COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

CEDS 5 YEAR UPDATE

MAY 30, 2025 - MAY 30, 2030

A STRATEGIC BLUEPRINT FOR REGIONAL ECONOMIC GROWTH & RESILIENCE

(CEDS) 5-Year Plan
May 30, 2025 - May 30, 2030

Old Colony Planning Council
70 School Street
Brockton, MA 02301

OLD COLONY PLANNING COUNCIL

OLD COLONY
PLANNING COUNCIL

5-Year Comprehensive Economic Development Strategy (CEDS)

May 30, 2025 - May 30, 2030

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Adopted by the Old Colony Planning Council (05/28/2025)

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The Old Colony Planning Council (OCPC) affirms its commitment to nondiscrimination in accordance with applicable federal and state laws. OCPC also complies with Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, as currently interpreted and enforced. In alignment with Executive Order 14222, OCPC ensures that its policies and practices promote equality of opportunity and merit-based access, without reliance on disparate-impact liability frameworks. OCPC also acknowledges the revocation of Executive Order 13166 and will provide language access services in a manner consistent with current federal guidance and agency discretion. Furthermore, OCPC complies with Massachusetts civil rights laws prohibiting discrimination based on race, color, national origin, sex, age, and/or disability.

OLD COLONY PLANNING COUNCIL
RESOLUTION NUMBER 05282025
DATE OF PASSAGE BY COUNCIL

RESOLUTION OF THE OLD COLONY PLANNING COUNCIL BOARD OF DIRECTORS ACKNOWLEDGING THE ADOPTION OF THE 2025–2030 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

WHEREAS, the Old Colony Planning Council (OCPC) serves as the designated Economic Development District (EDD) under the U.S. Department of Commerce's Economic Development Administration (EDA); and

WHEREAS, the OCPC is committed to fostering sustainable economic growth, enhancing regional competitiveness, and improving the quality of life for residents across its member communities; and

WHEREAS, the development and adoption of a Comprehensive Economic Development Strategy (CEDS) is a federal requirement for maintaining EDD designation and eligibility for EDA funding and support; and

WHEREAS, the OCPC has completed a robust planning process involving public engagement, stakeholder collaboration, and data-driven analysis to produce the 2025–2030 CEDS; and

WHEREAS, the 2025–2030 CEDS outlines strategic goals, priority projects, and actionable initiatives designed to promote economic resilience, workforce development, infrastructure investment, and innovation throughout the region;

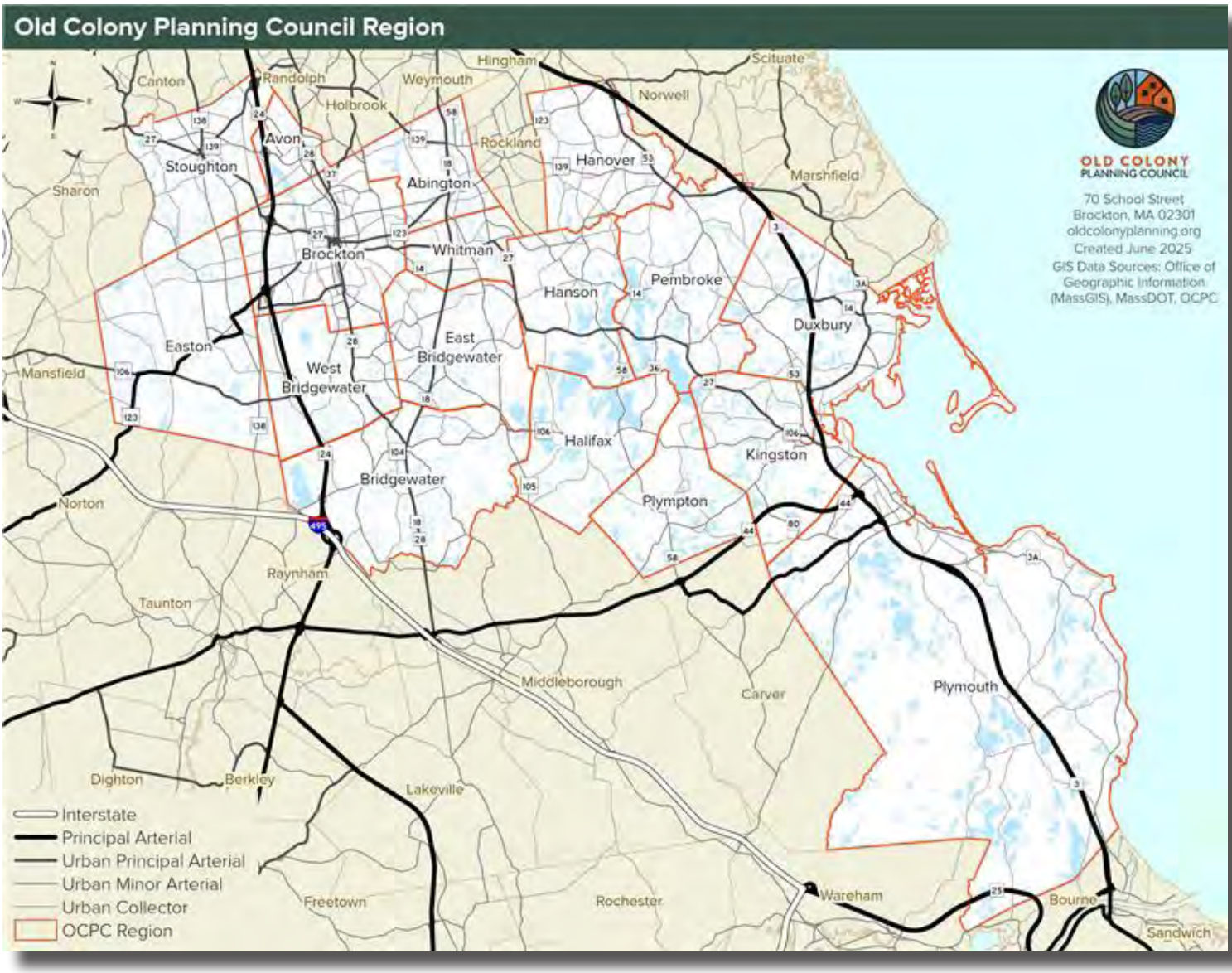
NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Old Colony Planning Council hereby formally acknowledges and endorses the adoption of the 2025–2030 Comprehensive Economic Development Strategy as the guiding framework for regional economic development efforts over the next five years;

BE IT FURTHER RESOLVED, that the OCPC shall submit the adopted CEDS to the Economic Development Administration in accordance with federal guidelines and shall actively pursue implementation of its strategies in partnership with local, state, and federal stakeholders.

PASSED AND APPROVED this 28th day of May, 2025, by the Old Colony Planning Council Delegates.

THE OCPC SERVES 17 COMMUNITIES IN THE REGION INCLUDING:

- Abington
- Avon
- Bridgewater
- Brockton
- Duxbury
- East Bridgewater
- Easton
- Halifax
- Hanover
- Hanson
- Kingston
- Pembroke
- Plymouth
- Plympton
- Stoughton
- West Bridgewater
- Whitman



The OCPC Area Agency on Aging (AAA) also does work in the OCPC Region as well as:

- Carver
- Lakeville
- Marshfield
- Middleboro
- Rockland
- Wareham

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I. EXECUTIVE SUMMARY

INTRODUCTION TO THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) 2025-2030

The Old Colony Planning Council's Comprehensive Economic Development Strategy (CEDS) for 2025–2030 presents a unified vision for economic growth, resilience, and opportunity across a large segment of the Southeastern Massachusetts region. Developed in collaboration with municipal leaders, regional stakeholders, and community groups and organizations, this five-year strategy outlines a data-driven framework to guide investment, planning, and policy decisions throughout the Council's 17-member communities.

As a federally designated Economic Development District (EDD), the Old Colony Planning Council (OCPC) is recognized by the U.S. Economic Development Administration (EDA) for its leadership in advancing regional prosperity. In accordance with this designation, OCPC is required to develop and maintain a Comprehensive Economic Development Strategy every five years. This strategic plan serves as a foundational tool to monitor and promote economic development progress across the entire district, aligning local priorities with federal resources and long-term growth objectives.

This document reflects both the strengths and challenges of the region. It underscores the area's dynamic growth – marked by a growing population, expanding labor force, robust household incomes, and vibrant cultural heritage while also confronting ongoing challenges such as infrastructure limitations, wage disparities, an aging workforce, and an overly-traditional sector-based economy. Through a combination of demographic analysis, economic forecasting, and strategic planning, the CEDS identifies actionable goals and projects that aim to strengthen the region's competitiveness and improve quality of life.

The strategy is rooted in regional collaboration. It leverages the unique assets of each community—from Brockton's urban core, to the ecologically rich neighborhoods of West Bridgewater and Hanson, and the coastal towns of Plymouth and Duxbury—and aligns them under a shared economic vision. With a focus on infrastructure development, workforce readiness, industry diversification, and sustainable land-use, the CEDS serves as both a roadmap and a call to action. It is designed to help communities attract investment, support small businesses, and prepare for the economic shifts ahead.

FINDINGS

- The Old Colony region has undergone significant demographic and economic shifts over the past decade, many of which are shaping the priorities of this five-year strategy. Between 2010 and 2023, the district experienced a population increase of over 10%, outpacing both Plymouth County and the Commonwealth of Massachusetts. However, projections through 2050 suggest a reversal of that trend, with most communities expected to see population declines or stagnation. This shift signals a need to rethink long-term planning around housing, workforce, and infrastructure. See Sections II (Data Analysis) and III (SWOT) for details.

- The region's racial and ethnic composition has also evolved. While the population remains predominantly White, there has been steady growth among Hispanic, Black, Asian, and multi-racial residents across the entirety of the district. Communities closer to Brockton, in particular, have seen the most pronounced diversification. These changes reflect broader statewide trends and underscore the importance of holistic economic development strategies that serve a changing demographic mix. See Sections II (Data Analysis) and III (SWOT) for details.

- Age demographics reveal another critical challenge: the region is aging rapidly. The number of residents aged 65–74 grew by more than 80% between 2010 and 2023, while younger age groups declined. This aging trend will place increasing pressure on healthcare systems, senior services, and the labor market, as more workers retire and fewer young families move into the region's communities. See Sections II (Data Analysis) and III (SWOT) for details.

- Educational attainment has risen across the district, with more residents earning high school diplomas and college degrees than in previous years. Yet, the region still trails the state in bachelor's attainment. From 2010 to 2023, the share of adults with a high school diploma grew beyond county and state averages, while bachelor's attainment increased to match the county and narrow the state gap. All 17 communities saw gains, with minor year-to-year fluctuations in smaller towns, reflecting normal ACS sampling. See Sections II (Data Analysis) and III (SWOT) for details.

- Income levels have risen sharply. Median household income in the district now exceeds the state average by more than $15,000, a sign of growing financial stability. Yet per capita income remains slightly below the state benchmark, suggesting that gains are uneven and may be concentrated in certain households or communities. Wage growth has outpaced inflation overall, but most industries still pay below the state average, particularly in healthcare, retail, and food services—sectors that employ a large share of the local workforce. See Sections II (Data Analysis) and III (SWOT) for details.

- Housing affordability is a growing concern. From 2020 to 2024, the average median home sale price in the district rose by nearly 47%, outpacing the state's increase. This surge has made homeownership increasingly difficult for first-time buyers and working families, especially in high-demand communities like Duxbury and Hanover. At the same time, building permit activity has declined, signaling a slowdown in new residential development. See Sections II (Data Analysis) and III (SWOT) for details.

- Employment trends show mixed results. While job growth from 2010 to 2020 was strong, projections through 2050 indicate a modest decline. Smaller communities saw the largest gains in the last decade, but most are expected to lose jobs over the next 25 years. The region's labor force has grown, but not as quickly as the state's, and unemployment rates—though improving—remain slightly higher than the Massachusetts average. See Sections II (Data Analysis) and III (SWOT) for details.

- Industry composition is shifting. Healthcare and social assistance remain dominant, but they offer lower wages than other sectors. Construction has seen dramatic growth, while manufacturing, finance, and wholesale trade have declined—despite being among the highest-paying industries. This imbalance between job availability and wage quality presents a challenge for long-term economic stability. See Sections II (Data Analysis) and III (SWOT) for details.

Taken together, these findings point to a region that is growing in complexity. The CEDS responds to these realities with a strategic framework designed to build resilience, expand opportunity, and guide the region toward a more sustainable future.

GOALS & OBJECTIVES

In response to the region's evolving demographic and economic landscape, the CEDS 2025–2030 establishes six strategic goals designed to address the challenges identified through data analysis and the SWOT framework. These goals focus on strengthening the region's economic foundation while promoting integrated, sustainable growth.

- **Goal A** - Supports small businesses, startups, and entrepreneurs by improving zoning policies, streamlining permitting, and fostering public-private partnerships. This addresses the need for more flexible commercial spaces and supports the region's robust small business ecosystem.

- **Goal B** - Promotes workforce readiness and career pathways by expanding access to training and certification programs, particularly in high-growth sectors such as healthcare, advanced manufacturing, and technology. This responds directly to the region's skills gap and aging labor force.

- **Goal C** - Focuses on diversifying the regional economy by supporting industry clusters and attracting emerging sectors like biotech, cybersecurity, and marine technology. Redevelopment of underutilized properties and brownfields is central to this effort, helping reverse job losses in high-wage industries.

- **Goal D** - Prioritizes infrastructure investment, especially in water, sewer, and transportation systems. These improvements are critical to unlocking development potential in key corridors and addressing long-standing infrastructure limitations.

- **Goal E** - Focuses on creating a more livable and equitable region by redeveloping distressed areas, expanding affordable housing, boosting wages in key industries, and diversifying municipal revenue to ease financial pressures on residents. This responds to rising housing costs, aging infrastructure, and wage disparities across the district.

- **Goal F** - Strengthens economic resilience by adapting to demographic changes, supporting older populations, and driving growth through tourism, cultural and natural assets, diversified industries, and strategic infrastructure investments to expand the tax base and enhance quality of life.

STRATEGIC PROJECTS

To implement these goals, the CEDS identifies a broad range of strategic projects that align with regional priorities. These include infrastructure upgrades to support commercial and industrial growth, planning initiatives to guide land use and transportation, and redevelopment efforts that transform underutilized sites into productive assets. Workforce development programs and regional studies are also prioritized to ensure communities are equipped to respond to economic shifts and emerging industry demands. Each project is designed to advance one or more strategic goals, helping to create jobs, attract investment, and improve long-term regional competitiveness.

Proposed Project Types

- **Infrastructure Upgrades** - Projects focused on expanding and modernizing water, sewer, and transportation systems to support commercial, industrial, and mixed-use development in key corridors.

- **Industrial & Commercial Redevelopment** - Revitalization of underutilized or vacant properties, including brownfields, to attract new businesses, expand employment centers, and support industry diversification.

- **Workforce Development Initiatives** - Programs and facilities that provide training, certification, and career pathways aligned with high-growth sectors such as healthcare, advanced manufacturing, and technology.

- **Regional Planning Studies** - Strategic assessments and planning efforts that guide land use, infrastructure investment, and economic development priorities across multiple communities.

- **Technology & Innovation Hubs** - Feasibility studies and development plans for centers that support entrepreneurship, research, and workforce alignment in emerging industries.

- **Resiliency and Sustainability Planning** - Regional strategies focused on strengthening economic and demographic resilience and long-term sustainability of infrastructure and land-use decision.

Collectively, the goals and strategic projects outlined in the CEDS 2025–2030 represent a bold, coordinated effort to shape the future of the Old Colony region. By investing in infrastructure, cultivating a skilled workforce, expanding housing options, and embracing innovation and sustainability, the strategy positions member communities to thrive amid demographic shifts and economic uncertainty. This forward-looking framework not only addresses today's challenges—it lays the foundation for a more competitive, and resilient regional economy for decades to come.

II. DATA ANALYSIS - STATE OF THE ECONOMY

The Old Colony Planning Council's (OCPC) Comprehensive Economic Development Strategy (CEDS) is grounded in a robust, data-driven approach designed to illuminate the economic and demographic dynamics shaping our region. This analysis serves as a foundational tool for regional planning, investment prioritization, and policy development—helping local leaders, stakeholders, and communities make informed decisions that will foster sustainable growth and resilience.

To support this strategy, OCPC's economic development team conducted an extensive review of key indicators, including population growth and projections, racial and ethnic composition, age distribution, educational attainment, median household income, commuting patterns, employment trends and forecasts, labor force participation, unemployment rates, industry composition, wage levels, building permit activity, housing market conditions, and agricultural output. Together, these metrics offer a comprehensive snapshot of the region's current status and future trajectory.

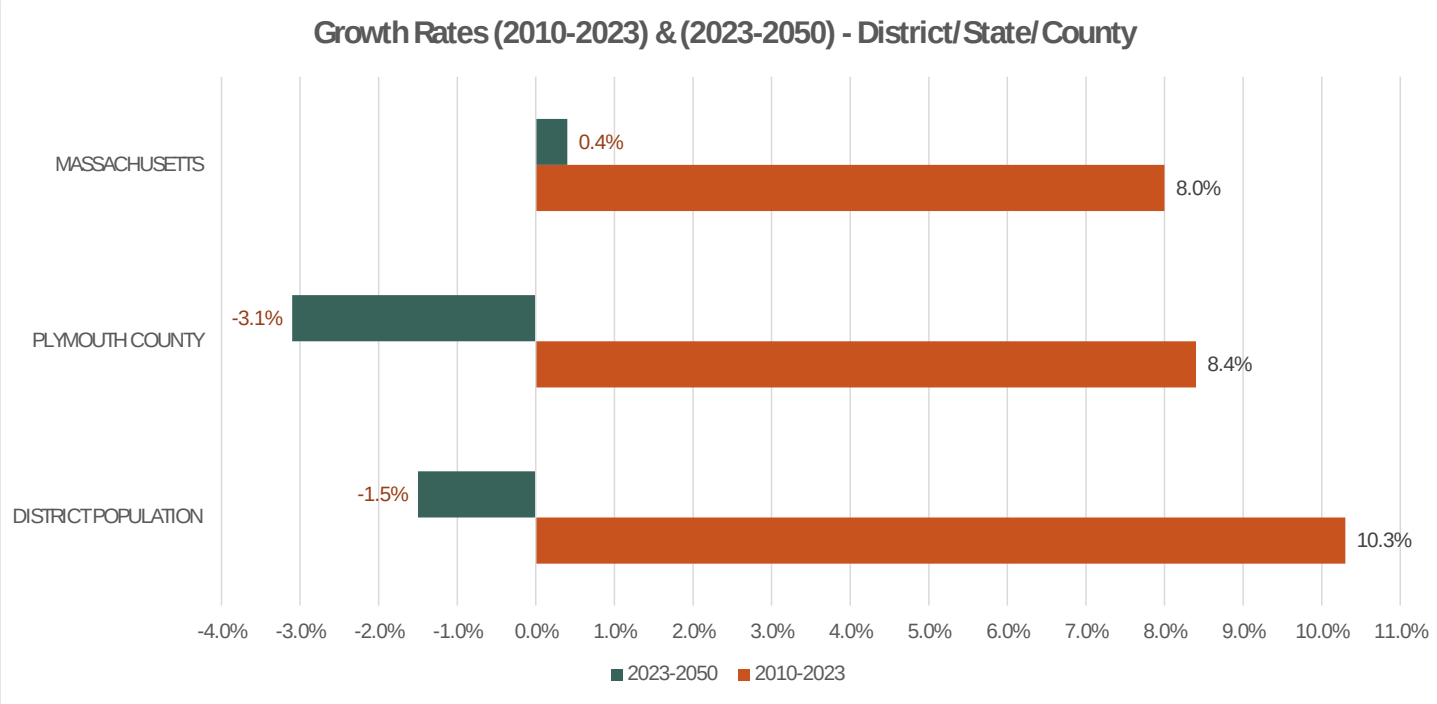
The primary source of demographic and socioeconomic data is the American Community Survey (ACS) 5-Year Estimates conducted by the U.S. Census Bureau, ensuring the most up-to-date insights available at the time (2023) during the development of this document. Labor market and employment statistics were sourced from the Massachusetts Executive Office of Labor and Workforce Development's (EOLWD) Department of Economic Research, while long-term projections on population and workforce trends were provided by the UMass Donahue Institute (based on ACS 5-Year Estimates). Additional data was drawn from Redfin, offering real-time housing market analytics, and the U.S. Department of Agriculture (USDA), which tracks farm activity and agricultural value.

The OCPC district is characterized by a mix of urban centers, suburban neighborhoods, and fairly rural landscapes, each with distinct economic profiles and development challenges. The region has experienced shifting population dynamics, evolving labor market demands, and increasing pressure on housing affordability—all of which are captured in this analysis to inform targeted strategies. By synthesizing these diverse datasets, this analysis aims to uncover patterns, highlight disparities, and identify opportunities for strategic intervention. It equips OCPC and its partners with the evidence needed to guide economic development initiatives that are equitable, forward-looking, and tailored to the unique needs of the region.

POPULATION GROWTH & PROJECTIONS

From 2010 to 2023, the OCPC district experienced a robust population growth of 10.3%, outpacing both Plymouth County and Massachusetts, which grew at 8.4% and 8.0% respectively. The average growth rate across all 17 communities in the district during this period was 8.3%. However, projections for 2023 to 2050 indicate a significant slowdown, with a 'negative' average growth rate of -1.9%. In contrast, Plymouth County is expected to face a notable population decline of 3.1%, while Massachusetts is projected to have a slight increase of 0.4%. These trends suggest that while the OCPC district has been thriving, it may stabilize in the future, and Plymouth County might encounter challenges related to population retention, reflecting broader demographic shifts within the state.

Figure 1:



2010, 2023 US Census - American Community Survey (ACS 5-Year Estimates)
2023, UMass Donahue Institute (UMDI) 2030-2050 Projections

While the district's population is projected to continue growing in the near-term, few specific communities are expected to face declines as early as 2030, onward. By 2040 and beyond, the population dynamics suggest a shift towards stabilization or modest growth in few areas, with declines in most others. Population projections indicate growth for all but 6 communities through 2030 (East Bridgewater, Halifax, Hanson, Pembroke, Plympton, Whitman) who see declining numbers by or before then. By 2040 and beyond, populations steadily decline for 11 of the communities in the district. During that time, communities such as Avon, Brockton, Duxbury, Hanover, Kingston, West Bridgewater experience only very modest increases through 2050.

Table 1:

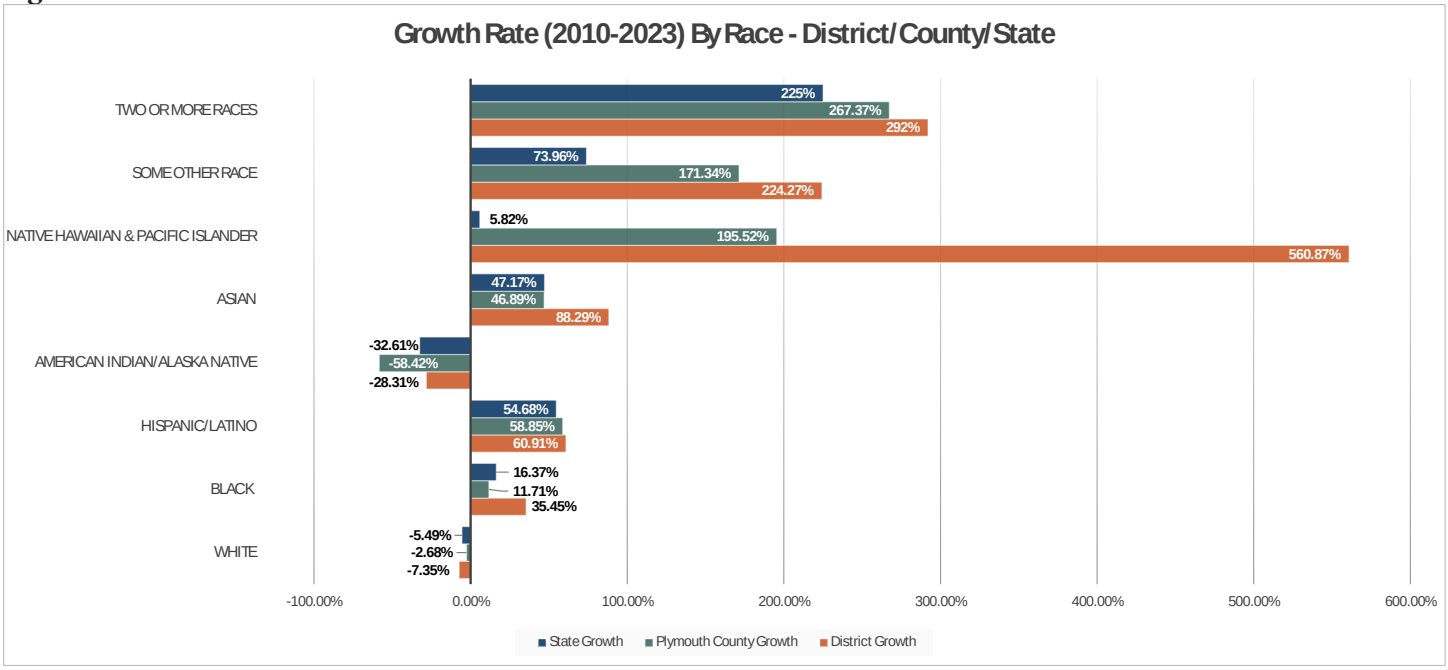
POPULATION GROWTH & PROJECTIONS								
Community	**2010**	**2020**	**2023**	**% Change (2010-2023)**	**2030**	**2040**	**2050**	**% Change (2023-2050)**
ABINGTON	15,704	16,557	17,008	8.3	16,799	16,057	15,266	-10.2%
AVON	4,335	4,513	4,753	9.6	5,104	5,410	5,794	21.9%
BRIDGEWATER	26,563	27,441	28,669	7.9	28,231	28,157	27,491	-4.1%
BROCKTON	93,869	95,740	105,080	11.9	109,059	111,776	114,746	9.2%
DUXBURY	14,897	15,912	16,110	8.1	16,995	18,870	19,818	23.0%
EAST BRIDGEWATER	13,636	14,509	14,420	5.7	14,027	13,426	12,658	-12.2%
EASTON	23,016	24,860	25,162	9.3	25,009	25,073	24,879	-1.1%
HALIFAX	7,508	7,830	7,734	3.0	7,522	7,072	6,540	-15.4%
HANOVER	13,743	14,526	14,800	7.7	15,146	15,588	15,675	5.9%
HANSON	10,094	10,874	10,615	5.2	10,472	9,994	9,162	-13.7%
KINGSTON	12,470	13,746	13,782	10.5	14,442	14,878	14,912	8.2%
PEMBROKE	17,660	18,455	18,355	3.9	17,692	16,818	15,482	-15.7%
PLYMOUTH	55,606	60,991	65,405	17.6	61,699	59,148	54,498	-16.7%
PLYMPTON	2,777	2,979	2,934	5.7	2,862	2,666	2,483	-15.4%
STOUGHTON	26,781	28,742	29,074	8.6	29,727	29,621	29,578	1.7%
WEST BRIDGEWATER	6,859	7,254	7,682	12.0	8,180	8,702	9,326	21.4%
WHITMAN	14,370	15,139	15,215	5.9	14,432	13,548	12,411	-18.4%
DISTRICT POPULATION	359,888	380,068	396,798	10.3	397,398	396,804	390,719	-1.5%
PLYMOUTH COUNTY	490,784	518,597	531,889	8.4	533,252	528,979	515,666	-3.1%
MASSACHUSETTS	6,477,096	6,873,003	6,992,395	8.0	7,115,199	7,102,574	7,021,497	0.4%

2010, 2020, 2023 US Census - American Community Survey (ACS 5-Year Estimates)
2023, UMass Donahue Institute (UMDI) 2030-2050 Projections

RACE & ETHNIC PROFILE

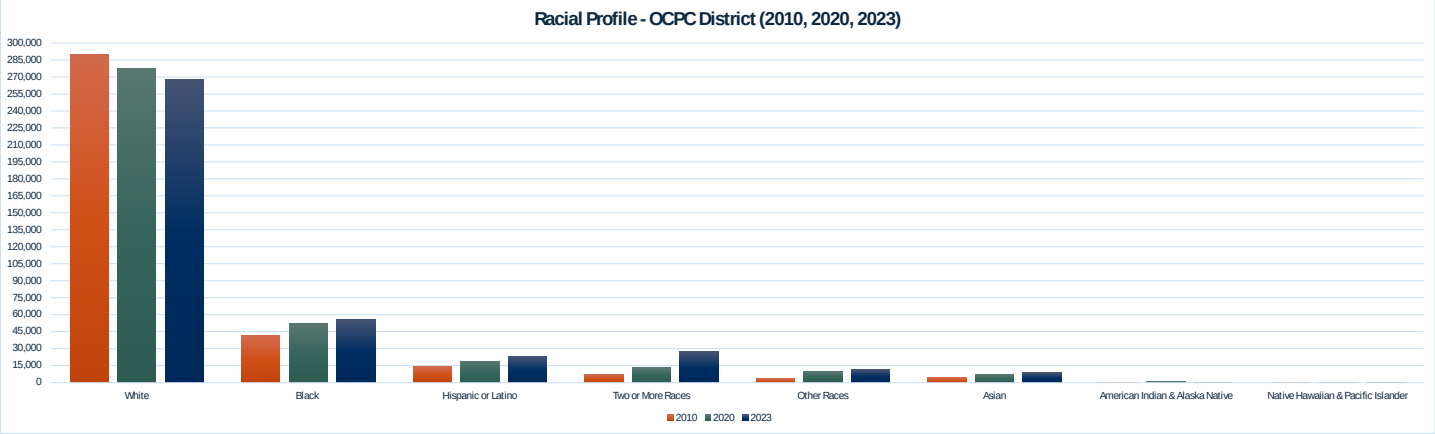
The region is predominantly White, followed by Black or African American, and then Hispanic or Latino. However, between 2010 and 2023, the OCPC district has seen a gradual increase in racial and ethnic composition, outpacing the State and Plymouth County in growth among most categories, reflecting broader demographic shifts. By 2023, the White population had decreased more than 7% district-wide, with notable declines in communities like Avon, Brockton, Easton, Stoughton and Whitman. Meanwhile, the Hispanic or Latino population saw substantial growth across nearly all communities. The most dramatic percentage increases occurred in less densely populated areas such as Abington, Pembroke, and Kingston. However, in terms of total numbers, the largest gains were concentrated in more populous communities like Brockton and Plymouth. There were also increases among Asians, people identifying as Two or More Races, and Other categories. Overall, every community within the OCPC district has diversified, especially those near Brockton, indicating that proximity to larger, more diverse urban centers may influence demographic changes.

Figure 2:



2010, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

Figure 3:



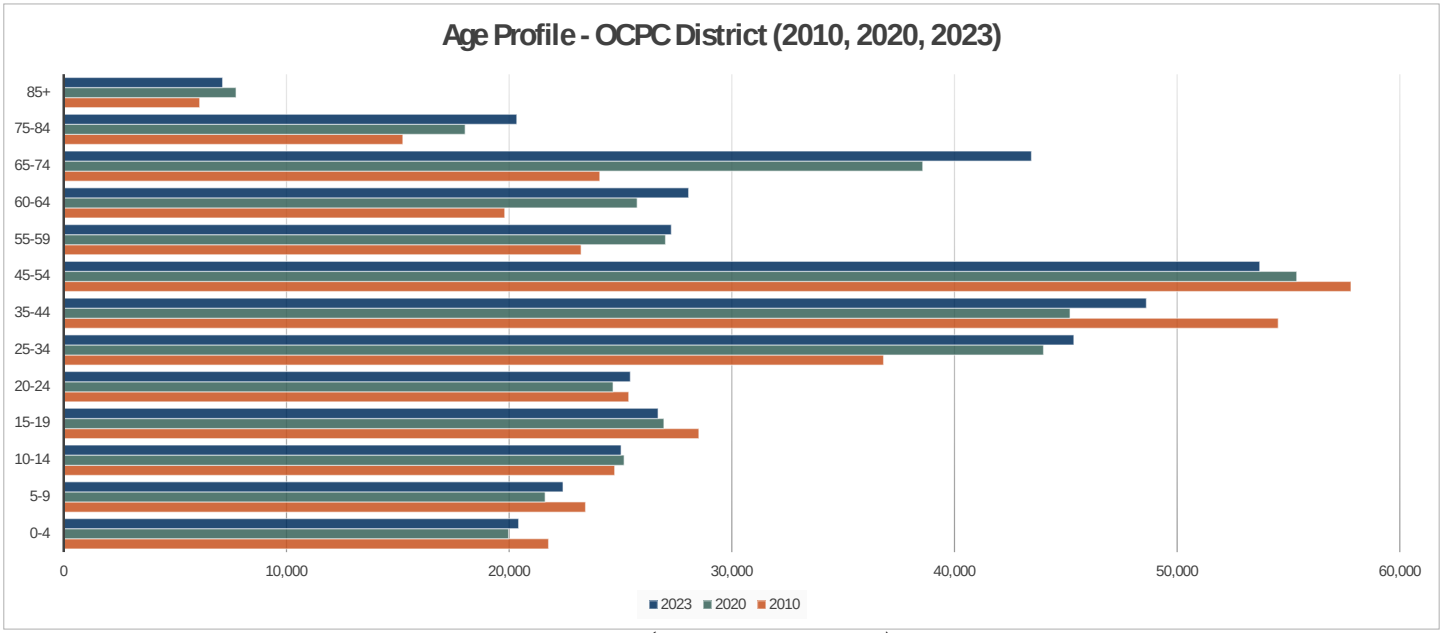
2010, 2020, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

AGE PROFILE

Profile Distribution & Growth

Between 2010 and 2023, there has been pronounced generational turnover across our region. While younger age groups (0–19) generally have declined or remained flat, the “25–34” and “65+” cohorts saw substantial growth. The largest age group in the district has remained “45-54” years old for some time. However, that population has shrunk by 7% within this timeframe, which could suggest out-migration, lower birth rates in previous decades, or higher mortality rates within this age group. The district is experiencing a clear shift toward an older population. Over the past 13 years, the number of residents aged 65–74 has soared by an impressive 80%, while those in the 75–84 age group have grown by 33.6%. These sharp increases not only highlight a rapidly aging community but also reflect broader trends of increased longevity and a steady progression of residents into older age brackets. This trend is echoed at the county and state levels, where older age groups also posted significant gains, suggesting broader regional aging patterns. This evolving age structure carries important implications for regional planning, healthcare services, and community infrastructure.

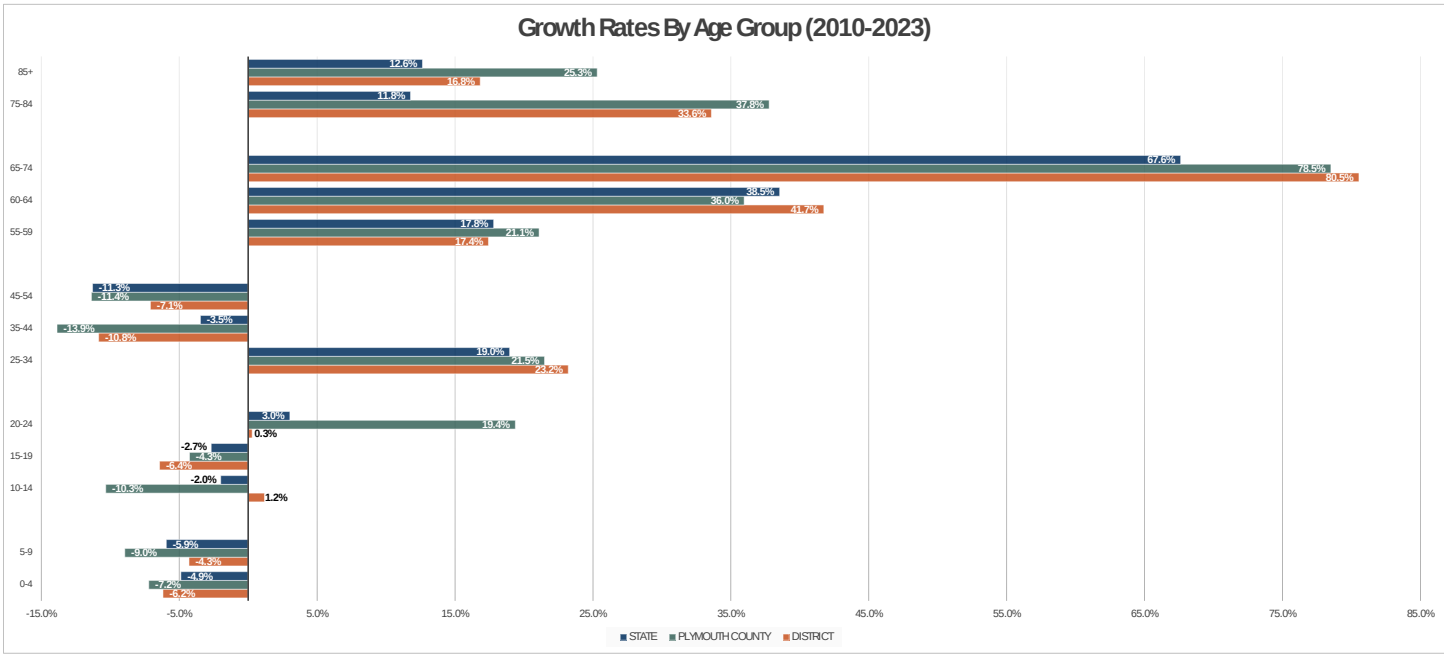
Figure 4:



2010, 2020, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

Conversely, the decline in middle-aged cohorts (35–64) and stagnation among youth (0–24) raise concerns about long-term sustainability. The 35–44 group declined by 10.8%, and the 45–54 and 55–59 brackets dropped by 7.1% and 17.4%, respectively. These shifts may reflect outmigration, changing family dynamics, or economic pressures affecting long-term residency. The youngest cohorts (0–24) showed modest declines or stagnation, which could impact future school enrollment and workforce pipelines. The shrinking 45–59 demographic could also strain the labor force and reduce civic participation, as this group traditionally anchors community leadership and economic productivity. These trends underscore the need for targeted strategies to retain families, attract younger residents, and support aging populations simultaneously. Overall, the data points to a region in demographic transition, with implications for healthcare, housing, labor markets, and municipal planning.

Figure 5:



2010, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

EDUCATIONAL ATTAINMENT

Between 2010 and 2023, every community in the OCPC district has seen notable increases in its Educational Attainment levels. The district average for residents aged 25 and older with a high school diploma or higher rose from 92.3% to 94.1%, surpassing both Plymouth County (93.4%) and state (91.4%) averages in 2023. Similarly, the percentage with a bachelor's degree or higher increased from 32.8% to 41.5%, aligning closely with the county average (41.1%) while narrowing the gap with the state (47.8%). Communities like Duxbury (96.3% high school, 73.5% bachelor's) and Easton (96.6% high school, 52.1% bachelor's) lead with strong figures, while Brockton shows lower rates (83.6% high school, 20.1% bachelor's), underscoring regional disparities but overall progress in educational levels that support workforce development goals. Smaller communities like Avon (population around 4,753) exhibit fluctuations, such as in high school rates, where the limited sample size in ACS surveys can make year-to-year changes appear more significant than they may be in reality.

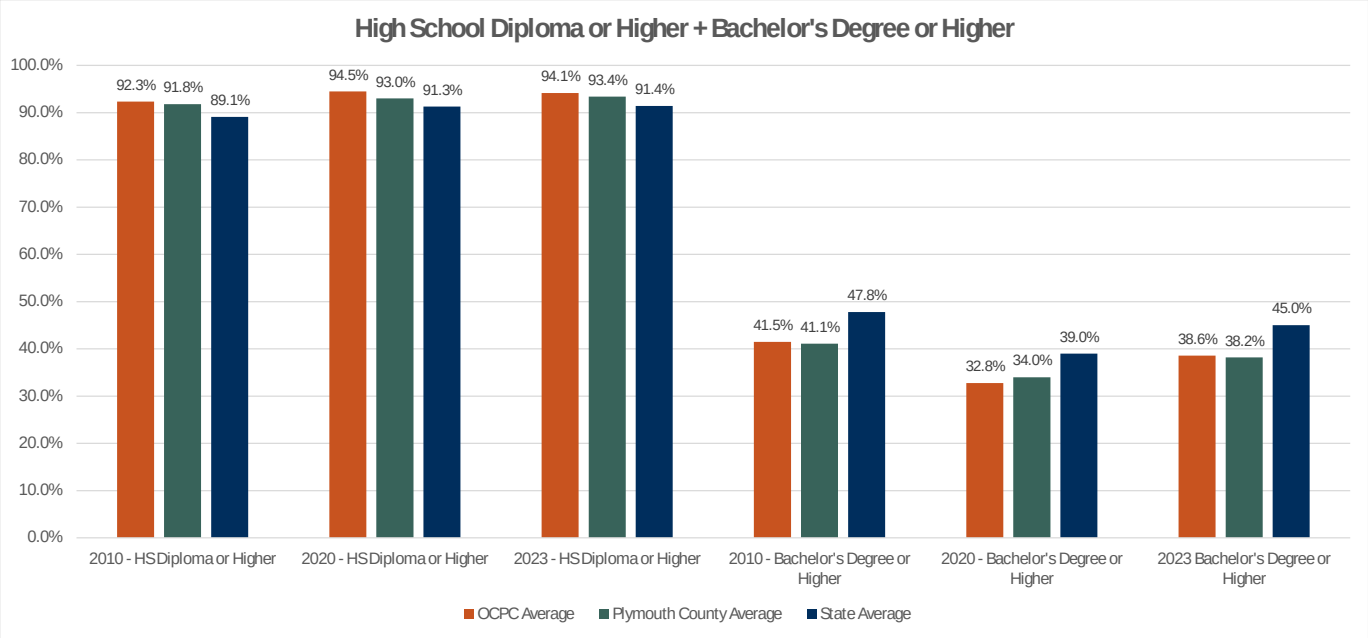
Table 2:

EDUCATIONAL ATTAINMENT						
	High School Diploma or Higher			Bachelor's Degree or Higher		
Community	**2010**	**2020**	**2023**	**2010**	**2020**	**2023**
ABINGTON	94.4%	95.1%	95.9%	25.7%	38.2%	39.8%
AVON	90.5%	92.6%	86.4%	18.6%	27.1%	31.0%
BRIDGEWATER	90.6%	94.8%	94.2%	32.9%	38.6%	39.7%
BROCKTON	81.2%	81.8%	83.6%	18.3%	21.3%	20.1%
DUXBURY	99.0%	95.3%	96.3%	68.2%	68.8%	73.5%
EAST BRIDGEWATER	93.2%	95.8%	95.7%	25.4%	28.8%	34.3%
EASTON	94.9%	95.9%	96.6%	47.4%	49.1%	52.1%
HALIFAX	94.3%	96.1%	96.2%	23.0%	33.1%	32.9%
HANOVER	96.0%	96.4%	96.2%	42.1%	48.2%	56.5%
HANSON	93.6%	93.7%	93.4%	28.7%	33.7%	39.0%
KINGSTON	94.0%	97.2%	98.7%	38.6%	42.8%	48.7%
PEMBROKE	94.6%	97.5%	96.7%	33.6%	40.0%	45.7%
PLYMOUTH	92.3%	95.9%	96.7%	38.4%	45.0%	43.1%
PLYMPTON	88.4%	94.8%	92.4%	31.1%	34.4%	35.6%
STOUGHTON	87.8%	91.2%	90.9%	32.1%	40.3%	41.0%
WEST BRIDGEWATER	91.2%	97.0%	95.9%	28.5%	38.2%	42.6%
WHITMAN	93.8%	95.0%	94.7%	24.4%	27.8%	29.2%
DISTRICT AVERAGE	92.3%	94.5%	94.1%	32.8%	38.6%	41.5%
PLYMOUTH COUNTY AVERAGE	91.8%	93.0%	93.4%	34.0%	38.2%	41.1%
STATE AVERAGE	89.1%	91.3%	91.4%	39.0%	45.0%	47.8%

2010, 2020, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

In contrast, Brockton has lower percentages in both categories, with 83.6% having a "High School Diploma or Higher" and 20.1% having a "Bachelor's Degree or Higher" in 2023. Interestingly, Avon saw a decrease in the percentage of residents with a "High School Diploma or Higher," dropping from 92.6% in 2020 to 86.4% in 2023. This is an unusual trend compared to the overall improvement seen in other communities. The OCPC district generally performs better than the State and County averages in terms of "High School Diploma or Higher." However, the district still lags behind the State average in the "Bachelor's Degree or Higher" category, although it is catching up. These trends suggest that while the district is making significant strides in educational attainment, there are disparities among different communities.

Figure 6:



2010, 2020, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

MEDIAN HOUSEHOLD INCOME

Between 2010 and 2023, every community in the OCPC district has experienced significant gains in both Median Household Income and Per Capita Income, indicating overall economic growth and improved financial well-being for residents. While these increases reflect positive trends, rising wages during this period have also been influenced by inflation and a higher cost of living, which may offset some of the perceived gains in purchasing power. The District exceeds the State's average Median Household Income by more than $15,000, suggesting that households in the district are generally better off financially compared to the state as a whole.

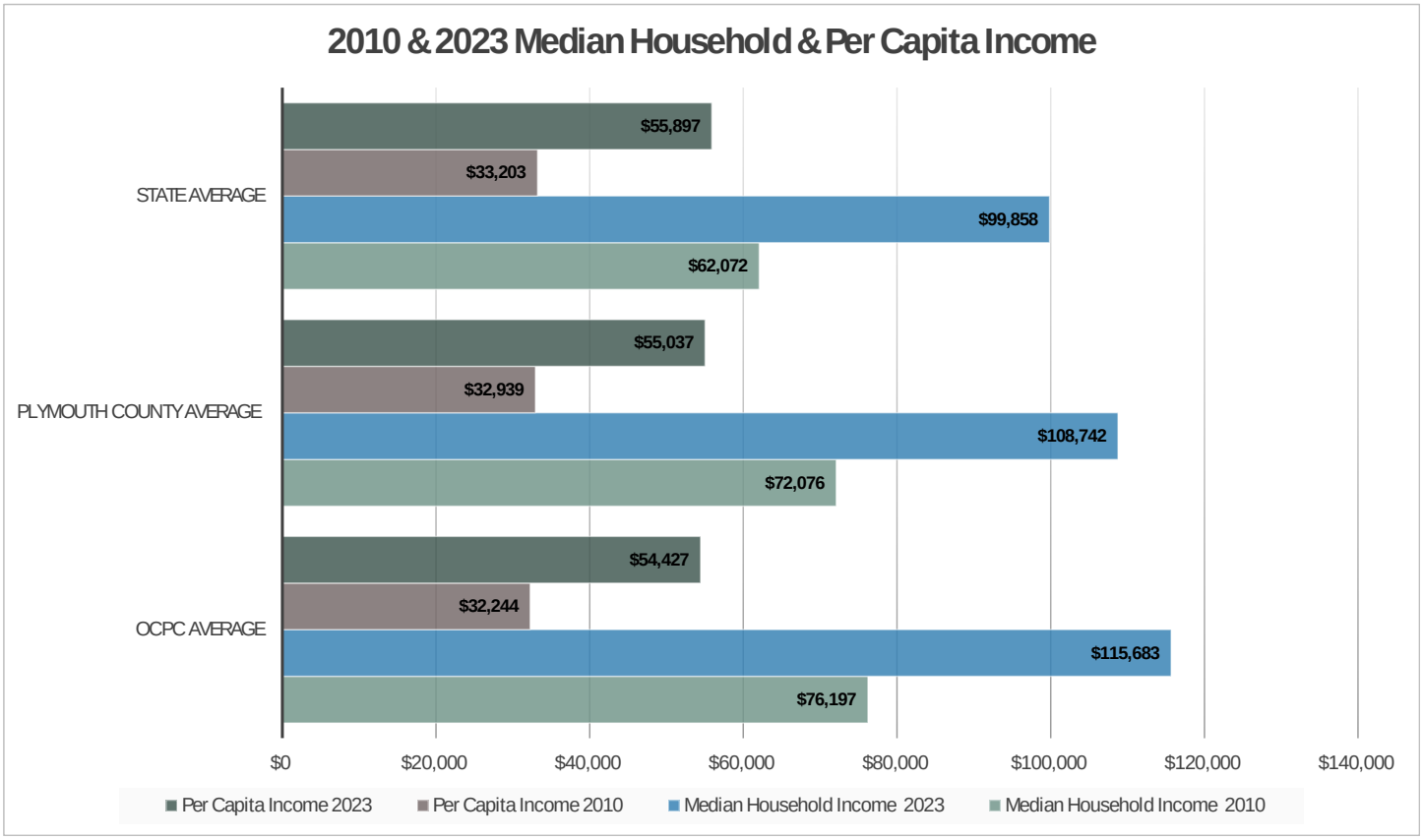
Table 3:

MEDIAN HOUSEHOLD & PER CAPITA INCOME						
	Median Household Income			Per Capita Income		
Community	**2010**	**2020**	**2023**	**2010**	**2020**	**2023**
ABINGTON	$74,589	$106,001	$119,787	$32,208	$41,446	$52,259
AVON	$67,313	$97,353	$129,487	$30,287	$38,312	$47,100
BRIDGEWATER	$89,000	$100,747	$112,482	$27,645	$39,000	$46,783
BROCKTON	$47,472	$62,000	$79,990	$21,079	$27,572	$34,057
DUXBURY	$114,565	$126,889	$171,471	$33,390	$43,994	$71,014
EAST BRIDGEWATER	$78,492	$102,669	$128,679	$30,965	$46,630	$58,078
EASTON	$86,050	$106,900	$121,458	$37,504	$51,585	$60,634
HALIFAX	$81,855	$97,844	$106,851	$33,839	$41,189	$48,218
HANOVER	$100,233	$133,922	$174,821	$41,043	$54,051	$70,366
HANSON	$81,964	$100,455	$111,897	$31,040	$44,838	$57,506
KINGSTON	$77,656	$95,197	$115,863	$36,136	$44,305	$61,811
PEMBROKE	$80,694	$119,827	$141,332	$33,942	$49,105	$60,532
PLYMOUTH	$82,000	$106,626	$109,968	$32,939	$50,307	$55,037
PLYMPTON	$87,917	$107,734	$119,750	$33,265	$44,861	$53,289
STOUGHTON	$67,175	$90,201	$104,164	$30,669	$41,899	$49,598
WEST BRIDGEWATER	$76,277	$105,377	$124,483	$32,111	$40,849	$52,738
WHITMAN	$76,277	$88,932	$107,794	$30,082	$38,117	$46,233
DISTRICT AVERAGE	$76,197	$97,261	$115,683	$32,244	$43,415	$54,427
PLYMOUTH COUNTY AVERAGE	$72,076	$90,880	$108,742	$32,939	$50,307	$55,037
STATE AVERAGE	$62,072	$84,385	$99,858	$33,203	$45,555	$55,897

2010, 2020, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

However, despite the strong performance in Median Household Income, the district lags slightly behind the State average in Per Capita Income by under $1,000. This could indicate that while households are doing well, individual income levels are slightly lower, possibly due to larger household sizes or other factors. Larger gains were made in Median Household Income with 9 communities increasing by 50% or higher. Notably, Avon, Hanover, and Pembroke experienced increases of roughly 75% or higher, indicating particularly strong economic growth in these areas. This disparity between household and per capita income may also suggest that economic gains are being distributed across multiple earners within households, rather than concentrated at the individual level.

Figure 7:



2010, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

COMMUTING CHARACTERISTICS

The average travel time to work for all communities in the OCPC district is roughly a half-hour, give or take only a few minutes more or less. Most communities have seen a small increase in mean travel time to work, with the OCPC average rising from 31.2 minutes in 2010 to 33.2 minutes in 2023, a modest 6.4% jump. That increase is slightly lower than the State average increase of 8.3%, indicating relatively stable commuting times compared to the State. This stability may reflect a somewhat healthy balance between residential growth and local employment opportunities, suggesting that many residents continue to work within or near their communities rather than commuting long distances.

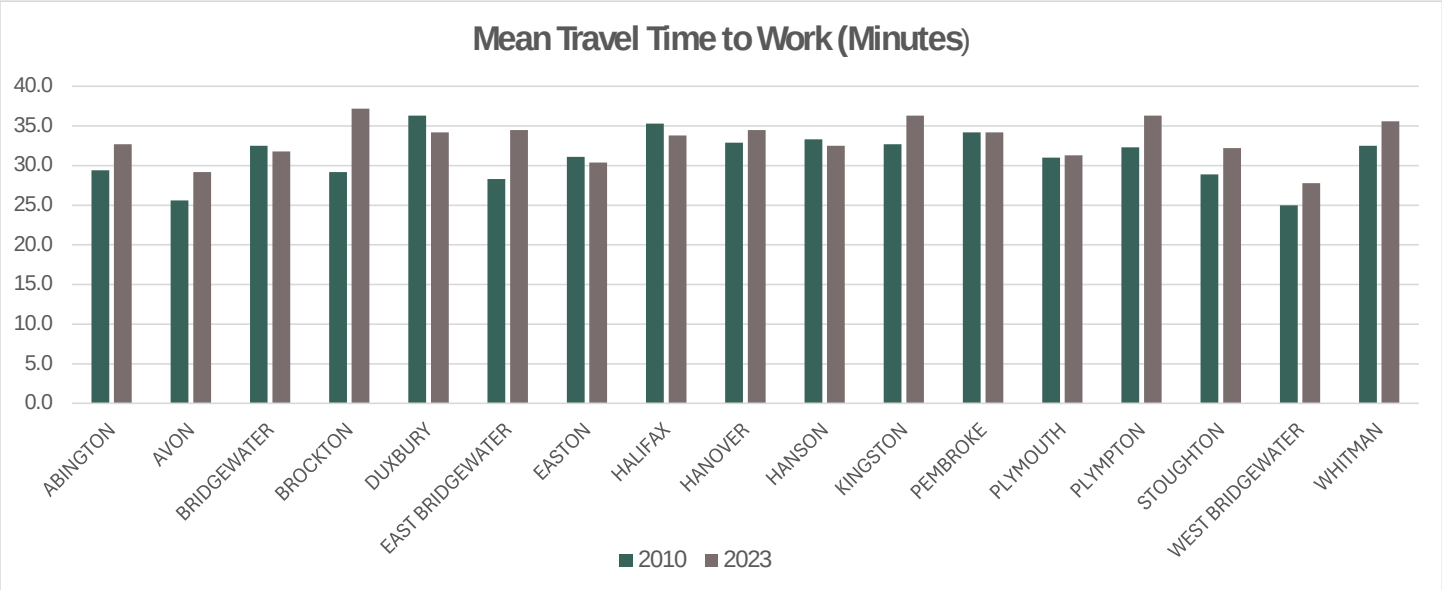
Table 4:

COMMUTING CHARACTERISTICS								
	Mean Travel Time to Work (Minutes)				Work in County of Residence (Percent)			
Community	2010	2020	2023	% Change (2010-2023)	2010	2020	2023	% Change (2010-2023)
ABINGTON	29.4	36.6	32.7	11.2%	39.9%	42.2%	51.8%	29.8%
AVON	25.6	35.4	29.2	14.1%	55.1%	59.6%	57.0%	3.4%
BRIDGEWATER	32.5	30.7	31.8	-2.2%	42.5%	56.1%	57.6%	35.5%
BROCKTON	29.2	33.9	37.2	27.4%	50.5%	55.0%	54.4%	7.7%
DUXBURY	36.3	39.6	34.2	-5.8%	55.6%	59.3%	64.9%	16.7%
EAST BRIDGEWATER	28.3	34.7	34.5	21.9%	54.5%	60.2%	57.8%	6.1%
EASTON	31.1	31.0	30.4	-2.3%	35.6%	38.0%	47.5%	33.4%
HALIFAX	35.3	33.5	33.8	-4.2%	56.8%	68.7%	75.7%	33.3%
HANOVER	32.9	34.0	34.5	4.9%	47.0%	54.6%	59.3%	26.2%
HANSON	33.3	36.2	32.5	-2.4%	59.7%	57.8%	69.8%	16.9%
KINGSTON	32.7	33.8	36.3	11.0%	63.0%	68.7%	69.2%	9.8%
PEMBROKE	34.2	36.5	34.2	0.0%	59.8%	59.5%	64.0%	7.0%
PLYMOUTH	31.0	29.8	31.3	1.0%	66.5%	67.2%	74.1%	11.4%
PLYMPTON	32.3	34.9	36.3	12.4%	69.8%	73.6%	75.3%	7.9%
STOUGHTON	28.9	32.2	32.2	11.4%	55.0%	56.8%	57.6%	4.7%
WEST BRIDGEWATER	25.0	29.4	27.8	11.2%	48.9%	58.0%	61.5%	25.8%
WHITMAN	32.5	30.8	35.6	9.5%	44.8%	53.4%	55.6%	24.1%
DISTRICT AVERAGE	31.2	33.7	33.2	6.4%	53.2%	58.2%	61.9%	16.4%
PLYMOUTH COUNTY AVERAGE	32.7	35.9	34.6	5.8%	53.9%	54.5%	62.5%	16.0%
STATE AVERAGE	27.6	31.0	29.9	8.3%	65.7%	65.4%	69.7%	6.1%

2010, 2020, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

Some communities, like Brockton and East Bridgewater, experienced notable increases in average travel time to work—27.4% and 21.9%, respectively—potentially reflecting longer commutes tied to employment shifts or regional congestion. Meanwhile, communities such as Bridgewater, Duxbury, and Halifax saw decreases in travel time, likely indicating evolving commuting patterns, improved access to local jobs, or changes in transportation infrastructure. Across the OCPC district, there has also been a significant rise in the percentage of residents working within their county of residence, with the average increasing from 53.2% in 2010 to 61.9% in 2023—a 16.4% jump. Communities like Halifax and Hanson saw especially strong gains of 33.3% and 16.9%, respectively, suggesting expanded local employment opportunities or a growing preference for working closer to home. These trends may also reflect broader lifestyle shifts, such as increased remote work, a desire for shorter commutes, or efforts to improve work-life balance within the region.

Figure 8:



2010, 2020, 2023, US Census - American Community Survey (ACS 5-Year Estimates)

JOBS & EMPLOYMENT PROJECTIONS

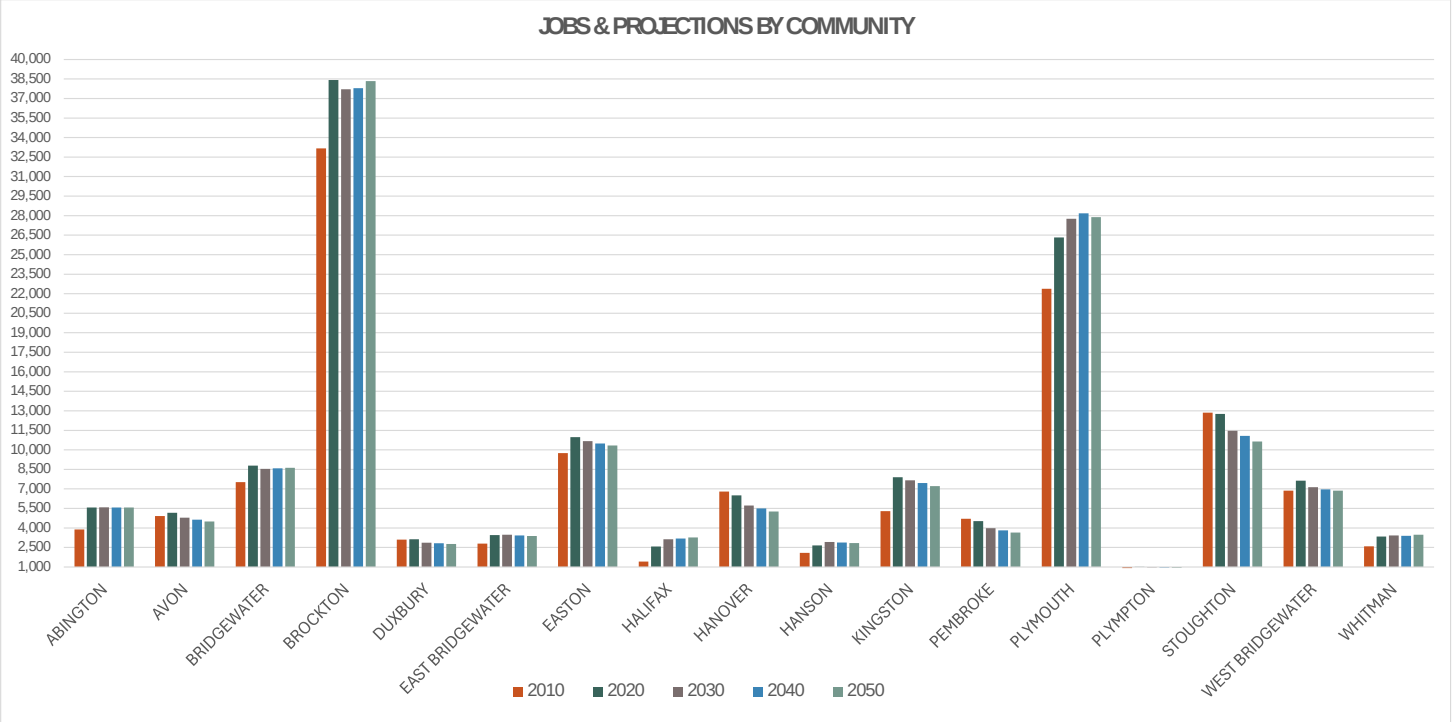
The overall percentage change in jobs from 2010 to 2020 was positive, with a district total increase of 15.4%. During this time, towns with smaller populations made the largest gains (Plympton, Halifax, and Abington) and all but 3 communities (Stoughton, Pembroke, Hanover) saw jobs increase - indicating a trend where smaller communities were catching up or expanding rapidly during this period. However, the job projections from 2020 to 2050 show a slight decline of 3.4% for the district total. That said, in what seems to reflect growing changes in the population, projections indicate that job numbers tend to peak around 2030 and begin to steadily decline through 2050 in most communities. By 2050, jobs are expected to drop lower than 2020 levels in all but 5 communities in the district: Abington, Halifax, Hanson, Plymouth, and Whitman, likely due to a combination of sustained population growth and proximity to key transportation corridors.

Table 5:

JOBS & JOB PROJECTIONS BY MUNICIPALITY							
	Jobs Within Community			Job Projections			
Community	2010	2020	% Change (2010-2020)	2030	2040	2050	% Change (2020-2050)
ABINGTON	3,887	5,567	43.2	5,585	5,574	5,571	0.1%
AVON	4,919	5,163	5.0	4,788	4,638	4,495	-12.9%
BRIDGEWATER	7,525	8,791	16.8	8,536	8,585	8,624	-1.9%
BROCKTON	33,167	38,417	15.8	37,714	37,798	38,332	-0.2%
DUXBURY	3,103	3,133	1.0	2,866	2,818	2,772	-11.5%
EAST BRIDGEWATER	2,803	3,455	23.3	3,473	3,425	3,383	-2.1%
EASTON	9,748	10,981	12.6	10,670	10,484	10,331	-5.9%
HALIFAX	1,412	2,570	82.0	3,135	3,183	3,275	27.4%
HANOVER	6,792	6,511	-4.1	5,722	5,505	5,266	-19.1%
HANSON	2,083	2,653	27.4	2,925	2,880	2,836	6.9%
KINGSTON	5,285	7,894	49.4	7,666	7,449	7,221	-8.5%
PEMBROKE	4,709	4,530	-3.8	3,978	3,812	3,650	-19.4%
PLYMOUTH	22,384	26,329	17.6	27,764	28,176	27,883	5.9%
PLYMPTON	429	1,013	136.1	976	963	943	-6.9%
STOUGHTON	12,853	12,759	-0.7	11,460	11,078	10,646	-16.6%
WEST BRIDGEWATER	6,872	7,629	11.0	7,131	6,960	6,861	-10.1%
WHITMAN	2,589	3,334	28.8	3,419	3,399	3,483	4.5%
DISTRICT TOTAL	130,560	150,729	15.4	147,808	146,727	145,572	-3.4%

2010, 2023, UMass Donahue Institute (UMDI) 2030-2050 Projections

Figure 9:

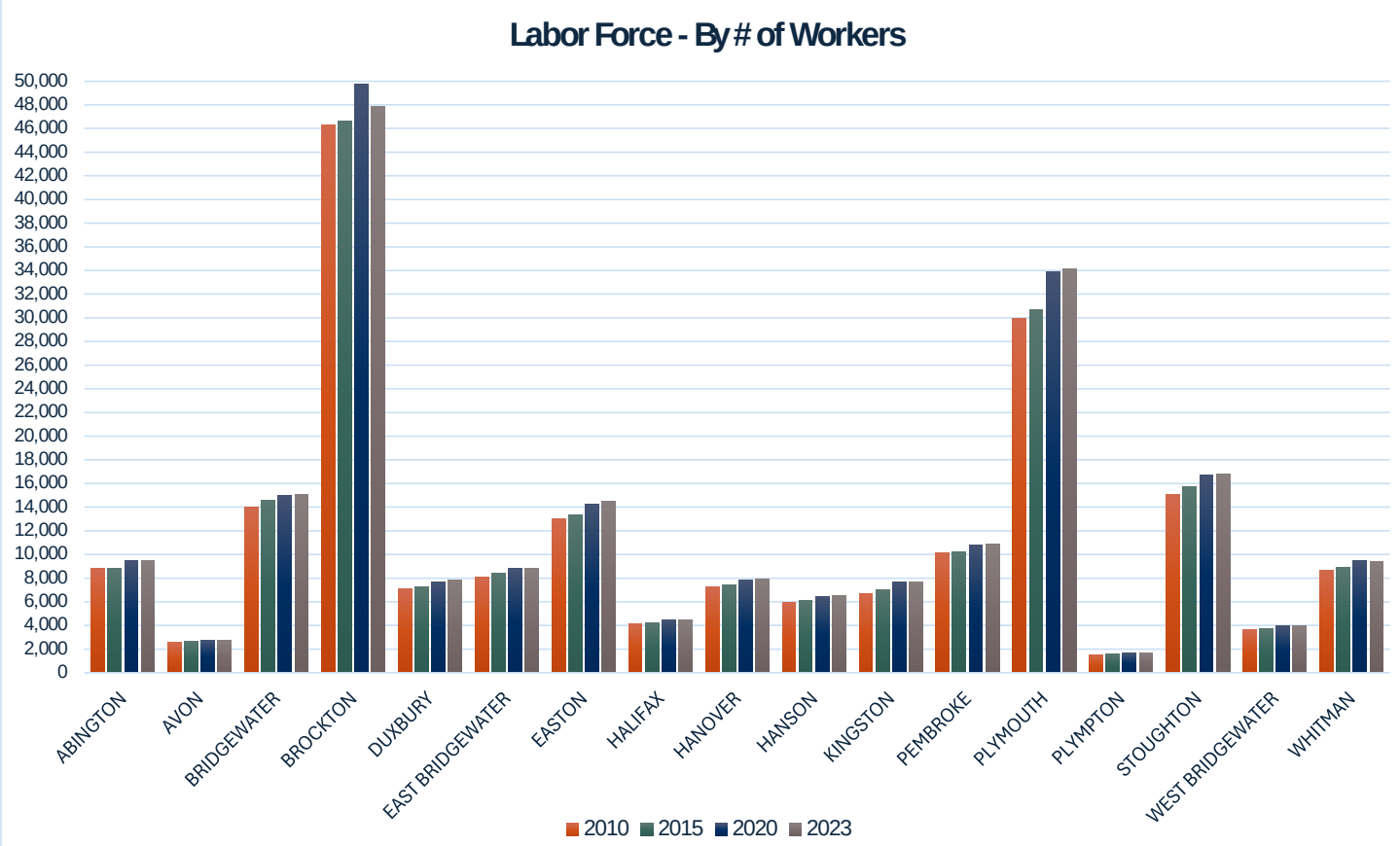


2010, 2023, UMass Donahue Institute (UMDI) 2030-2050 Projections

LABOR FORCE & UNEMPLOYMENT

Between 2010 and 2023, the labor force across most communities in Plymouth County experienced modest growth, with increases ranging from around 3% in Brockton to over 15% in Kingston. Across the district, the labor force rose by 8.8% overall, averaging a 9.5% increase by community. This regional growth slightly outpaced the statewide increase of 8.2%, reflecting broader demographic shifts and changes in labor force participation. Several communities—such as Plymouth (+13.9%) and Easton (+11.6%)—demonstrated particularly strong growth, likely driven by expanding local economies or rising population levels. In contrast, Brockton saw only minimal labor force expansion (+3%), which may reflect economic challenges, though its large population makes high percentage growth harder to achieve. Five communities—Stoughton, Plymouth, Kingston, Easton, and Duxbury—each experienced labor force growth exceeding 10%. While some of this growth aligns with population increases, others appear to be outpacing demographic trends, suggesting additional factors at play such as job creation, economic diversification, or improved access to employment.

Figure 10:



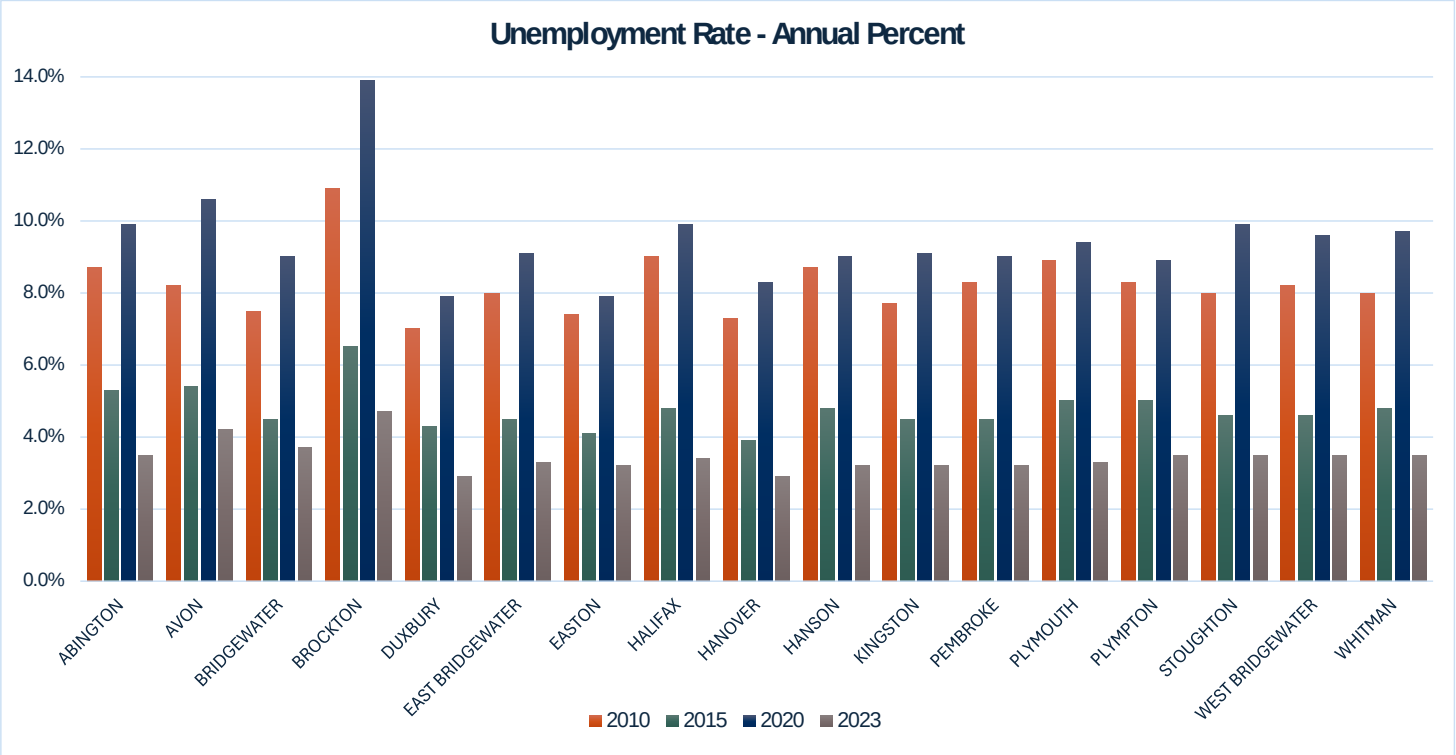
2010, 2015, 2020, 2023, MA Executive Office of Labor & Workforce Development – Dept. of Econ. Research (DER)

Unemployment

The shifts in unemployment rates in the OCPC district between 2010 and 2023 have mirrored national economic events and trends, indicating that the district's economy is closely tied to broader national economic conditions. The period from 2010 to 2015 saw states, including those in the OCPC district, grappling with turbulent economies, likely due to the aftermath of the 2008 financial crisis. The subsequent years marked economic recovery, with improvements in unemployment rates as the economy stabilized.

The COVID-19 pandemic in 2020 caused significant disruptions, leading to dramatic fluctuations in unemployment rates across all communities in the district. The post-pandemic recovery period from 2020 to 2023 saw unemployment rates gradually leveling off as the economy adjusted and recovered. By 2023, the average unemployment rate for the district settled at 3.5%, which is only slightly higher than the state average of 3.4%. However, some communities like Avon and Brockton still reported relatively high unemployment rates in 2023 (4.2% and 4.7%, respectively), indicating persistent challenges in certain local labor markets. This suggests that while the district has largely recovered, it is still trailing slightly behind the state in terms of unemployment rate stabilization.

Figure 11:



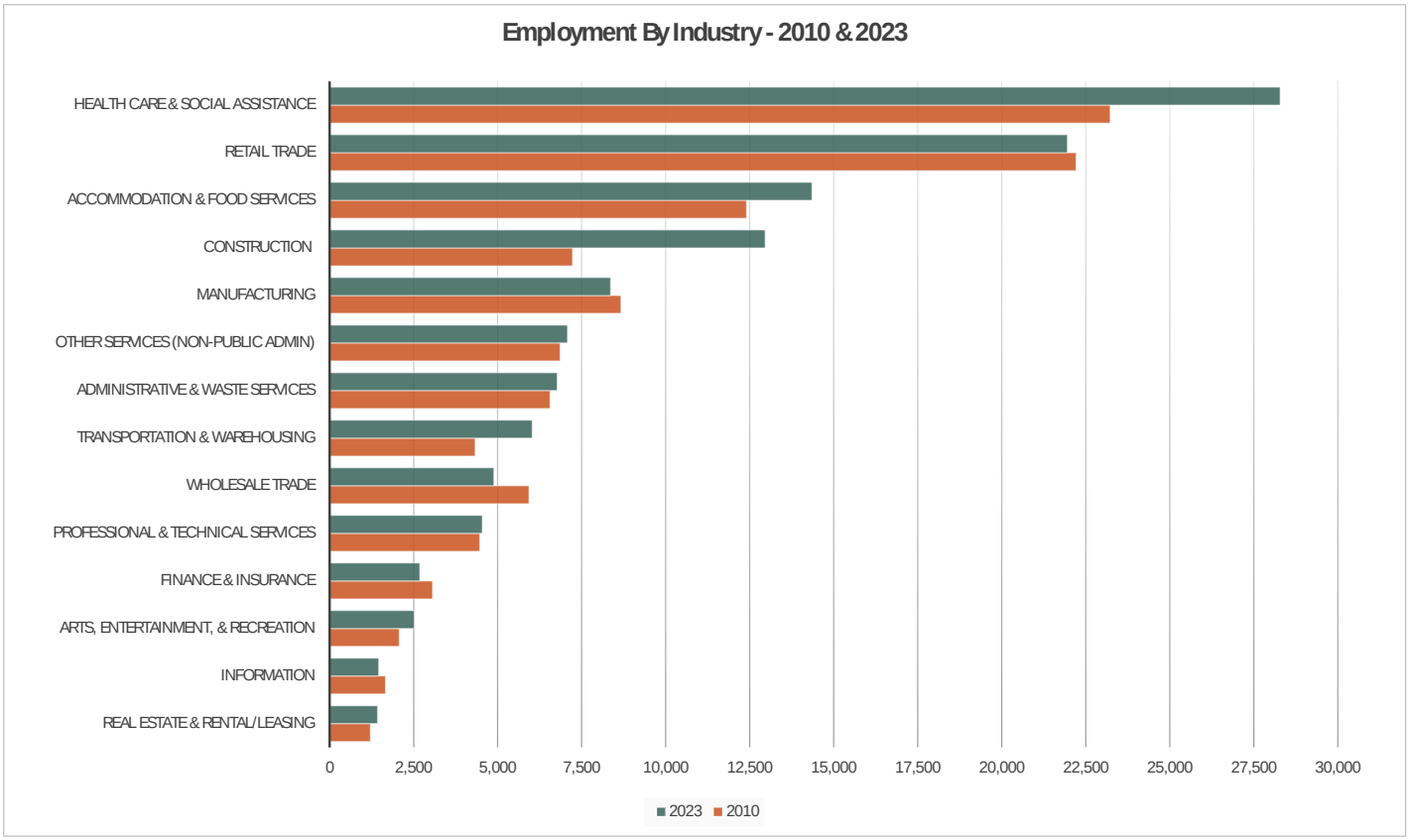
2010,2015, 2020, 2023, MA Executive Office of Labor & Workforce Development – Dept. of Econ. Research (DER)

EMPLOYMENT BY INDUSTRY

Between 2010 and 2023, industries in the OCPC district have largely followed ongoing growth trends reflected by demographic shifts and other common market patterns. However, several crucial sectors are seeing modest decreases in employment during this timeframe, including in Manufacturing, Wholesale Trade, Finance & Insurance, Information, and Retail. Dramatic increases have occurred within the Construction field, having grown roughly 80% - indicating a boom in construction activities and related jobs. Additionally, the Health Care & Social Assistance sector continues to expand and solidify its position as the largest industry in the OCPC region, growing by 22%.

What could potentially be cause for some concern is that there have been notable job losses that have occurred in those sectors that typically offer higher wages, including Wholesale, Finance & Insurance, and Manufacturing. This could have implications for the overall wage levels and economic health of the district. While the Health Care & Social Assistance sector continues to grow, and Retail remains fairly consistent- it is important to note that jobs in these two largest sectors generally pay significantly lower than those in other industries present in the region. This could affect the average income levels and economic stability of the workforce.

Figure 12:

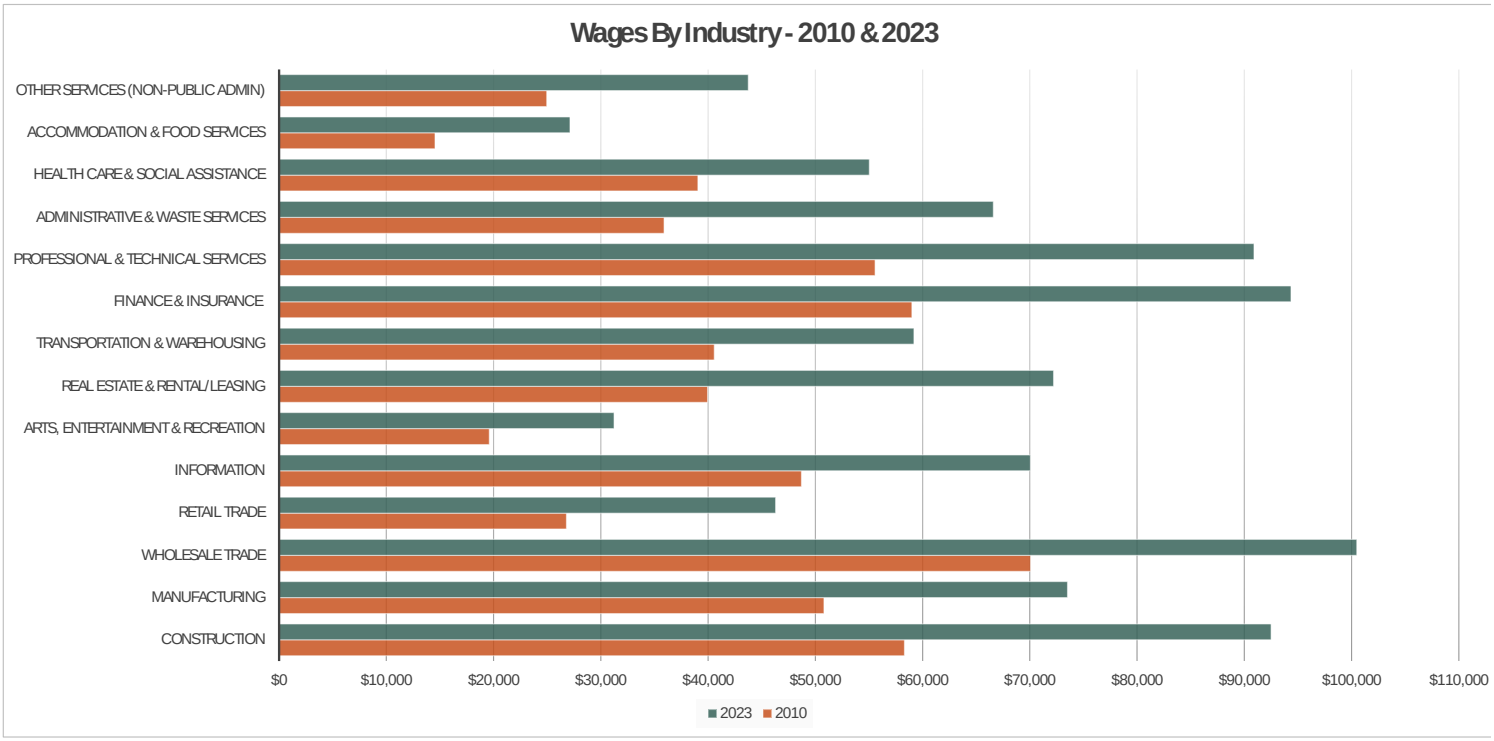


2010, 2023, MA Executive Office of Labor & Workforce Development – Dept. of Econ. Research (DER)

INDUSTRY WAGES

The top 5 best paying industries in the OCPC district in descending order are (1) Wholesale Trade, (2) Finance & Insurance, (3) Construction, (4) Professional & Technical Services, and (5) Manufacturing. These industries have remained the top 5 in that precise order from 2010 – 2023 indicating their strong position in terms of wage levels. The average growth rate for wages across the district (between 2010 and 2023) is 62% - notably outpacing inflation by a fairly substantial margin of 22 percentage points ahead of Consumer Price Index (CPI) growth. That suggests real wage gains, meaning workers in that region are not just earning more nominally, but their purchasing power has also improved. Contributing to that - significant wage gains have occurred within the Accommodation & Food Services sector at 87%, Administrative & Waste Services at 86%, and 81% in Real Estate & Leasing.

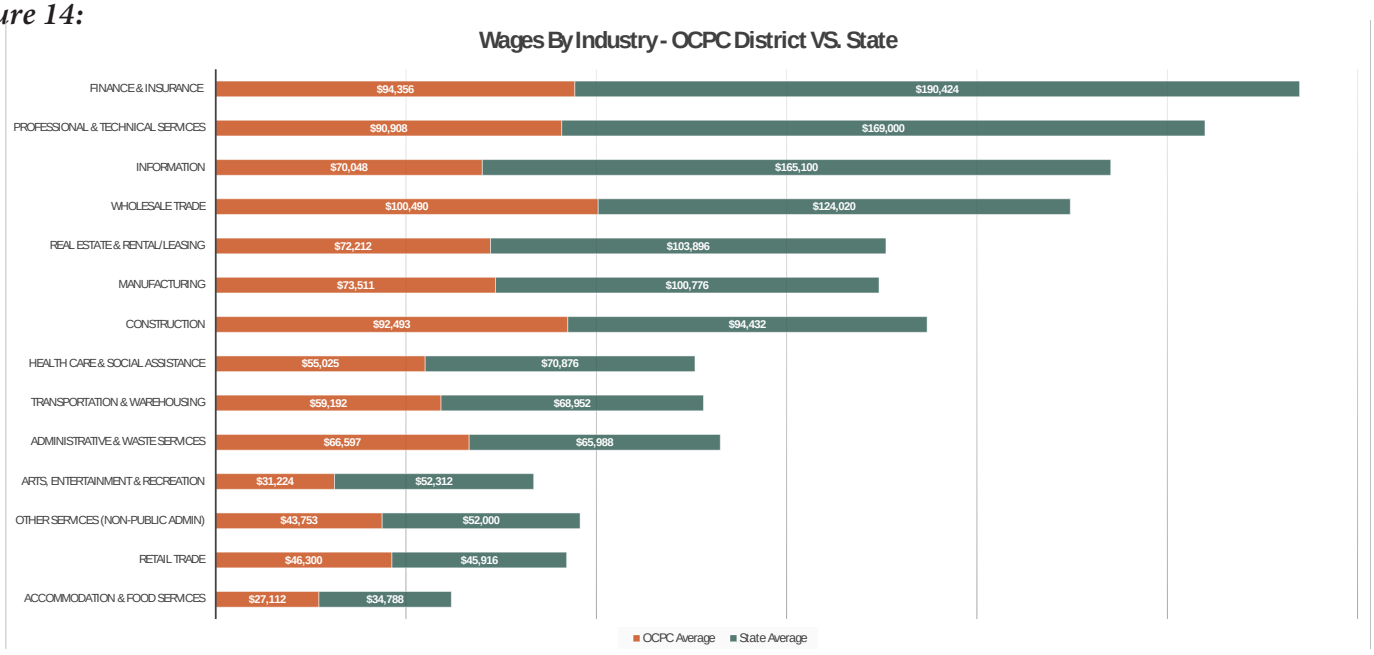
Figure 13:



2010, 2023, MA Executive Office of Labor & Workforce Development – Dept. of Econ. Research (DER)

Although employment has declined in three of the five highest-paying industries—Wholesale Trade, Finance & Insurance, and Manufacturing—and growth in Professional & Technical Services has largely stalled, the most pressing issue lies in the persistent wage gap. Despite gains in wages across the OCPC region, average earnings in nearly every industry remain below, and in many cases significantly below, the state average. This disparity underscores a structural imbalance that could hinder the economic well-being of workers in the district, limiting their purchasing power and long-term financial stability. Without targeted interventions or strategic investment, this wage lag may continue to widen, further entrenching regional inequities.

Figure 14:



2023, MA Executive Office of Labor & Workforce Development – Dept. of Econ. Research (DER)

BUILDING PERMITS

Between 2018 and 2023, the OCPC region experienced a notable decline in single-family residential building permits, dropping from 748 to 485. Plymouth consistently had the highest number of permits, though it also saw a decrease over the years. Brockton was one of the few communities to show growth, increasing its permits from 39 to 48. Conversely, communities like Abington, Avon, Easton, Hanover, and Pembroke experienced significant declines. Some areas, such as Duxbury and Kingston, showed fluctuating trends.

Overall, the decline in building permits may signal a slowdown in new residential development—driven by rising costs, shifting demographics, and a growing shortage of developable land. As many communities become increasingly built out, limited availability of zoned, feasible parcels has prompted a shift toward infill and redevelopment, with traditional greenfield opportunities steadily diminishing. That said, the region still retains a relatively strong inventory of undeveloped land compared to other parts of eastern Massachusetts, positioning it more favorably for future growth if infrastructure and zoning policies can adapt to evolving needs.

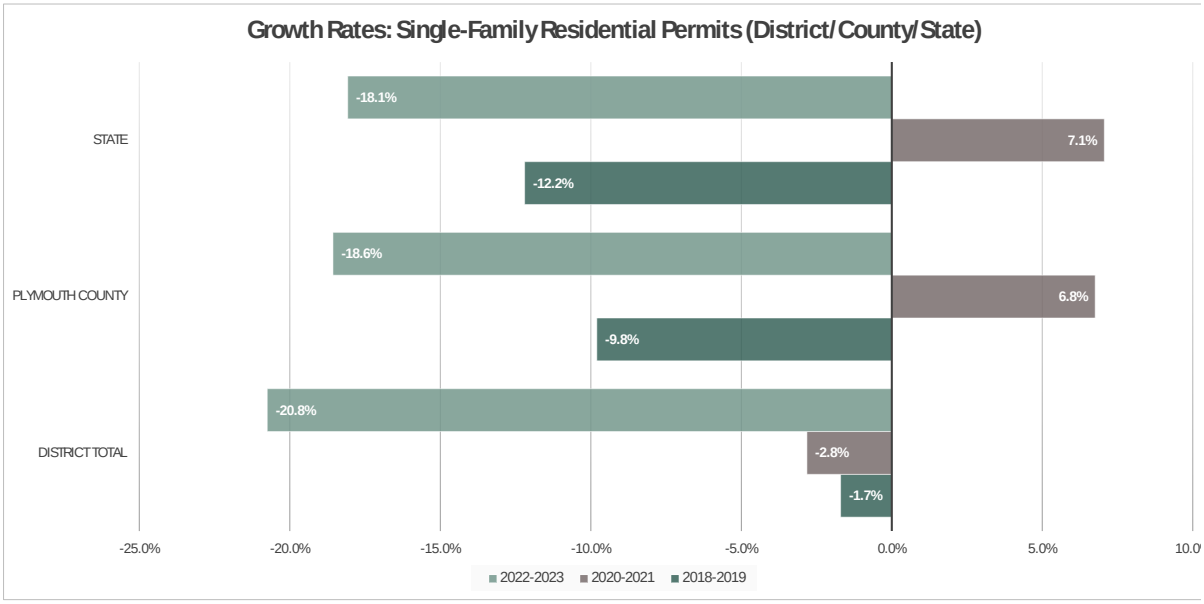
Table 6:

SINGLE-FAMILY RESIDENTIAL BUILDING PERMITS									
Community	**2018**	**2019**	**% Change**	**2020**	**2021**	**% Change**	**2022**	**2023**	**% Change**
ABINGTON	27	13	-51.9%	6	6	0.0%	6	2	-66.7%
AVON	13	10	-23.1%	4	5	25.0%	1	0	-100.0%
BRIDGEWATER	51	43	-15.7%	84	51	-39.3%	41	39	-4.9%
BROCKTON	39	25	-35.9%	31	28	-9.7%	31	48	54.8%
DUXBURY	13	20	53.8%	19	34	78.9%	39	30	-23.1%
EAST BRIDGEWATER	10	11	10.0%	18	9	-50.0%	9	10	11.1%
EASTON	14	32	128.6%	50	56	12.0%	51	21	-58.8%
HALIFAX	10	10	0.0%	4	11	175.0%	11	5	-54.5%
HANOVER	21	21	0.0%	23	9	-60.9%	3	12	300.0%
HANSON	7	5	-28.6%	10	3	-70.0%	5	5	0.0%
KINGSTON	66	63	-4.5%	37	70	89.2%	52	34	-34.6%
PEMBROKE	27	21	-22.2%	30	20	-33.3%	5	3	-40.0%
PLYMOUTH	399	406	1.8%	435	462	6.2%	314	247	-21.3%
PLYMPTON	1	4	300.0%	4	5	25.0%	5	2	-60.0%
STOUGHTON	27	21	-22.2%	28	14	-50.0%	11	16	45.5%
WEST BRIDGEWATER	12	14	16.7%	11	1	-90.9%	22	11	-50.0%
WHITMAN	11	16	45.5%	21	8	-61.9%	6	0	-100.0%
DISTRICT TOTAL	748	735	-1.7%	815	792	-2.8%	612	485	-20.8%
PLYMOUTH COUNTY	1,087	981	-9.8%	1,095	1,169	6.8%	921	750	-18.6%
STATE	7,169	6,292	-12.2%	6,754	7,231	7.1%	6,195	5,075	-18.1%

2018-2023, UMass Donahue Institute (UMDI) - Annual Municipal Reporting

The growth rates in single-family residential building permits for the OCPC district, Plymouth County, and the State from 2018 to 2023 reveal a fluctuating housing market. All three regions experienced variability, with initial declines in 2018-2019, followed by a recovery in 2020-2021, and then significant drops in 2022-2023. The OCPC district saw a consistent decline, culminating in a 20.8% decrease from 2022-2023, while Plymouth County and the State showed similar patterns of recovery and subsequent decline. These trends suggest that economic conditions, such as rising construction costs and supply chain disruptions, have significantly impacted the housing market.

Figure 15:

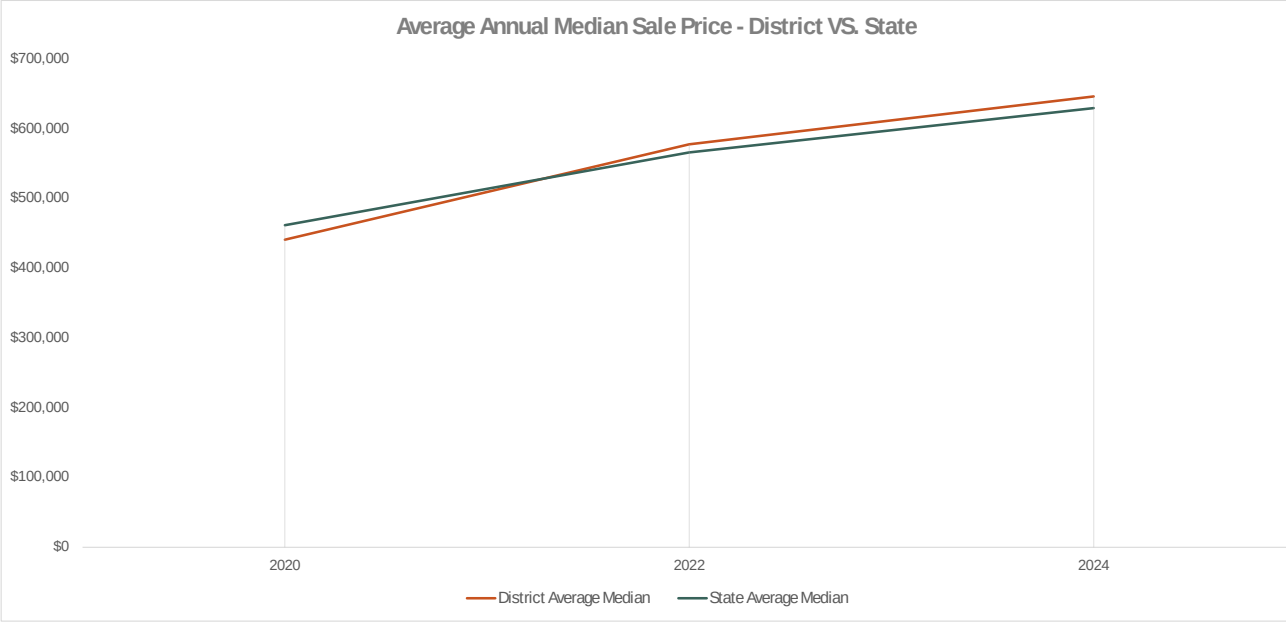


2018-2023, UMass Donahue Institute (UMDI) - Annual Municipal Reporting

MEDIAN HOME SALE PRICE

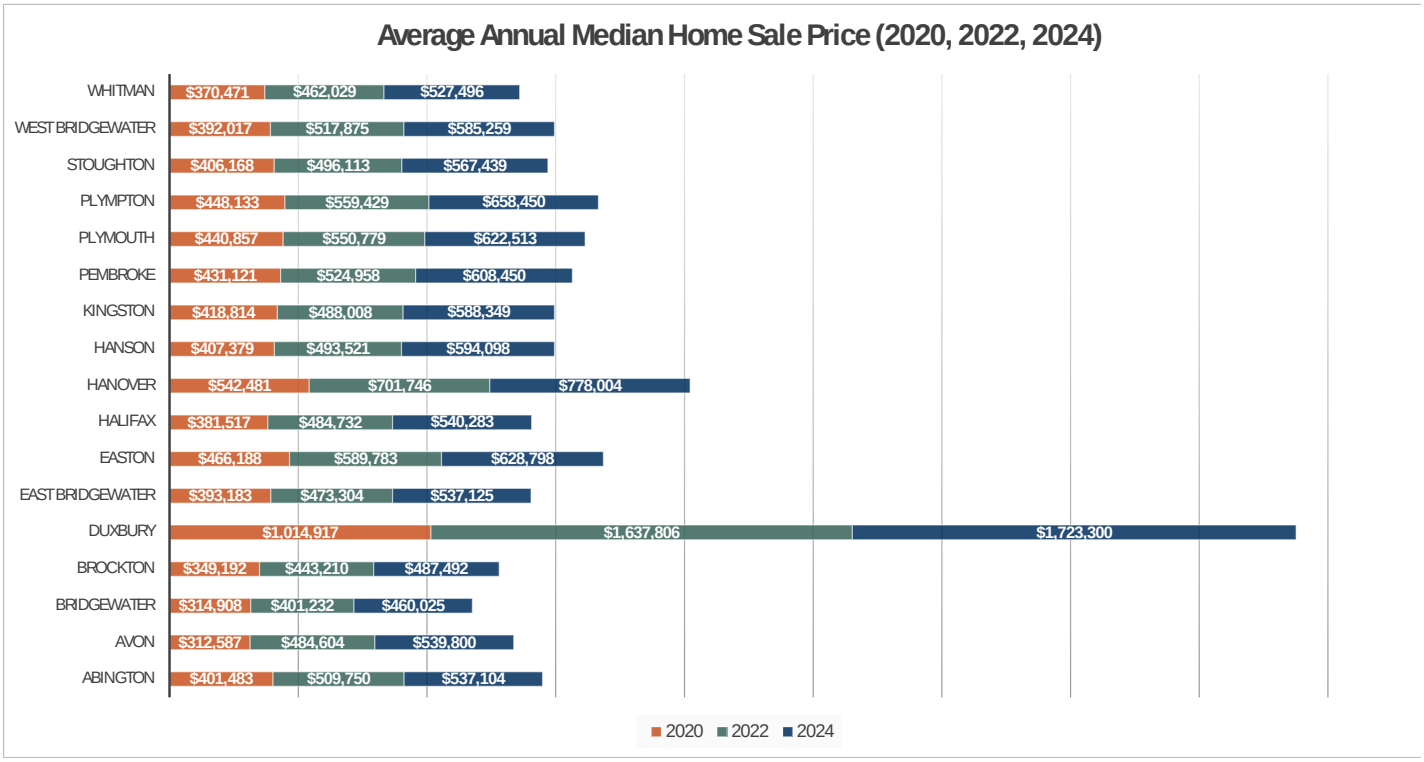
The data on the Average Annual Median Sale Price of Homes in the OCPC district reveals a significant upward trend from 2020 to 2024. All communities experienced notable increases, with Avon leading at a substantial 72.7% rise, while Abington saw the smallest increase at 33.8%. The district's overall average median sale price surged by 46.6% (between 2020 and 2024), outpacing the state's average increase of 36.4%. High-value communities like Duxbury, Hanover, and Easton showcased considerable growth, with Duxbury reaching as high as $1,723,300 in 2024. Overall, the OCPC district's robust real estate market reflects a strong and consistent growth in home prices over the four-year period, but highlights the significant challenges surrounding home ownership and affordability. The increase in home prices has been driven by a combination of factors, including low inventory, high demand, and historically low mortgage rates during the early part of this period.

Figure 16:



2020, 2022, 2024 - RedFin.com, Massachusetts Purchase Pricing Archive

Figure 17:



2020, 2022, 2024 - RedFin.com, Massachusetts Purchase Pricing Archive

AGRICULTURE

Between 2012 and 2022, agriculture in Plymouth County experienced a mix of contraction and resilience, diverging in key ways from statewide trends. While Massachusetts saw an 8.7% decline in the number of farms, Plymouth County's farm count decreased by only 1.9%, suggesting relative stability in the region's agricultural base. However, the total land in farms in Plymouth County dropped by 15.5%, a sharper decline than the state's 11.3%, indicating more significant pressure on farmland availability—likely due to development, land conversion, or economic constraints.

Interestingly, despite maintaining a relatively stable number of farms, Plymouth County saw a 14.1% decrease in average farm size, from 78 to 67 acres, reversing the slight growth seen between 2012 and 2017. This contrasts with the state's modest 2.9% decline and may reflect fragmentation of land holdings or a shift toward smaller-scale operations. Yet, in terms of cropland, Plymouth County bucked the statewide trend: while Massachusetts saw a slight 0.7% decrease, Plymouth County's total cropland increased by 5.0%, suggesting a more intensive use of available farmland or a pivot toward crop production.

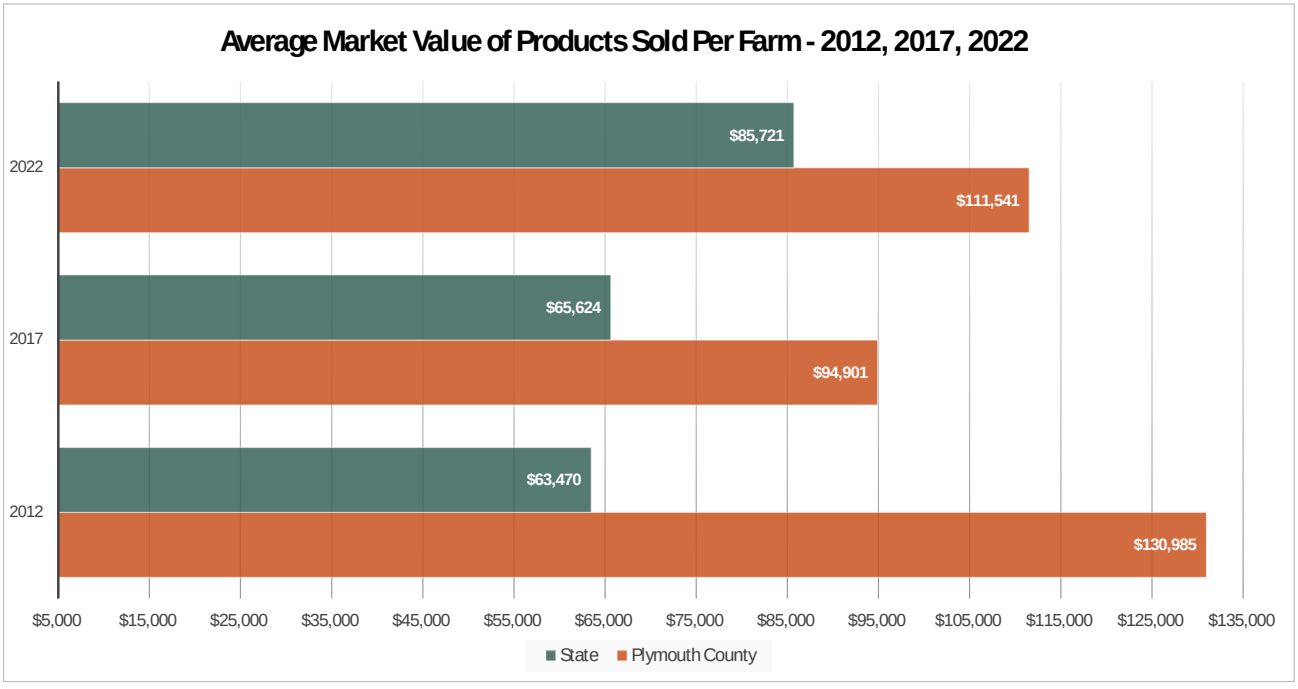
Table 7:

AGRICULTURE: PLYMOUTH COUNTY VS. STATE (2012 - 2022)				
USDA, National Agriculture Statistics (Census of AG)	**2012**	**2017**	**2022**	**% Change (2012-2022)**
Number of Farms				
State	7,755	7,241	7,083	-8.7%
Plymouth County	825	758	809	-1.9%
Land in Farms (Acres)				
State	523,517	491,653	464,451	-11.3%
Plymouth County	64,032	60,036	54,093	-15.5%
Average Size of Farms (Acres)				
State	68	68	66	-2.9%
Plymouth County	78	79	67	-14.1%
Total Cropland (Acres)				
State	160,789	171,496	159,611	-0.7%
Plymouth County	17,268	18,221	18,127	5.0%
Average Market Value of Products Sold Per Farm ($1,000)				
State	$63,470	$65,624	$85,721	35.1%
Plymouth County	$130,985	$94,901	$111,541	-14.8%

2012, 2017, 2022, US Department of Agriculture (USDA)

The most striking divergence lies in the economic output. While the state's average market value of products sold per farm rose by 35.1%, Plymouth County saw a 14.8% decline—from $130,985 to $111,541. This drop may point to challenges in profitability, market access, or shifts in the types of agricultural products being produced. It could also reflect the loss of larger, high-output farms or a transition toward smaller, less commercially focused operations. Overall, the data paints a picture of a region navigating complex agricultural pressures. Plymouth County has retained its farming footprint more effectively than the state overall, but faces sharper declines in farmland and farm size, alongside a notable dip in economic output.

Figure 18:



2012, 2017, 2022, US Department of Agriculture (USDA)

III. S.W.O.T. ANALYSIS
(Strengths/Weaknesses/Opportunities/Threats)

The Old Colony Planning Council's SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis has been re-evaluated and revised based on a prior survey prepared by OCPC and the UMass Center for Economic Development, supported by municipal officials, businesses and other organizations along with input from the Economic Development Commission (EDC). Applying this baseline with current census data sets (population, housing, income, employment etc.), local and regional planning documents, regional reconnaissance, staff knowledge and expertise, and other resources, a revised SWOT was completed. This updated analysis provides a more accurate and actionable foundation for guiding strategic economic development initiatives and enhances coordination among stakeholders by aligning goals with current demographic and planning trends.

STRENGTHS

- Good Transportation Access – Accessible and convenient highways, commuter rail, transit, freight & municipal airports
- Proximity to Educational Institutions - Bridgewater State University, Massasoit Community College, Stonehill College and satellite campuses for Quincy Community College and Curry College based in Plymouth
- Growing population and expanding labor force
- Educated, "college-ready" workforce
- Strong Household Income - and closing the gap on per capita income
- Local Small Businesses – Robust small business ecosystem, with thousands of locally owned enterprises that shape the identity, character & economy of the region
- Land Availability – Sufficient land resources for commercial and industrial development as well as housing and agricultural opportunities
- Natural & Cultural Resources – Rich in history, tourism, scenic beauty, with coastline, rivers, forests, cultural landmarks, & museums celebrating local heritage

WEAKNESSES

- Post-Secondary Educational Attainment – College and other post-high school achievement levels fall below statewide average
- Workforce Skills Gap – Shortage of workers with technical and vocational skills to meet the demands of high-growth and emerging industry sectors
- Lack of Adequate Water and Sewer - Insufficient water and sewer infrastructure, hindering commercial, industrial and residential development
- Limited Economic Diversity – Over-reliance on traditional industries generally offering lower-skilled employment and wages
- Low Wages – Significantly lower wage rates than county and state-wide averages across the region's industry sectors

OPPORTUNITIES

- The regional concentration of healthcare, medical industries, and the manufacturing sector highlights the need to leverage higher education networks and MassHire Career Centers to provide degree programs, certificates and training tailored to new emerging industry sectors including medical, biotech, chips, cybersecurity and alternative energy opportunities etc.
- Opportunities for industrial expansion and infrastructure extension are prominent along the Route 24 corridor, encompassing areas such as Avon, Easton, Brockton, Stoughton, West Bridgewater, and surrounding communities
- Business-oriented local policies, cross-sector collaboration, and investment in consumer-friendly retail districts/spaces offer opportunity for growth and enhanced local economic vitality
- Capitalizing on the region's rich colonial history and landmarks, natural beauty, and cultural attractions can drive visitor engagement, support local businesses, and foster increased economic growth
- Opportunities for brownfield site cleanup and redevelopment are abundant throughout the region, which can stimulate economic growth and transform neglected sites

THREATS

- Aging Population leading to potential pressure on the healthcare sector, resulting in the retirement and "aging out" of experienced, qualified individuals, thereby reducing the skilled labor force
- Lack of Economic Resilience due to inadequate industry diversity, leaving economy vulnerable to industry-specific downturns and economic volatility, thereby hampering regional competitiveness
- Roadway capacity and congestion challenges, particularly on the east-west segments of primary routes, may be impacting the development of business and industry, hindering the distribution of goods and services, and increasing travel times for employees
- High housing cost – District has a higher median single family home price than the statewide average

STRENGTHS

TRANSPORTATION

The region has good transportation access and a variety of modes. The primary highways include north-south routes 3, 18, 24, 28, and 58, as well as east-west routes 14, 27, 106, 123, and 139. Transit services in the region are provided by Brockton Area Transit (BAT) and Greater Attleboro-Taunton Regional Transit Authority (GATRA). BAT serves Abington, Avon, Brockton, East Bridgewater, Easton, Stoughton & West Bridgewater, while GATRA covers Duxbury, Kingston & Plymouth as well as several communities in an adjacent region. Commuter rail stations serving the Old Colony region are located in Abington, Bridgewater, Brockton, Hanson, Halifax, Kingston, and Whitman, providing vital transit connections to Boston and surrounding areas. While a station also exists in North Plymouth, it has been out of operation since April 2021, when the MBTA suspended service due to low ridership and budget constraints stemming from the COVID-19 pandemic. The region is also served by CSX which operates active freight rail throughout the region. Additionally, there are two municipal airports in Hanson and Plymouth, as well as a private airport in Halifax.

EDUCATION

The district is home to several higher educational institutions, including Bridgewater State University in Bridgewater, Massasoit Community College in Brockton, and Stonehill College in Easton. Additionally, both Quincy Community College and Curry College provide satellite classroom opportunities based in Plymouth's Cordage Park, along with other nearby institutions outside the region.

Educational Attainment levels for the district are mixed. The region boasts a higher percentage of individuals with a high school degree (94%) compared to Plymouth County (93%) and the state average (91%). However, when it comes to individuals with college degrees or higher, the region falls behind the statewide average, with 41.5% compared to 47.8%. Plymouth County is slightly lower than the district at 41%. More work needs to be done to improve educational levels to strengthen regional competitiveness with opportunities to grow the economy with higher skilled and livable-wage jobs.

POPULATION GROWTH

Between 2010-2023, the district population grew by nearly 37,000 or about 10% compared to the state which experienced about 8%. Future projections indicate mostly continued growth up to 2030 and a slowdown in the growth rate through 2050. From 2010 to 2023, the region's workforce grew by 11%, increasing from 133,264 to 148,283, with notable growth in emerging sectors such as warehouse and distribution, professional and technical services, administrative and waste management, and health care.

INCOME

Between 2010 and 2023, the OCPC district saw significant increases in both Median Household Income and Per Capita Income, reflecting economic growth and improved financial well-being. The district's Median Household Income exceeds the state average by 16% or over $15,000. However, Per Capita Income for the district is below the state average by 2.7% or about $1,470 - a similar trend in comparison between the district and Plymouth County.

SMALL BUSINESS

Small businesses are a cornerstone of the Old Colony region's identity, shaping its economic foundation and preserving the distinct character of its communities. With an estimated 15,000 to 20,000 small businesses—based on a population-to-business ratio from the U.S. Small Business Administration and Census Bureau—they generate thousands of jobs, fuel a diverse marketplace, and keep local wealth circulating. Beyond their economic role, these businesses serve as gathering places, strengthen social ties, and contribute to the region's cultural vitality. Beyond their economic impact, many small businesses in the district uniquely serve as gathering places, foster strong community connections, and enrich the region's cultural vibrancy. Their adaptability, loyal consumers, and entrepreneurial spirit allow the Old Colony area to remain dynamic, innovative, and resilient in the face of economic shifts.

LAND

While new construction has slowed over the past decade, the region has a significant amount of land-availability for industrial and commercial development as well as expansion opportunities. Significant opportunities exist along the Route 24 corridor extending to Avon, Bridgewater, Brockton, Easton, Stoughton and West Bridgewater. In addition, similar opportunities exist throughout the region. This abundance of land makes the region an attractive destination for businesses and investors seeking opportunities for new development and expansion projects.

NATURAL & CULTURAL RESOURCES

The region boasts miles of coastline, beaches, marshland, inland lakes and ponds along with forests, cranberry bogs and state and local parks including Ames Nowell State Park in Abington, Borderland State Park in Easton, D.W. Field in Brockton, Myles Standish State Park in Plymouth, and others. Culturally, the region offers rich tourism opportunities alongside historical landmarks like Plymouth Rock, Plimoth Patuxet Museums and Mayflower II, as well as museums and community events that celebrate its rich heritage. Additionally, the District has significant Native American history and culture evidenced by the Wampanoag Tribe.

WEAKNESSES

EDUCATION

According to the most recent ACS data, the region lags behind the statewide average in the number of people with a bachelor's degree or higher, trailing the state in a 41.5% - 48% gap, indicating a lower level of educational attainment among its residents. This gap can limit the region's ability to attract high-skilled jobs and industries that require advanced education. Collaborating with higher-ed institutions, MassHire and others to offer more degree programs, certifications and training tailored to the needs of local industries could be advantageous.

WORKFORCE

The region needs to continue to close the workforce skills gap. MassHire Greater Brockton Workforce Board (GWBWB), industries and other partners continue collaboration on workforce training, upskilling and education programs connecting job seekers to meaningful career pathways and high-quality livable-wage jobs. Programs and training focused on high growth, emerging industry sectors including life sciences, advanced manufacturing, and healthcare are critical to sustaining a competitive regional economy.

INFRASTRUCTURE

The region continues to face challenges due to insufficient water and sewer infrastructure, which can be an impediment to commercial, industrial and residential development, and impacts the region's overall quality of life. Ensuring a sustainable future for the region requires a robust water supply including water quality, new resources, protection and management along with the development and expansion of needed infrastructure. It also requires strategic expansion of wastewater systems and utility networks to meet current and future demand. Of the 17 communities in the district, roughly six have built-out municipal sewer systems that serve more than half of their residents—offering widespread coverage across key residential and commercial areas.

With support from the U.S. Economic Development Administration (EDA), OCPC recently completed a Regional Water Plan that offers a comprehensive framework for addressing supply, capacity, quality, and long-term management. Building on this effort, OCPC is now pursuing a Regional Wastewater Study to evaluate sewer needs across the district and guide future investment. In parallel, OCPC is also seeking EDA infrastructure funding for sewer extension projects in Avon and Easton, and continues to support active sewer construction in East Bridgewater.

INDUSTRY

The region's economy remains heavily concentrated in a few traditional sectors, with health care and social assistance accounting for 22.9%, retail trade 17.8%, and accommodation and food services 11.6% of total employment—over half of all jobs in the area. This reliance limits economic diversity and leaves the region vulnerable to market fluctuations. To build long-term resilience and attract higher-value industries, the region must actively promote growth in emerging sectors such as advanced manufacturing, life sciences, biotechnology, and professional and technical services. These industries offer higher wages, skilled employment opportunities, and greater stability. Notably, employment in some of the region's best-paying sectors has declined slightly, underscoring the need for targeted support and investment to help these clusters expand.

WAGES

Despite wage growth between 2010 and 2023, the average annual wage for the district is $64,407, which is significantly less than the statewide average wage of $91,520 by 42%. A comparison of the wage rates for the district's key industry sectors identified that only retail trade provided a higher annual wage compared to the statewide average. Both Healthcare and Social Assistance as well as Accommodation and Food Service provide lower wages than the State. In general, nearly all industry sector wages are less than or significantly less than statewide averages.

OPPORTUNITIES

CONCENTRATED INDUSTRY CLUSTERS

While there are faults to a regional economy that may over-rely on its traditional sectors, the OCPC region is still notably anchored by several high-impact industry clusters that are essential to its economic vitality and future growth. Key sectors include Healthcare, which remains the region's largest employer with hospitals, elder care, and outpatient services; Advanced Manufacturing, supported by skilled labor and access to major transportation corridors; Food Production, which leverages local agriculture and distribution infrastructure; and Life Sciences, an emerging field with growing ties to Greater Boston's biotech ecosystem. Promoting these clusters through targeted investment, workforce development, and infrastructure support will drive innovation, attract private capital, and create high-wage, resilient employment opportunities across the region.

To support this effort, OCPC recently secured a $100,000 Strategy Development Grant from the Massachusetts Technology Collaborative's "Tech-Hubs" program to strengthen the Southeastern MA advanced manufacturing sector. Focused on Route 24 corridor communities—Avon, Bridgewater, Brockton, Easton, Stoughton, and West Bridgewater—the initiative aims to grow jobs, train workers, and attract tech-driven industries.

GROWTH AND EXPANSION

Target growth centers for commercial and industrial expansion. Develop essential infrastructure and establish regional employment centers along the Route 24 corridor and adjacent communities. Prioritize increasing capacity through construction, upgrades, and improvements to ensure adequate water and wastewater infrastructure systems. This will attract high-value developments in clusters and emerging industry sectors, ultimately providing quality jobs. OCPC has recently completed a comprehensive Regional Commercial and Industrial Site Inventory, identifying prime opportunities for development, redevelopment, and expansion leveraged with public infrastructure in support of economic development. These sites are strategically aligned with existing and planned public infrastructure, offering a powerful platform to accelerate economic development across the region.

BUSINESS DEVELOPMENT

Strategic investment in business-oriented local policies, cross-sector collaboration, and consumer-friendly commercial spaces presents a valuable opportunity to strengthen the district's economic vitality. By fostering a supportive environment for local entrepreneurs, streamlining regulations, and encouraging partnerships between public and private stakeholders, the region can drive sustainable growth. Creating vibrant, place-based retail districts and adaptable commercial spaces may attract both businesses and consumers, but also cultivate thriving, interconnected local economies that support long-term prosperity.

TOURISM & CULTURE

Leverage tourism and existing cultural assets for economic growth. By capitalizing on the region's rich colonial history, iconic landmarks, and diverse cultural attractions, the area can attract visitors seeking both historical experiences and natural beauty. Increased tourism can enhance community engagement but also support local businesses, creating jobs and boosting the economy. Efforts should aim to draw visitors who are already attracted to Plymouth and the coastal region further inland—where vibrant communities offer unique sightseeing, cultural experiences, and recreational opportunities.

BROWNFIELD REDEVELOPMENT AND CLEAN UP

Once a thriving industrial center of the 20th century, the region has undergone dramatic economic shifts, even over the past 50 years—leaving behind hundreds of acres of underutilized, contaminated sites primed for cleanup and reuse. Redevelopment of these properties can unlock new opportunities for economic growth, housing, and open space. OCPC is currently leading a region-wide EPA Brownfields Site Assessment Program, conducting environmental site assessments (ESAs) to prepare these locations for remediation and redevelopment—attracting new investment, construction, and job creation.

THREATS

AGING POPULATION

The region's population is growing older. Between 2010 and 2023, the number of residents aged 65–74 surged by an impressive 80%, while those in the 75–84 age group rose by 33.6%. By comparison, the region has a much greater proportion of individuals aged 65 and up than compared with the State. This trend puts pressure on the regional healthcare system and impacts the supply of a qualified and experienced workforce, including age-friendly housing and infrastructure that are accessible. Prioritizing strategies that focus on enhancing senior services and infrastructure are critical.

ECONOMIC RESILIENCY

Economic Resiliency and the ability to prevent, withstand and respond to economic shocks, downturns and disruptions to the region is critical. Without a diverse economy, but an over-reliance on traditional sectors, known threats like the closure of Steward Health Care, the COVID-19 pandemic, and shutdown of the Pilgrim Power Station can have lasting effects on local economies, including job loss, business closures, and other major disruptions. These events underscore the importance of building a resilient economy that can adapt to and recover from such disruptions.

INFRASTRUCTURE

East/West transportation access, capacity and congestion challenges exist on major transportation corridors. There are numerous segments along primary transportation routes of 106, 123 and 139 with congestion and alignment issues east of Route 18 that impact economic growth across the central portion of the region. These bottlenecks limit mobility for residents and freight, reduce connectivity between communities, and constrain opportunities for business expansion and workforce access.

HIGH HOUSING COSTS

From 2020 to 2024, the OCPC district experienced a significant rise in the Average Annual Median Sale Price of homes, from $446,671 to $646,117 or 46.6%, notably surpassing the state's average increase from $461,508 to $629,275 or 36.4%. This upward trend indicates growing challenges in home affordability across the district. Priority should be given to increase the supply of affordable housing through incentives for developers, update zoning laws to allow higher-density housing, and promote the construction of accessory dwelling units (ADUs).

IV. GOALS, OBJECTIVES & STRATEGIC FRAMEWORK

VISION STATEMENT

The Old Colony Planning Council (OCPC) region is poised to embrace a transformative economic future over the next five years (2025–2030), guided by a forward-thinking vision to become a thriving and resilient hub of opportunity. Rooted in a deep history, vibrant culture, and diverse natural landscapes, the region is uniquely positioned to leverage these strengths as a foundation for sustainable growth. By honoring its historical significance and embracing economic strategies and innovation, OCPC seeks to create a dynamic and resilient hub of opportunity—one that fosters economic vitality, enhances community well-being, and cultivates long-term prosperity for all. This ambitious vision is driven by the belief that the region's unique strengths, heritage, and innovative potential can be harnessed to address challenges and unlock new possibilities.

This 'Goals and Objectives' section serves as the foundation for achieving that vision, shaping a strategic approach to economic development that prioritizes workforce capacity and jobs, infrastructure investment, industry diversification, affordability, and resilience in the face of evolving challenges. By advancing these themes, OCPC aims to reinforce its identity and build a thriving and sustainable regional economy that supports businesses, empowers individuals and families, and strengthens the fabric of all 17 communities in the district.

Drawing on a comprehensive understanding of the region's potential, these goals and objectives provide a strategic roadmap to foster sustainable growth, enhance competitiveness, and elevate the quality of life for all residents. Adaptable to shifting economic landscapes, this vision positions the OCPC region as a model for smart and future-ready development, ensuring long-term success and opportunity for generations to come.

GOAL A: SUPPORT GROWTH & OPPORTUNITIES FOR SMALL BUSINESSES, START-UPS AND ENTREPRENEURS

OBJECTIVE A1:	OBJECTIVE A2:	OBJECTIVE A3:
Implement strategic zoning policies and invest in essential infrastructure upgrades to create vibrant commercial areas, support flexible business spaces, and foster innovation-driven development.	Promote policies that streamline permitting processes, encourage the adaptive reuse of properties, and establish a business-friendly environment that supports entrepreneurs and emerging enterprises.	Strengthen connections between businesses, government agencies, and nonprofit organizations to ensure entrepreneurs have access to essential services, funding opportunities, and industry-specific expertise.

Strategic Framework

Brockton Beer Ribbon Cutting

Small businesses in the OCPC region are navigating an increasingly challenging economic landscape, exacerbated by inflationary pressures and rising operational costs. Many suburban communities within the region lack thoughtfully designed commercial spaces that encourage consumer activity and facilitate business growth — with an over-abundance of conventional retail plazas that discourage efficient land-use and walkability. To strengthen local retail and other commercial sectors, OCPC should work closely with its communities to develop and implement business-oriented planning strategies that support small businesses and promote vibrant economic hubs — exploring potential for more contemporary mixed-use community spaces.

Downtown East Bridgewater

Downtown Plymouth (Credit: Boston Globe)

A key component of this effort should be the prioritization of cross-sector partnerships (public & private stakeholders), ensuring that small businesses—often overlooked in municipal planning discussions—have an active voice in shaping community development initiatives. Encouraging collaboration and increased engagement between business owners, municipal leaders, and economic development partners can lead to innovative solutions that address critical challenges. Additionally, streamlining permitting processes, reducing regulatory barriers, and offering financial incentives can provide much-needed relief to entrepreneurs, enabling them to launch and sustain successful enterprises — much that can be achieved through open dialogue between businesses and their local governments.

Financial support is equally vital to complement planning and policy efforts. In the OCPC region, the South Eastern Economic Development Corporation (SEED) advances small business growth through loans, workshops, and one-on-one guidance. SEED manages over $10 million in EDA revolving loan funds, $6 million in CDFI funds for loans of $50,000–$350,000, and $3 million in SBA funds for loans of $5,000–$50,000 — all offered at fixed below-market rates with more flexible underwriting than traditional banks. By aligning these resources with OCPC's community-driven strategies, municipalities can ensure small businesses have both the structural and financial tools needed to thrive.

With lease costs rising sharply in commercial districts, municipalities should explore flexible leasing arrangements, shared commercial spaces, and dedicated affordable business districts to support the long-term viability of small businesses. Leasing costs in the region's downtowns, villages, and compact commercial hubs are often prohibitively high, making it difficult for small businesses to sustain operations—even those with deep-rooted histories in their neighborhoods. By fostering an environment that is conducive to entrepreneurial success, OCPC can strengthen local economies and ensure that small businesses remain a vital component of the region's economic fabric.

GOAL B: PROMOTE ENHANCED WORKFORCE READINESS & STRENGTHEN CAREER PATHWAYS

OBJECTIVE B1:	OBJECTIVE B2:	OBJECTIVE B3:
Foster partnerships with educational institutions and workforce boards to expand access to training and certification programs, aiming to elevate the region's talent pool for emerging industries.	Develop initiatives to bridge skills gaps in high-demand sectors such as skilled trades, healthcare, and Tech/IT, targeting measurable improvements in workforce readiness through collaborative training efforts.	Promote lifelong learning opportunities to enhance employability, encouraging annual participation growth in educational and upskilling programs.

Strategic Framework

OCPC and its communities should take proactive steps to strengthen partnerships with local educational institutions, including its area colleges, vocational schools such as South Shore and Southeastern Vo-Tech, and workforce development boards (Greater Brockton & South Shore). These collaborations will help cultivate a pipeline of highly skilled workers capable of meeting the evolving demands of industries that are central to regional economic stability. By fostering stronger ties between educators and local and regional employers, OCPC can help ensure that students are not only equipped with technical skills but also with the soft skills and real-world experience needed to thrive in today's competitive job market.

By working with institutions like Bridgewater State University, Stonehill College, and Massasoit Community College, OCPC can ensure that training programs and curriculum align with local and regional workforce needs in key sectors such as advanced manufacturing, healthcare, skilled trades and other middle-skill professions. Expanding apprenticeships, internships, and industry-driven curricula will provide students with hands-on learning experiences, bridging the gap between education and employment. Additionally, joint funding initiatives can enhance training facilities, develop scholarship programs, and create targeted support systems for students entering high-demand career paths. Conducting regular labor market analyses will further ensure that workforce development programs remain relevant and responsive to emerging industry trends.

Bridgewater State University Campus

Bridgewater State University Cyber Lab

MassHire Greater Brockton

GOAL C: EXPAND EMPLOYMENT OPPORTUNITIES IN REGIONAL INDUSTRY CLUSTERS & EMERGING SECTORS - SUPPORT ECONOMIC DIVERSIFICATION

OBJECTIVE C1:

Support the growth and expansion of established industry clusters by fostering strategic investments, infrastructure improvements, and business-friendly policies.

OBJECTIVE C2:

Invest in emerging industries —advanced manufacturing, life sciences, biotech, cybersecurity, others—to reduce dependency on traditional economic sectors and expand the economic base. Establish business hubs for high-growth sectors along key transportation corridors.

OBJECTIVE C3:

Implement redevelopment strategies for underutilized properties, including brownfields, to unlock new economic opportunities and transform neglected sites into thriving centers of industry and commerce.

Strategic Framework

OCPC should deepen its collaboration with local communities to strengthen key industry clusters, particularly advanced manufacturing along the Route 24 industrial corridor and the region's well-established healthcare sector, supported by institutions such as Signature Healthcare/Brockton Hospital, Good Samaritan Medical Center, Beth Israel Deaconess Medical Center, Harbor Medical, and affiliated providers. At the same time, addressing workforce shortages in high-paying sectors like wholesale distribution and manufacturing is critical to sustaining long-term economic competitiveness. The OCPC region offers a strategic advantage for these industries—especially wholesale distribution—due to its geographic proximity to major markets, which supports efficient warehousing and logistics operations. Although the labor pool in these sectors has shrunk, recent development of new facilities in East Bridgewater, West Bridgewater, and Kingston reflects renewed investment and signals potential for economic growth and workforce revitalization.

Attracting emerging industries—including life sciences, biotechnology, and cybersecurity—presents a unique opportunity for regional growth. Identifying areas primed for new development along major interstates (Rts. 24, 3, 44) will allow communities to strategically position themselves [and the region] as a hub for innovation, generating employment opportunities and fostering business investment. To do this, communities must prioritize the redevelopment of underutilized properties, including brownfields and vacant commercial sites, to unlock new economic opportunities and revitalize key business districts. The region's industrial legacy has left behind a wealth of underutilized properties—many of which are ideally positioned for redevelopment or adaptive reuse, offering communities a tangible pathway to unlock new economic potential and breathe life back into key commercial and industrial zones. By leveraging redevelopment as a catalyst for economic growth, the OCPC district can create a more resilient and adaptable business environment that supports long-term prosperity.

Avon Industrial Park, Avon, MA

Sysco Truck, Plympton, MA (Credit: MassLive)

The evolving landscape of global trade policies is reshaping commerce both domestically and internationally, requiring communities with untapped development potential to adopt forward-thinking strategies. OCPC should actively engage in business attraction efforts, locally and through coordination with the State, working to capture companies seeking relocation opportunities while ensuring the region remains competitive in the shifting economy.

AccuRounds, Avon, MA (Credit: www.accurounds.com)

GOAL D: PLAN FOR CRITICAL INFRASTRUCTURE IN SUPPORT OF ECONOMIC DEVELOPMENT

OBJECTIVE D1:	OBJECTIVE D2:	OBJECTIVE D3:
Develop strategies to address critical infrastructure needs, such as water, sewer, and transportation, to facilitate sustainable growth across the region, particularly in areas with commercial growth opportunity.	Secure funding on behalf of communities and implement projects to upgrade essential utilities and transportation networks, aiming to improve connectivity and capacity.	Prioritize infrastructure investments that relieve businesses of constraints, encourage consumer activity, reduce bottlenecks and enhance the movement of goods and people, targeting improvements in regional accessibility.

Strategic Framework

Infrastructure challenges—particularly those related to water and waste disposal systems—continue to hinder development in most OCPC communities. Many major commercial areas (and a majority of the region's neighborhoods) face limitations due to the necessity for on-site waste disposal systems, while at least one municipality (Plympton) lacks a centralized water system altogether. Out of the 17 communities in the district, it is estimated that only 6 have municipal sewer systems that serve at least half of their town-wide population—highlighting a significant infrastructure gap across the region. These deficiencies are creating obstacles for business expansion and investment, making infrastructure improvements a critical priority. OCPC should take the lead in working with local town officials and associated boards and commissions to secure state and federal funding for utility upgrades, supporting long-term economic growth. Modernizing infrastructure can unlock new development redevelopment in industrial zones, aging downtowns and commercial corridors that sprawl the district, benefiting both businesses and consumers—but it is especially vital in industrial zones, where outdated utility systems and spatial constraints limit operational growth and investment potential.

Auto-dependent commercial areas and business districts with low-density, excessive parking, and limited streetscape-features overwhelm the district, discouraging competitiveness and meaningful consumer activity. Encouraging infill development and more pedestrian-friendly, mixed-use development along local Main Streets and downtowns will enhance accessibility, increase foot traffic, strengthen retail markets, and create dynamic spaces that support local businesses. While the region's transportation network is strong, targeted improvements—including congestion reduction at key intersections along state routes and junctions—will be necessary to ensure continued mobility and economic efficiency. OCPC can play a pivotal role by leveraging the Transportation Improvement Program (TIP), conducting new corridor studies to identify priority upgrades, and exploring opportunities to enhance commuter rail access.

Montello Street, Brockton, MA (Credit: The Enterprise)

Plymouth Waterfront (Credit: Patriot Ledger)

Downtown Bridgewater (Credit: Metro South Chamber)

GOAL E: ENHANCE LIVABILITY THROUGH SUSTAINABLE DEVELOPMENT & INCREASED QUALITY OF LIFE

OBJECTIVE E1:	OBJECTIVE E2:	OBJECTIVE E3:
Advance policies and projects that promote the redevelopment of blighted residential and commercial areas, while increasing the availability of affordable housing options to reduce housing cost burdens.	Support policies and partnerships to raise wage levels in key industries, aiming to align regional earnings more closely with broader economic standards.	Support and explore alternative sources of local revenue capable of relieving tax burdens placed on residents and families.

Strategic Framework

The Metro South/South Shore region continues to face significant challenges to livability, driven by rising costs, aging infrastructure, and economic disparities. To enhance quality of life through sustainable development, OCPC and its member communities must pursue a coordinated strategy that addresses housing affordability, economic opportunity, and fiscal resilience.

To advance the redevelopment of blighted residential and commercial areas while expanding affordable housing options, communities should focus on revitalizing underutilized properties and districts. This includes pursuing zoning reforms that support mixed-use and multi-family development, encouraging investment in distressed areas and neighborhoods, and leveraging public-private partnerships to fund infrastructure upgrades and improve neighborhood amenities. These efforts will not only reduce housing cost burdens but also restore vibrancy to struggling areas, attract new businesses, and create communities where workers, families, and first-time homeowners can thrive.

At the same time, addressing wage disparities remains essential to economic stability. Many of the Metro South/South Shore region's largest industries offer wages below state averages, particularly in service-oriented sectors that rely heavily on middle-skill workers educated and trained at our vocational schools. Municipalities should support workforce development programs that align with high-paying industries, facilitate partnerships between employers and the vocational schools, and promote fair wage policies and local hiring practices. By investing in training initiatives and strengthening career pathways, communities can ensure that residents are equipped to participate in and benefit from the region's economic growth.

Fiscal sustainability is equally critical. Towns across Plymouth, Norfolk, and Bristol Counties are grappling with rising pension liabilities, escalating healthcare costs, and volatile energy expenses that strain municipal budgets. To relieve the growing tax burden on residents and families, municipalities must explore alternative sources of local revenue. This includes implementing targeted fees, adopting service-based revenue models, and pursuing cost-saving measures such as joint procurement, coordinated public safety efforts, and shared infrastructure maintenance. Diversifying the revenue base will help create a more stable and predictable fiscal environment capable of sustaining essential services without resorting to annual tax increases.

629 Washington St., Downtown Whitman, Egan Development

999 Main St., Hanson, Egan Development

Pembroke Town Green (Patriot Ledger)

GOAL F: ENHANCE RESILIENCE TO STRENGTHEN ECONOMIC AND DEMOGRAPHIC PRESSURES

OBJECTIVE F1:

Create a framework to enhance economic resilience by actively pursuing new growth through strategic development, diversifying industry sectors, and reducing residential tax burdens to buffer against downturns and volatility.

OBJECTIVE F2:

Establish strategies to address the impacts of an aging population in communities and the labor force, focusing on training, retaining, and attracting talent in critical sectors to support long-term vitality.

OBJECTIVE F3:

Leverage natural and cultural assets to boost tourism and local economies, aiming to increase revenue from these resources through strategic promotion, infrastructure investment, and destination development.

Strategic Framework

The region's economic vulnerability stems from its dependence on traditional sectors and a narrow revenue base dominated by residential property taxes. Residential property taxes in the region account for an average levy of roughly 82% (skewed significantly low due to Avon and West Bridgewater's high commercial levies), with 8 communities having a residential levy between the range of 87% to 96%. This level of reliance places a disproportionate burden on homeowners and reflects limited contributions from commercial and industrial sectors in many towns. To build resilience, municipalities must embrace new growth through proactive development strategies that expand the commercial tax base, attract emerging industries, and revitalize underutilized land and infrastructure. This includes identifying key opportunity zones for new business parks, mixed-use developments, and innovation hubs that can generate sustainable revenue and reduce the fiscal pressure on residents.

New development must be paired with efforts to address demographic shifts, particularly the challenges posed by an aging population and the shrinking labor force associated with it. The region is experiencing persistent shortages in healthcare, trades, and other essential sectors. To counter this, communities should invest in workforce development programs that not only train and retain local talent but also attract younger workers and entrepreneurs through housing incentives, career advancement opportunities, and vibrant, well-planned neighborhoods. Integrating workforce housing into new developments and aligning educational institutions with industry needs will be critical to maintaining a competitive labor pool.

Tourism remains an underleveraged economic engine despite the region's rich natural and cultural assets. By investing in new visitor infrastructure—such as trail systems, waterfront amenities, cultural venues, and hospitality services—municipalities can transform these assets into dynamic destinations. Strategic promotion, heritage preservation, and eco-tourism initiatives should be integrated into broader development plans to ensure tourism contributes meaningfully to local economies. Partnerships with local businesses, artists, and historical societies can help create authentic experiences that attract both day-trippers and long-term visitors.

Plymouth Rock, Plymouth, MA

Plimouth Pawtuxet Museum, Plymouth, MA

V. ECONOMIC RESILIENCE

Building economic resiliency in the Old Colony region requires a strategic, long-term commitment to adaptability, growth, and regional cohesion. Economic resiliency refers not only to the region's capacity to recover from downturns or disruptions—such as recessions, industry shifts, or weather-related events—but also its ability to evolve and strengthen in anticipation of future opportunities and challenges.

For the Old Colony region, resiliency must be rooted in the ability of communities to foster diverse economic activity, retain and attract businesses and talent, and strengthen the fiscal health of municipal governments. This includes attracting new emerging industries that fuel local economies and create jobs, cultivating sectors with upward wage potential, addressing infrastructure and land-use challenges that inhibit new investment, and ensuring that the local workforce is prepared for both current and emerging industry demands.

The region's geographic assets—including proximity to Boston and Providence, strong highway and rail access, and a unique coastal location—also present competitive advantages that can be harnessed to attract investment, support innovation, and promote quality of life. A resilient economic development strategy will proactively connect land use planning, infrastructure expansion, workforce development, sector-based industry growth, and placemaking to ensure that the region not only endures but thrives in a rapidly changing economic landscape.

While specific priorities will be identified, many action steps will naturally overlap, as the region's challenges and opportunities are deeply interconnected. Progress in one area—such as transportation or infrastructure—will reinforce and accelerate gains in others, underscoring the need for a coordinated, cross-sector approach.

CATALYZING BUSINESS INVESTMENT & COMMERCIAL GROWTH

A resilient economy must be underpinned by a dynamic and growing commercial sector. To spur new investment across the district, the region should actively identify and promote priority development sites - particularly within the district's undeveloped commercial/industrial areas that offer strong access to highways and state routes. District communities can utilize OCPC's new Commercial/Industrial Site Inventory to identify these areas of opportunity. Additionally, communities should consider streamlining permitting processes or adopting 43D expedited permitting to make it easier for construction of new development and local businesses to operate, and provide targeted incentives to businesses that align with regional growth goals.

Partnering with local chambers (Metro South, South Shore, and their more localized subsidiaries) and business associations can amplify business outreach and retention efforts. Supporting startup hubs and small business incubators can also drive diversification and innovation within the commercial base. Connecting these efforts with local lenders like Southeastern Economic Development Corporation (SEED) and community bank branches such as Rockland Trust, South Shore Bank, Eastern Bank, North Easton Savings, Bridgewater Savings, and Harbor One could expand access to capital for businesses that need it.

ACTION STEPS

- Identify and prioritize areas suitable for commercial development utilizing OCPC's Commercial/ Industrial Site Inventory tool.
- Review local permitting processes to explore streamlining opportunities.
- Provide support services and guidance for new and existing small businesses.

LEVERAGING STRATEGIC TRANSPORTATION CORRIDORS & LOCATION

The Route 24 corridor represents a high-potential spine for economic expansion, offering direct access to Boston and Providence markets. Municipalities along this route including Avon, Brockton, Bridgewater, West Bridgewater, Easton, and Stoughton—are well-positioned to attract investment. These communities should prioritize the development of commercial nodes and logistics hubs, capitalizing on existing infrastructure and exploring public-private partnerships to improve multimodal access. This corridor, along with key connectors like Routes 3, 18, 28, and 106, forms a robust network that supports regional mobility and economic development. Strategic investment in these corridors can enhance freight movement, reduce congestion, and improve last-mile connectivity to industrial and commercial sites.

Ongoing and recently completed OCPC corridor studies—such as those for Route 28 in Avon, Route 104 in Bridgewater, and Route 18 [from Abington to Bridgewater]—highlight opportunities to improve traffic flow, safety, and multimodal access across the district. Several OCPC-supported initiatives expanding sewer service are already enhancing development readiness in key areas that will appeal to businesses. Regional collaboration to position the corridor as a competitive location for e-commerce, distribution, and light manufacturing investment will be essential.

ACTION STEPS

- Collaborate regionally to plan new development along major transportation routes.
- Support freight mobility planning by identifying and mitigating bottlenecks that impact goods movement along Route 24 and its connectors.
- Pursue transportation improvements that enhance connectivity and

CAPTURING EMERGING INDUSTRIES & INNOVATION CLUSTERS

To ensure the region remains competitive and forward-looking, a deliberate strategy is needed to capture and grow emerging industries that offer high-value jobs and long-term economic stability. Sectors such as biotechnology, life sciences, biopharmaceuticals, environmental tech, and advanced manufacturing are increasingly seeking domestic locations in response to shifts in international trade policy and global supply chain realignments. Among these, cybersecurity and marine technology stand out as rapidly growing sectors with significant potential—and the region is well-positioned to support their expansion.

The region's available development space, skilled workforce, and proximity to major metro markets provide a strong foundation—but coordinated action is essential. By leveraging its access to transportation corridors including Routes 24, 3, and 44, along with connections to I-495 to the south, the region can position itself as a viable and attractive destination for innovation-driven enterprises.

Additionally, as part of this strategy, OCPC has applied for a state Tech Hub designation for a portion of the Route 24 corridor which would elevate the region's visibility as a center for cutting-edge industries -particularly the advance manufacturing sector, and enhance its ability to attract federal investment, research partnerships, and high-growth companies in emerging technology sectors. Upon award, a coordinated set of initiatives will be launched to unite industry, workforce, and education partners, strengthen the region's innovation infrastructure, and drive sustainable, tech-focused economic growth.

ACTION STEPS

- Create a regional plan to attract innovation-based industries aligned with trade and supply chain trends.
- Promote strategic sites near key transportation routes for development and investment.
- Coordinate workforce and infrastructure planning to meet the needs of high-growth sectors.

EXPANDING HIGH-IMPACT MANUFACTURING

The manufacturing sector—spanning aerospace, defense, bio-industrial production, mechanical systems, food processing, CNC machining, HVAC technologies, and medical devices—is a cornerstone of regional economic vitality and long-term resilience. Along Route 24 alone, more than 70 companies represent this diverse ecosystem. Strengthening these industries requires a dual strategy: upskilling the current workforce through specialized training and credentialing tailored to sector-specific needs, and attracting next-generation manufacturers to strategic sites equipped with modern facilities, resilient infrastructure, and a collaborative innovation environment.

These firms offer stable employment, deep technical expertise, and critical supply chain linkages that newer entrants can leverage. Targeted support—including access to capital, advanced technology adoption, and export assistance—will help these businesses remain competitive and scale sustainably. Partnerships with vocational institutions such as South Shore Voc. Tech. in Hanover, Southeastern Voc. Tech. in Easton, and Massasoit Community College in Brockton, alongside the Greater Brockton Workforce Board and industry councils, will ensure curricula reflect real-time employer demand across specialized manufacturing domains. Continued investment in industrial parks and innovation hubs will reinforce the region's commitment to nurturing a future-ready manufacturing base.

ACTION STEPS

- Strengthen connections between education providers and manufacturers.
- Identify and support locations suitable for manufacturing expansion with infrastructure.
- Encourage industry partnerships to increase local/regional supports, boost innovation and evolve workforce skills.

HARNESSING MARINE & COASTAL INNOVATION

With access to the South Shore coastline, Old Colony communities such as Plymouth, Kingston, and Duxbury may be uniquely positioned to grow marine-based innovation and business. Promoting blue economy initiatives—including marine technology R&D, sustainable aquaculture, and coastal resilience services—can diversify local industry and create quality jobs. The Holtec property—formerly the Pilgrim Nuclear Power Station in Plymouth—is undergoing a decades-long decommissioning process, yet its 600-acre footprint and coastal frontage presents significant potential for marine technology development and innovation. The recently completed planning study for the site, funded by the EDA, will be instrumental in shaping its future use, offering a strategic framework to guide redevelopment aligned with regional priorities. The region's annual Blue Tech conference offers a powerful platform to showcase local strengths, attract investment, and build lasting partnerships in the blue economy. Collaboration with academic institutions and marine labs will help build a pipeline of talent and technology commercialization. Infrastructure investment in waterfront sites and port-supportive services will further enhance the region's competitiveness in this niche sector.

ACTION STEPS

- Build partnerships to support marine-based industries and research.
- Explore funding and infrastructure enhancements for coastal business areas.
- Promote initiatives that align with the region's maritime strengths.

RAISING WAGES IN HEALTHCARE, RETAIL, & PROFESSIONAL SERVICES

Healthcare, retail, and professional services anchor the region's employment base, yet face challenges around wage stagnation and workforce retention. Initiatives to promote higher-paying career ladders in these sectors—particularly through credentialing programs, employer incentives, and workforce housing—can improve livelihoods while ensuring vital services remain strong. Importantly, employers with the capacity to scale operations locally can play a pivotal role in driving wage growth—bringing with them higher-value jobs, expanded career pathways, and long-term economic stability. Retail, as both a large employer and a community anchor, would benefit from professional development initiatives and business stabilization support. Additionally, encouraging value-added sectors such as health tech, diagnostics, and remote professional services can bring higher-income jobs into the region.

ACTION STEPS

- Support career advancement and upskilling initiatives in key service sectors.
- Engage major employers to explore wage growth and workforce development strategies.
- Promote opportunities for higher-value services and innovation in existing industries.

BROADENING THE MUNICIPAL TAX BASE THROUGH SMART LAND USE

Economic resiliency is directly tied to the fiscal strength of municipalities. Communities should prioritize policies that attract commercial development and reduce over-reliance on residential tax revenue. Encouraging mixed-use developments in targeted growth centers, particularly near transit and existing infrastructure, can stimulate vibrant downtowns. Incentivizing the redevelopment of underutilized sites, especially contaminated brownfield locations, offers a dual benefit—remediating environmental hazards while unlocking valuable land for industrial and commercial growth. Expanded sewer service and proactive site planning can further position communities for success. Regional coordination around zoning modernization, infrastructure financing, and economic marketing will help communities compete effectively for new growth.

ACTION STEPS

- Encourage mixed-use and commercial development in strategic locations.
- Address redevelopment potential of underutilized or environmentally impacted sites.

ENGAGING ACADEMIC INSTITUTIONS IN WORKFORCE & INDUSTRY DEVELOPMENT

The region's academic institutions are critical engines of innovation and workforce alignment. Leveraging partnerships with community colleges, vocational-technical schools, and universities can help align curricula with current and emerging industry demands, particularly in manufacturing, marine tech, healthcare, and green economy fields. Institutions can also serve as catalysts for research and development, entrepreneurship, and industry incubation. Creating formalized consortia or innovation clusters that bring together education providers, employers, and government can ensure workforce pipelines remain resilient, and future-focused.

ACTION STEPS

- Facilitate collaboration between academic institutions and regional industries.
- Support curriculum development that aligns with evolving economic needs.
- Encourage hands-on learning and research partnerships that fuel innovation.

EXPANDING WATER & WASTEWATER INFRASTRUCTURE TO UNLOCK GROWTH

A modern, resilient economy requires dependable and scalable utility systems, and in the OCPC region, expanding sewer service and improving wastewater treatment capacity is foundational to unlocking long-term growth. Much of the district, as has repeatedly been mentioned, still relies on on-site disposal systems, which limits commercial, industrial, and mixed-use development potential. A targeted strategy for sewer expansion—based on land use, environmental suitability, and economic readiness—will allow communities to support higher-density development, protect environmental resources, and attract investment to areas currently constrained by infrastructure gaps. This strategy should focus on identifying high-priority areas where sewer access would catalyze redevelopment or industrial activity, while also evaluating viable locations for new or expanded wastewater treatment facilities.

ACTION STEPS

- Identify priority growth areas and economic development zones that would benefit most from expanded sewer service.
- Assess feasibility and siting options for regional or local wastewater treatment facilities, including shared services where appropriate.
- Pursue funding and technical assistance to support planning, design, and phased implementation of utility infrastructure upgrades.

STRENGTHENING TOURISM THROUGH CULTURE, NATURE, & HERITAGE

Tourism presents a meaningful opportunity for economic diversification. The Old Colony region is rich with historic assets, coastal beauty, and cultural identity. Communities should prioritize place-based tourism initiatives that preserve and celebrate local history, while investing in trail systems, heritage corridors, and visitor amenities. Marketing campaigns that emphasize regional narratives—from maritime heritage to local culinary offerings—can attract day-trippers and overnight visitors alike. Supporting small tourism-related businesses and developing event programming can help increase both economic activity and civic pride, while reinforcing the region's unique sense of place.

ACTION STEPS

- Promote the region's historical, cultural, and natural assets.
- Enhance visitor amenities and local experiences.
- Develop regional tourism strategies that support small businesses and community identity.

VI. RECOMMENDED PROJECTS

PROGRAM AND PROJECT SELECTION

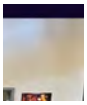
The Economic Development Commission (EDC) has identified over twenty (20) eligible EDA projects for the 2025-2030 Comprehensive Economic Development Strategy (CEDS). Most projects focus on design, engineering, permitting and infrastructure construction (roadways, water, sewer, drainage and utilities) that support economic development for new business development, redevelopment and expansion opportunities throughout the region's employment centers i.e., industrial, office and business parks, and other major industrial and commercial areas. Other projects include local and regional economic development planning initiatives to support long term future economic growth.

The Comprehensive Economic Development Strategy (CEDS) also maintains an additional list of fifty-five (55) regional planning, brownfields, public works and transportation projects in support of economic development across the Old Colony Planning Council (OCPC) District consisting of portions of Bristol, Norfolk and Plymouth Counties, SE Massachusetts (see Appendix A: Economic Development, Transportation and Public Works Projects). The Economic Development Commission (EDC) reviewed each of the proposed projects for the CEDS 2025-2030 Five Year Plan and the extended list of public works projects. These projects have been identified for potential funding by EDA and/or other agencies and have been evaluated as having a significant impact on the region's economy.

In addition to EDA requirements, the EDC considered traditional measures such as numbers of jobs created and retained, public and private investment, estimated tax benefits, regional impacts and other benefits in prioritizing these EDA projects.

The EDA projects are summarized below including the specific goal(s) addressed by each as outlined in Section IV. Goals, Objectives and Development Strategies of the CEDS. Projects are listed alphabetically by community as follows:

EDA PROJECTS FOR 2025-2030:



AVON: SEWER LINE EXTENSION DESIGN & ENGINEERING, AVON INDUSTRIAL PARK (AIP) – D&E

STATUS: EDA application submitted and awaiting award. The proposed design and engineering will directly lead to construction including retention of 4,000 existing jobs supporting 135 companies in this 530-acre regional employment center.

TRANSPORTATION ACCESS: Rte. 24 Interchange, Ext 35 Harrison Blvd.

GOAL(S): **A** | **C** | **D** | **E** | **F**

AVON: SEWER LINE CONSTRUCTION, AIP - CONSTRUCTION

STATUS: Following design completion, Avon anticipated to develop funding strategy to advance project for construction in spring 2028. Project will support an additional 1.5ML SF of space, generate $165ML in private investment and create over 1,000 new employment opportunities.

TRANSPORTATION ACCESS: Rte. 24 Interchange, Ext 35 Harrison Blvd.

GOAL(S): A | C | D | E | F

BROCKTON: MASSASOIT COMMUNITY COLLEGE FIT-OUT & CAPITAL EQUIPMENT – EQUIPMENT ACQUISITION

STATUS: Proposed capital equipment acquisition project in conjunction with $60ML campus renovation project. New equipment will support training and educational programs including health care and life sciences. Renovations are underway. Potential application pending.

TRANSPORTATION ACCESS: Rte. 28, Crescent St, Brockton

GOAL(S): A | B | C | D | E | F

BROCKTON: FAIRGROUNDS REDEVELOPMENT PROJECT – PLANNING

STATUS: Privately owned 65-acre underutilized site. Proposed application to conduct redevelopment plan for the site, ready for solicitation to commercial development market. A funding match is required from Brockton as well as a Memorandum of Agreement (MOU) between the City of Brockton and Fairgrounds property owner to advance project.

TRANSPORTATION ACCESS: Rte. 123, Belmont St, 1 mile from Rte. 24

GOAL(S): A | C | D | E | F

BROCKTON: SARGENTS WAY INDUSTRIAL AREA REDEVELOPMENT (MEADOW BROOK RD / OAKHILL WAY) – CONSTRUCTION

STATUS: Industrial zone containing 150 acres and a significant number of underutilized properties for proposed redevelopment. Area needs infrastructure upgrades and improvements - roadways, water, sewer, gas and utilities etc. leveraged with 500,000 SF of industrial redevelopment, $70ML in private investment and 450 new employment opportunities. Long-term.

TRANSPORTATION ACCESS: Rte. 28 at Sargent's Way

GOAL(S): A | C | D | E | F

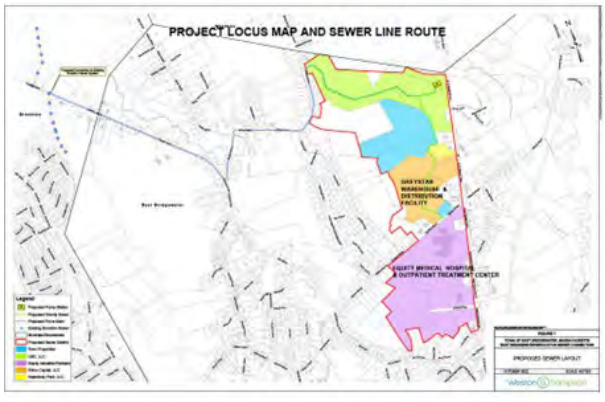
BROCKTON: CAMPELLO AREA - RTE. 28/KMART PLAZA REDEVELOPMENT – PLANNING

STATUS: Vacant Kmart Plaza property containing 20-acre, multi-lot vacant, blighted and underutilized site. Proposal seeks to prepare an application to develop a redevelopment plan for this portion of the Rte. 28 corridor. Long-term.

TRANSPORTATION ACCESS: Rte. 28, Main St, Brockton

GOAL(S): A | C | D | E | F

EAST BRIDGEWATER: SEWER LINE EXTENSION ROUTE 18 – CONSTRUCTION



STATUS: Construction to commence September in support of 500,000SF of new development/expansion $100ML private investment and 700 new employment opportunities along this portion of the Rte. 18 Corridor. Project ongoing.

TRANSPORTATION ACCESS: Rte. 18, North Bedford St., East Bridgewater

GOAL(S): A | C | D | E | F

EASTON: SEWER EXTENSION DESIGN & ENGINEEERING, EASTON INDUSTRIAL PARK (EIP) - D&E

STATUS: EDA application submitted. Proposed project supports new development, redevelopment and expansion opportunities in 200-acre regional employment center retaining 130 industries consisting of over 1.5ML SF of industrial space and providing more than 2,000 existing jobs.

TRANSPORTATION ACCESS: Rte. 24/123 Interchange, Ext 35, Belmont St., Easton

GOAL(S): A | C | D | E | F

EASTON: SEWER EXTENSION CONSTRUCTION, EIP – CONSTRUCTION

STATUS: Following design, Easton will advance the project to construction anticipated in fall 2027. Proposed project supports an additional 1ML SF of new development, redevelopment and expansion, $81Ml in private investment and over 1,000 new employment opportunities.

TRANSPORTATION ACCESS: Rte. 24/123 Interchange, Ext 35, Belmont St., Easton

GOAL(S): A | C | D | E | F

HANOVER: KING STREET INDUSTRIAL PARK (HANOVER FIREWORKS DISTRICT) REDEVELOPMENT – CONSTRUCTION

STATUS: Proposed infrastructure improvement project for roadway, water, drainage, wastewater (potential on-site package treatment option) and utilities. The project supports redevelopment and expansion at this 212-acre industrial park including an additional 600,000 SF of industrial space, estimated $78ML in private investment and more than 600 new employment opportunities. Long-term.

TRANSPORTATION ACCESS: Rte. 3, Ext 32 & Rte. 53, Ext 35

GOAL(S): A | C | D | E | F

PLYMOUTH: HOLTEC MASTER PLAN – PLANNING

STATUS: Planning for the 1,500-acre site is ongoing. Town in partnership with Holtec International are expected to select a preferred development vision for long-term development.

TRANSPORTATION ACCESS: Rte. 3 & Rte. 3A

GOAL(S): **A** | **C** | **D** | **E** | **F**

PLYMOUTH: PLYMOUTH INDUSTRIAL PARK REDEVELOPMENT – CONSTRUCTION

STATUS: Proposed project for infrastructure upgrades i.e., roadway, water, sewer, drainage and utilities in support of redevelopment and expansion opportunities including 500,000SF of industrial development, $75ML in private investment and 500 new employment opportunities. Long-term.

TRANSPORTATION ACCESS: Rte. 3/44 Interchange, Ext 16

GOAL(S): **A** | **C** | **D** | **E** | **F**

PLYMOUTH: CAMELOT INDUSTRIAL PARK SEWER EXTENSION – CONSTRUCTION

STATUS: Proposed project for construction of sewer enabling build-out of 120-arce industrial park including 300,000SF of additional industrial development, redevelopment and expansion, $50ML in private investment and 300 new employment opportunities.

TRANSPORTATION ACCESS: Rte. 3, Ext 13

GOAL(S): **A** | **C** | **D** | **E** | **F**

STOUGHTON: PAGE/TURNPIKE STREETS INDUSTRIAL REDEVELOPMENT- CONSTRUCTION

STATUS: Proposed project for infrastructure improvements including roadway, water, sewer and utilities in support of additional development, redevelopment and expansion in a 400-acre industrial area along Turnpike Street. Infrastructure investment to leverage 800,000SF of industrial space, $150ML in private investment and 800 new employment opportunities as well as associated tax benefits. Long-term.

TRANSPORTATION ACCESS: Rte. 24/139 Interchange, Ext 38

GOAL(S): **A** | **C** | **D** | **E** | **F**

WEST BRIDGEWATER: MANLEY STREET INDUSTRIAL REDEVELOPMENT – CONSTRUCTION

STATUS: Proposed project for infrastructure development i.e., roadway, water, sewer drainage, and utilities in support of new development, redevelopment and expansion opportunities within a nearly 1,000-acre industrial zone area. Project leverages an additional 1.0ML SF of industrial space, over $150ML in private investment and more than 1,000 new employment opportunities. Long-term.

TRANSPORTATION ACCESS: Rte. 24/123 Interchange, Ext 31, Rte. 24/104, Ext 24 & Rte. 24/106, Ext 28

GOAL(S): **A** | **C** | **D** | **E** | **F**

WHITMAN: WHITMAN INDUSTRIAL REDEVELOPMENT – CONSTRUCTION

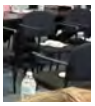
STATUS: Proposed project includes infrastructure improvements i.e., roadway, water, sewer and utilities in support of 500,000SF in industrial redevelopment, $60Ml in private investment and 500 new employment opportunities. Long-term.

TRANSPORTATION ACCESS: Rte.24, Ext 33 via Rte. 27, 14 & 18

GOAL(S): **A** | **C** | **D** | **E** | **F**

REGIONAL PROJECTS

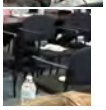
REGIONAL TECHNOLOGY INNOVATION CENTER FEASIBILTY ASSESSMENT – PLANNING



STATUS: Proposed project will identify locations and conduct site assessments to determine a preferred site for the development of a regional technology innovation center focused on training, education and entrepreneurship for emerging industry sectors. Initiative is an identified goal and strategy under the OCPC Massachusetts Technology Collaborative (MTC), TechHub Designation and Strategy.

GOAL(S):
A | **B** | **C** | **D** | **E** | **F**

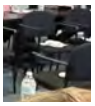
REGIONAL RESILIENCY PLAN (RRP)- PLANNING



STATUS: Proposed project to develop a Regional Resiliency Plan focused on housing, economic development and transportation resiliency including goals, objectives and recommendations. Plan to be consistent with OCPC Comprehensive Economic Development Strategy, (CEDS) 2025-2030.

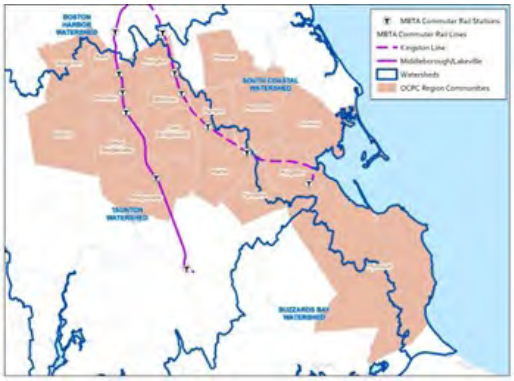
GOAL(S):
A | **B** | **C** | **E** | **F**

REGIONAL WASTEWATER STUDY - PLANNING

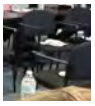


STATUS: EDA application submitted. Proposed project is a "sister study" to the Regional Water Study.

GOAL(S): **A** | **B** | **C** | **D** | **E** | **F**

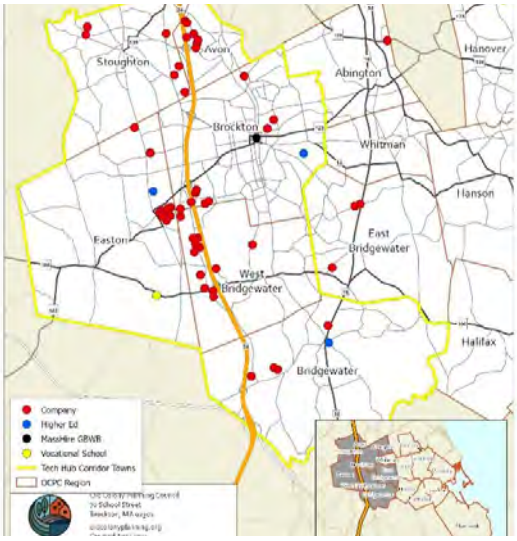


REGIONAL TECHHUB DEVELOPMENT PHASE II – PLANNING & CONSTRUCTION



STATUS: EDA Proposed project will assist in the implementation and build on the initial Tech Strategic Plan under the Massachusetts Technology Collaborative (MTC) TechHub designation.

GOAL(S): **A** | **B** | **C** | **D** | **E** | **F**



VII. EVALUATION PROCESS

PROGRAM MONITORING AND EVALUATION PERFORMANCE MEASURES

See Section IV, entitled *Goals & Objectives*, for a comprehensive outline of the Old Colony Planning Council's strategic priorities. Each goal is paired with clearly defined, measurable indicators (outlined here) that establish success criteria and guide implementation efforts. These indicators serve as benchmarks for evaluating progress over time and are directly integrated into the development of OCPC's Implementation Plan. Through regular monitoring and analysis, OCPC can assess the effectiveness of its strategies, identify areas for improvement, and make data-informed adjustments to stay responsive to evolving regional needs. This evaluation framework not only ensures transparency and accountability, but also reinforces alignment with long-term economic development goals, stakeholder expectations, and funding requirements.

GOAL A: SUPPORT GROWTH & OPPORTUNITIES FOR SMALL BUSINESSES, START-UPS AND ENTREPRENEURS

Measurable Indicator (A): Increased collaboration between local governments, small business owners, lenders and financiers, and municipal/regional economic development committees, demonstrated through new partnerships, advisory groups, or policy initiatives.

Measurable Indicator (B): Monitor small business growth and number of start-ups through Secretary of State's Office and the Southeastern Economic Development Corporation (SEED Corp.) -- a nonprofit SBA-certified lender that helps small businesses in Massachusetts and Rhode Island start, grow, and create jobs through financing and technical assistance.

GOAL B: PROMOTE ENHANCED WORKFORCE READINESS & STRENGTHEN CAREER PATHWAYS

Measurable Indicator (A): Increase participation and strengthened alignment between regional-based educational institutions and industry needs, reflected in expanded industry-driven curricula, apprenticeship opportunities, and employer engagement in workforce training.

Measurable Indicator (B): Work to engage Brockton and South Shore MassHire and Career Center as well as other stakeholders in the workforce development sector on potential local and regional initiatives to assist in the growth of a skilled workforce.

Measurable Indicator (C): Monitor MassHire/Career Centers serving the district assistance for training the number of individuals and industries. Special emphasis on major employment centers located along the Route 24 corridor and Regional Tech Hub Designation area.

GOAL C: EXPAND EMPLOYMENT OPPORTUNITIES IN REGIONAL INDUSTRY CLUSTERS & EMERGING SECTORS - SUPPORT ECONOMIC DIVERSIFICATION

Measurable Indicator (A): Improved regional identity as a center for innovation and emerging industries, evidenced by growing business interest, media coverage, and new investment commitments and developing and launching a marketing strategy branding the region as a Technology/Innovation Hub.

Measurable Indicator (B): Monitor regions' growth in advanced manufacturing, technology and other emerging industry sectors and employment expansion in these sectors. Indicator to include direct contact with industries participating in Regional Technology Hub Strategy.

GOAL D: PLAN FOR CRITICAL INFRASTRUCTURE IN SUPPORT OF ECONOMIC DEVELOPMENT

Measurable Indicator (A): Greater community and business support for infrastructure improvements, shown through stakeholder engagement, endorsements, and planning initiatives that prioritize key upgrades.

Measurable Indicator (B): Provide the number of EDA Priority Projects both non-construction and construction developed and implemented including total funds awarded, private investment and jobs created resulting from the project.

GOAL E: ENHANCE LIVABILITY THROUGH SUSTAINABLE DEVELOPMENT & INCREASED QUALITY OF LIFE

Measurable Indicator (A): Promote adoption of local and regional policies that support livable wage growth, affordability, and livability through new legislation, investment by business and industry and housing initiatives.

Measurable Indicator (B): Encourage and facilitate sustainable development projects that are appropriate with and confirm to neighboring uses minimizing adverse impacts to the environment and quality of life.

Measurable Indicator (C): Promote and support brownfield cleanup and redevelopment that enables communities to create sustain development opportunities positioning contaminated sites to tax generating status and improve health and overall quality of life conditions.

GOAL F: ENHANCE RESILIENCE TO STRENGTHEN ECONOMIC AND DEMOGRAPHIC PRESSURES

Measurable Indicator (A): Strengthened regional adaptability to economic shifts and demographic changes, demonstrated by successful workforce retention efforts, expanded tourism initiatives, and diversified revenue streams.

Measurable Indicator (B): Enhance communication, partnership and collaboration between local leaders and businesses to monitor market conditions and receive information on "early warning signs" to prepare in advance for downturns and other economic condition negatively impacting business and industries.

Measurable Indicator (C): Support and promote regional industry and employment diversification across industry sectors with emphasis on emerging sectoring to mitigate impact to local and regional economy (see Goal C).

VIII. IMPLEMENTATION PLAN

The implementation of the Old Colony Planning Council's (OCPC) Comprehensive Economic Development Strategy (CEDS) will be driven by a region-wide commitment to collaboration, innovation, and adaptability. Over the five-year planning horizon, OCPC will work with its 17 member communities and a diverse network of stakeholders to translate strategic goals into actionable outcomes. This process will not rely on a single pathway but rather a flexible framework that supports local initiatives, encourages cross-sector partnerships, and responds to changing economic conditions. By fostering a shared vision and aligning resources, OCPC aims to build a resilient regional economy that reflects the aspirations and strengths of its communities.

PROGRAM MONITORING AND EVALUATION PERFORMANCE MEASURES

1. Coordination & Facilitation

OCPC will serve as a regional convener, promoting alignment between local priorities and broader economic development strategies. Implementation will be supported through ongoing engagement with the Economic Development Committee (EDC) including municipal leaders, business representatives, educational institutions, community organizations and others. This coordination and facilitation will help ensure that efforts are complementary, scalable, and responsive to local and regional needs and emerging opportunities.

2. Capacity-Building & Knowledge-Sharing

To strengthen regional capacity, OCPC will facilitate access to resources, training, and technical assistance. This includes promoting best practices, supporting peer learning, and encouraging the development of local expertise as well as promoting data-informed decision-making. By investing in knowledge-sharing and stakeholder empowerment, OCPC will help communities take ownership of their economic development goals.

3. Implementation of CEDS

The facilitation of the Economic Development Committee (EDC) and capacity building initiative focus of implementation of the CEDS. Under the EDA planning grant annual performance measures will be based on the following implementation activities:

PERFORMANCE MEASURES (CEDS)

A. The number of regional and local technical assistance OCPC provided on economic development projects throughout the district. Projects should align and be consistent with goals and objectives of the CEDS.

   Performance Indicator: The number of communities assisted, total amount of funds awarded and number of projects.

B. The number of regional and local technical assistance on EDA eligible economic development projects OCPC provided services on throughout the district. Projects should align and be consistent with the goals and objectives of the CEDS.

   Performance Indicator: The number of communities assisted, number of eligible EDA projects developed, applications prepared and submitted, total amount of funds awarded, jobs created and retained and, amount of private investment generated, if applicable and number OCPC grant administration contracts.

C. Community outreach to strengthen relationships and build partnerships for implementation of the Comprehensive Economic Development Strategy (CEDS).

D. Meet annually with officials to discuss priorities, needs, identify opportunities and highlight economic development progress officials include:
   - Town Administrators, Town Managers, Executive Secretaries and Mayors
   - Town Select Board or Board of Selectmen and City Councils
   - Town/City Planners, Community and Economic Development officials
   - Federal and State elected representatives.

E. Ongoing participation on economic development related boards and/or committees e.g. The Nuclear Decommissioning Citizen Advisory Panel, Downtown Brockton Association or other municipal downtown association and other economic development committees.

   Performance Indicator: Participation levels

F. Continued engagement, facilitation and coordination with the Economic Development Committee (EDC) and growing partnerships to support the implementation of the CEDS.

   Performance Indicator: Number of meetings, membership and participation level

X. ORGANIZATION & MANAGEMENT
OCPC as a Regional Planning Agency & Economic Development District

OLD COLONY PLANNING COUNCIL

The Old Colony Planning Council (OCPC), established in 1967, is a regional planning agency dedicated to supporting coordinated development across southeastern Massachusetts. Born out of the need to address challenges that transcended town borders—such as pollution, transportation infrastructure, and economic instability—OCPC was created to bring communities together under a shared vision for the future. It serves 17 municipalities, acting as both a convener and a planner, guiding efforts in land use, economic development, environmental protection, and more. As a federally designated Economic Development District, OCPC leads regional strategies to strengthen the local economy, often securing grants and technical assistance. Over the years, its role has expanded significantly: it oversees the Old Colony Metropolitan Planning Organization, manages aging services as the Area Agency on Aging for a broader 23-community region, and advocates for elder rights through its Ombudsman Program. With a mission rooted in regional collaboration and sustainability, OCPC continues to shape a more resilient and connected future for the communities it serves.

The agency's operations are anchored by a council composed of appointees from each of its 17 member communities, providing direct municipal representation in regional decision-making. This body sets policy direction, approves major initiatives, and ensures that local priorities are integrated into broader planning efforts. OCPC's internal structure is segmented into specialized divisions—ranging from transportation planning and land use to economic strategy and aging services—each staffed with domain experts who develop and implement multifaceted programs. Executive leadership, under a director, oversees coordination across departments and ensures alignment with the council's vision, while also managing external partnerships and state and federal compliance.

OLD COLONY
PLANNING COUNCIL

OLD COLONY PLANNING COUNCIL – ECONOMIC DEVELOPMENT DISTRICT (EDD)

The Old Colony Planning Council (OCPC) is a federally recognized Economic Development District (EDD), designated by the U.S. Department of Commerce and the Economic Development Administration (EDA). EDDs are multi-jurisdictional planning and economic development agencies that encourage economic development planning and project implementation in distressed urban, suburban, and rural regions. This designation empowers OCPC to serve as a strategic intermediary between local communities and the federal government, ensuring that regional priorities align with national economic development goals. It underscores OCPC's vital role as the regional lead for EDA-related economic initiatives in the Metro South and South Shore areas of Massachusetts. It enables OCPC to coordinate planning activities, guide project development, and help communities access federal, state, and local funding to implement transformational economic strategies. In line with the EDA's mission -

to foster innovation, competitiveness, and regional readiness for global success—OCPC's work ensures that Southeastern Massachusetts is well-positioned for sustainable economic growth.

As part of its designation as an EDD, OCPC participates in the EDA Partnership Planning Grant program, which provides ongoing support for the development and implementation of an annual work program for the district. This collaboration helps OCPC coordinate regional economic planning efforts, engage with community stakeholders, and pursue strategic initiatives that foster long-term economic growth.

A DIVERSE & COLLABORATIVE REGION

The Old Colony Economic Development District (EDD) spans seventeen communities across Plymouth, Norfolk, and Bristol Counties, encompassing a rich mix of municipalities—from vibrant urban centers to quiet rural towns. This includes the City of Brockton and the towns of Abington, Avon, Bridgewater, Duxbury, East Bridgewater, Easton, Halifax, Hanover, Hanson, Kingston, Pembroke, Plymouth, Plympton, Stoughton, West Bridgewater, and Whitman. Each of these communities contributes its own character, resources, and priorities to the region's economic landscape. While some communities are focused on revitalizing historic downtowns, others are navigating rapid residential and commercial growth or working to preserve farmland and natural ecosystems.

The region benefits from its rich history and strategic assets such as major transportation corridors, commuter rail lines, and over 50 miles of scenic coastline. Its proximity to economic hubs like Boston and Providence further enhances its appeal as a center for business development, workforce mobility, and regional collaboration. OCPC's role (as an EDD) is to bring these varied communities together under a shared vision—one that respects local identity while fostering coordinated planning and investment. Through this collaborative approach, the region is better equipped to address challenges, seize opportunities, and build a resilient economy for the future.

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

At the core of that shared vision is the Comprehensive Economic Development Strategy, or CEDS. Required of every EDD by the EDA, the CEDS is a five-year regional economic roadmap that identifies key trends, assesses infrastructure and workforce capacity, and outlines strategies to strengthen economic resilience and opportunity throughout the region. In addition to guiding local and regional planning, the CEDS is a prerequisite for accessing EDA funding through programs such as Public Works and Economic Adjustment Assistance. It also serves as a platform for aligning federal, state, and local resources around shared economic development priorities—making it a critical tool for building a more innovative, and future-ready regional economy. The CEDS [strategy] is developed and maintained routinely by OCPC in consultation with municipal officials, community stakeholders, business leaders, and residents.

THE OLD COLONY ECONOMIC DEVELOPMENT COMMISSION (EDC)

Supporting this economic development work is the Old Colony Economic Development Commission (EDC), a longstanding advisory body composed of regional stakeholders. Charged with overseeing the creation and implementation of the region's Comprehensive Economic Development Strategy (CEDS), the EDC holds the responsibility of reviewing and formally approving the current five-year plan—ensuring alignment with both local priorities and regional goals. More than a traditional advisory group, the Commission functions as a collaborative network that fosters communication, shares best practices, and harmonizes local planning decisions across municipal boundaries. It anchors the economic development process in community needs such as land use, zoning, transportation, and infrastructure. Crucially, the EDC plays a proactive role in surfacing priority projects and shepherding them through the phases of planning, development, and funding. By encouraging a regional perspective and a shared sense of purpose, the EDC strengthens the area's capacity to attract investment, support business growth, and adapt to the demands of an evolving economy.

BUILDING A STRONGER FUTURE, TOGETHER

OCPC's planning philosophy is rooted in regionalism—recognizing that the prosperity of one community is tied to the health of the entire region. Through data-driven analysis, technical assistance, and stakeholder engagement, the Council helps municipalities make informed decisions that align with both local priorities and regional goals. Together, OCPC, its delegates, the CEDS, and the EDC provide the institutional structure, strategic vision, and collaborative capacity needed to foster, resilient, and future-ready economic development across Southeastern Massachusetts. Their work ensures that regional and local priorities are not only heard—but realized through coordinated action and long-term investment.

APPENDIX A.
EDC Membership List

OLD COLONY ECONOMIC DEVELOPMENT COMMISSION (EDC)			
FIRST	**LAST**	**TITLE**	**MUNICIPALITY/ORGANIZATION**
Kathy	Keefe	Assistant Town Administrator	Town of Whitman
Charlie	Seelig	Town Administrator	Town of East Bridgewater
John	Haines	DPW Director (*Alternate*)	
Richard	Jordan	Town Planner	Town of Avon
Nicole	Salvo	Assistant Town Planner	Town of Bridgewater
Shane	O'Brien	Town Planner (*Alternate*)	
Stephanie	Danielson	Economic Development Planner	Town of Easton
Debra	Robert	Selectwoman	Town of Stoughton
Pamela	McCarthy	Economic Development Director	
Lisa	Green	Town Administrator	Town of Hanson
Tony	De Frias	Town Planner (*Alternate*)	
Valerie	Massard	Town Planner	Town of Kingston
Robert	Fay	Director of Economic Development	City of Brockton
John	Fay	Development Senior Planner (*Alternate*)	
Susan	Murray	Executive Director	South Eastern Economic Development Corp.
Jeff	Charnel	VP & Commercial Lender	North Easton Savings Bank (*Easton*)
Cindy	Pendergast	Brockton Program Director	Neighborworks Housing Solutions (*Brockton*)
Dottie	Fulginiti	VP, Community Investment - South Region	MassDevelopment
Kyle	Haas	Sales	Capgemini (*Plymouth*)
Stephen	Cole	President	The Plymouth Foundation
Maryellen	DeFrias	Executive Director	Greater Attleboro Transit Authority (GATRA)
Mike	Lambert	Administrator	Brockton Area Transit (BAT)
Joe	Mech	Grants & Capital Programs (*Alternate*)	
Chris	Cooney	President	Metro South Chamber of Commerce
Jason	Hunter	Executive Director	MassHire: Greater Brockton Workforce Board
John	Murray	Director	MassHire: Greater Brockton Career Center
Laura	Buckley	Deputy Executive Director	MassHire: South Shore Workforce Board
Stefanie	Eaton	Associate Director, Facilities Management	Bridgewater State University
Jonathan	Jamoulis	Owner	Cape Cod Pizza & Italian Kitchen (*Regional*)
Alysha	Siciliano-Perry	Owner	Alluring Concepts Design Build (*Pembroke*)
Peter	Brown	President	Tiny & Sons Auto Glass Co. (*Pembroke*)
Andrea	Burton	Project Manager - Southeast Region	Eversource Energy
Dennis	Lassige	Regional Manager	North Atlantic States Regional Council of Carpenters
Paul	Vilela	Business Representative/Organizer	
Stephen	Egan	President/Owner	Egan Realty Group LLC & Egan Development

APPENDIX B.
Regional Economic Development - Project List

PLANNING, BROWNFIELDS, TRANSPORTATION & PUBLIC WORKS PROJECTS SUPPORTING ECONOMIC DEVELOPMENT - BY COMMUNITY							
COMMUNITY	**PROJECT**	**PROJECT TYPE**	**EST COST**	**FUNDING SOURCE**	**STATUS/ACTION(S)**	**ENVIR IMPACT**	**JOB CREATION PROJECTION**
ABINGTON	ED Planning	Planning	$500,000	DLTA, One Stop MWIP, EDA	Proposed	NAI	Unknown
	ED Infrastructure	D/E + Construction	$2,000,000	DLTA, One Stop, other	Proposed	NAI	Unknown
	Town Center Revitalization	Planning	$200,000		Proposed	NAI	Unknown
AVON	AIP Sewer Line Extension, D&E	Design & Engineering	$2,500,000	EDA, MWIP, Local, Other	Proposed	NAI	Unknown
	AIP Sewer Line, Construction	Construction	$40,000,000	EDA, MWIP FFIO, Local, Earmark, Other	Proposed	NAI	1,500
	Town Center Revitalization (Rte. 28)	Planning	$150,000	EOHLC/MassDOT/Other	Proposed	NAI	Unknown
	Merchants Way Redevelopment	D&E, Construction	$5,000,000	MWIP, RDA, Other	Design Underway	NAI	1,000
	Route 28 Corridor Study	Planning		MassDOT	Underway	NAI	Unknown
BRIDGEWATER	Downtown Revitalization	Planning	$100,000	EOHLC, Other	Underway	NAI	Unknown
	Route 104 Corridor Study	Planning		MassDOT	Underway	NAI	Unknown
	Scotland I.P Redevelopment	Construction	$3,000,000	EDA, MWIP, Other	Proposed	NAI	Unknown
BROCKTON	Fairgrounds Redevelopment	Infrastructure	$8,000,000	EDA, MWIP, Other	Proposed	NAI	1,200
	Massasoit Expansion	Capital Equipment, Expansion	$6,000,000	MassDev, EDA, Earmark, Other	Proposed		1,000
	Route 27- Crescent & Quincy St Intersection Imp.	Construction	$8,000,000	MassDOT, EDA, Other	Proposed		1,000
	Campello /Route 18 Industrial Expansion	Planning/Feasibility Study	$150,000	EOED, EDA other	Proposed	NAI	1,000
	Coweeset Brook *(see Easton/West Bridgewater)*	Planning	$100,000	EOED, CDP, other	Proposed	NAI	Unknown
	Downtown Revitalization	Planning	$500,000	EOHED, CDP, HUD, Other	Proposed	NAI	Unknown
	Former Cocoran Building - (Brownfields Redev.)	Cleanup & Redevelop		EPA, MassDev, Other	Ongoing	NAI	Unknown
	Trout Brook/CSX - (Brownfield Redev.)	Assess, Cleanup, Redevelop		EOHED, EPA, MassDev, Other	Ongoing	NAI	Unknown
DUXBURY	Halls Corner Redevelopment	D&E, Construction	$12,000,000	MassDOT, MWIP, EOED, EOHLC, Other	Proposed	NAI	Unknown
EAST BRIDGEWATER	Route 18 Sewer Extension	D&E Construction	$12,000,000	EDA, MWIP, Other	Ongoing	NAI	1,500
	Town Center Revitalization	Planning	$125,000	EOHLC	Proposed	NAI	Unknown
	Precise/Eastern Steel (Brownfields Redev.)	Assessment/Development		EPA, MassDev, Other	Ongoing	NAI	Unknown
	Downtown Sewer Extension	D&E, Construction	$5,000,000	MWIP, A&F, SRF	Proposed	NAI	Unknown
	Sewer District Expansion - Route. 18	Planning/Feasibility Study	$150,000	EOHC	Underway	NAI	Unknown
EASTON	Easton IP Sewer Line, D&E	Design & Engineering	$3,500,000	EDA, FFIO, MWIP, Other	Proposed	NAI	1,000
	Easton IP Sewer Line, Construction	Construction	$25,000,000	EDA, FFIO, MWIP, Other	Proposed	NAI	1,000
	Coweeset Brook *(see Brockton/West Bridgewater)*	Planning	$100,000	EDA, One Stop, Other	Proposed	NAI	Unknown
HALIFAX	Industrial Park Redevelopment	Infrastructure Construction	$3,000,000	EDA, MWIP, Other	Proposed	NAI	1,000
	Routes. 58/106 ED-Corridor Assessment	Planning	$150,000	MassDOT, EOED, Other	Proposed	NAI	Unknown
HANOVER	King Street IP Redevelopment	Infrastructure construction	$3,000,000	EDA, MWIP, Other	Proposed	NAI	2,000
HANSON	Downtown Redevelopment	Planning	$200,000	EOED, EOHLC, Other	Proposed	NAI	Unknown
	Route 14 Improvements	D&E, Construction	$25,000,000	MassDOT, Other	Proposed	NAI	Unknown
	Commuter Rail Station (TOD)	Planning	$100,000	SCR, EOHLC, Other	Proposed	NAI	Unknown
	Route 27 Improvements	D&E, Construction		MassDOT, MWIP, EOED, EOHLC, Other	Proposed	NAI	Unknown
KINGSTON	Cobb & Drew Site (Brownfields Redev.)	Assessment/Cleanup		MassDev, EPA, Other	Proposed	NAI	Unknown
	Town Center Redevelopment (Route 27/ Evergreen)	Planning	$200,000	EOED, EOHLC, Other	Proposed	NAI	Unknown
	Intersection Improvement (Route 3A/58)	D&E Construction	$14,860,000	FHA, MassDOT & Other	Proposed	NAI	Unknown
	Kingston Bay/Route 3A South Revitalization	Planning	$150,000	EOED, EOHLC, Other	Proposed	NAI	Unknown
PEMBROKE	Pembroke Center Redevelop (Routes. 14/36)	Planning	$150K	EOED, EOHLD, Other	Proposed	NAI	Unknown
PLYMPTON	Infrastructure Development	Planning & D&E	$200,000	EOED, EOHLC, DEP, EDA	Proposed	NAI	Unknown
	Spring Street Industrial Area Redevelopment	Planning	$150,000	EDA, EOED, RDA, Other	Poposed	NAI	Unknown
PLYMOUTH	Holtec Site - Master Plan (Fmr. Pilgrim Power)	Planning	$335,000	EDA, Private, Local	Underway	NAI	Unknown
	Holtec Site - Redevelopment (Fmr.Pigrim Power)	Infrastructure Construction	$10,000,000	EDA, EOED, Other	Proposed	NAI	Unknown
	Convention Center Development	Infrastructure Construction	$5,000,000	EOED, Earmark, Other	Proposed	NAI	Unknown
	Route 3A Corridor Study	Planning		MassDOT	Underway	NAI	Unknown
	Camelot IP Sewer Line, Construction	Construction	$10,000,000	MassDOT	Proposed	NAI	Unknown
STOUGHTON	Turnpike /Page Street Industrial Development	Planning Assessment/Feasibility Study	$150,000	EDA, EOED, MassDev, Other	Proposed	NAI	Unknown
	Industrial Development	Infrastructure Construction	$5,000,000	MWIP, EDA, Other	Proposed	NAI	Unknown
	Downtown Redevelopment	Planning	$500,000	EOED, EOHLC, Other	Proposed	NAI	Unknown
WEST BRIDGEWATER	Industrial Development Route. 24 Corridor	Planning	$150,000	EDA, EOED, Other	Proposed	NAI	Unknown
	Infrastructure (R/W&S)	D&E, Construction	$6,000,000	EDA, MWIP, Other	Proposed	NAI	1,500
	Coweeset Brook *(see Brockton/Easton)*	Planning	$100,000	EDA, EOED, MassDev	Proposed	NAI	Unknown
WHITMAN	Downtown Revitalization	Planning	$150,000	One Stop, DLTA	Proposed	NAI	Unknown
	MBTA Commuter Rail Station TOD	Planning	$100,000	SCR, One Stop, DLTA	Proposed	NAI	Unknown
	Regal Shoe Site (Brownfields Redev.)	Assessment/Cleanup		MassDev, EPA, Other	Underway	NAI	Unknown
	Bedford Street Site (Brownfields Redev.)	Assessment/Cleanup		MassDev, EPA, Other	Proposed	NAI	Unknown
		TOTAL PROJECT COSTS:	**$218,570,000**				

OLD COLONY PLANNING COUNCIL

Old Colony Planning Council
70 School Street
Brockton, MA 02301