

**COMPREHESIVE ECONOMIC DEVELOPMENT STRATEGY
(CEDs)**



**Economic Development in
The
Old Colony Economic Development District**
June 2015
Old Colony Planning Council
70 School Street, Brockton, MA
Tel. (508) 583-1833/Fax (508) 559-8768

www.ocpcrpa.org

Comprehensive Economic Development Strategy

CEDS 2015



Prepared by the:

Old Colony Planning Council (OCPC)
70 School Street, Brockton, MA 02301
Tel: (508) 583-1833 - FAX (508) 559-8768
E-Mail: information@ocpcrpa.org
Web Site: www.ocpcrpa.org

Economic Development In The Old Colony Economic Development District

Lee Hartmann, AICP, President
Pasquale Ciaramella, Executive Director
Mary Waldron, Chairman OCPC Comprehensive Economic Development Strategy
(CEDS) Committee
Bruce Hughes, Economic Development /Community Planner

Approved by the Old Colony Planning Council on April 27, 2015

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).

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Old Colony Planning Council

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HANSON
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PLYMOUTH
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Daniel Trabucco

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Forrest Lindwall
Nancy Bresciani
Daniel Salvucci

OCPC STAFF

Pasquale Ciaramella	Executive Director
Eric Arbeene AICP	Community Planner
Shawn Bailey	Temporary Transportation Technician
Lila Burgess	Ombudsman Program Director
Paul Chenard	Transportation Planner
Jed Cornock	Transportation Planner
Raymond A. Guarino	Transportation Planner
Patrick Hamilton	AAA Administrator
Bruce Hughes	Economic Development/ Community Planner
Charles Kilmer AICP	Assistant Director/Transportation Program Manager
Jane E. Linhares	Grants Monitor
Janet McGinty	Fiscal Officer
William McNulty	Transportation Planner
Kyle Mowatt	Transportation Planner
Jimmy Pereira	Community/Transportation Planner
Jane Selig	Ombudsman Program Assistant
Norman Sorgman	Assistant Ombudsman Director
Andrew Vidal	GIS Manager/Communications & IT Specialist
James R. Watson AICP	Comprehensive Planning Supervisor

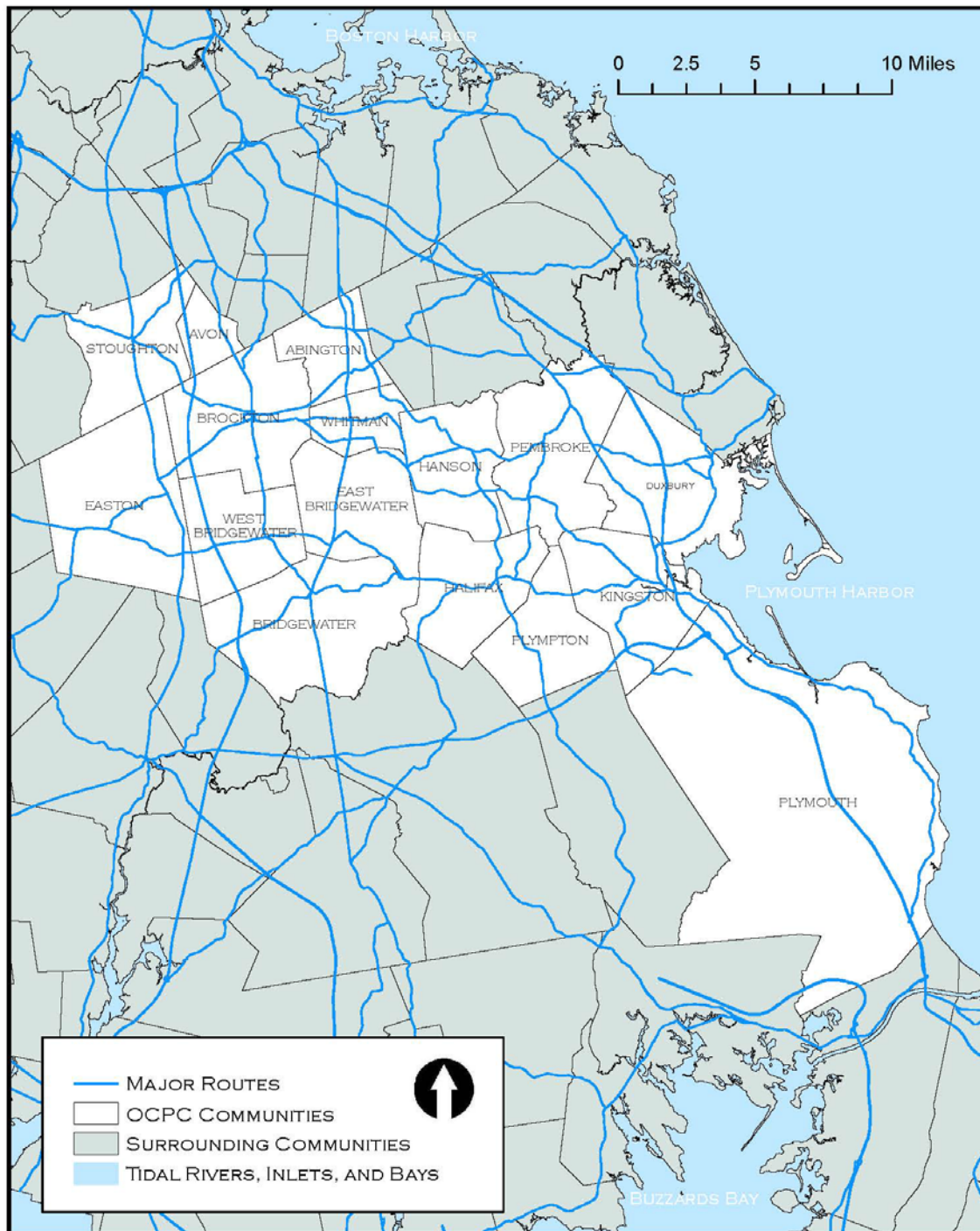
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OLD COLONY ECONOMIC DEVELOPMENT DISTRICT



OLD COLONY PLANNING COUNCIL, 70 SCHOOL STREET, BROCKTON, MA 02301
GIS DATA SOURCES: MASSGIS, MASSDOT, OCPC

APRIL, 2013

DEDICATION

Mr. Daniel Miles, P.E.

The 2015 Old Colony Planning Council Economic Development Strategy Report is dedicated to Mr. Daniel Miles, P.E. of Brockton, MA.

Mr. Miles has had a distinguished career as a Civil Engineer and supporting economic development in the City of Brockton and the OCPC region. Mr. Miles retired from membership on the OCPC CEDS Committee after the June, 2014 meeting after more than 40 years of distinguished service.

The Old Colony Planning recognized Mr. Miles at their December, 2014 Council meeting with OCPC Resolution Number 213, December 3, 2014 honoring Dan for than 40 years of distinguished service to the Old Colony Planning Council Overall Economic Development Planning (OEDP) and the successor Comprehensive Economic Development Strategy (CEDS) Committee.

Thank you Dan for your service and valued counsel.



Comprehensive Economic Development Strategy (CEDS) 2015

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.”

Why is the CEDS program necessary?

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 sixteen 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 2014 was 5.8%. The annual unemployment rate for the state of Massachusetts in 2014 was 5.5%. The average annual unemployment rate for the City of Brockton for the year 2014 was 7.9%. 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 eight findings of the Old Colony Planning Council Economic Development District Comprehensive Economic Development Strategy Committee (OCPC EDD CEDS) as a result of the Comprehensive Economic Development Strategy (CEDS) process.

- 1. OUR AREA IS IN SLOW RECOVERY FROM THE MOST RECENT ECONOMIC DOWNTURN.** 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, quality of life, and economic resiliency 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.

8. **ECONOMIC RESILIENCY IS IMPORTANT TO THE REGION.** This is an area's ability to withstand, prevent or quickly recover from major disruptions to its underlying economic base.

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. (3.8% vs. 3.1%). During this period, the six communities that showed the greatest percentage of growth rate were: Abington (9.45%), Plymouth (9.22%), and 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.
- 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, serving 9 of 16 OCPC communities. 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), 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 two minor league baseball teams (the Brockton Rox and the Plymouth Pilgrims). 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 (92.6% versus 89%). In 2010 however, only two District communities, the towns of Duxbury and Easton exceeded the state average of those who have completed four years of college.

I. SUMMARY BACKGROUND: ECONOMIC DEVELOPMENT CONDITIONS IN THE REGION

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

A. POPULATION AND LABOR FORCE/REGIONAL TRENDS

1. Population

The region consists of the following communities: the towns of Abington, Avon, and Bridgewater, the City of Brockton, and the towns of Duxbury, East Bridgewater, Easton, Halifax, Hanson, Kingston, Pembroke, Plymouth, Plympton, Stoughton, West Bridgewater and Whitman. The Town of Easton is in Bristol County and the Town of Stoughton is in Norfolk County. The rest of the communities are in Plymouth County.

In the past ten years the OCPC region has experienced a larger population growth percentage rate than the state. Table 1 shows that from 2000 to 2010, OCPC's region grew from 322,763 to 348,547 a 3.8% increase. From 2000 to 2010 the population of MA grew from 6,349,097 to 6,547,629, a 3.1% increase.

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

2. Regional Racial/Ethnic Composition

Table 3 shows the district's population by Race and Hispanic Origin for 2010. Overall, the region is predominantly white. Table 4 shows the district's population that is foreign born and language spoken at home.

3. Age Profile

Table 5 shows the age distribution for the Old Colony region for census year 2010. The median age of residents in our area is 41.2 versus the median age for all Massachusetts residents at 39.1.

4. Education

The district has smaller percentages of college graduates and larger percentages of people with only a high school education. See Table 6

5. Income

The district regional median household income based on 2007-2011 American Community Survey 5 year estimates was \$82,455, the median family income was \$96,089 and the median per capita income was \$34,663 which was lower than the state (\$35,051). See Table 7.

Table 1

OCPC Region Population Growth Trends 2000-2010

Community	2000	2010	% Change
Abington	14,605	15,985	9.45%
Avon	4,443	4,356	-1.96%
Bridgewater	25,185	26,563	5.47%
Brockton	94,304	93,810	-0.52%
Duxbury*	14,248	15,059	5.69%
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	335,763	348,527	3.80%
Massachusetts	6,349,097	6,547,629	3.10%

Source: U.S. Census Bureau 2010 Census

*The Town of Duxbury joined OCPC in 2012

Table 2

Population Projections

	2010	Forecast Year				
	Census	2017	2020	2025	2030	2035
Abington	15,985	16,521	16,867	16,993	17,397	17,698
Avon	4,356	4,421	4,517	4,550	4,456	4,636
Bridgewater	26,563	27,442	27,997	28,200	28,674	29,370
Brockton	93,810	95,520	96,080	98,083	98,577	99,076
Duxbury	15,059	14,682	14,789	14,986	15,183	15,439
East Bridgewater	13,794	14,720	14,878	15,118	15,593	16,553
Easton	23,112	23,420	23,667	24,069	24,559	25,376
Halifax	7,518	7,770	8,021	8,134	8,595	8,717
Hanson	10,209	10,502	10,888	11,183	12,073	12,576
Kingston	12,629	12,770	13,030	13,283	14,213	14,418
Pembroke	17,837	18,929	18,925	19,259	19,592	19,978
Plymouth	56,468	63,842	65,354	68,250	69,345	71,057
Plympton	2,820	2,920	3,180	3,283	3,773	3,876
Stoughton	26,962	27,474	27,561	28,341	29,120	29,927
West Bridgewater	6,916	7,125	7,280	7,293	7,798	8,316
Whitman	14,489	14,624	14,755	14,961	15,155	15,427
OCPC Region	348,547	362,682	367,789	375,986	384,103	392,440
Massachusetts	6,547,629	6,760,000	6,844,000	6,992,000	7,139,000	7,292,000

Source: 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 are not a scientific forecast.

**Table 3
Population Race and Hispanic or Latino: 2010**

Geographic Area	Total Population	Total Pop of One Race	White Alone	Black or African American Alone	American Indian & Alaska Native	One Race Asian Alone	Native Hawaiian & Other Pacific	Some Other Race	Two or More Races	Hispanic or Latino (of any 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	26,583	26,385	26,139	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
Duxbury	15,059	14,936	14,649	62	16	149	2	58	123	0
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	8	256	379	578
Halifax	7,518	7,409	7,291	45	6	42	0	25	109	81
Hanson	10,209	10,069	9,950	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	56,284	52,988	1,147	193	516	22	649	966	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	895	876
West Bridgewater	6,916	6,817	6,564	104	7	75	0	67	99	121
Whitman	14,489	14,249	13,768	180	35	111	5	150	240	267
OCPC Total	347,547	339,043	281,677	37,197	851	5,783	98	14,501	10,712	14,247
Massachusetts	6,547,629	6,375,626	5,265,236	434,399	18,950	239,768	2,223	305,151	172,003	627,654
OCPC % of State	5.09%	5.07%	5.03%	8.55%	4.43%	1.61%	4.18%	4.73%	6.05%	2.27%

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

Table 4
Foreign Born and Language Spoken At Home
Population 5 Years and Older

Community	Foreign Born	English	Spanish	Other Indo-European Languages	Asian & Pacific Island Languages
Abington	864	328	67	194	152
Avon	439	174	17	227	21
Bridgewater	1,287	301	223	649	101
Brockton	16,963	1,598	1,058	13,112	793
Duxbury	495	376	0	41	75
East Bridgewater	480	224	19	101	131
Easton	702	281	61	237	106
Halifax	173	103	11	59	0
Hanson	290	163	8	122	33
Kingston	510	116	84	188	90
Pembroke	685	343	42	184	33
Plymouth	2,787	1,082	442	1,037	182
Plympton	47	33	0	8	8
Stoughton	4,667	751	346	3,064	305
West Bridgewater	239	169	8	62	0
Whitman	643	147	38	396	62
Region Totals	31,271	6,189	2,424	19,681	2,092
Massachusetts	985,594	183,378	203,476	358,461	183,975

Source: 2009-2013 American Community Survey 5-Year Estimates

**Table 5
OCPC Region Age Distribution of The Population 2010**

Community	Age												Median 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	38
Avon	5.1	5.6	6.2	6.2	4.8	10	14.1	24.6	6.4	8.8	6.4	2.3	44
Bridgewater	4.2	5.4	6.2	10.5	11.6	10.4	14.1	22.4	5	5.7	3.3	1.2	37
Brockton	7.3	6.9	6.9	7.5	7	13.3	13.6	20.5	5	6.4	3.7	1.7	36.7
Duxbury	5.2	9	10.4	7.8	2.4	2.6	14.9	25.3	6.3	9.5	3.9	2.6	44.8
East Bridgewater	5.5	6.7	7.9	7.1	5.3	10	15	23.2	6.2	7.5	4	1.5	40.5
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	41.1
Halifax	5	6.1	7.4	6.9	4.7	9.4	14.9	24.9	6.8	8	4.2	1.2	42.8
Hanson	5.2	7.6	8.2	7.6	5	8.8	15.5	24.5	6.2	7.1	3.1	1	40.4
Kingston	5.5	7.4	7.8	6.6	4.7	8.3	14.5	24.1	6	7.3	3.8	3	42.3
Pembroke	5.8	7.5	8.2	6.8	4.5	9.2	15.4	25.4	5.7	7.1	3.2	1	40.8
Plymouth	5.6	6.3	6.2	6.2	5.1	11.4	15	23	7.2	8.1	3.9	2.1	41.5
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	44.4
Stoughton	5.4	5.8	6	6.3	5.3	10.9	13.7	23.8	6.5	8.5	5.5	2.4	42.9
West Bridgewater	4.6	6.5	6.8	5.8	4.6	9.3	14.5	23.6	6.1	6.1	3.3	1.2	43.9
Whitman	6.5	7.1	7	6.9	6.9	5.9	12.1	15.4	6.1	6.1	3.3	1.2	38.2
OCPC Region Massachusetts	5.4	6.7	7.2	7.3	5.7	9.3	14.3	23.5	6.1	7.6	4.1	1.8	41.2 39.1

Source: 2010 U.S. Census

Table 6
Educational Attainment

	% Completed High School Or Higher	% Completed Bachelor's Degree Or Higher
Abington	94.50%	25.70%
Avon	97.00%	25.90%
Bridgewater	90.60%	32.90%
Brockton	82.50%	17.50%
Duxbury	99.00%	72.20%
East Bridgewater	93.20%	25.40%
Easton	94.90%	47.40%
Halifax	94.30%	23.00%
Hanson	93.60%	28.70%
Kingston	94.00%	38.60%
Pembroke	94.60%	33.60%
Plymouth	93.00%	32.60%
Plympton	88.40%	31.10%
Stoughton	87.80%	32.10%
West Bridgewater	91.20%	28.50%
Whitman	93.80%	24.40%
OCPC Region	92.60%	32.40%
Massachusetts	89.00%	39.00%

Source: U.S. Census 2010

Table 7
Income Statistics
Median Household, Family & Per Capita Income
2007-2011 American Community Survey 5-Year Estimates

COMMUNITY	Median Household Income (\$)	Median Family Income (\$)	Median Per Capita Income(\$)
Abington	81,677	92,839	33,386
Avon	72,880	89,214	31,304
Bridgewater	88,698	101,641	29,460
Brockton	45,728	53,070	21,629
Duxbury	122,396	139,873	55,510
East Bridgewater	79,676	98,113	31,302
Easton	103,494	127,927	42,208
Halifax	83,522	89,456	34,880
Hanson	87,222	96,705	32,812
Kingston	77,288	86,489	37,783
Pembroke	82,374	98,156	35,262
Plymouth	76,631	90,764	33,969
Plympton	93,882	102,773	37,755
Stoughton	68,474	87,518	32,384
West Bridgewater	80,729	95,182	33,590
Whitman	74,610	87,713	31,378
Regional Average	82,455	96,089	34,663
Massachusetts	65,981	83,371	35,051

Source: U.S. Census American FactFinder 2007-2011 American Community 5-year Estimates

6. Labor Force and Jobs

The labor force of the region grew at a faster rate than the state as a whole between 2000 and 2013. The region's labor force grew by 2.03% between 2000 and 2013 versus 1.11% growth for the state as a whole in that same time period. See Table 8.

Table 8
Percent Change In Average
Annual Labor Force 2000-2013

	2000 Labor Force	2013 Labor Force	% Change 2000- 2013
Community			
Abington	8,497	9,292	9.30%
Avon	2,603	2,373	-9.60%
Bridgewater	12,632	14,140	11.93%
Brockton	46,560	46,209	.07%
Duxbury	7,208	7,621	5.72%
East Bridgewater	7,083	7,738	9.24%
Easton	12,526	13,693	9.30%
Halifax	3,917	4,343	10.87%
Hanson	5,567	5,837	4.85%
Kingston	6,052	6,605	9.10%
Pembroke	9,323	10,024	7.51%
Plymouth	25,559	30,614	19.77%
Plympton	1,560	1,681	4.30%
Stoughton	15,743	15,804	.03%
West Bridgewater	3,820	3,686	-3.63%
Whitman	7,820	8,494	8.61%
OCPC Region	176,470	180,054	2.03%
Massachusetts	3,273,400	3,310,042	1.11%

Source: MA EOLWD

Table 9
Means Of Transportation To Work
2007-2011 American Community Survey 5-Year Estimates

Community	Total	Car, truck or van- drove alone	Car, truck or van- carpooled	Public Transport (excluding taxicab)	Walked	Taxicab motor cycle 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
Duxbury	6,277	4,896	247	403	73	36	622
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
OCPC Totals	168,368	135,137	14,325	8,331	3,285	1,362	5,928
% of OCPC Totals		80.26%	8.51%	4.95%	1.95%	0.81%	3.52%
Massachusetts	3,204,544	2,330,353	267,596	289,703	144,779	48,347	123,766
% of MA Totals		72.72%	8.35%	9.04%	4.52%	1.51%	3.36%
OCPC % of MA Totals	5.25%	5.80%	5.35%	2.88%	2.27%	2.82%	4.79%

Source: U.S. Census Bureau, 2007-2011 American Community Survey
5-Year Estimates

7. Employment and Unemployment

Table 8 shows Percent Change in Annual Labor Force 2000-2013. Table 9 shows Means of Transportation To Work. Table 10 shows the 2013 Average Monthly Employment by Industry All Ownership. Table 11 shows the Average Annual Employment Unemployment Rate of Residents in the Labor Force for 2014. This table shows that the Average Annual Unemployment Rate for the District for 2014 was 5.8% compared to 5.5% for the state. The unemployment rate for the City of Brockton (7.9% in 2014) remains the highest in the region. Table 12 shows OCPC Region Average Employment and Wages By Industry, All Ownership for 2013. Table 13 shows OCPC Region Average Monthly Employment Within Communities 2006-2013. Table 14 shows OCPC Region Changes in Manufacturing and Non-Manufacturing Employment Sectors 2000-2010. Table 15 shows OCPC Region Employment Projections 2017-2035. Table 16 shows Major Employers by Community. Table 17 lists Employment by Major Industry Groups, 2009. Table 18 lists Brockton Workforce Area Major Clusters. Table 19 lists the region's Industrial, Commercial and Technology Parks.

Table 10
2013 Average Annual Employment
By Industry All Ownership

Community	Average Employment	Construction	Manu- factoring	Whole/ Ret Trade	Finance & Insurance	Services	Accomod & Food
Abington	3,844	335	N/A	1,310	85	992	584
Avon	4,991	410	1,142	1624	31	409	101
Bridgewater	8,518	580	188	907	504	579	902
Brockton	38,545	1,108	1,989	6,232	676	14,598	2,329
Duxbury	2,865	144	26	292	68	217	204
E. Bridgewater	2,658	215	242	317	27	575	340
Easton	10,153	764	799	1,568	235	4,255	772
Halifax	1,261	133	N/A	366	39	110	169
Hanson	1,488	81	125	358	28	256	262
Kingston	5,062	182	117	2,053	88	831	568
Pembroke	5,886	678	421	1,380	150	1,392	765
Plymouth	24,044	1,089	1,142	4,155	564	2,417	3,016
Plympton	1,235	42	N/A	N/A	N/A	37	N/A
Stoughton	13,199	1,465	955	3,043	268	2,427	1,014
W. Bridgewater	6,204	508	624	2,004	44	685	582
Whitman	3,048	311	234	524	91	302	430
OCPC Region	133,001	7,539	8,004	23,467	2,890	16,158	11,570

Source: MA EOLWD

Table 11
OCPC Region Average Employment and Unemployment
Of Residents in the Labor Force For The Year 2014 January to December

Community	Labor Force	Employment	Unemployment	Area Unemployment% Rate
Abington	9,292	8,755	537	5.8%
Avon	2,373	2,214	159	6.7%
Bridgewater	14,140	12,222	798	5.6%
Brockton	46,209	42,585	3,224	7.9%
Duxbury	7,621	7,262	359	4.7%
E. Bridgewater	7,738	7,284	453	5.9%
Easton	13,693	13,025	669	4.9%
Halifax	4,243	3,981	262	6.2%
Hanson	5,837	5,507	331	5.6%
Kingston	6,605	6,226	378	5.7%
Pembroke	10,024	9,462	562	5.6%
Plymouth	30,614	28,463	1,850	6.0%
Plympton	1,681	1,594	87	5.2%
Stoughton	15,804	14,882	923	5.3%
W. Bridgewater	3,686	3,478	208	6.2%
Whitman	8,494	7,993	500	5.9%
Region	180,054	174,942	11,300	5.8
Massachusetts	3,519,450	3,310,042	209,333	5.5%

Source: MA EOLWD

**Table 12
Employment and Wages 2013**

Community	Establishments	Total	Average	Average
		Wages	Monthly	Weekly
			Employment	Wages
Abington	356	\$147,283,674	3,844	\$737
Avon	251	\$267,602,836	4,991	\$1,031
Bridgewater	552	\$404,639,966	8,518	\$914
Brockton	2,536	\$1,750,466,704	38,545	\$873
Duxbury	384	\$134,923,041	2,865	\$906
E. Bridgewater	271	\$101,688,851	2,658	\$736
Easton	771	\$431,217,183	10,153	\$817
Halifax	136	\$40,914,556	1,261	\$624
Hanson	231	\$52,088,228	1,488	\$673
Kingston	411	\$183,702,676	5,062	\$698
Pembroke	548	\$254,343,232	6,886	\$831
Plymouth	1,660	\$1,095,066,016	24,044	\$876
Plympton	75	\$83,134,026	1,235	\$1,295
Stoughton	1,014	\$637,957,734	13,199	\$929
W. Bridgewater	375	\$316,493,760	6,204	\$981
Whitman	291	\$115,483,135	3,043	\$729

Source: MA EOLWD

**Table 13
Employment Within Communities 2006-2013**

Community	2006	2007	2008	2009	2010	2011	2012	2013
Abington	4,078	4,023	3,977	3,812	3,733	3,832	3,903	3,844
Avon	5,566	5,420	5,483	5,077	5,171	5,312	6,354	4,991
Bridgewater	7,731	7,757	7,514	7,774	7,753	7,862	8,135	8,518
Brockton	39,155	38,026	37,584	36,769	36,861	37,051	37,785	38,545
Duxbury	2,846	2,871	2,937	2,768	2,761	2,735	2,779	2,865
E. Bridgewater	2,646	2,720	2,620	2,536	2,604	2,655	2,679	2,658
Easton	9,428	9,669	9,574	9,324	9,860	9,918	9,612	10,153
Halifax	1,178	1,326	1,292	1,171	1,260	1,256	1,289	1,261
Hanson	2,122	1,624	1,686	1,504	1,521	1,476	1,592	1,488
Kingston	5,613	5,761	5,532	5,137	4,932	4,948	5,029	5,062
Pembroke	6,078	6,235	6,290	5,681	5,446	5,387	5,742	5,886
Plymouth	22,533	23,042	23,381	22,805	22,697	23,076	23,536	24,044
Plympton	354	344	354	382	343	360	628	1,235
Stoughton	12,826	13,628	13,081	12,773	12,669	12,724	13,025	13,199
W. Bridgewater	5,794	5,956	6,151	5,855	5,770	5,699	5,750	6,204
Whitman	3,319	3,192	3,147	3,109	3,146	3,138	3,100	3,048
OCPC Region	131,267	131,594	130,264	126,477	126,537	127,420	129,938	135,015

Source: MA
EOLWD

Table 14
Changes in Manufacturing and Non-Manufacturing Sectors 2000-2010

Community	Manufacturing			Non-Manufacturing			Total by Community		
	2000	2010	Percent Change 2000-2010	2000	2010	Percent Change 2000-2010	2000	2010	Percent Change 2000-2010
Abington	432	26	-61.5	3,227	3,633	12.58	3,659	3,759	3
Avon	1,003	1,194	19.04	5,651	5,234	-8	6,654	6,428	-4
Bridgewater	308	203	-51.72	4,269	7,750	81.54	4,577	7,953	74
Brockton	3,580	2,010	-56.14	26,164	34,851	33	29,744	36,861	24
Duxbury	N/A	43	N/A	N/A	2,718	N/A	N/A	2,671	N/A
East Bridgewater	516	271	52.51	2,336	2,333	0	2,852	2,604	10
Easton	1,066	756	41	7,387	9,104	23	8,463	9,860	17
Halifax	Conf.	0	N/A	800	1,260	58	800	1,260	58
Hanson	458	232	50.65	1,245	1,289	4	1,703	1,521	12
Kingston	287	63	-55.55	4,500	4,869	8	4,787	4,932	3
Pembroke	665	375	56.39	4,251	5,171	22	4,916	5,546	13
Plymouth	1,500	1,184	26.68	14,378	21,513	50	15,878	22,697	43
Plympton	12	0	-100	148	343	32	160	343	47
Stoughton	1,730	1,120	-5.4	9,566	11,569	21	11,296	12,669	12
West Bridgewater	661	455	-45.27	5,968	5,245	-14	6,629	5,700	-16
Whitman	522	251	48.08	1,835	2,895	58	2,357	3,146	33
OCPC Region Totals	12,740	8,183	-55.68	91,725	119,777	30.58	104,475	127,950	22.46

Source: MA EOLWD



**Table 15
Employment Projections 2017-2035**

	DET	DET Est.	Forecast Year				
	2000	2010	2017	2020	2025	2030	2035
Abington	4,205	3,812	3,988	4,185	4,234	4,334	4,440
Avon	6,859	5,080	5,227	5,335	5,634	5,684	5,740
Bridgewater	7,211	7,780	8,176	8,460	8,684	8,934	9,040
Brockton	37,754	36,800	38,752	39,635	40,334	41,534	42,040
Duxbury	2,602	2,725	2,858	2,915	2,822	2,729	2,713
Easton	9,347	9,330	9,799	10,210	10,410	10,661	10,815
Halifax	1,099	1,175	1,216	1,312	1,359	1,369	1,384
Hanson	1,839	1,512	1,569	1,676	1,734	1,748	1,766
Kingston	5,318	5,100	5,176	5,285	5,684	5,734	5,790
Pembroke	5,280	6,340	6,479	6,539	6,406	6,272	6,226
Plymouth	19,100	22,869	24,106	24,888	25,768	26,721	26,759
Plympton	267	384	1,076	1,235	1,234	1,234	1,240
Stoughton	12,457	12,691	13,331	13,605	13,585	13,566	13,444
West Bridgewater	6,906	5,860	6,176	6,424	6,566	6,707	6,760
Whitman	2,953	3,126	3,268	3,427	3,502	3,578	3,608
OCPC Region	123,197	124,584	131,197	135,131	137,956	140,805	141,765
Massachusetts	3,247,986	3,111,600	3,258,900	3,331,500	3,362,400	3,395,400	3,418,800

Source: MassDOT Planning, 6/14/11

2000 and 2010 Employment Figures From Massachusetts Executive Office of Labor and Workforce Development

MA 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.

**Table 16
Major Employers By Community 2014**

COMMUNITY	EMPLOYER	ADDRESS	EST. EMPLOY.
ABINGTON	Birchcraft Studios/NE Art	Railroad St.	500-999
AVON	Jordan's Furniture	Stockwell Drive	1000-4999
	GE Energy	Bodwell St.	250-499
BRIDGEWATER	Bridgewater State University	Summer St	500-999
	Bridgewater State Hospital	Administration Rd.	500-999
BROCKTON	Signature Healthcare	Centre St.	1000-4999
	Steward Good Samaritan Medical Center	N. Pearl St.	1000-4999
	Old Colony YMCA	Pleasant St.	1000-4999
	VA Boston Healthcare	Belmont St.	1000-4999
	Brockton Area Multi Services	Pleasant St.	1000-4999
	Massasoit Community College	Massasoit Dr.	1000-4999
DUXBURY	Villages at Duxbury	Kingston Way	100-249
EAST BRIDGEWATER	Harte Hanks Direct Marketing	N. Bedford St.	100-249
	Mueller Corp.	Spring St.	100-249
	Old Colony YMCA EB	Plymouth St.	100-249
EASTON	Stonehill College	Washington St.	500-999
	Roche Bros. Supermarket	Washington St.	250-499
	SE Regional Vo-Tech School	Pond St.	250-499
HALIFAX	Walmart Super Center	Plymouth St.	250-499
HANSON	New England Villages Inc.	Commercial Waye	100-249
	Shaw's Supermarket	Liberty St.	100-249
KINGSTON	Silver Lake Senior High	Pembroke St.	1000-4999
PEMBROKE	Pembroke Hospital	Oak St.	250-499
PLYMOUTH	Entergy Nuclear Operations	Rocky Hill Road	500-999
	Pilgrim Nuclear Station	Rocky Hill Road	500-999
	Jordan Hospital	Oak St.	250-499
PLYMPTON	Sysco Boston LLC	Spring St.	500-999
STOUGHTON	Steward NE Sinai Hospital	York St.	500-999
	Kindred Hospital	Sumner St.	250-499
WEST BRIDGEWATER	Shaw's Supermarket HQ	West Center St.	500-999
WHITMAN	Stop and Shop Supermarket	Bedford St.	100-249

Source: MA Executive Office of Labor and Workforce Development

B. THE DISTRICT AND ITS ECONOMY

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, 2013

Industry	Establishments	Average Employment
Agriculture, Forestry and Fishing	19	38
Construction	1,026	8,045
Manufacturing	365	8,104
Wholesale Trade	519	5,384
Retail Trade	1,215	20,749
Transportation and Warehousing	230	4,287
Information	112	1,541
Finance and Insurance	354	2,901
Real Estate and Rental and Leasing	217	1,174
Professional and Technical Services	877	3,993
Management of Cos and Enterprises	42	1,616
Administrative and Waste Services	540	7,620
Educational Services	66	6,732
Health Care and Social Assistance	2,051	25,505
Arts, Entertainment and Recreation	142	2,115
Accommodation and Food Services	704	12,138
Other Services, Ex. Public Administration	2,849	6,516
Totals	11,328	121,458

Source: MA Executive Office of Labor and Workforce Development

C. FACTORS AFFECTING THE REGIONAL ECONOMY/ASSETS THAT ATTRACT/RETAIN BUSINESSES IN OUR REGION

1. QUALITY OF LIFE

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

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

2. INDUSTRIAL PARKS

The region has thirty 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 18)

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 8,238 students, 6,781 in Brockton, 1,272 in Canton and 185 in Middleboro. It has campuses in Brockton and the non-district communities of Canton and Middleboro. The University of Massachusetts in Boston has a Plymouth campus that offers 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. Massasoit, Bridgewater State and UMass Boston are planning to share an urban campus in downtown Brockton with the first building opening in 2017.

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 University, 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 sixteen district communities only the town of Plympton does not have a municipal water system. Residents and businesses there rely on wells for their water supply. The municipal systems in the district draw upon a few surface water supplies and scattered wells. They often lack adequate storage capacity. Outlying parts in many communities rely on private wells, as do some firms and households in communities with scarce public supplies.

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

Wastewater Treatment

There are four municipal wastewater treatment plants in the region serving a total of eight communities. Communities with full municipal sewer systems include Abington, (served by the Brockton and Rockland systems) Brockton, Stoughton and Whitman (served by the Brockton system). Communities with sewer systems serving part of the community include Bridgewater, Easton, Kingston and Plymouth. Part of Avon near the Brockton city line is tied into the Brockton system. The Five Corners District of Easton will be tied into the out of District Mansfield sewer system in 2015. Many of the region's more successful industrial/office parks rely on on-site disposal systems. The City of Brockton has excess treatment capacity.

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 sixteen communities, fifteen of them dispose of their rubbish at the SEMASS waste-to-energy facility in the out-of-district community of Rochester, which accepts up to 1,800 tons/day. The Town of Easton offers residents a preferred vendor program of voluntary enrollment for rubbish pick up and recycling. Residents and businesses can choose to contract independently for rubbish pickup.

There are six major existing commercial materials/sorting/recycling facilities in the District. Waste Management Inc. operates the Recycle America Alliance site at 40 Ledin Avenue in Avon. The facility processes an average of 80,000 tons of recyclable items a year. Browning Ferris Industries (BFI) operates a facility at 190 Mulberry Street in Brockton. Some of the recycled materials are shipped out on CSX Rail. The Trojan Recycling Center at 71 Forest Street in Brockton is approved to handle up to 500 tons of rubbish and construction and demolition materials (C and D) per day. It ships out sorted

materials by CSX Rail. Champion City Recovery operates a construction and demolition materials recycling facility at 138 Wilder Street on the Brockton-Avon line. This facility uses CSX Rail to ship out sorted materials. Waste Management Inc. operates a truck served recycling facility at 264 Nicks Rock Road in Plymouth. Stoughton Recycling Technologies, LLC operates a construction and demolition materials transfer station at 100 Page Street (the site of the former town landfill) in Stoughton. This is a truck served facility.

Telecommunications

High-speed Internet access is a crucial infrastructure component for future economic development. Major service providers are Comcast, Verizon and CapeNet. CapeNet is the only provider with an all fiber network with Tier 1 providers. High speed internet access is available in all District communities, a great asset for economic development.

Housing

OCPC has some of the fastest growing communities in Massachusetts. As Table 20 shows between 2004 and 2013, the 16 communities in the region issued a total of 4,892 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: 2005: 1,150, 2006: 724, 2007: 640, 2008: 399, 2009: 367, 2010: 372, 2011: 347, 2012: 499 and 2013: 690. The number of single family permits peaked in 2005 at 1,150 and declined every year to 2011. The number increased in 2012 and 2013. The three fastest growing communities in the OCPC region from 2005 to 2013 on the basis of single family housing permits granted in order are: Plymouth (1,770 SFH), Brockton (389 SFH), and East Bridgewater (387 SFH). Table 21 shows OCPC Population and Housing Status as of 2011.

Energy Sources Within The District

The district has twenty three operating electric power generating facilities producing power in eleven OCPC communities in January, 2015:

Bridgewater: a 135 megawatt solar field at the Commonwealth of MA Bridgewater Corrections Complex. Brockton: a 425 kilowatt solar field, a 2.64 kilowatt solar array at the Brockton High School and a 36.43 kilowatt solar array at the Mary E. Baker Elementary School. Massasoit Community College has installed 1,760 Solar Panels on five Brockton campus buildings. Duxbury, a 600,000 kilowatt solar farm. East Bridgewater: a 2.45 megawatt solar field. Easton: a 1.86 megawatt solar field and a 2 megawatt solar field. Halifax: a 4 megawatt diesel methane fueled power plant at a closed landfill. Kingston: there are four, two megawatt wind turbines and one 100 kilowatt wind turbine at the MBTA Kingston Commuter Rail layover facility. Plymouth, Pilgrim Nuclear Power Station, 690 megawatt nuclear power plant, a 1.5 megawatt wind turbine, a 65 kw solar field, a 5.5 mw solar field and a 5 mw solar field. Plympton; a 5.7 megawatt solar system. West Bridgewater: a 2 megawatt solar system. Whitman: The Whitman Hanson High School has a 49.61 kilowatt solar array.

Transportation

The region is served by a comprehensive roadway network. Brockton Area Transit provides bus service to Brockton and some service to surrounding communities. Greater Attleboro Transit Authority provides bus service to Duxbury, Hanson, Kingston, Pembroke and Plymouth. The Massachusetts Bay Transportation Authority provides commuter rail service to and from Boston which offers a connection to the Amtrak national rail passenger network at South Station in Boston in the following OCPC communities: Abington, Bridgewater, Brockton, Halifax, Hanson, Kingston, Plymouth, Stoughton and Whitman. CSX provides rail freight transportation on the Braintree to Middleboro line which runs through Brockton and the Stoughton branch. The region has two airports, Plymouth Airport in Plymouth for business aircraft (including small jet aircraft) and recreational aircraft and Cranland Airport in Halifax for recreational and agricultural use aircraft.



Incentives and Regulations

The primary economic development tools provided by the Commonwealth of Massachusetts through the Economic Assistance Coordinating Council (EACC), MA Office of Business Development, and the MA Executive Office of Housing and Economic Development are the Economic Development Incentive Program (EDIP). Other state economic development programs include: Expedited Permitting Chapter 43D and Chapter 40R Smart Growth Districts. Local tax incentives include Tax Increment Financing (TIF) Programs. 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 sixteen 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)

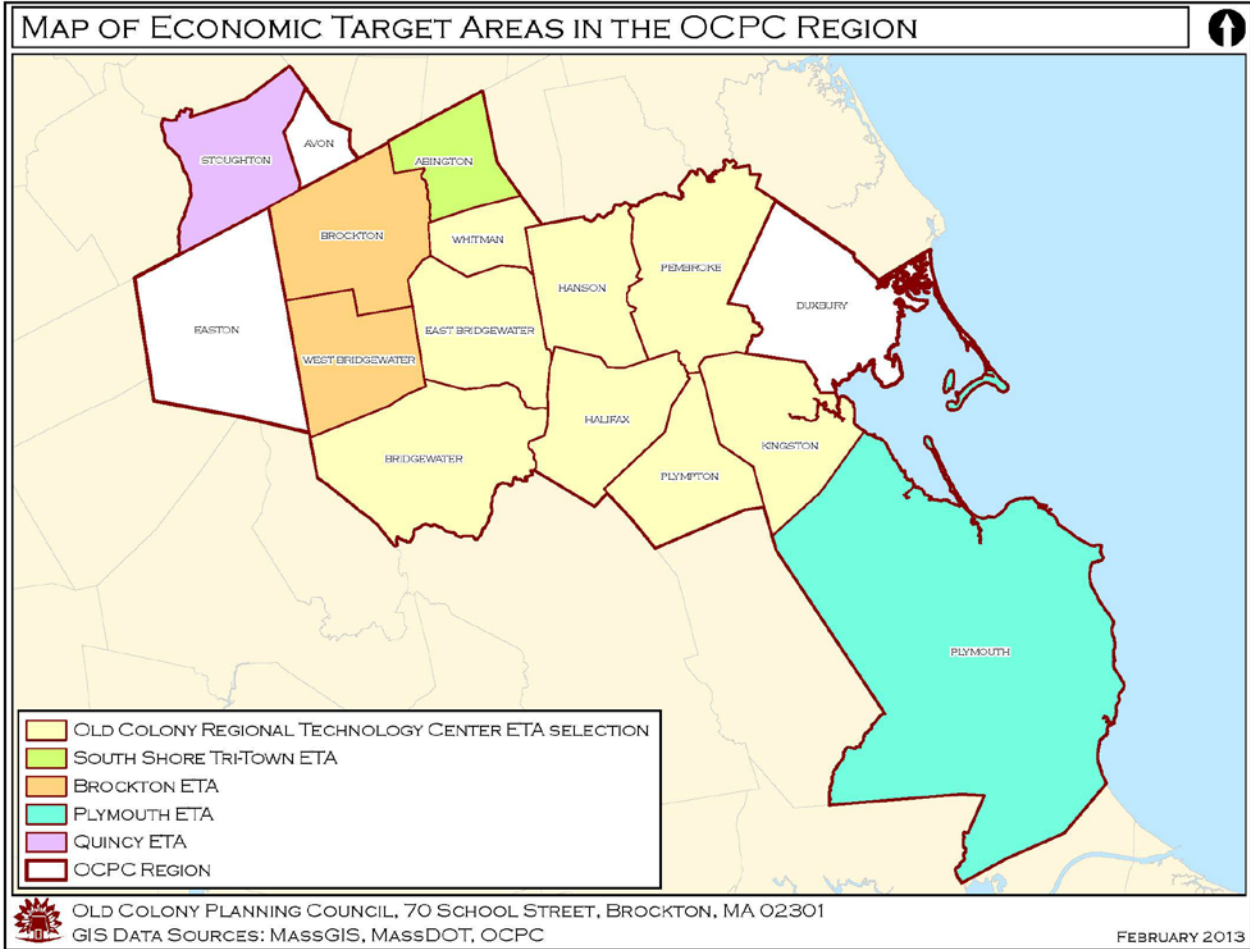
An area of the Commonwealth, located wholly within an Economic Target area, which is designated by the EACC. To obtain EOA designation, the municipality must identify appropriate locations within the ETA as EOAs.

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.





Municipal Tax Incentives Available To Certified Projects

Tax Increment Financing Programs

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

State Tax Incentives

Abandoned Building Renovation Deductions

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

State Investment Tax Credit (Economic Opportunity Area Tax Credit)

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

Economic Development Incentive Program (EDIP) Tax Incentives

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

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

Eligible Projects under EDIP

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

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

Minimum Criteria for State Investment Tax Credit.

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

Chapter 43D Expedited Permitting

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

Growth Districts

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

MassWorks Infrastructure Program

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

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

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

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

Green Communities Grant Program

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

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.

5. ECONOMIC RESILIENCY

Economic Resiliency is an area's ability to avoid, withstand, prevent, or quickly recover from major disruptions to its underlying economic base. Strategies to promote economic resiliency in our region include the following:

Workforce Training

OCPC EDD partners Brockton Area Workforce Investment Board and CareerWorks and the City of Brockton Adult Learning Center support and work toward improving our regional workforce through workforce training.

Support of Entrepreneurship

OCPC EDD Partner SEED Corporation and the Plymouth Area Chamber of Commerce provide workshops and training for entrepreneurs and small business in our region.

Cluster Development

The Old Colony Planning Council supports cluster development. The EDA supported Council on Competiveness 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 nation 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 with the shoe making industry. Shoe factories and allied trades employed many workers for many years in Brockton. While shoe making has exited the city, some 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 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 17.

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 employed less than three percent of the total private sector workplace, but was identified as an emerging industry because it had experienced rapid employment growth since 1990. Between 1990 and 1999, employment decreased in two of 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)
- Wholesale Trade – Nondurable Goods (Distribution)
- General Merchandise Stores (Retail Trade)
- Offices and Clinics of Dentists (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

	<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

Business Exports in the OCPC Region

In 2010, according to the 2010 Directory of U.S. Exporters there were 23 firms in nine communities in the OCPC EDD that engaged in export activities. They export a variety of manufactured goods. They employed 3,690 workers. Total value of these exports was \$23,060,110.00.

Supporting Businesses who export in our region

Massachusetts Export Resource Center

The Massachusetts Export Resources Center is one stop online resource center for businesses involved in international business.

Climate Change

The planning process must take into account the impact of human development on the natural environment. The creation of new subdivisions and roads, an increasing population, greater energy expenditures all impact the environment in some way. OCPC

considers these facts during the course of all planning activities, monitors land use throughout the region and reviews and comments on Environmental Notification Forms (ENFs) and Environmental Impact Reports (EIRs). Recommendations may be made on projects aimed at reducing pollution, restoring and protecting the natural environment and animal habitat, promoting alternative means of transportation such as bicycle and public transit, encouraging the use of clean alternative fuels and using recyclable materials for new transportation infrastructure.

Climate Change Transportation Impact Study

OCPC staff completed a Climate Change Transportation Impact Study in FFY 2010. The study is available on the OCPC webpage www.orcpcrpa.org on the Reports page. This study, influenced by the effects of the March 2010 rain storms that caused flooding throughout the region addresses at-risk areas in our region and makes recommendations for preventative measures to mitigate natural disasters caused by the effects of climate change. The study examined the topic of climate change and the range of possible effects that extreme weather events could have on the transportation infrastructure of our region. This study also discusses ways that the Old Colony Planning Council can reduce the effect of climate change. Related studies conducted by OCPC include the 2013 Town of Halifax Storm water Mapping Assistance Project, the 2012 Roadway Drainage and Run Off Study and the Upper Taunton River Regional Wastewater Evaluation Project which addresses wastewater issues in the Upper Taunton River Basin.

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 that the Massachusetts Department of Environmental Protection (MassDEP) certifies to be reducing industrial emissions to acceptable levels.

Hazard Mitigation Plan

The Old Colony Planning Council has Hazard Mitigation planning services for our member communities. The term “Hazard Mitigation” describes actions that can help reduce or eliminate long-term risks caused by natural hazards or disaster, such as floods, hurricanes, wildfires, tornadoes and earthquakes. The implementation of such hazard mitigation actions now by state and local governments mean building stronger, safer and smarter communities that will be able to reduce future injuries and future damage. Hazard mitigation plans are developed before a disaster strikes. The plans identify community policies, actions and tools for long-term implementation to reduce risks and potential for future losses. Adopted, implemented and maintained on an ongoing basis, these plans will lessen the impacts associated with hazard events in the Old Colony Region.

Communities located within the Old Colony region who wish to participate in the multi-jurisdictional plan must have a representative on the Multi-Jurisdictional Planning Team (MHMJPT), take part in the plan development process and formally adopt the final plan.

Grant opportunities as a result of this plan

As of November 1, 2004, communities that do not have a Federal Emergency Management Agency (FEMA) approved hazard mitigation plan in place are no longer Eligible for FEMA project grant monies. Communities that participate in the plan development process and formally adopt the plan have the opportunity to apply for a series of grants that are designed to mitigate against a variety of natural hazards. They include:

- **Hazard Mitigation Grant Program (HMGP):** funds are available following a Presidential disaster declaration. Eligible applicants include states, local governments, American Indian tribal governments, and some private non-profit organizations. Communities may apply for HMGP assistance on behalf of affected individuals and businesses, and all funds must be used to reduce or eliminate losses from future disasters.
- **Pre-Disaster Mitigation (PDM) program:** assist states, American Indian tribal governments, and local governments with cost-effective hazard mitigation activities that complement a comprehensive mitigation program. The program provides applicants with an opportunity to raise risk awareness and reduce disaster losses, before disasters strike, through planning grants and project grants. PDM grants are awarded nationally on a competitive basis.
- **Flood Mitigation Assistance (FMA) program:** provides funding to states and communities for measures that reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes and other structures insured under the National Flood Insurance Program (NFIP). The program provides grants for mitigation planning and projects with a goal of reducing NFIP claims.
- **Repetitive Loss Claims (RFC) grant program:** provides funding to reduce or eliminate the long-term risk of flood damage to structures insured under the National Flood Insurance Program (NFIP) that have had one or more claim payment (s) for flood damages. RFC funds may be used only to mitigate structures that are located within a state or community that cannot meet the requirements of the Flood Mitigation Assistance (FMA) program. Eligible applicants include state emergency management offices or a similar office.

Economic Development Self- Assessment Tool (EDSAT)

The Dukakis Institute at Northeastern University offers communities the opportunity to do an EDSAT. The EDSAT is a secure and confidential online self-assessment tool to help communities analyze their capacity for economic development. With over 250 questions this rigorous examination helps public officials explore their community's strengths, weaknesses and opportunities across 10 assessment categories. Local officials receive specific feedback on each assessment category which they can then include in their community's economic development strategy. To date, five OCPC communities

have completed EDSATS: Bridgewater, Brockton, Easton, Halifax and West Bridgewater. OCPC has provided technical assistance to communities conducting EDSATS.

6. 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.

MassDevelopment offers funding for brownfields site cleanup.

Air Quality

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

In December, 2007 the Massachusetts Department of Environment Protection (Mass DEP) submitted the State Implementation Plan (SIP) to Demonstrate Attainment of the National Ambient Air Quality Standard for Ozone to the U.S. Environmental Protection Agency (EPA) to demonstrate that the Eastern Massachusetts nonattainment area (EMA) which includes the Old Colony Planning Council area will attain the National Ambient Air Quality Standard (NAAQS) for ozone by the end of the 2009 ozone season.

The EPA has approved this plan. This action was taken under the Clean Air Act. It was effective on July 31, 2008.

Environmentally Sensitive Areas (see map)

7. POLITICAL STRUCTURE

The Old Colony Planning Council (OCPC) consists of portions of three counties and sixteen municipalities. The district's county membership includes the City of Brockton and the towns of Abington, Bridgewater, Duxbury, 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, 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.

METRO SOUTH CREATIVE ECONOMY NETWORK

On April 3, 2014 The Massachusetts Office of Housing and Economic Development designated the Metro South Chamber of Commerce Area as a Creative Economy Network Area. Old Colony Planning Council is a partner in this network area. The Network will help implement the Commonwealth's Action agenda to support and grow the state's creative economy industries. Based on the findings of the 2012 Creative NEXT Listening Tour, the Action Agenda identifies five areas of action as keys to the success and expansion of these industries:

- **Business Development:** Generate new opportunities for the businesses, organizations and individuals working in the creative industries.
- **Access to Capital:** Increase access to direct financial support for creative industry organizations and businesses.
- **Viability:** Bring awareness and attention to the value and quality of the creative industries.
- **Talent:** Develop connections to interns and college students within the creative industries.
- **Space:** Survey the existing and developing convening, incubator and working resources available for the creative industries.

CITY OF BROCKTON TRANSFORMATIVE DEVELOPMENT INITIATIVE DESIGNATION

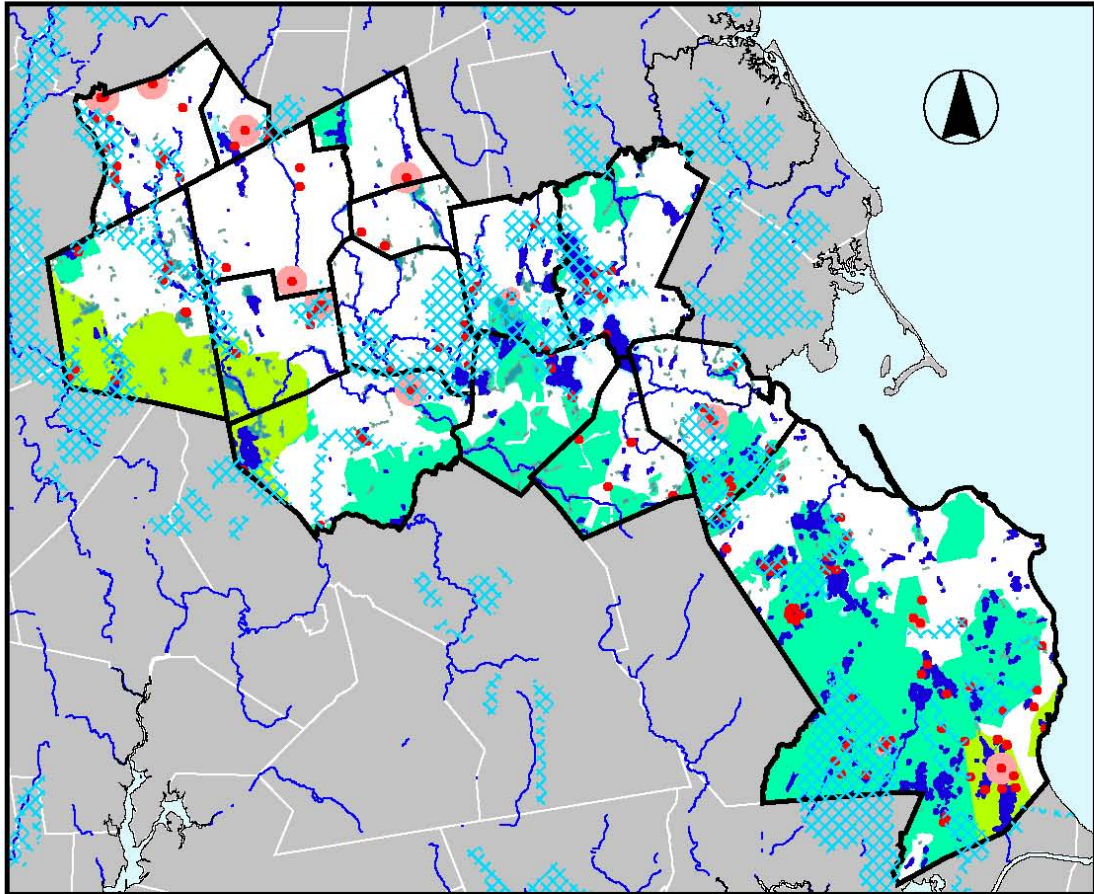
The City of Brockton has received the Transformative Development Designation from MassDevelopment. Brockton will receive enhanced technical assistance, real estate services and equity investments in real estate to support local visions for redevelopment and to catalyze and leverage investments and economic development activities. The Downtown Gateway District will be a national example of successful TOD redevelopment that will be a pleasant, walkable neighborhood with shops, restaurants, offices and residences for all income levels. OCPC provided the City with assistance on their application for this award.

CHOOSING TO COMPETE IN THE 21ST CENTURY


In August 2010, The Massachusetts Legislature passed sweeping economic development legislation that calls upon each gubernatorial administration to develop and publish an economic development policy and strategic plan for the Commonwealth. The current plan enacted in December 2011, "Choosing To Compete In the 21st Century" has five steps toward a more competitive Massachusetts economy.

1. Advance Education and Workforce Development for Middle-Skill Jobs through Coordination of Education, Economic Development, and Workforce Development Programs.
2. Support Innovation and Entrepreneurship.
3. Support Regional Development through Infrastructure Investments and Local Empowerment.
4. Increase The Ease Of Doing Business
5. Address Our Cost Competiveness

ENVIRONMENTALLY SENSITIVE AREAS



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



OLD COLONY PLANNING COUNCIL
70 SCHOOL STREET
BROCKTON, MA 02301

GIS DATA SOURCES:
MASSGIS

OCPC GIS, SEPTEMBER 2006

Table 19
OCPC Region Industrial, Commercial & Technology Parks

Community/ Park Name	Access	Acres	Utilities/Services			
			Rail	Water	Sewer	Gas
<u>Avon</u>						
Avon Industrial Park	Bodwell St.	300		X		X
Avon Merchants Park	Stockwell Dr.	147		X		X
<u>Bridgewater</u>						
Bridgewater Industrial Park	Elm St.	56		X	X	X
Scotland Industrial Park	Scotland Blvd.	105		X	X	X
Lakeshore Center	Corporate Drive	160		X	X	X
<u>Brockton</u>						
Brockton Business Center	Liberty St.	195				
AMB Industrial Park	Campanelli Industrial Dr.	18		X	X	X
Northeast Industrial Park	Spark St.	50		X	X	X
Oak Hill Industrial Park	Oak Hill Way	70	X	X	X	X
<u>East Bridgewater</u>						
Spring Street Business Park	Spring St/Laurel St.	25	X	X		X
<u>Easton</u>						
Easton Business Center	Eastman St.	40		X		X
Easton Industrial Park	Belmont St.	150		X		X
<u>Halifax</u>						
Halifax Industrial Park	Industrial Dr.	21		X		X
<u>Hanson</u>						
Hanson Commerce Center	Commercial Way	34		X		X
Station Street Industrial Pk.	Station St.			X		X
<u>Kingston</u>						
Jones River Industrial Park	Wapping Road	8		X		X
South Shore Commuter Rail Park	Marion Drive	135		X		X
<u>Pembroke</u>						
Corporate Park	Oak St.	80		X		X
Pembroke Business Center	Oak St.	118		X		X
North River Commerce Center	Riverside Dr.	34		X		X
<u>Plymouth</u>						
Plymouth Industrial Park	West Cherry St.	450		X		X
Camalot Industrial Park	Long Pond Rd.	110		X		X
Cooks Pond Industrial Park	Long Pond Rd.	30		X		X
Airport Industrial Park	South Meadow Rd.	150		X		X

Plympton

Plympton Business Park Spring St. 130

Stoughton

Metro South Corporate Center Technology Center Dr. 287 X X X

Tosca Drive Industrial Park Canton St. 45 X X X

AMB Business Park Turnpike St. 86 X X

West Bridgewater

AMB Business Park United Drive 48 X X

Whitman

Whitman Industrial Park Industrial Way 6 X X X

Source: field observations, municipalities

Table 20
OCPC Region Single Family Housing Building Permits 2005-13

Community	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
Abington	23	29	27	18	12	15	14	12	14	164
Avon	8	5	5	4	2	3	1	8	2	38
Bridgewater	76	56	46	30	23	26	20	24	29	330
Brockton	79	85	51	28	25	25	21	30	45	389
Duxbury	23	26	41	22	15	12	25	32	25	221
E.Bridgewater	79	56	58	25	28	38	23	33	47	387
Easton	78	56	38	17	18	21	18	21	39	306
Halifax	24	16	12	5	6	8	7	14	25	117
Hanson	58	27	27	17	13	13	10	3	17	185
Kingston	60	24	16	22	29	18	20	35	69	293
Plymouth	453	182	164	141	125	132	149	185	239	1,770
Plympton	4	17	6	5	9	3	1	3	5	53
Stoughton	52	26	21	6	11	5	15	27	71	234
W.Bridgewater	9	6	11	5	6	6	4	17	20	84
Whitman	64	61	48	31	23	26	22	25	21	321
Totals	1,150	724	640	399	396	372	365	499	668*	4,892

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

Source: U.S. Census February 17, 2015

**Table 21
OCPC Population and Housing Status: 2011**

Community	Populat- ion	Total Housing Units	Total Occupied Units	Percent Occupied	Vacant Units	Percent Vacant
Abington	15,985	6,377	6,080	95	297	5
Avon	4,356	1,769	1,709	97	60	4
Bridgewater	26,563	8,336	7,995	96	341	4
Brockton	93,810	35,552	33,303	93.67	2,249	6.75
Duxbury	15,059	5,875	5,344	90.96	531	9
East 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	7.4
Pembroke	17,837	6,552	6,298	96.12	254	4.03
Plymouth	56,469	24,800	21,269	85.76	3,531	7.02
Plympton	2,820	1,043	1,006	96.45	37	3.68
Stoughton	26,962	10,787	10,295	95.44	492	4.78
West Bridgewater	6,916	2,669	2,571	96.33	98	3.81
Whitman	14,489	5,552	5,300	95.98	22	4.19
OCPC Totals	348,528	133,986	124,781	93.12	8,975	6.7
Massachusetts	6,547,629	2,808,254	2,547,075	90.7	261,179	10.25

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



III. S.W.O.T ANALYSIS

This year's CEDS includes an S.W.O.T. (strengths, weaknesses, opportunities and threats) Analysis which is linked to the state of our regional economy and CEDS Goals and Objectives.

SWOT (Strengths-Weaknesses-Opportunities-Threats) ANALYSIS

The region's strengths and weaknesses and opportunities were originally 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. CEDS Committee members also provided input and consensus. This data was applied to the SWOT Analysis.

1. THE REGION'S STRENGTHS

- The region is a U.S. E.D.A. designated Economic Development District.
- The region has extensive cranberry growing areas, other kinds of agriculture and commercial ocean fishing from Plymouth.
- The region has demographic information available to business persons through OCPC and its economic development partners.
- SEED Corporation and Mass Development provide financing for businesses.
- The area is a center of tourism and has tourism development agencies.
- The region has a branding strategy through the Metro South Chamber of Commerce.
- The region has overlay districts which encourage economic development in many communities.
- Every community in the region has high speed internet service available.
- MBTA Commuter Rail Service is available to 9 OCPC Communities.
- Freight Rail by CSX is available on the Braintree to Middleboro line and the Stoughton branch.
- Brockton Area Transit provides bus service to Brockton and some surrounding communities. Greater Attleboro Transit Authority provides bus service to Duxbury, Hanson, Kingston, Pembroke and Plymouth.
- 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 Bio Ready Communities. These communities welcome and support the Biotechnology industry. They include Abington, Brockton, Plymouth, West Bridgewater and SouthField (former South Weymouth Naval Air Station) which includes the District town of Abington.

- The region is well served by 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 Plymouth Philharmonic Orchestra and the Children's Museum in Easton.
- 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.

2. **WEAKNESSES AND THREATS TO THE REGION**

- Despite deregulation, energy costs remain high in the district compared to many other areas.
- 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.
- Many communities in the region rely on septic systems rather than public sewer which limit 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.

3. **OPPORTUNITIES IN THE REGION**

- Thirteen of 16 OCPC member communities are state designated Economic Opportunity Areas including eight communities in the Old Colony Regional Technology Center Economic Target Area.
- Entrepreneurs have available space in existing buildings as well as available land to start and build businesses.
- There are four municipal wastewater treatment plants in the region serving all or parts of eight communities.
- The district has twenty three operating electric generating facilities (Solar, Wind, and Nuclear) in eleven OCPC communities in 2015.
- OCPC offers Hazard Mitigation Planning Services to member communities.

IV. 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 resiliency of the region which builds upon the region's strengths and opportunities and seeks to mitigate the weaknesses and threats facing 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, for those seeking to expand businesses presently located in the area, as a source of information to deal with an economic challenge and as a convener of regional stakeholders to gather data and encourage collaboration post economic disruption.

Four Overall Principles Guide the Goals and Objectives

Smart Growth/ Sustainable Development/Economic Resiliency

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 economic 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.

Economic Resiliency

Economic Development activity must help the area economy withstand or recover from shocks to the area economy.

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 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.

The CEDS Planning Process serves as a source of information to deal with an economic challenge and as a convener of regional stakeholders to gather data and encourage collaboration post-disruption.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal A

- Strengths
The region is a U.S. E.D.A. designated Economic Development District

What is being done?

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

What is OCPC's role?

OCPC, working with regional stakeholders including regional and local Chambers of Commerce, Brockton Area Workforce Investment Board, Brockton 21st Century Corp., SEED Corp, MassDevelopment, Bridgewater State University, Massasoit Community College, the University of Massachusetts Boston, city and town planners and local economic development boards encourages participation in the CEDS process and facilitates lines of communication and exchanges of information about economic development/workforce development/economic resiliency 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.

SWOT Analysis:

The SWOT factors below are relevant to addressing Goal B:

Strengths

- Every community in the region has high speed internet service available.
- The District has a great deal 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.

Weaknesses and Threats

- The region has zoning and natural limitations on industrial land.
- 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.

Opportunities

- Entrepreneurs have available space in existing buildings as well as available land to start and build businesses.

What is being done?

- OCPC has worked with the City of Brockton to analyze redevelopable land in the Route 28 South Main Street Corridor. OCPC is working with member communities to identify and develop brownfields parcels.
- Downtown development and brownfields redevelopments are being planned in Brockton, East Bridgewater, Plymouth and Whitman.
- 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 Bridgewaters, 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.

SWOT Analysis

The SWOT Analysis factors below are relevant to addressing Goal C

Weaknesses and Threats

- The region's low wage levels offer lower labor costs, but limit local buying power.

Opportunities

- Thirteen of 16 OCPC member communities are state designated Economic Opportunity areas including eight communities in the Old Colony Regional Technology Center Economic Target Area.

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 Fundamentals of Planning, Preparing For and Financing Your Business and Understanding Financial Statements. SEED also offers individual sessions for entrepreneurs. SEED has a Brockton focused fund.

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.

Career Works 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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal D

Strengths

- 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 has many cultural amenities such as Brockton's Fuller Craft Museum, the Plymouth Philharmonic Orchestra and the Children's Museum in Easton.

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 2011/13. These maps show Developed Land, Permanently Protected Land, Proposed Local Priority Development Areas, Proposed Local Priority Protection Areas and Combined Areas/Undetermined.

Thirteen of sixteen 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.

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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal E

Strengths

- MBTA Commuter Rail service is available to 9 OCPC communities
- Freight rail service by CSX Railroad is available on the Braintree to Middleboro line and the Stoughton branch.

- Brockton Area Transit provides bus service to Brockton and some surrounding communities. Greater Attleboro Transit provides bus service to Duxbury, Hanson, Kingston, Pembroke and Plymouth.
- The region is well served by access to airports in Boston, Halifax, Plymouth, Providence and Worcester.

Weaknesses and Threats

- The regional highway system lacks high capacity, direct east-west facilities within the District. Peak hour capacity is an issue on some routes.

What is being done?

- Brockton: Pleasant Street Route 27 Infrastructure Improvements, Belmont Street Route 123 Infrastructure Improvements, Downtown Street Improvements
- Easton: Route 28 at Route 138 Infrastructure Improvements
- Plymouth: 2020 Special Events Traffic Study, Samoset Street Infrastructure Improvements, Commerce Way Infrastructure Improvements (Completed), Water Street Infrastructure Improvements.
- West Bridgewater: Route 28 at Route 106 Infrastructure Improvements
- Region wide: Regional Freight and Goods Movement Study
- FFY 2016 Unified Planning Work Program
- FFY 2016 Regional Transportation Plan
- FFY 2016-2019 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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal F

Strengths

- The region has extensive cranberry growing areas and other kinds of agriculture and commercial ocean fishing from Plymouth.

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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal G

- The region has demographic information available to business persons through OCPC and its economic development partners.

What is being done?

The Old Colony Planning Council provides 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/Communications/GIS/IT (Information Technology) Specialist who maintains various GIS databases, which include land use, natural resources, infrastructure, transportation and statistical data. OCPC maintains and updates its "Databook". The OCPC Transportation Planning Department conducts an annual traffic counting program in the region and makes traffic count information available.

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

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

Education and training of the workforce is a priority for economic development in the

OCPC EDD. Employers are attracted to an area by the presence of a skilled workforce and the availability of training for new and present employees. It is the philosophy of OCPC to encourage those businesses to locate within the region that invest in their employees through training and the creation of career ladders that provide opportunities for career advancement that results in increased family self-sufficiency. The teaching of the English language to immigrants is crucial for sustaining the region's workforce.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal H

Strengths

- 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.

Weaknesses and threats

- The region's workforce is in need of further skills development

What is being done?

The Brockton Area Workforce Investment Board (BAWIB) directs the regional effort of workforce development training. In January, 2015 BAWIB has been awarded \$10,000 to conduct outreach and educational programs for young adults about career options in manufacturing. In partnership with the Brockton Public Schools, Bridgewater State University and AccuRounds, the program will target middle and high school students. Students will have the opportunity to participate in industry tours.

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 campuses in our region. Bridgewater State University (BSU) has the \$98.7 million, 211,300 square foot Marshall Conant Science and Mathematics Center. A new \$27.4 million, 80,200 square feet allied health and sciences building has been approved 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 has the \$34 million, 89,630 square foot Thomas and Mary Shields Science Center. The Downtown Brockton Higher Education Collaborative, a joint effort of Bridgewater State University, Massasoit Community College and UMass/Boston has planned an urban campus in downtown Brockton. The first building will open in 2017.

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.

Through the State of Massachusetts Gateway Cities program in January, 2013, the City of Brockton received \$325,000 to operate a spring and summer program to serve students with varying ranges of English proficiency levels with use of STEM content to increase students' English language skills. Partners include Massasoit Community College, Stonehill College, Bridgewater State University, and the Brockton Area Workforce Investment Board.

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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal I

Strengths

- SEED Corporation and MassDevelopment provide financing for businesses.

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. SEED also provides business assistance to entrepreneurs.

Brockton Business Loan Program: The City of Brockton's Business Loan Program is provided in conjunction with SEED Corporation, the City of Brockton Redevelopment Authority, Brockton 21st Century Corporation, and the Metro South Chamber of Commerce. **Micro Loan Program:** loans up to \$50,000, unsecured loans up to \$10,000; **Small Loan Program:** Loans from \$1,000 to \$200,000 for start-up and existing businesses. **Eligible Brockton Businesses:** for-profit businesses, including restaurants, retail shops, arts/culture, home-based businesses, and many more.

MassDevelopment provides financial, technical assistance, and real estate development services to businesses and institutions. In 2014 in the OCPC EDD, MassDevelopment funded: Brockton: Cultural Facilities Fund- Capital Grant, Manufacturing Futures Fund, New Markets Tax Credits, Tax Exempt 501 C (3) Bond, Plymouth: Charter School Loan, Tax Exempt 501 C (3) Bond

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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal J.

Strengths

- The area is a center of tourism and has tourism development agencies.

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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal K

MBTA Commuter Rail Service is available to 9 OCPC communities

- Brockton Area Transit provides bus service to Brockton and some surrounding communities. Greater Attleboro Transit Authority provides bus service to Duxbury, Hanson, Kingston, Pembroke and Plymouth.

Weaknesses and Threats

- 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.

What is being done?

The Town of Abington has a TOD district near its MBTA commuter rail station. The City of Brockton and the Town of Stoughton have TOD overlay districts in their downtowns.

OCPC provided technical assistance for the City of Brockton on the successful application of the City of Brockton for Transformative Development Initiative (TDI)

Designation from MassDevelopment. Brockton will receive enhanced technical assistance, real estate services and equity investments in real estate to support local visions for redevelopment and to catalyze and leverage investments and economic activities. The City of Brockton Downtown Gateway District will be a national example of successful TOD redevelopment. It will be a pleasant, walkable neighborhood with shops, restaurants, offices and residences for all income levels.

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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal L

Weaknesses and Threats

- Despite deregulation, energy costs remain high in the district compared to many other areas.

Opportunities

- The district has twenty three operating electric generating facilities (Solar, wind and Nuclear) in eleven OCPC communities in 2015.

What is being done?

Abington: Spring 2015 Town Meeting approved a solar siting bylaw.

Avon: Town meeting voters have approved allowing the construction of wind turbines on town property, though none are currently planned.

- Bridgewater: In 2007 the Commonwealth of MA Bridgewater Corrections Complex installed a 1.4 megawatt Gas Turbine Cogeneration System which supplies steam and electricity to the facility. A 135 kilowatt solar field was installed at the facility in 2014. The Bridgewater Town Council in January, 2013 unanimously approved a payment-in-lieu of taxes agreement with Enfinity America Corp. to develop a 3

megawatt solar array project on Curve Street. 15,000 solar panels are proposed for the site. Two other solar projects have been proposed in Bridgewater.

- Brockton: The City of Brockton built a 425 kilowatt solar power plant, Brockton Brightfields. It went on line in 2006. City of Brockton Public Schools have installed a 2.64 kilowatt solar array at Brockton High School and a 36.43 kilowatt solar array at the Mary E. Baker Elementary School. Massasoit Community College installed 1,750 solar panels on five Brockton campus buildings, with potential savings of 453,615 kW in 2013. A privately funded 350 megawatt gas fired combined cycle power plant in Brockton is in the permitting stage.
- Duxbury: A 600,000 kilowatt solar farm was installed on the Town's capped landfill on Mayflower Street in 2014.
- East Bridgewater: A 2.45 megawatt solar field was installed in 2014.
- Easton: Spring town meeting in 2011 approved a zoning change to create a solar photovoltaic overlay zoning district that includes the closed town landfill, town owned water department land and land at the Southeastern Regional Vocational High School. In 2014 the Town of Easton completed the Prospect Hill Landfill Solar Photovoltaic Project. It generates 1.86 megawatts of power. There are plans to install a solar field near the wind turbines. In January, 2014, Solect Energy built a 2 megawatt solar photovoltaic system on 15 acres of land leased from Stonehill College. Power from this solar field is expected to meet 20% of Stonehill's energy needs.
- Halifax: in spring, 2015 a 2.5 megawatt solar field is under construction on Monponsett Street.
- Kingston: Kingston has a Green Communities Wind Turbine Overlay District (enacted by Town Meeting in April 2007), Large-Scale Ground-Mounted Solar Photovoltaic Installation Overlay District (enacted by Town Meeting in April 2010) and a Small Wind Energy Systems zoning bylaw (enacted by Town Meeting in April, 2011). In 2012 the Town of Kingston erected a Two megawatt wind turbine on the capped town landfill. In 2012 Kingston landowner Mary O'Donnell erected three two-megawatt wind turbines on a 105 acre site she owns next to the MBTA Commuter Rail Station. Together, these generators produce enough electricity for up to 10,000 households, approximately twice the number of households in Kingston. In 2012 the Massachusetts Bay Transportation Authority (MBTA) erected a 100 kilowatt wind turbine to supply power to their Kingston Commuter Rail layover Facility.
- Pembroke: In January, 2015 the Pembroke Board of Selectmen voted in favor of the Landfill Solar Project.

- Plymouth: Plymouth County has looked at installing wind turbines on county owned property. At least 12 alternative energy projects are in planning process in Plymouth. In Plymouth, the Balboni Company constructed a 1.5 megawatt wind turbine in the Camelot Industrial Park in spring, 2012. A 65 kW solar field has been installed off of Rocky Pond Road. A 5.5 mw solar field has been installed off of Old Sandwich Road. A 5 mw solar field has been installed off of Camelot Road.
- Plympton: Town meeting passed a Solar Facilities Zoning Bylaw in 2012. Borego Solar Systems, Inc. built a 5.7 megawatt solar farm in Plympton off of Brook Street. It consists of 23,670 solar panels. Plymouth Public schools purchases electricity from the project. West Bridgewater: In 2013 a 2 megawatt solar field was built on 9 acres of land at 265 North Main Street, The facility is located on the site of the former Jay's Driving Range. Whitman: The Whitman-Hanson Regional High School in Whitman has a 49.61 kilowatt solar array.

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, INCLUDING DOWN TOWN AREAS, WITH HIGH SPEED BROADBAND INTERNET AND WI FI TO SUPPORT ECONOMIC DEVELOPMENT.

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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal M

Strengths

Every community in the region has high speed internet service available.

What is being done?

Verizon fiber-optic based FiOS high speed internet access is available in 2015 in Abington, Easton, Kingston, Plymouth and Stoughton.

Comcast has Xfinity fiber-optic based high speed internet available in all communities in the region.

CapeNet, a broadband network was constructed in 2012. It extends from Cape Cod to Brockton, Boston and Providence. It passes through several OCPC communities including Plymouth, Kingston, Plympton, Halifax, Bridgewater, East Bridgewater and Brockton. CapeNet is the only provider with an all fiber network with Tier 1 providers. Efforts are being made to support economic development by serving commercial and industrial areas along the route.

OCPC is working with the City of Brockton and other communities to obtain high-speed Wi-Fi and broadband communication service to downtown areas.

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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal N.

Strengths

- The region has a branding strategy through the Metro South Chamber of Commerce.

What is being done?

The Metro South Chamber of Commerce has collaborated with Connelly Partners, an advertising and media company contracted by the Massachusetts Office of Travel and Tourism, on a major Regional Branding of the Metro South region. The goal is to create a brand identity to develop the Metro South region as a recognized regional entity and attract more visitors and businesses to the area. After extensive assessment of the region, including multiple phases of regional interviews and research, the project is in the final stages of development. The resulting product of the assessment has been a tagline to be incorporated in branding throughout the Metro South region “When Metro South is Home, Everything’s Within Reach”. This tagline can be adapted for use by each community of the Metro South region, substituting “Metro South” for the town’s name. For example: “*When Brockton is Home, Everything’s Within Reach*”.

Regionalization through branding allows for communities to remain competitive by helping to create more jobs, addressing economic challenges, capitalizing on economic opportunities, creating more diversity, and by representing a more powerful, unified voice for legislative action. From a marketing standpoint, smaller towns will benefit through shared resources and name recognition of the larger towns, while the larger towns will benefit from the perspective and niche interests and attractions of the smaller communities.

This brand manifesto exists not to overshadow an individual community’s identity; however it exists to enhance a community’s brand/image by establishing strength and recognition on a larger, more recognizable scale. Communities and organizations are encouraged to add the Metro South brand to their already existing marketing efforts.

What is OCPC’s role?

OCPC is a member of the Metro South Chamber 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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal O

Strengths

- The region has overlay districts in member communities which encourage economic development.

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 East Bridgewater adopted at spring, 2013 Town Meeting an Industrial Overlay district for the Precise Engineering/Grant Steel brownfields site in downtown East Bridgewater.

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

In the Town of Easton, Spring 2015 Town Meeting voted to create the Queset Commercial District on the approximately half-mile stretch between Route 138's intersections with Route 123 and Depot Street, where property owners could build denser and taller buildings. Mixed commercial and residential uses are also allowed.

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

SWOT Analysis

The SWOT factors below are relevant to addressing Goal P

Weaknesses and Threats

- Many communities in the region rely on septic systems rather than public sewer which limit 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.

Opportunities

- There are four municipal wastewater treatment plants in the region serving all or parts of eight communities.

What is being done?

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

The City of Brockton has invested \$100 million to upgrade the City's Wastewater Treatment plant. Phase 2 improvements to the plant included the replacement of six secondary clarifier tank mechanisms, the replacement of return activated pumps and the expansion of the existing filter building which involved the installation of a new Aqua-Diamond filter system, installation of an odor-control system and duct work. Phase 3 improvements include the construction of a new grit building and installation, new grit removal equipment, demolition of four existing sludge collectors and installation of eight new Primary Clarifier Mechanisms with odor control covers, the installation of a new odor control scrubber system, Ultra-Violet (UV) disinfection equipment, aeration system, installation of new anoxic mixers and internal recycle pumps, demotion of existing dissolved-air flotation equipment and installation of a new 100' diameter dome sludge tank cover.

The Town of Kingston has built a Manganese Removal Treatment Facility. The project includes the construction of a manganese removal water treatment facility to treat water from the existing 1,000 gallon per minute (gpm) pumping station. The facility is located on town owned land adjacent to the existing pumping station. The project includes construction of a 4,200 square foot (sf) building. Solar panels will be installed on the south facing side of the roof (2,000 sf) and ground mounted solar panels in an area next to the facility. (3,000 sf) for a combined power of 50kW. The work includes an additional 0.165 acre of paved driveway. Filter backwash residuals handling lagoons will be constructed including two lined lagoons and one infiltration basin, all work is located outside of the 100 foot wetlands buffer zones. On site storm water is handled through a bio retention basin and infiltration basin

As part of the plan to turn the former Ames shovel factory into housing, “The Shovel Shop Square” the Town of Easton has completed an on-site wastewater treatment plant capable of treating 50,000 gallons of wastewater per day. This complex, which has 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. In January 2014 property owners in North Easton Village that are part of the sewer project were allowed to connect to the system.

In Easton, as part of the Queset Commercial District approved at Spring 2015 Town Meeting, Town Meeting voted to pay \$3 million to get 50,000 gallons of daily wastewater treatment capacity from a public-private facility and to spend \$2.8 million to build new sewer lines. It also voted to spend \$1.3 million for sewer lines in the Five Corners District and tying into the Mansfield sewer system.

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) have conducted the \$600,000 Upper Taunton River Basin Regional Wastewater Evaluation Project which encompasses 14 communities including 8 District communities. It sought wastewater disposal solutions which will maximize the use of existing and potential industrial/commercial Economic Development areas in the OCPC/Brockton area community.

MA Secretary of Energy and Environmental Affairs Richard K Sullivan determined in late fall 2012 that pursuant to MA Environmental Policy the project changes for the City of Brockton Advanced Wastewater Treatment facility upgrades is insignificant and does not require the preparation of an Environmental Impact Report. The EPA consent decree needs to be lifted for the project to proceed.

What is OCPC's role?

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

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

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

SWOT Analysis

The SWOT factors below are relevant to addressing Goal Q

Strengths

- The District has Mass Biotechnology Council designated Bio Ready Communities. These communities welcome and support the Biotechnology industry. They include Abington, Brockton, Plymouth, West Bridgewater and Southfield (former South Weymouth Naval Air Station) which includes the District town of Abington.

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 Towns of Abington and West Bridgewater are MassBio Bronze rated communities. 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.massachusettsitefinder.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.massachusettsitefinder.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.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal R.

Weaknesses and Threats

- The region and the state have high housing costs.

What is being done?

The number of single family housing permits granted in the OCPC region in 2013 totaled 668 versus 499 in 2012. In 2015 five projects of note are proceeding:

Southfield: As of winter/spring of 2015, around 600 residents live in the first housing neighborhood built, SouthField Highlands. 629 residential units have been permitted and 413 have been constructed. The breakdown is this: The Commons at Southfield, apartments, all 298 units have been completed. Whitman Homes Parkview Place, 24 townhomes completed for a total of 24 units, IBG Cottages at Hollybrook, all 31 units have been completed. IBG Homes Meadows, all 34 units are completed. Whitman Homes Parkview Village, 26 units completed (14 town houses/12 single family homes) for a total of 26 units. Fairing Way, 216 units permitted, zero constructed. Fairing Way is a 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 298 unit apartment complex which includes approximately 5,000 square feet of retail space (currently vacant) owned by SouthField Commons LLC known as the Commons at SouthField Highlands has obtained silver certification under the US Green Building Council's Leadership in Energy and Environmental Design (LEED) green building program. In December, 2014 the Southfield Redevelopment Authority approved preliminary plans for the Transit Village project, proposed by Pulte Homes of New England, LLC. Located north of Trotter Road, the Transit Village will consist of four multi-family buildings containing a total of 200 condominium units. Trotter Road runs from SouthField Highlands to the South Weymouth Commuter Rail station and Route 18 opened to through traffic in December, 2013.

LNR Property LLC the master developer of SouthField was sold in April, 2013 to Starwood Capital Group. Chapter 291 of the Acts of 2014 was enacted in August, 2014. The new legislation created the Southfield Redevelopment Authority, the successor entity to the South Shore Tri-Town Development Corporation, and restructured the administrative rules and responsibilities for the project stakeholders.

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 Residences at Waverly Oaks Golf Club: The project proponent is eliminating the previously proposed Plymouth Rock Studios for this site and instead has proposed to create a 113 lot residential community to be constructed over the next 5-7 years.

The Boulders: The City of Brockton's Planning Board approved in January 2013 the \$20 million expansion of an apartment complex near the Abington town line. The construction of 156 market rate apartments at The Boulders on East Ashland Street will be built in 3 phases and began in April, 2013. The apartments, built halfway between Brockton and Abington commuter rail stations are being marketed to Boston commuters.

Residences at Centre and Main and the Enterprise Building. Trinity Financial is building this project in downtown Brockton. This project is under construction in June, 2015. Phase 1 Commercial includes the historic rehabilitation of the Enterprise Building at 60 Main Street which will have 52,000 Square feet of commercial/office space, 4,700 square feet of street level retail space and a 185 space share use surface parking lot. Phase 1A & 1B includes new construction of 42 units of housing that recalls the historic attributes of the former Gardner Building at 62 Centre Street, 42 units of affordable artist housing, new construction of 71 units of housing along Centre Street which include 42 units of market rate housing and 29 units of workforce housing 185 space shared use parking lot, 5,500 square feet of retail and artist exhibition space, and improvements to the Korean Vietnam Memorial Park. Phase 2 includes new construction of 102 units of housing at Montello and Petronelli Streets which includes 61 units of market rate housing and 41 units of workforce housing, 161 off-street parking dedicated residential spaces (all below grade), landscaped courtyard and a 325 space parking garage. Project totals include 52,000 square feet of commercial/office space, 10,200 square feet of retail and artist exhibition space, 215 units of housing which includes 103 units of market rate housing, 70 units of workforce housing and 42 units of affordable artists housing and 544 parking spaces.



The City of Brockton has the highest foreclosure rates of homes in Massachusetts. Steps being taken to mitigate this include: the Neighborhood Housing Services, Brockton Housing Partnership and Self Help Inc. have been working with residents on foreclosures since they picked up in recent years. 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. In August 2012 Massachusetts Attorney General Martha Coakley's office awarded a \$250,000 HomeCorps Community Restoration Grant to the Brockton Redevelopment authority to assist efforts to manage foreclosed properties through receivership. Massachusetts Attorney General Martha Coakley in October 2012 opened a HomeCorps satellite office at 60 School Street. The office features a loan modification specialist trained to provide foreclosure prevention and borrower support to residents. The organization's hotline number is (617) 573-5333.

What is OCPC's role?

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

S. GOAL: ENCOURAGE ECONOMIC RESILIENCE IN OUR REGIONAL ECONOMY (new goal, 2015)

OBJECTIVES (Long Term) Economic Diversification is both a recovery strategy and a tool for communities to increase their resiliency from future disasters by promoting entrepreneurship and small business within our area, support and improving the local workforce, encouraging regional clusters, increasing export activity and disaster preparedness.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal S

Strengths

- 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.

Weaknesses

- The region's workforce is in need of further skills development.

Opportunities

- OCPC offers Hazard Mitigation Planning Services to member communities.
- 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.

What is being done?

OCPC EDD Partner SEED Corporation and the Plymouth Area Chamber of Commerce provide workshops and training for entrepreneurs and small business. OCPC EDD partners Brockton Area Workforce Investment Board and CareerWorks and the City of Brockton Adult Learning Center support and work at improving our regional workforce with workforce training. The area's colleges and universities are engaged in workforce training.

The OCPC EDD encourages regional clusters and export activity.

In 2010, according to the 2010 Directory of U.S. Exporters there were 23 firms in nine communities in the OCPC EDD that engaged in export activities. The export a variety of manufactured goods. They employed 3,690 workers. Total value of these exports was \$23,060,110.00.

Old Colony Planning Council staff has worked with local communities on climate change and disaster preparedness.

The Old Colony Planning Council offers Hazard Mitigation Plan planning services to our member communities. The term "Hazard Mitigation" describes actions that can reduce or eliminate long-term risks caused by natural hazards or disaster, such as floods, hurricanes, wildfires, tornados and earthquakes. The implementation of such hazard mitigation actions now by state and local governments means building stronger, safer, and smarter communities that will be able to reduce future injuries and future damage. Hazard mitigation plans are developed before a disaster strikes. The plans identify community policies, actions and tools for long-term implementation to reduce risk and potential for future losses. Adopted, implemented and maintained on an ongoing basis, these plans will lessen the impacts associated with hazard events in the Old Colony Region.

The Towns of Duxbury and Plympton have a joint Police/Fire dispatching center in Duxbury. They have signed an Inter Municipal Agreement (IMA) to run this center. OCPC staff assisted Duxbury in applying for a \$160,000 grant they received from the Commonwealth of Massachusetts 911 Department to purchase new communications equipment to make this possible. The new center has the capability to handle up to four communities. OCPC staff assisted in obtaining \$25,000 in funding from the state to do a study to consider the formation of a Regional Secondary Public Safety Answering Point (PSAP) regional dispatching center for the towns of Bridgewater, East Bridgewater and West Bridgewater. This study was completed in June, 2014.

OCPC staff completed a Climate Change Transportation Impact Study in FFY 2010. The study is available on the OCPC webpage www.ocpcrpa.org on the Reports page. This study, influenced by the effects of the March, 2010 rain storms that caused flooding throughout our region addresses at-risk areas in our region and makes recommendations for preventative measures to mitigate natural disasters caused by the effects of climate change and the range of possible effects that extreme weather events could have on the

transportation infrastructure of our region. The study also discusses ways that the Old Colony Planning Council can reduce the effect of climate change. Related studies conducted by OCPC include the 2013 Town of Halifax Storm water Mapping Assistance Project, the 2012 Roadway Drainage and Run Off Study and the Upper Taunton Regional Wastewater Evaluation Project which addresses wastewater issues in the Upper Taunton River Basin.

To date, Bridgewater, Brockton, Easton, Halifax and West Bridgewater have completed the Economic Development Self-Assessment Tool (EDSAT) offered by the Kitty and Michael Dukakis Institute for Urban and Regional Policy, Northeastern University. The EDSAT is a secure and confidential online self-assessment tool for helping communities analyze their capacity for economic development. Communities start by identifying and promoting their “deal makers” that foster economic growth and opportunity and surmounting the “deal breakers” within their control that have been working against these efforts. With over 250 questions, this rigorous examination helps public officials explore their strengths, weaknesses, opportunities and threats across ten assessment categories:

1. Access to Customers/Markets,
2. Concentration of Businesses and Services,
3. Real Estate and Infrastructure,
4. Labor Market Factors,
5. Municipal Permit Processes,
6. Community Quality of Life,
7. Site Related Amenities,
8. Business Incentives,
9. Local Tax Rates,
10. Access to Local Information.

Once the self-assessment is complete, Dukakis Center staff analyze it and prepare a comprehensive report that weigh’s each community’s performance against the multi-jurisdictional database that the Center is continuously expanding as more communities participate in the self-assessment. Local officials receive specific feedback in each assessment category, and they can use the results in their community’s economic development strategy.

OCPC has participated in these community EDSATS as a source of data.

What is OCPC’s role?

OCPC encourages economic resiliency in our area economy and works toward implementing it with our regional partners.

V. 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 2015 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-one 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 2015 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:

Abington: Improve Mass BioReady Rating from Bronze to Silver Rating

Status: To improve the rating the community has to meet Bronze Criteria plus Community needs to allow biotech laboratory and manufacturing uses by right,

has identified buildings and/or land sites for biotechnology uses in municipal plans, municipality convenes site plan review meetings for significant commercial and industrial projects, has land sites and/or buildings included in BioSites inventory at www.massachusettsitefinder.com or Community has identified Priority Development Site per Chapter 43D or Municipality has a site designated as a Massachusetts Growth District.

Goals Addressed: O

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

Bridgewater State University Logistics Training

Status: Work in progress

Goal Addressed: H

Brockton:

Upgrading and improvement of Massasoit Community College entrance/exit at intersection of Crescent Street (Route 27), Quincy Street, and Massasoit Blvd.

Status: Planning Stage

Goals Addressed: D, E, H

Downtown Brockton Entrepreneurial Center

Status: Planning stage

Goals Addressed: B, D, H

College Collaborative

Status: Plan completed, construction to begin in 2015

Goals Addressed: B, C, D

Coweeseet Brook Business Park

Status: Plan created, looking for implementation entity

Goals Addressed: A, B

Upgrade MassBio Ready rating from Gold to Platinum Level

Status: Gold level criteria plus Community needs to adopt the National Institutes of Health guidelines on rDNA activity as part of its regulations.

Goals Addressed: O

Central Area Circulation Improvements

Status: Transportation studies ongoing

Goals Addressed: B, C, E

Downtown Parking Garage

Status: Design complete, seeking funding

Goals Addressed: B, C, E

Route 28 Economic Development Study (with West Bridgewater)

Status: work in progress

Goals Addressed: B, C

Brockton Area Workforce Investment Board Innovation Center

Status: work in progress

Goals Addressed: H

Silver Lake Water Transmission Main

Status: Design complete, seeking funding

Goals Addressed: P

Duxbury: Hall's Corner Development Strategy/Market Analysis Plan

Status: Study work complete

Goals Addressed: B, C, E

**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:

Former Plymouth County Hospital Reuse Study

Status: Preliminary plan submitted, awaiting action by Board of Selectmen

Goals addressed: B

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

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

Upgrade MassBioReady Rating from Gold To Platinum Level

Status: Gold level criteria plus Community's Board of Health needs to adopt the National Institutes of Health guidelines on rDNA activity as part of its regulations.

Goals Addressed: O

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

West Bridgewater:

Widening of West Center Street (Route 106) to four lanes from the Route 106/24 interchange to Central Square

Status: Planning Stage

Goals Addressed: B, E

Upgrade MassBioReady Rating from Bronze to Silver

Status: Bronze Criteria plus Municipality allows biotech laboratory and manufacturing uses by right, has identified buildings and/or land sites for biotechnology uses in municipal plans and municipality convenes site plan review meetings for significant commercial and industrial projects, has land sites and/or buildings included in BioSites inventory at www.massachusettsitefinder.com or Community had identified Priority Development Sites per Chapter 43D or Municipality has a site designated as a Massachusetts Growth District

Goals Addressed: O

Whitman: Clean up and market former Regal Shoe Brownfields site

Status: some preliminary work done, seeking funding to complete work.

Goals Addressed: B, C, E

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

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 pumps 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:

- Center Square Improvements. Estimated cost = \$1.1 million



VI. PERFORMANCE MEASURES AND EVALUATION PROCESS

2014-2015 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 8, 2015 CEDS Committee Meeting. The following section includes the Evaluation Sub Committee's findings



GOAL A: PARTICIPATION IN THE 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 that demonstrates the capacity to undertake a collaborative and effective planning process.

The CEDS Planning Process facilitates lines of communication and exchanges of information about economic development/workforce development/economic resiliency activities and serves as a source of information to deal with an economic challenge and as a convener of regional stakeholders to gather data and encourage collaboration post-disruption.

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. 5 or less annually (Needs Improvement)

TOTAL ATTENDANCE/AVERAGE ATTENDANCE

1. 60 or more annually (Excellent)
2. 30-60 annually (Good)
3. 29 or less annually (Needs Improvement)

GUEST SPEAKER/PRESENTATIONS

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

EVALUATION RESULTS

CEDS COMMITTEE MEETINGS	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
1. Number Held	6	7	7	6	6
2. Total Attendance	46	53	44	74	123
a) OCPC Delegates	0	0	0	2	6
b) Private Sector	12	13	12	11	23
c) Workforce/Econ Dev. Practitioners	30	38	22	53	46
d) Other (including transportation)	4	2	4	16	48
Average Attendance	8	8	6	12	18
Guest Speakers/Presentations	4	8	5	10	7
4. Issue Updates	6	10	5	10	7
5. Workshops/Web conferences	3	5	5	3	1

FINDINGS: In 2014-2015 six meetings were held. We had a great increase in attendance from 2013-14 to 2004-2015. We gained several new members. There were 10 guest speakers and presentations. Meetings were switched to working luncheons beginning with the March, 2014 meeting with impressive attendance gains. 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 2014-2015 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 4 community assistance projects (Needs Improvement)

EVALUATION RESULTS

<u>Year</u>	<u>Number of Community Assistance Projects</u>
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
2012-2013	5
2013-2014	3

Year	Acres of Undeveloped Commercial/Industrial Land Identified As Available for Development		
2001-2002	184.2	Town of Avon	
2002-2003	183	Town of Abington	
	164	Town of Pembroke	
2003-2004	0		
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		
2012-2013	0		
2013-2014	0		
2014-2015	0		
Total	2,432.5 Acres		

FINDINGS:

Brockton: OCPC worked with the City of Brockton, Massachusetts Historical Commission, Massachusetts Department of Housing and Community Development, MassDevelopment and private investors on Station Lofts, the \$9 million dollar redevelopment of a closed factory. This development features a mixture of market rents and subsidized housing. This project was completed in December, 2013. (Goals B and R)

East Bridgewater: OCPC is working with East Bridgewater to obtain funds to assess for clean up two town owned brownfields sites in the center of town to attract new jobs to the community. Council staff prepared an Industrial Overlay District for the site which was approved by Town Meeting in June, 2013. (CEDs Goals B and O)

Hanson: OCPC completed for the Town of Hanson a study of reuse options for the town owned former Plymouth County Hospital which is a brownfields site (Goal B)

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. As of January, 2015, around 600 residents live in the first housing neighborhood built, SouthField Highlands. 413 housing units are completed. There is 5,000 square feet of vacant retail space available.

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.

Whitman: OCPC is working with the town, MassDevelopment, MA DEP, US EPA and Bridgewater State University to do assessment, final clean up and market the former Regal Shoe brownfields site. (Goals B and O)

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 and assist in the region’s economic resiliency.

QUALITATIVE MEASUREMENT: Increase efforts to perform assistance to new and expanding businesses in the district and communities seeking to attract/retain businesses.

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/communities (Excellent)
- 2. Provide assistance to 3 or 4 (Good)
- 3. Provide assistance to less than 3 (Needs Improvement)

TOTAL NON-FARM ESTABLISHMENTS BY COUNTY, 2001, 2007 & 2012

	MA	PLYMOUTH COUNTY	BRISTOL COUNTY	NORFOLK COUNTY
2001	177,434	11,997	13,364	19,738
2007	176,701	12,557	13,600	19,796
2012	170,928	11,820	12,579	19,369
% Change				
2000-2012	-1.3%	-1.1%	-1.6%	-1.1%

Source: U.S. Census

EVALUATION RESULTS
ASSISTANCE TO NEW AND EXISTING BUSINESSES/COMMUNITIES

Year	Number of businesses/communities assisted
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
2012-13	6
2013-14	6
2014-15	4

Abington: OCPC has completed for the Town of Abington an Economic Development Brochure. This brochure lets folks interested in starting or expanding a business in the Town of Abington know what they need to do on the town level to obtain a license to do business or build a new building for their business or expand one they already own.

Duxbury: OCPC has completed for the Town of Duxbury the Hall's Corner Retail Market, Economic Development Strategy and Traffic Analysis Report. Staff is working on an Economic Development Brochure for the Town of Duxbury.

Hanson: OCPC has completed a reuse study for the Town owned former Plymouth County Hospital site.

West Bridgewater: Staff is working on an Economic Development Brochure for the Town of West Bridgewater.

Region-Wide:

The Pilgrim Nuclear Power Station Study: A Socio-Economic Analysis and Closure Transition Guide Book. In August, 2014, the Town of Plymouth and OCPC appointed the Center for Economic Development at the University of Massachusetts/Amherst and the Institute for Nuclear Host Communities to evaluate the local and regional socio-economic impacts of closing and decommissioning of the Pilgrim Nuclear Power Station in Plymouth. Pilgrim's current operating license-renewed in 2012- extends through June, 2032. This study was completed in April, 2015.

FINDINGS: In 2014-2015 Council staff provided demographic data to individuals seeking to start new businesses and to existing businesses seeking to stay in, expand in or

relocate to this area. OCPC assisted 4 communities in business assistance/retention efforts.

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 16 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. 4 or more / year (Excellent)
2. 3-2 / year (Good)
3. 0-1 / year (Needs Improvement)

EVALUATION RESULTS

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

	# of PROJECTS	FEDERAL FUNDS	STATE LOCAL FUNDS	TOTAL
FFY 2000	3	\$1,986,237	\$1,609,559	\$3,595,796
FFY 2001	4	\$ 962,393	\$3,024,598	\$3,986,991
FFY 2002	5	\$3,968,710	\$3,331,025	\$7,299,735
FFY 2003	5	\$2,690,839	\$1,585,962	\$4,276,801
FFY 2004	4	\$4,569,637	\$1,142,409	\$5,712,046
FFY 2005	4	\$7,523,528	\$1,880,882	\$9,404,410
FFY 2006	20	\$8,974,510	\$2,243,627	\$11,218,137
FFY 2007	5	\$5,901,051	\$1,475,263	\$7,376,314
FFY 2008	6	\$10,056,640	\$9,023,546	\$19,080,186
FFY 2009	6	\$25,046,782	\$3,858,954	\$28,905,736
FFY 2010	3	\$6,265,668	\$1,152,560	\$7,418,228
FFY 2011	7	\$8,052,869	\$2,013,217	\$10,066,086
FFY 2012	5	\$4,933,130	\$1,233,283	\$6,166,413
FFY 2013	3	\$7,527,091	\$1,001,505	\$8,538,596
Totals	75	\$98,459,085	\$34,576,390	\$133,045,475

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 provides planning staff to the 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 2014 and June, 2015.

Staff completed numerous projects as outlined in the Unified Planning Work Program. The projects included Multiple MEPA Reviews and Site Visits, FFY 2016 Regional Transportation Plan, FFY 2016 Unified Work Program, Old Colony FFY 2016-2019 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 MassDOT, and Communities, TIP Project Reviews (PNFs, 2011, 2012, and 2013 MassDOT and OCPC Traffic Count Program, ATR and TMC GIS Point Layers, Comprehensive Intersection Database, Turning Movement Counts, Year End 2012 Traffic Count Program Distribution, Year End 2012 Traffic Volumes Report, Multiple GIS Products and Technical Assistance, Pictometry Products and Technical Assistance, 2012 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, Brockton – Pleasant Street, Route 27 Infrastructure Improvements, Belmont Street Route 123 Infrastructure Improvements, Downtown Street Improvements, Infrastructure Improvements, Easton – Route 28 at Route 138 Infrastructure, Plymouth – Samoset Street Infrastructure Improvements, Commerce Way Infrastructure Improvements (completed) Water Street Infrastructure Improvements, Plymouth 2020 Special Events Traffic Study, West Bridgewater- Route 28 at Route 106 Infrastructure Improvement. Region wide: Regional Freight & Goods Movement Study.

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, 2012

	MA	PLYMOUTH COUNTY	BRISTOL COUNTY	NORFOLK COUNTY
		Total	Total	Total
A. Farm Acreage				
1987	615,185	77,140	42,562	N/A
1992	526,440	72,247	34,235	N/A
1997	577,637	73,418	37,173	9,969
2002	518,570	59,445	36,085	12,645

2007	517,879	49,612	39,252	11,654
2012	523,517	64,032	34,869	9,448
B. Number of Farms				
1987	6,216	775	675	N/A
1992	5,258	668	523	N/A
1997	7,307	732	555	185
2002	6,075	794	624	208
2007	7,691	882	777	264
2012	7,755	825	717	245

Source: U.S. Census of Agriculture

FINDINGS: The amount of agricultural acreage in Norfolk County decreased by 2,206 acres from 2007 to 2012. The amount of agricultural acreage in Bristol County decreased by 4,383 from 2007 to 2012. The amount of agricultural acreage in Plymouth county increased by 14,420 acres from 2007 to 2012. The number of farms increased in Massachusetts and decreased in all three counties between 2007 and 2012. 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. 49 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
2012	20	15	2	37
2013	20	10	5	35
2014	20	19	1	20

*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, 2015 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 and provides for economic resiliency.

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 educational attainment in the OCPC region rises or decreases from each U.S. Census and identify it for the current CEDS.

EVALUATION CRITERIA: Educational Attainment on the OCPC region.

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

	% Completed High School Or Higher		% Completed Bachelor's Degree Or Higher	
	<u>2000</u>	<u>2010</u>	<u>1990</u>	<u>2000</u>
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

MASSASOIT COMMUNITY COLLEGE, Brockton, Canton, Middleboro. Enrollment Fall 2012: 8,209 students at all three campus locations.

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.

At the Middleboro campus the college offers Associates Degree programs in Liberal Arts, Business Administration focusing on the Business Administration Career Program and the Hospitality Option for Business, Criminal Justice Program and Early Childhood Education.

Massasoit's Early Childhood Education Program is accredited by the National Association for the Education of Young Children (NAEYC).

In Spring 2013, Massasoit received \$785,000 in funding over a three year span from the U.S. Department of Labor in support of a program called "The Massachusetts Community Colleges and Workforce Development Transformation Agenda". Each community college in the state is receiving this grant. To better move the country out of recession both President Obama and MA Governor Deval Patrick want community colleges to focus on moving folks who are unemployed or changing careers into jobs that are in demand. This grant identified growing industries across the state. Consulting with career centers the College found jobs/skill sets in demand in Massasoit's area. Massasoit offers accelerated certification in respiratory care, biotechnology, Microsoft Office Specialist training, medical interpreting and home healthcare training. The grant also funds math and English courses for lower-skilled adult students who need more basics before beginning a college-level curriculum. CareerWorks in Brockton and similar career centers in Quincy and Plymouth are partnering with Massasoit on this program.

BRIDGEWATER STATE UNIVERSITY, Bridgewater. Enrollment 2015: 12,197 total, 10,322 undergraduate students and 1,875 graduate students.

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. Enrollment 2015: 2,600 undergraduate students.

The college has more than 80 majors and minors programs including Accounting, American Studies, Art History, Arts Administration, Biochemistry, Biology, Catholic Studies, Chemistry, Communication, Computer Science, Computer Science, Criminology, Early Childhood Education, Economics, Education Studies, Elementary Education, Engineering Notre Dame, English, Environmental Sciences and Studies Finance, Foreign Languages, French, Gender and Sexuality Studies, Graphic Design, Health Care Administration, History, Interdisciplinary Studies, International Business, Management, Marketing, Mathematics, Music, Neuroscience, Philosophy, Physics,

Political Science and International Studies, Psychology, Religious Studies, Sociology, Spanish, Studio Arts and Visual and Performing Arts.

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 has completed a 211,300 square foot, \$98.7 million math and science center. Stonehill College has constructed an 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 pace 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 campuses 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. 20-59 (Good)
3. Less than 20 (Needs Improvement)

Jobs saved as a result of the revenue bonds

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

Number of SBA, RLF and Micro Loans Granted

1. 10 or more/year (Excellent)
2. 9-6/year (Good)
3. less than 5/year (Needs Improvement)

EVALUATION RESULTS:

REGIONAL INDUSTRIAL REVENUE BONDS REVIEWED FOR CONFORMANCE WITH REGIONAL PLAN

Year	Number of bonds reviewed	Total Amount of bonds	Jobs Created*	Jobs Saved*
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
2012-13	6	\$82,982,121	243 statewide	N/A
2013-14	2	\$12,050,000	155	N/A
2014-15	1	\$19,500,000	183 statewide	N/A

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

SEED CORPORATION PORTFOLIO OCT. 2013-SEPT. 2014 IN THE OCPC EDD

	No. of Loans	Total Amount (000'S)	#New Jobs
SBA 504	10	\$18,364	79
Revolving Loan Fund	1	\$570	17
Micro Loan Program	2	\$30	2
Totals	12	\$18,964	98

INVESTMENTS BY SEED VENTURES LP IN THE OCPC EDD 2006-2014

No. of Investments	Total Amount
4	\$3,636

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, Revolving Loan Fund (RLF), the Micro Loan Program and SEED Ventures LP, a \$20 million mezzanine/venture capital fund that 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 Brockton Business Loan Program which consists of a Micro Loan Program: loans up to \$50,000, unsecured loans up to \$10,000 and Small Loan Program: loans from \$1,000 to \$200,000 for start up and existing businesses. Eligible Brockton businesses: for-profit businesses including restaurants, retail shops, arts/culture, home-based businesses, and many more. The following agencies were involved in developing the program: the Brockton Redevelopment Authority, Metro South Chamber of Commerce, and the Brockton 21st Century Corporation.

In the total SEED Corp. service area:

- In the past year, SEED held 35 workshops attended by 505 prospective and existing entrepreneurs, and provided 663 business assistance sessions for a total of 1,168 individuals. These workshops taught (i) Fundamentals of planning, preparing for and financing your business and (ii) Understanding financial statements.

INVESTMENTS BY MASSDEVELOPMENT IN THE OCPC EDD

MassDevelopment continues to assist area businesses with funding. In 2014 in the OCPC EDD, MassDevelopment funded in Brockton: Cultural Facilities Fund, Fuller Craft Museum, \$363,355, Manufacturing Futures Fund, Brockton Area Workforce Investment Board, \$10,000, New Markets Tax Credits, Trinity Financial, Inc., \$7,000,000, Tax-Exempt 501 c (3) Bond, Brockton Neighborhood Health Center, \$9,431,000: Plymouth: Charter School Loan, Rising Tide Charter Public School, \$2,600,000, Tax-Exempt 501 C (3) Bond, Rising Tide Charter School, \$5,650,000 for a total amount of \$25,054,355.

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), 2000-2012

	<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
FY 2011	\$110,401	\$2,462
FY 2012	\$121,639	\$2,645

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 2012. State room tax collections and Plymouth County room tax collections increased from FY 2011 to FY 2012.

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

Permanent Jobs Created

1. 20 or more (Excellent)
2. 10-19 (Good)
3. 9 or less (Needs Improvement)

EVALUATION RESULTS

Year	Communities Adopting TOD Zoning	Projects done with OCPC Assistance	Permanent jobs created
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	0	0
2012-2013	0	0	0
2013-2014	0	0	0
2014-2015	0	1	0

FINDINGS: The District Town of Abington has a Transit Oriented Development (TOD) Zoning District in the Town of Abington.

The City of Brockton has a TOD Overlay District. Downtown Brockton TOD development includes the Brockton Area Transit (BAT) Intermodal Center, 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 has converted 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 known as Station Lofts. Other condo buildings have been built near the other two train stations in Brockton. In downtown Brockton Trinity Capital is building in winter/spring 2015, 10, 200 square feet of retail and artist exhibition space,

52,000 square feet of commercial/office space and 2,150 residential rental units on Main Street near the downtown commuter rail station. In January, 2015, The City of Brockton has received the Transformative Development Designation from MassDevelopment. Brockton will receive enhanced technical assistance, real estate services and equity investments in real estate to catalyze and leverage investments and economic development activities. The Downtown Gateway District will be a pleasant, walkable neighborhood with shops, restaurants, offices, and residences for all income levels. OCPC provided the City with assistance on their application for this award. The Town of Hanson is considering TOD zoning near the MBTA Commuter rail station. The Town of Stoughton has a TOD Overlay District in Downtown Stoughton.



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/implementing local energy sources/zoning

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

EVALUATION RESULTS

	Number of Communities Planning/Implementing Alternative Energy Sources/Zoning
2001-2002	0
2002-2003	1
2003-2004	1
2004-2005	1
2005-2006	1
2006-2007	1
2007-2008	1
2008-2009	0
2009-2010	0
2010-2011	0
2011-2012	4
2012-2013	2
2013-2014	3
2014-2015	3

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

Abington:

Town meeting voters approved a solar siting bylaw at Spring, 2015 Town meeting. A solar field project is undergoing permitting review in Spring, 2015.

Avon:

Town meeting voters have approved allowing the construction of wind turbines on town property, though none are currently planned.

Bridgewater:

In 2007 the Commonwealth of MA Bridgewater Corrections Complex installed a 1.4 megawatt Gas Turbine Cogeneration System which supplies steam and electricity to the facility. A 135 kilowatt solar field was installed at the facility in 2014. The Bridgewater Town Council in January, 2013 unanimously approved a payment-in-lieu of taxes agreement with Enfinity America Corp. to develop a 3 megawatt solar array project on Curve Street. 15,000 solar panels are proposed for the site. Two other solar projects have been proposed in Bridgewater.

Brockton:

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.

Massasoit Community College installed 1,760 solar panels on five Brockton campus buildings with potential savings of 453,615 kW in 2013.

The City of Brockton Public Schools have installed a 2.64 kilowatt solar array at Brockton High School and a 36.43 kilowatt solar array at the Mary E. Baker Elementary School.

A privately-funded 350-megawatt, natural gas fired combined cycle electric generating plant in the Oak Hill Way Industrial Park in Brockton has 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. As of January 2015 the plant has not been constructed.

Duxbury:

A 600,000 kilowatt solar farm on the capped landfill on Mayflower Street was installed in 2014.

East Bridgewater:

A 2.45 megawatt solar field was installed in 2014.

Easton:

Spring Town Meeting in 2011 approved a zoning change to create a solar photovoltaic overlay zoning district that includes the closed town landfill, town owned water department land and land at the Southeastern Regional Vocational High School.

In 2012 the Easton Water Division installed a 50kW solar photovoltaic system at Pumping Station Number 2 behind the David Ames Clock Farm on Route 138. Extra electricity generated by 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.U. Environmental Protection Agency.

In 2014 the Town of Easton completed the Prospect Hill Landfill Solar Photovoltaic Project. It generates 1.86 megawatts of power

In January, 2014 Solect Energy built a 2 megawatt solar photovoltaic system on 15 acres of land being leased from Stonehill College. Power from this solar field is expected to meet 20% of Stonehill's energy needs.

Halifax:

In Spring, 2015 a 2.5 megawatt solar field is under construction on Monponsett Street.

Kingston:

Kingston has a Green Communities Wind Turbine Overlay District enacted by Town Meeting in April, 2007, a Large-Scale Ground-Mounted Solar Photovoltaic Installation Overlay District enacted by Town Meeting in April, 2010 and Small Wind Energy Systems zoning enacted by Town Meeting in April, 2011. In 2012 the Town of Kingston erected at two megawatt wind turbine on the capped town landfill. Solar panels are planned for the site. In 2012 Kingston landowner Mary O'Donnell erected three, two-megawatt wind turbines on a 105 acre site she owns next to the MBTA Commuter Rail Station. Together these generators produce enough electricity for up to 10,000 households, approximately twice the number of existing households in Kingston. In 2012 the Massachusetts Bay Transportation Authority (MBTA) erected a 100 kilowatt wind turbine at their Kingston Commuter Rail layover facility.

Pembroke:

In January, 2015 the Pembroke Board of Selectmen voted in favor of the Landfill Solar Project that will be built and run by the companies Power Options and Sun Edison. The project will generate enough electricity to produce 80% of the power for public buildings. Sun Edison has one year to furnish, install and get the project up and running according to the contract with the Town of Pembroke.

Plymouth:

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.

A 65 kw solar field has been installed off of Rocky Pond Road.

A 5.5 mw solar field has been installed off of Old Sandwich Road

A 5 mw solar field has been installed off of Camelot Road.

The Balboni Company erected a 1.5 megawatt wind turbine in the Camelot Industrial Park in Spring 2012. This was 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 Bourne Hurst Drive (3 of which have been approved) by Future Generation Wind.

The U. S. Department of Transportation, Federal Transit Administration 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 completed wind energy equipment consists of a 100 kW turbine located at the Kingston layover facility. A 600 kW turbine proposed to be located at the Bridgewater station has not yet been built. 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 one installed in Kingston and proposed in Bridgewater, the MBTA is 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 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.

Plympton:

In 2012 Plympton Town Meeting approved a Solar Facilities Zoning Bylaw. In 2013 Borego Solar Systems built a 5.7 megawatt solar field off of Brook Street. It consists of 23,670 solar panels. Plymouth Public Schools purchases energy from the project.

West Bridgewater:

In 2013 a 2 megawatt solar field was built on 9 acres of land at 265 North Main Street. The facility is located on the site of the former Jay's Driving Range.

Whitman: The Whitman Hanson High School has a 49.61 kilowatt solar array.



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. 4-3 (Good)
3. Less than 2 (Needs Improvement)

EVALUATION RESULTS

FINDINGS: As of June 2015 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 to all OCPC communities.

CapeNet is a broadband network. It extends from Cape Cod to Brockton, Boston and Providence. It passes through several OCPC communities including Plymouth, Kingston, Plympton, Halifax, Bridgewater, East Bridgewater and Brockton. It is the only provider with an all fiber network with Tier 1 providers.

OCPC is working with the City of Brockton and other communities to obtain high-speed Wi-Fi and broadband communication service to downtown areas in our region.



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 Metro South Chamber of Commerce has implemented a branding strategy for the Metro South region. OCPC worked with the Metro South Chamber of Commerce 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

6 or more (Excellent)

4-5 (Good)

Less than 3 (needs improvement)

FINDINGS: As of May, 2015 six 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.

6 or more (Excellent)

5-4 (Good)

Less than 3 (Needs improvement)

FINDINGS: The City of Brockton has invested \$100 million to upgrade the City's Wastewater treatment plant. The City of Brockton has excess wastewater treatment capacity. The City of Brockton has excess water capacity. The Town of Kingston has completed a variety of upgrades (process and non-process) to its wastewater treatment plant. In the Town of Easton, as part of the plan to build new housing at the former Ames shovel factory, an on-site wastewater treatment plant capable of treating 50,000 gallons of wastewater per day has been built.

Staff participated 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) have conducted 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 examined 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 share findings.

The Town of Kingston has built a manganese removal water treatment facility to treat water from the existing 1,000 gallon per minute (gpm) pumping station in winter/spring 2014. The facility is located on Town owned land adjacent to the existing pumping station. The project included the construction of a 4,200 square foot (sf) slab on grade, masonry structure with brick siding and a salt box roof. The overall height of the proposed structure is 30 feet. Solar panels are mounted on the south facing side of the roof (2,000 sf) and ground mounted in an area next to the facility (3,000 sf) for a combined power of 50kW. The work includes an additional 0.165 acre of paved driveway. Filter backwash residuals handling lagoons have been constructed including two line lagoons and one infiltration basin, all work is located outside of the 100 foot wetlands buffer zones. On site storm water is handled through a bio retention basin and infiltration basin.

In Easton, Spring Town Meeting in 2015 voted to create the Quset Commercial District. To accommodate the anticipated development, Town Meeting voted to pay \$3 million to get 50,000 gallons of daily waste-water treatment capacity from a public-private facility and to spend \$2.8 million to build sewer lines. Town Meeting also voted to spend \$1.3 million for sewer lines in the Five Corners District and tying into the out of District Mansfield sewer system.

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.

4 or more communities (Excellent)

3-2 communities (Good)

Less than 1 (Needs Improvement)

FINDINGS: The City of Brockton, towns of Abington, 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.

GOAL R: 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 2013 totaled 668 versus 499 in 2012. From 2005 to 2013 the region reached a peak of 1,150 single family housing permits in 2005. It is important to note that not all structures granted building permits have actually been built. The current recession recovery phase

and great supply of existing housing stock has reduced new housing construction in the region.

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 to the counseling or financial services programs.

City of Brockton: Residences at Centre and Main and Enterprise Building
OCPC worked with the City of Brockton to invest in this major downtown revitalization project. Construction is underway. This Trinity Capital project will include 52,000 square feet of commercial/office space, 10,200 square feet of retail and artists' exhibition space, 215 units of housing and 544 parking spaces.

City of Brockton Downtown Housing Development Zone: OCPC worked with the City of Brockton to successfully obtain State designation of the Downtown Brockton Housing Development Zone (HDIP). The objectives of the Downtown HDIP Zone and Plan is to leverage public and private investment to achieve the Commonwealth's goals to increase residential growth, expand the diversity of housing stock, support economic development and promote neighborhood stabilization.

GOAL S: ENCOURAGE ECONOMIC RESILIENCE IN OUR REGIONAL ECONOMY (new Goal, 2015)

OBJECTIVES: (Long Term) Economic Diversification is both a recovery strategy and a tool for communities to increase their resiliency from future disasters by promoting entrepreneurship and small business within our area, (Goal C) improving and supporting the local workforce, (Goal H) encouraging regional clusters, increasing export activity and disaster preparedness.

QUALITATIVE MEASUREMENT: Promote entrepreneurship and small businesses, improving and building upon the local workforce, encouraging regional clusters, increasing exports and having disaster preparedness plans in place.

QUANTITATIVE MEASUREMENT: Show support of entrepreneurship and small businesses, improving and building upon the local workforce, encouraging regional clusters, supporting exports and demonstrating disaster preparedness plans.

EVALUATION CRITERIA: Plans to support entrepreneurship and small businesses, efforts to improve and build the local workforce, disaster preparedness plans in place.

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

FINDINGS: OCPC EDD Partner SEED Corporation and the Plymouth Area Chamber of Commerce provide workshops and training for entrepreneurs and small business. OCPC EDD partners Brockton Area Workforce Investment Board and CareerWorks support and work at improving our regional workforce. The OCPC CEDS Committee, and its economic development partners in the region support entrepreneurship and small businesses, improving and building upon the local workforce, support exports, support and encourage business clusters and have worked with local authorities on disaster and climate change preparedness plans for our region.

In 2010, according to the 2010 Directory of U.S. Exporters there were 23 firms in nine communities in the OCPC EDD that engaged in export activities. They export a variety of manufactured goods. They employed 3,690. Total value of these exports was \$23,060,110.00.

The Old Colony Planning Council has Hazard Mitigation Plan planning services to our member communities. The term “Hazard Mitigation” describes actions that can help reduce or eliminate long-term risks caused by natural hazards or disaster, such as floods, hurricanes, wildfires, tornadoes and earthquakes. The implementation of such hazard mitigation actions now by state and local governments means building stronger, safer and smarter communities that will be able to reduce future injuries and future damage. Hazard mitigation plans are developed before a disaster strikes. The plans identify community policies, actions and tools for long-term implementation to reduce risk and potential for future losses. Adopted, implemented and maintained on an ongoing basis, these plans will lessen the impacts associated with hazard events in the Old Colony Region.

The Towns of Duxbury and Plympton have a joint Police/Fire dispatching center in Duxbury. They have signed an Inter Municipal Agreement (IMA) to run this facility. OCPC staff assisted Duxbury in applying for a \$160,000 grant they received from the Commonwealth of Massachusetts 911 Department to purchase new communications equipment to make this possible. The new center has the capability to handle up to 4 communities. OCPC staff assisted in obtaining \$25,000 in funding from the state for a study to consider the formation of a Regional Secondary Public Safety Answering Point (PSAP) regional dispatching center for the towns of Bridgewater, East Bridgewater and West Bridgewater. This study was completed in June, 2014.

OCPC Staff completed a Climate Change Transportation Impact Study in FFY 2010. The study is available on the OCPC webpage www.ocpcrpa.org on the Reports page. This study, influenced by the effects of the March, 2010 rain storms that caused flooding throughout our region addresses at-risk areas in our region and makes recommendations for preventive measures to mitigate natural disasters caused by the effects of climate change and the range of possible effects that extreme weather events could have on the

transportation infrastructure of our region. The study also discusses ways that the Old Colony Planning Council can reduce the effect of climate change. Related studies conducted by OCPC include the 2013 Town of Halifax Storm water mapping assistance Project, the 2012 Roadway Drainage and Run Off Study and the Upper Taunton River Regional Wastewater Evaluation Project, which addresses wastewater issues in the Upper Taunton River Basin.

To date, Bridgewater, Brockton, Easton, Halifax and West Bridgewater have completed the Economic Self-Assessment Tool (EDSAT) offered by the Dukakis Institute at Northeastern University. The EDSAT is a self-assessment tool for helping communities analyze their capacity for economic development. With over 250 questions, this rigorous examination helps community officials explore their community's economic strengths, weaknesses, opportunities and threats across ten assessment categories. Local officials receive specific feedback in each assessment category, and they can then use the results in their community's economic development strategy. OCPC has provided technical assistance to OCPC communities who have completed the EDSAT.

VII. STRATEGIC DIRECTION/ACTION PLAN STRATEGIES AND IMPLEMENTATION PLAN

A. PROGRAM STRATEGY ACTIONS

Strategies and an implementation plan to build upon the region's strengths and opportunities and resolve or mitigate the weaknesses and threats facing the region.

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

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

Addressing Strengths, Weaknesses and Opportunities for economic development in our region:

- (a) Help communities to attract businesses or have existing businesses locate in available commercial/industrial land in district communities, - CEDS Committee, District Staff.
- (b) Help communities to attract new businesses or have existing businesses locate in available building space in communities. - CEDS Committee, District Staff
- (c) Help Mass Biotechnology Council designated Bio Ready Communities to help attract biomedical manufacturers to those communities. - CEDS Committee, District Staff.
- (d) 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.
- (e) 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.
- (f) Help communities make the business community aware there is desirable transportation infrastructure in our region - CEDS Committee, District Staff
- (g) Work to implement regional solutions to wastewater management. – District Staff
- (h) Help communities make the business community aware of the region's higher education resources.- CEDS Committee and District Staff
- (i) Help communities to make the business community be aware of the available cultural amenities of our region - CEDS Committee and District Staff

- (j) Help communities seek alternative sources of energy to make them more attractive for economic development. - CEDS Committee and District Staff
- (k) Help communities make their zoning more attractive to business development. District staff
- (l) Encourage communities to update aging infrastructure to attract/retain businesses.- CEDS Committee and District Staff
- (m) Promote workforce housing opportunities to overcome high housing costs. CEDS Committee and District Staff
- (n) Work to address regional highway system issues.- District staff
- (o) Help communities make the business community aware of which communities are in state designated Economic Opportunity Areas and how it makes them attractive to retain or attract businesses. - CEDS Committee and District Staff
- (p) Help communities that have available public sewer capacity for business development make this business community aware of this capacity.- CEDS Committee and District Staff
- (q) Help communities make the business community aware that all District communities have high speed internet service. -CEDS Committee and District Staff.

CEDS Committee

- (a) Ongoing Planning Support of the CEDS Committee, reviewing MassDevelopment bonds and implementing special projects. – District Staff
- (b) Preparing the annual CEDS Report. - District Staff and CEDS Committee with approval by CEDS Committee and OCPC District Governing Board
- (c) Updating the inventory of industrial/commercial land and space. – District Staff
- (d) Committee members provide input and participate in the process. – CEDS Committee
- (e) The forum used to solicit committee member participation in the process will be identified. – CEDS Committee and District Staff
- (f) The Chairman and the Vice Chairman will regularly attend meetings. – CEDS Committee Officers
- (g) 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
- (h) The Committee will be involved in all OCPC economic development initiatives and regional activities. – CEDS Committee
- (i) The Committee will examine rotating CEDS Committee meetings throughout the region. – CEDS Committee
- (j) 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
- (k) Regional economic development programs or initiatives will be encouraged through CEDS Committee interaction.- CEDS Committee and District Staff

Long Term – More than two years

- (a) THE CEDS Committee will work to improve attendance at CEDS Committee meetings.- CEDS Committee and District Staff
- (b) The CEDS Committee will work to encourage representation and participation by cultural, minority and women’s interests. – CEDS Committee
- (c) The CEDS Committee will examine economic development activities that address the specific needs of the minority population of the district. – CEDS Committee
- (d) Priorities for Council economic development activities will be set by the CEDS Committee
- (e) The Old Colony Planning Council will attempt to develop economic development programs for implementation. – CEDS Committee and District Staff
- (f) Evaluation for OCPC EDD Economic Development activities will use Quantitative and Qualitative Measures.- CEDS Committee and District Staff

VIII. 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, sixteen municipalities and two redevelopment areas. The District's County membership includes the City of Brockton and the towns of Abington, Bridgewater, Duxbury, 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**

Lee Hartmann	President
Fred Gilmetti	Treasurer
Frank Staffier	Secretary

DELEGATE	COMMUNITY	AFFILIATION
David Klein	Abington	Government
Christopher Aiello	Abington	Business
Frank Staffier	Avon	Government
Charles Marinelli*	Avon	Government
Anthony Anacki	Bridgewater	Business
Robert Moran Jr.	Brockton	Business
Preston Huckabee	Brockton	Business
Thomas Broadrick	Duxbury	Government
George Wadsworth	Duxbury	Government
Richard O’Flaherty	East Bridgewater	Labor
Jeanmarie Joyce	Easton	Business
Stephen Donahue	Easton	Business
John Mather	Halifax	Business
Robert Overholtzer	Hanson	Business
Phillip Lindquist	Hanson	Business
Justin Anderson	Kingston	Business
Gerard Dempsey	Pembroke	Business
Daniel Trabucco*	Pembroke	Government
Lee Hartmann	Plymouth	Government
John Rantuccio*	Plympton	Government
James Mulcahy	Plympton	Government
Robert Kuver	Stoughton	Business
Forrest Lindwall	Stoughton	Business
Eldon Moreira*	West Bridgewater	Government
Nancy Bresciani	West Bridgewater	Business
Fred Gilmetti	Whitman	Government
Daniel Salvucci*	Whitman	Government
Troy Garron*	Delegate at Large	Government

* Elected Official

**OLD COLONY ECONOMIC DEVELOPMENT DISTRICT
COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY COMMITTEE 2014-2015 MEMBERSHIP**

NAME AFFILIATION	RESIDENCE	OCCUPATION	REPRESENTING
Mary Waldron Chairman	Brockton	Director Institute For Policy Analysis and Regional Engagement Bridgewater State University (BSU)	Econ. Development
William Tedoldi Vice Chairman	Needham	Pro Venture Business Group	Business
Marline Amedee	Brockton	Dir. Haitian Com Part	Econ. Development
Gary Anderson	Easton	Easton Town Planner	Government
Barbara Arena	Hanson	VP Granite State Dev. Corp./Hanson FinCom	Business
Tamarah Bacon	Dighton	Bus. Assist, Banking SEED Corp.	Banking
Maryellen Brett	Brockton	Workforce Development Massasoit Community College	Education
Sean Boucher	Brockton	Eastern Bank	Banking
Larry Cameron	Fall River	MassDevelopment	Econ. Development
Jessica Casey	Plymouth	Town of Plymouth Economic Dev. Foundation	Econ. Development
David Colton	Easton	Easton Town Admin	Government
Paul Cripps	Abington	Executive Director Plymouth County Development Council	Econ. Development Tourism
Christopher Cooney	Berkley	President & CEO Metro South Chamber of Commerce	Business
Robert Diehl	Brockton	Assist Exec Dir.	BAWIB Workforce. Dev.
Greg Enos	Whitman	Assist TA Whitman	Government
Michael Gallerani	Brockton	Dir. Brockton 21 st Century Corp	Econ. Development
Lee Hartmann	Plymouth	Town of Plymouth Dir., Planning & Dev.	Government
Andrew DeIonno	Bridgewater	Bridgewater Economic Development Planner	Econ. Development
Diana Jennings	Middleboro	Dir, Office of Regional Outreach BSU	Education
Reinald Ledoux	Bridgewater	Admin, BAT	Transportation
Gary Leonard, Sr.	Brockton	Main St. Manager	Econ. Development
Forrest Lindwall	Stoughton	Stoughton Redv. Authority	Econ. Development
Frank Lynam	Whitman	TA, Whitman	Government
Rob May	Brockton	City Planner	Government
Pelege Marcellin	Brockton	Haitian Com Part.	Econ. Development
Pamela Mc Carthy	Stoughton	Stoughton ED Planner	Econ. Development
Robert Moran, Jr.	Brockton	ED, National Grid	Public Utility
John Murray	Brockton	Exec. Dir. Career Works	Workforce Dev.
Rose Paquette	Brockton	Workforce Development Massasoit Community College	Education
Noreen O'Toole	Whitman	Stoughton Town Planner	Government
Sheila-Sullivan Jardim	Brockton	Exec. Dir. Brockton Area Workforce	Workforce Development

James Walsh	Brockton	Investment Board MassDevelopment	Econ. Development
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MAILING ONLY

Anita Monteiro	Brockton	Cape Verdean	Minority Organization
Kerri Nichols	Easton	Cham. Of Commerce	Business
Terry Schneider	Stoughton	Cham. Of Commerce	Business

RESOURCES

Pasquale Ciaramella, Executive Director, OCPC
 Bruce Hughes, Economic Development/Community Planner, OCPC
 Matthew Suchodolski, Economic Dev. Specialist, EDA, U.S. Dept. of Commerce, Philadelphia
 Frederic Killings, Economic Dev. Specialist, EDA, U.S. Dept. of Commerce, Philadelphia
 Tonia Williams, Interim Regional Director, EDA, U.S. Dept. of Commerce, Philadelphia

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

- Brockton 21st Century Corporation

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

- CareerWorks

CareerWorks, one of the Commonwealth's thirty-two One-Stop Career Centers, is a partnership between the Brockton Area Workforce Investment Board (BAWIB) and the University of Massachusetts Donahue Institute.

CareerWorks connects employers looking for qualified workers and job seekers looking for employment. CareerWorks offers specialized support services to employers including: information on state and federal programs, labor market information and employee recruitments. Job seeking assistance, training and comprehensive career-building resources are available to customers seeking skill development and employment.

- 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.

- Bridgewater State University Institute for Policy Analysis and Regional Engagement (IPARE)

IPARE serves as a visible focal point for University initiatives to foster collaborations, promote citizenry, and conduct studies on topics of regional interest. It's purpose is to facilitate and improve communication, promote stakeholder engagement, and shape public debate on matters of regional importance as they contribute to a stronger, healthier and more prosperous Southeastern Massachusetts. IPARE economic development activities include active chamber of commerce and agency collaborations. The Chair of the OCPC CEDS Committee is IPARE Director.

- 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 Planning Council

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



Pasquale Ciaramella
Executive Director
Telephone: (508) 583-1833
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.

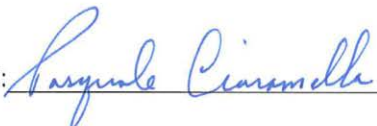
The Bidder's Code of Conduct and Conflict of Interest Policy

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

APPENDIX



SUMMARY OF CEDS COMMITTEE MEETING MINUTES 2014-2015

September 15, 2014

Guest speaker Ms. Anne Haynes, Program Director presented on the Mass Development Transformative Development Program.

November 4, 2014

Guest Speaker Ms. Julie Conroy, AICP, Senior Environmental Planner, Metropolitan Area Planning Council presented on the Massachusetts Food System Plan.

December 2, 2014

The Committee approved by phone and email the application to Mass Development from of CIL Realty of Massachusetts (CILRM) for revenue bond financing in the amount of \$19,500,000. Bond proceeds will be used for financing and/or refinancing the cost of land acquisition, construction, renovation, furnishing and equipping of 22 group homes that are or will be owned by CILRM. Project locations in the OCPC region: 400 Plain Street, Brockton, 372 Turnpike Street, Easton, 6 Maple Street, Plympton and 19 other locations in MA not in the OCPC region. Current employment is 54 jobs on the sites. The project will create approximately 183 new jobs and 54 construction jobs.

January 5, 2015

Guest speakers Mr. Chris Cooney CCE, President and CEO, Metro South Chamber of Commerce and Ms. Alison Van Dam, IOM, Vice President of Marketing, Communications and Business Development, Metro South Chamber of Commerce presented on the Metro South Chamber of Commerce Site Finder Program.

March 16, 2015

Guest speakers Ms. Tamarah Bacon, AVP, Business Development and Assistance Manager, SEED Corp. and Ms. Angela Knight, Marketing and Business Assistance Officer, SEED Corp. presented on Small Business Financing. Ms. Jill Beresford, Senior Business Advisor, Massachusetts Small Business Development Center, Mr. Ed Jarvis and Mr. Chuck Feldman, Bridgewater State University Center for Entrepreneurial Studies presented on Small Business Development in our region.

April 13, 2015

Guest speaker Dr. Barry Bluestone, Director, Kitty and Michael Dukakis Institute for Urban and Regional Policy, Northeastern University presented on the Economic Development Self-Assessment Tool (EDSAT). The Committee reviewed and approved the draft 2015 Comprehensive Economic Development Strategy document which includes content called for by the 2015 US EDA CEDS Document guidelines.

June 8, 2015

Committee review and approval of 2015 CEDS Report Section VI Evaluation section. There was a tour of the Trinity Financial site, Main Street, Brockton.



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
EDSAT-Economic Development Self-Assessment Tool
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
IPARE- Institute for Policy Analysis and Regional Engagement

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
SEMASS 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

