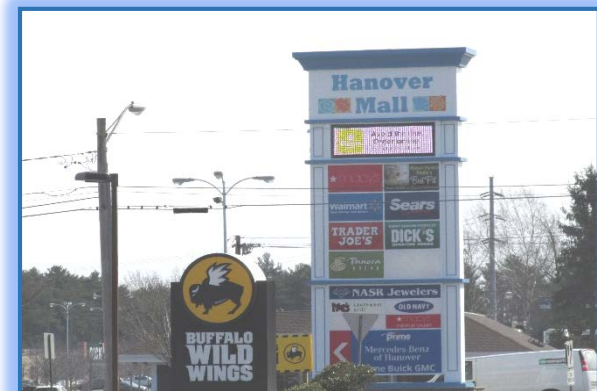


**COMPREHESIVE ECONOMIC DEVELOPMENT  
STRATEGY  
(CEDS)**

**Economic Development in  
The  
Old Colony Economic Development District  
June 2016**



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# Comprehensive Economic Development Strategy

## *CEDS 2016*



Prepared by the:

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(CEDS) Committee  
Bruce Hughes, Economic Development /Community Planner

Approved by the Old Colony Planning Council on April 27, 2016

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

Contract # 01-83-14272-02



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| Treasurer | Fred Gilmetti      |
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| Brockton          | Robert G. Moran, Jr. | Preston Huckabee, P.E. |
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| East Bridgewater  | Richard O'Flaherty   |                        |
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| Hanson            | Robert Overholtzer   | Phillip Lindquist      |
| Kingston          | Justin Anderson      |                        |
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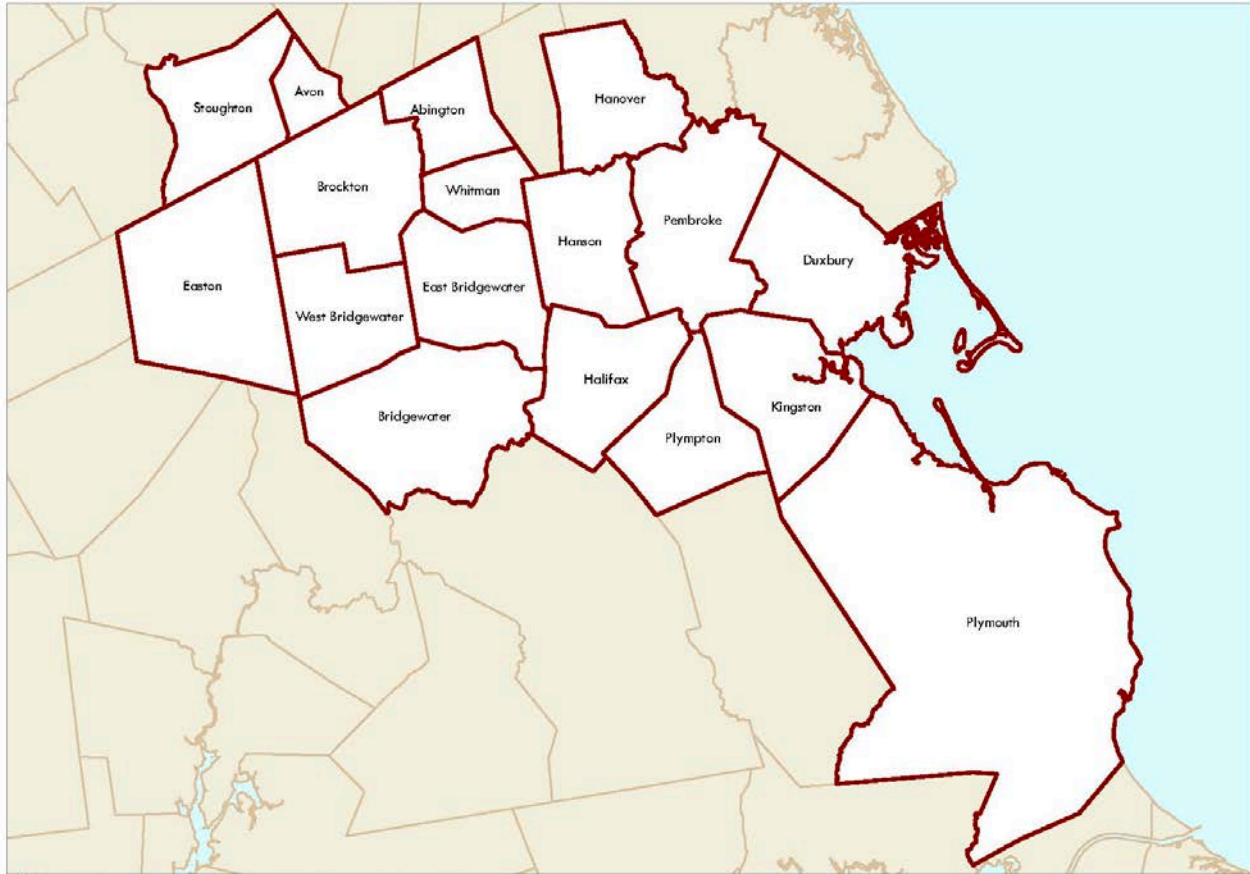
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## Old Colony Economic Development District



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

Data Sources: Massachusetts Department of Transportation, Office of Geographic Information (MassGIS), Old Colony Planning Council (OCPC)

## **DEDICATION**

### **Mr. William Tedoldi**

The 2016 Old Colony Planning Council Economic Development Strategy Report is dedicated to Mr. William J. Tedoldi, owner of Pro Venture Business Group and longtime Vice Chairman of the CEDS Committee.

Mr. Tedoldi has had a distinguished career as a businessman and civic involvement and supporting economic development in the OCPC region. Mr. Tedoldi retired from membership on the OCPC CEDS Committee after the January, 2016 meeting after more than 25 years of distinguished service.

The Old Colony Planning Council recognized Mr. Tedoldi at their February, 2016 Council meeting with OCPC Resolution Number 219, February 24, 2016 honoring Bill for more than 25 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 Bill for your service and commitment to economic development.

And we remember our friend Mr. Daniel W. Miles who we dedicated this report to in 2015. Dan passed away on February 20, 2016.





# *Comprehensive Economic Development Strategy (CEDS) 2016*

## Executive Summary

What is the Old Colony Planning Council Economic Development District?

The Old Colony Planning Council Economic Development District (OCPC EDD) consists of the seventeen communities of the Old Colony Planning Council. They include the City of Brockton and the towns of Abington, Avon, Bridgewater, Duxbury, East Bridgewater, Easton, Halifax, Hanover, Hanson, Kingston, Pembroke, Plymouth, Plympton, Stoughton, West Bridgewater and Whitman. The Town of Easton is in Bristol County and the Towns of Avon and Stoughton are in Norfolk County. The rest of the communities are in Plymouth County.

What is a Comprehensive Economic Development Strategy (CEDS)?

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 OCPC Comprehensive Economic Development Strategy is crafted with feedback from the OCPC CEDS Committee, the OCPC Executive Committee and the general public. In order to receive feedback from the general public the draft CEDS chapters are posted on the OCPC website.

## **A. FINDINGS AND RECOMMENDATIONS**

The average annual unemployment rate for the region for the year 2015 was 4.6%. The annual unemployment rate for the state of Massachusetts in 2015 was 4.7%. The average annual unemployment rate for the City of Brockton for the year 2015 was 6.6%. The average unemployment rate for the City of Brockton 24 months January 2016 –February

2014 was 7.1% versus the National Unemployment Rate for that time period of 5.6% 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 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 one 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 commuter 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 17 OCPC communities. CSX Transportation provides freight service on the Middleboro line and the Stoughton branch.
- 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 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), 20 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, the Fuller Craft 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.

## **II. 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, Hanover, Kingston, Pembroke, Plymouth, Plympton, Stoughton, West Bridgewater and Whitman. The Town of Easton is in Bristol County and the Towns of Avon and Stoughton are 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 rate than the state. Table 1 shows that from 2000 to 2010, OCPC's region grew from 348,927 to 362,406 a 3.86% 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 were Abington, Plymouth, Hanson, Kingston and Plympton. During the same 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 of 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 \$83,544, the median family income was \$96,877 and the median per capita income was \$34,939 which was lower than the state (\$35,051). See Table 7.

**Table 1****OCPC Region Population Growth Trends 2000-2010**

| <b>Community</b>     | <b>2000</b>      | <b>2010</b>      | <b>% Change</b> |
|----------------------|------------------|------------------|-----------------|
| Abington             | 14,605           | 15,985           | 9.45%           |
| Avon                 | 4,443            | 4,356            | -1.96%          |
| Bridgewater          | 25,185           | 26,563           | 5.47%           |
| Brockton             | 94,304           | 93,810           | -0.52%          |
| 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%           |
| Hanover              | 13,164           | 13,879           | 5.43%           |
| 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%           |
| <b>Region</b>        | <b>348,927</b>   | <b>362,406</b>   | <b>3.86%</b>    |
| <b>Massachusetts</b> | <b>6,349,097</b> | <b>6,547,629</b> | <b>3.10%</b>    |

Source: U.S. Census Bureau 2010 Census

**Table 2**

## Population Projections

|                  | Census  |         |         |         |
|------------------|---------|---------|---------|---------|
|                  | 2010    | 2020    | 2030    | 2040    |
| Abington         | 15,985  | 17,730  | 19,470  | 20,382  |
| Avon             | 4,356   | 4,364   | 4,380   | 4,327   |
| Bridgewater      | 26,563  | 27,055  | 27,619  | 27,456  |
| Brockton         | 93,810  | 96,651  | 98,536  | 97,886  |
| East Bridgewater | 13,794  | 14,492  | 15,057  | 14,967  |
| Duxbury          | 15,059  | 15,140  | 18,773  | 18,622  |
| Easton           | 23,112  | 23,149  | 23,123  | 23,019  |
| Halifax          | 7,518   | 7,509   | 7,486   | 7,448   |
| Hanover          | 13,879  | 14,140  | 14,554  | 15,551  |
| Hanson           | 10,209  | 10,734  | 11,237  | 11,351  |
| Kingston         | 12,629  | 13,347  | 14,283  | 14,630  |
| Pembroke         | 17,837  | 18,345  | 15,434  | 15,472  |
| Plymouth         | 56,468  | 60,929  | 64,182  | 64,342  |
| Plympton         | 2,820   | 2,887   | 2,910   | 3,002   |
| Stoughton        | 26,962  | 27,060  | 27,180  | 27,209  |
| West Bridgewater | 6,916   | 7,172   | 7,471   | 7,559   |
| Whitman          | 14,489  | 14,963  | 15,329  | 15,235  |
| OCPC Region      | 362,406 | 375,667 | 387,024 | 388,458 |

Source: MassDOT Planning 2/3/16

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

| Geographic Area  | Total Population | Total Pop of One Race | White Alone | Race                            |                                 |                      |                          |                 |                   |         | Hispanic or Latino (of any race) |
|------------------|------------------|-----------------------|-------------|---------------------------------|---------------------------------|----------------------|--------------------------|-----------------|-------------------|---------|----------------------------------|
|                  |                  |                       |             | Black or African American Alone | American Indian & Alaska Native | One Race Asian Alone | Hawaiian & Other Pacific | Some Other Race | Two or More Races |         |                                  |
| Abington         | 15,985           | 15,766                | 14,788      | 342                             | 47                              | 284                  | 2                        | 303             | 219               | 310     |                                  |
| Avon             | 4,356            | 4,284                 | 3,660       | 434                             | 5                               | 120                  | 0                        | 65              | 72                | 121     |                                  |
| Bridgewater      | 26,563           | 26,385                | 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      |                                  |
| Hanover          | 13,879           | 13,750                | 13,392      | 110                             | 15                              | 161                  | 5                        | 67              | 129               | 128     |                                  |
| 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       | 362,406          | 352,793               | 295,069     | 37,307                          | 866                             | 5,944                | 103                      | 14,568          | 10,841            | 14,375  |                                  |
| 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 Over**

| 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                                |
| Hanover          | 566          | 41      | 41      | 68                            | 105                              |
| 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    | 31,837       | 6,230   | 2,465   | 19,749                        | 2,197                            |
| 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                            | 6.2 | 6.2   | 6.2   | 4.8   | 10    | 14.1  | 24.6  | 6.4   | 8.8   | 6.4   | 2.3 | 44           |
| Bridgewater                  | 4.2                            | 6.2 | 6.2   | 10.5  | 11.6  | 10.4  | 14.1  | 22.4  | 5     | 5.7   | 3.3   | 1.2 | 37           |
| Brockton                     | 7.3                            | 6.2 | 6.9   | 7.5   | 7     | 13.3  | 13.6  | 20.5  | 5     | 6.4   | 3.7   | 1.7 | 36.7         |
| Duxbury                      | 5.2                            | 6.2 | 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                            | 6.2 | 7.9   | 7.1   | 5.3   | 10    | 15    | 23.2  | 6.2   | 7.5   | 4     | 1.5 | 40.5         |
| Easton                       | 4.7                            | 6.2 | 7.1   | 10.1  | 8.8   | 8.1   | 13.3  | 23.5  | 5.9   | 6.9   | 3.8   | 1.3 | 41.1         |
| Halifax                      | 5                              | 6.2 | 7.4   | 6.9   | 4.7   | 9.4   | 14.9  | 24.9  | 6.8   | 8     | 4.2   | 1.2 | 42.8         |
| Hanover                      | 5.5                            | 7.9 | 9.2   | 7.3   | 4.4   | 7     | 14.3  | 24.8  | 6.1   | 7.8   | 4.1   | 1.5 | 41.8         |
| Hanson                       | 5.2                            | 6.2 | 8.2   | 7.6   | 5     | 8.8   | 15.5  | 24.5  | 6.2   | 7.1   | 3.1   | 1   | 40.4         |
| Kingston                     | 5.5                            | 6.2 | 7.8   | 6.6   | 4.7   | 8.3   | 14.5  | 24.1  | 6     | 7.3   | 3.8   | 3   | 42.3         |
| Pembroke                     | 5.8                            | 6.2 | 8.2   | 6.8   | 4.5   | 9.2   | 15.4  | 25.4  | 5.7   | 7.1   | 3.2   | 1   | 40.8         |
| Plymouth                     | 5.6                            | 6.2 | 6.2   | 6.2   | 5.1   | 11.4  | 15    | 23    | 7.2   | 8.1   | 3.9   | 2.1 | 41.5         |
| Plympton                     | 4.4                            | 6.2 | 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                            | 6.2 | 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                            | 6.2 | 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                            | 6.2 | 7     | 6.9   | 6.9   | 5.9   | 12.1  | 15.4  | 6.1   | 6.1   | 3.3   | 1.2 | 38.2         |
| OCPC Region<br>Massachusetts | 5.4                            | 6.3 | 7.3   | 7.3   | 5.7   | 9.1   | 14.3  | 23.6  | 6.1   | 7.5   | 3.9   | 1.6 | 41.2<br>39.1 |

Source: 2010 U.S. Census

**Table 6**  
**Educational Attainment**

| Community        | % Completed<br>High School<br>Or Higher | % Completed<br>Bachelor's Degree<br>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%  |
| Hanover          | 95.40%                                  | 45.60%  |
| 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      | 92.80%                                  | 33.24%  |
| Massachusetts    | 89.00%                                  | 39.00%  |

Source: U.S. Census 2010

**Table 7**

**Income Statistics  
Median Household, Family and Per Capita Income  
2007-2011 American Community Survey 5-Year Estimates**

| <b>COMMUNITY</b> | <b>Median<br/>Household<br/>Income (\$)</b> | <b>Median<br/>Family<br/>Income (\$)</b> | <b>Median<br/>Per<br/>Capita<br/>Income(\$)</b> |
|------------------|---|--|---|
| 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  |
| Hanover          | \$100,982                                   | \$114,484                                | \$39,631  |
| 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 | \$83,544                                    | \$97,172                                 | \$34,939  |
| 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 slower rate than the state as a whole between 2000 and 2014. The region's labor force grew by 7.58% between 2000 and 2014 versus 8.70% growth for the state as a whole in that same time period. See Table 8.

## 7. Employment and Unemployment

Table 8 shows Percent Change in Annual Labor Force 2000-2014. Table 9 shows Means of Transportation to Work. Table 10 shows the 2014 Average Monthly Employment by Industry All Ownership. Table 11 shows the Average Annual Employment Unemployment Rate of Residents in the Labor Force for 2015. This table shows that the Average Annual Unemployment Rate for the District for 2015 was 4.6% compared to 4.7% for the state. The unemployment rate for the City of Brockton (6.6% in 2015) remains the highest in the region. Table 12 shows OCPC Region Average Employment and Wages By Industry, All Ownership for 2014. Table 13 shows OCPC Region Average Monthly Employment Within Communities 2008-2014. 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 20 lists OCPC Region Single Family Housing Permits 2006-2014.



**Table 8**  
**Percent Change In Average**  
**Annual Labor Force 2000 to 2014**

| Community        | 2000<br>Labor<br>Force | 2014<br>Labor<br>Force | Percent<br>Change<br>2000-<br>2014 |
|------------------|------------------------|------------------------|------------------------------------|
| Abington         | 8,416                  | 8,840                  | 0.07%                              |
| Avon             | 2,370                  | 2,660                  | 12.23%                             |
| Bridgewater      | 13,151                 | 14,244                 | 8.31%                              |
| Brockton         | 45,357                 | 47,221                 | 4.10%                              |
| Duxbury          | 7,208                  | 7,216                  | 0.01%                              |
| East Bridgewater | 7,156                  | 8,426                  | 17.74%                             |
| Easton           | 13,082                 | 15,503                 | 18.50%                             |
| Halifax          | 4,180                  | 4,187                  | 0.01%                              |
| Hanover          | 7,211                  | 7,411                  | 2.77%                              |
| Hanson           | 5,374                  | 6,059                  | 12.74%                             |
| Kingston         | 6,120                  | 6,797                  | 11.06%                             |
| Pembroke         | 9,464                  | 10,228                 | 8.07%                              |
| Plymouth         | 27,609                 | 30,457                 | 10.31%                             |
| Plympton         | 1,563                  | 1,564                  | 0.00%                              |
| Stoughton        | 15,392                 | 15,709                 | 2.05%                              |
| West Bridgewater | 3,511                  | 3,745                  | 6.66%                              |
| Whitman          | 8,026                  | 8,974                  | 11.81%                             |
| OCPC Region      | 185,190                | 199,241                | 7.58%                              |
| Massachusetts    | 3,273,400              | 3,558,250              | 8.70%                              |

Source: Mass EOLWD  
10/15/2015

**Table 9**  
**Means of Transportation To work**  
**2007-2011 American Community Survey 5-Year Estimates**

| Community        | Total     | Car, truck<br>or van-<br>drove<br>alone | Car, truck<br>or van-<br>car<br>pooled | Public<br>Transport<br>ion<br>(excluding<br>taxicab) | Walked  | Taxicab<br>motor<br>cycle<br>bicycle<br>or other<br>means | Worked<br>at<br>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                   |
| Hanover          | 6,749     | 5,518                                   | 324                                    | 491  | 100     | 59  | 257                  |
| 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 Region      | 175,117   | 140,655                                 | 14,649                                 | 8,822  | 3,385   | 1,421   | 6,185                |
| Massachusetts    | 3,204,544 | 2,330,353                               | 267,596                                | 289,703  | 144,779 | 48,347  | 123,766              |

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

**Table 10**  
**2014 Average Annual Employment**  
**By Industry All Ownership**

| Community      | Average<br>Employment | Construction | Manu-<br>factoring | Whole/<br>Ret Trade | Finance<br>& Insurance | Services | Accomod<br>& Food |
|----------------|-----------------------|--------------|--------------------|---------------------|------------------------|----------|-------------------|
| Abington       | 3,996                 | 408          | 174                | 1,305               | 87                     | 391      | 602               |
| Avon           | 5,115                 | 410          | 1,155              | 1,631               | 29                     | 514      | 101               |
| Bridgewater    | 9,212                 | 580          | 192                | 1,018               | 491                    | 568      | 933               |
| Brockton       | 38,618                | 1,108        | 2,065              | 6,017               | 621                    | 8,136    | 2,321             |
| Duxbury        | 2,906                 | 144          | 27                 | 313                 | 67                     | 282      | 226               |
| E. Bridgewater | 2,674                 | 215          | 257                | 308                 | 30                     | 579      | 326               |
| Easton         | 10,862                | 764          | 761                | 1,594               | 241                    | 4,688    | 801               |
| Halifax        | 1,243                 | 133          | N/A                | 373                 | 41                     | 115      | 149               |
| Hanover        | 7,285                 | 512          | 509                | 2,315               | 151                    | 819      | 761               |
| Hanson         | 1,527                 | 81           | 125                | 365                 | 28                     | 282      | 258               |
| Kingston       | 5,070                 | 218          | 120                | 1,945               | 96                     | 892      | 545               |
| Pembroke       | 5,927                 | 760          | 404                | 1,339               | 149                    | 853      | 765               |
| Plymouth       | 24,410                | 1,168        | 1,163              | 4,165               | 555                    | 2,451    | 3,173             |
| Plympton       | 1,280                 | 49           | N/A                | N/A                 | N/A                    | 24       | N/A               |
| Stoughton      | 13,086                | 1,373        | 812                | 2,955               | 267                    | 2,995    | 1,172             |
| W. Bridgewater | 6,253                 | 557          | 694                | 1,822               | 41                     | 709      | 534               |
| Whitman        | 3,047                 | 296          | 233                | 506                 | 99                     | 278      | 437               |
| OCPC Region    | 142,511               | 8,776        | 8,691              | 26,465              | 2,993                  | 24,576   | 13,104            |

Source: MA EOLWD



**Table 11**  
**OCPC Region Average Employment and Unemployment**  
**Of Residents in the Labor Force For The Year 2015 January to December**

| Community     | Labor Force | Employed  | Unemployed | Unemployment Rate |
|---------------|-------------|-----------|------------|-------------------|
| Abington      | 8,968       | 8,500     | 469        | 5.20%             |
| Avon          | 2,698       | 2,567     | 131        | 4.90%             |
| Bridgewater   | 14,227      | 14,961    | 613        | 4.20%             |
| Brockton      | 47,596      | 44,471    | 3,126      | 6.60%             |
| Duxbury       | 7,327       | 7,021     | 306        | 4.20%             |
| E.Bridgewater | 8,230       | 8,162     | 368        | 4.30%             |
| Easton        | 13,659      | 13,140    | 519        | 3.80%             |
| Halifax       | 4,221       | 4,014     | 208        | 4.90%             |
| Hanover       | 7,507       | 7,220     | 286        | 3.80%             |
| Hanson        | 6,138       | 5,858     | 280        | 4.60%             |
| Kingston      | 6,867       | 6,559     | 313        | 4.60%             |
| Pembroke      | 10,345      | 9,891     | 454        | 4.40%             |
| Plymouth      | 30,779      | 29,255    | 1,522      | 5.00%             |
| Plympton      | 1,585       | 1,508     | 77         | 4.80%             |
| Stoughton     | 15,858      | 15,105    | 753        | 4.70%             |
| W.Bridgewater | 3,783       | 3,620     | 163        | 4.30%             |
| Whitman       | 9,083       | 8,669     | 415        | 4.60%             |
| Region        | 198,871     | 190,521   | 10,003     | 4.60%             |
| Massachusetts | 3,598,471   | 3,428,675 | 170,040    | 4.70%             |

Source: MA EOLWD

**Table 12  
Employment and Wages 2014**

| Community     | Establishments | Total           | Average    | Average |
|---------------|----------------|-----------------|------------|---------|
|               |                | Wages           | Monthly    | Weekly  |
|               |                |                 | Employment | Wages   |
| Abington      | 362            | \$163,470,157   | 3,996      | \$787   |
| Avon          | 257            | \$289,591,291   | 5,114      | \$1,051 |
| Bridgewater   | 549            | \$427,349,339   | 9,212      | \$892   |
| Brockton      | 2,664          | \$1,807,073,083 | 38,620     | \$900   |
| Duxbury       | 404            | \$140,891,891   | 2,906      | \$932   |
| E.Bridgewater | 292            | \$104,611,788   | 2,676      | \$752   |
| Easton        | 788            | \$465,097,297   | 10,862     | \$823   |
| Halifax       | 142            | \$43,362,622    | 1,243      | \$671   |
| Hanover       | 685            | \$309,375,058   | 7,315      | \$813   |
| Hanson        | 230            | \$56,425,898    | 1,527      | \$711   |
| Kingston      | 421            | \$191,596,013   | 5,073      | \$726   |
| Pembroke      | 554            | \$263,440,585   | 5,928      | \$855   |
| Plymouth      | 1,704          | \$1,142,822,959 | 24,415     | \$900   |
| Plympton      | 78             | \$91,896,101    | 1,280      | \$1,381 |
| Stoughton     | 1,039          | \$638,036,617   | 13,171     | \$932   |
| W.Bridgewater | 390            | \$321,775,764   | 6,252      | \$990   |
| Whitman       | 299            | \$118,532,137   | 3,049      | \$990   |

Source: MA EOLWD

**Table 13**  
**Employment Within OCPC Communities 2008-2014**

| Community     | 2008    | 2009    | 2010    | 2011    | 2012    | 2013    | 2014    |
|---------------|---------|---------|---------|---------|---------|---------|---------|
| Abington      | 3,977   | 3,812   | 3,733   | 3,832   | 3,903   | 3,844   | 3,996   |
| Avon          | 5,483   | 5,077   | 5,171   | 5,312   | 6,354   | 4,991   | 5,115   |
| Bridgewater   | 7,514   | 7,774   | 7,753   | 7,862   | 8,135   | 8,518   | 9,212   |
| Brockton      | 37,584  | 36,769  | 36,861  | 37,051  | 37,785  | 38,545  | 38,618  |
| Duxbury       | 2,937   | 2,768   | 2,761   | 2,735   | 2,779   | 2,865   | 2,906   |
| E.Bridgewater | 2,620   | 2,536   | 2,604   | 2,655   | 2,679   | 2,658   | 2,674   |
| Easton        | 9,574   | 9,324   | 9,860   | 9,918   | 9,612   | 10,153  | 10,862  |
| Halifax       | 1,292   | 1,171   | 1,260   | 1,256   | 1,289   | 1,261   | 1,243   |
| Hanover       | 6,864   | 6,371   | 6,583   | 6,585   | 6,748   | 7,000   | 7,315   |
| Hanson        | 1,686   | 1,504   | 1,521   | 1,476   | 1,592   | 1,488   | 1,527   |
| Kingston      | 5,532   | 5,137   | 4,932   | 4,948   | 5,029   | 5,062   | 5,070   |
| Pembroke      | 6,290   | 5,681   | 5,446   | 5,387   | 5,742   | 5,886   | 5,927   |
| Plymouth      | 23,381  | 22,805  | 22,697  | 23,076  | 23,536  | 24,044  | 24,410  |
| Plympton      | 354     | 382     | 343     | 360     | 628     | 1,235   | 1,280   |
| Stoughton     | 13,081  | 12,773  | 12,669  | 12,724  | 13,025  | 13,199  | 13,086  |
| W.Bridgewater | 6,151   | 5,855   | 5,770   | 5,699   | 5,750   | 6,204   | 6,253   |
| Whitman       | 3,147   | 3,109   | 3,146   | 3,138   | 3,100   | 3,048   | 3,047   |
|               |         |         |         |         |         |         |         |
| OCPC Region   | 137,467 | 132,848 | 133,110 | 134,014 | 137,686 | 140,001 | 142,541 |

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                       |
| Hanover            | N/A           | 483   | N/A                      | N/A               | 5,900   | N/A                      | N/A                | 6,583   | N/A                      |
| 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        | 8,666 | -31.97                   | 91,725            | 125,677 | +36.18                   | 104,475            | 134,533 | +27.88                   |

Source: MA EOLWD

**Table 15**  
**Employment Projections 2017-2035**

|                  | DET       | DET Est.  | Forecast  |           |           |           |           |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|                  | 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    |
| East Bridgewater | 3,244     | 2,540     | 2,661     | 2,788     | 2,863     | 2,924     | 2,951     |
| 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     |
| Hanover          | 7,120     | 6,721     | 6,944     | 7,047     | 6,846     | 6,645     | 6,560     |
| 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      | 133,561   | 130,033   | 140,802   | 144,966   | 147,665   | 150,374   | 149,510   |
| 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 are 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 are based on past growth trends. They are not a scientific forecast.

**Table 16  
Major Employers By Community 2014**

| COMMUNITY        | EMPLOYER                                 | ADDRESS             | EST.<br>EMPLOY. |
|------------------|--|---------------------|-----------------|
| Abington         | Birchcraft Studios/NE Art                | Railroad St.        | 500-999         |
| Avon             | Jordan's Furniture                       | Stockwell Dr.       | 1000-4999       |
| Bridgewater      | Bridgewater State University             | Summer St.          | 500-999         |
|                  | Bridgewater State Hospital               | Administration Rd.  | 500-999         |
| Brockton         | Signature Healthcare                     | Centre St.          | 1000-4999       |
|                  | Stewart Good Samaritan<br>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    |
| East Bridgewater | Harte Hanks Dir. 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         |
|                  | Roache Bros. Supermarket                 | Washington St.      | 250-499         |
|                  | SE Regional Vo-Tech School               | Pond St.            | 250-499         |
| Halifax          | Walmart Super Center                     | Plymouth St.        | 250-499         |
| Hanover          | Hanover YMCA                             | Mill 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 Rd.      | 500-499         |
|                  | Beth Israel Deconess Hospital            | Oak St.             | 250-499         |
| Plympton         | Sysco Boston LLC                         | Spring St.          | 500-999         |
| Stoughton        | Steward NE Sinai Hospital                | York St.            | 500-999         |
|                  | Kindred Hospital                         | Summer St.          | 250-999         |
| 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**

| <b>Industry</b>                           | <b>Establishments</b> | <b>Average Employment</b> |
|---|-----------------------|---------------------------|
| 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 seventeen district communities only the town of Plympton lacks 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 (some parts of town are not sewered, the sewered areas in town are served by the MWRA) and Whitman (served by the Brockton system). Communities with sewer systems serving parts of the community include Bridgewater, Duxbury, Easton, Kingston and Plymouth. Part of Avon near the Brockton city line is tied into the Brockton system. Part of Duxbury near the ocean is tied into the Town of Marshfield sewer system. The Town of Easton and the Town of Mansfield entered into a 25-year inter-municipal agreement in December, 2015 to send 165,000 daily gallons of flow from the heavily commercial Five Corners (intersection of Bay Road, Depot Street and Foundry Street in Easton into the sewer treatment plant Mansfield shares with Norton and Foxboro. 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 seventeen communities, fifteen 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. The Town of Duxbury has a Transfer/Recycling station on Mayflower Street. The town of Hanover has a Transfer/Recycling Station on

Rockland Street/Route 139. According to the town's website roughly 4,500 tons of trash per year is sent to the out of district Southbridge Landfill and 1,700 tons of recyclables are sold to various vendors.

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 2006 and 2014, the 17 communities in the region issued a total of 4,882 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: 2006: 728, 2007: 678, 2008: 405, 2009: 791, 2010: 394, 2011: 376, 2012: 501, 2013: 676 and 2014: 641. The number of single family permits peaked in 2009 at 791, declined in 2010 and 2011, rose in 2012 and 2013 and declined in 2014. The three fastest growing communities in the OCPC region from 2006 to 2014 on the basis of single family housing permits granted in order are: Plymouth (1,553 SFH), Brockton (363 SFH), and East Bridgewater (336 SFH). Table 21 shows OCPC Population and Housing Status as of 2011.

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

The district has twenty-seven operating electric power generating facilities producing power in twelve OCPC communities in January, 2016:

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 2.5 MW solar field. Hanover: a 225 kilowatt wind turbine at the Pond Street Wastewater Treatment Plant. 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, a 5.35 MW solar field, a 500 kW solar field, a 6 MW solar field, a 650 kW solar field and a 562 kW 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, and 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 seventeen 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.

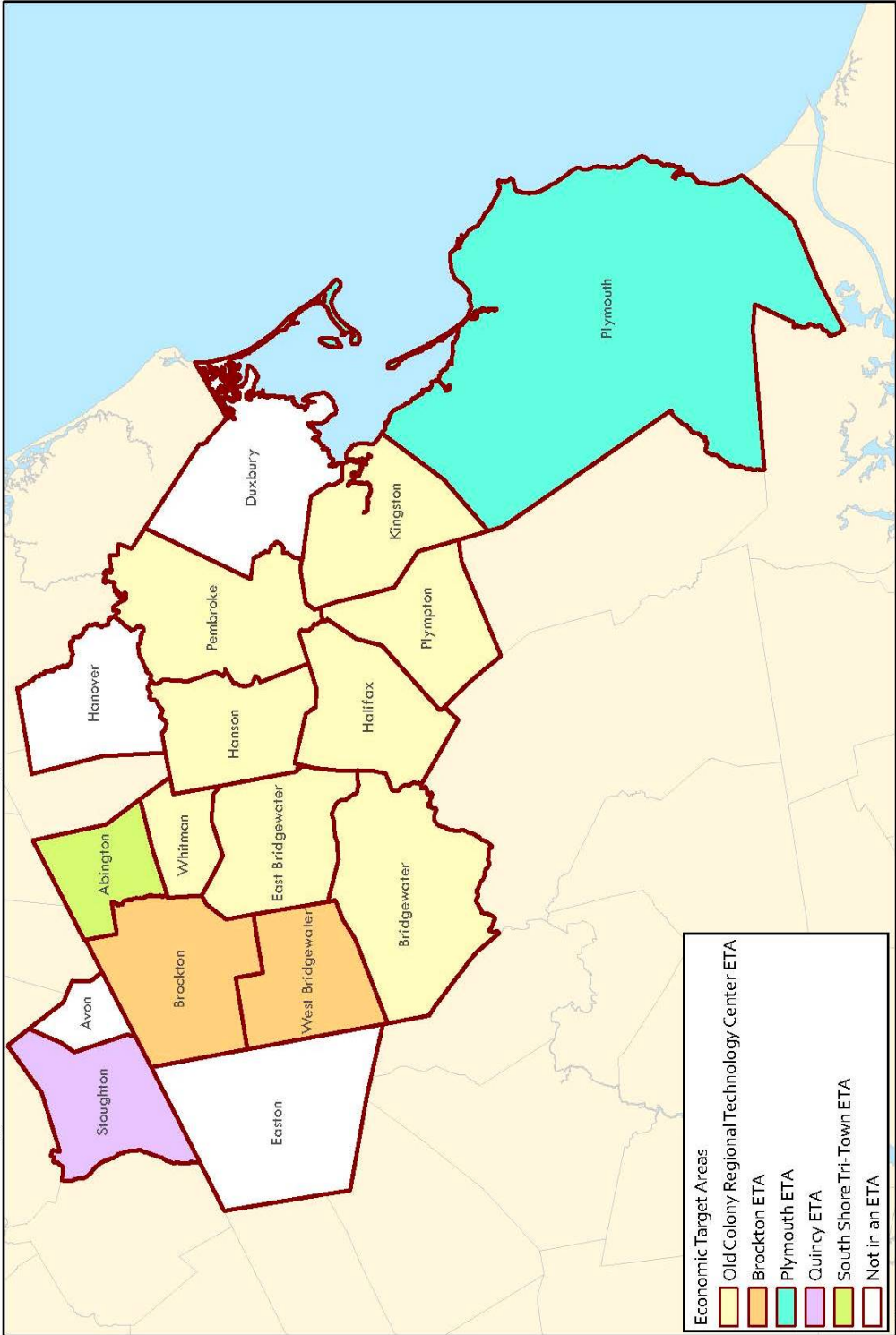
#### **Certified Project**

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.





Economic Target Areas in the OCPC Region



**Economic Target Areas**

- Old Colony Regional Technology Center ETA
- Brockton ETA
- Plymouth ETA
- Quincy ETA
- South Shore Tri-Town ETA
- Not in an ETA

Old Colony Planning Council, 70 School Street, Brockton, MA 02301  
GIS Data Sources: MassGIS, MassDOT, OCPC, Town of Avon



## **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 Massachusetts Department of Energy Resources, 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, Halifax, Hanover, Kingston, Pembroke, Plympton, Stoughton and Whitman** 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  |                                    |       |
|                        | <u>% Private Sector Employment</u> |       |
| Cluster                | 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        |                                    |      |
|                 | <u>% Private Sector Employment</u> |      |
| Cluster         | 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](http://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. The 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 attained the National Ambient Air Quality Standard (NAAQS) for ozone at 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.

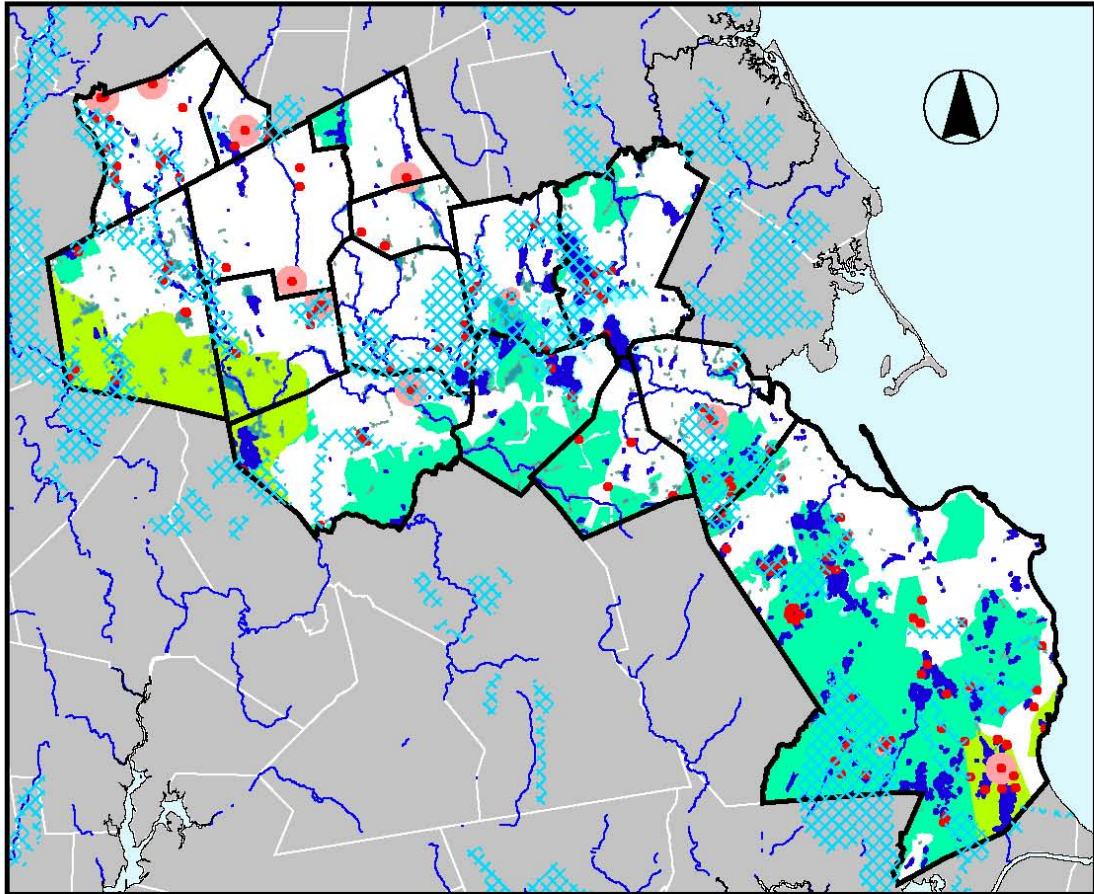
### **CHOOSING TO COMPETE IN THE 21<sup>ST</sup> CENTURY**

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 21<sup>st</sup> 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/<br>Park Name           | Access                    | Acres | Utilities/Services |       |       |     |
|-----------------------------------|---------------------------|-------|--------------------|-------|-------|-----|
|                                   |                           |       | Rail               | Water | Sewer | Gas |
| <b><u>Avon</u></b>                |                           |       |                    |       |       |     |
| Avon Industrial Park              | Bodwell St.               | 300   |                    | X     |       | X   |
| Avon Merchants Park               | Stockwell Dr.             | 147   |                    | X     |       | X   |
| <b><u>Bridgewater</u></b>         |                           |       |                    |       |       |     |
| 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   |
| <b><u>Brockton</u></b>            |                           |       |                    |       |       |     |
| 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   |
| <b><u>East Bridgewater</u></b>    |                           |       |                    |       |       |     |
| Spring Street Business Park       | Spring St/Laurel St.      | 25    | X                  | X     |       | X   |
| <b><u>Easton</u></b>              |                           |       |                    |       |       |     |
| Easton Business Center            | Eastman St.               | 40    |                    | X     |       | X   |
| Easton Industrial Park            | Belmont St.               | 150   |                    | X     |       | X   |
| <b><u>Halifax</u></b>             |                           |       |                    |       |       |     |
| Halifax Industrial Park           | Industrial Dr.            | 21    |                    | X     |       | X   |
| <b><u>Hanson</u></b>              |                           |       |                    |       |       |     |
| Hanson Commerce Center            | Commercial Way            | 34    |                    | X     |       | X   |
| Station Street Industrial Pk.     | Station St.               |       |                    | X     |       | X   |
| <b><u>Kingston</u></b>            |                           |       |                    |       |       |     |
| Jones River Industrial Park       | Wapping Road              | 8     |                    | X     |       | X   |
| South Shore Commuter<br>Rail Park | Marion Drive              | 135   |                    | X     |       | X   |
| <b><u>Pembroke</u></b>            |                           |       |                    |       |       |     |
| Corporate Park                    | Oak St.                   | 80    |                    | X     |       | X   |
| Pembroke Business Center          | Oak St.                   | 118   |                    | X     |       | X   |
| North River Commerce Center       | Riverside Dr.             | 34    |                    | X     |       | X   |
| <b><u>Plymouth</u></b>            |                           |       |                    |       |       |     |
| 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 2006-14**

| <b>Community</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>2014</b> | <b>Total</b> |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Abington         | 29          | 27          | 18          | 12          | 15          | 14          | 12          | 14          | 13          | 154          |
| Avon             | 5           | 5           | 4           | 2           | 3           | 1           | 8           | 2           | 2           | 32           |
| Bridgewater      | 56          | 46          | 30          | 23          | 26          | 20          | 24          | 29          | 28          | 282          |
| Brockton         | 85          | 51          | 28          | 25          | 25          | 21          | 30          | 45          | 53          | 363          |
| Duxbury          | 26          | 41          | 22          | 15          | 12          | 25          | 32          | 25          | 37          | 235          |
| E.Bridgewater    | 56          | 58          | 25          | 28          | 38          | 23          | 33          | 47          | 28          | 336          |
| Easton           | 56          | 38          | 17          | 18          | 21          | 18          | 21          | 39          | 24          | 252          |
| Halifax          | 16          | 12          | 5           | 6           | 8           | 7           | 14          | 25          | 16          | 109          |
| Hanover          | 24          | 30          | 13          | 19          | 11          | 13          | 17          | 20          | 12          | 159          |
| Hanson           | 27          | 27          | 17          | 13          | 13          | 10          | 3           | 17          | 32          | 159          |
| Kingston         | 60          | 24          | 16          | 22          | 29          | 18          | 20          | 35          | 69          | 293          |
| Pembroke         | 52          | 69          | 22          | 29          | 21          | 15          | 30          | 22          | 24          | 284          |
| Plymouth         | 182         | 164         | 141         | 125         | 132         | 149         | 185         | 239         | 236         | 1,553        |
| Plympton         | 17          | 6           | 5           | 9           | 3           | 1           | 3           | 5           | 6           | 55           |
| Stoughton        | 26          | 21          | 6           | 11          | 5           | 15          | 27          | 71          | 19          | 201          |
| W.Bridgewater    | 6           | 11          | 5           | 6           | 6           | 4           | 17          | 20          | 17          | 92           |
| Whitman          | 61          | 48          | 31          | 23          | 26          | 22          | 25          | 21          | 25          | 282          |
| <b>Totals</b>    | <b>728</b>  | <b>678</b>  | <b>405</b>  | <b>791</b>  | <b>394</b>  | <b>376</b>  | <b>501</b>  | <b>676</b>  | <b>641*</b> | <b>4,682</b> |

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

Source: U.S. Census October 15, 2015

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

| Community          | Population     | 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           |
| Hanover            | 13,879         | 4,852               | 4,709                | 97.1             | 143          | 2.9            |
| 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           | 56,468         | 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           |
| <b>OCPC Totals</b> | <b>362,406</b> | <b>138,838</b>      | <b>129,490</b>       |                  | <b>9,118</b> |                |
| 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**

#### **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 17 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-four operating electric generating facilities (Solar, Wind, and Nuclear) in twelve OCPC communities in 2016.
- 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 21<sup>st</sup> 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 17 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, and 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 seventeen 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?

- Bridgewater: Route 18 at High Street Intersection Infrastructure Improvements
- Brockton: Bicycle and Pedestrian Safety Improvements
- Brockton: Downtown Streetscape Improvements
- Brockton: Route 123 Corridor Infrastructure Improvements
- Brockton: Route 28 Storm water Infrastructure Improvements
- Brockton: West Elm Street Corridor Infrastructure Improvements
- Duxbury: Route 53 at Winter Street Intersection Infrastructure Improvements
- Easton: Route 106 at Route 138 Intersection Infrastructure Improvements
- Plymouth: Samoset Street Infrastructure Improvements.
- West Bridgewater: Route 28 at Route 106 Intersection Infrastructure Improvements

Ongoing Planning Projects include

- 2016 Bicycle and Pedestrian Connectivity and Safety Study
- FFY 2016 Unified Planning Work Program
- FFY 2016-2019 Transportation Improvement Program
- Avon and Brockton: Route 28 Corridor Study
- Avon: Storm water Management Mapping
- Bridgewater: Central Square Transportation Study
- Bridgewater: Pleasant Street (Route 104) at Elm Street Transportation Study
- Bridgewater: Bridgewater State University Pedestrian Connectivity Study
- Duxbury, Pembroke: Heavy Commercial Vehicle Exclusion Zone Study
- Duxbury: Route 3A Corridor Study
- Easton: Turnpike Street at Route 138, and Turnpike Street at Purchase Street Transportation Study
- Hanover: Pleasant Street at Whiting Street Transportation study
- Plymouth: Alden Street at Standish Street Transportation study
- Stoughton: Route 27 at Sumner Street Transportation Study
- Whitman-Hanson Regional High School Transportation Study

What is OCPC's role?

OCPC will promote highway improvement projects in our region including priority setting for federal funding through the Transportation Improvement (TIP) Program and the Metropolitan Planning Organization (MPO). OCPC serves as a regional clearinghouse for transportation project funding.





#### **F. GOAL: PURSUE A POLICY OF SUSTAINABLE DEVELOPMENT**

**OBJECTIVES:** (Long Term): To maintain the number of working farms in the region. New economic activity must be planned to serve future generations. Agriculture and aquaculture are excellent examples of sustainable development.

#### 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 and meet any skill gaps of the region's workforce so businesses can have access to a pool of employees with up-to-date skills to meet business and industry needs.**

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 and training to address skills gaps.**

What is being done?

The Brockton Area Workforce Investment Board (BAWIB) directs the regional effort of workforce development training. In June of 2015 BAWIB completed the purchase of 34 School Street – a property which the organization had previously leased – leveraging private and public funds. The \$1 million investment was made to create the Center for Workforce Development, a cross-sector partnership designed to:

- Meet the hiring needs of the area's Healthcare and Advanced manufacturing firms by converting part of the space into training labs; and



- Provide a central location for jobseekers to access a comprehensive menu of services offered by multiple social service agencies.
- Generate revenue to expand and sustain the number of individuals – both incumbent and un/underemployed – trained and qualified for high demand occupations.

Other BAWIB initiatives include:

- **AMP It Up!** A MassDevelopment grant program designed to promote careers in Advanced Manufacturing among middle and high school students.
- **YouthWorks Summer Jobs Program** – A state funded summer employment program that provides paid work experience for low-income youth ages 16-21.
- **YouthCareerConnect** – A US Department of Labor funded program in which BAWIB, Brockton Public Schools, Massasoit Community College, Jobs for the Future, and local businesses have partnered to create STEM career pathways for students in grades 9-14
- **Workforce Innovation and Opportunity Act (WIOA) Programs** – Federally funded job training programs for in school youth, un-underemployed adults, dislocated workers, and other individuals facing barriers to employment

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.

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

What is OCPC's role?

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

expanded teaching opportunities of the English language to immigrants.



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

**OBJECTIVES:** (Long Term): To support businesses in creation or retention of jobs, establish a regional venture/mezzanine capital loan pool and recapitalize small and micro loan funds to provide the capital needed for growth and job creation by businesses in our region.

## 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 21<sup>st</sup> 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 2016.

#### 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 2015 a 2.5 megawatt solar field was installed on Monponsett Street near the Plympton town line.
- Hanover: The Town has a Wind Energy Facilities Zoning Bylaw. A town owned 225 kilowatt wind turbine is in place at the Town of Hanover Pond Street Water Treatment Plant. Power from the turbine is used to generate electricity for the water treatment plant.
- 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 is looking at installing a 2-4 MW solar array on 20-30 acres of county owned property in Plymouth. At least 6 alternative energy projects are in the planning process in Plymouth in March, 2016. Completed projects 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 Old Sandwich Road. A 5.35 MW solar field has been installed off of Camelot Road. A 500 kW solar array has been installed at Ellis Haven Campground off South Meadow Road. A 6 MW solar array has been installed off Old Sandwich Road. A 650 kW solar array has been installed off Rocky Pond Road. MassDot has installed a 562 kW solar array off Route 3 at Exit 5
- 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.
- Stoughton: In 2016 the Town of Stoughton is proposing to install a 1.1 megawatt ground mounted solar photovoltaic solar facility on the Stoughton landfill. The ground mounted solar array will occupy approximately 4.16 acres.
- 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 2016 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, demolition of existing dissolved-air flotation equipment and installation of a new 100' diameter dome sludge tank cover.

In Spring 2016 the Town of Hanover plans upgrade the town's public water treatment system. Planned upgrades include: changing the type of chemical that is used for disinfectant and adding mixing equipment in order to reduce the amount of organic material in the town water.

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 gallons 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 Mass Econ Bio Sites Inventory

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 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 Mass Econ Bio Sites Inventory

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?

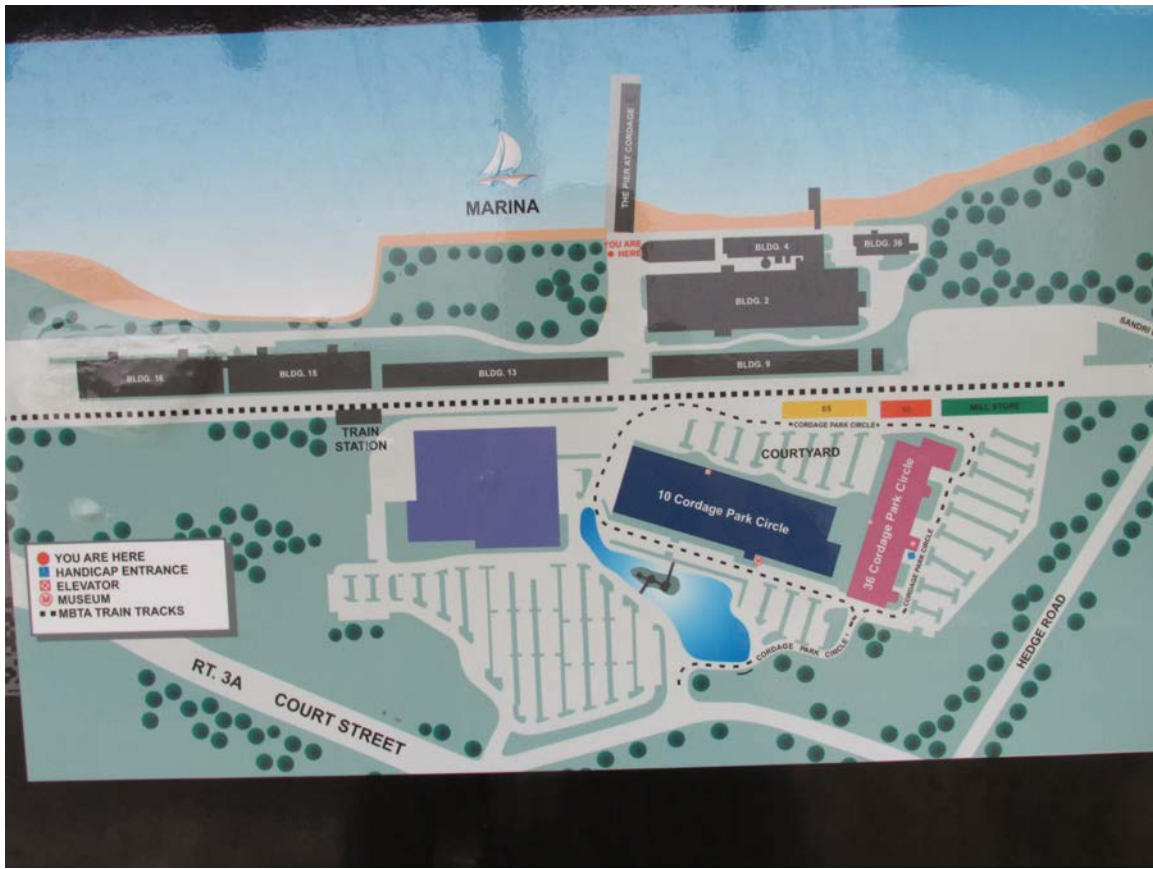
The number of single family housing permits granted in the OCPC region in 2014 totaled 641 versus 676 in 2013. In 2016 five projects of note are proceeding:

Southfield: As of winter/spring of 2016, 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. Construction is underway in winter spring 2016. Trotter Road runs from SouthField Highlands to the South Weymouth Commuter Rail station and Route 18 opened to through traffic in December, 2013.

Starwood Capital Group, master developer of SouthField was sold in May, 2015 to L Star Management. 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.

Residences at Centre and Main and the Enterprise Building. Trinity Financial is building this project in downtown Brockton. Phase 1, 1A and 1B have been completed as of winter/spring 2016. 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.

Buy Brockton is a public/private partnership between the City of Brockton, Brockton Housing Partnership, and Local Business who are working together to promote home ownership in the City of Brockton. Through a group of participating lenders, the BuyBrockton Mortgage Program offers financing of up to 100% of the purchase price at a below market fixed rate for one-unit properties being sold as a result of foreclosure, short sale or deed-in-lieu of foreclosure in the City of Brockton. For more information, contact Buy Brockton C/O Brockton 21<sup>st</sup> Century Corporation, 50 School Street, Brockton, MA 02301 (508) 586-0021.

What is OCPC's role?

OCPC works with communities to encourage the expansion of housing availability for our present and future. OCPC has prepared a regional housing plan.

### **S. GOAL: ENCOURAGE ECONOMIC RESILIENCE IN OUR REGIONAL ECONOMY**

**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, supporting and improving the local

workforce, encouraging regional clusters, increasing export activity and improving 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. This plan has been adopted by 13 OCPC communities as of January, 2016. Duxbury and Hanover, who belong to both OCPC and the Metropolitan Area Planning Council (MAPC), have hazard mitigation plans created by MAPC in place. 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 OCPC Hazard Mitigation Plan is available on the OCPC webpage [www.ocpcrpa.org](http://www.ocpcrpa.org) in the Reports page.

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.ocpc.org](http://www.ocpc.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, Plymouth 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, and 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 2016 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 2016 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 MassEcon Bio Sites Inventory 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:**

**CSX Yards Redevelopment**

Status: Planning Stage

Goals Addressed: B, C

**Restaurant Incubator**

Status: Planning Stage

Goals Addressed: C, D, H, L, K

**Downtown Brockton Entrepreneurial Center**

Status: Planning stage

Goals Addressed: B, D, H

**College Collaborative**

Status: Planning Stage

Goals Addressed: B, C, D

**Coweasett 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

**Easton:**

**Installation of Public Wastewater Infrastructure - Queset Commercial District**

Status: Design  
Goals Addressed; B, P

**Installation of Public Wastewater Infrastructure – Five Corners District**

Status: Planning  
Goals Addressed: B, P

**Installation of Public Wastewater Infrastructure – Easton Industrial Park**

Status: Planning  
Goals Addressed: B, P

**Phase II of North Easton Village Revitalization**

Status: Planning  
Goals Addressed: D, E

**Hanover**

**Environmental clean-up of former National Fireworks factory**

Status: Planning Stage  
Goals Addressed: B, C

**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 Bypass and Pond**

Status: Planning Stage  
Goals Addressed: D, J

**Depot Square**

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

**Multi-Modal Center**

Status: Planning Stage  
Goals Addressed: B, E

**Dealing with planned closure of Entergy Nuclear Power plant**

Status: Planning Stage  
Goals Addressed: B, C

**New Town Hall**

Status: Under construction  
Goals Addressed: B

**Town Airport Improvements**

Status: Planned  
Goals Addressed: B, E

**Town Wharf**

Status: Planned  
Goals Addressed: B, E

**Cranberry Crescent**

Status: Planned  
Goals Addressed: B

**Town Pier Repairs**

Status: Planned  
Goals Addressed: B, E

**Harbormaster Facility**

Status: Planned  
Goals Addressed: B, E

**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: Planning Stage  
Goals Addressed: B, C

**Urban Renewal Plan**

Status: Planning Stage  
Goals Addressed: B, R

**Sewer Priority Plan**

Status: Planning Stage  
Goals Addressed: P

**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 MassEcon Bio Sites Inventory 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: Have received grant from MassDevelopment to do site assessments and work is ongoing seeking funding to clean up the site.

Goals Addressed: B, C, E

**Intersection Redesigns of Route 14/18 and Route 27/18 Intersections.** Funding is planned for 2017 (OCPC Transportation Improvement Program)

Status: Design Stage

Goals Addressed: E

**Creation of Economic Development Commission to review downtown improvements.** Looking at potential MassWorks funding to bury lighting infrastructure and street scape improvements

Status: Planning Stage

Goals addressed: S

**Water main improvements**

Status: Planning Stage

Goals Addressed: P, S

## 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**

### *2015-2016 EVALUATION*

#### GOALS AND OBJECTIVES

##### Objective of Evaluation Criteria

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

##### CEDS Evaluation Sub Committee

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

This committee presented its report at the June 6, 2016 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>2011-12</u> | <u>2012-13</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2015-16</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| 1. Number Held                       | 7              | 7              | 6              | 6              | 6              |
| 2. Total Attendance                  | 53             | 44             | 74             | 123            | 122            |
| a) OCPC Delegates                    | 0              | 0              | 2              | 6              | 5              |
| b) Private Sector                    | 13             | 12             | 11             | 23             | 11             |
| c) Workforce/Econ Dev. Practitioners | 38             | 22             | 53             | 46             | 39             |
| d) Other (including transportation)  | 2              | 4              | 16             | 48             | 47             |
| Average Attendance                   | 8              | 6              | 12             | 21             | 20             |
| Guest Speakers/Presentations         | 8              | 5              | 10             | 7              | 11             |
| 4. Issue Updates                     | 10             | 5              | 10             | 7              | 10             |
| 5. Workshops/Web conferences         | 5              | 5              | 3              | 1              | 0              |

**FINDINGS:** In 2015-2016 six meetings were held. There were 11 guest speakers and presentations. Issue updates were distributed to 10 economic development entities, 5 workforce development entities and two local colleges and universities. Staff and committee members attended six economic development partners' economic development functions during the 2015-2016 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  |
| 2014-2015   | 3  |
| 2015-2016   | 3  |

| <b>Year</b>  | <b>Acres of Undeveloped Commercial/Industrial Land Identified<br/>As Available for Development</b> |                                 |                    |
|--------------|--|---------------------------------|--------------------|
| 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  |                                 |                    |
| 2015-2016    | 0  |                                 |                    |
| <b>Total</b> | <b>2,432.5</b>   | <b>Acres</b>                    |                    |

***FINDINGS:***

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 and to help the town market the site. 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, 2016, 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 |
| 2015-16 |   |

Abington, Avon, Duxbury, Halifax, West Bridgewater and Whitman: OCPC has completed for these communities an Economic Development Brochure. This brochure lets folks interested in starting or expanding a business in these towns 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.

Halifax: OCPC assisted the town in providing information on how they might create a municipal high-speed broadband system.

**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. OCPC staff is working with the town’s Entergy Working Group to deal with the economic impacts of the plant closure now scheduled for 2019.

**FINDINGS:** In 2015-2016 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**

| <b># of PROJECTS</b> | <b>FEDERAL FUNDS</b> | <b>STATE LOCAL FUNDS</b> | <b>TOTAL</b> |
|----------------------|----------------------|--------------------------|--------------|
|----------------------|----------------------|--------------------------|--------------|



|               |           |                      |                     |                      |
|---------------|-----------|----------------------|---------------------|----------------------|
| 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          |
| FFY 2014      | 3         | \$7,498,387          | \$994,329           | \$8,492,716          |
| FFY 2015      | 3         | \$9,772,726          | \$1,538,246         | \$11,310,972         |
| FFY 2016      | 5         | \$18,953,341         | \$2,157,038         | \$21,110,379         |
| <b>Totals</b> | <b>46</b> | <b>\$104,007,751</b> | <b>\$24,447,941</b> | <b>\$128,465,626</b> |

**FINDINGS:** Transportation Planning is necessary for Economic Development.

- The Council/EDD promotes transportation improvement projects in the district though it's Transportation Improvement Program (TIP).
- The Council 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 2015 and June, 2016.

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, 2016 Bicycle and Pedestrian Connectivity and Safety Study, 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, MassDOT and OCPC Traffic Count Program, ATR and TMC GIS Point Layers, Comprehensive Intersection Database, Turning Movement Counts, Multiple GIS Products and Technical Assistance, Pictometry Products and Technical Assistance, Traffic Records Coordinating Committee, South Coast Rail Technical Assistance, Southeastern Massachusetts Commuter Rail Task Force Participation, Avon and Brockton: Route 28 Corridor Study, Avon: Stormwater Management Mapping, Bridgewater: Central Square Transportation Study, Bridgewater State University Pedestrian Connectivity Study, Route 18 at High Street Intersection Infrastructure Improvements, Brockton: Bicycle and Pedestrian Safety Improvements, Downtown Streetscape Improvements, Route 123 Corridor Infrastructure Improvements, Route 28 Stormwater Infrastructure Improvements, West Elm Street Corridor Infrastructure Improvements, Duxbury: Route 53 at Winter Street Intersection Infrastructure Improvements, Route 3A Corridor Study, Duxbury, Pembroke: Heavy Commercial Vehicle Exclusion Study, Easton: Route 1068 at Route 138 Intersection Infrastructure Improvements, Turnpike Street at Route 138 and Turnpike Street at Purchase Street Transportation Study, Hanover: Pleasant Street at Whiting Street Transportation Study, Plymouth: Samoset Street Infrastructure Improvements, Alden Street at Standish Street

Transportation Study, Stoughton: Route 27 at Sumner Street Transportation Study, West Bridgewater: Route 28 at Route 106 Intersection Infrastructure Improvements., Whitman-Hanson Regional High School Transportation 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**

|                           | <b>MA</b> | <b>PLYMOUTH COUNTY</b> | <b>BRISTOL COUNTY</b> | <b>NORFOLK COUNTY</b> |
|---------------------------|-----------|------------------------|-----------------------|-----------------------|
|                           |           | <b>Total</b>           | <b>Total</b>          | <b>Total</b>          |
| <b>A. Farm Acreage</b>    |           |                        |                       |                       |
| 1987                      | 615,185   | 77,140                 | 42,562                | N/A                   |
| 1992                      | 526,440   | 72,247                 | 34,235                | N/A                   |
| 1997                      | 577,637   | 73,418                 | 37,173                | 9,969                 |
| 2002                      | 518,570   | 59,445                 | 36,085                | 12,645                |
| 2007                      | 517,879   | 49,612                 | 39,252                | 11,654                |
| 2012                      | 523,517   | 64,032                 | 34,869                | 9,448                 |
| <b>B. Number of Farms</b> |           |                        |                       |                       |
| 1987                      | 6,216     | 775                    | 675                   | N/A                   |
| 1992                      | 5,258     | 668                    | 523                   | N/A                   |
| 1997                      | 7,307     | 732                    | 555                   | 185                   |
| 2002                      | 6,075     | 794                    | 624                   | 208                   |
| 2007                      | 7,691     | 882                    | 777                   | 264                   |
| 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. 50 or more (Excellent)
2. 20-49 (Good)
3. 20 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> |
|-------------|--------------|-----------------|---------------------|--------------|
| 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           | 10              | 1                   | 31           |
| 2015        | 20           | 10              | 1                   | 31           |

\*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, 2016 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**

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

\*for persons 25 years and older

Source: U.S. Census

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

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.

FISHER COLLEGE, Brockton campus

Fisher offers traditional and online courses in 2 and 4 year programs through Fisher's division of accelerated and professional studies. Courses offered include communications and media studies, criminal justice, human services management, psychology and certificates in medical assistants and coding. Fisher also offers a school of nursing at Brockton Hospital.

The Brockton Area Workforce Investment Board directs the regional effort of workforce development training. In June of 2015, BAWIB completed the purchase of 34 School Street – a property which the organization had previously leased – leveraging private and public funds. The \$1 million investment was made to create the Center for Workforce Development, a cross-sector partnership designed to:

- Meet the needs of the area's Healthcare and advanced Manufacturing firms by converting part of the space into training labs; and

- Provide a central location for jobseekers to access a comprehensive menu of services offered by multiple social service agencies
- Generate revenue to expand and sustain the number of individuals – both incumbent and un/underemployed –trained and qualified for high demand occupations.

Other BAWIB initiatives include:

- **AMP It Up!** – A MassDevelopment grant program designed to promote careers in advance manufacturing among middle and high school students.
- **YouthWorks Summer Jobs Program** – A state funded summer employment program that provides paid work experience for low-income youth ages 16-21
- **YouthCareerConnect** – A US Department of Labor funded program in which BAWIB, Brockton Public Schools, Massasoit Community College, Jobs for the Future, and local businesses have partnered to create STEM career pathways for students in grades 9-14.
- **Workforce Innovation and Opportunity Act (WIOA) Programs** – Federally funded job training programs for in-school youth, out of – school youth, un-underemployed adults, dislocated workers, and other individuals facing barriers to employment.

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 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 bachelor degrees’ attainment or higher to keep place with statewide improvement over ten years. Many programs, initiatives and incentives are being offered to address the education needs of the region’s working population. Major investments are being made to college and university 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**

| <b>Year</b> | <b>Number of bonds reviewed</b> | <b>Total Amount of bonds</b> | <b>Jobs Created*</b> | <b>Jobs Saved*</b> |
|-------------|---------------------------------|------------------------------|----------------------|--------------------|
| 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                |
| 2015-16     | 1                               | \$14,000,000                 | N/A                  | N/A                |

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



**SEED CORPORATION PORTFOLIO OCTOBER 1, 2014-SEPTEMBER 30, 2015  
IN THE OCPC EDD**

|                     | <b>No. of Loans</b> | <b>Total Amount (000'S)</b> | <b>#New Jobs</b> |
|---------------------|---------------------|-----------------------------|------------------|
| SBA 504             | 6                   | \$8,028                     | 29               |
| Revolving Loan Fund | 4                   | \$495                       | 12               |
| Micro Loan Program  | 0                   | \$0                         | 0                |
| Totals              | 10                  | \$9,018                     | 41               |

**INVESTMENTS BY SEED VENTURES LP IN THE OCPC EDD 2006-2015**

| <b>No. of Investments</b> | <b>Total Amount</b> |
|---------------------------|---------------------|
| 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 startup 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 21<sup>st</sup> Century Corporation.

In the total SEED Corp. service area:

- In the past year with grants from the SBA and Rockland Trust CDE, SEED held 27 workshops attended by 315 entrepreneurs, and provided business assistance to another 587 for a total of 903 entrepreneurs assisted. These workshops taught the basics of starting up and operating a small business, and understanding financial statements and cash flow.

**INVESTMENTS BY MASSDEVELOPMENT IN THE OCPC EDD**

MassDevelopment continues to assist area businesses with funding. In 2015 in the OCPC EDD, MassDevelopment funded in Brockton: Manufacturing Futures Fund, Brockton Area Workforce Investment Board, \$10,000, Tax-Exempt 501 c (3) Bond, Signature Healthcare Corporation, \$47,750,000 Plymouth: Cultural Facilities Fund-Feasibility/Technical Grant, General Society of Mayflower Descendants \$20,000, Cultural Facilities Fund – Capital Grant, Greater Plymouth Performing Arts Center

\$160,000 Stoughton: Tax Exempt 501 c (3) Bond(s), Cerebral Palsy of Massachusetts, Inc. \$4,139,000, Old Colony Y, \$12,500,000 for a total amount of \$64,579,000.

**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**

| <u>Year</u> | <u>Communities Adopting TOD Zoning</u> | <u>Projects done with OCPC Assistance</u> | <u>Permanent jobs created</u> |
|-------------|--|---|-------------------------------|
| 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 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**

|           | <b>Number of Communities Planning/Implementing Alternative Energy Sources/Zoning</b> |
|-----------|--|
| 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  |
| 2015-2016 | 1  |

**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 undergoing permitting review in Spring, 2015 was cancelled in December, 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. The Massachusetts Bay Transportation Authority plans to build a wind turbine on an abandoned MBTA owned rail line that was used to deliver coal to the Commonwealth of MA corrections complex.

**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:

There is a 2.5 megawatt solar field on Monponsett Street. It was installed in 2015.

Hanover:

Hanover has a Wind Energy Facilities Zoning Bylaw. The construction of any wind turbine in the Town of Hanover is permitted in all zoning districts, subject to the issuance of a Special Permit and provided the proposed use complies with town zoning dimensional regulations and Site Plan Approval. A town owned 225 kilowatt wind turbine is in place at the Town of Hanover Pond Street Water Treatment Plant. Power from the turbine is used to generate electricity for the water treatment plant.

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.

In addition to the above projects the Plymouth County Commissioners have filed plans for 2-4 MW solar project on 20-30 acres off Long Pond Road/Caleb Drive.

- 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.
- A 65 kW solar field has been installed off Rocky Hill Road.
- A 5.5 MW solar field has been installed off Old Sandwich Road.
- A 5.35 MW solar field has been installed off Camelot Road.
- A 500 kW solar field has been installed at the Ellis Haven Campground off South Meadow Road.
- A 6 MW solar field has been installed off Old Sandwich Road.



- A 650 kW solar field has been installed off Rocky Pond Road.
- Mass DOT has installed a 562 kW solar field off Route 3 at Exit 5

A 650 kW solar field is under construction in March, 2016 off Armstrong 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 solar projects proposed and under review in Plymouth include:

- A 5.55 MW project on 35.2 acres of land at the Redbrook Project off River Run.
- A 1.3MW project on 4.6 areas of land off Billington Street/Black Cat Road.
- A 3 MW project on 24.6 acres of land off Herring Pond Road.
- A 5.8 MW project on 21.5 acres of land off Kristen Road and Parting Ways.
- A 500 kW project on 4 acres of land at 969 Federal Furnace Road.
- A 1.25 MW project on 5.5 acres of land off Federal Furnace Road.

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.

The Entergy Pilgrim Station 670 megawatt Nuclear Power Plant in Plymouth is scheduled to close in 2019 with a loss of 650 jobs. OCPC is working with the Town of Plymouth to deal with the socio-economic impacts of this closure.

Plympton:

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

**Stoughton:**

The Town of Stoughton is proposing to install a 1.1 megawatt ground mounted solar photovoltaic solar facility on the Stoughton landfill. The ground mounted solar array will occupy approximately 4.16 acres.

**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 2016 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, 2016 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 Hanover is planning to upgrade its public water supply in order to reduce the amount of organic material in the water. 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 gallons 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 Queset 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.

The Town of Hanover is making improvements to the town water system to improve water quality.

**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 2014 totaled 641 versus 668 in 2013. 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.

The Buy Brockton program, a public/private partnership between the City of Brockton, Brockton Housing Partnership and local businesses promote home ownership in the City of Brockton. Through a group of participating partner lenders, the Buy Brockton Mortgage Program offers financing up to 100% of the purchase price at a below-market fixed rate for one unit properties being sold as a result of foreclosure, short sale, or deed-in-lieu of foreclosure in the City of Brockton.

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**

**OBJECTIVES:** (Long Term) Economic Diversification is both a recovery strategy and a tool for communities to increase their resiliency from economic downturns and 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 economic downturn and disaster preparedness for businesses in our region.

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

**EVALUATION CRITERIA:** Plans to support entrepreneurship and small businesses, efforts to improve and build the local workforce, economic downturn and 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 Hazard Mitigation Plan has been adopted by 13 OCPC member communities. Duxbury and Hanover, who belong to both OCPC and MAPC have adopted hazard mitigation plans through MAPC. 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](http://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, West Bridgewater and Plymouth 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 has 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**

|                       |                  |
|-----------------------|------------------|
| <b>Lee Hartmann</b>   | <b>President</b> |
| <b>Fred Gilmetti</b>  | <b>Treasurer</b> |
| <b>Frank Staffier</b> | <b>Secretary</b> |

| <b>DELEGATE</b>    | <b>COMMUNITY</b>  | <b>AFFILIATION</b> |
|--------------------|-------------------|--------------------|
| David Klein        | Abington          | Government         |
| Christopher Aiello | Abington          | Business           |
| Frank Staffier     | Avon              | Government         |
| Charles Marinelli* | Avon              | Government         |
| Sandra Wright      | Bridgewater       | Government         |
| Robert Moran Jr.   | Brockton          | Business           |
| Preston Huckabee   | Brockton          | Business           |
| Valarie Massard    | Duxbury           | Government         |
| George Wadsworth   | Duxbury           | Government         |
| Richard O'Flaherty | East Bridgewater  | Labor              |
| Jeanmarie Joyce    | Easton            | Business           |
| John Mather        | Halifax           | Business           |
| Robert Overholtzer | Hanson            | Business           |
| Phillip Lindquist  | Hanson            | Business           |
| Justin Anderson    | Kingston          | Business           |
| Daniel Trabucco*   | Pembroke          | Government         |
| Lee Hartmann       | Plymouth          | Government         |
| Christine Joyce*   | 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 2015-2016 MEMBERSHIP**

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

|               |             |                     |                   |
|---------------|-------------|---------------------|-------------------|
| Lisa Sullivan | Bridgewater | Town of Bridgewater | Econ. Development |
| James Walsh   | Brockton    | MassDevelopment     | Econ. Development |

**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  
 Linda Cruz-Carnall, 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 21<sup>st</sup> Century Corporation

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

- 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.

- Southfield Redevelopment Authority

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. Its 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



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

## **EEO/AA POLICY** **Statement of Nondiscrimination**

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

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

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

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

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

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

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

## **Disclosure Statement**

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

Signed: 

Pasquale Ciaramella, Executive Director  
Old Colony Planning Council

Date: 6-29-11





# APPENDIX



## **SUMMARY OF CEDS COMMITTEE MEETING MINUTES 2015-2016**

*September 8, 2015*

Guest speaker was Mr. Richard Dalton, Regional Director, Massachusetts Office of Business Development.

*November 2, 2015*

Guest speakers: Mr. Paul Cripps, Executive Director, Plymouth County Convention and Visitors Bureau, Ms. Michele Pecorara, Executive Director, Plymouth 400, Inc., Ms. Alison van Dam, Vice President, Metro South Chamber of Commerce and Mr. John Stagnone, Friends of the State Theater Corp. presented on Tourism, Cultural Arts and Economic Development. The Committee approved the application to Mass Development from of CIL Realty of Massachusetts (CILRM) for revenue bond financing in the amount of \$14,000,000. Bond proceeds will be used for the construction, renovation, furnishing and equipping for facilities to be used as community residences for people with developmental disabilities at 15 locations statewide including one in Bridgewater and two in Plymouth.

*January 4, 2016*

Guest speaker Mr. Sean R. Cronin, Deputy Commissioner of Local Services Commonwealth of Massachusetts Department of Revenue presented on the Massachusetts Community Compact Initiative.

*March 7, 2016*

Guest speaker. Mr. Seth Pickering, Green Community Coordinator, Southeast Region, Commonwealth of MA Department of Energy Resources presented on the Green Communities Program. The Committee reviewed the Work Plan and the draft chapters 1, 2, 3, 4 and 4 of the draft 2016 CEDS document.

*April 11, 2016*

Guest speaker Mr. Rob May, CEcD, Director of Planning and Economic Development, City of Brockton gave an update on Transformative Development in the City of Brockton. The draft 2016 CEDS was approved. Ms. Maryellen Brett of Massasoit Community College was elected Vice Chair of the Committee.

*June 6, 2016*

Guest speaker Mr. Robert Williams, Loan Officer, and Mr. Lawrence Andrews, President and CEO, Massachusetts Growth Capital Corp. presented on his organization and what it can do for economic development in our region. The 2016 CEDS Report evaluation section was discussed and approved.

**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  
MGCC- Massachusetts Growth Capital Corp.

MEPA – Massachusetts Environmental Policy Act  
MORE – Massachusetts Opportunity Relocation and Expansion Program  
MRP – Manufacturing Retention Projects  
MSBDC – Massachusetts Small Business Development Center  
MWRA- Massachusetts Water Resource Authority

NEPA – National Environmental Protection Act

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

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

REDO – Regional Economic Development Organization

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

TIF – Tax Incentive Financing  
TOD – Transit Orientated Development

US EDA- United States Economic Development Administration