

Economic Development Master Plan

Downtown Stoughton



Town of Stoughton

2015

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Town of Stoughton

Stoughton Master Plan Committee:

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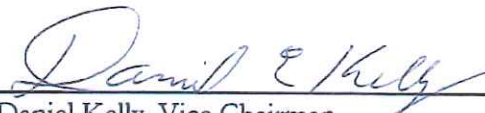
Paul Lukez, FAIA, LEED AP

**Stoughton Economic Development Master Plan
Town-wide and Downtown Elements
Master Plan Committee Approval and Acceptance**

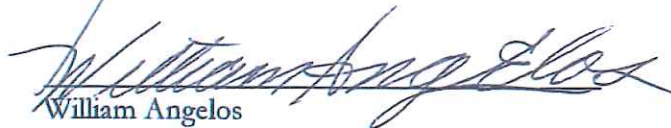
The Stoughton Master Plan Committee voted to approve and accept *Stoughton Economic Development Master Plan, Town-wide and Downtown* elements at the Master Plan Committee meeting dated April 28, 2015.



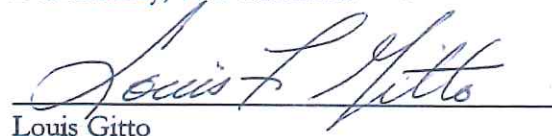
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June 11, 2015
Date

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1 | Introduction

Introduction

Stoughton is a community of 26,893 residents, 1,013 employers encompassing 16.27 square miles. The Town is situated in Norfolk County and is part of the larger metropolitan Boston economy. Stoughton is connected to Boston by highway via Route 24, I-95 and by the commuter rail on the Stoughton line, which is the terminus of the existing leg of the planned expansion of South Coast rail. The Town is a mature, nearly built-out suburban community eighteen miles south of downtown Boston with a manufacturing history. Stoughton is home to the sole location of internationally-known retailer Ikea in Massachusetts and northern New England.

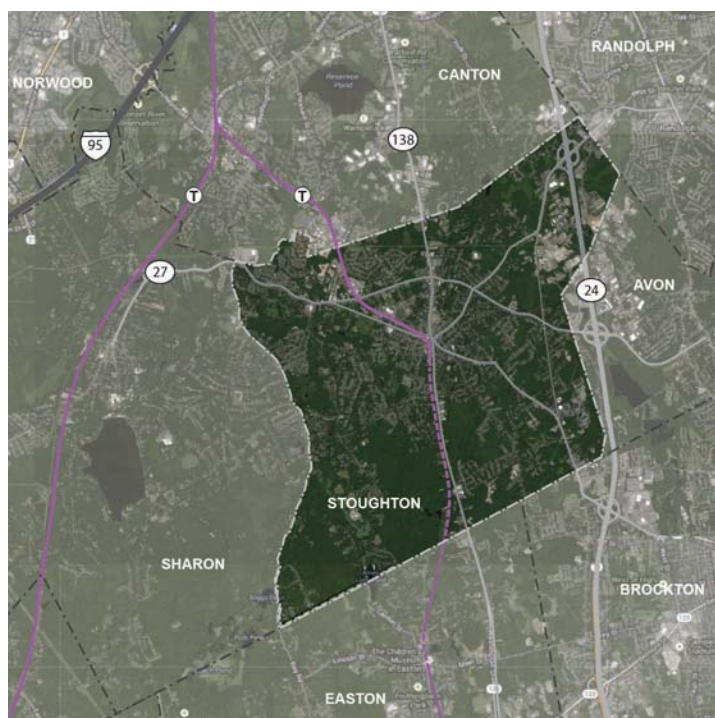


Figure D-1.
The Town of
Stoughton, aerial
view.

In April 2013, the Town began a master planning process, the first since 1970. As a part of Stoughton's master planning initiative, the Town elected to undertake a special focus on economic development issues and retained the McCabe Enterprises team to undertake an economic development analysis, and develop an economic development strategy and implementation plan. Building upon the visioning and goals formation from the first phase of the Stoughton Master Plan process, the economic development master plan element focuses on downtown Stoughton, the community's leading economic development priority, and also examines business and economic issues town-wide.

The economic development master plan is designed to guide the Town's overall economic development efforts. Stoughton Town Meeting authorized the creation of an Economic Development Coordinator position to advance the Town's overall economic prosperity, improve downtown, strengthen the tax base and create jobs.

The economic development planning element builds upon the participatory Phase 1 Master Plan process which included a series of several community meetings and a visioning session. The economic development planning process held focus groups with business people in key sectors of the Stoughton economy, namely construction, health care and manufacturing, and held two community meetings each attended by nearly one hundred people. The meetings were also televised on local cable access television. The Master Plan Committee undertook extensive outreach with articles in the local paper, cable access television shows, fliers, sign boards, and the economic development web site, www.stoughtoneconomicdevelopment.com.

The economic development element of a master plan provides an understanding of the Town's economic base and guides future actions to enhance commercial activity and provide employment opportunities for local residents. Additional purposes of the economic development plan element includes the protection and strengthening of the local tax base, assuring the provision of convenient access to goods and services

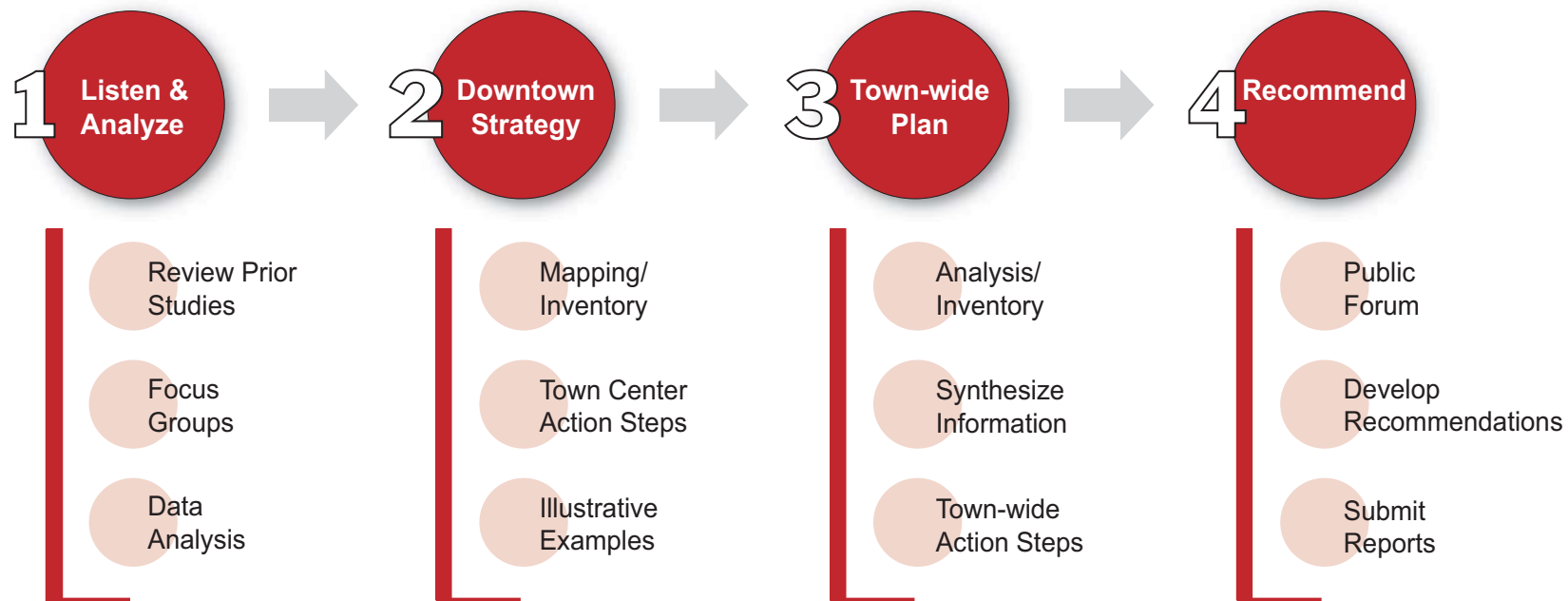
for residents, and fostering appropriate and quality development/ redevelopment of commercial and industrial land and properties. The economic development element of the master plan is the one element that considers the needs and issues facing the business sector along with residents' needs for employment and services. Economic development contributes to the Town's quality of life, community image, and overall fiscal sustainability.

An integral part of economic development today for mature suburbs, like Stoughton, is placemaking. Placemaking focuses on quality of life issues, public spaces, quality urban design and the social conviviality of a place. Placemaking often centers in town centers and downtowns – the public spaces and civic areas where people may gather. Place-

making has become a differentiator amongst communities and locations in attracting residents, entrepreneurs and businesses. Successful economic development and downtown revitalization entails more than fixing up buildings and filling vacancies, it requires placemaking – the creation of public spaces where people gather and interact. In essence, placemaking helps build and strengthen the sense of community. Appropriately, Stoughton's master plan vision for Downtown is based on making downtown more of a "place."

In the next section, the current economic conditions of downtown Stoughton are presented along with a framework for action and revitalization.

Figure D-2. Economic Development Master Plan Process.



“Healthy public spaces are the springboard for revitalizing communities...an attractive, active, well-functioning public space can jumpstart economic development in a community – from a small rural town to a big city – is being recognized increasingly around the world....Public spaces are a vital ingredient of successful cities. They help build a sense of community, civic identity and culture. Public spaces facilitate social capital, economic development and community revitalization.”

– *Placemaking and the Future of Cities*
Project for Public Spaces

Stoughton's Vision and Economic Development

The following aspirational statements relate to economic development in Stoughton and were developed during the first phase of the master plan in 2012.

Our shared community vision will take us into the future where:

- “Stoughton is widely recognized as an inclusive and resilient community offering exceptional quality of life to its residents, businesses and visitors. ...
- “Town Center is the municipal, social and cultural heart of Stoughton
- “Anchored by restored and re-purposed buildings including the Stoughton Train Station and State Theatre and served by beautiful public gathering spaces, accessible sidewalks, safe streets, and convenient parking, Town Center is active with a mix of homes and businesses.
- “Residents and guests frequent the shops and services for everyday needs and unique gifts and experiences. ...
- “Stoughton's attractive and active business corridors and centers provide an array of activity centers, services, jobs and tax revenues.
- “Through proactive planning and commitment to sensitive and sustainable economic development the Town is well positioned to maintain diversity and balance for decades to come.

From: Town of Stoughton Comprehensive Master Plan: Phase 1: Vision and Existing Conditions Report, June 2013 (excerpt from pages 11-14).

2 | Downtown Stoughton

Downtown Stoughton

The town center in Stoughton, sometimes called Downtown, or Stoughton Square or Stoughton Town Center, is nearly the geographic center of Stoughton. The town center grew around the Boston & Providence Railroad, whose terminal station was situated on Wyman Street. The present Stoughton train depot was built in 1888 and designed by Charles Brigham. It is the only granite stone station with a tower in the MBTA system, and it is listed on the National Register of Historic Places. Stoughton's town center is also the coming together of three state roads, Route 138 (Washington Street), Route 127 (known as Park Street east of the town center, and Canton Street west of the center), and the origin of Route 139 (Pleasant Street).

Beginning in the immediate aftermath of World War II, the confluence of the forces of a burst of economic activity, residential and business development, the affordability of cars to many more people, and the advent of the interstate highway system brought growth to most suburban communities across the country. That growth took different forms in different communities. In Stoughton, as in many (but not all) other communities, the housing boom occurred early with large, affordable residential subdivisions along with flourishing strip commercial development along Route 138, and parts of Route 27 with little consideration for the impact on downtown Stoughton's prosperity. The effects are evident today.

Downtown Stoughton, the town's center, is the number one priority area for improvement as identified by townspeople in the master planning process. Residents wish for a more positive image of the downtown and Stoughton, overall. As the social and cultural center and heart of the Stoughton community, downtown is considered to be an important focus for economic development.

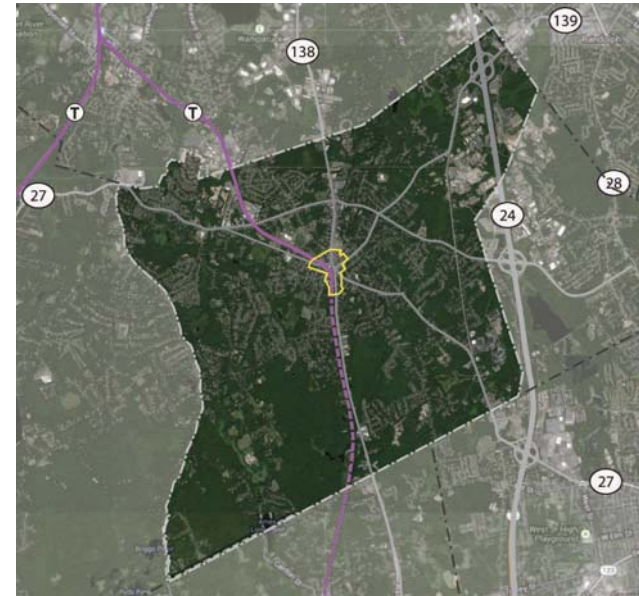


Figure D-3. Downtown Stoughton, aerial view.

The transportation network, the train, and the roadways and turnpikes, now known as Routes 138, 139, and 27, have shaped the development of Downtown Stoughton since the mid-nineteenth century as shown in the historic map of Stoughton from 1879 on the adjacent page.

Downtown Stoughton, or Stoughton Square as it was known at the beginning of the 20th century, was bustling and prosperous. Much of the historic architecture defining the character of Downtown Stoughton today, including Town Hall (1881), the Monks Block at the southwest corner of Washington and Porter Streets (1886), the Swan block at 752-770 Washington (1904), Odd Fellows Hall at 7 Freeman (1892), the Lucius Clapp Memorial building (1903), and the Stoughton Trust Building (1917) were built during the forty year period at the turn of the 19th to 20th centuries.



Figure D-4. Stoughton 1879.



Figure D-5. Stoughton Station, 1918.



Figure D-6. Stoughton Square, 1908.



Figure D-7. Stoughton Square, 1912.

Downtown consists of 104 tax parcels spread over twenty-one acres amongst eight blocks (exclusive of streets). There are 89 property owners and sixty-four buildings. The assessed valuation for downtown is \$35.8 million. Downtown Stoughton, as defined by the central business district (CBD) zone, as shown in Figure D-8, consists of approximately 29 acres, or less than 0.3% of the overall land area of Stoughton. However, downtown Stoughton generates 9.3% of the commercial assessed valuation of the Town. There are sixty-one business establishments on the ground level of which 17 are vacant. Many upper-story vacancies exist, as well. The Downtown ground-level vacancy rate is 28%.

Several efforts at improvements are underway. The Friends of the State Theatre are actively working to revitalize the long-vacant State Theatre on Washington Street and to bring back live entertainment to downtown Stoughton. Efforts to permit the infill site at 760 Washington Street are underway, with new construction replacing the remnants of a building ravaged by fire in April 2009. The Stoughton Redevelopment Authority is working to activate the historic train station with a business use. The Town is also studying traffic, road and pedestrian issues in the downtown to strengthen public safety, ease congestion, with an eye towards enhancing the pedestrian character and using a complete streets approach to downtown. The Town has also adopted a mixed-use zoning overlay district by-law to encourage mixed-use and housing in the Downtown, as depicted in Figure D-9. These are encouraging steps forward for Downtown Stoughton.

Today, Downtown Stoughton is the governmental center of Stoughton with Town Hall, the Post Office, the Stoughton Police and Fire Departments, and the Stoughton Public Library at the southern edge of

Downtown Goals

The master plans goals generated in Master Plan Phase 1 for the downtown include:

- Increase and improve active retail businesses as ground floor uses;
- Support housing & offices on the upper floors;
- Create beautiful public gathering spaces;
- Provide adequate, accessible and safe parking to meet the needs of businesses, residents and visitors;
- Assure that the design and maintenance of buildings, infrastructure and landscapes create a cohesive and attractive center; and
- Create traffic and pedestrian patterns that promote safety and accessibility.

downtown at Park and Walnut Streets. The Stoughton Library has over 183,600 visitors annually. Downtown also serves as a transit center with sixteen commuter rail round trips to Boston daily. Other activity generators in downtown include the offices of professional services and the weekly farmers' market happening in the summer and early fall. Downtown Stoughton today is a neighborhood shopping district.

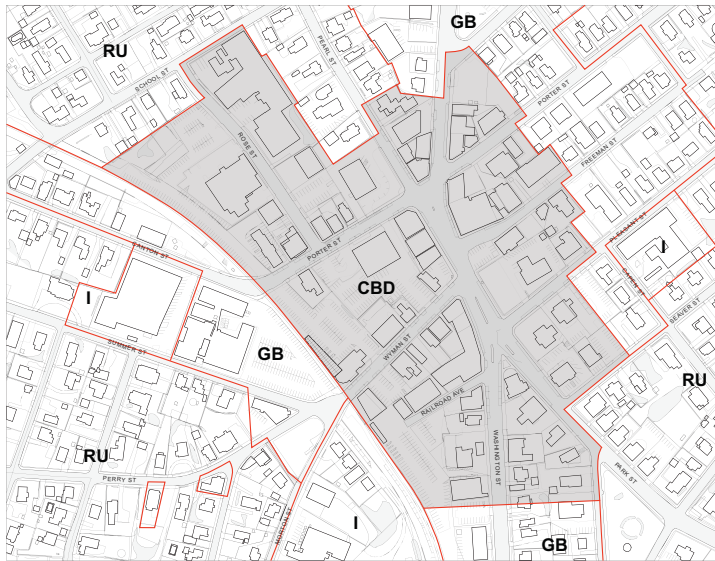





Figure D-8. Stoughton's Central Business District Zone. This study considers Downtown Stoughton as the CBD zoning district. Additionally the general business area to the west of the MBTA station is seen as a transit development area.

Figure D-9. Downtown Stoughton Mixed Use Overlay District boundaries.

-  Parcel
-  Area 'A'
-  Area 'B'

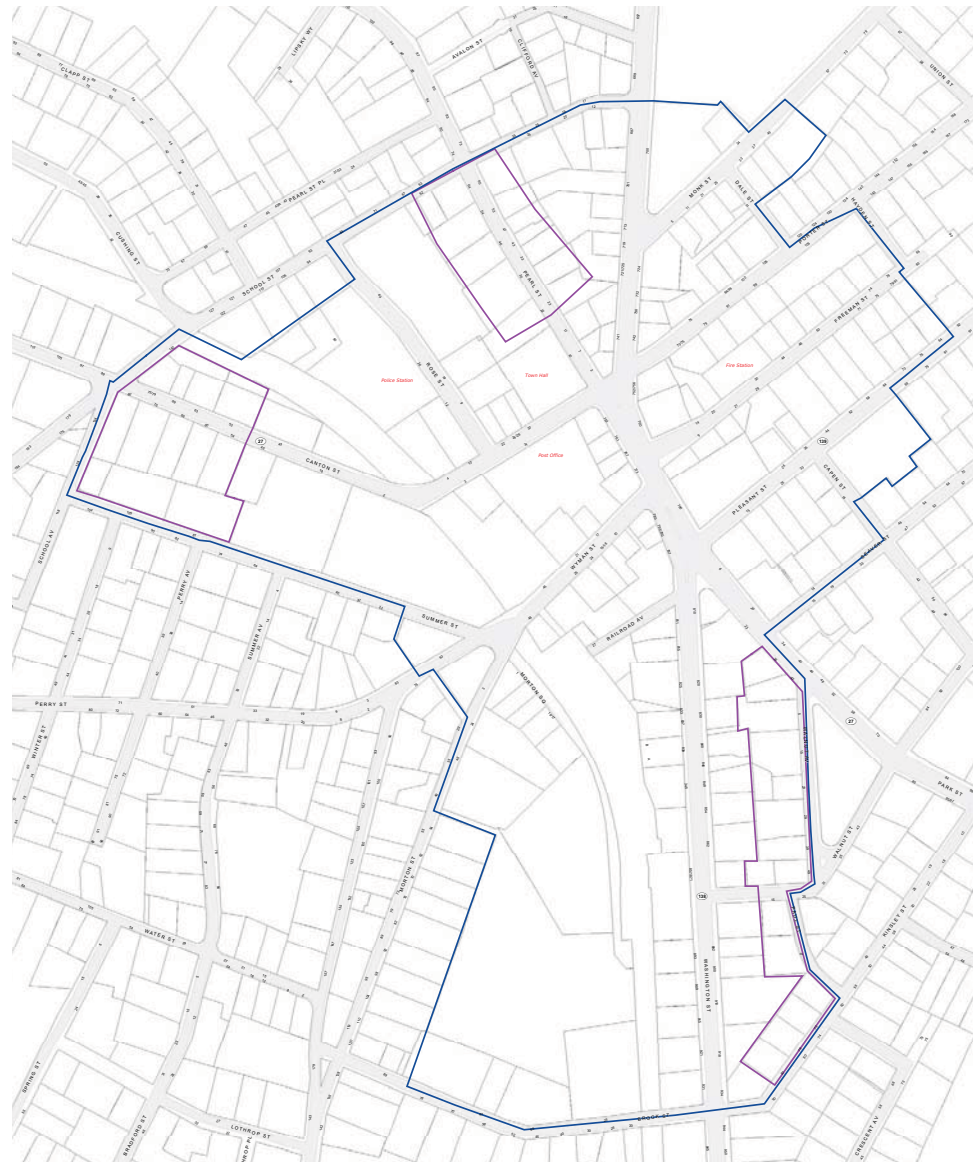




Figure D-10.
Existing uses in Downtown Stoughton.

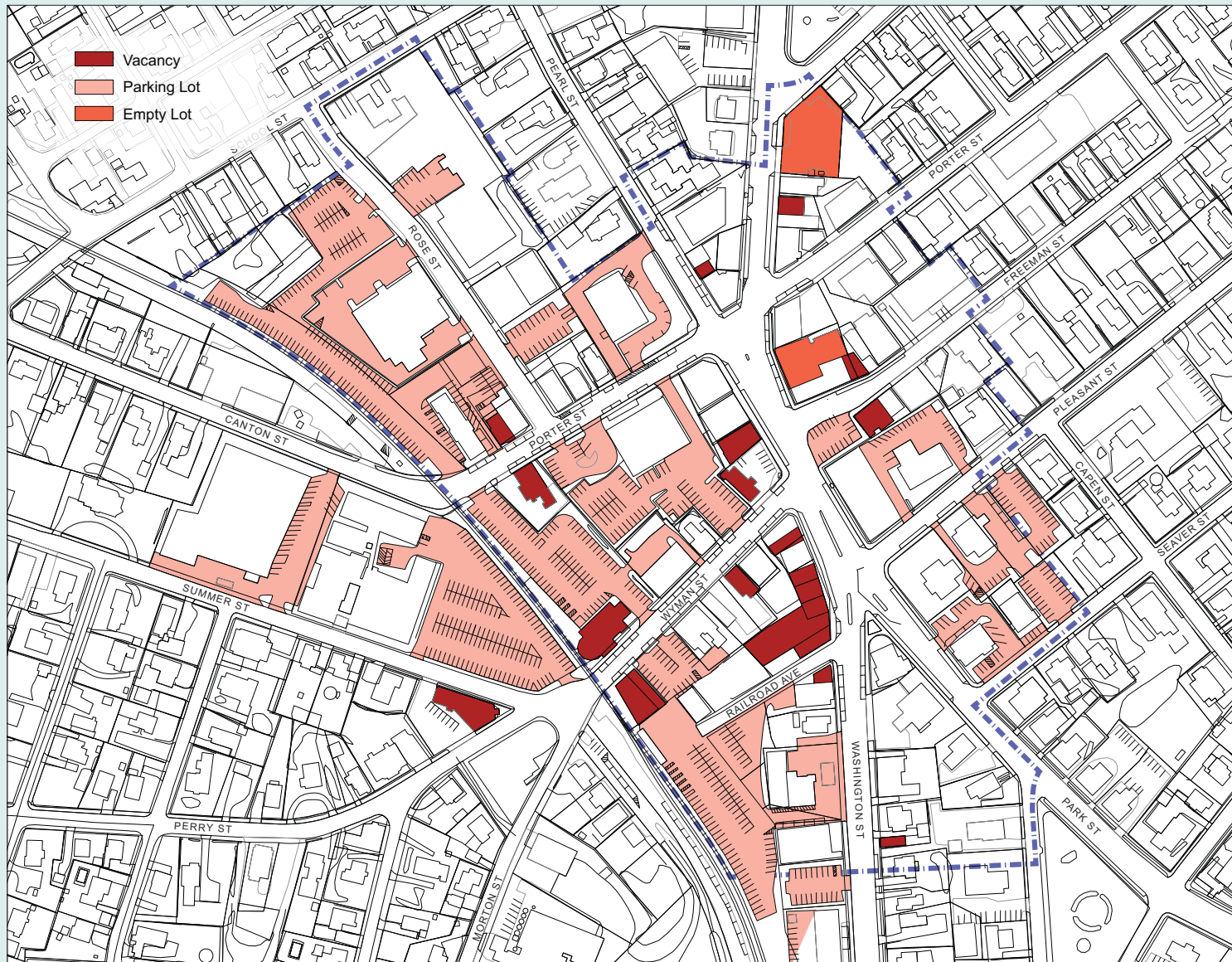


Figure D-11. Vacancies in Downtown.

The majority of the land area in the Downtown is in effect “vacant” as it is either dedicated to parking, is a vacant lot or a vacant building. The large open parking areas con-

tribute to a perception of dis-use and lack of activity. The Downtown would benefit from a shared parking strategy and/ or consolidation of parking in a parking structure.

Eight Steps to a Revitalized Downtown Stoughton

There are eight steps to a revitalized Downtown Stoughton. The physical focus of improvements should be done in conjunction with the time-tested and proven programmatic Main Street approach pioneered by the National Trust for Historic Preservation's Main Street approach. The Main Street approach's four points are promotion (inclusive of image and marketing); design; economic restructuring; and organization. The principles highlighted on the following page can help guide the successful implementation of the Eight Steps for Downtown Stoughton, and ongoing revitalization effort.



Figure D-12. Businesses on Washington Street.

The eight steps for Stoughton are:

1. Station focus on the train – the historic depot and nearby redevelopment parcel;
2. Greening Downtown;
3. Wyman Street;
4. Infill Development;
5. Porter Street;
6. Railroad Street South;
7. Washington Street; and
8. Strengthen the Surrounding Neighborhoods.

These eight steps provide a focus for tackling physical improvements in a sustained and systematic manner. The underlying construct is to build key streets in Stoughton, as noted in plans on page 20-21. Opportunities may come about that advance one step faster than the others. However, targeting the revitalization efforts and public investment can help show demonstrable, tangible results that people can notice.

Main Street Approach to Downtown Revitalization

FOUR POINTS

- **Organization**
- **Promotion**
- **Design**
- **Economic Restructuring**

THE PRINCIPLES

- **Comprehensive:** No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.
- **Incremental:** Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that “new things are happening” in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
- **Self-help:** No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
- **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
- **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and “cut and paste” efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.
- **Change:** Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
- **Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

From the National Trust for Historic Preservation, founder of the “Main Street” program and the National Main Street Center, www.preservationnation.org/main-street

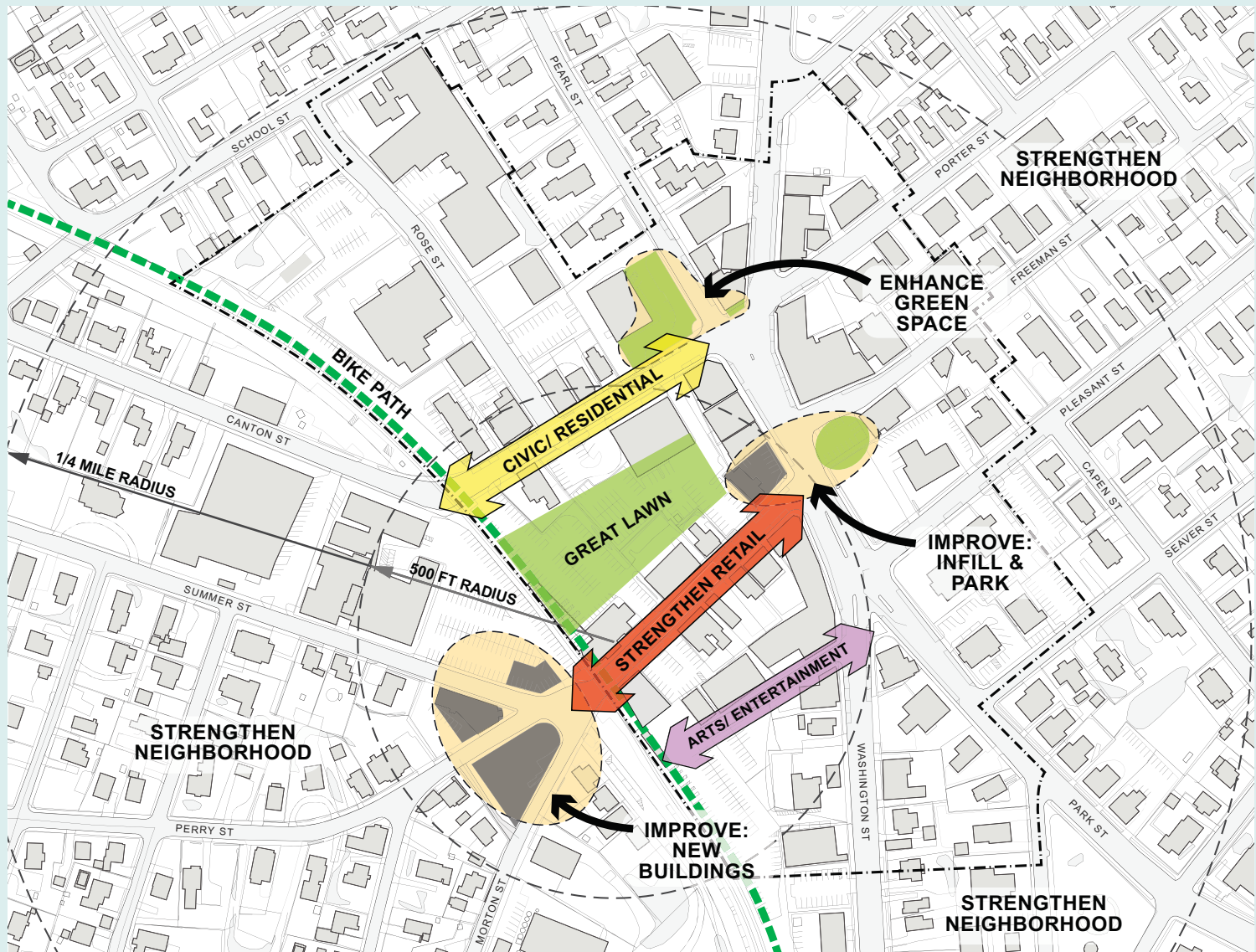


Figure D-13. Downtown Stoughton's Eight Steps start with targeting key streets and greening Downtown.

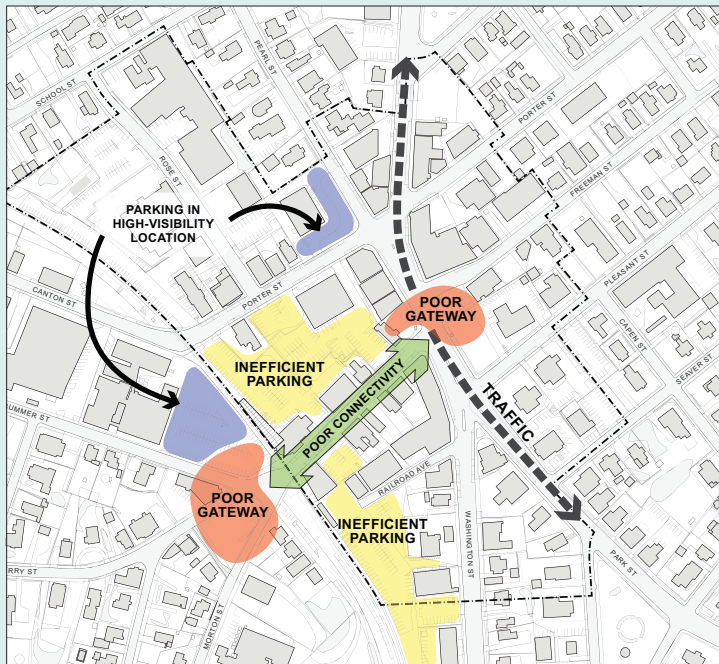
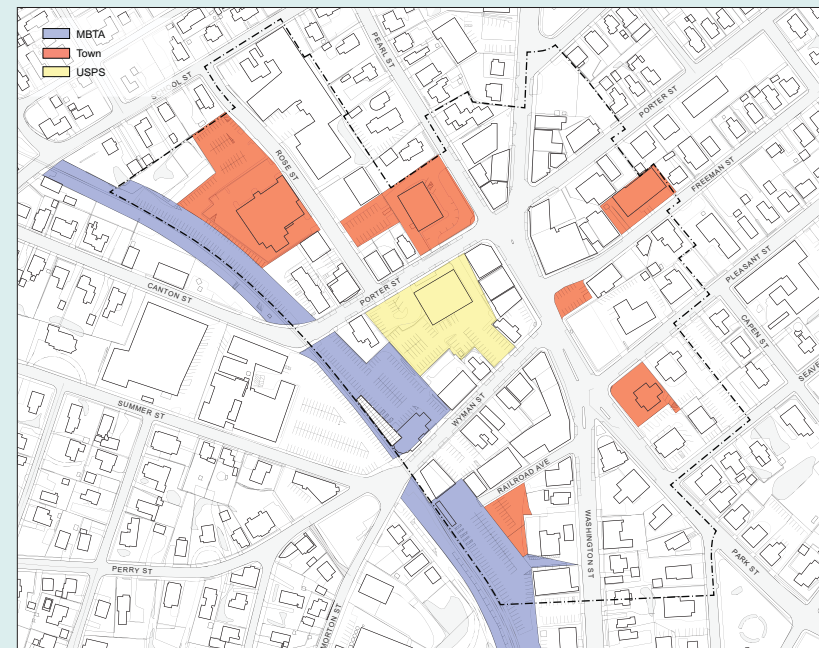
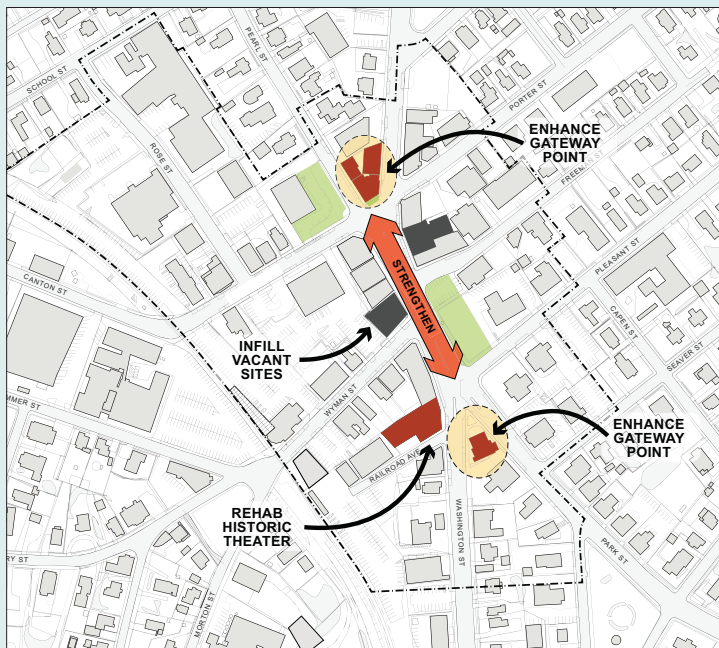


Figure D-14. (left)
Assessment of Parking and Gateways in Downtown.

Figure D-15. (below left)
Infill Development Sites & Gateways.

Figure D-16. (below)
A large proportion of land in the Downtown is owned by public entities.



Station Focus

The train is one of downtown Stoughton's strongest assets. This iconic building has the potential to be a true catalyst in downtown Stoughton's comeback. An active use, such as a restaurant or food establishment is preferred to take advantage of the one-thousand plus daily commuters. Other potential uses complementing a food /restaurant include an ATM, and event space. Some restaurants or cafes function as a community center and feature local announcement boards and local artwork. The sale of train tickets could be a needed added service.

An example of a historic train station being adaptive to an active restaurant is Newton Center, where Starbucks now occupies the train station, and commuters grab coffee and wait as the next train arrives. It has also become a gathering and meeting place.



The Stoughton Redevelopment Authority's efforts to secure a developer with a hospitality-oriented tenant is commendable. The restoration and active use of the historic train station is a critical early step.

In addition to the train station, there is a large vacant parcel at Morton Square. This infill development site could be well-suited for transit-oriented development housing. The Planning Board has undertaken initially permitting. The Town should explore the use of incentives, such as the 40R program to stimulate housing development in downtowns, as well as the Urban Housing Center Tax Increment Financing program to spur redevelopment of this and other infill sites.

This underutilized property at Morton Square is an ideal housing site, which could be easily connected to the downtown with additional sidewalks and landscaping.

Greening Downtown

Increasing the amount of and enhancing existing green space in Downtown Stoughton is a major goal and thrust of the master plan and one of the steps to revitalizing Downtown. Greening Downtown Stoughton entails creating the following:

- **Park space** on the west side of Washington Street at southwest corner of Freeman and Washington Streets using the western portion of the municipal parking lot. This is an early action greening improvement since the Town owns this location and could apply for Parkland Acquisition and Renovations for Communities (PARC) funds for design and improvements from the MA Department of Conservation and Recreation to assist with implementation.
- **Great Lawn** in the block bounded by Porter, Washington and Wyman Streets and the railroad on the west side, with access from the corner of Wyman and Washington and other points. The goal

is to create a Great Lawn in this central downtown block, creating a place for shoppers, workers, nearby residents to have a public space to enjoy fresh air, have lunch or a cup of coffee, enjoy the day, listen to music, and have fun. The Great Lawn could be the site of festivals, concerts, and special events drawing people from throughout Stoughton and nearby to Downtown. The Great Lawn is envisioned as the cornerstone for placemaking in Downtown Stoughton.

- **Bike Path and Multi-Use Trail** parallel to the railroad from the Town line at Canton to the north to the Town line at Easton to the south. The bike path would connect Downtown with many residential neighborhoods and scenic areas of Stoughton, as well as with other regional and local bike paths, in time. The Great Lawn would be a place where bike riders could meet, get refreshments from nearby stores and restaurants.
- **Green the streets** with street trees and landscape, particularly the corners along Washington Street, particularly Wyman and Washington Street – one of the entry points to the Great Lawn.

Creation of the Great Lawn will require relocation of existing parking. The vision for the central block bounded by Wyman, Washington and Porter Streets and the railroad is for 75% of the area to be dedicated to public realm space. This block is home to Stoughton's historic train depot and the Great Lawn would complement a hospitality re-use of the depot. To create the Great Lawn, the plan is to relocate, consolidate and add needed parking to a to-be-built structured parking facility on Rose Street at the current location of the Police Station, adjacent to an existing municipal parking lot in a partnership with the Town and the MBTA. The Town is currently evaluating new locations for a new consolidated public safety facility, which would open the downtown police station location at 26 Rose Street and the fire station at 30 Freeman Street to re-use.

A new parking structure on Rose Street could not only enable greening Downtown Stoughton with the Great Lawn, but also incorporate a green wall to be a better neighbor to nearby residential uses. The parking structure could incorporate ground-level retail services, such as the US Post Office, the Registry of Motor Vehicles or other active business, at the ground level closest to Porter Street to ensure a connection to the center of Downtown Stoughton.



Figure D-17. (Facing page) Stoughton's Historic Train Station on Wyman Street.

Figure D-18. Morton Square Transit-Oriented-Development Opportunity. This underutilized property at Morton Square is an ideal housing site, which could be easily connected to the downtown with additional sidewalks and landscaping.



Figure D-19. Depot Park in Downtown Bedford, MA.



Figure D-20. Bike Path.



Figure D-21. Green Space.



Figure D-22. Concert at a Public Park.

Wyman Street

Wyman Street is a short connector street that connects the train station with Washington Street. The scale is village-like, with the iconic train station and two-story commercial/residential buildings aligning both sides. Buildings could benefit from a sign and façade program. Storefront improvements should include lighting, façade enhancements, signage and awnings. A couple vacancies need to be filled as well. The vacancies for the most part are small retail spaces that are appropriate for entrepreneurs and unique, special retail offerings.

Wyman is a walkable street. Wyman Street already has decorative light posts and banners. Some additional streetscape amenities, some trees for shade, and perhaps a bench would be beneficial. A park and some green space at the terminus of Wyman on the east side of Washington Street would be beneficial and further the greening of Downtown Stoughton. Today, the site is a municipal parking lot. A portion of this lot could be reallocated for green space.

Infill Development

Downtown Stoughton has several infill development/ redevelopment opportunities that can help transform the Downtown. These include: the State Theatre building; new construction on Washington Street (the site of the fire remnants); the Fire Station at 30 Freeman Street in the future; as well as the Police Station and municipal parking on Rose Street (proposed site for a parking structure with ground level services) to enable the creation of the Great Lawn.

The State Theatre provides the opportunity to create a new active use that can attract people to downtown. Theaters are one of the new downtown anchors providing live entertainment and creating experiences. The Friends of the State Theatre recently received a Massachusetts Cultural Facilities planning grant. The assessment should evalu-

ate both rehabilitation and new construction options. The Stoneham Community Theatre is an example of a small suburban theater which is anchoring its town center's commercial district. The Stoneham Theatre also includes an art gallery from the nearby Griffin Museum. The State Theatre should consider a similar relationship with the Fuller Craft Museum.

Porter Street

Porter Street is the second connector street between the railroad and Washington Street. This street is home to the Post Office, Town Hall, the House of Brews and relatively new condominium development. Additional civic, residential and mixed-use buildings along Porter Street will reinforce this important connector. The Great Lawn will make Porter Street more welcoming and well-suited for both residential and civic uses.

Railroad Street South

Railroad Street South is step six. This area backs up into the present-day commuter rail stop as well as the State Theatre. Once Wyman Street is further activated, and the State Theatre is open, the Railroad Street South area becomes a propitious location for redevelopment and an entertainment area in Downtown. Mixed-use infill development along Railroad Street could also incorporate artist housing designed for musicians and performing artists, drawing on Stoughton's musical legacy.



Figure D-23. Vision for a revitalized State Theater.



Figure D-24. The State Theater today.



Figure D-25. Vision for Downtown Stoughton.

Washington Street

Washington Street is the traffic artery in downtown Stoughton. Transforming Washington Street into a complete street that incorporates additional pedestrian amenities along with cars will help connect the east and west halves of downtown. Additional infill development and enhancing the gateways with plantings, and green space will be transformative for Downtown Stoughton.

Strengthen Surrounding Neighborhoods to Downtown

In addition to development of in-fill transit-oriented development, a neighborhood improvement program aimed at stabilizing the adjacent residential areas to Downtown should be pursued. Housing rehabilitation and home ownership initiatives could strengthen the nearby residential areas, along with connecting sidewalks and crosswalks to Downtown.



Figure D-26. Revitalization Plan for Downtown Stoughton.

New Infill
 Existing Building
 Fire Station

The Train and South Coast Rail

The Stoughton Downtown Strategy was developed so that Stoughton could implement and advocate for the program of revitalization activities and redevelopment actions independent of the planned South Coast Rail expansion by the Commonwealth. The action steps outlined in the Downtown Strategy will strengthen downtown Stoughton and can be implemented, even if the South Coast Rail project is delayed or reconfigured. As the South Coast Rail project moves forward, Stoughton could reap benefits with a revitalized downtown and center through implementation of the master plan's Downtown strategy.

The Board of Selectmen and Stoughton residents agree that South Coast Rail needs to be depressed to provide public safety for townspeople and minimize traffic impacts of the train in Downtown Stoughton. As South Coast Rail planning advances, this option must be studied. A satisfactory solution to address safety and traffic impacts by the train in Downtown must be designed and built in consultation with Town officials and the public. It is critical for the revitalization of Downtown Stoughton for the train stop where passengers board and deboard remain centrally located in the Downtown. All travel modes – vehicles, trains, pedestrians, bicycles – need to be balanced and considered in developing a safe permanent solution. The Town's strategy proposes a parking structure with ground level services, such as the US Post Office, on Rose Street on town property that could serve MBTA commuter rail patrons, as well as other downtown users.

The train since 1845 has served Stoughton and in part prompted the rise of downtown Stoughton. The commuter rail today serves as a destination activity in downtown, drawing 1,050 people¹ on average

every day to board the train. Today, the MBTA's Providence-Stoughton line serves Downtown Stoughton with sixteen round trip trains with 16 inbound trains departing from 6:28 am to 11:36 pm and 16 outbound trips arriving from 5:46 am to 11:39 pm.

The 2012 American Community Survey (2008-2012 ACS 5 year) estimated that 790 Stoughton residents took public transportation to work. This suggests that at least 260 persons who board the train at Stoughton may reside in nearby communities. Many of these riders in the future may board the train at new stops south of Stoughton. CTPS (Central Transportation Planning Staff) has projected a decrease in the number of people boarding at the Stoughton stop from the current 1,050 inbound boardings to 900 total inbound boardings in 2035. However, a rise in the number of inbound riders to 1,430 persons is projected for 2030.² The decrease in boardings in 2035 is based on the premise that persons now driving to Stoughton will board at earlier stops once train service is extended southward. Increased transit-oriented development and new mixed-use development with housing in the Downtown could contribute to increased ridership and offset the loss of commuters boarding at other stations.

The proposed schedules by the South Coast Rail expansion plans calls for regular stops at a new commuter rail stop in North Easton (the Stoughton/Easton town line) with many inbound and outbound trains skipping Stoughton Center and stopping at Canton Junction or Canton. From a Stoughton downtown revitalization perspective, all trains must regularly stop in Stoughton Center. Maintaining the stop in the center of the municipality is more in keeping with revitalization, smart growth and sustainable development principles.

However, as the recommended action steps contained in the Downtown component of the Master Plan are implemented, ridership

¹ 1050 persons is based 1050 inbound boardings at the Stoughton commuter rail stop, as reported in Chapter 4, Transportation of the South Coast Rail FEIS/FEIR. U.S. Army Corps of Engineers, New England District. Final Environmental Impact Statement/ Final Environmental Impact Report on the South Coast Rail Project proposed by the Massachusetts Department of Transportation, August 2013. Volume I, Chapter 4.1 Transportation, page 50, accessed January 2014, <http://www.nae.usace.army.mil/Missions/ProjectsTopics/SouthCoastRail.aspx>.

boarding at the Stoughton Station would more likely increase with minimal traffic impacts. These action steps include development of in-fill housing and housing rehabilitation in Downtown and within a quarter-to-half-mile walking distance of Downtown. This increase in ridership along with additional housing in and near the downtown will strengthen the customer base for downtown businesses.

CTPS also projects that an additional 220 persons will walk or bicycle to the Stoughton Station to take the train daily in 2035 with South Coast Rail. The number of people walking and bicycling to the Stoughton stop could be increased with pedestrian enhancements in downtown Stoughton and adjacent neighborhoods that encourage safe and pleasant walking. Pedestrians walking to and from the train and passing downtown establishments are an important segment of the customer base for downtown.

Persons traveling in cars to the train station can also be encouraged to patronize downtown Stoughton by providing clear sight lines and easy access to desirable establishments from the boarding area and the parking area. The Town's proposal to build a parking garage for commuters on Rose Street would induce commuters to walk from the boarding platform to the parking garage passing a variety of Downtown Stoughton businesses. The Rose Street parking garage option could provide both parking for commuter rail patrons as well as direct benefits to the commercial district by increasing the number of pedestrians directly walking by retail and service establishments to the train.

This contrasts with the surface parking lot immediately adjacent to the train that creates a sea of asphalt between the commercial district and the boarding/deboarding train platform, which is an impediment to pedestrian movements. This current expanse of asphalt is proposed to be greened and become Stoughton's Great Lawn.

Creating A Better & Stronger Downtown Stoughton

Improving Downtown Stoughton will require a concerted and sustained effort involving businesses, property owners, residents and the public sector. Successful downtown revitalization requires continuous tangible visible changes and improvements.

The National Trust for Historic Preservation's National Main Street Center has developed a proven, highly successful approach to small town downtown revitalization. The Main Street approach is comprehensive and requires attention to the four points –organization, design, promotion and economic restructuring.

Organization refers to the local capacity to implement. A public-private partnership involving business and property owners, local residents, and government is essential for success. Design addresses physical improvements, including storefront facades, signage, streetscape, wayfinding and public spaces. Promotion refers to marketing, branding, outreach, special events and promotional programs to bring customers to downtown, Economic Restructuring refers to business retention and recruitment, developing a business, service and product mix that appeals to the local market and customer base, upper story re-use for housing or offices, infill development and redevelopment.

In addition to the four points, the Main Street Center has articulated principles to guide downtown revitalization, as described on page 19. The principles are comprehensive, incremental, self-help, partnerships; identify and capitalize on existing assets, quality, change/management and implementation.

² U.S. Army Corps of Engineers, New England District. *Final Environmental Impact Statement/ Final Environmental Impact Report on the South Coast Rail Project proposed by the Massachusetts Department of Transportation*, August 2013, Appendix 41-H, *Ridership and Trip Generation (2030)*, South Coast Rail FEIS/FEIR, pages 8-9, accessed January 2014, <http://www.nae.usace.army.mil/Missions/ProjectsTopics/SouthCoastRail.aspx>.

Comprehensive refers to the need for a holistic and comprehensive approach that is integrative and not piecemeal.

Incremental underscores that revitalization and change is often a series of small steps, that in aggregate yields larger more noticeable changes. Focusing solely on the big project often does not yield lasting results, so incremental, sustained steps combined with planning and timely implementation of “big projects” can create meaningful, lasting results.

Self-help is the mantra of the Main Street program. Downtowns, communities and businesses all have a role and must help themselves. Revitalization does not come from the outside.

Partnerships amongst local organizations, committees, as well as private, nonprofit, regional and state partners are crucial for success. Stoughton is fortunate to have an active civic life with many committees concerned and working on aspects for improvements for Downtown. In partnership, this combined commitment and effort can bring about results and benefits to Stoughton.

Identify and capitalize on existing assets. Each place and town is unique. It is this uniqueness that makes a Downtown special and draws people and customers. It is important to build upon one’s existing assets, Downtown Stoughton is fortunate to have many assets, its historic train station and active rail service with a stop propitiously located. Other assets include the Library, downtown governmental services – Town Hall, historic resources, Public Safety and Fire Stations, and the Post Office, and a compact area that could be easily be made more walkable. Moreover, it is the geographic center of the Town.

Quality is the sixth principle. Quality should be an attribute describing all of the work focusing on revitalizing Downtown Stoughton. The standard of quality establishes the impression that the Stoughton community wishes for its Downtown.

Change/management refers to the need for continuous improvement and visible changes. Positive changes often require management and don’t just happen accidentally, but are the result of planning, continuous, hard work towards implementation. Many communities elect to hire staff to coordinate and help bring about sustained change.

Implementation is the eighth principle. Downtown revitalization does not happen without implementation. Improved policies can be adopted, but actual revitalization often requires physical changes and visible improvements to both the public and private spheres of downtown.

Making Revitalization Happen: Organization and Local Capacity

Spearheading revitalization of Downtown Stoughton will take a concerted effort of Town leaders, community volunteers, and engagement of the business and property owners. Successful revitalization requires organization, leadership and sustained investment.

The Town Manager, Town Planner, Public Works Director, Library Board, Master Plan Committee, Planning Board, Redevelopment Authority each individually makes contributions to the improvement and operations of Downtown within their respective purviews. Downtown Stoughton will benefit from a more integrated and cohesive approach moving forward.

The Planning Board initiated the master planning process in concert with the Board of Selectmen. The Master Plan Committee, comprised of appointees from the Planning Board, Board of Selectmen, Conservation Commission and Stoughton Redevelopment Authority with support from the Town Planner has shepherded the master planning process through extensive public engagement and discussion. This effort has brought people together, identified Downtown as the number one priority and issue facing Stoughton.

Downtown now needs to become an official priority of the Town requiring a coordinated approach and assistance from Town offices and departments, as well as involving residents and the private sector. The Town should designate a standing Downtown Stoughton Revital-

ization Committee to carry out the recommendations of this report. The property and business owners should regularly meet and form a working committee to support the Downtown and help implement the recommendations in partnership with the Town. Residents are frequently key contributors serving as volunteers and proponents for revitalization, as well as customers. Dedicated staff support for the Downtown Stoughton Revitalization Committee may also be necessary. The Town's new Economic Development Coordinator is helping launch this effort.

The Town, property and business owners should consider forming a Business Improvement District to help provide a revenue stream and management for Downtown Stoughton. A Business Improvement District establishes a plan and at least 51% of the property owners must agree to self-assess a small fee to help implement the district's work plan. The work plan could include physical improvements, marketing, clean-up and physical improvements. Formation of a BID could provide additional capacity to the local downtown economic development effort and contribute to placemaking.

Partnerships with the Stoughton Chamber of Commerce, the Metro South Chamber of Commerce, Smart Growth Alliance, and DHCD's Downtown Initiative and the National Main Street Center should be formed. Colleges and universities can also be a resource for interns and short-term assistance.

Change and improvements to Downtown require the support and cooperation of local property owners and businesses. Strengthening local businesses requires an understanding of local market conditions, sharing market information, providing entrepreneurial assistance and a program of economic gardening.

3 | Market Overview

Downtown Stoughton Market Overview

The goals formulated by the phase 1 community sessions for the master plan clearly articulated a desired for downtown Stoughton to be a stronger retail and commercial center serving the town, with enhancements and inclusion of pedestrian amenities. To achieve this goal, it is important to have an understanding of the underlying economic conditions and the consumer market place. A market analysis of Downtown Stoughton was undertaken to better understand the customer market. Some definitions related to market analysis can be found on the following page.

Downtown Stoughton can be described as the community's historic government center with a handsome historic rail station, library, Town Hall and 61 businesses. Stoughton is a diverse, community of families in a mature suburb south of Boston. Downtown Stoughton has transit-oriented several redevelopment and infill opportunities. Today, Downtown serves a very localized customer base – people working in the downtown, people living in close proximity, and people riding the train. Over half (54.4%) of downtown shoppers live in the Downtown area according to an MAPC survey. One quarter (25%) of downtown shoppers take the commuter rail. The 183,600 annual visits to the Library could also be a source of potential customers for the downtown. The market for downtown Stoughton can be characterized as a stable market with growth opportunities surrounding the core.

The Trade Area

The trade area is the geographic area where a business districts' customers originate. There are three types of retail customer markets – residential, employee and visitor. First, we will discuss the residential

market, which is typically the primary market for many downtown establishments.

Based on observations of Downtown Stoughton during the week, on weekends, both days and evenings, the business district appears to have a very local market drawing customers from the immediate vicinity. For purposes of analysis, the residential base was analyzed as to two concentric half-mile bands from the intersection of Washington and Freeman Streets, and a third a 1.5 mile radius (beyond the primary one-mile) which incorporates most of Stoughton, including many of the commercial areas, including Target, some of North Stoughton, North Easton, Cobb's Corner, and the Ikea area, which is illustrated in Figure D-27.

The Core Trade Area. A half-mile radius from Downtown is the core trade area. It is within this tight area, that residents are most likely to patronize Downtown Stoughton as the local neighborhood shopping and convenience node. Downtown is the “default” shopping area for residents within the core trade area. The population in the core area numbers 5,104 people living in 1,977 households as of 2013.

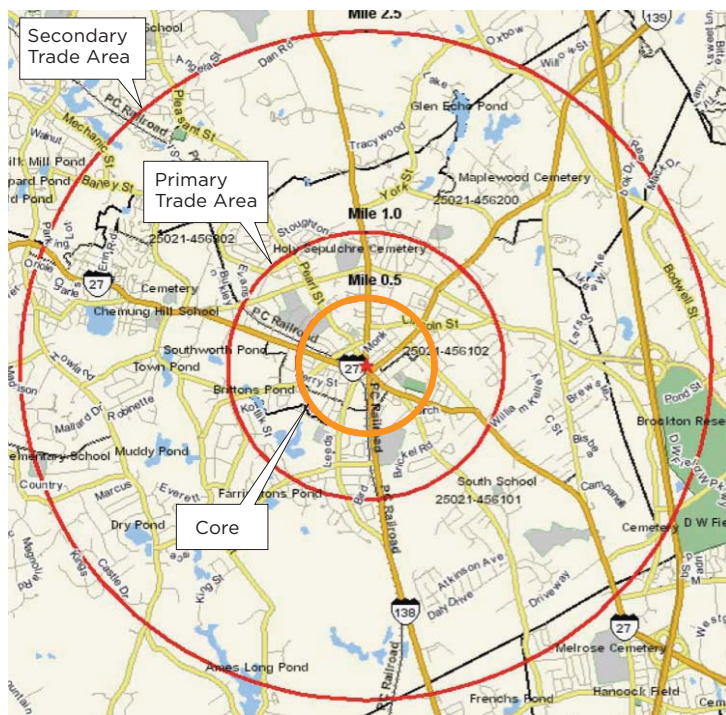
The Primary Trade Area for downtown Stoughton includes the both the ½ mile core radius and a secondary half-mile radius, for a total one-mile radial band area around Downtown, a 3 to 5 minute drive or fifteen minute walk. The one mile radius is the geographic area is a principal source of residential customers for downtown Stoughton. The population of the primary trade area (including the core) is 11,825 people. They reside in a total of 4,488 households.

The Secondary Trade Area for downtown Stoughton is the additional 1.5 mile radial area beyond the Primary Trade Area, which extend 2.5 miles from downtown Stoughton. The population of the Secondary Trade Area is 20,354. The combined population of the primary and secondary trade areas is 32,179, which is slightly higher than the town-wide population of 27,249 persons. There are 7,780 households in

the Secondary Trade Area. The combined number of households in both the Secondary and Primary Trade Areas for downtown Stoughton is 12,268 households.

The primary and secondary trade areas form the residential customer base (the majority of residential customers) for downtown Stoughton businesses. This is also the geographic area to target marketing efforts. Individual stores and establishments may have customers who reside beyond the primary and secondary trade area. However, the majority of residential customers will come from this area. Some specific individual businesses may have a larger or smaller trade area, but overall this is the trade area for the district.

Figure D-27. Trade Area for Downtown Stoughton.



Source: Nielsen Claritas.

Market Analysis Terms & Definitions

Trade Area. The trade area is the geographic area where a business district's customers originate. Although businesses may highlight that they have customers who come from a great distance, the trade area looks at principal sources of customers who patronize the district, not the outliers. Business districts often have a primary or core trade area, as well as a secondary trade area – in other words, there is an inner circle where the majority of customers live or work, and a secondary ring where additional customers reside. A business district's trade area is the sum of its parts. Although each business and store in a district is unique and relies on its own customers, businesses are located within a downtown or shopping center, in part so that they can more easily attract shoppers from the existing customer base that is patronizing their neighbors. Although the trade area for each business may vary, the retail market analysis is concerned with the trade area of the district as a whole. Businesses which draw from a larger trade area can be beneficial for the district as a whole, if the customers from these businesses can be induced to patronize nearby business in Downtown Stoughton.

Aggregate Purchasing Power. The aggregate purchasing power is the maximum available dollars to be expended on consumer goods by residents within the defined trade area. This is based on the specified trade area of the district.

Consumer Expenditures. The US Bureau of Economic Analysis (BEA) conducts consumer expenditure surveys annually documenting detailed spending patterns as to type of consumer goods. Based on the Consumer Expenditure Survey, the potential likely sales for each business sector can be estimated based on the purchasing power in the trade area.

Retail Opportunity Gap or Sales Leakage. The terms Retail Opportunity Gap or Sales Leakage are frequently used interchangeably. Sales leakage refers to the amount of residential consumer purchasing that is occurring at locations outside and beyond the specified trade area of the business district. Sales leakage represents an opportunity for the sales of this product to be offered by an existing retailer or new establishment in the district.

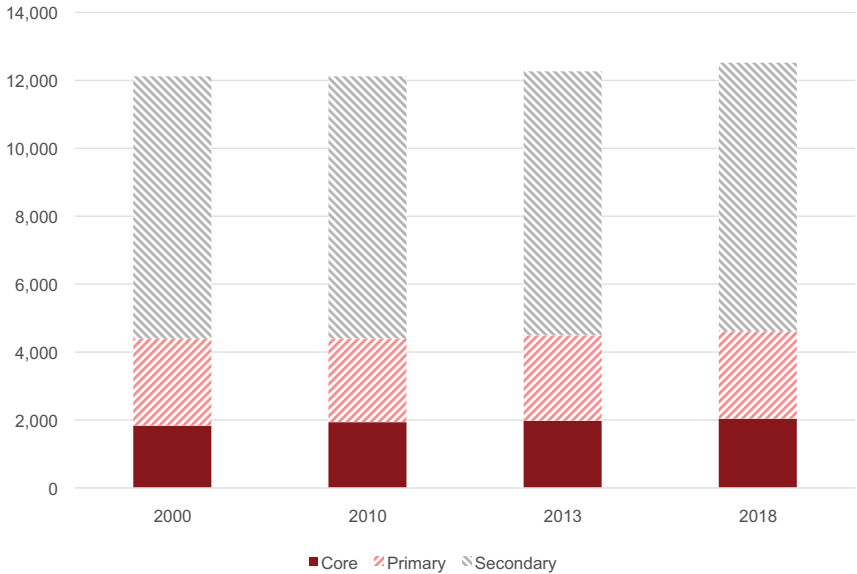
Downtown Stoughton’s Residential Customer

The following section describes the demographic and lifestyle attributes of the residential customer in the primary and secondary trade areas for downtown Stoughton, as noted in Figure D-27.

The population and number of households are projected to grow slightly in the next five years, particularly in the core area, as noted in

Table D-1. Household growth in the core area is projected to increase 3.3% in the coming five years. The primary trade areas growth from 2013 to 2018 is projected to increase 2.6%, while household growth in the secondary trade area is projected to increase only slightly by 2018 another 1.7%. Over the past twenty-four years, the number of households has been relatively stable, as depicted in Figure D-28. The population growth trends are similar, as shown in Table D-2 and Figure D-29.

Figure D-28. Growth in Households, 2000 Projected to 2018, for Downtown Stoughton Residential Market Areas.



Sources: US Census, American Community Survey 2012, 5 yr., Nielsen Claritas 2013, and McCabe Enterprises.

Table D-1. Growth in Households in Downtown Stoughton Market.

| | Core Trade Area | Primary Trade Area (includes Core) | Secondary Trade Area | Total |
|------|-----------------|------------------------------------|----------------------|--------|
| 2000 | 1,836 | 4,395 | 7,725 | 12,120 |
| 2010 | 1,937 | 4,403 | 7,717 | 12,120 |
| 2013 | 1,977 | 4,488 | 7,780 | 12,268 |
| 2018 | 2,038 | 4,615 | 7,905 | 12,520 |

Sources: US Census, American Community Survey 2012, 5 yr., and Nielsen Claritas 2013.

³ The population data for the Town of Stoughton for 1990 and 2000 is based on actual counts from the US Census. 2013 population data is from the American Community Survey 2013 five year estimate from the US Census. 2018 population estimate is the proportionate increase projected by the Metropolitan Area Planning Commission (MAPC) for the 2020 Strong Region (SR) projection, which is higher than the 2020 Status Quo (SQ) projection. The Great Recession appears to have precipitated a population decrease in Stoughton. Since 2010, the US Census estimates an increase in number of persons living in Stoughton. Increasing the number of housing units and fostering transit-oriented development around the Downtown could facilitate the stabilization and increase of Stoughton’s population.

The median age of residents living in the core is 39.7 years old, which is younger than the median age of the secondary trade area, which is 42.6 years. The median age for the residents living in the Town of Stoughton is 43.2 years. The median age for the Commonwealth is 38.9 years and for Norfolk County is 40.6 years. So Stoughton is slightly older than the state and county. A higher proportion of younger adults, 25 to

44 years, as well as very slightly more children (persons under 14 years of age) live in the Primary Trade Area, than the Secondary Trade Area or town-wide in Stoughton as noted in Table D-3.

Table D-2. Population Changes in the Trade Areas for Downtown Stoughton, 2000-2013.

| | Core Trade Area | Primary Trade Area (includes Core) | Secondary Trade Area | Total |
|-------------|-----------------|------------------------------------|----------------------|--------|
| 2000 | 4,730 | 11,643 | 20,354 | 31,997 |
| 2010 | 5,005 | 11,648 | 19,854 | 31,502 |
| 2013 | 5,104 | 11,825 | 20,033 | 31,858 |
| 2018 | 5,261 | 12,113 | 20,363 | 32,476 |

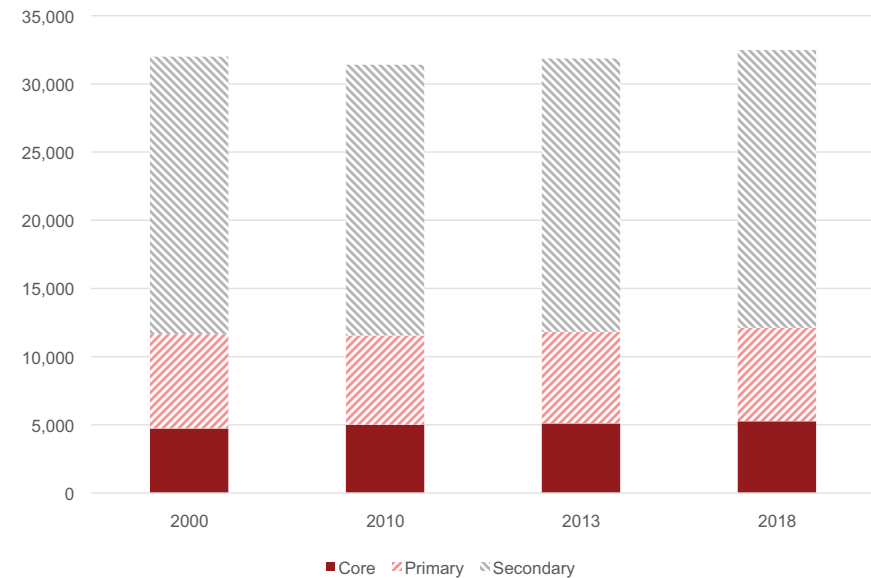
Sources: US Census, American Community Survey 2012, 5 yr., and Nielsen Claritas 2013.

Table D-3. Age Cohorts in Downtown Stoughton Trade Areas.

| AGE | Primary Trade Area (includes Core) | Secondary Trade Area | Stoughton (town-wide) |
|----------------------------|------------------------------------|----------------------|-----------------------|
| 0-14 years | 16.9% | 16.8% | 16.3% |
| 15-24 years | 12.6% | 11.5% | 12.6% |
| 25-44 years | 25.3% | 22.0% | 24.7% |
| 45 - 64 years | 29.6% | 31.2% | 29.7% |
| 65 years & more | 15.7% | 18.5% | 16.7% |

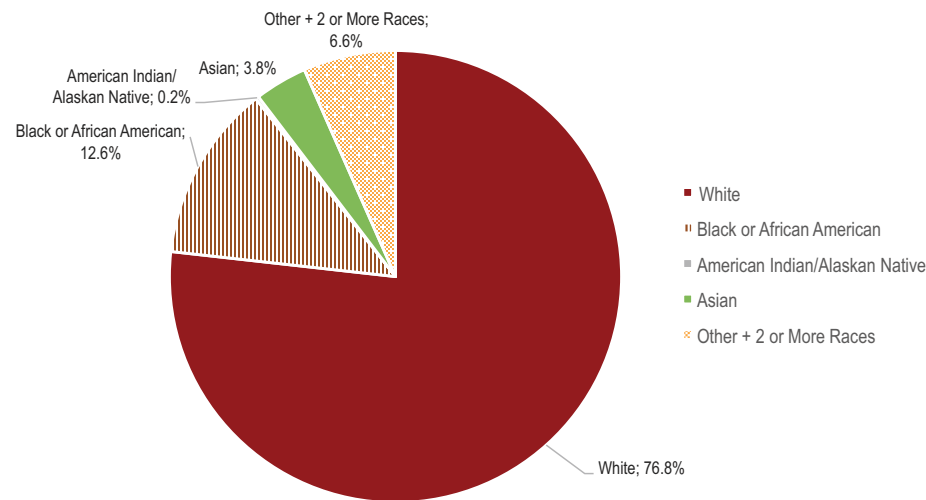
Sources: US Census, American Community Survey 2012, 5 yr., and Nielsen Claritas 2013.

Figure D-29. Population Change, 2000 Projected to 2018 for Downtown Stoughton's Residential Market Trade Areas.



Sources: US Census, American Community Survey 2012, 5 yr., Nielsen Claritas 2013, and McCabe Enterprises.

Figure D-30. Racial Characteristics of the Primary Trade Area.



Sources: Nielsen Claritas 2013 and McCabe Enterprises.

Table D-4. Racial Characteristics of the Trade Area and Comparative Areas.

| RACE | Primary Trade Area | Secondary Trade Area | Stoughton (town-wide) | State | US |
|--------------------------------|--------------------|----------------------|-----------------------|-------|-------|
| White | 76.8% | 79.9% | 85.3% | 81.3% | 77.9% |
| Black or African American | 12.6% | 10.7% | 10.0% | 6.6% | 13.1% |
| American Indian/Alaskan Native | 0.2% | 0.2% | 0.2% | 0.2% | 1.2% |
| Asian | 3.8% | 5.3% | 2.0% | 5.3% | 5.1% |
| Other + 2 or More Races | 6.6% | 4.0% | 2.6% | 5.6% | 2.6% |
| Percent Hispanic | 4.0% | 3.4% | 1.7% | 10.1% | 16.9% |

Sources: US Census, American Community Survey 2012, 5 yr., and Nielsen Claritas 2013.

The core and primary trade area are more diverse than the Secondary Trade area and Stoughton, as a whole, as shown in Table D-4. The principal minority group in Stoughton are Blacks/ African Americans, which comprise 12.6% of the Primary Trade Area. Demographically, the Primary Trade Area resembles the racial demographics of the nation, except for significantly fewer Hispanics. One in four (25.5%) residents of the Primary Trade Area speak a language other than English at home. A smaller proportion of residents in the Secondary Trade Area (17.5%) and in the Town of Stoughton (19.3%) speak a language other than English at home.

Many households in the Primary Trade Area are family households. 31.8% of the households in the Primary Trade Area have children (persons under 18 years of age). 30.4% of households in the Secondary Trade Area have children. The majority of households, however, do not have children, as noted in Table D-5. The average household size in the Primary Trade Area is 2.59 people, where it is slightly smaller in the Secondary Trade Area with 2.54 persons per household.

One-third (33.4%) of the households in the Primary Trade Area are renters, as noted in Table D-6, Housing Tenure. A fifth (20.6%) of all households in the Secondary Trade Area are renters. The higher proportion of renters in the Primary Trade Area is somewhat reflective of the younger median age and higher proportion of younger adults (25 to 44 years) in the Primary Trade Area. The homeownership rate in the Primary and Secondary Trade areas are 66.6% and 79.4%, respectively. In Stoughton, the homeownership rate is 77.6%. 7.6%, or one in thirteen of all households living in Stoughton move to a new home in the last year. Moving is a time when people spend more money on consumer goods and are frequently change buying patterns, switching dry cleaners and finding new businesses that may be more convenient.

Table D-5. Household Type & Composition in Downtown Stoughton Trade Areas.

| HOUSEHOLDS BY COMPOSITION | | Primary Trade Area | | Secondary Trade Area | | Stoughton (town-wide) | |
|---------------------------|------------------|--------------------|---------|----------------------|---------|-----------------------|---------|
| | | Number | Percent | Number | Percent | Number | Percent |
| KIDS | Married Couple | 941 | 21.0% | 1,762 | 22.6% | 2182 | 20.6% |
| | Single Parent | 483 | 10.8% | 609 | 7.8% | 764 | 7.2% |
| NO KIDS | | | | | | | |
| | Other Family | 1,445 | 32.2% | 2,970 | 38.2% | 4126 | 38.9% |
| | One Person | 1,144 | 25.5% | 2,064 | 26.5% | 3004 | 28.4% |
| | Other Non-family | 475 | 10.6% | 375 | 4.8% | 520 | 4.9% |

Sources: US Census, American Community Survey 2012, 5 yr., and Nielsen Claritas 2013.

Educational attainment of Stoughton and trade area residents is reported in Table D-7. Over one-third (37.7%) of adult residents, 25 years and older have an Associate's Degree or higher in the Primary Trade Area. Thirty percent have earned at least a bachelor's degree in the Primary Trade Area. About half (50.3%) of the residents of the Secondary Trade area have an Associates' Degree or better. Forty-two percent have earned a Bachelor's degree or higher in the Secondary Trade Area.

Table D-6. Housing Tenure.

| | Primary Trade Area (includes core) | Secondary Trade Area | Stoughton Town-wide |
|-----------|------------------------------------|----------------------|---------------------|
| Homeowner | 66.6% | 79.4% | 77.6% |
| Renter | 33.4% | 20.6% | 22.4% |

Sources: US Census, American Community Survey 2012, 5 yr., and Nielsen Claritas 2013.

Table D-7. Educational Attainment.

| Educational Attainment (Adults 25 years and Older) | Primary Trade Area | Secondary Trade Area |
|--|--------------------|----------------------|
| High School Graduate (or GED) | 86.7% | 92.8% |
| Some College, no degree | 54.6% | 67.1% |
| Associate Degree | 37.7% | 50.3% |
| Bachelor's Degree | 30.0% | 42.1% |
| Master's Degree | 10.9% | 15.4% |
| Professional School Degree | 2.2% | 4.0% |
| Doctorate Degree | 0.6% | 1.8% |

Sources: US Census, American Community Survey 2012, 5 yr., and Nielsen Claritas 2013.

Table D-8. Average and Median Household Incomes.

| | Core Trade Area | Primary Trade Area (includes core) | Secondary Trade Area | Stoughton (Town-wide) |
|--------------------------|-----------------|------------------------------------|----------------------|-----------------------|
| Average Household Income | \$ 79,620. | \$ 83,962. | \$ 94,119. | \$ 85,855. |
| Median Household Income | \$ 64,483. | \$ 71,049. | \$ 75,229. | \$ 75,095. |

Sources: US Census, American Community Survey 2012, 5 yr., and Nielsen Claritas 2013.

Table D-9. Households by Income Range.

| Annual Household Income Range | Primary Trade Area | Secondary Trade Area | Stoughton (town-wide) |
|-------------------------------|--------------------|----------------------|-----------------------|
| < \$25,000/year | 19.9% | 18.8% | 18.5% |
| \$25,000 to \$49,999 | 16.8% | 15.7% | 16.8% |
| \$50,000 to \$74,999 | 18.4% | 15.4% | 14.6% |
| \$75,000 to \$99,999 | 11.9% | 13.7% | 13.6% |
| \$100,000 to \$149,000 | 20.2% | 19.9% | 22.1% |
| \$150,000 & Greater/year | 12.7% | 16.5% | 14.4% |

Sources: US Census, American Community Survey 2012, 5 yr., and Nielsen Claritas 2013.

Table D-10. Aggregate Income in Trade Areas.

| | Core Trade Area | Primary Trade Area (includes core) | Secondary Trade Area |
|----------------------------|-----------------|------------------------------------|----------------------|
| Aggregate Household Income | \$ 157,409,000 | \$ 376,822,000. | \$ 732,246,000. |

Sources: American Community Survey 2012, 5 yr., Nielsen Claritas 2013, McCabe Enterprises.

There are 2,013 households in the Primary Trade Area with incomes over \$75,000 annually (44.9%). In the secondary Trade Area, 3,901 households, or over half (50.1%) have household incomes exceeding \$75,000 annually. Similarly, in Stoughton on a town-wide basis, over half (50.1%) of the households have incomes over \$75,000, for a total of 5,306 households, as noted in Table D-9.

Although the average and median household incomes in the core and Primary Trade areas are lower than the Town-wide and Secondary Trade areas as stated in Table D-8, the potential purchasing power in the Core Trade Area is \$313,155 per acre. The potential purchasing power in the Primary Trade area is 187,416 per acre (inclusive of the core). The Secondary Trade Area's per acre purchasing power is lower coming in at \$69,369 per acre. The Downtown Stoughton Primary Trade Area is six (6) times the purchasing power per acre statewide, and 1.8 times the purchasing power per acre of Norfolk County. Downtown Stoughton's Primary Trade Area is 2.2 times the purchasing power per acre than greater Stoughton (Stoughton and the six surrounding municipalities of Avon, Brockton, Canton, Easton, Randolph, Sharon and Stoughton).

Downtown Stoughton's higher per acre purchasing power is attributable to the compact nature of Downtown and the number of households in close proximity to Downtown. Downtown Stoughton businesses will benefit by the anticipated increase in housing units in and around Downtown. Transit-oriented-development housing in Downtown helps strengthen the market for goods and services in Downtown.

Primary Trade Area residents are spending \$151 million in retail goods and restaurants annually (exclusive of gas and vehicle purchases). The Secondary Trade Area residents are spending \$271 million in retail goods and restaurants, again exclusive of gas and vehicle purchase. Approximately \$46 million is expended by residents of the Primary Trade Area outside the Primary Trade Area. The residents of the Primary and

Secondary Trade Areas combined spend nearly \$100 million beyond the Secondary and Primary Trade Areas.

In summary, the residential market is an important component in creating a more vital Downtown Stoughton. Reaching out to persons in the primary and secondary trade areas will be key. Stoughton needs to increase the number of residents who frequent Downtown. In time, as downtown Stoughton becomes a stronger commercial center, it is possible for trade area to expand. This expansion could entail both the core and primary trade areas for Downtown Stoughton, as Downtown regularly attracts more customers from these areas.

Additional Market Segments

In addition to the residential market, downtown Stoughton businesses serve persons who work in Downtown Stoughton, some of whom are residents of Stoughton and some live in neighboring communities. Major employers in downtown include the financial institutions, service offices and agencies, and the public sector – postal workers, Town Hall and Library employees, police and fire department staff. Downtown workers often spend money on lunch and incidentals, and can be an important customer base for downtown businesses and professional services. It is also possible for persons working in businesses located in the primary or secondary trade areas could also patronize downtown businesses, as well.

Commuter rail patrons are a potential customer base for Downtown Stoughton. Already 25% of downtown shoppers also take commuter rail. The proximity of the rail station to downtown Stoughton businesses encourages commuter rail patrons to use the Downtown. Currently, the MBTA reports 1,035 people board the commuter rail daily in Stoughton. About 8.1% of the households in the Primary Trade Area take transit. Since Stoughton is the terminus of the pres-

ent MBTA commuter train service to Boston, train riders come not only from Stoughton, but other nearby communities from the south. Increasing the number of commuter rail riders using downtown on a regular basis will strengthen the district.

Downtown Stoughton should take steps now to improve and solidify its role as a civic-retail-and-services center with transit-oriented development. The proposals for South Coast Rail project indicate that there may be a dispersion of riders boarding in Stoughton to stations-to-be-built with the southward expansion. With a two-prong effort to enhance the Downtown Stoughton business district as a place, and to strengthen downtown housing, this potential future loss of customers could be minimized.

The third additional market for business districts is tourists and visitors. Stoughton, today, is not a magnet for visitors and tourists, despite the occasional visitor to the Historical Society. So this market segment is not a target audience for Stoughton at this time. As plans progress for the revival of the State Theatre, it is possible that a larger market audience could be attracted to downtown Stoughton for entertainment and special events on a consistent basis. Efforts, in the meantime, should focus on serving the existing residential customer base, persons working in downtown, and commuter rail patrons.

The Competitive Environment

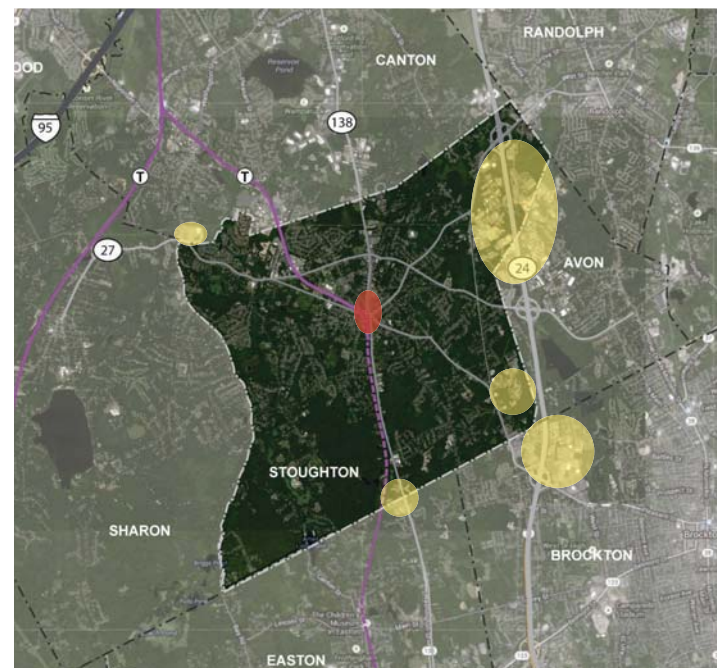
Stoughton residents have many nearby competitive retail shopping choices, including a number in Stoughton. The nearby competitive shopping nodes to downtown include:

- North Stoughton with Target on Turnpike Street by I-24 (2.8 driving miles or 7 minutes away)
- IKEA, and other large retailers (2.7 driving miles or 7 minutes away);
- RK Plaza on Park Street at the Stoughton/Brockton line with TJ Maxx, DSW and Panera Bread as anchor tenants (2.6 driving miles or 5 minutes away);
- Westgate Mall at Routes 27 and 24 with Market Basket (3.9 driving miles or 8 minutes away);
- Roche Brothers grocery plaza at the Stoughton/Easton line, CVS, and a dozen other retailers along with Signature and Steward Health Care offices at the proposed North Easton commuter rail stop (2.6 driving miles or 5 minutes away);
- The Village Shoppes at Cobb Corners at the Stoughton/Canton line on Route 27 and Bay Road with Shaw's grocery and over forty other retailers (2.9 driving miles from downtown or 7 minutes away).

Downtown Stoughton has significant retail competition for weekly shopping trips, such as groceries and sundries, as well as destination shopping for comparative goods, such as apparel, shoes, furniture. In addition to the six nearby shopping areas in or adjacent to Stoughton there are two regional malls that serve Stoughton, South Shore Plaza in Braintree (10.6 driving miles or 17 minutes away) and Legacy Place in Dedham (10.2 driving miles or 19 minutes away). A third mixed-

use retail development with 500,000 SF of retail and restaurants is permitted and opening is planned for 2015 at University Station in Westwood (7.6 driving miles or 15 minutes away). Figure D-31 shows the location of competitive retail centers to Downtown. Stoughton residents have a significant number of retail bricks-and-mortar shopping options with a range of stores and price points. This presents a challenge for Downtown Stoughton, which needs an identity and niche that is unique and competitive in this highly competitive market place. Services, convenience, amenities, and retaining and expanding the number of activity generators and creating more of a place downtown will be important.

Figure D-31. Competitive Retail Areas to Downtown Stoughton.



In addition to the competitive physical retail environment, all retailers, including Downtown, face increased competition from on-line shopping. Major national retailers are reducing the size of their retail stores and available in-store inventorying, and shipping products ordered either from in-store or on-line from regional distribution facilities. In addition, Amazon and E-bay offer consumers competitive on-line shopping. Downtown Stoughton businesses will need electronic façades for both the web and mobile devices to be competitive in today's digital environment.

E-commerce retail sales continue to grow. E-commerce is growing at a rate of 15.7%, over three times faster than the retail sales growth rate of 4.4% according to the US Census Bureau's Monthly Retail Trade Survey. E-commerce constitutes 6.4% of all retail sales. E-commerce and on-line purchasing serves not only the retail consumers. E-commerce is a component of business-to-business sales, including manufacturing and wholesaling. Over half (51.9%) of all manufacturing sales in the US are through e-commerce, and over one-fifth (20.1%) of all wholesale sales in the US are similarly through e-commerce (US Census).

These competitive economic trends impact downtown as well as Stoughton's land use plans overall. Shopping districts benefit from a concentration of retailers, food and restaurants and services. Dispersion of retail and services adversely affects existing businesses, shopping areas, and further weakens the downtown. Downtown Stoughton already has good activity generators, such as Town Hall, governmental services, the commuter rail station, the Post Office, the farmers' market and the Library. These uses and activities need to remain in Stoughton's core downtown area. Additional services, businesses and uses need to be recruited to fill existing gaps and vacancies. The restoration of the State Theatre and adding more culture and entertainment offerings to Downtown Stoughton is a very positive development towards revitalizing Downtown.

One approach that Downtown Stoughton could differentiate itself in the competitive retail landscape is focusing on a walkable town center, with landscaping and historic resources and architecturally interesting buildings, such as the train station, Town Hall, Historical Society. This approach is aligned with the desires articulated by residents during the master planning sessions. Moreover, there is a strong trend for walkable environments, particularly walkable downtowns. The National Association of Realtors found that 77% of home buyers prefer communities with sidewalks and places to take walks. Homes in walkable neighborhoods, as a result, command higher prices and have higher property values. The preference for walkable environments extends not only to the residential market, but also the commercial real estate market. The National Council of Real Estate Investment Fiduciaries determined that the benefits of walkability are capitalized into office, retail and industrial property values with more walkable sites commanding higher property values.

On a national level, senior housing developers are now seeking locations in and adjacent to downtowns enabling residents to more easily stay active and walk to nearby activities, the library, shopping, restaurants, and doctors.

Retail and Restaurants As To Population

In addition to examining the potential purchasing power in the Primary and Secondary Trade Areas as well as the competitive landscape for Downtown Stoughton, it is useful to note the number of persons per retail outlet and per restaurant in Stoughton and the nearby environment, which is shown in Tables D-11 and D-12. Stoughton has one of the fewest persons per retail establishments. Only adjacent Avon and Canton have lower rates of persons per retail establishment. This is in part attributable to Stoughton being home to several regional re-

tail facilities, including IKEA, some of the furniture retailers and Target in North Stoughton, as well as Avon having a number of regional large-format retailers as well as Cobb's Corner in Canton. Stoughton has the fewest persons per restaurant in the area, as noted in Table D-12.

Retail Merchandise Opportunities for Stoughton

One of the ways to determine what type of retail businesses to encourage or recruit to a commercial district, such as Downtown Stoughton is to examine what product areas there is retail leakage from Downtown Stoughton's Primary and Secondary Trade Areas. Retail leakage is where residential consumers are spending money elsewhere, outside the Primary or Secondary Trade Areas. A current or prospective business could reasonably assume that with a competitive operation, the business could easily capture sales that are leaking from the trade area. The results for Retail Merchandise Opportunities for the Core, Primary and Secondary Trade areas is shown over the next pages in Table D-13.

Since Stoughton (beyond Downtown – along the Route 24 area and North Stoughton) is home to several regional-serving retailers, customers from throughout the region shop at these retailers. Their location and design tend to be a one-stop, single-store shopping event, with little spillover to other businesses, except perhaps gas stations. Nonetheless, these regional and national retailers are capturing sales from Stoughton residents and the larger region. Hence, in many categories there is little leakage and hence limited opportunity for new retailers, particularly in the Downtown based on a traditional retail market analysis. Opportunities do exist in the apparel category, miscellaneous retail, limited service eating establishment category, food and beverage, personal care, jewelry, and sporting goods.

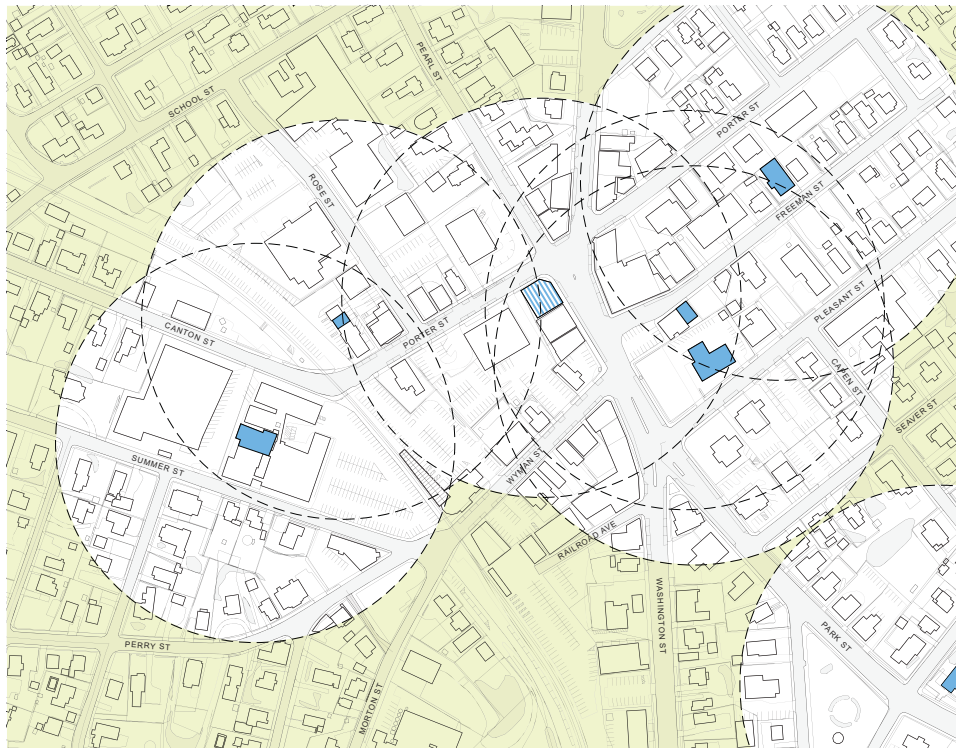


Figure D-32. Zoning Restrictions as to Alcohol Sales in Downtown. Current zoning restricts sale of alcohol in restaurants or stores within 500 feet of a school or church; this limits growth of restaurants in the majority of the Downtown.

Table D-11. Persons Per Retail Store in Stoughton and Environs.

| | Retail Stores Per Capita |
|----------------|--------------------------|
| US | 295 |
| Massachusetts | 278 |
| Norfolk County | 275 |
| Avon | 128 |
| Brockton | 296 |
| Canton | 235 |
| Easton | 290 |
| Randolph | 421 |
| Sharon | 1,101 |
| Stoughton | 267 |

Sources: 2013 data from ES202 reports, US Census & McCabe Enterprises.

Table D-12. Persons Per Restaurant in Stoughton and Environs.

| | Food Services & Drinking Establishments NAICS Code 7225 |
|----------------|--|
| Massachusetts | 507 |
| Norfolk County | 535 |
| Avon | 544 |
| Brockton | 796 |
| Canton | 514 |
| Easton | 595 |
| Randolph | 753 |
| Sharon | 1,958 |
| Stoughton | 447 |

Sources: 2013 data from ES202 reports, US Census & McCabe Enterprises.

Table D-13. Retail Merchandise Opportunities for the Core, Primary and Secondary Trade Areas.

| Retail Stores | CONSUMER EXPENDITURES | | | | RETAIL SALES | | | |
|---|--|--|--|---|--|--|--|--|
| | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Both Primary & Secondary Trade Areas (0.00-2.5 Mile) | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Primary & Secondary Trade Areas (0.00-2.5 Mile) |
| | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) |
| Total Retail Sales Including Eating and Drinking Places | \$ 86,789,965 | \$ 203,368,144 | \$ 364,726,509 | \$ 568,094,653 | \$ 98,345,859 | \$ 191,607,831 | \$ 482,274,611 | \$ 673,882,442 |
| Motor Vehicle and Parts Dealers-441 | \$ 14,800,593 | \$ 35,099,159 | \$ 64,743,635 | \$ 99,842,794 | \$ 14,420,439 | \$ 21,524,629 | \$ 90,135,219 | \$ 111,659,848 |
| Automotive Dealers-4411 | \$ 12,852,814 | \$ 30,478,845 | \$ 56,109,355 | \$ 86,588,200 | \$ 13,617,616 | \$ 19,623,070 | \$ 84,463,147 | \$ 104,086,217 |
| Other Motor Vehicle Dealers-4412 | \$ 681,450 | \$ 1,609,268 | \$ 3,000,861 | \$ 4,610,129 | \$ 69,039 | \$ 214,556 | \$ - | \$ 214,556 |
| Automotive Parts/Accsrs, Tire Stores-4413 | \$ 1,266,329 | \$ 3,011,047 | \$ 5,633,419 | \$ 8,644,466 | \$ 733,785 | \$ 1,687,004 | \$ 5,672,072 | \$ 7,359,076 |
| Furniture and Home Furnishings Stores-442 | \$ 1,856,078 | \$ 4,366,131 | \$ 8,074,821 | \$ 12,440,952 | \$ 4,309,523 | \$ 9,418,176 | \$ 56,005,309 | \$ 65,423,485 |
| Furniture Stores-4421 | \$ 997,171 | \$ 2,353,946 | \$ 4,393,433 | \$ 6,747,379 | \$ 4,242,383 | \$ 6,479,639 | \$ 47,031,833 | \$ 53,511,472 |
| Home Furnishing Stores-4422 | \$ 858,907 | \$ 2,012,185 | \$ 3,681,388 | \$ 5,693,573 | \$ 67,140 | \$ 2,938,538 | \$ 8,973,475 | \$ 11,912,013 |
| Electronics and Appliance Stores-443 | \$ 1,733,366 | \$ 4,079,211 | \$ 7,416,307 | \$ 11,495,518 | \$ 115,406 | \$ 370,521 | \$ 2,067,127 | \$ 2,437,648 |
| Appliances, TVs, Electronics Stores-44311 | \$ 1,283,057 | \$ 3,019,111 | \$ 5,508,956 | \$ 8,528,067 | \$ 115,406 | \$ 370,521 | \$ 1,772,841 | \$ 2,143,362 |
| Household Appliances Stores-443111 | \$ 220,945 | \$ 526,669 | \$ 980,787 | \$ 1,507,456 | \$ - | \$ - | \$ 42,884 | \$ 42,884 |
| Radio, Television, Electronics Stores-443112 | \$ 1,062,112 | \$ 2,492,443 | \$ 4,528,170 | \$ 7,020,613 | \$ 115,406 | \$ 370,521 | \$ 1,729,957 | \$ 2,100,478 |
| Computer and Software Stores-44312 | \$ 396,837 | \$ 934,513 | \$ 1,678,582 | \$ 2,613,095 | \$ - | \$ - | \$ 294,286 | \$ 294,286 |
| Camera and Photographic Equipment Stores-44313 | \$ 53,472 | \$ 125,586 | \$ 228,769 | \$ 354,355 | \$ - | \$ - | \$ - | \$ - |
| Building Material, Garden Equip Stores -444 | \$ 8,335,591 | \$ 19,998,274 | \$ 37,768,044 | \$ 57,766,318 | \$ 7,185,844 | \$ 15,644,334 | \$ 44,956,365 | \$ 60,600,699 |
| Building Material and Supply Dealers-4441 | \$ 7,525,740 | \$ 18,058,609 | \$ 34,136,859 | \$ 52,195,468 | \$ 6,909,466 | \$ 14,915,425 | \$ 44,622,538 | \$ 59,537,963 |
| Home Centers-44411 | \$ 3,071,725 | \$ 7,327,551 | \$ 13,730,680 | \$ 21,058,231 | \$ - | \$ - | \$ 12,442,304 | \$ 12,442,304 |
| Paint and Wallpaper Stores-44412 | \$ 125,607 | \$ 305,890 | \$ 585,969 | \$ 891,859 | \$ 270,154 | \$ 738,683 | \$ 12,659 | \$ 751,342 |
| Hardware Stores-44413 | \$ 750,504 | \$ 1,777,308 | \$ 3,274,188 | \$ 5,051,496 | \$ - | \$ - | \$ 837,948 | \$ 837,948 |
| Other Building Materials Dealers-44419 | \$ 3,577,904 | \$ 8,647,860 | \$ 16,546,023 | \$ 25,193,883 | \$ 6,639,311 | \$ 14,176,741 | \$ 31,329,627 | \$ 45,506,368 |

RETAIL OPPORTUNITY/ SURPLUS

| The Core Trade Area (0.00 -0.5 Miles) Opportunity Gap/ Surplus | The Primary Trade Area (0.00 to 1.00 Mile Radius) Opportunity Gap/ Surplus | Secondary Trade Area (1.00-2.5 Mile Radius) Opportunity Gap/ Surplus | Primary & Secondary Trade Areas (0.00-2.5 Mile) Opportunity Gap/ Surplus |
|---|---|---|---|
|---|---|---|---|

Retail Stores

| | | | | |
|----------------|---------------|-----------------|-----------------|---|
| (\$11,555,894) | \$11,760,313 | (\$117,548,102) | (\$105,787,789) | Total Retail Sales Including Eating and Drinking Places |
| | \$0 | | | |
| \$380,154 | \$13,574,530 | (\$25,391,584) | (\$11,817,054) | Motor Vehicle and Parts Dealers-441 |
| (\$764,802) | \$10,855,775 | (\$28,353,792) | (\$17,498,017) | Automotive Dealers-4411 |
| \$612,411 | \$1,394,712 | \$3,000,861 | \$4,395,573 | Other Motor Vehicle Dealers-4412 |
| \$532,544 | \$1,324,043 | (\$38,653) | \$1,285,390 | Automotive Parts/Accsrs, Tire Stores-4413 |
| | | | | |
| (\$2,453,445) | (\$5,052,045) | (\$47,930,488) | (\$52,982,533) | Furniture and Home Furnishings Stores-442 |
| (\$3,245,212) | (\$4,125,693) | (\$42,638,400) | (\$46,764,093) | Furniture Stores-4421 |
| \$791,767 | (\$926,353) | (\$5,292,087) | (\$6,218,440) | Home Furnishing Stores-4422 |
| | | | | |
| \$1,617,960 | \$3,708,690 | \$5,349,180 | \$9,057,870 | Electronics and Appliance Stores-443 |
| \$1,167,651 | \$2,648,590 | \$3,736,115 | \$6,384,705 | Appliances, TVs, Electronics Stores-44311 |
| \$220,945 | \$526,669 | \$937,903 | \$1,464,572 | Household Appliances Stores-443111 |
| \$946,706 | \$2,121,922 | \$2,798,213 | \$4,920,135 | Radio, Television, Electronics Stores-443112 |
| \$396,837 | \$934,513 | \$1,384,296 | \$2,318,809 | Computer and Software Stores-44312 |
| \$53,472 | \$125,586 | \$228,769 | \$354,355 | Camera and Photographic Equipment Stores-44313 |
| | | | | |
| \$1,149,747 | \$4,353,940 | (\$7,188,321) | (\$2,834,381) | Building Material, Garden Equip Stores -444 |
| \$616,274 | \$3,143,184 | (\$10,485,679) | (\$7,342,495) | Building Material and Supply Dealers-4441 |
| \$3,071,725 | \$7,327,551 | \$1,288,376 | \$8,615,927 | Home Centers-44411 |
| (\$144,547) | (\$432,793) | \$573,310 | \$140,517 | Paint and Wallpaper Stores-44412 |
| \$750,504 | \$1,777,308 | \$2,436,240 | \$4,213,548 | Hardware Stores-44413 |
| (\$3,061,407) | (\$5,528,881) | (\$14,783,604) | (\$20,312,485) | Other Building Materials Dealers-44419 |

Table D-13. Retail Merchandise Opportunities for the Core, Primary and Secondary Trade Areas.

| Retail Stores | CONSUMER EXPENDITURES | | | | RETAIL SALES | | | |
|--|--|--|--|---|--|--|--|--|
| | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Both Primary & Secondary Trade Areas (0.00-2.5 Mile) | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Primary & Secondary Trade Areas (0.00-2.5 Mile) |
| | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) |
| Building Materials, Lumberyards-444191 | \$ 1,417,067 | \$ 3,392,326 | \$ 6,396,911 | \$ 9,789,237 | \$ 2,595,969 | \$ 5,543,104 | \$ 12,249,881 | \$ 17,792,985 |
| Lawn, Garden Equipment, Supplies Stores-4442 | \$ 809,852 | \$ 1,939,667 | \$ 3,631,185 | \$ 5,570,852 | \$ 276,378 | \$ 728,910 | \$ 333,827 | \$ 1,062,737 |
| Outdoor Power Equipment Stores-44421 | \$ 82,715 | \$ 201,629 | \$ 391,886 | \$ 593,515 | \$ 164,761 | \$ 478,455 | \$ 76,716 | \$ 555,171 |
| Nursery and Garden Centers-44422 | \$ 727,137 | \$ 1,738,037 | \$ 3,239,300 | \$ 4,977,337 | \$ 111,618 | \$ 250,456 | \$ 257,112 | \$ 507,568 |
| Food and Beverage Stores-445 | \$ 11,064,731 | \$ 25,685,129 | \$ 44,857,138 | \$ 70,542,267 | \$ 15,966,192 | \$ 35,692,329 | \$ 26,127,468 | \$ 61,819,797 |
| Grocery Stores-4451 | \$ 9,538,362 | \$ 22,140,810 | \$ 38,612,968 | \$ 60,753,778 | \$ 13,038,738 | \$ 29,269,089 | \$ 17,883,333 | \$ 47,152,422 |
| Supermarkets, Grocery (Ex Conv) Stores-44511 | \$ 9,064,111 | \$ 21,051,253 | \$ 36,775,109 | \$ 57,826,362 | \$ 9,840,430 | \$ 24,924,586 | \$ 15,612,252 | \$ 40,536,838 |
| Convenience Stores-44512 | \$ 474,251 | \$ 1,089,556 | \$ 1,837,859 | \$ 2,927,415 | \$ 3,198,308 | \$ 4,344,503 | \$ 2,271,081 | \$ 6,615,584 |
| Specialty Food Stores-4452 | \$ 800,047 | \$ 1,858,656 | \$ 3,247,416 | \$ 5,106,072 | \$ 54,795 | \$ 149,826 | \$ 1,921,968 | \$ 2,071,794 |
| Beer, Wine and Liquor Stores-4453 | \$ 726,323 | \$ 1,685,664 | \$ 2,996,753 | \$ 4,682,417 | \$ 2,872,660 | \$ 6,273,415 | \$ 6,322,166 | \$ 12,595,581 |
| Health and Personal Care Stores-446 | \$ 4,630,960 | \$ 10,786,078 | \$ 19,079,271 | \$ 29,865,349 | \$ 9,497,151 | \$ 28,312,060 | \$ 54,678,987 | \$ 82,991,047 |
| Pharmacies and Drug Stores-44611 | \$ 3,665,256 | \$ 8,524,127 | \$ 15,044,087 | \$ 23,568,214 | \$ 8,976,208 | \$ 27,399,575 | \$ 53,314,719 | \$ 80,714,294 |
| Cosmetics, Beauty Supplies, Perfume Stores-44612 | \$ 321,273 | \$ 747,264 | \$ 1,320,335 | \$ 2,067,599 | \$ 112,485 | \$ 295,350 | \$ 606,627 | \$ 901,977 |
| Optical Goods Stores-44613 | \$ 229,773 | \$ 550,248 | \$ 1,012,760 | \$ 1,563,008 | \$ 301,778 | \$ 455,954 | \$ 584,146 | \$ 1,040,100 |
| Other Health and Personal Care Stores-44619 | \$ 414,657 | \$ 964,438 | \$ 1,702,088 | \$ 2,666,526 | \$ 106,680 | \$ 161,182 | \$ 173,495 | \$ 334,677 |
| Gasoline Stations-447 | \$ 8,731,978 | \$ 20,206,144 | \$ 35,024,176 | \$ 55,230,320 | \$ 5,542,658 | \$ 11,919,089 | \$ 25,470,204 | \$ 37,389,293 |
| Gasoline Stations With Conv Stores-44711 | \$ 6,369,263 | \$ 14,709,856 | \$ 25,320,564 | \$ 40,030,420 | \$ 2,200,817 | \$ 7,149,209 | \$ 12,468,409 | \$ 19,617,618 |
| Other Gasoline Stations-44719 | \$ 2,362,715 | \$ 5,496,288 | \$ 9,703,612 | \$ 15,199,900 | \$ 3,341,841 | \$ 4,769,880 | \$ 13,001,795 | \$ 17,771,675 |

RETAIL OPPORTUNITY/ SURPLUS

| The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Primary & Secondary Trade Areas (0.00-2.5 Mile) |
|---------------------------------------|---|---|---|
| Opportunity | Opportunity | Opportunity | Opportunity |
| Gap/ Surplus | Gap/ Surplus | Gap/ Surplus | Gap/ Surplus |

Retail Stores

| | | | | |
|---------------|----------------|----------------|----------------|--|
| (\$1,178,902) | (\$2,150,778) | (\$5,852,970) | (\$8,003,748) | Building Materials, Lumberyards-444191 |
| \$533,474 | \$1,210,757 | \$3,297,358 | \$4,508,115 | Lawn, Garden Equipment, Supplies Stores-4442 |
| (\$82,046) | (\$276,826) | \$315,170 | \$38,344 | Outdoor Power Equipment Stores-44421 |
| \$615,519 | \$1,487,581 | \$2,982,188 | \$4,469,769 | Nursery and Garden Centers-44422 |
| (\$4,901,461) | (\$10,007,200) | \$18,729,670 | \$8,722,470 | Food and Beverage Stores-445 |
| (\$3,500,376) | (\$7,128,279) | \$20,729,635 | \$13,601,356 | Grocery Stores-4451 |
| (\$776,319) | (\$3,873,333) | \$21,162,857 | \$17,289,524 | Supermarkets, Grocery (Ex Conv) Stores-44511 |
| (\$2,724,057) | (\$3,254,947) | (\$433,222) | (\$3,688,169) | Convenience Stores-44512 |
| \$745,252 | \$1,708,830 | \$1,325,448 | \$3,034,278 | Specialty Food Stores-4452 |
| (\$2,146,337) | (\$4,587,751) | (\$3,325,413) | (\$7,913,164) | Beer, Wine and Liquor Stores-4453 |
| (\$4,866,191) | (\$17,525,982) | (\$35,599,716) | (\$53,125,698) | Health and Personal Care Stores-446 |
| (\$5,310,952) | (\$18,875,448) | (\$38,270,632) | (\$57,146,080) | Pharmacies and Drug Stores-44611 |
| \$208,788 | \$451,914 | \$713,708 | \$1,165,622 | Cosmetics, Beauty Supplies, Perfume Stores-44612 |
| (\$72,005) | \$94,294 | \$428,614 | \$522,908 | Optical Goods Stores-44613 |
| \$307,977 | \$803,256 | \$1,528,593 | \$2,331,849 | Other Health and Personal Care Stores-44619 |
| \$3,189,320 | \$8,287,055 | \$9,553,972 | \$17,841,027 | Gasoline Stations-447 |
| \$4,168,446 | \$7,560,647 | \$12,852,155 | \$20,412,802 | Gasoline Stations With Conv Stores-44711 |
| (\$979,126) | \$726,408 | (\$3,298,183) | (\$2,571,775) | Other Gasoline Stations-44719 |

Table D-13. Retail Merchandise Opportunities for the Core, Primary and Secondary Trade Areas.

| Retail Stores | CONSUMER EXPENDITURES | | | | RETAIL SALES | | | |
|---|---------------------------------------|---|---|--|---------------------------------------|---|---|---|
| | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Both Primary & Secondary Trade Areas (0.00-2.5 Mile) | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Primary & Secondary Trade Areas (0.00-2.5 Mile) |
| | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) |
| Clothing and Clothing Accessories Stores-448 | \$ 4,394,814 | \$ 10,290,217 | \$ 18,304,974 | \$ 28,595,191 | \$ 4,299,501 | \$ 5,880,746 | \$ 9,295,483 | \$ 15,176,229 |
| Clothing Stores-4481 | \$ 3,295,925 | \$ 7,694,304 | \$ 13,581,271 | \$ 21,275,575 | \$ 3,327,796 | \$ 4,198,359 | \$ 6,121,106 | \$ 10,319,465 |
| Men's Clothing Stores-44811 | \$ 185,058 | \$ 427,939 | \$ 740,196 | \$ 1,168,135 | \$ 796,838 | \$ 942,750 | \$ 1,447,818 | \$ 2,390,568 |
| Women's Clothing Stores-44812 | \$ 752,640 | \$ 1,760,525 | \$ 3,103,114 | \$ 4,863,639 | \$ 1,697,989 | \$ 2,008,915 | \$ 80,920 | \$ 2,089,835 |
| Childrens, Infants Clothing Stores-44813 | \$ 196,448 | \$ 461,933 | \$ 842,764 | \$ 1,304,697 | \$ - | \$ - | \$ 105,666 | \$ 105,666 |
| Family Clothing Stores-44814 | \$ 1,720,404 | \$ 4,011,689 | \$ 7,072,727 | \$ 11,084,416 | \$ 440,286 | \$ 583,054 | \$ 2,997,858 | \$ 3,580,912 |
| Clothing Accessories Stores-44815 | \$ 143,366 | \$ 337,004 | \$ 601,332 | \$ 938,336 | \$ 47,297 | \$ 129,323 | \$ 1,293,227 | \$ 1,422,550 |
| Other Clothing Stores-44819 | \$ 298,007 | \$ 695,211 | \$ 1,221,137 | \$ 1,916,348 | \$ 345,386 | \$ 534,318 | \$ 195,617 | \$ 729,935 |
| Shoe Stores-4482 | \$ 485,128 | \$ 1,113,330 | \$ 1,905,656 | \$ 3,018,986 | \$ 913,227 | \$ 1,519,590 | \$ 3,094,195 | \$ 4,613,785 |
| Jewelry, Luggage, Leather Goods Stores-4483 | \$ 613,762 | \$ 1,482,584 | \$ 2,818,047 | \$ 4,300,631 | \$ 58,478 | \$ 162,796 | \$ 80,183 | \$ 242,979 |
| Jewelry Stores-44831 | \$ 574,740 | \$ 1,390,766 | \$ 2,652,028 | \$ 4,042,794 | \$ 58,478 | \$ 132,706 | \$ 36,239 | \$ 168,945 |
| Luggage and Leather Goods Stores-44832 | \$ 39,022 | \$ 91,818 | \$ 166,019 | \$ 257,837 | \$ - | \$ 30,090 | \$ 43,944 | \$ 74,034 |
| Sporting Goods, Hobby, Book, Music Stores-451 | \$ 1,667,692 | \$ 3,908,679 | \$ 7,091,699 | \$ 11,000,378 | \$ 609,460 | \$ 1,557,927 | \$ 7,505,579 | \$ 9,063,506 |
| Sporting Goods, Hobby, Musical Inst Stores-4511 | \$ 1,265,262 | \$ 2,954,787 | \$ 5,318,473 | \$ 8,273,260 | \$ 609,460 | \$ 1,530,161 | \$ 3,746,975 | \$ 5,277,136 |
| Sporting Goods Stores-45111 | \$ 676,874 | \$ 1,573,505 | \$ 2,811,492 | \$ 4,384,997 | \$ 241,495 | \$ 315,643 | \$ 1,303,165 | \$ 1,618,808 |
| Hobby, Toys and Games Stores-45112 | \$ 385,355 | \$ 903,138 | \$ 1,594,944 | \$ 2,498,082 | \$ - | \$ 321,149 | \$ 2,138,335 | \$ 2,459,484 |
| Sew/Needlework/Piece Goods Stores-45113 | \$ 90,844 | \$ 214,045 | \$ 395,997 | \$ 610,042 | \$ - | \$ - | \$ - | \$ - |
| Musical Instrument and Supplies Stores-45114 | \$ 112,189 | \$ 264,099 | \$ 516,041 | \$ 780,140 | \$ 367,965 | \$ 893,370 | \$ 305,475 | \$ 1,198,845 |
| Book, Periodical and Music Stores-4512 | \$ 402,430 | \$ 953,892 | \$ 1,773,226 | \$ 2,727,118 | \$ - | \$ 27,766 | \$ 3,758,604 | \$ 3,786,370 |
| Book Stores and News Dealers-45121 | \$ 333,006 | \$ 790,692 | \$ 1,464,458 | \$ 2,255,150 | \$ - | \$ 27,766 | \$ 3,262,074 | \$ 3,289,840 |
| Book Stores-451211 | \$ 304,926 | \$ 725,365 | \$ 1,350,617 | \$ 2,075,982 | \$ - | \$ 27,766 | \$ 3,262,074 | \$ 3,289,840 |

RETAIL OPPORTUNITY/ SURPLUS

| The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Primary & Secondary Trade Areas (0.00-2.5 Mile) |
|---------------------------------------|---|---|---|
| Opportunity | Opportunity | Opportunity | Opportunity |
| Gap/ Surplus | Gap/ Surplus | Gap/ Surplus | Gap/ Surplus |

Retail Stores

| | | | | |
|-------------|-------------|---------------|---------------|---|
| \$95,313 | \$4,409,471 | \$9,009,491 | \$13,418,962 | Clothing and Clothing Accessories Stores-448 |
| (\$31,871) | \$3,495,945 | \$7,460,165 | \$10,956,110 | Clothing Stores-4481 |
| (\$611,780) | (\$514,811) | (\$707,622) | (\$1,222,433) | Men's Clothing Stores-44811 |
| (\$945,349) | (\$248,390) | \$3,022,194 | \$2,773,804 | Women's Clothing Stores-44812 |
| \$196,448 | \$461,933 | \$737,098 | \$1,199,031 | Childrens, Infants Clothing Stores-44813 |
| \$1,280,118 | \$3,428,635 | \$4,074,869 | \$7,503,504 | Family Clothing Stores-44814 |
| \$96,069 | \$207,681 | (\$691,895) | (\$484,214) | Clothing Accessories Stores-44815 |
| (\$47,379) | \$160,893 | \$1,025,520 | \$1,186,413 | Other Clothing Stores-44819 |
| (\$428,099) | (\$406,260) | (\$1,188,539) | (\$1,594,799) | Shoe Stores-4482 |
| \$555,284 | \$1,319,788 | \$2,737,864 | \$4,057,652 | Jewelry, Luggage, Leather Goods Stores-4483 |
| \$516,262 | \$1,258,060 | \$2,615,789 | \$3,873,849 | Jewelry Stores-44831 |
| \$39,022 | \$61,728 | \$122,075 | \$183,803 | Luggage and Leather Goods Stores-44832 |
| \$1,058,232 | \$2,350,752 | (\$413,880) | \$1,936,872 | Sporting Goods, Hobby, Book, Music Stores-451 |
| \$655,802 | \$1,424,626 | \$1,571,498 | \$2,996,124 | Sporting Goods, Hobby, Musical Inst Stores-4511 |
| \$435,379 | \$1,257,862 | \$1,508,327 | \$2,766,189 | Sporting Goods Stores-45111 |
| \$385,355 | \$581,989 | (\$543,391) | \$38,598 | Hobby, Toys and Games Stores-45112 |
| \$90,844 | \$214,045 | \$395,997 | \$610,042 | Sew/Needlework/Piece Goods Stores-45113 |
| (\$255,776) | (\$629,271) | \$210,566 | (\$418,705) | Musical Instrument and Supplies Stores- |
| \$402,430 | \$926,126 | (\$1,985,378) | (\$1,059,252) | Book, Periodical and Music Stores-4512 |
| \$333,006 | \$762,926 | (\$1,797,616) | (\$1,034,690) | Book Stores and News Dealers-45121 |
| \$304,926 | \$697,599 | (\$1,911,457) | (\$1,213,858) | Book Stores-451211 |

Table D-13. Retail Merchandise Opportunities for the Core, Primary and Secondary Trade Areas.

| Retail Stores | CONSUMER EXPENDITURES | | | | RETAIL SALES | | | |
|---|--|--|--|---|--|--|--|--|
| | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Both Primary & Secondary Trade Areas (0.00-2.5 Mile) | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Primary & Secondary Trade Areas (0.00-2.5 Mile) |
| | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) |
| News Dealers and Newsstands-451212 | \$ 28,079 | \$ 65,327 | \$ 113,842 | \$ 179,169 | \$ - | \$ - | \$ - | \$ - |
| Prerecorded Tapes, CDs, Record Stores-45122 | \$ 69,424 | \$ 163,199 | \$ 308,768 | \$ 471,967 | \$ - | \$ - | \$ 496,531 | \$ 496,531 |
| General Merchandise Stores-452 | \$ 11,278,923 | \$ 26,293,139 | \$ 46,428,941 | \$ 72,722,080 | \$ 4,490,608 | \$ 10,977,243 | \$ 127,237,194 | \$ 138,214,437 |
| Department Stores Excl Leased Depts-4521 | \$ 4,644,275 | \$ 10,850,597 | \$ 19,290,160 | \$ 30,140,757 | \$ 193,904 | \$ 2,869,460 | \$ 43,034,562 | \$ 45,904,022 |
| Other General Merchandise Stores-4529 | \$ 6,634,649 | \$ 15,442,543 | \$ 27,138,781 | \$ 42,581,324 | \$ 4,296,704 | \$ 8,107,782 | \$ 84,202,632 | \$ 92,310,414 |
| Miscellaneous Store Retailers-453 | \$ 2,373,986 | \$ 5,539,319 | \$ 9,736,253 | \$ 15,275,572 | \$ 702,292 | \$ 1,462,067 | \$ 4,102,136 | \$ 5,564,203 |
| Florists-4531 | \$ 112,151 | \$ 271,587 | \$ 519,273 | \$ 790,860 | \$ 313,737 | \$ 546,715 | \$ 240,952 | \$ 787,667 |
| Office Supplies, Stationery, Gift Stores-4532 | \$ 774,274 | \$ 1,832,170 | \$ 3,364,764 | \$ 5,196,934 | \$ - | \$ 427,340 | \$ 2,821,137 | \$ 3,248,477 |
| Office Supplies and Stationery Stores-45321 | \$ 428,727 | \$ 1,016,706 | \$ 1,878,213 | \$ 2,894,919 | \$ - | \$ 93,119 | \$ 1,217,518 | \$ 1,310,637 |
| Gift, Novelty and Souvenir Stores-45322 | \$ 345,547 | \$ 815,464 | \$ 1,486,551 | \$ 2,302,015 | \$ - | \$ 334,221 | \$ 1,603,619 | \$ 1,937,840 |
| Used Merchandise Stores-4533 | \$ 237,402 | \$ 559,210 | \$ 1,015,820 | \$ 1,575,030 | \$ 179,548 | \$ 212,426 | \$ - | \$ 212,426 |
| Other Miscellaneous Store Retailers-4539 | \$ 1,250,159 | \$ 2,876,351 | \$ 4,836,396 | \$ 7,712,747 | \$ 209,007 | \$ 275,587 | \$ 1,040,048 | \$ 1,315,635 |
| Non-Store Retailers-454 | \$ 6,658,750 | \$ 15,607,489 | \$ 27,985,985 | \$ 43,593,474 | \$ 20,076,242 | \$ 23,935,351 | \$ 8,930,538 | \$ 32,865,889 |
| Foodservice and Drinking Places-722 | \$ 9,262,502 | \$ 21,509,174 | \$ 38,215,265 | \$ 59,724,439 | \$ 11,130,542 | \$ 24,913,357 | \$ 25,763,001 | \$ 50,676,358 |
| Full-Service Restaurants-7221 | \$ 4,307,441 | \$ 10,007,950 | \$ 17,837,366 | \$ 27,845,316 | \$ 6,606,082 | \$ 15,838,247 | \$ 15,055,813 | \$ 30,894,060 |
| Limited-Service Eating Places-7222 | \$ 3,777,724 | \$ 8,765,035 | \$ 15,508,377 | \$ 24,273,412 | \$ 4,077,195 | \$ 6,474,472 | \$ 5,622,075 | \$ 12,096,547 |
| Special Foodservices-7223 | \$ 733,164 | \$ 1,703,786 | \$ 3,026,991 | \$ 4,730,777 | \$ 372,129 | \$ 2,395,191 | \$ 4,401,425 | \$ 6,796,616 |
| Drinking Places -Alcoholic Beverages-7224 | \$ 444,173 | \$ 1,032,403 | \$ 1,842,530 | \$ 2,874,933 | \$ 75,137 | \$ 205,448 | \$ 683,688 | \$ 889,136 |

RETAIL OPPORTUNITY/ SURPLUS

| The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Primary & Secondary Trade Areas (0.00-2.5 Mile) |
|---------------------------------------|---|---|---|
| Opportunity | Opportunity | Opportunity | Opportunity |
| Gap/ Surplus | Gap/ Surplus | Gap/ Surplus | Gap/ Surplus |

Retail Stores

| | | | | |
|----------------|---------------|----------------|----------------|---|
| \$28,079 | \$65,327 | \$113,842 | \$179,169 | News Dealers and Newsstands-451212 |
| \$69,424 | \$163,199 | (\$187,763) | (\$24,564) | Prerecorded Tapes, CDs, Record Stores-45122 |
| \$6,788,315 | \$15,315,896 | (\$80,808,253) | (\$65,492,357) | General Merchandise Stores-452 |
| \$4,450,371 | \$7,981,137 | (\$23,744,402) | (\$15,763,265) | Department Stores Excl Leased Depts-4521 |
| \$2,337,945 | \$7,334,761 | (\$57,063,851) | (\$49,729,090) | Other General Merchandise Stores-4529 |
| \$1,671,694 | \$4,077,252 | \$5,634,117 | \$9,711,369 | Miscellaneous Store Retailers-453 |
| (\$201,586) | (\$275,128) | \$278,321 | \$3,193 | Florists-4531 |
| \$774,274 | \$1,404,830 | \$543,627 | \$1,948,457 | Office Supplies, Stationery, Gift Stores-4532 |
| \$428,727 | \$923,587 | \$660,695 | \$1,584,282 | Office Supplies and Stationery Stores-45321 |
| \$345,547 | \$481,243 | (\$117,068) | \$364,175 | Gift, Novelty and Souvenir Stores-45322 |
| \$57,854 | \$346,784 | \$1,015,820 | \$1,362,604 | Used Merchandise Stores-4533 |
| \$1,041,152 | \$2,600,764 | \$3,796,348 | \$6,397,112 | Other Miscellaneous Store Retailers-4539 |
| (\$13,417,492) | (\$8,327,862) | \$19,055,447 | \$10,727,585 | Non-Store Retailers-454 |
| (\$1,868,040) | (\$3,404,183) | \$12,452,264 | \$9,048,081 | Foodservice and Drinking Places-722 |
| (\$2,298,641) | (\$5,830,297) | \$2,781,553 | (\$3,048,744) | Full-Service Restaurants-7221 |
| (\$299,471) | \$2,290,563 | \$9,886,302 | \$12,176,865 | Limited-Service Eating Places-7222 |
| \$361,035 | (\$691,405) | (\$1,374,434) | (\$2,065,839) | Special Foodservices-7223 |
| \$369,036 | \$826,955 | \$1,158,842 | \$1,985,797 | Drinking Places -Alcoholic Beverages-7224 |

Table D-13. Retail Merchandise Opportunities for the Core, Primary and Secondary Trade Areas.

| Retail Stores | CONSUMER EXPENDITURES | | | | RETAIL SALES | | | |
|---|--|--|--|---|--|--|--|--|
| | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Both Primary & Secondary Trade Areas (0.00-2.5 Mile) | The Core Trade Area (0.00 -0.5 Miles) | The Primary Trade Area (0.00 to 1.00 Mile Radius) | Secondary Trade Area (1.00-2.5 Mile Radius) | Primary & Secondary Trade Areas (0.00-2.5 Mile) |
| | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) | 2013 Supply (Retail Sales) |
| GAFO * | \$ 21,705,148 | \$ 50,769,548 | \$ 90,681,506 | \$ 141,451,054 | \$ 13,824,498 | \$ 28,631,952 | \$ 204,931,829 | \$ 233,563,781 |
| General Merchandise Stores-452 | \$ 11,278,923 | \$ 26,293,139 | \$ 46,428,941 | \$ 72,722,080 | \$ 4,490,608 | \$ 10,977,243 | \$ 127,237,194 | \$ 138,214,437 |
| Clothing and Clothing Accessories Stores-448 | \$ 4,394,814 | \$ 10,290,217 | \$ 18,304,974 | \$ 28,595,191 | \$ 4,299,501 | \$ 5,880,746 | \$ 9,295,483 | \$ 15,176,229 |
| Furniture and Home Furnishings Stores-442 | \$ 1,856,078 | \$ 4,366,131 | \$ 8,074,821 | \$ 12,440,952 | \$ 4,309,523 | \$ 9,418,176 | \$ 56,005,309 | \$ 65,423,485 |
| Electronics and Appliance Stores-443 | \$ 1,733,366 | \$ 4,079,211 | \$ 7,416,307 | \$ 11,495,518 | \$ 115,406 | \$ 370,521 | \$ 2,067,127 | \$ 2,437,648 |
| Sporting Goods, Hobby, Book, Music Stores-451 | \$ 1,667,692 | \$ 3,908,679 | \$ 7,091,699 | \$ 11,000,378 | \$ 609,460 | \$ 1,557,927 | \$ 7,505,579 | \$ 9,063,506 |
| Office Supplies, Stationery, Gift Stores-4532 | \$ 774,274 | \$ 1,832,170 | \$ 3,364,764 | \$ 5,196,934 | \$ - | \$ 427,340 | \$ 2,821,137 | \$ 3,248,477 |

*GAFO is General Merchandise, Apparel and Accessories, Furniture and Other Sales.

| | | | | | | |
|---|------------|-----------|-----------|---------------|----------------|----------------|
| Retail Expenditures by residents less vehicle and gasoline purchases. | 64,523,723 | 151073887 | 270592117 | \$ 79,116,546 | \$ 159,851,116 | \$ 372,341,260 |
|---|------------|-----------|-----------|---------------|----------------|----------------|

RETAIL OPPORTUNITY/ SURPLUS

| The Core Trade Area (0.00 -0.5 Miles) Opportunity Gap/ Surplus | The Primary Trade Area (0.00 to 1.00 Mile Radius) Opportunity Gap/ Surplus | Secondary Trade Area (1.00-2.5 Mile Radius) Opportunity Gap/ Surplus | Primary & Secondary Trade Areas (0.00-2.5 Mile) Opportunity Gap/ Surplus |
|---|---|---|---|
|---|---|---|---|

Retail Stores

| | | | | |
|---------------|---------------|-----------------|----------------|---|
| \$7,880,650 | \$22,137,596 | (\$114,250,323) | (\$92,112,727) | GAFO * |
| \$6,788,315 | \$15,315,896 | (\$80,808,253) | (\$65,492,357) | General Merchandise Stores-452 |
| \$95,313 | \$4,409,471 | \$9,009,491 | \$13,418,962 | Clothing and Clothing Accessories Stores-448 |
| (\$2,453,445) | (\$5,052,045) | (\$47,930,488) | (\$52,982,533) | Furniture and Home Furnishings Stores-442 |
| \$1,617,960 | \$3,708,690 | \$5,349,180 | \$9,057,870 | Electronics and Appliance Stores-443 |
| \$1,058,232 | \$2,350,752 | (\$413,880) | \$1,936,872 | Sporting Goods, Hobby, Book, Music Stores-451 |
| \$774,274 | \$1,404,830 | \$543,627 | \$1,948,457 | Office Supplies, Stationery, Gift Stores-4532 |

*GAFO is General Merchandise, Apparel and Accessories, Furniture and Other Sales.

(\$14,592,823) (\$8,777,229) (\$101,749,143)

Retail Expenditures by residents less vehicle and gasoline purchases

Building the Market

To successfully overcome the competition from nearby shopping districts, Downtown Stoughton needs to capitalize on its assets, and focus on building and strengthening the local primary market. Building the market for Downtown Stoughton requires:

- Upper-level housing and in-fill housing development in and around Downtown Stoughton;
- Strengthening the housing market and increasing the housing opportunities in the immediate neighborhoods surrounding Downtown Stoughton;
- Retaining and increasing the downtown work force, including public employees, services, and expanded professional service offices;
- Developing, retaining and strengthening activity generators in the Downtown, such as the Farmers' Market, revival of the State Theatre, the Post Office, the redevelopment of the historic train station with an active use, and an expanded Stoughton Library that faces towards Downtown.
- Strengthening downtown Stoughton as a center of transit-oriented development, capitalizing on the historic train service, the frequent commuter rail service to Boston, and the centrality of the commuter rail station in Downtown Stoughton between Wyman and Porter Streets.

Increasing the number of residents and downtown area workers coming and using Downtown Stoughton will require a sustained and focus effort over many years. Residential development should focus on increasing market rate housing opportunities.

Figure D-33. The Cycle of Success.



The Cycle of Success illustrates the engagement and growth needed for a healthy business district.

Challenges

Downtown Stoughton has several challenges moving forward in revitalization. These challenges include building the market for business, which was just reviewed and discussed, as well as developing a common identifier for Downtown, enhancing the image and branding; competition and developing a market niche; and placemaking.

Common Identifier

Downtown Stoughton is referred to by some as Downtown, other say Town Center, and a third constituency uses the appellation of Stoughton Square. Although the term Downtown is being used in this report, this is not an endorsement of the identifier. Stoughton leaders with a thought toward marketing and positioning should develop a common identifier and appellation for the area known as Downtown/Stoughton Center/ Stoughton Square, and use it consistently in marketing, planning documents, the train station's name, etc.

A survey of participants at the community economic development forum in 2013 indicated no clear preference as to the name for Downtown. 41% of respondents favored the name "Downtown Stoughton." Another 41% of respondents favored "Stoughton Town Center." Eleven percent preferred "Stoughton Square," and seven percent expressed no preference. Clearly, there is mixed local opinion. However, a name choice should be made.

Enhancing the Image

Downtown Stoughton has several handsome historic structures and buildings. However, vacancies and a burned-out building mar the overall first impression of downtown. Private sector investment and improvements in private buildings, such as the House of Brews on Porter Street demonstrate the positive effects of sign and façade improvements. An overall improvement effort to polish the appearance and project a better image is needed. This could be done through

private investment supplemented by a sign and façade program. Visible, tangible improvements can help create momentum and develop a more positive first impression of Downtown Stoughton. Improvements should be celebrated and publicized. Design guidelines and the Secretary of the Interior Standards for Historic Buildings could be helpful resources to business and property owners.

Buildings – good design and maintenance -- are an important part of creating a positive image. Another aspect of enhancing the image includes the creation of greens spaces, shade, places to sit and other comfort amenities in the Downtown. Events, whether the farmers' market, fairs, concerts, parades, and other special activities can draw people to downtown and create an image of a happening place with things to do. Special events allow the commercial district to reintroduce itself to long-time and new residents.

Stoughton has the potential to create some new impressions of Downtown and foster new experiences that can create a better image of Downtown.

Branding

Image enhancement and settling on a name for Downtown are all part of re-branding. Branding includes a set of impressions and thoughts that come to mind when you hear the name of a place or product. This brand ideally should convey a positive information that helps describe Downtown Stoughton and its aspirations. Branding should reflect the market niche for Downtown Stoughton. Determining a name, logo, and tag line for Downtown Stoughton is recommended. Updated banners, marketing material, and a downtown web site can all convey the desired brand image.

Market Niche

As discussed earlier Downtown Stoughton is in a highly competitive retail environment. Downtowns today are more than retail centers.

Downtown Stoughton is the government center, the social and cultural heart of the Stoughton community. It is a terminal rail stop. There is the beginnings of new housing to take advantage of its walkable scale and the train. As the home of America's oldest choral society and the first singing contest, music is a part of Stoughton's heritage. With the House of Brews, the music store on Washington Street, the planned revival of the State Theatre, and the planned library expansion, Downtown Stoughton could also highlight arts and culture as part of its market niche, differentiating itself from many of its nearby competitors. Artist housing could focus on musicians.

Creation of the Great Lawn with retail, service and transit-oriented-development framing the Great Lawn will create a special, unique environment for Downtown Stoughton. Physical improvements, including crosswalks; sidewalks with street furniture, trees and flowers, a multi-use path, and green spaces, will strengthen the attractiveness and walkability of the Downtown. These improvements and amenities would be additional differentiating factors for Downtown Stoughton.

“Consumers seek out places with character, charm and authenticity. Improving the character of a downtown area is not just an aesthetic decision -- it's an economic one.”

Placemaking

Placemaking is the process for transforming a public space, such as the Great Lawn, to create a desirable destination and promote a sense of belonging in a community or place. Amid globalization and the growth of retail centers with brand-focused tenanting strategies, placemaking focuses on promoting the authentic, lasting qualities that attract people to a downtown or community center.

As a strategy, placemaking builds on the inherent qualities or assets within a community – social, physical or historical, to create an authentic identity that promotes community interaction, happiness and general well-being. Placemaking encourages participation among residents, businesses and visitors and promotes active engagement in the heart of a community.

As a process, placemaking incorporates planning, design and programming or management of the public sphere in a balanced, sustainable approach for long-term vitality. Placemaking begins by paying attention to the details in the physical environment: sidewalk materials, cleanliness and maintenance, trees and planters, lighting, signage and storefront displays, and banners. A solid strategy includes events and activities that draw people to a place on both a regular basis and on special occasions. And to ensure longevity, placemaking encourages as a management approach that outlines a sustainable vision for long-reaching activation through community participation and financial support.

Creating Downtown Stoughton as a place where people want to come, amble, spend time, conduct business, shop should be one of the hallmarks of downtown revitalization. Instead of thinking of Downtown as a place to avoid because of traffic, placemaking can help enliven Downtown to be the true social and cultural heart of Stoughton.

Entrepreneurial Assistance and Business Support

Economic Gardening

Downtown Stoughton has many small businesses and entrepreneurs. Downtown should be a place where small businesses and new entrepreneurs can prosper and grow while serving the Stoughton community. Economic Gardening is an economic development approach that supports and grows the local economy by providing local businesses with the support and tools they need to be successful in today's marketplace.

Entrepreneurial Assistance

Existing and aspiring small businesses can often benefit from small business training, lending and assistance. Stoughton's local financial institutions, Stoughton Cooperative Bank, BankAmerica, Randolph Savings Bank, South Shore Savings Bank and Webster Bank offer small business lending and could be a resource in supporting local entrepreneurs in Downtown Stoughton.

The Southeastern Economic Development Corporation, or SEED Corp., based in Taunton provides small business assistance and SBA-guaranteed loans, often partnering with local lenders. In addition, SEED provides micro-loans for entrepreneurs and small business training to their borrowers. The Center for Women and Enterprise provides training and assistance to women who are thinking about starting a business. Accion USA is the pioneer in micro-lending providing loans from \$200 up to \$50,000 to all types of small businesses. The Massachusetts Small Business Development Centers which are affiliated with the state university system, and have offices in Boston and Fall River which can serve Stoughton can be a small business training and connection resource. Both centers have extensive on-line resources as well.

Entrepreneurial Assistance Providers

SouthEastern Economic Development Corporation -- SEED

80 Dean Street
Taunton, MA 02780
Phone: 508 822-1020
Fax: 508-880-7869
Email: info@seedcorp.com
Web: www.seedcorp.com

Center for Women & Enterprise (CWE)

CWE in Boston
24 School Street, 7th floor
Boston MA 02108
Phone: 617-536-0700
Fax 617-536-7373
Email: info@cweonline.org
Web: www.cweonline.org

CWE in Providence
132 George M. Cohan Blvd., 2nd floor
Providence, RI 02903
Phone: 401 277-0800
Fax: 401 277-1122

ACCION USA New England

56 Roland St.
Suite 300
Boston, MA 02129
Phone: (617) 616-1549
Web: www.accionusa.org

Massachusetts Small Business Development Center

Boston Reg'l Office & Minority
Business Center
UMass-Boston, 100 Morrissey Blvd.
Wheatley Building
3rd Floor, Suite 154, Room 10
Boston, MA 02125
Phone: 617-287-7750
Fax: 617-287-7767
www.msbdc.org

Southeastern Massachusetts Regional
SBDC
200 Pocasset Street
Fall River, MA 02721
Tel: 508-673-9783
Fax: 508-674-1929
www.msbdc.org/semass

Business Assistance for Physical Improvements

As a part of a Downtown Revitalization effort, the local municipality often provides design assistance to help with façade improvements and signage. Some localities use CDBG funding to help business and property owners with new façades and signage. Façade and signage improvement programs can also be operated with the assistance of local banks and lenders. Design assistance can be underwritten through state and private foundation grants. Interns from the region's design and architecture schools can be an added resource.

Funding & Fundraising

The implementation of some of the initiatives, improvements, and recommendations discussed in this plan will require capital investment. While there is increasing competition for limited funds, there are state and federal resources that may provide some assistance. Successful competition for state and federal often requires a concurrent local investment, both public and private. Projects today often need to rely on multiple sources of funding. Capital improvements for Downtown should be incorporated in the Town's Capital Improvement Plan (CIP).

Funding for transportation physical improvements, such as streets, bike paths and sidewalks, can be secured through the transportation planning process, the TIP – Transportation Improvement Plan managed by the Boston Metropolitan Planning Organization (MPO), particularly with the Safe Routes to Schools program and transportation enhancements program under the new transportation authorization program, MAP-21, Moving Ahead for Progress in the 21st Century program. Open space and trail funds could also contribute to walking and bicycling improvements.

The MassWorks grant program is an annual competitive grant program that provides funding for the construction, upgrade and expansion of publicly-owned infrastructure, including transportation and utilities. MassWorks typically seeks to leverage private sector investment in economic development and affordable housing.

Stoughton has adopted the Community Preservation Act (CPA) which establishes a local funding resource for open space, historic resources and affordable housing. The creation of the Great Lawn and other greening initiatives downtown could be supported and financed by Stoughton's CPA fund.

Park Acquisition and Renovations for Communities (PARC) program operated by the MA Department of Conservation and Recreation (DCR) could be a source of funding for acquisition, design and development of outdoor green space and recreation in Downtown. DCR operates several open space urban forest grant programs that could support greening initiatives. These greening, walkability and bike path improvements will need to be incorporated in Stoughton's Open Space Plan to assure eligibility for state and federal open space and parks-related funding.

The Community Development Block Grant (CDBG) program could be accessed for Stoughton for specific, targeted improvements, where the users and beneficiaries of the improvement include at least 51% low-and-moderate income persons. CDBG funds are highly competitive. A likely use for CDBG in Stoughton could be housing rehabilitation assistance in and around the downtown.

The state's Economic Development Incentive Program (EDIP) could be utilized to spur private investments for infill sites, redevelopment of the Fire Station property or new uses at the Post Office. The EDIP program enables municipalities to offer a tax incentive through the Tax Increment Financing program or a five year Special Tax Assessment. Creation of at least one new permanent job is a threshold criterion.

The Commonwealth may award a state tax incentive for significant projects. EDIP is designed for commercial projects.

Urban Housing Center TIF program is used for affordable housing projects where the municipality provides a real estate tax incentive on new anticipated taxes stemming from a new housing development project, which has at least 20% affordable housing units.

Historic Preservation Tax Credits represent a potential financial incentive for private developers who rehabilitate historic properties for commercial purposes. The federal tax credit is automatic, but the National Park Service must certify adherence to the Secretary of Interiors Standards for Historic Rehabilitation. The state historic preservation tax credit requires an application and is competitive.

Business Improvement Districts can be formed by a majority of property owners in a commercial district, such as Downtown Stoughton, and a small supplemental charge be assessed that is then dedicated to downtown improvements and managed by an entity selected or organized by the property owners. Many successful downtowns rely on a BID fee. Communities with a BID include Hyannis, Northampton, and Westfield in Massachusetts and Burlington, Vermont. BID funds can be used for promotional activities, maintenance and operations supporting an improvement business environment, as well as capital expenses.

District Improvement Financing is another tool that municipalities can use to direct new anticipated tax revenues stemming from private investment for public improvements, including sewer, and enhancements. Essentially, DIF is an advance appropriation of new anticipated tax revenues (above the existing assessed valuation) that then can be used in a pay-as-you-go fund or as a repayment stream for bonds.

Green Communities Act funding is provided on a competitive basis to municipalities who opt to become designated as a “green community”

by the state. Grant funds are provided on an annual competitive basis for energy-related improvements, including new streetlights using LEDs or other renewable or highly energy efficient technologies.

The Local Infrastructure Development Program (Chapter 23L) is a new program that enables municipalities to designate an improvement area, like Downtown, and levy an assessment for infrastructure improvements. The assessments become the collateral and revenue stream for a bond to finance infrastructure. Unlike the existing assessment statute, the Local Infrastructure Development Program enables assessments for a wide variety of infrastructure, including parking enhancements and improvements, utilities, and transportation. The Local Infrastructure Development Program can be utilized in conjunction with District Improvement Financing.

4 | Recommendations

“By recognizing and developing the positive potential of their public spaces, cities can enhance safety and security, create economic opportunity, improve public health, create diverse public environments and build democracy.”

– *Placemaking and the Future of Cities*

Project for Public Spaces

Recommendations

The recommendations for Downtown Stoughton to address the key issues, vision and goals developed in the first phase of the Stoughton Master Plan are detailed as to type, the entities and partners who need to work on implementation of each recommendation; the time frame (short-term; mid-term and long-term); cost (\$ -- low; \$\$ -- mid-level; \$\$\$ -- high); and potential resources to assist with implementation of each recommendation.

These recommendations address two inter-related key issues identified during the Master Plan's first phase. The first is Downtown Stoughton, itself. The second is the image of Stoughton. As the heart and geographic center of Stoughton, the quality and vibrancy of Downtown significantly shapes the overall image of Stoughton.

Downtown Stoughton: There is near consensus that Downtown/ Town Center in its current state is a liability to the town rather than an asset. We are enthusiastic about revitalizing the Downtown / Center to take advantage of its transportation choices, compact form, historic architecture and civic services. We believe that Downtown / Town Center can be much more than a confluence of streets and a collection of businesses. We believe it can be a distinctive and vibrant neighborhood the entire community can enjoy.

Image: Planning participants agree that people's perceptions of Stoughton are a hindrance to the town's success. Many, though not all, feel that targeting this issue directly would improve Stoughton's image and put the town in a better position to advance its other goals for economic development, schools, community and Downtown / Town Center.

The Vision for Downtown Stoughton which informs these recommendations is:

Downtown / Town Center is the municipal, social and cultural heart of Stoughton. Anchored by restored and re-purposed historic buildings and served by beautiful public gathering spaces, accessible sidewalks, safe streets, and convenient parking, Town Center is active with a mix of residential, commercial/ retail and government buildings.

The overarching goals to advance the Vision for Downtown Stoughton are:

- A. Increase and improve active retail businesses as ground floor uses.
- B. Support housing and offices on upper floors.
- C. Create beautiful public gathering spaces.
- D. Provide adequate, accessible and safe parking to meet the needs of businesses, residents, and visitors.
- E. Assure that the design and maintenance of buildings, infrastructure, and landscapes create a cohesive and attractive center.
- F. Create traffic and pedestrian patterns that promote safety and accessibility.

ACRONYMS

| | |
|---------|--|
| CDBG | Community Development Block Grant |
| CPA | Community Preservation Act |
| CEDAC | MA Community Economic Development Assistance Corporation |
| DCR | MA Department of Conservation & Recreation |
| DHCD | MA Department of Housing & Community Development |
| DLTA | District Local Technical Assistance |
| EOHED | MA Executive Office of Housing & Economic Development |
| LAWCON | Land and Water Conservation grants for open space and recreation (federal funds administered by DCR) |
| LIHTC | Low Income Housing Tax Credit (federal, administered by states) |
| MAPC | Metropolitan Area Planning Commission |
| MassDOT | MA Department of Transportation |
| MassMEP | MA Manufacturing Extension Program |
| MHC | MA Historical Commission |
| MOBD | MA Office of Business Development |
| MPC | Master Plan Committee |
| OCPC | Old Colony Planning Commission |
| PATH | Planning Assistance Towards Housing |
| SBA | US Small Business Administration |
| SCR | South Coast Rail |
| SEED | Southeastern Economic Development Corporation |
| SRA | Stoughton Redevelopment Authority |
| TIF | Tax Increment Financing |
| UHC-TIF | Urban Housing Center Tax Increment Financing |
| USDA | U.S. Department of Agriculture |



Figure D-34. Vision for Downtown Stoughton.

| | |
|----------|------------------------|
| \$ | Less than \$100,000 |
| \$\$ | \$100,000 to \$499,999 |
| \$\$\$ | \$500,000 to \$999,999 |
| \$\$\$\$ | \$1 million or more |

| | |
|------------|--------------------|
| Immediate | 0 to 1 year |
| Short-Term | 1 to 5 years |
| Mid-Term | 6 to 10 years |
| Long-Term | More than 10 years |

The time frame indicates when work on the recommendation is to be initiated. Completion in some cases may take several years to complete design, secure funding, acquire property and construct a project. Policies, programs, and projects often have many beginning and intermediary steps.

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|---|----------------|--|--|--|--|
| 1. To move forward the Stoughton leaders should develop a coordinated approach to Downtown/ Town Center that is supported by all key leadership entities, as well as the Stoughton community (business, residents and property owners.) There should be the “Stoughton” downtown/town center plan, not a specific board or committee plan but a Stoughton Downtown/Town Center Plan that all groups are working in concert to implement. | Organizational | <ul style="list-style-type: none"> • Town Manager • Board of Selectmen • Master Plan Committee • Planning Board • Redevelopment Authority • Library Board • Downtown businesses • Downtown property owners • Stoughton Chamber of Commerce • Town Meeting representatives | <p>Within the next 6 months.</p> <p>Immediate.</p> | <p>\$</p> <p>Major cost is a significant commitment of time to develop shared goals and action plan.</p> <p>A professional trained outside facilitator should be retained to serve as a neutral party to engage all entities to develop shared goals and mutual supported work plan.</p> | The Town of Stoughton use municipal resources to develop a shared consensus plan with all participating entities contributing both time and financial resources. |
| 2. Form a Downtown/Town Center Committee that includes the public and private sectors, property and business owners, residents, and downtown stakeholders to implement downtown improvements using a Main Street approach which is based on the 4 points: Organization; Promotion; Design; and Economic Restructuring. | Organizational | A Downtown/Town Center Committee should be formulated. This could be a town committee or a public-private partnership. To get things started, it is recommended that the Master Plan Committee and the Board of Selectmen appoint a core group (which more can join) that is representative of Stoughton’s diversity as well as the public and private sectors, the Master Plan Committee, Planning Board, Select board, Redevelopment Authority, municipal staff, the Chamber, property and business owners and operators, bankers, and residents. This should be a working committee that welcomes additional members. | Immediate. | \$. Minimal resources to set up and recruit a working committee. Once the committee get started, resources may be needed to assist in the planning and implementation of specific programs and projects. | Staff support from Economic Development Coordinator. |

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|--|---------------------------|---|---|---|--|
| <p>3. Implement the 8-step program of revitalizing Stoughton's Downtown/ Town Center:</p> <ol style="list-style-type: none"> 1. Station Focus—Morton Square parcels & Depot; 2. Greening Downtown; 3. Wyman Street – focus as a vital, walkable street; 4. In-fill Development <ul style="list-style-type: none"> o State Theatre; o Washington St. fire site; o Fire Station on Freeman Street; 5. Porter Street Focus; 6. Railroad Ave & South Focus; 7. Washington Street Focus; and 8. Strengthen Surrounding Neighborhoods. | Policy and Organizational | <ul style="list-style-type: none"> • The Downtown Working Committee (formulated in recommendation B) should be in charge of implementing the 6-step program. • Stoughton's new Economic Development Coordinator should also work towards implementation of the 6 step program. • Town boards and committees' policies and efforts should support and reinforce the 6-step approach. • The shared consensus work plan for Downtown/ Town Center should incorporate the 8 step approach, and define roles for each participating entity, e.g., Select Board, Redevelopment Authority, Planning Board, private and nonprofit sectors and others. | Begin Immediately and continuing with Short-Term; Mid-Term; and Long-Term action steps. | <p>\$. This is a framework for action. Specific implementation actions for planning, programming, physical improvement projects, and policies may require resources, and are so noted at the specific recommendation.</p> <p>\$, \$\$, \$\$\$, \$\$\$\$ for various implementation actions.</p> | Varied. |
| 4. Encourage active first floor uses. | Policy & Project | <ul style="list-style-type: none"> • Economic Development Coordinator • Private Sector – real estate brokers and private property owners • Planning Board (site plan review) • Zoning Board of Appeals | Immediate and Continuing. | \$. | Varied. |
| 5. Support and expand the Farmers' Market. | Project | <ul style="list-style-type: none"> • Stoughton Chamber of Commerce • Economic Development Coordinator • Downtown Committee | Immediate and continuing. | \$. | <ul style="list-style-type: none"> • Mass Federation of Farmers' Markets • USDA Farmers Market Promotion Funds • MA Division of Agricultural Resources • Farm Aid. |

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|--|----------------|--|----------------------------|---|---|
| 6. Sustain funding for the Economic Development Coordinator's position so that there is staff time dedicated to concentrating on strengthening Stoughton's downtown/town center. | Organizational | Town Manager and Town Meeting | Short-Term and continuing. | \$-\$\$\$. Stoughton Town Meeting has appropriated resources to fund an economic development staff. The major thrust of the Economic Development person should be the Downtown/Town Center. | Municipal |
| 7. Preserve and re-use historic buildings. | Policy | Historic Commission in conjunction with other boards and commission, as well as the private sector. | Short-Term and continuing. | <p>Preservation and re-use of historic buildings requires an approach and mind-set that values the history and character that older buildings contribute to the community.</p> <p>\$ for the approach. \$ to \$\$\$\$\$. Specific projects or buildings may require special treatment, and will need resources.</p> | <ul style="list-style-type: none"> Massachusetts Historical Commission's (MHC) Preservation Projects Fund provides matching grants to preserve and maintain historic structures. MHC has a competitive historic tax credit program for historic rehabilitation projects. There is a federal historic tax credit that can be used on the rehab of commercial properties in accordance with the Secretary of Interior's standards for the Preservation of National Register eligible properties. |
| 8. Add restaurant and liquor licenses in CBD zone to support the development of new restaurant venues. | Policy | <ul style="list-style-type: none"> Board of Selectmen Downtown Committee Planning Board | Short-Term. | \$. | <ul style="list-style-type: none"> MBTA SCR MassDOT |
| 9. Enable the use of liquor licenses throughout the CBD. | Policy | <ul style="list-style-type: none"> Planning Board Downtown Committee Town Meeting | Short-Term. | \$. | |

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|--|----------------------------|--|----------------------------|---|--|
| 10. Focus on creating a pedestrian-oriented walking district with amenities | Program, Project, & Policy | <ul style="list-style-type: none"> • Downtown Committee • Economic Development Coordinator • Town Planner • Engineer • Public Works | Short-Term and continuing. | <p>\$ -- \$\$</p> <p>\$\$-\$\$\$\$</p> | <p>Small project grants are periodically available to assist with planting street trees (DCR or Arbor Foundation); installing bike racks (OCPC); creating Urban Parks; as well as private and nonprofit initiatives on flower plantings, art, and window display that can help reinforce a pedestrian-oriented environment.</p> <p>A pedestrian focus with complete streets design can be incorporated with the recent Town Meeting authorized engineering design for improvements. MassWorks can fund streetscape and pedestrian enhancements as well as the newly appropriated complete streets funds.</p> |
| 11. Utilize better parking management with parking wayfinding and enforcement. | Policy & Program | <ul style="list-style-type: none"> • Economic Development Coordinator • Town Engineer • Town Planner • Downtown Committee • Planning Board • Police Department • Public Works | Short-Term and continuing. | <p>\$ -\$\$\$. Parking management is typically a low-cost initiative. Awareness-building about available parking in the form of brochures, web sites, mobile applications can be relatively low cost. New wayfinding signs can require investment in design resources, fabrication and installation costs. Some approaches incorporating technology can entail a considerable investment requiring a return of investment analysis.</p> | <p>Stoughton Town Meeting just authorized funds for engineering & design for traffic and circulation that could address some parking management and way finding issues. Local municipal funds can be used for parking management, as well as Chapter 90 funds. DHCD has a small downtown initiative grant program that could be used for design of wayfinding system. DLTA funds can also be a source for parking management planning and implementation in the Downtown.</p> |

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|--|----------|---|-------------|---|---|
| 12. Adopt a district-wide parking management approach with shared parking to provide convenient parking while retaining a pedestrian focused town center/downtown. | • Policy | <ul style="list-style-type: none"> • Planning Board • Zoning Board of Appeals • Town Planner and Economic Development Coordinator • Downtown Committee • Private owners | Short-Term. | \$ - \$\$ \$\$-\$\$\$ | DHCD has a small downtown initiative grant program that could be used to develop zoning bylaws for shared. DLTA funds can also be a source for parking management planning and implementation in the Downtown. |
| 13. Develop green spaces with amenities, particularly at SE corner of Freeman & Washington Street. | Project | <ul style="list-style-type: none"> • Town Planner • Economic Development Coordinator • Town Engineer • Town Manager • Downtown Committee • Planning Board • Select Board • Town Meeting | Short-Term. | \$ to \$\$\$ Design of the green space at the SE corner of Freeman & Washington Street by a landscape architect is the first step. Building the green space is the second step. The Town owns the property so there appears to be no land acquisition costs. | <ul style="list-style-type: none"> • Town Appropriation • MassWorks • Community Preservation Act funds • Small Cities CDBG funds • Urban Forestry Challenge Grant |
| 14. Develop design guidelines for improvements and in-fill development. | Policy | <ul style="list-style-type: none"> • Town Planner • Economic Development Coordinator • Planning Board • Redevelopment Authority • Downtown Committee | Short-Term. | \$. | <ul style="list-style-type: none"> • The Stoughton Redevelopment Authority as part of its effort to develop an urban renewal plan has requested consultant proposals which include development of design guidelines. • DHCD's MA Downtown Initiative Grant program. |

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|---|---------------------|--|----------------------------|--|---|
| 15. Re-use strategy should focus on small businesses, services, and restaurants, including technical assistance. | Policy & Program | <ul style="list-style-type: none"> Economic Development Coordinator Private property owners and real estate brokers Redevelopment Authority Town Planner | Short-Term and continuing. | \$. | <ul style="list-style-type: none"> SEED Corporation for help with small business financing and technical assistance. Accion MOBD SBA Center for Women & Enterprise CEDAC - MA Community Economic Development Assistance Corporation |
| 16. Retain and strengthen government presence and Town offices in Downtown/Town Center. | Policy | <ul style="list-style-type: none"> Town Manager Select Board Town Meeting Redevelopment Authority | Short-Term and continuing. | \$ for policy | |
| 17. Build upon the arts and culture niche for Downtown with the State Theatre and live music at the House of Brews. | Programs & Projects | <ul style="list-style-type: none"> Friends of State Theatre House of Brews Economic Development Coordinator Private initiative Downtown Committee Stoughton Library Board Arts/Culture organizations Recreation Dept. Redevelopment Authority | Short-Term and continuing. | <p>\$ for program initiatives, such as music and public art installations in Stoughton's Downtown/Town Center.</p> <p>\$\$\$ - \$\$\$\$ State Theatre rehabilitation and programming</p> | <ul style="list-style-type: none"> Mass Cultural Council MassDevelopment Community Preservation Act funds Arts Lottery funds Private foundation funds and private donors Recreation Department Redevelopment Authority |

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|--|---|---|----------------------------|--|--|
| 18. Develop an urban renewal plan with the Stoughton Redevelopment Authority to support the redevelopment and revitalization of Stoughton's downtown/town center as a pedestrian-focused, mixed-use district with transit capitalizing on its role as a government center. | Policy | <ul style="list-style-type: none"> Redevelopment Authority Downtown Committee Select Board Planning Board | Short-Term and continuing. | \$ -\$\$ for plan \$, \$\$, \$\$\$, and \$\$\$\$ for implementation activities | <ul style="list-style-type: none"> DHCD provides technical assistance and has guide-books. |
| 19. The new plans to expand the library should be in Downtown and at minimum, if the library is renovated at its present location, the primary entrance should face northward to Downtown. The connection between Downtown and the Library should be strengthened. | Policy & Physical Improvements | <ul style="list-style-type: none"> Library Board Economic Development Coordinator and Town Planner Downtown Committee | Short-Term and continuing. | \$ for policy \$-\$\$\$ for physical improvement when Library is renovated. | <ul style="list-style-type: none"> MA State Library Building Fund Municipal or Library Appropriation Private donors |
| 20. Enhance Stoughton's image by improving the Downtown/Town Center. | Organizational, Policy, Program & Project | <ul style="list-style-type: none"> Town Manager and town departments Select Board Town Planner Economic Development Coordinator Planning Board Redevelopment Authority Stoughton Chamber of Commerce Downtown Committee Town Meeting | Short-Term and continuing. | \$, \$\$, \$\$\$ and \$\$\$\$, depending upon the specific policy, program, initiative or project. Many needed activities for revitalization require staffing and volunteer effort, but have relatively small costs. Physical improvements will require a mix of private, public, grant and tax credit resources. | Varied. See details on preceding recommendations above. |
| 21. To study the feasibility and design of depressing the rail line in Downtown Stoughton, so as to address public safety and traffic impacts. | Planning & Design | <ul style="list-style-type: none"> MBTA MassDOT Town Manager Select Board Master Plan Committee Town Engineer Town Planner Economic Development Coordinator | Short-Term. | <ul style="list-style-type: none"> \$ to \$\$\$. | <ul style="list-style-type: none"> MBTA MassDOT SCR |

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|--|-----------------------------|---|--------------------------------------|--|---|
| 22. Create a neighborhood stabilization and improvement program in the neighborhoods surrounding Downtown, particularly to the immediate west and all areas within a quarter mile of Downtown. | Program & Project | <ul style="list-style-type: none"> Town Planner Planning Board Select Board Redevelopment Authority Building Inspector | Short-Term to Mid-Term. | \$ to \$\$\$. | <ul style="list-style-type: none"> MA Small Cities CDBG Program Chapter 90 funds for streets issues Complete streets newly appropriated funds MassSaves Self Help, Inc. |
| 23. Focus on strengthening Stoughton's Downtown/Town Center with incremental and sustained improvements and tangible enhancements. | Policy, Program, & Projects | <ul style="list-style-type: none"> Town Manager and town departments Select Board Town Planner Economic Development Coordinator Planning Board Redevelopment Authority Stoughton Chamber of Commerce Town Meeting | Short-Term, Mid-Term and continuing. | \$, \$\$, and \$\$\$, depending upon the specific policy, program, initiative or project. Many needed activities for revitalization require staffing and volunteer effort, but have relatively small costs. Physical improvements will require a mix of private, public, grant and tax credit resources. | Varied. See details on preceding recommendations above and below. |
| 24. Establish a bike path parallel to the rail line with access from Downtown and extending north and south to the Town lines. | Planning & Project | <ul style="list-style-type: none"> Town Manager Master Plan Committee, Select Board Planning Board Recreation Dept. Engineering Town Planner SRA MBTA | Short-Term to Mid-Term. | \$\$ to \$\$\$\$. | <ul style="list-style-type: none"> Transportation Enhancement Funds/ MAP 21 Trail Funding SCR CPA |
| 25. A program of streetscape and traffic improvements should be implemented with further study of traffic and circulation. | Project | <ul style="list-style-type: none"> Town Engineer and engineering consultants Town Manager Town Planner Economic Development Coordinator Downtown Committee Select Board Planning Board Town Meeting | Short-Term to Mid-Term. | \$\$ -- \$\$\$\$ Specific cost of streetscape and traffic improvements to be determined as part of the recently authorized Downtown traffic and circulation project. | <ul style="list-style-type: none"> Town Appropriation Chapter 90 funds MassWorks Possibly part of South Coast Rail improvements Complete Streets newly appropriated funds. |

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|---|-------------------|--|--|---|--|
| 26. Institute a façade and signage assistance program. | Program & Project | <ul style="list-style-type: none"> • Economic Development Coordinator • Town Planner • Downtown Committee • Local Financial Institutions • Redevelopment Authority | Short-Term to Mid-Term and continuing. | <p>\$ - \$\$</p> <p>A façade and signage assistance program can entail design/architectural assistance; low-interest loans to assist business and property owners with signage and façade improvements.</p> | <ul style="list-style-type: none"> • DHCD: Massachusetts Downtown Initiative • Small Cities CDBG • Community Preservation Act • Local Financial Institutions • Stoughton Redevelopment Authority • Private Sector |
| 27. Develop the Great Lawn in the block bounded by Porter, Washington and Wyman Streets and the railroad to the west. | Project | <ul style="list-style-type: none"> • Town Manager • Master Plan Committee • Select Board • Planning Board • Town Planner • SRA • Recreation Dept. | Mid-Term. | \$\$\$ to \$\$\$\$. | <ul style="list-style-type: none"> • Community Preservation Act funds • PARC grant • LAWCON • Municipal funds • SRA |
| 28. Develop housing in and around Downtown. | Projects | <ul style="list-style-type: none"> • Town Planner • Planning Board • Redevelopment Authority • Private developers and property owners | Mid-Term and continuing; and when private sector takes initiative. | \$\$ to \$\$\$\$ | <ul style="list-style-type: none"> • Private financing with banks • Use of federal and state historic tax credits where appropriate • PATH - Planning Assistance Towards Housing (new DHCD program) • LIHTC, Low Income Housing Tax Credits • Community Preservation Act • Urban Housing TIF • Chapter 40R—Smart Growth Housing Development |

| RECOMMENDATION | TYPE | APPLICABLE ENTITIES | TIME FRAME | COST | RESOURCES |
|---|-------------------------|--|------------------------|-----------|--|
| 29. Formation of a Downtown Stoughton Business Improvement District should be considered to fund and sustain downtown management, marketing and improvement activities. | Policy & Organizational | <ul style="list-style-type: none"> Economic Development Coordinator Town Planner Private property and business owners Downtown Committee | Mid-Term to Long-Term. | \$. | <ul style="list-style-type: none"> DHCD provides technical assistance resources. National Main Street Center International Downtown Association |
| 30. Construct a parking structure with ground level services on Rose Street for commuters, downtown patrons and residents. | Project | <ul style="list-style-type: none"> Town Manager Select Board Engineering Town Planner MBTA | Mid-Term to Long-Term. | \$\$\$\$. | <ul style="list-style-type: none"> MBTA SCR Municipal User fees |
| | | | | | |

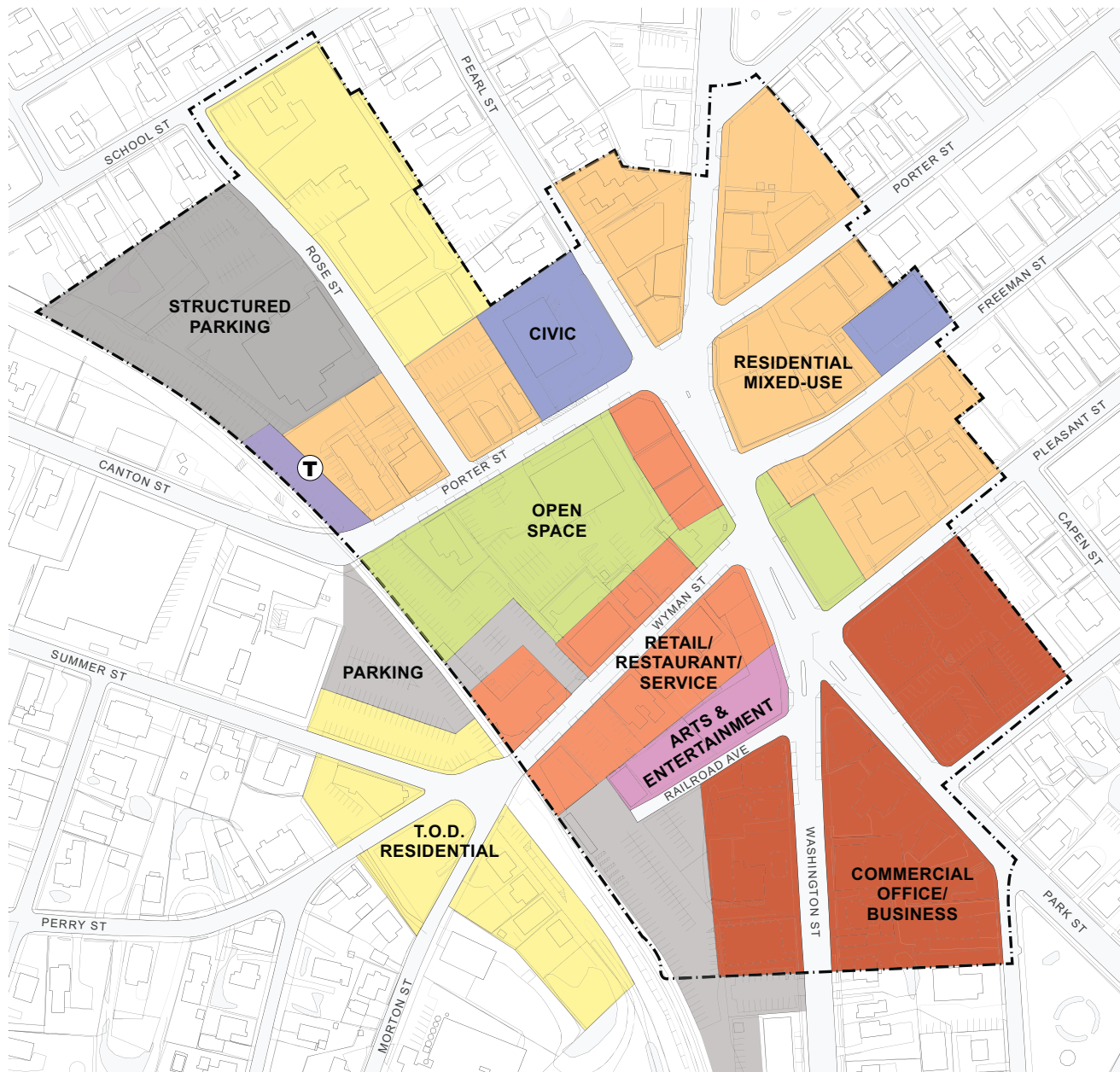


Figure D-35. Recommended Use Zones for a Revitalized Downtown.

This land use diagram illustrates the recommended use areas for a revitalized Downtown. Wyman Street is proposed to be a street with retail and restaurant/ hospitality uses, including Stoughton's historic train station. Open space is at the center of Downtown with the Great Lawn. Residential and civic uses align Porter Street. Arts and Entertainment align Railroad Avenue with a refurbished State Theatre at the corner of Washington and Railroad Avenue. Transit-oriented development residential is on the western edge of Downtown at Morton Square. Mixed-use with upper-story residential align Washington Street and the eastern edge of Downtown. Commercial and office uses anchor the southern gateway to Downtown Stoughton. This plan of proposed uses emanates from the 8 steps for a revitalized Downtown Stoughton outlined in the Downtown component of the Economic Development Master Plan.

About the McCabe Enterprises Team

McCabe Enterprises provides strategic solutions in economic development, community planning and public financing to public and private clients with innovative and award-winning work. A wholly woman-owned consulting firm founded by Kathleen McCabe, AICP, EDP to work with clients to develop customized solutions addressing the unique needs of each client and community. Our approach encompasses planning and economic analysis, financing and community consultation, with a focus on implementation and community engagement. Our work includes economic development plans, market analysis, feasibility studies, downtown revitalization, public financing, urban renewal, fiscal impact analysis, sustainability, neighborhood planning, industrial retention, brownfields re-use planning, and redevelopment.

McCabe Enterprises team members on the Stoughton Economic Development Plan include Kathleen McCabe, AICP, EDP; Jennifer Mecca, Architect working with McCabe Enterprises; and Paul Lukez, FAIA and LEED AP of Paul Lukez Architecture. Beverly Kunze of Beverly Kunze Photography also assisted.

Kathleen McCabe, AICP, EDP is an experienced economic development professional and urban planner. McCabe is a leader in the creation and use of creative financing tools to support economic development in Massachusetts. McCabe has a MS in urban studies and planning from MIT, a certificate in administration and management from Harvard University. McCabe has been recognized by the National Trust for Historic Preservation for her work on Main Street and commercial district revitalization. McCabe is on the Board of the Northeast Economic Developers' Association and is past president of the MA Economic Development Council.

Jennifer Mecca, Architect is an experienced urban designer with downtown, neighborhood revitalization and redevelopment projects, including work with Boston Main Streets, Waterfront Square in Revere and New Bedford Brownfields Area Wide Planning project. She brings a breadth of redevelopment experience to enable communities to understand proposed redevelopment projects and their impacts. Ms. Mecca received a BArch from Cornell University and a Masters from MIT in architecture and urban design; she is a registered architect in Massachusetts with over 20 years of experience.

Paul Lukez, FAIA, and LEED AP of Paul Lukez Architecture (PLA) brings nationally recognized expertise in urban and suburban development patterns to the team. Mr. Lukez has a Masters of architecture from MIT and a degree in environmental design from Miami University, and over twenty years of experience. Mr. Lukez is a Fellow of the American Institute of Architects. PLA's mission is to transform environments into sustainable and poetic places. The firm is committed to incorporating research and fact-based frameworks to inform the design, land use and the development planning process and evaluation of alternative scenarios.

Beverly Kunze Photography provided the photographs of community meetings and many of the Stoughton for this report.

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Town of Stoughton

Stoughton Economic Development Master Plan Downtown Stoughton

2015

McCabe Enterprises Team:

McCabe Enterprises | Paul Lukez Architecture

