



Looking at 30 years, NCM Chamber has been instrumental in region's economic developments

It has been 30 years since the Leominster and Fitchburg chambers of commerce joined forces, and their combination into the North Central Mass. Chamber of Commerce has proven to be a testament to the

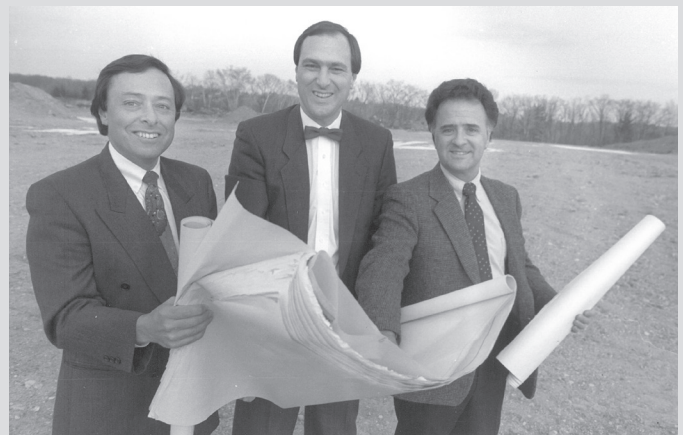
concept of "a regional approach to problem-solving." With the support of businesses from more than 15 communities that comprise our region, this chamber is the fourth largest one in the commonwealth and as a result, has a voice that commands attention.

As an independent, private, nonprofit, business advocacy

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One product of the "Blueprint for the 90s" was formation of the Johnny Appleseed Trail Association and completion of the Johnny Appleseed Visitor Center to promote tourism and assist travelers.



The Chamber crafted a "Blueprint for the 90s" in the late 1980s, engaging the help of local business leaders. It served as a business master plan for the region. Shown (above) are, from left, Bill Weissman, president of Moduform; Jay DiGeronimo, (then) president of Victory Supermarkets and Joseph O'Brien, (then) Gen. Mgr. of Wachusett Mtn. Ski Area.



The Leadership Development program started in 1989 and continues today, providing unique opportunities for participants to understand and engage in the many elements which identify our region. One group is shown (above) at the start of a canoe tour on the Nashua River.



MassPLASTICS was the plastics industry trade show produced by the Chamber for almost 20 years and was the largest in the Northeast.

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New Members

Please welcome & patronize these businesses

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ace-fitchburg.org
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Ms. Maureen Cormier
ANIMAL SHELTER

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Mr. Tom Cote
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ENGINEERS
- CONSULTING

Ashlyn & Co.
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Leominster, MA 01453
Mr. Chris Nikolow
(978) 728-4865
JEWELERS

Claude Leger Steamway Carpet Cleaning
Gardner, MA 01440
Mr. Claude Leger
(978) 630-1599
CARPET & UPHOLSTERY
CLEANING

Cold Stone Creamery
80 Orchard Hill Park Drive
Leominster, MA 01453
Mr. Arvind Jagannath
(978) 537-9000
ICE CREAM PARLORS

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9 Sack Blvd.
Leominster, MA 01453
Joseph S. Weinberg
(410) 752-5444
REAL ESTATE
DEVELOPERS

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Gardner, MA 01440
Mr. Michael Budwick
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BOWLING CENTERS

Homes Just For You Team @ RE/MAX
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Leominster, MA 01453
Mr. Kurt Thompson
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REAL ESTATE

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Lancaster, MA 01523
Ms. Lauren-Elizabeth
Palmer
(978) 365-4537
NURSING &
REHABILITATION

Legend Rehabilitation & Nursing
59 Eastwood Circle
Gardner, MA 01440
Mr. Kevin Morris
(978) 632-8776
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REHABILITATION

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Leominster, MA 01453
Mr. John P. Murray
(774) 364-2658
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Pepperell, MA 01463
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Shirley, MA 01464
Katherine Jasmine
(978) 764-8711
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PERSONAL

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Winchendon, MA 01475
Mr. Peter Haley
(978) 297-0961
REAL ESTATE

Nerium International
Lancaster, MA 01523
Ms. Shannon Benoit
(978) 870-2221
SKIN CARE

New York Life
Holden, MA 01520
Ms. Jeffrey Singer
(508) 210-0521
INSURANCE

Northern Comfort Heating & Cooling
Ashby, MA 01431
Mr. Thomas Moore
(978) 386-0071
HEATING & AIR
CONDITIONING

Paula K Aberman Associates, Inc.
2086 Main Street
Lancaster, MA 01523
Ms. Paula Savard
(978) 537-4971
REAL ESTATE

Riverside Commons
245 River Street
Fitchburg, MA 01420
Tony Marcotte
(603) 866-5021
APARTMENT RENTALS

Rosanna Nadeau & Associates
Mason, NH 03048
Ms. Rosanna Nadeau
(603) 878-1546
BUSINESS
CONSULTANTS

Swiss Ace Manufacturing, Inc.
36 School Street
Leominster, MA 01453
Mr. David Bodanza
(978) 860-3199
METAL PRODUCTS

Vintage Updo's
444 Central Street
Leominster, MA 01453
Ms. Sandra Fiffy
(978) 751-1983
FURNITURE - RETAIL

*Next year the NCM Chamber celebrates its
30-Year Anniversary
Save the Date: April 24, 2014
5 - 7 p.m. at the Doubletree by Hilton
99 Erdman Way, Leominster*

Holiday Blue Laws

-- Christmas Day: Wed, Dec. 25 -- Presidents Day: Mon., Feb. 17
-- New Year's Day: Wed., Jan. 1 -- M L K Day: Mon., Jan. 20

- Federal, state and municipal offices, the Chamber office, schools & most banks are closed.
- Retail stores and businesses may not open on Christmas.
- Retail, grocery stores and package stores as well as manufacturers and other non-retailers--if open on holidays other than Christmas--may require a permit or be restricted to voluntary employment or overtime pay. For specific exceptions concerning mandatory/voluntary hours or extra, holiday compensation, or for more information, see: www.mass.gov/dos/bluelaw/index.htm



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Looking at 30 years... Continued from Page 1

organization, the Chamber is in a unique position to take action when other groups or government agencies cannot, either for lack of resources or because of legal constraints.

The Chamber can seek out--and engage--the different elements necessary for important projects that enhance business growth and job creation. Just a few of the high points of the last 30 years include the MassPlastics Trade Show, touted as a major sales and networking venue by local leaders in the plastics industry. The industry was also supported by the Chamber's Plastics Council and publications such as the Plastics Profile and Manufacturers Directory & Industrial Park Guide.

The Chamber Foundation was created in 1985 to develop a scholarship program that has been growing every year since, and has awarded over \$1 million so far to local high school seniors.

In the late 1980s, a "Blueprint for the 90s" initiative mapped out a number of goals which were completed and continue to support new business growth and retention. One major success has been promotion of the region's travel and tourism industry. The Johnny Appleseed Trail Association (JATA) formed as a Chamber affiliated, membership-supported organization along with the JA Visitor Center on Route 2 in Lancaster. It was designated a Regional Tourism Council in 2010 making the organization eligible for state marketing funds.

Former Chamber Vice President Todd Shimkus, who now heads the Saratoga, N.Y. Chamber, recalls, "I was there for the opening of the Visitor Center in 1996, and the state wanted to install a sign reading, 'Massachusetts Visitor Center.' We had to actually file a bill to name it the Johnny Appleseed Visitor Center. Then, the landscaping wasn't finished for the fall opening, and the



Staff members posed at a Chamber Breakfast circa 1989. Most familiar should be (3rd from left) former Chamber V.P. Mark Goldstein, now an attorney in Gardner; (2nd from right) former Membership Manager Jim Adams, now with Rollstone Bank; and, (far right) former Program Manager Pat Harding, now in Florida.

state Dept. of Transportation, which funded construction, told us it was too late to plant apple trees (as specified) and they would plant pear trees instead... We told them 'no thanks' we'd wait for the spring to get some apple trees."

The Chamber has continued to enlist the aid of elected officials as well. Political connections and support have proved essential for helping business, especially with issues around tax rates, transportation and infrastructure improvements. For instance, the Chamber served as a critical core during the Route 12 Improvement Project in 2001, helping to bring diverse entities together. Shimkus remembers that, "The Chamber came under a lot of pressure from neighbors and abutters... I'd like to see how (everyone) feels about it now."

The NCM Development Corporation grew out of the Blueprint's call for small business lending, and a Microloan program, in conjunction with federal SBA programs, has aided hundreds of new start-ups and existing small companies to grow in place. Another important program for small businesses has been the Chamber's offerings of group-rate health insurance.

In more recent years, the NCM Development Corporation has served as a catalyst and liaison that can enlist state and federal grants and economic development programs. This effort serves to market our region as a place to start, locate or expand a business. The Chamber also partners with Mount Wachusett Community College, Fitchburg State University and trade schools, connecting educational institutions to the needs of local companies--and the jobs that need filling, especially in manufacturing.

Supporting the growth of manufacturing has been a hallmark of the Chamber, which has always sought to help find solutions for the needs of local firms. For instance, the CEO Roundtable at the Chamber provides a venue for decision-makers and managers in manufacturing industries to share information and experiences.

Perhaps most importantly, the Chamber has maintained its popular networking events since 1984, such as the Good Morning Breakfast, Business After Hours and many others. Members continue to insist that when they get involved and take advantage of these Chamber opportunities, success and growth always result.

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Good Morning Breakfast

Breakfast events start at 6:45 a.m. with coffee and buffet breakfast, at the Doubletree by Hilton Leominster

Charlie Baker, candidate for governor, is slated for January 10 event

The Chamber's Good Morning North Central Mass Breakfast Series welcomes Republican Charlie Baker as our featured guest on January 10, 2014! Charlie, the second in our series of candidates for Governor, officially launched his second bid for governor recently, calling for bipartisan cooperation to improve the economy.

In a crowded race for governor, Baker, 56, emphasizes his roots in Massachusetts and experience as a cabinet member in two Republican administrations

during the 1990s. He also served as CEO at Harvard Pilgrim Health Care for ten years. During this period he served for three years as a selectman of Swampscott.

We'll also be celebrating the Chamber's 30th anniversary and will recognize our member businesses who are celebrating anniversaries as well. As one example, our sponsor, Worker's Credit Union, will be celebrating 100 years of service to North Central Mass. in 2014. This is an event not to be missed! Register online at www.northcentralmass.com/calendar to join us.



Charles Baker

Sales Leads groups report growing attendance, new chairmen

Keith Lanzilotti, with Well-Being Total Home Care, is the new 2013-14 chair for the Sales Leads morning meetings, held the 2nd and 4th Wednesday each month in the Chamber conference room, at 8 a.m. Regular attendance has steadily grown to 38-40 members. John Heckel, with My Virtual CFO, is the new 2013-14 chair for the Dollars & Sense after-work meeting held each first-Tuesday at 4 p.m. Attendance has grown to 22 people on average for these events. Every quarter we have a guest speaker and Lt. Daniel G. Richard with the Mass State Police was September's guest.

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BUSINESS AFTER HOURS

Dec. 4: Get together with members and guests for an especially festive Holiday Business After Hours networking event hosted by the Fay Club, at 658 Main St., Fitchburg. It will be Wednesday, December 4, 4:30 to 6:30 p.m. with hot and cold hors d'oeuvres and cash bar. Bring a partner or business associate and get the word out for your company. Register online today at NorthCentralMass.com/calendar.

Jan. 30: The Annual Spring Membership Drive kicks off with a Business After Hours event on January 30th. Hosted by the Chocksett Inn, from 5 to 7 p.m., enjoy hot and cold hors d'oeuvres and a cash bar. This is a great opportunity to learn more about your Chamber membership along with how you can help grow and support the area business base. Prizes will be announced for Membership Drive winners.

Register online for either Business After Hours at www.NorthCentralMass.com/calendar or contact Lauren Goulet at (978) 353 7600 ext. 222 or Goulet@massweb.org.



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HUMAN RESOURCES COUNCIL **HRC**

HRC events are from 11:45 a.m. – 1:30 p.m. in the Chamber Conference Room and include lunch. Use Page 8 to reserve.

'Creative recruiting with an ever-changing workforce' is topic for January 15

The HRC session on January 15th deals with the timely topic of diversity--by age. Presented by Melissa Glenny of Franklin Professional Associates and Dr. Mike Greenwood of Fitchburg State University, this program will help our community businesses learn how to attract solid employees from a changing workforce that may span generations. Are you dealing with Baby Boomers and Generation Y and feeling like you aren't sure how to connect the two? Join us for this presentation to help secure new employees from any generation and deal with all in the most effective and appropriate way.

The Chamber's Human Resources Council hosts a monthly seminar series that focuses on a wide range of labor issues and employer/employee relations. These topics are important whether you have a single employee or 1,000. All business owners and managers are encouraged to take advantage of this very affordable program. Guest speakers are top experts in the fields of HR, labor relations and the law.

February 19 session looks at intricacies, pitfalls of 'The Hiring Process'

Every HR Manager should know the basics of the hiring process, but sometimes, it can get a little confusing. What background checks can and should you be doing and how do you do them? What if you fill out an I-9 incorrectly? What can you do about drug testing? Each of these aspects changes with the wind and can affect your day to day hiring processes. Join us on February 19 to learn the newest rules and regulations for the hiring process. This workshop will be useful for all business professionals.



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Sign up now for QuickBooks training in January

Small business owners and their staff are invited to attend a two-night class on the popular bookkeeping software QuickBooks. The first class is on Tuesday, January 14, from 3 - 6 p.m. and the second session is Wednesday, January 15, from 3 - 6 p.m. at the NCM Chamber Conference Room.

Instructor Nancy Burgess will use this training session is to educate small business owners/staff members who currently do not have accounting software, or who have QuickBooks but do not use it to its potential due to lack of knowledge or manpower.

The seminar will include setup, data entry and financial reporting. These sessions are designed to be taken together, back to back. Classes offer open discussion and are intended to be non-threatening and not overwhelming, with a great deal of participation and specific examples.

Cost to attend is \$120. SEATING IS VERY LIMITED. To reserve, contact Lauren at 978-353-7600 or register online at northcentralmass.com/calendar.

Save the date!
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New Director Profile - John Witkowski



John Witkowski is general manager at Nypro Healthcare in Clinton. Nypro Inc. has been a leader in plastics technology since 1955 and offers virtually all aspects of plastics production. Its markets include healthcare, consumer electronics and packaging. In 2013, Nypro joined forces with Jabil, resulting in expanded healthcare and packaging capability.

Witkowski has been with Nypro since mid-2012. He says, "I have an MBA from Iona College in New Rochelle, and certification as a Master Molder I," and his professional career has mainly focused on medical device manufacturing. Before joining Nypro, he states, "I was vice president of operations and quality at the medical implant start-up company, Knee Creations... and left when it was sold to Zimmer Orthopedics. Before that, I had been vice president of manufacturing for two years at Transentrix, which makes medical devices for single-port surgery."

He points out that, among the goals which the Chamber is focusing on, "job development is probably the most important... supporting adult education" and finding ways to connect job seekers with the highly-skilled, technical positions that local manufacturers need to fill. The main challenge for his company, he notes, "is finding people with the right skills, such as quality engineers. The vocational schools have a challenge with getting students and their parents more aware of opportunities in manufacturing" and learning the specialized skills that local, manufacturing-related careers require.

Making that connection, Witkowski admits, "Is not easy... but the Chamber can help schools do a better job. I see the Chamber as a liaison that can connect schools with businesses. Already, the Chamber has been partnering with local schools and colleges, and it can be a channel (for educators) to the business community... This is what we need the most."

Outside of work, Witkowski says he is kept busy with family activities--he and his wife Elizabeth have three young children. "I also like to go hunting, especially in northern New Hampshire and New York, mainly for deer, with bow as well as rifle."

Small Business Lunch 'n Learn workshops provide practical solutions

Bring 'brown bag lunch' (beverages provided) in the Chamber Conference Room, 11:45 a.m. to 1:30 p.m.

Register online at www.NorthCentralMass.com/calendar or call Lauren at (978) 353-7600 or Goulet@massweb.org.

Warm up your cold call on Jan. 21

Join us for the Small Business Lunch 'n Learn to Warm Up Your Cold Call. Area top sales professionals will give our small businesses tips and hints about making sales calls and increasing action. Did you know it takes 5-7 touches before a new customer will say yes, but most sales people give up after the first message? Learn how to make your calls more effective and generate more revenue!

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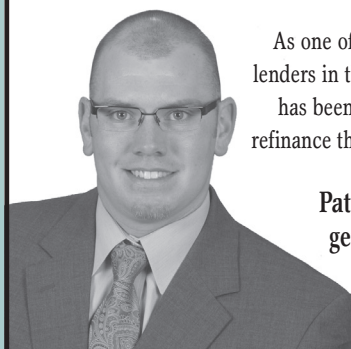
Call for appointment: 978-342-2125

Chamber discount: \$10 off 1st visit; 10% off subsequent visits

Discover how branding works for a small business in February

Branding is something small businesses neglect because it is often associated with a high cost. But did you know that simple changes and connections between your promotional pieces can make a world of difference? This discussion will include logos, webpages, signage and even branding yourself as part of your business. Join us at on February 18 to learn more about how to brand your small business and take your promotions to the next level.

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These lunch events are from 11:45 a.m. - 1.30 p.m. and unless indicated otherwise, are held at the Boys & Girls Club, 365 Lindell Ave. in Leominster. Each EWN brown bag lunch event includes the opportunity to promote your business or service with a tabletop display for the duration of the lunch and workshop. Exhibitors may set up on a 3' x 6' table, available to Chamber members for \$30 and nonmembers at \$50. Contact Lauren Goulet at (978) 353-7600, or goulet@massweb.org for information.

Guests treated to lunch at Dec. 4 Holiday Social

Join us on December 4th for an Executive Women's Network Holiday Social. Hosted by the Boys & Girls Club of Fitchburg and Leominster and our sponsor, HealthAlliance Hospital, we'll enjoy lunch and dessert provided by chamber businesses. Attendees are encouraged to bring items to be donated to the Battered Women's Shelter such as women's socks, tissues, toiletries such as razors, shampoo, conditioner, soap, toothpaste and brushes, etc.

This is a perfect opportunity for gift-oriented businesses to host a tabletop display. Call Lauren (above) for more information.

Women's Health Expo coming February 5

Don't miss Women's Health Expo on February 5th when women's health oriented businesses provide a special opportunity to learn new roads to wellness. Tabletops are limited so exhibitors should contact Lauren Goulet today to reserve space.

Guest presenters include Dr. Robin Drury, chiropractor and holistic health practitioner; D'Ambrosio Eyecare; Easter Seals and Shakeology. They will share information and tips with our attendees about various aspects of women's health and wellness. Attendees will have an opportunity for free information and giveaways.

Nominations sought for EMERGE

Once again this year, the NCMCC will select ten young professionals (age 21 to 40) from the North Central Mass. service area for our second-annual Emerge awards. Young professionals may be nominated by their co-worker, employer, family or friends.

Nominees will be selected by committee based on career history and trajectory, community involvement and dedication to the North Central region. The top young professionals will be awarded at a celebration in May. To nominate a young professional for this award, please contact Lauren Goulet at (978)353-7600 ext. 222 or Goulet@massweb.org.

Be your own boss? Jan. 16 workshop can help you decide



By popular demand, HYPE (Helping Young Professionals Emerge) has added a series of morning educational programs to promote personal and professional development.

Evening socials still occur every other month with the addition of short presentations by our successful area young professionals. 'Entrepreneurship 101' will be offered Thursday, Jan. 16, 8 - 9 a.m. in the Chamber Conference Room.

Entrepreneurship has been listed as one of the top interests of young professionals across the country. Have you thought about opening your own business or franchise? Looking for ways to be your own boss? Join Professor Mike Greenwood of Fitchburg State University for a primer on entrepreneurship and how to get started. This event is great for all young professionals, whether you are seriously considering your own business or just looking for more information for a few years down the road.

Register online at www.NorthCentralMass.com/calendar or call Lauren Goulet at (978)353-7600 ext. 222 or Goulet@massweb.org.

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Coming Events

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Check the online calendar for extra updates and events www.northcentralmass.com and click "Calendar" to reserve your space and pay with a credit card-- or call 978-353-7600

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EXECUTIVE WOMEN'S NETWORK

'Brown Bag' lunch seminar
11:45 a.m. - 1:30 p.m.
365 Lindell Ave.
Leominster
Dec. 4, Wednesday
Feb. 5, Wednesday
TableTop \$30/\$50 nonmembers

Holiday Business After Hours

4:30 - 6:30 p.m.
The Fay Club
658 Main Street, Fitchburg
\$15 members
\$25 nonmembers
December 4, Wednesday

Lunch 'n Learn

11:45 a.m.- 1:30 p.m.
Chamber Conference Room
Free for members, others \$10
Jan. 21 Tuesday
Feb. 18, Tuesday

Good Morning

6:45 - 8:30 a.m.
Doubletree Hotel
by Hilton Leominster
99 Erdman Way
\$25 members/\$40 nonmembers
January 10, Friday

QuickBooks Training

Chamber Conference Room
\$120
Jan. 14-15, 3 - 6 p.m.

HRC

Human Resources Council
noon-1:30 p.m.
Chamber Conference Room
\$10 members/\$15 non-members
Jan. 15, Wednesday
Feb. 19, Wednesday

Coffee with HYPE!

8 a.m.
Chamber Conf. Room
Free of charge
Jan. 16, Thursday

Sales Leads Group

2nd & 4th Wednesdays
8 a.m. -- Free for members

Dollars & Sense

1st Tuesday 4 p.m.
Chamber Conference Room

Business After Hours Membership Drive Kick-Off

5 - 7 p.m.
Chocksett Inn
59 Laurelwood Road
Sterling
\$15 members
\$25 nonmembers
January 30, Thursday

HYPE!

5 - 7 p.m.
Location TBA
Free of charge
Feb. 27, Thursday

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CHAMBER UPDATES → *Recent Accomplishments*

LOANS: This past summer, we partnered with Enterprise Bank in a loan made to a salon business for working capital and renovations for a new facility. This expansion will create five (5) permanent full-time positions. We also provided a loan to a cleaning firm for the purchase of an existing company. The purchase of this business created two (2) full time positions in Gardner. Since the beginning of the fiscal year, we have booked \$308,636.00 in new loans. There are four loans in the pipeline that currently are being reviewed by staff with either SCORE or SBDC. The Development Corp. held an Alternative Lending Seminar earlier this month. We had approximately 15 attendees interested in the discussion of different lending options that are available. In addition to the Development Corp., RCAP Solutions and SCORE spoke at the seminar.

COMMUNITY LEADERSHIP: The Community Leadership Institute (CLI) has begun another year of personal and professional leadership development with 23 classmates in the 9-month intensive program. Classmates come from various industries ranging from manufacturing and banking to education and non-profits. On October 23rd and 24th, students spent their time on personal leadership skills as well as CAPSIM Business Simulation, a team building exercise that will span each class. November's day long seminar introduced classmates to the history of the region and crisis management skills, hosted by Rollstone Bank & Trust and FATV. January's seminar at HealthAlliance Hospital will delve into healthcare availability as well as non-profit governance. New this year, students will be eligible for bachelor level credits from Mount Wachusett Community College and graduate level credits from Fitchburg State University.

ADVANCED MANUFACTURING INITIATIVE: In October 2012 the Patrick Administration launched the AMPitup! initiative to promote careers in advanced manufacturing to youth. In recent months, NCMEDC has been organizing tours for students at manufacturing facilities and the creation of videos highlighting career opportunities in manufacturing. Print materials will also be created. We have had great interaction with the staff at the state level, and were recently informed that the grants for this effort will be available again this coming year.

TOURISM MARKETING: Our affiliated Johnny Appleseed Trail Assn. (JATA) has received word that the Mass Office of Travel & Tourism (MOTT) has awarded them \$188,000 for marketing the region. The grant is in response to advertising and marketing plans for FY14 which JATA has proposed.

GOOD MORNING BREAKFAST SERIES: The program year's first Good Morning Breakfast was a success with over 225 attendees who heard from sponsor, The Cordish Cos. and featured guest, Senator Scott Brown. All attendees received a copy of Brown's book. A guest greeter was also introduced; Bob Chauvin, CEO of SimplexGrinnell, welcomed the large crowd. Additional area executives will be invited as guest-greeters for upcoming events. Plans for speakers this year will include each of the candidates running for governor. Treasurer & Receiver General Steven Grossman was the guest for the November 8th Breakfast, with 125 attending.

LUNCH 'N LEARN: Small Business Lunch 'N Learn has returned for the 2014 fiscal year. In October we hosted our first event with presentations on intellectual property with 25 attending. These events will run the third Tuesday of most months and host presentations on Intellectual Property, Taxes and Record Keeping, Branding and more. The series has increased in popularity and the average Lunch hosts about 40 attendees.

Ambassadors reach out



Ambassadors work as an extension of the Chamber and reach out to businesses within our community. Pictured L-R (standing): John Heckel/My Virtual CFO, Melissa Glenny/Franklin Professional Associates, Keith Lanzilotti/Well-Being Total Home Care, Brendan Gallagher/Commerce Bank, Cynthia Bryant/MassMutual Financial Group, Scott Lettre/Wachusett Dirt Dawgs Baseball, Cindy Testa/Financially Fit, Justin Thibault/Boston Partners Financial Group, John Daelhousen/Blu-Crate Leominster - (sitting): Yasmin Loft/Chamber, Donna DiMarzio/Curves for Women of Leominster, is holding her Ambassador of the Year 2012-13 award, and Dennis Mannone/Schooley Mitchell Telecom Consultants & Ambassador of the Year 2011-12. Not pictured: David Roth/4 the Cause Marketing & Consulting.

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CHAMBER UPDATES → *Recent Accomplishments*

RIBBON CUTTINGS: Ribbon cuttings for our members, as well as new area businesses, continue. With the help of our Ambassador Committee and the cities of Fitchburg and Leominster, we are bringing positive press to all parties involved. Ribbon cuttings in recent months have included The Columbia Tavern, Franklin Professional Associates, the Applewild School, Digital Fed. Credit Union, Well Being Total Home Care, All Points Limousine, Claude Leger Steamway Carpet Cleaning, Riverside Commons, Centre Pizza and Associated Homecare. Most of the ribbon cuttings were featured in the Sentinel & Enterprise. We also post the pictures on our Facebook page and LinkedIn.

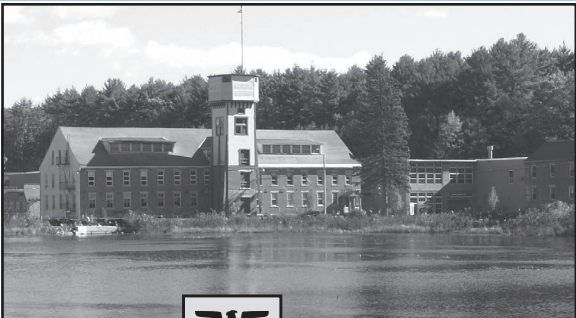
EXECUTIVE WOMEN'S NETWORK: The EWN committee worked over the summer to come up with new creative program and a new location due to the increase in attendance. We have booked the Boys & Girls Club for the 2014 program year. The September event was presented by Debbie Lefebvre regarding "Connecting vs. Communicating" with 80 participants. October's event on "Painless Networking" drew 70 and November featured a networking exercise. Table tops are still available and have been well utilized by members.

APPLESEED COUNTRY FAIR: This is the only major event that is planned and implemented by our Johnny Appleseed Trail Association. The two-day affair is designed to launch the Autumn Season of events in the region and reinforce our "Johnny Country" brand. Staged on September 7 & 8 at Red Apple Farm in Phillipston, the Fair attracted over 8,000 people from North Central Mass and points east. An overwhelming success, managed by staffer Diane Burnette, the free event featured 50 vendors, continuous music, a great variety of food, and family fun.

ECONOMIC DEVELOPMENT FUNDING: The NCMDC was again designated as the Regional Economic Development Organization. We have had very positive responses from MOBD and the EOHEd on our programming over the past year.

SOCIAL MEDIA: Postings to Facebook and Twitter are becoming an increasingly important means of communicating with our constituencies. The Chamber has nearly 700 "fans" that follow our announcements. Recently, an item we placed in Facebook on the casino vote was viewed by over 6,500 individuals during a three-day period (more than 50 commented, pro and con, about the proposed project). This added exposure helps drive meeting attendance and adds value to Chamber membership.

ECONOMIC DEVELOPMENT SPECIALISTS: Over recent months we organized Regional Economic Development meetings, which were both well attended by ED people from North Central Communities. We've had great feedback from those in attendance. We hope to have this group, with data supplied from REDI and MRPC, assist us in creating a development prospectus for the re-



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Total distribution: 1,064 average for preceding 12 months, number nearest to filing date is 1,068. Copies not distributed: average for preceding 12 months is 150; number nearest to filing date is 150. Total: 1,214 average for preceding 12 months, number copies of single issue published nearest to filing date is 1,218. Percentage paid/requested circulation: 96% average for preceding 12 months, number copies of single issue published nearest to filing date is 96%. This statement of ownership will be printed in December 2013 issue of this publication.

Signed: *Marie N. Auger*

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