

***Retail Market Analysis  
for the  
Town of Millbury, MA***

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## I. INTRODUCTION

The Town of Millbury, in the Blackstone Valley Corridor in central Massachusetts, is designing a comprehensive plan to preserve and strengthen its downtown and to protect the surrounding community. The Town is experiencing changes to its community as housing costs rise and farm land shifts to housing subdivisions. Some of this change is driven by market forces directly, but some change is the result of increased accessibility caused by a second interchange off the Massachusetts Turnpike for the Town and the upgrading of the access to Route 146. There is also on Route 146 the potential of a new shopping center, a 700,000 square foot power center of big box retailers.

In 1999, the Town of Millbury received a Community Development Block Grant from the Massachusetts Department of Housing and Community Development to prepare a comprehensive downtown revitalization plan. A community development corporation, the Millbury Improvement Initiative (MII), was formed and the downtown began a series of improvements to the Library, Post Office, Asa Waters historical mansion, and the conversion of a railroad station to a senior citizens center. In addition, a few new retail tenants have moved into the downtown.

The vision for the downtown revitalization, as stated by the MII, includes the following objectives: to reinforce community pride; to have the downtown serve as a center for the community; to provide an inviting and convenient place for residents and visitors for shopping, recreation and congregating; to provide a stable environment for existing and complementary businesses; and to retain and promote the village character.

In September, 1999, the Town of Millbury and the MII engaged Todreas Hanley Associates to conduct a market study for downtown Millbury. The objectives of the study were to define the trade area and the economic trends, business climate, and market appeal in that area; determine the major causes of business closings and relocations; assess Millbury's retail competition; identify a niche market for the downtown; and identify strategies to help existing businesses enhance customer appeal.

To meet these objectives, we began a series of evaluations, both qualitative and quantitative, to determine market conditions. We, the principals, spent considerable time in Millbury and the surrounding towns, speaking to merchants, business people, shoppers, and civic leaders. We traveled the local and regional roads and evaluated competitive retail centers from small roadside shops to the regional malls. We studied the business and shopper surveys conducted by the MII and reviewed data on tourism provided by the Blackstone Valley Chamber of Commerce. We evaluated a 5, 10, 15 mile demographic study and assessed the results from a regional perspective.

Another component of our work took place in Millbury's downtown. We saw a movie at the Elm Draughthouse Cinema, ate at some of the eateries, and shopped at the stores. We drove the streets, and walked through the center of town several times. We visited other towns in the Blackstone Valley Corridor, and have assessed their downtowns for tenant mix and potential competition. This report considers the above research and also considers the state of downtown revitalization in the region and trends in the nation.



## **II. LOCATION**

The Town of Millbury is situated in central Massachusetts in the Blackstone River Valley National Heritage Corridor. First settled in the late 1600s, the valley's economy has been defined by the Blackstone River which powered a number of industrial mills beginning in the 19th century. While manufacturing remains an important part of the Blackstone Valley economy, today's economic base has diversified to include significant input from other industries, notably health services and retail trade. The Blackstone Valley encompasses 11 towns with a population of approximately 96,000.

Located just south of Worcester, the town is about 43 miles west of Boston and 37 miles northwest of Providence, Rhode Island. Millbury is bordered by Sutton, Grafton, Auburn, and Worcester. Interstate 90, the Massachusetts Turnpike, travels through Millbury, which makes it easily accessible to points east and west. With the new access at Route 146, Millbury is equal to Boston and Framingham in having two interchanges.

The downtown is in the geographic center of the town, encompassing a one-third square mile tract bounded by the Blackstone River to the east (at Elm Street), south (S. Main Street), and west (at Grafton Street), and by Main Street (at West Street) to the North. The downtown is directly accessible from Worcester and Sutton via Route 146, from Grafton via Grafton and Riverlin Streets, and from Sutton via South Main Street and Route 122A. In addition, there is indirect access to all of the Blackstone Valley towns via Route 122, Route 20, and Interstate 90.

## **III. EXISTING CONDITIONS**

Downtown Millbury is an uneven, disconnected, and fragile environment for retail. It is best described as a once thriving 19th century town center which has undergone the ravages of time, roadways, vehicular traffic, disappearance of stores, and introduction of non-retail uses to its center. The Blackstone River winds around the downtown, but since it is not visible, its presence is hardly known.

The character of the downtown is fragmented by the medley of buildings laid out with suburban style parking setbacks. There is worn housing, under-utilized historic buildings, an uneven quality of retailers and storefronts, some dated store signs, and an absence of landscaping or streetscape amenities. The overall environment is not conducive to shopping nor simply congregating for passive enjoyment.

The intersection of Main and Elm is the heart of the downtown. It is defined by a monolithic 20th century apartment building, a handsome historic bank building, a nondescript one story suburban style block used by Fallon Health Clinic, Ting's Chinese Restaurant, and a small one-story commercial structure adjacent to Central Diner. In front of Ting's is the town common. Another small park with benches is across the street in front of the Fidelity Bank Building. Both Main and Elm streets have heavy vehicular flow-through traffic at peak periods during the day, but are wide and not too noisy or busy during most of the day. There is no sense of place at Main and Elm.

There are only a handful of small retailers within a block from the Main and Elm intersection whose storefronts, signs, and merchandise have some curb appeal. Unfortunately, none of these are at the intersection, nor contiguous to one another, so cross shopping between these stores is weak.

### **Mix of Uses**

Downtown Millbury has a traditional mix of uses: civic, cultural, religious, institutional, commercial, medical, and residential. All of these uses draw people downtown. The 1998 Millbury Master Plan noted that downtown has 258 establishments with a work force of 1200 and 800 housing units with approximately 2000 residents. It further noted that 59% of these businesses were services (personal, business, health, professional, and cultural), while 20% were devoted to retail.

On Elm Street, between Main Street and the river are most of the civic and cultural uses: the Town Hall, Library, Youth and Senior Centers, Fire Station, Asa Waters House, and Post Office. The remainder of the commercial core contains two historic churches, a nursing home, a funeral home, the health clinic, four financial institutions, and a national chain drug store. A few small specialty and single standing retailers dotted throughout the downtown include the Elm Draughthouse Cinema, A & D Pizza, Paul's Center Bakery and Ice Cream, the Taft House Cafe, Fish and Chips, and a few fast food places. Some historic housing is clustered along Elm Street and is generally scattered in the downtown commercial area.

From informal discussion with business people and the business survey conducted by the MII, it is clear that the downtown attracts a mix of shoppers. These shoppers come from within Millbury and extend beyond a 10 mile area, with a concentration from neighboring Sutton and Grafton.

While the personal service businesses draw local customers, many of the banks and business services draw from the extended area. The specialty retailers are a destination from an extended area as is the Elm Draughthouse Cinema. The May 1999 Millbury Business Owner Survey, which included 27 out of 58 businesses, indicated that over half of the business owners responding draw a significant segment of their customer base from greater than five miles away. Approximately a third draw a portion of their customers from greater than ten miles away.

### **Market Appeal**

Currently, downtown Millbury has limited appeal for businesses. There are a few newer specialty stores that have quality display and merchandise and others that look tired and shabby. The retail activity on the streets is not continuous and is interrupted by vacant and under-utilized stores. There is not a critical mass of stores so people are not attracted to the downtown for shopping. The town center has few physical or visual amenities, such as landscaping and period lighting to enhance its appearance, and there are no updated eating places, cafes, coffee houses except for the Taft House Cafe, which is not open in the

evenings. Except for a few merchants who have developed their own specific markets and have become a destination, the downtown is a fairly risky business climate for retail.

#### **IV. STRENGTHS AND WEAKNESSES ANALYSIS**

##### **Downtown Strengths**

*Central Location:* Downtown Millbury is located in the heart of Millbury, and is the historic center of the municipality with government, civic, historical, and cultural institutions. Downtown is easily accessible from regional and local roads.

*Core Area:* There is a core area in the downtown, which has the potential to become a cohesive, mixed use commercial center with a strong identity and image. The area includes Main Street between the river and Grove Street, and Elm Street between River and Canal Street, with a potential focal point at the Main and Elm intersection.

*River Adjacency:* The Blackstone River intersects the downtown at three points, and if exposed at Elm Street can become a special recreational and environmental amenity.

*Mixed Use:* Institutional, financial, residential, professional, retail, food, and entertainment uses already exist in the downtown.

*Regional Center:* Of the towns in the Blackstone Valley, downtown Millbury has the scale, character, and road accessibility to become an attractive New England regional center.

*Sense of Community:* Business people in the downtown are friendly and interested in the community. They are familiar with one another and appear to care about the health and well-being of the town.

*Size of Market:* According to the CACI Marketing Systems Market Profile Report<sup>1</sup> the 1999 population estimate is 95,900 with an average household income of \$48,225 within a 5 mile radius of the downtown. This is a substantial market for a small town.

##### **Downtown Weaknesses**

*Vacancies in Prominent Locations:* Prominent street level vacancies on Elm Street and South Main Street weaken the appearance of the downtown and project a sense of frailty.

*Inconvenience:* The downtown is not an easy place for shopping since there are many gaps between retail businesses and walking between them is not pleasant. Appendix B shows examples of these gaps in the retail fabric. Hours and days of operation vary, making it difficult for shoppers to know when stores are open or closed.

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<sup>1</sup> CACI Marketing Systems, Market Profile Report, 1999. (Included as Appendix A.)

*Downtown Area Configuration:* The existing downtown as defined by the MII for the purposes of this study is not compact. The core area, if possible as defined above, needs to be officially established to focus revitalization efforts.

*Appearance:* The downtown lacks a unified appearance of quality. Many of the buildings are in poor condition and many storefronts are uninviting. Some of the stores have no signage whatsoever while other signs do not represent the stores within. Appendix C shows examples of both successful and unsuccessful signage.

*Parking:* The town parking lot is not signed and is difficult to find. Many merchants use parking as an excuse for weak business.

*Perception:* Millbury's history is that of a mill and small farm town with a blue collar working population. Many residents and merchants within Millbury and in neighboring towns do not regard it as a viable place for business.

*Weak Tenant Mix:* The retail tenants compose a small percent of uses in the downtown compared to the other uses. There is no shopping cluster. Only a few in the core area have curb appeal: Blue Moon, the Taft House Cafe, Ludvigson Jewelers, Paul's Center Bakery and Ice Cream, Millbury Florist, A and D Pizza, and Tings Restaurant. CVS, Goretto's Food Market, Subway, Ray's True Value Hardware, and Fish and Chips are retailers with a solid customer base, but they are disconnected visually and physically from the core. The overall character of the eating places is either fast-food or lunch only.

## **V. ECONOMIC TRENDS**

Survey responses, census information, and the 1998 Millbury Master Plan were analyzed in order to provide a picture of the general economic trends facing Millbury and the Blackstone Valley. The trends are positive, and suggest that Millbury has a stable, and growing, market that is substantial for a small town. Relevant indicators include:

*Market Indicators:* From the surveys and discussion with many of the Millbury business owners, it is clear that the existing businesses and services have a market beyond the Town of Millbury. Many respondents have articulated that their customers originate from 10 miles and beyond to include residents of Sutton, Grafton, Auburn, and parts of Worcester. Millbury serves as a regional center for finance and professional business services, and a few of the specialty retailers have become regional destinations, namely Blue Moon, Ludvigson Jewelers, and Elm Draughthouse Cinema.

The 700,000 square foot power center proposed at the new Millbury exit will bring, if executed, considerable attention, publicity, and shoppers to Millbury. The Blackstone Valley Chamber of Commerce reports that in 1998, 2.5 million visitors came to the Valley. These represent two additional sources of visitors that can be cultivated for downtown Millbury.

*Housing Indicators:* Originally a rural blue collar mill town dotted with farms and light industry at its edges, Millbury within the past few years is undergoing a change in

demographics. As opportunity and land for housing in MetroWest Boston has begun to shrink, developers have started subdivisions in Millbury which has had available land and large farming parcels. Prices of existing houses have also started to increase. The newcomers commute to Boston and will be further aided by the new entrance to the turnpike, enhancing its image and location as a regional center, and paving the way for more developers and housing subdivisions.

*Demographic Indicators:* Millbury's 1997 population is estimated to be 12,800. This population is expected to grow by 1,000-3,000 over the next 30 years<sup>2</sup>. The 1999 population estimate for the primary market (five mile) area is 95,900. This population is expected to grow to 99,191 by year 2004. The 1999 population estimate for the combined primary and secondary market (ten mile) area is 326,179. This population is expected to grow to 337,898 by year 2004<sup>3</sup>.

*Employment:* Current employment for the town of Millbury is estimated to be about 3,200 jobs. Employment forecasts suggest that this number will increase by 700 jobs over the next ten years.<sup>4</sup>

*Transportation:* Millbury enjoys excellent access to the road network through its location on routes 122 and 146, and its indirect access to Interstate 90, Route 122, and Route 20. The Worcester Regional Transit Authority bus system connects Millbury and Worcester with three routes running between 5:30 am and 8:00 p.m. There has been a East Millbury station proposed for the MBTA rail line running between Worcester, Framingham, and Boston. Also proposed is a bicycle trail that will run between Millbury and Blackstone.

## **VI. THE TRADE AREA**

### **The Geographical Definition**

The primary trade area is the location from which 60% to 70% of the customers come. Based on our meetings with merchants and business owners and on the business survey conducted by MII, the majority of businesses depend on trade from Millbury, Grafton, and Sutton. These towns represent the primary trade area. Other Millbury merchants and business owners have customers who come from approximately ten miles beyond Millbury. A ten-mile radius from Millbury's downtown forms the secondary trade area. The Downtown Millbury Trade Area Map, included in Appendix D, shows a map of the primary and secondary trade areas.

### **Primary Market**

The primary market for downtown Millbury consists of a population base in a five mile radius of the downtown: residents from Millbury, Grafton, Sutton, Auburn, and the south side of Worcester. Grafton, Sutton, Auburn, Northbridge and Worcester have access to the

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<sup>2</sup> Town of Millbury Master Plan, 1998.

<sup>3</sup> CACI Marketing Systems, Market Profile Report, 1999. (Included as Appendix A.)

<sup>4</sup> Town of Millbury Master Plan, 1998.



downtown through a network of roads: Routes 20, 146, 90, and 122A. This market is estimated to have a population of 95,900 within 37,388 households. The average household income is \$48,225 and the average age is 37.3.<sup>5</sup>

### **Secondary Market**

The secondary market consists of people living within a 10 mile radius of the downtown. This group includes the residents of the towns of Uxbridge, Douglas, Oxford, Shrewsbury, Northborough, Westborough, Upton, and central and northern Worcester. U Mass Medical Center is within this area. The highway orientation and network of roads within this 10 mile radius suggest that the focus of this market would be on the eastern half of the radius.

This market is estimated to have a population of 326,179 within 124,950 households. The average household income is \$51,202 and the average age is 37.4<sup>6</sup>.

### **Potential Market**

There were over 2.5 million visitors in the Blackstone Valley during 1998. This market consists of many day trippers who can be repeat visitors to downtown Millbury. Bikers using the anticipated bike path will be a niche market that can be cultivated. The proposed power center will bring in shoppers from a 30 to 60 minute drive of Millbury. These shoppers are a potential market for the downtown when it offers a different and unique small town shopping experience.

## **VII. COMPETITION**

Millbury is located in an area of substantial conventional retail: within easy drive time of 15 to 45 minutes are two regional malls, several shopping centers, some small shopping plazas, Wal-Mart, specialty stores on street front locations in and around Worcester and neighboring towns, and major retail centers in Boston and Providence. Proposed is a 700,000 square foot power center on Route 146. The Regional Location Map, included in Appendix D, shows regional retail centers in relation to Millbury.

*Regional Malls:* The two regional malls that are most easily accessed from Millbury are the Auburn Mall in Auburn and the newly opened Solomon Pond Mall in Marlborough/Berlin.

The Auburn Mall is approximately 15 minutes drive time from Millbury; Solomon Pond is slightly more distant from Millbury, at 20 to 30 minutes drive time. Both malls attract people from the region and provide the traditional mix of mall stores and restaurants.

The Auburn Mall has 600,000 square feet of retail space including its anchor department stores with 175,000 square feet of space devoted to 60 smaller stores.

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<sup>5</sup> CACI Marketing Systems, Market Profile Report, 1999. (Included as Appendix A.)

<sup>6</sup> CACI Marketing Systems, Market Profile Report, 1999. (Included as Appendix A.)

The Solomon Pond Mall has 1.2 million square feet of retail space with 285,000 square feet devoted to 110 small stores.

These malls have low to no vacancies, convenient eating places, interior amenities of benches, phones, and restrooms, excellent signage and directories, easy circulation, adequate parking, extended hours of operation, and continuous advertising and promotions to draw customers.

*Shopping Centers:* The largest cluster of retail outside the traditional mall is in Shrewsbury. This cluster has some big box and destination retail, such as The Christmas Tree Shops, as well as other traditional stores.

Other shopping centers are located in Grafton, Northborough, and Whitinsville. Most of these centers feature stores with basic goods and are anchored by a large grocer. The Perkins Farm Marketplace is the location of two destination off-price stores: Building 19 and AJ Wright.

These regional malls and shopping centers provide the region with an approximate 2,035,000 square feet of stores and services

*Small Shopping Plazas:* There are several small strips of specialty shops, services, and eateries located in plazas in and around the adjacent towns. These are located near the shopping centers and feature small destination retailers and related services. All of these plazas have dedicated parking in front of the stores.

*Wal-Mart:* Wal-Mart in Whitinsville is the closest and most convenient of three nearby locations. The others are in Northborough and West Boylston. It provides basic goods, is promotional, and easy to shop.

*Specialty Stores:* Some specialty and antique stores have locations on local roads; others are doing business from their homes. Merchandise in these stores ranges from apparel, gifts, home furnishings, specialty foods and farm produce, and antiques. A few specialty stores have started to locate in downtown Northbridge. Worcester's Shrewsbury Street is known for independently-owned restaurants, many of which are ethnic and attract people and visitors from the region, primarily on the weekends in the evenings.

*Major Retail Centers:* Boston and Providence both offer shopping experiences that are different from shopping centers and regional malls. Millbury is within easy drive time on major roads to both. Boston has upscale specialty shopping on Newbury Street, Copley Place, Prudential Center and Chestnut Hill. Route 9 between Natick and Westborough offers national retail, restaurant, and entertainment chains in every category of merchandise. Providence, now boasting the well-known Nordstrom's Department store in the downtown Providence Place Mall, is a draw, as well as the many small restaurants and shops nearby on South Street.

## VIII. THE NICHE FOR DOWNTOWN MILLBURY

As a retail destination, downtown Millbury cannot compete with malls, shopping centers, or shopping plazas. To succeed in revitalization, it will have to become a special place and provide a different experience. There is no other town in the Blackstone Valley that has the same potential to become a pleasing, regional commercial center with a variety of uses complemented by specialty retail. Downtown Millbury has the pedestrian scale of a New England small town and it already has established uses of a traditional town center with a few retail destinations. If the river can become integrated with the downtown, this will provide the downtown with a distinctive natural feature and make it a special and inviting place.

As a regional New England village downtown for the Blackstone Valley, Millbury's downtown will serve southern Worcester county residents, the Millbury community, downtown workers, and visitors to the Blackstone Valley with retail, restaurant, recreational, and commercial uses in a historic setting adjacent to its civic and cultural heart. Downtown will provide an alternative to shopping centers and malls with small, owner-operated, specialty stores, providing personalized service to their patrons.

Currently, downtown Millbury has four independent banks, a major health management plan, Fallon, and several professional offices. Adjacent to the core is an assisted living facility, funeral home, and senior citizen center. On the corner of Main and Elm is a large apartment building, 95 Elm, with senior residents. The largest downtown tenants are Fallon, the financial institutions, and the elderly and assisted living residents. Thus, the prevailing identity is medical/health and institutional. Since health and wellness are growing sectors of retail uses, Millbury can take advantage of this identity and also become a mini-health and wellness center with related functions.

To create the village downtown niche, there are several suitable tenant types that will strengthen the existing market and provide the image that the downtown is reinventing itself as an updated downtown for the region. Tenant types for this niche market include:

- \* Antiques and second hand shops
- \* Exchange stores: furniture, apparel, musical instruments, CD's, children's sports equipment
- \* Specialty women's apparel
- \* Bridal shop
- \* Custom craft and art-related stores
- \* Specialty books
- \* Gifts
- \* Home furnishings
- \* Cafes, coffee and tea houses
- \* Family restaurants
- \* Dinner restaurants
- \* Contemporary bistros



Four examples of specialty tenants for this niche are: The Tatnuk Bookseller in Worcester; Special Teas in Grafton and Northborough; Pastiche Vintage Goods; and Sole Proprietor (a restaurant) from Highland Street in Worcester.

Commercial tenant types for the mini-health and wellness market include:

- \* Professional offices (accounting, legal, medical, dental)
- \* Alternative medical and health related services (hearing, eye, and foot centers, women's health, acupuncture, yoga, martial arts, chiropractors, fitness and weight watching studios, day care)
- \* Personal and home services (cleaners, shoes, tailors, computers)

## **IX. ESTABLISHING NEW CONDITIONS**

To achieve the niche market position, downtown Millbury will have to undertake several measures to make itself an attractive environment for new tenants. Establishing new conditions and a new framework for business is of critical importance in creating a new image and identity. Implementing the recommendations listed below will establish the fundamentals and thus serve as first steps for a tenant recruitment program, and also help current tenants strengthen their own position in this market.

*District Identity:* For a new image and identity, officially create the core area and concentrate physical improvements in this area. Create a name for this district, distinguish it with gateway signs at it's borders and target under utilized buildings and spaces in this area for upgrading. Target the street level vacancies for retail and restaurant use. The town common and the small park should be enhanced with public art, new signs and landscaping so that Main and Elm can serve as the focal point of identity for the district

*Environment:* Establish the core as clean and attractive including sidewalks, green space, parking lots, and vacant buildings. To be marketable, vacant buildings need to have a cared-for appearance with clean windows, facades, and removal of old commercial signs. Physical improvements to enhance the streetscape include pedestrian scale lighting, landscaping, street furniture, restored facades, unified signs and well merchandised store fronts. Streetscape improvements will help build a positive image and change dated perceptions about Millbury.

*Parking:* Resolve parking perceptions. By shopping center standards, the total of 706 spaces in the downtown identified in the Master Plan, is adequate for 117,000 square feet of retail. The existing town parking lot will be more user-friendly with directional and locational signs that make it easy to find. With co-operation between public and private owners and creative management of existing spaces, parking should not be a major issue. However, plans for a new lot should be made now to accommodate future needs.

*Liquor Licenses:* Secure liquor and beer and wine licenses for the downtown. Nationwide, the trend is for more small cafes and restaurants in downtowns. Liquor and beer and wine licenses are of utmost importance. Serious and capable restaurateurs require the ability to serve alcohol as a complement to good food. It is highly unlikely that any prospective food tenant will enter Millbury without ease of obtaining a license. The Taft House Cafe would

be a traffic generator for the downtown if dinners were available and if entertainment, such as open mike and poetry readings, were developed. Without beer and wine served, this type of business is not able to draw customers and compete.

*Consensus.* Develop consensus amongst residents, business owners and civic leaders. For downtown revitalization to occur, the people in the town need to be in agreement so that there is a sense of optimism and purpose. Old patterns of maintaining and tenancing buildings need to change with an eye to quality. For tenant recruitment to succeed, new tenants need to be welcomed at the banks and the civic and cultural institutions, and made to feel that the town is working as a team and will do everything possible to create a sustainable business environment.

## **X. TENANT RETENTION STRATEGIES**

There are many opportunities to help current tenants stabilize and improve their businesses. Measures taken to assist current merchants will also positively affect efforts for tenant recruitment.

*Marketing the downtown:* Develop a budget for a marketing program to target the population in the primary trade zone. This should consist of a co-operative advertising campaign, a calendar of special events and promotional sales, and a public relations effort to publicize stories about downtown Millbury. Involve as many merchants and businesses as possible for ideas and implementation.

*Merchant Assistance:* Organize business resources in the region to provide a variety of low cost assistance; such as associations of retired business executives, colleges and local educational institutions, and members of the community with relevant business experience. Create a workshop program to provide technical assistance from consultants in merchandising, accounting, marketing and promotion. Organize retail round tables to discuss issues and opportunities, so that there is team spirit.

*Retail operating hours:* Create and publicize uniform operating hours for downtown retail businesses, with extended hours at least one night a week for late night shopping.

*Customer Survey:* Consider another customer survey to be taken on a typical mid-week shopping day to determine customer origin, demographic profile (age, income, sex, education and work status), reason for coming downtown, and image of downtown. The shopper survey that exists for Millbury is skewed because it occurred on a summer holiday, July 4, and contained nearly 20 questions. Ten questions on a survey is considered optimum for unclouded results. This new survey may yield additional information about the present environment for shopping from a customer perspective and help present tenants become more accepting about change.

## **XI. TENANT RECRUITMENT STRATEGIES**

National and regional chains have a site selection formula and real estate board that usually prohibits them from considering street front locations in small and mid-size markets where

there is not a critical mass of retailers. Therefore, recruitment efforts for downtown Millbury will be more effective if independent owner-operated businesses are targeted.

To attract new tenants, a tenant recruitment effort must assure new tenants that the downtown will be promoted and the environment will be clean, safe and attractive day and night. New tenants have to believe in the potential of the market and most often they have to be offered incentives to locate in a downtown which has just started revitalization. Recruitment requires patience, and the success of the tenant recruitment program is related closely to the patience and skill of the recruiters.

Tenants for downtown Millbury will originate from the Blackstone Valley region since they can become familiar with the market potential. In Millbury and its immediate environs there are several specialty businesses along the local roads and in neighboring towns. Their specialties correspond or are related to those noted in the section on the niche market.

Other prospects can be identified from advertisers in local and regional newspapers and periodicals, the yellow pages, and any county fairs. They will require a personalized presentation of updates and facts about the downtown. They will need to know what revitalization efforts are underway and what promotion programs are in place. They will have to believe that the downtown will become a pleasing and economically viable place for business.

The essential ingredients for a successful retail recruitment program include:

*Local and Regional Retailers:* Create a database of independent owner operated specialty retailers to target from Worcester and other towns in the Blackstone Corridor.

*Presentations:* Go door to door and meet individually with each prospect at their place of business for a personal presentation. Retail recruiting and leasing space is heavily dependent on building trust and establishing relationships. Once a prospect is interested, a visit to Millbury should be arranged. At this point the prospects should be introduced to town leaders and other merchants and made to feel welcome.

*Marketing Brochure:* A special brochure is of great importance as a marketing tool, and should be part of the presentation. It should list all pertinent facts regarding the downtown and market: the vision, demographics, maps showing the regional roads, information on the revitalization effort, interesting facts about the town and its current tenants, and any other data that will be convincing about the market potential. The piece should not be too long or complicated. It should be graphically appealing and directed only to the retail/restaurant market.

*A One-Stop, Tenant-Friendly Shop for Leasing.* Place an office for leasing in the core of the downtown on the ground level. Prospective tenants require a similar process to lease as they would find in a shopping center. They need one person to contact who will serve as liaison between them, the landlord, and any permits they may need from the town. If prospects have an unwieldy process with many meetings and an unfriendly business

environment, they will not persist in a location such as downtown Millbury since proof of the market is not evident.

*Fact Sheets for Available Properties.* Provide a photo and pertinent facts about the space for rent, such as size, square feet available, rent, and any other particulars a prospective tenant may need to know about the space.

*Public Awareness Program.* At every pivotal point in the revitalization process, send out a press release, with photos, to local and regional newspapers and magazines to publicize that downtown Millbury is undergoing revitalization and creating a business-friendly environment. Plan a press conference on the Town and its plans and arrange for civic and business leaders to be speakers. This is an essential image building process which will lead prospects to seek out information on Millbury.

*Tenant Incentives.* A retailer can only afford to pay, at the most, 10% of his sales to cost of occupancy, which includes taxes, rent, utilities, and permits. Rent is directly related to sales potential. Rents must be well below malls and shopping centers in the region to be realistic for a downtown location. In the southern Worcester County region, posted rates for rent in the malls and shopping centers range between \$9 and \$14 per square foot, which indicates that sales per square foot range between \$90 and \$140 per square foot. Rent in downtown Millbury should not exceed \$8 per square foot and should actually be lower to attract prospects. In addition, some tenants may only take space if there is an allowance for improvements to the space available from the landlord or a special downtown fund. Such improvements include new walls, lighting, ceiling, carpeting or flooring, and heating and air conditioning. These expenses may be recuperated at the end of the lease in the form of a graduated rent increase. Once the market in the downtown becomes desirable and the new image is promoted, this type of incentive will not be required.

*Vacant Spaces:* To bring awareness to an empty building, identify a temporary use so that the space is lit and active, albeit without generating rent directly. Possibilities are numerous, such as a seasonal crafts fair, book fair, farmers market, art gallery for local artists or public school students, toy exchange, or temporary office for the MII. Sometimes a temporary tenant will pay a small rent to test the market and if the business proves successful, the tenant will convert to paying full market rent.

## **XII. CONCLUSION**

In downtowns there is a trend to bring back community life through providing a pleasant and familiar town environment for eating and entertainment, complemented by specialty shops. Today's customers want to sit in cafes and coffee houses, browse for books, search for bargains for home, hobbies, and themselves, pursue physical fitness, eat out at a variety of restaurants, go to movies and theatres, hear music, and meet friends.

Downtown Millbury can become a pedestrian-friendly environment where people want to come to shop, eat, walk, and meet friends. This niche will complement the existing mix of civic, religious, commercial, and residential uses. It will fill retail voids in the community and build on the existing strengths of the specialty retail and entertainment so that retail

gravity can be created. With the advent of new recreation possibilities, the bike path and future river front development, Millbury will be in a position to capture visitors from other sites in the Blackstone Valley. Downtown Millbury is located regionally so it can become such a place. However, there are many challenges which must be met to make it happen:

- \* There must be a consensus of people in Millbury about the goals of revitalization.
- \* The physical environment must be enhanced with building and streetscape improvements.
- \* The image must be changed through a public awareness and a downtown marketing program.
- \* Millbury must be welcoming to restaurateurs with the availability of liquor and beer and wine licenses.
- \* A one stop shop for retail leasing must be organized.

These are the short term objectives which set the conditions for retail recruitment and tenant retention. Simultaneously, it will be important to work with owners of underutilized buildings and weak tenants where the retail operation needs enhancing. This is an on-going process which builds over time.

Buildings to target for mixed-use office/residential/ground floor retail development are the Belfont Hotel on South Main and the burned structure at 37 Elm. Buildings to target for ground floor retail recruitment are 95 Elm Street and the Sir Williams Toy Faire building on South Main. The latter would be a potential location for a restaurant.

Tenants who especially need assistance from consultants to upgrade and update their businesses are those at 73 Elm, and the group of small retailers on North Main who face Brooks Pharmacy. The objective in all these cases is to demonstrate to the owners that there is a missed opportunity for improved market share. Finally, a parking management plan will need to be developed, and physical improvements and tenant recruitment can be extended to the remaining area of the downtown.



## **APPENDIX A**

### **MARKET PROFILE REPORT**

Account: 22079  
Site: 103344

# MARKET PROFILE REPORT

11/ 2/99

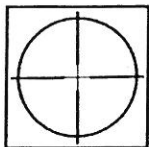
PREPARED FOR:

Todreas, Hanley & Associates

Elm & Main St  
Millbury, MA  
Ord: 42.1910 71.7611

Area 1: 5.0 Mile Radius  
Area 2: 10.0 Mile Radius  
Area 3: 15.0 Mile Radius

Description	Area 1	Area 2	Area 3
-------------	--------	--------	--------



**MARKET PROFILE** The Market Profile Report contains a comprehensive list of demographic information based on 1990 Census data updated to reflect 1999 estimates and 2004 projections.



**POPULATION** Population information allows you to quantify the market size and measure future growth. Population is defined as all living persons in a geographic area. Group quarters include non household living arrangements such as military barracks, college dormitories, long-term health care facilities, group homes, boarding houses, prisons, and ships.

2004 Population Projection	99,191	337,898	515,339
1999 Population Estimate	95,900	326,179	496,471
1990 Census Population	92,906	313,902	473,564
1999 Population Per Square Mile	1,251	1,077	734
1999 Group Quarters Population	3,487	15,923	19,712



**HOUSEHOLDS** Households consist of one or more persons who live together in the same housing unit, regardless of their relationship to each other. Households include all occupied housing units.

2004 Household Projection	39,496	132,180	199,984
1999 Household Estimate	37,388	124,950	188,694
1990 Households	34,930	116,246	173,924
% Annual Household Growth: 1990 - 1999	0.8	0.8	0.9
1990 % Households			
With 1 Person	24.6	26.0	24.2
With 2 Persons	33.0	31.3	31.4
With 3 Persons	18.1	17.4	17.9
With 4 Persons	14.9	15.4	16.4
With 5 Persons	6.3	6.6	6.9
With 6 Persons	2.1	2.1	2.1
With 7+ Persons	1.0	1.1	1.0
1999 Average Household Size	2.47	2.48	2.52

Account: 22079  
Site: 103344

# MARKET PROFILE REPORT




11/ 2/99

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Elm & Main St  
Millbury, MA  
Coord: 42.1910 71.7611

Area 1: 5.0 Mile Radius  
Area 2: 10.0 Mile Radius  
Area 3: 15.0 Mile Radius

Description	Area 1	Area 2	Area 3
 1999 INCOME Income is a good indicator of the spending power of your market. Per Capita Income includes the income of all persons 15 years old and over. Median Income divides the income distribution into two equal parts, one-half falling above the median and one-half below.			
% Under \$10,000	10.6	11.6	10.3
% \$10,000-\$14,999	4.8	5.1	4.6
% \$15,000-\$24,999	11.2	10.6	10.1
% \$25,000-\$34,999	13.0	12.1	11.7
% \$35,000-\$49,999	20.6	19.5	19.1
% \$50,000-\$74,999	23.9	22.8	23.4
% \$75,000-\$99,999	9.6	10.0	11.0
% \$100,000-\$149,000	5.0	6.3	7.5
% \$150,000+	1.2	1.9	2.4
1999 Per Capita Income	\$19,023	\$19,907	\$21,043
1999 Average Household Income	\$48,225	\$51,202	\$54,693
1999 Median Household Income	\$42,731	\$43,471	\$46,167
 1999 POPULATION BY RACE The race variables represent the self-classification by people according to the race with which they most closely identify. Ancestry can be viewed as the nationality, lineage or country of birth of a person. Persons of Hispanic ancestry may be of any race.			
% White	92.6	89.2	91.6
% Black	2.2	3.3	2.5
% Asian or Pacific Islander	2.8	3.4	2.9
% Other	2.4	4.0	3.0
% Hispanic Ancestry	4.9	7.2	5.7
 1999 POPULATION BY AGE Population by age provides valuable information as to the relative maturity or youth of a particular market. Median age divides the age distribution into two equal parts, one-half falling below the median and one-half above.			
% Under Age 5	6.7	6.7	6.8
% Age 5-14	13.7	14.2	14.6
% Age 15-17	3.1	3.2	3.2
% Age 18-20	4.9	5.0	4.4
% Age 21-24	4.4	4.4	4.1
% Age 25-34	15.9	14.9	14.8
% Age 35-44	15.5	16.1	17.0
% Age 45-54	12.9	12.7	13.2
% Age 55-64	8.1	7.8	7.7
% Age 65-74	7.7	7.2	6.8
% Age 75-84	5.5	5.7	5.4
% Age 85 +	1.6	2.1	1.9
Average Age of Total Population	37.3	37.4	37.1
Median Age of Total Population	36.1	36.4	36.5



Account: 22079  
Site: 103344

# MARKET PROFILE REPORT

11/ 2/99

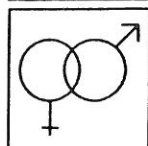
PREPARED FOR:

Todreas, Hanley & Associates

Elm & Main St  
Millbury, MA  
Ord: 42.1910 71.7611

Area 1: 5.0 Mile Radius  
Area 2: 10.0 Mile Radius  
Area 3: 15.0 Mile Radius

Description	Area 1	Area 2	Area 3
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## POPULATION BY SEX

% Female	51.5	51.7	51.4
% Females Under Age 6	6.3	6.3	6.4
% Females Age 6-13	13.2	13.5	13.9
% Females Age 14-17	2.9	3.0	3.0
% Females Age 18-20	4.8	4.8	4.2
% Females Age 21-24	4.3	4.2	3.9
% Females Age 25-34	15.5	14.5	14.6
% Females Age 35-44	15.0	15.6	16.6
% Females Age 45-54	12.9	12.6	13.0
% Females Age 55-64	8.4	8.0	7.8
% Females Age 65-74	8.3	7.9	7.5
% Females Age 75-84	6.2	6.7	6.3
% Females Age 85+	2.2	3.0	2.8
Average Age Female	38.6	39.0	38.6
% Male	48.5	48.3	48.6
% Males Under Age 6	7.2	7.1	7.2
% Males Age 6-13	14.3	15.0	15.5
% Males Age 14-17	3.3	3.4	3.4
% Males Age 18-20	5.1	5.2	4.5
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% Males Age 35-44	16.0	16.6	17.5
% Males Age 45-54	12.8	12.8	13.4
% Males Age 55-64	7.8	7.6	7.6
% Males Age 65-74	7.0	6.5	6.2
% Males Age 75-84	4.7	4.6	4.3
% Males 85+	0.9	1.1	1.1
Average Age Male	36.0	35.7	35.5



**EDUCATION** The education variables are another way to determine the relative socio-economic status of an area. Population enrolled in school provides information on the population ages 3 & over. Educational attainment classifies persons age 25 & over according to their highest level of school or degree completed.

1990 Pop Enrolled in School	23,221	80,978	120,137
% Preprimary School	7.9	7.7	8.3
% Elementary & High School	56.6	56.9	59.3
% College	35.5	35.4	32.3
1990 Educational Attainment	60,398	202,543	307,403
% Elementary School (0-8 Years)	9.2	8.7	8.1
% Some High School (9-12 Years)	15.8	14.1	13.5
% High School Graduate only (12 Years)	32.8	30.0	29.8
% Some College (13-15 Years)	24.3	24.0	24.3
% Bachelor Degree	12.0	14.3	15.3
% Graduate Degree	6.0	8.9	9.0
Average Years of School Completed	12.4	12.7	12.8

Account: 22079  
Site: 103344

# MARKET PROFILE REPORT

11/ 2/99

PREPARED FOR:

Todreas, Hanley & Associates

Elm & Main St  
Millbury, MA  
Coord: 42.1910 71.7611

Area 1: 5.0 Mile Radius  
Area 2: 10.0 Mile Radius  
Area 3: 15.0 Mile Radius

Description	Area 1	Area 2	Area 3
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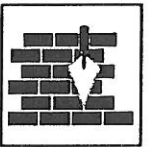
## MARITAL STATUS

1990 Marital Status	75,085	252,343	378,128
% Persons Married	51.9	50.5	53.5
% Persons Single	48.1	49.5	46.5
1990 Female Marital Status	39,203	132,458	197,440
% Females Married	49.5	48.0	51.1
% Females Never Married	27.6	28.3	26.3
% Females Widowed/Divorced/Separated	22.9	23.7	22.5
1990 Male Marital Status	35,882	119,884	180,688
% Males Married	54.5	53.3	56.1
% Males Never Married	34.5	35.8	33.4
% Males Widowed/Divorced/Separated	11.0	10.9	10.5



## FAMILIES/HOUSEHOLDERS

1990 Family Households	24,373	79,347	122,561
1990 Non Family Households	10,614	37,167	51,517
1990 Family Households With Children	11,318	38,258	59,984
% Married Couple Family	72.8	73.3	76.7
% Male Householder	3.8	3.6	3.5
% Female Householder	23.5	23.0	19.8
1990 % Households			
% W/children < 18	32.8	33.3	34.9
% W/person 65+	26.6	27.0	25.8
% W/householder 65+	24.2	24.7	23.4



**OCCUPATION/INDUSTRY** These variables help you evaluate the composition of the labor force in a particular market. Occupation describes the kind of work a person does on the job. Industry employment describes the type of industry in which a person works. Both are based on persons age 16 and over.

1990 Employment Status, Persons 16+	74,151	248,740	372,514
% Employed in Civilian Labor Force	61.8	60.7	62.6
% Unemployed	4.6	4.6	4.5
% Pop Not in Labor Force	33.5	34.7	32.8
% Pop in Armed Forces	0.1	0.1	0.1

Account: 22079  
Site: 103344

# MARKET PROFILE REPORT

11/ 2/99

PREPARED FOR:

Todreas, Hanley & Associates

Elm & Main St  
Millsbury, MA  
Ord: 42.1910 71.7611

Area 1: 5.0 Mile Radius  
Area 2: 10.0 Mile Radius  
Area 3: 15.0 Mile Radius

Description	Area 1	Area 2	Area 3
1990 Total Employed	45,834	150,876	233,312
% White Collar	59.9	62.9	63.4
% Executive & Managerial	11.3	12.7	13.7
% Professional Specialty	13.9	16.3	16.4
% Technical Support	4.1	4.3	4.3
% Sales	10.9	11.3	11.4
% Administrative Support	19.8	18.2	17.5
% Blue Collar	25.1	23.1	23.2
% Precision, Production, Craft & Repair	11.4	10.3	10.5
% Machine Operator	6.6	6.2	6.1
% Transportation & Material Moving	3.8	3.3	3.3
% Laborers	3.3	3.3	3.3
% Service	14.5	13.4	12.6
% Private Household	0.2	0.2	0.2
% Protective	2.3	2.0	1.7
% Other	12.0	11.2	10.6
% Farming, Forestry, & Fishing	0.5	0.6	0.9
White/Blue Collar Ratio	2.4	2.7	2.7
1990 Industry Employment	45,834	150,876	233,312
% Agriculture, Forestry, Fishing	0.6	0.7	1.0
% Mining	0.1	0.1	0.1
% Construction	5.2	4.9	5.2
% Manufacturing: Nondurable Goods	5.6	5.3	5.7
% Manufacturing: Durable Goods	15.8	15.1	16.1
% Transportation	4.3	3.8	3.6
% Communications & Public Utilities	2.6	2.7	2.5
% Wholesale Trade	5.4	5.1	5.2
% Retail Trade	16.2	16.7	16.2
% Finance, Insurance, Real Estate	7.6	7.7	7.5
% Service: Business & Repair	4.3	4.4	4.4
% Service: Personal	2.3	2.2	2.2
% Service: Entertainment & Recreation	0.8	0.9	0.8
% Service: Health	12.8	11.8	11.0
% Service: Educational	7.4	8.9	8.7
% Service: Other Professional & Related	5.2	6.4	6.4
% Public Administration	3.7	3.5	3.2

Account: 22079  
Site: 103344

# MARKET PROFILE REPORT


11/ 2/99

PREPARED FOR:

Todreas, Hanley & Associates

Elm & Main St  
Millbury, MA  
Coord: 42.1910 71.7611

Area 1: 5.0 Mile Radius  
Area 2: 10.0 Mile Radius  
Area 3: 15.0 Mile Radius

Description	Area 1	Area 2	Area 3
 <b>HOUSING</b> Housing units are defined as a house, apartment, mobile home or trailer, a group of rooms, or a single room occupied as separate living quarters or, if vacant, intended for occupancy as separate living quarters.			
1990 Total Housing Units	37,265	124,698	186,192
% Occupied	93.7	93.2	93.4
% Vacant	6.3	6.8	6.6
% Year-round	5.7	6.2	5.7
% Seasonal	0.5	0.5	0.9
1990 Total Housing Units in Structure	37,265	124,698	186,192
% Single, Detached	43.4	46.2	52.0
% Single, Attached	4.2	3.7	3.9
% 2 Units	11.0	10.0	10.1
% 3-9 Units	32.0	25.2	21.5
% 10-49 Units	6.5	8.3	7.4
% 50+ Units	0.7	5.0	3.6
% Mobile Home or Trailer	1.5	0.6	0.6
% Other Units	0.8	0.9	0.8
1990 Total Occupied Housing Units	34,930	116,246	173,924
% Owner-occupied Units	57.3	56.6	61.3
% Renter-occupied Units	42.7	43.4	38.7
Owner/Renter Ratio	1.3	1.3	1.6
1990 Housing Units By Year Built	37,208	124,612	186,200
% Built 1985 - 1990	12.3	10.4	11.1
% Built 1980 - 1984	4.8	4.9	5.7
% Built 1970 - 1979	10.6	13.7	15.0
% Built 1960 - 1969	10.2	10.7	11.8
% Built 1950 - 1959	11.5	12.8	12.9
% Built 1949 or earlier	50.6	47.5	43.5
1990 Total Specified Owner-occupied Units	14,415	50,898	84,049
% Under \$25,000	0.4	0.4	0.3
% \$25,000-\$49,999	0.6	0.6	0.6
% \$50,000-\$74,999	2.8	2.2	2.0
% \$75,000-\$99,999	10.8	9.1	8.2
% \$100,000-\$149,999	50.8	47.7	43.0
% \$150,000-\$199,999	24.4	24.6	27.0
% \$200,000-\$499,999	10.1	15.0	18.4
% \$500,000+	0.2	0.5	0.5
Average Home Value	\$143,702	\$154,562	\$161,956
Median Home Value	\$137,441	\$146,491	\$152,714
1990 Spec. Renter-Occ. Units - Cash Rent	14,347	48,654	64,538
1990 Average Contract Rent	\$452	\$453	\$458
1990 Median Contract Rent	\$461	\$450	\$454

Account: 22079  
Site: 103344

# MARKET PROFILE REPORT

11/ 2/99

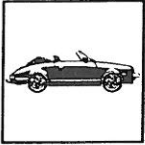
PREPARED FOR:

Todreas, Hanley & Associates

Elm & Main St  
Worcester, MA  
Coord: 42.1910 71.7611

Area 1: 5.0 Mile Radius  
Area 2: 10.0 Mile Radius  
Area 3: 15.0 Mile Radius

Description	Area 1	Area 2	Area 3
-------------	--------	--------	--------



COMMUTE The vehicle and commute variables are useful in determining the vehicle ownership that can be anticipated around a site. Commute time refers to the total number of minutes that it takes to get from home to work. Number of vehicles refers to the vehicle ownership per household.

1990 Means of Transportation to Work	44,844	147,603	228,693
% Car, Truck, or Van: Drove Alone	78.7	78.0	79.5
% Car, Truck, or Van: Carpooled	11.8	11.3	11.2
% Public Transportation	2.2	2.5	1.9
% Other Means	5.5	6.1	5.2
% Worked at home	1.8	2.0	2.2
1990 Commute Time to Work	44,033	144,581	223,559
% Commute Under 15 Minutes	37.6	36.9	34.7
% Commute 15-29 Minutes	41.1	39.5	37.5
% Commute 30-59 Minutes	17.0	18.9	22.5
% Commute 60-89 Minutes	3.6	3.8	4.3
% Commute 90+ Minutes	0.6	0.9	1.0
Average Commute to Work in Minutes	19.3	20.1	21.4
1990 Households With Vehicles	30,706	100,224	153,921
% With 1 Vehicle	43.7	42.8	39.2
% With 2 Vehicles	41.3	42.2	44.1
% With 3 Vehicles	10.5	10.7	12.0
% With 4 Vehicles	3.3	3.3	3.6
% With 5+ Vehicles	1.2	1.0	1.1
1990 Number of Vehicles	54,545	178,559	282,985
1990 Avg. Num of Vehicles Per Household	1.6	1.5	1.6

## **APPENDIX B**

### **MILLBURY RETAIL FABRIC PHOTOS**

Account: 22079  
Site: 103344

# MARKET PROFILE REPORT

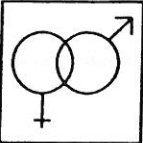
11/ 2/99

PREPARED FOR:

Todreas, Hanley & Associates

Elm & Main St  
'bury, MA  
Coord: 42.1910 71.7611

Area 1: 5.0 Mile Radius  
Area 2: 10.0 Mile Radius  
Area 3: 15.0 Mile Radius

Description	Area 1	Area 2	Area 3
 POPULATION BY SEX			
% Female	51.5	51.7	51.4
% Females Under Age 6	6.3	6.3	6.4
% Females Age 6-13	13.2	13.5	13.9
% Females Age 14-17	2.9	3.0	3.0
% Females Age 18-20	4.8	4.8	4.2
% Females Age 21-24	4.3	4.2	3.9
% Females Age 25-34	15.5	14.5	14.6
% Females Age 35-44	15.0	15.6	16.6
% Females Age 45-54	12.9	12.6	13.0
% Females Age 55-64	8.4	8.0	7.8
% Females Age 65-74	8.3	7.9	7.5
% Females Age 75-84	6.2	6.7	6.3
% Females Age 85+	2.2	3.0	2.8
Average Age Female	38.6	39.0	38.6
% Male	48.5	48.3	48.6
% Males Under Age 6	7.2	7.1	7.2
% Males Age 6-13	14.3	15.0	15.5
% Males Age 14-17	3.3	3.4	3.4
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% Males Age 65-74	7.0	6.5	6.2
% Males Age 75-84	4.7	4.6	4.3
% Males 85+	0.9	1.1	1.1
Average Age Male	36.0	35.7	35.5



**EDUCATION** The education variables are another way to determine the relative socio-economic status of an area. Population enrolled in school provides information on the population ages 3 & over. Educational attainment classifies persons age 25 & over according to their highest level of school or degree completed.

1990 Pop Enrolled in School	23,221	80,978	120,137
% Preprimary School	7.9	7.7	8.3
% Elementary & High School	56.6	56.9	59.3
% College	35.5	35.4	32.3
1990 Educational Attainment	60,398	202,543	307,403
% Elementary School (0-8 Years)	9.2	8.7	8.1
% Some High School (9-12 Years)	15.8	14.1	13.5
% High School Graduate only (12 Years)	32.8	30.0	29.8
% Some College (13-15 Years)	24.3	24.0	24.3
% Bachelor Degree	12.0	14.3	15.3
% Graduate Degree	6.0	8.9	9.0
Average Years of School Completed	12.4	12.7	12.8





Photo goes here

<b>Property Location:</b> 19 ELM ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 147	<b>Assessors Block:</b>	<b>Target Area Quadrant:</b> 2
<b>Property Owner:</b> OCONNOR ROBERT S	<b>Business Owner 1:</b> Proprietor	<b>Business Owner 2:</b>	<b>Business Owner 3:</b>	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> 25 Wheeler Road	<b>Business Owner 1 Address:</b> 21 Elm Street	<b>Business Owner 2 Address:</b>	<b>Business Owner 3 Address:</b>	<b>Business Owner 4 Address:</b>
Westborough, MA 01581	Millbury, MA 01527			
	<b>Business 1:</b> Name: Classic Tailoring & Design NAISC: 8129 Type: Tailor	<b>Business 2:</b> Name: NAISC: Type:	<b>Business 3:</b> Name: NAISC: Type:	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 101	<b>Land Value:</b> \$ 60,800	<b>Buildings Value:</b> \$ 42,000	<b>Other Value:</b> \$ 100	<b>Total Assessment:</b> \$ 102,900
<b>Land Use:</b> Multi Use-Commrc/Res	<b>Zoning:</b> Bus-I	<b>Land Area:</b> 6930.00 SF	<b>Building Effective Area:</b> 3,160	<b>Building Gross Area:</b> 4,543
<b>Approximate Age:</b> 1920	<b>Historically Significant?</b> Y	<b>Historical Name:</b>	<b>Assessment per Sq Ft:</b> \$ 22.65	<b>% of Target Area Avg:</b> 99.7
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential:</b> 50.0	<b>% Non-Residential:</b> 50.0
<b>Vacant Land</b>	0.0	0	<b>% Occupied:</b> 0.0	<b>% Occupied:</b> 100.0
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant:</b> 100.0	<b>% Vacant:</b> 0.0
<b>Commercial/Retail</b>	50.0	1	<b># Occupied:</b> 0	<b># Occupied:</b> 1
<b>Single Residential</b>	50.0	1	<b># Vacant:</b> 1	<b># Vacant:</b> 0
<b>Multi-Residential</b>	0.0	0		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	4	Poor



Photo goes here

<b>Property Location:</b> 27 CANAL ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 121	<b>Assessors Block:</b>	<b>Target Area Quadrant:</b> 1
<b>Property Owner:</b> RICE LUMBER CO TRUST	<b>Business Owner 1:</b>	<b>Business Owner 2:</b>	<b>Business Owner 3:</b>	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> co Benjamin Miles 234 Main Street Millbury, MA 01527	<b>Business Owner 1 Address:</b>	<b>Business Owner 2 Address:</b>	<b>Business Owner 3 Address:</b>	<b>Business Owner 4 Address:</b>
	<b>Business 1:</b> Name: NAISC: Type:	<b>Business 2:</b> Name: NAISC: Type:	<b>Business 3:</b> Name: NAISC: Type:	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 3160	<b>Land Value:</b> \$ 27,000	<b>Buildings Value:</b> \$ 55,000	<b>Other Value:</b> \$	<b>Total Assessment:</b> \$ 82,000
<b>Land Use:</b> Storage, Warehouse, Distrib	<b>Zoning:</b> Ind-I	<b>Land Area:</b> 8880.00 SF	<b>Building Effective Area:</b> 5,976	<b>Building Gross Area:</b> 6,200
<b>Approximate Age:</b> 1955	<b>Historically Significant?</b>	<b>Historical Name:</b>	<b>Assessment per Sq Ft:</b> \$ 13.23	<b>% of Target Area Avg:</b> 40.68
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential: 0.0</b>	<b>% Non-Residential: 100.0</b>
<b>Vacant Land</b>	0.0	0	<b>% Occupied: 0.0</b>	<b>% Occupied: 0.0</b>
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant: 0.0</b>	<b>% Vacant: 100.0</b>
<b>Commercial/Retail</b>	100.0	1	<b># Occupied: 0</b>	<b># Occupied: 0</b>
<b>Single Residential</b>	0.0	0	<b># Vacant: 0</b>	<b># Vacant: 1</b>
<b>Multi-Residential</b>	0.0	0		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	1	Poor



Photo goes here

<b>Property Location:</b> 19 SO MAIN ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 162	<b>Assessors Block:</b>	<b>Target Area Quadrant:</b> 2
<b>Property Owner:</b> VANASSE ROBERT A	<b>Business Owner 1:</b> Robert Vanasse	<b>Business Owner 2:</b>	<b>Business Owner 3:</b>	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> 5 South Main Street	<b>Business Owner 1 Address:</b> 5 South Main Street	<b>Business Owner 2 Address:</b>	<b>Business Owner 3 Address:</b>	<b>Business Owner 4 Address:</b>
Millbury, MA 01527	Millbury, MA 01527			
	<b>Business 1:</b> Name: VanGo Graphics NAISC: 54143 Type: Commercial Graphics	<b>Business 2:</b> Name: Vacant NAISC: Type:	<b>Business 3:</b> Name: NAISC: Type:	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 3160	<b>Land Value:</b> \$ 77,400	<b>Buildings Value:</b> \$ 179,100	<b>Other Value:</b> \$ 9,000	<b>Total Assessment:</b> \$ 265,500
<b>Land Use:</b> Storage, Warehouse, Distrib	<b>Zoning:</b> Bus-I	<b>Land Area:</b> 2.26 AC	<b>Building Effective Area:</b> 3,280	<b>Building Gross Area:</b> 3,280
<b>Approximate Age:</b> 1940 & 1980	<b>Historically Significant?</b>	<b>Historical Name:</b>	<b>Assessment per Sq Ft:</b> \$ 80.95	<b>% of Target Area Avg:</b> 248.97
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential:</b> 0.0	<b>% Non-Residential:</b> 100.0
<b>Vacant Land</b>	0.0	0	<b>% Occupied:</b> 0.0	<b>% Occupied:</b> 50.0
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant:</b> 0.0	<b>% Vacant:</b> 50.0
<b>Commercial/Retail</b>	100.0	2	<b># Occupied:</b> 0	<b># Occupied:</b> 1
<b>Single Residential</b>	0.0	0	<b># Vacant:</b> 0	<b># Vacant:</b> 1
<b>Multi-Residential</b>	0.0	0		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	13	Poor



Photo goes here

<b>Property Location:</b> 36 MAIN ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 101	<b>Assessors Block:</b>	<b>Target Area Quadrant:</b> 1
<b>Property Owner:</b> THE FOUR CS INC	<b>Business Owner 1:</b> Robert Carroll	<b>Business Owner 2:</b>	<b>Business Owner 3:</b>	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> 36-40 Main Street	<b>Business Owner 1 Address:</b> 36 Main Street	<b>Business Owner 2 Address:</b> 36 Main Street	<b>Business Owner 3 Address:</b> 36 Main Street	<b>Business Owner 4 Address:</b>
Millbury, MA 01527	Millbury, MA 01527	Millbury, MA 01527	Millbury, MA 01527	
	<b>Business 1:</b> Name: Bobs Razors Edge Barber Shop NAISC: 81211 Type: Barber Shop	<b>Business 2:</b> Name: Extra Innings NAISC: 45322 Type: Retail Collectibles	<b>Business 3:</b> Name: 3Ts Tanning Salon NAISC: 812199 Type: Tanning Salon	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 322	<b>Land Value:</b> \$ 63,600	<b>Buildings Value:</b> \$ 132,400	<b>Other Value:</b> \$ 200	<b>Total Assessment:</b> \$ 196,200
<b>Land Use:</b> Multi Use-Commrc/Res	<b>Zoning:</b> Bus-I	<b>Land Area:</b> 4995.00 SF	<b>Building Effective Area:</b> 12,578	<b>Building Gross Area:</b> 15,965
<b>Approximate Age:</b> 1880	<b>Historically Significant?</b> Y	<b>Historical Name:</b> Ducharme Block	<b>Assessment per Sq Ft:</b> \$ 12.29	<b>% of Target Area Avg:</b> 37.8
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential:</b> 57.1	<b>% Non-Residential:</b> 42.9
<b>Vacant Land</b>	0.0	0	<b>% Occupied:</b> 100.0	<b>% Occupied:</b> 100.0
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant:</b> 0.0	<b>% Vacant:</b> 0.0
<b>Commercial/Retail</b>	42.9	3	<b># Occupied:</b> 4	<b># Occupied:</b> 3
<b>Single Residential</b>	0.0	0	<b># Vacant:</b> 0	<b># Vacant:</b> 0
<b>Multi-Residential</b>	57.1	4		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	4	Poor





Photo goes here

<b>Property Location:</b> 26 MAIN ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 106	<b>Assessors Block:</b>	<b>Target Area Quadrant:</b> 1
<b>Property Owner:</b> YOUNG LORETTA M	<b>Business Owner 1:</b> Loretta M. Young	<b>Business Owner 2:</b>	<b>Business Owner 3:</b>	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> P. O. Box 56 Davis Road West Millbury, MA 01586	<b>Business Owner 1 Address:</b> Millbury, MA 01527	<b>Business Owner 2 Address:</b>	<b>Business Owner 3 Address:</b>	<b>Business Owner 4 Address:</b>
	<b>Business 1:</b> Name: Blue Moon Emporium NAISC: 45322 Type: Retail	<b>Business 2:</b> Name: NAISC: Type:	<b>Business 3:</b> Name: NAISC: Type:	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 322	<b>Land Value:</b> \$ 50,200	<b>Buildings Value:</b> \$ 96,600	<b>Other Value:</b> \$ 100	<b>Total Assessment:</b> \$ 146,900
<b>Land Use:</b> Multi Use-Commrc/Res	<b>Zoning:</b> Bus-I	<b>Land Area:</b> 3376.00 SF	<b>Building Effective Area:</b> 5,309	<b>Building Gross Area:</b> 5,309
<b>Approximate Age:</b> 1900	<b>Historically Significant?</b> Y	<b>Historical Name:</b>	<b>Assessment per Sq Ft:</b> \$ 27.67	<b>% of Target Area Avg:</b> 85.11
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential:</b> 66.6	<b>% Non-Residential:</b> 33.3
<b>Vacant Land</b>	0.0	0	<b>% Occupied:</b> 0.0	<b>% Occupied:</b> 100.0
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant:</b> 100.0	<b>% Vacant:</b> 0.0
<b>Commercial/Retail</b>	33.3	1	<b># Occupied:</b> 0	<b># Occupied:</b> 1
<b>Single Residential</b>	0.0	0	<b># Vacant:</b> 2	<b># Vacant:</b> 0
<b>Multi-Residential</b>	66.6	2		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	13	Poor



Photo goes here

<b>Property Location:</b> 79-81 ELM ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 156	<b>Assessors Block:</b>	<b>Target Area Quadrant:</b> 2
<b>Property Owner:</b> RYAN PAUL A	<b>Business Owner 1:</b> Paul & Susan Ryan	<b>Business Owner 2:</b> Paul & Susan Ryan	<b>Business Owner 3:</b> Patty Morris Biando	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> 78 South Main Street	<b>Business Owner 1 Address:</b> 78 South Main Street	<b>Business Owner 2 Address:</b> South Main Street	<b>Business Owner 3 Address:</b> 81 Elm Street	<b>Business Owner 4 Address:</b>
Millbury, MA 01527	Millbury, MA 01527	Millbury, MA 01527	Millbury, MA 01527	
	<b>Business 1:</b> Name: Pauls Center Bakery NAISC: 311811 Type: Bakery	<b>Business 2:</b> Name: Favorites Ice Cream Shop NAISC: 72221 Type: Restaurant	<b>Business 3:</b> Name: Patti Morris Dance Unltd NAISC: 61161 Type: Dance Studio	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 322	<b>Land Value:</b> \$ 48,900	<b>Buildings Value:</b> \$ 214,400	<b>Other Value:</b> \$	<b>Total Assessment:</b> \$ 263,300
<b>Land Use:</b> Multi Use-Commrc/Res	<b>Zoning:</b> Bus-I	<b>Land Area:</b> 6000.00 SF	<b>Building Effective Area:</b> 13,423	<b>Building Gross Area:</b> 16,520
<b>Approximate Age:</b> 1880	<b>Historically Significant?</b> Y	<b>Historical Name:</b> Barrow Block	<b>Assessment per Sq Ft:</b> \$ 15.94	<b>% of Target Area Avg:</b> 49.02
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential:</b> 70.0	<b>% Non-Residential:</b> 30.0
<b>Vacant Land</b>	0.0	0	<b>% Occupied:</b> 28.6	<b>% Occupied:</b> 100.0
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant:</b> 71.4	<b>% Vacant:</b> 0.0
<b>Commercial/Retail</b>	30.0	3	<b># Occupied:</b> 2	<b># Occupied:</b> 3
<b>Single Residential</b>	0.0	0	<b># Vacant:</b> 5	<b># Vacant:</b> 0
<b>Multi-Residential</b>	70.0	7		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	17	Fair



Photo goes here

<b>Property Location:</b> 4-10 SO MAIN ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 206	<b>Assessors Block:</b>	<b>Target Area Quadrant:</b> 2
<b>Property Owner:</b> BORDEAUX LINCOLN H & GARY P	<b>Business Owner 1:</b>	<b>Business Owner 2:</b> Proprietor	<b>Business Owner 3:</b>	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> 40 Tainter Hill Road	<b>Business Owner 1 Address:</b> 8 South Main Street	<b>Business Owner 2 Address:</b> 10 South Main Street	<b>Business Owner 3 Address:</b>	<b>Business Owner 4 Address:</b>
Millbury, MA 01527	Millbury, MA 01527	Millbury, MA 01527		
	<b>Business 1:</b> Name: Shear Elegance NAISC: 812112 Type: Hairdresser	<b>Business 2:</b> Name: Used Car Dealer NAISC: 42112 Type: Used Car Dealer	<b>Business 3:</b> Name: NAISC: Type:	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 3220	<b>Land Value:</b> \$ 83,300	<b>Buildings Value:</b> \$ 197,300	<b>Other Value:</b> \$ 4,600	<b>Total Assessment:</b> \$ 285,200
<b>Land Use:</b> Dept Store	<b>Zoning:</b> Bus-I	<b>Land Area:</b> 19831.00 SF	<b>Building Effective Area:</b> 11,782	<b>Building Gross Area:</b> 11,782
<b>Approximate Age:</b> 1920	<b>Historically Significant?</b>	<b>Historical Name:</b>	<b>Assessment per Sq Ft:</b> \$ 24.21	<b>% of Target Area Avg:</b> 74.45
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential: 0.0</b>	<b>% Non-Residential: 100.0</b>
<b>Vacant Land</b>	0.0	0	<b>% Occupied: 0.0</b>	<b>% Occupied: 40.0</b>
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant: 0.0</b>	<b>% Vacant: 60.0</b>
<b>Commercial/Retail</b>	100.0	5	<b># Occupied: 0</b>	<b># Occupied: 2</b>
<b>Single Residential</b>	0.0	0	<b># Vacant: 0</b>	<b># Vacant: 3</b>
<b>Multi-Residential</b>	0.0	0		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	10	Poor



Photo goes here

<b>Property Location:</b> 90 ELM ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 131	<b>Assessors Block:</b>	<b>Target Area Quadrant:</b> 1
<b>Property Owner:</b> MILLBURY NATIONAL BANK	<b>Business Owner 1:</b> Richard Osborn, President	<b>Business Owner 2:</b> Denise Sabonaitas	<b>Business Owner 3:</b>	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> P. O. Box 318	<b>Business Owner 1 Address:</b> 18 Main Street	<b>Business Owner 2 Address:</b> 2 Main Street	<b>Business Owner 3 Address:</b>	<b>Business Owner 4 Address:</b>
18 Main Street				
Millbury, MA 01527	Millbury, MA 01527	Millbury, MA 01527		
	<b>Business 1:</b> Name: Millbury National Bank NAISC: 52211 Type: Bank Offices	<b>Business 2:</b> Name: OTB News NAISC: 451212 Type: Newstand	<b>Business 3:</b> Name: Vacant - Central Diner NAISC: Type: Restaurant	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 3260	<b>Land Value:</b> \$ 81,800	<b>Buildings Value:</b> \$ 45,000	<b>Other Value:</b> \$ 100	<b>Total Assessment:</b> \$ 126,900
<b>Land Use:</b> Eating & Drinking Est	<b>Zoning:</b> Bus-I	<b>Land Area:</b> 10274.00 SF	<b>Building Effective Area:</b> 556	<b>Building Gross Area:</b> 920
<b>Approximate Age:</b> 1920 & 1930	<b>Historically Significant?</b> Y	<b>Historical Name:</b> Central Diner / OTB	<b>Assessment per Sq Ft:</b> \$ 137.93	<b>% of Target Area Avg:</b> 424.25
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential:</b> 0.0	<b>% Non-Residential:</b> 100.0
<b>Vacant Land</b>	0.0	0	<b>% Occupied:</b> 0.0	<b>% Occupied:</b> 66.6
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant:</b> 0.0	<b>% Vacant:</b> 33.3
<b>Commercial/Retail</b>	100.0	3	<b># Occupied:</b> 0	<b># Occupied:</b> 2
<b>Single Residential</b>	0.0	0	<b># Vacant:</b> 0	<b># Vacant:</b> 1
<b>Multi-Residential</b>	0.0	0		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	11.5	Poor





Photo goes here

<b>Property Location:</b> MAIN ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 129	<b>Assessors Block:</b>	<b>Target Area Quadrant: 1</b>
<b>Property Owner:</b> MILLBURY FEDERATED CHURCH	<b>Business Owner 1:</b> Board of Management	<b>Business Owner 2:</b> Board	<b>Business Owner 3:</b>	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> 20 Main Street	<b>Business Owner 1 Address:</b> 20 Main Street	<b>Business Owner 2 Address:</b> 20 Main Street	<b>Business Owner 3 Address:</b>	<b>Business Owner 4 Address:</b>
Millbury, MA 01527	Millbury, MA 01527	Millbury, MA 01527		
	<b>Business 1:</b> Name: Millbury Federated Church NAISC: 81311 Type: Church	<b>Business 2:</b> Name: Millbury Federated Church Nursery School NAISC: 62441 Type: Pre-school	<b>Business 3:</b> Name: NAISC: Type:	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 9060	<b>Land Value:</b> \$ 70,800	<b>Buildings Value:</b> \$ 690,400	<b>Other Value:</b> \$ 2,900	<b>Total Assessment:</b> \$ 764,100
<b>Land Use:</b> Exempt-Church	<b>Zoning:</b> Bus-I	<b>Land Area:</b> 16200.00 SF	<b>Building Effective Area:</b> 13,883	<b>Building Gross Area:</b> 18,209
<b>Approximate Age:</b> 1824	<b>Historically Significant? Y</b>	<b>Historical Name:</b> Presbyterian Church	<b>Assessment per Sq Ft:</b> \$ 41.96	<b>% of Target Area Avg:</b> 104.34
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential: 0.0</b>	<b>% Non-Residential: 100.0</b>
<b>Vacant Land</b>	0.0	0	<b>% Occupied: 0.0</b>	<b>% Occupied: 100.0</b>
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant: 0.0</b>	<b>% Vacant: 0.0</b>
<b>Commercial/Retail</b>	100.0	2	<b># Occupied: 0</b>	<b># Occupied: 2</b>
<b>Single Residential</b>	0.0	0	<b># Vacant: 0</b>	<b># Vacant: 0</b>
<b>Multi-Residential</b>	0.0	0		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	24	Good



Photo goes here

<b>Property Location:</b> 7 SO MAIN ST	<b>Assessors Map:</b> 53	<b>Assessors Parcel:</b> 159	<b>Assessors Block:</b> A	<b>Target Area Quadrant:</b> 2
<b>Property Owner:</b> OLIVE BRANCH LODGE	<b>Business Owner 1:</b> co Treasurer	<b>Business Owner 2:</b> Linda Kline	<b>Business Owner 3:</b> ?	<b>Business Owner 4:</b>
<b>Property Owner Address:</b> co Treasurer P. O. Box 202 Millbury, MA 01527	<b>Business Owner 1 Address:</b> P. O. Box 202 Millbury, MA 01527	<b>Business Owner 2 Address:</b> 7 South Main Street Millbury, MA 01527	<b>Business Owner 3 Address:</b>	<b>Business Owner 4 Address:</b>
	<b>Business 1:</b> Name: Olive Branch Lodge NAISC: 81341 Type: Fraternal Order	<b>Business 2:</b> Name: Lindas Discount Videos NAISC: 53223 Type: Video Rentals	<b>Business 3:</b> Name: ? NAISC: 49311 Type: Storage	<b>Business 4:</b> Name: NAISC: Type:
<b>Land Use Code:</b> 9200	<b>Land Value:</b> \$ 100	<b>Buildings Value:</b> \$ 67,900	<b>Other Value:</b> \$	<b>Total Assessment:</b> \$ 68,000
<b>Land Use:</b> Exempt	<b>Zoning:</b> Bus-I	<b>Land Area:</b> 1.00 SF	<b>Building Effective Area:</b> 11,151	<b>Building Gross Area:</b> 13,724
<b>Approximate Age:</b> No Bldg	<b>Historically Significant?</b> Y	<b>Historical Name:</b> Armsby Building	<b>Assessment per Sq Ft:</b> \$ 4.95	<b>% of Target Area Avg:</b> 12.32
<b>Property Use:</b>	<b>%</b>	<b># Units</b>	<b>% Residential:</b> 0.0	<b>% Non-Residential:</b> 100.0
<b>Vacant Land</b>	0.0	0	<b>% Occupied:</b> 0.0	<b>% Occupied:</b> 75.0
<b>Ind/Manuf/R&amp;D</b>	0.0	0	<b>% Vacant:</b> 0.0	<b>% Vacant:</b> 25.0
<b>Commercial/Retail</b>	100.0	4	<b># Occupied:</b> 0	<b># Occupied:</b> 3
<b>Single Residential</b>	0.0	0	<b># Vacant:</b> 0	<b># Vacant:</b> 1
<b>Multi-Residential</b>	0.0	0		
<b>Owner Occupied?</b>				

<b>Property Condition</b>	<b>Slum &amp; Blight Evaluation Numeric Score:</b>	<b>Slum &amp; Blight Evaluation Grade:</b>
	8	Poor

