



East Bridgewater Center Market Analysis



October 2016

Old Colony Planning Council
70 School Street
Brockton, MA



Notices

The preparation of this report has been financed through the Massachusetts District Local Technical Assistance (DLTA) program. The views and opinions of the Old Colony Planning Council expressed herein do not necessarily state or reflect those of the Massachusetts Executive Office of Housing and Economic Development.

This District Local Assistance Study was prepared by the following members of the Old Colony Planning Council staff under the direction of Pat Ciaramella, Executive Director.

Project Manager

Eric Arbeene, AICP, Senior Community Planner
earbeene@ocpcrpa.org

Supporting Staff

Andrew Vidal, GIS Manager
avidal@ocpcrpa.org

Acknowledgements

Old Colony Planning Council would like to thank all of the people who contributed to the completion of this Study. Old Colony Planning Council worked collaboratively with the Town of East Bridgewater's Board of Health, Planning Board, Building Commissioner, Director of Assessing, Director of Public Works, Health Agent and Town Administrator to complete this report. We thank each of them for sharing their information and providing guidance.

Town East Bridgewater Board of Health

Peter P. Spagone, Jr., Chairman

Town East Bridgewater Planning Board

Roy E. Gardner, Chairman

Town of East Bridgewater Building Commissioner

Edward Gardner

Town of East Bridgewater Director of Assessing

Paula Wolfe

Town of East Bridgewater Director of Public Works

John B. Haines

Town East Bridgewater Health Agent

Robert Philbrick

Town East Bridgewater Town Administrator

George Samia

Table of Contents

Project Background.....	3	Build Out Analysis	25
Study Area.....	3	Recommendations	27
Trade Area.....	4	Business Development and Recruitment.....	27
Previous Studies.....	5	Appearance Improvements	29
Demographics	7	Potential Funding Sources	31
Population.....	7		
Households	7		
Age Profile.....	8		
Income	8		
Educational Attainment	8		
Market Segmentation	9		
Land Use, Zoning, Environment & Transportation	13		
Land Use.....	13		
Zoning	15		
Environmental Constraints	16		
Transportation	17		
Strengths, Challenges and Opportunities	19		
Retail Market Analysis.....	21		
Existing Business Inventory.....	21		
Sales Leakage	21		
Retail Market Potential.....	24		

Project Background

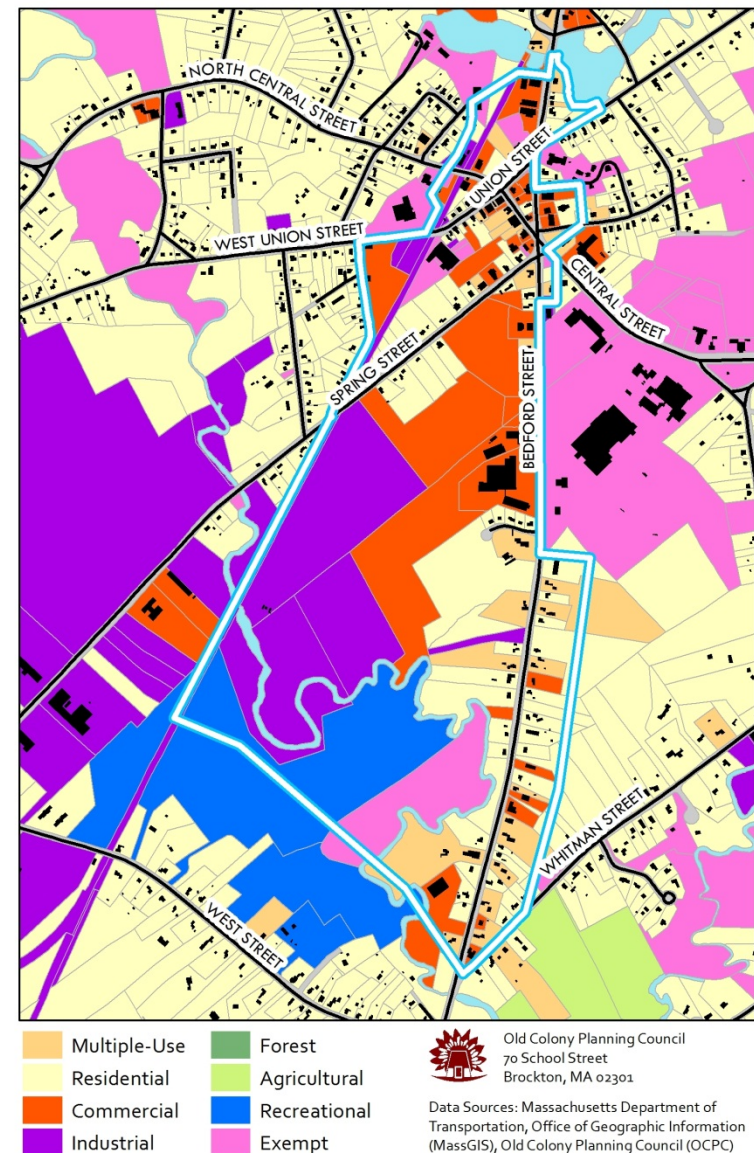
The goal of the *East Bridgewater Center Market Analysis* is to identify a set of strategies to enhance the East Bridgewater Center business district, the most significant concentration of commercial activity in East Bridgewater. OCPC has been coordinating with the staff members from the Town of East Bridgewater since early 2016 to develop a market analysis for the Center in support of a grant application to the MassDevelopment Brownfields Site Assessment Program for funding to conduct a site assessment on an 8-acre brownfield site in the Town Center with the expectation of redeveloping the site.

OCPC staff analyzed key retail market data to determine the type of retail 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 uses and zoning within the study area. OCPC staff then analyzed key retail 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.

Study Area

The study area for the East Bridgewater Center Market Analysis consists of approximately 276 acres located in and around the traditional center of town and is comprised of 221 parcels in three zoning districts. As seen in Figure 1, the boundaries of the study area coincide with the Business-2, Business-4, and Business-5 zoning districts. Geographically, the study area extends north to Forge Pond, east to the area just east of Bedford Street (Route 18) south to the intersection of Bedford Street (Route 18) and Whitman Street (Route 106) and west towards Spring Street.

Figure 1: East Bridgewater Center Land Use

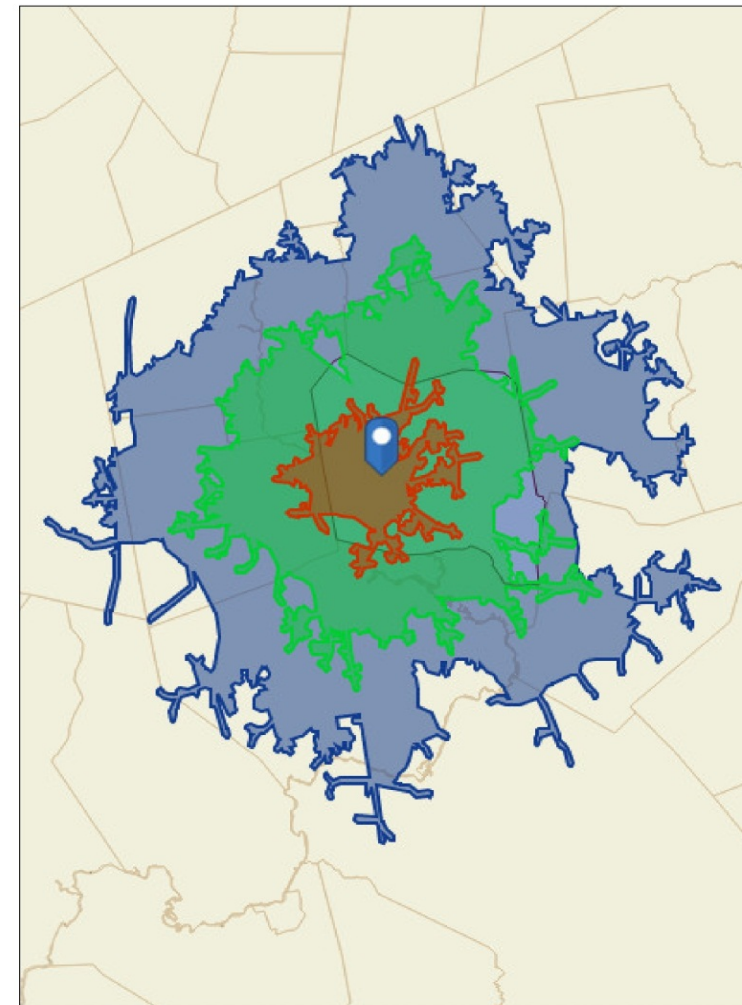


Trade Area

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. Traditionally, trade areas were defined by drawing concentric rings around a community or specific location. However, concentric rings do not account for physical geography (rivers and streams), road networks, traffic conditions or human behavior, all of which may influence how and why a consumer shops in a particular area. Because of the limitations with concentric rings, and the fact that most people today shop by convenience, and measure distance in time, not miles, OCPC utilized ESRI Business Analyst Online (BAO) to define trade areas in terms of drive times. Drive times are determined by the time it takes to drive to a community or specific location. Drive times are irregular in shape because of the layout of roads, differences in speed limits and geographic barriers, etc. For the purpose of this analysis, we utilized three common trade areas retailers typically use; 5, 10, and 15 Minute Drive Time Areas. Below is a geographic description of the three trade areas. Figure 2 illustrates the boundaries of each of area.

- **5 Minute Drive Time Area (*Convenience Market*):** The hyperlocal market extends north on Bedford Street (Route 18) to Auburn Street (Route 14) in Whitman, east to Washington Street, south on Bedford Street to High Street in Bridgewater and west to the West Bridgewater town line.
- **10 Minute Drive Time Area (*Local Market*):** The local market includes all of East Bridgewater as well as portions of Abington, Bridgewater, Brockton, West Bridgewater and Whitman.
- **15 Minute Drive Time Area (*Regional Market*):** The regional market includes all of East Bridgewater and the majority of its surrounding communities, including Abington, Bridgewater, Brockton, Hanson, West Bridgewater, and Whitman.

Figure 2: East Bridgewater Center Market Area



- 5 Minute Drive Time
- 10 Minute Drive Time
- 15 Minute Drive Time



Old Colony Planning Council
70 School Street
Brockton, MA 02301

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

Previous Studies

There have been few previous planning studies conducted in East Bridgewater. The main findings and recommendations of these few studies are highlighted below.

Town of East Bridgewater Comprehensive Plan (1988)

The *Town of East Bridgewater Comprehensive Plan* was completed in 1988 by the East Bridgewater Planning Board and the Old Colony Planning Council. The Plan's goal is to formulate a plan to guide future development for the benefit of both the present and future residents of East Bridgewater. This was done via a series of widely shared community goals, which included preserving the semi-rural, historical, and residential character of the town, focusing on providing top quality education, protecting the Town's water supply, maintaining and improving environmental quality, ensuring a sound fiscal basis for the Town while minimizing the tax burden on residents, and providing and enhancing recreational facilities in the town. Specifically related to economic development, the plan calls for supporting and strengthening local businesses that provide needed services, products, employment, and tax revenue. The plan also recommends integrating new or expanded housing into existing districts.

Route 18 Corridor Study (2009)

The *Route 18 Corridor Study* was completed in 2009 by the Old Colony Planning Council. The Study focused on the Route 18 Corridor from the Abington/Weymouth town line to the Bridgewater/Middleborough town line. As it relates to East Bridgewater, the study focused in on two key intersections in and around the study area; East Bridgewater Center (Route 18/Bedford Street at Central Street/Maple Street) and Route 18/Bedford Street at Route 106/West Street and East Street.

The Study noted that the East Bridgewater Center was plagued by heavy peak hour volumes, a high crash rate and an unusual alignment consisting of six approaches. Discussed improvements included adding a second lane to the Route 18 northbound approach and moving the stop lines into the intersection on the Route 18 northbound approach and the Central Street northwest approach. Other improvements discussed included the enhancement of signage and crosswalks for pedestrian safety within the Center.

The Study noted that the Route 18/Bedford Street at Route 106/West Street and East Street intersection operated at acceptable levels-of-service under existing peak hour conditions, but experienced a higher than average rash rate, primarily the high number of cross movement crashes at this location. Recommended improvements included adding left turn storage lanes on the northbound and southbound approaches and adding protected phases for these left turn movements.

Report on Wastewater Needs for Communities in the Potential Service Area of the AWTF (2012)

The *Report on Wastewater Needs for Communities in the Potential Service Area of the AWTF* was completed by CDM Smith and Weston & Sampson in 2012. The Report examined the wastewater needs in the City of Brockton, as well as in seven surrounding communities, one of which was East Bridgewater. East Bridgewater, which lacks municipal sewer service, relies exclusively on on-site disposal systems. The Report found that soil and groundwater conditions in East Bridgewater were not ideal for conventional Title 5 systems and that the lack of wastewater disposal alternatives has forced businesses to leave town and has influenced the types of businesses that have remained in town.

The Report found that there were ten subareas in town that had a high need for alternative solutions. Three of the subareas are in the scope of this study; Town Center, Elmwood and West Union Street. The Report states that at a minimum, an approximately 20,000 GPD (design flow) is needed to solve the Town's immediate problem in the downtown.

The Report also discusses the new East Bridgewater High School project and the construction of a new 30,000 GPD on-site wastewater treatment facility and the possibility of connecting other municipal properties (Central School, Town Hall and Police and Fire Stations) to the new system as well as the possibility of expanding the system beyond its 30,000 GPD capacity to service the Center as well. In particular, the study notes that the redevelopment of a nearby brownfield site into a mixed-use development would need a connection to a wastewater treatment facility to proceed.

Demographics

Understanding current and projected demographic and socioeconomic characteristics of an area is essential to any market analysis. An area’s households and their incomes are the key drivers that determine its market potential for housing and retail, and the community’s economic position within its larger region.

Population

Population is defined as the total number persons living within a specific geographic area. Population data is vital for determining the current market size and growth trends, both of which are essential in determining consumer demand. The populations of each of the three Drive Time Areas grew modestly from 2010-2015. A slightly higher rate of growth is expected in each of the Drive Time Areas from 2015-2020, with the highest rate of growth (2.5%) occurring in the 10 Minute Drive Time Area.

Table 1: Population

Drive Time	2010	2015	2020	% Change 2010-15	% Change 2015-20
5 Minutes	5,640	5,727	5,842	1.5%	2.0%
10 Minutes	54,421	55,583	56,952	2.1%	2.5%
15 Minutes	137,850	140,685	143,987	2.1%	2.3%

Source: ESRI BAO

Households

Households are defined as all people who occupy a housing unit and include both related family members and unrelated people. Like population data, household data is vital for determining the current market size and growth trends. The number of households in each of the three Drive Time Areas grew modestly from 2010-2015, but is expected to decline slightly from 2015-2020, with the highest rate of growth (2.8%) again occurring in the 10 Minute Drive Time Area. While the number of households has grown and is expected to

continue to grow modestly, the average household size in all three Drive Time Areas as well as the County is expected to continue to decrease in size, which is a pattern that is consistent with national trends. As it relates to the composition of households within the three Drive Time Areas, each is very similar, with family households accounting for approximately 70% of all households in each area.

Table 2: Households

Drive Time	2010	2015	2020	% Change 2010-15	% Change 2015-20
5 Minutes	1,978	2,030	2,080	2.6%	2.5%
10 Minutes	19,287	19,915	20,479	3.3%	2.8%
15 Minutes	47,529	48,980	50,295	3.1%	2.7%

Source: ESRI BAO

Table 3: Average Household Size

Drive Time	2010	2015	2020	% Change 2010-15	% Change 2015-20
5 Minutes	2.79	2.76	2.75	-1.1%	-0.4%
10 Minutes	2.66	2.64	2.64	-0.8%	0.0%
15 Minutes	2.77	2.75	2.75	-0.7%	0.0%

Source: ESRI BAO

Table 4: Household Composition, 2010

Household Type	5 Minute Drive Time	10 Minute Drive Time	15 Minute Drive Time
Households with 1 Person	23.7%	25.3%	23.7%
Households with 2+ People	76.3%	74.7%	76.3%
Family Households	70.3%	67.9%	70.1%
Nonfamily Households	6.0%	6.8%	6.2%
All Households with Children	36.7%	34.4%	37.0%

Source: ESRI BAO

Age Profile

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. The median age is highest in the 5 Minute Drive Time Area and decreases the further one goes from East Bridgewater Center. The data tracking company Nielsen notes the importance of the aging population and their spending power by noting that by 2017 almost half of the U.S. adult population will be 50 and older and will control a full 70% of the nation’s disposable income.

Table 5: Age Profile, 2015

Age	5 Minute Drive Time	10 Minute Drive Time	15 Minute Drive Time
0 - 9	11.0%	10.9%	11.8%
10 - 19	13.7%	14.5%	13.8%
20 - 24	6.5%	8.6%	7.5%
25 - 34	11.5%	12.4%	13.0%
35 - 44	12.3%	11.9%	12.5%
45 - 54	15.4%	14.4%	14.9%
55 - 64	13.3%	12.6%	12.9%
65 - 74	9.4%	8.8%	8.1%
75 - 84	4.6%	4.2%	3.8%
85+	2.3%	1.8%	1.6%
Median Age	41.2	38.4	38.2

Source: ESRI BAO

Income

Income is a strong indicator of the spending potential of a particular area, as it often correlates with retail expenditures. Two commonly used measures of income data are median household income and per capita income. Median household income is defined as the amount which divides the household income distribution into two

equal groups, half having household incomes above the median and half having household incomes below the median. Per capita income is defined as the average income computed for every man, woman, and child in a particular group. The distribution of household incomes is also included, as some retailers seek a minimum number of households within a certain income range.

Both the median household and per capita income levels are highest in the 5 Minute Drive Time Area. The Five Minute Drive Time Area also has the highest percentage of households with incomes exceeding \$100,000, with approximately 35.9% of households doing so.

Table 6: Households by Income, 2015

Income	5 Minute Drive Time	10 Minute Drive Time	15 Minute Drive Time
Less than \$15,000	7.6%	9.9%	10.1%
\$15,000 - \$24,999	6.9%	7.6%	8.4%
\$25,000 - \$34,999	4.8%	7.4%	7.6%
\$35,000 - \$49,999	10.2%	11.7%	11.6%
\$50,000 - \$74,999	16.2%	16.5%	17.2%
\$75,000 - \$99,999	18.2%	16.2%	14.7%
\$100,000 - \$149,999	23.3%	21.4%	20.4%
\$150,000 - \$199,999	8.0%	5.4%	6.1%
More than \$200,000	4.6%	3.9%	3.8%
Median Household Income	\$79,409	\$68,825	\$65,724
Per Capita Income	\$32,373	\$29,485	\$28,325

Source: ESRI BAO

Educational Attainment

Educational attainment is defined as the highest grade of school one has completed or the highest degree one has received. 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). The populations within the 5, 10, and 15 Minute Drive Time Areas each have approximately the same percentage of a college educated population.

Table 7: Educational Attainment, 2015

Education Level	5 Minute Drive Time	10 Minute Drive Time	15 Minute Drive Time
Less than 9 th Grade	2.4%	3.4%	5.2%
9 th -12 th Grade, No Diploma	4.2%	5.4%	6.2%
High School Graduate/GED	37.1%	36.8%	34.7%
Some College, No Degree	20.7%	18.0%	18.7%
Associate Degree	10.7%	11.3%	10.2%
Bachelor’s Degree	16.5%	16.3%	16.8%
Graduate/Prof. Degree	8.4%	8.8%	8.2%

Source: ESRI BAO

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 9 compares the concentrations of the top six Tapestry Segments found within each Drive Time Area of East Bridgewater Center.

Table 8: Tapestry Segmentation Area Profile (Top Six in Each Time)

Tapestry Segment	5 Minute Drive Time		10 Minute Drive Time		15 Minute Drive Time	
	Pct.	Rank	Pct.	Rank	Pct.	Rank
City Lights	56.2%	1	6.7%	5	7.0%	5
Savvy Suburbanites	11.9%	2	2.9%	12	7.0%	6
Soccer Moms	11.6%	3	10.4%	3	9.8%	3
Senior Escapes	7.9%	4	3.3%	10	1.3%	17
Pleasantville	6.4%	5	20.7%	1	19.9%	1
Parks and Rec	6.0%	6	16.3%	2	17.8%	2
Front Porches	0.0%	N/A	8.1%	4	8.9%	4
Set to Impress	0.0%	N/A	5.1%	6	2.1%	11

Source: ESRI BAO

Brief descriptions as well as demographic characteristics for the top six Tapestry Segments found within each of the drive time areas can be found below.

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.

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.

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.

Senior Escapes: *Senior Escapes* neighborhoods are heavily concentrated in the warmer states of Florida, California, and Arizona. These areas are highly seasonal, yet owner occupied. Many homes began as seasonal getaways and now serve as primary residences. Forty percent are mobile homes; half are single-family dwellings. About half are in unincorporated and more rural areas. Over a quarter of the population are 65–74 years old. Most are white and fairly conservative in their political and religious views. Residents enjoy watching TV, going on cruises, playing Bingo, golfing, boating, and fishing. They are very conscious of their health and buy specialty foods and dietary supplements.

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.

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.

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.

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.

Table 9: Demographic Characteristics of Top Tapestry Segments

Tapestry Segment	Median Age	Median H.H. Income	Primary H.H. Type	Primary Housing Style
City Lights	39.0	\$64,000	Married Couples	Multi Units; Single Family
Savvy Suburbanites	44.7	\$110,000	Married Couples	Single Family
Soccer Moms	36.8	\$89,000	Married Couples w/ Children	Single Family
Senior Escapes	52.6	\$35,000	Married Couples w/ No Kids	Single Family; Mobile Home
Pleasantville	42.3	\$89,000	Married Couples	Single Family
Parks and Rec	40.6	\$57,000	Married Couples	Single Family
Front Porches	34.6	\$41,000	Married Couples w/ Children	Single Family; Multi Units
Set to Impress	33.6	\$29,000	Singles	Multi-Unit Rentals; Single Family

Land Use, Zoning, Environment & Transportation

Land Use

Land use in East Bridgewater Center consists primarily of retail establishments mixed with residential, professional and governmental uses. There are some examples of mixed uses, such as buildings that include residential units over retail and offices. Residential uses (primarily single family homes and a few small condominium complexes) are scattered throughout the study site. The current land use in East Bridgewater Center is shown in the land use map to the right.

Residential Uses

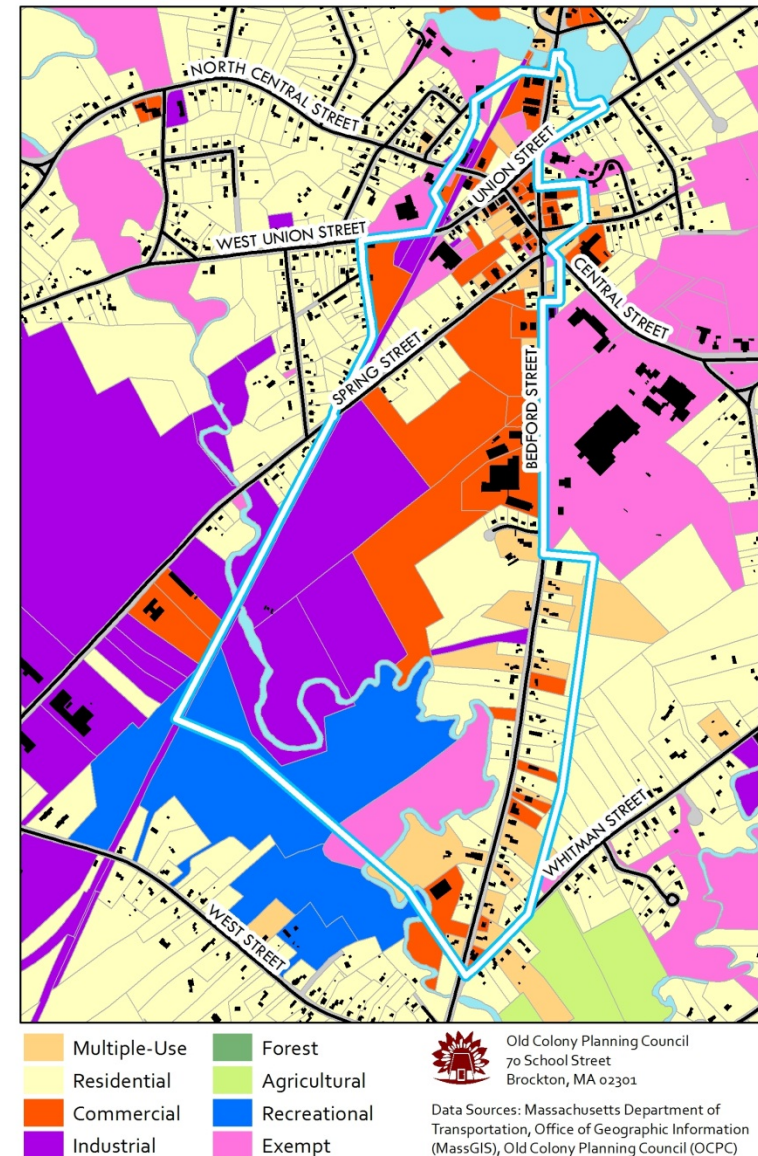
According to the most recent assessors data, there are a number of residential units in East Bridgewater Center, including 61 single-family homes (9 of which the occupant is operating a business out of), 11 two units structures, 5 three unit structures, and 13 four to eight unit structures. In addition, there are also a handful of apartments above commercial entities, particularly on Central and West Union Streets.

Retail and Office Uses

A business district must contain a balanced array of retail uses, personal services, and professional services to be successful. Personal services include uses such as hair salons, nail salons, and drycleaners, whereas professional services include uses such as accountants, attorneys, and architects.

Currently there is a high amount of professional services in the area and there are opportunities to integrate additional retail and food services in order to create a more balanced array of services, retail, and restaurants.

Figure 3: East Bridgewater Center Land Use



Eastern State Steel & Precise Engineering Site

One of the larger areas of land in the Center that has the potential to be developed is an 8-acre brownfield site at the intersection of Cook Street and West Union Street. This 8-acre site (outlined in blue as illustrated in Figure 4) consists of three smaller properties, the approximately 5-acre former Eastern State Steel site, the approximately 2.4-acre former Precise Engineering site, and an approximately 0.5-acre inactive Massachusetts Bay Transportation Authority (MBTA) railroad bed that bisects the site. For almost a century (late-1890's to mid-1990's) the site was subjected to a number of heavy industrial uses, including a foundry, an automotive reclamation facility, a shoe manufacturing facility and a metal working facility. These uses caused the site to become contaminated due to the improper disposal of hazardous materials associated with those heavy industrial uses.

Since industrial operations have ceased on the site in the mid 1990's, it has sat vacant and has been basically abandoned by the owners. In 2000-2001, the Environmental Protection Agency (EPA) conducted a short-term cleanup of the site by removing hundreds of tons of contaminated soil and metal shavings as well as hundreds of munitions. Despite this work by the EPA much more work remains to fully remediate the site and make it developable again. According to a recent Mass Development Brownfields Redevelopment Fund Site Assessment Application submitted by the town, the site still has a number of contaminants, including PCB's, petroleum hydrocarbons, asbestos, chlorinated solvents, and metals (lead and arsenic), all of which need to be addressed to turn the property into a viable, revenue producing property for the Town.

It should also be noted that in April 2011, the Town of East Bridgewater took ownership of the Precise Engineering property via a tax taking and is in the process of acquiring the Eastern States Steel property via a tax taking as well.

Figure 4: Eastern State Steel & Precise Engineering Site



Zoning

East Bridgewater Center is currently zoned Business-2 (B-2), Business-4 (B-4), and Business-5 (B-5). The zoning map shows how each of the specific parcels are zoned. The Business-2 District is intended to “preserve the residential amenity of existing developed thoroughfares which are undergoing pressures for commercial development by easing their transition to more intensive but compatible uses while emphasizing preservation and use of existing structures”.¹ Allowed uses include one and two family residential dwellings, small specialty retail shops and small professional or business offices in existing residential structures.

The Business-4 District is intended to “provide locations for high intensity, integrated, mixed-use commercial centers.”² A Special Permit is required for planned commercial shopping centers, or if any one of the aforementioned uses contain more than 10,000 square feet. A Special Permit is also required for daycare centers, restaurants, newspapers, theaters, hotels, and private clubs.

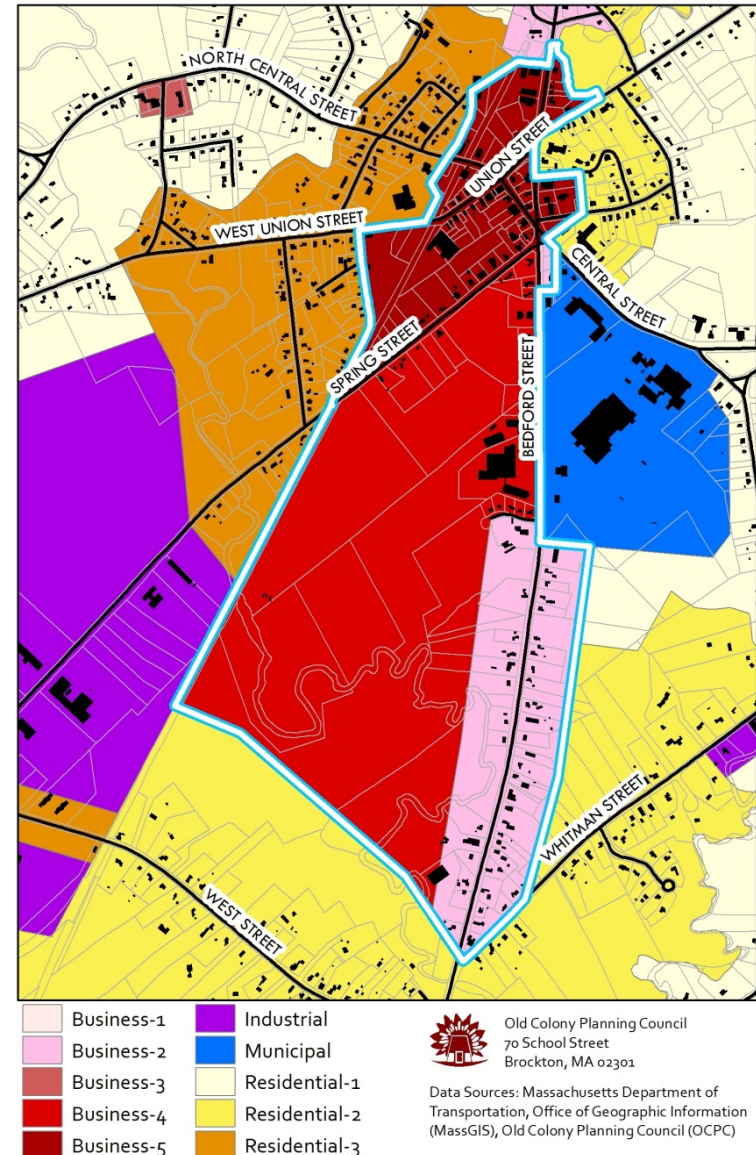
The Business-5 District is intended to “allow for reasonable use and reuse of those areas of the Downtown that are currently developed in a very building intensive manner.”³ Allowed uses include places of worship, retail, business and service establishments, daycare centers, restaurants, theaters, newspapers, hotels and private clubs. A Special Permit is required for any other service or commercial establishments which the Zoning Board of Appeals may, on appeal, determine to be in keeping with the nature and intent of the district.

¹ Zoning By Law of the Town of East Bridgewater Massachusetts, Effective May 22, 1956, Amended at Annual Town Meeting June 4, 2012.

² *Ibid.*

³ *Ibid.*

Figure 5: East Bridgewater Center Zoning



Environmental Constraints

There are environmental constraints that exist in and around East Bridgewater Center, including the presence of wetlands, rivers and ponds, and aquifers.

As can be seen in Figure 6 on the following page, these environmental features are largely concentrated outside of the study area at the ends of the Center. The northern end of the Center is entirely within a medium-yield aquifer and abuts both Forge Pond and Meadow Brook, both of which are tributaries to the Matfield River. At the southern end of the Center, there is a large concentration of wetlands as well as the Matfield River, which when it joins with the Town River in Bridgewater forms the Taunton River.

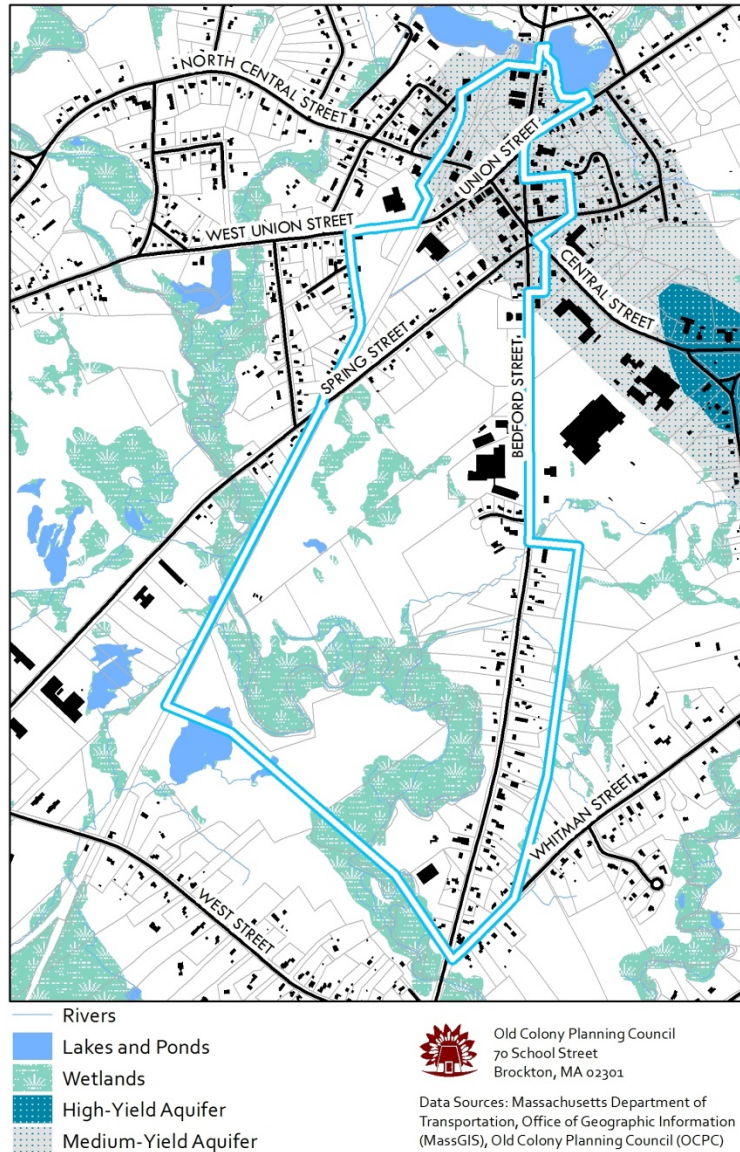
Wastewater

All properties in the Town of East Bridgewater rely almost exclusively on septic systems to process wastewater, with the exception of a few large private package treatment plants. In 2011, a municipal wastewater treatment facility (WWTF) was constructed in conjunction with the construction of the new East Bridgewater High School. The WWTF was built to replace the high school's previous Title V septic system which also processed wastewater from the nearby Central Elementary School, Council on Aging, and Town Hall. According to Weston & Sampson, an engineering firm that is currently working with the Town of East Bridgewater on a Town Center Wastewater Evaluation Study, the new WWTF was designed to accommodate flows of up to 30,000 gallon per day (gpd), which not only accommodates the aforementioned facilities, but also flows from the Police Station, Fire Station and High School Stadium. Currently only wastewater from the High School, the Stadium and septic tank effluent from the Central School comprise the flow to the WWTF. On average, the WWTF is only processing 4,100 gpd, with the average being lower during the summer months when school is not in session. It is important to note the WWTF was

designed to allow expansion of the treatment process in the event more flows are introduced to the system. The expansion would essentially allow for replicating the current treatment process, which would double the capacity of the WWTF to 60,000 gpd.

The current 4,100 gpd flow does not allow for optimal operation of the WWTF, especially during the summer months when flows are significantly less. The town is working with Weston & Sampson to investigate the possibility of conveying additional flows to the plant through the design and construction of a sewer collection system for the Town Center. Based on consultation with the town officials, the sewer service would include approximately 100 non-residentially zoned properties in the Town Center, including those along Bedford Street, North Bedford Street, Central Street, North Central Street, Union Street, West Union Street, and Spring Street.

Figure 6: East Bridgewater Center Environmental Constraints



Transportation

Considering the interrelationship between economic development and transportation and how they collectively contribute to the success of a business district, a review of all transportation options in the study area was conducted. As described below, East Bridgewater Center is largely automobile dependent, due to its location and lack of alternative forms of transportation. It should be noted that part of East Bridgewater Center is scheduled to be the recipient of a \$3.96 million Old Colony Transportation Improvement Program (TIP) project. The project, scheduled to begin in the Autumn of 2019, will focus on Route 18 from Central Street to Whitman Street (Route 106) and includes the resurfacing of the roadway, the construction of sidewalks and bicycle lanes as well as drainage upgrades. Also, intersection improvements at Route 106 will be incorporated into the project.

Automobile Access

East Bridgewater Center is located just east of the geographical center of East Bridgewater and extends north to Forge Pond at Route 18, east to the area just east of Bedford Street (Route 18), south to the intersection of Bedford Street (Route 18) and Whitman Street (Route 106) and west towards Spring Street. East Bridgewater Center is accessible from Boston by automobile via Route 18 or via Route 24 to Route 106. It should be noted that during peak commuting times the Center experiences heavy traffic volumes and traffic congestion. According to OCPC traffic data, the daily traffic volume on Route 18, north of Whitman Street (Route 106), was 15,246 in 2008.

Public Transportation

East Bridgewater is not regularly serviced by public transportation. The closest regular fixed route bus service is provided by the Brockton Area Transit (BAT) Authority in Brockton. The senior population (ages 65 and over) in East Bridgewater does however

have access to BATs paratransit service-DIAL-A-BAT, which provides door-to-door service for seniors in East Bridgewater.

East Bridgewater also lacks regular commuter rail service. While the Massachusetts Bay Transportation Authority (MBTA) Commuter Rail line does bisect the westernmost portion of town, there is no station in East Bridgewater. However, the surrounding communities of Bridgewater, Brockton, Halifax, Hanson, and Whitman all have commuter rail stations.

Pedestrian and Bicycle Environment

The pedestrian environment in East Bridgewater Center is adequate in the northern half of the Center, but is lacking in the southern half of the Center. In the northern half there are sidewalks on both sides of Central Street, North Central Street, Union Street, West Union Street, and Bedford Street (Route 18) from Forge Pond to Central Street. There is a sidewalk on the western side of Bedford Street (Route 18) from Central Street to the Carriage Crossing Shopping Plaza, and a sidewalk on the northern side of Maple Avenue. Sidewalks in the southern half exist only on the west side of Bedford Street (Route 18) from Carriage Crossing to Whitman Street (Route 106), but they are in poor condition. It should also be noted that while the intersections throughout the Center all have painted crosswalks, most are faded and need to be repainted. It is important to note that some these issues will be corrected with the aforementioned Old Colony TIP project.

Streetscaping and street furniture, which creates a pedestrian-friendly environment, is non-existent in the Center. Incorporating some of these elements, such as benches, plantings, and street trees would enhance the pedestrian environment of the Center. The addition of ornamental street lights would also increase the safety and appeal of the area.

The present bicycling environment in East Bridgewater Center is non-existent. Currently, there are no bicycle lanes or sharrows on any of the roads in or around the Center. To raise awareness of cyclists on the roadways, it may serve the Town to post “Share the Road” signs in and around the roads leading to the Center. Again, some these issues will be corrected with the aforementioned Old Colony TIP project.

Parking

Throughout East Bridgewater Center there are a number of parking areas, although most of them are on the private lots of businesses in the area. The only public parking that exists in the Center is the on-street parking on Central Street between Bedford Street (Route 18) and Union Street.

Strengths, Challenges and Opportunities

Old Colony Planning Council (OCPC) has analyzed the tenant mix in light of the competitive framework, fieldwork, the trade area and its population, demographic, “lifestyles”, and expenditure potential characteristics. These analyses have resulted in an understanding of East Bridgewater Center’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:

- Route 18 is major north-south corridor that bisects the Center. This well-travelled roadway gives businesses a great deal of visibility and exposure to prospective consumers. According to OCPC traffic data, the daily traffic volume on Route 18, north of Whitman Street (Route 106), was 15,246 in 2008.
- The East Bridgewater Business Association (EBBA) serves as an advocate for businesses in East Bridgewater.
- East Bridgewater is in an Economic Target Area (ETA), giving it the ability to offer Tax Increment Financing (TIF) to both new and existing businesses.
- Majority of businesses are owned by local entrepreneurs with unique products and services.
- Potential relocation of CVS from Carriage Crossing to the corner of Bedford Street (Route 18) and Spring Street.
- The recently constructed municipal Wastewater Treatment Facility (built in conjunction with the new East Bridgewater High School) has the capacity to treat 60,000 gallons of wastewater per day.

Challenges:

- Limited organizational capacity – there is no paid staff to market the center, coordinate events, attract and cultivate businesses, etc.
- There is a lack of a sustainable funding base for district management/redevelopment, such as a Business Improvement District (BID).
- Amalgamation of typical downtown storefront street retail and strip center developments make it difficult to project a uniform identity and a challenge for the area to coalesce.
- Some storefronts and facades are in need of updating and are viewed as tired or rundown by residents and businesses. There are currently no incentives for property development such as façade or storefront improvement funds/grants.
- The Center experiences heavy traffic congestion at peak commuting times (7:00 AM to 9:00 AM and 4:00 PM to 6:00 PM) causing some people to avoid the Center, resulting in loss business opportunities.
- As a result of the heavy traffic on Route 18, the Center feels more like a corridor than a “downtown”.
- Pedestrian circulation and safety is challenging (especially for families with small children) due to the lack of sidewalks and pedestrian accommodations.
- The Center lacks adequate bicycle infrastructure, as there are no bicycle accommodation (i.e. lanes or sharrows) on any of the roads in or around the Center.
- Lack of sewer may limit or inhibit development/redevelopment opportunities in the Center.
- There is a lack of variety in the type of goods and services offered in East Bridgewater Center.
- There is no major retail or activity anchor to stimulate foot traffic.

- The Town's website has a lack of information for prospective businesses.
- The Town does not promote itself well to customers both inside and outside of East Bridgewater and is need of more promotion and visibility.
- The Center has limited access to Route 24, limiting the exposure of businesses in the Center to potential customers from nearby communities. This limited access inhibits some retailers from locating in East Bridgewater.
- East Bridgewater is home to one of the few movie theaters in the region - the East Bridgewater Cinema.
- Bridgewater State University (BSU) is located just 3.5 miles from East Bridgewater Center and has a student population of more than 11,000.

Opportunities:

- 2014 Market Area leakage of \$67 million of retail trade and food and drink within the 5 Minute Drive Time Area. Sales leakage is occurring in all categories, representing an opportunity for several business niches to be filled.
- The eventual environmental remediation of 8-acre brownfield site (consisting of the Precise Engineering and Eastern States Steel site and an old Massachusetts Bay Transportation Authority (MBTA) railroad bed) in the Center would result in the availability of rare commercially zoned space which could be used for more intensive uses.
- The Town is scheduled to receive a \$3.96 million Old Colony TIP project in the Autumn of 2019. The project will focus on Route 18 from Central Street to Whitman Street (Route 106) and includes the resurfacing of the roadway, the construction of sidewalks and bicycle lanes as well as drainage upgrades. Also, intersection improvements at Route 106 will be incorporated into the project.
- Lacks a brand identity, but has the opportunity to reinvent its identity/image through streetscape improvements and redevelopment projects.
- Events like the EBBA Business Expo and Family Fun Day are popular, but consider having additional events to draw attention to the Center.

Retail Market Analysis

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

Existing Business 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).

To better understand uses within the Center, OCPC staff surveyed and documented all existing businesses in East Bridgewater Center. In total, 74 businesses were identified with the vast majority being located along the Bedford Street (Route 18) corridor. This included a range of retail, restaurants, service and professional offices. Institutional and religious uses were not counted.

Table 10 shows the business composition of the area categorized by the North American Industry Classification System (NAICS). The NAICS is the standard used by federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. Table 11 shows that business composition of the area is dominated by a variety of service-related businesses, which account for 62.2% of all businesses in the Center. Traditional retail trade and food service businesses are on the low end of the typical downtown mix ranges and account for only 37.8% of the businesses in the Center. This indicates that there may be potential to increase the number of retail and food businesses in the Center. The full list of business establishments in the Center is located in Appendix 2.

Table 10: Business Establishments in East Bridgewater Center

Category	NAICS (2 Digit Code)	Number of Business Establishments	% of Businesses in E.B. Center
Retail Trade	44-45	20	27.0%
Accommodations & Food Services	72	8	10.8%
Total Retail Trade & Food Services	----	28	37.8%
Other Services	81	17	23.0%
Professional, Scientific & Technical Services	54	8	10.8%
Finance & Insurance	52	7	9.4%
Health Care & Social Assistance	62	4	5.4%
Real Estate Rental & Leasing	53	2	2.7%
Administrative and Support & Waste Management & Remediation Services	56	2	2.7%
Educational Services	61	2	2.7%
Arts, Entertainment, and Recreation	71	2	2.7%
Construction	23	1	1.4%
Information	51	1	1.4%
Total Other Services	----	46	62.2%
Total Businesses	----	74	100.0%

Source: Old Colony Planning Council

Sales Leakage

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 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 East Bridgewater Center. 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 in the 5 Minute Drive Time Area

Industry	NAICS	Demand	Supply	Retail Gap
Motor Vehicle & Parts Dealers	441	\$18,109,088	\$9,703,315	\$8,405,773
Furniture & Home Furnishings	442	\$2,721,556	\$346,702	\$2,374,854
Electronics & Appliances	443	\$6,545,738	\$606,937	\$5,938,801
Building Materials & Garden Equip.	444	\$3,799,463	\$1,147,448	\$2,652,015
Food & Beverage	445	\$17,556,506	\$3,231,508	\$14,324,998
Health & Personal Care	446	\$6,218,591	\$2,200,656	\$4,017,935
Gas Stations	447	\$5,114,048	\$938,920	\$4,175,128
Clothing & Accessories	448	\$6,237,909	\$933,067	\$5,304,842
Sporting Goods, Hobby, Book & Music	451	\$2,720,888	\$635,035	\$2,085,853
General Merchandise	452	\$10,692,976	\$665,882	\$10,027,094
Misc. Store Retailers	453	\$3,006,331	\$1,655,203	\$1,351,128
Nonstore Retailers	454	\$2,286,432	\$0	\$2,286,432
Food Service & Drinking Places	722	\$9,568,484	\$5,144,012	\$4,424,472

Table 12: Sales Leakage in the 10 Minute Drive Time Area

Industry	NAICS	Demand	Supply	Retail Gap
Motor Vehicle & Parts Dealers	441	\$164,340,593	\$196,632,133	-\$32,291,540
Furniture & Home Furnishings	442	\$24,505,923	\$5,984,501	\$18,521,422
Electronics & Appliances	443	\$58,359,121	\$8,090,535	\$50,268,586
Building Materials & Garden Equip.	444	\$33,462,424	\$20,344,050	\$13,118,374
Food & Beverage	445	\$156,180,961	\$261,083,666	-\$104,902,705
Health & Personal Care	446	\$55,741,641	\$48,256,936	\$7,484,705
Gas Stations	447	\$46,543,776	\$17,143,866	\$29,399,910
Clothing & Accessories	448	\$55,295,956	\$5,728,415	\$49,567,541
Sporting Goods, Hobby, Book & Music	451	\$24,167,314	\$8,728,598	\$15,438,716
General Merchandise	452	\$95,451,613	\$30,513,651	\$64,937,962
Misc. Store Retailers	453	\$26,774,237	\$16,204,590	\$10,569,647
Nonstore Retailers	454	\$20,262,590	\$28,635,348	-\$8,372,758
Food Service & Drinking Places	722	\$84,697,624	\$68,203,944	\$16,493,680

Table 13: Sales Leakage in the 15 Minute Drive Time Area

Industry	NAICS	Demand	Supply	Retail Gap
Motor Vehicle & Parts Dealers	441	\$394,984,249	\$469,731,798	-\$74,747,549
Furniture & Home Furnishings	442	\$59,144,474	\$31,175,748	\$27,968,726
Electronics & Appliances	443	\$141,301,600	\$22,974,086	\$118,327,514
Building Materials & Garden Equip.	444	\$80,520,019	\$93,571,938	-\$13,051,919
Food & Beverage	445	\$378,088,816	\$501,752,431	-\$123,663,615
Health & Personal Care	446	\$134,080,996	\$138,714,761	-\$4,633,765
Gas Stations	447	\$111,905,314	\$82,145,612	\$29,759,702
Clothing & Accessories	448	\$134,295,947	\$48,649,278	\$85,646,669
Sporting Goods, Hobby, Book & Music	451	\$58,266,155	\$46,790,488	\$11,475,667
General Merchandise	452	\$231,085,655	\$152,168,921	\$78,916,734
Misc. Store Retailers	453	\$64,521,541	\$52,174,222	\$12,347,319
Nonstore Retailers	454	\$49,173,793	\$85,074,903	-\$35,901,110
Food Service & Drinking Places	722	\$205,249,763	\$170,479,697	\$34,770,066

Retail Market Potential

Table 14 summarizes potential new supportable retail space for the 10 Minute Drive Time Area around East Bridgewater Center based on existing demand. Potential demand is divided among three merchandise categories: shopper's goods, convenience goods, and restaurants. Existing demand within the 10 Minute Drive Time Area has the potential to support 1,220,939 square feet of new or rehabbed retail space. The share of space that East Bridgewater Center can 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 downtown's revitalization efforts to develop a variety of uses.

Table 14: 10 Minute Drive Time Area (2015)

Merchandise Category	Retail Gap	Target Sales (\$/SF)	Potential Space (SF)
Shopper's Goods			
Furniture & Home Furnishings	\$18,521,422	\$140	132,296
Electronics & Appliances	\$50,268,586	\$199	252,606
Building Materials & Garden Equip.	\$13,118,374	\$140	93,703
Clothing & Accessories	\$49,567,541	\$209	237,165
Sporting Goods, Hobby, Books & Music	\$15,438,716	\$216	71,476
General Merchandise	\$64,937,962	\$216	300,639
Misc. Store Retail (Florist, Gifts, Office Supplies)	\$10,569,647	\$216	48,934
Convenience Goods			
Food & Beverage Stores	(\$104,902,705)		
Health & Personal Care	\$7,484,705	\$365	20,506
Restaurants	\$16,493,680	\$263	62,714
Total Leakage	\$141,497,928		
Estimated Supportable SF			1,220,039

Build Out Analysis

When performing a buildout analysis on the East Bridgewater study area, it was necessary to make several assumptions about future development. First, present day zoning boundaries and lot requirements must remain the same. Second, where the parcel overlaps two or more zones, that future development on the parcel will be governed by the zoning of the existing parcel's road frontage. In cases where the parcel has no road frontage, zoning will be decided based on the zone where the majority of the parcel is located. Lastly, problems of access to any theoretical future development will not be addressed, as various methods of developing a site could result in limitless variations of access and patterns of development.

From the study area parcels, wetlands were clipped out in ArcGIS using MassDEP's wetlands layer. A further visual survey of the parcels removed non-contiguous parcel slivers. Finally, square footage of the remaining parcels was calculated. From this square footage, available buildable land can be calculated.

Several parcels in each zone were, after removing wetlands, too small to permit development, or for those which already had some development, not enough remaining space to meet the zone's minimum lot requirements. These were classified as Undevelopable. In cases where there is existing development on the parcel and that development does not correlate to the zoning, the minimum lot area for that zone was subtracted from the parcel's total non-wetlands square footage and the remainder was used to calculate potential developable lots.

As an example, parcel 41-19, located on Bedford Street, has an area of 50,965 square feet. It fronts upon and is located mostly within the Business 2 or B2 zone, which proscribes a minimum lot area of 10,000 square feet. Only a small portion of the rear of the property

extends into the Residential 2 zone. For the purposes of this buildout, it is classified as a B2 parcel. Despite the fact that a residential dwelling has been constructed on the property, we will subtract the 10,000 square foot minimum this is appropriate for this zone from the total lot area, and conclude that the remainder can be subdivided into lots of at least 10,000 square feet apiece. This particular lot also lost some area due to wetlands located in the rear of the property, leaving only 36,000 square feet of buildable land and therefore three potential lots.

In this example there are more problems to consider: if three lots were subdivided from lot 41-19, they would be inaccessible from the road and lack the minimum lot frontage that is required. Assuming the addition of a road on the property would reduce by an unknown amount the lot area and thus alter the buildout calculation. For this reason, we classify this lot as "Developable with conditions". It is possible to imagine an alternate scenario where access to these lots could be provided without reducing the parcel's area, i.e. the access road is constructed on an adjacent parcel. When considering those parcels that are "Developable with conditions", it is important to note that they are meant to explore the maximum development for that particular parcel without a consideration for the study area as a whole; therefore it represents an idealized scenario of maximum development that cannot be realistically attained. While the proper amount of lot area may exist for a structure to be built, the shape or proximity to existing structures may make construction unrealistic. Individual site plans would be necessary for determining the true amount of development that could occur.

Parcels labeled "Developable" are those that can be subdivided and developed "as-is", without these conditions. That is, they meet the minimum lot requirements without access constraints. It should be remembered that when a parcel is considered "Developable", it

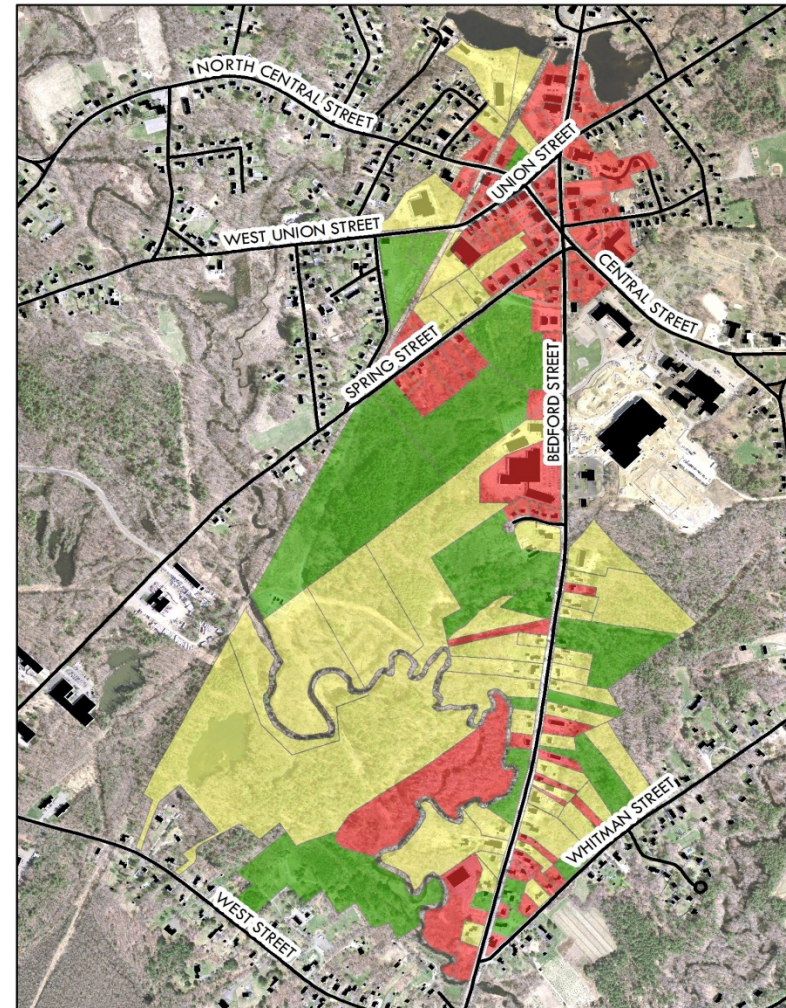
could still be modified to contain even more lots if it were made “Developable with conditions”.

The “Developable” lots are few, but represent the most likely maximum extent of future development within the study area, and even this development would be dependent on current owners willingness to subdivide their property as well as individual site characteristics which could inhibit construction.

Table 15: Potential Buildout in Study Area

Zoning District	Lots Developable	Lots Developable with Conditions
Business-2	17	192
Business-4	5	25
Business-5	12 Single Family, 9 Multi-Family	155 Single Family, 83 Multi-Family
Residential-2	3	74
Residential-3	0	6

Figure 7: Classification of Buildout Parcels



- Developable
- Developable with conditions
- Undevelopable

 Old Colony Planning Council
70 School Street
Brockton, MA 02301

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

Recommendations

This analysis has found that while East Bridgewater Center has some challenges – including limited organizational capacity, a limited business mix, being situated on heavily travelled roadways, a lack of pedestrian amenities, and a lack of sewer capacity – it does have a strong asset base. These recommendations are aimed at increasing the intensity of retail activity, 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 below touch upon many of these principles, which can be applied to both urban and suburban neighborhood retail centers. Recommendations include strategies that address business development and recruitment and improving the appearance of the Downtown.

Business Development and Recruitment

Redevelop the 8-Acre Brownfield Site

The redevelopment of the 8-acre brownfield site (consisting of the Precise Engineering and Eastern States Steel site, and an old Massachusetts Bay Transportation Authority (MBTA) railroad bed) in the Center of town represents a rare opportunity for the community to redevelop valuable commercially zoned land for more intensive uses.

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 Opting in to the Chapter 43D Program

The Chapter 43D program offers communities a tool to promote targeted economic and housing development. 43D provides a transparent and efficient process for municipal permitting. It guarantees local permitting decisions on priority development sites within 180 days and it increases the visibility of the community and target development site. The community also gets priority consideration for MassWorks Infrastructure Program grants, brownfield remediation assistance and other financing through quasi-public organizations, online marketing of the site and promotion of a pro-business regulator climate, improved municipal planning and permitting efficiencies, and collection of special fees

for priority development site permit applications.⁴ This program should be strongly considered for the 8-acre Eastern State Steel & Precise Engineering brownfield site at the corner of Cook and West Union Streets.

Utilize East Bridgewater’s Designation as an Economic Target Area

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.

Establish a Community Economic Development Committee

The establishment of a town-sponsored economic development committee would be charged with proactively promoting and encouraging the development of a communities business and industrial tax base. Membership of the Committee should be comprised of local business owners, real estate agents, and people with experience in business development as well as business marketing and merchandising.

Create a Business Expansion and Assistance Team (BEAT)

To assist people through the process of starting or expanding their business, the Town should consider creating a Business Assistance and Expansion Team (BEAT). It would consist of a multi-departmental team made up of personnel who specialize in a particular area of the process, such planning, permitting, licensing, zoning and more. Participants would likely include a representative from the following town boards and departments: Selectmen, Planning Board, Building Department, Fire Department, Health Department, as well as the Town Clerk’s Office. Representatives

⁴ Massachusetts Executive Office of Housing and Economic Development, Chapter 43D Local Expedited Permitting, <http://www.mass.gov/hed/economic/eohed/pro/zoning-and-permitting/43d/>

from non-profit and private entities, such as the East Bridgewater Business Association and local banks should also be included in the Program.

Increase Assistance to Business Owners

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 the Center 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 the East Bridgewater Business Association to sponsor a training tailored to the needs of the business community.

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 East Bridgewater is looking to welcome new businesses to its Center.

Develop Business Recruitment Materials

The community should develop attractive recruitment and marketing materials to present to interested prospects. 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 East Bridgewater Center. Contents should include the following information:

- Maps showing the location of East Bridgewater Center and its trade areas, as well as its proximity to neighboring attractions and neighboring communities.
- A list of businesses currently located in the Center.

- 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 Town of East Bridgewater, the East Bridgewater Business Association, and the Metro South Chamber of Commerce.

Seek Out Talented Entrepreneurs

A strategy that is frequently used to recruit new businesses to an area is to contact successful retailers and restaurateurs within the region to determine their interest in opening an additional location. Reaching out to talented entrepreneurs with solid business skills is also recommended. These individuals often have the passion, vision, and willingness to develop the types of businesses that meet local market needs.

Create an East Bridgewater Business Guide

Create a guide that outlines the process of opening a business in East 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 “Business and Economic Development” section on the Town Website

Create a highly visible business section on the town website that provides links to the East Bridgewater Business Association as well as to subdivision and zoning regulations. Strategic economic development planning documents such as this market analysis should be placed here. Other material could include a list of current businesses as well as a listing of available commercial properties in town. The town could also work with the DBA to highlight a “Business of the Month” in order to call more attention to the business community.

Develop and Distribute both a Consumer Survey and Business Survey

A Consumer Survey is a good way to solicit resident input on current shopping trends and preferences and priorities for downtown improvements. A Business Survey is a good way to get a sense of the thoughts and views of the businesses in the Center as well as identifying any needs or trends.

Appearance Improvements

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 East Bridgewater Center will assist in identifying the area as a special and distinct place.

Improve the Pedestrian and Bicycle Network

Improving the pedestrian and bicycle network in and around the Center will make the area safer for those who wish to walk or bike to the area, as well as make the area more inviting to those unfamiliar with the Center.

Adopt a Complete Streets Policy

The adoption of a Complete Streets Policy is aimed at providing safe and accessible options for all travel modes - walking, biking, and vehicles – for people of all ages and abilities. Designing streets with these principles contributes toward the safety, health, economic viability and quality of life in a community by improving the pedestrian and vehicular environments. Providing safer, more accessible and comfortable means of travel between home, school, work, recreation and retail destinations helps promote more livable communities.

MassDOTs new Complete Streets Funding Program assists communities in adopting Complete Streets Policies as well as providing funding for the construction of Complete Streets infrastructure projects.

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 Façade 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.

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.

Potential Funding Sources

Listed below are a number of resources that could be utilized for the implementation of the recommended improvements. Local resources, both in terms of funding and staff time, will push the recommendations forward, but additional outside resources will likely be necessary for completing the improvements. A list of potential funding resources is provided below. Please note that OCPC is available to assist the town in its pursuit of the funding sources listed below.

Massachusetts Downtown Initiative (MDI)

DHCD's Massachusetts Downtown Initiative (MDI) offers a range of services and assistance to communities seeking help on how to revitalize their downtowns. The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. MDI's guiding principles are that the most effective approach to downtown revitalization is a holistic one; that it addresses economic and community development needs; and that it provides a framework of interrelated activities that promote positive change in a downtown to keep it healthy and prosperous. <http://www.mass.gov/hed/community/funding/massachusetts-downtown-initiative-mdi.html>

MassWorks Infrastructure Program

The MassWorks Infrastructure Program provides infrastructure grants for work including, but not limited to, sewers, utility extensions, streets, roads, curb-cuts, parking facilities, site preparation and improvements on publicly owned land, demolition, pedestrian walkways, and water treatment systems. The focus of the grant is on economic development, community revitalization, transportation improvements and multifamily housing projects. The Program represents an administrative consolidation of six former grant programs, including:

- Public Works Economic Development (PWED) Grant
- Community Development Action Grant (CDAG)
- Growth District Initiative (GDI) Grant
- Massachusetts Opportunity Relocation and Expansion Program (MORE)
- Small Town Rural Assistance Program (STRAP)
- Transit Oriented Development (TOD) Program

<http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/>

Old Colony Transportation Improvement Program (TIP)

The Old Colony Transportation Improvement Program (TIP) is a subset of the Old Colony Regional Transportation Plan (RTP). The TIP provides a short-term (five-year) work program that lists all regionally significant and federally funded transportation projects, programs, and transportation services to be carried out within the metropolitan planning area. The TIP serves as a strategic management tool that accomplishes the objectives of the RTP.

The TIP includes projects for all modes of surface transportation including highways and streets, public transportation, bicycles and pedestrians. Any project included in the TIP must be consistent with, or be selected from the Regional Transportation Plan. Additionally, the TIP must be fiscally constrained by estimated future revenues, or have funding mechanisms currently in place to pay for the anticipated work. The TIP is updated annually, and can be amended as necessary to account for changes in funding or project needs.

<http://www.ocpcrpa.org/mpo.html>

Community Development Block Grant (CDBG)

Massachusetts Community Development Block Grant Program is a federally funded, competitive grant program designed to help small cities and towns meet a broad range of community development

needs. Eligible CDBG projects include but are not limited to housing rehabilitation or development, micro- enterprise or other business assistance, infrastructure, community/public facilities, public social services, planning, removal of architectural barriers to allow access by persons with disabilities, and downtown or area revitalization. <http://www.mass.gov/hed/community/funding/community-development-block-grant-cdbg.html>

MassDOT Complete Streets Funding Program

The MassDOT Complete Streets Funding Program offers Massachusetts municipalities incentives to adopt policies and practices that provide safe and accessible options for all travel modes – walking, biking, transit and vehicles – for people of all ages and abilities. MassDOT has allocated \$12.5 million for the first two years (Fiscal Years 2016 & 2017) of this effort. Future funding will be based on the availability of funds and the interest and success of the program.

<http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/LocalAidPrograms/CompleteStreets.aspx>

Business Improvement Districts (BID)

Business Improvement Districts (BID) are special assessment districts 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. A BID creates a stable local management structure that provides a sustainable funding source for the revitalization and long-term maintenance of downtowns and city/town centers. The goal of a BID is to improve a

specific commercial area by attracting customers, clients, shoppers and other businesses.

<http://www.mass.gov/hed/community/planning/bid.html>

Tax Increment Financing (TIF)

Massachusetts' version of Tax Increment Financing allows municipalities to provide flexible targeted incentives to stimulate job-creating development. Elements of a TIF include:

- Negotiated Agreement between the business and host municipality;
- 5 year minimum, 20 year maximum or anything in between;
- Business pays full tax rate on the “base value”;
- Exemption from property taxation on all or part of the increased value as a result of development (the “increment”);
- Percentage of exemption may range from 5% to 100%;
- Personal property tax exemption for both existing and new property;
- M.G.L. 40 § 59 governs all TIF agreements.

<http://www.mass.gov/hed/business/incentives/tax-increment-financing-tif.html>

Local Capital Improvement Program (CIP)

Local Capital Improvement Program (CIP) and local funding have historically been used to provide funding for a number of economic development and transportation related projects.

Exactions (Developer Mitigation Agreements)

Communities have increasingly turned to exactions as a means to meet new infrastructure and public service needs. Cities and towns use developer exactions as a strategy to offset the burdens of new development on the community.

Public/Private Partnerships

Public/Private Partnerships are agreements between public entities and private parties which are crafted in order to improve or provide services.

Chapter 90 Program

Chapter 90 provides funding for highway construction, preservation, and improvement projects that create or extend the life of capital facilities. The Chapter 90 Program is a reimbursable program, as the community must initially pay the cost of a particular project.

<http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/LocalAidPrograms/Chapter90Program.aspx>