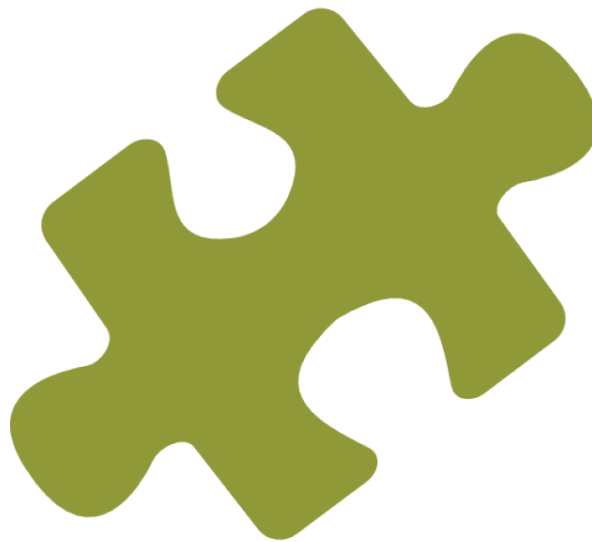


**METRO
SOUTH**

Regional Economic
Development
Organization

Metro South REDO



METRO SOUTH REGIONAL PLAN

Submitted by:

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METRO SOUTH REGIONAL STRATEGIC PLAN

Mission

To best serve the unique interests and needs of the business community and to champion the broader economic vitality of the Metro South Region.

Vision

To be the Metro South Region's unqualified leader for:

- Attracting and harnessing the energies, capabilities and ambitions of businesses;
- Catalyzing critical public discussion on key issues and mobilizing political support;
- Projecting a positive image of the region and bolstering awareness of its many advantages;
- Striving to position the region to seize the variety of emerging economic opportunities

Values

- Independent and objective
- Transparent, open and honest
- Collegial, cooperative and inclusive
- Focused on fostering a broader sense of community involvement, engagement and advancement
- Relationship-driven and focused on deepening connectivity throughout the region and beyond
- Ready, willing and eager to lead the charge (advocacy, policymaking, etc.)

GOAL#1: Proactively develop and strategically support programs to improve the effectiveness of the region's business community and to improve the economic health of the Metro South region

- **METRICS:** Attendance at events; number of businesses retained, relocated, and opening in the Metro South region; increased sponsorships; partnerships formed
- **ACTION ITEMS:**
 - **Provide Forums and Information about Health Care Cost Containment; Pursue Group Purchasing Programs**
Metrics: Businesses informed about costs, changes and options; number of businesses signing up for health insurance
 - **Promote Life Sciences Through Quality Programming**
Metrics: Hold Bio-Ready sessions for municipalities; host important life science speakers such as Susan Windham Bannister; attendance at events; more Life Science businesses relocating to the region
 - **Present Small Business Seminar Series to Strengthen Business Start-Ups; Proactively Schedule Strategic Workshops with Partners**
Metrics: Number of workshops scheduled; outreach to MSBDC, SCORE, Geek Girls, SDO, SBA, and others; attendance at workshops; number of businesses assisted
 - **Endorse Gateway Cities Initiatives for Sustainable Development**
Metrics: Letters of support; meetings attended; awareness of Brockton as a Gateway City
 - **Connect Competitive Workforce/Economic Development**
Metrics: Meetings and workshops held; economic development activity; job creation
 - **Pursue English for All Workers Initiative to Reduce Backlog**
Metrics: ESOL Backlog reduced; workforce trained and hired
 - **Sponsor Health Career Ladder Training/Human Resources Seminars**
Metrics: Number of business employees being educated and promoted; business satisfaction; seminars held
 - **Provide Research Assistance and Resources for Local Suppliers and Businesses; Promote the Business Assistance Center and Edison Business Incubator**
Metrics: Number of businesses gaining education; number of businesses joining the Chamber; occupancy rate of incubator space
 - **Form Strategic Partnerships with Business Groups**
Metrics: Number of partnerships formed. Targets- Business Associations, Other Chambers, and Cultural Groups such as the Cape Verdean Association; bi-annual meetings held; programs created
 - **Conduct Surveys to Monitor and Respond to Business Needs**
Metrics: Surveys created and distributed; number of responses received; analysis of data leading to further insight and enhanced programming to satisfy business requests and needs

GOAL #2: Support economic initiatives that will encourage the growth of existing business and industry, attract new ventures to the region, and project the Metro South region as a place of economic opportunity and vitality

- **METRICS:** Number of businesses retained relocated, and opening in the Metro South region; legislative action taken; partnerships formed; occupancy rate of commercial sites
- **ACTION ITEMS:**
 - **Promote Metro South Regional Site Finder Website Portal**
Metrics: Number of new businesses and retained businesses; active use and postings on website; less vacant commercial space
 - **Advocate for Attractive Commercial/Industrial Tax Rates**
Metrics: Lower/Competitive commercial tax rate set
 - **Advocate for the Expansion & Promotion of the Wastewater Treatment Plant & Desalination Plant**
Metrics: Expanded use of Wastewater Treatment Facility and Desalination Plant to other towns
 - **Develop & Promote Chamber Business Retention & Expansion Program**
Metrics: Number of new businesses and retained businesses; number of businesses seeking assistance
 - **Attract Life Sciences, Green/Clean Production & Energy Industries**
Metrics: Number of new businesses and retained businesses; active use and postings on sitefinder website; less vacant commercial space; grant requests approved; creation of a life sciences task force
 - **Gauge Impact of Rail Yards**
Metrics: Results of study; best use of land realized and implemented
 - **Lead and Support Metro South Creative Economy Initiative**
Metrics: Number of new businesses and retained businesses; active use and postings on sitefinder website; less vacant commercial space; more cultural events around the region; collaboration of creative talent; space identified for talent; funding options for creative industries; obtaining a Creative Economy Designation
 - **Expand Higher Education Initiative Involvement and Support**
Metrics: Key players convened and partnerships formed; creation of Higher Education Center in downtown Brockton; DCAMM meeting held; educated workforce; number of students enrolled in classes
 - **Support Quality Housing, Education and Health Care Entities**
Metrics: Residential occupancy rate; enrollment in educational facilities; classes/programs offered; growth within healthcare industry; unemployment rate lowered

GOAL #3: Strengthen connections between business and government to deepen the understanding of opportunities and challenges facing the business community.

- **METRICS:** Working closer with the municipalities, inclusion in meetings and programs, being sought for advice and collaboration, lower commercial tax rates, expanded water/wastewater treatment facility.
- **ACTION ITEMS:**
 - **Invite Elected Officials to Attend Meetings and Speak to Business Community**
Monthly Government Affairs Meeting; April Legislative Luncheon; October Legislative Reception
Metrics: Elected Official attendance at events; legislative action; greater collaboration with elected officials
 - **Host Mayoral, State Representatives, and other Candidate Forums**
Metrics: Candidate Forum held; exposure in media including WXBR radio, local newspaper, and on Brockton Community Access; business issues addressed; greater relationships with elected officials formed
 - **Facilitate Meetings with Area Town Officials to Address Economic Development Concerns**
Bi-Annually
Metrics: Number of municipalities represented; progress on economic development concerns (such as wastewater/desalinated water expansion, lower commercial tax rates, better infrastructure); more collaboration on events and projects
 - **Sponsor City Events that Strengthen Economic Opportunity and Advancement**
Metrics: Number of events sponsored; support of the City; ticket sales of the Chamber's "Taste of Metro South", presence in the community and within the media; greater collaboration
 - **Work with the Mayor and SEED Corp to Promote a Brockton Micro Loan Program**
Metrics: Number of businesses applying for a Brockton Micro Loan; number of businesses opening or relocating
 - **Report to the Mayor and Town Officials Economic Goals and Accomplishments of the Chamber and Business Community**
Metrics: Email updates created and sent to the Mayor and Town Officials; flyer created and distributed; meetings held; awareness of activity on the municipal level
 - **Assist in City and Local Issues Such as ETAs, TIFs, Permits and Transportation Concerns**
Metrics: Involvement in permitting and transportation meetings; number of businesses assisted; collaboration with the City; bus familiarization tours conducted
 - **Partner with DCAMM & MOBD to Hold Meetings surrounding Downtown Economic Development**
Metrics: Meetings held; increase in economic development within the region; greater collaboration between The Chamber, state agencies, businesses, developers, and local municipalities

GOAL #4: Communicate effectively to increase the public's awareness of issues, opportunities and programs.

- **METRICS:** Informed community and more “buzz” created; attendance at events, more support from the community; increased readership of the Action Report; E-Update open rate; website click-throughs; more followers on social media
- **ACTION ITEMS:**
 - **Develop a Social Media Schedule to Effectively Communicate Efforts**
Metrics: The development of a set schedule for social media and guide of best practices for each platform; increased followers and community interaction
 - **Streamline Communications**
Metrics: Greater efficiency in communications department; less time posting the same information in multiple locations; shortened email blast;
 - **Routinely Report on Economic Development Initiatives, Projects and Proposals**
Metrics: Increased community awareness of the region's programs; community support of initiatives; outreach of media outlets to the Chamber
 - **Establish Relationship with Local Media Outlets**
Metrics: Increased number of press releases being printed; press attending and covering events; community awareness of regional programs
 - **Explore New Technology Trends and Media**
Metrics: New technology instituted
 - **Expand Effective Use of Information Radio Station While Pursuing Partnership Opportunities**
Metrics: Increased use of Information Radio Station owned by the Chamber; more programming on air; regional economic activity and cultural events; number of listeners tuning in; partnership formed allowing another entity to manage the station and record broadcasts and updates
 - **Promote Regional Brand and Effectively Incorporate It Into Collateral Pieces And Media**
Metrics: Brand awareness of the region; negative image combated; media attention received; increased number of tourists and people doing business in the region
 - **Maintain an Updated Website with Current and Relevant Information**
Metrics: Updated information on the website in a timely manner; removal of events as they pass; addition of new events as they surface; routinely reporting news; increased website traffic
 - **Seek and Publish Educational Articles from Partner Organizations and Members**
Metrics: More educational articles published from partners including MOBD, MOITI, SBA, SBDC, SCORE, MassDevelopment, and others; greater relationship with partner organizations established
 - **Review Search Engine Optimization (SEO) Data and Target Lists for Website, Add Content According to Data Collection**
Metrics: Discovery of how visitors are using the website; play to strengths from data collected; constantly updated keywords; increased website traffic; increased membership; increased event registration; increased tourism interest and demand

DIVISION GOALS & ACTION PLANS

COMMUNITY AFFAIRS DIVISION

Goal Statement: Develop and support programs which address emerging community issues and enhance the quality of life in the Metro South.

Action Plans

1. Develop and support initiatives that enhance the region's image.

- Sponsor *A Taste of Metro South* in March to increase the awareness and appreciation of living and working in the region while providing a portion of the proceeds to assist local non-profits. Promote vendor participation.
- Promote the resources, positive activities and accomplishments of the Metro South area and encourage citizens to take pride in their community by developing greater community awareness and image.
- Create a regional brand identity and push the message through marketing and repetition, marketing the Metro South region for its convenience and attracting a greater number of visitors (business and leisure).
- Build awareness of community and business improvements achieved and planned for the future. Keep business and community members focused on the big picture of a better Brockton and beyond in order to bolster consumer and business confidence.
- Participate actively in community initiatives, projects and hearings concerning the development of housing, economic development and transportation improvements.
- Maintain and expand the Brockton Information Board program allowing Chamber members to promote their business while providing helpful information to visitors of Brockton.
- Promote the Metro South Creative Industry as a vehicle for economic development and visitor attraction.
- Explore grant opportunities and community building activities through the recently obtained Community Development Corporation designation.
- Market attractions such as the Brockton Rox and Fuller Craft Museum through a series of PSAs, leveraging the Chamber owned 1620 AM Information Radio.
- Support the creation of a Downtown Manager position in the City of Brockton.

2. Develop and support goals, policies and programs to improve the quality of education and job training in the Metro South communities.

- Provide leadership to the Greater Brockton School-to-Career Partnership in carrying out its charge of systemic change in the way education is delivered.
- Remain an active participant in the Brockton Area Workforce Investment Board; advocating for and promoting job skills training programs.
- Provide leadership through the Southeast Massachusetts Tech Prep Consortium, designed to better equip students with the skills related to technology, science and industrial arts.
- Serve on the Brockton High School restructuring committee or foundation, representing the interests of business in creating changes positive to student/employee skills development.
- Promote and participate in CareerWorks/UMASS Brockton Career Center activities including career days and program development.
- Participate in community and school-based career day programs and utilize the web site to promote available jobs and skills training.
- Provide internship opportunities for area high school and college students.
- Assist in promoting Junior Achievement programs to Chamber members.
- Encourage institutions of higher education to open satellite offices in Downtown Brockton.
- Pursue the "English for All Workers" initiative to create a more skilled and educated workforce

3. Work for greater understanding and appreciation of ethnic and cultural diversity in the region.

- Communicate the Chamber's diversity position on a consistent basis.
- Strengthen Chamber relationships within the minority community.
- Partner with appropriate organizations to advance cultural diversity issues and programs.
- Provide technical assistance, upon request, to cultural diversity groups.
- Attend Cape Verdean Association, NAACP and other diverse community meetings when invited.
- Encourage greater board membership, committee and staff participation by people of diverse understandings.

4. Forge “natural” community alliances.

- Build alliances within the community by collaborating with municipalities, economic development agencies and community –based organizations to address emerging issues.
- Challenge the business community to take a more active leadership role in addressing key social, economic and educational issues.
- Support and partner with organizations applying for grants and funds to improve the quality of life and programs within the region.

ECONOMIC DEVELOPMENT/COMPETITIVE WORKFORCE DIVISION

Goal Statement: Increase economic opportunities that will encourage the growth of existing business and industry and will attract new business ventures to complement the region.

Action Plans

1. Initiate and support efforts that address the fundamentals necessary for business investments.

- Work closely with the Brockton 21st Century Corporation, other economic development organizations and municipalities to address impediments to commercial and industrial growth.
- Promote the Metro South Site Finder (www.metrosouthsitefinder.com) website to search available properties within the region.
- Coordinate site visits at various businesses within the region with elected officials in order to learn more business' products and services, as well as the roadblocks to their growth.
- Conduct a series of "Familiarization Bus Tours" of business, industrial parks, and commercial centers, highlighting commercial space and availability.
- Promote the Brockton Micro Loan program which utilizes SEED Corp micro loans ranging from \$1,000 - \$50,000
- Encourage greater interaction and exchange of information among various organizations addressing similar business and community development issues.
- Assist local companies in creating and retaining jobs in the Metro South area through expansion, training, tax-relief and retention efforts.
- Promote the benefits of economic development and the specific programs needed to create jobs and economic opportunity.
- Encourage inter-municipal cooperation with particular emphasis on the city and its working relation with surrounding communities (i.e. water supply, planning, transportation, etc.).

- Pursue electricity group purchasing and aggregation programs with other Chambers and other communities.
- Continue to advocate for lower commercial tax rates.
- Work with Metro South communities to realize the full economic potential of MBTA commuter rail service.
- Engage and attract Life Science companies to the region while encouraging more communities to become bio-certified.
- Pursue "Green" opportunities and certification programs for member businesses, providing them with a competitive advantage and potential savings.
- Advocate for the creation of a regional Water and Wastewater Treatment Authority.

2. Enhance the professional and personal development of the region

- Partner and promote an in-depth (multiple weeks) entrepreneurial seminar program designed to assist aspiring business people with the development of a workable business plan. (Center for Women and Enterprise; Small Business Administration)
- Sponsor at least five low-cost seminars on issues/topics of vital importance to member investors such as technology, effective management and workforce training opportunities.
- Conduct a series of panel discussions on Human Resource topics, providing information on specific issues relative to human resource professionals at member firms (selective worker and skills retention). Provide certificates to those completing each session and entire series.
- Offer Supplier Diversity Office certification seminars at the Chamber for the benefit and convenience of women and minority owned business people.
- Continue to provide in-kind space to SCORE, SBA and DBA to promote the *free* management, counseling and advocacy services each provides.
- Update the Business Assistance Center at the Chamber to serve as the modern business hub within the region.

3. Provide networking activities for members and promotional opportunities for their products and services.

- Continue to sponsor *Business After Hours* and other networking programs that encourage member businesses to interact with one another while strengthening regional business relationships.
- Continue to strengthen the *Annual Meeting* program/speaker & *Business-to-Business Connection*. Explore the possibility of using a larger facility that can accommodate 450-500 people and ample exhibit space.
- Act as a conduit and referral source for members seeking crisis management resources and assistance.

- Encourage members to offer incentives and discounts to each other to build local business relationships and add value to chamber membership.
- Promote social media as an avenue for members to connect electronically and market their products, services, events and specials.
- Conduct at least 2 member orientations per year to highlight new businesses and their products/services.
- Continue to engage financial sponsorship and support for Chamber events and programs.

4. Provide economic development recognition.

- Coordinate the *Small Business of the Year* and *Entrepreneur of the Year* awards to be presented in May. Secure a premier sponsor.
- Recognize businesses that invest in the Metro South with the presentation of economic development impact awards at the *Annual Meeting* in November.
- Promote at *Good Morning Metro South* new Chamber member programs and economic development initiatives that benefit the community.
- Align legislative positions and outreach with the business goals of our members.
- Attend ribbon cutting ceremonies and groundbreakings, highlighting them and their benefits in the Action Report and the e-Update

GOVERNMENT AFFAIRS DIVISION

Goal Statement: Influence the legislative process for the benefit of the region and facilitate member involvement in government affairs.

Action Plans

1. Assume a leadership role in effectively representing the interests of membership investors on local, regional, state and federal issues.

- Monitor a wide variety of issues and pro-actively decide upon a limited number of key goals and action areas to focus on for the year.
- Develop positions on issues impacting our members and effectively communicate the Chamber's position to members, public officials and the media.

- Host monthly Government Affairs meetings at the chamber with business and legislative leaders. Host knowledgeable speakers on timely topics.
- Convene town managers periodically to discuss the strengths and roadblocks to regional growth.
- Work with the Mayor of Brockton on a weekly basis to identify business' needs in order to portray an image of a "business friendly" community, increase business retention and attract new businesses.

2. Develop specific action steps that will position the Chamber to garner increased legislative influence.

- Initiate and maintain communication with the legislative delegation and their staff. Encourage their participation at monthly government affairs meetings.
- Leverage and share resources with other chambers and state-wide business and trade organizations.
- Encourage legislative staff members to use the Chamber as a resource and develop a mutually beneficial relationship.
- Develop improved survey methods and tools to efficiently decipher member's feeling on key issues.
- Involve the membership in grass roots lobbying.
- Maintain active participation in the Massachusetts Council of Chambers of Commerce.
- Be a resource on issues to local businesses and business/civic associations.
- Explore the development of a *Political Action Committee* and the use of a lobbyist.
- Spotlight legislator voting records in the Action Report. Provide positive press when legislators support Chamber position.

3. Develop and strengthen initiatives that inform and encourage Chamber members to participate in government affairs.

- Publish timely government affairs articles in the Action Report.
- Help members increase their understanding of the legislative process.
- Conduct an Annual Legislative Reception each year.
- Seek additional opportunities and speakers to participate in segments of *Good Morning Metro South* promoting members knowledge of elected official and government affairs.
- Hold a legislative breakfast encouraging extensive participation of legislators and business people to produce a more active dialogue around business issues.
- Distribute a weekly email blast informing members of action taking place on the state level.

REGIONAL EXPERTISE & STRATEGIC PARTNERS

The Metro South Chamber is recognized for its role in convening and facilitating key stakeholders to promote economic development in the region and the state. CEO Christopher Cooney is a strategic regional convener and facilitator leading key employer and regional partners in major efforts that are resulting in a continuum of regional economic expansion.

The following networks are currently in place to utilize strategic initiatives:

1. Life Sciences Industry Sector: The Metro South region contains five towns that have received bio-ready certifications from the Massachusetts Biotechnology Council; Brockton, Canton, Southfield (Abington, Rockland and Weymouth), Randolph, and West Bridgewater. MSCC participated in the Bio International Conference and formed many new potential partners that will be explored. Branding and Marketing the Life Sciences Sectors will be a priority, as well as creating a research and development center within the region. MSCC will plan strategic meetings with the Life Sciences Partnership.

Network Includes: Educational institutions such as Bridgewater State University, Stonehill College and UMass Boston, medical institutions such as Good Samaritan Medical Center and Signature Healthcare, and Life Sciences businesses within the region including EMD Serono in Rockland, Organogenesis in Canton, Pharamsol Corporation in South Easton, Cell Sciences in Canton, Sanofi Pasteur Biologics in Canton, Pressure BioSciences in South Easton and Lyne Laboratories in Brockton.

2. Food Manufacturing Industry Sector: Food Manufacturing and Production is a significant industry within the Metro South region. Partners will convene next year for a series of workshops aimed at workforce development issues, economic development challenges, resources available, expansion, attraction and marketing.

Network Includes: Concord Foods in Brockton, Cheer Pack in West Bridgewater, Crocetti's Oakdale Packaging in Brockton, Cindy's Kitchen in Brockton, The Italian Kitchen in Brockton, Cape Cod Café in Brockton, Uno's Bakery in Brockton, F.B. Washburn Candy in Brockton and Elie Baking Corporation in Brockton.

3. Education: MSCC will be reconvening the Higher Education Collaborative in the city of Brockton and the Metro South region. A focus will be on creating a skilled workforce and encouraging cross coordination of programs and classes. MSCC hopes to help create a UMass Dartmouth satellite in downtown Brockton. MSCC will also continue support of the education and training of youth, and providing them with business experience through internships with the Connecting Activities Program. In addition, MSCC will utilize educational institution interns for research projects. In addition, MSCC REDO will engage UMass Donahue Institute in reviewing options for Life Science development in the region and studying the optimal use of a dormant 35 acre rail yard site within the central business district in Brockton.

Network Includes: Bridgewater State University, Stonehill College, Massasoit Community College, Porter & Chester Institute, Sullivan & Cogliano Training Center, Lincoln Technical Institute, University of Massachusetts Donahue Institute, University of Massachusetts Dartmouth, University of Massachusetts Boston, Curry College, Eastern Nazarene College, Fisher College, Proteas Consulting, Brockton Area Workforce Investment Board, CareerWorks, Brockton Public Schools, Stoughton Public Schools, Southeastern Regional Vocational Technical High School, Whitman-Hanson Regional High School and the North River Collaborative Schools

4. Healthcare: MSCC received a Workforce Training Fund collaborative grant of \$249K to enhance region's healthcare industry through advanced skill and education. A part-time employee was hired, and a partnership was formed between major hospitals, health facilities, and educational facilities for enhanced skill/academic programs that support employer return on investment. MSCC will continue to meet with all healthcare facilities in the Metro South region to assist in

workforce needs and expansion possibilities. MSCC also offers health insurance discounts to members through group purchasing programs. MSCC will continue to pursue lower health costs for businesses, as well as educate the business community about health care changes.

Network Includes: Baypointe Rehabilitation & Skilled Care Center, New England Sinai Hospital, Heights Crossing Assisted Living, Steward Health Care System, The Guardian Center, Signature Healthcare, Good Samaritan Medical Center (Steward Health Care), The Brockton Neighborhood Health Center, Kindred Hospital, Chamber Health Co-op, Health Service Administrators, Brockton VA, Massasoit Community College, Bridgewater State University, Stonehill College and the Brockton Area Workforce Investment Board.

5. Financial Institutions & Capital Access Programs: MSCC will work with local and state financial institutions to develop economic development programs, incentives and funding for new and expanding businesses. MSCC will hold meetings such as a recent meeting entitled “Downtown Brockton, Present & Future Revitalization” to discuss recent developments and how the banks and financial institutions can assist.

Network Includes: Crescent Credit Union, Rockland Trust, Bank of America, Mutual Bank, Meddlessex Savings Bank, Mansfield Bank, South Shore Savings Bank, North Easton Savings Bank, South Costal Bank, HarborOne Bank, Mechanics Cooperative Bank, Eastern Bank, TD Bank, SEED Corporation, SBA, MassDevelopment, DCAMM, Brockton 21st Century Corporation, City of Brockton, MA Supplier Diversity Office, MSBDC, Old Colony Planning Council, Trinity Financial

6. Community Partners: MSCC recently convened its Foundation to develop a Community Development Corporation (CDC). MSCC also recently sponsored a fair housing forum with the Brockton Redevelopment Authority. MSCC plans more activity surrounding Community Development through partnerships and collaboration.

Network Includes: Brockton Rox, Fuller Craft Museum, Brockton Fairground, City of Brockton and Elected Town Officials, Brockton Redevelopment Authority, Brockton Arts, Brockton Cultural Arts and Economic Development group, Brockton Council on Aging, Old Colony YMCA, The Charity Guild, Brockton 21st Century Corporation, Attorney General’s HomeCorps Office, Rocky Statue Committee, Brockton Historical Society, area hotels and restaurants.

7. Chamber Affiliates: MSCC maintains relationships with affiliate organizations which share information regarding issues and initiatives of regional concern such as wastewater, water supply, transportation, regional competitiveness and economic/workforce development. In addition, each organization provides reciprocal member access for events. A bi-annual meeting between Chamber affiliates takes place in the spring and in the fall.

Network Includes: Avon Industrial Park, Bridgewater Business Association, East Bridgewater Business Association, Norwell Chamber of Commerce, Stoughton Chamber of Commerce, ProLink Networking Group, Randolph Chamber of Commerce, South Shore Women’s Busineses Network

8. Business Resource Partners: Provides support for new and expanding businesses through one-on-one counseling, workshops, marketing, office assistance and financial support. (*= housed inside the MSCC Building).

Network Includes: *Massachusetts Supplier Diversity Office (SDO), *Small Business Administration (SBA), *MassDevelopment, *The Massachusetts Small Business Development Center (MSBDC), *SCORE Counselors, *Business Assistance Center (BAC), *Attorney General’s HomeCorps Loan Program, *Brockton 21st Century Corporation (B21), *Brockton Redevelopment Authority (BRA), SEED Corporation, CareerWorks, Massachusetts Office of Business Development (MOBD), MA Export Center, U.S. Commercial Service, U.S. Department of

Commerce, Brockton Area Workforce Investment Board, Old Colony Planning Council and the Brockton Area Transit Authority (BAT).

9. Legislative: MSCC has a strong legislative network through its hosting of monthly Government Affairs Meetings, Annual Legislative Luncheon and Annual Legislative Reception. In addition, elected officials are invited to ribbon cuttings, seminars, and panels on the topics of water, wastewater, railway, and transportation, new developments, and more. The Chamber also advocates for lifting the EPA consent decree and lower commercial tax rates. MSCC has hosted Governor Deval Patrick, Senate President Therese Murray, Attorney General Martha Coakley, Lieutenant Governor Tim Murray, Secretary of Housing and Economic Development Greg Bialecki, Secretary of Transportation Richard Davey, Treasurer Steve Grossman and Auditor Suzanne Bump. In addition, MSCC Leadership has attended the U.S. Chamber D.C. Fly-in program and has met with Congressman Stephen Lynch, Senator Elizabeth Warren and Former Senator Scott Brown. On the municipal level, MSCC plans to hold quarterly meetings with town officials to discuss economic development projects and further nurture partnerships.

Network Includes: Business Leaders (Government Affairs Committee led by Sue Joss, Brockton Neighborhood Health Center, and sponsored by UMass Boston), town administrators from the 18 towns and cities in the Metro South region, State Representatives (Michael Brady, Thomas Calter, Christine Canavan, Clair Cronin, Angelo D’Emilia, Geoff Diehl, William Galvin, Louis Kafka, Walter Timilty), State Senators (Robert Hedlund, Brian Joyce, Thomas Kennedy, Marc Pacheco and James Timilty) Mayor Balzotti of Brockton, the Brockton City Council, Deval Patrick, Governor of Massachusetts

10. Media Partners: MSCC has relationships with many media outlets to promote programs, news and events and is exploring new partnerships to strengthen the image of the region.

Network Includes: The Brockton Enterprise, The Boston Business Journal, WATD 95.9 FM, Hometown Talk Radio WVBF 1530 AM, 1620 AM, Brockton Cable Access Channel, Rich Morgan Photography, Rob Peters Entertainment, Connolly Partners

11. Business Community: MSCC is a member based organization representing over 800 business of all sizes and industries. MSCC utilizes the business community’s feedback for research and development of programs and regularly gauges challenges and satisfaction. MSCC is able to directly respond to business owners’ needs at events, forums, workshops, and through the Action Report, website blog, social media and E-Update.