



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

(CEDs) 2020 - 2025

OLD COLONY PLANNING COUNCIL
70 School Street
Brockton, MA



5-Year CEDS 2020-2025

Prepared by the

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Approved by the OCPC Council on April 29, 2020

OLD COLONY PLANNING COUNCIL

RESOLUTION NUMBER TWO HUNDRED AND THIRTY

February 26, 2020

RESOLUTION OF THE OLD COLONY PLANNING COUNCIL ADOPTING AN ANNUAL WORK PROGRAM FOR THE ECONOMIC DEVELOPMENT DISTRICT AND AUTHORIZING THE FILING OF A GRANT APPLICATION TO THE ECONOMIC DEVELOPMENT ADMINISTRATION OF THE UNITED STATES DEPARTMENT OF COMMERCE

WHEREAS, The Old Colony Planning Council was established by Chapter 332 of the Acts of the General Court of the Commonwealth of Massachusetts in 1967, and authorized to prepare plans for the physical, social and economic development of the District which is comprised of the City of Brockton and sixteen area communities: and

WHEREAS, The Old Colony Planning Council is designated as an Economic Development District by the U.S. Department of Commerce, Economic Development Administration: and

WHEREAS, The Old Colony Planning Council Economic Development District through its Comprehensive Economic Development Strategy (CEDS) Committee is responsible for coordinating efforts directed at economic growth and development of the District: and

WHEREAS, The Old Colony Planning Council Comprehensive Economic Development Strategy (CEDS) Committee has prepared an Annual Work Program and Strategy to be carried out under a planning grant available for the District for the period 2020-2021.

NOW, THEREFORE, BE IT RESOLVED that the Old Colony Planning Council adopts the Annual Work Program and Strategy for Economic Development of the District for the coming year and authorizes the filing of an application with the Economic Development Administration, United States Department of Commerce.

CERTIFICATION: I hereby certify that the above Resolution was adopted by the Old Colony Planning Council, comprised of official representatives of the seventeen member communities of the District on the date written above, at which a quorum was present.

IN WITNESS WHEREOF, I have hereunto affixed my name as Secretary of the Old Colony Planning Council.



Sandra Wright, Secretary

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Comprehensive Economic Development Strategy (CEDS) 2020

EXECUTIVE SUMMARY

The intention of The Old Colony Planning Council Economic Development District Comprehensive Economic Development Strategy (CEDS) Program is to create an economic development guideline for the District. This CEDS is one element of the Old Colony Planning Council's long-range vision for development, infrastructure, and open space.

The CEDS focuses on four key strategies:

1. **Link Development with Transportation and Other Infrastructure** – Coordinated transportation, infrastructure, and land-use decisions to enhance household's access to jobs and educational opportunities and employer's access to the workforce and customers.
2. **Create Fiscally Sustainable Places** – Revenues and expenses are balanced and sustainable for households, communities, and the OCPC region.
3. **Provide Amenities** – Maintain quality of life elements that attract skilled labor by encouraging more walkable cities, open space preservation, and improved air and water quality.
4. **Attract and Retain Businesses, and Encourage Innovation** – Support and encourage business retention, job creation, workforce development, and innovation by partnering and information sharing.

The Old Colony Planning Council region is made up of seventeen economically diverse communities. Within our region, we have rural areas with small populations, emerging suburban areas with employment infrastructure needs, established suburban areas, and urban areas that are experiencing new investment and revitalization. It is important to note that when region-wide averages are reported, they can often paint a situation with a broad stroke. We must consider opportunities

and challenges at a local level as we work together to develop a strong regional economy.

KEY STATISTICS

Old Colony Planning Council Regional Statistics	
Key Statistics	
Annual Population Growth	3.8%
Average Unemployment Rate	3.4%
Median Household Income	\$88,840
Average Commute Times	33.5 minutes

The data above highlights key demographic considerations for the OCPC region. The annual population growth and median household income are critical measures to consider as the regional plans and develops land use, transportation, and infrastructure improvements during the next five years.

Organization of the CEDS

The CEDS document includes a regional vision, summary background and key economic data, Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, plan of action, performance evaluation, and economic resilience information. The CEDS is a continuous refinement of work that OCPC has engaged in over the last four years. The strategies proposed within this CEDS attempt to tie regional transportation planning, local land use planning, and economic development together in a meaningful way to maximize the benefit and collective impact the OCPC can have on our regional economy.

INTRODUCTION

The Old Colony Planning Council is a federally recognized Economic Development District (EDD) designated by the US Department of Commerce and the Economic Development Administration (EDA). 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."

The OCPC Economic Development District (OCPC EDD) supports economic development plans, promotes long-term economic competitiveness, and attracts federal monies to implement local plans.

The District consists of the seventeen member 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 remaining communities reside in Plymouth County.

Why is the CEDS program necessary?

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 Delegates and the public. To receive feedback from the public the draft CEDS chapters are posted on the OCPC website and distributed to a wide range of community officials.

The 2020-2025 Comprehensive Economic Development Strategy (CEDS) report is a guide to understand and improve the regional economy for the OCPC EDD. This federally required document serves as a regional economic development plan for creating a stronger, more diverse economy. It is strategy-driven, collaboratively developed, and locally implemented. The information provided serves local decision-makers to assist with setting priorities for investment in key economic development efforts.

Regional Vision

The Old Colony Planning Council Economic Development District (OCPC EDD) and the Old Colony Planning Council Delegates have aligned the Comprehensive Economic Development Strategy (CEDS) with the 2018 Regional Policy Plan (RPP2018), the 2019 Long Range Transportation Plan (LRTP2019), and local land-use planning. The CEDS strategies, objectives, collaborative actions, and evaluation criteria have been informed by the work done to bring stakeholders together around the RPP2018 Vision.

The CEDS is the region's blueprint for growth that seeks to coordinate land development, infrastructure, economic development, and open space. By implementing the CEDS we are engaging in a regional economic development strategy that provides economic opportunities by coordinating land use decisions with the location of infrastructure. The relationship between land use, infrastructure, and economic development functions similarly regardless of regional, community, or neighborhood scale. All scales of development benefit from well-coordinated land use and infrastructure improvements. This visioning effort serves as a guide for future development and provides assurance to local communities and businesses that transportation and infrastructure investments will benefit existing land uses supporting new growth and redevelopment areas.

SUMMARY BACKGROUND

The following pages highlight the demographic and economic statistics of the region.

POPULATION

Between 2010 and 2040, the population of the region is anticipated to reach 423,739, representing a 9.3 percent increase across the seventeen communities. The bulk of the area's growth occurring in Plymouth with a projected increase of 24.5 percent and Abington with a projected increase of 18.9 percent. Communities with the least amount of projected population growth include Hanover at 1.5 percent and Halifax at 1.6 percent.

HOUSING

Our region is currently experiencing an affordable housing crisis. Housing affordability issues show in the data above and housing choice was identified as a weakness and threat in the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The **Housing to Income Ratio** is the percentage of gross monthly income that is dedicated to a housing payment. A 30 percent threshold has become the standard for occupied housing, and it remains the indicator of affordability for housing in Massachusetts. Pembroke, and Hanover show higher housing-income ratios, suggesting housing affordability issues. From 2000 to 2018, Avon's median sale price for a single-family home was the lowest amongst its neighboring communities, Plymouth County, and the Commonwealth.

Vacancy rates in the region were all extremely low, according to the 2013-2017 ACS data. Homeowner vacancy rates across the region, County and Commonwealth were extremely low, with none exceeding 2.90 percent. Rental vacancy rates varied a bit more, from 0 percent in multiple communities to 8.30 percent in Brockton. The number of households is expected to increase by 20.54 percent over the region, slightly behind the forecast total statewide growth of 23.74 percent.

The issue of affordability is not only within housing, but total household costs including transportation. Improving access to opportunities, with a focus on improving the jobs versus housing mix within each community will reduce overall demand on the transportation system and will increase the economic resilience of each municipality.

ECONOMIC

A sign of our region's strong economy and overall resilience is our extremely low unemployment rate. The average annual unemployment rate for the region for the year 2018 was 3.4 percent. The average unemployment rate for the City of Brockton in 2018 was 4.6 percent, the highest in the District. The annual unemployment rate for the state of Massachusetts in 2018 was 3.5 percent. The 2017 Unemployment Rate (5-Year ACS) for the City of Brockton was 8.8 percent versus the U.S. rate for the same time of 6.6 percent. 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. While overall unemployment is low for the region, these averages can sometimes disguise unseen economic distress or local differences across the region.

The **Employment versus Population Ratio** gives us a measure to compare the number of residents to the number of available jobs. Across the region, the projected annual incoming employment to population ratio is 2.0, meaning that there is projected to be one job available for every 2 people on average across our seventeen-community region. This equals the state average. However, this projected ratio is 2.2 in Brockton and Duxbury, indicating a higher number of residential developments and fewer job opportunities per resident in the future. All communities in the OCPC region have a projected employment versus population ratio of 1.8 to 2.2. Watching the population/employment ratio over time will give us a metric to determine whether each municipality is providing more or fewer job opportunities for residents over time.

EDUCATION

Education plays a vital role in economic development in Massachusetts. The region's high school graduation rate is 92.8 percent, with the highest community being Avon at 97 percent and the lowest being Brockton at 82.5 percent. The region's high school graduation rate is higher than the state average of 89 percent and indicate that early and high school education are priorities for our region's population. The population aged 25 years and older with a bachelor's degree or higher ranges from 17.5 percent in Brockton to 72.2 percent in Duxbury. The population aged 25 years and over with a bachelor's degree in the OCPC region is 33.24 percent, lower than the state average of 39 percent.

AMENITIES

The OCPC region has incredible access to open space and amenities. Excellent mountain biking, hiking, multi-use trails and well-apportioned parks are all easily accessible across the region. Maintaining and investing in the amenities that make our region unique will be critical to continue attracting new business and high-quality employees to help grow our economy. Challenges and impacts to air quality and water quality need to be considered as we balance growth and development with preservation of the environment.

Opportunity Zones are in census tracts that are economically distressed. These areas provide investors with a tax incentive through the deferral reduction, or exemption of Capital Gains Tax depending on the number of years the investment is held. The City of Brockton has embraced this unique opportunity to bring in new investment within the area.

Regional Economic Overview Key Data

REGIONAL POPULATION				
Year	Population	Median Age	Households	Projected Household Size
2000	348,927	37.0	122,150	
2010	362,406	41.3	129,490	2.72
2020	379,936		143,521	2.51
2030	391,583		152,908	2.39
2040	396,418		156,069	

FINDINGS AND RECOMMENDATIONS

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 closure of the Entergy Pilgrim Nuclear Power Plant in Plymouth on May 31, 2019 has resulted in the loss of many well-paying skilled jobs as well as an important source of electrical generating capacity in our region.

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.

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.

Education and job training are 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.

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.

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 promote further regional economic growth.

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.

Economic resiliency is important to the region. This is an area's ability to withstand, prevent or quickly recover from sudden and severe major shocks to its underlying economic base.

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 left unchecked, will impact economic development activity. It is an issue that can and should be addressed in part by economic development programs.

The opioid crisis is being addressed. In 2008, the City of Brockton in partnership with High Point Treatment Center was awarded the MassCALL2 grant with the primary objective of saving the lives of those in the community of Brockton suffering from opiate addiction and to create awareness about opioid overdose prevention. Today, the coalition has expanded to become part of the Brockton Area Prevention Collaborative, encompassing the towns of Bridgewater, Brockton, East Bridgewater, Hanson, Whitman, and the non-district town of Rockland as a regional approach.

Support economic development activities that help to retain, expand, or diversify the region's businesses. Target recruitment activities toward businesses that provide family wage jobs.

Foster a positive business climate by encouraging region-wide and statewide collaboration amongst business, government, education, labor, military, workforce development, and other nonprofit organizations.

Support established and emerging industry clusters that export goods and services, import capital, and have growth potential.

Leverage the region's position as a gateway by supporting businesses, ports, and agencies involved in trade activities.

Foster a supportive environment for business startups, small businesses, and locally owned businesses to help them continue to prosper.

Ensure the efficient flow of people, goods, services, and information in and through the region with infrastructure investments, particularly in and connecting designated centers, to meet the distinctive needs of a regional economy.

Encourage the private, public, and nonprofit sectors to incorporate environmental and social responsibility into their practices.

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%), Hanson (7.52%), Kingston (7.21%) and Plympton (6.94%).
- Agriculture - The OCPC EDD is home to one of the largest cranberries producing areas in the country.
- Zoning – All of the EDD's communities have zoning 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. 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.

THE REGION'S ASSETS AND LIABILITIES

ASSETS

- ✓ The region has miles of beautiful coastline and within an hour's travel time of two of the nation's most fully developed seaports: Boston and Providence.
- ✓ The region is rich in history, from historic communities stretching from Stoughton to Plymouth Rock.
- ✓ The region's coastline and inland lakes and ponds, along with forests and state parks are highly conducive to sports activities throughout the year. The region includes the historic attractions of Plymouth and is near Cape Cod.
- ✓ The District has a great variety of land in industrial parks, as well as scattered individual parcels with utilities, and some significant tracts of developable raw land.
- ✓ There is available space in buildings ready to occupy almost immediately.
- ✓ The region is a center of innovation and entrepreneurial spirit. The John Joseph Moakley Center at Bridgewater State University is a center of such activity.
- ✓ The region is well served by highways, freight and commuter rail service and access to airports in Boston, Halifax, Plymouth, Providence, and Worcester.
- ✓ The area has many educational resources such as Bridgewater State University, Massasoit Community College, Fisher College, Cape Cod Community College, Curry College, Quincy College, University of Massachusetts/Boston, Lincoln Technical Institute and the Brockton Hospital School of Nursing, all of whom have facilities within our region. It is close to the colleges and universities in Boston.
- ✓ The region has many cultural amenities such as the Plimouth Plantation, Brockton's Fuller Craft Museum, and the Brockton Rox baseball team.

LIABILITIES

- Despite deregulation, energy costs remain high in the district compared to many other areas.
- The region has limited access to national markets.
- The region's low wage levels offer lower labor costs, but also limit local buying power.
- The region has natural limitations on industrial land.
- The region's workforce is need of further skill development for emerging 21st century businesses.
- Sewer, water, 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 state have high housing costs.
- The regional highway system lacks high capacity, direct east-west roadways within the region. Peak hour capacity is a problem on some north-south routes.
- The region is host to many older industries that are subject to pressure to relocate to lower cost parts of the county or the world.

SECTION 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 Southeast region of the Commonwealth has experienced modest population growth in the past decade, adding 37,633 persons with an annualized population growth rate of 0.35 percent between 2000 and 2010. The region should expect to see continued population growth over the next twenty-five years, although at an increasingly slower rate as times moves on. Our model anticipates that the region will add another 39,490 residents between 2010 and 2020, after which levels of growth start to diminish, with fewer than 28,000 residents gained from 2020 to 2030. By 2035, the population of the Southeast region will approach 1.19 million persons, a gain of almost 75,000 residents over the 2010 Decennial Census.

Recent population growth in Plymouth County has been driven by natural increase (births minus deaths), and in-migration of persons in their thirties, and with these young families, a steady number of births. However, increasing deaths with the aging in place of the sizable baby boom population will slowly chip away at the rate of population growth, eventually exceeding new births by 2025.

In recent years, the Southeast Plymouth County region has tended to lose residents due to domestic out-migration, this trend will continue through 2025. At the same time, international migration offsets this net domestic loss, with gains of over 19,000 each five years expected to continue through this time-series such that the region continues to increase in population size.

Domestic out-migration is heavily concentrated among the college-age population and, to a lesser extent, older residents in the 55-and older cohorts. However, the region tends to import residents in their thirties, as well as their school-age children. Soon, as the large population of millennials move out of their teens and twenties, (the age groups prone to leaving the region) and into their thirties (the groups that tend to move in). This, together with only modest levels of out-migration among boomers, will result in decreasing levels of out-migration and increasing levels of domestic in-migration. Domestic in-migration will catch up to out-migration by 2025 to 2030 and start contributing to population gain in the region. On the positive side, an increasing population means an increase in the supply of labor, a basic factor of production.

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. The following tables will show that from 2000 to 2010, OCPC's region grew from 348,927 to 362,406 a 3.86 percent increase. From 2000 to 2010, the population of MA grew from 6,349,097 to 6,547,629, a 3.13 percent 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.

The Massachusetts Department of Transportation (MassDOT) Demographic and Socio-Economic Forecast indicates that the region will grow from 387,538 residents in 2010 to 423,739 residents by 2040. This represents an increase of 9.3 percent between 2010 and 2040.

The levels of growth vary across the region. Avon's expected 3.3 percent increase in population during this time period trails neighboring Abington (18.9 percent), Easton

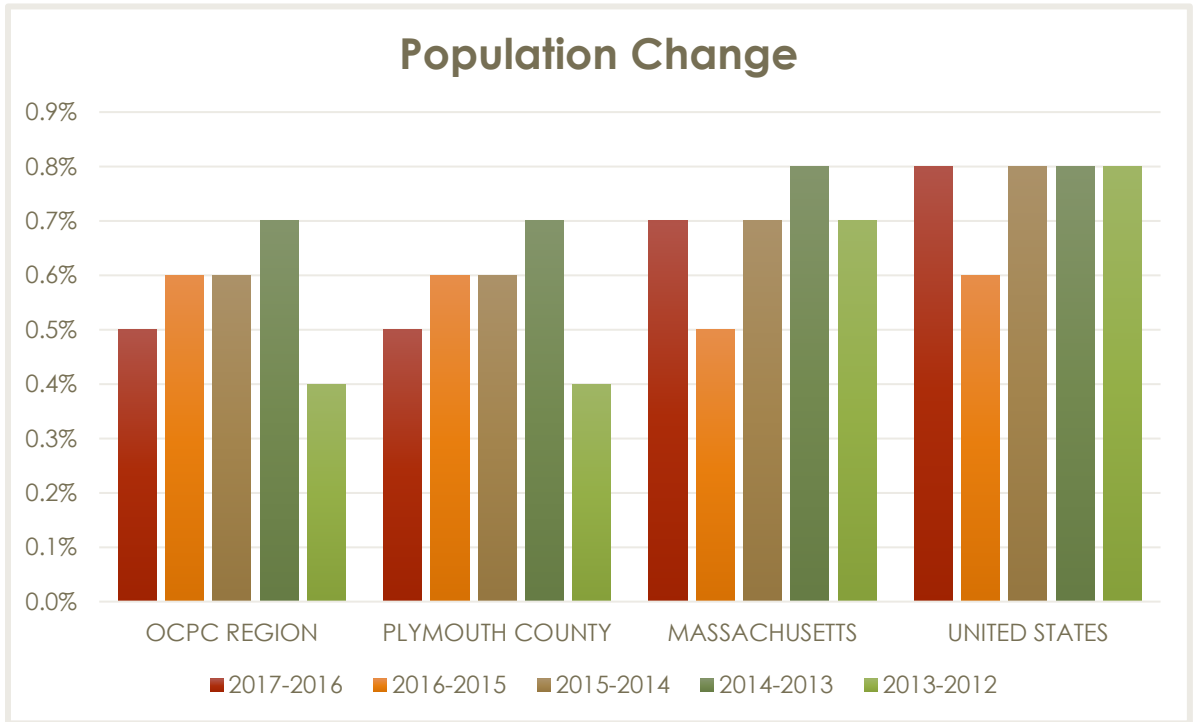
(8.2 percent), and Brockton (3.5 percent), as well as the Commonwealth (12.7 percent); but will surpass the growth expected to occur in Halifax (1.6 percent) and Stoughton (0.7 percent). The continued population growth across the region and the state suggest a continued increase in housing demand, although changes in household size and type will have an impact on the type of housing needed.

Table 1: Population Change 1990-2010

	1990	2000	2010	Change 1990-2010		Change 2000-2010	
				Number	Percent	Number	Percent
Abington	13,817	14,605	15,985	2,168	13.6%	1,380	9.49%
Avon	4,558	4,443	4,356	(202)	(4.6%)	(87)	(1.95%)
Bridgewater	21,249	25,185	26,563	5,314	20.0%	1,378	5.47%
Brockton	92,788	94,304	93,810	1,022	1.1%	(494)	(0.52%)
Duxbury	13,985	14,248	15,059	1,074	7.1%	811	5.69%
East Bridgewater	11,104	12,974	13,794	2,690	19.5%	820	3.67%
Easton	19,807	22,299	23,112	3,305	14.3%	813	3.64%
Halifax	6,526	7,500	7,518	992	13.2%	18	0.24%
Hanover	11,912	13,164	13,879	1,967	14.2%	715	5.43%
Hanson	9,028	9,495	10,209	1,181	11.6%	714	7.51%
Kingston	9,045	11,780	12,629	3,584	28.4%	849	7.20%
Pembroke	14,544	16,927	17,837	3,293	18.5%	910	5.37%
Plymouth	45,608	51,701	56,468	10,860	19.2%	4,767	9.22%
Plympton	2,384	2,637	2,820	436	15.5%	183	6.94%
Stoughton	26,777	27,149	26,962	185	0.7%	(187)	(0.69%)
West Bridgewater	6,389	6,634	6,916	527	7.6%	282	4.25%
Whitman	13,240	13,882	14,489	1,249	8.6%	607	4.37%
Region	322,761	348,927	362,406	39,645	10.9%	13,479	3.86%
Plymouth County	435,276	472,822	494,919	59,643	13.7%	22,097	4.67%
Massachusetts	6,016,425	6,349,097	6,547,629	531,204	8.8%	198,532	3.13%

Source: US Census Bureau

Figure 1: Percentage Population Change



Source: American Community Survey, Demographic and Housing Estimates DP05

Table 2: Population Projections

	2010	2020	2030	2040	Change 2010-2040	
					Number	Percent
Abington	15,985	17,386	18,764	19,000	3,015	18.9%
Avon	4,356	4,385	4,444	4,500	144	3.3%
Bridgewater	26,563	27,800	28,333	28,689	2,126	8.0%
Brockton	93,810	96,000	96,700	97,100	3,290	3.5%
Duxbury	15,059	15,030	15,307	15,500	441	2.9%
East Bridgewater	13,794	14,400	14,616	14,800	1,006	7.3%
Easton	23,112	23,830	24,689	25,000	1,888	8.2%
Halifax	7,518	7,600	7,620	7,640	122	1.6%
Hanover	13,879	13,864	13,999	14,084	205	1.5%
Hanson	10,209	10,600	10,863	11,000	791	7.7%
Kingston	12,629	13,369	14,814	15,000	2,371	18.8%
Pembroke	17,837	18,300	18,695	18,931	1,094	6.1%
Plymouth	56,468	64,166	68,559	70,312	13,844	24.5%
Plympton	2,820	2,910	2,963	3,000	180	6.4%
Stoughton	26,962	27,900	28,279	28,635	1,673	6.2%
West Bridgewater	6,916	7,227	7,549	7,644	728	10.5%
Whitman	14,489	15,169	15,389	15,583	1,094	7.6%
OCPC Region	387,538	405,669	418,293	423,739	36,201	9.3%
Massachusetts	6,547,629	6,933,887	7,225,472	7,380,399	832,770	12.7%

Source: MassDOT Demographics/Socio-Economic Forecasts

<https://www.massdot.state.ma.us/planning/Main/MapsDataandReports/Data/Demographics.aspx>

Table 3: Recent Population Growth/Density

Town	Recent Population Growth			Population Density	
	2000 Census	2010 Census	% growth	Land Area (Sq. Miles)	Density in 2010 (Pop/Sq Mile)
Abington	14,605	15,985	9.45%	10	1,598.5
Avon	4,443	4,356	-1.96%	4.4	990
Bridgewater	25,185	26,563	5.47%	27.5	966
Brockton	94,304	93,810	-0.52%	21.5	4,363
Duxbury	14,248	15,059	5.69%	23.8	633
East Bridgewater	12,974	13,794	6.32%	17.2	802
Easton	22,299	23,112	3.65%	28.4	814
Halifax	7,500	7,518	0.24%	16.1	467
Hanover	13,164	13,879	5.43%	15.7	884
Hanson	9,495	10,209	7.52%	15	681
Kingston	11,780	12,629	7.21%	18.5	683
Pembroke	16,927	17,837	5.38%	21.8	818
Plymouth	51,701	56,468	9.22%	96.5	585
Plympton	2,637	2,820	6.94%	14.8	191
Stoughton	27,149	26,962	-0.39%	16	185
West Bridgewater	6,634	6,916	4.25%	15.7	440
Whitman	13,882	14,489	4.37%	7	2,070
OCPC Region	348,927	362,406	3.86%	369.9	980
Massachusetts	6,349,097	6,547,629	3.13%	7,840	835

According to the US Census, between 2000 and 2010 the population in the OCPC region increased 3.86 percent overall, with the highest growth seen in Abington (9.45%), Plymouth (9.22%) and Hanson (7.52%). Communities that experienced a population decrease include Avon (-1.96%), Stoughton (-0.39%), and Brockton (-0.52%). Communities with the highest population density per square mile include Brockton (4,363), Whitman (2,070), and Abington (1,598.5).

2. Regional Racial/Ethnic Composition

The following table depicts the District's population by Race and Hispanic or Latino Origin for 2010. Overall, the region is predominantly white followed by Black or African American. Table 5 shows the District's population by Race from the 2010 US Census. Table 6 shows the Population and Hispanic Origin from the 2017 American Community Survey. The following table will show the District's population that is foreign born and language spoken at home.

Table 4: Population Race and Hispanic/Latino Origin

Town	Census 2020 Total Population	Population 2013-2017 ACS	One Race	White	Black or African American	American Indian and Alaska Native	Asian	Hispanic or Latino
Abington	15,985	16,275	15,951	14,959	446	0	386	381
Avon	4,356	4,468	4,378	3,317	555	0	390	262
Bridgewater	26,563	27,434	26,752	23,449	2,214	33	541	989
Brockton	93,810	95,161	91,745	40,136	38,997	381	1,876	10,114
Duxbury	48,059	15,572	15,498	15,212	130	0	132	136
East Bridgewater	13,794	14,301	14,068	12,972	519	0	291	564
Easton	23,112	224,001	23,679	21,956	941	0	521	712
Halifax	7,518	7,739	7,675	7,377	207	0	15	192
Hanover	13,879	14,328	14,187	13,778	76	0	227	80
Hanson	10,209	10,560	10,319	10,087	54	11	151	132
Kingston	12,629	13,210	12,953	12,664	122	0	89	190
Pembroke	17,837	18,230	17,761	17,322	85	0	272	337
Plymouth	56,468	58,695	57,394	54,540	1,134	128	675	1,562
Plympton	2,820	2,912	2,897	2,832	28	0	21	53
Stoughton	26,962	28,338	27,489	21,325	4,045	188	1,141	1,265
West Bridgewater	6,916	7,117	6,982	6,651	254	0	7	304
Whitman	14,489	14,864	14,551	14,076	143	0	138	322
OCPC Region	362,406	373,205	364,279	292,653	49,950	741	6,873	17,595
Massachusetts	6,547,629	6,789,319	6,579,796	5,358,373	499,774	14,336	426,225	760,177
OCPC % of State	5.53%	5.50%	5.54%	5.46%	9.99%	5.17%	1.61%	2.31%

Source: US Census Bureau, American Community Survey

Table 5: Population by Race, US Census 2010

Race

One Race										
Town	2010 Census Total Population	Total	White	African American	American Indian or Alaska Native	Asian	Native Hawaiian Pacific	Other	2 or more races	Hispanic or Latino
Abington	15,985	15,766	14,788	342	47	284	2	303	219	310
Avon	4,356	4,284	3,660	434	5	120	-	65	72	121
Bridgewater	26,563	26,139	24,163	1,292	62	328	-	294	424	838
Brockton	93,810	87,327	43,821	29,275	332	2,151	52	11,695	6,483	9,357
Duxbury	15,059	14,935	14,649	62	16	149	2	58	123	184
East Bridgewater	13,794	13,593	13,139	216	28	117	-	93	201	204
Easton	23,112	22,733	21,144	745	20	563	5	256	379	575
Halifax	7,518	7,409	7,291	45	6	42	-	25	109	81
Hanover	13,879	13,750	13,392	110	15	161	5	67	129	128
Hanson	10,209	10,069	9,850	104	3	48	1	63	140	95
Kingston	12,629	12,467	12,137	133	14	116	1	66	162	140
Pembroke	17,837	17,664	17,274	109	29	170	3	79	173	193
Plymouth	56,468	55,482	52,955	1,147	193	516	22	649	986	1,030
Plympton	2,820	2,793	2,731	24	8	22	-	8	27	36
Stoughton	26,962	26,267	21,634	2,984	46	291	2	630	695	876
West Bridgewater	6,916	6,817	6,564	104	7	75	-	67	99	121
Whitman	14,489	14,249	13,768	180	35	111	5	150	240	267
OCPK Total	362,406	351,744	292,960	37,306	866	5,264	100	14,568	10,661	14,556
Massachusetts	6,547,629	6,375,626	5,265,236	434,398	18,850	349,768	2,223	305,151	172,003	627,654
OCPK % of State	5.53%	5.52%	5.56%	8.59%	4.59%	1.50%	4.50%	4.77%	6.20%	2.32%

Table 6: Population by Race, ACS 2017

Race

Town	One Race								2 or more races	Hispanic or Latino
	Total Population	Total One Race	White	African American	American Indian or Alaska Native	Asian	Native Hawaiian Pacific	Some Other Race		
Abington	16,275	15,951	14,959	446	0	386	0	160	324	381
Avon	4,468	4,378	3,317	555	0	390	0	116	90	262
Bridgewater	27,434	26,752	23,449	2,214	33	541	14	501	682	989
Brockton	95,161	91,745	40,136	38,997	381	1,876	38	10,317	3,416	10,114
Duxbury	15,444	15,352	15,029	134	0	163	0	26	92	101
East Bridgewater	14,301	14,068	12,972	519	0	291	0	286	233	231
Easton	24,001	23,679	21,956	941	0	521	0	261	322	712
Halifax	7,739	7,675	7,377	207	0	15	0	76	64	192
Hanover	14,328	14,187	13,778	76	0	227	0	106	141	80
Hanson	10,560	10,319	10,087	54	11	151	0	16	241	132
Kingston	13,210	12,953	12,664	122	0	89	0	78	257	190
Pembroke	18,230	17,761	17,322	85	0	272	0	82	469	337
Plymouth	58,695	54,540	54,540	1,134	128	675	0	917	1,301	1,562
Plympton	2,912	2,897	2,832	28	0	21	0	16	15	53
Stoughton	28,338	27,489	21,325	4,045	188	1,141	0	790	849	1,265
West Bridgewater	7,117	6,982	6,651	254	0	7	0	70	135	304
Whitman	14,864	14,551	14,076	143	0	138	0	194	313	322
OCPC Total	373,077	361,279	292,470	49,954	741	6,904	52	14,012	8,944	17,227
Massachusetts	6,789,319	6,579,796	5,358,373	499,774	14,336	426,225	2,253	278,835	209,523	760,177
OCPC % of State	5.50%	5.49%	5.46%	10.00%	5.17%	1.62%	2.31%	5.03%	4.27%	2.27%

Table 7: Foreign Born and Language Spoken at Home

Community	Foreign Born	English	Spanish	Other Indo-European Languages	Asian & Pacific Island Languages
Abington	1,406	365	21	842	106
Avon	693	163	91	268	171
Bridgewater	1,661	433	219	706	218
Brockton	26,335	2,952	1,901	19,753	740
Duxbury	335	237	0	59	35
East Bridgewater	714	156	21	428	109
Easton	1,775	497	121	790	195
Halifax	294	234	45	15	0
Hanover	445	145	28	172	100
Hanson	278	192	7	23	56
Kingston	387	168	2	138	40
Pembroke	503	298	8	135	100
Plymouth	3,811	1,011	271	1,875	294
Plympton	84	52	11	6	9
Stoughton	5,433	913	281	3,277	599
West Bridgewater	204	98	36	63	7
Whitman	464	203	54	154	53
OCPC Region	44,822	8,117	3,117	28,704	2,832
Massachusetts	1,089,050	205,550	229,144	377,114	206,279

Source: 2013-2017 American Community Survey 5-year Estimates

Non-White Population

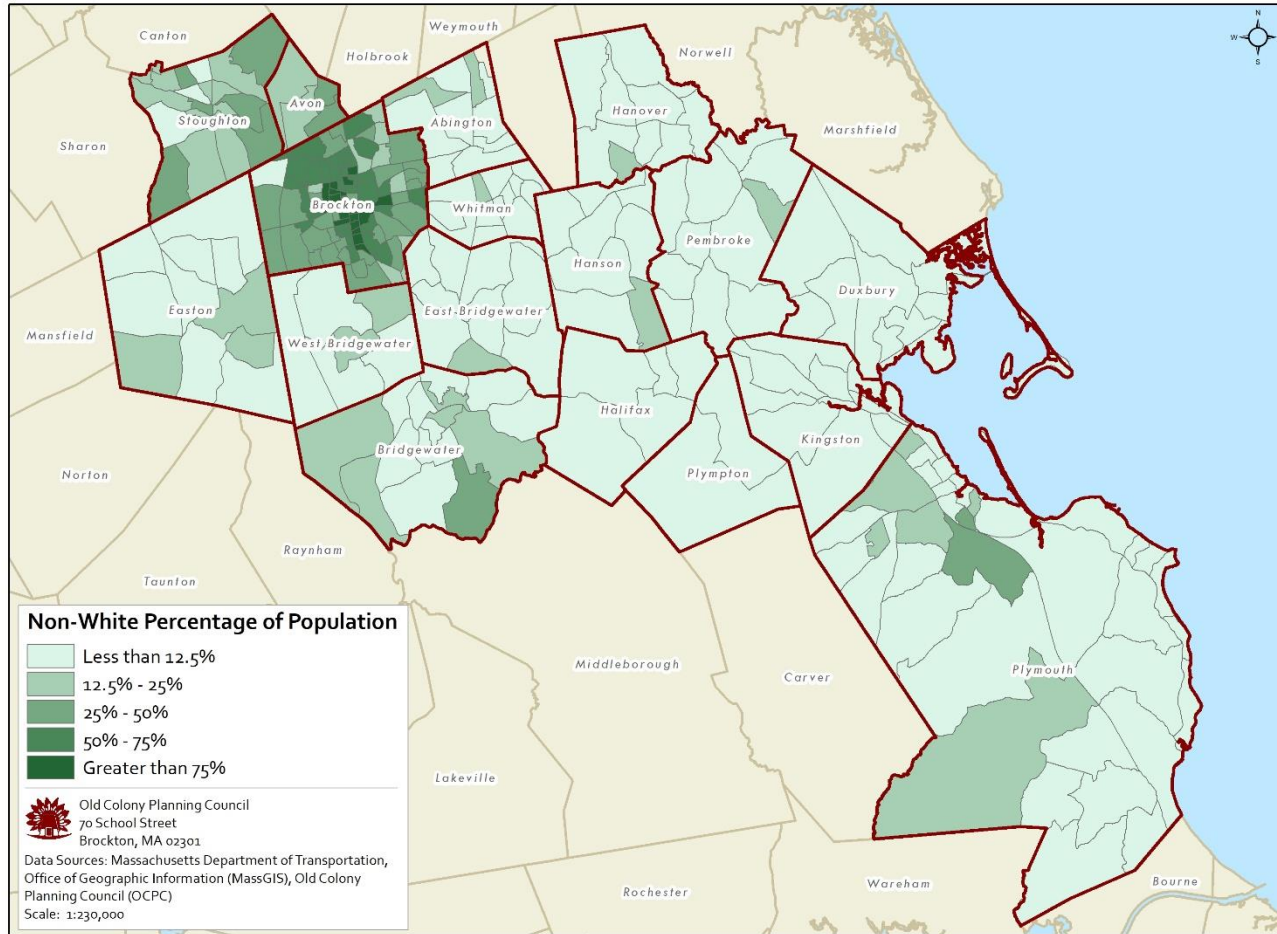


Table 8: Age Distribution of the Population 2010

Community	OCPC Region Age Distribution of The Population 2010												Median Age
	Age												
	Percentage of Total Population												
	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

3. Age Profile

The following table depicts the Age Distribution of the OCPC region from the 2010 US Census for residents aged 65 through 85 years and over, for the Old Colony region from census data year 2010. The median age of residents in our area is 41.2 versus the median age for all Massachusetts residents of 39.1.

Table 9: Age Profile 65 through 85+

	Total Population	65-69 Years	70-74 Years	75-79 Years	80-84 Years	85+ Years	Median Age
<i>Abington</i>	15,985	666	420	333	245	245	39.5
<i>Avon</i>	4,356	191	173	148	129	100	44
<i>Bridgewater</i>	26,563	977	571	524	356	334	36.7
<i>Brockton</i>	93,810	3,463	2,539	2,015	1,530	1,651	35.9
<i>Duxbury</i>	15,059	840	492	353	321	448	44.8
<i>East Bridgewater</i>	13,794	668	371	330	220	201	40.5
<i>Easton</i>	23,112	1,023	580	498	375	320	39.5
<i>Halifax</i>	7,518	367	234	215	100	134	42.8
<i>Hanover</i>	13,879	632	442	347	225	205	41.8
<i>Hanson</i>	10,209	472	255	198	127	110	40.4
<i>Kingston</i>	12,629	564	353	326	292	378	42.3
<i>Pembroke</i>	17,837	760	482	338	235	176	40.8
<i>Plymouth</i>	56,468	2,802	1,742	1,241	976	1,192	41.4
<i>Plympton</i>	2,820	165	97	57	35	29	44.4
<i>Stoughton</i>	26,962	1,337	952	785	700	645	42.9
<i>West Bridgewater</i>	6,916	353	235	247	184	238	43.9
<i>Whitman</i>	14,489	513	372	281	204	165	38.2

Source: 2010 US Census

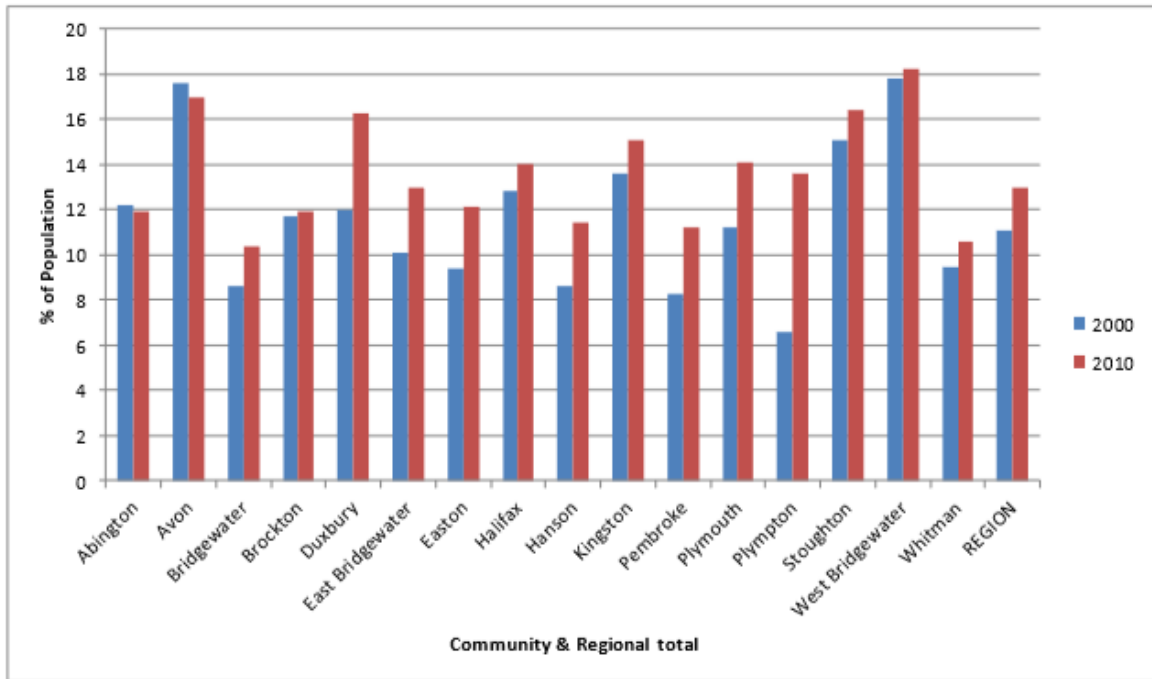
The Southeast region of the Commonwealth has experienced modest population growth in the past decade, adding 37,633 persons with an annualized population growth rate of 0.35 percent between 2000 and 2010. The region should expect to see continued population growth over the next twenty-five years, although at an increasingly slower rate as times moves on. Our model anticipates that the region will add another 39,490 residents between 2010 and 2020, after which levels of growth start to diminish, with fewer than 28,000 residents gained from 2020 to 2030. By 2035, the population of the Southeast region will approach 1.19 million persons, a gain of almost 75,000 residents over the 2010 Decennial Census.

By 2030, baby boomers will move into the retirement phase of their life cycles. Although some older residents will retire outside the region, they have the potential to overshadow those deciding to age in place, resulting in a shifting of the entire population distribution upward.

The population of the region, like state and national trends, is getting older with an increasing percentage of the population aged 65 and over. From the 2010 Census, 13 percent of the population of the Old Colony region was 65 or older, a percentage that has risen consistently since 1970 and up nearly 2 percentage points from 11.1 percent in the 2000 Census. The next chart shows the percentage of population aged 65 or older by community and the Region in 2000 and 2010 and illustrates how the percentage of persons aged 60 and over in the Commonwealth has risen consistently since 2005.

By 2035, 24 percent of the region's population will be over the age of 65, compared to 14 percent in 2010. Yet the Old Colony region will continue to attract young families, including many from the millennial generation, who will be moving into their forties by 2035. The result will be a regional age profile that, while older, more equally distributed among the different age groups.

Figure 2: Percentage of Population Aged 65 and Over



4. Education

The District has smaller percentages of college graduates and larger percentages of people with only a high school education.

The Commonwealth of Massachusetts has an aging population, especially in Gateway City regions outside of Greater Boston that struggle to hold on to young workers. In these areas, a disproportionate share of the future workforce resides in high-poverty neighborhoods and attends high-poverty schools – environments in which children have an extraordinarily difficult time garnering the advanced skills required for jobs in Massachusetts’ knowledge-intensive industries. Even entry-level employment now requires a relatively advanced set of foundation skills (reading, math, English), work readiness skills (communications and teamwork), and technical skills.

Policies directed towards capacity building in human resources, especially concern youth, individuals with inadequate qualifications and persons that face the danger of discrimination in the labor market (handicapped people, etc.). At the same time, to receive qualified academic and technical workforce in the long-term period, it is necessary to improve the quality of education and access to quality education systems.

Job creation and the full involvement of the workforce in comprehensive economic growth are much more effective at overcoming poverty than the simple provision of social assistance.

The education and skills of the workforce play a hugely important role in determining the productivity of firms and the earnings of working households. Education and training help individual students and workers by increasing their skills and giving them opportunities to achieve higher earnings. Individual companies benefit by having workers who are more productive, able to learn quickly, and adjust to changing economic conditions. The available evidence suggests that investments in education at all levels – from preschool to training of incumbent workers – generates economic growth and increases employment.

Encourage a strong educational system and workforce training to provide skilled labor for existing and prospective businesses.

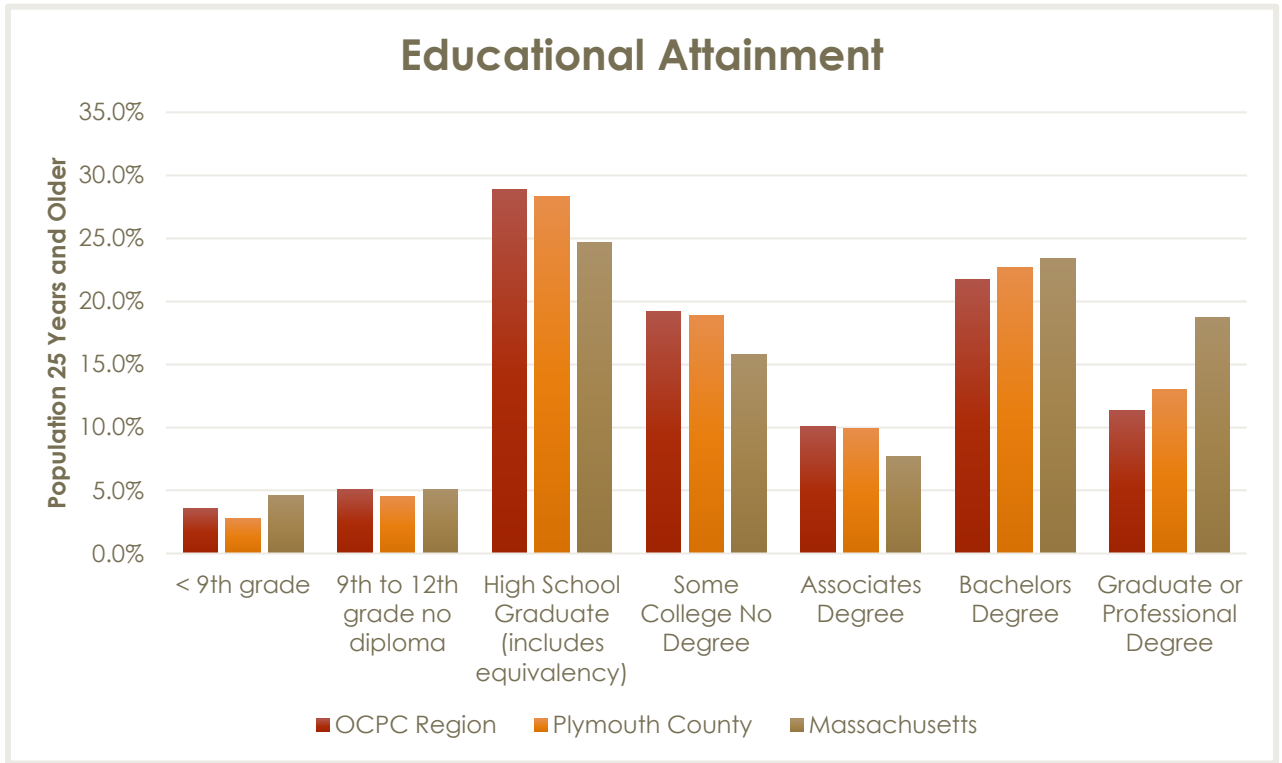
Identify continuing education and vocational training needs for the work force, unemployed, underemployed, and identify organization structure necessary to meet those needs.

Special emphasis placed on telecommunications, computer literacy, and automation should involve appropriate organizations to coordinate this effort. Consider policies that build the skills of its local workforce. This includes partnerships between business, education, and government so that all residents can be contributing members of the local economy.

Table 10: Educational Attainment

	<i>High School Diploma or Higher (% Completed)</i>	<i>Bachelor's Degree or Higher (% Completed)</i>
<i>Abington</i>	94.5%	25.7%
<i>Avon</i>	97.0%	25.9%
<i>Bridgewater</i>	90.6%	32.9%
<i>Brockton</i>	82.5%	17.5%
<i>Duxbury</i>	99.0%	72.2%
<i>East Bridgewater</i>	93.2%	25.4%
<i>Easton</i>	94.9%	47.4%
<i>Halifax</i>	94.3%	23.0%
<i>Hanover</i>	95.4%	45.6%
<i>Hanson</i>	93.6%	28.7%
<i>Kingston</i>	94.0%	38.6%
<i>Pembroke</i>	94.6%	33.6%
<i>Plymouth</i>	93.0%	32.6%
<i>Plympton</i>	88.4%	31.1%
<i>Stoughton</i>	87.8%	32.1%
<i>West Bridgewater</i>	91.2%	28.5%
<i>Whitman</i>	93.8%	24.4%
OCPC Region	92.8%	33.24%
Massachusetts	89.0%	39.0%

Table 11: Educational Attainment Age 25+

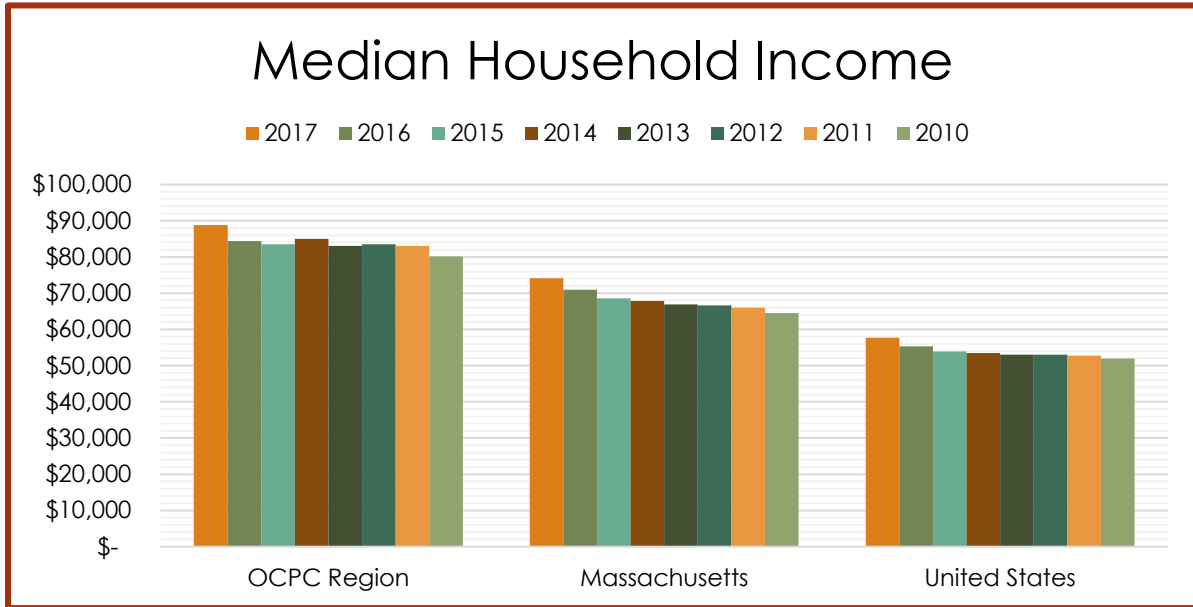


Source: 2017 American Community Survey, S1501

5. Income

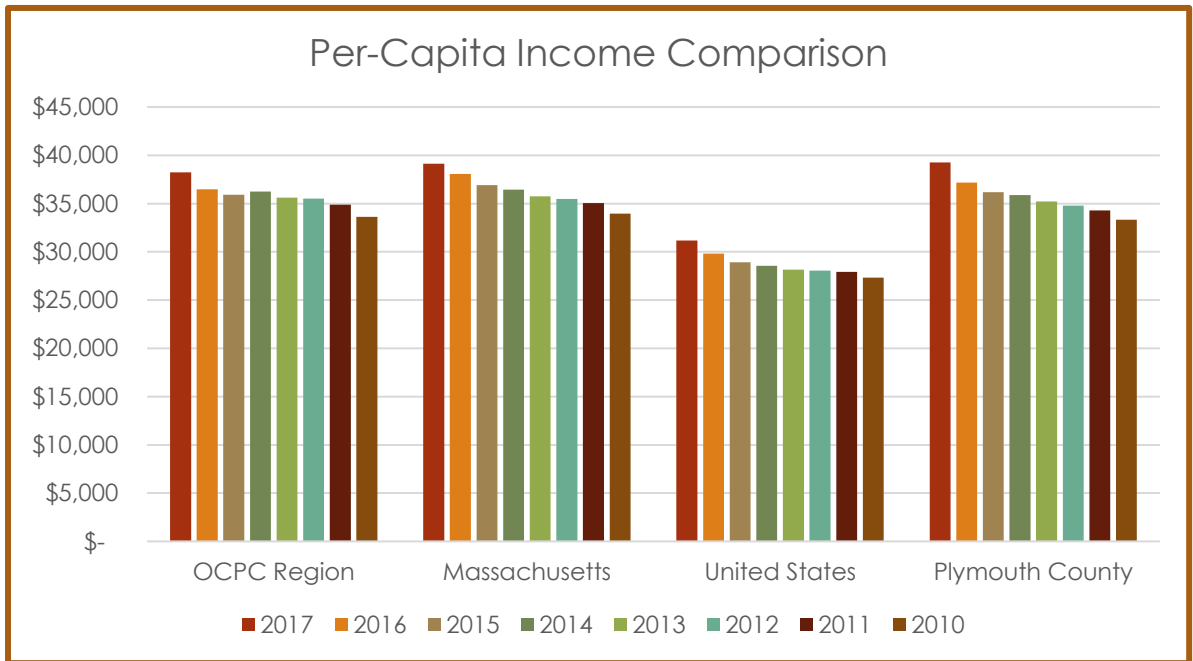
The District regional median household income based on 2013-2017 American Community Survey 5-year estimates was \$88,840, the median family income was \$106,270 and the median per capita income was \$38,244, which was lower than the state (\$39,913). Communities with the highest **Median Household Income** include Duxbury (\$123,613), Hanover (\$111,311) and Pembroke (\$101,447). The communities with the lowest Median Household Income include Brockton (\$52,393), Avon (\$69,709), and Halifax (\$77,993). The communities with the highest **Median Family Income** include Duxbury (\$138,707), Hanover (\$130,341) and Pembroke (\$118,056). The communities with the lowest Median Family Income include Brockton (\$61,947), Halifax (\$91,037) and Whitman (\$96,138).

Figure 3: Median Household Income Comparison



Source: American Community Survey, Selected Economic Characteristics DP03

Figure 4: Per-Capita Income Comparison



Source: American Community Survey, Selected Economic Characteristics DP03

Figure 5: Median Earnings for Workers

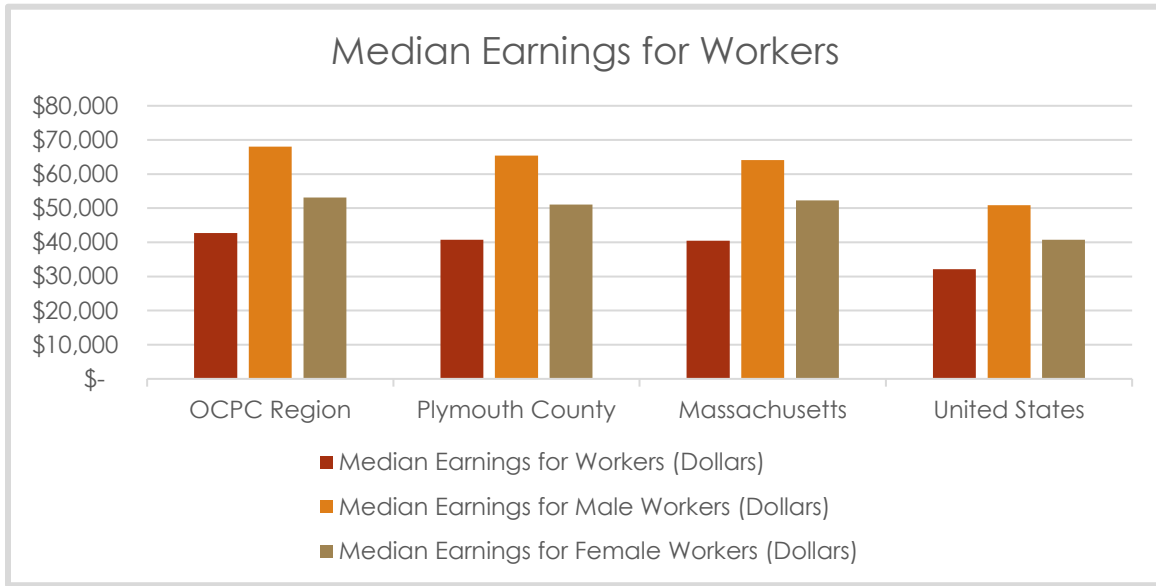
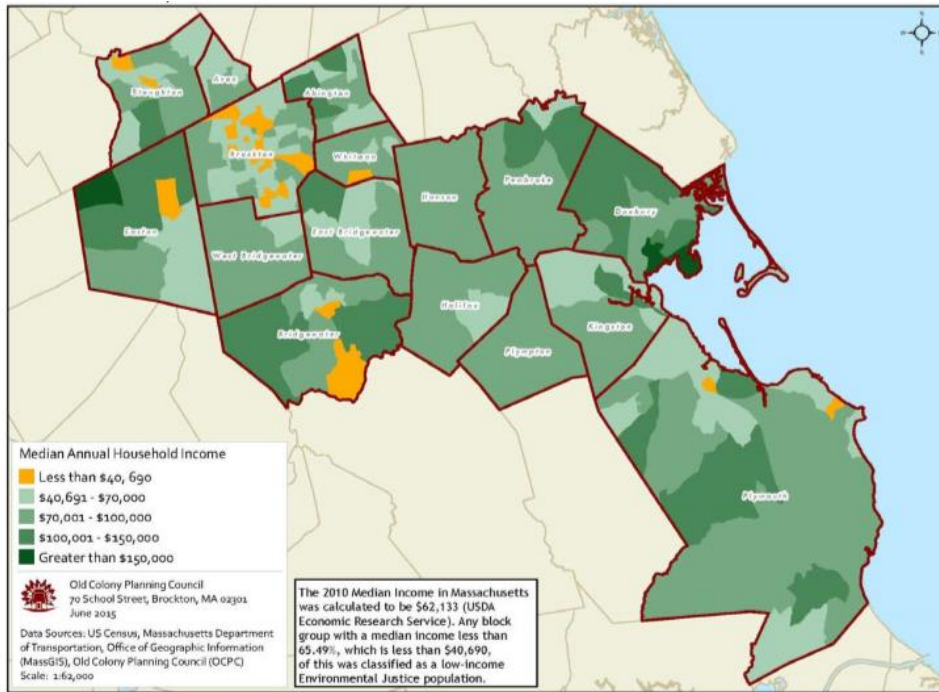


Figure 6: Low Income Populations by Block Group



Source: 2010 US Census

Table 12: Income Statistics

Income Statistics			
Median Household, Family and Per Capita Income			
2013-2017 American Community Survey 5-Year Estimates			
Community	Median Household Income (\$)	Median Family Income (\$)	Per Capita Income (\$)
<i>Abington</i>	\$91,643	\$104,676	\$39,503
<i>Avon</i>	\$69,709	\$98,365	\$32,011
<i>Bridgewater</i>	\$88,640	\$112,409	\$34,692
<i>Brockton</i>	\$52,393	\$61,947	\$24,278
<i>Duxbury</i>	\$123,613	\$138,707	\$55,225
<i>East Bridgewater</i>	\$86,568	\$106,130	\$35,012
<i>Easton</i>	\$105,380	\$117,582	\$43,559
<i>Halifax</i>	\$77,993	\$91,037	\$33,773
<i>Hanover</i>	\$111,311	\$130,341	\$49,009
<i>Hanson</i>	\$96,389	\$110,491	\$38,591
<i>Kingston</i>	\$89,796	\$114,798	\$37,695
<i>Pembroke</i>	\$101,447	\$118,056	\$40,887
<i>Plymouth</i>	\$83,746	\$100,295	\$41,235
<i>Plympton</i>	\$87,438	\$99,079	\$38,378
<i>Stoughton</i>	\$78,343	\$98,908	\$35,777
<i>West Bridgewater</i>	\$85,368	\$107,632	\$35,499
<i>Whitman</i>	\$80,511	\$96,138	\$35,037
<i>Regional Average</i>	\$88,840	\$106,270	\$38,244
<i>Massachusetts</i>	\$74,167	\$94,110	\$39,913

Source: US Census Bureau American Fact Finder 2013-2017 American Community Survey 5-Year Estimates

6. Housing

How much housing is constructed, what type of housing is constructed, and where housing is constructed will affect our future. Providing adequate housing for a growing number of people, from all income levels and at all stages of their lives, continues to be one of the major goals of our region. One way to do this is to provide more housing choices – more multi-family dwellings, apartments, townhomes, condominiums, and single-family houses in all price ranges. These homes need to be affordable to people of all income levels, and accessible to people of all ages and abilities. They should be in our urban communities close to jobs and transit. That will help preserve our open spaces and rural areas, bolster our existing neighborhoods, and keep communities manageable. Housing choices for all ages, lifestyles, incomes, races, and ethnicities help connect families and jobs and support a robust economy and healthy housing industry.

The “Silver Tsunami” includes those age groups 65 years and older will be the fastest growing segment of our population, doubling in absolute numbers by 2030 and reaching 24 percent of our region’s residents by 2035. As people age, their housing preferences tend to change. Some seniors choose to move to a downtown condominium. Other seniors want to age in place, close to their places of worship, friends, or family members. Across these locational preferences, most seniors share common interests in less household maintenance, one-level or accessible living, and easy access to nearby goods and services, especially health care.

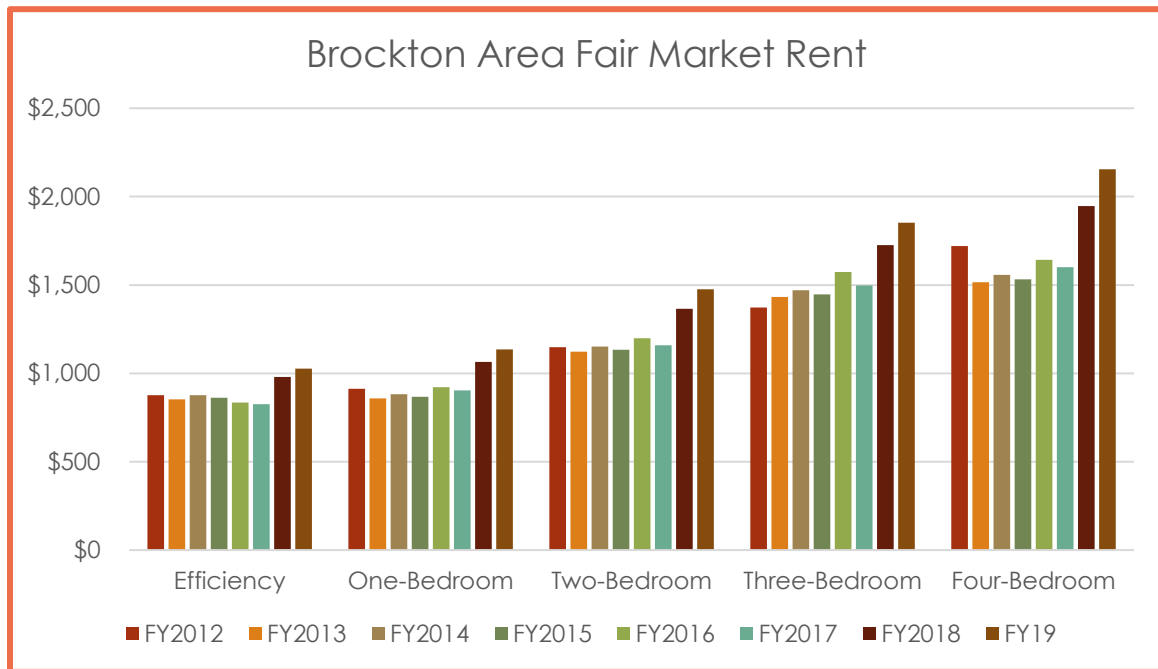
Affordable housing is also defined according to percentages of median income for an area. According to HUD “extremely low income” housing is reserved for households earning at or below 30 percent of the Area Median Income (AMI); “very low income” households are households earning between 31 and 50 percent of the AMI; and “low income” households are households earning between 51 percent and 80 percent of the Area Median Income (AMI).

Affordability is of concern to low income households. Many federal and state housing programs define low income households according to household size and household income, measured as a percent of Area Median Income (AMI). The breakdown for extremely low, very low, and low-income households by household size is shown below.

Table 13: HUD FY2019 Affordable Housing Limits for the Brockton, MA HUD Metro FMR Area

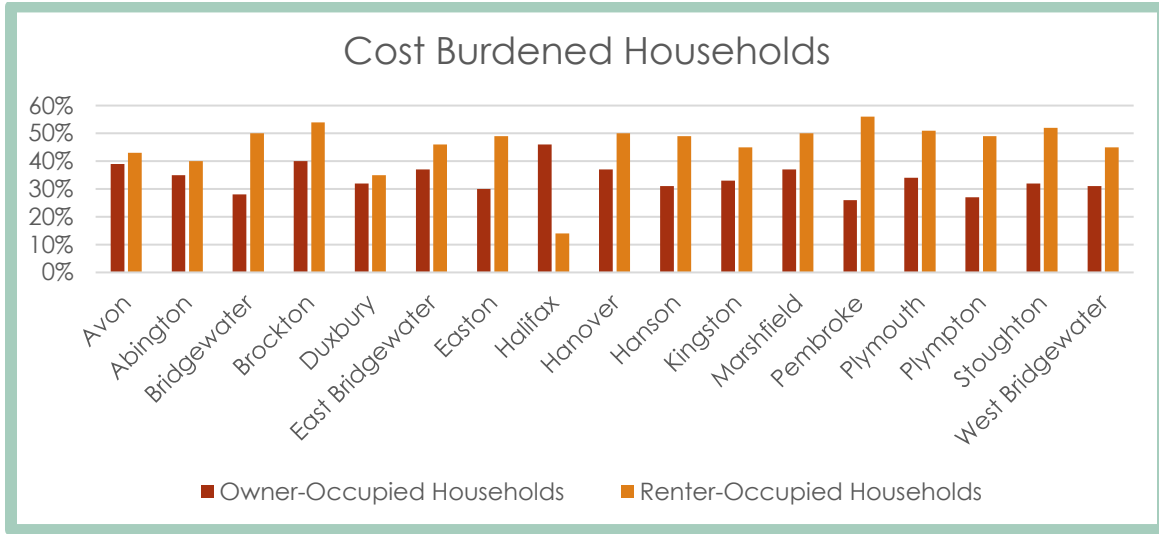
Income Level	1 person	2 persons	3 persons	4 persons	5 persons	6 persons	7 persons	8 persons
Extremely low income (30%)	\$19,450	\$22,200	\$25,000	\$27,750	\$30,170	\$34,590	\$39,010	\$43,430
Very Low Income (50%)	\$32,400	\$37,000	\$41,650	\$46,250	\$49,950	\$53,650	\$57,350	\$61,050
Low Income (80%)	\$51,800	\$59,200	\$66,600	\$74,000	\$79,950	\$85,850	\$91,800	\$97,700

Figure 7: Brockton Area Fair Market Rent

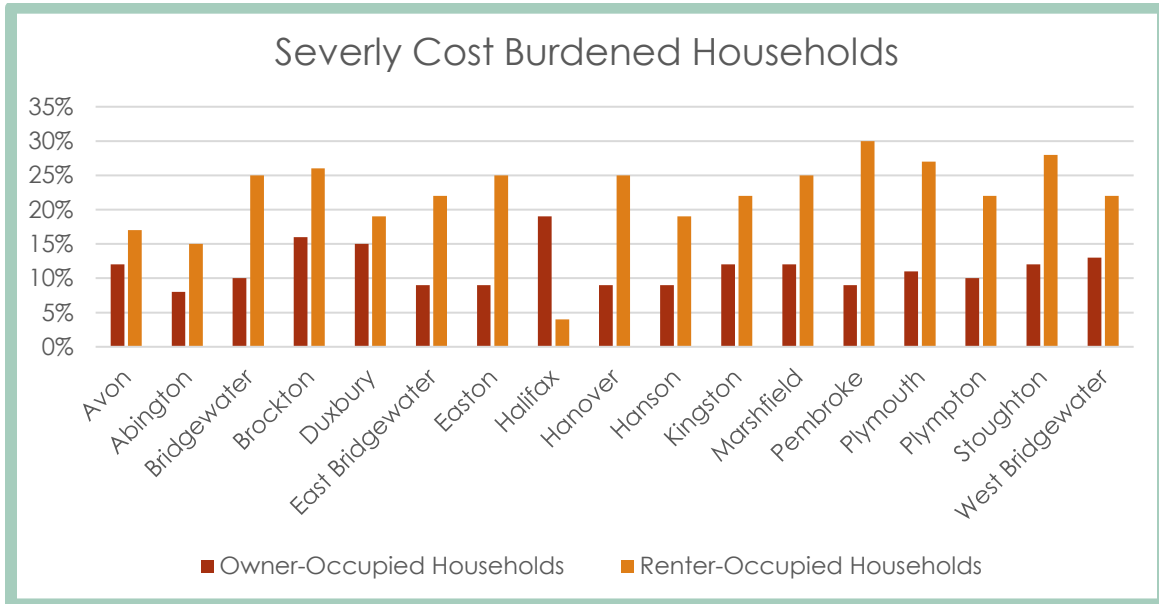


Source: HUD Dept. of Housing and Urban Development

Figure 8: Cost Burdened Households



Source: 2012 – 2016 ACS Tables B25091 and B25070



If housing supply is limited and housing costs are high, a community's housing prices might be putting a serious strain on residents. One common measure to determine if housing is affordable in a community is to analyze monthly housing costs as a

percentage of household income. **HUD defines households that spend more than 30% of their gross income on housing to be cost burdened. Households that are severely cost burdened spend more than 50 percent of their household income on housing.** Areas where more than 30 percent of households are cost burdened face an affordable housing shortage.

OCPC has some of the fastest growing communities in Massachusetts. As the following table shows between 2012 and 2016, the 17 communities in the region issued 4,365 building permits for new single family (SF) home construction. It is important to note that some of the permitted units were not constructed.

Breakdowns of single-family housing (SFH) building permits by year in the region:

Table 14: Building Permits per Year SFH 2007-2015

Year	SFH Building Permits
2007	678
2008	405
2009	791
2010	394
2011	376
2012	501
2013	676
2014	641
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 2012 to 2016 using data regarding

single-family housing permits granted in order are: Plymouth (1,202 SFH), Easton (625) and Brockton (453 SFH).

Table 15: Building Permits for New Housing

Town	2012	2013	2014	2015	2016	2012 to 2016 Total	2010 Year-Round Housing Units	% increase
Abington	12	18	15	15	24	84	6,364	1.32%
Avon	8	2	2	10	4	26	1,763	1.47%
Bridgewater	24	29	28	26	28	135	8,288	1.63%
Brockton	32	97	175	67	82	453	35,514	1.28%
Duxbury	32	25	37	175	50	319	5,532	5.77%
East Bridgewater	33	47	28	32	12	152	4,987	3.10%
Easton	21	97	98	24	385	625	8,105	7.71%
Halifax	14	25	16	14	13	82	2,971	2.76%
Hanover	17	20	12	10	15	74	4,832	1.53%
Hanson	3	30	65	44	17	159	3,572	4.45%
Kingston	35	69	69	59	62	294	4,881	6.02%
Pembroke	30	22	24	21	21	118	3,477	1.82%
Plymouth	185	241	236	241	299	1,202	22,285	5.39%
Plympton	3	5	6	4	16	34	1,039	3.27%
Stoughton	43	75	40	21	77	256	10,742	2.38%
West Bridgewater	17	20	17	15	29	98	2,658	3.69%
Whitman	25	21	25	24	27	122	5,513	2.21%

Table 16: Age of Housing Stock

<i>Old Colony Region Municipalities</i>	Total Housing Units	Built 2014 or Later	Built 2010 to 2013	Built 2000 to 2009	Built 1990 to 1999	Built 1980 to 1989	Built 1970 to 1979	Built 1960 to 1969	Built 1950 to 1950
<i>Abington</i>	6,538	0.0%	2.6%	12.3%	9.1%	7.6%	9.7%	9.2%	12.8%
<i>Avon</i>	1,766	0.0%	0.0%	1.4%	7.3%	4.7%	9.7%	12.0%	30.8%
<i>Bridgewater</i>	8,435	2.2%	3.3%	6.4%	19.0%	14.3%	19.4%	10.9%	3.9%
<i>Brockton</i>	34,873	0.3%	0.9%	3.8%	3.2%	7.2%	14.4%	15.2%	5.4%
<i>Duxbury</i>	5,957	1.3%	1.9%	5.5%	9.7%	18.7%	19.9%	12.8%	8.2%
<i>East Bridgewater</i>	5,018	0.5%	1.6%	10.4%	10.2%	13.6%	13.7%	13.7%	8.8%
<i>Easton</i>	8,308	0.6%	1.5%	6.0%	12.6%	21.8%	20.2%	7.7%	8.6%
<i>Halifax</i>	2,941	0.4%	3.0%	6.1%	9.1%	15.4%	23.8%	14.0%	8.6%
<i>Hanover</i>	5,026	0.4%	2.3%	10.1%	9.3%	12.0%	15.2%	21.1%	14.6%
<i>Hanson</i>	3,811	0.9%	1.3%	7.8%	11.1%	12.5%	18.0%	18.7%	8.6%
<i>Kingston</i>	5,070	0.9%	2.2%	7.3%	17.1%	16.2%	10.1%	8.1%	7.3%
<i>Pembroke</i>	6,731	0.4%	1.1%	13.1%	10.3%	18.8%	12.5%	15.1%	11.6%
<i>Plymouth</i>	26,710	1.5%	2.3%	13.0%	10.9%	15.5%	20.7%	8.4%	7.9%
<i>Plympton</i>	1,067	0.0%	2.7%	14.1%	11.5%	19.4%	24.1%	10.4%	2.3%
<i>Stoughton</i>	11,636	0.2%	2.6%	5.6%	7.0%	11.0%	20.9%	17.2%	15.6%
<i>West Bridgewater</i>	2,690	0.3%	0.6%	9.2%	7.7%	10.9%	10.6%	7.1%	14.2%
<i>Whitman</i>	5,548	1.5%	0.6%	6.6%	6.7%	3.7%	11.0%	13.0%	11.6%
OCPC Region	142,125	0.75%	1.79%	7.84%	8.93%	12.43%	16.60%	12.66%	10.67%
Massachusetts	2,864,989	0.6%	1.4%	7.3%	7.7%	10.8%	11.5%	10.3%	11.4%

Table 17: Occupied Housing Units

Old Colony Region Municipalities	Total Housing Units	Total Occupied Housing Units	Percent	Vacant Housing Units	Percent	1 unit detached	percent	Homeowner Vacancy Rate	rental vacancy rate
Abington	6,538	6,236	95.4%	302	4.60%	3,702	56.60%	1.2%	5.40%
Avon	1,766	1,574	89.1%	192	10.90%	1,331	75.40%	2.1%	6.00%
Bridgewater	8,435	7,897	93.6%	538	6.40%	5,414	64.20%	1.0%	2.40%
Brockton	34,873	3,200	92.3%	2,673	7.70%	16,309	46.80%	1.2%	8.30%
Duxbury	5,957	5,427	91.1%	530	8.90%	5,158	86.60%	2.1%	0.00%
East Bridgewater	5,018	4,854	96.7%	164	3.30%	4,064	81.00%	2.5%	1.50%
Easton	8,308	8,075	97.2%	233	2.80%	8,308	68.90%	0.9%	0.90%
Halifax	2,941	2,850	96.9%	91	3.10%	2,060	70.00%	0.0%	0.00%
Hanover	5,026	4,980	99.1%	46	0.90%	4,333	86.20%	0.0%	0.00%
Hanson	3,811	3,720	97.6%	91	2.40%	3,276	86.00%	0.0%	0.00%
Kingston	5,070	4,758	93.8%	312	6.20%	3,876	76.40%	1.3%	0.00%
Pembroke	6,731	6,464	96.0%	267	4.00%	5,639	83.80%	1.1%	4.40%
Plymouth	26,710	22,468	84.1%	4,242	15.90%	19,373	72.50%	0.9%	6.00%
Plympton	1,067	1,005	94.2%	62	5.80%	993	93.10%	0.0%	3.60%
Stoughton	11,636	10,724	92.2%	912	7.80%	7,104	61.10%	1.9%	6.70%
West Bridgewater	2,690	2,469	91.8%	221	8.20%	2,126	79.00%	2.9%	0.00%
Whitman	5,548	5,380	97.0%	169	3.00%	3,486	62.80%	0.8%	0.50%

Source: American Community Survey 2013-2017 DP04

A housing unit is determined occupied if a person or group of persons is living in it at the time of the interview or if the occupants are only temporarily absent.

7. Labor Force and Jobs

The **labor force participation rate** is a measure of an economy's active workforce. The formula for the number is the sum of all currently employed workers or actively seeking employment divided by the total noninstitutionalized, civilian working-age population. The labor pool does not include the jobless who are not looking for work. Used in conjunction with the unemployment numbers, the labor force participation rate offers some perspective into the state of the economy.

The labor force participation rate of the region grew at a slower rate than the state between 2000 and 2019. The region's labor force grew by 9.59 percent between 2000 and 2019 versus 10.91 percent growth for the state. See Table 13. The communities with the greatest percentage of labor force growth were Kingston (17.14 percent), Hanson (17.06 percent) and Avon (14.43 percent). The communities with the lowest labor force growth include Halifax (3.71 percent), Duxbury (4.05 percent) and Plympton (4.41 percent).

Table 18: Percent Change in Annual Labor Force 2000-2019

Percent Change in Average			
Annual Labor Force 2000 to 2019			
Community	2000 Labor Force	2019 Labor Force	Percent Change 2000 - 2019
<i>Abington</i>	8,416	9,527	11.3%
<i>Avon</i>	2,370	2,821	14.43%
<i>Bridgewater</i>	13,151	15,436	14.3%
<i>Brockton</i>	45,357	49,574	5.55%
<i>Duxbury</i>	7,208	8,005	4.05%
<i>East Bridgewater</i>	7,156	9,102	20.81%
<i>Easton</i>	13,082	14,978	5.10%
<i>Halifax</i>	4,180	4,561	3.71%
<i>Hanover</i>	7,211	8,010	6.21%
<i>Hanson</i>	5,374	6,648	17.06%
<i>Kingston</i>	6,120	7,630	17.14%
<i>Pembroke</i>	9,464	11,042	11.23%
<i>Plymouth</i>	27,609	33,379	14.35%
<i>Plympton</i>	1,563	1,724	4.41%
<i>Stoughton</i>	15,392	16,888	5.02%
<i>West Bridgewater</i>	3,511	4,079	9.20%
<i>Whitman</i>	8,026	9,644	14.08%
<i>OCPC Region</i>	185,190	213,048	9.59%
<i>Massachusetts</i>	3,273,400	3,630,583	10.91%

8. Employment and Unemployment

The *Employment versus Population Ratio*

Table 19: Employment versus Population Ratio

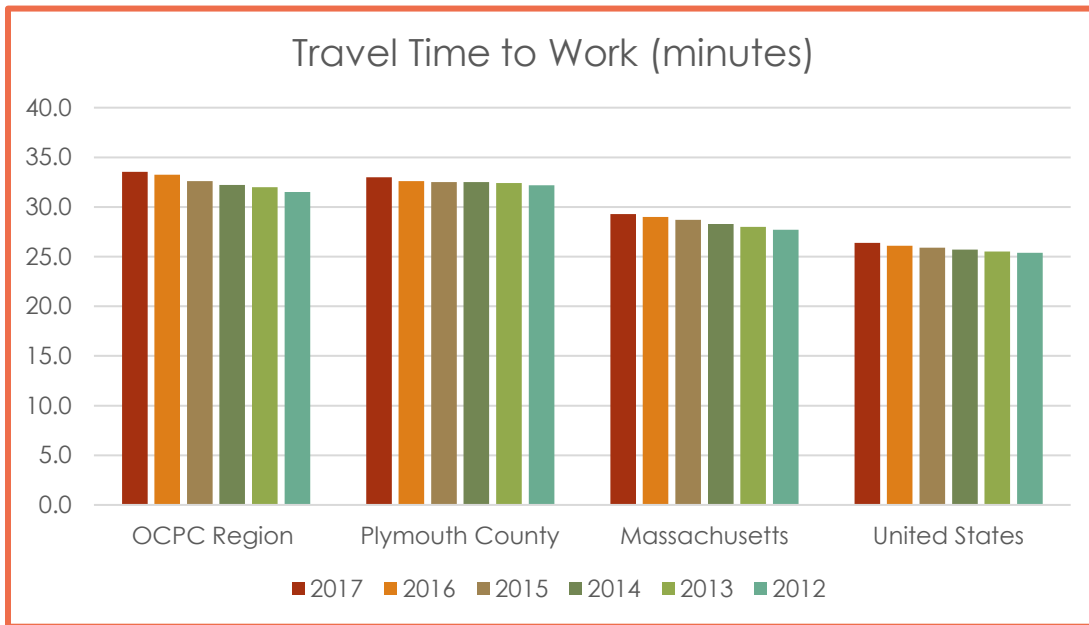
Employment versus Population Ratio			
	Total Employed	Total Population	Ratio
<i>Abington</i>	9,240	16,275	1.8
<i>Avon</i>	2,500	4,468	1.8
<i>Bridgewater</i>	14,204	27,434	1.9
<i>Brockton</i>	44,155	95,161	2.2
<i>Duxbury</i>	6,936	15,444	2.2
<i>East Bridgewater</i>	7,353	14,301	1.9
<i>Easton</i>	12,892	24,001	1.9
<i>Halifax</i>	4,285	7,739	1.8
<i>Hanover</i>	6,897	14,328	2.1
<i>Hanson</i>	5,919	10,560	1.8
<i>Kingston</i>	6,843	13,210	1.9
<i>Pembroke</i>	10,365	18,230	1.8
<i>Plymouth</i>	29,807	58,695	2.0
<i>Plympton</i>	1,417	2,912	2.1
<i>Stoughton</i>	15,084	28,338	1.9
<i>West Bridgewater</i>	3,493	7,117	2.1
<i>Whitman</i>	8,291	14,864	1.8
<i>OCPC Region</i>	189,681	373,077	2.0
<i>Massachusetts</i>	3,454,047	6,789,319	2.0

The **Means of Transportation to Work:** table indicates that 79.6 percent of the workers drove alone to work in a car, truck or van followed by 7.6 percent who carpooled to work.

- Average Monthly Employment by Industry All Ownership.
- Average Annual Employment Unemployment Rate of Residents in the Labor Force for 2018.
- OCPC Region Average Employment and Wages by Industry, for 2017.
- OCPC Region Average Monthly Employment within Communities 2012-2017.
- OCPC Region Changes in Manufacturing and Non-Manufacturing Employment Sectors 2000-2010.
- OCPC Region Employment Projections 2020-2040.

- Major Employers by Community.
- Employment by Major Industry Groups, 2017.
- Area Business Clusters.
- OCPC Region Single Family Housing Permits 2007-2015.
- OCPC Population and Housing Status in 2010.

Figure 9: Travel Time to Work (minutes)



Source: American Community Survey, Selected Economic Characteristics DP03

Table 20: Means of Transportation to Work

2013-2017 American Community Survey 5-Year Estimates

Community	Workers 16 years and over	Car, truck or van- drove alone	Car, truck or van- car pooled	Public Transport ion (excluding taxicab)	Walked	Taxicab motor cycle bicycle or other means	Worked at home
Abington	9,240	7,003	938	976	44	79	200
Avon	2,500	1,997	236	185	17	0	65
Bridgewater	14,204	10,993	1,138	459	871	97	646
Brockton	44,155	33,670	4,570	3,299	821	900	895
Duxbury	6,936	5,286	316	318	123	68	825
East Bridgewater	7,353	6,388	326	277	26	15	321
Easton	12,892	10,253	598	738	460	86	757
Halifax	4,285	3,550	438	190	27	0	80
Hanover	6,897	5,637	318	460	66	35	381
Hanson	5,919	4,887	263	351	23	96	299
Kingston	6,843	5,817	380	212	0	68	366
Pembroke	10,365	8,499	882	494	25	0	465
Plymouth	29,807	24,023	2,180	1,223	439	330	1,612
Plympton	1,417	1,155	110	66	11	5	70
Stoughton	15,084	11,637	1,238	1,125	375	102	607
West Bridgewater	3,493	2,996	131	157	70	43	96
Whitman	8,291	7,346	364	256	138	12	175
OCPC Region	189,681	151,137	14,426	10,786	3,536	1,936	7,860
Massachusetts	3,454,047	2,440,463	258,167	352,153	167,203	67,806	168,255

Source: U.S. Census American Fact Finder 2013-2017 American Community Survey 5-Year Estimates

Table 21: 2017 Average Annual Unemployment

	By Industry, All Ownership						
	Average Employment	Construction	Manufacturing	Whole/Retail Trade	Finance & Insurance	Services	Accommodations & Food
<i>Community</i>							
<i>Abington</i>	4,210	406	70	1,359	84	516	633
<i>Avon</i>	5,269	683	710	1,641	30	584	116
<i>Bridgewater</i>	8,590	774	211	1,007	331	2,869	990
<i>Brockton</i>	39,939	1,246	2,124	6,112	615	8,232	2,443
<i>Duxbury</i>	3,142	173	30	339	70	308	300
<i>East Bridgewater</i>	2,746	251	228	229	30	596	330
<i>Easton</i>	10,273	1,006	750	1,656	289	3,454	883
<i>Halifax</i>	1,386	194	N/A	360	42	140	199
<i>Hanover</i>	8,176	623	574	2,292	149	2,264	797
<i>Hanson</i>	1,586	147	114	404	31	331	310
<i>Kingston</i>	5,548	282	127	1,808	99	1,045	697
<i>Pembroke</i>	6,684	938	430	1,381	133	963	954
<i>Plymouth</i>	26,209	1,478	1,131	4,740	645	2,652	3,560
<i>Plympton</i>	1,291	62	N/A	N/A	N/A	51	N/A
<i>Stoughton</i>	13,669	1,708	883	2,832	300	2,330	1,179
<i>West Bridgewater</i>	6,229	817	780	1,574	35	807	566
<i>Whitman</i>	3,317	267	230	701	120	356	495
<i>OCPC Region</i>	148,264	11,055	8,392	28,435	3,003	27,498	14,452
<i>Source: MA EQLWD</i>							

Table 22: Average Employment and Unemployment

Table 16

**OCPC Region Average Employment and Unemployment
Of Residents in the Labor Force for The Year 2018 January to December**

Community	Labor Force	Employed	Unemployed	Unemployment Rate
Abington	9,414	9,052	361	3.80%
Avon	2,820	2,714	106	3.80%
Bridgewater	15,439	14,942	496	3.20%
Brockton	49,248	46,985	2,263	4.60%
Duxbury	7,940	7,694	246	3.10%
East Bridgewater	9,004	8,714	290	3.20%
Easton	14,245	13,840	405	2.80%
Halifax	4,545	4,391	154	3.40%
Hanover	7,941	7,722	219	2.80%
Hanson	6,561	6,349	212	3.20%
Kingston	7,498	7,260	238	3.20%
Pembroke	10,932	10,576	356	3.30%
Plymouth	32,783	31,603	1,180	3.60%
Plympton	1,703	1,642	62	3.60%
Stoughton	16,700	16,112	588	3.50%
West Bridgewater	4,003	3,857	146	3.60%
Whitman	9,478	9,158	320	3.40%
Region	210,254	202,611	7,642	3.40%
Massachusetts	3,744,541	3,630,583	131,425	3.50%

Source: MA EOLWD

Table 23: Average Monthly Employment

	2017 Number of Establishments, Average Monthly Employment and Average Weekly Wages			
<i>Community</i>	Establishments	Total Wages	Average Monthly Employment	Average Weekly Wages
<i>Abington</i>	409	\$188,454,541	4,210	\$861
<i>Avon</i>	262	\$298,752,873	5,269	\$1,090
<i>Bridgewater</i>	608	\$477,800,075	8,590	\$1,070
<i>Brockton</i>	3,198	\$1,982,637,238	39,939	\$955
<i>Duxbury</i>	424	\$154,068,673	3,142	\$943
<i>East Bridgewater</i>	309	\$115,366,509	2,746	\$808
<i>Easton</i>	795	\$504,456,246	10,273	\$944
<i>Halifax</i>	151	\$54,280,709	1,386	\$753
<i>Hanover</i>	709	\$378,460,671	8,176	\$890
<i>Hanson</i>	253	\$61,628,848	1,586	\$747
<i>Kingston</i>	457	\$220,863,961	5,548	\$766
<i>Pembroke</i>	607	\$317,930,912	6,684	\$915
<i>Plymouth</i>	1,859	\$1,317,432,572	26,209	\$967
<i>Plympton</i>	90	\$89,872,272	1,291	\$1,339
<i>Stoughton</i>	1,129	\$709,259,670	13,669	\$998
<i>West Bridgewater</i>	411	\$361,047,981	6,629	\$1,47
<i>Whitman</i>	322	\$137,950,743	3,317	\$800
<i>Source: MA EOLWD</i>				

Table 24: Employment within OCPC Communities

Community	2012	2013	2014	2015	2016	2017
Abington	3,903	3,884	3,996	4,068	4,115	4,210
Avon	6,354	4,991	5,115	5,111	5,111	5,269
Bridgewater	8,135	8,518	9,212	8,874	8,420	8,590
Brockton	38,545	38,545	38,618	39,635	39,968	39,939
Duxbury	2,779	2,865	2,906	2,987	3,052	3,142
East Bridgewater	2,679	2,658	2,674	2,787	2,593	2,746
Easton	9,612	10,153	10,862	10,210	10,426	10,273
Halifax	1,289	1,261	1,243	1,297	1,368	1,386
Hanover	6,748	7,000	7,315	7,644	7,835	8,176
Hanson	1,592	1,488	1,527	1,548	1,589	1,586
Kingston	5,029	5,062	5,070	5,110	5,280	5,548
Pembroke	5,742	5,886	5,927	6,009	6,399	6,684
Plymouth	23,536	24,044	24,410	24,919	25,408	26,209
Plympton	628	1,235	1,280	1,302	1,296	1,291
Stoughton	13,025	13,199	13,086	13,539	13,796	13,669
West Bridgewater	5,750	6,204	6,253	6,166	6,220	6,629
Whitman	3,100	3,048	3,047	3,086	3,190	3,317
OCPC Region	138,446	140,041	142,541	144,292	146,066	148,664

Source: MA EOLWD

Table 25: Changes in Manufacturing and Non-Manufacturing Sectors

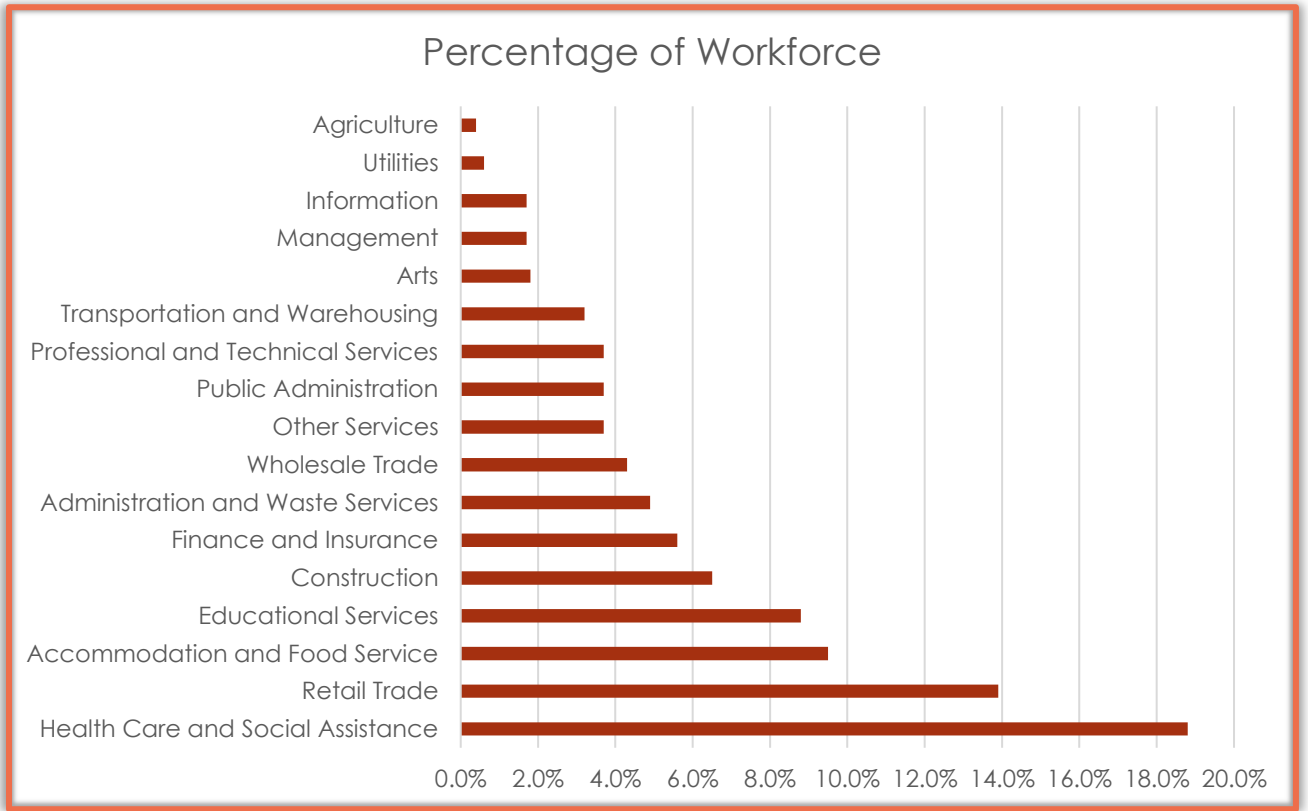
Changes in Manufacturing and Non-Manufacturing Sectors 2000-2010

Community	Manufacturing			Non-Manufacturing			Total by Community		
	2000	2010	Percent Change 2000-2010	2000	2010	Percent Change 2000-2010	2000	2010	Percent Change 2000-2010
Abington	432	26	-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

Largest to Smallest by Percentage of Workforce 2016

Figure 10: Percentage of Workforce



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

Table 26: 2019 Employment Projections OCPC Region

2019 Employment Projections for The OCPC Region 2020-40

TOWN	COUNTY	DET 2000	DET 2010	2020	2030	2040
Abington	Plymouth	4,205	4,032	4,503	4,505	4,520
Avon	Norfolk	6,859	5,178	5,170	5,155	5,177
Bridgewater	Plymouth	7,211	8,025	8,733	8,720	8,758
Brockton	Plymouth	37,754	37,160	36,707	36,602	36,763
Duxbury	Plymouth	2,562	3,563	3,665	3,607	3,625
East Bridgewater	Plymouth	3,422	2,975	3,351	3,360	3,366
Easton	Bristol	9,347	10,440	10,287	10,271	10,314
Halifax	Plymouth	1,099	1,431	1,401	1,400	1,405
Hanover	Plymouth	7,011	7,299	7,436	7,322	7,349
Hanson	Plymouth	1,839	2,158	2,060	2,063	2,066
Kingston	Plymouth	5,318	5,570	7,473	7,488	7,499
Pembroke	Plymouth	6,053	4,987	5,144	5,072	5,083
Plymouth	Plymouth	19,100	23,807	27,145	27,180	27,247
Plympton	Plymouth	267	393	1,082	1,082	1,086
Stoughton	Norfolk	14,280	13,777	15,365	15,585	15,642
West Bridgewater	Plymouth	6,906	7,096	7,843	7,845	7,873
Whitman	Plymouth	2,953	2,681	2,622	2,613	2,632
TOTAL		136,186	140,572	149,986	149,870	150,406

Source: Mass DOT January 2019

Table 27: Major Employers by Community, 2020

Community	Employer	Address	Est. Employees
Abington	Walmart Super Center	Brockton Ave	250-499
Avon	Costco Wholesale	Stockwell Drive	1000-4999
Bridgewater	Bridgewater State University	Summer St	500-999
	Bridgewater State Hospital	Administration Rd.	500-999
Brockton	Signature Healthcare	Centre Street	1000-4999
	Stewart Good Samaritan	N. Pearl St.	1000-4999
	NiSource	Belmont St.	1000-4999
	VA Brockton 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 Brothers 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	Beth Israel Deaconess 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	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. Other large employment areas include Retail Trade, Construction, Professional, and Technical Services.

Table 28: Employment by Major Industry Groups, 2017

Employment by Major Industry Groups, 2017

Industry	Establishments	Average Employment
Agriculture, Forestry and Fishing	21	89
Construction	1,213	11,058
Manufacturing	378	8,392
Wholesale Trade	566	5,316
Retail Trade	1,343	23,149
Transportation and Warehousing	272	4,472
Information	199	1,446
Finance and Insurance	444	2,993
Real Estate and Rental and Leasing	395	1,512
Professional and Technical Services	1,016	4,683
Management of Cos and Enterprises	36	1,397
Administrative and Waste Services	709	6,956
Educational Services	71	9,119
Health Care and Social Assistance	2,951	28,474
Arts, Entertainment and Recreation	192	2,779
Accommodation and Food Services	810	14,441
Other Services, Ex. Public Administration	973	7,113
Public Administration	83	3,119
Totals	11,672	136,508

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

The Council's contributions to regional economic competitiveness lie in the arena of community development – that is supporting the infrastructure, amenities, and quality of life that are essential to attracting and retaining businesses and talent.

Prosperity is fostered by *investments in infrastructure and amenities that create regional economic competitiveness*, thereby attracting and retaining successful businesses, a talented workforce, and, consequently, wealth. *Regional economic competitiveness results from strategic, long-term public and private decisions that build on and grow our region's economic strengths relative to other regions.* Collectively, the region must provide great locations for businesses to succeed – particularly the industries that export products or services beyond the metropolitan area and bring revenue into the region.

Though the economy has evolved over the last 150 years, businesses still seek locational advantages, particularly access to a skilled workforce, access to markets, and an overall environment that allows them to compete in the global market. Some businesses rely more heavily on freight and the movement of goods, while knowledge-intensive services concentrate on moving people to jobs and on the quality of life that attracts and retains a highly skilled workforce.

The Old Colony Planning Council's regional planning efforts set the stage for our region's economic competitiveness and prosperity. While local economic development authorities work directly with businesses, the work of creating and retaining businesses in the region requires coordinated efforts.

Quality of life is cited by businesses 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-two 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 several vacant industrial parcels available. An updated list of industrial parks follows.

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 waters 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 sewered, the sewered areas in town are served by the MWRA) and Whitman (served by the Brockton system). Communities with sewer systems serving parts of the community include Bridgewater, Duxbury, 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. Easton has a wastewater treatment plant located in the Ames Shovel Works complex which serves that complex and portions of North Easton Village. Easton has a wastewater treatment plant located in the Queset Commons area serving residences and businesses in the area. 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. This line has been installed. 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 of those communities disposes 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 following OCPC communities have municipally owned transfer stations:

- Bridgewater (45 tons per day TPD)
- Duxbury (49 TPD)
- Hanover (49 TPD)
- Hanson (49 TPD)
- Kingston (25 TPD)
- Pembroke and Plymouth (50 TPD)
- Plympton 49 TPD)
- West Bridgewater (25 TPD)

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 Hanover's Transfer/Recycling Station is located on Rockland Street/Route 139. According to the

Town's website the Hanover Transfer/Recycling Station processed roughly 4,500 tons of trash per year through the transfer station to the out of District Southbridge Landfill and 1,700 tons of recyclables are sold to various vendors.

There are four major existing commercial materials/sorting/recycling facilities in the District. Brockton: Trojan C&D Transfer Station, 71 Forest Street, daily maximum tons is 500, large C&D (Construction and Demolition) processing facility. CSX Rail serves the facility. Champion City C&D Transfer Station, 138 Wilder Street, daily maximum tons are 1,000 large transfer station. CSX Rail serves the facility. Stoughton: Recycling Technologies, 100 Page Street, daily maximum tons 800, large C&D processing facility, Whitman: CEE Jay Realty Trust Transfer Station, 106 Essex Street, daily maximum tons 50, small handling facility.



Trojan C & D Transfer Station, Brockton, MA

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 (except for in downtown Brockton), a great asset for economic development.

Energy Sources within the District

The district has twenty-six operating electric power generating facilities producing power in twelve OCPC communities in January 2020:

Bridgewater: a 135-megawatt solar field at the Commonwealth of MA Bridgewater Corrections Complex. Brockton: a 425-kilowatt solar field, a 2.64-kilowatt solar array at the Brockton High School and a 36.43-kilowatt solar array at the Mary E. Baker Elementary School. Massasoit Community College has installed 1,760 Solar Panels on five Brockton campus buildings. Duxbury, a 585-kW solar farm. East Bridgewater: a 2.45-megawatt solar field. Easton: a 1.86-megawatt solar field and a 2-megawatt solar field. Halifax: a 2.5 MW solar field. Hanover: a 225-kilowatt wind turbine at the Pond Street Wastewater Treatment Plant. Kingston: there are four, two-megawatt wind turbines and one 100-kilowatt wind turbine at the MBTA Kingston Commuter Rail layover facility. Pembroke: a 2 megawatt solar field at Pembroke's former landfill, Plymouth, 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.

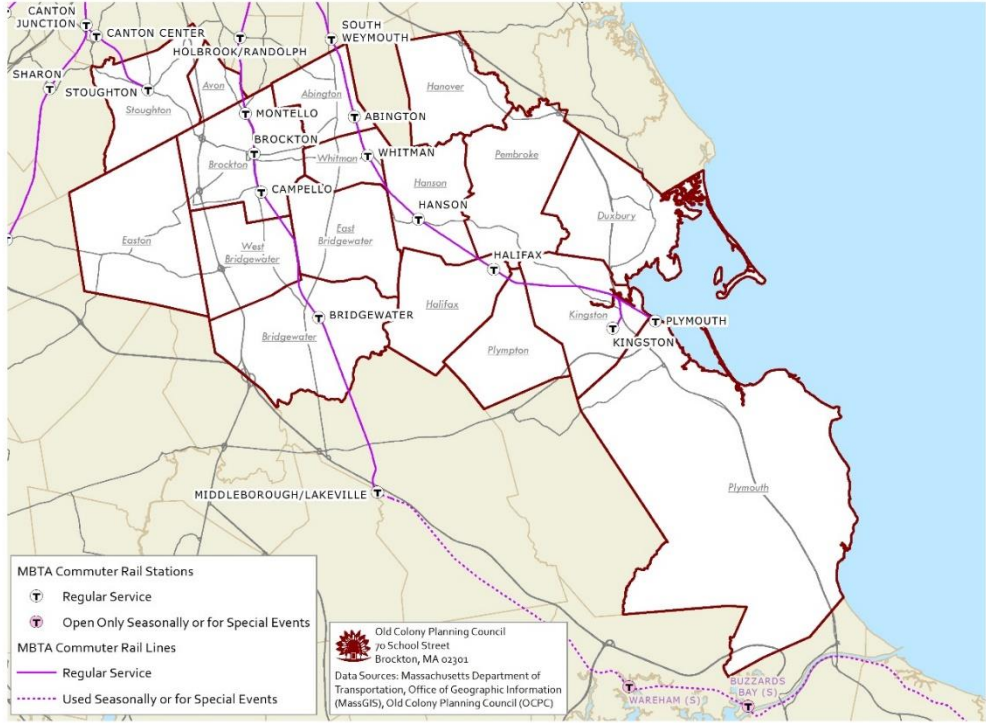
Transportation

The region is served by a comprehensive roadway network. Brockton Area Transit provides bus service to Brockton and some service to surrounding communities including Abington, Avon, Bridgewater and the non-District community, Rockland. 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.



MBTA Commuter Rail Network





MBTA Commuter Rail Train



Plymouth Airport



CSX Freight Train

Incentives and Regulations

The primary economic development tools provided by the Commonwealth of Massachusetts through the Economic Assistance Coordinating Council (EACC), MA Office of Business Development, and the MA Executive Office of Housing and

Economic Development is the Economic Development Incentive Program (EDIP). Other state economic development programs include: Expedited Permitting Chapter 43D and Chapter 40R Smart Growth Districts. Local tax incentives include Tax Increment Financing (TIF) Programs. 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 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

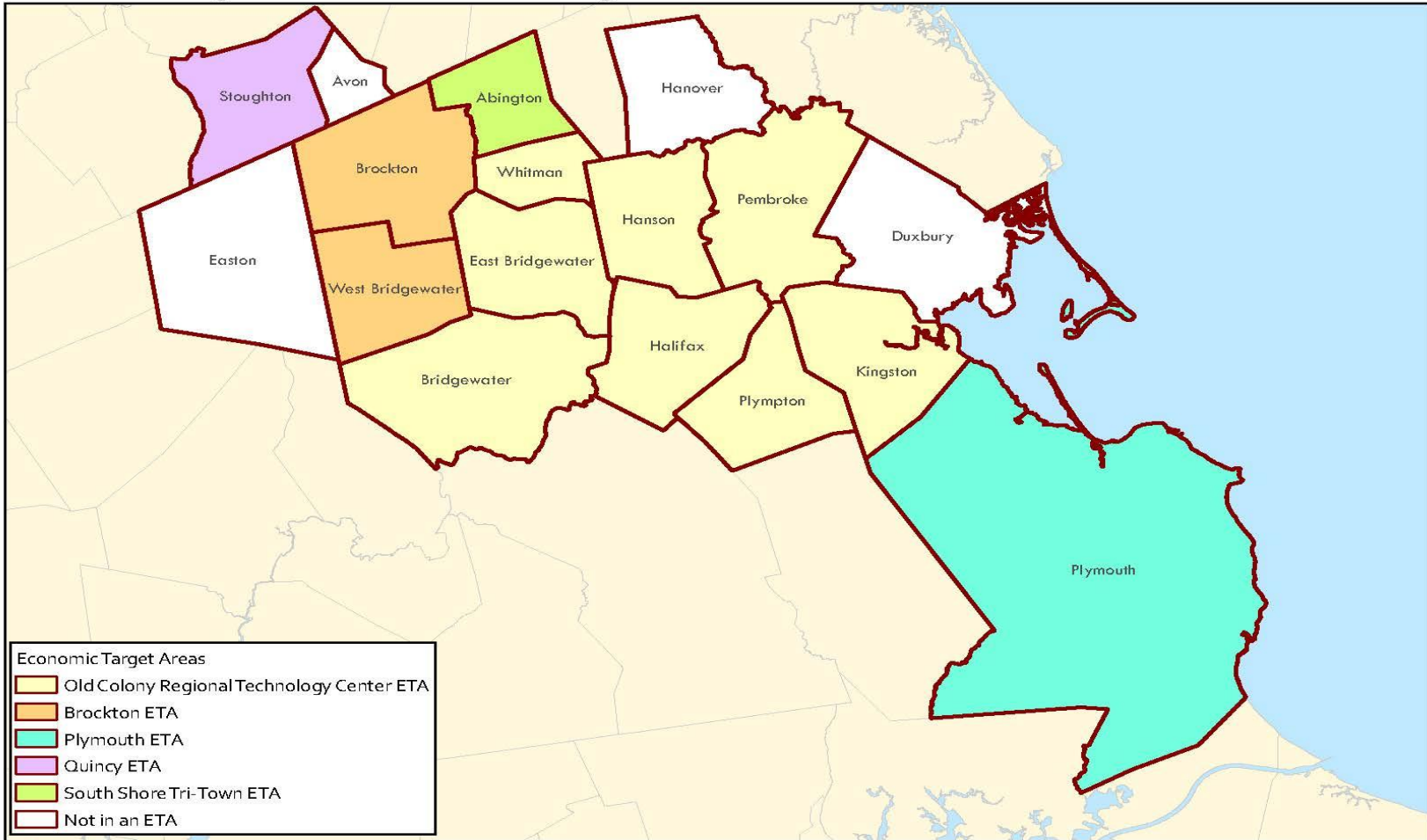
- Contact Mass Office of Business Development (MOBD) Regional Director to discuss project eligibility.
- Submit Letter of Intent to Municipality and MOBD Regional Director.
- Submit Preliminary Application by Deadline for Corresponding EACC Meeting.
- Execute necessary municipal documents (if sent) submit 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.



Site of 47 Brand Company. Tax incentive financing agreement voted by East Bridgewater Town Meeting Spring, 2017.

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 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 applying 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 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 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 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 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 percent of the cost of renovating an abandoned building, defined as being at least 75 percent 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 percent 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 percent up to 10 percent 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, Duxbury, Easton, Halifax, Hanover, Hanson, Kingston, Pembroke, Plympton, Stoughton, and Whitman** are state designated Green Communities.

Town of Plymouth Microenterprise Assistance Program

The Town of Plymouth Microenterprise Assistance Program (MAP) is funded by the federal Community Block Grant (CBDG) and is administered by the Plymouth Office of Community Development (OCD). All business sectors are eligible for the program. For more information on this program contact:

David DeManche, (508)-747-1620, ext. 150 or ddemanche@townhall.plymouth.ma.us

To read the program guidelines online:

https://www.plymouthma.gov/sites/plymouthma/files/uploads/micro_loan_program_app.pdf

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 RESILIENCE ASSETS

Economic Resilience is an area's ability to prevent, withstand, prevent, and quickly recover from sudden and severe shocks to its economic base. Assets promoting economic resilience in our region include the following:

Workforce Training

OCPC EDD partners MassHIRE/Greater Brockton Career Center, 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 those 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 I - 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.

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.

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



Economic Resilience A Sudden Shock to the Economy of the Region

Resiliency is the ability of a region or community to anticipate, withstand and bounce back from any type of shock or disruption. These shocks can include natural disasters, hazards, and the impacts of a changing climate, but also man-made economic disruptions such as the closure of a region's large employer, the decline of an important industry, changes in the workforce, and shifts in population trends.

Regional economic prosperity is linked to an area's ability to prevent, withstand, and quickly recover from major disruptions to its economic base. In an economic development context, economic resilience becomes inclusive of three primary attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid a shock.

According to the US Economic Development Administration, the shocks, or disruptions to the economic base of an area or region are manifested in three ways:

- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending.
- Downturns of industries that constitute a critical component of the region's economic activity; and/or
- Other external shocks such as natural or manmade disasters, closures of military bases, exit of a major employer, and climate change.

The power of resilience planning is that it focuses both on emergency response, how to deal with the immediate impact of a disruptive event, as well as how to prepare and organize in advance and rebuild afterwards with a coherent framework.

Because shocks do not stop at geographical or jurisdictional boundaries, the need to prepare and respond to these events should be a regional effort. Similar risks and opportunities, the interdependence of economies and infrastructure, and the benefits of an all-hands-on-deck approach make working regionally on resilience a must.

As financial, social, and environmental costs of the COVID-19 Pandemic continue to rise, the Old Colony Planning Council will be in a unique position to guide and support communities and the region toward greater resilience. This year, our region has experienced demographic, social, and financial disruptions due to the outbreak of this pandemic as our economy shut down.

The Old Colony Planning Council has already demonstrated that we have the capabilities as key players in promoting and enhancing community and regional

resilience. We have a responsibility to step up and be the agents of resilience in the region.

Opportunities to Improve Resilience

1. **As regional leaders that cross governmental and functional boundaries.** The Old Colony Planning Council acts as a multi-jurisdictional entity representing the interests of communities across a variety of urban, suburban, and rural settings. Our strength is the ability to bring a broader, regional perspective on a range of issues that cross both county and municipal lines and which can best be addressed when all the affected local municipal governments are at the table together. The Old Colony Planning Council has a range of functions for which we are responsible, such as comprehensive economic development planning, transportation planning, public infrastructure improvements, aging services, affordable housing, and emergency preparedness. This breadth of focus places OCPC in a strong position to provide regional leadership, an important asset before, during, and after a pandemic or disaster.
2. **As experienced practitioners with strong networks and deep knowledge of federal funding opportunities.** The Old Colony Planning Council has long-established relationships with federal agencies, particularly the Economic Development Agency (EDA), but also with the Federal Emergency Management Agency, the Department of Housing and Urban Development, the Department of Transportation, the Small Business Administration, the Environmental Protection Agency, and the Department of Agriculture Rural Development. This means that we have strong personal networks with government officials as well as the knowledge to help local governments, businesses, and others navigate access to federal funding opportunities, before and after disasters.
3. **As coordinators and managers of external funding streams.** The Old Colony Planning Council can be called upon to guide local businesses through the process of applying for federal and state assistance, help prioritize the allocation of funds within a region, and track and report on the use of external funds. We have a strong relationship with SEED Corp and their established revolving loan funding program to provide loans to businesses impacted by disasters to speed their recovery.
4. **As Planners.** A major function of OCPC as EDA-designated economic development districts is to prepare and regularly update the Comprehensive Economic Development Strategy (CEDS). With economic resilience officially regarded as a vital component of regional economic development strategies, there is the opportunity for integration with other planning processes that contribute to the enhancement of resilience. As Municipal

Vulnerability Program approved vendors, hazard mitigation planning brings our regional planners together with emergency managers and utility companies, which helps to integrate short-term response planning with longer-term strategic planning.

5. **As sources of technical expertise.** The OCPC, because of our planning responsibilities, act as centers of demographic, economic, and hazard vulnerability data, with expertise in geographic information systems and statistical analysis. This enables us to conduct longer-term economic and environmental impact analyses, and asset mapping, and to develop indicators for measuring resilience and vulnerability.
6. **As communicators.** The flow of information across governments, businesses, and communities represents a major challenge particularly during a disaster and most recently during the pandemic, but also in the days and months afterwards. The OCPC's relationships with all sectors of its region and constituent communities, its networks with federal agencies, and its data and analytical functions place it in a position to be a communications hub. To do this effectively, OCPC will need to be proficient in all forms of media, and particularly social media, to reach households and businesses within its region.
7. **As networkers.** Close connections with the business community – employers large and small – and with the philanthropic, nonprofit, and volunteer communities need to be cultivated, not just after a disaster or pandemic, but at all times, so that lines of communication and high levels of trust are well-established. The strength of social capital will be as important as any other aspect of resilience in the face of disaster.
8. **As conveners.** Decisions on the allocation of scarce public resources in anticipation of a disaster and on strategies for recover and rebuilding after a disaster are almost always contentious. Forging a vision for a more resilient community often requires trade-offs that may adversely affect some neighborhoods and groups. Resilience requires all stakeholders to be brought into the process to improve the chances of finding win-win outcomes. The OCPC can provide a safe space for difficult conversations, and act as neutral conveners.
9. **As a means of reaching out to vulnerable populations.** In any community, there are populations who typically are not engaged with the processes of governance and whose interests are often overlooked. These may be minority populations, low income residents, the elderly, and people in institutions. Regional planners can use their networks of partners to ensure that vulnerable populations are engaged and supported by the appropriate people and organizations.
10. **As additional staff capacity.** The reality of the OCPC region is that there is extremely limited capacity in local government to carry out the functions

required to build resilience. Even engaging volunteers requires institutional capacity and many funding sources are contingent on local matches beyond the reach of some rural communities. The OCPC may be able to provide technical and organizational staff support to fill gaps at the local level and can supplement emergency management capacity in times of disaster.

A resilient region will be one where, through planning and preparation, adapts to increase resources and reduce vulnerability. Resilience at the community level must be matched by resilience at the regional level.

Measuring resilience presents the Old Colony Planning Council with the opportunity to think forward and create meaningful, actionable resilience plans. The Council will provide the region with the data to correctly prioritize how its communities improve the quality of their preparedness and measure the cost benefits of increasing resiliency to enhance stakeholder buy-in.

The Old Colony Planning Council is well-positioned to connect local municipal needs with regional and national resources. We understand the importance of well-developed relationships between local, regional, state, and national agencies and organizations to ensure resources and expertise are readily available when needed.

The Old Colony Planning Council is well suited to plan an important role in facilitating and managing cross-scale relationships, create trust, and strengthen communication as we pursue a broad range of economic development strategies and initiatives to improve long-term regional competitiveness. The ability of local and regional economies to adapt to changing conditions, including disasters, is the focus of regional economic resilience.

Supporting Businesses Who Export in Our Region

Massachusetts Export Resource Center

The Massachusetts Export Resources Center is one stop online resource center 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 consider the impact of human development on the natural environment. The creation of new subdivisions and roads, an increasing

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

Climate Change Transportation Impact Study

OCPC staff completed a Climate Change Transportation Impact Study in FFY 2010. The study is available on the OCPC webpage www.orcpcrpa.org on the Reports page. This study influenced by the effects of the March 2010 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. In May 2015 OCPC completed a Natural Hazard Mitigation Plan for the Region.

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 strike. 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 because 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 can apply for a series of grants that are designed to mitigate against a variety of natural hazards. They include:

- **Hazard Mitigation Grant Program (HMGP):** funds are available following a Presidential disaster declaration. Eligible applicants include states, local governments, American Indian tribal governments, and some private non-profit organizations. Communities may apply for HMGP assistance on behalf of affected individuals and businesses, and all funds must be used to reduce or eliminate losses from future disasters.
- **Pre-Disaster Mitigation (PDM) program:** assist states, American Indian tribal governments, and local governments with cost-effective hazard mitigation activities that complement a comprehensive mitigation program. The program provides applicants with an opportunity to raise risk awareness and

reduce disaster losses, before disasters strike, through planning grants and project grants. PDM grants are awarded nationally on a competitive basis.

- **Flood Mitigation Assistance (FMA) program** provides funding to states and communities for measures that reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes and other structures insured under the National Flood Insurance Program (NFIP). The program provides grants for mitigation planning and projects with a goal of reducing NFIP claims.
- **Repetitive Loss Claims (RFC) grant program:** provides funding to reduce or eliminate the long-term risk of flood damage to structures insured under the National Flood Insurance Program (NFIP) that have had one or more claim payment (s) for flood damages. RFC funds may be used only to mitigate structures that are located within a state or community that cannot meet the requirements of the Flood Mitigation Assistance (FMA) program. Eligible applicants include state emergency management offices or a similar office.

Economic Development Self- Assessment Tool (EDSAT)

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

6. ENVIRONMENT

Natural Resources

The District's natural resources include bogs supporting a major cranberry industry, historically significant bog iron deposits, extensive groundwater supplies in Kingston and Plymouth, including the Plymouth-Carver Sole Source Aquifer, some extensive area of good dairy land and significant sand and gravel deposits, along with extensive fresh and salt water beaches, and a small, but well-protected harbor in Plymouth. Plymouth Harbor is a center for fishing and tourism activities such as

whale-watching trips. In addition, much of the terrain is quite buildable allowing it to accommodate growth.

Hazardous Waste Disposal/Brownfields

Hazardous waste disposal remains a vexing problem in the District. Several 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 seventeen municipalities. The district's county membership includes the City of Brockton and the towns of Abington, Bridgewater, Duxbury, East Bridgewater, Halifax, Hanson, Hanover 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 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 result in a pleasant, walkable neighborhood with shops, restaurants, offices, and residences for all income levels. OCPC provided the City with assistance on their application for this award.

CHOOSING TO COMPETE IN THE 21st CENTURY

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

1. Advance Education and Workforce Development for middle-skill jobs through Coordination of Education, Economic Development, and Workforce Development Programs.
2. Support Innovation and Entrepreneurship.
3. Support Regional Development through Infrastructure Investments and Local Empowerment.
4. Increase the Ease of Doing Business.
5. Address Our Cost Competitiveness.

LISTINGS OF AVAILABLE COMMERCIAL/INDUSTRIAL PROPERTIES

Town of Easton keeps a list of available commercial/industrial properties on their town website: www.easton.ma.us

Town of Plymouth: The Plymouth Regional Economic Development Foundation maintains a list of commercial and industrial property listings on their website: www.plymouthbusiness.org

Town of Stoughton: keeps a list of available commercial/industrial properties on their town website: www.stoughton.org

OPPORTUNITY ZONES

The Opportunity Zone Program, created by the federal Tax Cuts and Job Act of 2017 provides federal tax benefits to investors who realize capital gains, and invest them within Opportunity Zones. In April 2018 Governor Baker nominated 138 census tracts for Opportunity Zone designation, and in May, the U.S. Treasury certified these census tracts. Tax incentives can only be claimed for investments within these specific census tracts. In the OCPC EDD the following five census tracts have been designated:

Bridgewater: 205023561200

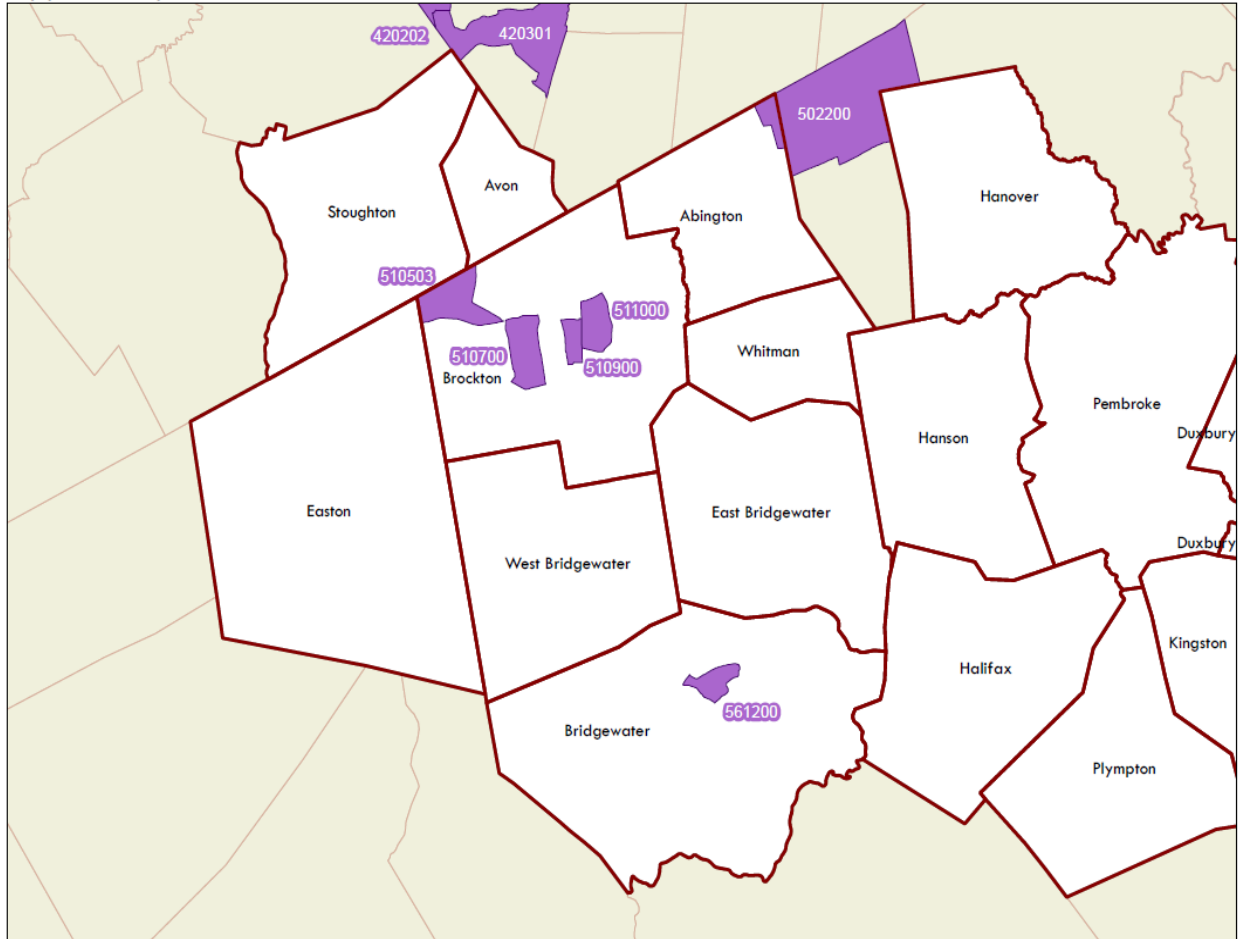
Brockton: 25023510900, 25023511000, 25023510503, 25023510700

There are three incentives for investors, which accumulate over the life of the investment. All three are federal incentives, and are non-competitive, so all qualified investors may claim them.

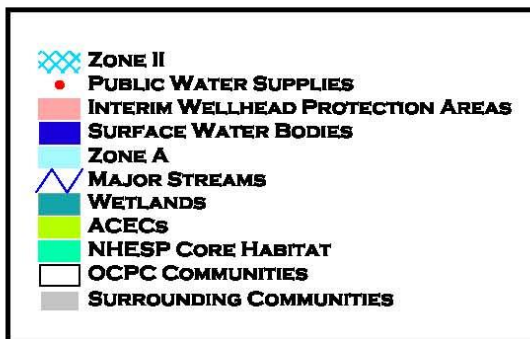
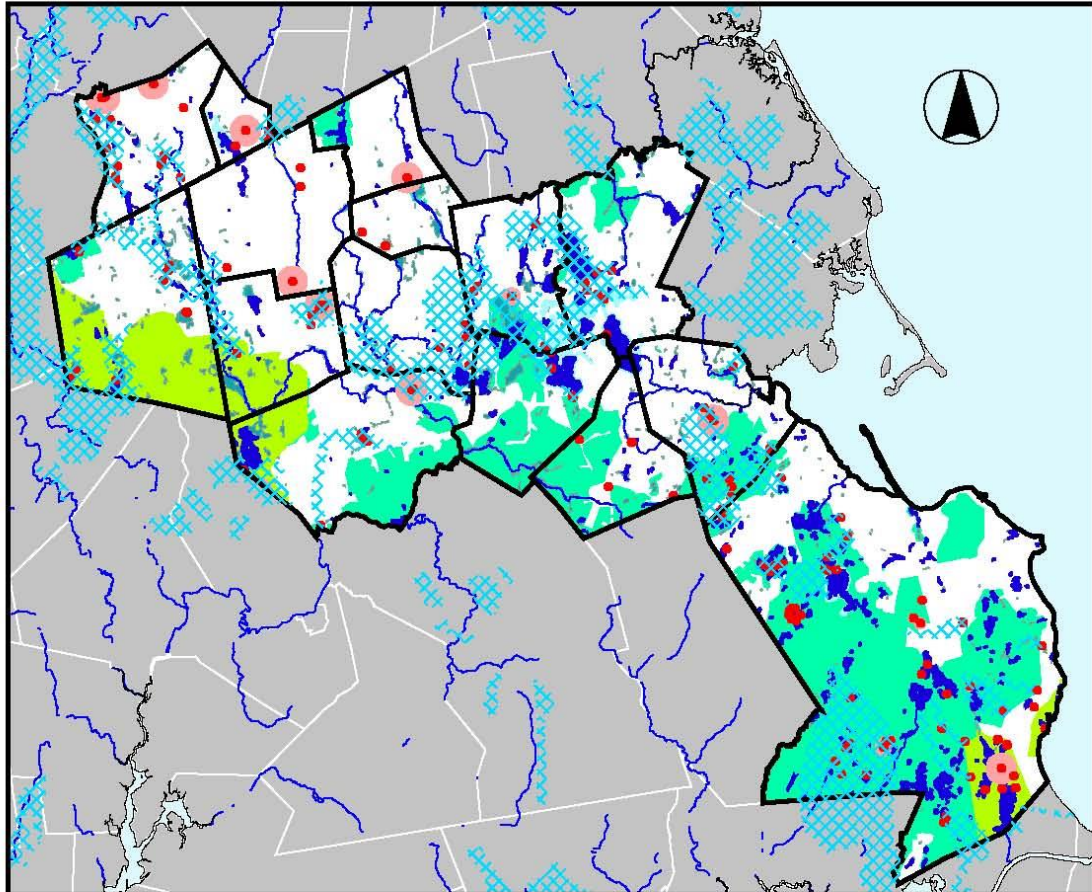
1. Temporary Deferral: Investors may defer capital gains on income reinvested into Opportunity Funds. The deferred gain must be recognized when the investor exits the fund, or on Dec. 31, 2026, whichever comes earlier.
2. Step-Up Basis: If the investor remains within an Opportunity Fund for at least 5 years, their tax liabilities related to the original capital gains are reduced by 10 percent. If the investment is held in the Opportunity Fund for 7 years, this increases by an additional 5 percent, meaning that investors can reduce capital gains liability by 15 percent total.
3. Permanent Exclusion of Fund Gains: If an investor keeps their investment in an Opportunity Fund for 10 years, any gains from the Opportunity Fund are exempt from taxation.

To successfully attract Opportunity Zone investment, communities should ensure that local permitting and zoning is conducive to the kinds of investments you wish to attract. Communities should also think about how to market their Opportunity Zones to private investors both within and beyond Massachusetts.

Opportunity Zones



ENVIRONMENTALLY SENSITIVE AREAS



OLD COLONY PLANNING COUNCIL
 70 SCHOOL STREET
 BROCKTON, MA 02301

GIS DATA SOURCES:
 MASSGIS

OCPC GIS, SEPTEMBER 2006

Table 19

OCPC Region Industrial, Commercial & Technology Parks

Community/ Park Name	Access	Acres	Utilities/Service	
			Rail	Water
<u>Avon</u>				
Avon Industrial Park	Bodwell St.	300		X
Avon Merchants Park	Stockwell Dr.	147		X
<u>Bridgewater</u>				
Bridgewater Industrial Park	Elm St.	56		X
Scotland Industrial Park	Scotland Blvd.	105		X
Lakeshore Center	Corporate Drive	160		X
<u>Brockton</u>				
Brockton Business Center	Liberty St.	195		
AMB Industrial Park	Campanelli Industrial Dr.	18		X
Northeast Industrial Park	Spark St.	50		X
Oak Hill Industrial Park	Oak Hill Way	70	X	X
<u>East Bridgewater</u>				
Spring Street Business Park	Spring St/Laurel St.	25	X	X
<u>Easton</u>				
Easton Business Center	Eastman St.	40		X
Easton Industrial Park	Belmont St.	150		X
<u>Halifax</u>				
Halifax Industrial Park	Industrial Dr.	21		X
<u>Hanover</u>				
King Street Industrial Park				
Industrial Way				
Winlow's Crossing Industrial Park, Circuit Street				

Hanson

Hanson Commerce Center	Commercial Way	34	X
Station Street Industrial Pk.	Station St.		X

Kingston

Jones River Industrial Park	Wapping Road	8	X
South Shore Commuter Rail Park	Marion Drive	135	X

Pembroke

Corporate Park	Oak St.	80	X
Pembroke Business Center	Oak St.	118	X
North River Commerce Center	Riverside Dr.	34	X

Plymouth

Plymouth Industrial Park	West Cherry St.	450	X
Camalot Industrial Park	Long Pond Rd.	110	X
Cooks Pond Industrial Park	Long Pond Rd.	30	X
Airport Industrial Park	South Meadow Rd.	150	X

Plympton

Plympton Business Park	Spring St.	130	
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Stoughton

Metro South Corporate Center	Technology Center Dr.	287	X
Tosca Drive Industrial Park	Canton St.	45	X
AMB Business Park	Turnpike St.	86	X

West Bridgewater

AMB Business Park	United Drive	48	X
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Whitman

Whitman Industrial Park	Industrial Way	6	X
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Source: Field observations, municipalities



Table 20 OCPC Region Single Family Housing Building Permits 2007-15

<i>Community</i>	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Abington,	27	18	12	15	14	12	14	13	5	130
Avon	5	4	2	3	1	8	2	2	8	35
Bridgewater	46	30	23	26	20	24	29	28	26	252
Brockton	51	28	25	25	21	30	45	53	61	339
Duxbury	41	22	15	12	25	32	25	37	67	276
East Bridgewater	58	25	28	38	23	33	47	28	30	310
Easton	38	17	18	21	18	21	39	24	24	530
Halifax	12	5	6	8	7	14	25	16	12	105
Hanover	30	13	19	11	13	17	20	12	10	135
Hanson	27	17	13	13	10	3	17	32	23	155
Kingston	24	16	22	29	18	20	35	69	59	292
Pembroke	69	22	29	21	15	30	22	24	21	253
Plymouth	164	141	125	132	149	185	239	236	237	1,371
Plympton	6	5	9	3	1	3	5	6	4	42
Stoughton	21	6	11	5	15	27	71	19	19	194
West Bridgewater	11	5	6	6	4	17	20	17	13	80
Whitman	48	31	23	26	22	25	21	25	24	245
Totals	678	405	791	394	376	501	676	641	643	4,462

*Note: not all structures granted building permits have 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

SECTION III. S.W.O.T ANALYSIS

SWOT (Strengths-Weaknesses-Opportunities-Threats) ANALYSIS

The region's strengths, weaknesses, opportunities, and threats 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.

As part of creating an effective Comprehensive Economic Development Strategy for the Old Colony Planning Council, building a strong Strength, Weakness, Opportunity, and Threats (SWOT) Analysis helps provide a high-level examination of the current economic, demographic and social landscape of the region. A SWOT Analysis is a technique for identifying and analyzing the strengths(S), weaknesses (W), opportunities (O), and threats (T), and is an important elements in the CEDS report as it helps in determining economic development priorities and strategies by taking into account internal and external factors currently impacting various communities in the region.

A SWOT Analysis highlights regional and local strengths to understand the origin and how it can be leveraged to increase the positive impacts. Highlighting weaknesses allows policymakers and stakeholders to create more focused and targeted solutions aimed at eliminating these weaknesses. Both strengths and weaknesses are internal factors that local policymakers and stakeholders have some control over and can be improved through strategic policies.

Opportunities and threats are external factors with the potential to amplify strengths or exacerbate weaknesses.

Strengths

Bio-Ready Communities	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.
Highly Educated and Qualified Workforce	The region possesses an educated population at nearly all age levels, which is a significant attraction factor for employers.
World-Class Educational and Research Institutions	Home to world-class research institution including the University of Massachusetts/Boston, Bridgewater State University, Massasoit Community College, Stonehill College, Curry College and Quincy College Plymouth campuses. The region is close to the colleges and universities of Boston and the Boston area.
Highly Interconnected Transportation Infrastructure	The region is well served by access to airports in Boston, Hanson, Plymouth, Providence, and Worcester. Brockton Area Transit provides bus service to Brockton and limited service to some surrounding communities. Greater Attleboro Transit Authority provides local bus service to Duxbury, Hanson, Kingston, Pembroke, and Plymouth. 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. Plymouth and Brockton Street Railway provides regional bus service to Boston daily. Every community in the region has high-speed internet service available.
Land Availability	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.
Natural and Cultural Resources	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. The area is a center of tourism and has tourism development agencies. The region has extensive cranberry growing areas, other kinds of agriculture and commercial ocean fishing from Plymouth and aquaculture in Plymouth and Duxbury.
Strong and Concentrated Industry Clusters	The region is a U.S. EDA. designated Economic Development District. SEED Corporation and Mass Development provide financing for businesses. 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.

Weaknesses

Low-Income and Affordable Housing Options	The region and the state have high housing costs. A lack of affordable housing pushes the workforce to relocate to more affordable areas outside of the region and commute to work.
Transportation and Infrastructure	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 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. Many communities in the region rely on septic systems rather than public sewer, which limit economic development. Our coastal shoreline is endangered by deteriorating seawalls and revetments that need to be repaired or replaced. Despite deregulation, energy costs remain high in the district compared to many other areas.
Regulatory Environment	The region has zoning and natural limitations on industrial land.
Fiscal Demands	The region's low wage levels offer lower labor costs, but also limit local buying power.
Widening Workforce Skills Gap	The region's workforce needs further skills development. 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.

Opportunities

Commitment to Innovation & Entrepreneurship	<p>Increasing the number of partnerships between academia, business, and government could accelerate the levels of innovation and new business creation 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.</p>
Leveraging Shifting Age and Ethnic Demographics	<p>Healthcare will play an increasingly important role in the region as the population continues to age and healthcare technology continues to evolve.</p>
Increasing Preferences for Urban Lifestyle	<p>The preference of younger generations is concentrating individuals in "downtown" metro areas which provide housing options with easy access to amenities, entertainment, and cultural events.</p>
Continue to Promote Tourism	<p>The Plymouth 400 Anniversary is an opportunity to increase the level of tourism in the region with increasing tax revenues will provide economic benefits to the region.</p>
Cultivate Retail and Arts & Entertainment Sectors	<p>Generational shifts and technological improvements are serving to disrupt traditional sectors while increasing revenue levels such as e-commerce and its impacts on retail.</p>
Attract and Retain World-Class Employers	<p>While several world-class organizations already call the region home, increasing the number of major employers in the region will help showcase the region as an economic powerhouse.</p>
Electric and Wastewater Treatment Facilities	<p>There are four municipal wastewater treatment plants in the region serving all or parts of eight communities. The district has twenty-three operating electric generating facilities (Solar and, Wind) in twelve OCPC communities in 2020.</p>

Threats

Increasing Older Population	<p>As the Population grows older, additional pressure may be put on healthcare services such as senior care while the number of young families will decrease, potentially impacting the supply of well-qualified workers for businesses.</p>
Barriers to Entry/Regulatory Environment	<p>Many policies and regulations may impact local businesses' ability to grow, limiting overall economic activity, the creation of new businesses, and the region's desirability as a business climate.</p>
Affordability and High Cost of Living Alienating Young Professional Workforce.	<p>As housing prices and the cost of living reach new highs, young professionals may find themselves priced out of housing options near places of employment, resulting in increasingly long commute times and potentially prompting many to move to neighboring regions.</p>
Poverty Rates and Homelessness	<p>As rent and the cost of homes continue to rise, many individuals and families are being pushed into the streets, putting additional pressures on cities to address homelessness.</p>

SECTION IV. VISION STATEMENT, EVALUATION PROCESS, GOALS AND OBJECTIVES

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 by building upon the region's strengths and opportunities while seeking to mitigate the weaknesses and threats facing the region by providing more and better paying jobs and seeking to attract new employers to the region and retaining 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

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 and disruptions to the area economy.

B. EVALUATION PROCESS

The goals, objectives and implementation strategies in this section were developed with input from the CEDS Committee. The District reviewed previous goals and objectives and changes in the regional economy. It was reviewed and approved by the CEDS Committee. This CEDS identifies seven principal goals under A through G. Goals are applied to the SWOT (Strengths-Weaknesses-Opportunities-Threats) Analysis followed by recent Activities and Progress. This section also integrates an economic resiliency component as suggested under new EDA guidelines. Resiliency for this report refers to the ability to respond or adjust to changes and vulnerabilities in the economy.

The SWOT Analysis identified weakness and threats applicable to the region's nine principal goals. To address these vulnerabilities, resiliency initiatives were developed and incorporated below under the SWOT Analysis.

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 route 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).

GOAL A - SUPPORT THE DEVELOPMENT OF INFRASTRUCTURE FOR ECONOMIC DEVELOPMENT

Private sector business development depends upon the public sector to create and provide the infrastructure in the form of development sites, utilities, transportation and energy resources, in order to have infrastructure to support business development, move goods and services and to have a mobile workforce.

MEASURABLE INDICATOR/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, identify local energy resources, identify transportation improvements and to recommend/advise on future land use.

SWOT Analysis:

The SWOT factors below are relevant to addressing Goal A:

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.
- 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.
- The region has bus service from Brockton Area Transit, Greater Attleboro Transit, Plymouth, and Brockton Street Railway and the MBTA.
- The region is well served by access to airports in Boston, Hanson, Plymouth, and Providence.
- The region has many local energy resources.

Weaknesses

- 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.
- The regional highway system lacks high capacity, direct east-west facilities within the District. Peak hour capacity is an issue on some routes.
- Despite deregulation, energy costs remain high in the district compared to many other areas.

Opportunities

- 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 thirty operating electric generating facilities (solar and wind) in twelve OPC communities in 2020.

Threats

- As the Population grows older, additional pressure may be put on healthcare services such as senior care while the number of young families will decrease, potentially impacting the supply of well-qualified workers for businesses.
- Many policies and regulations may impact local businesses' ability to grow, limiting overall economic activity, the creation of new businesses, and the region's desirability as a business climate.
- As housing prices and the cost of living reach new highs, young professionals may find themselves priced out of housing options near places of employment, resulting in increasingly long commute times and potentially prompting many to move to neighboring regions.
- As rent and the cost of homes continue to rise, many individuals and families are being pushed into the streets, putting additional pressures on cities to address homelessness.

Resiliency Initiative

- Resiliency initiatives address weakness and threats to strengthen GOAL A Facilitate and support the development of infrastructure to support economic development.

What is Being Done?

Land Use

- OCPC has worked with the City of Brockton to analyze re-developable 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. The Town is working on these projects in 2020.
- 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, East and West Bridgewater, Kingston, Pembroke, Plymouth, and Stoughton.

Transportation

Ongoing Transportation Planning Projects

- **Abington and Brockton:** Route 123 Corridor Study
- **Brockton:** Road Safety Audits at the following intersections: Thatcher Street and Pine Street, Pine Street and Summer Street, North Carey Street and Ames Street, North Carey Street and Tobey Road, Belmont Street and Pearl Street, West Chestnut Street and Pearl Street
- **Duxbury:** Route 53 Corridor Study
- **Duxbury:** Road Safety Audits at the following intersections: Route 3A and Tobey Garden Street, Route 3A and Church and Tremont Streets.
- **Duxbury, Kingston, Hanover, and Pembroke:** Route 123 Corridor study
- **East Bridgewater:** Route 106 Corridor Study
- **Easton:** Road Safety Audits at the following intersections: Turnpike Street and Purchase Street, Washington Street and Purchase Street
- **Halifax:** Route 106 Corridor Study
- **Hanover:** Winter Street Traffic Study
- **Hanson:** Route 53 Corridor Study
- **Kingston:** Route 106 Corridor Study
- **Pembroke:** Route 53 Corridor Study
- **Plympton:** Route 106 Corridor Study

- **Stoughton:** Road Safety Audits at the following intersections: Pleasant and Lincoln streets, Canton Street and School and Summer Streets.
- **West Bridgewater:** Route 106 Corridor Study.
- Pavement Management Program
- Traffic Counting Program
- FFY 2019 Unified Planning work Program
- 2020-2024 Transportation Improvement Program

Water/Wastewater Systems Improvements

- **City of Brockton:** The City continues to upgrade its wastewater treatment facilities.
- **East Bridgewater:** The town has installed a sewer line from their municipal wastewater treatment plant to serve the town center and to promote economic development in town
- **Easton:** The town has added 100,000 gallons of daily wastewater treatment facility and has added miles of sewer lines.
- **Hanover:** The town has upgraded the town's public water treatment system.
- **Kingston:** Kingston has applied for US EDA funding to expand their wastewater treatment plant to support economic development in 2020.
- **Plymouth:** The town implemented the Plymouth Water Supply Expansion. This project consists of the development of a new water supply system at Forges Field.

Telecommunications Infrastructure

- Every community in our region has high speed internet available.
- Comcast has Xfinity fiber-optic based high speed internet available in all communities in the region.
- Verizon fiber-optic based FiOS high speed internet service is available in Abington, Easton, Kingston, Plymouth, and Stoughton.
- CapeNet, a broadband network was constructed in 2012. It extends from Cape Cod to Brockton. It passes through several OCPC communities including Plymouth, Kingston, Plympton, Halifax, Bridgewater, East Bridgewater, and Brockton with service to Bridgewater State University. 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 to downtown Brockton.

Energy resources

- **Abington:** Town has a solar siting bylaw
- **Avon:** Town meeting voters have approved the construction of wind turbines on town property.
- **Bridgewater:** 1.4-megawatt gas turbine co-generation system and a 135-kilowatt solar field have been installed at the Commonwealth of MA Corrections complex. The Fireworks Circle photovoltaic 2.8 project has been installed. The Town of Bridgewater purchases 85 percent of the electricity from this project.
- **Brockton:** Brockton Brightfields 425-kilowatt solar array has been installed. Brockton Sanitary Landfill, 4.6-megawatt solar photovoltaic array has been installed. A 36.43-kilowatt solar array at the Mary E. Baker Elementary School has been installed. Massasoit Community College installed 1,750 solar panels on five campus buildings.
- **Duxbury:** A 585 kW solar farm has been installed in the Town's capped landfill.
- **East Bridgewater:** A 2.45-megawatt solar field has been installed.
- **Easton:** The town has solar photovoltaic zoning overlay district. Prospect Hill Landfill 1.86-megawatt solar photovoltaic field has been installed. Stonehill College has a 2-megawatt solar voltaic field installed
- **Halifax:** A 2.5-megawatt solar field has been installed.
- **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.
- **Kingston:** The town has a Green Communities Wind Turbine Overlay District, Large Scale Ground Mounted Solar Photovoltaic Installation Overlay District and a Small Wind Energy Systems zoning bylaw. There is a town owned two-megawatt wind turbine at the capped town landfill. Property owner Mary O'Donnell has erected three two-megawatt wind turbines. Together, these generators produce enough electricity for up to 10,000 households. The Mass Bay Transportation Authority has a 100-kilowatt wind turbine which supplies power to their Kingston Commuter Rail Layover Facility.
- **Pembroke:** A 2.7-megawatt solar photovoltaic project has been installed at the town landfill.
- **Plymouth:** 1.5-megawatt solar array at Camelot Industrial Park in operation. A 65-kW solar field has been installed off Camelot Road. A 500-kW solar array has been installed at Ellis Haven Campground. 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 installed a 562 solar array off Route 3 at Exit 5.

- **Plympton:** The town has a Solar Facilities Zoning Bylaw. A 5.7-megawatt solar farm consisting of 23,670 solar panels has been installed. Plymouth Public Schools purchases electricity from this project.
- **West Bridgewater:** a 2-megawatt solar field has been built.
- **Whitman:** The Whitman-Hanson Regional 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 purchase electric power on behalf of consumers within their borders, which is allowed by Massachusetts state law. OCPC staff has worked with OCPC member communities to implement this project which has resulted in lower electric rates for consumers including business. This supports economic development. OCPC communities who have implemented this agreement include Abington, Easton, Halifax, Kingston, Pembroke, Plympton, Stoughton, and West Bridgewater.

What is OCPC's role?

OCPC will continue to identify and make available to interested party's 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.

OCPC will promote transportation 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.

OCPC supports the development of telecommunications infrastructure in our region.

OCPC will continue to furnish guidance to those member communities involved in the creation of local energy resources including supporting municipal aggregation.

GOAL B: 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 B

Weaknesses and Threats

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

Opportunities

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

Resiliency Initiative

- Planning assistance helps communities maintain and grow their local economies.

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 an SBA 504 lender and operates four successful loan programs. SEED Corporation conducts workshops teaching the Fundamentals of Planning, preparing for and Financing Your Business and Understanding Financial Statements. SEED also offers individual sessions for entrepreneurs. SEED has a Brockton focused fund.

The Metro South Chamber of Commerce partners with the US Small Business Administration (SBA), Service Corps of Retired Executives (SCORE) and the Commonwealth Corporation to operate the Business Assistance Center (BAC) in Brockton at the Chamber. The Metro South Chamber of Commerce operates the Edison Small Business Incubator at the Chamber. The Plymouth Area Chamber of Commerce partners with the MA Small Business Development Center Network, SBA, SCORE, Plymouth Economic Development Foundation and Massasoit Community

College to operate the Plymouth Area Business Education Center in Plymouth (PABEC) at the Chamber offices.

MassHire Career Centers in Brockton and Plymouth offers entrepreneurial training to aspiring businesspersons.

Bridgewater State University (BSU) offers the Master of Business Administration (MBA) and Master of Science (MS) in Accountancy. BSU offers a Commercial Lending Management program. BSU partners 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.

OCPC worked with U.S.EDA and the Towns of Kingston and Plymouth to plan a Regional Economic Diversification Summit (REDS) that was held at Kingston Town Hall on Thursday, September 19, 2019. This summit discussed and found solutions to the infrastructure needs and workforce development needs for these two communities to help them deal with the impacts on their communities due to the closure and loss of jobs with the closure of the Entergy Pilgrim Nuclear Power Plant on May 31, 2019.

What is OCPC's role?

OCPC's role will continue to be of support of the Kingston/Plymouth Regional Economic Diversification Summit, 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.

GOAL C: 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 and economic self-sufficiency.

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 C

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 Plymouth Plantation, and the Children's Museum in Easton.

Weaknesses

- The pool of college-age students has declined.
- Enrollment numbers in area institutions of higher learning has declined.

Resiliency Initiative

- Facilitate and support opportunities to enhance the region's quality of life.

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 eighteen 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 2020, U.S. Census OCPC is promoting 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 supports the U.S. Census in their efforts to completely count our communities in the 2020 U.S. Census to ensure up-to-date socio-economic data is available for our region.

GOAL D: 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.

- A sustainable economy embraces growth that can be supported over the long-term by the region's physical infrastructure, financial resources, and natural resources.
- Support economic development activities that help to retain, expand, or diversify the region's businesses.
- Foster a positive business climate that supports established and emerging industry clusters.
- Encourage businesses that incorporate environmental and social responsibility.

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.

Weaknesses

- The cranberry industry has many issues including low prices for product being produced.
- Agriculture land is under threat for development of other uses including housing.

Resiliency Initiative

- Facilitate and support local sustainable development policies.

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.

Table 29: 2017 Private Propagation Permits and Acreage Under Cultivation

Municipality	# of Growers	Total Acres	Species Grown
Duxbury	27	77.5	Oyster, Quahog, Surf Clam
Kingston	3	8.5	Oyster
Plymouth	31	84.6	Oyster, Quahog, Surf Clam, Bay Scallop

Source: MA Division of Marine Fisheries 2017 Annual Report

Table 30: 2017 Aquaculture Landings and Value American Oyster

Municipality	Pieces	Reported Value
Duxbury	12,339,545	\$6,804,473
Kingston	260,915	\$145,472
Plymouth	2,366,015	\$1,292,389

Source: MA Division of Marine Fisheries, 2017 Annual Report

Table 31: New Municipality Shellfish License Certifications in 2017

Municipality	License Sites	Acres
Plymouth	1	1.5

Source: MA Division of Marine Fisheries, 2017 Annual Report

- **Brockton:** The City of Brockton was working on an Urban Agricultural Plan in Spring, 2020.
- **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 in district agriculture.

Right to Farm Communities/Right To Farm Bylaws

Right to farm bylaws deny nuisance lawsuits against farmers who use accepted and standard farming practices and have been in prior operation even if these practices harm or bother adjacent property owners or the public. Agricultural nuisances may include noise, odors, visual clutter, and dangerous structures. The laws were created to protect small farmers from these lawsuits and thereby preserve the open space that made the communities attractive in the first place. Massachusetts passed the first right to farm law in 1979.

Bridgewater, East Bridgewater, Easton, Halifax, Kingston, Plymouth, Plympton, and West Bridgewater have local Right to Farm Bylaws.

What is OCPC's role?

OCPC is a member of the Council. The RC&D promotes land use policies that encourage farmland preservation, cranberry and other crops production, and aquaculture development.

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

OBJECTIVE: (Long Term): Provide programs for continuing 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 F

Strengths

- The area has many educational resources such as Bridgewater State University, Massasoit Community College, Fisher College Brockton campus, 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 needs further skills development and training to address skills gaps.
- The numbers of students at college age has declined.

Resiliency Initiative

- Facilitate and support opportunities or incentives for all individuals to improve educational attainment across our region, enabling greater access to higher wage employment opportunities.

What is being done?

The MassHire Greater Brockton Area Workforce Board (MassHireGBWB) directs the regional effort of workforce development training. In June of 2015, MassHireGBWB 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 MassHireGBWB 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.

There has been investment in our region in 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.

Photonics is the science and technology of light-based devices (lasers, optical sensors, optical communication systems, etc.) and light-based methods for measurement and sensing.

Bridgewater State University (BSU) has the \$98.7 million, 211,300 square foot Dana Mohler-Faria Science and Mathematics Center. In 2018 BSU opened the Think Tank in

the Science Center as part of BSU's Makerspace. The Think Tank is home to four 3-D printers, a vacuum former, Computer Numerical Control (CNC) machine, embroidery machine, vacuum chamber, circuit board printer, two soldering stations, a 3-D scanner and lots more including a machine shop, electronics and robotics lab, a wind tunnel and an art space. BSU has received more than \$2 million in grant money to help foster the creation of a photonics-based industry in Massachusetts.

Stonehill College in Easton has the \$34 million, 89,630 square foot Thomas and Mary Shields Science Center. Stonehill offers an undergraduate photonics major. Students in the program will be well positioned to enter graduate school in several areas including physics, electrical engineering, biomedical optics, and medicine. To support this program Stonehill has a state-of-the-art lab with authentic equipment used in industry – including a femtosecond laser.

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.

GOAL F: 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 F

Strengths

- SEED Corporation and MassDevelopment provide financing for businesses.

Weaknesses

- Need to educate existing and potential entrepreneurs as to the availability of business financing.

Resiliency Initiative

- District support the efforts of providers of financial assistance to District entrepreneurs

What is being done?

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

Brockton Business Loan Program: The City of Brockton's Business Loan Program is provided in conjunction with SEED Corporation, the City of Brockton Redevelopment Authority, Brockton 21st Century Corporation, and the Metro South Chamber of

Commerce. Micro Loan Program: loans up to \$50,000, unsecured loans up to \$10,000; Small Loan Program: Loans from \$1,000 to \$200,000 for start-up and existing businesses. Eligible Brockton Businesses: for-profit businesses, including restaurants, retail shops, arts/culture, home-based businesses, and many more.

MassDevelopment provides financial, technical assistance, and real estate development services to businesses and institutions. In 2018 in the OCPC EDD, MassDevelopment funded: Brockton: TDI Technical Assistance, Downtown Brockton Leadership Program, TDI Cohort Program, Fuller Craft Museum, CoWork Grant, Hard Rock Concrete Construction Real Estate Loan PROVA, Commonwealth Places, and Signature Healthcare Corp., Tax-Exempt 501 c 3 loan. Easton: Stonehill College, Tax Exempt 501 ©(3) Bond, (2), Oakes Ames Memorial Hall, Cultural Facilities Fund Feasibility/Technical Grant, The Children's Museum of Easton, Cultural Facilities Fund, Feasibility/Technical Grant Plymouth: A Creative Celebration of America's Hometown, Commonwealth Places, District Improvement Financing Guide, Municipal Services.

GOAL G: 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 H.

Strengths

- The District has many parcels of land suitable for residential development.

Weaknesses and Threats

- The region and the state have high housing costs.

Resiliency Initiative

- District communities have many residential developments underway.

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): Project Update as of February 19, 2020: Residential units completed to date: 1,122. Additional residential units authorized through site plan approvals: 152. Commercial space built to date: 43,000 square feet. John Corcoran & Company- The Mastlight (265 units) all 265 units completed. Pulte Homes of New England-Brookfield Village (108 mixed units), all 108 units constructed. Woodstone Crossing (200 units), all units completed. William B. Rice Eventide-Fairing Way (211 Apartments and long-term care facility) – Phase 1 complete: 104 units and the long-term care facility constructed. Phase 2 (107 units) under construction. Union Point LLC Recreation Complex: Construction of four synthetic turf fields and restroom building complete. Stonebridge (45 single-family homes) Main utilities and initial paving is complete. Home construction starts in Spring, 2020.

Seaport at Cordage: Seaport at Cordage, situated on Plymouth Bay, was approved by the Town of Plymouth as a Smart Growth District. This mixed-use project, which is

being developed in phases, opens the shoreline to the public and promotes economic activity in the region with its variety of residential (675 units), retail, restaurant and marina uses. It is also a state-designated economic development zone and a Growth Initiative District, designated by the state as an appropriate location for new growth. Phase 1, the office campus is finished. Phase 2 will start some of the residential development. A lot of Phase 2 has been completed in Spring, 2020. The entire project is expected to span 10 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 2019. 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 was 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.

Also, in Brockton, in March 2019 work started on **West Elm Street Apartments**. There will be 44 units in a five floor, high end apartment building at 47 West Elm Street. These will be mark rate apartments. This project is being done by the developer of the former Standard Modern Company building.

The City of Brockton has the highest foreclosure rates of homes in Massachusetts. Steps being taken to mitigate this include: The Neighborhood Housing Services, Brockton Housing Partnership and Self-Help Inc. have been working with residents on foreclosures since they picked up in recent years. The City of Brockton has a Taskforce on Housing and Foreclosure Prevention. The Brockton Housing Partnership has developed a foreclosure hot line (508) 586-6080. In fall 2010, the state granted \$45,000 in grant money to South Coastal Counties Legal Services to support foreclosure-related legal services for low-income residents in the Campello section of Brockton. In August 2012, Massachusetts Attorney General Martha Coakley's office awarded a \$250,000 HomeCorps Community Restoration Grant to the Brockton Redevelopment authority to assist efforts to manage foreclosed properties through receivership. Massachusetts Attorney General Martha Coakley in October 2012 opened a HomeCorps satellite office at 60 School Street. The office features a loan modification specialist trained to provide foreclosure prevention and borrower support to residents. The organization's hotline number is (617) 573-5333.

Buy Brockton is a public/private partnership between the City of Brockton, Brockton Housing Partnership, and Local Business who are working together to promote home ownership in the City of Brockton. Through a group of participating lenders, the BuyBrockton Mortgage Program offers financing of up to 100 percent 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 21st Century Corporation, 50 School Street, Brockton, MA 02301 (508) 586-0021.

The Plymouth Redevelopment Authority (PRA) provides ongoing First Time Home Buyer programs, as well as administers a variety of Affordable Housing Lottery Services for rental and ownership units in Plymouth and throughout the region. For more information, contact PRA at (508) 747-1620 ext. 10147 or www.redevelopment@townhall.plymouth.ma.us

What is OCPC's role?

OCPC works with communities to encourage the expansion of housing availability for our present and future. OCPC staff worked with the City of Brockton on the Brockton Housing Strategy. OCPC Staff worked the Town of Pembroke on zoning bylaws to promote housing development. OCPC staff worked on Housing Production Plans

(HPP)* for several district communities including Abington, Avon, Bridgewater, Halifax, Pembroke, Plymouth, Plympton, Stoughton, and Whitman.

*A Housing Production Plan is a proactive strategy for planning and developing housing that meets community needs also meets the ten percent subsidized housing inventory target set for each community across the Commonwealth through Massachusetts General Laws, Chapter 40B. Housing production plans are required to contain the following three elements:

1. An assessment of the town's housing needs.
2. Goals to assist with meeting the housing needs of the Community.
3. Strategies toward achieving the goals.

An approved HPP potentially puts a community in line for new state money through the Housing Choice Initiative, which will award \$10 million per year in grants to cities and towns that meet certain housing thresholds and enact housing-friendly zoning changes. Important elements of the HPP include regional context, statistical information, mapping data, and basic census information. Public outreach is conducted with members of the community to determine the type of housing needed and to reach groups that are perceived to be underserved.

SECTION V ECONOMIC RESILIENCE

The U.S. Economic Development Administration in their CEDS Content Guidelines says "For Economic Development, economic resilience becomes inclusive of three primary attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid a shock altogether" " In building economic resilience it is critical that economic development organizations consider their role in the pre- and post-incident environment to include steady-state and responsive initiatives. Steady-state initiatives tend to be long-term efforts that seek to bolster the community's or region's ability to withstand or avoid shock. Responsive initiatives can include establishing capabilities for the economic development organizations to be responsive to the region's recovery needs following an accident"

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.

STEADY STATE ECONOMIC RESILIENCE INITIATIVES

GOAL A EDUCATION AND WORKFORCE TRAINING

Strategies and Activities

1. Workforce Investment Boards in the region (Brockton Area and South Shore) work to increase occupational skill attainment, employment, retention, and wages of the labor force and improve the quality of life for the region's workforce.
2. Bridgewater State University and the CONNECT Partnership continue with ongoing efforts to address the skill and curriculum gap in Southeastern MA, OCPC, SREPEDD CCC, regional WIBS, Chambers of Commerce and others collaborate in this effort. The Massachusetts Workforce Skills Cabinet convened a regional planning meeting of the Southeast Region to initiate the process of developing solutions to the skills issue.

GOAL B: PROMOTE ENTREPRENEURSHIP AND ENTREPRENEURIAL TRAINING

1. OCPC EDD Partner SEED Corp. and the Plymouth Area Chamber of Commerce provide workshops and training for entrepreneurs and small business. OCPC EDD partners MassHire Greater Brockton Workforce Board, MassHire Greater Brockton Career Center, 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.

GOAL C: SUPPORT AND PROMOTE EXPANSION OF REGIONAL INDUSTRY CLUSTERS

1. Support and promote expansion of Cluster Development. See Chapter 2, Cluster Development for details.

GOAL D: SUPPORT ECONOMIC DIVERSIFICATION

1. Develop partnerships with local research universities to create new industries and product lines.

GOAL E: SUPPORT OF LOCAL COMMUNITIES ON CLIMATE CHANGE AND DISASTER PREPAREDNESS.

1. OCPC staff has worked with local communities on climate change and disaster preparedness.
2. The Old Colony Planning Council offers Hazard Mitigation Planning services to our member communities. The term "Hazard Mitigation" describes actions that can reduce or eliminate long-term risks caused by natural hazards or disaster, such as floods, hurricanes, wildfires, tornados, and earthquakes. This plan has been adopted by 15 OCPC communities as of January 2020.

Communities included in the current OCPC Region Hazard Mitigation Plan include:

Abington, Avon, Bridgewater, Brockton, East Bridgewater, Easton, Halifax, Hanson, Kingston, Pembroke, Plymouth, Plympton, Stoughton, West Bridgewater, and Whitman

Duxbury and Hanover, who belong to both OCPC and the Metropolitan Area Planning Council (MAPC) have hazard mitigation plans created by MAPC in place.

Hazard Mitigation and Municipal Vulnerability Preparedness (MVP) Program
The Commonwealth of MA Municipal Vulnerability Preparedness grant program provides support for cities and towns in Massachusetts to begin the process of planning for climate change resiliency and implementing priority projects. The state awards communities with funding to complete vulnerability assessments and develop action-orientated resiliency plans. Communities who complete the MVP

program become certified as an MVP community and are eligible for MVP Action grant funding and other opportunities.

OCPC participated in Municipal Vulnerability Preparedness Planning Programs with the City of Brockton, the towns of Easton, Hanson, Kingston, Plymouth, and Stoughton

The implementation of such hazard mitigation and municipal vulnerability 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 strike. 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 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 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 and existing concession and restroom facility farther inland to accommodate future flooding, erosion and sea level impacts.

Other Measures:

Rebuilding seawalls: Duxbury: At the March 2019 Town Meeting Duxbury residents agreed to spend \$5 million to rebuild a portion of the Duxbury Beach seawall that was damaged by Winter Storm Riley a year ago and temporarily repaired. Duxbury has received a \$1 million state grant and a \$2 million low interest loan toward the cost of this project. The town is also applying for money from the Federal Emergency Management Agency. The work entails replacing failing sections of the 65-year-old seawall and building a revetment to protect the remaining section. According to town officials, without improvements, the wall would continue to deteriorate and cause erosion to private property and to public access roads leading to Duxbury Beach.

In 2020, the Town of Duxbury will receive about \$6.1 million in federal funding from the U.S. Department of Homeland Security's Federal Emergency Management Agency to pay for the replacement of a 850 foot portion of a sea wall on Cable Hill Way and Ocean North Road. This sea wall was built in the 1950s. A study from 2012 recommended that the town replace the sea wall, which suffered more damage and collapsed in some parts during a storm in March of 2018.

RESPONSIVE ECONOMIC RESILIENCE INITIATIVES

GOAL F: ESTABLISH INFORMATION NETWORKS

1. The region shall serve as an information hub by collecting data and convening the appropriate players to facilitate recovery post-disruption.
2. Create a team of local, state, and federal contacts to manage disaster response and resources.
3. Develop a mechanism to quickly survey community and business concerns and assess the support they need.
 - a. OCPC has conducted a survey of our member communities to assess their needs during the Pandemic of 2020.

SECTION VI. PRIORITY ECONOMIC DEVELOPMENT PROJECTS

A. PROGRAM AND PROJECT SELECTION

The Comprehensive Economic Development Strategy Committee (CEDS) has identified fifty-three Priority Economic Development Projects for FY 2020, which may or may not be eligible for EDA funding.

A proposed project is eligible for EDA funding if it is 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 one percent 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 commercialization efforts.
- Projects that support Global Competitiveness.
- 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 2020 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: A, B

Avon: Installation of public sewer in Avon Industrial Park

Status: Planning stage

Goals Addressed: A

Bridgewater:

Business District Sewer Extension:

Status: Design complete, awaiting funding

Goals Addressed: A

Bridgewater State University Logistics Training

Status: Work in progress

Goal Addressed: A, B

Brockton:

CSX Yards Redevelopment

Status: Planning Stage- The City and MassDevelopment have prepared an Urban Renewal Plan for the area based on the now completed market based, financially constrained redevelopment strategy for the now vacant CSX Rail Yards and the surrounding area. The City has been in communication with the CSX Corporation about the disposition of the rail yard and our redevelopment vision for the site. CSX has asked for the City and the Brockton Redevelopment Authority to draft a Request for Interest. The City has hired a third-party consultant to assist in the drafting, advertising, and circulation of the RFI and eventual evaluations of responses to the RFI. The evaluated RFIs will then be submitted to CSX for consideration in their private disposition process. The site is within a federally designated Opportunity Zone. The plan will call for a mix of land uses, including commercial/flex, high (TO) and low density residential, data center, mixed use, and open space. To aid redevelopment the City will need to extend roads and utilities, remediate contaminated soils, and provide for stormwater management.

Goals Addressed: A, B, C

West Downtown Brockton Structured Parking

Status: Study Stage – Following the recent completion of the new “ Mayor Bill Carpenter Garage” on Petronelli Way, the City and the Brockton Redevelopment Authority are currently considering constructing a new 400 space parking garage on Frederick Douglas Avenue to support TOD commercial and residential redevelopment of existing surface parking lots in a federally designated Opportunity Zone.

Goals Addressed: A, B, C

Downtown Restaurant Loan Fund:

Status: Implementation Stage– The City and the Brockton Redevelopment Authority are rolling out a new HUD 108 backed restaurant loan fund for downtown property owners to assist in financing the build out of capital improvements in new and existing space to support restaurants that desire to locate in downtown Brockton.

Goals Addressed: A, B

Small Business Loan Fund

Status: Implementation Stage – The City and the Brockton Redevelopment Authority are proposing a new US EDA backed small business loan fund. The fund could be used in conjunction with the Downtown Restaurant Loan Fund or for job creating business ventures within our four Federal Opportunity Zones or other business districts

Goals Addressed: F

Downtown Site Acquisition and Pre-development Activities

Status – Planning Stage – The City and the Brockton Redevelopment Authority are exploring the creation of a fund to help finance the short-term acquisition for property for site assemblage and disposition as part of the Downtown Urban Revitalization activities. BRA is working with prospective developers who need help pre-assembling larger building sites to support mixed –use, mixed income transit orientated development. This also includes the continued transfer of the City's surplus properties in downtown Brockton to the Brockton Redevelopment Authority who utilizes CBDG funding to conduct emergency structural repairs. The Brockton Redevelopment Authority has issued a Request for Proposals to qualified developers for several of these properties.

Goals Addressed: A, B

Sycamore Grove Multi-Use Festival Space

Status: Planning Stage - The City of Brockton has been working with designers and engineers to transform a former bus terminal, now commonly known as Sycamore Grove, into a flexible space to host outdoor festivals and increase service efficiencies for a number of restaurants that are adjacent to the site, Design work for this project has been completed.

Goals Addressed: A, B

Downtown National Historic District

Status: Planning Stage – The City of Brockton has been working to establish a National Historic District in downtown Brockton for several years. A multiple Property Submission application is currently under review by the Massachusetts Historical Commission.

Goals Addressed: A, B

Co-Work, Incubator and Fab Lab Space

Status: Planning Stage – The City wishes to work with both public and private partners to create and program co-work, incubator, and fab lab space in downtown and across the city. Co-working is an arrangement in which several workers from different companies share an office space, allowing cost savings, and convenience through the use of common infrastructure, such as equipment, utilities, receptionist and custodial services, and in some cases refreshments and parcel acceptance services. It is attractive to independent contractors, independent scientists, telecommuting and work at home professionals, and people who travel frequently. A business incubator is a company that helps new and startup companies to develop by providing services such as management training, technical assistance, and space. A fab lab is typically equipped with an array of flexible computer-controlled tools that cover several different length scales and various materials, with the aim to make “almost anything”. This includes technology-enabled products generally perceived as limited to mass production. While fab labs have yet to compete with mass production and its associated economies of scale in fabricating widely distributed products, they have already shown the potential to empower individuals to create smart devices for themselves. These devices can be tailored to local or personal needs in ways that are not practical or economical using mass production.

Goals Addressed: A, B

Upgrade MassBio Ready rating from Gold to Platinum Level

Status: Planning Stage: The City has applied to Mass Development and their Site Readiness Grant Program to develop a Master Plan, Urban Renewal Plan, District Improvement Plan, and zoning amendments for a 45 acre development on Good Samaritan Hospital's campus that focuses on Life Sciences and Bio Tech. This area is in a Federal Opportunity Zone.

Goals Addressed: A, B

Downtown Traffic Plan and Circulation Improvements (Central Area Circulation Improvements)

Status: Planning Stage – The City has completed a new Transportation Study for the downtown that will return Main Street and Warren Avenue to two-way traffic and improve the overall circulation and wayfinding in the area. The Study will be submitted to MassDOT with the intent of securing a Project Number and making it eligible for Federal Highway Funds by scheduling the work in the Transportation

Improvement Program (TIP). Within this project is the replacement current streetscape and aging sewer, water, and drainage infrastructure. It also includes the installation of new conduit for high capacity fiber optic cable

Goals Addressed: A, B

Route 28 Economic Development Activities

Status: Planning Stage – The City recently completed a Vision Plan for the Campello Business District and the Southern Main Street Corridor that identified areas for intensified economic development activities. The business district around the commuter rail station will see an investment of mixed-use, mixed income development. Southern Main Street will be de-retailed, with a new emphasis on industrial and heavy commercial development. Among other things, the Vision calls for the now vacant Kmart anchored strip mall to be converted to high wage producing industrial uses. The City has worked to secure funding to continue this work with the preparation of an Urban Renewal Plan and rezoning of the study area to support the Vision Plan. The City will also be investigating the construction of a new bridge and road segments to connect the Oak Hill Way industrial district to Route 28 and the above-mentioned Kmart Plaza to improve circulation and marketability. The portion of the project could allow the City to establish a new “purple pipe” water distribution system to provide reclaimed water for industrial users as process water. This work will also extend this planning work on the Montello area surrounding a commuter rail station that includes an underutilized industrial and economically challenged residential community.

Goals Addressed: A, B

Silver Lake Water Transmission Main

Status: Design complete, seeking funding

Goals Addressed: A

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

Status: Study work complete

Goals Addressed: A, B

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

Status: Planned

Goals Addressed: A

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

Status: Seeking funding

Goals Addressed: A



Precise Engineering Brownfield site East Bridgewater

Easton:

Installation of Public Wastewater Infrastructure - Queset Commercial District

Status: Under construction

Goals Addressed: A

Installation of Public Wastewater Infrastructure – Five Corners District

Status: Construction to begin late Spring/Summer 2019

Goals Addressed: A

Installation of Public Wastewater Infrastructure – Easton Industrial Park

Status: Planning

Goals Addressed: A

Phase II of North Easton Village Revitalization

Status: Planning

Goals Addressed: A, B

Hanover

Environmental cleanup of former National Fireworks factory

Status: Implementation Stage. The site is being environmentally cleaned up

Goals Addressed: A, B

Hanson:

Former Plymouth County Hospital Reuse Study

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

Goals Addressed: A, 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: A

Improve wastewater and water service infrastructure to support economic development

Status: Designs completed, waiting finalization of funding

Goal Addressed: A, B



Town of Kingston Wastewater Treatment plant

Plymouth:

Water Street Promenade

Status: Planning Stage

Goals Addressed: A

Leyden Street & Town Square

Status: Planning Stage

Goals Addressed: A

Court Square with Burial Hill Ramp/Steps

Status: Planning Stage

Goals Addressed: A

Jenney Bypass and Pond

Status: Planning Stage

Goals Addressed: A

Depot Square

Status: Planning Stage

Goals Addressed: A

Stephen's Field

Status: Planning Stage

Goals Addressed: A

Waterfront Walkway

Status: Planning Stage

Goals Addressed: A

Infrastructure Improvements**To Aid Redevelopment of Cordage Park**

Status: Planning Stage

Goals Addressed: A, B

Multi-Modal Center

Status: Planning Stage

Goals Addressed: A

Dealing with planned closure of Entergy Nuclear Power plant

Status: Planning Stage

Goals Addressed A, B

Town Airport Improvements

Status: Planned

Goals Addressed: A

Cranberry Crescent

Status: Planned

Goals Addressed: A

Manomet Pressure Zone Water Main Upgrades

Status: Planning Stage

Goals Addressed: A

Pine Hills Interconnection Project

Status: Planning Stage

Goals Addressed: A

Repairs to 4 seawalls totaling 3,285 feet, 31 revetments totaling 24,532 feet, one 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

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: A, B

Plympton: Plympton Business Park Waste Treatment and Water Distribution Project

Status: In final design stage

Goals Addressed: A

Stoughton:

Stoughton Industrial Park

Status: Ongoing studies

Goals Addressed: A, B

Park Street/Campanelli Park Sewer Expansion

Status: Planning Stage

Goals Addressed: A

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: A, B

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: A, B

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: A

Water main improvements

Status: Planning Stage

Goals Addressed: A

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.
- Develop strategic plans for redeveloping and strengthening North Abington and Abington Centers as vibrant pedestrian friendly shopping, entertainment, and dining centers. Estimated cost: unknown.
- Develop in cooperation with OCPC a comprehensive economic development strategy and program for the town including: assessing current businesses and their potential for expanding; develop working relationships with other development organizations, i.e. Metro South and South Shore Chambers of Commerce, SEED Corp., Mass Office of Business Development, etc. Develop promotional materials and resource and data base information for the identification of prospective businesses that might be attracted to the Town, and, of incentive financing programs to assist in accommodating new businesses. Estimated cost: \$50,000.

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 Wastewater Treatment plant = \$3.1 million
- Water Treatment Plant: Estimated Cost = \$1.9 million
- Water Storage Tank: Estimated Cost = \$300,000

Stoughton:

- Acquire Post Office Property. Estimated cost: Unknown

- Comprehensive improvement of traffic, parking, public spaces signage, facades, and regulations to rejuvenate Stoughton Square.
- 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.

West Bridgewater:

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



Kingston Propane, Kingston, MA

SECTION VI IMPLEMENTATION PLAN

A. PROGRAM STRATEGY ACTIONS

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

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

B. COMMUNITY AND PRIVATE SECTOR PARTICIPATION

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

C. MAJOR WORK ELEMENTS AND PRIMARY RESPONSIBILITIES

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

- (a) Help communities to attract businesses or have existing businesses locate in available commercial/industrial land in District communities, - CEDS Committee, District Staff.
- (b) Help communities to attract new businesses or have existing businesses locate in available building space in communities. - CEDS Committee, District Staff
- (c) Help Mass Biotechnology Council Designated Bio Ready Communities to help attract biomedical manufacturers to those communities. - CEDS Committee, District Staff.
- (d) Continuing to work with communities, other agencies, and consultants to plan and implement productive reuse of the closed South Weymouth Naval Air Station - CEDS Committee and District Staff.

- (e) Continuing to work to expand and protect public water supplies and support maintaining water supply infrastructure. - District Staff in cooperation with local water commissions and planning and conservation boards.
- (f) Help communities make the business community aware there is desirable transportation infrastructure in our region - CEDS Committee, District Staff
- (g) Work to implement regional solutions to wastewater management. – District Staff.
- (h) Help communities make the business community aware of the region's higher education resources - CEDS Committee and District Staff.
- (i) Help communities to make the business community be aware of the available cultural amenities of our region - CEDS Committee and District Staff.
- (j) Help communities seek alternative sources of energy to make them more attractive for economic development. - CEDS Committee and District Staff
- (k) Help communities make their zoning more attractive to business development. District staff.
- (l) Encourage. communities to update aging infrastructure to attract/retain businesses - CEDS Committee and District Staff.
- (m) Promote workforce-housing opportunities to overcome high housing costs. CEDS Committee and District Staff.
- (n) Work to address regional highway system issues - District staff
- (o) Help communities make the business community aware of which communities are in state designated Economic Opportunity Areas and how it makes them attractive to retain or attract businesses. - CEDS Committee and District Staff.
- (p) Help communities that have available public sewer capacity for business development make this business community aware of this capacity - CEDS Committee and District Staff.
- (q) Help communities make the business community aware that all District communities have high-speed internet service. - CEDS Committee and District Staff.

CEDS Committee

- (a) Ongoing Planning Support of the CEDS Committee, reviewing MassDevelopment bonds and implementing special projects. – District Staff.
- (b) Preparing the annual CEDS Report. - District Staff and CEDS Committee with approval by CEDS Committee and OCPC District Governing Board.
- (c) Updating the inventory of industrial/commercial land and space. – District Staff.

- (d) Committee members provide input and participate in 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.

SECTION VII. ORGANIZATION AND MANAGEMENT

BACKGROUND

The Overall Economic Development Program (OEDP), Committee predecessor of the current CEDS Committee, was established in 1973.

On October 9, 1973, The Brockton Redevelopment Area was designated a Title I area in accordance with Section 102 of the Public Works and Economic Development Act of 1965. Subsequently, on February 4, 1974, the Brockton Redevelopment Area was designated a Title IV area in accordance with Section 401 (A) (4) of the Public Works and Economic Development Act of 1965.

The Plymouth Redevelopment Area was designated a Title IV area in accordance with Section 401 (A) (4) of the Public Works and Development Act of 1965, on February 8, 1966.

In mid-1976, the Old Colony region was designated a provisional Economic Development District by the U.S. Economic Development Administration.

On May 11, 1979, the U.S. Economic Development Administration designated the Old Colony Economic Development District.

The purpose of an Economic Development District is to foster successful economic development on a large scale by grouping together economically distressed and healthy areas – redevelopment areas and economic development centers.

The District encompasses portions of three counties, 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 based on “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 based on 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.



President	Christine Joy
Treasurer	David Klein
Secretary	Sandra Wright

COMMUNITY	DELEGATE	ALTERNATE
Abington	David Klein	
Avon	Frank P. Staffier	Charles Marinelli
Bridgewater	Sandra Wright	
Brockton	Robert G. Moran, Jr.	Preston Huckabee, P.E.
Duxbury	Valarie Massard, AICP, CFM	George D. Wadsworth
East Bridgewater		
Easton	Jeanmarie Kent Joyce	
Halifax		
Hanover	Michele Grenier	
Hanson	Matthew Dyer	Philip Lindquist
Kingston	Robert Downey	Paul Basler
Pembroke	Rebecca Colletta	Daniel Trabucco
Plymouth	Lee Hartmann, AICP	
Plympton	Christine Joy	
Stoughton	Douglas Sylvestre	Forrest Lindwall
West Bridgewater	Eldon F. Moreira	
Whitman	Fred L. Gilmetti	Daniel L. Salvucci
Delegate-at-Large	Troy E. Garron	

OCPC Staff

	Executive Director
Mary Waldron	
Brenda Robinson	Fiscal Officer
Patrick Hamilton	AAA Administrator
Lila Burgess	Ombudsman Program Director
Brenda Robinson	Fiscal Officer
Laurie Muncy AICP	Principal Comprehensive Planner
Joanne Zygmunt	Senior Planner
Jimmy Pereira	Community/ Transportation Planner
Bruce Hughes	Economic Development/ Community Planner
Andrew Vidal	GIS Manager/ Communications and IT Specialist
Charles Kilmer, AICP	Assistant Director/ Transportation Program Manager
Raymond Guarino	Senior Transportation Planner
William McNulty	Senior Transportation Planner
Paul Chenard	Senior Transportation Planner
Kyle Mowatt	Transportation Planner
Shawn Bailey	Transportation Planner

Christine Joy **President**
Sandra Wright **Treasurer**
Robert Moran Jr. **Secretary**

DELEGATE	COMMUNITY	AFFILIATION
Steven SanTeusanio	Abington	Government
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
Jeanmarie Joyce	Easton	Business
Michele Grenier	Hanover	Government
Matthew Dyer*	Hanson	Government
Phillip Lindquist	Hanson	Business
Robert Downey	Kingston	Government
Paul Basler	Kingston	Government
Rebecca Coletta*	Pembroke	Government
Daniel Trabucco*	Pembroke	Government
Lee Hartmann	Plymouth	Government
Christine Joy*	Plympton	Government
James Mulcahy	Plympton	Government
Douglas Sylvestre	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 2019-2020 MEMBERSHIP**

NAME	RESIDENCE	OCCUPATION	REPRESENTING	AFFILIATION
Maryellen Brett	Brockton	Workforce Development	Education	
	Chairman		Massasoit Community College	
Marline Amedee	Brockton	Dir.Haitian ComPart	Econ. Development	
Robert Downey	Kingston	Town Planner	Government	
Sean Boucher	Brockton	Eastern Bank	Banking	
Jennifer Burke	Franklin	Community and ED Director	Econ Development	
Mary Ellen DeFrias	Dartmouth	VP Community Dev SE Region MassDevelopment	Econ Development	
Christopher Cooney	Berkley	President & CEO Metro South Chamber of Commerce.	Business	
Tracey Costa	Norton	Environmental Planner	Business	
Michele Grenier	Hanover	Hanover Town Planner	Government	
Lee Hartmann	Plymouth	Town of Plymouth		

Dir., Planning & Dev. Government

Jason Hunter	Brockton	MassHireGBWB	Workforce Development
Michael Lambert	Bridgewater	Admin, BAT	Transportation.
Forrest Lindwall	Stoughton		Stoughton Redev Authority Econ. Dev.
Frank Lynam	Whitman	TA, Whitman	Government
Rob May	Brockton	City Planner	Government
Valarie Messard	Duxbury	Town Planner	Government
Pelege Marcellin	Brockton	Hatian Com Part.	Econ Development
Pamela Mc Carthy	Stoughton		StoughtonED Planner Econ. Development.
Robert Moran, Jr.	Brockton	ED, National Grid	Public Utility
John Murray	Brockton	Exec. Dir. Career Works	Workforce Development
Rose Paquette	Brockton		Massasoit Com. Col Education
Jay Pateakos	Dartmouth		MassDevelopment Econ. Development
Debra Pettey	Hanson	Town Planner	Government
Sheila-Sullivan	Carver	Exec. Dir. MassHire	Workforce
Jardim		GBWB	Development

MAILING ONLY

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

RESOURCES

Mary Waldron, 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.

MassHire Greater Brockton Workforce Board (formerly BAWIB)

The MassHire Greater Brockton Workforce Investment Board is one of sixteen MassHire Workforce Investment Boards statewide working to build links between the business community and the workforce. The MassHire Workforce Investment Boards oversee and implement workforce development activities in the Commonwealth. MassHireGBWB is a business-led, policy setting board that oversees workforce development initiatives in their ten-community region. MassHire Greater Brockton Workforce Board, along with the Mayor of Brockton, charters MassHire Greater Brockton Career Center, the One Stop Career Center operated by the University of Massachusetts Donahue Institute and YouthWorks, the youth career and educational resource center. Providing oversight and leveraging resources, MassHire Greater Brockton Workforce Board works with community leaders to respond to current trends in our region. The District Executive Director serves on the MassHireGBWB 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 21st Century Corporation

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

Mass Hire Greater Brockton Career Center

MassHire Greater Brockton Career Center is operated by the University of Massachusetts Donahue Institute under a charter from the MassHire Greater Brockton Workforce Board. connects employers looking for qualified workers and job seekers looking for employment. MassHire Greater Brockton Career Center 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.

Southfield Redevelopment Authority

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

Town of Plymouth Office of Economic Development

This is the official development entity for the Town of Plymouth.

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.

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 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

Christine M. Joy
President
70 School Street
Brockton, MA 02301-4097



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EEO/AA POLICY **Statement of Nondiscrimination**

Federal “Title VI/Nondiscrimination” Protections

The Old Colony Planning Council (OCPC) operates its programs, services, and activities in compliance with federal nondiscrimination laws including Title IV of the Civil Rights Act of 1964, The Civil Rights Restoration Act of 1978, Executive Order 13166 and related federal and state statutes and regulations. Title VI prohibits discrimination in federally assisted programs and requires that no persons in the United States of America shall, on the grounds of race, color or nationality, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity receiving federal assistance

State Nondiscrimination Protections

OCPC complies with the Massachusetts Public Accommodation Law, M.G.L. c272, 92a, 98, 98a prohibiting making any distinction discrimination or restriction in admission to or treatment in of public accommodation based on race, color, religious creed, national origin, sexual orientation, disability, or ancestry

OCPC complies with the Governor’s Executive Order 526, section 4 requiring all programs, activities and services performed, licensed, chartered, funded, regulated, or contacted for or by the state shall be conducted without lawful discrimination based on race, color, gender, ethnicity, sexual orientation, gender orientation, gender identity or expression, region, creed, ancestry, national origin, disability, veterans status (including Vietnam era veterans) or background.

Additional information

To request additional information regarding Title IV and related federal and state non-discrimination obligations, please contact:

Title VI/Nondiscrimination Coordinator

Mary Waldron
70 School Street
Brockton, MA 02301

(508) 583-1833 Extension 202
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APPENDIX

Economic Development Abbreviations and Terms

BAC-Business Assistance Center

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

DEP-Department of Environmental Protection

DHCD-Department of Housing and Community Development

DIF- District Improvement Financing

DLTA- District Local Technical 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
HUD- Housing and Urban Development
IT-Information Technology
ITC- investment Tax Credit
IPARE – Institute for Policy Analysis and Regional Engagement
MassHIREGBWB- MassHire Greater Brockton Workforce Board
MARPA- Massachusetts Association of Regional Planning Agencies
MGCC- Massachusetts Growth Capital Corp.
MEPA- Massachusetts Environmental Policy Act
MORE- Massachusetts Opportunity Relocation and Expansion Act
MRP- Manufacturing Retention Projects
MSBDC- Massachusetts Small Business Development Center
MWRA- Massachusetts Water Resource Authority
MVP- Municipal Vulnerability Preparedness
NEPA- National Environmental Protection Act
OCPC – Old Colony Planning Council
OCPC EDD- Old Colony Planning Council Economic Development District
OZ- Opportunity Zones
PABEC- Plymouth Area Business Education Center
PDA-Priority Development Areas
PPA- Priority Protection Areas
PWED- Public Works Economic Development Grant
REDO- Regional Economic Development Organization
REDS- Regional Economic Diversification Summit
RPP- Regional Policy Plan
SBA- Small Business Administration

SCORE- Service Corps of Retired Executives
SEED- Southeastern Economic Development Corp.
SEMASS RRF- Southeastern MA 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
WIOA- Workforce Innovation and Opportunity Act
US EDA United States Economic Development Administration