

## **IV. VISION STATEMENT, GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES**

### **A. VISION STATEMENT**

The vision of the Old Colony Planning Council Economic Development District (OCPC EDD) is to improve the economic resiliency of the region which builds upon the region's strengths and opportunities and seeks to mitigate the weaknesses and threats facing the region by providing more and better paying jobs to the region by seeking to attract new employers to the region and retain present employers.

The OCPC EDD supports workforce training to provide a skilled workforce for current and new employers and the availability of adequate financing for existing and new businesses in the region. The OCPC EDD provides a forum for those seeking to bring new businesses into the area, for those seeking to expand businesses presently located in the area, as a source of information to deal with an economic challenge and as a convener of regional stakeholders to gather data and encourage collaboration post economic disruption.

#### ***Four Overall Principles Guide the Goals and Objectives***

##### ***Smart Growth/ Sustainable Development/Economic Resiliency***

New economic development activity must be planned to serve future generations and must be done in a manner that respects the environment.

##### ***Infrastructure***

There must be adequate infrastructure (transportation, and utilities including water, wastewater, storm water drainage, energy transmission lines and fiber optics) to support economic development.

##### ***Economic Self-Sufficiency***

Economic development activity must focus on attracting jobs that have a career path with opportunities for advancement and pay wages that allow workers to be self-supporting.

##### ***Economic Resiliency***

Economic Development activity must help the area economy withstand or recover from shocks to the area economy.

### **B. GOALS AND OBJECTIVES**

The goals, objectives and implementation strategies in this section were developed with input from the CEDS Committee. The District reviewed previous goals and objectives and changes in the regional economy. It was reviewed and approved by the CEDS Committee.

***The terms as used here are defined as follows:***

Goal – A Goal is the ultimate intent to which a project is directed. Goals should reflect what has been accomplished in response to previously identified problems and opportunities. A specific attainment date need not be specified since the goal may never be fully achieved. However goals that are too broadly defined may not lead to specific achievable objectives.

Objective – An objective is a specific measurable accomplishment or mile stone enroute to achieving a goal. An objective should be measurable and should be able to be accomplished within a specific time. It is recognized that objectives vary in their time requirements. Accordingly they are identified below as short-term (1-2 years), mid-range (3-5 years) or long-term (5 or more years)



### **A GOAL: PARTICIPATION IN CEDS PLANNING PROCESS**

OBJECTIVES: (Long Term): To have participation in the CEDS Planning Process from a broad range of economic development practitioners in the region as possible and to recognize the link between workforce development and economic development.

The CEDS Planning Process serves as a source of information to deal with an economic challenge and as a convener of regional stakeholders to gather data and encourage collaboration post-disruption.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal A

- Strengths  
The region is a U.S. E.D.A. designated Economic Development District

What is being done?

Committee meetings are being publicized and potential participants are being contacted.

What is OCPC's role?

OCPC, working with regional stakeholders including regional and local Chambers of Commerce, Brockton Area Workforce Investment Board, Brockton 21<sup>st</sup> Century Corp., SEED Corp, MassDevelopment, Bridgewater State University, Massasoit Community College, the University of Massachusetts Boston, city and town planners and local economic development boards encourages participation in the CEDS process and facilitates lines of communication and exchanges of information about economic development/workforce development/economic resiliency activities.

**B. GOAL: PROMOTE THE EXPANSION/REVITALIZATION OF QUALITY INDUSTRIAL/COMMERCIAL LAND IN THE REGION AND THE REUSE OF OLDER URBAN FACILITIES**

OBJECTIVES: (Long Term): To increase the supply of quality industrial or commercial land, to promote the development of technology ready sites with fiber optics improvements included in any infrastructure improvements, support the development of collaborative workspaces, encourage wastewater and water improvements, identify growth industries and to recommend/advise on future land use.

SWOT Analysis:

The SWOT factors below are relevant to addressing Goal B:

Strengths

- Every community in the region has high-speed internet service available.
- The District has a great deal of land in industrial parks, as well as scattered individual parcels with utilities, and some significant tracts of developable raw land.
- There is available space in buildings ready to be occupied almost immediately.

Weaknesses and Threats

- The region has zoning and natural limitations on industrial land.
- The region has aging infrastructure. Water, sewer, electric and natural gas improvements are long overdue in certain parts of the region and unless addressed will become a major deterrent to growth.

Opportunities

- Entrepreneurs have available space in existing buildings as well as available land to start and build businesses.

What is being done?

- OCPC has worked with the City of Brockton to analyze redevelopable land in the Route 28 South Main Street Corridor. OCPC is working with member communities to identify and develop brownfields parcels.
- OCPC worked with the Town of East Bridgewater to successfully obtain two MassDevelopment Brownfields Self Assessment grants of \$99,400.00 and \$99,700.00 in 2017.
- Downtown development and brownfields redevelopments are being planned in Brockton, East Bridgewater, Plymouth and Whitman.
- The closed South Weymouth Naval Air Station, (Union Point) which includes land in the district community of Abington is being redeveloped.
- Private industrial park development continues in the region including Avon, Brockton, the Bridgewaters, Kingston, Pembroke, Plymouth and Stoughton.

What is OCPC's role?

OCPC will continue to identify and make available to interested parties information on available land and industrial/commercial space and will provide technical assistance to public and private sector proponents of land development for economic development including assistance in federal and state grant applications.

**C. GOAL: PROMOTE ENTREPRENEURSHIP AND PRESERVE EXISTING BUSINESS AND INDUSTRY BY PROVIDING PLANNING ASSISTANCE.**

**OBJECTIVES:** (Long Term): Increase the number of business startups, promote the retention of existing business and industry.

**SWOT Analysis**

The SWOT Analysis factors below are relevant to addressing Goal C

**Weaknesses and Threats**

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

**Opportunities**

- Thirteen of 17 OCPC member communities are state designated Economic Opportunity areas including eight communities in the Old Colony Regional Technology Center Economic Target Area.

What is being done?

The South Eastern Economic Development Corporation (SEED) focuses on the development of small businesses in Massachusetts and Rhode Island through financial and technical assistance. SEED Corporation is a SBA 504 lender and operates four very successful loan programs. SEED Corporation conducts workshops teaching the Fundamentals of Planning, Preparing For and Financing Your Business and Understanding Financial Statements. SEED also offers individual sessions for entrepreneurs. SEED has a Brockton focused fund.

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

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

Bridgewater State University (BSU) offers the Masters of Business Administration (MBA) and Master of Science (MS) in Accountancy. BSU offers a Commercial Lending Management program. BSU partners with the Brockton Area Workforce Investment Board (BAWIB) in offering youth entrepreneurship activities. Since 2012, BAWIB/YouthWorks has sponsored a Business Plan competition to encourage emerging Entrepreneurs. A broader regional focus on entrepreneurship is being undertaken by the Southern New England Entrepreneurship Forum. (SNEEF). The SNEEF operates out of UMass Dartmouth Center for Innovation & Entrepreneurship. SNEEF is dedicated to developing entrepreneurship and innovation activity with programs that combine topical forums with networking opportunities.

What is OCPC's role?

OCPC's role will continue to be of support of BAWIB, SEED, and BAC the Edison Incubator, Career Works, SNEEF and the PABEC. OCPC is a partner in the BAC and provides demographics and other technical assistance to people starting businesses in our region.



**D: GOAL: WORK TO MAINTAIN AND ENHANCE THE REGION’S QUALITY OF LIFE**

**OBJECTIVE:** (Short Term): Obtain state and local approval of a regional development vision that capitalizes on the growth and development in southeastern Massachusetts while enhancing the region’s quality of life and promotes regional economic development.

A region’s quality of life is important for economic development. To attract businesses a region needs to offer an attractive lifestyle to potential employees.

**SWOT Analysis**

The SWOT factors below are relevant to addressing Goal D

**Strengths**

- The area has many educational resources such as Bridgewater State University, Massasoit Community College, Stonehill College and the University of Massachusetts/Boston, Curry College and Quincy College Plymouth campuses.
- The region has many cultural amenities such as Brockton’s Fuller Craft Museum, the Plymouth Philharmonic Orchestra and the Children’s Museum in Easton.

What is being done?

OCPC with the Southeastern Regional Planning and Economic Development District (SRPEDD) and the Metropolitan Area Planning Council (MAPC) has continued to work on the Southeastern MA Commuter Rail Taskforce (South Coast Rail) to address the possibility of restoring commuter rail service to Fall River and New Bedford and other

communities. The Taskforce is looking to address growth and quality of life issues in 18 study area communities.

As part of the South Coast Rail project, Priority Development Areas (PDAs) and Priority Protection Areas (PPAs) for South Coast Rail communities have been mapped. Communities not completed in 2008-2009 were worked on in 2011/13. These maps show Developed Land, Permanently Protected Land, Proposed Local Priority Development Areas, Proposed Local Priority Protection Areas and Combined Areas/Undetermined.

Thirteen of seventeen OCPC communities are Economic Target Areas (ETAs). Before November 22, 2010, Abington, Brockton, Stoughton, Plymouth and West Bridgewater were ETAs. OCPC Staff working with member communities completed an application to the MA Economic Assistance Coordinating Council (EACC) to create the Old Colony Regional Technology Center Economic Target Area. The EACC approved this application on November 22, 2010. The Old Colony ETA consists of the communities of Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plympton and Whitman.

As part of the 2010, U.S. Census OCPC promoted community awareness of the importance of participating in the Census. In 2019, OCOC has begun promoting awareness of the 2020 U.S. Census.

What is OCPC's role?

OCPC is a member of the Southeastern MA Commuter Rail Taskforce, which is examining the impacts of extending commuter rail service to the non-district communities of Fall River and New Bedford. Although Vision 2020 has ended, as a comprehensive regional planning agency, OCPC works on many things associated with Vision 2020 including environmental protection, transportation planning, land use planning, economic development, master plans, grant writing and redevelopment of distressed areas. OCPC supports housing opportunities for a wide range of incomes to support the growth of the region's economy.

OCPC supported the U.S. Census in their efforts to completely count our communities in the 2010 U.S. Census to ensure up-to-date socio-economic data is available for our region.

OCPC has begun working with the Census on the 2020 US Census.

**E. GOAL: SUPPORT THE DEVELOPMENT OF TRANSPORTATION PROJECTS NECESSARY FOR ECONOMIC DEVELOPMENT**

**OBJECTIVES** (Long Term): to increase mobility through highway improvements and improvements to air and railroad facilities in the region.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal E

#### Strengths

- MBTA Commuter Rail service is available to 9 OCPC communities
- Freight rail service by CSX Railroad is available on the Braintree to Middleboro line and the Stoughton branch.
- Brockton Area Transit provides bus service to Brockton and some surrounding communities. Greater Attleboro Transit provides bus service to Duxbury, Hanson, Kingston, Pembroke and Plymouth. Plymouth and Boston Street Railway provides regional bus service to Boston on a daily basis. MBTA bus service is available from the Brockton Montello rail station to Quincy Center T Station via Holbrook and to the Braintree T Station and from Avon Square to Ashmont Station.
- The region is well served by access to airports in Boston, Halifax, Plymouth, Providence and Worcester.

#### Weaknesses and Threats

- The regional highway system lacks high capacity, direct east-west facilities within the District. Peak hour capacity is an issue on some routes.

#### What is being done?

- Avon: Installation of a Median Barrier in Harrison Blvd.
- Brockton: Bicycle and Pedestrian Safety Improvements
- Brockton: Route 123 Corridor Infrastructure Improvements
- Pembroke: Reconstruction of Rte. 14, from the Hanson town line to Washington St. Rte.53.
- Plymouth: Taylor Avenue Reconstruction

#### Ongoing Planning Projects include

- 2018 Bicycle and Pedestrian Connectivity and Safety Study
- 2018 Unified Planning Work Program
- 2018-2022 Transportation Improvement Program
- Abington and Brockton: Route 123 Corridor Study
- Brockton: Thatcher St. and Pine St. Road Safety Audit
- Brockton: North Cary St. at Ames St. Transportation Study
- Easton: Turnpike Street at Route 138, and Turnpike Street at Purchase Street Transportation Study
- Hanover: Broadway at Cross St. Transportation Study
- Hanover, Pembroke, Duxbury and Kingston: Route 53 Corridor Study
- Hanover: Woodland Dr. Transportation Study
- Kingston: Historic District Transportation Study
- Stoughton: Canton St. at School St. Road Safety Audit\
- Stoughton: Pleasant St. at Lincoln St. Road Safety Audit
- West Bridgewater: East Bridgewater, Halifax, Plympton, and Kingston Route 106 Corridor Study

What is OCPC's role?

OCPC will promote highway improvement projects in our region including priority setting for federal funding through the Transportation Improvement (TIP) Program and the Metropolitan Planning Organization (MPO). OCPC serves as a regional clearinghouse for transportation project funding.



**F. GOAL: PURSUE A POLICY OF SUSTAINABLE DEVELOPMENT**

**OBJECTIVES:** (Long Term): To maintain the number of working farms in the region. New economic activity must be planned to serve future generations. Agriculture and aquaculture are excellent examples of sustainable development.

**SWOT Analysis**

The SWOT factors below are relevant to addressing Goal F

**Strengths**

- The region has extensive cranberry growing areas and other kinds of agriculture and commercial ocean fishing from Plymouth.

What is being done?

The Pilgrim Resource, Conservation and Development (RC&D) Area Council plans and carries out projects for resource conservation and community development that lead to sustainable communities, prudent land use and the sound management and conservation of natural resources.

**2016 Private Shellfish Propagation Permits and Acreage Under Cultivation  
OCPC Region**

Municipality	# of Growers	Total Acres	Species Grown
Duxbury	28	77.5	Oyster, Quahog, Surf Clam
Kingston	3	8.5	Oyster

Plymouth                    26                    84.6                    Oyster, Quahog, Surf Clam  
Bay Scallop

Source: MA Division of Marine Fisheries 2016 Annual Report

**2016 Aquaculture Landings and Value American Oyster OCPC Region**

Municipality	Pieces	Reported Value
Duxbury	10,107,280	\$5,708,971
Kingston	255,720	\$142,094
Plymouth	1,383,617	\$745,698

Source: MA Division of Marine Fisheries, 2016 Annual Report

Brockton: The City of Brockton is working on an Urban Agricultural Plan in Spring, 2018.

Plymouth: According to the Plymouth Harbormaster, there were 960,000 lbs. of lobster landings in Plymouth in 2016 worth 4.47 million dollars.

Stoughton: Sky 8 Shrimp Farm LLC grows fresh shrimp. They are the first shrimp farm in MA and the eighth in the United States.

Hydroponics is being considered, as a new element is district agriculture.

What is OCPC's role?

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



**G. GOAL: PROVIDE DATA AND INFORMATION TO SUPPORT ECONOMIC DEVELOPMENT IN THE REGION**

**OBJECTIVE:** (Long Term): Make information available through the Council website, Geographic Information Systems (GIS), Pictometry, and the Council traffic-counting program, as well as through traditional sources, collect, research on future economic development trends, identify clusters, and identify problem areas or areas with potential future problems and future strengths.

Business needs information on socio-economic data, sites, labor, training and education, financing incentives, community profiles, recreational opportunities, etc. in order to make good decisions on development and expansion.

**SWOT Analysis**

The SWOT factors below are relevant to addressing Goal G

- The region has demographic information available to business persons through OCPC and its economic development partners.

What is being done?

The Old Colony Planning Council provides socio-economic data and Geographic Information Systems (GIS) mapping. The Harvard Geospatial Library, an effort by Harvard University, is an on line service providing geographic information free of charge for the world and the region.

What is OCPC's role?

OCPC is a designated state data center for socio-economic data. OCPC employs a GIS Coordinator/Communications/GIS/IT (Information Technology) Specialist who maintains various GIS databases, which include land use, natural resources, infrastructure, transportation and statistical data. OCPC maintains and updates its "Databook". The OCPC Transportation Planning Department conducts an annual traffic-counting program in the region and makes traffic count information available.

#### **H. GOAL: IMPROVE THE EDUCATION AND SKILLS OF THE REGION'S WORKFORCE**

**OBJECTIVE: (Long Term): Provide programs for continuous education and meet any skill gaps of the region's workforce so businesses can have access to a pool of employees with up-to-date skills to meet business and industry needs.**

Education and training of the workforce is a priority for economic development in the OCPC EDD. Employers are attracted to an area by the presence of a skilled workforce and the availability of training for new and present employees. It is the philosophy of OCPC to encourage those businesses to locate within the region that invest in their employees through training and the creation of career ladders that provide opportunities for career advancement that results in increased family self-sufficiency. The teaching of the English language to immigrants is crucial for sustaining the region's workforce.

#### **SWOT Analysis**

The SWOT factors below are relevant to addressing Goal H

##### **Strengths**

- The area has many educational resources such as Bridgewater State University, Massasoit Community College, Fisher College Brockton campus, Stonehill College and the University of Massachusetts/Boston, Curry College and Quincy College Plymouth campuses. The region is close to the colleges and universities of Boston and the Boston area.

##### **Weaknesses and threats**

- The region's workforce is in need of further skills development and training to address skills gaps.

What is being done?

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

completed the purchase of 34 School Street – a property that the organization had previously leased – leveraging private and public funds. The \$1 million investment was made to create the Center for Workforce Development, a cross-sector partnership designed to:

- Meet the hiring needs of the area’s Healthcare and Advanced manufacturing firms by converting part of the space into training labs; and
- Provide a central location for jobseekers to access a comprehensive menu of services offered by multiple social service agencies.
- Generate revenue to expand and sustain the number of individuals – both incumbent and un/underemployed – trained and qualified for high demand occupations.

Other MassHireGBWB initiatives include:

- **YouthWorks Summer Jobs Program** – A state funded summer employment program that provides paid work experience for low-income youth ages 16-21.
- **YouthCareerConnect** – A US Department of Labor funded program in which BAWIB, Brockton Public Schools, Massasoit Community College, Jobs for the Future, and local businesses have partnered to create STEM career pathways for students in grades 9-14
- **Workforce Innovation and Opportunity Act (WIOA) Programs** – Federally funded job training programs for in school youth, un-underemployed adults, dislocated workers, and other individuals facing barriers to employment

Construction projects in higher education settings translate to enhanced STEM (Science, Technology, Engineering, Math) education to boost the Commonwealth’s and the region’s STEM workforce. Major investments have been made to college campuses in our region. Bridgewater State University (BSU) has the \$98.7 million, 211,300 square foot Marshall Conant Science and Mathematics Center. Both MCC and BSU have implemented programs to boost recruitment and retention of science majors (BSU’s program received \$1 million in funding from the National Science Foundation). Stonehill College in Easton has the \$34 million, 89,630 square foot Thomas and Mary Shields Science Center.

Massasoit Community College offers Corporate and Professional Training. They create new, specialized training certificates for industries in need of specific skill clusters. They offer complete Associate degrees that can be earned at places of business. They also offer professional training certificates in areas such as Human Resources, Event Planning and supervisory management

What is OCPC’s role?

The role of the OCPC EDD is that of an overall economic development-coordinating agency, identifying shortcomings in the area’s workforce. OCPC supports the school to work partnerships that have been funded by the entire region’s Workforce Investment

Boards. OCPC will continue to support educational opportunities. OCPC supports expanded teaching opportunities of the English language to immigrants.

**I. GOAL: MEET THE REGION'S NEEDS FOR FINANCING AND TECHNICAL SUPPORT AVAILABLE TO TROUBLED, EXPANDING, START-UP OR MINORITY-OWNED FIRMS.**

**OBJECTIVES:** (Long Term): To support businesses in creation or retention of jobs, establish a regional venture/mezzanine capital loan pool and recapitalize small and micro loan funds to provide the capital needed for growth and job creation by businesses in our region.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal I

Strengths

- SEED Corporation and MassDevelopment provide financing for businesses.

What is being done?

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

Brockton Business Loan Program: The City of Brockton's Business Loan Program is provided in conjunction with SEED Corporation, the City of Brockton Redevelopment Authority, Brockton 21<sup>st</sup> Century Corporation, and the Metro South Chamber of Commerce. Micro Loan Program: loans up to \$50,000, unsecured loans up to \$10,000; Small Loan Program: Loans from \$1,000 to \$200,000 for start-up and existing businesses. Eligible Brockton Businesses: for-profit businesses, including restaurants, retail shops, arts/culture, home-based businesses, and many more.

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

Feasibility/Technical Grant Plymouth: A Creative Celebration of America's Hometown, Commonwealth Places, District Improvement Financing Guide, Municipal Services.

What is OCPC's role?

OCPC supports SEED Corporation by supplying demographic data and client referrals. OCPC reviews MassDevelopment Tax Exempt Bonds to see if they are in accord with local and regional plans.

**J. GOAL: PROMOTION AND DEVELOPMENT OF OUR TOURISM INDUSTRY**

**OBJECTIVES:** (Long Term): Provide improved linkage between regional tourist attractions.

Tourism is an important part of our regional economy and our region has many tourist attractions that are underutilized.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal J.

Strengths

- The area is a center of tourism and has tourism development agencies.

What is being done?

Tourism campaigns are being undertaken by the Plymouth County Development Council. Brockton tourism campaigns are being undertaken by the Metro South Chamber of Commerce.

Plymouth: According to the Plymouth Harbormaster in 2016 there were 250,000 visitors to Mayflower 2 and 100,000 passengers on fishing and whale watching boats that operate out of Plymouth. In addition, 1,200-1,400 transient boaters visited Plymouth Harbor in 2016 for overnight and day trips.

What is OCPC's role?

OCPC administers the Transportation Improvement Program which funds tourism related activities such as bicycle and pedestrian paths.



Pedestrian entrance to Plimoth Plantation

**K. GOAL: PROMOTE TRANSIT ORIENTED DEVELOPMENT (TOD)**

OBJECTIVES: (Long Term): To develop mixed-use, higher density development centered on existing or new transportation facilities. To create efficient land use practices with compact development patterns, less dependence on automobiles, a range of housing opportunities and choices, and an improved jobs/housing balance.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal K

MBTA Commuter Rail Service is available to 9 OCPC communities

- Brockton Area Transit provides bus service to Brockton and some surrounding communities. Greater Attleboro Transit Authority provides bus service to Duxbury, Hanson, Kingston, Pembroke and Plymouth.

Weaknesses and Threats

- The region has aging infrastructure. Water, sewer, electric and natural gas improvements are long overdue in certain parts of the region and unless addressed will become a major deterrent to growth.

What is being done?

The Town of Abington has a TOD district near its MBTA commuter rail station. The City of Brockton and the Town of Stoughton have TOD overlay districts in their downtowns.

In February 2018, the Brockton City Council approved spending the \$10 million the city received from the state for a new downtown parking garage. The city is chipping in \$2 million as part of the effort to spur development and revitalize the downtown area. The municipal garage will be constructed on Petronelli Way and will feature more than 400 parking spaces.

OCPC provided technical assistance for the City of Brockton on the successful application of the City of Brockton for Transformative Development Initiative (TDI) Designation from MassDevelopment. Brockton will receive enhanced technical assistance, real estate services and equity investments in real estate to support local visions for redevelopment and to catalyze and leverage investments and economic activities. The City of Brockton Downtown Gateway District will be a national example of successful TOD redevelopment. It will be a pleasant, walkable neighborhood with shops, restaurants, offices and residences for all income levels.

What is OCPC's role?

OCPC will furnish guidance to communities in our region in creating TOD districts, inclusionary zoning, best land management practices that encourage open space and avoid sprawl.

**L. GOAL: ENCOURAGE THE CREATION OF LOCAL ENERGY RESOURCES FOR BOTH EMERGENCY AND LONG TERM USE. SUPPORT THOSE COMMUNITIES WITHIN THE OCPC REGION CONSIDERING THE FORMATION OF INDEPENDENT LOCAL ENERGY UTILITIES. SUCH VENTURES INCLUDE, BUT NOT LIMITED TO: SOLAR POWER, WIND ENERGY, FUEL CELLS, GEOTHERMAL ENERGY AND NATURAL GAS FIRED COMBINED CYCLE ELECTRIC GENERATING PLANTS AND MUNICIPAL AGGREGATION.**

OBJECTIVES: (Long Term): To make available alternative emergency and supplementary sources for electrical energy allowing for interconnection with area transmission grid systems where possible.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal L

## Weaknesses and Threats

- Despite deregulation, energy costs remain high in the district compared to many other areas.

## Opportunities

- The district has thirty-one operating electric generating facilities (Solar, wind and Nuclear) in twelve OCPC communities in 2018.

## What is being done?

- Abington: Spring 2015, Town Meeting approved a solar siting bylaw.
- Abington: A solar installation has been proposed to be installed at the town middle/high school.
- Avon: Town meeting voters have approved allowing the construction of wind turbines on town property, though none are currently planned.
- Bridgewater: In 2007, the Commonwealth of MA Bridgewater Corrections Complex installed a 1.4 megawatt Gas Turbine Cogeneration System which supplies steam and electricity to the facility. A 135-kilowatt solar field was installed at the facility in 2014. The Bridgewater Town Council in January 2013 unanimously approved a payment-in-lieu of taxes agreement with Enfinity America Corp. to develop a 3-megawatt solar array project on Curve Street. 15,000 solar panels are proposed for the site. A 1.8 megawatt photovoltaic solar array has been proposed at the Chuckran Corp. Landfill at 1221 Bedford Street. The Fireworks Circle photovoltaic project 2.8 megawatt. Has been completed. The Town of Bridgewater has agreed to purchase 85 percent of the electricity it uses from this project.
- Brockton: The City of Brockton built a 425-kilowatt solar power plant, Brockton Brightfields. It went on line in 2006. The city of Brockton has built a 4.6-megawatt solar photovoltaic array at the Brockton Sanitary Landfill. City of Brockton Public Schools have installed a 2.64-kilowatt solar array at Brockton High School and a 36.43-kilowatt solar array at the Mary E. Baker Elementary School. Massasoit Community College installed 1,750 solar panels on five Brockton campus buildings, with potential savings of 453,615 kW in 2013. A privately funded 350 megawatt gas fired combined cycle power plant in Brockton is in the permitting stage.
- Duxbury: A 585 kW solar farm was installed on the Town's capped landfill on Mayflower Street in 2014.
- East Bridgewater: A 2.45-megawatt solar field was installed in 2014. A 3.2-megawatt solar photovoltaic array on a 50-acre site has been proposed.
- Easton: Spring town meeting in 2011 approved a zoning change to create a solar photovoltaic overlay zoning district that includes the closed town landfill, town owned water department land and land at the Southeastern Regional Vocational High School. In 2014, the Town of Easton completed the Prospect Hill Landfill Solar Photovoltaic Project. It generates 1.86 megawatts of power. There are plans to install a solar field near the wind turbines. In January 2014, Solect Energy built a 2-megawatt solar photovoltaic system on 15 acres of land leased from Stonehill

College. Power from this solar field is expected to meet 20% of Stonehill's energy needs.

- Halifax: In 2015, a 2.5-megawatt solar field was installed on Monponsett Street near the Plympton town line.
- Hanover: The Town has a Wind Energy Facilities Zoning Bylaw. A town owned 225-kilowatt wind turbine is in place at the Town of Hanover Pond Street Water Treatment Plant. Power from the turbine is used to generate electricity for the water treatment plant.
- Kingston: Kingston has a Green Communities Wind Turbine Overlay District (enacted by Town Meeting in April 2007), Large-Scale Ground-Mounted Solar Photovoltaic Installation Overlay District (enacted by Town Meeting in April 2010) and a Small Wind Energy Systems zoning bylaw (enacted by Town Meeting in April 2011). In 2012, the Town of Kingston erected a Two-megawatt wind turbine on the capped town landfill. In 2012, Kingston landowner Mary O'Donnell erected three two-megawatt wind turbines on a 105-acre site she owns next to the MBTA Commuter Rail Station. Together, these generators produce enough electricity for up to 10,000 households, approximately twice the number of households in Kingston. In 2012, the Massachusetts Bay Transportation Authority (MBTA) erected a 100-kilowatt wind turbine to supply power to their Kingston Commuter Rail Layover Facility.
- Pembroke: In January 2015, the Pembroke Board of Selectmen voted in favor of the Landfill Solar Project. This is a 2.7-megawatt solar photovoltaic project. Has been completed.
- Plymouth: Plymouth County is looking at installing a 2-4 MW solar array on 20-30 acres of county owned property in Plymouth. At least 6 alternative energy projects are in the planning process in Plymouth in March, 2016. Completed projects in Plymouth: the Balboni Company constructed a 1.5-megawatt wind turbine in the Camelot Industrial Park in spring, 2012. A 65 kW solar field has been installed off Rocky Pond Road. A 5.5 MW solar field has been installed off Old Sandwich Road. A 5.35 MW solar field has been installed off Camelot Road. A 500 kW solar array has been installed at Ellis Haven Campground off South Meadow Road. A six MW solar array has been installed off Old Sandwich Road. A 650 kW solar array has been installed off Rocky Pond Road. MassDot has installed a 562 kW solar array off Route 3 at Exit 5
- Plympton: Town meeting passed a Solar Facilities Zoning Bylaw in 2012. Borego Solar Systems, Inc. built a 5.7-megawatt solar farm in Plympton off Brook Street. It consists of 23,670 solar panels. Plymouth Public schools purchases electricity from the project.
- Stoughton: In 2016, the Town of Stoughton proposed to install a 1.1-megawatt ground mounted solar photovoltaic solar facility on the Stoughton landfill. The ground mounted solar array will occupy approximately 4.16 acres.
- West Bridgewater: In 2013 a 2 megawatt solar field was built on 9 acres of land at 265 North Main Street, the facility is located on the site of the former Jay's Driving Range.

- Whitman: The Whitman-Hanson Regional High School in Whitman has a 49.61-kilowatt solar array.

#### Region Wide: Municipal Aggregation

Municipal Aggregation is the method by which a municipality or a group of municipalities can purchase electric power on behalf of consumers within their borders, which is allowed by Massachusetts state law. OCPC has the Old Colony Municipal Aggregation Committee, which is working to implement this initiative with OCPC member communities. OCPC staff has worked with OCPC member communities to implement this project, which results in lower electric rates for consumers including businesses. This supports economic development. OCPC communities actively working on implementing this agreement include: Abington, Easton, Halifax, Kingston, Pembroke, Plymouth, Plympton, Stoughton and West Bridgewater.

What is OCPC's role?

OCPC will continue to furnish relevant guidance to those member communities involved in, or to be involved in the creation of local energy resources. Such guidance will include land use zoning allowing for these resources, related environmental concerns, seeking available financing to realize their completion and supporting municipal aggregation.



**M. GOAL: SUPPORT THE DEVELOPMENT OF ENHANCED TELECOMMUNICATIONS INFRASTRUCTURE IN OUR REGION, INCLUDING DOWN TOWN AREAS, WITH HIGH SPEED BROADBAND INTERNET AND WI FI TO SUPPORT ECONOMIC DEVELOPMENT.**

**OBJECTIVES:** (Long Term): Encourage private sector initiatives to bring high-speed access to telecommunications throughout the region to encourage economic development and to allow existing businesses access to this infrastructure to remain competitive in a world economy.

**SWOT Analysis**

The SWOT factors below are relevant to addressing Goal M

**Strengths**

Every community in the region has high-speed internet service available.

What is being done?

Verizon fiber-optic based FiOS high-speed internet access is available in 2016 in Abington, Easton, Kingston, Plymouth and Stoughton.

Comcast has Xfinity fiber-optic based high-speed internet available in all communities in the region.

CapeNet, a broadband network was constructed in 2012. It extends from Cape Cod to Brockton, Boston and Providence. It passes through several OCPC communities including Plymouth, Kingston, Plympton, Halifax, Bridgewater, East Bridgewater and Brockton. CapeNet is the only provider with an all fiber network with Tier 1 providers. Efforts are being made to support economic development by serving commercial and industrial areas along the route.

OCPC is working with the City of Brockton and other communities to obtain high-speed Wi-Fi and broadband communication service to downtown areas.

What is OCPC's Role?

OCPC supports the development of enhanced telecommunications infrastructure in our region.

**N. GOAL: ENCOURAGE THE BRANDING OF THE REGION TO SUPPORT ECONOMIC DEVELOPMENT**

**OBJECTIVES:** (Long Term): To create a sense of identity of the region that could be marketed to retain and attract businesses to our region.

## SWOT Analysis

The SWOT factors below are relevant to addressing Goal N.

### Strengths

- The region has a branding strategy through the Metro South Chamber of Commerce.

### What is being done?

The Metro South Chamber of Commerce has collaborated with Connelly Partners, an advertising and media company contracted by the Massachusetts Office of Travel and Tourism, on a major Regional Branding of the Metro South region. The goal is to create a brand identity to develop the Metro South region as a recognized regional entity and attract more visitors and businesses to the area. After extensive assessment of the region, including multiple phases of regional interviews and research, the project is in the final stages of development. The resulting product of the assessment has been a tagline to be incorporated in branding throughout the Metro South region “When Metro South is Home, Everything’s Within Reach”. This tagline can be adapted for use by each community of the Metro South region, substituting “Metro South” for the town’s name. For example: “When Brockton is Home, Everything’s Within Reach”.

Regionalization through branding allows communities to remain competitive by helping to create more jobs, addressing economic challenges, capitalizing on economic opportunities, creating more diversity, and by representing a more powerful, unified voice for legislative action. From a marketing standpoint, smaller towns will benefit through shared resources and name recognition of the larger towns, while the larger towns will benefit from the perspective and niche interests and attractions of the smaller communities.

This brand manifesto exists not to overshadow an individual community’s identity; however, it exists to enhance a community’s brand/image by establishing strength and recognition on a larger, more recognizable scale. Communities and organizations are encouraged to add the Metro South brand to their already existing marketing efforts.

### What is OCPC’s role?

OCPC is a member of the Metro South Chamber and is providing technical assistance to this group.

### **O. GOAL: ENCOURAGE COMMUNITIES TO LOOK AT OVERLAY DISTRICTS TO ENCOURAGE DEVELOPMENT**

OBJECTIVES: (Long Term) to identify various resources such as Streamlined Permitting to achieve that goal.

## SWOT Analysis

The SWOT factors below are relevant to addressing Goal O  
Strengths

- The region has overlay districts in member communities, which encourage economic development.

What is being done?

The City of Brockton's 60-acre Downtown 40R Smart Growth Overlay District was approved by vote of the City Council in summer, 2007 and has since been approved by the state Department of Housing and Community Development (DHCD). Residential and mixed-use development within the Smart Growth District can take place as a matter of right, without the need for a special permit or variance. The Smart Growth District defines a clear set of policy and development objectives for the Downtown District, establishes a clear and predictable permitting mechanism (as of right permitting) for renovation and new construction, establishes Design Standards to ensure that all new development is of high quality and strengthens Downtown Brockton, creates 5 unique sub-districts with specific objectives including density and building heights tailored to each sub-district, encourages a wide range of uses including: mixed use, office, retail, recreational and multiple residential uses such as single family, two family, town house and multi-family housing, facilitates the development of affordable housing units, which must comprise 20% of all new residential development and matches investment in public infrastructure improvements to support the development of new housing units within walking distance to public transit. Future zoned units total 1,096. The City of Brockton has a Downtown Transit Orientated Development District.

The City of Brockton and District Staff in 2019 are working on implementing Chapter 43D Expedited Permitting for the Brockton Furniture site at 93 Centre Street.

The Town of Bridgewater has a 40R District on undeveloped land at Waterford Village near Bridgewater State University. Future zoned additional units total 507. This is a DHCD approved district.

The Town of East Bridgewater adopted at spring, 2013 Town Meeting an Industrial Overlay district for the Precise Engineering/Grant Steel brownfields site in downtown East Bridgewater.

The Town of Easton has a 60.66-acre 40R District at Queset. Future zoned units total 280. This is a DHCD approved district.

In the Town of Easton, spring 2015 Town Meeting voted to create the Queset Commercial District on the approximately half-mile stretch between Route 138's intersections with Route 123 and Depot Street, where property owners could build denser and taller buildings. Mixed commercial and residential uses are also allowed.

The Town of Kingston has a 109-acre 40R District at 1021 Kingston's Place near the commuter rail station. Future zoned units total 730. This is a DHCD approved district. A proposed 40 R project at this site was withdrawn in March 2010 by the developer.

The Town of Plymouth has a 56.8-acre 40R District at Cordage Park near the commuter rail station. Future zoned units total 675. This is a DHCD approved district.

The Town of Stoughton has a Downtown Transit Orientated Development Overlay District.

What is OCPC's role?

OCPC provides technical support to communities wishing to create overlay districts.

**P. GOAL: TO ENCOURAGE THE DEVELOPMENT OF PUBLIC WATER SUPPLIES AND WASTEWATER TREATMENT CAPACITY IN THE REGION**

OBJECTIVES (Long Term): To support the expansion of public water supplies and wastewater treatment capacity in the region

SWOT Analysis

The SWOT factors below are relevant to addressing Goal P

Weaknesses and Threats

- Many communities in the region rely on septic systems rather than public sewer which limit economic development
- The region has aging infrastructure. Water, sewer, electric and natural gas improvements are long overdue in certain parts of the region and unless addressed will become a major deterrent to growth.

Opportunities

- There are four municipal wastewater treatment plants in the region serving all or parts of eight communities.

What is being done?

District staff monitored and assisted wastewater treatment efforts and water supply system improvements in several District communities.

The Brockton Advanced Water Reclamation Facility is located at 303 Oak Hill Way. It was built in 1963 with a designed capacity of 18 million gallons per day.

The City of Brockton has invested \$100 million to overhaul the City's Wastewater Treatment plant. Phase 2 improvements to the plant included the replacement of six secondary clarifier tank mechanisms, the replacement of return activated pumps and the expansion of the existing filter building, which involved the installation of a new Aqua-Diamond filter system, installation of an odor-control system and ductwork. Phase 3

improvements include the construction of a new grit building and installation, new grit removal equipment, demolition of four existing sludge collectors and installation of eight new Primary Clarifier Mechanisms with odor control covers, the installation of a new odor control scrubber system, Ultra-Violet (UV) disinfection equipment, aeration system, installation of new anoxic mixers and internal recycle pumps, demolition of existing dissolved-air flotation equipment and installation of a new 100' diameter dome sludge tank cover.

The plant overhaul, sponsored by the state and federal governments increased its design capacity to 20.5 million gallons per day. The city received a new permit from the Environmental Protection Agency in January, 2017. The wastewater treatment plant is currently operated under contract by Veolia Water.

In 2019, further upgrades to the plant are planned. These upgrades will allow the wastewater treatment plant to comply with a new limit for discharging nitrogen into the Salisbury Plain River. The limit was established in a 2017 discharge permit issued by the Environmental Protection Agency, and the “substantial completion” of infrastructure work must be achieved by October 2021 in order to comply. The work involves modifying each of the plant’s aeration basins, which are several treatment tanks at the site. They will be modified and equipped appropriately to meet the permit.

In February 2018, the City of Brockton was working on a new water management plan, which will address use of the city’s Silver Lake drinking water source, and how it draws from the neighboring Monponsett Pond complex. In about a year, Brockton will have to submit a final resource management plan to the DEP, and there will be a public comment period before the plan is complete. Within six months of DEP approval of the plan, Brockton has to put the new water policies in place.

In February, 2018 it was announced that the City of Brockton will receive a \$4.4 million loan from the state’s clear water state revolving fund to upgrade its clear water well that holds processed drinking water before it’s delivered to Brockton from Silver Lake in Kingston. Brockton was also provided \$7.8 million to upgrade its wastewater treatment plant, in addition to \$4 million for a sewer system evaluation program.

The Town of East Bridgewater completed in fall 2018 a sewer line from a small municipal wastewater treatment plant originally built to serve the East Bridgewater Junior/Senior High School to serve the town center and promote economic development in town. This line is serving businesses located in this area.

The Town of Easton has completed an on-site wastewater treatment plant capable of treating 50,000 gallons of wastewater per day as part of the plan to turn the former Ames shovel factory into housing “The Shovel Shop Square”. This complex, which has 119

apartments, uses about 22,000 gallons of wastewater treatment capacity. This leaves a capacity of 28,000 gallons of wastewater treatment capacity for the rest of North Easton Village, a neighborhood of businesses and older houses on small lots overwhelmed by septic system malfunctions. The remaining capacity can serve up to 90 houses. About 36,000 gallons of treated wastewater will be disposed on site. The rest will be disposed of off-site. In January 2014, property owners in North Easton Village that are part of the sewer project were allowed to connect to the system.

In Easton, as part of the Queset Commercial District approved at Spring 2015 Town Meeting, Town Meeting voted to pay \$3 million to get 50,000 gallons of daily wastewater treatment capacity from a public-private facility and to spend \$2.8 million to build new sewer lines. It also voted to spend \$1.3 million for sewer lines at the Five Corners District and tying into the Mansfield sewer system. In February 2018, Easton was awarded \$9.62 million for the Five Corners sewer project from the state's clear water revolving fund. This project was the first phase of the \$24 million project. The first phase of the project, completed in 2018 brought a sewer line from Mansfield to the Avalon Bay project. The second phase will install sewers from Roberts Drive along Route 106/Foundry Street to the Five Corners area. It is set to start in summer, 2019 and be completed in 2020.

The Town of Hanover has upgraded the town's public water treatment system. Upgrades include: changing the type of chemical that is used for disinfectant and adding mixing equipment in order to reduce the amount of organic material in the town water.

The Town of Kingston has built a Manganese Removal Treatment Facility. The project includes the construction of a manganese removal water treatment facility to treat water from the existing 1,000 gallons per minute (gpm) pumping station. The facility is located on town owned land adjacent to the existing pumping station. The project includes construction of a 4,200 square foot (sf) building. Solar panels will be installed on the south facing side of the roof (2,000 sf) and ground mounted solar panels in an area next to the facility. (3,000 sf) for a combined power of 50kW. The work includes an additional 0.165 acre of paved driveway. Filter backwash residuals handling lagoons will be constructed including two lined lagoons and one infiltration basin, all work is located outside of the 100-foot wetlands buffer zones. On site storm water is handled through a bio retention basin and infiltration basin

The town of Plymouth in early 2018 was planning to implement the Plymouth Water System Expansion. This project consists of the development of a new water supply system at Forges Field. In addition to the development of the Forges Field well as a new water supply, the proposed water system improvements consist of the following elements:

- Construction of a pump station building at Forges Field where the water will be chemically conditioned for pH and disinfection
- Installation of a transmission main that will deliver water from Forges Field to the Bradford Pressure Zone via Jordan Road and Russell Mills Road.

- Construction of a valve control station along Forges Field Road near Jordan Road to provide a new option for routing water from the Bradford Pressure Zone to the Plymouth Center Zone.

The water system expansion is to be constructed as a single, continuous construction effort during 2018 and 2019 and coming online in early 2020.

In Stoughton, spring 2017 Town Meeting voted to replace media filters, rehabilitate, modernize, repair, modify and upgrade for DEP Compliance the Pratts Court Water Treatment Plant. Estimated cost of this work is \$435,000.00

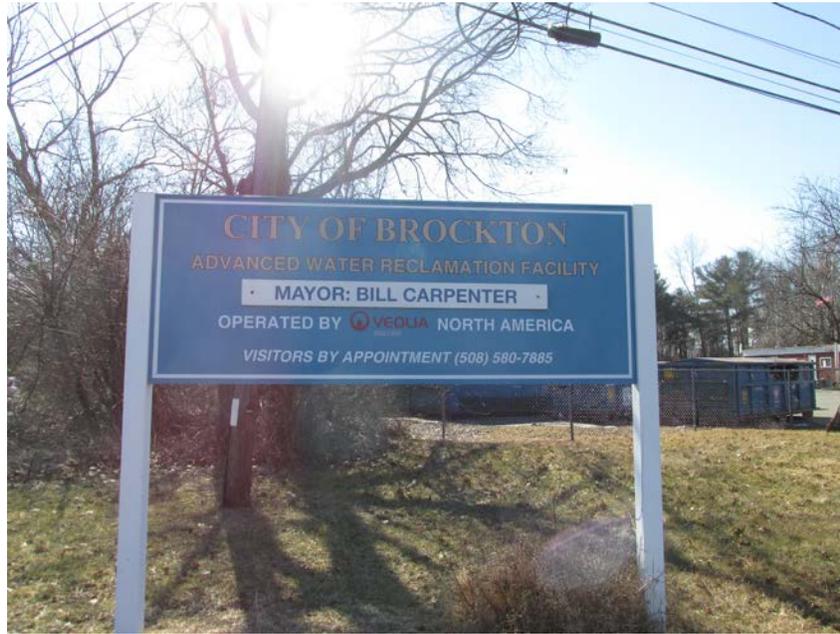
The second phase of the Taunton River Watershed Management Plan has been completed. OCPC is a member of the Steering Committee for this project. The Taunton River Watershed covers more than 500 square miles and includes 40 communities. Phase One of the project included the collection of data, development of a water budget model, assessment of the watershed, public outreach and development of an overall plan. The second phase saw the launching of code reform projects in the non-district communities of Lakeville and Norton as well as six demonstration design projects across the region to illustrate recommended innovative storm water and wastewater management, as well as habitat restoration techniques. Horsely Whitten Group Engineers worked with Bridgewater State University and the Steering Committee, as well as local project partners, to bring these projects through the seventy-five percent design stage, leaving up to local companies, institutions or communities to implement them. These projects include low impact storm water management designs, innovative onsite wastewater treatment and disposal and ecological restoration. Projects are located at Bridgewater State University, the Belmont Street Soccer Fields in East Bridgewater and in the non-district communities of Taunton Center, Dighton, Lakeville and Middleboro. The partners seek to receive funding for Phase Three of the project.

District Staff, the City of Brockton and the MA Department of Environmental Protection (DEP) have conducted the \$600,000 Upper Taunton River Basin Regional Wastewater Evaluation Project, which encompasses 14 communities including eight District communities. It sought wastewater disposal solutions, which will maximize the use of existing and potential industrial/commercial Economic Development areas in the OCPC/Brockton area community.

MA Secretary of Energy and Environmental Affairs Richard K Sullivan determined in late fall 2012 that pursuant to MA Environmental Policy the project changes for the City of Brockton Advanced Wastewater Treatment facility upgrades is insignificant and does not require the preparation of an Environmental Impact Report. The EPA consent decree needs to be lifted for the project to proceed.

What is OCPC's role?

OCPC provides planning assistance to communities seeking to upgrade their water supplies and wastewater treatment facilities.



**Q. GOAL: ENCOURAGE INVESTMENTS TO GROW JOBS IN THE LIFE SCIENCES**

**OBJECTIVES** (Long Term) to support firms engaged in the life sciences.

**SWOT Analysis**

The SWOT factors below are relevant to addressing Goal Q

**Strengths**

- The District has Mass Biotechnology Council designated Bio Ready Communities. These communities welcome and support the Biotechnology industry. They include Abington, Brockton, Plymouth, West Bridgewater and Southfield (former South Weymouth Naval Air Station) which includes the District town of Abington.

What is being done?

The Massachusetts Biotechnology Council rates communities in MA in their MassBio Massachusetts BioReady Community Ratings. The focus of these ratings is to help biotechnology companies find the most favorable destinations in the state. BioReady rated cities and towns have made a commitment to biotechnology.

The Towns of Abington and West Bridgewater are MassBio Bronze rated communities. Municipalities at this level feature:

- Municipal water and sewer available in commercial and industrial areas.
- Zoning allows for biotech laboratory and manufacturing uses by special permit.
- There are identified points of contact in town/city hall to assist biotech projects.

The City of Brockton and the Town of Plymouth are MassBio Gold rated communities. Municipalities at this level feature:

- Bronze criteria plus Silver criteria which includes
- Municipality allows biotech laboratory and manufacturing uses by right.
- Has identified buildings and/or land sites for biotechnical uses in municipal plans.
- Municipality convenes site plan review meetings, bringing together all pertinent departments to provide an overview of the local approvals process for significant commercial and industrial projects.
- Has land sites and/or buildings included in BioSites inventory at Mass Econ Bio Sites Inventory

Or

- Community has identified Priority Development Sites per Chapter 43D
- Municipality has a site designated as a Massachusetts Growth District
- And Gold criteria which includes:
- Municipality has sites or buildings pre-permitted for biotechnology laboratory or manufacturing use.

Or

- Municipality has existing buildings in which biotech laboratory or manufacturing is taking place.

Union Point (former South Weymouth Naval Air Station) which is located in the District Town of Abington as well as non-district communities Rockland and Weymouth is MassBio Platinum rated area. Areas at this level feature Gold Criteria plus:

- Municipality's Board of Health has adopted the National Institutes of Health guidelines on rDNA activity as part of its regulations.
- Municipalities include a building or buildings that are already permitted for biotech uses and have 20,000 square feet or more of available space for biotech uses.

Or

- Municipalities have a shovel ready pre permitted land site with completed MEPA review and municipal water and sewer capacity to meet additional demand.

View available sites in the above-mentioned communities at Mass Econ Bio Sites Inventory

What is OCPC's role?

OCPC encourages the development of the biotech industry in our region as a jobs and commercial tax base creator.

**R. GOAL: ENCOURAGE EXPANDING HOUSING INVESTMENTS AND HOUSING CHOICES**

OBJECTIVES (Long Term) to support the expansion of housing availability for our present and future workforce.

SWOT Analysis

The SWOT factors below are relevant to addressing Goal R.

Weaknesses and Threats

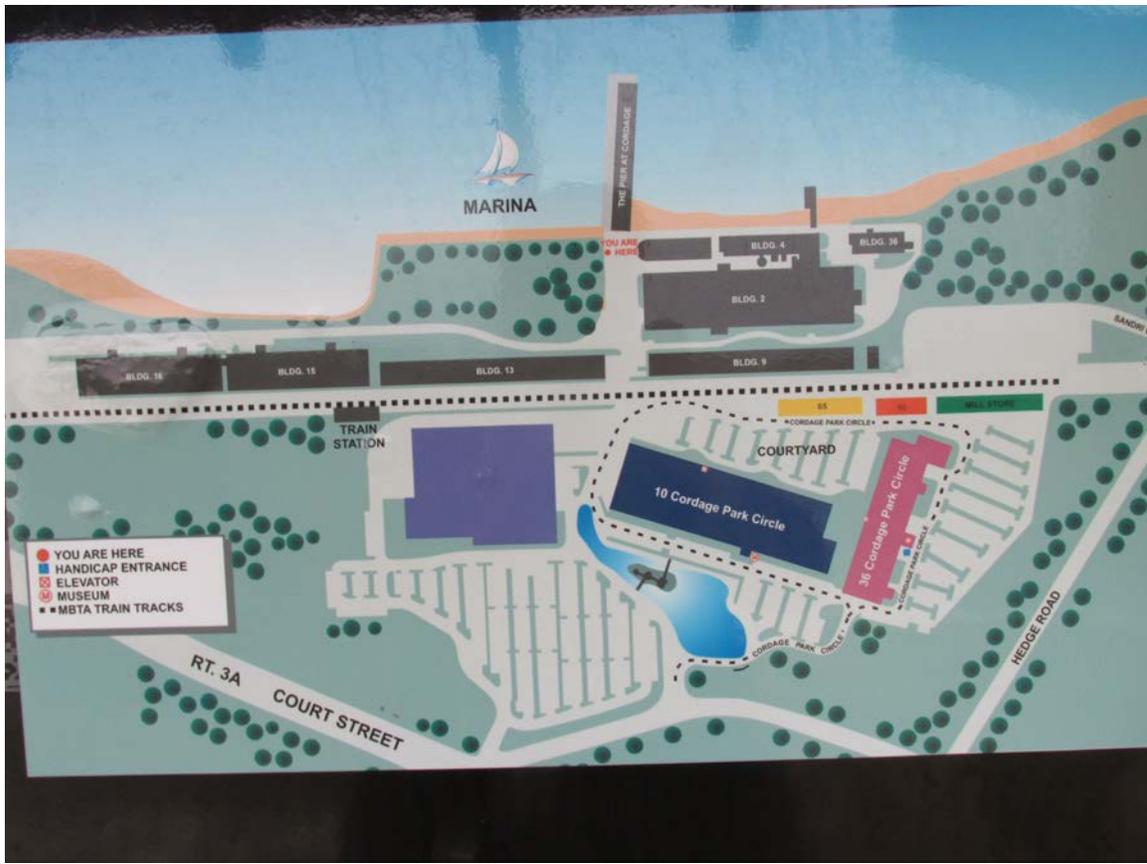
- The region and the state have high housing costs.

What is being done?

The number of single-family housing permits granted in the OCPC region in 2015 totaled 643 versus 641 in 2014. In 2018 six projects of note are proceeding:

Union Point (formerly Southfield): As of June 30, 2018 the following projects are underway: Town Center Apartments ((265 units), construction underway: Dorset Park (26 single family homes) 16 units constructed. Brookfield Village (108 mixed units), 33 units constructed. Woodstone Crossing (200 units), the second of the four condominium buildings (50 units each) was under construction. William B. Rice Eventide-Fairing Way (216 Apartments) as of June 30, 2017 – Phase 1 complete: 104 units and the long-term care facility constructed. LStar Recreation Complex. Domed sports complex open as of February 2018. Greystar Active Adult Apartments (180 units) Plan approved. Stonebridge (45 single-family homes) Plan approved.

Seaport at Cordage: Seaport at Cordage, situated on Plymouth Bay, was approved by the Town of Plymouth as a Smart Growth District. This mixed-use project, which is being developed in phases, opens the shoreline to the public and promotes economic activity in



Map of the former Plymouth Cordage area in Plymouth, MA

the region with its variety of residential (675 units), retail, restaurant and marina uses. It is also a state-designated economic development zone and a Growth Initiative District, designated by the state as an appropriate location for new growth. Phase 1, the office campus is finished. Phase 2 will start some of the residential development. The entire project is expected to span 10 years.

The Residences at Waverly Oaks Golf Club: The project proponent is eliminating the previously proposed Plymouth Rock Studios for this site and instead has proposed to create a 113 lot residential community to be constructed over the next 5-7 years.

Residences at Centre and Main and the Enterprise Building. Trinity Financial is building this project in downtown Brockton. Phase 1, 1A and 1B have been completed as of winter/spring 2019. Phase 1 Commercial includes the historic rehabilitation of the Enterprise Building at 60 Main Street, which will have 52,000 Square feet of commercial/office space, 4,700 square feet of street level retail space and a 185-space share use surface parking lot. Phase 1A & 1B includes new construction of 42 units of housing that recalls the historic attributes of the former Gardner Building at 62 Centre Street, 42 units of affordable artist housing, new construction of 71 units of housing along

Centre Street which include 42 units of market rate housing and 29 units of workforce housing 185 space shared use parking lot, 5,500 square feet of retail and artist exhibition space, and improvements to the Korean Vietnam Memorial Park. Phase 2 includes new construction of 102 units of housing at Montello and Petronelli Streets which includes 61 units of market rate housing and 41 units of workforce housing, 161 off-street parking dedicated residential spaces (all below grade), landscaped courtyard and a 325 space parking garage. Project totals include 52,000 square feet of commercial/office space, 10,200 square feet of retail and artist exhibition space, 215 units of housing, which includes 103 units of market rate housing, 70 units of workforce housing and 42 units of affordable artists housing and 544 parking spaces.

In Brockton, the former Standard Modern Company building at 47 Pleasant Street was redeveloped into 24 new luxury apartments. In addition to state and federal tax credits, the project was financed with a \$3.3 million loan from MassDevelopment.

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

Buy Brockton is a public/private partnership between the City of Brockton, Brockton Housing Partnership, and Local Business who are working together to promote home ownership in the City of Brockton. Through a group of participating lenders, the BuyBrockton Mortgage Program offers financing of up to 100% of the purchase price at a below market fixed rate for one-unit properties being sold as a result of foreclosure, short sale or deed-in-lieu of foreclosure in the City of Brockton. For more information, contact Buy Brockton C/O Brockton 21<sup>st</sup> Century Corporation, 50 School Street, Brockton, MA 02301 (508) 586-0021.

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

What is OCPC's role?

OCPC works with communities to encourage the expansion of housing availability for our present and future. OCPC staff worked with the City of Brockton on the Brockton Housing Strategy. OCPC Staff worked the Town of Pembroke on zoning bylaws to promote housing development. OCPC staff worked on Housing Production Plans (HPP)\* for several district communities including Abington, Avon, Bridgewater, Halifax, Pembroke, Plymouth, Plympton, Stoughton and Whitman.

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

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

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



Single family homes under construction in Abington, February, 2019

## **S. GOAL: ENCOURAGE ECONOMIC RESILIENCE IN OUR REGIONAL ECONOMY**

**OBJECTIVES** (Long Term) Economic Diversification is both a recovery strategy and a tool for communities to increase their resiliency from future disasters by promoting entrepreneurship and small business within our area, supporting and improving the local workforce, encouraging regional clusters, increasing export activity and improving disaster preparedness.

### SWOT Analysis

The SWOT factors below are relevant to addressing Goal S

#### Strengths

- The area has many educational resources such as Bridgewater State University, Massasoit Community College, Stonehill College and the University of Massachusetts/Boston, Curry College and Quincy College Plymouth campuses. The region is close to the colleges and universities of Boston and the Boston area.

#### Weaknesses

- The region's workforce is in need of further skills development.

#### Opportunities

- OCPC offers Hazard Mitigation Planning Services to member communities.
- The region has aging infrastructure. Water, sewer, electric and natural gas improvements are long overdue in certain parts of the region and unless addressed will become a major deterrent to growth.

#### What is being done?

OCPC EDD Partner SEED Corporation and the Plymouth Area Chamber of Commerce provide workshops and training for entrepreneurs and small business. OCPC EDD partners Brockton Area Workforce Investment Board and CareerWorks and the City of Brockton Adult Learning Center support and work at improving our regional workforce with workforce training. The area's colleges and universities are engaged in workforce training.

The OCPC EDD encourages regional clusters and export activity.

In 2010, according to the 2010 Directory of U.S. Exporters there were 23 firms in nine communities in the OCPC EDD that engaged in export activities. The export a variety of manufactured goods. They employed 3,690 workers. Total value of these exports was \$23,060,110.00.

Old Colony Planning Council staff has worked with local communities on climate change and disaster preparedness.

The Old Colony Planning Council offers Hazard Mitigation Plan planning services to our member communities. The term "Hazard Mitigation" describes actions that can reduce or eliminate long-term risks caused by natural hazards or disaster, such as floods,

hurricanes, wildfires, tornados and earthquakes. This plan has been adopted by 13 OCPC communities as of January, 2016. Duxbury and Hanover, who belong to both OCPC and the Metropolitan Area Planning Council (MAPC), have hazard mitigation plans created by MAPC in place. The implementation of such hazard mitigation actions now by state and local governments means building stronger, safer, and smarter communities that will be able to reduce future injuries and future damage. Hazard mitigation plans are developed before a disaster strikes. The plans identify community policies, actions and tools for long-term implementation to reduce risk and potential for future losses. Adopted, implemented and maintained on an ongoing basis, these plans will lessen the impacts associated with hazard events in the Old Colony Region. The OCPC Hazard Mitigation Plan is available on the OCPC webpage in the Reports page.

The Towns of Duxbury and Plympton have a joint Police/Fire dispatching center in Duxbury. They have signed an Inter Municipal Agreement (IMA) to run this center. OCPC staff assisted Duxbury in applying for a \$160,000 grant they received from the Commonwealth of Massachusetts 911 Department to purchase new communications equipment to make this possible. The new center has the capability to handle up to four communities. OCPC staff assisted in obtaining \$25,000 in funding from the state to do a study to consider the formation of a Regional Secondary Public Safety Answering Point (PSAP) regional dispatching center for the towns of Bridgewater, East Bridgewater and West Bridgewater. This study was completed in June 2014.

OCPC staff completed a Climate Change Transportation Impact Study in FFY 2010. The study is available on the OCPC webpage [www.ocpc.org](http://www.ocpc.org) on the Reports page. This study, influenced by the effects of the March 2010 rainstorms that caused flooding throughout our region addresses at-risk areas in our region and makes recommendations for preventative measures to mitigate natural disasters caused by the effects of climate change and the range of possible effects that extreme weather events could have on the transportation infrastructure of our region. The study also discusses ways that the Old Colony Planning Council can reduce the effect of climate change. Related studies conducted by OCPC include the 2013 Town of Halifax Storm water Mapping Assistance Project, the 2012 Roadway Drainage and Run Off Study and the Upper Taunton Regional Wastewater Evaluation Project which addresses wastewater issues in the Upper Taunton River Basin.

To date, Bridgewater, Brockton, Easton, Halifax, Plymouth and West Bridgewater have completed the Economic Development Self-Assessment Tool (EDSAT) offered by the Kitty and Michael Dukakis Institute for Urban and Regional Policy, Northeastern University.

The EDSAT is a secure and confidential online self-assessment tool for helping communities analyze their capacity for economic development. Communities start by identifying and promoting their “deal makers” that foster economic growth and opportunity and surmounting the “deal breakers” within their control that have been working against these efforts.

With over 250 questions, this rigorous examination helps public officials explore their strengths, weaknesses, opportunities and threats across ten assessment categories:

1. Access to Customers/Markets
2. Concentration of Businesses and Services
3. Real Estate and Infrastructure
4. Labor Market Factors
5. Municipal Permit Processes
6. Community Quality of Life
7. Site Related Amenities
8. Business Incentives
9. Local Tax Rates, and
10. Access to Local Information.

Once the self-assessment is complete, Dukakis Center staff analyze it and prepare a comprehensive report that weigh's each community's performance against the multi-jurisdictional database that the Center is continuously expanding as more communities participate in the self-assessment. Local officials receive specific feedback in each assessment category, and they can use the results in their community's economic development strategy.

OCPC has participated in these community EDSATS as a source of data.

#### Coastal Resilience and Coastal Pollutant Remediation Grant Programs

The Massachusetts Office of Coastal Zone Management (CZM) administers both of these grant programs on behalf of the Executive Office of Energy and Environmental Affairs (EEA). The Coastal Resilience Grant Program provides funding to coastal communities to reduce risks associated with coastal storms, flooding, erosion, and sea level rise through innovative and transferable local initiatives. Eligible projects include efforts to increase awareness and understanding of climate impacts, assess vulnerability and risk, plan for changing conditions, and redesign vulnerable public facilities and infrastructure. Additionally, both coastal communities and eligible nonprofits may seek funding for non-structural (or green infrastructure) approaches that enhance natural resources and provide storm damage protection. CZM's CPR Grant Program provides funds for municipalities within the Massachusetts Coastal Watershed for a variety of projects that address local nonpoint source storm water pollution issues, including water quality assessment, the design and construction of structural Best Management Practices (BMPs), and commercial boat waste pump out facilities.

In 2018 the following projects in the OCPC area were funded:

#### Town of Duxbury

Duxbury Beach Reservation, Inc.: Award amount: \$36,340

The Duxbury Beach Reservation will design and permit a 1,700-foot long dune restoration project between the first and second crossovers on Duxbury Beach to

strengthen the resilience of the barrier beach dune system and protect the Duxbury Beach access road.

**Town of Kingston**

Gray's Beach Park Coastal Restoration, Retreat and Site Improvement Project: Award amount: \$497,725

The Town of Kingston will restore Gray's Beach to a more natural environment by replacing a deteriorating stone revetment with a marsh and dune system and relocating and existing concession and restroom facility farther inland to accommodate future flooding, erosion and sea level impacts.

**What is OCPC's role?**

OCPC encourages economic resiliency in our area economy and works toward implementing it with our regional partners.