

COMPREHESIVE ECONOMIC DEVELOPMENT STRATEGY

(CEDS)

Keeping Our Region Competitive



Economic Development in the Old Colony Economic Development District



June 2011

Old Colony Planning Council
Economic Development District
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Comprehensive Economic Development Strategy

CEDS 2011



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Economic Development In The Old Colony Economic Development District

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Approved by the OCPC Council on
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”KEEPING OUR REGION COMPETITIVE”

Comprehensive Economic Development Strategy (CEDS) 2011

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 region for the year 2010 was 9.3%, up from 9.0% in 2009. The annual unemployment rate for the state of Massachusetts in 2010 was 8.8%. The average annual unemployment rate for the City of Brockton for the year 2010 was 12%, up from 10.9% in 2010, despite strength in some sectors and an aggressive local effort to boost the economy. There are pockets of distress in the region, and there has been a continuing shift from higher paying manufacturing employment to a more service and retail-based economy. The City of Brockton has the highest rate of home foreclosures in Massachusetts.

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. THE CURRENT RECESSION HAS HIT OUR AREA HARD.** 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 2000 and 2010 Census, the region had a higher population growth rate than the state. The OCPC region grew by 3.71% in that time period. Massachusetts grew by 3.1% during this time period, the six communities that showed the greatest percentage of growth rate were: Abington (9.45%), Plymouth (9.22%), Hanson (7.52%), Kingston (7.21%) and Plympton (6.94%).
- 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. Build out 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, Plimouth 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 District has Mass Biotechnology Council designated BioReady Communities. These communities welcome and support the Biotechnology industry. They include Brockton, West Bridgewater and Southfield (former South Weymouth Naval Air Station) which includes the District town of Abington).
- Thirteen of fifteen OCPC communities are state designated Economic Target Areas including eight communities in the Old Colony Eight Town Economic Target Area established in November, 2010.
- The region is a center of innovation and entrepreneurial spirit. The John Joseph Moakley Center at Bridgewater State University 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 University, Massasoit Community College, Stonehill College and the University of

Massachusetts/Boston, Curry College and Quincy College Plymouth campuses. The region is close to the colleges and universities 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 Comcast 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.
- Most communities in the region rely on septic systems rather than public sewer which limits economic development.

- The region has aging infrastructure. 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?

This section examines population, labor force, income, educational attainment and journey to work data.

A. POPULATION AND LABOR FORCE

1. Population

In the past ten years, The OCPC region has experienced a higher population growth percentage rate than the state.

Table 1 shows that from 2000 to 2010, OCPC's region grew from 321,515 to 333,468, a 3.71% increase. From 2000 to 2010 the population of MA grew from 6,349,097 to 6,547,629, a 3.1% increase.

Between 2000 and 2010 population growth differed by communities. The communities with the largest rates of growth in that time period were Abington, Plymouth, Hanson, Kingston and Plympton. During the same time period, Avon, Brockton and Stoughton lost population.

2. Regional Racial/Ethnic Composition

Table 4 shows the district's population by Race and Hispanic Origin for 2010. Overall, the region is predominantly white.

3. Age Profile

Table 5 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 6.

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 7.

Table 1
2010 Population Figures OCPC Region

Town	2000	2010	% Change
Abington	14,605	15,985	9.45
Avon	4,443	4,356	-1.96
Bridgewater	25,185	26,563	5.47
Brockton	94,304	93,810	-0.52
East Bridgewater	12,974	13,794	6.32
Easton	22,299	23,112	3.65
Halifax	7,500	7,518	0.24
Hanson	9,495	10,209	7.52
Kingston	11,780	12,629	7.21
Pembroke	16,927	17,837	5.38
Plymouth	51,701	56,468	9.22
Plympton	2,637	2,820	6.94
Stoughton	27,149	26,962	-0.69
West Bridgewater	6,634	6,916	4.25
Whitman	13,882	14,489	4.37
Region	321,515	333,468	3.71
Massachusetts	6,349,097	6,547,629	3.10

Source: U.S. Census Bureau 2010 Census
3/22/2010 BGH

**Table 2
Population Growth Trends
In the OCPC Region**

Population Growth Trends & Percent Change

Population Totals by Year																
<i>Year</i>	<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>
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																
<i>Time Period</i>	<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>
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 3
Population Projections**

	2010	Forecast Year				
	Census	2017	2020	2025	2030	2035
Massachusetts	6,547,629	6,760,000	6,844,000	6,992,000	7,139,000	7,292,000
OCPC Region	333,468	348,000	353,000	361,000	369,000	377,000
Abington	15,985	16,521	16,867	16,993	17,397	17,698
Avon	4,356	4,421	4,517	4,550	4,536	4,636
Bridgewater	26,563	27,442	27,997	28,200	28,674	29,370
Brockton	93,810	95,520	96,080	98,083	98,577	99,076
East Bridgewater	13,794	14,720	14,878	15,118	15,593	16,553
Easton	23,112	23,420	23,667	24,069	24,559	25,376
Halifax	7,518	7,770	8,021	8,134	8,595	8,716
Hanson	10,209	10,502	10,888	11,183	12,073	12,576
Kingston	12,629	12,770	13,030	13,283	14,213	14,418
Pembroke	17,837	18,929	18,925	19,259	19,592	19,978
Plymouth	56,468	63,842	65,354	68,250	69,345	71,057
Plympton	2,820	2,920	3,180	3,283	3,773	3,876
Stoughton	26,962	27,474	27,561	28,341	29,120	29,927
West Bridgewater	6,916	7,125	7,280	7,293	7,798	8,316
Whitman	14,489	14,624	14,755	14,961	15,155	15,427
<i>Massachusetts and Old Colony Regional Total population forecasts produced by the Massachusetts Department of Transportation, Community level forecasts are conceptual and based on past growth trends, and not a scientific forecast</i>						

Table 4

OLD COLONY PLANNING COUNCIL

Population - Race and Hispanic or Latino: 2010

Geographic area	Total population	Race								
		One race							Two or More Races	Hispanic or Latino (of any race)
		Total	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific	Some Other Race		
Abington	15,985	15,766	14,788	342	47	284	2	303	219	310
Avon	4,356	4,284	3,660	434	5	120	0	65	72	121
Bridgewater	26,563	26,139	24,163	1,292	62	328	0	294	424	838
Brockton	93,810	87,327	43,821	29,276	332	2,151	52	11,695	6,483	9,357
East Bridgewater	13,794	13,593	13,139	216	28	117	0	93	201	204
Easton	23,112	22,733	21,144	745	20	563	5	256	379	575
Halifax	7,518	7,409	7,291	45	6	42	0	25	109	81
Hanson	10,209	10,069	9,850	104	3	48	1	63	140	95
Kingston	12,629	12,467	12,137	133	14	116	1	66	162	140
Pembroke	17,837	17,664	17,274	109	29	170	3	79	173	193
Plymouth	56,468	55,482	52,955	1,147	193	516	22	649	986	1,030
Plympton	2,820	2,793	2,731	24	8	22	0	8	27	36
Stoughton	26,962	26,267	21,634	2,984	46	971	2	630	695	876
West Bridgewater	6,916	6,817	6,564	104	7	75	0	67	99	121
Whitman	14,489	14,249	13,768	180	35	111	5	150	240	267
OCPC Total	333,468	323,059	264,919	37,135	835	5,634	93	14,443	10,409	14,244
Massachusetts	6,547,629	6,375,626	5,265,236	434,398	18,850	349,768	2,223	305,151	172,003	627,654
<i>OCPC % of State</i>	<i>5.09%</i>	<i>5.07%</i>	<i>5.03%</i>	<i>8.55%</i>	<i>4.43%</i>	<i>1.61%</i>	<i>4.18%</i>	<i>4.73%</i>	<i>6.05%</i>	<i>2.27%</i>

Source: 2010 U.S. Census Census Bureau Redistricting Data (Public Law 94-171) Summary File

Table 5
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 6
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%
<i>Source: U.S. Census 2000 Updated 02/09/2006 EA</i>																	

**Table 7
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 at a slower rate than the state as a whole between 2000 and 2010. The region's labor force grew by 1.0% between 2000 and 2010 versus 1.1% growth for the state as a whole in that same time period. See Table 8.

Table 8
Percent Change In Average Annual Labor Force 2000-2010

Community	2000 Labor Force	2010 Labor Force	% Change 2000-2010
Abington	8,497	9,757	1.1%
Avon	2,603	2,344	-1.1%
Bridgewater	12,632	13,612	-1.1
Brockton	46,560	44,598	.01%
East Bridgewater	7,083	7,840	1.1%
Easton	12,526	13,667	1.1%
Halifax	3,917	4,382	1.2%
Hanson	5,567	5,788	1.1%
Kingston	6,052	6,453	1.1%
Pembroke	9,323	10,575	1.1%
Plymouth	25,559	30,197	8.4 %.
Plympton	1,560	1,669	1.1%
Stoughton	15,743	15,583	.1%
West Bridgewater	3,820	3,588	-1.0%
Whitman	7,820	8,470	1.1%
 OCPC Region	 169,262	 173,853	 1.0%
 Massachusetts	 3,273,400	 3,482,175	 1.1%

Source: Mass. D.U.A 2/22/11

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 9
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 109 shows the Average Annual Unemployment Rate in the OCPC Region by Industry in 1991 and 2000. Table 11 shows the OCPC Region Average Employment and Unemployment of Residents in the Labor Force for 2010. This table shows that the Average Annual Unemployment Rate for the District for 2010 was 9.3% compared to 8.8% for the state. The unemployment rate for the City of Brockton (12% in 2010) remains the highest in the region. Table 12 shows OCPC Region Employment and Wages 2001-2004. Table 13 shows Average Annual Employment Within Communities 1997 to 2004. Table 14 shows OCPC Region Changes in Manufacturing and Non-Manufacturing Sectors 1990 and 2000. Table 15 shows Employment Projections 2003-2025. Table 16 shows Major Employers by Community. Table 17 lists OCPC Regional Employers. Table 18 lists Employment by Major Industry Groups, 2009. Table 19 lists Brockton Workforce Area Major Clusters. Table 19 lists the region's Industrial, Commercial and Technology Parks. Table 20 shows Single Family Housing Permits in the region 2000-2009.

Table 10
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 11
OCPC Region Average Employment and Unemployment
Of Residents in the Labor Force For The Year 2010 January to December

Community	Labor Force	Employment	Unemployment	Area %Rate
Abington	9,757	8,869	888	9.1
Avon	2,344	2,116	228	10.2
Bridgewater	13,612	12,459	1,153	8.5
Brockton	46,958	41,029	5,193	12.0
East Bridgewater	7,840	7,121	719	9.1
Easton	13,667	12,618	1,049	7.7
Halifax	4,384	3,956	428	9.8
Hanson	5,788	5,226	562	9.7
Kingston	6,453	5,897	5566	8.6
Pembroke	10,575	9,642	933	9.4
Plymouth	30,197	27,265	2,933	9.7
Plympton	1,669	1,524	145	8.7
Stoughton	15,383	14,069	1,314	8.5
West Bridgewater	3,588	3,260	328	9.2
Whitman	8,470	7,705	765	9.0
Region	180,325	162,756	17,164	9.3
MA	3,482,175	3,173,683	308,491	8.8

Source: MA D.U.A 2/22/2011

Table 12 (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 12 (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 12 (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 12 (Page 4)
OCPC Region Employment and Wages 2001-2004

Community	Year	Total Annual Payroll	Employment by Sector									
			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 13
OCPC Region Average Monthly Employment Within Communities 2002-2009

Community	2002	2003	2004	2005	2006	2007	2008	2009
Abington	4,166	3,980	3,985	4,041	4,078	4,023	3,977	3,812
Avon	6,292	6,163	6,135	5,702	5,566	5,420	5,483	5,077
Bridgewater	7,345	6,991	7,251	7,320	7,731	7,757	7,514	7,774
Brockton	38,182	38,575	38,707	39,104	39,155	38,026	37,584	36,769
East Bridgewater	2,827	2,755	2,628	2,653	2,646	2,720	2,620	2,536
Easton	9,275	9,027	8,983	9,139	9,428	9,669	9,574	9,324
Halifax	1,063	1,069	1,094	1,167	1,178	1,326	1,292	1,171
Hanson	1,817	1,758	2,080	2,345	2,122	1,624	1,686	1,504
Kingston	5,521	5,697	5,797	5,883	5,613	5,761	5,532	5,137
Pembroke	5,116	5,208	5,713	5,990	6,078	6,235	6,290	5,681
Plymouth	19,735	19,940	20,357	21,865	22,533	23,042	23,381	22,805
Plympton	284	303	289	355	354	344	354	382
Stoughton	12,622	12,298	12,054	12,135	12,826	13,628	13,081	12,773
West Bridgewater	6,678	6,542	6,355	5,519	5,794	5,956	6,151	5,855
Whitman	3,133	3,435	3,370	3,396	3,319	3,192	3,147	3,109
OCPC Region	124,056	123,741	124,798	126,614	128,421	128,723	127,666	123,709

Source: MA D.U.A. 4/5/ 2011

Table 14
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 15
Old Colony Planning Council
Employment Projections
2017-2035**

	2009	2010	Forecast Year				
	Employment	Estimate	2017	2020	2025	2030	2035
Massachusetts	3,095,144	3,112,000	3,263,000	3,332,000	3,364,000	3,394,000	3,416,000
OCPC Region	123,709	124,400	131,000	135,000	138,000	141,000	142,000
Abington	3,812	3,812	3,988	4,185	4,234	4,334	4,440
Avon	5,077	5,080	5,227	5,335	5,634	5,684	5,740
Bridgewater	7,774	7,780	8,176	8,460	8,684	8,934	9,040
Brockton	36,769	36,800	38,752	39,635	40,334	41,534	42,040
East Bridgewater	2,536	2,540	2,661	2,788	2,863	2,924	2,951
Easton	9,324	9,330	9,799	10,210	10,410	10,661	10,815
Halifax	1,171	1,175	1,216	1,312	1,359	1,369	1,384
Hanson	1,504	1,512	1,569	1,676	1,734	1,748	1,766
Kingston	5,137	5,100	5,176	5,285	5,684	5,734	5,790
Pembroke	5,681	6,340	6,479	6,539	6,406	6,272	6,226
Plymouth	22,805	22,869	24,106	24,888	25,768	26,721	26,759
Plympton	382	384	1,076	1,235	1,234	1,234	1,240
Stoughton	12,773	12,691	13,331	13,605	13,586	13,566	13,444
West Bridgewater	5,855	5,860	6,176	6,424	6,566	6,707	6,760
Whitman	3,109	3,126	3,268	3,427	3,502	3,578	3,608
<i>1 - 2009 Employment Figures From Massachusetts Executive Office of Labor and Workforce Development</i>							
<i>Massachusetts and Old Colony Regional Total employment forecasts produced by the Massachusetts Department of Transportation, Community level forecasts are conceptual and based on past growth trends, and not a scientific forecast</i>							

Table 16 – Major Non-Manufacturing Employers by Community

COMMUNITY	EMPLOYER	SERVICE	ADDRESS	EMPLOYEES
Brockton	Signature Healthcare Brockton Hospital	Hospital	680 Centre Street	1,802
Bridgewater	Bridgewater State College	College	131 Summer Street	1,588
Brockton	Caritas Good Samaritan Medical Center	Hospital	235 North Pearl Street	1,500
Plymouth	Jordan Hospital	Hospital	275 Sandwich Street	1,400
Brockton	Massasoit Community College	College	1 Massasoit Drive	1,350
Avon	Jordan's Furniture	Furniture Store	100 Stockwell Drive	1,280
Brockton	Brockton Area Multi-Services	Counseling	484 Pleasant Street	1,091
Brockton	Old Colony YMCA		1350 Pleasant Street	1,050
Brockton	W.B Mason Company	Office Supply	59 Centre Street	985
Brockton	Brockton VA Medical Center	Hospital	940 Belmont Street	975
Bridgewater	Bridgewater Correctional Facility	Hospital/Jail	1 Administration Road	960
Brockton	City of Brockton		45 School Street	704
Plymouth	Plymouth County Sheriff's Department	Corretional Facility	Long Pond Road	700
Stoughton	IKEA	Department Store	Stockwell Drive	649
Plymouth	Entergy	Utility	600 Rocky Hill Road	575
Easton	Stonehill College	College	320 Washington Street	550
Brockton	Signature Heakthcare Bridgewater Goddard Park Medical Associates	Medical Center	110 Liberty Street	525
Plymouth	Party Light Gifts	Distribution	59A Armstrong Road	500
Stoughton	New England Sinai Hospital and Rehab Center	Medical Center	150 York Street	500
Brockton	United Parcel Services	Delivery Service	Multiple Locations	380
Avon	United Distributors	Liquor Distribution	145 Bodwell Street	200
Pembroke	Pembroke Hospital	Hospital	199 Oak Street	100

Sources: Local Chambers of Commerce, Plymouth County Development Council, Sheriff's Department, Human Resources, State of Massachusetts
 Updated 12/08 SJM

Table 17 – Major Regional Employers

EMPLOYER	SERVICE	ADDRESS	EMPLOYEES
Stop and Shop	Supermarket	Multiple Locations	2,500
Shaw's Supermarkets	Supermarket	Multiple Locations	2,074
Blue Cross/Blue Shield of MA	Insurance	Multiple Locations	1,800
Wal-Mart	Department Store	Multiple Locations	1,000
Home Depot	Home Improvement Store	Multiple Locations	1,000
South of Boston Media Group	Newspaper Publishing	Multiple Locations	975
Rockland Trust Company	Bank	Multiple Locations	794
Verizon Communications	Telecommunications	Multiple Locations	700
Target	Department Store	Multiple Locations	600
Lowe's	Home Improvement Store	Multiple Locations	600
McDonald's	Restaurant	Multiple Locations	465
Walgreen's Company	Pharmacy	Multiple Locations	402
CVS	Pharmacy	Multiple Locations	402
Rite-Aid	Pharmacy	Multiple Locations	400
Wendy's	Restaurant	Multiple Locations	400
Dunkin Donuts	Restaurant	Multiple Locations	400

Sources: Local Chambers of Commerce, Plymouth County Development Council
 Updated 12/07 BGH

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 Education and Health Care followed by Retail Trade. Other large employment areas include Accommodation and Food Services, Manufacturing and Construction.

Table 18 Employment by Major Industry Groups, 2009

Industry	Establishments	Average Employment
Agriculture, Forestry and Fishing	12	35
Construction	962	6,345
Manufacturing	406	8,306
Wholesale Trade	506	5,467
Retail Trade	1,223	9,664
Transportation and Warehousing	158	2,943
Information	76	1,352
Finance and Insurance	421	2,790
Real Estate and Rental and Leasing	260	1,721
Professional and Technical Services	637	2,302
Management of Cos and Enterprises	34	567
Administrative and Waste Services	459	4,842
Educational and Health Services	526	29,767
Health Care and Social Assistance	706	22,892
Arts, Entertainment and Recreation	148	1,568
Accommodation and Food Services	610	11,359
Other Services, Ex. Public Administration	1,476	5,809

Source: MA Executive Office of Labor and Workforce Development 3/29/11

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 19 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

	<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 twenty-eight 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 University in Bridgewater has an enrollment of 11,300 students majoring in arts and sciences, management and aviation science and educational disciplines. Stonehill College in North Easton has an enrollment of 2,450. 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 sciences, as well as one-year and short-term certificate programs for a range of occupations and interests. It has an enrollment of 8,053, 6,781 in Brockton and 1,272 in Canton. It has campuses in Brockton, the non-district communities of Canton and the new (Fall,2010) Middleborough campus. The 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 firms 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 uses desalination 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. The Town of Easton offers residents a preferred vendor program of voluntary enrollment for rubbish pick up and recycling. Residents and businesses can choose to contract independently for rubbish pickup.

There are six major existing commercial materials/sorting/recycling facilities in the District. Waste Management Inc. operates the Recycle America Alliance site at 40 Ledin Avenue in Avon. The facility processes an average of 80,000 tons of recyclable items a

year. Browning Ferris Industries (BFI) operates a facility at 190 Mulberry Street in Brockton. Some of the recycled materials are shipped out on CSX Rail. The Trojan Recycling Center at 71 Forest Street in Brockton is approved to handle up to 500 tons of rubbish and construction and demolition materials (C and D) per day. It ships out sorted materials by CSX Rail. Champion City Recovery operates a construction and demolition materials recycling facility at 138 Wilder Street on the Brockton-Avon line. This facility uses CSX Rail to ship out sorted materials. Waste Management Inc. operates a truck served recycling facility at 264 Nicks Rock Road in Plymouth. Stoughton Recycling Technologies, LLC operates a construction and demolition materials transfer station at 100 Page Street (the site of the former town landfill) in Stoughton. This is a truck served facility.

Telecommunications

High-speed Internet access is a crucial infrastructure component for future economic development. Major service providers are Comcast and Verizon. Verizon is installing fiber-optic based FiOS high speed internet service in the region.

Housing

OCPC has some of the fastest growing communities in Massachusetts. As Table 21 shows between 2001 and 2009, the 15 communities in the region issued a total of 6,951 building permits for single family (SF) construction. It's important to note that not all of the permitted units have been put into construction. Breakdowns of single family housing (SFH) building permits by year in the region: 2001: 917, 2002: 998, 2003: 827, 2004: 1,066, 2005: 1,127, 2006: 698, 2007: 599, 2008: 377, 2009: 352. The number of single family permits peaked in 2005 at 1,127 and has declined every year since to 2009. The three fastest growing communities in the OCPC region from 2001 to 2009 in order are: Plymouth (2,192 SFH), Pembroke (600 SFH), and Easton (552 SFH).

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 fueled plant at a closed landfill in Halifax and a one megawatt solar power plant in Brockton that went on line in 2006.

Incentives and Regulations

The primary economic development tools provided by the Commonwealth of Massachusetts through the Economic Assistance Coordinating Council (EACC), MA Office of Business Development, and the MA Executive Office of Housing and Economic Development is the Economic Development Incentive Program (EDIP). Other state economic development programs include Expedited Permitting Chapter 43D and Chapter 40R Smart Growth Districts. Local tax incentives include Tax Increment Financing (TIF) Programs. Economic Target Area communities in the OCPC region include Abington, Brockton, Stoughton, Plymouth and West Bridgewater and the new (EACC approved November 22, 2010) Old Colony Regional Technology Center

Economic Target Area which includes the towns of Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plympton and Whitman. Brockton and Plympton have approved Chapter 43D Districts. Brockton, Bridgewater, Easton, Kingston and Plymouth have approved Chapter 40R Smart Growth Districts.

Massachusetts Economic Development Incentive Program (EDIP)

The MA Economic Development Incentive Program (EDIP) was established in 1993 to stimulate job creation and economic development in targeted areas where the need is most crucial.

The EDIP consists of a three step process:

Economic Target Area (ETA)

Three or more contiguous census tracts in one or more municipalities that overall meet certain criteria for economic need including unemployment rate, household income, poverty rate, plant closings/layoffs, and commercial vacancy rate. An ETA is designated by the MA Economic Assistance Coordinating Council (EACC) through the Office of Business Development. The EACC is a public-private body comprised of eleven members. The EACC is co-chaired by the Director of Economic Development and the Director of Housing and Community Development. The EACC is responsible for designating Economic Target Areas (ETAs), Economic Opportunity Areas (EOAs) and Certified Projects. Thirteen of the fifteen OCPC Economic Development District communities are or are in ETAs.

Economic Opportunity Area (EOA)

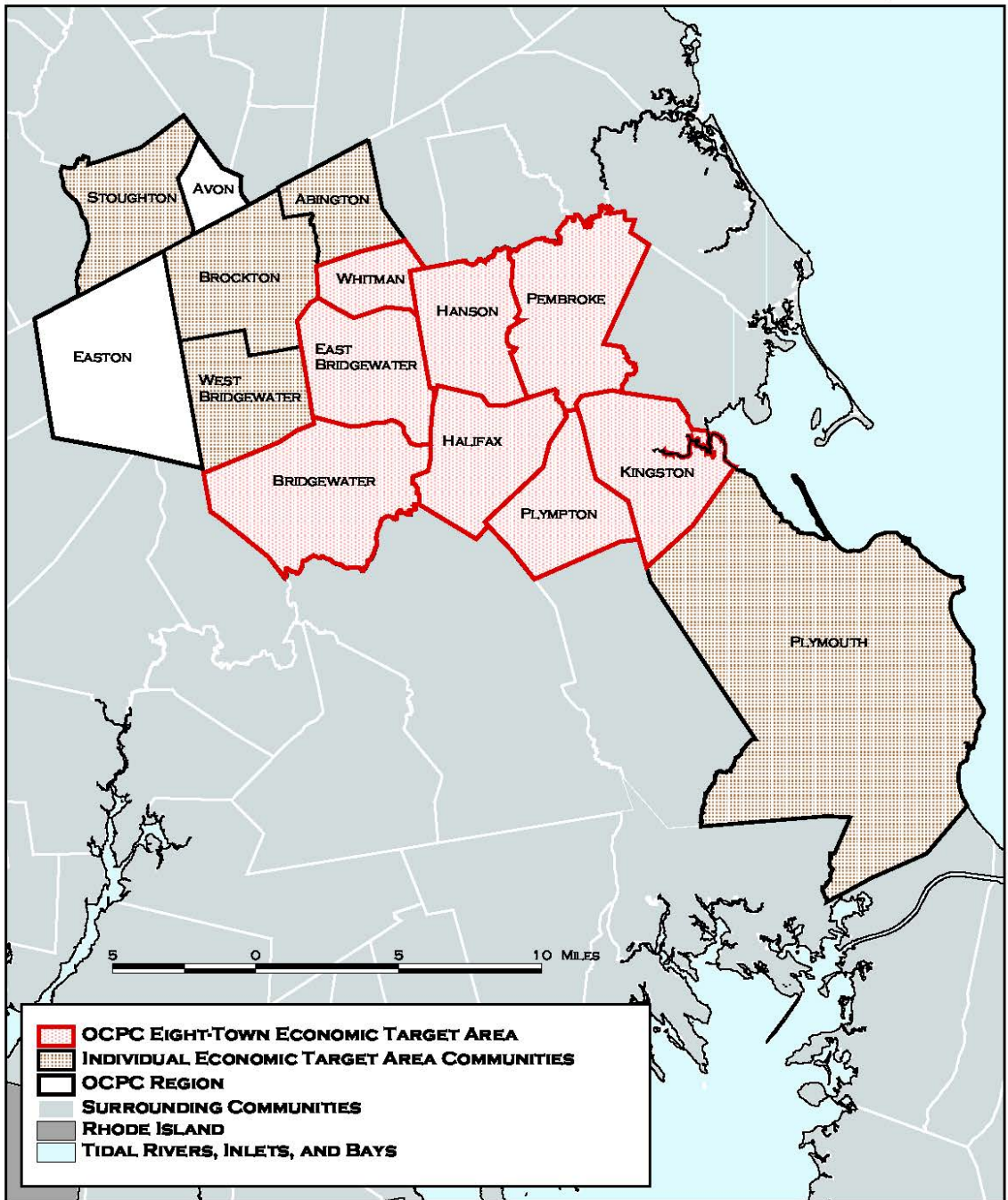
An area of the Commonwealth, located wholly within an Economic Target area, which is designated by the EACC. To obtain EOA designation, the municipality must identify appropriate locations within the ETA as EOAs.

Certified Project

A business located within an EOA that is expanding its existing operations, relocating its operations, building new facilities and making a significant capital investment resulting in the creation of permanent new full-time jobs. New jobs created must not replace or relocate permanent full time jobs from another facility located in MA. Businesses must meet state and local criteria to obtain certified project status. Certified projects must be approved by the municipality and the EACC. Certified projects are eligible to take advantage of both state and municipal tax incentives.

ECONOMIC TARGET AREA COMMUNITIES

IN THE
OCPC REGION



OLD COLONY PLANNING COUNCIL, 70 SCHOOL STREET, BROCKTON, MA 02310
GIS DATA SOURCES: MASSGIS, MASSDOT, OCPC

NOVEMBER, 2010

Municipal Tax Incentives Available To Certified Projects

Tax Increment Financing Programs

Under a TIF agreement a municipality agrees to a tax exemption based on a percentage of the value added through and expansion or improvement of an existing facility or new construction (tax incentive usually no more than 20 years).

State Tax Incentives

Abandoned Building Renovation Deductions

A corporate excise deduction or a personal income tax deduction equal to 10% of the cost of renovating an abandoned building, defined as being at least 75% vacant for 24 months or more, within an EOA. The building must be designated as being abandoned by the EACC.

State Investment Tax Credit (Economic Opportunity Area Tax Credit)

Between 1-10 % investment tax credit on state income taxes toward all tangible depreciable investments associated with the project (includes qualifying personal and tangible property that is acquired, constructed, reconstructed or erected, has a useful life of four years or more, and is either owned or secured through an operating lease). This increases the state investment tax credit for manufacturers from 3% up to 10% at the discretion of the State. Certified projects that are not manufacturers may take advantage of the tax credit.

Economic Development Incentive Program (EDIP) Tax Incentives

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster full-time job creation and stimulate business growth. Participating companies may receive state and local tax incentives in exchange for full-time job creation, manufacturing job retention and private investment commitments.

As of January 1, 2010 the Economic Assistance Coordinating Council (EACC) may certify three categories of projects for companies that generate substantial sales outside of the Commonwealth and are seeking the EDIP Investment Tax Credit (ITC): full-time job creation and investment projects within Economic Target areas, projects with exceptional employment growth across the Commonwealth and finally, projects within Gateway Communities that sustain and grow manufacturing jobs. The City of Brockton is a MA Gateway City.

Eligible Projects under EDIP

The EACC may certify three categories of projects for expanding companies that generate substantial sales outside of the Commonwealth, are retaining and or creating full-time permanent jobs and are seeking the EDIP Investment Tax Credit (ITC). In conjunction with the MA Office of Business Development (MOBD), the EACC will determine a project's appropriate category.

- **Certified Expansion Projects (EP):**
A full-time job creation and investment project with an Economic Target Area. Project can award up to a 10% EDIP-Investment Tax Credit (ITC) to support the project. EPs must have substantial sales outside of the Commonwealth
- **Enhanced Expansion Project (EEP)**
A project that will create at least 100 new full-time positions or more, anywhere in the Commonwealth within two years of receiving an EDIP/ITC incentive.
- **Manufacturing Retention Projects (MRP)** Projects must retain or increase employment by at least 100 full time manufacturing positions. Must be located in a gateway municipality (as gateway municipality is defined by this act); municipal approval also

Minimum Criteria for State Investment Tax Credit.

1. Project must generate new economic activity within the Commonwealth of MA.
2. Project must generate sales from outside of MA (minimum 25%).
3. Project must increase employment opportunities for residents of the Economic Target area and MA by creating new full-time jobs within two years of certification. The level of the Investment Tax Credit approved by the EACC is determined in part by the number of jobs created.
4. Existing and new jobs created must be maintained for a period of not less than five years.
5. If the controlling business has another facility in MA, the new jobs created must not constitute a replacement or relocation of permanent full-time jobs.

Chapter 43D Expedited Permitting

Communities may adopt expedited permitting processes structured to their community or may adopt a new expedited permitting process as outlined in MGL Chapter 43D for projects that are greater than 50,000 square feet in one building or for multiple buildings on designated Priority Development Site Parcels.

Growth Districts

In Growth Districts the State partners with municipalities that have identified one or more areas for significant commercial, residential or mixed-use growth. The state Executive Office of Housing and Community Development (EOHED) will focus resources to ensure each growth district is truly “development ready,” such as assisting communities secure all required permits, completing site preparation, identifying infrastructure improvements and making marketing resources available. Each district will be put on a fast track for groundbreaking.

MassWorks Infrastructure Program

The MassWorks Infrastructure Program is centrally administered by the MA Executive Office of Housing and Economic Development, in cooperation with the Department of Transportation and Executive Office for Administration and Finance.

The program provides a one-stop shop for municipalities and other eligible applicants seeking public infrastructure funding to support economic development. The Program represents an administrative consolidation of six grant programs:

- Public Works Economic Development (PWED) Grants
- Community Development Action Grant (CDAG)
- Growth District Initiative (GDI) Grants
- Massachusetts Opportunity Relocation and Expansion Program (MORE)
- Small Town Rural Assistance Program (STRAP)
- Transit Orientated Development (TOD) Grant Program.

This program provides grant funding for publicly owned infrastructure including, but not limited to sewers, utility extensions, streets, roads, curb-cuts, parking facilities, site preparation, demolition, pedestrian walkways, street scape, and water treatment systems.

Green Communities Grant Program

The Green Communities Designation and Grant Program, an initiative of the MA Executive Office of Energy and Environmental Affairs, Green Communities Division provides funding for qualified municipalities for energy efficiency and renewable energy initiatives. By meeting five rigorous qualification criteria, a designated Green Community has designated a commitment to reducing its energy consumption, pursuing clean renewable and alternative energy projects, and providing for economic development in the clean energy sector. OCPC Economic Development District communities **Easton** and **Kingston** are state designated Green Communities.

Climate Change

Grant programs include:

- Massachusetts Technology Collaborative

Provides development and financial assistance for renewable energy and green building projects.

- Property Tax Certification

Facility owner/operators can seek local property tax exemptions for air pollution equipment they install and that the Massachusetts Department of Environmental Protection (Mass DEP) certifies to be reducing industrial emissions to acceptable levels.

Environmental Regulations

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.

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.

In December, 2007 the Massachusetts Department of Environment Protection (Mass DEP) submitted the State Implementation Plan (SIP) to Demonstrate Attainment of the National Ambient Air Quality Standard for Ozone to the U.S. Environmental Protection Agency (EPA) to demonstrate that the Eastern Massachusetts nonattainment area (EMA) which includes the Old Colony Planning Council area will attain the National Ambient Air Quality Standard (NAAQS) for ozone by the end of the 2009 ozone season. The EPA has approved this plan. This action was taken under the Clean Air Act. It was effective on July 31, 2008.

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.

MASSACHUSETTS GATEWAY CITIES

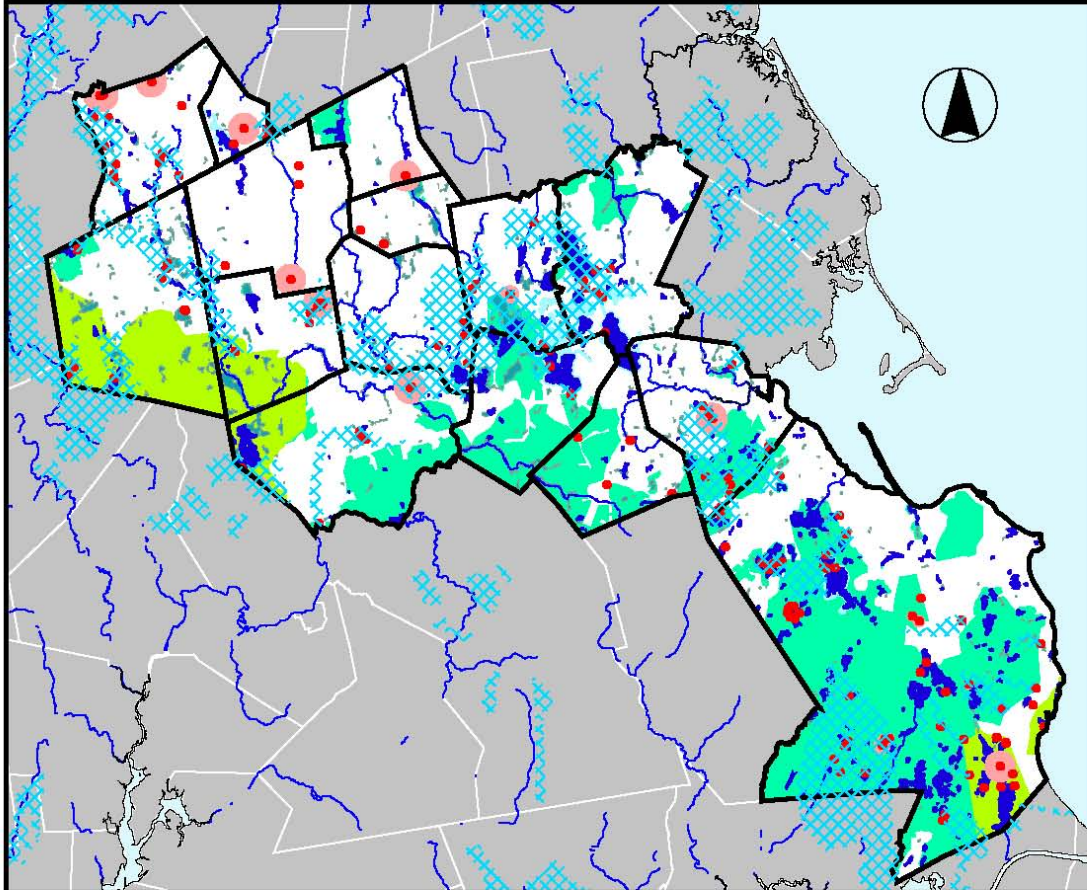
The Massachusetts Gateway Cities are a group of 24 former industrial Massachusetts mill cities. The group initially comprised 11 cities named in a 2007 report co-authored by the Brookings Institution and the Massachusetts Institute for a New Commonwealth. A legislative definition (Section 3A of Chapter 23A of the MA General Laws) put in place in 2009 and amended in 2010 expanded the group to 24 cities. Under the General Laws, Gateway Cities have a population between 35,000 and 250,000 with an average household income below the state average and an average educational attainment rate (Bachelor's or above) below the state average. **Gateway cities include the District city of Brockton**, as well as Barnstable, Chelsea, Chicopee, Everett, Fall River, Fitchburg, Haverhill, Holyoke, Lawrence, Leominster, Lowell, Lynn, Malden, Methuen, New Bedford, Pittsfield, Quincy, Revere, Salem, Springfield, Taunton, Westfield and Worcester.

In a state Economic Development bill, passed in 2010, the legislation contains the following provisions, which address issues specific to Gateway Cities:








- The creation of a novel Housing Development Incentive Program, which provides state support for market-rate housing developments that spur private investment in targeted Gateway Cities neighborhoods.
- The expansion and enhancement of a state tax credit for manufacturing and research and development companies creating or retaining jobs located in Gateway Cities.
- The recapitalization of the Governor's Growth District Initiative with \$50 million for development-related infrastructure improvements in the state's twenty designated Growth Districts, fourteen of which are located in Gateway Cities. **including Brockton.**

In addition, there has been an extension of the state's Historic Tax Credit, an integral part of the policy agenda promoted by the Gateway Cities and previously approved by the state legislature in the Fiscal 2011 state budget.

ENVIRONMENTALLY SENSITIVE AREAS



5 0 5 10 Miles

-  ZONE II
-  PUBLIC WATER SUPPLIES
-  INTERIM WELLHEAD PROTECTION AREAS
-  SURFACE WATER BODIES
-  ZONE A
-  MAJOR STREAMS
-  WETLANDS
-  ACECS
-  NHESP CORE HABITAT
-  OCPC COMMUNITIES
-  SURROUNDING COMMUNITIES



OLD COLONY PLANNING COUNCIL
 70 SCHOOL STREET
 BROCKTON, MA 02301

GIS DATA SOURCES:
 MASSGIS

OCPC GIS, SEPTEMBER 2006

Table 20 Industrial, Commercial and Technology Parks

Total Business Park	Acreage Access	Number Acres	Utilities/Services			Rail	Water	Sewer	Gas	Optics
			Available	of Firms						
Avon										
Avon Industrial Park	Bodwell St.	300	12.5	123		X			X	
Avon Merchants Park	Stockwell Dr.	147	None	15		X			X	
Bridgewater										
Bridgewater										
Industrial Park	Elm St.	56	17	10		X	X		X	
Scotland										
Industrial Park	Scotland Blvd.	105	15	15		X	X		X	
Lakeshore Center	Corporate Dr.	160	150	2		X	X		X	
Brockton										
Brockton Business										
Center	Liberty St	195	None	140		X	X		X	X
Campanelli										
Industrial Park	Ind. Park Dr.	18	0	20		X	X		X	X
Northeast										
Industrial Park	Spark St.	50	0	40		X	X		X	X
Oak Hill										
Industrial Park	Oak Hill Way	70	40	20	X	X	X		X	X
Easton										
Easton Business										
Center	Eastman St.	40	28	10		X	X		X	
Easton Industrial										
Park	Belmont St.	150	5	60		X	X		X	
Halifax										
Halifax Industrial										
Park	Plymouth St.	21	2	12		X			X	
Hanson										
Hanson Commerce										
Center	Industrial Blvd.	34	10	10		X			X	
Station St. Industrial Pk.	Station St.	15	None	2		X				
Kingston										
Jones River Industrial										
Park	Wapping Rd.	8	None	9		X			X	X
South Shore										
Commuter Rail Park	Marion Dr.	135	135	0		X			X	
Pembroke										
Corporate Park	Oak St.	80	60	30		X			X	
Pembroke Business										
Center	Oak St.	118	2	6		X			X	
North River	Riverside Dr.	34	None	10		X			X	
Commerce Center										
Plymouth										
Plymouth Ind. Park.	W. Cherry St.	450	None	100		X			X	
Camelot Ind. Park.	Long Pond Rd.	110	10	60		X			X	
Cooks Pond Ind. Pk.	Long Pond Rd.	30	2	6		X			X	
Airport Ind. Park	S. Meadow Rd.	150	50	12		X				
Plympton										
Plympton Business										
Park	Spring St.	130	130	0						
Stoughton										
AMB Business Park	Turnpike St.	86	None	12		X	X		X	X
Metro South										
Corporate Center	Center Dr.	287	20	10		X	X		X	X
Tosca Dr. Ind. Park.	Canton St.	45	None	32		X	X		X	
West Bridgewater										
AMB Business Park	Manley St.	48	None	6		X			X	X
Whitman										
Whitman										
Industrial Park	Industrial Way	6	1	8		X	X		X	

Source: Field Observations, municipalities

Updated Feb, 2011 BH

**Table 21
OCPC Region Single Family Housing Building Permits 2001-09**

Community	2009	2008	2007	2006	2005	2004	2003	2002	2001	Total
Abington	12	18	27	29	23	31	37	127	90	394
Avon	2	4	5	5	8	2	2	3	3	34
Bridgewater	23	30	46	56	76	51	79	64	91	516
Brockton	25	28	51	85	79	93	76	53	47	537
E. Bridgewater	28	25	58	56	79	93	32	76	64	511
Easton	18	17	38	56	78	81	81	110	73	552
Halifax	6	5	12	16	24	32	26	31	28	180
Hanson	13	17	27	27	58	34	33	24	35	268
Kingston	29	22	16	24	60	77	76	47	43	394
Pembroke	22	23	69	52	60	180	43	76	75	600
Plymouth	125	141	164	182	453	277	273	289	288	2,192
Plympton	9	5	6	17	4	11	13	12	8	85
Stoughton	11	6	21	26	52	18	15	21	22	192
W. Bridgewater	6	5	11	6	9	11	14	22	23	107
Whitman	23	31	48	61	64	75	27	33	27	389
Totals	352	377	599	698	1,127	1,066	827	998	917	6,951*

*Note: not all structures granted building permits have actually been built.

Source: U.S. Census, American Factfinder, February 7, 2011

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 water, sewer and 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?

- OCPC is working with the Brockton Brownfields Support Team to identify developable brownfields land in the City of Brockton. OCPC is working with member communities to identify and develop brownfields parcels.
- Downtown development and brownfields developments are being planned in Brockton and Plymouth.
- The closed South Weymouth Naval Air Station, (Southfield) 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, 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 partners with SBA, SCORE and the Commonwealth Corporation to operate the Business Assistance Center (BAC) in Brockton at the Chamber. The Metro South Chamber of Commerce operates the Edison Small Business Incubator at the Chamber. The Plymouth Area Chamber of Commerce partners with the MA Small Business Development Center Network, SBA, SCORE, Plymouth Economic Development Foundation and Massasoit Community College to operate the Plymouth Area Business Education Center in Plymouth (PABEC) at the Chamber offices.

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, BAC the Edison Incubator and the PABEC. OCPC is a partner in the BAC and provides demographics and other technical assistance to people starting businesses in our region.

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 (SRPEDD) and the Metropolitan Area Planning Council (MAPC) has continued to work on the Southeastern MA Commuter Rail Taskforce (South Coast Rail) to address the possibility of restoring commuter rail service to Fall River and New Bedford and other communities. The Taskforce is looking to address growth and quality of life issues in 18 study area communities.

As part of the South Coast Rail project, Priority Development Areas (PDAs) and Priority Protection Areas (PPAs) for South Coast Rail communities have been mapped. Communities not completed in 2008-2009 were worked on in 2010-11. These maps show Developed Land, Permanently Protected Land, Proposed Local Priority Development Areas, Proposed Local Priority Protection Areas and Combined Areas/Undetermined.

Thirteen of fifteen OCPC communities are Economic Target Areas (ETAs). Before November 22, 2010, Abington, Brockton, Stoughton, Plymouth and West Bridgewater were ETAs. OCPC Staff working with member communities completed an application to the MA Economic Assistance Coordinating Council (EACC) to create the Old Colony Regional Technology Center Economic Target Area. The EACC approved this application on November 22, 2010. The Old Colony ETA consists of the communities of Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plympton and Whitman.



As part of the 2010 U.S. Census OCPC promoted community awareness of the importance of participating in the Census. OCPC hosted several meetings of the City of Brockton Complete Count Committee in Spring, 2010.

What is OCPC's role?

OCPC is a member of the Southeastern MA Commuter Rail Taskforce which is examining the impacts of extending commuter rail service to the non-district communities of Fall River and New Bedford. Although Vision 2020 has ended, 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 supports housing opportunities for a wide range of incomes to support the growth of the region's economy.

OCPC supported the U.S. Census in their efforts to completely count our communities in the 2010 U.S. Census to ensure up-to-date socio-economic data is available for our region.

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?

- Brockton: Elm St. Traffic Study, Road Safety Audit Belmont St. by VA Hospital
- Easton: Down Town Traffic Study
- Halifax: Route 106 at Route 36 Traffic Study
- Kingston: Elder Ave Traffic Study
- Pembroke: Heavy Vehicle Traffic Study
- Plymouth: Safe Routes To School
- Stoughton: Bay Road Circulation Study, Downtown Stoughton Traffic Study
- West Bridgewater: South St. Traffic Study, Walnut St. Traffic Study
- Whitman: Washington at Park and West Traffic Study
- Route 139 Corridor Study (Abington, Pembroke, Stoughton)
- Route 58 Corridor Study (Abington, Whitman, Hanson, Halifax, Plympton)
- Route 139 Corridor Study
- Massasoit Commuter Ride Share Study
- Priority Development/Priority Preservation Areas
- Top 100 Accident Intersections in Region Study

What is OCPC's role?

OCPC will promote highway improvement projects in our region including priority setting for federal funding through the Transportation Improvement (TIP) Program and the Metropolitan Planning Organization (MPO). 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 has been 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 by 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: MEET THE REGION’S 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, establish a regional venture/mezzanine capital loan pool and recapitalize small and micro loan funds to provide the capital needed for growth and job creation by businesses in our region.

What is being done?

SEED Corporation operates loan programs for businesses in Southeastern Massachusetts including micro enterprise loan funds. SEED has recapitalized its Micro Loan Fund with \$1 million in loan funds from the Small Business Administration. This program provides loans up to \$35,000. SEED has recapitalized its Revolving Loan Fund from EDA to meet the current demand for gap loans up to \$100,000. There are no other federal or state sources for these gap loans which enable many small businesses to continue operating. In this economy, access to these loan funds is extremely important. SEED Corporation has established a \$20 million venture capital fund which provides subordinated debt from \$200,000 to \$1.25 million to small businesses with insufficient collateral, but having good potential for growth and job creation,

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.

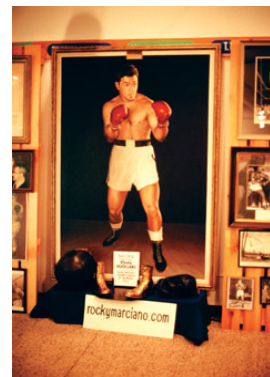


Tourism is an important part of our regional economy and our region has many tourist attractions that are underutilized.

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 City of Brockton and the Town of Stoughton have TOD overlay districts in their downtowns.

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, Brockton Brightfields. It went on line in 2006. A number of towns in the area including Kingston, Pembroke and Plymouth are discussing the erection of wind turbines for power generation. A company involved in the Brockton solar plant is now seeking to build a two-megawatt solar system on South Main Street in West Bridgewater. Plymouth is discussing creating its own municipal electric company. Plymouth County is looking at installing wind turbines on county owned property. A 350 megawatt gas fired combined cycle power plant in Brockton is in the permitting process. West Bridgewater will build a wind turbine to power the town water wells and water treatment plants. A test tower has been erected. The Town of Easton will use solar power at one of its water well sites. Massasoit



Community College is offering a course on designing solar electricity arrays. Massasoit Community College is installing 1,500 solar panels in 5 buildings at their Brockton campus. In June 2010 Avon Town Meeting passed an article allowing the construction of wind turbines on town property. At least 12 alternative energy projects are in planning process in Plymouth. The Mass Bay Transit Authority (T) is planning to build wind energy facilities at their Bridgewater and Kingston commuter rail stations.



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

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.

What is being done?

Verizon fiber-optic based FiOS high speed internet access is available in Spring, 2011 in Abington, Easton, Kingston, Plymouth and Stoughton.

Comcast is installing fiber-optic based high speed internet in the region.

What is OCPC's role?

OCPC supports the development of enhanced telecommunications infrastructure in our region.

N. GOAL: ENCOURAGE THE BRANDING OF THE REGION TO SUPPORT ECONOMIC DEVELOPMENT



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

What is being done?

The Old Colony Crossroads Collaborative (OCCC) is a regional economic development initiative that includes 27 communities and numerous organizations from across Southeastern MA. Members of the OCCC share ideas, site selection information, technical resources and expertise, explore regionally-based cooperative marketing, and collaborate on infrastructure, transportation, land use and other regional issues. The OCCC also

engages state and legislative leaders as partners in the region's economic growth and development. OCPC, Bridgewater State University, Brockton 21st Century Corp, and the Metro South and Plymouth Area Chamber of Commerce's are members of OCCC.

What is OCPC's role?

OCPC is a member of the Old Colony Crossroads Collaborative and is providing technical assistance to this project.

O. GOAL: ENCOURAGE COMMUNITIES TO LOOK AT OVERLAY DISTRICTS TO ENCOURAGE DEVELOPMENT

OBJECTIVES: (Long Term) to identify various resources such as Streamlined Permitting to achieve that goal.

What is being done?

The City of Brockton's 60 acre Downtown 40R Smart Growth Overlay District was approved by vote of the City Council in Summer, 2007 and has since been approved by the state Department of Housing and Community Development (DHCD). Residential and mixed-use development within the Smart Growth District can take place as a matter of right, without the need for a special permit or variance. The Smart Growth District defines a clear set of policy and development objectives for the Downtown District, establishes a clear and predictable permitting mechanism (as of right permitting) for renovation and new construction, establishes Design Standards to ensure that all new development is of high quality and strengthens Downtown Brockton, creates 5 unique sub-districts with specific objectives including density and building heights tailored to each sub-district, encourages a wide range of uses including: mixed use, office, retail, recreational and multiple residential uses such as single family, two family, town house and multi-family housing, facilitates the development of affordable housing units, which must comprise 20% of all new residential development and matches investment in public infrastructure improvements to support the development of new housing units within walking distance to public transit. Future zoned units total 1,096. The City of Brockton has a Downtown Transit Orientated Development District.



The Town of Bridgewater has a 128 acre 40R District at Waterford Village near Bridgewater State University. Future zoned units total 594. This is a DHCD approved district.

The Town of Easton has a 60.66 acre 40R District at Queset. Future zoned units total 280. This is a DHCD approved district.

The Town of Kingston has a 109 acre 40R District at 1021 Kingston's Place near the commuter rail station. Future zoned units total 730. This is a DHCD approved district. A proposed 40 R project at this site was withdrawn in March, 2010 by the developer.

The Town of Plymouth has a 56.8 acre 40R District at Cordage Park near the commuter rail station. Future zoned units total 675. This is a DHCD approved district.

The Town of Stoughton has a Downtown Transit Orientated Development Overlay District.

What is OCPC's role?

OCPC provides technical support to communities wishing to create overlay districts.

P. GOAL: TO ENCOURAGE THE DEVELOPMENT OF PUBLIC WATER SUPPLIES AND WASTEWATER TREATMENT CAPACITY IN THE REGION

OBJECTIVES (Long Term): To support the expansion of public water supplies and wastewater treatment capacity in the region



What is being done?

District staff monitored and assisted waste water treatment efforts and water supply system improvements in several District communities.

The City of Brockton has invested \$100 million to upgrade the City's Wastewater Treatment plant. Phase 2 improvements to the plant included the replacement of six secondary clarifier tank mechanisms, the replacement of return activated pumps and the expansion of the existing filter building which involved the installation of a new Aqua-Diamond filter system, installation of an odor-control system and duct work. Phase 3 improvements include the construction of a new grit building and installation, new grit removal equipment, demolition of four

existing sludge collectors and installation of eight new Primary Clarifier Mechanisms with odor control covers, the installation of a new odor control scrubber system, Ultra-Violet (UV) disinfection equipment, aeration system, installation of new anoxic mixers and internal recycle pumps, demotion of existing dissolved-air flotation equipment and installation of a new 100' diameter dome sludge tank cover.

In Winter, 2011, the Town of Kingston is proposing a variety of upgrades (process and non-process) to its wastewater treatment plant (WWTP) on Cranberry Road. The process upgrades include: the addition of a 60'x60' sequencing batch reactor (SBR); construction

of an underground leaching field at the existing refuge transfer station site, installation of high efficiency variable frequency drives (VFD) on the three effluent pumps, a new enclosure over the existing septage receiving tanks, construction of facilities needed to handle the increased volume of waste activated sludge (WAS), additional storage for the thickened waste activated sludge (TWAS) and filtrate, a second gravity belt thickener (GBT) to handle the increased volume, and a package biofilter system to replace the existing odor control system for more efficient and cost-effective operation. The non-process upgrades include: altering and expanding the Process and Administrative Building, a new, four bay vehicle storage garage and a new drying bed. The upgrades are confined to the existing, developed WWTP and adjacent solid waste transfer station composting sites.



As part of the plan to turn the former Ames shovel factory into housing, the Town of Easton will build an on-site wastewater treatment plant capable of treating 50,000 gallons of wastewater per day. The shovel shop complex, which will have 199 apartments, will use about 22,000 gallons of wastewater treatment capacity. This leaves a capacity of 28,000 gallons for the rest of North Easton Village, a neighborhood of businesses and older houses on small lots overwhelmed by septic system malfunctions. The remaining capacity can serve up to 90 houses. About 36,000 gallons of treated wastewater will be disposed on site. The rest will be disposed of off-site.

The second phase of the Taunton River Watershed Management Plan has been completed. OCPC is a member of the Steering Committee for this project. The Taunton River Watershed covers more than 500 square miles and includes 40 communities. Phase One of the project included the collection of data, development of a water budget model, assessment of the watershed, public outreach and development of an overall plan. The second phase saw the launching of code reform projects in the non-district communities of Lakeville and Norton as well as six demonstration design projects across the region to illustrate recommended innovative storm water and wastewater management, as well as habitat restoration techniques. Horsely Whitten Group Engineers worked with Bridgewater State University and the Steering Committee, as well as local project partners, to bring these projects through the seventy-five percent design stage, leaving up

to local companies, institutions or communities to implement them. These projects include low impact storm water management designs, innovative onsite wastewater treatment and disposal and ecological restoration. Projects are located at Bridgewater State University, the Belmont Street Soccer Fields in East Bridgewater and in the non-district communities of Taunton Center, Dighton, Lakeville and Middleboro. The partners seek to receive funding for Phase Three of the project.

District Staff, the City of Brockton and the MA Department of Environmental Protection (DEP) are conducting the \$600,000 Upper Taunton River Basin Regional Wastewater Evaluation Project which encompasses 14 communities including 8 District communities. It is seeking wastewater disposal solutions which will maximize the use of existing and potential industrial/commercial Economic Development areas in the OCPC/Brockton area community.

The Town of Avon Water Department installed a new Manganese removal system in Fall, 2010.

The Town of West Bridgewater has installed a new one-million gallon water storage tank.

The Abington/Rockland Water Department has installed new water storage tanks on Lincoln and Chestnut Streets in Abington.

What is OCPC's role?

OCPC provides technical assistance to communities seeking to upgrade their water supplies and waste water treatment facilities.

O. GOAL: ENCOURAGE INVESTMENTS TO GROW JOBS IN THE LIFE SCIENCES

OBJECTIVES (Long Term) To support firms engaged in the life sciences.

What is being done?

The Massachusetts Biotechnology Council rates communities in MA in their MassBio Massachusetts BioReady Community Ratings. The focus of these ratings is to help biotechnology companies find the most favorable destinations in the state. BioReady rated cities and towns have made a commitment to biotechnology.



The Town of West Bridgewater is a MassBio Bronze rated community. Municipalities at this

level feature:

- Municipal water and sewer available in commercial and industrial areas.
- Zoning allows for biotech laboratory and manufacturing uses by special permit.
- There are identified points of contact in town/city hall to assist biotech projects.

The City of Brockton is a MassBio Gold rated community. Municipalities at this level feature:

- Bronze criteria plus Silver criteria which includes
- Municipality allows biotech laboratory and manufacturing uses by right.
- Has identified buildings and/or land sites for biotechnical uses in municipal plans.
- Municipality convenes site plan review meetings, bringing together all pertinent departments to provide an overview of the local approvals process for significant commercial and industrial projects.
- Has land sites and/or buildings included in BioSites inventory at www.massachusetts.sitefinder.com

Or

- Community has identified Priority Development Sites per Chapter 43D
- Municipality has a site designated as a Massachusetts Growth District
- And Gold criteria which includes:
- Municipality has sites or buildings pre-permitted for biotechnology laboratory or manufacturing use.

Or

- Municipality has existing buildings in which biotech laboratory or manufacturing is taking place.

Southfield (former South Weymouth Naval Air Station) which is located in the District town of Abington as well as non district communities Rockland and Weymouth is a MassBio Platinum rated area. Areas at this level feature Gold Criteria plus:

- Municipality's Board of Health has adopted the National Institutes of Health guidelines on rDNA activity as part of its regulations.
- Municipalities include a building or buildings that are already permitted for biotech uses and have 20,000 square feet or more of available space for biotech uses.

Or

- Municipalities have a shovel ready pre permitted land site with completed MEPA review and municipal water and sewer capacity to meet additional demand.

View available sites in the above mentioned communities at

www.massachusetts.sitefinder.com

What is OCPC's role?

OCPC encourages the development of the bio-tech industry in our region as a jobs and commercial tax base creator.

R. GOAL: ENCOURAGE EXPANDING HOUSING INVESTMENTS AND HOUSING CHOICES

OBJECTIVES (Long Term) to support the expansion of housing availability for our present and future workforce.

What is being done?

The number of single family housing permits in the OCPC region in 2009 totaled 352 versus 377 in 2008. Three projects of note are proceeding:

In the winter/spring of 2011 new single family housing is under construction at Southfield, the former South Weymouth Naval Air Station which includes the District community of Abington.

Beacon Community Development LLC is planning to build 119 units of mixed income housing at Shovel Shop Square, the former Ames Shovel factory in Easton. Construction is scheduled to begin in 2011. In April 2011, Capstone Communities received Brockton Planning Board approval to convert the vacant Knight Building in downtown Brockton into a 25 unit, loft-style apartment complex to be known as Station Lofts.

The City of Brockton has the highest foreclosure rates of homes in Massachusetts. Steps being taken to mitigate this include: The City of Brockton has a Taskforce on Housing and Foreclosure Prevention. The Brockton Housing Partnership has developed a foreclosure hot line (508) 586-6080. In fall 2010 the state granted \$45,000 in grant money to South Coastal Counties Legal Services to support foreclosure-related legal services for low-income residents in the Campello section of Brockton.



What is OCPC's role?

OCPC works with communities to encourage the expansion of housing availability for our present and future workforce.

S. GOAL: ENCOURAGE INVESTMENT IN TELEVISION AND MOTION PICTURE PRODUCTION IN THE REGION

OBJECTIVES (Long Term) To support the planned development of Television and Motion Picture Production facilities in Plymouth and the nearby non-district community of Weymouth.

What is being done?

Plymouth Rock Studios in Plymouth and Southfield Studios located on the closed South Weymouth Naval Air Station in Weymouth hope to begin construction as soon as financing has been secured.

What is OCPC's role?

OCPC encourages investment in television and motion picture production in our region.



IV. PRIORITY ECONOMIC DEVELOPMENT PROJECTS

A. PROGRAM AND PROJECT SELECTION

The Comprehensive Economic Development Strategy Committee (CEDS) has identified Twenty-Five Priority Economic Development Projects for FY 2011 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-three 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 2011 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:

Avon: Installation of public sewer in Avon Industrial Park

Status: Planning stage

Goals Addressed: B, P

Bridgewater: Business District Sewer Extension

Status: Design complete, awaiting funding

Goals Addressed: B, C

Brockton:

College Collaborative

Status: Ongoing

Goals Addressed: B, C, D

Coweeseett 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

Central Area Circulation Improvements

Status: Transportation studies ongoing

Goals Addressed: B, C, E

Downtown Garage/Deck on Lincoln Street

Status: Design complete, seeking funding

Goals Addressed: B, C, E

Regional Waste Water Improvements

Status: Design complete, seeking funding

Goals Addressed: P

Silver Lake Water Transmission Main

Status: Design complete, seeking funding

Goals Addressed: P

**East Bridgewater: Clean Up of Brownfields Sites in town center
Including the former Grant Steel and Precise Engineering sites.**

Status: Seeking funding

Goals Addressed: B

Hanson: Hanson Children's Museum

Status: Plan complete, awaiting funding

Goals Addressed: B, J

Plymouth:

Water Street Promenade

Status: Planning Stage

Goals Addressed: D, J

Leyden Street & Town Square

Status: Planning Stage

Goals Addressed: D, J

Court Square with Burial Hill Ramp/Steps

Status: Planning Stage

Goals Addressed:

Jenney Park and Pond

Status: Planning Stage

Goals Addressed: D, J

Depot Square

Status: Planning Stage

Goals Addressed: D, J

Town Pier

Status: Planning Stage

Goals Addressed: D, J

Nelson Park and Beach

Status: Planning Stage

Goals Addressed: D, J

Stephen's Field

Status: Planning Stage

Goals Addressed: D, J

Waterfront Walkway

Status: Planning Stage

Goals Addressed: D, J

Infrastructure Improvements

To Aid Redevelopment of Cordage Park

Status: Planning Stage

Goals Addressed: B, C, K

New England Park

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

Status: Planning Stage

Goals Addressed: B, H

Plympton: Plympton Business Park Waste Treatment and Water Distribution Project

Status: In final design stage

Goals Addressed: B, P

Stoughton:

Stoughton Industrial Park

Status: Ongoing studies

Goals Addressed: B

Feasibility Study To Improve Stoughton Square

Status: in Planning Stage

Goals Addressed: B, C



C. LOCALLY PROPOSED PROJECTS

Abington:

- Abington Business Incubator. 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 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

- Relocate town fuel/storage area @compost area. Estimated cost = unknown

Brockton:

- Expansion of Edison Business Incubator. Estimated cost = \$1.25 million
- 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
- Upgrading and improvement of Massasoit Community College entrance at Route 27 and Massasoit Blvd. Estimated cost = \$3,000,000

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:

- Connection from an existing emergency generator to a wastewater pump station. Estimated cost = \$140,000
- 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:

- Cooperative planning with all interests to fully develop historic downtown. Estimated cost = unknown

Plympton:

- Widening of Spring Street to 5 lanes at entrance of Plympton Business Park. Estimated cost = \$1,000,080 million
- Construction of Plympton Business Park Waste Water Treatment plant=\$3.1 million
- Water Treatment Plant: Estimated Cost = \$1.9 million
- Water Storage Tank: Estimated Cost = \$300,000
- Industrial Park Road: Estimated Cost= \$2,818,900

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:

- 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:

2011 EVALUATION

GOALS AND OBJECTIVES

Objective of Evaluation Criteria

The Old Colony Planning Council Economic Development District CEDS 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 6, 2011 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 current 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 current report year.
5. Improve CEDS Outreach, by conducting one workshop on a key CEDS issue, viewing two EDA web conferences and attending two economic partners economic development functions during the current 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>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
1. Number Held	6	6	6	7	6
2. Total Attendance	54	48	46	55	
a) OCPC Delegates	5	5	5	1	
b) Private Sector	16	12	16	10	
c) Workforce/Econ Dev. Practitioners	22	22	20	36	
d) Other (including transportation)	9	8	6	8	
Average Attendance	9	8	7	8	
3. Guest Speakers/Presentations	6	4	6	5	4
4. Issue Updates	12	12	6	7	6
5. Workshops/Web conferences	2	1	2	2	3

FINDINGS: In 2010-2011 six meetings were held. Overall attendance at meetings increased. We gained two new members. There were 4 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 six economic development partners' economic development functions during the 2010-2011 year.

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
2007-2008	6
2008-2009	6
2009-2010	6
2010-2011	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		
2007-2008	1,000	Town of Plymouth	
2008-2009	N/A		
2009-2010	N/A		
2010-2011	819.9	Eight-Town Economic Target Area	
Total	3,218.5	Acres	

FINDINGS: Staff is working with the developers of the Plympton Business Park that could result in over 1,000 jobs at full build out. Sysco Food Service announced in Spring, 2011 that they will locate a major distribution center in the Park.

OCPC an active participant in the reuse planning for the closed South Weymouth Naval Air Station now known as “Southfield” which includes the district town of Abington. Progress has been made on this project. In August 2010 ground was broken for construction of an east west parkway. In January 2011 construction has begun on new housing units.

Staff is working with the Town of Plymouth on development proposals for 1,000 acres of land off of Bourne Road just north of Route 25.

Staff working with area communities created the Old Colony Regional Technical Center Economic Target Area (OCRTEA) in 2010. The OCRTEA was approved by the Commonwealth of MA Economic Assistance Coordinating Council on November 22, 2010. The OCRTEA includes the communities of Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plympton and Whitman. Existing Economic Target Areas in the OCPC region include Abington, Brockton, Plymouth, Stoughton and West Bridgewater. Staff has created a marketing brochure for communities to use to market their communities in the Economic Target Area. As part of this project developable commercial/industrial land was identified in the communities.

Staff assisted the City of Brockton and the Brockton 21st Century Corporation in filing a successful Chapter 43D Expedited Permitting application with the state. The City was awarded \$100,000 to:

- Explore optimum use of the 20.98 acre 309 Battles Street closed “Fairfield Farms” manufacturing plant Priority Development Site.
- Continue to explore ways to streamline the local permitting process.
- To facilitate growth generally.

Staff assisted the Town of Plympton in filing a successful Chapter 43D Expedited Permitting application with the state in 2009. This allows the Town of Plympton to fast track commercial/industrial development in the town.

In late 2010 the State named Brockton a pilot community through the state Brownfields Support Team initiative. As a pilot community with the state project, Brockton is working with the state Department of Environmental Protection, the Executive Office of Housing and Economic Development, and MassDevelopment to list sites that could benefit from state and local remediation assistance. The state will pay \$50,000 for MassDevelopment to help with development of master plans and economic development strategies for downtown Brockton.

OCPC is a member of the Brockton Brownfields Support Team (BST). The BST's objective is to work with the City to complete an inventory of brownfields sites in the City. Once the inventory has been created, the BST will work with the City to come up with a short list of sites to be prioritized for clean-up and redevelopment. The City and the BST are working together to identify the actions and funding necessary to assist the City with remediation activities and bring the sites back into productive use.

The October 27, 2008 Plymouth Town Meeting approved zoning and tax agreements that will allow construction of a movie and television studio on Long Pond Road. The \$400 million project includes plans for 14 sound stages, a 10 acre back lot, a theater, a 300 room hotel in a small village center and an education center. It will be built on part of the 240-acre Waverly Oaks golf course. As of spring 2011 Plymouth Rock Studios is seeking construction funding. Staff is working with the developers of the new Plymouth Rock Studios in Plymouth. This is a site reuse.

In December 2008 it was announced that The SouthField Studios located on the site of the former South Weymouth Naval Air Station (which includes the district community of Abington)s in the nearby non district community of South Weymouth will move forward, with construction of that facility planned to begin if funding is obtained. This is a site reuse

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 NON-FARM ESTABLISHMENTS BY COUNTY, 2001 & 2007

	MA	PLYMOUTH COUNTY	BRISTOL COUNTY	NORFOLK COUNTY
2001	177,434	11,997	13,364	19,738
2007	176,701	12,557	13,600	19,796
% Change				
2000-2007	-1.0%	1.4%	1.1%	1.0%

Source: U.S. Census

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
2007-08	8
2008-09	8
2009-10	7
2010-11	6

FINDINGS: In 2010-2011 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	20	\$8,974,510	\$2,243,627	\$11,218,137
FY 2007	5	\$5,901,051	\$1,475,263	\$7,376,314
FY 2008	6	\$10,056,640	\$9,023,546	\$19,080,186
FY 2009	6	\$25,046,782	\$3,858,954	\$28,905,736
FY 2010	N/A			
Totals	62	\$71,680,782	\$29,175,825	\$1,008,561,5

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 nine MPO meetings between June 2010 and June, 2011.

Staff completed numerous projects as outlined in the Unified Planning Work Program. The projects included Multiple MEPA Reviews and Site Visits, FFY 2010 Unified Work Program, FFY 2010 Unified Planning work Program, Public Participation Plan Amendment, Old Colony FFY 2010-2013 TIP, TIP Adjustments and Amendments, CMAQ Project Analyses and Consultation Committee Meetings, MARPA TIP Quarterly Coordination Meetings, Multiple 25% Design Public Hearings, TIP Coordination meetings with EOTPW, MassHighway, and Communities, TIP Project Reviews (PNFs, Environmental Justice Mapping, FY 2010 Chapter 90 Information and CD Rom, 2010 MassHighway and OCPC Traffic Count Program, ATR and TMC GIS Point Layers, ATR Counts (160 Counts), Comprehensive Intersection Database, Turning Movement Counts (152), Year End 2010 Traffic Count Program Distribution, Year End 2010 Traffic Volumes Report, Multiple GIS Products and Technical Assistance, Pictometry Products and Technical Assistance, 2010 Congestion Management Process Annual Report, Locating of unlocated crashes (2009 MassHighway Data), Top 100 High Crash Locations and maps, Traffic Records Coordinating Committee, South Coast Rail Technical Assistance, Southeastern Massachusetts Commuter Rail Task Force

Participation, Brockton – Elm St. Traffic Study, Road Safety Audit Belmont St. by VA Hospital, Massasoit Community College Vehicle Occupancy Study, East Bridgewater-Route 106 at Washington Street Road Safety Audit, Easton – Foundry Street Speed Study, Downtown Easton Village Transportation Study, Route 138 Priority Development Study with South Coast Rail, Halifax – Route 36 at Oak, Route 106 Road Safety Audit, Kingston – Brook Street Rte. 80 at Elm Street Intersection Safety Study, Pembroke – Heavy Vehicle Traffic Study, Plymouth – Cliff Street and Samoset Streets Traffic Study, Stoughton–BayRoad Circulation Study, Downtown Stoughton Origin/Destination and Circulation Study, West Bridgewater – South St. Traffic Study, Walnut St. Traffic Study, Whitman – Washington at Park and West Traffic Study, Participation in Metro Boston and SE Mass Regional ITS Architecture Updates, Route 139 Corridor study (Stoughton, Abington, Pembroke) Route 58 Corridor Study (Abington, Whitman, East Bridgewater, Bridgewater), 2009 Human Service Coordination Plan, Project Solicitation, Review, Ranking and Presentation, 2010 Transit directory., Bicycle/Pedestrian Taskforce.

GOAL F: SUPPORT 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, 2007

	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

2007	517,879	49,612	39,252	11,654
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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
2007	7,691	882	777	264

Source: U.S. Census of Agriculture

FINDINGS: The amount of agricultural acreage in Norfolk County increased by 1,685 acres from 1997 to 2007. The amount of agricultural acreage in Bristol County increased by 2,079 from 1997 to 2007. The amount of agricultural acreage in Plymouth county decreased by 23,806 acres from 1997 to 2007. The number of farms increased in Massachusetts and all three counties between 1997 and 2007. 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
2008	20	20	10	50
2009	20	20	10	50
2010	20	15	5	40

*Includes only those logged.

FINDINGS: The Council/EDD is a State Data Center for demographic information. The Council conducts an annual traffic counting program. OCPC has a two person GIS Department that provides GIS mapping services to OCPC member communities. 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, 2009 an updated 2008 version of the data book had been released and is being 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	
	<u>1990</u>	<u>2000</u>	<u>1990</u>	<u>2000</u>
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/UNIVERSITIES

New Workforce Training Programs Instituted

<u>Year</u>	<u>Massasoit Community College</u>	<u>Bridgewater State University</u>
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
2008	N/A	N/A
2009	N/A	N/A
2010	N/A	N/A

In Fall 2009 Massasoit Community College in Brockton offered a new course on designing solar electricity arrays. The course prepares both professionals such as electricians and newcomers to take the solar installer certification test offered by the North American Board of Certified Energy Practitioners.

COURSES CURENTLY BEING OFFERED

MASSASOIT COMMUNITY COLLEGE, Brockton, Canton. At the Brockton campus the college offers Associate Degree programs in Business Administration, Child Care Education and Administration, Computer Application Specialist, Computer Information Systems, Criminal Justice, Culinary Arts, Fire Science Technology, Human Services, Liberal Arts Studies, Nurse Education, Radiologic Technology, Respiratory Care, Travel and Tourism, a One-Year Certificate Program in Office Technologies and In-House Certificate Programs of Study in Child Care, Computerized Accounting, Computerized Office Services, Computer Repair and Maintenance, Computerized Tomography, Conflict Resolution, Department of Mental Retardation-Direct Support, Financial Support Services, Food Production, Irish-American Studies, Law Enforcement, Magnetic

Resonance Imaging, Microsoft Office, Office Skills, Polysomnography, Travel and Tourism, and Website Design and Development.

At the Canton campus the college offers Associate Degree programs in Architectural Technology, Business Administration Careers –General Business, Criminal Justice, Diesel Technology, Electronic Technology, Heating, Ventilating & Air Conditioning Technology, Liberal Arts Studies, Visual arts, One Year Certificate Programs in Dental Assistant and Medical assistant and In-House Certificate Programs of Study in Fashion Merchandising, Insurance Billing Specialist, Law Enforcement, Medical Coding, Museum Studies and Phlebotomy.

BRIDGEWATER STATE UNIVERSITY, Bridgewater - Bridgewater State University, formerly Bridgewater State College was granted university status in late 2010. The University has 20 undergraduate departments in the School of Arts and Science, ranging from Anthropology to Theater and Dance, four departments in the School of Business and five in the School of Education and Allied Studies. The College's interdisciplinary programs offer minors in Actuarial Science, Regional Development Studies (American, Asian, Canadian, Irish American, Latin and Caribbean, Russian and European), Health Resources Management, Urban Affairs, Public History, and Woman and Gender. Pre-professional program offerings include Pre-Medical, Pre-Dental, Pre-Veterinary and other medically-orientated professions. The Graduate School grants Masters Degrees in Arts, Teaching, Education, Public Administration, Science, Science in Management, and Social work. Certificates of Advanced Graduate Studies in Educational Leadership, Mental Health Counseling, Reading and School Guidance Counseling are also available. Most recently, the university is offering a Doctor of Education (EdD) in the areas of Educational Leadership and Reading in collaboration with UMass/Lowell.

STONEHILL COLLEGE, Easton

The college has 33 major programs including Accounting, American Studies, Biochemistry, Biology, Chemistry, Communication, Computer Science, Computer Science and Computer Engineering, Criminology, Economics, Education Studies, English, Finance, Fine Arts, Foreign Languages, Gender Studies, Health Care Administration, History, International Business, International Studies, Management, Marketing, Mathematics, Multidisciplinary Studies, Neuroscience, Philosophy, Political Science, Psychology, Public Administration, Religious Studies and Sociology. A Masters Degree is offered in Accountancy.

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
2007-08	3	\$16,815,000	19	164
2008-09	2	\$24,742,000	22 statewide	381
2009-10	5	\$82,509,380	1,571	347
2010-11	2	\$18,015,285	183	N/A

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

LOANS PROVIDED BY SEED CORPORATION OCT. 2009-SEPT. 2010

	No. of Loans	Total Amount	#New Jobs
SBA 504	47	\$49,492 million	281
SBA Guarantee	13	\$3.6 million	100
Revolving Loan Fund	10	\$.1.6 million	42
Micro Loan Program	23	\$.1 million	72
SEED Venture Finance LLC (2006-2010)	16	\$10,267 million	

LOANS PROVIDED BY SEED CORPORATION IN BROCKTON UP TO 2009

	No. of Loans	Total Amount	# New Jobs
Brockton Loan Pool	36	\$1.1 million	160
Other Loan Programs	51	\$13.8 million	377

FINDINGS: The South Eastern Economic Development (SEED) Corporation is an excellent source of business funding in Southeastern Massachusetts. SEED Ventures LP, a \$20 million mezzanine/venture capital fund is now in place to address the gap for equity capital. SEED Corp. has funds available for small businesses in Brockton. The funds are available the Revolving Loan Fund which provides loans up to \$100,000 which represent a portion of the total financing needed, assist with working capital and fixed asset projects, and are subordinated to a participating bank and the Brockton Micro Loan Program. This program was established with grants from the U.S. Economic Development Administration (EDA) and BankBoston, with technical assistance from SEED Corporation. The following agencies were involved in developing the program: the Mayor’s Office of Economic Development, Metro South Chamber of Commerce, the Brockton 21st Century Corporation, the Brockton Community Corporation and the Old Colony Planning Council.

This pool of funds enables SEED to make loans of up to \$25,000 which can be used for working capital, real estate for the use of the small business and for machinery and equipment. Larger loans can be considered depending on the economic impact of the loan. The loan term is up to five years with options to defer payments over longer periods to establish seasonal schedules as needed. The Loan Rate is generally market rate and based on an analysis of the business’ needs and repayment ability. Eligible businesses

include Manufacturing, retail, wholesale and service businesses generally meeting the definition of small business.

- 700 Entrepreneurs were served by 39 SEED sponsored workshops in 2009-10 on Fundamentals of Planning, Preparing For and Financing Your Business and Understanding Financial Statements.
- 1,005 Entrepreneurs were served by individual sessions in 2009- 10
- 1,705 Total Entrepreneurs were assisted by SEED Corp. in 2009-10.

MassDevelopment continues to assist area businesses with issuing revenue bonds.

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), 2000-2010

	<u>State</u>	<u>Plymouth County</u>
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
FY 2007	\$111,087	\$1,903
FY 2008	\$119,137	\$1,597
FY 2009	\$109,458	\$1,860
FY 2010	\$101,569	\$1,814

Source: MA Department of Revenue

FINDINGS: State room tax collections reached a high point in FY 2001 and Plymouth County room tax collections reached a high point in FY 2004. State room tax collections and Plymouth County room tax collections decreased from FY 2009 to FY 2010.

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

Year	Communities Adopting TOD Zoning	Projects done with OCPC Assistance	Permanent jobs created
2001-2002	0	0	0
2002-2003	0	0	0
2003-2004	1	1	5
2004-2005	0	0	0
2004-2006	0	0	0
2006-2007	0	0	0
2007-2008	0	0	0

2008-2009	2	2	0
2009-2010	0	0	0

FINDINGS: The District Town of Abington has enacted a Transit Oriented Development (TOD) Zoning District in the town of Abington. The City of Brockton has a TOD Overlay District. The Town of Stoughton has a TOD Overlay District in Stoughton Center. The Council is supporting TOD planning as part of the redevelopment planning for the closed South Weymouth Naval Air Station. Downtown Brockton TOD 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 conversion of the Strathmore Building near the BAT Center into condos. Capstone Communities is planning to convert the Knight Building, which is located across the street from the Brockton Center T station (and the OCPC offices) into a 25 unit, loft style apartment complex to be known as Station Lofts. In April, 2011 this project was approved by the Brockton Planning Board. Other condo buildings have been built near the other two train stations in Brockton. In downtown Brockton Trinity Capital has announce plans to pump \$100 million into downtown redevelopment, including 6,000 square feet of retail, 37,000 square feet of commercial space and almost 220 residential rental units on Main Street near the downtown commuter rail station. This project is in the permitting process as of Spring, 2011.

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
2007-2008	0
2008-2009	0
2009-2010	0
2010-2011	0

FINDINGS: OCPC will provide guidance to member communities involved in or wishing to be involved in creation of local alternative energy resources.

In October, 2006 the City of Brockton completed the largest solar power (photovoltaic) plant in New England. The Brockton Brightfield is a 425 kilowatt (kW) photovoltaic (PV) solar energy system located on a 3.7 acre environmentally remediated brownfield. At the time of completion, the plant was the largest solar energy solar energy plant in New England and the largest brightfield – an idle remediated “brownfield” transformed into a solar generating station – in the nation. This plant generates an estimated 535

Megawatt hours (MWh) of electricity annually, enough energy to power approximately 71 homes.

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.

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.

According to the April 8, 2008 Patriot Ledger the Monday, April 7, 2008 Town Meeting approved the creation of an enterprise fund that will allow the town to install, finance and operate a wind turbine. A home-rule petition to be filed with the Legislature would enable a wind energy enterprise fund to be set up under the control of selectmen and the town administrator. Kingston is studying the feasibility of building a turbine that would generate 1.5 to 2 megawatts at its wastewater treatment plant near Route 3, though other sites are possible. A consultant has said that a two megawatt turbine would generate \$7.8 million in “net cash” for the town over 20 years. Building the turbine would need town meeting approval. Town meeting also approved zoning a sliver of town-owned land near the Plymouth line as a “wind turbine overlay district.”

Kingston landowner Mary O’Donnell as of March, 2011 is proposing to devote a 105 acre site she owns next to the Kingston Commuter Rail station as a site for renewable energy. It would be a combination wind and solar farm with at least five wind turbines built on the parcel. Town meeting will need to endorse extending zoning that currently exist at the nearby town-owned landfill to the O’Donnell site. The Kingston Board of Selectmen have endorsed the change.

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 received an 8 to 0 vote by the state’s Energy Facilities Siting Board to proceed with construction. It is estimated that the \$350,000,000 project will employ 300 construction workers over a two year period. Cooling water will be supplied from a portion of the purified effluent now being wasted from the City’s adjacent Wastewater Treatment Plant. Federal and State regulatory

authorities have confirmed that the design, operation and maintenance of the Brockton Clean Energy power plant meets or exceeds the strict standards governing all safety, health and environmental issues.

The Plymouth County Commissioners are reviewing the engineering and finance details of a proposal offered by a consortium of public and private entities in response to a request from the Plymouth County Commissioners for the design and installation of wind turbines and/or solar photovoltaic devices on three county-owned parcels. The sole proposal under consideration by the Commissioners was submitted by a consortium of public and private entities, including construction firm JK Scanlan, Solaya Renewable Energy, Atlantic Renewable Energy Services, Sustainable New Energy, gr0Solar, and the University of MA/Dartmouth. This project includes:

- 96,000 square feet of Solar Photovoltaics spread between the lawn of the Registry of Deeds building off Obery Street in Plymouth and a parcel of land adjacent to Bridgewater State Prison.
- Three Ghodawat G160 wind turbines on the “Wood Lot” off Camelot Drive in Plymouth.
- A LEED certified 15-acre Sustainability Complex providing educational, museum, and business incubator space.

Other wind turbine projects proposed and under review in Plymouth include:

- Two wind turbines in the woods behind Plymouth’s waste-water treatment plant from Pilgrim Wind LLC.
- One wind turbine at 125 Camelot Drive from Balboni LLC.
- Two wind turbines at 143 Hedges Pond Road from Sustainable New Energy.
- One wind turbine to be built in the vicinity of 120 Colony Place from Colony Place Development LLC.
- One wind turbine at 8 Scobee Circle in the Plymouth Industrial Park by Sheava LLC.
- Four wind turbines on Bournehurst Drive (3 of which have been approved) by Future Generation Wind.

The Town of Easton was awarded funding in February, 2010 from federal stimulus funds to finance solar energy projects at municipal and regional water and wastewater facilities. The Easton Water Division will install solar panels at Pumping Station No. 2 behind the David Ames Clock Farm on Route 138. In October 2009, town meeting voters agreed to borrow \$350,000 for the project, which will be reimbursed with the federal stimulus funds. Extra electricity realized from the solar panels will be sold to the grid. This project is funded from \$185 million in federal stimulus dollars awarded to Massachusetts by the U.S. Environmental Protection Agency.

In May, 2010 National Grid Electric agreed to purchase 50 % of the electricity generated by the proposed Cape Wind project, a 130 turbine wind farm in Nantucket Sound. The

project has been approved by the U.S. Interior Department. It needs approval by Massachusetts regulators.

At June 2010 Avon Town Meeting voters approved allowing the construction of wind turbines on town property, though none are currently planned.

Massasoit Community College has installed 1,760 solar panels on five Brockton campus buildings with potential savings of 453,615 k.W.

The U. S. Department of Transportation, Federal Transit Administration has approved \$2.5 million in competitively selected TIGGER funds to the Massachusetts Bay Transportation Authority (MBTA) for the installation of two renewable wind energy generation turbines to be located at the Kingston Layover Facility at the terminus of the Kingston/Plymouth Commuter Rail line and the Bridgewater Station on the Middleborough/Lakeville Commuter Rail line. The proposed wind energy equipment includes a 100 kW turbine located at the Kingston Layover and a 600 kW turbine located at the Bridgewater station. The MBTA is the single largest electricity consumer in MA, consuming nine percent of all electricity consumed in the state. With the installation of renewable wind energy turbines such as the ones proposed in Bridgewater and in Kingston, the MBTA will be able to generate power to operate its own facilities or return power back to the regional grid, thereby providing clean energy to the region. Both facilities currently consume electricity to support the plugging in of trains for storage, maintenance and passenger waiting facilities. The annual electricity use at both facilities is 2,815,738 kWh. Not only will this investment allow the MBTA to save 75% of energy consumption at these locations, but also, in virtue of the high visibility placement of the wind turbines at major transportation nodes, will serve as a model for green technologies region wide.

GOAL M: SUPPORT THE DEVELOPMENT OF ENHANCED TELECOMMUNICATIONS INFRASTRUCTURE IN OUR REGION

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 business access to this infrastructure to remain competitive in a world economy.

QUALITATIVE MEASUREMENT: Work with service providers and communities to get this infrastructure installed

QUANTITATIVE MEASUREMENT: Determine the economic impact of the installation of this infrastructure

EVALUATION CRITERIA: Number of OCPC communities with advanced infrastructure

1. 5 or more (Excellent)
2. 2-3 (Good)
3. Less than 3 (Needs Improvement)

EVALUATION RESULTS

FINDINGS: As of March 2011 the following communities have Verizon FiOS fiber optic internet/TV/phone: Abington, Easton, Kingston, Plymouth, and Stoughton. Comcast offers Xfinity fiber optic internet/TV/phone: Brockton

GOAL N: ENCOURAGE THE BRANDING OF THE REGION TO SUPPORT ECONOMIC DEVELOPMENT

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

QUANTITATIVE MEASUREMENT: Work with Chambers of Commerce, Economic Development entities and area colleges/universities to create this entity

QUANTITATIVE MEASUREMENT: Determine the economic impacts of this entity

EVALUATION RESULTS

FINDINGS: The Old Colony Crossroads Collaborative (OCCC), is creating a branding strategy for the region. OCPC is working with Bridgewater State University, Brockton 21st Century Corp, the Metro South Chamber of Commerce, the Plymouth Area Chamber of Commerce and others on this project. In May, 2011 OCCC applied to the Commonwealth of MA Office of Business Development for funding to be a regional economic development organization (REDO).

GOAL O: ENCOURAGE COMMUNITIES TO LOOK AT OVERLAY DISTRICTS TO) ENCOURAGE DEVELOPMENT

OBJECTIVES: (Long Term) To identify various resources such as Streamlined Permitting to achieve that goal.

QUALITATIVE MEASUREMENT: Continue to work with communities on these projects

QUANTITATIVE MEASUREMENT: Number of communities who have created these overlays

EVALUATION CRITERIA: Number of OCPC communities with overlay districts that encourage development

5 or more (Excellent)

4-5 (Good)

Less than 3 (needs improvement)

FINDINGS: As of March, 2011 5 OCPC communities have overlay districts that encourage economic development.

GOAL P: ENCOURAGE THE DEVELOPMENT OF PUBLIC WATER SUPPLIES AND WASTEWATER TREATMENT CAPACITY IN THE REGION.

OBJECTIVES: (Long Term) To support the expansion of public water supplies and wastewater treatment capacity in the region.

QUALITATIVE MEASUREMENT: Continue to work with communities and other entities on these projects

QUANTITATIVE MEASUREMENT: Number of projects being worked on

EVALUATION CRITERIA: Number of OCPC communities working on these projects/regional projects.

5 or more (Excellent)

4-5 (Good)

Less than 3 (Needs improvement)

FINDINGS: The City of Brockton has invested \$100 million to upgrade the City's Wastewater treatment plant. The Town of Kingston is proposing a variety of upgrades (process and non-process) to its wastewater treatment plant. As part of the plan to build new housing at the former Ames shovel factory in Easton, an on-site wastewater treatment plant capable of treating 50,000 gallons of wastewater per day will be built. The Town of Avon Water Department installed a new Manganese removal system in Fall, 2010. The Abington/Rockland Joint Water Works installed new water storage tanks on Lincoln and Chestnut Streets in Abington in Fall, 2010. The Town of West Bridgewater installed a new one-million gallon water storage tank in Spring, 2011.

Staff is participating in the Taunton River Watershed Management Plan. The Taunton River Watershed covers more than 500 square miles and includes 40 communities. OCPC is a member of the Steering Committee. The second phase of the Taunton River Watershed Management Plan was completed in December, 2010. The first phase collected data, developed a water budget model, assessed the watershed, did public outreach and developed an overall plan. The second phase saw the launching of code

reform projects in non-district towns as well as six demonstration projects across the region to illustrate innovative storm water and wastewater management, as well as habitat restoration projects. Projects are located on the campus of Bridgewater State University, East Bridgewater and the non-district communities of Dighton, Taunton, Middleborough and Lakeville. Funding is being sought for phase three of the project.

District staff, the City of Brockton and the MA Department of Environmental Protection (DEP) are conducting the Upper Taunton River Regional Wastewater Evaluation Project which encompasses 14 communities and 8 District communities. It is a two-phase effort to solve growing wastewater needs. It is seeking solutions which will maximize use of existing and potential capacity of major wastewater treatment plants in Brockton and the non-district communities of Taunton and Mansfield while disposing of treated wastewater close to its origins. The first phase reviewed data and identified options. A second phase is examining these options in detail through a comprehensive Environmental Notification Form to recommend a set of solutions. The study involves the district communities of Abington, Avon, Bridgewater, Brockton, East Bridgewater, Easton, West Bridgewater, Whitman and the non-district communities of Foxboro, Mansfield, Norton, Raynham, Sharon and Taunton. This effort follows several years' efforts by the Old Colony Planning Council Regional Wastewater Planning Committee. It is complimented by the separate, more habitat, water quality and water budget orientated Taunton River Watershed Study of more general issues in the whole basin, The two studies will share findings.

GOAL Q: ENCOURAGE INVESTMENTS TO GROW JOBS IN THE LIFE SCIENCES

OBJECTIVES: (Long Term) To support firms engaged in the life sciences.

QUALITATIVE MEASUREMENT: Encourage Life Sciences Firms to move into this area

QUANTITATIVE MEASUREMENT: Number of communities in region being ready for these firms.

EVALUATION CRITERIA: Number of OCPC Communities ready for Bio-Tech firms.

3 or more communities (Excellent)

2-3 communities (Good)

Less than 2 (Needs Improvement)

FINDINGS: The City of Brockton West Bridgewater and Southfield (former South Weymouth Naval Air Station) have been recognized by the MA Biotechnology Council as communities welcoming biotechnology firms with favorable zoning and infrastructure.

ENCOURAGE EXPANDING HOUSING INVESTMENTS AND HOUSING CHOICES.

OBJECTIVES: (Long Term) To support the expansion of housing availability for our present and future workforce.

QUALITATIVE MEASUREMENT: Encourage housing development in our region.

QUANTITATIVE MEASUREMENT: Number of new building permits 2008-2009 in OCPC region.

EVALUATION CRITERIA: Number of housing permits granted in past year.

100 permits or more (Excellent)

80 or less (Good)

Less than 80 (Needs Improvement)

FINDINGS: The number of Single Family building permits in the OCPC region in 2009 totaled 352 versus 377 in 2008. From 2001 to 2009 the region reached a peak of 1,127 single family housing permits of 1,127 in 2005. The number of single family housing permits granted has been declining each year since. It is important to note that not all structures granted building permits have actually been built. The current recession and great supply of existing housing stock has curtailed new housing construction in the region. However, some major projects have been approved in the past year. Beacon Community Development LLC is planning to build 119 units of mixed income housing at Shovel Shop Square, the former Ames Shovel Factory in Easton. Construction on this project will begin in summer, 2011. In April, 2011 Capstone Communities received Brockton Planning Board approval to convert the vacant Knight Building across the street from the OCPC offices in downtown Brockton into a 25 unit, loft style apartment complex to be known as Station Lofts.

The City of Brockton has the highest foreclosure rates of homes in Massachusetts. Steps are being taken to deal with this issue. The City of Brockton has a Task Force on Housing and Foreclosure Prevention that is comprised of city officials, local banks and non-profit organizations. Brockton Housing Partnership, a consortium of 13 local banks, credit union, and non-profit agencies developed a foreclosure hotline (508) 586-6080 for homeowners to call and leave a message. The message is returned by a staff member who speaks the homeowner's language (English, Spanish, Portuguese and French) and the homeowner is referred the counseling or financial services programs.

In fall, 2010 the state granted \$45,000 in grant money to South Coastal Counties Legal Services to support foreclosure-related legal services for low-income residents in the Campello section of Brockton.

GOALS: ENCOURAGE INVESTMENT IN TELEVISION AND MOTION PICTURE PRODUCTION IN THE REGION

OBJECTIVES: (Long Term) To support the planned development of Television and Motion Picture production facilities in Plymouth and the nearby non district community of Weymouth

QUALITATIVE MEASUREMENT: Encourage the development of TV/Motion picture production facilities in our region.

QUANTITATIVE MEASUREMENT: Number of TV/Motion Picture production facility projects in process in our region.

EVALUATION CRITERIA: Number of TV/Motion picture production facility projects in our region.

3 or more (Excellent)

2-3 (Good)

Less than 2 (Needs Improvement)

FINDINGS: The October 27, 2008 Plymouth Town Meeting approved zoning and tax agreements that will allow construction by Plymouth Rock Studios of a movie and television studio on Long Pond Road. The \$400 million project includes plans for 14 sound stages, a 10 acre back lot, a theater, a 300 room hotel in a small village center and an educational center. This is a site reuse. It will be built on part of the 240-acre Waverly Oaks golf course. As of spring 2011 the project proponent is seeking construction funding. OCPC staff is working with the Town of Plymouth on this project.

In December, 2008 it was announced that the South Field Studios on the site of the former South Weymouth Naval Air Station (which includes land in the district community of Abington) in the nearby non-district community of Weymouth will move forward , with construction of that facility planned to begin when funding is obtained. This is a site reuse.

These film and television studio projects are efforts to provide infrastructure to support the influx of movie and television projects to Massachusetts since the 2007 expansion of the state's film tax credit.

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 communities 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 and support maintaining water supply infrastructure. 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. The former DET is called the Massachusetts Executive Office of Labor and Workforce Development (EOLWD).

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**

**Robert G. Moran, Jr., President
 Lee Hartmann Secretary
 Fred Gilmetti Treasurer**

DELEGATE	COMMUNITY	AFFILIATION	RACE	SEX
Christopher Aiello*	Abington	Government	W	M
Frank Staffier	Avon	Business	W	M
Charles Marinelli*	Avon	Government	W	M
Anthony Anacki	Bridgewater	Business	W	M
Robert Moran Jr.	Brockton	Business	W	M
Preston Huckabee	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	Business	W	M
Troy Garron*	Halifax	Government	B	M
Robert Overholtzer	Hanson	Government	W	M
Phillip Lindquist*	Hanson	Government	W	M
Dennis Randall*	Kingston	Government	W	M
Gerard Dempsey	Pembroke	Business	W	M
Daniel Trabucco*	Pembroke	Government	W	M
Lee Hartmann	Plymouth	Government	W	M
Valerie Massard	Plymouth	Government	W	F
John Rantuccio*	Plympton	Government	W	M
James Mulcahy*	Plympton	Government	W	M
Scott Turner	Stoughton	Business	W	M
Robert Kuver	Stoughton	Business	W	M
Eldon Moreira*	West Bridgewater	Government	W	M
Nancy Bresciani	West Bridgewater	Business	W	F
Fred Gilmetti	Whitman	Business	W	M
Daniel Salvucci*	Whitman	Government	W	M

* Elected Official

**OLD COLONY ECONOMIC DEVELOPMENT DISTRICT
COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY COMMITTEE 2010-2011 MEMBERSHIP**

NAME	RESIDENCE	OCCUPATION AFFILIATION	REPRESENTING	RACE	NATIONALITY	SEX	APPT DATE
Mary Waldron Chair	Brockton	Exec. Director 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	Business	C	Italian	M	1984
Paul Cripps	Plymouth	Executive Director Plymouth County Development Council	Econ. Dev./ Tourism	C	English	M	2004
Larry Cameron	Fall River	MassDevelopment	Econ. Dev.	C	English	M	1998
Christopher Cooney	Berkley	President & CEO Metro South Chamber of Commerce	Business	C	Irish	M	1998
Denis Hanks	Plymouth	Plymouth Office of of Economic Dev./ Plymouth Area Chamber of Commerce	Economic Development/ Business	C	English	M	2000
Lee Hartmann	Plymouth	Town of Plymouth Dir., Planning & Dev.	Government	C	German	M	2011
John Lloyd	Brockton	OnPoint Coaching	Business	B	Afric/Amer	M	2009
Sheila Sullivan-Jardim	Brockton	Exec. Dir. Brockton Area Workforce Investment Board	Workforce Development	C	English	F	2007
Reinald Ledoux	Bridgewater	Administrator Brockton Area Transit	Transportation	C	German	M	2000
Kimberly McLaughlin	Brockton	Executive Director Career Works	Workforce Development	C	Irish	F	2007
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
Robert L. Pillarella	Avon	Planning Board	Government	C	Italian	M	2004
Charles Seelig	Halifax	Town Administrator	Government	C	German	M	1998
Elaine Stewart	Brockton	Massasoit Community College	Education/ Workforce Dev.	C	English	F	2007
James Walsh	Brockton	MassDevelopment	Econ. Dev.	C	Irish	M	2007
Laurie Driscoll	Taunton	Com. Loan Officer Bus. Assist. Mgr SEED Corp.	Banking	C	Irish	F	2009

MAILING ONLY

Matthew Suchodolski	Philadelphia	EDA	Government				
Anita Monteiro	Brockton	Cape Verdian	Minority Organization				
Kerri Nichols	Easton	Cham. Of Commerce	Business				
Dr. Deniz Leuenberger	Bridgewater	Bridgewater State University	Regional Development				
Terry Schneider	Stoughton	Cham. Of Commerce	Business				

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

BAWIB is one of 16 Workforce Investment Boards (WIBs) statewide working to build links between the business community and the workforce. The Boards oversee and implement workforce development activities in the Commonwealth. They are comprised of private sector business people, labor, education and community leaders and serve as conduits for state and federal workforce development funds. Serving ten communities, BAWIB recognizes the needs of Employer Services with regard to building a skilled and productive workforce. BAWIB's initiatives include but are not limited to: Building Essential Skills Through Training (BEST), Extended Care Career Ladder Initiative (ECCLI), Workforce Training Funds (WTF), One-Stop Career Centers, School to Career Connecting Activities and Youth Summer Jobs and Educational Programs. 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/Building a Better Brockton

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/BBB on economic development issues facing the city. Their President represents B21CC/BBB on the CEDS Committee and their Economic Development Officer serves as CEDS Committee Chair.

- 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.

- South Shore Tri-Town Development Corporation

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

- Brockton Area Private Industry Council

BAPIC's Education and training programs target youth and adults who require academic remediation and employability skills in order to transition into the workforce. BAPIC's programs are designed to positively impact the educational skills and economic status of Brockton residents, and provide the business community with a more educated and skilled workforce.

- 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.

- Community Partnership for Adult Education

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/Community Development Planner is Chair of the CPTC Advisory Board.

- Bridgewater State University Institute for Regional Development.

The institute serves as the visible focal point for Bridgewater State University initiatives relating to enhancing the quality of life in Southeastern Massachusetts. The mission of the Institute is to serve as a resource center for the public, private and non-profit sectors of Southeastern Massachusetts through applied research, training and technical assistance programs.

- TRA Department of 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 Training Resources of America in Brockton.

- 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 fund dedicated to Brockton. It is a Small Business Administration (SBA) 502/503 Certified Lender. District Staff are members of SEED.

- Pilgrim Resource Conservation & Development Area Council

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

- Old Colony Crossroads Collaborative (OCCC)

Is a regional economic development initiative that includes 27 communities and numerous organizations from across Southeastern MA. Members of the OCCC share ideas, site selection information, technical resources and expertise, explore regionally-based cooperative marketing, and collaborate on infrastructure, transportation, land-use and other regional issues. The OCCC also engages state and legislative leaders as partners in the region's economic growth and development. OCPC is a member of OCCC.

Old Colony Planning Council



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EEO/AA POLICY **Statement of Nondiscrimination**

The Old Colony Planning Council is committed to a policy of nondiscrimination. No one will be denied admission, employment or excluded from participation in any program or activity because of sex, age, disability, race/color, religion, national origin, marital status, pregnancy, sexual orientation, gender identity, veteran status, compensation or genetic information.

The Old Colony Planning Council is an affirmative action/equal opportunity employer.

The Old Colony Planning Council will not allow any form of sexual harassment or any such conduct that has the purpose and/or effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

The Old Colony Planning Council complies with conditions of a drug-free workplace.

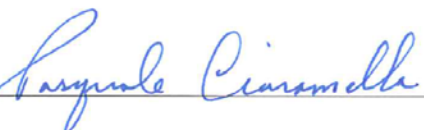
The Bidder's Code of Conduct and Conflict of Interest Policy

The Old Colony Planning Council will abide by the State of Massachusetts' policy regarding the Bidder's Code of Conduct and Conflict of Interest Policy.

The Old Colony Planning Council has not participated in lobbying activities.

Disclosure Statement

The Old Colony Planning Council represents that no one from its staff is a member of the Council of Delegate Members.

Signed: 

Pasquale Ciaramella, Executive Director
Old Colony Planning Council

Date: 6-29-11

APPENDIX

SUMMARY OF CEDS COMMITTEE MEETING MINUTES 2010-2011

September 14, 2010

The Committee heard a presentation by Old Colony Planning Council Transportation Planner Rodrigo Marion on the OCPC Regional Transportation Plan Update.

November 8, 2010

The Committee heard a presentation by Mr. Jim Young of South Shore Tri-Town Development Corporation on the progress of the development at Southfield, the former South Weymouth Naval Air Station. The Committee reviewed a MassDevelopment tax-exempt bond for \$4,015,285 for Brockton Paramount, LLC to construct a new 13,000 SF commercial to be used as a CVS Pharmacy on Belmont Street in Brockton, MA. Current employment to transfer to site: 30. New employment projected to be at the site: 15

January 11, 2011

The Committee heard a presentation by Mr. Richard Gauley of Popes Farm Realty on economic development in the town of Plympton. Plympton is a business ready community that is included in the Old Colony Regional Technology Center Economic Target Area and is a Chapter 43D Expedited Permitting Community. Mr. Gauley thanked OCPC for their assistance in helping Plympton obtain ETA and Chapter 43D status. OCPC Economic Development/Community Planner Bruce Hughes said the MA Economic Assistance Coordinating Council at their November 22, 2010 meeting approved the Old Colony Regional Technology Center Economic Target Area. This includes the communities of Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plympton and Whitman.

March 3, 2011

Committee members attended the City of Brockton Diversity Business Celebration at the Shaw's Center in Brockton.

March 7, 2011

The Committee heard a presentation by Ms. April Anderson Lamoureux, State Permit Ombudsman/Director Massachusetts Permit Regulatory Office, Executive Office of Housing and Economic Development on the MassWorks Infrastructure Program. The Committee reviewed and approved the Goals and Objectives, Action Plan, Priority Economic Development Projects and the draft 2011 CEDS Update.

April 11, 2011

The Committee reviewed and approved the draft 2011 CEDS Update

May 11, 2011

The Committee met at the offices of South Shore Tri-Town Development Corp for an informational meeting to get an update on the redevelopment of the former South Weymouth Naval Air Station (Southfield) from Mr. Jim Young and a site visit to new housing/commercial space under construction at the site.

The Committee approved the recommendation of the CEDS Evaluation Subcommittee. The Committee reviewed a MassDevelopment tax-exempt bond for \$14,000,000 for CIL Realty of Massachusetts for the financing or refinancing of the costs of acquisition and then the renovation or construction of 14 residential facilities, nine of which will be leased to DCAM and five of which will be leased to human service providers licensed by DDS. Each facility will house three to six Massachusetts residents with developmental disabilities. Current employment at project sites: 5, Total employment in MA: 6, Projected new employment at project site(s): 168.

