INCOME - DISTRIBUTION

Section	Total Poll Tax For Section	Total Poll Tax Per Net Acre	Total Excise Tax For Section	Total Excise Tax Per Net Acre	Total Corp. Tax For Section	Total Corp. Tax Per Net Acre
A	516	12	10,378		13,216	315
B	762	15	15,323		6,660	136
C	490	19	9,861		4,521	174
D	1,142	13	22,963		8,501	100
E	228	9	4,604		1,458	56
F	182	11	3,664		1,857	116
G	374	7	7,505		3,878	71
H	592	17	11,890		4,817	138
J	466	18	9,384		4,418	170
K	362	28	7,273		2,501	192
L	1,364	-	27,431		15,490	8
M	172	9	3,473		2,094	110
N	222	3	4,481		2,250	33
O	218	4	4,399		1,732	29
P	254	10	5,121		1,606	64
Q	14	-	300		67	1
R	262	2	5,271		3,056	18
S	60	-	1,226		155	3
T	194	1	3,895		2,820	18
U	140	2	2,833		1,251	20
V	116	-	2,329		1,540	9
W	96	-	1,880		967	6
X	30	-	599		303	7
Y	78	-	1,539		1,902	1
Z	96	-	1,880		2,383	1
AA	146	2	2,956		2,087	28
AB	286	9	5,680		1,643	51
BB	330	6	8,322		2,923	52
CC	350	10	7,042		3,152	93
DD	394	36	7,927		2,079	190
EE	136	23	2,751		1,036	173
FF	92	-	1,852		1,828	3
GG	244	1	4,890		3,552	21
HH	20	-	395		2,449	2
II	33	-	654		836	25
JJ	222	7	4,440		1,621	51
KK	-	-	-		7,555	135

INCOME - DISTRIBUTION

Section	Total Income Tax		Total School Aid (St.)		Total Meal Tax	
	For Section	Per Net Acre	For Section	Per Net Acre	For Section	Per Net Acre
A	3,048	73	3,209	76	465	11
B	4,500	92	11,827	241	686	14
C	2,896	111	4,492	172	442	17
D	6,744	79	17,694	208	1,028	12
E	1,352	52	1,742	67	206	8
F	1,076	67	2,934	183	164	10
G	2,204	41	6,326	117	336	6
H	3,492	100	12,377	353	533	15
J	2,756	101	7,976	306	420	16
K	2,136	163	7,151	550	326	25
L	8,056	4	30,621	16	1,229	1
M	1,020	54	4,492	236	157	8
N	1,316	19	5,226	75	201	6
O	1,292	22	4,676	79	197	3
P	1,504	60	4,492	179	229	9
Q	88	1	-	-	13	-
R	1,548	9	5,868	34	236	1
S	360	8	917	19	55	1
T	1,144	7	2,475	15	174	1
U	832	13	1,192	18	127	2
V	684	4	275	1	104	1
W	552	4	2,384	16	84	1
X	176	4	-	-	27	1
Y	452	-	1,008	-	69	-
Z	552	-	6,051	3	84	-
AA	868	12	5,868	78	132	2
AB	1,668	52	6,418	200	254	8
BB	2,444	72	9,351	164	373	7
CC	2,068	188	12,010	353	315	9
DD	2,328	371	5,042	458	355	32
EE	808	1	2,842	473	123	21
FF	544	3	183	-	83	-
GG	1,436	1	11,002	65	219	1
HH	116	3	458	-	18	-
II	192	6	917	26	29	1
JJ	1,304	7	3,484	108	199	6
			-	-	-	-

INCOME - DISTRIBUTION

Section	Total Airport Const. For Section	Total Airport Const. Per Net Acre	Total Liq. Lic. For Section	Total Liq. Lic. Per Net Acre	Total for All Other License & Permits For Section	Total for All Other License & Permits Per Net Acre
A	1,654	40	4,619	110	297	7
B	833	17	669	14	439	9
C	566	22	-	-	282	11
D	1,064	13	-	-	658	8
E	183	7	-	-	132	5
F	232	15	219	14	105	7
G	485	9	169	3	215	4
H	603	17	1,219	35	340	10
J	553	22	1,269	49	269	10
K	313	24	569	54	208	16
L	1,936	1	-	-	785	-
M	262	14	-	-	99	5
N	281	4	-	-	128	2
O	216	4	-	-	126	2
P	201	8	-	-	147	6
Q	9	-	-	-	9	-
R	383	2	-	-	151	1
S	19	-	-	-	35	1
T	353	3	-	-	116	1
U	156	2	169	2	81	1
V	193	1	-	-	67	-
W	121	1	-	-	54	-
X	38	1	-	-	17	-
Y	238	-	-	-	44	-
Z	298	-	-	-	54	-
AA	261	3	-	-	85	1
AB	206	6	-	-	163	5
BB	366	6	2,588	45	238	4
CC	394	11	369	11	202	6
DD	260	24	-	-	227	20
EE	129	22	-	-	79	13
FF	228	-	569	1	53	-
GG	444	3	569	3	140	1
HH	73	-	-	-	11	-
II	104	3	664	20	19	1
JJ	203	6	-	-	127	4
KK	1,185	6	-	-	-	-

INCOME - DISTRIBUTION

Section	Total Highway Ch. For Section	Total Highway Ch. Per Net Acre	Fed. & State Welfare Contribution For Section	Fed. & State Welfare Contribution Per Net Acre	Fed. & State Welfare Contribution For Section	Fed. & State Welfare Contribution Per Net Acre
A	2,090	50	26,075	621	7,391	176
B	1,053	21	13,125	268	10,912	223
C	715	28	8,921	343	7,023	270
D	1,344	16	16,775	197	16,354	181
E	230	9	2,876	110	3,279	126
F	294	18	3,665	230	2,609	163
G	613	11	7,650	142	5,345	100
H	762	22	9,505	272	8,468	242
J	698	30	8,716	335	6,683	257
K	395	33	4,935	380	5,180	400
L	2,462	1	30,728	18	19,536	10
M	331	17	4,132	217	2,474	130
N	356	5	4,438	64	3,191	46
O	274	5	3,416	58	3,133	53
P	254	10	3,168	127	3,647	146
Q	11	-	131	2	213	3
R	483	3	6,030	36	3,754	22
S	25	1	307	7	873	19
T	446	3	5,563	36	2,774	18
U	197	3	2,453	38	2,018	31
V	243	1	3,037	17	1,659	9
W	153	1	1,907	14	1,339	9
X	48	1	599	13	427	9
Y	301	-	3,752	3	1,096	1
Z	377	-	4,701	3	1,339	1
AA	330	4	4,117	55	2,105	30
AB	260	8	3,241	101	4,045	117
BB	462	8	5,767	101	5,927	104
CC	498	15	6,220	183	5,015	148
DD	329	29	4,103	373	5,645	513
EE	164	27	2,044	341	1,959	327
FF	289	-	3,606	5	1,319	2
GG	562	3	7,008	42	3,482	21
HH	392	-	4,890	4	281	-
II	132	4	1,650	49	466	14
JJ	256	8	3,198	99	3,162	99
KK	1,197	21	14,947	267	-	-

INCOME - DISTRIBUTION

Section	Total Gen. Government For Section	Total Gen. Government Per Net Acre	Misc. Accounts For Section	Misc. Accounts Per Net Acre	Total Interest & Trust & Investment For Section	Total Interest & Trust & Investment Per Net Acre
A	1,268	30	2,057	49	2,643	63
B	638	13	3,038	62	1,331	27
C	434	17	1,955	75	904	35
D	816	10	4,552	54	1,701	20
E	140	6	913	35	292	11
F	178	11	726	45	371	23
G	372	7	1,488	28	776	12
H	462	13	2,357	67	965	28
J	424	17	1,860	72	884	34
K	240	18	1,442	111	499	38
L	1,494	1	5,438	3	3,114	2
M	201	11	689	36	419	22
N	216	3	888	13	450	6
O	166	3	872	15	346	6
P	154	6	1,015	41	321	13
Q	6	-	59	1	13	-
R	293	2	1,045	6	611	4
S	15	-	243	5	31	1
T	271	1	772	5	564	3
U	119	2	562	9	249	4
V	148	1	462	3	308	2
W	93	1	373	3	194	1
X	29	1	119	2	61	1
Y	182	-	305	-	380	-
Z	229	-	373	-	477	-
AA	200	3	586	8	417	6
AB	158	5	1,126	35	329	10
BB	280	5	1,650	29	585	10
CC	302	9	1,396	41	630	19
DD	200	18	1,571	143	416	38
EE	99	17	545	91	207	35
FF	175	-	367	1	366	-
GG	341	2	969	5	710	4
HH	238	-	78	-	496	-
II	80	2	130	4	167	5
JJ	155	5	880	28	324	10
KK	727	13	-		1,515	27

INCOME - DISTRIBUTION

Section	Recoveries & Refunds & Reimbursements For Section	Recoveries & Refunds & Reimbursements Per Net Acre	Unclassified For Section	Unclassified Per Net Acre	Cash on Hand For Section	Cash on Hand Per Net Acre
A	1,607	40	10,189.89	242.61	58,563	1,394
B	810	17	2,183.55	44.56	29,478	602
C	850	21			20,035	771
D	1,034	12			37,676	443
E	177	7			6,460	248
F	226	14	1,455.70	90.98	8,230	335
G	472	8			17,182	318
H	586	20	727.85	20.79	21,379	611
J	537	20			19,576	753
K	304	23			11,083	800
L	1,894	1			69,012	37
M	255	13			9,280	488
N	274	4			9,968	144
O	211	4			7,673	130
P	195	8			7,115	285
Q	8	-			295	4
R	372	2			13,542	80
S	19	-			689	15
T	343	2			12,493	81
U	151	2			5,509	85
V	187	1			6,820	38
W	118	1			4,295	30
X	37	1			1,344	29
Y	231	-			8,427	6
Z	290	-			10,558	6
AA	254	3			9,247	123
AB	200	7			7,279	227
BB	356	6			12,952	227
CC	384	11			13,968	411
DD	254	23			9,214	838
EE	126	21			4,591	765
FF	222	-			8,099	12
GG	432	3			15,739	94
HH	302	-			10,985	9
II	102	3			3,705	110
JJ	197	6			7,181	224
KK	921	16			33,576	599

EXPENSE - DISTRIBUTION

Section	General Government Tot.for Sect.	General Government Per Net Acre	Police Dept. Adult Arrests Tot. Exp.	Police Dept. Adult Arrests Per Net Acre	Police Dept. Juvenile Arrests Tot. Exp.	Police Dept. Juvenile Arrests Per Net Acre
A	13,946	332	25,770	613	2,131	50
B	7,021	143	3,681	75		
C	4,769	184	1,550	59		
D	8,974	106	2,519	29	194	2
E	1,539	60	1,550	59		
F	1,958	122	194	12		
G	4,091	76	581	10		
H	5,084	145	6,975	199	194	5
J	4,660	179	3,875	149		
K	2,637	203	1,744	134		
L	16,437	10	194	-		
M	2,210	116	-	-		
N	2,374	34	-	-		
O	1,828	31	388	6		
P	1,695	68	1,356	54		
Q	70	1	-	-		
R	3,226	19	581	3		
S	164	4	-	-		
T	2,976	19	-	-		
U	1,312	20	1,356	20		
V	1,624	9	1,356	7		
W	1,023	8	775	5		
X	320	7	194	4		
Y	2,004	1	-	-		
Z	2,515	1	969	-		
AA	2,202	29	1,356	18	194	2
AB	1,734	54	2,717	84		
BB	3,085	54	13,369	234	775	13
CC	3,327	98	1,550	45		
DD	2,195	200	581	52		
EE	1,093	182	388	64	194	32
FF	1,929	3	581	1		
GG	3,749	22	1,744	10		
HH	2,616	2	194	-		
II	883	26	2,131	62		
JJ	1,710	53	194	6		
KK	7,995	143	-	-		

EXPENSE - DISTRIBUTION

Section	Police Part By Ass. Value Tot. Exp.	Police Part By Ass. Value Per Net Acre	Police Part By Total Population Tot. Exp.	Police Part By Total Population Per Net Acre	Fire Dept. Part by Alarms Tot. Exp.	Fire Dept. Part by Alarms Per Net Acre
A	3,738	89	2,421	58	11,020	262
B	1,861	38	3,576	73	3,172	65
C	1,265	49	2,300	88	5,343	206
D	2,399	28	5,359	63	3,506	41
E	408	15	1,073	41	1,669	64
F	520	32	853	53	166	10
G	1,085	20	1,750	32	834	15
H	1,348	39	2,774	79	2,671	76
J	1,236	48	2,189	84	4,007	154
K	700	54	1,696	130	2,170	167
L	4,357	3	6,403	3	6,679	4
M	586	31	809	43	500	26
N	702	10	1,044	15	1,001	15
O	499	8	1,025	17	500	8
P	449	18	1,194	48	2,671	107
Q	19		68	-	-	-
R	1,045	6	1,229	7	3,673	22
S	43	1	284	6	-	-
T	789	5	907	6	1,001	6
U	520	8	659	10	1,836	28
V	431	2	542	3	1,669	9
W	271	2	437	3	-	-
X	85	2	138	3	-	-
Y	531	-	357	-	500	-
Z	667	-	437	-	1,335	-
AA	584	8	688	9	500	7
AB	493	15	1,324	41	1,669	
BB	818	14	1,941	34	1,001	18
CC	882	26	1,642	48	2,671	79
DD	582	53	1,849	168	166	15
EE	290	48	640	107	834	139
FF	510	-	430	-	2,170	3
GG	994	6	1,140	7	5,677	34
HH	693	-	90	-	5,343	5
II	234	6	151	4	1,001	29
JJ	453	14	1,037	32	-	-
KK	2,120	38	-	-	-	-

EXPENSE - DISTRIBUTION

Section	Fire Dept. Part By Ass. Val. Tot. Exp.	Fire Dept. Part By Ass. Val. Per Net Acre	Fire Dept. Part By Population Tot. Exp.	Fire Dept. Part By Population Per Net Acre	St. Lighting Tot. Exp.	St. Lighting Per Net Acre
A	5,139	122	1,476	35	3,072	73
B	2,553	52	2,180	44	1,546	31
C	1,735	67	1,402	52	1,051	40
D	3,291	39	3,267	38	1,976	23
E	559	22	654	25	339	13
F	712	45	521	33	431	26
G	1,488	28	1,067	19	901	16
H	1,848	53	1,691	48	1,119	31
J	1,695	65	1,335	51	1,026	39
K	959	74	1,034	79	581	44
L	5,977	3	3,902	2	3,620	2
M	803	42	494	26	487	25
N	962	14	637	9	522	7
O	684	12	625	10	403	6
P	616	25	728	29	374	14
Q	25	-	42	-	15	-
R	1,434	9	749	4	710	4
S	59	1	174	3	36	-
T	1,082	7	554	3	655	4
U	712	11	403	6	289	4
V	590	3	331	1	357	1
W	372	3	267	1	225	1
X	116	3	85	2	71	1
Y	139	-	218	-	441	-
Z	647	-	267	-	554	-
AA	800	11	420	5	485	6
AB	675	21	808	25	382	10
BB	1,110	19	1,184	20	680	11
CC	1,209	36	1,001	29	732	21
DD	798	73	1,127	103	484	44
EE	397	66	391	65	240	40
FF	491	-	263	-	424	-
GG	1,363	8	695	4	826	4
HH	174	1	56	-	576	-
II	320	9	93	3	194	5
JJ	621	19	631	19	377	11
KK	2,908	52	-	19	1,760	31

EXPENSE - DISTRIBUTION

Section	Prot. Per. & Prop. Tot. Exp.	Prot. Per. & Prop. Per Net Acre	Health by Pop. Tot. Exp.	Health by Pop. Per Net Acre	Sanitation Tot. Exp.	Sanitation Per Net Acre
A	714	17	739	18	4,519	108
B	360	7	1,091	22	2,274	46
C	244	9	702	27	1,546	60
D	460	5	1,635	19	2,907	34
E	79	3	328	13	498	20
F	100	6	261	16	635	40
G	210	4	534	10	1,326	25
H	260	7	847	24	1,647	47
J	239	9	668	26	1,510	58
K	135	10	518	47	855	66
L	841	-	1,954	1	5,325	3
M	113	6	247	13	716	38
N	122	2	319	5	769	11
O	94	2	313	6	592	10
P	87	3	365	14	549	22
Q	4	-	21	-	23	-
R	165	1	375	2	1,045	6
S	8	-	87	2	53	1
T	152	1	277	2	964	6
U	67	1	202	3	425	7
V	83	1	166	1	526	3
W	52	-	134	1	331	2
X	16	-	43	1	104	2
Y	102	-	110	-	650	1
Z	129	-	134	-	815	-
AA	113	1	210	2	713	9
AB	89	4	404	13	562	17
BB	158	3	593	10	999	18
CC	170	4	501	15	1,078	31
DD	112	10	565	51	711	64
EE	56	9	196	33	354	57
FF	99	-	132	-	625	1
GG	192	1	348	2	1,214	7
HH	134	-	28	-	848	-
II	45	1	47	1	286	8
JJ	88	4	316	10	554	17
KK	409	7			2,590	46

EXPENSE - DISTRIBUTION

Section	Gen. Relief		A. D. C.		O. A. A.	
	Tot. Exp.	Per Net Acre	Tot. Exp.	Per Net Acre	Tot. Exp.	Per Net Acre
A	2,674	63	8.118	193	30,907	735
B	5,348	109	4,059	83	36,930	753
C	1,337	51	-	-	18,943	728
D	5,348	62	8,118	96	42,871	504
E	2,674	102	4,059	156	2,991	115
F	-	-	-	-	997	62
G	-	-	4,059	75	17,946	332
H	6,685	191	10,148	289	18,943	541
J	14,707	565	10,148	390	31,904	1,227
K	-	-	4,059	312	9,970	766
L	1,337	-	2,030	1	24,925	13
M	-	-	-	-	3.988	209
N	-	-	-	-	997	14
O	5,348	90	-	-	13,958	236
P	-	-	-	-	3,988	159
Q	-	-	-	-	-	-
R	-	-	-	-	5,982	35
S	-	-	-	-	-	-
T	-	-	-	-	-	-
U	-	-	-	-	-	-
V	-	-	-	-	-	-
W	-	-	-	-	-	-
X	-	-	-	-	-	-
Y	-	-	-	-	-	-
Z	-	-	2,030	1	-	-
AA	-	-	-	-	997	13
AB	4,011	125	4,061	127	8,973	280
BB	18,727	328	18,268	320	30,907	542
CC	2,674	78	2,030	59	10,967	322
DD	-	-	-	-	25,922	2,265
EE	-	-	2,030	338	3,988	5
FF	-	-	-	-	-	-
GG	-	-	2,030	12	997	-
HH	-	-	-	-	-	-
II	-	-	-	-	8,973	263
JJ	2,674	83	2,030	63	2,991	93
KK	-	-	-	-	-	-

EXPENSE - DISTRIBUTION

Section	Disability Asst. Tot. Exp.	Disability Asst. Per Net Acre	Vet's Asst. Tot. Exp.	Vet's Asst. Per Net Acre	By Ass. Val. Highways Tot. Exp.	By Ass. Val. Highways Per Net Acre
A	807	19	4,252	101	10,055	239
B	-	-	6,278	128	5,061	103
C	2,421	93	4,040	155	3,440	132
D	4,839	56	9,408	110	6,469	76
E	807	31	1,886	72	1,109	43
F	-	-	1,501	84	1,413	80
G	807	14	3,075	57	2,950	54
H	1,614	46	4,871	140	3,665	102
J	3,227	124	3,845	148	3,361	130
K	807	62	2,980	230	1,903	146
L	1,614	-	11,238	6	11,849	7
M	-	-	1,423	75	1,593	84
N	-	-	1,836	27	1,712	25
O	-	-	1,802	31	1,317	22
P	-	-	2,098	84	1,222	49
Q	-	-	123	1	51	1
R	807	4	2,159	13	2,325	14
S	-	-	502	11	118	3
T	-	-	1,596	10	2,145	14
U	-	-	1,161	18	946	15
V	-	-	954	5	1,171	6
W	-	-	770	5	738	7
X	-	-	246	5	231	5
Y	-	-	631	-	1,447	1
Z	-	-	770	-	1,813	1
AA	-	-	1,211	16	1,588	21
AB	807	25	2,327	74	1,250	40
BB	3,227	56	3,409	60	2,224	39
CC	807	23	2,885	85	2,399	71
DD	1,614	146	3,248	300	1,582	144
EE	-	-	1,127	188	788	131
FF	-	-	759	1	1,391	2
GG	-	-	2,003	12	2,702	16
HH	-	-	162	-	1,887	1
II	-	-	268	8	636	19
JJ	-	-	1,819	57	1,233	39
KK	-	-	-	-	5,765	103

EXPENSE - DISTRIBUTION

Section	Highways By Pop. Tot. Exp.	Highways By Pop. Per Net Acres	Schools By School Pop. Tot. Exp.	Schools By School Pop. Per Net Acre	Schools By Ass. Val. Tot. Exp.	Schools By Ass. Val. Per Net Acre
A	1,943	46	9,917	236	10,714	255
B	2,869	59	36,552	746	5,394	110
C	1,846	71	13,884	534	3,664	141
D	4,299	51	54,687	643	6,894	81
E	862	33	5,384	207	1,182	45
F	686	43	9,067	567	1,504	94
G	1,405	26	19,551	362	3,143	58
H	2,226	64	38,252	1,093	3,906	110
J	1,757	68	24,651	948	3,580	138
K	1,362	105	22,101	1,700	2,026	156
L	5,136	3	94,639	51	12,628	7
M	650	34	13,884	731	1,698	89
N	839	12	16,151	234	1,824	26
O	824	14	14,451	245	1,404	24
P	959	38	13,884	556	1,302	52
Q	56	1	-	-	54	1
R	987	6	18,134	108	2,478	15
S	230	6	2,834	60	126	3
T	729	5	7,650	49	2,286	15
U	530	8	3,684	57	1,008	15
V	436	2	850	5	1,248	7
W	352	2	7,367	52	784	5
X	112	2	-	-	246	6
Y	288	-	3,117	2	1,540	1
Z	352	-	18,701	10	1,932	1
AA	553	7	18,134	242	1,690	23
AB	1,063	33	19,835	619	1,332	42
BB	1,558	27	28,902	507	2,370	42
CC	1,318	39	37,119	1,092	2,554	75
DD	1,484	135	15,584	1,417	1,686	153
EE	515	86	8,784	1,464	837	140
FF	347	-	567	1	1,479	2
GG	915	5	34,002	202	2,880	17
HH	74	-	1,417	1	2,010	1
II	122	3	2,834	83	675	20
JJ	831	26	10,767	336	1,314	41
KK	-	-	-	-	6,142	109

EXPENSE - DISTRIBUTION

Section	Library		Recreation		Unclassified	
	Tot. Exp.	Per Net Acre	Tot. Exp.	Per Net Acre	Tot. Exp.	Per Net Acre
A	1,318	31	3,679	90	1,890	45
B	1,946	39	1,852	40	2,790	57
C	1,253	48	1,259	48	1,796	69
D	2,917	34	2,367	28	4,181	49
E	585	22	406	16	838	32
F	465	29	517	32	667	41
G	953	17	1,079	20	1,366	25
H	1,510	43	1,341	38	2,165	61
J	1,192	45	1,230	47	1,709	66
K	924	71	696	54	1,324	101
L	3,484	1	4,336	3	4,994	3
M	441	23	583	30	632	33
N	569	8	626	9	816	13
O	559	9	482	8	801	14
P	650	26	447	18	932	35
Q	38	-	19	-	55	1
R	670	3	851	5	960	6
S	156	3	43	1	223	5
T	495	3	785	5	709	5
U	360	5	346	5	516	8
V	296	1	428	3	424	2
W	239	1	270	2	342	2
X	76	1	84	2	109	2
Y	195	-	529	-	280	-
Z	239	-	663	-	342	-
AA	375	5	581	8	538	7
AB	721	22	457	14	1,034	32
BB	1,057	18	814	14	1,515	27
CC	894	26	878	26	1,282	37
DD	1,007	91	579	53	1,443	131
EE	349	58	288	48	501	83
FF	235	-	509	1	337	-
GG	621	3	989	6	890	5
HH	50	-	691	-	72	-
II	83	2	233	7	119	3
JJ	564	17	451	14	808	25
KK	-	-	2,110	37	-	-

EXPENSE - DISTRIBUTION

Section	Cemetery Tot. Exp.	Cemetery Per Net Acre	Special Acct. Tot. Exp.	Special Acct. Per Net Acre	Interest Tot. Exp.	Interest Per Net Acre
A	526	13	25,142	599	3,375	80
B	776	16	12,664	258	1,699	34
C	500	20	8,599	331	1,155	44
D	1,163	14	16,180	190	2,172	25
E	233	9	2,776	106	372	14
F	186	12	3,531	221	474	29
G	380	7	7,376	136	990	18
H	602	17	9,168	262	1,230	35
J	475	20	8,402	323	1,128	43
K	368	28	4,754	366	639	49
L	1,390	1	29,633	17	3,978	2
M	176	9	3,989	209	535	28
N	227	3	4,279	62	575	8
O	223	4	3,296	55	442	7
P	259	10	3,061	122	410	16
Q	15	-	130	3	17	-
R	267	2	5,818	34	781	4
S	62	1	295	6	40	1
T	197	1	5,362	34	722	4
U	144	2	2,369	36	318	4
V	118	1	2,928	16	393	2
W	95	1	1,840	13	248	1
X	30	1	582	12	77	1
Y	78	-	3,614	2	485	-
Z	95	-	4,538	2	609	-
AA	150	2	3,966	52	533	7
AB	288	9	3,127	97	420	13
BB	422	7	5,563	97	748	13
CC	357	11	5,994	176	805	23
DD	402	36	3,960	359	531	48
EE	139	23	1,965	328	265	44
FF	94	-	3,471	5	467	-
GG	248	1	6,758	40	907	5
HH	20	-	4,716	4	633	-
II	33	1	1,585	46	214	6
JJ	225	7	3,087	96	414	12
KK	-	-	14,414	257	1,935	34

EXPENSE - DISTRIBUTION

Section	Maturing Debt Tot. Exp.	Maturing Debt Per Net Acre	Cash on Hand Tot. Exp.	Cash on Hand Per Net Acre
A	6,590	156	90,711	2,159
B	3,317	67	45,660	931
C	2,255	86	31,033	1,193
D	4,240	49	58,358	686
E	727	27	10,006	384
F	926	57	12,740	796
G	1,934	35	26,614	492
H	2,402	68	33,065	944
J	2,203	84	30,322	1,166
K	1,247	95	17,167	1,320
L	7,766	4	106,896	62
M	1,044	54	14,374	756
N	1,122	16	15,440	223
O	863	14	11,885	201
P	801	32	11,021	440
Q	33	-	469	5
R	1,524	9	20,976	124
S	77	1	1,067	22
T	1,406	9	19,351	124
U	620	9	8,545	131
V	768	4	10,564	58
W	483	3	6,636	46
X	151	3	2,098	45
Y	948	-	13,053	9
Z	1,188	-	16,354	9
AA	1,041	13	14,323	190
AB	819	25	11,275	352
BB	1,458	25	20,062	351
CC	1,572	46	21,637	636
DD	1,037	94	14,272	1,297
EE	517	86	7,087	1,185
FF	911	1	12,545	18
GG	1,771	10	24,380	145
HH	1,237	1	17,015	15
II	417	12	5,739	168
JJ	808	25	11,123	347
KK	3,778	67	52,008	928

HOUSING FOR THE ELDERLY

INTRODUCTION

One of Southbridge's prime housing needs in the future will be Housing for the Elderly. This is not simply based upon the fact that the normal life span is increasing throughout the country. Obviously, this is an important factor. But in more specific terms, Southbridge's population composition has shown an abnormal redistribution of older (over 65) age groups over the past two decades. In a community which has been losing population this situation is all the more critical.

Population studies in Southbridge have shown that the working element and child-bearing element of the total population have been moving out. At the same time, we find that the "retired" age groups, both female and male, not only are remaining (and living longer) but also there is evidence that slight in-migration of older people is occurring. Older persons of moderate means and in retirement often move in with their children or desire to settle down in the town of their birth. Both factors have contributed to the in-migration of older persons in Southbridge.

The elderly live in and need a variety of housing types. The housing might be classified as units for independent living and those for group living. The former include quarters which are separate and self-contained

like houses, apartments, flats, and trailers. The latter include those accommodations in institutions, rooming houses, hotels, dormitories, clubs, Y's, nursing homes, convalescent homes, homes for the aged, and the like. Independent housing facilities may be dispersed among other types of housing or concentrated in development solely for the elderly.

Since around two-thirds of the elderly households own their homes it would appear that independent housing would be more strongly in demand in the early part of the senior years. Then group housing could be provided for older people. A market is apparent for both the dispersed and the concentrated types of housing. Some builders are making a success of selling solely to the elderly, while others mix such housing with other age groups on a scattered basis.

1. Design. The size of the dwelling designed for the elderly will substantially be for efficiency, one-bedroom, and two-bedroom units. These sizes are governed by the fact that over two-thirds of the households headed by persons over 65 or over contain only one or two persons, with the latter making up slightly over 40 per cent of the total. The approximately 25 per cent comprising the one-person households would mainly be interested in efficiency or one-bedroom apartments, while couples would more often desire larger two-bedroom dwellings, dependent

of their economic condition and the cost of housing.

As the age increases, there are more one-person households. Thus, there will be a variety of markets which might be served that will shape the size and percentage distribution of dwelling units. Ownership housing will generally include only the larger size dwellings; rental facilities will range over all of these sizes but be predominantly one-bedroom units. Institutional facilities usually concentrate on the smaller accommodations. A "one and one-half bedroom" size has been built by providing a larger living room which can be screened off for sleeping purposes. This space serves guests or a nurse when the occupant is ill; or the second member of a couple waiting for a larger apartment in the development.

The amount of living space provided for each size unit is, as usual, related to the income market one expects to serve. Generally, the emphasis on spaciousness is less than in dwellings for younger and larger families, though greater on comfort, convenience, and safety. Generally, extreme care is given to minimize stair climbing by the occupants. Single-story buildings are quite popular though multi-story elevator buildings are also accepted.

Environmental amenities necessary for housing senior citizens are not very different from those necessary for younger people, although convenient accessibility is more important. This usually means the ability to walk to community facilities or utilize nearby public transportation, since there is a decreasing use of automobiles with increasing age. Unlike younger families, the elderly have no need for schools unless they offer some adult education or leisure activity programs. On the other hand, the elderly will

require greater use of hospital and other medical services.

On-site amenities will vary also with the scope of the project and the accessibility or existence of the various community facilities. Large projects planned for either independent or group living require attention to indoor and outdoor spaces where occupants may walk, meet, and engage in various social or recreational pursuits of an active or passive nature. In the larger projects these types of amenity, as well as the distribution of dwelling unit sizes and circulation patterns, should be designed to help bring about a mixing or socializing of the occupants.

For the housing itself, a long list of amenities particularly designed for the elderly have been suggested as necessary or are utilized in various amounts including them in housing occupied by the elderly. Some builders claim their sales are made because of such amenities, while others state their sales are made without them because the elderly are not different from other people. The latter builders believe that some of the so-called amenities like ramps and wider doorways and grab bars remind the elderly too much of the fact that they are old and tend to give them a sense of inferiority. Nevertheless, many of these amenities are logical and practical even for younger people. Electric outlets at higher levels from the floor and switches at lower levels would be more convenient for old and young alike. Particularly important for the elderly are:

Short and direct circulation patterns (such as from bed to bath).
Skid-proof floors
Multi-point switching for lights
Built-in seats at the tub
Grab bars at the tub and shower
Non-projecting thresholds
Sit-down counter space at the kitchen sink area.

Successful developers of communities for the elderly point out that a

strong sales feature is the actual observation by prospective home buyers of community facilities already in existence. These builders are of the opinion that the elderly are suspicious of promises and want the assurance of actually seeing what they are going to buy and the facilities they want and will be able to use. After all, for most of them this purchase will be the most important one of their life, if not the last big one.

2. Location. Broadly, the location of housing for the elderly should be where the people of this age are or where they might be attracted to go. As mentioned, they are scattered throughout the country although in varying proportions as well as numbers. The biggest market is in or near the communities where the elderly now live. Various studies, including that of the Douglas Fir Plywood Association, have shown that four out of five older families want to stay in their home community or nearby. An estimate has been made that only one-half of one per cent of the elderly people move to distant states (and only two per cent of such Northern residents move South.)

Specific sites for housing for the elderly are considered on the merits of their location and the surrounding environment, as well as the housing, should have some logic and not isolate the elderly unless they are entirely dependent upon building-centered space and services. In any case, the adjacent land uses should not affect detrimentally or contrast sharply with the development for the elderly. This does not rule out high-rise apartment developments near or in the downtown areas of communities, especially the smaller and medium-sized ones.

3. Financing. Both conventional and governmentally-sponsored financing has been used to develop housing for the elderly. Money available under conventional terms has been restricted, apparently because of the age of the prospects. Investors, operating under classical rules, judge that the mortgagee cannot last out even a short-term loan. Many lenders now offer only 60-65 per cent of market value of houses to older people in this type of mortgage. Such terms are difficult for most buyers, young or old.

Mortgage insurance programs of the Federal Government attempt to encourage housing for the elderly by encouraging more liberal financing terms intended to make such construction more attractive to investors and builders alike. Four basic types of Federal financing are available.

1. Non-profit sponsors of housing projects for the elderly may obtain direct loans under Section 202 of the Housing Act of 1956. These long-term loans with a controlled interest rate. This program was authorized by Congress in 1959 though funds were not appropriated for this purpose until about the middle of 1960. The latest legislation has greatly increased the amount of money available under this section.

2. Section 203 permits FHA to insure construction and purchase of single-family homes for older people. Persons 62 years or older can obtain mortgages under this section with friends or relatives or an organization making the downpayment. A third party may also co-sign the mortgage to reduce possible risk to the mortgagor. According to the terms of Section 203, the maximum loan to a single family is $22,500 with a three

per cent down payment on the first $13,500, a five per cent assessment on the next $4,500 and 30 per cent on the balance. Maximum interest rate is 5-3/4 per cent with a mortgage term of 30 years.

3. Rental housing is eligible for insured mortgages under Section 231. This financing might be used for original construction or rehabilitation of dwellings to be used by the elderly. Row houses, court apartments, and separate units grouped as a single project are included in a definition of eligible types. At least one-half the units must be specifically designated for persons over 62 years of age. Two varieties of groups with some variation in assistance can make use of this program. Non-profit organizations may obtain a loan up to 100 per cent of replacement costs with a maximum of $9,400 allowed per unit through a 40-year loan at 5-1/4 per cent interest. Profit-making organizations receive loans equal to 90 per cent of the replacement cost of either the new or the rehabilitated projects. The maximum mortgage period and interest are the same as the non-profit terms. Some students of real estate believe that while Section 231 terms make it possible to reduce housing costs, the large number of renters are still unable to afford the rents required by these projects.

4. Proprietary (privately owned and operated) nursing homes are covered by Section 232. This program aids in the concentration of new nursing homes and the rehabilitation of desirable existing ones. The maximum insurable mortgage amount is 75 per cent of the FHA-estimated value of the project when proposed improvements are completed, although on rehabilitation projects the amount is not over five times the cost of new

improvements. Maturity period of the mortgage is twenty years at a maximum interest rate of 5-3/4 per cent.

Each of these FHA insurance programs, with the exception of the direct lending section, involves the backstopping of loans made by private financing groups. Loans of private capital are made by FHA-approved lenders who in turn are insured by FHA against a loss on these loans.

Some further assistance has been provided by Congress in the form of the Federal and National Mortgage Association (FNMA) direct loan purchase program. This agency can be used in housing for the elderly, as in other housing fields, to provide mortgage funds when private lenders cannot be found to make a loan even with FHA commitments for forthcoming.

FNMA has been used by such builders as Carl Mitnick in his North Cape May, New Jersey, development under the provisions of Section 203B terms. In any case, there is an examination of the feasibility and the merits of each development by the private lender, FHA and FNMA when involved.

Other sections of the Federal Mortgage Insurance programs like Section 213 (cooperatives), and Title I property improvement loans, can be of help for housing for the elderly although not especially designed for this group.

PLANNING RESPONSIBILITIES

No planning agency has, as yet, set down a comprehensive program outlining its duties and responsibilities concerning elder citizens. In fact, several state emphatically that "the elderly should receive no special consideration in the planning context." Most, however, have not given much thought to the

subject and only a few go so far to say that "the elderly should be considered as a distinct and essential element of the overall master plan."

As a practical consideration, the planning agency would do well to consider the positive, spreading effect that an increased effort in regard to the elderly might have on the total planning program. Because of society's widespread concern for the aged, a planning agency with the reputation of "helping the aged" through research and plans might materially improve its chances of gaining support for more controversial aspects of its program.

ZONING AND SUBDIVISION CONTROL

Lately, stimulated by FHA incentives to developers of housing for the elderly, communities have been requested and even pressured to modify location and development standards of their zoning and subdivision regulations to permit housing developments for the elderly. Some planning agencies consider it appropriate to recommend such changes. Others hold to a policy of conformance; in other words, no special treatment for senior citizen housing.

In some instances, pressures to bypass existing code requirements have taken extreme forms. Senate bill number 956, submitted to the 1961 California Legislature, provided for amending the State Subdivision Map Act to exclude from subdivision review low-cost rental housing developments for elderly persons constructed in whole or in part with Federal or State assistance. Such a precedent would permit extensive deviation from existing controls and would constitute an unwise course of action.

URBAN RENEWAL

Perhaps no other single planning program will focus community attention on the elderly as sharply as urban renewal. Community renewal programs, undoubtedly, will furnish valuable insight into the living conditions of older people. Disproportionate numbers of the aged now live in urban renewal areas. An obvious expectation, therefore, will be that numbers of older persons will be forced to move from their present quarters. With reasonably priced, smaller dwelling units already at a premium, the attendant problems of relocation will be considerable.

For many, urban renewal offers a real and practical alternative to counteract the trend of segregating the aged in retirement villages or institutional blocs.

With heightened opportunity for providing varied housing types, associations and services, renewal --if used properly -- can be a wedge towards achieving balanced neighborhoods to meet the needs of aged as well as the needs of other population age groups.

Already, a few cities report that portions of clearance areas have been sold to private developers to build housing for the elderly. In Southbridge, we foresee a strong possibility of a similar development in a potential clearance area defined by Wardwill Court, Foster Streets and the railroad. This section presently contains sub-standard dwellings which appear to have little hope of rehabilitation. Through urban renewal, clearance of this section would be possible. An excellent re-use

possibility would be Southbridge's First Housing for the Elderly for these prime reasons:

1. The site is close to shopping, library, and the hospital.
2. It is well isolated from busy thoroughfare traffic.
3. It is close to the town's major park.
4. It lends itself nicely to a self-contained and comfortable building complex.

ECONOMIC BASE

SOUTHBRIDGE ECONOMIC BASE

The study of a community's economic base provides tangible evidence of its "reason for being". It involves careful analysis of those activities which provide job opportunities to a population and thus wages or purchasing power by which the market for appropriate living conditions and facilities is created. Through this cycle virtually every aspect of the community's development reflects the type, amount and level of employment opportunities available through the economy.

In Southbridge, it will be seen that the level and trend of each segment of its economy has definite implications affecting the future development of the community complex. Studies which follow aim at uncovering those problems which Southbridge must face and solve in mapping plans for future development. In so doing, three parts are involved in this report. First, an evaluation of Southbridge's "economic climate" will be made by analyzing the elements comprising such a framework. Step two will analyze present economic activities, their role in the economy, their potential in terms of productivity, employment and physical expansion and their suitability to Southbridge's future economic climate. The third section will analyze Southbridge's overall economic future with emphasis upon coordination of realistic potentialities to the Development Plan as a whole.

SECTION I - SOUTHBRIDGE'S "ECONOMIC CLIMATE"

The various elements, or conditions, in a community which directly affect the economy reveal important clues as to types of economic activity for which it is best suited. Southbridge's predominant manufacturing activity, for example, was attracted by the area's labor force, transportation facilities and locational proximity to major urban markets. Comparative strengths and weaknesses of these major elements are seen in the following synopses.

A. Regional Context

Since Southbridge's economy is by no means self-sustaining, each segment functions within larger areas of influences. Its major manufacturing enterprises are supported by national markets and depend upon transportation facilities and services to the larger market areas of the country for efficient distribution. Other manufacturing concerns in Southbridge serve these major national producers and thus, are reliant upon local manufacturing industries.

For the majority of non-staple type goods, Southbridge residents utilize central urban shopping facilities located in Worcester. In this sense, Worcester City functions as the downtown retailing area for most of Worcester County's 60 municipalities.

The extent to which Southbridge functions and competes within these larger spheres of influence will receive appropriate emphasis in these studies since such relationships are vital to the potential growth of each segment of the economy.

B. Labor Force

Southbridge's labor force or "human resources" as compared with Worcester County and Massachusetts is illustrated in the following tables. Of the total number in the labor force in 1960, a rather high percentage of females (37.2%) were reported for Southbridge. This reflects the demand for a high numbe of manufacturing jobs requiring female labor skills such as manual dexterity in assembly operations.

Labor force distribution shifts, from 1950 to 1960, indicate an increasing percentage of males in the "Professional, Technical and Kindred Workers" category in Southbridge, Worcester County and Massachusetts. This generally follows the national trend yet, Southbridge's shift has been slower than County and State. Conversely, "Operatives and Kindred Workers" have declined percentage-wise in both female and male labor force composition, a trend which is expected to continue gradually in the future due to mechanization displacement of lower skilled functions in manufacturing.

The proportion of male "Sales Workers" has increased in Southbridge, consequently bringing it closer to a similar representation to Worcester County and Massachusetts. This is also true of females classified as "Service Workers, Except Household", indicating that Southbridge's Selected & Personal Service activity has increased in the past ten years.

Comparison of the composition of present labor forces in Southbridge, Worcester County and Massachusetts reveals a concentration of semi-skilled workers in both female and male breakdowns in Southbridge. The

TABLE I

Percentage of Total Number of Employed

By Employment Category

Southbridge, Worcester County, Mass. State

1950 - 1960

	MALE			FEMALE		
	Southbridge	Worc. County	Mass.	Southbridge	Worc. County	Mass.
Professional, Technical & Kindred Workers	6.2	6.6	8.6	7.4	12.0	12.4
	8.0	9.6	12.6	7.0	12.6	13.3
Farmers and Farm Managers	0.2	1.5	1.1	-	0.1	0.1
	0.1	0.8	0.6	-	0.1	0.1
Managers, Officials & Proprietors (Exc. Farm)	8.9	9.2	11.0	2.3	2.5	3.0
	9.6	9.4	10.5	1.4	2.3	2.8
Clerical and Kindred Workers	6.0	6.6	7.4	23.2	24.9	28.7
	6.0	6.8	8.0	25.9	27.6	31.0
Sales Workers	4.9	6.0	7.4	5.6	7.1	7.4
	6.9	6.3	7.5	6.9	7.1	7.0
Craftsmen, Foremen & Kindred Workers	29.4	23.6	21.6	11.2	2.5	1.9
	29.0	22.8	21.0	8.5	1.8	1.5
Operatives and Kindred Workers	33.1	31.3	24.7	41.9	35.2	29.6
	25.0	28.8	21.2	33.1	28.9	22.8
Private Household Workers	-	-	0.2	2.6	4.0	4.5
	0.1		0.2	1.9	3.4	3.6
Service Workers (Exc. Priv. H'sehold)	6.4	6.2	7.6	4.9	8.7	9.6
	5.2	6.2	7.3	6.5	11.4	10.9
Farm Laborers & Foremen	0.3	1.7	1.0		0.1	0.2
	0.1	0.8	0.6	-	0.1	0.2
Laborers (Exc. Farm & Mine)	4.0	7.1	7.3	0.7	0.7	0.7
	3.3	4.9	5.3		0.4	0.4
Occupation (Not Reported)	0.7	1.5	1.9	0.9	1.5	1.8
	7.3	3.6	5.4	8.8	4.3	6.6

TABLE II

CIVILIAN LABOR FORCE

Females in Labor Force - 1960

	Southbridge	Worcester County	Mass.	U. S.
Male	4,693	153,531	-	
Female	2,766	83,796	-	
Per Cent of Total Females	37.2%	35.8%	35.9%	33%
Total	7,459	237,327	-	

percentage of workers in this group is considerably higher than found in County or State distributions and results from the tradition of predominant manufacturing activity. Higher skilled functions found in "Professional, Technical and Kindred Workers" and "Managers, Officials and Proprietor" groups are considerably lower than represented in County and State.

The sum impression of Southbridge's available labor force is a high concentration in those skills adaptable to manufacturing jobs. Propects for shifting towards a more evenly distributed picture with increases in the higher skilled categories, however, will be impaired somewhat by the low level of education of Southbridge's citizens. As seen in the following table, Southbridge residents age 25 and over are reported to have a far lower median number of school years completed than both Worcester County and Massachusetts. This fact is indicative of the general potential of the labor force to adapt to certain types of jobs. It is seen that Southbridge's labor force as a whole could not be expected to readily adapt to higher technical jobs which will be increasingly demanded of all economic activity in the future.

TABLE III

Median Number of School Years Completed

(Residents 25 Years and Over)

	Southbridge	Worcester County	Massachusetts
Male	8.9	10.2	11.3
Female	9.0	10.8	11.8

Southbridge's labor force may well limit future economic growth. In an area devoid of developable resources, it is quite certain that

Southbridge must promote its labor force to attract those industries which are "labor-oriented". For any degree of success in this regard, efforts should be made to develop a higher level of aptitudes of its labor force by initially upgrading the quality of education available.

C. Raw Materials

There are no raw material resources of significant economic value in the area. In recent years, it has been apparent that the Worcester area has been losing a share of its manufacturing to locations of proximity to raw materials and resources. It is possible that Southbridge's location in a region which is gradually losing its magnetism for manufacturing activity will become increasingly detrimental in the future unless the lack of raw materials and other deficiences are counterbalanced by other favorable factors such as an adaptable labor force or modern transportation facilities as well as improved living conditions.

D. Transportation

The Southbridge area offers excellent transportation networks and facilities for transporting goods, materials and services quickly, efficiently and economically. Existing manufacturing industry relies largely upon trucking which is served adequately by major highways (Route #15 and the Massachusetts Turnpike), good connector roads and adequate access-ability. Also the effect of newly-proposed Route I 495, forming a major belt serving Eastern Massachusetts should have an important advantage for Southbridge. The proximity to Boston's shipping port and airport add to this favorable picture.

Southbridge's airport with 2,700 feet of runway provides a potential for future air freight possibilities. Due to the comparatively high unit cost involved in air transportation, it is expected that air freight will lend itself to products of high value-to-weight ratio. With good helicopter feeder service available, the existence of an airport facility could prove to be important as a future promotional feature toward attracting industry to Southbridge.

Locally, there are definite problems of traffic and parking plaguing the Town's downtown retail center. These are treated in a separate section of the Master Plan. Improvements should see enhancement of retailing activity in Southbridge, particularly in those categories of goods which have been traditionally bought in Worcester City and Hartford.

E. Markets

One of the original reasons for Southbridge's manufacturing growth in the past was its locational advantage to major market areas and densely populated urban centers. Its central location is within close range of Boston (65 miles), Worcester (20 miles), Hartford (50 miles), Providence (50 miles) and New York (155 miles).

It is felt, however, that improved transportation and communications in areas of less favorable location will minimize Southbridge's locational advantage to large northeast markets. This has been evidenced in a gradual trend of metal-working plants migrating from the Worcester area to the west.

F. Living Conditions

Pleasant and adequate surroundings or living conditions reflect

to a large degree the well being and prosperity of an area's economy. Appraisal of Southbridge's housing, schools, recreational and cultural facilities is, therefore, considered vital in determining future economic potential.

Table IV gives a general picture of comparative housing characteristics in Southbridge, Webster (a neighboring town of similar size and disposition), Worcester County and Massachusetts. In general, Southbridge's housing stock is older than that of Webster and the County, with almost 91% of its houses built before 1950. Housing condition and value on the whole, is above average, indicating that original structures are of good lasting quality for the most part, notably in the single family residential sections.

TABLE IV

Selected Housing Data for Southbridge, Webster, Worcester County and Massachusetts, 1960

	Percent Built 1950-'60	Percent Sound	Median ($) Value	Percent Own	Percent Rent
Southbridge	9.8	86.0	14,300	46	54
Webster	12.5	83.4	13,300	41	59
Worcester County	18.2	81.1	13,800	60	40
Massachusetts	17.7	86.0	12,200	61	39

(Source: Massachusetts Census of Housing, 1960)

Schools are in good condition and of improving standard. Proposed improvements and additions to Southbridge's school plant are expected to satisfy future population projections.

Culturally, the town's proximity to Worcester and Boston, both urban centers of wide cultural tradition and facilities, provides another advantage and is supplemented by Southbridge's adequate recreational facilities.

Upgrading of Southbridge's undesirable residential elements (see "Land Use Cost and Income") through urban renewal holds the key to overall improvement of living conditions.

G. Public Facilities

In built-up areas where Southbridge industry exists today, adequate electric power and gas service is available. Water, supplied by the Southbridge Water Company, is currently serving the Town's industrial needs adequately. There is every reason to believe that new industry, if located in Southbridge, would be served as adequately as existing industry.

The modern sewage plant completed in 1957 provides satisfactory service to existing industrial and commercial areas. There are definite limitations inherent in Southbridge's sewage facilities in terms of new manufacturing possibilities. In those vacant areas potentially available for industrial development, there is a lack of sewage pipe line. It is felt that considerable capital investment would be involved in the development of these areas demanding these additional facilities. Such an

expense would have to be justified by the assurance of industrial development prior to providing facilities in potential areas.

H. Tax Situation

The local tax situation in Southbridge is not entirely favorable due to a gradually declining tax base. As seen in the trend illustrated below, the local tax rate has increased rapidly over the past eight years at about 8 per cent a year. It is certain that this trend will continue if Southbridge does not increase its tax base with additional valuations in the future.

Southbridge industry is liable to Massachusetts Corporate Income Tax at a rate of 6.765% per annum, as well as a State "Corporate Excess Tax".

The overall tax burden to economic enterprise in Southbridge is not encouraging under the present circumstances. There is a clear need for additional industrial and or commercial valuations if any degree of stabilization is hoped for.

Southbridge Local Tax Rate 1955-1962

(Property Assessed at 40% Market Value)

1955	-	$59.00
1956	-	67.00
1957	-	70.80
1958	-	74.60
1959	-	--
1960	-	79.00
1961	-	82.50
1962	-	86.00

I. Land Availability

Other than a great deal of land devoid of public water and sewage facilities, Southbridge is promoting one Industrial Park Site and several other vacant industrial buildings. The opportunity apparent here must be developed with an eye to attracting selective and stable industries which will be most compatible with Southbridge's existing industry and labor force rather than enticing any industry that will locate in Southbridge. In this regard, it is important to note recent experience of a heavy manufacturing plant of considerable size which located on lower South Street some five years ago. It was not long before the plant pulled up stakes and relocated in a community some 20 miles away leaving Southbridge with a minority group of unemployed, unskilled workers who have remained in sub-standard dwellings north of Main Street. Similarly, the plant building remains and will be a burden on the community until it is removed.

Section II - Southbridge's Present Economy, Its Trends and Potentials

Southbridge is almost entirely oriented towards manufacturing activity. Situated within a so-called "manufacturing belt" area (Worcester County), it presently depends upon American Optical as the backbone of the economy. In fact, many segments of economic activity in the community are virtually supported by "AO" and its satellite manufacturing industries. The desirability of the present economic situation for a community such as Southbridge only exists as long as "AO" remains, prospers and encourages the possibility of inspiring related industries to locate nearby.

A. Employment and Unemployment

The following table trades Southbridge employment in major economic segments over the past ten years as reported by the Massachusetts Division of Employment Security. A loss of 1,779 manufacturing jobs since 1951 indicates the declining trend of employment opportunities within the town and represents the major portion of the overall 18% decline in all categories. It is apparent that one of the chief results of this trend has been the out-migration of a younger segment of prospective workers from Southbridge, particularly the better qualified labor seeking higher wages and more sophisticated jobs. This trend appears to be characteristic of communities with a heavy predominance of manufacturing and a general lack of diversified economic activity. In essence, this has been true of the entire Worcester area.

Despite its loss of employment opportunities in the last decade, Southbridge and the Worcester Area do not have a labor surplus situation. In fact,

SOUTHBRIDGE EMPLOYMENT TRENDS
1951 - 1960

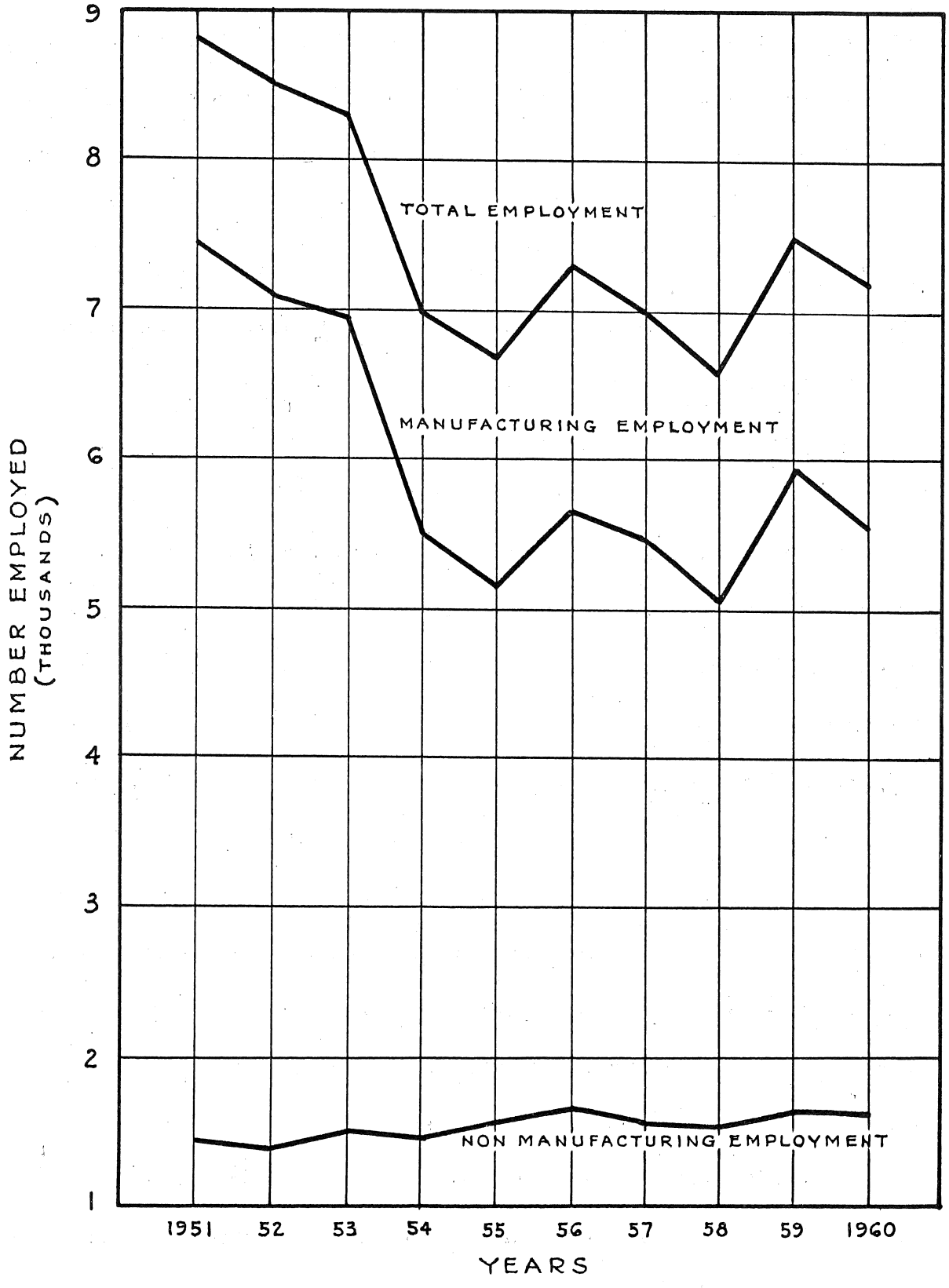


PLATE E-1

TABLE V

SOUTHBRIDGE EMPLOYMENT TRENDS

1951 - 1960

	YEAR									
	51	52	53	54	55	56	57	58	59	60
Manufacturing	7404	7124	6791	5534	5136	5664	5453	5009	5906	5625
Retail and Wholesale	799	749	788	775	812	839	824	874	870	930
Construction	306	324	298	311	376	418	335	279	337	283
Fin., Ins., Real Estate	68	63	58	62	66	72	84	78	88	94
Service Industries	220	206	211	184	197	209	216	215	208	193
Transp., Commun., Util.	66	64	152	139	134	146	129	114	146	132
TOTALS	8863	8530	8298	7005	6721	7348	7041	6569	7555	7257
Mfg. Empl. Changes		-280	-333	-1257	-398	+528	-211	-444	+897	-281

the unemployment rate in both cases has decreased markedly since 1950. It is apparent that this comparatively healthy sign is due to the relative stabilization of employment in the past two years. However, from a long-range standpoint it is possible that Southbridge could well face loss of industry thus reversing this situation to a point of chronic unemployment.

TABLE VI

Unemployment Rate (Percent) 1950 - 1960

	1950	1960
Southbridge	7.5%	4.8%
Webster	7.4	4.1
Worcester County	6.2	3.8
Mass. - Urban	5.9	4.2
Mass. Total	5.9	4.2

(Note: Unemployment rate designating an area "chronically unemployed" thus eligible for federal assistance through the Area Redevelopment Administration = 6.0% or over for one year or more.)

In the separate analyses of each economic segment treated in the subsequent sections, the prospects for employment opportunities are discussed.

B. Rating of Existing Economic Activity by Employment Group

As a basis for projecting future possibilities of economic expansion in terms of future employment, a comparative rating of each segment of the economy is seen on the following charts. The various activities forming the economic bases of Southbridge, Worcester County and Massachusetts are listed in a "preference order". This order originally was established

by the City Planning Commission of Cincinnati for use in its report, "The Economy of the Cincinnati Metroplitan Area".

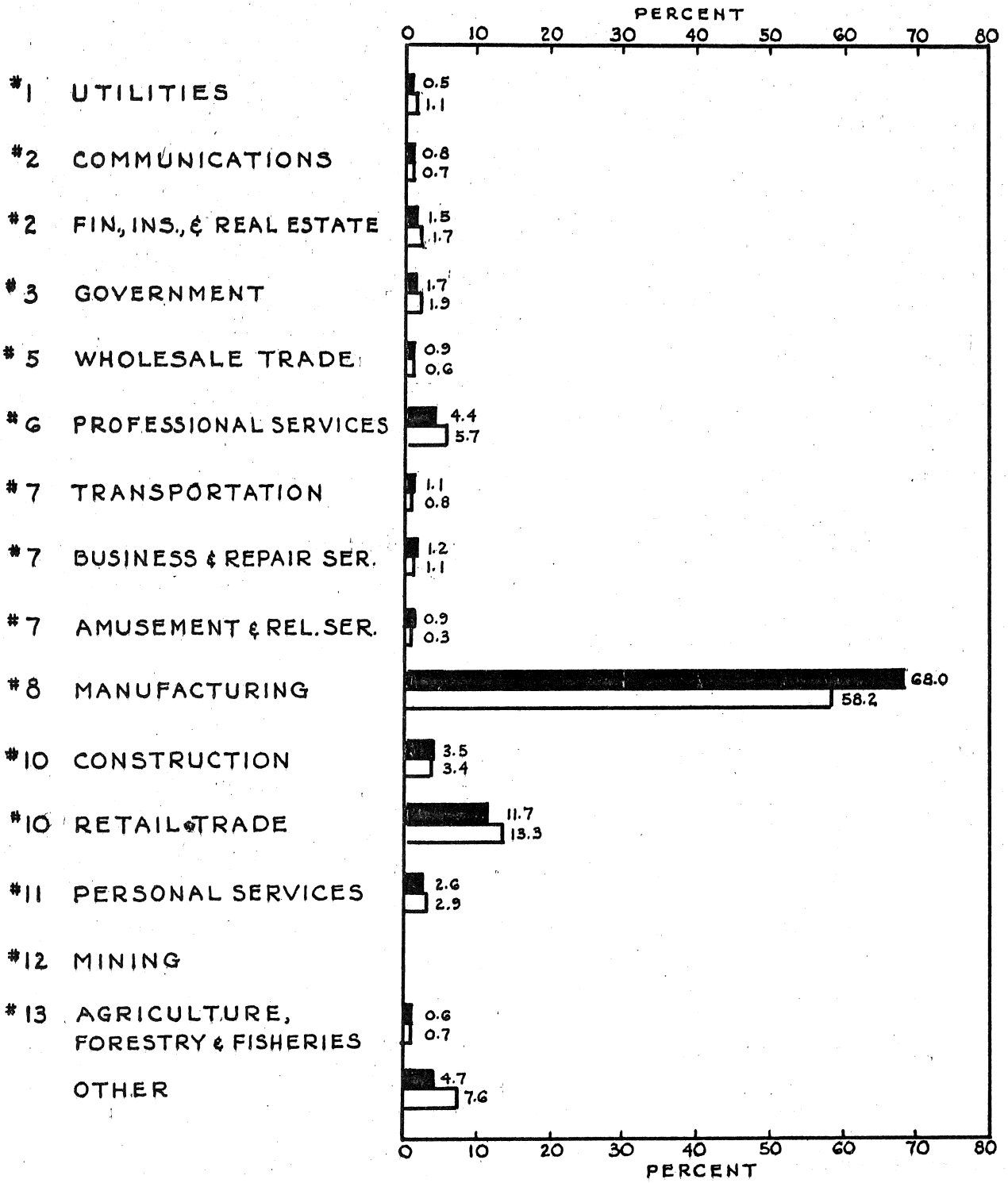
In determining the order, the total number of occupations recognized by the Bureau of Census were grouped into 14 general categories. Each group contains several related industries that bear the same selective number. For example, Communications, Finance, Insurance and Real Estate are different industries yet are all equally desirable and are therefore assigned the same preference rating number. This preference order has been adopted as a guide in selecting industries to fit the skills of the labor pool. It was based upon the following five criteria which have been adjusted and weighted to suit economic conditions in New England:

1. use of skilled labor;
2. median annual wage;
3. proportion of employees receiving more than the mean annual wage;
4. seasonal stability;
5. cyclical stability.

In essence, these criteria represent an analytical breakdown of what may be termed as generally good wages and steady jobs.

Manufacturing obscures any other activity almost completely in terms of its relative importance to Southbridge's economic base. In the past ten years, however, distribution has shifted slightly taking a percentage of employees away from manufacturing. This shift, from 68.0% to 58.2% was primarily due to the loss of Southbridge's textile mill

SOUTHBRIDGE
TOTAL REPORTED EMPLOYMENT
1950 - 1960



KEY

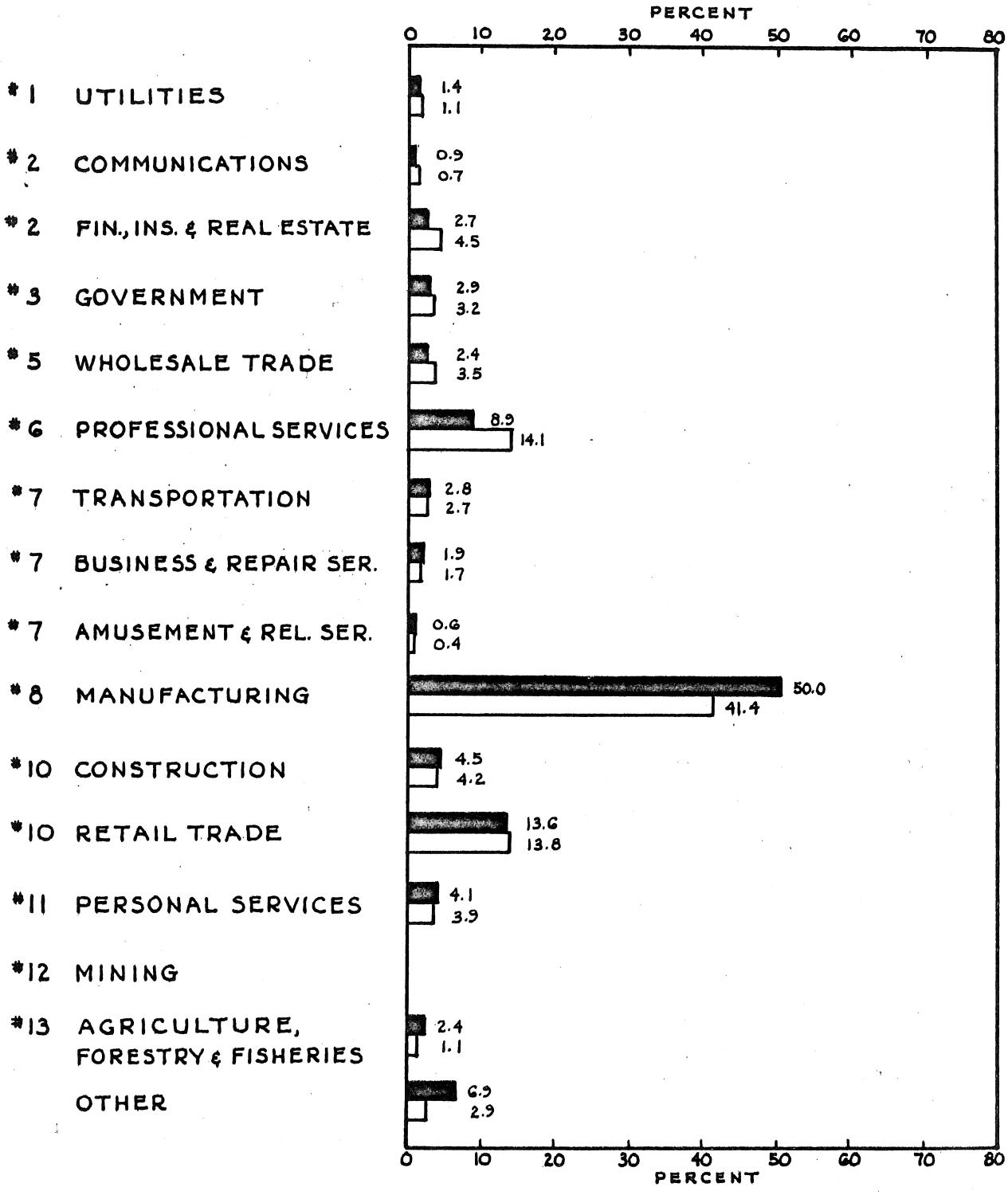
1950
1960

BRUCE CAMPBELL & ASSOCIATES
CONSULTANTS

PLATE E-2

BOSTON MASS.

WORCESTER COUNTY
TOTAL REPORTED EMPLOYMENT
1950 - 1960



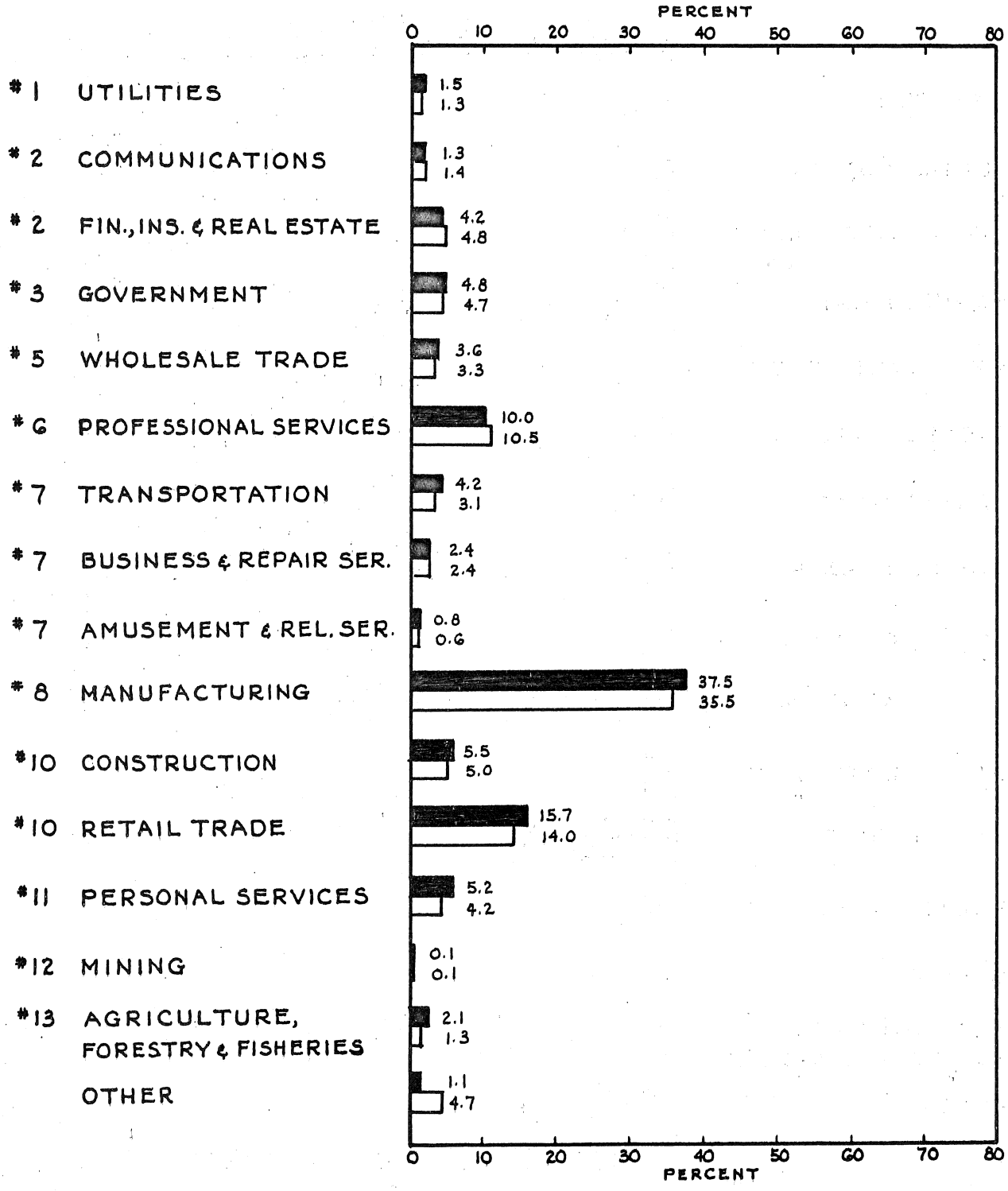
KEY

1950
1960

BRUCE CAMPBELL & ASSOCIATES
CONSULTANTS

PLATE E-3 BOSTON MASS.

MASSACHUSETTS
TOTAL REPORTED EMPLOYMENT
1950 - 1960



KEY

1950

1960

PLATE E-4

BRUCE CAMPBELL & ASSOCIATES
CONSULTANTS
BOSTON MASS.

manufacturing.. Manufacturing likewise was the primary activity in both Worcester County and Massachusetts, yet far less important than in Southbridge. Employment distribution in these areas is spread more evenly in other categories indicating more balance and economic diversification.

Retail Trade holds second place in Southbridge, County and State with an increase since 1950 in relative importance seen in Southbridge and slight decrease in the State picture. Professional Services is third in all three areas with far greater strength in County and State than in Southbridge. In this more desirable activity, Southbridge had a noticeable gain yet this category is still extremely weak as compared with that represented in Worcester County and the State. This weakness becomes more pronounced in light of Worcester County's 6% increase in distribution in this category since 1950, indicating Southbridge's inability to share in this shift with its regional counterpart.

In grouping the top half of the order, composed of the more desirable activities, Southbridge's position of weakness is seen in general terms. Added together, the top half employs only 13.6% while Worcester County and Massachusetts both have 31.5% of their total employment in these categories. It is certain that Southbridge's lack of balance and distribution due to the overwhelming predominance of manufacturing employment has hindered its capability of "filling out" in the higher, more desirable industries. At the present time, this situation in Southbridge puts a tremendous burden upon manufacturing expansion as the chief hope for

economic growth since there is so little representation in other categories.

The conspicuous lack of diversification in Southbridge's economy undoubtedly presents a major problem to future prospects for growth. existing labor force skills are hardly conducive to any noticeable growth of more sophisticated industries. In addition, this situation is further discouraged by the fact that Southbridge's economic climate for manufacturing growth and expansion appears to have rapidly lost ground.

In the future, it is expected that manufacturing employment will become slightly less important percentage-wise counterbalanced by very slight increases in the share assumed by other categories. Since it is doubtful that the overall skills represented in Southbridge's economic picture will adapt readily to other industries demanding higher skills, it is expected that Southbridge's rate of re-distribution will be considerably slow.

To a large measure, Southbridge's economic future appears to be dependent upon its efforts to select and attract specific manufacturing opportunities on the basis of realistic objectives and careful implementation to exploit all desirable potentials.

C. Manufacturing

Manufacturing activity, so important to the economic base of Southbridge, employed 5,625 persons in 1960 according to the Massachusetts Department of Employment Security of which 3,916 or 69% were involved in the manufacture of optical goods and related products. Of the five firms comprising this latter manufacturing segment, American Optical Company accounted for the majority of the employment and singularly shapes the

character and nature of the economy. In this category (SIC 38)[1], there were almost 400 jobs lost since 1950 due partly to increased use of automation coupled with a decline in productivity. While the future outlook for this manufacturing group is very favorable in terms of growth prospects on a national level, it is apparent that Southbridge's share in this growth is limited due to the fact that American Optical's expansion plan will involve sites outside Southbridge. It is possible, however, that potential related industries may find AO's presence in Southbridge an important incentive since proximity to major manufacturing plants is often an influential factor in the location of smaller concerns involved in similar manufacturing activity. For Southbridge's near economic future this alternative appears to be the most feasible under current conditions since its prime salable commodities include a labor force adaptable and trained to job functions demanded of durable goods manufacturing, transportation facilities and the home of one of the leading manufacturing producers of optical and refractory goods and instruments.

The remaining 31% of manufacturing employment was dispersed in the following manufacturing categories according to 1960 reports:

SIC NO.		PERCENT TOTAL MFG. EMPLOYED	PERCENT NO. EMPLOYED 1960
34	Fabricated Metal Products	9.8%	508
35	Machinery except Electrical	7.5	418
36	Electrical Machinery, Equipment and Supplies	6.3	357
28	Chemicals and Allied Products	3.9	222
22	Textile Mill Products	1.6	88
27	Printing, Publishing and Allied Products	1.2	70
	Miscellaneous	0.7	43
		31.0%	1706

1. SIC = Standard Industrial Classification System, designed by the U. S. Bureau of the Budget to classify all economic activities into a numerical code based upon similarity of economic endeavor.

SIC # 35 (Machinery except Electrical) has traditionally been the mainstay of manufacturing activity in Worcester County accounting for 24.1% of total County manufacturing employment in 1958. Southbridge has 12 plants in this category employing 418 persons, an increase of 21 persons since 1951. In itself, this manufacturing segment enjoys a higher rate of productivity and wages in the Worcester area than in other areas of the Country. This supports the prospect that the Worcester area may expect to compete effectively for new and expanded opportunities in this category in the future. The degree to which Southbridge shares in this potential expansion area will depend largely upon its ability to create and maintain a more attractive economic climate competitive with other communities in the Worcester area.

There was a noticeable decline in employment engaged in the manufacturing of Fabricated Metal Products (SIC # 34) over the period since 1951. The 17% decrease involved the loss of 103 jobs. This decline did not occur from plants moving out of Southbridge (the original four firms reporting in 1951 are in operation today) but rather reflects the loss in share of market to competitors in other parts of the Country. In general, this category of manufacturing serving as a supplier to machinery manufacturers has lost ground in the Worcester area and this trend should be anticipated in the future as long as the area continues to lose its machinery manufacturing segment.

There has been overall growth of Electrical Machinery, Equipment and Supplies manufacturing in Southbridge. Employment has jumped from

107 in 1951 to 357 in 1960. This growth, however, has been spasmodic at best. In 1958, there were 131 employed in three firms jumping to 442 in 1959 (almost three times the number of the previous year) and then falling back to 357 in 1960 in three firms. This category is not highly represented in the manufacturing picture of the Worcester area nor is it particularly attracted an of economic climate of increasing costs of operation and transportation which are above the national and state levels. It is expected that these influential factors will contribute largely to a stabilization of employment in Southbridge's Electrical Machinery activity.

Textile Mill Products manufacturing has dealt the largest blow to Southbridge's manufacturing structure in the past decade. Following a mass trend of out-migration of textile industries from the northeast (particularly New England), the total impact for Southbridge resulted in a loss of 1,720 jobs, from 1808 employees in 1951 to a mere 88 in 1960. There is little doubt that the death of this activity is imminent in the area and therefore is of no value to the economic future of Southbridge. It is apparent, however, that textile synthetics manufacturing utilizes many of the skills demanded of Southbridge's former textile mill products group. For this reason, it represents considerable potential for the future. In each of the minor manufacturing segments comprising the remaining portion, there has been an overall stabilization of employment over the last decade except for Chemicals and Allied Products which has lost 451 jobs. This latter phenomenon was due to that industry's dependence upon Textile Mill Product manufacturing.

The future for manufacturing activity in Southbridge depends to some extent upon the success of the Worcester area in retaining and expanding its manufacturing base. Toward this end, major strides are already in evidence developing and implementing solutions to major problematic symptoms deterring economic growth. It will remain for Southbridge to coordinate its objectives in line with those of the Worcester area in strengthening its economy.

It is apparent from this analysis that Southbridge's immediate hope for manufacturing expansion lies in those manufacturing segments (and related segments) which have successfully operated in the town. The foremost of these is Photographic and Optical Goods which could be stimulated by AO's presence and adaptable to labor skills. The prime favorable factors indicating optimism are Southbridge's highway transportation advantages, labor force skills conducive to production methods and proximity to major urban centers of large populations.

Further, the importance of AO to Southbridge's economic base must not be minimized since it has far-reaching effects upon the future of every aspect of Southbridge's vitality. Every effort must be made in accommodating the needs of this company. This will involve the maintenance of a compatible urban complex satisfactory as a place to live, work, buy, play and so forth. It is certain that the Master Plan of the town will have much to do with planning for a desirable type of living environment.

The hope for immediate diversification of Southbridge's manufacturing picture appears dim since Southbridge clearly does not have what major

industrial concerns in other manufacturing segments (other than SIC # 38 and related manufacturing dependent upon AO) require in terms of a favorable mix of low operating costs (i.e., labor, transportation, public facilities, etc.), favorable business "climate" and suitable sites characterized by easy access to major highways and serviced with proper municipal facilities. This, again, bears up the importance of "marketing" its labor force in attracting similar and related manufacturing opportunities.

D. Retail Trade, Wholesale Trade & Selected Services

On the enclosed tables VII and VIII are shown the trends in Retail and Wholesale Trade and Selected Services for the ten-year period (1948 to 1958) in Southbridge. Statistics may be somewhat dry to most people; however, these statistics graphically portray a trend or series of trends in Southbridge.

1. Retail Trade

During the ten-year period, Retail Sales increased from $16,901,000 to $20,831,000 (a gain of $3,900,000). Ordinarily, an increase of 23 per cent would be considered as progress, especially in an area of declining population.

However, further investigation indicates disturbing evidence of difficult problems facing Southbridge retailers. Of the total gain in retail sales, $3,000,000 out of the $3,900,000 was from "Other Retail Stores" (see table of definitions). Thus, 77 per cent of the gain has been in an area of merchandising carrying non-staple goods. Again, in the same area (Other Retail Stores), there was an increase of 20 establishments. Thus, there was a loss of 49 establishments in other categories. To some extent, this is a levelling off of retail store establishments. Twenty-two food stores went out of business, indicating a nationwide situation where the large food chains have forced the small grocery store out of business.

The loss of 17 Apparel and Accessory Stores does not follow the nation-wide trends, however. This loss may, to some extent, indicate that there

were too many retailers in this category. However, it also indicates that Southbridge shoppers are now moving to other locations for their purchases, as evidenced by a loss of $230,000 in sales.

2. Wholesale Trades, Selected Services

Although these categories have not shown a spectacular rise, they represent a normal pattern for Southbridge. In other words, a declining population creates a lesser demand for services.

The cost to the consumer for services has risen during this period, thus accounting for the increase in total sales.

OTHER RETAIL STORES DEFINITION

Liquor Stores

Antique Stores

Secondhand Stores

Book Stores

Stationery Stores

Sporting Goods Stores

Bicycle Shops

Hay, Grain, Feed Stores

Other Farm Supply Stores

Garden Supply Stores

Jewelry Stores

Coal and Wood Dealers

Fuel Oil Dealers

Liquefied Petroleum

Ice Dealers

Florists

Tobacco Stands

News Dealers, Newsstands

Camera, Photographic Supply Stores

Gift, Novely Souvenir Shops

Optical Goods Stores

Typewriter Stores

Luggage, Leather Goods Stores

Hobby, Toy, Game Shops

Religious Goods Stores

Pet Shops

Other -- Establishments primarily selling specialized lines of merchandise, such as collectors items and supplies, artists supplies, orthopedic and artificial limbs, drafting materials, hearing aids, rubber stamps, monuments and tombstones, and other lines not elsewhere classified.

Table VII

SOUTHBRIDGE ECONOMIC TRENDS

RETAIL TRADE STATISTICS

Business Category	1948 Southbridge No.	1948 Southbridge Sales ($000)	1958 Southbridge No.	1958 Southbridge Sales ($000)	1948 to 1958 Southbridge Change No.	1948 to 1958 Southbridge Change Sales ($000)
Lumber, Bldg., materials	12	1355	10	917	-2	-438
Gen'l Merchandise stores	7	860	5	1534	-2	+674
Food Sores	62	5114	40	5614	-22	+500
Automotive Dealers	13	2284	8	2318	-5	+34
Gasoline Stations	20	594	18	1337	-2	+743
Apparel, Accessory Stores	39	1564	22	1334	-17	-230
Home Furnish. Equip. Stor.	14	695	21	1205	+ 7	+510
Eating & Drinking Places	46	1307	40	1154	- 6	-153
Drug & Propr. Stores	10	583	7	568	- 3	- 15
Other retail stores	17	1304	37	4317	+20	+3013
Non-store retailers	11	1214	14	533	+ 3	-708
Totals	251	16901	222	20831	-29	+3930

(Source: Mass. Census of Retail Trade, 1958)

Table VIII

SOUTHBRIDGE ECONOMIC TRENDS

WHOLESALE-TRADE STATISTICS

Business Category	1948 Southbridge No.	1948 Southbridge Sales ($000)	1958 Southbridge No.	1958 Southbridge Sales ($000)	1948 to 1958 Change Southbridge No.	1948 to 1958 Change Sales ($000)
Merchant Wholesalers	9	--	15	2591	+ 6	--
Other	1	--	--	--	-1	--
Totals	10	1111	15	2591	+ 5	+1480

SELECTED SERVICES STATISTICS

Personal Services	75	501	62	581	-13	+ 80
Auto Repairs, Service, Garages	14	283	17	226	+ 3	- 57
All other Services	9	69	27	616	+ 18	+570
Totals	98	853	106	1423	+ 8	+593

PAYROLLS ($000)

	Retail Trade	Wholesale Trade	Services
1948	1410	113	159
1958	2177	247	331
1948 to 1958 Payroll Change	+767	+134	+172

Section III - Southbridge's Economic Potentialities and Recommended Goals for Future Development

In a community with a history of extrordinarily heavy manufacturing activity underlying its economy, it would be unrealistic to foresee any major shift away from manufacturing in this role. Southbridge's economic climate clearly is oriented towards manufacturing particularly its labor force, transportation facilities and geographical location in the midst of the manufacturing belt extending from Worcester County to Hartford.

Since Southbridge's recent economic history indicates a general loss of manufacturing employment which appears to have had an effect upon the overall manufacturing climate of the town, it is felt that immediate economic goals should concentrate upon retaining existing manufacturing concerns to stay in Southbridge. This is seen to have more immediate merit than a high-geared program to attract new manufacturing elements in the town for the following reasons:

1. Aside from the 38 acre Industrial Park Site, there is virtually no land available to industry complete with utilities. It is advised that, before any considerable capital investment be appropriated for municipal services and utilities in industrially zoned areas, a satisfactory stabilization of existing manufacturing employment be maintained.
2. In recent years, the Worcester area has lost some of its major manufacturing industries, It behooves Southbridge, therefore, to take proper measures in improving and maintaining an economic climate which will foster maximum and profitable operation of existing industries.

Any hope for economic expansion presently impinges upon the success to which Southbridge promotes its 38 acre Industrial Park Site and the number of industrial buildings vacated by outgoing industry.

As will be seen in urban renewal recommendations submitted in the Land Use Cost and Income Study, an attractive site adaptable to Light Industry would be availed with the clearance of existing sub-standard housing between West Main Street & the Quinebang River.

It is highly recommended that manufacturing opportunities be attracted on the basis of careful selection of those industries which appear to be compatible with what Southbridge has to offer. From our analysis, it is felt that Southbridge would do best to attract industries related to or supplying optical goods manufacturing. This objective would utilize Southbride's current major assets, labor force experienced and trained in similar job functions, highway and trucking facilities serving large population centers and proximity to American Optical Company, one of the nation's largest producers of optical goods.

This recommendation belies the theory of diversification in this particular case, simply because Southbridge's major manufacturing endeavor is considered stable and appears to have good future growth potential while its labor force characteristics is of comparatively limited adaptability.

Long-range expansion in the form of new manufacturing opportunities will depend to some extent upon the success of the Worcester area to

fertilize its economic climate conducive to stabilizing its major manufacturing activities. A larger determinent for Southbridge, however, is seen in its ability to hold its own in providing profitable conditions of operation for its existing manufacturing activity. This will depend upon the growth and development of the community as a whole as reflected in its future labor force, local taxes, housing etc.

In secondary areas, it is felt that good potential lies in capturing a share of market now enjoyed by Worcester City for desirable types of consumer goods. The improvements to Southbridge's Central Business District (including accessability and parking) should create attractive potential for the establishment of additional retail facilities to handle these goods for distribution to Southbridge and surrounding communities. This feeling is substantiated by a general lack of competitive influences serving the general area, and a rising level of per-capita income (buying power).

PROPOSED GENERAL GOALS FOR SOUTHBRIDGE CENTRAL BUSINESS DISTRICT (CBD)

Accessibility

Ease of reaching the central business district has been a fundamental reason for its importance as the center of economic and social life. Accessibility has been reduced, however, because of increased motor vehicle use and traffic congestion, and because of deficiency of parking spaces and inefficient public transportation facilities. Improving accessibility, therefore, is one of the prime factors in central business district "revitalization".

The goal of accessibility, simply stated, is: "The people who come downtown to work, to shop, or to transact business, must be able to get to the downtown area (be it by private vehicle or mass transit) quickly, safely, comfortably, and economically."

The size of a trading area is a function also of terminal capacity, when automobiles are the chief form of transportation. Consequently, accessibility is likely to be improved with better parking facilities; and needless to say, increased parking is one of the major proposals for any CBD improvement. If the goal of accessibility is reviewed in terms of automobiles only, however, the discovery of other possible solutions may be blocked off because of preoccupation with the obvious.

Compactness

The advantage of compactness is that it permits short walking distances

within and between the functional areas of the Central Business District. A compact CBD encourages development of centralized transportation facilities and terminals, and facilitates interchange of goods and services.

Compactness as a goal has several aspects. In the sense of "taking little space" it refers to the total area of the CBD. To some extent, the area of the Central Business District is a function of the size of the town and of the nature and extent of the regional trade area. Thus, compactness is a relative term. It also refers to the arrangement and distribution of buildings within the CBD. The degree of concentration of employment and the intensity of land use (or building coverage), therefore, affect the compactness of the CBD.

On first thought it might seem as if the ability to influence compactness of the central business district would be quite limited--considering the fact that most Central Business Districts are already intensively developed. But given compactness as an objective, examination will show that the opportunities for achievement are often greater than at first expected.

Improved Appearance

The trend in modern commercial centers is toward a colorful, artistic appearance--sometimes called a trend toward beauty. In any event, an improved Central Business District appearance makes for a more distinctive character and entices more shoppers downtown. The success of designed shopping centers has demonstrated to the satisfaction of most people that "amenity"--pleasant surroundings, including some landscaping--

is profitable.

For the pedestrian or motorist in the Central Business District the small things--details of buildings, light poles, signs, street furniture, landscaping, awnings--often make the area seem attractive or unattractive, cluttered or charming.

Circulation

As the area of highest concentration of daytime population and the most intensive land use, the Central Business District is also the area in most cities that generates the most traffic. In most communities, however, this characteristic of the CBD produces effects that threaten to seriously reduce its economic efficiency.

For this reason, improved circulation is one of the most important subsidiary goals and one necessary to achieve the main goal of improved CBD economic health. Without good circulation within the Central Business District, programs to improve access to the area, to create an attractive environment, and to retain or gain compactness are largely wasted effort.

Accessibility and circulation are interrelated in that both depend on an efficient, integrated transportation system and an adequate terminal storage system. As a practical matter, however, the two are often treated as separate problems. Also, the Central Business District has pedestrian traffic and internal vehicular traffic--both within the central business district.

Central Business District traffic is divided into four types: passenger vehicles, trucks, pedestrians, and transit. The goal, as usually expressed or implied, is (1) to separate the four types of traffic from each other to the extent possible, and (2) to improve the circulation of all types of traffic within each system.

Improved pedestrian circulation in the Central Business District has received a great deal of attention in recent years. Many of the proposals have emphasized a pedestrian mall that would have the design features of shopping centers and the charm and convenience of European plazas. A pedestrian mall--if economically feasible--offers an opportunity to put into effect the goal of improved civic appearance.

Although a pedestrian mall can provide free pedestrian circulation and at the same time may improve city appearance, it would perhaps be premature to select it as the only solution or to base an entire plan for CBD improvement upon this single project--valuable though it is for purposes of engaging public interest and for promotion. The danger is that in seizing on one idea, others that are just as valuable, though possibly less exciting, may never be discovered.

CBD Improvement a Private-Public Affair

Because of what ails it, the Central Business District cannot be improved without investment of private funds. Store modernization, landscaping, and exterior decoration, for instance, must all be undertaken by private owners investing their own money.

Furthermore, certain public remedies should have the support of business interests. Proposals to eliminate overhanging signs; to change the use, height, and bulk provisions of the zoning by-law as it affects the CBD; and to modify traffic routes have all been opposed by downtown businessmen in the past and have sometimes been defeated.

Finally, to justify the expenditure of public funds in the improvement of a land area as large as that taken up by the CBD, it must be shown that the investment will be worthwhile and not a losing proposition. Street closings, building of circumferential arteries, and construction of pedestrian malls all cost a great deal of money. Even such relatively inexpensive items as street trees, designed waste receptacles, and potted plants cost thousands of dollars and would be hard to justify in the absence of private investment in the future of the CBD.

For all these reasons, Central Business District improvement must be undertaken as a total program if it is to succeed. Although any one private improvement--such as store modernization--may increase the profits of the entrepreneur and improve the value of his property, the effect on the entire area is likely to be negligible. A major public improvement--such as a new freeway--will doubtless improve access to the CBD, but it alone will not result in a "revitalized CBD".

Because of the financial stake private business has in maintaining or regaining an economically healthy Central Business District, the possibility

of getting its support for an improvement program seems hopeful. In some cities businessmen's organizations have campaigned for private investment in central business district improvements. Their success indicates that under the proper circumstances, similar programs will work in other communities.

CIRCULATION & PARKING

TRANSPORTATION AND CIRCULATION

Regional Highways

Southbridge is well located (see maps on following page) with respect to the Regional Highway System being only 5 miles from the Route 15 (Sturbridge) Interchange of the Massachusetts Turnpike and 4 miles from the Route 15-Route 20 Interchange, also in Sturbridge. The Interstate Highway System includes the Massachusetts Turnpike (I-90) and Route 15, the main route from Boston to Hartford and New York City. Route 15 will be upgraded to interstate standards by improvements in the control of access and will bear the designation I-84. It is reasonable to expect that future local access will be provided in the general area of the present Mashapaug Road access point. The provision of access at this point will leave about 3 miles between it and the Sturbridge interchange with Routes 20 and 131. The construction of a Mashapaug Road interchange will mean a saving of 2 3/4 to 3 miles in transit from Southbridge to the south via Route 15 and, therefore, Southbridge officials should see that their position is known when the time comes for the upgrading of Route 15.

Southbridge is also directly serviced by Route 131, the main Providence to Springfield Highway. Route 169, formerly Route 93, also services Southbridge providing a north-south connection between Route 20 to the north and Routes 40, 44, 101 and 6 to the south.

Both Routes 131 and 169 are on the Federal Aid Secondary System and are thus eligible for Federal aid in their improvement and maintenance.

There is little liklihood that any additional mileage within Southbridge

will be placed on the Federal Highway ABC System. The remaining streets, therefore, become the sole responsibility of the town with the state and county providing construction and maintenance funds under the Chapter 90 Highway Program for streets included in the towns Chapter 90 Highway System.

Chapter 90 Program

Southbridge has in recent years been able to obtain the maximum allowable assistance from state and county funds for the improvement of the Chapter 90 Highway System. The following recapitulation of Chapter 90 funds indicates only the annual allotments and not the actual annual expenditures since some projects are so large as to require that funds be accrued from several years allotments to insure workable and economic bidding segments for a particular highway construction project:

TABLE I

CHAPTER 90 HIGHWAY ALLOTMENTS
SOUTHBRIDGE, MASSACHUSETTS

Total Appropriations		State Share	County Share	Town Share	Totals
1960	Construction	$16,000	$8,000	$8,000	$32,000
$6,000,000	Maintenance	1,500	1,500	1,500	4,500
1961	Construction	22,000	11,000	11,000	44,000
$7,000,000	Maintenance	1,500	1,500	1,500	4,500
1962	Construction	20,000	10,000	10,000	40,000
$7,000,000	Maintenance	2,000	2,000	2,000	6,000
1963	Construction	16,000	8,000	8,000	32,000
$7,000,000	Maintenance	2,000	2,000	2,000	6,000
(Tentative)	*Special Maint.	4,000	4,000	4,000	12,000

In addition, a $10,000,000 bond issue voted in 1962 will provide an additional sum of $26,284.76 as a direct grant to the Town of Southbridge and

* Special Maintenance may be used on any Town roads.

this may be used either in direct construction outlay or as a part ($14,000) of the town's matching funds.

Thus total funds available for highway purposes in 1963 will amount to nearly $76,285. Annual expenditure would normally amount to $50,000 without the direct grant from the special 1962 highway bond issue.

Proposed Highway Development

With the exception of the previously noted upgrading of Route 15 to Interstate standard, the only known contemplated highway project in the immediate Southbridge area is concerned with a relocation of present Route 12 running generally from Worcester south through Auburn and Webster into Connecticut to Route 44 at Putnam and U. S. Route 6 at Danielson.

Connecticut's planning and construction programming is apparently further advanced than is Massachusetts. Connecticut has established the proposed location at the State line, and it is expected that the Massachusetts Department of Public Works will hold public hearings in the near future on a connection from present Route 12, south of Webster to this new highway at the Connecticut line. The next step appears to be a new connection in the Auburn area providing new interchange and direct connection between the Massachusetts Turnpike, Interstate 290 (the Worcester Bypass) and an entirely new alignment for Route 12 south of the Turnpike. The final step will be to connect these first two segments with an entirely new highway on new location to modern design standards. Present planning places this new Route 12 close to Webster and just to the east.

The impact of this new facility on Southbridge will be felt in two different areas and in each case it will be up to Southbridge to recognize the competition

offered as well as the opportunity and to act accordingly. First, there is little doubt that improved highway facilities linking Webster with Worcester and northern Connecticut cannot help but represent a competitive advantage for the Webster central business district to the competitive disadvantage of Southbridge's retail and commercial establishments. Obviously, Southbridge must therefore provide some inducement to the current market population just to hold them. Modernization of the Southbridge retail center with increased parking facilities will be necessary to maintain a fair share of the future market for goods and services. Secondly, the new Route 12 will present Southbridge with much better access to the south, and particularly to an area of Connecticut now growing in specialized industralization.

It is therefore possible that this added mobility may permit an increase in industrial activity with the fast growing industrial area serviced by Route 12, so that reciprocal engineering and manufacturing subcontracting will become just that much easier.

Local Street System

The path of glacial movement across Southbridge and the surrounding area can be easily traced on a topographic map. The street system naturally developed along the path of least resistance and grade generally northeast to southwest, the major exception being the development of a major travel route along the Quinebaug River Valley running generally northwest to southeast. The Southbridge urban area being located in this typically rugged topography has a fairly well developed basic grid street pattern modified as required by topographic features. Traffic circulation is somewhat hampered by excessive

grades but generally traffic movement is adequately provided for by the existing street network. Traffic congestion during peak shopping hours does occur in the heart of the Central Business District. The Thursday openings, coinciding with pay day at the American Optical Company, has fortunately tended to reduce the normal weekend shopping peak. It is normal to experience a certain amount of delay in a Central Business District during peak shopping hours and the complete elimination of such congesting through removal of parking, street widening, etc., is quite often not economically feasible particularly in the older shopping districts in New England. There is little doubt that the removal of angle parking on Main Street would reduce congestion during peak hours, however, it is quite probable that the customers are more than willing to accept a nominal degree of traffic congestion for the convenience of the additional service provided by the angle parking.

Rail Transportation

The New Haven Railroad provides daily freight service from Worcester on a carload basis. Train BX-36 leaves Worcester at 9 a.m. arriving in Southbridge at 12 noon and departs upon completion of switching operators.

Less than carload lots must be handled by local motor freight carriers to Worcester or Providence rail freight terminals.

Public Transportation

Southbridge is serviced by some 30 motor freight carriers providing local and long distance hauling and less than carload freight forwarding.

Several bus lines provide regularly scheduled passenger service through

Southbridge, and it is reliably convenient to reach major regional cities from Southbridge via public transportation.

Air Transport Facilities

There is little doubt that the existence of a municipal airport with a 2,700 foot paved runway is a definite plus factor for attracting industry which may rely on frequent use of executive aircraft as does the American Optical Company. In addition to serving company aircraft the existence of this facility means that air charter service is available to industry and business alike.

Summary

Southbridge appears to be taking full advantage of all matching highway funds and has been programming construction contracts in a very logical and economic manner. The town engineer has established a sound priority road construction and maintenance program currently being implemented by the preparation of a 5 year public Public Works Capital Budget Program. Naturally, such a budget will require annual revision, particularly since annual grants received from State and County fluctuate and normal allotments are supplemented from time to time by direct grants such as the $10,000,000 Highway Bond Issue of 1962.

PARKING

Introduction

The provision of adequate parking facilities is a required necessity of any healthy present day shopping center, particularly if the center serves in a regional capacity as does the Southbridge Central Business District (C. B. D.). In order to maintain their economic health and remain competitive, the older C. B. D.'s are finding it almost impossible to rehabilitate themselves without providing additional parking facilities convenient to stores and shops. Quite often certain buildings within a C. B. D. are just not suitable for rehabilitation because of structural defects, small floor areas on multi-levels requiring elevators or extensive remodeling. Financing charges which would be incurred in effecting the indicated renovations of a facility often cannot be reconciled with the rentals which could reasonably be expected from the refurbished structure. In such cases where these structures are located in the immediate area of the C. B. D., the economics of the situation quite often indicate that the highest and best use of the land would be for off-street parking facilities supporting the C. B. D. and its most important tax base.

Existing Facilities

Present municipal parking spaces supporting this tax base include approximately 312 curbside meters and 151 off-street municipal, or leased spaces for a grand total of 463 spaces serving the Southbridge C. B. D. (Exhibit TP-2).

The 1961 parking meter revenue amounted to approximately $14,115 which is an average of $45 per metered space. This is about average for a C. B. D. of the size and character of Southbridge's.

This figure also indicates that those meters in the heart of the downtown, with turnover rates and usage considerably higher than the fringe meters, were probably producing annual revenue of about $100 each.

Development Plans

Responsibility for parking development is not fixed by any established precedent since practice here in New England varies from entirely private action to municipal parking development programs. Local business groups in some communities develop the facilities and then turn over the completed facility for municipal operation.

There is a variety of opinion as to the degree of control over parking practices under either municipal or private operation. Private operation often lacks the authority, or the will to use the authority to police the parking operation to insure that the facilities are serving the purpose intended. The same situation may develop with municipal operation. In either case, it is often the merchants and their employees who occupy the choicest spaces before normal store openings and do not depart until after the stores close. If there is sufficient excess capacity in these facilities during off peak periods, owner-employee parking is allowable but the merchants should self-police their own parking, and that of employees, so that their all-day parking does not jeopardize customer spaces if and when they are in short supply. This would seem to be an easily solved problem but one which continually occurs in shopping centers and C. B. D's of all sizes. One Connecticut department store manager leases spaces in an outlying lot for the month of December and hires a bus to transport warehouse, sales and office personnel alike between the

lot and the store. Various estimates of the value, in terms of retail sales, of a single parking space in a good C. B. D. location vary between $10,000 and $15,000 with the average decreasing as the required walking distance increases. It is obvious that the merchant's stake in parking is sizable, particularly in a location such as Southbridge where mass transit is non-existent and walk-in trade is a minor factor in the total sales picture. Since the merchants can only provide their portion of the tax base if they enjoy a healthy level of retail sales it is equally obvious that the citizen tax payer also has a direct interest in the expansion of new parking facilities aside from the matter of personal convenience.

Perhaps the ideal method for financing parking development would be a revenue bond issue where the facility could be self-sustaining and on a pay-as-you-go basis.

An example of this type of financing is the 4 1/4% Parking Revenue Bonds issued by the Town of Brattleboro, Vermont in the amount of $230,000 for the development of new off-street parking facilities. It is interesting that the major employer in both Southbridge and Brattleboro should be the American Optical Company. The Parking Development Program in Brattleboro was based on a complete and comprehensive parking survey of all parking facilities with recommendations for additional on and off street spaces. The issue was dated July 1, 1958 and due July 1, 1978 with certain call provisions. Also, a part of the issue was a provision whereby surplus funds could be transferred to the general fund of the town. The issue was successful to the extent that surpluses have accrued and these have been used to extend the

system and to redeem bonds in accordance with the call provisions of the issue.

Such an attack on the parking problem is not presently possible in Massachusetts since permissive legislation would have to be enacted by the Legislature. A recent effort to develop street parking municipally in Southbridge met with no success, probably because the overall plan was considered too ambitious by the voters who were asked to accept a "package deal" which included four parking areas and represented many thousands of dollars in land acquisition and development cost. In some instances cheaper spaces could be provided because of lower land cost but almost invariably land cost decrease as walking distances from the main streets of the C. B. D. increase. Southbridge is fortunate in having available access from block interiors out to Main Street so that tremendously long walking distances are not required from interior off-street lots to shopper destinations.

One additional factor in any parking development program would be the future status of angle parking on Main Street.

If the police authorities believe that peak hour traffic congestion warrants the removal or restriction of angle parking, or the replacement of angle with parallel parking, then the resulting loss in spaces should be considered when determining the size and location of any off-street parking proposal.

Possible Methods

Current parking proposals seem to center on the removal of two buildings fronting on Central Street with resulting development of approximately

40 new off street spaces. It is understood that interested merchants are prepared to underwrite a portion of the cost in the amount of approximately $18,000. The merchants group proposes that the town complete the project which would require the expenditure of an additional sum of about $40,000. Thus, the proposal would require the removal of several existing meter spaces on the northerly side of Central Street with a resulting net gain of about 40 off street spaces for a total indicated per space cost of $1,450 with the town's share being about $1,000 per year. While not inexpensive by comparable standards it represents an expenditure by the town which would take a minimum of 10 years to regain assuming the facility is metered and experiences relatively high usage and adequate police enforcement of parking time restrictions. This proposal should be judged in comparison with similar alternate locations. However, proponents of less costly parking developments must realize that usage and meter revenues both diminish along with land acquisition and ultimate development costs as the walking distance from the C. B. D. increases. Particularly, parking developers should be wary not only of overly long walking distances but of severe, and even moderate grades which might be encountered between the parking area and the parkers ultimate destinations of parkers.

If in the future suitable legislation permitting revenue bond financing for parking development is enacted in all probability it will provide for the pledging of all meter funds, if required, to service the debt and the record of meter collections and enforcement will be carefully scrutinized by any financial group interested in underwriting such an issue.

Lease Lot

The privately-owned parking area at the corner of Goddard and Main Streets is now leased on a year-to-year basis by town meeting vote with the current yearly rental being $2,000. Approximately 70 spaces are available at an annual average cost of $28.57 per space. While the posted parking time limit is 2 hours, it is doubtful if a majority of the present usage is in accordance with the posted regulations.

Further study of this lot might develop a more permanent solution to several problems.

First, if possible the ideal solution would be to retain most of the present parking and develop overhead by means of "air-rights" or some long-term lease arrangement. Because of the peculiar terrain this might be economically feasible and would enable the town to maintain present parking and still gain added tax revenue, while enabling the owner to realize more income on his investment. Following this, the town should enter into serious negotiation on the purchase of the property. If the property cannot be purchased for a reasonable figure then the present annual rental basis will have to continue until one or more critical factors change.

Under any conditions, however, it would seem to be prudent to attempt to regulate all-day parking in the facility, possibly by issuing a parking sticker, and confine it to the rear portions of the lot leaving the front section for high turnover short-term parking.

Recommendations

It appears that Southbridge should seriously consider current proposals

of the business interest for creating approximately 40 new off street parking spaces. The suggested facility is well located with respect to major destinations in the C.B.D. and, although the estimated cost of effectuation is not slight, it is such that annual meter revenues assuming adequate enforcement should be able to return the town's share of the facilities' cost within a 10 year period.

If this proposal is acceptable at the town meeting it would seem that additional funds should be appropriated to improve and make more attractive the passways out to Main Street, possibly to the extent that a covered walk-way could be constructed which would provide protection from the elements. Such a covering would be no longer than 100 feet and could provide, with some imagination, an arcade type facility with the possibility of adjacent stores opening up display windows and providing direct access. Some enterprising businessman or association might even heat the passways and receive rental from concessionaires, provide display space for local merchants, art group exhibits and advertising for local civic and church functions. In short, the passways could become interesting and cheery rather than the dark and dreary brick-lined canyons now existent.

It is further recommended that the Town of Southbridge provide for formal study of future off-street parking development by means of revenue bonds to be retired from off-street parking meter receipts and the study of required permissive legislation necessary to the proposal.

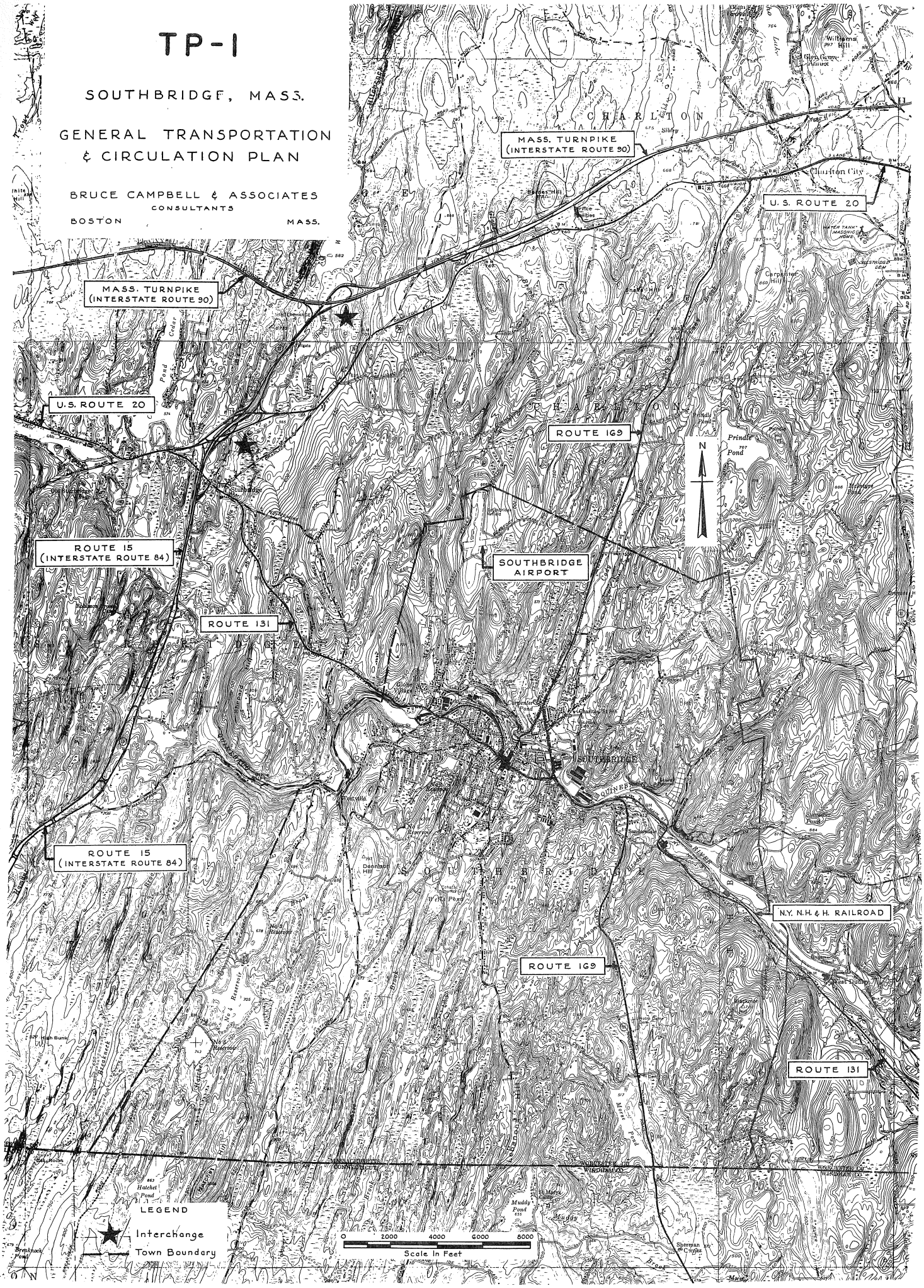
The above study should also determine the need and usage in connection with the present leased off-street lot at Goddard and Main Streets.

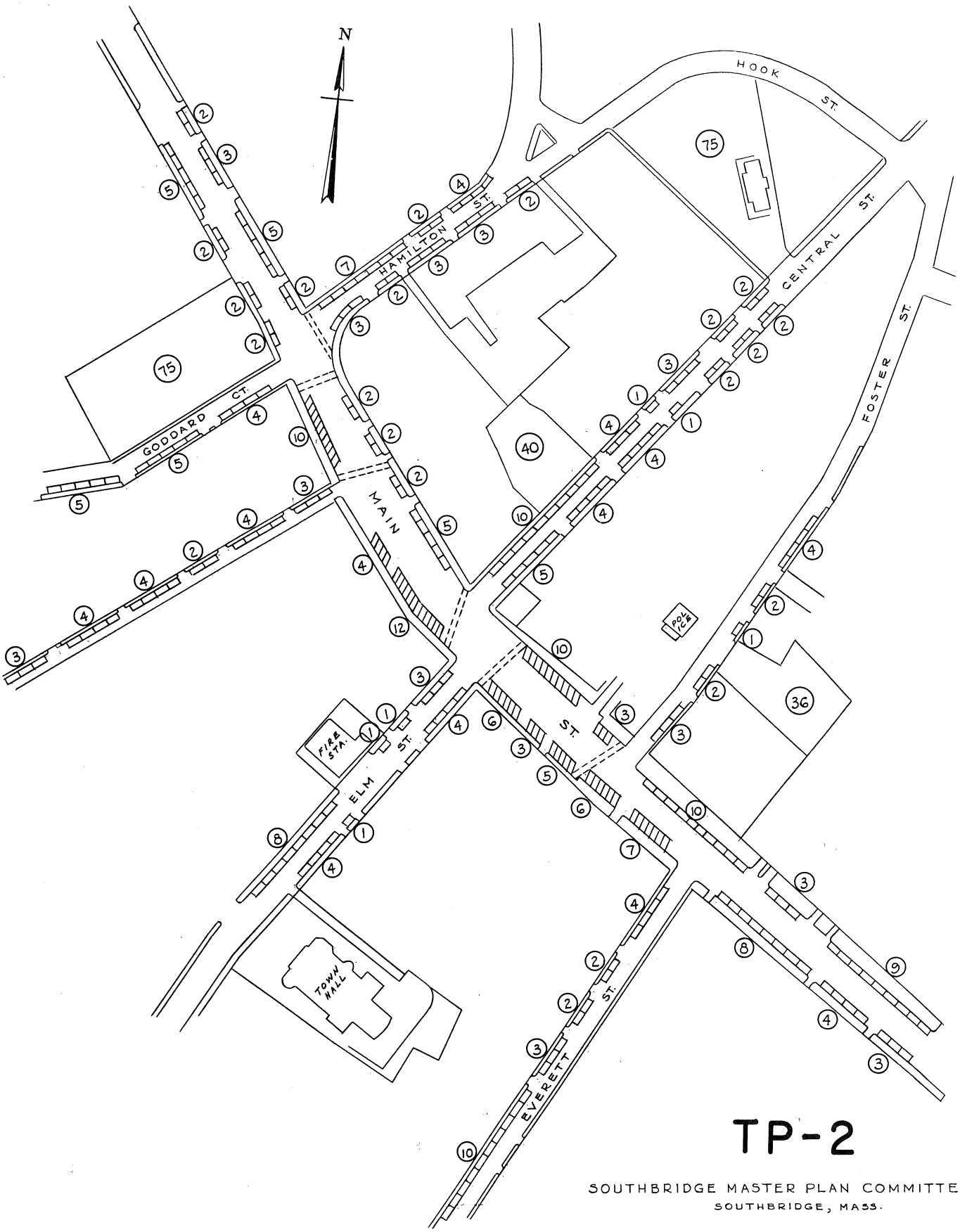
TP-1

SOUTHBRIDGE, MASS.

GENERAL TRANSPORTATION & CIRCULATION PLAN

BRUCE CAMPBELL & ASSOCIATES
CONSULTANTS
BOSTON MASS.





TP-2

SOUTHBRIDGE MASTER PLAN COMMITTEE
SOUTHBRIDGE, MASS.

CURB & OFF-STREET PARKING PLAN
CENTRAL BUSINESS DISTRICT

0 100 200 300 400
Scale in Feet

BRUCE CAMPBELL & ASSOCIATES
CONSULTANTS
BOSTON MASS.

COMMUNITY FACILITIES

SCHOOLS STUDY

Introduction

Communities spend more money for schools than any other single item of expenditure in the annual budget. In growing communities there may be a range between 50 to 65 cents on the tax dollar. In older communities like Southbridge where population is declining, the figure shrinks to about 30 cents per dollar. Similarly, schools normally represent the great portion of bonded indebtedness in a community either for new school construction or for major improvements.

Southbridge's schools, their quantity and quality, will be a very large factor in the well-being of the Town's people and economy for a number of reasons. Recent trends indicate that the value placed upon education of all kinds is becoming increasingly important. Clearly, a good education produces better jobs, higher incomes and an opportunity for better living conditions.

The level of education in both Southbridge, Worcester County and Massachusetts is illustrated in Table 1. It is evident that the level of education of the average Southbridge resident is well below that of Worcester County and the State. One good reason for this is apparent. The attitude of many Southbridge residents has favored early working age for their children in place of finishing normal secondary education. Twenty years ago, a predominance of manufacturing jobs requiring semi-skilled labor made this attitude plausible. Today, however, automation and specialization is rapidly replacing human labor. Special skills and

intelligence are now necessary for success in most productive job functions.

TABLE 1

EDUCATION LEVEL OF RESIDENTS 25 YEARS AND OLDER

SOUTHBRIDGE, WORCESTER COUNTY AND MASSACHUSETTS

	Southbridge	Worcester County	Massachusetts
Median No. Yrs. Completed in School	8.7 Yrs.	9.8 Yrs.	11.6 Yrs.
Percent Completing Less Than 5 Grades of School	12.2 %	9.3 %	6.0 %
Percent Completing High School or More	25.8 %	35.9 %	47.0 %

School Enrollments

In 1960, approximately 2,100 pupils were enrolled in Southbridge Public Schools. Another 1,400 were enrolled in the three Parochial Schools in town, with a proportionate number coming from outside Southbridge. Table 2 shows the enrollment breakdown for all grades, past, present and as predicted in the future. Population projections (discussed elsewhere in the Master Plan Report) indicate a slight decrease in the number of school age children should occur in the next five years or so. It is expected, however, that Southbridge school children will remain in school longer in the future, thus placing greater demand upon facilities in later grades.

In time, it is further foreseen that population growth of in-migrating

residents will be stimulated with a strengthened economy and attractive residential environment. It is our contention, however, that Southbridge may not anticipate any substantial growth of this kind until after 1970.

Existing Public Schools

Recent plans to abandon two elementary schools, coupled with the construction of a new Senior High School, gives Southbridge a school plant which will include: four Elementary Schools, grades 1 through 5; one Upper Elementary School, grades 6 through 8; a Senior High School, grades 9 through 12; and a Trade School. (See Table 3.)

Grades 9 Through 12

Southbridge Senior High School, barely a year old, is located on Dresser Street adjacent to the Cole Trade School. It is a modern, fully-equipped building complete with auditorium, gymnasium and cafeteria. The location is convenient to full-scale outdoor athletic facilities (Dresser St. Field). The building is served by existing water, electric, gas and sewerage lines. The new High School offers excellent facilities for mental and physical training of Southbridge youngsters.

The Cole Trade School was built in 1927. The building is a 3-story, brick-frame, located on Dresser Street beside the new High School. Recent improvements including more shop and classroom space have brought the Trade School up to adequate standard. In addition, the auditorium, physical educational facilities and cafeteria in the new High School are shared by the Trade School.

Grades 6 Through 8

Mary E. Wells Junior High School is a two-story brick-frame building on West Main Street. For over 40 years it was Southbridge's Senior High School building. With the erection of the new High School, the Mary E. Wells building was assigned to Junior High School grades. As a Senior High School, this facility fell well short of satisfying requirements particularly in terms of efficient classroom space and athletic facilities. Serving grades 6 through 8, however, it is of considerably greater value. With adequate maintenance and proper modernization improvements when needed, the Junior High School should be sufficient to serve Southbridge's needs for many years to come.

Grades 1 Through 5

Pleasant Street School (River Street School), serves the northwest portion of built-up Southbridge, grades 1 through 5. (There are no public kindergarten classes in the Southbridge School System.) It is the smallest school building (4,800 square feet). The site is one acre. Overall building structure is sound. In terms of capacity and service, the Pleasant Street School must be considered the weakest link in the present School System. The 1960 - 1961 enrollment indicated there were 12 students enrolled over capacity with a high pupil-to-teacher ratio (33.0). Since the northwest section of town has shown comparative growth in the past few years, it is felt that the demand for additional elementary school space serving this area will be critical in about 8 to 10 years.

Charlton Street School is the newest elementary school,

constructed in 1939. It serves the densely populated northeast area of town. The building is in excellent lasting repair. Ample space for outdoor play is provided on a 7 1/2 acre site, well-shaded and landscaped. Existing capacity appears to be sufficient for the long-term future based upon school population predictions in this area.

The Eastford Road School is located in the southeast part of Southbridge. It was built in 1936 and comfortably can handle 330 students. Physically, the structure is sound with convenient entrances-exits in case of emergency. Present enrollment falls well short of capacity limits. It is assumed that this facility will be able to efficiently handle future enrollments with ease.

In addition to satisfactory building service, a five-acre site offers good opportunity for recreational activities.

West Street Elementary School is a comparatively new building, approximately 25 years old. The building is in sound physical condition. Classrooms are well-planned and of ample size. Physically, it is considered excellent.

The school offers a combined gymnasium-auditorium which, up to the time of the new High School, was the largest in the system. Excellent outdoor recreation fields are provided on 21 acres of land, much of which was formerly known as Alumni Field before its acquisition by West School.

A capacity problem may become serious in the not-too-distant future if residential construction increases in southwest Southbridge. At the present time, West School is slightly over its normal capacity. Future

building expansion will, however, be facilitated because there is ample land surrounding the building.

Future Needs and Conclusions

Southbridge's "Future School Needs" and "Proposed Program" to meet them are summarized on Table 4. Barring abnormal growth of any kind, enrollments in Grades 1 through 5 should reach their peak in the 1963 - 1964 school year, then level off slightly. An estimated 855 students would require a total of 29 - 30 classrooms (30 pupils per classroom). Maximum capacity of the 4 Schools housing these grades is approximately 1,020 or 165 in excess of the predicted peak year enrollment.

Wells Junior High will accommodate all students in Grades 6 through 8. Peak enrollment for the three grades is 1962 - 1963 with an estimated 515 pupils. This is comfortably below the Junior High's safe capacity of 600 students. Based upon optimistic projections in the future, it is estimated that Wells Junior High will be sufficient for Southbridge's needs for some years to come.

The new Southbridge High School could take up to 700 students, but comfortably about 650. Peak year predictions estimate that 597 students will be enrolled in Grades 9 through 12 in 1963 - 1964. Similarly, Cole Trade School appears to be in no danger of overcapacity in the near future. Recent expansion and improvements have increased the enrollment capacity to about 225. The school year, 1960 to 1961, showed only 159 students enrolled at the Trade School.

Overall, major improvements and changes in Southbridge's physical

school plant in recent years have raised the town's educational standards substantially. In quantity, the schools now offer adequate and well-distributed space at all grade levels.

Based upon total population and school enrollment projections, Southbridge's public school facilities should satisfy all requirements in the next 10 to 15 years.

TABLE 2
SOUTHBRIDGE PUBLIC SCHOOL POPULATION
EXISTING AND PREDICTED
KINDERGARTEN, TRADE SCHOOL & SPECIAL CLASSES EXCLUDED

Southbridge Births		School	Grades												Totals	Totals	Totals
Year	No.	Year	1	2	3	4	5	6	7	8	9	10	11	12	All Grades	1-8	9-12
1944	345	1950-51	171	187	175	136	139	161	118	81	149	131	111	92	1387 A	1168	483
1945	330	1951-52	155	164	185	182	143	131	147	109	146	131	105	102	1700 A	1216	484
1946	439	1952-53	218	163	147	193	169	140	134	98	137	112	124	97	1741 A	1262	470
1947	480	1953-54	240*	210*	162*	142*	193*	169*	134*	136*	91*	121*	109*	114*	1821*	1386	435*
1948	425	1954-55	198	207	209	145	144	178	158	136	106	120	83	84	1779 A	1375	393
1949	386	1955-56	182	208	204	201	145	139	173	163	127	92	100	77	1826 A	1415	396
1950	351*	1956-57	194	168	208	199	201	149	137	161	161	111	84	96	1895 A	1417	452
1951	374*	1957-58	194	178	172	194	205	197	148	152	156	137	101	72	1930 A	1440	466
1952	376*	1958-59	176	195	177	167	198	210	190	158	151	156	137	99	2035 A	1471	543
1953	406*	1959-60	198	159	188	184	168	197	217	190	148	133	136	114	2058 A	1501	531
1954	369*	1960-61	186	185	159	183	174	166	169	209	177	125	114	123	1970 A	1431	539
1955	327	1961-62	164	179	185	154	183	174	161	171	201	159	113	104	1948	"1371"	577
1956	336	1962-63	168	157	179	179	154	183	169	163	164	181	143	103	1943	1352	591
1957	367	1963-64	184	161	157	174	179	154	176	171	156	148	163	130	1953	1356	"597"
1958	363	1964-65	182	177	161	152	174	179	149	178	164	140	133	148	1937	1352	585
1959	335	1965-66	168	175	177	156	152	174	174	151	171	148	126	121	1893	1327	566
1960	323	1966-67	162	161	175	172	156	152	169	176	145	154	133	115	1870	1323	547
		1967-68		156	161	170	172	156	147	171	169	130	139	121			559
		1968-69			156	156	170	172	151	149	164	152	117	127			560
		1969-70			152	152	156	170	167	153	143	148	137	105			533
		1970-71					152	156	165	169	147	129	133	125			534
		1971-72						152	151	167	162	132	116	121			531
		1972-73							147	153	160	146	119	105			530
		1973-74								149	147	144	131	108			530
		1974-75									143	132	128	119			522

A: Totals include special class students
*: Estimated

TABLE 3

SOUTHBRIDGE, MASSACHUSETTS
SCHOOL STUDY

EXISTING INVENTORY - SCHOOL YEAR 1961 - 1962

School	Year Constructed	No. of Stories	Site (Acreage Available for use)	Grades Housed	Estimated Capacity	Enrollment	No. of Reg. Classrooms	No. of Basement Classrooms	Special Rooms	No. of Reg. Teachers	Pupil-Teacher Ratio
Charlton St.	1939	2	7.50	1 - 5	300	266	10		B	10	26.6
West St.	1936	2	21.00	1 - 5	270 (240)	303	9 (8)		D	9	33.6
Pleasant St.	1924	1	1.00	1 - 5	120	132	4		F	4	33.0
Eastford Rd.	1936	2	5.00	1 - 5	330 (300)	283	11 (10)		G	11	25.7
Wells Junior High School	1917	2	1.50	1 - 5	600	506	26		H		24.5
Cole Trade High School	1927	3	2.00	9 - 12	175	159	A		A	10	15.9
Southbridge High School	1961	2		9 - 12	650	577	22			261	22.7

TOTALS - 7

1 Also 1 Art, 1 Music, 1 Band, 1 Guidance, 1 Counsellor.
2 Also 2 Special Classes and 74 Pupils of Grades 5, 6, 7.

A 1 Academic Area, Drafting Room, 4 Shops
B Gymnasium, All Purpose Room (now used as classroom), Teachers' Room
C Teachers' Room
D Gymnasium, All Purpose Room (now used as classroom), Teachers' Room
E Teachers' Room
F Teachers' Room
G Gymnasium, All Purpose Room (now used as classroom), Teachers' Room
H Auditorium, Library-Study Hall, Cafeteria, Audio-Visual, Guidance, 2 Teachers' Rooms, Machine Shop