

IMPLEMENTING THE BROCKTON COMPREHENSIVE MASTER PLAN

The *Implementation* section is an extremely important part of the *Comprehensive Master Plan* as it outlines the steps the community can take to move toward its Vision for Brockton. The matrix below provides action items to reach the community's goals and Vision for the city's future, lists implementation actions, and assigns responsibility for the implementation actions to parties or organizations. The matrix also includes suggestions of potential resources to fund these measures and suggests a timeline for their implementation.

Roles and Responsibilities

The City is preparing to take on the increased responsibility necessary to move Brockton toward its vision. In addition to City staff and officials, the collaborative efforts of many people and organizations, including state and federal agencies, community organizations, and Brockton's greatest asset, its residents and community members, will be required for its realization. There are suggested roles within the implementation matrix, however, organizations and individuals should not feel restricted to the roles listed here.

To ensure *A Blueprint for Brockton Comprehensive Master Plan* becomes reality, an Implementation Steering Committee should be appointed and established by the City Council. This committee can oversee the progression of activities within the *Plan* and troubleshoot problems or issues that can stall forward movement. Having this type of committee will also help to ensure the *Plan* does not sit on a shelf, but rather becomes a living document that guides Brockton's future.

Resources

Resources to implement the *Brockton Comprehensive Plan* include both time and money. Time resources will be needed from City staff and officials, City boards and commissions, community and business organizations, and most importantly, volunteer time from Brockton's residents and community members. Creating an atmosphere of inspiration for Brockton's residents will help ease the process of propelling these activities and will make certain goals come to life.

For its financial resources, Brockton can take advantage of the many grant programs offered from state and federal departments and agencies. Specifically, they should continue to look into grant opportunities including Community Development Block Grants (CDBG), Massachusetts Department of Environmental Protection (DEP), District Local Technical Assistance program (DLTA), Environmental Protection Agency (EPA), Federal Highway Administration (FHA), Massachusetts Department of Transportation (MassDOT), and the Massachusetts Cultural Council. There are additional foundations and businesses that can potentially donate funds for these proposed projects.

Sequence

Each action item for the *Brockton Comprehensive Master Plan* has been given a timeline of short-term, mid-range, long-term, or ongoing. These timelines are a guide for when these actions can take place. A short-term timeline is to be completed in the next one to two years, a mid-range timeline is to be completed in three to five years, and a long-term timeline means six years or longer. Ongoing relates to those actions that should be advanced continuously. Timelines and priorities can change over time and the Implementation Steering Committee can guide decision making in this regard.

Glossary for Implementation Matrix

BAT = Brockton Area Transit Authority

BAWIB = Brockton Area Workforce Investment Board

BCC = Brockton Cultural Council

BHS = Brockton Historical Society

BRA = Brockton Redevelopment Authority

B21 = Brockton 21st Century Corporation

CC = City Council

CDBG = Community Development Block Grants

CHDO = Community Housing Development Organization

CPA = Community Preservation Act

DEP = Massachusetts Department of Environmental Protection

DLTA = District Local Technical Assistance program

DPW = Department of Public Works

EPA = Environmental Protection Agency

FD = Fire Department

FHA = Federal Highway Administration

MassDOT = Massachusetts Highway Department

MBTA = Massachusetts Bay Transportation Authority

MCC = Massachusetts Cultural Council

MPO = Old Colony Metropolitan Planning Organization

MSCC = Metro South Chamber of Commerce

NEA = National Endowment for the Arts

NWSM = NeighborWorks Southern Massachusetts

OCPC = Old Colony Planning Council

PB = Planning Board

PD = Department of Planning and Economic Development

Police = Police Department

SD = School Department

TIP = Transportation Improvement Plan

Implementation Matrix

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
Land Use and Zoning				
LU1.1 Encourage and promote the Downtown.	<i>Promote the benefits of mixed-use and higher-density residential development in the downtown area developers and property owners.</i>	PD, PB, and CC	City staff and officials' time	Ongoing
LU1.2 Encourage mixed-use neighborhoods around Montello and Campello commuter rail stations.	<i>Develop a zoning and land use study of the area around Montello and Campello commuter rail stations.</i>	PD and PB	City staff and officials' time	Short-term
	<i>Write a transit-oriented development zoning overlay or district for each of the station areas.</i>	PD and PB	City staff and officials' time	Mid-range
	<i>Approve zoning ordinance changes.</i>	PD, PB and CC	City staff and officials' time	Mid-range
LU2.1 Allow for the redevelopment of the Fairgrounds area to continue to provide recreation in a permitted entertainment zoning district.	<i>Work on a redevelopment plan for the Fairground's area to include entertainment uses.</i>	PD and parcel owners	City staff time	Mid-range

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
LU2.2 Undertake focused redevelopment strategies for the CSX rail yard and Edson Brook areas.	<i>Work on redevelopment of the CSX rail yard and Edson Brook areas.</i>	PD and parcel owners	City staff time	Mid-range
LU3.1 Promote and encourage expansion of healthcare, medical facilities, and biotech manufacturing around the Good Samaritan/ Westgate Exit 18 area.	<i>Conduct a zoning and land use study of the area of the area adjacent to the Good Samaritan/ Westgate Exit 18 area to build on current assets.</i>	PD and PB	City staff and officials' time	Short-term
LU3.2 Encourage and allow for compatible uses in the Quincy Street area to complement the existing Massasoit Community College and Signature Healthcare Brockton Hospital.	<i>Conduct a zoning and land use study of the area of the area adjacent to the Quincy Street area to build on current assets.</i>	PD and PB	City staff and officials' time	Short-term
LU4.1 Reduce incompatible land uses throughout the city.	<i>Conduct a complete review of city zoning ordinance.</i>	PD and PB	City staff and officials' time	Short-term
LU4.2 Promote design standards in poorly used and unattractive commercial corridors.	<i>Develop and approve design standards for commercial corridors.</i>	PD and PB	City staff and officials' time	Short-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
LU4.3 Preserve existing open space for resident recreation, such as D. W. Field Park.	<i>Continue to support current open space and recreation areas.</i>	Mayor, CC, and Parks and Recreation Department	City staff and officials' time	Ongoing
LU5.1 Improve and upgrade Downtown streetscape.	<i>Apply for a grant to develop a streetscape design plan for the Downtown.</i>	PD and grant writing staff	City staff time	Short-term
	<i>Create a streetscape design plan for the downtown area.</i>	PD and OCPC	DLTA and MassDOT	Mid-range
	<i>Build streetscape upgrades for the downtown area.</i>	PD and PDW	FHA and State grants	Long-term
LU5.2 Allow for the flexible development of historic buildings, but ensure that any development honors the building's history.	<i>Allow flexible uses in the Smart Growth District Overlay.</i>	PD, PB, Brockton Historic District Commission and CC	City staff and officials' time	Short-term
LU5.3 Allow for infill development where appropriate to create vitality in the Downtown.	<i>Identify vacant and undeveloped parcels in the downtown for infill development.</i>	BRA	City officials' time	Ongoing

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
LU5.4 Create a parking garage to bring people to the Downtown to park and use commuter rail.	<i>Identify a parcel(s) for a municipal parking garage.</i>	PD and BRA	City staff time	Short-term
	<i>Apply for funds to build a municipal parking garage.</i>	Grant writing staff	City staff time	Short-term
Economic Development				
E1.1 Improve CSX site access to support redevelopment.	<i>Seek funding to help improve circulation near redevelopment sites.</i>	Grant writing staff	City staff time	Mid-range
	<i>Construct improved circulation to support CSX site redevelopment.</i>	PD and DPW	FHA and MassDOT funds	Mid-range
E1.2 Promote high-value, high-density development near the Route 24 highway interchanges.	<i>Identify sites and work with property owners to help plan redevelopment.</i>	PD and parcel owners	City staff time	Mid-range
E1.3 Leverage the Fairgrounds site as a redevelopment opportunity.	<i>Work with current owner of the Fairgrounds site to strategize the disposition and reuse of the land.</i>	PD and parcel owners	City staff time	Mid-range
E2.1 Change the public's perceptions of the Downtown.	<i>Organize and implement a rebranding and public relations campaign for the Downtown.</i>	TDI, Brockton Historic District Commission, B21 MSCC	Community organization time	Short-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
E2.2 Prioritize sites for redevelopment efforts.	<i>Identify redevelopment sites that are key to changing the appearance and perception of the Downtown and gateways to the city.</i>	PD	City staff time	Short-term
E3.1 Undertake redevelopment studies of corridors that will benefit from changes.	<i>Develop a corridor study of the major corridors including exits 18 and 17 areas.</i>	PD and OCPC	DLTA and OCPC	Mid-range
E3.2 Provide zoning, design standards, and incentives to attract redevelopment.	<i>Establish design standards for major retail corridors.</i>	PD and PB	City staff and officials' time	Short-term
E4.1 Continue and expand Brockton's contribution to workforce training and education through its public schools and participation in regional programs.	<i>Continue support and recognize high school programs and accomplishments.</i>	Mayor, BAWIB, CC, and SD	City and school staff and City officials' time	Ongoing
	<i>Seek additional grants and funding to support City-sponsored workforce training programs.</i>	City's grant writer	City staff time	Short-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
E4.2 Actively advocate and support training and education programs that can be offered in Brockton through the Massachusetts network of community colleges and higher education institutions.	<i>Continue to support workforce training programs at the Massasoit Community College.</i>	Mayor, CC, BAWIB and Massasoit Community College	City officials' and community organizations' time	Ongoing
E4.3 Continue current participation in State programs for Gateway Cities and explore participation in new regional and State programs, such as the Prospect Cities initiative.	<i>Continue current participation in Gateway Cities. Reach out to Prospect Cities to learn more about the initiative.</i>	PD City's grant writer	City staff time	Ongoing

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
E5.1 Actively promote locally-based and locally-serving businesses through regulatory changes, information, and marketing support efforts.	<i>Promote and recognize existing and new local businesses and websites and local media.</i>	B21 MSCC	Community organization's time	Ongoing
E5.2 Focus programs and information towards minority entrepreneurs and small enterprises.	<i>Promote the multicultural opportunities for business goods and services that can leverage the City's ethnic and cultural diversity.</i>	B21, SBA and MSCC	Community organizations' time	Ongoing
Housing				
H1.1 Incorporate housing into the downtown area, a vital component of today's economically successful downtown.	<i>Continue to promote the Downtown Brockton Smart Growth Overlay District and higher-density housing in the Downtown to create a walkable and livable city center.</i>	PD and BRA	City staff and officials' time	Ongoing
H1.2 Leverage transit to attract market rate housing.	<i>Encourage transit-oriented development with greater housing density around the Montello and Campello commuter rail stations.</i>	PD, PB, and CC	City staff and officials' time	Mid-range

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
H1.3 Expand the mix of housing choices to create neighborhoods of choice.	<i>Allow for the creation of higher-density housing in strategic locations, such as the area surrounding commuter rail stations.</i>	PD, PB, and CC	City staff and officials' time	Mid-range
	<i>Preserve existing residential neighborhoods including areas of predominantly single-family homes.</i>	PD, PB, and CC	City staff and officials' time	Ongoing
H2.1 Improve the quality of existing housing.	<i>Create a rehabilitation program for low- and moderate-income residents.</i>	BRA	CDBG funds	Short-term
H2.2 Improve the quality of existing neighborhoods.	<i>Repair roads in existing neighborhoods with streetscape amenities.</i>	PD and DPW	CDBG funds	Ongoing
H3.1 Develop CDBG programs that assist first time home buyers to encourage young adult residents to remain or move to Brockton.	<i>Continue the first-time home buyers program.</i>	BRA	CDBG funds	Ongoing

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
H3.2 Use transfer of tax foreclosed property to create quality housing redevelopment with qualified non-profit housing builders and developers.	<i>Provide funds from tax foreclosures to BRA and CHDOs to build quality housing.</i>	CC, BRA, and CHDOs	City staff, City officials, and organization's time	Ongoing
Open Space and Recreation				
OSR1.1 Provide more resources for park and open space repairs and ongoing maintenance.	<i>Create a "See, Click, Fix" program to enable residents to identify maintenance issues at public parks and recreation facilities.</i>	Mayor, PDW, and Parks and Recreation Department	City staff time	Short-term
	<i>Coordinate volunteer and monetary resources to support maintenance and expansion of open space and recreational facilities.</i>	Parks and Recreation Department, and volunteers	City staff and volunteer time	Short-term
OSR1.2 Conduct and promote programs that will ensure that the parks are safe.	<i>Coordinate with the Brockton Police Department for community patrols and increased "eyes on the park."</i>	Police Department and community volunteers	City staff and volunteer time	Short-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
	<i>Institute a volunteer park-watch program.</i>	Police Department, Parks and Recreation Department, and community volunteers	City staff and volunteer time	Short-term
OSR1.3 Increase awareness of the open space and recreation resources available in Brockton.	<i>Create a city-wide open space resources map.</i>	Parks and Recreation Department	City staff time	Short-term
	<i>Install wayfinding signs for open space and recreation locations that are difficult to find.</i>	Parks and Recreation Department	City staff time	Mid-range
	<i>Support multicultural and multilingual information at open spaces, parks, and playgrounds.</i>	PD and Parks and Recreation Department	City staff time	Mid-range
OSR1.4 Increase funding for open space and recreation improvements and preservation.	<i>Adopt the Community Preservation Act for open space improvements and historic preservation.</i>	CC	City officials' time	Long-term
OSR2.1 Provide Downtown open space and recreation opportunities.	<i>Identify vacant or underutilized parcels to increase open space pocket parks in the Downtown.</i>	PD, BRA, and Parks and Recreation Department	City staff and officials' time	Short-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
OSR2.2 Develop additional recreation- and team-based facilities and programing, including an indoor recreation center.	<i>Pursue dual-use options, and multi-use fields, and use of school facilities during the off-school hours.</i>	SD and Parks and Recreation Department	City staff and officials' time	Short-term
OSR2.3 Expand options for less-intensive recreational uses such as fishing, boating, swimming, splash parks, biking, and running.	<i>Identify vacant or underutilized parcels to increase open space in dense neighborhoods.</i>	PD, Parks and Recreation Department and Conservation Commission	City staff and officials' time	Short-term
	<i>Promote recreational access and waterfront revitalization of current open space areas.</i>	Parks and Recreation Department and Conservation Commission	City staff and officials' time	Ongoing
OSR2.4 Become proactive to preserve valuable open spaces, as opposed to being reactive to development proposals.	<i>Write and adopt open space residential bylaws that protect open field and vistas, trees, stone walls, and fields.</i>	PD, PB, CC, and Conservation Commission	City staff and officials' time	Short-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
Natural and Cultural Resources				
NC1.1 Adopt a Wetland Conservation Ordinance to provide for additional protection of wetlands, buffer zones, floods plains, and vernal pools.	<i>Delineate all wetlands and waterways in the city in need of protection.</i>	PD and Conservation Commission	City staff and officials' time	Short-term
	<i>Adopt and approve a Wetland Conservation Ordinance.</i>	Mayor, CC, and PD	City staff and officials' time	Short-term
NC1.2 Reduce nitrogen and phosphorus inputs.	<i>Educate residents and business owners about minimizing nitrogen and phosphorus to decrease stormwater pollution.</i>	Conservation Commission, SD, teachers, and students	City officials' and volunteers time	Mid-range
NC1.3 Promote groundwater recharge, Low Impact Development and related ordinances.	<i>Identify sites for Low Impact Development (LID) retrofits.</i>	PD and DPW	City staff time	Short-term
NC1.4 Continue to upgrade the stormwater management system.	<i>Include stormwater management system upgrades in the City's Capital Improvement Plan.</i>	PD, PB, and DPW	City capital improvement funds	Ongoing

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
	<i>Apply for and develop a coalition of partners to work on educational aspects of the proposed project.</i>	SD, teachers, students, and grant writing staff	City staff and volunteer time	Mid-range
	<i>Construct LID projects.</i>	DPW and DEP	EPA, DEP, and Section 319 grants	Long-term
NC1.5 Continue to conduct monitoring and evaluate conditions in the waterways resulting from the upgrade of the Brockton Advanced Water Reclamation Facility.	<i>Monitor discharges from the Brockton Advanced Water Reclamation Facility.</i>	Water/Sewer Division of the Public Works Department	City staff time	Ongoing
NC2.1 Develop a Healthy Community Design Toolkit.	<i>Investigate Healthy Community Design Toolkit for possible implementation.</i>	PD and Massachusetts Department of Public Health	City staff time	Mid-range
NC2.2 Acquire land parcels along the waterways, wetland systems, floodplains and existing open spaces that are not protected in perpetuity (Chapter 60 lands, etc.).	<i>Identify parcels using the Mapping and Prioritizing Parcels for Resilience (MAPPR tool).</i>	PD, Conservation Commission, and MassAudubon	City staff time	Short-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
	<i>Obtain ownership or development rights for these identified parcels to limit development.</i>	PD, CC, and Conservation Commission	Possible CPA funds	Long-term
NC 3.1 Educate the community about natural resources.	<i>Provide multicultural and multilingual access to the information about the benefits of natural resources in Brockton.</i>	Conservation Commission and volunteers for translation	City staff time	Short-term
	<i>Work with the School Department to develop educational lessons about the importance of natural resources.</i>	SD, teachers, and students	City and school staff time	Long-term
NC3.2 Encourage ways for the community to interact with natural resources.	<i>Develop a formalized sustainable trail system with opportunities for interpretative signs and self-guided tours of natural resources in the city.</i>	DPW and Conservation Commission	City staff and officials' time	Short-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
	<i>Apply for trail and interpretative signage grants.</i>	Grant writing staff	City staff time	Short-term
	<i>Construct the proposed trail system with interpretive signs.</i>	PD and DEP	Recreational Trails Program and Greenways and Trails Program	Long-term
NC3.3 Identify ways for the community to directly protect the city's natural resources.	<i>Develop educational programs and install signage to promote awareness of important natural resources such as catch basin stenciling and wayfinding signs.</i>	Conservation Commission, SD, teachers, and students	School staff and city officials' time	Short-term
NC4.1 Educate the public about the need to protect the city's drinking water.	<i>Enact a Water Use Conservation Campaign by putting information in various languages on the City's website.</i>	Conservation Commission and volunteers for translation	City officials' and volunteer time	Short-term
NC4.2 Obtain grants and other funds to preserve the water supply.	<i>Apply and develop a program to provide residents and business-owners with green implementation items such as rain barrels.</i>	DPW and grant writing staff	EPA, DEP, and Section 319 grants	Long-term
NC4.3 Use land use regulations and zoning to protect the aquifers.	<i>Create an aquifer protection zoning district.</i>	PD, PB, and CC	City staff and officials' time	Mid-range

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
NC4.4 Use best management practices to preserve and protect ground and surface water resources.	<i>Ensure that development regulations include best management practices to protect water resources.</i>	PD and PB	City staff and officials' time	Mid-range
NC5.1 Protect remaining important open spaces.	<i>Identify important unprotected open spaces.</i>	Conservation Commission	City officials' time	Short-term
	<i>Obtain ownership or development rights for unprotected open spaces.</i>	PD, CC, and Conservation Commission	Possible CPA funds	Long-term
NC5.2 Identify and support the continuation and expansion of urban agriculture in Brockton.	<i>Continue developing and implementing the Brockton Urban Agricultural Plan.</i>	PD, Health, and Building Departments	City staff time	Short-term
NC5.3 Ensure opportunities are inclusive by working with community groups to ensure information is disseminated in a variety of languages and dialects.	<i>Ensure that all information and educational materials about natural resources are in multiple languages.</i>	Conservation Commission and volunteers for translation	City officials' and volunteer time	Ongoing
NC6.1 Pursue the adoption of the Community Preservation Act.	<i>Continue to promote and educate the community and City officials' about the benefits of the Community Preservation Act.</i>	PD and CC	City staff and officials' time	Mid-range

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
NC6.2 Partner with land protection agencies.	<i>Collaborate with Trustees of the Reservation, the Department of Conservation and Recreation, MassAudubon and the Wildland Trust.</i>	Conservation Commission, Trustees of the Reservation, DEP, MassAudubon, and the Wildland Trust	City officials' and organizations' time	Ongoing
NC7.1 Provide zoning that assists in the historic preservation of Brockton's past.	<i>Create a Brockton Historic District Commission (BHDC).</i>	PD, PB, and CC	City staff and officials' time	Short-term
	<i>Identify historic district and properties.</i>	PD and future BHDC	City staff and officials' time	Mid-range
	<i>Create historic district overlays to protect the exterior of buildings in historic districts.</i>	PD, BHDC, and CC	City staff and officials' time	Long-term
NC7.2 Obtain funding for historic preservation.	<i>Apply for grant funding for historical preservation.</i>	Grant writing staff and BHS	City staff time	Long-term
	<i>Become a Community Preservation Act community.</i>	CC	City officials' time	Long-term
NC8.1 Obtain grant funds for arts and cultural funding.	<i>Apply for grant funding for arts and cultural programs.</i>	Grant writing staff	City staff time	Mid-range

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
NC8.2 Promote Brockton's heritage.	<i>Develop a marketing strategy to promote Brockton's heritage.</i>	BHS, B21 and MSCC	City staff and volunteer time	Mid-range
	<i>Engage students in events that relate to Brockton's history.</i>	BHS, SD, teachers, and students	School staff and volunteer time	Mid-range
NC9.1 Plan for opportunities for community members to showcase their artwork.	<i>Create a creative cultural plan for the city which will involve various public input.</i>	PD and BCC	NEA creative placemaking grants	Mid-range
NC9.2 Evaluate areas in the city for artistic expression.	<i>Identify sites for public art installations and additional performance art spaces.</i>	PD and BCC	City staff and organization's time	Short-term
Services and Facilities				
SF1.2 Provide police staffing levels consistent with Brockton's needs and applicable State standards.	<i>Continue to staff the Police Department as city finances allow.</i>	Mayor and CC	General funds	Ongoing
SF2.1 Place a priority on facilities and needs of the Fire Department.	<i>Replace fire trucks and apparatus.</i>	Mayor and CC	CDBG funds	Mid-range
	<i>Continue to staff the Fire Department as city finances allow.</i>	Mayor and CC	General funds	Ongoing

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
SF2.2 Seek funding to expand the operations of branch libraries.	<i>Apply for grants to extend hours of operation in library branches.</i>	Grant writing staff	Massachusetts Board of Library Commissioners	Mid-range
SF3.1 Seek innovative methods to provide multi-use community center facilities and programs in dispersed locations.	<i>Identify municipal properties within the city that can double as local community centers.</i>	PD	City staff time	Short-term
	<i>Apply for grants to fund expanded programs in community centers.</i>	Grant writing staff	City staff time	Short-term
SF3.2 Plan and implement a capital improvement program to expand the number of facilities and distribute community center activities in conveniently accessible locations in different areas of Brockton.	<i>Include local community centers throughout Brockton in the Capital Improvement Plan.</i>	Finance Department	City staff time	Short-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
Infrastructure and Utilities				
U1. Prepare a comprehensive digital database mapping all of the City's utilities to facilitate improved planning, management and maintenance.	<i>Create a digital inventory for Geographic Information Systems (GIS) shape files of water and sewer lines, storm drains, lighting, sidewalk, crosswalks, and access ramps.</i>	GIS Staff	City staff time	Short-term and ongoing
U2. Maintain and upgrade the City's water supply system to keep pace with current needs and future standards associated with comparable communities, including appropriate water rates.	<i>Include water system upgrades in the City's Capital Improvement Plan.</i>	Finance and DPW	City staff time	Ongoing
	<i>Monitor water rates in surrounding communities to be competitive.</i>	DPW	City staff time	Ongoing
U3. Continue to upgrade the City's sanitary sewer system and promote programs addressing problems of illegal dumping and use of the system.	<i>Include sewer system upgrades in the City's Capital Improvement Plan.</i>	Finance Department and DPW	City staff time	Ongoing

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
	<i>Monitor sewer rates in surrounding communities to be competitive.</i>	DPW	City staff time	Ongoing
	<i>Develop and distribute educational flyers to residents and business owners regarding environmental impacts to the sewer system.</i>	DPW	City staff time	Ongoing
U4. Provide for a well-organized program for long-term pavement management of the streets and roads in Brockton.	<i>Develop a long-term pavement management system.</i>	DPW	City staff time	Short-term
U5. Identify and address issues associated with the stormwater system.	<i>Identify flood-prone areas for possible Low Impact Development (LID) projects.</i>	PD and DPW	City staff time	Short-term
	<i>Apply for and develop a coalition of partners to work on educational aspects of the proposed project.</i>	SD, teachers, students, and grant writing staff	City staff and volunteer time	Mid-range
	<i>Construct LID projects.</i>	DPW and DEP	EPA, DEP, and Section 319 grants	Long-term

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
U6. Upgrade the City's street lighting system.	<i>Procure bids or seek grant funding to update lights to be energy efficient.</i>	DPW, Procurement Department, and grant writing staff	City staff time	Short-term
U7. Keep Brockton competitive through up-to-date fiber optic communications links.	<i>Continue to monitor advancements in fiber optic communications.</i>	PD	City staff time	Ongoing
Transportation				
T1.1 Implement pavement management and sidewalk management programs to improve the condition of existing roads and sidewalks.	<i>Continue to repair and improve existing sidewalks and crosswalks.</i>	DPW	General funds	Mid-range
T1.2 Develop curb cut consolidation and shared parking lots on key corridors.	<i>Ensure that new commercial developments on key corridors include curb cut consolidation in their site designs.</i>	PD and PB	City staff and officials' time	Ongoing
T1.3 Consider improvements to the freight network, including truck exclusions and designated truck routes.	<i>Work with the State and OCPC to promote and develop a freight network study of the region.</i>	PD, MPO, and OCPC	FHA, MassDOT, DLTA, and other grant funds	Mid-range

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
T1.4 Monitor potential funding sources to improve and expand Brockton’s transportation infrastructure.	<i>Initiate discussions with MPO and OCPC regarding potential grants for infrastructure.</i>	PD, DPW, MPO, and OCPC	FHA, MassDOT, and other grant funds	Short-term
T2.1 Improve the infrastructure and information to encourage bicycling.	<i>Create a city-wide Bicycle Network Master Plan.</i>	PD, DPW, and PB	MassDOT and DLTA funds	Short-term
	<i>Improve bicycle parking at the MBTA train stations.</i>	PD and MBTA	MBTA and MassDOT funds	Mid-range
T2.2 Expand the quantity and quality of pedestrian connections.	<i>Perform a pedestrian and signage audit around transit stations and arterial roads in the Downtown.</i>	PD, DPW and community volunteers	City staff and volunteer time	Short-term
	<i>Prioritize crosswalks or other pedestrian improvement needs and evaluate places for wayfinding signs.</i>	PD and DPW	City staff time	Short-term
	<i>Construct crosswalks and pedestrian improvements and install wayfinding signs.</i>	DPW and PD	CDBG and MassDOT	Mid-range

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
T2.3 Advocate for the expansion of bus service and convenient routes.	<i>Work with BAT to improve routes and schedules that best work for the community and coordinate with other services such as the MBTA.</i>	Mayor and CC	Officials' time	Short-term
T3.1 Develop a Complete Streets Prioritization Plan to apply for State funding for Complete Streets projects.	<i>Prioritize streets for Complete Streets projects near schools, park, and transit stations.</i>	DPW	City staff time	Short-term
	<i>Apply for state funding for Complete Streets projects.</i>	Grant writing staff	Complete Streets Funding Program and MassDOT	Long-term
T3.2 Continue participation in the Safe Routes to Schools Program (SRTS) to promote walking and biking among school age children and create safe conditions along all routes.	<i>Have the School and Police Departments continuing to work with MassDOT on SRTS projects.</i>	SD, Police, and DPW	SRTS program, FHA, and MassDOT funds	Ongoing

Element Recommendations	Actions	Responsible Parties	Possible Resources	Timeline
T3.3 Implement intersection improvements at high-crash locations.	<i>Ensure that improvement projects to increase safety in high crash locations are included in the Transportation Improvement Plan.</i>	PD and DPW	FHA and MassDOT funds	Short-term
	<i>Construct improvements in high crash locations in the city.</i>	MassDOT and DPW	FHA and MassDOT funds	Long-term
T3.4 Continue participation in the State’s Road Safety Audit Program.	<i>Work with MassDOT on any current or upcoming safety audit programs located in the city.</i>	DPW, PD, FHA, and MassDOT	Federal and State funds	Ongoing