

# 2018 Comprehensive Economic Development Strategy (CEDS)



## **Economic Development in the Old Colony Economic Development District**

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June 2018

**Old Colony Planning Council**  
70 School Street, Brockton, MA  
Tel. (508) 583-1833/Fax (508) 559-8768

[www.ocpcrpa.org](http://www.ocpcrpa.org)

# *Comprehensive Economic Development Strategy (CEDS 2018)*

Prepared by and under the supervision of:

Frank Staffier, *President*

Pasquale Ciaramella, *Executive Director*

Mary Waldron, *Chairman OCPC Comprehensive Economic Development Strategy  
(CEDS) Committee*

Bruce Hughes, *Economic Development/Community Planner*

## **Old Colony Planning Council (OCPC)**

70 School Street, Brockton, MA 02301

Tel: (508) 583-1833 - FAX (508) 559-8768

E-Mail: [information@ocpcrpa.org](mailto:information@ocpcrpa.org)

Web Site: [www.ocpcrpa.org](http://www.ocpcrpa.org)

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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's Program for Planning Assistance for Districts, Section 301 (b).

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Patrick Hamilton	AAA Administrator
Lila Burgess	Ombudsman Program Director
Brenda Robinson	Fiscal Officer
Laurie Muncy	Principal Comprehensive Planner
Lisa Sullivan	Senior Planner
Jimmy Pereira	Community/ Transportation Planner
Bruce Hughes	Economic Development/ Community Planner
Andrew Vidal	GIS Manager/ Communications and IT Specialist
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Kyle Mowatt	Transportation Planner
Shawn Bailey	Transportation Planner

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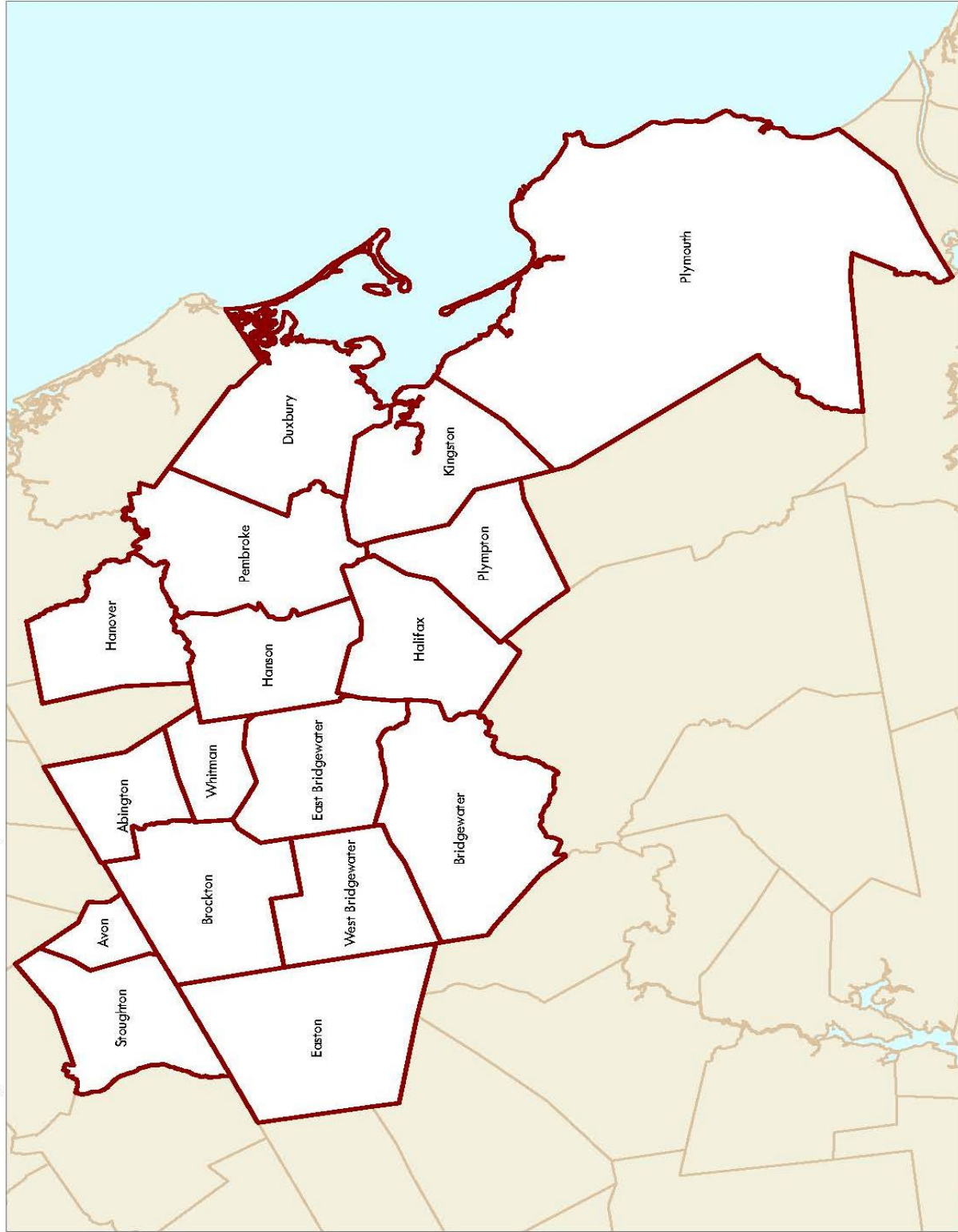
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# Old Colony Economic Development District



 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)

## I. 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 and distributed to a wide range of community officials.



## **A. Findings and Recommendations**

The average annual unemployment rate for the region for the year 2017 was 3.9%. The annual unemployment rate for the state of Massachusetts in 2016 was 3.8%. The average annual unemployment rate for the City of Brockton for the year 2017 was 5.3%. The average unemployment rate for the City of Brockton 24 months December 2015 – December 2017 was 5.4% versus the National Unemployment Rate for that time period of 5.0%. 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 HAS NOT HAD A COMPLETE RECOVERY FROM THE MOST RECENT ECONOMIC DOWNTURN.** The City of Brockton continues to have the highest yearly average unemployment rates in the region. Agriculture dependent 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. The planned closure of the Entergy Pilgrim Nuclear Power Plant in Plymouth will result in a loss of many well-paying skilled jobs as well as an important source of electrical generating capacity in our region.
- 2. THE DISTRICT'S ECONOMY HAS SHIFTED OVER THE 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, public transit 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.
9. **HOMELESSNESS IN THE REGION, PARTICULARLY IN THE CITY OF BROCKTON AND THE TOWN OF PLYMOUTH IS AN ISSUE THAT HAS GROWN IN THE PAST DECADE AND ONE THAT IF LEFT UNCHECKED WILL IMPACT ECONOMIC DEVELOPMENT ACTIVITY AS WELL.** It is an issue that can and should be addressed in part by economic development programs.

## **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), Plymouth and Boston Street Railway 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 amateur/collegiate 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 the Brockton



Symphony Orchestra, Campanelli Stadium, all in Brockton, the Children's Museum in Easton, the Shovel Town Cultural District in Easton, Plymouth Philharmonic Orchestra, Plimouth Plantation, Plymouth Rock, Pilgrim Hall and Mayflower II all 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><u>Community</u></b>	<b><u>2000</u></b>	<b><u>2010</u></b>	<b><u>% Change</u></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%
Region	348,927	362,406	3.86%
Massachusetts	6,349,097	6,547,629	3.10%

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	15,434	15,472
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	18,773	18,622
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	Native 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 of 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  
2010 Age Distribution for OCPC Region**

Community	Age Percentage of Total Population												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+	
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 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 39.1

Source: 2010 U.S. Census

**Table 6. Educational Attainment**

	% Completed	% Completed
Community	High School Or Higher	Bachelor's Degree Or Higher
Abington	94.50%	25.70%
Avon	97.00%	25.90%
Bridgewater	90.60%	32.90%
Brockton	82.50%	17.50%
Duxbury	99.00%	72.20%
East Bridgewater	93.20%	25.40%
Easton	94.90%	47.40%
Halifax	94.30%	23.00%
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  
2012-2016 American Community Survey 5-Year Estimates**

<b>COMMUNITY</b>	<b>Median Household Income (\$)</b>	<b>Median Family Income (\$)</b>	<b>Per Capita Income(\$)</b>
Abington	\$91,689	\$93,519	\$36,037
Avon	\$66,021	\$89,423	\$31,929
Bridgewater	\$85,992	\$103,806	\$33,264
Brockton	\$49,956	\$60,696	\$23,030
Duxbury	\$119,428	\$135,903	\$54,798
East Bridgewater	\$82,823	\$104,622	\$35,986
Easton	\$100,028	\$115,691	\$40,414
Halifax	\$73,119	\$89,131	\$31,942
Hanover	\$105,635	\$122,620	\$47,765
Hanson	\$93,517	\$103,750	\$36,282
Kingston	\$88,694	\$111,116	\$36,464
Pembroke	\$93,075	\$106,763	\$37,886
Plymouth	\$80,905	\$97,237	\$36,722
Plympton	\$84,602	\$96,290	\$35,294
Stoughton	\$75,109	\$93,357	\$34,191
West Bridgewater	\$80,709	\$103,295	\$33,012
Whitman	\$75,898	\$92,348	\$33,131
Regional Average	\$85,129	\$101,151	\$36,352
Massachusetts	\$70,954	\$90,180	\$38,069

Source: U.S. Census Bureau American Fact Finder 2012-2016 American Community Survey  
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 2016. The region's labor force grew by 7.18% between 2000 and 2016 versus 9.90% 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 to 2017. Table 9 shows Means of Transportation to Work. Table 10 shows the 2016 Average Monthly Employment by Industry All Ownership. Table 11 shows the Average Annual Employment Unemployment Rate of Residents in the Labor Force for 2017. This table shows that the Average Annual Unemployment Rate for the District for 2017 was 3.9% compared to 3.8% for the state. The unemployment rate for the City of Brockton (5.3% in 2017) remains the highest in the region.

Table 12 shows OCPC Region Average Employment and Wages by Industry, All Ownership for 2016. Table 13 shows OCPC Region Average Monthly Employment within Communities 2010-2015. 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, 2016. 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 2007-2015.



**Table 8. Percent Change in Average Annual Labor Force 2000 - 2017**

Community	2000 Labor Force	2017 Labor Force	Percent Change 2000- 2017
Abington	8,416	9,099	8.12%
Avon	2,370	2,712	14.43%
Bridgewater	13,151	15,031	14.30%
Brockton	45,357	47,873	5.55%
Duxbury	7,208	7,500	4.05%
East Bridgewater	7,156	8,645	20.81%
Easton	13,082	13,749	5.10%
Halifax	4,180	4,335	3.71%
Hanover	7,211	7,659	6.21%
Hanson	5,374	6,291	17.06%
Kingston	6,120	7,169	17.14%
Pembroke	9,464	10,527	11.23%
Plymouth	27,609	31,572	14.35%
Plympton	1,563	1,632	4.41%
Stoughton	15,392	16,164	5.02%
West Bridgewater	3,511	3,834	9.20%
Whitman	8,026	9,156	14.08%
OCPC Region	185,190	202,948	9.59%
Massachusetts	3,273,400	3,666,635	12.01%

Source: Mass EOLWD

**Table 9. Means of Transportation to Work**

Community	Workers 16 years and over	Car, truck or van- drove alone	Car, truck or van- car pooled	Public Transport (excluding taxicab)	Walked	Taxicab motor cycle bicycle or other means	Worked at home
Abington	8,762	6,656	870	899	62	76	199
Avon	2,249	2,025	215	142	10	0	57
Bridgewater	13,628	10,786	917	479	859	94	493
Brockton	43,356	33,869	4,387	2,835	944	552	769
Duxbury	7,037	5,570	277	285	113	60	732
East Bridgewater	7,503	6,403	506	283	55	14	242
Easton	12,352	9,994	627	625	352	70	684
Halifax	4,136	3,515	386	145	31	0	63
Hanover	6,906	5,614	280	538	73	22	379
Hanson	5,897	4,848	278	288	58	77	348
Kingston	6,666	5,706	345	210	9	61	355
Pembroke	10,187	8,404	817	490	24	16	436
Plymouth	29,455	23,839	2,227	986	629	416	1,358
Plympton	1,439	1,217	93	67	5	0	57
Stoughton	14,557	11,354	1,169	1,179	264	104	487
West Bridgewater	3,524	2,886	313	154	50	10	111
Whitman	8,266	7,257	431	306	67	39	166
OCPC Region	185,920	140,655	14,138	9,911	3,605	1,611	6,936
Massachusetts	3,399,796	2,418,342	255,853	338,273	165,309	63,623	158,396

Source: U.S. Census American Fact Finder 2012-2016 American Community Survey 5-Year Estimates



**Table 10 2016 Average Annual Employment by Industry All Ownership**

Community	Average Employment	Construction	Manufacturing	Whole/Retail Trade	Finance & Insurance	Services	Accommodations & Food
Abington	4,115	396	104	1,337	90	491	584
Avon	5,111	615	792	1,641	29	689	95
Bridgewater	8,420	691	199	1,056	235	637	979
Brockton	39,958	1,344	2,191	6,201	622	8,116	2,382
Duxbury	3,052	174	29	319	70	293	259
E. Bridgewater	2,593	242	240	214	33	794	290
Easton	10,426	948	735	1,671	273	3,707	878
Halifax	1,368	191	N/A	354	42	109	192
Hanover	7,835	614	546	2,255	152	2,081	761
Hanson	1,589	133	117	384	30	250	291
Kingston	5,280	256	128	1,786	94	957	648
Pembroke	6,399	899	409	1,346	149	908	890
Plymouth	25,408	1,390	1,114	4,656	606	2,496	3,391
Plympton	1,296	56	N/A	N/A	N/A	46	N/A
Stoughton	13,796	1,690	865	2,994	293	2,228	1,134
W. Bridgewater	6,220	765	715	1,509	35	716	486
Whitman	3,190	261	258	546	114	358	463
OCPC Region	146,056	10,665	8,442	28,269	2,867	24,876	13,723

Source: MA EOLWD



**Table 11. 2017 OCPC Region Unemployment Rate**

Community	Labor Force	Employed	Unemployed	Unemployment Rate
Abington	9,099	8,731	368	4.04%
Avon	2,712	2,608	103	3.83%
Bridgewater	15,031	14,498	533	3.55%
Brockton	47,873	45,334	2,538	5.30%
Duxbury	7,500	7,247	253	3.37%
E. Bridgewater	8,645	8,354	290	3.37%
Easton	13,749	13,297	453	3.29%
Halifax	4,368	4,215	154	3.50%
Hanover	7,659	7,421	237	3.11%
Hanson	6,291	6,069	222	3.53%
Kingston	7,169	6,914	255	3.56%
Pembroke	10,527	10,163	364	3.58%
Plymouth	31,572	30,334	1,238	3.92%
Plympton	1,632	1,563	69	4.23%
Stoughton	16,164	15,541	622	3.85%
W. Bridgewater	3,834	3,696	137	3.60%
Whitman	9,156	8,806	349	3.82%
Region	202,981	194,791	8,185	4.03%
Massachusetts	3,666,625	3,526,755	139,840	3.81%

Source: MA EOLWD



**Table 12. 2016 Average Employment & Wages by Industry and Ownership**

Community	Establishments	Total Wages	Average Monthly Employment	Average Weekly Wages
Abington	395	\$177,408,090	4,115	\$829
Avon	259	\$288,701,896	5,111	\$1,086
Bridgewater	586	\$452,381,927	8,420	\$1,033
Brockton	3,082	\$1,939,965,794	39,968	\$934
Duxbury	416	\$145,690,113	3,052	\$918
E. Bridgewater	304	\$107,284,882	2,593	\$796
Easton	798	\$482,325,929	10,426	\$890
Halifax	150	\$51,611,264	1,368	\$726
Hanover	700	\$358,810,185	7,835	\$881
Hanson	246	\$60,571,044	1,589	\$733
Kingston	442	\$2,125,154,729	5,280	\$774
Pembroke	586	\$298,571,312	6,399	\$897
Plymouth	1,821	\$1,217,117,422	25,408	\$921
Plympton	81	\$87,041,283	1,296	\$1,292
Stoughton	1,117	\$693,361,954	13,796	\$967
W. Bridgewater	410	\$334,587,858	6,220	\$1,034
Whitman	319	\$133,082,214	3,190	\$802

Source: MA EOLWD



**Table 13. Employment within OCPC Communities 2010-2015**

Community	2010	2011	2012	2013	2014	2015
Abington	3,733	3,832	3,903	3,844	3,996	4,068
Avon	5,171	5,312	6,354	4,991	5,115	5,111
Bridgewater	7,753	7,862	8,135	8,518	9,212	8,874
Brockton	36,861	37,051	38,785	38,545	38,618	39,635
Duxbury	2,761	2,735	2,779	2,865	2,906	2,987
E.Bridgewater	2,604	2,655	2,679	2,658	2,674	2,687
Easton	9,860	9,918	9,612	10,153	10,862	10,210
Halifax	1,260	1,256	1,289	1,261	1,243	1,297
Hanover	6,583	6,748	6,748	7,000	7,315	7,644
Hanson	1,521	1,476	1,592	1,488	1,527	1,548
Kingston	4,932	4,948	5,029	5,062	5,070	5,110
Pembroke	5,446	5,387	5,742	5,886	5,927	6,009
Plymouth	22,697	23,076	23,536	24,044	24,410	24,919
Plympton	343	360	628	1,235	1,280	1,302
Stoughton	12,669	12,724	13,025	13,199	13,086	13,539
W.Bridgewater	5,770	5,699	5,750	6,204	6,253	6,166
Whitman	3,146	3,138	3,100	3,048	3,047	3,086
OCPC Region	133,110	134,177	138,686	140,001	142,541	144,192

Source: MA EOLWD



**Table 14. Changes in Manufacturing & 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	-93.98%	3,227	3,633	12.58%	3,659	3,759	2.73%
Avon	1,003	1,194	19.04%	5,651	5,234	-7.38%	6,654	6,428	-3.40%
Bridgewater	308	203	-34.09%	4,269	7,750	81.54%	4,577	7,953	73.76%
Brockton	3,580	2,010	-43.85%	26,164	34,851	33.20%	29,744	36,861	23.93%
Duxbury	N/A	43	N/A	N/A	2,718	N/A	N/A	2,671	N/A
East Bridgewater	516	271	-47.48%	2,336	2,333	-0.13%	2,852	2,604	-8.70%
Easton	1,066	756	-29.08%	7,387	9,104	23.24%	8,463	9,860	16.51%
Halifax	Conf.	0	N/A	800	1,260	57.50%	800	1,260	57.50%
Hanover	N/A	483	N/A	N/A	5,900	N/A	N/A	6,583	N/A
Hanson	458	232	-49.34%	1,245	1,289	3.53%	1,703	1,521	-10.69%
Kingston	287	63	-78.05%	4,500	4,869	8.20%	4,787	4,932	3.03%
Pembroke	665	375	-43.61%	4,251	5,171	21.64%	4,916	5,546	12.82%
Plymouth	1,500	1,184	-21.07%	14,378	21,513	49.62%	15,878	22,697	42.95%
Plympton	12	0	-100.00%	148	343	131.76%	160	343	114.38%
Stoughton	1,730	1,120	-35.26%	9,566	11,569	20.94%	11,296	12,669	12.15%
West Bridgewater	661	455	-31.16%	5,968	5,245	-12.11%	6,629	5,700	-14.01%
Whitman	522	251	-51.92%	1,835	2,895	57.77%	2,357	3,146	33.47%
OCPC Region Totals	12,740	8,666	▼ -31.98%	91,725	125,677	▼ 37.01%	104,475	134,533	28.77%

Source: MA EOLWD

**Table 15. Employment Projections 2017 – 2035**

	DET 2000	DET Est. 2010	2017	2020	Forecast 2025	Year 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 2017**

COMMUNITY	EMPLOYER	ADDRESS	EST. EMPLOY.
Abington	Walmart Super Center	Brockton Ave.	250-499
Avon	Costco Wholesale	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		
	Medical Center	N. Pearl St.	1000-4999
	NiSource	Belmont 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	Allerton House	Kingston Way	100-249
East Bridgewater	Harte Hanks Dir. Marketing	N. Bedford St.	100-249
	Compass Medical	N. Bedford St	100-249
	Mueller Corp.	Spring 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	Wingate Inn at Silver Lake	Chipman Way	1000-4999
Pembroke	Pembroke Hospital	Oak St.	250-499
Plymouth	Entergy Nuclear Operations	Rocky Hill Rd.	500-499
	Beth Israel Deconess Hospital	Sandwich St.	250-499
Plympton	Sysco Boston LLC	Spring St.	500-999
Stoughton	Steward NE Sinai Hospital	York St.	500-999
	Kindred Hospital	Summer St.	250-499
West Bridgewater	Shaw's Supermarket HQ	West Center St.	500-999
Whitman	Stop and Shop Supermarket	Bedford St.	100-249

Source: MA Executive Office of Labor and Workforce Development

## B. THE DISTRICT AND ITS ECONOMY

### Employment Trends

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

**Table 17. Employment by Major Industry Groups, 2016**

<b>Industry</b>	<b>Establishments</b>	<b>Average Employment</b>
Agriculture, Forestry and Fishing	24	99
Construction	1,296	10,716
Manufacturing	392	8,473
Wholesale Trade	564	5,263
Retail Trade	1,369	23,032
Transportation and Warehousing	290	5,388
Information	124	1,398
Finance and Insurance	546	3,369
Real Estate and Rental and Leasing	283	1,441
Professional and Technical Services	1,023	3,712
Management of Cos and Enterprises	38	1,873
Administrative and Waste Services	632	5,792
Educational Services	71	6,604
Health Care and Social Assistance	2,799	27,491
Arts, Entertainment and Recreation	186	2,719
Accommodation and Food Services	781	10,378
Other Services, Ex. Public Administration	964	6,808
Public Administration	81	3,088
Totals	11,463	127,644

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.

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 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 sewerred, the sewerred 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, East Bridgewater, 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. The December 2016 Special Town Meeting in East Bridgewater voted to build a sewer line from a small municipal wastewater treatment plant built to serve the East Bridgewater Jr./Sr. High School to serve the town center. Work is well underway on this project in early 2018. 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 2007 and 2015, the 17 communities in the region issued a total of 4,462 building permits for single family (SF) construction. It is 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: 2007: 678, 2008: 405, 2009: 791, 2010: 394, 2011: 376, 2012: 501, 2013: 676 2014: 641 and 2015: 643. The number of single family permits peaked in 2009 at 791, declined in 2010 and 2011, rose in 2012 and 2013, declined in 2014 and rose in 2015. The three fastest growing communities in the OCPC region from 2007 to 2015



on the basis of single family housing permits granted in order are: Plymouth (1,371 SFH), Brockton (339 SFH), and East Bridgewater (310 SFH). Table 21 shows OCPC Population and Housing Status as of 2011.

### **Energy Sources within the District**

The district has 31 operating electric power generating facilities producing power in twelve OCPC communities in January 2018:

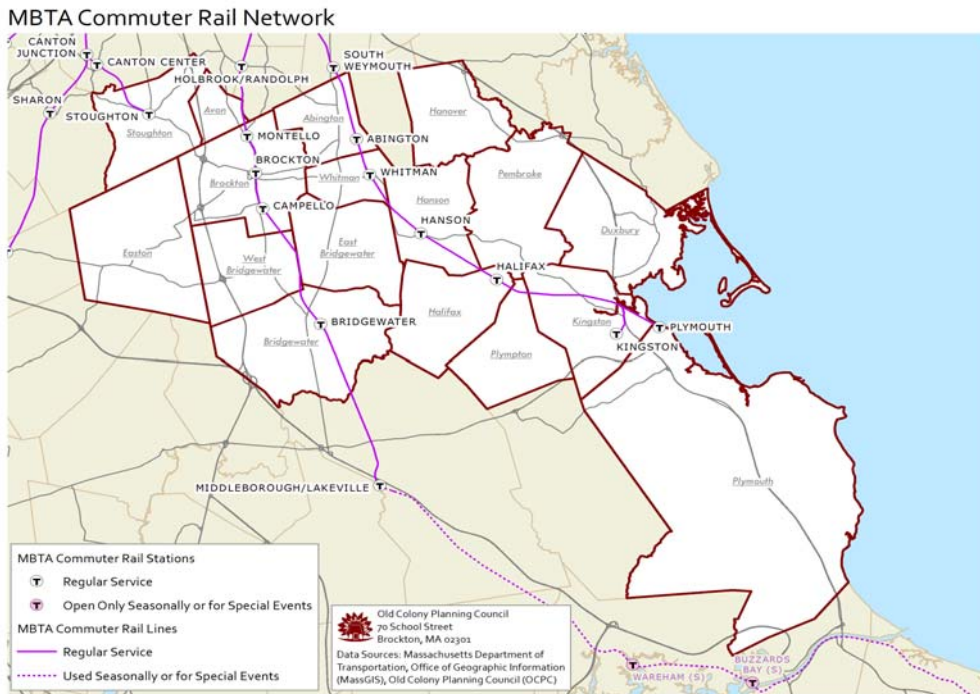
Bridgewater: a 135-megawatt solar field at the Commonwealth of MA Bridgewater Corrections Complex and a 2.8-megawatt solar field on Bedford Street. Brockton: a 425 kilowatt solar field, a 4.6 megawatt solar field at the sanitary landfill, a 2.64 kilowatt solar array at the Brockton High School and a 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 .5-megawatt solar farm on the town landfill.

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-megawatt 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. Pembroke: a 2 megawatt solar field at Pembroke's former landfill, Plymouth, Pilgrim Nuclear Power Station, 690 megawatts nuclear power plant, (scheduled to close in 2019) 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. Plymouth and Boston Street Railway provides bus service from Plymouth to Boston. 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 Executive Office of Housing and Economic Development which administers the Economic Assistance Coordinating Council (EACC), MA Office of Business Development (MOBD), and 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)

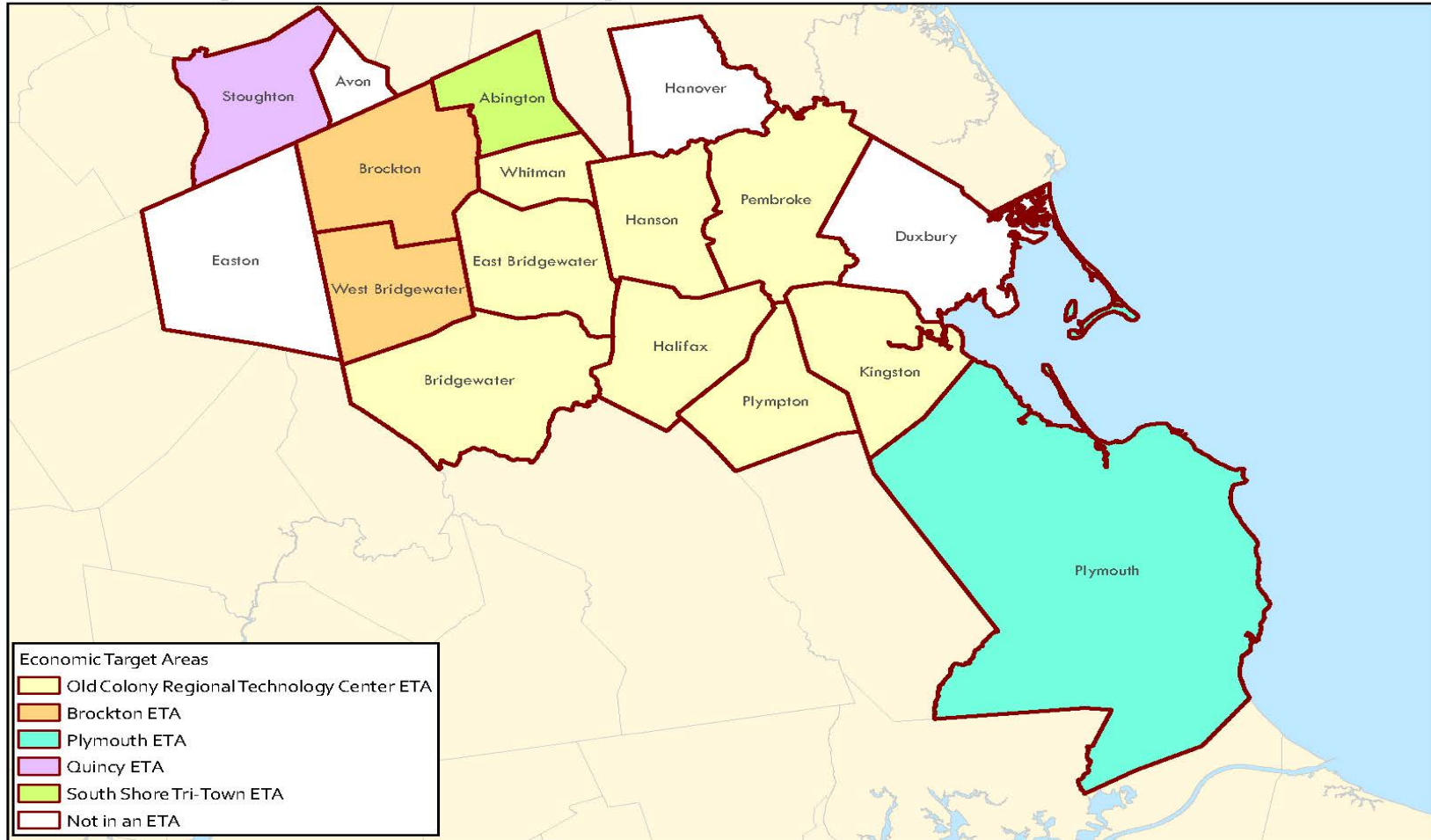
The MA Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth throughout the Commonwealth. Participating companies may receive state and local tax incentives in exchange for job creation, manufacturing job retention and private investment commitments. It is designed as a three-way partnership between an expanding company, the state government and the local municipal government to drive economic development across the Commonwealth. Effective July 1, 2014, all of the Commonwealth's 351 cities and towns can enter into local real estate property tax exemption agreements with a potentially expanding or relocating business. These contractual agreements are negotiated and executed at the local level through City Council or Town meeting vote and then are presented to the Economic Development Assistance Coordinating Council for final consideration.

## **EDIP Application Process**

- Contact Mass Office of Business Development (MOBD) Regional Director to Discuss Project Eligibility
- Submit Letter of Intent to Municipality and MOBD Regional Director
- Submit Preliminary Application by Deadline for Corresponding EACC Meeting
- Execute Necessary Municipal Documents  
(if sent) Submit Supplemental Application & Municipal Documents by Posted Deadline
- Project is presented to the EACC for vote.

EDIP projects are presented for consideration at the quarterly (March, June, September, and December) meetings of the EACC.

## Economic Target Areas in the OCPC Region



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

## **Eligibility by Project Type:**

### **Expansion Projects (EP)**

#### Eligibility Requirements

Job Creation: Applicant must be creating full-time jobs.

Capital Investment: Applicant must make a significant capital investment.

Industry Requirements: None.

Geographical Requirements: Project must be located in any of the state's 351 communities. A project located in a Gateway City or Middle Tier Community will receive preference in the awarding of EDIP-ITC, however projects located in all communities are urged to apply.

Substantial Out-Of-State Sales Requirement: The project site must generate substantial out-of-state sales.

Municipal Involvement: Projects must have an approved & executed municipal tax exemption (either a TIF or STA) in submitting an application to EACC. In most cases, the local incentive agreement and the Certified Expansion Project application are considered concurrently by the EACC.

### **Enhanced Expansion Projects (EEP)**

#### Eligibility Requirements

Job Creation: Applicant must create a minimum of 100 full-time net-new to MA within 2 years of approval by the EACC.

Capital Investment: As above

Industry Requirements: None

Geographical Requirements: As above

Substantial Out-Of-State Requirement: as above

Municipal Involvement: Projects must be supported by the municipality, however the municipality is not required to offer a local incentive.

### **Manufacturing Retention & Job Growth Projects (MRP)**

#### Eligibility Requirements

Job Creation: Project must create a minimum of 25 net-new to MA full-time manufacturing positions and/or retain a minimum of 50 full-time manufacturing jobs.

Capital Investment: As above.

Industry Requirements: The Applicant must be a manufacturer as defined by the Massachusetts Department of Revenue. Additionally, the project site must be a manufacturing facility.

Geographical Requirements: Must be located in a Gateway City

Substantial Out-of-State Sales Requirement: As above.

Municipal Involvement: Projects must be supported by the municipality, however the municipality is not required to offer a local incentive. If a municipality is unable to offer a local incentive, they should submit a letter to the EACC stating that the municipality will not increase the assessment of real property taxes on the project property for a period of not less than 5 years.

### **Job Creation Projects (JCP)**

#### Eligibility Requirements



Job Creation: Applicant must create a minimum of 100 full-time net-new to MA jobs within 2 years of approval by the EACC.

Capital Investment: A significant private investment is not required.

Industry Requirements: None

Geographical Requirements: Project must be located in any of the state's 351 communities

Substantial Out-of-State Sales Requirement: As above

Municipal Involvement: Do not require a local incentive

The Credit: Projects that are certified as Job Creation Projects are eligible for up to \$1,000 per new job created and up to \$5,000 per new job created in a Gateway City, capped at \$1 million.

### **Local Incentive (TIF or STA) Only Projects**

Eligibility Requirements

Job Creation: At the discretion of the community

Capital Investment: as above

Industry Requirements: At the discretion of the community

Geographical Requirements: Can be located in any of the state's 351 communities

Substantial Out-Of-State Sales Requirement: Not applicable

Municipal Involvement: TIF agreements are municipal property tax incentive agreements that must be approved by town meeting or by City Council prior to review by the EACC.

### **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). The business must be making a significant private investment that increases the base assessed value of the property as the tax abatement is given only on the incremental increase in the property value.

Per the M.G.L. 40 59 Tax Increment Financing Agreements:

- Can be located in any of the Commonwealth's 351 cities and towns.
- May be associated with an EDIP Certified Project Application, but also may apply as a Tax Increment Financing Only Project.
- Have a minimum duration of 5 years and a maximum duration of 20 years.
- Have an incremental real property (and personal property tax if the municipality so chooses) tax exemption between 5% and 100%

#### **Special Tax Assessment (STA)**

A STA is a local real estate property tax exemption negotiated and executed between a host municipality and an expanding or relocating company. A STA exempts a percentage of the total property tax liability of the real property of the parcel. Per M.G.L. 23A 3E, Special Tax Assessments:

- Can be located in any of the Commonwealth's 351 cities and towns

- Have a minimum duration of 5 years and are structured with the following exemption schedule:
  - Year 1: 100 tax abatement of the real property of the parcel
  - Year 2: 75-100% tax abatement
  - Year 3: 50-100% tax abatement
  - Year 4: 25-100% tax abatement
  - Year 5-onward (as negotiated): 1-100% tax abatement

## 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. To be eligible for this deduction, renovation costs must relate to buildings 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.

### 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.

### Chapter 40 R Smart Growth Overlay Districts

This act encourages communities to create dense residential or mixed use zoning districts, including a high percentage of affordable housing units, to be located near transit stations, in areas of concentrated development such as in existing city or town centers, and in other highly suitable locations. Projects must be developable under the community's smart growth zoning adopted under

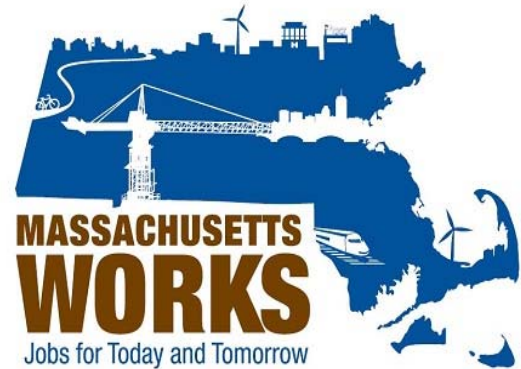


Chapter 40 R, either as-of-right or through a limited review plan process akin to site plan review. Upon State review and approval of a local overlay district, communities become eligible for payments from a Smart Growth Housing trust Fund, as well as from other financial incentives.

### **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 **Abington, Bridgewater, Brockton, 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: largest 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 natural and man-made disasters which cause 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 Competitiveness sponsors the Clusters of Innovation Initiative. In the introduction to the Executive Summary of the Clusters of Innovation National Report it is stated "In healthy regions, competitiveness and innovation are concentrated in clusters, or interrelated industries in which the 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.

### **Southeast Regional Planning Effort**

Regional Planning Team. The southeast Regional Planning Team represents a broad spectrum of organizations spanning a large geographic region encompassing four Workforce Development Areas in the southeastern portion of Massachusetts including Bristol, Brockton Area, Greater New Bedford and South shore. The region is comprised of 56 communities including six Gateway cities (Attleboro, Brockton, Fall River, New Bedford, Quincy and Taunton.

Representatives of the Southeast Regional Planning Team, four Workforce Board Directors, three Education representatives and two Economic Development Representatives developed an initial work plan resulting in a signed MOU by all three sectors involved in the regional planning process. There were four full team meetings with an additional sub-committee working group engaging in additional analysis and work between these sessions. The sessions afforded all organizations on the team with the opportunity to identify priority areas for investment, and shared priorities reflecting the application of the criteria to analyze local data. Each session was designed to develop consensus around the common issues to be addressed in focusing on the needs of the region's employers.

Session 1- Outlining the process, data review, initial identification of priority industry clusters.

Session II- Data presentation and discussion, confirming industry and occupational priorities.

Session III – Confirmation of regional criteria, challenges facing businesses and labor supply, articulate vision, mission, strategies and goals.

Session IV- Review and refine goals and strategies, map resources available to support strategies, identify potential barriers to success and agree on structure moving forward to implementation

**Table 18. Business Clusters**

<b><u>Largest to Smallest by Percentage of Workforce 2016</u></b>	
<b>Industry Sector</b>	<b>Percentage of Workforce</b>
Health Care and Social Assistance	18.8%
Retail Trade	13.9%
Accommodation and Food Service	9.5%
Educational Services	8.8%
Manufacturing	7.3%
Construction	6.5%
Finance and Insurance	5.6%
Administration and Waste Services	4.9%
Wholesale Trade	4.3%
Other Services	3.7%
Public Administration	3.7%
Professional & Technical Services	3.7%
Transportation and Warehousing	3.2%
Arts	1.8%
Management	1.7%
Information	1.7%
Utilities	0.6%
Agriculture	0.4%

*Source: DUA/BLS Quarterly Census of Employment and Wages*

### **Supporting Businesses who export in our region**

#### **Massachusetts Export Resource Center**

The Massachusetts Export Resources Center is one stop online resource for assessing a wide range of instructional and practical information on exporting to help businesses grow and take advantage of international opportunities.

### **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 affects 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.orepcrpa.org](http://www.orepcrpa.org) on the Reports page. This study, influenced by the effects of the March 2010 rainstorms 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 provides 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.

### **Coastal Resilience and Coastal Pollutant Remediation Grant Programs**

The Massachusetts Office of Coastal Zone Management (CZM) administers both of these grant programs on behalf of the Executive Office of Energy and Environmental Affairs (EEA). The Coastal Resiliency Grant Program provides funding to coastal communities to reduce risks associated with coastal storms, flooding, erosion, and sea level rise through innovative and transferable local initiatives. Eligible projects include efforts to increase awareness and understanding of climate impacts, assess vulnerability and risk, plan for changing conditions, and redesign vulnerable public facilities and infrastructure. Additionally, both coastal communities and eligible nonprofits may seek funding for non-structural (or green infrastructure) approaches that enhance natural resources and provide storm damage protection. CZM's CPR Grant Program provides funds for municipalities within the Massachusetts Coastal Watershed for a variety of projects that address local nonpoint storm water pollution issues including water quality assessment, the design and construction of structural Best Management (BMPs) and commercial boat waste pump out facilities.

### **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 Transportation Orientated Development (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 Competitiveness

**Table 19 OCPC Region Industrial, Commercial & Technology Parks**

Community/ 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 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 2007-15**

<b>Community</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>2015</b>	<b>Total</b>
<b>Abington</b>	27	18	12	15	14	12	14	13	5	<b>130</b>
<b>Avon</b>	5	4	2	3	1	8	2	2	8	<b>35</b>
<b>Bridgewater</b>	46	30	23	26	20	24	29	28	26	<b>252</b>
<b>Brockton</b>	51	28	25	25	21	30	45	53	61	<b>339</b>
<b>Duxbury</b>	41	22	15	12	25	32	25	37	67	<b>276</b>
<b>E. Bridgewater</b>	58	25	28	38	23	33	47	28	30	<b>310</b>
<b>Easton</b>	38	17	18	21	18	21	39	24	24	<b>530</b>
<b>Halifax</b>	12	5	6	8	7	14	25	16	12	<b>105</b>
<b>Hanover</b>	30	13	19	11	13	17	20	12	10	<b>135</b>
<b>Hanson</b>	27	17	13	13	10	3	17	32	23	<b>155</b>
<b>Kingston</b>	24	16	22	29	18	20	35	69	59	<b>292</b>
<b>Pembroke</b>	69	22	29	21	15	30	22	24	21	<b>253</b>
<b>Plymouth</b>	164	141	125	132	149	185	239	236	237	<b>1,371</b>
<b>Plympton</b>	6	5	9	3	1	3	5	6	4	<b>42</b>
<b>Stoughton</b>	21	6	11	5	15	27	71	19	19	<b>194</b>
<b>W. Bridgewater</b>	11	5	6	6	4	17	20	17	13	<b>80</b>
<b>Whitman</b>	48	31	23	26	22	25	21	25	24	<b>245</b>
<b>Totals</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>643</b>	<b>4462</b>

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

Source: U.S. Census January 23, 2017

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

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
OCPC Totals	362,406	138,838	129,490		9,118	
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 nine 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 local bus service to Duxbury, Hanson, Kingston, Pembroke and Plymouth.
- Plymouth and Brockton Street Railway provides regional bus service to Boston on a daily basis.
- 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 Union Point (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.
- The region has education levels that are below state averages.
- There is lack of access to affordable education and training for people reliant on public transportation.
- Our coastal shoreline is endangered by deteriorating seawalls and revetments that need to be repaired or replaced.

## **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 2018.
- OCPC offers Hazard Mitigation Planning Services to member communities.
- The Region has Economic Resiliency measures in place.

## 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, 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 milestone on course 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 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 and 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, support the development of collaborative workspaces, 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.
- OCPC worked with the Town of East Bridgewater to successfully obtain two MassDevelopment Brownfields Self-Assessment grants of \$99,400.00 and \$99,700.00 in 2017.

- Downtown development and brownfields redevelopments are being planned in Brockton, East Bridgewater, Plymouth and Whitman.
- The closed South Weymouth Naval Air Station, (Union Point) 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 collaborates 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 collaborates 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.

Bridgewater State University (BSU) offers the Masters of Business Administration (MBA) and Master of Science (MS) in Accountancy. BSU offers a Commercial Lending Management program. BSU collaborates with the Brockton Area Workforce Investment Board (BAWIB) in offering youth entrepreneurship activities. Since 2012, BAWIB/YouthWorks has sponsored a Business Plan competition to encourage emerging Entrepreneurs. A broader regional focus on entrepreneurship is being undertaken by the Southern New England Entrepreneurship Forum. (SNEEF). The SNEEF operates out of UMass Dartmouth Center for Innovation & Entrepreneurship. SNEEF is dedicated to developing entrepreneurship and innovation activity with programs that combine topical forums with networking opportunities.

What is OCPC's role?

OCPC's role will continue to be of support of BAWIB, SEED, and BAC the Edison Incubator, Career Works, SNEEF 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. Plymouth and Boston Street Railway provides regional bus service to Boston on a daily basis. MBTA bus service is available from the Brockton Montello rail station to Quincy Center T Station via Holbrook and to the Braintree T Station and from Avon Square to Ashmont Station.
- 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?



- Avon: Installation of a Median Barrier in Harrison Blvd.
- Brockton: Bicycle and Pedestrian Safety Improvements
- Brockton: Route 123 Corridor Infrastructure Improvements
- Pembroke: Reconstruction of Rte. 14, from the Hanson town line to Washington St. Rte.53.
- Plymouth: Taylor Avenue Reconstruction

Ongoing Planning Projects include

- 2018 Bicycle and Pedestrian Connectivity and Safety Study
- 2018 Unified Planning Work Program
- 2018-2022 Transportation Improvement Program
- Abington and Brockton: Route 123 Corridor Study
- Brockton: Thatcher St. and Pine St. Road Safety Audit
- Brockton: North Cary St. at Ames St. Transportation Study
- Easton: Turnpike Street at Route 138, and Turnpike Street at Purchase Street Transportation Study
- Hanover: Broadway at Cross St. Transportation Study
- Hanover, Pembroke, Duxbury and Kingston: Route 53 Corridor Study
- Hanover: Woodland Dr. Transportation Study
- Kingston: Historic District Transportation Study
- Stoughton: Canton St. at School St. Road Safety Audit\
- Stoughton: Pleasant St. at Lincoln St. Road Safety Audit
- West Bridgewater: East Bridgewater, Halifax, Plympton, and Kingston Route 106 Corridor 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.

**2016 Private Shellfish Propagation Permits and Acreage Under Cultivation**

Municipality	# of Growers	Total Acres	Species Grown
Duxbury	28	77.5	Oyster, Quahog, Surf Clam
Kingston	3	8.5	Oyster
Plymouth	26	84.6	Oyster, Quahog, Surf Clam Bay Scallop

Source: MA Division of Marine Fisheries 2016 Annual Report

**2016 Aquaculture Landings and Value American Oyster OCPC Region**

Municipality	Pieces	Reported Value
Duxbury	10,107,280	\$5,708,971
Kingston	255,720	\$142,094
Plymouth	1,383,617	\$745,698

Source: MA Division of Marine Fisheries, 2016 Annual Report

Brockton: The City of Brockton is working on an Urban Agricultural Plan in Spring, 2018.

Plymouth: According to the Plymouth Harbormaster, there were 960,000 lbs. of lobster landings in Plymouth in 2016 worth 4.47 million dollars.

Stoughton: Sky 8 Shrimp Farm LLC grows fresh shrimp. They are the first shrimp farm in MA and the eighth in the United States.

Hydroponics is being considered, as a new element is district agriculture.

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 website, 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 that 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:

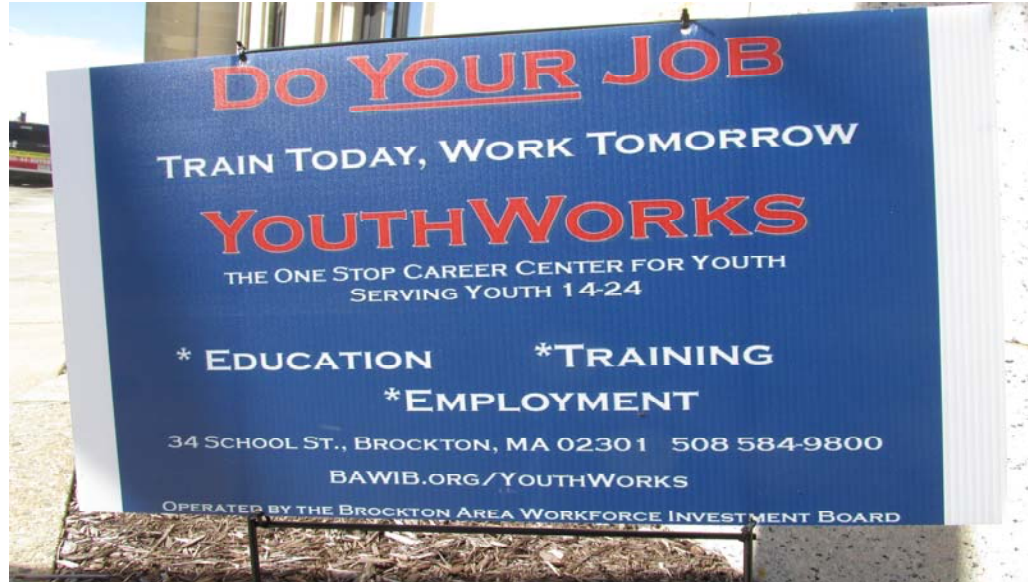
- **YouthWorks Summer Jobs Program** – A state funded summer employment program that provides paid work experience for low-income youth ages 16-21.
- **YouthCareerConnect** – A US Department of Labor funded program in which BAWIB, Brockton Public Schools, Massasoit Community College, Jobs for the Future, 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. 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.

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 the entire 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 2017 in the OCPC EDD, MassDevelopment funded: Town of Bridgewater:City of Brockton TDI Technical Assistance, Brockton Redevelopment Authority TDI Local Grant, 47 Pleasant Street Realty Rental Housing Loan, Neighborworks Southern MA Brownfields Site Assessment, Youmov Realty Trust, PreDevelopment Loan East Bridgewater: Town of East Bridgewater two Brownfields Assessment, Easton: Stonehill College, Tax Exempt 501 C (3) Bond, Plymouth: Bay State Community Services Commercial Loan Guarantee, General Society of Mayflower Descendants, Cultural Facilities Fund/Feasibility/Technical Grant, Plymouth Guild For The Arts, Cultural Facilities Fund Capital Grant, Rising Tide Charter School, Charter School Loan Guarantee, Tax Exempt 501 C (3) Bond, Tech Dollars.

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.

Plymouth: According to the Plymouth Harbormaster in 2016, there were 250,000 visitors to Mayflower 2 and 100,000 passengers on fishing and whale watching boats that operate out of Plymouth. In addition, 1,200-1,400 transient boaters visited Plymouth Harbor in 2016 for overnight and day trips.

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 nine 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.

In February 2018, the Brockton City Council approved spending the \$10 million the city received from the state for a new downtown parking garage. The city is chipping in \$2 million as



part of the effort to spur development and revitalize the downtown area.. The municipal garage will be constructed on Petronelli Way and will feature more than 400 parking spaces.

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 AND MUNICIPAL AGGREGATION.**

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 thirty-one operating electric generating facilities (Solar, wind and Nuclear) in twelve OCPC communities in 2018.

What is being done?

- Abington: Spring 2015, Town Meeting approved a solar siting bylaw.
- Abington: A solar installation has been proposed to be installed at the town middle/high school.

- 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 that 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. A 1.8-megawatt photovoltaic solar array has been proposed at the Chuckran Corp. Landfill at 1221 Bedford Street. The Fireworks Circle photovoltaic project 2.8 megawatt has been completed. The Town of Bridgewater has agreed to purchase 85 percent of the electricity it uses from this project.
- Brockton: The City of Brockton built a 425-kilowatt solar power plant, Brockton Brightfields. It went on line in 2006. The city of Brockton has built a 4.6-megawatt solar photovoltaic array at the Brockton Sanitary Landfill. 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 585 kW 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. A 3.2-megawatt solar photovoltaic array on a 50-acre site has been proposed.
- 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. This is a 2.7-megawatt solar photovoltaic project. Project has been completed.
- **Plymouth:** Plymouth County is looking at installing a 2-4 megawatt solar array on 20-30 acres of county owned property in Plymouth. At least six 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 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 Camelot Road. A 500 kW solar array has been installed at Ellis Haven Campground off South Meadow Road. A six 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 Brook Street. It consists of 23,670 solar panels. Plymouth Public schools purchases electricity from the project.
- **Stoughton:** In 2016, the Town of Stoughton proposed 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.



#### Region Wide: Municipal Aggregation

Municipal Aggregation is the method by which a municipality or a group of municipalities can purchase electric power on behalf of consumers within their borders, which is allowed by Massachusetts state law. OCPC has the Old Colony Municipal Aggregation Committee, which is working to implement this initiative with OCPC member communities. OCPC staff has worked with OCPC member communities to implement this project, which results in lower electric rates for consumers including businesses. This supports economic development. OCPC communities actively working on implementing this agreement include: Abington, Easton, Halifax, Kingston, Pembroke, Plymouth, Plympton, Stoughton and West Bridgewater.

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, seeking available financing to realize their completion and supporting municipal aggregation.

**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 2018 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 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. It 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. The growth district creates five unique sub-districts with specific objectives including density and building heights tailored to each sub-district and 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. Brockton's Smart Growth District facilitates the development of affordable housing units, which must comprise 20% of all new residential development. Finally, it also 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 Quset. Future zoned units total 280. This is a DHCD approved district.

In the **Town of Easton**, spring 2015 Town Meeting voted to create the Quset 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 wastewater treatment efforts and water supply system improvements in several District communities.

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

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

In 2018, the City of Brockton is working on a new water management plan, which will address use of the city's Silver Lake drinking water source, and how it draws from the neighboring Monponsett Pond complex. In about a year, Brockton will have to submit a final resource management plan to the DEP, and there will be a public comment period before the plan is complete. Within six months of DEP approval of the plan, Brockton has to put the new water policies in place.

In February, 2018 it was announced that the City of Brockton will receive a \$4.4 million loan from the state's clear water state revolving fund to upgrade its clear water well that holds processed drinking water before it's delivered to Brockton from Silver Lake in Kingston. Brockton was also provided \$7.8 million to upgrade its wastewater treatment plant, in addition to \$4 million for a sewer system evaluation program.

The Town of East Bridgewater completed in fall 2018 a sewer line from a small municipal wastewater treatment plant originally built to serve the East Bridgewater Junior/Senior High School to serve the town center and promote economic development in town. This line is serving businesses located in this area.

The Town of Easton has completed an on-site wastewater treatment plant capable of treating 50,000 gallons of wastewater per day as part of the plan to turn the former Ames shovel factory into housing "The Shovel Shop Square". This complex, which has 119 apartments, uses about 22,000 gallons of wastewater treatment capacity. This leaves a capacity of 28,000 gallons of wastewater treatment capacity 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 waste-water 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 at the Five Corners District and tying into the Mansfield sewer system. In February 2018, Easton was awarded \$9.62 million for the Five Corners sewer project from the state's clear water revolving fund.

The Town of Hanover has upgraded the town's public water treatment system. 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

The town of Plymouth in early 2018 is seeking to implement the Plymouth Water System Expansion. This project consists of the development of a new water supply system at Forges Field. In addition to the development of the Forges Field well as a new water supply, the proposed water system improvements consist of the following elements:

- Construction of a pump station building at Forges Field where the water will be chemically conditioned for pH and disinfection
- Installation of a transmission main that will deliver water from Forges Field to the Bradford Pressure Zone via Jordan Road and Russell Mills Road.
- Construction of a valve control station along Forges Field Road near Jordan Road to provide a new option for routing water from the Bradford Pressure Zone to the Plymouth Center Zone.

The water system expansion is to be constructed as a single, continuous construction effort during 2018 and 2019 and coming online in early 2020.

In Stoughton, spring 2017 Town Meeting voted to replace media filters, rehabilitate, modernize, repair, modify and upgrade for DEP Compliance the Pratts Court Water Treatment Plant. Estimated cost of this work is \$435,000.00

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 eight 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 wastewater 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.

Union Point (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 biotech 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 2015 totaled 643 versus 641 in 2014. In 2018 six projects of note are proceeding:

Union Point (formerly Southfield): As of June 30, 2018, the following projects are underway: Town Center Apartments ((265 units), construction underway: Dorset Park (26 single-family homes) 16 units constructed. Brookfield Village (108 mixed units), 33 units constructed. Woodstone Crossing (200 units), the second of the four condominium buildings (50 units each) was under construction. William B. Rice Eventide-Fairing Way (216 Apartments) as of June 30, 2017 – Phase 1 complete: 104 units and the long-term care facility constructed. LStar Recreation Complex. Domed sports complex open as of February 2018. Greystar Active Adult Apartments (180 units) Plan approved. Stonebridge (45 single-family homes) Plan approved.

Seaport at Cordage: the Town of Plymouth as a Smart Growth District approved Seaport at Cordage, situated on Plymouth Bay. 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 2017. 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.

In Brockton, the former Standard Modern Company building at 47 Pleasant Street is being redeveloped into 24 new luxury apartments. In addition to state and federal tax credits, the project was financed with a \$3.3 million loan from MassDevelopment. The apartments will begin to be rented out on May 1, 2018.

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 Buy Brockton 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.



Single family home under construction in Abington, April 2018

### **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.

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. 15 OCPC communities have adopted this plan. 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 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 rainstorms 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.



## Coastal Resilience and Coastal Pollutant Remediation Grant Programs

The Massachusetts Office of Coastal Zone Management (CZM) administers both of these grant programs on behalf of the Executive Office of Energy and Environmental Affairs (EEA). The Coastal Resilience Grant Program provides funding to coastal communities to reduce risks associated with coastal storms, flooding, erosion, and sea level rise through innovative and transferable local initiatives. Eligible projects include efforts to increase awareness and understanding of climate impacts, assess vulnerability and risk, plan for changing conditions, and redesign vulnerable public facilities and infrastructure. Additionally, both coastal communities and eligible nonprofits may seek funding for non-structural (or green infrastructure) approaches that enhance natural resources and provide storm damage protection. CZM's CPR Grant Program provides funds for municipalities within the Massachusetts Coastal Watershed for a variety of projects that address local nonpoint source storm water pollution issues, including water quality assessment, the design and construction of structural Best Management Practices (BMPs), and commercial boat waste pump out facilities.

In 2018, the following projects in the OCPC area were funded:

### Town of Duxbury

Duxbury Beach Reservation, Inc.: Award amount: \$36,340

The Duxbury Beach Reservation will design and permit a 1,700-foot long dune restoration project between the first and second crossovers on Duxbury Beach to strengthen the resilience of the barrier beach dune system and protect the Duxbury Beach access road.

### Town of Kingston

Gray's Beach Park Coastal Restoration, Retreat and Site Improvement Project: Award amount: \$497,725

The Town of Kingston will restore Gray's Beach to a more natural environment by replacing a deteriorating stone revetment with a marsh and dune system and relocating an existing concession and restroom facility farther inland to accommodate future flooding, erosion and sea level impacts.

### 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 2018, 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:

- Collaborative Regional Innovation: Projects that increase the development and growth of innovation clusters
- Public/Private Projects: Projects that use both public and private sector assets and complementary investments by other government/public entities and/or non-profits
- Meet National Strategic Priorities

Projects that:

- i. Encourage job growth and business expansion in manufacturing, including advanced manufacturing, sustainable manufacturing, and manufacturing supply chains
- ii. Assist communities severely impacted by the declining use of coal through activities and programs that support economic diversification, job creation, capital investment, and workforce development and re-employment opportunities
- iii. Increase economic resiliency, including resilience to the effects of natural disasters and climate change
- iv. Assist with natural disaster mitigation and recovery
- v. Are aimed at restoring or improving urban waters and the communities that surround them

AND

- vi. Assist and/or support:
  - a) information technology infrastructure (for example, broadband or smart grid)
  - b) communities severely impacted by industry restructuring
  - c) job-driven skills development
  - d) access to capital for small-medium sized and ethnically diverse enterprises
  - e) innovations in science and healthcare
  - f) advancement of science and research parks, other technology transfer, or technology transfer, or technology commercialization efforts.
- Projects that support Global Competiveness
- Environmentally-Sustainable Development: Projects that promote job creation and economic prosperity through enhancing environmental quality and developing and implementing green products.
- Underserved Communities: Investments that strengthen diverse communities

## **B. PRIORITY PROJECTS**

The Priority Projects for FY 2018 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

**Downtown Parking Garage**

Status: Design complete, awaiting funding.  
Goals Addressed: B, C, E

**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

**Cowesett 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**

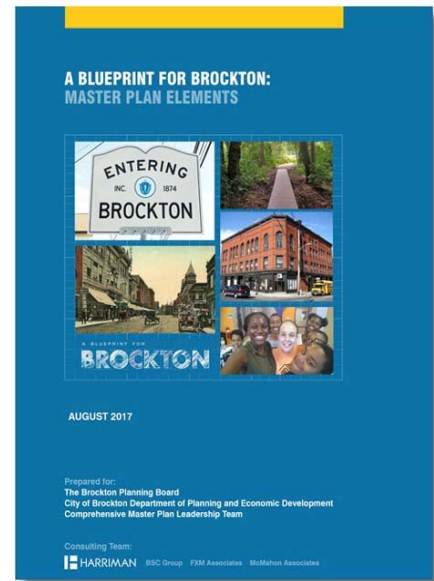
Status: Transportation studies ongoing  
Goals Addressed: B, C, E

**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

**Century Plaza (Shaw's Center) /Campanelli Stadium Renovation Project**

Status: Seeking funding

Goals Addressed: D, J, N

**Down town area Broadband**

Status: Planning stage

Goals Addressed: M

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

Status: Study work complete

Goals Addressed: B, C, E

**Repairs to 11 seawalls totaling 3,759 feet and 3 revetments totaling 952 feet, 2013**  
cost to bring up to as built condition: \$3.6 million.

Status: Planned

Goals Addressed: S

**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 cleanup 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

**Kingston:**

**Repairs to 4 seawalls totaling 659 feet, 5 revetments totaling 1,515 feet and 2 jetties totaling 139 feet, 2013 cost to bring up to as built condition: \$1.5 million**

Goals Addressed: S

**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

**Town Airport Improvements**

Status: Planned

Goals Addressed: B, E

**Infrastructure Improvements to Cedarville section of town**

Status: Planned

Goals Addressed: B, E

**Cranberry Crescent**

Status: Planned

Goals Addressed: B

**Harbormaster Facility**

Status: Planned

Goals Addressed: B, E

**Repairs to 4 seawalls totaling 3,285 feet, 31 revetments totaling 24,532 feet, 1 2,886 foot breakwater and nine jetties totaling 1,035 feet, which would have costs \$30.5 million in 2013 to bring up to as built condition**

Status: Planned

Goals Addressed: S

**Dredging of Harbor, channel and anchorage**

Status: Planned, estimated cost: \$12 million

Goals Addressed: C, E, F, J

**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

**Park Street/Campanelli Park Sewer Expansion**

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 was 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:**

- Downtown Sign and Façade Improvement Program. Estimated cost: Unknown
- Acquire Post Office Property. Estimated cost: Unknown
- Comprehensive improvement of traffic, parking, public spaces signage, facades and regulations to rejuvenate Stoughton Square. Estimated cost = unknown
- Intersection Improvements and Related Work at Central Street, Canton Street and Tosca Drive. Work on this project consists of the installation of a traffic signal system and associated minor geometry improvements to multi-modal accommodation, signs and pavement markings. Estimated cost=

**West Bridgewater:**

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

## VI. PERFORMANCE MEASURES AND EVALUATION PROCESS

### **2017-2018 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 subcommittee 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 12, 2017 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 seven 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**

<b>CEDS COMMITTEE MEETINGS</b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>
1. Number Held	6	6	6	6	7
2. Total Attendance	74	123	122	99	109
a) OCPC Delegates/Alternates	2	6	5	1	3
b) Private Sector	11	23	11	4	4
c) Workforce/Econ Dev. Practitioners	53	46	39	49	49
d) Other (including transportation)	16	48	47	50	53
Average Attendance	12	21	20	17	16
3. Guest Speakers/ Presentations	10	7	11	10	11
4. Issue Updates	10	7	10	14	13
5. Workshops/Web Conferences	3	1	0	0	0

***FINDINGS:*** In 2017-2018, seven meetings were held. There were 11 guest speakers and presentations. Issue updates were distributed to 10 economic development entities, 5 workforce development entities and 2 local colleges and universities. Staff and committee members attended several economic developments partners' functions during the 2017-2018 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**

<b><u>Year</u></b>	<b><u>Number of Community Assistance Projects</u></b>
2011-2012	5
2012-2013	5
2013-2014	3
2014-2015	3
2015-2016	3
2016-2017	2
2017-2018	2

<b>Year</b>	<b>Acres of Undeveloped Commercial/Industrial Land Identified As Available for Development</b>	
2010-2011	819.9	Eight-Town Economic Target Area
2011-2012	0	
2012-2013	0	
2013-2014	0	
2014-2015	0	
2015-2016	0	
2016-2017	0	
2017-2018	0	
<b>Total</b>	<b>819.9 Acres</b>	

***FINDINGS:***

East Bridgewater: OCPC successfully worked with East Bridgewater to obtain funds to assess for clean up on town owned and one privately owned brownfields site in the center of town to attract new jobs to the community and to help the town market the site. (Goals B and O)

Easton: OCPC worked with Easton to create a list of available commercial and industrial properties and on the creation of a business property site finder.

Southfield: OCPC an active participant in the reuse planning for the closed South Weymouth Naval Air Station now known as “Union Point” which includes the district town of Abington. Progress has been made on this project. As of June 30, 2018, the following projects are underway: Town Center Apartments (265 units), construction underway. Dorset Park (26 single-family homes), 16 units constructed. Brookfield Village (108 mixed units) 33 units constructed. Woodstone Crossing (200 units), the second of the four condominium buildings (50 units each) was under construction. William B. Rice Eventide-Fairing Way (216 apartments) as of June 30, 2017-Phase 1 complete: 104 units and the long-term care facility constructed. LStar Recreation Complex. Domed sports complex open as of February 2018. Greystar Active Adult Apartments (180 units) Plan approved. Stonebridge (45 single-family homes) Plan approved.

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



**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**

	<b>MA</b>	<b>PLYMOUTH COUNTY</b>	<b>BRISTOL COUNTY</b>	<b>NORFOLK COUNTY</b>
2001	177,434	11,997	13,364	19,738
2007	176,701	12,557	13,600	19,796
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
2011-12	6
2012-13	6
2013-14	6
2014-15	4
2015-16	5

Easton: OCPC help create a list of available commercial and industrial properties and in the creation of a business property site finder.

Pembroke: OCPC completed a Guide to Doing Business in Pembroke.

East Bridgewater: OCPC did a market analysis for East Bridgewater Center.

Stoughton: OCPC created a list of available commercial and industrial properties, land for sale or lease, and helped create a business property site finder accessible on the town’s website.

**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.

Municipal Electric Aggregation: OCPC staff worked on Municipal Electric Aggregation with the following communities: Abington, Avon, Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plymouth, Plympton, Stoughton, West Bridgewater and Whitman. This should result in lower costs for electricity in these communities.

**FINDINGS:** In 2017-2018 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 17 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 public transportation and 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 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
FFY 2017	1	\$7,063,405	\$1,765,851	\$8,829,256
<b>Totals</b>	<b>47</b>	<b>\$111,071,156</b>	<b>\$26,213,792</b>	<b>\$137,294,882</b>

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

- The Council/EDD promotes transportation improvement projects in the district through its 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 ten JTC meetings and nine MPO meetings between June 2016 and June 2017.

Projects by community include:

- Avon: Installation of a Median Barrier on Harrison Boulevard
- Brockton: Bicycle and Pedestrian Safety improvements
- Brockton: Downtown Streetscape Improvements
- Brockton: Route 123 Corridor Infrastructure Improvements
- Pembroke: Reconstruction on Route 14, from the Hanson town line to Washington Street (Route 53).

Ongoing projects include:

- 2018 Bicycle and Pedestrian Connectivity and Safety Study
- Multiple MEPA Reviews and Site Visits
- 2018 Unified Planning Work Program
- Old Colony FFY 2018-2022 Transportation Improvement Program (TIP)
- TIP Adjustments and Amendments
- Congestion, Mitigation and Air Quality (CMAQ) Project Analyses and Consultation Committee Meetings
- Massachusetts Association of Regional Planning Agencies (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
- Automatic Traffic Recorder (ATR) and Turning Movement Counts (TMC)
- Geographic Information systems (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
- Abington and Brockton: Route 123 Corridor Study
- Brockton: Thatcher St. and Pine St. Road Safety Audit
- Brockton: North Cary St. at Ames St. Transportation Study

- Easton: Turnpike Street at Route 138 and Turnpike Street at Purchase Street Transportation Study
- Hanover: ,Broadway at Cross St. Transportation Study
- Hanover, Pembroke Duxbury and Kingston: Route 53 Corridor Study
- Kingston: Historic District Transportation Study
- Stoughton: Pleasant St. at Lincoln St. Road Safety Audit
- West Bridgewater, East Bridgewater, Halifax, Plympton, and Kingston: Route 106 Corridor 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

**2016 Private Shellfish Propagation Permits and Acreage Under Cultivation  
OCPC Region**

Municipality	#Growers	Total Acres	Species Grown
Duxbury	28	70.66	Oyster, Quahog, Surf Clam
Kingston	3	8.5	Oyster
Plymouth	26	84.6	Oyster, Quahog, Surf Clam Bay Scallop

Source: MA Division of Marine Fisheries 2016 Annual Report

**2016 Aquaculture Landings and Value American Oyster OCPC Region**

Municipality	Pieces	Reported Value
Duxbury	10,107,280	\$5,708,971
Kingston	255,720	\$142,094
Plymouth	1,383,617	\$745,698

Source: MA Division of Marine Fisheries 2016 Annual Report

Brockton: The City of Brockton is working on an Urban Agriculture Plan in spring, 2018.

Plymouth: According to the Plymouth Harbormaster, there were 960,000 lbs. of lobster landings in Plymouth in 2016 worth \$4.47 million dollars.

Stoughton: Sky 8 Shrimp Farm LLC grows fresh shrimp. They are the first shrimp farm in MA and the eighth in the Unites States.

Hydroponics is being considered as a new element in district 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 acres 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. The region has considerable aquaculture resources in our coastal communities. The Sky 8 Shrimp Farm in Stoughton, MA is the first shrimp farm in Massachusetts and the eighth in the United States.

**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. 20 or more (Excellent)
2. 15-18 (Good)
3. 14 or less (Needs Improvement)

**EVALUATION RESULTS**

**Number of Data Requests\***

<b><u>Year</u></b>	<b><u>Local</u></b>	<b><u>Regional</u></b>	<b><u>Out of State</u></b>	<b><u>Total</u></b>
2007	20	25	10	55
2012	20	15	2	37
2013	20	10	5	35
2014	20	10	1	31
2015	20	10	1	31
2016	20	10	2	32
2017	10	10	1	21

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

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

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

**MASSASOIT COMMUNITY COLLEGE,** Brockton, Canton, Middleboro. Enrollment 2017: 7,471 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).

BRIDGEWATER STATE UNIVERSITY,  
Bridgewater. Enrollment 2017: 11,998 total,  
9,562 undergraduate students and 1,436  
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 2017: 2,481 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.

CAPE COD COMMUNITY COLLEGE, Plymouth campus.

Cape Cod Community College offers an Aviation Maintenance Technology program at the Plymouth Airport. Around 40 students are enrolled in the program in February 2017.

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 that 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 million math and science center. Stonehill College has constructed an 89,630 square foot, \$34 million science building which opened in 2010.

**FINDINGS:** The region’s educational attainment levels are improving. The region has a higher percentage for those who have completed high school than the state. There is still need for the region to improve in the area of 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>
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
2016-17	0			
2017-18	1	\$50,000,000	N/A	N/A

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

**SEED CORPORATION PORTFOLIO OCTOBER 1, 2016-SEPTEMBER 30, 2017 IN THE OCPC EDD**

	<b>No. of Loans</b>	<b>Total Amount (000'S)</b>	<b>#New Jobs</b>
SBA 504	4	\$7190	44
Revolving Loan Fund	4	\$680	11
Micro Loan Program	3	\$200	9
Totals	11	\$8070	64

**INVESTMENTS BY SEED VENTURES LP IN THE OCPC EDD 2006-2017**

<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 41 workshops attended by 409 entrepreneurs, and provided business assistance to another 510 for a total of 919 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, communities and non-profits with funding. In 2017 in the OCPC EDD, MassDevelopment funded in Bridgewater: Brockton Area Multi-Services \$3,150,000 Tax Exempt 501 C (3) Bond Brockton: \$62,730,000 TDI Technical Assistance, \$25,000,000 Brockton Redevelopment Authority TDI Local Grant, \$26,000,000 Neighborworks Southern MA Brownfields Site Assessment, \$2,187,812.00 47 Pleasant Street Realty Rental Housing loan. \$103,799.00 Youma Realty Trust Pre Development Loan. East Bridgewater: \$99,400.00 and \$99,700.00 Town of East Bridgewater two Brownfields Assessment grants Easton: \$15,300,000.00 Stonehill College Tax Exempt 501 C (3) Bond. Plymouth: \$54,000,000 Bay State Community Services Commercial Loan Guarantee, \$30,000,000 General Society of Mayflower Descendants, Cultural Facilities Fund/Feasibility/Technical Assistance, \$410,000,000 Plymouth Guild For The Arts Cultural Facilities Fund/Capital Grant. Rising Tide Charter Public School, \$3,000,000 Charter School Loan Guarantee, \$10,911,000.00 Tax Exempt 501 C (3) Bond, \$150,000.00 Tech Dollars  
Total investment on our region in 2017: \$35,608,441

### **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 local option room tax and local option meal tax revenue

**EVALUATION CRITERIA:** Local option room tax collection figures and local option meal tax revenue figures for Plymouth County.

### **EVALUATION RESULTS:**

**PLYMOUTH COUNTY LOCAL OPTION ROOM AND MEALS TAX REVENUES FY 2012-2017**

	Local Option Room Tax <u>Revenue</u>	Local Option Meals Tax <u>Revenue</u>
FY 2012	\$2,417,348	\$2,668,587
FY 2013	\$2,602,677	\$3,555,594
FY 2014	\$2,788,860	\$4,359,765
FY 2015	\$3,352,501	\$6,067,279
FY 2016	\$3,676,919	\$7,257,016
FY 2017	\$3,641,584	\$7,671,528

Source: MA Office of Travel & Tourism

**FINDINGS:** Local option room tax revenues and local option meals tax revenues have increased for the past six fiscal years. According to the Plymouth Harbormaster in 2016, there were 250,000 visitors to Mayflower 2 and 100,000 passengers on fishing and whale watching boats that operate out of Plymouth Harbor. In addition, 1,200-1,400 transient boaters visited Plymouth Harbor in 2016 for overnight and day trips.

**GOAL K: PROMOTE TRANSIT ORIENTATED 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 nine 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 and Plymouth.

**Weaknesses and Threats**

The region has aging infrastructure. Water, sewer, electric, natural gas and seawall/revetment improvements are long overdue in certain parts of the region and unless addressed will become major deterrents 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.

In February 2018, the Brockton City Council approved spending the \$10 million the city received from the state for a new downtown parking garage. The city is chipping in \$2 million as part of the effort to spur development and revitalize the downtown area. The municipal garage will be constructed on Petronelli Way and will feature more than 400 parking spaces.

OCPC provided technical assistance to the City of Brockton on the successful application of the City of Brockton for Transformative Development Initiative (TDI) designation from MassDevelopment. Brockton is receiving 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 and technical assistance to communities in our region in creating TOD districts, inclusionary zoning and best land management practices that encourage open space and avoid sprawl.

**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, NATURAL GAS FIRED COMBINED CYCLE ELECTRIC GENERATING PLANTS AND MUNICIPAL AGGREGATION.**

**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>
2011-2012	4
2012-2013	2
2013-2014	3
2014-2015	3
2015-2016	1
2016-2017	9 (Municipal Aggregation)



**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 and regional purchasing of electric power (Municipal Aggregation).

**Abington:**

Town meeting voters approved a solar siting bylaw at spring, 2015 Town meeting. A solar array is planned for the new Abington middle/high public school.

**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 that 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 a 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 December 2016, construction started on the Pembroke Landfill Solar Project that is being built and run by the companies Power Options and Sun Edison. The two megawatt 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, groSolar, 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 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 located 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 a 5.7-megawatt solar field off 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.

**Region Wide: Municipal Aggregation.**

Municipal Aggregation is the method by which a municipality or a group of municipalities can buy electric power on behalf of consumers within their borders, which is allowed by Massachusetts state law. OCPC has the Old Colony Municipal Aggregation Committee, which is working to implement this initiative with OCPC member communities. OCPC staff has worked with OCPC member communities to implement this project, which results in lower electric rates for consumers including businesses, which supports economic development. OCPC communities actively working on implementing this agreement include: Abington, Easton, Halifax, Kingston, Pembroke, Plymouth, Plympton, Stoughton and West Bridgewater.

**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 2018, 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 June 2018, 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. In January 2017, The Town of Abington has reached an agreement with the City of Brockton to send an additional half-million gallons of wastewater per day to the City of Brockton Advanced Wastewater Treatment Facility. The Town of Bridgewater has received funding to build a new water treatment plant. 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. The Town of Stoughton will upgrade for DEP compliance the Pratts Court Water Treatment Plant.

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.

In February, 2017 the Town of Bridgewater received \$6.25 million in funding from the Commonwealth of Massachusetts Executive Office of Energy and Environmental Affairs State Revolving Loan Fund to build a new water treatment and filtration plant. This plant will reduce levels of iron, manganese and other minerals from four town wells, which supply a little less than one half of the drinking water for Bridgewater residents. It is scheduled to be completed and on line by 2019. It will join a previously completed treatment plant, which treats water from the town's six other water wells.

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 saltbox 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 wastewater 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.

The Town of East Bridgewater Special Town Meeting on December 12, 2016 voted to approve a total of \$570,000 in spending for construction and engineering costs to build a sewer line extending from a wastewater treatment plant built to serve the East Bridgewater Jr./Sr. High School northerly along Bedford Street to Spring Street to accommodate expanded business activity in the town center. This project has been completed as of June, 2018.

## **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 2015 totaled 643 versus 641 in 2014. From 2007 to 2015, the region reached a peak of 791 single-family housing permits in 2009. 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. A staff member who speaks the homeowner's language (English, Spanish, Portuguese and French) returns the message 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 artist's 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 RESILIENCY 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, building upon the local workforce, encouraging regional clusters, increasing exports and having economic downturns, 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.

The Old Colony Planning Council Hazard Mitigation Plan has been adopted by 15 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 on the Reports page. This study, influenced by the effects of the March 2010 rainstorms 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 to help them complete EDSATs.

The Commonwealth of Massachusetts offers Coastal Resilience and Coastal Pollution Programs. In 2018, the following projects in the OCPC area were funded:

Town of Duxbury

Duxbury Beach Reservation, Inc.: Award amount: \$36,340

The Duxbury Beach Reservation will design and permit a 1,700-foot long dune restoration project between the first and second crossovers on Duxbury Beach to strengthen the resilience of the barrier beach dune system and protect the Duxbury Beach access road.

Town of Kingston

Gray's Beach Park Coastal Restoration, Retreat and Site Improvement Project: Award amount: \$497,725

The Town of Kingston will restore Gray's Beach to a more natural environment by replacing a deteriorating stone revetment with a marsh and dune system and relocation a existing concession and restroom facility farther inland to accommodate future flooding, erosion and seal level i

## **VII. STRATEGIC DIRECTION/ACTION 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 undertaking a collaborative and effective planning 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, seventeen 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, Hanover, 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>Frank Staffier</b>	<b>President</b>
<b>Christine Joy</b>	<b>Treasurer</b>
<b>Fred Gilmetti</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
Tom Bott	Kingston	Government
Paul Basler	Kingston	Government
Daniel Trabucco*	Pembroke	Government
Daniel Taylor	Pembroke	Government
Lee Hartmann	Plymouth	Government
Christine Joy*	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 2017-  
2018 MEMBERSHIP**

<b>NAME/ AFFILIATION</b>	<b>RESIDENCY</b>	<b>OCCUPATION</b>	<b>REPRESENTING</b>
Mary Waldron, Chair	Brockton	Director, Institute For Policy Analysis and Regional Engagement. Bridgewater State University (BSU)	Education
Maryellen Brett, Vice Chair	Brockton	Workforce Development, Massasoit Community College	Education
Marline Amedee	Brockton	Dir. Haitian Community Partnership	Economic Development
Judi Barrett	Plymouth	Plymouth Regional Econ. Dev. Foundation	Government
Tom Bott	Kingston	Town Planner	Government
Sean Boucher	Brockton	Eastern Bank	Banking
Jennifer Burke	Bridgewater	Community and Economic Development Director	Economic Development
Mary Ellen DeFrias	State	MassDevelopment	Economic Development
Paul Cripps	Abington	Executive Director, Plymouth County Development Council	Tourism
Christopher Cooney	Berkley	President & CEO, Metro South Chamber of Commerce	Business
Tracey Costa	Norton	Environmental Planner	Business
Stephanie Danielson	Brockton	Easton Town Planner	Government
Michael Gallerani	Brockton	Dir. Brockton 21 <sup>st</sup> Century Corp	Economic Development
Lee Hartmann	Plymouth	Town of Plymouth – Director Planning & Economic Development	Government
Jason Hunter	Brockton	BAWIB	Workforce Development
Reinald Ledoux	Bridgewater	BAT Administrator	Transportation
Gary Leonard, Sr.	Brockton	Main Street, Manager	Economic Development
Forrest Lindwall	Stoughton	Stoughton Redevelopment Authority	Economic Development
Frank Lynam	Whitman	Whitman Town Administrator	Government
Rob May	Brockton	City Planner	Government
Valarie Massard	Duxbury	Town Planner	Government
Pelege Marcellin	Brockton	Haitian Community Partnership	Economic Development
Pamela McCarthy	Stoughton	Stoughton Economic Development	Economic Development
Susan McCombe	Wareham	Bridgewater State University	Education
Robert Moran, Jr.	Brockton	National Grid	Public Utility
John Murray	Brockton	Executive Director, Career Works	Workforce Development
Shane O'Brien	Brockton	Assistant City Planner	Government
Noreen O'Toole	Stoughton	Town Planner	Government
Rose Paquette	Brockton	Massasoit Community College	Education
Jay Pateakos	Dartmouth	MassDevelopment	Economic Development
Debra Pettey	Hanson	Town Planner	Government
Sheila-Sullivan Jardim	Brockton	Executive Director, Brockton Area Workforce Investment Board (BAWIB)	Workforce Development
Michaela Shoemaker	Hanover	Town Planner	Government
<b>MAILING ONLY</b>			
Anita Monteiro	Brockton	Cape Verdean	Minority Organization
Kerri Nichols	Easton	Chamber Of Commerce	Business
Terry Schneider	Stoughton	Chamber Of Commerce	Business

## **RESOURCES**

Pasquale Ciaramella, Executive Director, OCPC  
Bruce Hughes, Economic Development/Community Planner, OCPC  
Debra Beavin, Economic Dev. Specialist, EDA, U.S. Dept. of Commerce, Philadelphia  
Bob Gittler, Economic Dev. Specialist, EDA, U.S. Dept. of Commerce, Philadelphia  
Linda Cruz-Carnall, Regional Director, EDA, U.S. Dept. of Commerce, Philadelphia

## **COMMUNITY AND PRIVATE SECTOR PARTICIPATION**

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

### **Brockton Area Workforce Investment Board**

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

### **Metro South Chamber of Commerce**

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

### **Brockton Area Transit Authority**

The BAT system serves Brockton and portions of Abington, Avon, and 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 SSTITDC 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



Pasquale Ciaramella  
Executive Director

Telephone: (508) 583-1833  
Fax: (508) 559-8768  
Email: info@ocpcrpa.org  
Website: www.ocpcrpa.org

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

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

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

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

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

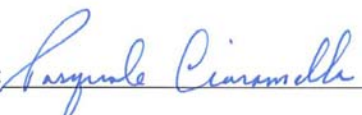
## **The Bidder's Code of Conduct and Conflict of Interest Policy**

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

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

## **Disclosure Statement**

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

Signed: 

Pasquale Ciaramella, Executive Director  
Old Colony Planning Council

Date: 6-29-11



## APPENDIX



### **SUMMARY OF CEDS COMMITTEE MEETING MINUTES APRIL 2017- MARCH 2018**



*April 11, 2017*

Guest speaker: Ms. Pamela McCarthy, Town of Stoughton Development Director gave an update on the Town of Stoughton Site Finder. The draft 2017 CEDS document was approved.



*June 12, 2017*

Guest speaker: Ms. Lynn Tokarczyk, Government Incentives Consultant, Business Development Strategies, Inc. presented on incentives available to businesses in MA. The draft 2017 CEDS Report Evaluation Section was approved.



September 11, 2017

Guest speakers were Mr. Gerald Wessen, VP US Government Affairs, Emera, Inc who presented on Massachusetts Clean Energy and Economic Development and MA State Senator Michael Brady who gave an update on clean energy projects in MA.



November 6, 2017

Update from SEED Corp, presentation on Labor Market information by Mr. Dean Rizzo, Executive Director, South Shore Workforce Development Board and introduction to Ms. Amanda Chisholm, Vice President, Real Estate Services, MassDevelopment.



*January 8, 2018*

Guest speaker Dr. Stacey Kaminsky of the CONNECT Partnership discussed STEM Education and economic development. The Board endorsed a MassDevelopment bond for refinancing debt for Signature Healthcare in the amount not to exceed \$50,000,000.



*February 12, 2018*

Review and approval of work plan and budget for the Old Colony Planning Council Economic Development district for 2018-2019. Updates were given by our economic development partners



*March 5, 2018*

Guest speakers, Ms. Mary Ellen DeFrias and Mr. Jay Patteakos of MassDevelopment. The Committee reviewed the draft chapters 1, 2, 4, and 5 of the draft 2018 CEDS update document.

**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  
CMAQ – Congestion Mitigation Air Quality Program  
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  
DIF-District Improvement Financing  
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  
MARPA – Massachusetts Association of Regional Planning Agencies  
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