

1995

# Marketing the Rutland Heights State Hospital Rutland, Massachusetts

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**MARKETING THE RUTLAND HEIGHTS  
STATE HOSPITAL**

**RUTLAND, MASSACHUSETTS**

Fall 1995

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The Center for Economic Development at the University of Massachusetts, in Amherst, is part of the Landscape Architecture and Regional Planning Department, and is funded by the Economic Development Administration of the U.S. Department of Commerce, and the University of Massachusetts.

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## Executive Summary

The purpose of this study is to provide the Town of Rutland State Land Planning Committee information relating to site management and marketing strategies that will assist the development of the former Rutland Heights State Hospital property.

Redevelopment of the site is expected to expand the Town's tax base and employment base. This project is in the early stages, however the information provided will guide the Town as the project evolves and becomes more clearly defined.

To achieve the purpose of this report, the studio team analyzed the characteristics of the Rutland Heights State Hospital site, Town of Rutland, and Worcester urban region as they relate to marketing the site for economic development. Positive and negative attributes were identified. The positive attributes of the site, Town, and region were then highlighted to be used as part of a marketing strategy. In addition, an assessment of the proposed re-use options provided in the State Master Plan was conducted. Finally, site management and marketing strategies were identified.

The study team's recommendations reflect the long term nature of this project. Since the project is in its beginning stages, the recommendations and information provided in this report should be used as guides and stepping stones for the continued planning of the eventual development of the site. The primary recommendation therefore is to prepare the site for future development. Site preparedness includes zoning the site appropriately (such as zoning the site for a Planned Unit Development with mixed uses), installing state of the art utilities like fiber optic lines, and establishing a site review process to ensure aesthetically desired development on the site. The second major recommendation is to

prepare a marketing strategy which promotes the marketable strengths of the site, Town, and region. Finally, the study team recommends that the town of Rutland continue to be proactive in its planning for the re-use and development of the Rutland Heights State Hospital site. This will allow the Town of Rutland to be knowledgeable of what should be done to ensure quality development on the Rutland Heights State Hospital property.

## **Chapter 1. Introduction**

## **1. Introduction**

Rutland is a small rural town located in the geographic center of Massachusetts. It is an extremely picturesque town with a history steeped in a congenial rural lifestyle and the health care industry. Much of this history in health care stems from the former Rutland Heights State Hospital located on State Route 56 near the Town's center. Since its closing in 1992, this 87 acre site has remained vacant and unused. The Town of Rutland views this site as an opportunity for economic development which is why citizens from Rutland decided to actively pursue reclamation of the hospital property from the State of Massachusetts. By attaining control of the property, the Town believes that development of the site with industry and commercial activity will expand the local tax base and increase the employment base while diminishing the possibility of increasing the Town's stock of single family homes. The purpose of this report is to help the Town of Rutland market the former Rutland Heights State Hospital property for development once the Town gains control over the site.

Our client, the Rutland State Land Planning Committee, is comprised of 14 citizens of Rutland who have organized themselves to attain Town control of the hospital site so that the parcel can be utilized for economic development. The State of Massachusetts currently controls the property, leaving it vacant and unused. Legislation is being submitted to the State Legislature to allow the Town to reclaim control of the property. This legislation includes the stipulation that the site be cleared of all existing buildings and cleaned of any hospital waste on the site before control is handed over to the Town. This will make development of the site much more attainable. Also included as part of the legislation is a long range master plan of the possible uses for the site. These



uses include industry, commercial activity, elderly housing, and municipal/recreational uses. Given the stipulations and guidelines included in the legislation, this report is intended to present marketing and management strategies that will assist the Town in developing the property.

The report was written to include guidelines for the Town to follow as it begins to attract prospective developers and businesses to the site after obtaining control of it from the state. A large part of this report is an analysis of the Rutland Heights State Hospital site, of the Town of Rutland, and of the Worcester region so that the marketable strengths of each can be advertised in a coherent manner to prospective developers and businesses. Also, the report contains an assessment of the proposed uses for the site, emphasizing the need for targeting "niche" industries that will best fit and prosper in Rutland. The final two chapters deal with management options and marketing strategies the Town can use to help develop the site. It is the belief of this study team that this information will be very helpful to the State Land Planning Committee and the Town of Rutland as it begins to develop the former Rutland Heights State Hospital property.

## **Chapter 2. Historical Background**



## **2. Historical Background**

This section includes brief histories of the Town of Rutland, the Rutland Heights State Hospital site, and the Rutland Heights State Hospital redevelopment project. Such background will provide an understanding of how this report plays a role in the entire redevelopment of the former hospital site.

### **2.1 Town of Rutland History**

The Town of Rutland is a beautiful residential hill town in the geographic center of the Commonwealth of Massachusetts.<sup>1</sup> It is bordered by Princeton on the northeast, Holden on the east, Paxton on the southeast, Oakham on the southwest, and Barre and Hubbardston on the northwest (see Appendices A for Location Map and B for Town Map). This location places Rutland 13 miles northwest of Worcester, 52 miles west of Boston, and 181 miles from New York City. As the highest elevation between the Berkshires and the Atlantic in the Commonwealth (the town's center rises to 1,200 feet above sea level), Rutland is known for having the cleanest air in the State.

In 1722, the Town of Rutland was officially incorporated into the Commonwealth. Agriculture and grazing comprised the early economy of the Town, a legacy that can be seen today in Rutland's large open spaces and rolling fields. As a result of its fresh air and rural character, Rutland grew as a health resort center by the 1880s. In 1898, the Massachusetts Hospital for Consumptive and Tubercular Patients, a state prison camp, and hospital were built along with many small private tuberculosis sanatoria. With the onslaught of tuberculosis by the turn of the century, Rutland became famous for its health care industry and fresh living environment.

In 1923, the Veterans Administration Hospital (later changed to the Rutland Heights State Hospital) was built at the site that is under study in this report. Until the recent closings of this hospital and others, Rutland thrived on the health care industry while retaining its rural character. Today, Rutland's high quality of life originates from its historically enjoyable living environment, as well as its easy access to amenities the Worcester urban area offers.

## **2.2 Rutland Heights State Hospital History**

The site under study, the Rutland Heights State Hospital parcel, was purchased by Dr. Bayard Crane in 1920 from Mrs. Joanna Prescott of Rutland. Consisting of approximately 87 acres and situated off of Maple Avenue (State Route 56) one-half mile from Rutland's town center, it was "ideally located for a quiet retreat" for the treatment of tuberculosis, with the town's high altitude providing fresh air for treatment.<sup>2</sup> After an administration building was erected, Dr. Crane sold the property to the United States Veterans Bureau.

The Veterans Bureau planned to build a hospital for the treatment of tuberculosis of World War I and Spanish War Veterans who were residents of New England. Adding several buildings to the site, the Veterans Administration Hospital was opened in 1923 as a 220 bed treatment center. Tubercular patients were treated at the hospital for several years until the number of patients decreased with successful treatment.

In 1936, the Veterans Hospital was converted to a more general medical care facility with a capacity of 467 beds: 288 beds for tuberculosis patients and 179 for general medical and surgery cases. However, the United States Government decided, as part of

an economic measure, to close the hospital along with many others across the country.

On June 30, 1965, the Rutland Veterans Administration Hospital closed its doors.

In 1967, the federal government gave the property to the Commonwealth of Massachusetts with several deed restrictions limiting its use for public health purposes for 30 years. The site operated as the Rutland Heights State Hospital and served as a public chronic care hospital for adult day care patients, a Driving Under the Influence second offender program, and a Youth Experiencing Sobriety program. Total licensed beds decreased from 257 in 1988, to 198 in 1990. In August 1989, the State announced plans to close the hospital because of budgetary shortfalls and excess space available at other hospitals and nursing homes. The last remaining patients left the hospital on December 23, 1991. By March 1992, the maintenance staff had closed the buildings and mothballed the entire property.

### **2.3 Rutland Heights State Hospital Reuse Project History**

Representatives from the Town of Rutland met with the Division of Capital Planning and Operations in Boston in August 1994 to discuss the possibility of the Town acquiring the Rutland Heights State Hospital site.<sup>3</sup> The result of this meeting was the formation of the State Land Planning Committee, a 14 member group organized to develop a reuse consensus plan and to write an “expression of interest” statement to serve as a road map for moving forward with the redevelopment of the property. It was agreed that if any legislation was needed to move forward on acquisition of the site, State Senator Robert Wetmore’s office would assist in any way possible. The legislation would include not only what the town desired, but also what the town did not desire the land used for.



After many months of committee meetings, brainstorming sessions, and research, a general direction for the use of the site was formulated. It was agreed that the Town desires the site to be cleared of any standing buildings and also cleaned of any contaminants the site may hold before the State hands over control of the property to the Town. This would allow the Town to use and market the site as a clean site, ready for development. The best uses of the site agreed upon by the Committee include, but are not limited to, industrial use, limited commercial use, elderly housing use, and municipal/recreational use (see Appendix C for Proposed Land Use Map). The purpose of such uses on the Rutland Heights Hospital site is to expand the Town's tax base and employment base without placing severe additional strain on area schools and public services.<sup>4</sup>

The State Land Planning Committee has contracted the State of Massachusetts to conduct a reuse feasibility study which explores what uses can and cannot be realistically placed on the parcel. In addition, the Committee has contracted with the Center for Economic Development at the University of Massachusetts for the writing of this report, a marketing and management strategy for the reuse of the site based on site, town, and regional assessments and opportunities.

### **Chapter 3. Town and Regional Characteristics**

### **3. Town and Regional Characteristics**

This section of the report draws upon quantitative data, including statistics from the U.S. Census, the Department of Employment and Training, Massachusetts Institute for Social and Environmental Research (MISER), as well as community profiles of the region and Town provided by various sources such as the Executive Office of Communities and Development (EOCD), the Worcester Business Journal, and Massachusetts Municipal Profiles. The report also draws on qualitative information compiled by various sources, including studies done by the Central Massachusetts Planning Commission, and articles written about the town and the region from newspapers and journals within the Worcester area. Wherever possible, tables and graphics are used to emphasize the statistics visually.

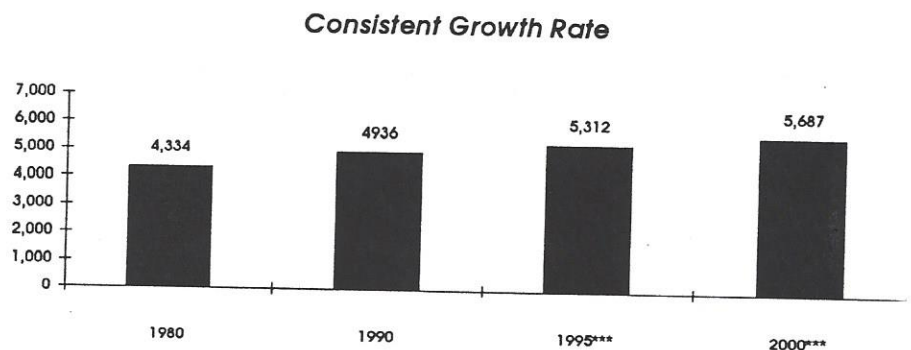
The intent of this section to provide of the town and the community, to determine characteristics such as population, education, labor and lifestyle trends that the Town can use in future marketing materials. This information is important to businesses looking to locate within the region for determining such factors as the age, education and training and size of their prospective labor pool , as well as quality of life issues that may affect themselves and their employees. Such information can also help businesses determine business trends in order to devise well-planned strategies for business retention and competitive and target marketing.

### 3.1 Population

Rutland is a rural town located in the heart of Worcester County as well as the heart of Massachusetts. It is surrounded by the communities of Holden, Barre, Paxton, Princeton, Hubbardston and Oakham. Although its population defines it as a small town, it is the second largest within the region, and it has been growing. Between 1980 and 1990 it has grown by 13.9%, which is above both state (4.9%) and county averages (9.8%). By the year 2,000 it is expected to grow another 10% to 15%.

	Population 1995
Holden	15,181
<b>Rutland</b>	<b>5,312</b>
Barre	4,800
Paxton	4,237
Princeton	3,306
Hubbardston	2,956
Oakham	1,561

Source: MISER Projections



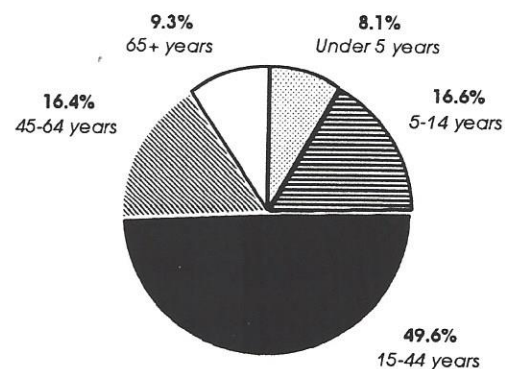
Source: 1990 U.S. Census,\*\*\*MISER Projections

While this rapid and steady growth rate has placed increased demand for public services on both the town and the region, it has also allowed the area to maintain a young population base. The average age of the town resident is 32.08, which falls below the other communities in the region as well as the state and county medians.

	Median Age
Holden	37.38
<b>Rutland</b>	<b>32.08</b>
Barre	33.89
Paxton	36.41
Princeton	35.11
Hubbardston	32.10
Oakham	32.91
Worcester County	33.06
Massachusetts	33.57

Source: 1990 U.S. Census

**Rutland's  
Population Breakdown by Age**



Source: 1990 U.S. Census



### 3.2 Educational Resources and Opportunities

Rutland has a small school system accommodating kindergarten through eighth grade. Wachusett Regional High in the neighboring town of Holden accommodates Rutland's high school age children. The 1.1% drop out rate at the regional high school is below the state average of 4.0%. The average SAT score for students at the high school is 922.

Rutland residents also have access to the many colleges and universities located within the Worcester region. These schools offer full and part time undergraduate and graduate level programs as well as evening and adult education opportunities. In addition, the community colleges offer job training and career placement assistance for people entering and re-entering the work-force.<sup>5</sup>

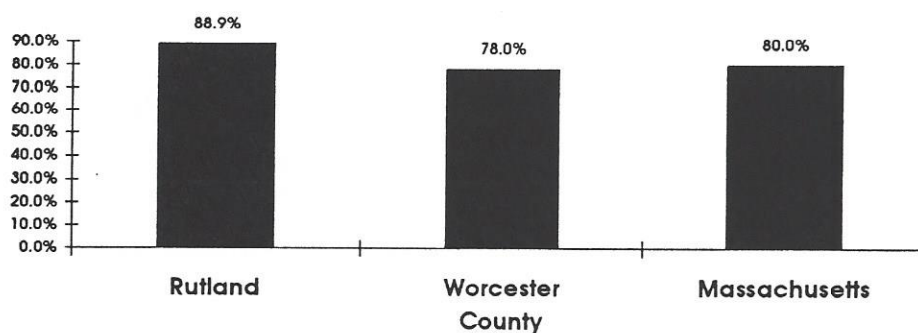
COLLEGES AND UNIVERSITIES IN WORCESTER REGION	
Institution	Location
Anna Maria College	Paxton
Assumption College	Worcester
Atlantic Union College	Lancaster
Becker College	Worcester
Clark University	Worcester
Fisher Community College	Fitchburg
Fitchburg State College	Fitchburg
College of the Holy Cross	Worcester
Johnson & Wales	Worcester
Mt. Wachusett Community College	Gardner
Nichols College	Dudley
Quinsigamond Community College	Worcester
University of Massachusetts Medical School	Worcester
Worcester Polytechnic Institute	Worcester

Source: 1995 Worcester  
Business Journal  
Data Book



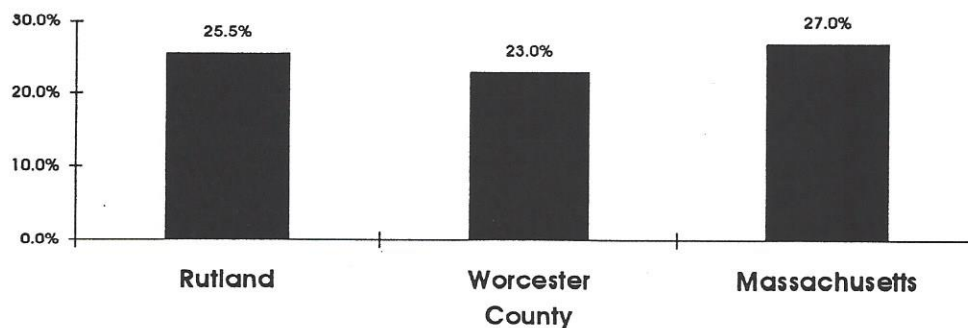
Rutland is a well educated community—of people over the age of 25, 88.9 % have a high school degree or higher, and 25.5 % have a Bachelor's degree or higher. Both of these statistics are above averages for the Worcester region.

***People Over Age of 25 With A  
High School Degree or Higher***



Source: 1990 U.S. Census

***Bachelor's Degree or Higher***

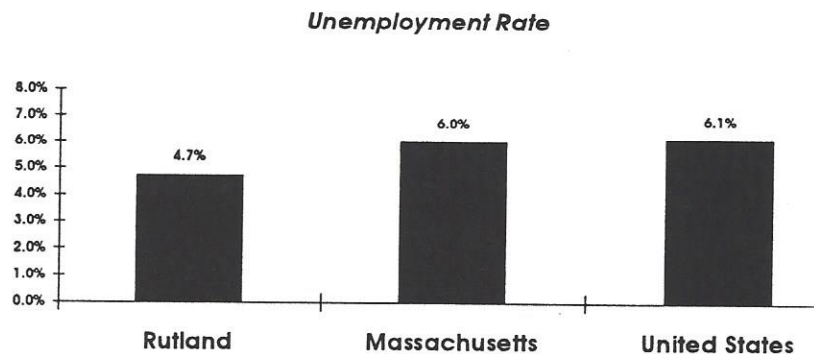


Source: 1990 U.S. Census

### 3.3 Labor and Employment

Rutland has a dedicated labor force. Their unemployment rate is 4.7%, which is below both state and national averages. Of the 2,812 people eligible to work, 2,668 are working. Most people work in professional and service sector jobs. Only 172 residents work in the town however. The remainder work in neighboring communities. The average journey to work time is 26.9 minutes.

<b>LABOR &amp; EMPLOYMENT</b>	
<b>Labor Force</b>	<b>2,812</b>
Mgrs. & Professionals	919
Technicians, Sales & Administrative Support	683
Service Occupations	382
Farming, Fishing & Forestry	73
Precision Prod., Craft & Repair	319
Operators, Fabricators & Laborers	292
Self Employed	103



Source: 1990 U.S. Census

### 3.4 Public Safety

Rutland and the surrounding communities are safe towns. They have low crime rates. From the few crimes reported in the region over the past year most deal with property damage. In fact, no violent crimes were reported in Rutland in the past year.<sup>6</sup>

### 3.5 Transportation

The major roadways running through the town are State Routes 56, 122, 122A and 68. Route 122A is a good 2-lane highway connecting Rutland to major highways. These roads are free of congestion and according to the most recent Central Massachusetts Planning Commission Transportation Plan, they suit the present and future needs of the town well.<sup>7</sup>

Rutland is located less than 20 miles from Worcester, second largest city in State. Because of Worcester's 50 mile proximity to Boston and Providence and 75 mile proximity to New York State and the other New England States, it is considered New England's transportation hub.

Via Interstate 190 and 290, Worcester has highway connections running both north-south and east-west as well as good access to the Massachusetts Turnpike. (See Appendix D for Regional Map) The city also provides both passenger and freight rail service and has a municipal airport which is 36 air miles from Boston and 136 air miles from New York City. (See Appendix E for Transportation Hub Map)

### **3.6 Entertainment and Cultural Resources**

Rutland's proximity to Worcester allows the town to use the many cultural facilities in the city. They include many museums with unique collections. For example, the Goddard Exhibition at Clark University showcases the patents, notebooks, manuscripts and memorabilia of Worcester native, Robert Goddard, father of U.S. rocketry. The Higgins Armory houses one of the largest collections of medieval and Renaissance armor in the Western Hemisphere. The museum features armor worn by Roman gladiators, as well as protective armor for animals.

The Worcester Art Museum is the second largest in New England. Their collection has more than 30,000 objects spanning 5,000 years of art and culture, from ancient Egypt through the pop art era. A special feature of the museum is a room furnished from a twelfth century monastery. The New England Science Center is set on 60 acres of woodlands and features a planetarium and an indoor/outdoor zoo.



Local, national and international music ranging from pop to classical can be heard at Mechanics Hall, the New Aud, and the Centrum. These sites are also used for local and national theater productions.

Worcester is also home to two professional sports franchises—the MASS Marauders of the Arena Football League, and the Worcester Ice Cats of the American Hockey League.

Rutland has the highest designated open space in the Worcester region. Nearly 50% of the town is protected by the Watershed Protection Act. The Rutland State Forest has ample land for outdoor leisure and sporting activities such as golfing, boating, fishing, cross country skiing, swimming, hiking and horseback riding. The neighboring town of Princeton is home to the Wachusett Mountain Ski Area which has a 2,006 foot summit and offers 18 downhill trails as well as groomed cross country trails. During off-season, it hosts concerts, regional festivals, and operates a skyride to summit<sup>8</sup>

### **3.7 Conclusions and Recommendations**

By examining the data, some of the conclusions drawn may be obvious. For example by viewing the education and labor statistics one can assume there is a well-skilled and educated labor pool available in the region. Other data may imply information important to businesses. The fact that Rutland's population is the youngest in the region suggests that businesses will have present and future access to an ample labor pool due to the size of the people of employment age living within the community.

It is also important to note that what may seem like a positive factors to one business may be negative to another. For example a well-educated labor pool can imply

employees may be demanding higher salaries. In addition the low unemployment rate may lead to the question of where the labor pool will come from.

It is important when using the data for marketing purposes to remain objective and to anticipate both positive and negative implications. For instance, questions regarding labor pool sources can be countered by the fact that many of Rutland's residents commute out of town for work, but their commute time is less than a 1/2 hour drive. If there was more opportunity for employment within the town, perhaps residents would be less likely to commute and fill the nearby positions.

What should be stressed is that Rutland can offer businesses looking to locate in the area the best of both worlds. It has access to all of the amenities of a large city, without the traffic, safety and pollution problems that are associated with city life. The town has a young, well-educated, and dedicated labor pool. In addition it is a safe and environmentally clean community with access to many cultural and recreational activities. These are the positive aspects of the town that should be stressed when preparing marketing materials and strategies targeted toward developers and business site locators.

## **Chapter 4. Site Analysis and Assessment**

## **4. Site Analysis and Assessment**

A site analysis was conducted for the Rutland State Hospital site to determine the strengths and weaknesses associated with potential economic development. Six factors were examined. They are available land, topography, utilities, site access, natural environment, and neighborhood character. These factors were examined because they reflect key elements that are important to site selection. More importantly, these factors help determine what type of business and industry may be suitable for this site.

Upon completion of the site analysis, an assessment of the six factors was conducted to help determine the strengths and weaknesses of the site as they pertain to economic development. The final portion of this chapter is a series of recommendations.

### **4.1 Site Analysis**

#### Available Land:

The site has a total of 87 acres. The former State Hospital facility occupied 32 acres. The remaining 55 acres are undeveloped. Approximately 15 acres of the undeveloped land falls within a Watershed Protection Zone. This area is highlighted by a five acre pond and a small stream that flows to and from the pond. This watershed protection zone is protected under the State's Water shed Protection legislation known as the Cohen Bill. Therefore, this land is subject to various development restrictions. The remaining 40 acres are wooded, and in their natural condition. (See Appendix C for State Land Use Map)



### Topography:

The site is relatively hilly and quite steep in several locations. However, the developable land actually rests on relatively flat ground, at the top of the hill and near street level. Most of the site has slopes between 7-10%, however several isolated locations have slopes between 25-35%. (See Appendix F for Site Map)

### Utilities:

The site is serviced with electricity, telephone, water and sewer. Town water and sewer are regulated by the Massachusetts Water Resource Authority (MWRA). Historically, there have been questions concerning the water quality in Rutland, and the sewer capacity within the region. There does exist a water quality problem, but this will be resolved with the slated construction of a town water filtration system. The regional sewer capacity is another concern. However, the capacity was doubled by the MWRA in the early 1990's by installing an additional trunk line.

In addition to these utilities, it has been determined that fiber optic communications are available within 3/4 of a mile north on Maple Street at a Nynex station.

### Site Access:

The only access onto the site is from Maple Avenue (State Route 56). State Route 56 is a two lane highway. The access road into the site from Route 56 is very nicely landscaped, with a mature allee of trees. It is expected that this access road will be used to the extent as possible.



In addition the State's Reuse Master plan identified a second potential access road into the site. This access road would also be from Route 56, but would travel directly adjacent to the property's northern border as indicated in the State's Master Plan.

#### Natural Environment:

The site has an abundance of natural beauty. It is characterized with a mature landscape of scattered trees and forest. In addition, the highlight of the site is a five acre pond which lies in a small valley. The gentle slope of the land and several areas with steep slopes complement this landscape.

#### Neighborhood Character:

The site is surrounded by a wide range of land uses. Immediately to the north is a Citco Gas Station, and a low density residential neighborhood. To the south is a small ten lot residential subdivision and 37 acres of open low intensity agricultural land. Adjacent to the west is a 61 acre lot, presently protected as farmland preservation.

### **4.2 Site Strengths**

The site assessment was conducted upon completion of the site analysis. Each of the six factors examined in the site analysis were reviewed and an assessment was determined based upon their marketability for business site location. This assessment identifies the strengths and weaknesses of each factor based upon their individual marketability.

#### Available Land:

The site has 22 acres of land that are cleared of all buildings, environmentally clean, and ready for development. This is important because the site is ready for development, and this will lower the cost for construction. In addition, there exists the potential for future expansion of the park, with the adjacent 40 acres of forest.

#### Topography:

The available land ready for development is relatively flat and cleared of most vegetation. The hilly topography of the site lends for an exiting landscape and good views. Slope does not pose significant constraints on development.

#### Utilities:

This site has all the necessary utilities needed for economic development. The water and sewer trunks available to the site are more than adequate for any appropriate economic development expected. According to Carl Christianson from the Rutland water department, the Town has been consuming approximately 250,000 gallons of water daily out of a total allocation of 550,000 gallons per day. Additionally, the former State Hospital facility metered between 75,000-100,00 gallons of water per day. These numbers provide reasonable assurance that the Town of Rutland and the subject site are suitable for most reasonable uses. Having these existing utilities will lower the cost for development. The availability of fiber optics to the site is very important. Fiber optics permits businesses

located in a rural location such as Rutland, to conduct business communications entering the 21 century, in today's global village.

#### Site Access:

State Route 56 provides a convenient and direct link to the site. The road is presently a two lane highway, and has been determined to be capable of handling any potential increase in traffic due to future development. The current access point into the site off State Route 56 provides the best available option.

#### Natural Environment:

The mature landscape found on the site provides a sense of permanence and aesthetic quality. The mature trees and vegetation within the site act as a natural buffer between adjacent land uses.

The five acre pond captures the natural beauty of this site. This pond and the immediate surrounding land are protected under the State's watershed protection legislation called the Cohen Bill. Therefore it is expected that this area will be protected from development and maintained as open space for the enjoyment by the Town and local businesses.

#### Neighborhood Character:

Historically, the surrounding uses of the former State Hospital did not pose any significant problems. A large percentage of the adjacent land is currently in low intensity agricultural activity.

### **4.3 Site Weaknesses**

#### Available Land:

Only 22 acres are available for development. 17 acres are programmed for an industrial park. This may pose some constraints on subdividing this portion into usable lots.

#### Topography:

The topography of the site in several steeply sloped areas may pose development constraints. However, this can be overcome in the same manner as the former State Hospital by the use of terracing for road and building construction.

#### Utilities:

No weaknesses exist in terms of utilities.

#### Site Access:

Although Route 56 is expected to be able to handle future traffic increases due to new development, there may be some congestion at the point of access into the site from State Route 56 during the morning and afternoon commutes.

#### Natural Environment:

Natural factors do not present any weaknesses.



### Neighborhood Character:

The surrounding land uses of the site may not be compatible with future development. The Town should develop the site with "neighbor friendly" uses to minimize any negative impacts.

### **4.4 Recommendations**

Upon completion of the identification of the strengths and weaknesses of the site, a series of recommendations have been formulated. These recommendations reflect issues that should be examined prior to any development.

1. Change current zoning to allow for programmed development. Zoning changes require legal authorization by the locality. Furthermore, it may be appropriate to designate this site as a Special Development District, or a Mixed Use Development District. According to the *Urban Land Institute Mixed Use Development Handbook*, a Mixed Use Development is a subset of multi-use development that is characterized by three distinct features.

- a. The project has at least three significant revenue producing uses (i.e. industrial, commercial and residential).
- b. There is significant physical and functional integration of the components of the project.
- c. Development is carried out according to a coherent and comprehensive plan.

The commonly referred to Planned Unit Development (PUD) is associated with clustering development to preserve open space. This idea of clustering development can be used in conjunction with Mixed Use Development in zoning.

2. Investigate the possibility of expanding fiber optics to the site.
3. Develop an overall Master Plan for the site.
4. Establish a series of landscape and architecture design guidelines.
5. Examine upgrading the access point into the site from State Route 56.

The implementation of these recommendations will provide for the most optimal marketing of the site. This marketing approach will not only attract the best suitable development for the site, but it will promote an aesthetic quality of architecture and landscape in which the Town of Rutland can be proud.

## **Chapter 5. Assessment of Proposed Re-Use Options**

## **5. Assessment of Proposed Re-Use Options**

The purpose of this chapter is to examine the four re-use options selected by the State Land Planning Committee for the Rutland Heights State Hospital property. The four options are light industrial, elderly housing, commercial and recreation.

In investigating these options several sources were used, including U.S. Census data, reports of national and regional business trends, as well as interviews with observers of trends in the region (i.e. Central Mass. Planning Commission, developers, and newspaper journalists).

### **5.1 Industrial/Business Development**

The largest portion of the Rutland Heights State Hospital property has been designated for "neighbor friendly" industrial or business development. To analyze the optimum means for such development, state, regional and local business climates were assessed by applying standards frequently used to determine the best regions for business development. These standards include risk, business performance, economic growth rates, quality of life and state attitude towards business.<sup>9</sup>

#### Local Business Climate:

Presently Rutland has few established businesses which can offer prospective companies effective means to analyze the risk, business performance and economic growth rate factors. However, data from both the State and Worcester region allow developers sufficient information to assess the likelihood for successful business development in the



town. In addition, Rutland scores positively on both quality of life and state business climate factors.

#### State Business Climate:

Massachusetts has typically been viewed as an unfriendly environment for business due to the strict regulatory climate predominant in the Northeastern states. However in recent years the state has succeeded in changing its image. According to a recent report in *Inc. Magazine*, Massachusetts ranked eighth in the country for quick growth small business development in 1995. The report, which listed the 500 fastest growing small businesses in the United States over the past year, featured twenty-three Massachusetts companies<sup>10</sup>

Much of this success is due to one-stop permitting and business assistance centers like the Massachusetts Office of Business Development (MOBD). This program provides the technical assistance to companies who are considering doing business in Massachusetts cities and towns. The MOBD streamlines permits and licensing processes and offers other information necessary for these companies to do business in the state. The MOBD closest to Rutland is located in Worcester.

### Regional Business Climate:

Another program which has encouraged business development in the Worcester region is the Worcester Polytechnic Venture Capital program. In addition to holding monthly forums focusing upon entrepreneurial issues, this program links prospective entrepreneurs with venture capitalists so they have the necessary financial assistance to support their new business.<sup>11</sup>

Traditionally, the Central Massachusetts region has held a strong manufacturing base. However in recent years this base has been deteriorating. According to U.S. Census data, between 1990 and 1993, 38 manufacturing companies left Worcester County, resulting in the loss of almost 7,000 jobs. Manufacturing industries which continue to remain strong in the region are pharmaceuticals, bio-technology, fiber optics, industrial machinery and electronic components.<sup>12</sup>

While the manufacturing base has steadily decreased, jobs within the service sector (including Real Estate, Insurance and Finance) have steadily increased. Between 1990 and 1993, 167 service sector businesses have entered Worcester County. Most of these businesses are small (employing 10 people or less), however they have contributed more than 5,000 jobs to the region.<sup>13,14</sup>

## Observations and Recommendations

The information examined supports the Rutland Heights property's potential for business or office park development. The success of its development depends on a strong marketing campaign to site selectors and business developers. There are several key facts the town should stress when marketing the property to business developers.

1. Census data indicates that most of Rutland's labor force is employed in professional and service sector occupations. Presently residents travel outside the town for employment. However, their commuting time is less than a half-hour which indicates that many of the service sector jobs within the Worcester region are occupied by Rutland residents. This information will be important to business developers in the service sector when considering access to a skilled labor pool.

2. Many of the 167 service sector companies that have come into the region have been small businesses. According to *Inc. Magazine*, most new small businesses begin to seek office space within 2 1/2 years after they have become established.<sup>15</sup>

3. The Town is part of a designated Economic Target Area (ETA) and therefore qualifies for federal and state loan and grant programs reserved for ETAs. (See Appendix G for Financial Resources and Opportunities)

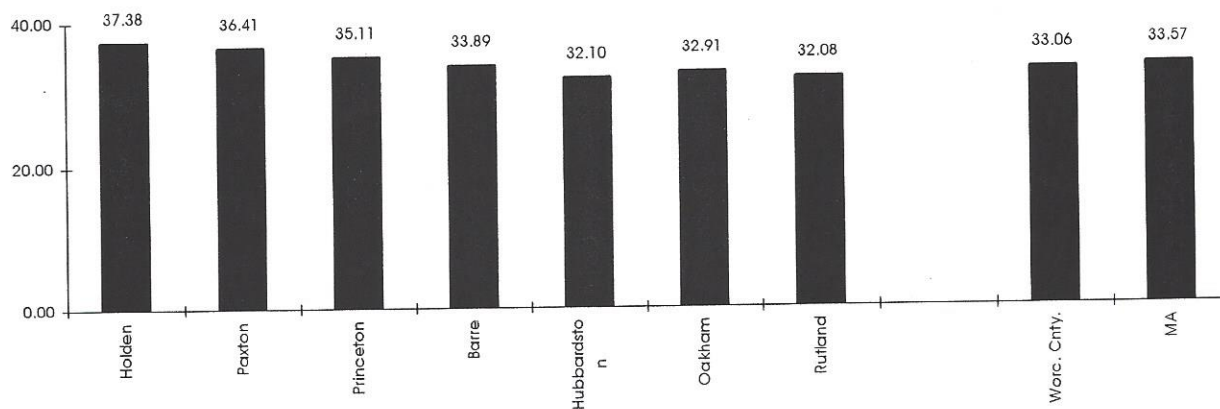
4. Rutland's quality of life factors make its marketing potential very strong. The small town charm combined with the access to business and cultural amenities of the nearby City of Worcester should be stressed in all promotional pieces.

## 5.2 Elderly Housing

National, state and local data support the fact that an aging population will be driving trends in services and housing for the next decade. The baby boom generation is getting older and birth rates are low.<sup>16</sup>

While Rutland is one of the youngest communities in the region with a median age of 32.08, the median ages of three contiguous communities, Holden, Paxton and Princeton are above both State and County averages. The aging population will increase the need for adequate elderly housing, which makes the use of land for this purpose a viable option.

**Median Age**



According to Joanna Dresser, a consultant responsible for promoting elderly housing on the Cushing State Hospital property, for marketing purposes, ideally an elderly housing development should not be larger than 100 units. She points out however, that the Cushing site, which has 300 units, has received strong interest from developers.



Presently the State is considering options from the four most substantial bidders on the Cushing property.

### **5.3 Commercial/Retail**

Presently there is very little commercial development in Rutland by which to measure the success or failure of commercial or retail ventures. However, Rutland's median household income (\$48,521) is above both state (\$41,167) and national (\$33,610) medians.

Rutland's consumer habits are also high. According to CACI, an independent market research firm specializing in national consumer trends, Rutland residents rank high in 14 out of 20 purchase potential index categories (See Appendix H for Buying Power Table).

This information strongly supports the success of commercial development on the site. Alternatives that would probably have the greatest success are those that can benefit the business park and elderly housing options as well. Some recommended options include convenience stores, green grocers, laundromat/dry cleaners, health/exercise clubs, video rental/retailers, drive through bank/ATM facilities, and emergency care/HMO satellite facilities.

### **5.4 Recreation**

The Rutland Heights property has ample space for diverse recreational activities which can benefit both the elderly housing and the business development as well as the community-at-large. Some recommended uses include groomed trails for walking,



jogging, vita/exercise stations, and cross country skiing. A public park with a pavilion would encourage the local community to utilize the site. The site can successfully support community activities such as farmers markets, artisan/craft fairs, and sales of other “home-spun” products.

## **5.5 Conclusion**

Given that it may be several years from the release of this report before the site will be cleared and ready for development, the intent of this chapter is to offer the State Land Planning Committee guidance for considering some specific alternatives for the proposed uses. In doing so, the Committee can pursue the best of all possible elements for future marketing campaigns, development and design of the property.<sup>17</sup>

## **Chapter 6. Site Management**

## **6. Site Management**

The purpose of this chapter is to educate the town of Rutland and the State Land Planning Commission about managing the site once it has been transferred to the town. This chapter will outline the various management strategies typically used in similar projects. In addition, the necessary steps that should be taken in order to prepare the site for development will be outlined.

### **6.1 Management Process**

Typically, the development and management of a project can be divided into several different phases. They are sales, permit and financial planning, engineering and construction, marketing, and management.

Sales includes market analysis, advertising, promotion, sales and lease negotiations, and broker relations activities. The first phase determines if there is any real market potential for the proposed project. The second phase is permit and financial planning. This includes feasibility analysis, financial projections, borrowing requirements, budget requirements, and identification and application of necessary permits. The next phase of engineering and construction includes master planning, estimation of development costs, general subdivision and design controls, and the actual construction of infrastructure systems. The marketing phase is a continuation of the sales component. The final phase is management. This includes tenant relations, continuous marketing and sales, and general site maintenance.<sup>18</sup>

## 6.2 Site Management Options

The first objective for the Town of Rutland will be to determine to what extent it wants to involve the site management and development process. Since the town will have sole control over the property there are several possible avenues. They are in-house, consulting, or private contracting.

In-house means that the Town of Rutland would be responsible for management and site development. Currently, the town of Rutland does not have the staff or expertise capacity to handle this task. This would mean that the town would have to hire at least one staff person and probably several others.

The second option would be for the town to use private consulting. Private consulting is essentially hiring a consulting team to assist the town during various aspects of the management and development process. This option would allow the town to still be directly involved.

The third option is to contract the management and development of the site to a professional organization. This is typically done by posting a Request For Proposal (RFP) in which the town outlines its goals and objectives for the project.

The three options represent different levels of risk, finance, and time commitment. However, this is the first decision that must be made by the town. It should be pointed out that a combination of the three management strategies is possible.

### 6.3 Site Development

Site development can be approached from several different alternatives. The three most prevalent options are sell, lease, and partnership. Although the town does have the final decision on which option to pursue, very often external factors such as marketability, cost, and time will have a strong influence.<sup>19</sup>

The first option is for the town to put the land up for sale. This may be accomplished in three packages. The entire property may be sold as a single unit, portions of the site may be sold based upon zoning or use, or finally the site may be sold as individual building lots. In any of the three cases, the buyer would be responsible for construction and management of it's own facility.

The second option would be for the town to lease the site as a whole, portions, or as individual lots. Once again, the buyer would be responsible for construction and management. Specific lease agreements would have to negotiated between each perspective buyer.

The final option would be a partnership between the town and another entity. These are most commonly seen in the development of an industrial park with a university or other major institution representing a sponsor. This option would most likely be a joint development and management venture. Once again, the possibility of using a combination of three alternatives exists.



## 6.4 Site Preparation

Regardless of whether the development and management of the site is in-house, consulted, or contracted there is a set of specific steps necessary in order to prepare the site for potential development.

The first phase of site preparation will be to acquire the necessary permits and approvals from federal, state, and local authorities in conjunction with the overall project. Building and site specific permits and approvals will be sought by the individual project tenants as the sites are developed.

### Permits and Approvals

#### Federal:

- National Pollutant Discharge Elimination System Permit for Storm-water
- Section 404 Authorization "Army Corps Permit"/ State Program general Permit

#### State:

- Massachusetts Environmental Policy Act "MEPA" Approval
- Sewer System Extension/ Connection Permit
- Section 401 Water Quality Certification<sup>20</sup>

#### Local:

- Subdivision Approval
- Zoning Change Approval

The second phase of site preparation will be to acquire financial assistance for on-site infrastructure costs. This is usually accomplished by seeking federal and state financial assistance through grant applications.

### Potential Financial Assistance:

- Massachusetts Government Land Bank: Pre-development Assistance Funding

- Massachusetts Government Land Bank Economic Development Financing Program
- Department of Commerce Economic Development Administration
- Massachusetts Office of Communities and Development :Community Development Action Grant <sup>21</sup>

These pre-development grants will be used for the cost of design and construction for the project's infrastructure such as utilities and roads. In order to qualify for many federal and state grants, the application must provide mitigation as appropriate to minimize or avoid adverse impacts directly attributable to the project. This in turn means that various impact studies must be conducted.

#### Possible Needed Impact Studies:

- Traffic
- Air Quality
- Water Supply and wastewater Disposal
- Wetlands Resources
- Construction Impacts

The final phase which should be conducted before development of the site, is a Development Program. A Development Program is essentially a master plan for the site. It includes several important factors listed below:

#### Necessary Factors for a Master Plan:

- Number of lots
- Number of Buildings
- Gross Square Footage (Maximum Build Out)
- Roadways
- Parking <sup>22</sup>

In addition to this information the Development Program should also contain a development schedule. This schedule should estimate the market demand for the

proposed project by anticipating the square feet of building area that will be developed per year until the project has reached full build out.

## **6.5 Conclusion**

Site management and development is a vital component to the overall development of this site. Choosing the appropriate management option and taking the necessary pre-development actions will help ensure that the site can be marketed and redeveloped in the most suitable and effective manner.

## **Chapter 7. Marketing Strategies**

## 7. Marketing Strategies

This chapter will present options that are available to the Town of Rutland as well as the necessary steps that need to be taken regarding the marketing of the Rutland Heights Hospital site to prospective developers and businesses. First, the point will be made that as businesses move into the Twenty-first Century, it is becoming clear that technology has made it possible to locate a business nearly anywhere in the world, including more rural locations such as Rutland, without losing the competitive advantage a successful business requires. Second, the necessary step of packaging the strengths of the site, Town, and region will be completed and explained so that developers and businesses can understand what the site and surrounding area has to offer for successful development. Following this will be a discussion of the very important concept of "niche marketing," or the targeting of certain types of businesses and developers involved in an area of the economy that appears to have an advantage in the Rutland area. Finally, a section will be devoted to the actual promotion of the parcel to attract developers and get the word out concerning its availability.

The general theme of this section, as it should be for the entire redevelopment of the hospital property, is that business activity can occur anywhere in today's society with the availability of technology that allows for more remote locating of business sites. In addition to this, however, is the need to market the available site to developers and businesses that will provide the economic expansion the Town of Rutland desires. To do this requires the development of a marketing plan that not only highlights the strengths of the site and town and region, but also explains the uniqueness of the site and town to certain businesses that will best fit into the fabric of Rutland. What the study team sees as



Rutland's unique strength is its high quality of life stemming from its quiet rural setting and beauty, along with its easy access to the larger Worcester region and the amenities it provides. This uniqueness must be marketed to the types of businesses that the Town desires and that would best fit into and prosper in Rutland's character.

### **7.1 Business Location Issue**

As the business community moves into the 21st Century, the idea of the "global village" is more prevalent than ever. What is meant by global village is that with businesses and communities so well connected to the outside world by faxes, modems, fiber optic lines, and Federal Express trucks, business transactions and everyday work can be accomplished in nearly any corner of the globe.<sup>23</sup> In fact, according to Calvin Beale, a senior demographer at the United States Department of Agriculture, "advanced communications technology is starting to allow small towns to hold onto existing jobs and attract new ones".<sup>24</sup> Just like the impact of the railroad in the 19th century transforming small, self sufficient towns into exporters of goods, and the highways and interstate systems of the 20th century dispersing the population, the impact of communication technology in the 21st century may be just as great. It is with this in mind that Rutland must consider itself very accessible to business activity and market itself as such.

Not only does such technology, which is available to the Town of Rutland and the Rutland Heights State Hospital property, provide for the necessary connectedness to the rest of the business world, but it also allows businesses to conduct operations in the quiet rural setting Rutland provides. This is in addition to the amenities the Worcester urban region, a mere 20 minute drive away, offers those businesses that locate in Rutland, but

without any urban problems such as congestion and violent crime. This must be expressed in any marketing done by the Town in selling the site to developers and prospective businesses.

## **7.2 Packaging the Strengths of the Site, Town, and Region**

One of the most important aspects of marketing an available site is determining what marketable strengths the site has to offer prospective businesses and developers. In the case of the Rutland Heights State Hospital site, it is necessary to not only showcase the strengths of the site itself, but it is also necessary to identify and make known the strengths of the Town of Rutland and the surrounding Worcester urban region. This is important because a business owner is interested in the quality of life issues that impact the business' needs and desired amenities that are met from the larger community. With a coherent listing and explanation of the strengths of the site, Town, and region as far as economic development is concerned, an easy to reference guide to the opportunities available to prospective developers and businesses can be offered by the Town of Rutland through a pamphlet or flyer. Below is such a listing of strengths.

### 7.2.1 The Site

The strengths of the Rutland Heights State Hospital property listed below are offered with a number of conditional assumptions in mind. It is understood that the strength of the site's marketability depends heavily on the condition of the property site once control is turned over to the Town. Regarding this issue is the fact that the State Land Planning Committee has required in its proposed reuse master plan that the site be cleared of any existing buildings before the land is reclaimed by the Town. Concurrently, the plan asserts that the site be cleaned of any existing waste so that the site can be marketed as a clear and clean site. Such conditions are very important to the success of any marketing scheme for reuse. Likewise, the below strengths are dependent on the need for the Town to re-zone the property for industrial and commercial uses, as well as institute site plan review standards that will ensure desired reuse schemes.

With the assumption being that these conditions will be met once control of the site is handed over to Rutland, or soon there after, the following strengths are believed to exist and be very marketable. The strengths have been divided into 5 main areas consisting of available land, topography, utilities, accessibility, and natural factors.

#### Available Land:

- According to the State Reuse Master Plan submitted for the state land reclamation process, there will be 22 acres of cleared and cleaned land ready for development.

### Topography:

The available 22 acres of land are generally flat and thus more easily accessible and buildable. There are some hillsides that would have to be dealt with as one accesses the main campus of the site, but this allows for exciting landscape and views that can be used to make the site more attractive.

### Utilities:

Utilities exist that provide the site with many opportunities. A 10 inch water main, a sewer main recently hooked up to an expanded sewer trunk line, electricity hook-ups, and the potential for fiber optic hook-ups all exist on the site already.

### Accessibility:

The egress/ingress from Route 56 (Maple Street) that presently exists provides adequate access to the site. A new entrance and main access road may be built on the site and would then add to the value of the site. Most important however is that this issue poses no major obstacle to development.

### Natural Factors:

With an existing pond and stream on the site, and with the site falling within a Watershed Protection Act zone, the existing natural beauty will be retained on the site to the benefit of any business that locates on the site.



### **7.2.2 The Town of Rutland**

As explained in Chapter 3 of this report which concerned Town and regional characteristics as they apply to doing business at the site under consideration, the strengths of the Town of Rutland and the Worcester urban region need to be highlighted and made known to prospective developers and businesses as part of a marketing scheme. The Town of Rutland's strengths that will help sell the site to developers and businesses include the following:

#### Rural Character:

Rutland is a small rural town located in the heart of Massachusetts, and the heart of Worcester County, with a population of less than 6,000 residents. It is a beautiful town that will remain rural in nature with its location in a Watershed Protection Area.

#### Well Educated Population:

It is a well educated community. Rutland's residents receiving high school degree is above the averages for both Worcester County and Massachusetts. Those with a bachelor's degree or higher fall above the county average.

#### Low Crime Rate:

Rutland is a safe town. It has one of the lowest crime rates in the state. In fact, in the past year no serious crimes were reported in the Town.



### Good Road Network:

The major roadways running through Rutland are State Routes 56, 68, 122, and 122A. These roadways are virtually free of congestion.

### Supportive Environment for Economic Development:

The Town of Rutland supports economic development. The State Land Planning Commission is committed to developing the Rutland Heights State Hospital site specifically for this purpose. In addition, the Town recently established an Economic Development Committee which is perusing relationships with regional chambers of commerce and other pro-business organizations.

### Economic Target Area Designation:

Rutland is designated and Economic Target Area, so businesses locating in the Town can take advantage of tax incentives and State and Federal loan and grant opportunities designated for Economic Target Areas.

## **7.2.3 The Worcester Urban Region**

Rutland's location near the City of Worcester provides many benefits to prospective businesses that will help sell the site if made known in the marketing of the site.

### Transportation Hub:

Rutland is within a 20 minute drive to Worcester, the second largest city in the State. Worcester is considered the hub of transportation in all of New England.

### Educational Opportunities:

The region is home to numerous colleges and universities. Businesses locating in Rutland have access to a highly skilled labor pool produced by the well-trained graduates from quality institutions such as the College of the Holy Cross and Worcester Polytech. In addition, these institutions provide access to their research and development programs and job training programs, both very important for developing businesses.

### Business Meeting and Convention Sites:

Worcester also offers several large meeting sites such as the Centrum, the New Aud, Mechanics Hall, as well as several of the hotels in the city that provide ample room for business meetings, expositions, and conventions.

### Cultural and Recreational Opportunities:

The quality of life in the region is supported and strengthened by the many cultural opportunities and amenities available. The Worcester Art Museum is the second largest art museum in New England. The Centrum, Mechanics Hall, and the New Aud offer national and international classical and popular music programs. Recreational and leisure activities are also abundant in the region, ranging from skiing, boating, hiking, and fishing.

Each of these strengths of the site, the Town of Rutland, and the Worcester Region can help sell the Rutland Heights State Hospital site. Thus each should be included in any marketing scheme used by the Town.

### **7.3 Niche Marketing**

As discussed in Chapter 5, there is a need to identify what types of businesses the Town wishes to attract to the site. This is important for two reasons. One is that any marketing plan will be much more successful if it can be targeted to certain segments of the business community. Another is that the Town will have control over what type of business and/or developer comes to the site, thus controlling the character of the development. Therefore, it is extremely important for the State Land Planning Commission and the Economic Development Committee to discuss what developers and what types of business Rutland wishes to come to the site. It may be necessary to conduct an actual market feasibility study of the region to fully understand what areas of the economy are most likely to be successful if located in Rutland.

Thus a very important first step is to decide what "niche" Rutland wishes to target in its marketing of the site. This will compile a list of "suspects" of the kinds of businesses that could operate profitably in the area, given the existing population, labor supply, and business activity.<sup>25</sup> Again, such a careful community analysis may grow into a full market feasibility study of the area. Although this may take additional time before actual marketing of the site occurs, it should be kept in mind that the reclamation process of the site will most likely take at least a year to become final, then the buildings and site will have to be cleared and cleaned. So the Town has time to become fully informed and to

conduct very efficient and effective marketing. It is the opinion of this study team that a careful study of the local and regional market is necessary to properly identify which segment of the business community should be targeted.

Niche marketing is the narrowing of the prospective pool of potential businesses or developers to those that will most likely succeed on the site. A listing of these types of businesses and developers (once identified as a segment of the business community) can be made by looking at the yellow pages, union records, business organizations, city directories, newspapers, and other advertising media from within a 500-mile radius of the Town.<sup>26</sup> Once the list is compiled, then marketing can begin with a focused and more definite purpose in mind.

#### **7.4 Promotion**

The following is a number of possible avenues to take when trying to market the site to those businesses and developers that deal with the niche that is desired and most likely to succeed on the site in Rutland. Here it must be pointed out, as stated in Chapter 6 in this report, that many times the most important and involved step Town officials may take in the development of a site is the selection of the right developer. This is the case since very often a developer, once hired on to a project, will conduct his or her own marketing to prospective businesses. Thus it is imperative that a thorough study of prospective developers be conducted so that the needs of the community will be best represented. With this in mind, the marketing techniques that follow can be used by the Town itself if it so desires, or they can be used as general knowledge for members of



committees that will be involved in hiring a developer so that the right one may be selected.

In many instances it is helpful for a small town to work off a theme that will help identify the town as it begins to develop economically. The theme should be based on a factual aspect of the Town of Rutland that enhances business development.<sup>27</sup> One idea that has come out of this study team is the theme that Rutland is the geographic center of the Commonwealth of Massachusetts. Where else better to do business than in the center of the State? Likewise, Rutland has a history steeped in the health-care industry, and those that are not from Rutland may very well identify the Town as a caring community. Thus the caring and healing identity of the Town of Rutland can be used in any marketing the Town conducts. So, a slogan that could be used as part of this theme would be "Do Your Business in Rutland, the Heart of Massachusetts," or some variation. Little things like this are eye catching and may be helpful in whatever advertising is done to sell the site to businesses.

An informational packet describing the strengths of the site, Town, and region will be invaluable to any marketing scheme. The strengths of the site, Town, and region, as described above, will inform prospective developers and businesses of what the uniqueness of the site and Town is and why business should be done there. The packet can be sent to the businesses and developers that make up the list of prospects that fit the proper niche for Rutland. (See Appendix I for Mock-up Information Packet).

Advertising may be conducted to promote the available site. This is the most often used medium for promotion. It may include the previously mention information packet, ads in trade publications that are involved in the niche market area, ads in magazines such



as Site Selection and Industrial Development and Business Facilities (both are national publications and may not be appropriate for this site, but more local variations may be useful), ads in local and regional newspapers, and billboards.

Obviously the promotional aspect of marketing the site can be quite expensive, and this is precisely why a thorough study of what the target niche population should be is imperative. Combined with a quality presentation of the uniqueness of the site and Town and its strengths for business activity, promotion can be much more cost effective and successful.

## **7.5 Conclusion**

With all of the information offered in this chapter concerning proper identification of the opportunities and strengths of doing business on the Rutland Heights State Hospital site, and with the initial ideas of how to most effectively market the site, the larger picture must be kept in focus. The development of the site is a long term process and these steps may take upwards of 15 years before they appear to be successful. But if the time is taken to implement useful advertising schemes based on market knowledge and feasibility, the development of the site will occur with the spirit and character of the Town of Rutland in mind, thus making the economic development a success.

## **Appendix A: Location Map**

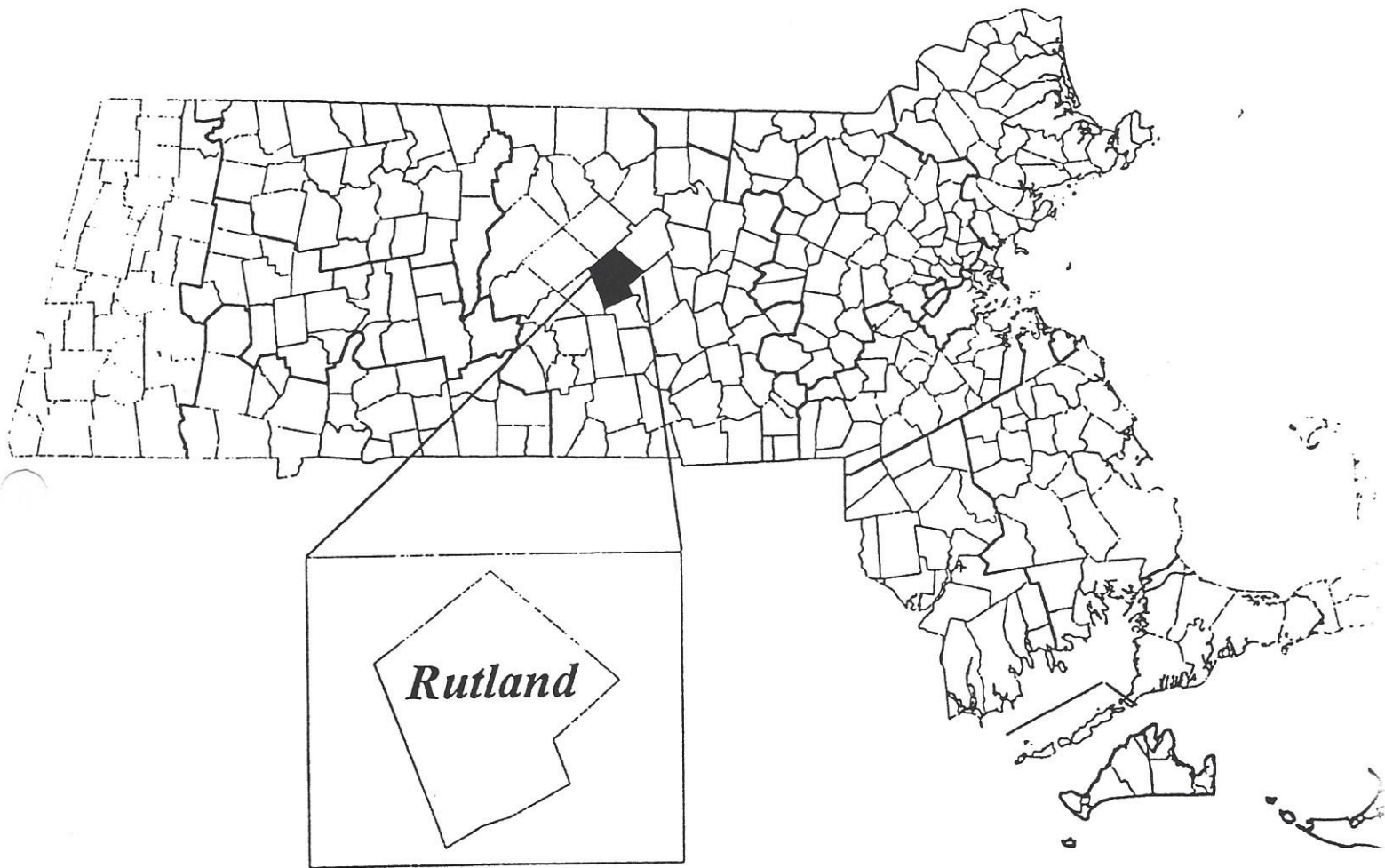
NORTH



# ***RUTLAND, MASSACHUSETTS***

## ***Location Map***

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## **Appendix B: Rutland Town Map**

## **Appendix C: Proposed Land Use Map**

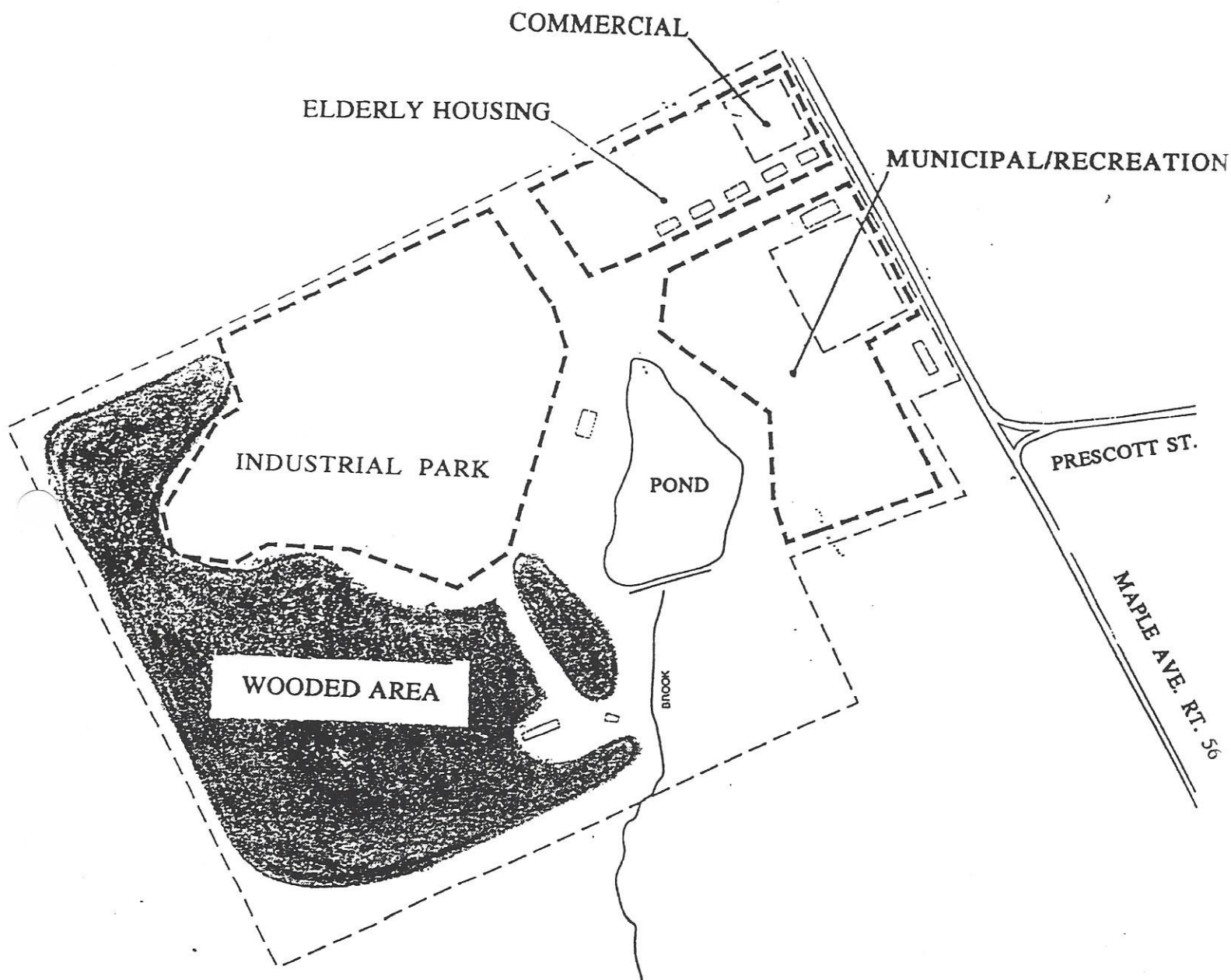


NORTH



# STATE MASTER PLAN

## Proposed Land Use Map



## **Appendix D: Worcester Regional Map**

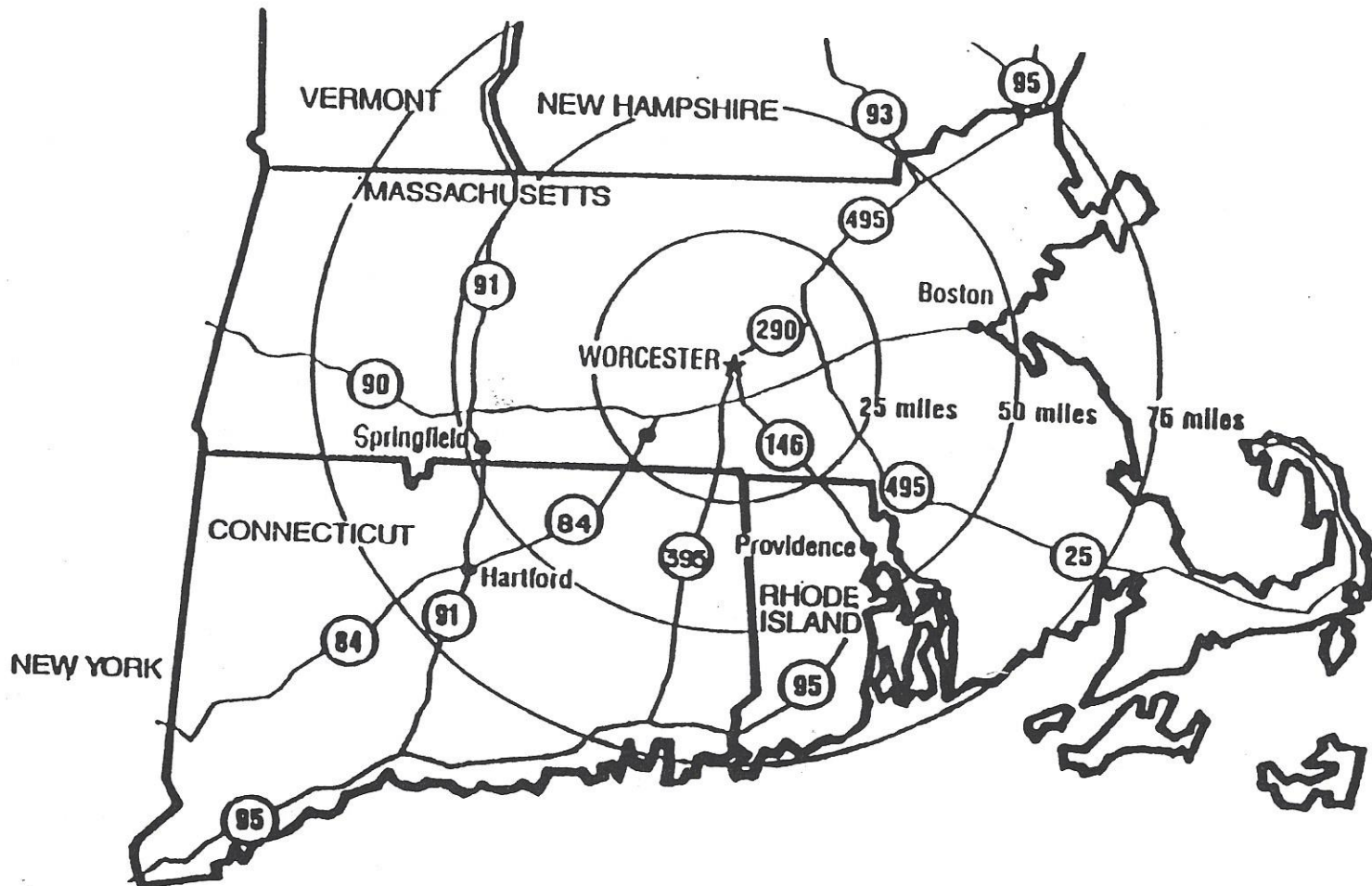
## **Appendix E: Worcester Transportation Hub Map**

NORTH



# WORCESTER REGION

## *Transportation Hub of New England*



## **Appendix F: Site Map**





# SITE MAP



## **Appendix G: Financial Resources and Opportunities**

## **FINANCIAL RESOURCES AND OPPORTUNITIES**

### **Regional Resources**

Every two to three years the Worcester Area Chamber of Commerce produces a survey of industrial parks in the 33 cities and towns encompassing the Worcester Region. "This survey provides information on each park including its location, total acreage and available acreage, park ownership and number of tenants as well as a listing of company names and the nature of each company's business."

#### **Worcester Business Development Corporation (WBDC)**

Other regional resources include the Worcester Business Development Corporation (WBDC). This is the primary developer of industrial parks in the Worcester area. The corporation developed and manages the Holden Industrial Park, which is located on Route 122 A, near the Holden-Rutland town line. The Holden Industrial Park is one of the WBDC's most successful ventures..

#### **WPI Venture Forum**

Supports entrepreneurial endeavors by linking venture capitalists with business developers. The address for the Venture Forum is 100 Institute Road, Worcester, MA 01609, (508) 831-5821.

### **State Resources**

Massachusetts Office of Business Development,(MOBD) Worcester Area (Contact: Roy Angel, 508-792-7532; Nancy James, Boston Office)



The MOBD is a state-run program that assists Massachusetts businesses in business creation, expansion, and maintenance. The agency also works to promote Massachusetts communities as viable sites for business relocation.

Massachusetts Industrial Finance Agency (MIFA)

MIFA is an economic development bank which allows for easier access to capital and less costly for both public and private sector borrowers. MIFA also issues tax-exempt and taxable bonds, insures loans and makes direct loans to businesses in Massachusetts.

The Massachusetts Alliance for Economic Development (Contact: Susan L. Houston, 617-247-7800)

The Massachusetts Alliance for Economic Development is a private corporation made up of the state's electric and gas utility companies, the Mass. Railroad Association, NYNEX, the Mass. Office of Business Development (MOBD), and real estate trade associations. The mission of the Alliance is to promote business development in the Commonwealth through a series of services and activities including:

- 1) A site finder service which matches companies looking to relocate with Massachusetts properties.
- 2) Mapping and graphics services for site relocation
- 3) Collaboration with the Associated General Contractors of Massachusetts to provide pre-construction cost estimates to relocating companies
- 4) On-line access to the organization's activities
- 5) The production of a statewide Industrial Park Directory

The Massachusetts Economic Development Incentive Program (Worcester Area Contact:  
508-792-7506)

Initiated by Governor Weld, this program stimulates job creation and attracts new businesses to economically distressed areas. The goal of the program is to facilitate economic development plans for the regions identified as experiencing economic stress. The program operates through an Economic Assistance Coordinating Council (EACC), a thirteen member council made up of public officials and private citizens. The Secretary of Economic Affairs and the Secretary of Communities and Development co-chair the council.

Following a three-step process, cities and towns apply for designations, first as an Economic Target Area (ETA), then as an Economic Opportunity Area (EOA), and finally for Project Certification. Rutland falls into the Northern Worcester County ETA.

Certified Projects receive benefits such as a 5% State investment Tax Credit, priority for state capital funding, municipal tax benefits (such as Special Tax Assessment or Tax Increment Financing--TIFs), and 10% abandoned building tax deductions within EOAs.

### **National Resources**

#### U.S. Small Business Administration (SBA)

The SBA offers a number of assistance programs for small businesses, including counseling, market research and financing. The SBA also produces several informational publications and workshops.



Trends 2000 (Contact: Dennis Carruth, 619-720-2978)

Trends 2000 is a California-based company that conducts relocation expositions across the United States.

## **Appendix H: Rutland Purchasing Power**

## PURCHASING POWER IN RUTLAND

	RUTLAND	MA	US
Median Household Income	\$48,521	\$41,167	\$33,610
Distribution of Income			
<15k	9.5	16.9	20.5
115-24.9k	7.6	11.6	15.8
25-49.9k	34.9	31.5	33.8
50-99.9k	41.4	30.9	23.7
100-149.9k	5.7	6.3	4.2
150k+	1.0	2.8	2.0
Purchase Potential Indexes	$\frac{\% \text{ of the local v. U.S. consumption rate}}{\frac{\text{Local consumption rate} \times 100}{\text{U.S. consumption rate}}}$		
<u>Financial</u>			
Investments	133	122	100
Loans	132	108	100
Used ATM	126	112	100
Credit Card	119	109	100
<u>Domestic</u>			
Home Imp.	139	110	100
Lawn & Garden	131	108	100
Furniture	118	102	100
Pet Owner	116	96	100
<u>Electronics</u>			
Aud/Vid.	95	97	100
Owns PC	132	115	100
<u>Personal</u>			
Auto	115	103	100
Apparel	120	114	100
Mail/Phone order	133	97	100
Child Toys/Clothing	127	108	100
Lottery	107	104	100
Health Ins.	107	107	100
<u>Leisure</u>			
Dine Out	124	107	100
Fast Food	108	98	100
Sport	116	124	100
Travel	130	124	100

## **Appendix I: Mock-up Folder**

# Mock-up Folder

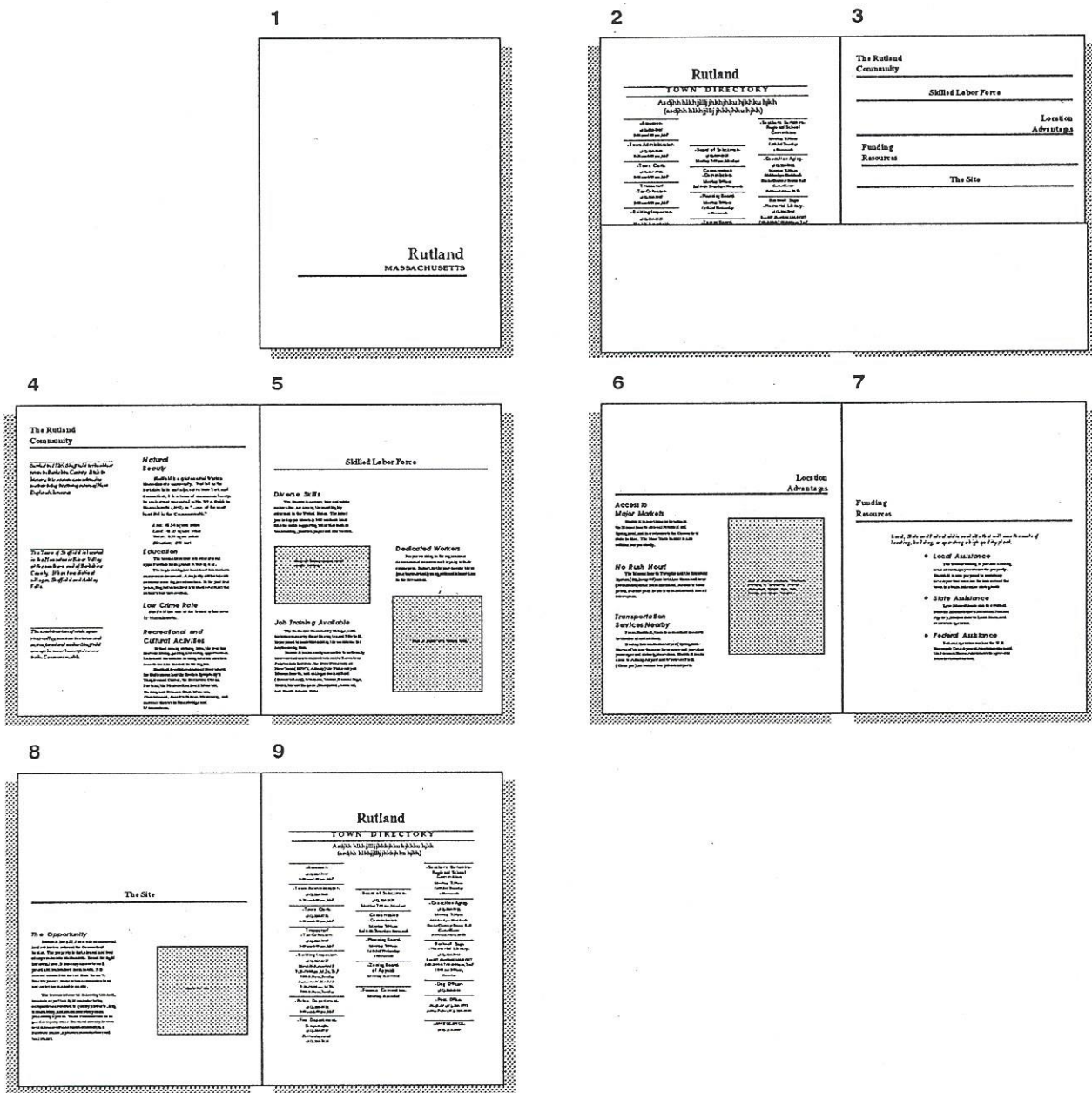


Diagram 1: Folder Cover

Diagrams 2-3: View of open folder with inserts.

Diagrams 4-9: Folder inserts



# **Rutland**

MASSACHUSETTS

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# The Rutland Community

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*Settled in 1713, Rutland is rich in history as a beautiful rural town and health center. It is a town that takes pride in its natural beauty and quality of life.*

*The Town of Rutland is located in Central Massachusetts in Worcester County. It is the geographic center of the State of Massachusetts.*

*The combination of pristine open lands, active farming, and preserved natural beauty makes Rutland one of the most beautiful towns in the Commonwealth.*

## Natural Beauty

Rutland is a stunning example of classic New England beauty. Known as the town with the cleanest air in the Commonwealth, Rutland provides a pristine living and working environment.

**Area:** 36.41 square miles  
**Land:** 35.26 square miles  
**Population:** 5,000  
**Elevation:** 1,200 feet

## Education

The town offers first rate educational opportunities from grades K through 12.

The regional high school is highly regarded, with many of its graduates attending several of the nation's best universities.

## Low Crime Rate

Rutland reported no violent crimes in the past year.

## Recreational and Cultural Activities

The area has first rate hiking, golfing, and skiing opportunities.

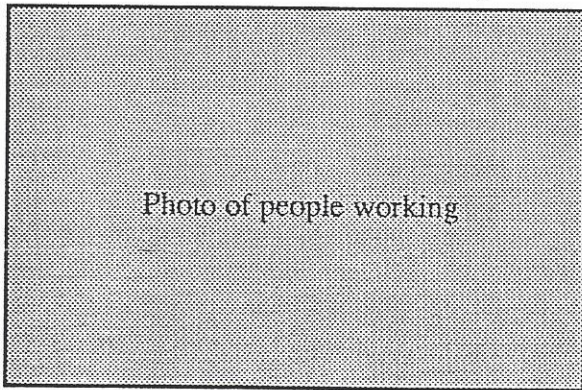
Rutland is within minutes of the Worcester Art Museum, The Centrum, Mechanics Hall, the New Aud, the Worcester Foothills Theater, and the New England Science Center.

# Skilled Labor Force

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## Well Educated Population

Rutland's residents receive a high school degree at a rate above both Worcester County and Massachusetts. Those with a Bachelor's Degree or higher fall above the Worcester County average.



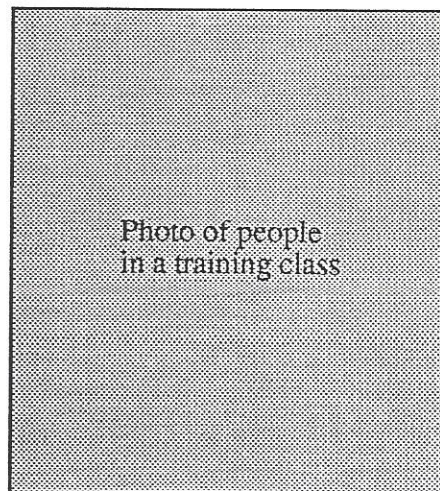
## Dedicated Workers

Residents of the region work mostly in professional and service sector jobs. The town has an unemployment rate of only 4.7%, well below both the State and Federal averages.

## Job Training Available

The region is home to numerous colleges and universities which provide research, development, and job training opportunities.

Schools such as the College of the Holy Cross, Worcester Polytech, and Mt. Wachusett Community College are just a few of the many that are easily accessible from Rutland.





## Location Advantages

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### Access to Major Markets

Rutland is within a 20 minute drive to Worcester, the second largest city in Massachusetts, within 50 miles of Boston, Springfield, and Providence, and within 100 miles of New York State.

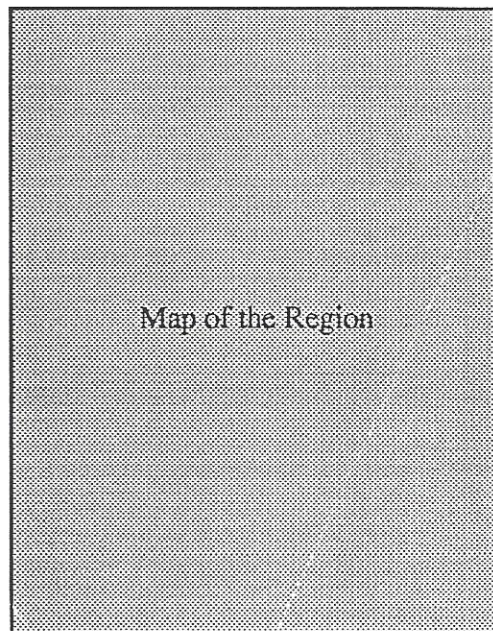
### No Rush Hour!

Rutland is congestion free and is well connected to the rest of the state through easy access to Interstate 190 and 290. Access to these points, even at peak hours is convenient and free of interruption.

### Transportation Services Nearby

From Rutland, there is convenient access to both railroad and airlines.

Worcester Municipal Airport is less than 20 minutes away by car. It is only 36 air miles from Boston and 136 air miles from New York City.



## **Funding Resources**

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*Local, State, and Federal aid is available that will ease the costs of locating, building, or operating a high quality business.*

- **Local Assistance**

The town is located within an economic target area that provides funding assistance for economic development in the area. Rutland's State Land Planning Commission and Economic Development Committee are committed to assist economic development within the town.

- **State Assistance**

Low interest loans can be obtained from the Massachusetts Industrial Finance Agency, Massachusetts Land Bank, and other state agencies.

- **Federal Assistance**

Federal agencies such as the U.S. Economic Development Administration and the Farmers Home Administration provide loans for infrastructure.

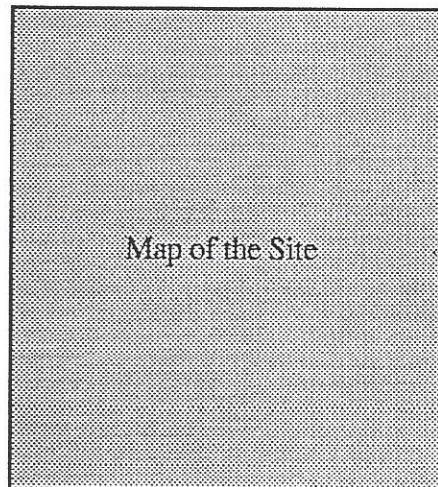


## The Site

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### The Opportunity

Rutland has a 87 acre site of industrial land within 1/2 mile of the Rutland Town center. The property has 22 acres of flat, cleared land that is free of any environmental hazards. Zoned for light industrial and commercial uses, it has easy access to well paved and maintained local roads. It is located on State Route 56. Electric power, sewer, modern telecommunications, and water are available on site.



# Rutland

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## TOWN DIRECTORY

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**All boards meet in the Community Hall  
(Unless other location is specified)**

**-Assessor-**

(508) 886-4101

9:00am-1:00pm, T-Th

**-Board of Health-**

(508) 886-4102

7:00pm, First and Third Monday

**-Building Inspector-**

(508) 886-4118

7:00-9:00pm, Monday

**-Conservation Commission-**

7:00pm, First and Third Tuesday

**-Council on Aging-**

7:30pm, Third Wednesday

**-Finance Committee-**

7:30pm, Thursday

**-Development and Industrial Commission-**

7:30pm, Second and Fourth Thursday

**-Planning Board-**

7:00pm, Second and Fourth Tuesday

**-Selectmen-**

7:30pm, Every Other Monday

**-Wachusett Regional School District Committee-**

7:00pm at Wachusett, Second and Fourth Monday

**-Town Collector-**

(508) 886-4103

9:00am-4:30pm, M-Th

6:00-9:00pm Tuesday

**-Town Clerk-**

(508) 886-4104

9:00am-4:30pm, M-Th

6:00-9:00pm Tuesday

**-Board of Appeals-**

Meeting: As Needed

**-Board of Assessors-**

7:00pm, Tuesday

**-Library-**

10:00-8:00 Tuesday

1:00-8:00 Wednesday

1:00-6:00 Thursday

1:00-4:00 Friday

1:00-4:00 Saturday

Closed Summers

**-Police Department-**

(508) 886-2123

**-Fire Department-**

(508) 886-4107

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