

Economic Development Master Plan

Stoughton Town-Wide



Town of Stoughton

2015

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McCabe Enterprises | Paul Lukez Architecture





Town of Stoughton

Stoughton Master Plan Committee:

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Daniel Kelly, Vice Chairman

Bill Angelos

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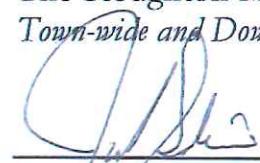
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Stoughton Economic Development Master Plan

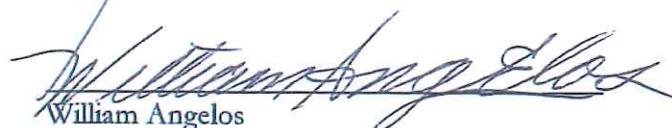
Town-wide and Downtown Elements

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.



Joseph Scardino, Chairman



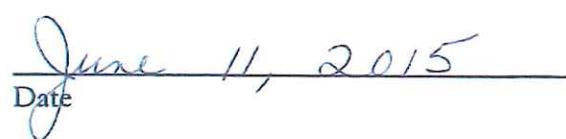
William Angelos



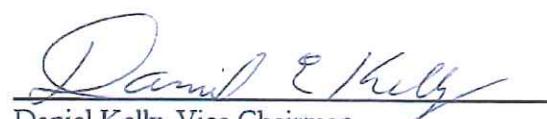
Steve Kelley



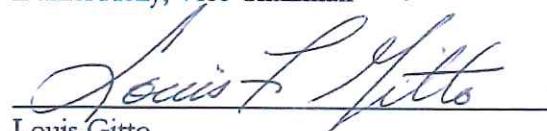
Robert O'Regan



Date



Daniel Kelly, Vice Chairman



Louis Gitto



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Christopher Petrie

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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 I-24, I-95 and by the commuter rail on the Stoughton line, which is 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 only store of internationally-known retailer Ikea in Massachusetts and northern New England.

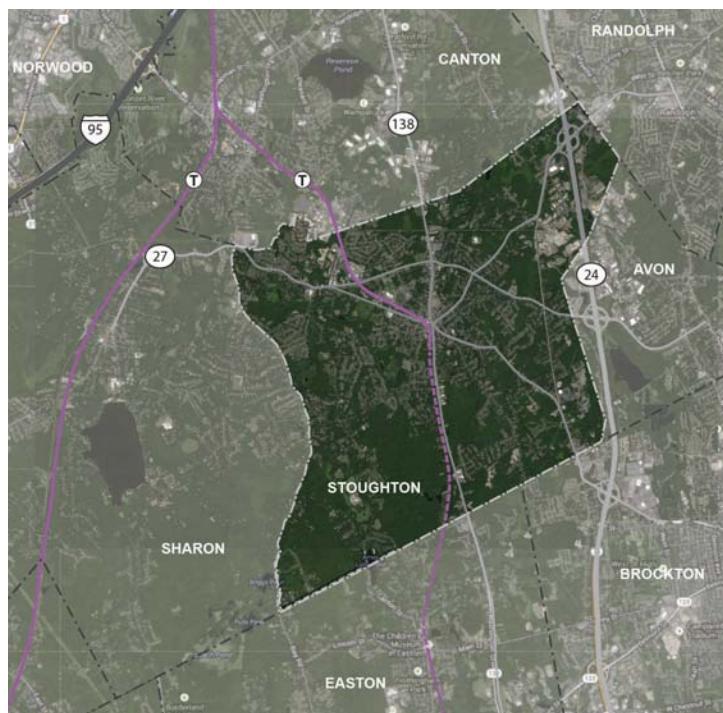


Figure 1:
Stoughton town
boundaries.

In 2011, the Town decided to undertake a master planning process, the first in many years. As a part of the Town 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.

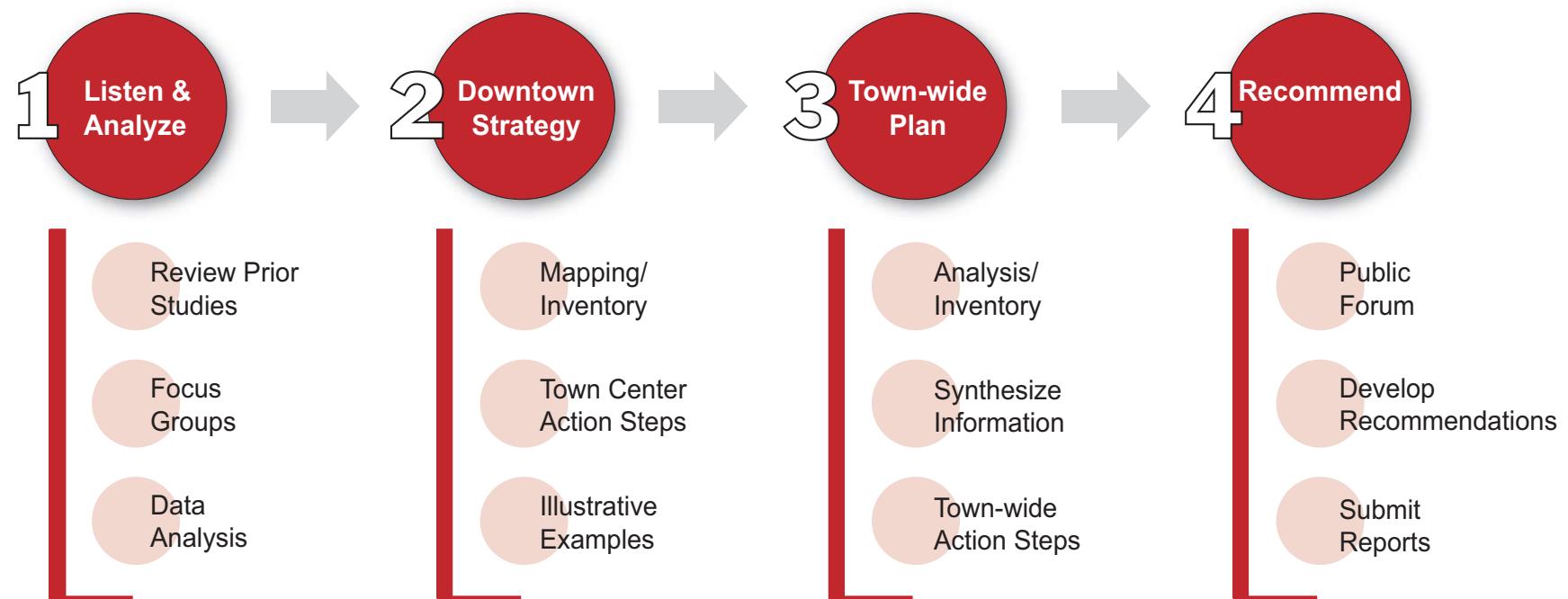
The economic development element of a master plan provides an understanding of the Town's economic base and guides future actions to enhance commercial activity and provide employment opportunities for local residents. Additional purposes of the economic development

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/ re-development 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 and around town centers and downtowns – the public spaces and civic areas where people may gather. Placemaking has become a differentiator amongst communities and locations in attracting residents, entrepreneurs and businesses. Successful economic development and downtown revitalization entails

Figure 2:

Economic Development Master Plan Process



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.

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.

This report focuses on the current town-wide economic conditions for Stoughton are presented along with a framework for action and revitalization. The companion report, Economic Development Master Plan: Downtown Stoughton, focuses on specific strategies for the town core.

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

2 | Current Economic Conditions

Vision

Stoughton is widely recognized as an inclusive and resilient community offering exceptional quality of life to its residents, businesses and visitors. Stoughton has a diversity of businesses within its borders but can do more to attract high value businesses that will increase employment options and strengthen the town's fiscal base. We see opportunities to build our local economy and to support our youth, families and seniors with a greater diversity of recreational and entertainment options and more goods and services. Stoughton's attractive and active business corridors and centers provide an array of services, jobs and tax revenues. Through pro-active planning and commitment to sensitive and sustainable economic development, the Town is well positioned to maintain diversity and balance for decades to come.

- Master Plan Vision

The purpose of economic development is to create and provide job opportunities for local residents; protect and strengthen the tax base, ensure the offering and convenient access of goods and services for residents, and foster appropriate redevelopment of commercial and industrial properties. As part of economic development, Stoughton wishes to create an environment that is supportive of local businesses, enhances the overall quality of life in Stoughton and creates a positive community image.

The economic development element provides the framework for future action on economic development. During the visioning process, master plan participants developed four goals regarding Stoughton's business corridors. They are:

- Develop business corridors and centers that are attractive and portray a positive image;
- Broaden Stoughton's tax base with high value businesses;
- Attract and retain businesses and industry that provide valuable employment opportunities without compromising the Town's character; and
- Create a culture of support and cooperation amongst the government, business and residents.*

* During the master plan visioning process during Phase 1, the phrase "create a culture of support and cooperation between government and business" was endorsed. During the development of the Economic Development Master Plan section, the Master Plan Committee came to believe that residents as well as business are key. As a result the last point was amended to include residents, as well as business and government.

Stoughton's Strengths

Stoughton has a number of community strengths and assets as to economic development. The Town has an excellent location with easy highway access on Route 24. Businesses can easily access the Boston and Route 128 marketplace, as well as communities throughout southeastern Massachusetts via Route 24 and I-495. The Town's easy access to Route 128 and Boston make it attractive as a business location. The commuter rail provides easy access to Downtown Boston within 30 minutes.

In addition to location, Stoughton has over 1,200 acres of land zoned for business and industry. The Town has vacant buildings ready for reuse, as well as land parcels zoned and available for development. The Town has competitive commercial real estate prices in the metropolitan Boston marketplace. Stoughton's strengths also includes its utility supply. The Town has established a reliable supply of clean water from Massachusetts Water Resources Authority (MWRA) and local wells. The Town is in the midst of preparing a comprehensive wastewater management plan which is planning for sewer system expansion.

Stoughton has a diverse economy. Higher education and training resources include nearby Massasoit Community College, Bridgewater State University, Stonehill College, and the regional vocational high school. Moreover, the Town has a strong commitment to education and supporting its local schools.

There are four designated priority development areas in Stoughton. They are Downtown Stoughton; North Stoughton; AMB Business Park on Campanelli Parkway in southeastern Stoughton; and the Tosca Drive Area off Central Street.

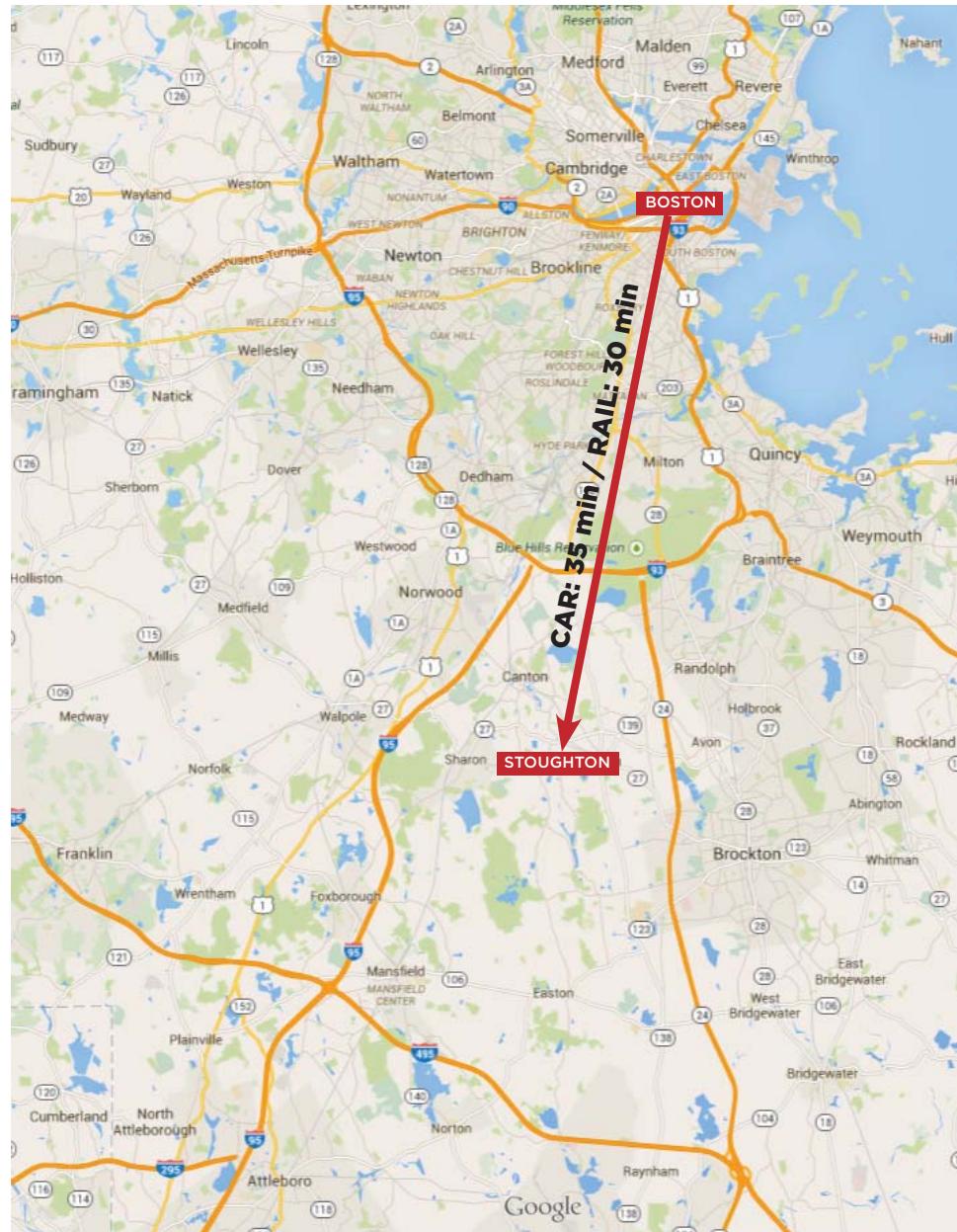


Figure 3: Stoughton location map.

Economic Profile of Stoughton

Employment of Stoughton Residents

- 473 residents (3.3% of workers) worked at home in 2013.
- 910 residents (6.2% of workers) were self-employed in unincorporated businesses in 2013.
- 15,938 persons living in Stoughton are 16 years of age or older and are considered part of the civilian labor force, for a labor force participation rate of 69.6%.
- 38.4% of Stoughton's work force is employed in management, business, science and arts in 2013.
- The unemployment rate in 2013 was 8.4%.

Business and Employees (2013)

- 1,014 employers in Stoughton.
- 13,199 jobs in Stoughton.
- 16.5% of the jobs are in the retail sector.
- 16.1% of the jobs are in the health care and social assistance sector.
- 12.1% of the jobs are in the administrative/ waste services sector.
- 11.1% of the jobs are in the construction sector.
- 8.4% of the jobs are in the accommodations / food services sector.
- 7.2% of the jobs are in the manufacturing sector.
- 28.6% of the jobs are in other sectors.
- 2012 average annual wage for Stoughton jobs: \$48,334.

Financial Position

- Stoughton's bond rating with Moody's is Aaa3 as of December 2014.
- 55.23 percent of funds are raised through the tax levy.
- 22.66 percent of funds are from local fees and receipts.
- 17.96 percent of funds are from state aid.
- 4.14 percent of funds are from other sources.
- Stoughton has enacted a local meals tax and rooms tax which generated \$299,618 in 2014.

Property Taxes

- Stoughton has a split tax rate with \$15.13 per thousand of assessed valuation for residential properties, and \$26.34 for commercial and industrial properties.
- Commercial and industrial properties in Stoughton are valued at \$552.1 million, comprising 18.26% of the assessed values in Stoughton.
- The average single family property tax bill in Stoughton is \$4,505, which is 89.7% of the average single family property tax bill in Massachusetts.
- Commercial/ Industrial/ Personal Property (CIP) has averaged about 20% of the overall assessed valuation of the Town for the past seven years.
- Commercial/ Industrial/ Personal Property (CIP) generated \$17 million in taxes in 2014 for Stoughton.

Findings:

- The Town of Stoughton is a job center, with 13,000 jobs in Stoughton.
- Stoughton has a stable tax base.
- Commercial and industry are about 27% of the tax base and are contributors to new growth.
- 12% of Stoughton's land area is zoned for business.
- 20% of Stoughton's residents work in Stoughton.
- Stoughton has a stable population and work force between 16 and 69 years
- Almost one-third (32.1%) of Stoughton residents over 25 years have a bachelor's degree.

Key Challenges:

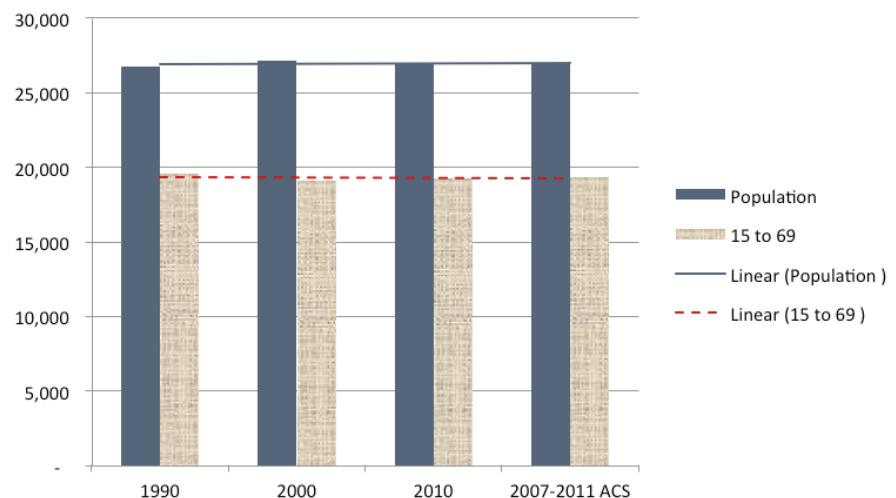
- Revitalization of Downtown Stoughton is the number one economic development priority.
- Maintaining a diverse economic base with higher paying jobs.
- Improving the image and gateways to Stoughton's business areas.
- Strengthening Town-business relationships with better communication.
- Upgrading electrical and telecommunications infrastructure to support business development.

Current Conditions

When many Stoughton residents think about economic activities in Town, the major retail centers, such as IKEA and the new Amazon distribution center, come to mind. Stoughton is fortunate to have a diverse economic base and several commercial districts. Revitalization of the downtown/ town center is the number one economic development goal of Stoughton residents, and is the subject of a separate companion master plan chapter.

Stoughton is a stable community. The Town's population overall has remained relatively stable with little growth since 1990. The proportion of Stoughton's population, ages 15 to 69, which would be actively engaged in employment, has remained stable as well with little growth, as shown in Figure 4.

Figure 4: Stoughton's Population, 1990 to Present.



Sources: US Census and American Community Survey, 2011, 5 years.

Stoughton's commercial districts include Downtown, North Stoughton, Route 138, Tosca Drive, Park Street and Campanelli area. Each area has its own focus. The commercial corridors, Washington Street (Route 138), Park Street and Central Street (Route 27), as well as Pleasant Street (Route 139) have been the locus of opportunistic commercial development over the years.

The visioning process during the master plan identified enhancing the appearance and image of businesses in Stoughton as a leading priority for residents.

Stoughton's Labor Force: Education and Employment

Stoughton's labor force is comprised of 15,870 people (ACS, 2012, 5 year estimate). Overall, the Stoughton labor force is increasingly an educated labor force with 38.2% of persons 25 years of age and older in Stoughton having an associate's degree or higher level of education. 37.8% of the younger generation, persons 25 to 34 years old, have a bachelor's degree or more, compared to 30.1% of all persons 25 years of age and older. Stoughton could enhance its competitiveness as to educational attainment in relationship to the surrounding municipalities. Residents of Norfolk County overall, of which Stoughton is a part, have a higher level of educational attainment with 72.2% of Norfolk County residents having at least some college education or more, compared to 56.8% in Stoughton. Statewide, 63.6% of Massachusetts residents have at least some college education or higher.

Table 1. Stoughton's Population and Labor Force Over Time.

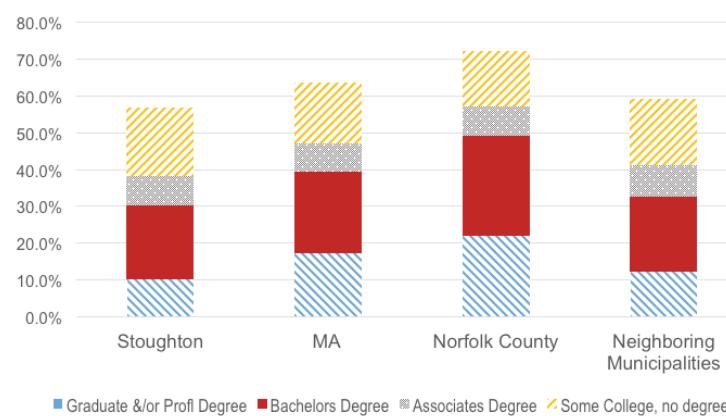
	Population	Persons 16 to 69 Years	Labor Force	Residents Working	Residents Unemployed	Town Unemployment Rate	State Unemployment Rate
2012	27,249	19,401	15,282	14,318	964	6.3	6.7
2010	26,962	19,265	15,223	14,004	1,219	8.0	8.3
2000	27,149	9,043	15,392	14,966	426	2.8	2.7
Change 2000 to 2011	287	136	59	314	-255	-1.7	-1.6
Change Rate	1.1%	0.7%	0.4%	2.2%	-20.9%	-21.3%	-19.3%

Sources: US Census and American Community Survey, 2011, 5 year estimate.

The leading occupation of Stoughton residents is in the management, business, science and art category, where over one-third (38.4%) of Stoughton residents are employed. Although this is the largest occupational category for Stoughton, residents statewide (43.6%), in Norfolk County (51.1%), and in neighboring municipalities (39.4%) are employed at higher percentages than Stoughton residents in the management, business, science and art occupations. Stoughton has a higher proportion of residents employed in sales and office jobs –25.9% of the local labor force. This is slightly higher than in Massachusetts, Norfolk County, and surrounding municipalities. The neighboring municipalities to Stoughton encompass all of the abutting municipalities, namely Avon, Brockton, Canton, Easton, Randolph and Sharon.

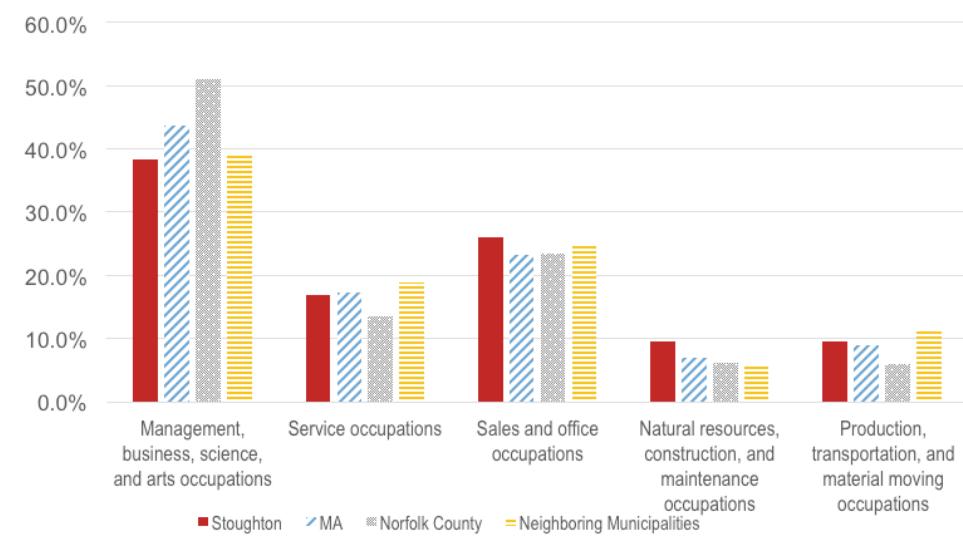
The industry which employs the greatest number of Stoughton residents, 24.5%, is health care and social assistance. This is the leading industry employing residents of Massachusetts, Norfolk County, and Stoughton's six neighboring municipalities. However, a smaller proportion of Stoughton residents are employed in the health care and social assistance industry sector. One-eighth (12.5%) of Stoughton's employed residents work in the professional, scientific, technical and administrative sector. Similarly, this industry is the second largest employer of Massachusetts and Norfolk County residents, as well. However, amongst Stoughton's neighboring municipalities, the professional, scientific, technical and administrative sector is the third largest employer.

Figure 5. Educational Attainment: Stoughton in Comparison.



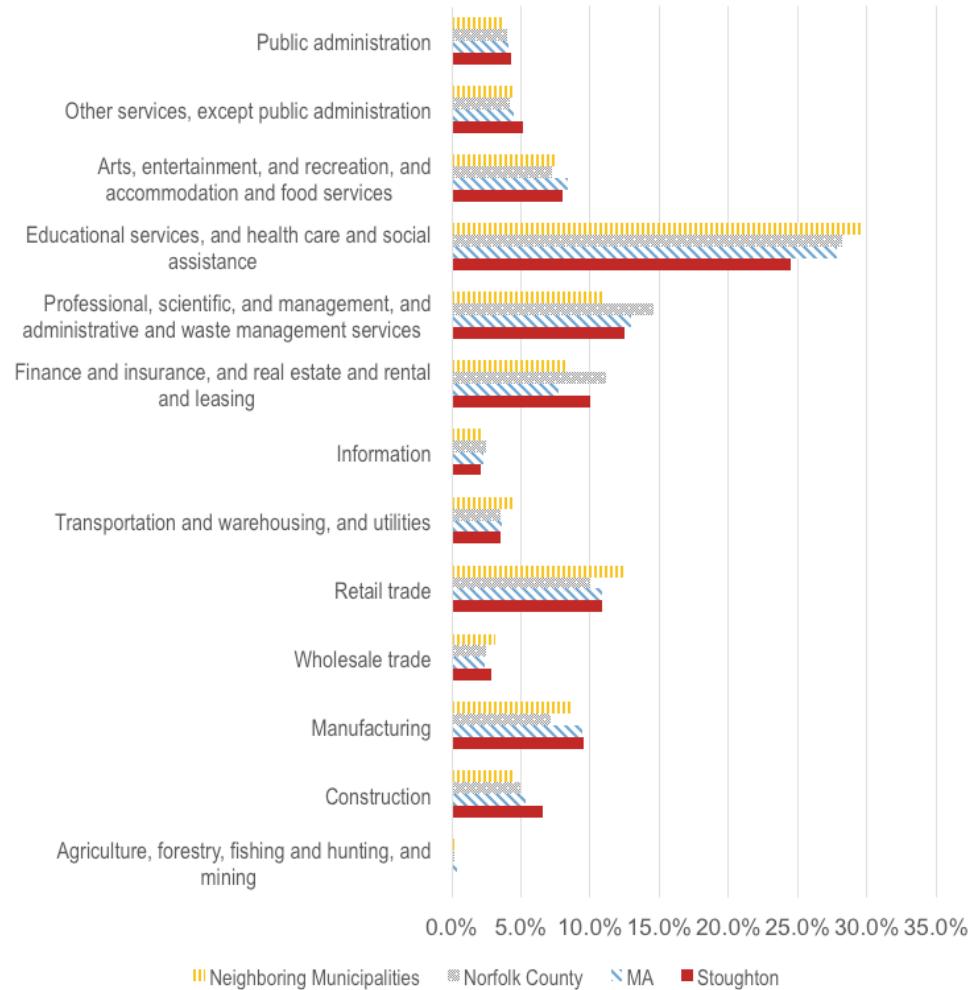
Source: American Community Survey 2013, 5 year estimate.

Figure 6. Occupation of the Labor Force of Stoughton Residents In Comparison with Massachusetts, Norfolk County and Neighboring Municipalities.



Source: American Community Survey 2013, 5 year estimate.

Figure 7. Employment by Industry of Stoughton Residents in Comparison with Massachusetts, Norfolk County and Neighboring Municipalities.



Source: American Community Survey 2013, 5 year estimate.

Retail trade is the third largest employment sector of Stoughton residents, employing 10.9% of residents. Massachusetts and Norfolk County residents have similar levels of employment in the retail sector, about one in ten working persons. The retail trade sector is the second largest employer in aggregate of residents in Stoughton's surrounding municipalities.

Finance, insurance, and real estate industry sector employs one in ten (10.0%) Stoughton residents in the labor market. Stoughton has a higher percentage of persons employed in the finance, insurance and real estate sector than its neighboring municipalities (8.4%) and statewide (7.7%). Norfolk County residents have a higher proportion of persons employed in the finance sector (11.1%), overall, than Stoughton.

Table 2. Median Income.

Jurisdiction	Median Household Income	Median Family Income
Massachusetts	\$ 66,866	\$ 84,900
Norfolk County	\$ 84,916	\$ 108,943
Avon	\$ 73,194	\$ 91,522
Brockton	\$ 49,025	\$ 57,773
Canton	\$ 89,900	\$ 115,595
Easton	\$ 93,922	\$ 113,957
Randolph	\$ 61,899	\$ 73,496
Sharon	\$ 125,625	\$ 143,630
Stoughton	\$ 74,262	\$ 93,869

Source: American Community Survey, 2013, five year estimates.

Manufacturing is the fifth largest industry employing Stoughton residents. 1,292 Stoughton residents, or 9.5% of the labor force, is employed in the manufacturing sector. Stoughton has slightly higher employment in this sector than the Commonwealth (9.4%), Norfolk County (7.1%), as well as surrounding municipalities (8.7%).

The median household income in Stoughton is \$74,262. Median family income is higher and is \$93,869. The median household and median family income in Stoughton is approximately ten percent higher than the statewide median household and family incomes, as noted in Table 2.

Table 3. Persons Working in Community of Residence.

Jurisdiction	Percent of Persons Working in Community of Residence	Men Working in Community of Residence	Women Working in Community of Residence
Massachusetts	31.4%	29.2%	33.7%
Norfolk County	20.6%	18.1%	23.1%
Avon	10.7%	14.1%	7.6%
Brockton	33.3%	27.7%	38.6%
Canton	18.3%	19.4%	17.3%
Easton	23.0%	20.2%	25.9%
Randolph	12.2%	11.5%	12.8%
Sharon	15.4%	14.6%	16.1%
Stoughton	20.2%	20.0%	20.5%

Source: American Community Survey, 2013, five year estimates.

Table 4. Average Travel Time to Work.

Jurisdiction	Mean travel time to work (minutes)
Massachusetts	28.0
Norfolk County	31.5
Avon	27.1
Brockton	29.8
Canton	33.4
Easton	32.1
Randolph	35.7
Sharon	36.1
Stoughton	31.6

Source: American Community Survey, 2013, five year estimates.

Table 5. 2014 Annual Unemployment Rate.

Jurisdiction	Annual Unemployment Rate
Massachusetts	5.8%
Norfolk County	5.8%
Avon	5.8%
Brockton	5.8%
Canton	5.8%
Easton	5.8%
Randolph	5.8%
Sharon	4.3%
Stoughton	5.9%

Source: MA Labor & Work Force data, Executive Office of Labor & Work Force Development, 2014, not seasonally adjusted.

About one in five working residents of Stoughton, work in Stoughton. Stoughton has a higher proportion of residents living and working in town than many of its neighboring communities, which ranges from a low of 10.7% to a high of 33.3%. It is often easier for families to be active in their children's school lives, volunteer and be active in civic affairs, when one or more adults are living and working in the community where they reside. Although, 20% of Stoughton's workers live in Stoughton, the average time expended commuting to work by Stoughton residents is 31.6 minutes. Over eighty percent of Stoughton residents use their personal car to commute.

The Great Recession hit Stoughton residents hard, like many communities. In the six years past the Great Recession, unemployment amongst Stoughton residents has decreased to 5.9% in 2014, as noted in Table 4. In 2008-2010, unemployment amongst Stoughton residents reached a high unemployment rate of 8.3%. The size of Stoughton's resident labor force has increased to 15,709 people, the largest in the past fifteen years. Stoughton's unemployment rate has closely tracked the unemployment rate of the Commonwealth since 2000, as noted in Figure 8.

Table 6. Labor Force and Unemployment in Stoughton, MA.

Year	Labor Force	Employed	Unemployed	Stoughton Rate	Massachusetts Rate
2000	15,392	14,966	426	2.8	2.7
2001	15,481	14,918	563	3.6	3.7
2002	15,424	14,630	794	5.1	5.3
2003	15,267	14,360	907	5.9	5.7
2004	15,065	14,279	786	5.2	5.1
2005	15,043	14,314	729	4.8	4.8
2006	14,922	14,230	692	4.6	4.9
2007	15,056	14,402	654	4.3	4.6
2008	15,219	14,406	813	5.3	5.5
2009	15,097	13,896	1,201	8.0	8.1
2010	15,070	13,828	1,242	8.2	8.3
2011	15,243	14,199	1,044	6.8	7.2
2012	15,280	14,300	980	6.4	6.7
2013	15,431	14,421	1,010	6.5	6.7
2014	15,709	14,788	921	5.9	5.8

Source: MA Labor & Work Force data, Executive Office of Labor & Work Force Development, 2014.

In addition, to the nearly 15,000 residents of Stoughton in the labor force, there are 12,852 person working in Stoughton as of 2013. Twenty percent of Stoughton's resident labor force works in Town, which means that approximately 9,852 persons are commuting to Stoughton for work. Stoughton has 1,014 business establishments with employees.

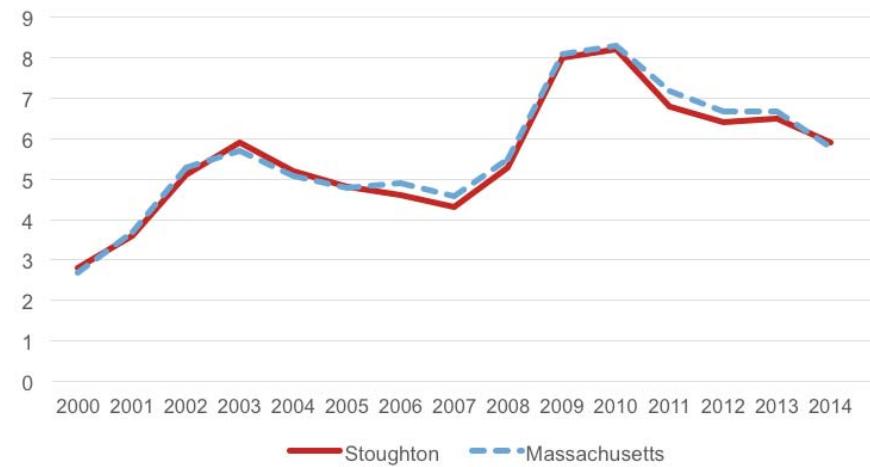
The leading industry sectors with businesses in Stoughton as measured by the number of establishments, employees, payroll, and average wage is noted in Table 7, and the changes from 2001 to 2013 are shown in Tables 8 to 11.

Table 7. Leading Business Sectors in 2013 in Stoughton.

Establishments	Employees	Payroll	Average Wage
1. Health Care and Social Assistance	1. Retail Trade	1. Construction	1. Professional & Technical Services
2. Construction	2. Health Care & Social Assistance	2. Health Care & Social Assistance	2. Mgmt. of Companies
3. Professional & Technical Services	3. Administrative & Waste Services	3. Retail Trade	3. Construction
4. Retail Trade	4. Construction	4. Manufacturing	4. Wholesale Trade
5. Other Services	5. Accommodations & Food Services	5. Administrative & Waste Services	5. Manufacturing

Source: ES202, 2013 Annual data.

Figure 8. Unemployment Rate, 2000 to 2014.



Source: MA Labor & Work Force data, Executive Office of Labor & Work Force Development, 2014.

Table 8. Leading Stoughton Sectors: Number of Establishments.

2001 Number of Establishments	2013 Number of Establishments
1. Retail Trade	1. Health Care & Social Assistance
2. Other Services	2. Construction
3. Wholesale Trade	3. Professional & Technical Services
4. Professional & Technical Services	4. Retail Trade
5. Construction	5. Other Services

Sources: ES202, 2001 and 2013 annual data.

Table 9. Leading Stoughton Sectors by Number of Employees.

2001 Number of Employees	2013 Number of Employees
1. Retail Trade	1. Retail Trade
2. Health Care & Social Assistance	2. Health Care & Social Assistance
3. Manufacturing	3. Administrative & Waste Services
4. Construction	4. Construction
5. Wholesale Trade	5. Accommodations & Food Services

Source: ES202, 2001 and 2013 Annual data.

Table 10. Leading Stoughton Sectors by Aggregate Payroll.

2001 Aggregate Payroll	2013 Aggregate Payroll
1. Construction	1. Construction
2. Manufacturing	2. Health Care & Social Assistance
3. Health Care & Social Assistance	3. Retail Trade
4. Wholesale Trade	4. Manufacturing
5. Retail Trade	5. Administrative & Waste Services

Source: ES202, 2001 and 2013 Annual data.

Table 11. Leading Stoughton Sectors by Average Wage.

2001 Aggregate Payroll	2013 Aggregate Payroll
1. Construction	1. Professional & Technical Services
2. Management of Companies	2. Management of Companies
3. Professional & Technical Services	3. Construction
4. Public Administration	4. Wholesale Trade
5. Manufacturing	5. Manufacturing

Source: ES202, 2001 and 2013 Annual data.

The leading businesses sectors in Stoughton have evolved and vary as to the indicator of measurement. In 2013, the top five sectors based on number of establishments is led by the health care and social assistance sector (174 establishments), followed by construction (112); professional and technical services (105); retail trade(102); and other services (89). Since 2001, the number of establishments in Stoughton has grown 10.2%, or slightly less than a percent a year. In 2001, there were 9210 business establishments. In 2013, there are 1014 business establishments with employees. In 2001, health care and social assistance establishments were not amongst the top five sectors as to number of establishments, but in 2013, there are 174 health care and social assistance establishments, more than any other business sector. In 2001, there were many wholesale trade establishments in Stoughton, but in 2013, there are eighty-two wholesale trade firms, slipping to the sixth rank as to number of establishments.

Another measure of economic activity is the number of persons employed. In 2013, Stoughton firms employed 13,199 persons, an increase of 5.7% from 2001 when Stoughton businesses employed 12,490 people. In recent years, post-Great Recession, employment levels in Stoughton have increased approximately one to two percent annually. In 2013, the top two sectors as to number of employees were retail trade followed by health care and social assistance, employing 2,179 and 2,113 people. These were the same top two sectors as to number of employees in 2001.

The administrative and waste services industry, however, now ranks as the third largest sector in 2013 as to number of employees. In 2013, administrative and waste services employed 1,602 people in Stoughton. This sector only had 550 employees in 2001 in Stoughton. The construction sector continues to rank fourth as to number of employees, employing 1,465 persons in 2013, a slight dip from 2001 employment levels of 1512 people. In 2001, Stoughton had record low unemployment.

The accommodations and food services sector now employs 1,104 people in Stoughton in 2013, making it the fifth largest industry sector by number of employees. The growth in food establishments and eating out, combined with the addition of hospitality properties has expanded employment in this sector.

The leading sector in Stoughton as to aggregate payroll continues to be the construction industry, which was the top ranked sector by aggregate payroll in both 2001 and 2013. Total aggregate payroll by the construction industry in 2013 was \$110 million. Health care and social assistance establishments had an aggregate payroll of \$97.8 million in 2013, making it the second largest sector by payroll. Retail trade in Stoughton in 2013 had an annual aggregate payroll of \$71.2 million. Manufacturing continues to be an important sector as to aggregate payroll, although the manufacturing sector in 2013 ranked number four as to size of payroll, instead of the second rank in 2001. In 2013,

the manufacturing sector's aggregate payroll amount to \$65.9 million. The fifth ranked sector by payroll in 2013 is the administrative and waste services sector with a \$52.5 million payroll.

Average annual wages make the difference to the person employed. The professional and technical services sector in Stoughton had the highest annual wage in 2013 amounting to \$81,484 annually, based on a weekly average wage of \$1,567. Management of companies is the second ranked sector with an average annual wage of \$76,648. Construction, although ranked number one in 2001, in 2013 was the sector paying the third highest annual wages, with an average annual wage of \$75,036 in 2013. Annual compensation by the wholesale trade sector average \$74,048, making it the sector with the fourth highest average annual wages, followed by the manufacturing sector. The manufacturing sector's average annual wage in 2013 was \$69,056, and those persons who were engaged in durable manufacturing garnered a higher annual average wage of \$72,852 in Stoughton.

Table 12: Stoughton's Labor Force Participation.

Stoughton	Labor Force Participation Rate Labor 16 years & older	Labor Force Participation Rate Labor Force 16 to 69 years	Families with Children Under 6, All Parents Working	Families with Children 6 to 17 Years; All Parents Working
Total Population	70.4%	81.8%	88.0%	89.7%
Females	66.9%	79.8%		



Source: 2012 American Community Survey, 5 year estimates.

Some of the sectors with the most establishments and greatest number of employees have the lowest wages in Stoughton, such as accommodations and food services with the lowest average annual wage in Stoughton of \$17,108 or retail trade with an average annual wage of \$32,708 or other services whose average annual wage is only \$29,380 in 2013. While there is a need for restaurants Downtown as part of town center revitalization, Stoughton's strategic focus needs to be on industries with higher-paying jobs, jobs with a living wage for a family living in Stoughton.

Utilizing the Crittenton Women's Union Economic Independence guide for Massachusetts municipalities, a two-parent household in Stoughton, with a school age child and a preschooler would need to earn \$83,208 annually to live in Stoughton to be economically independent. This would require that each wage earner have a full-time job with an average hourly wage of \$19.93, or \$41,604 average annual wage. A one-parent householder with a school-age child needs to

earn \$52,272 annually to live in Stoughton, which requires an average hourly wage of \$25.03. Many of the business sectors in Stoughton are not currently paying an average wage to enable economic independence for Stoughton families with children.

The poverty rate amongst all Stoughton residents in 2013 was 7.6% in 2013, compared to 11.4% statewide and 6.6% amongst Norfolk County residents. Poverty tends to be a problem for families, especially with young children and particularly, single-parent households. Female-headed households with children, with no husband present, have the highest rate of poverty. Although elders often have limited incomes, the poverty rate amongst persons 65 years and above is less acute than for young families in Stoughton, as well as amongst Stoughton's neighboring municipalities, as reported in Table 13.

The Gini index is a statistical coefficient measuring income inequality. The US Census Bureau reports the Gini index for Stoughton is

Table 13. Persons in Poverty.

Jurisdiction	Persons in Poverty	Families in Poverty	Female headed households in Poverty with Children (and no husband present)	Persons 65 years and Older in Poverty
Massachusetts	11.4%	8.1%	25.3%	9.0%
Norfolk County	6.6%	4.4%	16.4%	7.0%
Avon	1.1%	0.0%	0.0%	1.2%
Brockton	17.9%	15.3%	31.0%	11.8%
Canton	5.9%	4.1%	20.2%	8.2%
Easton	3.2%	2.1%	6.9%	6.9%
Randolph	10.8%	9.4%	23.1%	10.7%
Sharon	3.3%	2.0%	7.4%	3.5%
Stoughton	7.6%	6.0%	23.4%	8.5%

Source: American Community Survey 2013, 5 year estimate.

0.3591. A score of 0 indicates that there is perfect economic equality. A score of 1 indicates perfect economic inequality, where one household has all the income. Amongst the nine jurisdictions (the Commonwealth, Norfolk County, Stoughton and its six abutting municipalities), Stoughton has the second lowest Gini index factor, as noted in Table 14.

The pathway out of poverty has been through employment and higher education. Higher levels of educational attainment have historically yielded better paying jobs. Stoughton has placed significant emphasis on strong local schools to provide its youth with a strong foundation. Linking youth and adults with higher education opportunities and support systems to complete higher education training, whether it is a degree or a certificate program at the local community college, Massasoit, or one of the nearby state or private colleges, such as Bridgewater State or Stonehill College, is important to lifting Stoughton residents out of poverty.

Table 14. Gini Index: A Measure of Income Inequality.

Jurisdiction	Gini Co-Efficient of Inequality
Massachusetts	0.4770
Norfolk County	0.4778
Avon	0.3509
Brockton	0.4250
Canton	0.4561
Easton	0.4076
Randolph	0.4291
Sharon	0.4177
Stoughton	0.3951

Source: American Community Survey, 2013, 5 year estimate.

Table 15. Educational Attainment, Median Household Income & Poverty Rates.

Jurisdiction	Some College &/or Associate's Degree		Bachelor's Degree or Higher		
	Median Household Income	Percent of Households in Poverty	Median Household Income with a Bachelor's Degree	Median Household Income with a Graduate Degree	Percent of Households in Poverty Persons with a BA or Higher
Massachusetts	\$ 39,045	8.4%	\$ 55,983	\$72,385	4.0%
Norfolk County	\$ 42,500	6.0%	\$ 61,599	\$81,959	3.0%
Avon	\$ 43,169	1.1%	\$ 58,942	\$93,274	0.1%
Brockton	\$ 36,177	13.7%	\$ 44,165	\$60,264	5.7%
Canton	\$ 43,940	3.2%	\$ 63,537	\$90,110	2.8%
Easton	\$ 41,470	4.5%	\$ 58,486	\$77,396	1.0%
Randolph	\$ 37,090	8.2%	\$ 49, 981	\$67,113	4.9%
Sharon	\$ 46,809	2.8%	\$ 67,014	\$87,382	2.8%
Stoughton	\$ 43,879	6.9%	\$ 53,873	\$76,316	2.2%

Source: American Community Survey, 2013, 5 year estimates.

Tax Base

In addition to the focus on jobs and industry, one of the major reasons municipalities, such as Stoughton focus on economic development is for strengthening the tax base. In Massachusetts, the local real estate tax base is the major source of general fund resources that enable funding of schools, local government operations, and programs.

Stoughton has a split tax rate with a residential tax rate of \$15.13 per thousand dollars of assessed valuation for residential properties. The commercial and industrial tax rate is \$26.34 per thousand dollars of assessed valuation. Amongst Stoughton and its six neighboring municipalities, only two towns have a single tax rate, Easton and Sharon. Of the five municipalities with a split tax rate, Stoughton has the smallest variance between commercial and residential tax rates. From an economic development perspective, a single tax rate or a small difference between residential and commercial tax rates is viewed as more business-friendly. Although communities in eastern Massachusetts are increasing adopting split tax rates, some firms use a split tax rate as an indicator of a town's attitude towards business.

A closer view of the local real estate tax base in Stoughton points out that over the past decade the financial contributions of the commercial and industrial sectors combined have increased. In 2014, over one-quarter (26.5%) of the tax levy was based on commercial and industrial values, 1.8% higher than a decade earlier. Commercial values have increased from 16.6% of the levy in 2003 to 18.7% of the levy in 2014. Industrial valuations, however, have fallen slightly from 8.1% in 2003 to 7.8% in 2014. This change reflects the growing number of commercial properties, the decreasing importance of industry and manufacturing, as part of the Town's overall economic base. Approximately 11.5% of Stoughton's overall 16.27 square mile land area is used for commercial and industrial purposes, and contributes to 26.5% of the tax levy. Over two-fifths (43.8%) of the new growth in Stoughton's tax base in

Table 16. Municipal Tax Rates.

Municipality	2014 Residential Tax Rate	2014 Commercial Tax Rate	Difference Between Commercial & Residential Tax Rates
Avon	\$ 15.91	\$ 32.45	\$ 16.54
Brockton	\$ 18.13	\$ 33.96	\$ 15.83
Canton	\$ 12.87	\$ 26.53	\$ 13.66
Easton	\$ 16.65	\$ 16.65	\$ 0.00
Randolph	\$ 18.17	\$ 32.11	\$ 13.94
Sharon	\$ 20.55	\$ 20.55	\$ 0.00
Stoughton	\$ 15.74	\$ 26.09	\$ 10.35

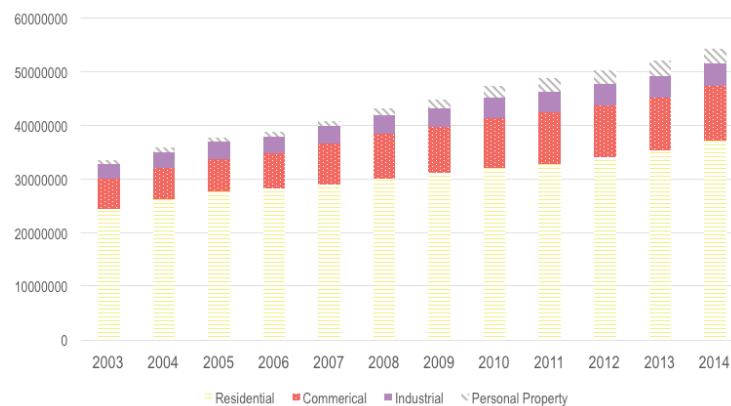
Source: Massachusetts Department of Revenue..

Table 17. Commercial and Industrial Taxes.

	2013	2014
Commercial Tax Rate per \$1000 of AV	\$21.89	\$26.20
Percent of Levy: Commercial Assessed Valuation	16.6%	19.1%
Percent of Levy: Industrial Assessed Valuation	8.1%	7.8%
Commercial & Industrial Values: Percent of Levy	24.7%	26.9%
Commercial & Industrial Land In Stoughton	2,092 acres zoned com'l/ industrial in 2004 22.9%	1,200 acres utilized 11.5% of land area in 2014

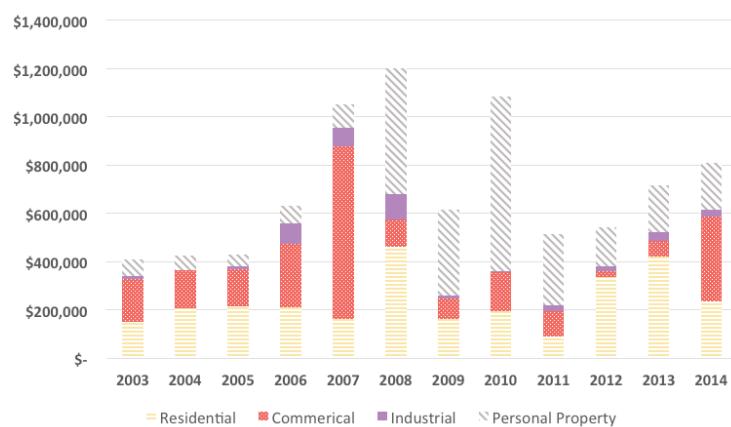
Sources: MA Department of Revenue Tax Recaps, Stoughton 2004 Community Development Plan, Phase 1 Master Plan, Town of Stoughton Assessor records.

Figure 9. Stoughton's Assessed Values by Class, 2003 to 2014.



Source: Massachusetts Department of Revenue.

Figure 10. Stoughton's New Growth by Class, 2003-2014.



Source: MA Department of Revenue, Property Trends Report.

2014 was attributable to commercial development. This is the highest spurt of new growth attributable to commercial development since the Great Recession, and is indicative of an improving economy.

Another local tax indicator of the economy is the local option meals and room taxes. Stoughton began levying local option meals taxes in 2011 and the local option room tax in 1992. Stoughton in 2014 generated \$648,296 from local option meals and room taxes. Stoughton restaurants and eating establishments' sales exceed \$60 million. Stoughton ranks second in restaurant/meals sales amongst local municipalities.

Market Conditions

Stoughton is considered part of the South Suburban market place or the South Route 128 market, depending upon the specific real estate broker, in metropolitan Boston. The South Suburban office market is generally soft. Average asking price for Class A office rents range from \$20.00 to \$22.00/SF, triple-net. Triple net leases require the tenant to pay real estate taxes, insurance, and maintenance. Tenants are typically responsible for utilities, as well. Office vacancy rate in the south suburbs is about 13%. There has been little new construction of Class A office space in the south suburbs. Although, new medical office space was just completed within the past year in Norwood on Route 1. University Station in Westwood has recently opened and is leasing retail space. The average asking rental price for retail space in the south suburban marketplace is \$19.00 to \$22.00/SF.

The average asking rental price for properties in downtown Stoughton ranges from \$11.25 to \$13.00/SF. Downtown Stoughton is a more localized market without Class A retail or Class A office space. As a consequence, downtown Stoughton is viewed as a separate market by commercial real estate brokers.

Industrial space commands a lower rent ranging from \$5.10 to \$5.80/SF. Flex space can garner \$8.60 to \$10.50/SF in the south suburban market place. Flex space in this context is a type of industrial space which can be used for office and showroom space in conjunction with manufacturing, light assembly, laboratory, or warehouse uses. Flex space often enables small businesses and entrepreneurial ventures to locate in industrial and business parks use a one-space for multiple uses in lieu of renting in a more expensive Class A or Class B office park space. The recent leasing of 330,000 SF by Amazon in Stoughton has absorbed some of the industrial space vacancy in the south suburban market. The industrial vacancy rate is approximately 12.5% in the south suburbs.

Properties in North Stoughton are valued by commercial real estate brokers for easy highway access. Although Stoughton has several industrial properties in the AMB Business Park near Campanelli Way, many of these properties lack public sewer access. As a consequence, re-tenanting of the commercial/industrial properties has a more limited user base, typically industrial tenants. Although flex space generates a higher rent, tenants are typically looking for public sewer with flex space.



Figure 11: Ikea Stoughton.

Retail Trade Overview

The retail trade sector in Stoughton is growing and is the leading sector employer. There are 102 retail establishments in Stoughton with a \$71.2 million payroll. Based on the average weekly wage of a person working in the retail sector in Stoughton, the average annual income for a retail worker is \$32,708. There are over \$670 million of retail sales within 2.5 miles of Downtown Stoughton. Stoughton has many regional and national retailers, including IKEA, Amazon, Target, Kohl's, and a furniture cluster in North Stoughton.

Although retail is a vibrant sector in the Stoughton economy, bricks-and-mortar retailers have been reacting to the increase in on-line shopping. The expansion of Amazon to Stoughton highlights the importance of on-line retailers, such as Amazon. Other retailers, such as Target and Best Buy, have been reducing the physical footprint of their stores in response to on-line shopping. This shift in focus from retail stores as showrooms, which the need for supplemental back-room distribution centers will affect the retail trade in Stoughton. Stoughton's highway access will help it adjust to the industry shift from large-format stores with significant inventory to smaller-size retail outlets functioning showrooms with more limited inventory. Successful smaller retailers will be combining experiences, services and retail products as part of the strategy to remain competitive.

Figure 12 illustrates the location of retail shopping areas in Stoughton and nearby proximity. There are several nearby competitive retail shopping areas, such as Westgate Mall in Brockton, and Cobbs Corner in Canton on the Stoughton/Canton line. As Stoughton works to revitalize Downtown Stoughton, it needs to be mindful of the need to concentrate and create critical mass of services and retail in Downtown.

Health Care and Social Assistance

The health care and social assistance sector is stable, and provides 2,113 jobs through 174 different employers in Stoughton, contributing \$97.8 million in aggregate payroll to the Stoughton economy. The average weekly wage for a person working in the health care and social assistance field is \$890 per week, with an average annual salary of \$46,280.

Major health care employers include Kindred Hospital Northeast, a rehabilitation center, the Copley at Stoughton, and New England Sinai Hospital, which is part of Steward Health Care. Stoughton has one of two municipally operating Visiting Nurses' Associations in the Commonwealth. As such, the Stoughton VNA is an important part of the Town's support for the nursing/residential health care segment in Stoughton. One-third of the health care jobs in Stoughton are in the nursing and residential care segment. Ambulatory health accounts for 53% of health care and social assistance jobs.

Health care is one of the Commonwealth's priority economic development sectors. Health care in Stoughton, with the adjustment to the Affordable Care Act, has remained stable. The focus amongst health care providers is adjustment to the new regulatory and payment framework with the ACA, which has hampered short-term growth in the health care sector during this adjustment phase.

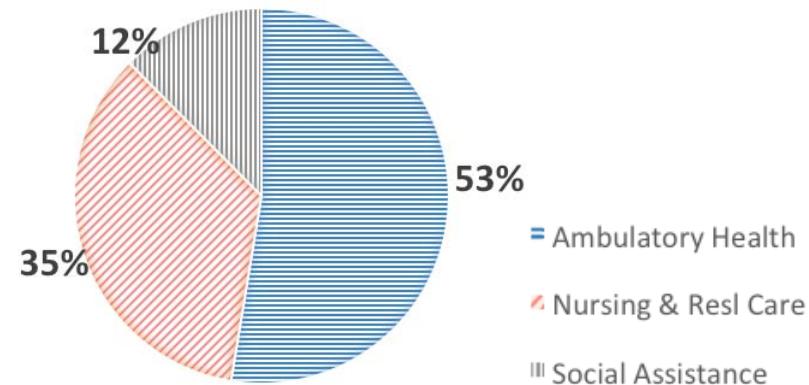
Manufacturing

Manufacturing continues to be a small but important sector of the Stoughton economy. There are forty-six manufacturing establishments in Stoughton, of which 63% of manufacturers build durable goods and 37% are non-durable goods manufacturers. The manufacturing sector accounts for 955 jobs in Stoughton. Over two-thirds (70%) of the jobs are in durable goods manufacturing. The average weekly wage for persons working in manufacturing is \$1,328, or \$69,056 annually.



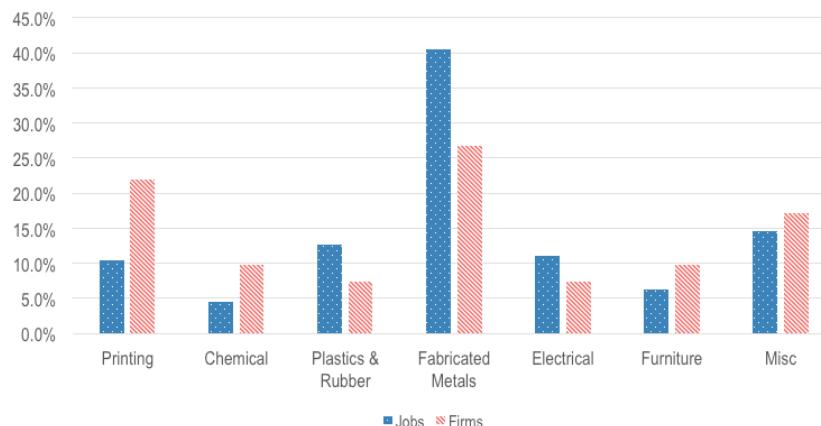
Figure 12. Major retail and service areas in Stoughton.

Figure 13. Health Care Employment in Stoughton.



Source: ES202.

Figure 14. Manufacturing in Stoughton.



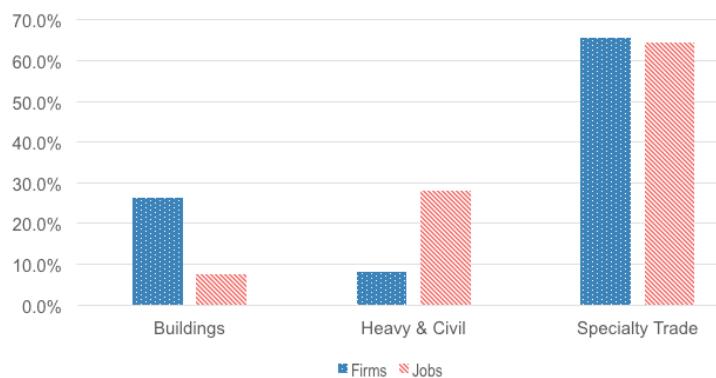
Source: ES202.

The job outlook is good in manufacturing. Manufacturing has many older workers, and the industry is looking to hire the next generation work force. The need to retain and expand the manufacturing curriculum at the regional vocational technical high school is a critical component to developing the next generation of workers for the manufacturing sector. The Commonwealth has identified manufacturing as one of its priority sectors. Massachusetts has inaugurated an advanced manufacturing program (AMP) to support existing manufacturers adopt and expand advanced manufacturing processes increasing the state's competitive edge in manufacturing.

Manufacturers are very cost sensitive to utilities, such as water and sewer. The need for high-speed telecommunications and reliable electrical power are also baseline industry location needs.

Stoughton's manufacturers are diverse. However, there is a cluster of manufacturers in the fabricated metals segment, as noted in Figure 14.

Figure 15. Type of Construction Firms in Stoughton.



Source: ES202.

Construction

Quite a few construction firms who were looking to grow and expand in the 1980s settled on Stoughton, with its easy access to Route 128 and I-495 via Route 24. At the time land was relatively inexpensive, and larger construction firms could acquire property for construction work yards for temporary storage of materials and equipment. Today, the construction industry is a leading employer and important part of the local economy. Construction employs 1,465 people in Stoughton. There are 112 construction businesses with employees, many of which are part of the specialty trades. There are 270 firms with and without employees, since many Stoughton residents are self-employed in construction. The average weekly wage in the construction industry is \$1,443, for an average annual wage of \$75,036.

Some of the key concerns of the construction industry is designated zoning for the construction industry without the incursion of residential uses. Heavy construction vehicles and material yards generally are not a good neighbor to residential users. Reliable utilities and high-speed telecommunications are a competitive need. Trained workers, with knowledge of advanced construction practices, are a continuing need according to owners in Stoughton's construction industry. The regional vocational high school could be a resource for training high school youth who are aspiring to enter the construction field.

3 | Stoughton's Business Areas

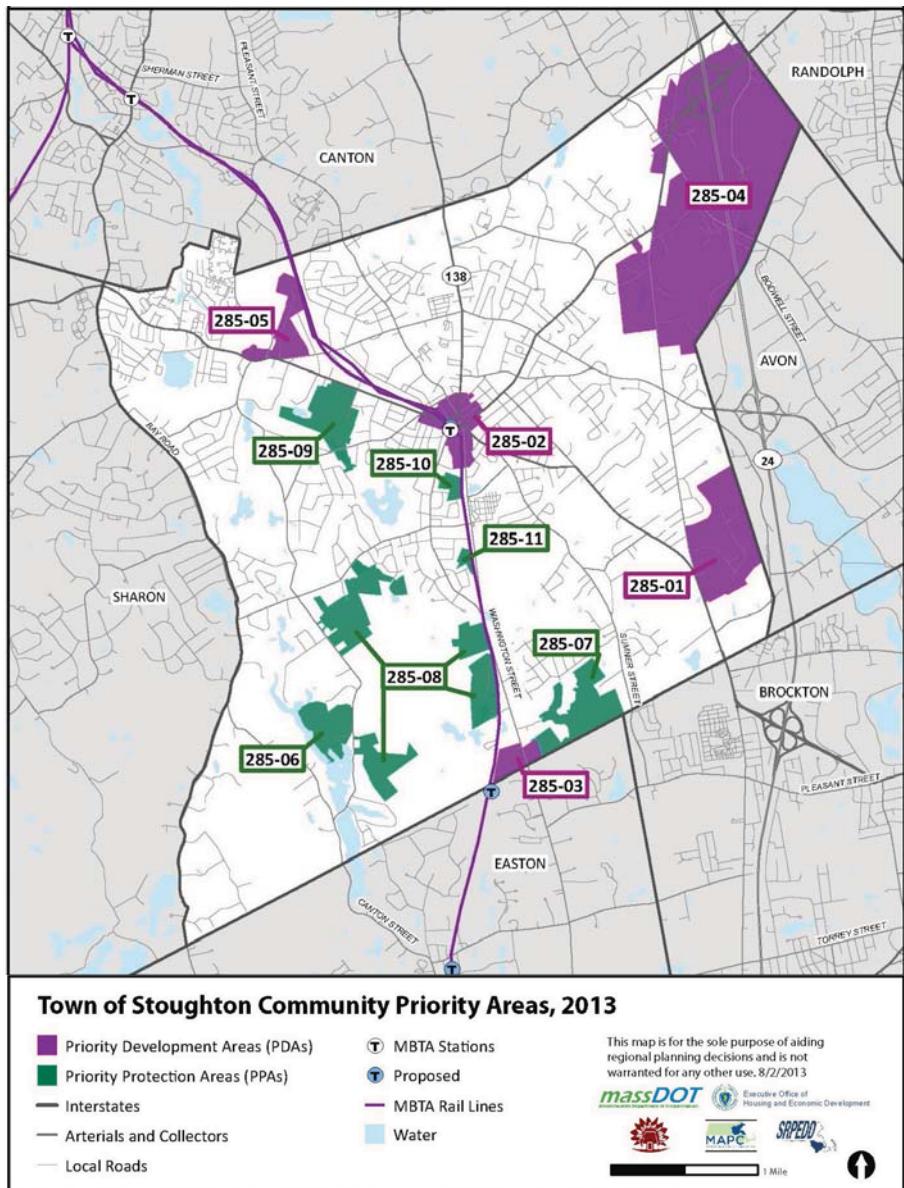


Figure 16: 2013 Stoughton Community Priority Areas Map

Source: South Coast Rail.

Stoughton's Business Areas

Stoughton has several business areas throughout town ranging in size from strip plaza development to long corridors, such as Washington Street/ Route 138. The business areas include Downtown; Route 138 north and south; North Stoughton; Tosca Drive/ Island Street; AMB Business Park; RK Plaza on Park Street; Route 27; and North Easton/ Stoughton South Coast Rail stop area. The businesses areas in Stoughton have a wide variety of uses, but generally lack a distinct district identity.

Stoughton has four designated priority growth areas, which are Downtown; North Stoughton; AMB Business Park and the Tosca Drive/ Island Street Area. A priority growth area is an area that has been identified during a regional planning process, such as the South Coast Rail planning process, for which a community wishes to focus growth and economic development. In addition to the priority growth areas, priority conservation and protection areas were also designated. The regional planning agency, Old Colony Planning Council (OCPC) has been instrumental in working with Stoughton to designate priority growth areas.

A companion program to the priority growth areas is the Massachusetts Chapter 43D program with Priority Development Areas. The 43D-Priority Development Areas program focuses on streamline permitting, and getting sites permit-ready. Municipalities have the option of developing a streamline permitting system and for major sites agreeing to process a complete permit application within 180 days for all municipal permits. This is not an automatic approval program, but rather an initiative to complete the permitting process within a designated time frame of six months for all municipal permits. This often requires some concurrent permit reviews by various boards and offices, in lieu of a serial process. Adhering to the concept that “time is

money,” the Commonwealth has urged municipalities who are seeking economic development to designate certain major sites as 43D sites. As of this writing, Stoughton has not formally identified any sites for the 43D streamline permitting initiative. Five of Stoughton’s municipal neighbors – Avon, Brockton, Canton, Randolph and Sharon have agreed to participate in the streamline permitting program and have designated 43D sites.

Each of the business areas are briefly reviewed here.

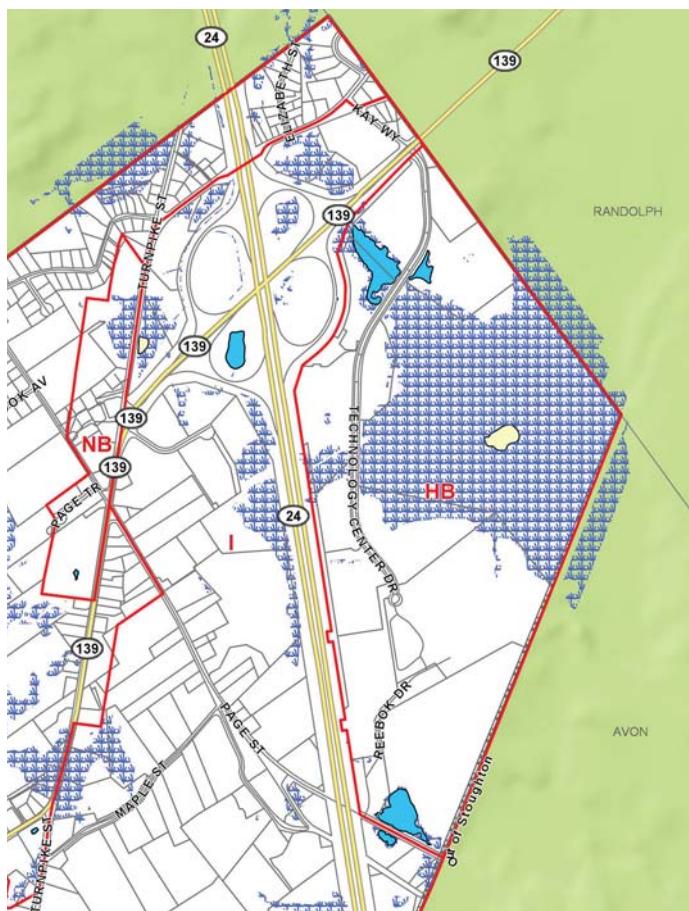
Route 138 North and South

Route 138 today is a series of older strip retail and commercial developments dotted with new pad development. Many of the uses are auto-oriented and include gas stations and fast food with drive-up windows. Route 138 needs streetscape enhancements and landscaping along the corridor. The corridor north of Downtown has few trees, although there are sidewalks in many places. Overall Route 138 is seen as a traffic artery. Route 138/ Washington Street could benefit from improved access and traffic management.

Future development along Route 138 should focus on redevelopment. The corridor is well-suited for mixed-use development. Route 138 should complement Downtown. Development should be concentrated in the district and existing sites, and not further dispersed, especially south of Downtown. Overall, design guidelines for signage, landscape and overall building develop for the corridor is needed. Design guidelines would help inform owners and developers of the preferred type of new development.



Figures 17-20: Route 138 business areas.



Figures 21 - 22: North Stoughton area.

North Stoughton

North Stoughton is a key growth opportunity and is the largest commercial / industrial area in Stoughton. Portions of Stoughton are zoned Industrial, Highway Business and Neighborhood Business. As a consequence, North Stoughton is an agglomeration of three different districts with three personalities. Along Route 139 just west of the Route 24 interchange one finds major retailers, such as Target and Planet Fitness, restaurants such as TGIF Fridays, as well as a few small-scale strip commercial areas. The neighborhood business district zone is on the west side of Turnpike Street and hosts some satellite bank locations, gas stations, and convenience stores.

The industrial area is principally situated along the east side of Turnpike Street and west of I-24. In this section of North Stoughton, one can find major construction businesses, distribution and wholesale trade operators, and general industrial users. Easy highway access is a feature of this business location. Also, many of these businesses initially located here to be at a distance from other uses, such as residential.

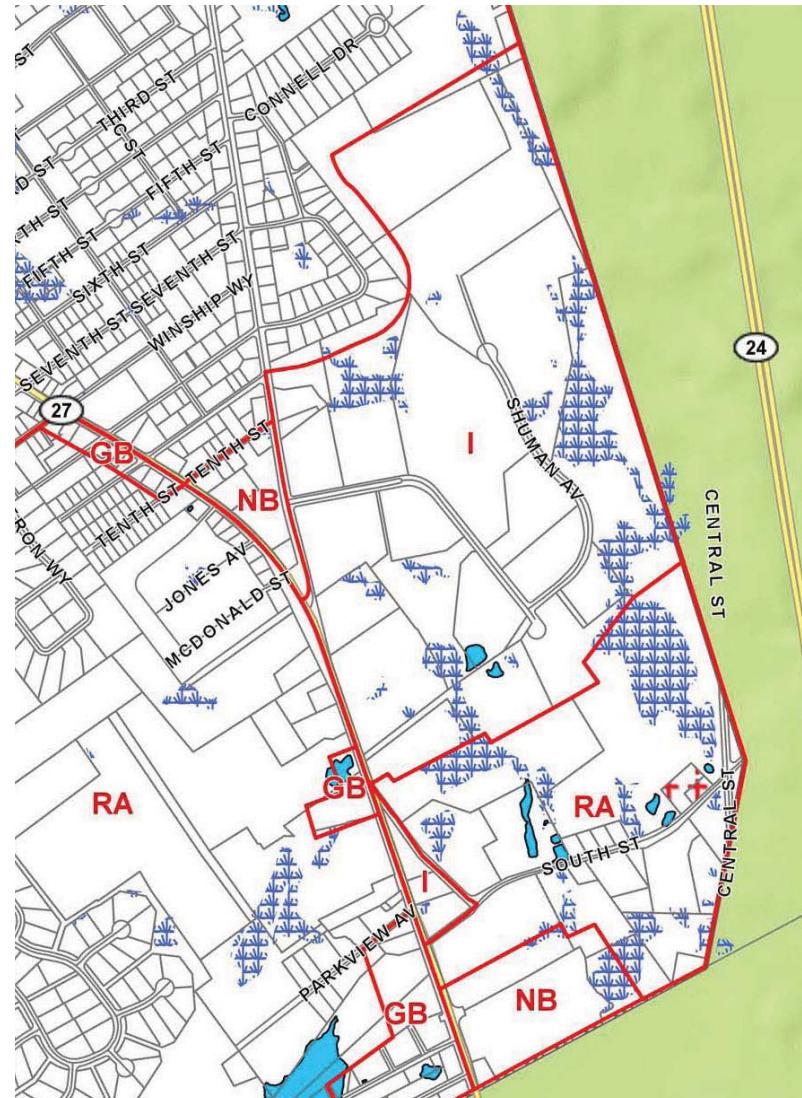
Technology Drive on the east side of I-24 has a totally different look and feel, and is the home of contemporary mid-rise office buildings, retail, restaurants, a hotel and some apartments. Technology Drive is also home to Stoughton's furniture cluster with Bassett Furniture Store, Bob's Discount Furniture, and La-Z-Boy Furniture Gallery. IKEA is nearby, as is Jordan's Furniture in adjoining Avon. This also is where Amazon is opening its new fulfillment center in Stoughton. There are opportunities for new construction, although wetlands are interspersed amongst the properties on Technology Drive.

The diverse mix of uses in North Stoughton need balancing. The construction and industrial uses along Turnpike Street need buffering from residential incursion. The western edge of North Stoughton where it transitions to a residential area needs definition, so that there is not a general morphing of commercial uses along the Route 139 westward towards the center of Stoughton. The potential of Technology Drive needs to be carefully mined to extract higher-value commercial development including reuse and redevelopment.

AMB Business Park

AMB Business Park consists of thirteen parcels which are zoned industrial. There are currently 1.4 million SF of commercial, industrial and warehouse space in the AMB Business Park. There is 723, 000 SF on available space on seven sites. A 51% vacancy rate exists in the AMB Business Park. Existing uses in the area include trucking and distribution, flooring and carpet sales, warehousing, moving and storage and container distribution. Redevelopment of the existing vacant space could become flex space, if infrastructure improvements were available.

Some of the land in the AMB Business Park is environmentally constrained with wetlands and a high water table. Properties are reliant on septic systems, since no sewers currently serve the area. The existing water line is an eight inch line, which is not looped. In addition, there are no fiber optic lines serving the park at this time. AMB Business Park could benefit from development of an overall infrastructure improvement plan for the area addressing both public and private utilities. When improvements to the water, sanitary or storm sewers in the area are made, an additional line should be laid for the potential future use for fiber to improve telecommunications.





Figures 24 - 25: Tosca Drive/ Island Street area.

Tosca Drive/ Island Street

Tosca Drive/ Island Streets is an area north of Central Street and west of Route 138 and the railroad that is zoned industrial. This industrial area has an eclectic mix of small businesses, manufacturers, services and business-to-business operations. Many of these businesses could be termed “back-street businesses.” It is an important, vital business area, although understated. Ingress and egress onto Central Street is a major challenge for businesses, particularly trucks, from Island Street and Tosca Drive. Tosca Drive is essentially an elongated cul de sac with one way in and one way out, which makes traffic flow more challenging along Central Street.

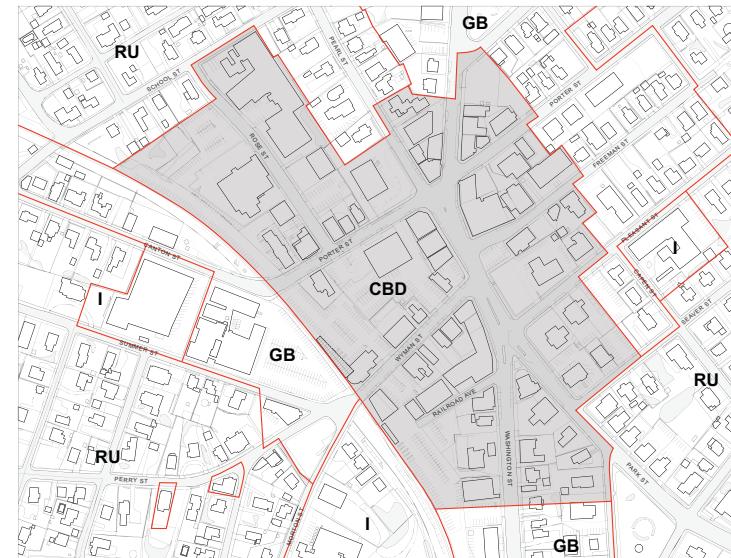


Figure 26: Stoughton Downtown area.

Downtown

Downtown Stoughton is a twenty-one acre area, exclusive of streets, spanning eight blocks in the center of Stoughton. Revitalizatoin of Downtown is the number one priority amongst residents. The Stoughton Center Mixed Use Overlay District (SCMUOD) and the Central Business District zone define the area. Downtown Stoughton needs focused commitment and action by a public-private partnership involving property owners, businesses, residents and town officials. The Stoughton Economic Development Master Plan includes a separate volume focusing on Downtown Stoughton.

The Downtown Strategy provides a guide for Stoughton to implement the program of revitalization activities and redevelopment actions independent of the planned South Coast Rail expansion by the State. The Town is calling for a depressed rail line through Downtown and a Town-MBTA partnership to build a parking structure with ground level services. The action steps will strengthen Downtown and can be implemented (even if the South Coast Rail project is delayed or reconfigured). If South Coast Rail moves forward, Stoughton could reap benefits with a revitalized downtown and center through implementation of the Downtown Strategy.



Figure 27: The vision for the Stoughton Downtown.

RK Plaza on Park Street and Route 27

The RK Plaza on Park Street is situated near the Stoughton/ Brockton line near Good Samaritan Hospital's facilities in Brockton. RK Plaza is an attractive major strip commercial center with Panera Bread, TJ Maxx, Designer Shoe Warehouse and other smaller retailers. This strip development along with other re-zonings along Route 27 / Park Street illustrates the incremental conversation of one of Stoughton's main arteries, and how a street is transformed into a commercial corridor over time. The rezoning of Park Street has enabled incremental development to move away from the Downtown southward along Park Street. Some of this has included conversion of residential to commercial uses. Specifically designed commercial and institutional buildings have also been built.

While there is opportunity for commercial growth and development along Park Street and Route 27, a coherent plan is needed to balance the mix and guide future conversion with needed utilities.

North Easton/ Stoughton South Coast Rail Stop Area

The North Easton/ Stoughton South Coast Rail Stop area is essentially a new commercial business district in North Easton just south of the Stoughton town line. It includes a retail shopping area anchored by Roche Brothers supermarket. There are large three-story medical office buildings for physicians and allied medical services affiliated with the two leading health care organizations in the region, Signature Health Care and Steward Health Care. The portion within the Town of Stoughton are some of the parking lots. North Easton is the proposed northern most stop in the expanded South Coast Rail line. Although North Easton has been identified as a priority development area, it does not have the same level of importance for Stoughton. Downtown is Stoughton's priority and focus for transit-oriented development. The Town should consider discussions with Easton and South Coast Rail so that the needs of both communities are balanced and that Downtown Stoughton continues to be the primary rail stop in Stoughton.

The Town of Stoughton should consider instituting a sequential series of commercial and industrial district planning and implementation processes for each of the Town's business areas. The districts each merit focused attention and a specific district plan addressing utilities, transportation and future development guidelines and incentives. The business area plans would help define the identity and purpose of each of Stoughton's business districts. This process has begun with the Downtown Master Plan. The time is now for implementation of the Downtown Economic Development Master Plan. In a couple of years, it would be timely for the Town to prepare a plan for another business area to focus its continuing economic development efforts and infrastructure planning.

4

Guiding Future Economic Growth

Guiding Economic Growth

There are four pillars of economic development that shape a community's economic base. The first pillar is land and geography – in other words, real estate. The second pillar is talent – the labor force – the people who are the entrepreneurs, business owners and managers, and the folks who make things, transport goods, provide customer service and operate things on a day to day basis. The third pillar is the cost and time of doing business. Cost and time of doing business entails a range of issues from access to capital to the quality of transportation and utility networks as well as permitting. Market and customers, the fourth pillar, is what every business relies upon for success – customers needing goods and services, and a willingness to pay for the quality of goods and services offered.

To drive economic growth, a community, such as Stoughton, needs to address the four pillars of economic development so that it can be economic development-ready. In today's complex society, municipal borders although real, are increasing less important to business. Communities, like Stoughton, need to work with regional partners and the Massachusetts Office of Business Development, the state's economic development partner, to advance the Stoughton economic development agenda.

Figure 28: Pillars of Economic Development.



Pillar 1: Land and Real Estate

Stoughton has over 1,200 acres of commercial and industrial zoned land, or about 11.5% of the Town's overall land area. During the master planning process, business owners as well as residents expressed concerns about the mixing of residential and industrial uses, the need for better buffers, and a desire for institutionalizing the ability for diverse land uses to be better neighbors. Although mixed-use is a popular concept in today's planning parlance, mixed-use is not appropriate for all situations. Mixed-use for walkable, commercial districts, like Downtown Stoughton, where upper stories can be used for residential or office space, with ground-level uses being dedicated for restaurants, and retail services makes sense. However, even within a single upper-story floor office and residential uses are generally not mixed, unless it is dedicated live-work space units on the entire floor.

Uses that mix well and can be good neighbors (with appropriate provisions and safeguards for servicing) are retail uses; single-family and multi-family residential; office; restaurants; and churches. Uses that often need buffers and separation are industrial; construction; building and material yards; outdoor storage; freight terminals; and auto uses. Good buffers and good transitions between these uses are the key to harmonious neighborly relations and business retention. Good buffers include setbacks and distance between uses. All-season vegetation can be a visual buffer, and also serves to muffle sound and absorb air pollutants. Nicely designed and maintained fences can be a good buffer between uses, as well.

One of the factors that businesses consider when staying at a current location is relationships with neighboring uses as well as their ability to expand at their present site. Efforts to shoe-in residential subdivisions, even small ones, often leads to difficulties between existing businesses and new residents. After a time, it doesn't make a difference who was located in the area first. Public officials listening to voters often tend to favor residents.

The entries to the community, such as highways, rail stops, and state-number corridors create the first impression and image of the Town. Residents as well as prospective businesses form the opinion about a community based on what they see as they arrive. The gateways to Stoughton need improvement and landscape enhancement. Signs indicating welcome to Stoughton along with some landscaping can be a positive addition. In some case, municipalities, using their welcome signs as part of their overall branding and image. The most notable example of this is the Hollywood sign in the hills overlooking Hollywood, California, or on a more local level, the Welcome to Wilbraham landscape sign on the MassPike. Salem, Massachusetts has recently instituted a system of welcome signs and wayfinding that reinforces its brand and image as a historic seafaring community. Figure 29 illustrates the recommended locations for gateway signage and landscaped areas to improve entry points to Stoughton.

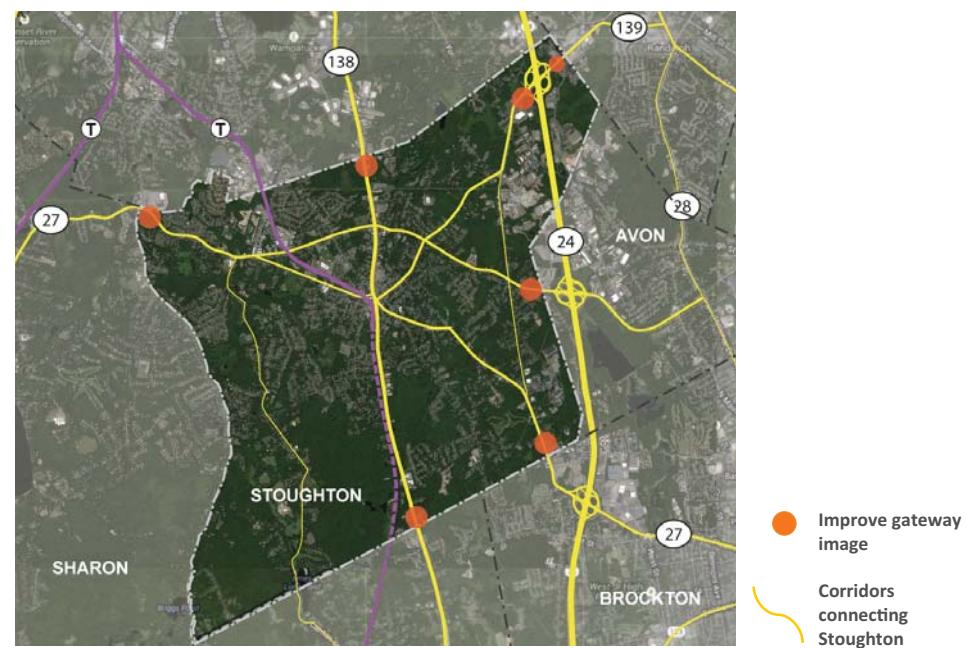


Figure 29: Improve Gateways to Stoughton.



Figure 30: Welcome signage in Downtown could be incorporated in other locations to mark gateways to Stoughton.

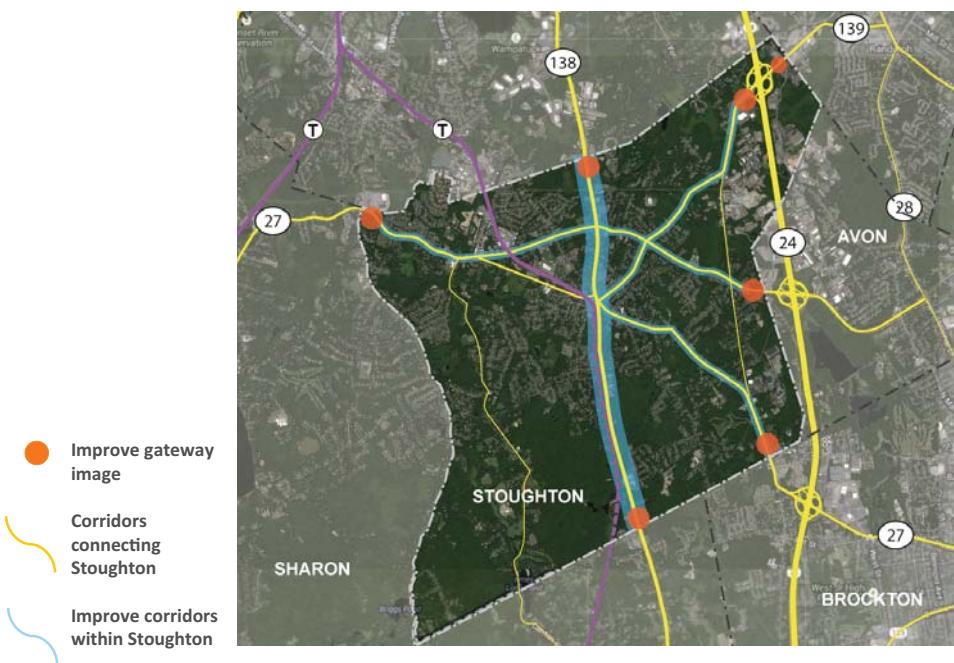


Figure 31: Improve Corridors within Stoughton.

The appearance of Stoughton's corridors, especially Washington Street/Route 138 is a high priority improvement amongst Stoughton residents, Figure 31. On the north section of Route 138 the edge of the roadway area could be better defined with lighting, trees and sidewalks. Some uses, including dumpsters would benefit from screening, either fencing or landscape. Overall, the roadway right-of-way shoulder and planting strip area needs improvement and better maintenance. South of Downtown Stoughton, improved paving and striping in conjunction with a better definition of the shoulder and road edge could make a difference. Stoughton has adopted a complete streets policy that should inform improvements along Route 138 and other corridors in Stoughton.

A key issue in addressing land and geography for economic development is making sure that the land zoned for commercial and industrial purposes is appropriate for commercial and industrial. This helps avoid conflicts. Business and industry anticipate lands zoned for industry are appropriate for the stated business use. However, Stoughton has extensive wetland and water resources. A water resources/ flood protection overlay district should be considered as an early signal to commercial and industrial property and business owners that land within the water resources overlay district is not appropriate for development. Such an overlay district would also contribute to longer-term disaster mitigation and resiliency planning as the Town and the state increasingly experience extreme weather events. The series of figures, Figure 32 through 35 illustrate the need for a water resources overlay district so that land that is truly available for commercial and industrial uses can be clearly identified.

In addition, the Town should develop an inventory of major available real estate sites working with property owners and commercial brokers. Available sites for economic development should be shared with the state as well as the Massachusetts Alliance for Economic Development's site finder service.

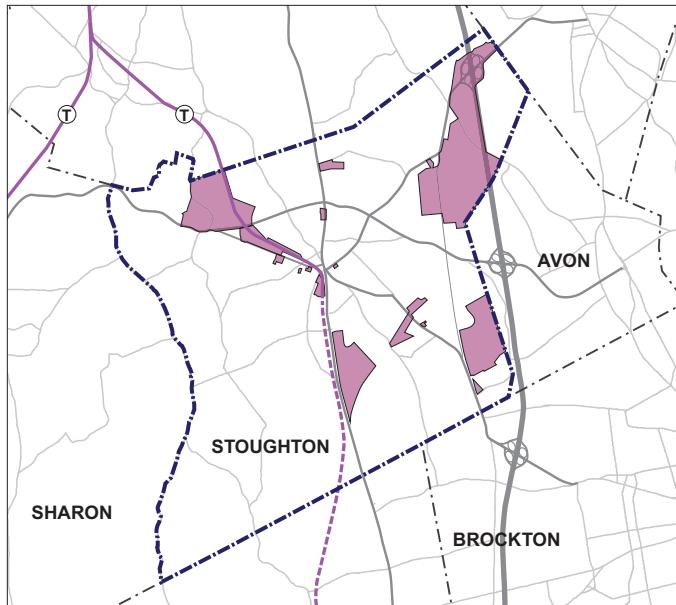


Figure 32: Industrially zoned land.

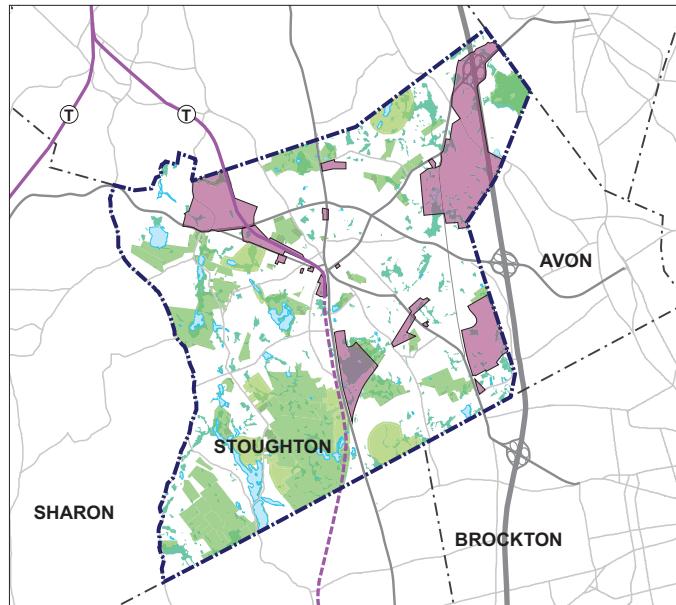


Figure 33: Industrially zoned land with water bodies and protected open space areas.

- industrial zoned land
- water body
- priority protection area
- protected open space
- protected land (other)
- wetlands
- aquifer/ water supply
- prime agriculture land

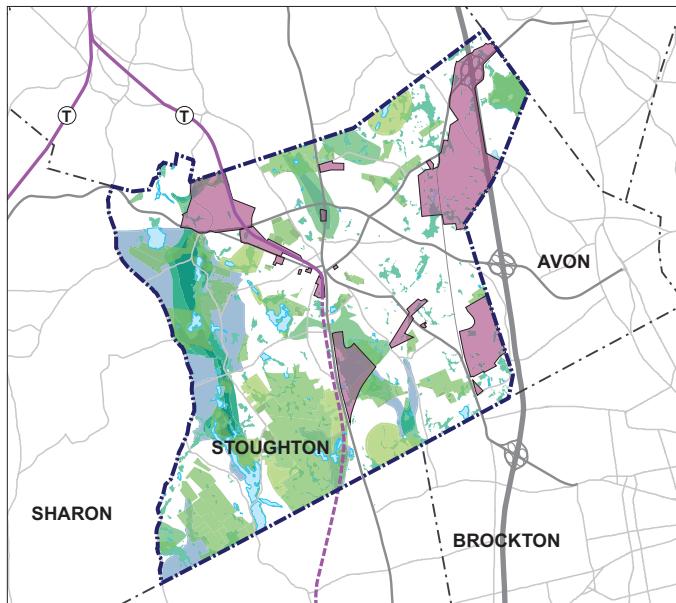


Figure 34: Industrially zoned land, water bodies and protected open space areas with aquifers.

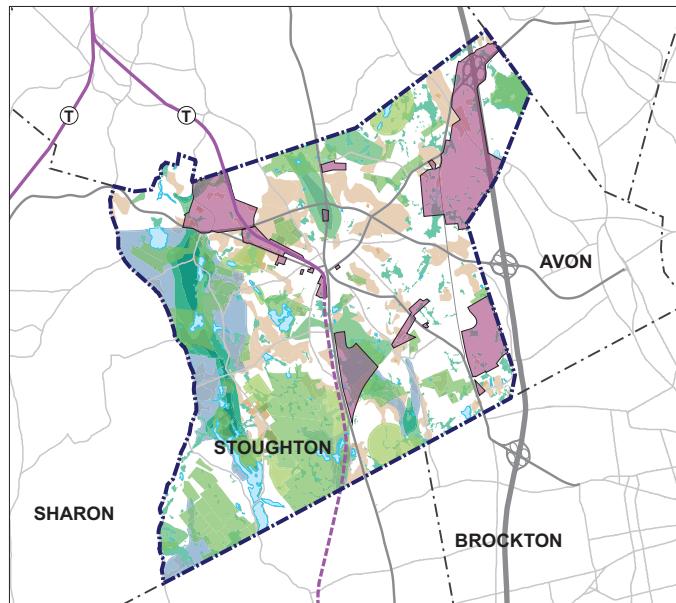


Figure 35: Industrially zoned land, water bodies, protected open space areas, and aquifers with prime agricultural land.

Pillar Two: Talent – the Labor Force

In today's information economy, talent and the quality of the labor force is increasingly critical. During the master planning process, manufacturers as well as owners in the construction industry, expressed the need for trained workers. The Southeastern Regional Vocational Technical High School has an important role to play in educating the next generation of workers for manufacturing and construction. Retaining manufacturing as part of the curriculum at the vocational technical school is important, as well as incorporating advanced manufacturing practices, so that tomorrow's workers can be globally competitive.

Work force development, education and training are becoming more of a focus within the broad framework of economic development. The need for trained workers is a part of site selection, which is often overlooked with the focus on real estate. Stoughton's new Economic Development Coordinator should participate with regional employment board, the Brockton Area Workforce Incentive Board, to help link employers with employees and advanced training, including strategic training grants for existing workers.

Pillar Three: Cost & Time of Doing Business

Improving communication and the time required for permitting would greatly facilitate business development in Stoughton. The Town has already begun coordinated development reviews on a staff level, which is commendable. A formal process of streamline permitting with the boards and commissions is the next step. The preparation of a Development Guide on Permits for Stoughton which can be made available to businesses on-line and in print is a very handy tool, and frequently used document. Through the process of authoring the Development

Guide, communities, such as Stoughton, often identify opportunities for streamline permitting and reduction in redundancy. The Development Guide also educates the boards and commissions on what all is required as well, which helps facilitate coordination.

In addition to preparing a Development Guide, Stoughton should investigate adopting an on-line permitting system to ease the flow and review of permits and documents. Identification of major sites that could be designated as 43D sites for expedited permitting, which is a guarantee of review and decision on permitting applications within 180 days of submittal of a completed application should be considered by Stoughton.

Other components of the cost and time of doing business are incentives, access to capital and the availability of infrastructure. In today's world, business is typically looking for move-in ready, or shovel-ready locations. The implicit assumption is that the utilities will be available and adequate. Ensuring that there are adequate utilities for the areas where Stoughton desires growth and redevelopment – Downtown, North Stoughton, AMB Business Park, and Tosca Drive is critical to moving forward. Provision of adequate sewer to these areas will enable owners of existing commercial and industrial buildings more opportunity to find tenants and new users, as well as enable higher-value development for Stoughton. Financial incentives for business expansion and growth should be strategic, and help reduce the cost and time of doing business for both the short-term and overall.

Adequate transportation infrastructure is important, as well. Freight movements in and out of industrial areas and for servicing commercial and retail areas need to be considered. Employers are increasing considering not only road networks but transit networks – commuter rail and bus – in location decisions, assessing how employees can easily get to work.

Stoughton is a member of the Quincy Economic Target Area (ETA), which includes twelve communities, including Braintree, Canton, Dedham, Hingham, Hull, Norwood, Randolph, Stoughton, and Weymouth. Membership in an ETA enables Stoughton to use the state's Economic Development Incentive Program and offer expanding companies local tax incentives through the Tax Increment Financing (TIF) and Special Tax Assessment (STA) tools. In cases of job creation, particularly with manufacturing, additional state tax incentives may be available on a competitive basis.

Existing and aspiring small businesses can often benefit from small business training, lending and assistance. Stoughton's local financial institutions, Stoughton Cooperative Bank, Randolph Savings Bank, Eastern Bank, Rockland Trust, BankAmerica, TD Bank, and Webster Bank all offer small business and community lending. The banks could be a resource in supporting local entrepreneurs throughout 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.

Pillar Four: Markets & Customers

Creating a more competitive business climate helps businesses serve local residents as well as grow and create jobs. For the Downtown area, Stoughton needs to grow and reinforce the customer base through the addition of housing in and around Downtown, and by concentrating and intensifying its commercial development. Enhancing the image of Stoughton will support overall business and economic development.

Strengthening markets and the customer base often entails building partnerships. The Massachusetts Office of Business Development is the lead state agency on business development, typically focusing on larger business development opportunities. MOBD is a key player and the Town needs a strong working relationship with MOBD.

The Metro South Chamber of Commerce based in Brockton is one of the leading regional chamber organizations and can be a helpful resource. The local Stoughton Chamber of Commerce is also very committed to business growth and development. Stoughton needs working relationships with these entities to partner on economic development initiatives and to leverage its limited staff and volunteer leadership resources.

A major channel for reach markets and customers today is via the internet with web sites, mobile communication and social media. Whether it is a resident reviewing product offerings or determining store locations and hours, prior to making a purchase, a business ordering or shipping supplies, or a location specialist analyzing potential site locations, the web is a crucial medium for communication and for reaching markets and customers. To be competitive for economic development, the Town needs demographic, community and site information on its web site. Local businesses need web site, no matter how larger or small, as well. A social media presence is also needed for

many businesses, as well. The Town's economic development efforts should include enhancing its presence on the web and in social media, and connecting local businesses with technical assistance to improve their digital facades and agility using social media.

Stoughton has a history of successful economic development ventures. It needs to continue building on its trajectory of success. The first step in attracting business is retaining the existing businesses. Improving the business climate with better business-local government communication and policies that are sensitive to sustaining a competitive business climate can yield dividends for Town. Fortifying each of the four pillars of economic development will help build a stronger local economy for Stoughton.

5 | Recommendations & Implementation

Stoughton Economic Development Town-Wide Recommendations

Stoughton is fortunate to have a diversity of businesses and a dynamic economic base. Town residents in the master planning process expressed the desire for more high-value businesses that will increase employment options and strengthen the Town's tax base. Moreover, residents established the revitalization of Downtown Stoughton as their number one economic development priority. In addition, Stoughton established four town-wide goals to inform and direct its economic development efforts. They are:

1. Revitalize Downtown and develop business corridors and districts that are attractive and portray a positive image;
2. Broaden Stoughton's tax base with high value businesses;
3. Attract and retain businesses and industry that provide valuable employment opportunities without compromising the Town's character;
4. Create a culture of support and cooperation amongst government, the business community, and residents.

KEY

\$	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

ACRONYMS

CDBG	Community Development Block Grant
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
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

Table 18: Stoughton Economic Development Town-Wide Recommendations.

	RECOMMENDATION	TYPE	APPLICABLE ENTITIES	TIME FRAME	COST	RESOURCES
1.	Stoughton leaders should form a shared consensus to move forward on the Downtown/ Town Center in concert.	Organizational and Policy	<ul style="list-style-type: none"> • Town Manager and town departments and offices • Board of Selectmen • Master Plan Committee • Planning Board • Redevelopment Authority • Library Board • Downtown businesses • Downtown property owners • Stoughton Chamber of Commerce • Town Meeting 	Immediate	\$. Major cost is a significant commitment of time to develop shared goals and action plan. 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.	The Town of Stoughton use municipal resources to develop a shared consensus plan with all participating entities contributing both time and financial resources.
2.	Sustain an Economic Development person/Main Street Manager to concentrate on strengthening the downtown/town center and economic development throughout Stoughton.	Organizational	<ul style="list-style-type: none"> • Town Manager and Town 	Immediate 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
3.	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 	Immediate 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 additional details in Downtown Strategy report. <ul style="list-style-type: none"> • DHCD: Massachusetts Downtown Initiative • Small Cities CDBG • Community Preservation Act • Local Financial Institutions • Private Sector

Table 18: Stoughton Economic Development Town-Wide Recommendations. (Cont'd.)

	RECOMMENDATION	TYPE	APPLICABLE ENTITIES	TIME FRAME	COST	RESOURCES
4.	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 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 additional details in Downtown Strategy report. <ul style="list-style-type: none"> • Town Appropriation • Chapter 90 funds • MassWorks • District Improvement Financing • Chapter 23 L Infrastructure Financing • Possibly part of South Coast Rail improvements • Complete Streets newly appropriated funds.
5.	<p>Adopt streamline permitting and consider some as-of-right commercial uses. Take steps to ensure that permitting is predictable and consistent. Provide commercial and industrial users clear guidance on landscape and site plan standards.</p> <ul style="list-style-type: none"> • Stoughton should consider adopting the 43D Expedited Permitting program for key parcels. 	Policy	<ul style="list-style-type: none"> • Town Planner • Economic Development Coordinator • Town Manager • Town Departments & Offices • Planning Board • Conservation Commission • Board of Health • Zoning Board of Appeals • Police & Fire Departments • Select Board 	Short-Term	\$	<ul style="list-style-type: none"> • MA Association of Regional Planning Agencies has a template for streamline zoning. • DLTA assistance. • MOBD MassDevelopment can assist on 43 D Expedited Permitting, as can OCPC and MAPC.

Table 18: Stoughton Economic Development Town-Wide Recommendations. (Cont'd.)

	RECOMMENDATION	TYPE	APPLICABLE ENTITIES	TIME FRAME	COST	RESOURCES
6.	Prepare and publish a Development Guide for Stoughton to assist businesses and developers with navigating the permitting and development process.	Policy & Program	<p>Lead entities should be:</p> <ul style="list-style-type: none"> • Town Planner • Economic Development Coordinator • Participating & Supportive Entities should include: • Town Manager • Town Departments & Offices • Planning Board • Conservation Commission • Board of Health • Zoning Board of Appeals • Police & Fire Departments • Select Board 	Short-Term	\$	<ul style="list-style-type: none"> • MA Association of Regional Planning Agencies has a template for streamline zoning. • DLTA assistance. • OCPC • MAPC
7.	Enhance communication between business and the Town.	Policy & Program	<ul style="list-style-type: none"> • Town Government overall • Economic Development Coordinator • Town Manager • Town Planner 	Short-Term and continuing	\$	The Stoughton Chamber of Commerce could be an initial resource.

Table 18: Stoughton Economic Development Town-Wide Recommendations. (Cont'd.)

	RECOMMENDATION	TYPE	APPLICABLE ENTITIES	TIME FRAME	COST	RESOURCES
8.	Use business incentives strategically to primarily spur development and investment in Downtown. If a business is creating or bringing significant number of high value-added and high-wage jobs to Stoughton, incentives could be strategically considered at Stoughton locations in addition to Downtown.	Policy	<ul style="list-style-type: none"> • Town Manager • Economic Development Coordinator • Select Board • Redevelopment Authority 	Short-Term and continuing	\$, \$\$, \$\$\$	
9.	Revise the Zoning Map so that parcels that are considered wetlands and non-developable land are not zoned as available for industrial or commercial use.	Policy	<ul style="list-style-type: none"> • Town Planner • Planning Board • Conservation Commission • Town Engineer and Conservation Agent 	Short- term	\$	
10.	Encourage and support work force training and development, including: <ul style="list-style-type: none"> • Retaining and strengthening manufacturing as part of the vocational high school curriculum; • English as a Second Language training for adults; • Strengthen and support STEM—Science, Technology and Math programs throughout Stoughton schools; • Encourage local businesses to utilize work force training grants to upgrade and train workers by partnering with community colleges and other training partners. 	Policy and Program	<ul style="list-style-type: none"> • Economic Development Coordinator • Stoughton Schools • Southeastern Regional Vocational & Technical High School • Brockton Area Workforce Incentive Board • Massasoit Community College • Stoughton Chamber of Commerce • MOBD 	Short-Term and continuing	\$ for policy \$\$ - \$\$\$ may be required for some programming initiatives	<ul style="list-style-type: none"> • Commonwealth Corporation • Work Force Training Fund Express Program • Hiring Incentive Training Program • Work Force Incentive Program • Advanced Manufacturing Collaborative and Southeast Advanced Manufacturing Collaborative • Mass MEP (Manufacturing Extension Partnership)

Table 18: Stoughton Economic Development Town-Wide Recommendations. (Cont'd.)

	RECOMMENDATION	TYPE	APPLICABLE ENTITIES	TIME FRAME	COST	RESOURCES
11.	Develop a business retention and attraction program, including support of new and small business in downtown and existing business districts. Encourage property owners to participate in the MassEcon site finder service.	Policy & Program	<ul style="list-style-type: none"> • Economic Development Coordinator • Town Manager • Town Planner • Private property owners and real estate brokers could assist with listing Stoughton properties with MassEcon site finder service 	Short-Term and continuing	\$ to \$\$ The basics of a business retention program require the investment of time visiting businesses, enactment and implementation of policies, and good communication with the business community.	Town Appropriation. Possibly in-kind support from major property owners.
12.	Enhance the gateways to Stoughton, including landscaping and signage, at the key entrances to Stoughton, Rte. 138 (north and south); Route 139 (east); Route 27 (east and west); Route 24 exit; Technology Center Drive and Ikea Way.	Project	<ul style="list-style-type: none"> • Town Manager • Public Works • Town Engineer • Town Planner • Planning Board • Private Sector possibly 	Short to Mid-Term Perhaps focus on one gateway every year to two years for enhancement	\$ to \$\$, depending on scale and size of gateway and gateway treatment	<ul style="list-style-type: none"> • Town appropriation • Incorporate as part of roadway or park projects • Private sector contributions – encourage sponsorship of intersections or gateways
13.	Take steps to ensure that existing industrial and commercial areas have good reliable, cost-competitive utilities (water and sewer) and reliable electric, high-speed telecommunications and internet service.	Policy & Projects	<ul style="list-style-type: none"> • Town Manager • Town Engineer • Public Works • Select Board • Town Planner 	Short and Mid-Term, and then continuing	\$\$ to \$\$\$\$ Advocacy for better telecommunication and electric service can be relatively low-cost, but may require resources in addition to time. Utilities (water and sewer) require design engineering as well as capital costs.	<ul style="list-style-type: none"> • State Revolving fund for water and sewer • MassWorks • District Improvement Financing • Betterment bonding • Local Infrastructure Financing program (Chapter 23, MGL) • Municipal Appropriations

Table 18: Stoughton Economic Development Town-Wide Recommendations. (Cont'd.)

	RECOMMENDATION	TYPE	APPLICABLE ENTITIES	TIME FRAME	COST	RESOURCES
14.	Enhance the image of Stoughton's corridors with the adoption of design guidance for signage, streetscape, landscaping and lighting for new construction, redevelopment and rehabilitation.	Policy and Project	<ul style="list-style-type: none"> • Town Manager • Town Planner • Town Engineer • Public Works • Planning Board 	<p>Short to Mid-Term</p> <p>Perhaps undertake one gateway every year or two until all have been enhanced.</p>	<p>\$ - \$\$ for design guidance</p> <p>\$\$- \$\$\$\$ for signage, streetscape, landscaping, lighting, depending upon scale.</p>	<ul style="list-style-type: none"> • Municipal appropriation • MassWorks • MassDOT • Federal transportation fund -- TIP • Incorporate as part of a roadway or park project.
15.	Office and industrial areas should incorporate multi-modal access and sidewalks.	Policy & Possible Projects	<ul style="list-style-type: none"> • Town Planner • Planning Board • Zoning Board of Appeals 	<p>Short - policy</p> <p>Mid-Term -- possible projects</p>	<p>\$ -- policy</p> <p>\$\$ -- projects</p>	<ul style="list-style-type: none"> • MassWorks • Brockton Area Transit and MBTA • MA Complete Streets Program (new appropriation)
16.	Protect and buffer residential areas and industrial areas.	Policy	<ul style="list-style-type: none"> • Town Planner • Planning Board • Zoning Board of Appeals 	Mid-Term or earlier	\$	
17.	In areas with principally industrial, construction and logistic/ transportation related uses, ensure that there is safe, easy access for trucks and servicing.	Policy & Projects	<ul style="list-style-type: none"> • Town Engineer • Public Works • Town Planner 	Mid-Term	\$\$ to \$\$\$\$	<ul style="list-style-type: none"> • Chapter 90 funds • MassWorks • MA Complete Streets Program (new appropriation) • Federal Highway Administration and MassDOT funds, which requires listing on the TIP • OCPC and MAPC can be resources.

Table 18: Stoughton Economic Development Town-Wide Recommendations. (Cont'd.)

	RECOMMENDATION	TYPE	APPLICABLE ENTITIES	TIME FRAME	COST	RESOURCES
18.	<p>Institute a sequential commercial/industrial district planning and implementation process to encompass all commercial/industrial areas in Stoughton, including:</p> <ul style="list-style-type: none"> Downtown / Town Center • Route 138 Corridor north • North Stoughton • Route 138 Corridor south • North Easton/ Stoughton South Coast rail station area • Turnpike Street and AMB Business Park • Island Street/Tosca Drive • RK Plaza area on Park Street • Route 27 <p>Designation of some of Stoughton's commercial areas as 43D - Priority Development Sites and Growth Districts in accordance with the Commonwealth's programs should be considered.</p>	Policy	<ul style="list-style-type: none"> • Town Planner • Planning Board • Master Plan Committee • Economic Development Coordinator 	Mid to Long-Term	<p>\$, \$\$. Will vary based upon the level of detail, and to whether the planning assessment is done in-house or with a consultant.</p> <p>\$ Designation of Growth District is a planning activity with a low cost</p>	<ul style="list-style-type: none"> • DLTA funds through local regional planning agency • Executive Office of Housing & Economic Development • Mass Office of Business Development
19.	Work with regional and statewide economic allies, such as MOBD, Manufacturing Extension Partnership (MassMEP), and SEED to support Stoughton business, to retain, support and grow local businesses.	Organizational and Program	<ul style="list-style-type: none"> • Economic Development Coordinator • Town Manager 	Continuing; Mid-Term	\$	

Table 18: Stoughton Economic Development Town-Wide Recommendations. (Cont'd.)

	RECOMMENDATION	TYPE	APPLICABLE ENTITIES	TIME FRAME	COST	RESOURCES
20.	Concentrate industrial and commercial activity in existing commercial and industrial zones.	Policy	<ul style="list-style-type: none"> • Economic Development Coordinator • Town Planner • Planning Board • Zoning Board of Appeal 	Continuing		
21.	The Town and its local manufacturers should participate in the state's Advanced Manufacturing Partnership programs.	Policy & Program	<ul style="list-style-type: none"> • Economic Development Coordinator 	On-going and continuing	\$	<ul style="list-style-type: none"> • EOHD • MOBD
22.	The health care sector, particularly long-term care, is an important sector in Stoughton that is supported by Stoughton Visiting Nurses Association and the Town's Public Health Department. This is a good model of public-private partnership that should be sustained and modeled for other industry sectors.	Policy & Program	<ul style="list-style-type: none"> • Economic Development Coordinator • Visiting Nurses' Association 	On-going	\$	

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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 Town-Wide

2015

McCabe Enterprises Team

