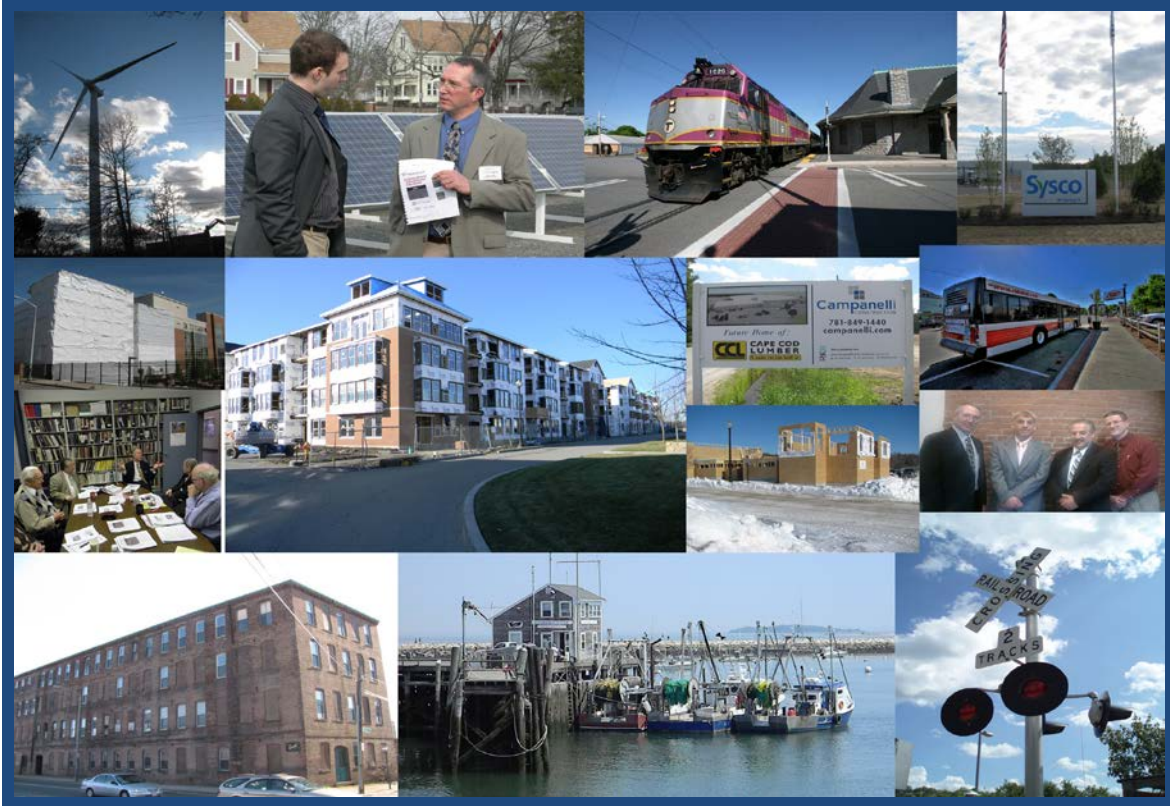


# COMPREHESIVE ECONOMIC DEVELOPMENT STRATEGY

(CEDS)

Keeping Our Region Competitive



**Economic Development in the Old Colony Economic Development District  
Approved by the Old Colony Planning Council April 25, 2012**

June 2012

**Old Colony Planning Council  
Economic Development District  
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# Comprehensive Economic Development Strategy

## *CEDS 2012*



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Approved by the Old Colony Planning Council April 25, 2012

This report has been prepared under the direction of Pasquale Ciaramella, OCPC Executive Director with participation and review by the CEDS Committee in accordance with the Public Works and Economic Development Act of 1965, as amended with financial assistance from the U.S. Department of Commerce, Economic Development Administration, Program for Planning Assistance for Districts, Section 301 (b).

Contract # 01-83-08883-01

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Secretary	Lee Hartmann
Treasurer	Fred Gilmetti

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ABINGTON  
AVON  
BRIDGEWATER  
BROCKTON  
EAST BRIDGEWATER  
EASTON  
HALIFAX  
HANSON  
KINGSTON  
PEMBROKE  
PLYMOUTH  
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## Table of Contents

	<u>Page</u>
Old Colony Planning Council Economic Development District Map	
<b>I. INTRODUCTION AND EXECUTIVE SUMMARY</b>	<b>I-1</b>
A. Findings and Recommendations	I-1
B. Facts about the Old Colony Planning Council Region	I-3
C. The District's Assets and Liabilities	I-6
<b>II. ANALYSIS – Where Are We?</b>	<b>II-1</b>
A. Population and Labor Force	II-1
Population	II-1
Regional Racial/Ethnic Composition	II-1
Age Profile	II-1
Education	II-1
Income	II-1
Table 1 Population Growth Trends 2000-2010	II-2
Table 2 Population Projections 2010-2035	II-3
Table 3 2010 Population By Race and Hispanic Origin	II-4
Table 4 2010 Age Distribution of the Population	II-5
Table 5 2010 Educational Attainment	II-6
Table 6 Income Statistics	II-7
Labor Force and Jobs	II-8
Table 7 Percent Change In Average Annual Labor Force 2000-2010	II-8
Table 8 Means of Transportation To Work Data 2010	II-9
Employment and Unemployment	II-10
Table 9 2010 Average Employment By Industry All Ownership	II-10
Table 10 Average Annual Employment and Unemployment 2011	II-11
Table 11 Employment and Wages 2010	II-12
Table 12 Employment within Communities 2003-2010	II-13
Table 13 Changes in Manufacturing & Non-Manufacturing Sectors 2000-2010	II-14
Table 14 Employment Projections 2017-2035	II-15
Table 16 & 16 Major Employers	II-16-17
B. The District and Its Economy	II-18
General Description of the Old Colony Planning Council Region	II-18
Employment Trends	II-19
Table 17 Employment by Major Industry Groups 2010	II-18
Cluster Development	II-19
Table 18 Brockton Workforce Area Clusters	II-20
C. Factors Affecting The Regional Economy	II-21
Map of Economic Target Areas in the Region	II-26
Table 19 Industrial//Business Parks	II-33

Table 20 Regional Single Family Housing Permits 2001-2010	II-34
Table 21 Population and Housing Status 2010	II-35

<b>III. VISION STATEMENT, GOALS OBJECTIVES AND DEVELOPMENT STRATEGIES</b>	III-1
A. Vision Statement	III-1
B. Goals and Objectives	III-1
<b>IV. PRIORITY ECONOMIC DEVELOPMENT PROJECTS</b>	IV-1
A. Program and Project Selection	IV-1
B. 2012 Priority Projects	IV-1
C. Locally Proposed Economic Development Projects	IV-4
<b>V. EVALUATION PROCESS</b>	V-1
<b>VI. IMPLEMENTATION PLAN</b>	VI-1
<b>VII. ORGANIZATION AND MANAGEMENT</b>	VII-1
Background	VII-1
District Organization and the CEDS Committee	VII-2
OCPC Governing Board Members	VII-3
CEDS Committee Members	VII-4
Community and Private Sector Participation	VII-5
OCPC EEO/AA Policy	VII-9
<b>APPENDIX</b>	
Summary of CEDS Committee Meeting Minutes 2011-12	A-1
OCPC Economic Development Abbreviations and Terms	A-4





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# **”KEEPING OUR REGION COMPETITIVE”**

## *Comprehensive Economic Development Strategy (CEDS) 2012*

### **I. INTRODUCTION AND EXECUTIVE SUMMARY**

The intention of The Old Colony Planning Council Economic Development District Comprehensive Economic Development Strategy (CEDS) Program is to create an economic development guideline for the District.

The mission of the federal Economic Development Administration (EDA) “is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy”. In order for a region to participate in funding opportunities offered by the EDA, a Comprehensive Economic Development Strategy (CEDS) Program must be implemented. The Old Colony Planning Council (OCPC) is the agency responsible for supporting the CEDS Program in our region. EDA regulations require that the CEDS Program create a written plan that analyzes the regional economy and serves as a guide for establishing and implementing regional goals and objectives, and identifying investment priorities to meet those goals and objectives.

The Old Colony Planning Council Economic Development District (OCPC EDD) encompasses the fifteen communities of the OCPC District. It 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.

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 2011 was 7.8%. The annual unemployment rate for the state of Massachusetts in 2011 was 7.6%. The average annual unemployment rate for the City of Brockton for the year 2011 was 10.3%. 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 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 experience is best summarized by the following seven findings of the Old Colony Planning Council 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. The City of Brockton has the highest home foreclosure rates in Massachusetts.
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. (3.71% vs. 3.1%). During this 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. 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 (PAL), Greater Attleboro Regional Transit Authority (GATRA) and the Massachusetts Bay Transportation Authority (MBTA) 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 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.
- In 2010 the OCPC EDD exceeded the state percentage of the population that has completed high school (92.2% versus 89%). In 2010 however, only one District community, the town of Easton exceeded the state average of those who have 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, Plymouth, 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 Regional Technology Center Economic Target Area.
- 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 a good north to south highway network, 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 zoning and 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.
- Many 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. Bottlenecks are an issue on some 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 East Bridgewater. During the same time period, Avon, Brockton and Stoughton lost population.

#### **2. Regional Racial/Ethnic Composition**

Table 3 shows the district's population by Race and Hispanic Origin for 2010. Overall, the region is predominantly white.

#### **3. Age Profile**

Table 4 shows the age distribution for the Old Colony region population for census year 2010.

#### **4. Education**

Table 5 shows educational attainment. For 2010, the district has larger percentages of college graduates and smaller percentages of people with only a high school education than the state.

#### **5. Income**

Table 6 shows that the district regional median household income (\$71,096) for the year 2009 was higher than the state median in those categories (\$64,081) respectfully.

**Table 1**  
**2010 Population Figures OCPC Region**

<b>Town</b>	<b>2000</b>	<b>2010</b>	<b>% Change</b>
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 Projections**

	2010	Forecast Year				
	Census	2017	2020	2025	2030	2035
<b>Massachusetts</b>	<b>6,547,629</b>	<b>6,760,000</b>	<b>6,844,000</b>	<b>6,992,000</b>	<b>7,139,000</b>	<b>7,292,000</b>
<b>OCPC Region</b>	<b>333,468</b>	<b>348,000</b>	<b>353,000</b>	<b>361,000</b>	<b>369,000</b>	<b>377,000</b>
<b>Abington</b>	15,985	16,521	16,867	16,993	17,397	17,698
<b>Avon</b>	4,356	4,421	4,517	4,550	4,536	4,636
<b>Bridgewater</b>	26,563	27,442	27,997	28,200	28,674	29,370
<b>Brockton</b>	93,810	95,520	96,080	98,083	98,577	99,076
<b>East Bridgewater</b>	13,794	14,720	14,878	15,118	15,593	16,553
<b>Easton</b>	23,112	23,420	23,667	24,069	24,559	25,376
<b>Halifax</b>	7,518	7,770	8,021	8,134	8,595	8,716
<b>Hanson</b>	10,209	10,502	10,888	11,183	12,073	12,576
<b>Kingston</b>	12,629	12,770	13,030	13,283	14,213	14,418
<b>Pembroke</b>	17,837	18,929	18,925	19,259	19,592	19,978
<b>Plymouth</b>	56,468	63,842	65,354	68,250	69,345	71,057
<b>Plympton</b>	2,820	2,920	3,180	3,283	3,773	3,876
<b>Stoughton</b>	26,962	27,474	27,561	28,341	29,120	29,927
<b>West Bridgewater</b>	6,916	7,125	7,280	7,293	7,798	8,316
<b>Whitman</b>	14,489	14,624	14,755	14,961	15,155	15,427
<b><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></b>						

**Table 3**

**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
<b>OCPC Total</b>	<b>333,468</b>	<b>323,059</b>	<b>264,919</b>	<b>37,135</b>	<b>835</b>	<b>5,634</b>	<b>93</b>	<b>14,443</b>	<b>10,409</b>	<b>14,244</b>
<b>Massachusetts</b>	<b>6,547,629</b>	<b>6,375,626</b>	<b>5,265,236</b>	<b>434,398</b>	<b>18,850</b>	<b>349,768</b>	<b>2,223</b>	<b>305,151</b>	<b>172,003</b>	<b>627,654</b>
<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 4**  
**OCPC Region Age Distribution Of The Population 2010**

Community	Age	0-4	5-9	10-14	15-19	20-24	25-34	35-44	45-59	60-64	65-74	75-84	85+
		Percentage of total population											
Abington		5.8	6.2	6.7	6.5	5.6	13	14.7	24	5.5	6.6	3.6	1.5
Avon		5.1	5.6	6.2	6.2	4.8	10	14.1	24.6	6.4	8.8	6.4	2.3
Bridgewater		4.2	5.4	6.2	10.5	11.6	10.4	14.1	22.4	5.0	5.7	3.3	1.2
Brockton		7.3	6.9	6.9	7.5	7.0	13.3	13.6	20.5	5.0	6.4	3.7	1.7
East Bridgewater		5.5	6.7	7.9	7.1	5.3	10	15.0	23.2	6.2	7.5	4.0	1.5
Easton		4.7	6.3	7.1	10.1	8.8	8.1	13.3	23.5	5.9	6.9	3.8	1.3
Halifax		5.0	6.1	7.4	6.9	4.7	9.4	14.9	24.9	6.8	8.0	4.2	1.2
Hanson		5.2	7.6	8.2	7.6	5.0	8.8	15.5	24.5	6.2	7.1	3.1	1.0
Kingston		5.5	7.4	7.8	6.6	4.7	8.3	14.5	24.1	6.0	7.3	3.8	3.0
Pembroke		5.8	7.5	8.2	6.8	4.5	9.2	15.4	25.4	5.7	7.1	3.2	1.0
Plymouth		5.6	6.3	6.2	6.2	5.1	11.4	15.0	23	7.2	8.1	3.9	2.1
Plympton		4.4	6.5	6.6	7.6	5.4	7.7	13.2	27.9	7.3	9.3	3.2	1.1
Stoughton		5.4	5.8	6.0	6.3	5.3	10.9	13.7	23.8	6.5	8.5	5.5	2.4
West Bridgewater		4.6	6.5	6.8	5.8	4.6	9.3	14.5	23.6	6.1	8.5	6.3	3.3
Whitman		6.5	7.1	7.0	6.9	5.9	12.1	15.4	22.4	6.1	6.1	3.3	1.2
OCPC Region		5.4	6.5	7.0	7.2	5.9	10.1	14.0	24	6.1	7.5	4.1	1.7

**Source: 2010 US Census**  
**Updated 4/27/12 BGH**

**Table 5  
Educational Attainment  
2010**

	% Completed	% Completed
	High School	Bachelor's Degree
	Or Higher	Or Higher
Abington	94.4%	25.7%
Avon	97.0%	25.9%
Bridgewater	90.6%	32.9%
Brockton	82.5%	17.5%
East Bridgewater	93.2%	25.4%
Easton	94.9%	47.4%
Halifax	94.3%	23.0%
Hanson	93.6%	28.7%
Kingston	94.0%	38.6%
Pembroke	94.6%	33.6%
Plymouth	93.0%	32.6%
Plympton	88.4%	31.1%
Stoughton	87.8%	32.1%
West Bridgewater	91.2	28.5%
Whitman	93.8%	24.4%
OCPC Region	92.2%	30.0%
Massachusetts	89.0%	39.0%

Source: U.S. Census 2010  
Updated 4/27/12 BGH



**Table 6  
Median Household Income 2000 and 2009**

Community	2000	2009	%Change
Abington	\$57,100	\$72,156	26.36%
Avon	50,305	63,340	25.91%
Bridgewater	46,237	54,043	16.88%
Brockton	39,507	47,342	19.83%
East Bridgewater	60,311	77,136	27.89%
Easton	69,144	86,460	25.04%
Halifax	57,015	72,921	27.89%
Hanson	64,896	84,500	30.20%
Kingston	48,607	70,514	45.06%
Pembroke	65,050	83,197	27.89%
Plymouth	54,667	64,509	18.00%
Plympton	70,045	89,586	27.89%
Stoughton	57,838	72,825	25.91%
West Bridgewater	55,958	71,564	27.88%
Whitman	55,303	70,731	27.89%
OCPC Region	\$58,269	\$72,217	23.93%
MA	\$50,502	\$64,081	26.88%

Source: US Census  
Updated 2/28/12

## 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 7.

**Table 7** Percent Change In Average Annual Labor Force 2000-2011

<b>Community</b>	<b>2000 Labor Force</b>	<b>2011 Labor Force</b>	<b>% Change 2000-2011</b>
Abington	8,497	9,075	1.1%
Avon	2,603	2,292	-1.1%
Bridgewater	12,632	13,652	1.1
Brockton	46,560	45,336	-1.02
East Bridgewater	7,083	7,526	1.1%
Easton	12,526	13,195	1.1%
Halifax	3,917	4,138	1.2%
Hanson	5,567	5,702	1.0%
Kingston	6,052	6,495	1.1%
Pembroke	9,323	9,930	1.1%
Plymouth	25,559	29,930	8.5 %.
Plympton	1,560	1,640	1.1%
Stoughton	15,743	15,098	-1.04%
West Bridgewater	3,820	3,606	-1.0%
Whitman	7,820	8,265	1.5%
<b>OCPC Region</b>	<b>169,262</b>	<b>172,274</b>	<b>1.0%</b>
<b>Massachusetts</b>	<b>3,273,400</b>	<b>3,456,441</b>	<b>1.1%</b>

Source: Mass. EOLWD 1/27/12

Table 8 discusses means of transportation to work in the Old Colony region. The table shows most people (80.35%) use cars, trucks or vans to get to work and travel to work alone.

**Table 8**

**OLD COLONY PLANNING COUNCIL**

MEANS OF TRANSPORTATION TO WORK

Community	Total	Car, truck, or van - drove alone	Car, truck, or van - carpooled	Public transportation (excluding taxicab)	Walked	Taxicab, motorcycle, bicycle, or other means	Worked at home
Abington	8,716	7,182	591	629	63	118	133
Avon	2,234	1,958	179	58	9	0	30
Bridgewater	12,130	9,750	781	682	509	44	364
Brockton	42,491	32,627	5,551	2,407	989	315	602
East Bridgewater	7,367	5,964	646	267	34	58	398
Easton	11,765	9,295	671	554	428	122	695
Halifax	3,995	3,239	340	342	12	0	62
Hanson	5,508	4,597	393	264	87	28	139
Kingston	6,038	4,932	449	293	72	48	244
Pembroke	9,454	7,756	610	410	121	8	549
Plymouth	27,571	22,196	2,151	856	477	355	1,536
Plympton	1,315	1,134	68	44	23	0	46
Stoughton	12,807	10,618	800	607	261	157	364
West Bridgewater	3,364	2,848	236	94	46	55	85
Whitman	7,336	6,145	612	421	81	18	59
<b>OCPC Totals</b>	<b>162,091</b>	<b>130,241</b>	<b>14,078</b>	<b>7,928</b>	<b>3,212</b>	<b>1,326</b>	<b>5,306</b>
<i>% of OCPC Totals</i>		80.35%	8.69%	4.89%	1.98%	0.82%	3.27%
<b>Massachusetts</b>	<b>3,204,544</b>	<b>2,330,353</b>	<b>267,596</b>	<b>289,703</b>	<b>144,779</b>	<b>48,347</b>	<b>123,766</b>
<i>% of MA Totals</i>		72.72%	8.35%	9.04%	4.52%	1.51%	3.86%
<b>OCPC % of MA Totals</b>	<b>5.06%</b>	<b>5.59%</b>	<b>5.26%</b>	<b>2.74%</b>	<b>2.22%</b>	<b>2.74%</b>	<b>4.29%</b>

Source: - American Community Survey (ACS) Summary Files  
2012

## 7. Employment and Unemployment

Table 9 shows the Average Employment in the OCPC Region by Industry in 2010. Table 10 shows the OCPC Region Average Employment and Unemployment of Residents in the Labor Force for 2011. This table shows that the Average Annual Unemployment Rate for the District for 2011 was 7.8% compared to 7.6% for the state. The unemployment rate for the City of Brockton (10.3% in 2011) remains the highest in the region. Table 11 shows OCPC Region Employment and Wages for 2010. Table 12 shows Average Annual Employment within Communities 2003-2010. Table 13 shows OCPC Region Changes in Manufacturing and Non-Manufacturing Sectors 2000 and 2010. Table 14 shows Employment Projections 2017-2035. Table 15 shows Major Employers by Community. Table 16 lists OCPC Regional Employers. Table 17 lists Employment by Major Industry Groups, 2010. Table 18 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 2002-2010, Table 21 shows OCPC Population and Housing Status 2010.

**Table 9**  
**2010 Average Employment**  
**By Industry All Ownership**

<b>Community</b>	<b>Manufacturing</b>	<b>Wholesale/ Retail</b>	<b>Service</b>	<b>Public Admin</b>	<b>All other</b>	<b>Total</b>
Abington	0	1,251	975		1,507	3,733
Avon	1,194	1,994	452		1,528	5,171
Bridgewater	203	940	2,396		4,214	7,753
Brockton	2,010	5,619	11,074	1,489	16,669	36,861
E. Bridgewater	271	334	756		1,143	2,604
Easton	756	1,648	4,760		2,696	9,860
Halifax	0	398	297		565	1,260
Hanson	232	376	427		718	1,521
Kingston	63	2,198	1,374		1,297	4,932
Pembroke	375	1,265	2,099		1,816	5,546
Plymouth	1,184	3,900	5,103	1,689	10,821	22,697
Plympton	0	24	20		299	343
Stoughton	1,120	3,051	3,191		5,307	12,669
W. Bridgewater	455	1,799	1,188		2,328	5,770
Whitman	251	718	733		1,444	3,146
<b>OCPC Region</b>	<b>8,214</b>	<b>25,515</b>	<b>34,844</b>	<b>3,178</b>	<b>52,352</b>	<b>123,866</b>

Source: MA EOLWD  
April, 2012, BGH

**Table 10**  
**OCPC Region Average Employment and Unemployment**  
**Of Residents in the Labor Force For The Year 2011 January to December**

<b>Community</b>	<b>Labor Force</b>	<b>Employment</b>	<b>Unemployment</b>	<b>Area %Rate</b>
Abington	9,684	8,942	742	7.7
Avon	2,345	2,158	187	8.0
Bridgewater	14,242	13,209	1,033	7.3
Brockton	46,076	41,352	4,724	10.3
East Bridgewater	7,824	7,189	635	8.1
Easton	13,370	12,526	843	6.3
Halifax	4,363	4,021	342	7.8
Hanson	5,774	5,300	474	8.2
Kingston	6,417	5,948	469	7.3
Pembroke	10,455	9,672	782	7.5
Plymouth	30,113	27,712	2,401	8.0
Plympton	1,654	1,535	125	7.5
Stoughton	15,191	14,133	1,058	7.0
West Bridgewater	3,563	3,273	290	8.1
Whitman	8,260	7,484	676	8.2
Region	179,331	164,454	14,781	7.8
MA	3,200,400	3,277,108	264,617	7.6

Source: MA EOLWD  
1/27/2012

**Table 11**

**2010 Average Employment and Wages  
By Industry, All Ownership  
Total, All Industries**

<b>Community</b>	<b>Establishments</b>	<b>Total Wages</b>	<b>Avg. Employment</b>	<b>Avg. Weekly Wages</b>
Abington	368	\$135,317,062	3,733	\$697
Avon	264	\$282,832,712	5,171	\$1,052
Bridgewater	538	\$339,345,792	7,753	\$842
Brockton	2,380	\$1,599,036,013	36,861	\$834
E. Bridgewater	285	\$91,788,787	2,604	\$678
Easton	803	\$385,849,438	9,860	\$753
Halifax	129	\$36,912,681	1,260	\$563
Hanson	220	\$53,213,062	1,521	\$673
Kingston	446	\$169,178,426	4,932	\$660
Pembroke	562	\$228,479,685	5,546	\$792
Plymouth	1,653	\$977,472,004	22,697	\$828
Plympton	67	\$13,784,946	343	\$773
Stoughton	1,009	\$697,546,854	12,669	\$940
West				
W. Bridgewater	381	\$288,130,451	5,770	\$960
Whitman	303	\$112,786,580	3,146	\$689

Source: MA Executive Office of Labor and Workforce Development (EOLWD)  
4/2/12 BGH



**Table 12**  
**OCPC Region Average Monthly Employment Within Communities 2003-2010**

<b>Community</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Abington	3,980	3,985	4,041	4,078	4,023	3,977	3,812	3,733
Avon	6,163	6,135	5,702	5,566	5,420	5,483	5,077	5,171
Bridgewater	6,991	7,251	7,320	7,731	7,757	7,514	7,774	7,753
Brockton	38,575	38,707	39,104	39,155	38,026	37,584	36,769	36,861
Bridgewater	6,991	7,251	7,320	7,731	7,757	7,514	7,774	7,753
East Bridgewater	2,755	2,628	2,653	2,646	2,720	2,620	2,536	2,604
Easton	9,027	8,983	9,139	9,428	9,669	9,574	9,324	9,860
Halifax	1,069	1,094	1,167	1,178	1,326	1,292	1,171	1,260
Hanson	1,758	2,080	2,345	2,122	1,624	1,686	1,504	1,521
Kingston	5,697	5,797	5,883	5,613	5,761	5,532	5,137	4,932
Pembroke	5,208	5,713	5,990	6,078	6,235	6,290	5,681	5,546
Plymouth	19,940	20,357	21,865	22,533	23,042	23,381	22,805	22,697
Plympton	303	289	355	354	344	354	382	343
Stoughton	12,298	12,054	12,135	12,826	13,628	13,081	12,773	12,669
West Bridgewater	6,542	6,355	5,519	5,794	5,956	6,151	5,855	5,770
Whitman	3,435	3,370	3,396	3,319	3,192	3,147	3,109	3,146
<b>OCPC Region</b>	<b>123,741</b>	<b>124,798</b>	<b>126,587</b>	<b>128,421</b>	<b>128,723</b>	<b>127,666</b>	<b>127,709</b>	<b>123,866</b>

Source: MA EOLWD 1/30/2012

**Table 13**  
**OCPC Region Changes in Manufacturing and Non-Manufacturing**  
**Employment Sectors 2000-2010**

Community	Manufacturing			Non-Manufacturing			Total by Community		
	2000	2010	% Change 2000-2010	2000	2010	% Change 2000-2010	2000	2010	% Change 2000-2010
Abington	432	0	-100.00%	3,227	3,733	15.68%	4,203	3,733	-11.18%
Avon	1,003	1,194	19.04%	5,651	3,678	-34.91%	6,858	5,171	-24.60%
Bridgewater	308	203	-34.09%	4,269	7,550	76.86%	7,194	7,753	7.77%
Brockton	3,580	2,010	-43.85%	26,164	34,851	33.20%	37,737	36,861	-2.32%
E. Bridgewater	516	271	-47.48%	2336	2,333	-0.13%	3,418	2,604	-23.82%
Easton	1,066	756	-29.08%	7,387	9,104	23.24%	9,344	9,860	5.52%
Halifax	conf.	0	N/A	800	1,260	57.50%	1,068	1,260	17.98%
Hanson	458	232	-49.34%	1,245	1,289	3.53%	1,839	1,521	-17.29%
Kingston	287	63	-78.05%	4,500	4,869	8.20%	5,318	4,932	-7.26%
Pembroke	665	375	-43.61%	4,251	5,171	21.64%	5,280	5,546	5.04%
Plymouth	1500	1,184	-21.07%	14,378	21,513	49.62%	18,919	22,697	19.97%
Plympton	12	0	-100.00%	148	343	131.76%	259	343	32.43%
Stoughton	1730	1,120	-35.26%	9,566	11,549	20.73%	12,452	12,669	1.74%
W. Bridgewater	661	455	-31.16%	5,968	5,245	-12.11%	6,902	5,770	-16.40%
Whitman	522	251	-51.92%	1,835	2,895	57.77%	2,951	3,146	6.61%
<b>OCPC Region Totals</b>	<b>12,740</b>	<b>8,114</b>	<b>-36.31%</b>	<b>91,725</b>	<b>112,899</b>	<b>23.08%</b>	<b>123,739</b>	<b>123,866</b>	<b>0.10%</b>

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

	2009	2010	Forecast Year				
	Employment	Estimate	2017	2020	2025	2030	2035
<b>Massachusetts</b>	<b>3,095,144</b>	<b>3,112,000</b>	<b>3,263,000</b>	<b>3,332,000</b>	<b>3,364,000</b>	<b>3,394,000</b>	<b>3,416,000</b>
<b>OCPC Region</b>	<b>123,709</b>	<b>124,400</b>	<b>131,000</b>	<b>135,000</b>	<b>138,000</b>	<b>141,000</b>	<b>142,000</b>
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 15 – 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 16 – 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 Health Care and Social Assistance followed by Retail Trade. Other large employment areas include Accommodation and Food Services, Manufacturing and Construction.

**Table 17 Employment by Major Industry Groups, 2010**

<b>Industry</b>	<b>Establishments</b>	<b>Average Employment</b>
Agriculture, Forestry and Fishing	14	39
Construction	1,093	6,740
Manufacturing	465	8,114
Wholesale Trade	519	5,705
Retail Trade	1,232	19,810
Transportation and Warehousing	232	4,133
Information	108	1,499
Finance and Insurance	377	2,796
Real Estate and Rental and Leasing	214	1,134
Professional and Technical Services	797	3,790
Management of Cos and Enterprises	39	1,002
Administrative and Waste Services	503	6,349
Educational Services	61	6,025
Health Care and Social Assistance	784	23,065
Arts, Entertainment and Recreation	149	1,845
Accommodation and Food Services	666	11,453
Other Services, Ex. Public Administration	1,853	6,339

Source: MA Executive Office of Labor and Workforce Development 2/6/12

## Cluster Development

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

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

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

- Special Trade Contractors (Construction)
- Electronic Equipment and Components (High Technology)
- Fabricated Metal Products (Metals Manufacturing)
- Wholesale Trade – Nondurable Goods (Distribution)
- General Merchandise Stores (Retail Trade)
- Furniture (Retail Trade)
- Offices and Clinics of Dentists (Health Services)
- Home Health Care Services (Health Services)
- Non-Depository Institutions (Financial Services)

- Real Estate (Financial Services)
- Engineering, Accounting, Research and Management (Professional Services)
- Individual and Family Services (Social Services)
- Mailing, Reproduction, Stenography (Business Services)

**Table 18 Brockton Workforce Area Major Clusters**

Critical and Emerging

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

Emerging

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

Critical and Declining

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

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



## **C. FACTORS AFFECTING THE REGIONAL ECONOMY**

### **1. QUALITY OF LIFE**

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

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

These factors have led to strong growth in our region. It will be a challenge for local planners and officials in the region to deal with this growth while preserving the features that draw people 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 and, the non-district communities of Canton and Middleborough. 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 regional public systems in the region are the Abington/Rockland Joint Water Works serving Abington and the non-district community of Rockland and the extensive Brockton system owned and operated by the City of Brockton serving Brockton, Whitman and portions of Hanson and Halifax. Brockton uses desalination to supplement its water supply from a privately-owned desalinization plant located in the non-district town of Dighton. The Town of Stoughton has tied into the MWRA - 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 seven communities. Communities with full municipal sewer systems include Abington, (served by the Brockton system and the non-district Rockland system) Brockton, Stoughton (served by the MWRA- Massachusetts Water Resource Authority) 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. Wastewater treatment plants are located in Bridgewater, Brockton, Kingston and Plymouth. 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 Resource Recovery Facility (SEMASS RRF) 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 (Waste Management) 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. CapeNet is installing in Winter/Spring 2012 broadband service in several OCPC communities.

### **Housing**

OCPC has some of the fastest growing communities in Massachusetts. As Table 21 shows between 2002 and 2010, the 15 communities in the region issued a total of 6,400 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: 2002: 988, 2003: 827, 2004: 1,066, 2005: 1,127, 2006: 698, 2007: 599, 2008: 383, 2009: 352, 2010:362. The number of single family permits peaked in 2005 at 1,127 and declined to 352 in 2009, with a slight increase to 360 in 2010 . The three fastest growing communities in the OCPC region from 2002 to 2010 by single family housing permits in order are: Plymouth (2,036 SFH), Pembroke (546 SFH), and Brockton (515 SFH).

### **Existing Energy Sources Within The District**

The district has five electric power plants: the 670 megawatt Pilgrim Nuclear Station in Plymouth whose license to operate expires in 2012 and which has been re licensed for 20 years in Spring, 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 425 kilowatt solar power plant in Brockton. There are four, two megawatt, wind turbines in Kingston going on line in Spring, 2012. A 1.5 megawatt wind turbine will be erected in Plymouth in Spring, 2012.

### **Airports**

The district has two airports. Cranland Airport in Hanson is a privately owned public use airport. It has a total employment of 3 and a total payroll of \$141,000. It has one runway, Runway 18/36 which is asphalt and is 1,860 feet long and 60 feet wide. Plymouth Municipal Airport in Plymouth is a town-owned public use general aviation airport. It has a total employment of 301 and a total payroll of \$12,046,000. It has two asphalt paved runways: 6/24 is 4,349 by 75 feet and runway 15/33 is 3,351 by 75 feet. It can handle small jet aircraft. The airport is home to two flight schools, four aircraft maintenance companies, two charter flight businesses, several corporate flight operations, a commuter airline to Nantucket and a café called Plane Jane's. The Massachusetts State Police Air Wing flies out of Plymouth, as does Boston MedFlight.

### **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 Community Development is the Economic Development Incentive Program (EDIP). Other state economic development programs include MA General Law (MGL) Chapter 43D Expedited Permitting and MGL Chapter 40R Smart Growth Districts. Local tax incentives include Tax Increment Financing (TIF) Programs. 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 Target Area communities in the OCPC region include Abington (part of the South Shore Tri-Town ETA) Brockton, West Bridgewater (part of the Brockton ETA) Stoughton (part of the Quincy ETA), Plymouth, a stand -alone ETA and the Old Colony

Regional Technology Center ETA which includes the towns of Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke and Whitman.

**Economic Opportunity Area (EOA)**

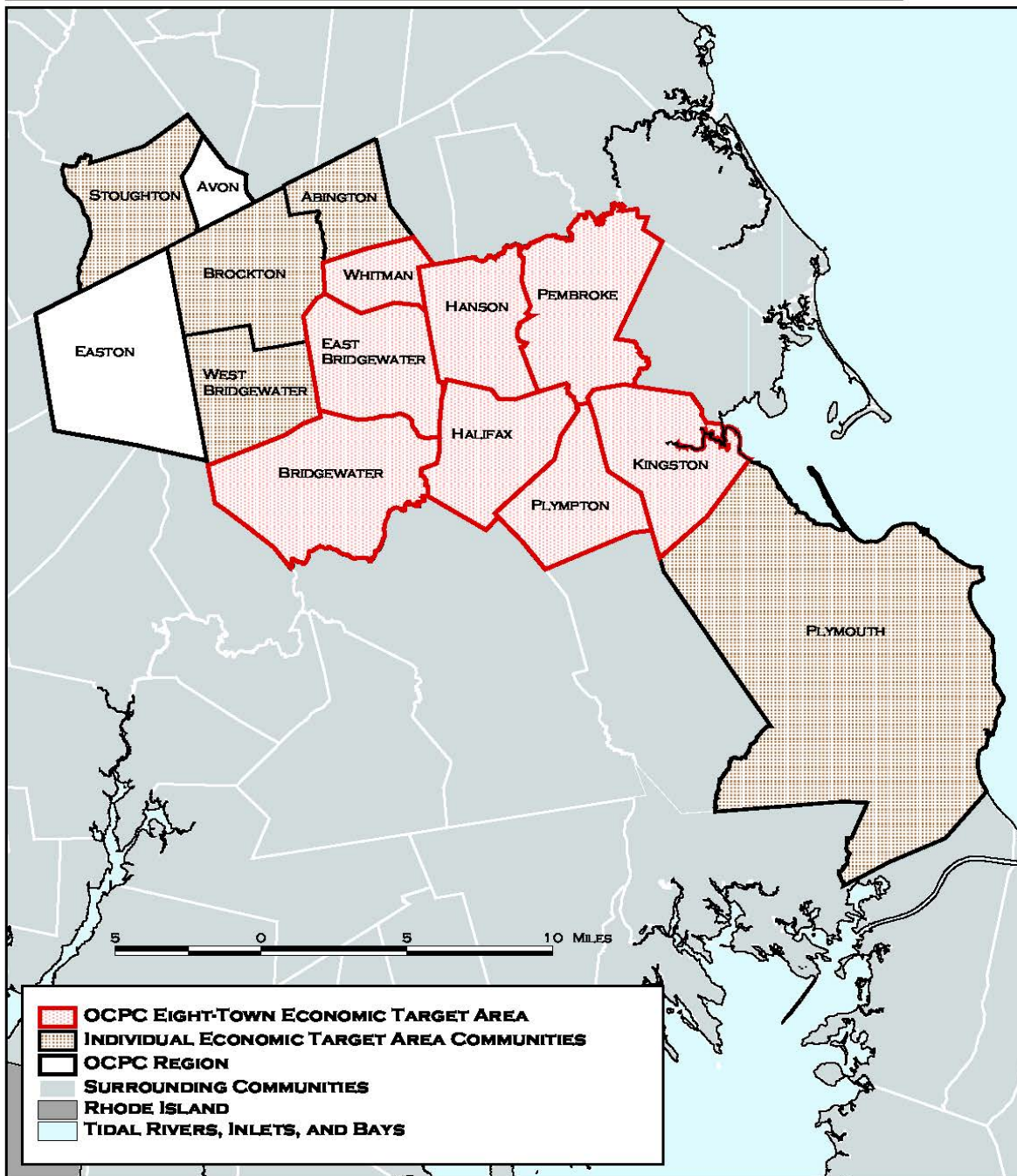
An area of the Commonwealth, located wholly within an Economic Target Area (ETA), which is designated by the EACC. To obtain EOA designation, the municipality must identify appropriate locations within the ETA as EOAs.

**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



- OCPC EIGHT-TOWN ECONOMIC TARGET AREA
- INDIVIDUAL ECONOMIC TARGET AREA COMMUNITIES
- OCPC REGION
- SURROUNDING COMMUNITIES
- RHODE ISLAND
- TIDAL RIVERS, INLETS, AND BAYS



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 (TIF) Agreement**

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. This incentive can be offered in a community that is not an ETA.
- **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.

**MA General Law 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 M.G.L. 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.

**MA General Law Chapter 40R Smart Growth Districts**

It is the purpose of this chapter to encourage smart growth and increased housing production in Massachusetts at outlined in M.G.L. Chapter 40R. In Smart 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 Economic 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 Designation and Grant Program**

The Green Communities Designation and Grant Program, an initiative of the Massachusetts 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 provides for economic development in the clean energy sector. The five criteria are: Criterion 1: Provide as-of-right siting in designated locations for renewable/alternative energy generation, research and development, or manufacturing facilities, Criterion 2: Adopt an expedited application and permit process for as-of-right energy facilities, Criterion 3: Establish an energy use baseline and develop a plan to reduce energy use by 20% within 5 years, Criterion 4: Purchase only fuel-efficient vehicles, Criterion 5: Set requirements to minimize life-cycle costs for new construction; one way to meet these requirements is to adopt the new Board of Building Regulations and Standards (BRBS) Stretch Code. OCPC Economic Development District communities **Bridgewater, 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.

## **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.

## **REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION (REDO)**

Massachusetts state legislation in 2011 authorized the creation of Regional Economic Development Organizations (REDOs). These organizations are funded through the Massachusetts Office of Business Development (MOBD). These are partnerships

between businesses, local government and the Commonwealth that provide resources to grow and retain existing businesses, retain existing businesses, support efforts to attract new businesses to the region and provide an efficient and consistent response time to businesses seeking assistance. There are two of these organizations in the Old Colony EDD, the Metro South Regional Economic Development Organization centered in Brockton and the South Shore/Canal Regional Economic Development Organization centered in Plymouth.

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

<b>Total</b>	<b>Acreage</b>	<b>Number</b>	<b>Utilities/Services</b>						
<b>Business Park</b>	<b>Access</b>	<b>Acres</b>	<b>Available</b>	<b>of Firms</b>	<b>Rail</b>	<b>Water</b>	<b>Sewer</b>	<b>Gas</b>	<b>Optics</b>
<b>Avon</b>									
Avon Industrial Park	Bodwell St.	300	12.5	123		X		X	
Avon Merchants Park	Stockwell Dr.	147	None	15		X		X	
<b>Bridgewater</b>									
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	
<b>Brockton</b>									
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
<b>Easton</b>									
Easton Business									
Center	Eastman St.	40	28	10		X	X	X	
Easton Industrial									
Park	Belmont St.	150	5	60		X	X	X	
<b>Halifax</b>									
Halifax Industrial									
Park	Plymouth St.	21	2	12		X		X	
<b>Hanson</b>									
Hanson Commerce									
Center	Industrial Blvd.	34	10	10		X		X	
Station St. Industrial Pk.	Station St.	15	None	2		X			
<b>Kingston</b>									
Jones River Industrial									
Park	Wapping Rd.	8	None	9		X		X	X
South Shore									
Commuter Rail Park	Marion Dr.	135	135	0		X		X	
<b>Pembroke</b>									
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									
<b>Plymouth</b>									
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			
<b>Plympton</b>									
Plympton Business									
Park	Spring St.	130	130	0					
<b>Stoughton</b>									
AMB Business Park	Turnpike St.	86	None	12		X		X	X
Metro South Technology									
Corporate Center	Center Dr.	287	20	10		X	X	X	X
Tosca Dr. Ind. Park.	Canton St.	45	None	32		X	X	X	
<b>West Bridgewater</b>									
AMB Business Park	Manley St.	48	None	6		X		X	X
<b>Whitman</b>									
Whitman									
Industrial Park	Industrial Way	6	1	8		X	X	X	
Source: Field Observations, municipalities						Updated Feb, 2012 BH			

**Table 20  
OCPC Region Single Family Housing Building Permits 2002-10**

Community	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
Abington	127	37	31	23	29	27	18	12	15	319
Avon	3	2	2	8	5	5	4	2	3	34
Bridgewater	64	79	51	76	56	46	30	23	26	451
Brockton	53	76	93	79	85	51	28	25	25	515
E.Bridgewater	76	32	93	79	56	58	25	28	38	485
Easton	110	81	81	78	56	38	17	18	21	500
Halifax	31	26	32	24	16	12	5	6	8	160
Hanson	24	33	34	58	27	27	17	13	13	246
Kingston	47	76	77	60	24	16	22	29	18	369
Pembroke	76	43	180	60	52	69	23	22	21	546
Plymouth	289	273	277	453	182	164	141	125	132	2,036
Plympton	12	13	11	4	17	6	5	9	3	80
Stoughton	21	15	18	52	26	21	6	11	5	175
W.Bridgewater	22	14	11	9	6	11	5	6	6	90
Whitman	33	27	75	64	61	48	31	23	26	388
Totals	988	827	1,066	1,127	698	599	383	352	360	6,400*

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

Source: U.S. Census Bureau, Building Permits, January 31, 2012

**Table 21  
OCPC Population and Housing Status: 2010**

<b>Area</b>	<b>Population</b>	<b>Total</b>	<b>Occupied</b>	<b>% Occupied</b>	<b>Vacant</b>	<b>% Vacant</b>
Abington	15,985	6,377	6,080	95.34%	297	4.88%
Avon	4,356	1,769	1,709	96.61%	60	3.51%
Bridgewater	26,563	8,336	7,995	95.91%	341	4.27%
Brockton	93,810	35,552	33,303	93.67%	2,249	6.75
E. Bridgewater	13,794	4,906	4,750	96.82	156	3.28%
Easton	23,112	8,155	7,865	96.44%	290	3.69%
Halifax	7,518	3,014	2,863	94.99%	151	5.27%
Hanson	10,209	3,589	3,468	96.63%	121	3.49%
Kingston	12,629	5,010	4,665	93.11%	345	7.40%
Pembroke	17,837	6,552	6,298	96.12%	254	4.03%
Plympton	2,820	1,043	1,006	96.45%	37	3.68%
Stoughton	26,962	10,787	10,295	95.44%	492	4.78%
W. Bridgewater	6,916	2,669	2,571	96.33%	98	3.81%
Whitman	14,489	5,552	5,300	95.98%	22	4.19%
<b>OCPC Totals</b>	<b>333,468</b>	<b>128,081</b>	<b>119,437</b>	<b>93.25%</b>	<b>8,644</b>	<b>7.24%</b>
<b>Massachusetts</b>	<b>6,547,629</b>	<b>2,808,254</b>	<b>2,547,075</b>	<b>90.70%</b>	<b>261,179</b>	<b>10.25%</b>
<b>OCPC % of State</b>	<b>5.09%</b>	<b>4.56%</b>	<b>4.69%</b>		<b>3.31%</b>	

Source: 2010 Census Redistricting Data (Public Law 94-171) Summary File

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### **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, wastewater, storm water drainage, energy transmission lines 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 has worked 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 Massachusetts and Rhode Island through financial and technical assistance. SEED Corporation is a SBA 504 lender and operates four very successful loan programs. SEED Corporation conducts workshops teaching the basics of starting and operating a small business and understanding financial statements and cash flow.

The Metro South Chamber of Commerce partners with the US Small Business Administration (SBA), Service Corps of Retired Executives (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.

Since 2009, the Center for Entrepreneurship Studies (CES) at Bridgewater State University (BSU) has presented regular trainings in various aspects of small business development and marketing through partnerships with among others the Small Business Authority (SBA), Massachusetts Small Business Development Center (MSBDC) and area networking organizations. They are now offered to the public as well as to BSU students. Special events include case studies, and a business plan contest. BSU now offers the Masters of Business Administration (MBA) and Master of Science (MS) in Accountancy. BSU partners with the Brockton Area Workforce Investment Board (BAWIB) in offering youth entrepreneurship activities. A broader regional focus on entrepreneurship is planned as the Southern New England Entrepreneurship Forum (which operates out of UMass Dartmouth) takes on a more integrated role.

What is OCPC's role?

OCPC's role will continue to be of support of BAWIB, SEED, BAC the Edison Incubator, Career Works, CES 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?

- Abington: Groveland Street Speed Study, Transit and Transportation Study
- Avon: Road Safety Audits for intersections of: East Main St (Route 28) at East and West Spring Streets, East Main Street (Route 28) at Harrison Blvd, and Harrison Blvd at West Main Street.
- Brockton: Improvements to entrance of Westgate Mall on Reynolds Memorial Highway
- East Bridgewater: Plymouth St. at Washington St. Road Safety Audit
- Easton: Village Transportation Study
- Halifax/Bridgewater: Heavy Vehicle Traffic Pattern Study
- Kingston: Brook St. at Elm St. Traffic Study
- Pembroke: Congress St. at Taylor St. Intersection Traffic Study, Birch, Chapel and Valley Streets Traffic Data Collection and Analysis project.
- Plymouth: Roadway Classification Study, Esta Road and Kristin Road Traffic Counts and Speed Analysis, Birch Ave, Newfield, Stafford and Towns Streets. Data Collection and Analysis, Cliff St. Traffic Count, Samoset St. Traffic Count, Rte. 80 at Carver Road Alternatives Analysis, Long Pond Rd. Traffic Analysis,



Samoset St. at Pilgrim Hill Road Traffic Signal Analysis, Obery St. Traffic Data Collection and Analysis Project, Samoset St. (Route 44) Traffic Data Collection Project

- Plympton: Industrial Park Traffic Monitoring Project
- Stoughton: Stoughton Square Origins and Destinations Study, Bay Road Traffic Count
- West Bridgewater: West Center Street (Route 106) and Route 24 Off-Ramp Traffic Count
- Heavy Vehicle Exclusion Zone Study
- Major Bottleneck Studies
- Climate Change Roadway Drainage and Runoff Study
- Bicycle and Pedestrian Connectivity and Livability Study
- FFY 2012 Unified Planning Work Program
- FFY 2012 Regional Transportation Plan
- FFY 2011-2015 Transportation Improvement Program

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 Office of Regional Outreach (ORO) at Bridgewater State University provide socio-economic data and Geographic Information Systems (GIS) mapping.

The Harvard Geospatial Library, an effort by Harvard University, is an on line service providing geographic information free of charge for the world and the region.

What is OCPC’s role?

OCPC is a designated state data center for socio-economic data. OCPC employs a GIS Coordinator and a Communications/GIS/IT (Information Technology) Specialist who maintain 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. Construction projects in higher education settings translate to enhanced STEM (Science, Technology, Engineering, Math) education to boost the Commonwealth's and the region's STEM workforce. Major investments have been made to college campus' in our region. At Bridgewater State University (BSU), the \$98.7 million, 211,300 square foot Marshall Conant Science and Mathematics Center is now in use, with a second phase of construction underway with occupancy expected in August, 2012. A new \$27.4 million, 80,200 square foot allied health and sciences building is planned to be constructed at Massasoit Community College (MCC) at the Brockton campus. Both MCC and BSU have implemented programs to boost recruitment and retention of science majors (BSU's program received \$1 million in funding from the National Science Foundation). Stonehill College in Easton is now marking the second year of operations of its \$34 million, 89,630 square foot Thomas and Mary Shields Science Center.

Massasoit Community College offers Corporate and Professional Training. They create new, specialized training certificates for industries in need of specific skill clusters. They offer complete Associate degrees that can be earned at places of business. They also offer professional training certificates in areas such as Human Resources, Event Planning and supervisory management.



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 four loan programs for businesses in Massachusetts and Rhode Island. They provide loans ranging from \$1,000 to \$5.5 million. They are the SBA 504 Loan Program, SBA 7A Guarantee Loan Program, the Revolving Loan Fund (RLF) Loan Program and the Micro Loan Program. SEED also operates SEED Ventures LP. This \$20 million fund specializes in subordinated debt, senior debt and equity investments in small and medium sized businesses. The fund focuses on Massachusetts and Rhode Island. Investments range from \$250,000 to \$1.25 million, although larger transactions can be made.

MassDevelopment provides financial, technical assistance, and real estate development services to businesses and institutions. In 2011 in the OCPC EDD, MassDevelopment funded Brownfields Site Remediation, Brownfields Site Assessment, Community Health Center Grant, Cultural Facilities Fund – Capital Grant, Cultural Facilities Fund- System Replacement Grant, Real Estate Loans, Recovery Zone Facility Bonds, and Tax Exempt 501 C (3) Bonds.

What is OCPC's role?

OCPC supports SEED Corporation by supplying demographic data and client referrals. OCPC reviews MassDevelopment Tax Exempt Bonds to see if they are in accord with local and regional plans.

**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 425 kilowatt solar power plant, Brockton Brightfields. It went on line in 2006. A number of towns in the area including 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. . The Town of Easton uses a 50 kW solar photovoltaic power system at their water system Pumping Station # 2. Massasoit Community College is offering a course on designing solar electricity arrays. Massasoit Community College installed 1,500 solar panels in 5 buildings at their Brockton campus. The Town of Avon allows the construction of wind turbines on town property. At least 12 alternative energy projects are in planning process in Plymouth. The Massachusetts Bay Transportation Authority (T) has built a 100-kilowatt turbine at their Kingston commuter rail layover facility and is planning to build a wind energy facility at their Bridgewater commuter rail station. The Town of Kingston passed at Town Meeting a Wind Energy bylaw that eliminates the need for special permits for wind turbine projects. Kingston Developer Mary O'Donnell has erected three two-megawatt wind turbines and the Town of Kingston has erected a two-megawatt wind turbine. Together these generators will produce enough electricity for up to 10,000 households, approximately twice the number of homes in Kingston. Kingston also plans to install a solar field near the wind turbines. In Plymouth, the Balboni Company will construct a 1.5 megawatt wind turbine in the Camelot Industrial Park in spring, 2012.

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, 2012 in Abington, Easton, Kingston, Plymouth and Stoughton.  
Comcast is installing fiber-optic based high speed internet in the region.

CapeNet is a new broadband network being constructed in early 2012. It will extend from Cape Cod to Brockton, Boston and Providence. It will pass through several OCPC communities including Plymouth, Kingston, Plympton, Halifax, Bridgewater, East Bridgewater and Brockton. Efforts are being made to support economic development by serving commercial and industrial areas along the route.



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 co-operative 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 21<sup>st</sup> Century Corp, Metro South Chamber of Commerce and the Plymouth Area Chamber of Commerce 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 group.

**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 40R District on undeveloped land at Waterford Village near Bridgewater State University. Future zoned additional units total 507. 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





tank cover.

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, demolition of existing dissolved-air flotation equipment and installation of a new 100' diameter dome sludge

The Town of Kingston has proposed 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 119 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 has installed a new Manganese removal system.

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 and the Town of Plymouth are MassBio Gold rated communities. 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.gov/sitefinder.com](http://www.massachusetts.gov/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.gov/sitefinder.com](http://www.massachusetts.gov/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 2010 totaled 360 versus 352 in 2009. Four projects of note are proceeding:

Southfield: In the winter/spring of 2012 new housing is under construction at Southfield, the former South Weymouth Naval Air Station which includes the District community of Abington. A total of 10 units are occupied. In total Whitman Homes will be constructing 14 townhomes and 12 single family homes. Interactive Building Group (IBG) will construct 34



townhomes. Additionally the Senior Assisted Living Facility will be constructed by Rogerson/Eventide Communities and will consist of 216 senior apartments, of which 30% are affordable units and a 46 skilled bed nursing facility. In addition, the 226 unit apartment complex which includes 8,700 square feet of retail space owned by the Corcoran Company is currently under construction and initial occupancy is expected in March, 2012. Ten percent of the units in the Corcoran development will be rented to workforce, or people who make \$45,000 per year. The remaining apartments will be rented at market prices.

Shovel Shop Square: 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 2012.



**Knight Building:** In April 2011, Capstone Communities received Brockton Planning Board approval to redevelop the vacant Knight Building in downtown Brockton into a 25 unit, loft-style apartment complex to be known as Station Lofts. Construction is slated to begin in Fall, 2012.

**Seaport at Cordage:** Seaport at Cordage, situated on Plymouth Bay, was approved by the Town of Plymouth as a Smart

Growth District. This mixed-use project, which is being developed in phases, opens the shoreline to the public and promotes economic activity in the region with its variety of residential (675 units), retail, restaurant and marina uses. It is also a state-designated economic development zone and a Growth Initiative District, designated by the state as an appropriate location for new growth. Phase 1, the office campus is finished. Phase 2 will start some of the residential development. The entire project is expected to span 10 years.

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 development of Television and Motion Picture Production facilities in our area.

What is being done?

SouthField Studios located on the closed South Weymouth Naval Air Station in Weymouth now known as Southfield (the District community of Abington is part of Southfield) hopes 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-six Priority Economic Development Projects for FY 2012 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 2012 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:**

**Downtown Brockton Entrepreneurial Center**

Status: Planning stage

Goals Addressed: B, D, H

**GIS Mapping of City Assessors Maps**

Status: Planning stage

Goals Addressed: B, C, G

**College Collaborative**

Status: Ongoing

Goals Addressed: B, C, D

**Cowesett Brook Business Park**

Status: Plan created, looking for implementation entity

Goals Addressed: A, B

**OCEDD Industrial/Commercial/Life Sciences 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

**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:

- 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

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:

### *2012 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 4, 2012 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 two 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 Economic Development web conferences and attending two economic partner's 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**

<b>CEDS COMMITTEE MEETINGS</b>	<b><u>2007-08</u></b>	<b><u>2008-09</u></b>	<b><u>2009-10</u></b>	<b><u>2010-11</u></b>	<b><u>2011-12</u></b>
1. Number Held	6	6	7	6	7
2. Total Attendance	48	46	55	46	53
a) OCPC Delegates	5	5	1	0	0
b) Private Sector	12	13	10	12	13
c) Workforce/Econ Dev. Practitioners	25	20	36	30	38
d) Other (including transportation)	6	8	8	4	2
Average Attendance	8	8	8	8	8
Guest Speakers/Presentations	4	6	5	4	8
4. Issue Updates	12	6	7	6	10
5. Workshops/Web conferences	1	2	2	3	5

**FINDINGS:** In 2011-2012 seven meetings were held, up from 6 held in 2010-11. Overall attendance increased from 2010-11. We gained two new members. There were 6 guest speakers and presentations. Issue updates were distributed to 10 economic development entities, 5 workforce development entities and two local colleges and universities. Staff and committee members attended six economic development partners’ economic development functions during the 2011-2012 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
2011-2012	5

<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	
2011-2012	0		
<b>Total</b>	<b>3,218.5</b>	<b>Acres</b>	

***FINDINGS:***

Abington: OCPC assisted the Town of Abington in rezoning an area on Groveland Street for commercial development. Spring 2011 town meeting passed a Tax Incentive Financing agreement for that site that Cape Cod Lumber will use to help build a \$7 million private sector investment lumber yard and retain 77 jobs in the community.

East Bridgewater: OCPC is working with East Bridgewater to obtain funds to clean up two town owned brownfields sites in the center of town to attract new jobs to the community.

Plympton: OCPC assisted the Town of Plympton to be an Economic Target Area and a Chapter 43B Expedited Permitting Area. This allowed the town to attract Sysco Foodservice to the town. Sysco is investing \$110 million in private sector investment to build a 650,000 square foot regional office and distribution facility that will have 925 employees.

West Bridgewater: OCPC and the Metro South Chamber of Commerce successfully worked with the Town of West Bridgewater to attract Cheer Pack, Inc. to town. Council staff assisted in writing a Tax Incentive Financing agreement that was approved by Spring 2012 town meeting that will result in \$23 million private sector investment and 77 new jobs in West Bridgewater.

Southfield: 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 Spring 2012 construction continues on new housing units.

Town of Plymouth: OCPC 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.

Stoughton: As part of the South Coast Commuter Rail Study the Council provided technical assistance to the Town of Stoughton by conducting the Industrial Park and Park Street Route 27 Infrastructure Needs Study. This study also looked at the impact of extending sewer lines to the area including the AMD Industrial Park which will result in job creation/retention.

Brownfields Site Assessments: 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.

Movie/Television Studios: The SouthField Studios planned to be located on land at the site of the former South Weymouth Naval Air Station now known as SouthField (which includes the district community of Abington). Construction of that facility is planned to begin when 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**

	<b>MA</b>	<b>PLYMOUTH COUNTY</b>	<b>BRISTOL COUNTY</b>	<b>NORFOLK COUNTY</b>
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
2011-12	6

**FINDINGS:** In 2011-2012 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**

	<b># of PROJECTS</b>	<b>FEDERAL FUNDS</b>	<b>STATE LOCAL FUNDS</b>	<b>TOTAL</b>
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	3	\$6,265,668	\$1,152,560	\$7,418,228
FY 2011	7	\$8,052,869	\$2,013,217	\$10,066,086
<b>Totals</b>	<b>72</b>	<b>\$85,999,319</b>	<b>\$32,341,602</b>	<b>\$118,340,466</b>

***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 2011 and June, 2012.

Staff completed numerous projects as outlined in the Unified Planning Work Program. The projects included Multiple MEPA Reviews and Site Visits, FFY 2012 Regional Transportation Plan, FFY 2012 Unified Work Program, Old Colony FFY 2011-2015 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, 2011 and 2012 MassHighway and OCPC Traffic Count Program, ATR and TMC GIS Point Layers, ATR Counts, Comprehensive Intersection Database, Turning Movement Counts, Year End 2011 Traffic Count Program Distribution, Year End 2011 Traffic Volumes Report, Multiple GIS Products and Technical Assistance, Pictometry Products and Technical Assistance, 2011 Congestion Management Process Annual Report, Top 100 High Crash Locations and maps, Traffic Records Coordinating Committee, South Coast Rail Technical Assistance, Southeastern Massachusetts Commuter Rail Task Force Participation, Abington – Groveland Street Speed Study, Transit and Transportation Study, Avon – Road Safety Audits for intersections of: East Main St. (Route 28) at Harrison Blvd, and Harrison Blvd at West Main Street, Brockton – Improvements to entrance of Westgate Mall on Reynolds Memorial Highway, East Bridgewater- Plymouth St. at Washington St. Road Safety Audit, Easton –Downtown Easton Village Transportation Study, Halifax – Heavy Vehicle Traffic Pattern Study, Kingston – Brook Street Rte. 80 at Elm Street Intersection Safety Study, Pembroke – Congress St. at Taylor St. Intersection Study, Birch, Chapel and Valley Streets Traffic Data Collection and Analysis Project, Plymouth – Roadway Classification Study, Esta Road and Kristin Road Traffic Counts and Speed Analysis, Birch Ave, Newfield, Stafford and Towns Streets Data Collection and Analysis, Cliff Street traffic count, Samoset Street traffic count, Route 80 at Carver Road Alternatives

Analysis, Long Pond Road Traffic Analysis, Obery Street Traffic Data Collection and Analysis Project, Samoset Street (Route 44) Traffic Data Collection Project, Plympton – Industrial Park Traffic Monitoring Project, Stoughton–Bay Road Traffic Count, Stoughton Square Origins and Destinations Study, West Bridgewater – West Center Street (Route 106) and Route 24 Off-Ramp Traffic Count, Participation in Metro Boston and SE Mass Regional ITS Architecture Updates, Heavy Vehicle Exclusion Zone Study, Major Bottleneck Studies, Climate Change Roadway Drainage and Runoff Study, Bicycle and Pedestrian Connectivity and Livability Study, 2011 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**

	<b>MA</b>	<b>PLYMOUTH COUNTY Total</b>	<b>BRISTOL COUNTY Total</b>	<b>NORFOLK COUNTY Total</b>
<b>A. Farm Acreage</b>				
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
<b>B. Number of Farms</b>				
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
2011	20	15	3	38

\*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, 2012 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:** Educational Attainment on the OCPC region.

**1. EDUCATIONAL ATTAINMENT\* IN THE OCPC REGION, 2000-2010**

	<b>% Completed High School Or Higher</b>		<b>% Completed Bachelor’s Degree Or Higher</b>	
	<b><u>2000</u></b>	<b><u>2010</u></b>	<b><u>1990</u></b>	<b><u>2000</u></b>
OCPC Region	89.3%	92.2%	25.2%	30%
Massachusetts	84.8%	89%	33.2%	39%

\*for persons 25 years and older

Source: U.S. Census

**COURSES CURRENTLY BEING OFFERED BY HIGHER EDUCATIONAL PROVIDERS IN THE REGION**



#### MASSASSOIT COMMUNITY COLLEGE, Brockton, Canton

Massasoit Community College in Brockton offers a 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.

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.

The Brockton Area Workforce Investment Board directs the regional effort of workforce development training. Construction projects in higher education settings translate to enhanced STEM (Science, Technology, Engineering, Math) education to boost the Commonwealth's and the region's STEM workforce. Bridgewater State University is in the process of completing a new 211,300 square foot, \$98.7 million math and science center. Stonehill College has constructed a 89,630 square foot, \$34 million science building which opened in 2010.

**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. Major investments are being made to college and university campus's in our region. 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 SBA, RLF and Micro Loans Granted

1. 10 or more/year (Excellent)
2. 8-10/year (Good)
3. less than 5/year (Needs Improvement)

**EVALUATION RESULTS:**

**REGIONAL INDUSTRIAL REVENUE BONDS REVIEWED FOR CONFORMANCE WITH REGIONAL PLAN**

<b>Year</b>	<b>Number of bonds reviewed</b>	<b>Total Amount of bonds</b>	<b>Jobs Created*</b>	<b>Jobs Saved*</b>
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
2011-12	1	\$1,337,169	5	N/A

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

**LOANS PROVIDED BY SEED CORPORATION OCT. 2010-SEPT. 2011 IN THE OCPC EDD**

	<b>No. of Loans</b>	<b>Total Amount</b>	<b>#New Jobs</b>
SBA 504	6	\$6,022,000 million	37
SBA 7A	0	\$0	0
Revolving Loan Fund	2	\$230,000	17
Micro Loan Program	3	\$133,000	19
Totals	11	\$6,385,000	73

**LOANS PROVIDED BY SEED CORPORATION IN THE CITY OF BROCKTON OCT. 2010-SEPT 2011**

	<b>No. of Loans</b>	<b>Total Amount</b>	<b># New Jobs</b>
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Brockton RLF Program	2	\$122,000	6
Other Loan Programs	3	\$640,000	8
(1 Micro loan & 2 SBA 504 loans)			

**INVESTMENTS BY SEED VENTURES LP IN THE OCPC EDD 2006-2011**

No. of Investments	Total Amount
4	\$3.6 million

**FINDINGS:** The South Eastern Economic Development (SEED) Corporation is an excellent source of business funding in Massachusetts and Rhode Island. SEED has four loan programs, SBA 504, SBA 7A Guarantee, Revolving Loan Fund (RLF) and the Micro Loan Program. SEED Ventures LP, a \$20 million mezzanine/venture capital fund is in place to address the gap for equity capital.

SEED Corp. has funds available for small businesses in Brockton. The funds are available through the Revolving Loan Fund which provides loans up to \$200,000 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 21<sup>st</sup> 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.

In the total SEED Corp. service area:

- 698 Prospective entrepreneurs were served by 419 SEED sponsored workshops in 2010-11 on Fundamentals of Planning, Preparing For and Financing Your Business and Understanding Financial Statements.
- 988 Entrepreneurs were served by individual sessions in 2010- 11
- 1,686 Total Entrepreneurs were assisted by SEED Corp. in 2010-11.

## **INVESTMENTS BY MASSDEVELOPMENT IN THE OCPC EDD**

MassDevelopment continues to assist area businesses with funding. In 2011 in the OCPC EDD, MassDevelopment funded Brownfields Site Remediation, Brownfields Site Assessment, Community Health Center Grant, Cultural Facilities Fund-Capital Grant, Cultural Facilities Fund – System Replacement Grant, Real Estate Loans, Recovery Zone Facility Bonds and Tax Exempt 501 © (3) Bonds in a total amount of \$52,552,104.

### **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**

<u>Year</u>	<u>Communities Adopting TOD Zoning</u>	<u>Projects done with OCPC Assistance</u>	<u>Permanent jobs created</u>
2001-2002	0	0	0
2002-2003	0	0	0
2003-2004	1	1	5
2004-2005	0	0	0
2004-2006	0	0	0
2006-2007	0	0	0
2007-2008	0	0	0
2008-2009	2	2	0
2009-2010	0	0	0
2010-2011	0	0	0
2011-2012	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, 2012.

**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. 0-1annually (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
2011-2012	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 Brockton Brightfield, 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 town of Plymouth is looking into the possibilities of using wind power. The Town of Kingston is home to five wind turbines in Spring, 2012. The Town of Kingston has erected a two-megawatt wind turbine on a capped landfill near the Independence Mall in spring 2012. Solar panels are planned for the site. Kingston landowner Mary O’Donnell has erected three two-megawatt wind turbines on a 105 acre site she owns next to the Kingston Commuter Rail station. Together these generators produce enough electricity for up to 10,000 households, approximately twice the number of existing homes in Kingston. In addition, the MA Bay Transportation Authority (MBTA) has erected a 100 kilowatt wind turbine at their Kingston Commuter Rail layover facility.

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 have reviewed 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 is currently on hold. It 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.

In Plymouth, the Balboni Company will erect a 1.5 megawatt wind turbine in the Camelot Industrial Park in Spring, 2012. This will be the first electric power generating wind turbine built in Plymouth.

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.
- 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 Easton Water Division has installed a 50kW solar photovoltaic system at Pumping Station No. 2 behind the David Ames Clock Farm on Route 138. Extra electricity realized from the solar panels is sold to the grid. This project was funded from \$185 million in federal stimulus dollars awarded to Massachusetts by the U.S. Environmental Protection Agency.

National Grid Electric has 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.

Avon Town Meeting voters have 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 kW.

The U. S. Department of Transportation, Federal Transit Administration has approved \$2.5 million in competitively selected Transit Investments for Greenhouse Gas and Energy Reduction (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. The wind turbine at the Kingston layover facility was built in Spring, 2012.

**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 2012 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.

CapeNet is a new broadband network being constructed in 2012. It will extend from Cape Cod to Brockton, Boston and Providence. It will pass through several OCPC communities including Plymouth, Kingston, Plympton, Halifax, Bridgewater, East Bridgewater and 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 promoting a branding strategy for the region. OCPC is working with Bridgewater State University, Brockton 21<sup>st</sup> Century Corp, the Metro South Chamber of Commerce, the Plymouth Area Chamber of Commerce and others on this project.

### **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, 2012 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 has proposed 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 has installed a new Manganese removal system. The Abington/Rockland Joint Water Works has installed new water storage tanks on Lincoln and Chestnut Streets in Abington. The Town of West Bridgewater has installed a new one-million gallon water storage tank.

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, These 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, towns of West Bridgewater and Plymouth 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 2010 totaled 360 versus 352 in 2009. From 2002 to 2010 the region reached a peak of 1,127 single family housing permits of 1,127 in 2005. 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, 2012. 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. Construction on this project will begin in Fall, 2012.

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.

## **GOAL S: 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 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 be built when funding is obtained. This is a site reuse.

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.

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## **VI. IMPLEMENTATION PLAN**

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

### **A. PROGRAM STRATEGY ACTIONS**

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

### **B. COMMUNITY AND PRIVATE SECTOR PARTICIPATION**

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

### **C. MAJOR WORK ELEMENTS AND PRIMARY RESPONSIBILITIES**

Short Term – one to two years

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

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

Long Term – More than two years

- (a) Continuing to work with communities other agencies and consultants to plan and implement productive reuse of the closed South Weymouth Naval Air Station. CEDS Committee and District Staff.
- (b) Continuing to work to expand and protect public water supplies 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  
 Fred Gilmetti Secretary  
 Lee Hartmann Treasurer**

<b>DELEGATE</b>	<b>COMMUNITY</b>	<b>AFFILIATION</b>	<b>RACE</b>	<b>SEX</b>
Christopher Aiello	Abington	Government	W	M
David Klein	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 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
Valarie Messard	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 2011-2012 MEMBERSHIP**

<b>NAME</b>	<b>RESIDENCE</b>	<b>OCCUPATION AFFILIATION</b>	<b>REPRESENTING</b>	<b>RACE</b>	<b>NATIONALITY</b>	<b>SEX</b>	<b>APPT DATE</b>
Mary Waldron Chairman	Brockton	Executive Director Brockton 21 <sup>st</sup> Century Corp.	Economic. Development	C	Irish	F	2005
William Tedoldi Vice Chair man	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	Abington	Executive Director Plymouth County Development Council	Econ. Development./ Tourism	C	English	M	2004
Larry Cameron	Fall River	MassDevelopment	Economic. 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
Diana Jennings	Bridgewater	Director, Office of Regional Outreach Bridgewater State University	Education	C	English	F	2012
Reinald Ledoux	Bridgewater	Executive Director 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
Robert L. Pillarella	Avon	Planning Board	Government	C	Italian	M	2004
Charles Seelig	Halifax	Town Administrator	Government	C	German, many	M	1998
Elaine Stewart	Brockton	Massasoit Community College	Education/ Workforce Dev.	C	English	F	2007
James Walsh	Brockton	MassDevelopment	Econ. Development	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
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 21<sup>st</sup> Century Corporation

This non-profit economic development corporation was established by state legislation to do economic development planning, program implementation and promotion for the city. District staff works closely with B21CC on economic development issues facing the city. Their President 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.

- 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 Office of Regional Outreach (ORO)

The ORO is responsible for coordinating and networking the many individuals and units of the university with external constituencies. The ORO is responsible for planning and coordinating strategic initiatives of the university designed to improve or enhance relations with the external communities as it relates to the university's mission. The ORO oversees economic development and entrepreneurship activities. ORO economic development activities include active chamber of commerce and agency collaborations as well as coordination of the Old Colony Crossroads Collaborative.

- Training Resources of America (TRA) 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

Robert G. Moran, Jr.  
President  
70 School Street  
Brockton, MA 02301-4097



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Executive Director  
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Fax: (508) 559-8768  
Email: info@ocpcrpa.org  
Website: www.ocpcrpa.org

## **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

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# APPENDIX

## **SUMMARY OF CEDS COMMITTEE MEETING MINUTES 2011-2012**

*September 14, 2011*

The Committee heard a presentation by Old Colony Planning Council Executive Director Pat Ciaramella on the HUD Sustainable Communities Regional Planning Grant Program. Council Economic Development/Community Planner Bruce Hughes gave a presentation on the US EDA Economic Development District Site Visit and Performance Review held on June 22, 2011.

*November 14, 2011*

The Committee heard a presentation by Ms. Lynn Tokarczyk, President, Business Development Strategies, Inc. on Tax Incentive Financing (TIF) and how it can be used for business development in our communities.

*December 14, 2011*

Committee members attended a Marketing Meeting for the Old Colony Regional Technology Center Economic Target Area (ETA) held at OCPC. The purpose of the meeting was to discuss how communities that are Economic Target Areas let interested parties know about local and state tax incentives that are available to them if they want to locate or expand businesses in communities. A marketing brochure for the ETA has been created and was distributed.

*January 9, 2012*

The Committee heard a presentation by Mr. Bruce Hughes and Mr. Pat Ciaramella on the Cape Net Broadband Network and the OCPC Region. This is a new Broadband Network that is being built on Cape Cod and will extend to Brockton through several OCPC communities including Plymouth, Plympton, Kingston Halifax, Bridgewater, East Bridgewater and to Boston and Providence.

The Committee had approved by email and phone a MassDevelopment Qualified Energy Conservation Bond in the amount of \$1,337,169 for No Fossil Fuel, LLC of Kingston, MA. Bond proceeds will be used for financing the costs associated with the development and construction of three 2 megawatt Gamesa G90 wind turbines. No Fossil Fuel has executed a Power Purchase Agreement (PPA) with the Town of Kingston for 20 years with two 5-year extension options. The PPA is for 100% of the power output at the rate equal to 99% of the value of the net metering credits. The host municipality is also the host customer of record for the project. Total project cost is \$11,645,596 and creates approximately 5 new jobs at the project site.

*February 6, 2012*

The Committee heard a presentation by Metro South Chamber of Commerce CEO Mr. Chris Cooney on the Metro South Chamber of Commerce Regional Economic Development Organization (REDO). Created by an act of the state legislature in 2011 it includes 18 communities including Brockton, Abington, Avon, Bridgewater, Canton, Easton, East Bridgewater, Halifax, Hanover, Hanson, Holbrook, Norwell, Randolph, Rockland, Sharon, Stoughton, West Bridgewater and Whitman. These organizations are

funded through the MA Office of Business Development. They are partnerships between businesses, local government and the state that provide resources to grow and retain existing businesses, support efforts to attract new businesses to the region and provide a consistent response time to businesses seeking assistance.

*February 16, 2012*

Committee members attended the Brownfields Forum – “Assessment to Redevelopment and Everything in Between” co-sponsored by OCPC at the Shaw’s Center in Brockton.

*March 5, 2012*

The Committee heard a presentation by Mr. Tom Bott, Kingston Town Planner on the Town of Kingston Green Community designation and new wind turbines that have recently been erected in Kingston. OCPC Comprehensive Planning Supervisor James R. Watson and Transportation Planner Raymond A. Guarino discussed the South Coast Rail Industrial Park and Park Street Route 27 Infrastructure Needs Assessment Study in the Town of Stoughton.

The Committee reviewed and approved the 2012-13 OCPC EDD 12 month Work Program.

*April 2, 2012*

The Committee reviewed and approved the draft 2012 CEDS Update.

*June 4, 2012*

The Committee approved the recommendation of the CEDS Evaluation Subcommittee. The Committee heard a presentation by OCPC Transportation Program Manager Charles Kilmer on the Draft FFY 2012-15 OCPC Transportation Improvement Program (TIP) Amendment, Draft OCPC FFY 2013-16 Transportation Improvement Program (TIP) and the Draft OCPC FFY 2013 Unified Planning Work Program (UPWP). The Committee also discussed Bio Ready communities in the OCPC region.









**Old Colony Planning Council (OCPC)**  
**Economic Development Abbreviations and Terms**

BAC – Business Assistance Center  
BAWIB – Brockton Area Workforce Investment Board  
BBRS- Board of Building Regulations and Standards  
BRIGHTFIELDS – Solar panel array located on a former Brownfields site  
BROWNFIELDS – Contaminated Land

CDAG - Community Development Action Grant  
CEDS – Comprehensive Economic Development Strategy  
CEO- Chief Executive Officer  
CES – Center for Entrepreneurial Studies at Bridgewater State University

DEP – Department of Environmental Protection  
DET- Department of Employment and Training  
DHCD – Department of Housing and Community Development  
DUA –Department of Unemployment Assistance

EACC – Economic Assistance Coordinating Council  
EDA – Economic Development Administration  
EDD – Economic Development District  
EDIP – Economic Development Incentive Program  
EEA- Executive Office of Energy and Environmental Affairs  
EEP – Enhanced Expansion Project  
EOA – Economic Opportunity Area  
EOEEA- Executive Office of Energy and Environmental Affairs  
EOHED – Executive Office of Housing and Economic Development  
EOLWD – Executive Office of Labor and Workforce Development  
EPA – Environmental Protection Agency  
ETA – Economic Target Area

GDI – Growth District Initiative Grant  
GIS – Geographic Information Systems

HUD-Housing and Urban Development

IT- Information Technology  
ITC – Investment Tax Credit

MA DET – Massachusetts Department of Employment and Training  
MA DUA – Massachusetts Department of Unemployment Assistance  
MEPA – Massachusetts Environmental Policy Act  
MORE – Massachusetts Opportunity Relocation and Expansion Program  
MRP – Manufacturing Retention Projects

MSBDC – Massachusetts Small Business Development Center  
MWRA- Massachusetts Water Resource Authority

NEPA – National Environmental Protection Act

OCCC – Old Colony Crossroads Collaborative  
OCPC – Old Colony Planning Council  
OCPC EDD - Old Colony Planning Council Economic Development District  
ORO- Office of Regional Outreach at Bridgewater State University

PABEC – Plymouth Area Business Education Center  
PDA – Priority Development Areas  
PPA – Priority Protection Areas, also Power Purchase Agreement  
PWED - Public Works Economic Development Grant

REDO – Regional Economic Development Organization

SBA – Small Business Administration  
SCORE – Service Corps of Retired Executives  
SEED – Southeastern Economic Development Corporation  
SEMSS RRF- Southeastern Massachusetts Resource Recovery Facility  
SF- Single Family  
SFH- Single Family Housing  
STRAP – Small Town Rural Assistance Program  
STEM – Science, Technology, Engineering, Math

TIF – Tax Incentive Financing  
TOD – Transit Orientated Development

US EDA- United States Economic Development Administration