

Dudley Economic Development Strategic Plan

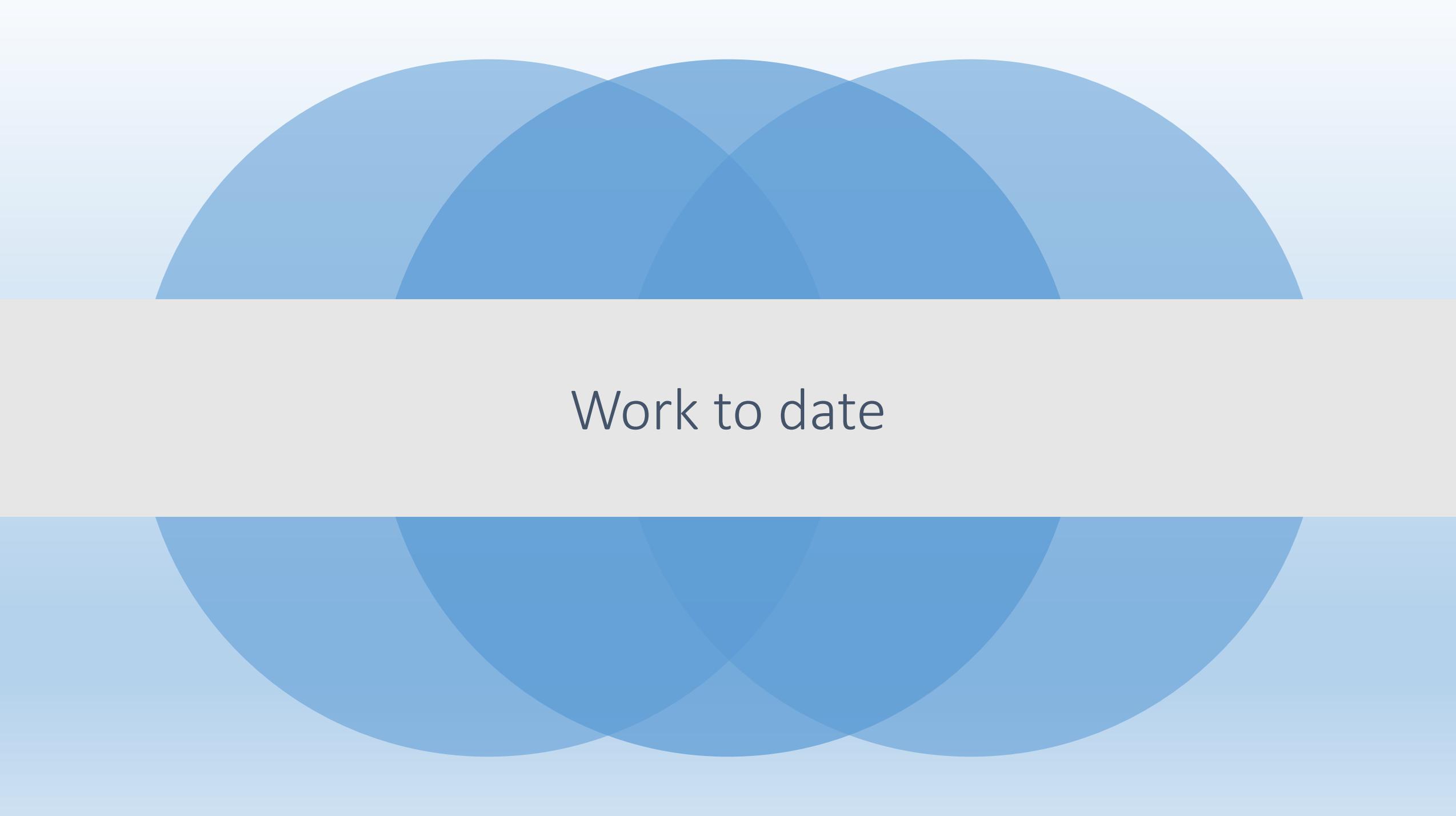
Phase 1 of 3 Proposed

Baseline Economic
Indicators, Asset Inventory,
Economic Visioning

Town of Dudley Planning
Board, Economic
Development Committee,
Central Massachusetts
Regional Planning
Commission

Overview – Project Background





Work to date



Data
Collected &
Analyzed

- Prior Plan review
 - 2000 Master Plan
 - 2004 Community Development
 - Central 13 PDA/PPA Plan, 2012
- EMSI Data, 2010-16
- 2012 Economic census
- Open space Data
- CEDS economic indicators
- DBA data
- CAMA (computer assisted mass appraisal) parcel data



Visioning

Community Survey

- **20** Questions
- **229** Total votes
- **94%** of respondents were Dudley Residents

What should be the top economic development priorities?

- **22%** Turning our dormant Agricultural Lands into Active Farms, Wineries and Craft Breweries
- **16.5%** Revitalize West Main Street
- **15%** Creating a Restaurant District

Where Should Town Officials Concentrate Their Economic Development Efforts?

- **47%** West Main Street
- **26%** Schofield Avenue (Rt. 12 From West Main to CT State Line)

Would you approve the use of Town funds to upgrade our existing infrastructure (roads, sewer and water) to attract new business or industry if it meant increasing your local taxes?

- **59%** Yes, but any increase must be part of an overall strategy and it must produce new revenue for the town.



Visioning

Discussions w. Local and Regional Businesses

- Webster-Dudley Business Alliance
- Nichols College
- Couet Farm & Fromagerie
- Sturbridge Coffee Roasters
- Central Mass Grown
- Gentex (pending)
- Others pending



Visioning

Themes for Community Vision

- **West Main St. Revitalized:** More businesses are desired along West Main St. especially around the Webster Dudley Line and by Nichols
- **Stevens Mill Redeveloped:** housing and/or mixed use; more integrated with Webster Downtown
 - Winn Development looking into redevelopment of mill
- **Activate More Farmland:** residents and business owners alike say there is more potential in Dudley's agricultural land, especially regarding supportive production for brewing and other emerging growth markets

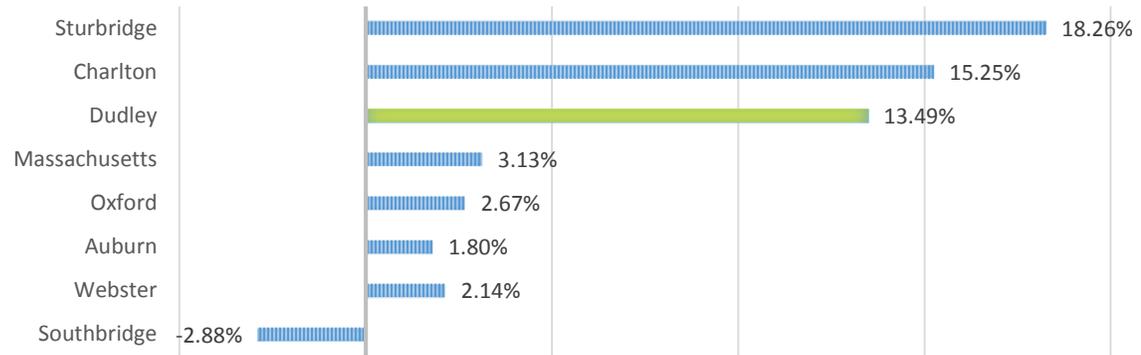
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FINDINGS

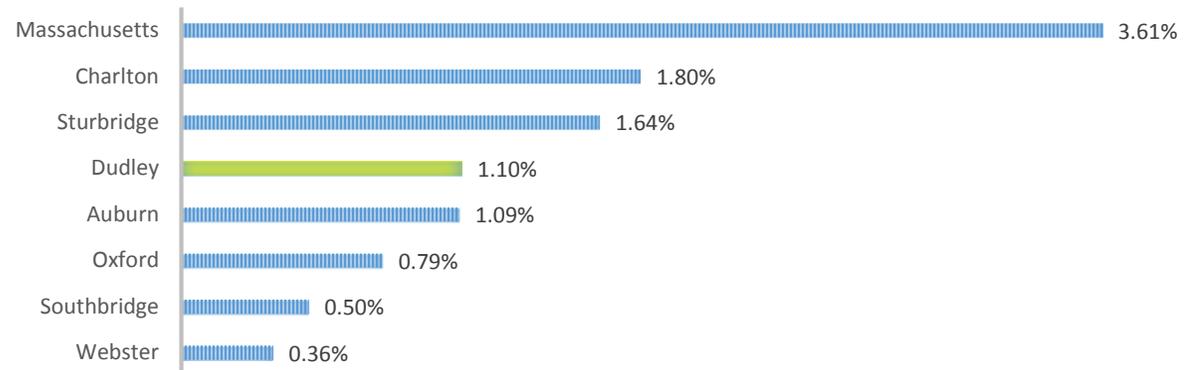
Economic Indicators

POPULATION

REGIONAL POPULATION CHANGE, 2000-2010



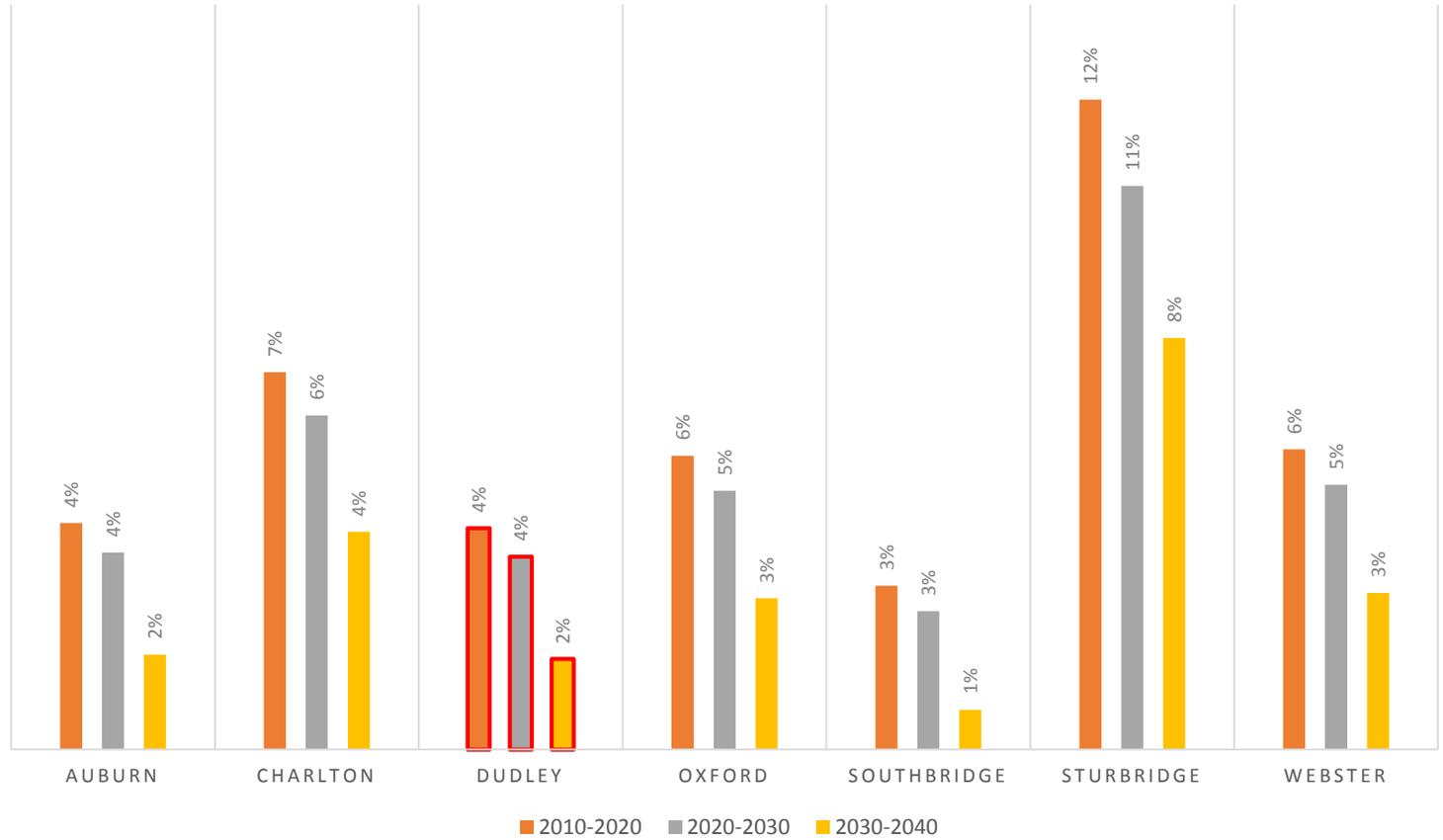
REGIONAL POPULATION CHANGE ESTIMATES, 2010-2015



Economic
Indicators

POPULATION

**REGIONAL POPULATION PROJECTIONS, RATE OF CHANGE
2010-2040**



Economic Indicators

PER CAPITA INCOME

Municipality	Per Capita Income		
	2010	2015	%
			Change
CMRPC Region	\$31,770	\$35,300	11.11%
Massachusetts	\$33,936	\$36,895	8.72%
Auburn	\$32,528	\$33,438	2.80%
Charlton	\$32,873	\$35,990	9.48%
Dudley	\$26,006	\$30,229	16.24%
Grafton	\$39,304	\$42,542	8.24%
Oxford	\$29,368	\$29,162	-0.70%
Southbridge	\$21,659	\$23,291	7.53%
Sturbridge	\$36,048	\$42,003	16.52%
Webster	\$26,336	\$26,209	-0.48%



Economic
Indicators

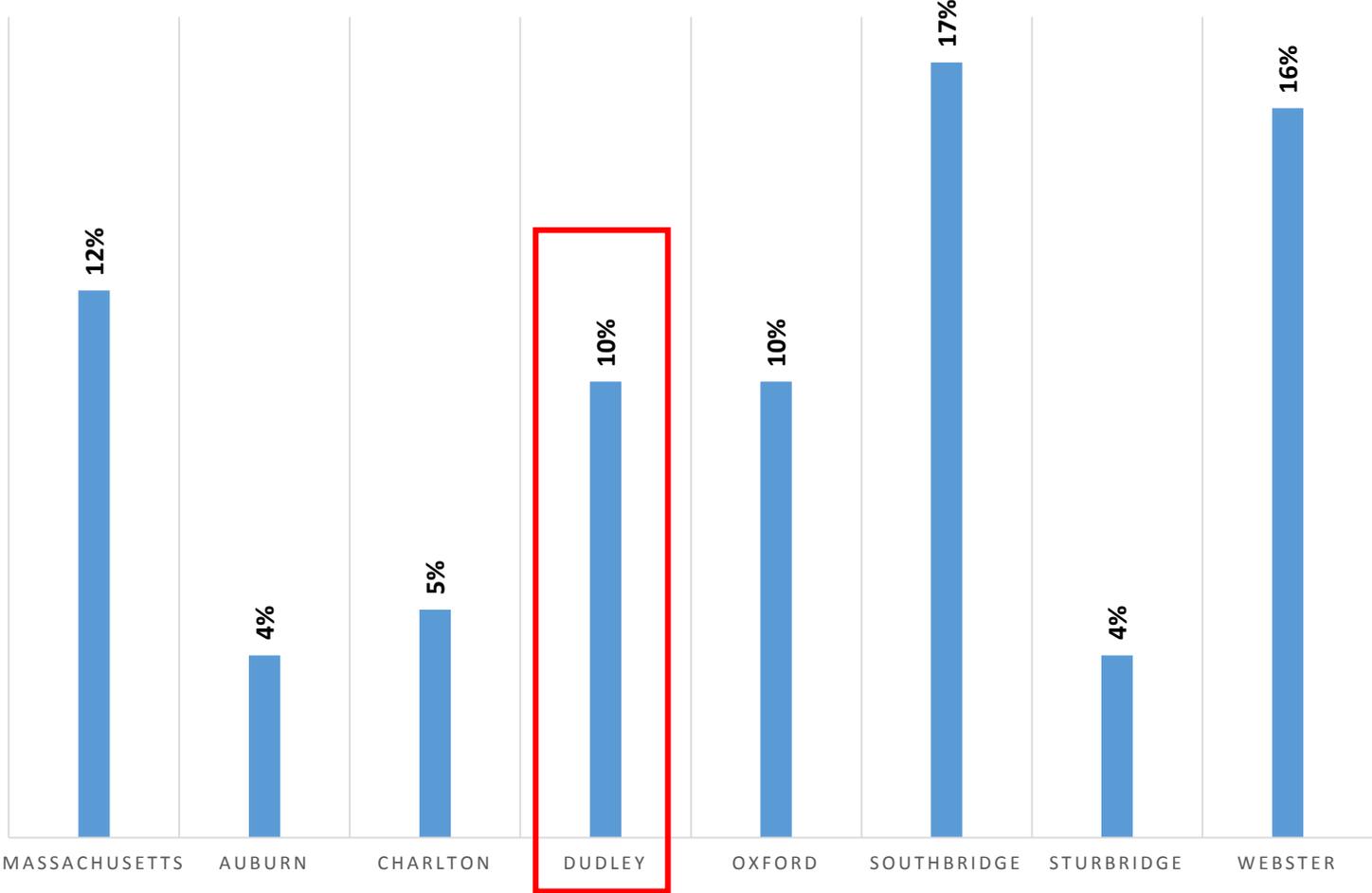
HOUSEHOLD INCOME

Municipality	Median Household Income		
	2010	2015	% Change
Massachusetts	\$64,509	\$68,563	6.30%
Auburn	\$71,375	\$72,432	1.50%
Charlton	\$87,758	\$87,294	-0.50%
Dudley	\$64,782	\$66,339	2.40%
Oxford	\$65,845	\$66,713	1.30%
Southbridge	\$47,234	\$43,870	-7.10%
Sturbridge	\$71,607	\$83,806	17.00%
Webster	\$48,640	\$48,057	-1.20%

Economic Indicators

POVERTY

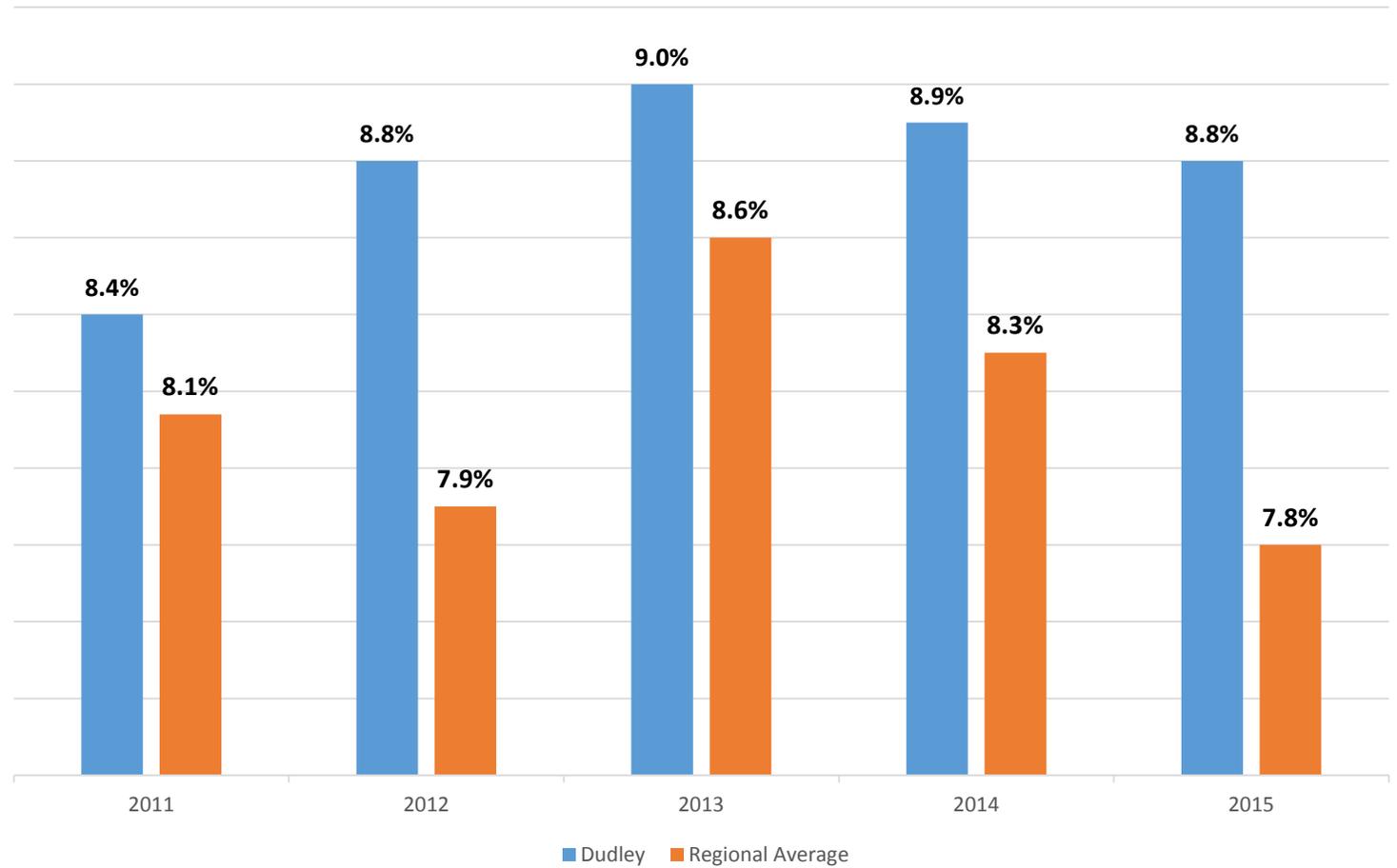
POVERTY LEVEL 2015, DUDLEY, REGIONAL



Economic Indicators

UNEMPLOYMENT

Dudley, Unemployment Rate, 2011-2015, Regional Comparison



Economic Indicators

2012 Ec. Census

	NAICS Name	# of Establishments
1	Other services (except public administration)	38
2	Professional, scientific, and technical services	24
3	Restaurants and other eating places	20
4	Retail trade	20
5	Drinking places (alcoholic beverages)	18
6	Health care and social assistance	18
7	Personal and laundry services	18
8	Accommodation and food services	17
9	Food services and drinking places	17
10	Manufacturing	16

	NAICS Name	# of EMP
1	Manufacturing	711
2	Restaurants and other eating places	254
3	Retail trade	208
4	Health care and social assistance	202
5	Other services (except public administration)	190
6	Accommodation and food services	189
7	Food services and drinking places	189
8	Professional, scientific, and technical services	112
9	Administrative and support and waste management and remediation services	97
10	Food and beverage stores	86



Economic
Indicators

Gross Regional Product (GRP)

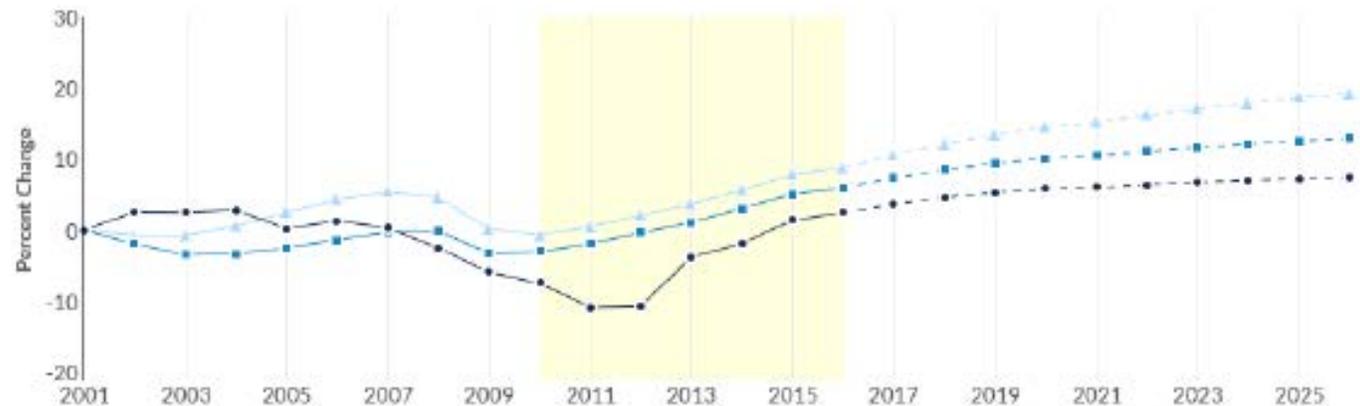
\$200.5M Earnings (2016)	\$91.6M Property Income (2016)	\$14.4M Taxes on Production (2016)	\$306.5M Total GRP (2016)
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GROSS REGIONAL PRODUCT

- Estimates total economic output of businesses in search region (Dudley's main Zip Code)
- Aggregates business earnings, property earnings and taxes
- ESMI estimates Dudley total GRP to be \$306.5M

Economic Indicators

Regional Trends



Region	2010 Jobs	2016 Jobs	Change	% Change
● Region	3,175	3,517	342	10.8%
■ Massachusetts	3,381,876	3,697,060	315,184	9.3%
▲ United States	137,918,507	151,024,895	13,106,388	9.5%

REGIONAL JOB TRENDS

Economic Indicators

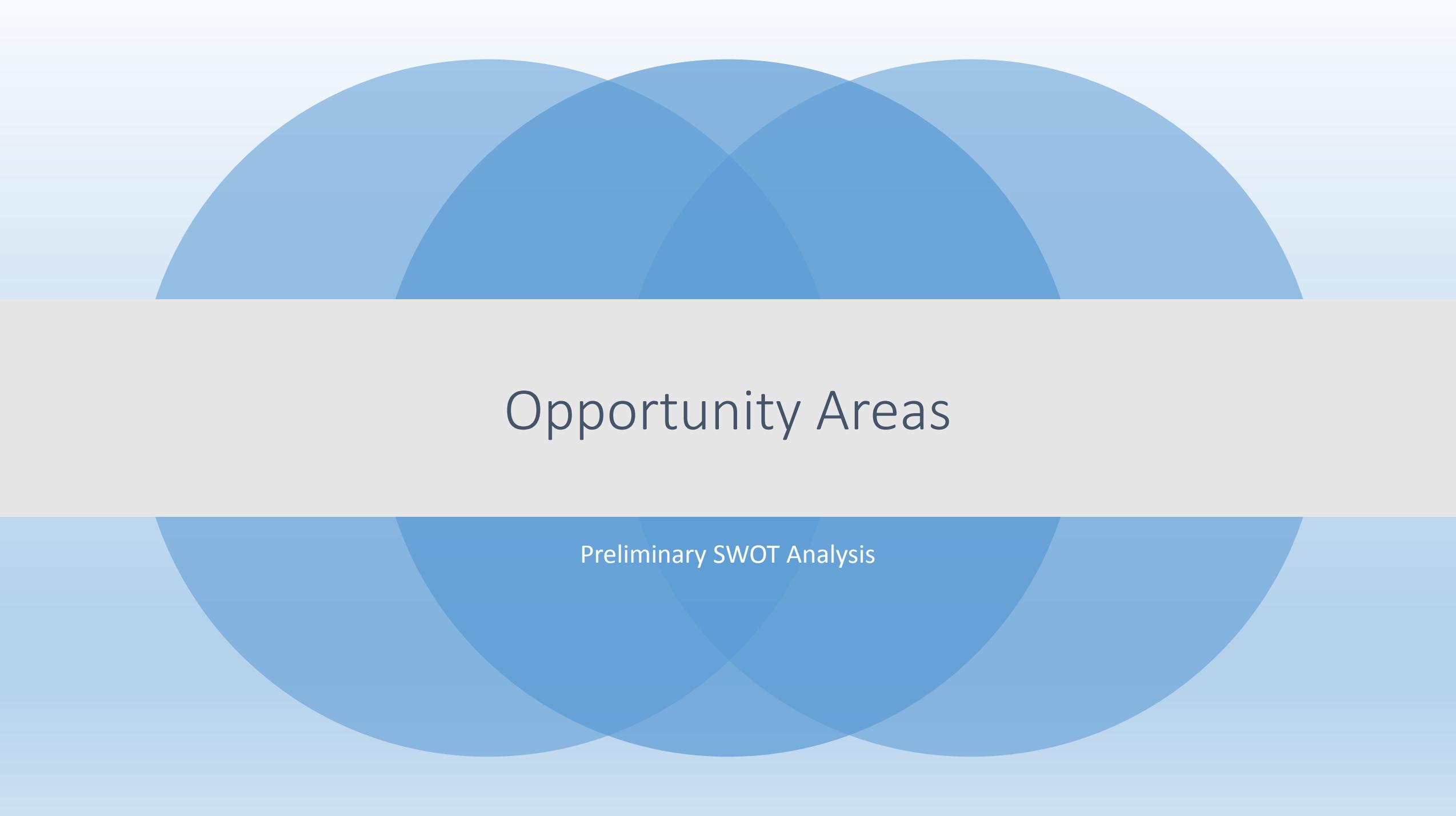
GROWTH & DECLINE

Growing & Declining Occupations

Occupation	Change in Jobs (2010-2016)	
Personal Care Aides	147	
Home Health Aides	64	
Social and Human Service Assistants	17	
Childcare Workers	-8	
Dental Laboratory Technicians	-11	
Team Assemblers	-16	

Growing & Declining Industries

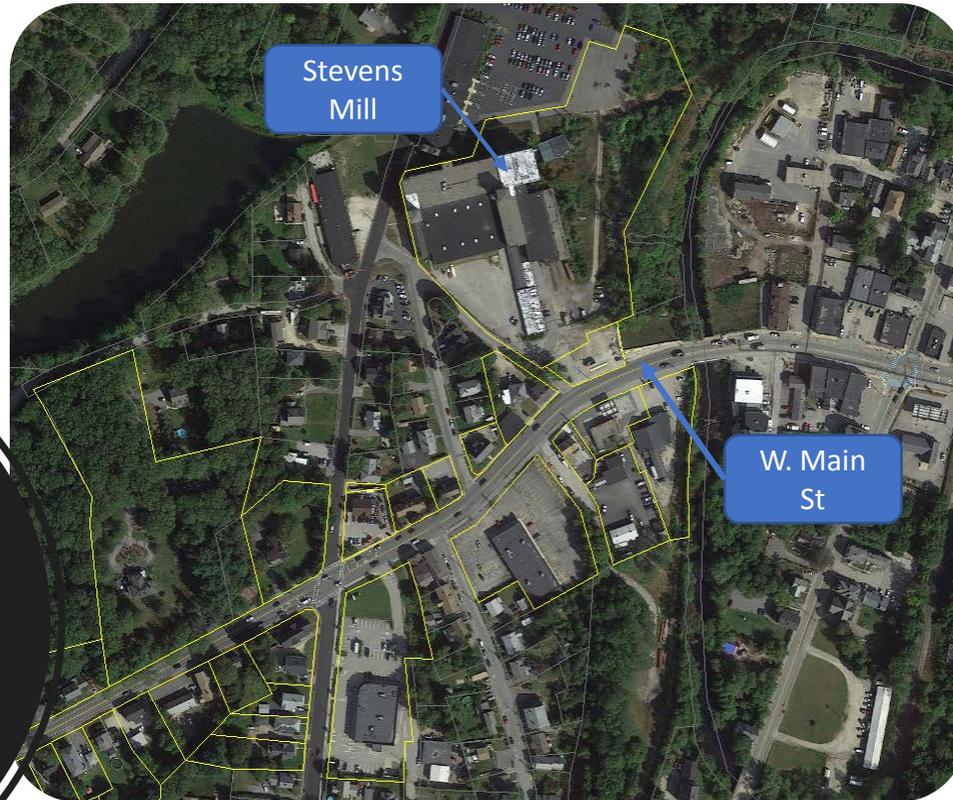
Industry	Change in Jobs (2010-2016)	
Services for the Elderly and Persons with Disabilities	338	
Other Electronic and Precision Equipment Repair and Maintenance	72	
Drilling Oil and Gas Wells	19	
Testing Laboratories	-14	
Private Households	-24	
Ophthalmic Goods Manufacturing	-177	



Opportunity Areas

Preliminary SWOT Analysis

Opportunity Areas



W. MAIN ST. / WEBSTER LINE

- Strengths
 - > 40 acres of commercially zoned land
 - Natural fit for commercial cluster to tie into the existing downtown
 - Existing water, sewer concentrated in this region
 - Multi-family housing clustered within walking distance
- Weaknesses
 - Retail space in Webster is struggling
 - Not enough available space to develop quickly
 - Represents a small portion of zoned commercial land

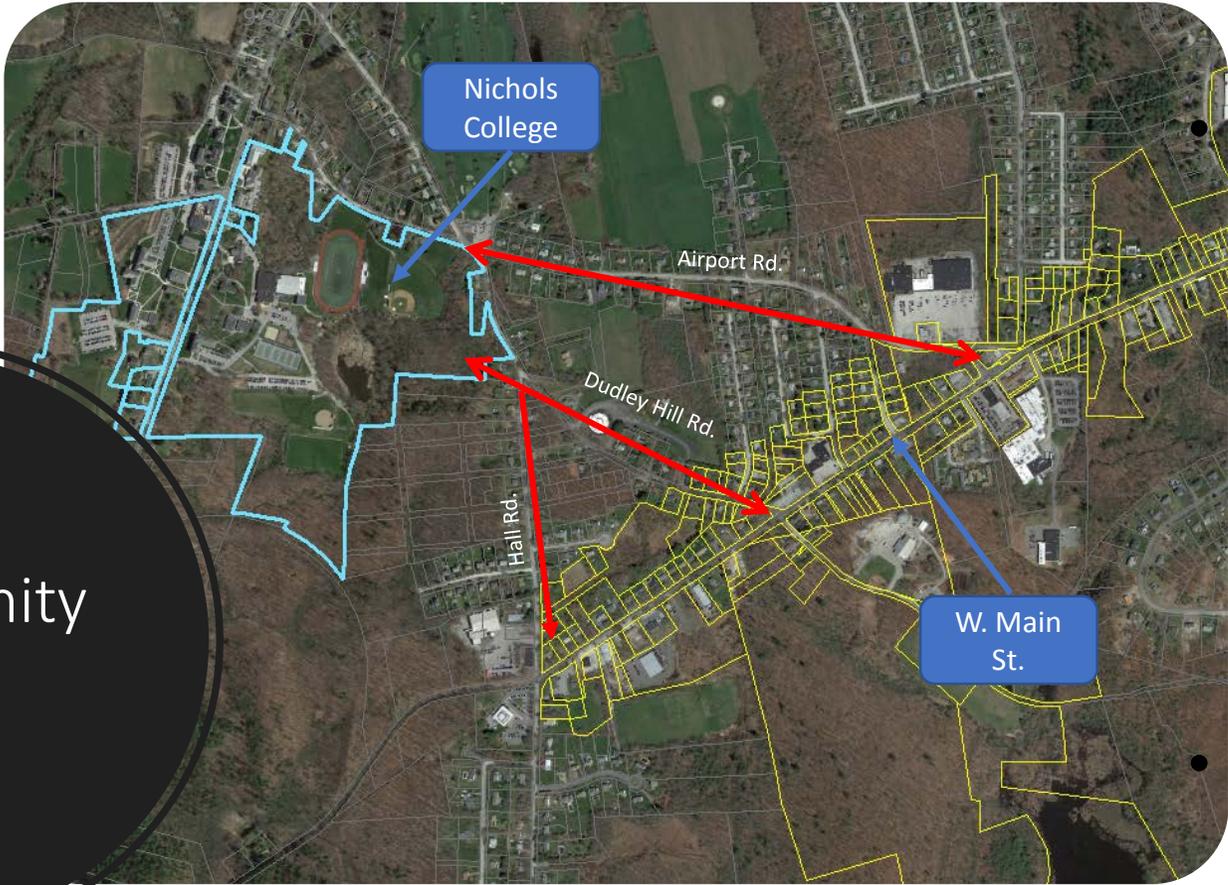
Opportunity Areas

W. MAIN ST. / WEBSTER LINE



- Opportunities
 - Stevens Mill Redevelopment
 - New development on parcel facing W. Main St (Dunkin Donuts)
 - Well positioned parcels between French River and Schofield Ave.
- Threats
 - Few parcels available for new development
 - Many parcels are residential, would be unlikely to redevelop
 - Parking minimums would likely limit the amount of land that can be developed

Opportunity Areas



W. MAIN ST. / NICHOLS COLLEGE

Strengths

- Students, professors and staff
- Connections outside of Dudley can be a booster for local businesses
- Existing commercial space that can be developed/redeveloped without rezoning
- Existing road connections to Main St.

Weaknesses

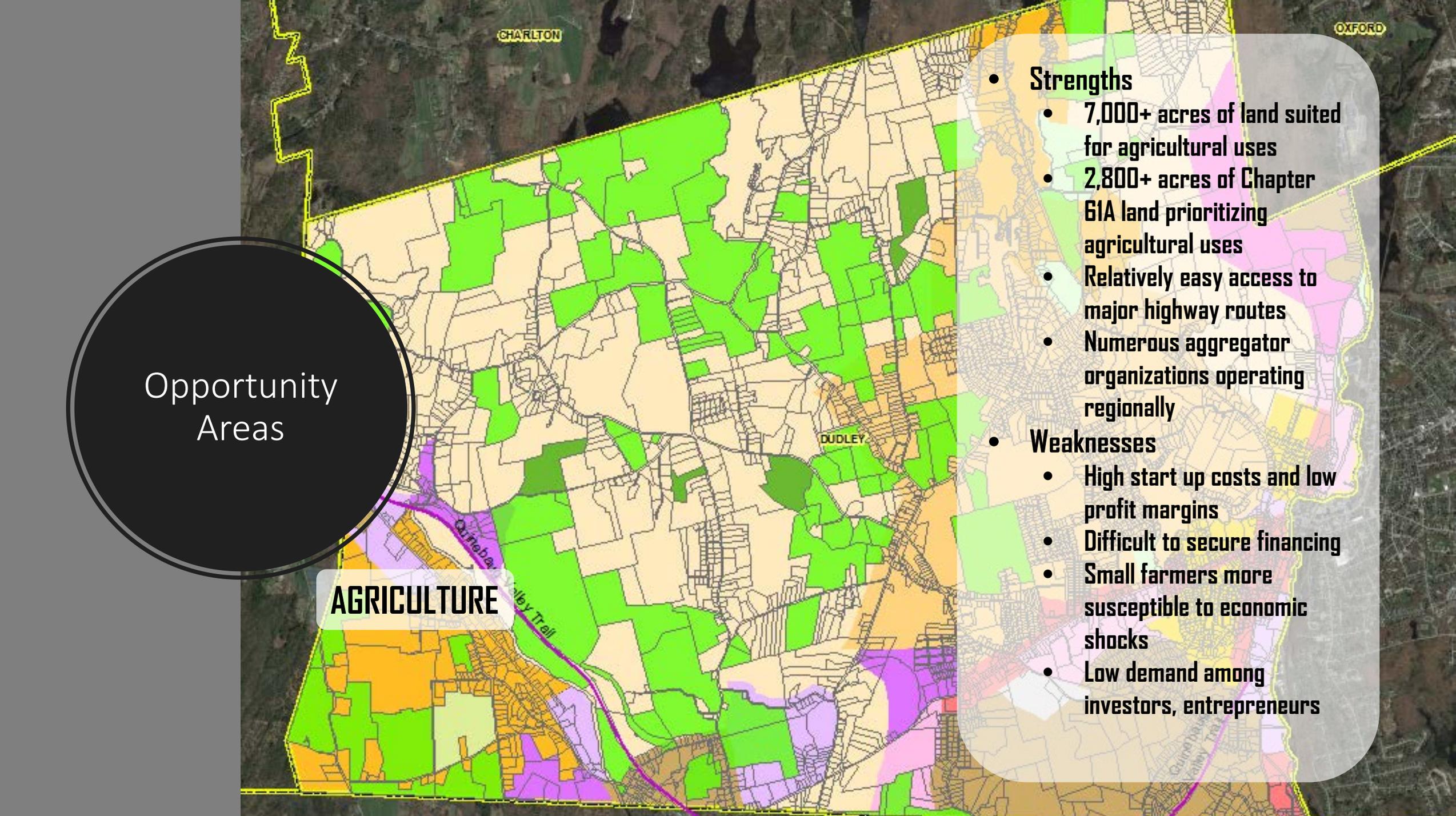
- Few sidewalks or other non-car corridors
- Thickly settled residential between Nichols & business area

Opportunity Areas



W. MAIN ST. / NICHOLS COLLEGE

- Opportunities
 - Dudley Plaza has approx. 4 acres devoted to parking, some of which could be suitable for in-fill development
 - Sidewalks could connect from Airport Rd. to W. Main St
- Threats
 - Residents could resist improved connections between Nichols and W. Main St.
 - Nichols population is likely too small to support businesses on their own
 - Restaurant and service industries are growing, but hard to tell when town has reached saturation point



Opportunity
Areas

AGRICULTURE

- **Strengths**
 - 7,000+ acres of land suited for agricultural uses
 - 2,800+ acres of Chapter 61A land prioritizing agricultural uses
 - Relatively easy access to major highway routes
 - Numerous aggregator organizations operating regionally
- **Weaknesses**
 - High start up costs and low profit margins
 - Difficult to secure financing
 - Small farmers more susceptible to economic shocks
 - Low demand among investors, entrepreneurs

Opportunity Areas

AGRICULTURE



- Opportunities
 - Demand for farm-to-table, direct to consumer is growing
 - More people interested in becoming farmers
 - Farming for breweries, other value-added production
- Threats
 - Few protections for existing agricultural lands
 - Few supports available for small farmers
 - Connecting farmers to consumers is difficult
 - Getting farmers and consumers to think regionally



Recommendations for Subsequent Phases

Phase 2 (Spring-Fall 2018):

- Impediments analysis: What is stopping growth in these places, sectors?
 - Review of zoning, regulations, permitting processes
 - Review of agricultural market conditions; what factors are limiting the success and growth of farming Dudley? What can the town do to mitigate them?
- Sector Specific Workshops
 - **Agriculture:** Convene farmers, aggregators and educators using contacts developed in Phase I
 - **Webster-Dudley Main St. Corridor:** What can both towns be doing to promote and support the Main St. Corridor
 - **Nichols/Main St. Neighborhood Workshop:** Convene a public workshop to understand concerns, needs of residents, property and business owners between Nichols and W. Main St.

Phase 3 (2019):

- Implementation recommendations
 - Zoning, regulatory amendments
 - Funding sources
 - Marketing strategies
 - Continuing governance

Questions?

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