DOWNTOWN BRIDGEWATER PLAN

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Notices

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I. Executive Summary

Study Area

The study area for the Downtown Bridgewater Plan consists of the parcels zoned in Bridgewater's Central Business District (CBD). The CBD includes a number of retail, professional, and governmental uses that cater to the local market. Adjacent to the Downtown is Bridgewater State University (BSU), the tenth largest university in Massachusetts, whose enrollment exceeded 11,000 students in Fall 2015 and represents additional market opportunities.

For this purposes of this plan, three trade areas for Downtown Bridgewater were designated as described below.

- 1 Mile Trade Area (Convenience Market): The hyperlocal market is entirely within Bridgewater and extends north to Comfort Street, south to the Bridgewater Sports Complex, east to Bridgewater State University, and west to Bridgewater-Raynham Regional High School.

- 5 Mile Trade Area (Local Market): The local market includes all areas of Bridgewater, as well as portions of East Bridgewater, West Bridgewater, Brockton, Easton, Halifax, Raynham and Middleboro.

- 10 Mile Trade Area (Regional Market): The regional market includes all of Bridgewater and areas as far as Avon and Stoughton to the north, Lakeville and Middleborough to the south, Kingston and Pembroke to the east, and Easton and Norton to the west.

Demographics

Demographic information was collected and analyzed for Downtown Bridgewater's three trade areas and includes population, household, income, education and ethnicity data as well as a market segmentation analysis.

- The population within the 1 Mile Trade Area decreased slightly from 2010 to 2015, whereas the populations within the 5 and 10 Mile Trade Areas increased modestly. This modest rate of growth in the 5 and 10 Mile Trade Areas is expected to continue to 2020, whereas the population within the 1 Mile Trade Area is expected to remain flat.

- Similar to the population trends, the number of households in the 1 Mile Trade Area decreased slightly from 2010 to 2015, whereas the number of households within the 5 and 10 Mile Trade Areas increased modestly. This modest rate of growth is expected to continue to 2020, whereas the number of households within the 1 Mile Trade Area is expected to remain flat.

- The average household size is smallest within the 1 Mile Trade Area (2.20) likely due to the number of Bridgewater State University students who live in off-campus housing. The average household size within the 5 and 10 Mile Trade Areas was 2.68 and 2.66 respectively in 2015. Despite the differences among the three trade areas, all are expected to decrease in the coming years.

- In keeping with smaller household sizes, the 1 Mile Trade Area also has a lower concentration of family households (53 percent), compared to the 5 Mile Trade Area (72 percent) and 10 Mile

Trade Area (69.3 percent). Households with children under 18 are also less prevalent in the 1 Mile Trade Area, where 27.2 percent of households had children under 18, compared to 34.6 percent in the 5 Mile Trade Area and 35.9 percent in the 10 Mile Trade Area.

- The 1 Mile Trade Area has the youngest median age among the three trade areas, due to the presence of Bridgewater State University. In 2015, the median age in the 1 Mile Trade Area was 25.7, compared to 40.7 in the 5 Mile Trade Area and 39.8 in the 10 Mile Trade Area. In 2015, the largest age cohort in the 1 Mile Trade Area was the 20-24 year olds versus the 5 and 10 Mile Trade Areas, whose largest age cohort was 55-64 year olds.

- School enrollment within the three Bridgewater based schools (Mitchell Elementary, Williams Intermediate, Bridgewater Middle) and Bridgewater-Raynham Regional High has declined 9.6% over the past six years, from 4,186 students in 2009-2010 to 3,783 students in 2014-2015.

- Income levels in the 1 Mile Trade Area are generally comparable to those in the 10 Mile Trade Area, both are lower than income levels in the 5 Mile Trade Area. In 2015, the median household income was $70,000 in the 1 Mile Trade Area and $66,000 in the 10 Mile Trade Area. Both however trailed the median household income for 5 Mile Trade Area, which was $79,500.

- The adult population in the 1 Mile Trade Area has a slightly higher level of educational attainment than residents in the 5 and 10 Mile Trade Areas. In 2015, 42 percent of adults over age 25 in the 1 Mile Trade Area have a college degree, compared to 41.8 percent in the 5 Mile Trade Area County, and 37.1 percent in the 10 Mile Trade Area.

- The 1 and 5 Mile Trade Areas are less ethnically diverse than the 10 Mile Trade Area. This is likely due to the presence of the more diverse communities of Brockton and Taunton residing within the 10 Mile Trade Area.

- Market segmentation is defined as the classification of consumers according to demographic, socioeconomic and housing characteristics, lifestyles and product preferences. Characteristics of the predominant market segment within the 1 Mile Trade Area is that of young people who live alone in apartments with lower than average rents and with lower levels of income with many attending college. Characteristics of the predominant market segment in the 5 and 10 Mile Trade Areas is that of families that live in older single-family homes with high incomes and home values.

Land Use

Downtown Bridgewater features a variety of land uses, including residential, commercial, industrial, and institutional uses and it is zoned entirely within the boundaries of the Central Business District (CBD) zoning district, whose goals and objectives are "economic revitalization and redevelopment through the attraction of uses which complement and support small retail and pedestrian service establishments within the district." Despite this designation, the Downtown has failed to live up to its full potential due the continued deterioration of buildings, a lack of adequate walking amenities, increasing traffic congestion and confusing traffic patterns, as well as a perceived lack of parking.

Public Input

To gain an understanding of the thoughts and opinions of consumers about Downtown Bridgewater, OCPC developed and distributed a Downtown Bridgewater Consumer Survey. The survey allowed consumers an opportunity to give feedback as to what they like, what they do not like and what they wish to see occur downtown.

<u>Habits</u>

- Most respondents do their non-grocery shopping (e.g. apparel, home furnishings, etc.) outside of Bridgewater.
- Respondents' primary reasons for shopping where they do are selection, convenience, and price.
- Respondents' reasons for visiting the Downtown were for banking and financial services, shopping, and dining.
- The three businesses frequented the most were Roche Bros., CVS, and Walgreens.
- The majority of respondents patronize Downtown Bridgewater at least once a week.
- The most frequently patronized times are weekday evenings after 5:00 PM and weekday afternoons.

<u>Preferences</u>

- The most requested types of businesses respondents would like to see in Downtown Bridgewater were: sit down restaurant, specialty food store, book and music store, and clothing/accessory store.
- When asked to keep one element about Downtown Bridgewater the same, the majority of respondents wanted to keep the green space in Central Square.
- When asked to change one element about Downtown Bridgewater, the majority of respondents wanted to improve the traffic conditions and the lack of pedestrian amenities.
- The majority of respondents indicated that they had no interest in living in Downtown Bridgewater. Almost a quarter of respondents indicated they would consider it.
- If they moved downtown, the majority of respondents would prefer a single family home and one-third would prefer a townhouse or row home.
- If they moved downtown, the vast majority of respondents would prefer at least 2 bedrooms.

<u>Perceptions</u>

- Respondents indicated that the major advantages of patronizing Downtown Bridgewater are its convenience and a desire to support local businesses.
- Respondents indicated the major disadvantages of patronizing Downtown Bridgewater are traffic, a poor selection of stores, and a lack of parking.
- Respondents indicated that merchants could improve their stores greatly by improving their appearance and their selection.
- The desired identity most respondents would like to see for Downtown Bridgewater is that of a small, charming New England-style town center.

<u>Demographics</u>

- The majority of respondents had no direct connection to Bridgewater State University.
- Almost half of respondents were 35-54 years old. Slightly over a quarter were 18-34 years old.
- Almost half of respondents had an annual household income of over $100,000. Fewer than 10% of respondents had an annual household income of under $25,000.
- The majority (77.9%) of respondents indicated that they lived in Bridgewater.

Retail Market Assessment

In order to understand the potential for additional retail opportunities in Downtown Bridgewater, a retail market analysis was completed. The analysis included an existing retail inventory, a retail opportunities gap analysis, identified potential retail businesses and analyzed the area's worker retail potential.

- In Downtown Bridgewater retail uses are found primarily in the Campus Plaza shopping plaza on Broad Street and in Central Square. In total, 122 businesses were identified and included a range of retail, restaurants, service and professional offices.

- The business composition of the Downtown is unbalanced, as retail establishments accounted for slightly less than a quarter of all business establishments, whereas service-based establishments accounted for almost half of all businesses.

- Retail opportunities exist in each of the three trade areas. A Retail Opportunity Gap Analysis showed that $33.4 million is leaking from the 1 Mile Trade Area and $280.2 million is leaking from the 5 Mile Trade Area. Specific retail opportunities in the 1 Mile Trade Area include home furnishings, electronics, and clothing and accessory stores. Specific retail opportunities in the 5 Mile Trade Area include the aforementioned stores as well as food and beverage, health and personal care, and sporting goods stores, as well as bars and restaurants.

- Estimated potential demand for new retail and restaurant space within Downtown Bridgewater's local market (5 Mile Trade Area) is 1,315,790 square feet. A capture rate of 10% of the local market spending would potentially translate into 131,578 square feet of new retail space and a capture rate of just 5% would translate into 65,789 square feet of new retail space in Downtown Bridgewater.

- Within the local market (5 Mile Trade Area), there are approximately 32,285 workers. If the Downtown could capture another 10% (3,229) of these workers and assume they would spend just $10.00 a week Downtown, it would result in an additional $1,679,080 annually.

Residential Market Analysis

In order to understand the market potential for new residential units in Downtown Bridgewater, a residential market analysis was completed. This analysis analyzed housing unit types, age of the housing stock, housing tenure, vacancy rates, affordability, recent sales, building permits issued, and rent prices.

- The primary type of housing in the 1 Mile Trade Area is the traditional single-family detached home, which accounts for 35.3 percent of the housing stock. The traditional single-family detached home is also the primary type of housing in the 5 and 10 Mile Trade Areas, though at a much higher rate, 72.1 percent and 59.6 percent, respectively.

- The housing stock in the 1 Mile Trade Area has a higher percentage of its stock built prior to 1940 than the 5 and 10 Mile Trade Areas. The decade that saw the greatest increase in housing units after 1940 was the 1970s, when the entire region saw a large increase in its population.

- Slightly more than half of the housing units in the 1 Mile Trade Area are owner-occupied, a number that is significantly lower than the 5 Mile Trade Area (80.9%) and the 10 Mile Trade

Area (70.3%). The high percentage of renter occupied housing units in the 1 Mile Trade Area can be attributed to Bridgewater State University students who live in off-campus housing.

- The Town of Bridgewater's housing vacancy rate was 6.8%, according to the 2010-2014 American Community Survey. This was a rate lower than Plymouth County (10.3 percent) and the Commonwealth (9.9 percent).

- According to the HUD Comprehensive Housing Affordability Strategy (CHAS) data for 2008-2012, approximately 15.4% of households in Bridgewater are cost burdened and 11.1% of households in Bridgewater are severely cost burdened.

- Housing sales in Bridgewater over the past twenty years have fluctuated, ranging from a peak of 423 in 1998 to a low of 206 in 2008. In 2015, there were 295 sales in Bridgewater, an approximately 42 percent increase since 2008.

- The median sale price of house in Bridgewater in 2015 was $332,250. This is down from the height of the market in 2005 when the median sales price was $387,500.

- The vast majority of the 736 building permits issued in Bridgewater from 2000-2014 were for single family units (724), compared to multi-family units (12).

Central Square Traffic Analysis

Bridgewater's Central Square is located at the confluence of three major state numbered routes (Route 18, Route 28, Route 104) that serve the commuting and commerce travel needs of southeastern Massachusetts. Additionally, it is located adjacent to Bridgewater State University (BSU), which serves both large resident and commuting student populations. These factors have made Central Square one of the most heavily traveled locations in the entire region.

- More than 30,000 vehicles travel through Central Square on a typical weekday, with the distribution of traffic roughly equal from the north and south.

- Traffic has remained fairly stable in Central Square over the past decade, with a trend of a very slight decrease on most roadways. Some factors which could explain a decrease include a shift in the percentage of students who commute to BSU versus reside on campus; shifts in employment away from Routes 18 and 28; an increasing number of BSU students and faculty that use transit, walking, or bicycling to commute to campus.

- The Central Square Preferred Redesign Option that was recommended in the 2014 *Bridgewater Downtown Community Development Master Plan* was tested using Synchro traffic analysis and simulation software. Key findings included:
    - Improved levels of service at all intersections, but delays will remain heavy, particularly during the peak afternoon period.
    - A struggle to accommodate demand at times, particularly during the peak periods.
    - A skewed geometry that includes very sharp left turns from Summer Street into Central Square and Main Street onto Broad Street. Heavy vehicles may have difficulty negotiating these turns.

- Could yield a substantial improvement on overall safety in Central Square by providing improved pedestrian amenities; diagonal parking replaced with parallel parking; a reduction in turning movements and conflict points; and new traffic signals at two intersections.

- While some businesses (such as CVS, Walgreens and Advance Auto Parts, etc.) have their own onsite private parking lots, many of the other business areas along with municipal properties are served by a combination of a municipal parking lot and on-street parking areas. This has caused the following parking issues in the Downtown: BSU students parking in private commercial lots for long periods of time; angled parking lots in Central Square creating a hazardous pedestrian environment and causing traffic congestion and municipal employees absorbing a sizeable amount of parking. Other parking related issues include a municipal parking lot that lacks sufficient capacity, a lack of parking enforcement, and the potential of future residential development further constraining the downtown's parking supply.

  The Town should consider the implementation of a parking management system that includes the establishment of "metered" pay-to-park spaces in and around Central Square. Metered parking which allows flexible time limit purchases would eliminate the need for existing time limit caps on public parking spaces, allowing students and visitors more flexibility in using public parking and reducing the abuse of privately owned lots. Revenue from parking can be used for parking enforcement and the maintenance of parking facilities.

Recommendations

This analysis has found that while Downtown Bridgewater has some challenges – including disjointed retail shopping areas, a lack of housing options, a limited business mix, being situated on heavily travelled roadways, and a lack of pedestrian amenities – it does have a strong asset base. These recommendations are aimed at increasing the intensity of economic activity, expanding housing choices, and enhancing pedestrian and motorist safety.

- **Market Analysis Recommendations**
  Recommendations drawn from the market analysis include strategies that address business retention and expansion, businesses development and recruitment, continued engagement and collaboration with Bridgewater State University, marketing and promoting the Downtown, improving the appearance of the Downtown.

  Businesses Retention and Expansion
  - Implement Business Development and Management Training Programs
  - Create a Business Recognition Program
  - Create a Buy Local Campaign

  Business Development & Recruitment
  - Create a Bridgewater Business Guide
  - Create a Webpage with Information on Available Properties in Downtown Bridgewater
  - Develop Business Recruitment Materials
  - Create a Business Expansion and Assistance Team (BEAT) Program
  - Consider Establishing a Redevelopment Authority
  - Consider Creating a Business Improvement District (BID)
  - Consider Creating a District Improvement Financing (DIF) Program

- Utilize Bridgewater's Designation as an Economic Target Area (ETA)
- Consider Establishing a Revolving Loan Fund
- Consider Creating a Downtown Organization
- Maintain a Database of Prospective Tenants Interested in Locating to the Downtown
- Contact Specific Business Organizations to Assist in Business Recruitment
- Engage in Shared Promotion & Marketing
- Consider Alternative Business Models
- Activate Empty Storefronts

<u>Continued Engagement & Collaboration with Bridgewater State University (BSU)</u>

- Partner with BSU on the Development of a Business Incubator
- Partner with BSU to Create a Makerspace
- Undertake A Student Marketing Campaign

<u>Marketing & Promotion</u>

- Develop a Market Identity/Brand
- Establish a Web Presence

<u>Appearance Improvements</u>

- Focus on Upkeep & Maintenance
- Incorporate Streetscape Elements
- Incorporate Wayfinding Signage
- Improve Traffic Signage
- Undergrounding of Utility Wires
- Consider Implementing a Façade Improvement Program

▪ **Housing Recommendations**

The market analysis indicates there is a need for smaller units (both rental and owner) to accommodate young professionals, seniors and young families and respondents of the *Downtown Bridgewater Consumer Survey* confirmed this. The recommendations below are ways to achieve these housing needs.

- Continue the Housing Rehab Program
- Evaluate the Potential to Create Chapter 40R Districts in the Downtown
- Evaluate and Consider Enhancing the Mixed-Use Bylaw

II. Project Background

The goal of the *Downtown Bridgewater Plan* is to determine the type of development that can be supported by the market, to identify where there are key development opportunities and to develop strategies for the Town to attract desired development in the Downtown. The study begins by analyzing a number of existing conditions, including a review of demographic and socioeconomic conditions, as well as the existing land use and zoning within the study area. OCPC then staff analyzed key retail and housing market data to develop recommendations to enhance the area in order to better support current local businesses, to broaden the current customer base, and to attract additional targeted development. This analysis, combined with significant input received from a Consumer Survey that was conducted in December 2015 informed the series of recommendations highlighted in Section VIII of this document.

A. Introduction

Downtown Bridgewater has been identified through a number of previous studies and planning decisions as a priority area by the Town of Bridgewater. The creation of the Central Business District (CBD) zoning district in 1994 was done with the goal of "economic revitalization and re-development through the attraction of uses which complement and support small retail and pedestrian service establishments within the district."[1] To encourage additional growth in the CBD, the zoning district was amended in September 2013 to allow for mixed-use buildings in the CBD. Specifically, the amendment allows for a maximum of five (5) residential units per acre; however, the Special Permit Granting Authority (Bridgewater Planning Board) may allow up to eight (8) units per acre if 25% of the total units are considered affordable.

Downtown Bridgewater was also identified as a priority area for growth via the 2008 South Coast Rail Priority Development and Preservation Mapping project undertaken by OCPC, MAPC, and SRPEDD, where the three regional planning agencies worked with residents, business owners, officials and organizations in order to designate priority areas for growth and conservation. The area was re-confirmed as a priority development area during the South Coast Rail Community Priority Areas Five Year Update in 2013 as well.

The Town of Bridgewater via The Cecil Group and Nelson\Nygaard recently completed the *Bridgewater Downtown Community Development Master Plan*, a comprehensive plan for Bridgewater's Central Business District. The Plan addresses the revitalization of Bridgewater's Central Square and surrounding area by addressing a myriad of issues, including deteriorated sidewalks and roadways, high vacancy rate and business turnover, and deteriorated public and private buildings.

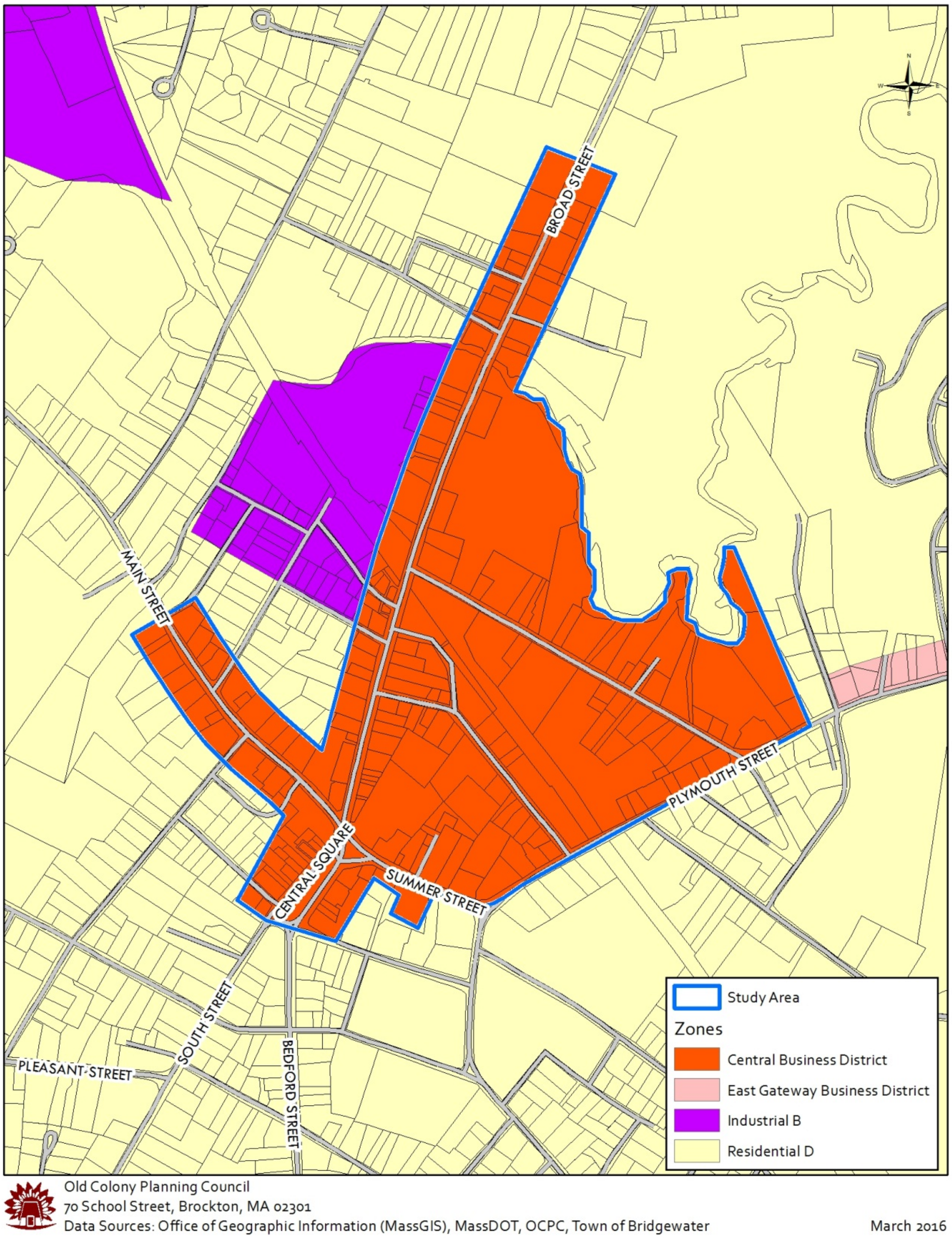
B. Study Area

Downtown Bridgewater is located just north of the geographical center of Bridgewater. The study area considered consists of the parcels zoned in the Central Business District. As seen in Figure 1 below, the boundaries of the study area extend west to the intersection of Main Street (Route 28) and Lawrence Avenue, north along Broad Street to approximately 850 feet beyond the intersection of Broad Street (Route 18) and Ball Avenue, east to the intersection of Plymouth Street (Route 104) and Brouillard Avenue and south to the intersection of Central Square, Bedford Street (Route 28) and South Street.

[1] Town of Bridgewater, Massachusetts, Zoning Bylaws, March 14, 2014

Currently there are a number of retail, professional, and governmental uses in Downtown Bridgewater that cater to the local market. Also adjacent to the Downtown is Bridgewater State University (BSU), a public university that is the tenth largest college/university in Massachusetts. In the Fall of 2015 BSU had an enrollment of more than 11,000 graduate and undergraduate students.

Figure 1: Bridgewater Zoning Map



C. Previous Studies

A number of studies and plans completed for the Town of Bridgewater were reviewed in order to shape the content, conclusions, and recommendations found in this study. The following section includes a brief description of those studies and the relevant material that influenced the production of this report.

Bridgewater Comprehensive Master Plan (2002)

The *Bridgewater Comprehensive Master Plan* was completed in 2002 by Dufresne-Henry, Inc. and was intended to be a guide and a blueprint for the future of Bridgewater. The purpose of the Master Plan was to provide the community with information and specific strategies to address growth issues and their impact on natural resources, economic development, municipal facilities and services, cultural and historic resources, and the transportation system over the next 10 years. Specific to this study are the following strategies contained within the "Who We Are & How We Live", "Economic Trends & Opportunities", and "The Transportation System" chapters.

Strategy relevant included in the "Who We Are & How We Live" Chapter:

- Provide for quality neighborhood infill development and new developments that incorporate the characteristics of traditional residential design

Strategies relevant included in the "Economic Trends & Opportunities" Chapter:

- Establish a new organization to lead the economic development program in Bridgewater
- Identify potential real estate enhancement and redevelopment opportunities
- Create business development incentives and stimulate private investment
- Infrastructure improvements are needed to support existing and attract new development to targeted areas
- Establish a downtown revitalization program
- Revise land use controls and policies to effectuate the type and location of economic development desired by the community and supportable by the local market
- Create a marketing, recruitment and retention program for Bridgewater

Strategies relevant included in "The Transportation System" Chapter:

- Improve Selected Intersections
- Utilize Traffic Calming Measures on Local Roads to Improve Safety, Aesthetics, and Further Reduce Cut-Through Traffic
- Make Downtown Parking Improvements as Necessary

Bridgewater Traffic Circulation & Pedestrian Access Study (2011)

The *Bridgewater Traffic Circulation & Pedestrian Access Study* was completed in 2011 by the Old Colony Planning Council through the South Coast Rail Technical Assistance Program. The study analyzed the potential of improving linkages between the Bridgewater MBTA station, Bridgewater State University, and the Downtown, and to improve traffic and pedestrian circulation in the Bridgewater Downtown Priority Development Area. The goals of the study were to identify specific improvements for pedestrian safety, parking, and traffic circulation in and around the Central Square area. The parking utilization and turnover analysis completed for the 2001 Comprehensive Traffic Study was replicated in order to analyze whether the current supply of parking still met the demand. Generally, similar to the 2001 study, it was found that there was enough parking supply to meet the existing parking demand;

however, at certain times of the day several locations experienced over capacity and numerous time limit violators. Moreover, field observations reflected that Bridgewater State University students were using downtown public parking spaces rather than on-campus designated parking areas.

Bridgewater Central Business District Study (2011)

The *Bridgewater Central Business District Study* was completed in 2011 by the Old Colony Planning Council through the District Local Technical Assistance Program. The study analyzed the Central Business District's prospects for intensified commercial and residential growth, the strengthening of its townscape and historic character and improving its traffic and parking conditions. The goals of the study were to identify specific improvements for traffic circulation, bicycle and pedestrian safety, parking, land use and townscape/streetscape within the Central Business District. The study also included feedback from stakeholders, via a series of interviews with owners and managers of businesses within the CBD as well as a public workshop. The study includes a series of recommendations to increase commercial and residential growth within the CBD as well as a series of recommendations designed to increase the traffic and pedestrian conditions within the CBD.

Bridgewater Housing Production Plan (2012)

The *Bridgewater Housing Production Plan (HPP)* was prepared in 2012 by JM Goldson, in accordance with the Massachusetts Department of Housing and Community Development (DHCD) requirements. The Plan describes how the Town of Bridgewater will produce affordable housing units to obtain certification of compliance by DHCD. The plan is comprised of a comprehensive housing needs assessment, affordable housing goals and implementation strategies, along with a detailed analysis of land area within Bridgewater that is not available for development due to current land use, environmental constraints, protected open space, and public ownership. According to the HPP, as of November 2011, the Subsidized Housing Inventory (SHI) included 220 units that qualified as Chapter 40B units in Bridgewater, representing 2.65% of Bridgewater's 2010 housing base of 8,288 year-round units.* Bridgewater needs to add another 614 units to reach the 10% benchmark of affordable housing under Chapter 40B.

Specific to this study, Goal #2 of the *Bridgewater Housing Production Plan* aimed at creating new affordable housing downtown in multi-family and mixed-use buildings. The following strategies were included to implement Goal #2:

- Permit multi-family dwellings downtown
- Permit multi-use buildings downtown
- Amend dimensional and parking requirements for downtown to accommodate construction of appropriately scaled multi-family and multi-use buildings.
- Encourage redevelopment of underutilized sites downtown through 40B Comprehensive Permits
- Adopt an inclusionary zoning ordinance

Implementation of the strategies included the Town Planner submitting zoning bylaw amendments to the Town Council for their approval in Summer 2013.

**As of January 28, 2014, the SHI included 524 units in Bridgewater, representing 6.32% of the housing base. These numbers include some units still in production and pending, such as Prattown and Jasmine Way.*

Bridgewater Slum & Blight Inventory (2012)

The *Bridgewater Slum & Blight Inventory* was completed in 2012 by JM Goldson, through the town's Community Development Advisory Committee. It was a comprehensive inventory of the Central Square Target Area to determine if the area meets the state definition of a substandard, blighted, or decadent area as stated in MGL c.121A and c.121B. Bridgewater Town Council, as the chief elected body, determined on October 4, 2011 that the Central Square Target Area is in disrepair and that there is a pattern of recognizable disinvestments. The inventory concluded that 48% of properties in the Central Square Target Area met the criteria for physical deterioration, abandonment, or environmental contamination. The inventory also noted that public improvements throughout the area were in a general state of deterioration, including sidewalks, roadways, as well as water, sewer, and drainage infrastructure.

Central Square Parking, Bicycle, Pedestrian, & Traffic Operations Improvement Plan (2014)

The *Central Square Parking, Bicycle, Pedestrian, and Traffic Operations Improvement Plan* was completed in 2014 by the Old Colony Planning Council through the South Coast Rail Technical Assistance Program. This study builds upon the findings and recommendations in the earlier *Bridgewater Traffic Circulation & Pedestrian Access Technical Assistance Project*, by preparing a detailed parking and pedestrian improvement plan identifying parcels for the town to consider for future public parking as well as treatments for enhanced pedestrian circulation. The Plan addresses these issues via four alternatives:

- Alternative #1: Limited Parking Improvement Program (Low Cost & Short Term)
- Alternative #2: Reduced Angle Parking Supply Program (Low Cost & Short Term)
- Alternative #3: Parallel Parking Program (Medium Cost & Medium Term)
- Alternative #4: Full Off-Site Parking Program (High Cost & Long Term)

The first alternatives focused on keeping the current angle parking in different ways; the third changed it to parallel parking; and, the fourth alternative converted it all to an off-street program. While each of the alternatives provides a different way of dealing with the existing parking issues, the consistent message is that Central Square needs to provide a more "complete streets" approach.

Bridgewater Master Plan Update (2014)

The Bridgewater Master Plan Update 2014 was completed in 2014 by JM Goldson, under the guidance of the Bridgewater Master Plan Implementation Committee and the Bridgewater Town Planners Office. The Master Plan Update included an update of the Housing and Open Space sections of the 2002 Comprehensive Master Plan prepared by Dufresne-Henry, Inc. Specific to this study are the following strategies contained within the "Housing" chapter:

- Adopt 40R Smart Growth Overlay Districts for Key Properties
- Evaluate the Potential to Create Additional 40R Districts in the Downtown Study Area
- Adopt an Inclusionary Zoning Bylaw
- Evaluate and Consider Enhancing the Mixed-Use Bylaw
- Encourage Redevelopment of Underutilized Downtown Sites Through 40B Comprehensive Permits

H. Bridgewater Downtown Community Development Master Plan (2014)

The *Bridgewater Downtown Community Development Master Plan* was completed in 2014 by The Cecil Group and Nelson\Nygaard through the Community Development Advisory Committee and the Town Planners Office. This revitalization plan addresses the revitalization of Bridgewater's Central Square and the surrounding area, which currently faces deteriorated sidewalks and roadways, high vacancy rate and business turnover, and deteriorated public and private buildings. The plan addresses the following topics and includes a series of recommendations on each topic.

- Branding and Marketing
- Façade Improvement Program
- Parking and Circulation
- Streetscape Improvements
- Focus Areas for Investment
- Zoning Recommendations (Recommends that townhouse style developments, which typically are constructed at 12 to 15 units per acre be a model, and the allowed maximum density of residential units be increased to 12 units per acre.)
- Off-Street Utilities

III. Existing Conditions

This section identifies the three trade areas for Downtown Bridgewater and provides an array of demographic information for each trade area including population, household, income, education and ethnicity data as well as a market segmentation analysis. In addition it provides an overview of the characteristics of Downtown Bridgewater in terms of land use, zoning, and parcel conditions.

A. Trade Areas

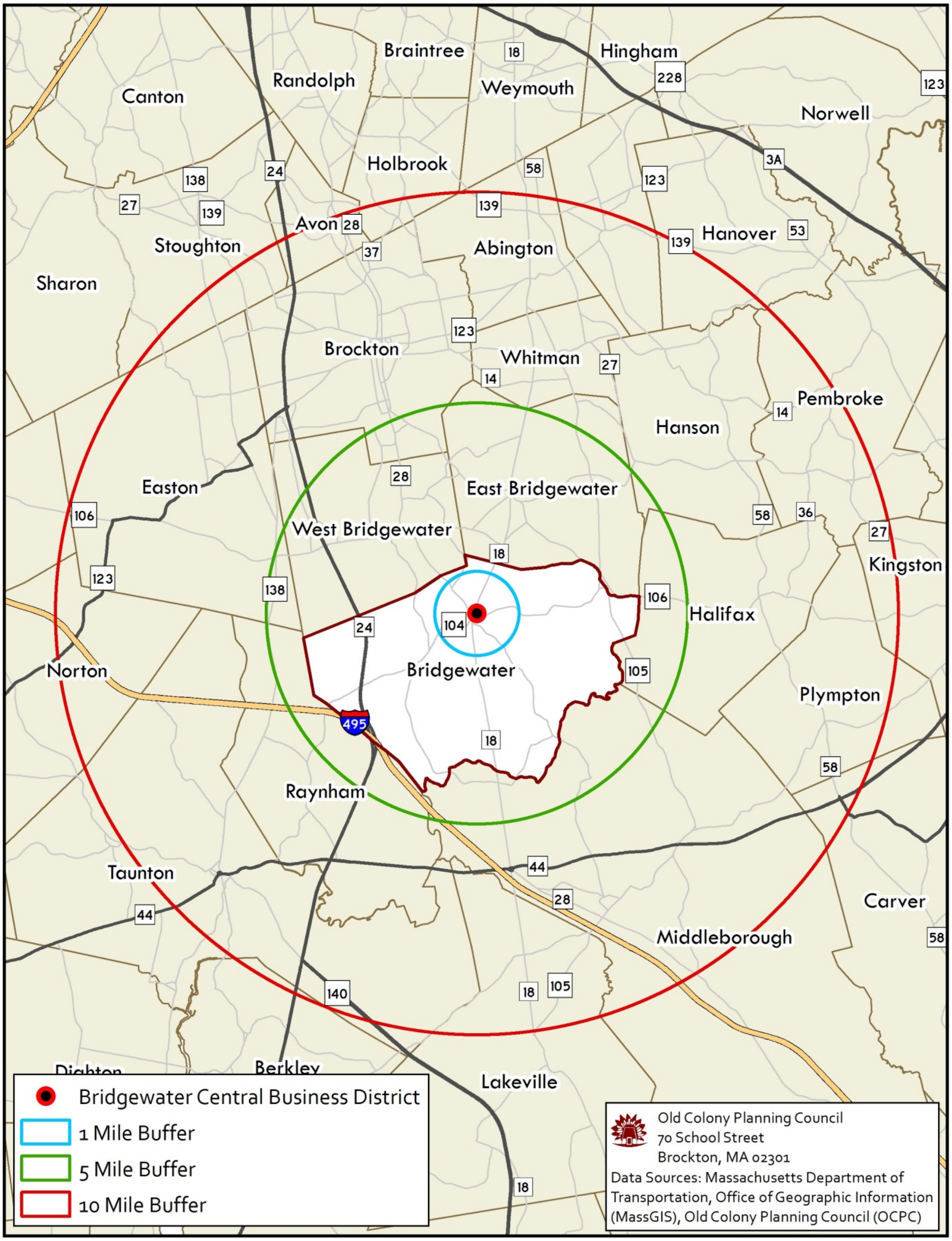
A trade area is generally defined as the geographic area from which retailers draw a majority of their customers and provides a basis for understanding the extent and depth of a market and its opportunities. After consulting with town officials as to how to define the trade area for this analysis, the decision was made to define the trade area by distance, using a concentric ring analysis - the most widely used method for defining trade areas. Defining the trade area by concentric rings splits the difference between the vagaries of a drive-time analysis and the lack of merchant driven data. For this analysis three common trade areas were utilized; distances of 1, 5, and 10 miles from the center of Bridgewater's Central Business District (CBD). Below is a geographic description of the three trade areas. Figure 2 on the following page illustrates the boundaries of each area.

- ***1 Mile Trade Area (Convenience Market):*** The hyperlocal market is entirely within Bridgewater and extends north to Comfort Street, south to the Bridgewater Sports Complex, east to Bridgewater State University, and west to Bridgewater-Raynham Regional High School.

- ***5 Mile Trade Area (Local Market):*** The local market includes all areas of Bridgewater, as well as portions of East Bridgewater, West Bridgewater, Brockton, Easton, Halifax, Raynham and Middleboro.

- ***10 Mile Trade Area (Regional Market):*** The regional market includes all of Bridgewater and areas as far as Avon and Stoughton to the north, Lakeville and Middleborough to the south, Kingston and Pembroke to the east, and Easton and Norton to the west.

Figure 2: Downtown Bridgewater Trade Areas



B. Population

Table 1 summarizes the population trends for the 1, 5, and 10 Mile Trade Areas. From 2010 to 2015 the population within the 1 Mile Trade Area decreased slightly, whereas the populations within the 5 and 10 Mile Trade Areas increased modestly. This modest rate of growth within the 5 and 10 Mile Trade Areas is expected to continue from 2015 to 2020, whereas the population within the 1 Mile Trade Area during this same time period is expected to remain flat. Population data is vital for determining the current market size and growth trends, both of which are essential in determining consumer demand.

Table 1: Trade Area Population Projections, 2010-2020

Trade Area	2010 Census	2015 Estimate	2020 Projection	% Change 2010-2015	% Change 2015-2020
1 Mile Trade Area	9,236	9,017	9,010	-2.4%	-0.1%
5 Mile Trade Area	60,764	61,649	62,916	1.5%	2.1%
10 Mile Trade Area	330,668	337,747	345,329	2.1%	2.2%

Source: ESRI BAO

C. Households

Household trends within the 1, 5, and 10 Trade Areas closely correspond to the areas' population trends. Similar to the population trends, the number of households decreased in the 1 Mile Trade Area and increased in the 5 and 10 Mile Trade Areas from 2010 to 2015. The similarities continue through 2015 to 2020, when the 5 and 10 Mile Trade Areas are expected to experience a modest increase in the number of households, whereas the number of households within the 1 Mile Trade Area is expected to remain flat.

The average household size is smallest within the 1 Mile Trade Area, mostly due to the presence of the large number of Bridgewater State University students who live in off-campus housing. The average household size in the 5 and 10 Mile Trade Area was 2.68 and 2.66 respectively in 2015. Despite the differences in the average household size among the three trade areas, all are expected to continue to experience a decrease, a trend seen in communities throughout the region. Like population data, household data is vital for determining the current market size and growth trends.

Table 2: Trade Area Household Projections, 2010-2020

Trade Area	2010 Census	2015 Estimate	2020 Projection	% Change 2010-2015	% Change 2015-2020
1 Mile Trade Area					
Number of Households	2,936	2,913	2,917	-0.8%	0.1%
Average Household Size	2.23	2.20	2.20	-1.3%	0.0%
5 Mile Trade Area					
Number of Households	20,609	21,183	21,710	2.8%	2.5%
Average Household Size	2.70	2.68	2.67	-0.7%	-0.4%
10 Mile Trade Area					
Number of Households	119,413	122,934	126,047	2.9%	2.5%
Average Household Size	2.68	2.66	2.65	-0.7%	-0.4%

Source: ESRI BAO

D. Household Composition

In keeping with smaller household sizes, the 1 Mile Trade Area also had a lower concentration of family households (e.g., two or more related individuals) making up 53 percent of all households, compared to the 5 Mile Trade Area (72 percent) and 10 Mile Trade Area (69.3 percent). Households with children under 18 are also less prevalent in the 1 Mile Trade Area, where only 27.2 percent of households had children under 18, compared to 34.6 percent in the 5 Mile Trade Area and 35.9 percent in the 10 Mile Trade Area.

Table 3: Trade Area Household Composition, 2010

Household Type	1 Mile Trade Area	5 Mile Trade Area	10 Mile Trade Area
Households with 1 Person	33.6%	21.8%	24.6%
Households with 2+ People	66.4%	78.2%	75.4%
Family Households	53.0%	72.0%	69.3%
Nonfamily Households	13.4%	6.1%	6.1%
All Households with Children	27.2%	34.6%	35.9%

Source: ESRI BAO

E. Age Profile

The population of the 1 Mile Trade Area has the youngest median age among the three trade areas. This considerable difference in median age is likely due to the presence of a number of students who live in the area and attend nearby Bridgewater State University. In 2015, the median age in the 1 Mile Trade Area was 25.7, compared to 40.7 in the 5 Mile Trade Area and 39.8 in the 10 Mile Trade Area. The age cohorts shown in Table 4 indicate that the 1 Mile Trade Area has a large proportion of its population in the 15 to 24 age range (37.5 percent of the population in 2015, compared to 15.8 percent in the 5 Mile Trade Area and 13.8 percent in the 10 Mile Trade Area). Conversely, the 1 Mile Trade Area has the smallest percentage of individuals age 65 or older, which accounted for just 9.1 percent of the area's population in 2015, compared to 17.4 percent of the 5 Mile Trade Area and 16.5 percent of the 10 Mile Trade Area.

One of the most important factors impacting consumer spending is age. Age often affects a person's tastes and preferences which often change as they become older. Understanding the ages of the population within an area helps businesses effectively address the needs of the market. According to the annual Consumer Expenditure Survey conducted by the Bureau of Labor Statistics, the typical household headed by a person aged 45-54 spends more, on average, than other households; therefore having an enormous influence on increased consumer spending.

The population of 1 Mile Trade Area has more members of the Millennial generation (aged 13-30) and the 5 and 10 Mile Trade Areas have more members of the Baby Boom generation (aged 55 and over). Spending by both generations is expected to increase in the coming years. According to McKinsey & Company, a global management consulting firm, Millennials will account for nearly one-third of total spending by 2020, whereas the Baby Boomers now control 70% of the nation's disposable income.[2] Both generations have considerable spending power that retailers need to cater to.

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[2] MacKenzie, Ian, Meyer, Chris, and Noble, Steve. (2013) *How retailers can keep up with consumers*. http://www.mckinsey.com/industries/retail/our-insights/how-retailers-can-keep-up-with-consumers

Table 4: Trade Area Population Projections by Age, 2015-2020

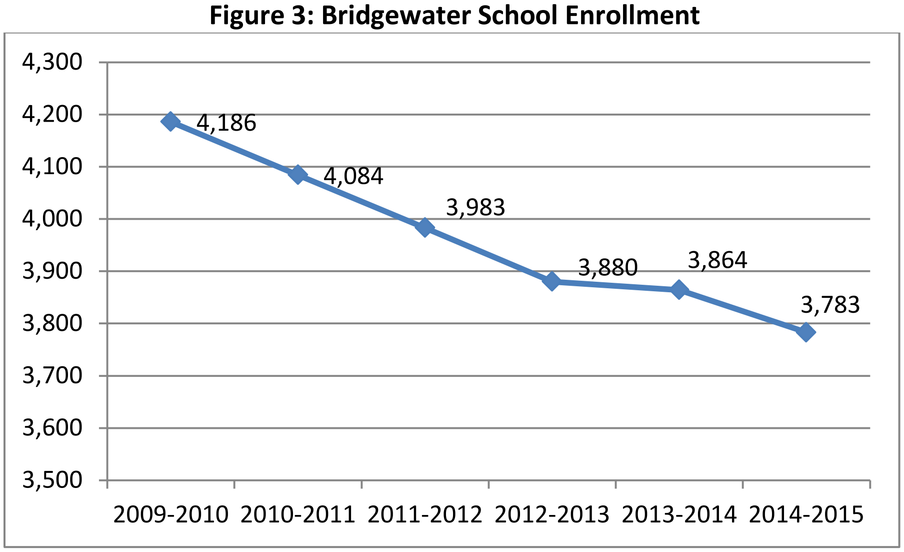
	1 Mile Trade Area		5 Mile Trade Area		10 Mile Trade Area	
Age Cohort	2015	2020	2015	2020	2015	2020
Under 15	11.2%	10.5%	16.2%	14.8%	18.3%	17.4%
15-19	16.9%	16.5%	8.0%	7.6%	6.9%	6.7%
20-24	20.6%	20.8%	7.8%	7.3%	6.9%	6.2%
	1 Mile Trade Area		5 Mile Trade Area		10 Mile Trade Area	
Age Cohort	2015	2020	2015	2020	2015	2020
25-34	14.3%	14.7%	11.8%	13.3%	12.3%	13.4%
35-44	9.0%	9.1%	11.8%	11.5%	12.3%	12.3%
45-54	10.2%	9.0%	15.6%	13.8%	15.2%	13.5%
55-64	8.6%	9.3%	13.5%	14.3%	13.3%	14.1%
65-74	5.4%	6.0%	9.4%	10.2%	8.7%	9.7%
75 or Older	3.7%	4.1%	5.9%	7.2%	6.0%	6.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Median Age	25.7	26.7	40.7	41.0	39.8	40.1

Source: ESRI BAO

F. School Enrollment

The Town of Bridgewater along with the Town of Raynham form the Bridgewater-Raynham Regional School District. When analyzing school enrollment within the three Bridgewater based schools (Mitchell Elementary School, Williams Intermediate School, Bridgewater Middle School) and Bridgewater-Raynham Regional High School, it can be seen that enrollment has declined 9.6% over the past six years, from 4,186 students in 2009-2010 to 3,783 students in 2014-2015.

Figure 3: Bridgewater School Enrollment



Source: Mass. Department of Elementary & Secondary Education

G. Income

Household incomes in the 1 Mile Trade Area are generally comparable to those in the 10 Mile Trade Area, but both are lower than household incomes in the 5 Mile Trade Area. According to the data in Table 5, the median household income in 2015 in the 1 Mile Trade Area was approximately $70,000, similar to the median for the 10 Mile Trade Area, which was approximately $66,000. Both however trailed the median household income for 5 Mile Trade Area, which was approximately $79,500.

The income gap between the 1 Mile Trade Area and the 5 Mile Trade Area is reflected throughout the income distribution, which shows a larger share (36.7 percent versus 30.5 percent for the 5 Mile Trade Area) of 1 Mile Trade Area households in income brackets below $50,000 per year and a smaller share of 1 Mile Trade Area households in all income brackets above $100,000 per year. Compared to the 10 Mile Trade Area overall, the 1 Mile Trade Area has a slightly smaller share of households with very low incomes (less than $25,000 per year) and a slightly larger share of households with incomes above $75,000 per year.

Household income is a good indicator of the spending potential of the trade area, since it often correlates with retail expenditures. According to an analysis of the U.S. Bureau of Labor Statistics' Consumer Expenditure Survey by the Pew Charitable Trusts, lower income households spend a far greater share of their income on core needs, such as housing, transportation, and food, than upper-income families. Because their core spending absorbs so much of their income, households in the lower income tier spent considerably less than their middle and upper income counterparts on discretionary items, such as food away from home and entertainment.[3]

Table 5: Trade Area Household Income Projections, 2015-2020

	1 Mile Trade Area		5 Mile Trade Area		10 Mile Trade Area	
Income Category	2015	2020	2015	2020	2015	2020
Less than $15,000	7.5%	6.7%	7.5%	6.7%	9.9%	9.1%
$15,000-$24,999	8.8%	6.6%	6.0%	4.5%	8.4%	6.7%
$25,000-$34,999	6.4%	4.8%	6.1%	4.8%	8.0%	6.6%
$35,000-$49,999	14.0%	12.5%	10.9%	9.7%	11.3%	10.2%
$50,000-$74,999	15.7%	14.9%	15.8%	14.1%	17.3%	15.8%
$75,000-$99,999	20.7%	24.9%	16.1%	17.4%	14.2%	15.8%
$100,000-$149,999	19.5%	21.2%	23.8%	26.3%	19.2%	21.8%
$150,000-$199,999	4.6%	5.3%	8.6%	10.6%	7.2%	8.8%
$200,000 or More	2.8%	3.3%	5.3%	5.9%	4.5%	5.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Median H.H. Income	$69,966	$78,149	$79,511	$87,748	$65,917	$76,814
Per Capita Income	$27,093	$29,976	$32,389	$36,253	$30,155	$33,943

Source: ESRI BAO

H. Educational Attainment

The adult population in the 1 Mile Trade Area has a higher level of educational attainment than residents in the 5 and 10 Mile Trade Areas. As shown in Table 6 below, 42 percent of adults over age 25 in the 1 Mile Trade Area have obtained a college degree, compared to 41.8 percent in the 5 Mile Trade Area County, and 37.1 percent in the 10 Mile Trade Area. In addition, only 5.5 percent of the population in the 1 Mile Trade Area had not completed high school, which is half of the percentage of adults in the 10 Mile Trade Area who did not complete high school.

[3] The Pew Charitable Trusts, *Household Expenditures and Income*
http://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2016/03/household-expenditures-and-income

There is a strong correlation between educational attainment and income levels; U.S. Bureau of Labor Statistics data shows that the median weekly earnings of a full-time, bachelor's degree holder in 2013 were 70 percent higher than those of a high school graduate ($1,108 compared to $651).

Table 6: Trade Area Educational Attainment, 2015

Educational Attainment	1 Mile Trade Area	5 Mile Trade Area	10 Mile Trade Area
Less than 9th Grade	1.1%	2.5%	5.0%
9th to 12th Grade, No Diploma	4.4%	4.4%	6.0%
High School Graduate (incl. Equivalency)	40.4%	33.5%	33.2%
Some College, No Degree	12.0%	17.9%	18.7%
Associate Degree	11.0%	10.9%	10.0%
Bachelor's Degree	18.2%	19.9%	18.1%
Graduate/Professional Degree	12.8%	11.0%	9.0%
Total	100.0%	100.0%	100.0%
Population 25+ with College Degree	42.0%	41.8%	37.1%

Source: ESRI BAO

I. Race & Ethnicity

The 1 and 5 Mile Trade Areas are less ethnically diverse than the 10 Mile Trade Area. This is likely due to the presence of the more diverse communities of Brockton and Taunton residing within the 10 Mile Trade Area.

Table 7: Trade Area Race & Ethnicity, 2015

Race & Ethnicity	1 Mile Trade Area		5 Mile Trade Area		10 Mile Trade Area	
	Number	% of Total	Number	% of Total	Number	% of Total
White Alone	7,920	87.8%	53,909	87.4%	259,699	76.9%
Black Alone	491	5.4%	4,129	6.7%	41,949	12.4%
American Indian Alone	10	0.1%	133	0.2%	809	0.2%
Race & Ethnicity	1 Mile Trade Area		5 Mile Trade Area		10 Mile Trade Area	
	Number	% of Total	Number	% of Total	Number	% of Total
Asian Alone	180	2.0%	796	1.3%	6,047	1.8%
Pacific Islander Alone	0	0.0%	3	0.0%	101	0.0%
Some Other Race Alone	158	1.8%	1,245	2.0%	16,383	4.9%
Two or More Races	259	2.9%	1,433	2.3%	12,760	3.8%
Hispanic Origin (Any Race)	399	4.4%	2,372	3.8%	19,298	5.7%
Total	9,017	100.0%	61,649	100.0%	337,747	100.0%

Source: ESRI BAO

J. Market Segmentation

Market segmentation is defined as the classification of consumers according to demographic, socioeconomic and housing characteristics, lifestyles and product preferences. It is based on the theory that "birds of a feather flock together"; that is, people with similar tastes, lifestyles, and behaviors naturally gravitate toward each other and into the neighborhoods in which they live. Segmentation allows companies and organizations to better understand their consumers/constituents, their shopping patterns, and media preferences, so that they can supply them with the services and products they desire.

Market segmentation data for this analysis was obtained by utilizing the ESRI Tapestry Segmentation system, which classifies neighborhoods into 67 unique market segments based on their socioeconomic and demographic compositions by using more than 60 data attributes to identify and cluster neighborhoods including age, race, household type, housing type, education, employment, and income among others. Table 8 shows the predominant tapestry segments found within each of the trade areas. Following Table 8 is a brief description of each of the segment types as well as an accompanying table displaying vital demographic information about each segment.

Table 8 shows that the predominant tapestry segment in the 1 Mile Trade Area is *Set to Impress*, which consists largely of young adults who have lower levels of income and who largely live alone in apartments. The predominant tapestry segment in the 5 and 10 Mile Trade Area is *Pleasantville*, which consists of families who own older, single-family homes and maintain their standard of living with dual incomes.

Table 8: Comparative View of Predominant Tapestry Segments

Market Segment	1 Mile Trade Area			5 Mile Trade Area			10 Mile Trade Area		
	Count	Pct.	Rank	Count	Pct.	Rank	Count	Pct.	Rank
11D-Set to Impress	1,020	35.0%	1	1,020	4.8%	6	2,369	1.9%	11
3C-Trendsetters	783	26.9%	2	810	3.8%	9	810	0.7%	25
4A-Soccer Moms	350	12.0%	3	4,005	18.9%	2	9,657	7.9%	5
5C-Parks and Rec	318	10.9%	4	1,488	7.0%	4	18,225	14.8%	2
8B-Emerald City	212	7.3%	5	212	1.0%	16	212	0.2%	32
1D-Savvy Suburbanites	48	1.6%	7	3,193	15.1%	3	12,266	10.0%	4
2B-Pleasantville	--	--	--	4,010	18.9%	1	23,136	18.8%	1
8A-City Lights	--	--	--	1,252	5.9%	5	6,086	5.0%	6
8E-Front Porches	--	--	--	512	2.4%	14	14,546	11.8%	3
Count/Pct. of Area	2,731	93.7%	--	16,502	77.8%	--	87,307	71.1%	--

Source: ESRI BAO

Segment 11D: Set to Impress

Set to Impress is depicted by medium to large multiunit apartments with lower than average rents. These apartments are often nestled into neighborhoods with other businesses or single-family housing. Nearly one in three residents is 20 to 34 years old, and over half of the homes are nonfamily households. Although many residents live alone, they preserve close connections with their family. Income levels are low; many work in food service while they are attending college. This group is always looking for a deal. They are very conscious of their image and seek to bolster their status with the latest fashion. *Set to Impress* residents are tapped into popular music and the local music scene.

Segment 3C: Trendsetters

Armed with the motto “you’re only young once,” *Trendsetters* residents live life to its full potential. These educated young singles aren’t ready to settle down; they do not own homes or vehicles and choose to spend their disposable income on upscale city living and entertainment. Dressed head to toe in the most current fashions, their weeknights and weekends are filled discovering local art and culture, dining out, or exploring new hobbies. Their vacations are often spontaneous, packed with new experiences and chronicled on their Facebook pages.

Segment 4A: Soccer Moms

Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

Segment 5C: Parks and Rec

These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

Segment 8B: Emerald City

Emerald City's denizens live in lower-density neighborhoods of urban areas throughout the country. Young and mobile, they are more likely to rent. Well educated and well employed, half have a college degree and a professional occupation. Incomes close to the US median come primarily from wages and self-employment. This group is highly connected, using the Internet for entertainment and making environmentally friendly purchases. Long hours on the Internet are balanced with time at the gym. Many embrace the "foodie" culture and enjoy cooking adventurous meals using local and organic foods. Music and art are major sources of enjoyment. They travel frequently, both personally and for business.

Segment 1D: Savvy Suburbanites

Savvy Suburbanites residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.

Segment 2B: Pleasantville

Prosperous domesticity best describes the settled denizens of *Pleasantville*. Situated principally in older housing in suburban areas in the Northeast (especially in New York and New Jersey) and secondarily in the West (especially in California), these slightly older couples move less than any other market. Many couples have already transitioned to empty nesters; many are still home to adult children. Families own older, single-family homes and maintain their standard of living with dual incomes. These consumers have higher incomes and home values and much higher net worth (Index 400). Older homes require upkeep; home improvement and remodeling projects are a priority—preferably done by contractors. Residents spend their spare time participating in a variety of sports or watching movies. They shop online and in a variety of stores, from upscale to discount, and use the Internet largely for financial purposes.

Segment 8A: City Lights

City Lights, a densely populated urban market, is the epitome of equality. The wide-ranging demographic characteristics of residents mirror their passion for social welfare and equal opportunity. Household types range from single person to married-couple families, with and without children. A blend of owners and renters, single family homes and town homes, midrise and high-rise apartments, these neighborhoods are both racially and ethnically diverse. Many residents have completed some college or a degree, and they earn a good income in professional and service occupations. Willing to commute to their jobs, they work hard and budget well to support their urban lifestyles, laying the foundation for stable financial futures.

Segment 8E: Front Porches

Front Porches blends household types, with more young families with children or single households than average. This group is also more diverse than the US. Half of householders are renters, and many of the homes are older town homes or duplexes. Friends and family are central to *Front Porches* residents and help to influence household buying decisions. Residents enjoy their automobiles and like cars that are fun to drive. Income and net worth are well below the US average, and many families have taken out loans to make ends meet.

Table 9: Demographic Characteristics of Top Tapestry Segments

Tapestry Segment	Median Age	Median Household Income	Primary Household Type	Primary Housing Style	Primary Employment	Primary Education
11D: Set to Impress	33.6	$29,000	Singles	Multi-Unit Rentals; Single Family	Services/ Professional/ Administration	High School Diploma
3C: Trendsetters	36.1	$57,000	Singles	High-Density Apartments	Professional/ Services/ Management	College Degree
4A: Soccer Moms	36.8	$89,000	Married Couples w/Children	Single Family	Professional/ Management	College Degree
5C: Parks and Rec	40.6	$57,000	Married Couples	Single Family	Professional/ Management/ Administration	High School Diploma
Tapestry Segment	Median Age	Median Household Income	Primary Household Type	Primary Housing Style	Primary Employment	Primary Education
8B: Emerald City	37.1	$54,000	Singles	Single Family; Multi-Units	Professional/ Management	College Degree
1D: Savvy Suburbanites	44.7	$110,000	Married Couples	Single Family	Professional/ Management	College Degree
2B: Pleasantville	42.3	$89,000	Married Couples	Single Family	Professional/ Management/ Services	College Degree

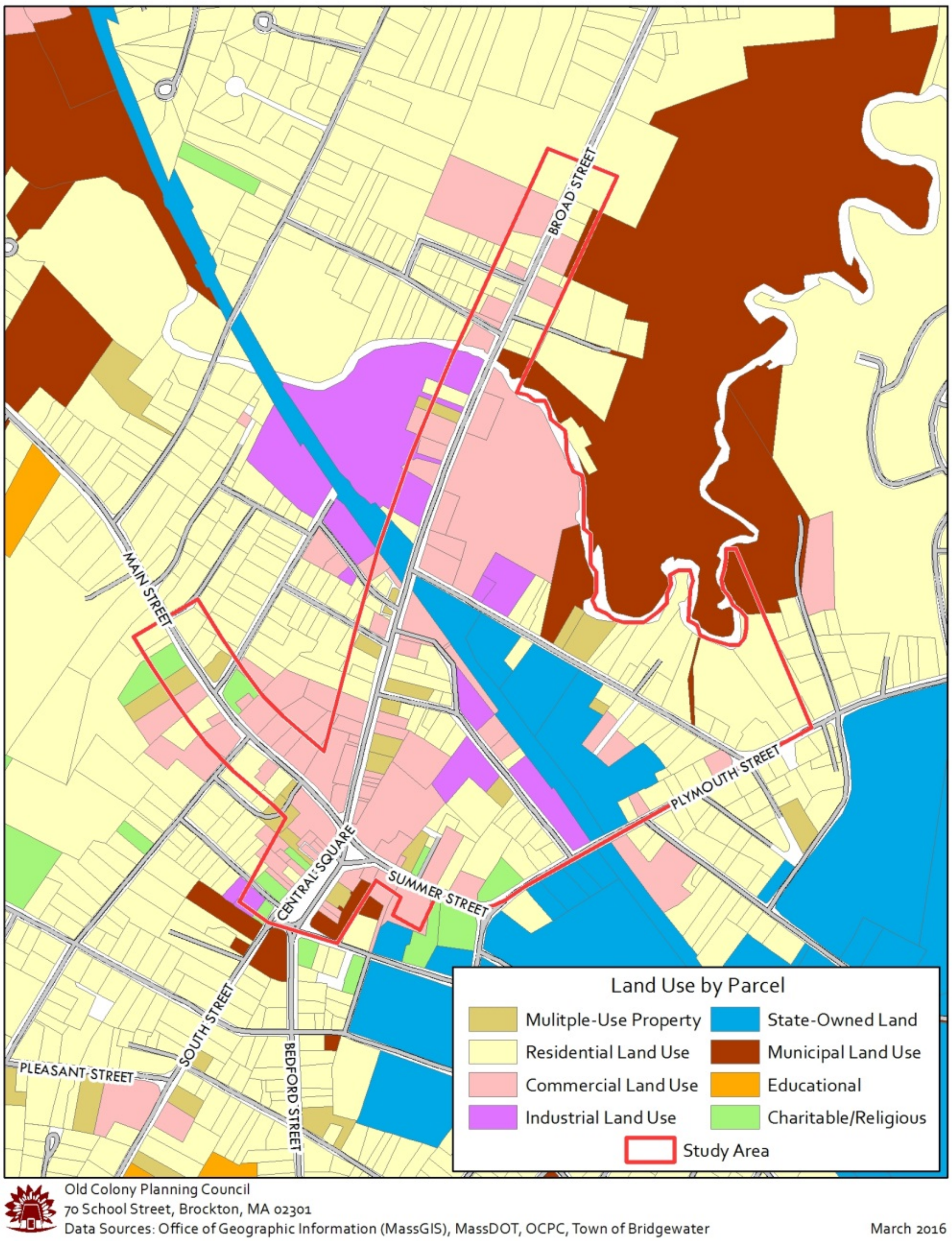
Tapestry Segment	Median Age	Median Household Income	Primary Household Type	Primary Housing Style	Primary Employment	Primary Education
8A: City Lights	39.0	$64,000	Married Couples	Multi-Units; Single Family	Professional/ Services	College Degree
8E: Front Porches	34.6	$41,000	Married Couples w/Children	Single Family; Multi-Units	Services/ Professional/ Administration	High School Diploma

Source: ESRI BAO

K. Land Use

There are currently a number of residential, commercial, and industrial uses in and around Downtown Bridgewater. There are also a number of so-called "exempt land uses", such as conservation and institutional land uses that are exempt from taxation and are either owned by a governmental entity or a non-profit entity, such as a charitable or religious organization. Notable areas just outside the study area include the 278-acre campus of Bridgewater State University (BSU) located south and east of the study area and the 70-acre Stiles & Hart Conservation Area located north and east of the study area.

Figure 4: Bridgewater Land Use Map



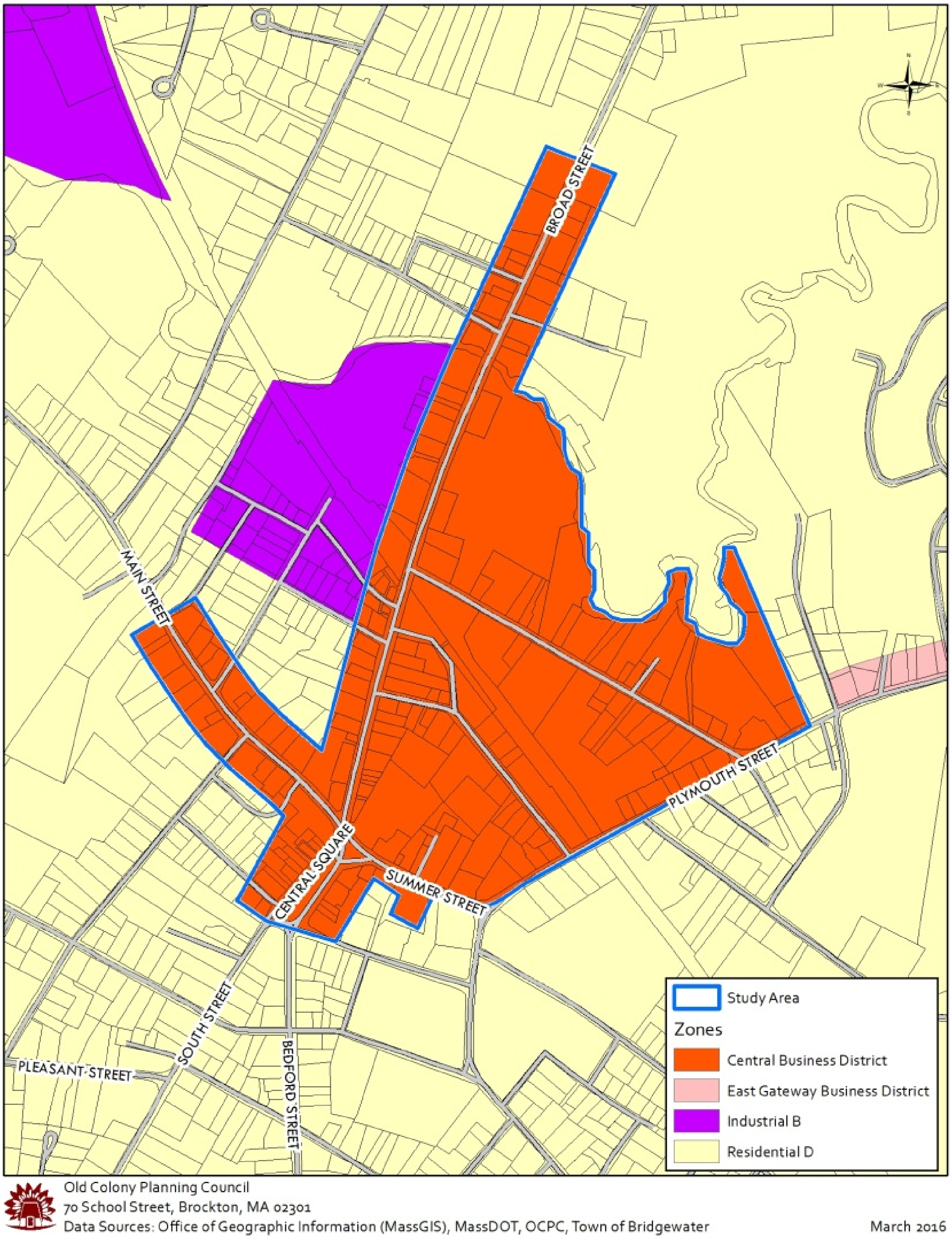
L. Zoning

As previously stated, the Downtown Bridgewater study area is based on the boundaries of the Central Business District (CBD) zoning district, shown in Figure 5. The areas immediately adjacent to the CBD are zoned Residential-D (RD), shown in the map below in yellow, and Industrial-B (IB) shown in the map below in purple.

The goals and objectives of the CBD as stated in the Bridgewater Zoning Bylaws are “economic revitalization and redevelopment through the attraction of uses which complement and support small retail and pedestrian service establishments within the district.” Despite the creation of the CBD in November 1994, there has been a continued decline in optimal commercial activity within the CBD due to a variety of factors, including the continued deterioration of buildings within the CBD, the lack of adequate walking amenities, increasing traffic congestion and parking issues, such as the configuration of parking spaces as well as a lack of identified public parking lots. To help remedy this situation, the Bridgewater Town Council on September 3, 2013 voted unanimously to amend the Bridgewater Zoning Bylaw to allow for mixed-use buildings in the CBD. The purpose of the amendment is to allow for the redevelopment of the CBD to expand small retail and restaurant uses while providing flexibility to respond to changing household sizes and needs.

The moderate-density Residential-D district covers the largely sewered area around the CBD. The Industrial-B district located just west of the CBD largely consists of the Henry Perkins Company, Fairview Millwork and a few former factory buildings, which are currently underutilized by a number of miscellaneous businesses.

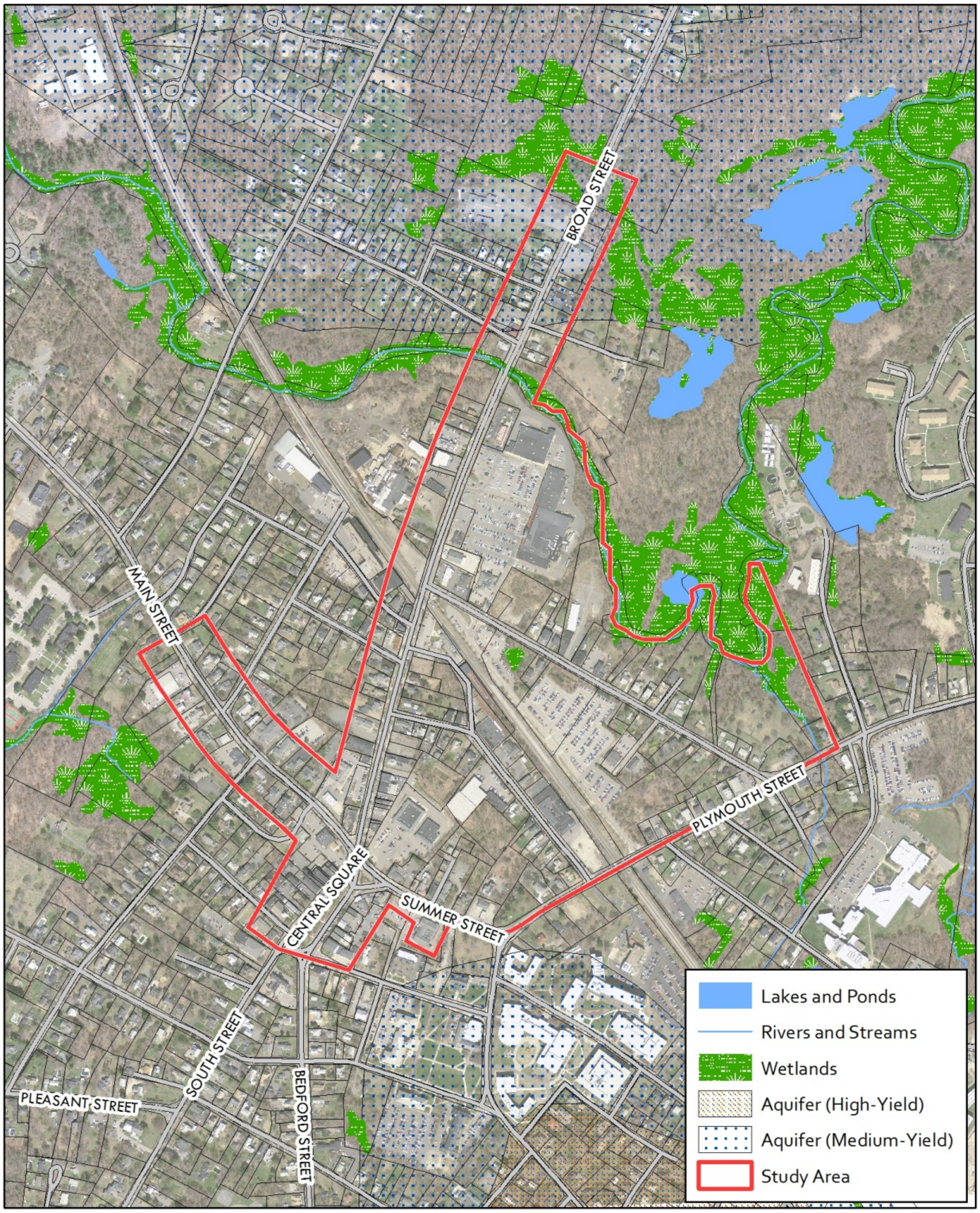
Figure 5: Bridgewater Zoning Map



M. Environmental Constraints

There are relatively few environmental constraints that exist within the study area. The only environmental constraint of consequence is the passage of the Town River under Bedford Street (Route 18) in the northern portion of the study area. As illustrated in Figure 6 below, the majority of wetlands and aquifers are located east and south of the study area respectively.

Figure 6: Bridgewater Environmental Constraints Map



Old Colony Planning Council
70 School Street, Brockton, MA 02301
Data Sources: Office of Geographic Information (MassGIS), MassDOT, OCPC, Town of Bridgewater
March 2016

IV. Public Input

To gain an understanding of the thoughts and opinions of consumers about Downtown Bridgewater, OCPC in cooperation with the Town of Bridgewater's Department of Community and Economic Development and Bridgewater State University developed the Downtown Bridgewater Consumer Survey. The survey allowed consumers an opportunity to give specific feedback of what they like, do not like and wish to see in the downtown, which assisted in development of the downtown's strengths, weaknesses and opportunities.

A. Consumer Survey

The goal of the consumer survey was to gain an understanding of local habits, preferences, and perceptions that Bridgewater residents, workers, and students have about Downtown Bridgewater. The survey focused on shopping habits, housing preferences, and thoughts on walking in Downtown Bridgewater. The survey included questions about when and where people shop, what type of merchandise they shop for, what types of additional businesses and housing they would like to see in Downtown Bridgewater and why they walk or do not walk around Downtown Bridgewater.

The survey could be completed either online or in paper format. A link to the online survey was available on The Town of Bridgewater's website as well as on the Town of Bridgewater's Facebook and Twitter accounts. Bridgewater State University also assisted in publicizing the survey and posted a link to the survey on their BSU Life website as well as on the BSU Life Facebook account. Paper copies of the survey were available at Bridgewater Town Hall, the Bridgewater Memorial Building, the Bridgewater Public Library, the Bridgewater Cole-Yeaton Senior Center, and the Bridgewater State University Maxwell Library. A newspaper article about the survey also appeared in the December 1, 2015 edition of the Boston Globe.

The survey was originally available for 12 days, from November 30 to December 11, 2015. However, after discussions with town officials, it was decided to extend the survey and additional seven days to December 18, 2015, due to the positive response that it had received. In total, 606 surveys were collected. A summary of the survey results are posted below and divided into three categories – All Respondents, BSU Faculty & Staff, and BSU Students. Complete detailed survey results can be found in Appendix B of this study.

Summary of Survey Findings (All Respondents: 606 Surveys)

<u>Habits</u>

- Respondents indicated that they do most of their non-grocery shopping (e.g. apparel, home furnishings, sporting goods, etc.) outside of Bridgewater, primarily the Internet (22.3%), closely followed by Taunton (19.6%), and Raynham (19.5%). Only 5.7% of respondents indicated that they do most of their non-grocery shopping in Bridgewater.
- Respondents indicated the primary reasons for shopping where they do are selection (66.2%), convenience (56.4%), and price (45.2%).
- Respondents indicated that their primary reasons for visiting Downtown Bridgewater were for banking and financial services (47.6%), shopping (43.9%) and dining (43.2%).
- Respondents indicated that the three businesses they most frequent in Downtown Bridgewater are Roche Bros. (51.3%), CVS (37.3%), and Walgreens (16.4%).
- The majority (57.8%) of respondents indicated that they patronize businesses in Downtown Bridgewater at least once a week.

- Respondents indicated the most frequently patronized times are weekday evenings after 5:00 PM (35.0%) and weekday afternoons from 1:00 PM to 5:00 PM (31.4%).
- The vast majority (86.2%) of respondents typically travel to Downtown Bridgewater via automobile.

Preferences

- When asked what additional types of businesses and services you would you like to see in Downtown Bridgewater, respondents indicated the following: sit down restaurant (56.2%), specialty food store (32.2%), book and music store (30.5%), clothing/accessory store (30.0%), hardware/garden store (24.1%), café/bakery (23.1%), and a bar/lounge/sports pub (21.2%).
- When asked if they could keep one element about Downtown Bridgewater the same, approximately half of the respondents indicated that they would like Central Square (in particular the green area of Central Square) to remain the same.
- When asked if they could change one element about Downtown Bridgewater, the most requested change was to improve the current traffic conditions, including addressing the traffic flow/patterns, the perceived lack of parking, and the lack of pedestrian amenities.
- When asked about their walking preferences in Downtown Bridgewater, respondents indicated the primary reason they walk to the Downtown is because they either live, work or go to school in close proximity. Respondents indicated the primary reasons they do not walk to the Downtown is that it is not convenient for them, in terms that they either live or work too far from the Downtown and that they feel it is unsafe, due to the large volume of traffic and dangerous pedestrian conditions.
- The majority of respondents (65.0%) indicated that they had no interest in living in Downtown Bridgewater. Almost a quarter (23.0%) of respondents would at least consider living Downtown.
- As to the type of housing they would prefer if they lived Downtown, the majority (51.8%) of respondents indicated they would prefer a single family home and slightly more than one-third (33.4%) would prefer either a townhouse or row home.
- As to the number of bedrooms respondents would prefer if they moved Downtown, the vast majority (88.4%) said they would prefer at least 2 bedrooms.

Perceptions

- Respondents indicated the major advantages of shopping or doing business in Downtown Bridgewater are its convenience (79.5%) and the desire to support local businesses (54.6%).
- Respondents indicated the major disadvantages of shopping or doing businesses in Downtown Bridgewater are traffic (70.0%), the poor selection of goods and services (55.5%) and a lack of parking (53.1%).
- When asked what merchants could do to improve their stores, the most common responses were to improve their appearance (49.7%) and to improve their selection (43.3%).
- The desired identity or image most respondents would like to see for Downtown Bridgewater is that of a small New England-style town center that is both charming and quaint.

Demographics

- The majority of respondents (66.7%) had no direct connection to Bridgewater State University (BSU). Of respondents that had a direct connection to BSU, 23.1% were employees and 10.1% were students.
- Almost half (49.9%) of respondents were 35-54 years old. Slightly over a quarter (27.1%) of respondents were 18-34 years old.

- Almost half (48.2%) of respondents had an annual household income of over $100,000. Fewer than 10% of respondents had an annual household income of under $25,000.
- The majority (77.9%) of respondents indicated that they lived in Bridgewater.

Summary of Survey Findings (BSU Faculty & Staff: 130 Surveys)

<u>Habits</u>

- Respondents indicated that they do most of their non-grocery shopping (e.g. apparel, home furnishings, sporting goods, etc.) outside of Bridgewater, primarily Other (38.8%), closely followed by the Internet (20.2%), and Taunton (17.1%). Only 6.2% of respondents indicated that they do most of their non-grocery shopping in Bridgewater.
- Respondents indicated the primary reasons for shopping where they do are convenience (67.7%) and selection (66.9%).
- Respondents indicated that their primary reasons for visiting Downtown Bridgewater (besides for work) were dining (48.4%) and banking and financial services (38.9%)
- Respondents indicated that the three businesses they most frequent in Downtown Bridgewater are Roche Bros. (45.4%), CVS (40.8%), and Better Bean Coffee Co. (26.2%).
- The majority (57.4%) of respondents indicated that they patronize businesses in Downtown Bridgewater at least once a week.
- Respondents indicated the most frequently patronized times are weekday middays from 11:00 AM to 1:00 PM (43.8%) and weekday afternoons from 1:00 PM to 5:00 PM (39.8%).
- The majority (72.1%) of respondents typically travel to Downtown Bridgewater via automobile.

<u>Preferences</u>

- When asked what additional types of businesses and services you would you like to see in Downtown Bridgewater, respondents indicated the following: sit down restaurant (64.6%), specialty food store (44.1%), and book and music store (39.4%).
- When asked if they could keep one element about Downtown Bridgewater the same, the most popular response was to keep Central Square (in particular the green area of Central Square) the same.
- When asked if they could change one element about Downtown Bridgewater, the most requested change was to improve the current traffic conditions, including addressing the traffic flow/patterns, the perceived lack of parking, and the lack of pedestrian amenities.
- When asked about their walking preferences in Downtown Bridgewater, respondents indicated the primary reason they walk to the Downtown is its close proximity to BSU. Respondents indicated the reasons they do not walk to the Downtown is that they feel it is unsafe, due to the large volume of traffic and dangerous pedestrian conditions.
- The majority of respondents (70.3%) indicated that they had no interest in living in Downtown Bridgewater. Slightly less than a quarter of respondents would at least consider living Downtown.
- As to the type of housing they would prefer if they lived Downtown, the majority (57.5%) of respondents indicated they would prefer a single family home and a sizeable amount (41.3%) would prefer either a townhouse or row home.
- As to the number of bedrooms respondents would prefer if they moved Downtown, the majority (55.9%) said they would prefer at least 2 bedrooms.

Perceptions

- Respondents indicated the major advantages of shopping or doing business in Downtown Bridgewater are its convenience (87.2%) and the desire to support local businesses (44.8%).
- Respondents indicated the major disadvantages of shopping or doing business in Downtown Bridgewater are traffic (66.4%), the poor selection of goods and services (61.5%) and a lack of parking (52.5%).
- When asked what merchants could do to improve their stores, the most common responses were to improve their appearance (51.2%) and to improve their selection (43.9%).
- The desired identity or image most respondents would like to see for Downtown Bridgewater is a college town, one that has a variety of restaurants and stores.

Demographics

- More than half (55.0%) of the respondents were 45-64 years old.
- Slightly less than half (44.1%) of respondents had an annual household income over $100,000.

Summary of Survey Findings (BSU Students: 57 Surveys)

Habits

- Respondents indicated that they do most of their non-grocery shopping (e.g. apparel, home furnishings, sporting goods, etc.) outside of Bridgewater, primarily the Internet (26.3%), closely followed by Other (21.1%), and Bridgewater (17.5%).
- Respondents indicated the primary reasons for shopping where they do are convenience (73.7%), selection (61.4%), and price (54.4%).
- Respondents indicated that their primary reasons for visiting Downtown Bridgewater were for dining (59.6%), banking and financial services (48.1%), and shopping (42.3%).
- Respondents indicated that the three businesses they most frequent in Downtown Bridgewater are CVS (56.0%), Roche Bros. (40.0%), and Bridgewater Bagel (20%).
- The majority (57.9%) of respondents indicated that they patronize businesses in Downtown Bridgewater at least once a week.
- Respondents indicated the most frequently patronized times are weekday afternoons from 1:00 PM to 5:00 PM (59.7%) and weekday evenings after 5:00 PM (45.6%).
- A slight majority (54.4%) of respondents typically travel to Downtown Bridgewater via automobile.

Preferences

- When asked what additional types of businesses and services you would you like to see in Downtown Bridgewater, respondents indicated the following: sit down restaurant (56.1%), book and music store (49.1%), clothing/accessory store (47.4%), and an ice cream/yogurt shop (47.4%).
- When asked if they could keep one element about Downtown Bridgewater the same, the most popular response was to keep Central Square (in particular the green area of Central Square) the same.
- When asked if they could change one element about Downtown Bridgewater, the most requested change was to improve the current traffic conditions and to increase the variety of stores and restaurants.
- When asked about their walking preferences in Downtown Bridgewater, respondents indicated the primary reason they walk to the Downtown is because they live nearby and do not have a

car. Respondents indicated the primary reasons they do not walk to the Downtown is that it is not convenient for them.

- A quarter of respondents indicated that they already live in Downtown Bridgewater, while another 42.9% indicated they have an interest or would at least consider living in Downtown Bridgewater.
- As to the type of housing they would prefer if they lived Downtown, the majority (63.0%) of respondents indicated they would prefer a single family housing alternatives, such as a townhouse or row home, an apartment above commercial space or multi-unit buildings.
- As to the number of bedrooms respondents would prefer if they moved Downtown, the majority (53.9%) said they would prefer 1-2 bedrooms.

Perceptions

- Respondents indicated the major advantages of shopping or doing business in Downtown Bridgewater are its convenience (81.8%) and that it is within walking distance (72.7%).
- Respondents indicated the major disadvantages of shopping or doing business in Downtown Bridgewater are traffic (57.9%), the poor selection of goods and services (50.8%) and a lack of parking (40.4%).
- When asked what merchants could do to improve their stores, the most common responses were to have lower prices/sales (54.6%) and to improve their appearance (50.9%)
- The desired identity or image respondents indicated they would like to see for Downtown Bridgewater were varied, and included a downtown that was more diverse and cultured, more modern and that of a traditional New England-style town center.

Demographics

- 82.5% of respondents were under 25 years old.
- A quarter of respondents had an annual household income under $10,000. 48.2% of respondents had an annual household income under $35,000.

B. Strengths, Opportunities & Challenges

Old Colony Planning Council (OCPC) has analyzed the tenant mix in light of the competitive framework, the consumer survey results, fieldwork, the trade area and its population, demographic, “lifestyles”, and expenditure potential characteristics. These analyses have resulted in an understanding of Downtown Bridgewater’s strengths, challenges, and opportunities for improvement. OCPC has taken a strategic planning or traditional competitive business analysis approach, in identifying the Downtown’s “Strengths, Challenges, and Opportunities.” The conclusions are summarized below.

Strengths:

- Downtown Bridgewater is a diverse, multi-faceted marketplace consisting of workforce, students, visitors, and local residents.
- Existing businesses accommodate most of shoppers’ day-to day needs with a grocery store, multiple pharmacies, banks, and gas stations in addition to having a variety of business and professional services.
- Many major well-travelled roadways bisect the Downtown, including Routes, 18, 28 and 104, giving businesses a great deal of exposure to prospective consumers.
- Bridgewater State University (BSU) is located adjacent to Downtown Bridgewater and has a population of more than 12,000 students, faculty and staff.
- There is an MBTA Commuter Rail Station on the campus of nearby BSU.

- The Town has a green space (Central Square) within the Downtown.
- There has been a considerable amount of public investment in and around Downtown Bridgewater in recent years, including the renovation of Town Hall and the Academy Building, as well as the construction of many new buildings on the campus of nearby Bridgewater State University.
- Bridgewater is an Economic Target Area, giving it the ability to offer Tax Increment Financing (TIF) to both new and existing businesses.
- The Business webpage is prominently featured on the town's website.
- The Bridgewater Business Association and the Downtown Bridgewater Association serve as an advocate for businesses in Bridgewater.
- The Bridgewater Arts & Music Festival, Autumn-Fest and Christmas on the Common are positive community events that occur in Downtown Bridgewater.
- The recently constructed Music Alley in Central Square is attracting many visitors on a weekly basis.

Challenges:

- Many buildings are in need of updating and are viewed as tired or rundown by consumers, creating a negative retail image.
- There is currently a lack of variety in the types of goods and services offered in Downtown Bridgewater. According to the Consumer Survey 55% of respondents indicated that the poor selection of goods and services was one of the Downtown's greatest weaknesses.
- There is a strong perception that there is a lack of parking in the Downtown, despite previous studies indicating the opposite, including the 2001 *Bridgewater Comprehensive Traffic Study* by VHB and the 2011 *Bridgewater Traffic Circulation & Pedestrian Access Study* by OCPC.
- The Downtown has an unclear market position/market identity or "brand" as a shopping/business/entertainment district ("No Regional Buzz")
- Heavy traffic volumes at peak commuting times cause people to avoid the Downtown, resulting in lost business opportunities.
- Traffic circulation around Central Square can be congested and the configuration confusing (especially to those not familiar with the area).
- As a result of heavy traffic resulting from Routes, 18, 28 and 104 bisecting the Downtown, the Downtown feels more like a corridor than a "downtown".
- The business community needs to find a way to tap into the through traffic that passes through the Downtown.
- The angled parking spaces in Central Square are hazardous because they interfere with a driver's line of sight. In addition, the angled spaces create a situation where parked vehicles, especially vans and SUV's, block sight lines for pedestrians who emerge from behind vehicles to cross Central Square.
- Pedestrian circulation and safety is challenging (especially for families with small children and the elderly) due to the lack of sidewalks and adequacy of pedestrian accommodations. In particular, there are faded crosswalks, a lack of adequate signs warning motorists to stop for pedestrians, and a lack of adequate advance warning signage indicating the presence of pedestrians.
- There is a lack of a sustainable funding base for district management/redevelopment, such as a Business Improvement District (BID).
- There are limited financial resources in the Town to make necessary public realm enhancements.

- Downtown Bridgewater is “under the radar” in the Metro South area and in need of more promotion and visibility.
- Some property owners have not invested in their properties and/or have a lack of incentive to aggressively market and/or redevelop their buildings.
- As with most traditional downtowns, properties in Downtown Bridgewater have multiple owners. This complicates and raises the costs of business mix management, marketing, and maintenance, when compared to a single owner shopping center.
- Wayfinding or directional signage to the Downtown is lacking, as is clearly marked parking signage within the Downtown.
- There is a lack of dining, nightlife and live entertainment, especially with a large college population nearby.
- Businesses need to explore strategies that will allow them to tap into the traffic that passes through the Downtown.
- The Downtown has limited access and low visibility from Route 24, limiting the exposure of businesses in the Downtown to potential customers from nearby communities. This limited access may also inhibit some retailers and restaurants from locating Downtown.

Opportunities:

- There is a Market Area leakage of $280 million of retail trade and food and drink within a 5 Mile Radius of the Downtown. Sales leakage is occurring in all merchandise categories except two - Building Materials & Garden Equipment Stores and Nonstore Retailers.
- More retail and restaurant variety is needed. The most frequently requested additional businesses and services noted in the Customer Survey were sit-down restaurants, a specialty food store, a book and music store, and clothing/accessory stores.
- There are a number of vacant and underutilized parcels as well as atypical uses (such as gas stations) occupying prime space in the Downtown that need to be redeveloped into more intensive uses.
- Cross-marketing opportunities between the Town of Bridgewater and Bridgewater State University should be explored to promote the Downtown.
- Opportunities to promote the Nunckatessett Greenway/Bay Circuit Trail should be explored.

V. Retail Market Analysis

In order to understand the market potential for additional retail opportunities in Downtown Bridgewater, OCPC staff conducted a retail market analysis. As part of this analysis, staff analyzed the existing retail inventory, conducted a retail opportunities gap analysis, identified potential retail businesses as well as analyzed worker retail potential.

A. Existing Retail Inventory

A key component to a successful downtown is having a varied and balanced retail environment. A balanced environment is one that offers a mix of shopping and convenience retailers, restaurants, personal services (e.g. hair salons, spas) and professional services (e.g. accountants, lawyers, doctors).

Within Downtown Bridgewater retail uses are found primarily in the Campus Plaza shopping plaza on Broad Street and in Central Square. To better understand the uses, OCPC staff surveyed all existing businesses by walking the entire study area and documenting each business. In total, 122 businesses were identified. This included a range of retail, restaurants, service and professional offices. Institutional uses (Town Hall, Fire Department, etc.) and Religious uses (Churches) were not counted.

Table 10 shows that the retail composition of the area is unbalanced, as retail establishments account for slightly less than a quarter of all business establishments, whereas service-based establishments such as “Other Services”, “Finance & Insurance”, “Health Care & Social Assistance” “Professional, Scientific & Technical Services”, and “Manufacturing” account for almost half of all the establishments.

Another issue in the Downtown as it pertains to the current business environment is that there are redundancies among many of the businesses in the Downtown, such as banks (6), hair salons/barbershops (6), nail salons (4), insurance agencies (4), auto part stores (3), tobacco stores (3), and used clothing stores (3). The full list of business establishments in the Downtown, including industry codes, is in Appendix 2.

Table 10: Business Establishments in Downtown Bridgewater

Category	NAICS (2 Digit Code)	Number of Establishments	% of Businesses in Downtown Bridgewater
Retail Trade	44-45	30	24.6%
Other Services	81	26	21.3%
Accommodations & Food Services	72	24	19.7%
Finance & Insurance	52	11	9.0%
Health Care & Social Assistance	62	9	7.4%
Professional, Scientific & Technical Services	54	8	6.6%
Manufacturing	31-33	5	4.1%
Construction	23	2	1.6%
Real Estate Rental & Leasing	53	2	1.6%
Administrative and Support and Waste Mgmt. and Remed. Svcs.	56	2	1.6%
Wholesale Trade	42	1	0.8%
Transportation & Warehousing	48-49	1	0.8%
Educational Services	61	1	0.8%

Source: Old Colony Planning Council

B. Retail Opportunity Gap Analysis

OCPC staff analyzed ESRI Business Analyst data within the three defined trade areas in order to conduct a retail gap analysis. A retail opportunity or gap analysis looks at the overall demand for retail goods and services within a designated trade area based on the spending potential of the households (demand), and the actual sales for those goods and services within the market area (supply). The difference between the demand and supply is called the retail "gap." If the demand exceeds the supply, there is "leakage," meaning that residents must travel outside the area to purchase those goods. In such cases, there is an opportunity to capture some of this spending within the market area to support new retail investment. When there is greater supply than demand, there is a "surplus," meaning consumers from outside the market area are coming in to purchase these good and services. In such cases, there is limited or no opportunity for additional retail development. Thus, the retail gap analysis provides a snapshot of potential opportunities for retailers to locate within an area.

Below in Tables 11 to 13 is a summary of the retail opportunity gap analysis by industry group and trade area. Figures in parenthesis and red are negative numbers that indicate there is a surplus of sales within that trade area. In other words, there are a significant number of establishments in the trade area within that industry group. Figures in green are positive numbers that indicate a retail gap or leakage and represent potential opportunities for more retail in the area.

While sales leakages can be viewed as an opportunity to recapture lost sales, not all retail categories that exhibit leakage within a particular study area should be assumed to be a good fit for that specific trade area. There are many reasons why a business might succeed or fail and the retail market is just one factor. It is also unlikely that all sales leakage occurring in a category would be recaptured if additional retailers in that specific retail category located to Downtown Bridgewater. It is important to note that such an analysis is not an exact science and that this analysis focuses on retail categories where households (not businesses) are essentially the only consumer group.

Table 11: Sales Leakage Analysis – 1 Mile Trade Area

Industry Group (NAICS Number)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Total Retail Trade and Food & Drink (44-45,722)	$91,959,510	$58,527,601	$33,431,909
Total Retail Trade (44-45)	$82,166,291	$46,879,422	$35,286,869
Total Food & Drink (722)	$9,793,219	$11,648,179	($1,854,960)
Mixed Use Oriented Industry Groups			
Motor Vehicle & Parts Dealers (441)	$16,192,748	$5,095,491	$11,097,257
Furniture & Home Furnishings Stores (442)	$2,076,435	$174,990	$1,901,445
Electronics & Appliances Stores (443)	$2,846,354	$589,300	$2,257,054
Bldg. Material, Garden Equip. & Supply Stores (444)	$2,374,694	$745,979	$1,628,715
Food & Beverage Stores (445)	$17,442,092	$19,866,905	($2,424,813)
Health & Personal Care Stores (446,4461)	$8,063,849	$7,743,193	$320,656
Gasoline Stations (447,4471)	$7,345,338	$5,112,180	$2,233,158
Clothing & Clothing Accessories Stores (448)	$6,349,195	$2,200,719	$4,148,476
Sporting Goods, Hobby, Book & Music Stores (451)	$2,347,123	$2,901,439	($554,316)
General Merchandise Stores (452)	$9,028,926	$0	$9,028,926
Miscellaneous Store Retailers (453)	$2,091,888	$2,421,624	($329,736)
Nonstore Retailers (454)	$6,007,648	$0	$6,007,648
Food Services & Drinking Places (722)	$9,793,219	$11,648,179	($1,854,960)

Source: ESRI Business Analyst

Table 12: Sales Leakage Analysis – 5 Mile Trade Area

Industry Group (NAICS Number)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Total Retail Trade and Food & Drink (44-45,722)	$790,502,029	$510,344,473	$280,157,556
Total Retail Trade (44-45)	$707,913,270	$451,345,695	$256,567,575
Total Food & Drink (722)	$82,588,758	$58,998,778	$23,589,980
Mixed Use Oriented Industry Groups			
Motor Vehicle & Parts Dealers (441)	$142,907,019	$111,423,120	$31,483,899
Furniture & Home Furnishings Stores (442)	$18,295,227	$7,112,460	$11,182,767
Electronics & Appliances Stores (443)	$24,738,893	$2,848,114	$21,890,779
Bldg. Material, Garden Equip. & Supply Stores (444)	$23,808,994	$31,482,884	($7,673,890)
Food & Beverage Stores (445)	$144,037,371	$47,820,372	$96,216,999
Health & Personal Care Stores (446,4461)	$70,577,363	$16,069,105	$54,508,258
Gasoline Stations (447,4471)	$61,998,882	$39,359,259	$22,639,623
Clothing & Clothing Accessories Stores (448)	$53,524,621	$5,570,178	$47,954,443
Sporting Goods, Hobby, Book & Music Stores (451)	$19,863,146	$6,964,201	$12,898,945
General Merchandise Stores (452)	$76,276,662	$9,422,541	$66,854,121
Miscellaneous Store Retailers (453)	$18,275,444	$9,313,534	$8,961,910
Nonstore Retailers (454)	$53,609,650	$163,959,926	($110,350,276)
Food Services & Drinking Places (722)	$82,588,758	$58,998,778	$23,589,980

Source: ESRI Business Analyst

Table 13: Sales Leakage Analysis – 10 Mile Trade Area

Industry Group (NAICS Number)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Total Retail Trade and Food & Drink (44-45,722)	$3,988,942,935	$4,062,864,553	($73,921,618)
Total Retail Trade (44-45)	$3,571,430,497	$3,708,145,152	($136,714,655)
Total Food & Drink (722)	$417,512,439	$354,719,401	$62,793,038
Mixed Use Oriented Industry Groups			
Motor Vehicle & Parts Dealers (441)	$712,414,086	$656,777,436	$55,636,650
Furniture & Home Furnishings Stores (442)	$92,242,623	$107,421,995	($15,179,372)
Electronics & Appliances Stores (443)	$124,731,906	$76,238,987	$48,492,919
Bldg. Material, Garden Equip. & Supply Stores (444)	$117,564,411	$158,487,892	($40,923,481)
Food & Beverage Stores (445)	$733,823,839	$658,360,467	$75,463,372
Health & Personal Care Stores (446,4461)	$353,758,542	$481,918,133	($128,159,591)
Gasoline Stations (447,4471)	$312,599,919	$243,403,172	$69,196,747
Clothing & Clothing Accessories Stores (448)	$273,565,317	$99,567,896	$173,997,421
Sporting Goods, Hobby, Book & Music Stores (451)	$100,382,946	$76,665,974	$23,716,972
General Merchandise Stores (452)	$386,385,549	$464,095,100	($77,709,551)
Miscellaneous Store Retailers (453)	$91,749,359	$51,843,708	$39,905,651
Nonstore Retailers (454)	$272,211,998	$633,364,393	($361,152,395)
Food Services & Drinking Places (722)	$417,512,439	$354,719,401	$62,793,038

Source: ESRI Business Analyst

The tables above indicate that there are opportunities for additional retail in Downtown Bridgewater, specifically when focusing on leakage from the 1 Mile and 5 Mile Trade Areas. Within the 10 Mile Trade Area however, there is a significant amount of regional competition nearby from Route 44 in Raynham, Mansfield Crossing in Mansfield, the Westgate Mall in Brockton, and retail development surrounding many of the interchanges on Route 24.

C. Retail Market Potential

OCPC estimated potential demand for new retail and restaurant space within Downtown Bridgewater's local market (5 mile radius) based on resident spending in the retail market area. The local trade area is not only the geographic area from which downtown businesses will draw customer's day in and day out; it also provides a reasonable basis for gauging retail potential. It is important to note that the figures below do not include potential spending from visitors or employees working in Bridgewater but living outside the local market area. It is also important to note that due to easy access to retail competition in Mansfield, Raynham, and Brockton local trade area residents will always take a portion of their shopping dollars elsewhere. This is less true of convenience goods, such as grocery and drugstore items that are most often purchased close to home.

The current retail leakage or gap within the local market area totals approximately $344 million, which translates to support 1,315,790 square feet of retail space using sales per square foot standards derived from the Urban Land Institute's *Dollar and Cents of Shopping Centers*. The share of space that Downtown Bridgewater can ultimately capture will depend on numerous factors, including retail outreach efforts, the availability of quality retail-ready space, the performance of competitive shopping areas and the success of efforts to develop a variety of retail, services, residential and civic uses. A capture of just 10% of the local market spending, for example would translate into a potential for nearly 131,578 square feet of new retail space in Downtown Bridgewater. A capture of just 5% would translate into 65,789 square feet. Please note that gas and auto-related sales and service were not included as these are not retail sales typically desired in a downtown business district.

Table 14: 5 Mile Radius Market (2015)

Merchandise Category	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Target Sales ($/SF)	Potential Space (SF)
Shoppers Goods					
Furniture & Home Furnishings	$18,295,227	$7,112,460	$11,182,767	$140	79,877
Electronics & Appliances	$24,738,893	$2,848,114	$21,890,779	$199	110,004
Building Materials & Garden Equipment	$23,808,994	$31,482,884	($7,673,890)		
Clothing & Accessories	$53,524,621	$5,570,178	$47,954,443	$209	229,447
Sporting Goods, Hobby, Books & Music	$19,863,146	$6,964,201	$12,898,945	$216	59,717
General Merchandise	$76,276,662	$9,422,541	$66,854,121	$216	309,510
Miscellaneous Store Retail (Florist, Office Supplies, Gifts)	$18,275,444	$9,313,534	$8,961,910	$216	41,490
Convenience Goods					
Food & Beverage Stores	$144,037,371	$47,820,372	$96,216,999	$390	246,710
Health & Personal Care	$70,577,363	$16,069,105	$54,508,258	$365	149,338
Restaurants	$82,588,758	$58,998,778	$23,589,980	$263	89,696
Total Leakage			$344,058,202		
Estimated Supportable Square Feet					1,315,789

Source: ESRI BOA, Urban Land Institute, OCPC

D. Worker Retail Potential

In addition to residents, there is the potential to capture additional business in Downtown Bridgewater by further capitalizing on the spending power of nearby workers. According to the International Council of Shopping Centers (ICSC), workers spend approximately $100 on food and convenience goods during the work week.[4] Within just the local trade area (5 mile radius), there are approximately 32,285 workers. While an unknown number of these workers already shop in Downtown Bridgewater, if the Downtown could capture another 10% (3,229) of these workers and assume they would spend just $10.00 a week Downtown, it would result in an additional $1,679,080 annually being spent in the Downtown.

[4] Goover, Joel, "New Retail Frontier: Lunchtime Shoppers," International Council of Shopping Centers, June 2012.

VI. Residential Market Analysis

In order to understand the market potential for new residential units in Downtown Bridgewater, OCPC staff conducted a residential market analysis. As part of this analysis, staff analyzed characteristics of existing housing units, age of the housing stock, tenure, vacancy, affordability, recent sales, building permits issued, and rent prices.

A. Housing Units by Type

The primary type of housing unit in the 1 Mile Trade Area is the traditional single-family detached home, which accounts for 35.3 percent of the housing stock. The traditional single-family detached home is also the primary type of housing unit in the 5 and 10 Mile Trade Areas, though at a much higher rate, 72.1 percent and 59.6 percent, respectively. The 1 Mile Trade Area has a higher proportion of its stock classified as multifamily, 56.1 percent, compared to 20.7 percent in the 5 Mile Trade Area and 33.8 percent in the 10 Mile Trade Area.

Table 15: Trade Area Housing Units by Type

Type of Structure	1 Mile Trade Area	5 Mile Trade Area	10 Mile Trade Area
Single Family Detached	35.3%	72.1%	59.6%
Single Family Attached	8.7%	4.2%	4.6%
Multifamily 2 Units	15.2%	5.7%	9.1%
Multifamily 3-4 Units	13.5%	4.3%	9.7%
Multifamily 5-9 Units	4.9%	3.1%	5.4%
Multifamily 10-19 Units	17.3%	3.7%	3.7%
Multifamily 20+ Units	5.2%	3.9%	5.9%
Other (Mobile Home, etc.)	0.0%	2.9%	2.0%
Total	100.0%	100.0%	100.0%
Multifamily Housing Units	56.1%	20.7%	33.8%

Source: U.S. Census Bureau: 2009-2013 American Community Survey (ACS), ESRI BAO

B. Age of Housing Stock

The housing stock in the 1 Mile Trade Area has a higher percentage of its stock built prior to 1940 than the housing stock in the 5 and 10 Mile Trade Areas as shown below in Table 16. Most of the housing units built after 1940 within the three trade areas were built between 1970 and 1979, when the entire region saw a large increase in its population, due to the rise of suburbia and the recently constructed Route 24.

Table 16: Trade Area Age of Housing Stock

Year Built	1 Mile Trade Area	5 Mile Trade Area	10 Mile Trade Area
2010 or Later	0.5%	0.4%	0.3%
2000 to 2009	9.3%	13.8%	7.9%
1990 to 1999	5.9%	12.7%	8.8%
1980 to 1989	12.8%	12.0%	11.3%
1970 to 1979	18.3%	18.3%	15.3%
1960 to 1969	7.8%	10.2%	11.8%
1950 to 1959	5.3%	7.7%	10.1%

Year Built	1 Mile Trade Area	5 Mile Trade Area	10 Mile Trade Area
1940 to 1949	2.0%	3.8%	4.8%
1939 or Earlier	38.1%	21.0%	29.8%

Source: U.S. Census Bureau: 2009-2013 American Community Survey (ACS), ESRI BAO

C. Occupancy Characteristics: Tenure & Length of Stay

Just over half of the housing units in the 1 Mile Trade Area are owner-occupied, a percentage that is significantly lower than the number of units in the 5 Mile Trade Area (80.9%) and the 10 Mile Trade Area (70.3%). The high percentage of renter occupied housing units in the 1 Mile Trade Area can largely be attributed to the number of students who attend Bridgewater State University and live in off-campus housing.

Table 17: Trade Area Household Tenure & Length of Stay

Tenure	1 Mile Trade Area	5 Mile Trade Area	10 Mile Trade Area
Owner Occupied	51.2%	80.9%	70.3%
Moved in 2010 or Later	2.3%	3.1%	3.3%
Moved in 2000 to 2009	28.6%	34.1%	27.3%
Moved in 1990 to 1999	8.8%	20.3%	17.7%
Moved in 1980 to 1989	3.6%	9.5%	8.5%
Moved in 1970 to 1979	3.9%	8.0%	7.1%
Moved in 1969 or Earlier	4.0%	5.9%	6.4%
Renter Occupied	48.7%	18.9%	29.6%
Moved in 2010 or Later	19.3%	6.0%	8.6%
Moved in 2000 to 2009	24.3%	10.2%	16.8%
Moved in 1990 to 1999	3.3%	1.6%	2.7%
Moved in 1980 to 1989	0.7%	0.5%	0.8%
Moved in 1970 to 1979	0.9%	0.4%	0.5%
Moved in 1969 or Earlier	0.2%	0.2%	0.2%

Source: U.S. Census Bureau: 2009-2013 American Community Survey (ACS), ESRI BAO

D. Residential Vacancy

According to the 2010-2014 American Community Survey, Bridgewater's housing vacancy rate is at 6.8%. This is slightly higher than the standard 5.0% rate, which suggests that the housing market is right where it should be. The overall vacancy rate is also lower than the Massachusetts rate of 9.9% and the Plymouth County rate of 10.3%.

E. Housing Cost Burden

According to the HUD Comprehensive Housing Affordability Strategy (CHAS) data for 2008-2012, approximately 15.4% of households in Bridgewater are cost burdened and 11.1% of households in Bridgewater are severely cost burdened. Households that spend more than 30% of their gross income on housing are considered to be housing cost burdened, and those that spend more than 50% are considered to be severely cost burdened. Table 18 shows the burdens of both owners and renters.

Table 18: Bridgewater Housing Cost Burden

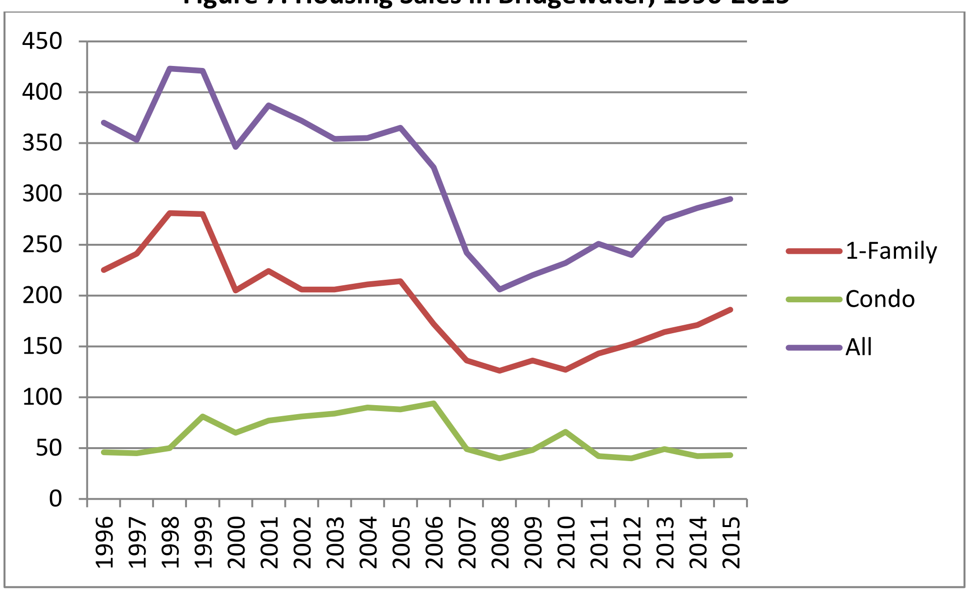
Housing Cost Burden Overview	Owner	Renter	Total
Cost Burden <=30%	4,725	1,115	5,840
Cost Burden >30% to <=50%	965	260	1,225
Cost Burden >50%	430	455	885
Cost Burden not available	15	0	15
Total	6,135	1,825	7,960

Source: HUD Comprehensive Housing Affordability Strategy (CHAS), 2008-2012

F. Housing Sales & Pricing

The chart below shows the number of housing sales in Bridgewater between 1996 and 2015. The number of single family sales in Bridgewater actually peaked in 1998 at 281 units and then declined steadily through 2008. Since 2009, single family sales have been increasing although they are still not approaching the 1998 peak number, with the number of single family sales climbing to 186 in 2015. Condo sales in Bridgewater have fluctuated over the past 20 years, with a peak of 94 units in 2006. Condo sales have been steady over the last five years, with condo sales in 2015 at 43 units, which is less than half of the peak sales in 2006.

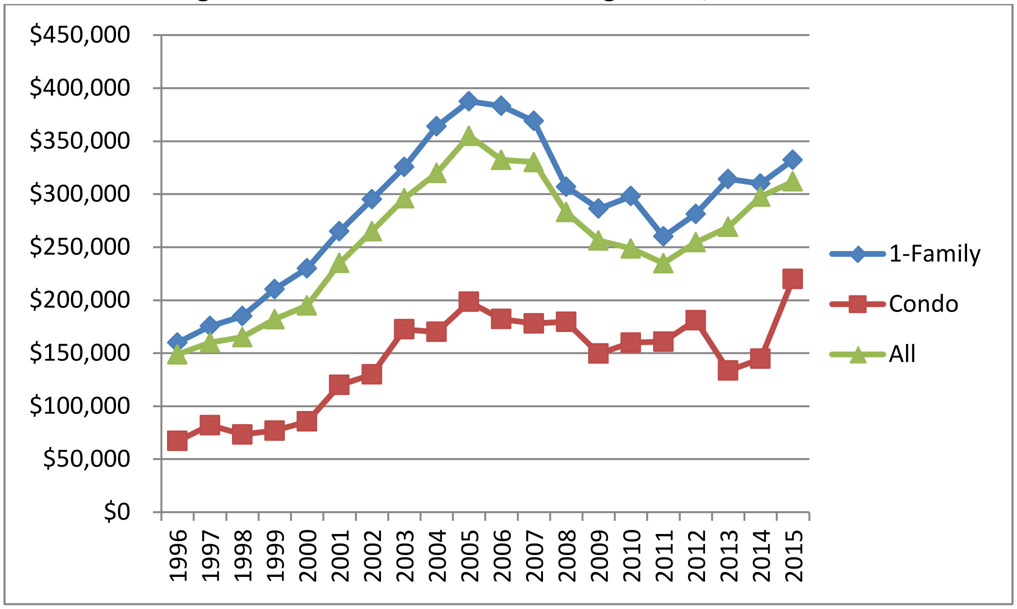
Figure 7: Housing Sales in Bridgewater, 1996-2015



Source: The Warren Group, 2016

In Figure 8 below, the median sales price for single family homes and for condos is displayed. According to the data from the Warren Group, the median sale price of housing in Bridgewater is $332,250 in 2015. This is down from the height of the market in 2005 when it was at around $387,500. However, the median sales price has been growing steadily since 2011.

Figure 8: Median Sales Price in Bridgewater, 1996-2015



Source: The Warren Group, 2016

G. Recent Sales by Unit Type

In order to better understand the present market for housing in Bridgewater, OCPC staff compiled prices for houses and condos sold in the first quarter of 2016, as shown in Table 19 below.

Table 19: Recent Sales by Unit Type

Address	Use	Beds	Baths	Sq. Ft.	Sale Date	Sale Price
20 Varsity Pl.	Single Family	3	2.5	1,908	1/5/2016	$410,000
396 Oak Street	Single Family	2	1	670	1/8/2016	$125,000
180 Main St. #C71	Condo	2	1.5	969	1/8/2016	$144,900
65 Brookside Dr.	Single Family	4	2.5	2,345	1/8/2016	$399,900
81 Arrowhead Dr.	Single Family	3	1.5	1,380	1/8/2016	$250,000
24 Perkins St.	Two Family	4	2	1,560	1/8/2016	$245,000
328 Auburn St.	Single Family	4	2.5	3,123	1/13/2016	$265,000
125 Redwing Dr.	Single Family	3	1	1,132	1/13/2016	$255,000
74 Cottage St.	Single Family	3	1.5	1,551	1/15/2016	$262,500
220 Bedford St. #60	Condo	2	1	1,030	1/19/2016	$157,500
175 Hayward Pl.	Single Family	4	2.5	1,872	1/20/2016	$370,000
5 Gurley Lane	Single Family	3	2	1,960	1/22/2016	$310,000
31 Atkinson Dr.	Single Family	3	1.5	1,728	1/26/2016	$268,500
215 High St.	Single Family	3	2.5	1,700	1/29/2016	$325,000
8 Yoke Road	Condo	3	1.5	1,380	1/29/2016	$230,000
20 Goldwater Way	Single Family	2	2	1,830	2/2/2016	$196,000
250 Auburn St.	Single Family	4	2	2,172	2/2/2016	$270,000
9 Turban Road	Single Family	3	2	2,000	2/5/2016	$325,000
204 Summer St.	Two Family	5	2	2,380	2/11/2016	$240,000

Address	Use	Beds	Baths	Sq. Ft.	Sale Date	Sale Price
165 Hayward St.	Condo	3	1.5	1,392	2/15/2016	$245,000
40 Deerfield Dr.	Single Family	3	2	1,692	2/19/2016	$340,000
23 Longview Dr.	Single Family	5	3.5	4,464	3/1/2016	$657,000
721 Pleasant St.	Two Family	5	3	2,874	3/4/2016	$175,000
105 Union St.	Single Family	3	1.5	1,329	3/15/2016	$322,500
49 Maple Ave.	Two Family	3	2.5	2,370	3/17/2016	$189,000
684 South St.	Single Family	3	2	2,526	3/18/2016	$350,000
44 Pine St.	Single Family	3	1	1,001	3/18/2016	$268,000
176 Curve St.	Single Family	3	1	960	3/25/2016	$270,000
50 Butternut Way	Single Family	4	3	3,376	3/31/2016	$547,500

Source: Zillow.com, January-March 2016 Sales

There is not a lot of multi-family inventory available for sale. A search in the first quarter of 2016 yielded only six condo listings. There is likely a need for more condominium development to meet demand from the younger demographic as well as seniors.

H. Building Permits

As demonstrated in Table 20 below, the vast majority of recent building permits in Bridgewater have been for single family units. Between 2000 and 2014, Bridgewater issued permits for a total of 736 housing units. Of those, 724 (98.4%) were for single family units, while only 12 (1.6%) were for units in two-family or multi-family buildings.

Table 20: Building Permits by Number of Units, 2000-2014

Year	Single Family	Two Family	Multi Family	Total
2000	81	0	0	81
2001	91	0	0	91
2002	64	4	0	68
2003	79	0	0	79
2004	51	0	4	55
2005	76	0	0	76
2006	56	0	4	60
2007	46	0	0	46
2008	30	0	0	30
2009	23	0	0	23
2010	26	0	0	26
2011	20	0	0	20
2012	24	0	0	24
2013	29	0	0	29
2014	28	0	0	28

Source: U.S. Census Building Permit Survey

I. Rentals

As mentioned previously, there are many more renters within the 1 Mile Trade Area than the 5 or 10 Mile Trade Areas due to the presence of BSU and the many multi-family dwellings that surround it. Only one large apartment complex is located within the 1 Mile Trade Area - Waterford Village which consists of 588 units. A second large apartment complex was recently constructed on the outskirts of town-

Lakeshore at Axis, which consists of 192 units. Rents vary at both locations, depending on the size of the apartment. At Waterford Village, studio apartments are $1,139 per month, one bedroom apartments are $1,205 per month, and two bedrooms apartments are $1,441 per month. Rents at Axis at Lakeshore are a bit higher with one bedroom apartments going for $1,570 per month and two bedroom apartments going for $1,870 per month.

VII. Central Square Traffic Analysis

A. Existing Traffic

Bridgewater's Central Square is located at the confluence of three major state numbered routes (Route 18, Route 28, Route 104) that serve the commuting and commerce travel needs of southeastern Massachusetts. Additionally, it is located adjacent to Bridgewater State University (BSU), which serves both large resident and commuting student populations. These factors have made Central Square one of the most heavily traveled locations in the entire region. Table 21 contains traffic volumes that were collected in September 2015 on the roadways leading into Central Square. As indicated by the data in the table, over 30,000 vehicles travel through Central Square on a typical weekday. Distribution of traffic is roughly equal from the north and south.

Table 21: Traffic Volumes Entering and Leaving Central Square by Roadway

North of Central Square			
Location	Inbound	Outbound	Total
Broad Street (Route 18), north of Central Square	8,436	9,405	17,841
Main Street (Route 28), northwest of Central Square	4,381	10,240	14,621
Summer Street (Route 104), east of Central Square	8,861	7,698	16,559
Central Square			
Location	Inbound	Outbound	Total
Central Square, northbound	--	--	15,234
Central Square, southbound	--	--	16,890
South of Central Square			
Location	Inbound	Outbound	Total
Church Street, west of Central Square	558	212	770
School Street, east of Central Square	89	2,467	2,556
Bedford Street (Route 18/28), south of Central Square	7,102	5,851	12,953
South Street (Route 104), south of Central Square	7,931	7,856	15,787

Source: Old Colony Planning Council

Main Street (Route 28) at Broad Street (Route 18) and Summer Street (Route 104)

This intersection is the busiest of the individual components that comprise Central Square as it's the junction of three major routes from the north and east as well as Central Square from the south. It is a complex design, with a four-way signalized intersection; an uncontrolled (assumed yield) U-turn channel just to the south of the signalized intersection, and a channelized right turn from Central Square that meets South Street 160 feet east of the signalized intersection.

The intersection is heavily utilized, with nearly 37,000 vehicles entering on a typical weekday. As a result, the intersection experiences significant congestion during the peak demand hours, with level of service grades of “E” and “F” during the morning and afternoon peak demand hours, respectively. The intersection is a high crash location, identified as one of the Top 5 percent intersection crash clusters in the region by MassDOT. According to MassDOT crash records, 38 crashes were reported at the intersection in the three year period from 2011 through 2013. The resulting crash rate for the intersection is 1.05 crashes per million entering vehicles (MEV), which is above the regional MassDOT District Five average crash rate of 0.76/MEV for signalized intersections. Six of the 38 reported crashes resulted in personal injury, according to the crash records.

<u>Bedford Street (Route 18/28) at Central Square and School Street</u>

The intersection of Bedford Street (Route 18/28) at Central Square and School Street is one of two separate intersections that make up the southern end of Central Square. Traffic circulating within Central Square has the right of way at this intersection, with a STOP sign control on School Street and YIELD control on Bedford Street leading into the Square. There is an emergency traffic signal installed at the intersection, which is activated and stops traffic as fire apparatus from the adjacent station are dispatched.

Between 20,000 and 25,000 vehicles travel through the intersection on a typical weekday. While a traditional level of service grade is typically not calculated for a YIELD sign controlled intersection, both on-site observation and computer simulation reveal lengthy queues forming on the Bedford Street northbound approach into Central Square and subsequent delay to drivers. Minimal traffic approaches the intersection from School Street, and therefore this approach experiences very little delay.

Based on MassDOT crash data, there were sixteen (16) reported crashes at the intersection for the three year period of 2011 through 2013. Three of those crashes resulted in a reported personal injury. The intersection has a crash rate of 0.74 crashes per million entering vehicles, which is above the MassDOT District Five regional average of 0.58/MEV for un-signalized intersections.

<u>South Street (Route 104) at Central Square and Church Street</u>

The intersection of South Street (Route 104) at Central Square and Church Street is one of the two separate intersections that make up the southern end of Central Square. Traffic circulating within Central Square has the right of way at this intersection, with YIELD sign controls on the South Street (all traffic must turn right) and a STOP sign control on Church Street. The intersection has a dog-legged geometry, with Church Street meeting Central Square just to the north of the South Street merge into Central Square.

Between 20,000 and 25,000 vehicles travel through the intersection on a typical weekday. While a traditional level of service grade is typically not calculated for a YIELD sign controlled intersection, both on-site observation and computer simulation reveal occasional queues forming on the South Street northbound approach into Central Square with some subsequent delay to drivers. Entering traffic from Church Street experiences moderate delay, with a level-of-service grade of “C” during both the morning and afternoon peak hour periods.

Based on MassDOT crash data, there were eight (8) reported crashes at the intersection for the three year period of 2011 through 2013. One of these crashes resulted in a reported personal injury. The intersection has a crash rate of 0.37 crashes per million entering vehicles, which is below the MassDOT District Five regional average of 0.58/MEV for un-signalized intersections.

B. Historical Growth

The data in Table 22 indicates how traffic has changed in and around Central Square in recent years. Traffic has remained fairly stable in Central Square over the past decade, with a trend of a very slight decrease on most roadways.

Table 22: Existing Traffic Volumes vs. Historical Volumes for Bridgewater's Central Square

North of Central Square					
Location	Historical Year	Historical ADT	2015 ADT	Total % Change	Annual Growth Rate
Broad Street (Route 18), north of Central Square	2008	18,193	17,841	-1.9%	-0.3%
Main Street (Route 28), northwest of Central Square	2004	14,565	14,621	0.4%	0.0%
Summer Street (Route 104), east of Central Square	2002	17,075	16,559	-3.0%	-0.2%
Central Square					
Location	Historical Year	Historical ADT	2015 ADT	Total % Change	Annual Growth Rate
Central Square, northbound	2009	15,433	15,234	-1.3%	-0.2%
Central Square, southbound	2009	16,591	16,890	1.8%	0.3%
South of Central Square					
Location	Historical Year	Historical ADT	2015 ADT	Total % Change	Annual Growth Rate
Bedford Street (Route 18/28), south of Central Square	2009	13,449	12,953	-3.7%	-0.6%
South Street (Route 104), south of Central Square	2010	17,420	15,787	-9.4%	-1.9%

Source: Old Colony Planning Council

As Table 22 indicates, while there has been a decrease in volumes at most locations in and leading into Central Square, the annual rate of change is very small and generally insignificant. Some factors which could explain a decrease in traffic include:

- A shift in percentage of Bridgewater State University commuting students to resident students
- Shifts in employment away from the Routes 18 and 28 corridors to other areas
- Mode shift: commuting students and faculty using transit, walking, or bicycling to get to Bridgewater State University
- Margin of error with data collection equipment

C. Analysis of Preferred Redesign Option

In the 2014 <u>*Bridgewater Downtown Community Development Master Plan*</u>, prepared by The Cecil Group and Nelson\Nygaard, several options for improving mobility and traffic flow in the downtown were discussed, with a preferred alternative identified that featured a redesign of Central Square. The primary features of this redesign included:

- Converting the current northbound section of Central Square to two-way traffic, with a single travel lane in each direction and turn lanes at the intersections
- Converting the current southbound section of Central Square to a raised pedestrian plaza / service road with parallel parking
- Preserving the Central Square historical common area space
- Redesigning the intersection of Bedford Street (Route 18), School Street, and Central Square as a four-way, signalized intersection
- Redesigning the intersection of Main Street (Route 28), Broad Street (Route 18), Summer Street (Route 104), and Central Square as a consolidated, four-way signalized intersection

Old Colony Planning Council tested this alternative using Synchro traffic analysis and simulation software, using data collected in 2015 as inputs. While operational and traffic flow analysis of these potential improvements is quantitative and based on estimated delay, assessing potential safety benefits is more subjective and based on best planning judgement on evaluation of the new design. Key findings from the analysis of the preferred redesign option are:

- The preferred alternative yields improved levels of service at all intersections in the scope of the redesign. However while improved, delays remain heavy, particularly during the peak afternoon period.
- Traffic simulation indicates that the redesign struggles to accommodate demand at times, particularly during the peak periods. The southbound queue from the newly designed traffic signal at Bedford Street (Route 18), School Street, and Central Square occasionally backs into the intersection at the northern end of the Square (Route 28 at Route 18 and Route 104).
- The schematic of the preferred alternative shows, due to the skewed geometry of the redesigned intersection, very sharp left turns from Summer Street (Route 104) into Central Square and Main Street (Route 28) onto Broad Street (Route 18). Heavy vehicles may have difficulty negotiating these turns.
- The preferred alternative could yield a substantial improvement on overall safety in Central Square, based on analysis and interpretation of the following features:
  - Improved and expanded sidewalks and pedestrian areas
  - Reduced conflict for pedestrians crossing Central Square
  - Removal of diagonal parking and replaced with parallel parking
  - Overall reduction in turning movements and conflict points
  - Replacement of existing signal system at northern end of Central Square, Main Street (Route 28) at Broad Street (Route 18) and Summer Street (Route 104) with new traffic signals
  - Installation of traffic signal system at Bedford Street (Route 18) at School Street and Central Square

D. Parking

While some businesses (such as CVS, Walgreens and Advance Auto Parts, etc.) have their own onsite private parking lots, many of the other business areas along with municipal properties are served by a combination of a municipal parking lot and on-street parking areas. Table 23 lists these parking areas, along with available inventory and average utilization as compiled and stated in the *Central Square Parking, Bicycle, Pedestrian, and Traffic Operations Improvement Plan* completed for the Town of Bridgewater in 2014.

Table 23: Bridgewater CBD Parking Utilization and Turnover Study Results

Location	Number of Spaces	Total Vehicles Parked	Average Vehicles per Space	Average Duration	Posted Parking Limit	Number of Vehicles Exceeding Limit	Percent of Vehicles Exceeding Limit
Municipal Lot	50	141	2.8	107 min.	60 min.	68	48%
Central Square (West Side)	21	111	5.3	80 min.	60 min.	11	10%
Central Square (East Side)	20	150	7.5	46 min.	60 min.	16	11%
Broad Street (Route 18) (West Side)	19	81	4.3	59 min.	60 min.	11	14%
Broad Street (Route 18) (East Side)	18	85	4.7	65 min.	60 min.	20	24%
Hale Street	15	63	4.2	124 min.	45 min.	33	52%
Spring Street	15	23	1.5	72 min.	40 min.	14	61%
School Street	10	92	9.2	70 min.	15 min.	38	41%

The following issues with the current parking supply and layout in and around Central Square have been identified through field observation and reports from business owners in the area:

- Bridgewater State University students have been observed parking for long durations of time in private commercial lots near CVS, the 99 Restaurant, and Roche Bros. supermarket.
- Angle parking within Central Square creates hazardous pedestrian crossings in the Square and is not bicycle friendly
- Central Square angle parking creates traffic congestion and safety issues for vehicles attempting to leave parking spaces
- The municipal parking lot is in poor condition (pavement, striping, lighting) and does not allow for enough public parking to meet the demand
- Town employees absorb a sizeable portion of the downtown parking supply
- Lack of available parking enforcement creates abuse
- Future residential units in Central Square will further constrain the parking supply

Parking Recommendation

The Town of Bridgewater should consider the implementation of a parking management system that includes the establishment of "metered" pay-to-park spaces in and around Central Square. Metered parking which allows flexible time limit purchases would eliminate the need for existing time limit caps on public parking spaces, allowing students and visitors more flexibility in using public parking and reducing the abuse of privately owned lots. Revenue from parking can also be used for parking enforcement and the maintenance of parking facilities. The availability of pay-to-park spaces, whether through on-street metered spaces or in secure off-street lots can serve as an economic development catalyst, as would be visitors have a greater sense of confidence in the ability to easily find and utilize parking that is affordable and convenient to their destination. Several cities and towns in the region utilize a paid parking management system in their core downtown areas, including Brockton, Plymouth, and Quincy.

While parking management could be implemented on any of the facilities identified in Table 23, parking could also be expanded on the following streets:

- Grove Street: Grove Street is a one-way (westbound) roadway between Summer Street and Bedford Street (Route 18) serving the Bridgewater State University campus as well as an egress to Bedford Street, South Street, and Pleasant Street from Summer Street. The roadway is currently striped with two lanes westbound; the left lane reserved for left turning traffic only and the right lane for through movements and right turns. This current layout allows for cars to stack side-by-side at the stop signs at Bedford Street, which is causing line of sight obstructions and a subsequent safety hazard due to the restricted visibility of oncoming and entering traffic. The town may consider establishing on-street parking on Grove Street by converting one of the existing lanes to a parking lane. While this change would result in a reduction of capacity for Grove Street, it also has the potential to increase safety by allowing only one entering lane of traffic onto Bedford Street, reducing obstructions to the line of sight.
- School Street: School Street is a relatively lightly travelled roadway due to the restriction on entering traffic from Summer Street. There appears to be potential for the expansion of parking on School Street.

VIII. Conclusions & Recommendations

This analysis has found that while Downtown Bridgewater has some challenges – including disjointed retail shopping areas, a lack of housing options, a limited business mix, being situated on heavily travelled roadways, and a lack of pedestrian amenities – it does have a strong asset base. These recommendations are aimed at increasing the intensity of economic activity, expanding housing choices, and enhancing pedestrian and motorist safety.

When either rebuilding or reinvigorating a neighborhood retail center, the Urban Land Institute's *Ten Principles for Rebuilding Neighborhood Retail* listed below should be taken under advisement.

- Great Streets Need Great Champions
- It Takes a Vision
- Think Residential
- Honor the Pedestrian
- Parking is Power
- Merchandise and Lease Proactively
- Make It Happen
- Be Clean, Safe, and Friendly
- Extend Day into Night
- Manage for Change

The recommendations in this report touch upon many of these principles, which are applicable to both urban and suburban neighborhood retail centers, where retailing is struggling in the face of new outdoor lifestyle centers, such as Legacy Place in Dedham and Patriot Place in Foxborough, as well as in the face of an ever increasing amount of people who shop online. According the most recent annual United Parcel Service (UPS) Pulse of the Online Shopper survey, for the first time ever, online purchases of non-grocery items surpassed in-store purchases (by a slim 51% to 49% margin).[5] Please note that some of the recommendations in this Plan were drawn from the *Bridgewater Downtown Community Development Master Plan*, the *Bridgewater Master Plan Update*, and the *Bridgewater Housing Production Plan*.

A. Market Analysis Recommendations

At the heart of Downtown Bridgewater's success is its ability to offer businesses, residents, students and visitors a unique and welcoming environment and experience, similar to the experience shoppers enjoy at the aforementioned lifestyle centers; specialty retailers in an amenity rich and pedestrian friendly environment. Recommendations drawn from the market analysis include strategies that address business retention and expansion, businesses development and recruitment, continued engagement and collaboration with Bridgewater State University, marketing and promoting the Downtown, improving the appearance of the Downtown.

<u>Businesses Retention and Expansion</u>

Supporting local businesses in Downtown Bridgewater is important for a number of reasons. Local businesses help to improve quality of life by allowing local dollars to remain in the community. Local business ownership also ensures that local people are making the decisions in the community. Successful locally owned businesses help to contribute to vibrant town centers and often contribute

[5] Stevens, Laura. (2016, June 8) Survey Shows Rapid Growth in Online Shopping. The Wall Street Journal. http://www.wsj.com/articles/survey-shows-rapid-growth-in-online-shopping-1465358582

dollars, space, and products back to the community as well. Strategies that help existing local businesses will help to further Downtown Bridgewater as an attractive and appealing business district.

Implement Business Development and Management Training Programs
Coordinate with the Brockton Area Workforce Investment Board (BAWIB) and the local Service Corps of Retired Executives (SCORE) office to offer business development and management training programs for businesses in Downtown Bridgewater that are looking for additional training resources to improve their businesses. BAWIB and SCORE could help to identify an appropriate trainer and Town officials could work with both the Bridgewater Business Association and the Downtown Business Association to sponsor a training tailored to the needs of the business community.

Create a Business Recognition Program
Promote and celebrate new downtown businesses and business/property expansions or enhancements with ribbon cuttings, press releases, personal visits and thanks and praise in multitude of ways. Consider establishing a quarterly Business Spotlight Award that recognizes business progress, makeovers, anniversaries, reinvestment, etc.

Create a Buy Local Campaign
Develop a "Buy Local" campaign in town to support existing businesses especially in Downtown Bridgewater. This could be done through the existing Bridgewater Business Association and/or the Downtown Business Association. Collect information from existing businesses on how much money, time, and space they have contributed directly to community and nonprofit organizations over the years and publish this information as part of this campaign. Showing residents how businesses have given back to the community can motivate them to more actively support local businesses in Downtown Bridgewater. The concept of supporting local businesses was seen as a high priority according to data from the *Downtown Bridgewater Consumer Survey*, as 54.6% of respondents indicated that supporting local businesses was a major advantage of shopping and doing business in Downtown Bridgewater.

One example of a community that is employing a "local" campaign is Waltham, MA through their Waltham Local First network. Independent local businesses there have come together to launch a website www.walthamlocalfirst.com that promotes periodic business improvement workshops and encourages residents to shop locally year round.

Business Development & Recruitment
The successful development and recruitment of business in Downtown Bridgewater is needed to develop critical mass and increase economic activity in the area. While there are currently 122 businesses located in the Downtown, there are only 30 retail stores (24.6% of businesses) and 23 dining establishments (18.9% of businesses). Specialty shopping locations like shopping malls and lifestyle centers can have more than 75 stores and restaurants. While the Downtown will never compete "head to head" with area malls and lifestyle centers, there is capacity within the area to support additional businesses, as the 1 Mile Trade Area is leaking more than $33 million annually and the 5 Mile Trade Area is leaking $280 million annually. When locating additional businesses in the Downtown it is important to remember that they should complement/have synergy with the existing businesses in the area. The results of the *Downtown Bridgewater Consumer Survey* and market analysis suggest that the following types of businesses would be the most viable, compatible, and appropriate for Downtown Bridgewater:

Sit-Down Full-Service Restaurants
Sit-Down Full-Service Restaurants consist of establishments engaged in providing food services to patrons who order and are served while seated (i.e., waiter/waitress service) and pay after eating. The Sales Leakage analysis shows that while leakage is not occurring in the 1 Mile Trade Area, due to a large number of fast-casual restaurants, there is a definitive need for additional full-service restaurants within the Downtown. Within the 5 and 10 Mile Trade Areas more than $16.3 and $60.5 million is leaking respectively. The need for additional dining establishments in the Downtown was reinforced by information obtained from the *Downtown Bridgewater Consumer Survey* which asked respondents what types of additional services and businesses they would like to see in the Downtown, of which full-service or sit down restaurants was the most requested by 56.2% of respondents. The placement of full-service restaurants is an important category for the Downtown as it will add foot traffic and continue to drive locals and visitors to the area.

Clothing/Accessory Stores
As is the case in other small suburban communities, clothing sales tend to leak to nearby communities where shopping malls and shopping centers offer a variety of clothing styles at a number of different price points to satisfy most consumers. The Clothing and Accessory category shows that there is leakage occurring in the 1, 5, and 10 Mile Trade Areas, due to insufficient retail offerings in this category. The need for additional clothing and accessories establishments was again reinforced by information obtained from the *Downtown Bridgewater Consumer Survey* in which 30% of respondents indicated that they would like to see additional clothing and accessories establishments in the Downtown, the fourth most requested type of business. There is an opportunity to capture some of these sales through the presence of small boutique and specialty clothing and accessory stores that would cater to the preferences of the local population.

Create a Bridgewater Business Guide
Create a guide that outlines the process of opening a business in Bridgewater. The Town of Dedham has created the *Dedham Business Guide* that can be distributed to small businesses to help them navigate the municipal process- including permitting, licensing and zoning. The goal is to enable small business applicants to better understand the existing process and to save them money and time by presenting the steps, timeline, and the expected results in a clear and concise way.

Create a Webpage with Information on Available Properties in Downtown Bridgewater
The City of Somerville's website hosts The Somerville SiteFinder http://www.somervillema.gov/sitefinder a website that helps prospective tenants find the right location for their business. It includes a listing as well as a map identifying every available commercial property in the City, including its address, asking price, square footage and a direct link to the listing broker. This idea could be adapted to a smaller scale for Downtown Bridgewater and could be used to attract development in the area and link potential tenants with available space.

Develop Business Recruitment Materials
The community should develop attractive recruitment and marketing materials to present to interested prospects. (A retail market profile included in Appendix 3 of this Plan) The materials should be posted online as well as distributed to potential retailers. The recruitment materials should be designed to show interested prospects why they should consider locating to Downtown Bridgewater. Contents should include the following information:

- Maps showing the location of Downtown Bridgewater and its trade areas, as well as its proximity to neighboring attractions and neighboring communities.

- A list of businesses currently located in Downtown Bridgewater.
- The types of businesses that town would like to attract, based on opportunities identified.
- Trade area demographic characteristics and other market data from this study.
- Traffic counts for local roadways.
- Information about positive news or trends in the area, such as public and private investments, business successes and special events.
- Contact information for the Director of Community and Economic Development, the Bridgewater Business Association, and the Metro South Chamber of Commerce.

Create a Business Expansion and Assistance Team (BEAT) Program

To assist people through the process of starting or expanding their business, the Town should consider creating a Business Assistance and Expansion Team (BEAT) Program. It would consist of a multi-departmental team made up of personnel who specialize in a particular area of the process, such permitting, licensing, zoning and more. Participants would likely include a representative from the following town departments: Community and Economic Development, Fire, Health, Inspectional Services as well as the Town Clerk's Office. Representatives from non-profit and private entities, such as the Bridgewater Business Association and local banks should also be included in the Program.

Consider Establishing a Redevelopment Authority

A Redevelopment Authority as an independent body politic and corporate, is not an agency of a municipality and therefore, does not answer directly to the chief executive. This affords the Redevelopment Authority more autonomy in planning and implementing revitalization and redevelopment projects.

Redevelopment Authorities have broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development and to promote sound growth. Redevelopment Authorities have the power to:

- Establish rehabilitation and design standards;
- Assemble and dispose of land, including the taking of real estate through eminent domain;
- Relocate businesses and residents occupying property in urban renewal areas;
- Demolish and/or rehabilitate substandard structures;
- Participate in real estate development and commercial revitalization;
- Issue bonds, borrow money, invest funds, and receive grants; and
- Accept gifts or requests.

Redevelopment Authorities are exempt from M.G.L. c.30B, the Uniform Procurement Act, when engaged in the development and disposition of real property in accordance with an approved Urban Renewal Plan. This exemption, coupled with the ability to use eminent domain powers makes Redevelopment Authorities powerful tools for commercial revitalization, industrial park development, infrastructure improvements, facilities renovation and brownfield site remediation. Redevelopment Authorities are particularly effectively in large-scale and complex redevelopment projects and land assembly.

Redevelopment Authorities are in all types of communities, from small rural communities, to moderately sized suburban communities to larger cities. Local communities with redevelopment authorities include Brockton, Carver, Plymouth and Stoughton.

Consider Creating a Business Improvement District (BID)
A BID is special assessment district in which property owners vote to initiate, manage and finance supplemental services or enhancements above and beyond the baseline of services already provided by their local city or town governments. A special assessment, or common area fee, is levied only on property within the district. The assessments are collected and expended within the district for a range of services and/or programs, including marketing and public relations, improving the downtown marketplace or city/town center, capital improvements, public safety enhancements, and special events.

Consider Creating a District Improvement Financing (DIF) Program
District Improvement Financing (DIF) may provide a means of supporting public improvements to the extent funding cannot be secured from state or federal grant sources. The District Improvement Financing Program (DIF) is a locally driven public financing alternative available to all cities and towns in the Commonwealth. The DIF program enables municipalities to finance public works and infrastructure projects in a designated area by “capturing” the increase in property tax revenues, or tax increment, derived from new housing, commercial or industrial activity in the designated area and applying the revenues towards the municipality’s development program.

Utilize Bridgewater’s Designation as an Economic Target Area (ETA)
An Economic Target Area (ETA) is a state designation based on income, unemployment and other economic characteristics of an area that enables a municipality to offer local tax incentives and allows businesses contemplating expanding with an ETA the ability to apply for the EDIP Investment Tax Credit.

Consider Establishing a Revolving Loan Fund
Establish a revolving loan fund for business improvements. Having money available for bricks-and-mortar improvements is critical for the success of the business district, either through grants or loans that help existing businesses expand or that enable new businesses to get spaces up and running. Identify sources of available funding, such as MassDevelopment, the town’s CDBG program, or local financial institutions, and help business owners access that capital.

Consider Creating a Downtown Organization
A downtown organization could work to leverage local assets in order to revitalize Downtown Bridgewater. In addition to formally organizing all of those who may have a stake in the Downtown, the organization could support promotions taken on by the Bridgewater Business Association. They could also take on projects to create a more appealing atmosphere in the Downtown, such as encouraging appropriate new construction or supporting creative public art projects and landscaping. A local example of a downtown organization is the Downtown Taunton Foundation (DTF) http://www.downtowntaunton.org/ The DTF engages in programs that promote the arts, strengthen small business, eliminate blight, create affordable housing, and improve the overall quality of life in the neighborhood.

Collect and Maintain a Database of Prospective Tenants Interested in Locating to Downtown Bridgewater
Maintaining a database of prospective tenants who may be interested in opening up a business in Downtown Bridgewater will help to connect these prospective tenants to vacancies that may open up in Downtown Bridgewater. This information can be collected through the Bridgewater Business Association, the Downtown Business Association or through the Business section of the town’s website.

Contact Specific Business Organizations to Assist in Business Recruitment
Contact specific business organizations, such as the Massachusetts Restaurant Association, Retailers Association of Massachusetts, National Retail Federation and the American Independent Business Alliance to name a few to let them know that Bridgewater is looking to welcome new businesses to its Downtown.

Engage in Shared Promotion & Marketing
The Bridgewater Business Association could be a resource for businesses to explore common or complementary features that could be promoted through joint advertising campaigns.

Consider Alternative Business Models
In the absence of individual entrepreneurs or business owners to fill specified gaps in goods and services, consideration should be given to the development or attraction of so-called "alternative" business models. Examples include cooperatives (e.g., food co-ops), incubators, and multi-tenant markets that lease small amounts of space to multiple dealers under one roof (often seen with antiques, but increasingly with other types of goods such as handmade crafts, due to the popularity of Etsy).

Activate Empty Storefronts
Invite local artists or artists from the nearby BSU to create interesting displays or temporary pop-up uses in empty storefronts. Artists could setup working studios or instructional space in storefronts to bring people into the district and life on the street. A local example of utilizing empty space is Mill No. 5 in Lowell www.millno5.com. The former mill building has been renovated into a combination of loft spaces for artists, independent retailers, and start-up companies.

Continued Engagement & Collaboration with Bridgewater State University (BSU)
The Town should continue to foster its relationship with Bridgewater State University (BSU). In recent years the relationship between the town and the university has grown significantly and today the town and university cooperate in a number of ways to provide programs and services that benefit and enhance the lives of all within the community.

Partner with BSU on the Development of a Business Incubator
The Enterprise Center at Salem State University http://enterprisectr.org is both a business incubator where startup small businesses may lease space in the center's building as well as a virtual center for entrepreneurs throughout the North Shore at every stage of business development. The Center provides dozens of free programs to small business owners to improve their business skills, sponsors an annual business plan competition, and promotes the creative economy. The Enterprise Center manifests the commitment of Salem State to be a major force in the economic and cultural development of the North Shore in the 21st Century and a "good neighbor" in the City of Salem. Developing a similar model at BSU would not only benefit the University, but also the local and regional economy.

Partner with BSU to Create a Makerspace
A makerspace can be defined as a community center/workshop with tools, equipment and materials that allow people to create or make things. People gather at makerspaces to share resources and knowledge, work on projects, network, and build things. Traditional makerspaces focused on promoting science, technology and art, but some just focus in a specific area, such as welding or metal fabrication.

Local examples of traditional makerspaces include Worcester's Technocopia http://technocopia.org/, Framingham Makerspace http://www.framinghammakerspace.org/portal/, and Watertown's HATCH http://www.watertownlib.org/hatch. Other makerspaces specialize in certain trades, such as Somerville's Artisan's Asulym https://artisansasylum.com/ which focuses on metal fabrication.

Undertake A Student Marketing Campaign
As discussed previously, the student population at BSU is an important market opportunity for Downtown Bridgewater. In order to capitalize on this opportunity, the Bridgewater Business Association should undertake a promotional initiative early in the school year to inform students of the stores, services, and amenities offered in the Downtown by developing materials to be included in an orientation packet. Another option would be to plan a special event to coincide with Homecoming and Family Day, providing an opportunity for interaction with students and family.

Marketing & Promotion

Marketing and promotion of the Downtown is recommended to help raise the local and regional exposure of the Downtown and should focus on the area's strengths, such as its large traffic volume and its proximity to Bridgewater State University. According to the Sales Leakage Analysis, the convenience market area (1 Mile Trade Area) has plenty of untapped market potential, as approximately $33 million leaks from this area annually.

Develop a Market Identity/Brand
The community should continue to consider developing a unique identification or a brand for Downtown Bridgewater as a way to stand out among competing business districts and shopping centers as recommended in the Cecil Group's and Nelson Nygaard's *Bridgewater Downtown Community Master Plan.* Creating an identity or a brand is far more than just putting a logo or a tagline on a product; it is the foundation of a marketing approach to an area and can be an integral part of a business strategy. If it is to be successfully conceived, implemented and sustained it is recommended that the community partner with a professional communications and marketing firm to explore and identify specific market and branding strategies. While the community has unsuccessfully applied for several grants to fund this project in the past, it should continue to search for a source of funding due to its importance as a key marketing tool.

The identification or brand should project a positive attitude and approach and be seen as a place where people would want to spend time. It should also create a sense of community and make it more attractive for both residents and visitors and assist in increasing exposure for existing businesses as well as being used as a recruitment tool for prospective businesses.
Once an identity or a brand is developed it should be shared and used by all local merchants, business associations, and tourism and economic development agencies to increase the identity or brand's awareness and should be disseminated not only in advertising and materials, but also via streetscape design elements, including street banners, informational kiosks, and wayfinding signage.

While it is beyond the scope of this project to suggest an identification or brand for Downtown Bridgewater, a question was asked in the Customer Survey as to what identity or image would you like to see the Downtown develop for itself as a unique business and shopping district. The most commonly mentioned identity or image respondents indicated was that of a small New England-style town center that is both charming and quaint.

OCPC surveyed the downtowns of three other communities in Massachusetts that are considered successful: Downtown Concord, Downtown Hingham and Downtown Osterville. While they are uniquely different from Downtown Bridgewater, they had many similarities that Bridgewater could draw upon, including:

- More than 50% of businesses either being retail shops and/or restaurants.
- The majority of businesses being small independently owned businesses.
- Sidewalks being present throughout each area and on both sides of the street.
- Parking lots located in the rear of businesses.
- On street-parking being exclusively parallel.
- Streetscape elements in the form of ornamental streetlights and ornamental trash and recycling receptacles.

Establish a Web Presence

The establishment of a dedicated shopping and dining web page for Downtown Bridgewater is a very cost-effective and informative way to promote the shops, restaurants and services available in the Downtown to prospective customers. For the site to be successful it needs to contain relevant content and be updated regularly. Information to consider placing on the website includes:

- Listing of Businesses
- Listing of Nearby Attractions
- Listing of Area Events
- Listing of Special Offers and Sales
- Listing of Properties for Sale/Lease/Rent
- Images of the Area
- Stories about Existing Businesses and the People who own them
- Positive Reviews and Comments from sites such as Yelp and TripAdvisor

The site should also include a place where current businesses could place their individual weblinks and feature an area where guests can sign up to receive informational emails and newsletters. A good local example is Newbury Street in Boston; http://www.newbury-st.com/ Examples of potential website names include www.DowntownBridgewater.com, www.VisitDowntownBridgewater.com, or www.DiscoverDowntownBridgewater.com. The site should be included in any and all Downtown Bridgewater marketing materials as well as be linked to the Town's webpage for maximum exposure.

Appearance Improvements

The appearance of the Downtown is a cause for concern for many of the respondents who participated in the Downtown Bridgewater Consumer Survey. This information is not new however, as the 2012 Bridgewater Slum & Blight Inventory concluded that 48% of properties in the Central Square Target Area met the criteria for physical deterioration, abandonment, or environmental contamination. The inventory also noted that public improvements throughout the area were in a general state of deterioration, including sidewalks, roadways, as well as water, sewer, and drainage infrastructure. There is a critical need to improve the appearance of the Downtown, as the area's appearance is yet another key to attracting new businesses and stimulating economic development in the area.

Focus on Upkeep & Maintenance

Focus on small impactful gestures that take advantage of the pedestrian-scale character of the district, such as trash pickup, flowers in window boxes, and attractive and well-lit storefront displays and signage, all of which display a sense of care and vitality. This could be done by the town, individual business owners or by volunteers as part of a semi-annual "Clean Sweep Day".

Incorporate Streetscape Elements
Incorporating streetscape elements will assist in creating a more attractive and cohesive area. Streetscape elements refer to those functional and aesthetic items in pedestrian spaces that provide a more convenient, safe and visually attractive space for pedestrians and other street users. Examples of streetscape elements include period/historic light fixtures, trees and plants, sidewalks, and street furniture (benches, trash receptacles, bicycle racks, bollards). The inclusion of streetscape elements in Downtown Bridgewater will assist in identifying the area as a special and distinct place for shoppers, visitors and employees. Additionally, downtown retailers are known to perform best when there is cohesiveness in an area, which the incorporation of streetscape elements helps provide, with the goal to make these three areas be perceived as one shopping area, not three exclusive choices.

Incorporate Wayfinding Signage
Incorporating wayfinding signage in concert with development of an identity or brand for the area will help further promote the identity or brand the town is trying to convey. The best wayfinding signage features consistent and recognizable lettering and graphics ensuring that the signage appears neither fragmented nor piecemeal. Wayfinding signage can enhance both visitors' and residents' ability to navigate around town and find desired locations, including parking.

Improve Traffic Signage
The town should work in conjunction with the Massachusetts Department of Transportation (MassDOT) to update directional and informational signage in and around the downtown. General guidance for this responsibility is found in Chapter 85, Sections 2 and 2D of the General Laws of Massachusetts, in the nationally applied Manual on Uniform Traffic Control Devices (MUTCD), and in the Massachusetts Amendments to the MUTCD.

Undergrounding of Utility Wires
The undergrounding of utility wires will help improve the character of the area by reducing visual clutter in the area. With the absence of overhead utilities, communities can more readily undertake improvement projects such as sidewalk widening, tree planting, etc. The town has embraced this concept and undergrounds utility wires when redevelopment occurs.

Consider Implementing a Façade Improvement Program
The implementation of a Façade Improvement Program will assist business owners and tenants improve the appearance of their façades and street-facing exteriors. A Façade Improvement Program may be funded via a loan program, a grant program, a matching program, or some combination thereof. Specific elements of a Facade Improvement Program may include painting of exterior elements, replacement of street-facing doors, installation of new awnings and the installation of new exterior lighting. Improving building facades will help make the area more cohesive and a more inviting and interesting place to walk and shop. It will also help building owners attract and retain tenants as well as help promote the marketability of the area.

B. Housing Recommendations

The goal of creating both affordable and market rate housing in amenity rich areas where there is currently infrastructure in place is present in many of the Town of Bridgewater's planning documents. As the market analysis indicates there is a need for smaller units (both rental and owner) to accommodate young professionals, seniors and young families. Respondents of the *Downtown Bridgewater Consumer Survey* confirmed this, as it indicated that there is interest in living Downtown. The recommendations below are drawn from the *Bridgewater Housing Production Plan* and the Housing Chapter of the *2014 Bridgewater Master Plan Update*.

Continue the Housing Rehab Program

Bridgewater was awarded $30,000 of federal Community Development Funds to participate in a housing rehab program with the Town of Norwood and an additional $30,000 match from the Bridgewater Savings Bank, for a total $60,000 to fund the program for fiscal years 2014-2015. The program funded rehabilitation projects in the Bridgewater target area, which includes the Bridgewater Central Business District and surrounding neighborhoods. The need however is far greater, particularly for properties within the target area, which includes a federally-designated Slums and Blight Area.

Through adaptive reuse of key historic buildings and redevelopment of underutilized sites in and near downtown to create affordable and mixed-income housing units, Bridgewater can support multiple community goals for historic preservation and economic revitalization in addition to affordable housing. The Bridgewater Housing Production Plan details many potential sites including the Walk-over Shoe Factory, and multiple vacant or abandoned properties with redevelopment possibilities. As detailed in March 2012 *Bridgewater Slums and Blight Inventory*, 33% of downtown properties are deteriorated, abandoned, or environmentally contaminated, presenting possible opportunities for adaptive reuse or redevelopment.

Evaluate the Potential to Create Chapter 40R Districts in the Downtown

There are multiple underutilized and vacant sites in Downtown Bridgewater with potential for multifamily and/or mixed-use development. Some sites within the study area may be most appropriate for mixed-used development, such as the Henry Perkins Company site on Broad Street. A redevelopment of this site should examine the potential to reuse and preserve these historic buildings within the existing complex. Other properties within the study area may be appropriate for multi-family development, include the former Walk-Over Shoe Works on Perkins Avenue, the Consolidated Trucking Company and Depot Street sites on Hale Street. The cluster of sites on Spring Street which includes the Campus Plaza vacant parcel, Old Highway Garage, and Morris property could be considered for mixed-use, for example to house the Bridgewater Cable TV station along with apartments or condominium development. MGL 40R allows for smart growth zoning overlay districts to provide for mixed-use development. The Town of Bridgewater is engaged in the Chapter 40R process and has submitted a Chapter 40R application to the Massachusetts Department of Housing and Community Development.

Evaluate and Consider Enhancing the Mixed-Use Bylaw

The intent of the Mixed-Use bylaw, which was adopted in September 2013, is to encourage mixed commercial and residential uses in the Central Business District, as a key strategy for economic revitalization. The traditional development of downtown included shops at street level with residences above. This traditional land use has been prohibited by the Bridgewater Zoning bylaw for many years, which leaned toward the practice of separating residential uses from commercial and industrial uses. As the Planning Board reviews proposals under the mixed-used bylaw the Board and Town Planner may identify elements of the bylaw that would benefit from improvements to encourage appropriate mixed-use development. An enhancement to the town’s mixed-use bylaw is currently pending with Bridgewater’s Town Council.

IX. Appendix

1. Downtown Bridgewater Consumer Survey Results
2. Downtown Bridgewater Business Inventory
3. Downtown Bridgewater Retail Market Profile

APPENDIX 1: DOWNTOWN BRIDGEWATER CONSUMER SURVEY RESULTS

Question 1: Where do you do most of your non-grocery shopping (e.g. apparel, home furnishings, sporting goods, etc.)? (601 Respondents)

Most Frequently Shopped Area	Number	Percent
Bridgewater	34	5.7%
Taunton	118	19.6%
Raynham	117	19.5%
Brockton	21	3.5%
Internet (e.g. Amazon, Zappos, Wayfair, etc.)	134	22.3%
Other (please specify)*	177	29.5%

*The most commonly specified locations were Braintree, Plymouth and Hingham.

Question 2: What are your primary reasons for shopping where you do? (Check all that apply) (606 Respondents)

Primary Reasons for Shopping at Certain Locations	Number	Percent
Service	91	15.0%
Selection	401	66.2%
Quality	177	29.2%
Price	274	45.2%
Loyalty	37	6.1%
Familiarity	145	23.9%
Convenience	342	56.4%

Question 3: What are your primary reasons for visiting Downtown Bridgewater? (Check all that apply) (542 Respondents)

Primary Reasons for Visiting Downtown Bridgewater	Number	Percent
Shopping	238	43.9%
Dining	234	43.2%
Services (Banking & Financial)	258	47.6%
Services (Personal & Health)	129	23.8%
Work	105	19.4%

Question 4: How often do you patronize the businesses and services in Downtown Bridgewater? (603 Respondents)

Frequency	Number	Percent
A Few Times a Week	203	33.7%
Once a Week	145	24.1%
2 to 3 Times a Month	122	20.2%
Once a Month	59	9.8%
Rarely/Never	74	12.3%

Question 5: Name the three businesses in Downtown Bridgewater that you frequent the most. (585 Respondents)

- Respondents indicated that the three businesses they most frequent in Downtown Bridgewater are Roche Bros. (51.3%), CVS (37.3%), and Walgreens (16.4%).

Question 6: What are the major advantages of shopping or doing business in Downtown Bridgewater? (Select Top 3) (560 Respondents)

Major Advantages	Number	Percent
Convenient Location	445	79.5%
Selection of Goods and Services	71	12.7%
Ease of Parking	57	10.2%
Fair Prices	61	10.9%
Friendly Service	144	25.7%
Support Local Businesses	306	54.6%
Within Walking Distance	158	28.2%
Within Bicycling Distance	29	5.2%

Question 7: What are the major disadvantages of shopping or doing business in Downtown Bridgewater? (Select Top 3) (589 Respondents)

Major Disadvantages	Number	Percent
Poor Selection of Goods & Services	327	55.5%
Inconvenient Location	90	15.3%
Poor Appearance	120	20.4%
Lack of Parking	313	53.1%
Traffic	412	70.0%
Poor Walking Conditions	96	16.3%
Poor Bicycle Access	28	4.8%
Limited Hours	83	14.1%
High Prices	126	21.4%
Unfriendly/Poor Customer Service	21	3.6%
Feels Unsafe	16	2.7%

Question 8: When do you typically patronize Downtown Bridgewater's businesses and services? (589 Respondents)

Time Period	Number	Percent
Weekday Mornings (7:00 AM to 11:00 AM)	137	23.3%
Weekday Middays (11:00 AM to 1:00 PM)	146	24.8%
Weekday Afternoons (1:00 PM to 5:00 PM)	185	31.4%
Weekday Evenings (After 5:00 PM)	206	35.0%
Saturday Morning	144	24.5%
Saturday Afternoon	152	25.8%
Sunday Morning	88	14.9%
Sunday Afternoon	110	18.7%

Question 9: How do you typically get to Downtown Bridgewater? (601 Respondents)

Preferred Mode of Travel to Downtown Bridgewater	Number	Percent
Car	518	86.2%
Walk	82	13.6%
Bicycle	1	0.2%

Question 10: If you walk to Downtown Bridgewater, why do you do so? (207 Respondents)

- When asked why do you walk to Downtown Bridgewater, respondents indicated the primary reason they walk to the Downtown is because they either live, work or go to school in close proximity.

Question 11: If you do not walk to Downtown Bridgewater, why don't you? (390 Respondents)

- When asked why don't you walk to Downtown Bridgewater, respondents indicated the primary reason they do not walk to the Downtown is that it is not convenient for them, in terms that they either live or work too far from the Downtown. Many also said they do not walk to the Downtown because they feel it is unsafe, due to the large volume of traffic and dangerous pedestrian conditions.

Question 12: What additional types of businesses and services would you like to see in Downtown Bridgewater? (Check all that apply) (584 Respondents)

Requested Businesses/Services	Number	Percent
Furniture/Home Furnishings Store	75	12.8%
Electronics/Appliances Store	66	11.3%
Hardware/Garden Store	141	24.1%
Grocery Store	107	18.3%
Specialty Food Store	188	32.2%
Cafe/Bakery	135	23.1%
Beer, Wine, Liquor Store	37	6.3%
Health & Personal Care Store	36	6.2%
Gas Station	8	1.4%
Clothing/Accessory Shop	175	30.0%
Hobby Shop	77	13.2%
Sporting Goods Store	42	7.2%
Book & Music Store	178	30.5%
Florist	29	5.0%
Gift/Card Shop	54	9.2%
Thrift/Used Merchandise Store	40	6.8%
Restaurant (Sit Down)	328	56.2%
Restaurant (Take Out)	115	19.7%
Bar/Lounge/Sports Pub	124	21.2%
Ice Cream/Yogurt Shop	115	19.7%
Gym/Exercise Studio	81	13.9%
Barber/Hairdresser	36	6.2%
Art Gallery	47	8.0%
Antiques Shop	73	12.5%
Financial Services	13	2.2%
Other (please specify)*	131	22.4%

*The most commonly specified businesses included Department Stores and miscellaneous Entertainment Venues, such as a Movie Theater, Bowling Alley/Arcade.

Question 13: As Downtown Bridgewater continues to grow and change, if you could keep one thing about the Downtown the same, what would it be? (429 Respondents)

- When asked if they could keep one element about Downtown Bridgewater the same, approximately half of the respondents indicated that they would like Central Square (in particularly the green area of Central Square) to remain the same.

Question 14: If you could change one thing about Downtown Bridgewater, what would it be? (505 Respondents)

- When asked if they could change one element about Downtown Bridgewater, the most requested changes was to improve the current traffic conditions, including addressing the traffic flow/patterns, the perceived lack of parking, and the lack of pedestrian amenities.

Question 15: What can merchants in Downtown Bridgewater do to improve their stores? (Select Top 3) (557 Respondents)

Desired Improvements	Number	Percent
Improve Appearance	277	49.7%
Expand Store Hours	132	23.7%
Improve Selection	241	43.3%
Promotions/Advertise	128	23.0%
Lower Prices/Sales	154	27.7%
Improve Customer Service	32	5.8%
Nothing, I am happy with the merchants in Downtown Bridgewater	100	18.0%

Question 16: What identity or image would you like to see Downtown Bridgewater develop for itself as a unique business, shopping, and entertainment district? (307 Respondents)

- The desired identity or image the majority of respondents would like to see for Downtown Bridgewater is that of a small New England-style town center that is both charming and quaint.

Question 17: What is your opinion about living in Downtown Bridgewater? (583 Respondents)

Interest in Living in Downtown Bridgewater	Number	Percent
I am not interested in living in Downtown Bridgewater	379	65.0%
I might consider living in Downtown Bridgewater given the right circumstances	117	20.1%
I am interested in living in Downtown Bridgewater	17	2.9%
I currently live in Downtown Bridgewater	70	12.0%

Question 18: If you were interested in living in Downtown Bridgewater, what type of housing would you prefer? (365 Respondents)

Preferred Housing Type	Number	Percent
Single Family Home	189	51.8%
Townhouse/Row House	122	33.4%
Apartment above Commercial	69	18.9%
2-4 Unit Residential Building	49	13.4%
5+ Unit Residential Building	22	6.0%

Question 19: If you moved to Downtown Bridgewater, how many bedrooms would you prefer? (406 Respondents)

Preferred Number of Bedrooms	Number	Percent
Studio/Efficiency	18	4.4%
1 Bedroom	29	7.1%
2 Bedrooms	178	43.8%
3 Bedrooms	181	44.6%

Question 20: Please indicate if you have an association with Bridgewater State University (BSU) as either a student or employee. (562 Respondents)

Association with BSU	Number	Percent
I am currently a student at BSU	57	10.1%
I am currently an employee at BSU	130	23.1%
I have no association with BSU	375	66.7%

Question 21: Please indicate your age. (598 Respondents)

Age	Number	Percent
18 to 19 Years	24	4.0%
20 to 24 Years	46	7.7%
25 to 34 Years	92	15.4%
35 to 44 Years	145	24.3%
45 to 54 Years	153	25.6%
55 to 64 Years	98	16.4%
65 to 74 Years	32	5.4%
75 + Years	8	1.3%

Question 22: Please indicate you average annual household income. (541 Respondents)

Household Income	Number	Percent
Less than $10,000	20	3.7%
$10,000 - $14,999	9	1.7%
$15,000 - $24,999	15	2.8%
$25,000 - $34,999	23	4.3%
$35,000 - $49,999	51	9.4%
$50,000 - $74,999	72	13.3%
$75,000 - $99,999	90	16.6%
$100,000 - $149,999	162	29.9%
$150,000 or More	99	18.3%

Question 23: Please indicate the zip code of your current residence. (576 Respondents)

- The majority (77.9%) of respondents indicated that they lived in Bridgewater (Zip Codes 02324 and 02325.

Question 24: Please share any other comments below. (181 Respondents)

- The most frequent comments could be categorized into one of three topics: addressing traffic and parking issues; increasing the selection of shops, restaurants and entertainment venues; and addressing the appearance the area, including abandoned and rundown buildings.

APPENDIX 2: DOWNTOWN BRIDGEWATER BUSINESS INVENTORY

NAICS Sector Code 44-45: Retail Trade		
Business Name	**NAICS National Industry Code**	**Address**
Advance Auto Parts	441310	10 Central Square
Allied Auto Parts	441310	325 Broad Street
AL Prime Energy	447190	124 Broad Street
Bridgewater Florist	453110	32 Central Square
Bridgewater Liquors	445310	25 Broad Street
Bridgewater Trophy	453998	43 Central Square
Brennan's Smoke Shop	453991	6 Broad Street
Burlington Coat Factory	452111	233 Broad Street
Chateau Jewelers	448310	51 Broad Street
Cumberland Farms	445120	33 Main Street
CVS	446110	9-19 Summer Street
District Vape	453991	130 Broad Street
GameStop	451120	233 Broad Street
GNC	446191	171 Broad Street
Go Gas & Convenience	445120	155 Broad Street
Hidden Treasures	453310	48 Central Square
Just Desserts	445110	1 Main Street
Lucky Star Gas	447110	28 Central Square
NAPA Auto Parts	441310	210 Broad Street
Olympia Sports	451110	233 Broad Street
Periwinkle Children's Consignment	453310	16 Central Square
Radio Shack	443142	179 Broad Street
Rite Aid	446110	233 Broad Street
Roche Bros.	445110	20 Broad Street
Salvation Army Thrift Store	453310	134 Main Street
Sandi's Sewing & Design	451130	47 Broad Street
Scholars Books & Games	451211	34 Central Square
Tedeschi Food Shops	445120	169 Spring Street
Vape New England	453991	38 Central Square
Walgreens	446110	4 Central Square

NAICS Sector Code 81: Other Services		
Business Name	**NAICS National Industry Code**	**Address**
Bridgewater Citizens Club	813410	60 Hale Street
Broad Street Tattoo	812990	16 Broad Street
Central Square Computer Repair	811412	27 Central Square
Charlie's Garage	811111	325 Broad Street
College Town Cleaners	812320	278 Broad Street
Curl Up & Dye	812112	51 Broad Street
Doorway Beyond Piercing Studio	812199	4 Broad Street
Elements Massage	812199	233 Broad Street
Head Games Hair Studio	812112	132A Broad Street
Jason's Bridgewater Barber Shop	812111	54 Main Street
LA Nails	812113	47 Broad Street

Martha's Dry Cleaners	812320	8 Broad Street
Midas	811111	198 Broad Street
M & S Auto Repair	811118	67 Central Square
Nails & Spa Club	812113	15 Central Square
Olga Tarot Card & Palm Reader	812990	2 Broad Street
Platinum Tanz	812199	47 Broad Street
Polish Club	813410	127 Spring Street
Portuguese Holy Ghost Society	813410	352 Broad Street
Procuts	812112	233 Broad Street
Saccocia's Hair Studio	812112	54 Main Street
Solutions Electrology	812199	63 Main Street
Super Perfect Nail	812113	10 Broad Street
Superwash Laundromat	812320	12 Central Square
Tips and Toes Nail Spa	812113	130 Broad Street
Yankee Clipper Barbershop	812111	73 Broad Street

NAICS Sector Code 72: Accommodations & Food Services		
Business Name	**NAICS National Industry Code**	**Address**
99 Restaurant	722511	233 Broad Street
Bear's Den Pub & Pizza	722511	39 Broad Street
Better Bean Coffee Co.	722515	23 Central Square
Bogart's Pub & Pizza	722511	14 Summer Street
Brianna's Breakfast	722511	100 Spring Street
Bridgewater House of Pizza	722511	33 Main Street
Bruno's Pizzeria	722511	59 Broad Street
Burger King	722511	115 Broad Street
Chessmen's Burgers (Coming Soon)	722511	10 Summer Street
Chessmen's Pizza	722511	16 Central Square
Crispi's Italian Cuisine	722511	136 Broad Street
D'Angelo Grilled Sandwiches	722511	3 Broad Street
Dunkin Donuts	722515	171 Broad Street
Emma's Pub & Pizza	722511	128 Broad Street
KFC/Taco Bell	722511	218 Broad Street
Imperial Kitchen	722511	341 Broad Street
Marylou's Coffee	722515	169 Spring Street
McDonald's	722511	222 Broad Street
Mee King Garden	722511	33 Main Street
My Sister & I Restaurant	722511	42 Central Square
Olde Iron Fence Inn	721310	46 Main Street
Papa Gino's	722511	233 Broad Street
Riveria Café Brewhouse	722511	288 Broad Street
Subway	722511	233 Broad Street

NAICS Sector Code 52: Finance & Insurance		
Business Name	**NAICS National Industry Code**	**Address**
Altieri Insurance	524210	54 Main Street
Bearce Insurance	524210	90 Main Street
Bridgewater Credit Union	522110	75 Main Street
Bridgewater Savings Bank	522110	14 Main Street
Eastern Bank	522110	110 Main Street
Estabrook & Chamberlain Insurance	524210	45 Main Street
Mayflower Gold & Silver	522298	7 Main Street
Mechanics Cooperative Bank	522120	72 Main Street
Rockland Trust	522110	233 Broad Street
Santander Bank	522120	20 Central Square
The Insurance Connection	524210	111 Main Street

NAICS Sector Code 62: Healthcare & Social Assistance		
Business Name	**NAICS National Industry Code**	**Address**
A to Zen Wellness	621399	63 Main Street
Amy Call, LICSW	621330	120 Main Street
Bridgewater Psychologic Associates	621330	63 Main Street
Bridgewater Square Chiropractic	621310	63 Main Street
Dr. Bidhin Patel, DMD	621210	51 Main Street
Juliette Yeboah-Rooms, LICSW	621330	120 Main Street
Knead to be Zen Bodyworks	621399	120 Main Street
Maple Tree Health	621399	120 Main Street
Plymouth-Bridgewater Eye Care	621320	54 Broad Street

NAICS Sector Code 54: Professional, Scientific & Technical Services		
Business Name	**NAICS National Industry Code**	**Address**
Baird Design	541810	120 Main Street
Donald S. Crotty, Attorney at Law	541110	63 Main Street
Jerome H. Fletcher, Attorney at Law	541110	63 Main Street
Law Office of Clark, Balboni & Gildea	541110	72 Main Street
Michael J. Koska & Associates	541330	98 Broad Street
Remote Quality Bookkeeping	541219	12 Spring Terrace
R. Pelligrini, Attorney at Law	541110	63 Main Street
Wesley Morris, Attorney at Law	541110	89 Main Street

NAICS Sector Code 31-33: Manufacturing		
Business Name	**NAICS National Industry Code**	**Address**
Bridgewater Bagel & Coffee	311811	86 Spring Street
Cake in a Box	311811	15 Broad Street
Henry Perkins Company	331513	180 Broad Street
TWD Surfaces	337110	75 Hale Street
Wicked Stitches	314999	47 Broad Street

NAICS Sector Code 23: Construction		
Business Name	**NAICS National Industry Code**	**Address**
College Town Siding and Glass	238170	67 Central Square
Verizon Building	237130	10 Church Street

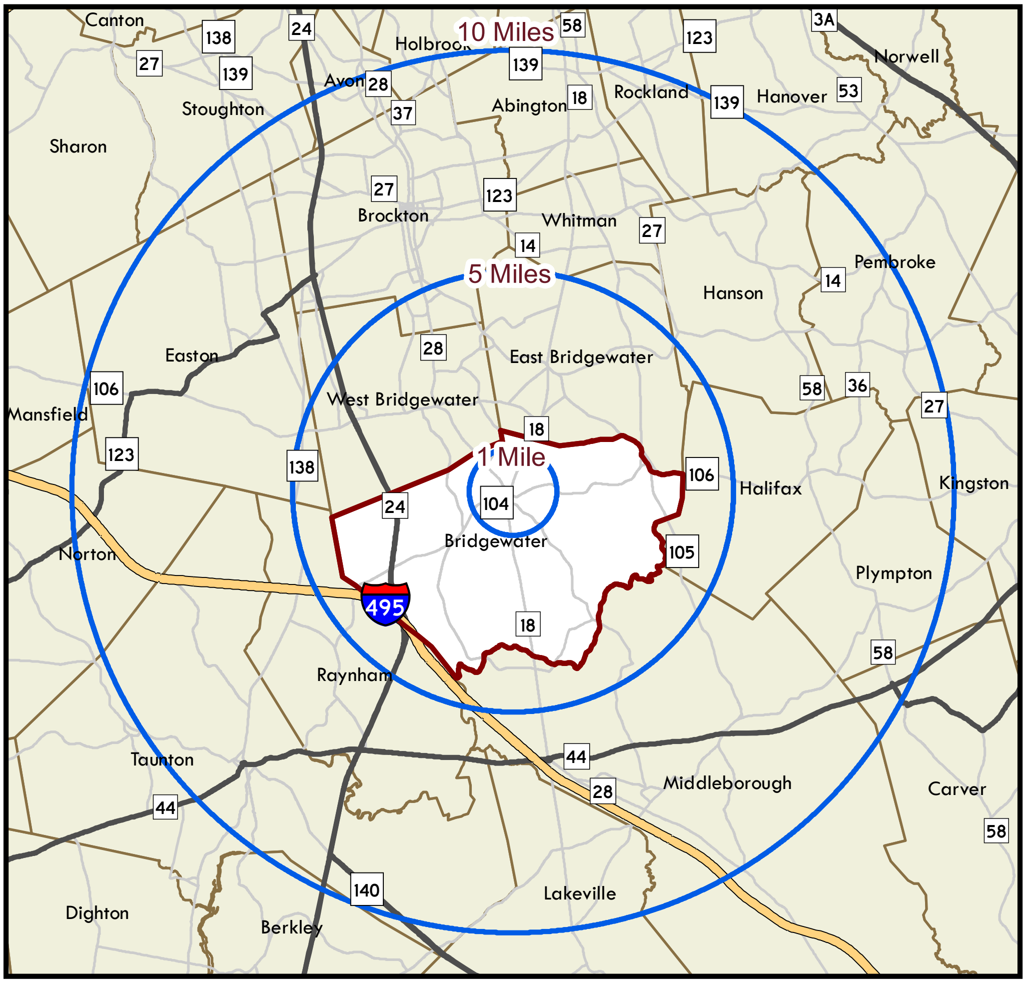
NAICS Sector Code 53: Real Estate Rental & Leasing		
Business Name	**NAICS National Industry Code**	**Address**
Jack Conway Realtors	531210	11 Central Square
Morris Real Estate	531210	86 Spring Street

NAICS Sector Code 56: Administrative and Support and Waste Management and Remediation Services		
Business Name	**NAICS National Industry Code**	**Address**
Bridgewater Print & Copy Center	561439	100 Broad Street
Wildlife Extractors	561710	51 Broad Street

NAICS Sector Code 42: Wholesale Trade		
Business Name	**NAICS National Industry Code**	**Address**
Consolidated Recycling Technologies, Inc.	423930	1 Depot Street

NAICS Sector Code 48-49: Transportation & Warehousing		
Business Name	**NAICS National Industry Code**	**Address**
Downtown MiniStorage	493190	31 Perkins Street

NAICS Sector Code 61: Educational Services		
Business Name	**NAICS National Industry Code**	**Address**
Hitzone Baseball	611620	27 Perkins Street



POPULATION (2015-2020)			
	1 Mile	5 Miles	10 Miles
2015	9,017	61,649	337,747
2020	9,010	62,916	345,329
% Change	-0.1%	2.1%	2.2%

HOUSEHOLDS (2015-2020)			
	1 Mile	5 Miles	10 Miles
2015	2,913	21,183	122,934
2020	2,917	21,710	126,047
% Change	0.1%	2.5%	2.5%

AGE (2015)			
	1 Mile	5 Miles	10 Miles
Under 15 Years	11.2%	16.2%	18.3%
15-19 Years	16.9%	8.0%	6.9%
20-24 Years	20.6%	7.8%	6.9%
25-34 Years	14.3%	11.8%	12.3%
35-44 Years	9.0%	11.8%	12.3%
45-54 Years	10.2%	15.6%	15.2%
55-64 Years	8.6%	13.5%	13.3%
65-74 Years	5.4%	9.4%	8.7%
75 Years or Older	3.7%	5.9%	6.0%
Median Age	25.7	40.7	39.8

Retail Market Profile

INCOME (2015)			
	1 Mile	5 Miles	10 Miles
Average Household Income	$77,815	$92,274	$82,420
Median Household Income	$69,966	$79,511	$65,917
Per Capita Income	$27,093	$32,389	$30,155

EDUCATIONAL ATTAINMENT (2015)			
	1 Mile	5 Miles	10 Miles
Less than 9th Grade	1.1%	2.5%	5.0%
Some High School, No Degree	4.4%	4.4%	6.0%
High School Graduate	40.4%	33.5%	33.2%
Some College, No Degree	12.0%	17.9%	18.7%
Associate Degree	11.0%	10.9%	10.0%
Bachelor's Degree	18.2%	19.9%	18.1%
Graduate/Professional	12.8%	11.0%	9.0%

RACE DISTRIBUTION (2015)			
	1 Mile	5 Miles	10 Miles
White Alone	87.8%	87.4%	76.9%
Black Alone	5.4%	6.7%	12.4%
American Indian Alone	0.1%	0.2%	0.2%
Asian Alone	2.0%	1.3%	1.8%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	1.8%	2.0%	4.9%
Two or More Races	2.9%	2.3%	3.8%
Hispanic Origin (Any Race)	4.4%	3.8%	5.7%

MASSACHUSETTS • BRIDGEWATER • PLYMOUTH • COUNTY • INCORPORATED 1656

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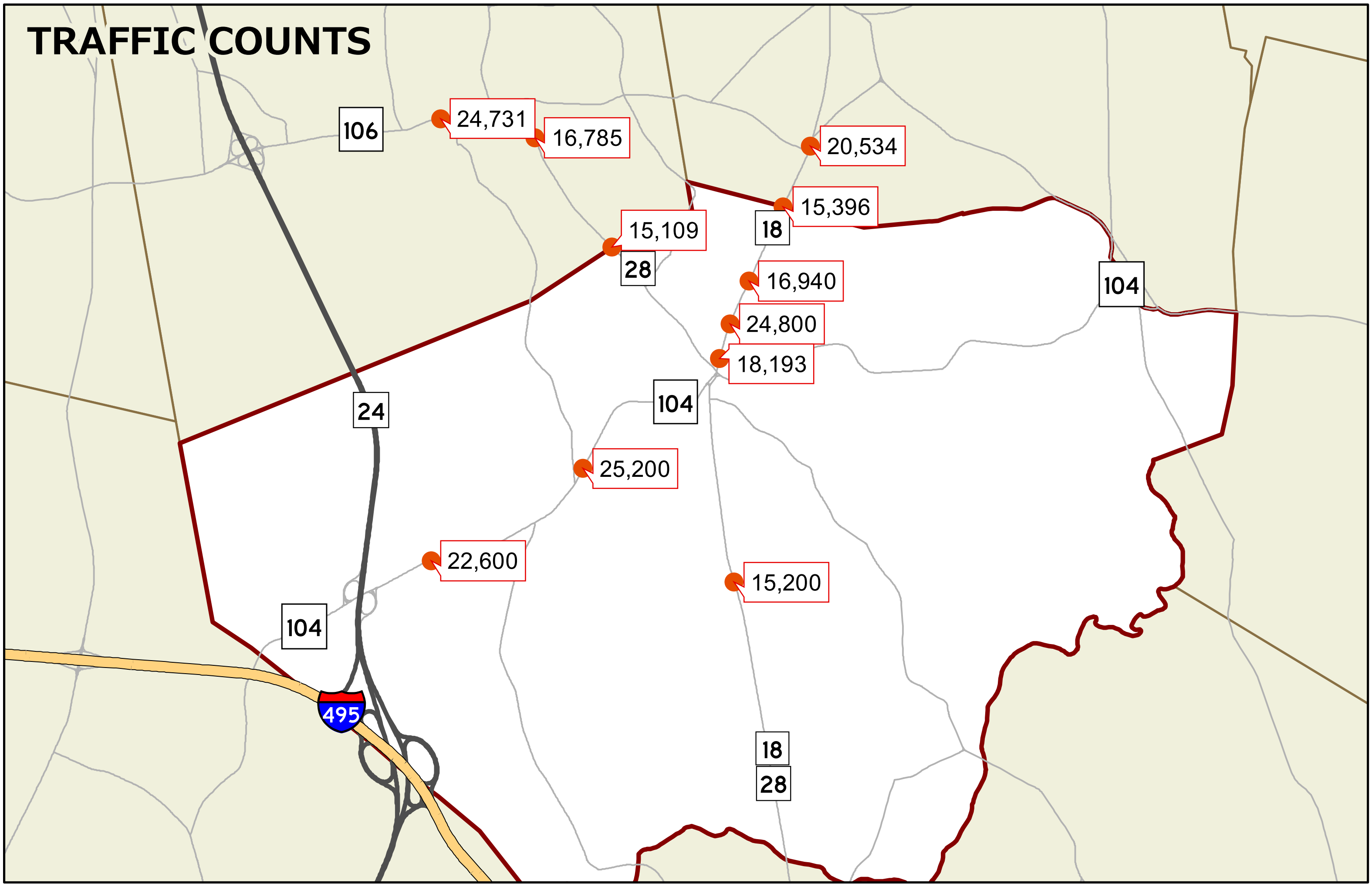
www.bridgewaterma.org

Old Colony Planning Council
March 2016
Data Source: ESRI Business Analyst Online
www.ocpcrpa.org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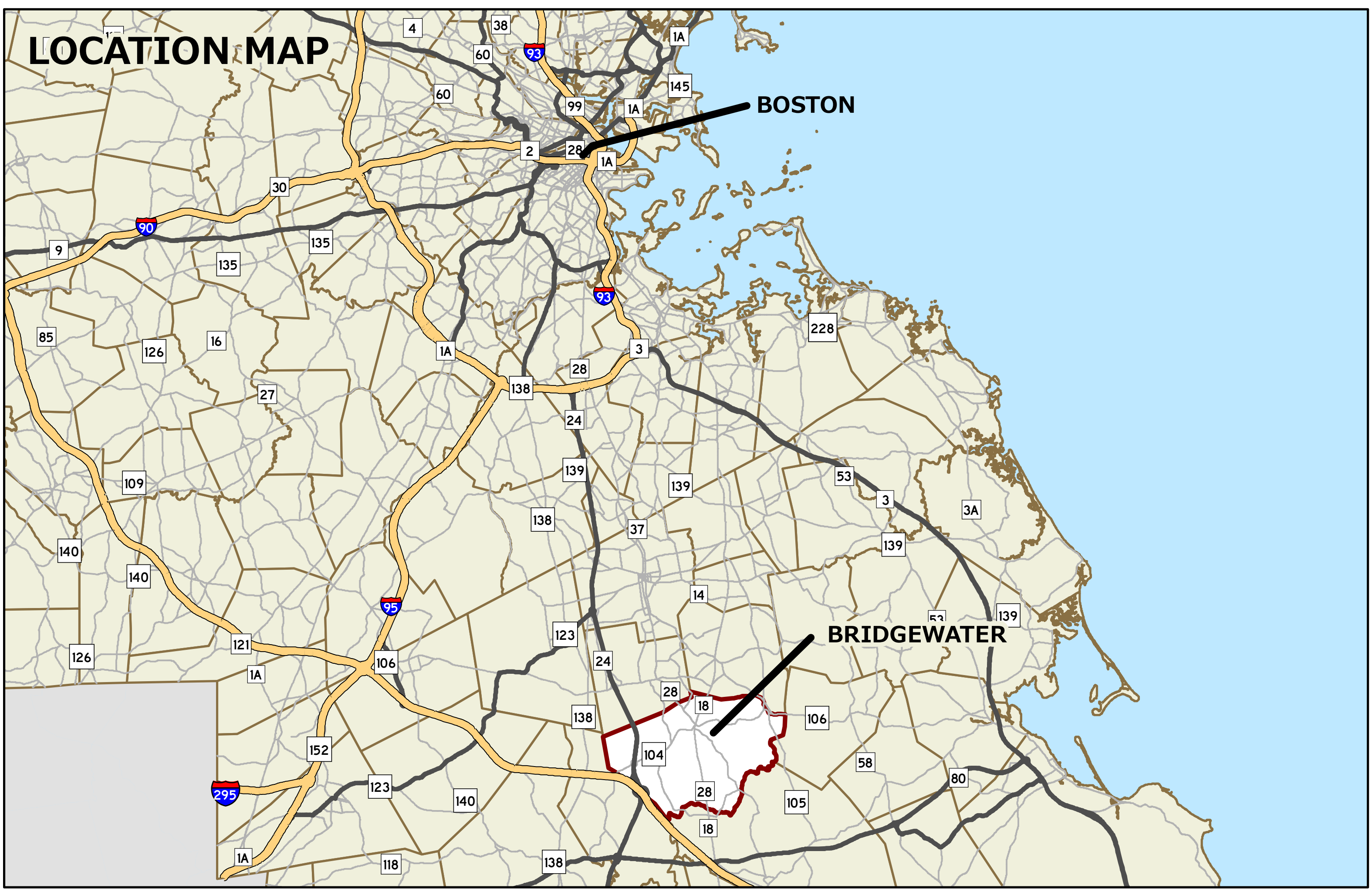
20,534
15,396
18
15,109
28
16,940
104
24,800
18,193
104
24
25,200
22,600
15,200
104
495
18
28


LOCATION MAP
BOSTON
BRIDGEWATER
4
38
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1A
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145
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