



TBD 2024
Draft
City of Brockton

CAMPELLO

Complete Neighborhood Plan



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Mission

Aim and Value of this Project

Our goal is to develop consensus of what the **Future of Campello** looks like to be incorporated in the Neighborhood Plan, and inform strategies for Zoning.

Acknowledgments

Campello Neighborhood Plan

Mayors Office, City of Brockton

Robert F. Sullivan, *Mayor of Brockton*

City Council, City of Brockton

Moises M. Rodrigues, *Council President*
Winthrop Farwell Jr., *Councilor at Large*
Jean Bradley Derenoncourt, *Councilor at Large*
David C. Teixeira, *Councilor at Large*
Thomas J. Minichiello Jr., *Councilor Ward 1*
Maria T. Tavares, *Councilor Ward 2*
Phillip E. Griffin, *Councilor Ward 3*
Susan Nicastro, *Councilor Ward 4*
Jeffrey A. Thompson, *Councilor Ward 5*
John Lally, *Councilor Ward 6*
Shirley Asack, *Councilor Ward 7*

The Campello Partnership

Mark D'Agostino, *Councilor Ward 3 (Former)*
Susan Nicastro, *Councilor Ward 4*
Karla Rogers, *Cape Cod Café*
Jonathan Jamoulis, *Cape Cod Café*
George Brickhouse, *D2BG/Campello Resident*
Nathalie Jean, *Brockton Redevelopment Authority*
Mike Lambert, *Brockton Area Transit*
Tom Thibeault, *Brockton Housing Authority*
Cynthia Pendergast, *NeighborWorks*
Mary Waldron, *Old Colony Planning Council*
David Vincent, *MassHIRE/Developer*
Rob May, *City of Brockton*
Evan Sears, *City of Brockton*
Shareefah Mapp, *Campello Resident, Conservation Commission*
Iolando Spinola, *Campello Resident, Planning Board*
Ruth Moore, *Campello Resident*
Marvens Francois, *Campello Resident*

City of Brockton

Rob May, *Director of Planning and Economic Development*
Evan Sears, *Planner II*
John Fay, *Planner III*

Massachusetts Housing Partnership

Christine Madore, *Senior Development Manager*

Prepared for the City of Brockton and Massachusetts Housing Partnership Complete Neighborhoods Initiative

Prepared by:

Studio Luz Architects

Hansy Better Barraza, *Principal*
Sophie Nahrman, *Project Manager + Community Engagement Liaison*
Joshua Ssebuwufu, *Designer*
Sarah Pumphrey, *Designer*

Innes Associates

Emily Innes, *President*

RKG Associates

Eric Halvorsen, *Principal*



March 2024
City of Brockton
Mayor's Office

Dear Brocktonians,

I am delighted to share with you an exciting new vision for the Campello neighborhood that will reshape our City's landscape and enhance the quality of life for all of our residents, business owners and visitors. Our commitment to a renewed urban planning and rezoning vision reflects our dedication to creating a vibrant, livable, and thriving community.

At the core of this vision lies a commitment to revitalizing and rejuvenating the economy in the Campello neighborhood. Acknowledging the significant potential within this area, we aspire to transform it into an exciting hub of activity, culture, and commerce. Our focus involves channeling City resources to support local businesses, whether they are new ventures or well-established enterprises. Through these efforts, our goal is to infuse vitality into Campello, fostering a flourishing business ecosystem that brings collective benefits to our community.

Nonetheless revitalization is not just about businesses; it's about people. We are committed to preserving and improving housing opportunities for all of our residents. Our aim is to ensure that everyone has access to safe, affordable, and quality housing in the Campello neighborhood. We understand the importance of residential housing, and we will work tirelessly to ensure that it remains accessible to all.

Moreover, we are proud to announce that our new vision aligns with Mass Housing Partnership's "Complete Neighborhoods" model. We want our City to be a place where residents can live and work comfortably. To make this a reality, the plan calls for investing in infrastructure that supports this goal. This includes accessible bike lanes for eco-friendly transportation, wider sidewalks for enjoyable strolls, and green spaces for our children to play, and our elderly to find tranquility.

In conclusion, this renewed urban planning and rezoning vision for the Campello neighborhood represents an exciting chapter in our City's history. It is about creating a better Brockton for everyone, where businesses thrive, housing is secure, and our community is truly livable.

Thank you for being a part of this journey with us. Together, we will make Brockton an even better place to call home.

Sincerely,

Robert F. Sullivan,

Mayor

Executive Summary

Understanding the Plan

Creating a vibrant, walkable, sustainable community and commercial corridor in Campello

The Campello Complete Neighborhood Plan identifies reinvestment and development strategies to invigorate the local economy and revitalize community assets of the neighborhood. Strategies include introducing new land-use types that increase density and diversity of use, amending existing zoning, and using development models like Transit Oriented Development (TOD) to expand the commercial and residential offering and improve transportation infrastructure for pedestrians.

What is a Complete Neighborhood Plan?

Building on the 2018 Campello Visioning Report this Campello Complete Neighborhood Plan focuses on an updated community vision for a “mobility-rich, mixed-use, mixed-income neighborhood” in Campello that complements the new MBTA communities zoning requirement. This plan captures the vision and values of our community and outlines the development, infrastructure and strategies we will need to achieve them.

What is the vision for Campello?

Campello will be a neighborhood where all community members have the housing, transportation access, social connections, and educational, economic, and entrepreneurial opportunities to live a fulfilling life.

This includes being a walkable neighborhood where residents can safely walk or bike from their nearby homes to support local businesses and enjoy improved public open spaces.

Additionally, this vision involves realigning the zoning to encourage uses that are not in alignment with the community vision for the neighborhood to relocate to other more suitable areas in Campello.

How did the community input shape this vision?

The Campello Complete Neighborhood Plan is a product of monthly meetings with the Campello Partnership, four public workshops, attendance at local business organization meetings and one pop up event in Campello.



Figure 1. Campello Core Neighborhood

What is needed to create this vision?

- Realign the zoning for Campello to support the vision outlined.
- Expand the Campello Partnership to focus on the implementation of the Campello Neighborhood Plan
- Layer available state programs to incentivise additional investment
- Enhance awareness of and leverage existing programs run by the Brockton Redevelopment Authority
- Undertake design and engineering studies to implement recommendations for pedestrian and bicycle infrastructure and public open spaces.
- Improve support for arts and culture including through the creation of a cultural district
- Develop City sponsored incentives to support local businesses and entrepreneurs, as well as to support the relocation of auto oriented uses to the desired zoning districts.



Figure 2. Keith Park, credit Studio Luz taken on site walk



Figure 3. Franklin Building, credit Studio Luz taken on site walk

Chapter 1

1. Introduction

About the Complete Neighborhood Plan

The Campello community wants a neighborhood that provides housing, jobs, and green spaces - all within an easy walk of each other and accessible to all. This document provides the strategies and actions to achieve those goals over time.

Planning Process

In 2018, Campello residents and business owners worked with the City of Brockton, the Old Colony Planning Council, and the Tensen-Kilduff design lab (TK.designlab) on an initial visioning exercise for the neighborhood. This process ended with the development of the Campello Visioning Report: The Next Stop for One of Brockton's Historic Villages (2018). The recommendations of that report established the initial areas of exploration for this Campello Neighborhood Plan.

The Massachusetts Housing Partnership (MHP) in 2023 funded a more detailed planning process as part of its Complete Neighborhood Partnership. Christine Madore, MHP's manager for this project, worked with the City of Brockton's Department of Planning and Economic Development to engage a committee of local residents and stakeholders – the Campello Partnership.

Recommendations from the Campello Visioning Report 2018

Develop a Campello Neighborhood Master Plan that includes:

1. Realigned zoning that represents the needs of community members.
2. Actions and tools to stimulate the business and entrepreneurial community.
3. Steps to improve infrastructure supporting public and alternative transportation.
4. Creation of a neighborhood wayfinding network.
5. [Creation of] an Urban Renewal District Plan

<https://brockton.ma.us/public-documents/planning-campello-visioning-report/>

The Complete Neighborhood Partnership focuses on the development and promotion of walkable communities throughout Massachusetts. MHP provides a mix of resources to assist the selected communities, including technical assistance from consultants with relevant expertise in the community's needs. For this planning process, MHP paired Innes Associates, RKG Associates, and Studio Luz with

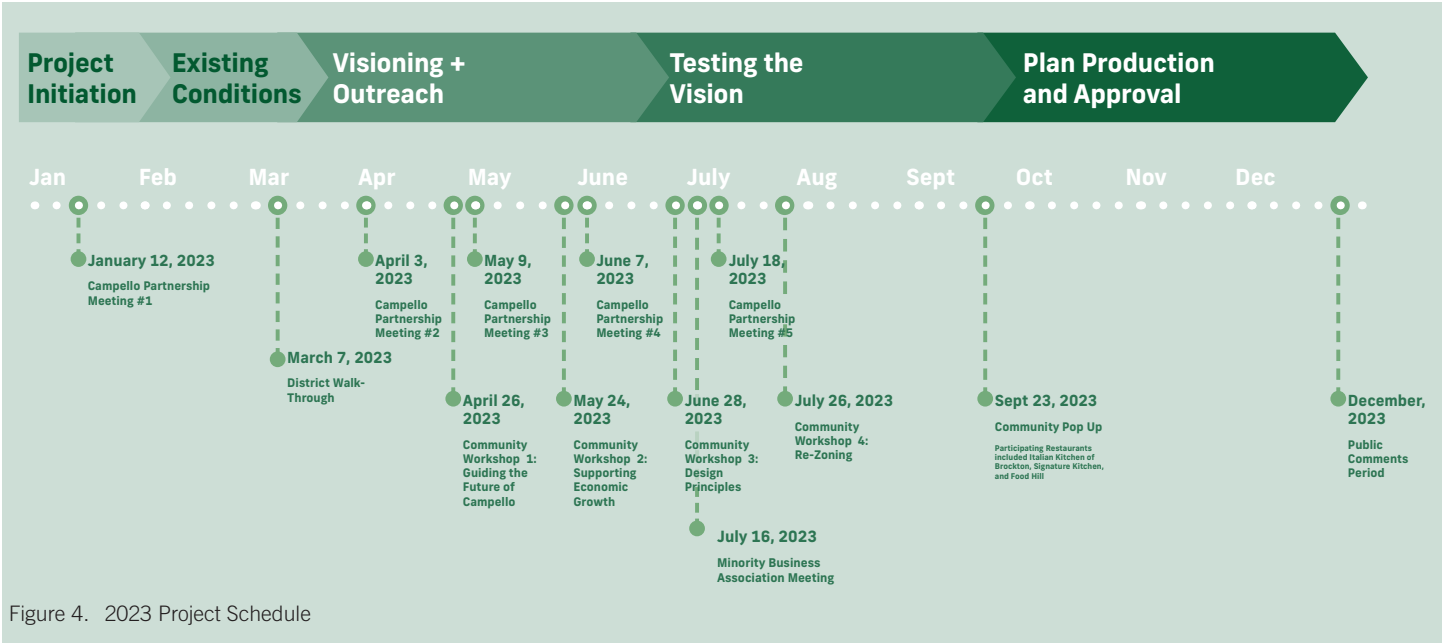


Figure 4. 2023 Project Schedule

the City of Brockton Department of Planning and Economic Development.

The planning process began in January 2023 with a site walk and meeting with the Campello Partnership. This group of community members was invited by the City of Brockton to work with MHP to provide local input into the planning process and feedback on the analysis and recommendations from the consultant team.

The team facilitated four community workshops over the course of the project to engage participants in discussing key land use, economic development, zoning, and urban design.

At each workshop, participants provided feedback and information

about the topics. The results of one workshop fed into another, leading to an increased understanding of community needs and potential strategies to address their thoughts about the future of Campello. The City sponsored a final “pop-up” event to test the recommendations with the community. Three local restaurants provided food to community residents who braved the Saturday rain storm to provide input.

About this Report

This report is focused on the next steps the Campello Neighborhood and the City of Brockton should take to create incentives for the changes the community identified as desirable during this planning process. MHP has

access to resources to assist with the next stages outlined in this report. The remainder of this introduction provides a Summary of Findings and a Summary of Recommendations.

The full findings are presented in Chapter 3: Existing Conditions. These findings were drawn from a combination of research into existing economic, physical, and regulatory conditions and from the input gathered at the community workshops. They support the recommendations of this report.

The Recommendations, presented in Chapter 4, are the next steps that the City and the Campello Partnership should take to address existing concerns and move towards the vision developed during the planning process. Recommendations included zoning and policy changes, and specific actions assigned to a variety of partners.

Finally, Chapter 5 contains the Action Plan and resources for implementation.

This report also contains two appendices. Appendix A is a summary of the input received at community workshops and Appendix B is a summary of notes from meetings with the Campello Partnership.

Summary of Findings

Chapter 3 provides a detailed discussion of existing conditions and the findings from the consultant team's analysis. This summary contains the findings most relevant to the proposed recommendations.

Walkable Neighborhood

The Complete Neighborhoods Partnership focuses on "mobility-rich, mixed-use, mixed-income neighborhoods." The Campello neighborhood meets these criteria on different levels. Campello is already a walkable neighborhood, especially north of Keith Park, in terms of the network of streets. The area already has a mixture of housing, retail, restaurant, small office, and services, with some remaining industrial uses. Campello's connected sidewalks and streets bring residents and workers to the places they need to go on a daily basis. Many daily needs can be accessed by walking including things like grocery stores, restaurants, pharmacies, and banks. Residents and employees can also walk to the MBTA Commuter Rail station that provides direct access to Downtown Boston and stops along the way.

Transportation and Mobility Demographics

- The area is already walkable because of the street network, which connects the mostly residential neighborhoods to an area bounded by Nilsson Street to the north and Brookside Avenue to the south, along the two north-south streets, Main Street and Montello Street.
- Condition of sidewalks varies significantly; uneven and patched pavement makes it more difficult for those with physical disabilities to navigate the area. The City has installed ramps at some curbs, but not all pedestrian crossings have ADA accessible ramps.
- The neighborhood is dominated by a significant grouping of auto-oriented uses, especially in the core mixed-use area. Repair shops and service centers provide jobs, but the lots crowded with outdoor storage detract from the appearance of the neighborhood and the use increases the possibility of conflicts between vehicles and pedestrians.
- The pricing disparity for MBTA commuter rail fees between Campello (Zone 5) and Downtown Brockton and Montello (both Zone 4) create an incentive to drive to the other two stations.

From a demographic perspective, Campello is a growing and diversifying neighborhood and is changing at a more rapid pace than the rest of Brockton. From an economic perspective, these changes within the neighborhood are creating opportunities for more household spending as household incomes change, as well as and opportunities to bring a range of housing types (both owner and renter) to the neighborhood to support the population growth. Having more residents within a short walking distance of the Main Street corridor in Campello could support existing businesses and attract new businesses to the neighborhood with the larger built-in customer base.

Economic Development

Campello residents commute within a very hyper local radius, often less than five miles. This is rare in Massachusetts where often long commutes (both time and distance) are commonplace. The map of commuting patterns for Campello residents (See Figure 10. Campello Commuting Patterns” on page 24) shows the numbers of workers who have short commutes live primarily within

the City of Brockton, or in nearby communities. Bolstering transportation connections and bringing additional jobs to Campello could help ease and reinforce the commuting patterns already taking place. From a business perspective, these patterns could indicate opportunities to hire locally from a talent pool that already exists within the neighborhood.

Housing Trends

The growing population is creating demand for addition housing, both new construction and adaptive reuse. Market indicators commonly used to explore residential viability are showing positive signs in Campello, from increased population to rising home values and rents. Nearly 100 additional units were reported in the 2021 American Community Survey data compared to 2016. Most of that increase was concentrated in either single family and two-family homes, or multifamily structures with 10 or more units. The changes in units and residential structures continue to help diversify Campello's housing stock and attract a range of household sizes from larger families in the single family and duplex units, to smaller one and two person households in the multifamily buildings.

Land Use and Zoning

The existing zoning does not appear to have created sufficient incentives to drive additional development in the area. Many buildings, although occupied, are built at a lower scale than would be expected near a transit station.

- Current land uses are a complete mix, reflecting the initial development patterns of residential, industrial, and commercial building types. The current zoning is not meeting the community's needs for easy access to desired goods, services, and jobs.
- The area includes Environmental Justice Populations in the following categories: Minority (M), Minority and Limited English (ME), Minority and Income (MI), and Minority, Income and Limited English (MIE). Recommendations for next steps should address the needs of these populations.
- The area contains six different zoning districts: three residential, one commercial, and two industrial.
- The Commercial 2 Zoning district covers most of the area.
- The historic development patterns of the Campello neighborhood are deeply influenced by its industrial heritage. The shoe

factories supported a variety of housing styles for workers and management. The South Street Historic District, at the western edge of the study area, was the “most fashionable street” from the late nineteenth century up to the post World War II period” according to its listing on MACRIS, the online inventory for the Massachusetts Historical Commission. Main Street provide both commercial and community activity. Though some of the historic buildings were lost, others, such as the St. Margaret of Scotland Parish Complex (1904-1966) and the Franklin Block (1888) remain. Many of the older buildings that contribute to the historic character of the area could not be built under the current zoning. This includes small-scale housing that is within the Commercial-2 district and is thus nonconforming.

- Participants in the community workshops expressed preferences for uses that are not found or found in small quantities in the neighborhood.
- The area does not have consistent treatment in terms of the public realm. Sidewalk materials, lighting, street trees, and the condition of the streets and sidewalks vary throughout the neighborhood.
- The MBTA Communities Act requires

that Brockton zone for a minimum unit capacity of 5,596 dwelling units with 90% of its total district within a half-mile of a transit station. Campello may have a role in the City’s strategy for compliance; this raises the possibility of adding more housing types to address the needs of the community.

Summary of Recommendations

Chapter 4 includes detailed recommendations in support of the vision to enhance the Campello neighborhood. The recommendations include City actions, investments, and policies, including rezoning the area to support improvements to housing, economic development, open space, and transportation.

The key goals are as follows:

- Support a variety of businesses that fill local needs by enhancing the ability to walk from nearby neighborhoods to Main Street north of Keith Park.
- Provide public and private off-street parking to support local businesses.
- Develop a collection of City policies, programs, and zoning changes to

encourage entrepreneurship in the community.

- Encourage higher density housing around the train station to provide economic support for local businesses.
- Improve pedestrian and bicycle connections throughout the area, including reducing or redirecting truck traffic where feasible.
- Increase attention to open space, including long-term projects such as expanding Keith Park, encouraging or creating pocket parks along Main Street, and creating a riverwalk with active uses such as dining and recreation at key locations.
- Modify the zoning ordinance to encourage inappropriate uses to relocate to more suitable areas.

Guide to Implementation

The Guide to Implementation in Chapter 5 outlines a series of actions to be taken by the City with the help and support of the Campello Neighborhood. Where appropriate, other partners, a timeline, and a priority level are also indicated by actions.

This guide also includes a list of additional resources, including; an explanation of resources from the Complete Neighborhood Partnership, funding opportunities, and additional information sources.

Chapter 2

2. Existing Conditions

Understanding Campello Today

This chapter includes detailed information about existing conditions that informs the vision, recommendations, and implementation plan. The topics include Demographics, Economic Trends and Opportunities, Housing Trends and Opportunities, Mobility and Connectivity, Land Use and Zoning

Demographics

The demographics of the Campello Neighborhood and of the City of Brockton help us understand changes and trends the neighborhood and city are experiencing, and how to leverage those changes to create positive outcomes in the future. The demographic composition of a community often dictates the strength of the local real estate market and what types of houses or businesses could be supported over time. Communities with a growing population, residents across a wide range of ages, income diversity, and higher educational attainment may be more successful at creating opportunities compared to communities that are not growing and diversifying. Understanding the trends and opportunities within the market will also help to inform the regulatory, policy, and financial changes Brockton may wish to consider, thereby helping achieve the overall goals of the plan and of the neighborhood.

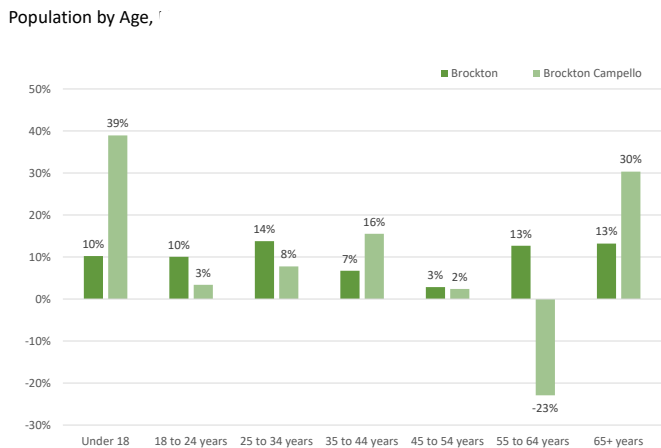


Figure 5. Brockton and Campello Populations by Age

Unlike many communities across Massachusetts, Brockton is one that has experienced relatively rapid growth over the past five years increasing its total population from 94,800 to over 104,200 through 2021. This equates to a 9.9% increase in total population, or 9,400 new residents in five years. By comparison, the Campello Neighborhood added 1,370 new residents for a 14% increase in total population. The population growth in Campello was not evenly distributed across age group though, with 93% of that population increase being residents under the age of 44 and 68% being residents under the age

of 18. This indicates an increase in family households where adults with children are moving into Campello or younger adults who already lived in the neighborhood had children in the past five years.

The increase in population at the neighborhood and city levels is positive news for Brockton. New residents living in Campello can provide a built-in customer base for area businesses and bring new investment and ideas to the neighborhood. We often see these two demographic indicators increase side by side as individuals with higher levels of education often correspond with higher per capita and household incomes. Over the past five years Campello has seen a similar trend with residents over the age of 25 who earned a bachelor's degree or higher having increased by 119% or 848 residents.

The rise in educational attainment has corresponded with household income growth in Campello as well. Over the past five years, the Campello Neighborhood saw a significant increase in households earning over \$150,000 per year. Previously, residents making \$150,000 or more made up 5% of the neighborhood's households, but now make up 20% of households. These increases in higher income households mean additional purchasing power coming into the neighborhood and to the city which can drive more spending in local businesses. This may also mean households have more income to spend on housing as home prices and rents continue to rise, which is an issue in Brockton much like the rest of the Commonwealth.

Change in Educational Attainment, Neighborhood vs City
Source: ACS 5-Year Estimates, 2016-2021

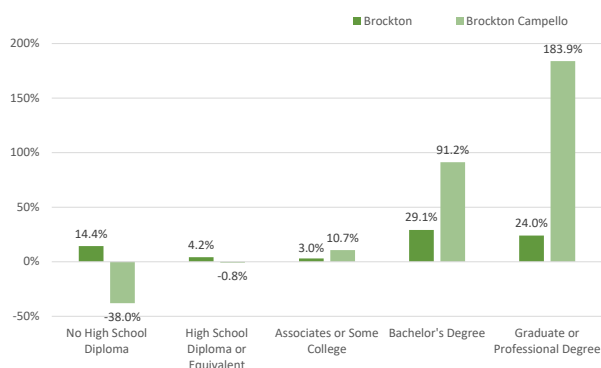


Figure 6. Change in Educational Attainment

Change in Household Income, Neighborhood vs City
Source: ACS 5-Year Estimates, 2016-2021

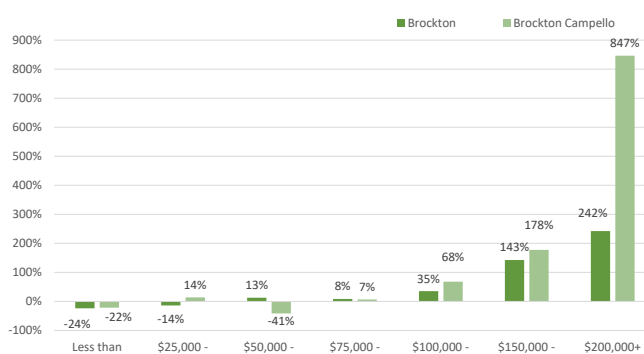


Figure 7. Change in Household Income, Neighborhood vs. City

Brockton and the Campello Neighborhood have been and continue to be far more racially and ethnically diverse than many other locations in Massachusetts. That trend has continued over the past five years with more people of color moving into the neighborhood thereby increasing the number of residents who identify as Black or African American, Asian, and those identifying with two or more races. Trends such as this reinforce the unique and diverse cultures, perspectives, and traditions in Campello and could also help the neighborhood market that diversity with new or expanded businesses representing food, culture, and services that are unique to Campello.

From a demographic perspective, Campello is a growing and diversifying neighborhood and is changing at a more rapid pace than the rest of Brockton. Economically, these changes within the neighborhood are creating opportunities for more household spending as household incomes change and opportunities to bring a range of housing types (both owner and renter) to the neighborhood to support the population growth. Having more residents within a short walking distance of the Main Street corridor in Campello could support existing businesses and attract new businesses to the neighborhood with the larger built-in customer base.

There are other well documented benefits of creating walkable neighborhoods such as lowering household transportation costs by reducing the need for and reliance on personal vehicles. Creating healthier environments and improving air quality by reducing short distance trips for daily needs and commutes to work. Having the ability to walk to nearby public transit options like the MBTA Commuter Rail and Brockton Area Transit bus lines. Improving short- and long-term personal health outcomes by increasing daily physical activity through walking.

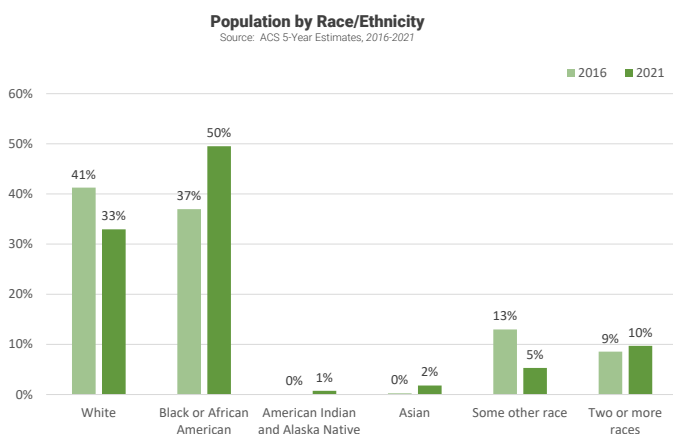


Figure 8. Population by Race and Ethnicity

Top 10 Highest Employed Industry Sectors
Brockton MA 2023:1 (Non-Government Sectors)

Description	2023 Jobs	Avg. Earnings Per Job
Hospitals	4,624	\$88,761
Ambulatory Health Care Services	3,185	\$87,662
Food Services and Drinking Places	1,776	\$31,319
Administrative and Support Services	1,479	\$45,306
Food and Beverage Stores	1,442	\$37,532
Nursing and Residential Care Facilities	1,315	\$60,705
Social Assistance	1,197	\$44,519
Motor Vehicle and Parts Dealers	1,051	\$88,571
Specialty Trade Contractors	1,037	\$102,125
Management of Companies and Enterprises	902	\$164,023

Source: Lightcast Q1 2023 (3-Digit NAICS)

Top 10 Highest Employed Occupation Categories
Brockton MA 2023:1 (Non-Government Sectors)

Description	Median Annual Earnings	2023 Jobs	2010 - 2023 Change
Registered Nurses	\$85,456	1,877	391
Retail Salespersons	\$28,519	1,167	(252)
Cashiers	\$28,182	1,044	33
General and Operations Managers	\$114,598	894	519
Home Health and Personal Care Aides	\$35,374	869	438
Nursing Assistants	\$35,409	756	9
Laborers and Freight, Stock, and Material Movers, Hand	\$33,321	577	188
Fast Food and Counter Workers	\$28,167	556	112
Stockers and Order Fillers	\$28,967	552	(54)
Customer Service Representatives	\$40,581	521	126

Source: Lightcast Q1 2023 (5-Digit SOC)

Figure 9. Top Industry Sectors and Occupation Categories (Number of jobs of each sector in Brockton)

Economic Trends and Opportunities

Understanding Brockton’s largest industry sectors and occupations help us understand how to better connect residents to employment and identify additional businesses wanting to relocate in Campello. The population and households, businesses within Brockton have also been successful at adding jobs within the city. Between 2013 and 2023, businesses added just under 1,000 new jobs with most being added within the transportation and warehousing, construction, and health care sectors. Brockton has a long history with manufacturing and

warehousing and has several large medical facilities within its borders.

Brockton’s most heavily employed industrial sections (“Figure 9. Top Industry Sectors and Occupation Categories (Number of jobs of each sector in Brockton)” on page 22) include a mix of both low-wage (Food and Beverage Stores, Food Service and Dining Places) and high-wage (Hospitals, Management of Companies and Enterprise) jobs. While the majority of these industry sectors pay medial annual earnings above \$60,000 a year, the majority of the occupations within these industries may actually pay far less. Within the ten occupational categories that employ the most number people in Brockton,

eight out of ten pay an annual wage of \$40,000 or less (“Figure 11. Brockton Employees by Industry” on page 23) At that income, it can be difficult to afford rising housing, food, transportation, and medical costs. For Campello, maintaining the income diversity of the neighborhood is critical and supporting residents with a variety of housing choices and jobs within the city can help them remain here in the neighborhood.

Industry Sector	Employed Residents	% of Total
Civilian employed population 16 years and over	53,795	100.0%
Educational services, and health care and social assistance	18,121	33.7%
Retail trade	5,128	9.5%
Arts, entertainment, and recreation, and accommodation and food services	4,380	8.1%
Public administration	4,087	7.6%
Manufacturing	4,059	7.5%
Construction	4,039	7.5%
Transportation and warehousing, and utilities	3,716	6.9%
Professional, scientific, and management, and administrative and waste management services	3,232	6.0%
Other services, except public administration	2,721	5.1%
Finance and insurance, and real estate and rental and leasing	2,704	5.0%
Information	993	1.8%
Wholesale trade	450	0.8%
Agriculture, forestry, fishing and hunting, and mining	165	0.3%

Figure 10. Brockton Employees by Industry

It is also worth noting that working residents who live in Campello today tend to commute within a very hyper local radius, often less than five miles (“Figure 10. Campello Commuting Patterns” on page 24). This pattern is rare in Massachusetts where often long commutes (both time and distance) are commonplace. The map

of commuting patterns for Campello residents shows the numbers of workers who have short commutes primarily within the City of Brockton or nearby communities. Bolstering transportation connections and bringing additional jobs to Campello could help ease and reinforce the commuting patterns already taking place. From a business perspective, these patterns could indicate opportunities to hire locally from a talent pool that already exists in the neighborhood.

Campello’s Business Mix

The Main Street and Montello Street corridors running north to south through the Campello Neighborhood support most of the area’s commercial and business activities. In-field verification by the consultant team counted over 140 individual businesses across 14 different industry categories. The mix of businesses along these two corridors is likely contributing to Campello residents’ ability to commute shorter distances to work and find jobs within the neighborhood and the city. The map of the businesses and locations within the study area shows both the location of different business types as well as the clustering of different businesses.

Campello Commuters By Census Tract (Outbound)

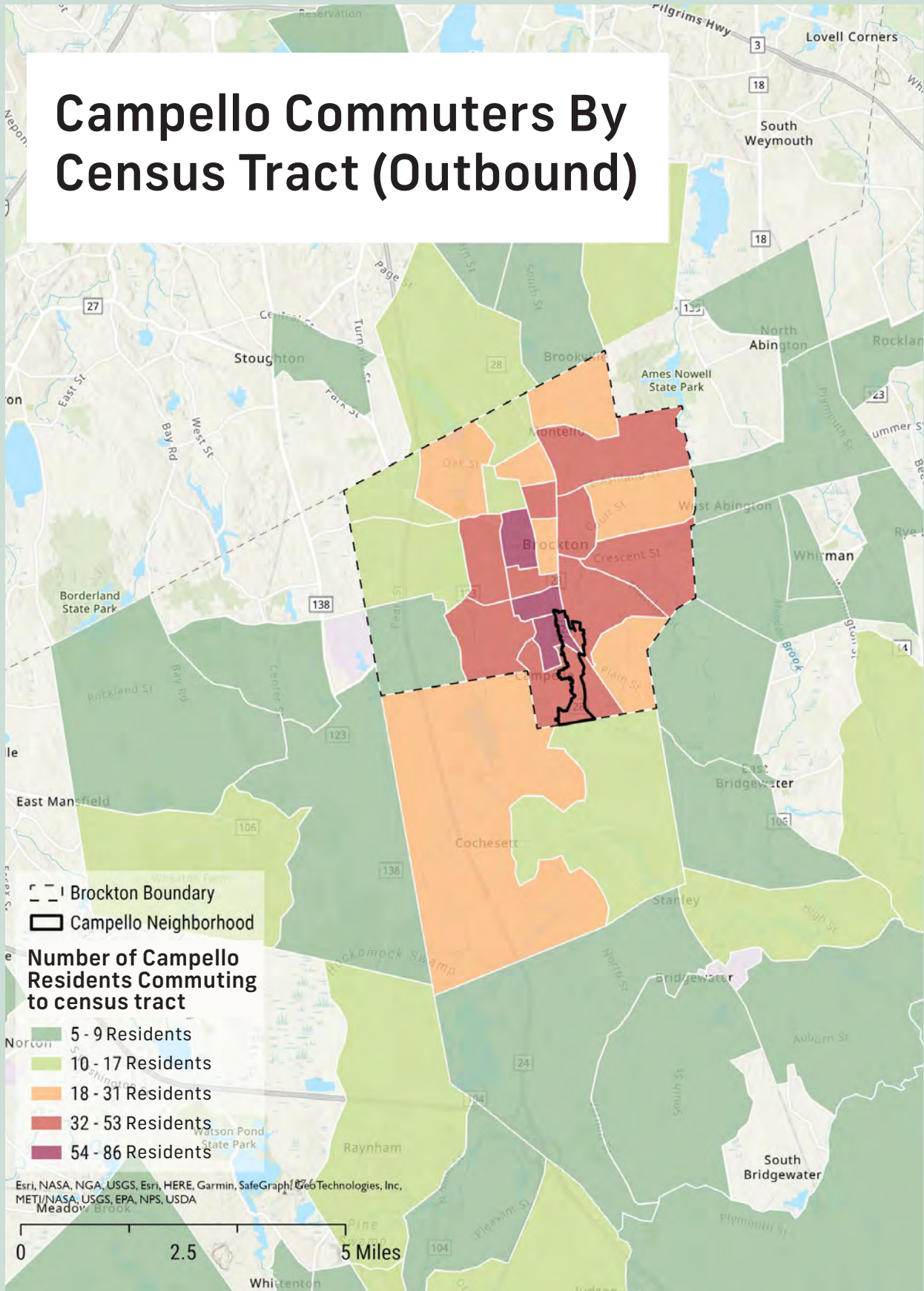


Figure 11. Campello Commuting Patterns

Business Mix in Campello

Businesses Categories

- Auto-Related
- Personal & Health Services
- Food & Beverage
- Office
- Retail
- Fuel
- Grocery/Beverage Sales
- Construction
- Churches

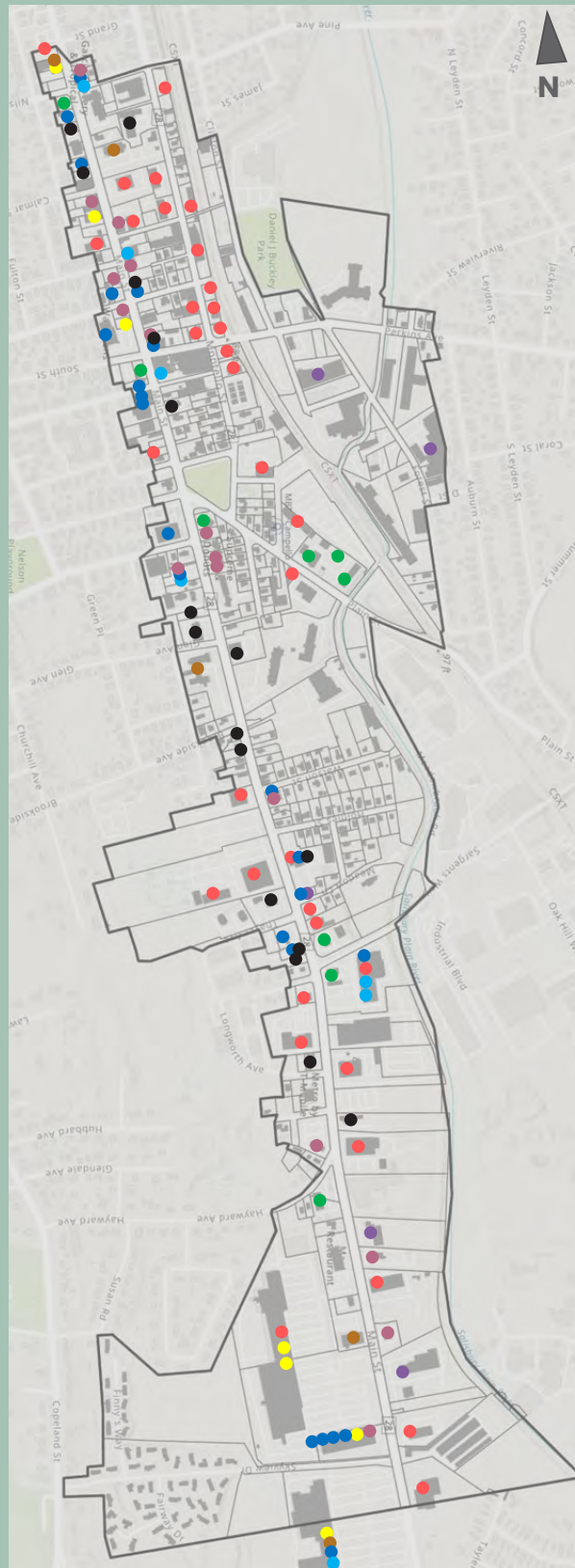


Figure 12. Business Mix in Study Area

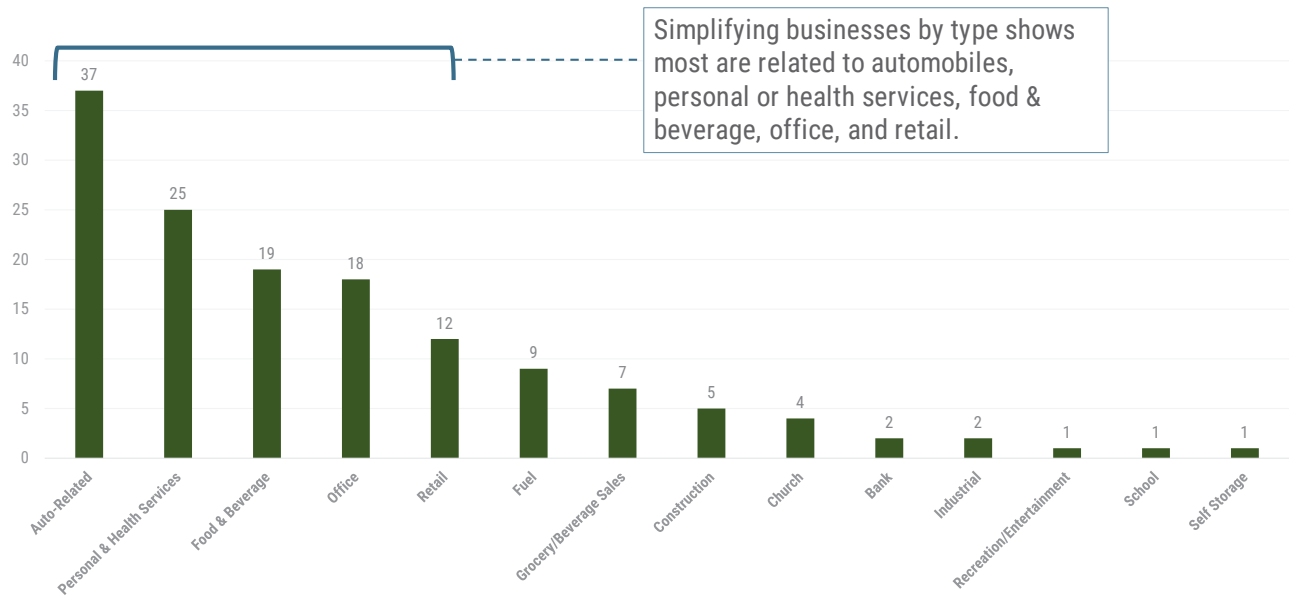


Figure 13. Businesses by Type

Although there is a heavy concentration of auto-related businesses up and down the entire corridor, many tend to be concentrated along the Montello Street portion of the study area. Throughout the planning process, we heard from elected leaders and residents that while these businesses do provide jobs for the community there may be other locations for them to cluster that could free up land for other uses more conducive to creating an active, walkable, neighborhood center. Contrasting Montello Street with the upper portion of Main Street, the map illustrates a much more wide-ranging mix of businesses with several retailers, restaurants, offices, food and beverage stores, and personal and health services.

The relatively dense neighborhoods to the north and west of Campello's heart, between Nilsson Street and Plain Street benefit from having this mix of businesses within walking

distance as do the businesses having a customer base within a close distance. The smaller parcel sizes and mix of businesses on the northern end of the study area have created far greater values per acre than the lower value larger scale industrial/commercial development south of Sargent's Way. As the city looks to continue to drive value from new development or redevelopment of existing parcels in the study area, intensifying development on small or large parcels can help bring additional tax revenue, residential units, and/or jobs to the area providing a benefit not only to the neighborhood but to the city as a whole.

Commercial Market Opportunities

Given the mix of both small and large parcels within the Campello study area, there are opportunities to support a variety of commercial

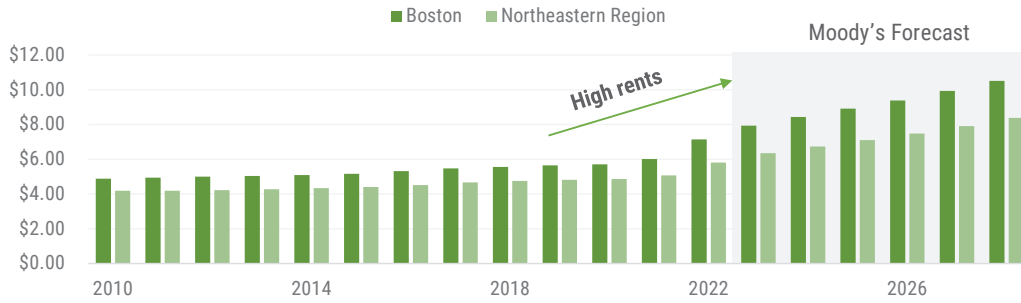
and industrial businesses bringing a range of industry sectors and job types within a short distance of the larger neighborhood. Immediately to the east of Main Street, Brockton has an active industrial park with direct access to the study area via Sargent's Way as well as Plain Street. There is also a pocket of industrial uses within the study area along Forest Street, between Plain Street and Perkins Avenue. Continued growth within the industrial/manufacturing sector is possible both within the study area and also immediately adjacent area and would align with market dynamics across the Greater Boston region.

Since the start of the pandemic, industrial and warehousing demand has skyrocketed with vacancies dropping to a near historic low and rents climbing to historic highs. Although the trends were heading in this direction prior to 2020, the pandemic, demand for online purchasing, and pent up spending demand placed new pressures on the industrial market to build more space in locations that could support it. While this trend has slowed a bit as the market has adjusted and new space comes online, there are still opportunities for industrial, manufacturing, and flex space in the region. Businesses that occupy these spaces create new jobs that pay well,

yet don't always require the highest levels of educational attainment. This helps keep the barrier to entry for these jobs lower, making them more accessible to a wider range of employees.

The commercial office market is more challenging, particularly as one leaves the immediate Boston market. With many companies still sorting through the impacts of the pandemic on employment and space demand, there are many office options coming online with the delivery of some new space in the market and a high number of office subleases available. This is not to say office development is not possible in the Campello study area, but it may just represent a much smaller space need compared to other commercial market segments. Smaller office spaces could take the form of conversions of existing buildings or be newly constructed as part of a mixed use building with smaller office suites geared toward professional service companies that could more directly serve the surrounding neighborhood. Examples might include accountants, law offices, real estate brokers, or local businesses operating out of smaller spaces looking to upgrade.

Asking rents for industrial space in the Boston metro area have outpaced rents in the Northeast region.



Demand for industrial space has driven vacancy down across the Northeast region including the Boston.

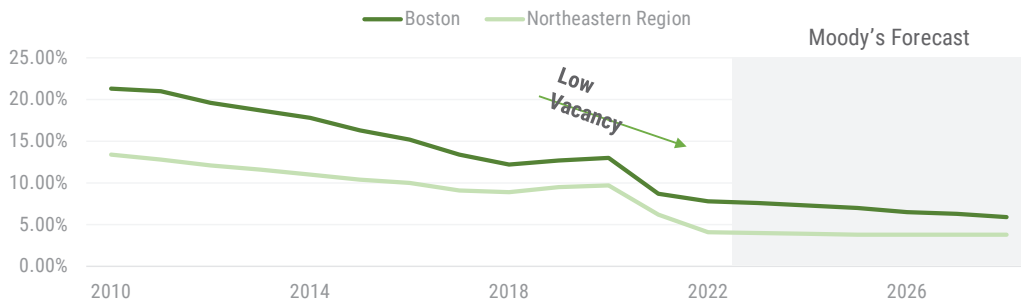
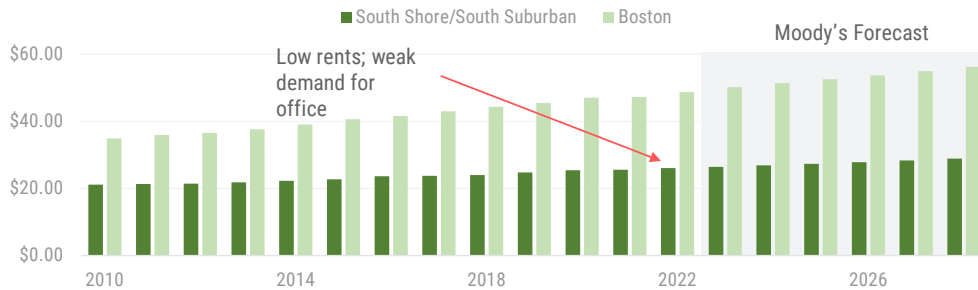


Figure 15. Industrial Markets Overview

South Shore/South Suburban office rents fall well below the Boston Metro. Growth in the sector has been very slow over the past decade.



Office vacancy in the South Shore/South Suburban submarket has remained above vacancies in the Boston Metro.

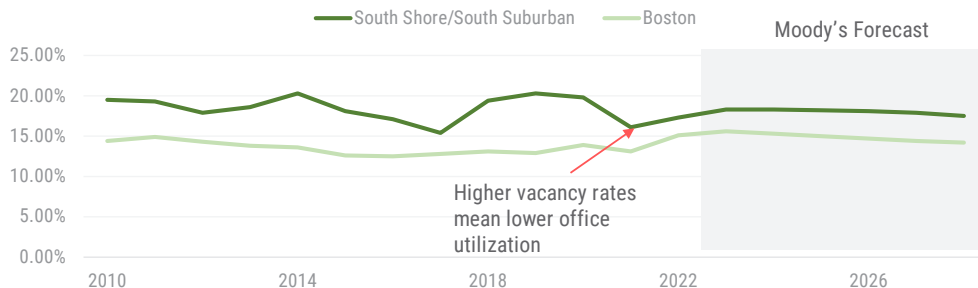


Figure 16. Office Markets Overview

A key component to the success and magnetism of a place is the presence of retail businesses and restaurants. These businesses not only provide opportunities for daily needs and services within walking distance to the neighborhood, but they also provide third spaces for gathering, socializing, and creating neighborhood connectedness. Along Main Street between Nilsson Street and Glen Avenue is the study area’s highest concentrations of retail stores and restaurants offering a range of food choices and daily needs. Throughout the public engagement process for the plan, residents noted a desire for more retail and food options along Main Street as a continuation and expansion of the northern portion of the study area. As part of the commercial market opportunity assessment, we conducted an analysis of the existing business mix within a two-mile radius of the center point of the Main Street Corridor (Holmes Street) to identify what retail exists today and what opportunities there may be to add more.

Within the two-mile radius of the center of the Campello study area there is a wide array of retail and restaurant businesses, but the majority fall within three primary categories: Dining and Drinking

Establishments, Grocery, and Apparel and Accessories. These three retail categories comprise 69% of 178 retail establishments located within the two-mile radius. Also of note, the average footprint of businesses within these three categories is relatively small with each averaging under 2,700 square feet. This indicates existing retailers and restaurants are working within a smaller footprint conducive to a typical build-out or commercial footprint within a neighborhood center/downtown. These smaller storefronts can more easily be incorporated into a mixed use building and more storefronts can be accommodated based on the smaller size footprint.

Retail Market Area Metrics

Source: ESRI/STDB and RKG

Retail Store Type	Store Count	Avg SF	Avg Sales/Store (\$1000s)
Furniture/Furnishings	3	5,226	\$1,293.5
Electronics	6	2,410	\$843.6
Building/Hardware	7	10,504	\$3,203.6
Grocery Related	32	2,627	\$1,852.4
Health/RX	8	5,801	\$3,770.5
Apparel/Accessories	24	1,361	\$411.8
Sports/Books/Music	4	2,348	\$610.4
General Merchandise	12	2,711	\$1,186.1
Specialty/Niche	16	9,485	\$2,430.5
Dining/Drinking	66	994	\$422.3

Figure 18. Retail Market within a 2 Mile Radius

From a macro perspective, retail and restaurants were hurt by the pandemic with many stores and restaurants closing nationwide. While vacancy rates did peak in 2020, they have since begun to decline and forecasts for the South Shore retail market indicate vacancy rates could return to pre-pandemic levels by 2026/27. At the same time, rents have held fairly steady in the South Shore region as the market readjusts to the post-pandemic realities. Projections show rents slowly increasing by 2024 as vacancy falls and demand returns. For the Campello neighborhood, these are good signs indicating retail can be a viable use for consideration depending on the potential local spending power, the customer base it can attract, and the demand over time.

As part of the retail analysis, we also looked for potential opportunities to expand existing businesses or increase the retail and restaurant presence in the study area where we believe gaps may exist today. Comparing the spending power of households in the two-mile radius area to the amount of spending retailers in that area capture, we can identify retail spending by households that is “leaving” the area and being spent elsewhere. This is commonly referred to as spending leakage, or money that is not being spent locally at retailers in the study area. If existing retailers or new retailers were able to capture a percentage of the leaked spending, it could mean the ability to grow the retail presence within the study area. The more dollars that can be captured locally, the greater the ability to create and maintain a vibrant, walkable, neighborhood center for Campello.

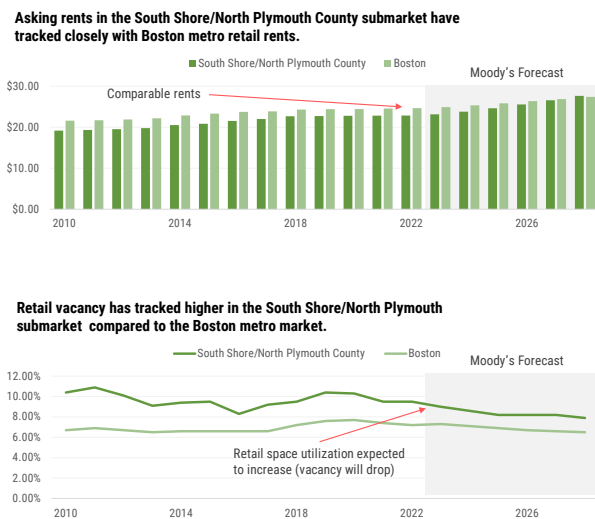


Figure 20. Retail Markets Overview

note that this does not necessarily represent brand new brick and mortar retail space, but could mean existing retailers have an opportunity to expand their existing footprint and/or diversify their retail offerings to capture some of this leaked spending. For retail categories that do not currently exist in the area or are vastly underserved, there may be an opportunity to add new stores in the neighborhood. The grocery category, for example, is projecting 3,800 square feet of supportable space which is far too small to support a new large format grocery store but could represent an existing store diversifying its products or a new small niche grocer could open up targeting a very specific market segment.

Retail Development Opportunities
Source: ESRI/STDB and RKG

Retail Store Type	Est. Supportable SF at 10% Recapture
Furniture/Furnishings	3,839
Electronics	3,372
Building/Hardware	646
Grocery Related	3,844
Health/RX	0
Apparel/Accessories	6,059
Sports/Books/Music	5,809
General Merchandise	5,999
Specialty/Niche	2,949
Dining/Drinking	4,054
TOTALS	36,571

Figure 21. Retail Gaps and Opportunities

Housing Trends and Opportunities

As noted earlier, the demographic changes that both Campello and Brockton have experienced are also leading to opportunities for supporting the reuse of existing structures and the construction of new buildings for residential use. Market indicators commonly used to explore residential viability are showing positive signs in Campello, from increased population to rising home values and rents. Over the past five years, nearly 100 additional units were reported in the 2021 American Community Survey data compared to 2016. Most of that increase was concentrated in single family and two-family homes, as well as multifamily structures with 10 or more units. The changes in units and residential structures continue to help diversify Campello’s housing stock and attract a range of household sizes from larger family in the single family and duplex units, to smaller one and two person households in the multifamily buildings.

The increase of single family and duplex units in Campello has also shifted the breakdown between ownership and rental units. Over the past five years, the Campello neighborhood saw a shift to more

owner-occupied units with over half of all occupied units being owner-occupied in 2021. This is very different than most urban neighborhoods around the Commonwealth that have seen a shift in tenure from ownership to rental over time. Campello is unique in that it supports the option to own. With the recent growth in household income, it may mean continued demand for ownership options and also the ability to support market rate rental units in the study area itself.

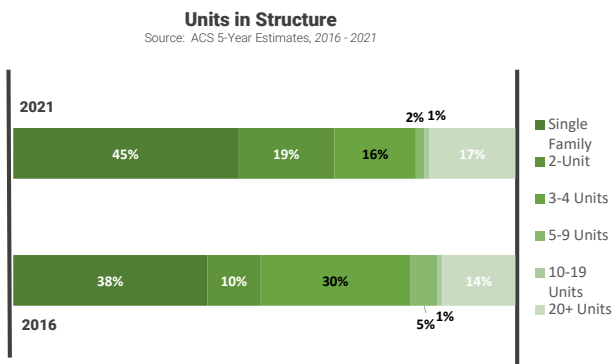


Figure 23. Housing Units per Structure

Looking at the housing tenure by age for Campello illustrates that many younger households tend to be predominately renters while those in their family formation years and older adults are predominately owners. What is interesting is that the second highest percentage of renter households are those over the age of 65, speaking to the demand for affordable and accessible rental

housing as residents age yet want to remain in the neighborhood. As new rental options are built in the future, thinking about accessibility and age-friendly design is an important consideration to reduce barriers for as many potential renters as possible.

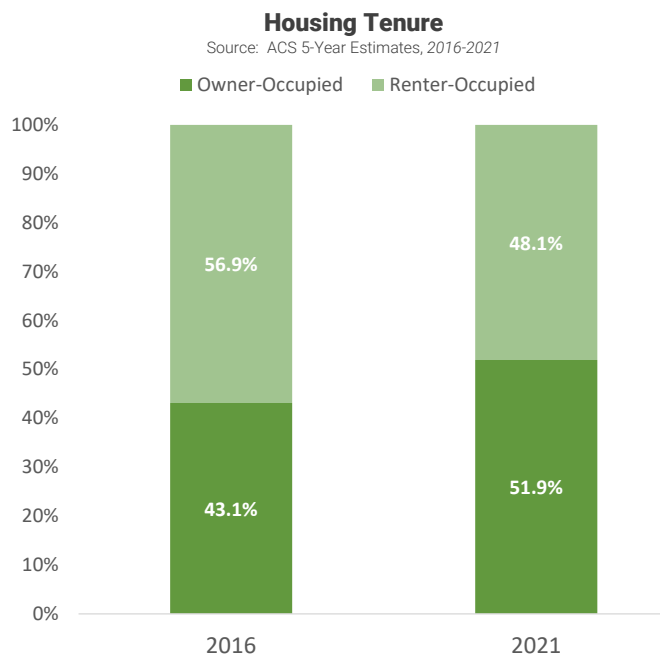


Figure 24. Housing Tenure

The location of those rental units in the study area is also an important consideration as these households can benefit from having daily needs and services within a reasonable walking distance.

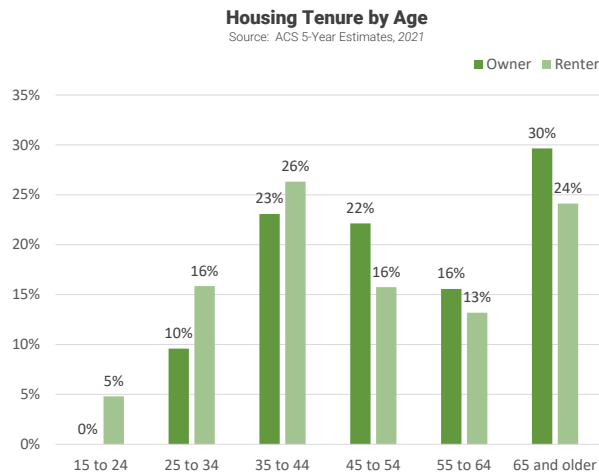


Figure 25. Housing Tenure by Age

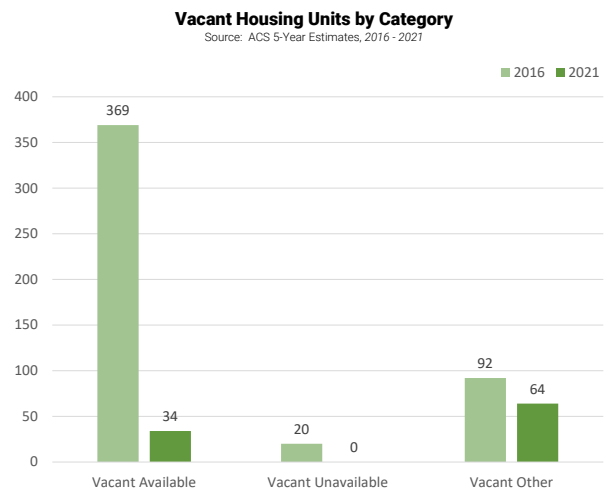


Figure 26. Vacant Housing Units by Category

Part of what has been driving demand for housing and the prices of units, not only in Brockton but across Eastern Massachusetts, is the lack of supply in the market. In 2021, Campello's total vacancy was about 4.8% (198 units). Brockton had a similar total vacancy at about 4.9% (1,790 units). Campello's vacancy rate for units actively listed as for sale or for rent was 0.8%, while Brockton's was 1.1%. A healthy vacancy rate for a community is typically between 4% to 6%. When vacancies are this low, the ability for people to move between units within a community or move into a community is extremely limited. The constraint on supply creates more demand and often leads to price increases for both rental units and for-sale units.

With the constrained supply and increased demand to live in Campello, housing prices have increased substantially. While Brockton continues to be a relatively more affordable housing market compared to communities closer to Boston, the rising prices are impacting existing residents and those who may want to move to the city. Over the past five years, in Campello, the share of housing units valued at or above \$250,000 increased from 37% of the total housing stock to 71%. This is similar to Brockton, with housing units valued at or above \$250,000 increasing from 38% of the total housing stock to 72%.

A similar upward trend was observed for rental units as well. Approximately

34% of the rental units in Campello are priced at or above \$1,500 per month. Brockton had similar increases in the change in gross rent distribution, with 35% of rental units priced at or above \$1,500 per month. There were large decreases in the number of affordably priced rental units below \$1,000 with a loss of 435 units. Increasing rents place a financial constraint on many low to moderate income households and make it harder for businesses to attract and retain employees who may want or need to live in the community where they work. While these price changes have an impact on existing residents, they can also represent a potential marketing opportunity for the city to illustrate the supply and demand challenges in Campello and make a pitch for the construction of additional multifamily or mixed use development in the study area.

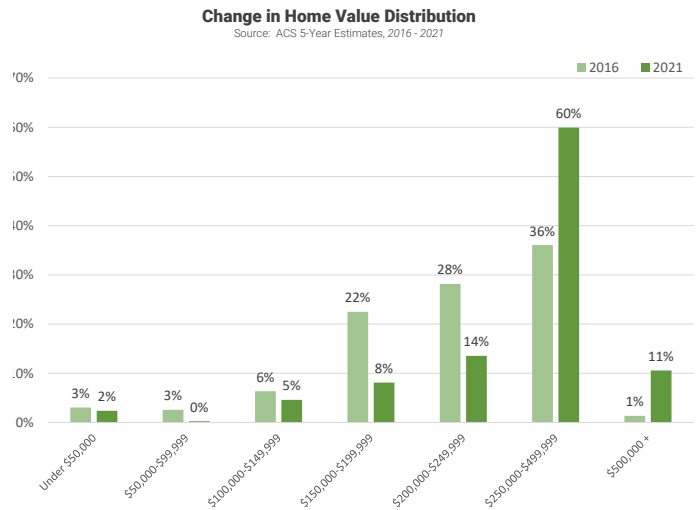


Figure 27. Home Value Change

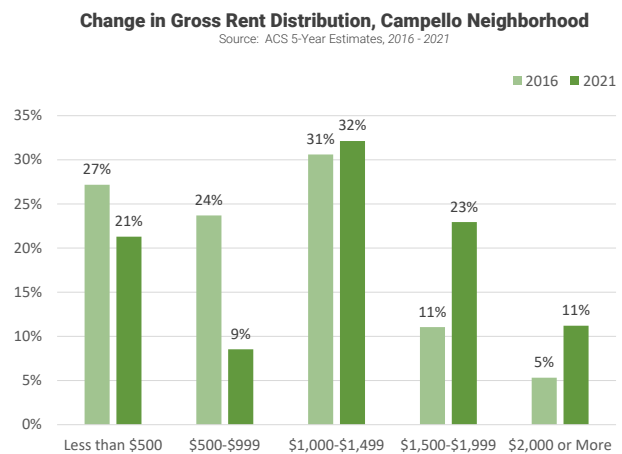


Figure 28. Gross Rent Distribution

Mobility and Connectivity

The Campello Neighborhood and the City of Brockton are well-served by a network of local and regional roadways, the commuter rail line, bus lines, and sidewalks that bring people into and around the neighborhood. The section of Main Street running north to south through the Campello neighborhood serves as a main artery carrying vehicles, trucks, buses, cyclists, and pedestrians. It is a prominent connector of people and places, but improvements could be made to move people more safely and be designed to accommodate all modes of transportation. Montello Street (State Rte. 28) is a major source of truck traffic which cuts the residential neighborhood off from the Campello Train Station. While the study area does not currently have an established bicycle network, the neighborhood is well served by sidewalks and can walk to and from many of the primary commercial areas and MBTA station location.

Public Transportation

One of the assets the study area has to leverage is its proximity to the

Campello MBTA station which provides access to commuter rail service into Boston via the Middleborough/Lakeville line. Campello Station is one of three MBTA commuter rail stations in Brockton. The commuter rail line enables residents of the study area to access jobs and services in Boston in about 40 minutes. A round trip ticket from Campello to Boston and back costs \$19.50. Commuters using the MBTA service can also connect to the larger MBTA system.

Campello is at a disadvantage compared to the other two commuter rail stations in Brockton. Campello is a Zone 5 station; a one-way ticket costs \$9.75 and a monthly pass costs \$311. Brockton (located in the downtown) and Montello are both Zone 4 stations; a one-way ticket costs \$8.75 and a monthly pass costs \$281. Commuters buying an annual Zone 5 pass would spend \$360 more per year than those buying a Zone 4 pass. This disparity creates an incentive for people to use either Brockton or Montello. Parking at the Brockton Garage is \$4 per day (no monthly pass available); at Montello and Campello it is \$2 per day (\$35/month). [Picture IA-1: From Image File. Caption: Underused lot at Campello]

The study area is also served by a local public transportation agency,

BAT (Brockton Area Transit), which provides local bus service and is based in Brockton. There are currently two routes that traverse the study area which include Route 2 and Route 8. Route 2 runs north and south on Main Street connecting the study area to Downtown Brockton to the north and providing opportunities to transfer to other BAT routes to get elsewhere across the system. Route 8 uses Warren Avenue to connect from Downtown Brockton to the study area before heading east on Plain Street. As of December 1, 2023, BAT will be piloting a fare-free system for six months to study the effects on ridership of a fare free system. Under the current fare system, standard fare is \$1.50 per trip with routes connecting to Milton and Boston requiring slightly higher fares.

Bicycle and Pedestrian Accommodations

The vision of a connected neighborhood center requires that all residents, regardless of age or ability, can travel from place to place in a safe and efficient manner. For many, this means a connected sidewalk network and the option to bike on the street. Today, the sidewalk network in the study area is robust from Nilsson

Street south [the] Sargent's Way with sidewalks on both sides of Main Street. The same is true for Montello Street with sidewalk on both sides from Nilsson Street south to Plain Street. From the residential neighborhoods to the east and west of the study area, sidewalks are present along most local streets providing access to Main Street, Montello Street, and down Plain Street to the Campello MBTA station. South of Sargent's Way, Main Street has a sidewalk on the west side of the street with many large curb cuts and access points creating breaks for vehicles to enter and exit properties.

The condition of sidewalks varies significantly; uneven and patched pavement makes it more difficult for those with physical disabilities to walk in the area. [Picture IA-2. Caption: Uneven and patched pavement in Campello]. The City has installed ramps at some curbs, but not at every crossing point. [Picture IA-3. Caption: Missing ramp across from the Brockton Housing Authority]

As the number of older adults continues to increase in Brockton, special consideration should be taken to understand and plan for their mobility needs. The redevelopment of Campello High Rise along Main Street ensures older adults and those with

disabilities can continue to live in the neighborhood long term so planning public infrastructure improvements to safely accommodate assisted mobility devices, wheelchairs, scooters, and walkers will be important moving forward.

While there are striped shoulders along portions of Main Street, they are not currently marked or signed for designated bicycle travel. Currently, there are no designated bicycle lanes within the study area and few bicycle accommodations such as bicycle racks. Investment in the bicycle network would add new and safer travel options for those who wish to or need to bike in the study area.

Highway Access

Although the Campello Neighborhood is not currently served directly by a divided highway (or inter-state like highway), residents, employees, and those visiting the area can utilize local streets to access nearby highways such as Route 24. While the lack of direct highway access may be an issue for some business types that rely on immediate access or visibility, it is close enough that it has allowed many types of commercial and industrial businesses to operate here.

Main Street is a prominent north/south roadway that not only serves Campello residents and businesses, but also attracts cut through traffic for those looking to access Downtown Brockton, the Commuter Rail Station, or head south into West Bridgewater and Route 24. Route 28 [Montello Street] is used for heavy truck traffic and residents throughout the process voiced the concerns and compounding impacts of this type of traffic on Main St and Montello St.. Through the public process, we also heard Plain Street provides an east/west connection into Brockton from neighborhoods to the east of Campello and those coming from nearby towns like East Bridgewater.

Resident sentiment that the use of Main Street and Montello Street for cut through and truck traffic makes these residential streets unsafe has informed the recommendation in this report to prohibit truck traffic on Main Street down to Sargents Way.

Previous Plans

2018 Campello Visioning Report

The overarching vision for the Campello study area builds upon prior planning work completed by the City of Brockton and the Campello Neighborhood in 2018 on the “Campello Visioning Report.” The premise of the Report focused on identifying reinvestment and development strategies to revitalize assets within the Campello Neighborhood. With the goal of leveraging transit-oriented development (TOD) models for new housing and mixed-use buildings, the Report described ways to align land use patterns and zoning with the neighborhood’s desired outcomes. This centered on the idea of concentrating residential development around the Campello MBTA station, encouraging industrial development at the south end of the corridor, and supporting mixed use infill development on the north side of the corridor.

Broad categories of recommendations from the 2018 Report included the following:

- Realign zoning to better represent

the needs of the community.

- Create actions and tools to stimulate business and entrepreneurial community.
- Take steps to improve infrastructure supporting public and alternative transportation.
- Create a neighborhood wayfinding network.
- Establish an Urban Renewal District Plan.

These recommendations are brought forward in this document as appropriate along with specific zoning recommendations that action the goals of the 2018 Report and this Plan.

A Blueprint for Brockton: Comprehensive Master Plan

In 2017, the City of Brockton completed its Comprehensive Master Plan (City of Brockton, Harriman, BSC Group, FXM Associates, and McMahon Associates). In the Executive Summary, the Campello area was identified as one of two areas with “the potential to provide strong neighborhood centers” (page 13).

The full plan noted Campello’s early growth as a mixed-use factory town, initially supporting the George E. Keith factory (p. 11). The area had a variety

of housing types (single-families, two-families, and triple-deckers).

The recommendations of this Campello Neighborhood Plan will help fulfill specific goals of A Blueprint for Brockton, including the following:

- LU1.2 Encourage mixed-use neighborhood development around Montello and Campello commuter rail stations (page 42).
 - Create a MGL Chapter 40R zoning district around both stations that allows for mixed-retail and higher-density residential development.
 - Encourage the development of small neighborhood retail
 - Create MGL Chapter 121B redevelopment areas and seek MGL Chapter 40Q District Improvement Financing
- H1.2 Leverage transit to attract market rate housing (page 97).
 - Encourage transit-oriented development with greater housing density around the Montello and Campello commuter rail stations.
- T2.1 Improve the infrastructure and information to encourage bicycling (page 201).
 - Improve bicycle parking at MBTA commuter rail stations, schools, municipal buildings, and employment centers.
- T2.2 Expand the quantity and quality of pedestrian connections (page 201).
 - Ensure that planning and implementation for transit-oriented development in the ... Campello districts are pedestrian-friendly, with sidewalks and crosswalks linking the stations and all residential and employment areas.

“The areas near the Campello and Montello commuter rail stations should become transit-oriented villages, referred to on the map as Transit Village TOD (TOD). The planning concept includes developing complete, multi-use transects for compact, walkable, village environments that leverage the commuter transit stations as catalytic components. These villages can absorb medium- and high-density housing if appropriately scaled, and creates an active pedestrian environment. High-density housing is defined in MGL Chapter 40R to be eight units per acre for single-family homes, 12 units per acre for two and three family buildings, and 20 units per acre for multi-family dwellings. Each of the villages should include retail, shops, and services that can serve those who work and live within them. Each of the villages should be enhanced as a business location for a variety of enterprises that can draw their workforce from the surrounding districts and region because of their convenient location along the commuter rail line. The design of every component of these villages needs to reinforce the sense of continuity and pedestrian-orientation that this Master Plan seeks.”

– A Blueprint for Brockton: Comprehensive Master Plan (page 28)

Land Use

Historical Development Patterns and The Built Environment

The Campello Neighborhood and the extended area has a significant range of uses from low-scale residential to heavy industrial uses. Uses tend to occur in clusters based on the original mills, mill housing, and the supportive commercial development pattern of the area. A few historic buildings remain, including the Franklin Block at 1102-1110 Main Street and the buildings that make up the South Street Historic District. This district includes about twenty houses and is located between Main Street and Warrant Street. The South Street Historic District is within walking distance of most of the amenities, including the train station.

Historic development patterns include clusters of lower density housing (including one house that dates from 1703). Other clusters include two near Keith Park and a third near Watson and Holmes Streets. These areas were developed in the period from the 1800s to just before World War II – consistent with the development

of shoe factories in the area. Later housing has been tucked in on the small lots in these clusters. Most of these are zoned for Commercial 2, which does not allow residential. The area does not have consistent treatment in terms of the public realm. Sidewalk materials, lighting, street trees, and the condition of the streets and sidewalks vary throughout the neighborhood. [IA-6: Caption: Highway lighting along Main Street] Most buildings are three stories or fewer, suggesting that the land is underutilized relative to its capacity for growth to support housing and jobs.

Open Space

Keith Park, which acts as the southern end of the most walkable area of the district, is an underutilized resource. Participants in the workshops noted that the park needed more programming and that the size of the park made it less safe for children to play as much of the park was too close to a street.

Other open spaces in the area, but outside the main area of study, include the following:

- Buckley Playground and Walkover Park near the Gilmore Elementary School

- Nelson Playground near the South Middle School
- Huntington Playground near the Huntington Alternative School
- Land identified by Google Maps as the Campello Pool (45 Meadow Lane which is owned by the City of Brockton (Brockton Parks Commission). It is not currently listed on the Parks and Recreation website. The land is adjacent to French Brook.

French Brook and the Salisbury Plain River are underutilized assets. Both are part of a larger network of brooks in Brockton but are mostly hidden from view. French Brook is visible from Plain Street and behind the Brockton Housing Authority, at Forest Street and Evans Street, and again at Perkins Avenue near Walkover Commons. The brook is underground. It appears to be underground between Plain Street and Forest Street. The Salisbury Plain River connects to French Brook and runs south along the east side of most of the industrial parcels in the lower half of the extended area.

A significant wetland area is behind the Brewster Ambulance building at 1555 Main Street. This appears to be part of a larger network of wetlands that connects to the West Meadows Wildlife Management Area. A series of

residential streets blocks full access between the two areas.

Zoning

The existing zoning does not appear to have created sufficient incentives to drive additional development in the area. Many buildings, although occupied, are at a lower scale than would be expected near a transit station.

- Current land uses are a complete mix, reflecting the initial development patterns of residential, industrial, and commercial. The current zoning is not meeting the community's needs for easy access to desired goods, services, and jobs. [Figure 27: Existing Land Use in Campello]
- The area contains six different zoning districts: three residential, one commercial, and two industrial. The Commercial 2 district covers most of the area. [Figure 28: Existing Zoning in Campello]
- Many parcels are nonconforming relative to their zoning, which makes further investment difficult as variances may be required.
- Participants in the community workshops expressed preferences for uses that are not found or found in small quantities in the neighborhood.
- The area includes Environmental Justice Populations in the following categories: Minority (M), Minority and Limited English (ME), Minority and Income (MI), and Minority, Income and Limited English (MIE). Recommendations for next steps should address the needs of these populations.
- The MBTA Communities Act requires that Brockton zone for a minimum unit capacity of 5,596 dwelling units with 90% of its total district within a half-mile of a transit station. Campello may play a role in compliance; this raises the possibility of adding more housing types to address the needs of the community.

The zoning analysis focused on the allowable land uses and dimensional standards. The six existing districts can be grouped into three residential districts and three commercial/industrial districts. In general, the requirements for the residential districts are more suburban than those of the commercial/industrial districts.

Land uses in the Brockton Zoning Ordinance are in list form and are iterative, with each district building its list of uses based on the more

restrictive district below it. The following table is an attempt to organize the lists of uses. Some uses are out-of-date, such as pay phones and tin smithing.

Guide to Abbreviations

- P = permitted
- Article V contains special standards for certain uses.
- Article VII refers to a special permit from the Zoning Board of Appeals
- Blank cells in the table mean that the use is not mentioned and therefore not permitted.

Permitted Uses for Residential Districts

Land Use	R-1C	R-2	R-3
Single-family detached dwelling (min. 600 SF GFA)	P	P	P
Public, private and business schools, parochial schools, libraries and public museums.	P	P	P
Churches and similar places of worship, parish houses, covenants and cemeteries.	P	P	P
Public parks and playgrounds	P	P	P
Family day care homes (max. 6 children)	P	P	P
Two- and three-family dwellings		P	P
Multi-family			P
Municipal buildings	SP	SP	SP
Public utility installations	SP	SP	SP
Philanthropic and eleemosynary uses or institutions (other than correctional institutions)	SP	SP	SP
Private and nonsectarian licensed day nursery, nursery school and kindergarten	SP	SP	SP
Kennels	SP	SP	SP
Pay telephones	SP	SP	SP
Family day care home (MGL 28A, §9)	SP	SP	SP
Mobile home elderly community (27-38k)	SP	SP	SP
Hospitals and nursing homes not including contagious diseases or psychiatric treatment		SP	SP
Large family day care home (MGL 28A, §9)		SP	SP
Tourist homes, but no hotels, motels or tourist cabins			SP
Hospitals and nursing homes			SP
Multi-family dwellings at a density of up to one unit per 1,200 SF of lot area with a minimum lot size of one acre			SP

Table 1. Current Permitted Uses - Residential Districts

Permitted Uses for Commercial/Industrial Districts

Land Use	C-2	I-2	I-3
Greenhouse having a retail outlet on the premises	P		
Bakery with sale of bakery products on the premises only	P		
Barbershop, beauty shop, massage or similar personal services shops	P		
Catering shop	P		
Dressmaking, tailoring, shoe repairing, repairing of household appliances and bicycles and other uses of a similar character	P - See below		
Drugstores	P		
Laundromats and shops for the delivery or picking up of laundry and dry cleaning	P		
Medical and dental offices and other professional and business offices	P		
Retail stores	P		
Offices, banks or lending institutions	P	P	P
Membership associations, corporations or clubs	P		
Churches and religious institutions	P		
Public and private schools and educational facilities	P		
Eating and drinking establishments, including seasonal outdoor seating, without drive through service	P		
Automobile, farm implement or trailer display, repair or servicing and sales room, new or used	P		
Business, dancing or music schools	P		
Frozen food lockers	P		
Radio and television broadcasting stations, studios and offices	P	P	P
Retail store or shop including wine and malt beverage store (I-2-Retail store or shop)	P	SP. V/VII	SP. V/VII
Parking lot or garage	P	P	P
Wholesale establishment including storage and display	P		
Carpentry, painting, plumbing or tin smithing shop	P		

Table 2. Current Permitted Uses - Commercial / Industrial Districts

Land Use	C-2	I-2	I-3
Testing (I-2 – or research) laboratory	P	P	P
Printing or engraving	P	P	P
Hardware or building material sales	P		
Amusement and recreation service such as theatre, ballroom or bowling alley	P		
Business service shop such as blueprinting, accounting, duplicating or employment agency	P	P	P
Undertaking establishment or mortuary	P		
Limited to 19 staff on premises:	P		
Dyeing and cleaning establishment or laundry	P		
Painting, plumbing, carpentry or tin smithing shop	P		
Radio or television repair shop	P		
Dressmaking, millinery or tailoring establishments	P		
Upholstering shop, not involving furniture manufacturing	P		
Any other general service or repair establishment of similar character	P		
Wholesale business, storage and warehousing		P	P
New vehicle sales and service		P	P
Woodworking, furniture repair and custom upholstery, metal working, painting contracting, electrical contracting, plumbing contracting, dye casting and manufacturing, including the tooling and finishing, of products made of metals and other materials		P	P
Wholesale bakeries, dairy processing plants, bottling plants		P	P
Boat sales		P	P
Manufacturing of awnings, venetian blinds, and shades		P	P
Truck terminals		P	P
Large scale laundry, dry cleaning and dyeing plant		P	P
Public utility services or structures		P	P
Governmental or public service uses such as post offices, telephone exchanges and offices		P	P
Light manufacturing including, but not limited to, the following:		P	P
Footwear and clothing		P	P

Table 3. Current Permitted Uses - Commercial / Industrial Districts

Land Use	C-2	I-2	I-3
Jewelry		P	P
Cosmetics and pharmaceuticals		P	P
Candy		P	P
Fur goods, except tanning		P	P
Medical, dental or drafting instruments		P	P
Optical and electronic equipment, clocks; watches and similar precision instruments		P	P
Other manufacturing, processing, fabricating or assembling operations similar to those listed above		P	P
Manufacture, processing, assembly, packaging or other industrial operations, subject to building department and health department regulations without limit as to category except for the following which are expressly prohibited. (See list in PDF)			P
Joint-occupancy uses	SP		
Package liquor store	SP		
Any business not operating as a principal tenant out of a permanent, fixed structure, except for any business requiring a common victualer's license	SP. V/VII		
Pay telephones	SP. V/VII	SP. V/VII	SP. V/VII
Gasoline stations			
Adult day care facilities			
Open air or drive in theatres	SP. V/VII		
Pet shop, animal hospital or veterinarian	SP. V/VII		
Car washing establishment	SP. V/VII		
Eating and drinking establishments, including seasonal outdoor seating, with drive through service	SP. V/VII		
Hotel, motel, motor court, or lodging house	SP. V/VII		
Restaurants to serve the employees of the principal use in the area		SP. V/VII	SP. V/VII
Retail sales of goods manufactured or processed on the premises		SP. V/VII	SP. V/VII
Uses accessory to, and necessary in connection with, scientific development or related production when such principal use is permitted as of right		SP. V/VII	SP. V/VII

Table 4. Current Permitted Uses - Commercial / Industrial Districts

Land Use	C-2	I-2	I-3
Redemption centers (MGL 94, §323)		SP. V/VII	SP. V/VII
Automobile salvage and wrecking operations, outdoor storage and junk yards.			SP. V/VII
Adult live entertainment establishment			SP. V/VII

Table 5. Current Permitted Uses - Commercial / Industrial Districts

Dimensional Standards for Residential Districts

Yards and lot coverage in the residential districts are more suburban in nature, with deep front yards and a low maximum lot coverage. The minimum lot frontage is also more suburban. Parking requirements are progressive at one space per dwelling unit. The R-2 and R-3 districts allow for significant height, but the lot area per dwelling unit acts as a limiting factor.

Dimensional Standards	R-1C	R-2	R-3
Principal			
Building Height (max – stories)	2.5	3*	3*
Building Height (max – feet)	35	45*	45*
		*6 stories/80 feet if yard requirements are met and rear and side yards increased by one foot for each 5 feet of building	P
Accessory Building			
Building Height (max – feet)	20	30	30
Lot area per dwelling unit (minimum – SF)	30,000 SF	7,500 for S-F 5,000 for 2-F	7,500 for S-F 5,000 for 2-F 12,00 for first 3 units in multi-family then 2,000 for each additional unit over 3
Lot frontage (minimum – feet)	175	175	175
Yards (minimum – feet)			
Front	30	30	30
Side			
Total	50	30	30
One side	20	15	15
Rear	50	30	30
Lot coverage (maximum)	20%	25%	25%
Off-street parking (spaces per housing unit)	1	1	1

Table 6. Current Dimensional Standard for Residential Districts

Dimensional Standards for Commercial/Industrial Districts

The standards for the commercial and industrial districts are more urban, with a higher maximum buildings height and no minimum requirements for lot size or frontage. Setbacks seek to protect residential districts.

Dimensional Standards	C-2	I-2	I-3
Principal			
Building Height (Max – stories)	6	6	6
Building Height (Max – feet)	60*	60	60
Accessory Building			
Building Height (Max – stories)		2	2
Building Height (Max – feet)		25	25
Accessory Structure (feet)		60	60
Lot area (minimum – SF)	None	None	None
Lot frontage (minimum – feet)	None	None	None
Lot depth (minimum – feet)	100	None	None
Yards (minimum – feet)			
Front	10	20	20
Side	None, except abutting a Residential Zone then not less than 20	None, except abutting a Residential Zone then 10	None, except abutting a Residential Zone then 10
Rear	None, except abutting a Residential Zone then not less than 10	None, except abutting a Residential Zone then 35	None, except abutting a Residential Zone then 35
Lot coverage (maximum)		75%	75%
Floor Area Ratio	0.75		
Rear	50	30	30
Lot coverage (maximum)	20%	25%	25%
Off-street parking (spaces per housing unit)	1	1	1

*Unless authorized by special permit pursuant to Section 27-49.

Table 7. Current Dimensional Standard for Commercial and Industrial Districts



Figure 29. Side Walk + Setback condition on Montello



Figure 30. Side Walk + Setback condition on Montello

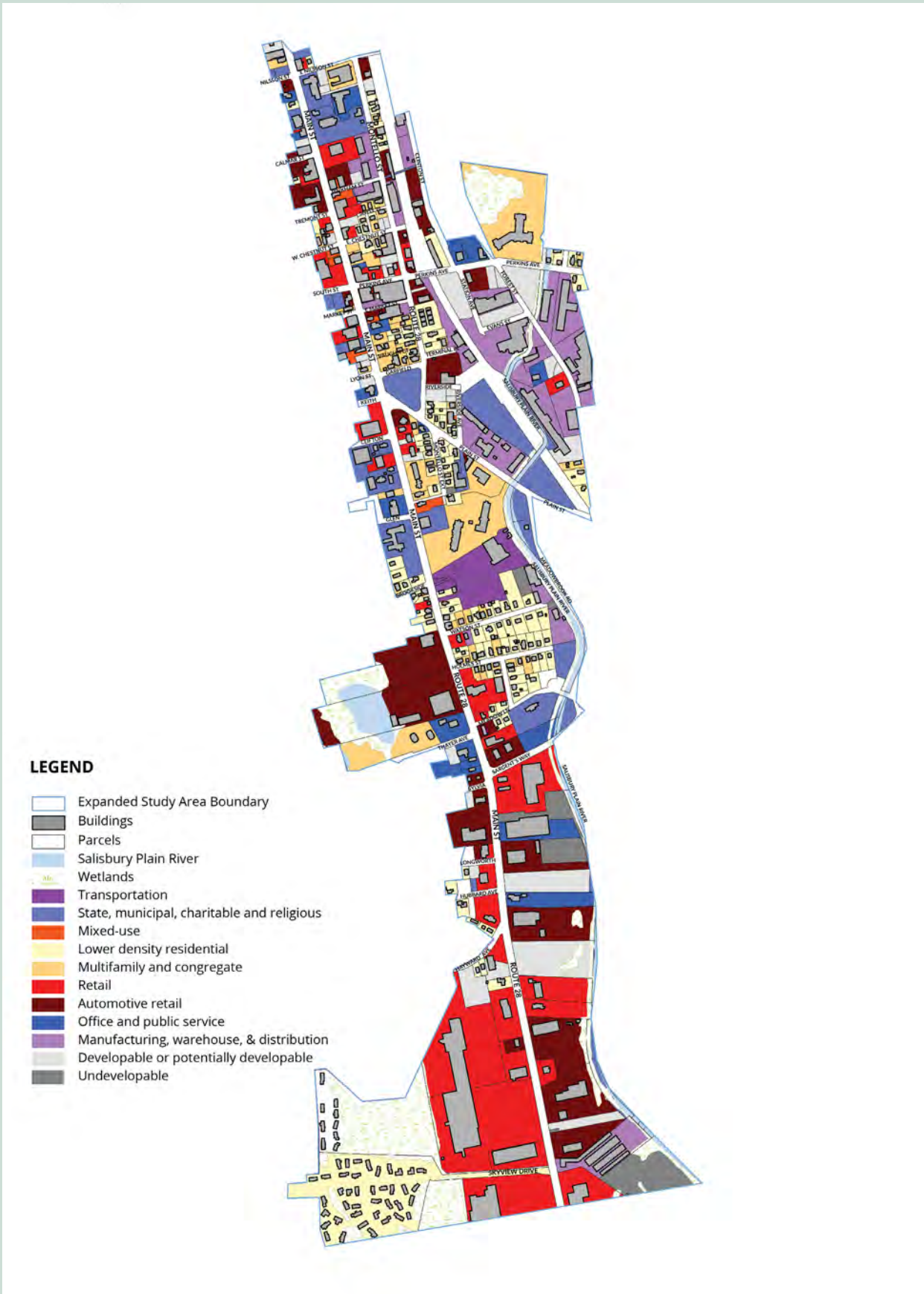


Figure 31. Existing Land Use in Campello



Figure 32. Existing Zoning in Campello

Chapter 3

3. Recommendations

Envisioning the Future of Campello

Throughout the engagement process, the Campello community told us what they loved about their community and what they wanted to change. Working with the Campello Partnership our team then assembled the communities vision into the following series of recommendations.

Overview

Expanding on the vision and objectives outlined in the 2018 Campello Plan, this planning initiative was tasked with delving deeper into recommendations, aiming to formulate actionable steps for both public and private entities to bring about tangible transformation in the neighborhood. To generate interest in Campello and foster enthusiasm among residents, a series of illustrations was created to visually synthesize overarching concepts. These illustrations are designed to integrate some of the bigger ideas that collectively serve as a catalyst for change. The vision diagrams bring together ideas for change centered on public infrastructure, a broader array of open spaces, and changes in land use to harmonize disparate sections of the study area based on both function and form. This approach ensures that the transformative impact of repurposing and redevelopment concentrates on establishing a dynamic core within the study area,

while still allowing peripheral zones to play crucial roles in job creation, housing, and the provision of neighborhood services.

Vision

The illustrations (Starting on pg. 60) depict changes and improvements within the study area representing the goals and desired outcomes of the residents of Campello, property owners, business owners, and elected officials who provided input throughout the plan development process. Each illustration is intended to build on the others to create the framework which recommendations are organized under. While some of the vision elements did not have complete buy-in from those involved in the process, they are still worth exploring over time as conditions change and new investments are made in the study area.

Between the completion of the 2018 plan and the drafting of this new plan,

the vision for Campello and the study area has largely remained the same. Participants in the process expressed interest in:

Campello envisions a revitalized neighborhood center that seamlessly integrates places for work, residence, social interaction, and business activities. Enhancing accessibility to Campello involves strategic investments in roadways, sidewalks, bicycle infrastructure, and improved public transportation services via buses and commuter rail. The transformation includes the creation or enhancement of public open spaces, plazas, and trails to foster community gatherings, social events, and provide opportunities for healthy activities.

The Main and Montello Street corridors are reimagined through a new land use and zoning paradigm, delineating more suitable areas for diverse businesses, and unlocking possibilities for repurposing existing structures and parcels. This approach facilitates the development of a neighborhood activity center, transit-oriented hubs, and locations for commercial and industrial businesses. Collectively, these ideas leverage existing assets to improve and enhance the neighborhood and create a magnetic hub to attract investment.

Public and Private Gathering Spaces

Today, there are only a few public open spaces within the study area for the Campello neighborhood. The largest being Keith Park located between Main Street, Plain Street, and Montello Street in a central location of the study area. Keith Park as it stands today is largely a passive park space with an allée of trees, walking paths, a central fountain, and park benches. At the northern edge of the study area, but outside our boundaries, is Walkover Park and Buckley Playground. This park provides a combination of active and passive recreation opportunities but is within a reasonable walking distance of a small portion of the study area.

Throughout the engagement process for the plan, participants noted the need for more publicly accessible spaces to be dispersed throughout the study area with a higher concentration anchoring areas where residents live, and mixed-use activity is to be encouraged. As part of the planning process, half-mile circles were drawn around existing parks and where gaps in open space accessibility exist and could be filled in with new investments. The first vision



Figure 33. Rezoning Workshop Group Discussion

illustration highlights a set of ideas and potential locations for expanding available and accessible open spaces in the study area. This should include a mix of different space types from larger open spaces like an expanded Keith Park to smaller pocket parks or plazas that could serve as gathering spaces in the neighborhood activity center to the north.

A longer-term recommendation for expanding open space and recreation activity is to construct a trail along the Salisbury River that would connect the north and south ends of the study area. This idea builds upon the work completed under the Two Rivers Master Plan in 2008. That plan suggested improving walking/trail access along Trout Brook and Salisbury Brook/Salisbury Plain River by opening access along public and private property to create an amenity that would connect many parts of the city. The blue line and arrows represent the approximate location of the trail within the study area and potential open spaces (green areas) that could be connected by the river trail.

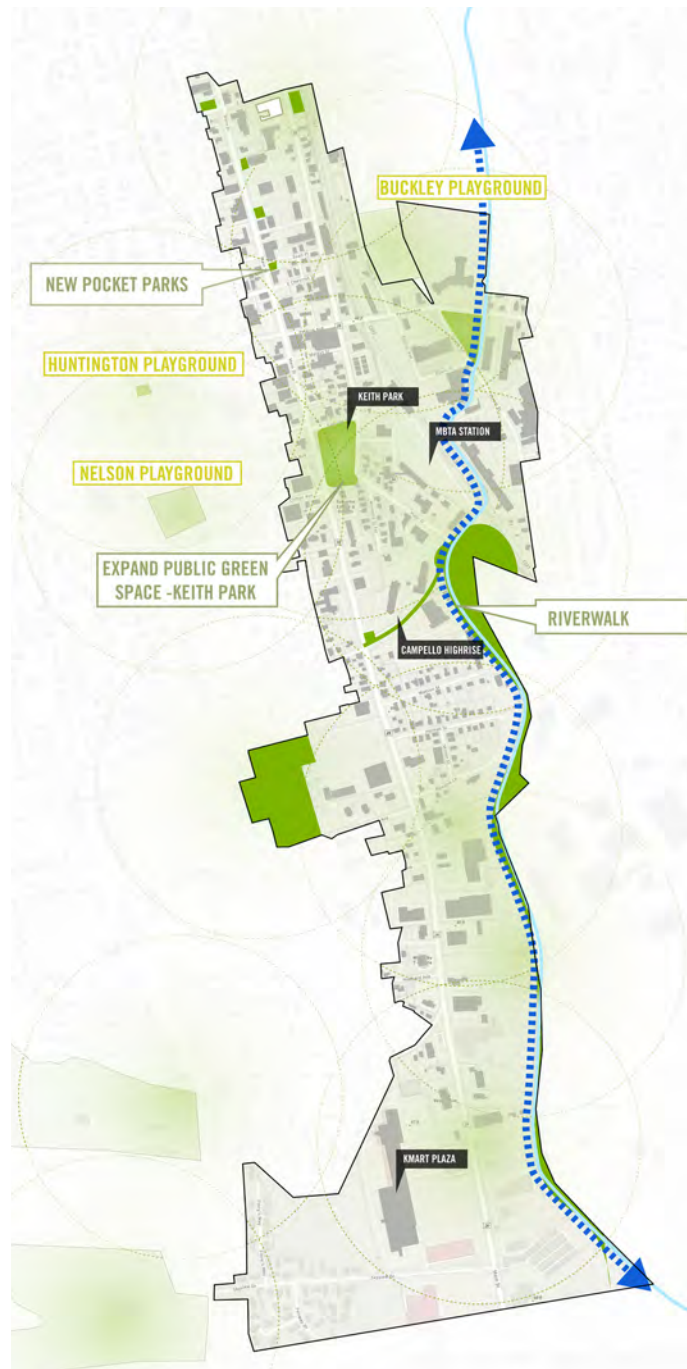


Figure 34. Open Space Vision

Input from the community, particularly families with children, were interested in seeing an expansion of Keith Park if possible and the inclusion of a small playground or other activities for children. Its central location and proximity to nearby residential neighborhoods make the park an ideal location for a centralized gathering space. Expanding the park creates some infrastructure challenges, primarily expansion to the south side across Plain Street as it would require taking private property, creating an extension of Clifton Avenue, and realignment of the intersection at Montello and Plain Street improving safety. The Clifton Avenue extension may also help alleviate a challenging turning movement for larger vehicles at the existing intersection of Plain Street, Main Street, and Keith Avenue.

But in the short term, a second option and one that may be more feasible, is to make Garfield Street a one way in the westbound direction, allowing for diagonal parking on the south side of the street. This would maintain transportation access along Garfield Street while providing additional parking for those who drive to the park.

There was not full agreement amongst the public or the plan's Steering

Committee about the full expansion of Keith Park with some participants noting the transportation changes need to be studied more closely to determine if those roadways could be realigned and what the cost would be to the city.



Figure 35. Vision for Expanded Keith Park

Circulation and Transportation Changes

The Campello Neighborhood is fortunate to have an existing network of local streets and arterial roadways that provide multiple points of access to the study area. The neighborhoods to the west of Main Street are connected by a grid of local streets and relatively short blocks with dense housing creating a robust network of streets and sidewalks. Connections from the neighborhoods lead directly

to Main Street with some roadways connecting through to Montello Street. These existing streets create breaks in the super block of Nilsson, Main, Montello and Plain Streets making up the central core of the study area and the location where a more active, mixed-use development pattern could transform this neighborhood.

The vision illustration for circulation shows the critical east/west street connections (purple lines/arrows) as well as pathways and connections between many of the open spaces (black dotted lines). The vision for circulation creates a hierarchy of streets and connections that are enhanced to support all modes of travel.

Throughout the planning process, participants noted the high speeds at which vehicles travel on Main Street. The roadway is straight, flat, and does not have many traffic signals requiring vehicles to periodically stop or slow down. The design of the road today encourages a high rate of speed, particularly during times when there is limited congestion. The high rate of speed creates unsafe conditions for cyclists on the road, as well as pedestrians crossing Main Street.

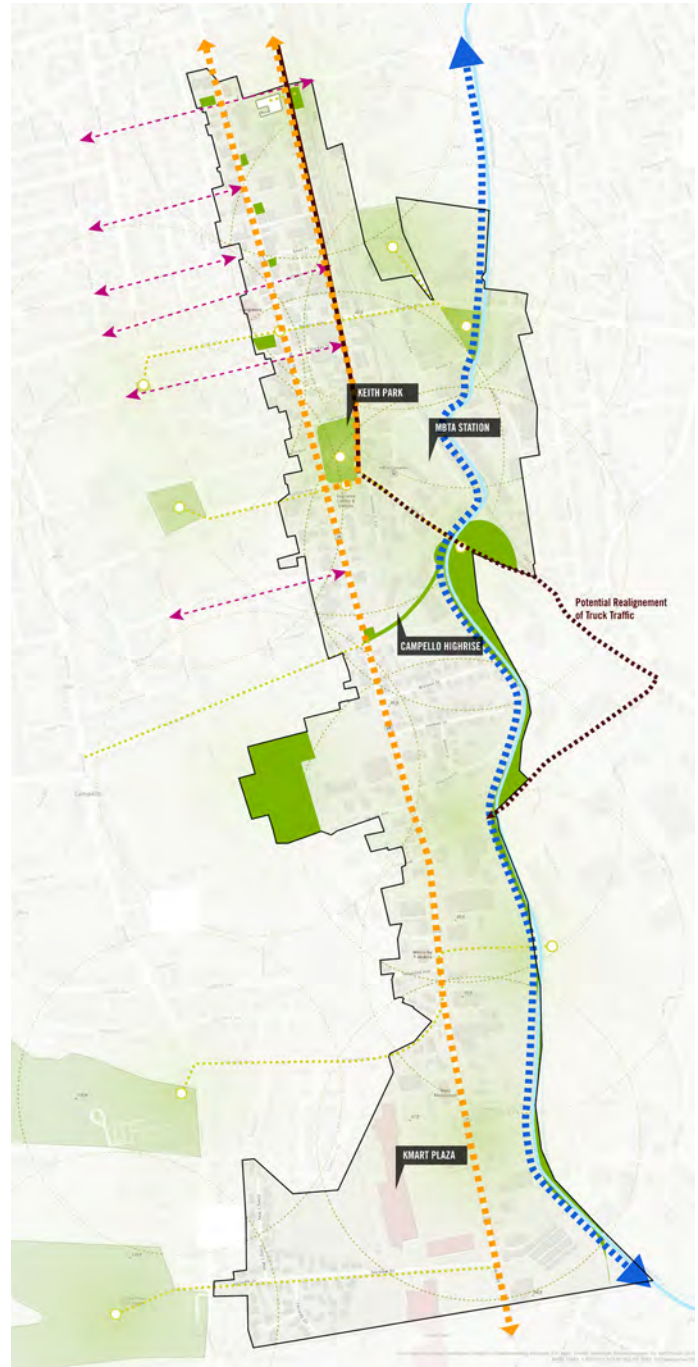


Figure 36. Vision for Connectivity

It also works against the idea of a pedestrian friendly, mixed-use activity center along Main Street north of Perkins Avenue.

As the city continues to make improvements in the study area, a more detailed transportation plan should be developed that recommends ways to reconfigure the right-of-way on Main Street to slow vehicles, improve conditions for cyclists and pedestrians, and add streetscape improvements to enhance and unify the corridor. This may take the form of narrowing the travel lanes, removing on-street parking in some locations, striping bike lanes, or widening sidewalks and creating safer crossings.

In addition to the roadway realignment discussed for Keith Park, the circulation vision also suggests creating visual and physical connections via private alleyways between Main Street and Montello Street as new development takes place. This would provide walkable pathways to and through that area and also create opportunities for outdoor seating, outdoor event spaces, private open spaces, and public art to enliven the area.

Lastly, the vision illustrates the pedestrian connections between the

different open spaces across the study area and connections to the larger river trail over time. These connections may utilize existing sidewalks and streets, but in some cases may require new connections such as access to the Oak Hill industrial park via a connection from Longworth Avenue to Oak Hill way providing access to the future river trail. As open spaces are connected over time, wayfinding signage should be implemented indicating direction, distance, and names of the public spaces.

Organizing Principles for Land Use

The study area is roughly 1.75 miles from north to south and across that distance covers a wide range of land uses and development patterns. To the north, the study area is representative of a more densely populated neighborhood center with a mix of residential, retail, restaurant and office uses in a compact walkable area. As one travels south of Plain Street, the development pattern and use mix changes to predominately auto-dependent commercial and industrial uses on much larger parcels with larger buildings. However, uses are still interspersed with a mix of multifamily residential, retail, office

and industrial.

To create the land use and development patterns envisioned by this plan and informed by the input of many participants who helped develop the plan, the land use vision calls for the creation of three primary districts: Mixed-Use Neighborhood Center, Residential Transition, Commercial/Industrial. The goals informing this land use vision were established through the public engagement process and meetings with the Steering Committee and include:

- Create a mixed-use neighborhood activity center at the north end of the study area where employment, residential, and retail/restaurant activities already exist. The plan calls for intensifying development at this end of the study area through a combination of adaptive reuse of existing buildings, infill development, and in some cases wholesale redevelopment.
- Over time, encourage the relocation of the auto-oriented businesses off Montello and Main Streets to a location(s) on the south side of the study area. This could possibly include the former K-Mart plaza if it were to be repurposed into a cluster of auto-oriented businesses.
- Create a transition zone between

the walkable mixed-use center and single use commercial and industrial district on the south side of the study area.

- Continue to encourage the southern end of the study area for single

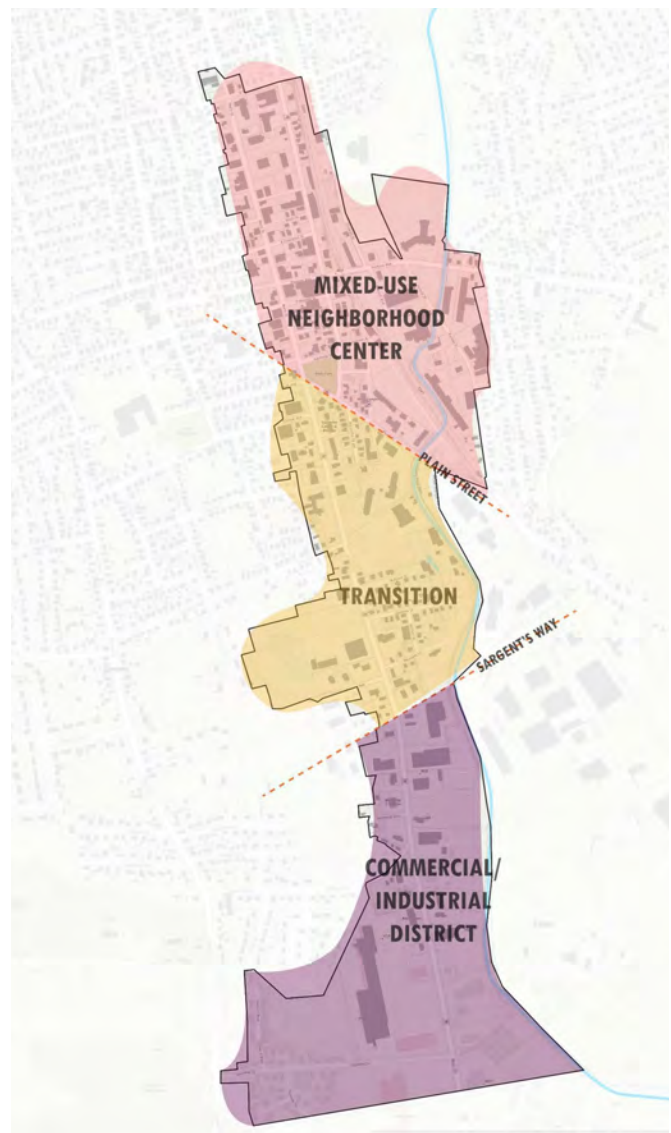


Figure 37. Vision for Land Use Transition

use commercial and industrial development but allow for the intensification of development, particularly on larger parcels of land. Today there are many large parcels on both sides of Main Street that are deep and have smaller buildings with large parking lots taking up much of the parcel.

Breaking down the overarching land use vision into smaller, more detailed components, the next illustration delineates the mixed-use neighborhood center along Main Street a new area of transit-oriented development (TOD) around the Campello Commuter Rail station. The TOD area would have a heavier focus on multi-family housing, potentially coinciding with the requirements of the MBTA Communities Act. The TOD area would also serve as a transition area between the more intensive mixed-use center and the residential areas south of Plain Street and further to the east along Plain Street.

The residential transition area also gets divided up further with the area to the east of Main Street continuing to provide lower intensity residential uses complementary to the existing neighborhoods along Watson and Holmes Streets, thereby opening up opportunities for the continuation of neighborhood scale housing options

along Main Street. This illustration also envisions a residential or mixed-use anchor development at the current location of the Brewster Ambulance facility on the west side of Main Street. These larger parcels offer an opportunity for larger-scale development with an open space amenity to the rear.

Lastly, at the southern end of the study area the land use vision calls for a continuation and intensification of industrial uses on the east side of Main Street mirroring the Oak Hill Way industrial park. The former K-Mart plaza on the west side of Main Street also provides a major reuse or redevelopment opportunity although there were many opinions throughout the process as to what the future should be here. Potential options for the city to consider include:

- Continuation of a retail/commercial center that focuses on retail, restaurants, and other commercial businesses.
- Redevelop the plaza into an industrial anchor that could house the relocation of auto-oriented businesses from the northern end of the study area.
- Redevelop the plaza into a mixed-use anchor with residential and commercial uses.

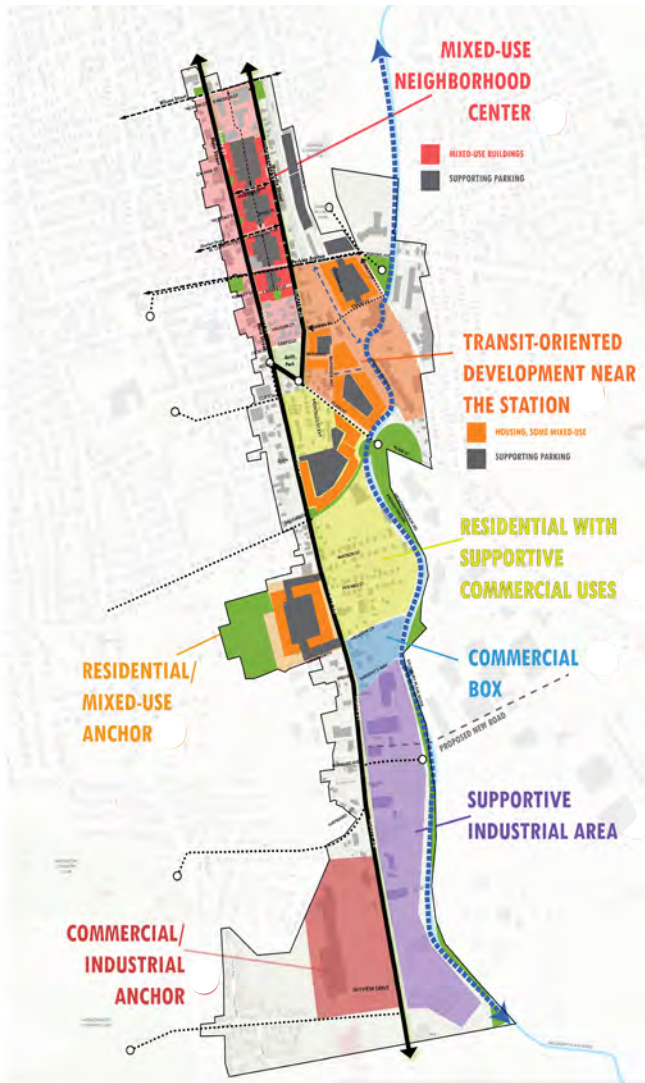


Figure 38. Vision for Land Use

Each option provides different uses and benefits to the study area and the city, but to potentially expedite the redevelopment of the mixed-use neighborhood center to the north, the existing auto-oriented businesses

would likely need to be relocated somewhere else. The south side of the study area is one potential location to keep the businesses, employment, and tax base in the city.

To provide additional clarity and detail on the creation of the mixed-use neighborhood center to the north, the following illustrative figure provides one potential way the city could think about intensifying development in the area. This example envisions a continuous building façade between the First Haitian Church property to the north and East Market Street to the south. Buildings would front both Main Street and Montello Street with pedestrian and vehicle alleyways to access centralized parking areas between the buildings. Vehicular circulation north to south through the parking lots is also encouraged to keep vehicle traffic and loading centralized and preserve the primary streets (Main and Montello) for pedestrians, cyclists, and motor vehicle through traffic.

As was noted earlier, the relocation of the auto-oriented businesses along both Montello and Main Street is a critical component of creating the ability to aggregate parcels and construct larger building footprints with centralized parking. If those



Figure 39. Vision for Commercial Mixed Use Center

businesses are not able to be relocated over time, the neighborhood center may be created in a more piecemeal fashion which could make coordination of infrastructure investments and the centralized parking more difficult.

Bringing it All Together

This final illustrative vision map (“Figure 40. Vision Map” on page 69) shows how all the pieces described above could come together to create an enhanced corridor for the Campello Neighborhood that incorporates a mixed-use neighborhood center, additional housing options, and clustered commercial and industrial uses among investments in public and private infrastructure and open spaces.

Housing Recommendations

To preserve housing opportunities in the Campello Neighborhood and increase housing production in the immediate study area, the city and its partners should consider the following recommendations:

- Encourage development of housing near the Campello MBTA station to place housing within close proximity of public transit options.

- Create an MBTA Communities compliant zoning district in Campello to take advantage of proximity to the MBTA station, advance TOD concepts, and spur multifamily housing construction in the study area.
- Require deed-restricted affordable housing as part of new residential developments to ensure income diversity is not lost over time and those who live in the neighborhood today have an opportunity to remain long-term.
- Market the Redevelopment Authority’s homeowner rehab and downpayment assistance programs to existing residents who are looking to improve their homes or potentially purchase a home in the study area in the future.
- Consider the establishment of a UCH-TIF Zone to provide incentives for the creation of housing in the portion of the study area where residential uses will be allowed.
- Review zoning requirements for setbacks, parking, open space, building height, lot coverage, and FAR to ensure there are limited barriers to housing development in the study area.
- Consider adding missing middle housing types to the allowed uses in the residential zones within the study area to create opportunities

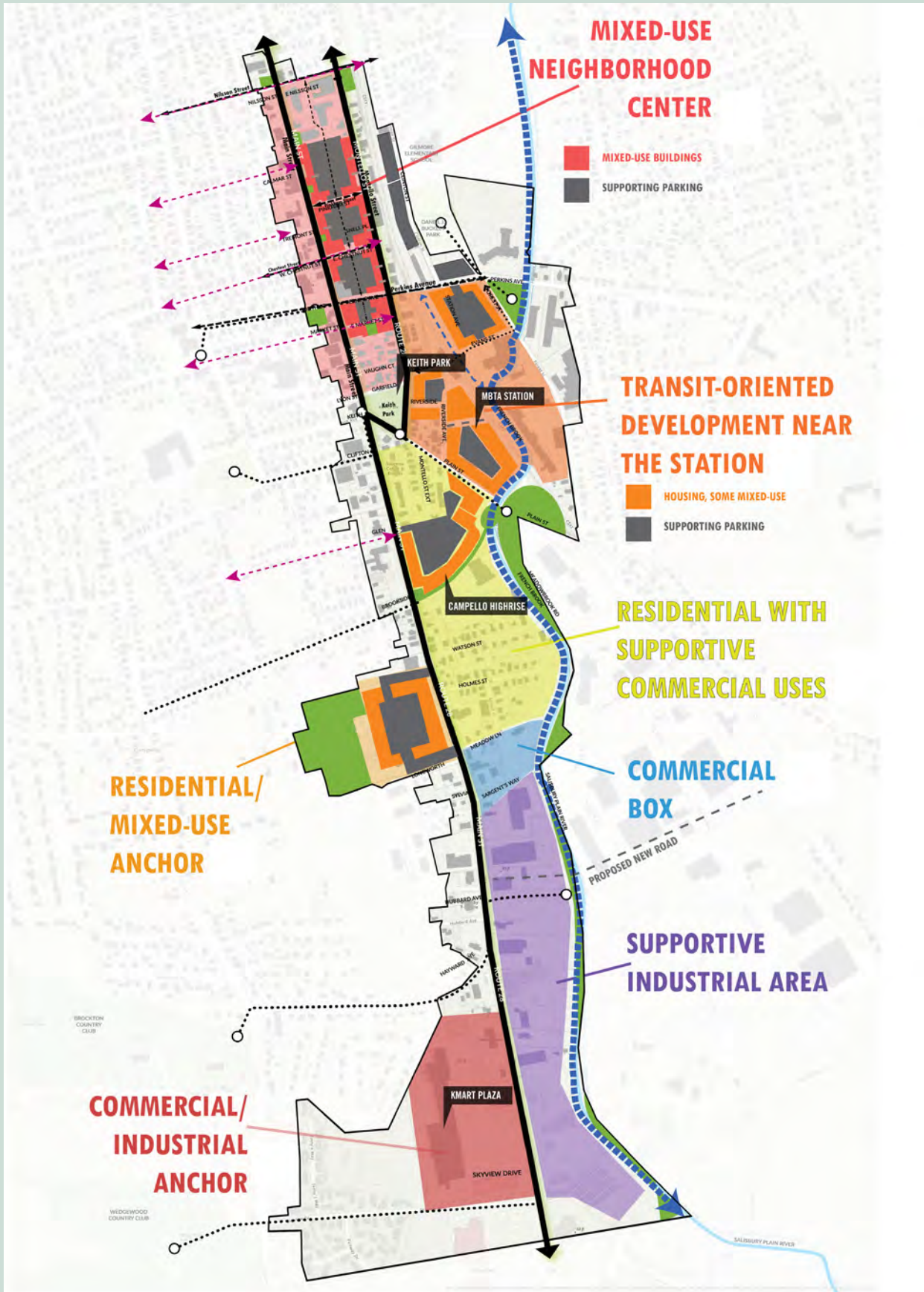


Figure 40. Vision Map

for homeownership and expanded rental housing.

Economic Development Recommendations

To increase economic development activity and job creation in the study area, the city and its partners should consider the following recommendations:

- Convene a group of residents, business owners, and property owners to help implement the Campello Neighborhood Plan. This should include property owners and businesses that control key parcels in the study area critical to realizing the neighborhood's vision.
- Consider the establishment of an Urban Renewal District and the creation of a Plan for the study area to bring in the Brockton Redevelopment Authority as a potential partner in transforming portions of the study area.
- Explore funding options for infrastructure improvements including, but not limited to, the creation of a District Improvement Financing program, MassWorks funding, Commonwealth Places funds, Underutilized Property funds, and funding through the MPO's Transportation Improvement Program (TIP) process.
- Explore the possibility of offering tax incentives for early adopters of the vision who are interested in redeveloping their property.
- Rezone mixed-use, commercial, and industrial areas consistent with the vision for the study area.
- Consider a wider range of commercial and industrial uses that might be appropriate within the study area and appropriate locations for them. This should include emerging retail and food service uses, entertainment uses, small scale manufacturing, flexible space that combines maker space and retail space, breweries, flexible space that combines small scale food production and retail space.
- Consider a subsidy program that could help offset rents in newer buildings for local businesses and entrepreneurs from the neighborhood.
- Create a relocation fund to help support the movement of auto-oriented businesses from the northern portion of the study area to other locations in the study area or in Brockton.
- Slowly phase out business licenses for auto-oriented uses along Montello and Main Streets north of

Plain Street.

- Develop a consistent brand and streetscape design for the study area that is Campello specific. The brand should highlight the unique aspects of the neighborhood and differentiate it from other parts of Brockton.
- Consider building on the existing diversity of the neighborhood and business mix to develop a food destination for the South Shore promoting the wide range of food and grocery options in Campello. This may also help attract new food-oriented businesses to the study area over time.
- Develop Campello-specific events throughout the year that draw attention to the businesses in the study area, attract resident and visitor spending, and create interest in investing in the study area.
- Consider conducting a developer tour to highlight development/redevelopment opportunities in the study area.
- Market the Redevelopment Authority's Commercial Façade Program to existing businesses and property owners to encourage upkeep and maintenance of existing buildings.
- Explore the creation of a cultural district for the study area to

celebrate the diversity of the area and support events, festivals, and other initiatives.

- Integrate public art and creative placemaking initiatives that reflect the diversity of the community and making the study area more visually appealing and reflective of its residents.

Circulation and Transportation Recommendations

To help create safer infrastructure to move people to and from the study area, the city and its partners should consider the following recommendations:

- Work with the MBTA to redesignate the Campello commuter rails station as Zone 4 so that Campello residents are treated equally with other residents of Brockton.
- Conduct a sidewalk and walkability audit to identify critical gaps in the sidewalk network, areas to improve crossing visibility and safety, and locations to improve ADA accessibility.
- Conduct a bicycle audit to identify ways cyclists can be accommodated in the study area and neighborhood. This should include the

consideration of both on-street and off-street infrastructure and signage for bike routes.

- Work with BAT to identify ways to improve bus stops and shelters along existing routes and how new or improved routes could be designed as the study area develops and changes.
- Create a consistent wayfinding system that identifies open spaces and parks, the MBTA station, public parking lots, bike ways, trails, and other destinations of significance.
- Require new development to provide a setback sufficient to widen the public sidewalk to 15 feet. This will require a variable setback line in the proposed amended zoning.
- Conduct a study of Main Street, Montello Street, and intersecting east/west streets to identify opportunities to slow travel speeds, create safer crossings, redesign intersections, and enhance sidewalks and streetscape consistent with the vision for the study area. Evaluate the relocation of Plain Street to create a better connection between Main and Montello Streets and whether the relocation could allow for the expansion of Keith Park.
- Conduct a study of potential truck routes that could help limit large

semi-truck traffic north of Sargent's Way.

- Conduct a study of securing easements and constructing the trail along the Salisbury River. If the trail is feasible, explore options for funding portions of the trail over time.
- Implement traffic-calming measures on Main Street starting at Clifton Avenue and moving north. This could include narrowing the vehicular travel lanes, adding bicycle lanes, and adding street trees.
- Add parking and off-street loading within the interior of the blocks between Main and Montello Streets and between Montello Street and the train tracks between E. Nilsson Street and Perkins Avenue. This will provide more parking to support local businesses.
- Complete the grant-funded connections from the commuter platform to Forest Street and Evans Street to provide greater access to the train station for pedestrians.

Land Use and Zoning

In the short-term, the City can update its zoning ordinance to address the desired land use strategy for the neighborhood. Long-term

opportunities are primarily directed towards enhancing public amenities in the area, particularly with respect to open space.

Open Space

Outdoor space is critical for community gathering areas, active areas for children to play, and opportunities for passive enjoyment. This plan includes three long-term options for additional open space in the area.

- Exploring the potential for a riverwalk and open space along French Brook and the Salisbury Plain River received high levels of support during the community workshops. This is a long-term strategy that may include the acquisition of easements or property to complete. Zoning could also encourage connections by providing density or other bonuses for public access.
- Expand Keith Park across Plain Street to create a rectangular park. This will help address a difficult series of intersections and provide more room for activities and amenities in the park. Participants at the workshop had mixed opinions as to whether the park was a significant asset now. Additional programming and more space were suggestions to improve the park.

Look for opportunities for pocket parks along Main Street. One participant proposed staggering small parks from Campello to Downtown for additional green space and gathering spaces in the neighborhood. Such parks could be city-owned or provided as part of new development over time. Capital costs and maintenance may be best addressed by public-private partnerships.

Zoning Recommendations

This plan recommends zoning changes for the Campello neighborhood to address the current inappropriate mix of uses, lack of desired uses, and underutilization of existing properties. This planning process identified three sets of zoning strategies. The first is the area strategies described below. The second is a specific set of recommended uses based on input from community members during the public workshop. The third, and final, strategy is a discussion of the role that the Campello neighborhood could play in the City's strategy for compliance with the MBTA Communities Act.

The City is exploring the option of a Form-Based Code, which provides a greater emphasis on the form and massing of the building and their

relationship to each other. With its focus on the physical form, a Form-Based Code can be a good strategy for infill development in an existing neighborhood and can incorporate rules to help new buildings be complementary to the existing historic buildings valued by the community while allowing for buildings types that address contemporary needs for housing and jobs.

Area Strategies

The Campello neighborhood and the extended area from Keith Park to the West Bridgewater border is shown in the map to the right. This area is divided into six sub-districts. Today, these sub-districts are mostly zoned C-2 (see zoning map on page 69). The current and proposed land uses do not match the existing zoning.

This plan recommends updating the City's zoning ordinance to better reflect the community desires and the overall potential of this area. The charts on the next three pages provide a summary of the recommended characteristics of each subdistrict.

- The vision for the subdistrict provides a high-level assessment of future uses and characteristics.
- Public infrastructure updates support that vision and guide future public investment in the area.
- Specific zoning components that would fit into a more contemporary zoning structure, such as a form-based code, and provide guidance and incentives to the private market to invest in Campello.

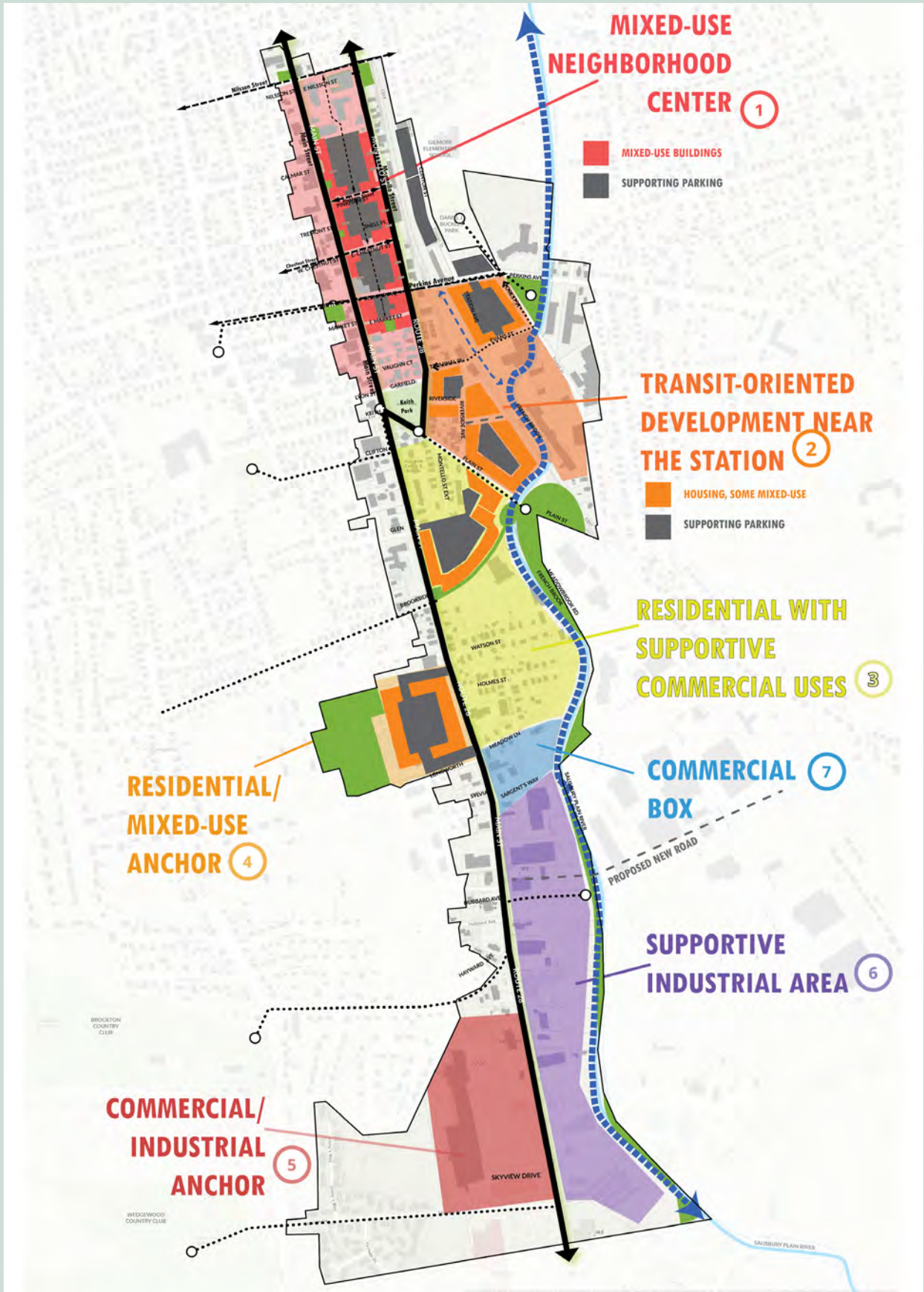


Figure 41. Vision and Zoning Districts

Proposed Sub-districts	Mixed-Use Neighborhood Center [1]	Transit-Oriented Development Near Station [2]
Current Zoning	C-2, R-1, and R-2 Zones	I-2 Zone
Vision for the Subdistrict	This is the heart of the Campello neighborhood, with mid rise, buildings that provide space for a mix of uses including neighborhood retail and services, civic uses, mid-scale multi-family housing and direct connections to the abutting residential uses. Over time, as the auto-oriented uses move to the industrial anchor or supportive industrial sub-districts, opportunities will open up for additional parking in the center of the Main Street/ Montello street blocks and between Montello Street and the rail line.	Higher-density residential around the Campello train station will provide additional residents to support the businesses in the Mixed-Use Neighborhood Center sub-district.
Public Infrastructure	<ul style="list-style-type: none"> • Green streets to support walking and biking. • Slow traffic along Main Street. • Increase public parking on east side of Montello Street adjacent to commuter rail. 	<ul style="list-style-type: none"> • Green streets and paths connect the parks to the brook/river and to Mixed-Use Neighborhood Center sub-district.
Building Types	<ul style="list-style-type: none"> • Mid-rise building with activated ground floor and a mix of uses above. • Multifamily building from 8 to 20 units per building 	<ul style="list-style-type: none"> • Multifamily building greater than 20 units per building. • Require or encourage 33-50% of the ground floor as active pedestrian space.
Setback Strategies	<ul style="list-style-type: none"> • Wider sidewalk (front, side) =15' • Public plaza (front, side) • Pocket park (front, side) • Landscaped parking (side, rear) 	<ul style="list-style-type: none"> • Wider sidewalk (front, side) =15' • Public plaza (front, side) • Pocket park (front, side) • Landscaped parking (side, rear) • Public river access through connected walkway
Parking Strategies	<ul style="list-style-type: none"> • Surface lots should not front the street but be located to the interior/rear of the site to serve multiple buildings. • Connect parking to walkways to make it easier to access buildings. • Public and accessory parking east of Montello Street backing onto rail 	<ul style="list-style-type: none"> • Parking to rear of site or integrated into buildings.

Table 8. Proposed Zoning Recommendations - Neighborhood Mixed Use + Transit Oriented

3. Recommendations

Proposed Sub-districts	Residential with Supportive Commercial Uses [3]	Residential/ Mixed-Use Anchor [4]
Current Zoning	C-2 Zone	C-2, R-1, and R-2 Zones
Vision for the Subdistrict	On the opposite side of Main Street from the Residential/Mixed-Use anchor district is a large area with a variety of housing types. The purpose of this district is to protect the residential lots, while adding options for accessory dwelling or business uses. Local neighborhood retail and restaurant would be allowed along Main Street to support the residential uses in B1 and B2. New uses would include medium to higher density multifamily with some neighborhood services and public access to French Brook and the Salisbury Plan River.	This district is specific to a large, underutilized parcel that could be developed for a multi-family/mixed-use project with community access to passive recreation near an existing wetland area. Additional possibilities include auto-dependent retail, because of the availability of parking. Such retail could act as a transition to the proposed Supportive Industrial and Industrial Anchor subdistricts.
Public Infrastructure	<ul style="list-style-type: none"> • Green streets and paths connect parks to the brook/ river and to Mixed-Use Neighborhood Center sub-district. 	<ul style="list-style-type: none"> • Green streets to support walking and biking. • Slow traffic along Main Street.
Building Types	<ul style="list-style-type: none"> • Multifamily building from 4 to 20 units per building. • Mixed-use building with activated ground floor fronting Main Street. • Existing residential units • Home occupation additions 	<ul style="list-style-type: none"> • Mixed-use building with activated ground floor • Multifamily building from 4 to 20 units per building • Existing residential units • Home occupation additions • Box, Strip and Pad sites
Setback Strategies	<ul style="list-style-type: none"> • Wider sidewalk (front, side) =15' • Public plaza (front, side) • Pocket park (front, side) • Landscaped parking (side, rear) • Public river access through connected walkway 	<ul style="list-style-type: none"> • Wider sidewalk (front, side) =15' • Private front setback options: landscaped • Landscaped parking (side, rear)
Parking Strategies	<ul style="list-style-type: none"> • Parking to the rear of site or integrated into buildings. 	<ul style="list-style-type: none"> • Surface lots should not front the street but be moved to the interior/rear of the site to serve multiple buildings. • Connect parking to walkways to make it easier to access buildings. • Parking to rear of site or integrated into buildings.

Table 9. Proposed Zoning Recommendations- Residential Subdistricts

Proposed Sub-districts	Commercial/ Industrial Anchor [5]	Supportive Industrial Area [6]	Commercial Anchor [7]
Current Zoning	C-2 and R-1 Zones	C-2 Zone	C2-Zone
Vision for the Sub-District	This district includes a large plaza, commonly referred to as the K-Mart site. The goal of this district is to encourage active reuse of the site, including liner buildings along Main Street that shield shared parking for all uses. Some of the auto-oriented uses in the Mixed-Use Neighborhood Center sub-district may be able to relocate here and expand their operations: this area can act as an anchor for those uses.	This existing industrial area can also provide a receiving area for the auto-oriented uses in the Mixed-use Neighborhood Sub-District. Other industrial uses, primarily auto-oriented and light industrial, and larger retail can continue to provide employment for neighborhood residents. Additional controls on the uses can help protect the water quality of the Salisbury Plain River.	Neighborhood supporting bigger box style retail and day to day auto services like gas stations. Serves as a transition separating more residential districts to the north from the more intense commercial/ Industrial uses in the south. This presents the opportunity for a larger park on Meadow Lane at River.
Public	<ul style="list-style-type: none"> Require minimal curb cuts and shared access and parking off-street where feasible. Wider [8'] sidewalks 	<ul style="list-style-type: none"> Require minimal curb cuts and shared access and parking off-street where feasible. Develop standards for outdoor storage to protect brook/river. Wider [8'] sidewalks 	<ul style="list-style-type: none"> Provide River walk Pedestrian improvements to Oak Hill Way and Main St and Sarget St intersection. Wider [12'] sidewalks
Building Types	<ul style="list-style-type: none"> Light industrial/auto-oriented buildings Large-scale retail buildings More than one building per lot 	<ul style="list-style-type: none"> Light industrial/auto-oriented buildings More than one building per lot 	<ul style="list-style-type: none"> Box, Strip and Pad sites
Setback Strategies	<ul style="list-style-type: none"> Private front setback options: landscaped Private side yard setbacks: landscaped with parking access in rear side setback 	<ul style="list-style-type: none"> Private front setback options: landscaped Private side yard setbacks: landscaped with parking access in rear side setback 	<ul style="list-style-type: none"> Wider sidewalk (front, side) Private front setback options: landscaped Landscaped parking (side, rear)

Table 10. Proposed Zoning Recommendations - Commercial/ Industrial, Supportive Industrial, Commercial Anchor

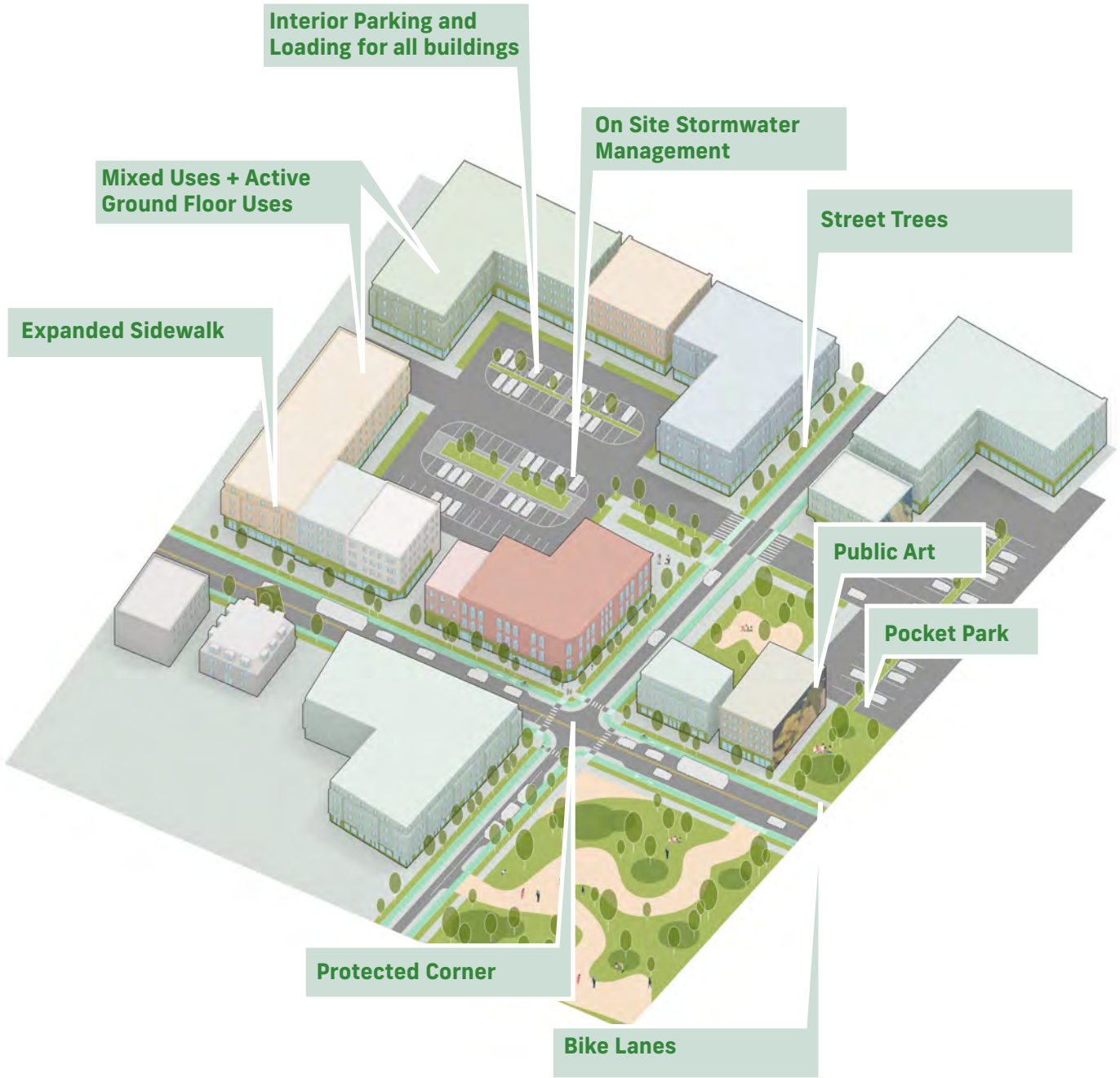


Figure 42. Subdistrict 1- Mixed Use Neighborhood Center + Streetscape Strategy

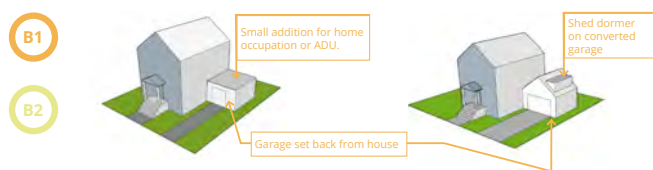


Figure 43. Subdistrict 2 and 3 Residential Home Occupation + ADU

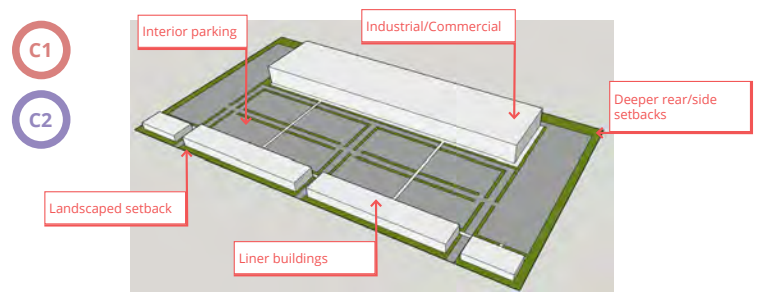


Figure 44. Subdistrict 5 Commercial/ Industrial Anchor Site Strategy based on KMART Lot

Specific Uses

The area strategies provide a high-level overview of each of the sub-districts. The community indicated preferences for specific uses or outcomes during the planning process. Potential desirable uses included the following:

- Home Occupation
- Accessory Dwelling Units
- Home-based Business Uses
- Workforce Training
- Business Incubator
- Additional retail - clothing, shoes, accessories, books/music/gifts
- Florist
- Restaurants and cafes (but not fast food); casual and formal dining
- Small format grocer or co-op
- Professional or medical office
- Light manufacturing
- Food or beverage processing
- Art gallery
- Theater/live performance
- Museum
- Child care
- Business incubator
- Teen activities

People also identified the following

types of spaces as desirable:

- Small storefronts
- Retail packaging and processing
- Co-working space
- Home-based businesses
- Shared kitchen space
- Maker space
- Business incubator

The difference between uses and spaces is important: if the right space does not exist, then simply allowing the use does not generate the desired economic activity.

Zoning changes need to incorporate both the desired uses, as uses that are allowable by right or with site plan review, and the desired spaces, either as building types that could contain the right space or through a combination of development standards and incentives to encourage the production of such spaces.

Development Standards

Participants in the community workshops were also asked about public spaces and amenities. Some of the ideas that were tested are the responsibility of the City and include lighting, street furniture such as benches and trash receptacles, and street trees. Participants also

identified the need to have stroller-friendly sidewalks. The City can develop a palette of streetscape materials, creating a single standard for street furniture, and a list of street trees and other plantings that are suitable for an urban area. These standards can be used for both upgrades of the public realm by the City or as part of the site plan review process when discussing the restoration of city property after, for example, disrupting the streetscape to install utilities.

Other components of public spaces represent a public/private partnership. This can include widening the public/private sidewalk to allow outdoor dining, upgrading storefronts and signage, providing small, publicly-accessible parks or plazas, or wider sidewalks, as part of new development, or install public art, including sculptures and murals, as part of the site or building.

These components can be written into the development standards as a menu of choices, with incentives, such as additional height or density, to provide the public amenities that would contribute to the entire neighborhood.

Other amenities that should be considered are the parking strategy

shown in “Figure 37. Subdistrict A1/A2 Block + Streetscape Strategy” for parking/loading in the interior of the block, the proposed riverfront access shown in “Figure 36. Vision and Zoning Districts”, which could include trail and one or more activities (for example, a brewery with outdoor dining and family games).

MBTA Communities Act

A new law, Section 3A of Massachusetts General Laws Chapter 41A, requires communities with access to public transit to create at least one zoning district that allows multi-family as of right (with a building permit). Site Plan Review, with specific criteria, could also be used to review applications.

Multi-family is defined as either a single building with a minimum of three dwelling units or at least two buildings with more than one dwelling unit per building. The minimum is therefore either a three-family (three attached townhouses or the classic New England triple-decker).

The municipality must meet certain requirements for the amount of land, the number of dwelling units to be zoned, and the location of both the land and the dwelling units relative to a transit station.

As a MBTA Community with a commuter rail station, Brockton has a deadline of December 31, 2024 to become compliant with the new law. The city is actively investigating strategies. The City's minimum multi-family unit capacity is 5,596; its minimum land area is 50 acres; and the city is required to have 90% of its land area and unit capacity within one or more station areas.

Campello has an important role in the City's strategy and increasing housing, particularly next to or near the train station, is also critical to supporting the types of uses and amenities the neighborhood wants to see on Main and Montello Streets.

During the public process, participants in the June workshop indicated a preference for a medium-scale block of two-four stories. The A-2 district, described above, was identified during the process as an area where higher density could occur. Higher scale buildings were identified as 3-4 story buildings.

These preferences provide direction to the city in terms of understanding Campello's potential role in the 3A strategy and how possible sub-districts, with different levels of zoned unit capacity, could support the neighborhood and the City.





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Chapter 4

4. Implementation

Getting from now to then

Implementation is how a plan moves from vision to reality. A useful implementation plan provides a sense of what needs to be done, who is going to do it, and an approximate timeline for completion. This chapter also provides some funding resources to assist the City and the neighborhood with the steps they need to take.

Roles

Who implements a neighborhood plan? Responsibilities for implementation are spread across a wide range of participants, but a few key partners stand out as those with primary responsibilities for implementation.

City of Brockton

The Mayor and City Council are critical in approving policies and directing resources. Their support will be needed for proposed infrastructure improvements, changes to zoning and traffic policies, and support for local events and programming. The Planning Board also has a significant role in zoning changes.

Several city departments and agencies have critical roles in daily operations that affect the Campello neighborhood.

Planning and Economic Development

The Department of Planning and Economic Development has primary responsibility for many actions; for other actions, the department is an important facilitator.

If a property owner is looking to build, expand, or rehabilitate, this department, along with the Inspectional Services Department, is often the first stop. This department helps with applications that need to go to either the Planning Board or the Zoning Board of Appeals, and also facilitates streetscape improvements and other transportation projects.

Department of Public Works

Many of the recommendations include improvements to the streets, sidewalks, overall streetscapes, and traffic circulation. The DPW is primarily responsible for the implementation of these recommendations, and should be included in the next steps. The DPW is likely to have specific suggestions

about options for achieving the pedestrian- and bike-friendly strategies in this plan. The Brockton Traffic Commission and the Brockton Parking Authority are additionally important partners, especially when considering the use of the curb for parking, loading, short-term pick-up or delivery, and potential expansion of the City's parklet program.

Parks and Recreation

Programming at Keith Park and the potential expansion of Keith Park are two important recommendations that will need the expertise of the Parks Department. They may also have a role in implementation of the proposed brook/riverwalk, including advice for grants that could help support connecting sections developed by private enterprise.

Inspectional Services Department

The Inspectional Services Department supports public safety, with permits and inspections for construction, including signage. The Inspectional Services Department is often the first stop for someone who wants to expand their home or business and can help a potential applicant understand the requirements.

License Commission

The License Commission has an important role in economic development as it issues business licenses. These include licenses necessary for selling alcoholic beverages, common victualer, and entertainment. The Commission also issues Special Event licenses, which could be important for community events.

Public Safety

Like BHA, the Brockton Fire Department is a member of the Campello community; Fire Station #2 is at 945 Main Street.

The Brockton Police Department is responsible for the overall safety of the community. They have a Business Watch program that works with the three business associations in Brockton, including the Campello Business Association (see below). They also have a Neighborhood Watch program.

Massachusetts Housing Partnership (MHP)

MHP's Complete Neighborhoods program, which funded this planning process, promotes the development of walkable neighborhoods near public transit. The initial support is for the creation of this neighborhood plan. However, MHP has additional resources, especially for housing, and will be a critical partner in the success of the recommended target areas for future housing development.

Campello Partnership

MHP required applicants to the Complete Neighborhoods program to bring together a group of partners who could assist with the planning process and provide active support for implementation. The members of the Campello Partnership contributed to each stage of the planning process; their voices are expected to be important in advocating for, and contributing to, the next steps.

Local groups

Local nonprofits and community organizations are critical partners for successful implementation. The following are a partial list of groups

in the area who could support the economic and social goals of this plan.

Campello Business Association

The Campello Business Association is proud to be the oldest business organization in Brockton; it was founded in 1954 (<https://campellobusiness.com/>). Members include many of the businesses in the neighborhood. All businesses have a vested interest in the vibrancy of the community and can assist with some of the economic goals, particularly community event programming.

Greater Brockton Minority Business Association

This group of business owners are Brockton-wide, with links to the US Small Business Association and other resources for businesses. Members met with representatives of the consultant team in July 2023, indicating their interest in the Campello neighborhood. Members should be invited to continue with implementation efforts. Their website (<https://gbmba.org/>) also has links to the Cape Verdean Association of Brockton and Haitian Community Partners, Inc. Both organizations should also be invited to be partners.

Real estate community

The real estate community includes property owners, developers, and real estate agents. Each has important roles in the use of land, including filling vacancies and choosing specific tenants; developing, rehabilitating, or adding onto buildings; and helping businesses and residents find space. Local banks are also critical members of this community and can help businesses, landlords, and homeowners with access to loans.

Brockton Redevelopment Authority

The Brockton Redevelopment Authority is another member of the real estate community. The Authority has an important role in the redevelopment of underutilized properties and, with a state-approved urban renewal plan, can provide a catalytic role in jump-starting private investment in an area. Redevelopment Authorities can also undertake demonstration projects to encourage additional investment.

Brockton Housing Authority

The Brockton Housing Authority (BHA) owns and manages properties in the Campello neighborhood and is a significant part in the daily lives of some Campello residents. BHA plans

include improvements to the Campello High Rise on 1380 Main Street, which provides housing to elders. Construction to address the buildings' needs was originally planned to begin in 2023. More information is available on their website: <https://www.brocktonhousingauthority.com/campello-updates/>

The buildings are close to French Brook, and the property could contribute to the proposed brook/riverwalk.

BHA's offices are on Main Street and they contributed to this planning effort by providing their parking lot as the site for the September 2023 pop-up. BHA could work with the community to allow the use of that lot for additional community events, as it is well-located within that part of Main Street and accessible to the adjacent neighborhoods.

Other state agencies

Other state agencies who are partners for walkable communities include the Executive Office of Housing and Livable Communities (EOHLC), which focuses on housing and the Executive Office of Economic Development (EOED), which has significant resources for economic revitalization and small businesses. EOED also manages the Community One Stop for Growth Grant and the Massachusetts Downtown Initiative Program. The Division of Community Services at EOHLC oversees the urban renewal initiative, which involves aiding municipalities in setting up urban renewal agencies and offering technical support for the development and execution of Urban Renewal Plans.

<https://www.mass.gov/orgs/executive-office-of-housing-and-livable-communities>

<https://www.mass.gov/orgs/executive-office-of-economic-development>

<https://www.mass.gov/info-details/urban-renewal-ur>

In addition to the Massachusetts Housing Partnership (MHP), Mass Housing also provides resources for housing. Its mission is to provide

financing for affordable housing, including to homeowners (low-moderate income) and developers (affordable and mixed-income).

<https://www.masshousing.com/>

For minority- or women-owned businesses, the Massachusetts Supplier Diversity Office has a certification program that can provide an advantage to qualified businesses in accessing certain contracts.

<https://www.mass.gov/orgs/supplier-diversity-office-sdo>

For the riverwalk and improvements to Keith Park, the City should look to the PARC grant program.

<https://www.mass.gov/info-details/parkland-acquisitions-and-renovations-for-communities-parc-grant-program>

The Department of Conservation and Recreation's Urban and Community Forestry Greening the Gateway Cities Program is focused on increasing the tree canopy in urban residential areas to provide environmental and energy efficiency benefits.

<https://www.mass.gov/info-details/greening-the-gateway-cities-program>

Other entities

Several national organizations are focused on revitalizing walkable, mixed-use areas. These include Main Streets America (<https://www.mainstreet.org/home>) and the National Trust for Historic Preservation (<https://savingplaces.org/>). Both organizations have resources that would be useful to the Campello community, particularly for the area north of Keith Park.

The Greater Brockton Minority Business Association is already linked to the US Small Business Association (<https://www.sba.gov/>). Another useful resource is SCORE, which is a mentoring program for small business owners (<https://www.score.org/>)

Many resources exist for minority business owners; the best place to start is the Minority Business Development Agency (<https://www.mbda.gov/>). This is a federal agency.

Finally, immigrant communities are a huge source of new businesses. The Massachusetts Immigrant & Refugee Advocacy Coalition (MIRA) has a business resource center that serves business owners, with a focus on immigrants and refugees. MIRA is a New England-based organization (<https://miracoalition.org/>).

Table of Actions and Priorities

The following table groups the recommendations of this plan into specific categories of action. It identifies the priorities and main partners for each set of actions.

Priority	Action	Partners
0-2 years	<p>Rezone the Campello neighborhood to address the following:</p> <ul style="list-style-type: none"> • Compliance with Section 3A/ the MBTA Communities Act to add the potential for more housing in the area, including missing middle housing. • Addressing the recommendations for new districts to fulfill the goals of this plan. • Adding new uses, allowable by right or by special permit, as appropriate, to support new business opportunities. • Add requirements to address housing at a range of affordability levels. • Right-size dimensional standards for the districts. This may require the use of a hybrid or form-based code. 	<ul style="list-style-type: none"> • Brockton Planning & Economic Development Department • Campello Partnership • Brockton Planning Board • Brockton Mayor and City Council • MHP
0-2 years	<p>Expand the Campello Partnership with more members and a charge to focus on the implementation of this Campello Neighborhood Plan.</p>	<ul style="list-style-type: none"> • Brockton Planning and Economic Department • Campello Partnership • MHP
0-2 years	<p>Explore funding for infrastructure, including the following programs;</p> <ul style="list-style-type: none"> • District Improvement Financing Program. 	<ul style="list-style-type: none"> • Brockton Planning & Economic Development Department • Campello Partnership • Brockton Planning Board • Brockton Mayor and City Council • MHP

Table 11. Actions and Priorities for Implementation

Priority	Action	Partners
0-2 years	Work with the MBTA to redesignate the Campello commuter rail station as Zone 4 so that Campello residents are treated equally with other residents of Brockton.	<ul style="list-style-type: none"> • MBTA • Brockton Planning & Economic Development Department • Campello Partnership • Brockton Planning Board • Brockton Mayor and City Council • MHP
0-2 years	<p>Work with MHP to develop an urban renewal plan to help relocate businesses that are currently in inappropriate locations ones that are more suitable e.g.,</p> <ul style="list-style-type: none"> • Relocating auto-repair shops along Montello Street, to the existing industrial and commercial areas south of Sergeant’s Way. 	<ul style="list-style-type: none"> • MHP • Brockton Planning & Economic Development Department • Campello Partnership • Brockton Planning Board • Brockton Mayor and City Council
0-3 years	<p>Explore layering state programs to create incentives for additional investment. These programs could include the following:</p> <ul style="list-style-type: none"> • UCH-TIF Zone to encourage affordable housing. • Urban renewal plan or demonstration project for one or more projects to act as a catalyst for private development. • HDIP Zone to encourage market-rate housing. 	<ul style="list-style-type: none"> • Brockton Planning & Economic Development Department • Brockton Planning Board • Brockton Mayor and City Council • EOHLC- DCS- Urban Renewal Program • Relevant state review agencies
Ongoing	<p>Market existing programs run by the Brockton Redevelopment Authority to the target audience. For example:</p> <ul style="list-style-type: none"> • Homeowners rehab and down-payment assistance program. • Commercial Façade Program. 	<ul style="list-style-type: none"> • Brockton Redevelopment Authority

Table 12. Actions and Priorities for Implementation

Priority	Action	Partners
0-3 years	<p>Undertake additional planning studies to gather data for existing conditions and develop the design drawings necessary to implement the recommendations in this plan for pedestrian- and bicycle-friendly infrastructure:</p> <ul style="list-style-type: none"> • Sidewalk audit. • Bike audit. • Evaluation of the location and condition of bus stops and shelters. • Wayfinding (see recommendation below) • Circulation study of Main and Montello Streets, focusing on reducing vehicular speeds and redesigning intersections and crosswalks. • Truck circulation study to reduce truck traffic north of Sargent’s Way, Oak Hill Way link, Off Street path to station, grade separated bike/pedestrian crossing at Campello station. • Parking and loading study to evaluate the feasibility of the proposed interior block parking and loading and the creation of central public or private parking areas to support multiple businesses. 	<ul style="list-style-type: none"> • Brockton Planning & Economic Development Department • Brockton DPW • BAT
0-3 years	<p>Explore funding for infrastructure, including the following programs:</p> <ul style="list-style-type: none"> • MassWorks Program. • Commonwealth Places funds. • Underutilized Property funds. • MPO Transportation Improvement Program (TIP). • Chapter 90 funds. 	<ul style="list-style-type: none"> • Brockton Planning & Economic Development Department • Campello Partnership • Brockton Planning Board • Brockton Mayor and City Council • MHP

Table 13. Actions and Priorities for Implementation

Priority	Action	Partners
0-3 years	<p>Develop a Campello-based streetscape brand to identify it as a district neighborhood within Brockton. The brand should include the following:</p> <ul style="list-style-type: none"> • Consistent streetscape materials, streetscape furniture, lighting, and tree species unique to Campello. • Colors and logo (see below) on banners and signage. • Wayfinding program to direct people to key areas of the neighborhood. The program should be expandable to include new destinations as they are added, such as the riverwalk. 	<ul style="list-style-type: none"> • Brockton Planning & Economic Development Department • Brockton DPW • Campello Partnership
0-3 years	<p>Create support for arts and culture, with the following actions:</p> <ul style="list-style-type: none"> • Create a cultural district (https://massculturalcouncil.org/communities/cultural-districts/) to support arts and programming. • Require a percentage of new development budgets to be spent on public art for projects over a specific threshold. • Stronger Main Streets Organization 	<ul style="list-style-type: none"> • Campello Partnership • Brockton Planning & Economic Development • Mass Cultural Council

Table 14. Actions and Priorities for Implementation

Priority	Action	Partners
	<p>Develop an overall branding program that showcases local businesses, markets the neighborhood as a walkable, engaging community, and promotes local events and gatherings.</p> <ul style="list-style-type: none"> • Create a logo, color palette, and style sheet to be used on all neighborhood communication materials. • Develop a neighborhood website that can be used to promote local businesses and the neighborhood. • Market clusters, such as food-related businesses, and encourage more businesses within the cluster to develop a local hub. • Promote local events. 	<ul style="list-style-type: none"> • Campello Partnership • Brockton Planning & Economic Development • Campello BID/ District Management Organization
0-5 years	<p>Develop City-sponsored incentives for the following:</p> <ul style="list-style-type: none"> • Tax incentives for first [movers] in redeveloping their properties. • Subsidies for ground floor commercial to support local businesses and entrepreneurs • Relocation fund to move auto-oriented businesses away from Montello to the proposed C1 and C2 subdistricts. • City to slowly phase out garage licenses in A1 and A2 subdistricts. 	<ul style="list-style-type: none"> • Brockton Planning & Economic Development • Brockton Redevelopment Authority • Brockton Mayor and City Council

Table 15. Actions and Priorities for Implementation

Priority	Action	Partners
0-10 years	Develop a plan to understand the feasibility of the riverwalk with the following considerations: <ul style="list-style-type: none"> • Availability of public land. • Ability to acquire land or easements to connect sections. • Funding sources for acquisition, construction, and maintenance. • Areas where flood storage may be needed that can allow for passive recreation. • Development standards to encourage privately owned connections for public benefit. 	<ul style="list-style-type: none"> • Brockton Planning & Economic Development • Brockton Redevelopment Authority • Brockton Mayor and City Council
0-4 years (Phase 1) 5-10 years (Phase 2)	Phase 1: Develop a plan that evaluates how to better use Keith Park. <ul style="list-style-type: none"> • Evaluate current use. • Create a year-round programming plan. • Identify physical changes required. • Identify funding programs for construction, programming, and maintenance. Phase 2: Evaluate the feasibility of extending the park, as shown in the concept plans above. Consider adding this process to the proposed circulation plan described above.	<ul style="list-style-type: none"> • Brockton Planning & Economic Development • Brockton Parks & Recreation • Campello Partnership • Brockton Mayor and City Council

Table 16. Actions and Priorities for Implementation

Funding Sources

The primary source for funding in Massachusetts is the Community One Stop for Growth program. Expressions of interest are due mid-winter; full applications are due at the beginning of June. MassWorks is the largest of the programs under this source, however, the Healey-Driscoll administration has made funding available for housing production. Planning grants are also included in this program.

<https://www.mass.gov/guides/community-one-stop-for-growth>

For the riverwalk and improvements to Keith Park, the City should look to the PARC grant program (<https://www.mass.gov/info-details/parkland-acquisitions-and-renovations-for-communities-parc-grant-program>).

Parts of the Salisbury Plain River are flood-prone, as identified in Brockton's Municipal Vulnerability Plan. Resiliency funds are available through the Massachusetts Municipal Vulnerability Preparedness program.

<https://www.mass.gov/municipal-vulnerability-preparedness-mvp-program>

Federal funds are also available for resiliency. The Department of Energy's weatherization assistance program is available to homeowners (<https://www.energy.gov/scep/wap/about-weatherization-assistance-program>).

FEMA's Building Resilient Infrastructure and Communities (BRIC) may be the most relevant, but the site below lists all federal resilience grants:

<https://www.energy.gov/scep/slsc/federal-financial-assistance-programs-resilience-activities>

Finally, the City of Brockton can use its municipal bonding authority to support capital projects, such as infrastructure improvements.

