such as managing personal finances, opening a checking account, applying for a job or a loan, home maintenance, family care, first aid, etc.

Shared Services Recommendations

The Towns of the QRSD Area are not strangers to cooperation. Because they are such small towns, it is often impractical to staff an entire department on their own. They recognize the value of sharing municipal services across town lines, and they have already tackled several departments that run more efficiently when performed on a larger scale. One of the first such projects was the move to regional dispatch through the Rutland Regional Emergency Communication Center by the Towns of Barre, Oakham, and Hubbardston. Several commented that shared dispatch opened the door to further those relationships because it demonstrated the towns could improve services without increasing costs. CMRPC's recommendations seek to build on the region's prior successes.

If the towns do not continue their efforts to work together, they will be faced with stagnant revenue streams, increasing expenses and declining service levels. As towns become more isolated, their ability to efficiently provide necessary services becomes more difficult, especially in small towns with shrinking tax bases. The QRSD area's willingness to be creative and innovative will allow it to shrink or grow while providing sustainable municipal services to the public.

While regionalization may or may not result in cost savings, the real benefit is professionalizing and improving services. It is not efficient for each town to have its own Animal Control Officer. While it may seem cost effective to pay a per diem employee a small yearly stipend, their limited availability can mean less access to vital services. Sharing vital town positions among a group of neighboring communities makes that individual available on a more regular basis. It also provided communities access to a larger pool of applicants, since full or even part-time employment is often more appealing than a per diem job. The success of Rutland Regional Animal Control, utilized by Barre and New Braintree, is a great example of an improved service without a dramatic long-term cost to any one community. This approach can be applied to any number of vital town services and support for it was generally wide-spread among participants in the community outreach process.

Goals

CMRPC's regional survey asked respondents to rank, by order of importance, goals to keep in mind when considering regionalization. The results are ranked as follows with comments from the meetings incorporated.

1. Maintaining qualified and effective staff

People felt very strongly that most town employees were dedicated public servants and want to ensure that they are not pushed out to make way for a regional department. The most effective departments are often successful because of the institutional knowledge of their employees. This also presents a problem when long time employees leave their position and new hires have to spend time reconstructing that institutional knowledge. Regionalizing can often mean increasing the number of employees and therefore insuring against this kind of disruption.

2. Maintaining local control of the service and ensuring the level of service is divided fairly between towns

As small towns, they have gone through agreements where their interests were overlooked in order to serve those of a larger stakeholder. Clearly establishing contract terms, assessment formulas and service level expectations is fundamental for these types of partnerships to succeed.

3. Improving the service

Meeting participants were excited by the idea that town services could be improved. Better access to emergency services, building permits, or an animal control agent can improve the quality of life for residents.

4. Creating economies of scale that facilitate cost savings

While cost savings should be a goal, quality service is the priority. Towns may not recognize cost savings while improving services. Mitigating risk is seen as a form of cost savings. Preventing litigation can save a town from major expenses. Hiring a Human Resources professional, for example, may cost some money but protects the town against potentially costly lawsuits.

5. When partnering with towns for bulk purchasing, increasing competition may drive down costs

Many viewed joint procurement as something that could easily benefit all towns. The challenge is coordinating purchasing schedules and getting the timing right. When talking about larger capital purchases like DPW equipment, it is important to clearly outline contract terms and liability.

6. Faster response time or task turnaround, better customer service

Especially for permitting, faster turnaround would be helpful to business owners and developers in particular.

7. Geography; keeping offices in a convenient location

Attendees commented that they would prefer a regional department to be located somewhere central; in Barre or Hardwick.

8. Planning efforts so they align with staff retirement or attrition

This was at the bottom of nearly every survey. However, the most common reason for regionalizing is when an employee leaves and their position needs to be filled. For example, when New Braintree's Police Chief retired, regionalization became much more favorable.

Below is a chart that reflects the survey results and what was voiced at various community meetings. This chart is useful in assessing the “political” will of each town to regionalize a given department and in formulating strategies.

PUBLIC FEEDBACK ON SHARED SERVICES IN THE QUABBIN

Service	Barre	Hardwick	Hubbardston	New Braintree	Oakham
Animal Control	Regionalized	Palmer?	Regionalized	Regionalized	
Assessing					
Building Inspection	Regionalized	Regionalized		Regionalized	
Conservation Agent					
Council on Aging/Senior Services	Regionalized	Regionalized			
Dispatch	Regionalized	Regionalized	Regionalized	Regionalized	Regionalized
Fire Department					
GIS Mapping					
Health Agent					
Human Resources					
Information Technology					
Police Department		Regionalized		Regionalized	
Specialized DPW Equipment					
Emergency Medical Services	Regionalized	Ware Contract			
Recreation					
Town Admin					
Town Planning					
Treasurer/Collector/Accounting					
Transfer Station/Recycling					
Veterans Services			Regionalized		

Table 10: Feedback on Regionalization in the Quabbin

Regionalization Advantageous
Would Consider Regionalizing
Would Not Consider Regionalizing

Objectives and Action Items: Build on Existing Agreements

1. Hardwick and New Braintree Police Department:

This new arrangement was initiated when New Braintree’s Police Chief retired. Hardwick hosts the service with quarterly fees and reports being assessed to New Braintree and the option to increase fees, should there be an increased need for law enforcement. Residents in both towns responded positively when asked about the new department, citing the increased visibility of police work in New Braintree. This agreement is the first in Massachusetts and will surely serve as a model for those regionalizing in the future. Residents stated that the dependability of the State Police gave New Braintree residents a greater comfort level with regionalization.



Photo 6: Hardwick Police, Town of Hardwick

2. **Dispatch:** Increased coverage and the economies of scale offered by the Rutland Emergency Communication Center have made for one of the most successful regionalization projects in the region. Although many cited the difficulty of giving up local control of dispatch, all five towns are now part of a regional program that continues to improve. Towns are making the move to regional dispatch across the state, in part due to grants available from the State 911 Department:

<http://www.mass.gov/eopss/agencies/state-911/e911/trng-and-progs/training-grant-program.html>.

3. **Animal Control:** Transitioning to a more professionalized service has become necessary as the Massachusetts Department of Agricultural Resources develops new requirements for animal shelters. The Towns of Barre, Oakham, and New Braintree have partnered with Rutland and other nearby towns. The group employs a full-time Animal Control Officer to handle calls from all towns. Meeting participants gave the shared service positive reviews. Hardwick explored joining the Rutland agreement but found that their assessment would be considerably higher than the per diem stipend they currently pay. Hubbardston works with Gardner in a similar arrangement. Additionally, the Regional Animal Control Department in Palmer is currently designing a new animal shelter and may be looking to expand its service in the coming years.

ACTION ITEM: Hardwick should reach out to the Palmer Town Manager to express their interest and explore the feasibility of **sharing Animal Control Services**.

4. **Economic Development:** As described in the Economic Development portion of this report, the Towns of Hardwick, Barre, Hubbardston, New Braintree, and Oakham have agreed to work together to plan for economic growth, providing a chance to look at economic development regionally. The Coordinator will be an employee of the Town of Hardwick and will report to a committee that represents all five towns. They are on schedule to hire the Economic Development Coordinator by mid-late summer, 2018.

An Ongoing Effort: Quabbin Economic Development Coordinator



Thanks to a Community Compact Efficiency and Regionalization Grant, the Town of Hardwick secured funding to hire a full time Quabbin Economic Development Coordinator to serve all QEMP towns.

The Coordinator will be responsible for facilitating community economic development initiative planning and implementation, identifying and fostering new growth opportunities, promoting the region, and securing funding that supports economic development activities and programs.

The job description for the Economic Development Coordinator and the Inter-Municipal Agreement that governs the position can be found in Appendix E - Sample Regional Agreements

This position has also created the need for a Quabbin Economic Development Committee which is comprised of a Representative and Alternate Representative from each town. Selectmen were encouraged to appoint their Town Administrators to be the representatives with alternates being a member of the Planning Board or other active volunteer. This Committee will be able to provide the local expertise and guidance needed by the Economic Development Coordinator.

ACTION ITEM: The Economic Development Coordinator should actively engage stakeholders through the Economic Development Working Group and regular communication with town and regional-level business associations. At the region-wide QEMP meeting on June 7, several participants volunteered to further economic development efforts by signing up for an Economic Development Working Group. Volunteers for the Economic Development Working Group will be encouraged to attend meetings and provide support to the Committee and Coordinator in order to carry out recommendations from the Economic Development section of this report. The Economic Development Work Group will be group of stakeholders that develops from the QEMP. The Economic Development Committee are appointed from each town to oversee the Economic Development Coordinator.

5. **Fuel:** Over 20 Worcester County communities are participating in CMRPC's FY19 Joint Fuel Procurement Program. CMRPC works with towns to determine their needs for Fuel (heating) Oil, Diesel Fuel, Unleaded Gas, and Propane, and uses those numbers to attract vendors to the collaborative bid. Bids are solicited from program vendors at both a fixed and variable rate basis. This is the fourth year of the program and it continues to grow. This year, Hardwick, Hubbardston, and Oakham are participating in Joint Fuel Procurement Program.

ACTION ITEM: Barre and New Braintree should compare their fuel pricing and decide whether to participate in the Joint Fuel Procurement Program in fiscal year 2020 and/or beyond. Participating towns are under no obligation to purchase from program vendors. Alternatively, QEMP towns could work together to procure as a five-town region.

6. **Building Inspection:** The existing regional Building Department in Barre also serves Hardwick, New Braintree, and Petersham. In CMRPC's meeting with the local business community, participants were under the impression that the Inspector had exclusive office hours in each town. In speaking with Selectmen in the QRSD Area, the agreement is structured to allow residents from all towns to utilize services whenever the inspector is available. Building Departments are sustained on the fees they collect. Therefore, it makes more sense for them to serve 'customers' instead of Towns. The Selectmen of the involved Towns are planning to meet as the anniversary of this agreement approaches, with the intention of improving the agreement.

ACTION ITEM: The Economic Development Coordinator and Town officials should work to educate regional business owners and the general public about Building Inspector availability and the shared services program in general.

ACTION ITEM: The Economic Development Coordinator should work with QEMP community leaders to identify new opportunities for service sharing in the QEMP region. Barre has expressed willingness to expanding their services to other towns. Hubbardston is looking to fill its Building Inspector position and is currently in talks with Gardner about regionalization. Hubbardston should consider both Barre and Gardner agreements and decide which is more advantageous. It is recommended that Oakham also join that conversation as the town's meeting attendees expressed substantial support for an arrangement that would make inspections more accessible.

7. Council on Aging/Senior Services:

Barre's new senior center was one of the most highly discussed topics in community meetings. Not only is the facility newly constructed, the senior center also offers a wide variety of programming unavailable in other towns. Hardwick has recently regionalized with Barre and although the transition was controversial, most participating seniors at these



Photo 7: Barre Senior Center, photo from Senior Center Website

meetings gave the program positive reviews. As Hubbardston has not been able to raise funds for their own senior center, it may be beneficial to consider tapping into surrounding towns like Gardner, Westminster, or Barre. This suggestion tends to be controversial because senior citizens generally prefer more local facilities and transportation to a new place may seem daunting. Increasing access to Barre's most popular programs would be a good starting point for this regionalization process.

ACTION ITEM: Transporting seniors (from any QEMP town) to events at Barre's Senior Center could represent the first step toward more robust services for all seniors in the region. The Implementation Committee should explore options for shared transportation services for the region's senior population.

Objectives and Action Items: Short Term

- 8. DPW Equipment:** This was identified as a top priority for the public, elected official, and town staff. Hardwick recently bought an excavator, which they intend to utilize extensively for an upcoming project. After the completion of this project, however, it may be more available for use by other towns. Hubbardston's DPW wants to buy a roller but will have difficulty justifying the expense on its own. The potential exists for

significant cost savings, should the towns coordinate large capital purchases like this. Several years ago, Barre, Hubbardston, and Oakham were involved in a group that jointly procured a bucket truck and chipper. They were able to tap into a Community Innovation and Challenge Grant for the initial purchase. The participating towns contribute to a maintenance fund on an annual basis. Detailed agreements exist that lay out conditions for liability, fees, and scheduling. Some meeting attendees mentioned that the local DPW superintendents used to get together to discuss these matters regularly.

ACTION ITEM: DPW superintendents (and town administrators, if possible) should **convene on a monthly basis** to discuss opportunities for joint procurement and other collaborations. Other ideas included developing a system for sewer employees to serve as back-ups so towns could utilize each other's employees in case of emergency. Towns could, also cooperate on culvert cleaning, sign making, transporting sewage, street sweepers and using extra millings from road projects. Ultimately, DPW staff will know the best ways to generate efficiencies and opening a regional dialogue is crucial.

9. **Human Resources (HR):** All towns expressed that one of their greatest weaknesses is professional HR support. In most small towns, HR tasks are divided among a few employees to perform in addition to their existing duties. Hiring a part-time employee to perform day-to-day tasks and ensure compliance with relevant regulations and best practices would not only free up time for other employees to focus on their own duties, it would also help mitigate the risk of costly problems concerning personnel.

ACTION ITEM: Set up a meeting for all QEMP Town Administrators and the QRS and CMRPC to **determine the need for HR services**. It is possible, for instance, for CMRPC to provide a staffer on a fee-for-service arrangement, or towns could procure HR services through the RFP process.



Photo 8: Felton Field, Photo by CMRPC

10. **Recreation Committee:** A recurring theme for every meeting was the shortage of volunteers for various boards and committees. Statewide, volunteerism is a problem and that is especially true in small towns. When possible, small towns should consider regionalizing these committees. Each of the five towns currently has one or two people dedicated to this role with several vacant slots. Having a regional committee with representatives from each town could help breathe new life into this municipal function. It would also allow the towns to better coordinate events, groups, and volunteers so towns are not duplicating efforts or hosting conflicting events. Hubbardston, since their 250th Anniversary Celebration, has captured a lot of excitement around large community events. There is also a parent volunteer organization, separate from the PTO, at the

high school called The Panther Society. This would be a great group to tap into as they have already mobilized to create a calendar of events. Consolidating groups like Boy Scouts, Girl Scouts, and organized sports, planning town fairs so they are evenly spaced, and marketing the region as a whole could help spark excitement region-wide and build a sense of community that transcends town lines.

ACTION ITEM: Convene existing recreation/community events volunteers, The Panther Society, students, and other interested volunteers to create a more concentrated Regional Recreation Committee for the QRSD Area.

ACTION ITEM: Engage the student population by connecting a Regional Recreation Committee to student club activities. Students are required to complete community service hours in order to graduate. Starting a club at school that supports the Regional Recreation Committee could serve as a way to focus that volunteerism.

11. **Internet Technology (IT):** While Hardwick, Barre, and Hubbardston seem to be satisfied with their current IT vendors, New Braintree and Oakham have expressed the need for increased services. The QRSD has said they could increase their capacity and provide support to the towns at a competitive rate but would need to know what level of service is required. The Massachusetts Executive Office of Internet Technology has offered to perform an initial assessment of IT operations in each town. This would help establish a baseline for services and allow the school to start discussions with interested towns.

ACTION ITEM: Assess and identify gaps in municipal IT systems that could impact the delivery and quality of local services. All towns should take advantage of MassIT's free IT Health Check² to determine the best course of action for improving IT services. As part of this Health Check, they will assess the risk level of current operations and make suggestions for improvement.

12. **Geographic Information Software (GIS) Mapping:** All towns agreed that they do not have much capacity for using Geographic Information Software to create products like Assessors Maps or Zoning Maps. CMRPC has a GIS Program available to all of its communities for a fee.

ACTION ITEM: Consider utilizing regional GIS services provided by CMRPC or other vendors.

13. **Procurement:** Bulk purchasing to get competitive pricing can be beneficial not just for specialized DPW equipment but for any item a town or school district is purchasing. From office supplies to road maintenance materials, elevator maintenance, and hose

² More information on the Municipal IT Health Check can be found here:
https://massgov.formstack.com/forms/it_health_check

testing, towns should be communicating about how to cooperate to leverage more buying power.

ACTION ITEM: Town Administrators should share their Five-Year Capital Improvement Plans and collaborate on purchases whenever possible. They should also meet with the QRSD to discuss future procurement needs, annual bids, or other areas where they could work together.

Objectives and Action Items: Mid Term

14. **Fire Departments:** With mutual aid agreements Fire Departments already cooperate in many ways. Meeting participants supported increasing that cooperation wherever possible without fully regionalizing. This could mean shared staff or services for fire inspection, training, or ambulance services.

ACTION ITEM: Fire Chiefs should meet regularly to discuss opportunities to share services or equipment.

ACTION ITEM: Oakham should consider procuring fire equipment in partnership with other towns. In meeting with Oakham's residents, they expressed concern that they were spending too much money on Fire Department equipment without the staff to utilize it.

ACTION ITEM: New Braintree currently contracts with Barre for Ambulance Services. Hardwick contracts with Ware. The towns should explore a municipally-based model for Ambulance Services like the one used for South County Emergency Medical Services (SCEMS information in Appendix E).

15. **Veterans Services:** The towns are currently satisfied with the level of service they have now and the employees doing the job.

ACTION ITEM: Towns should utilize the Inter-Municipal Agreement currently in use by Hubbardston as model to form their own regionalized department when vacancies arise from these part-time and per diem positions.

Hubbardston partnered with Westminster and Ashburnham to provide a service with better access with a shared Veterans Service Agent that works 19 hours a week. Employees in full-time positions also tend to have a longer tenure than those in part-time positions, reducing turnover-related costs. The benefit of this agreement was paying a higher wage to attract a professional that can properly executed modern veteran service deliver and offer extended hours.

16. Transfer Station: Barre's transfer station is currently managed by a private company with a one-year contract. They are using approximately 20% of their capacity.

ACTION ITEM: Barre should explore the feasibility of leveraging that excess capacity by offering it as a service to surrounding towns. Oakham, New Braintree, and Hardwick each expressed interest in such an arrangement. Hardwick has its own recycling center, though they too have expressed interest in exploring the use of the transfer station.

Objectives and Action Items: Long Term

17. Health Agent, Conservation Agent: Throughout the series of community meetings, a common theme was to professionalize inspectional services. As it stands, inspections are done by volunteers which residents called a double-edged sword. While on one hand, the service is free to the town, it can also be taken up by those without the proper skills. Conflicts of interest become a risk when developers are also the ones signing off on permits. The risk of a lawsuit also threatens the town if inspections are not done properly. Hiring professional staff would mitigate those risks and improve the service.

ACTION ITEM: Review the needs and capacity of Town Health Agents and Conservations agents for possible sharing opportunities.

The table on page 56 extracts all Action Items, establishes timeframes, and determines responsible parties.

Shared Services Guidelines

Communities often struggle with regionalization because there isn't a standard path toward results. However, the diagram below was developed to serve as a guide for exploring shared service arrangements.

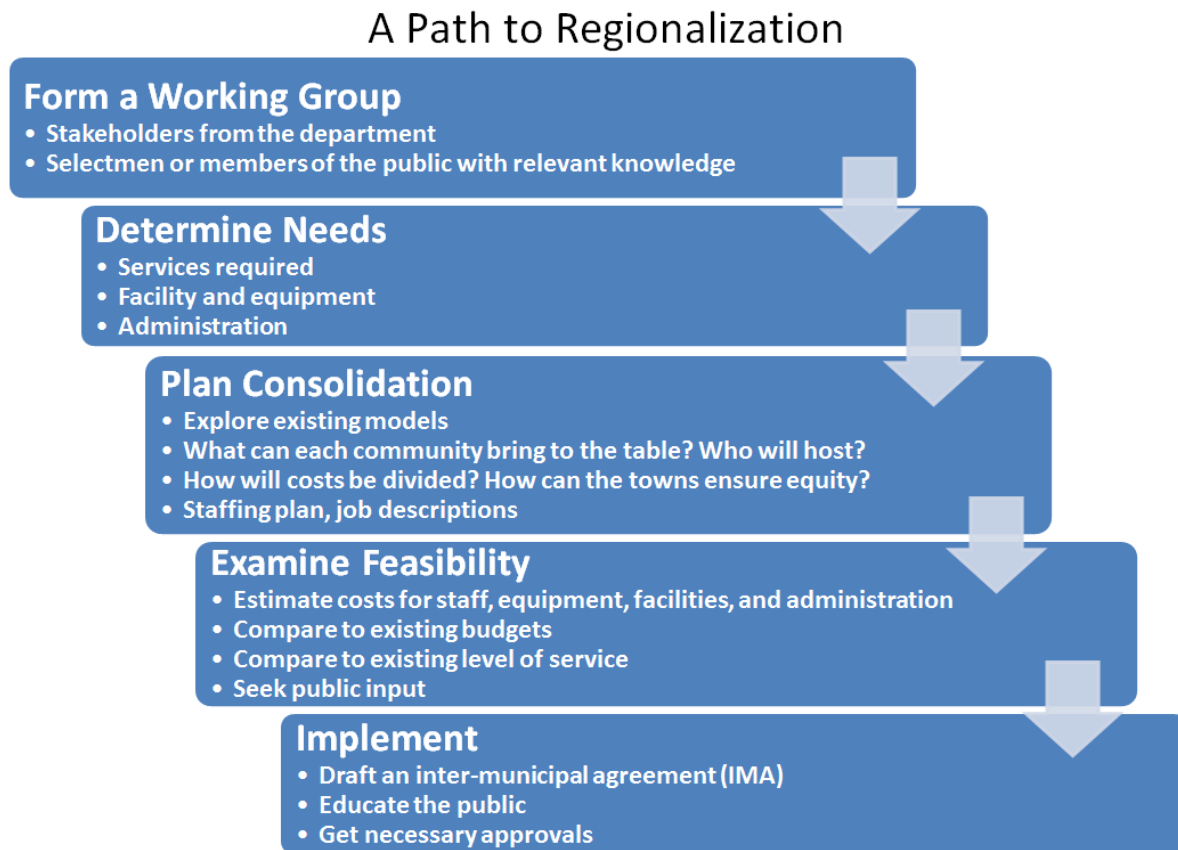


Figure 2: Regionalization Flowchart

Economic Development

A significant portion of this study was dedicated to identifying ways to enhance economic development in the QRSD Area. Many of the issues related to declining school enrollment stem from stunted population growth and economic downturn in each town. After an extensive public engagement process consisting of a community survey, public workshops held in each of the five towns, a regional business owner's forum, and a regional public workshop, the current challenges for growth in the region were discussed along with strategies to overcome such barriers. Many of the identified issues were consistent among the five towns. Accordingly, regional approaches to dealing with these challenges have been developed. The QRSD Area is a unique region of Massachusetts hosting numerous agricultural, recreational, historical, and cultural assets with the potential to develop into a thriving regional destination.

Residents and business owners voiced their opinions of the strengths they acknowledge in the QRSD region and what changes they would like to see in their respective towns. A strong majority of participants of the community survey and workshops indicated the desire to enhance local businesses and not bring in big box type retail stores, heavy industrial uses, or anything that would alter the rural character of the towns. Home businesses, agricultural-based businesses, eco-tourism, and other small businesses are some of the prominent economic drivers of the QRSD region. By focusing efforts and resources on improving these types of industries, the QRSD region can become a flourishing place to live, work, play, and visit.



Photo 9: Barre Town Common, Photo by CMRPC

Approach

This report built on the work of other earlier studies that each analyzed the economic, demographic and other data. As such, no effort was undertaken to reassess those earlier findings. The Rural-11 Prioritization Plan (Central Massachusetts Regional Planning Commission, 2013), individual town Open Space and Recreation Plans and Heritage Landscape Inventories provided very useful insight into the region's assets. References to these and other documents are contained in Appendix A. The project team did review the data from those earlier reports the findings of which can be summarized as follows:

- The decline in school enrollments correlates strongly with the overall decline in population growth since 1980, which has been particularly pronounced among younger school-aged residents, (ages 5-14).
- As a whole, the median age of Quabbin communities has been rising
- New housing unit production has slowed among all Quabbin communities and has not returned to pre-Recession levels in most communities despite a strong housing market

Based on these findings, the Taskforce concluded that, despite continued population growth throughout the past three decades, the Quabbin Area has not succeeded in attracting new families to replenish those who left in the Recession and were lost to natural attrition. Figure 3 shows tax revenue by property type of each town in 2017, demonstrating the minimal commercial/industrial contribution to the tax base and the towns' heavy reliance upon residential and personal property taxes. The Taskforce determined that a focus on economic development would help residents begin brainstorming ways to enhance the overall quality of life in the region and develop strategies to halt or reverse this trend.

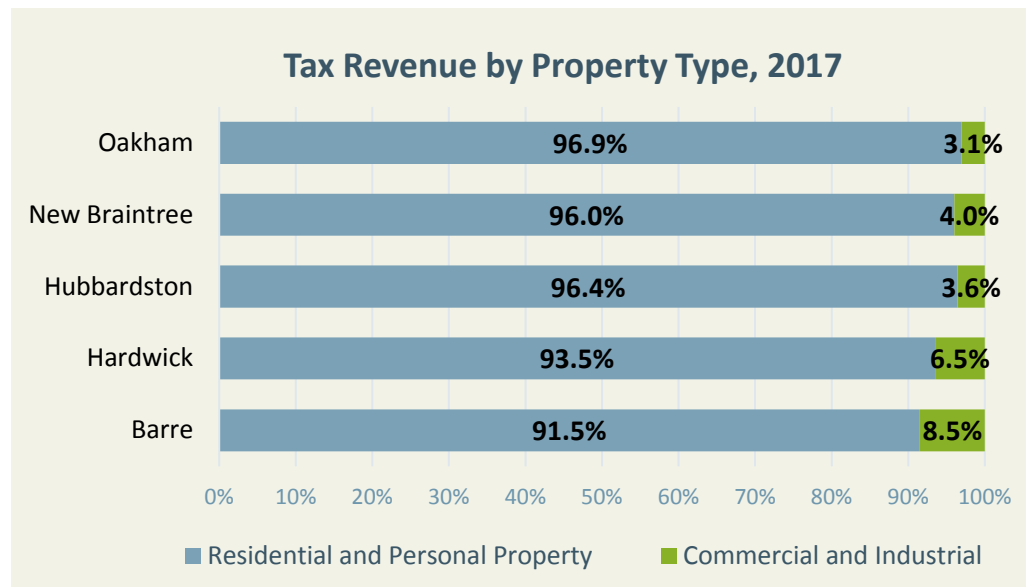


Figure 3: Tax Revenue by Property Type, 2017. Source: 2017 Town Annual Reports

It is important to acknowledge that “Economic Development” can mean very different things depending on the community. For the purposes of this report, the term economic growth is primarily interested in strategies which: expand market access for existing businesses; improve consumer awareness of local and regional products; encourage the development of new businesses that are compatible with the local character; find inventive and profitable new uses for existing abandoned; and/or under-utilized commercial spaces. In other words, this report is principally interested in a type of economic development that supports existing businesses and expands commercial activity in ways that does not compromise the character of the communities in the QRSD Area. To this end, the project team has employed the following approaches.

Identify Barriers to a Thriving Regional Economy

Utilizing the findings of the Collins Center report, internal discussions with town officials and feedback from the community outreach process, the project team sought to identify the key barriers to economic development in the region. The barriers summarized below are those which impact or impede the healthy, sustainable growth of businesses and/or discourage the establishment of new businesses throughout the QEMP communities.

Limited broadband internet access: the lack of reliable high-speed internet, especially in the rural parts of the QEMP communities is a serious hinderence to economic growth. Numerous small businesses are operated out of homes in parts of the QEMP region which are considered too remote for traditional cable or fiber connections. Likewise, commercial farmers need reliable high-speed internet to access information on market opportunities and expand their market base.

Roads and transit: The QRSD Area is serviced by two major state highways and a handful of lesser routes. The closest interstates are Route 90 (some 18 miles from Barre Center, as the crow flies) and Route 190 (approximately 15 miles from the same). Routes 122 and 68, which transverse Barre Center and Hubbardston respectively, both provide direct access to Worcester and other smaller population centers and thus see relatively heavy traffic. The smaller routes which service areas like Gilbertville (Route 32) or New Braintree (Route 67) see far less traffic and are thus a less reliable draw for businesses. As regards to public transit, the Worcester Regional Transit Authority (WRTA) provides no service to these communities.

The lack of quick and easy access to heavily traversed routes and interstates is a serious barrier for existing businesses and potential investors. Businesses in this region must rely on solid advertising, networking and accessing markets in population centers (e.g. Boston or Worcester) in order to grow their customer bases. Likewise, the lack of service from the WRTA limits options for attracting new customers from outside the region.

Water and sewer: Limited water and sewer capacity in the QRSD Area could be acting as a potential barrier for economic development. The majority of the commercially and industrially zoned land in the QRSD Area currently has direct access to at least some water and sewer lines. However, these systems are, in general, aging and in need of modernization. New investment into abandoned or under-utilized commercial/industrial properties will not be realistically viable without investment in this vital infrastructure.

Intermunicipal cooperation: The communities of the QRSD Area are rightfully proud of their unique histories, character and independence. Yet, at the same time, the economic assests of each community can and should be better integrated to support the regional economy. Commercial farming communities can be supportive of retail centers and, in turn, be supported by them. Inter-municipal cooperation will need to be improved in order for each town to take full advantage of the vital intersections which exist between local economies.

Community Asset Inventory

A community asset inventory seeks to catalogue economic, cultural, and historical resources that could be leveraged to develop the local economy. The QEMP project team built upon past work conducted by the communities themselves and by CMRPC. The inventories are included in the appendices and focus on:

- **Priority Development Areas (PDAs):** Between 2011 and 2014, CMRPC conducted regional assessments of PDAs in all 40 partner communities. Key areas were identified in each town for development and for preservation. These reports formed the basis of

the PDA asset tables included in appendices. The table includes a form that should assist the Economic Development Coordinator to assess and update the status of each PDA in the inventory.

- ***Businesses and working farms:*** The QEMP project team utilized a combination of datasets to produce two inventories included in [Appendix F](#). First, a working landscapes inventory which identifies all working farms in four CMRPC regions based upon the most recent assessor's data available to MassGIS. Second, an inventory of current businesses by community was compiled from survey data provided by the ESRI Business Analyst platform. This database was produced by ESRI through a proprietary process and should be verified by the working group and/or Economic Development Coordinator.
- ***Historical properties:*** An inventory of historic properties in all five communities was compiled from data provided by the Massachusetts Cultural Resource Information System (MACRIS). This data reflects information on properties as reported to the Massachusetts Historical Commission. This information is included to assist the Implementation Committee and/or Economic Development Coordinator to begin to assess the potential of these properties for expanding tourism, cultural events, or appropriate redevelopment.

Community Visioning

Throughout the community engagement process as described in other parts of this report, the project team sought to identify elements which could inform an economic vision for the entire region. It was understood going into the project that each community has their own unique characteristics that residents are eager to promote and preserve such assets. The challenge for the project team was to synthesize these elements into a cohesive whole which could drive development strategy on a regional scale. The following three goals summarize the vision of the QRSD region's future identified by participants of the community engagement process.

1. Support the quality of life for residents in the QRSD Area with appropriate services and amenities.
2. Establish the QRSD Area as a business-friendly region while supporting small businesses, both existing and future.
3. Promote and strengthen the QRSD Area as a recreational, agricultural, and cultural destination for visitors and residents.

Recommendations

Objectives and Action Items

To ensure the established goals are achieved, the following is a set of six tangible objectives and associated action items that have been identified as ways to improve the economy and livability in the Towns of Barre, Hardwick, Hubbardston, New Braintree, and Oakham. A complete matrix of goals, objectives, action items, responsible party, and a timeline is included at the end of this section.

1. Improve housing opportunities in the QRSD Area for families and aging residents.

At first blush, it may not seem like improving housing opportunities has much to do with economic development. However, it can be reasonably argued that many of the QRSD Area's economic challenges intersect directly with their housing challenges. As the Collins Center report demonstrated, growth in the number and value of houses in the QEMP communities has not fully recovered from their 2009-2011 lows. A weak housing market can have knock-on effects to other areas of the economy. Communities with a high percentage of cost-burdened residents (those paying more than 30% of their income on housing costs) have less disposable income and are less able to support a local business³. According to data provided by the Collins Center and the Warren Group, the communities in the QEMP region still have highly competitive housing costs which should be able to attract new families that can stabilize the housing market and inject much needed energy into the business sector.

Action Item: The Economic Development Coordinator should work with town officials to develop a regional comprehensive housing plan. Such a plan would include a housing needs assessment, public listening sessions and a strategy for the focused development of new housing in the areas where it is most appropriate. Funding sources for implementation would also be researched as part of such a project.

Action Item: The Economic Development Coordinator should work with town officials and Regional Planning Agencies to pursue designation as a Housing Choice community. Housing Choice is a state-wide program that allows communities that are proactively planning to sustainably increase their housing supply access to grants for planning, procurement and offsetting the costs associated with new development.

2. Improve internet access and speeds to enhance livability and resident business productivity.

One of the most popular discussion topics that arose during public workshops was the lack of broadband internet in most sections of each of the five towns. Residents and business owners voiced their frustrations with the difficulty of accessing reliable internet and the tolls that this has had on their community. Many businesses rely heavily upon internet access, so the lack of reliable internet connection has made it difficult for existing businesses to thrive. Additionally, this factor has deterred potential business owners from establishing themselves in the region. Internet access is an important feature for those looking to purchase homes, so in order to make the QRSD area a more alluring region to potential residents, the lack of widespread internet is an issue that needs to be immediately addressed.

³ In 2016, the American Community Survey (ACS) estimated the average percentage of cost-burdened households in the QEMP communities to be around 7% (5% among owner-occupied units and 10% among renter-occupied units). According to a report by the Massachusetts Technology Collaborative (<http://masstech.org/Index/talent/housing-affordability>), the average state rate in 2016 was 48% for renters and 29% for owners.

Action Item: It is recommended that a regional approach be taken to address the internet gap in these five Central Massachusetts towns. Towns **should consider forming a sub-committee or working group** to explore case studies of community-owned internet operations such as [LeverettNet](https://lmlp.leverett.net/)⁴ in Leverett, MA or private wireless broadband providers such as Hinternet. The Economic Development Coordinator should continue to work with CMRPC and other agencies to **identify funding sources** including state and federal grant opportunities.

What is Hinternet?

Hinternet is a private, local, wireless broadband provider. Using the latest in radio and microwave technology, the provider is able to set up internet in areas that have no access or infrastructure for high speed internet. More information can be found at: <https://www.hinternet.us.com/>

Action Item: Given the high concentration of home-based small businesses in the QRSD area, the QEMP working group should consider exploring suitable sites for **shared office or co-working space**. These spaces allow small and home-based businesses access to meeting rooms, phone systems, quality internet connections and other amenities, typically at the fraction of the price it costs to set up a custom office space. Such a space should be centrally located in an area with access to reliable, high-speed internet, preferably in an existing unused or underutilized building. Such an approach could offer dual benefits, providing a short to medium-term solution to the internet gap while providing a productive reuse of a vacant office or mill space. Exploring funding options will be a critical component of this action item. The USDA offers Community Facilities Technical Assistance and Training Grants to rural communities with limited resources and staff for addressing capacity challenges and build economic prosperity. This is a recommended grant to apply for to establish a shared office, co-working space, or other community space, and this offers an example of funding sources that the Economic Development Coordinator and working group should be searching for.

3. Initiate a promotional campaign for the region consisting of marketing materials, wayfinding signs, and a database of local businesses.

⁴ LeverettNet: <https://lmlp.leverett.net/>



Photo 10: Barre Plains welcome sign
Photo by CMRPC

The QRSD region has much to offer for those in search of outdoor activities, local food and beer, or a scenic drive, yet this historic and beautiful area of Massachusetts is unfamiliar territory for many. As highlighted in discussions throughout the community engagement process, people who reside outside of the QRSD area tend to be unaware of what the region has to offer. Four of the QRSD towns are not located near major highways or interstates, therefore making the region less accessible and limiting the number of passersby.

Action Item: In order to improve familiarity of the QRSD area and coordinate a marketing effort, a **Quabbin area brand** agreed upon by all five towns should be established. This brand will be used on signs, outreach materials, Quabbin websites, etc. as a way to boost recognition and promote the region.

Action Item: Using the newly established brand, **wayfinding signs** can be posted throughout each town welcoming visitors to the region and helping them locate and explore destinations. Improving the navigation process will make the QRSD area more inviting and accessible for all.

Action Item: Marketing materials such as brochures, newsletters, or an increased online presence will help familiarize visitors with the many assets of the Quabbin region and encourage people to explore these unique towns. Materials can provide suggestions for day trips, lodging, family-friendly activities, upcoming events, or locations and hours of operation for destinations.

Action Item: An online database listing all of the farms, businesses, restaurants, breweries, recreation opportunities, and other destinations should be created as a way for people to easily research what is offered in the area. The database should be highly organized and user-friendly, making the search for Quabbin destinations an easy task for any individual.

4. Enhance interconnectivity of existing local farms and businesses to help them flourish.

Small businesses, home businesses, and small to mid-sized farms make up a significant portion of the local economy in the Quabbin region. These small-scale businesses allow the region to maintain its charm as a small town, rural area and it was noted time after time during the community outreach process that fast-food restaurants, big box type retail stores, or heavy industrial uses would in most cases not be overly welcome by residents in any

Retail Leakage

Occurs when local people spend a larger amount of money on goods than local businesses report in sales, due to people traveling to a neighboring town or city to buy goods. It implies there is unmet demand in the trade area and the community can support additional store space for that type of business.

Guide to Regional Aggregators

Central Mass Grown is a non-profit organization whose mission is to promote the purchase of local agricultural products, and to foster the education about its benefits to health, communities, the economy, and the environment.

www.centralmassgrown.org

Lettuce Be Local is a local food hub committed to strengthening the community through healthy eating direct from local farms. The organization educates, aggregates and transports (E.A.T.) food from local farms to restaurants, breweries, caterers, schools and farm stands throughout the entire year.

www.lettucebelocal.com

Central Mass Locavore is an aggregator and online marketplace of locally grown and produced food that brings fresh, healthy, locally grown and produced food to the buyer, in a cost-effective manner on a weekly basis.

www.centralmassorganics.com

of the five towns. In order to maintain a thriving local economy based upon small businesses and farms, it is recommended that efforts be taken to help existing businesses flourish, and the permitting process for starting new businesses be made welcoming and straightforward.

Action Item: Using the local organizations Central Mass Grown and the Business Community of Barre as models for connectivity, a **Quabbin regional business community** should be established to create an engaged network of Quabbin region businesses. Small businesses and farms have the potential to help one another prosper, and with the proper organization and resources the Quabbin region can build a flourishing local economy. Connecting business leaders with one another could help with linking farmers to aggregators, coordinating deliveries of products, establishing a regional farmers market, sharing tools and resources, or creating guides for the public on local farms and businesses. The North Quabbin Chamber of Commerce should also be connected with in this effort.

Action Item: Regional aggregators should be worked with to better connect farmers to local, regional and state markets. Businesses like Central Mass Grown, Lettuce Be Local, and Central Mass Locavore are committed to helping expand market access for Massachusetts farmers. The working group and the Economic Development Coordinator should seek to develop active channels of communication between aggregators and local farmers to identify and expand market opportunities.

5. Coordinate and improve permitting processes across all communities.

The process for obtaining the necessary permits to run a business is slow and complicated in many towns and may deter many entrepreneurs from starting a business in the Quabbin region. The efficiency and organization of the **permitting** process can and should be improved to allow the Quabbin business community to flourish. Establishing the Quabbin as a business-friendly region will encourage new business growth in the area and reduce retail leakage⁵.

⁵ Buxton Group. *Retail Leakage and Surplus Analysis*.

Action Item: E-permitting across all five communities should be implemented. E-permitting helps to simplify the process of researching and obtaining necessary permits for establishing a new business, building or other activity within a town's jurisdiction. The working group should consider implementing the same or substantively similar e-permitting systems in all five towns. Options for implementation on a regional scale should also be researched.

Action Item: Communication between boards needs to be significantly improved to reduce friction points. Each town has multiple boards, committees, and officers with competing meeting schedules and overlapping jurisdictions. Friction points occur when processes are unclear and meeting schedules of vital boards overlap or otherwise conflict with one another. The working group and Economic Development Coordinator should develop a best-practices guide for improving communications between boards and officers to streamline the permitting processes in all five communities.

Action Item: Communications between town officials and existing business owners must be improved. Developing reliable channels of communication between business owners and the communities they work in can greatly improve the overall business climate and help identify issues before they become problems. The Economic Development Coordinator should make every effort to hold regular listening sessions with interested business owners and/or local and regional business groups.

6. Support creative reuse of vacant mill space and commercial buildings.

Following the trend of many towns and cities that have repurposed vacant mills into community assets, it is recommended that the five QRSD Area towns explore creative ways of re-using mills and underutilized commercial buildings. A number of suggestions were made throughout the community workshops process as to what uses the towns could benefit from. Many residents stated that there are limited indoor activities available in the area and would like to see more family-friendly destinations so that they do not have to travel so far for entertainment. Others commented on how having more services such as doctors, dentists, or banks would be beneficial. Providing incubator spaces for start-up businesses as to encourage economic development was an

Local Example: Creative Reuse at the Bradford Mill



A total renovation was recently completed on this 80,000 square foot mill complex in the heart of West Concord, MA. The redevelopment features studios for local artists, office spaces for entrepreneurial companies, and the Wheelhouse, which encompasses state of the art work spaces for professionals who desire to work and network outside of their home or corporate office.

The emphasis is on community, creativity, friendliness, and providing a collaborative physical environment that fosters ingenuity. The mill offers a café, roof deck, networking events, large windows maximizing natural light, and a design that encourages social interaction.

More details can be found at <http://bradfordmill.com/>

additional popular idea. Furthermore, many residents were in favor of encouraging mixed-use re-development of the mills, so as to provide housing opportunities in addition to retail, offices, or community spaces. One example of creative mill redevelopment is the [Mill 180 Park](https://www.mill180park.com/)⁶ in Easthampton, MA which is an indoor urban hydroponic park offering games for all ages, art installations, a café, free Wi-Fi, and a space for hosting community events. Mill 180 also offers rental units and office space.

Action Item: An important step to moving forward with mill redevelopment will be to invite potential developers or property owners to meet with town stakeholders such as police, town administrator, Planning Board members, Council on Aging representatives, business owners, etc. to visit and learn about potential opportunities these properties represent. Displaying commitment, intrigue, and openness from the town will enhance opportunities for development and help the town find the best fit for its needs.



Photo 11: Gilbertville Mill in Hardwick, Photo by CMRPC

Action Item: The Economic Development Coordinator should develop and maintain an active database of all abandoned, vacant or underutilized property in the five communities. Additionally, marketing materials with relevant information on the vacant mills should be created to improve chances for attracting developers.

Action Item: The Economic Development Coordinator should explore grants or other funding options to analyze the market potential of priority development sites around the QEMP region. CMRPC will continue to explore grant opportunities such as District Local Technical Assistance and U.S. Department of Agriculture funding to improve the marketability of these important sites.

7. Enhance commercial base of agri-tourism and eco-tourism by making towns recreational destinations.



Photo 12: Ware River in Barre, Photo by CMRPC

The major attraction for those living and visiting the QRSD area is the plethora of open space and outdoor recreation opportunities. The region offers opportunities such as hiking, biking, horseback riding, hunting, swimming, boating, and camping. With such a high number of working farms in each town, it is easy to buy fresh produce, flowers and plants, and meat and dairy products. Farms in the region have their own farm stands, seasonal Community Supported Agriculture (CSA) shares, pick-your-own fruits, and farm animals for viewing. Additionally, breweries and wineries in QRSD towns

⁶ Mill 180 Park: <https://www.mill180park.com/>

have become popular destinations for locals and visitors with the rise of the craft brewing movement. With so many agricultural and outdoor recreational assets, and situated less than a two-hour drive from Boston, Worcester, and Springfield, it is recommended that the QRSD towns place a strong emphasis on agri-tourism and eco-tourism to establish a more resilient commercial base.

Action Item: Many residents voiced their concerns that there are limited lodging choices for anyone who would like to stay in the region overnight. The working group and the Economic Development Coordinator should **study active constraints to the development of lodging options such as bed and breakfasts, motels, or Airbnb**. Such lodging would be a way to bring visitors to the region for extended periods of time and reduce retail leakage and should be seriously considered. As there are already events being held regularly in the region such as weddings, Eagle Hill School Family Weekend, and the popular bike challenge King's Tour of the Quabbin, there is great potential to build upon this existing demand for lodging.

Action Item: Residents at community meetings were in favor of hosting more **large-scale outdoor events** such as Spartan Races, road races, 4-H events, and anything else agricultural or recreational that would bring in visitors and improve familiarity of the region. The region contains plenty of open space and trails for these types of events and hosting something of such a large degree would boost the Quabbin's recognition across New England.

Action Item: Encouraging tourists to participate in **regional tours and trails** will be a way to bolster the local economy using a symbiotic strategy. Examples could include a beer and wine trail, cheese trail, historic sites tour, or hiking and biking trail maps. By taking a regional approach to economic development, the Quabbin will be marketed as a place to continuously explore for those who reside in the region as well as those passing through. An example of a successful regional tour is the [Vermont Cheese Trail](http://www.vtcheese.com/vermont-cheese-trail-map/)⁷, established by the Vermont Cheese Council, which offers an interactive online map of all of the cheesemakers across the state and acts as a road map for do-it-yourself tours and tastings.

Action Item: Bicycling in the Quabbin region is already popular along less-traveled state highways in the region. **Encouraging the development of bicycle-related services or more places to rest and eat along heavily trafficked corridors** would be a way to build upon this extant market. Additionally, offering more recreational options for those who live in the area will enhance livability as well as increase revenue for the towns. Options could include artisanal food stores that use locally sourced produce, a climbing and ropes course, guided horseback trail rides, a bowling alley, or regional festivals. Local organizations to connect with in this effort



Photo 13: Hartman's Herb Farm in Barre, Photo by CMRPC

⁷ Vermont Cheese Trail: <http://www.vtcheese.com/vermont-cheese-trail-map/>

include North Quabbin Trails Association, Seven Hills Wheelmen, or local snowmobile rider groups.

Cross Jurisdictional Collaboration

While cross jurisdictional collaboration was indicated as one of the four original overlapping components to this project, emphasis on this aspect was not expected to be at the same level as the other three components. In the course of the project, several conversations were launched with the Wachusett Regional School District and the Quaboag Regional School District. At the beginning of this project, the Superintendent's office reached out to a number of surrounding schools to explore partnerships. As a result, they jointly procured track resurfacing services with the Ashburnham-Westminster Regional School District.

Ongoing regional efforts also include Central Area Programs and Services (CAPS) and the French River Collaborative. CAPS Collaborative represents a collective effort by Central Massachusetts schools to provide quality education programs for special education students. The French River Collaborative has been extremely useful to the District as a bulk purchasing group for things like fuel oil, copy paper, computer supplies, school supplies, athletic supplies, milk and dairy products, frozen foods, bread, non-food cafeteria supplies and custodial supplies. As the District considers jointly procuring other goods like security systems, nursing supplies, or safety equipment, CMRPC is available to assist in that process. Recently, CMRPC worked with two school districts to encourage competition for bus transportation by issuing a joint Request for Proposals. Though the effort did not result in increased competition, the QRSD should not rule out the option of jointly procuring transportation. Their large size makes their bussing contract that much more valuable to potential vendors. Often controversial, outsourcing school functions is sometimes a desirable way of cutting costs on services like landscaping, food service, and certain types of maintenance.

Action Item: It is crucial that the QRSD continue to engage in conversations with surrounding schools and monitor the progress of other rural schools.

Schools in Berkshire County, for example, have considered consolidating all districts into one in order to cut administrative costs and promote collaboration⁸. There has been interest from the Ware School District in exploring regionalization with a surrounding school district; expanding the QRSD is certainly worth exploring when nearby towns express interest. There are also services within the school that could be shared. Pooling resources for Internet Technology (IT), Human Resources (HR), and administrative support staff could result in improved services or decreased costs. As the price of special education transportation is high, it makes sense for the school to reach out to surrounding communities if it is possible to use fewer vehicles when students are traveling to the same location.

Advocacy is perhaps the most important area in which schools should work together. While the QRSD is currently part of the Mass Rural Schools Coalition, they should also consider using the

⁸ Massachusetts Department of Elementary and Secondary Education. *School District Consolidation in Massachusetts: Opportunities and Obstacles*.

QEMP group as a resource for amplifying their message to State Senators and Representatives. Furthermore, the Mass Rural Schools Coalition should consider joining the National Rural Education Association in order to pool resources with groups across the country. Some of the District's largest budget items are mandates from the State and Federal level and rural areas are often overlooked in policy development. Making their voice heard would be a major step forward on topics like regional transportation reimbursement or the special education funding formula.

Next Steps

In 2017, the Agriculture and Rural Prosperity Task Force prepared a report that echoed many of the themes and goals identified in this project. (Agriculture and Rural Prosperity Task Force, 2017) The following five Calls to Action were articulated:

1. Achieving e Connectivity for Rural America
2. Improving Quality of Life
3. Supporting a Rural Workforce
4. Harnessing Technological Innovation, and
5. Developing the Rural Economy.

Because of the commitment of the Towns, the QRSD and the QEMP, the previous efforts of the Collins Center, the sheer volume and energy of participants throughout the project, many actions or “next steps” indicated during the project have already taken shape and are underway including the following:

- A Shared Economic Development Coordinator will be hired by the Town of Hardwick with funding from an Efficiency and Regionalization Grant from the Massachusetts Executive Office of Administration and Finance and shared by the five towns with a Memorandum of Understanding.
- The Business Community of Barre is considering the expansion of its efforts to the remaining four towns.
- Mass IT has already been contacted about providing Town IT “Health Check-ups” for all towns. They now need a confirmation from the towns themselves.
- Options for the reuse of the New Braintree Elementary School are already being considered.

The QEMP committed to real municipal, business, and community engagement that all agree is essential for lasting, sustainable and steady progress. The committee is eager to activate concerned participants and begin to implement strategies within weeks (planned date is September 12, 2018) of this reports completion (August 30, 2018). At the region-wide workshop on June 7, volunteers already started signing up for Working Groups for Shared Services, Economic Development, School Strategies, and Building Reuse. Those groups should refer to the matrices below for recommended objectives, action items, responsible parties, and timeframes. As implementation moves forward the working groups should report back to the QEMP on a quarterly basis. It is crucial for the QEMP to sustain involvement in order to maintain momentum.

Building Reuse Recommendations				
School	Extent of Reuse	Community Support	Preferred Reuses, if Warranted	Additional Considerations
Ruggles Lane Elementary School, Barre	Fully Repurposed	Not warranted or supported	1. Vocational school programs 2. Daycare 3. Satellite campus for a college/university or other educational organization 4. Virtual classroom / campus or training center 5. Continuing or adult education programs	Fully utilized
	Partially Repurposed	Not warranted or supported		Central location would make transporting students to another school easier
Hardwick Elementary School, Hardwick	Fully Repurposed	Not warranted or supported	1. Daycare 2. Continuing or adult education programs 3. Satellite campus for a college/university or other educational organization 4. Municipal offices 5. Vocational school programs	
	Partially Repurposed	Support was indicated in workshops.		
Hubbardston Center School, Hubbardston	Fully Repurposed	Not likely warranted or supported	1. Municipal Offices 2. Daycare 3. Community/Senior Center 4. Continuing or adult education programs 5. Satellite campus for a college/university or other educational organization	The school library gets limited use and would be "easy" to convert to town offices. The space has its own entrance.
	Partially Repurposed	Support was indicated in workshops.		Currently leasing some classrooms to the CAPS Collaborative

New Braintree Elementary School, New Braintree	Fully Repurposed	Some alternative uses suggested and some support exists to explore further	1. Daycare 2. Vocational school programs 3. Virtual Classroom/Campus or Training Center 4. Continuing or Adult Ed. Programs 5. Senior/Community Center	If the school were converted into town offices, the town office could be repurposed for public safety complex
	Partially Repurposed	Some alternative uses suggested and some support exists to explore further		QRSD officials have explored partnering with Center of HOPE, a special needs adult training program
Oakham Elementary School, Oakham	Fully Repurposed	Some alternative uses suggested and some support exists to explore further	1. Daycare; 2. Continuing or Adult Ed. Programs; 3. Senior/Community Center; 4. Municipal Offices; 5. Vocational school programs;	Oakham Elementary School was closed throughout most of this project for asbestos mitigation
	Partially Repurposed	Some alternative uses suggested and some support exists to explore further		Positive experience merging with New Braintree

School Strategies Recommendations

Themes / Goals	Objectives	Actions	Responsible Party*	Timeframe (S/M/L)
Increase enrollment or minimize student population decreases	Make the School District more appealing to parents and students	Work to continue offering enrichment/specialized programs to students at the high school, such as: National Junior Reserve Officer Training, Advanced Placement courses, International Baccalaureate, Robotics, Biotechnology, Music, and Art and Design	QRSD Administration, School Strategies Working Group	Short-term, as much as possible
		Increase the enrollment at the high school by increasing offerings and incensing students/parents to choose the QRSD for their high school education.		Short-term, as much as possible
Create stronger partnerships between the QRSD, the municipalities, and other school districts	Improve services and efficiency	Continue to engage in discussions with surrounding communities and/or other school districts about partnerships that can improve efficiencies.	QRSD Administration, School Strategies Working Group	Short-term, as often as possible
		Examine ways in which the school district might expand its service delivery pattern to support town needs, e.g.: technology, equipment sharing, etc.		Mid-term
		Control fiscal impact of school personnel salary and benefits by accessing current financial data from surrounding communities regarding salary and benefit packages to ensure benefits are at least regionally competitive.		Mid-term

School Strategies Recommendations

Themes / Goals	Objectives	Actions	Responsible Party*	Timeframe (S/M/L)
Work to reduce special education enrollment and costs	Continue to excel in providing special education while reducing costs	Enhance regular educational programming, student assessment data collection and controls, and the need to send students out of the district to specialized programs	QRSD Administration, School Strategies Working Group	Short-term, as much as possible
		QRSD may be able to more effectively meet its special education requirements in collaboration with a non-profit provider such as CAPS Collaborative.		Short-term, as much as possible
If appropriate, re-use or share available space in school buildings to accommodate accessory uses or non-school uses.	Re-purpose excess space to reduce costs for the schools and towns	Work with the Building Reuse Working group to determine how to reuse space most effectively	QRSD Administration, School Strategies Working Group, Building Reuse Working Group, QRSD School Committee	Short-term, as soon as possible

Shared Service Recommendations

Themes / Goals	Objectives	Actions	Responsible Parties	Timeframe (S/M/L)
Regional Recreation Committee	Coordinate volunteers, increase numbers	Convene existing recreation/community events volunteers, The Panther Society, students and other interested volunteers to create a more concentrated Recreation Committee for the QRSD region.	Shared Services Working Group	Short-term, as soon as possible
	Coordinate events so they are not in competition with each other			
	Promote the region as a whole	This is also a great opportunity to tap into the student population. Students are required to do a certain number of community service hours in order to graduate. Starting a club at school that supports the Regional Recreation Committee would be a better way to focus that volunteerism.	Quabbin School Staff	
	Groups like Boy Scouts become more robust as they pull from more towns			
Joint Procurement	Specialized Equipment	Towns should share their 5-Year Capital Improvement Plans and coordinate on equipment that could be shared	DPW Superintendents and Town Administrators	Short-term, meet as early as possible
		DPW Superintendents should meet, consider looping in surrounding towns		
	IT (Internet Technology)	All towns should take advantage of MassIT’s free “IT Health Check” (apply here:		

		https://massgov.formstack.com/forms/it_health_check) to determine the best course of action for improving IT services. As part of this Health Check, they will assess the risk level of current operations and make suggestions for improvement.	Town Administrators or Selectmen	Short-term, get IT checks as soon as possible
		Meet with QRSD IT department to see what services they can offer		
	Fuel: Join CMRPC's Joint Fuel Procurement to lower prices	Hardwick, Hubbardston, and Oakham have opted into CMRPC's FY19 Joint Fuel Procurement	Town Administrators or Selectmen	Mid-term, next year's procurement begins in April 2019
Fire Departments	Increase cooperation where possible	Fire Chiefs should meet regularly to discuss opportunities to share services or equipment.	Fire Chiefs	Short-Term, meet as early as possible
	Shared staff or services for things like Fire Inspection, Ambulance			
	Shared Equipment where possible	Oakham should consider procuring such equipment in partnership with other towns.		
Economic Development Coordinator	Facilitate community economic development initiative planning and implementation, identify and foster new growth opportunities, promote the region, and secure funding that supports economic development activities and programs	At the region-wide QEMP meeting on June 7, several participants volunteered to further economic development efforts by signing up for an Economic Development Working Group. Volunteers for the Economic Development Working Group will be encouraged to attend meetings and provide support to the Committee and Coordinator in order to carry out recommendations from the Economic Development section of this report.	Volunteers for the Economic Development Working Group	Short-term, Kickoff meeting September 12

Expand Existing Agreements	Oakham and Hubbardston should consider joining Barre Building Inspection	Discuss with Barre Town Admin and use their budget to determine if it would be feasible for Oakham or Hubbardston to join. At the same time, Hubbardston should also consider partnering with Gardner on building inspection	Town Administrators or Selectmen	Short-term, as soon as possible
	Barre Senior Center could be utilized by other towns	Transporting seniors (from any QEMP town) to events at Barre's Senior Center could represent the first step toward more robust services for all seniors in the region.	Council's on Aging	Mid-term on a trial basis
	Hardwick could explore joining Palmer Animal Control	While the Rutland Agreement was too expensive, Hardwick could explore joining Palmer. Start with conversation with the Palmer Town Manager	Hardwick BOS or Town Admin	Long-term, once the Palmer facility is built
Human Resources	Ensure compliance with relevant regulations and best practices Free up time for other employees to focus on their own duties Help mitigate the risk of costly problems concerning personnel	Set up a meeting for all QEMP Town Administrators and CMRPC to determine the need for service. It is possible that CMRPC could hire an employee and the towns could tap into them in a fee-for-service arrangement.	Town Administrators or Selectmen	Mid-term
Transfer Station	Improve the service and maintain or lower cost	Barre should explore the feasibility of providing the service as a function of the town and offering it to surrounding towns. Oakham, New Braintree and Hardwick each expressed interest in that idea. Hardwick has a recycling center but would like to tap into the transfer station.	Barre DPW, Selectmen, and Town Administrator	Mid-term, before the one year contract expires
Veterans Services	Regular and increased access to agent	All QRSD Town Administrators should meet, discuss service requirements and how the service would be		Long-term, towns are currently

	Hiring from a larger pool of applicants because there will be more hours to work	divided Hubbardston can share expertise as they recently regionalized	Town Administrators or Selectmen	satisfied with service levels
	Improve the service and maintain or lower cost			

Economic Development Recommendations

Themes / Goals	Objectives	Actions	Responsible Party*	Timeframe (S/M/L)
Support the quality of life for residents in the QRSD area communities with appropriate services and amenities	Improve internet access and speeds to enhance livability and businesses.	Form a sub-committee or working group to explore case studies of community owned internet operations; research funding for feasibility and implementation	WG, EDC	Short-term
		Explore feasibility of establishing a co-working or shared office facility in a centralized location	EDC, TO	Mid-term to Long-term
Establish the QRSD area as a business-friendly region while supporting small businesses, both existing and future	Initiate a promotional campaign for the region consisting of marketing materials, wayfinding signs, and a database of local businesses.	Establish branding and unified marketing strategy for QRSD area	EDC, WG	Short-term
		Develop and/or improve wayfinding along major highway routes and regional destinations	EDC, WG, MDOT, RPA	Mid-term
		Produce branded marketing materials both in print and online to promote economic, cultural and ecological assets	EDC, WG	Short-term
		Develop and maintain an online database of existing local and regional businesses	EDC	Short-term

Economic Development Recommendations

Themes / Goals	Objectives	Actions	Responsible Party*	Timeframe (S/M/L)
	Enhance interconnectivity of existing local farms and businesses to help them flourish.	Develop active channels of communication between farmers and other small business owners both locally and regionally	EDC	Short-term, Ongoing
		Work with regional aggregators (e.g. Lettuce Be Local) to better connect farmers to local, regional and state markets	EDC	Mid-term
	Coordinate and improve permitting processes across all communities	Implement E-permitting across all five communities	EDC, WG, TO	Long-term
		Improve communications between boards to reduce friction points	EDC, TO	Short-term, Ongoing
		Improve communications between town officials and existing business owners	EDC, TO	Short-term, Ongoing
	Support creative re-use of vacant mill space and commercial buildings	Invite potential developers to meet with town stakeholders such as police, town administrator, Planning Board members, Council on Aging representatives, business owners, etc. to visit and learn about potential opportunities these properties represent.	EDC, TO	Mid-term
		develop and maintain an active database of all abandoned, vacant or underutilized property in the five communities	EDC	Short-term
		explore grants or other funding options to analyze the market potential of priority development sites around the QEMP region	EDC	Short-term

Economic Development Recommendations

Themes / Goals	Objectives	Actions	Responsible Party*	Timeframe (S/M/L)
Promote and strengthen the QRSD area as a recreational, agricultural, and cultural destination for visitors and locals	Enhance commercial base of agro-tourism and eco-tourism by making towns recreational destinations	study active constraints to the development of lodging options such as bed and breakfasts, motels, or Airbnb	EDC	Mid-term
		Explore hosting more large-scale outdoor events such as Spartan Races, road or boat races, 4-H events, and anything else agricultural or recreational that would bring in visitors and improve familiarity of the region.	EDC, WG, TO	Mid-term
		Promote and encourage participation in regional tours and trails will be a way to bolster the local economy using a symbiotic strategy	EDC, WG	Long-term
		Encourage the development of bicycle-related services or more places to rest and eat along corridors that already see some recreational cycling traffic	EDC, WG, TO	Long-term

* Abbreviations

WG = Working Group

EDC = Economic Development Coordinator

RPA = Regional Planning Agency or other consultants

TO = Town Officers

MDOT = Massachusetts Department of Transportation

Appendices

[Appendix A: References](#)

[Appendix B: Demographics](#)

[Appendix C: Public Engagement Efforts](#)

[Appendix D: Survey Summaries by Town](#)

[Appendix E: Sample Regional Agreements](#)

[Appendix F: Asset Inventory](#)

Appendix A - References

- Agriculture and Rural Prosperity Task Force. (2017). *Report to the President of the United States from the Task Force on Agriculture and Rural Prosperity*. Washington, D.C.: United States Department of Agriculture (USDA).
- Brummet, Q. (2012). *The Effect of School Closings on Student Achievement*. East Lansing, MI: Michigan State University.
- Central Massachusetts Regional Planning Commission. (2009). *Lost Villages Scenic Byway Corridor Management Plan*. Worcester, MA: Central Massachusetts Regional Planning Commission. Retrieved from <http://cmrpc.org/sites/default/files/Documents/CDAP/Final%20wo%20maps.pdf>
- Central Massachusetts Regional Planning Commission. (2010). *Barre Open Space and Recreation Plan*. Barre, MA: Town of Barre, MA. Retrieved from http://www.cmrpc.org/sites/default/files/Documents/CDAP/Doc_resources/Barre%20Open%20Space%20and%20Recreation%20Plan%20final.pdf
- Central Massachusetts Regional Planning Commission. (2013). *Rural Eleven Prioritization Project*. Worcester, MA: Central Massachusetts Regional Planning Commission.
- Collins Center . (2016, October and November). *Community Conversations/World Cafes Slides*. Quabbin Towns, MA. Retrieved from <http://www.qrsd.org/wp-content/uploads/2016/11/QRSD-World-Cafe-Slides-FINAL-REVISED-10-25-16.pdf>
- Collins Center. (2017). *Community and Schools Trends Report for the Quabbin Regional School District*. Boston: University of Massachusetts. Retrieved from <http://www.qrsd.org/wp-content/uploads/2017/01/QRSD-trends-report-FINAL-4-6-17.pdf>
- Collins Center. (2017). *Cost Saving Alternatives Report to Quabbin Regional School District*. Boston: University of Massachusetts. Retrieved from <http://www.qrsd.org/wp-content/uploads/2017/01/QRSD-Cost-Savings-Alternatives-Report-FINAL-4-27-17.pdf>
- Collins Center. (2017). *Values Analysis for School District Redesign for the Quabbin Regional School District*. Boston: University of Massachusetts.
- Community Opportunities Group and Jefferey Donohoe Associates, LLC. (2015). *Property Assessment and Re-Use Planning Project*. Boston, MA and Hopkinton, MA: Hardwick Board of Selectmen and Pioneer Valley Planning Commission. Retrieved from <http://www.cogincorp.com/assets/Hardwick-PARP-Complete-Report.pdf>
- District Management Group. (2017). *Berkshire County Education Task Force Planning Study, Phase Two Report: Scenarios Developed, Described and Modeled*. Massachusetts: Berkshire County Education Task Force. Retrieved from <http://files.berkshireeducation.org/FinalReport.pdf>
- Downer, E. (2018, May 25). Superintendent Discusses Possible School Rental. *The Quaboag Current*, p. pgs. 3 &12.

- Florence Becot, J. K. (2017). *Do Farm-to-School Programs Create Local Economic Impacts*. United States: Agricultural and Applied Economics Association.
- Frank Morris, K. 8. (2018, June 19). As Rural Towns Lose Population, They can Learn to 'Shrink Smart'. National Public Radio,, Iowa.
- Hardwick Master Plan Committee. (2013). *Hardwick Open Space and Recreation Plan*. Hardwick, MA: Town of Hardwick. Retrieved from http://www.townofhardwick.com/PDF/OSRP_Draft4-2013.pdf
- Hubbardston Open Space Committee. (2012). *Town of Hubbardston Open Space and Recreation Plan Update 2007-2012*. Hubbardston, MA: Town of Hubbardston. Retrieved from <https://www.hubbardstonma.us/sites/hubbardstonma/files/uploads/openspaceplan.pdf>
- Lytton Consulting. (2011). *Have all the costs of closing a school been considered*. United States: Organisation for Economic Co-operation and Development (OECD).
- Massachusetts Department of Elementary and Secondary Education. (2018, June). Enrollment Data School Year 2017 and 2018. Boston, Massachusetts. Retrieved 2018, from <http://profiles.doe.mass.edu/>.
- Massachusetts Heritage Landscape Inventory Program. (2008). *Barre Reconnaissance Report*. Boston, MA: Massachusetts Department of Conservation and Recreation. Retrieved from <https://www.mass.gov/files/documents/2016/08/rt/barre.pdf>
- Massachusetts Heritage Landscape Inventory Program. (2008). *Hardwick Reconnaissance Report*. Boston, MA: Massachusetts Department of Conservation and Recreation. Retrieved from <https://www.mass.gov/files/documents/2016/08/ug/hardwick.pdf>
- Miner, B. L. (2018, April 26). Quabbin Regional School Assessments Up for Member Towns. *Telegram.com*.
- Montachusett Regional Planning Commission. (2017). *Master Plan Economic DEvelopment Element*. Hubbardston, MA: Town of Hubbardston. Retrieved from <https://www.hubbardstonma.us/sites/hubbardstonma/files/uploads/edpd2018.pdf>
- New Braintree Open Space Planning Committee and Massachusetts Watershed Coalition. (2005). *Town of New Braintree Open Space and Recreation Plan*. New Braintree, MA: Town of New Braintree.
- Office of Suzanne Bump, State Auditor. (2017). *Supporting Student and Community Success: Updating the Structure and Finance of Massachusetts Regional School Districts*. Boston, MA: Commonwealth of Massachusetts.
- Quabbin Regional School District. (2013). *FY14 Budget Narrative*. Barre, MA: Quabbin Regional School District. Retrieved August 29, 2018, from <http://www.qrsd.org/wp-content/uploads/2010/03/Budget-Narrative-Full-Release-14.pdf>
- Quabbin Regional School District . (2018, March 15). *Quabbin Regional School District FY19 Proposed Budget Public Hearing Presentation*. Barre, MA.

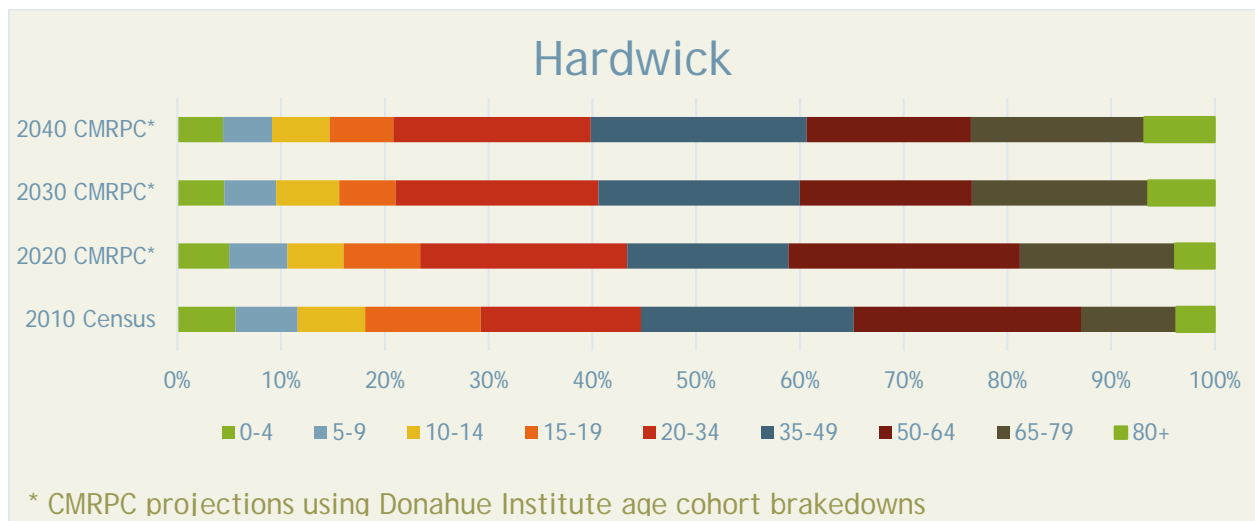
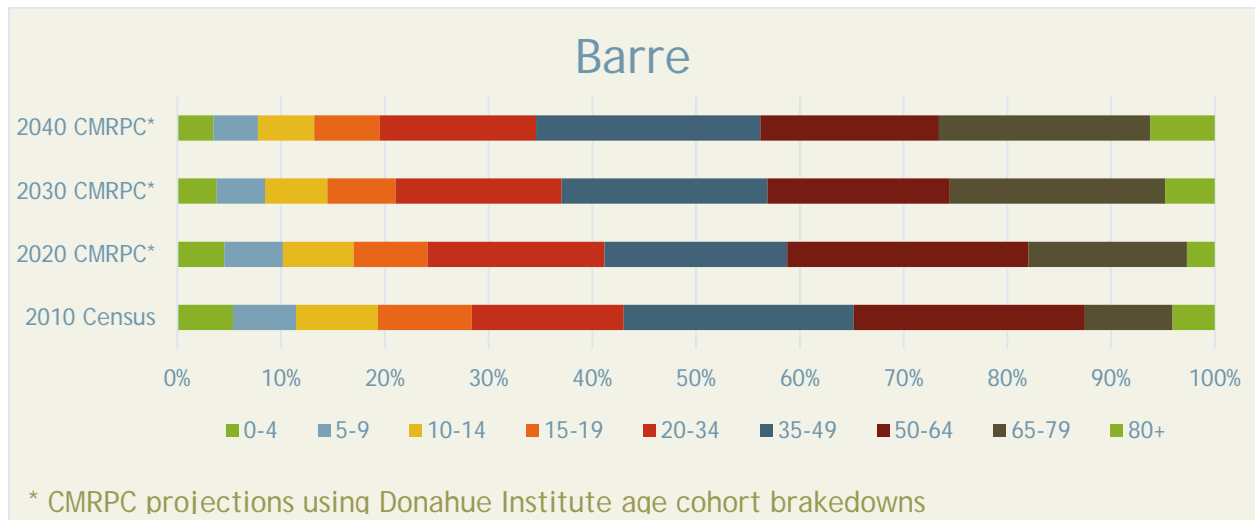
Tom Godfrey, W. L. (2018, April 23). Westboro shop a chance for older special ed students to practice workplace skill. *Telegram.com*, pp. <http://www.telegram.com/news/20180423/westboro-shop-chance-for-older-special-ed-students-to-practice-workplace-skills>.

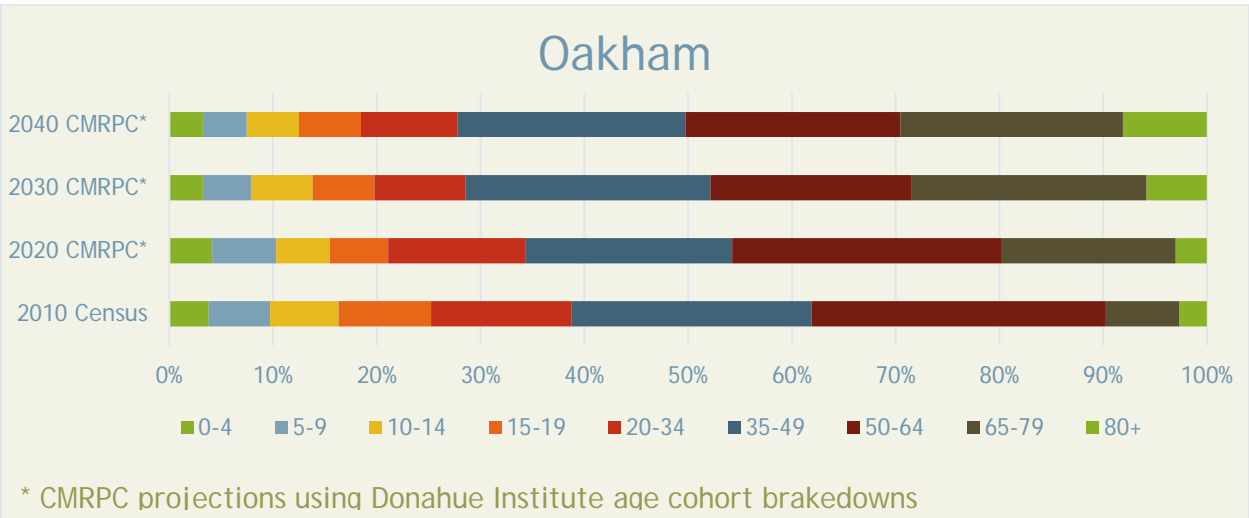
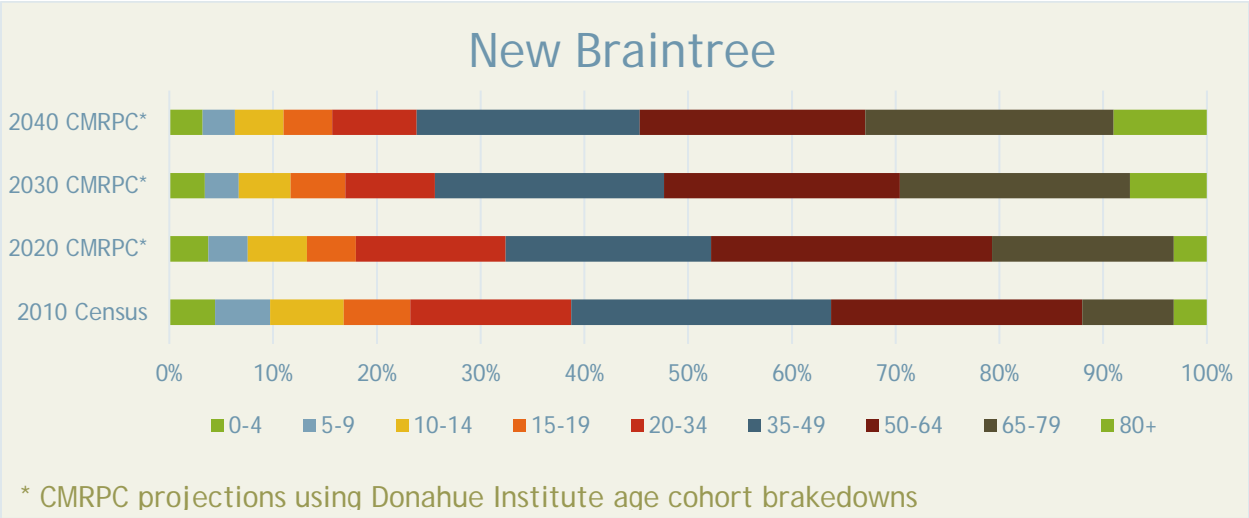
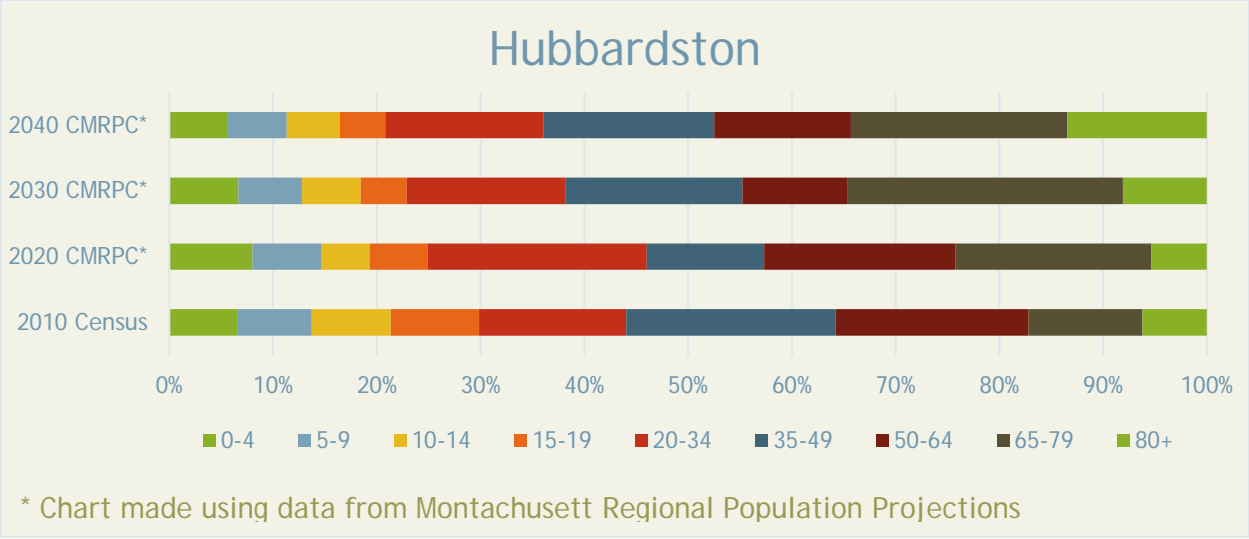
University of Massachusetts Center for Economic Development. (2015). *Hardwick, MA: Towards A Capital Plan*. Amherst, MA: Hardwick Capital Planning Committee. Retrieved from <http://www.townofhardwick.com/StateOfTown/CapitalPlan5-2015.pdf>

US Census Bureau. (n.d.). American Community Survey Data. US Census Bureau.

Appendix B - Demographics

Population projections for each town:





Appendix C - Public Engagement Efforts




Sample Facebook Post, Created by CMRPC

Sample Meeting Flyer, Created by CMRPC

LOST FOR THE SPRING 2018 SEASON,
END THE NEXT MEETING OF THE PARK
EATION COMMISSION ON MARCH 12th
T 6:30 PM AT THE TOWN HALL.

CALL FOR AN APPOINTMENT
413-477-6496
TDD (800)439-2379



VENT
arch 11

RV
Here...

and
rv.com

p.m. - 5:00 p.m.

ey.com

for Monday holidays.

Quabbin Educational and Municipal Survey:

The Quabbin Educational and Municipal Partnership is working with the Central Massachusetts Regional Planning Commission to evaluate and consider strategies for improving the sustainability of the Quabbin Regional School District. Educational and Municipal efficiencies are being explored through four overlapping components: Building Reuse Scenario Planning, Regional Shared Service Strategies, Inter-School District Shared Services, and Economic Development.

Each town is seeking input from the general public, residents, businesses and their employees on this matter. Please follow the appropriate link below to make your voice heard!

Barre: www.SurveyMonkey.com/r/Barre_Public_Survey
Hardwick: www.SurveyMonkey.com/r/Hardwick_Public_Survey
Hubbardston: www.SurveyMonkey.com/r/Hubbardston_Public_Survey
New Braintree: www.SurveyMonkey.com/r/NewBraintree_Public_Survey
Oakham: www.SurveyMonkey.com/r/Oakham_Public_Survey

The due date for all surveys is March 9.
There are hard copies available at your town hall!


Sample Newspaper Ad, used in the Barre Gazette, Quaboag Current, and Ware River News

QEMP Final Public Meeting

Do you live, work or play in the Quabbin area?

Should the Ruggles Lane School be repurposed as an agriculturally focused magnet school?
Should the towns regionalize Senior Centers?
Should towns focus on revitalizing vacant mills to promote economic development?

The Quabbin Educational and Municipal Partnership (QEMP) is a continuation of the work started by the Quabbin School Consolidation Task Force. The group, with representatives from each of the five QRSD towns, has broadened its focus to create a more financially sustainable future for each town, the school district, and the region. We have held discussions with each town's staff, school staff, and residents in each town. CMRPC will discuss what we've heard from the towns and seek public input as we aim to open new dialogues on Regional Economic Development, Shared Municipal Services, and School Strategies.



June 7 - Quabbin High School Cafeteria - [REGISTER HERE](#)
This will be our final community meeting. We'll highlight recurring themes from previous meetings and discuss strategies moving forward.

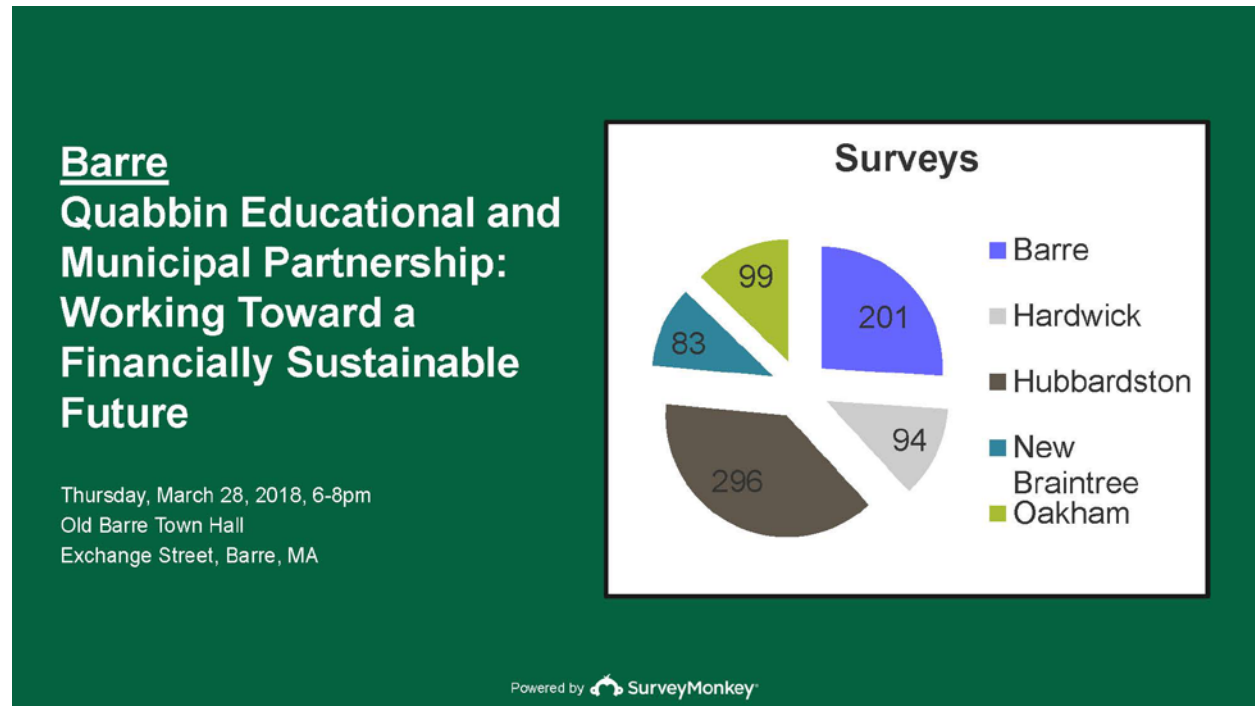
Sample Email sent to over 800 person contact list



Sample Tweet, Sent by CMRPC

Appendix D - Survey Summaries by Town

Handout packets from each community meeting with survey summaries:



Goals When Regionalizing

Ranked by importance according to Barre's Survey

1. Maintaining qualified and effective staff
2. Improving the service
3. Creating economies of scale that facilitate cost savings
4. When partnering with towns for bulk-purchasing/joint procurement, increasing competition to drive down costs
5. Maintaining local control of the service and ensuring the level of service is divided fairly between towns
6. Faster response time or task turnaround
7. Geography; keeping offices in a convenient location
8. Planning consolidation so it aligns with staff retirement or attrition

Powered by SurveyMonkey

Most Popular Regionalization Models across Massachusetts:

"Town Hub" - One town hosts the agreement, the service is housed at their facility, and employees work for the Host Town. Fees can be assessed in a variety of ways but are usually proportional to populations and/or use of the service.

- Example: Rutland Animal Control serves Barre, Princeton, New Braintree; the Animal Control Officer works for the Rutland Police Department and responds to calls from all four towns. Each town pays a fee and retains all revenues from dog licenses or fines.

"Joint Contracting" - Two or more towns work together to procure services from a single vendor.

- Example: Rutland and Barre shared a contract for IT services. As it has expired, all 5 Quabbin towns and Rutland are exploring a new shared agreement.

"COG" - Councils of Government or regional agencies, like CMRPC, provide the service for a fee.

- Example: Since 1975, Franklin County Council of Governments has had a Cooperative Inspection Program that provides Inspectional Services 16 member towns

Powered by  SurveyMonkey

Regionalization Opportunities in Barre

1. **Information Technology**
2. GIS Mapping
3. Inspector of Weights and Measures
4. **Economic Development**
5. Conservation Agent
6. Health Agent
7. **Recreation Department**

8. **Veterans Services**
9. Human Resources
10. Building Inspection
11. Housing Planning Services
12. Transfer Station/Recycling
13. Council on Aging/Senior Services

Powered by  SurveyMonkey

School Strategies

Most Popular Strategies for QRSD according to Barre survey responders:

1. [Work to continue offering enrichment/specialized programs](#) to students at the high school, such as: National Junior Reserve Officer Training, Advanced Placement courses, International Baccalaureate, Robotics, Biotechnology, Music, and Art & Design.
2. [Continue to engage in discussions](#) with surrounding communities and/or other school districts about partnerships that can improve efficiencies.
3. [Control fiscal impact of school personnel salary and benefits](#) by accessing current financial data from surrounding communities regarding salary and benefit packages to ensure benefits are at least regionally competitive.
4. [Increase the enrollment at the high school by increasing offerings](#) and incenting students/parents to choose the Quabbin Regional School District for their High School education. [AND Examine ways in which the school district might expand its service delivery pattern to support town needs](#), e.g.: technology, equipment sharing, etc. **(TIED)**
5. [If appropriate, re-use or share available space in school buildings](#) to accommodate accessory uses or non-school uses.

Powered by  SurveyMonkey

Building Re-Use Visions

Most Popular Re-Uses of Ruggles Lane Elementary School, according to Barre survey responders:

1. Vocational School Programs
2. Mixed Use School & Daycare
3. Satellite Campus for a College/University or other educational organization
4. Virtual Classroom/Campus or Training Center
5. Continuing or Adult Ed. Programs
6. Daycare
7. Mixed Use School & Municipal Offices
8. Senior Housing
9. Mixed Use School & Senior/Community Center
10. Municipal Offices
11. Retail Space/Offices or Small Business Incubator (Shared Office)
12. Community/Senior Center
13. Rehabilitation Center
14. Public Safety Complex, e.g.: Fire Department, EMS, Police Department
15. Food Processing Center / Business Incubator Kitchen

Theme:
Education related

Most Popular Re-Uses of ANY School, according to Barre survey responders:

1. Satellite Campus for a College/University or other educational organization
2. Vocational School Programs
3. Continuing or Adult Ed. Programs
4. Daycare
5. Virtual Classroom/Campus or Training Center
6. Community/Senior Center
7. Mixed Use School & Daycare
8. Senior Housing
9. Municipal Offices
10. Mixed Use School & Municipal Offices
11. Retail Space/Offices or Small Business Incubator (Shared Office)
12. Mixed Use School & Senior/Community Center
13. Public Safety Complex, e.g.: Fire Department, EMS, Police Department
14. Rehabilitation Center
15. Food Processing Center/Business Incubator Kitchen

Powered by  SurveyMonkey

What is your vision for your town in 20 years? How would you like to see it change?

Barre

- ***Some new housing and some new businesses: 47%***
- A lot more housing and businesses: 17%
- Some new businesses and economic growth only: 16%
- A lot more businesses but little or no new housing: 16%
- No change, exactly the same as it is now: 4%
- Some new housing only: 0%
- A lot more housing but no more businesses: 0%

All towns

Some new housing and some new businesses:

- Barre – 47%
- Hardwick – 63%
- Hubbardston – 59%
- New Braintree – 62%
- Oakham – 49%

- Barre had the highest rate (17%) of respondents in all 5 towns who chose:
A lot more housing and businesses

Powered by  SurveyMonkey

Rate how strongly you agree or disagree with the following statements related to economic growth and your town's business climate.

Top statements that residents **agreed** or **strongly agreed** with:

- Businesses in our town are easy to get to and have good access to major roads and highways
- My community is friendly to businesses and entrepreneurs
- Lack of adequate high speed internet and/or cell phone service is restricting the growth of our business community

Top statements that residents **disagreed** or **strongly disagreed** with:

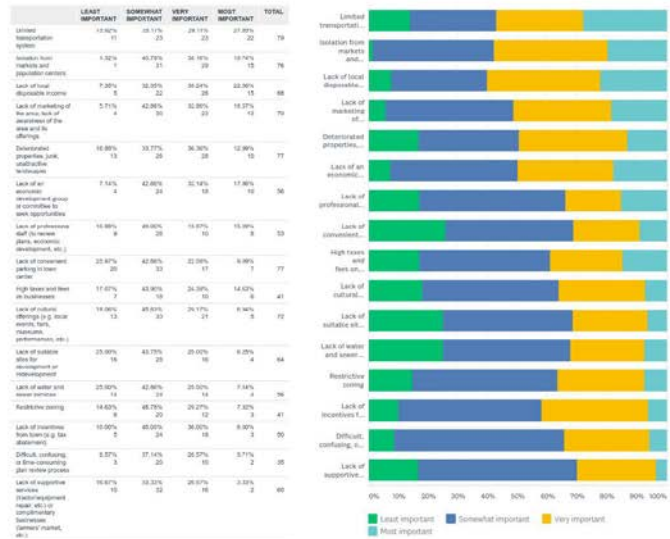
- Lack of skilled workforce
- My town adequately promotes and markets local businesses, destinations and community events
- Lack of adequate parking is restricting the growth of our business community
- The Town makes it easy for developers and property owners to get a project approved

Powered by  SurveyMonkey

In your opinion, what are the greatest barriers to business activity and economic growth in your community?

Most Important Barriers:

- Limited transportation system
- Lack of local disposable income
- Isolation from markets and population centers



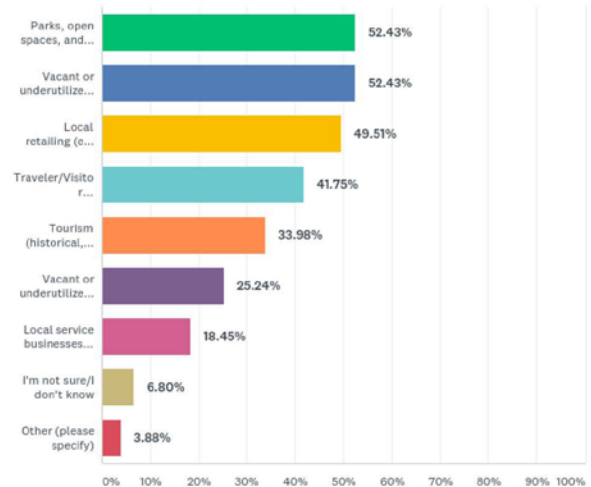
Powered by SurveyMonkey

What are the biggest untapped business opportunities in your area right now?

Top 3 Business Opportunities

- Parks, open spaces, and recreational opportunities (52%)
- Vacant or underutilized historic buildings (e.g. mills, warehouses, old storefront buildings) (52%)
- Local retailing (e.g. general store, clothing, hardware, pharmacy, etc.) (50%)

➤ For all 5 towns, "Parks, open spaces, and recreational opportunities" and "Local retailing" were in the top 3 choices



Powered by SurveyMonkey

What types of businesses are, or are not, appropriate for your town?

Most Appropriate

- Farmer's Market (100% said Appropriate)
- Grocery
- Restaurant (sit-down)
- Pharmacy
- Specialty Foods (ice cream, gourmet, butcher)
- Agricultural
- Gas Station
- Hardware or Lumber Yard
- Office for Professionals (Real Estate, Insurance, Doctor, Vet, etc.)
- Brewery, Winery, Cidery, Meadery with Tap/Tasting Room

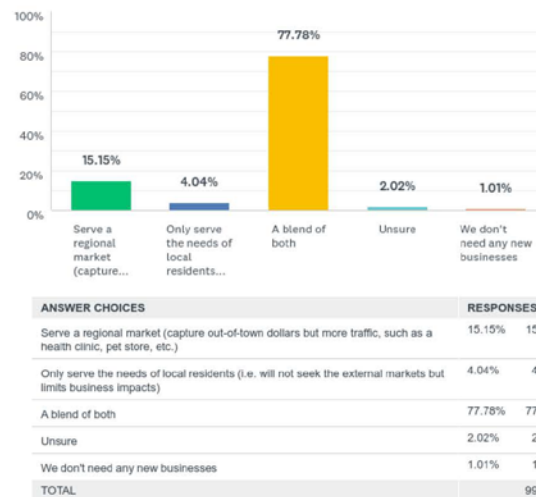
Least Appropriate

- Pawn Shop (64% said Not Appropriate)
- Big box department store (Costco, Wegmans, Target)
- Trucking Terminal
- Tattoo and Piercing Parlor
- Heavy Industrial
- Cannabis related businesses

Powered by  SurveyMonkey

Do you think your community would be suitable for establishing businesses with a regional draw or just businesses intended to serve residents?

- A majority (78%) of Barre residents want a blend of serving **both** the regional market as well as the needs of local residents
- This response was the majority across the board for all 5 towns
- Very few respondents in each town selected "We don't need any new businesses"



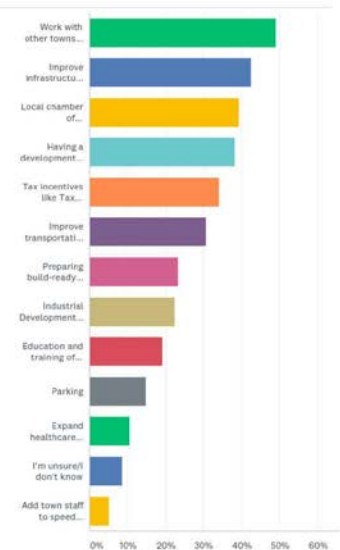
Powered by  SurveyMonkey

What do you think could be tools or steps that your town could take to improve the business climate?

Top 3 Tools/Steps

- Work with other towns regionally to promote and market
- Improve infrastructure (broadband, water, sewer)
- Local chamber of commerce/business network for marketing and promotion

ANSWER CHOICES	RESPONSES
Work with other towns regionally to promote and market	48.94% 46
Improve infrastructure (broadband, water, sewer)	42.55% 40
Local chamber of commerce/business network for marketing and promotion	39.36% 37
Having a development liaison in Town hall to walk people through the process (zoning, development, etc.)	36.30% 36
Tax incentives like Tax Increment Financing (TIF)	34.04% 32
Improve transportation access to the town	30.85% 29
Preparing build-ready sites and spaces	23.40% 22
Industrial Development Authority to give loans and other incentives	22.34% 21
Education and training of volunteer board members	19.15% 18
Parking	14.89% 14
Expand healthcare access	10.64% 10
I'm unsure/I don't know	8.51% 8
Add town staff to speed reviews of projects	5.32% 5
Total Respondents: 94	



Powered by SurveyMonkey

Please note the degree to which you are in favor of, or oppose, these specific strategies for promoting economic growth.

Top 3 Strategies Strongly Favored:

- Increase cell phone coverage (70%)
- Increase high speed internet for homes and businesses (59%)
- Increase agriculture/farming (27%)

Top 3 Strategies Opposed:

- More housing in town center (20%)
- Allow multi-family in town centers (including senior housing) (12%)
- Apartments above town center storefronts (9%)

Powered by SurveyMonkey

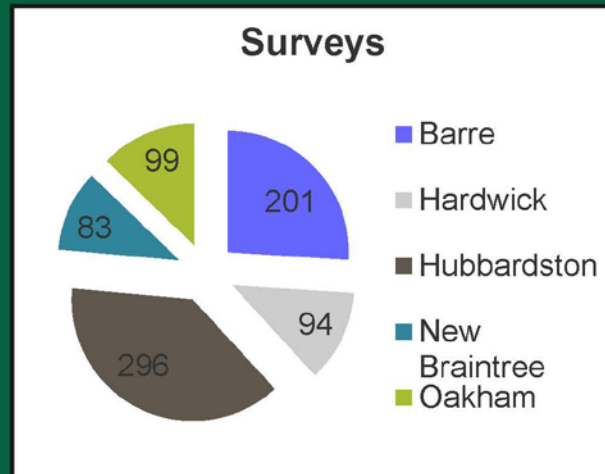
Takeaways from the data

- Each community has a desire for moderate economic growth in their town
- Many residents would strongly prefer to focus on the growth of their town's agricultural economies and farm-related businesses.
- Increasing cell phone coverage and high speed internet access for homes and businesses, plus improving infrastructure like water and sewer are priorities
- Business opportunities that should be tapped into are:
 - Parks, open spaces, and recreational opportunities
 - Local retailing (general store, clothing, hardware, pharmacy, etc.)
- There is an interest in working on a regional scale to promote economic growth

Powered by  SurveyMonkey

Hardwick Quabbin Educational and Municipal Partnership: Working Toward a Financially Sustainable Future

Monday April 2, 2018, 6-8pm
Hardwick Town House
32 Common Street, Hardwick, MA



Powered by SurveyMonkey

Goals When Regionalizing

Ranked by importance according to Hardwick's Survey

1. Maintaining qualified and effective staff
2. Improving the service
3. Creating economies of scale that facilitate cost savings
4. Maintaining local control of the service and ensuring the level of service is divided fairly between towns
5. When partnering with towns for bulk-purchasing/joint procurement, increasing competition to drive down costs
6. Geography; keeping offices in a convenient location
7. Planning consolidation so it aligns with staff retirement or attrition
8. Faster response time or task turnaround

Powered by SurveyMonkey

2

Most Popular Regionalization Models across Massachusetts:

"Town Hub" - One town hosts the agreement, the service is housed at their facility, and employees work for the Host Town. Fees can be assessed in a variety of ways but are usually proportional to populations and/or use of the service.

- Example: Rutland Animal Control serves Barre, Princeton, New Braintree; the Animal Control Officer works for the Rutland Police Department and responds to calls from all four towns. Each town pays a fee and retains all revenues from dog licenses or fines.

"Joint Contracting" - Two or more towns work together to procure services from a single vendor.

- Example: Rutland and Barre shared a contract for IT services. As it has expired, all 5 Quabbin towns and Rutland are exploring a new shared agreement.

"COG" - Councils of Government or regional agencies, like CMRPC, provide the service for a fee.

- Example: Since 1975, Franklin County Council of Governments has had a Cooperative Inspection Program that provides Inspectional Services 16 member towns

Powered by  SurveyMonkey

3

Most Popular Regionalization Opportunities in Hardwick

1. Animal Control
2. Conservation Agent
3. GIS Mapping
4. Building Inspection
5. Inspector of Weights and Measures
6. Veterans Services
7. Information Technology
8. Recreation Department

9. Housing Planning Services
10. Health Agent
11. Dispatch
12. Human Resources
13. Advanced Life Support
14. Transfer Station/Recycling
15. Council on Aging
16. Town Nurse Services

Powered by  SurveyMonkey

4

Least Popular Regionalization Opportunities in Hardwick

1. Town Administration
2. Treasurer Collector/
Accounting
3. Fire Department
4. Town Planning
5. Police Department
6. Public Works
7. Assessing



Powered by  SurveyMonkey

5

School Strategies

Most Important Strategies for QRSD according to Hardwick survey responders:

1. [Work to continue offering enrichment/specialized programs](#) to students at the high school, such as: National Junior Reserve Officer Training, Advanced Placement courses, International Baccalaureate, Robotics, Biotechnology, Music, and Art & Design.
2. [Continue to engage in discussions](#) with surrounding communities and/or other school districts about partnerships that can improve efficiencies.
3. [If appropriate, re-use or share available space in school buildings](#) to accommodate accessory uses or non-school uses. AND [Work to reduce special education enrollment and costs](#) by enhancing regular educational programming, student assessment data collection and controls, and the need to send students out of the district to specialized programs. **(TIED)**

Powered by  SurveyMonkey

6

Building Re-Use Visions

Most Popular Re-Uses of Hardwick Elementary School, according to Hardwick survey responders:

1. Mixed Use School & Daycare
2. Continuing or Adult Ed. Programs
3. Satellite Campus for a College / University or other educational organization
4. Mixed Use School & Municipal Offices
5. Municipal Offices
6. Daycare
7. Vocational School Programs
8. Mixed Use School & Senior / Community Center
9. Virtual Classroom / Campus or Training Center
10. Community / Senior Center
11. Public Safety Complex, e.g. Fire Department, EMS, Police Dept.
12. Food Processing Center / Business Incubator Kitchen
13. Retail Space / Offices or Small Business Incubator (Shared Office)
14. Rehabilitation Center
15. Senior Housing

Theme:
Education

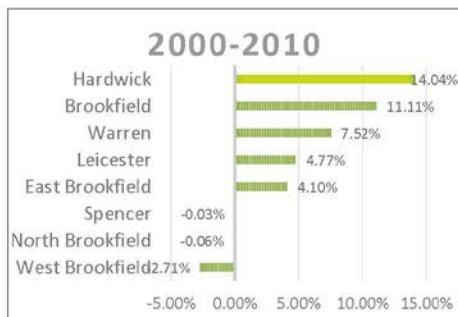
Most Popular Re-Uses of ANY School, according to Hardwick survey responders:

1. Mixed Use School & Daycare
2. Continuing or Adult Ed. Programs
3. Mixed Use School & Municipal Offices
4. Daycare
5. Satellite Campus for a College / University or other educational organization.
6. Municipal Offices
7. Mixed Use School & Senior / Community Center
8. Vocational School Programs
9. Community / Senior Center
10. Public Safety Complex, e.g. Fire Department, EMS, Police Department
11. Virtual Classroom / Campus or Training Center
12. Food Processing Center / Business Incubator Kitchen
13. Senior Housing
14. Retail Space / Offices or Small Business Incubator (Shared Office)
15. Rehabilitation Center

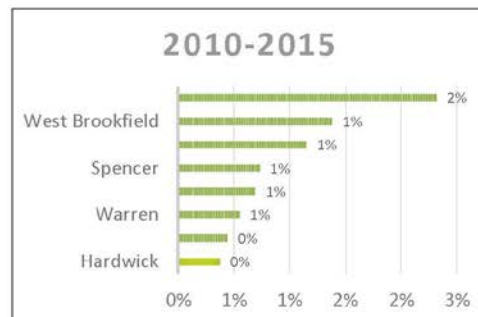
Powered by  SurveyMonkey

7

Economic Development Population Growth, 2000 - 2015



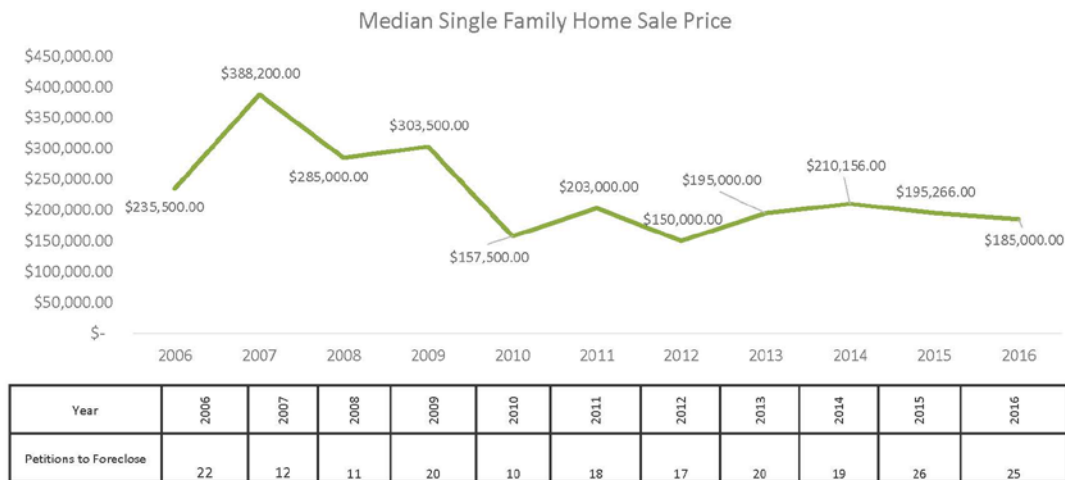
US Census shows growth of ~
14% for Hardwick, 2000-2010



ACS shows that growth slowed to
<1% between 2010-2015

Powered by  SurveyMonkey

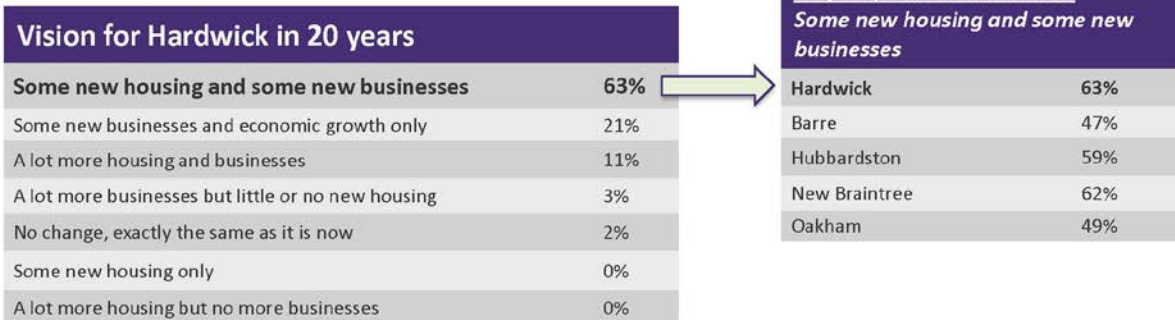
Economic Development Single Family Housing Prices, 2006-2016



Powered by SurveyMonkey

Economic Development Vision

What is your vision for Hardwick in 20 years? How would you like to see it change?



Powered by SurveyMonkey

10

Barriers

In your opinion, what are the greatest barriers to business activity and economic growth in your community?

Most Important Barriers	Least Important Barriers
Isolation from markets and population centers	Lack of convenient parking in town center
Limited transportation system	Lack of cultural offerings (e.g. local events, fairs, museums, performances, etc.)
Lack of marketing of the area; lack of awareness of the area and its offerings	Lack of supportive services (tractor/equipment repair, etc.) or complimentary businesses (farmer's market, etc.)

Powered by  SurveyMonkey

11

Opportunities

What are the biggest untapped business opportunities in your area right now?

Untapped Business Opportunities in Hardwick
Vacant or underutilized historic buildings (e.g. mills, warehouses, old storefront buildings)
Local retailing (e.g. general store, clothing, hardware, pharmacy, etc.)
Tourism (historical, ecological, agricultural, other)

Powered by  SurveyMonkey

12

Opportunities

What businesses are or are not appropriate for your town?

Appropriate (>80% approval)	Not Appropriate (<50% approval)
Agricultural	Big box department store (Costco, Wegmans, Target)
Farmers' Market	Pawn Shop
Cultural (Historic sites/collections, museum, etc.)	Trucking Terminal
Restaurant (sit-down)	Tattoo and Piercing Parlor
Specialty Foods (ice cream, gourmet foods, butcher, etc.)	Car Dealer
Brewery, Winery, Cidery, Meadery with Tap/Tasting Room	Heavy Industrial
Gas Station	Cannabis related businesses
Agricultural Machinery Sales and Services	Restaurant (fast food, takeout)
Auto Repair or Body Shop	
Convenience Store	
Office for Professionals (Real Estate, Insurance, Doctor, Vet, etc.)	
Consignment	
Wine and Spirits	
Theater or performance center	
Hardware or Lumber Yard	

Powered by  SurveyMonkey

13

Strategies

What do you think could be tools or steps that your town could take to improve the business climate?

Steps to Improve Hardwick Business Climate

- Work with other towns regionally to promote and market
- Improve infrastructure (broadband, water, sewer)
- Local chamber of commerce for marketing and promotion
- Improve transportation access to the town
- Having a development liaison in Town Hall to walk people through the process (permitting, development, etc.)
- Education and training of volunteer board members

Powered by  SurveyMonkey

14

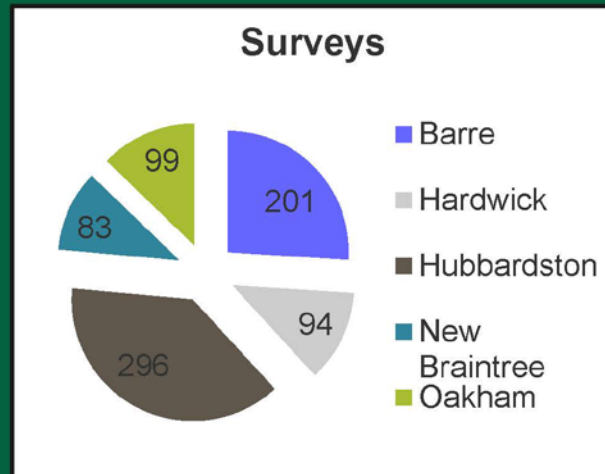
Strategies

Please note the degree to which you are in favor of, or oppose, these specific strategies for promoting economic growth:

Most Favored Strategies	
1	Increase cell phone coverage
2	Increase high speed internet for homes and businesses
3	Increase agriculture/farming
4	Include design standards in town bylaws to guide the form and look of new developments
5	Encourage more walking and biking in commercial centers
6	Increase health services
7	Allow mixed use commercial/residential in village or town centers

Hubbardston Quabbin Educational and Municipal Partnership: Working Toward a Financially Sustainable Future

Tuesday May 8, 2018, 6-8pm
Hubbardston Senior Center
7 Main St, Hubbardston



Powered by SurveyMonkey

Goals When Regionalizing

Ranked by importance according to Hubbardston's Survey

1. Maintaining qualified and effective staff
2. Maintaining local control of the service and ensuring the level of service is divided fairly between towns
3. Improving the service
4. Creating economies of scale that facilitate cost savings
5. Geography; keeping offices in a convenient location
6. When partnering with towns for bulk-purchasing/joint procurement, increasing competition to drive down costs
7. Faster response time or task turnaround
8. Planning consolidation so it aligns with staff retirement or attrition

Powered by SurveyMonkey

Most Popular Regionalization Models across Massachusetts:

"Town Hub" - One town hosts the agreement, the service is housed at their facility, and employees work for the Host Town. Fees can be assessed in a variety of ways but are usually proportional to populations and/or use of the service.

- Example: Rutland Animal Control serves Barre, Princeton, New Braintree; the Animal Control Officer works for the Rutland Police Department and responds to calls from all four towns. Each town pays a fee and retains all revenues from dog licenses or fines.

"Joint Contracting" - Two or more towns work together to procure services from a single vendor.

- Example: Rutland and Barre shared a contract for IT services. As it has expired, all 5 Quabbin towns and Rutland are exploring a new shared agreement.

"COG" - Councils of Government or regional agencies, like CMRPC, provide the service for a fee.

- Example: Since 1975, Franklin County Council of Governments has had a Cooperative Inspection Program that provides Inspectional Services 16 member towns

Powered by  SurveyMonkey

Most Popular Regionalization Opportunities in Hubbardston

1. IT
2. GIS Mapping
3. Veterans Services
4. Health Agent
5. Animal Control
6. Conservation Agent
7. Building Inspection
8. Housing Planning

9. Human Resources
10. Assessing
11. Town Nurse Services
12. Council on Aging/Senior Services

Powered by  SurveyMonkey

Least Popular Regionalization Opportunities in Hubbardston

1. Police Department
2. Fire Department
3. Town Administration
4. Town Planning
5. Treasurer/Collector
6. Ambulance
7. Public Works
8. Recreation



Powered by  SurveyMonkey

School Strategies

Most Important Strategies for QRSD according to Hubbardston survey responders:

1. [Work to continue offering enrichment/specialized programs](#) to students at the high school, such as: National Junior Reserve Officer Training, Advanced Placement courses, International Baccalaureate, Robotics, Biotechnology, Music, and Art & Design.
2. [Continue to engage in discussions with surrounding communities and/or other school districts](#) about partnerships that can improve efficiencies.
3. [If appropriate, re-use or share available space in school buildings](#) to accommodate municipal purposes.

Powered by  SurveyMonkey

Building Re-Use Visions

Most Popular Re-Uses of Hubbardston Elementary School according to Hubbardston survey responders:

1. Mixed Use School & Daycare
2. Mixed use School & Municipal Offices
3. Daycare
4. Vocational School Programs
5. Mixed Use School & Senior / Community Center
6. Satellite campus for a College / University or other educational organization
7. Community / Senior Center
8. Senior Housing
9. Continuing or Adult Ed. Programs
10. Virtual Classroom/Campus or Training Center
11. Municipal Offices
12. Food Processing Center / Commercial Kitchen Incubator
13. Rehabilitation Center
14. Public Safety Complex (e.g. Fire Dept, EMS, Police Dept)
15. Retail Space/Offices or Small Business Incubator (Shared Office)

Theme:
Education

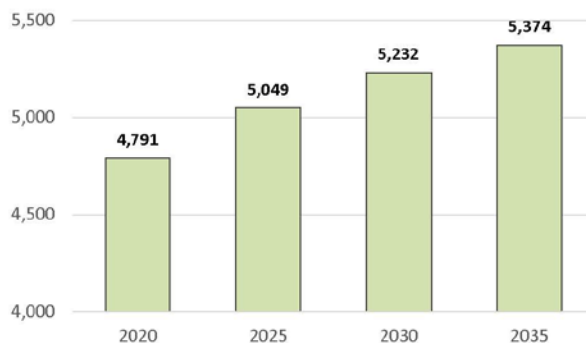
Most Popular Re-Uses of ANY School, according to Hubbardston survey responders:

1. Community / Senior Center
2. Municipal Offices
3. Mixed Use School & Municipal Offices
4. Mixed Use School & Daycare
5. Mixed Use School & Senior / Community Center
6. Daycare
7. Continuing or Adult Ed. Programs
8. Satellite Campus for a College / University or other educational organization
9. Vocational School Programs
10. Public Safety Complex (e.g. Fire Dept, EMS, Police Dept)
11. Virtual Classroom / Campus or Training Center
12. Senior Housing
13. Retail Space / Offices or Small Business Incubator (Shared Office)
14. Rehabilitation Center
15. Food Processing Center / Commercial Kitchen Incubator

Powered by  SurveyMonkey

Economic Development Population Change and Projections

Hubbardston Population Projections



Source: UMASS Donahue Institute Population Estimates Program

Population Change

	2000 Census	2010 Census	2012-2016 ACS	% Change (2000-2016)
Hubbardston	3,909	4,382	4,537	16.1%
Worcester County	750,963	798,552	813,589	7.7%
Massachusetts	6,349,097	6,547,629	6,742,143	5.8%

Sources: U.S. Census 2000, 2010; American Community Survey 2012-2016 Estimates

Powered by  SurveyMonkey

Economic Development Labor Force

Employment Numbers and Unemployment Rate, 2005 - 2017

Year	Labor Force	Employed	Unemployed	Hubbardston Unemployment Rate	State Unemployment Rate
2017	2,584	2,498	86	3.30%	3.70%
2016	2,493	2,411	82	3.30%	3.70%
2015	2,503	2,393	110	4.40%	4.90%
2014	2,485	2,351	134	5.40%	5.80%
2013	2,446	2,284	162	6.60%	6.70%
2012	2,424	2,272	152	6.30%	6.70%
2011	2,426	2,243	183	7.50%	7.30%
2010	2,441	2,223	218	8.90%	8.30%
2009	2,494	2,275	219	8.80%	8.10%
2008	2,454	2,315	139	5.70%	5.50%
2007	2,496	2,270	126	5.00%	4.60%
2006	2,482	2,355	127	5.10%	4.90%
2005	2,437	2,317	120	4.90%	4.80%

Source: MA Department of Labor and
Workforce Development

Powered by  SurveyMonkey

Economic Development Employment Industry and Income

2016 Average Employment and Wages by Industry

Industry	Establishments	Total Wages	Average Employment	Average Weekly Wage
Total, All Industries	68	\$14,262,887	387	\$709
Construction	14	\$1,967,887	48	\$788
Manufacturing	3	\$1,635,483	44	\$715
Retail Trade	5	\$351,757	16	\$423
Prof. and Tech. Services	6	\$800,630	19	\$810
Health Care, Social Assistance	18	\$2,596,612	89	\$561

Source: American Community Survey 2012-2016 Estimates

Measures of Wealth, 2016

	Per Capita Income	Median Household Income	Median Family Income	% Below Poverty
Hubbardston	\$34,042	\$84,803	\$94,512	4.9%

Source: Massachusetts Division of Unemployment Assistance

Powered by  SurveyMonkey

Economic Development Vision

What is your vision for Hubbardston in 20 years?
How would you like to see it change?

Vision for Hubbardston in 20 years		Majority of all towns chose: <i>Some new housing and some new businesses</i>	
Some new housing and some new businesses	60%	Hubbardston	60%
Some new businesses and economic growth only	17%	Barre	47%
A lot more housing and businesses	10%	New Braintree	62%
A lot more businesses but little or no new housing	8%	Oakham	49%
No change, exactly the same as it is now	4%	Hardwick	63%
Some new housing only	1%		
A lot more housing but no more businesses	0%		

Powered by  SurveyMonkey

Barriers

In your opinion, what are the greatest barriers to business activity and economic growth in your community?

Greatest Barriers
Lack of water and sewer services
Lack of marketing of the area; lack of awareness of the area and its offerings
Lack of cultural offerings (e.g. local events, fairs, museums, performances, etc.)
Lack of convenient parking in town center

Powered by  SurveyMonkey

Opportunities

What are the biggest untapped business opportunities in your area right now?

Untapped Business Opportunities in Hubbardston

Local retailing (e.g. general store, clothing, hardware, pharmacy, etc.)

Parks, open spaces, and recreational opportunities

Traveler/Visitor accommodations (hotels, restaurants, etc.)

Local service businesses (e.g. salon, insurance, banking, therapist, law/professional services)

Tourism (historical, ecological, agricultural, other)

Powered by  SurveyMonkey

Opportunities

What businesses are or are not appropriate for your town?

Appropriate	Not Appropriate
Agricultural	Trucking Terminal
Farmers' Market	Big box department store (Costco, Wegmans, Target)
Restaurant (sit-down)	Pawn Shop
Office for Professionals (Real Estate, Insurance, Doctor, Vet, etc.)	Heavy Industrial
Specialty Foods (ice cream, gourmet foods, butcher, etc.)	Tattoo and Piercing Parlor
Gas Station	Car Dealer
Convenience Store	Warehousing
Brewery, Winery, Cidery, Meadery with Tap/Tasting Room	Food Processing and Packaging Center
Auto Repair or Body Shop	Cannabis related businesses

Powered by  SurveyMonkey

Strategies

What do you think could be tools or steps that your town could take to improve the business climate?

Steps to Improve Hubbardston Business Climate

Improve infrastructure (broadband, water, sewer)
Work with other towns regionally to promote and market
Having a development liaison in Town Hall to walk people through the process (permitting, development, etc.)
Local chamber of commerce for marketing and promotion
Tax incentives like Tax Increment Financing (TIF)
Preparing build-ready sites and spaces

Powered by  SurveyMonkey

Strategies

Please note the degree to which you are in favor of, or oppose, these specific strategies for promoting economic growth:

Most Favored Strategies

1	Increase cell phone coverage
2	Increase high speed internet for homes and businesses
3	Increase agriculture/farming
4	Increase different zoning uses and categories to encourage new businesses
5	Increase health services
6	Allow mixed use commercial/residential in village or town centers
7	Small business incubator to grow local businesses

Powered by  SurveyMonkey

Recommendations from ED Chapter of Master Plan

- 1. Maintain the Economic Development Committee. At some point in time, the EDC could consider requesting an annual needs-based budget from the Town to cover small scale costs of and mailings, outreach, advertising, and training that could include workshops such as Citizens Planner Training Collaborative.
- 2. Prepare and Distribute a Promotional Brochure. The Economic Development Committee could work on such a brochure that could contain content on town and civic events, recreation resources, historic resources, dining, lodging, health and wellness, arts and crafts, and agriculture. Recreation, history, arts, and culture should be considered economic development activities.

Recommendations Cont'd

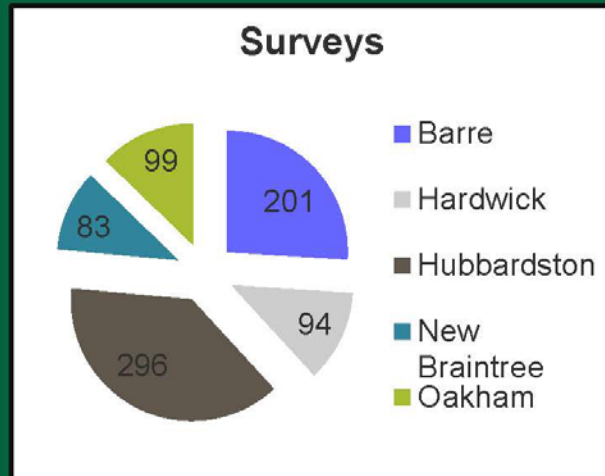
- 3. Sponsor an Annual Festival. Hubbardston does and should continue to have frequent special events and fundraisers throughout the year to help promote local businesses, organizations and community. The Town could also investigate what it would take to sponsor an annual festival that would attract tourists and regional residents.
- 4. Support Local Business. The town should work hard to support existing business operations.
 - develop a survey to solicit information from existing businesses as to their level of satisfaction with Hubbardston as the location for their operations.
 - host a meeting of business owners in town to hear from Hubbardston business owners and/or representatives of businesses.
 - boost consumer demand and support for local businesses by instituting "buy local" initiatives.
 - identify and develop ways for residents to support local agricultural businesses.
 - research and consider applying for any grants that may provide opportunity to support local business such as the USDA Rural Business Development Grant Program.

Recommendations Cont'd

5. Work to Facilitate the Existing Permitting Process by developing a comprehensive development permitting guidebook.
6. Aggressively seek funding for road improvements. Road conditions are directly related to the promotion of economic development in a community and should be part of an integrated capital improvement plan.
7. Identify New Areas for Economic Development Opportunities. Hubbardston does not have the infrastructure capacity in terms of proximity to major transportation routes, with no sewer/water infrastructure or highway access to attract large scale commercial/industry and therefore the town should focus on smaller scale business that fit in with the small-town character of Hubbardston. identification of any new and appropriate areas may be best accomplished through a charrette with lots of public input.

New Braintree Quabbin Educational and Municipal Partnership: Working Toward a Financially Sustainable Future

Wednesday April 18, 2018, 6-8pm
New Braintree Town Hall
20 Memorial Drive, New Braintree



Powered by SurveyMonkey

Goals When Regionalizing

Ranked by importance according to New Braintree's Survey

1. Maintaining qualified and effective staff
2. When partnering with towns for bulk-purchasing/joint procurement, increasing competition to drive down costs
3. Improving the service
4. Maintaining local control of the service and ensuring the level of service is divided fairly between towns
5. Creating economies of scale that facilitate cost savings
6. Faster response time or task turnaround
7. Geography; keeping offices in a convenient location
8. Planning consolidation so it aligns with staff retirement or attrition

Powered by SurveyMonkey

2

Most Popular Regionalization Models across Massachusetts:

"Town Hub" - One town hosts the agreement, the service is housed at their facility, and employees work for the Host Town. Fees can be assessed in a variety of ways but are usually proportional to populations and/or use of the service.

- Example: Rutland Animal Control serves Barre, Princeton, New Braintree; the Animal Control Officer works for the Rutland Police Department and responds to calls from all four towns. Each town pays a fee and retains all revenues from dog licenses or fines.

"Joint Contracting" - Two or more towns work together to procure services from a single vendor.

- Example: Rutland and Barre shared a contract for IT services. As it has expired, all 5 Quabbin towns and Rutland are exploring a new shared agreement.

"COG" - Councils of Government or regional agencies, like CMRPC, provide the service for a fee.

- Example: Since 1975, Franklin County Council of Governments has had a Cooperative Inspection Program that provides Inspectional Services 16 member towns

Powered by  SurveyMonkey

3

Most Popular Regionalization Opportunities in New Braintree

1. Transfer Station/Recycling
2. Dispatch
3. Animal Control
4. Veterans Services
5. IT
6. Emergency Management
7. Police Department
8. Advanced Life Services
9. Health Agent

10. Recreation Department
11. Council on Aging/Senior Services
12. Conservation Agent
13. GIS Mapping
14. Building Inspection
15. Housing Planning
16. Human Resources
17. Assessing

Powered by  SurveyMonkey

4

Least Popular Regionalization Opportunities in New Braintree

1. Town Administration
2. Treasurer Collector
3. Town Planning/ Community Development
4. Public Works
5. Fire Department



Powered by  SurveyMonkey

5

School Strategies

Most Popular Strategies for QRSD according to New Braintree survey responders:

1. [Continue to engage in discussions with surrounding communities and/or other school districts](#) about partnerships that can improve efficiencies.
2. [Control fiscal impact of school personnel](#) salary and benefits by accessing current financial data from surrounding communities regarding salary and benefit packages to ensure benefits are at least regionally competitive.
3. [Work to continue offering enrichment/specialized programs](#) to students at the high school, such as: National Junior Reserve Officer Training, Advanced Placement courses, International Baccalaureate, Robotics, Biotechnology, Music, and Art & Design.
4. [If appropriate, re-use or share available space in school buildings](#) to accommodate municipal purposes.

Powered by  SurveyMonkey

6

Building Re-Use Visions

Most Popular Re-Uses of **New Braintree Elementary School** according to New Braintree survey responders:

1. Mixed Use School & Daycare
2. Daycare
3. Vocational School Programs
4. Continuing or Adult Ed. Programs
5. Virtual Classroom / Campus or Training Center
6. Mixed Use School & Senior / Community Center
7. Public Safety Complex, e.g. Fire Dept, EMS, Police Dept
8. Satellite campus for a College / University or other educational organization
9. Municipal Offices
10. Community / Senior Center
11. Mixed use School & Municipal Offices
12. Retail Space / Offices or Small Business Incubator (Shared Office)
13. Food Processing Center / Commercial Kitchen Incubator
14. Senior Housing
15. Rehabilitation Center

Theme:
Education

Most Popular Re-Uses of **ANY School**, according to New Braintree survey responders:

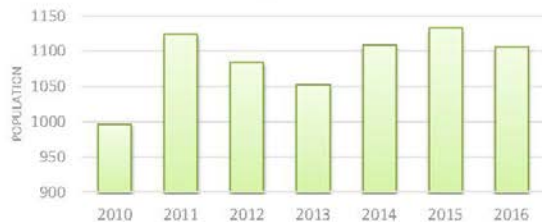
1. Vocational School Programs
2. Mixed Use School & Daycare
3. Continuing or Adult Ed. Programs
4. Virtual Classroom / Campus or Traing Center
5. Municipal Offices
6. Satellite campus for a College / University or other educational organization
7. Community / Senior Center
8. Daycare
9. Public Safety Complex, e.g. Fire Dept, EMS, Police Dept
10. Mixed Use School & Senior / Community Center
11. Mixed Use School & Municipal Offices
12. Retail Space / Offices or Small Business Incubator (Shared Office)
13. Senior Housing
14. Rehabilitation Center
15. Food Processing Center / Commercial Kitchen Incubator

Powered by  SurveyMonkey

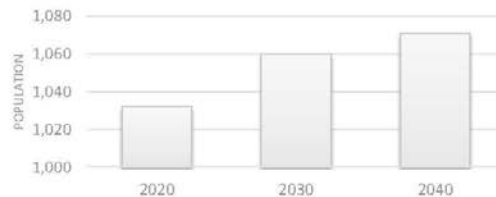
7

Economic Development Population

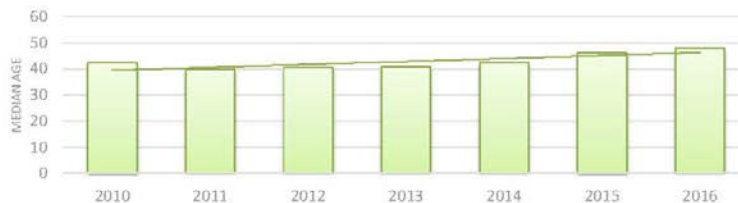
New Braintree Population 2010-2016



New Braintree Population Projections 2020 to 2040



Median Age Over Time, 2010 to 2016

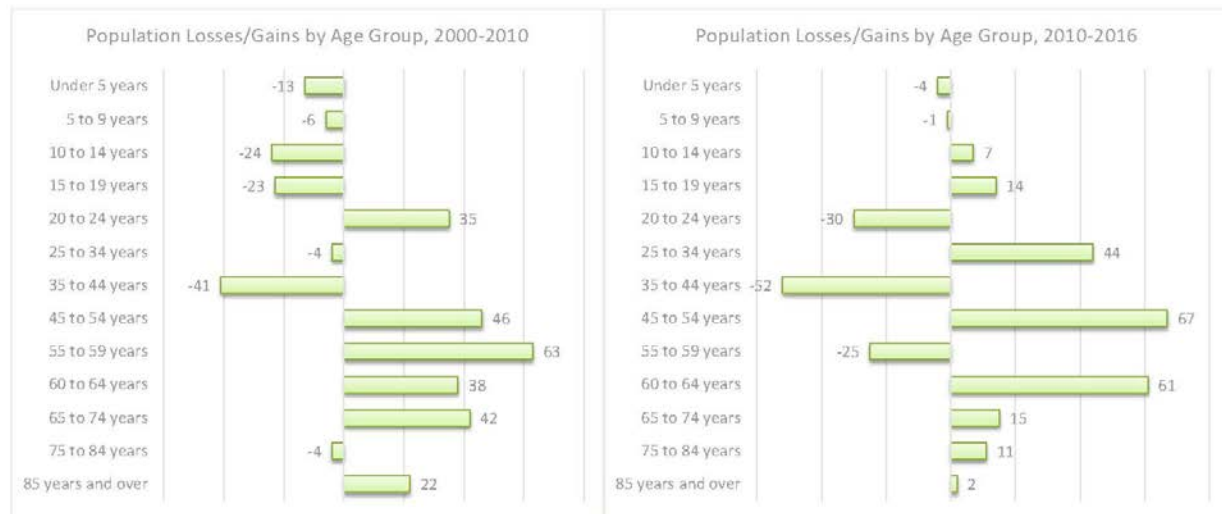


Powered by  SurveyMonkey

Source: U.S. Census Bureau 5-year estimates, 2010-2016; CMRPC Population Projections

8

Economic Development Population by Age Group



Powered by SurveyMonkey

Source: U.S. Census Bureau Decennial Census 2000 and 2010; U.S. Census Bureau 5-year Population Estimates, 2016

Economic Development Enrollment Over Time, District-Wide



Powered by SurveyMonkey

Source: Massachusetts Department of Education, Historical Enrollment Data by District/Grade

Economic Development Vision

What is your vision for New Braintree in 20 years?
How would you like to see it change?

Vision for New Braintree in 20 years		Majority of all towns chose: <i>Some new housing and some new businesses</i>	
Some new housing and some new businesses	62%	New Braintree	62%
Some new housing only	10%	Barre	47%
Some new businesses and economic growth only	10%	Hubbardston	59%
A lot more businesses but little or no new housing	7%	Oakham	49%
A lot more housing and businesses	7%	Hardwick	63%
No change, exactly the same as it is now	5%		
A lot more housing but no more businesses	0%		

Powered by  SurveyMonkey

11

Barriers

In your opinion, what are the greatest barriers to business activity and economic growth in your community?

Greatest Barriers
Isolation from markets and population centers
Restrictive zoning
Lack of marketing of the area; lack of awareness of the area and its offerings
Lack of incentives from town (e.g. tax abatement)

Powered by  SurveyMonkey

12

Opportunities

What are the biggest untapped business opportunities in your area right now?

Untapped Business Opportunities in New Braintree

Parks, open spaces, and recreational opportunities
Local retailing (e.g. general store, clothing, hardware, pharmacy, etc.)
Tourism (historical, ecological, agricultural, other)
Traveler/Visitor accommodations (hotels, restaurants, etc.)
Local service businesses (e.g. salon, insurance, banking, therapist, law/professional services)

Powered by  SurveyMonkey

13

Opportunities

What businesses are or are not appropriate for your town?

Appropriate	Not Appropriate
Agricultural	Car Dealer
Farmers' Market	Pawn Shop
Agricultural Machinery Sales and Services	Trucking Terminal
Brewery, Winery, Cidery, Meadery with Tap/Tasting Room	Tattoo and Piercing Parlor
Restaurant (sit-down)	Heavy Industrial
Auto Repair or Body Shop	Cannabis related businesses
Specialty Foods (ice cream, gourmet foods, butcher, etc.)	Dry Cleaner/ Laundromat
Office for Professionals (Real Estate, Insurance, Doctor, Vet, etc.)	Restaurant (fast food, take out)
Solar Energy	Food Processing and Packaging Center

Powered by  SurveyMonkey

14

Strategies

What do you think could be tools or steps that your town could take to improve the business climate?

Steps to Improve New Braintree Business Climate

Work with other towns regionally to promote and market
Local chamber of commerce for marketing and promotion
Tax incentives like Tax Increment Financing (TIF)
Improve infrastructure (broadband, water, sewer)
Having a development liaison in Town Hall to walk people through the process (permitting, development, etc.)
Education and training of volunteer board members

Powered by  SurveyMonkey

15

Strategies

Please note the degree to which you are in favor of, or oppose, these specific strategies for promoting economic growth:

Most Favored Strategies

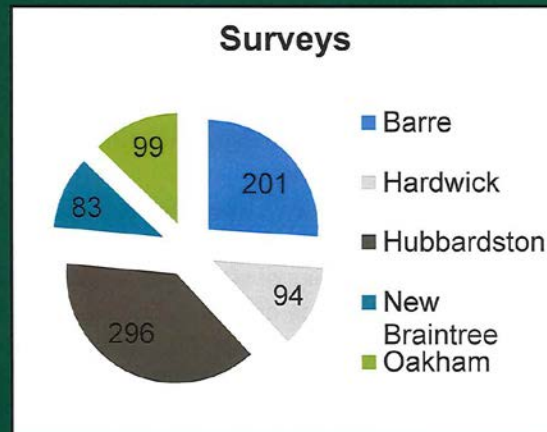
- | | |
|---|--|
| 1 | Increase internet and cell phone coverage |
| 2 | Increase agriculture/farming |
| 3 | Allow mixed use commercial/residential in village or town centers |
| 4 | Include design standards in town bylaws to guide the form and look of new developments |
| 5 | Increase health services |
| 6 | Increase different zoning uses and categories to encourage new businesses |
| 7 | Allow multi-family in town centers (including senior housing) |

Powered by  SurveyMonkey

16

Oakham Quabbin Educational and Municipal Partnership: Working Toward a Financially Sustainable Future

Monday April 4, 2018, 6-8pm
Oakham Town Hall
2 Coldbrook Road, Oakham



Powered by SurveyMonkey

Goals When Regionalizing

Ranked by importance according to Oakham's Survey

1. Maintaining qualified and effective staff
2. Improving the service
3. Maintaining local control of the service and ensuring the level of service is divided fairly between towns
4. When partnering with towns for bulk-purchasing/joint procurement, increasing competition to drive down costs
5. Creating economies of scale that facilitate cost savings
6. Geography; keeping offices in a convenient location
7. Faster response time or task turnaround
8. Planning consolidation so it aligns with staff retirement or attrition

Powered by SurveyMonkey

2

Most Popular Regionalization Models across Massachusetts:

"Town Hub" - One town hosts the agreement, the service is housed at their facility, and employees work for the Host Town. Fees can be assessed in a variety of ways but are usually proportional to populations and/or use of the service.

- Example: Rutland Animal Control serves Barre, Princeton, New Braintree; the Animal Control Officer works for the Rutland Police Department and responds to calls from all four towns. Each town pays a fee and retains all revenues from dog licenses or fines.

"Joint Contracting" - Two or more towns work together to procure services from a single vendor.

- Example: Rutland and Barre shared a contract for IT services. As it has expired, all 5 Quabbin towns and Rutland are exploring a new shared agreement.

"COG" - Councils of Government or regional agencies, like CMRPC, provide the service for a fee.

- Example: Since 1975, Franklin County Council of Governments has had a Cooperative Inspection Program that provides Inspectional Services 16 member towns

Powered by  SurveyMonkey

3

Most Popular Regionalization Opportunities in Oakham

1. Veterans Services
2. GIS Mapping
3. Information Technology
4. Dispatch
5. Animal Control
6. Building Inspection
7. Advanced Life Support
8. Conservation Agent

9. Recreation Department
10. Human Resources
11. Assessing
12. Council on Aging
13. Emergency Management
Staffing/Services/Equip

Powered by  SurveyMonkey

4

Least Popular Regionalization Opportunities in Oakham

1. Town Administration
2. Police Department
Staffing/Services/Equip.
3. Town Planning
4. Treasurer Collector
5. Fire Department
6. Public Works
7. Housing Planning



Powered by  SurveyMonkey

5

School Strategies

Most Important Strategies for QRSD according to Oakham survey responders:

1. [Work to continue offering enrichment/specialized programs](#) to students at the high school, such as: National Junior Reserve Officer Training, Advanced Placement courses, International Baccalaureate, Robotics, Biotechnology, Music, and Art & Design.
2. [Increase the enrollment at the high school by increasing offerings](#) and incenting students/parents to choose the Quabbin Regional School District for their high school education.
3. [If appropriate, re-use or share available space in school buildings](#) to accommodate accessory uses or non-school uses.

Powered by  SurveyMonkey

6

Building Re-Use Visions

Most Popular Re-Uses of Oakham Center School, according to Oakham survey responders:

1. Mixed Use School & Daycare
2. Continuing or Adult Ed. Programs
3. Mixed Use School & Senior / Community Center
4. Mixed Use School & Municipal Offices
5. Vocational School Programs
6. Satellite campus for a College / University or other educational organization.
7. Community / Senior Center
8. Public Safety Complex, e.g. Fire Department, EMS, Police Department
9. Daycare
10. Virtual Classroom / Campus or Training Center
11. Senior Housing
12. Municipal Offices
13. Retail Space / Offices or Small Business Incubator (Shared Office)
14. Rehabilitation Center
15. Food Processing Center / Commercial Kitchen Incubator

Theme:
Education

Most Popular Re-Uses of ANY School, according to Oakham survey responders:

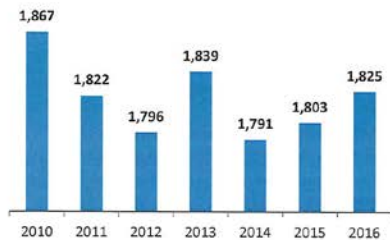
1. Continuing or Adult Ed. Programs
2. Vocational School Programs
3. Community / Senior Center
4. Satellite campus for a College / University or other educational organization.
5. Daycare
6. Mixed Use School & Daycare
7. Municipal Offices
8. Virtual Classroom / Campus or Training Center
9. Mixed Use School & Senior / Community Center
10. Public Safety Complex, e.g. Fire Department, EMS, Police Department
11. Mixed Use School & Municipal Offices
12. Senior Housing
13. Retail Space / Offices or Small Business Incubator (Shared Office)
14. Rehabilitation Center
15. Food Processing Center / Commercial Kitchen Incubator

Powered by  SurveyMonkey

7

Economic Development Population Growth, 2000 - 2015

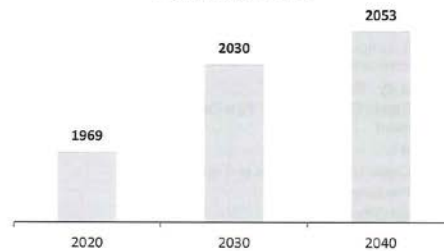
Oakham Population 2010-2016



Source: U.S. Census Bureau 5-year estimates, 2010-2016; CMRPC Population Projections

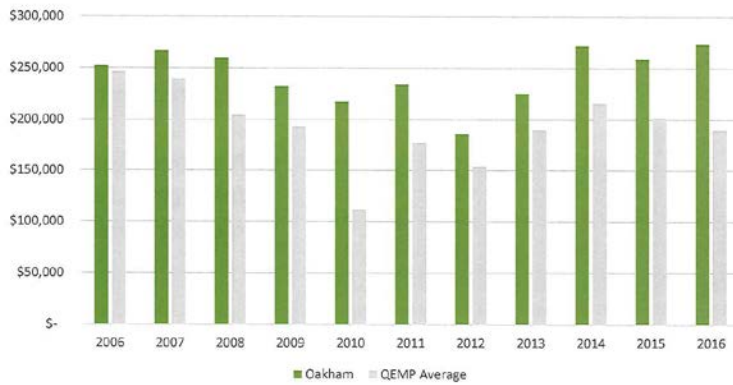
NOTE: Population gains and losses estimated in ACS data are within margins for error and should be interpreted as approximately zero % population change

**Oakham Projected Population
2020 to 2040**



Powered by  SurveyMonkey

Economic Development Single Family Housing Prices, 2006-2016

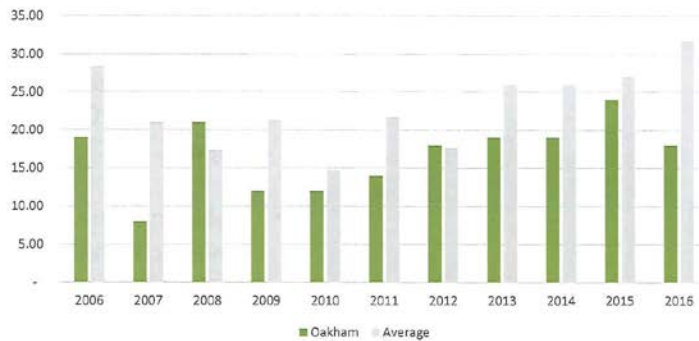


Source: Warren Group, 2006-2016 Price Data

- Single Family home prices exceed averages for QEMP region
- Oakham home prices have recovered more of their pre-recession value than regional average

Powered by SurveyMonkey

Economic Development Single Family Housing Sales Volume, 2006-2016

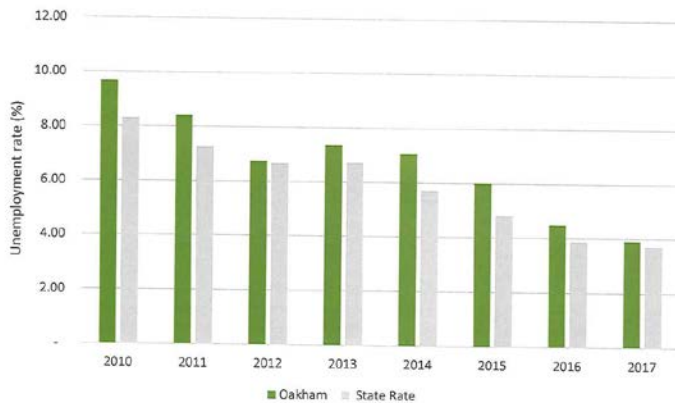


Source: Warren Group, 2006-2016 Sales Volume Data

- Sales are below regional averages
- Number of sales is fairly close to pre-recession volume

Powered by SurveyMonkey

Economic Development Unemployment Rate, 2010-2017



Source: Massachusetts Department of Unemployment Assistance Department Economic Research

- Unemployment has shrunk to close to state averages
- Has remained one or more percentage points higher since 2010

Powered by SurveyMonkey

Economic Development Vision

What is your vision for Oakham in 20 years?
How would you like to see it change?

Vision for Oakham in 20 years	
Some new housing and some new businesses	49%
No change, exactly the same as it is now	14%
Some new businesses and economic growth only	12%
A lot more housing and businesses	12%
Some new housing only	6%
A lot more businesses but little or no new housing	6%
A lot more housing but no more businesses	0%

Majority of all towns chose: Some new housing and some new businesses	
Oakham	49%
Barre	47%
Hubbardston	59%
New Braintree	62%
Hardwick	63%

Powered by SurveyMonkey

12

Barriers

In your opinion, what are the greatest barriers to business activity and economic growth in your community?

Most Important Barriers

Isolation from markets and population centers

Limited transportation system

Lack of marketing of the area; lack of awareness of the area and its offerings

Lack of an economic development group or committee to seek opportunities

Powered by  SurveyMonkey

13

Opportunities

What are the biggest untapped business opportunities in your area right now?

Untapped Business Opportunities in Oakham

Parks, open spaces, and recreational opportunities

Local retailing (e.g. general store, clothing, hardware, pharmacy, etc.)

Local service businesses (e.g. salon, insurance, banking, therapist, law/professional services)

Tourism (historical, ecological, agricultural, other)

Powered by  SurveyMonkey

14

Opportunities

What businesses are or are not appropriate for your town?

Appropriate (>70% approval)	Not Appropriate (<50% approval)
Agricultural	Big box department store (Costco, Wegmans, Target)
Farmers' Market	Trucking Terminal
Cultural (Historic sites/collections, museum, etc.)	Heavy Industrial
Brewery, Winery, Cidery, Meadery with Tap/Tasting Room	Car Dealer
Wind Energy	Pawn Shop
Agricultural Machinery Sales and Services	Tattoo and Piercing Parlor
Specialty Foods (ice cream, gourmet foods, butcher, etc.)	Dry Cleaner/ Laundromat
Wine and Spirits	Food Processing and Packaging Center
Office for Professionals (Real Estate, Insurance, Doctor, Vet, etc.)	Warehousing
Convenience Store	Cannabis related businesses
Solar Energy	Clothing
Auto Repair or Body Shop	

Powered by  SurveyMonkey

15

Strategies

What do you think could be tools or steps that your town could take to improve the business climate?

Steps to Improve Oakham Business Climate
Work with other towns regionally to promote and market
Local chamber of commerce for marketing and promotion
Tax incentives like Tax Increment Financing (TIF)
Improve infrastructure (broadband, water, sewer)
Having a development liaison in Town Hall to walk people through the process (permitting, development, etc.)
Education and training of volunteer board members

Powered by  SurveyMonkey

16

Strategies

Please note the degree to which you are in favor of, or oppose, these specific strategies for promoting economic growth:

Most Favored Strategies	
1	Increase agriculture/farming
2	Increase cell phone coverage
3	Increase high speed internet for homes and businesses
4	Encourage more walking and biking in commercial centers
5	Increase health services
6	Include design standards in town bylaws to guide the form and look of new developments
7	Increase different zoning uses and categories to encourage new businesses

Appendix E - Sample Regional Agreements

TOWN OF BARRE AND RUTLAND **INTERMUNICIPAL CONTRACT AGREEMENT** **FOR INFORMATION TECHNOLOGY SERVICES**

This Intermunicipal Agreement made and entered into pursuant to the provisions of Massachusetts General Laws, Chapter 40, Section 4A, as amended to date, by and between the Towns of Barre and Rutland:

WITNESSETH

WHEREAS, Barre and Rutland have a variety of information technology management needs with regards to certain municipal government functions and services; and

WHEREAS, Barre and Rutland have determined that the sharing of the benefits and costs of those services would be beneficial to each Town; and

WHEREAS, Barre and Rutland desire to enter into an Agreement that provides for the terms, conditions and liabilities of the parties with respect to information technology services, including, but not limited to terms of cooperation and obligations of each Town relative to cost of shared human resources and operating costs.

NOW, THEREFORE, in consideration of the promises and mutual benefits to be derived by the parties hereto, the parties agree as follows:

I. PURPOSE AND TERM

- a. The purpose of this Intermunicipal Agreement is to provide for shared information technology services under the direction of the Town Administrators of the contracted towns. The Town of Barre shall assist the Town of Rutland as a technology consultant to municipal departments and the Rutland Regional Emergency Communications Center, providing appropriate access to, support for and maintenance of information systems and services.
- b. Agreement dates shall be July 1st through June 30th of each fiscal year. (Contract year)
The initial contract year should be _____, 2015 through June 30, 2016.
- c. This Agreement shall automatically renew annually every July 1st, unless notification is given by any town as provided below and **subject to funding by town meeting vote**, for maximum of 25 years.

II. SERVICES PROVIDED BY BARRE

- a. Information technology support services covered by this Agreement shall be performed by Barre information technology personnel, known as the Information Technology Director. The IT Director is a full-time position, requiring 40 hours per week, providing support to Barre and Rutland under a regional agreement. The Rutland Regional Emergency Communications Center, under the control of the Town of Rutland, shall be considered a Rutland Department under this Agreement. Time allocated to each community in the regional agreement will be as follows:

Barre	33.3%
Rutland	33.3%
RRECC	33.3%

The allocation of weekly hours may change from week to week depending upon emergency situations or special circumstances but the allocation of overall hours will conform to the formula above.

- b. Information technology support services that cannot be performed by Barre personnel shall remain the financial responsibility of Rutland. Decisions on such work shall be made in consultation between the Barre IT Director and the Rutland Town Administrator and the Barre Town Administrator.
- c. The IT Director will be an employee of the Town of Barre for purposes of this Agreement.
- d. The IT Director shall be responsible for providing direct services to Rutland as described in the job description attached hereto as part of this Agreement as Exhibit A. Expenses related to information technology equipment, software, licenses or other related expenses are not covered under this agreement and each entity is responsible for budgeting those related costs exclusive of this agreement.
- e. Barre's IT Director shall provide 26.6 hours per week of on-site and/or remote services to Rutland, including RRECC and 13.3 hours per week of on-site and/or remote services to Barre, such services to be provided at such days and times as Rutland and Barre, acting by and through their respective Town Administrators may determine. The total hours include the state required meal time and break times and travel time between the member towns.
- f. In the event of a vacancy or during an approved absence of the IT Director (vacation, sick, personal time), each entity is responsible for their own IT support/maintenance.
- g. The duties of the IT Director shall include those listed in the job description. (See attachment "A") In the event of a vacancy, one representative designated by the Board of Selectmen from each town shall be invited to participate in the hiring for the replacement of the IT Director.

- h. The Town Administrators shall meet periodically to discuss issues and problems, if any, that may arise with respect to the implementation of this Agreement and to develop for their respective Boards of Selectmen recommended responses and solutions to such issues and problems.
- i. The proposed budget for the upcoming fiscal year shall be reviewed and presented to each Town's Board of Selectmen by February 1st of the preceding fiscal year. The budget shall be approved by a majority of the member towns at Town Meeting to be in effect for the new fiscal year.
- j. Any funding left unspent from the previous fiscal year shall be applied as credit towards the next fiscal year's bill. Also, if there are any unforeseen overages during the fiscal year, those overages shall be billed to the entity that incurred the overage.

III. BASIS FOR CHARGES AND BILLING

- a. In consideration of Barre providing information technology services, the Town of Rutland shall contribute to the cost of funding the Information Technology Director position. Barre will be responsible for issuing payroll, coordinating withholdings, and issuing benefits (health, dental, and life insurance, retirement, etc), and in turn, Rutland contributions will support this responsibility.
- b. Payments to the Town of Barre shall be made as follows:
 - a. First half billed in July and due on or before August 30th.
 - b. Second half billed in January and due on or before February 15th.

IV. REQUIREMENTS OF TOWNS

- a. Except as otherwise set forth herein, each party to this Agreement shall waive any and all claims against the other party hereto which may arise out of their activities while rendering or receiving services under this Agreement.
- b. All the privileges and immunities from liability and exemptions from laws, by-laws and regulations that Information Technology Services employed by any of the parties hereto have in their own jurisdictions shall be effective in the jurisdiction in which they are giving assistance unless otherwise prohibited by law.
- c. In the event that any claims, demands, suits, causes of action, and costs and expenses arise with respect to Information Technology Services provided pursuant to this Agreement, the town receiving services shall be liable for and shall indemnify, defend, and hold the town rendering services harmless from and against any and all such claims, demands, suits, causes of actions, costs and expenses, including reasonable attorney's fees, including those arising from the handling and care of any animals from the town receive services.

- d. The parties agree that calls of an emergency nature shall take precedence over non-emergency requests.
- e. Barre shall maintain time records reflecting services rendered by the IT Director.
- f. Barre shall also annually provide a financial statement to the other parties relative to the providing of Information Technology Services as required under G.L.c. 40, §4A.
- g. Any Audits required by G.L.c. 40, §4A may be satisfied by inclusion of operations under this Agreement in the annual Town audit conducted pursuant to G.L.c. 41 §50.
- h. All records referenced above shall be available for inspection by all parties upon reasonable notice.
- i. Each town shall be responsible for payment of legal services relating to enforcement actions taken by that town.

V. AMENDMENTS TO OR TERMINATION OF THE CONTRACT

- a. This Agreement represents the entire integrated agreement between Barre and Rutland and may be amended only by written instruments signed by the Board of Selectmen for both Barre and Rutland.
- b. Either town may, by vote of its Board of Selectmen, terminate its participation under this Agreement upon the provision that written notice thereof is provided to the other town at least ninety (90) days prior to the end of any fiscal year. Termination shall be effective at the end of the fiscal year in which notice is given.
- c. This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts, the provisions of which shall not be deemed waived by any provision hereof, and the parties hereto submit to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.
- d. If any provision of this Agreement is declared to be illegal, unenforceable, or void, then both parties shall be relieved of all obligations under that provision provided, however, that the remainder of the Agreement shall be enforced to the fullest extent permitted by law.
- e. This Agreement shall be administered jointly by the Town Administrators of the two Towns or their respective designees.

Shared Bucket Truck IMA:

INTER-MUNICIPAL AGREEMENT:

CENTRAL MASSACHUSETTS REGIONAL EQUIPMENT COOPERATIVE

This Agreement is made and entered into this 11th day of August, 2014, in accordance with the provisions of Massachusetts General Laws, Chapter 40, section 4A, by and between the Towns of Auburn, Barre, Hubbardston, Paxton and Rutland (hereinafter referred-to as the "Municipalities").

WHEREAS, the Municipalities recognize the value of seeking efficiency by collaborating in the sharing of equipment; and

WHEREAS, the Municipalities desire to reduce the cost of purchasing or renting public works equipment in performing their essential functions; and

WHEREAS, the Municipalities received a 2014 Community Innovation Challenge (CIC) grant from the Executive Office of Administration and Finance (EOAF) to establish a Central Massachusetts Regional Equipment Cooperative (CMREC); and

WHEREAS, the Municipalities desire to create a mechanism for sharing of public works equipment to make efficient use of existing resources and avoid purchasing of equipment that may be borrowed from a participating Municipality subject to mutually agreed-upon protocols; and

WHEREAS, the Municipalities have obtained authorization for this joint undertaking as required by M.G.L. C.40, §4A pursuant to a vote of the Board of Selectmen of:

The Town of Auburn on August 11, 2014

The Town of Barre on July 7, 2014

The Town of Hubbardston on June 30, 2014

The Town of Paxton on August 11, 2014

The Town of Rutland on August 4, 2014

NOW, THEREFORE, the Municipalities, in mutual consideration of the covenants contained herein, hereby agree as follows:

1. Preliminaries

- 1.1. Upon taking effect, this Agreement shall create a new regional body titled the Central Massachusetts Regional Equipment Cooperative (CMREC).
- 1.2. For the purpose of implementing this Agreement, the Municipalities designate Rutland as the Lead Municipality to act for and on behalf of the Municipalities solely for the services set forth herein.

2. Board of Directors

- 2.1. The actions of the CMREC shall be through a Board of Directors, hereafter referred to as the "Board."
- 2.2. The Board shall consist of two Members from each Municipality. By majority vote, the Board of Selectmen of each Municipality shall annually designate one of its members or other designee, as its representative to the Board. The second Member for each Municipality shall be the Municipality's current Superintendent/Surveyor of its Highway Department or Director of its Department of Public Works. The Board of Selectmen may designate an Alternate to attend the Board meetings in the event of absence or illness of one of the Municipality's designees, and the Alternate shall have full privileges while representing the Municipality at Board meetings.
 - 2.2.1. All members of the Board shall serve without compensation and shall be subject to Chapter 268A, the Conflict of Interest Law.
 - 2.2.2. A simple majority of the designated members of the Municipalities shall constitute a quorum of the Board and the Board may act by majority vote of those present and voting.
 - 2.2.3. The Board shall meet at least on a quarterly basis or as otherwise called by the Chairman or by the Vice Chairman in the absence of the Chairman.
 - 2.2.4. All Board meetings shall be subject to the provisions of the Open Meeting Law.
 - 2.2.5. The first meeting of the Board shall be to determine its own internal set of operating procedures and guidelines.
 - 2.2.6. None of the Board's procedures or guidelines may conflict with any state or federal law.
 - 2.2.7. The Board may designate by majority vote at its first meeting a Chair, Vice-Chair, and Secretary.
 - 2.2.8. All times and agendas of Board meetings shall be posted by the Town Clerks in each of the Municipalities in accordance with the Open Meeting Law.
- 2.3. The purpose of the Board shall be to oversee the operations of the CMREC. The Board shall perform the following functions:
 - 2.3.1. The Board shall assist the Town of Rutland to fulfill the obligations of its contract with EOAF under the 2014 Community Innovation Challenge Grant Program.
 - 2.3.2. The Board shall develop a set of policies and procedures that establish protocols for sharing equipment. An annual calendar shall be created identifying the time of use for each Municipality. The Board shall attempt to resolve grievances among the Municipalities and it shall submit an advisory report documenting its findings and proposing

recommendations to the Boards of Selectmen of the affected Municipalities.

2.3.3. The Board shall review and approve grant applications for purchasing public works equipment that will be shared among the CMREC Municipalities.

2.3.4. The Board shall identify public works functions that may make economic sense to regionalize under the umbrella of the CMREC, such as purchasing supplies and attachments, renting equipment, bidding for highway construction and maintenance services, etc.

2.4. Nothing in this Agreement shall infringe in any way upon each Municipality's management of its own public works equipment and personnel.

3. Sharing of Expenses

3.1 Sharing of Annual Expenses: Each community shall contribute a sum of money annually, at the start of each fiscal year, to be paid to the Town of Rutland, with said amount to be determined annually by the Board by December 30 of the prior fiscal year, for the purposes of assisting with the annual costs of insurance, maintenance, testing and licensing the equipment and the purchase of related equipment as approved by the Board. The unexpended funds shall be retained in said CMREC Special Revenue account.

3.2 The initial \$1,000 expense for Fiscal Year 2015 shall be due 60 days after ratification of the contract

4. Joint Acquisition of Goods, Services and/or Equipment

4.1 The Board may recommend that the Municipalities undertake the joint procurement of future goods, services and/or equipment for the mutual benefit of the parties. Said recommendation shall include the scope of work for services or specifications for supplies and equipment, the maximum purchase price, the monetary contribution required of each Municipality and the terms upon which the goods, services and/or equipment will be shared.

4.2 If the Board's recommendation is approved by the Boards of Selectmen for a majority of the Municipalities, Rutland, as the lead municipality, may undertake the procurement on behalf of the parties.

4.3 Said procurement shall be in accordance with the Massachusetts Public Bidding Laws, if applicable.

4.4 No procurement of goods, services and/or equipment shall be made unless and until each Municipality participating in the procurement certifies that they have appropriated funds sufficient to cover their monetary contribution.

5. Term of Agreement

- 5.1 This Agreement shall commence on July 1, 2014 and shall terminate on June 30, 2039, unless otherwise renewed by the Municipalities. In no event shall the total length of this Agreement, including any extensions, exceed twenty-five (25) years.
- 5.2 The terms of this Agreement shall remain in full force and effect until the end of the term set forth above, unless terminated sooner in accordance with Paragraph 6 of this Agreement. Expiration of this Agreement shall not affect any obligation of indemnification that may have arisen during the term of this Agreement.

6. Withdrawal from Agreement and Termination of Agreement

- 6.1 Any Municipality may withdraw from and terminate its participation in this Agreement upon the provision of at least sixty (60) days written notice to the other Municipalities. Such notice of withdrawal shall be made pursuant to a vote of the Board of Selectmen of the withdrawing Municipality. Such notice shall state the effective withdrawal date.
 - i. The withdrawing Municipality shall be responsible for payment of any obligations incurred prior to the effective date of withdrawal
 - ii. No such withdrawal shall affect any obligation of indemnification that may have arisen prior to the effective date of such withdrawal.
 - iii. The Board shall decide how to re-allocate the rights and obligations of the parties based on the new number of participating Municipalities.
- 6.2 This Agreement may be terminated at any time by votes of the Boards of Selectmen of a majority of the participating Municipalities.
 - 6.2.1 Upon such termination, the Board shall prepare statements of outstanding unpaid financial obligations for services rendered under this Agreement.
 - 6.2.2 Each Municipality shall be responsible for payment of such obligations within sixty (60) days thereafter.
 - 6.2.3 No such termination shall affect any obligation of indemnification that may have arisen prior to the termination of this Agreement.

7. Record-keeping

- 7.1 The Board shall keep accurate and comprehensive records of all its meetings, actions, services provided, costs incurred, reimbursements, and contributions received.
- 7.2 Rutland, as the lead Municipality, shall be the repository of all its records and shall place all records with its Town Clerk.
- 7.3 Records shall be kept and retained in accordance with the Massachusetts Public Records Law and the regulations of the Supervisor of Public Records.

8. Audit

- 8.1 At the end of each fiscal year, an audit of the Board's records, revenues and expenditures shall be made.
- 8.2 The records, revenues and expenditures shall be audited jointly by the Town Accountants of at least two (2) of the Municipalities, as selected by a vote of the Board.
- 8.3 The selected Accountants shall report their findings and recommendations.
- 8.4 Audit reports shall be provided to the Boards of Selectmen of the Municipalities.

9. Addition of New Municipalities

- 9.1 The Board shall receive formal requests to join this Agreement made by the Board of Selectmen of any town or the City Council with the approval of the Mayor of any City that is contiguous with any of the Municipalities in the Agreement.
- 9.2 The Board shall vote on whether to accept the requesting municipality within sixty (60) days of receipt of the request. Admission shall require a majority vote of the Board.
- 9.3 Once a new Municipality has been offered admission, it shall join this agreement in accordance with G.L. c. 40, §4A and it shall designate its representatives to the Board as set forth in section 2.2 of this Agreement.
- 9.4 The Board shall decide how to re-allocate the costs of any expenditures or ongoing contracts based on the new number of participating Municipalities.
 - i. Upon the Municipality's joining, the Board shall prepare statements of these financial obligations.
 - ii. The new Municipality shall be responsible for payment of such obligations within sixty (60) days thereafter.

10. Miscellaneous

- 10.1 The Municipalities agree that if any court of competent jurisdiction shall declare any provision of this Agreement unenforceable, the remaining provisions hereof shall not be affected and shall remain in full force and effect.
- 10.2 This Agreement may be amended from time to time, by majority vote of each of the Municipalities' Boards of Selectmen.
- 10.3 None of the Municipalities shall assign or transfer any of its rights or interests in or to this Agreement, or delegate any of its obligations hereunder, without the prior written consent of the other Municipalities.
- 10.4 This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts.

- 10.5 Any notices permitted or required by this Agreement shall be in writing signed by an authorized representative of the Municipality giving the same. Notice shall be deemed to have been received at the time of actual receipt of any hand delivery or three (3) business days after the date of any properly addressed notice sent by first class mail as set forth below:

Board of Selectmen

Town Hall

250 Main Street

Rutland, MA 01543

- 10.6 This Agreement constitutes the entire agreement between the parties concerning the subject matter hereof, superseding all prior agreements and understandings. There are no other agreements or understandings between the parties concerning the subject matter hereof. Each party acknowledges that it has not relied on any representations by any other party or by anyone acting or purporting to act for any another party, other than the express, written representations set forth herein.

**TOWN OF HARDWICK, BARRE, HUBBARDSTON, NEW BRAINTREE,
AND OAKHAM**

INTER-MUNICIPAL CONTRACT AGREEMENT

FOR A SHARED ECONOMIC DEVELOPMENT COORDINATOR

This Intermunicipal Agreement made and entered into pursuant to the provisions of Massachusetts General Laws, Chapter 40, Section 4A by and between the Towns of Hardwick, Barre, Hubbardston, New Braintree, and Oakham

WITNESSETH

WHEREAS, Hardwick, Barre, Hubbardston, New Braintree, and Oakham have determined that they share a need for Economic Development Services; and

WHEREAS, Hardwick, Barre, Hubbardston, New Braintree, and Oakham have determined that the sharing of the benefits and costs of those services would be beneficial to each Town; and

WHEREAS, Hardwick, Barre, Hubbardston, New Braintree, and Oakham desire to enter into an Agreement that provides for the terms, conditions and liabilities of the parties with respect to Economic Development Services, including, but not limited to terms of cooperation and obligations of each Town relative to cost of shared human resources, facilities, and operating costs.

NOW, THEREFORE, in consideration of the promises and mutual benefits to be derived by the parties hereto, the parties agree as follows:

PURPOSE AND TERM

The Boards of Selectmen from each town will appoint a Representative and Alternate to the Quabbin Economic Development Committee oversee the cooperative agreement. If possible, the Town Administrator shall serve as the Representative and the alternate shall be a member of the Planning Board. The approval of each town's Board of Selectmen will be required to amend this agreement.

Hardwick, Barre, Hubbardston, New Braintree, and Oakham, acting through their respective representatives, shall have authority on a joint basis to appoint and discharge the shared Economic Development Coordinator.

Agreement dates shall be July 1st through June 30th of the fiscal year. (Contract year) The initial contract year should be July 1, 2018 through June 30, 2019. In the event that a Coordinator is not hired until August 1st, dates shall be pushed back 1 month with approval from the Department of Local Services.

This Agreement shall be reviewed when grant funds expire after the first contract year and member towns will have the option to extend or terminate their participation.

BASIS FOR CHARGES AND BILLING

The awarded money from the Community Compact Efficiency and Regionalization Grant Program shall be sufficient to pay for all wages, insurances, health insurance, workers compensation, office expenses, equipment, supplies, vehicle expenses, and any other associated costs.

Any grant funding or donations that are received shall be used for their intended purpose and if otherwise available, shall be used to reduce each town's contracted costs, and if appropriate, be applied to reduce the respective towns contracted costs, otherwise it will be used for its intended granted purpose.

Any funding left unspent from the first fiscal year shall be applied as credit towards extending the program with approval from the Department of Labor Services

SERVICES PROVIDED BY HARDWICK

The Town of Hardwick will provide Economic Development Services to member towns through the full time Economic Development Coordinator. The Coordinator shall be responsible for facilitating community development initiative planning and implementation; identifying and fostering new growth opportunities; promoting the region; and securing funding that supports economic development activities and programs.

The Economic Development Coordinator will be an employee of the Town of Hardwick for purposes of this Agreement.

The duties of the Economic Development Coordinator shall include those listed in the Economic Development Coordinator job description. In the event of a vacancy, one representative designated by the appointing body from the member towns shall sit on the Quabbin Economic Development Committee.

Review of the Economic Development Coordinators performance shall be completed by the Quabbin Economic Development Committee, and shall take place quarterly or at any other time as requested by any other Town Representative.

REQUIREMENTS OF TOWNS

Hardwick shall provide and maintain any necessary and related office equipment for the Economic Development Coordinator. All charges and maintenance costs for the above must be covered by the grant as established in Article II.

Except as otherwise set forth herein, each party to this Agreement shall waive any and all claims against the other party hereto which may arise out of their activities while rendering or receiving services under this Agreement.

In the event that any claims, demands, suits, causes of action, and costs and expenses arise with respect to Economic Development Services provided pursuant to this Agreement, the town receiving services shall be liable for and shall indemnify, defend, and hold the town rendering services harmless from and against any and all such claims, demands, suits, causes of actions, costs and expenses, including reasonable attorney's fees.

The parties agree that matters of an urgent nature shall take precedence over non-urgent requests.

Hardwick shall annually provide a financial statement to the other parties relative to the providing of Economic Development Services, as required under [G.L c. 40, §4A](#).

Any Audits required by [G.L c. 40, §4A](#) may be satisfied by inclusion of operations under this Agreement in the annual Town audit conducted pursuant to [G.L. c. 41 §50](#).

All records and budgets referenced above shall be available for inspection by all parties upon reasonable notice.

Each town shall be responsible for payment of legal services for any actions taken by that town.

AMENDMENTS TO OR TERMINATION OF THE CONTRACT

Amendments to this Agreement may be made after review of any requested amendment is made in accordance with Article III, C above.

This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts, the provisions of which shall not be deemed waived by any provision hereof, and the parties hereto submit to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.

If any provision of this Agreement is declared to be illegal, unenforceable, or void, then both parties shall be relieved of all obligations under that provision provided, however, that the remainder of the Agreement shall be enforced to the fullest extent permitted by law.

Quabbin Economic Development Coordinator

Job Description

General:

The Quabbin Region is seeking a professional Economic Development Coordinator to serve as a full time staff person and provide economic development services to the five-town region. The qualified individual would help set the stage for community-wide, cross-border approach to addressing the region's needs.

The Region is comprised of Hardwick, Barre, Hubbardston, New Braintree, and Oakham. With an approximate population of over 15,000, these are bucolic communities with economic development assets that are chronically under-promoted.

The position was created when the five towns came together in an effort to make their region more economically vibrant. This spirit of collaboration is evident in the Quabbin Educational and Municipal Partnership. The Partnership began in 2017 as a continuation of the Quabbin Consolidation Task Force, which explored school closures and other paths to increasing efficiency in a school district with decreasing enrollments and increasing costs. All five communities are currently involved with the Central Massachusetts Regional Planning Commission (CMRPC), Quabbin Regional School Administration, Quabbin Regional School Committee and the Consolidation Task Force to evaluate and consider strategies for improving the sustainability of the Quabbin Regional School District. Educational and Municipal efficiencies are being explored through four overlapping components: Building Reuse Scenario Planning, Regional Shared Service Strategies, Inter-School District Shared Services, and Economic Development. The Coordinator will be an employee of the Town of Hardwick and will report to a committee that represents all five towns. The Coordinator will be responsible for facilitating community development initiative planning and implementation; identifying and fostering new growth opportunities; promoting the region; and securing funding that supports economic development activities and programs.

Responsibilities:

- Seek direction and report to the Quabbin Economic Development Committee.
- Support efforts to retain, expand and attract business investment & job creation
- Serve as the business community liaison and first point of contact for both existing business owners as well as owners of businesses who wish to locate to the Region, providing a general overview of the respective steps involved in starting a business in the region - including explaining prospective towns' permitting processes for tenant build-outs and special permits;
- Work with local leadership to analyze any proposed economic development projects;
- Apply for and receive grants for the purpose of carrying out the duties described herein;
- Represent the Region at various governmental levels (regional, state, federal) to assist in formulation of economic development policies and legislation;

- Collaborate with local municipal boards/committees regarding economic development and zoning policy and regulations - prepare preliminary analytical research reports and make recommendations regarding policy, regulation and ordinance changes;
- Work with the Central Massachusetts Regional Planning Commission using any available resources that will help with economic development goals;
- Perform other related duties as required.

Skills:

- Able to demonstrate unquestioned integrity in interactions with officials and residents;
- Able to communicate effectively and build consensus;
- Able to work cooperatively with the Selectboards and Administrators of each of the municipalities - updating them on progress, and actively participating in discussions related to economic growth opportunities;
- Knowledge of small rural communities;
- Able and willing to play a visible role in the community. The ideal candidate must participate broadly across the leadership structure and town borders, and be a champion of the Quabbin Region;
- Familiar with highly participative local government environments;
- Self motivated, goal oriented person;
- Ability to network with communities, economic development professionals and a wide variety of other organizations;
- Comfortable and effective at public speaking and making presentations;
- Effective production of marketing materials;
- Able to devise and deliver persuasive arguments and mobilize supportive parties;
- Demonstrable understanding of land use planning, real estate development, zoning and municipal infrastructure;
- Strong understanding of state and local government;
- Able to be a vocal and positive spokesperson for the Quabbin Region in public forums to advance the region's economic development interest;
- Availability and willingness to work flexible schedule including evenings and weekends.

Qualifications:

The Economic Development Coordinator must fulfill the following qualifications or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job:

Bachelor's degree with a concentration or specialization in economic and community development or related field.

Three or more years' experience in an economic development, business attraction and/or development research, community development planning, or a related field. Or any equivalent combination of education, training, and experience to provide the required knowledge, skills, and abilities to perform the essential functions of the job.

Salary Range, Schedule, and other related information

Salary range for this benefited fulltime position is \$45,000 to \$60,000 annually depending on qualifications and experience. The typical work week is Monday through Friday. The desired start time for this position is July 1, 2018.

This position is funded for one year (July 1, 2018 through June 30, 2019) through a state grant made available by the Massachusetts Executive Office of Administration and Finance. Throughout the grant year, the participating Towns will be seeking to allocate local resources to sustain the shared cost for this regional position beyond the grant period, starting July 1, 2019.

The qualified candidate will be contracted for employment with the Town of Hardwick (the Host municipality of the regional agreement) and supervised by its Town Administrator with direction from Quabbin Economic Development Committee.

Economic Development in the Quabbin

The Towns of Hardwick, Barre, Hubbardston, New Braintree, and Oakham have agreed to work together to plan for economic growth, providing a chance to look at economic development regionally. The Quabbin Region is rich in natural assets and open space that has never been adequately promoted. While it is ripe for agro- and eco-tourism, it also has limited access to internet/cell, town water, and town sewer. It is a rural area with a population around 15,500 with declining school enrollments and an aging demographic. The Commonwealth of Massachusetts recognizes the need to support small rural towns like these to help revitalize their economic health – the Governor’s Office instituted the Community Compact Program, which the five towns signed on to share resources for efficiency and economic development. The successful candidate will need to capitalize on the momentum of existing businesses while promoting opportunities for growth including: outdoor activities, tourism, B&B’s, restaurants, business services, agriculture, home businesses, senior services and youth activities.

TOWN OF RUTLAND, BARRE, AND PRINCETON
INTERMUNICIPAL CONTRACT AGREEMENT
FOR ANIMAL CONTROL SERVICES

This Intermunicipal Agreement made and entered into pursuant to the provisions of Massachusetts General Laws, Chapter 40, Section 4A by and between the Towns of Rutland, Barre, and Princeton:

W I T N E S S E T H

WHEREAS, Rutland, Barre, and Princeton have determined that they share a need for animal control services; and

WHEREAS, Rutland, Barre, and Princeton have determined that the sharing of the benefits and costs of those services would be beneficial to each Town; and

WHEREAS, Rutland, Barre, and Princeton desire to enter into an Agreement that provides for the terms, conditions and liabilities of the parties with respect to animal control services, including, but not limited to terms of cooperation and obligations of each Town relative to cost of shared human resources, facilities, and operating costs.

NOW, THEREFORE, in consideration of the promises and mutual benefits to be derived by the parties hereto, the parties agree as follows:

I. PURPOSE AND TERM

- a. The purpose of this Intermunicipal Agreement is to provide for shared animal control services under the direction of the police departments of the contracted towns. Primary management for said service shall be undertaken within of the Town of Rutland's public safety operations.
- b. Agreement dates shall be July 1st through June 30th of each fiscal year. (Contract year)
The initial contract year should be _____, 2013 through June 30, 2014.
- c. This Agreement shall automatically renew annually every July 1st, unless notification is given by any town as provided below and **subject to funding by town meeting vote**, for maximum of 25 years.

II. BASIS FOR CHARGES AND BILLING

- a. All charges shall be billed by Rutland each contract year and will be based upon each town's population percentage as certified by each town's respective town clerk census figure from the previous fiscal year. This annual appropriation shall be sufficient to pay all fees, supplies, insurances, wages, and health insurance, general maintenance of the shelter, animal food, vehicle expenses, uniforms, workers compensation, and equipment necessary for animal control services.
- b. The Rutland Animal Control officer shall determine the pickup and kenneling fees in accordance with the Regional ACO's Operating Procedures and shall be deposited into the ACO operating account. All fines and licensing fees collected shall remain with the member Towns.
- c. Payments from each town to the Town of Rutland shall be made as follows:
 - a. First half billed in July and due on or before August 30th.
 - b. Second half billed in January and due on or before February 15th.

III. SERVICES PROVIDED BY RUTLAND

- a. Rutland shall provide a facility for housing animals in the Town of Rutland, together with the necessary equipment and manpower for 24 hour animal control services.
- b. The shared Animal Control Officer and Assistant Animal Control Officer shall have all of the authority under the applicable provisions of the Massachusetts General Laws as well as the by-laws of the Town in which animal control services are being provided. The shared Animal Control Officer and the Assistant Animal Control Officer will be employees of the Town of Rutland for purposes of this Agreement.
- c. Operational procedures shall follow a standardized format as established by the respective towns' public safety representatives unless otherwise agreed by all parties. Each town by executing this Agreement acknowledges that it has read and will comply with said operational procedures. The duties of the Animal Control Officer and the Asst. Animal Control Officer shall include those listed in the job description for Animal Control Officer. (See attachment "A") In the event of a vacancy, one representative designated by the Board of Selectmen from the member towns shall be invited to participate in the hiring panel for the replacement Animal Control Officer.
- d. Review of the animal control operational procedures shall be performed by the respective contracted Town's Police Chief or his designee, and shall take place semi-annually or at any other time as requested by any other Town representative. The proposed budget for the upcoming fiscal year shall be reviewed and presented to each Town's Board of Selectmen by February 1st of the preceding fiscal year. Budget meetings shall be held with each town's Board of Selectman's designee for budget formulation, prior to the budget being submitted to each town. The budget shall be

approved by a majority of the member towns at Town Meeting to be in effect for the new fiscal year.

- e. Any grant funding that is received shall be used for its intended purpose and if otherwise available, shall be used to reduce each town's contracted costs, and if appropriate, be applied to reduce the respective towns contracted costs, otherwise it will be used for its intended granted purpose.
- f. Any funding left unspent from the previous fiscal year shall be applied as credit towards the next fiscal year's bill. Also, if there are any unforeseen overages during the fiscal year, those overages shall be proportioned amongst the member towns. Quarterly expense reports will be provided to all member towns.

IV. REQUIREMENTS OF TOWNS

- a. Rutland shall provide and maintain any necessary and related equipment to assist with the operation of the animal control services. All charges and maintenance costs for the above must be approved by a majority vote of the Towns at a Town Meeting and become part of the shared cost under Article II.
- b. Except as otherwise set forth herein, each party to this Agreement shall waive any and all claims against the other party hereto which may arise out of their activities while rendering or receiving services under this Agreement.
- c. All the privileges and immunities from liability and exemptions from laws, by-laws and regulations that animal control officers employed by any of the parties hereto have in their own jurisdictions shall be effective in the jurisdiction in which they are giving assistance unless otherwise prohibited by law.
- d. In the event that any claims, demands, suits, causes of action, and costs and expenses arise with respect to animal control services provided pursuant to this Agreement, the town receiving services shall be liable for and shall indemnify, defend, and hold the town rendering services harmless from and against any and all such claims, demands, suits, causes of actions, costs and expenses, including reasonable attorney's fees, including those arising from the handling and care of any animals from the town receive services.
- e. The parties agree that calls of an emergency nature shall take precedence over non-emergency requests.
- f. Rutland shall maintain records reflecting all calls received from all towns and the disposition/resolution of those calls. Rutland shall provide to all parties a quarterly report to include calls to each town during the quarter and an end of the quarter update on the budget.

- g. All parties shall maintain records of any costs incurred and reimbursements and contributions made relative to the dispatching of animal control services provided herein. Rutland shall also annually provide a financial statement to the other parties relative to the providing of animal control services, as required under G.L. c. 40, §4A.
- h. Any Audits required by G.L. c. 40, §4A may be satisfied by inclusion of operations under this Agreement in the annual Town audit conducted pursuant to G.L. c. 41 §50.
- i. All records referenced above shall be available for inspection by all parties upon reasonable notice.
- j. Each town shall be responsible for payment of legal services relating to enforcement actions taken by that town.

V. AMENDMENTS TO OR TERMINATION OF THE CONTRACT

- a. Amendments to this Agreement may be made after review of any requested amendment is made in accordance with Article III, C above.
- b. Any Town may, by vote of its Board of Selectmen, terminate its participation under this Agreement upon the provision that written notice thereof is provided to all other Towns at least ninety (90) days prior to the end of any fiscal year. Termination shall be effective at the end of the fiscal year in which notice is given.
- c. This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts, the provisions of which shall not be deemed waived by any provision hereof, and the parties hereto submit to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.
- d. If any provision of this Agreement is declared to be illegal, unenforceable, or void, then both parties shall be relieved of all obligations under that provision provided, however, that the remainder of the Agreement shall be enforced to the fullest extent permitted by law.

MuniGIS Program Description Flyer:

List of potential services/ projects could include, but not limited to;

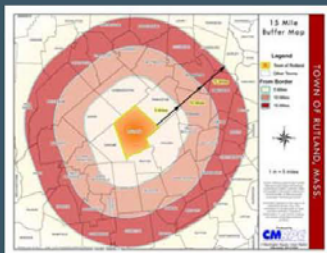
- ⇒ Paper Assessor Map Conversions & Annual Assessor Map Updates.
- ⇒ GIS Data Development, Maintenance and Management.
- ⇒ Map services for such things as Open Space & Recreation Plans, Master Plans, Grants, etc.
- ⇒ Map support for departments and boards.
- ⇒ Creating maps for use by municipal departments such as

Road Map, Zoning Map, Open Space Map

Housing Map, Crime Data Maps, Water/Sewer Infrastructure, Digital Submission Reviews

Town Land Auction Maps, Town Boundary Walk Maps, DPW Plow Routes, etc.

- ⇒ GIS Program Development & Guidance, both short and long term.
- ⇒ GIS Field Collection
- ⇒ GIS Software Training
- ⇒ GIS Technical Support via phone and internet



For further information about the CMRPC MuniGIS program, please contact

Matt Franz, GISP

(508) 459-3311

MFRANZ@CMRPC.ORG.

CMRPC Municipal GIS Services Program (MuniGIS)

Affordable GIS Solutions for Municipalities



The CMRPC Municipal GIS Program (Muni-GIS) is a regionalized approach to providing member communities with an affordable means of having "in-house" GIS capabilities. Participating communities are able to utilize CMRPC GIS staff to perform a wide variety of projects and services involving maps, data analysis and technical support.

By applying a regional approach to the cost of the program, CMRPC is able to reduce the individual cost per town to an affordable level. In addition to the low per town cost, participation in the program provides additional benefits to communities in the form of:

- Savings from salary and benefit costs associated with a direct hire.
- Decreased project costs from performing required GIS work "in-house" rather than through private companies.
- The potential to achieve new or expanded GIS related projects because of reduced or avoided project costs.

Assessments are based on the towns most recent tax levy and the program is based on a fiscal year, with the option to prorate service.

Tax Levy	Proposed Fee	
Under \$10 Million	\$	3,500
\$10-\$15 Million	\$	4,500
\$15-\$20 Million	\$	5,500
\$20-\$25 Million	\$	6,500
\$25-\$30 Million	\$	7,500
\$30-\$35 Million	\$	8,500

Please see the backside for Program Conditions

CMRPC GIS PROGRAM

For over 15 years, CMRPC has been using Geographic Information Systems (GIS) to help both in-house staff and our member municipalities develop maps, create and maintain data, understand complex issues and improve decision making.

The GIS program has an extensive GIS library covering the CMRPC region and beyond. GIS staff maintain data provided by federal, state, municipal, and private sources, as well as custom data sets generated by commission staff.

It's GIS staff have worked on a wide variety of projects ranging in both size and complexity for both municipal and state entities. We can help member communities on a whole range of services such as maps for reports and presentations to developing/maintaining data layers. Some examples include town owned land auction maps, zoning maps, annual assessor map updates, build out analysis, and infrastructure mapping.

The GIS program can also provide technical support (via in person, phone, email) to member communities on the use of GIS software. GIS training can also be provided on the use of ESRI's ArcMap software, either one-on-one or in small groups.

Matt Franz has over 15 years experience working in the field of GIS at a regional and local level, on a wide variety of projects ranging in size and complexity.

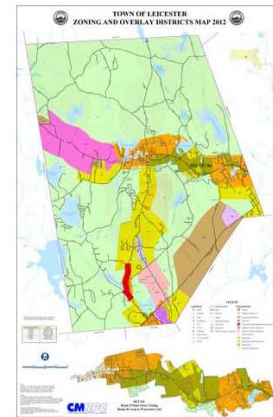
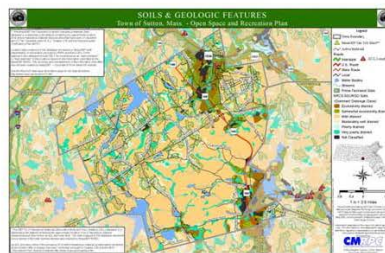


CMRPC Municipal GIS Services Program (MuniGIS)

Affordable GIS Solutions for Municipalities

Program Conditions

- Participating communities are given full access to CMRPC GIS staff and services but only for tasks for which CMRPC GIS staff has been trained and the equipped to perform.
- CMRPC is not responsible for the cost and/or purchasing of any software/equipment/licenses required to view, use or develop GIS products or services requested by a community. Examples include GPS units, aerial flyovers and GIS desktop software.
- Participating communities are responsible for mileage reimbursement to the CMRPC GIS staff member for any travel done in a personal vehicle when conducting field data collection. The mileage reimbursement rate will be based on the current MassDOT rate.
- For those communities who have in-house ESRI ArcMap Desktop software. Training sessions can be conducted for 1 to 2 people at a time unless enough software licenses are available for everyone and a suitable training location is available.
- GIS technical support via phone and internet available during normal CMRPC hours, 8:30am – 4:30pm. Onsite technical support can be arranged separately between CMRPC and an individual community and may require a travel cost.



Appendix F - Economic Development Supporting Documents

The following items were compiled as a resource or reviewed when developing the Economic Development Strategy.

1. Priority Development Area Inventory
2. Business Locator Spreadsheet
3. Working Landscapes Inventory (Barre, Hardwick, New Braintree, Oakham)
4. Historic Properties
5. Leakage Analysis for Barre and Gilbertville

Priority Development Sites for QEMP Communities

Produced by CMRPC, 2017-18

495/MW Compact Plan Status					Transportation	
Site Name	ID Number	Prioritization Type	Local, Regional, or State Prioritization	Site Size (acres)	Major Highway Access	Freight Rail Access

BARRRE PDA SITES

Barre Common (North, Middle and South)	21-1	Development	Y-R11	20.07		N
Barre Landfill/National Grid	21-10	Preservation/ Development	(blank)	139.56		N
South Barre Mill Village and Barre Plain Commercial Industiral Areas	21-2	Development	Y-R11	597.04		INTERSECT
Prince River Corridor Commercial Sites	21-3	Development	(blank)	36.41		N
Pine Ridge Snow Park (former)	21-4	Development	(blank)	32.89		N
Route 32 Route 122 Business Commercial Area	21-5	Development	Y-R11	58.93		N
Rockwerx	21-6	Development	(blank)	48.41		N
Insight Meditation Center Campus	21-7	Development	(blank)	14.35		N
Stetson Home Campus	21-8	Development	(blank)	82.41		N
Possible Housing Development opportunities on Town Farm Rd.	21-9	Development	(blank)	93.23		N

HARDWICK PDA SITES

Hardwick Knitters Mill	124-1	Development	Regional	4.4473522	N	
Music Camp near Hardwick Pond	124-2	Development	Local	45.24694	N	
Landfill	124-3	Development	Local	39.798728	N	
Hardwick Common and Village Historic District	124-4	Development	Regional	68.48746	N	
Mill Overlay District (includes all 3 mills)	124-5	Development	Regional	308.47669	INTERSECT	
Wheelwright Village District	124-6	Development	Local	248.97873	INTERSECT	
Industrial Area	124-7	Development	Local	111.41901	INTERSECT	
Wheelwright Mill	124-8	Development	Local	7.3024701	N	
Commercial District	124-9	Development	Regional	186.21997	INTERSECT	

OAKHAM PDA SITES

Auto Recycling Area	222-1	Development	Local	41.994522		
---------------------	-------	-------------	-------	-----------	--	--

NEW BRAINTREE PDA SITES

Tanner-Hiller Airport	202-1	Development	Local	61.11		
Glass and More	202-2	Development	Local	1.16		
Brick Building in Town Center (Old Cheese Factory)	202-3	Development	Local	0.32		

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
912104	BARRE SELECTMAN	1	\$ -
	WEST ST		
	BARRE, MA 01005		
922104	BARRE POLICE DEPT	24	\$ -
	WEST ST		
	BARRE, MA 01005		
912104	TOWN OF BARRE ASSESSORS	2	\$ -
	WEST ST		
	BARRE, MA 01005		
912104	BARRE TOWN BUILDING DEPT	8	\$ -
	WEST ST		
	BARRE, MA 01005		
912104	BARRE TOWN HEALTH BOARD	2	\$ -
	WEST ST		
	BARRE, MA 01005		
912104	BARRE TOWN COLLECTOR	2	\$ -
	WEST ST		
	BARRE, MA 01005		
912104	TOWN CLERK	2	\$ -
	WEST ST		
	BARRE, MA 01005		
581208	HARDING ALLEN ESTATE	25	\$ 1,196
	ALLEN DRIVE ROUTE 122 OFF B		
	BARRE, MA 01005		
581208	JENKINS INN & RESTAURANT	1	\$ 48
	WEST ST		
	BARRE, MA 01005		
491101	WARE RIVER POWER INC	3	\$ 1,894
	ALLEN DR		
	BARRE, MA 01005		
823106	WOODS MEMORIAL PUBLIC LIBRARY	5	\$ -
	PLEASANT ST		
	BARRE, MA 01005		
581208	PICASSO RESTAURANT & BAR	5	\$ 240
	COMMON ST		
	BARRE, MA 01005		
641112	HEALY BROTHERS INS AGCY INC	5	\$ 767
	COMMON ST		
	BARRE, MA 01005		
841201	BARRE HISTORICAL SOCIETY	3	\$ -
	COMMON ST		
	BARRE, MA 01005		
653118	CIRELLI REAL ESTATE	1	\$ 86
	COMMON ST		
	BARRE, MA 01005		
472402	INNOVATION INCENTIVES INC	6	\$ 605
	COMMON ST		
	BARRE, MA 01005		
962107	VAN POOL TRANSPORTATION	3	\$ -
	COMMON ST		
	BARRE, MA 01005		
999977	ARORA ENTERPRIZE	0	\$ -
	COMMON ST		
	BARRE, MA 01005		

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
701107	WHOLESOME HEARTH B & B	1	\$ 70
	PLEASANT ST		
	BARRE, MA 01005		
866107	BARRE CONGREGATIONAL CHURCH	5	\$ -
	PARK ST		
	BARRE, MA 01005		
174301	R W ANDREWS TILE CONTRACTOR	1	\$ 137
	UNION ST		
	BARRE, MA 01005		
602101	FIDELITY CO-OPERATIVE BANK	6	\$ 1,282
	COMMON ST		
	BARRE, MA 01005		
792207	BARRE PLAYERS THEATER INC	1	\$ 78
	COMMON ST		
	BARRE, MA 01005		
753801	P & F SVC INC	5	\$ 663
	BROAD ST		
	BARRE, MA 01005		
753801	QUABBIN AUTO	3	\$ 398
	BROAD ST		
	BARRE, MA 01005		
504707	AABLE SERVICES	5	\$ 5,805
	BROAD ST		
	BARRE, MA 01005		
517208	E P WINE INC	8	\$ 105,915
	WEST ST		
	BARRE, MA 01005		
653118	NEYLON REAL ESTATE	3	\$ 258
	EXCHANGE ST		
	BARRE, MA 01005		
271101	BARRE GAZETTE	4	\$ 332
	EXCHANGE ST		
	BARRE, MA 01005		
274105	TURLEY PUBLICATIONS	2	\$ 184
	EXCHANGE ST		
	BARRE, MA 01005		
729101	NINA MARCINOWSKI TAX CONSLTNG	1	\$ 25
	EXCHANGE ST		
	BARRE, MA 01005		
641112	BROBERG INSURANCE GROUP INC	2	\$ 307
	EXCHANGE ST		
	BARRE, MA 01005		
541103	HNUK CORP	4	\$ 767
	MOULTON ST		
	BARRE, MA 01005		
602103	ATM	0	\$ -
	MOULTON ST		
	BARRE, MA 01005		
999977	MARCINOWSKI PAMELA ACCTG	0	\$ -
	EXCHANGE		
	BARRE, MA 01005		
581208	SUBWAY	8	\$ 383
	EXCHANGE ST		
	BARRE, MA 01005		

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
592102	BRUSO LICIUOR MART	4	\$ 983
	EXCHANGE ST		
	BARRE, MA 01005		
594712	COL ISSAC BARRE GIFTS-CLLCTBLS	3	\$ 289
	EXCHANGE ST		
	BARRE, MA 01005		
508208	EXCHANGE STREET	10	\$ 12,177
	EXCHANGE ST		
	BARRE, MA 01005		
526136	WHITE TURF INC	5	\$ 1,075
	EXCHANGE ST		
	BARRE, MA 01005		
912104	BARRE TOWN TREASURER	1	\$ -
	EXCHANGE ST		
	BARRE, MA 01005		
581222	QUABBIN PIZZA HOUSE & SEA FOOD	4	\$ 192
	EXCHANGE ST		
	BARRE, MA 01005		
581222	BARRE PIZZA	1	\$ 48
	MOULTON ST		
	BARRE, MA 01005		
152114	RAINBOW INTERNATIONAL-FRANKLIN	4	\$ 1,519
	CAT ALY		
	BARRE, MA 01005		
546102	CAKE'S BY AMANDA	4	\$ 215
	CAT ALY		
	BARRE, MA 01005		
602103	ATM	0	\$ -
	SUMMER ST		
	BARRE, MA 01005		
541103	HONEY FARMS	7	\$ 1,342
	SUMMER ST		
	BARRE, MA 01005		
809909	LISTENING WELLNESS CTR	2	\$ 236
	SOUTH ST		
	BARRE, MA 01005		
484101	COMCAST CABLE	11	\$ 6,961
	JAMES ST		
	BARRE, MA 01005		
811103	LANDRY & MEILUS LLP	2	\$ 401
	SUMMER ST		
	BARRE, MA 01005		
811103	SOUTHERN NEW ENGLAND TITLE CO	3	\$ 602
	SUMMER ST		
	BARRE, MA 01005		
517206	W R BENTLEY OIL & DIESEL	4	\$ 52,958
	WEST ST		
	BARRE, MA 01005		
829902	BARRE RIDING & DRIVING CLUB	3	\$ -
	PO BOX 25		
	BARRE, MA 01005		
873111	RESOURCE CONTROL INC	4	\$ -
	DEPOT RD		
	BARRE, MA 01005		

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
594712	PLUMERIA STORE	2	\$ 193
	PMB		
	BARRE, MA 01005		
541103	PIXEL TRIP DESIGN	3	\$ 575
	PO BOX 1097		
	BARRE, MA 01005		
514105	LEDYARD CO	3	\$ 4,427
	17TH AVE S CRZ		
	BARRE, MA 01005		
809907	UMASS MEMORIAL HEALTH CARE	13	\$ 1,532
	PO BOX 908		
	BARRE, MA 01005		
177118	BLACKTOP SERVICES	4	\$ 546
	BARRE, MA 01005		
971101	COAST GUARD MUTUAL ASSISTANCE	7	\$ -
	N GLEBE RD		
	BARRE, MA 01005		
866107	STEEP OF FAITH	3	\$ -
	KENDALL ST		
	BARRE, MA 01005		
835101	123 GROW CHILD CTR INC	6	\$ 144
	MECHANIC ST		
	BARRE, MA 01005		
731917	ALLISONCOURVILLE.COM	2	\$ 278
	CIRCLE RD		
	BARRE, MA 01005		
821103	RUGGLES LANE ELEMENTARY SCHOOL	72	\$ -
	RUGGLES LN		
	BARRE, MA 01005		
594712	COL ISAAC BARRE GIFTS	3	\$ 289
	CIRCLE RD		
	BARRE, MA 01005		
653132	BARRE HOUSING AUTHORITY	4	\$ -
	RUGGLES LN		
	BARRE, MA 01005		
152114	RAINBOW INTERNATIONAL	6	\$ 2,279
	SOUTH ST		
	BARRE, MA 01005		
078204	LOOK'N GOOD LANDSCAPING	7	\$ 782
	CIRCLE RD		
	BARRE, MA 01005		
024103	CARTER & STEVENS FARM STORE	3	\$ 767
	WEST ST		
	BARRE, MA 01005		
602103	ATM	0	\$ -
	WEST ST		
	BARRE, MA 01005		
208201	STONE COW BREWERY	15	\$ 4,227
	WEST ST		
	BARRE, MA 01005		
899999	VERTICAL HORIZON SVC INC	2	\$ 249
	VALLEY RD		
	BARRE, MA 01005		

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
152103	BROWN'S TRUCKING & EXCAVATING	12	\$ 4,557
	VALLEY RD		
	BARRE, MA 01005		
653118	REALTY OF MASS	18	\$ 1,544
	HANCOCK RD		
	BARRE, MA 01005		
655302	GLEN VALLEY CEMETERY	3	\$ 277
	VALLEY RD		
	BARRE, MA 01005		
421304	BROWN'S TRUCKING & EXCAVGTG INC	2	\$ 412
	VALLEY RD		
	BARRE, MA 01005		
999977	C-C POOLS-STOVE INSTALLATIONS	0	\$ -
	VALLEY RD		
	BARRE, MA 01005		
864102	AMERICAN LEGION	3	\$ -
	VALLEY RD		
	BARRE, MA 01005		
152112	GOODWIN BUILDER	1	\$ 380
	PLEASANT ST		
	BARRE, MA 01005		
359905	CHAS G ALLEN CO	25	\$ 3,619
	WILLIAMSVILLE RD		
	BARRE, MA 01005		
431101	US POST OFFICE	9	\$ -
	SOUTH ST		
	BARRE, MA 01005		
161101	PALMER PAVING CORP	6	\$ 1,713
	OLD COLD BROOK RD		
	BARRE, MA 01005		
999977	INNOVATIVE INCENTIVES INC	0	\$ -
	SUMMER ST		
	BARRE, MA 01005		
805904	BARRE MOBILE HOME PARK & SALES	7	\$ 526
	SUMMER ST		
	BARRE, MA 01005		
999977	NESTERS	0	\$ -
	SUMMER ST		
	BARRE, MA 01005		
565101	DANDELIONS LLC	2	\$ 295
	SUMMER ST		
	BARRE, MA 01005		
653118	WATERWHEEL REALTY	7	\$ 601
	SUMMER ST		
	BARRE, MA 01005		
551103	SALVADORE AUTO EXCHANGE INC	2	\$ 1,070
	SUMMER ST		
	BARRE, MA 01005		
546105	DUNKIN' DONUTS	12	\$ 643
	SUMMER ST		
	BARRE, MA 01005		
581222	NORTHEAST	4	\$ 192
	SUMMER ST		
	BARRE, MA 01005		

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
602101	ATHOL SAVINGS BANK	5	\$ 1,069
	SUMMER ST		
	BARRE, MA 01005		
602103	ATM	0	\$ -
	SUMMER ST		
	BARRE, MA 01005		
591205	BARRE FAMILY PHARMACY	10	\$ 3,137
	SUMMER ST		
	BARRE, MA 01005		
549920	COUNTRY GOURMET	3	\$ 331
	SUMMER ST		
	BARRE, MA 01005		
525104	LEADER HOME CTR	15	\$ 4,582
	S BARRE RD		
	BARRE, MA 01005		
912101	US ARMY FLOOD CONTROL	2	\$ -
	OLD COLD BROOK RD		
	BARRE, MA 01005		
571932	HIGGINS ENERGY ALTERNATIVES	5	\$ 817
	WORCESTER RD		
	BARRE, MA 01005		
557106	HIGGINS POWERSPORTS	20	\$ 6,033
	WORCESTER RD		
	BARRE, MA 01005		
801101	BARRE FAMILY HEALTH CTR	35	\$ 5,735
	WORCESTER RD		
	BARRE, MA 01005		
734910	CLARK POOL WATER INC	4	\$ 415
	FRUITLAND RD		
	BARRE, MA 01005		
821103	QUABBIN REGIONAL HIGH SCHOOL	135	\$ -
	SOUTH ST		
	BARRE, MA 01005		
075211	FOX RUN KENNEL & GROOMING	1	\$ 46
	WALNUT HILL RD		
	BARRE, MA 01005		
821120	QUABBIN REGIONAL SCHOOL DIST	9	\$ -
	SOUTH ST		
	BARRE, MA 01005		
399903	E J PRESCOTT INC	20	\$ 1,888
	TOWN FARM RD		
	BARRE, MA 01005		
505107	QUALITY WATER PRODUCTS	22	\$ 36,890
	TOWN FARM RD		
	BARRE, MA 01005		
078204	GREEN DIMENSIONS LANDSCAPING	3	\$ 335
	WORCESTER RD		
	BARRE, MA 01005		
421304	BROWN BRAD TRUCKING INC	2	\$ 412
	WALNUT HILL RD		
	BARRE, MA 01005		
539901	NEW CONCEPT SUPPLY	3	\$ 498
	TOWN FARM RD		
	BARRE, MA 01005		

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
179403	WHITE TURF TRENCHING INC	20	\$ 2,726
	WEST ST		
	BARRE, MA 01005		
154227	WINDY KNOLL LAND MAINTENANCE	3	\$ 1,140
	OLD HARDWICK RD		
	BARRE, MA 01005		
599929	TYSADIE'S BOXERS & BULLDOGS	2	\$ 302
	HUBBARDSTON RD		
	BARRE, MA 01005		
722121	TC PERFECT IMAGES	1	\$ 43
	HUBBARDSTON RD		
	BARRE, MA 01005		
866110	BARRE CENTER FOR BUDDHIST	5	\$ -
	LOCKWOOD RD		
	BARRE, MA 01005		
832206	BARRE SENIOR CTR	3	\$ 164
	S BARRE RD		
	BARRE, MA 01005		
944104	BARRE TOWN COUNCIL ON AGING	1	\$ -
	S BARRE RD		
	BARRE, MA 01005		
804908	BARRE PUBLIC HEALTH NURSE ASSN	5	\$ 225
	S BARRE RD		
	BARRE, MA 01005		
839998	INSIGHT MEDITATION SOCIETY	5	\$ -
	LOCKWOOD RD		
	BARRE, MA 01005		
734922	DIAL-A-MAID	3	\$ 312
	LORING RD		
	BARRE, MA 01005		
616201	CAP MORTGAGE CO	4	\$ 1,697
	ROOT RD		
	BARRE, MA 01005		
861102	DHAMMA VIHARA FOUNDATION INC	5	\$ -
	PLEASANT ST		
	BARRE, MA 01005		
869903	DHARMA FOUNDATION INC	3	\$ -
	PLEASANT ST		
	BARRE, MA 01005		
999977	FAZZI ASSOCIATES INC	0	\$ -
	PLEASANT ST		
	BARRE, MA 01005		
829999	FORREST REFUGE	1	\$ -
	PLEASANT ST		
	BARRE, MA 01005		
869910	INSIGHT MEDITATION SOCIETY	21	\$ -
	PLEASANT ST		
	BARRE, MA 01005		
421307	J H JOYAL TRUCKING	1	\$ 206
	S BARRE RD		
	BARRE, MA 01005		
152103	BALTAZAR CONTRACTORS INC	3	\$ 1,140
	CATHY LN		
	BARRE, MA 01005		

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
999977	ABLE HOME ACCESSIBILITY	0	\$ -
	CATHY LN		
	BARRE, MA 01005		
171198	TAYLOR HEATING & COOLING	2	\$ 273
	CLEM CT		
	BARRE, MA 01005		
799301	NOFA/MASS	5	\$ 426
	SHELDON RD		
	BARRE, MA 01005		
539901	EON PRODUCTS INC	3	\$ 498
	SHELDON RD		
	BARRE, MA 01005		
019104	MANY HANDS ORGANIC FARM	3	\$ 270
	SHELDON RD		
	BARRE, MA 01005		
999977	NATURAL FARMER	0	\$ -
	SHELDON RD		
	BARRE, MA 01005		
839998	NORTHEAST ORGANIC FARMING ASSN	5	\$ -
	SHELDON RD		
	BARRE, MA 01005		
078204	R N GLIDDEN LANDSCAPING SVC	3	\$ 335
	CUTLER RD		
	BARRE, MA 01005		
703301	COLDBROOK CAMPGROUND	3	\$ 315
	CHAPMAN RD		
	BARRE, MA 01005		
581208	J & J FAMILY RESTAURANT	3	\$ 144
	WORCESTER RD		
	BARRE, MA 01005		
494102	MWRA	2	\$ 420
	WORCESTER RD		
	BARRE, MA 01005		
832218	MASSACHUSETTS WATER RESOURCES	8	\$ 438
	WORCESTER RD		
	BARRE, MA 01005		
422509	WILDWOOD DEVELOPMENT CORP	4	\$ 459
	S BARRE RD		
	BARRE, MA 01005		
401101	MASS CENTRAL RAILROAD	9	\$ 1,702
	S BARRE RD		
	BARRE, MA 01005		
754901	DAVE'S TOW & TRANSPORT	5	\$ 540
	WORCESTER RD		
	BARRE, MA 01005		
551103	WHITE VALLEY MOTORS	2	\$ 1,070
	WORCESTER RD		
	BARRE, MA 01005		
751303	U-HAUL NEIGHBORHOOD DEALER	2	\$ 556
	WORCESTER RD		
	BARRE, MA 01005		
179942	QUABBIN PRESSURE WASHING	1	\$ 194
	S BARRE RD		
866107	ST FRANCIS OF ASSISI	5	\$ -

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
	VERNON AVE		
	BARRE, MA 01005		
753801	RICHIE'S TOWING RECYCLING	2	\$ 266
	VERNON AVE		
	BARRE, MA 01005		
723106	CHANGES FAMILY HAIR CARE	4	\$ 152
	WORCESTER RD		
	BARRE, MA 01005		
541103	BARRE GENERAL STORE	3	\$ 575
	VERNON AVE		
594520	BUSY B CRAFTS	3	\$ 416
	PO BOX 91		
733603	CREATIVE VISION DESIGN	1	\$ 80
	PO BOX 600		
027999	NEW ENGLAND REPTILE SHOWS	2	\$ 86
	PO BOX 331		
431101	US POST OFFICE	1	\$ -
	MAIN ST		
866107	NEW LIFE ASSEMBLY OF GOD	1	\$ -
	MAIN ST		
239902	MATTHEWS SEWING	3	\$ 318
	MAIN ST		
178101	NEED PUMP II	2	\$ 571
	SHELDON RD		
	BARRE, MA 01005		
581208	YUMMY GARDEN	6	\$ 287
	MAIN ST		
507405	QUABBIN SOLAR LLC	3	\$ 2,715
	VERNON AVE		
	BARRE, MA 01005		
239902	290 INDUSTRIAL STITCHING INC	4	\$ 424
	MAIN ST		
	BARRE, MA 01005		
581208	DOMINIC'S INC	5	\$ 240
	MAIN ST		
581208	BARRE MILL RESTAURANT	15	\$ 718
	MAIN ST		
738909	JC POOLS INC	12	\$ 1,124
	MAIN ST		
871167	TOP QUALITY	5	\$ 1,727
	OLD DANA RD		
	BARRE, MA 01005		
515403	LAM TOM LIVESTOCK	2	\$ 3,471
	HINKLEY RD		
	BARRE, MA 01005		
152114	RAINBOW INTERNATIONAL	6	\$ 2,279
	MAIN ST		
173101	GM GOLDSMITH ELECTRIC	4	\$ 546
	CHAMBERLAIN HILL RD		
	BARRE, MA 01005		
832218	ANNE-MARIE CANCER FUND	8	\$ 438
	OLD STAGE RD		
	BARRE, MA 01005		
495302	WASTE MANAGEMENT	3	\$ 808

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
	BARRE DEPOT RD		
	BARRE, MA 01005		
922404	BARRE FIRE DEPT	37	\$ -
	SCHOOL ST		
	BARRE, MA 01005		
922404	BARRE TOWN STATION 1	40	\$ -
	SCHOOL ST		
	BARRE, MA 01005		
641112	BROBERG INSURANCE GROUP INC	3	\$ 461
	OLD DANA RD		
	BARRE, MA 01005		
551103	A J USED AUTO SALES	1	\$ 535
	WEST ST		
	BARRE, MA 01005		
999977	SEVEN HILLS	0	\$ -
	WHEELWRIGHT RD		
	BARRE, MA 01005		
799999	ROCKWERX MOBILE CLIMBING WALLS	30	\$ 1,804
	DANA RD		
	BARRE, MA 01005		
541101	VILLAGE MARKET	1	\$ 192
	MAIN ST S		
	BARRE, MA 01005		
839998	NURTURING WISDOM HOMESTEAD INC	9	\$ -
	PEACH ST		
	BARRE, MA 01005		
651202	JASON GERULAITIS CONTRACTING	3	\$ 1,141
	WEST ST		
	BARRE, MA 01005		
599504	BARRE OPTICIANS & HEARING CTR	3	\$ 467
	MAIN ST S		
	BARRE, MA 01005		
723106	SHEAR EXPRESSIONS HAIR DESIGN	1	\$ 38
	N BROOKFIELD RD		
	BARRE, MA 01005		
581208	COUNTRY PANTRY RESTAURANT	4	\$ 192
	WEST ST		
	BARRE, MA 01005		
224114	HARTY JOHN TOOLS	1	\$ 51
	HARTY RD		
	BARRE, MA 01005		
912104	BARRE SEWER DEPT	3	\$ -
	WHEELWRIGHT RD		
	BARRE, MA 01005		
912104	BARRE TOWN HIGHWAY DEPT	12	\$ -
	WHEELWRIGHT RD		
	BARRE, MA 01005		
912104	BARRE SEWER TREATMENT PLANT	3	\$ -
	WHEELWRIGHT RD		
	BARRE, MA 01005		
019101	RENAISSANCE FARMS LLC	3	\$ 270
	COMPANY FARM RD		
	BARRE, MA 01005		
599990	DYER WOODWORKING	2	\$ 302

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
	GILBERT RD		
	BARRE, MA 01005		
754904	SPRING HILL ROAD PROJECT LLC	7	\$ 756
	SPRING HILL RD		
	BARRE, MA 01005		
599201	HARTMAN'S HERB FARM	3	\$ 215
	OLD DANA RD		
	BARRE, MA 01005		
641110	HITECH BILLING	3	\$ 461
	WHEELWRIGHT RD		
	BARRE, MA 01005		
641112	CONCORD GENL MUTUAL INS	3	\$ 461
	N BROOKFIELD RD		
	BARRE, MA 01005		
839998	QUABBIN DRUG RESPONSE UNIFYING	9	\$ -
	DANA RD		
	BARRE, MA 01005		
171102	ADVANCED HEATING & PLBG INC	4	\$ 546
	OLD DANA RD		
	BARRE, MA 01005		
999977	TREADSTONE 71 LLC	0	\$ -
	OAKHAM RD		
	BARRE, MA 01005		
737415	ALTEVA	5	\$ 1,830
	QUINN RD		
	BARRE, MA 01005		
808201	ELZBIETA SAUNDERS	27	\$ 1,870
	OAKHAM RD		
	BARRE, MA 01005		
179942	QUABBIN PRESSURE WASHING	1	\$ 194
	S BARRE RD		
	SOUTH BARRE, MA 01074		
541103	BARRE GENERAL STORE	3	\$ 575
	VERNON AVE		
	SOUTH BARRE, MA 01074		
594520	BUSY B CRAFTS	3	\$ 416
	PO BOX 91		
	SOUTH BARRE, MA 01074		
733603	CREATIVE VISION DESIGN	1	\$ 80
	PO BOX 600		
	SOUTH BARRE, MA 01074		
027999	NEW ENGLAND REPTILE SHOWS	2	\$ 86
	PO BOX 331		
	SOUTH BARRE, MA 01074		
431101	US POST OFFICE	1	\$ -
	MAIN ST		
	SOUTH BARRE, MA 01074		
866107	NEW LIFE ASSEMBLY OF GOD	1	\$ -
	MAIN ST		
	SOUTH BARRE, MA 01074		
239902	MATTHEWS SEWING	3	\$ 318
	MAIN ST		
	SOUTH BARRE, MA 01074		
581208	YUMMY GARDEN	6	\$ 287

Business Locator

Costar, Licensed to CMRPC, 2018

Barre, MA

SICCode	Business Name	Employees	Sales (\$000)
	MAIN ST		
	SOUTH BARRE, MA 01074		
581208	DOMINIC'S INC	5	\$ 240
	MAIN ST		
	SOUTH BARRE, MA 01074		
581208	BARRE MILL RESTAURANT	15	\$ 718
	MAIN ST		
	SOUTH BARRE, MA 01074		
738909	JC POOLS INC	12	\$ 1,124
	MAIN ST		
	SOUTH BARRE, MA 01074		
152114	RAINBOW INTERNATIONAL	6	\$ 2,279
	MAIN ST		
	SOUTH BARRE, MA 01074		

Business Locator

Costar, Licensed to CMRPC, 2018

Hardwick, MA

SICCode	Business Name	Employees	Sales (\$000)
792905	DJ BRIAN ENTERTAINMENT SVC	1	\$ 59
	NORTH RD		
	HARDWICK, MA 01037		
864108	SOUTH BARRE ROD & GUN	2	\$ -
	BARRE RD		
	HARDWICK, MA 01037		
519917	INCENTIVE ADVERTISING	2	\$ 1,617
	NORTH RD		
	HARDWICK, MA 01037		
552102	MOTOR SPECIALTIES	2	\$ 925
	PROUTY RD		
	HARDWICK, MA 01037		
021202	ROKAWA ESTATES LLC	3	\$ 767
	NORTH RD		
	HARDWICK, MA 01037		
753801	REGIN'S REPAIR	2	\$ 266
	CHURCH LN		
	GILBERTVILLE, MA 01031		
152144	ALL CONSTRUCTION SVC INC	2	\$ 760
	CHURCH LN		
	GILBERTVILLE, MA 01031		
912104	WATER POLLUTION CONTROL FCLTY	2	\$ -
	OLD MILL RD		
	GILBERTVILLE, MA 01031		
861102	WHOLEBEING INSTITUTE INC	5	\$ -
	JACKSON RD		
	HARDWICK, MA 01037		
821103	HARDWICK SCHOOL ELEMENTARY	40	\$ -
	SCHOOL HOUSE DR		
	GILBERTVILLE, MA 01031		
866107	FIRST UNIVERSALIST HARDWICK	3	\$ -
	RUGGLES HILL RD		
	HARDWICK, MA 01037		
841201	HARDWICK HISTORICAL	7	\$ -
	COMMON ST		
	HARDWICK, MA 01037		
841201	HARWICK HISTORICAL SOCIETY	1	\$ -
	COMMON ST		
	HARDWICK, MA 01037		
823106	PAIGE MEMORIAL PUBLIC LIBRARY	2	\$ -
	PETERSHAM RD		
	HARDWICK, MA 01037		
581222	LAZY MARY'S PIZZERIA	4	\$ 192
	BARRE RD		
	HARDWICK, MA 01037		
922404	HARDWICK FIRE DEPT	25	\$ -
	PETERSHAM RD		
	HARDWICK, MA 01037		
912104	HIGHWAY DEPARTMENT	4	\$ -
	PETERSHAM RD		
	HARDWICK, MA 01037		
495303	HARDWICK LANDFILL INC	9	\$ 2,783
	PATRILL HOLLOW RD		
	HARDWICK, MA 01082		

Business Locator

Costar, Licensed to CMRPC, 2018

Hardwick, MA

SICCode	Business Name	Employees	Sales (\$000)
161101	F J PAVING	4	\$ 1,142
	RIDGE RD		
	HARDWICK, MA 01037		
792207	CENTER AT EAGLE HILL	2	\$ 155
	OLD PETERSHAM RD		
	HARDWICK, MA 01037		
821103	EAGLE HILL SCHOOL	50	\$ -
	OLD PETERSHAM RD		
	HARDWICK, MA 01037		
175103	J DANA DESIGN INC	1	\$ 118
	LUCAS RD		
	HARDWICK, MA 01082		
596104	EAST QUABBIN LAND TRUST	5	\$ 3,055
	RIDGE RD		
	HARDWICK, MA 01037		
523110	ATLANTIC GLASS WORKS	3	\$ 1,509
	CZESKY RD		
	GILBERTVILLE, MA 01031		
899934	NEW ENGLAND PREMIER STONE	2	\$ 249
	GREENWICH RD		
	HARDWICK, MA 01037		
019101	PODBELSKI FARMS	1	\$ 90
	DOW RD		
	HARDWICK, MA 01037		
019104	ROBINSON FARM	3	\$ 270
	JACKSON RD		
	HARDWICK, MA 01037		
283601	CAPRALOGICS INC	9	\$ 12,472
	CZESKY RD		
	GILBERTVILLE, MA 01031		
019198	GOLDEN EGG FARM POTTERY	1	\$ 90
	PO BOX 280		
	HARDWICK, MA 01037		
546102	ROSE THIRTY TWO BREAD	4	\$ 215
	MAIN		
	HARDWICK, MA 01037		
083101	HARDWICK SUGAR SHACK	3	\$ 270
	HARDWICK, MA 01037		
873111	PIONEER VALLEY ENVIRON LLC	4	\$ -
	PO BOX 414		
	HARDWICK, MA 01037		
832222	HADWICK YOUTH CTR	7	\$ 383
	MAIN		
	HARDWICK, MA 01037		
541103	CLOVER HILL COUNTRY STORE	3	\$ 575
	LOWER RD		
	HARDWICK, MA 01037		
074203	HARDWICK POND VET CTR	4	\$ 371
	TURKEY ST		
	HARDWICK, MA 01082		
821103	HARDWICK ELEMENTARY SCHOOL	60	\$ -
	LOWER RD		
	GILBERTVILLE, MA 01031		
821120	HARDWICK SCHOOLS SUPT	32	\$ -

Business Locator

Costar, Licensed to CMRPC, 2018

Hardwick, MA

SICCode	Business Name	Employees	Sales (\$000)
	LOWER RD		
	GILBERTVILLE, MA 01031		
154213	HARDWICK POST & BEAM CORP	11	\$ 4,178
	FLEMING RD		
	HARDWICK, MA 01037		
021202	ROKAWA ESTATES LLC	3	\$ 767
	NORTH RD		
	HARDWICK, MA 01037		
738913	ED BANAS AUTO & APPRAISALS	2	\$ 156
	GREENWICH RD		
	HARDWICK, MA 01082		
243102	SHAWN ROBERTS WOODWORKING	8	\$ 1,942
	LOWER RD		
	GILBERTVILLE, MA 01031		
503125	HARDWICK KILN	20	\$ 17,406
	SHUNPIKE RD		
	HARDWICK, MA 01037		
873111	PIONEER VALLEY ENVIRONMENTAL	4	\$ -
	SHUNPIKE RD		
	HARDWICK, MA 01037		
521142	CERSOSIMO LUMBER CO	6	\$ 1,947
	SHUNPIKE RD		
	HARDWICK, MA 01037		
519917	INCENTIVE ADVERTISING	2	\$ 1,617
	NORTH RD		
	HARDWICK, MA 01037		
864108	HARDWICK ROD & GUN CLUB	160	\$ -
	PETERSHAM RD		
	HARDWICK, MA 01037		
866110	AGAPE COMMUNITY INC	1	\$ -
	GREENWICH RD		
	HARDWICK, MA 01082		
999977	NONVIOLENT	0	\$ -
	GREENWICH RD		
	HARDWICK, MA 01082		
152103	DAVID G ROACH & SONS INC	12	\$ 3,944
	PATRILL HOLLOW RD		
	HARDWICK, MA 01082		
811103	BARTON & ASSOC	3	\$ 602
	BARRE RD		
	GILBERTVILLE, MA 01031		
821103	HARDWICK ELEMENTARY SCHOOL	40	\$ -
	LOWER RD		
	GILBERTVILLE, MA 01031		
399302	CUSTOM SIGN LANGUAGE	2	\$ 154
	HARDWICK RD		
	GILBERTVILLE, MA 01031		
552102	MOTOR SPECIALTIES	2	\$ 925
	PROUTY RD		
	HARDWICK, MA 01037		
738940	CURRAN CONSULTING TECHNICAL	3	\$ 281
	OFF PROSPECT		
	HARDWICK, MA 01037		

Business Locator

Costar, Licensed to CMRPC, 2018

Hardwick, MA

SICCode	Business Name	Employees	Sales (\$000)
651302	S M O C	2	\$ 340
	PROSPECT ST		
	HARDWICK, MA 01037		
864102	AMERICAN LEGION	1	\$ -
	PROSPECT		
	GILBERTVILLE, MA 01031		
874899	CURRAN CONSULTING	2	\$ 201
	PO BOX 550		
	GILBERTVILLE, MA 01031		
514937	PEPSI-COLA DR PEPPER BOTTLING	50	\$ 65,689
	N 3RD		
	GILBERTVILLE, MA 01031		
422506	HARDWICK LAMINATORS INC	5	\$ 574
	GILBERTVILLE, MA 01031		
602103	ATM	0	\$ -
	HARDWICK RD		
	GILBERTVILLE, MA 01031		
602103	ATM	0	\$ -
	HARDWICK RD		
	GILBERTVILLE, MA 01031		
541103	CUMBERLAND FARMS	10	\$ 1,917
	HARDWICK RD		
	GILBERTVILLE, MA 01031		
598406	BLUE RHINO	0	\$ -
	HARDWICK RD		
	GILBERTVILLE, MA 01031		
791101	GET UP & DANCE	4	\$ 128
	HARDWICK RD		
	GILBERTVILLE, MA 01031		
701101	WINDSOR HOTEL	1	\$ 70
	HARDWICK RD		
	GILBERTVILLE, MA 01031		
653118	L B T REALTY	3	\$ 258
	UPPER CHURCH ST		
	GILBERTVILLE, MA 01031		
581222	HARDWICK HOUSE OF PIZZA	2	\$ 96
	MAIN ST		
	GILBERTVILLE, MA 01031		
723106	SUSAN'S HEADQUARTERS	1	\$ 38
	CHURCH ST		
	GILBERTVILLE, MA 01031		
839919	CATHOLIC CHARITIES DIOCS WR	10	\$ -
	CHURCH ST		
	GILBERTVILLE, MA 01031		
431101	US POST OFFICE	2	\$ -
	NORTH ST		
	GILBERTVILLE, MA 01031		
999977	AGWAY	0	\$ -
	LOWER RD		
	GILBERTVILLE, MA 01031		
519102	HARDWICK FARMERS CO-OP EXCH	11	\$ 17,964
	LOWER RD		
	GILBERTVILLE, MA 01031		
753801	GAGNE'S GARAGE	2	\$ 266

Business Locator

Costar, Licensed to CMRPC, 2018

Hardwick, MA

SICCode	Business Name	Employees	Sales (\$000)
	SPRING ST		
	GILBERTVILLE, MA 01031		
653118	INTERNET AUCTION MANAGEMENT	3	\$ -
	PATRILL HOLLOW RD		
	HARDWICK, MA 01082		
411902	HARDWICK RESCUE & EMERGENCY	34	\$ 2,167
	LOWER RD		
	HARDWICK, MA 01037		
753801	REGIN'S REPAIR	2	\$ 266
	CHURCH LN		
	GILBERTVILLE, MA 01031		
912104	WASTE POLLUTION CONTROL	2	\$ -
	PINE ST		
	HARDWICK, MA 01037		
799201	DUNROAMIN COUNTRY CLUB	5	\$ 329
	LOWER RD		
	GILBERTVILLE, MA 01031		
507405	SEC CRSD SOLAR ONE LLC	3	\$ 2,715
	LOWER RD		
	GILBERTVILLE, MA 01031		
821103	HARDWICK SCHOOL ELEMENTARY	40	\$ -
	SCHOOL HOUSE DR		
	GILBERTVILLE, MA 01031		
912104	HARDWICK TOWN NUTRITION SITE	7	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
944104	COUNCIL ON AGING	9	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
551103	L & S AUTO	1	\$ 535
	CLEVELAND RD		
	WHEELWRIGHT, MA 01094		
521142	W R ROBINSON LUMBER CO INC	4	\$ 1,298
	CLEVELAND RD		
	WHEELWRIGHT, MA 01094		
551101	FAY M BUTLER FABRICATIONS	3	\$ 1,605
	CLEVELAND RD		
	WHEELWRIGHT, MA 01094		
651303	QUABBIN ESTATES	2	\$ 340
	CHURCH LN		
	WHEELWRIGHT, MA 01094		
738909	BP POOLS	2	\$ 188
	PROUTY RD		
	WHEELWRIGHT, MA 01094		
431101	US POST OFFICE	2	\$ -
	CHURCH LN		
	WHEELWRIGHT, MA 01094		
753801	R T THIRTY TWO AUTOMOBILE SVC	2	\$ 266
	MAIN ST		
	GILBERTVILLE, MA 01031		
208401	HARDWICK WINERY	4	\$ 938
	GREENWICH RD		
	HARDWICK, MA 01082		
541101	HARDWICK MARKET & PKG STORE	2	\$ 384

Business Locator

Costar, Licensed to CMRPC, 2018

Hardwick, MA

SICCode	Business Name	Employees	Sales (\$000)
	MAIN ST		
	GILBERTVILLE, MA 01031		
602103	ATM	0	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
999977	JUDD & JUDD	0	\$ -
	NORTH RD		
	HARDWICK, MA 01037		
912104	WATER POLLUTION CONTROL FCLTY	2	\$ -
	OLD MILL RD		
	GILBERTVILLE, MA 01031		
823106	GILBERTVILLE LIBRARY	1	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
308901	RAITTO ENGINEERING & MFG CO	4	\$ 682
	MILL ST		
	WHEELWRIGHT, MA 01094		
912104	BUILDING INSPECTOR	1	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
912104	TOWN HALL ADMINISTRATIVE	1	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
912104	TOWN ASSISTANT	1	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
912104	TOWN SELECTMAN	1	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
912104	TOWN ASSESSORS OFFICE	1	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
912104	TAX COLLECTOR	1	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
912104	TOWN CLERK	1	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
922104	HARDWICK POLICE DEPT	20	\$ -
	MAIN ST		
	GILBERTVILLE, MA 01031		
554101	BUTLER'S GAS	1	\$ 988
	MAIN ST		
	HARDWICK, MA 01037		
229598	GILBERTVILLE STORAGE INC	10	\$ 2,855
	MAIN ST		
	GILBERTVILLE, MA 01031		
769902	UNITED DRAIN CLEANING CO	4	\$ 494
	MAIN		
	GILBERTVILLE, MA 01031		
154213	HARDWICK FRAME CO	5	\$ 1,643
	THAYER RD		
	HARDWICK, MA 01082		
738984	TOWN OF HARDWICK	3	\$ 281

Business Locator

Costar, Licensed to CMRPC, 2018

Hardwick, MA

SICCode	Business Name	Employees	Sales (\$000)
	MILL RD		
	GILBERTVILLE, MA 01031		
864108	SOUTH BARRE ROD & GUN	2	\$ -
	BARRE RD		
	HARDWICK, MA 01037		
019101	STILLMANS AT THE TURKEY FARM	3	\$ 234
	GREENWICH RD		
	HARDWICK, MA 01082		

Business Locator

Costar, Licensed to CMRPC, 2018

Hubbardston MA

078301	R S CLAPHAM TREE SVC	1	\$ 112
	WILLIAMSVILLE RD		
	HUBBARDSTON, MA 01452		
769999	NEW ENGLAND MEDGAS LLC	1	\$ 124
	WILLIAMSVILLE RD		
	HUBBARDSTON, MA 01452		
799968	STORYBROOK FARM	1	\$ 61
	WILLIAMSVILLE RD		
	HUBBARDSTON, MA 01452		
154213	DEACETIS TONY BUILDER	3	\$ 1,140
	BARRE RD		
	HUBBARDSTON, MA 01452		
839919	MISSION E4 INC	8	\$ -
	BURNSHIRT RD		
	HUBBARDSTON, MA 01452		
078206	GRASSHOPPER YARD GROOMING	3	\$ 335
	KRUSE RD		
	HUBBARDSTON, MA 01452		
864108	HUBBARDSTON ROD & GUN CLUB	1	\$ -
	WILLIAMSVILLE RD		
	HUBBARDSTON, MA 01452		
653116	INNOVATIVE REAL ESTATE SLTNS	3	\$ 258
	BARRE RD		
	HUBBARDSTON, MA 01452		
154213	POND BUILDERS	1	\$ 380
	BARRE RD		
	HUBBARDSTON, MA 01452		
769902	JOSEPH R WELCH PLUMBING & HTG	3	\$ 371
	HALE RD		
	HUBBARDSTON, MA 01452		

Business Locator

Costar, Licensed to CMRPC, 2018

New Braintree MA

SICCode	Business Name	Employees	Sales (\$000)
559907	HANG GLIDE NEW ENGLAND	4	\$ 1,207
	MCEVOY RD		
	NEW BRAINTREE, MA 01531		

Business Locator

Costar, Licensed to CMRPC, 2018

Oakham MA

SICCode	Business Name	Employees	Sales (\$000)
999977	CMGEEKS INC	0	\$ -
	BULLARD RD		
	OAKHAM, MA 01068		
655302	PINE GROVE CEMETERY	3	\$ 277
	TURNPIKE RD		
	OAKHAM, MA 01068		
872101	COFFIN BRUCE CPA INC	5	\$ 538
	OLD TURNPIKE RD		
	OAKHAM, MA 01068		
075211	JAN'S DOG HOUSE A PET'S HOME	2	\$ 91
	OLD TURNPIKE RD		
	OAKHAM, MA 01068		
421210	AMIDIO BROTHERS INC	1	\$ 143
	OLD TURNPIKE RD		
	OAKHAM, MA 01068		
173101	INTERCITY ELECTRIC INC	6	\$ 818
	OLD TURNPIKE RD		
	OAKHAM, MA 01068		
835101	OAKHAM COUNTRY DAY SCHOOL	6	\$ 144
	OLD TURNPIKE RD		
	OAKHAM, MA 01068		
839998	NIPMUK CULTURAL PRESERVATION	9	\$ -
	SCOTT RD		
	OAKHAM, MA 01068		
501501	AMHERST OAKHAM AUTO RECYCLING	5	\$ 3,855
	COLDBROOK RD		
	OAKHAM, MA 01068		

Working Landscapes Inventory

Prepared by CMRPC

Barre, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
Alegria Farm	OTHER	H-244	0.71
Alexandrovich Farm	CH61	B-103	7.05
		B-104	7.28
		B-107	0.44
		B-107A	9.47
		B-183	2.46
		B-72	17.23
		B-76	22.07
		B-94	27.27
		B-95	18.12
	OTHER	B-106	82.64
Allen Farm	CH61	EA-106	1.82
		EA-107	2.45
		EA-108	0.37
		EA-109	2.10
		EA-110	0.96
Anderson Woodlot	CH61	B-37B	40.64
Babcia's Farm	OTHER	A-40A	4.06
Barre Sportsman Club Woodlot	CH61	A-30	112.29
Bennett Farm	CH61	E-248	11.08
		E-254	5.48
		E-82	6.30
	OTHER	EA-265	0.56
		EA-266	0.58
Bowles Woodlot	CH61	C-27A	53.49
	OTHER	F-107	1.74
Brinkman Farm	CH61	H-413	9.77
Brodmerkle Farm	CH61	G-54	11.49
		G-54A	8.00
Burnshirt Valley Farm	CH61	C-47	17.85
		C-6A	29.09
		C-95	6.26
Caledonia Farm	CH61	E-44	41.51
		E-45	1.37
		E-46	9.88
		E-47	0.39
		E-58J	4.54
Carruth Woodlot	CH61	A-1	16.67
Carter & Stevens Farms	APR	B-181	78.19
		B-71	6.22
		B-80	16.55
		B-93	10.70
		E-95	171.42
	CH61	E-107	27.77
		E-246	3.84
	OTHER	B-182	1.05

Working Landscapes Inventory

Prepared by CMRPC

Barre, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
		E-268	18.02
Carter-Pond Co Woodlot	CH61	A-25	17.27
		A-28	60.32
		A-77	47.90
		A-79	46.70
		A-84	24.33
Castriotta Farm	CH61	F-75	159.03
	OTHER	F-73	2.10
Chabot Farm	CH61	G-6	47.33
	OTHER	G-421	6.69
Chase Farm	OTHER	D-62	8.04
Christian Hill Farm	OTHER	F-129	12.59
Clark, Jay Farm	CH61	H-226	19.82
Clark, Stephen Farm	CH61	EA-463	4.17
		H-330	16.34
Clouatre, George Farm	CH61	A-22	23.65
	OTHER	A-20	2.58
		A-21	0.82
Clouatre, Sylvia Farm	CH61	A-19	86.81
	OTHER	A-176	1.42
Culver Farm	CH61	E-48	18.78
East View Hardwick Farm	CH61	D-71	105.92
		E-59	35.33
Ehrlich Farm	CH61	G-18	43.03
Eiben Farm	CH61	C-58A	8.59
		C-59A	10.92
		C-62A	1.74
Engel Farm	CH61	B-122	31.71
		B-123	5.84
		B-124	19.80
		C-61	110.84
Erickson, Edward Woodlot & Farm	CH61	A-64	22.81
	OTHER	A-179A	9.69
Erickson, Trisia Woodlot	CH61	E-85	114.36
Fox Run	CH61	E-4	71.23
		H-228	11.79
Great Rock Alpacas	CH61	D-117	5.53
		D-91	10.62
		D-92	6.80
Hair of the Dog Farm	OTHER	D-155	2.00
		D-155A	1.51
		D-156	1.75
Hancock Farm/Evangelista Farm	APR	E-78	133.89
Hanks Woodlot	CH61	F-96	22.42
Harmony Hill Farm CSA	OTHER	B-36	2.81
Hartman's Herb Farm & B&B	CH61	A-59	10.74

Working Landscapes Inventory

Prepared by CMRPC

Barre, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
		A-60B	8.31
	OTHER	A-60A	3.05
Hillside Farm/Duhamel Farm	CH61	D-9A	80.32
		D-9B	21.06
		G-207	46.32
		G-211	307.69
Holloway Farm	OTHER	B-29	12.02
		E-89	6.53
Honee Do Farm/Wachusett Morgans/Yaglou Farm	CH61	H-227	11.46
		I-4	13.03
		I-5	1.38
		I-6	3.94
Huppert Woodlot	CH61	E-232	17.68
Kaczor Farm	CH61	D-24	6.40
Kukas Farm	CH61	A-9	66.16
		D-48	79.61
		D-52	13.76
		D-53	136.08
	OTHER	D-47	4.81
LABEL POLY	LABEL POLY	(blank)	-
Lam Farm	CH61	D-17	30.42
		D-26	80.61
Log Cabin Orchards	OTHER	B-113A	0.87
		B-114	1.19
Luukko Farm	CH61	D-45	67.42
	OTHER	D-46	46.42
		D-46A	0.87
M & M Farms	CH61	G-53	169.93
Madsen Farm	CH61	C-124	7.01
		C-130	27.97
		C-133	3.02
		C-22	18.14
		C-24	73.86
		C-30	2.51
		C-72	4.18
	OTHER	C-125	210.00
		C-73A	1.68
		E-192	1.71
		E-193	4.62
Mammone Woodlot	CH61	A-41	22.32
Many Hands Organic Farm	CH61	A-102	7.86
		A-103	5.07
		A-104	4.48
		A-6	36.39
McDonald Farm	CH61	B-174	11.42
Meilus Farm	CH61	E-224A	6.85

Working Landscapes Inventory

Prepared by CMRPC

Barre, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
	OTHER	E-231	37.03
Meleen Farm	CH61	C-50	20.34
	OTHER	C-105	0.85
		C-106	1.91
		C-49	3.06
Mertzic Farm	CH61	H-233	5.95
	OTHER	EA-28	0.54
		H-117	0.87
Misty Brook Farm/Stelmokas Farm	CH61	A-32	32.38
		A-35	99.46
		A-37	11.58
		A-38	23.83
		A-39	46.09
Morello Farm	CH61	A-98	4.70
	OTHER	A-11	69.49
Morrall Farm	CH61	D-4	70.50
		D-6	31.62
		G-226A	3.67
	OTHER	G-226	9.15
Morrisette Farm	CH61	E-70	18.55
	OTHER	E-66	88.27
Neylon, Carol Farm	CH61	B-24	22.97
		E-241	19.23
		E-241A	10.78
	OTHER	B-163	1.22
		B-25	4.61
Neylon, Edward Farm	CH61	E-83	2.44
	OTHER	E-90	7.87
O'Connor Woodlot	CH61	F-34	2.47
		F-36	0.41
		F-37	5.21
		F-82	5.82
	OTHER	B-14	17.43
		B-15	2.26
		B-164	0.64
		B-17	0.41
O'Neil Farm	CH61	F-143	6.69
		F-144	55.93
		F-30	8.76
Patterson Farm	CH61	B-92	23.18
	OTHER	B-81	72.67
		B-85	14.90
Person Woodlot	CH61	D-111	21.56
Petracone Farm	CH61	E-91	49.87
Power Woodlot	CH61	A-86	35.31
		A-88	33.47

Working Landscapes Inventory

Prepared by CMRPC

Barre, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
		A-89	2.74
	OTHER	A-87	1.18
Renaissance Farms	APR	G-2	74.73
		G-420A	181.25
		G-423	7.74
	OTHER	G-420	6.52
Robinson Lumber	CH61	G-208	6.72
		G-209	15.93
Robinson, Anna Farm	CH61	G-229	2.53
		G-245	2.13
		G-246	18.49
		G-246A	0.93
		G-247	27.88
		G-263	1.97
		G-270	3.77
		G-434	74.44
		G-501	12.04
	OTHER	G-244	1.52
		G-266	0.35
		G-472	0.78
Rockingstone Farm	OTHER	B-11	6.28
		B-13	17.89
		B-38	40.42
		B-39	25.87
		B-43	2.93
		B-44	1.19
		E-9	10.81
		EA-82	0.04
		EA-83	0.23
		F-80	11.32
		H-190	1.11
		H-196A	0.51
		H-217	41.36
		H-555	0.76
Royster Woodlot	CH61	C-33	40.59
	OTHER	C-32A	0.54
Russell's Ranch & Greenhouse/Bovenzi Farm	CH61	G-250	0.81
	OTHER	G-223	1.85
		G-223B	0.08
		G-223C	0.19
		G-223D	65.13
S&K Hay Farm/Wells Farm	CH61	F-20	68.15
Salvadore Farm	CH61	H-355	2.51
	OTHER	EA-100	0.68
		EA-97A	1.45
		EA-98	0.70

Working Landscapes Inventory

Prepared by CMRPC

Barre, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
		EA-99	0.66
		EA-99A	0.04
		H-239	21.32
		H-279	0.20
		H-280	0.70
Schlosser Woodlot	CH61	F-60	3.28
		F-61	20.91
		F-99	1.13
	OTHER	F-57	1.39
		F-58	23.45
Serenity Hill Stables/Sunnydale Farm	CH61	H-535	78.04
		H-537	4.86
		H-538	1.78
		H-539	1.60
Sinkewicz Farm	CH61	D-10	67.02
		D-11	74.70
		D-14	123.89
		D-15	1.01
		D-16	40.79
		G-212	48.70
		G-213	13.03
	OTHER	D-12	8.25
		D-13	27.32
Smith Woodlot	CH61	E-202	75.60
	OTHER	E-215	15.61
Southwick Farm	CH61	E-58	36.17
		E-62	80.84
	OTHER	E-262	5.38
		E-290	5.69
Spaulding Woodlot	CH61	F-69C	18.70
Stelmokas, James Farm	CH61	A-42	0.13
		D-39	35.21
Stelmokas, Mary Farm	CH61	D-36	107.53
		D-41	16.01
Stelmokas, William Farm	CH61	D-27	5.68
		D-28	1.17
		D-30	15.20
		D-31	38.02
		D-34A	5.12
	OTHER	D-29	1.19
Stevens Farm B&B	CH61	H-235	101.97
		H-237	69.72
		H-308	2.04
	OTHER	H-235B	1.43
Stevens, Daniel Farm	APR	B-1	31.33
		B-143	5.16

Working Landscapes Inventory

Prepared by CMRPC

Barre, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
		B-162	17.44
		B-184	135.28
		B-97	29.66
		E-127A	43.35
	CH61	B-110	2.64
		B-111	38.90
		B-115	8.85
		B-116	6.09
		B-118	12.82
		B-7	116.36
		E-206	17.72
		E-210	65.82
		F-10	10.42
		F-18	7.23
Stevens, Richard Farm	CH61	H-480	8.41
Stevens, Will Farm	CH61	B-70	3.21
	OTHER	B-69	2.83
Stoney Hill Farm	CH61	G-283	35.95
	OTHER	G-265	1.84
		G-478	3.88
Sunnyhill Farm Fibers/Bardossy Farm	CH61	H-232	60.46
Tartaglia Farm	CH61	D-32	105.34
Timber Rock Farm	OTHER	B-96	0.35
Trifilo Farm	CH61	H-367	95.25
	OTHER	EA-101	0.20
		EA-102	0.18
		EA-96	7.88
		G-276	11.18
		G-277	11.49
		G-278	2.82
		H-135	11.36
		H-326	0.05
		H-327	0.07
		H-328	0.05
		H-367A	2.30
		H-367C	0.78
		H-407	2.85
		H-422	2.42
		H-448	1.15
		H-459	3.97
		H-562	0.06
		H-563	0.07
		H-94	3.15
Varley Farm	CH61	A-47	30.14
Wagher Farms	OTHER	D-58	9.42
Waters Woodlot	CH61	D-77A	61.21

Working Landscapes Inventory

Prepared by CMRPC

Barre, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
	OTHER	D-162	0.98
		D-77	1.83
White Farm	CH61	E-101	2.92
		E-99	7.90
Williams Woodlot	CH61	I-17	71.65
		I-22	2.36
Wood Woodlot	CH61	F-139	9.38
		F-69A	13.49
		F-69D	6.44
		F-71A	5.90
Young Farm	CH61	G-51	3.01
		G-55	27.67
TOTAL			8,202.45

Working Landscapes Inventory

Prepared by CMRPC

Hardwick, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
Allen Farm	OTHER	131.0-0000-0003.0	13.41
Anderson Farm	CH61	027.0-0000-0017.0	6.24
	OTHER	027.0-0000-0018.0	8.27
Audette, B Farm/Pacek Farm	CH61	111.0-0000-0001.0	15.15
		111.0-0000-0026.0	1.40
	OTHER	111.0-0000-0007.0	2.91
Audette, G Farm	CH61	111.A-0000-0002.0	0.41
	OTHER	111.A-0000-0005.0	13.38
Austro-American RE LT Farm	CH61	133.0-0000-0005.0	116.80
Bancroft Woodlot	CH61	082.0-0000-0011.0	28.49
		082.0-0000-0014.0	19.56
		082.0-0000-0015.0	6.20
		084.0-0000-0003.0	22.35
		084.0-0000-0010.0	10.63
	OTHER	084.0-0000-0006.0	23.07
		086.0-0000-0004.0	2.54
Bartosek Farm/Stillman, Kathleen Farm	APR	088.0-0000-0004.0	110.95
Bergin Farm	OTHER	046.0-0000-0008.0	8.02
Bigda Farm	OTHER	082.0-0000-0006.0	0.95
		086.A-0000-0004.0	27.13
Blueberry Acres/Witt Farm	CH61	080.0-0000-0014.0	2.50
	OTHER	080.0-0000-0010.0	6.21
		080.0-0000-0011.0	220.31
		080.0-0000-0015.0	1.96
Bolognesi Woodlot	OTHER	034.0-0000-0003.0	23.88
		120.0-0000-0004.A	1.27
Boudreau Farm	CH61	096.0-0000-0004.0	63.25
	OTHER	097.0-0000-0005.0	30.88
Breen Farm	OTHER	008.0-0000-0001.0	17.14
		010.0-0000-0007.0	28.06
		017.0-0000-0001.0	34.49
Briggs Farm	CH61	134.0-0000-0004.0	21.37
	OTHER	134.0-0000-0006.0	18.16
Brooks Farm	OTHER	086.A-0000-0006.0	31.52
		086.A-0000-0008.0	3.74
		086.A-0000-0019.0	1.46
Brown Farm	CH61	074.0-0000-0007.0	68.92
Buffalo Farm	OTHER	046.0-0000-0004.0	414.83
Canty Farm	OTHER	084.A-0000-0004.0	42.51
		084.A-0000-0006.0	18.73
Capralogics/White Woodlot & Farm	APR	041.0-0000-0003.0	141.73
	CH61	040.0-0000-0001.0	45.82
		040.0-0000-0005.0	36.98
		040.0-0000-0006.0	2.12
	OTHER	040.0-0000-0004.0	2.05
Chestnut Farms	CH61	044.0-0000-0014.0	1.98
		044.0-0000-0015.0	41.85
		044.0-0000-0016.0	60.73
	OTHER	033.0-0032-0025.0	0.71

Working Landscapes Inventory

Prepared by CMRPC

Hardwick, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
		044.0-0000-0009.0	1.57
		044.0-0000-0010.0	42.07
		044.0-0000-0017.0	5.43
		048.0-0000-0002.0	3.56
		048.0-0000-0009.0	4.63
Clover Hill Farm/Prouty, Stephen Farm	CH61	102.0-0000-0002.0	59.43
	OTHER	030.0-0000-0020.0	5.67
		102.0-0000-0003.0	69.79
		102.0-0000-0007.0	103.06
		125.0-0000-0033.0	1.56
Cooper Farm	CH61	095.0-0000-0003.0	15.16
Crocket Farm	OTHER	066.0-0000-0002.0	20.65
Crusius Woodlot	CH61	011.0-0000-0002.0	36.09
	OTHER	014.0-0000-0001.0	12.57
Deer Valley Farm/ Harry Webb Tree Farm	CH61	012.0-0000-0001.0	8.41
		015.0-0000-0001.0	141.35
Dell Orto Farm	OTHER	086.0-0000-0001.0	30.55
		086.0-0000-0002.0	2.11
		086.0-0000-0003.0	5.56
		086.0-0000-0008.0	2.27
		086.0-0000-0014.0	1.22
		086.0-0000-0015.0	3.86
Dewey Farm	CH61	042.0-0000-0009.0	4.62
	OTHER	042.0-0000-0005.0	305.81
		042.0-0000-0005.A	1.03
Douglas Maxfield Maple Syrup	OTHER	086.A-0000-0010.0	0.27
East View Hardwick LLC Farm	OTHER	133.0-0000-0001.0	173.12
Gerulaitis Farm	OTHER	142.0-0000-0001.0	155.11
Gill Farm	OTHER	131.0-0000-0005.0	8.46
		134.0-0000-0007.0	13.15
Golden Egg Farm	OTHER	038.0-0000-0003.0	1.26
Goodfield Farm	CH61	099.0-0000-0003.0	52.15
		101.0-0000-0002.0	2.22
		101.0-0000-0003.0	6.84
Hanson Farm	CH61	106.0-0000-0007.0	62.69
		107.0-0000-0008.0	4.05
		107.0-0000-0010.0	2.37
	OTHER	107.0-0000-0002.0	165.23
		109.0-0000-0003.0	0.39
		109.0-0000-0017.0	79.26
Hardwick Farmer's Coop Exchange	OTHER	111.0-0000-0009.0	3.28
Hardwick Pond Veterinary Center	OTHER	090.0-0000-0009.0	0.18
Hardwick Rod & Gun Club Woodlot	CH61	005.0-0000-0001.0	61.38
		010.0-0000-0001.0	82.59
	OTHER	009.0-0000-0004.0	103.91
Hardwick Sugar Shack	OTHER	019.0-0000-0012.0	3.14
		019.0-0000-0013.0	3.32
Hardwick Winery	OTHER	086.0-0000-0005.0	0.69
		086.0-0000-0006.0	46.63

Working Landscapes Inventory

Prepared by CMRPC

Hardwick, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
		086.0-0000-0011.0	2.50
		086.0-0000-0017.0	10.43
		086.0-0000-0018.0	5.20
Hauptmann Farm	OTHER	129.0-0000-0003.0	8.46
Hawley Farm	OTHER	091.0-0000-0005.0	9.84
		091.0-0000-0006.0	1.70
Hicks Woodlot	CH61	095.0-0000-0002.0	22.68
Hinckley Farm	OTHER	026.0-0000-0004.0	1.36
		026.0-0000-0008.0	1.47
		027.0-0000-0020.0	1.39
		027.0-0000-0021.0	1.25
		090.0-0000-0010.0	4.53
Jakshtis Farm	OTHER	032.0-0000-0010.0	1.35
Keelips Farm	CH61	113.0-0000-0001.A	66.84
	OTHER	113.0-0000-0001.0	4.65
		113.0-0000-0002.0	56.99
		116.0-0000-0002.A	1.82
		116.0-0000-0003.0	44.03
Kelly Farm	OTHER	042.0-0000-0011.0	83.10
King/White Farm	OTHER	135.0-0000-0002.0	140.80
Kmiec Farm	OTHER	061.0-0000-0016.0	7.25
Knight Woodlot	CH61	088.0-0000-0008.0	6.34
	OTHER	088.0-0000-0001.0	15.55
Kohn Farm	OTHER	086.0-0000-0007.0	9.01
		086.A-0000-0013.0	15.61
		086.A-0000-0020.0	12.49
Korzec Farm	APR	101.0-0000-0006.0	84.85
Krasnecky Farm	CH61	028.0-0000-0009.0	36.02
	OTHER	028.0-0000-0008.0	12.69
Leehy Farm	CH61	047.0-0000-0009.0	26.00
	OTHER	047.0-0000-0008.0	25.80
Lorene Filgerski Garlic Farm	OTHER	111.0-0000-0022.0	2.15
Lubelczyk, C Farm	CH61	043.0-0000-0008.0	3.13
	OTHER	043.0-0000-0001.0	86.93
Lubelczyk, E Farm	OTHER	030.0-0000-0018.0	71.98
		030.0-0000-0018.A	1.38
		091.0-0000-0001.0	24.55
		091.0-0000-0022.0	22.26
		094.B-0000-0004.0	13.71
		094.B-0000-0006.0	2.60
		106.0-0000-0005.0	81.23
Mammone Woodlot	CH61	007.0-0000-0002.0	15.25
	OTHER	007.0-0000-0003.0	7.53
Mandell Hill Farm/EQLT	OTHER	101.0-0000-0004.0	3.71
		101.0-0000-0009.0	157.27
		101.0-0000-0010.0	6.38
		101.0-0000-0011.0	35.22
Maple Hill Farm/Liland Farm	CH61	135.0-0000-0007.0	22.08
		136.0-0000-0001.0	35.57

Working Landscapes Inventory

Hardwick, MA

Prepared by CMRPC

2018

TITLE	TYPE	MAP_PAR_ID	Total
	OTHER	135.0-0000-0005.0	150.39
Molin Farm	CH61	009.0-0000-0008.0	139.13
	OTHER	009.0-0000-0005.0	1.16
		009.0-0000-0007.0	12.62
Morelli Farm	CH61	111.0-0000-0011.0	1.53
	OTHER	111.0-0000-0005.0	37.12
Morning Brook Farm /Fleming/Watkins Farm	CH61	026.0-0000-0003.0	97.83
	OTHER	021.0-0000-0014.0	37.60
		023.0-0000-0002.0	100.64
		027.0-0000-0001.0	26.84
Out of the Woods Farm/Rotokawa Cattle Farm	OTHER	017.0-0000-0003.0	29.38
		017.0-0000-0010.0	1.53
Podbelski Farm	CH61	041.0-0000-0005.0	6.51
		044.0-0000-0018.0	24.80
	OTHER	044.0-0000-0002.0	2.80
		044.0-0000-0003.0	79.15
		044.0-0000-0013.0	1.73
Porter Farm	OTHER	018.0-0000-0019.0	5.34
		086.0-0000-0013.0	10.17
Poulin Farm	CH61	010.0-0000-0005.0	16.68
Prouty, George Farm	OTHER	097.0-0000-0003.0	189.80
		137.0-0000-0014.0	5.09
Quabbin Valley Alpacas	OTHER	086.0-0000-0012.0	1.31
Raskett Farm	CH61	016.0-0000-0019.0	37.01
	OTHER	016.0-0000-0016.0	2.91
		019.0-0000-0010.0	10.34
		138.0-0000-0007.0	0.43
		147.0-0000-0019.0	0.46
Robinson Lumber	CH61	136.A-0000-0001.0	37.60
		141.0-0000-0008.0	117.91
	OTHER	136.A-0000-0002.0	76.64
Robinson, Joseph Farm	APR	128.0-0000-0002.0	156.04
	CH61	010.0-0000-0003.0	15.86
		126.0-0000-0015.0	41.52
		126.0-0000-0016.0	49.77
		128.0-0000-0002.B	5.59
		128.0-0000-0004.0	5.57
		128.0-0000-0008.0	5.51
	OTHER	010.0-0000-0006.0	0.26
Robinson, Raymond Farm	CH61	022.0-0000-0002.0	151.36
		137.0-0000-0013.0	21.22
Romano Farm	OTHER	021.0-0000-0004.0	19.67
		021.0-0000-0011.0	43.16
Ruggles Hill Creamery/Holland Farm	CH61	098.0-0000-0001.A	19.80
	OTHER	098.0-0000-0001.0	14.65
Sinkewicz, John Farm	CH61	132.0-0000-0001.0	52.06
Sinkewicz, Ursula Farm	CH61	131.0-0000-0011.0	8.37
	OTHER	131.0-0000-0001.0	63.51
Songbrook Llamas/Boothman Farm	CH61	028.0-0000-0007.0	41.24

Working Landscapes Inventory

Prepared by CMRPC

Hardwick, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
	OTHER	033.0-0000-0004.0	7.06
Still Life Farm/Stillman, Curtis Farm	CH61	012.0-0000-0008.0	5.80
	OTHER	012.0-0000-0003.0	54.17
Stillmans at the Turkey Farm	OTHER	010.0-0000-0002.0	89.69
Stolgitis Woodlot	CH61	034.0-0000-0004.0	5.50
		037.0-0000-0003.0	69.77
	OTHER	037.0-0000-0004.0	2.65
Stred Farm	OTHER	006.0-0000-0002.0	20.56
		006.0-0000-0008.0	100.71
Stutzman Farm	CH61	091.B-0000-0001.0	301.02
Tamkus Farm	CH61	141.0-0000-0006.0	9.48
	OTHER	143.0-0000-0004.0	27.29
Thoma Farm	APR	039.0-0000-0003.0	11.07
	CH61	030.0-0000-0023.0	5.20
	OTHER	027.0-0000-0002.0	3.26
		027.0-0000-0002.A	0.21
		027.0-0000-0002.B	0.90
		073.0-0000-0004.0	90.24
Twarog Farm	OTHER	126.0-0000-0005.0	1.53
Vieira Farm	CH61	126.0-0000-0007.0	8.43
View for Miles Farm/Lemaitre Farm	CH61	028.0-0000-0008.A	61.09
		030.0-0000-0003.0	8.06
		033.0-0000-0012.0	35.15
	OTHER	021.0-0000-0008.0	2.97
		024.0-0000-0001.0	1.64
		024.0-0000-0001.A	1.53
		027.0-0000-0011.0	18.72
		027.0-0000-0015.0	0.42
		028.0-0000-0001.A	3.06
		030.0-0000-0001.A	16.55
		030.0-0000-0005.0	2.27
		030.0-0000-0015.0	4.95
		033.0-0032-0022.0	8.87
		038.0-0000-0008.0	1.36
Walker Farm	OTHER	109.0-0000-0012.0	105.12
		109.0-0000-0013.0	4.60
Warburton Farm	CH61	126.0-0000-0004.0	3.73
	OTHER	128.0-0000-0003.0	1.73
Welsch Realty Trust Farm	CH61	126.0-0000-0001.0	6.21
Wright Woodlot & Farm	CH61	086.A-0000-0003.0	28.50
	OTHER	084.A-0000-0001.0	43.14
		084.A-0000-0002.0	8.73
		084.B-0000-0001.0	65.70
Zander Farm	CH61	046.0-0000-0007.0	9.40
		046.0-0000-0011.0	5.29
		046.0-0000-0012.0	4.90
		046.0-0000-0013.0	5.21
		089.0-0000-0002.0	9.36
		090.0-0000-0011.0	65.26

Working Landscapes Inventory

Prepared by CMRPC

Hardwick, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
	OTHER	046.0-0000-0010.0	5.54
(blank)	APR	036.0-0000-0008.0	26.94
		036.0-0000-0021.0	39.21
		036.0-0000-0022.0	80.71
		036.0-0000-0023.0	224.35
	LABEL POLY	(blank)	-
	OTHER	098.0-0000-0008.0	28.27
		099.0-0000-0007.0	62.17
		113.0-0000-0003.0	120.53
		113.0-0000-0006.0	0.53
Grand Total			8,971.52

Working Landscapes Inventory

Prepared by CMRPC

New Braintree, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
Ashland (Pollard) Farm	CH61	2024070000000760	7.54
	OTHER	2024040000001360	9.15
		2024110000000180	4.82
Ayer Farm	CH61	2024040000000670	2.17
	OTHER	2024040000000660	47.63
B&B Farms	OTHER	2024010000000340	97.74
		2024010000000450	97.34
Bennett Farm	CH61	2024030000000390	66.82
	OTHER	2024030000000210	36.19
Benoit Farm	CH61	2024030000000540	10.98
	OTHER	2024030000000530	4.68
Black Hen Farm	OTHER	2024010000000320	3.69
Bures	APR	2024070000000150	129.29
		2024070000000180	7.76
		2024070000000210	15.67
Crockett Farm	CH61	2024100000000100	3.11
Cronin Farm	APR	2024070000000620	29.56
		2024070000000650	13.96
	CH61	2024080000000060	12.22
		2024110000000270	38.86
		2024110000000360	19.20
		2024110000000560	29.44
	OTHER	2024070000000260	3.56
		2024110000000580	10.09
Davis Farm	CH61	2024030000000680	20.76
		2024070000000130	15.54
Flynn Woodlot & Farm	CH61	2024010000000130	50.65
		2024010000000210	132.96
Gaudreau Farm	CH61	2024030000000370	32.55
		2024030000000380	66.16
		2024080000000580	9.94
	OTHER	2024030000000220	52.29
Grass Roots Farm	CH61	2024110000000030	61.06
		2024110000000240	140.88
	OTHER	2024110000000241	3.28
Greengate	OTHER	2024040000000600	10.58
Grigas Farm	CH61	2024080000000680	47.91
	OTHER	2024090000000340	284.72
Hamel Farm	CH61	2024030000000470	2.88
		2024080000000860	0.25
	OTHER	2024030000000450	30.83
		2024030000000460	3.28
Haynes Woodlot	CH61	2024040000000740	20.17
	OTHER	2024040000000750	16.88
Howard Farm	CH61	2024040000001200	12.24
		2024040000001300	39.19
	OTHER	2024040000001430	4.35
Howe Charles F and Carol E	APR	2024080000000760	119.17
		2024080000000780	3.87

Working Landscapes Inventory

Prepared by CMRPC

New Braintree, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
Howe D	APR	2024040000000340	30.67
		2024040000000400	33.16
Howe's Farm and Garden	OTHER	2024040000000060	1.69
		2024040000000070	0.29
		2024040000000080	10.88
		2024070000000060	3.05
		2024080000000800	3.56
		2024080000000810	3.04
		2024080000000840	3.15
Howland, CW Farm	CH61	2024070000000301	3.19
		2024070000000310	12.06
		2024070000000320	37.98
		2024070000000340	2.31
		2024070000000350	11.73
		2024070000000570	60.37
	OTHER	2024070000000300	62.85
		2024070000000630	16.24
		2024110000000190	10.08
Howland, Robert Farm	CH61	2024070000000290	49.39
		2024070000000440	15.98
		2024070000000500	46.98
		2024070000000571	28.62
Hunt Farm	CH61	2024070000000380	25.16
Hunter Farm	CH61	2024060000000030	8.02
		2024060000000460	138.70
	OTHER	2024060000000010	50.00
		2024060000000050	0.28
Imbier Farm	CH61	2024020000000060	12.85
	OTHER	2024030000000090	6.83
		2024030000000240	19.15
		2024030000000360	129.02
Jaksa Farm	CH61	2024070000000600	15.79
	OTHER	2024070000000560	73.89
Kips Christmas Tree Farm	OTHER	2024070000000820	18.62
Klem Farm	CH61	2024050000000260	21.75
		2024060000000020	35.15
		2024070000000480	187.58
	OTHER	2024050000000270	62.47
		2024070000000470	5.53
LABEL POLY	LABEL POLY	(blank)	-
Mario Cutone M & M FARM	CH61	2024010000000300	2.63
Mass Police Academy Fields	OTHER	2024080000001040	481.33
McCarthy James J and Jaci	APR	2024040000000160	8.48
		2024040000000350	79.32
		2024040000000360	32.19
		2024040000000370	79.34
McLaughlin Farm	CH61	2024090000000320	4.30
	OTHER	2024090000000310	5.57
Merkel Farm	CH61	2024070000000530	41.41

Working Landscapes Inventory

Prepared by CMRPC

New Braintree, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
	OTHER	2024070000000520	43.73
Misty River View Farm	APR	2024040000000400	33.16
	OTHER	2024040000000640	6.72
Mocking Bird Hill Farm	OTHER	2024060000000410	43.58
Monson Farm	CH61	2024030000000270	0.59
	OTHER	2024030000000280	6.69
Morin Farm	APR	2024070000000780	33.72
	CH61	2024070000000830	22.14
Morin Ronald and Judith	APR	2024070000000790	57.39
		2024070000000800	4.18
		2024070000000840	38.09
Muri Woodlot	CH61	2024080000000720	34.86
Murray Robert Y	APR	2024040000000320	58.58
		2024040000001461	73.38
Newman Farm	CH61	2024040000001040	5.49
	OTHER	2024040000001020	6.35
		2024040000001030	5.68
O'Neil Farm	CH61	2024070000000250	33.57
Pierce Woodlot	CH61	2024110000000340	22.12
Pollard Herbert	APR	2024040000001350	37.43
		2024040000001370	17.29
		2024040000001400	109.13
Prairie Orchard	OTHER	2024070000000890	3.04
Prospect Farm	CH61	2024010000000290	32.40
Prouty Farm	CH61	2024030000000290	30.44
Riverside Farm	CH61	2024090000000080	16.78
		2024090000000280	3.80
	OTHER	2024090000000110	103.55
		2024090000000290	21.77
Rousseau Farm	CH61	2024070000000680	32.65
	OTHER	2024070000000670	3.51
Schur Farm	CH61	2024060000000072	39.23
	OTHER	2024060000000070	4.64
		2024060000000400	128.32
Searah Farm/Lyncynway Farm	CH61	2024020000000120	78.16
	OTHER	2024010000000120	14.07
		2024020000000110	89.19
Shady Pine Farm	OTHER	2024090000000360	19.72
		2024090000000370	2.82
Skowyra, Henry Farm	CH61	2024050000000280	11.93
	OTHER	2024050000000290	2.02
Skowyra, Stephen Farm	CH61	2024050000000090	6.08
		2024050000000190	45.93
	OTHER	2024040000001470	1.85
		2024050000000180	3.60
Small Constance S	APR	2024070000000270	34.77
		2024070000000610	24.01
		2024070000000620	29.56
		2024070000000650	13.96

Working Landscapes Inventory

Prepared by CMRPC

New Braintree, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
		2024070000000660	10.69
Staiti Farm	CH61	2024090000000300	19.25
Stillman Farm	APR	2024040000001460	4.21
		2024040000001461	73.38
Stillman Glenn and Genevieve	APR	2024040000000720	2.95
		2024040000000730	12.59
Stillman Glenn S and Genevieve	APR	2024040000000330	15.50
Summit Farm	OTHER	2024040000000220	0.24
		2024040000000230	5.28
		2024040000000250	10.73
		2024040000000255	3.17
Sunset Valley Enterprises	OTHER	2024010000000140	2.28
Taurus Farm	OTHER	2024040000000010	4.59
Taylor Farm	CH61	2024070000000850	18.30
		2024110000000020	65.64
Thistle Rock Farm	CH61	2024050000000110	10.33
	OTHER	2024050000000170	47.51
Thompson Farm	CH61	2024010000000390	12.34
		2024040000000620	6.74
		2024040000000630	7.78
	OTHER	2024040000000440	24.80
Vitrac Farm	OTHER	2024110000000590	183.44
Walker Farm	APR	2024110000000160	6.38
	CH61	2024040000000500	10.52
		2024040000000510	6.86
	OTHER	2024110000000150	8.57
Walker Farms LLC	APR	2024110000000161	81.52
Waugh Douglas A and Marion L	APR	2024070000000920	89.28
Waugh Kenneth M	APR	2024070000000950	3.45
		2024070000000960	40.72
Winnimsett Tree Farm	OTHER	2024080000000350	28.33
		2024080000000550	8.36
Wisnewski Farm	CH61	2024040000001110	80.49
	OTHER	2024040000001100	60.34
Ziamba Woodlot	CH61	2024090000000090	35.52
		2024100000000010	20.85
		2024100000000011	35.52
	OTHER	2024100000000040	30.64
Grand Total			6,457.29

Working Landscapes Inventory

Prepared by CMRPC

Oakham, MA

2018

TITLE	TYPE	MAP_PAR_ID	Total
Barringer, Evan Woodlot	CH61	407/ / 58/ /	34.00
Barringer, James Woodlot	CH61	406/ / 1/ /	209.60
		407/ / 59/ /	92.86
Bechan Woodlot	CH61	410/ / 2/ /	34.63
		410/ / 3/ /	32.28
		410/ / 48/ /	6.48
Black Farm	CH61	406/ / 108.3/ /	2.96
		406/ / 108/ /	183.20
	OTHER	406/ / 108.1/ /	8.17
Blessed Herbs	OTHER	407/ / 10/ /	18.39
		407/ / 77/ /	41.55
		407/ / 90/ /	4.03
Brierly Woodlot	CH61	410/ / 43.2/ /	64.43
Brodmerkle Farm	OTHER	407/ / 2/ /	8.32
Christmas Tree Farm	OTHER	406/ / 148/ /	2.66
Ciccarelli Farm	CH61	402/ / 16.1/ /	27.89
	OTHER	402/ / 15/ /	5.17
		402/ / 16.2/ /	16.98
Cisterian Abbey of Spencer	OTHER	411/ / 1/ /	70.86
		411/ / 2/ /	0.04
		411/ / 27/ /	1.15
		411/ / 28/ /	90.67
		411/ / 3/ /	123.38
Corrice Woodlot	CH61	409/ / 106.5/ /	12.42
	OTHER	409/ / 106/ /	4.94
Crawford Woodlot	CH61	405/ / 10.2/ /	15.31
		405/ / 12/ /	6.97
	OTHER	405/ / 9/ /	1.56
Derrick Woodlot and Farm	CH61	412/ / 16/ /	3.03
		412/ / 19/ /	44.12
Dismas Farm/Ed's Place	OTHER	409/ / 111.2/ /	2.88
		409/ / 21.2/ /	4.28
Donlin Farm	CH61	407/ / 22.1/ /	132.79
	OTHER	402/ / 22/ /	5.00
		406/ / 142/ /	1.02
		407/ / 22.2/ /	3.99
		407/ / 89.2/ /	4.95
		409/ / 38/ /	25.44
Downers Hay Farm off Lincoln Rd. ???	OTHER	409/ / 6.1/ /	8.73
		409/ / 7/ /	2.85
		409/ / 8/ /	5.97
Dwelly, Ralph Farm	CH61	412/ / 53/ /	48.35
Dwelly, Wesley Woodlot	CH61	406/ / 72/ /	19.30
		412/ / 49/ /	16.68
		412/ / 51/ /	15.76
East Hill Nurseries	OTHER	410/ / 24/ /	41.57
		410/ / 25.3/ /	7.12
		410/ / 30.1/ /	13.07
Four Winds Farm	APR	409/ / 12.1/ /	50.27

Working Landscapes Inventory

Oakham, MA

Prepared by CMRPC

2018

TITLE	TYPE	MAP_PAR_ID	Total
	OTHER	409/ / 12/ /	3.65
Free Movement Massage	OTHER	409/ / 53/ /	4.37
Gaspar Farm	OTHER	407/ / 59.1/ /	8.58
Goodhue Farm	OTHER	407/ / 55.1/ /	4.62
		407/ / 55.2/ /	4.69
		407/ / 56/ /	49.88
Grey Horse Farm	OTHER	402/ / 19/ /	2.98
Grimes Farm	CH61	406/ / 119/ /	44.45
		406/ / 149/ /	16.71
		409/ / 76.1/ /	15.04
K&R Farms	OTHER	409/ / 37.2/ /	3.64
Kenner Farm????	OTHER	407/ / 104/ /	155.91
Landrum Woodlot	CH61	412/ / 28/ /	31.11
Lifestyles Farm and Barn Services	OTHER	412/ / 91/ /	2.14
Linabella's Gourmet Garlic Farm	OTHER	406/ / 57/ /	3.23
M & M Farms	CH61	407/ / 1/ /	11.06
Mann Woodlot	CH61	411/ / 15.2/ /	28.56
		411/ / 26/ /	56.01
	OTHER	411/ / 15.1/ /	2.45
		411/ / 15/ /	1.36
Oakham Pine Acres Farm	CH61	409/ / 62/ /	67.78
Oliver Woodlot	CH61	411/ / 11/ /	4.78
		411/ / 12/ /	10.04
		412/ / 2/ /	14.26
		412/ / 3/ /	16.65
Petracco Woodlot	CH61	409/ / 116/ /	107.22
Redgates Farm	OTHER	406/ / 5/ /	2.76
Smichinski's Northern Bred Bees	OTHER	410/ / 36/ /	0.23
Spinney Woodlot	CH61	406/ / 67/ /	23.27
		406/ / 80/ /	57.29
	OTHER	406/ / 67.4/ /	3.04
Starbard Farm	CH61	406/ / 2/ /	10.11
Stone Farm	CH61	408/ / 12/ /	47.19
		409/ / 11/ /	137.41
		409/ / 13/ /	22.36
Stony Bridge Farm	OTHER	406/ / 71/ /	7.57
Triangle Acres Farm	OTHER	406/ / 58/ /	3.18
Grand Total			2,563.65

Historic Property Inventory

Provided by MARCIS

Barre, MA

Property Name	Street	Year
Adams, Daniel House	Skelly Lane	c 1775
Adams, Luther House	Williamsville Rd	c 1830
Ainsworth, Mason House	South St	c 1830
Alden, Albert House	South St	c 1831
Allen, James House	Old Oakham Rd	c 1831
Allen, John House	West St	c 1770
Allen, Josiah House	Old Stage Rd	c 1795
Allen, Samuel House	Route 122	c 1786
Amsden, Massena House	Mechanic St	c 1840
Atwood, Isaac House	Adams St	c 1820
Atwood, Lucius House	James St	1838
Aubuchon Block	Exchange St	c 1834
Babbitt, William House	South St	c 1840
Bacon, Nathan H. House	Hubbardston Rd	c 1840
Bangs, Edmund House	Pleasant St	c 1800
Barnes - Parker - Barre Falls - #17 Cemetery	Hubbardston Rd	c 1810
Barre Bandstand	Common St	c 1931
Barre Common Historic District	(blank)	(blank)
Barre Congregational Church	Park St	1849
Barre District #10 - Hathaway Burial Yard	Spring Hill Rd	c 1800
Barre District #10 School House	Spring Hill Rd	c 1855
Barre District #4 Cemetery	Farrington Ave	c 1820
Barre District #4 Schoolhouse	209 Farrington Rd	1883
Barre District #5 - Rice Village School House	Pleasant St	1870
Barre District #9 Cemetery	Phillipston Rd	c 1795
Barre Guest House - Hotel Barre	Grove St	1889
Barre Gulf Station	James St	c 1930
Barre Plains District #12 School House	Old Furnace Rd	c 1820
Barre Plains Store	New Braintree Rd	1829
Barre Powder Works Site, Old	Route 122	c 1824
Barre Savings Bank Building	Common St	1894
Barre Town Hall	Exchange St	1838
Barre Town Pound, Old	South St	c 1763
Barre Universalist Church	Common St	1840
Barrett, Joseph House	Root Rd	c 1800
Bassett Yard	Skelly Ln	(blank)
Bassett, Henry House	Pleasant St	1842
Bates, Dr. Anson - Jenkins, Benjamin House	Pleasant St	c 1800
Billings, Dr. Lucius House	Pleasant St	c 1850
Bixby, Austin House	Hubbardston Rd	c 1840
Bixby, Clark S. House	Broad St	1837
Bixby, Emerson House	Petersham Tpk	c 1827
Black, Marmaduke House	Chapman Rd	c 1753
Brigham, Henry House	Farrington Ave	c 1810
Brimhalls, Samuel House	Hubbardston Rd	c 1780
Broad, Willard House	Broad St	1855

Historic Property Inventory

Provided by MARCIS

Barre, MA

Property Name	Street	Year
Broad, William - Caldwell, S. House	Pleasant St	c 1839
Broad, William - Hancock, Augustus House	Pleasant St	c 1839
Broad, William - Kinsman, Samuel A. House	Broad St	c 1850
Broad, William - Nichols, Rev. House	Pleasant St	c 1840
Broad, William - Wood, Charles House	Pleasant St	c 1840
Brown, James R. Memorial Fountain	Park St	1909
Bryant House	West St	c 1840
Bryant, Nahum F. House	Broad St	c 1850
	High St	c 1840
Buckminster, Col. William House	Kendall St	c 1775
Buckminster, Joseph House	Hubbardston Rd	c 1760
	Williamsville Rd	c 1772
Burt, David House	Mechanic St	c 1840
	Old Stage Rd	c 1790
Caldwell, George House	Old Worcester Rd	c 1800
Caldwell, James House	Granger Rd	c 1754
Caldwell, John Jr. House	Walnut Hill Rd	c 1775
Caldwell, Lt. Matthew House	Mechanic St	c 1740
Caldwell, Mehitable House	West St	c 1840
Carroll, Patrick J. House	School St	c 1840
Carruth, Albert House	School St	r 1847
Carruth, John House	Petersham Rd	c 1778
Carruth, Samuel House	Old Dana Rd	c 1780
Carruth, William House	Old Dana Rd	c 1783
Child, Jonathan House	Hardwick Rd	c 1775
Civil War Monument	Route 122	1866
Clark - Kilner - Como House	Common St	c 1800
Clark, Asa House	South St	c 1800
Clark, Dramel - Whiting, Dr. H. W. House	Broad St	1869
Clark, Erza House	Hubbardston Rd	c 1840
Cole, Phinney House	Daunt Rd	c 1775
Conant - Follansby House	South St	c 1840
Conant, Charles House	Summer St	c 1840
Cook's Canyon	South St	1896
Crawford, William Theron House	South Barre Rd	c 1834
Crossley, James E. Store	Vernon Ave	c 1870
Cummings - Whitcomb - Cranston House	Broad St	c 1850
Dana, Rev. Josiah House	South St	1793
Davis, James F. House	South St	1847
Dennis, Dexter House	Valley Rd	c 1846
Dennis, Samuel House	James St	1838
Denny Woolen Company Workers' Housing	Vernon Ave	c 1840
		c 1860
Eames, Simpson House	Lockwood Rd	c 1800
Eaton, Marshall House	James St	1848
Egery, Ebenezer Hollis House	School St	c 1840

Historic Property Inventory

Provided by MARCIS

Barre, MA

Property Name	Street	Year
Elliot, A. N. House	Summer St	r 1855
Emes, Thaddeus House	Templeton Rd	c 1830
Fay, Asa W. House	James St	c 1862
Fay, David House	Hubbardston Rd	c 1800
Felton Field - Barre Fairgrounds	Old Coldbrook Rd	1865
Felton, Lansford B. House	Summer St	c 1840
Felton's Tavern Site	New Braintree Rd	1799
Fessenden, Peter Jr. House	Hubbardston Rd	c 1835
Field, Spencer House	Common St	1836
Fisk, Samuel House	High St	c 1840
Fiske, Jason House	Old Phillipston Rd	c 1790
Flagg, Lewis House	Old Dana Rd	1857
Frink, Rev. Thomas House	Pleasant St	c 1753
Garfield, J. House	Pleasant St	c 1830
Gaston, Col. William Mansion	Pleasant St	1912
Gates, James Fessenden House	School St	1848
Gates, Samuel House	School St	c 1800
	Summer St	c 1840
Gates, William Alonzo House	School St	c 1840
Giffin, Abner House	Spring Hill Rd	c 1830
Gorham House	Mechanic St	c 1860
Grist Mill, Old	Summer St	c 1838
Hamilton, Micah House	West St	c 1831
Harwood House	South St	c 1840
Harwood, Peter House	Sunrise Ave	1798
Hathaway, Alvah House	James St	1838
Hathaway, Hudson House	Old Dana Rd	c 1820
Hawes, Daniel House	Union St	c 1850
Hawes, Estes House	Summer St	1890
Hawes, Jason House	Hawes Hill Rd	c 1812
Hawes, Roswell House	Pleasant St	c 1775
Haynes, Abel House	James St	1778
Heald, Stephen House	Hubbardston Rd	c 1830
Hemenway, Amos House	Petersham Tpk	c 1800
Hemmenway Cemetery	White Hill Rd	c 1850
Hennick Bridge - Singing Bridge	Old Furnace Rd	1938
Henry, John House	Sunrise Ave	c 1754
Heywood, Phineas House	Old Furnace Rd	c 1830
Heywood, Seth Pratt House	Main St	c 1840
Higgins, J. House	Summer St	c 1775
Hobbs, Samuel M. House	Worcester Rd	c 1820
Holden, Daniel House	West St	c 1754
Holden, James House	Walnut Hill Rd	c 1761
Holden, Josiah Dana House	Hardwick Rd	c 1788
Holden, Miles C. House	Old Dana Rd	c 1923
Holland, Ephraim House	Hubbardston Rd	c 1790

Historic Property Inventory

Provided by MARCIS

Barre, MA

Property Name	Street	Year
Holland, Merrill House	James St	1842
Houghton - Martin House	South St	1838
Howland, Timothy Jenkins House	South St	c 1830
Hull, William House	James St	1839
James Street - Summer Street Area	(blank)	(blank)
Jenkins - Mechanics Block	Exchange St	r 1830
Jenkins, Benjamin House	Sheldon Rd	c 1775
Jenkins, George House	School St	r 1855
Jenkins, James House	Broad St	1853
Jenkins, James W. House	West St	c 1850
Jenkins, Southworth House	Sheldon Rd	c 1770
Jennison, Nathaniel House	Root Rd	c 1770
Johnson, Justice House	South St	c 1862
Johnson, W. A. House	South St	c 1840
Kelley, Charles S. House	Lane Rd	c 1750
Kelly, John - Brigham, Henry House	Farrington Ave	c 1790
Kendall, Samuel House	Old Coldbrook Rd	c 1800
Kendall, Thomas Harmon House	Fruitland Rd	c 1840
King, Charles House	Summer St	c 1840
King, Jane Yard	Silver Brook Rd	c 1836
King, Joseph House	Dana Rd	c 1840
King, Sophia House	Dana Rd	c 1836
Knight, Luke L. - Rider, J. House	School St	c 1840
Knight, Luke L. House	School St	c 1840
Lawrence, Abiathar - Holman, Frank J. House	Pleasant St	c 1835
Lee, Charles House	Pleasant St	r 1837
Lee, Ezekiel Tomb	Old Hardwick Rd	c 1804
Leonard - Babbit House	Hawes Hill Rd	c 1875
Lewis, Peter House	Grogan Rd	c 1800
Light House Block	Exchange St	c 1815
Loring Farmhouse	South Barre Rd	c 1840
Loring, Nathaniel House	Loring Rd	c 1770
Makepeace, David B. House	School St	c 1840
Mason, W. House	James St	1840
Matthews, John House	Old Worcester Rd	c 1840
Mead, Dea. Tilley House	South St	c 1831
Mead, Tilley Cabinet Shop	South St	c 1831
Medical Pharmacy Building	Exchange St	1928
Mills, Richard House	Old Hardwick Rd	r 1775
Moore, A. House	South St	c 1835
Newell, Baxter House	Valley Rd	c 1840
Newton, Emory House	Broad St	r 1845
Nye, Benjamin Jr. House	Glazier Rd	c 1800
Nye, Francis House	South St	r 1800
Parker, Dea. Andrew House	Pleasant St	1778
Parker, Hannah House	Summer St	c 1845

Historic Property Inventory

Provided by MARCIS

Barre, MA

Property Name	Street	Year
Parlin, Daniel House	Dana Rd	c 1800
Partridge, Thaddeus House	Walnut Hill Rd	c 1840
Perry, Betsey House	West St	c 1830
Pierce, Ezekiel Lee House	Mechanic St	c 1840
Piper, James House	Old Worcester Rd	c 1789
Plummer, Alpheus House	West St	c 1800
Plummer, Joseph House	Williamsville Rd	c 1774
Pratt Burial Ground	High Plains St	c 1813
Pratt, Capt. Seth Canal	Route 32	c 1805
Quabbin Aqueduct	(blank)	(blank)
Quabbin Aqueduct Shaft 8 Headhouse	Rt 122	1929
Quabbin Aqueduct Shaft 9 Headhouse	Loring Rd	1936
Quabbin Reservoir	Quabbin Reservoir	1927
Quabbin Reservoir Shaft 8 Diversion Dam	Rt 122	1929
Quabbin Reservoir Shaft 8 Service Building	Rt 122	1939
Rice House	Mechanic St	c 1840
Rice Road Bridge over Burnshirt River	Rice Rd	c 1938
Rice, Abel House	Union St	c 1800
Rice, Franklin Adams House	West St	c 1800
Rice, Hannah House	West St	c 1850
Rice, John W. House	School St	c 1840
Rice, John Wilder Boot and Shoe Shop	Mechanic St	c 1840
Rice, Jonas Homestead	Farrington Ave	c 1750
Rice, P. House	Hubbardston Rd	c 1830
Rice, Paul House	Mechanic St	c 1840
Rich, Stephen House	Old Furnace Rd	c 1835
Rich, Thomas House	Main St	1906
Rider, James House	School St	c 1840
Rider, Joseph House	Broad St	c 1840
	Valley Rd	c 1840
Riverside - Harwood Cemetery	Covered Bridge Rd	c 1800
Robinson, J. House	New Braintree Rd	c 1831
Rocking Stone Park - Cradle Rock	Dana Rd	1926
Ruggles, Creighton House	Pleasant St	c 1830
Russell, Dr. William L. House	Summer St	c 1840
Russell, William House	James St	c 1800
Saint Joseph's Roman Catholic Church	South St	1896
Sanders, John House	West St	c 1850
Sanderson, Joseph House	Old Furnace Rd	c 1840
Shattuck - Wheeler Block	James St	1899
Sherman, Jason House	Old Stage Rd	c 1774
Sibley, L. E. House	Mechanic St	c 1840
Smith - Beard Block - Massasoit Garage	Broad St	1862
Smith, John House	New Braintree Rd	c 1831
Smith, Josiah House	West St	c 1840
Smith, Moses House	Old Phillipston Rd	c 1800

Historic Property Inventory

Provided by MARCIS

Barre, MA

Property Name	Street	Year
Smith, Rufus House	Petersham Rd	c 1829
Smith, Samuel House	School St	c 1840
	West St	c 1783
South and Kendall Streets Area	(blank)	(blank)
South Barre	(blank)	(blank)
South Barre Road Bridge	South Barre Rd	1937
South End of Mechanics Block	Exchange St	c 1920
Sparhawk, Noah House	Pleasant St	c 1763
Spooner House	Blair Rd	c 1830
Stetson Home for Boys	South St	c 1899
Stevens, B. House	South St	c 1800
Stevens, Timothy H. House	Hubbardston Rd	c 1800
Stone, Asa House	South St	c 1831
Stone, Nathaniel House	Williamsville Rd	c 1831
Stone, Nathaniel M. House	Kendall St	c 1862
Thompson, C. P. Printing Office	South St	c 1831
U. S. Post Office - Barre Main Branch	Common St	c 1950
Underwood, John House	School St	c 1840
Underwood, Joseph House	Williamsville Rd	c 1830
Union Street Area	(blank)	(blank)
Wadsworth, Hiram House	Broad St	c 1850
Wadsworth, John House	Old Oakham Rd	c 1831
Wadsworth, P. House	Vernon Ave	c 1830
Walker, Dr. Asa House	South St	c 1798
Walker, Prince Burial Plot	Hubbardston Rd	c 1858
Wallis, John House	Fuller Rd	c 1790
Webb, Jonathan House	School St	c 1840
Wheelock - Knight House	Summer St	c 1870
Wheelock House	Farrington Ave	c 1830
Wheelock, John and Lambert House	Sunrise Ave	c 1790
Wheelock, Moses House	Templeton Rd	c 1844
Wheelock, Phineas House	Old Oakham Rd	c 1820
	Summer St	c 1855
		c 1860
Whipple, Jacob House	Old Dana Rd	c 1775
White Valley - Smithville	(blank)	(blank)
White, Jonathan S. House	Union St	c 1840
White, Thomas and Antrim House	South St	c 1838
Whiting, Jason House	Williamsville Rd	c 1820
Wilcox, Edward House	Mechanic St	c 1840
Williams, A. G. House	Summer St	1890
Winslow - Houghton House	Common St	c 1800
Winslow, John House	Union St	1863
Winslow, Zenas House	South St	c 1800
Wood, Ardie House	Union St	c 1800
Wood, J. House	Kendall St	c 1850

Historic Property Inventory

Provided by MARCIS

Barre, MA

Property Name	Street	Year
Woods Memorial Library	Pleasant St	c 1886
Woods, Abijah and Joshua Slaughterhouse	Kendall St	c 1870
Woods, Edwin - Carroll, Dr. Frederick House	4 Pleasant St	c 1865
Woods, Harding P. - Williams House	Park St	c 1840
Woods, Harding Penniman - Haven, Charles E. House	Pleasant St	c 1800
Woods, Henry High School and Middle School	40 West St	1900
Woods, J. F. House	Union St	c 1850
Woods, James House	Union St	1866
Woods, Joshua B. House	Hubbardston Rd	c 1828
Woods, Joshua House	South St	c 1831
Worcester County National Bank	Common St	c 1950
World War I Monument	Route 122	1929
World War II Monument	Park St	1963

Historic Property Inventory

Provided by MARCIS

Hardwick, MA

Property Name	Street	Year
Adams House	Summit Ave	r 1880
Aiken, David House	Gilbertville Rd	c 1800
Allen, David - Blackmer, William H. House	Petersham Rd	r 1750
Allen, Jonas - Aiken, John House	Lucas Rd	r 1750
Barlow House	Main St	(blank)
Barnes, Jesse House	Thayer Rd	c 1810
Bartholomew House	Elm St	(blank)
Billings - Paige House	Elm St	(blank)
Billings, Dwight - Paige Farm Fund House	Greenwich Rd	r 1840
Bridges - Morton House	Greenwich Rd	r 1840
Browning, James House	Greenwich Rd	r 1840
Central Massachusetts Railroad Passenger Depot	Main St	1887
Chamberlain Tavern	Barre Rd	(blank)
Clark, Stillman House	North Rd	c 1800
Conkey, Elizabeth House	Barre Rd	(blank)
Crawford House	Church St	c 1870
Cutler, Dr. William House	Petersham Rd	c 1810
Davis, Dr. Myron House	Petersham Rd	c 1895
Dean, Paul - Emmons, Alonzo House	Ruggles Hill Rd	r 1750
Dexter Block	Main St	r 1880
Dexter Tenement	DuHamel Ct	c 1898
	Mindel St	c 1898
Dorman's Garage	Church St	(blank)
Doty, John - Wesson House	Barre Rd	c 1791
Eastman, Samuel House	Barre Rd	c 1810
Emmons House	Gilbertville Rd	1905
Fay, Dea. James - Rice, Ashel House	Chagnon Rd	r 1820
Fay, Timothy - Bassett, Hannah House	Barre Rd	r 1750
Foster, Emory B. House	Ruggles Hill Rd	r 1840
Genedreau House	Church St	r 1900
Gilbert, George H. School	Main St	1903
Gilbert, George Manufacturing Company Mill #1	Main St	1860
Gilbert, George Manufacturing Company Mill #4	Main St	1862
Gilbert, George Manufacturing Company Power House	Main St	1912
Gilbertville Bungalow Duplex	High St	r 1890
	Joselyn Rd	r 1890
	Main St	r 1890
	New Braintree Rd	r 1890
	2 East St	c 1898
Gilbertville Congregational Church and Chapel	283 Main St	1874
Gilbertville Congregational Church Parsonage	Main St	1884
Gilbertville Courthouse	Main St	r 1900
Gilbertville District Schoolhouse #2	High St	1864
Gilbertville First Duplex A	Grove St	1862
	Highland Terr	1862
	Main St	1862

Historic Property Inventory

Provided by MARCIS

Hardwick, MA

Property Name	Street	Year
Gilbertville First Duplex B	Main St	1862
	63 Main St	r 1865
Gilbertville First Tenement Block	Main St	1862
Gilbertville First Tenement Block 3	Main St	1860
	North St	1860
	West St	1860
Gilbertville First Tenement Block 4	Bridge St	1862
	East St	1860
	West St	1860
Gilbertville First Tenement Row	Main St	r 1880
Gilbertville Hall	Main St	1863
Gilbertville Historic District	(blank)	(blank)
Gilbertville Last Duplex	Main St	r 1900
	New Braintree Rd	r 1900
Gilbertville Last Tenement Row	High St	r 1920
	34-38 High St	r 1920
Gilbertville Late Duplex	Highland Terr	1883
	New Braintree Rd	c 1883
Gilbertville Livery	West St	(blank)
Gilbertville Manufacturing Company Sawyer's House	Old Mill Rd	c 1865
Gilbertville Odd Fellows Hall	Church St	r 1900
Gilbertville Public Library	Main St	1912
Gilbertville Second Tenement Row	Broad St	r 1880
	North St	r 1880
	Prospect St	r 1880
Gilbertville Telephone Company Building	Highland Terr	(blank)
Gilbertville Tenement Row	Joselyn Rd	c 1900
Gilbertville Third Tenement Row	Grove St	r 1915
	High St	r 1915
	Main St	r 1915
Gilbertville Warehouse	Main St	r 1880
Hammond House	Petersham Rd	c 1832
Hardwick Baptist Cemetery	Collins Rd	1803
Hardwick Center Grammar School	Ruggles Hill Rd	1900
Hardwick Civil War Monument	Common St	c 1870
Hardwick Congregational Church	Common St	1841
Hardwick District Schoolhouse #1	Common St	c 1832
Hardwick District Schoolhouse #6	1674 Petersham Rd	1888
Hardwick First Calvinist Church	Barre Rd	1860
Hardwick General Store - Emmons, Herbert Store	Barre Rd	1896
Hardwick High School	Main St	1910
Hardwick Old Burying Ground	Common St	1749
Hardwick Town Hall	32 Common St	1837
Hardwick Village Common	Common St	1768
Hardwick Village Fairground	Common St	1911
Hardwick Village Historic District	(blank)	(blank)

Historic Property Inventory

Provided by MARCIS

Hardwick, MA

Property Name	Street	Year
Howard, Carey House	Gilbertville Rd	c 1800
Hurley, J. Two-Family House	Church St	c 1898
Jenkins House	Barre Rd	(blank)
Jenney, Chiron House	Elm St	(blank)
Kendall House	Ruggles Hill Rd	c 1790
Kinsey, Martin - Mixer House	Barre Rd	c 1780
Knight, Albert - Paige, Timothy House	Petersham Rd	c 1830
Knight, Albert E. General Store	Barre Rd	r 1845
Lawton, Clark House	Barre Rd	1791
Long, E. House	Church St	c 1898
Marsh, Addison House	Ruggles Hill Rd	c 1910
Marsh, Joel Smith House	Gilbertville Rd	1846
Mixer - Goodfield Dairy Farm Boarding House	Barre Rd	c 1910
Mixer - Ritter Creamery	Barre Rd	c 1907
Mixer, Jason House	Barre Rd	1834
Newton, Josiah - Lincoln, Burt House	Jackson Rd	r 1750
Old Furnace	(blank)	(blank)
Oliver, Daniel - Fay, Isaac House	Barre Rd	r 1750
Paige Memorial Fountain	Common St	1911
Paige Memorial Library	Petersham Rd	1905
Paige, Calvin Building - Mixer Store	Barre Rd	c 1932
Paige, James - Smith, Moses House	Lower Rd	r 1780
Parker, Samuel - Aiken House	Petersham Rd	c 1832
Perry, William A. House	Petersham Rd	r 1840
Phelps, W. H. House	Church St	c 1898
Puldoski Hall	Joselyn Rd	c 1918
Quabbin Aqueduct	(blank)	(blank)
Quabbin Aqueduct Shaft #12 Intake Structure	Quabbin Reservoir	1936
Quabbin Reservoir East Branch Regulating Dam	Hell Huddle Rd	1938
Quabbin Reservoir Shaft #12 Service Building	Quabbin Reservoir	1936
Rice, Stephen - Paige, Cutler House	Paige Rd	r 1750
Richardson House	New Braintree Rd	r 1890
Riddle, James M. House	Ruggles Hill Rd	r 1840
Robinson - Lincoln House	Elm St	(blank)
Robinson, Elijah Warner House	Greenwich Rd	r 1840
Robinson, James - Ruggles, Joseph House	Cleveland Root Rd	r 1820
Robinson, Joseph Ruggles House	Petersham Rd	r 1860
Ruggles, Daniel Tavern	Barre Rd	1809
Ruggles, Ezra House	Petersham Rd	c 1810
Saint Aloysius Roman Catholic Church	Church St	1872
Saint Aloysius Roman Catholic Church Bell	Church St	(blank)
Saint Aloysius Roman Catholic Church Carriage Hse	Church St	(blank)
Saint Aloysius Roman Catholic Church Rectory	Church St	(blank)
Saint Aloysius Roman Catholic Church School	Church St	1889
Saint Augustine's Roman Catholic Church	Church St	1895
Simpson, Nathaniel House	Barre Rd	r 1750

Historic Property Inventory

Provided by MARCIS

Hardwick, MA

Property Name	Street	Year
Spooner, Charles C. House	Barre Rd	r 1840
Tyler - Alden, Pliney House	Petersham Rd	c 1780
U. S. Post Office - Gilbertville Branch	North St	(blank)
Waldron - Sherman House	Ruggles Hill Rd	r 1840
Ward House	New Braintree Rd	r 1880
Wardwell, Dr. Stephen K. House	Greenwich Rd	c 1800
Ware - Hardwick Covered Bridge	Bridge St	1886
Ware River Railroad Depot	Main St	1870
Ware River Railroad Station	Main St	1870
Warner - Paige Carriage House	Barre Rd	r 1850
Warner, Elijah House	Greenwich-Ware Rd	r 1750
Warner, Jonathan - Paige House	Barre Rd	1743
Wheelwright	(blank)	(blank)
Wheelwright Paper Company	Maple St	r 1885
Wheelwright Paper Company Boarding House	Maple St	(blank)
Wheelwright Paper Company Superintendant's House	Maple St	(blank)
Wheelwright Paper Company Warehouse	Church St Extension	r 1885
Wheelwright Paper Company Worker Housing	Church St	c 1898
		c 1900
	Church St Extension	c 1898
	Maple St	c 1898
	Pine St	c 1898
		c 1900
		c 1910
	Ruggles St	c 1910
	School St	c 1898
	Wheelwright St	c 1898
Wheelwright School	Wheelwright St	1912
Wheelwright Village Social Hall	Maple St	(blank)
White, Josiah House	Barre Rd	(blank)
White, Rev. David House - Parsonage, The	Sessions Rd	1735
Winsor Hotel	Church St	c 1882
(blank)	Barre Rd	r 1850
		(blank)
	Bridge St	(blank)
	Chagnon Rd	c 1898
	Church St	c 1898
		r 1900
		r 1920
		(blank)
	Church St Extension	(blank)
	Greenwich Rd	c 1898
	High St	(blank)
	Main St	(blank)
	Maple St	(blank)
	North St	(blank)

Historic Property Inventory

Provided by MARCIS

Hardwick, MA

Property Name	Street	Year
	Old Mill Rd	r 1880
	Parker Ct	1860
		(blank)
	Petersham Rd	c 1898
	Pine St	(blank)
	Ruggles Hill Rd	r 1860
	Ruggles St	(blank)
	West St	(blank)
	Wheelwright St	(blank)

Historic Property Inventory

Provided by MARCIS

Hubbardston, MA

Property Name	Street	Year
Adams, John Farm	97 Barre Rd	c 1850
Adams, John Farm Barn	97 Barre Rd	r 1850
Allen Farm	53 Morgan Rd	c 1750
Allen Farm II	49 Morgan Rd	c 1840
Allen, Rev. C. W. House	44 High St	c 1850
Asnacomet Credit Union	34 Main St	1971
Baker, D. House	Gardner Rd	c 1850
Balcom, Uriah House	4 Gardner Rd	c 1840
Bennett, William Chair Shop	14 Gardner Rd	c 1850
Bents Pond Filling Station	197 Gardner Rd	c 1924
Bents Pond Filling Station Cottage	197 Gardner Rd	c 1924
Bents Pond Filling Station Roadside Stand	197 Gardner Rd	c 1950
Blueberry Hill Farm Barn	21 Flagg Rd	(blank)
Blueberry Hill Farm House	21 Flagg Rd	c 1820
Blueberry Hill Farm Sauna	21 Flagg Rd	c 1920
Blueberry Hill Farm Secondary House	21 Flagg Rd	(blank)
Blueberry Hill Farm Studio	21 Flagg Rd	(blank)
Brigham Road Bridge over Ware River	Brigham Rd	c 1938
Browning Farm	152 Williamsville Rd	c 1800
Browning, Asa B. House	37 Brigham St	1827
Browning, Betsey Monument	Williamsville Rd	c 1828
Browning, John House #1	8 Brigham St	c 1845
Browning, John House #2	10 Brigham St	c 1845
Catholic Burying Ground	Mile Rd	1856
Chase, R. House	1 Williamsville Rd	c 1850
Cheney, Lovering A. House	3 Burnshirt Rd	r 1850
Church, Stephen House	18 Elm St	c 1840
Clark, Abijah - Stowe, Rev. John M. House	2 Brigham St	c 1850
Clark, Abijah House	3 Main St	c 1820
Clark, Anthony - Adams, Anna House	11 Ed Clark Rd	c 1804
Clark, Dr. Shepherd House	1 Worcester Rd	c 1840
Clark, Harriet House	1 Barre Rd	1845
Clark, Junas Gilman House	15 Main St	c 1847
Clark, W. S. Jr. House	6 Barre Rd	c 1820
Clark, William Smith House	12 Barre Rd	c 1815
Clem's Restaurant	10 Gardner Rd	c 1960
Coffin, George I. House	21 Evergreen Rd	c 1895
Coleman, Almond House	Gardner Rd	1855
Curtsey Farm	27 Hale Rd	c 1825
Cushman Barn	54 Bemis Rd	c 1918
Damon, A. House	6 Worcester Rd	c 1850
Davis House	130 Gardner Rd	c 1820
Davis, Isaac House	9 Elm St	c 1840
Davis, J. G. House	31 Main St	c 1840
Davis, John House	23 Main St	c 1850
Dillon House	Old Westminster Rd	c 1840

Historic Property Inventory

Provided by MARCIS

Hubbardston, MA

Property Name	Street	Year
Dodge, Clarence Summer Cottage	Old Boston Tpk	1916
East - Nicholsville - Dexter Cemetery	New Westminster Rd	1796
Fager, Hjamler House	75 Twin Hill Rd	1925
Falis, Joseph House	7 Williamsville Rd	c 1865
Finn Hall	146 Ragged Hill Rd	c 1920
First Parish Church Sign	Main St	r 1950
First Parish Unitarian Church	2 Main St	1773
Flynn, J. B. Tailor Shop	16 Main St	c 1850
Follett, J. House	4 Worcester Rd	c 1850
Forest Hill Cemetery	Williamsville Rd	1838
Gates, Jonathan House	29 Flagg Rd	c 1795
Gay, Abner House	20 Brigham St	c 1800
Gay, Rev. Samuel House	10 Williamsville Rd	1817
GFA Federal Credit Union	2 Gardner Rd	1980
Goodnow, William General Store	32 Main St	c 1820
Goodspeed, Albert House	12 High St	c 1873
Goodspeed, John House	High St	1826
Goodspeed, John House #2	28 High St	r 1825
Goodspeed, John III House	6 High St	c 1860
Goodspeed, W. House	18 Main St	c 1856
Greenwood Cemetery	Old Westminster Rd	1846
Greenwood, E. A. House	25 Main St	c 1850
Greenwood, E. A. Rental House I	6 Lowell St	c 1850
Greenwood, E. A. Rental House II	8 Lowell St	c 1850
Greenwood, Silas House	59 Brigham St	c 1837
Grimes, H. House	46 High St	c 1850
Grimes, Harrison House	9 High St	1871
Grimes, Joseph House	Old Westminster Rd	1789
Hale Road Bridge over Natty Pond Brook	Hale Rd	1940
Hale, J. Otis House	Grove St	c 1865
Hale, Oliver Farm	14 Kruse Rd	c 1835
Heald, Timothy House	30 Healdville Rd	c 1810
Henshaw, Solomon House	14 Main St	c 1885
Hill Poultry Farm	16 Williamsville Rd	1927
Hinds, Cornelius Jr. House	5 Gardner Rd	c 1838
Hub Package Store	33 Main St	c 1980
Hubbardston #1 School House	14 Elm St	c 1830
Hubbardston Cannons	Main St	1905
Hubbardston Center	(blank)	(blank)
Hubbardston Center Elementary School	5 Main St	1939
Hubbardston Center Fire Pond	Lowell St	c 1935
Hubbardston Civil War Soldiers' Monument	Main St	1885
Hubbardston Evangelical Congregational Church	Main St	1827
Hubbardston Fire Station	38 Main St	1967
Hubbardston Public Library	7 Main St	1874
Hubbardston Town Common	Main St	c 1773

Historic Property Inventory

Provided by MARCIS

Hubbardston, MA

Property Name	Street	Year
Hubbardston Town Common Flagpole	Main St	1917
Hubbardston Town Common Guideboard	Main St	r 1890
Hubbardston Town Common Historic District	(blank)	(blank)
Hubbardston Town Common Playground Fence	Main St	r 1980
Hubbardston Town Common Sign	Main St	r 1950
Hubbardston Town Common Town Pump Base	Main St	r 1950
Hubbardston Town Farm	95 Williamsville Rd	1832
Hubbardston Town Tomb	Main St	1872
Hubbardston Unitarian Church Bell	Main St	1833
Hubbardston World War I Monument	Main St	c 1920
Hubbardston World War II - Korean War Monument	Main St	r 1955
Hubbardston, Old Burial Ground	Main St	1772
Hubbardston, Old Burial Ground Fieldstone Walls	Main St	c 1773
Hubbardston, Old Burial Ground Sign	Main St	r 1950
Hubbardston Town Common Lightpole	Main St	r 1950
Hynds, C. House	23 Elm St	c 1850
Jennison, Flint House	9 Williamsville Rd	c 1840
Johnson, D. L. Shoe Shop	25 Elm St	c 1850
Johnson, David L. House	3 Parsons Rd	c 1848
Kelton House	123 Old Princeton Rd	r 1820
Kujala Smoke Sauna	91 Ragged Hill Rd	1938
Kuusisto, Wester Farm	19 Williamsville Rd	c 1840
Learned, L. House	9 Gardner Rd	1850
LeCompte, Archille House	131 Old Princeton Rd	c 1909
Locusts, The - Dana, The House	2 Underwood Rd	c 1800
Loukoo, Asa - Kangas, Oscar Farm	64 Pitcherville Rd	1915
Lovewell - Nightingale Cemetery	Gardner Rd	1851
Lovewell, Frederick House	63 Gardner Rd	c 1850
Lyon, Asa Farm	3 Bemis Rd	r 1815
Mann, Ebenezer House	15 Elm St	1871
Marean, Clark Witt House	20 High St	c 1850
Marean, Oren Farm - Lake View House	45 Old Princeton Rd	c 1882
Marean, Oren Farm Barn	45 Old Princeton Rd	r 1890
Marean, William House	11 High St	c 1800
Mason, Ephraim House	10-12 Elm St	1795
Merikanto, Weikko Sauna	34 Mount Jefferson Rd	(blank)
Merrymount House	9 Brigham St	r 1825
Methodist Church Parsonage	20 Main St	c 1840
Mike's Market and Gas Station	35 Main St	c 1940
Miles, Levi - Jefferson, William H. House	75 Old Boston Tpk	c 1840
Miller, Phinehas Gleason House	7 Gardner Rd	c 1800
Morgan, Paul B. Farm	41 Morgan Rd	c 1910
Morgan, Paul B. Farm Guest House	41 Morgan Rd	c 1910
Morse Farm	141 Old Westminster Rd	c 1800
Morse House	9 Main St	c 1820
Morse House I	Old Westminster Rd	c 1850

Historic Property Inventory

Provided by MARCIS

Hubbardston, MA

Property Name	Street	Year
Morse House II	Old Westminster Rd	c 1800
Morse, Augustus House	12 Main St	r 1850
Morse, George E. - Merikanto, Weikko Farm	34 Mount Jefferson Rd	c 1882
Morse, Horace - Wheeler, William H. House	26 Main St	c 1840
Murdock, Abiel House	23 Kruse Rd	r 1815
New Center School	Elm St	1992
Osgood, Isaac House	24 Main St	(blank)
Parkhurst, Alexander Hamilton House	38 Brigham St	c 1850
Phelps, Dr. Moses House	17 Main St	c 1845
Phelps, Mary House	19 Main St	c 1874
Pierce, Benjamin F. House	63 Pitcherville Rd	c 1840
Pine Grove Cemetery	24 Barre Rd	c 1848
Pollard, Alden House	7 High St	c 1875
Pollard, Edmund A. House	184 Gardner Rd	c 1850
Pond, Ezra P. House	5 Parsons Rd	c 1845
Porko, John - Kujala, Waino House	87 Ragged Hill Rd	1914
Prentiss House	22 Main St	c 1939
Prentiss Mill Millstone	Brigham St	(blank)
Prentiss, Henry House	16 Prentiss Rd	1810
Reid, Joseph B. House	28 Elm St	r 1750
Rural Glen Cemetery	Worcester Rd	1863
Savage, Samuel House	4 High St	c 1872
Shady Hill Cottage	7 Brigham St	1889
Sheldon - Hale Store	195 Williamsville Rd	c 1874
Shoddy Mill Bridge - Morrissey, Patrick M. Bridge	Old Princeton Rd	c 1900
Sipila Sauna	12 Simonds Hill Rd	c 1920
Slade Town Office Building	Main St	c 1980
South - Underwood Cemetery	Old Boston Tpk	1819
Station Master's House	11 Old Westminster Rd	c 1875
Swan, Samuel House	11 Main St	1840
Tatman, Reuben - Leamy, William House	23 Mile Rd	c 1785
Temple, Thomas House	4 Parsons Rd	c 1810
Twin Hill Road Bridge over Ware River	Twin Hill Rd	c 1938
U. S. Post Office - Hubbardston Main Branch	8 Main St	1962
Waite, Jacob Inn	2 Worcester Rd	c 1803
Warren Cemetery	Gardner Rd	1819
Warren House	32 Williamsville Rd	c 1800
Warren, Walter House	26 Williamsville Rd	c 1850
Watermelon Rock	197 Gardner Rd	r 1930
Westminster Road - Brigham Street	Brigham St	r 1850
Wheeler General Store	1 Main St	r 1860
Wheeler, Elwin C. House	4 Main St	c 1895
Wheeler, James Harvey House	19 High St	c 1830
Wheeler, Sewell House	4 Elm St	c 1856
Whitney, J. W. House	10 High St	c 1857
Willard, E. II House	27 Main St	c 1850

Historic Property Inventory

Provided by MARCIS

Hubbardston, MA

Property Name	Street	Year
Willard, Ephraim House #1	30 Main St	c 1830
Williams, John D. House	193 Williamsville Rd	r 1860
Williams, Luke Farm	38 Root Rd	c 1830
Williamsville	(blank)	(blank)
Williamsville Chapel	4 Burnshirt Rd	1889
Wirkalla, Hjalmar Sauna	63 Gardner Rd	r 1945
Woods, E. House	3 Barre Rd	c 1843
Woods, John House	28 Worcester Rd	c 1795
Woodward, Philemon House	128 Williamsville Rd	c 1810
Wright - Richardson House	28 Main St	c 1835
Wright, J. C. House	21 Main St	c 1850
Wright, Joseph Farm	Old Westminster Rd	c 1780
Wright, Joseph Farm Shed	Old Westminster Rd	(blank)
(blank)	Grimes Rd	1804
	Grove St	c 1790
	Twin Hill Rd	c 1848
	10 Burnshirt Rd	c 1850
	10 Main St	c 1850
	10 Ragged Hill Rd	c 1870
	104 Old Westminster Rd	c 1800
	14 High St	c 1950
	144 Williamsville Rd	c 1898
		r 1825
	15 Mount Jefferson Rd	c 1850
	17 Elm St	c 1875
	17 High St	c 1970
	17 Twin Hill Rd	c 1810
	18 High St	c 1908
	2 Burnshirt Rd	c 1850
	2 Parsons Rd	c 1950
	21 Elm St	c 1900
	21 Williamsville Rd	c 1840
	22 High St	c 1950
	24 High St	c 1970
	25 Brigham St	c 1850
	26 High St	c 1960
	29 Main St	1943
	3 Maple Ave	c 1800
	3 Williamsville Rd	c 1950
	32 Mayo Rd	c 1810
	33 Kruse Rd	c 1810
	36 Healdville Rd	r 1825
	37-39 Main St	c 1980
	4 Brigham St	c 1850
	4 Williamsville Rd	c 1935
	41 Brigham St	c 1830

Historic Property Inventory

Provided by MARCIS

Hubbardston, MA

Property Name	Street	Year
	41 Main St	c 1910
	45 Twin Hill Rd	c 1890
	5 Brigham St	c 1950
	5 Kruse Rd	r 1830
	5 Maple Ave	c 1850
	5 Old Princeton Rd	c 1840
	50 Pitcherville Rd	c 1850
	6 Brigham St	c 1850
	6 Burnshirt Rd	c 1850
	6 Gardner Rd	c 1960
	6 Maple Ave	(blank)
	63 Ragged Hill Rd	c 1810
	8 Burnshirt Rd	c 1850
	8 Gardner Rd	c 1960
	8 High St	c 1830
	82 Ragged Hill Rd	c 1900
	9 Barre Rd	c 1835
	95 Old Princeton Rd	(blank)

Historic Property Inventory

Provided by MARCIS

New Braintree, MA

Property Name	Street	Year
Adams Cobblestone Bridge	Letendre Ln	1956
Adams, Donald Farm Machinery Store	755 Barre Rd	1960
Adams, Donald Fast Food Stand	755 Barre Rd	1956
Anderson, William - Grigas, Felix Dairy Barn	87 Sibley Rd	(blank)
Anderson, William - Grigas, Felix Hay Barn	87 Sibley Rd	(blank)
Anderson, William - Grigas, Felix Wagon Shed	87 Sibley Rd	(blank)
Anderson, William E. Carriage House	87 Sibley Rd	c 1861
Anderson, William House	87 Sibley Rd	1739
Ayers, Moses House and Farm	431 Utley Rd	c 1750
Ayres, Micajah House	1455 Oakham Rd	c 1775
Ayres, Nahum Barn	1455 Oakham Rd	r 1850
Barlow, Ira Bank Dairy Barn	294 Mara Rd	r 1850
Barlow, Ira Milkroom and Wagon Shed	294 Mara Rd	(blank)
Barr, James E. Dairy Barn	153 Barr Rd	c 1902
Barr, John Jr. House and Farm	16 Skivira Ln	c 1790
Barre Hiller Airport	(blank)	(blank)
Barre Hiller Airport Garage and Shed	295 McAvoy Rd	(blank)
Barre Hiller Airport Open Hangar	295 McAvoy Rd	c 1947
Barre Hiller Airport Pilots' Lounge	295 McAvoy Rd	1947
Barre Hiller Airport Quonset Hangar	295 McAvoy Rd	1947
Barre Hiller Airport Storage Building	295 McAvoy Rd	(blank)
Barton, Charles U. House	235 North Brookfield Rd	c 1845
Blair, Edward - Ostiguy, Joseph House	290 Gilbertville Rd	c 1750
Bowman, Joseph - Daley, Charles House	138 Hardwick Rd	c 1775
Bowman, Joseph Jr. - Bowdoin, William House	10 West Brookfield Rd	c 1805
Burk, James - Sibley, Waterville House	55 Sibley Rd	r 1780
Burt, Joel B. Scuttle Dairy Barn and Milk Room	1115 Worcester Rd	c 1873
Camp Putnam	(blank)	(blank)
Camp Putnam Arts and Crafts Building	141 Rutherford Rd	(blank)
Camp Putnam Carpenter's Shop	141 Rutherford Rd	r 1975
Camp Putnam Circle One Cabins	141 Rutherford Rd	1952
Camp Putnam Circle Three and Four Cabins	141 Rutherford Rd	r 1985
Camp Putnam Circle Two Cabins	141 Rutherford Rd	1954
Camp Putnam Circle Two Cabins Lodge	141 Rutherford Rd	c 1910
Camp Putnam Cottage - Bob's Bike Barn	141 Rutherford Rd	1955
Camp Putnam Shower Building	141 Rutherford Rd	1990
Camp Putnam Staff Lounge	141 Rutherford Rd	c 1940
Camp Putname Circle One Cabins Lodge	141 Rutherford Rd	1952
Church Cemetery	Hardwick Rd	c 1754
Clapp, Elijah House and Farm	294 Mara Rd	c 1790
Cobleigh, Jonathan - Tidd, Capt. Ebenezer House	1205 Barre Rd	c 1750
Collins, John House	163 Barre Cut-Off Rd	1862
Converse, Lorenzo House and Farm	775 Moore Rd	1828
Crevier, Henry Barn	1890 Barre Rd	r 1910
Crevier, Henry Hen House	1890 Barre Rd	c 1920
Crevier, Henry House and Farm	1890 Barre Rd	1901

Historic Property Inventory

Provided by MARCIS

New Braintree, MA

Property Name	Street	Year
Crowell, Nathaniel Shiverick House	1470 Gilbertville Rd	c 1850
Cusky, John Barn	965 Oakham Rd	(blank)
Cusky, John House and Farm	965 Oakham Rd	1918
Daley Blacksmith Shop	138 Hardwick Rd	1941
Daley, Michael Blacksmith Shop	62 Barre Cut-Off Rd	c 1891
Danaitis, Bene House	160 Gilbertville Rd	1931
Davis, Solomon House	176 Ravine Rd	c 1829
Denny, Isaac - Miller, Comfort House	261 Utley Rd	c 1790
Dexter, Charles Barn	2120 Gilbertville Rd	(blank)
Dexter, Charles Double House	2120 Gilbertville Rd	c 1885
Dickinson, George B. House	205 Hardwick Rd	r 1945
Ditch Meadow Ditch	West Brookfield Rd	c 1667
Ditch Meadow School - Whitcomb, Everett House	320 Gilbertville Rd	1862
Edison, Elijah Barn	1115 Gilbertville Rd	r 1800
Evergreen Cemetery - East Cemetery	Cemetery Rd	1786
Field, Isaac House	1115 Gilbertville Rd	1890
Fiske, Rev. John - Tufts, George K. Barn	85 Hardwick Rd	(blank)
Fiske, Rev. John - Tufts, George K. House	85 Hardwick Rd	c 1805
Fort Hill School - Loux, Andrew J. House	1344 Barre Rd	1861
Frost, Seth - Upton, Benjamin House	224 Adams Rd	c 1793
Gilbert, Jonathan House	1290 West Brookfield Rd	c 1762
Gleason, Josiah House	716 Hardwick Rd	c 1838
Goodfield, Arthur Barn	115 Goodfield Rd	1914
Goodfield, Arthur House	115 Goodfield Rd	1912
Gould, Dea. Jonathan House	313 Utley Rd	c 1795
Grainger, John House	435 Padre Rd	c 1765
Green, Lyman House	241 Hardwick Rd	c 1800
Greene, James Barn	150 Wine Rd	1918
Greene, James House and Farm	150 Wine Rd	1917
Hall, Dr. Percival Barn	66 West Brookfield Rd	c 1800
Hall, Dr. Percival House	44 Wine Rd	c 1790
	66 West Brookfield Rd	c 1790
Hamilton, Moses Tavern	10 Old Common Rd	c 1780
Hardwick Road Horse Rests	Hardwick Rd	r 1850
Harrington, Lucian - Loring, Thomas House	141 Rutherford Rd	c 1836
Harrington, Lucian Barn	141 Rutherford Rd	c 1836
Harrington, Lucian Well House	141 Rutherford Rd	c 1900
Hervey, Bryam - Barnes, Frank H. Bank Dairy Barn	1391 West Rd	c 1880
Hervey, Bryam - Barnes, Frank H. House	1391 West Rd	c 1870
Hibbard, Bertram J. Dairy Barn and Milk Room	16 Skivira Ln	1947
Holbrook, Joseph Dairy Barn and Milk Room	790 West Brookfield Rd	1939
Holmes, Adam House	51 Moore Rd	c 1770
Holmes, S. W. House and Sheep Farm	Charles Ln	c 1840
Howe, Emory A. Greenhouse	125 McAvoy Rd	1898
Howe, Frederick House	225 Hardwick Rd	1938
Hunter, John P. House and Farm	611 Moore Rd	c 1812

Historic Property Inventory

Provided by MARCIS

New Braintree, MA

Property Name	Street	Year
Igoe, John and Frederick Dairy Barn and Milkroom	775 Moore Rd	c 1920
Igoe, Michael Dairy Barn	122 Igoe Rd	(blank)
Imbrier, Henry Dairy Barn	1510 West Rd	1997
Imbrier, Henry Dairy Barn and Milk Room	1510 West Rd	1980
Johnson, Charles D. - Hamilton, William House	120 West Brookfield Rd	1860
Lamberton, Dea. Melzar Dairy Barn	1810 Gilbertville Rd	c 1866
Langevin, Henry Milk Truck and School Bus Garage	431 Utley Rd	r 1920
Learned, James House - Hunter, Calvin Tavern	1115 Worcester Rd	c 1795
Lefevre Hay Barn	1115 Gilbertville Rd	(blank)
Lefevre, Albert Dairy Barn	1115 Gilbertville Rd	1953
Lefevre, Ernest Garage and Brood House	1115 Gilbertville Rd	1946
LeTendre, Raymond - Holbrook, John House	790 West Brookfield Rd	c 1920
MacKay, Calvin O. Barn	185 McKay Rd	(blank)
MacKay, Calvin O. Dairy Barn	185 McKay Rd	1946
MacKay, Calvin O. House	185 McKay Rd	c 1939
Mathews, Daniel - Webb, J. Thomas Dairy Barn	531 Webb Rd	(blank)
Mathews, Daniel - Webb, J. Thomas House	531 Webb Rd	c 1750
Mixer - Tidd - Green Family Receiving Tomb	Barre Rd	c 1820
Mixer, Samuel Eastern Horse Barn	55 Thompson Rd	r 1820
Mixer, Samuel House and Farm	55 Thompson Rd	r 1760
Mixer, Samuel Well House	55 Thompson Rd	(blank)
Mixer, Samuel Western Barn	55 Thompson Rd	r 1820
Moreau, Arthur Blacksmith Shop	44 Wine Rd	c 1920
New Braintree Center	(blank)	(blank)
New Braintree Common	Old Common Rd	1751
New Braintree Congregational Church	3 Oakham Rd	1912
New Braintree Grade School	31 Utley Rd	1939
New Braintree Old Brick Store	3 Hardwick Rd	1816
New Braintree Old Parsonage	171 Hardwick Rd	c 1754
New Braintree Poor Farm	290 Wine Rd	r 1810
New Braintree Stone Bridge	Hardwick Rd	c 1800
New Braintree War Memorial	Old Common Rd	1956
North Cemetery - Cobb, Perez Cemetery	Hardwick Rd	1804
Nye, Jonathan Carriage House	860 West Brookfield Rd	(blank)
Nye, Jonathan Heifer and Dairy Barn	860 West Brookfield Rd	r 1840
Nye, Jonathan Sheep Barn	860 West Brookfield Rd	(blank)
Orentas, Anton Barn	125 McAvoy Rd	r 1950
Ostiguy, Leo Dairy Barn	290 Gilbertville Rd	1953
Pepper, Ashbel House	150 Barr Rd	c 1830
Pepper, Jacob House and Farm	153 Barr Rd	c 1790
Pepper, Joseph Dairy Barn	382 Barr Rd	(blank)
Pepper, Joseph House and Farm	382 Barr Rd	c 1830
Pierce, Chester - Lamberton, Dea. Melzar House	1810 Gilbertville Rd	c 1843
Pierce, Grainger - Witt, Elisha W. House	1510 West Rd	c 1835
Pollard, Moses House	835 Barre Rd	c 1850
Riverside Farm Ice House	1810 Gilbertville Rd	(blank)

Historic Property Inventory

Provided by MARCIS

New Braintree, MA

Property Name	Street	Year
Riverside Farm Pole-Topped Fence	1810 Gilbertville Rd	(blank)
Sargent, Nathan House	720 Unitas Rd	c 1795
Simmons, Job - Fagan, William House	122 Igoe Rd	c 1835
Site 19-WR-468	(blank)	(blank)
Site 19-WR-471	(blank)	(blank)
Site 19-WR-473	(blank)	(blank)
Site 19-WR-475	(blank)	(blank)
Site 19-WR-476	(blank)	(blank)
Site 19-WR-478	(blank)	(blank)
Site 19-WR-479	(blank)	(blank)
Site 19-WR-480	(blank)	(blank)
Slein, Patrick Bank Dairy Barn	McKay Rd	1903
Small, Raymond Dairy Barn	431 Utley Rd	1947
Small, Raymond Hay Barn	431 Utley Rd	1955
Smith, Paul House	1750 Hardwick Rd	1940
Snow, George Scuttle Dairy Barn and Milk Room	1241 West Rd	1891
Southeast Cemetery	Webb Rd	1790
Southwest Cemetery	West Rd	1770
Spofford, Clyde A. House	174 Hardwick Rd	c 1931
Steele, Samuel House Foundation	1115 Gilbertville Rd	r 1750
Thistle Rock Farm Dairy Barn Complex	224 Adams Rd	(blank)
Thistle Rock Farm Machine Shed	224 Adams Rd	c 1946
Thompson, John F. Dairy Barn	241 Dennis Whitney Rd	1938
Thrasher, Stephen House and Farm	125 McAvoy Rd	c 1785
Thrasher, William House	71 Old Turnpike Rd	r 1775
Tidd, Henry House	66 Letendre Ln	c 1835
Tidd, Lt. Joseph Jr. House	275 Hardwick Rd	c 1762
Titus, Joseph H. - Currier, Frank House	40 Hardwick Rd	1926
Utley Meadows Farm Barn	685 Utley Rd	r 1970
Utley, James P. - Ranger, Job House and Farm	685 Utley Rd	c 1795
Vitrac, Jean Horse Barn	140 Skivira Ln	1977
Walker, Norman Poultry Farm Barn	580 Wine Rd	c 1940
Ware, Dea. Samuel - Snow, Capt. Elial House	1241 West Rd	1759
Ware, Samuel - Snow, Capt. Elial Ice House	1241 West Rd	(blank)
Warner, Amory P. Farm Worker Housing	840 West Rd	c 1840
Warner, Franklin O. Scuttle Dairy Barn	500 Ravine Rd	r 1880
Warner, Phinehas House	739 West Rd	c 1800
Waugh, Walter Horse and Hay Barn	10 Old Common Rd	1927
Weston, Joshua - Walker, Norman House and Farm	580 Wine Rd	r 1750
Wetherell, David House	159 Hardwick Rd	c 1810
Wheeler, Charles B. Dairy Barn	1391 West Rd	c 1940
Wheeler, Charles B. Equipment Shed	1391 West Rd	c 1935
Wheeler, W. A. - Bush, Henry Dairy Barn	40 Hardwick Rd	r 1850
Whipple, Thomas - Thompson, John F. House	241 Dennis Whitney Rd	r 1850
Whipple, Thomas - Thompson, John F. Milk House	241 Dennis Whitney Rd	(blank)
Whitcomb, Charles S. House	143 Barre Cut-Off Rd	1916

Historic Property Inventory

Provided by MARCIS

New Braintree, MA

Property Name	Street	Year
Whitcomb, Everett Chicken Coop	320 Gilbertville Rd	r 1950
Witt, Elisha W. Dairy Bank Barn	1510 West Rd	1866
Woods, Capt. James Dairy Barn	1101 West Rd	1823
Woods, Dea. Jonathan House and Farm	140 Skivira Ln	c 1790
Woods, James - Nye, Jonathan House	860 West Brookfield Rd	c 1745
Woods, James Jr. - Gray, William Waterman House	1101 West Rd	c 1765
Woods, Joseph Loring Dairy Bank Barn	160 Gilbertville Rd	r 1850
Zalesky, Stanley House and Farm	500 Ravine Rd	1925
(blank)	171 Hardwick Rd	c 1870

Historic Property Inventory

Provided by MARCIS

Oakham, MA

Property Name	Street	Year
Adams, Jacob - Glazier, John House	361 Bechan Rd	c 1770
Allen, Dea. Jesse - Allen, Dea. James House	New Braintree Rd	c 1777
Ayres, Moses O. - Dean, Walter House	134 Rutland Rd	1859
Banks, William - Allen, Nehemiah House	50 Barre Plains Rd	c 1770
Beaton, John - Parmenter, William House	1352 North Brookfield Rd	r 1780
Bell, James - Maynard, Edward Parkman House	688 Gafney Rd	r 1765
Black, George - Harmon, John House	359 Adams Rd	r 1775
Bothwell, Alexander - Wilson, Robert House	300 Stone Rd	r 1780
Bothwell, Gore S. House and Tavern	2014 North Brookfield Rd	c 1765
Bothwell, John - Sanders, Eugene House	1078 North Brookfield Rd	c 1770
Bothwell, William - Wilson, Joseph House	290 Rutherford Rd	1784
Brown, James - Keep, William E. House	681 East Hill Rd	c 1770
Brown, John - Morse, Barachius House	846 Spencer Rd	c 1780
Bullard, Jonathon - French, Asa House	8 Bullard Rd	r 1800
Bullard, Jonathon - Hager, Ann House	212 Barre Rd	c 1790
Bullard, Silas - Bullard, Sanford House	1068 Old Turnpike Rd	c 1773
Burbank, John Jr. - Morse, Eliakim House	348 Ware Corner Rd	r 1790
Butler, Isaiah - Powers, John House	184 Scott Rd	r 1780
Caswell, George - Fobes, Charles House	695 Adams Rd	c 1770
Chaddock, Joseph - Haskell, George House	245 Rutland Rd	c 1790
Chadduck, Bowman - Taylor, John House	622 Spencer Rd	c 1770
Clapp, Luther J. House	11 New Braintree Rd	1834
Conant, James - Spear, Luther Jr. House	1148 Old Turnpike Rd	c 1790
Craige, James Jr. - Felton, Skelton House	128 Hunt Rd	r 1750
Crawford, Alexander II - Crawford, Henry A. House	183 Crawford Rd	c 1819
Crawford, Hosea - Clapp, Irene House	42 Maple St	1830
Crawford, James - Gault, George House	88 East Hill Rd	c 1800
Crawford, John - Lincoln, Alonzo House	687 Lincoln Rd	c 1825
Crawford, Rufus - Loring, Ida Crawford House	337 Crawford Rd	1790
Davis - Foley, Peter House	68 Coldbrook Rd	r 1785
Dean, Sullivan - Robinson, John House	426 Ware Corner Rd	c 1865
Dunn, George - Warren, Jabez House	322 South Rd	c 1770
Fairbank, Ephraim - Morton, Phineas House	43 Maple St	c 1822
Fairbank, James C. - Ayres, Perley House	122 New Braintree Rd	c 1830
Fobes - O'Donnell House	1221 Old Turnpike Rd	c 1771
Fobes Memorial Library	4 Maple St	1907
Haskell, Charles Loring House	563 New Braintree Rd	1848
Haskill, Loring House	70 Barre Rd	1822
Hervey, James K. House	84 Maple St	c 1840
Humphrey, Nahum P. - Hervey, James Carriage Shop	33 Coldbrook Rd	1808
Hunter, Luther - Hill, Dexter House	34 Maple St	c 1836
Latham, Joseph - Freeman, Elijah House	1874 Old Turnpike Rd	r 1787
Leonard, Ezra - Goodale, David House	177 North Brookfield Rd	r 1820
Leonard, Ezra - Harrington, Austin House	547 North Brookfield Rd	r 1820
Leonard, Ezra - Packard, Parley House	1081 North Brookfield Rd	r 1820
Maynard, Samuel - Woodis, Eliakim House	296 New Braintree Rd	c 1830

Historic Property Inventory

Provided by MARCIS

Oakham, MA

Property Name	Street	Year
Memorial Hall	2 Coldbrook Rd	1874
Morse, Eliakim House and Cabinet Shop	23 Maple St	r 1840
Morton, Phineas - Allen, Dea. James House	50 Maple St	c 1836
Newton, Elnathan - Ashley, Samuel House	1045 New Braintree Rd	c 1770
Noyes, Daniel - Lincoln, Albert W. House	61 Coldbrook Rd	c 1837
Nye, Timothy - Brooks, Darwin House	253 New Braintree Rd	1837
Oakham Baptist Church - Oakham Methodist Church	24 Coldbrook Rd	1840
Oakham Center	(blank)	(blank)
Oakham Centre District Schoolhouse	22 Coldbrook Rd	1828
Oakham Common	Coldbrook Rd	c 1770
Oakham Congregational Church	4 Coldbrook Rd	1814
Oakham District Schoolhouse	Rutland Rd	c 1875
Oakham East Center District Schoolhouse	218 Ware Corner Rd	1837
Oakham Evangelical Trinitarian Meeting House	48 Maple St	1830
Oakham Old Burying Ground	13 Coldbrook Rd	1770
Oakham South District Schoolhouse	1064 Lincoln Rd	1894
Oakham Town Pound	Coldbrook Rd	1844
Oakham Village	(blank)	(blank)
Packard, James W. House	17 Maple St	1848
Parmenter, Rufus - Conant, Thomas Jr. House	163 Rutland Rd	c 1790
Perkins, Benjamin - Dean, Zebulon House	310 Sanders Rd	c 1780
Pratt, Isaac - Whitaker, William House	591 South Rd	c 1790
Reed, Silas - Newton, Appleton House	218 Ware Corner Rd	1806
Reed, Silas - Sargent, James C. House	283 Loring Rd	1834
Robinson, John - Stone, Washington House	627 North Brookfield Rd	r 1820
Robinson, Peter House	56 Barre Rd	c 1826
Sargeant, Asa - Cushman, Appollos House	1286 East Hill Rd	r 1820
Snay, Isadore - Leblanc, Adolphe House	252 East Hill Rd	c 1878
Starbuck, Bethiah - Denny, Samuel House	254 Robinson Rd	c 1840
Stone, Isaac - Oakham Pauper House	347 New Braintree Rd	r 1770
Tenney, Samuel - Clark, Mason House	67 Maple St	c 1810
Tomlinson, Rev. Daniel - Smiley, W. H. House	29 Tomlinson Rd	1786
Tower, Isaac - Joslin, Benjamin House	1158 North Brookfield Rd	c 1782
U. S. Post Office - Oakham Branch	21 Coldbrook Rd	1908
West Brick School	1592 Old Turnpike Rd	c 1827
Wetherell, S. - Parker, John House	645 Scott Rd	c 1790
White, Thomas - Nye, Crocker House	114 Dennis Whitney Rd	c 1790
Wilson, Alexander - Gill, Moses House	600 Barre Rd	c 1776
Wilson, James - Macomber, John House	453 South Rd	c 1790
Wilson, Robert - Felton, Joseph House	449 Hunt Rd	c 1770
Woodis, Ebenezer - Felton, Skelton House	356 Hunt Rd	c 1787
Wright, Henry B. House	55 Maple St	c 1846
(blank)	49 Maple St	1912

Retail Leakage Analysis Summary

Barre Center

Ron Barron, Associate Planner, CMRPC

Purpose of this report

This summary is intended to help the reader better understand the data presented in the attached retail leakage report. The leakage report, produced by ESRI and Infogroup¹, seeks to produce a measure of the total retail potential of sectors within a defined geography and then compare against actual retail sales. Per ESRI's own data note² (emphasis added):

"The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales."

In other words, retail leakage can be seen as an opportunity for market growth and is therefore represented by a positive value. Surplus, on the other hand, can be seen as market saturation and is therefore represented by a negative value. This value can also be interpreted as demonstrating a market draw and as such, the negative number may be somewhat misleading. It is important to remember that this analysis is focused only on the differences between local supply and regional demand and thus should be seen as a measure of opportunity, not market strength.

This leakage analysis was run utilizing a thirty (30) minute drive-time geography. Figure 1 illustrates this area. The thirty (30) minute drive time was utilized for a two key reasons. First, the bounds of the thirty (30) minute drive time encompass greatest amount of land area of the Quabbin Education-Municipal Partnership (QEMP) communities. This allows us to see what businesses might be most needed by QEMP residents which may be accommodated in the area selected. Second, the a thirty (30) minute drive time was determined to be a reasonable upper bound for attracting regular consumers outside the QEMP area. It should be noted that this distinction is somewhat arbitrary and that a smaller or larger geography would affect the output of this model.

¹ Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2018 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

² <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

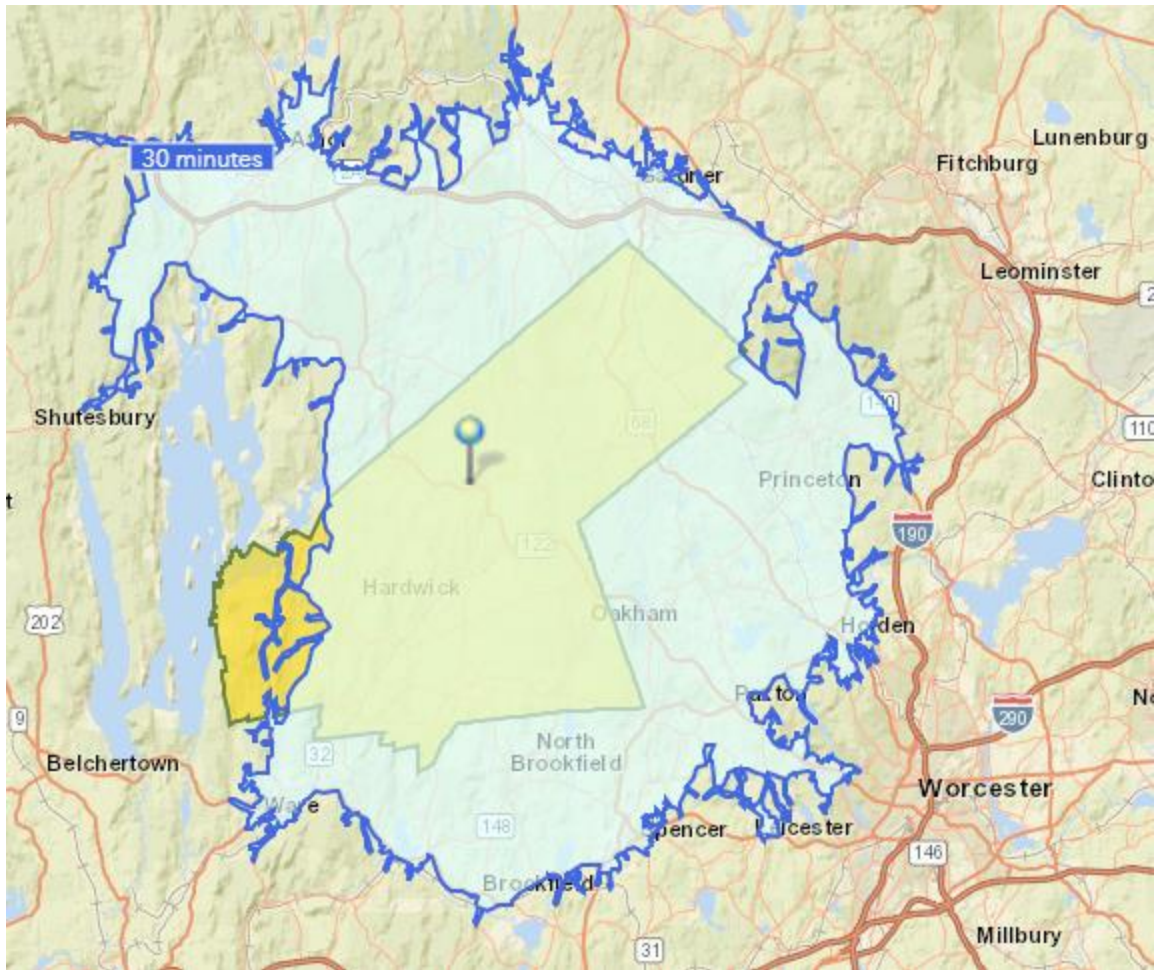


Figure 1 Map of QEMP communities overlaid with the 30-minute drive time utilized in the report

Summary of Report

Summary Demographics						
2018 Population						117,149
2018 Households						45,121
2018 Median Disposable Income						\$53,842
2018 Per Capita Income						\$34,584
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,740,368,435	\$1,083,519,392	\$656,849,043	23.3	710
Total Retail Trade	44-45	\$1,568,815,927	\$983,106,357	\$585,709,570	23.0	510
Total Food & Drink	722	\$171,552,507	\$100,413,034	\$71,139,473	26.2	200

Figure 2 Summary of report; ESRI Business Analyst, Infogroup

The report shows a strong market potential for most retail sectors. The sectors in this report are broadly broken into Retail and Food and Drink categories. These categories are further refined later in the report. The model shows market leakage of nearly \$600 million for retail trade. For food and drink, the value is a more modest \$71.1 million. Note that these dollar estimates are annual and not seasonally adjusted.

Detailed Leakage Figures

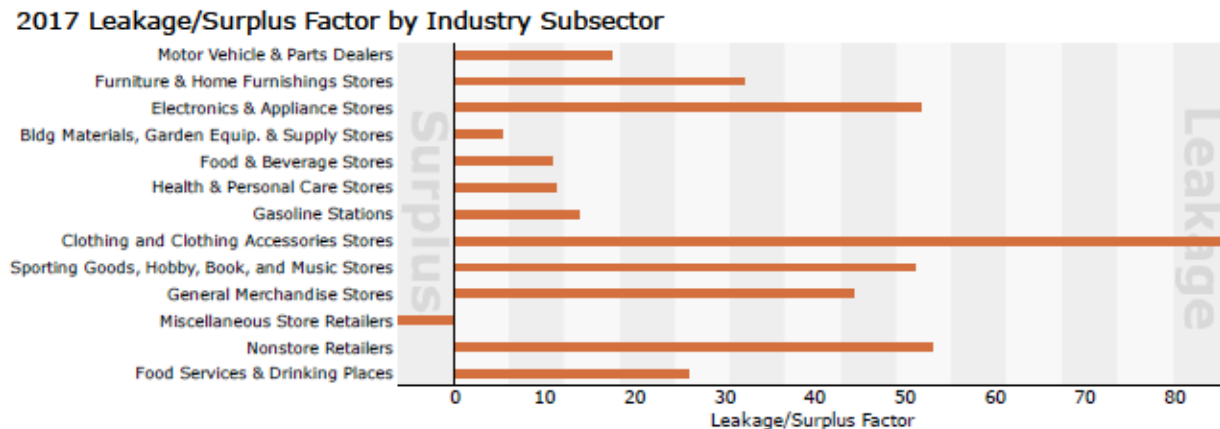


Figure 3 Leakage/Surplus by Industry Subsector; ESRI, Infogroup

Figure 3 above illustrates a more detailed Leakage/Surplus numbers by sector. The bars represent the estimate of Leakage/Surplus. Bars extending to the right indicate leakage while those extending to the left indicate surplus. Again, leakage indicates room for growth in the local market, while surplus indicates business types which are drawing consumers from outside the local area.

Within the defined geography, Barre Center is showing the capacity to support growth in nearly all sectors. This data suggests that clothing, electronics and sporting goods are among the sectors with the greatest growth potential. Figure 3 (below) shows in more detail which business sectors are attracting the most residents from outside the region.

Table 1 Business sectors showing retail gap surplus; ESRI, Infogroup

2017 Industry Group	NAICS	Demand	Supply	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Other Motor Vehicle Dealers	4412	\$27,415,390	\$31,914,390	(\$4,499,000)	-7.6	7
Auto Parts, Accessories & Tire Stores	4413	\$25,008,110	\$30,149,688	(\$5,141,578)	-9.3	18
Lawn & Garden Equip & Supply Stores	4442	\$8,168,917	\$9,016,095	(\$847,178)	-4.9	17
Office Supplies, Stationery & Gift Stores	4532	\$20,451,826	\$45,939,644	(\$25,487,818)	-38.4	21

Table 1 shows the main categories that are showing a retail surplus. Again, these numbers represent sectors which are attracting consumers from outside the region. For instance, motor vehicle dealers show a retail gap of -\$4.5 million dollars per year which tells us business sectors are drawing consumers from outside the 30-minute drive time geography.

2017 Leakage/Surplus Factor by Industry Group

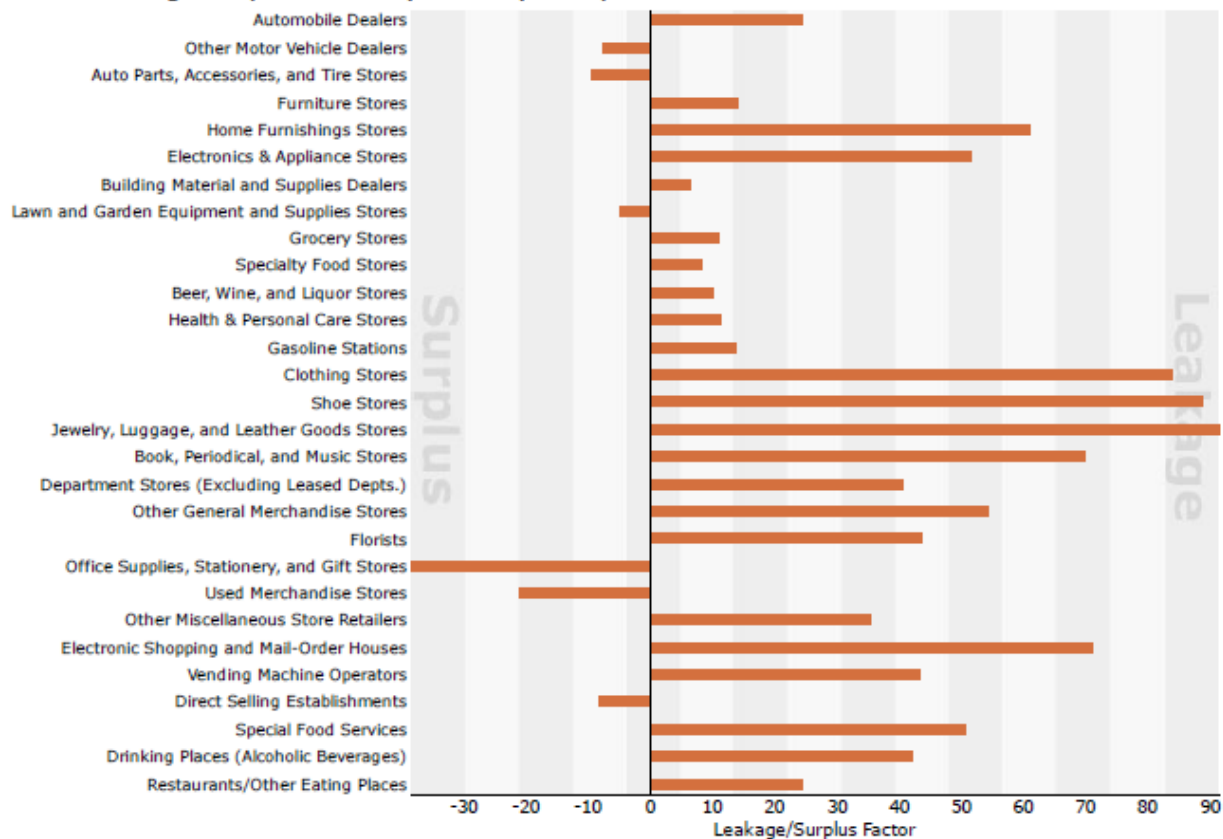


Figure 4 Leakage Surplus Factor by Industry Group; ESRI, Infogroup

Figure 4 (above) breaks this out in greater detail. At this scale clothing stores, shoe stores and other homegoods represent the greatest amount of leakage. In the surplus category, only auto-related industries and office supplies seem to be attracting consumers from outside the area.

Limitations

Again, it is important to recognize that this analysis is built upon estimates of both sales and spending habits. It should therefore be taken as a snapshot of the market potential and not as hard data on market activity. The leakage numbers included in this report should be used as a starting point to assess the market potential of a region. Other data sources and analysis should always be conducted to develop a more accurate picture of the local and regional market.



Retail MarketPlace Profile

40 West St, Barre, Massachusetts, 01005
Drive Time: 30 minute radius

Prepared by Esri
Latitude: 42.42280
Longitude: -72.10885

Summary Demographics

2018 Population	117,149
2018 Households	45,121
2018 Median Disposable Income	\$53,842
2018 Per Capita Income	\$34,584

2017 Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,740,368,435	\$1,083,519,392	\$656,849,043	23.3	710
Total Retail Trade	44-45	\$1,568,815,927	\$983,106,357	\$585,709,570	23.0	510
Total Food & Drink	722	\$171,552,507	\$100,413,034	\$71,139,473	26.2	200

2017 Industry Group

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$321,330,185	\$224,826,553	\$96,503,632	17.7	62
Automobile Dealers	4411	\$268,906,685	\$162,762,474	\$106,144,211	24.6	36
Other Motor Vehicle Dealers	4412	\$27,415,390	\$31,914,390	-\$4,499,000	-7.6	7
Auto Parts, Accessories & Tire Stores	4413	\$25,008,110	\$30,149,688	-\$5,141,578	-9.3	18
Furniture & Home Furnishings Stores	442	\$45,181,951	\$23,106,893	\$22,075,058	32.3	25
Furniture Stores	4421	\$23,951,895	\$17,975,008	\$5,976,887	14.3	11
Home Furnishings Stores	4422	\$21,230,057	\$5,131,885	\$16,098,172	61.1	14
Electronics & Appliance Stores	443	\$65,311,747	\$20,727,289	\$44,584,458	51.8	25
Bldg Materials, Garden Equip. & Supply Stores	444	\$104,262,691	\$93,336,413	\$10,926,278	5.5	60
Bldg Material & Supplies Dealers	4441	\$96,093,774	\$84,320,319	\$11,773,455	6.5	43
Lawn & Garden Equip & Supply Stores	4442	\$8,168,917	\$9,016,095	-\$847,178	-4.9	17
Food & Beverage Stores	445	\$304,127,653	\$244,401,254	\$59,726,399	10.9	92
Grocery Stores	4451	\$260,419,082	\$208,367,163	\$52,051,919	11.1	50
Specialty Food Stores	4452	\$11,397,554	\$9,637,751	\$1,759,803	8.4	15
Beer, Wine & Liquor Stores	4453	\$32,311,017	\$26,396,341	\$5,914,676	10.1	27
Health & Personal Care Stores	446,4461	\$101,858,738	\$81,057,388	\$20,801,350	11.4	36
Gasoline Stations	447,4471	\$139,538,465	\$105,159,543	\$34,378,922	14.0	33
Clothing & Clothing Accessories Stores	448	\$111,498,167	\$8,446,267	\$103,051,900	85.9	26
Clothing Stores	4481	\$79,085,096	\$6,830,177	\$72,254,919	84.1	22
Shoe Stores	4482	\$13,543,533	\$792,147	\$12,751,386	88.9	1
Jewelry, Luggage & Leather Goods Stores	4483	\$18,869,538	\$823,943	\$18,045,595	91.6	3
Sporting Goods, Hobby, Book & Music Stores	451	\$59,793,120	\$19,227,225	\$40,565,895	51.3	34
Sporting Goods/Hobby/Musical Instr Stores	4511	\$52,555,282	\$17,954,859	\$34,600,423	49.1	31
Book, Periodical & Music Stores	4512	\$7,237,838	\$1,272,366	\$5,965,472	70.1	3
General Merchandise Stores	452	\$191,100,973	\$73,375,665	\$117,725,308	44.5	20
Department Stores Excluding Leased Depts.	4521	\$135,449,026	\$56,969,982	\$78,479,044	40.8	3
Other General Merchandise Stores	4529	\$55,651,947	\$16,405,683	\$39,246,264	54.5	17
Miscellaneous Store Retailers	453	\$62,026,639	\$70,196,539	-\$8,169,900	-6.2	85
Florists	4531	\$4,989,255	\$1,951,073	\$3,038,182	43.8	12
Office Supplies, Stationery & Gift Stores	4532	\$20,451,826	\$45,939,644	-\$25,487,818	-38.4	21
Used Merchandise Stores	4533	\$4,656,699	\$7,162,151	-\$2,505,452	-21.2	19
Other Miscellaneous Store Retailers	4539	\$31,928,860	\$15,143,672	\$16,785,188	35.7	33
Nonstore Retailers	454	\$62,785,598	\$19,245,328	\$43,540,270	53.1	12
Electronic Shopping & Mail-Order Houses	4541	\$53,604,072	\$9,042,212	\$44,561,860	71.1	4
Vending Machine Operators	4542	\$810,426	\$318,568	\$491,858	43.6	2
Direct Selling Establishments	4543	\$8,371,100	\$9,884,548	-\$1,513,448	-8.3	6
Food Services & Drinking Places	722	\$171,552,507	\$100,413,034	\$71,139,473	26.2	200
Special Food Services	7223	\$6,422,995	\$2,095,981	\$4,327,014	50.8	9
Drinking Places - Alcoholic Beverages	7224	\$8,879,842	\$3,595,793	\$5,284,049	42.4	17
Restaurants/Other Eating Places	7225	\$156,249,670	\$94,721,260	\$61,528,410	24.5	173

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2018 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

July 06, 2018

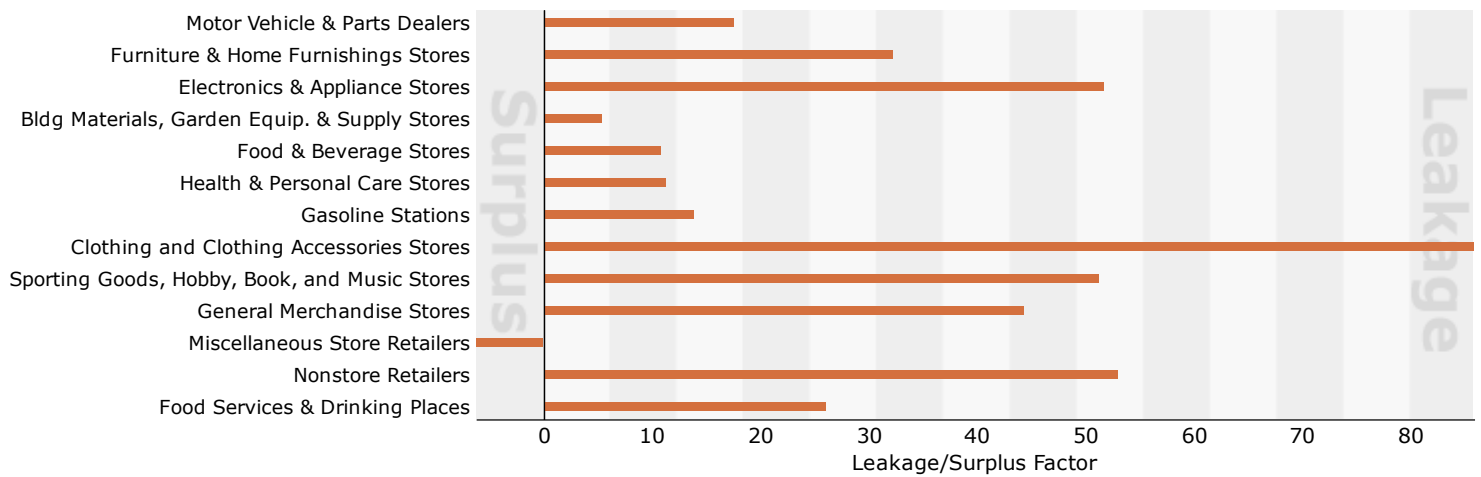


Retail MarketPlace Profile

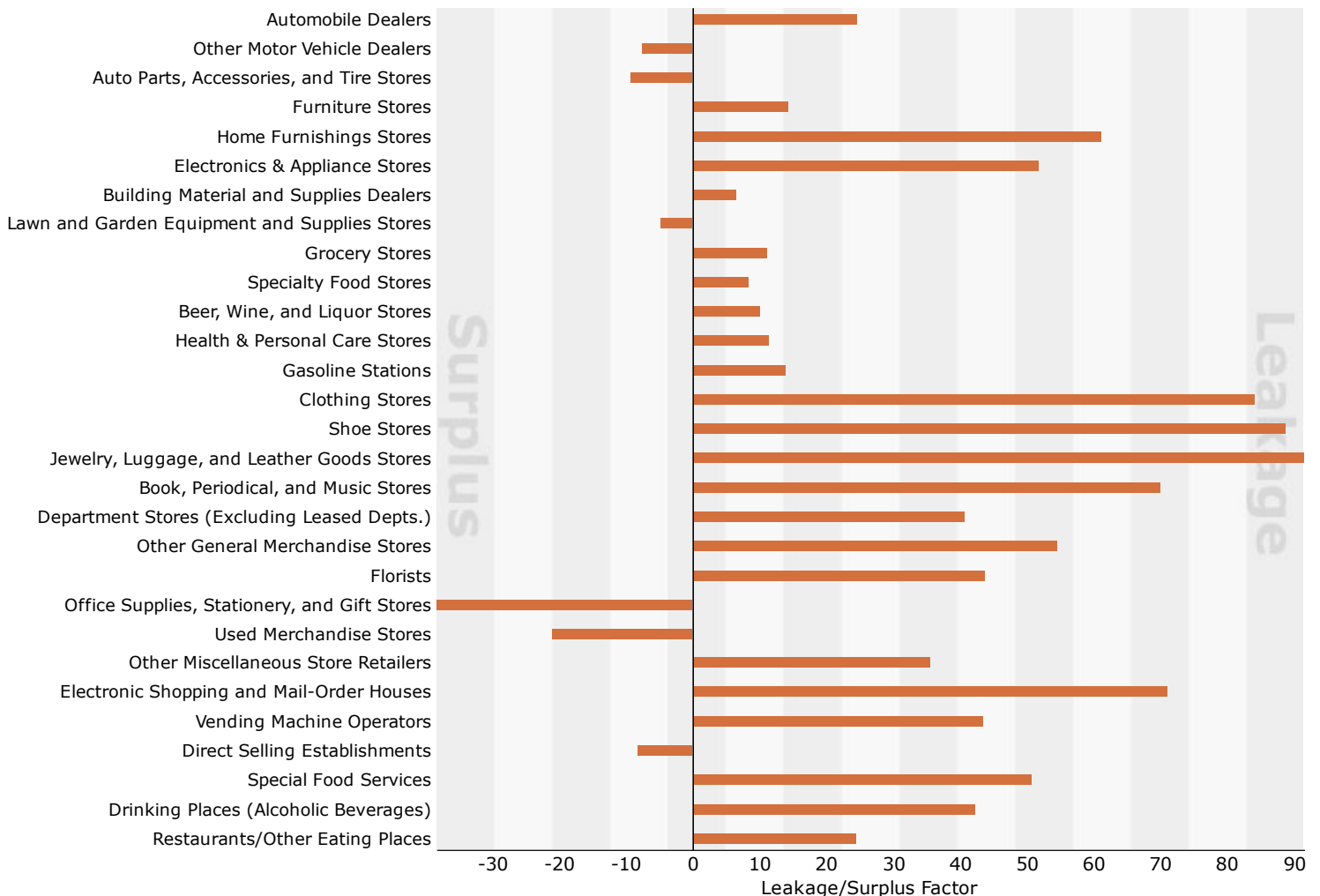
40 West St, Barre, Massachusetts, 01005
Drive Time: 30 minute radius

Prepared by Esri
Latitude: 42.42280
Longitude: -72.10885

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2018 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

July 06, 2018

Retail Leakage Analysis Summary

Gilbertville

Ron Barron, Associate Planner, CMRPC

Purpose of this report

This summary is intended to help the reader better understand the data presented in the attached retail leakage report. The leakage report, produced by ESRI and Infogroup¹, seeks to produce a measure of the total retail potential of sectors within a defined geography and then compare against actual retail sales. Per ESRI's own data note² (emphasis added):

"The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales."

In other words, retail leakage can be seen as an opportunity for market growth and is therefore represented by a positive value. Surplus, on the other hand, can be seen as market saturation and is therefore represented by a negative value. This value can also be interpreted as demonstrating a market draw and as such, the negative number may be somewhat misleading. It is important to remember that this analysis is focused only on the differences between local supply and regional demand and thus should be seen as a measure of opportunity, not market strength.

This leakage analysis was run utilizing a thirty (30) minute drive-time geography. Figure 1 illustrates this area. The thirty (30) minute drive time was utilized for a two key reasons. First, the bounds of the thirty (30) minute drive time encompass greatest amount of land area of the Quabbin Education-Municipal Partnership (QEMP) communities. This allows us to see what businesses might be most needed by QEMP residents which may be accommodated in the area selected. Second, the a thirty (30) minute drive time was determined to be a reasonable upper bound for attracting regular consumers outside the QEMP area. It should be noted that this distinction is somewhat arbitrary and that a smaller or larger geography would affect the output of this model.

¹ Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2018 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

² <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

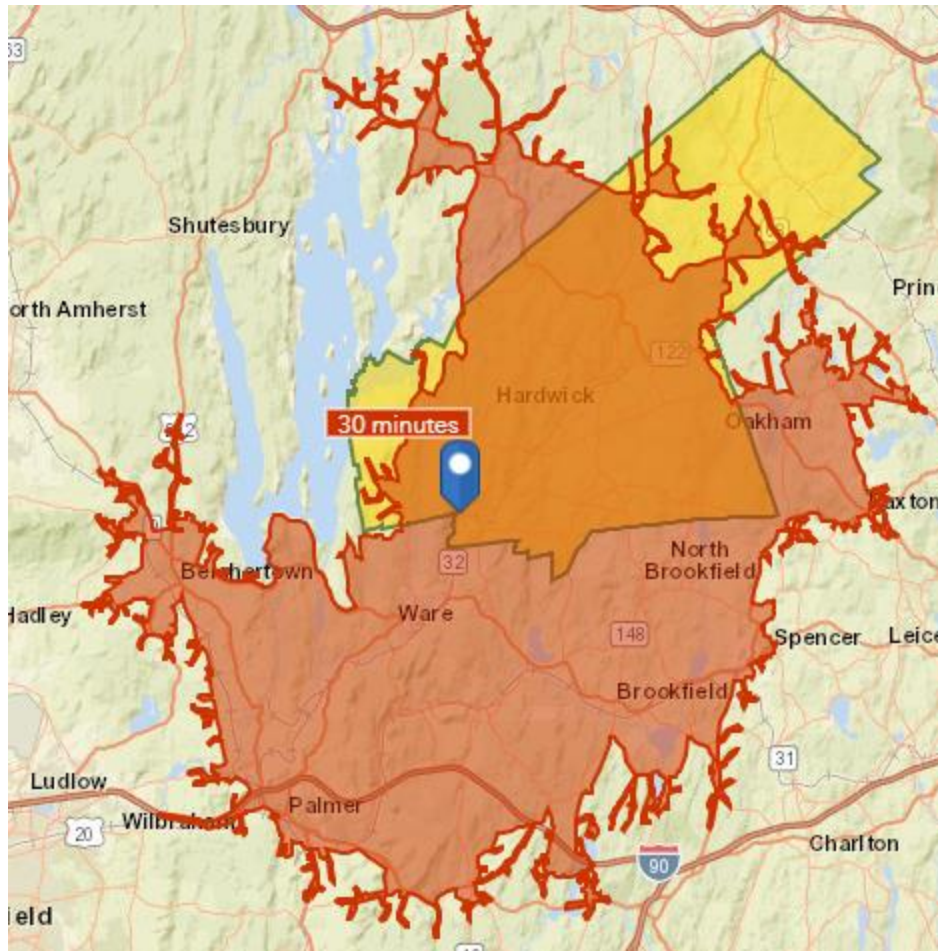


Figure 1 Map of QEMP communities overlaid with the 30-minute drive time utilized in the report

Summary of Report

Summary Demographics						
2018 Population						75,705
2018 Households						29,620
2018 Median Disposable Income						\$53,392
2018 Per Capita Income						\$34,172
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,116,845,429	\$804,735,444	\$312,109,985	16.2	507
Total Retail Trade	44-45	\$1,007,299,420	\$741,864,228	\$265,435,192	15.2	361
Total Food & Drink	722	\$109,546,009	\$62,871,217	\$46,674,792	27.1	147

Figure 2 Summary of report; ESRI Business Analyst, Infogroup

The report shows a strong market potential for most retail sectors. The sectors in this report are broadly broken into Retail and Food and Drink categories. These categories are further refined later in the report. The model shows market leakage of nearly \$270 million for retail trade. For food and drink, the value is a more modest \$63 million. Note that these dollar estimates are annual and not seasonally adjusted.

Detailed Leakage Figures

2017 Leakage/Surplus Factor by Industry Subsector

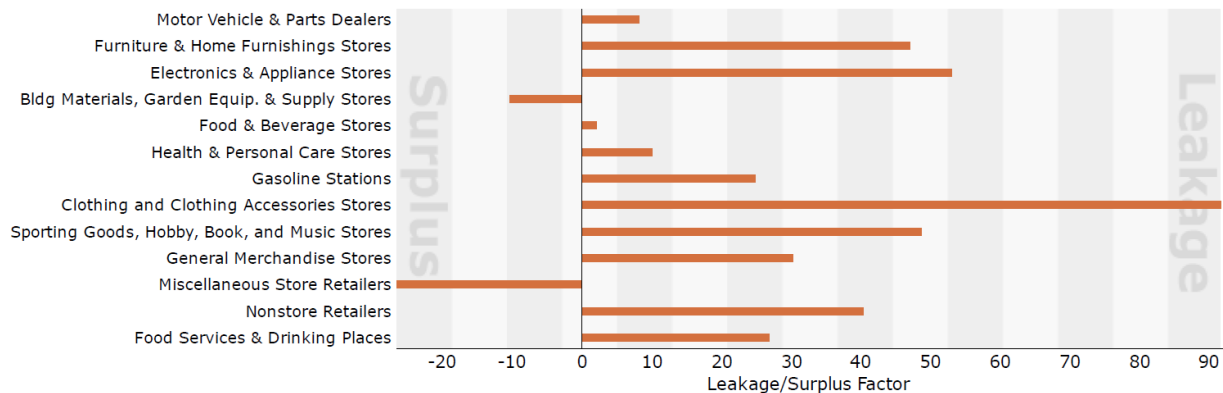


Figure 3 Leakage/Surplus by Industry Subsector; ESRI, Infogroup

Figure 3 above illustrates a more detailed Leakage/Surplus numbers by sector. The bars represent the estimate of Leakage/Surplus. Bars extending to the right indicate leakage while those extending to the left indicate surplus. Again, leakage indicates room for growth in the local market, while surplus indicates business types which are drawing consumers from outside the local area.

Within the defined geography, Gilbertville is showing the capacity to support growth in nearly all sectors. This data suggests that clothing, electronics and sporting goods are among the sectors with the greatest growth potential. Figure 3 (below) shows in more detail which business sectors are attracting the most residents from outside the region.

Table 1 Business sectors showing retail gap surplus; ESRI, Infogroup

2017 Industry Group	NAICS	Demand	Supply	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Other Motor Vehicle Dealers	4412	17,691,171	50,835,291	(33,144,120)	-48.4	9
Auto Parts, Accessories & Tire Stores	4413	16,040,317	23,718,978	(7,678,661)	-19.3	17
Bldg Materials, Garden Equip. & Supply Stores	444	66,991,151	82,347,134	(15,355,983)	-10.3	42
Bldg Material & Supplies Dealers	4441	61,735,321	78,119,596	(16,384,275)	-11.7	32
Grocery Stores	4451	167,485,818	169,496,481	(2,010,663)	-0.6	41
Miscellaneous Store Retailers	453	39,843,481	68,681,256	(28,837,775)	-26.6	65
Office Supplies, Stationery & Gift Stores	4532	13,093,862	54,467,862	(41,374,000)	-61.2	17
Used Merchandise Stores	4533	2,956,135	7,604,116	(4,647,981)	-44	23
Direct Selling Establishments	4543	5,367,674	6,085,567	(717,893)	-6.3	5

Table 1 shows the main categories that are showing a retail surplus. Again, these numbers represent sectors which are attracting consumers from outside the region. For instance, motor vehicle dealers show a retail gap of -\$33.1 million dollars per year which suggests businesses are drawing consumers from outside the 30-minute drive time geography.

2017 Leakage/Surplus Factor by Industry Group

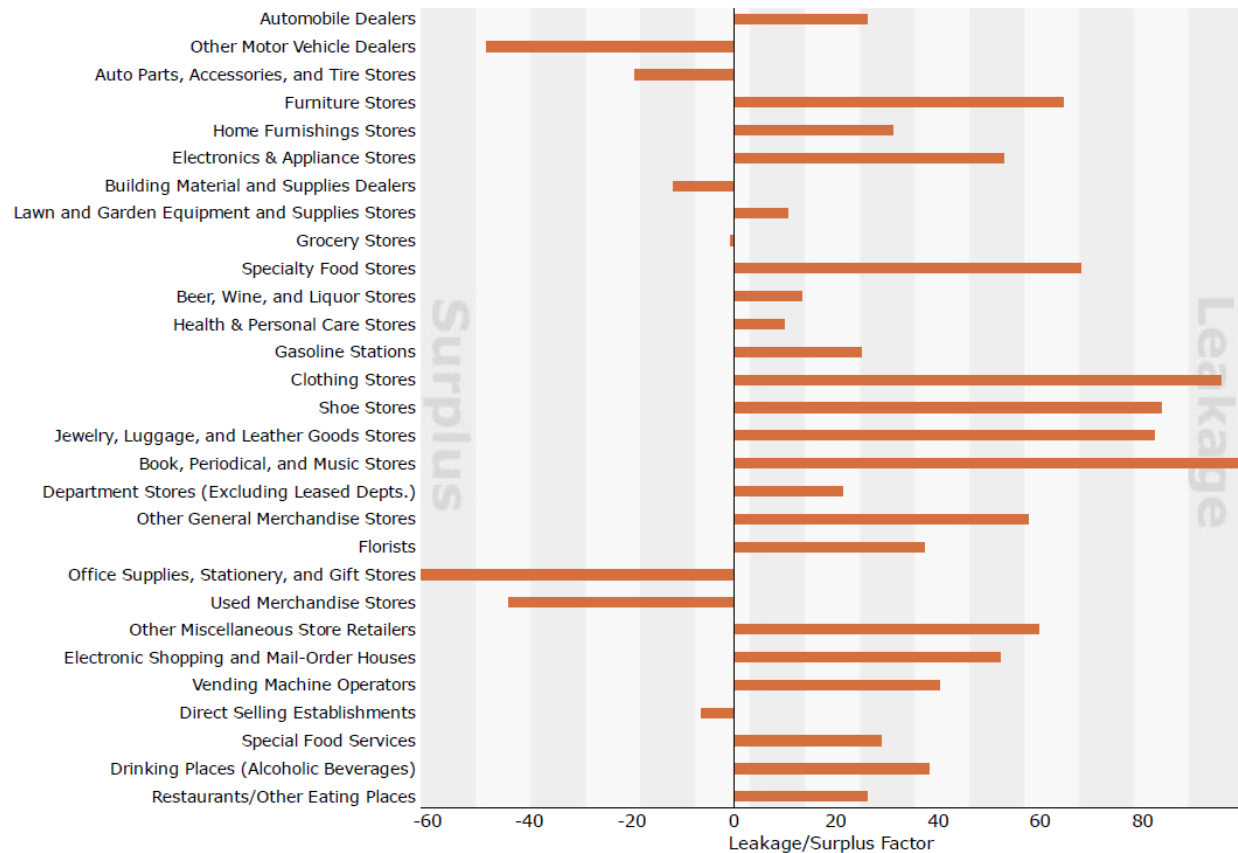


Figure 4 Leakage Surplus Factor by Industry Group; ESRI, Infogroup

Figure 4 (above) breaks this out in greater detail. At this scale clothing stores, shoe stores and other homegoods represent the greatest amount of leakage. In the surplus category, only auto-related industries and office supplies seem to be attracting consumers from outside the area.

Limitations

Again, it is important to recognize that this analysis is built upon estimates of both sales and spending habits. It should therefore be taken as a snapshot of the market potential and not as hard data on market activity. The leakage numbers included in this report should be used as a starting point to assess the market potential of a region. Other data sources and analysis should always be conducted to develop a more accurate picture of the local and regional market.



Retail MarketPlace Profile

01031, Gilbertville, Massachusetts
Drive Time: 30 minute radius

Prepared by Esri
Latitude: 42.31186
Longitude: -72.20755

Summary Demographics

2018 Population	75,705
2018 Households	29,620
2018 Median Disposable Income	\$53,392
2018 Per Capita Income	\$34,172

2017 Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,116,845,429	\$804,735,444	\$312,109,985	16.2	507
Total Retail Trade	44-45	\$1,007,299,420	\$741,864,228	\$265,435,192	15.2	361
Total Food & Drink	722	\$109,546,009	\$62,871,217	\$46,674,792	27.1	147

2017 Industry Group

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$206,888,125	\$175,172,480	\$31,715,645	8.3	56
Automobile Dealers	4411	\$173,156,637	\$100,618,212	\$72,538,425	26.5	30
Other Motor Vehicle Dealers	4412	\$17,691,171	\$50,835,291	-\$33,144,120	-48.4	9
Auto Parts, Accessories & Tire Stores	4413	\$16,040,317	\$23,718,978	-\$7,678,661	-19.3	17
Furniture & Home Furnishings Stores	442	\$28,901,266	\$10,353,825	\$18,547,441	47.2	15
Furniture Stores	4421	\$15,319,074	\$3,267,514	\$12,051,560	64.8	4
Home Furnishings Stores	4422	\$13,582,192	\$7,086,311	\$6,495,881	31.4	11
Electronics & Appliance Stores	443	\$41,702,534	\$12,790,979	\$28,911,555	53.1	14
Bldg Materials, Garden Equip. & Supply Stores	444	\$66,991,151	\$82,347,134	-\$15,355,983	-10.3	42
Bldg Material & Supplies Dealers	4441	\$61,735,321	\$78,119,596	-\$16,384,275	-11.7	32
Lawn & Garden Equip & Supply Stores	4442	\$5,255,830	\$4,227,538	\$1,028,292	10.8	10
Food & Beverage Stores	445	\$195,428,829	\$186,645,246	\$8,783,583	2.3	66
Grocery Stores	4451	\$167,485,818	\$169,496,481	-\$2,010,663	-0.6	41
Specialty Food Stores	4452	\$7,324,738	\$1,390,280	\$5,934,458	68.1	2
Beer, Wine & Liquor Stores	4453	\$20,618,272	\$15,758,484	\$4,859,788	13.4	22
Health & Personal Care Stores	446,4461	\$65,630,698	\$53,555,083	\$12,075,615	10.1	19
Gasoline Stations	447,4471	\$89,958,968	\$53,846,446	\$36,112,522	25.1	20
Clothing & Clothing Accessories Stores	448	\$70,989,575	\$2,978,501	\$68,011,074	91.9	10
Clothing Stores	4481	\$50,444,196	\$1,104,231	\$49,339,965	95.7	6
Shoe Stores	4482	\$8,644,561	\$747,754	\$7,896,807	84.1	1
Jewelry, Luggage & Leather Goods Stores	4483	\$11,900,819	\$1,126,515	\$10,774,304	82.7	3
Sporting Goods, Hobby, Book & Music Stores	451	\$38,206,382	\$13,113,438	\$25,092,944	48.9	27
Sporting Goods/Hobby/Musical Instr Stores	4511	\$33,588,458	\$13,113,438	\$20,475,020	43.8	27
Book, Periodical & Music Stores	4512	\$4,617,924	\$0	\$4,617,924	100.0	0
General Merchandise Stores	452	\$122,480,909	\$65,357,217	\$57,123,692	30.4	18
Department Stores Excluding Leased Depts.	4521	\$86,699,543	\$55,793,902	\$30,905,641	21.7	3
Other General Merchandise Stores	4529	\$35,781,366	\$9,563,315	\$26,218,051	57.8	15
Miscellaneous Store Retailers	453	\$39,843,481	\$68,681,256	-\$28,837,775	-26.6	65
Florists	4531	\$3,163,130	\$1,434,643	\$1,728,487	37.6	8
Office Supplies, Stationery & Gift Stores	4532	\$13,093,862	\$54,467,862	-\$41,374,000	-61.2	17
Used Merchandise Stores	4533	\$2,956,135	\$7,604,116	-\$4,647,981	-44.0	23
Other Miscellaneous Store Retailers	4539	\$20,630,354	\$5,174,635	\$15,455,719	59.9	16
Nonstore Retailers	454	\$40,277,503	\$17,022,622	\$23,254,881	40.6	9
Electronic Shopping & Mail-Order Houses	4541	\$34,388,967	\$10,716,374	\$23,672,593	52.5	4
Vending Machine Operators	4542	\$520,862	\$220,681	\$300,181	40.5	1
Direct Selling Establishments	4543	\$5,367,674	\$6,085,567	-\$717,893	-6.3	5
Food Services & Drinking Places	722	\$109,546,009	\$62,871,217	\$46,674,792	27.1	147
Special Food Services	7223	\$4,110,555	\$2,252,046	\$1,858,509	29.2	3
Drinking Places - Alcoholic Beverages	7224	\$5,617,674	\$2,500,194	\$3,117,480	38.4	11
Restaurants/Other Eating Places	7225	\$99,817,780	\$58,118,976	\$41,698,804	26.4	133

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2018 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

July 06, 2018

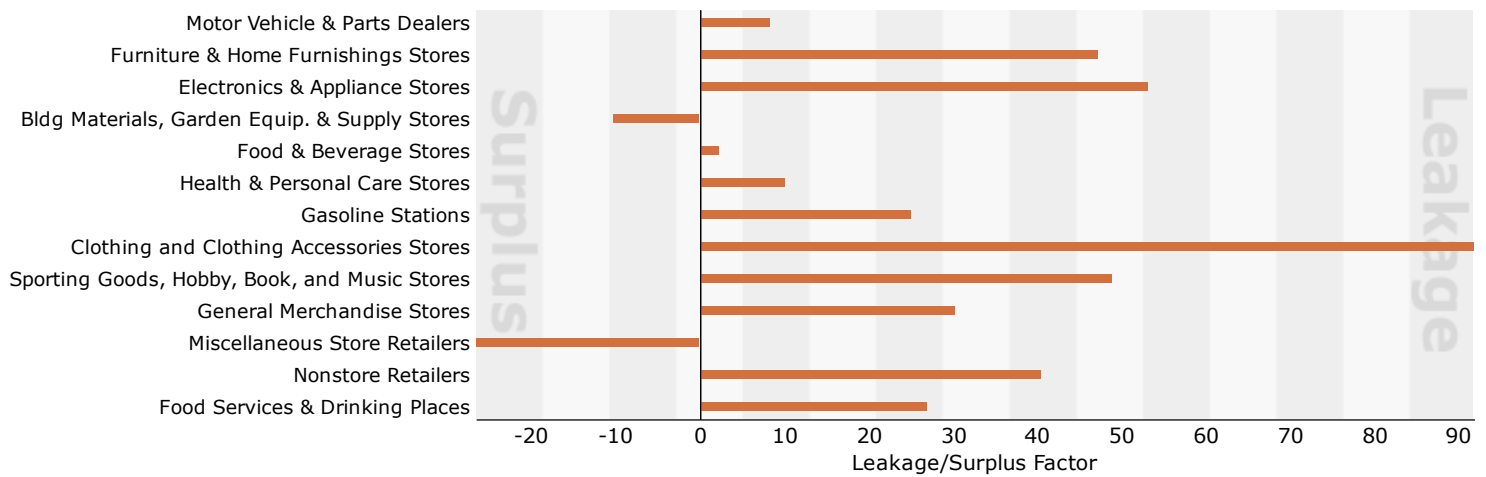


Retail MarketPlace Profile

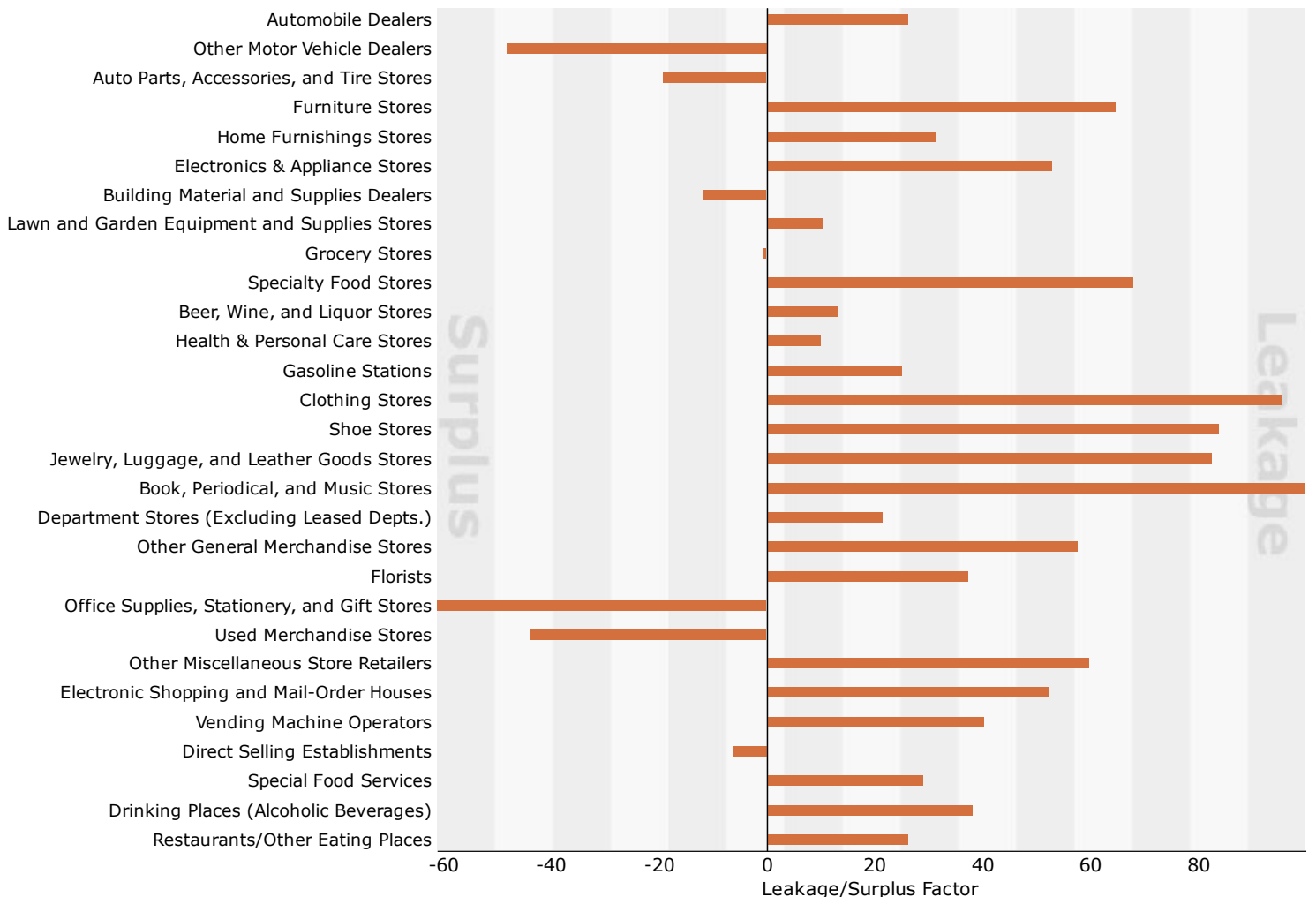
01031, Gilbertville, Massachusetts
Drive Time: 30 minute radius

Prepared by Esri
Latitude: 42.31186
Longitude: -72.20755

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2018 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

July 06, 2018