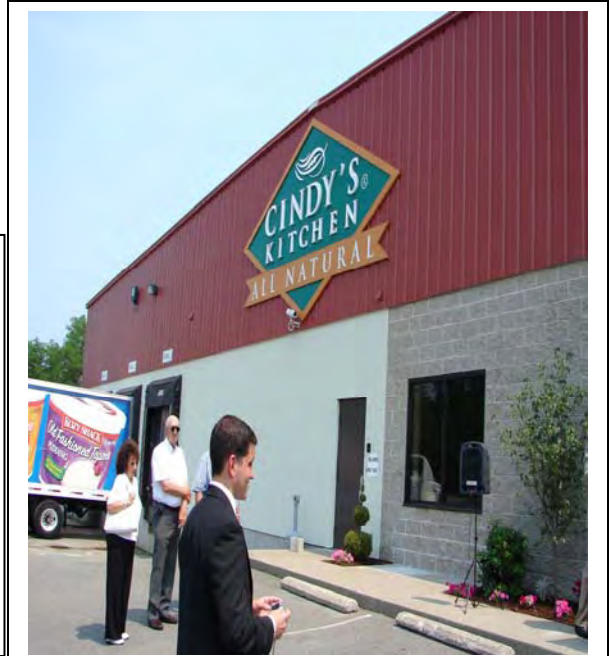


Comprehensive Economic Development Strategies

Keeping Our Region Competitive



Prepared by

Old Colony Planning Council

70 School Street
Brockton, MA 02301

June 2007

Comprehensive Economic Development Strategy Update

CEDS 2007



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Economic Development In The Old Colony Economic Development District

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Approved by the OCPC Council on April 25, 2007

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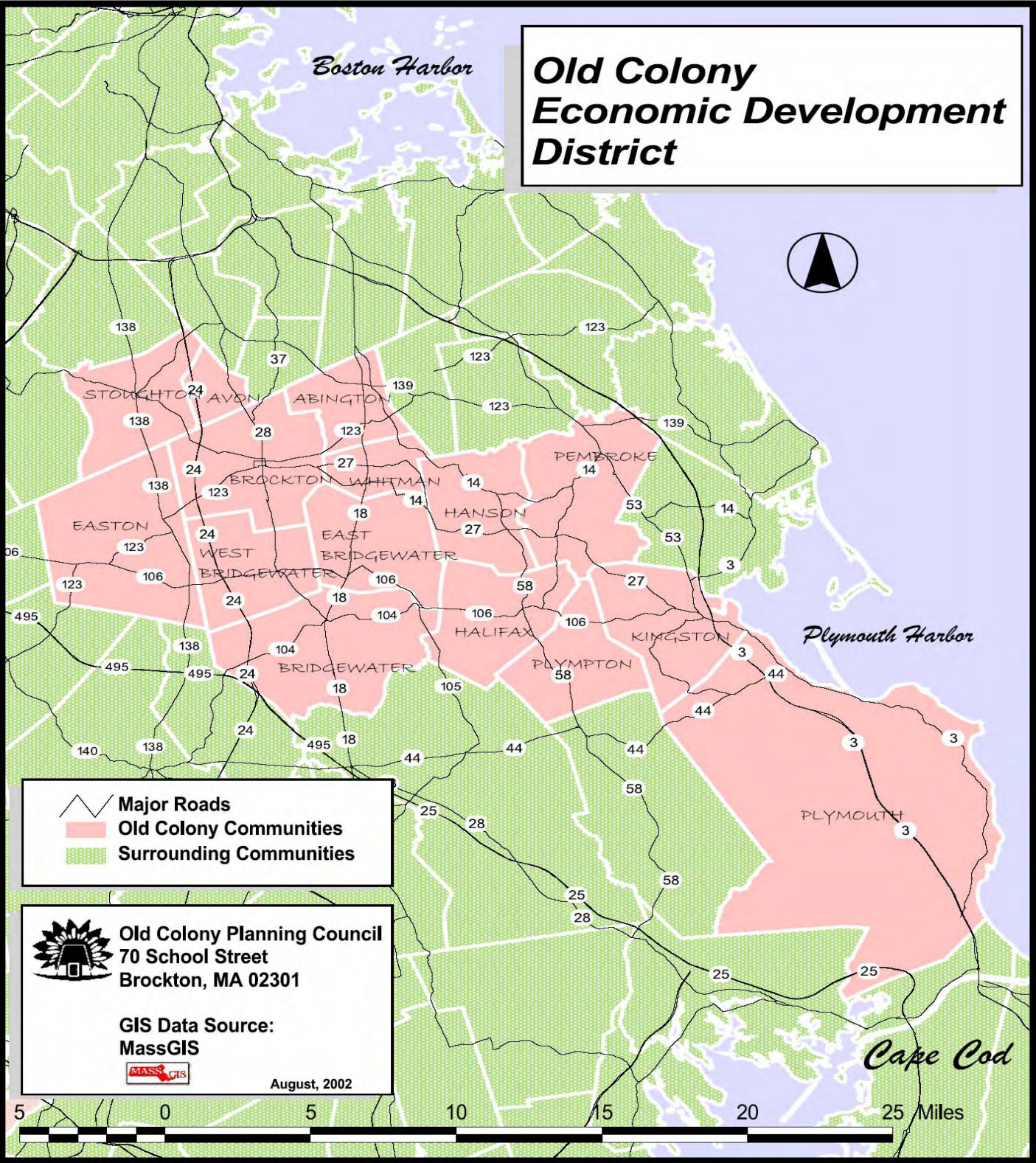
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Old Colony Economic Development District



-  Major Roads
-  Old Colony Communities
-  Surrounding Communities

 **Old Colony Planning Council**
 70 School Street
 Brockton, MA 02301

GIS Data Source:
 MassGIS

 August, 2002

”KEEPING OUR REGION COMPETITIVE”

Comprehensive Economic Development Strategy (CEDS) 2007

I. EXECUTIVE SUMMARY

The Old Colony Planning Council Economic Development District is a very diverse region. Our economy ranges from agriculture and fishing to high tech manufacturing and service businesses. Our geography includes miles of coastline, natural lakes and thousands of acres of wetlands and forests.

The Old Colony region is the fastest growing area in the state. With the large metropolitan area of Boston to the north and the enormously popular tourist destination of Cape Cod to the southeast, our district is located in the middle of two generators of growth and economic activity.

A. FINDINGS AND RECOMMENDATIONS

The average annual unemployment rate for the City of Brockton for the year 2006 was 6.3%, despite strength in some sectors and an aggressive local effort to boost the economy. Pockets of distress still remain in the region, and there has been a continuing shift from higher paying manufacturing employment to a more service and retail-based economy.

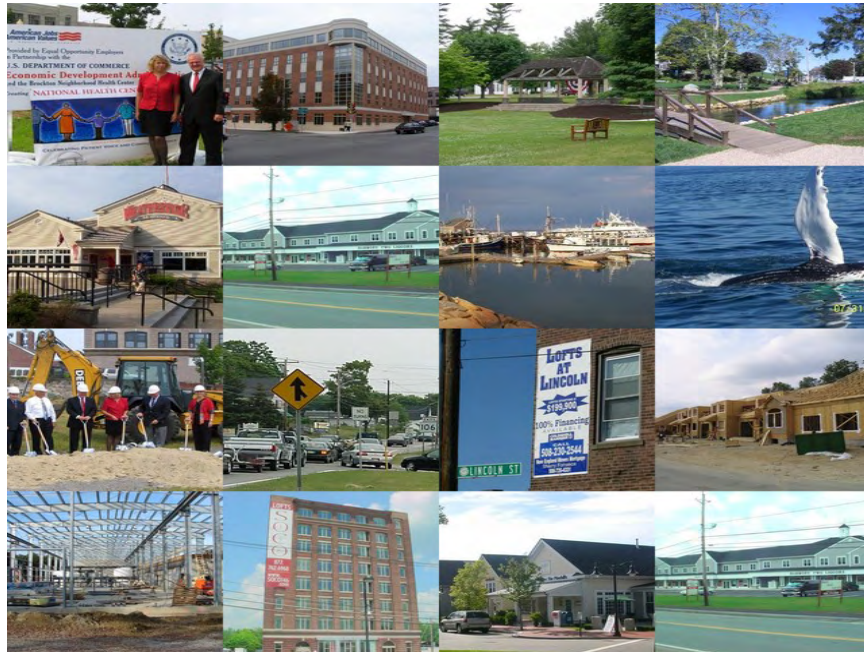
The District’s economic strategy, as expressed by the goals, objectives, action plan and recommended economic development projects found in this report, focuses primarily on those pockets of distress that have lagged behind the state and abutting regions.

The District’s five-year experience is best summarized by the following seven findings of the Old Colony Planning Council (OCPC) Economic Development District Comprehensive Economic Development Committee (OCPC EDD CEDS) as a result of the Comprehensive Economic Development Strategy (CEDS) process.

- 1. DESPITE THE REASONABLE CONDITION OF THE AREA’S ECONOMY, THERE ARE STILL AREAS OF DISTRESS IN THE REGION.** Unemployment rates have declined very little in the past year. The City of Brockton continues to have the highest yearly average unemployment rates in the region. Agriculture dependant communities such as Plympton have suffered job losses due to the decline of the cranberry industry.
- 2. THE DISTRICT’S ECONOMY HAS SHIFTED IN THE PAST TEN YEARS SO THE ECONOMIC DEVELOPMENT STRATEGY MUST SHIFT ACCORDINGLY.** In recent years wholesale and retail trade and the service sector have grown dramatically in terms of regional employment while the manufacturing

and agricultural sectors continue to decline. These changes mean that local and regional economic development strategies must continue to be reviewed.

- 3. THE ROLE OF THE ECONOMIC DEVELOPMENT ORGANIZATIONS IN THE REGION MUST EVOLVE AND ADAPT TO CHANGING TIMES.** OCPC's role must focus on building and strengthening regional partnerships among all parties involved in economic development. Links between education and training, financing, site development and promotion and quality of life issues deserve equal consideration.
- 4. EDUCATION AND JOB TRAINING IS OUR MOST IMPORTANT NEED.** Job training to meet the needs of present and future employers must be an essential part of the regional economic development strategy.
- 5. SMALL BUSINESSES REMAIN THE FOUNDATION OF THE REGIONAL ECONOMY.** Over two-thirds of the businesses in the District have ten employees or less. The regional economic development strategy must recognize the needs of those businesses and seek to meet them.
- 6. TRANSPORTATION PLANNING IS SIGNIFICANT TO THE ECONOMY OF THE REGION AND GOOD PLANNING IS ESSENTIAL.** Highway, rail and airport improvements will ease the mobility of people and goods and further regional economic growth.
- 7. INFRASTRUCTURE IMPROVEMENTS ARE CRUCIAL TO THE REGION.** Wastewater, sewer, waste disposal, transportation and telecommunication-technology related improvements are vital to the present and future economic health of the region.



B. FACTS ABOUT THE OLD COLONY PLANNING COUNCIL ECONOMIC DEVELOPMENT DISTRICT (EDD)

- Population – Between the 1960 and 2000 Census, the region grew twice as fast as the state (57% vs. 23%). During this period, the six communities that showed the greatest percentage of growth rate were: Halifax (469%), Plymouth (358%), Pembroke (344%), Kingston (274%), Easton and Bridgewater (245%).
- Agriculture - The OCPC EDD is home to some of the largest cranberry producing areas in the country.
- Zoning – All of the EDD’s communities have zoning, with bylaws constructed around residential, commercial and industrial categories. Almost ninety percent of the district’s land is zoned for residential use, with higher densities permitted in the City of Brockton. Buildout analyses conducted by the state in all the district’s communities indicate that there is much more land zoned for business and industry that can ever be developed in the region.
- Transportation – The region is served by a network of highways and local roads as well as three railroad lines: the Boston to Plymouth/Kingston rail line, the Boston to Middleboro line and the Stoughton branch. The Massachusetts Bay Transportation Authority (MBTA) provides commuter rail service on all three lines. Bay Colony Railroad provides freight service on the Plymouth/Kingston line. CSX Transportation provides freight service on the Middleboro line and the Stoughton branch. The completed relocation and reconstruction of Route 44 in the Kingston, Plymouth and Plympton area has implications for future economic development in the region.
- The Brockton Area Transit Authority (BAT), Plymouth Area Link and the Massachusetts Bay Transportation Authority provide regional bus service. BAT’s modified “pulse” system with most routes departing from a downtown terminal makes Brockton the most transit-accessible point in the region.
- Inter Regional bus service is offered by private companies. Most of this is orientated to Boston.
- Major trucking firms serve the region. Most firms serve Massachusetts and other New England states.
- Water transportation is available through the modern, well-equipped Port of Boston operated by the Massachusetts Port Authority (MASSPORT). Service is also available from Plymouth to the Cape and islands
- Air transportation is available at General Edward Lawrence Logan International Airport in Boston and at the Plymouth and Hanson airports in the District. Logan

provides extensive passenger service, airfreight service and general aviation facilities. Plymouth Airport provides fixed base services accommodating aircraft used for business, recreation and public safety. The Massachusetts State Police uses this airport as the headquarters of their air wing. The airport is home to twenty-seven aviation orientated private businesses employing more than 230 persons. Cranland Airport in Hanson is a seasonal airport that is used by recreational and agricultural (crop spraying) aircraft.

- Recreation – The OCPC EDD has many recreation areas including three state parks and forests (Ames Nowell State Park in Abington, Borderland State Park in Easton and Myles Standish State Forest in Plymouth), 18 golf courses, and a professional minor league baseball team (the Brockton Rox). Many district communities sponsor active recreation programs for adults and children.
- Museums and Cultural Attractions – The district has many cultural attractions including the Brockton Historical Society Museums, Fuller Crafts Museum in Brockton, the Brockton Symphony Orchestra, the Children’s Museum in Easton, Plymouth Philharmonic Orchestra, Plimoth Plantation, Plymouth Rock, and Mayflower II in Plymouth. Many district communities have local historical societies.
- Early History – The district is a site of Native American history and culture. The Wampanoag Indian Tribe occupied this land long before the Pilgrims landed here in 1620 and evidence of this civilization can be found throughout the district.
- Education – In 2000, the OCPC EDD exceeded the state percentage of the population that has completed high school (89.3% vs. 84.8%). In 2000 however, only one district community (Easton) exceeded the state average of those who completed four years of college.



C. THE REGION'S ASSETS AND LIABILITIES

The region's assets and liabilities below were developed from a survey conducted by OCPC and the Center for Economic Development at the University of Massachusetts. Businesses, organizations and municipal officials from Bristol and Plymouth counties were surveyed as part of the effort to develop the Massasoit Compact, a plan to coordinate the efforts of all regional and local economic development officials.

ASSETS

- The region has miles of beautiful coastline.
- The region is rich in history, from historic communities stretching from Stoughton to Plymouth Rock.
- The region's coastline and inland lakes and ponds, along with forests and state parks are highly conducive to sports activities throughout the year. The region includes the historic attractions of Plymouth and is in close proximity to Cape Cod.
- The District has a great variety of land in industrial parks, as well as scattered individual parcels with utilities, and some significant tracts of developable raw land.
- There is available space in buildings ready to be occupied almost immediately.
- The region is a center of innovation and entrepreneurial spirit. The John Joseph Moakley Center at Bridgewater State College is a center of such activity.
- The region is well served by highways, freight and commuter rail service and access to airports in Boston, Halifax, Plymouth, Providence and Worcester.
- The area has many educational resources such as Bridgewater State College, Massasoit Community College, Stonehill College and the University of Massachusetts/Boston, Curry College and Quincy College Plymouth campus. It is close to the colleges of Boston and the Boston area.
- The region has many cultural amenities such as Brockton's Fuller Craft Museum, the Brockton Rox baseball team and the Tweeter Entertainment Center in nearby Mansfield. The area is close to the cultural resources of Boston and Providence.
- The District is within an hour's travel time of two of the nation's most fully developed seaports: Boston and Providence.

LIABILITIES

- Despite deregulation, energy costs remain high in the district compared to many other areas.
- The District has limited access to national markets.
- The region's low wage levels offer lower labor costs, but also limit local buying power.
- The region has natural limitations on industrial land.
- The region's workforce is in need of further skills development.
- The region is host to many older industries that are subject to pressure to relocate to lower cost parts of the country or the world.
- Water, sewer, electric and natural gas improvements are long overdue in certain parts of the region and unless addressed will become a major deterrent to growth.
- The region and the state have high housing costs.
- The regional highway system lacks high capacity, direct east-west facilities within the District. Peak hour capacity is a problem on some north-south routes.



II. ANALYSIS – WHERE ARE WE?

The Old Colony Region is the fastest growing area of Massachusetts. This section examines population, labor force, income, educational attainment and journey to work data.

A. POPULATION AND LABOR FORCE

1. Population

In the past twenty years, Southeastern Massachusetts has experienced a higher population growth than the rest of the state.

Table 1 shows that from 1980 to 2000, OCPC's region gained 44,561 people. By 2020, the population is expected to grow by 63,790 people. See Table 2

Between 1980 and 2000 population growth differed by communities. The communities with the largest rates of growth in that time period were Kingston, Bridgewater, East Bridgewater, Halifax and Plymouth. During the same time period, Avon, Brockton and West Bridgewater lost population.

2. Regional Racial/Ethnic Composition

Table 3 shows the district's population by Race and Hispanic Origin for 2000. Overall, the region is predominantly white.

3. Age Profile

Table 4 shows the age distribution for the Old Colony region for census year 2000. The median age of residents in our area is 36.7

4. Education

The district has smaller percentages of college graduates and larger percentages of people with only a high school education. See Table 5.

5. Income

The district regional median household income (\$58,269) and median family income (\$67,331) for the year 2000 were higher than the state medians in those categories (\$50,502 and \$61,664) respectfully. Per Capita income for the district in 2000 was lower than the state (\$24,032 versus \$25,952) respectfully. See Table 6.

**Table 1
Population Growth Trends
In the OCPC Region**

Population Growth Trends & Percent Change

Population Totals by Year																
Year	Abington	Avon	Bridgewater	Brockton	East Bridgewater	Easton	Halifax	Hanson	Kingston	Pembroke	Plymouth	Plympton	Stoughton	West Bridgewater	Whitman	OCPC Region
1950	7,152	2,666	9,512	62,860	4,412	6,244	944	3,264	3,461	2,579	13,608	697	11,146	4,059	8,413	141,017
1960	10,607	4,301	10,276	72,813	6,139	9,078	1,599	4,370	4,302	4,919	14,445	821	16,328	5,061	10,485	175,544
1970	12,334	5,295	12,902	89,040	8,347	12,157	3,537	7,148	5,999	11,193	18,606	1,224	23,459	6,079	13,059	230,379
1980	13,517	5,026	17,202	95,172	9,945	16,623	5,513	8,617	7,362	13,487	35,913	1,974	26,710	6,359	13,534	276,954
1990	13,817	4,558	21,249	92,788	11,104	19,807	6,526	9,028	9,045	14,544	45,608	2,384	26,777	6,389	13,240	296,864
2000	14,605	4,443	25,185	94,304	12,974	22,299	7,500	9,495	11,780	16,927	51,701	2,637	27,149	6,634	13,882	321,515

Percent Change																
Time Period	Abington	Avon	Bridgewater	Brockton	East Bridgewater	Easton	Halifax	Hanson	Kingston	Pembroke	Plymouth	Plympton	Stoughton	West Bridgewater	Whitman	OCPC Region
1950 - 1960	48.31%	61.33%	8.03%	15.83%	39.14%	45.39%	69.39%	33.88%	24.30%	90.73%	6.15%	17.79%	46.49%	24.69%	24.63%	24.48%
1960 - 1970	16.28%	23.11%	25.55%	22.29%	35.97%	33.92%	21.20%	63.57%	39.45%	27.55%	28.81%	49.09%	43.67%	20.11%	24.55%	31.24%
1970 - 1980	9.59%	-5.08%	33.33%	6.89%	19.14%	36.74%	55.87%	20.55%	22.72%	20.59%	93.02%	61.27%	13.86%	4.61%	3.64%	20.22%
1980 - 1990	2.22%	-9.31%	23.53%	-2.50%	11.65%	19.15%	18.37%	4.77%	22.86%	7.84%	27.00%	20.77%	0.25%	0.47%	-2.17%	7.19%
1990 - 2000	5.70%	-9.74%	18.52%	1.63%	16.84%	12.58%	14.92%	5.17%	30.23%	16.38%	13.35%	10.61%	1.38%	3.83%	4.84%	8.30%

Source: U.S. Census 2000
Updated: 02/10/2006 EA

**Table 2
Population Projections
2000-2025**

Population Projections for 2010, 2020, 2025 and Percent Change (2000 - 2025)

	Population	Population Projections			Percentage of Change			
	2000	2010	2020	2025	2000 - 2010	2010 - 2020	2020 - 2025	2000 - 2025
Community								
Abington	14,605	15,837	16,638	17,038	8.44%	5.06%	2.40%	16.66%
Avon	4,443	5,079	5,340	5,470	14.31%	5.14%	2.43%	23.12%
Bridgewater	25,185	28,317	31,062	32,435	12.44%	9.69%	4.42%	28.79%
Brockton	94,304	97,320	99,585	100,718	3.20%	2.33%	1.14%	6.80%
East Bridgewater	12,974	13,878	14,957	15,496	6.97%	7.77%	3.60%	19.44%
Easton	22,299	25,576	28,461	29,903	14.70%	11.28%	5.07%	34.10%
Halifax	7,500	8,765	10,100	10,767	16.87%	15.23%	6.60%	43.56%
Hanson	9,495	11,300	12,598	13,247	19.01%	11.49%	5.15%	39.52%
Kingston	11,780	12,522	13,805	14,446	6.30%	10.25%	4.64%	22.63%
Pembroke	16,927	19,502	21,903	23,104	15.21%	12.31%	5.48%	36.49%
Plymouth	51,701	60,800	68,395	72,194	17.60%	12.49%	5.55%	39.64%
Plympton	2,637	3,249	3,724	3,962	23.21%	14.62%	6.39%	50.25%
Stoughton	27,149	32,579	35,480	36,931	20.00%	8.90%	4.09%	36.03%
West Bridgewater	6,634	7,191	7,565	7,752	8.40%	5.20%	2.47%	16.85%
Whitman	13,882	15,027	15,692	16,024	8.25%	4.43%	2.12%	15.43%
OCPC Region Totals	321,515	356,942	385,305	399,487	11.02%	7.95%	3.68%	24.25%

Source: U.S. Census 2000 & OCPC

Updated: 02/10/2006 EA

**Table 3
2000 Population By Race and Hispanic Origin**

Population by Race and Hispanic Origin 2000

Area Name	Total Population By Race									Persons of Hispanic Origin (of any race)
	Persons of One Race:								Persons of Two or More Races	
	Total Persons	Subtotal (One Race)	White Alone	Black or African American Alone	American Indian and Alaska Native Alone	Asian Alone	Native Hawaiian & Other Pacific Islander Alone	Some Other Race Alone		
Massachusetts	6,349,097	6,203,092	5,367,286	343,454	15,015	238,124	2,489	236,724	146,005	428,729
Abington	14,605	14,484	14,237	111	17	71	1	47	121	103
Avon	4,443	4,405	4,152	166	12	41	0	34	38	64
Bridgewater	25,185	24,903	21,982	1,017	59	271	5	1,569	282	693
Brockton	94,304	86,966	57,989	16,811	338	2,066	34	9,728	7,338	7,552
East Bridgewater	12,974	12,833	12,573	129	22	62	4	43	141	97
Easton	22,299	22,096	20,501	354	10	309	2	920	203	352
Halifax	7,500	7,441	7,360	23	2	20	0	36	59	41
Hanson	9,495	9,391	9,176	105	22	33	0	55	104	65
Kingston	11,780	11,665	11,427	113	14	51	1	59	115	88
Pembroke	16,927	16,802	16,569	85	12	86	2	48	125	90
Plymouth	51,701	50,937	49,022	988	131	295	20	481	764	870
Plympton	2,637	2,619	2,554	26	16	9	0	14	18	11
Stoughton	27,149	26,530	24,017	1,548	28	580	13	344	619	419
West Bridgewater	6,634	6,550	6,395	63	17	45	0	30	84	67
Whitman	13,882	13,726	13,487	90	22	59	2	66	156	122
OCPC Region Totals	321,515	311,348	271,441	21,629	722	3,998	84	13,474	10,167	10,634

*Source: U.S. Census Bureau, Census 2000
Updated:02/09/2006 EA*

Table 4
OCPC Region Age Distribution Of The Population 2000

Community	Age	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 34	35 - 44	45 - 54	55 - 59	60 - 64	65 - 74	75 - 84	85+
		<i>percentage of total population</i>												
Abington		6.9	7.3	7.4	6.3	5.1	14.0	17.6	14.3	5.2	3.7	6.0	4.5	1.7
Avon		5.5	6.6	6.5	6.0	5.0	12.3	16.5	14.3	4.9	5.0	10.2	5.7	1.6
Bridgewater		6.2	6.7	6.4	8.6	9.7	14.9	18.0	13.5	4.5	2.8	4.7	3.1	0.9
Brockton		7.3	8.0	8.2	7.1	6.4	14.6	15.9	12.4	4.8	3.6	5.8	4.2	1.7
East Bridgewater		7.1	8.0	7.9	7.0	4.9	13.5	18.7	14.2	5.3	3.3	5.3	3.6	1.3
Easton		6.5	7.1	6.9	9.0	8.1	11.1	17.2	15.5	5.6	3.2	5.5	2.8	1.1
Halifax		6.9	7.3	7.3	6.3	4.0	13.7	17.7	14.6	5.4	4.1	6.7	4.8	1.2
Hanson		7.1	8.2	8.2	7.1	4.6	12.8	18.3	15.6	5.9	3.6	5.1	2.9	0.6
Kingston		8.4	8.0	7.5	5.4	3.3	12.8	18.8	14.3	4.9	3.0	6.2	5.2	2.2
Pembroke		7.9	8.0	8.4	6.5	3.7	13.5	19.3	14.6	5.8	4.0	5.0	2.6	0.8
Plymouth		6.7	7.5	7.3	6.5	4.9	14.5	17.5	15.3	5.2	3.4	5.2	4.2	1.9
Plympton		6.1	8.4	8.8	7.8	3.8	10.7	18.9	18.4	6.6	3.9	3.6	2.2	0.7
Stoughton		5.6	6.3	6.7	5.8	4.7	13.3	17.1	14.8	6.0	4.4	7.8	5.5	1.8
West Bridgewater		5.9	6.0	6.6	6.3	4.6	11.8	16.3	14.7	5.7	4.3	8.2	6.8	2.8
Whitman		6.8	7.6	8.0	6.9	5.8	15.5	18.1	13.8	4.7	3.3	5.0	3.4	1.0
OCPC Region		6.86	7.47	7.54	6.97	5.80	13.91	17.24	14.06	5.15	3.56	5.78	4.07	1.51
<i>Source: U.S. Census 2000</i>														
<i>Updated 02/09/2006 EA</i>														

**Table 5
Educational Attainment**

	<i>Abington</i>	<i>Avon</i>	<i>Bridgewater</i>	<i>Brockton</i>	<i>East Bridgewater</i>	<i>Easton</i>	<i>Halifax</i>	<i>Hanson</i>	<i>Kingston</i>	<i>Pembroke</i>	<i>Plymouth</i>	<i>Plympton</i>	<i>Stoughton</i>	<i>West Bridgewater</i>	<i>Whitman</i>	<i>OCPC Region</i>	<i>Massachusetts</i>
% Completed High School or Higher	89.80%	90.60%	86.80%	75.90%	88.60%	93.90%	91.20%	93.20%	89.40%	92.90%	89.40%	92.70%	86.30%	88.00%	90.20%	89.26%	84.80%
% Completed Bachelor's Degree or Higher	22.00%	21.20%	29.60%	14.00%	22.20%	39.60%	21.20%	24.60%	31.70%	28.50%	26.40%	27.30%	28.40%	20.20%	21.70%	25.24%	33.20%

*Source: U.S. Census 2000
Updated 02/09/2006 EA*

**Table 6
Income Statistics**

OCPC Region Income Trends 1990-2000

Community	Median Household income			Median Family Income			Per Capita Income		
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change
Abington	\$42,730	\$57,100	33.62%	\$48,889	\$68,826	40.78%	\$16,379	\$23,380	42.74%
Avon	\$43,214	\$50,305	16.40%	\$49,565	\$60,625	22.31%	\$16,786	\$24,410	44.41%
Bridgewater	\$41,933	\$65,318	55.76%	\$50,080	\$73,953	45.34%	\$21,414	\$23,105	7.89%
Brockton	\$31,712	\$39,507	21.42%	\$38,544	\$46,235	19.95%	\$13,455	\$17,163	27.55%
East Bridgewater	\$42,614	\$60,311	41.52%	\$47,458	\$67,307	41.82%	\$15,056	\$23,532	56.28%
Easton	\$50,647	\$69,144	36.52%	\$56,790	\$82,190	44.72%	\$19,016	\$30,732	61.61%
Halifax	\$37,197	\$57,015	53.27%	\$42,955	\$65,461	52.39%	\$15,233	\$23,738	55.83%
Hanson	\$45,515	\$62,687	37.72%	\$50,236	\$68,560	36.47%	\$18,412	\$23,727	28.86%
Kingston	\$40,782	\$53,780	31.87%	\$45,386	\$65,101	43.43%	\$17,596	\$23,370	32.81%
Pembroke	\$46,932	\$65,050	38.60%	\$51,033	\$74,985	46.93%	\$16,531	\$27,066	63.72%
Plymouth	\$39,886	\$54,677	37.08%	\$45,212	\$63,266	39.93%	\$15,889	\$23,732	49.36%
Plympton	\$46,151	\$70,045	51.77%	\$41,715	\$75,000	79.79%	\$17,150	\$24,344	41.94%
Stoughton	\$42,044	\$57,838	37.56%	\$47,492	\$69,942	47.27%	\$17,313	\$25,480	47.17%
West Bridgewater	\$40,613	\$55,958	37.78%	\$47,863	\$64,815	35.41%	\$16,214	\$23,701	46.17%
Whitman	\$40,779	\$55,303	35.61%	\$45,871	\$63,706	38.88%	\$14,206	\$23,002	61.91%
OCPC Region*	\$42,183	\$58,269	38.13%	\$47,273	\$67,331	42.43%	\$16,710	\$24,032	43.81%
Brockton PMSA	\$37,403	\$52,058	39.18%	\$43,845	\$60,890	38.87%	\$16,422	\$21,654	31.85%
Massachusetts	\$36,952	\$50,502	36.66%	\$44,367	\$61,664	38.98%	\$17,224	\$25,952	50.67%

* OCPC Regional Figures are the average of community income figures, not the median.

SOURCE: U.S. Census 2000

Updated 1/06 AV

6. Labor Force and Jobs

The labor force of the region grew by 4.9% between 1995 and 2005 versus 5.8% growth for the state as a whole in that same time period. See Table 7.

Table 7
Percent Change In Average Annual Labor Force 1996-2006

Community	1996 Labor Force	2006 Labor Force	% Change 1996-2006
Abington	8,277	9,031	9.10%
Avon	2,548	2,276	-1.20%
Bridgewater	11,804	12,983	9.90%
Brockton	44,199	44,514	0.07%
East Bridgewater	6,744	7,292	8.10%
Easton	12,152	13,023	7.10%
Halifax	3,817	4,214	10.40%
Hanson	5,496	5,401	-0.10%
Kingston	5,597	6,301	12.50%
Pembroke	8,904	9,729	9.30%
Plymouth	24,856	28,675	15.4%
Plympton	1,522	1,583	0.40%
Stoughton	15,097	15,041	-0.03%
West Bridgewater	3,664	3,496	-4.80%
Whitman	7,403	8,051	8.60%
 OCPC Region	 162,090	 171,610	 5.80%
 Massachusetts	 3,189,100	 3,366,800	 5.50%

Source: Mass. D.U.A -- 2/2/07

Journey to Work Data, a component of the 2000 Census Transportation Planning Package shows that 31% of the district's workforce works inside the region and 69% works outside the region. See Table 8

**Table 8
Journey To Work Data 2000**

↓FROM ...TO→	Abington	Avon	Bridgewater	Brockton	East Bridgewater	Easton	Halifax	Hanson	Kingston	Pembroke	Plymouth	Plympton	Stoughton	West Bridgewater	Whitman	Regional Total
Abington	1,154	116	87	545	51	14	11	38	47	46	76	6	101	53	110	2,455
Avon	7	344	20	198	15	34	0	0	0	8	7	0	143	20	25	821
Bridgewater	118	176	2,725	1,430	367	236	26	76	65	70	122	24	322	426	109	6,292
Brockton	578	1,048	508	13,010	374	958	51	140	162	195	493	34	1,354	1,052	213	20,170
East Bridgewater	110	97	295	930	929	92	42	109	59	55	95	7	146	261	249	3,476
Easton	37	196	78	1,359	12	2,777	11	25	41	60	84	14	412	377	9	5,492
Halifax	40	26	48	324	116	25	324	79	194	169	137	15	68	19	86	1,670
Hanson	109	50	71	375	43	37	40	723	70	124	132	8	62	48	90	1,982
Kingston	50	7	57	183	9	29	38	17	1,282	263	578	7	11	12	35	2,578
Pembroke	44	79	78	250	34	0	65	143	273	1,265	269	21	48	94	63	2,726
Plymouth	75	100	258	644	81	62	43	74	1,238	318	9,631	18	106	106	83	12,837
Plympton	21	13	19	56	19	5	42	36	108	41	108	153	16	0	9	646
Stoughton	34	299	121	822	12	278	7	12	33	37	5	0	2,661	92	55	4,468
West Bridgewater	34	68	108	590	81	146	0	5	34	17	60	0	68	589	9	1,809
Whitman	302	94	121	718	92	53	22	226	51	88	117	0	107	81	840	2,912
TOTAL	2,713	2,713	4,594	21,434	2,235	4,746	722	1,703	3,657	2,756	11,914	307	5,625	3,230	1,985	70,334
Boston	51	242	120	462	39	154	0	30	41	25	102	0	552	147	87	2,052
Plymouth County	3,176	2,470	5,472	22,407	2,568	2,115	888	2,035	4,709	4,030	15,469	383	3,134	3,403	2,363	74,622
Norfolk County	440	1,982	566	3,837	254	851	50	103	246	415	502	14	5,708	332	342	15,642
Suffolk County	51	271	120	530	49	165	0	30	48	36	117	0	621	147	103	2,288
Essex County	6	72	26	99	0	19	0	24	59	6	93	0	110	13	37	564
Bristol County	240	1,207	1,786	5,452	327	5,009	46	125	237	241	763	21	1,901	1,522	157	19,034
Other	76	763	428	1,807	90	399	23	59	367	184	1,572	0	1,204	669	128	7,769
TOTAL	3,989	6,765	8,398	34,132	3,288	8,558	1,007	2,376	5,666	4,912	18,516	418	12,678	6,086	3,130	119,919

How to use this chart:
1. To find community residence to community place of work, read chart from left to right.
2. To find community origin of trips for persons employed in a community, read chart from top to bottom.

Source: U.S. Census 2000
Updated 1/06 AV

7. Employment and Unemployment

Table 9 shows the Average Annual Unemployment Rate in the OCPC Region by Industry in 1991 and 2000. Table 10 shows the OCPC Region Average Employment and Unemployment of Residents in the Labor Force for 2005. This table shows that the Average Annual Unemployment Rate for the District for 2005 was 4.8% compared to 4.7% for the state. The unemployment rate for the City of Brockton (6.0% in 2005) remains the highest in the region. Table 11 shows OCPC Region Employment and Wages 2001-2004. Table 12 shows Average Annual Employment Within Communities 1997 to 2004. Table 13 shows OCPC Region Changes in Manufacturing and Non-Manufacturing Sectors 1990 and 2000. Table 14 shows Employment Projections 2003-2025. Table 15 shows Major Employers by Community. Table 16 lists OCPC Regional Employers. Table 17 lists Employment by Major Industry Groups, 2005. Table 18 lists Brockton Workforce Area Major Clusters. Table 19 lists the region's Industrial, Commercial and Technology Parks.

Table 9
Average Annual Employment
In The OCPC Region
By Major Industry
1991 and 2000

City/Town	Manufacturing		Wholesale/Retail		Services		Government		All Other		Total		Local Increases	Percent Increases
	1991	2000	1991	2000	1991	2000	1991	2000	1991	2000	1991	2000		
ABINGTON	498	432	1,012	1,726	512	590	456	544	621	908	3,099	4,200	1,101	35.53%
AVON	1,180	1,003	2,434	3,587	332	883	185	204	541	1,181	4,672	6,858	2,186	46.79%
BRIDGEWATER	464	306	930	1,815	425	1,547	2,485	2,614	438	918	4,742	7,200	2,458	51.83%
BROCKTON	3,732	3,579	9,889	9,587	10,441	12,461	6,527	7,994	5,131	4,107	35,720	37,728	2,008	5.62%
EAST BRIDGEWATER	888	514	1,254	1,316	406	623	379	565	215	394	3,142	3,412	270	8.59%
EASTON	510	1,066	1,834	2,598	1,286	3,217	738	891	1,018	1,572	5,386	9,344	3,958	73.49%
HALIFAX	15	C	257	466	123	165	145	269	93	200	633	1,100	467	73.78%
HANSON	305	460	584	736	252	305	240	136	177	199	1,558	1,836	278	17.84%
KINGSTON	207	287	2,418	3,060	510	958	502	530	862	482	4,499	5,317	818	18.18%
PEMBROKE	490	661	1,402	1,762	872	1,614	319	363	328	865	3,411	5,265	1,854	54.35%
PLYMOUTH	1,584	1,500	3,402	4,254	4,447	7,277	2,238	3,042	3,120	3,019	14,791	19,092	4,301	29.08%
PLYMPTON	C	C	26	30	41	36	C	99	37	201	104	366	262	251.92%
STOUGHTON	1,864	1,730	4,730	5,352	3,361	3,170	983	1,156	1,697	2,044	12,635	13,452	817	6.47%
WEST BRIDGEWATER	904	660	2,215	3,733	489	1,220	234	273	900	1,104	4,742	6,990	2,248	47.41%
WHITMAN	504	521	860	906	449	492	466	593	341	436	2,620	2,948	328	12.52%
Reg. Totals (1990-2000)	13,145	12,719	33,247	40,928	23,946	34,558	15,897	19,273	15,519	17,630	101,754	125,108	23,354	22.95%
Reg. (Actual) Increases		-426		7,681		10,612		3,376		2,111		23,354		
Reg. % Increases		-3.24%		23.10%		44.32%		21.24%		13.60%		22.95%		

Source: MA DET 3/02

Table 10
OCPC Region Average Employment and Unemployment
Of Residents in the Labor Force 2006*

Community	Labor Force	Employment	Unemployment	% Rate
Abington	9,031	8,600	431	4.8
Avon	2,276	2,148	129	5.7
Bridgewater	12,983	12,373	611	4.7
Brockton	44,514	41,704	2,811	6.3
East Bridgewater	7,292	6,932	361	5
Easton	13,023	12,476	547	4.2
Halifax	4,214	3,982	232	5.5
Hanson	5,401	5,186	265	4.9
Kingston	6,301	6,017	293	4.6
Pembroke	9,729	9,287	442	4.6
Plymouth	28,675	27,194	1,481	5.2
Plympton	1,583	1,500	83	5.3
Stoughton	15,041	14,302	713	4.7
West Bridgewater	3,496	3,326	170	4.9
Whitman	8,050	7,616	435	4.7
Region	171,609	162,643	9,004	5
Massachusetts				4.6
United States				4.6
*Not Seasonably Adjusted Data				
-Source: Mass. D.U.A, 2/28/07				

Table 11 (Page 1)
OCPC Region Employment and Wages 2001-2004

Community	Year	Total Annual Payroll	Average Annual Wages	Establishments	Total Employed	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and Warehousing	Information	Finance and Insurance
Abington	2001	120,348,448	29,218	302	4,119	406	0	53	1050	180	0	108
	2002	126,590,586	30,387	320	4,166	328	387	47	1071	243	0	117
	2003	125,692,728	31,581	330	3,980	354	0	44	998	319	5	76
	2004	132,115,662	33,153	345	3,985	415	0	45	985	293	0	90
Avon	2001	279,362,271	40,765	271	6,853	314	931	1449	1178	1409	107	34
	2002	276,607,613	43,962	259	6,292	271	906	1247	1161	991	109	38
	2003	286,459,908	46,481	263	6,163	292	835	1225	1124	922	95	49
	2004	310,123,192	50,550	278	6,135	348	945	1241	1087	773	92	54
Bridgewater	2001	261,681,676	35,681	470	7,334	420	233	248	702	138	44	144
	2002	270,311,159	36,802	489	7,345	453	218	248	675	0	39	154
	2003	259,997,953	37,190	496	6,991	449	201	247	686	154	13	176
	2004	284,011,051	39,169	516	7,251	441	208	253	730	160	20	197
Brockton	2001	1,303,978,637	34,677	1,977	37,604	1017	3194	2037	4508	1189	980	808
	2002	1,371,507,827	35,920	2,129	38,182	1047	2867	1915	4563	1123	831	862
	2003	1,434,773,309	37,194	2,188	38,575	1006	2585	1888	4658	1162	759	851
	2004	1,476,741,752	38,152	2,258	38,707	1141	2704	1728	4800	1220	700	845
East Bridgewater	2001	90,349,435	30,036	238	3,008	170	463	41	171	0	0	22
	2002	78,445,814	27,749	253	2,827	174	408	41	177	81	0	19
	2003	56,720,566	20,588	265	2,755	198	398	53	163	26	0	17
	2004	76,079,088	28,949	276	2,628	155	398	44	148	19	0	24
Easton	2001	323,190,043	34,917	692	9,256	1009	1160	563	961	159	111	224
	2002	331,820,128	35,776	740	9,275	964	1049	492	898	291	103	279
	2003	341,649,875	37,848	768	9,027	996	1028	471	1038	331	226	329
	2004	353,585,817	39,362	798	8,983	1025	930	528	1103	350	217	317
Halifax	2001	21,044,663	18,908	94	1,113	45	45	0	298	0	0	34
	2002	21,716,112	20,429	96	1,063	48	0	0	306	0	0	36
	2003	24,158,794	22,599	110	1,069	53	45	0	299	0	0	35
	2004	25,828,839	23,610	113	1,094	46	37	0	325	0	0	36

Source: Massachusetts Division of Employment and Training (www.detma.org), Municipal Data
Updated 1/06 AV

Table 11 (Page 2)
OCPC Region Employment and Wages 2001-2004

Community	Year	Total Annual Payroll	Real Estate	Professional / Technical Services	Administrative / Waste Services	Health Care / Social Assistance	Arts / Recreation	Accommodation / Food Services	Agriculture	Management of Companies	Educational Services	Other
Abington	2001	120,348,448	29	56	151	291	35	601	0	0	0	152
	2002	126,590,586	40	51	166	306	40	573	0	0	0	152
	2003	125,692,728	41	55	148	316	0	547	0	0	0	153
	2004	132,115,662	44	53	155	319	0	519	0	0	0	158
Avon	2001	279,362,271	88	205	268	194	0	64	0	0	0	44
	2002	276,607,613	106	227	136	185	0	65	0	0	0	38
	2003	286,459,908	190	235	162	144	0	57	0	0	0	38
	2004	310,123,192	180	225	187	106	0	67	0	0	0	41
Bridgewater	2001	261,681,676	48	118	78	716	83	823	25	0	0	290
	2002	270,311,159	63	123	85	613	87	842	0	0	0	296
	2003	259,997,953	63	143	95	334	91	814	0	0	0	318
	2004	284,011,051	60	145	110	336	80	872	0	0	0	320
Brockton	2001	1,303,978,637	303	843	1201	7953	258	2315	0	816	82	1578
	2002	1,371,507,827	316	836	1162	8467	289	2794	0	803	103	2103
	2003	1,434,773,309	344	868	1351	8783	305	2872	0	719	263	2060
	2004	1,476,741,752	334	849	1554	8819	339	2536	0	776	271	2071
East Bridgewater	2001	90,349,435	16	27	58	225	87	367	0	0	0	279
	2002	78,445,814	17	56	89	224	90	482	0	0	0	288
	2003	56,720,566	18	51	94	221	98	438	0	0	0	298
	2004	76,079,088	15	49	109	221	104	377	0	0	0	296
Easton	2001	323,190,043	115	621	793	592	108	856	31	0	0	348
	2002	331,820,128	90	555	1007	536	85	863	35	0	0	407
	2003	341,649,875	105	360	704	509	78	845	0	0	0	393
	2004	353,585,817	121	338	708	484	83	700	0	0	0	423
Halifax	2001	21,044,663	0	9	56	0	142	152	0	0	0	23
	2002	21,716,112	0	11	51	0	122	111	0	0	0	31
	2003	24,158,794	0	16	60	0	108	112	0	0	0	37
	2004	25,828,839	0	21	47	0	112	137	0	0	0	42

Source: Massachusetts Division of Employment and Training (www.detma.org), Municipal Data
Updated 1/06 AV

Table 11 (Page 3)
OCPC Region Employment and Wages 2001-2004

Community	Year	Total Annual Payroll	Average Annual Wages	Establishments	Total Employed	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and Warehousing	Information	Finance and Insurance
Hanson	2001	48,732,354	26,761	191	1,821	68	449	100	354	28	0	35
	2002	49,548,602	27,269	197	1,817	77	370	96	342	0	0	36
	2003	49,396,107	28,098	199	1,758	69	347	96	355	0	0	37
	2004	72,824,819	35,012	206	2,080	75	338	78	362	17	0	50
Kingston	2001	131,278,598	25,650	411	5,118	168	223	232	2155	58	141	81
	2002	142,324,697	25,779	448	5,521	210	201	215	2279	60	123	81
	2003	161,047,558	28,269	458	5,697	208	195	220	2370	0	115	95
	2004	165,586,189	28,564	476	5,797	214	185	228	2459	0	107	98
Pembroke	2001	164,698,356	31,473	484	5,233	477	603	307	1006	154	98	124
	2002	160,976,652	31,465	517	5,116	494	489	348	1111	143	78	174
	2003	169,911,915	32,625	536	5,208	537	382	329	1160	142	77	153
	2004	204,618,490	35,816	569	5,713	656	385	314	1254	134	77	160
Plymouth	2001	660,041,987	34,431	1,277	19,170	883	1334	305	2445	364	352	366
	2002	702,096,255	35,576	1,339	19,735	873	1220	308	2627	359	415	507
	2003	750,505,459	37,638	1,407	19,940	1010	1215	323	2508	393	428	617
	2004	781,326,837	38,381	1,492	20,357	1157	1151	381	2492	343	401	582
Plympton	2001	8,037,281	29,658	55	271	46	11	0	0	0	0	0
	2002	8,368,217	29,466	60	284	48	0	0	0	0	0	0
	2003	8,915,578	29,424	66	303	50	11	0	0	0	0	0
	2004	8,311,148	28,758	72	289	54	0	0	0	0	0	0
Stoughton	2001	475,219,156	22,114	920	21,490	1447	1628	1180	1771	368	166	202
	2002	488,499,650	38,702	953	12,622	1438	1544	1270	1598	349	162	223
	2003	488,693,618	39,738	966	12,298	1317	1551	1338	1536	254	69	253
	2004	499,454,075	41,435	1000	12,054	1164	1537	896	1648	204	63	270
West Bridgewater	2001	242,906,741	35,853	318	6,775	312	655	800	1928	243	0	73
	2002	251,941,893	37,727	345	6,678	316	636	835	1611	237	0	76
	2003	271,822,266	41,550	345	6,542	313	604	912	1471	206	57	57
	2004	278,925,277	43,891	363	6,355	339	631	848	1355	190	0	33
Whitman	2001	90,631,362	28,863	253	3,140	242	467	147	485	85	7	115
	2002	92,118,847	29,403	259	3133	253	432	176	530	0	8	109
	2003	107,730,573	31,363	276	3435	268	406	193	722	0	8	96
	2004	112,892,912	33,499	297	3370	296	392	202	723	0	0	106

Source: Massachusetts Division of Employment and Training (www.detma.org), Municipal Data Updated 1/06 AV

Table 11 (Page 4)
OCPC Region Employment and Wages 2001-2004

Community	Year	Total Annual Payroll	Real Estate	Professional / Technical Services	Administrative / Waste Services	Health Care / Social Assistance	Arts / Recreation	Accommodation / Food Services	Agriculture	Management of Companies	Educational Services	Other
Hanson	2001	48,732,354	0	54	29	190	0	262	0	0	0	73
	2002	49,548,602	0	63	42	190	0	260	0	0	0	81
	2003	49,396,107	0	68	48	145	0	285	0	0	0	76
	2004	72,824,819	54	63	37	130	0	277	0	0	0	79
Kingston	2001	131,278,598	97	92	152	454	122	450	0	0	22	150
	2002	142,324,697	108	111	160	481	181	575	0	0	21	201
	2003	161,047,558	111	118	171	433	218	604	0	0	20	215
	2004	165,586,189	105	105	156	445	210	621	0	0	8	225
Pembroke	2001	164,698,356	199	162	227	650	141	433	0	0	31	242
	2002	160,976,652	173	172	220	455	129	486	0	0	31	249
	2003	169,911,915	165	137	211	472	113	523	0	0	0	262
	2004	204,618,490	143	153	228	660	154	533	0	0	0	260
Plymouth	2001	660,041,987	189	595	736	3758	881	1873	17	473	63	551
	2002	702,096,255	211	661	631	3868	955	1944	16	447	51	617
	2003	750,505,459	193	646	543	3824	1016	2045	13	476	44	641
	2004	781,326,837	192	602	867	4024	965	2176	14	0	49	638
Plympton	2001	8,037,281	0	15	33	0	0	0	6	0	0	17
	2002	8,368,217	0	13	38	0	0	0	5	0	0	15
	2003	8,915,578	0	12	37	0	0	0	0	0	0	21
	2004	8,311,148	0	12	14	0	0	0	0	0	0	29
Stoughton	2001	475,219,156	174	317	550	1640	32	1126	0	101	130	516
	2002	488,499,650	304	381	435	1824	39	1151	0	96	138	549
	2003	488,693,618	355	400	468	1891	47	1033	0	0	131	540
	2004	499,454,075	359	571	554	1892	52	1088	0	0	151	551
West Bridgewater	2001	242,906,741	160	152	198	431	0	369	0	0	0	207
	2002	251,941,893	101	250	229	415	0	434	0	0	0	347
	2003	271,822,266	107	250	262	417	0	421	28	0	0	397
	2004	278,925,277	119	259	230	415	0	423	34	0	0	394
Whitman	2001	90,631,362	52	11	43	247	0	366	0	0	0	170
	2002	92,118,847	26	18	46	215	0	370	0	0	0	173
	2003	107,730,573	28	14	53	232	0	351	0	0	0	188
	2004	112,892,912	31	17	59	254	0	321	0	0	0	187

Source: Massachusetts Division of Employment and Training (www.detma.org), Municipal D
Updated 1/06 AV

Table 12
OCPC Region Average Annual Employment Within Communities 1997-2004

Community	1997	1998	1999	2000	2001	2002	2003	2004
Abington	3,794	3,922	3,972	4,203	4,119	4,166	3,980	3,985
Avon	6,204	6,478	6,694	6,858	6,853	6,292	6,163	6,135
Bridgewater	6,724	6,819	7,163	7,211	7,334	7,345	6,991	7,251
Brockton	36,423	36,962	37,451	37,737	37,604	38,182	38,575	38,707
East Bridgewater	3,157	2,990	2,990	3,418	3,008	2,827	2,755	2,628
Easton	7,846	8,107	8,620	9,344	9,256	9,275	9,027	8,983
Halifax	770	979	1,066	1,098	1,113	1,063	1,069	1,094
Hanson	1,869	1,887	1,921	1,839	1,821	1,817	1,758	2,080
Kingston	5,447	5,491	5,443	5,218	5,118	5,521	5,697	5,797
Pembroke	4,304	4,561	5,142	5,280	5,223	5,116	5,208	5,713
Plymouth	18,155	18,434	18,780	19,100	19,170	19,735	19,940	20,357
Plympton	237	249	245	267	271	284	303	289
Stoughton	13,353	13,671	13,384	12,452	12,490	12,622	12,298	12,054
West Bridgewater	7,366	7,812	7,954	6,902	6,775	6,678	6,542	6,355
Whitman	2,880	2,978	2,999	2,951	3,140	3,133	3,435	3,370
OCPC Region	118,529	121,341	123,824	123,878	123,295	124,056	123,741	124,798

*Source: Massachusetts Division of Employment and Training (www.detma.org), Municipal Data
Updated 1/06 AV*

Table 13
OCPC Region Changes in Manufacturing and Non-Manufacturing
Employment Sectors 1990-2000

Community	Manufacturing		% Change	Non-Manufacturing		% Change	Government		% Change	Total by Community		% Change
	1990	2000	1990-2000	1990	2000	1990-2000	1990	2000	1990-2000	1990	2000	1990-2000
Abington	566	432	-23.67%	2,334	3,227	38.26%	406	544	33.99%	3,306	4,203	27.13%
Avon	1,338	1,003	-25.04%	3,448	5,651	63.89%	189	204	7.94%	4,975	6,858	37.85%
Bridgewater	506	308	-39.13%	1,978	4,269	115.82%	2,577	2,614	1.44%	5,061	7,191	42.09%
Brockton	4,154	3,580	-13.82%	27,486	26,164	-4.81%	6,944	7,993	15.11%	38,584	37,737	-2.20%
East Bridgewater	935	516	-44.81%	2,027	2,336	15.24%	371	566	52.56%	3,333	3,418	2.55%
Easton	470	1,066	126.81%	4,448	7,387	66.07%	937	891	-4.91%	5,855	9,344	59.59%
Halifax	Conf.	Conf.	N/A	500	800	60.00%	155	268	72.90%	655	1,068	63.05%
Hanson	296	458	54.73%	1,008	1,245	23.51%	402	136	-66.17%	1,706	1,839	7.80%
Kingston	232	287	23.71%	3,918	4,500	14.85%	506	531	4.94%	4,656	5,318	14.22%
Pembroke	595	665	11.76%	2,926	4,251	45.28%	311	364	17.04%	3,832	5,280	37.79%
Plymouth	1,856	1,500	-19.18%	11,782	14,378	22.03%	2,416	3,041	25.87%	16,054	18,919	17.85%
Plympton	273	12	-95.60%	125	148	18.40%	Conf.	99	N/A	398	259	-34.92%
Stoughton	2,081	1,730	-16.87%	10,098	9,566	-5.27%	1,002	1,156	15.37%	13,181	12,452	-5.53%
West Bridgewater	713	661	-7.29%	3,964	5,968	50.55%	245	273	11.43%	4,922	6,902	40.23%
Whitman	607	522	-14.00%	1,774	1,835	3.44%	462	594	28.57%	2,843	2,951	3.80%
OCPC Totals	14,622	12,740	-12.87%	77,816	91,725	17.87%	16,923	19,274	13.89%	109,361	123,739	13.15%

Source: Old Colony Planning Council
Mass. Dept. of Employment and Training
Employment and Wages/Cities and Towns 1990-2000
Updated 1/06 AV

Table 14
Old Colony Planning Council
Employment Projections
2003-2025

Community	Workers by Community						Projections		
	1970	1980	1990	1998	2000	2004	2010	2020	2025
Abington	2,135	2,794	3306	3922	4,203	3,985	4,386	4,696	4,844
Avon	1,633	3,108	4,975	6478	6,858	6,135	7,245	7,756	7,953
Bridgewater	1,812	3,797	5,061	6819	7,211	7,251	7,626	8,164	8,353
Brockton	24,552	36,230	38,584	36962	37,737	38,707	41,338	44,255	46,175
East Bridgewater	1,608	3,592	3,333	2990	3,418	2,628	3,344	3,580	3,749
Easton	1,366	3,723	5,855	8107	9,344	8,983	9,067	9,707	9,912
Halifax	127	305	615	979	1,098	10,944	1,095	1,172	1,194
Hanson	794	1,231	1,706	1887	1,839	2,080	1,917	2,052	2,136
Kingston	530	1,770	4,656	5491	5,218	5,797	6,141	6,574	6,784
Pembroke	622	1,301	3,832	4561	5,280	5,713	5,101	5,461	5,632
Plymouth	4,644	10,458	16,054	18434	19,100	20,357	20,616	22,071	22,810
Plympton	193	738	481	249	267	289	278	298	318
Stoughton	3,705	8,135	13,181	13671	12,452	12,054	15,290	16,368	17,012
West Bridgewater	1,087	2,542	4,922	7812	6,902	6,355	8,737	9,353	9,452
Whitman	2,700	3,196	2,843	2979	2,951	3,370	3,332	3,567	3,705
OCPC Region	47,508	82,920	109,404	121341	123,878	134,648	135,513	145,074	150,027

*Source: Massachusetts Department of Employment and Training (DET), 1970-1998;
Old Colony Planning Council Projections
Note: 1970 DET data does not include government employment
Updated 1/06 AV*

Table 15 & 16
OCPC Region Major Manufacturing Employers

Table 15 - Major Employers by Community

COMMUNITY	EMPLOYER	SERVICE	ADDRESS	EMPLOYEES
Abington	Wal-Mart	Department Store	777 Brockton Avenue	232
Bridgewater	Bridgewater State College	College	131 Summer Street	1588
Brockton	Brockton Hospital	Hospital	680 Centre Street	1802
	Massasoit Community College	College	1 Massasoit Drive	1350
	Brockton Area Multi-Services	Counseling	484 Pleasant Street	1091
	Old Colony YMCA		1350 Pleasant Street	1050
	W.B Mason Company	Office Supply	59 Centre Street	985
	Brockton VA Medical Center	Hospital	940 Belmont Street	975
	Caritas Good Samaritan Medical Center	Hospital	235 North Pearl Street	911
	Rockland Trust Company	Bank	1670 South Main Street	781
	Bridgewater Goddard Park Medical Associates	Medical Center	110 Liberty Street	400
	United Parcel Services	Delivery Service	Multiple Locations	380
Easton	Stonehill College	College	320 Washington Street	550
Stoughton	New England Sinai Hospital and Rehab Center	Medical Center	150 York Street	650
	IKEA	Department Store	Stockwell Drive	500

Table 16 - Major Regional Employers

COMMUNITIES	EMPLOYER	SERVICE		EMPLOYEES
Brockton, Easton, Hanson, Plymouth, Stoughton	Shaw's Supermarkets	Supermarket	Multiple Locations	2074
Regional	Blue Cross/Blue Shield of MA	Insurance	Multiple Locations	1800
Regional	Reebok International, Ltd.	Shoe Manufacturing	Multiple Locations	1542
Avon	Jordan's Furniture	Furniture	Multiple Locations	1280
Regional	South of Boston Media Group	Newspaper Publishing	Multiple Locations	975
Abington, Avon, Brockton, Halifax, Plymouth	Wal-Mart	Department Store	Multiple Locations	857
Regional	Verizon Communications	Telecommunications	Multiple Locations	700
Avon, Brockton	Home Depot	Department Store	Multiple Locations	500
Brockton, Bridgewater, Easton, Hanson, Kingston, Plymouth, Stoughton, West Bridgewater	McDonald's	Restaurant	Multiple Locations	465
Brockton, Easton, Plymouth, Stoughton	Walgreen's Company	Convenience Store	Multiple Locations	402

Source: Metro South Chamber of Commerce
Updated 2/06 AV

B. THE DISTRICT AND ITS ECONOMY

GENERAL DESCRIPTION OF THE OLD COLONY PLANNING COUNCIL REGION

The District combines the old shoe manufacturing city of Brockton and surrounding towns with similar histories (Abington, Bridgewater, East Bridgewater, Stoughton and Whitman) with a group of outlying industrial/agricultural communities now becoming suburban. Plymouth contains an old manufacturing center in North Plymouth, now retail and office that was once home of the world-renowned Plymouth Cordage Company, as well as extensive outlying rural areas, which are now becoming suburban.

Similarly, the town of Stoughton northwest of Brockton has a dense urbanized center, a closed major shoe factory and surrounding suburban fringes. A number of the older towns such as the Bridgewaters have or had local factories. Some continue, but the general decline in manufacturing employment has left the local economy more dependent on lower paying retail and service activities, and on employment elsewhere in greater Boston or other labor markets.

Employment Trends

The largest numbers of jobs in the region are in Retail Trade, followed closely by Health Care and Social Assistance. Other large employment areas include Accommodation and Food Services, Manufacturing and Construction. See Table 18

Table 17 Employment by Major Industry Groups, 2005

Industry	Establishments	Average Employment
Agriculture, Forestry, Fishing & Hunting	13	92
Construction	1,121	7,668
Manufacturing	451	9,821
Wholesale Trade	570	6,538
Retail Trade	1,210	19,376
Transportation and Warehousing	217	3,342
Information	80	1,613
Finance and Insurance	378	4,644
Real Estate and Rental and Leasing	262	1,725
Professional and Technical Services	763	3,727
Management of Cos and Enterprises	28	1,394
Administrative and Waste Services	511	5,917
Educational Services	47	509
Health Care and Social Assistance	746	18,023
Arts, Entertainment and Recreation	97	1,781
Accommodation and Food Services	751	10,966
Other Services, Ex. Public Admin.	1,455	5,858

Source: MA Dept. of Workforce Development, 4/07

Cluster Development

The Old Colony Planning Council supports Cluster Development. The EDA supported Council on Competitiveness sponsors the Clusters of Innovation Initiative. In the introduction to the Executive Summary of the Clusters of Innovation National Report it is stated, “In healthy regions, competitiveness and innovation are concentrated in clusters, or interrelated industries in which the region specializes. The nation’s ability to produce high-value products and services which supports high-wage jobs depends on the creation and strengthening of these regional hubs of competitiveness and innovation. The report urges regional organizations to encourage cluster development.

The City of Brockton was an early example of cluster development. While shoemaking has declined in the city, many suppliers to the industry are still located in the city. The Brockton Area Workforce Investment Board commissioned the University of Massachusetts Office of the President, UMass Donahue Institute and the UMass Dartmouth Center for Policy Analysis to do a study in 2002 entitled “Greater Brockton Base Analysis: Critical and Emerging Industries and Workforce Development Targets”. This study included a Cluster and Sector Analysis. Critical and Emerging Clusters in the Brockton area were identified as: Allied Health Services, Business Services, Construction, Distribution, Professional Services and Retail. Emerging Clusters were identified as Social Services. Critical and Declining Clusters were identified as Financial Services, High Technology and Metal Manufacturing. See Table 19.

According to the report nine of the ten clusters employ more than three percent of the area’s total workforce and are therefore considered critical clusters. The Social Services cluster employs less than three percent of the total private sector workforce, but has been identified as an emerging industry because it has experienced rapid employment growth since 1990. Between 1990 and 1999, employment decreased in two of the ten clusters (Metals and Professional Services). Fifteen employment sectors within the clusters showed substantial employment gains and real wage increases. The sectors are:

- Special Trade Contractors (Construction)
- Electronic Equipment and Components (High Technology)
- Fabricated Metal Products (Metals Manufacturing)
- Wholesale Trade – Nondurable Goods (Distribution)
- General Merchandise Stores (Retail Trade)
- Furniture (Retail Trade)
- Offices and Clinics of Dentists (Health Services)
- Home Health Care Services (Health Services)
- Non-Depository Institutions (Financial Services)
- Real Estate (Financial Services)
- Engineering, Accounting, Research and Management (Professional Services)
- Individual and Family Services (Social Services)
- Mailing, Reproduction, Stenography (Business Services)

Table 18 Brockton Workforce Area Major Clusters

Critical and Emerging

Cluster	<u>% Private Sector Employment</u>	
	1990	1999
Allied Health Services	12.9%	12.9%
Business Services	3.8%	4.4%
Construction	5.8%	6.8%
Distribution	12.6%	12.3%
Professional Services	1.8%	3.2%
Retail	25.5%	25.4%

Emerging

Cluster	<u>% Private Sector Employment</u>	
	1990	1999
Social Services	1.5%	2.5%

Critical and Declining

Cluster	<u>% Private Sector Employment</u>	
	1990	1999
Financial Services	5.0%	3.0%
High Technology	5.5%	3.6%
Metals Manufacturing	4.1%	3.6%

Source: Greater Brockton Base Analysis: Critical and Emerging Industries And Workforce Development Targets” UMass, 2002

C. FACTORS AFFECTING THE REGIONAL ECONOMY

1. QUALITY OF LIFE

Quality of life is cited by companies as a significant factor in location decisions.

The region's high quality of life is a major factor in the region's economy. The district's coastline and urban and rural areas combined with easy access to the Boston and Providence areas make our region an attractive place to live and do business.

These factors have led to strong growth in our region. It will be a challenge for local planners and officials in the region to deal with this growth while preserving the features that draw folk and businesses to our region.

2. INDUSTRIAL PARKS

The region has thirty-three industrial parks. Some major parks include the Avon Industrial Park, The Brockton Business Center and the Plymouth Industrial Park, which are near major highways.

There are a number of vacant industrial parcels available. An updated list of industrial parks follows (See Table 20.)

3. EDUCATIONAL INSTITUTIONS

There are six institutions of higher learning in the OCPC region and a number within an hour's drive of its border. Bridgewater State College in Bridgewater has an enrollment of 9,130 students majoring in arts and sciences, management and aviation science and educational disciplines. Stonehill College in North Easton has an enrollment of 2,356. Stonehill offers Bachelor of Arts and Bachelor of Science degrees in 31 major subject areas and 37 minor areas within liberal arts, natural science and business

Massasoit Community College is a leading resource for education and workforce development in our region. The college is a comprehensive college offering associate degrees in arts, sciences and applied science, as well as one-year and short-term certificate programs. It has an enrollment of 6,975. It has campuses in Brockton and Canton. University of Massachusetts in Boston has a Plymouth campus that offers undergraduate and graduate courses, Corporate Certificate Programs and Professional Certificate Programs. Curry College has a Plymouth campus that offers four-year degree programs in health science, liberal arts and law enforcement. Quincy College has a Plymouth campus that offers two-year degree programs in Liberal Arts, Business, Registered Nurse, Computer Science, Criminal Justice, Legal Studies and Early Childhood Education. All are active in regional affairs and are tremendous assets to the region.

The following colleges and universities are not in the region but are nearby: University of Massachusetts in Boston and Dartmouth, Wheaton College in Norton, Aquinas College in Milton, Eastern Nazarene College in Quincy, Massachusetts Maritime Academy in Buzzards Bay on Cape Cod and Harvard, Massachusetts Institute of Technology, Boston University, Boston College, Northeastern University, Suffolk University, Tufts University, Emerson College, Brandeis, Babson College and Wellesley College in the Boston area.

4. INFRASTRUCTURE AND SERVICES

Water Supply

Most of the District continues to rely on local publicly owned groundwater systems. Of the fifteen district communities only the town of Plympton does not have a municipal water system. Residents and businesses there rely on wells for their water supply. The municipal systems in the district draw upon a few surface water supplies and scattered wells. They often lack adequate storage capacity. Outlying parts in many communities rely on private wells, as do some farms and households in communities with scarce public supplies.

The two major public systems in the region are the Abington/Rockland Joint Water Board serving Abington and the non-district community of Rockland and the extensive Brockton system owned and operated by the City of Brockton and serving Brockton, Whitman and portions of Hanson and Halifax. Brockton is planning on desalinization to supplement its water supply and Stoughton has tied into the Massachusetts Water Resource Authority to supplement its water supply.

Wastewater Treatment

There are four municipal wastewater treatment plants in the region serving a total of eight communities. Communities with full municipal sewer systems include Abington, (served by the Brockton and Rockland systems) Brockton, Stoughton and Whitman (served by the Brockton system). Communities with sewer systems serving part of the community include Bridgewater, Kingston and Plymouth. Part of Avon near the Brockton city line is tied into the Brockton system. Many of the region's more successful industrial/office parks rely on on-site disposal systems.

Solid Waste Disposal

As cheap landfill space rapidly disappears throughout the state, the cost of solid waste disposal has risen dramatically. There are no solid waste landfills left in the District. Of the District's fifteen communities, fourteen of them dispose of their rubbish at the SEMASS waste-to-energy facility in the out-of-district community of Rochester, which accepts up to 1,800 tons/day. Town of Easton residents and businesses contract independently for rubbish pickup.

There are five major existing commercial materials/sorting/recycling facilities in the District. Waste Management Inc. operates the Recycle America Alliance site in Avon. The facility processes an average of 80,000 tons of recyclable items a year. Browning Ferris Industries (BFI) operates a facility on Mulberry Street in Brockton. Some of the recycled materials are shipped out on CSX Rail. The Trojan Recycling Center on Forest Avenue in Brockton is approved to handle up to 500 tons per day. It ships out materials by CSX Rail. Champion City Recovery operates a construction and demolition materials (C and D) recycling facility at the end of Wilder Street on the Brockton-Avon line. This

facility uses CSX Rail to ship out sorted materials. There is a construction and demolition debris transfer station at the former town dump of Page Street in Stoughton.

Telecommunications

High-speed Internet access is a crucial infrastructure component for future economic development. Data on what portions of this region having access is being collected. Major service providers are Comcast and Verizon.

Housing

Between 1990 and 2000, the 15 communities in the region issued an average of 875 new residential single-family building permits each year. OCPC has some of the fastest growing communities in Massachusetts. Among them are Halifax, Kingston and Plymouth.

Incentives and Regulations

The primary economic development tool provided by the Commonwealth of Massachusetts is the Economic Target Area (ETA) and the Tax Increment Financing (TIF) Programs. Abington, Brockton, Stoughton, Plymouth and West Bridgewater are approved ETA's in the OCPC region.

Within Economic Target Areas, communities may designate Economic Opportunity Areas (EOAs), smaller areas where companies can be eligible for Tax Increment Financing (TIF) or Special Tax Assessment (STA). Under a TIF agreement a municipality agrees to a tax exemption based on a percentage of the value added through new construction (no more than 20 years). STA is a five-year program covering both the existing and new value of the real estate. In year one the tax is zero percent of the existing and new assessed value. Every year after the first year, 25 percent of the assessed value is taxed ending in year five with 100 percent of the assessed value taxed (Ex. 0%, 25%, 50%, 75% and 100%). Other benefits include a five percent State Investment Tax Credit and a ten percent Abandoned Building Tax Deduction.

Federal, state and local laws and regulations all serve to protect the environment. Massachusetts environmental law goes further than the federal National Environmental Protection Act (NEPA) process. The Massachusetts Environmental Policy Act (MEPA) encompasses many more projects than its federal counterpart: so most large development activities are tightly regulated in the region. The MEPA process was updated in 1998.

Energy Sources Within The District

The district has four electric power plants: the 670 megawatt Pilgrim Nuclear Station in Plymouth whose license to operate expires in 2012, a four megawatt diesel powered plant that burns methane gas generated by a closed landfill in East Bridgewater, a four megawatt diesel methane burning plant at a closed landfill in Halifax and a one megawatt solar power plant in Brockton which went on line in 2006.

ENVIRONMENT

Natural Resources

The District's natural resources include bogs supporting a major cranberry industry, historically significant bog iron deposits, extensive groundwater supplies in Kingston and Plymouth, including the Plymouth-Carver Sole Source Aquifer, some extensive area of good dairy land and significant sand and gravel deposits, along with extensive fresh and salt water beaches, and a small, but well-protected harbor in Plymouth. Plymouth Harbor is a center for fishing and tourism activities such as whale-watching trips. In addition, much of the terrain is quite buildable allowing it to accommodate growth.

Hazardous Waste Disposal/Brownfields

Hazardous waste disposal remains a vexing problem in the District. A number of older industrial sites are virtually useless because they are contaminated with hazardous wastes from past uses. State law (Chapter 21E) which inhibited transfer of contaminated sites has been revised to encourage the redevelopment of brownfields over the past five years. A fine example of brownfields reuse is the City of Brockton Brightfields Solar Power Plant located on the site of a former coal gasification plant.

Air Quality

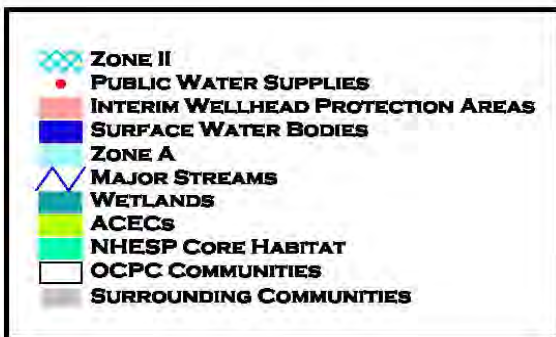
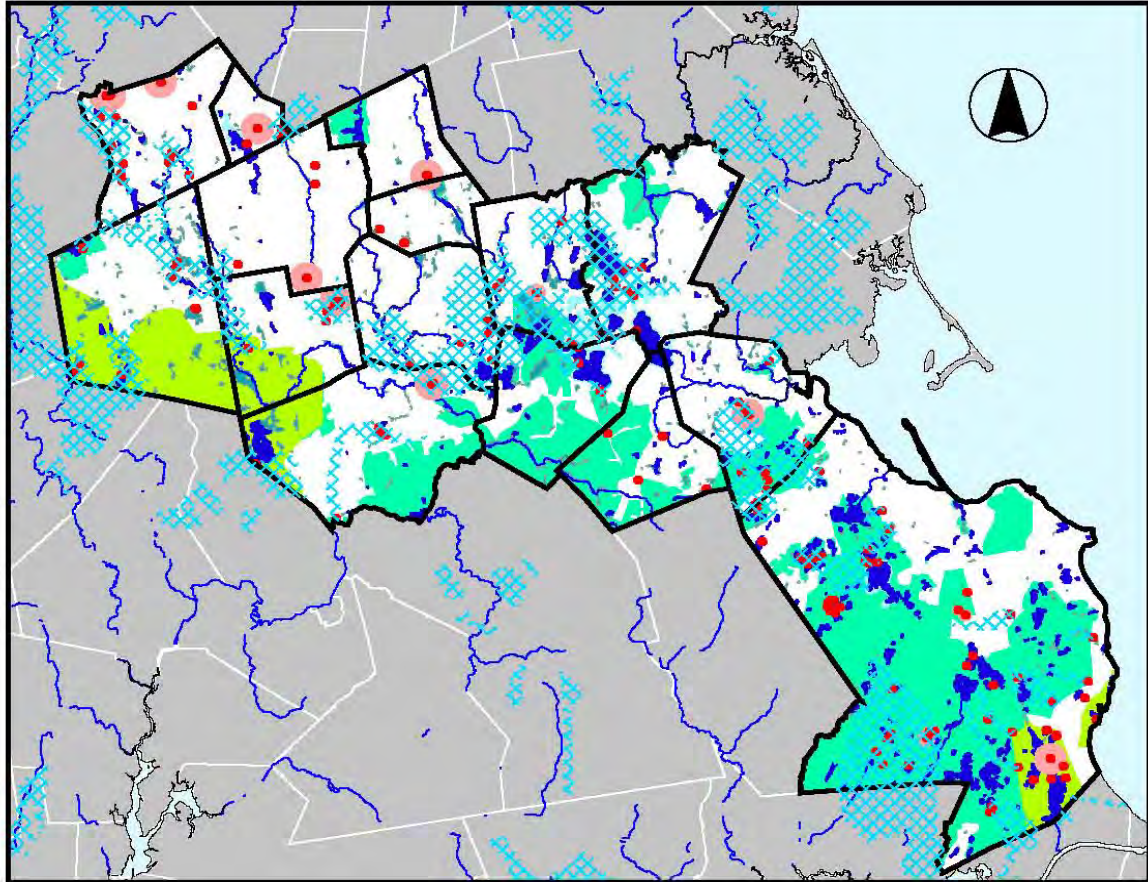
The Commonwealth of Massachusetts monitors air quality in the region. Eastern Massachusetts has historically been classified as a serious non-attainment area for ozone. With this non-attainment classification, the 1990 Clean Air Act Amendments (CAAA) requires the Commonwealth to reduce its emissions of volatile organic compounds (VOCs) and Nitrogen Oxides (NOX), the two major precursors to ozone formation in order to achieve attainment of the ozone standard. The existing transportation system, heavily reliant on motor vehicles contributes to the ozone problem. Alternative means of transportation such as commuter rail and carpooling help to reduce emissions from motor vehicles.

Environmentally Sensitive Areas (see map)

POLITICAL STRUCTURE

The Old Colony Planning Council (OCPC) consists of portions of three counties and fifteen municipalities. The district's county membership includes the City of Brockton and the towns of Abington, Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plymouth, Plympton, West Bridgewater and Whitman in Plymouth County, Avon and Stoughton in Norfolk County and Easton in Bristol County. In Massachusetts the only role of most counties is the administration of the registry of deeds, the court and the prison systems.

ENVIRONMENTALLY SENSITIVE AREAS



OLD COLONY PLANNING COUNCIL
70 SCHOOL STREET
BROCKTON, MA 02301

GIS DATA SOURCES:
MASSGIS

OCPC GIS, SEPTEMBER 2006

**Table 19
Industrial, Commercial and Technology Parks**

	Business Park	Street	Total Acres	Acreage Available	Bldg Space Available (Sq. Ft)	Number of Firms	Utilities/Service				
							Rail	Water	Sewer	Gas	Optics
Avon											
1	Avon Industrial Park	Bodwell Street	300	12.5	10,000	123		x		x	
2	Avon Merchants Park	Stockwell Drive	147	None	None	15		x		x	
Bridgewater											
3	Bridgewater Industrial Park	Elm Street	56	17	None	10		x		x	
4	Scotland Industrial Park	Pleasant Street	105	15	None	9		x		x	
5	Lakeshore Center	Pleasant Street	140	130	None	4		x		x	
Brockton											
6	Brockton Business Center	Liberty Street	195	21	None	140		x	x	x	x
7	Oak Hill Way Industrial Park	Oak Hill Way	70	40	None	20	x	x	x	x	x
8	AMB Industrial Park	Manley Street	18	None	None	6		x	x	x	x
9	Northeast Industrial Park	Harrison Blvd.	40	N/A	None	40		x	x	x	x
Easton											
10	Easton Industrial Park	Belmont Street	150	5	10,000	52		x		x	
Halifax											
11	Halifax Industrial Park	Plymouth Street	21	18	None	1		x			
Hanson											
12	Casoli Industrial Park	Main Street	14	5	None	3		x			
13	Hanson Commerce Center	Industrial Blvd.	34	25	5,000	10		x			
14	Station Street Industrial Park	Station Street	16	12	None	2		x			
Kingston											
15	Jones River Industrial Park	Wapping Road	8	None	None	9		x		x	x
16	Kingston Industrial Park	Gallen Road	400	60	None	18		x		x	
17	South Shore Commuter Rail Park	Marion Drive	135	135	None	0		x		x	x
Pembroke											
18	Corporate Park	Oak Street	80	22	10,000	25		x		x	
19	North River Commercial Park	Oak Street	34	5	None	9		x		x	
20	Pembroke Business Center	Oak Street	118	118	None	0		x		x	
Plymouth											
21	Airport Industrial Park	South Meadow Road	150	100	None	12		x			
22	Camelot Industrial Park	Long Pond Road	110	70	None	52		x			
23	Cooks Pond Industrial Park	Long Pond Road	30	28	None	1		x			
24	Plymouth Industrial Park	W. Cherry Street	450	80	20,000	75		x		x	
Plympton											
25	Plympton Industrial Park	Spring Street	130	130	None	0					
Stoughton											
26	AMB Business Park	Turnpike Street	85.6	None	10,000	12		x	x	x	x
27	Metro South Corp. Center	Technology Center Dr.	287	50	None	3		x	x	x	x
28	Qual-Craft Corporate Center	Central Street	5	None	None	8		x	x	x	
29	Shawmut Mills Industrial Park	Canton Street	10	None	2,500	6		x	x	x	
30	Tosca Drive Industrial Park	Canton Street	45	None	5,000	32		x	x	x	
31	Campanelli Commerce Park	Page Street	40	30	None	1		x	x	x	x
West Bridgewater											
32	W. Bridgewater Business Park	Manley Street	48.3	None	427,000	3		x		x	x
Whitman											
33	Whitman Industrial Park	Industrial Way	6	1	None	8		x	x	x	
<p><i>SOURCE:</i> Field Observation, Industrial Realtors, Town Officials, Updated 3/06 BH</p>											

III. VISION STATEMENT, GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES

A. VISION STATEMENT

The vision of the Old Colony Planning Council Economic Development District (OCPC EDD) is to improve the economic viability of the region by providing more and better paying jobs to the region by seeking to attract new employers to the region and retain present employers. The OCPC EDD supports workforce training to provide a skilled workforce for current and new employers and the availability of adequate financing for existing and new businesses in the region. The OCPC EDD provides a forum for those seeking to bring new businesses into the area and for those seeking to expand businesses presently located in the area.

Three Overall Principles Guide the Goals and Objectives

Smart Growth/ Sustainable Development

New economic development activity must be planned to serve future generations and must be done in a manner that respects the environment.

Infrastructure

There must be adequate infrastructure (transportation, and utilities including fiber optics) to support development.

Economic Self-Sufficiency

Economic development activity must focus on attracting jobs that have a career path with opportunities for advancement and pay wages that allow workers to be self-supporting.



B. GOALS AND OBJECTIVES

The goals, objectives and implementation strategies in this section were developed with input from the CEDS Committee. The District reviewed previous goals and objectives and changes in the regional economy. It was reviewed and approved by the CEDS Committee.

The terms as used here are defined as follows:

Goal – A Goal is the ultimate intent to which a project is directed. Goals should reflect what has been accomplished in response to previously identified problems and opportunities. A specific attainment date need not be specified since the goal may never be fully achieved. However goals that are too broadly defined may not lead to specific achievable objectives.

Objective – An objective is a specific measurable accomplishment or mile stone enroute to achieving a goal. An objective should be measurable and should be able to be accomplished within a specific time. It is recognized that objectives vary in their time requirements. Accordingly they are identified below as either short-term (1-2 years), mid-range (3-5 years) or long-term (5 or more years)

A. GOAL: PARTICIPATION IN CEDS PLANNING PROCESS

OBJECTIVES: (Long Term): To have participation in the CEDS Planning Process from a broad a range of economic development practitioners in the region as possible and to recognize the link between workforce development and economic development.

What is being done?

Committee meetings are being publicized and potential participants are being contacted.

What is OCPC's role?

OCPC, working with economic development entities such as Chambers of Commerce, Workforce Development boards and local economic development boards encourages participation in the CEDS process and facilitates exchanges of information about economic/workforce development activities.

B. GOAL: PROMOTE THE EXPANSION/REVITALIZATION OF QUALITY INDUSTRIAL/COMMERCIAL LAND IN THE REGION AND THE REUSE OF OLDER URBAN FACILITIES

OBJECTIVES: (Long Term): To increase the supply of quality industrial or commercial land, to promote the development of technology ready sites with fiber optics improvements included in any infrastructure improvements, encourage wastewater and water improvements, identify growth industries and to recommend/advise on future land use.

What is being done?

- Industrial/Commercial and brownfields land is being identified.
- Downtown development and brownfields developments are being planned in Brockton and Plymouth.
- The closed South Weymouth Naval Air Station, which includes land in the district



community of Abington is being redeveloped.

- Private industrial park development continues in the region including Avon, Brockton, the Bridgewater, Kingston, Pembroke, Plymouth and Stoughton.

What is OCPC's role?

OCPC will continue to identify and make available to interested parties information on available land and industrial/commercial space and will provide technical assistance to public and private sector proponents of land development for economic development including assistance in federal and state grant applications.



C. GOAL: PROMOTE ENTREPRENEURSHIP AND PRESERVE EXISTING BUSINESS AND INDUSTRY BY PROVIDING PLANNING ASSISTANCE.

OBJECTIVES: (Long Term): Increase the number of business startups and promote the retention of existing business and industry.

What is being done?

The South Eastern Economic Development Corporation (SEED) focuses on the development of small businesses in southeastern Massachusetts through financial and technical assistance. SEED Corporation is a SBA 504 lender and operates a very successful micro enterprise loan program. The Metro South Chamber of Commerce, SBA, SCORE and the Commonwealth Corporation operate the Business Assistance Center (BAC) in Brockton.

CareerWorks in Brockton and Plymouth offers entrepreneurial training to aspiring businesspersons.

What is OCPC's role?

OCPC's role will continue to be of support of SEED and the BAC. OCPC is a partner in

the BAC and provides demographics and other technical assistance to people starting businesses.

D: GOAL: WORK TO MAINTAIN AND ENHANCE THE REGION'S QUALITY OF LIFE

OBJECTIVE: (Short Term): Obtain state and local approval of a regional development vision that capitalizes on the growth and development in southeastern Massachusetts while enhancing the region's quality of life and promotes regional economic development.

A region's quality of life is important for economic development. To attract businesses a region needs to offer an attractive lifestyle to potential employees.

What is being done?

OCPC with the Southeastern Regional Planning and Economic Development District and the Metropolitan Area Planning Council continue to work on the Vision 2020 project with the release of their report "Southeastern Massachusetts: An Agenda for the Future". The report calls for the designation of "priority development areas as target areas for economic development". The three regional planning agencies involved in the project are in the process of developing standards for designation of those areas and associated incentives.



There are six Regional Competitiveness Councils (RCC's) in Massachusetts. Represented on these councils are industry, banking, economic development, education and other interests. The goal of the RCCs is to provide recommendations to the Governor on regional economic development issues. In the longer term this information will assist in the development of a statewide economic development strategy.

What is OCPC's role?

OCPC is a participant in Vision 2020. Vision 2020 continues its work as an advocate for smart growth. In 2003 the organization adopted a set of Smart Growth Principals. The principals emphasize how managed growth is needed to maintain the region's unique qualities. A major initiative has been to develop and distribute a Smart Growth audit for local communities. This self-assessment tool has been used to educate local officials and to assess where Vision 2020 should target its resources.

As a comprehensive regional planning agency, OCPC works on many things associated with Vision 2020 including environmental protection, transportation planning, land use planning, economic development, master plans, grant writing and redevelopment of distressed areas.

OCPC is a member of the Southeast Regional Competitiveness Council. The council advises the governor on economic development issues including educational attainment, skills training, smart growth, transportation investment and support for cities.

E. GOAL: SUPPORT THE DEVELOPMENT OF TRANSPORTATION PROJECTS NECESSARY FOR ECONOMIC DEVELOPMENT

OBJECTIVES (Long Term): to increase mobility through highway improvements and improvements to air and railroad facilities in the region.

What is being done?

- The relocation of Route 44 has been completed.
- Improvements to Route 18 are being undertaken.
- Improvements to Route 3 are being undertaken.

What is OCPC's role?

OCPC will promote highway improvement projects in our region through its involvement with the Transportation Improvement (TIP) Program. OCPC serves as a regional clearinghouse for transportation project funding.



F. GOAL: PURSUE A POLICY OF SUSTAINABLE DEVELOPMENT

OBJECTIVES: (Long Term): To maintain the number of working farms in the region.

New economic activity must be planned to serve future generations. Agriculture and aquaculture are excellent examples of sustainable development.

What is being done?

The Pilgrim Resource, Conservation and Development (RC&D) Area Council plans and carries out projects for resource conservation and community development that lead to sustainable communities, prudent land use and the sound management and conservation of natural resources.

What is OCPC's role?

OCPC is a member of the Council. The Comprehensive Planning Supervisor serves as Treasurer and Secretary. RC &D promotes land use policies that encourage farmland preservation, cranberry and other crops production, and aquaculture development.

G. GOAL: PROVIDE DATA AND INFORMATION TO SUPPORT ECONOMIC DEVELOPMENT IN THE REGION

OBJECTIVE: (Long Term): Make information available through the Council Databook, internet, Geographic Information Systems (GIS), Pictometry, and the Council traffic counting program, as well as through traditional sources, collect, research on future economic development trends, identify clusters, and identify problem areas or areas with potential future problems and future strengths.

Business needs information on socio-economic data, sites, labor, training and education, financing incentives, community profiles, recreational opportunities, etc. in order to make good decisions on development and expansion.

What is being done?

Organizations such as OCPC and the Institute for Regional Development at Bridgewater State College provide socio-economic and Geographic Information Systems (GIS) data and mapping. The Harvard Geospatial Library, an effort by Harvard University, is an on line service providing demographic information free of charge for the state and the region.



What is OCPC's role?

OCPC is a designated state data center for socio-economic data. OCPC employs a GIS specialist who maintains various GIS databases, which include land use, natural resources, infrastructure, transportation and statistical data. OCPC maintains and updates its “Databook”. The OCPC Transportation Planning Department conducts an annual traffic counting program in the region and makes traffic count information available.

H. GOAL: IMPROVE THE EDUCATION AND SKILLS OF THE REGION’S WORKFORCE

OBJECTIVE: (Long Term): Provide programs for continuous education of the region’s workforce so businesses can have access to a pool of employees with up-to-date skills.

Education and training of the workforce is a priority for economic development in the OCPC EDD. Employers are attracted to an area by the presence of a skilled workforce and the availability of training for new and present employees. It is the philosophy of OCPC to encourage those businesses to locate within the region that invest in their employees through training and the creation of career ladders that provide opportunities for career advancement that results in increased family self-sufficiency. In addition a recent summit of business and education leaders determined that teaching the English language to immigrants is crucial for sustaining the region’s workforce.

What is being done?

The Brockton Area Workforce Investment Board directs the regional effort of workforce development training. A Human Capital loan program is operated by SEED Corporation. This program is targeted at upgrading the skills of those already employed. A committee of business and education leaders will be assembled to follow up on the need to expand the teaching of the English language to immigrants.

What is OCPC’s role?

The role of the OCPC EDD is that of an overall economic development-coordinating agency, identifying shortcomings in the area’s workforce. OCPC supports the school to work partnerships that have been funded in all the region’s Workforce Investment Boards. OCPC will continue to support educational opportunities. OCPC supports expanded teaching opportunities of the English language to immigrants.



I. GOAL: TO MEET THE NEEDS FOR FINANCING AND TECHNICAL SUPPORT AVAILABLE TO TROUBLED, EXPANDING, START-UP OR MINORITY-OWNED FIRMS

OBJECTIVES: (Long Term): To support businesses in creation or retention of jobs.

What is being done?

SEED Corporation operates loan programs for businesses in Southeastern Massachusetts.

What is OCPC's role?

OCPC supports the BAC and Metro South Chamber of Commerce with technical assistance to clients. OCPC supports SEED Corporation by supplying demographic data and client referrals.

J. GOAL: PROMOTION AND DEVELOPMENT OF OUR TOURISM INDUSTRY

OBJECTIVES: (Long Term): Provide improved linkage between regional tourist attractions.

Tourism is an important part of our regional economy and our region has many tourist attractions that are underutilized.



What is being done?

Tourism campaigns are being undertaken by the Plymouth County Development Council.

Brockton tourism campaigns are being undertaken by the Metro South Chamber of Commerce.

What is OCPC's role?

OCPC administers the Transportation Improvement Program which funds tourism related activities such as bicycle and pedestrian paths.

K. GOAL: PROMOTE TRANSIT ORIENTED DEVELOPMENT (TOD)

OBJECTIVES: (Long Term): To develop mixed-use, higher density development centered on existing or new transportation facilities. To create efficient land use practices

with compact development patterns, less dependence on automobiles, a range of housing opportunities and choices, and an improved jobs/housing balance.



What is being done?

The Town of Abington approved the creation of a TOD district near its MBTA commuter rail station at Spring 2003 Town Meeting as part of extensive town-wide rezoning.

The South Shore Tri Town Development Corporation is exploring TOD for the redevelopment of the South Weymouth Naval Air Station. The City of Brockton is considering rezoning part of the city near

commuter rail stations as TOD zoning districts.

What is OCPC's role?

OCPC will furnish guidance to communities in our region in creating TOD districts, inclusionary zoning, best land management practices that encourage open space and avoid sprawl.

L. GOAL: ENCOURAGE THE CREATION OF LOCAL ENERGY RESOURCES FOR BOTH EMERGENCY AND LONG TERM USE. SUPPORT THOSE COMMUNITIES WITHIN THE OCPC REGION CONSIDERING THE FORMATION OF INDEPENDENT LOCAL ENERGY UTILITIES. SUCH VENTURES INCLUDE, BUT NOT LIMITED TO: SOLAR POWER, WIND ENERGY, FUEL CELLS, GEOTHERMAL ENERGY AND NATURAL GAS FIRED COMBINED CYCLE ELECTRIC GENERATING PLANTS.

OBJECTIVES: (Long Term): To make available alternative emergency and supplementary sources for electrical energy allowing for interconnection with area transmission grid systems where possible.

What is being done?

The City of Brockton has built a solar power plant. It went on line in 2006. It is the largest solar power (photovoltaic) plant on the east coast. A number of towns in the area including Kingston, Pembroke and Plymouth are discussing the erection of wind turbines for power generation.

Plymouth is discussing creating its own municipal electric company. A gas fired combined cycle power plant in Brockton has been permitted and meetings with turbine manufacturers, contractors, and major investors are ongoing. West Bridgewater will





build a wind turbine to power the town water wells and water treatment plants. A test tower has been erected.

What is OCPC's role?

OCPC will continue to furnish relevant guidance to those member communities involved in, or to be involved in the creation of local energy resources. Such guidance will include land use zoning allowing for these resources, related environmental concerns, and seeking available financing to realize their completion.

M. GOAL: SUPPORT THE DEVELOPMENT OF ENHANCED TELECOMMUNICATIONS INFRASTRUCTURE IN OUR REGION (adopted April 9, 2007)

OBJECTIVES: (Long Term): Encourage private sector initiatives to bring high speed access to telecommunications throughout the region to encourage economic development and to allow existing businesses access to this infrastructure to remain competitive in a world economy.

N. GOAL: ENCOURAGE THE BRANDING OF THE REGION TO SUPPORT ECONOMIC DEVELOPMENT (adopted April 9, 2007)

OBJECTIVES: (Long Term): To create a sense of identity of the region that could be marketed to retain and attract businesses to our region.

IV. PRIORITY ECONOMIC DEVELOPMENT PROJECTS

A. PROGRAM AND PROJECT SELECTION

The Comprehensive Economic Development Strategy Committee (CEDS) has identified eighteen Priority Economic Development Projects for FY 2007 which may or may not be eligible for EDA funding.

A proposed project is eligible for EDA funding if it is located in an area that meets one or more of the following criteria:

1. **Low Per Capita Income:** The area has a per capita income of 80% or less of the national average.
2. **Unemployment Rate above National Average:** The area has an unemployment rate that for the most recent 24-month period is at least 1% greater than the national average.
3. **Unemployment Or Economic Adjustment Problems:** The area has experienced or is about to experience a special need arising from actual or threatened severe unemployment or economic adjustment problems resulting from changes in economic conditions.

The Comprehensive Economic Development Strategy (CEDS) maintains an additional list of some thirty-two projects in support of economic development in the region.

EDA Investment Policy Guidelines/Priority Criteria used to rank priority projects is:

- The proposed investments are market based.
- The proposed investments are proactive in nature and scope.
- The proposed investments look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.
- The proposed investments maximize the attraction of private sector investment and would not otherwise come to fruition absent EDA's investment.
- The proposed investments have a high probability of success.
- The proposed investments result in an environment where higher-skill, higher wage jobs are created.
- The proposed investments maximize return on taxpayer investment.

B. PRIORITY PROJECTS

The Priority Projects for FY 2007 are summarized below with the specific goal (s) addressed by each project, which constitutes the basis of the region's economic development strategy. These projects may or may not be eligible for EDA Funding. Some may be eligible for other funding sources. The projects are as follows:

Brockton College Collaborative

Status: Ongoing

Goals Addressed: B, C, D

Coweasett Brook Business Park

Status: Plan created, looking for implementation entity

Goals Addressed: A, B

OCEDD Industrial/Commercial Incubator

Seeking a facility, funding being sought

Goals Addressed: B, C

Brockton Two Way Traffic on Main Street

Status: Transportation studies ongoing

Goals Addressed: B, C, E

Brockton Parking Garage/Deck on Lincoln Street

Status: Design complete, seeking funding

Goals Addressed: B, C, E

Brockton Loft Housing

Status: Ongoing

Goals Addressed: B, C, D

Brockton Route24/Downtown Connection

Status: Transportation studies ongoing

Goals Addressed: B, C, E

Construction of a Water Transmission Main From Bridgewater Center to the Route 24 Industrial Area

Status: Design complete, waiting funding

Goals Addressed: B, E

East Bridgewater By Pass Road

Status: Design complete, awaiting funding

Goals Addressed: B, E

Stoughton Industrial Park

Status: Ongoing studies

Goals Addressed: B, C

Bridgewater Business District Sewer Extension

Status: Design complete, awaiting funding

Goals Addressed: B, E

Feasibility Study To Improve Stoughton Square

Status: Consultant needs to be hired to do design

Goals Addressed: B, C

South Weymouth Naval Air Station Public Works

Status: Seeking funding, design work underway

Goals Addressed: A, B, C, E

Easton Five Corners Revitalization Project

Status: Planning Stage

Goals Addressed: E

Plymouth: Infrastructure Improvements

To aid redevelopment of Cordage Park

Status: Planning Stage

Goals Addressed: B, C, K

Town of Plymouth New England Park

Town-owned 1,000 acre technology park/higher education campus

Status: Planning Stage

Goals Addressed: B, H



C. LOCALLY PROPOSED PROJECTS

Abington:

- Abington Business Incubator. Estimated Cost = unknown
- North Abington Business District Improvements, street, sidewalk and off street parking improvements. Estimated cost = \$600,000.
- Abington Business District Improvements. Estimated cost = unknown
- Route 18 Access Road to Multiple Use Planned Development Land on former South Weymouth Naval Air Station land. Estimated Cost = \$250,000

Avon:

- Water main improvements from Route 28 along Spring Street to Industrial area. Estimated cost = unknown.
- Providing public sewer to the Avon Industrial Park and Merchants Park. Estimated cost = unknown
- Traffic and Pedestrian Improvements around Goeres Square. Estimated cost = unknown
- Walking path/roadway improvements to Industrial Park. Estimated cost = unknown
- Outreach to local industries/training. Estimated cost = unknown
- Downtown development. Estimated cost = unknown
Repaving of Pond Street, Page to High Streets, East High Streets to East Spring Streets. Estimated cost: unknown
- Relocate town fuel/storage area @compost area. Estimated cost = unknown

Brockton:

- Reuse of Brownfields Sites (former Ralsco and Ames and Spark Street sites). Estimated cost = \$200,000
- Sports Bubble on former Montello Auto Body site. Estimated cost = \$1,000,000

Easton:

- Improvements to infrastructure of Easton Business District. Estimated cost = \$1,700,000

Halifax:

- Traffic improvements on Route 106 in response to commercial development. Estimated cost: = unknown

Kingston:

- Improvements to infrastructure of Kingston Business District. Estimated cost = \$1,000,000
- Improvements to Kingston Industrial Park. Estimated cost = \$1,000,000

Pembroke:

- Develop a comprehensive economic development program for the town. Estimated cost = unknown
- Develop a multi-faceted plan for preserving and strengthening Pembroke Center. Estimated cost = unknown
- Circulation and land use issues study in the Routes 3/139 business area. Estimated cost = unknown
- Route 53 Corridor Study. Estimated cost = unknown

Plymouth:

- Enhancements for Memorial Hall. Estimated cost = unknown
- Feasibility/Design study for two multi-level parking facilities to serve downtown and waterfront. Estimated cost = unknown
- Replacement of “T” Wharf on Plymouth Waterfront. Estimated cost = \$4 million.
- Cooperative planning with all interests to fully develop historic downtown. Estimated cost = unknown
- Town of Plymouth, Plymouth Industrial Development Commission and Plymouth Regional Economic Development Corporation, cooperative planning to fully buildout 450 acre EDA assisted Plymouth Industrial Park. Estimated cost = unknown

Stoughton:

- Comprehensive improvement of traffic, parking, public spaces signage, facades and regulations to rejuvenate Stoughton Square. Estimated cost = \$150,000
- Reconfiguring complex Tosca Drive/Canton Street/Central Street intersection through creation of a roundabout to ease traffic flow and enhance local commercial/industrial development. Estimated cost = \$150,000

West Bridgewater:

- Walnut Street Standpipe installation. Estimated cost = \$1,000,000
- Widening of Route 106 (West Center Street). Estimated cost = \$100,000
- Central Square Intersection Study. Estimated cost = \$100,000
- Center Square Improvements. Estimated cost = \$1.1 million



V. EVALUATION PROCESS:

2007 EVALUATION

GOALS AND OBJECTIVES

Objective of Evaluation Criteria

The Old Colony Planning Council Economic Development District EDS Process is guided by the Vision Statement and Goals included in the Action Plan. **Evaluative Criteria** has been created to reflect these two elements for three areas: the CEDS process, regional economic status, and specific economic development project status. It is difficult to identify exact determinants that encompass all factors within the goals and objectives of the action plan. Due to this, two measurements are used as evaluation criteria: they are **Quantitative Measurement** and **Qualitative Measurement**. The former is a statistical figure(s) that best represents the intention of the goal and the latter is a more descriptive measurement of the goal. The evaluation criteria will measure the success and direction of the CEDS program for the Old Colony Planning Council EDD.

CEDS Evaluation Sub Committee

The CEDS Committee has a CEDS Evaluation Sub committee. This sub committee is assigned the task of providing input and guidance to the evaluation and monitoring of the CEDS process. The sub committee meets at least once per year to review the CEDS Goals and Objectives and measure the status or progress of the OCPC EDD in meeting CEDS Goals and Objectives based on their own observations as they relate to the performance measures as defined by the scoring system.

This committee presented its report at the June 11, 2007 CEDS Committee Meeting. The following section includes the Evaluation Sub Committee's findings.

GOAL A: PARTICIPATION IN CEDS PLANNING PROCESS.

OBJECTIVE: (Long Term): To have participation in the CEDS Planning Process from a broad a range of economic development practitioners in the region as possible and to, recognize the link between workforce development and economic development.

Participation in CEDS Planning Process:

QUALITATIVE MEASUREMENT: Increase efforts to have participation by as many groups as possible in the CEDS process. Work to increase meeting attendance, guest speakers, issue updates and presentations.

QUANTITATIVE MEASUREMENTS:

1. Increase the number of CEDS committee meetings from 6 to 7 this report year.
2. Increase attendance of the CEDS Committee from 35% to 50% during the 2006-2007 report year to allow for diverse participation in the CEDS process by economic development practitioners in the region.
3. Invite 3 guest speakers who will speak on regional economic development issues to three of the six CEDS Committee meetings.
4. Distribute updates to 10 economic development entities, 5 workforce development entities and three local colleges/universities in the region and monitor the number and organizations and participants that received the CEDS Community Economic Development Updates during the 2006-2007 report year.
5. Improve CEDS Outreach, by conducting one workshop on a key CEDS issue, attending two EDA Teleconferences and attending two economic partners economic development functions during the 2006-2007 report year.

EVALUATION CRITERIA

NUMBER OF CEDS COMMITTEE MEETINGS

1. 5 or 6 annually (Excellent)
2. 4-5 annually (Good)
3. 4 or less annually (Needs Improvement)

TOTAL ATTENDANCE/AVERAGE ATTENDANCE

1. 60 or more annually (Excellent)
2. 30-60 annually (Good)
3. 30 or less annually (Needs Improvement)

GUEST SPEAKER/PRESENTATIONS

1. 6 or more annually (Excellent)
2. 3-5 annually (Good)
3. 2 or less annually (Needs Improvement)

CEDS COMMUNITY ECONOMIC DEVELOPMENT ISSUES UPDATES

1. 4 or more issue updates (Excellent)
2. 3 issue updates (Good)
3. Less than 2 (Needs Improvement)

CEDS OUTREACH ACTIVITIES

1. 3 or more annually (Excellent)
2. 1-2 annually (Good)
3. 1 or less (Needs Improvement)

EVALUATION RESULTS

CEDS COMMITTEE MEETINGS	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
1. Number Held	6	6	7	5	6
2. Total Attendance	48	48	42	37	54
a) OCPC Delegates	12	12	6	5	5
b) Private Sector	12	12	12	12	16
c) Workforce/Econ Dev. Practitioners	16	18	14	12	22
d) Other (including transportation)	8	6	10	8	9
Average Attendance	8	6	7	6	9
3. Guest Speakers/Presentations	3	3	4	3	6
4. Issue Updates	12	12	12	10	12
5. Workshops/Teleconferences	2	3	3	3	2

FINDINGS: In 2006-2007 six meetings were held. Overall attendance at meetings increased. We lost two members due to job changes. There were 6 guest speakers and presentations. Issue updates were distributed to 10 economic development entities, 5 workforce development entities and three local colleges and universities. Staff and committee members attended four economic development partners' economic development functions during the 2006-2007 year. Members attended 2 EDA teleconferences.

GOAL B: PROMOTE THE IDENTIFICATION OF QUALITY INDUSTRIAL COMMERCIAL LAND AND THE REUSE OF OLDER FACILITIES IN THE REGION.

OBJECTIVE: (Long Term): To increase the supply of quality industrial or commercial land, to promote the development of technology ready sites with fiber optics improvements included in any infrastructure improvements, encourage water and wastewater improvements, identify growth industries and to recommend/advise on future land use.

QUALITATIVE MEASUREMENT: Increase efforts to perform community assistance projects that identify developable commercial/industrial land.

QUANTITATIVE MEASUREMENT: Determine how much commercial/industrial land in the region has been expanded/ developed based on the number of community assistance projects awarded the OCPC community.

**EVALUATION CRITERIA:
THE NUMBER OF COMMUNITY ASSISTANCE PROJECTS THAT ASSIST COMMUNITIES TO IDENTIFY OR DEVELOP COMMERCIAL/ INDUSTRIAL LAND.**

- 1. 6 or more community assistance projects that assist communities to identify or develop commercial/industrial land (Excellent)
- 2. 4-5 community assistance projects (Good)
- 3. Less than 3 community assistance projects (Needs Improvement)

EVALUATION RESULTS

<u>Year</u>	<u>Number of Community Assistance Projects</u>
2001-2002	5
2002-2003	9
2003-2004	9
2004-2005	6
2005-2006	5
2006-2007	6

<u>Year</u>	<u>Acres of Undeveloped Commercial/Industrial Land Identified As Available for Development</u>		
2001-2002	184.2	Town of Avon	
2002-2003	183	Town of Abington	
	164	Town of Pembroke	
2003-2004	786	Town of Whitman	
2004-2005	0		
2005-2006	4.6	Town of Abington	(brownfield sites)
2005-2006	59.8	City of Brockton	(brownfield sites)

2005-2006	4.5	Town of East Bridgewater	(brownfield site)
2005-2006	6.6	Town of Hanson	(brownfield sites)
2005-2006	5.9	Town of Kingston	(brownfield sites)
2006-2007	0		
Total	1398.6	Acres	

FINDINGS: In 2006-2007 Staff is working with the developers of a new Plympton Business Park that could result in over 1,000 jobs at full buildout. OCPC an active participant in the reuse planning for the closed South Weymouth Naval Air Station which includes the district town of Abington.

GOAL C: PROMOTE ENTREPRENEURSHIP AND PRESERVE EXISTING BUSINESS AND INDUSTRY BY PROVIDING PLANNING ASSISTANCE.

OBJECTIVE (Long Term): Increase the number of business startups and promote the retention of existing business and industry.

QUALITATIVE MEASUREMENT: Increase efforts to perform assistance to new and expanding businesses in the district.

QUANTITATIVE MEASUREMENT: Determine how much assistance resulted in new investment in the district.

EVALUATION CRITERIA:

ASSISTANCE TO NEW AND EXISTING BUSINESSES

1. Provide planning assistance to 5 or more new or existing businesses (Excellent)
2. Provide assistance to 3 or 4 (Good)
3. Provide assistance to less than 2 (Needs Improvement)

TOTAL ESTABLISHMENTS BY COUNTY, 2000-2001

	MA	PLYMOUTH COUNTY	BRISTOL COUNTY	NORFOLK COUNTY
2000	189,499	11,639	13,220	19,678
2001	177,434	11,977	13,364	19,738
% Change				
2000-2001	-6.4%	2.9%	1.1%	0.3%

EVALUATION RESULTS

ASSISTANCE TO NEW AND EXISTING BUSINESSES

Year	Number of businesses assisted
2001-02	5
2002-03	6
2003-04	6
2004-05	10
2005-06	10
2006-07	8

FINDINGS: In 2006-2007 Council staff provided demographic data to individuals seeking to start new businesses and to existing businesses seeking to stay in the area, expand in or relocate to this area.

GOAL D: WORK TO MAINTAIN AND ENHANCE THE REGION'S QUALITY OF LIFE.

OBJECTIVE (Short Term): Obtain state and local approval of a regional development vision that capitalizes on the growth and development of Southeastern Massachusetts while enhancing the region's quality of life and promoting regional economic development.

QUALITATIVE MEASUREMENT: Work with low scoring communities to make their zoning more smart-growth orientated.

QUANTITATIVE MEASUREMENT: Determine if low scoring communities have made changes to their zoning to be more "Smart Growth" orientated as a result of the survey.

EVALUTION CRITERIA:

Community score of 50 points or better on the "Smart Growth Audit" conducted by Vision 2020 in 2003-2004. Above 50 points = "some aspects of a smart growth approach to development."

- 75% or more communities above 50 points (Excellent)
- 50% or more communities above 50 points (Good)
- Less than 50% of communities above 50 points (Needs Improvement)

FINDINGS: The Smart Growth Audit, a self-assessment tool for the region's communities was completed by all of the 15 OCPC Communities. Nine of those communities or 60% scored above 50 points, while six or 40% scored below 50 points.

GOAL-E: SUPPORT THE DEVELOPMENT OF TRANSPORTATION PROJECTS NECESSARY FOR ECONOMIC DEVELOPMENT.

OBJECTIVES (Long Term): To increase mobility through highway improvements and improvements to air and railroad facilities in the region.

QUALITATIVE MEASUREMENT: Increase efforts to get transportation projects advertised and implemented.

QUANTITATIVE MEASUREMENT: Determine how many transportation projects have actually been advertised for construction in the past year.

EVALUATION CRITERIA:

Number of Transportation Projects / Year

1. 3 or more / year (Excellent)
2. 1-2 / year (Good)
3. 0-1 / year (Needs Improvement)

EVALUATION RESULTS

**TRANSPORTATION IMPROVEMENT PROGRAM (TIP) PROJECTS
ADVERTISED**

	# of PROJECTS	FEDERAL FUNDS	STATE LOCAL FUNDS	TOTAL
FY 2000	3	\$1,986,237	\$1,609,559	\$3,595,796
FY 2001	4	\$ 962,393	\$3,024,598	\$3,986,991
FY 2002	5	\$3,968,710	\$3,331,025	\$7,299,735
FY 2003	5	\$2,690,839	\$1,585,962	\$4,276,801
FY 2004	4	\$4,569,637	\$1,142,409	\$5,712,046
FY 2005	4	\$7,523,528	\$1,880,882	\$9,404,410
FY 2006	NA			
FY 2007	NA			
Totals	25	\$21,701,344	\$12,574,435	\$34,275,779

FINDINGS: Transportation Planning is necessary for Economic Development.

- The Council/EDD promotes transportation improvement projects in the district though it's Transportation Improvement Program (TIP).
- The Council serves as a Metropolitan Planning Organization (MPO), which is the regional clearinghouse for transportation project funding.
- The Council/EDD performs transportation planning tasks for member communities.
- The Council has a Joint Transportation Committee (JTC) which deals with regional transportation issues and is open to the public. There were eleven JTC meetings and six

- MPO meetings between June 2006 and June, 2007.
- Staff completed an updated Traffic Volume Report, Public Participation Plan, Origin and Destination Study for commuter rail lots, the Route 28 Corridor Study and work on the Southeastern Massachusetts Commuter Rail Study and many community technical assistance studies.
- Staff is working on the Transportation Improvement Program for 2007-2010 and updating traffic counts in the region.

GOAL-F: PURSUE A POLICY OF SUSTAINABLE DEVELOPMENT.

OBJECTIVE: (Long Term): To maintain the number of working farms in the region.

QUALITATIVE MEASUREMENT: Increase efforts to work with the Pilgrim Resource, Conservation and Development Area Council to promote sustainable development principals in the district.

QUANTITATIVE MEASUREMENT: Determine how much land is being used for farms and how many farms exist in the district in the most recent year when data is available.

EVALUATION CRITERA: Promote expansion of number of farms in region.

EVALUATION RESULTS

ACREAGE DEVOTED TO AGRICULTURE AND NUMBER OF FARMS IN THE REGION, 1987, 1992, 1997, 2002

	MA	PLYMOUTH COUNTY Total	BRISTOL COUNTY Total	NORFOLK COUNTY Total
A. Farm Acreage				
1987	615,185	77,140	42,562	N/A
1992	526,440	72,247	34,235	N/A
1997	577,637	73,418	37,173	9,969
2002	518,570	59,445	36,085	12,645
B. Number of Farms				
1987	6,216	775	675	N/A
1992	5,258	668	523	N/A
1997	7,307	732	555	185
2002	6,075	794	624	208

Source: U.S. Census of Agriculture

FINDINGS: The amount of agricultural acreage in Norfolk county increased by 2,676 acres from 1997 to 2002 but the amount of agricultural acreage in Plymouth county decreased by 13,973 acres in that time period and the amount of agricultural acreage in Bristol county decreased by 1,088 acres in that time period. The number of farms increased in all three counties between 1997 and 2002 while the number of farms in Massachusetts was decreasing. The Council/EDD works with the Pilgrim Resource, Conservation and Development Area Council to promote sustainable development principals in the district.

GOAL-G: PROVIDE DATA AND INFORMATION TO SUPPORT ECONOMIC DEVELOPMENT IN THE REGION.

OBJECTIVE (Long Term): Make information available through the internet and Geographic Information Systems (GIS) and Pictometry, as well as traditional sources, collect, research on future economic development trends, identify clusters, and identify problem areas or areas with potential future problems and future strengths.

QUALITATIVE MEASUREMENT: Increase efforts to make the community aware that OCPC is a data resource.

QUANTITATIVE MEASUREMENT: Determine how many data requests have been made in the most recent year and in what form they were answered.

EVALUATION CRITERIA: Data and Information requests answered. Job creation information as a result of these data requests is unavailable.

Data Requests Responded/Year

- 1. 70 or more (Excellent)
- 2. 50-69 (Good)
- 3. 40 or less (Needs Improvement)

EVALUATION RESULTS

Number of Data Requests*

<u>Year</u>	<u>Local</u>	<u>Regional</u>	<u>Out of State</u>	<u>Total</u>
2002	22	33	12	67
2003	21	35	14	70
2004	20	30	12	62
2005	22	33	10	63
2006	25	30	10	65
2007	20	25	10	55

*Includes only those logged.

FINDINGS: The Council/EDD is a State Data Center for demographic information. The Council conducts an annual traffic counting program. Staff writes Community Development Plans that have Economic Development elements. Staff maintains a library of economic development information. Council staff writes and maintains a regional data book of demographic information useful for economic development. As of June, 2007 over 100 of the revised in 2006 data books have been distributed.

GOAL-H: IMPROVE THE EDUCATION AND SKILLS OF THE REGION'S WORKFORCE.

OBJECTIVE (Long Term): Provide programs for continuous education of the region's workforce so businesses can have access to a pool of employees with up-to-date skills.

QUALITATIVE MEASUREMENT: Encourage the District's manpower training partners to continue to develop workforce training programs to meet the needs of present and future employers in the region.

QUANTITATIVE MEASUREMENT: Determine if any new training efforts have been made in the past year and identify them for the current CEDS.

EVALUATION CRITERIA: Number of new workforce training programs instituted at Massasoit Community College and Bridgewater State College in the most recent year.

1. EDUCATIONAL ATTAINMENT* IN THE OCPC REGION, 1990-2000

	% Completed High School Or Higher		% Completed Bachelor's Degree Or Higher	
	1990	2000	1990	2000
OCPC Region	83.8%	89.3%	19.0%	25.2%
Massachusetts	80.0%	84.8%	27.2%	33.2%

*for persons 25 years and older
Source: U.S. Census

2. COMMUNITY COURSES OFFERINGS FOR WORKFORCE SKILLS IMPROVEMENT IN LOCAL COLLEGES

New Workforce Training Programs Instituted

Year	Massasoit Community College	Bridgewater State College
2001	N/A	N/A
2002	N/A	N/A
2003	N/A	N/A
2004	N/A	N/A
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	N/A

COURSES CURRENTLY BEING OFFERED

MASSASOIT COMMUNITY COLLEGE, Brockton, Canton
Distance Learning in Accounting, Health Science, Information Technology, ESL

BRIDGEWATER STATE COLLEGE

Certificate and graduate programs in Counseling, Psychology, Public Administration. Also Corporate and Professional Development with training and workshops in Business Plan Development, Entrepreneurial Training, and Fundamentals in Accounting.

FINDINGS: The region's educational attainment levels are improving. The region has a higher percentage for those who have completed high school than the state. There is still need for the region to improve in the area of bachelors degrees attainment or higher to keep place with statewide improvement over ten years. Many programs, initiatives and incentives are being offered to address the education needs of the region's working population. These educational resources provide area workers opportunities to gain and enhance skills and for employers to train new and current employees in needed skills.

GOAL-I: TO MEET THE NEEDS FOR FINANCING AND TECHNICAL SUPPORT AVAILABLE TO TROUBLED, EXPANDING, START-UP OR MINORITY OWNED FIRMS.

OBJECTIVE (Long Term): To support businesses in creation or retention of jobs.

QUALITATIVE MEASUREMENT: Work to support and increase the number of loans and industrial revenue bonds available to businesses in the district.

QUANTITATIVE MEASUREMENT: Identify the number of loans made by SEED Corp. and the number of revenue bonds reviewed in the district in the last year.

EVALUATION CRITERIA:

Number of Industrial Revenue Bonds Reviewed

1. 5 or more (Excellent)
2. 2-4 (Good)
3. 0-1 (Needs Improvement)

Number of jobs created as a result of the revenue bonds

1. 60 or more (Excellent)
2. 50-20 (Good)
3. Less than 20 (Needs Improvement)

Jobs saved as a result of the revenue bonds

1. 20 or more (Excellent)
2. 38-74/Year (Good)
3. Less than 38/year (Needs Improvement)

Number of RLF and Micro Loans Granted

1. 75 or more/year (Excellent)
2. 38-74/year (Good)
3. less than 38/year (Needs Improvement)

EVALUATION RESULTS:

REGIONAL INDUSTRIAL REVENUE BONDS REVIEWED FOR CONFORMANCE WITH REGIONAL PLAN

Year	Number of bonds reviewed	Total Amount of bonds	Jobs Created*	Jobs Saved*
2001-02	6	\$35,682,150	60	20
2002-03	3	\$45,500,000	30	15

2003-04	2	\$10,610,000	11	31
2004-05	1	\$28,000,000	25 statewide	N/A
2005-06	4	\$16,134,104	176	1,197
2006-07	2	\$47,600,000	21	N/A

*number of jobs created and saved are stated in the bond applications

LOANS PROVIDED BY SEED CORPORATION, 1995-2000

	No. of Loans	Total Amount	# New Jobs
Revolving Loan Fund	230	\$6.9 million	1,505
Micro Loan Program	146	\$2.8 million	451

FINDINGS: SEED Corporation is an excellent source of business funding in Southeastern Massachusetts. MassDevelopment continues to assist area businesses with issuing revenue bonds, although their number has gone down in recent years.

GOAL J: PROMOTION AND DEVELOPMENT OF OUR TOURISM INDUSTRY.

Objective (Long Term): To provide improved linkage between regional tourist attractions.

QUALITATIVE MEASUREMENT: Work with the local tourism authorities to increase awareness of Plymouth County tourism opportunities.

QUANTITATIVE MEASUREMENT: Identify and put in the most recent CEDS the most recent available room occupancy tax collection figures.

EVALUATION CRITERIA: Room tax collection figures for state and Plymouth County.

EVALUATION RESULTS:

COUNTY VIS-À-VIS STATE ROOM OCCUPANCY TAX COLLECTIONS (\$000), 1999-2006

	<u>State</u>	<u>Plymouth County</u>
FY 1999	\$119,467	\$1,956
FY 2000	\$137,005	\$1,823
FY 2001	\$149,617	\$1,601
FY 2002	\$123,306	\$1,808
FY 2003	\$119,991	\$1,933
FY 2004	\$120,178	\$2,174
FY 2005	\$133,487	NA
FY 2006	\$105,808	\$1,776

Source: MA Department of Revenue

FINDINGS: Prior to 9/11, tourism room occupancy tax collection in the region experienced an increase, however in 2002 this indicator had a nearly 17% reduction statewide compared to an average 8% increase in Plymouth County. Figures slowly recovered at the state and county level until FY 2006, where there was a decrease from FY 2005.

GOAL-K: PROMOTE TRANSIT ORIENTED DEVELOPMENT (TOD)

OBJECTIVES: (Long Term): To develop mixed-use, higher density development centered on existing or new transportation facilities. To create efficient land use practices with compact development patterns, less dependence on automobiles, a range of housing opportunities and choices, and an improved jobs/housing balance.

QUALITATIVE MEASUREMENT: Increase efforts by OCPC to provide guidance to communities in our region in creating TOD districts.

QUANTITATIVE MEASUREMENT: Determine the economic impact (Construction jobs, permanent jobs, number of residents, rental income) from the implemented TOD zoning districts in the region.

EVALUATION CRITERIA: Number of communities in OCPC region adopting Transit Oriented Development zoning and doing projects in those areas with OCPC assistance.

Communities adopting TOD Zoning with OCPC assistance

- 1. 3 or more annually (Excellent)
- 2. 2-3 annually (Good)
- 3. 1 or less (Needs Improvement)

Permanent Jobs Created

- 1. 20 or more (Excellent)
- 2. 10-19 (Good)
- 3. 18 or less (Needs Improvement)

EVALUATION RESULTS

<u>Year</u>	<u>Communities Adopting TOD Zoning</u>	<u>Projects done with OCPC Assistance</u>	<u>Permanent jobs created</u>
2001-2002	0	0	0
2002-2003	0	0	0
2003-2004	1	1	5
2004-2005	0	0	0
2004-2006	0	2	0
2006-2007	0	0	0

FINDINGS: The District Town of Abington has enacted a Transit Oriented Development (TOD) Zoning District in the town of Abington. The Council is supporting TOD planning as part of the redevelopment planning for the closed South Weymouth Naval Air Station. The Council is supporting the City of Brockton’s examination of TOD zoning near its commuter rail stations. In November 2005, OCPC completed an application on behalf of the Brockton Parking Authority for state funds for the construction of a parking garage, along with sidewalks and pedestrian amenities, as an

added element to Brockton's downtown TOD development. This development includes the Brockton Area Transit (BAT) Intermodal Center (see below), the successful condominium project SoCo across the street from the BAT Intermodal Center, and the ongoing conversion of the Strathmore Building near the BAT Center into condos. In March, 2006 a proposal was announced to convert the Knight Building, which is located across the street from the Brockton Center T station (and the OCPC offices) to condos. Other condo buildings have been built near the other two train stations in Brockton.

OCPC completed the South Hanson Transit Oriented Development Study in October, 2005. The study was completed for the Town of Hanson to explore opportunities to provide for a mix of land uses near the Hanson Commuter Rail station. The study also included a draft bylaw for creating a TOD district for this area. South Hanson, which includes this area has traditionally served as the town's commercial center and contains the former Ocean Spray Cranberry factory, which is presently partially occupied. OCPC is furnishing guidance to communities in our region in creating TOD districts.

In November, 2004 Governor Mitt Romney honored 10 exceptional smart growth projects from across the state. Receiving awards were the Town of Abington. The Town of Abington created a Transit Oriented Development District encompassing 30 acres around the town's commuter rail station to encourage the development of uses that complement both the existing rail line and the surrounding residential areas. Also honored was the City of Brockton – Brockton Area Transit Authority (BAT). The Brockton Area Transit Authority's Intermodal Transportation Center is the centerpiece of the City's efforts to revitalize its downtown using Transit Oriented Development and Smart Growth strategies.

GOAL-L: ENCOURAGE THE CREATION OF LOCAL ENERGY SOURCES FOR BOTH EMERGENCY AND LONG TERM USE AND SUPPORT THOSE COMMUNITIES WITHIN THE OCPC REGION CONSIDERING THE FORMULATION OF INDEPENDENT LOCAL ENERGY UTILITIES. SUCH VENTURES INCLUDE BUT ARE NOT LIMITED TO: SOLAR POWER, WIND ENERGY, FUEL CELLS, GEOTHERMAL ENERGY, NUCLEAR ENERGY AND NATURAL GAS FIRED COMBINED CYCLE ELECTRIC GENERATING PLANTS.

OBJECTIVES (Long Term): To make available alternative emergency and supplementary sources for electrical energy allowing for interconnection with area transmission grid systems where possible.

QUALITATIVE MEASUREMENT: Continue efforts to work with project proponents to implement these projects

QUANTITATIVE MEASUREMENT: Determine the economic impact of the construction of local independent energy sources.

EVALUATION CRITERIA: Number of OCPC communities exploring local energy sources with OCPC assistance.

1. 3 or more annually (Excellent)
2. 2-3 annually (Good)
3. 0-1 annually (Needs Improvement)

EVALUATION RESULTS

Year	Number of Communities Planning Alternative Energy Sources With OCPC Assistance
2001-2002	0
2002-2003	1
2003-2004	1
2004-2005	1
2005-2006	0
2006-2007	0

FINDINGS: The City of Brockton has completed the largest solar power (photovoltaic) plant on the east coast. The towns of Plymouth and Kingston are looking into the possibilities of using wind power. The Town of Pembroke is planning to test to see if wind power can be used to run its five public water supply wells. OCPC will provide guidance to those member communities involved in or to be involved in the creation of local energy resources

The Town of Kingston is exploring installing a wind turbine to generate electricity. The state Department of Environmental Protection has granted the town a permit to build a wind-monitoring tower on a capped landfill near the Independence Mall. This test tower was built. Construction of the monitoring tower was paid for by the Massachusetts Technology Collaborative. Kingston was one of the first towns to take advantage of a \$4 million program offered by the collaborative in 2003 to help towns start wind power projects. If the site is deemed suitable, the collaborative will conduct an economic survey to help the town decide how to finance a wind turbine project. There would also be a permitting and public hearing process. As of June, 2007, data is still being gathered.

The Town of West Bridgewater Water Department received approval at June 2006 Town Meeting to build a 250-kilowatt wind turbine to generate electricity to run its pumps and filtration equipment. A test tower has been erected.

A privately-funded 350-megawatt, natural gas fired combined cycle electric generating plant in the Oak Hill Way Industrial Park in Brockton is in its initial engineering design and environmental analysis efforts.

VI. IMPLEMENTATION PLAN

This program is to be implemented by the CEDS Committee and by District staff in cooperation with the many agencies noted under Interagency Coordination.

A. Program Strategy Actions

The program strategy is to pursue the District's Goals and Objectives through support to the CEDS Process and implementation of the Priority Project List.

B. Community And Private Sector Participation

The community in general and the private sector have been involved in the development and implementation of the CEDS. They are involved through their representation on the OCPC Council and the CEDS Committee.

C. Major Work Elements And Primary Responsibilities

Short Term – one to two years

- (a) Ongoing Planning Support of the CEDS Committee, reviewing MassDevelopment bonds and implementing special projects. – District Staff
- (b) Updating the District's Community Information and Data Book and distributing it to interested firms, agencies and citizens. – District Staff
- (c) Updating goals, objectives and project review criteria, reviewing proposed projects and setting priorities for EDA funding. – CEDS Committee with District staff support
- (d) Preparing Annual CEDS Report. – District Staff and CEDS Committee with approval by CEDS Committee and OCPC District Governing Board.
- (e) Updating the inventory of industrial/commercial land and space. - District Staff
- (f) Committee members provide input and participate in the process. – CEDS Committee
- (g) The forum used to solicit committee member participation in the process will be identified. CEDS Committee and District staff.
- (h) The Chairman and the Vice Chairman will regularly attend meetings. – CEDS Committee Officers.
- (i) One of the main duties of the Committee officers will be to introduce or facilitate discussions on economic development topics that are unique to the region. – CEDS Committee Officers.
- (j) The Committee will be involved in all OCPC economic development initiatives and regional activities. – CEDS Committee.
- (k) The Committee will examine rotating CEDS Committee meetings throughout the region. - CEDS Committee.
- (l) Subcommittees will address or implement specific issues described in the CEDS. – CEDs Committee.

- (m) The yearly CEDS project letter will be circulated to the entire District's community Executive Officers and Community-Based Development Organizations. CEDS Committee and District Staff.
- (n) Needs and concerns of organizations represented and committee members will be solicited and addressed as part of the planning process whenever possible. – CEDS Committee and District Staff
- (o) Regional economic development programs or initiatives will be encouraged through CEDS Committee member interaction. –CEDS Committee and District Staff.

Long Term – More than two years

- (a) Continuing to work with communities other agencies and consultants to plan and implement productive reuse of the closed South Weymouth Naval Air Station.- CEDS Committee and District Staff.
- (b) Continuing to work to expand and protect public water supplies. District Staff in cooperation with local water commissions and planning and conservation boards.
- (c) Support the revitalization of Downtown Brockton - CEDS Committee, District Staff
- (d) Work to implement the Brockton Area Commercial Industrial Incubator. – District Staff
- (e) The CEDS Committee will work to improve the attendance of members at CEDS Committee meetings. – CEDS Committee and District Staff.
- (f) The CEDS Committee will work to encourage representation and participation by cultural, minority and woman's interests. – CEDS Committee
- (g) The CEDS Committee will examine economic development activities that address the specific needs of the minority population of the district. – CEDs Committee.
- (h) Priorities for Council economic development activities will be set by the CEDS Committee. – CEDs Committee
- (i) Tasks will be assigned to CEDS Committee members and will be monitored and documented. – CEDS Committee and District Staff
- (j) Old Colony Planning Council will attempt to develop economic development programs for implementation. – CEDS Committee and District Staff.
- (k) Evaluation procedures for OCPC EDD Economic Development activities will use Quantitative and Qualitative Measures. – CEDS Committee and District Staff.

VII. ORGANIZATION AND MANAGEMENT

BACKGROUND

The Overall Economic Development Program (OEDP) Committee predecessor of the current CEDS Committee was established in 1973.

On October 9, 1973 The Brockton Redevelopment Area was designated a Title I area in accordance with Section 102 of the Public Works and Economic Development Act of 1965. Subsequently, on February 4, 1974, the Brockton Redevelopment Area was designated a Title IV area in accordance with Section 401 (A) (4) of the Public Works and Economic Development Act of 1965.

The Plymouth Redevelopment Area was designated a Title IV area in accordance with Section 401 (A) (4) of the Public Works and Development Act of 1965, on February 8, 1966.

In mid 1976 the Old Colony region was designated a provisional Economic Development District by the U.S. Economic Development Administration.

On May 11, 1979 the U.S. Economic Development Administration designated the Old Colony Economic Development District.

The purpose of an Economic Development District is to foster successful economic development on a large scale by grouping together economically distressed and healthy areas – redevelopment areas and economic development centers.

The District encompasses portions of three counties, fifteen municipalities and two redevelopment areas. The District's County membership includes the City of Brockton and the towns of Abington, Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plymouth, Plympton, West Bridgewater, and Whitman in Plymouth County, Avon and Stoughton in Norfolk County and Easton in Bristol County.

These redevelopment areas were designated on the basis of "substantial and/or persistent unemployment." Redevelopment area designation allows an area to be eligible for the whole range of programs authorized by the Public Works and Economic Development Act.

Redevelopment Areas were originally established on the basis of Labor Market Area (LMA) information furnished by the Massachusetts Department of Employment and Training (DET). Since designation however, DET has changed the labor market boundaries. For the purposes of manpower training, DET has established Service Delivery Areas (SDA's). Much of the statistical information is now provided for these geographical divisions.

DISTRICT ORGANIZATION AND THE CEDS COMMITTEE

The District Program comes under the overall direction of the OCPC Economic Development District (EDD) Governing Board. This is comprised of the members of the Old Colony Planning Council. The Council consists of up to thirty municipal representatives (Mayors, Selectmen, Planning Boards or their designees) and one at large member, representing low income and minority group interests.

The Old Colony Planning Council Economic Development District Comprehensive Economic Development Strategy (CEDS) Committee sets policy and provides guidance on all matters relating to the economic development of the District. It also serves as the working committee on economic development matters, and is responsible for developing criteria and ranking economic development projects in the District.

The Committee guides and assists the overall staff effort to prepare and implement the District's comprehensive economic development strategy. The CEDS Committee has a broader membership than the Council and consists of manpower specialists, economic development practitioners, community groups, financial and business representation, college and university interests and others. The Committee seeks to expand by attracting new members and to play a role in regional economic development issues. Membership lists for both committees are included in this section.

**OLD COLONY PLANNING COUNCIL
 OLD COLONY ECONOMIC DEVELOPMENT DISTRICT
 GOVERNING BOARD OFFICERS**

Jeanmarie Kent Joyce	President
Lee Hartmann	Secretary
Robert G. Moran, Jr.	Treasurer

DELEGATE	COMMUNITY	AFFILIATION	RACE	SEX
A. Stanley Littlefield	Abington	Attorney	W	M
Joseph Murray	Abington	Government	W	M
Frank Staffier	Avon	Government	W	M
Charles Marinelli	Avon	Business	W	M
Anthony Anacki	Bridgewater	Business	W	M
Robert Moran Jr.	Brockton	Business	W	M
Richard O’Flaherty	East Bridgewater	Labor	W	M
Jeanmarie Kent-Joyce	Easton	Government	W	F
Stephen Donahue	Easton	Business	W	M
John Mather	Halifax	Government	W	M
Troy Garron*	Halifax	Government	B	M
Robert Overholtzer	Hanson	Government	W	M
Phillip Lindquist	Hanson	Government	W	M
Paul F. Basler	Kingston	Government	W	M
Gerard Dempsey	Pembroke	Business	W	M
Brian Van Riper*	Pembroke	Government	W	M
Lee Hartmann	Plymouth	Government	W	M
John Rantuccio	Plympton	Government	W	M
James Mulcahy	Plympton	Government	W	M
Joseph Landolfi	Stoughton	Business	W	M
Robert Kuver	Stoughton	Government	W	M
Eldon Moreira*	West Bridgewater	Government	W	M
Nancy Bresciani	West Bridgewater	Business	W	F
Fred Gilmetti	Whitman	Government	W	M
Daniel Salvucci*	Whitman	Government	W	M
Matthew Striggles**	At-Large	Government	B	M

* Elected Official

** At Large representing low income and minority group interests

**OLD COLONY ECONOMIC DEVELOPMENT DISTRICT
COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY COMMITTEE 2007-2008 MEMBERSHIP**

NAME	RESIDENCE	OCCUPATION AFFILIATION	REPRESENTING	RACE	NATIONALITY	SEX	APPT DATE
Mary Waldron Chair	Brockton	President Brockton 21 st Century Corp.	Economic Development	C	Irish	F	2005
William Tedoldi Vice Chair	Needham	Pro Venture Business Group	Business	C	Italian	M	1990
Joseph Landolfi Vice Chairman Emeritus	Stoughton	Sales/ Stoughton OCPC Delegate	Business	C	Italian	M	1984
Roberta Allen	Brockton	Business owner	Business	B	African	F	2006
Paul Cripps	Abington	Executive Director Plymouth County Development Council	Econ. Dev./ Tourism	C	English	M	2004
Larry Cameron	Fall River	MassDevelopment President & CEO	Econ. Dev. Business	C	English	M	1998
Christopher Cooney	Berkley	Metro South Chamber of Commerce		C	Irish	M	1998
Denis Hanks	Plymouth	Plymouth Office of of Economic Dev./ Plymouth Area Chamber of Commerce	Economic Development	C	English	M	2000
Reinald Ledoux	Bridgewater	Executive Director Brockton Area Transit	Transportation	C	German	M	2000
Daniel Miles	Brockton	Consulting Engineer	Business	C	Lithuanian	M	1986
Kevin O'Rourke	Brockton	Brockton Area Private Industry Council	Workforce Development	C	Irish	M	2001
Gregory Parker	Brockton	Brockton 21 st Century Corp.	Economic Development	B	Africa	M	2007
Robert L. Pillarella	Avon	Planning Board	Government	C	Italian	M	2004
Marc Rousseau	Easton	Town Planner	Government	C	French	M	2007
Nancy Stack Savoie	Brockton	City Planner	Government	C	French	F	1988
Charles Seelig	Halifax	Town Administrator	Government	C	German, many	M	1998
Jim Walsh	Brockton	MassDevelopment	Econ. Dev.	C	Irish	M	2007

MAILING ONLY

Bill Good	Philadelphia	EDA	Government				
Martine Gomes	Brockton	Cape Verdian Association of Brockton	Minority Organization				
Sheila Sullivan-Jardim	Brockton	Brockton Area Workforce Investment Board	Government				
John Kuzma	Philadelphia	EDA	Government				
Kerri Nichols	Easton	Cham. Of Commerce	Business				
Kim McLaughlin	Brockton	CareerWorks	Government				
Jennifer Reid	Bridgewater	Bridgewater State College	Regional Development				
Dr. Robert Rosenthal	Easton	Stonehill College	Education/Economic Development				
Terry Schneider	Stoughton	Cham. Of Commerce	Business				
Elaine Stewart	Brockton	Massasoit Community College	Dean, Workforce Development				

COMMUNITY AND PRIVATE SECTOR PARTICIPATION

The District cooperates with a wide range of local, regional and state/federal agencies and organizations in the development and implementation of the CEDS. These agencies, activities and interagency relationships are summarized below.

- Brockton Area Workforce Investment Board

The board is concerned with manpower training issues in a multi-community district. The District Executive Director serves on the BAWIB Board of Directors.

- Metro South Chamber of Commerce

The District shares demographic data with the regional chamber of commerce. The Chamber is an active member of the CEDS Committee. The District Executive Director serves on the Chamber's Board of Directors.

- Brockton Area Transit Authority

The BAT system serves Brockton and portions of Avon, Bridgewater, Stoughton and West Bridgewater. It gives access to employment opportunities within its communities and in the Boston area through its connections with the three MBTA commuter rail stations in Brockton, and service to the MBTA Ashmont transit station in Boston and with the MBTA bus service at the Brockton/Holbrook line. District staff works closely with BAT on service planning and technical assistance issues.

- Brockton 21st Century Corporation

This non-profit economic development corporation was established by state legislation to do economic development planning, program implementation and promotion for the city. District staff works closely with B21CC on economic development issues facing the city. Their President represents B21CC on the CEDS Committee. The OCPC Executive Director serves on the Brockton 21st Century Corporation's Board of Directors.

- CareerWorks

This agency, located in Brockton, is a unit of the University of Massachusetts. It provides job placement and career counseling services to displaced workers and area employers.

- Mayor's Economic Advisors

This group provides the Brockton mayor with direction and follow through on economic development projects and programs in the city. The OCPC Executive Director serves on this committee.

- Old Colony Joint Transportation Committee

This group is the citizen and community advisory arm of the region's Metropolitan Planning Organization (MPO), the Old Colony Planning Council, as required by the federal "3C" process. The committee includes members of all District communities and is staffed by the Council's transportation planning staff.

- Plymouth County Development Council

This agency promotes tourism and economic development in Plymouth County. The District is a member of PCDC. OCPC co-sponsors with PCDC an annual breakfast meeting of transportation, government and economic development people. The District Executive Director serves on the PCDC's Board of Directors.

- Vision 2020

OCPC is a participant in Vision 2020, a fifty-one community group that advocates Smart Growth Planning.

- Southeast Regional Competitiveness Council

The mission of this group is to provide recommendations to Massachusetts Governor Mitt Romney on economic development including educational attainment, skills training, smart growth, transportation investment and support for cities. This information will assist in the development of a statewide economic development strategy.

- South Shore Tri-Town Development Corporation,

This group manages the redevelopment of the closed South Weymouth Naval Air Station. District staff provides technical assistance to this group. OCPC is represented on the SSTTDC Advisory Board.

- Brockton Area Private Industry Council

This group is concerned with workforce development issues.

- Town of Plymouth Office of Economic Development.

This is the official development entity for the Town of Plymouth and is represented on the CEDS Committee.

- Brockton Public Schools/Adult Learning Center/Brockton Community Planning Committee/Adult Literacy Workgroup

This workgroup supports adult education for working adults adding to employment skills of the area workforce. District staff is a member of this group.

- University of Massachusetts Extension

This is a cooperating agency of the U.S. Department of Agriculture. It's affiliate, the Citizen Planner Training Collaborative, provides training to planning and zoning boards. The District Economic Development Specialist is Chair of the CPTC Advisory Board.

- Bridgewater State College Institute for Regional Development.

The institute provides a wide range of technical support to communities and districts.

- English as A Second Language/ Adult Basic Education Advisory Board.

This group serves as the advisory board to the Massachusetts Department of Employment and Training funded English as Second Language/Adult Basic Education program at Mass. Job Training.

- Wastewater Management Planning Group

This group includes representatives from Avon, Brockton, Easton, East Bridgewater and West Bridgewater. Its purpose is to deal with wastewater issues in these communities on a region-wide basis. The District is a member of this group.

- South Coastal Basin Team

A Massachusetts Executive Office of Environmental Affairs (EOEA) sponsored group involving local environmental groups and District staff that implements water quality protection projects for the area.

- Taunton River Basin Team

An EOEA sponsored group involving local environmental groups and District staff that implements watershed water quality projects for the area.

- Central Plymouth County Water District

This entity is empowered to prevent flooding and oversee seasonable diversions from two major ponds to the City of Brockton water supply system's Silver Lake Reservoir and to plan for long-term provisions for regional water supplies.

- Canoe River Watershed Advisory Committee

A multi-regional body reviewing potential water supply impacts of major projects overlying the Canoe River aquifer shared by the District town of Easton and the non-district towns of Sharon, Mansfield, Norton, and Foxboro.

- South Eastern Economic Development Corporation.

Operates several EDA financed Revolving Loan Funds (RLFs) including a micro-loan RLF dedicated to Brockton. It is a Small Business Administration (SBA) 502/503 Certified Lender. District Staff are members of SEED.

- Multi-Hazard Planning with pre-disaster mitigation planning for community infrastructure.
- Pilgrim Resource Conservation & Development Area Council

Assists member communities to carry out projects for resource conservation and community development that lead to sustainable communities.

APPENDIX

A-1

SUMMARY OF CEDS COMMITTEE MEETING MINUTES 2006-2007

September 18, 2006

The Committee heard a presentation by Ms. April Anderson, Chief of Staff, Commonwealth of Massachusetts Department of Business and Technology on Chapter 43D. This program offers communities a tool for targeted development,

November 13, 2006

The Committee heard a presentation by Mr. Charles Kilmer, Old Colony Planning Council Transportation Department Supervisor on the progress of the 2007 Regional Transportation Plan. The Committee approved a MassDevelopment bond for \$7,600,000 for TW Conroy 5, LLC that will create twenty-one new jobs.

January 8, 2007

The Committee heard a presentation by Ms. Tamarah Barao, Business Assistance Coordinator, SEED Corporation on SEED Corporation. The Committee approved a MassDevelopment Bond for \$40,000,000 for Allied Waste Industries, Inc. The company has a facility in the district at 190 Mulberry Street.

February 12, 2007

The Committee heard a presentation by Mr. Dwight Miller, Principal in the Frederick Douglas Avenue/Downtown Brockton Revitalization Plan. The Committee voted to endorse the project.

February 21, 2007

The Committee co-hosted an EDA/NARC teleconference on “ Faith-Based Economic Development” at the Adrian Rondileau Campus Center at Bridgewater State College. Members of the OCPC and SRPEDD CEDS Committees attended.

April 9, 2007

The Committee heard a presentation from Mr. Jim Watson, OCPC Comprehensive Planning Supervisor on OCPC’s role in implementing Chapter 43D. The Committee reviewed and approved the Goals and Objectives, Action Plan, Priority Economic Development Projects and the draft 2007 CEDS Update.

May 7, 2007

The Committee co-hosted an EDA/NARC teleconference on “Growing and Keeping Your Region’s Businesses” at Bridgewater State College. Members of the OCPC and SRPEDD CEDS Committees attended.

June 11, 2007

The Committee heard a presentation from Ms. Carine Sauvignon, Associate Director, Gateway to College, Massasoit Community College. The Committee approved the recommendation of the CEDS Evaluation Subcommittee. Election of officers was held. Ms. Mary Waldron was elected Chair and Mr. Bill Tedoldi was elected Vice Chair.

The Committee would like to thank Ms. Rita Potter and Mr. Paul Raetsch of EDA for their support of Economic Development in our region. We wish them well in their retirement. We would also like to thank Mr. Sal Pina who served as CEDS Committee Chair from 2001 to 2007. Sal has resigned from the Brockton Area Workforce Investment Board.

The Committee would also like to thank Ms. Kerrie Blake who has represented the Metro South Chamber of Commerce on the Committee. Kerrie has moved on to head the Taunton Chamber of Commerce. Congratulations to Kerrie on her new position.

Brockton Neighborhood Health Center finally to break ground

By Courtney Randon, Enterprise special correspondent

When the Brockton Neighborhood Health Center consolidates its offices dotting downtown Brockton into one five-story building in October 2007, the center will be able to treat a rising number of patients and more than double the number of jobs it provides in the downtown area.

The new center, being built from the ground up at an empty lot at Main Street and Legion Parkway, is breaking ground on Monday, about three years after the lot was purchased.

“A beautiful new building on a blighted corner — it’s a pretty big economic stimulus,” said Executive Director Sue Joss.

Since the property was purchased in 2003, the center struggled to raise enough money to break ground, holding off any building for about three years.

“There are times we thought it wouldn’t work,” said Joss.

Two federal grants — one from the Economic Development Administration for \$1.5 million and another from the Office of Community Services for \$500,000 — and a local grant from the Goddard Health Foundation for \$1 million got the project going and renewed faith in the project and its benefit to the community.

“It was a huge statement to the community that this needed to happen. It sets the tone in the community,” Joss said.

The center opened in 1992 to treat low-income patients who often have no medical insurance. There was objection from community leaders who feared that it would draw drug users to the downtown area, said City Councilor Paul Studenski, the former Brockton police chief, who remembers the issue.

“They found out the patients are just everyday people like themselves,” Studenski said.

“They didn’t know what it would bring to the community,” said Mike Brady, city councilor for Ward 2, where the center lies. “It has probably expanded beyond what they realize.”

In 1994, the first year the center began treating patients, it received fewer than 2,000 visits. Last year, the center treated about 12,000 patients during 61,755 visits. For 2006, the center expects 63,000 visits. On a line graph, the number of patient visits each year extends in a sharp line steadily upward.

“We’ve been expanding since the day we opened,” Joss said.

Joss said she sees that growth in the health of her patients.

In the beginning, she said they were treating patients who had not been to a doctor in 15 years.

“They had out of control illnesses,” she said.

Now, 12 years later, Joss said the center sees less and less of these extreme cases.

“It's a lot of checkups and routine visits and managing chronic illnesses. People can learn self management.”

“I think the whole reason (the new building is important) is that we're making decisions on what we can and can't do based on space,” Joss said. “I don't want to tell people we can't take care of them because we don't have enough space.”

As the sole community health center from Quincy to Fall River and from Uxbridge to Hyannis, they treats patients in offices at three different addresses — 157 Main St., 231 Main St. and 795 Pleasant St.

They were recently forced to close their adult dental services to any new patients because they had no room to hire a new dentist.

“It's just space. We could be doing so much more,” Joss said.

And with more space, the health center will be providing more of another service to the community — employment.

Within five years of opening, Joss said, they will more than double their employment from 100 jobs to about 210 jobs.

“On average, that's 15 percent growth per year,” Joss said.

She added that studies show that community health centers act as economic engines, often becoming one of the biggest employers in the area as Brockton Neighborhood Health Center now is.

“We're stimulating the downtown economy,” Joss said.

And as for the surrounding community, Brady said residents of his ward are happy to have the center expand and many have been working on fundraising.

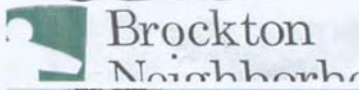
“The numbers are continuing to grow because of the need for it and it will definitely bring more jobs,” Brady said. “It will only help to improve the image of Legion Parkway and Main Street.”

Brockton Neighborhood Health Center

Susan Joss, Executive Director, addresses the crowd at her new center's groundbreaking on Monday, August 7.



James W. Hunt, Jr., President and CEO of the Massachusetts League of Community Health Centers, told the crowd that the new health center represents "real health reform at the local level."



Susan Joss and Mayor John Harrington



Staff of the Brockton Neighborhood Health Center mark National Health Center Week



Brockton Neighborhood Health Center



Brockton Brightfields Solar Energy

Polluted Past to Solar Energy Champs

by [Sara Parker, RenewableEnergyAccess.com](http://RenewableEnergyAccess.com)

Brockton, Massachusetts [RenewableEnergyAccess.com]

Situated on top of 100 years of coal ash, the largest solar energy system in New England is now a shining example of how one industrial community turned unwanted wasteland into an economic, educational and environmental asset.

"We hope that Brockton's success in bringing this project to fruition will inspire other communities across the nation to turn their brownfields into clean, solar energy generating brightfields as well."

-- James Harrington, Mayor of Brockton

The recently completed Brockton Brightfield is a 425-kilowatt (kW) photovoltaic (PV) solar energy system located on a 3.7 acre environmentally remediate "brownfield" in Brockton, Massachusetts. The 1,395 solar panels will generate an estimated 535 Megawatt hours (MWh) of electricity annually.

Long known as the "City of Champions" for its successful sports teams, the \$3 million system is the largest installed capacity of photovoltaic solar power in the Commonwealth - and the largest "brightfield" in the nation -- establishing Brockton as the state's new solar champion.

"Renewable Energy is gathering tremendous momentum here in Massachusetts and in New England. And one of the important aspects of this particular project is that it's a tremendous symbol of that momentum. It's a visible symbol, it's an important symbol, and it's one that we're going to see have a lot of educational and public visibility ripple effects across the state," said Dr. Warren Leon, director of the Renewable Energy Trust at the Massachusetts Technology Collaborative, during a dedication and ribbon cutting ceremony at the site on October 26.

Built by Global Solar Inc., the Brockton Brightfield features 1,395 SCHOTT Solar ASE 300 modules and Fat Spaniel monitoring technology. Funding for the \$3.07 million project was supplied by a \$1.6 million city bond, \$789,000 grant from the U.S. Department of Energy and more than \$1 million from the Massachusetts Technology Collaborative's Renewable Energy Trust.

"The Brockton Brightfield was built thanks to an extraordinary partnership between government agencies, nonprofit organizations and businesses," said Brockton Mayor James Harrington. "We hope that Brockton's success in bringing this project to fruition will inspire other communities across the nation to turn their brownfields into clean solar energy generating brightfields as well."

Bay State Gas Company cleaned up the environmentally contaminated site, formerly part of the Brockton Gas Light Company's gas works, throughout the 1990s up to 2004. Although the brownfield currently poses no threat to the community, a cap that seals in hazardous materials located on the brownfield severely limited development options for the property.

The city expects to secure more than \$130,000 in annual revenue from the once defunct site by selling the electricity and Renewable Energy Credits generated at the site to a competitive electricity supplier. These revenues will be used to pay debt service on the bond and cover the brightfield's operations and maintenance costs.

The site will also be used as an educational tool with displays that enable students to read about how photovoltaic solar energy works and touch a solar module. The Brockton city school district intends to incorporate the site into their lesson plans, and expects that surrounding school districts will use field trips to the Brockton Brightfield learning plaza to help teach students more about pollution and renewable energy.

Eventually the city plans to increase the Brockton Brightfield's capacity to approximately 1.2 megawatts (MW) by expanding the solar energy power plant to an associated brownfield across the street. But according to former Brockton mayor Jack Yunis, because of limited funding, construction will not begin on phase two of the Brockton Brightfield for another five years.

Brockton Brightfields Solar Energy

