

2018

# CAMPELLO VISIONING REPORT



Old Colony Planning Council  
70 School Street • Brockton MA 02301

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## **Executive Summary**

Due to the current economic situation in the Campello neighborhood, the City of Brockton is seeking solutions to the neighborhood's woes via redevelopment. In order to foster economic development in the Campello area, it is necessary to generate jobs and increase the amount of tax revenue for the community. Retaining characteristic businesses that represent the neighborhood, expanding the thriving businesses, and removing those businesses that do not appeal to the area could help improve the infrastructure. Infill of vacancies with service businesses would support and retain the revenue of the Campello community, as well as offer the conveniences of a walkable lifestyle. Leveraging existing assets, such as the MBTA's Campello commuter rail station, Keith Park and historic buildings such as the Franklin building, the City is working towards creating opportunity in the neighborhood to spur economic growth. Incorporating new clean and green industries would appeal to a new population and reduce the carbon footprint of the community's industrial base. Sit down restaurants and new office development would increase the tax base and support revitalization of the Campello business core. By allowing new office and commercial industries to acquire existing buildings, the historical aspects of the Campello neighborhood can be preserved and the materials recycled to promote sustainability in the community. New buildings that would improve the economy should be constructed using innovative technologies to conserve energy or reduce their pervious areas, would lessen their environmental impact. This report, through the review of existing conditions, market forces and public outreach to both residents and the business community, seeks to provides a series of recommendations pertaining to land-uses put forth by stakeholders to encourage businesses to invest in the Campello neighborhood.

## **History of Brockton**

In the late 1600s the descendants of some of the original settlers of Duxbury moved inland, settling in what was then known as Bridgewater. Among these first residents was the Reverend James Keith, who came from Scotland in 1662. In 1758 his great-grandson Levi became the first in the family to make shoes. Levi's son Benjamin and grandson Ziba became the second and third generation to take up shoemaking and firmly establish a family tradition that lasted into the 20<sup>th</sup> century.

Brockton was once known as the "Shoe City" for its contribution to the historic industrialization of the era. At this time, many immigrants from Europe came to Brockton in search of a better life and economic opportunity.

Brockton is the seventh largest city in Massachusetts and is often referred to as the "City of Champions" due to the successful athletic careers of native boxers Rocky Marciano and Marvelous Marvin Hagler as well as successful high school sports programs. In addition to being the "City of Champions", Brockton is a city of "firsts" with the first three-wire underground electrical generation plant. The Brockton station was designed by Thomas Edison as the world's first standardized electric grid, an achievement that demonstrated that electricity could be efficiently generated at a central location and safely distributed on a community-wide basis. The plant opened on October 1, 1883 when Thomas Edison himself turned it on. Brockton, home to almost 100,000 residents prides itself on its diversity of cultures.



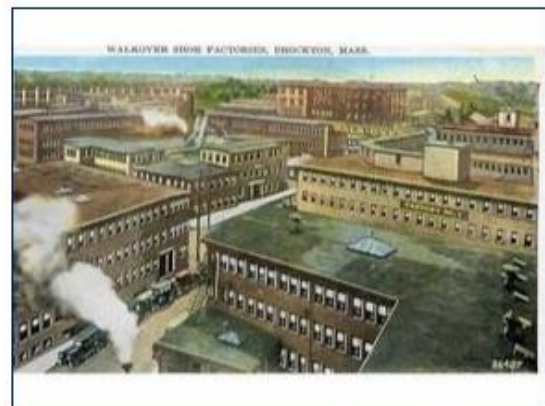
## Campello

The Campello area was one of the four villages of the Town of North Bridgewater that became the city of Brockton. One section of North Bridgewater was known as Plain Village, or Salisbury Plain. Reverend Daniel Huntington, the Pastor of the South Congregational Church, decided around 1850 that a more fitting name for this section of North Bridgewater town would be Campello, or "small plain".

When residents think of Campello, they think of Brockton's south side and the Campello business district along Main Street near South Street. The Campello target area for this study incorporates the west side of Main Street in the Campello business district and the immediate abutters of the Huntington Elementary School and the South Middle School.

Campello the smallest neighborhood in the city, but also the most populous, was once a vibrant commercial center located adjacent to traditional high-density housing and the remaining underutilized former shoe mills. Currently, many storefronts stand vacant, the housing stock has aged and needs improvement. The entire Campello area is classified as environmental justice neighborhoods having a disproportionately high share of environmental burdens and a lack of environmental assets. The residents of Campello consist of primarily low-and moderate-income households.

The Keith family continued its tradition in the shoe business in this thriving community of Campello. Great-great grandson Franklin handed the family tradition over to his son George Eldon Keith. In the mid to late nineteenth century, Campello became industrialized when Keith built his shoe factory at Rutland Square in 1874, which would come to be known as Walkover Shoes, with thirty or forty workers. By 1897, the factory employed over 400 people producing more than \$1 million worth of shoes. The Keith name dominated the shoe industry for many decades. With the advent of the railroad and expansion of the shoe industry, immigrants flocked to Brockton for good paying jobs and the chance to put their earnings to work and purchase their own homes. Historically, Brockton was a city that accepted immigrants with open arms and allowed them to make a better life for themselves. This new population helped to provide a unique diversity to the character of the community.



The early population of Campello was almost exclusively European immigrants employed in the shoe industry. Campello was initially home to many Swedish immigrants, and subsequently home to Italians, and more recently Cape Verdeans and Haitians.

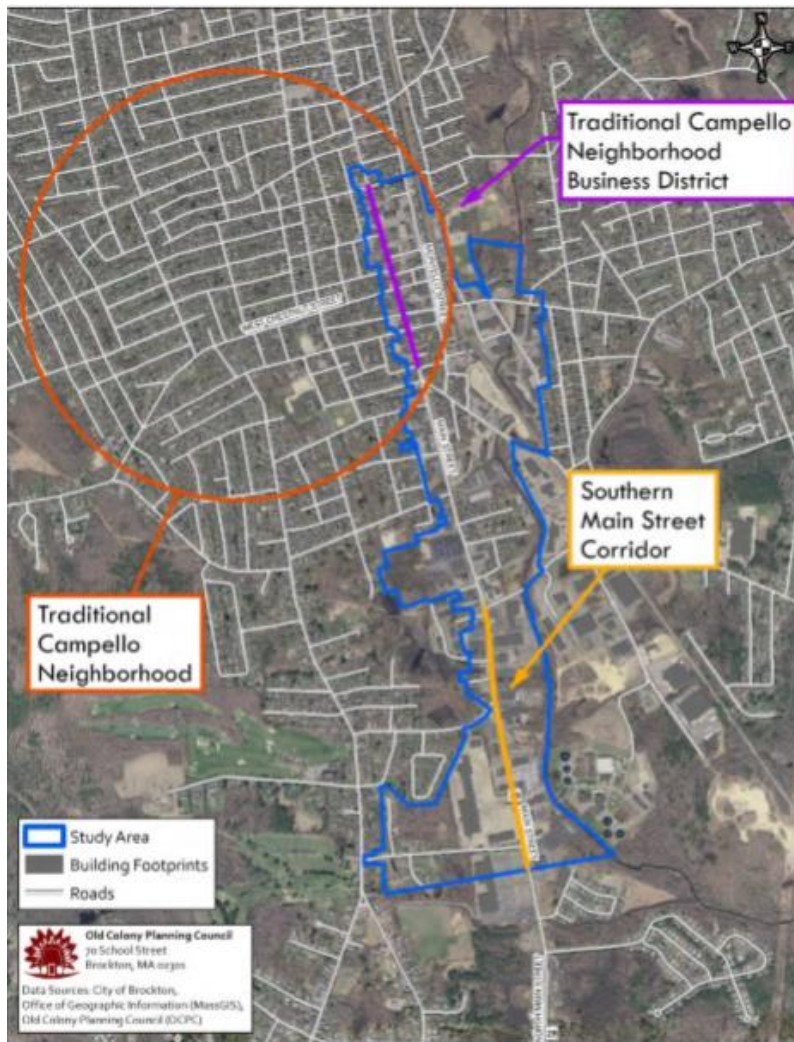




A part of Mr. Keith’s progressive views reflected his care for his employees, as the company offered many incentives from housing and an infirmary, to a theater, cafeteria and state of the art executive offices. The George E. Keith Company Executive Offices was a five story building in Campello on Station Avenue that opened in 1911 and was considered state of the art in its day.

As a relatively small city during a revolutionary period in the country’s history, Campello exemplified the values of America at the time. Over time as an industry changed, shoe production slowed in Campello. Ultimately, a succession of fires in the area ruined facilities which were no longer of worth to the shoe companies. Properties were abandoned and the shoe industry dissipated completely from the “Shoe City.” The Rutland Square factory building remains today closed and underutilized.

## Plan Area



The Plan area for the Campello Visioning Report is located in and around the traditional Campello neighborhood in the southern end of Brockton. It consists of a true mix of uses and includes many commercial and industrial entities as well as a smaller number of residences and institutional buildings. The Plan area is bound by Grand Street to the north, to Forest Street and the Salisbury Plain River to the east, to the West Bridgewater town line to the south, and to an area just west of Main Street to the west. An outline of the area is shown on maps on the following pages. These maps also identify specific areas within the larger study area, including the Traditional Campello Neighborhood, the Traditional Campello Neighborhood Business District, and the Southern Main Street Corridor.

## **Campello Neighborhood Demographics**

The Campello neighborhood is experiencing a decline in population. Since the 2000 U.S. Census, the neighborhood's population has fallen to 7,643 individuals in 2016 and expected to rise 0.5% by year 2021 bringing the neighborhood population to 7,684. The Campello neighborhood includes a wide range of age demography. Two significant age cohorts dominate the neighborhood's age demography. These groups are those in the 25-34 year old category and those in 55-60 year old category. Holistically, the Campello neighborhood demographically is middle age. The Campello neighborhood is a very diverse community like the City of Brockton as a whole. Black and White Brocktonians make up the majority of the neighborhood's population.

The majority of households in the Campello neighborhood are renters. 63% or 1,723 of households living in the neighborhood rent, 37% or 1,007 of households are owner occupied. The Campello neighborhood when compared to the City of Brockton as a whole, 56% of households own their residence and 44% of households rent.

## **Campello Neighborhood Land-uses**

The Campello neighborhood has a variety of land-uses throughout with housing, commercial and industrial usages adjacent to each other. This hodgepodge of land-uses can make for a less desirable walking, living and retail environment. Redeveloping the residential Campello neighborhood would entail the improvement of the quality of life for those living in the community. Improving existing housing and building new appealing residential units would not only retain the current population, but it would also help to increase the population of the community for new jobs provided through economic development. This will also preserve inner-city living so that more people would consider walking or biking instead of using a vehicle, which reduces carbon emissions. Improvement of the neighborhood business districts would enliven community areas, provide a point of destination for consumers both inside and outside the community, and decrease the area's environmental footprint by encouraging more walkable settings.

When ones examines the land-uses in the Campello study area, it is mostly zoned general commercial, with sections zoned general industrial and others zoned multi-family residential. That said, when ones does a visual inventory of land-uses currently in existence, it is evident that some properties in the Campello neighborhood deviate from their zoning designation. This area has the potential to provide strong neighborhood centers and provide places for new businesses and benefit from transit.

By enhancing the quality and quantity of cultural and civic amenities in the area with the enhancement of a cultural district, Campello would gain more of an identity as a community, attract new residents and visitors, and revitalize some of its vacant buildings.

## **Natural Environment**

The study area contains the presences of wooded areas, wetlands, flood zones and water features. Within the study area are ponds and rivers that tend to flood during major rain events and the southern portion of the study area is known to be very susceptible to flooding. Within the study area are public water supply resources designated as an Interim Wellhead Protection Area (IWPA) due to the presence of the Hubbard Avenue Well located just outside of the study area.



## **Green Infrastructure**

More appealing landscape and gateways would increase the number of social gathering places in the area, raise land value in the area, and encourage walkability and an outdoor lifestyle. Better stormwater management would help educate the community of the sustainable practices, and the possibility of reusing stormwater would reduce water costs for residents while the flooding at the southern portion of the area would decrease. Mitigating the existing brownfields would allow for cleaner land and better air quality for residents, which in turn would increase land value and reduce industrial blight. Preserving green on the streets improves the quality of life for walkers and preserves land value and natural resources in the area.

## **Transportation**

Campello residents have a number of transportation options at their disposal. The study area is served by a mature road network and public transportation provided by the Brockton Area Transit Authority (BAT) and by the Massachusetts Bay Transportation Authority (MBTA) via its Commuter Rail service. Currently there is no bicycle transportation infrastructure, but the neighborhood is well served by sidewalks.

The Campello area is served by the Brockton Area Transit (BAT) and commuter rail services. The Campello neighborhood is a walkable neighborhood with tree-lined streets connecting to nearby shops, schools, and a play-ground. The City has painted crosswalks at nearly every intersection although some need refreshing.

## **Market Analysis**

Examining gaps in the retail landscape, there are significant gaps in retail sales and dollars being spent by study area residents. Market research shows that there are dollars being spent by Campello residents on dining out, but those dollars are being spent outside the study area. This leakage of sales is present in other retail sectors too. Losses of potential retail sales to establishments outside the Campello neighborhood are present in apparel sales, electronics, home furnishings, grocery stores, home improvement and many more. In total, there is \$46,377,280 in lost retail sales to establishments outside the Campello neighborhood study area.

Despite this retail sale leakage, there are retail sectors where the study area is over supplying the market. Automobiles and automotive parts is one of such retail sectors that are oversupplying the market with more products than the study area can or is will to purchase. Additionally, retail sectors like drinking places, health and personal care stores and gasoline stations are just a few retail sectors that are in abundant in the study area.

## **Public Outreach**

As a part of the Campello Visioning report, there was an extensive public outreach campaign. The Old Colony Planning Council (OCPC) along with the City of Brockton's Planning Department hosted numerous public outreach events and attended business community meetings to inform study area stakeholders about the project and its intended goals. As a part of these public outreach events, there was a mapping exercise where participants could depict on a map the types of land-use changes they would like to see.

OCPC along with the City of Brockton's Planning Department hosted three Campello Visioning Session workshops. The intention of these workshops was to engage study area residents to consider land-uses in their neighborhood and how they would like the study area to evolve. The City of Brockton's Planning Department also hosted a public meeting at Cape Code Café to engage the business community and at the Campello high-rise public housing building for further public engagement.

## Recommendations

- A Campello neighborhood master plan should be developed.
- The City of Brockton should realign zoning to mirror as much as possible the composite map developed from the visioning session.
- Continued engagement of the business community with extra focus on business filling retail gaps in the Campello neighborhood.
- Engage landlords and entrepreneurs to help fill vacant storefronts and office space.
- A bicycle transportation network with supporting amenities should be developed in the Campello neighborhood. The City of Brockton should consult the Old Colony Planning Council's *Old Colony Bicycle and Pedestrian Connectivity and Livability Study* for help in the endeavor.
- Gaps in the pedestrian network should be filled and projects to bring sidewalks up to a state of good repair and in line with ADA standards should be embarked upon.
- Public transit amenities like bus shelters should be deployed in key areas to make riding public transportation more enjoyable for the public.
- Better connection to transit should be developed, and in particular access for the Campello Commuter Rail Station for patrons accessing the station by foot so that they have a direct and safer path to the station than they currently do.
- Improve signage guiding drivers to Route 24.

## Next Steps

The City of Brockton should start the processes of drafting a Campello neighborhood Master Plan. A community master plan will help further refine the recommendations laid out in this report and determine new objectives to help the Campello neighborhood thrive. As part of the Campello neighborhood master plan or another plan, the City of Brockton should develop a strategy to draw business to the area with a focus on filling retail gaps and enticing entrepreneurial businesses. The City of Brockton should develop a transportation plan for the area that furthers transportation recommendations in this report and those to be identified in the neighborhood master plan. A keen focus should be given to improving pedestrian and bicycle circulation.

## Conclusion

The Campello neighborhood has been experiencing hard economic times. There are many shuttered storefronts, empty lots and depressed property values. Couple these issues with the flooding that is experienced in the southernmost part of the neighborhood around the K-Mart Plaza, makes the neighborhood a hard sell for businesses to consider a move into the area. Despite these obstacles, there can be found opportunity. By utilizing the suggestions put forth by the public via the mapping exercises,

we have a portal in which to view what the community's desires in the way of land-uses and business establishments. Coupling these suggestions with a more comprehensive Campello neighborhood master plan and data gathered from market analysis, the Campello neighborhood will have the tools needed to move their neighborhood in the right direction.

## **Introduction**

Campello is a neighborhood located on the Southside of Brockton, with its roots emanating from the establishment of the South Congressional Church, headed then by Reverend James Keith. Originally apart of the community known as North Bridgewater before the town was renamed the City of Brockton, the Campello neighborhood grew to become a center of Shoe production with the establishment of the Walk-Over Shoe Company by the Keith family.

As Keith's family shoe company grew, so did the Campello neighborhood as individuals and families heard of the good paying jobs and the excellent work conditions they could obtain at the Walk-Over Shoe Company. Coupling these advantageous work conditions with the opportunity to purchase their own homes, the Campello neighborhood become a sought after destination to live.

Like many industrial cities in the United States, the City of Brockton and the Campello neighborhood experienced an economic decline as the shoe industry downsized. As a result of these losses in jobs in the shoe industry and other economic forces at work, the Campello neighborhood has found itself with many shuttered storefronts, low property values and modest household incomes.

Due to the economic reality in the Campello neighborhood, the City of Brockton is seeking solutions to the neighborhood's woes through redevelopment. Leveraging existing assets, such as the MBTA's Campello commuter rail station, Keith Park and historic buildings such as the Franklin building, the City is working towards creating opportunity in the neighborhood to spur economic growth. This report, through the review of existing conditions, market forces and public outreach to both residents and the business community, seeks to provides a series of recommendations pertaining to land-uses put forth by stakeholders to encourage businesses to invest in the Campello neighborhood.

## **Previous Studies**

### **City of Brockton Development Planning: Campello Report (2011)**

As a result of long standing economic issues that were compounded by the 2008 economic crash and foreclosure crisis, the Campello neighborhood was experiencing greater economic pressure. The Campello report sought to understand these economic pressures via the community planning process and existing neighborhood conditions to propose solutions.

### **Revitalization of the Campello Neighborhood (2013)**

Drafted by Urban Land Institute and sponsored by MassDevelopment, the Revitalization of the Campello Neighborhood technical assistance panel report that is the product of a task force put together by the by the Urban Land Institute on behalf of MassDevelopment to come up with a series of recommendations to improve the economic situation of the Campello neighborhood.

### **Campello Reimagined Design Study (2017)**

The Campello Reimagined Design Study is a document that looked at the Campello Neighborhood in a holistic fashion, taking into account its historical past, changing land-uses, demographics of the area and immigration trends along with challenges and opportunities.

### **Campello Reimagined: Existing Conditions (2017)**

The Campello Reimagined: Existing Conditions report was commissioned to examine the state of the Campello neighborhood at that time to help the City of Brockton gain an understanding of the challenges it is facing in redeveloping this area. The document reviews properties in the study area along with the existing conditions of the areas streetscapes and public spaces.



## Existing Conditions

The Campello neighborhood is one ripe with opportunity for redevelopment, with a true mix of uses including many commercial and industrial entities and a smaller number of residential and institutional buildings. In addition, there are numerous vacant storefronts and buildings looking to be returned to revenue service and vacant lots where new housing and commercial uses could be established. With assets such as the MBTA Campello Commuter Rail Station, the Franklin Block area and municipal assets like Keith Park, the potential of the Campello neighborhood is immense. Through targeted planning and redevelopment, the Montello and Campello station areas can become “Neighborhood Related” mixed-use, walkable areas that also build stronger neighborhood centers for the residential areas around them while providing opportunity for new business growth on underutilized commercial properties.

Underutilized parcels and buildings detract from the value and quality of the area. New investment, including a mix of commercial and residential uses, can convert these properties into uses and patterns that will become convenient, walkable, and sustainable parts of the community fabric. *Livable Centers are walkable, mixed-use places that provide multimodal transportation options, environmental quality and promote economic development.* Livable Centers create a unique, identifiable destination, bolstering civic pride and acting as a catalyst for investment and development in an area. Reinvestment in existing communities and neighborhoods ensures that they remain or become vibrant, connected, and green places.

*Livable Centers* are places where people can live, work and play with less reliance on their cars. Livable Centers, with concentrations of residential and employment, support more trips by foot, bicycle, transit or carpool. Other points of consideration which compose a Livable Center include:

- Improved environmental quality.
- Stronger sense of community.
- Continued economic development.
- Encourage mixed but complementary uses.
- Allow people to move between destinations without having to use vehicles.
- Provide multi-modal transportation options.
- Provide adequate parking without creating oversupply.
- Promote activity throughout the day, creating balanced transit ridership.

## Campello Neighborhood Demographics

### Neighborhood population

The Campello neighborhood that has been experiencing a decline in population until recently. Since the 2000 U.S. Census, the Campello neighborhood’s population has been falling by as much as 2.24% between the years 2000 and 2016 or from 7,818 to 7,643 individuals and will rise by 0.5% or 41 individuals for the first time by year 2021. This increase in the neighborhood’s population by year 2021 will bring its population to 7,684. There is difference when comparing the Campello neighborhood to the City of Brockton at large, which experienced growth in population despite a small dip in population during the



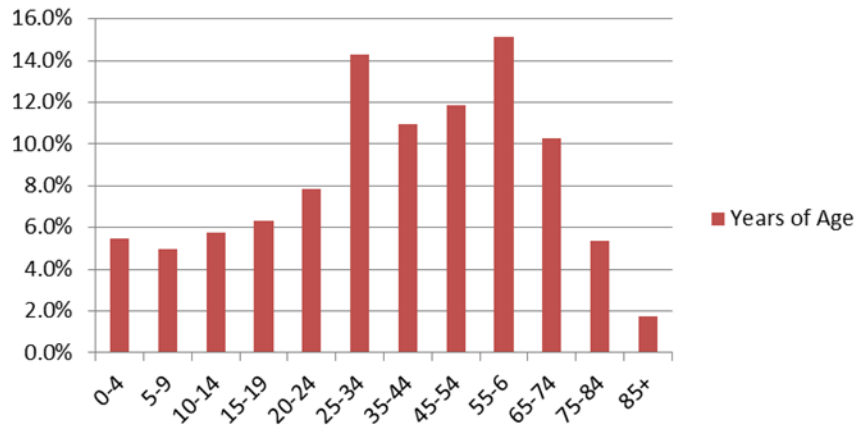
years 2000 and 2010. Between the years 2010 to 2016, the City saw a rise in population that estimated to increase further to 95,926 or a 2.17% increase in population by year 2021.

**Table 2-16 – Population Characteristics:  
Campello Subarea and City of Brockton**

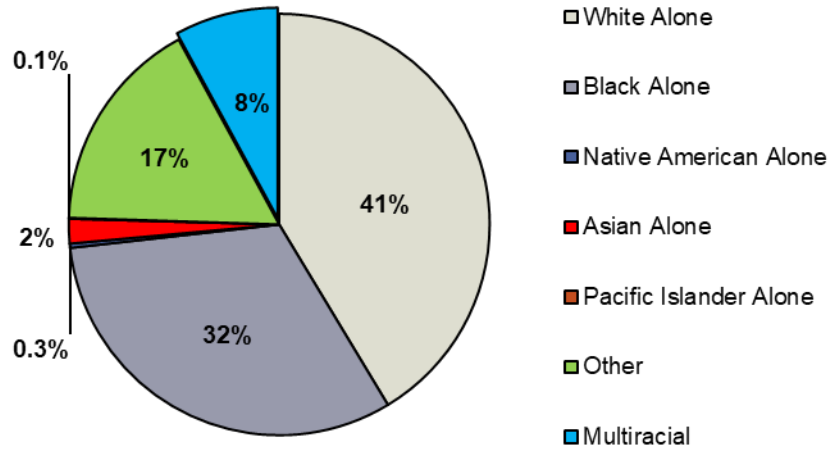
	Campello Subarea	%	City of Brockton	%
<b>Population</b>				
2021 Projection	7,684		95,926	
2016 Estimate	7,643		94,497	
2010 Census	7,711		93,810	
2000 Census	7,818		93,888	
Projected Growth 2016 - 2021		0.5%		1.51%
Estimated Growth 2010 - 2016		-0.9%		0.73%
Growth 2000 - 2010		-1.4%		-0.08%
<b>Households</b>				
2021 Projection	2,745		34,574	
2016 Estimate	2,730		33,886	
2010 Census	2,750		33,303	
2000 Census	2,783		33,513	
Projected Growth 2016 - 2021		0.5%		2.03%
Estimated Growth 2010 - 2016		-0.7%		1.75%
Growth 2000 - 2010		-1.2%		-0.63%
<b>Median household income</b>				
	\$40,312		\$50,669	
<b>Tenure</b>				
owner	1,007	37%	18,935	56%
renter	1,723	63%	14,951	44%
<b>Median home value</b>				
	\$244,074		\$244,189	

Source: The Nielsen Company, Segmentation and Market Solutions, 2016; FXM Associates

The Campello neighborhood processes a wide range of age demography. There are two dominate age cohorts in the neighborhood. These two age cohorts are those in the 25-34 years old category and those in the 55-60 years old category. As a whole, the Campello neighborhood is soundly middle age.



The Campello neighborhood is a very diverse like the City of Brockton as a whole. Black and White Brocktonians make up the majority of the neighborhood’s population. The next large identifiable group living in the Campello neighborhood are those of mixed ethnicity, making up 8% of the population.



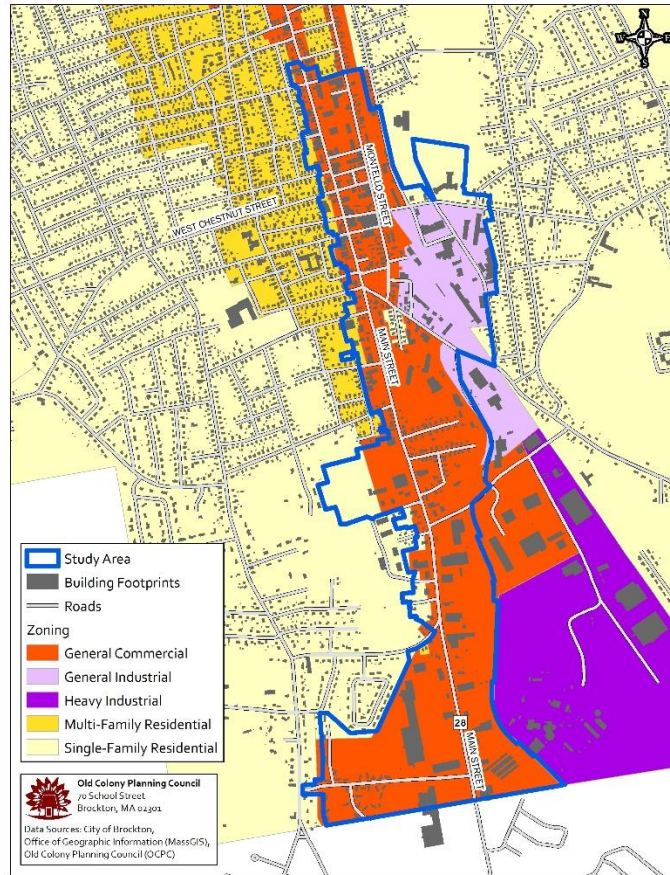
**Households**

Like its population, the number of households in the Campello neighborhood have been on the decline. Between the years 2000 to 2016, the number of households have fallen by 2% from 2,783 to 2,730. By year 2021, there is an expectation that the number of households will grow by 0.5% to 2,745. When we compare these household figures to that of the City as a whole, Brockton has been experiencing a growth in the number of households. During the years 2000 to 2016, the number of City households rose by 1.1% to 33,386 with the exception of a small dip in the 2010 U.S. Census. By year 2021, the number of Brockton households is expected to grow to 34,574.

The majority of households in the Campello neighborhood are renters. 63% or 1,723 of households living in the neighborhood rent, 37% or 1,007 households own their homes. This owner/renter situation is the opposite when the Campello neighborhood is compare to the City of Brockton as a whole, where 56% of households own their residence and 44% of households rent.

**Campello Neighborhood Land-uses**

The Campello neighborhood processes a variety of land-uses. When one tours the study area, they can see that housing, commercial and industrials stand adjacent to each other. This hodgepodge of land-uses can make for a less desirable walking, living and retail environment.



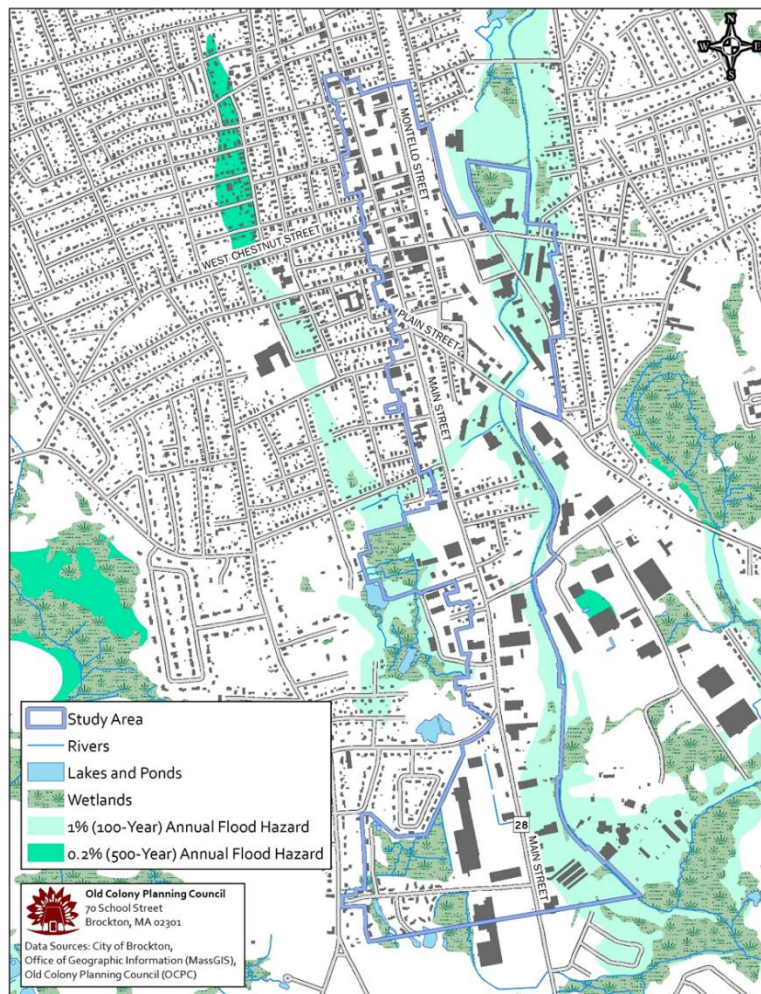
When one examines the land-uses contained in the study area, it is mostly zoned general commercial, with sections zoned general industrial and others zoned multi-family residential. That said, when one does a visual inventory of land-uses currently in existence, it is evident that some properties in the study area deviate from their zoning designation. This non-conformity of a particular parcel to the local zoning is the outcome of the existence of parcels before the current zoning designation was implemented and some instances of spot zoning.

### Natural Environment

The study area contains the presence of wooded areas, wetlands, flood zones and water features. The study area tends to flood during major rain events with the southern portion known, as Edson Brook where the K-Mart resides, is very susceptible to flooding. Portions of the study area according to the Federal Emergency Management Agency (FEMA) lie within a 100-year flood zone. Flooding of the study area is further exasperated by low-lying topography and past land-use decisions that have filled in wetlands, redirected rivers and the lack of enough storm water management capacity to mitigate flooding.

**Wetlands** are defined by the Massachusetts Department of Environmental Protection (MassDEP) as areas where water is at or just below the surface of the ground. Although wetlands can appear dry during some seasons, they contain enough water to support certain plants, soils and habitats. Inland wetlands including marshes, wet meadows, bogs, and swamps. According to data from MassDEP, approximately

28.86 acres or 9.1% of the area is located in identified wetlands, although it is important to note that not all wetlands and been identified or mapped. Wetlands are concentrated in the area behind the former Copeland Chevrolet dealership on the west side of Main Street, the area behind the Kmart shopping plaza on the west side of Main Street, and the area behind the Walkover Commons on the north side of Perkins Avenue. It should also be noted that there are also two Natural Heritage and Endangered Species Program (NHESP) Certified Vernal Pools with the Plan area, both of which are located behind the former Shaw's Plaza on the Brockton/West Bridgewater town line.



**Flood Zones:** There is a moderate amount of land within the Plan area that is within Federal Emergency Management Agency’s (FEMA) Flood Zones. The FEMA Flood Map Service Center (MSC) is the official public source for flood hazard information produced in support of the National Flood Insurance Program (NFIP). Use the MSC to find your official flood map, access a range of other flood hazard products, and take advantage of tools for better understanding flood risk. Through FEMA’s flood hazard mapping

program, Risk Mapping, Assessment and Planning, FEMA identifies flood hazards, assesses flood risks and partners with states and communities to provide accurate flood hazard and risk data to guide them to mitigation actions. Flood hazard mapping is an important part of the National Flood Insurance Program (NFIP), as it is the basis of the NFIP regulations and flood insurance requirements. FEMA maintains and updates data through Flood Insurance Rate Maps (FIRMs) and risk assessments. FIRMs include statistical information such as data for river flow, storm tides, hydrologic/hydraulic analyses and rainfall and topographic surveys.

Flood zone designations may be established or revised when new and more accurate information becomes available because of a FEMA funded restudy or because the community makes the information available to FEMA. Several factors influence the frequency with which flood maps may be updated, such as the extent of new development and the completion of flood control projects.

Approximately 86.15 acres or 27.2% of the area is located within a 100-Year Flood Zone. A 100-Year Flood Zone is defined as an area that has a 1 percent chance of being inundated by a flood in any given year. Flood zones are located in two specific areas. The largest area is located along the Salisbury Plain River on the eastern edge of the Plan area. The presence of the river coupled with the low-lying nature of the area makes it especially susceptible to flooding. The second area is much smaller and is confined to the rear of the former Copeland Chevrolet dealership on Main Street.

The most prevalent flooding concern is not located within a flood zone. It is the parking lot in front of the Kmart shopping plaza. The vast majority of the area in and around the plaza was underdeveloped and used as a small municipal airport until the mid-1960s. Since the development of the plaza, flooding during moderate and severe rain events has been observed. There are approximately 120 acres of watershed that lies upstream of the culvert on Main Street. The watershed consists of single family homes on ¼ acre lots, the plaza, adjacent commercial properties, and a small area of vacant woodlands, with about a 50-foot drop in elevation from the top of the hill near Copeland Street to Main Street. The soil maps show that the types of soil in the watershed generally consist of dense clay soils, commonly referred to as hardpan. These types of tight soils do not allow water to be easily absorbed into the ground, but rather causes a large portion of the runoff to flow over the surface of the ground to the lower elevations. These factors suggest that should the outflow from the plaza become blocked due to debris or a rise in river level, there is more than sufficient amounts of water off the upstream watershed to cause flooding of the plaza.

### **Public Water Supply Resources**

The City relies on its natural resources for some of its water supply, which must be protected. Brockton must actively protect the quality and quantity of its own water resources through management of land and regulating run-off.

Within the study area are public water supply resources. These water resources have a considerable presence in the southern end of the study area due to the presence of an Interim Wellhead Protection Area (IWPA). The IWPA designation is due to the presence of the Hubbard Avenue Well located just outside of the study area. In absence of an approved Zone II, the Massachusetts Department of



Environmental Protection (MassDEP) has adopted the Interim Wellhead Protection Area (IWPA) as the primary protected recharge area for public water supply groundwater sources.

## **Sustainability**

Sustainability encompasses an integrated set of social, economic and environmental principles where these spheres of our community work together to provide a better future for ourselves and future generations. Embedded in this definition is the idea that we can take actions and adopt policies that will simultaneously create an equitable society, a strong economy, and healthy environment, both for us and our children. With careful planning and by working together we can do this without sacrificing one part of this vision for another.

Conserving resources and reducing environmental impacts can literally begin at home. Efficient fixtures, appliances, and landscaping can help conserve water and energy. New systems and technology provide opportunities for the reuse of wastewater. Improved indoor air quality and increased daylight contribute to better health and comfort. More efficient sources of energy allow each household to decrease the amount of carbons entering the atmosphere and can save money as well.

The key to a successful sustainability vision is identifying those overarching principles and determining how they can be translated to specific places and programs. The following set of principles are intended to guide the work of the initiative and help define what sustainability means to the Campello neighborhood. They are expressed as a vision for the kind of community we want as we move forward into the 21<sup>st</sup> century.

### ***Sustainable places are vibrant, efficient, and enduring and are characterized by:***

- ***Reinvestment:*** Investment in the existing neighborhood ensures that they have the amenities to become vibrant, connected, green places.
- ***Transportation Choices:*** Travel choices help reduce family transportation costs, reduce air pollution, and connect families to jobs and services.
- ***Housing Choices:*** Housing choices for all ages, lifestyles, incomes, races and ethnicities help connect families and jobs and support a robust economy and healthy housing industry.
- ***Development in Corridors and Activity Centers:*** Vibrant corridors, with housing, employment, and commercial development, support public transportation, create new development opportunities, provide increased lifestyle choices, make efficient use of existing public and private assets, and help knit the region together.
- ***Design for Healthier Lifestyles:*** Places designed for healthier lifestyles and access to healthy foods improve the health of residents, reduce health-care costs and contribute to vibrant neighborhoods.
- ***Preservation of Unique Community Characteristics:*** Distinctive historic and cultural assets increase the vibrancy of the community and contribute to its overall economic health.
- ***Resource Conservation and Energy Efficiency:*** Sustainable places conserve resources for future generations and simultaneously reduce costs and increase economic and fiscal efficiency.

***Vibrant*** places provide easy access to jobs and services; offer housing, recreation, shopping and transportation choices; foster connections between neighbors and social engagement; and promote



access to arts and culture. Vibrant places make efficient use of public and private assets and resources and are attractive to residents and businesses, not just today and tomorrow, but over the long haul.

**Connected** places are linked by corridors that provide transportation choices, accommodating walking, biking and public transportation as well as the automobile. These corridors attract development and help connect residents to jobs and services.

**Green** places create real economic, social and environmental value for residents, businesses and communities. The conservation, restoration and addition of important green places creates a positive impact on our natural world while creating places that promote healthy life styles and healthy residents.

**Sustainability and Livability:** Sustainability is an extension of livability. Livability connotes aspects of “quality of life”. A concept used in planning for designing infrastructure and facilities to fit better in urban contexts, while also achieving certain mobility needs.

## Transportation

Commuting to work, school, shopping, errands, and saving time for some fun away from home all requires mobility. We all want the freedom to choose how and when to get around. Vibrant corridors, with housing, employment, and commercial development, support public transportation, create new development opportunities, provide increased lifestyle choices, make efficient use of existing public and private assets, and help keep the neighborhood together. A safe and secure transportation system with adequate funding and an efficient use of resources that support the health of all people with increased mobility, accessibility and transportation options for people and freight.

*A transportation system that offers more choices to get around empowers people to choose more sustainable ways to travel. A transportation system that offers more choices improves the connections between businesses and their workers, customers, and partners, fueling the economy while improving air quality and the environment. This ultimately makes the system itself more functional, because more choices allow people and businesses to choose the best options for them, for the kinds of trips they are making and the time of day they are making them.*

This investment will improve mobility for everyone, and give us more freedom by creating more travel choices. Doing so, while also taking steps to protect the environment isn’t just a goal for our everyday trips. It is vital for shipping the goods that help fuel our regional economy, and for keeping our region healthy.

The social benefits of having access to a wider range of travel choices are numerous. We can spend less time in our cars and save gas money. We can reduce air pollution and maximize public health. And we can lower the amount of greenhouse gases that we emit into the atmosphere. **Together, we can strive to achieve what we want for our future: a vibrant economy, innovative mobility, a healthy environment and a great community.**

Campello residents have a number of transportation options at their disposal. The study area is served by a mature road network, which allows residents the ability to move easily within the study area and to areas outside it with ease by private automobile. The street system is in good condition for the most part. Public transportation provided by the Brockton Area Transit Authority (BAT) and the Massachusetts Bay Transportation Authority (MBTA) is also present in the study area, giving residents travel options and for those without automobiles, much needed transportation services. Currently there is no bicycle transportation infrastructure. The Campello neighborhood is lucky to be well served by a uniform sidewalk network that connects the residents of the community to each other.

- Identify places with the potential to focus future high-density, mixed-use, and compact-walkable developments close to job centers, public services, and transportation access.

### **Public Transportation**

A quality multi-modal transportation system will go a long way toward preserving the quality of life, making it better than it is today. The way we get around impacts our environment, our wallets, and our physical and mental health. It impacts how much we exercise, the quality of the air we breathe, and the amount of money available to spend on other things. Transportation investments are not just about the transportation project themselves. These investments are also about the surrounding land uses that make our communities livable and vibrant.

Quality transportation is about personal mobility and the movement of freight and goods. It places a priority on an effective system, rather than on a specific mode of transportation. Cars, buses, bicycles, streetcars, and trains are modes of transportation. Developing particular facilities should not be the end goal; rather, the result should be improved mobility and accessibility. Convenience, safety, travel time, flexibility, options, and cost are key features of a user-oriented system. A user-oriented system combines modes, routes, transfer facilities, and management into a system centered on the need for mobility.

BAT is the main public transportation provider in the study area. Circulating in the study area are two BAT routes. These two BAT routes are the 8 Southfield via Warren & Plain Street and the route 2 South Plaza/Campello via Main Street. These routes operating in the study area allow residents to move around the neighborhood and throughout the city and region through BAT's pulse system where all buses meet at BAT's Intermodal Centre, which facilitate transferring. In addition to these two routes operating in the study area, the Bridgewater State University (BSU) route 28 also services the area linking the City of Brockton and the study area with the university at K-Mart Plaza.

The MBTA operates commuter rail service in the study area via the Middleborough/Lakeville commuter rail line. The Campello Station is one of three City of Brockton MBTA commuter rail stations. The MBTA's Campello Station provides the study area access to jobs, entertainment and Commonwealth services in the City of Boston. The presence of commuter rail service and station in the study area is also an opportunity for development. Commuter rail stations are great locations for transportation-oriented development, which can help an area, meet housing and commercial needs.

***Sustainable transportation involves the efficient and environmentally sensitive movement of people, information, goods, and services, with attention to health and safety.*** It includes the design of walkable cities and bike-able neighborhoods, as well as using telework and other travel options. Sustainable transportation minimizes the environmental impacts of transportation activities, including reducing air pollutants and greenhouse gasses. It relies on cleaner, renewable resources of energy and on dependable financing mechanisms.

### **Bicycle and Pedestrian Accommodations**

The bicycle and pedestrian network has high points and areas that need improvement. The City has many opportunities to expand the choice of transportation modes and reduce the reliance on single person automobile-centric transportation. This includes a renewed focus on pedestrian facilities. The sidewalk and crosswalk networks should be completed in areas near the bus and rail stations and stops. Transit oriented development along the commuter line should emphasize the walkability of the livable centers that will emerge.

### **Pedestrian Accommodations**

The Campello neighborhood is well served by the sidewalk network with small gaps in that network here and there, a legacy investment of the past. The sidewalk network is in need of maintenance and should be brought into compliance with the American with Disability Act (ADA) standards.

*Main Street* – Formal sidewalks are present on both sides of Main Street from the northern end of the Plan area to an area just after Sargent’s Way. After Sargent’s Way, sidewalks are only located on the western side of the roadway, whereas the eastern side of the roadway consists of a series of informal pathways. The Pedestrian Level of Service (PLOS) along Main Street ranged from LOS C in the northern end of the Plan area to LOS F at the southern end of the Plan area.

*Montello Street* – Formal sidewalks are also present on both side of Montello Street, although they are in poor conditions in areas, as the granite curbing is almost non-existent. This condition earned this part of Montello Street a PLOS D.

*Plain Street* – Formal sidewalks are also present on both sides of Plain Street, although the PLOS is better on the southern side of the street, where it has a PLOS of C, whereas the sidewalks on the northern side of the street are in poorer condition and have a PLOS of D.

### **Bicycle Accommodations**

For a number of years, a growing movement has been underway to convert our streets, over time, to roads that serve the needs of a broader range of users than primarily those who drive cars. The bicycle transportation network in the Campello neighborhood is non-existent and needs investment. The Plan area has no infrastructure dedicated to cycling, as there are no bike paths, bike lanes, or sharrows for shared lane usage. Many roads do have large shoulders that can accommodate bicycle traffic.

*Main Street* – The northern end of the Plan area on Main Street to Plain Street has a BLOS F due to the shoulders being utilized for parking to accommodate the businesses customers. From the intersection of

Plain Street south, cyclists once again have access to the roadway shoulders, which increases it to a BLOS D.

*Montello Street* – Shoulders exist on both sides of Montello Street, but they are very narrow and do not provide cyclists an adequate buffer from traffic, which warrants a BLOS E.

*Plain Street* – Large shoulders are present on both sides of Plain Street. Although no formal bicycle infrastructure exists, these shoulders provide enough protection for cyclists to warrant a BLOS C.

Bicycle lanes should be extended along roads and streets along the commuter line. Our transportation investments are not just about the transportation projects themselves. They are also about the surrounding land uses that make our communities livable and vibrant, and the improvements to our streets to make them friendlier and safer for all users, including people who walk and bike. Currently there are no bicycle lanes in the study area and very few bicycle accommodations such as bicycle racks. Additional investment in the bicycle network could be a boon for the study area's residents and businesses. Missing links in the neighborhoods bicycle, pedestrian, and local street networks should be completed to improve local connections.

- Increase transportation choices for different types of trips.
- Integrate transportation options in a safe and connected manner for all.

### **Complete Streets**

A **Complete Street** is one that provides safe and accessible options for all travel modes – walking, biking, transit, and motorized vehicles – for people of all ages and abilities. *Complete streets* are designed and operated to enable safe and convenient access for all road users, while accommodating the movement of freight and goods. Pedestrians, bicyclists, motorists, and transit riders of all ages and abilities can safely move along and across a complete street. By designing and operating streets to be complete, transportation agencies increase capacity, avoid expensive retrofits, encourage physical activity, and help create walkable communities.

The effort to create “Complete Streets” involves rethinking roadway design to better accommodate people walking and riding bikes. Designing streets with these principles contributes toward the safety, health, economic viability and quality of life in a community by improving the pedestrian and vehicular environments and providing safer, more accessible and comfortable means of travel between home, school, work, recreation and retail destinations. The good news is that many of our local jurisdictions have adopted or are in the process of developing local complete streets policies for future improvements.

Complete Streets improvements may be large scale, such as corridor wide improvements that include a separated bicycle lane, new crosswalks, and new bus stops; or a small scale improvement, such as a new bus shelter to encourage transit use. Other Complete Street project examples include improved street lighting, minor changes to traffic signal timings, new bicycle or pedestrian facilities, a median refuge island, or improved connection to transit. The design should be context sensitive and incorporate improvements or treatments that fit with the need and within the character of a community.

Improved roadway design increases visitor accessibility to Campello, access to neighborhood businesses, and decreases travel distance. A better designed street network allows for better pedestrian and bicycle access and improves access and visibility of local businesses while revitalizing the street life. Appropriate transit related services will increase social interaction in the area and increase consumer mobility. Enhancement of the multi-modal system will decrease the number of single-occupant vehicles and reduce emissions in the area.

### **Universal Access**

The definition of *Universal Access* means to provide complete access to the transportation network for every citizen through various modes of transportation including walking, wheelchair, biking, transit, and motor vehicle. Universal Access enables everyone regardless of age, physical ability, or economic class and calls for accommodation of all users of the road without bias by using exceptional engineering guidelines. *Universal design* involves designing products and environments to be usable by all people to the greatest extent possible, regardless of special needs or age, without requiring adaptation or specialized design.

### **Street Design Guidelines**

Investments in streets in the Campello district should prioritize walking with improvements that strengthen a pleasant and safe pedestrian experience, enhance a welcoming and attractive streetscape and encourage safe driving.



**Multi-functional Sidewalks** - Provide generous and multi-functional sidewalks that are safe, accessible, and visually engaging. Three distinct zones should provide adequate space for circulation with a minimum clear width of 5 feet, adequate space for utilities, streetscape, and amenities and adequate space for activity in front of the building. These three distinct zones should be accounted for in the overall width of the sidewalk.



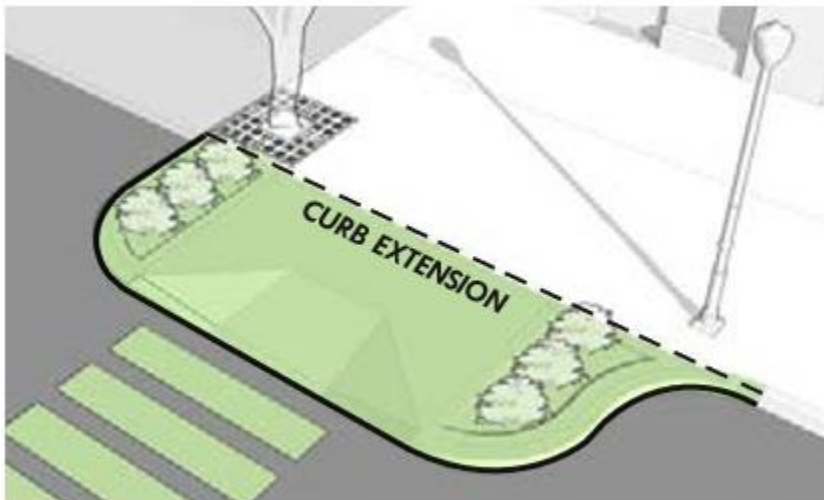
**Sidewalk Seating Areas** – Strengthen a sense of community and sense of place through the integration of modest plazas and seating areas throughout the district that are part of the design of the frontage of a private property and combined with the multi-functional sidewalks.



**Pedestrian Landscape Buffers** – Strengthen the walkability of the district by buffering pedestrians from vehicular traffic with landscaping buffers either at the curb or between sidewalks and parking areas, or both, where applicable. Interrupt large areas of paving where the street, sidewalk and

parking are adjacent.

**Visible and Well-marked Crosswalks** – Enhance the pedestrian safety of the district with visible and well-marked street crossings and driveway crossings. The change in materials should be easily maintained and used to indicate pedestrian right-of-way through painted crossings or a change in paving materials.



**Safe and Short Crossings** - Add curb extensions to enhance the pedestrian safety of the district. The curb extensions reduce the street crossing distance for pedestrians, reduce the speed of turning vehicles and

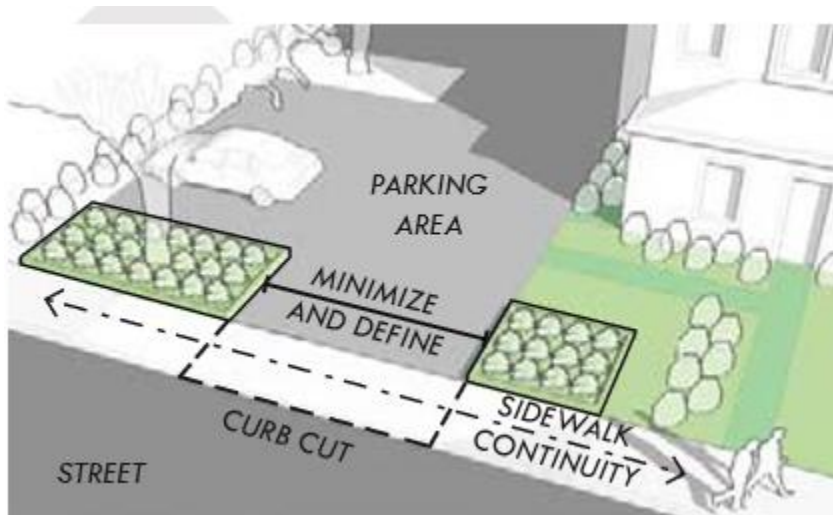


add sidewalk space for additional amenities and landscape. Curb extensions should be used at intersections, mid-block crossings, or in locations where added sidewalk width would benefit the site frontage, sidewalk activities or provision of landscape. Also, reduce vehicular travel lane widths, center medians, turn lanes, or other components that contribute to wide street crossings.



**Welcoming Streetscape** – Strengthen a district-wide approach to thoughtfully designed landscape that is appropriate to the context of the building and surrounding streetscape. Public and private investments should be coordinated and integrated to provide consistent street trees at a spacing of no more than 35

feet per tree. Other planting beds, potted plants, or streetscape features should reinforce a consistent district feel through consistent placement to define sidewalk activity areas and buffer pedestrians from vehicles and consistent species of streetscape plantings. Private investments in bike rack, trash receptacles, benches, lights, or other amenities should also be coordinated and integrated with public investments in the district.



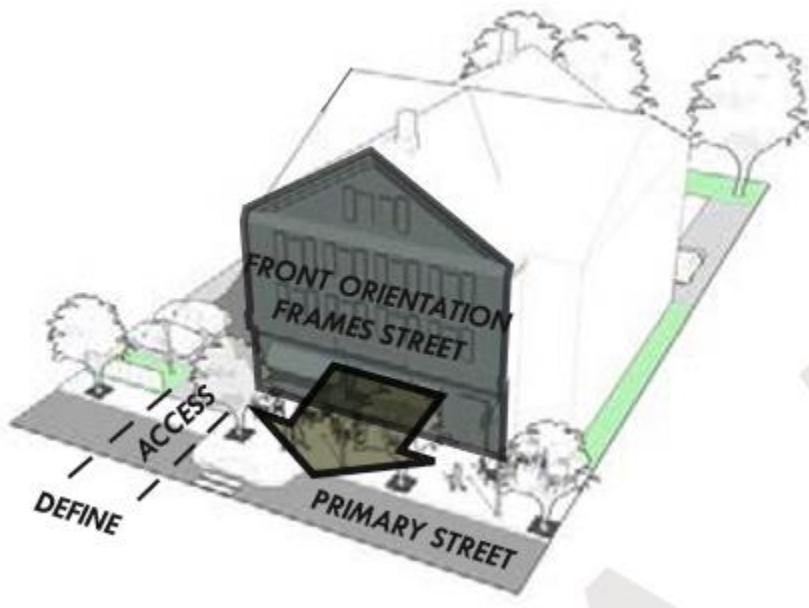
**Reduce Curb Cuts** – Strengthen the walkability of the district by placing priority on the continuity of sidewalks and crosswalks and clearly defining the places in which pedestrian and vehicular circulation overlaps. Reduce the frequency and width of curb cuts that interrupt the sidewalk for vehicular circulation.



**Durable Materials** – Select materials for quality, durability, and climate. Match or complement adjacent materials and coordinate between public and private investments to reinforce continuity of the community character.

### Site Design Guidelines

Site investments in Campello should prominently position positive features, conceal negative aspects of a property, and reinforce a sense of community through thoughtful response to the patterns of neighboring properties.



**Strengthen the Street Frontage** - Design the primary orientation of the site and building to define the street frontage of the property. This definition is created through the placement of the building on the site, building entries, storefront windows, and signage. Parking should not be a part of the street frontage with a location in the rear of the building or setback behind a generous landscape buffer.



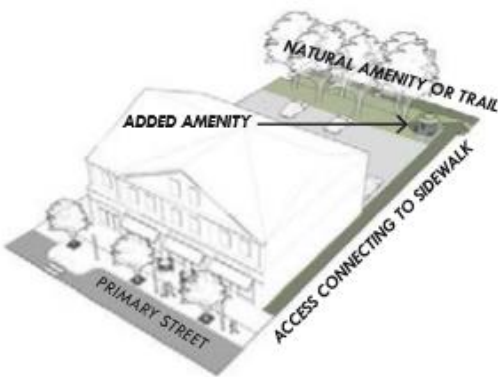
**Define Site Entry and Exit** – Reinforce the site patterns of circulation for the site through clearly defined sidewalks, paving patterns, curbed driveways, landscaped beds and features, signs, or other means to guide pedestrian and vehicular access to the site and building entries and exits.



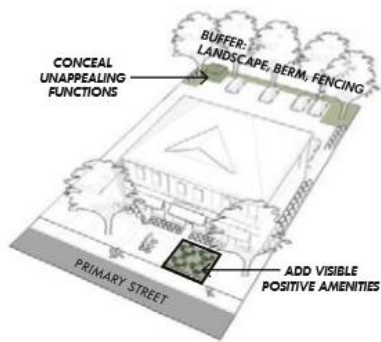
**Minimize Parking Visibility** – Design the site to place all parking areas to the rear of buildings. Minimize the visual impact of parking on the district and position buildings to more directly contribute to the character and pedestrian orientation of the district.

**Respect the Neighboring Context** – Relate the pattern of building and site layout to abutting properties to create similar building setbacks and street frontage conditions. Don not emulate existing patterns that are discouraged by these guidelines, for example, by relating to a property that places all of its parking in front of the existing building.

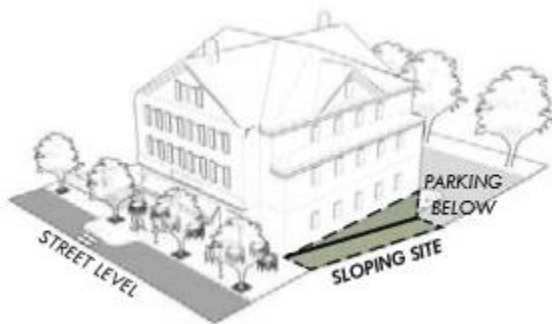
**Strengthen Recreational Connections** – Design site circulation to strengthen connections to parks, riverfront trails, rail trails or other community amenities that connect to or that are nearby the property.



**Expand Positive Amenities** – Use unused corners or edges of the property to expand positive amenities with new small plazas, sitting areas, landscape areas, or locations for public art. Redeveloped properties should be designed to use the site as efficiently as possible to strengthen the district vibrancy and amenity.



**Conceal Unappealing Functions** – Design site layout to minimize impact, visibility, and public view of parking areas, service areas, loading docks, dumpsters, utilities, or other utilitarian functions of the property. The site layout should place these components to the rear of the building and buffered with site landscaping and fences.



**Optimize Sloping Sites** – Design site layouts to take advantage of topography that may naturally slope. The lower portion of slopes should be used to the advantage of the property by concealing parking, services or loading areas below street level.

### **Building Design Guidelines**

Building investments in the Campello district should strengthen the district as a neighborhood center, reinforce the intimate and historic scale of the district, and contribute to the vitality, activity, and continuity of a walkable place.



**Sensitive Building Size and Shape** – Respect the historic context of the Campello district that includes modestly sized stores and houses. The building size and building form of future development should be sensitive to this context. Typically, the width of historic buildings was no more than 40 feet. This should be reflected in new building massing to reinforce the modest scale of the district. While a building may be larger, the plan and shape of the building should reduce larger lengths into bays of no more than 40 feet.



**Sensitive Building Height** – Respect the historic context of Campello district that includes a context of primarily one and two story houses, and stores. The building height of future development should be sensitive to this context, while creating opportunities for buildings taller than one and two stories. New buildings which are taller than surrounding buildings should respect neighboring properties by stepping down a portion of the building near property lines or providing a step back at the upper levels to reduce the visual impact.

**Interesting Rooflines** - Reinforce the village aesthetic of Campello district with interesting and sloped rooflines. Most of the historic buildings and historic photographs of the district reflect a relatively consistent application of sloped roofs that should be a part of the character of future buildings. Flat roofs or parapet roofs are not consistent with the village character and are discouraged. Sloped roofs should be used to reduce the overall perceived height of taller buildings by integrating the upper most floor within the slope of the roof.

**Building Orientation** – Strengthen district continuity with the orientation of buildings. All aspects of the building should reinforce an orientation to the primary street or streets on which it is located. The primary façade, building entries, placement of the building on the property, location of signage, and location of storefront windows should all reinforce an orientation toward the street and a framing of the street frontage to create a sense of enclosure and continuity of the street wall.





**Leverage Historic Structures** – Respect and reinvent original structures, if redevelopment involves a property with historic structures. The preservation or restoration of an existing or historic structure or adjacency to a historic structures should result in redevelopment that is respectful and deferent to the original building or portion of the building retained. The past legacy of Campello should be elevated through thoughtful reuse of structures.



**Strategic Modifications** – Respect and reinvent original structures through strategic additions that will enhance the visual interest and reinforce the modest scale of the district. Minor modifications to existing structures should be used to better align them with the quality and character of the future district with new roof features, dormers, window bays, cupolas, storefronts, awnings, porches, or other strategic modifications and additions.

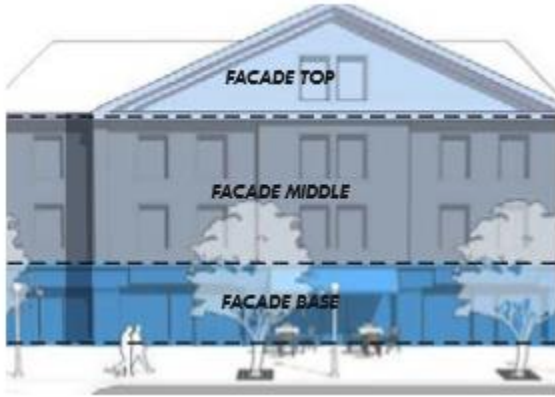
**Preserve Variety of Uses** – Reinforce Campello as a neighborhood center. At minimum, space should be provided on the ground floor for a mix of uses that would complement the neighborhood center. Additional residential uses may be part of future redevelopment, but residential uses should not completely eliminate all other uses in the center.

### **Façade Design Guidelines**

Investments in building facades in Campello should improve character and quality of the district by elevating design, enhancing materials, and increasing the visibility of vibrant activity.

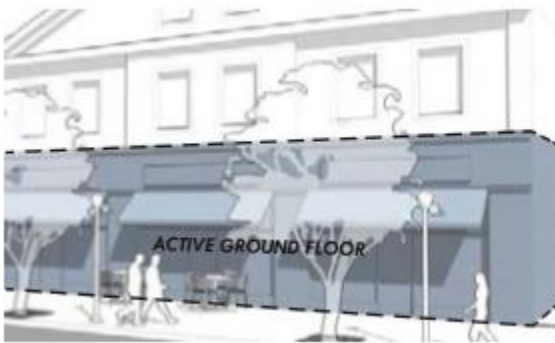
**Define Façade with Detail** – Reinforce district architectural patterns characterized by understated and simple façade details that are constructed of high quality materials and finishes that are durable. The focus of façade details were typically designed to draw attention to doors, windows, ground floor levels, cornices, and eaves. Façade details and materials should also be used to break down large scale facades by dividing them into a pattern of smaller bays.

**High Quality Materials** – Employ authentic natural materials such as brick and stone for the exterior of structures and landscape features. Construct windows, storefronts, and public doorways of wood where possible. Any synthetic materials should be as close in appearance and detail to the natural material it simulates.



**Façade Organization** – Divide the façade vertically into a base, middle, and top to emulate historic façade patterns. The base of the building providing a visual anchor for the structures while displaying ground floor activity. The middle portion reflecting the different use of upper floors, often with smaller, regularly spaced windows and different façade materials. The top of the building typically designed as a transition to the roof or integrated with the roof.

**Local Character** – Emphasize the local character of the district with façade design, details, and colors, including prioritizing local character over national franchise colors or other standardized design features.

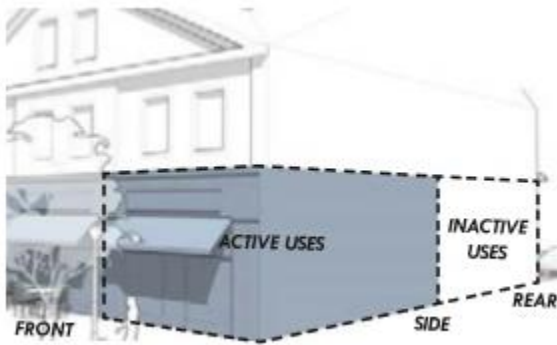


**Active Ground Floor Uses** – Strengthen the vibrancy of the district with activity and visibility of that activity at the ground level facing primary streets. This activity traditionally includes shops, businesses and restaurants, but may also include residential lobbies, community rooms, exercise rooms, cafes, or art gallery spaces, among others. Transparency should be provided through storefront window systems.





**Ground Floor Storefront Windows** – Increase the visibility of active ground floor uses to contribute to district vibrancy. The ground floor of buildings should include a higher percentage of transparent windows, typically at least 60%. These ground floor storefront windows are typically more frequent, if not continuous and taller, matching a ground floor which is typically taller than other levels. Glass in the storefront should be clear, as opposed to reflective, tinted, or mirrored.



**Future Active Interior Activities** – Arrange the building program and interior activities to display the most active portions of the program at the ground floor street level. The most active uses should be oriented to the primary street on the ground floor with a storefront window. The least active uses should be oriented to the rear or side of the building. No blanks, walls greater than 20 feet, devoid of windows, doors, or other features should be visible from the street.

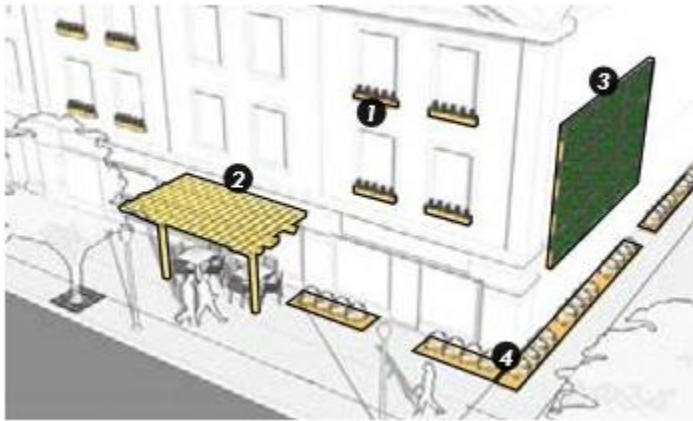
### **Landscape Design Guidelines**



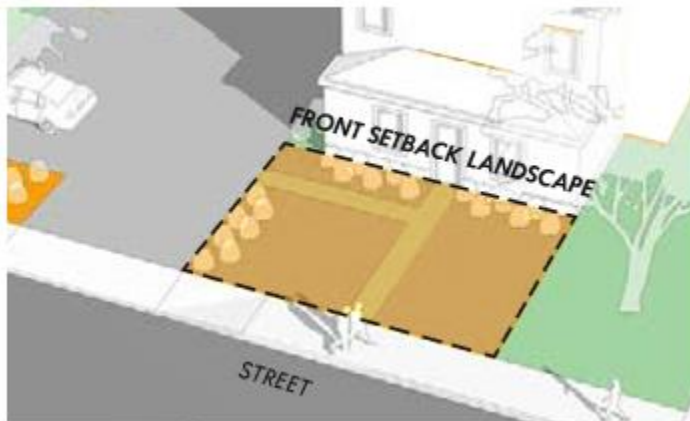
**Landscape Details** – Integrate landscape components thoughtfully into the site with focus on the location of plantings, selection of plantings, integration with hardscape features, and integration with other amenities such as outdoor seating, benches, bicycle racks, fences, lighting, and trash receptacles.

**Site Lighting** – Use simple lighting of landscape and site features to enhance the overall evening and night appearance of the district and to highlight district features. Lighting should be energy efficient, pedestrian-scaled, and dark-sky compliant (full cut-off lighting) that focuses illumination downward or directly onto the highlighted feature. Ornamental street light fixtures should be selected to match Stoughton street light fixtures used in Stoughton Square.

**Landscape Integration** – Coordinate private landscape investments at the property frontage with public and abutting investments. This approach should link seamlessly to adjacent properties and provide an opportunity for enhanced landscaped features. Additional landscape should be provided to supplement public investments to define areas for sidewalk seating or frame building entries.



**Building Landscape** – Introduce planting features as part of the building design on building facades through the use of (1) window boxes, (2) entry or seating area trellises, (3) vertical gardens and green walls on blank facades, and (4) foundation plantings to anchor buildings to the site.



**Front Setback Landscape** – Integrate landscape into front setbacks with a simple approach integrating signs with a planting bed, focal tree in the yard, and side edges that may also include denser planting or additional trees.

**Landscape Site Features** – Anchor site features or site plans with plantings that will integrate the features or signs with the overall site and landscape design. Landscape should be designed and

selected as to support but not obscure the sign or site feature.



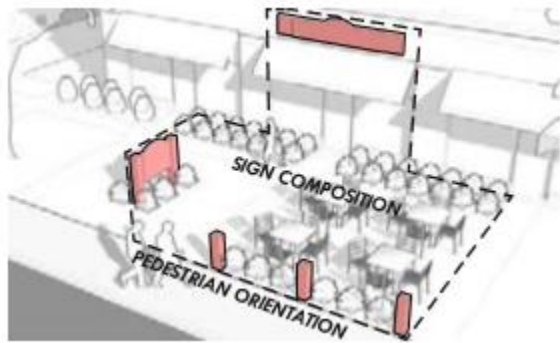
**Parking Landscape** – Integrate landscape into larger parking lots of more than 10 cars to reduce the visual impact of large areas of paving. Integrated landscape should replace 1 out of every 10 parking spaces with a landscape bed the size of a parking space. Landscape beds may be curbed or uncurbed and should include

shrubs and trees.

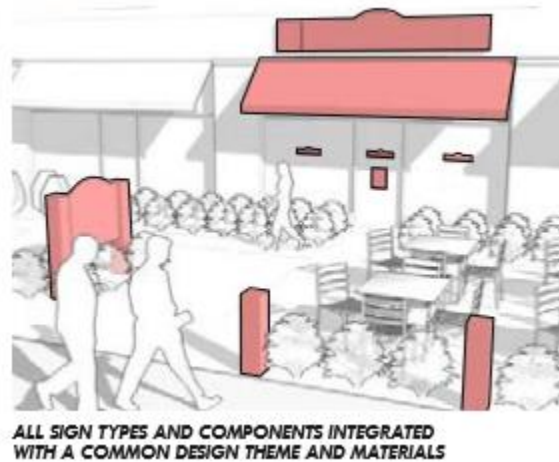
**Consistent Plant Species** – Select plant materials to reflect the character of the district and species native to Eastern Massachusetts and appropriate to the climate conditions. Plantings selected should be low-maintenance, long-lived, hardy, and sturdy with salt tolerance when adjacent to roadways or parking lots. Landscape selections should also include native perennial pollinator friendly plants. Landscape maintenance plans should be included with landscape proposals and improvements.

**Sign Design Guidelines**

Signs in Campello should contribute to the vibrancy and attractiveness of the district reflecting the close-knit community, sense of pride, and historic narrative that is at the center of the neighborhood.



**Signs to Reinforce Walkability** – Select and design signs to reinforce a pedestrian scale and walkability in the district. Free-standing and auto-oriented signs should be minimized in size. Signs should be scaled to pedestrians in the district.



**Integrate Signs with Design** – Coordinate and integrate signs as part of the site and building design to reinforce the overall character and quality of the property. All sign elements and sign details, such as address numbers and awnings, should be consistent and integrated with the overall approach to the overall design and other signs on the property.

**Sign Types** – Restrict sign types to include address numbers, freestanding signs, wall signs, projecting signs, shop front window, awnings, and temporary signs.

**Sign Placement** – Integrate sign placement with the building design, façade design, and site design to be an integral part of the composition. All combinations of signs should be coordinated and integrated to support a single design theme and approach. Signs and awnings should coordinate with other façade features.



**Public Art for Blank Facades** - Integrate public art (murals, sculptures, lighting, etc.) with building facades that are blank (absent of walls, doors, or other architectural treatments). For example, shown to the left, the exterior wall of a store façade integrates a mural that features community assets.



**Public Art for Utilities** – Contribute and integrate public art (murals, sculptures, lighting, etc.) with utility structures or components that are part of the nearby public realm or private frontages, utilitarian in nature, and absent of decorative features. For example, utility and traffic boxes are shown with decorative finishes.



industrial past of a district.

**Public Art for Streetscape and Plazas** – Contribute and integrate public art (banners, sculptures, lighting, etc.) with streetscape (street lights or utilities) or components that are part of the nearby public or private plazas. For example, shown to the left, banners on light posts and a metal sculpture that highlights the



**Interpret History** – Research and interpret the significance of buildings, sites, past events, and historic contributions of individuals or organizations through interpretive signage, commemorative plaques, or public art.

district with sign design and colors, including prioritizing local character over national franchise colors, logos, or other standardized design features.

**Local Character** – Emphasize the local character of the



**Materials and Durability** – Select and design sign details and materials for durability, ease of maintenance, and consistency with the character of the building on which it is placed and the character of the district overall.



### Freeway Access

The Campello neighborhood is not served directly by any freeway. Instead, residents or those visiting the area must navigate local surface streets before gaining access to the closest freeway, Route 24. The lack of direct freeway access is cited by some businesses and residents as a transportation issue and one of the reasons the study area is experiencing economic challenges. This opinion is supported by the closure of large commercial businesses and the relocation of automobile dealerships that once dominated the study area to properties around Route 24's exit 17. The next closest freeway access points are exit 18 on the north side of Brockton and exit 16 off Route 106 in West Bridgewater.

### Zoning

One of the major issues that should be studied is the zoning of the Campello area. There are seven zoning districts within the Plan area, encompassing three different zoning districts types – commercial, industrial, and residential. The table below lists each of the zoning districts and identifies the approximate size of each zoning district as well as its percentage of the Plan area. Main Street is zoned for commercial uses only. The Campello train station and surrounding property to the east are zoned industrial, while other areas are zoned residential. This existing mix of zoning does not provide a planned approach to encourage redevelopment of Campello. The results of a cohesive planning effort may include proposals to change city ordinances and regulations to help revitalize these areas. Such recommendations might include allowing increased density, mixed uses, reduced parking, and adoption of a 40R district and/or Housing Development Incentive Program.

Zoning Classification	Area (Acres)	Percent of Plan Area
General Commercial (C-2)	231.91	73.29%
General Industrial (I-2)	44.02	13.91%
Heavy Industrial (I-3)	0.42	0.13%
Single-family Residential (R-1-B)	0.31	0.10%
Single-family Residential (R-1-C)	33.13	10.47%
Multi-family Residential (R-2)	4.37	1.38%
Multi-family Residential (R-3)	2.25	0.71%
<b>Totals</b>	<b>316.41</b>	<b>100%</b>

An analysis of zoning shows that the General Commercial (C-2) zoning district covers almost three-quarters (73.29%) of the Plan area and dominates the Main Street corridor. The General Industrial (I-2) zoning district, which accounts for 13.91% of the Plan area is concentrated around the Campello MBTA Commuter Rail Station, specifically in the Riverside Avenue, Station Avenue and Forest Street areas. There are four residential zoning districts in the Plan area, the largest of which is the Single-family Residential (R-1-C) district, which accounts for 10.47% of the Plan area, but is largely unbuilt due to the vast majority of it being located in wetlands. The remaining residential zoning districts are located in pockets along the Main Street corridor.

## Market Analysis

As a part of the Campello visioning sessions and this report was to review the existing market conditions of the study area and its economic potential. When reviewing study area market conditions, the largest sector of employment is Retail, followed by jobs in the Construction industry and then those in the Healthcare industry.

**Table 2-17 – Campello Subarea: Business Profile**

	Establishments	Employment	Sales (in \$ millions)
<b>TOTAL</b>	<b>288</b>	<b>1,724</b>	<b>459.0</b>
Other services (except public)	56	388	52.3
Healthcare	84	333	27.3
Construction	18	216	35.5
Educational Services	5	199	0.3
Office-using*	46	154	20
Accommodation and Food Services	15	143	6.6
Retail	32	127	46

\*Includes NAICS: Information; Finance & Insurance; Real Estate and Rental & Leasing; Professional, Scientific, and Technical Services; Management of Companies and Enterprises; Administrative and Support.

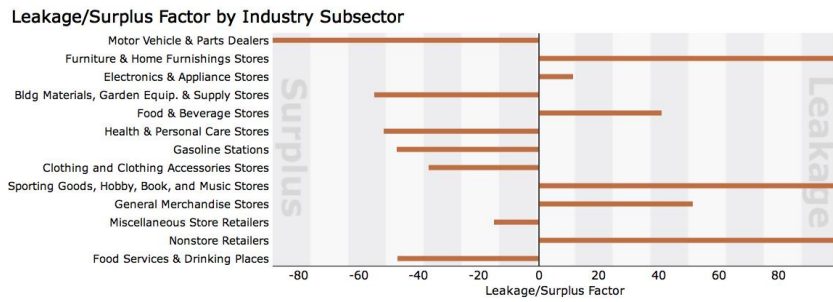
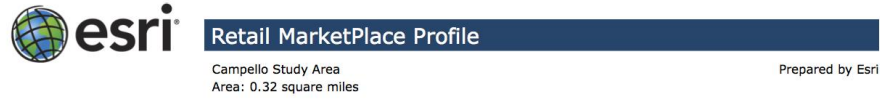
Source: *The Nielsen Company, Segmentation and Market Solutions, 2016; FXM Associates*

When examining data regarding gaps in the retail landscape, one can see gaps in retail sales and dollars being spent by study area residents. For example, dollars being spent by study area residents on dining out compared to actual retail sales being made at dining establishments in the study area are widely different. There is a large gap between what is being spent and the number of transactions taking place in the study area on dining out by study area residents. According to data collected by The Nielsen Company via their report 2016 *Segmentation and Market Solutions*, Campello neighborhood residents collectively spent \$4.6 million on dining. Comparing this figure to actual dining sales in the study area, only \$581,578 in sales on dining services were made in the Campello neighborhood. This wide gap in dollars spent on dining services compare to those taking place at establishment in the study area equates to \$3,983,816 in lost potential dining service sales to outside areas.

This leakage of sales is present in other retail sectors too. These losses of potential retail sales to establishments outside the Campello neighborhood are present in apparel, electronics, home furnishings, grocery stores, home improvement and many more. In total, there is \$46,377,280 in lost retail sales to establishments outside the study area.

While Campello neighborhood is experiencing leakage of retail sales to outside areas in most retail sectors, there are sectors over supplying the market. Automobiles and automotive parts is one such retail sector oversupplying the market with more products than the study area can absorb. Additionally, retail sectors

like drinking places, health and personal care stores and gasoline stations are just a few other sectors that are in oversupply in the study area.



## Public Outreach

As a part of the Campello Visioning report, there was an extensive public outreach campaign to the Campello neighborhood study area residents, the business community and other interested parties. The Old Colony Planning Council (OCPC) along with the City of Brockton’s Planning Department hosted numerous public outreach events and attended business community meetings to inform study area stakeholders about the project and its intended goals.

OCPC along with the City of Brockton’s Planning Department hosted three Campello Visioning Sessions. The intention of these workshops was to engage study area residents to consider land-uses in their neighborhood and how they would like the study area to evolve. Each of the three visioning sessions took place at the South Middle School on September 13<sup>th</sup> and 17<sup>th</sup> and on October 18<sup>th</sup> 2017. At the first two meetings, attendees were shown a presentation outlining the project details; study area statistic and ending with a mapping exercise where participant’s colored maps depicting how they would like land-uses to be developed in the future. At the last public meeting in October, participants were shown a composite map of their previous mapping endeavors and recommendation outcomes.





Figure 1: Campello Visioning Session 1 Sept 13 2017

In addition to these three public visioning workshops, OCPC and the City of Brockton's Planning Department met with the Campello Business Association at Cape Cod Pizza on September 26<sup>th</sup> 2017. The purpose of this meeting was to give business owners in the study area a chance to hear what the Campello Visioning Report is about and what it hopes to achieve. This meeting also provided business owners an opportunity to offer their feedback on the needs of the business community in the Campello neighborhood.

On October 4<sup>th</sup> 2017, the City of Brockton's Planning Department held a public outreach meeting at the Brockton Housing Authority's Campello high rise public housing building, where the planning department made a presentation explaining to residents what the Campello Visioning Plan is and its objective. In return, the Planning Department fielded questions to understand resident's needs and how they as public housing residents would like to see the Campello neighborhood redevelop.

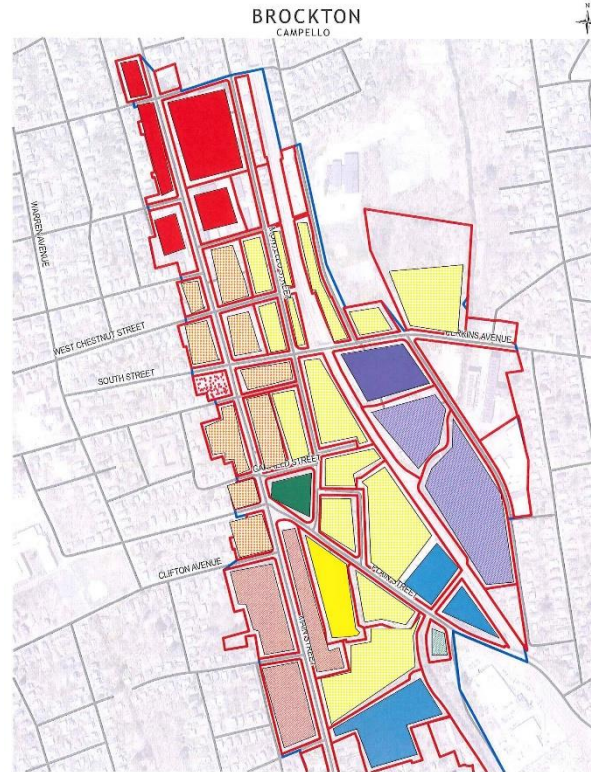


## Mapping Outcomes

The mapping exercises that took place at these public outreach meetings yielded interesting results. At the first two public visioning sessions, participants were given a blank map of the study area and told to think about the Campello neighborhood and how they would like to see it redevelop. With that idea put in place, participants were then guided in understanding of which color marker they should use when indicating the type of land-uses they would like to see on a given parcel of land or in a certain section of the study area. After this explanation, participants were then given the opportunity to decide how land-uses should look in the Campello neighborhood.

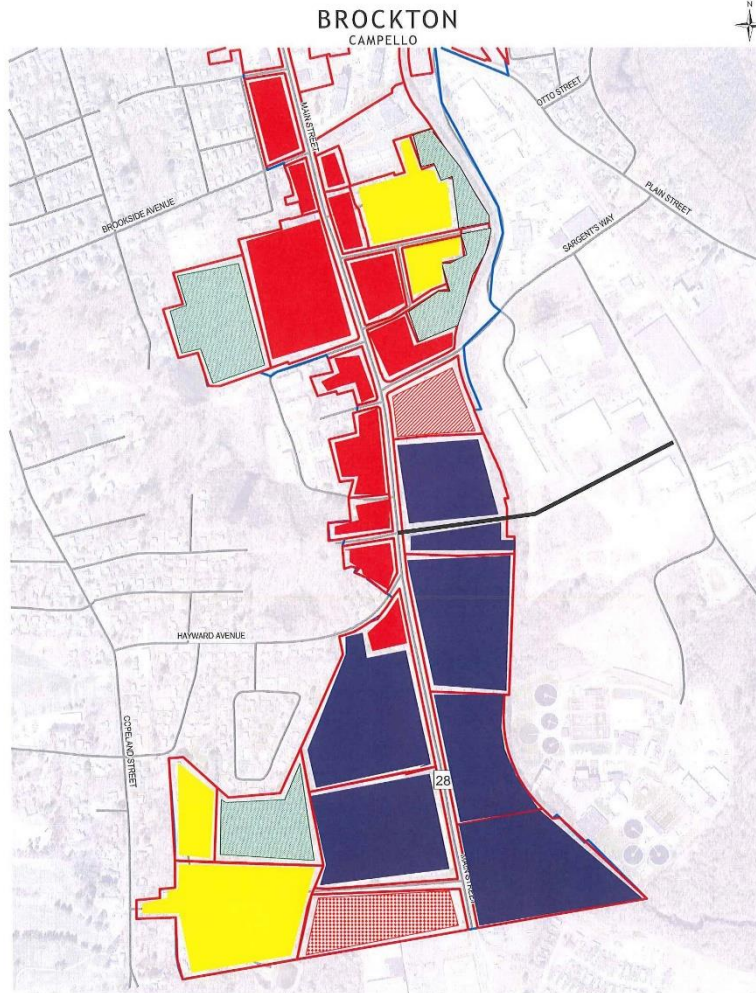


When OCPC and the City of Brockton’s Planning Department reviewed participant drawn maps, certain themes became apparent. According to mapping participants, the majority wished to see more retail and mixed-use buildings. Participants also expressed they wish to see light or heavy industrial usage in key areas in the northern section of the study area.



Mapping participants felt industrial and retail usage should be sited in the southern section of the study area. Due to flooding concerns, it was determined industrial usage should be the allowed land-use in what is currently called the K-Mart Plaza. Because the K-Mart Plaza area experiences flooding during large rain storm events, this flooding issue contributes to the underperformance of this section of the study area. It is believed by mapping participants that industrial usage of the K-Mart Plaza would be able to deal with the flooding issues better than housing or retail uses on the site.

In the northern portion of the southern section of the study area, mapping participants determined this would be an appropriate location for single tenant retail space or larger scale shopping plazas. The thinking behind this determination was due the abundance of large parcels of land, a legacy of auto dealerships of the past, which lend themselves to auto dependent retail usages such as big box stores or a collection of single tenant retail spaces. In addition to this desire to see industrial and retail usage in this section of the study area, participants determine there are areas where single-family homes can continue because they exist in the study area currently.



## Recommendations

Through the hosting of public meetings and the engagement of the business community, a series of recommendations were drafted to help seize the potential opportunity present in the Campello neighborhood. Through the review of the mapping exercises that took place at two visioning session workshops, a composite map of all the participant maps was created. Going forward, the City of Brockton should consult this map when making land use decisions for the study area. By reviewing the composite map, the City will be taking into account land-uses stakeholders want to see in the Campello neighborhood, reinforcing resident's belief the City is hearing their needs. To further this review of land-use decisions, ***a land-use study of the Campello neighborhood should be conducted to make sure the right types of zoning is being implemented in the community and mirrors the composite map as much as possible.***

## **Community Development Strategies**

Community development is a process where community members come together to take collective action and generate solutions to common problems. Community wellbeing (economic, social, environmental, and cultural) often evolves from this type of collective action being taken at a grassroots level. Effective community development should be:

- A long-term endeavor
- well-planned
- inclusive and equitable
- initiated and supported by community members
- of benefit to the community
- grounded in experience that leads to best practices

*Additionally, more assistance and outreach needs to continue with the business community to help commerce flourish.* The City should provide greater support to those businesses in the service of meeting needs not currently met by the market. Utilizing market analysis tools such as those presented in this report, the City of Brockton can drill down and focus on those business sectors not present in the community but have been shown to be in demand by Campello residents.

*It is important to establish long-term goals and work incrementally to achieve those goals.* Effective neighborhood development involves convergence of the work of many, coming together from neighborhood homes, businesses and churches; local school rooms and offices, government agencies; and many others. This coming together requires an unwavering dedication to neighborhood improvement, social capital, and empowerment. It also requires an understanding and sympathy for the bureaucratic requirements of job descriptions, demands, and hierarchies. This approach is about openness, communication, creativity, empathy, patience, and flexibility.

### **Investing in the Campello Neighborhood and their existing commercial areas**

There are empty and underused parcels and storefronts within the fabric of the Campello neighborhood that detracts from the value and livability of the area. New investment, including infill development and adaptive reuse, can convert this land into uses that will improve the quality of life for citizens residing there. The City should promote and encourage mixed-use, transit-oriented development like Chapter 40R and Chapter 40S around the existing commuter rail station and utilize appropriate areas for increased economic development to create a vibrant, livable neighborhood with access to city services and commercial retail.

*The City should work with the community, business interests and property owners to change public perception of the Campello neighborhood and promote revitalization of the area as a mixed-use, livable center that combines the uses and amenities associated with contemporary market demand and facilitates evolution of these underutilized properties into revenue producing commercial and employment centers that support minority entrepreneurial and other small business development.* Contemporary businesses are attracted to areas that are more than just a place to work; employers benefit from locations that are complete districts with transit, housing, amenities, and food establishments within walking distances. The



Campello neighborhood should provide and preserve low-cost, small spaces that can be adapted into many different types of businesses that will benefit from city-supported services, marketing, promotion and networking with flexible zoning and financial incentives.

*In order to connect this neighborhood business district with the cultural center of the community and provide community gathering space, an adaptable neighborhood market should be considered.* This market could function as a grocer, florist, and a central neighborhood park during off-market hours. The market may also serve as a nucleus for artistic events, street vendors, community gardens, and outdoor dining.

- Create opportunities, events, and programs to fill identified gaps in recreational and leisure activities for the Campello neighborhood.
- New green spaces programmed for various uses including a community garden that could be used by residents and for the education of school children, the produce harvested could be sold at a farmers market.
- Maintain and increase business owners' participation in the Campello business district associations.
- Vacancies and redundancy of automobile service businesses be replaced with mixed-use services for residents such as a laundry facility or restaurants.
- Improve the safety, cleanliness, and visual identity of the Campello business district with clear signage and prominent landscaping.
- Strengthen and improve the economic viability of the community by promoting the Campello business district, recruiting and maintaining diverse businesses that meet the needs of local consumers, and ensure the businesses will offer retail, products, and services based on the needs identified by the residents.

*Opportunities exist to rehabilitate the current housing and reuse vacant buildings for residential or mixed-use development to support long term residency and the benefits of a stable community.* The City of Brockton should explore opportunities for housing catering to varying economic and family circumstances. Housing choices should be available to young professionals just starting out, live/work situations, and housing for empty nesters when they no longer need family-sized housing. Diversification of housing choices in concert with new businesses, amenities and other improvements contribute to a high quality of life.

- Preserve historic and architectural character by identifying properties and vacant buildings suitable for renovation and developing a strategy for marketing vacant areas.
- Stabilize and expand leisure opportunities for residents in the neighborhood by creating events and programs to fill gaps in recreational and leisure activities.
- Increase owner-occupied housing and showcase housing character and opportunities within the Campello neighborhood.
- Market the community as a place to live and raise a family.
- Develop a land use pattern that defines specific uses for recreational areas such as active and passive opportunities.

- Increase affordable housing opportunities.
- Protect historic housing stock.
- Develop a land use plan that safeguards historic character, encourages mixed-use development, promotes the value and benefits of residential resale, maintains a stable residential population, and addresses vacant, abandoned, and distressed properties.

***One option the City of Brockton can try is working with property owners to see if they would be interested in offering unused space to entrepreneurs at no or reduced cost.*** Offering underutilized space to entrepreneurs can be beneficial to the upstart business, the property owner and the Campello neighborhood. With this type of arrangement, the entrepreneur gets a business space for little or no rent reducing risk. The City benefits from this arrangement by not having empty storefronts and the property owners' benefit by either receiving a paying tenant or a tenant that might have the ability to pay in the future. Development should be sought that increases the density of jobs and attract employment opportunities with more diverse and higher compensation than current conditions allow.

- Explore the feasibility of identifying live-work residential studio space for artists with common areas that would provide monthly gallery openings, arts education classes, and artisan fairs.
- Identify and increase use of the community's artistic assets and resources.
- Develop and implement a plan to provide convenient and safe parking that will adequately support increased activity to the thriving business district.
- Identify and increase artistic assets and resources by developing a neighborhood community arts center to introduce Campello youth to opportunities in the world of art and to nurture the potential talent of youth within the community.

Campello neighborhood residents via their public comments and through the visioning plan survey results, expressed they want to see more retail and entertainment options. Some of the most cited retail establishments of desire were a grocery store, big box retail and white table dining options. While not all retail types can be supported by the neighborhood because of current household income and the population density of the study area, the underlining theme of the public comments received is that they would like to see commercial establishments that elevate the neighborhood's image.

## **Chapter 40R and 40S Districts**

***Chapter 40R and 40S Districts*** must be in "smart growth" locations near transit or commercial centers, in areas with existing infrastructure or otherwise suitable for high-density mixed-use development. The overlay district must allow housing to be built as of right at densities of at least 8 to 20 units per acre depending on the type of housing, at least 20% of the new units will be affordable, all units in rental housing developments, including market rate units, can be counted as part of the Subsidized Housing Inventory (SHI). Other benefits can also be tapped including becoming more competitive for MassWorks infrastructure funds and higher levels of financial assistance from the Massachusetts School Building Authority for new schools.



The designation allows the local municipalities to set detailed design standards for projects built within the overlay district and reject applicants that don't meet the standards. The companion designation, "Chapter 40S" offers "school cost" insurance to address fears of local school impacts.

Population and employment growth in the region over the last several decades has led to substantial increases in travel, straining our transportation system. Since the late 1970s, there has been an increase in the number of people per household commuting to work. Land use patterns evolved in a manner that further separated housing from jobs and other locations, including shopping, schools, and other activities, increasing the need for more daily travel and lengthening trip distances. This pattern of urbanization has made walking, bicycling, and transit use less convenient and has increased the use of automobiles for meeting our daily needs.

## **Transportation**

Quality transportation is about personal mobility and the movement of freight and goods. It places a priority on an effective system, rather than on a specific mode of transportation. Cars, buses, bicycles, streetcars, and trains are modes of transportation. Developing particular facilities should not be the end goal; rather, the result should be improved mobility and accessibility.

Transportation in the study area is relatively good. Households in the study own at least one automobile and most own more than one. The study area is also serviced by two public transportation systems and has an extensive pedestrian network. The Campello neighborhood does have needs for improvement that can improve the quality of life of residents and be more conducive for business.

## **Pedestrian and Bicycle Access**

Pedestrian and bicycle access and amenities need attention in the Campello neighborhood. While there is an abundance of sidewalks in the study area, there are sections where sidewalks are absent, in need of maintenance and should be brought up to ADA standards. Bicycle accommodations are nonexistent in the Campello neighborhood. Currently there are no bicycle lanes and very few bicycle racks in the Campello neighborhood. Bicycle lanes should be established and bicycle racks installed at key locations to encourage more people to ride in the Campello neighborhood or to and from it. Investing in bicycle and pedestrian amenities will encourage more people to choose these options as a viable mode of transportation, helping to alleviate traffic congestion as the Campello neighborhood becomes more popular as investment spur successful outcomes.

- Designate a bicycle path that ends at Keith Park complete with bicycle lanes, parking infrastructure, and repair shops will attract cyclists to Campello.
- Stabilize and expand leisure opportunities for residents in the community by developing walking, hiking, and bicycle trails to encourage community residents to take advantage of opportunities to exercise and improve health and fitness.

Investing in pedestrian and bicycle amenities will boost public transportation ridership too, since there is a tendency to couple bicycle and pedestrian trips with public transit. Additionally, it has been shown that encouraging individuals to bike and walk in a community make economic sense. According to studies pertaining to bicyclist and pedestrian spending, it has been shown that individuals that choose to walk or

ride a bicycle as their form of transportation tend to spend more money at local retailers when compared to their driving counterparts.

The Campello neighborhood is lucky to be served by two public transportation authorities, BAT and the MBTA. With two BAT bus routes and the MBTA's Middleborough/Lakeville Community Rail line operating in the study area, there are many public transportation options. Even with this abundance of public transportation, there is room for improvement. Additional bus stop amenities like bus stop shelters can greatly improve the waiting experience for the public and should be sited at major intersections and high boarding locations. Better access to public transportation stops should be developed, and in particular, better access to the MBTA Middleborough/Lakeville Community Rail Line. Currently, when pedestrians access the Campello Commuter Rail station by foot, individuals will walk down Riverside Avenue and then climb the planted berm at one of two locations to have a direct line of access to the station. This situation of having rail patrons climb planting berms to access the Campello Commuter Rail Station is not ideal. A more appropriate access point that gives rail passengers direct access should be developed for their comfort and safety.

*One of the biggest obstacles in the transportation network is freeway access.* There is no direct access to the freeway system, with Route 24 being the closest freeway to the study area. Because of the distance of the Campello neighborhood to Route 24, there will be no direct access to the freeway and to help mitigate this burden, better signage indicating the best path to Route 24 should be installed.

### **Streetscape Improvements**

Improved streetscape, including the revitalization of deteriorating infrastructure, bicycle racks, prominent building and transport signage, and neighborhood identity signage in order to encourage community street life and cultural heritage.

1. Leverage transportation resources to create and reinforce walkable, transit-oriented, mixed-use development.
2. Create an integrated multi-modal transportation system for people and goods.

### **Recommendations at a glance**

- A Campello neighborhood master plan should be developed.
- The City of Brockton should realign zoning to mirror as much as possible the composite map developed from the visioning session.
- Continued engagement of the business community with extra focus on business filling retail gaps in the Campello neighborhood.
- Engage landlords and entrepreneurs to help fill vacant storefronts and office space.
- A bicycle transportation network with supporting amenities should be developed in the Campello neighborhood. The City of Brockton should consult the Old Colony Planning Council's *Old Colony Bicycle and Pedestrian Connectivity and Livability Study* for help in the endeavor.
- Gaps in the pedestrian network should be filled and projects to bring sidewalks up to a state of good repair and in line with ADA standards should be embarked upon.

- Public transit amenities like bus shelters should be deployed in key area to make riding public transportation more enjoyable for the public.
- Better connection to transit should be developed, and in particular access for the Campello Commuter Rail Station for patrons accessing the station by foot so that they have a direct and safer path to the station than they currently do.
- Better signage guiding drivers to Route 24.

This Campello Visioning Report is built around the concept of preserving and developing compact communities, directing employment and housing growth into centers, and redeveloping underutilized land. This neighborhood is the most visible example of progress in integrating land use and transportation policy. The strategy is devised to achieve multiple growth management goals, including the creation of an efficient transportation system that supports travel options by all modes and maximizes the benefits of system investments. Transit and non-motorized travel modes can reduce the number and length of automobile trips and are, in general, supported by higher concentrations of development and activity.

## Implementation

The following section outlines a proposed improvement plan that can be followed by the City of Brockton to realize the vision for the study area. Coordination with other parties and funding availability will be major factors in determining the timing and sequence of improvements and therefore the priorities identified below should be considered flexible and subject to change as opportunities arise.

### **Action 1:** Adopt streetscape plan

**Implementation:** Planning Board adopts the streetscape plan and uses it as a guidance document in the City's permit granting review processes, including special permit and other projects under consideration. Formally adopting the plan will facilitate coordination with other agencies, non-profit entities, and business partners.

### **Action 2:** Transfer streetscape plans to engineering department for survey, coordinate with MassDOT.

**Implementation:** All improvements in the right-of-way will have to be designed and transferred to a plan/engineering survey of the area that can be used for construction. All elements of the streetscape plan need to be included in the construction plan, including signs, bike racks, landscaping, street trees, new curb lines, etc. The survey is necessary to confirm there is adequate room for street trees and furniture recommended in the plan. Specifications for specific elements of the plan need to be included in this phase, along with costs for specific street furniture, plant and tree species and materials selected under the guidance of the Planning Department/Planning Board.

Where the streetscape plan includes changes in areas under MassDOT control, the City should consult with MassDOT early in their design process to ensure that local preferences are considered and addressed.

Several parts of the streetscape plan include significant public areas that will need further refinement before being included in engineering plans. The City may wish to take a separate action to refine designs and/or initiate discussions with adjacent property owners to explore alternatives, constraints and opportunities. Final design of some signage elements is also needed, and could be accomplished with assistance from supporting organizations or local artists, with approval by the City.

**Action 3:** Establish a Phasing Plan for public improvements

**Implementation:** Given the breadth of improvement articulated in the streetscape plan, it is unlikely that the City will be in a position to implement all of them at the same time. More importantly, it is essential that streetscape improvements are coordinated with other construction efforts (i.e. sewer, traffic or private construction projects) in the vicinity. Therefore, it is recommended that the city develop a phasing plan that considers other public improvements on the planning horizon and coordinates them with the streetscape plan. Many of the recommendations in the plan (upgrading sidewalks, installing bicycle racks) can be implemented in the short term with adequate funding, but larger projects such as intersection improvements or re-alignment will need greater coordination and longer lead times. The city should prioritize those improvements that will not conflict with other construction plans and that have a large impact for a small investment, such as pedestrian pathways, street furniture and bicycle amenities.

**Action 4:** Identify Potential Funding Sources

**Implementation:** The City and its partners should identify grants and other possible sources of funding for the streetscape improvements. Grants may be available to support certain recommendations, such as bicycle racks. Local contractors may also be willing to donate some materials and labor to support the plan.

**Action 5:** Issue Requests for Proposals for labor and materials (as needed).

**Implementation:** This action should be implemented in accordance with the desired phasing plan. Each element of the streetscape plan will need to be sourced, priced and budgeted prior to installation. RFPs may be issued for groups of elements (i.e. all furniture, all landscaping) or for specific locations as phasing dictates.

**Action 6:** Engage individual property owners to further the plan.

**Implementation:** Many of the proposed changes shown in the streetscape plan will involve coordination with individual property owners. In some cases, changes may be shown on private property and these improvements can only occur with the involvement and endorsement of the affected individuals. The City should continue its outreach efforts to stakeholders in the district and pursue private/public cooperation to further the plan. Improving the streetscape by installing landscaping and shielding parking at key locations will be essential to the success of the overall plan.

**Action 7:** The City of Brockton should start the processes of drafting a Campello neighborhood Master Plan as resources allow.

**Implementation:** A community Master Plan will help refine the recommendations laid out in this report and determine new objectives to help the Campello neighborhood thrive. As part of the Master Plan’s planning processes, small working groups that focus on each element of the plan should be established to determine short and long-term goals for their elements.

As part of a Campello neighborhood Master Plan or as part of another plan, the City of Brockton should develop a strategy to draw business to the area with a focus on businesses filling retail gaps and enticing entrepreneurial businesses to the area with free or reduced rent office or retail space.

The City of Brockton should develop a transportation Master Plan for the area that furthers transportation recommendations in this report and those to be identified in the neighborhood Master Plan. A keen focus should be given to improving pedestrian and bicycle circulation.

**Action 8:** Support aging in the community through increased multi-generational housing options within the Campello Neighborhood district, including progressive senior facilities, exploration of allowing alternative housing arrangements: Small Efficiency Dwelling Units (SEDUs) and Accessory Dwelling Units (ADUs).

**Implementation:**

- Create an application system for residents and developers to apply for building SEDUs and ADUs
- Partner with private developers to build SEDUs in appropriate locations.
- Measure effects and effectiveness of pilot programs over a determined period of time to be used in recommending whether the policies should be continued, altered, or terminated
- Maximize existing community resources to enable seniors to continue living in the housing of their choice, and provide education about a range of housing options.
- Provide multi-generational community housing opportunities that give priority to local residents, veterans, town employees, and families of students enrolled in the Brockton public schools.

**Action 9:** Consider incentives for re-development efforts for underutilized properties in the Campello neighborhood.

**Implementation:** The City of Brockton should consider incentives to developers for increased production of residential rental units in the Campello area through tax credits/low interest loans as part of a larger effort to re-vitalize the Campello Neighborhood district economically. Promote and encourage transit-oriented development in areas around the existing commuter rail stations.

- Utilization of abandoned properties to provide for innovative use of historic, commercial or other vacant buildings, to create mixed-use developments that would increase the area’s housing stock and improve the attractiveness of the community as a place to live.
- Additional residential units in the Campello Neighborhood district will bring businesses back to the area (restaurants, grocery stores, retailers, etc.)

- Consider special area planning, new zoning and leveraging public land and infrastructure investment to complete Brockton’s transformation into a 21<sup>st</sup> century mixed-use district to provide for long term residency and the benefits of a stable community.

**Action 10:** Explore opportunities to increase education and awareness of first-time homebuyer programs for the Campello Neighborhood to provide financial support for low-and moderate-income housing investment.

**Implementation:** The City of Brockton should promote home ownership in the Campello Neighborhood district by requiring home ownership units as part of redevelopment where practical, and supporting home ownership assistance financing programs.

**Action 11:** Consider incentives for property-owners to use their rental units as long-term rather than short-term rentals.

**Implementation:** Short term rentals reduce the available housing stock and make already scarce and competitive housing more expensive for renters. A program should be designed to financially incentive property-owners to use long-term leases or financially penalize those who make no effort to utilize their units as long term rentals.

**Action 12:** Conduct screening analysis on City-owned land to unlock parcels for additional development.

**Implementation:** Screen parcels within the Campello Neighborhood district suitable for redevelopment to housing or business development. The screening analysis will filter out properties that are not suitable; factors to consider include environmental constraints, slope, soils, road access, and neighborhood compatibility.

**Action 13:** Review existing City-owned or foreclosed properties for investment, rehabilitation, and sale to pre-qualified borrowers.

**Implementation:** Foreclosures are at the forefront of issues affecting today’s housing market. The volume of foreclosures has become a significant problem, not only to local economies, but also to the aesthetics of neighborhoods and property values therein. At the same time, middle to low-income families continue to be priced out of the housing market while suitable housing units remain vacant. When properties remain vacant for prolonged periods, they can fall into disrepair, become neglected, and eventually be abandoned by their owners. Abandoned properties pose significant fire and safety hazards, attract vandalism, and generate criminal activity. These properties create a ripple effect, lowering adjacent property values and contributing to the decline of the entire neighborhood. Communities with a large number of tax-delinquent properties lose considerable revenue and further burden local government.

The City of Brockton should consider new measures to ensure vacant buildings are first catalogued and then safeguarded against break-ins and squatters (security measures like stronger doors and reinforced windows) and systematically checked in on by the appropriate officials to ensure they are in fact vacant and their condition has not deteriorated.

**Action 14:** Study opportunities for re-use of existing buildings or use previously developed or City-owned sites for new community housing or economic development potential.

**Implementation:** In the future, Brockton may find properties that become abandoned, underutilized, or functionally obsolete. There may be opportunities to convert private tax title or city-owned property to accommodate some workforce housing in the Campello neighborhood. Future tax title property may also provide the community with opportunities to construct affordable housing for its residents.

Prioritize opportunities for new infill and major multifamily housing development in the Campello area. Meeting current and future housing demand will require a development strategy that is tailored to the market opportunities in this area and its surrounding neighborhoods, including strategic infill development. A successful strategy must be intertwined with other components of economic development, including innovation and job creation, improved transportation linkages, open space development, food production and delivery systems, and ecological resilience.

- Prioritize affordable housing on infill development and abandoned and vacant properties.
- Adopt regulatory incentives to encourage redevelopment and infill on low-density properties such as an infill development ordinance.
- Target development projects to publically-owned properties where feasible to take advantage of parcels that will have discounted or nominal acquisition costs to make affordable housing more financially feasible.

## **Conclusion**

The Campello neighborhood has been experiencing hard economic times. There are many shuttered storefronts, empty lots and depressed property values. Couple these issues with the flooding that is experienced in the southern part of the neighborhood around the K-Mart Plaza, makes the neighborhood a hard sell for businesses to consider a move into the area. Despite these obstacles, there can be found opportunity. By utilizing the suggestions put forth by the public via the mapping exercises, we have a portal in which to view what the community's desires in the way of land-uses and business establishments. Coupling these suggestions with a Campello neighborhood Master Plan and data gathered from market analysis, the Campello neighborhood will have the tools needed to move in the right direction.



# APPENDIX

# Public Outreach

## Public Meeting Notice

### **Campello & Edson Brook Framework Plan**



The **Department of Planning and Economic Development** and **Old Colony Planning Council** will be holding public meetings on **September 13, September 27, and October 18, 2017 at the South Middle School Cafeteria (105 Keith Ave, Brockton MA 02301) from 6:30pm to 8:00pm** to discuss existing conditions and potential future uses for the Campello & Edson Brook areas of Brockton.



### **Please join us and share these dates with others!**

Here are the agenda topics and focus areas for each of the meetings:

**Wednesday, September 13, 2017 - South of Brookside Ave (Edson Brook Area)**

**Wednesday, September 27, 2017 - Campello (North of Brookside)**

**Wednesday, October 18, 2017 - Results of Meetings, Findings, and Next Steps**

Check out the Plan page at: <http://www.brockton.ma.us/Government/Departments/Planning/campello>

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¿Español? Kreyòl? Kriolu?

Llámenos si necesita servicios de idiomas. Kontakte nou si ou bezwen sèvis ak lang. Entra em contacto Ku nos si Bu Meste service de Língua.

The meetings will be conducted in English, but, by request, we can provide translations in Cape Verdean Creole, Haitian Creole, and Spanish.

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Questions? ¿Preguntas? Questões? Kesyon?

Contact Planning Department (Shane O'Brien) for more information: 508-580-7113 or [planning@cobma.us](mailto:planning@cobma.us)

**Public Visioning Session Meeting Example**



Campello Visioning Session 2

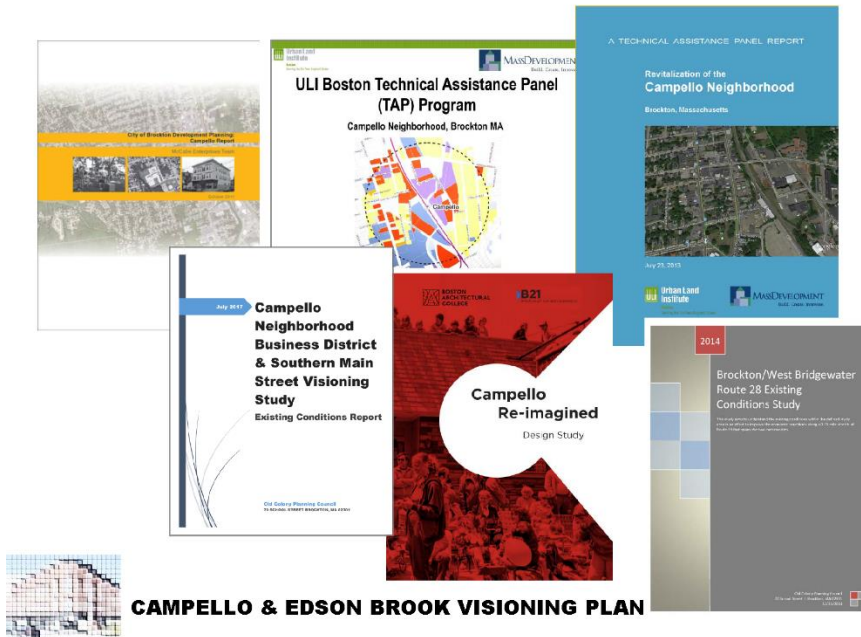
# CAMPELLO & EDSON BROOK VISIONING PLAN



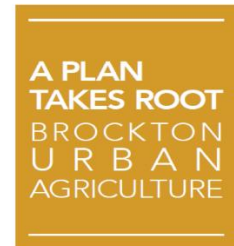
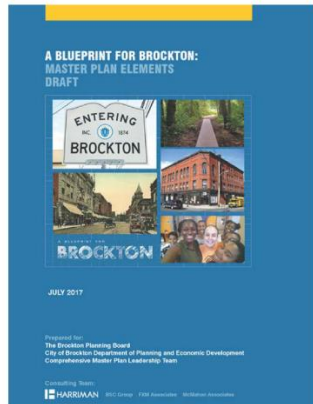
SEPTEMBER 13, 2017

OLD COLONY PLANNING COUNCIL  
70 SCHOOL STREET BROCKTON MA 02301

## PREVIOUS STUDIES



## OTHER GUIDING DOCUMENTS



**CAMPELLO & EDSON BROOK VISIONING PLAN**

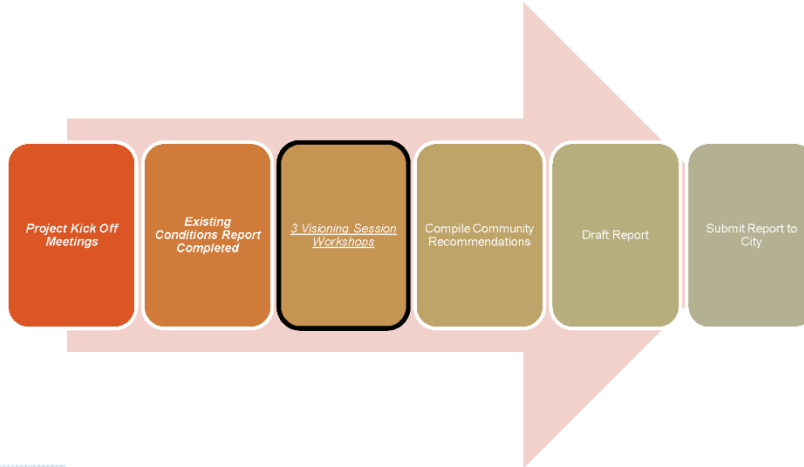
## PURPOSE OF SESSION

- To talk about a neighborhood vision and set a framework for future implementation
  - What type of land uses does the community want to see
  - What amenities are desirable and would want established in this area
  - Listen about other ideas for the community
  - Connect with residents/property owners



**CAMPELLO & EDSON BROOK VISIONING PLAN**

# WHERE DO WE STAND IN THE PROCESS



## CAMPELLO & EDSON BROOK VISIONING PLAN

# NEIGHBORHOOD DEMOGRAPHICS

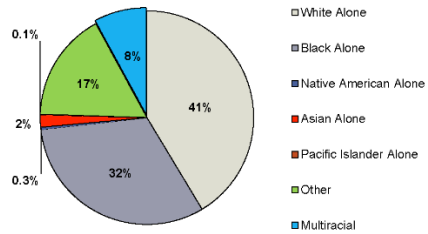
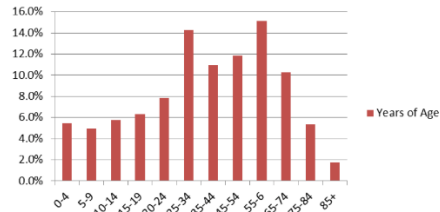
Table 2-16 – Population Characteristics: Campello Subarea and City of Brockton

	Campello Subarea	%	City of Brockton	%
<b>Population</b>				
2021 Projection	7,684		95,926	
2016 Estimate	7,643		94,497	
2010 Census	7,711		93,810	
2000 Census	7,818		93,888	
Projected Growth 2016 – 2021		0.5%		1.51%
Estimated Growth 2010 – 2016		-0.9%		0.73%
Growth 2000 – 2010		-1.4%		-0.08%
<b>Households</b>				
2021 Projection	2,745		34,574	
2016 Estimate	2,730		33,886	
2010 Census	2,750		33,303	
2000 Census	2,783		33,513	
Projected Growth 2016 – 2021		0.5%		2.03%
Estimated Growth 2010 – 2016		-0.7%		1.75%
Growth 2000 – 2010		-1.2%		-0.63%
<b>Median household income</b>	\$40,312		\$50,669	
<b>Tenure</b>				
owner	1,007	37%	18,935	56%
renter	1,723	63%	14,951	44%
<b>Median home value</b>	\$244,074		\$244,189	

Source: The Nielsen Company, Segmentation and Market Solutions, 2016; FXM Associates



## CAMPELLO & EDSON BROOK VISIONING PLAN





# MARKET DEMOGRAPHICS

Table 2-17 – Campello Subarea: Business Profile

	Establishments	Employment	Sales (in \$ millions)
TOTAL	288	1,724	459.0
Other services (except public)	56	388	52.3
Healthcare	84	333	27.3
Construction	18	216	35.5
Educational Services	5	199	0.3
Office-using*	46	154	20
Accommodation and Food Services	15	143	6.6
Retail	32	127	46

\*Includes NAICS: Information; Finance & Insurance; Real Estate and Rental & Leasing; Professional, Scientific, and Technical Services; Management of Companies and Enterprises; Administrative and Support.

Source: The Nielsen Company, Segmentation and Market Solutions, 2016; FXM Associates



## CAMPELLO & EDSON BROOK VISIONING PLAN

# MARKET DEMOGRAPHICS

A BLUEPRINT FOR BROCKTON

Top Retail Gap Sectors	Consumer Expenditures	Retail Sales	Opportunity Gap
Limited-service eating place-7222	\$4,565,394	\$581,578	\$3,983,816
Beer, wine, and liquor stores-4453	\$3,770,446	\$1,220,117	\$2,550,329
Miscellaneous store retailers-453	\$2,808,818	\$445,696	\$2,363,122
Clothing store-4481	\$2,773,362	\$633,015	\$2,140,347

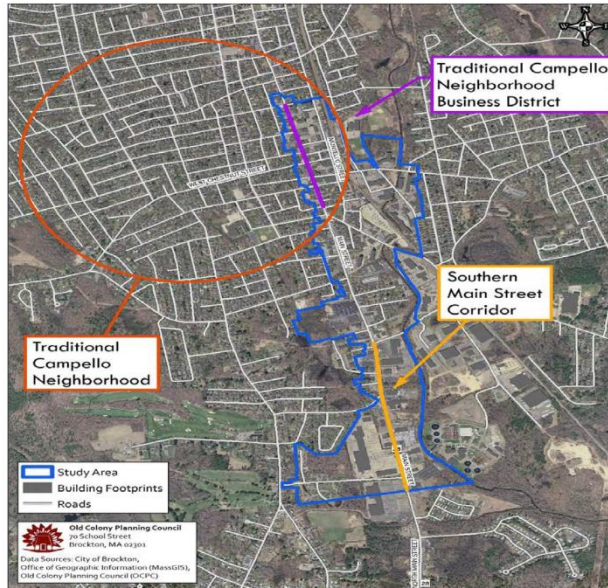
Source: The Nielsen Company, Segmentation and Market Solutions, 2016; FXM Associates



## CAMPELLO & EDSON BROOK VISIONING PLAN



# STUDY AREA



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# FOCUS AREA



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## **FOCUS AREA CONDITIONS**

- Mixed of retail/commercial and industrial usages can be found in study area
- Study area is heavily oriented toward automobile-dependant uses
- Large number of vacant retail spaces
- Small neighborhoods and Skyview Village located in the area or just beyond study boundaries



**CAMPELLO & EDSON BROOK VISIONING PLAN**

## **MAPPING EXERCISE**



**CAMPELLO & EDSON BROOK VISIONING PLAN**

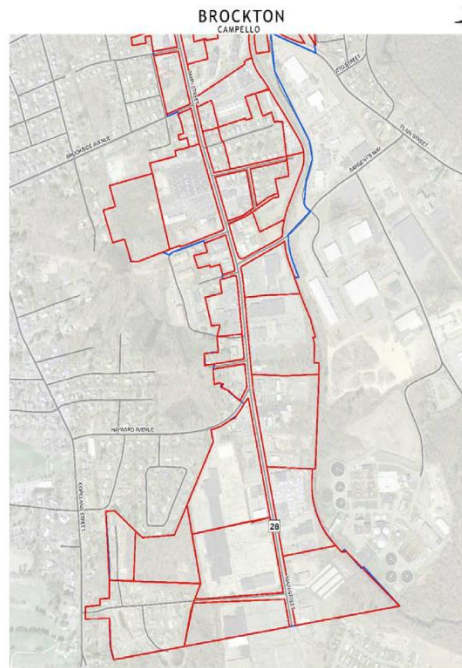
# MAPPING EXERCISE AREA

Edson Brook Area

Areas separated into smaller block groups

Look at the current land use in these area on the maps around the room as guidance

Work with your group at your table



CAMPELLO & EDSON BROOK VISIONING PLAN

# MAPPING EXERCISE

Color in the block groups using the land use colors that will be provided to give us an idea of what types of uses should be in the area

There are four colors that we will be using and each color has a different design based on density and orientation of land use

Each use provides a different quality of life and brings different variable uses into the area (residential, commercial, industrial, and open space)

Keep in mind what is currently there

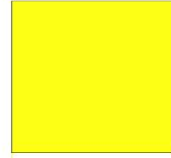


CAMPELLO & EDSON BROOK VISIONING PLAN

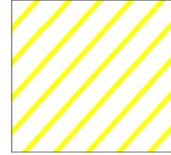
# RESIDENTIAL



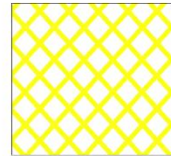
**SINGLE FAMILY**



**TWO FAMILY**



**MULTIFAMILY**

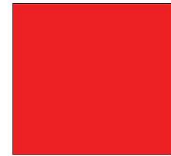


**CAMPELLO & EDSON BROOK VISIONING PLAN**

# COMMERICAL



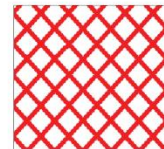
**NEIGHBORHOOD SCALE RETAIL**



**FLEXIBLE COMMERCIAL SPACE**



**LARGE SCALE PLAZA**



**CAMPELLO & EDSON BROOK VISIONING PLAN**



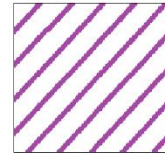
# INDUSTRIAL



**LIGHT INDUSTRIAL**



**GENERAL INDUSTRIAL**



**HEAVY INDUSTRIAL**



**CAMPELLO & EDSON BROOK VISIONING PLAN**

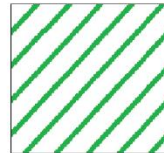
# OPEN SPACE



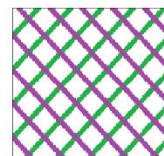
**PUBLIC OPEN SPACE**



**NATURE RESTORATION**

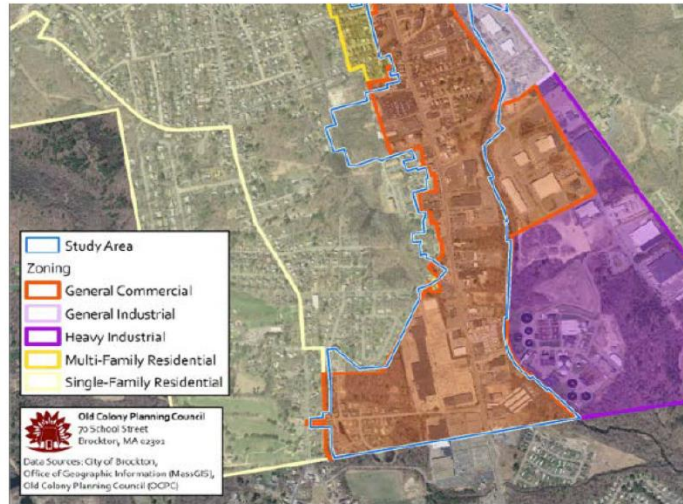


**INDUSTRIAL/COMMERCIAL &  
OPEN SPACE**



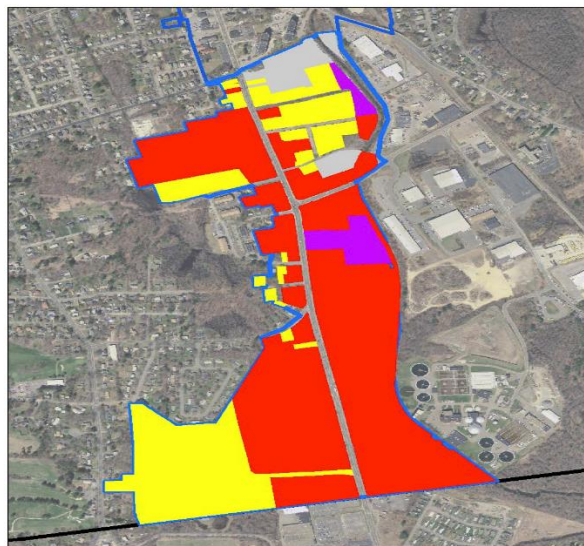
**CAMPELLO & EDSON BROOK VISIONING PLAN**

# CURRENT STUDY AREA ZONING



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# CURRENT STUDY AREA LAND-USES



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# **RULES OF ENGAGEMENT**

**Everyone is here to learn**

**Everyone here brings expertise**

**Everyone is encouraged to speak**

**Everyone contributes to this activity**

**When someone is speaking; please listen and do not have side conversations**

**Please speak from your experience whenever possible**

**BE RESPECTFUL AND DO NOT MAKE THIS ABOUT YOURSELF**



**CAMPELLO & EDSON BROOK VISIONING PLAN**

# **FEEL FREE TO ASK US FOR ANY HELP**



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# SHARE WHAT YOU HAVE



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## NEXT STEPS

- Review and compile recommendations and concerns
- Prepare for the following weeks visioning session
- Continue reaching out to the community to participate



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# QUESTIONS



**CAMPELLO & EDSON BROOK VISIONING PLAN**

# HOMEWORK



**CAMPELLO & EDSON BROOK VISIONING PLAN**

# STAY INFORMED

Planning Department Page:

<http://www.brockton.ma.us/Government/Departments/Planning/campello>

Previous reports and updates

Facebook Page:

<https://www.facebook.com/campelloedsonbrook/>



**CAMPELLO & EDSON BROOK VISIONING PLAN**

## THANK YOU!

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Staff Planner, City of Brockton

Phone: 508-580-7113

Email: [sobrien@cobma.us](mailto:sobrien@cobma.us)

<http://www.brockton.ma.us/Government/Departments/Planning.aspx>

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

### NEXT MEETINGS

Campello Focus Area

(North of Brookside)

Wednesday, September 27<sup>th</sup>

South Middle School - 6:30-8:00pm

**Results of Meetings, Findings, and Next Steps**

Wednesday, October 18<sup>th</sup>

South Middle School - 6:30-8:00pm

**Other Stakeholder Meetings:**

Campello High Rise

Campello Business Association



**CAMPELLO & EDSON BROOK VISIONING PLAN**

