

PLAN BROCKTON 2008

A Briefing for the Future

April 2008

CITY OF BROCKTON

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Boston Society of Architects

Community Design Resource Center Boston



CITY OF BROCKTON	<i>Plymouth County</i>	<i>19 miles south of Boston</i>
	<i>Land Area</i>	<i>21.48 square miles</i>
	<i>Population (2000)</i>	<i>94,304</i>
	<i>Density</i>	<i>4,390 people per square mile</i>



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Purpose

The purpose of Plan Brockton 2008 is to facilitate a planning process setting out a common vision for the future of the City of Brockton that is shared by the city’s residents and its public officials. This document represents the vision that has evolved from two meetings held in the Fall of 2007 and a third in March 2008. It includes a series of broad vision statements, an assessment of the city’s primary strengths and challenges, and a number of planning goals and objectives applicable to various aspects of public policy. It is anticipated that the vision and recommendations included here will provide a foundation for the master planning process to be initiated in 2008.

Process

Engaging Brockton citizens in the planning process was a central goal of Plan Brockton 2008. As the city looks ahead to the next generation, its ability to build on existing strengths and resolve existing challenges will rely on the involvement of the citizens, organizations, institutions and businesses that comprise the city today. Only by engaging and drawing on the hard work of these individuals, communities and institutions will the city attract the residents, employers and organizations necessary to realize its vision for the city’s future.

In order to get a sense of the aspirations and concerns for the city of those who live and work in Brockton, the Office of the City Planner convened a series of three public meetings to engage residents in a discussion of the issues facing the city.

Session 1 (September 26, 2007) started the process by asking participants to work in groups to address seven major topics as they relate to living and working in the city. For this first session topic headings were framed not as typical planning categories but rather in terms of their impacts of those living and working in the city.

- **Living:** opportunities for housing, shopping and improving the quality of personal and family life
- **Working:** opportunities for employment, self-employment and investment in the city
- **Recreation:** opportunities for relaxation, entertainment and self-improvement
- **Well Being:** institutional and informal opportunities to maintain and improve physical and mental health
- **Education:** opportunities for basic education and continuing adult education for new populations, changing economic circumstances and for cultural enrichment
- **Getting There:** maintaining and improving ways of moving between home, work, shopping, recreation and other activities, both local and regional
- **Shared Values:** an open-ended category suggested to include topics such as ethnic and cultural diversity, environmental sustainability and historical heritage.

Session 2 (November 29, 2007) summarized and re-categorized the results of prior discussions, as follows:

- **Employment and Investment;**
- **Education;**
- **Housing;**
- **Transportation;**
- **Infrastructure and Environment;**
- **Recreation and Culture;**
- **Identity and Communication**

Under these headings participants were asked to frame goals and objectives for each topic, the results of which form the basis for this document.

The third session, held on March 8, 2008 built on the findings of the first two sessions. This document is not intended as a plan, more as a broad programmatic brief to reflect the aspirations and concerns of the participants in the planning process. This document in printed form and in the format of a public presentation is intended to serve as a catalyst for broadening the discussion into the neighborhoods and at the level of city government. The document is intended to invite comments and additions that will further inform the master plan for the city as it evolves over the forthcoming months.

Comments may be made either by e-mail to: nsavoie@ci.brockton.ma.us or by written comment submitted to the Office of the City Planner, City Hall, 45 School Street, Brockton, MA 02301-4049.

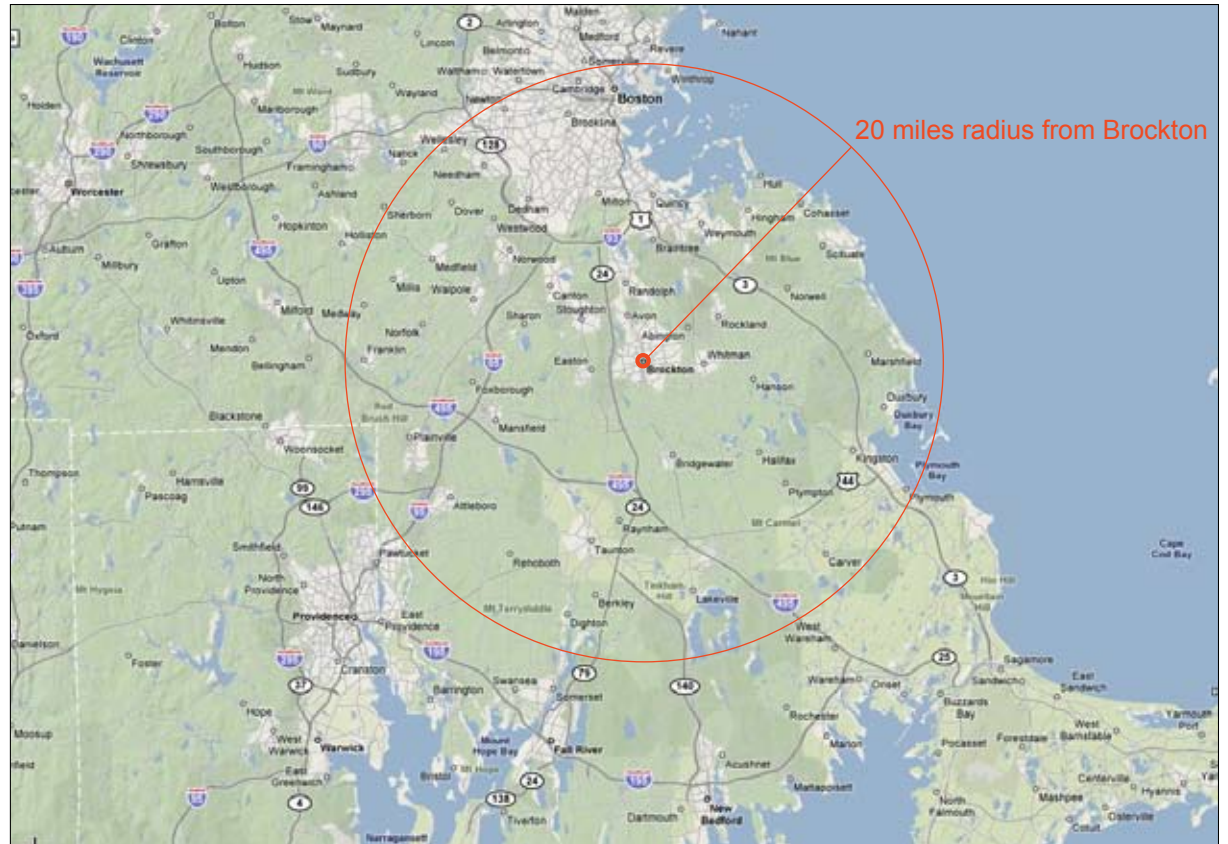
1 EMPLOYMENT and INVESTMENT

What We Heard

Brockton is well located in the metro-Boston region. It needs to capitalize on this position and its excellent road and rail connections to Boston and the industries located on the I-495 and 128 corridors. More needs to be done to encourage investment in the center of the city, particularly in those industries that require a wide range of skills.

Goal

Promote investment to maximize local employment opportunities; optimize a balance for a range of skills and careers; enhance the value of the building stock



Located 19 miles from downtown Boston, Brockton is well positioned relative to the regions' primary employment center. As congestion in the metro-Boston core restricts growth for the hospitals and universities, Brockton can take advantage of its proximity to the center by offering supplementary support space for the high-tech and bio-tech industries that form the base of the region's economy.

Take advantage of the large labor force and target specific industries that can benefit from this resource. Promote investment to maximize local employment opportunities.



The Times Building at the corner of Pleasant and Main is an example of historic building stock that has recently been redeveloped as commercial and retail space in the center of the city. Brockton is rich in such structures close to the transportation hub, particularly loft-type former industrial buildings that can be reused for mixed use commercial, retail or residential purposes.



Objectives

- Expand Economic Target Area to neighboring municipalities to enhance investment opportunities for the whole area.
- Increase the value of the existing business base through Main Streets program or similar.
- Take advantage of a large workforce and target specific industries that benefit from this resource.
- Provide more high skill and high paying jobs and encourage opportunities for upward mobility.
- Train the workforce to assist in the city's redevelopment.
- Provide support for skills training and job retraining as a means of attracting investors and jobs.
- Concentrate on more productive workforce programs with demonstrated effectiveness.
- Invest in new training facilities and schools downtown that can facilitate the new, innovative core of leading industries such as high technology, medical and sustainable industrial design/green industries.
- Build on Brockton Brightfields program to develop alternative energy
- Utilize available land, including redevelopment of underutilized City-owned land, to spur initial pilot project development that includes large-scale housing projects with compatible ancillary services such as grocery stores, laundromats and pharmacies. Conduct targeted reuse analyses of key sites such as the VA hospital grounds.
- Support dual- or multi-income households with accessible, high quality child care.
- Focus on rezoning and updating land-use regulations to facilitate new employment opportunities within easy reach of residential areas.
- Build on Brockton's unique industrial past and create new and specialized incubator spaces to attract entrepreneurs, specialized manufacturing, business services and cottage industries.
- Identify underutilized publicly-owned industrial buildings and sites that may be renovated as artists' lofts or live-work spaces, and implement a public disposition process to facilitate redevelopment.
- Develop an inventory of abandoned sites to be a top priority for development and establish monitoring and accountability of empty storefronts.
- Focus on complementing existing regional strengths (hi-tech and bio-tech) and potential new sectors (e.g. environmental remediation, energy and resource conservation).
- Ensure transparency in the City's policy plan to attract additional public and private investment.
- Public safety is a prerequisite for housing, business, employees and customers. There needs to a funding linkage between new investment and a public safety program.
- CORI reform would help increase local job opportunities.

Establish an educational / re-training facility in the downtown core based on the model of the Massasoit Community College whose nursing school is well established. Shaw's Modern Language Laboratory to be built at Massasoit could be replicated in other public / private educational partnerships.

2 EDUCATION

What We Heard

Education in Brockton is recognized as a strong asset. Students in the system receive solid preparation for college for which there are many choices locally and in the region.

Goal

Build on Brockton's existing educational strengths and expand opportunities to meet the needs of additional users.

BROCKTON SCHOOLS

ELEMENTARY SCHOOLS

Angelo, Arnone, Ashfield, Brookfield, Colonel Bell Drive, Davis K-8, Downey, Franklin, Hancock, Howard, Huntington, Keith, Kennedy, Plouffe, Quincy Street, Whitman

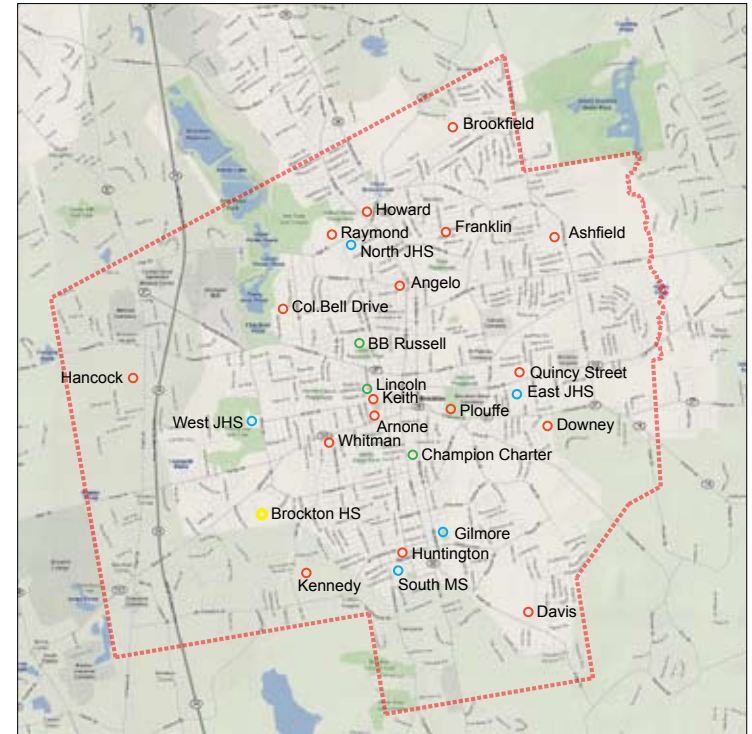
MIDDLE SCHOOLS

East Junior High School
 Gilmore Academy
 North Junior High School,
 South Middle School
 West Junior High School

ALTERNATIVE SCHOOLS

BB Russell Alternative
 Lincoln Alternative
 Champion Charter School

BROCKTON HIGH SCHOOL



Schools are well located adjacent to open space.

Below left: the Arnone School (under construction) located at the edge of Keith Memorial Field.

Below right: the Plouffe Elementary School at the edge of George C. Snow Park.



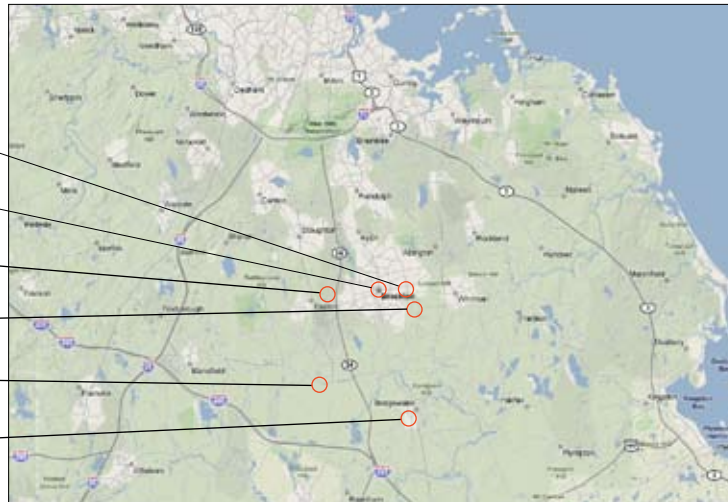
The Brockton school system has invested heavily in new buildings over the last few years giving the city a strong educational base at the elementary and secondary levels with a wide choice for college level education locally and in the region.



Build on Brockton's existing educational strengths and expand opportunities to meet the needs of this and future generations.

BROCKTON AREA HIGHER EDUCATION

- Brockton Hospital School of Nursing
- Brockton Higher Education Center
- Stonehill College
- Massasoit Community College
- Southeastern Regional Technical H.S.
- Bridgewater State College



Brockton's Higher Education Center opened in January 2008 as a direct outcome of the Mayor's Higher Education Collaborative that has engaged local colleges and civic organizations in improving access to higher education for city residents. The Center offers degree and professional classes in a central location adjacent to City Hall.

To build on this promising initiative local and regional higher education institutions should be encouraged to invest in the downtown core as they consider their own respective roles in sustainable futures for cities (e.g. Bridgewater State College, Stonehill College, Wheaton College etc.)



Objectives

- Increase collaboration among institutions (e.g. schools, City government, community colleges, employment agencies, Chamber of Commerce).
- Expand alternative programs that meet educational and training needs of all ages, e.g. lifelong education programs centered on the Library.
- Emphasize Career Tracks in leading industry sectors as Health, Bio Technology and Technical Training particularly for Medical Fields.
- Expand learning opportunities particularly for the diverse populations in Brockton to ensure students and their parents attain skills to participate fully in society (e.g. financial literacy programs). This is essential for the community's social fabric but also for economic and business development.
- Build English language skills to meet the workforce, living and educational challenge of this community.
- Facilitate opportunities for High School internships at City Hall to increase civic engagement and build students' professional skills while supporting local government operations.
- Increase capacity for English as a Second Language programs and capitalize on college training programs.
- Take pro-active measures to involve parents in learning along with their children.

3 HOUSING

What We Heard

Brockton's housing stock, originally of good quality, is suffering from underinvestment. Apart from a general deterioration there are problems with lead paint, asbestos, leaking oil tanks and non-compliant plumbing and electrical systems. In addition, numerous former industrial buildings in the city center would be amenable to adaptive re-use. The city needs to build on these assets and recent conversions by encouraging investment in existing buildings and underutilized brownfield sites for a range of housing and mixed-use building types.

Goal

Provide a range of housing options to meet the needs of all citizens, including the homeless, individuals with disabilities, families, singles and the elderly - including grandparents raising children.

The rate of foreclosures in Brockton at the end of 2007 is one of the highest in the state. This is a crisis for the community as well as the individuals involved and requires radical re-thinking about affordable forms of ownership.



Brockton has adopted legislation in 2007 to encourage mixed use and higher density housing in the city center, close to public transportation. The five downtown districts re-zoned under the terms of Chapter 40R have a high proportion of empty lots and disused industrial type buildings.

The strong and attractive building stock in the center and in the neighborhoods is a major asset for the city.



Provide a range of housing options to meet the needs of all citizens including the homeless, individuals with disabilities, families, singles and the elderly. Use residential development as a catalyst for increased commercial activity in the downtown and other mixed-use districts, and connect to new and existing open spaces.



Modern architecture and energy efficient building using a variety of forms and materials are increasingly common in both market-rate and affordable housing.

Older cities are rediscovering their central cores and identifying opportunities to capitalize on existing infrastructure.

In Brockton's central area low- and medium-rise housing can accommodate higher densities than single family homes, capitalizing on proximity to stores, transportation and other amenities.



Objectives

- Support and bolster downtown residential projects to encourage more downtown population and the pedestrian activity and economic vitality that results from population density.
- Promote mixed use development to facilitate economic development and transportation between home, school, work and recreation.
- Encourage a variety of housing types and development projects that embrace mixed-income housing development that integrates public and market rate housing with core businesses all within walking access.
- Engage use of community green spaces between housing developments and integrate with existing parks that are within walking distance of the city core. Consider quad like housing developments at blocks around existing parks and initiate an inner core park beautification program.
- Build on the character of well established and beloved residential neighborhoods such as West Elm Street, Moraine and surrounding side streets.
- Promote a range of housing types, including housing for grandparents raising children and accessible units those with disabilities, to optimize the right fit for different size and type of household.
- Promote a range of tenure-types, including rental and ownership units, to bridge the gap between incomes and housing costs. Community land trust models should be encouraged.
- Small investor program like Quincy's would be useful.
- Homeownership training for entry-level programs.
- Foreclosure mitigation programs need city, state, federal intervention.
- Abandoned buildings encourage stripping of materials, antisocial activities. Need to institute a penalty system for delinquent owners and proof of origin for scrap metals.

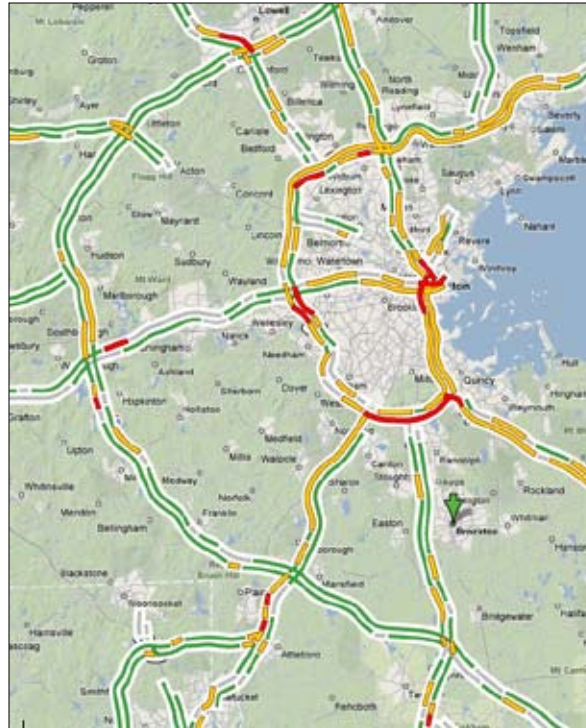
4 TRANSPORTATION

What We Heard

Brockton is strategically located in the Boston region and well connected to the major employment centers in the metropolitan area. The BAT Intermodal Transportation Center is well positioned in the core of the city both as a center for smart growth Transportation Oriented Development and as an organizing element for improving bicycle and pedestrian networks in the city.

Goal

Develop an integrated transportation network that improves and expands easy movement within and beyond the city, linking rail, buses, cars, cyclists and pedestrians. At the same time, pursue public sustainability policies that minimize greenhouse gases, reduce per capita energy consumption and maximize the use of renewable energy.



The daily commute along Routes 93, 24, and 123 and 2 into and out of Boston continues to take its toll. The city must seek ways to expand and improve public transportation and leverage the significant public investment that has been made at the BAT station.



Left: Chattanooga's Carta all-electric shuttle bus fills in the gaps between main transportation nodes and neighborhoods, quietly and without pollution.

Develop an integrated transportation network that improves and expands easy movement within and beyond the city, linking rail, buses, cars, cyclists and pedestrians. At the same time, pursue public policies that minimize greenhouse gases, reduce per capita energy consumption and maximize the use of renewable energy.



A model for cities worldwide, Paris, France layers circulation systems to create an efficient and holistic transportation network. Here, dedicated bus, bike and pedestrian lanes are buffered from fast moving traffic by picturesque boulevards lined with trees. Open space and urban sidewalks can be linked with a network of pedestrian walkways. Walking not only decongests traffic in the center of the city but can be promoted as a public health program.



Objectives

- Mixed use development will reduce car dependency, promote walking and biking.
- Develop a transportation ring that ties the downtown development with development at sub-cores and established neighborhood centers utilizing the existing streets and boulevards as the corridors to create the ring.
- Improve connections between bus routes and job centers. Expand service, improve scheduling, capacity, flexibility.
- Facilitate transportation alternatives such as expanded bus service to offset a growing number of cars per household and reduce single occupancy vehicle commuting.
- Offset demand for downtown parking with fast and frequent downtown shuttle service.
- Provide convenient movement of goods and services as well as individuals.
- Strive to become a pedestrian friendly downtown recognizing the importance of a holistic transportation strategy that improves access to and from the downtown for all modes, including cars.
- Promote foot traffic with better sidewalks, improved lighting and walking trails with connected trails along the Salisbury and Trout Brooks. Link public health and transportation policy in walking program.
- Establish biking trails throughout the city to alleviate traffic congestion, improve safety and promote access to public areas. Establish bike lanes, provide racks at stations.
- Encourage developers and investors to make on-site provision for bicycles, and improvements to broken and incomplete sidewalks and crosswalks.

5 INFRASTRUCTURE and ENVIRONMENT

What We Heard

The city has an abundance of natural open space that has been relatively neglected as a resource for residents, workers and visitors. The planning and adjacent investment in George Snow Park is an example of what could be achieved in many other areas.

Goal

Build on Brockton's existing assets to preserve and restore the city's natural resources; promote development and construction that sustains environmental quality, public health and personal well-being for future generations.

The City of Brockton is currently engaged in developing the Two Rivers Master Plan a set of proposals for the rehabilitation and programming of the Trout Brook and Salisbury Brook as an urban linear park which is both environmental resource and recreational trail.



Above: the former CSX railyard is an inner city brownfield site that could be developed for housing, respecting Trout Brook and other natural resources



Above: the Spark Street brownfield site is within five minutes walk of the Montello railroad station with direct connection to Boston. There is potential for medium density mixed use development combining retail, commercial and residential uses with close access to schools and open space.

Below: George Snow Park. Trout Brook and Salisbury Brook have been prone to flooding. Creating open space and maintaining wetlands adjacent to the watercourse not only provides recreational resources for the city, also a hydrological overflow, reducing the threat to adjacent development.



Build on Brockton's existing assets to preserve and restore the city's natural resources; promote development and construction that sustains environmental quality, public health and personal well-being for future generations.



Above: Emscher Park in the Ruhr Valley of Germany is an outstanding example of a heavily polluted former industrial region being restored as a healthy and vibrant recreational area.

Below left: Gasworks Park in Seattle Washington is a former industrial site restored as a recreational and cultural resource for the city



Objectives

- Target and encourage redevelopment of inner-city brownfield or vacant/underutilized sites while employing environmentally sensitive development techniques.
- Promote mixed use development and Transportation Oriented Development as primary leverage for sustainability.
- Prioritize investment in the restoration and renovation of existing utility assets before investing public funds to expand outwards (e.g. water, sewer, electricity and gas).
- Discourage development on greenfield sites. Pursue public acquisition of high value open space parcels, and

Below, second left: Brockton Brightfields: the city has embarked on an ambitious program to generate alternative energy. This could be advanced by other programs to improve the environment and save natural resources. The Chicago green roof program (below) reduces the 'heat island effect' in the city and slows rainwater runoff.



adopt regulations to encourage land protection such as cluster subdivisions or transfer of development rights.

- Improve the existing public realm through environmental restoration and design.
- Pursue targeted district- and corridor-based initiatives.
- Initiate environmental program to promote clean, environmentally-healthy infrastructure in all city systems.
- Set targets for sustaining and improving the quality of land, water and air resources. Use redevelopment to restore pre-development hydrology through the use of low impact development and green infrastructure.

Burlington Vermont installed a 'Living Machine' (below right) that treats the city's sewage by natural means with plant and aquatic life. The sewage treated to the highest standards, without pollution or odor, and the site is a successful plant nursery open to the public.



6 RECREATION and CULTURE

What We Heard

The city has a number of cultural facilities as well as sports and recreational facilities that have the potential to become both local and regional destinations. Better coordination of programs, improved maintenance and better communications will help capitalize on these existing assets.

Embrace the existing Brockton culture (sports, symphony, jazz, music, crafts) as it relates to economic development. They are important vehicles to reinforce the identity that the city already has as a foundation. Build on this culture.

Goal

Promote the role of Brockton as a regional hub for recreation and culture. Expand assets and encourage community engagement and activity throughout the city. Plan Recreation, Culture and Identity programs as integrated facets of a larger whole.

Brockton has cultural and recreational facilities, institutions and natural resources that are of sufficiently high caliber to be regional destinations. The city needs to do more to publicize events and coordinate them so that they gain from each other and provide a boost to the city.



Promote the role of Brockton as a regional hub for recreation and culture. Expand assets and encourage community engagement and activity throughout the city.



One of the great strengths of having a diverse population is that there is an opportunity to celebrate a variety of cultures. Programming for public spaces throughout the seasons can serve to revitalize the downtown and boost local business.

Farmers' markets and exercise programs can also become part of the 'culture' of the city.

Objectives

- Establish a "What does it Mean to be Brocktonian" program to integrate new and diverse populations into the city culture.
- Promote Brockton's historical and cultural institutions, districts and buildings including networks such as the History Trail downtown, and the Greening of the Salisbury initiative.
- Highlight Brockton's cultural assets including the Brockton Rox, Symphony, Jazz Music and Crafts to promote the city's identity and encourage economic development.
- Incorporate a green street approach as part of a Main Streets program to enhance environmental sustainability while preserving the city's architectural heritage.
- Enhance the strength of the current sports activities available in Brockton, including both professional sports such as the Brockton Rox, and recreational sports for the city's residents.
- Expand public parks so that all city residents are within walking distance of a park. Promote the network of parks including pedestrian connections among them.
- Build the downtown as a center for entertainment and nightlife to promote visitors and foot traffic.
- Provide better maintenance and programming of recreational and open spaces.
- Improve physical connections between recreational and cultural areas, and develop promotional materials that emphasize connections.
- Create policies that encourage and facilitate private investment in Downtown Brockton, such as the Downtown Brockton smart growth zoning enacted in 2007.



7 IDENTITY and COMMUNICATION

What We Heard

Brockton has a very strong heritage and identity embedded in its architecture, manufacturing base, culture of invention, and sport. These identity strengths are both physical and cultural, endowing the city with a strong basis on which to build for the future.

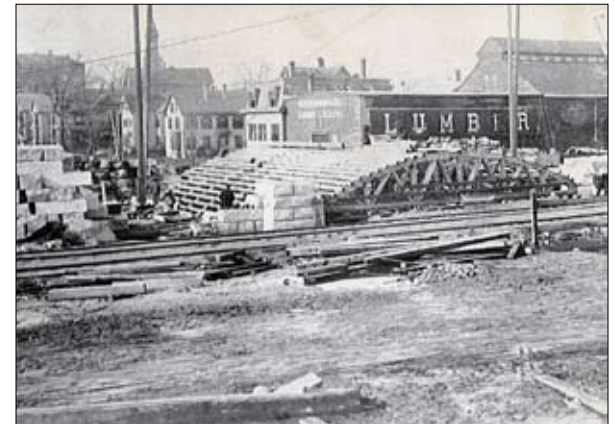
Goal

Generate a regional public image of Brockton that highlights its historical assets and celebrates a socially, environmentally and economically healthy vision for the future.

Brockton is a city of superlatives: in the 1890's it was the men's shoe capital of the world; it built the first separated grade crossing in the United States; it had the first electrified main street, fire station and domestic residence in the country, thanks to Thomas Edison; and in the twentieth century it could boast of two world champion boxers, Rocky Marciano and Marvin Hagler. The Liberty Tree, now replanted, on Frederick Douglass Way is testament to the distinguished role that Brockton abolitionists played in supporting the Underground Railroad.



Brockton has a rich social, industrial and technical history, much of which is revealed in the high architectural quality of the older buildings and their interiors and, to a lesser extent, the streetscape.



Generate a regional public image of Brockton that highlights its historical assets and celebrates a socially, environmentally and economically healthy vision for the future.



Objectives

- Create an action-oriented strategy that will create a buzz about Brockton as a leader in the region, a city of innovation and change.
- Promote Brockton through major public relations campaign to herald Brockton's positive features and assets. Create a strong internet presence that is updated regularly to provide up-to-date information to citizens and potential investors.
- Create better communication vehicles, including using the city's website, to make it easy for residents and organizations to find information about events and opportunities from various groups and organizations that promote Brockton's people and heritage.
- Institute a sign and facade improvement program along Brockton's main streets to build and enhance a coordinated public image for the city's commercial destinations.
- Use news media, city communications, website and inter-organization communications to highlight a city that welcomes a diverse population, prides itself on high educational achievement, fights crime and creates new structures where there were once dilapidated buildings.
- Continue to celebrate social, ethnic, economic and cultural history and diversity.
- Encourage collaborations between organizations to build links across social, cultural and ethnic divides.

Return the Brockton Fair back to its roots as a more agricultural regional fair much as Topsfield Fair has done. At one time this fair was a huge draw to NE families and to the city. In the spirit of innovation, invest in a more visionary fair concept inviting sustainable concepts to partner with agricultural displays, sustainable industrial design displays and whole earth food and living displays. Embrace the new and old populations of Brockton, developing the fair to display the multi-cultural events that are already happening and have transformed Brockton into a vibrant international community. Promote music, food and culture as the draw. Coordinate with the new Brockton identity programs to promote the fair to new audiences as a national event.

Brockton's history of innovation provides a strong foundation for the City's strategy for the future. The image of the city is one of innovation and enterprise, a tradition that can be built upon. The city's heritage is already being celebrated in the Brockton History Trail highlighting traditions that can be broadened to include the histories of the diverse populations that have contributed to the city; and expanded to embrace new technologies, particularly in the fields of historic preservation, restoration of the environment and sustainable energy.

NEXT STEPS

References and Precedents

It is envisioned that this document will be used as an active reference in the coming months as the City initiates a comprehensive planning process.

In particular, this document is intended to serve as:

- *A compilation of ideas for review and comment by citizens, neighborhood groups, civic associations, and city leaders;*
- *A briefing document for use by the Office of the City Planner in discussions with existing and potential partners in the City's revitalization; and*
- *A policy framework to attract and coordinate State and Federal funding around a shared vision for the City's revitalization and enhancement.*

These references are offered as indicators for the type of programs that may be suitable for implementation in Brockton and as encouragement for further research during the master planning process.

1. Employment and Investment

Massasoit School of Nursing, Brockton MA http://www.massasoit.mass.edu/acad_depts/nursing_alliedhealth/nurse_ed/nurse_home.cfm

Massasoit Professional Development Center Brockton, MA <http://www.massasoit.mass.edu/corporate/index.cfm>

Rhode Island Department of Labor and Training Facility, Cranston R.I. <http://www.dlt.state.ri.us/>

http://www.nrha.norfolk.va.us/programs_services/redevelopment/loan_grant.html

http://www.themanufacturer.com/us/energybusiness/article.html?article_id=87

http://architecture.mit.edu/class/nature/student_projects/lrc/about_bright.htm

<http://www.sustainableindustries.com/sijnews/7239761.html>

The Green Jobs Act of 2007 (H.R. 2847), introduced by Reps. Hilda Solis (D-CA) and John Tierney (D-MA), authorizes up to \$125 million in funding to establish national and state job training programs.

Charles Stewart Mott Foundation sponsors the Pathways out of Poverty Program for Improving Community Education; Expanding Economic Opportunity; Building Organized Communities; Special Initiatives

Brockton 21st Century Economic Development Corporation has already identified ten sites in the city for bio-tech investment. <http://www.brockton21.com/>

2. Education

Reference: Northeastern School of Professional and Continuing Studies-Dedham and Burlington Campuses. <http://www.spcs.neu.edu/dedham/>

“expand learning opportunities particularly for the diverse population to ensure students and their parents attain skills to participate...”

Reference: Boston University step-UP program for the City of Boston.

(program shared with BC, NU, Harvard and Tufts) <http://www.bu.edu/sed/stepup.htm>

3. Housing

Attleboro Redevelopment Authority “slideshow” as per Goody Clancy guidelines.

<http://attleborodowntown.com/slideshow.aspx>

Norfolk, VA redevelopment plan

http://www.nrha.norfolk.va.us/programs_services/redevelopment/loan_grant.html

Providence mill building renovation into lofts, apartments <http://www.cornishlp.com/>

Jamestown, NY Urban Plan

http://www.jamestownny.net/urban_devp.php

4. Transportation

References

Chattanooga CART electric Bus system http://www.carta-bus.org/routes/elec_shuttle.asp

Bicycle Rental Program- Lyon France

<http://www.wired.com/culture/lifestyle/news/2005/08/68576>

Bicycle Road Integration- Munich, Germany

<http://www.jamesvandellen.com/index.php/2007/05/18/biking-in-munich/>

5. Infrastructure and Environment

The Green Jobs Act of 2007 (H.R. 2847), introduced by Reps. Hilda Solis (D-CA) and John Tierney (D-MA), authorizes up to \$125 million in funding to establish national and state job training programs, administered by the U.S. Department of Labor, to help address job shortages that are impairing growth in green industries, such as energy efficient buildings and construction, renewable electric power, energy efficient vehicles, and biofuels development.

Commonwealth of Massachusetts Green Communities Act 2007

Sustainable South Bronx: <http://www.ssbx.org/> - led by Majora Carter, SSB is on one of the most progressive programs for the environmental revitalization of cities. Includes impressive training programs for urban youth and unemployed.

The Ella Baker Center, run by Van Jones in Oakland, California has programs very similar to SSB. Basic concept is environmental and economic revitalization working in parallel. <http://www.ellabakercenter.org/page.php?pageid=36&contentid=61>

The Apollo Alliance - energy saving and job creation policies for local governments. www.apolloalliance.org

Groundworks Lawrence: <http://www.groundworklawrence.org/> - features numerous greening and community action projects throughout Lawrence.

Groundworks Somerville: <http://www.groundworksomerville.org> - involved with building community gardens. USEPA has an excellent website on green infrastructure that includes useful case studies from other cities in US and Canada - http://cfpub.epa.gov/npdes/home.cfm?program_id=298 <http://cfpub.epa.gov/npdes/greeninfrastructure/casestudies.cfm>

Attleboro includes a slide show from which to select images. (MBTA interface offers familiarity) <http://attleborodowntown.com/default.aspx>

Images of Green Streets from Seattle and Portland <http://cfpub.epa.gov/npdes/greeninfrastructure/casestudies.cfm#chicago>

<http://www.asla.org/awards/2006/06winners/341.html>

Rooftops to Rivers. Natural Resources Defense Council. June 2006.

6. Recreation and Culture

Improving connections between recreational and cultural areas - develop the pro-type transit system along specific corridors to convey a "cultural overlay"

References:

"Heritage Tourism in Mid-City- New Orleans" The Urban Conservancy, New Orleans LA.

<http://www.urbanconservancy.org/projects/heritage-tourism-in-midcity#recommendations>

<http://www.urbanconservancy.org/projects/images/heritage-tourism-midcity/map.jpg>

Build upon the 2 rivers plan to join the proposed third Urban Rivers initiative (URV and URV2 completed) sponsored by the Mass. Executive Office of Energy and Environmental Affairs

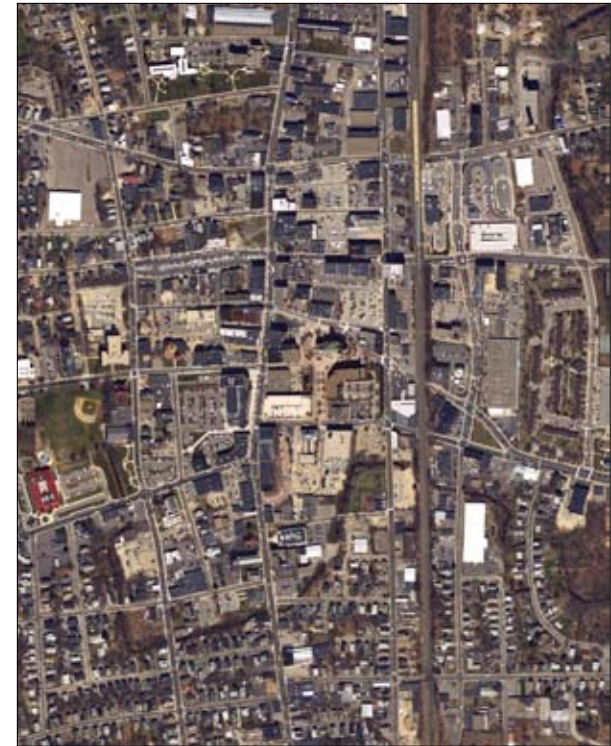
7. Identity and Communication

Brockton Fair: http://commpres.env.state.ma.us/urv_web/Public_Site/default.asp.htm

<http://lowellfolkfestival.org/>

<http://www.solarfest.com/index.php>

<http://www.neworleansonline.com/neworleans/festivals/musicfestivals/fqfest.html>



Downtown Brockton

References:

Chattanooga Chamber of Commerce web site.

<http://www.chattanooga-chamber.com/home.asp>

Partner with web-site design entrepreneurs to create an "award winning" interactive web-site for the city of Brockton. Tap into the excellent design schools in the area (RISD, MassArt, SMFA) to create a beta web site project incorporating GIS database technology and other interactive elements.

PLAN BROCKTON 2008

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