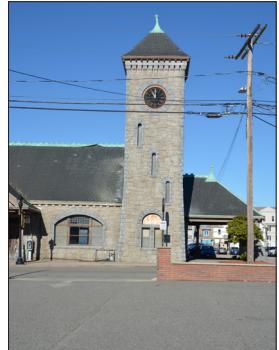


STOUGHTON DOWNTOWN REDEVELOPMENT PLAN

Volume II: Draft Urban Renewal Plan

Stoughton, Massachusetts Final Report August 2016



ACKNOWLEDGEMENTS

STOUGHTON REDEVELOPMENT AUTHORITY

Michael Barrett, Chairman

Louis F. Gitto, Vice Chairman

Forrest Lindwall, Treasurer

Carlos Vargas

Cheryl Barrett, Secretary

CITIZENS ADVISORY GROUP

Steven Bernstein Sung Pak

Paul Carpinella Nick Pirelli

Pam Carr Katherine Price

George Dyroff Noreen Ruggiero

Dori Frankel Francois Sarofeen

Joyce Husseini Michael Sullivan

Kevin Kosh Stanley Zoll

Janice McKenna

Special Thanks to:

Michael Hartman, Town Manager

Noreen O'Toole, Town Planner

Pamela McCarthy, Economic Development Coordinator

Marc Tisdelle, P.E. Town Engineer

Howard/Stein-Hudson Associates, Inc. (lead consultant, Stoughton Town Square Traffic Improvements Project)

Brown Walker Planners, Inc. (lead consultant, *Stoughton Master Plan*)

McCabe Enterprises LLC (lead consultant, *Economic Development Master Plan: Downtown Stoughton*)

Prepared by:

The Cecil Group, Inc.

Steven G. Cecil AIA ASLA, Principal

Emily Keys Innes AICP LEED AP ND, Senior Urban Planner

Stantec Consulting Services, Inc.

Drew Leff, Principal

Emily Reith, Project Manager

Lucilla Haskovec, Project Manager



CONTENTS

ACKNOWLEDGEMENTS	2
1. EXECUTIVE SUMMARY	8
1.1 Introduction	8
1.4 Planning Process	12
1.3 Findings	14
1.5 Summary of Plan	14
1.7 Format	16
1.8 Severability	16
2. CHARACTERISTICS OF THE AREA:	
760 CMR 12.02 (1)	18
2.1 Description of the Plan Area	18
2.2 Existing and Proposed Land Uses	24
2.4 Other Regulatory Requirements	29
3. ELIGIBILITY:	
760 CMR 12.02 (2)	30
3.1 Determination of Conditions: Decadent Area	30
Infrastructure	46
3.2 Local Survey and Conformance with the Stoughton Master Plan	52
4. OBJECTIVES:	
760 CMR 12.02 (3)	58
4.1 Plan Goals and Objectives	58
4.2 Plan Activities	59
5. COST ESTIMATES AND FINANCING PLAN:	
760 CMR 12.02 (4)	60
6. REQUISITE MUNICIPAL APPROVALS:	
760 CMR 12.02 (5)	61
7. SITE PREPARATION:	
760 CMR 12.02 (6)	62

8. PUBLIC IMPROVEMENTS: 760 CMR 12.02 (7)	63
9. RELOCATION: 760 CMR 12.02 (8)	64
10. REDEVELOPER'S OBLIGATIONS: 760 CMR 12.02 (9)	65
11. PROPERTY DISPOSITION: 760 CMR 12.02 (9)	66
12. CITIZEN PARTICIPATION: 760 CMR 12.02 (11)	67
12.1 Participation in Plan Development.....	67
12.2 Participation in Project Execution.....	70
13. FUTURE PLAN CHANGES: 760 CMR 12.03	71
13.1 Process for Future Plan Changes	71
A. PUBLIC WORKSHOP MATERIALS	72
October 29, 2014.....	72
January 31, 2015	94
April 25, 2016.....	121
B. SUMMARY OF STAKEHOLDER INTERVIEWS	178
Stakeholder Interviews: December 2014.....	178
C. MEDIA REPORTS	190
D. NOTIFICATION	202
E. NOTES OF PUBLIC MEETINGS	210

FIGURES

Figure 1-1: Stoughton Downtown Redevelopment Plan (SDRP) Area: Aerial View	9
Figure 2-1/Map 12.02(1)a and f: The Stoughton Downtown Redevelopment Plan Area	20
Figure 2-2: List of Parcels within the Stoughton Downtown Redevelopment Plan Area	21
Figure 2-3/Map 12.02(1)c: Buildings, Parcels, and Parking within the Stoughton Downtown Redevelopment Plan Area	22
Figure 2-4/Map 12.02(1)d Existing Land Use	23
Figure 2-5/Map 12.02(1)d: Existing Zoning: All districts (top) and SCMOUD "A" and "B" (right).....	27
Figure 3-1: Lot Coverage	33
Figure 3-2: Basis for Lot Coverage Calculations	35
Figure 3-3: Irregular Parcels	37
Figure 3-4: Lots without Frontage	38
Figure 3-5: Non-conforming Lots in all Districts: Under 2,500 Square Feet	39
Figure 3-6: Non-conforming Lots in SCMUOD A and B and the RU, GB, and I Districts: Under 7,000 Square Feet	40
Figure 3-7: Non-conforming Lots in SCMUOD A and the RU, GB, and I Districts: Under 10,000 Square Feet	
41	
Figure 3-8:Non-conforming Lots in the RU and I Districts: Under 25,000 Square Feet	42
Figure 3-9: Non-conforming Lots in the I District: Under 80,000 Square Feet.....	43
Figure 3-10: Clusters of Ownership	45
Figure 3-11A: Moderate Cracking on Washington Street (Route 138)	46
Figure 3-11B: Dale Street - Significant cracking/patching, no sidewalk, ponding	46
Figure 3-12: Roadways	49
Figure 3-13: Water	50
Figure 3-14: Sewer.....	51
Figure 3-15: Strategies from the <i>Stoughton Master Plan</i>	55
Figure 3-16: Recommendations from the <i>Downtown Economic Development Plan</i>	57
Figure A-1: Materials for the second exercise.....	72
Figure A-2: Results of Exercise 1: Potential Building Uses for Publicly-Owned Parcels	73
Figure A-3: Results of Exercise 1: Suggested Uses on Other Parcels	74
Figure A-4: Results of Exercise 1: Other Ideas.....	75
Figure A-5: Results of Exercise 2: Prioritized Design Elements	76
Figure A-6: Results of the Goal Boards	78
Figure A-7: Sign-in Sheets October 2014 Public Forum.....	80
Figure A-8: PowerPoint Presentation October 2014 Public Forum	86

Figure A-9: Results of Session 1.....	95
Figure A-10: Results of Session 2: Groups 1-5	97
Figure A-11: Sign-in Sheets: January 2015 Public Forum.....	98
Figure A-12: PowerPoint Presentation January 2015 Public Forum.....	101
Figure A-13: Analysis of Results of Session 2: Groups 1-5.....	123
Figure A-14: Location of Sites for Conceptual Tests	124
Figure A-15: One View of Steve Kelley's Proposed Public Space (Washington Street is at the bottom of the picture)	125
Figure A-16: Conceptual Diagrams for Site 1	127
Figure A-17: Conceptual Diagrams for Site 2	129
Figure A-18: Conceptual Diagrams for Site 3	131
Figure A-19: Conceptual Diagrams for Site 4	133
Figure A-20: "Ballot" Side 1.....	134
Figure A-21: "Ballot" Side 2.....	135
Figure A-22: Ballot Results	136
Figure A-23: Preferred Concept Site 2 Alternative 1	138
Figure A-24: Preferred Concept Site 1 Alternative 4B.....	139
Figure A-25: Preferred Concept Site 3 Alternative 2	139
Figure A-26: Preferred Concept Site 4 Alternative 3A.....	140
Figure A-27: Preferred Concept Site 4 Alternative 4	141
Figure A-30: Sign-in Sheets: April 2016 Public Forum	146
Figure A-31: PowerPoint Presentation April 2016 Public Forum	148
Figure C-1:Board for September 2014 Town Meeting	190
Figure C-2: Example of a Facebook post advertising the forum on January 31, 2015.....	191
Figure C-3: Advertisement in Stoughton Pennysaver , a weekly publication, in September 2014. The public forums were also advertised in the Pennysaver	191
Figure C-4: Selection of on-line media reports about the Study Process	192
Figure C-5: Flyer for May 2015 Annual Town Meeting: Front.....	198
Figure C-6: Flyer for May 2015 Annual Town Meeting: Back.....	200
Figure D-1: Invitation to the Board of Selectmen.....	203
Figure D-2: Invitation to the Citizens Advisory Group	205
Figure D-3: Invitation to the Stakeholders	206
Figure D-4: Invitation to Representative Galvin	207
Figure D-5: Invitation to Representative Kafka	208
Figure D-6: Invitation to Senator Joyce	209
Figure E-1: Notes and Observations from Meetings of the SRA.....	211
Figure E-2: Notes and Observations from Meetings of the Citizens Advisory Group.....	270

1. EXECUTIVE SUMMARY

1.1 Introduction

PURPOSE OF THIS DOCUMENT

The purpose of this draft urban renewal plan, a second volume of the *Stoughton Downtown Redevelopment Plan* (SDRP) is to gather the information required for an urban renewal plan under 760 CMR 12.00. The SDRP itself is not an urban renewal plan; the information contained here will not allow the Department of Housing and Community Development (DHCD) to make the findings it needs to make in order to approve an urban renewal plan.

The *Stoughton Downtown Redevelopment Plan* is divided into three documents.

- *Volume I: Stoughton Downtown Redevelopment Plan:* SDRP
- *Volume II:* Draft Urban Renewal Plan
- *Volume III:* Existing Conditions Memorandum, April 2015 and Appendices

This draft urban renewal plan is in the format required by 760 CMR 12.00 and contains much, but not all, of the required content. In each section, a description of the missing information is provided to guide the Stoughton Redevelopment Authority (SRA) if it chooses to develop this draft urban renewal plan into a full urban renewal plan.

The SDRP describes specific actions that the SRA can take to promote and encourage the redevelopment and revitalization of the Downtown area according to the goals outlined in Phase I of the Master Plan: **the Stoughton Downtown should be the municipal, social, and cultural heart of the community, with a strong sense of place and belonging for residents, employees, and business owners.***

The Stoughton Downtown is a mixed-use town center which has seen significant decline in terms of commercial activity. The area has significant vacant and/or decaying buildings and lots, and redevelopment in the area is constrained both by the amount of parking dedicated to the commuter rail station in the heart of the Downtown and by the irregular block and lot shapes created by the combination of existing state routes and the rail right-of-way.

SPONSORSHIP

The SRA sponsored the creation of the SDRP and this draft urban renewal plan. The SRA was initially established to revitalize the Downtown, at a time when federal money was available for urban renewal purposes. The proposed urban renewal plan was rejected by the Board of Selectmen in the 1970s. Subsequently, the SRA was charged with development of the Industrial Park in North Stoughton.**

**Stoughton Master Plan: Implementation* Brown Walker Planners, Inc., <http://stoughton.brownwalkerplanners.com/updates>, last accessed January 20, 2015 and adopted by the Planning Board in June 2015.

**Note from Louis Gitto, July 2015.



Figure 1-1: Stoughton Downtown Redevelopment Plan (SDRP) Area: Aerial View

The purpose of the planning process was to assist the Town to implement its newly adopted Master Plan and to identify the specific actions that would support the purpose of this plan.

The SRA guided the planning process and engaged a professional consultant team, led by the planning and urban design firm The Cecil Group, and including Stantec, to assist with the creation of this redevelopment plan.

As part of this process, the consultant team sought significant and varied input from the community to better understand the issues and opportunities in the Stoughton Downtown and to help shape recommendations for the redevelopment plan. The consultant team reached out to a broad range of stakeholders, including town officials, area businesses and property owners, residents, and local nonprofit organizations. The consultant team facilitated a series of public workshops and worked with a Citizens Advisory Group appointed by the SRA.

1.2 Effective Dates

If this draft is developed into a full urban renewal plan, the plan would take effect upon such date as approved by the Department of Housing and Community Development (DHCD). The plan would remain in effect for twenty to thirty years from the date of approval by the DHCD as determined by the SRA and DHCD at the time of approval.

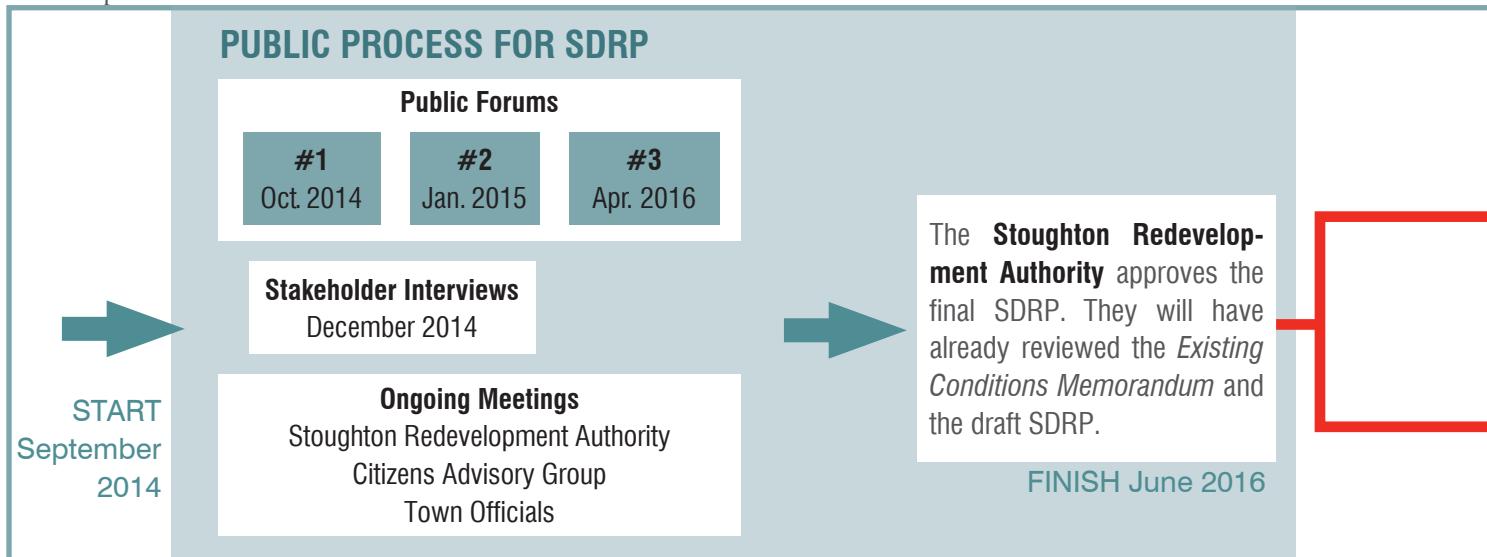
REQUIREMENTS OF CHAPTER 121B, SECTION 48

- (a) the project area would not by private enterprise alone and without either government subsidy or the exercise of governmental powers be made available for urban renewal
- (b) the proposed land uses and building requirements in the project area will afford maximum opportunity to privately finance urban renewal consistent with the sound needs of the locality as a whole
- (c) the financial plan is sound
- (d) the project area is a decadent, substandard or blighted open area
- (e) that the urban renewal plan is sufficiently complete, as required by section one
- (f) the relocation plan has been approved under chapter seventy-nine A

	APPLICABILITY TO THE SDRP	RELEVANT SECTION
	<p>Excessive land dedicated to parking is owned by public agencies and not available for development or for use by the public to support downtown businesses.</p> <p>Vacant and/or deteriorating buildings have not been addressed by the private market.</p>	Section 3.0
	<p>This draft urban renewal plan does not propose changes to land uses or regulatory requirements at this time. The primary goal of the SDRP is to facilitate private investment in the area; other goals and strategies include building the capacity within the SRA to work with Town bodies to undertake public improvements, establish regulatory controls, and undertaking projects to create conditions that encourage private investment.</p>	<p>The draft urban renewal plan is not compliant with this finding.</p>
	<p>This draft urban renewal plan does not have a specific project; a financial plan is not required. Recommendations for possible funding sources for future projects are included.</p>	<p>The draft urban renewal plan is not compliant with this finding.</p>
	<p>The project area qualifies as a Decadent Area.</p>	Section 3.0
	<p>This draft urban renewal plan meets the formatting requirements in 760 CMR 12.00 as promulgated by the Department of Housing and Community Development.</p>	Sections 2-12 and the Appendices.
	<p>Not applicable as no specific project is anticipated at this time.</p>	<p>The draft urban renewal plan is not compliant with this finding.</p>

1.4 Planning Process

The illustration below shows the public input process that supported the underlying planning work for the SDRP and this draft urban renewal plan and the subsequent approval process at both the municipal and state levels, if the SRA chooses to move forward with a full urban renewal plan.



APPROVAL PROCESS FOR AN URBAN RENEWAL PLAN (REVISED SDRP)

The **Planning Board** provides written determination that the updated SDRP is consistent with the Master Plan, **which was approved in June 2015**.

Town Counsel provides written determination that the SDRP is consistent with applicable laws.

The **Board of Selectmen** hold a **public hearing** and vote to approve the SDRP.

The **Board of Selectmen and the Stoughton Redevelopment Authority** send the approved SDRP to the **Department of Housing and Community Development (DHCD)** for their approval.

Once approved by **DHCD**, the SDRP is active and the **Stoughton Redevelopment Authority** is authorized to take action under the plan.

1.3 Findings

Under Chapter 121 B, Section 48, DHCD must be able to make certain findings with respect to this redevelopment plan. These findings, and their applicability to the plan, are summarized in the table to the right.

The supporting information for each of these findings is presented in Sections 2-12 of this document. As noted above, if the information is not available, an explanation of what should be provided is included in the relevant section.

1.5 Summary of Plan

PLAN AREA

The plan area is shown in Figure 1-1. The Town of Stoughton, Massachusetts had a population of 26,962 people at the 2010 Census. The town is approximately twenty miles south of Boston and is within Norfolk County.

The Stoughton Downtown is centered on the crossroads of Routes 138, 139, and 27. Route 138 is a major north-south connector and both Route 27 and Route 139 are significant east-west connectors. The congestion from the intersection of these routes is both a significant detriment to the area and an opportunity to attract drivers to become customers in a revitalized Downtown.

The station for the commuter rail is located in the heart of Downtown. This station is the last stop on the Stoughton line; with the proposed South Coast Rail expansion, it would become a waypoint on a commuter rail line that would link Boston to New Bedford and Fall River.

The Downtown includes a mix of uses – residential, office, retail, other commercial, and industrial. Some of these uses are within old mill buildings that are on the western and southern edges of the area. One such mill building

was converted to elderly housing by the Stoughton Housing Authority in the 1970s. The area is also the center of Town Government. Town Hall, the police station, and a fire station are within the boundary of the Downtown.

Opportunities and Challenges

The area is in decline: some buildings are vacant and/or in need of significant repairs. An excessive amount of land is dedicated to parking. Within the core of the Downtown, land is dedicated to parking for the commuter rail, on land owned by the Massachusetts Department of Transportation, and for postal service vehicles, on land owned by the United States Postal Service, but little land is available for parking to support local businesses.

Stoughton's Downtown developed because it is at the intersection of major roads which provided people with a convenient place to shop, obtain services and carry on other business. Its location along the railroad also encouraged the development of commercial and industrial activities. The State Theatre provided entertainment. There were a number of good reasons to use the downtown, which created the critical mass that boosted its attraction and allowed the Downtown to thrive. With the advent of the automobile and the desire for convenience, the strip shopping centers and other stores with convenient parking being developed along the connecting roads, the Downtown lost customers, some stores and facilities closed and there were fewer reasons to go downtown. Over the last decade, there has been an influx of people into more urban areas with many people craving a live/work/play walkable environment. People will still opt for the supermarket with a large parking field in front to do their weekly shopping, but people also want to shop and dine in a more walkable environment.

Stoughton's Downtown has two advantages:

- Significant traffic flow that passes through the Downtown.

- Commuter rail service.

The drawbacks are:

- Downtown has no anchor businesses, services, or attractions that draw significant numbers of people to the downtown. Town Hall and the Post Office area at one end of the SDRP Area and the Stoughton Public Library is at the other, but these do not attract a lot of people.
- Vacant lots, parking lots and a high vacancy rate detract from the presentation of an active, interesting and walkable downtown.
- People have few reasons to make a trip to the downtown and linger and walk around to other shops, restaurants or entertainment.
- The numerous small parcels are difficult to assemble to create a revitalized downtown core.
- The Downtown does not have a 24/7 population. There is a modest employee population and some commuters who make very limited use of the downtown, but there is no residential population to broaden the use of the downtown.

Vision for the Stoughton Downtown

The Stoughton Downtown should be the municipal, social, and cultural heart of the community, with a strong sense of place and belonging for residents, employees, and business owners.

Stoughton Master Plan, June 2015

It is difficult to bring office uses into the downtown. The commuter rail schedule favors people commuting from Stoughton Center, not to it, and office buildings on Route 24 have an advantage in terms of access. The real opportunity is for multifamily residential development, both in rehabilitated structures and new construction. Develop-

ment near commuter rail that links housing to jobs (also known as Transit Oriented Development) is in demand and has synergy between residential and retail/restaurant/entertainment.

The Stoughton Downtown needs to develop amenities that reinforce a mix of residential, retail, restaurant, and one or more small but well-designed activated plazas or green spaces. These amenities would attract new residents to the Downtown while creating an environment that would also attract visitors from other areas – converting vehicular “drive-through traffic” to pedestrian “stop and spend” traffic.

SDRP GOALS AND IMPLEMENTATION PLAN

The goals of the SDRP will enhance the physical environment of the Stoughton Downtown over time, but they are not goals that require a full urban renewal plan. These goals are as follows:

- Address existing conditions that prevent the private market from investing in the Stoughton Downtown.
- Build capacity within the SRA so that the organization can react effectively to changes in the economic and physical environment of the SDRP Area.
- Build relationships with the community and other Town entities that have a role in the SDRP Area.
- Identify, plan for, and undertake a project or projects that act as a catalyst for the revitalization of the Downtown.

The SRA does not now have the staffing or resources necessary to undertake projects immediately, and no specific project was identified during the public process for the creation of the SDRP. The SDRP contains action steps that will allow the SRA to build the capacity and relationships it will need in order to be able to undertake projects over time. It also provides recommendations for further planning activities that would allow it to undertake larger scale projects once it has developed additional resources.

The goals and related strategies authorized in the SDRP will allow the SRA to be an effective partner with other Town Boards and Committees and with other organizations in planning for, reviewing, and acting upon the strategies in this SDRP, and may lead to the completion of an urban renewal plan that can be approved under DHCD's requirements.

ACTIVITIES OF THE REDEVELOPMENT AUTHORITY

The Stoughton Town Meeting voted to establish a Redevelopment Authority in March 1962. The Certificate of Organization was issued in February 1963. The SRA is authorized under Massachusetts General Laws, Chapter 121B, Section 4 to act as a Redevelopment Authority.*

If the SRA completes a full urban renewal plan, that plan would authorize the SRA under Chapter 121B to undertake the following actions within the SDRP Area:

- Clearance and Redevelopment
- Rehabilitation
- Historic and Architectural Preservation
- Public Improvement
- Design Review

1.6 Other State Filings

If the SRA moves forward with an urban renewal plan, notice of the urban renewal plan will be filed with the Massachusetts Environmental Policy Act (MEPA) office to fulfill the requirements of 301 CMR 11.00 et seq. Should the SRA amend this draft urban renewal plan at

*Letter from Patrick J. Costello, Merrick, Louison & Costello, LLP to Deborah J. Sovine, Stoughton Redevelopment Authority, dated October 1, 2007.

a future date to include specific projects, an Environmental Notification Form must be filed with MEPA for each amendment.

1.7 Format

The organization of this draft urban renewal plan is consistent with the requirements of Chapter 121B and the format detailed in 760 CMR 12.00, as promulgated by DHCD. Relevant sections and headings include reference numbers that correspond to particular portions of 760 CMR 12.00, beginning with 12.02 (1).

The SDRP does not include any specific projects that would require acquisition, redevelopment or disposition of property by the Stoughton Redevelopment Authority. As a result, this draft urban renewal plan is not currently eligible to be approved by DHCD as an urban renewal plan and does not include responses to the sections of 760 CMR 12.00 that relate to the requirements for specific projects. Should the SRA contemplate a project under MGL Chapter 121B, this draft urban renewal plan would be amended according to the procedures in *Section 7 Future Plan Changes*, and the requisite plans for financing, phasing, site improvements, and relocation would be prepared as part of that amendment prior to submission of the plan to DHCD.

1.8 Severability

Should any section, paragraph, or provision of the Plan be rendered unconstitutional, or invalid, such decision shall not affect the whole or any part thereof other than the part so decided to be unconstitutional or invalid.



STOUGHTON, MASSACHUSETTS, O.H. BAILEY & CO., NORMAN B. LEVENTHAL MAP CENTER, BOSTON PUBLIC LIBRARY, 1879.

2. CHARACTERISTICS OF THE AREA: 760 CMR 12.02 (1)

The Stoughton Redevelopment Authority (SRA) has jurisdiction over the SDRP Area described in this section. Within this area it has the authority to perform certain actions, described in Section 4.2 Plan Activities according to certain goals and objectives, as described in Section 4.1 Plan Goals and Objectives.

2.1 Description of the Plan Area

The Stoughton Downtown is a mixed-use town center which has seen significant decline in terms of commercial activity. The area has significant vacant and/or decaying buildings and lots, and redevelopment in the area is constrained by the amount of parking dedicated to the commuter rail station in the heart of the Downtown.

The plan area is shown in Figure 2.1 on the next page. The Town of Stoughton, Massachusetts had a population of 26,962 people at the 2010 Census. The town is approximately twenty miles south of Boston and is within Norfolk County.

The Stoughton Downtown is centered on the crossroads of Routes 138, 139, and 27. Route 138 is a major north-south connector and both Route 27 and Route 139 are significant east-west connectors. The congestion from the intersection of these routes is both a significant detriment

to the area and an opportunity to attract drivers to become customers in a revitalized Downtown.

The station for the commuter rail is located in the heart of Downtown. This station is the last stop on the Stoughton line; with the proposed South Coast Rail expansion, it would become a waypoint on a commuter rail line that would link Boston to New Bedford and Fall River.

The Downtown includes a mix of uses – residential, office, retail, other commercial, and industrial. Some of these uses are within old mill buildings that are on the western and southern edges of the area. The area is also the center of Town Government. Town Hall, the police station, and a fire station are within the boundary of the Downtown. The existing mix of uses and the presence of the rail station could factor into a probable redevelopment of the Downtown.

The SDRP Area slopes to the south and is not within a flood plain. The area is almost completely developed and/or improved. Due to both current and existing uses in the area and the age of the buildings, there is a high likelihood of environmental issues, such as oil spills and lead paint.

The area is in decline: some buildings are vacant and/or in need of significant repairs. An excessive amount of land is dedicated to parking and, in particular, to parking for the commuter rail, on land owned by the Massachusetts Department of Transportation.

REQUIRED MAPS

760 CMR 12.02(1) requires eleven maps. As this is not a complete urban renewal plan, only some of the required maps are provided as part of this draft document. The following table identifies the required maps and the status of those maps within this document. If the SRA chooses to move forward with a full urban renewal plan, this section would need to be amended to include the remaining maps.

760 CMR 12.02(1)	DESCRIPTION	STATUS
(a)	Boundaries of the project area and topography	Figure 2-1
(b)	Boundaries of areas proposed for clearance and areas proposed for rehabilitations	Not provided
(c)	Property lines and the footprint of buildings and parking areas on each lot, existing and proposed	Figure 2-3, existing only
(d)	Existing uses, including identification of land in mixed uses and land in public use, and the current zoning	Figures 2-4 and 2-5
(e)	Proposed land uses, other activities and zoning	Not provided
(f)	All thoroughfares, public rights of way and easements, existing and proposed	Figure 2-1, existing only
(g)	Parcels to be acquired	Not provided
(h)	Lots to be created for disposition	Not provided
(i)	Buildings to be demolished	Not provided
(j)	Buildings to be rehabilitated	Not provided
(k)	Buildings to be constructed	Not provided

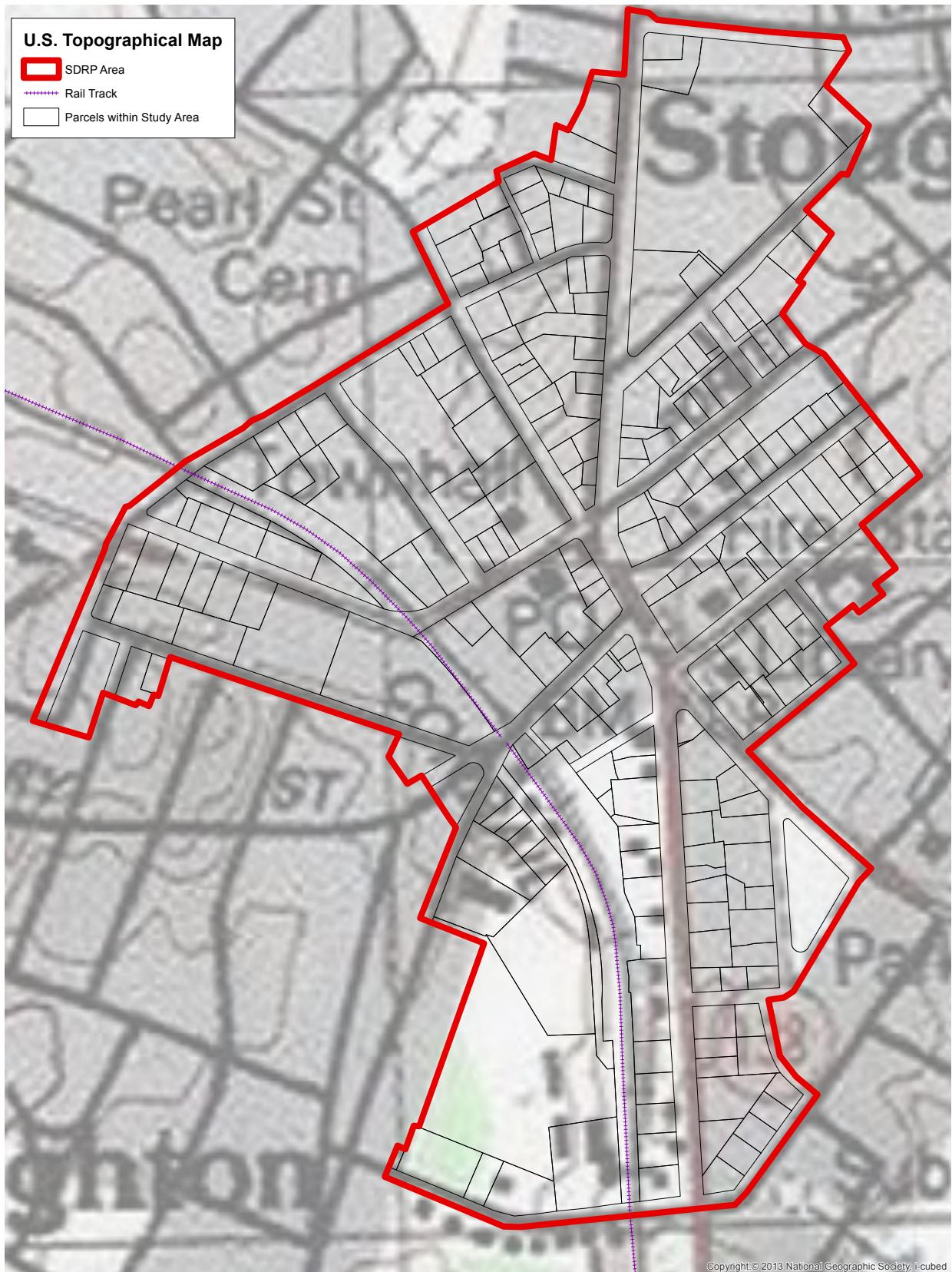
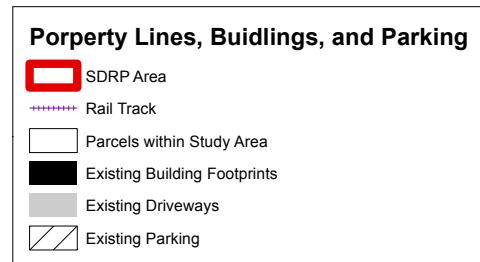


Figure 2-1/Map 12.02(1)a and f: The Stoughton Downtown Redevelopment Plan Area

054 267 0	054 103 0	054 368 0	055 069 0	054 298 0	054 376 0	054 413 0
055 058 0	054 266 0	054 229 0	054 411 0	054 261 0	054 265 0	054 246 0
054 247 0	054 231 0	054 383 0	053 099 0	054 294 0	054 176 0	054 167 0
054 281 0	054 379 0	054 173 7	054 381 0	054 228 0	054 173 14	054 173 17
053 106 0	054 377 0	054 401 0	054 227 0	054 370 0	053 113 0	055 049 0
054 099 0	053 100 0	054 218 0	053 109 0	053 114 0	053 104 0	054 173 1
054 289 0	054 389 0	054 263 0	054 262 0	054 385 0	054 264 0	054 181 0
054 216 0	055 052 0	054 223 0	054 173 9	054 173 12	054 173 10	055 169 0
054 114 0	054 102 0	054 369 0	053 108 0	053 119 0	054 242 0	054 224 0
053 118 0	054 363 0	054 117 0	054 304 0	054 400 0	054 397 0	054 396 0
054 290 0	054 166 0	054 173 3	053 110 0	054 398 0	054 238 0	054 362 0
054 311 0	054 306 0	055 061 0	054 279 0	054 285 0	054 254 0	054 243 0
054 173 6	054 393 0	054 253 0	054 178 0	054 180 0	054 222 0	054 407 0
054 408 0	054 410 0	054 214 0	054 215 0	054 259 0	054 422 0	054 173 5
054 439 0	054 172 0	054 375 1	054 270 0	054 250 0	054 173 2	054 173 4
054 315 0	054 375 2	053 098 0	054 109 0	054 177 0	053 102 0	053 101 0
054 412 0	054 236 0	055 182 0	054 251 0	055 059 0	054 100 0	053 116 0
053 117 0	054 173 11	054 375 3	054 244 0	054 245 0	054 213 0	054 269 0
054 112 0	054 283 0	055 063 0	055 228 0	054 113 0	054 116 0	054 105 0
054 409 0	054 101 0	054 168 0	054 169 0	054 170 0	054 171 0	054 388 0
054 404 0	054 405 0	054 268 0	054 288 0	054 163 0	053 112 0	053 105 0
053 111 0	054 255 0	054 226 0	054 321 0	054 330 0	054 233 0	054 260 0
055 051 0	054 301 0	054 302 0	054 303 0	053 115 0	055 181 0	054 406 0
054 310 0	054 179 0	054 300 0	054 382 0	054 380 0	054 173 8	054 322 0
054 173 16	054 395 0	054 312 0	054 239 0	054 235 0	054 386 1	054 234 0
054 284 0	054 286 0	054 232 0	054 282 0	055 062 0	054 280 0	054 219 0
054 220 0	054 399 0	055 056 0	055 055 0	054 240 0	054 324 0	054 325 0
054 323 0	053 097 0	055 057 0	055 068 0	054 115 0	054 164 0	054 182 0
055 060 0	054 173 13	054 394 0	054 106 0	054 173 15	054 378 0	054 387 0
054 364 0	053 107 0	053 103 0	054 256 0	054 257 0	054 104 0	054 258 0
054 230 0	054 292 0	054 293 0	054 173 18	054 252 0	054 107 0	054 384 0
054 328 0	054 329 0	054 440 0	054 291 0	054 165 0	055 050 0	054 365 0
054 366 0	054 367 0	054 225 0	054 078 0	054 079 0	054 087 0	054 098 0
055 048 0	054 390 0	054 111 0	054 374 0	054 059 0	054 327 0	054 110 0
054 309 0	054 320 0	054 237 0	054 241 0	054 371 0	054 372 0	054 373 0
054 313 0	055 054 0	054 308 0	054 307 0	054 305 0	054 361 0	054 402 0
054 403 0	054 287 0	054 175 0	054 217 0	054 326 0	054 221 0	055 166 0
055 167 0	055 168 0	054 314 0	054 248 0	054 386 2	054 108 0	054 299 0
055 053 0	054 392 0	054 249 0	054 391 0			

Figure 2-2: List of Parcels within the Stoughton Downtown Redevelopment Plan Area
by Assessors' map and lot number. The Town's GIS data is available on the Town Engineering Office's web page.



PROJECT BOUNDARY AND TOPOGRAPHY

Figure 2-1 shows the following required elements:

- Project boundary
- Topography

Figure 2-3 shows the following required elements:

- Property lines
- Building footprints
- Parking lot footprints
- Thoroughfares and rights-of-way

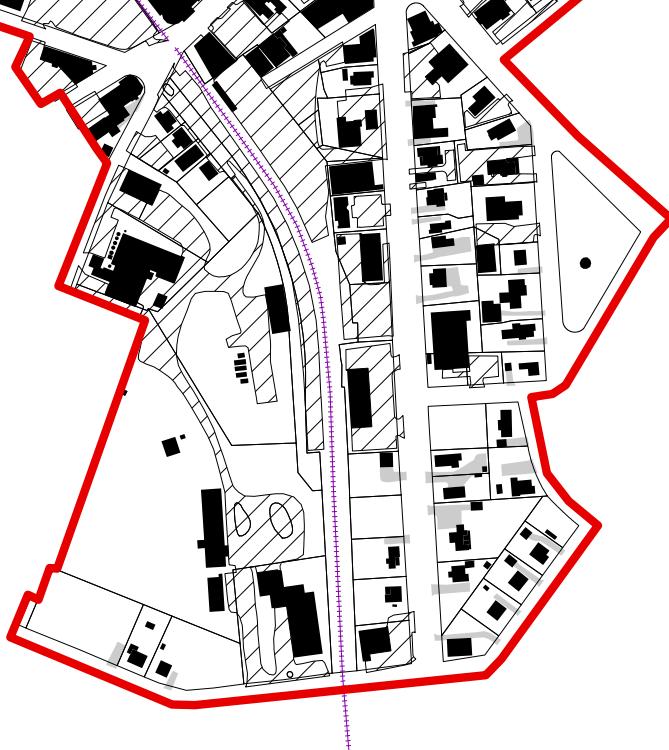


Figure 2-3/Map 12.02(1)c: Buildings, Parcels, and Parking within the Stoughton Downtown Redevelopment Plan Area

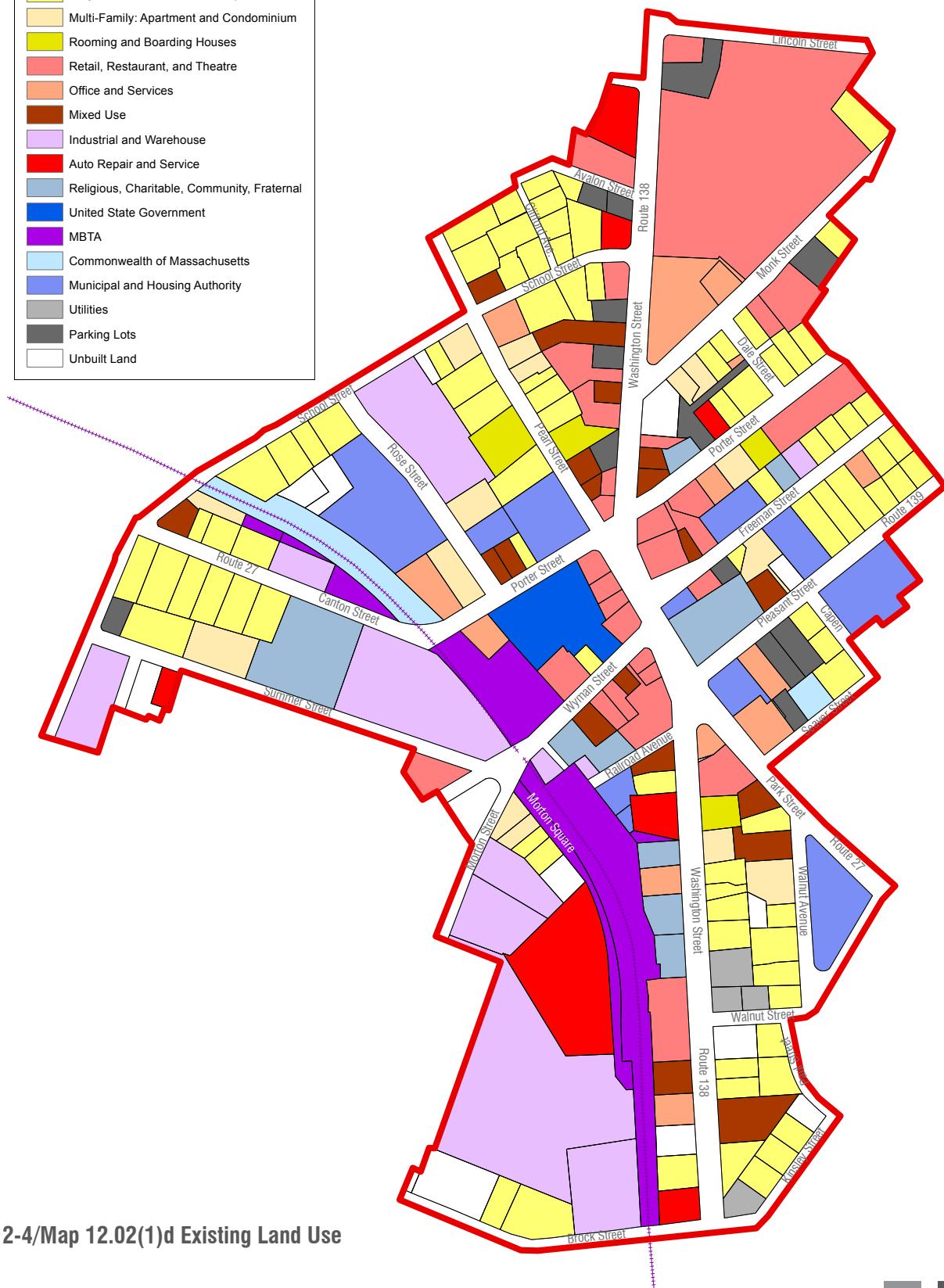


Figure 2-4/Map 12.02(1)d Existing Land Use

2.2 Existing and Proposed Land Uses

EXISTING LAND USES

The SDRP Area is a mixed-use area that includes residential, commercial, municipal, nonprofit, and industrial uses. The current land uses as tracked by the Board of Assessors's office is shown on Figure 2-4. The codes on the associated list are the Massachusetts state land use codes. These codes are grouped according to the categories shown in the legend. The eight most important categories for understanding the land uses in the SDRP Area are listed below:

- ORANGE – Office and other services
- PINK – Retail, restaurant, and theatre
- GREY – Parking
- WHITE – Undeveloped land
- DEEP PURPLE – MBTA
- BRIGHT BLUE – Municipal
- RED – Auto-oriented
- LIGHT PURPLE – Industrial

The SDRP Area is interesting from a land use perspective because it contains a mix of uses. Where a more suburban environment would segregate residential from other uses, and a more urban commercial area would be less likely to have the significant amount of industrial land, Stoughton's downtown provides both a challenge and an opportunity. The precedent for mixed-use development already exists in the SDRP Area both horizontally (differing uses that are adjacent to each other) and vertically (different uses in the same building). The challenge is to integrate new development with the existing uses while recognizing that not all of the existing uses are fully compatible with each other. For example, the residential uses on parcels 237, 238, 239, 240 abut industrial uses on parcel

241. Commercial uses are intertwined with residential on Monk, Porter, and Freemen Streets and to a lesser extent on Pleasant Street. In addition, some uses do not conform to current zoning regulations - parcels 6, 218, 235, 242, 253, and 263 may fall into this category.

Uses

Although the SCMUOD includes all uses that are allowable in the underlying districts, it has some specific prohibitions and special use provisions for ground floor uses not found in the other districts. These include the following, taken directly from the Town's zoning regulations:

- Ground floors of buildings fronting streets or public access ways shall be reserved for commercial uses except as specified below
- Dwelling units may be on the ground floor of buildings where
 - * The building is set behind another building which has commercial uses on the ground floor
 - * The residential portion of the first floor of a building is set behind street-front retail/office/restaurant uses within the same building
 - * At the discretion of the Planning Board if the residential use will not have an adverse effect on the continuity of other commercial street front uses
- Ground floor uses in Area B are limited to professional offices

The purpose of these ground floor use regulations, and of the specific prohibitions listed in Appendix B, are to encourage commercial uses at the ground floor, or pedestrian, level. Commercial uses on the ground floor create active spaces – pedestrians walk through and out of the front entrances, look in windows, and engage with each other as they walk through the downtown.

Not all of the uses allowable in the four underlying zoning districts may be appropriate for the SDRP Study Area, including the following:

- Town Cemetery
- Power plant and sewage treatment plant
- Municipal refuse transfer station
- Construction industry
- Open storage of raw materials

Most of the uses that are less appropriate for a downtown area that is oriented towards mixed-use residential, retail and office are those that are appropriate for industrial land, and a large portion of the SDRP Area is zoned for industrial use. Further discussion of existing land uses begins on page 50; but part of any proposed zoning change should be to review the current and allowable land uses to ensure consistency with the goals and strategies of the Redevelopment Plan.

Affordable Housing Requirements

The SCMUOD requires 20% of the units in a development of more than five dwelling units to be affordable to moderate income households. The definition of “moderate income” is defined by the United States Department of Housing and Urban Development (HUD) and is adopted by the Department of Housing and Community Development (DHCD) in the Commonwealth of Massachusetts. The affordable units must be part of a program that allows them to be counted towards the statutory requirement for Chapter 40B of the Massachusetts General Laws.

HUD defines a low income family as one whose income is less than 80 percent of the median family income and moderate income as “households whose incomes are between 81 percent and 95 percent of the median income for the area, as defined by HUD.” Median income is adjusted for family size. Stoughton is in the Boston-Cambridge-Quincy, MA-NH MSA (Metropolitan Statistical

Area). The Fiscal Year 2015 median income for this area, as defined by HUD, is \$98,500¹. The income for a low-income, two-person family would be \$55,800* and for a four-person family it would be \$69,700*. A moderate income household would have a household income between \$78,800 and \$93,575.

Of the 10,742 dwelling units in Stoughton counted during the 2010 Census, 1,535 were listed on the Subsidized Housing Inventory maintained by DHCD. This means that 11.2% of the housing stock qualifies as affordable**, above the State’s recommended goal of 10%.

The development of affordable housing is of critical importance in Massachusetts, and particularly in the Greater Boston metropolitan area. However, the requirement for a provision of 20% of units as affordable units may be difficult for a developer to meet given other conditions – for example, irregular parcel size – that are present in the SDRP Study Area. Restrictions, whether physical or regulatory, that increase the cost of development reduce the attractiveness of a particular site to a developer.

The other four zoning districts do not have requirements for affordable housing.

PROPOSED LAND USES

The draft urban renewal plan does not include either any planned clearance and rehabilitation projects at this time or the purchase or disposition of any parcels or buildings. Future projects may be added if the SRA decides to complete this draft urban renewal plan.

¹*FY2015 Section 8 Income Limits*, Department of Housing and Urban Development, www.huduser.org/datasets/il.html, accessed April 7, 2015.

^{**}*Chapter 40B Subsidized Housing Inventory (SGI)*, Department of Housing and Community Development, December 5, 2014.

2.3 Current and Proposed Zoning

CURRENT ZONING

The SDRP Area contains four zoning districts and one overlay district (which is divided into two parts) as shown on Figure 2-5:

- Residential Urban (RU)
- Central Business District (CBD)
- General Business (GB)
- Industrial (I)
- Stoughton Center Mixed-Use Overlay District (SCMUOD) A and B

While all of the SCMUOD is within the SDRP Area, not all of the parcels within the SDRP Area are within the SCMUOD. The SCMUOD regulations refer to the underlying zoning – for building coverage, for example – and thus it is important to be aware of the requirements of both the SCMUOD and the underlying zoning district. This can create some confusion for property and business owners, or future developers.

The uses and dimensional standards for all five zoning districts are provided in Appendix B of the *Existing Conditions Memorandum*. A few differences among the dimensional standards, uses, and other zoning regulations that may affect redevelopment within the SCMUOD are noted here.

Dimensional Standards

Understanding the variation in dimensional standards is important because building height, setbacks from property lines, and lot coverage requirements affect the density of the area and thus what can and cannot be developed on a lot.

- **MAXIMUM HEIGHT** – The height requirements are consistent at a maximum height of 40 feet for all but the RU District, which has a slightly lower maximum of 35 feet.
- **MINIMUM LOT AREA** – The SCMUOD controls the lot area in most of the district with a minimum of 10,000 square feet in Area A and 7,000 square feet in Area B.
 - * New development under these standards would increase density in the I and RU Districts, which currently have minimum lot areas of 80,000 square feet and 35,000 square feet, respectively. (RU has a lower minimum of 25,000 Square feet for single-family homes only).
 - * The GB District is consistent with the SCMUOD “A” minimum of 10,000 square feet.
 - * The CBD district only requires 2,500 square feet; more than one parcel would need to be assembled to allow new development under the requirements of the SCMUOD.
- **MAXIMUM BUILDING COVERAGE AND MINIMUM OPEN SPACE** – The building coverage and open space requirements are discussed in detail in *Section 2. Evidence of Decadent Conditions*. The limits of the underlying zone apply; the SCMUOD does not have a separate requirement that would replace the standards of the underlying zoning. The implications for future development include whether these underlying requirements work with the SCMUOD restrictions on setbacks to allow for new development with sufficient on-site parking, especially given the odd lot sizes and shapes found throughout the SDRP Area.
- **MINIMUM YARDS** – The setbacks from front, side, and rear lot lines vary within the SCMUOD depending on the underlying district and the proximity of the lot to residential zoning districts or uses. The intent is to protect residential uses from adjacent uses that may not be fully compatible; however, this requirement should be reviewed with respect to plans to introduce mixed-use residential and to develop better curb appeal and

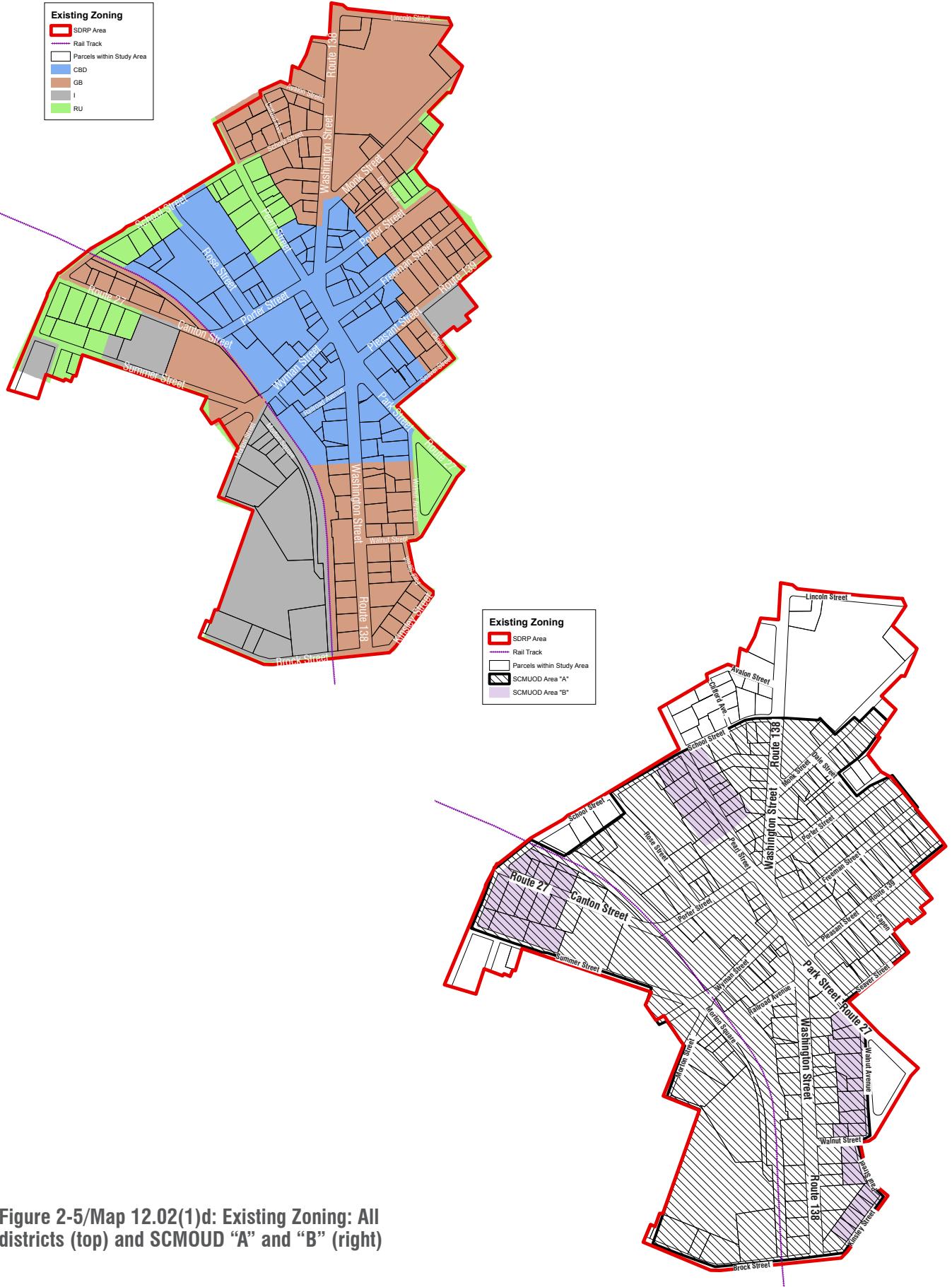


Figure 2-5/Map 12.02(1)d: Existing Zoning: All districts (top) and SCMOUD "A" and "B" (right)

convivial space for a higher urban residential density throughout the SDRP Study Area.

Off-Street Parking

Off-street parking requirements include the ability to combine parking for two or more buildings and uses on a single lot or to locate spaces on a separate lot as long as the lot is within 200 feet of the use. The SCMUOD allows shared parking among uses with different use times and a distance of 500 feet between parking and use; the distance must be measured using pedestrian crossings.

The number of parking spaces required varies by use and zoning district. All four of the underlying zoning districts require the following:

USE	SPACES
Single-family and Two-family	3 per dwelling unit
Multifamily	
Single Bedroom Unit	2
Two Bedroom Unit	3
Three Bedrooms or More	4
Lodging House	1 per unit
Theatre, restaurant, church, or similar	1 per each 3 seats

The SCMUOD takes into account the commuter rail stop in the Downtown and reduces the parking requirement for one bedroom and studio units to one space per dwelling unit and for two or more bedrooms to 1.5 spaces per dwelling unit. Both require an additional space per ten units for guest parking.

The CBD Zone does not require off-street parking for commercial uses but the other districts do and the SCMUOD refers to the underlying district to determine how much parking should be provided. In general, retail and

services require one parking space per 300 gross square feet.

Design Review/Design Criteria

The current regulatory requirements include design review and design guidelines for the SCMUOD only.

The Planning Board is responsible for design review of applications for site plan approval within the SCMUOD. The procedures for site plan approval must be followed, with the additional set of design review standards that are used to guide the Planning Board's review. These standards are grouped as follows:

- Scale
- Entrances
- Architectural Details – Existing Historic Buildings
- External Materials and Appearance
- Roof Form
- Signs
- Service Areas, Utilities and Equipment
- Parking Structures
- Sustainable Building Design
- Sustainable Site Design

PROPOSED ZONING

The Town of Stoughton is undergoing a review of its entire zoning regulations. This review is expected to end in 2016. As part of the overall goal of revitalizing the SDRP Area, the SRA will work with the Planning Board to review the existing zoning and make recommendations for changes based on the recommended goals and strategies in this plan and the Stoughton Master Plan, including modifications to the existing zoning and to the guidelines for design review.

2.4 Other Regulatory Requirements

HISTORIC COMMISSION

The Stoughton Square Area is listed as an historic district on the Massachusetts Cultural Resources Information System (MACRIS) database, and there are a number of historic buildings within the SDRP Area (see page 60 of the *Existing Conditions Memorandum*).

Under the Town's Site Plan Approval procedure, a written determination by the Historical Commission that a building or structure is not historically significant is required for any project that includes the demolition of an existing structure (*Section 3 Site Plan Approval Procedure*).

CONSERVATION COMMISSION

The Conservation Commission has jurisdiction over Flood Hazard, Wetland, and Watershed Districts in Stoughton. There are no water bodies or wetlands within the SDRP Area, and no flood hazard zones. Although the SDRP Area is in the Boston Harbor Watershed Area, it does not contain Aquifer Recharge Areas or Zones of Contribution to public water supplies.¹ The Conservation Commission would not be expected to have jurisdiction over redevelopment projects in the SDRP Area.



STOUGHTON, MASSACHUSETTS, O.H. BAILEY & CO., NORMAN B. LEVENTHAL MAP CENTER, BOSTON PUBLIC LIBRARY, 1890.

3. ELIGIBILITY:

760 CMR 12.02 (2)

*The eligibility of the SDRP Area as a redevelopment area is based on its conformance to the objectives of the Stoughton Master Plan and its status as a **Decadent Area** under the definition provided by Chapter 121B. This section repeats the information on those aspects of blighted conditions that most relate to likely strategies for the SRA and summarizes the other series of analyses provided in the Existing Conditions Memorandum, April 2015.*

3.1 Determination of Conditions: Decadent Area

The Stoughton Redevelopment Authority (SRA) and the Department of Housing and Community Development (DHCD) must find that the Stoughton Downtown Redevelopment Area is a **Decadent Area** before the SRA is authorized to undertake the actions defined in this plan.

A Decadent Area is defined by Chapter 121B, Section 1 as:

...an area which is detrimental to safety, health, morals, welfare or sound growth of a community because of the existence of buildings which are out of repair, physically deteriorated, unfit for human habitation, or obsolete, or in need of major maintenance or repair, or because much

of the real estate in recent years has been sold or taken for nonpayment of taxes or upon foreclosure of mortgages, or because buildings have been torn down and not replaced and under existing conditions it is improbable that the buildings will be replaced, or because of a substantial change in business or economic conditions, or because of inadequate light, air, or open space, or because of excessive land coverage or because diversity of ownership, irregular lot sizes or obsolete street patterns make it improbable that the area will be redeveloped by the ordinary operations of private enterprise, or by reason of any combination of the foregoing conditions.

The planning process that supported this draft urban renewal plan examined the existing conditions of a Study Area that include both the core Town Center and a wider context that of industrial, neighborhood, and commercial land uses. This analysis is the basis of the *Existing Conditions Memorandum*, April 2015, prepared by The Cecil Group, Inc.

This section calls out four sets of conditions that are most relevant to the strategies the SRA is likely to undertake. These conditions are land coverage, parcelization, ownership, and infrastructure. A detailed analysis of all conditions examined as part of the study is presented in *Section 2: Evidence of Decadent Conditions* in the *Existing Conditions Memorandum*. Note that the numbers on each parcel on the following maps refer to *Appendix F Building Inventory* of the *Existing Conditions Memorandum*. This inventory contains detailed information about each building and parcel in the SDRP Study Area.

STOUGHTON	MGL CHAPTER 121B REQUIREMENTS	SUMMARY OF CONDITIONS
	Existence of buildings which are out of repair, physically deteriorated, unfit for human habitation, or obsolete, or in need of major maintenance or repair	Some buildings have significant levels of disrepair. Most of the building stock is pre-1978, and the presence of lead paint or other environmental contaminants is likely. (See <i>Section 2: Evidence of Decadent Conditions</i> in the <i>Existing Conditions Memorandum</i> .)
	Much of the real estate in recent years has been sold or taken for nonpayment of taxes or foreclosure of mortgages	
	Buildings have been torn down and not replaced and under existing conditions it is improbable that the buildings will be replaced	
	A substantial change in business or economic conditions	
	Inadequate light, air, or open space	
	Excessive land coverage	Land dedicated to parking (both public and private) is excessive with respect to current zoning regulations and impedes the redevelopment of the area (Figures 3-1 and 3-2).
	Diversity of ownership, irregular lot sizes, or obsolete street patterns make it improbable that the area will be redeveloped by the ordinary operations of private enterprise	The locations of Routes 138, 139, and 27 in relation to each other and to the rail right-of-way created irregular blocks and irregular parcel sizes which are difficult to redevelop (Figure 3-3). There are lots of significant size relative to parcels in the area that do not have frontage on a public way (Figure 3-4). Many parcels are smaller than the underlying zoning allows (Figure 3-5 through 3-9). Most of the parcels are owned individually and a significant amount of land is owned by public agencies. (Figure 3-10).
	Other conditions which are detrimental to the health, safety, morals, welfare and sound growth of the area	MassDEP (Massachusetts Department of Environmental Protection) has identified several sites that have had chemical spills/releases in the past. Public street infrastructure is in poor condition and does not comply with the requirements of the Architectural Access Board. Underground public infrastructure (water, sewer, and drainage) is in poor condition. (See <i>Section 2: Evidence of Decadent Conditions</i> in the <i>Existing Conditions Memorandum</i> .)

LAND COVERAGE

Although the definition of a Decadent Area identifies excessive land coverage as a contributing factor to the determination of an area as a Decadent Area, land coverage by itself does not necessarily indicate that the private market would have difficulty in redeveloping the area without public assistance. An urban area may have lots or even blocks with 100% lot coverage.

The analysis to support or rule out a finding of a Decadent Area evaluates the land coverage in Stoughton based on both the current physical conditions and the regulatory environment. The current physical conditions are shown in Figure 7, which is based on the GIS data provided by the Town of Stoughton. This figure shows the extent of lot coverage in the SDRP Study Area.

Two elements contribute to lot coverage – buildings and impervious surfaces (paved surfaces). Impervious surfaces are subdivided by the Town's GIS into parking and driveways. Roadways are also paved, but have been excluded from these calculations so as to focus on the total area of the parcels within the SDRP.

A significant amount of lot coverage exists in the SDRP Study Area, as shown in the table below:

	ACRES	% OF SDRP STUDY AREA
SDRP Study Area	78.43	
Building Footprints	18.47	24%
Driveways	3.67	5%
Parking Areas	26.68	34%
Total Land Coverage of Parcels*	48.83	62%

* The difference between the SDRP Study Area and Total Land Coverage of Parcels includes the public rights-of-way and land that is not covered by buildings or paving (lawn, open space, gardens, etc.).

By themselves, these numbers are not useful. The next step is to compare the numbers to the Town's current zoning requirements for lot coverage. There are four zoning districts: Residential Urban (RU), Central Business District (CBD), General Business (GB), and Industrial (I). (The Stoughton Center Mixed-Use Overlay District (SC-MUOD) which covers most of the SDRP Study Area, re-

fers to the building coverage of the underlying zoning district.) The Town's zoning identifies the maximum building coverage and minimum open space requirements; from those two it is possible to calculate the maximum paved surface and maximum lot coverage.

	PER TABLE OF DIMENSIONAL AND DENSITY REGULATIONS	CALCULATED MAXIMUMS		
DISTRICT	A MAXIMUM BUILDING COVERAGE	B MINIMUM OPEN SPACE	C PAVED SURFACE 100% - (A+B)	D LOT COVERAGE A+C
RU	30%	50%	20%	50%
CBD	90%	0%	10%	100%
GB	70%	10%	20%	90%
I	50%	25%	25%	75%

If the regulations have been enforced, the existing lot coverage in each district should not exceed the maximum lot coverage for that district. Figure 8 and the table below compare these two:

DISTRICT	MAXIMUM LOT COVERAGE	ACTUAL LOT COVERAGE	OVER/ (UNDER)
RU	50%	38%	(12%)
CBD	100%	86%	(14%)
GB	90%	65%	(25%)
I	75%	42%	(33%)

Within each zoning district, the total lot coverage is lower than the total percentage allowed by zoning for that district. By this calculation, the SDRP Study Area does not appear to have excessive land coverage and would not qualify as a Decadent Area under the statutory definition.

However, there is another layer of analysis that should be considered. Figure 7 shows a clear differentiation between the amount of land dedicated to buildings versus the amount of land dedicated to parking and driveways. The tables on the next page compare the maximum building coverage under the Town's zoning regulations to existing conditions.

Decadent Conditions: Lot Coverage

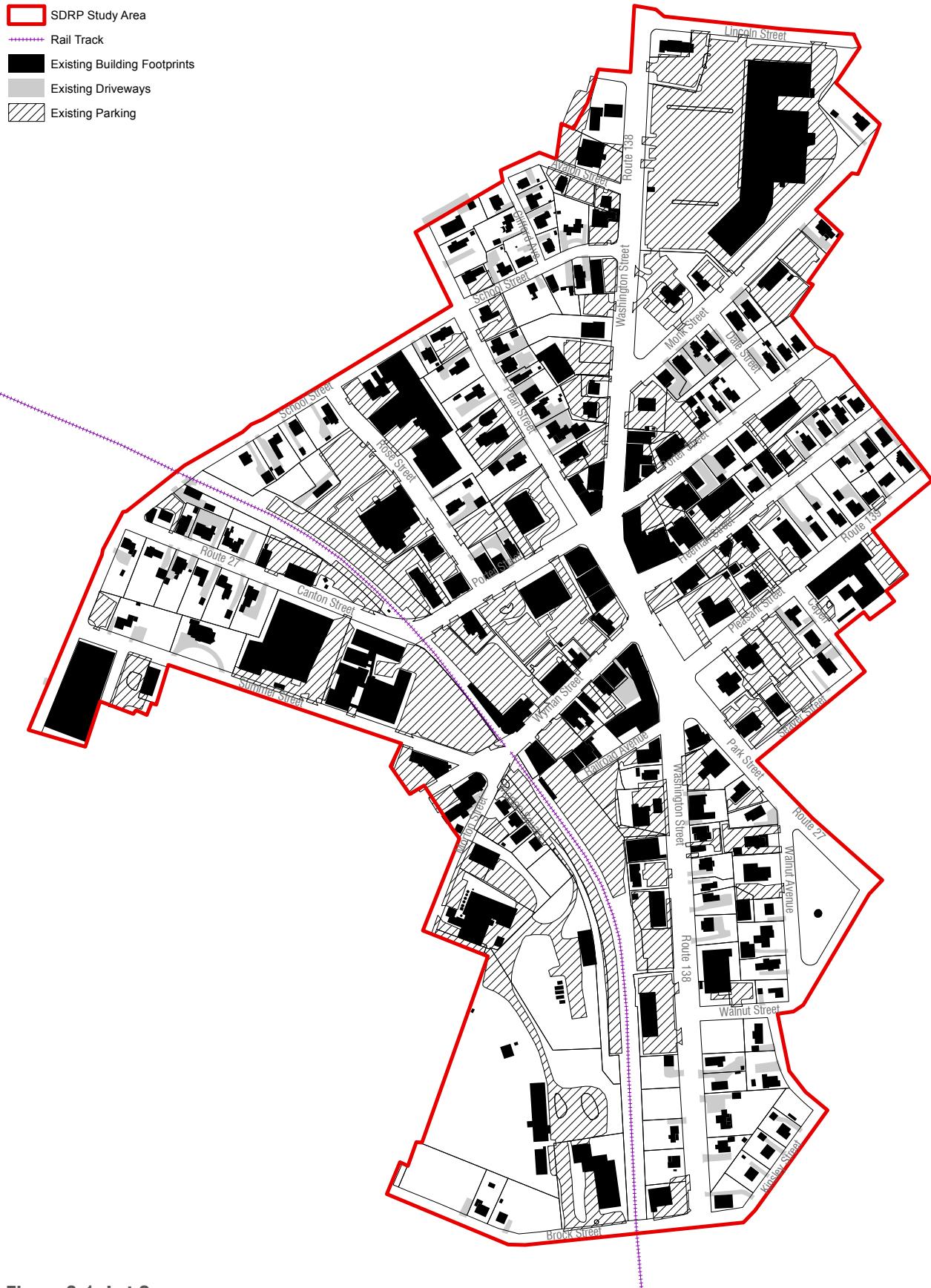


Figure 3-1: Lot Coverage

DISTRICT	MAXIMUM BUILDING COVERAGE	ACTUAL BUILDING COVERAGE	OVER/ (UNDER) BUILT
RU	30%	16%	(14%)
CBD	90%	35%	(55%)
GB	70%	22%	(48%)
I	50%	18%	(32%)

In all four zoning districts, the parcels are underbuilt in comparison to the allowable building coverage for each district.

The table below compares the maximum allowable paved surfaces with the existing amount of paved surfaces in the SDRP.

DISTRICT	MAXIMUM PAVED SURFACE	ACTUAL PAVED SURFACE	OVER/ (UNDER) PAVED
RU	20%	22%	2%
CBD	10%	52%	42%
GB	20%	43%	23%
I	25%	24%	-1%

Two zoning districts – CBD and GB – are significantly over paved relative to the allowable amount of coverage allowed by the Town's zoning. These two districts are the primary commercial zones of the SDRP and the amount of paved land decreases the amount of land that is available for new development.

The Town, the state, and the federal government collectively own about four acres of paved land within the SDRP Study Area:

- 2.4 acres are used for commuter parking (2.1 acres owned by the MBTA and just under a quarter-acre by the Town).
- The U.S. Post Office owns about 1.38 acres, of which roughly a quarter-acre is the post office itself.
- The Town also owns an additional acre of land which is divided into a separate parking lot for the Town Hall a municipal lot next to the Police Station, and a public lot on Freeman Street.

Another four acres is parking for the former Shaw's Plaza shopping area (recently renamed Town Center) to the north of the SDRP Study Area. The remainder is divided among various landowners.

A review of parking requirements within the Town's zoning bylaw shows a high requirement for parking – three spaces per single-family or two-family dwelling unit, one space per dwelling unit in a lodging house, and in a multifamily building, two spaces per one-bedroom unit, three spaces per two-bedroom unit and four spaces per unit with three or more bedrooms. These parking requirements are very high as shown in the Table below.

USE	STOUGHTON ZONING	RECOMMENDED ¹
Single-family and Two-family	3 per dwelling unit	2 per dwelling unit
Multifamily		
Single Bedroom Unit	2	1.5
Two Bedroom Unit	3	2
Three Bedrooms or More	4	2

Residents who use the commuter rail to travel to their jobs will still need cars, but developments for multi-family and mixed residential/commercial uses near public transit tend to need fewer parking spaces per dwelling unit than the amounts under "Recommended" in the table above.

While parking is needed to support retail, office, residential and transit uses, **the amount of land dedicated to parking and driveways (about 30 acres) is excessive with respect to both the amount of land dedicated to buildings (about 18.5 acres) and the amount of land coverage allowed by the zoning regulations. For this reason, the SDRP Study Area qualifies as a Decadent Area under the statutory definition.**

¹*Planning and Urban Design Standards*, American Planning Association, John Wiley & sons, Inc. (2006) 246.

Decadent Conditions: Lot Coverage Calculations

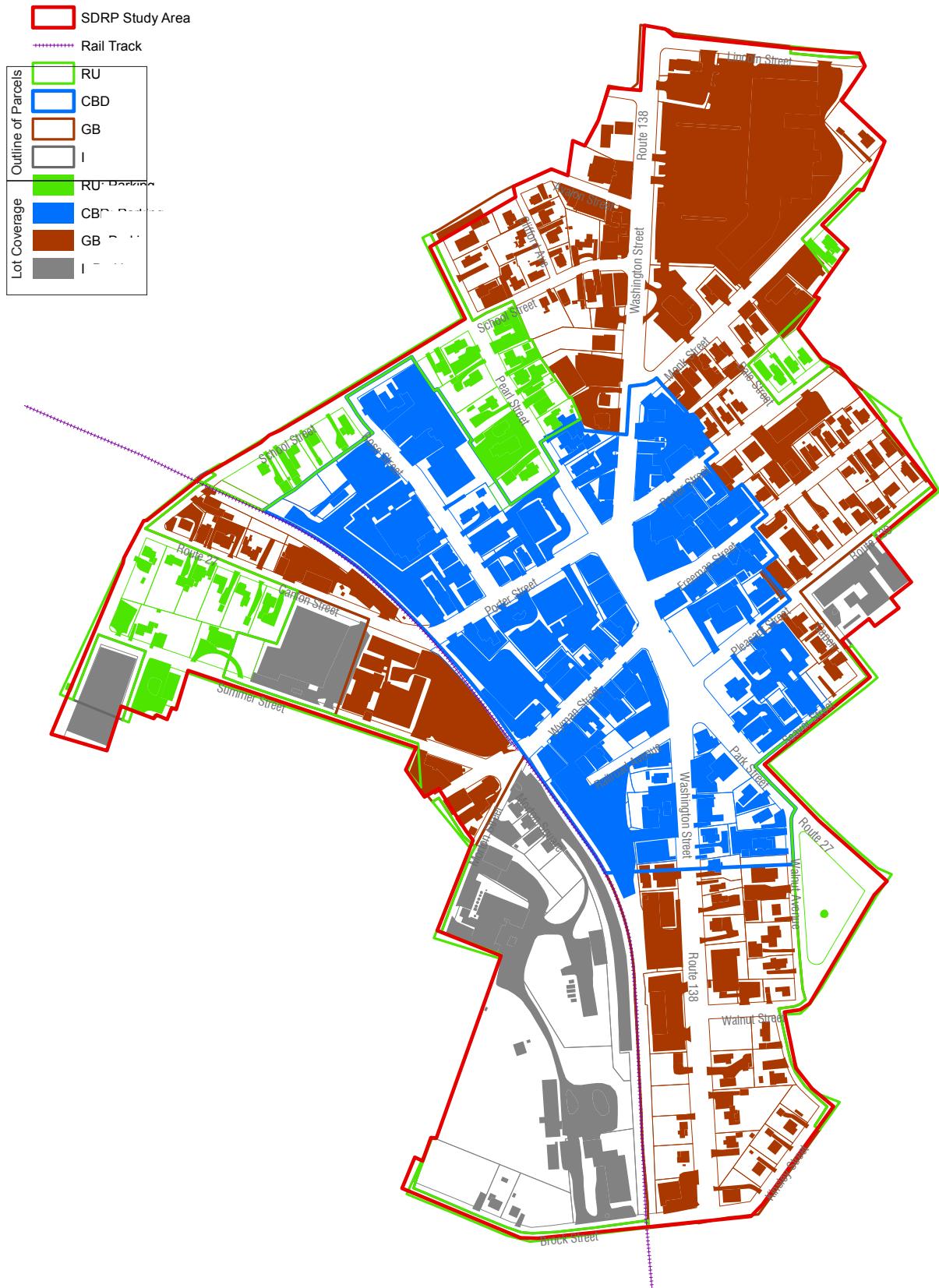


Figure 3-2: Basis for Lot Coverage Calculations

PARCELIZATION

Another condition that must be met before defining an area as either a blighted open area or a Decadent Area is whether the subdivision of land into parcels is faulty, irregular or obsolete. There are several ways to consider whether the subdivisions of land is faulty or irregular:

- Are the parcels in a regular shape that is easily developable?
- Do all of the parcels front onto a public way?
- Are the parcels large enough to be easily developed or redeveloped in ways that are appropriate to the area?

Irregular Shape

An examination of Figure 9 shows a number of irregularly shaped parcels. Although an irregular parcel may be built upon, the arrangement of structure(s) and related parking tends to be inefficient. For example, the triangular lots, such as 24, 132, 110, 197, 223, and 243 must consider how to address each street and how to incorporate parking. The building on 197 faces the square with parking behind; the building on 24 is L-shaped; the building on 110 does not have its own parking.

The block sizes and shapes are also irregular in nature and are a result of the configuration of Routes 27, 138 and 139 and the footprint of the rail line and associated rights-of-way.

Frontage

Figure 10 shows parcels which do not have frontage on a public way. Parcels 81, 82, 53, and 54 front onto a parking lot, not a public way. 53 and 54 have common ownership with the parking lot; 81 and 82 do not. Parcels 192, 231, 232, and 235 are only accessible from adjacent properties; they do not have frontage on a public way. Lots 233 and 234 have access to the street and provide access

to other parcels but also include the rail right-of-way and track. Parcels 6 and 217 have minimal access to a public way, but not frontage. The lack of frontage means that the parcels cannot be developed in their present configuration under the Subdivision Control Act; they would have to be assembled with parcels that do have access on a public way. Parcels 6 and 235 are among the ten parcels in the SDRP Study Area that are over an acre in size.

Size

Several parcels are unbuildable due to their size, including 1, 184, 196, 217, and 270. Some of these are paved and used as parking for uses on adjacent lots.

The minimum lot sizes in the SCMUOD are 10,000 square feet in Area A and 7,000 square feet in Area B. For those parcels within the SDRP Study Area that fall outside the SCMUOD, the CBD district allows parcels with a minimum size of 2,500 square feet; the GB district allows parcels of 10,000 square feet; and the I district has a minimum lot size of 80,000 square feet. The minimum lot size for RU depends on the use and ranges from 25,000 square feet (single-family dwelling) to 35,000 square feet (any other use). Some of the parcels within the SDRP Study Area are non-conforming under existing zoning. These parcels identified in white on Figures 11-15 do not meet the minimum requirements for the zoning districts listed on each figure.

The presence of parcels and blocks of an irregular shape, a lack of frontage, and smaller sizes of the parcels relative to the minimum lot sizes required by zoning contribute to defining the SDRP Study Area as a Decadent Area.

Decadent Conditions: Irregular Parcels

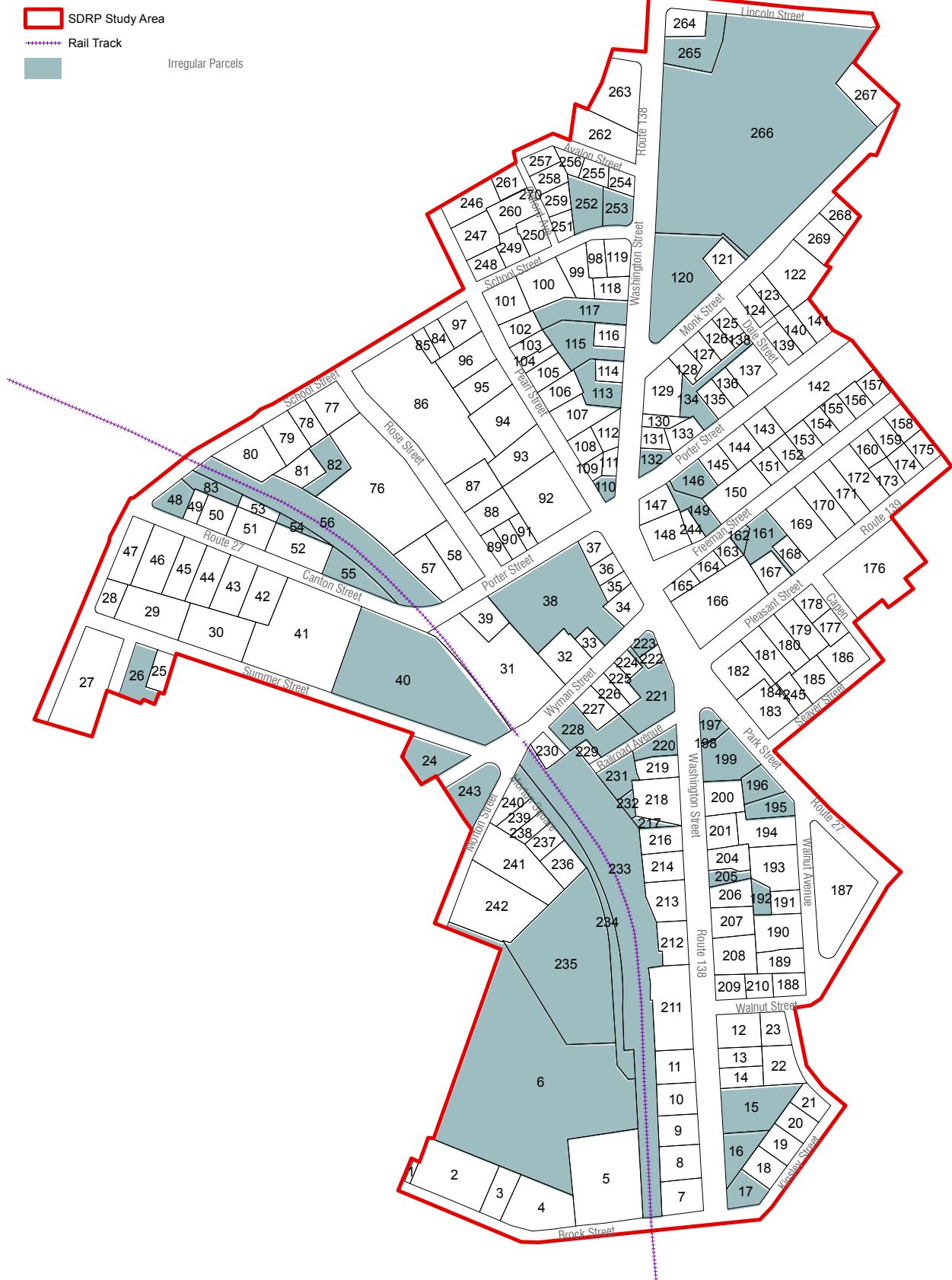


Figure 3-3: Irregular Parcels

Decadent Conditions: Lots without Frontage

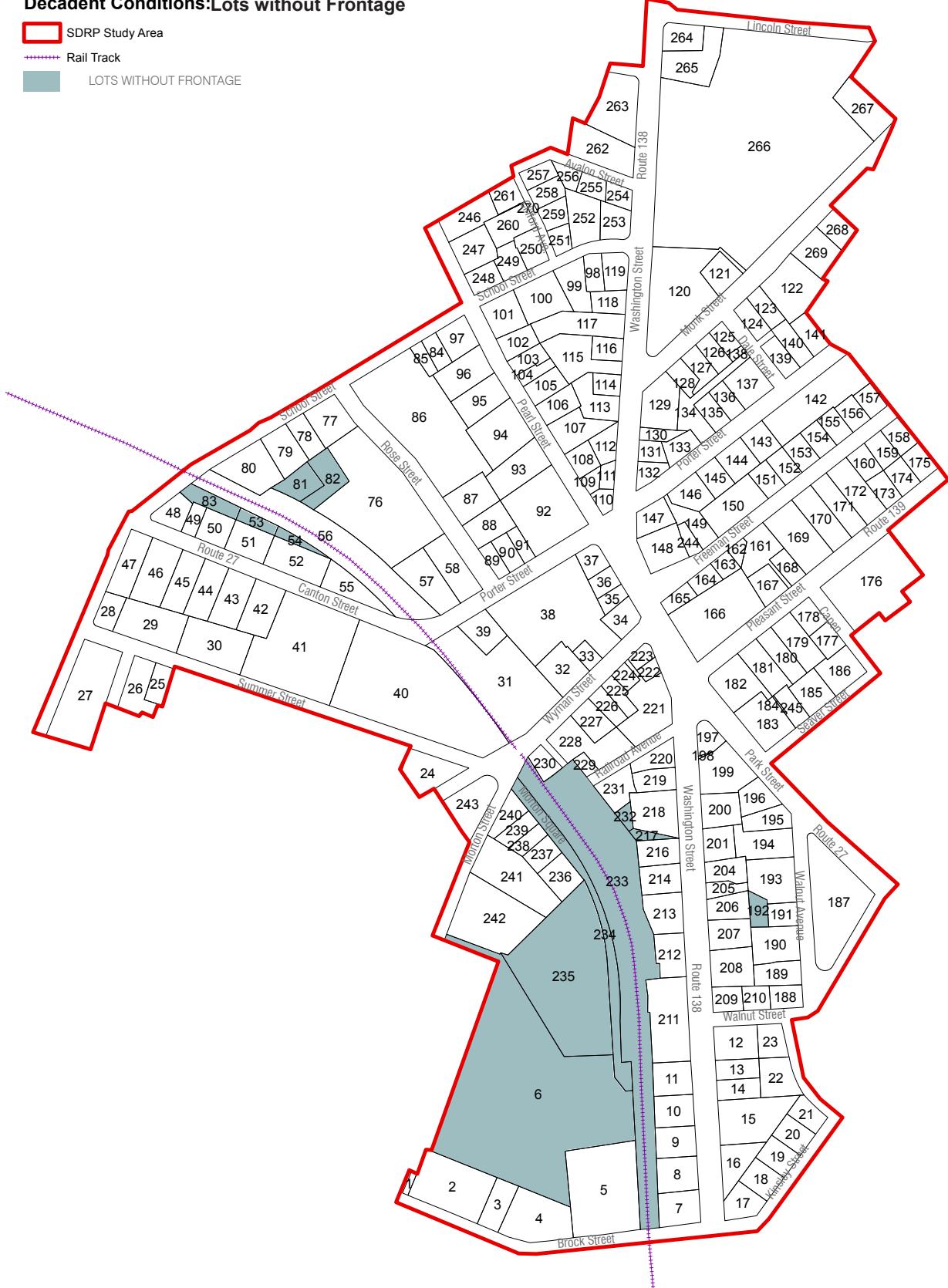


Figure 3-4: Lots without Frontage

Decadent Conditions: Parcel Size

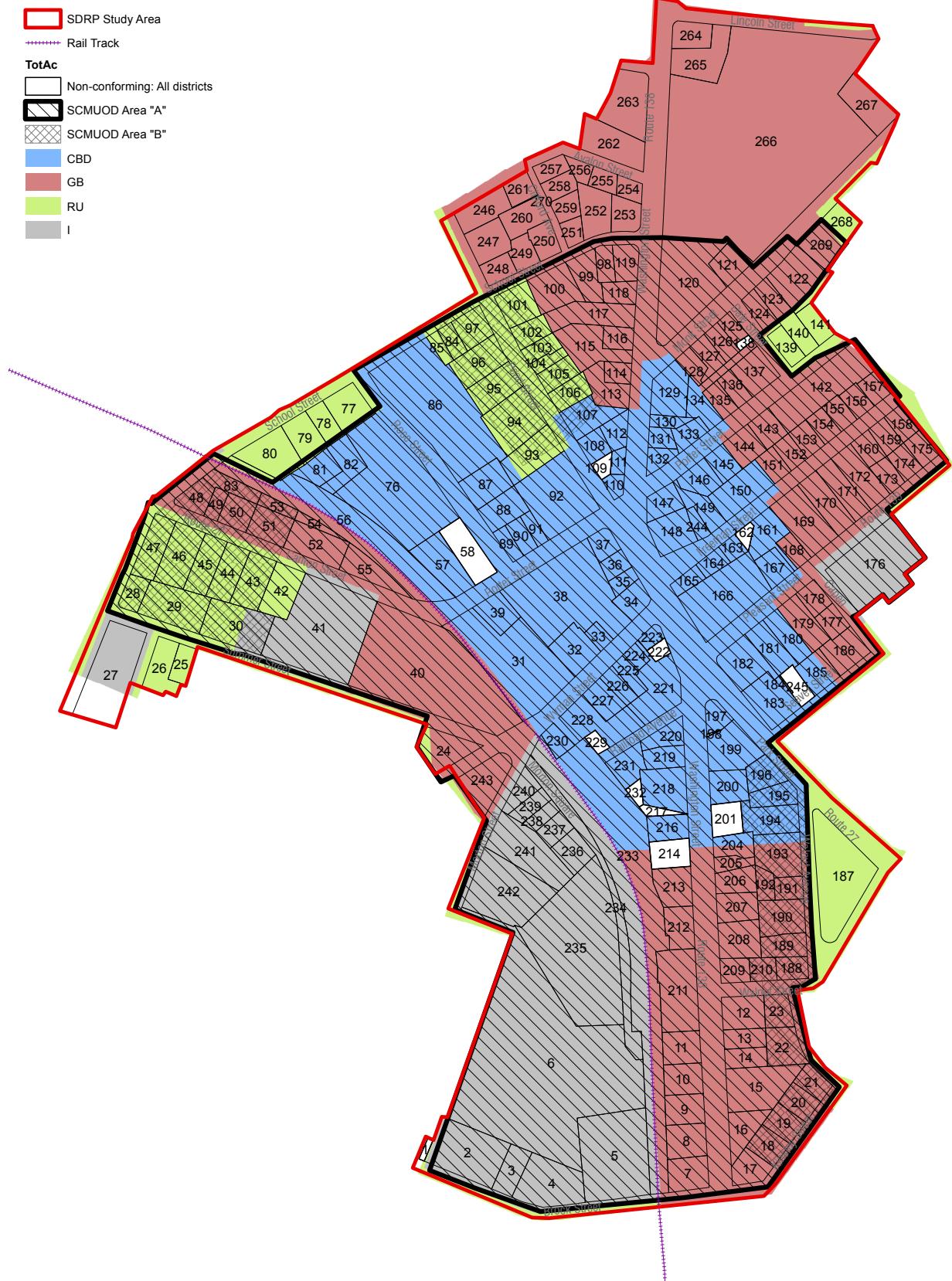


Figure 3-5: Non-conforming Lots in all Districts: Under 2,500 Square Feet

Decadent Conditions: Parcel Size

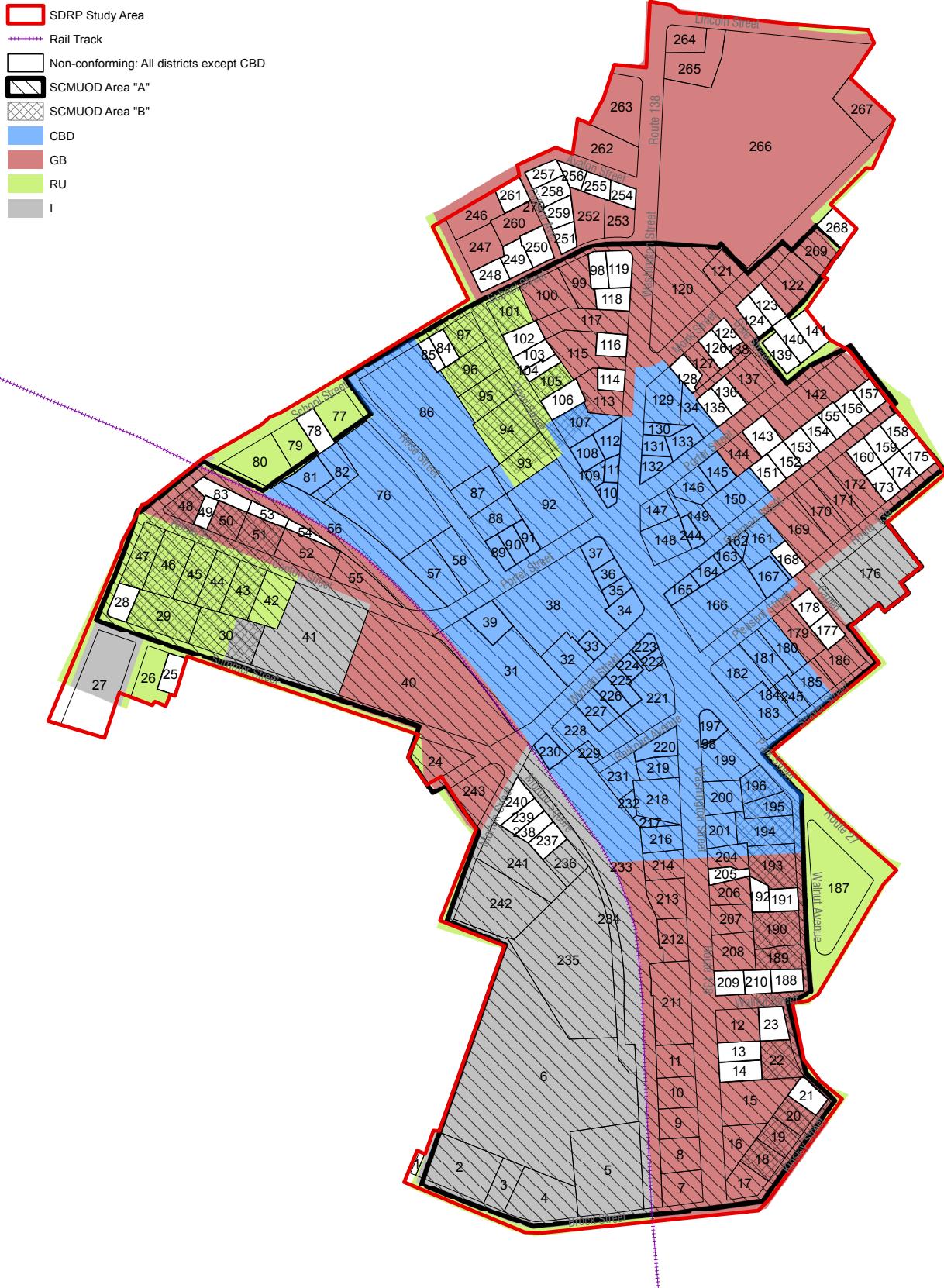


Figure 3-6: Non-conforming Lots in SCMUOD A and B and the RU, GB, and I Districts: Under 7,000 Square Feet

Decadent Conditions: Parcel Size

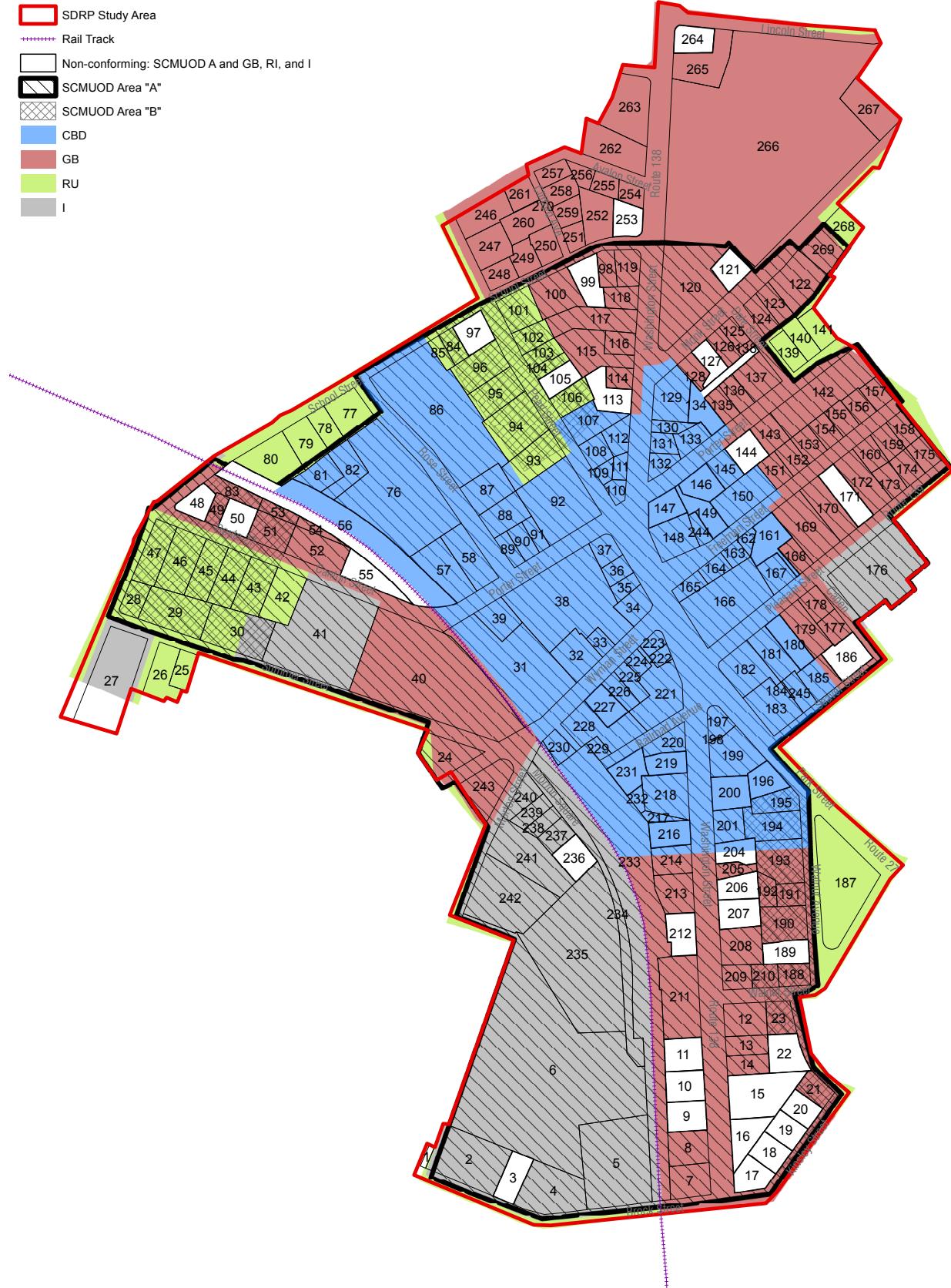
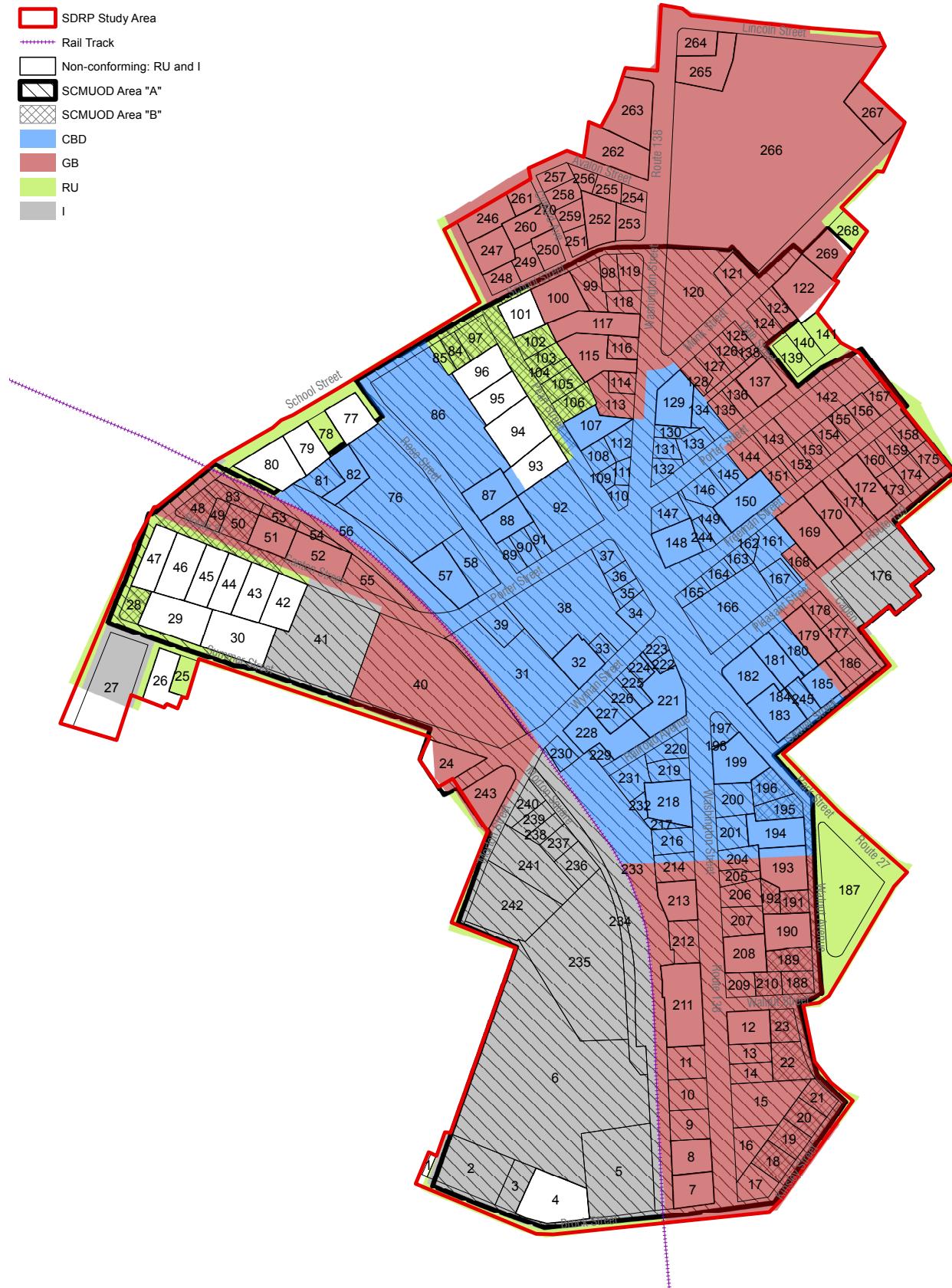


Figure 3-7: Non-conforming Lots in SCMUOD A and the RU, GB, and I Districts: Under 10,000 Square Feet

Decadent Conditions: Parcel Size



Decadent Conditions: Parcel Size

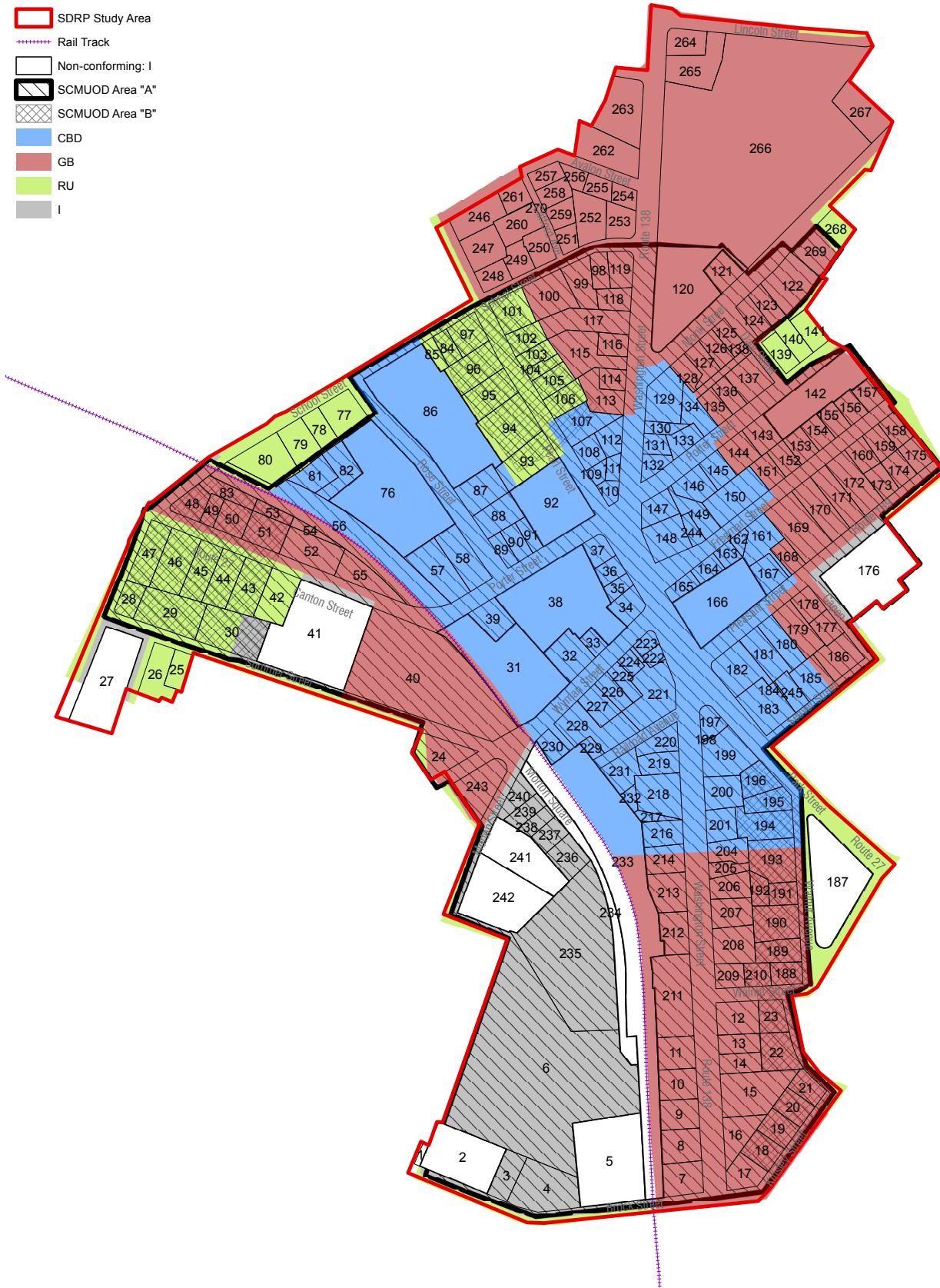


Figure 3-9: Non-conforming Lots in the I District: Under 80,000 Square Feet

OWNERSHIP

Diversity of ownership is the final criterion in the land use evaluation of this report used for determination of whether the SDRP Study Area is a Decadent Area.

In the SDRP Study Area, a number of parcels are owned in common ownership. Figure 16 to the right is based on information from the database maintained by the Assessor's Office of the Town of Stoughton. Some of the parcels are held in trust; but have similarities in the names of the owners and/or trustees. Some of the parcels may have changed in ownership since this data was collected.

The purpose of Figure 16 is to provide a sense of where ownership clusters are located. The majority of the parcels within the SDRP Study Area are held in individual ownership; that is, the owner(s) of one parcel do not appear to own another parcel. Some parcels are in common ownership for the purposes of providing parking on one parcel for a use on the adjacent parcel. Parcels 212 and 213, parcels 133, 134 and 135, and parcels 115 and 116 are examples of this.

In some cases, the clusters of land are fully built out or are unlikely to change in the near term – Town Hall, the Stoughton Housing Authority, the various cultural and fraternal clubs, and NYNEX are under such ownership. Other parcels, such as 5, 6, 235, 241, 242 and the commuter parking owned by the MBTA may shift in ownership and land use as conditions in the SDRP Study Area change. For example, the proposed South Coast Rail expansion may create a demand for certain types of transit-oriented development; in turn, this demand may be an incentive for property owners to explore other uses and densities on their properties. This proposed expansion may also reduce the number of commuter parking spaces required for the Stoughton stop as additional stations will be added to the south; existing parking areas may be consolidated and some of that land may be available for new development.

However, the present diversity of ownership makes effective redevelopment more difficult – such a condition is a component of a Decadent Area.

Decadent Conditions: Ownership

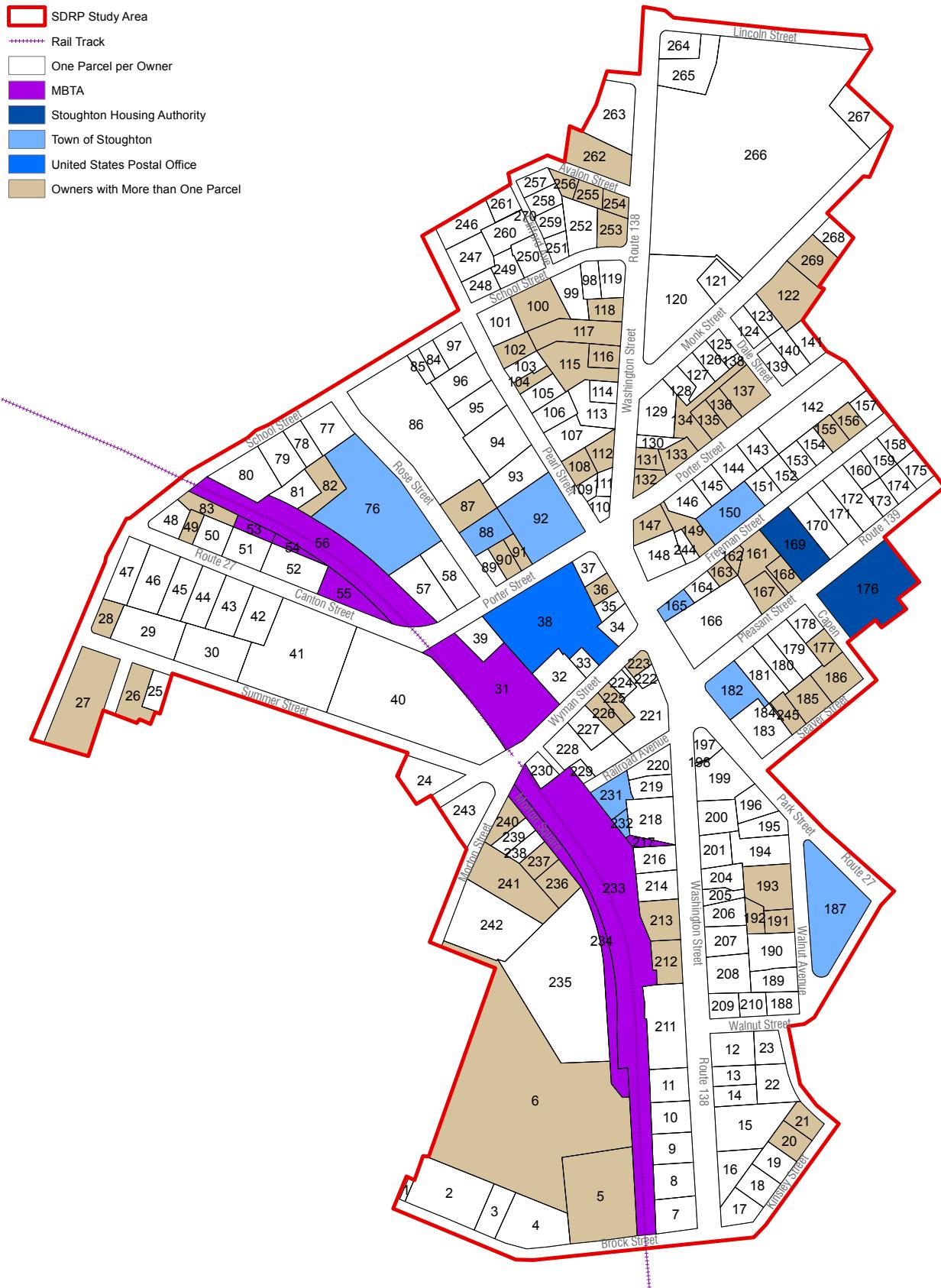


Figure 3-10: Clusters of Ownership

Infrastructure

Infrastructure conditions in the SDRP Study Area vary significantly between surficial components (pavement, curbing, sidewalks, etc.) and underground components (water, sewer, drainage, gas). Surficial elements were generally in fair to good condition including the main thoroughfares (Route 138, Route 27). Poor conditions, including roadway pavement cracking, inadequate sidewalks and inadequate curbing, were observed on eight secondary roads and were considered to be in blighted condition due to the inadequacy of the infrastructure for pedestrian and or vehicular circulation. The condition of underground water, sewer and drainage infrastructure was largely found to be in poor to fair condition. Poor condition of water and sewer infrastructure is due to the age of pipes and the corresponding materials of construction.

Additional information is required to determine if the aged underground infrastructure constitutes blighted conditions. The adequacy of water system fire flows and the reliability of sewer collection pipes can be more accurately determined through additional field testing and investigations as described in the following sections. The condition of the drainage system is also largely unknown and would require field investigation to determine any blighted conditions.

ROADWAYS

Surficial infrastructure elements including roadway pavement, roadway shoulders, sidewalks, curbing and drainage castings within the SDRP Study Area public rights of way were **generally found to be in fair to good condition**. Streets in fair to good condition had minor to moderate pavement cracking, curbing with adequate reveal, adequate sidewalks, and sufficient drainage inlets.

Primary roads including Routes 27, 138 and 139 were generally in good condition with minor to moderate cracking and minor stormwater runoff ponding along the gutter lines on Park Street (Route 27) and the central portion of Washington Street (Route 138).

Approximately 20% of the observed surficial infrastructure was perceived to be inadequate for pedestrian and vehicular traffic circulation and considered to be in blighted



Figure 3-11A: Moderate Cracking on Washington Street (Route 138)

conditions. These blighted conditions were generally located on secondary roads. Major deficiencies including severe cracking and significant patching of pavement, ineffective curbing (berms, inadequate reveal or absence of curbing), severe stormwater runoff ponding caused by lack of drainage inlet structures, broken drainage castings, and lack of any sidewalk. Blighted conditions were observed on Summer Street, School Avenue, Avalon Street, Clifford Avenue, Dale Street, Freeman Street, Morton Square and Voses Court. **Sidewalks on several streets in this area do not comply with the requirements of the Architectural Access Board (AAB).**



Figure 3-11B: Dale Street - Significant cracking/patching, no sidewalk, ponding

Additionally, although the sidewalk surfaces on several streets were in fair or good physical condition, driveway aprons and wheelchair ramps are, for the most part, noncompliant with current AAB standards. These streets include Canton Street, Kinsley Street, Park Street, Pearl Street, Railroad Avenue, Walnut Avenue, Washington Street, and Wyman Street.

UNDERGROUND INFRASTRUCTURE

Water¹

Water in the SDRP Study Area is supplied by the Town of Stoughton Water Department groundwater wells with backup supplies from the MWRA. The SDRP Study Area water infrastructure consists of water distribution mains ranging in size from 2-inch diameter to 16-inch diameter. Pipe materials include unlined cast iron (CI), cement lined cast iron (CICL) and ductile iron (DI). **The water infrastructure is generally in poor condition throughout the SDRP Study Area due to the pipe age, size and material.**

Water main design life varies based on installation conditions, soils and other environmental factors but is commonly in the range of 50 to 75 years. Approximately 70% of the water mains in the SDRP Study Area were installed in the 1920s and are considered to be beyond their design life and therefore prone to maintenance issues such as repair of breaks or leaks. Additionally, all pipe beyond its useful design life is constructed of unlined cast iron which is a material prone to build up of tuberculation inside the pipe which limits the pipe flow capacity.

Approximately 60% of the water mains in the SDRP Study Area are 2-inch through 6-inch diameter which may be inadequate for fire flow requirements. As a recent fire flow study for this area is not available, flow tests should be performed and compared to required flows prior to any determination of fire flow adequacy. Hydrant fire flow re-

quirements should be determined at a minimum by the Insurance Services Office (ISO) and the Stoughton Fire Department. Flow and pressure requirements for fire protection systems within specific buildings should be determined by registered fire protection engineers.

Water mains on Canton Street, Porter Street, Park Street and the northern half of Washington Street were installed between 1970 and 2001 and were considered in fair to good condition. These more recently installed water mains are constructed of cement lined cast iron or ductile iron which are less susceptible to tuberculation.

Sewer¹

Sewer infrastructure in the SDRP Study Area consists of gravity mains ranging in size from 8-inch to 15-inch. Pipe materials included vitrified clay (VC) and Polyvinyl Chloride (PVC). **The sewer infrastructure was generally in fair to poor condition due to the age and material of the sewer pipes.**

Sewer pipe design life varies, but similarly to water pipes is generally in the range of 50 to 75 years. Approximately 40% of the gravity sewer mains in the SDRP Study Area were constructed in the 1930s and are likely beyond their intended design life. VC sewer pipes in this age range are prone to degradation including cracking, holes, offset joints, root intrusion, and other structural issues. These issues can continue to exacerbate and may eventually cause a sewer collapse requiring immediate repair. They also likely contribute to infiltration of groundwater into the sewer system during wet weather or high groundwater.

¹Based on Stoughton GIS shapefiles provided by Stoughton Engineering Department on 1/7/2015

²Based on 12/17/14 meeting with Stoughton DPW Director John Batchelder

Drainage²

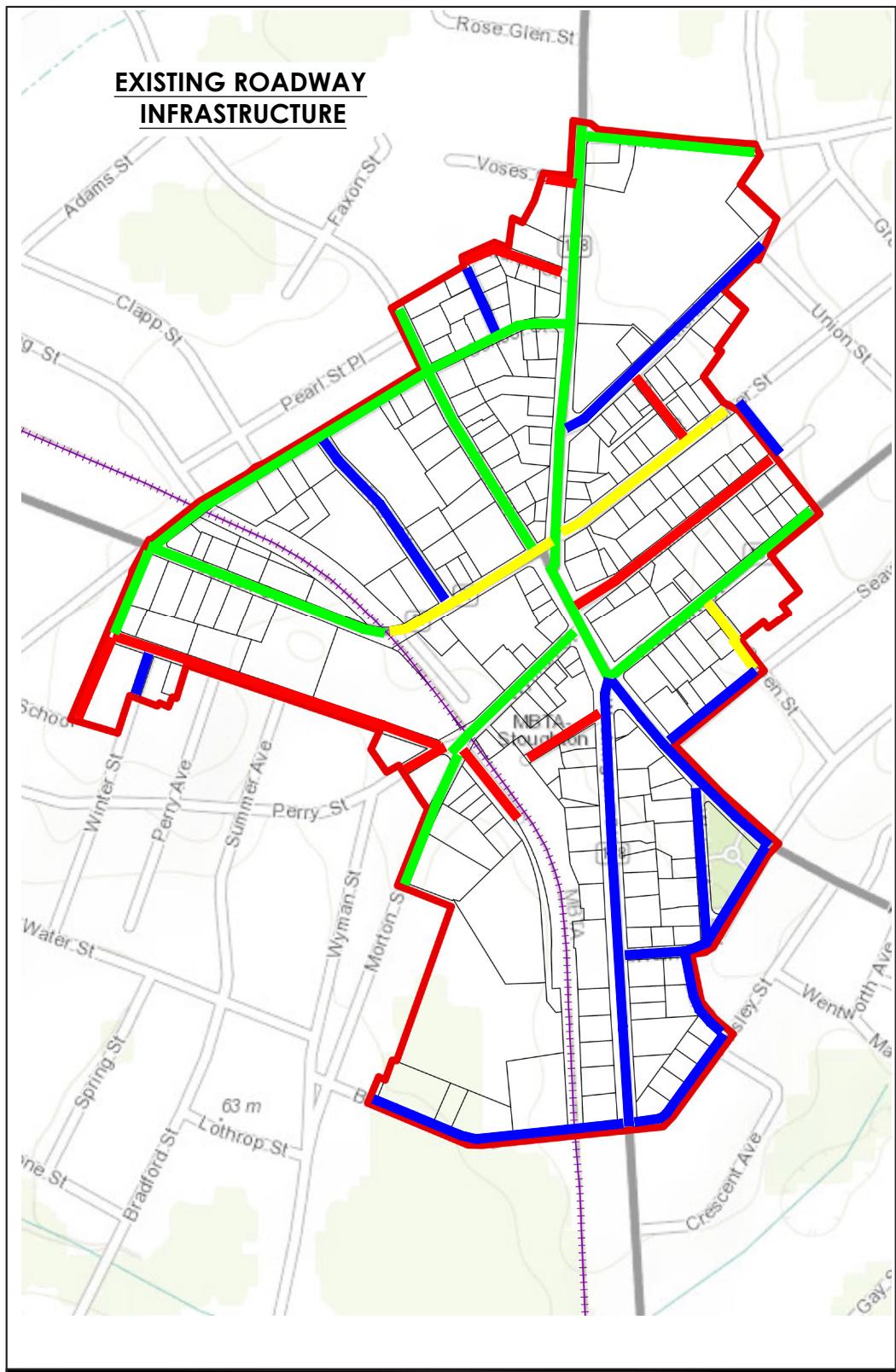
The drainage infrastructure condition is largely unknown within the SDRP Study Area and the Town is currently undertaking a drainage mapping and analysis effort. There are no Low Impact Development (LID) drainage system components currently and high intensity rain events have frequently caused ponding and street flooding in the past. Based on the age of drainage castings, lack of available data, historical street flooding during high intensity rains events, and lack of LID components, it is reasonable to conclude that **the drainage infrastructure within the SDRP Study Area is overall in poor condition.**

Gas

Natural gas is supplied to the SDRP Study Area by Columbia Gas Company. There are no known cast iron gas mains in the SDRP Study Area and the gas infrastructure is considered to be in good condition.

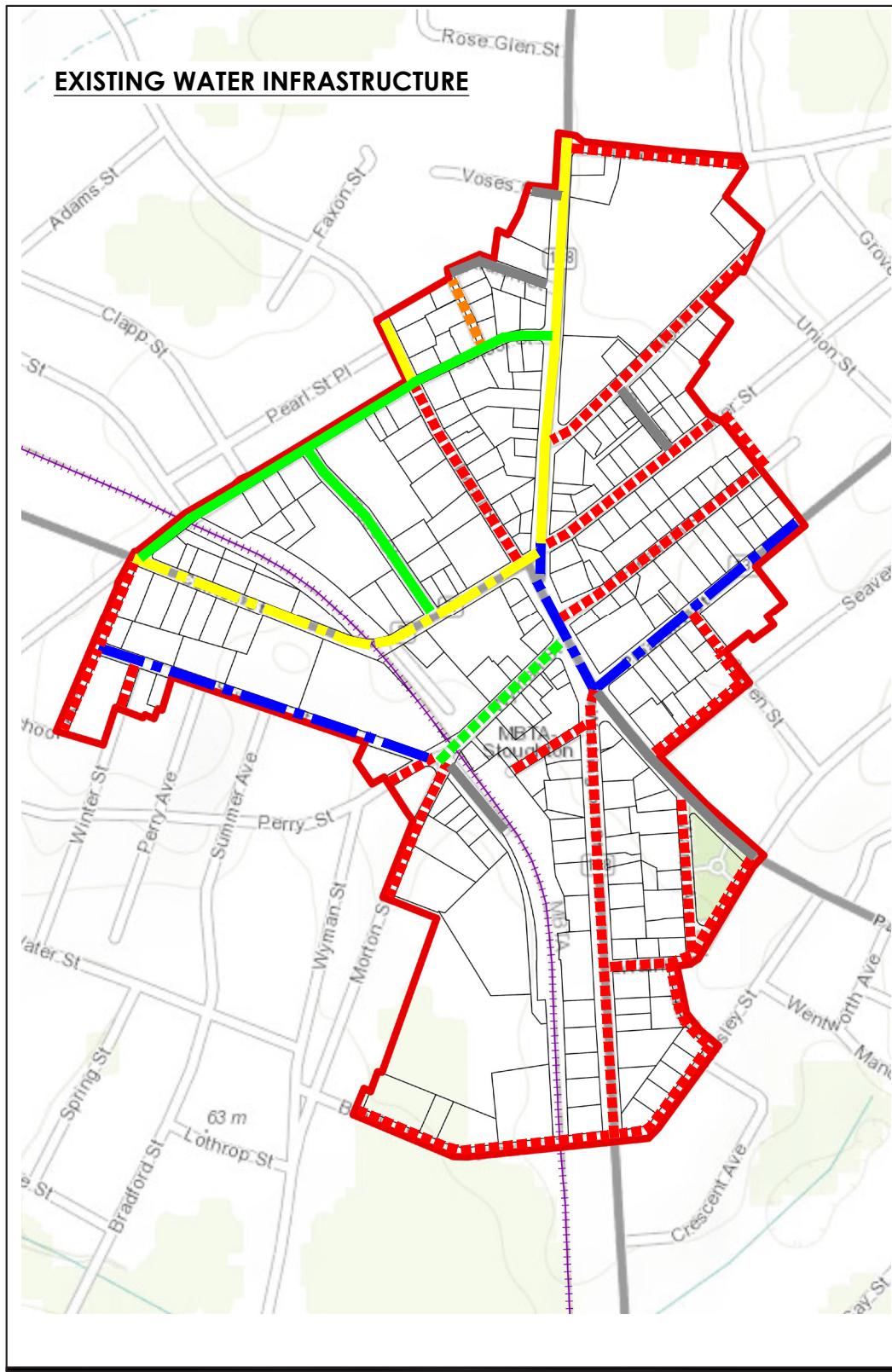
Cable/Fiber Optic

High speed cable/internet provided by Comcast and fiber optic communications (FiOS) provided by Verizon is available throughout the SDRP Study Area.



CONDITION	
RED	POOR
BLUE	FAIR
GREEN	GOOD
YELLOW	EXCELLENT

Figure 3-12: Roadways



SIZE	AGE/MATERIAL
2"	1920's CI
6"	1970's/2000's CI/CICL
8"	1970's/2000's DICL
10"	UNKNOWN
12"	

Figure 3-13: Water

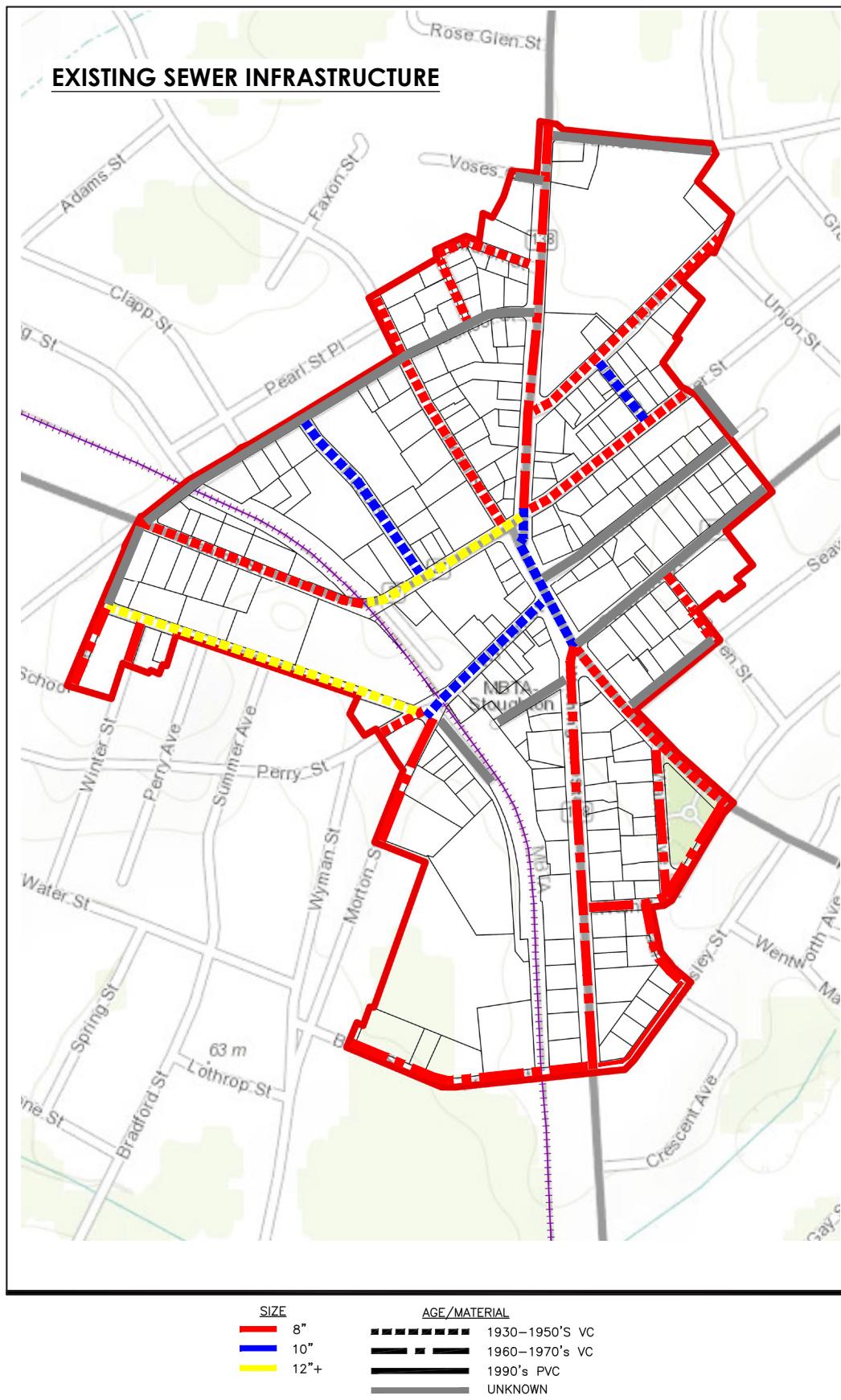


Figure 3-14: Sewer

3.2 Local Survey and Conformance with the Stoughton Master Plan

*This draft urban renewal plan conforms to the goals of the Stoughton Master Plan and the approval of an urban renewal plan would complete one of the actions listed in the Implementation Plan.**

*The Economic Development Master Plan: Downtown Stoughton also recommended the development of an urban renewal plan to fulfill the goals it established for the Downtown/Town Center.***

MASTER PLAN GOALS

The *Stoughton Master Plan* identifies the revitalization of the Town Center as a primary goal (Strategy L-2). It identifies two other major goals directly relevant to the Town Center:

- Support housing as a cornerstone for Town Center revitalization. (H-2)
- Improve the vitality of the Town Center through transportation, streetscape, and parking enhancements. (T-4)

The specific strategies linked to these major goals are summarized, by topic and anticipated time frame on pages 38-

39. The goals of this SDRP, defined in *Section 4: Objectives*, are consistent both with these major goals and their related strategies.

Because a community's comprehensive plan has a shorter lifespan than a redevelopment plan, the specific action steps to implement these goals will change as conditions in the Downtown change. The SRA should review each update of the Stoughton Master Plan to ensure that this plan remains in conformance with the community's goals over time.

Other implementation strategies from the Stoughton Master Plan are relevant to the SDRP Area, including additional recommendations related to land use, housing; and transportation and circulation; natural and recommendations related to natural, cultural and historic resources; and open space and recreation. The SRA has been identified as a potential partner for individual strategies within these topic areas, including the preservation and adaptive reuse of historic buildings, infill development within the core of the Downtown and a focus on improve-

* Strategy L-2.8: Create incentives for revitalization and reinvestment: L-2.8.d Prepare the urban renewal plan and district for Town Center, *Stoughton Master Plan: Implementation* Brown Walker Planners, Inc., <http://stoughton.brownwalkerplanners.com/updates>, last accessed January 20, 2015.

** Recommendation 18. Develop an urban renewal plan with the Stoughton Redevelopment Authority to support the redevelopment and revitalization of Stoughton's downtown/town center as a pedestrian-focused, mixed-use district with transit capitalizing on its role as a government center, *Economic Development Master Plan: Downtown Stoughton*, McCabe Enterprises Team, 2015, p. 72.

ments to the streetscape to provide a safe and welcoming environment for pedestrians and bicyclists. These strategies were identified in *Appendix A: Master Plan Implementation Summary of the Existing Conditions Memorandum*, dated April 2015.

ECONOMIC DEVELOPMENT PLAN GOALS

The *Economic Development Master Plan: Downtown Stoughton* was specifically prepared for the core of the Downtown, also identified as the Town Center. The goals identified in this plan are as follows:

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

The goals of this draft urban renewal plan are consistent with those of the *Economic Development Master Plan: Downtown Stoughton*. A summary of specific recommendations that identify the SRA as a potential partner are provided in the table on pages 40-41.

CONSISTENCY WITH REGIONAL PLANS

There are three organizations whose plans may have an impact of development in Stoughton. Although consistency with these agencies' plans is not required by DHCD for an urban renewal plan, if the SRA moves forward with a complete urban renewal plan, proposed projects and objectives should be checked against the plans, as updated, of these organizations.

Stoughton is in the Three Rivers Interlocal Council (TRIC) of the Metropolitan Area Planning Commission (MAPC). The agency's 30-year plan is *MetroFuture* (<http://www.mapc.org/metrofuture>). Stoughton's representative to MAPC is Louis Gitto, a member of the SRA.

The Town of Stoughton is also a member of the Old Colony Planning Council (OCPC). This agency updates its Comprehensive Economic Development Strategy (CEDS) annually - the most recent is for 2016 (http://www.ocpcrpca.org/docs/econdev/CEDS_Report_2016.pdf). The delegate from Stoughton to the OCPC is Robert E. Kuver and the alternate is Forrest Lindwall, a member of the SRA.

MassDOT's draft *2017-2021 Capital Improvement Plan* (CIP) is located at (<http://www.massdot.state.ma.us/InformationCenter/CapitalInvestmentPlan.aspx>). Of the projects identified for Stoughton, many are within the proposed SDRP Area. None of the projects appear to be funded for the period of the draft CIP as of May 5, 2016. MassDOT is also overseeing the South Coast Rail project (<http://www.massdot.state.ma.us/southcoastrail/Home.aspx>) and working with the Southeastern Massachusetts Commuter Rail Task Force. Louis Gitto is Stoughton's representative to this group.

COMMONWEALTH OF MASSACHUSETTS SUSTAINABILITY PRINCIPLES

DHCD does require that an urban renewal plan be consistent with the Commonwealth's Sustainable Development Principles. If the SRA moves forward with a complete urban renewal plan, the objectives of the plan, proposed projects, regulatory controls and other redevelopers' obligations should be checked for consistency with these principles and such consistency should be explained in the urban renewal plan. A full list of the Sustainable Development Principles can be found here: <http://www.mass.gov/hed/docs/dhcd/cd/smartgrowth/sdprinciples.pdf>.

Master Plan Strategies that Identify the SRA as a Partner

GOAL	MAJOR MASTER PLAN STRATEGY
Land Use: Revitalize the Town Center. (L-2)	L-2.1 Foster public/private cooperation and commitment to revitalizing Town Center.
	L-2.2 Preserve and enhance traditional settlement patterns and design characteristics of Town Center.
	L-2.3 Improve the pedestrian environment through "Street Activation."
	L-2.4 Enhance streetscape and walkability in Town Center.
	L-2.5 Expand and enhance community gathering areas in Town Center.
	L-2.7 L-2.7: Work toward the revitalization, re-use, and redevelopment of targeted sites in Town Center.
	L-2.8 Create incentives for revitalization and reinvestment.
	L-2.9 Revise zoning regulations in the Central Business District to align with the future vision of Stoughton Town Center.
Housing: Support housing as a cornerstone for Town Center revitalization. (H-2)	H-2.1 Review and revise Town Center zoning.
	H-2.4 Create public spaces that build community identity and spirit.
Transportation: Improve the vitality of the Town Center through transportation, streetscape, and parking enhancements. (T-4)	T-4.1 Address traffic congestion in Town Center.
	T-4.2 Implement streetscape improvements in Town Center to improve the pedestrian environment and as a tool for generating economic development and private investments.
	T-4.3 Manage and enhance parking supply and distribution in Town Center.

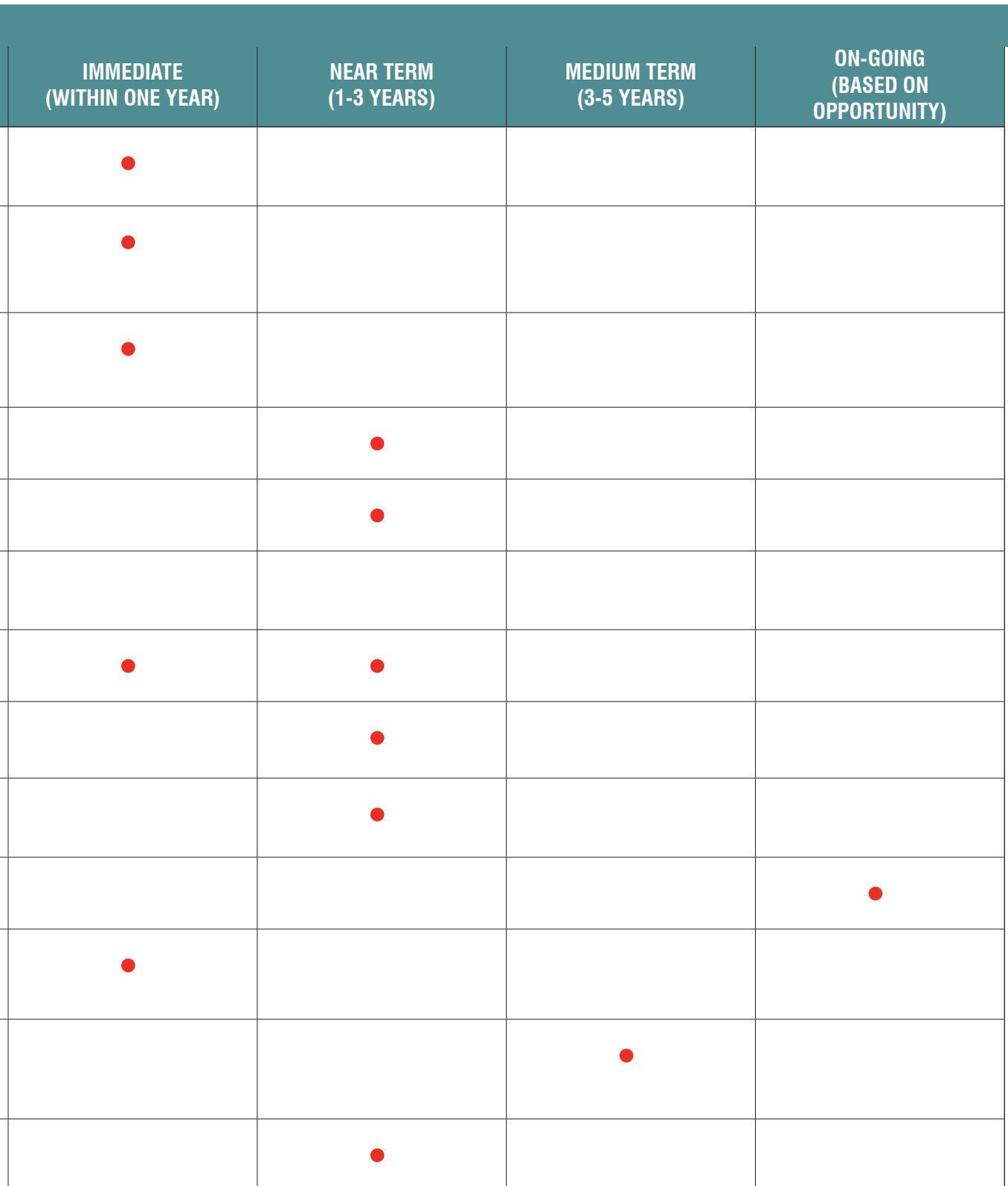


Figure 3-15: Strategies from the Stoughton Master Plan

ECONOMIC DEVELOPMENT PLAN RECOMMENDATION

1 To move forward, the Stoughton leaders should develop a coordinated approach to Downtown/Town Center that is supported by all key leadership entities, as well as the Stoughton community (business, residents and property owners.) (Additional text on page 66 of the *Economic Development Master Plan: Downtown Stoughton*.)

2 Form a Downtown/Town Center Committee. (Additional text on page 66.)

3 Implement the 8-step program of revitalizing Stoughton's Downtown/Town Center. (Additional text on page 67.)

14 Develop design guidelines for improvements and infill development.

15 Re-use strategy should focus on small businesses, services, and restaurants, including technical assistance.

16 Retain and strengthen government presence and Town offices in Downtown/Town Center.

17 Build upon the arts and culture niche for Downtown with the State Theatre and live music at the House of Brews.

18 Develop an urban renewal plan with the Stoughton Redevelopment Authority to support the redevelopment and revitalization of Stoughton's downtown/town center as a pedestrian-focused, mixed-use district with transit capitalizing on its role as a government center.

20 Enhance Stoughton's image by improving the Downtown/Town Center.

22 Create a neighborhood stabilization and improvement program in the neighborhoods surrounding Downtown, particularly to the immediate west and all areas within a quarter mile of Downtown.

23 Focus on strengthening Stoughton's Downtown/Town Center with incremental and sustained improvements and tangible enhancements.

24 Establish a bike path parallel to the rail line with access from Downtown and extending north and south to the Town lines.

26 Institute a facade and signage assistance program.

27 Develop the Great Lawn in the block bounded by Porter, Washington and Wyman Streets and the railroad to the west.

28 Develop housing in and around Downtown.

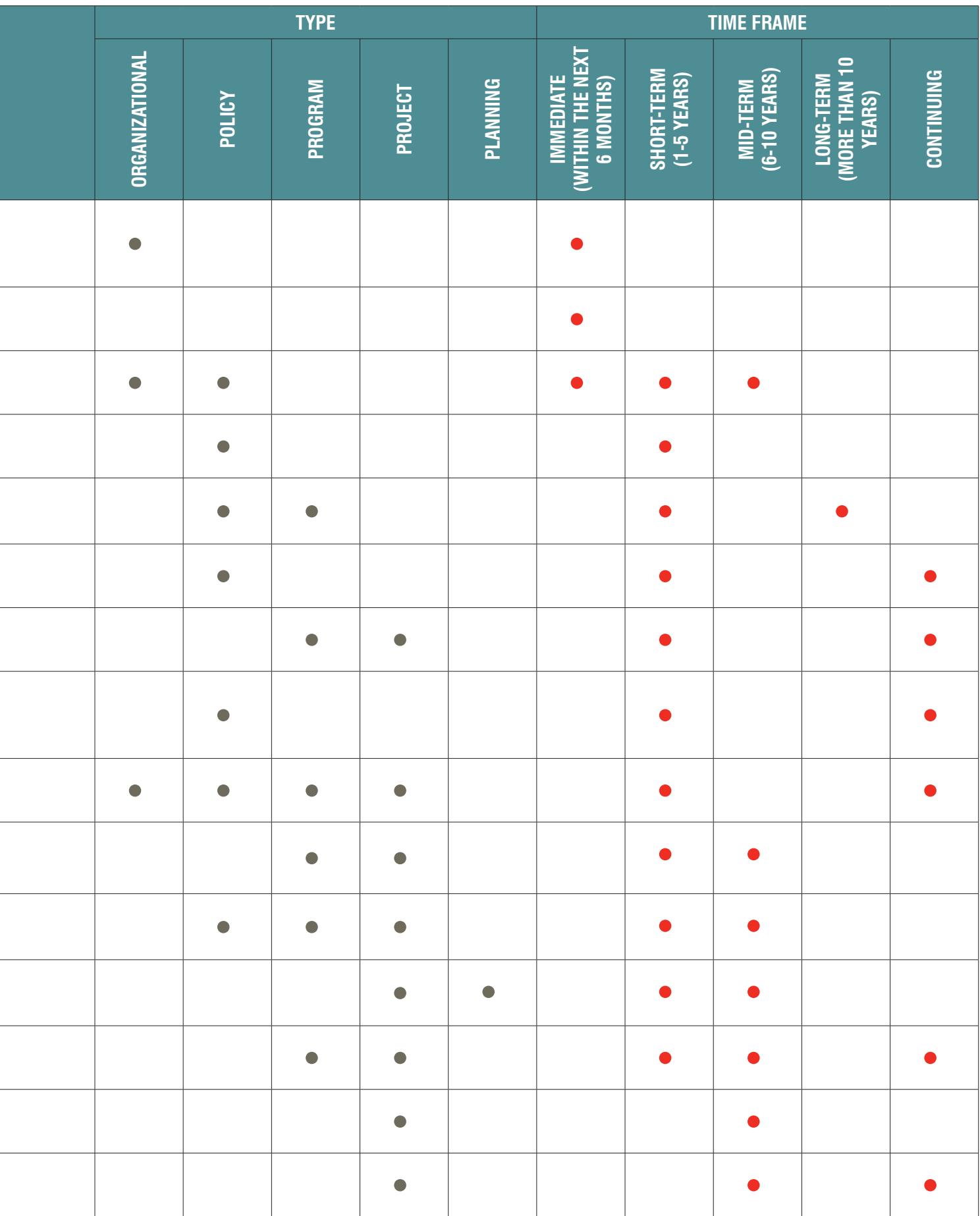


Figure 3-16: Recommendations from the *Downtown Economic Development Plan*

VOLUME II: DRAFT URBAN RENEWAL PLAN: AUGUST 2016

4. OBJECTIVES: 760 CMR 12.02 (3)

The objectives and activities described in this section are based on the community's vision of the Stoughton Downtown, as described in the Stoughton Master Plan:

The Stoughton Downtown should be the municipal, social, and cultural heart of the community, with a strong sense of place and belonging for residents, employees, and business owners.

In determining the objectives for a full urban renewal plan, the SRA should work with the Board of Selectmen and the Planning Board to consider how the proposed project or projects and development actions support the strategies actions identified in the *Stoughton Master Plan* and supporting documents.

4.1 Plan Goals and Objectives

The purpose of this section is to state the objectives of the plan – how this plan will address conditions of blight within the redevelopment area.

If the SRA moves forward with a full urban renewal plan, this section will need to contain specific and detailed information* related to both physical development of land and buildings and the improvements to the quality of life related to those improvements.

- The vision for the area in terms of the physical components
- The nature and scope of redevelopment – the specific types (retail, housing, industrial, and commercial) and quantities (number of square feet, number of jobs added, retained, or lost)
- Specific actions that will lead to the desired physical changes and resulting improvements to the community and the timelines associated with those actions
- Parcels to be acquired by negotiated purchase or by eminent domain taking
- The resources required to implement the projects and the source of those funds
- Regulatory controls related to density, dimensional standards, and land uses and any related changes to the zoning for the redevelopment area
- Design review procedures and guidelines

The letter sent by DHCD to the SRA on November 9, 2015 identified certain points that are critical to the successful completion of this section.

"An urban renewal plan's vision and its redevelopment strategy provide the foundation for the positive changes and anticipated benefits to be realized by the plan's implementation. They also provide a message to the community at large that things will get better over time."

* The requirements are taken from both 760 CMR 12.00 and from the *Preparation Guide* distributed by DHCD for preparing urban renewal plans under MGL Chapter 121B.

“...the major goal of any urban renewal plan is to provide development stability over many years...This stability is ensured by the plan’s land use controls, and the controls make the plan attractive for redevelopers.”

The SRA should consider the potential projects identified in the SDRP as a starting point for the projects it might include within a full urban renewal plan and work with the Planning Board to develop the land use controls that would define the physical improvements and allowable land uses that would stabilize the area over time. The basis for the discussion of potential projects can be found in *Appendix A: Public Workshop Materials*, and specifically in the discussion of the public meeting on April 25, 2016.

4.2 Plan Activities

AUTHORIZATION AND POWERS OF THE SRA

The SRA is a five member board, established on March 5, 1962 by the Stoughton Town Meeting and the Certificate of Organization was issued in February 1963.* Four members are elected at large by the residents of the

Town.** The fifth member is appointed by the Governor of Massachusetts.

If this draft urban renewal plan is fully completed, the SRA will be authorized to have all powers identified in MGL Chapter 121B Sections 11 and 46, and all related sections. These powers allow the SRA to undertake the following activities within the SDRP Area:

- Grants and Loans
- Planning Activities
- Clearance and Redevelopment
- Rehabilitation
- Historic and Architectural Preservation
- Public Improvements
- Design Review
- Other Regulatory Mechanisms

*Letter from Patrick J. Costello, Merrick, Louison & Costello, LLP to Deborah J. Sovinee, Stoughton Redevelopment Authority, dated October 1, 2007.

** Town of Stoughton Charter, Chapter C Section 6-1.

5. COST ESTIMATES AND FINANCING PLAN: 760 CMR 12.02 (4)

This section is required for an urban renewal plan and refers to the costs estimates for physical improvements within the urban renewal area.

Cost estimates should be detailed, and include the gross and net project costs. Estimates should cover site preparation, public improvements, and relocation expenses for existing tenants of acquired buildings and/or sites.

Cost estimates must be provided for actions under 12.02(6), 12.02 (7), and 12.02(8) of 760 CMR 12.00.

This section must also include a budget for the project.



6. REQUISITE MUNICIPAL APPROVALS: 760 CMR 12.02 (5)

If the SRA decides to move forward with a full urban renewal plan, this section would contain the letters, records of votes taken, and other documents for the municipal approval process. These items would include the following:

- 6.1 Redevelopment Authority Approval
 - * Record of vote determining that the SDRP Area is a Decadent Area
 - * Record of vote approving the Redevelopment Plan
- 6.2 Planning Board
 - * Letter determining that the draft urban renewal plan is in compliance with the Master Plan
- 6.3 Town Counsel
 - * Opinion that the draft urban renewal plan complies with all applicable laws
- 6.4 Board of Selectmen
 - * Evidence of vote to approve SDRP
 - * Posting for public hearing
 - * Notice of the public hearing to the Massachusetts Historical Commission

This section should also include reference to the Environmental Notification Form (ENF) that must be filed under the Massachusetts Environmental Policy Act (MEPA).

7. SITE PREPARATION: 760 CMR 12.02 (6)

This section is required for an urban renewal plan and must include specific details for all site preparation activities. These activities should address the existing conditions that qualify a parcel as blighted or potentially blighted, including the presence of hazardous material or other environmental problems, topographical conditions, or issues with flooding.

8. PUBLIC IMPROVEMENTS: 760 CMR 12.02 (7)

This section is required for an urban renewal plan and must include specific details for public improvements proposed under the plan.

The proposed mid- and long-term improvement to the central area of the Downtown,

* *Preparation Guide*, DHCD, p. 10.

9. RELOCATION: 760 CMR 12.02 (8)

This section is required for an urban renewal plan. If the SRA plans to acquire property that will displace existing owners or tenants, it must prepare a specific Relocation Plan under both state and federal law. DHCD states that a general relocation plan is acceptable for the purposes of an urban renewal plan, but an approved Relocation Plan must be approved by DHCD prior to property acquisition.*

10. REDEVELOPER'S OBLIGATIONS: 760 CMR 12.02 (9)

This section is required for an urban renewal plan and should include a list of known redevelopers, their proposed development projects, and copies of contracts, plans or proposals that exists at the time of approval. Proposed improvements must conform to the requirements of the plan as detailed in 12.02(3) Objectives.

11. PROPERTY DISPOSITION: 760 CMR 12.02 (9)

This section is required for an urban renewal plan. Known redevelopers must also be listed in this section, along with the parcels to be disposed of by the SRA to the redevelopers. Parcels identified for disposition must be shown on the corresponding map under 12.02(1).

12. CITIZEN PARTICIPATION: 760 CMR 12.02 (11)

The public process is a critical component of the preparation of a redevelopment plan. This section describes the process; Appendices A-D provide the minutes from meetings of the SRA and their Citizen Advisory Group (or CAG) and the materials for and results of the public workshops.

12.1 Participation in Plan Development

Note that this section describes the process for the preparation of the SDRP. If the SRA chooses to do a full urban renewal plan, this section should be updated with the additional public hearings required under 12.02(5).

PUBLIC PROCESS

The public process included five groups:

- SRA
- Citizens Advisory Group
- Stakeholder Interviews
- Public Workshops
- Meetings with Town Officials
- Approval Process

The input from this process helped to form the specific goals and strategies of this SDRP.

SRA

The members of the Stoughton Redevelopment Authority are listed in the front cover. The fifth position, appointed by the Governor, fell vacant during the process of this study.

The SRA are the sponsors of this study. Meetings with the SRA were public meetings, and were often attended by other members of the community. Pamela McCarthy, the Economic Development Coordinator acted as the liaison between the SRA and Town staff during the study process.

The SRA met to discuss this project on the following dates:

- July 15, 2014
- August 19, 2014
- October 7, 2014
- November 5, 2014
- December 2, 2014
- January 6, 2015
- February 3, 2015
- March 3, 2015
- April 7, 2015
- May 12, 2015
- June 2, 2015
- July 14, 2015
- August 4, 2015
- September 15, 2015

- September 29, 2015
- January 12, 2016
- February 9, 2016
- March 8, 2016
- March 29, 2016
- May 10, 2016
- June 20, 2016

The general purpose of these meetings included project process, review of drafts of the *Existing Conditions Memorandum*, the *Draft Urban Renewal Plan* and the SDRP, and discussions about the strategies for actions the SRA wished to undertake.

Notes and observations from these meetings are included in *Appendix B: Minutes from Public Meetings*.

CITIZENS ADVISORY GROUP

The members of the Citizens Advisory Group are as follows:

Steven Bernstein

Resident, civil engineer

Paul Carpinella

Resident

Pam Carr

Stoughton Farmers Market and Friends of the State Theatre

George Dyroff

Resident, project manager for a construction firm

Dori Frankel

Former member of Conservation Commission, Town Meeting representative, Support Our Library Association, Food Pantry Foundation of Stoughton, Glen Echo Recreation Development Committee

Joyce Husseini

School Committee, School Facilities Master Plan Committee, Transportation Task Force

Kevin Kosh

Small business owner

Janice McKenna

Resident

Sung Pak

New resident

Nick Pirelli

Stoughton Youth Commission

Katherine Price

Volunteer with PTOs

Noreen Ruggiero

New resident

Francois Sarofeen

Resident, contractor

Michael Sullivan

Resident, civil engineer

Stanley Zoll

Board of Assessors

The CAG met six times during the process:

- November 12, 2014
- October 14, 2014
- January 14, 2015
- March 16, 2015
- May 19, 2015

The purpose of these meetings was to review information and reports that had been presented to the SRA and provide input prior to public workshops or on written documents.

Notes and observations from these meetings are included in *Appendix B: Minutes from Public Meetings*.

STAKEHOLDER INTERVIEWS

The consultant team conducted stakeholder interviews in December 2014. The names of those interviewed and the



consolidated notes from those conversations are included in *Appendix D: Summary of Stakeholder Interviews*. The discussions with stakeholders and the information gained from the interviews had a direct influence on the format of the public workshop on January 31, 2015 and the final goals and strategies of this SDRP.

PUBLIC WORKSHOPS

The SRA held three public workshops during this process. The first two were held jointly with HSH Associates, the lead consultant for the *Stoughton Town Square Traffic Improvements Project*. The purpose of the joint meetings was to indicate to the public that both teams were working together on solutions to problems in the Downtown and share information received at the workshops between the two teams.

On October 29, 2014, the consultant team for this project introduced the project and the process for creating a redevelopment plan under MGL Chapter 121B. Both teams facilitated three public input sessions – one for the *Stoughton Town Square Traffic Improvements Project* and two for this process. The two for this process focused on appropriate uses, primarily for buildings under public ownership, and appropriate design elements for the Downtown.

On January 31, 2015, the consultant team presented an update on the existing conditions within the SDRP Area and the determination that the Area is a Decadent Area. The consultant team conducted two exercises – one to compare current conditions within the Town to those in similar towns to determine public preference. The conditions were those that the Town could control either through regulations (such as building coverage, parking, street enclosure), through work within its own right-of-way (walkability, street enclosure), or through public policy (open space).

The second exercise required participants to balance development, open space, and parking by building out a

representative block with retail and residential uses, their associated parking and open space.

The HSH Team held an open house afterward to discuss changes to the proposed circulation alternatives.

The final public workshop was held on April 25, 2016 and included a presentation on the results of the January forum and a presentation and discussion of conceptual diagrams for different sites in the core of the downtown.

Detailed results from the three workshops are presented in *Appendix A: Public Workshop Materials*.

LOCAL CABLE ACCESS

Members of the SRA and the consultant team participated in two tapings of a show hosted by Joseph Feister on Stoughton's local cable access on November 20, 2014 and May 19, 2016. The focus of the show in November 2014 was to introduce the process. The focus of the show in May 2016 was to present the results of the public forum in April and introduce the conclusions of the final report.

MEETINGS WITH TOWN OFFICIALS

A series of meetings between the SRA and Town Officials took place in the summer and fall of 2015.

On June 25, 2015, Michael Barrett, Chairman of the SRA met with Joseph Mokrisky, Chairman of the Board of Selectmen. Michael Hartman, the Town Manager, and a member of the consultant team were also present.

On September 17, 2015, Michael Barrett, Chairman of the SRA met with Joseph Scardino, Chairman of the Planning Board. Michael Hartman, the Town Manager, the Town Planner, and the Town's Econom-

ic Development Director and two members of the consultant team were also present.

The purpose of both meetings was to begin the conversation as to how the three entities – SRA, Board of Selectmen, and Planning Board – could work together on development in the downtown under the aegis of an urban renewal plan and supporting actions. The SRA intended these initial conversations to be a precursor to a larger meeting of all three entities to discuss the various roles and responsibilities; such a meeting would be a public meeting. The SRA was unable to persuade the members of the other boards to join in this effort.

12.2 Participation in Project Execution

The SRA is responsible for the execution of the provisions of this SDRP.

STOUGHTON REDEVELOPMENT AUTHORITY POLICIES AND PRACTICES

The SRA makes all documents regarding its review process available on the City's website.

PUBLIC INVOLVEMENT

Meetings of the SRA are public meetings and are subject to the Open Meeting Law of the Commonwealth of Massachusetts.

The SRA meets monthly on the first and third Tuesdays of the month. Members of the public are notified in advance of meetings by agendas posted on the Town's Public Meeting Calendar online and at Town Hall.

Public comment is accepted at the meetings of the SRA.

13. FUTURE PLAN CHANGES: 760 CMR 12.03

The provisions of 760 CMR 12.00 allow for specific circumstances under which an urban renewal plan may be updated or changed. This draft urban renewal plan does not include any specific project for the SRA that would require acquisition, redevelopment or disposition of property and no such specific circumstances were anticipated at the time this draft urban renewal plan was adopted.

13.1 Process for Future Plan Changes

This plan has a time horizon of thirty years and may require updates in the future. The provisions of 760 CMR 12.03 specify two mechanisms whereby this plan may be changed: a minor plan change and a major plan change.

MINOR PLAN CHANGE

This update requires a resolution from the SRA.

Minor plan changes do not substantially alter the provisions of the plan.

MAJOR PLAN CHANGE

A major plan change involves a more substantial alteration of the underlying plan and, as such, requires a more complex approval process. The process for a major plan

change is the same as was followed to produce this draft urban renewal plan – evidence of a public hearing, certification of conformity with existing plans by the Planning Board, and approval by the Board of Selectmen. All affected redevelopers must be notified and given an opportunity to comment.

DHCD APPROVAL

All proposed minor and major plan changes shall be submitted to the Department of Housing and Community Development for approval.

A. PUBLIC WORKSHOP MATERIALS

Two public forums – one on October 29, 2014 and one on January 31, 2015 – introduced this project to the public and allowed participants to give feedback in sessions designed to gather specific input about the Downtown and the community’s preferences for action in the SDRP Area. The third public forum, on April 25, 2016, used the results of the exercises in the second public forum to analyze specific sites in the Downtown and test community preference for the types of development that could happen in the Downtown.

October 29, 2014

The SRA introduced the members of the consultant team at this forum. The team described the process of undertaking a redevelopment plan under MGL Chapter 121B and facilitated two exercises. Participants in one exercise identified preferred uses for publicly-owned buildings that might become available for redevelopment. Some participants went beyond the exercise and suggested uses for parcels that were not within public ownership. Others suggested their preferred ideas for redeveloping the

Downtown. Images on the next three pages show the collected results of this exercise.

In the other exercise, participants indicated which design strategies they preferred for streetscape and facade improvements. The results of this exercise are on pages 73-76.

As people walked in, they were asked to comment on goals from the Master Plan process that were not addressed in the forum. The results are on pages 78-79.

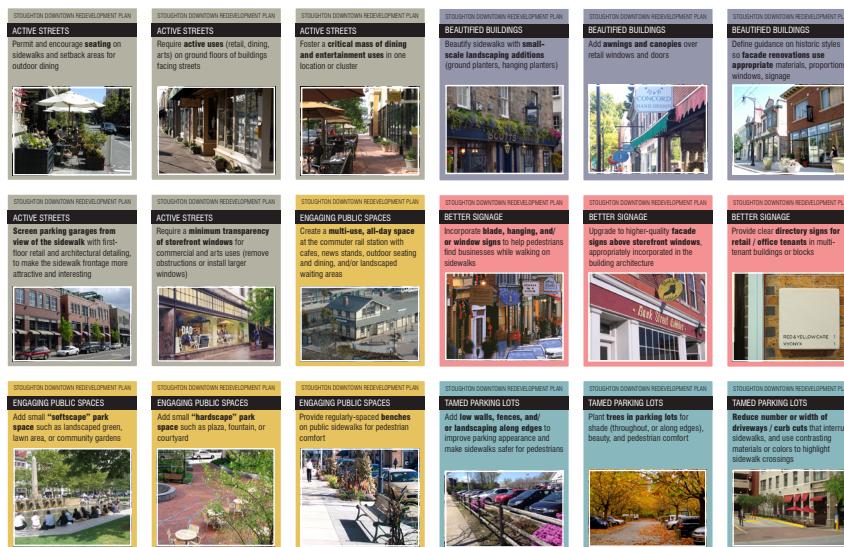


Figure A-1: Materials for the second exercise

Study Area: Potential Uses on Key Parcels



29 October 2014

Figure A-2: Results of Exercise 1: Potential Building Uses for Publicly-Owned Parcels

Study Area: Potential Uses on Other Parcels



29 October 2014

Figure A-3: Results of Exercise 1: Suggested Uses on Other Parcels

Study Area: Potential Uses: Other Ideas

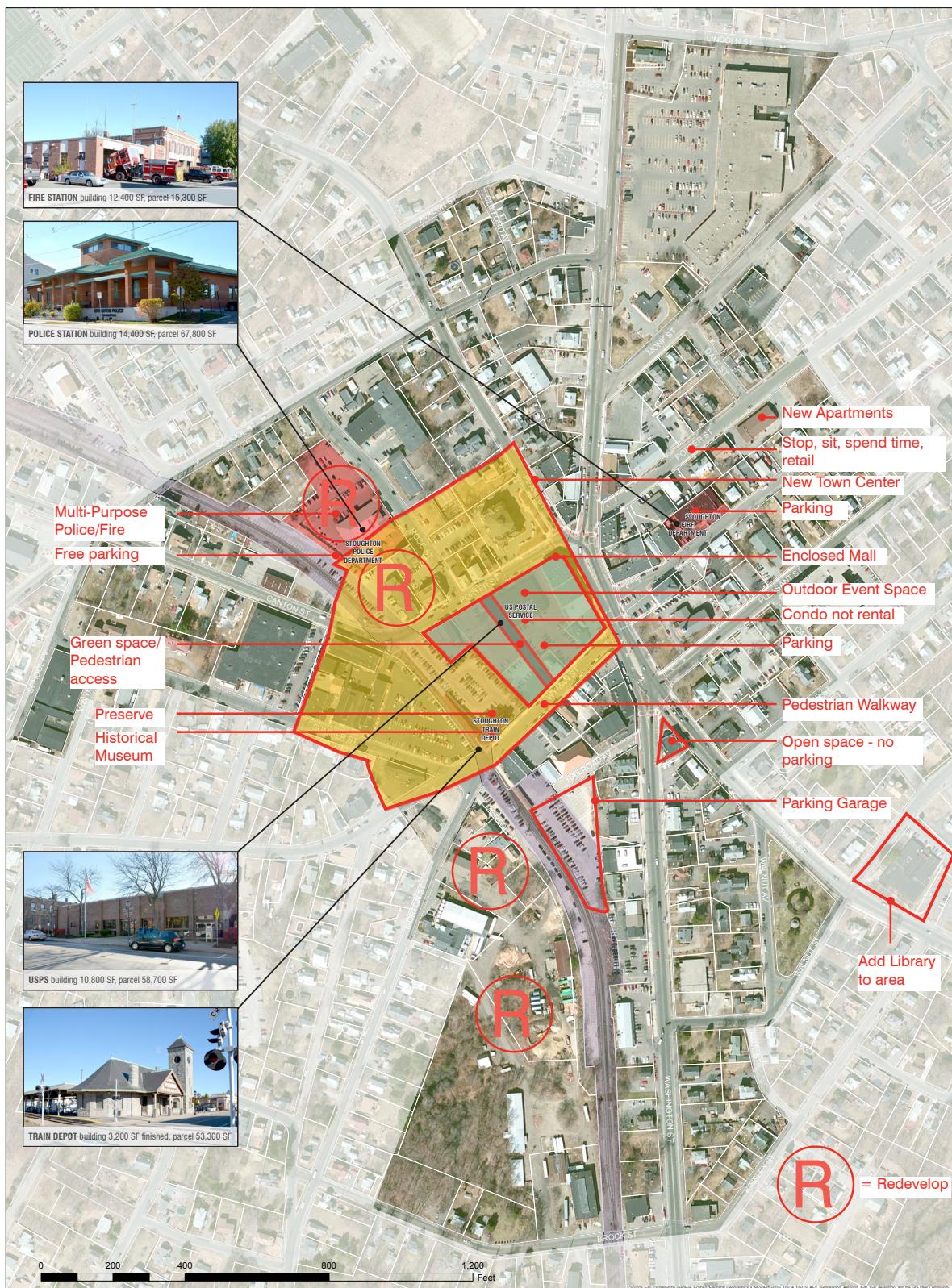


Figure A-4: Results of Exercise 1: Other Ideas

Figure A-5: Results of Exercise 2: Prioritized Design Elements

Stoughton Downtown Redevelopment Plan
 October 29, 2014 Public Forum
 Results of Design Elements Exercise

Prioritized Results: By Table and Total Score

Design Elements	Table #												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Active Streets: Require active uses (retail, dining, arts) on ground floors of buildings facing streets	•	•	•		•	•	•	•		•	•	•	10
Active Streets: Permit and encourage seating in sidewalks and setback areas for outdoor dining	•	•	•		•	•	•	•			•	•	9
Active Streets: Foster a critical mass of dining and entertainment uses in one location or cluster	•	•	•		•				•	•		•	7
Engaging Public Spaces: Provide regularly-spaced benches on public sidewalks for pedestrian comfort	•	•	•		•	•		•				•	7
Beautified Buildings: Beautify sidewalks with small-scale landscaping additions (ground planters, hanging planters)	•	•	•	•		•		•				•	7
Beautified Buildings: Add awnings and canopies over retail windows and doors	•	•	•		•	•		•				•	7
Beautified Buildings: Define guidance on historic styles so façade renovations use appropriate materials, proportions, windows, signage	•	•	•	•		•		•				•	7
Better Signage: Incorporate blade, hanging, and/or window signs to help pedestrians find businesses while walking on sidewalks	•	•	•	•	•	•		•					7
Active Streets: Screen parking garages from view of the sidewalk with first floor retail and architectural detailing, to make the sidewalk frontage more attractive and interesting	•		•		•		•	•				•	6

Design Elements	Table #												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Engaging Public Spaces: Add small “softscape” park space such as landscaped green, lawn area, or community gardens	•	•	•		•	•		•					6
Tamed Parking Lots: Plant trees in parking lots for shade (throughout or along edges), beauty and pedestrian comfort		•	•	•		•		•			•		6
Engaging Public Spaces: Create a multi-use, all-day space at the commuter rail station with cafes, newsstands, outdoor seating and dining, and/or landscaped waiting areas	•		•	•				•	•				5
Engaging Public Spaces: Add small “hardscape” park space such as plaza, fountain, or courtyard			•		•			•	•			•	5
Tamed Parking Lots: Add low walls, fences, and/or landscaping along edges to improve parking appearance and make sidewalks safer for pedestrians		•	•					•	•			•	5
Better Signage: Upgrade to higher-quality façade signs above storefront windows , appropriately incorporated in the building architecture	•		•		•		•				•		5
Better Signage: Provide clear directory signs for retail/office tenants in multi-tenant buildings or blocks	•				•	•		•					4
Tamed Parking Lots: Reduce number or width of driveways/curb cuts that interrupt sidewalks, and use contrasting materials or colors					•	•		•					3
Active Streets: Require a minimum transparency of storefront windows for commercial and arts uses (remove obstructions or install larger windows)							•	•					2

Figure A-6: Results of the Goal Boards

*Stoughton Downtown Redevelopment Plan
October 29, 2014 Public Forum*

Results From “Goals” Boards

(Participants indicated their top three goals with dots. Text from draft Implementation Plan, Master Plan Phase II, Brown Walker Planners. Organization into question categories by The Cecil Group Team; goals are listed in order of priority from participants.)

How can we encourage new development and redevelopment?

(2 people voted for this question)

Infill existing development with shops and restaurants and ground level and upper floor office and residential uses.	31
Consider Incentive Zoning to promote desired development.	22
Establish a town policy to support the adaptive re-use of significant historic properties.	6
Allow mixed-use by right.	6
Create zoning district boundaries that reflect desired uses and development patterns	5
Create zoning that supports the practical re-use of historic buildings.	2
Identify and promote historic structures appropriate for residential development.	0
Support private preservation initiatives.	0

How can we attract people to come Downtown?

(9 people voted for this question)

Activate public spaces with art and entertainment.	14
Support the Library expansion project.	12
Assess the feasibility for positioning the arts to help in the revitalization of Town Center.	4
Food vendor court (business incubator)	1
Create a murals program	0

How do we create a system of parks in the Stoughton Downtown?

(1 person voted for this question)

Work with U.S. Postal Service to determine feasibility of public space between Porter and Wyman Streets.	35
Work with residents to redesign, develop, and program Washington Street triangle as part of a Town Center park system.	32
Work with residents to redesign, develop and program Faxon Park as a part of a Town Center system.	4
Work with the First Parish Universalist Church to determine potential for joining and reorganizing town and church owned properties between Freeman and Pleasant Streets.	3

How do we use these parks?

(2 people voted for this question)

Implement landscape enhancements and program for regular civic events and activities at to draw more people to Town Center.	13
Add appropriate trees and other plants.	10
Install seating, lighting, shelter, areas for play and other amenities to improve comfort, safety and social interaction	7
Install utilities to support programs	5
Link parks with sidewalks and streetscape elements.	2

Figure A-7: Sign-in Sheets October 2014 Public Forum

NAME	EMAIL	How did you hear about the Public Forum
Rosemary Samadeo		Penny Saver
R. McCabe		Friends
Steve Mitchell		P. Saver
John Stagnone		Forrest
Daryl Collings		friend
Janice Lindwall		* hubby
Magia Teixeira		Stronghold paper say
Maren Frankin		Carlos Varga - PB
TED BROVITZ		
Maureen Ruggieri		

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum October 29, 2014

NAME	EMAIL	How did you hear about the Public Forum
Cynthia A. Walsh		Flyer
Dawn Dyleman		PENNSTATE e-mail
Carol Neville		email CAG
Dori Frankel		SENIOR CR.
NIKE HIRSCH		Carolyn Senior Center
Richard Down		Senior Center
Jim Hanahan		Senior Center
John Hanahan		Senior Center
Bob Morrill		
Paula Grubenskas		Penny Saver

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum October 29, 2014

NAME	EMAIL	How did you hear about the Public Forum
Robert Cohn		Paper
Ginger Hoffman		Pennysaver
Sam Fay		sm
Joe Mokrisky		
Noreen O'Toole		z.gov
Brian Walecka		in email
Denise Luchiatto		
Bob O'Regan		
Joe Egan		
Nicholas Gonsalves		il.com email

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum October 29, 2014

NAME	How did you hear about the Public Forum
Stan Zell	citizen advisory group
Steve Kelley	citizen
Mel Frankel	citizens
Virginia McGrath	
Laticia Pina-Enokian	FB
Vaughan Enokian	Pennysaver
Ordeis Johnston	
Kathleen Waldron	I work for the town hall
Kevin Stosh	\$ CAG
PJ Recupero	releaser

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum October 29, 2014

NAME	EMAIL	How did you hear about the Public Forum
Walter C. Parfrey ED DeFaria		
Susan Herman		IV
Steve Williamson		
DANIEL MELCHIAS		
Karla Gi Camara		
Marty West		Flyer in Library
Fayssal Hussein		Live in town
John Anzivino		Resident
Howard Hansen		Moderator

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum October 29, 2014

NAME	EMAIL	How did you hear about the Public Forum
Johnnie Cull		Michael / Cheng / Lauren
Gerry Di Biase		Parman
Jayce Hussein		Pray S
Joe De		SRA / GAB
GEORGE D'ROFI		Parman
ED TRUCCO		t.net
JANICE MCKENNA		CAG
Steve Bernstein		SPURSE
Carol Bernstein		TV
Theresa Camara		

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum October 29, 2014

NAME	EMAIL	How did you hear about the Public Forum
LINDA RINALDI		— paper
CECILIA SHANNON		Can remember notices
Julie Giffen		
Reem Chehade		paper
Rita Shugoll		paper
KENNY SANTANDERI		CONTACTS
Teresa Tigar		Ad
Rug Restana		
DAVID TAPIERA		
RICHARD MURPHY		

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum October 29, 2014

NAME	EMAIL	How did you hear about the Public Forum
Steve Farrell		web
Paul J. Berger		Pennysaver
Anna Ongel		web
JOAQUIN SOARES		
Charles Blaisis		
Phyllis & Gary John		
Edem Udo		
Anne Parsons		
Kathy Price		
David Spangler Sauer		

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum October 29, 2014

NAME	EMAIL	How did you hear about the Public Forum
Michael Robertson		Flyer
Rose M Lobo Farnanles		Pennysaver
Lisa Larkin		Facebook
Chana Gurkow		Pennysaver
MEdACHEM Gurkow		"
Charles George		+ Ena. I
<u>Rick Hill</u>		Flyer
Pete Ventresco		

Figure A-8: PowerPoint Presentation October 2014 Public Forum



Stoughton Downtown Redevelopment Plan

October 29, 2014

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 1



Steven G. Cecil AIA ASLA

The Cecil Group, Inc.

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 2





Purpose of the Study

- To create tools to revitalize the Stoughton Downtown
 - Specific planning for the Downtown area that includes exploring two to three scenarios that will lead to a single concept plan
 - Creating a Redevelopment Plan under M.G.L. Chapter 121B
 - Based on the goals and implementation steps identified in the *Stoughton Master Plan*

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 3



M.G.L. Chapter 121B

- Requires a public process
 - Public forums and workshops, such as this one
 - Determination of consistency with the Town's Master Plan by the Planning Board
 - Approval by the Board of Selectmen
- Authorizes certain actions by the Stoughton Redevelopment Authority
 - Acquisition, disposition, lease
 - Design Review
 - Eminent Domain

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 4

Study Area

- Larger Study Area provides context for the Downtown
- Final Redevelopment Plan area may be smaller

The Cecil Group and Stantec



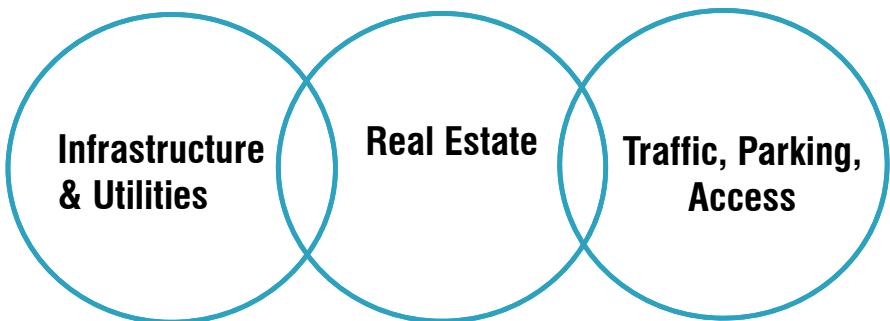
Drew Leff
Stantec Consulting Services, Inc.

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 6



Stoughton Downtown Redevelopment Plan



Bring engineering & real estate analysis to the planning process

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 7



Stoughton Downtown Redevelopment Plan: Site Analysis

- Opportunities & constraints
 - Status of infrastructure & utilities
 - Build on HSH study in analysis of traffic, access, & parking issues
 - Economic & market analysis: Market potential
 - Help devise alternate buildout plans

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan

8



Stoughton Downtown Redevelopment Plan: Technical Requirements

- Conditions of blight determination: infrastructure
- Objectives of the Redevelopment Plan
 - Economic impact
 - Regulatory controls (parking/access)
 - Public & private actions to support Plan:
 - Econ. development
 - Infrastructure
 - Transportation

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 9



Stoughton Downtown Redevelopment Plan Technical Requirements

- Financial Plan for the project
- Site preparation actions
- Public improvements
 - Public utilities
 - Transportation infrastructure
- Redeveloper's Obligations

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 10



Interactive Sessions

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 11



**Emily Keys Innes LEED Green Associate
The Cecil Group, Inc.**

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 12



Interactive Sessions

- Start wherever you are sitting now.
- Every 25 minutes we will rotate to a new topic.
- You will participate in all three topics.
- Example:
 - Start with Traffic and Streetscapes with Keri's team.
 - Move to Key Sites with Drew's team.
 - Finish at Design Elements with Steve's team.
- Session Wrap-up – one person from each table will report on the top priority from that table.

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 13



What else is happening in Stoughton?

- Interactive sessions are topic specific – so please focus on those.
- Reports on other initiatives after session wrap-up from
 - Pamela McCarthy
 - John Stagnone
 - Noreen O'Toole

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 14



Next Steps

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 15



Next Steps

- January: Public Forum to discuss alternatives
- March: Public forum to discuss concept plan
- May: Presentation of Draft Redevelopment Plan

The Cecil Group and Stantec

Stoughton Downtown Redevelopment Plan 16

January 31, 2015

At the second public forum, the SRA and the consultant team presented an update on the process, including a summary of the findings from the *Existing Conditions Memorandum* and how the SDRP Area qualifies as a Decadent Area under MGL Chapter 121B.

The consultant team facilitated two exercises. Participants in the first exercise saw how Stoughton compared to other Towns in terms of certain physical characteristics and indicated where they would prefer that Stoughton fall along the continuum of towns. The results are presented to the right, and show both the consensus opinion of the different groups and the direction of the trend from those results that were not with the consensus opinion.

The second exercise required participants to balance development with parking and open space. Stakeholder interviews, input from CAG members, and a review of both the *Stoughton Master Plan* and the *Economic Development Master Plan: Downtown Stoughton* had indicated a desire for very specific intervention in the Downtown, some of which was related to property not under the control of the Town, and some of which were in conflict with each other. This exercise was based on a generic, standardized block – unrelated to any block in Stoughton – with some existing buildings and related parking.

Participants had pieces for retail and residential development, with associated parking, and for open space. They could choose to keep the existing buildings and parking, use it with additional development, or “acquire” the parcels and redevelop them. The only restriction was that the number of parking pieces had to match the related number of building pieces. In other words, if five residential units and four retail units were placed on the board, then five residential parking pieces and four retail parking spaces also had to be on the board. Participants were told that the top edge was the principal street.

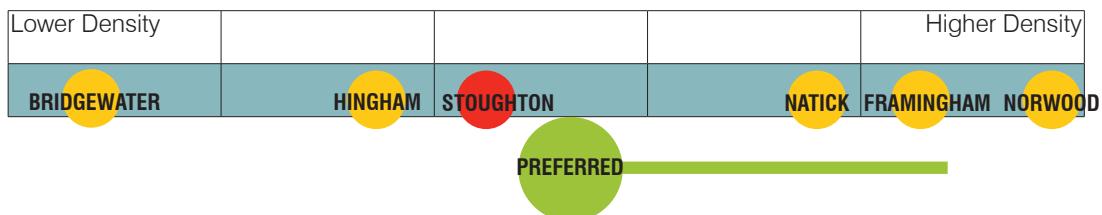
Some participants were frustrated with the exercise – in some cases, those who expressed frustration had previously state a preference for a specific intervention in the Stoughton Downtown that they were unable to realize in the confines of the exercise. Others noted a lack of consensus in how the block should be developed and what the balance among the different uses should be.

The results from this exercise were consistent with information the consultant team had heard from stakeholders regarding a lack of consensus in Town for a specific vision.

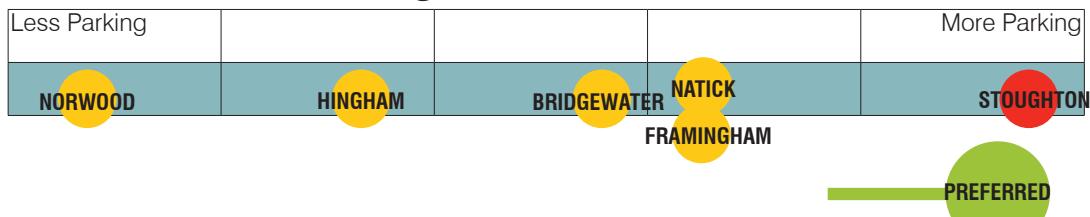
Characteristics of Comparable Downtowns

Stoughton Downtown Redevelopment Plan

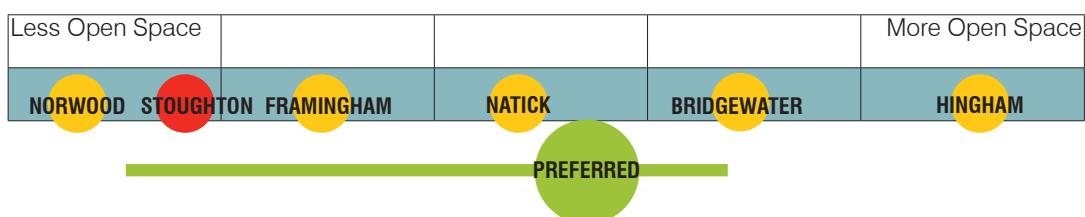
1. Building Coverage



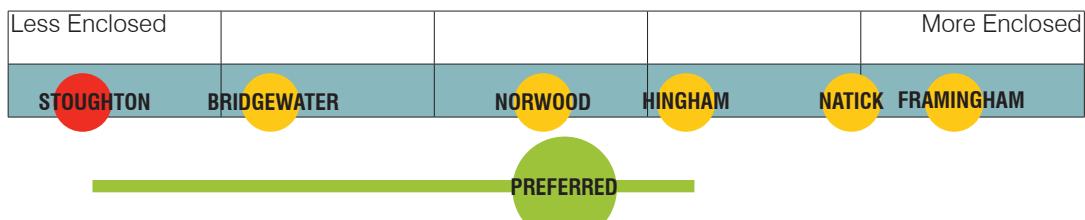
2. Off-Street Parking



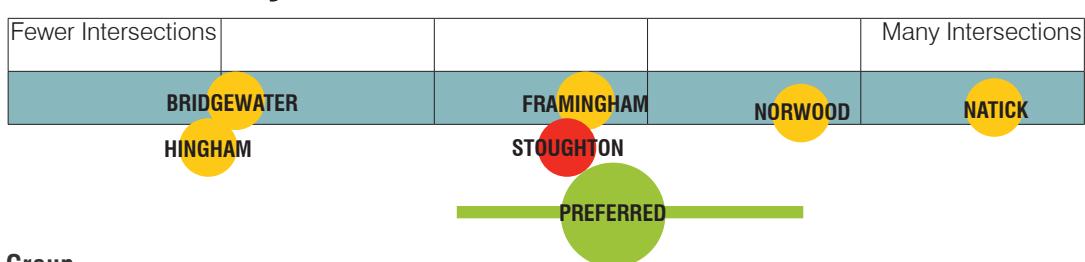
3. Open Space



4. Street Enclosure



5. Walkability



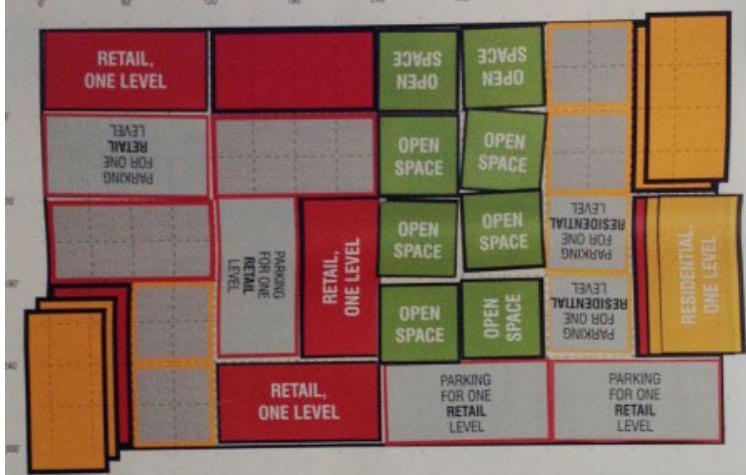
The Cecil Group

Planning and Design

RESULTS from PUBLIC FORUM January 31, 2015

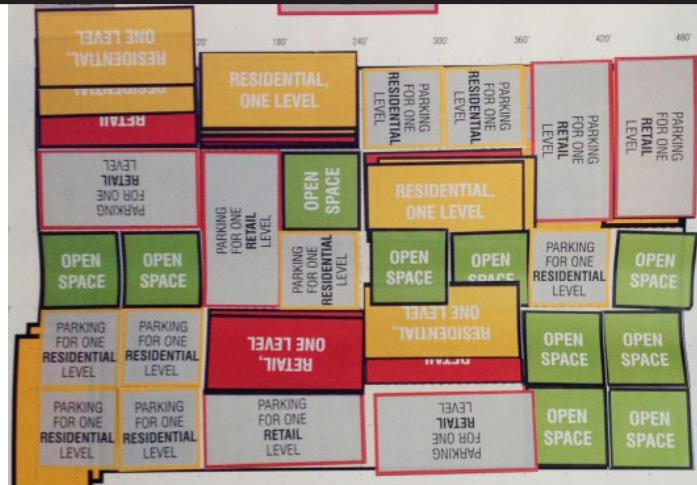
Figure A-9: Results of Session 1

Group 1



PIECE	QUANTITY
Residential	6
Residential Parking	6
Retail	6
Retail Parking	6
Open Space	8

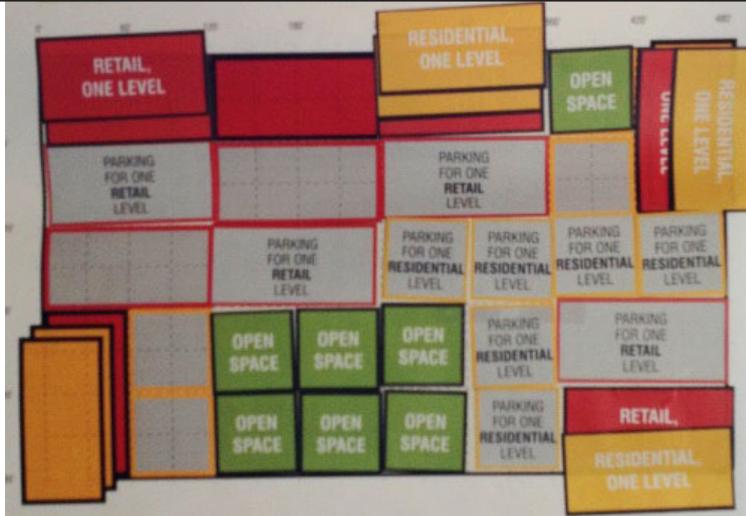
Group 2



PIECE	QUANTITY
Residential	7
Residential Parking*	8
Retail	6
Retail Parking	6
Open Space	10

* This block is overparked by one residential parking unit.

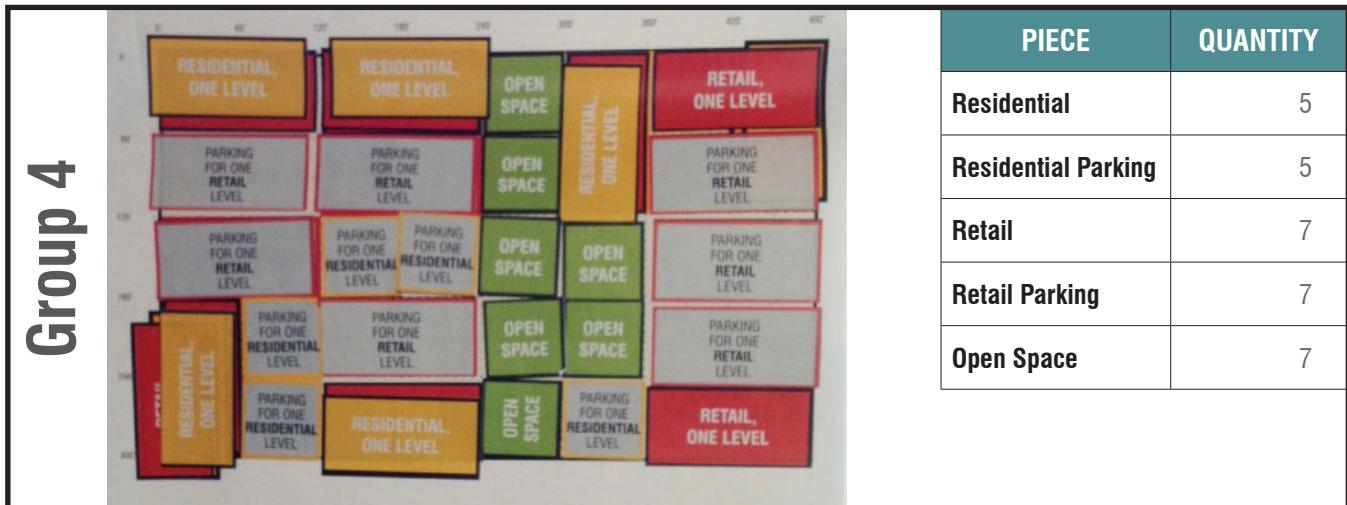
Group 3



PIECE	QUANTITY
Residential	6
Residential Parking*	9
Retail	7
Retail Parking*	6
Open Space	7

* Although this group overparked residential by three parking units and underparked retail by one, a single retail parking unit equals two residential parking units, so this block is overparked by a single residential parking unit.

Group 4



Group 5



Figure A-10: Results of Session 2: Groups 1-5

Figure A-11: Sign-in Sheets: January 2015 Public Forum

NAME	EMAIL	How did you hear about the Public Forum?
Kristina Kelleher-bianchi		facebook
George Kelleher-Branchi		Facebook
Eleanor Terry		PennySaver " "
Mark Terry		PennySaver " "
Bob Mullen		PennySaver Facebook
Renee LeBlanc		Facebook
Patricia Ecolburn		Facebook
Julie Giff		pennySaver CAG
GEORGE DYROFF		Penny Saver
ARDIS TATHWSTON		

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum January 31, 2015

NAME	EMAIL	How did you hear about the Public Forum?
ED DEFERICE		Town Hall
Bob Kuvier		PennySaver
Steve Bernstein		CAG member
Forrest Lindwall		
Barbara Arciuino		Selectman + Lou meeting 2/14/10
Bill Selby		Friend
Walter C. Parshley		All of the above
Cindy Dolan		Internet
Rachel Morton		Chat
Sandra Gauden		PennySaver and Louis Giff email

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum January 31, 2015

NAME	EMAIL	How did you hear about the Public Forum?
Theresa Camara		Paper
Pt Br		BOS Meeting
Kathy Price		at CAG
Kevin Koch		CAG
Michael Sullivan		CAG
John Stagnone		
Regina Ierardi		Emily Fries
PAM CARR		CAG
Howard Hansen		email and ad
DEREK DIEDRICKSEN		Newspaper

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum January 31, 2015

NAME	EMAIL	How did you hear about the Public Forum?
Ted Phillips		email
Stan Zoll		CAG member
Tom McGauley		PAPER
Ginger Hoffman		Penny Saver
Joe Hannon		
Jeffrey Pickette		SMAC

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum January 31, 2015

NAME	EMAIL	How did you hear about the Public Forum?
Molly Cochran		Penning song
Sung Pak		CAG
John Morton		+ Web
Fran McGauley		Poster
Rickhill		Flyer
Bob O'Ragan		BOS Secy
Eric Monkiewicz		Flyer
Cynthia A. Walsh		
JACKIE BONSMAN JONES		Dr. Jeff Escoffier
MARK Tenny		

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum January 31, 2015

NAME	EMAIL	How did you hear about the Public Forum?
Joseph Fenster		SRA
James Barron		Planning board
Erdem Ural		
J. Small		Word of mouth
Leo Fay		

Figure A-12: PowerPoint Presentation January 2015 Public Forum



Stoughton Downtown Redevelopment Plan

January 31, 2015

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

1



Agenda

- Introduction of the Two Teams
- Stoughton Downtown Redevelopment Plan
 - Observations
 - Existing Conditions and Comparative Towns
 - Interactive Session 1: What We Are/What We Want To Be
 - Interactive Session 2: Balance
- Break
- Stoughton Center Traffic Improvement Study
 - Presentation of Alternatives
 - Open House

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

2



Steven G. Cecil AIA ASLA The Cecil Group, Inc.

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

3

Purpose of the Study

- To create tools to revitalize the Stoughton Downtown
 - Specific planning for the Downtown area
 - Creating a Redevelopment Plan under M.G.L. Chapter 121B
 - Based on the goals and implementation steps identified in the *Stoughton Master Plan*

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

4



Stoughton Downtown Redevelopment Area

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

Source: Esri, Digital Globe, GeoEye, i-cubed, USDA, USGS, AEX, GeoEye, CNES, Airbus, and the USGS User Community

January 31, 2015

5



Observations

- Focus in Town has been on specific visions trying to find clear solutions, but...
 - What can the Town accomplish?
 - What can private development accomplish?
 - How does the Town establish conditions that will support desired and feasible private development?

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

6



Observations

- Focus in Town has been on specific visions trying to find clear solutions, but...
 - What does the Town control and can make happen?
 - What can the Town influence, but may or may not happen?
 - What is outside of the Town's control?

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

7



Observations

- Successful downtowns balance different needs and demands
 - “Through traffic” and “to traffic”
 - Convenient parking and remote parking
 - Open space and developed area
 - Private uses and public uses

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

8



Observations

- A Development Plan for a District is a strategy, not a specific vision
- A strategy has flexibility - which is necessary when you don't control all the factors, and where time is involved
- The keys to success are criteria that a Development Plan establishes and can be met...
 - What must happen
 - What must not happen
 - What may happen

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

9



**Emily Keys Innes, LEED Green Associate
The Cecil Group, Inc.**

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

10



Existing Conditions

- Review of existing conditions is for two purposes:
 - Determination of blighted conditions under Chapter 121B
 - *If the area is blighted, then the Stoughton Redevelopment Authority can be authorized to use certain tools*
 - Identification of opportunities and constraints on future development
 - *What is preventing development and what may allow it?*

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

11



Opportunities and Constraints

- Opportunities
 - Existing historic buildings and architectural elements provide a unique character
 - Current market conditions support some residential, some retail
 - Downtown already contains a mix of uses
 - Vacancies and undervaluation may create attractive redevelopment possibilities

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

13



Opportunities and Constraints

■ Constraints

- Existing buildings may not be suitable for redevelopment without significant investment
- Current market conditions do not support office, industrial, flex space, or new space for creative economy
- Some existing land uses may be incompatible with new or expanded uses
- Some vacant lots or buildings may have specific conditions that need to be addressed prior to redevelopment
- Public infrastructure is in poor condition

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

14

To measure success,
Stoughton residents, business
owners, Town officials and
property owners need to **define**
what a successful downtown
means for Stoughton.



Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

15



These two interactive sessions
are designed to start that
conversation.

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

16

Interactive Sessions

- Stay where you are – you'll be doing both sessions in the same group.
- Each table will report back after each session.
- After the second report, we'll take a short break and then HSH will present the alternative plans for the reconfiguration of traffic circulation in Stoughton Center.

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

17



Interactive Session 1
**What We Are/
 What We Want
 to Be**

Stoughton Downtown Redevelopment Plan
 The Cecil Group and Stantec

Characteristics of Comparable Downtowns

Stoughton Downtown Redevelopment Plan

1. Building Coverage

Lower Density	Higher Density
BRIDGEWATER	NATICK, FRAMINGHAM, NORWOOD

2. Off-Street Parking

Less Parking	More Parking
NORWOOD	BRIDGEWATER, NATICK, FRAMINGHAM, STOUGHTON

3. Open Space

Less Open Space	More Open Space
NORWOOD, STOUGHTON, FRAMINGHAM	NATICK, BRIDGEWATER, HINGHAM

4. Street Enclosure

Less Enclosed	More Enclosed
STOUGHTON, BRIDGEWATER	NORWOOD, HINGHAM, NATICK, FRAMINGHAM

5. Walkability

Fewer Intersections	Many Intersections
BRIDGEWATER, HINGHAM	FRAMINGHAM, NORWOOD, STOUGHTON

The Cecil Group
 Planning and Design

PUBLIC FORUM January 31, 2015

18



Session 1: Comparative Communities

Stoughton Downtown Redevelopment Plan
 The Cecil Group and Stantec

	Town				Downtown		
	Land Area (Sq. Miles)	Population	Population Density (Persons/Square Mile)	Median Household Income	Area (Acres)	Building Coverage	Floor Area Ratio
BRIDGEWATER	27.5	26,600	967	\$89,000	107	11%	0.14
HINGHAM	22.2	22,200	1,000	\$105,000	49	17%	0.28
STOUGHTON	16.0	26,700	1,669	\$68,000	100	18%	0.27
NATICK	15.1	33,000	2,185	\$90,000	58	23%	N/A*
FRAMINGHAM	25.1	68,300	2,721	\$66,000	95	24%	0.42
NORWOOD	10.5	28,600	2,724	\$74,000	78	23%	0.52

Notes

* Building area was not available in Mass GIS for Natick

TABLE SOURCES

Land Area: Wikipedia.org

Population: 2010 Census, as reported in Wikipedia

Median Household Income: 2007-2011 American Community Survey
https://en.wikipedia.org/wiki/List_of_Massachusetts_locations_by_per_capita_income

Downtown Area: Defined by The Cecil Group, measured in ArcGIS

Downtown Building Coverage: Structure footprint area (MassGIS Structures layer) divided by Downtown Area

Downtown Floor Area Ratio: Total building area (Mass GIS Parcel layer joined to Assessor Geodatabase) divided by Downtown Area

January 31, 2015

19

VOLUME II: DRAFT URBAN RENEWAL PLAN: AUGUST 2016

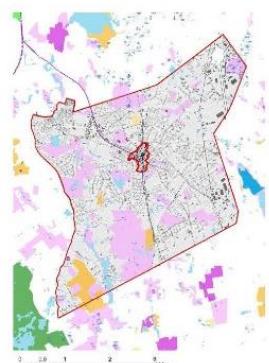
109

Session 1: Physical Characteristics

Stoughton



TOWN 1:48000



DOWNTOWN 1:4800



Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

20

Session 1: Components

- Building Coverage
- Off-Street Parking
- Open Space
- Street Enclosure
- Walkability



Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

21



Stoughton

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

22

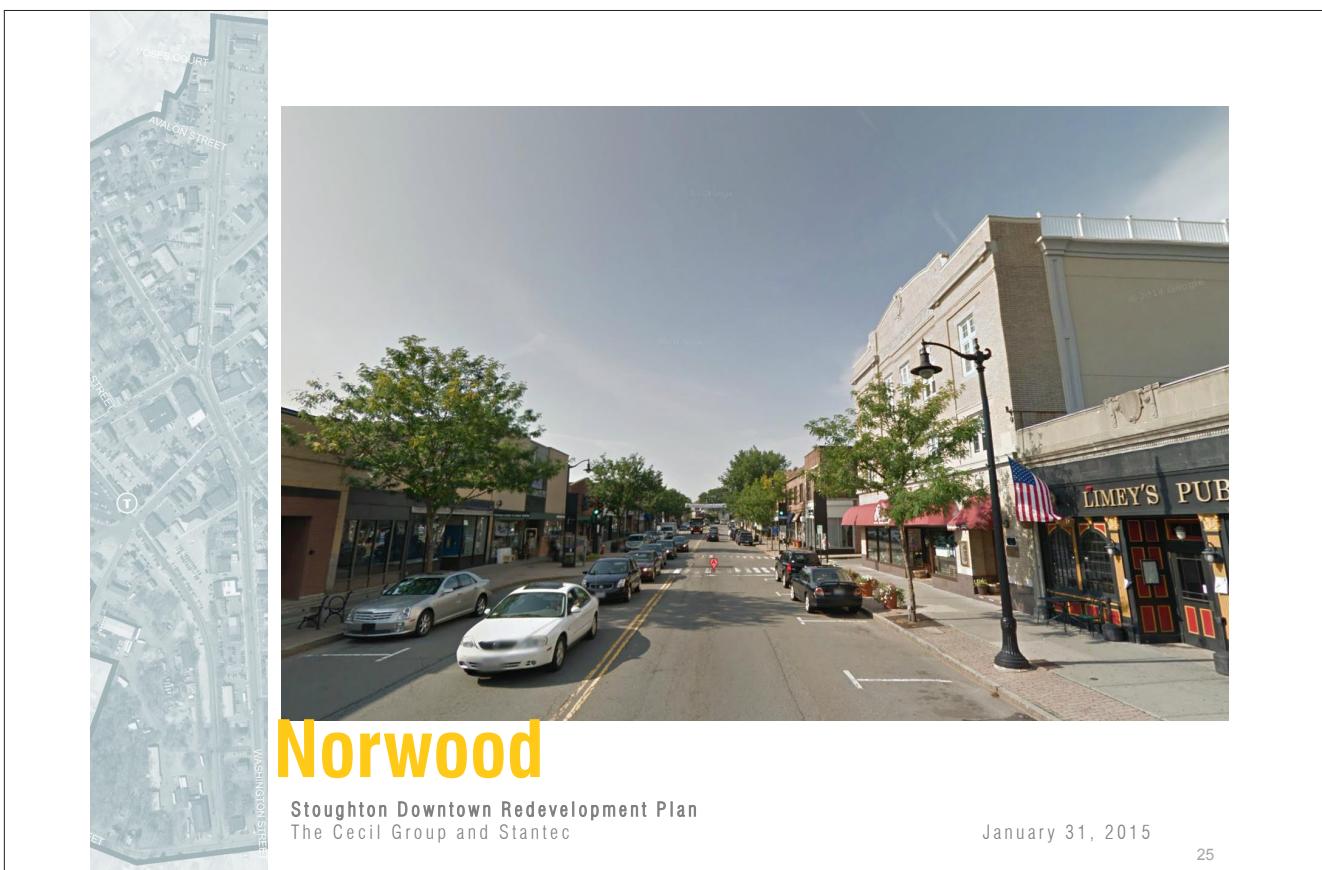


Stoughton

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

23



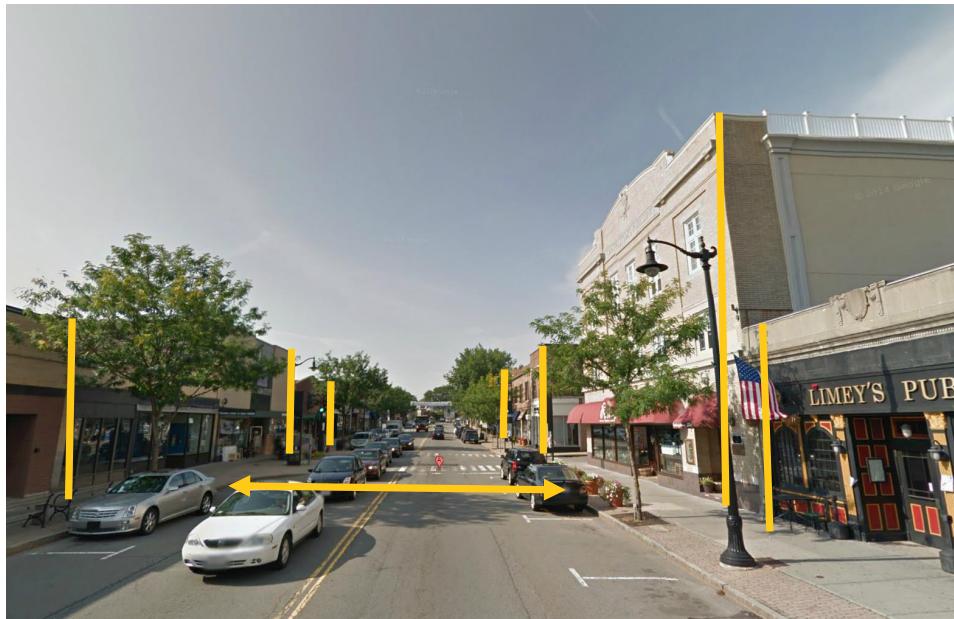


Norwood

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

26

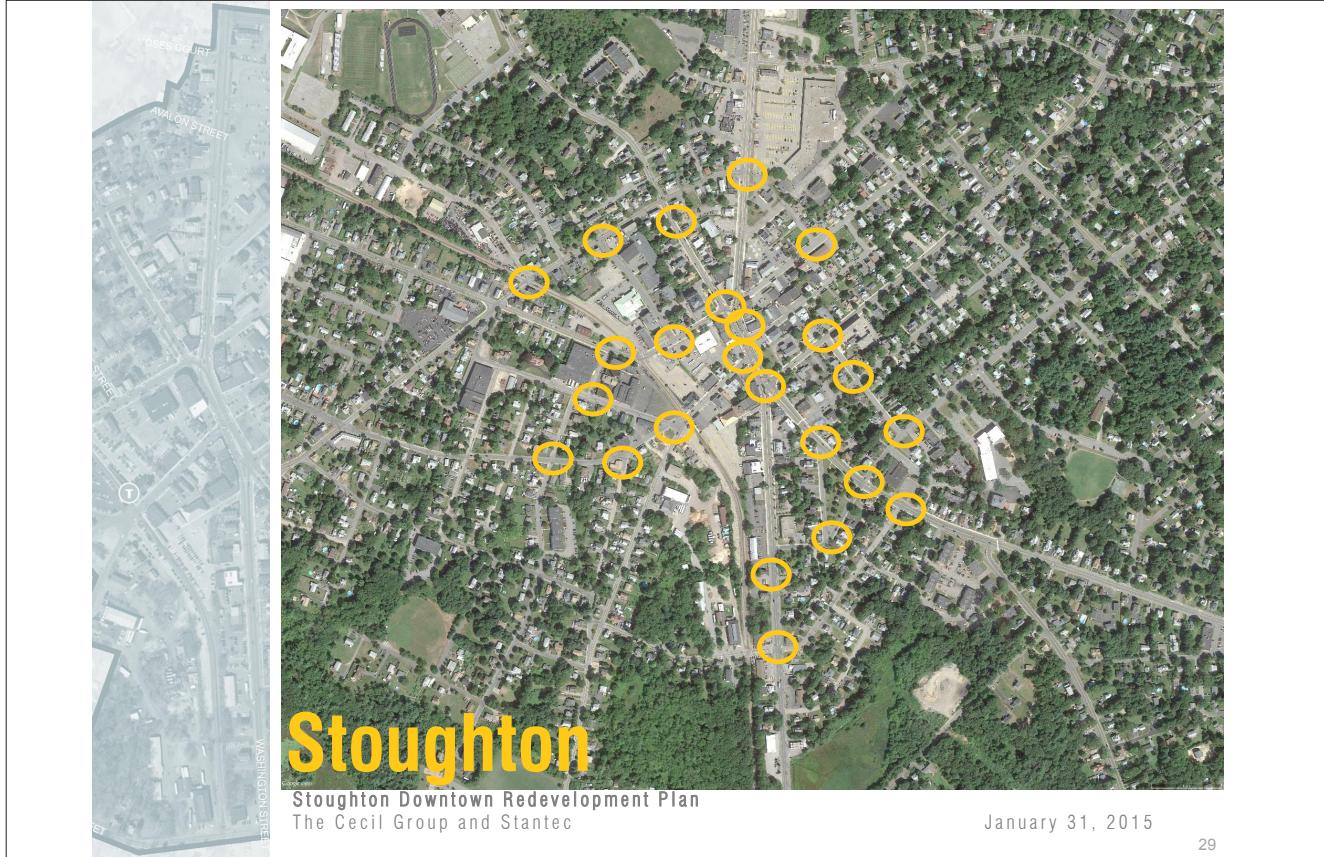


Norwood

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

27





30



31





Session 1: Rules

- Each of you gets one vote per category
- Do you want
 - More?
 - Less?
 - Stay the Same?
- Place your dot on the scale to indicate where you want to be
- The comparative community information is at each table as a guide

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

32

Interactive Session 1 Report Back



Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

33





Interactive Session 1: Report Back

- Hold up your boards!
- Did you want more, less, or stay the same:
 - Building coverage?
 - Off-street parking?
 - Open Space?
 - Street Enclosure?
 - Walkability?

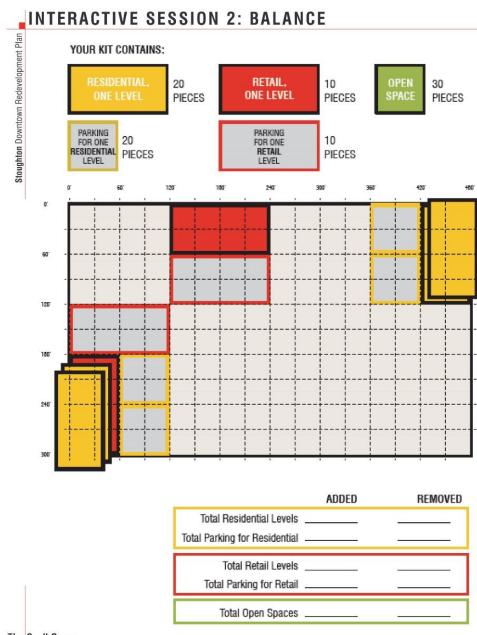
Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

34



Interactive Session 2 Balance



Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

35



Session 2

- **Infill development and new development depends on the balance among**
 - Uses (retail and residential)
 - Parking
 - Open space

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

36



Session 2: Rules

- **Start with the Infill Block**
 - Build a typical, realistic block
 - If you keep a building, you must keep the parking
 - Parking can be anywhere on site, but must match the number and type of development
 - Residential and Retail can be stacked
 - Parking cannot be stacked
 - You can acquire a building
- **At the end**
 - Total everything
 - Review the first session – did anything change?

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

37



Interactive Session 2 Report Back

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

38



Interactive Session 2: Report Back

- Hold up your parcels!
- Did you prioritize
 - Development?
 - Retail or residential?
 - Parking?
 - Open Space?
- Did you change your choices from the first session and if so, how?

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

39



Thank you very much!

**Break!...for five minutes, then
Howard/Stein-Hudson's Presentation
and Open House**

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

40



**Stoughton Downtown Redevelopment Plan
January 31, 2015**

Stoughton Downtown Redevelopment Plan
The Cecil Group and Stantec

January 31, 2015

1



April 25, 2016

At the third public forum, the SRA and the consultant team presented an update on the process, and the shift in focus from an urban renewal plan to a redevelopment plan that would not require approval by DHCD.

Three-dimensional renderings of the results from the January 31 public forum demonstrated some of the key findings of that meeting.

- Parking is a limiting factor.
- Green space downtown was a priority for many groups, but was balanced by a desire for increased retail and residential uses.
- Infill development can be accomplished in many different ways.

With these lessons in mind, the consultant team presented concepts for how four different sites in the core of the Downtown could be developed. The concepts examined sites that had been identified early in the process – the fire station on Freeman Street, the municipal parking lot on Washington Street, the police station and proposed site for garage and train station on Rose Street, and the Post Office and surrounding block. The team also tested a proposal made by Steve Kelley, of Trackside Plaza, for an iconic public area centered in the downtown.

After the presentation, participants were asked to “vote” on their preferred scenario for each site. The results support a preference for additional green space in the Downtown, but, among the participants present, there is still a split as to how much green space is preferable.

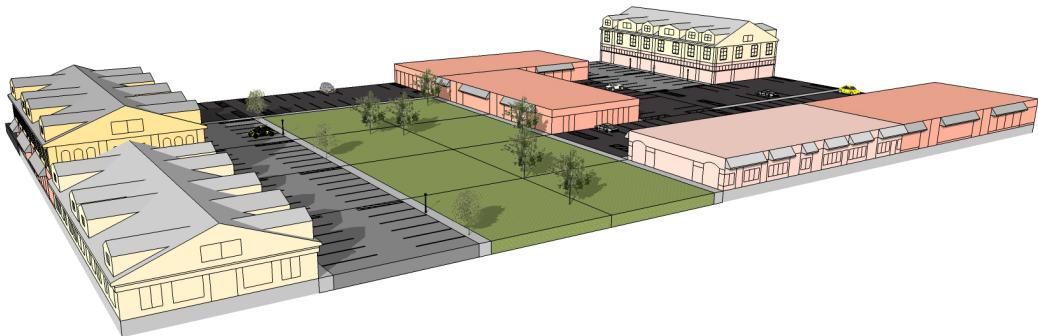
Participants were also asked to rate and prioritize actions that SRA could take under the SDRP alone and under a full urban renewal plan. Some respondents did not fully answer the question, but the data does suggest a split as to how much of a role that SRA should have in the land development in the area. This is a clear indication that additional conversation should take place to clarify whether

a full urban renewal plan is needed for the Stoughton Downtown.

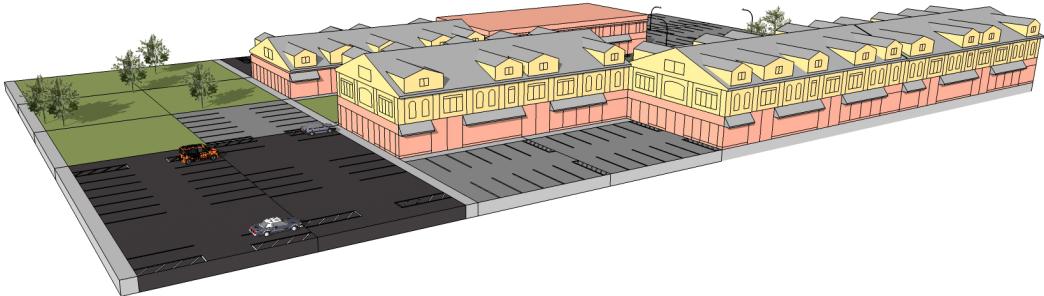
The following pages provide detailed information about the exercises and results of this public forum.

INTERACTIVE SESSION 2: BALANCE

GROUP 1



GROUP 2



GROUP 3



The Cecil Group

Planning and Design

GROUP 4



GROUP 5



As part of the preparation for the final forum, the results of the second exercise were translated into three-dimensional images. These images make it clear that the five groups came up with different strategies to address the same initial conditions. The side facing the viewer is the principal street.

Some interesting points to note:

- No building was over three stories high. There was no limit set on height in the exercise.
- The average of open space across all five blocks was 20%. As with height, there were no restrictions – either minimum or maximum – on the open space.

- The parking pieces did not allow for shared parking, so the percentage of parking on the lot is quite high. Were this a design for the real world and not a simplified exercise, shared parking arrangements would reduce the amount of parking needed for the mixed-use scenarios developed here.

Figure A-13: Analysis of Results of Session 2: Groups 1-5



Figure A-14: Location of Sites for Conceptual Tests

THE FOUR TEST SITES

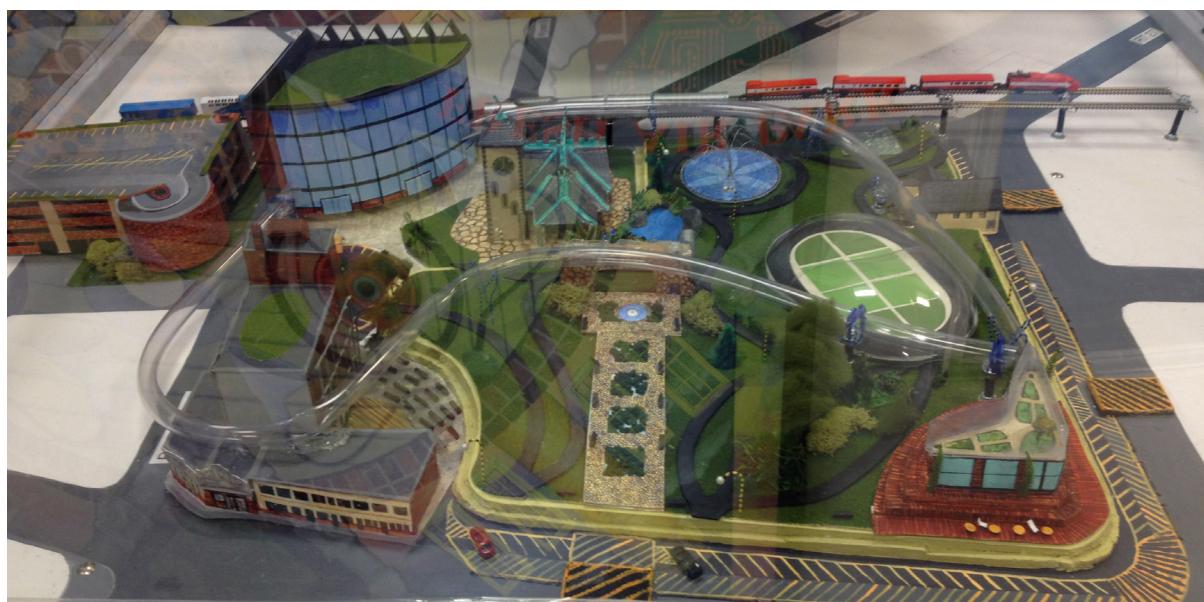
The four test sites are as follows:

- (1) Fire Station, Freeman Street
- (2) Municipal Parking Lot, Washington Street
- (3) Police Station/Preferred Location for Train Station and Parking Garage, Rose Street
- (4) U.S. Post Office and Surrounding Block
- The fifth site is the site of the proposal made by Steve Kelley of Trackside Plaza (shown below). This site includes the U.S. Post Office and the surrounding block, plus (5) the State Theatre and its surrounding block.

Please note that the SRA is not proposing to undertake these specific projects at this time. The following diagrams are conceptual tests of how development could occur at different scales (parcel assembly) and over time (phasing based on changes on other sites).

The next four pages are the boards from the public presentation and illustrate each of the four sites and the key ideas that drive the alternatives for each site. Mr. Kelley brought the physical model of his proposal to the public forum so participants could view it in person.

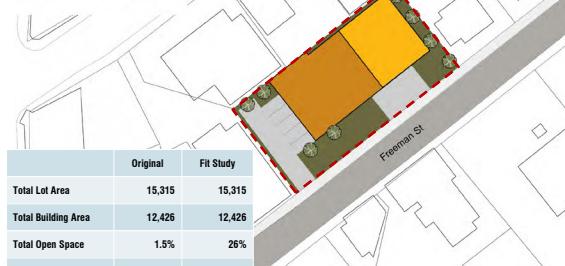
Figure A-15: One View of Steve Kelley's Proposed Public Space (Washington Street is at the bottom of the picture)



Site 1: Freeman Street (Fire Station)

Fit Study – Site 1 Alternative 1

Commercial
Residential Above Commercial Space



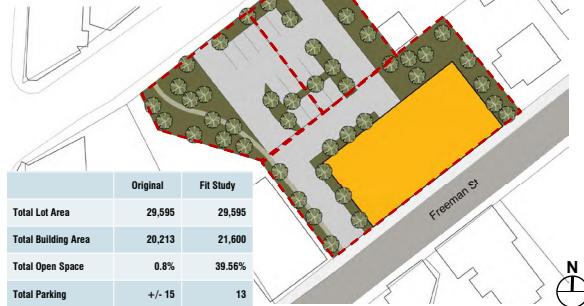
Fit Study – Site 1 Alternative 2

Residential Above Commercial Space

	Original	Fit Study
Total Lot Area	15,315	15,315
Total Building Area	12,426	10,800
Total Open Space	1.5%	9.5%
Total Parking	Fire Station	6

Fit Study – Site 1 Alternative 3A

Residential Above Commercial Space



Fit Study – Site 1 Alternative 3B

Residential Above Commercial Space

	Original	Fit Study
Total Lot Area	29,595	29,595
Total Building Area	20,213	21,600
Total Open Space	0.8%	41.12%
Total Parking	+/- 15	13

Fit Study – Site 1 Alternative 4A

Residential Above Commercial Space

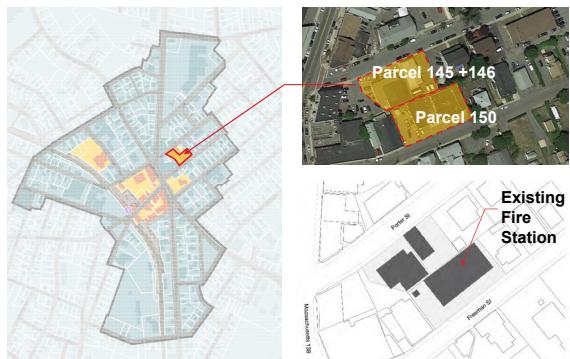
	Original	Fit Study
Total Lot Area	37,042	37,042
Total Building Area	26,969	28,800
Total Open Space	0.7%	38.5%
Total Parking	+/- 25	17

Fit Study – Site 1 Alternative 4B

Residential Above Commercial Space

	Original	Fit Study
Total Lot Area	40,193	40,193
Total Building Area	26,969	28,800
Total Open Space	0.7%	38.5%
Total Parking	+/- 25	17

Fit Study – Site 1 Location



KEY IDEAS: Parcel Assembly; Relationships To Existing Development Context

The Fire Station and adjoining parcels are used to test how the assembly of smaller parcels can lead to better opportunities to develop a balance of retail, residential, and open space. The SCMUOD requires parcels of 10,000 square feet or more, and one parking space per dwelling unit. These requirements are explored on a series of increasingly larger parcels, created by the assembly of smaller parcels. The differences between 3A and 3B and between 4A and 4B relate to the front yard setback – in each case A shows the setback consistent with the adjoining retail uses; B shows the setback consistent with the transition to the adjoining residential neighborhood.

These Fit Studies are for illustrative purposes only and do not represent an actual or proposed project.

April 25, 2016

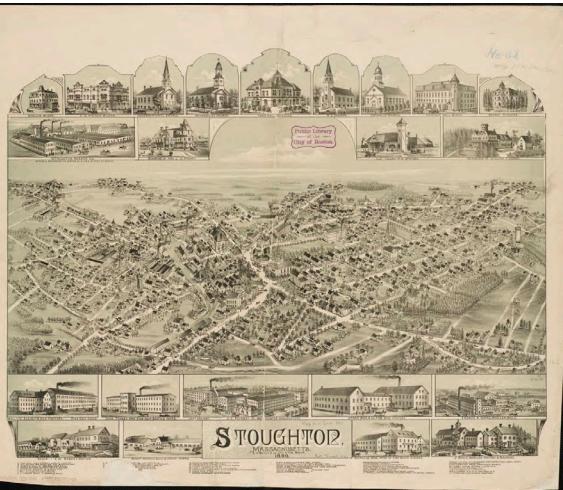
Figure A-16: Conceptual Diagrams for Site 1

Site 2: Town Green (Municipal Lot on Washi

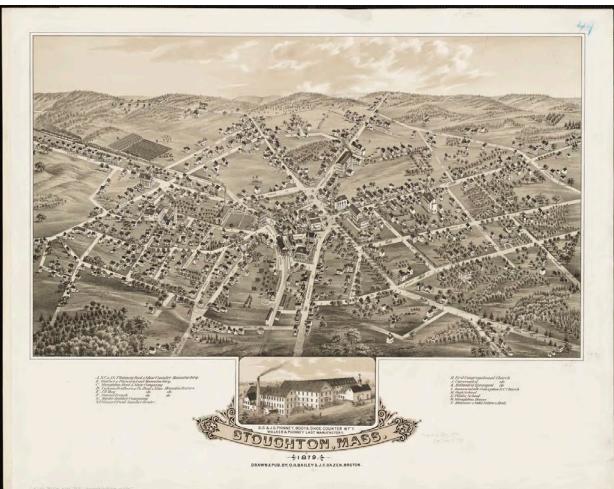
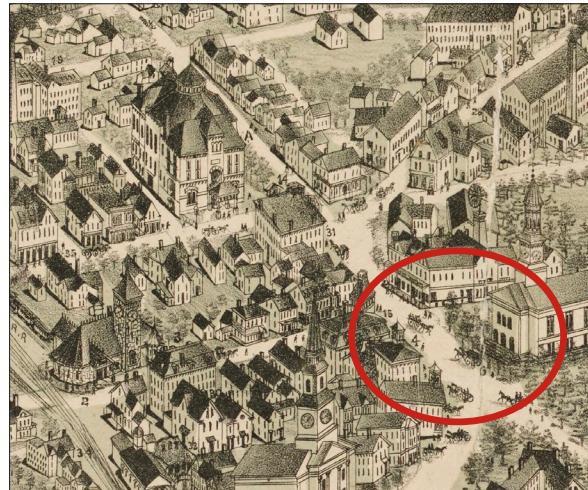
Fit Study – Site 2 Alternative 1



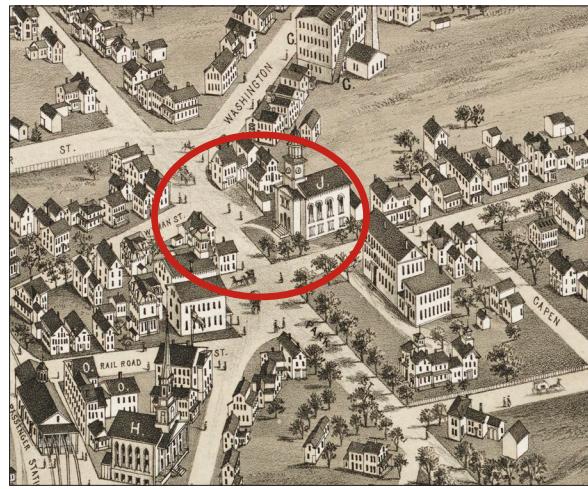
Fit Study – Site 2 Alternative 2



Map of Stoughton, 1890, O.H. Bailey & Co., Norman B. Leventhal Map Center, Boston Public Library

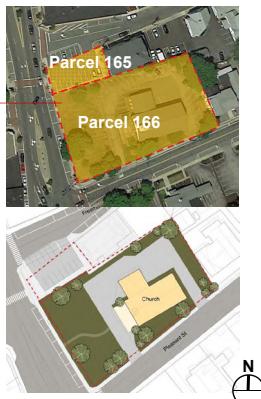


Map of Stoughton, 1879, O.H. Bailey & Co., Norman B. Leventhal Map Center, Boston Public Library



ington Street)

Fit Study – Site 2 Location



KEY IDEAS: Central Green Space; Development Partnerships

One idea that has appeared both in the *Stoughton Master Plan* and from people interviewed during this process is the idea of a central green space in the downtown. The First Parish Church has a green area that appears to be the remnant of an existing common area as an extension of the right-of-way from the early days of the Town (see enlargements of the 1890 and 1879 maps to the left). The municipal parking lot that adjoins this green could be used to extend the green space. Such an extension could be a minor one – retaining some public parking and cleaning up the pedestrian access, as in Alternative 1 – or a major one, in which all of the parking is replaced by a green area that is coordinated with that of the church, as in Alternative 2. Either scenario would require a partnership between the Town and the church to implement.

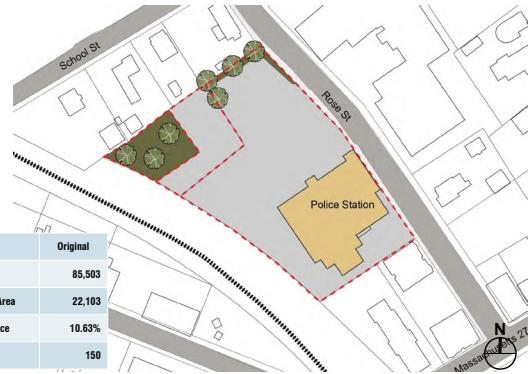
These Fit Studies are for illustrative purposes only and do not represent an actual or proposed project.

April 25, 2016

Figure A-17: Conceptual Diagrams for Site 2

Site 3: Rose Street (Police Station/Parking)

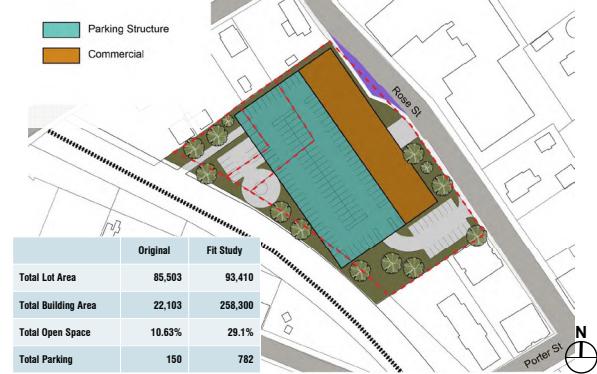
Fit Study – Site 3 Existing Condition



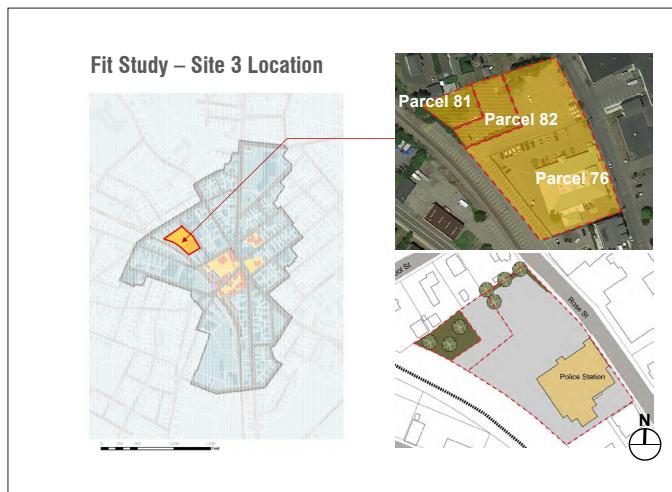
Fit Study – Site 3 Alternative 2



Fit Study – Site 3 Alternative 3



Garage on Rose Street)



KEY IDEAS: The Town's proposed parking structure may have implications for other development Downtown

The Town has indicated that if/when the South Coast Rail Expansion becomes reality, its preferred location is for a new rail station and a related parking structure would be the current location of the police station. Such parking could be sufficient to accommodate both commuter and public parking. The alternatives presented look at ways of connecting the proposed parking garage by adding liner retail – shops along the front facade that would create activity along Rose Street and connect the garage to the Downtown, but would also reduce the amount of parking available in the garage. Additional public parking could allow other sites downtown to devote more land to the building footprint and/or open space and less to parking.

These Fit Studies are for illustrative purposes only and do not represent an actual or proposed project.

April 25, 2016

Figure A-18: Conceptual Diagrams for Site 3

Site 4: Downtown Core

Fit Study – Site 4 Alternative 1



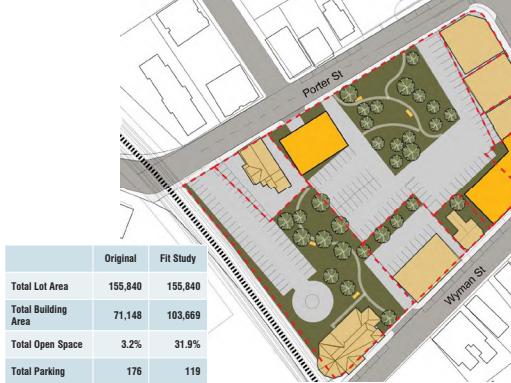
Fit Study – Site 4 Alternative 2



Fit Study – Site 4 Alternative 3A



Fit Study – Site 4 Alternative 3B



Fit Study – Site 4 Alternative 4

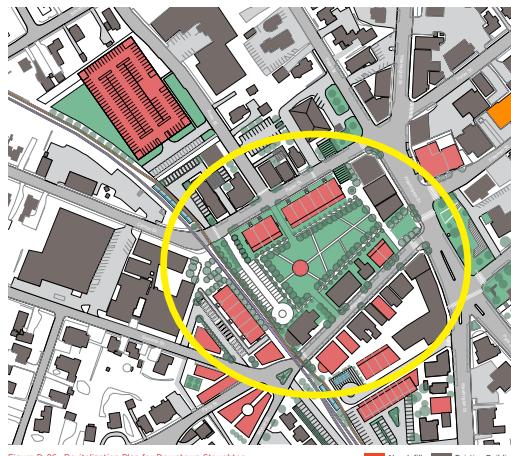


Figure D-26. Economic Development Master Plan for Downtown Stoughton, McCabe Enterprises, 2018

Fit Study – Site 4 Location



Site Location

KEY IDEAS: Phasing of development/change over time

This set of scenarios looks at infill development over time and begins to consider how the area could change based on decisions elsewhere in the Downtown. For example, in the near term, existing vacant sites could be developed as in Alternative 1. In the long term, sites such as the Post Office might become available for redevelopment, as in Alternatives 3B and 4. Should the parking garage be developed, some lots may become open space – either by themselves or as connections to extended Town Green as shown in the alternatives for Site 2. The choice of this site was determined by the concept plan prepared by McCabe Enterprises as part of the *Economic Development Master Plan for Downtown Stoughton*

Note that such development does not have to be done by the SRA, but could be the response of the private market to other actions of the SRA such as regulatory controls requiring more open space in exchange for greater development density or public infrastructure development such as the parking garage.

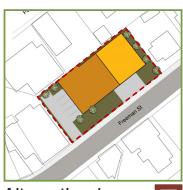
These Fit Studies are for illustrative purposes only and do not represent an actual or proposed project.

April 25, 2016

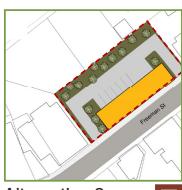
Figure A-19: Conceptual Diagrams for Site 4

Ballot

Site 1: Freeman Street



Alternative 1



Alternative 2



Alternative 3A



Alternative 3B



Alternative 4A



Alternative 4B

Site 2: Town Green

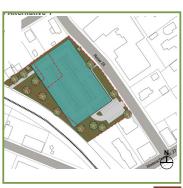


Alternative 1



Alternative 2

Site 3: Rose Street



Alternative 1



Alternative 2



Alternative 3

Site 4: Downtown Core



Alternative 1



Alternative 2



Alternative 3A



Alternative 3B



Alternative 4

Site 5: Kelley



Alternative 1

Figure A-20: "Ballot" Side 1

BALLOT SIDE 1

The ballot allowed people to indicate their preferred alternative for each site, thus allowing the consultant team to continue to test the preferred balance for open space, development, and parking in the Stoughton Downtown. This allowed those who had also participated in the January 2015 forum to apply the balancing exercise in the ideal block to actual sites in the Downtown with which they were more familiar.

The results of this ballot are shown in the table on the next page and the preferred scenarios following the table. As noted above, the vote was still split among those who favored more green space and those who did not. Only one alternative emerged with significant support. Site 2,

Alternative 1 was the only option to receive a majority vote of both those who responded to Site 2 and of all those that participated. (Not every respondent voted on all sites.)

For Site 4, there was a tie between Alternatives 3A and 4. 3A provides more parking and building; 4 provides more green space.

The preferred alternatives are provided following the table. These alternatives should provide the SRA and the Town with a starting point for discussions on a project that could be included in a full urban renewal plan. Please note that these preferences are a snapshot of those who attended; they are not necessarily representative of the Town as a whole.

What should the SRA should do in the downtown within the next 3-5 years?				
	Potential Actions	Agree	Disagree	Priority (1 is highest)
Stoughton Downtown Redevelopment Plan UNDER THIS PROPOSED REDEVELOPMENT PLAN	Assemble land for private developers to redevelop? <i>A redevelopment authority may purchase, lease, dispose of, and develop land.</i>			
	Assemble land and redevelop it? <i>A redevelopment authority may purchase, lease, dispose of, and develop land.</i>			
	Redevelop land owned by the Town of Stoughton? <i>A redevelopment authority may purchase, lease, dispose of, and develop land.</i>			
	Borrow money to fund development projects? <i>A redevelopment authority may borrow money (issue bonds) and receive grants or gifts.</i>			
	Conduct additional planning studies to identify a specific project or projects? <i>A redevelopment authority may conduct planning studies related to land use and development.</i>			
	Act as the Town's parking authority? <i>Several redevelopment authorities in Massachusetts act as parking authorities.</i>			
	Provide funding for storefront and facade improvements? <i>The SRA could provide grants or loans to help local businesses update their storefronts and/or facades.</i>			
	Develop regulatory controls, such as design guidelines, in partnership with the Planning Board? <i>A redevelopment authority may establish controls on land uses and development within an urban renewal area.</i>			
	Conduct design review of projects in the downtown area as part of the permitting process? <i>A redevelopment authority may undertake design review of projects within an urban renewal area. It may also designate the review to a design review committee.</i>			
	Acquire parcels by eminent domain in order to redevelop them? <i>A redevelopment authority can acquire parcels by eminent domain within a designated urban renewal area.</i>			
Additional Comments				
The Cecil Group				
Planning and Design		April 25, 2016		

Figure A-21: “Ballot” Side 2

BALLOT SIDE 2

The purpose of this ballot was to gauge the level of interest among participants in actions that the SDRP identifies as appropriate for the SRA to undertake, and actions that would require an urban renewal plan approved by DHCD before the SRA would be authorized to act.

If participants indicated an interest in activities requiring a full urban renewal plan, then such interest would provide direction to the SRA in their next steps.

Unfortunately, respondents completed the ballot in using different methods. Some indicated their priorities under each category and some indicated their priorities across both categories.

However, those who responded did provide sufficient data to indicate the direction of further conversations among the SRA, the Board of Selectmen, and the Planning Board in determining the next steps relative to the SRA's role in the Downtown and, by extension, the role of the other boards.

The full results follow the results of Ballot 1.

	SITE 1: FREEMAN STREET						SITE 2: TOWN GREEN	
	1	2	3A	3B	4A	4B	1	2
Alternative:								
Card #								
1				1				1
2						1		1
3						1		1
4		1					1	
5				1			1	
6								
7								1
8						1	1	
9	1						1	
10						1	1	
11						1		1
12		1						
13	1						1	
14				1			1	
15	1						1	
16				1			1	
17						1		1
18						1		1
19					1		1	
20		1						1
21		1					1	
22								
23						1		1
24			1				1	
25	1		1				1	
26		1					1	
27				1			1	
Totals:	4	4	3	3	3	8	15	9
% of those responding to scenario:	16%	16%	12%	12%	12%	32%	63%	38%
% of all respondents:	15%	15%	11%	11%	11%	30%	56%	33%

Figure A-22: Ballot Results



Figure A-23: Preferred Concept Site 2 Alternative 1

This site was the clear favorite and the only one to have received a majority of the vote. The test site is the municipal parking lot on Washington Street. The preferred alternative removes some of the existing parking in order to add pedestrian access to Freeman Street and additional green space to extend the open area in front of the First Parish Church.

The other alternative for this site was a more extensive greening of the area that removed all of the municipal parking and replaced it with green space fully integrated with the space in front of First Parish into a "Town Green." This scenario was mentioned in the *Stoughton Master Plan* as a possible action.

As with the other alternatives, this is just a conceptual plan. However, if the community is interested in pursuing this, next steps would include discussions between the Town and First Parish and an evaluation of the preferred strategy.

This could be a good test project for joint action between the SRA and the Board of Selectmen.

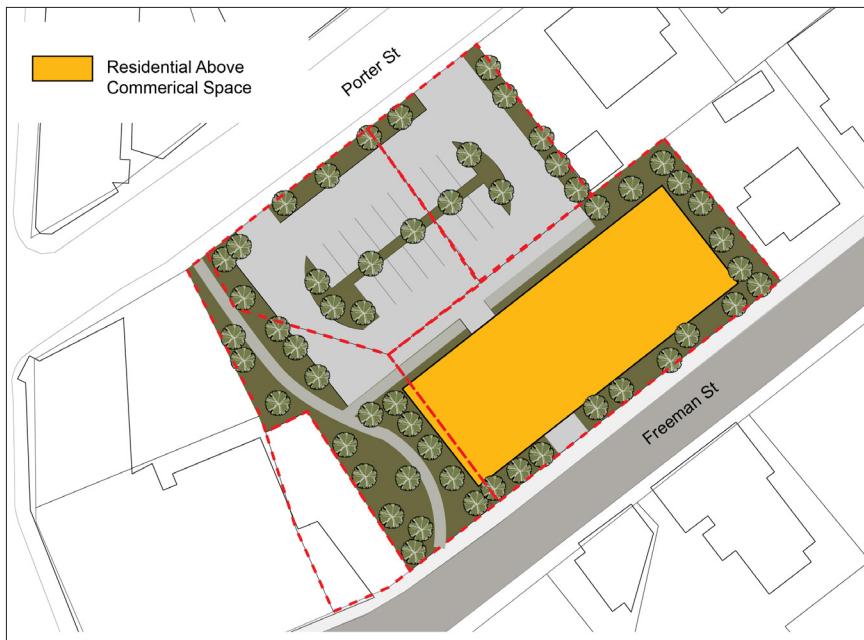


Figure A-24: Preferred Concept Site 1 Alternative 4B

This concept tested how the assembly of smaller parcels could create a better project for both the developer and the public.

The test site is the fire station on Freeman Street and the adjacent parcels. There are no immediate next steps associated with this scenario as the existing businesses behind the fire station are thriving. However, the choice of this alternative demonstrates a clear preference for public green space around new development – the other alternatives had more parking and less green space.



Figure A-25: Preferred Concept Site 3 Alternative 2

The Town of Stoughton has identified the site of the current police station as the preferred option for the site of a parking garage and new train station. The alternatives tested the existing condition, a parking structure with ground floor retail, and a parking structure with ground floor retail and additional surface parking.

Alternative 2, which included more green space and less surface parking, received the most votes. This concept has already received some discussion in the Town and next steps would include continuing discussions between the Board of Selectmen and MassDOT. The SRA could have a role in the development process and in both parking management and the management of the retail, as noted in the section on Identified Actions, below.



Figure A-26: Preferred Concept Site 4 Alternative 3A

The split choice on this site is the clearest indication that there is a difference of opinion as to how much green space should be present in the Downtown. This is the central block of the Downtown, currently anchored by the U.S. Post Office, the historic development block along Washington Street, and the historic train depot.

Both alternatives also assume that the small building on the corner of Washington and Wyman Streets is available for redevelopment. Alternative 3A assumes that some of the land owned by the U.S. Post Office is also available. The existing train platform has been removed on the assumption that it will be moved elsewhere in the Downtown.

Alternative 3A provides some green space but also allows for the creation of two new buildings (yellow-orange) and related parking. Employee parking for existing businesses has been retained and reorganized on the site.



Figure A-27: Preferred Concept Site 4 Alternative 4

By contrast, Alternative 4 significantly expands the amount of green space and reduces the amount of development in this central block. Parking for the employees of existing businesses remains, but the additional green space reduces the amount of parking available for customers. Such parking could be provided elsewhere, for example, in the parking structure proposed for Rose Street. Alternative 4 assume that the current post office building is gone and that the surrounding site is available for redevelopment.

Either of these concepts is significantly more complex than the ones shown on the previous pages. Development in this core would require discussions between Town bodies, the U.S. Post Office, MassDOT, and individual property owners.

The abilities of a redevelopment authority to take action under Chapter 121B are precisely suited to this type of complex development, and either of these scenarios could be an appropriate project for the completion of the draft urban renewal plan. Further discussion between the SRA and the Board of Selectmen would be required before either of these alternatives are explored at the level of detail needed to complete the draft urban renewal plan.

**Note that the recommendations for looking at the US Post Office site are consistent with the recommendations of a report on Mixed-Use Development and Parking in Stoughton Center, prepared by The Cecil Group for the Stoughton Planning Board in 2006. This report was discovered at the completion of this current study, but the report was reviewed to ensure*

that the recommendations of this Draft Urban Renewal Plan and the SDRP are not inconsistent with the earlier report. Some of the recommendations of the 2006 report are still valid; a copy has been provided to the Economic Development Director of the Town of Stoughton,

Figure A-28: Ballot 2:What should the SRA do in the Downtown over the Next 3-5 Years? (Actions)

CARD #	1	2	3	4	5	6	7	8	9	10
Under the draft SDRP:										
Assemble land for private developers to redevelop?	Y	Y	Y	Y	Y	N		N	Y	Y
Assemble land and redevelop it?	N	Y	Y	Y	Y	N		Y	Y	Y
Redevelop land owned by the Town of Stoughton?	Y	Y	Y	Y	Y	N		Y	Y	Y
Borrow money to fund development projects?	Y	Y	N	Y	Y	N		N	Y	Y
Conduct additional planning studies to identify a specific project or projects?	Y	Y	Y	Y	Y	N		Y	Y	Y
Act as the Town's parking authority?	Y	N	N	Y	Y	N	N	N	Y	Y
Provide funding for storefront and facade improvements?	Y	Y	N	Y	Y	N		Y	Y	Y
Under an Urban Renewal Plan Approved by DHCD:										
Develop regulatory controls, such as design guidelines, in partnership with the Planning Board?	Y	Y		Y	N	N		N	Y	Y
Conduct design review of projects in the downtown area as part of the permitting process?	Y	N		Y	Y	N		Y	Y	N
Acquire parcels by eminent domain in order to redevelop them?	Y	Y		Y	N	N	N	N	N	Y

Summary Table

	YES	% YES (VOTE ON QUESTION)	% YES (TOTAL VOTE)	NO
Under the draft SDRP:				
Assemble land for private developers to redevelop?	18	75%	67%	6
Assemble land and redevelop it?	16	64%	59%	9
Redevelop land owned by the Town of Stoughton?	21	84%	78%	4
Borrow money to fund development projects?	16	64%	59%	8
Conduct additional planning studies to identify a specific project or projects?	16	67%	59%	8
Act as the Town's parking authority?	13	54%	48%	11
Provide funding for storefront and facade improvements?	19	76%	70%	6
Under an Urban Renewal Plan Approved by DHCD:				
Develop regulatory controls, such as design guidelines, in partnership with the Planning Board?	14	58%	52%	10
Conduct design review of projects in the downtown area as part of the permitting process?	14	58%	52%	10
Acquire parcels by eminent domain in order to redevelop them?	10	40%	37%	15

	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
	Y	N	Y	Y		Y	Y	Y	Y	Y	Y	N		Y	Y	N	N
	Y	N	Y	N		Y	Y	Y	N	N	N	N	Y	Y	Y	N	Y
	Y	N	Y	Y		Y	Y	Y	N	Y	Y	N	Y	Y	Y	Y	Y
	N	5%	N	Y		Y	Y	Y	Y	Y	Y	N	Y	N	Y	N	Y
	N		N	N		N	Y	Y	N	Y	Y	N	N	Y	Y	Y	Y
	N	N	Y	N		Y	Y	Y	Y	Y	Y	N	N		Y	N	Y
	Y	Y	Y	Y		Y	Y	Y	Y	Y	N	N	Y	N	Y	Y	N
	Y	N	N	Y		Y	N	Y	Y	Y	Y	N	Y	N	N	N	Y
	Y	N	N	Y		Y	N	Y	Y	Y	Y	N	Y	N	N	N	Y
	N	N	Y	N		Y	N	N	Y	N	N	N	Y	N	Y	N	Y

RESULTS: ACTIONS

The summary table to the left provides the raw tabulation of the results of this survey.

The top six actions, based on the percentage of votes by total respondents, are as follows:

- Redevelop land owned by the Town of Stoughton (78%)
- Provide funding for storefront and facade improvements (70%)
- Assemble land for private developers to redevelop (67%)
- Assemble land and redevelop it/Borrow money to fund development projects/Conduct additional planning studies to identify a specific project or projects (three-way tie at 59%)

Actions that would require a full urban renewal plan split the respondents, with a small majority favoring regulatory controls and design review and little appetite for the use of eminent domain. **These results, combined with the results of the prioritization exercise discussed below, are an indication that further discussions are necessary to determine the need for a completed urban renewal plan.**

Figure A-29: Ballot 2: What should the SRA do in the Downtown over the Next 3-5 Years? (Priorities)

CARD #	1	2	3	4	5	6	7	8	9	10	
Under the draft SDRP:											
Assemble land for private developers to redevelop?	7	2		1			Y	7	7	1	
Assemble land and redevelop it?	10	3					Y	2	3	3	
Redevelop land owned by the Town of Stoughton?	8	5					Y	3	2	1	
Borrow money to fund development projects?	9	4					Y	8	6	3	
Conduct additional planning studies to identify a specific project or projects?	2	1						3	4	2	
Act as the Town's parking authority?	6							8	5	2	
Provide funding for storefront and facade improvements?	3	2.5					Y	3	1	1	
Under an Urban Renewal Plan Approved by DHCD:											
Develop regulatory controls, such as design guidelines, in partnership with the Planning Board?	4	1					Y	8	2	2	
Conduct design review of projects in the downtown area as part of the permitting process?	1						Y	4	1	-	
Acquire parcels by eminent domain in order to redevelop them?	5	2						9	3	1	

Distribution Table: Number of Occurrences of Each Priority by Questions

PRIORITY	1	2	3	4	5	6	7	8
Under the draft SDRP:								
Assemble land for private developers to redevelop?	5	3	2	0	0	0	3	1
Assemble land and redevelop it?	0	4	4	2	1	0	1	0
Redevelop land owned by the Town of Stoughton?	5	3	1	2	1	0	1	1
Borrow money to fund development projects?	0	1	3	2	3	1	0	1
Conduct additional planning studies to identify a specific project or projects?	1	2	3	1	0	0	2	0
Act as the Town's parking authority?	2	2	0	2	1	2	0	1
Provide funding for storefront and facade improvements?	3	1	5	0	0	3	0	0
Under an Urban Renewal Plan Approved by DHCD:								
Develop regulatory controls, such as design guidelines, in partnership with the Planning Board?	4	3	0	1	2	0	0	1
Conduct design review of projects in the downtown area as part of the permitting process?	2	3	1	2	0	1	0	0
Acquire parcels by eminent domain in order to redevelop them?	3	1	3	0	1	0	1	0

	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
1		Y	3		1	3		1		2		8	2				
2		Y	4		2	5				7		3	4			2	
4			2		4	2				1		7	1		1	1	
			5		5	4				5		2	3			3	
			7			7				3		10			3		
		Y	6			1	1	2		4		9				4	
3			1		3	6		3		6		6			2		
1		Y	1					2		1		5					5
2			2					3		2		4				6	
			3					1		3		1					7

RESULTS: PRIORITIES

Because of the differing methods respondents used to indicate their preferences, the results here should be considered as opening topics for conversation rather than specific direction. However, some priorities are relatively clear according to the distribution of priorities by question in the table to the left.

The items that were identified as the number one priority by the most respondents were as follows:

- Assemble land for private developers to redevelop/Redevelop land owned by the Town of Stoughton (Each action was identified as the number one priority by five respondents. Both were also identified as priority number 2 by three respondents each.)
- Develop regulatory controls, such as design guidelines, in partnership with the Planning Board? (Identified as the number one priority by four respondents; identified as the number two priority by three respondents.)
- Provide funding for storefront and facade improvements/Acquire parcels by eminent domain in order to redevelop them (Each action was identified as the number one priority by three respondents, identified as the number two priority by only one respondent each)

The identification of the use of eminent domain as a number one priority is in contrast with the low vote on this same question in the first set of responses. The low priority for borrowing funds is also inconsistent with the votes for that action in the first set of responses. **As the ability to acquire key parcels and fund those acquisitions is critical to land development, these discrepancies suggest a need for additional education by the SRA of what its role can be and discussions within the Town of what its role should be.**

Figure A-30: Sign-in Sheets: April 2016 Public Forum

NAME	EMAIL	How did you hear about the Public Forum
GINA Wise + Mark		Facebook
John Anzivino		Facebook
BARBARA Anzivino		Facebook
Cynthia Walsh		Pennysaver
Noreen O'Toole		email
MARIA TEIXEIRA		email
Darryl Collings		SungPak
SUNG PAK		CAG
Tim McElaney		Facebook
Peter Banis		

Stoughton Downtown Redevelopment Plan (SDRP)
Public Forum ~~October~~ April 25, 2016

NAME	EMAIL	How did you hear about the Public Forum
David Olson		Pennysaver
Kathy Smith-Olson		Pennysaver
Margaret Faure		Pennysaver
Carol Cull		Pennysaver
ANN AZUL		Facebook
Pat Goss		WOM
Robert Cohn-Golden		
Judy Stagnone		Pennsaver
Chris Zink		SLF
		Friend of stoughton

Stoughton Downtown Redevelopment Plan (SDRP)
 Public Forum ~~October~~ April 25, 2016

NAME	EMAIL	How did you hear about the Public Forum
Frank Paulin		Pennysover
Ginger Hoffman		"
Tom M. Donald		Pennysover
P. B.		
Bob Muller		Pennysover
Brooke OwoDjoko		Facebook
Stan Zoll		e-mail CAG
Bob O'Regan		
Les & Sam Fair		

Stoughton Downtown Redevelopment Plan (SDRP)
 Public Forum ~~October~~ April 25, 2016

NAME	EMAIL	How did you hear about the Public Forum
Brian Crowley		FLYER
Peter Ventresco		
Janice Estdale-Lindwall		Pennysover?
Jeff Pickette		Stoughton TV

Figure A-31: PowerPoint Presentation April 2016 Public Forum



Town of Stoughton

Stoughton Downtown Redevelopment Plan

April 25, 2016



Agenda

- Welcome
 - Michael Barrett, Chairman of the Stoughton Redevelopment Authority
- Presentation
 - Emily Keys Innes, The Cecil Group
 - Progress Update
 - Recommendations
 - Presentation of Fit Studies
 - Interactive Exercises
 - Next Steps



Progress Update

STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

3



Progress Update

Stoughton Downtown Redevelopment Plan (SDRP)

■ Purpose

- To identify and clarify the role of the Stoughton Redevelopment Authority (SRA) as an effective partner with other Town Boards and Committees in the revitalization of the Downtown
- To identify specific actions that could be undertaken by the SRA to address existing conditions in the Downtown in terms of redevelopment of land and buildings

■ Recommended as an implementation action of the Master Plan

■ Initially proposed as an urban renewal plan under MGL Chapter 121B

STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

4



Progress Update

Meetings

- Two public forums (October 2014 and January 2015)
- Five CAG meetings
- Seventeen interviews with Stakeholders
- Eighteen meetings with the SRA
- Meeting with the Chair of the Board of Selectmen
- Meeting with the Chair of the Planning Board
- Site walk and additional meetings with DHCD



Progress Update

Documents

- *Existing Conditions Memorandum* – April 2015
 - Analysis of existing physical, economic, and regulatory conditions specific to the Downtown
 - Contains an inventory of the conditions of every building and site within the Study Area
- *Draft Redevelopment Plan*
 - SRA members have commented on first draft
 - Will be revised to incorporate results of this forum





Progress Update

Interactive Exercises

- At the end of this presentation, we will ask you to do two interactive exercises:
 - Exercise 1 will ask you to indicate your preferred scenario for each of the sites presented in our fit studies
 - Fit studies are conceptual studies of how development could fit on a site.
 - For Stoughton, the focus of the studies is the balance among development, open space, and parking
 - The studies also look at how parcels could be assembled and how areas may change over time in response to other changes
 - **All fit studies presented today are conceptual and do not represent specific projects**
 - Exercise 2 will ask your opinion on possible actions the SRA can undertake within the next 3-5 years
 - The results of both exercises will influence the revisions of the final report



Recommendations



Recommendations of the SDRP

SDRP vs. Urban Renewal Plan

- An Urban Renewal Plan grants a Redevelopment Authority **certain powers** under MGL 121B
 - Regulatory controls on development within the designated urban renewal area
 - Acquisition by eminent domain to fulfill the public purpose of the plan



Recommendations of the SDRP

SDRP vs. Urban Renewal Plan

- The public purpose of an urban renewal plan is to address issue of physical blight that prevent the private market from investing in an economically distressed area
- A redevelopment authority may address those conditions by:
 - Undertaking specific development projects itself
 - OR by creating the conditions under which the private market will undertake those projects
 - Establishing regulatory controls that guide development under the goals and objectives of the plan
 - Undertaking public infrastructure improvements that create incentives for the private market to invest
 - Assembling parcels that are too small to be economically developed into a larger parcel that can be developed under the regulatory requirements for the area





Recommendations of the SDRP

SDRP vs. Urban Renewal Plan

- An Urban Renewal Plan requires a **public action**
 - Land development project
 - Public infrastructure project
 - Regulatory control and review
- *The Stoughton Downtown Redevelopment Plan*
 - Does not require the use of eminent domain
 - Does not contain a specific project
 - Does not contain development controls
 - **Is not eligible to be approved by the Department of Housing and Community Development as an Urban Renewal Plan**
- **No immediate specific project or public action emerged from either the public forums, interviews with the stakeholders, or background research undertaken as part of this process**



Recommendations of the SDRP

Stoughton Downtown Redevelopment Plan

- Under the SDRP, the SRA may do the following:
 - Purchase, lease, dispose of, and develop land
 - Borrow money (issue bonds)
 - Receive grants or gifts
 - Conduct additional planning studies to identify a specific project or projects



Recommendations of the SDRP

Stoughton Downtown Redevelopment Plan

- Under the SDRP, the SRA may not do the following
 - Acquire properties using the process of eminent domain
 - Define and administer regulatory controls on development within an urban renewal area



Recommendations of the SDRP

Possible Actions for the SRA

- Work with other Town Boards and Committees to be an effective partner in the continued revitalization of the Downtown
 - Purchase or acquire property through gifts
 - Develop land or buildings itself
 - Assemble smaller parcels of land within the Downtown to create lots that are developable under the existing zoning
 - *The SRA may then develop such parcels themselves or sell them to a developer*
 - Partner with the Planning Board to develop additional regulatory controls for the area that would be administered by the Planning Board
 - Act as the Town's parking authority
 - Provide funding for storefront and façade improvements



Fit Studies

STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec
April 25, 2016
15



Fit Studies

January 2015 Public Forum

- Exercise 1 challenged participants to think about the elements of a downtown and how Stoughton compares to other communities.
- Participants were asked to indicate their preference along a sliding scale – did they prefer more, less, or about the same as what exists now in Stoughton?

Characteristics of Comparable Downtowns

Stoughton Downtown Redevelopment Plan		Characteristics of Comparable Downtowns																			
		1. Building Coverage <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Lower Density</th> <th>Stoughton</th> <th>Natick</th> <th>Framingham</th> <th>Higher Density</th> </tr> </thead> <tbody> <tr> <td>BRIDGEWATER</td> <td>HINCHAM</td> <td>STOUGHTON</td> <td>NATICK</td> <td>FRAMINGHAM NORWOOD</td> </tr> </tbody> </table>						Lower Density	Stoughton	Natick	Framingham	Higher Density	BRIDGEWATER	HINCHAM	STOUGHTON	NATICK	FRAMINGHAM NORWOOD				
Lower Density	Stoughton	Natick	Framingham	Higher Density																	
BRIDGEWATER	HINCHAM	STOUGHTON	NATICK	FRAMINGHAM NORWOOD																	
		PREFERRED																			
		2. Off-Street Parking <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Less Parking</th> <th>Stoughton</th> <th>Natick</th> <th>Framingham</th> <th>More Parking</th> </tr> </thead> <tbody> <tr> <td>NORWOOD</td> <td>HINCHAM</td> <td>BRIDGEWATER</td> <td>NATICK</td> <td>FRAMINGHAM</td> </tr> </tbody> </table>						Less Parking	Stoughton	Natick	Framingham	More Parking	NORWOOD	HINCHAM	BRIDGEWATER	NATICK	FRAMINGHAM				
Less Parking	Stoughton	Natick	Framingham	More Parking																	
NORWOOD	HINCHAM	BRIDGEWATER	NATICK	FRAMINGHAM																	
		PREFERRED																			
		3. Open Space <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Less Open Space</th> <th>Stoughton</th> <th>Natick</th> <th>Bridgewater</th> <th>Hingham</th> <th>More Open Space</th> </tr> </thead> <tbody> <tr> <td>NORWOOD</td> <td>STOUGHTON</td> <td>FRAMINGHAM</td> <td>NATICK</td> <td>BRIDGEWATER</td> <td>HINCHAM</td> </tr> </tbody> </table>						Less Open Space	Stoughton	Natick	Bridgewater	Hingham	More Open Space	NORWOOD	STOUGHTON	FRAMINGHAM	NATICK	BRIDGEWATER	HINCHAM		
Less Open Space	Stoughton	Natick	Bridgewater	Hingham	More Open Space																
NORWOOD	STOUGHTON	FRAMINGHAM	NATICK	BRIDGEWATER	HINCHAM																
		PREFERRED																			
		4. Street Enclosure <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Less Enclosed</th> <th>Stoughton</th> <th>Bridgewater</th> <th>Norwood</th> <th>Hingham</th> <th>Natick</th> <th>Framingham</th> <th>More Enclosed</th> </tr> </thead> <tbody> <tr> <td>STOUGHTON</td> <td>BRIDGEWATER</td> <td>NORWOOD</td> <td>HINCHAM</td> <td>NATICK</td> <td>FRAMINGHAM</td> </tr> </tbody> </table>						Less Enclosed	Stoughton	Bridgewater	Norwood	Hingham	Natick	Framingham	More Enclosed	STOUGHTON	BRIDGEWATER	NORWOOD	HINCHAM	NATICK	FRAMINGHAM
Less Enclosed	Stoughton	Bridgewater	Norwood	Hingham	Natick	Framingham	More Enclosed														
STOUGHTON	BRIDGEWATER	NORWOOD	HINCHAM	NATICK	FRAMINGHAM																
		PREFERRED																			
		5. Walkability <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Fewer Intersections</th> <th>Stoughton</th> <th>Framingham</th> <th>Norwood</th> <th>Many Intersections</th> </tr> </thead> <tbody> <tr> <td>BRIDGEWATER</td> <td>HINCHAM</td> <td>STOUGHTON</td> <td>NORWOOD</td> <td>NATICK</td> </tr> </tbody> </table>						Fewer Intersections	Stoughton	Framingham	Norwood	Many Intersections	BRIDGEWATER	HINCHAM	STOUGHTON	NORWOOD	NATICK				
Fewer Intersections	Stoughton	Framingham	Norwood	Many Intersections																	
BRIDGEWATER	HINCHAM	STOUGHTON	NORWOOD	NATICK																	
		PREFERRED																			

The Cecil Group ■ Planning and Design

RESULTS from PUBLIC FORUM - January 31, 2015

STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec
April 25, 2016
16

Fit Studies January 2015 Public Forum

- Exercise 2 asked participants to balance retail, residential, parking, and open space on an ideal block.
- As in real development, participants could choose to leave the existing buildings (shown on the block), build additional floors, or replace them with “new” buildings.
- A use block – residential or retail – had to be matched with the appropriate parking block.



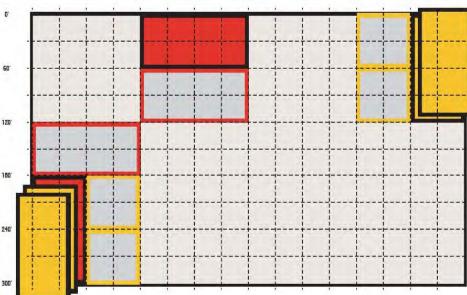
STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

INTERACTIVE SESSION 2: BALANCE

Stoughton Downtown Redevelopment Plan

YOUR KIT CONTAINS:

RESIDENTIAL, ONE LEVEL	20 PIECES	Retail, One Level	10 PIECES	Open Space	30 PIECES
PARKING FOR ONE RESIDENTIAL LEVEL	20 PIECES	PARKING FOR ONE RETAIL LEVEL	10 PIECES		



ADDED	REMOVED
Total Residential Levels	
Total Parking for Residential	
Total Retail Levels	
Total Parking for Retail	
Total Open Spaces	

The Cecil Group
Planning and Design

PUBLIC FORUM | January 31, 2015

Fit Studies January 2015 Public Forum: Results





Fit Studies January 2015 Public Forum: Results

- The results from this exercise were interesting:

Use	Range	Average
<i>Retail</i>	18-26%	22%
<i>Residential</i>	18-26%	22%
Total Building	42-48%	43%
Open Space	12-22%	19%
Parking	35-40%	37%

Fit Studies January 2015 Public Forum: Results

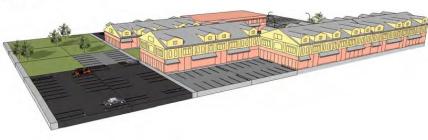
GROUP 1



GROUP 4



GROUP 2



GROUP 5



GROUP 3



Key:
Yellow buildings are residential use
Red buildings are retail use
Paler buildings are the "existing" building by use
Darker buildings are the "new" buildings by use

Fit Studies
January 2015 Public Forum: Results

GROUP 1



GROUP 4



GROUP 2



GROUP 3



Key Points:

- 1. Parking is a limiting factor.**
- 2. Green space downtown was a priority for many groups, but was also balanced with retail and residential.**
- 3. Infill development can be accomplished in many different ways.**

Key:
Yellow buildings are residential use
Red buildings are retail use
Paler buildings are the "existing" building by use
Darker buildings are the "new" buildings by use



Fit Studies

January 2015 Public Forum: Feedback and Implications

- Some participants were frustrated by the exercise:
 - Participants could not accomplish all of their goals for development and open space on the "basic block"
 - The exercise was too abstract – it did not relate to Stoughton's downtown
- Parking becomes a limiting factor because certain uses require a certain amount of parking and structured parking is expensive compared to surface parking



Fit Studies

Conceptual Fit Studies

These fit studies are concepts used to illustrate how development could be done at different scales and on different parcels within Stoughton's downtown. They do not represent actual or proposed projects and should be used only for purposes of discussion.



Fit Studies

Fit Studies: Five Sites

- Site 1: Fire Station on Freeman Street
 - The Town is considering a combined public safety complex which could free this site for development
- Site 2: Municipal Parking on Washington Street
 - The Master Plan identified this site as a possible expansion of the green in front of First Parish
- Site 3: Police Station on Rose Street
 - The Town has proposed a parking garage and rail station on this site as their preferred location for the expansion of South Coast Rail
- Site 4: Downtown Core bounded by Wyman, Washington, and Porter Streets and the rail tracks
 - The Economic Development Plan for Stoughton's Downtown proposed one possible development scenario for this area
- Site 5: Steve Kelley's proposal for expanded Downtown Core
 - Mr. Kelley's model suggests a second possible development scenario for an expanded area



Fit Studies

Fit Studies: Assumptions and Restrictions

- Same combination of uses as the original exercise in the public forum: retail, residential, related parking, and open space
- Dimensional requirements, including parking, follow the requirements of the recently revised Stoughton Center Overlay District
 - Parking requirements include one space per residential unit and no requirements for commercial development
- Test development at different scales and investigate how changes could be phased over time
 - Different scales: Scenarios for Sites 1 and 3 investigate how assembling parcels can result in different arrangements of development, open space, and parking and circulation arrangements
 - Phasing: Scenarios for Sites 2 and 4 look at how development and open space can change over time and as a result of different choices on other sites. For example, building excess parking capacity on one site can free up land for open space or development on others



Fit Studies

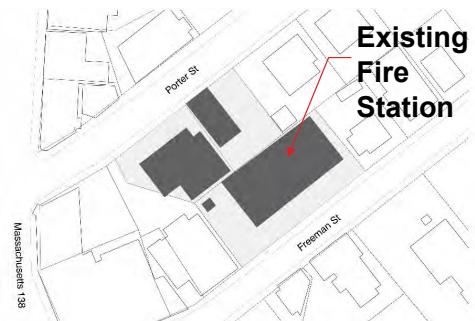
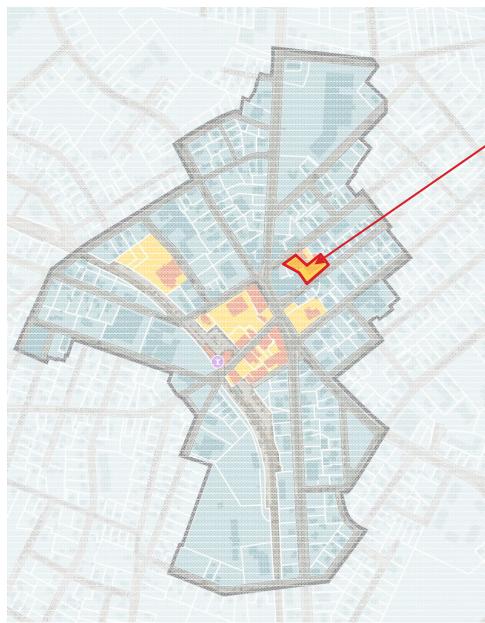
Fit Studies: Caveat

- Both the SRA and The Cecil Group know that many of the sites used in these fit studies have existing, successful businesses

These fit studies are not proposed projects

- These fit studies are used simply to illustrate the principles discussed at the January forum – the balance of development, parking, and open space – in the familiar context of the Stoughton Downtown as an exercise to see how different types of development could happen at different scales and over time

Fit Study – Site 1 Location

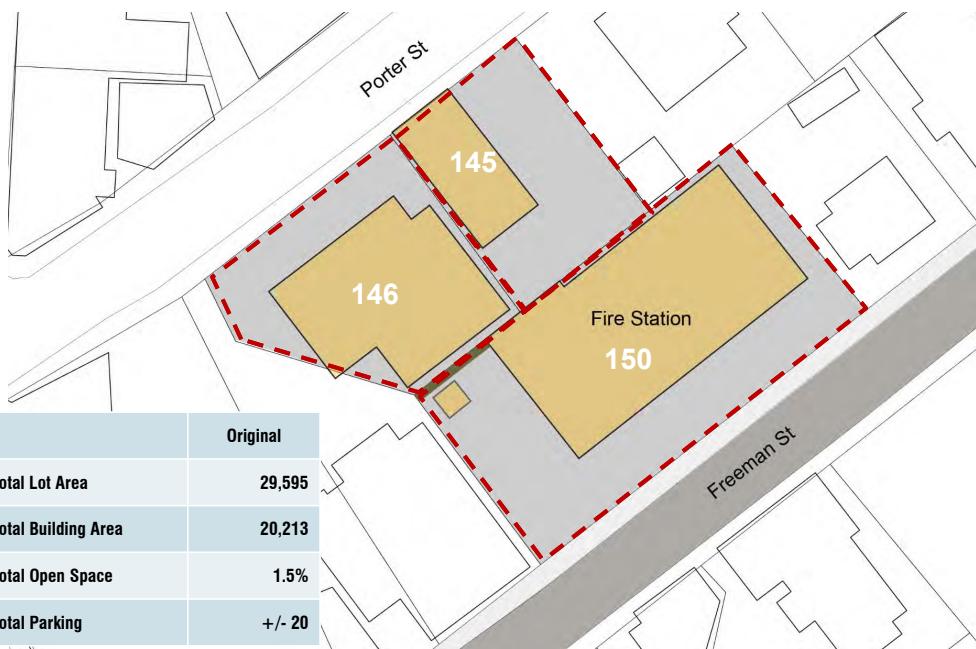


STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

27

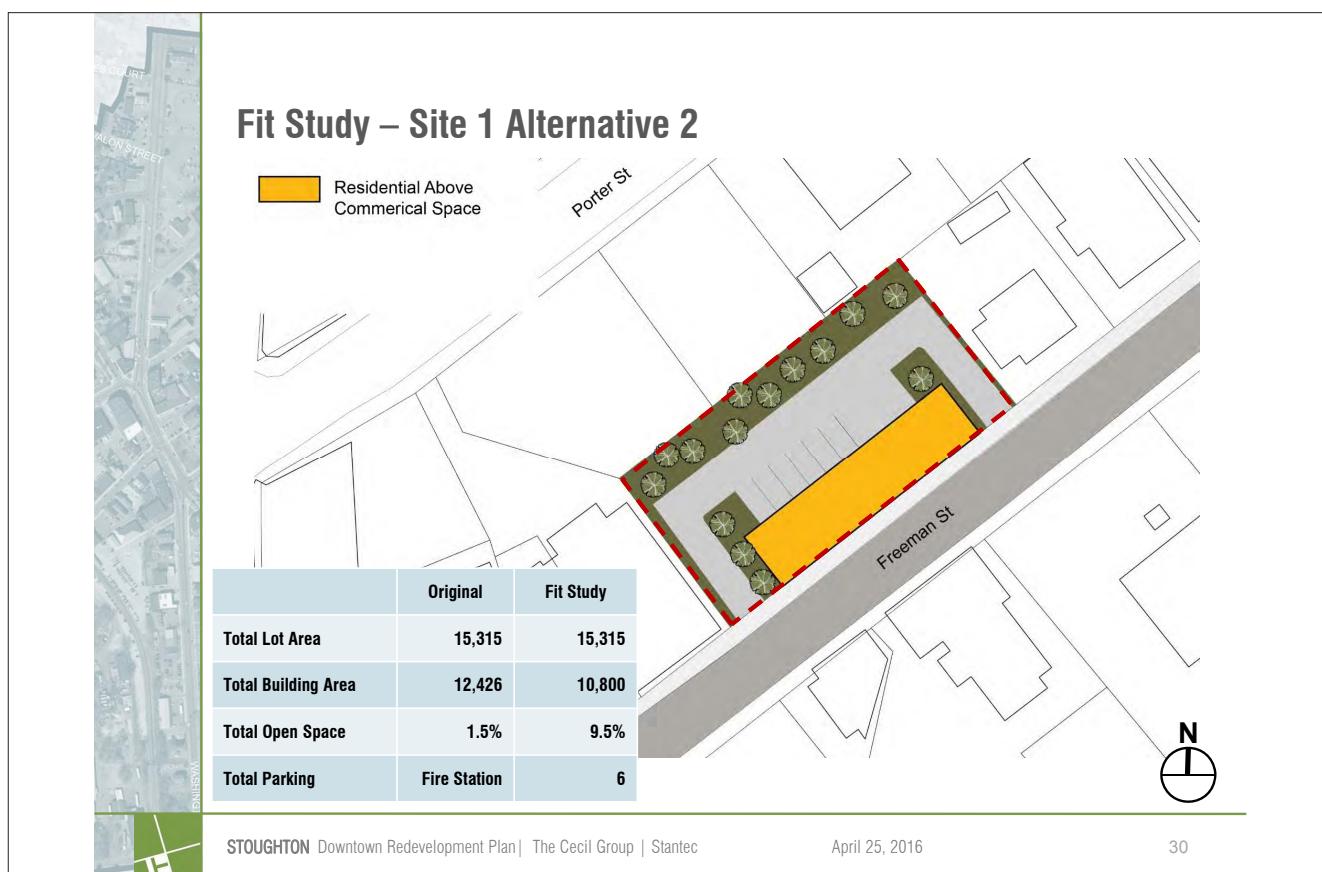
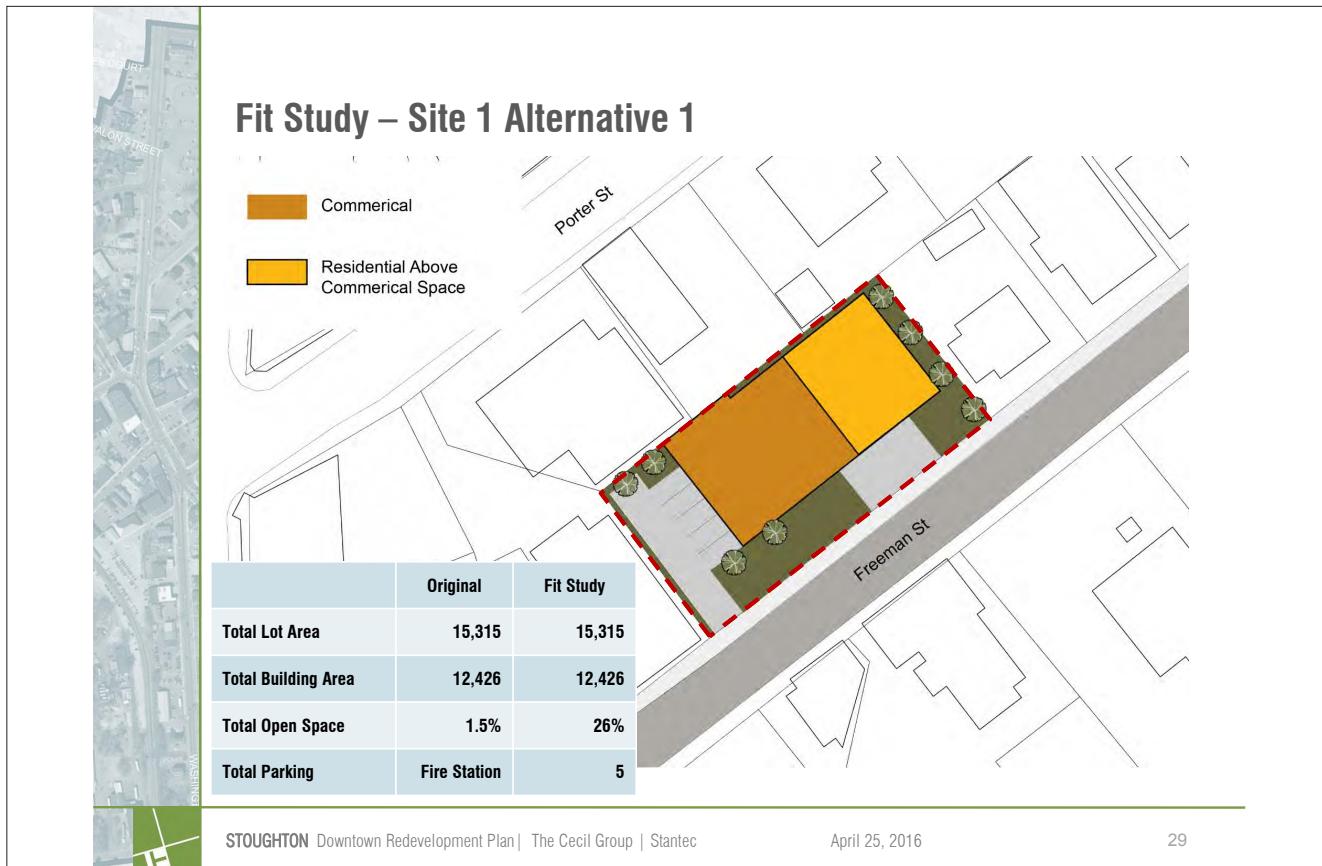
Fit Study – Existing Condition

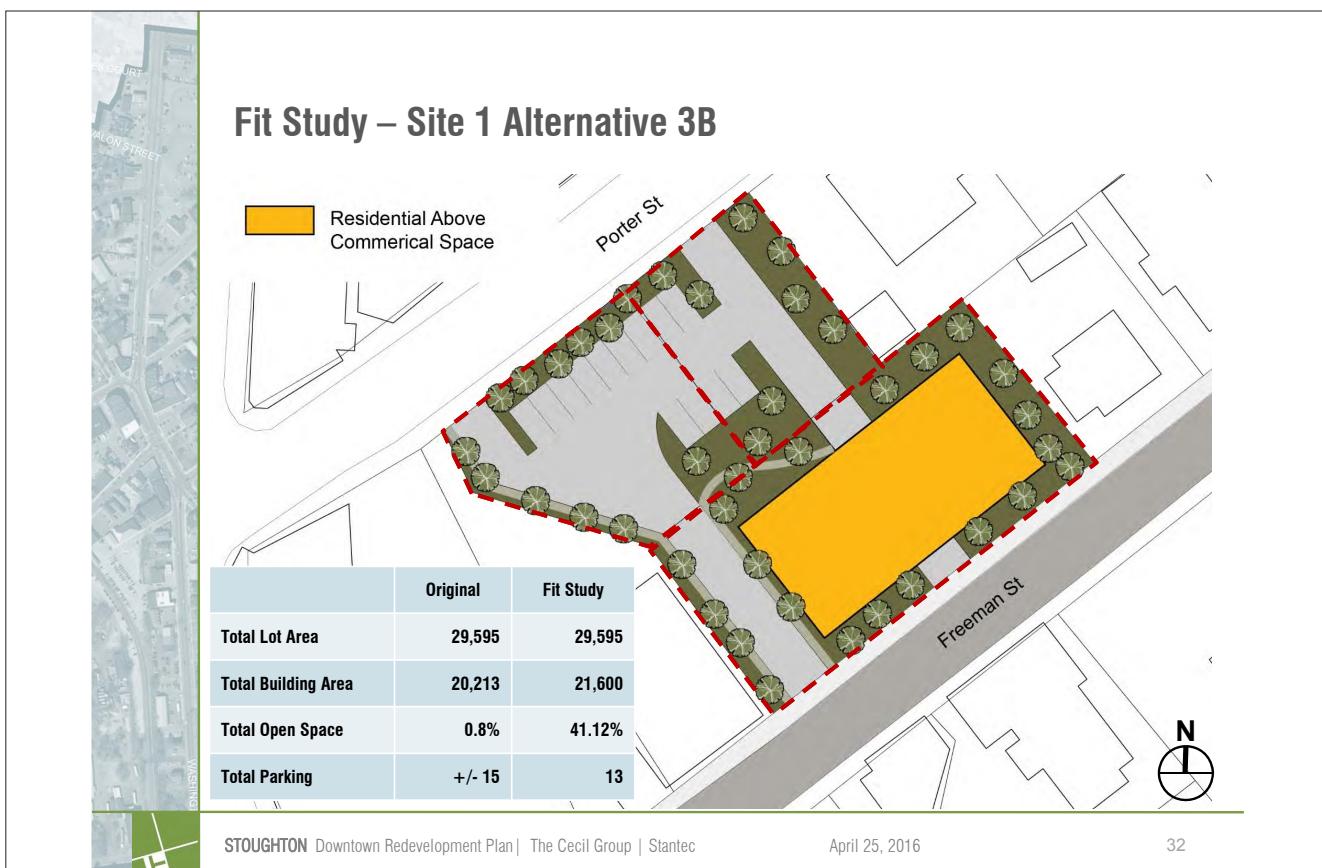
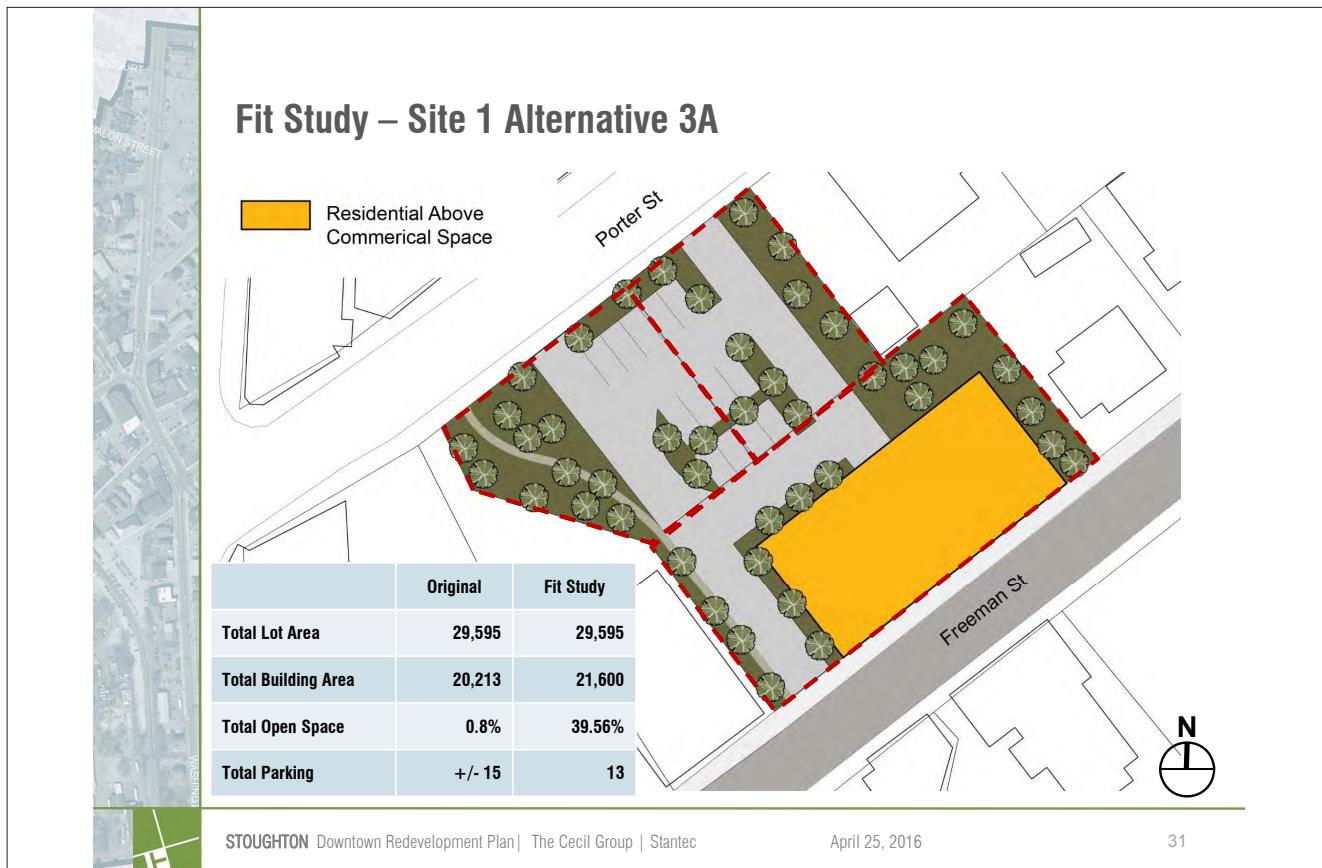


STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

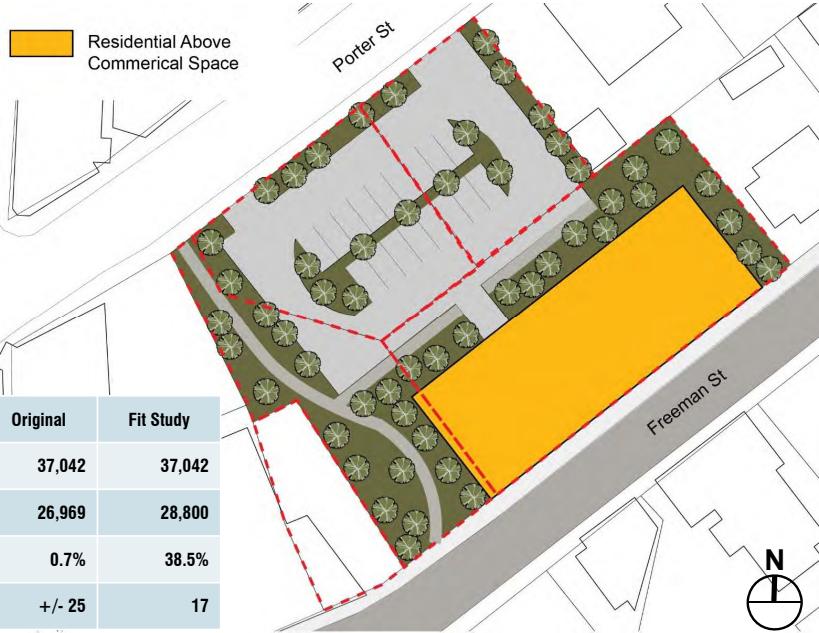
April 25, 2016

28





Fit Study – Site 1 Alternative 4A



STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

33

Fit Study – Site 1 Alternative 4B



STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

34

Fit Study – Site 2 Location

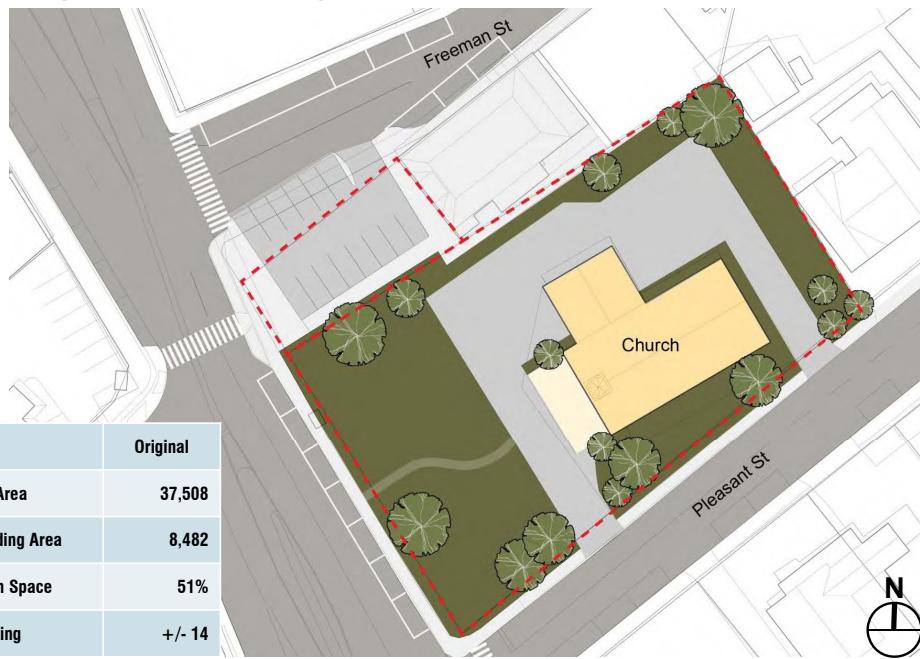


STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

35

Fit Study – Site 2 Existing Condition



	Original
Total Lot Area	37,508
Total Building Area	8,482
Total Open Space	51%
Total Parking	+- 14

STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

36

Fit Study – Site 2 Alternative 1

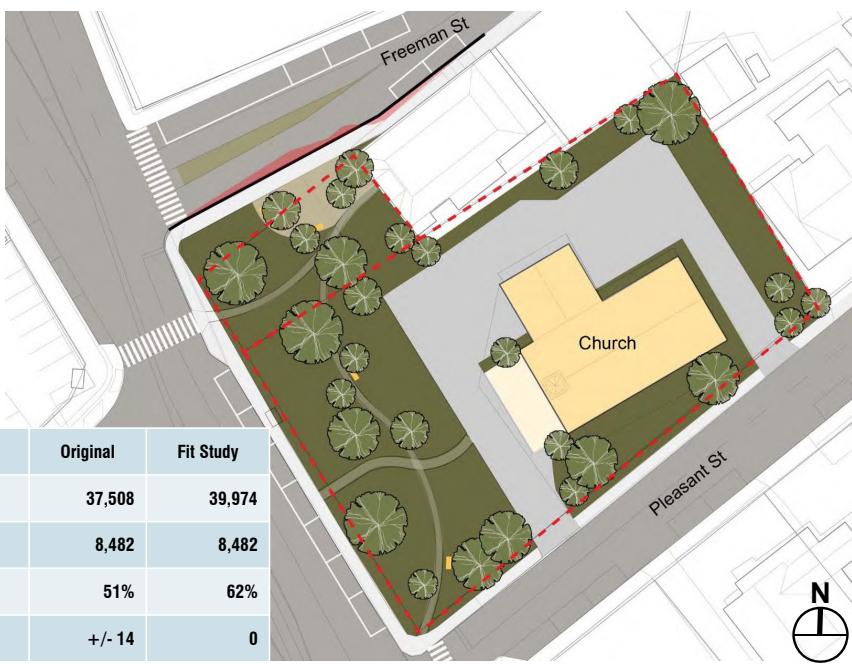


STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

37

Fit Study – Site 2 Alternative 2

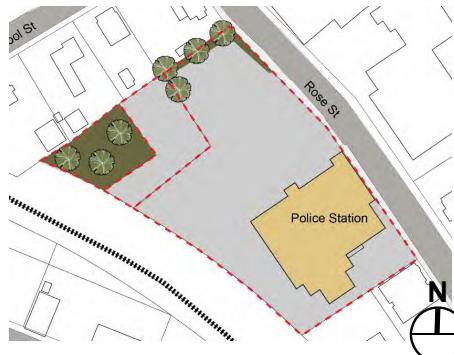
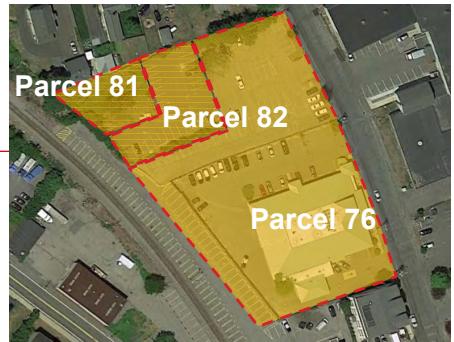
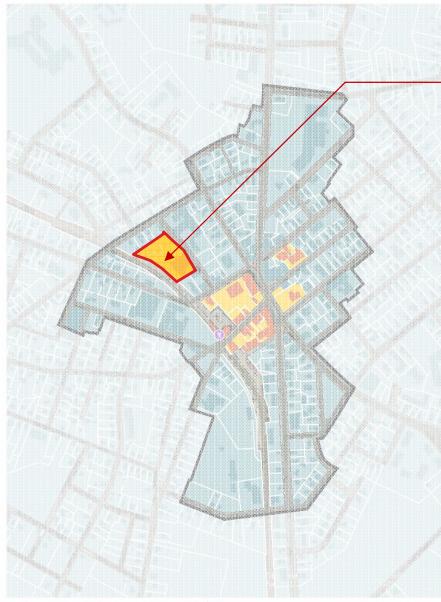


STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

38

Fit Study – Site 3 Location

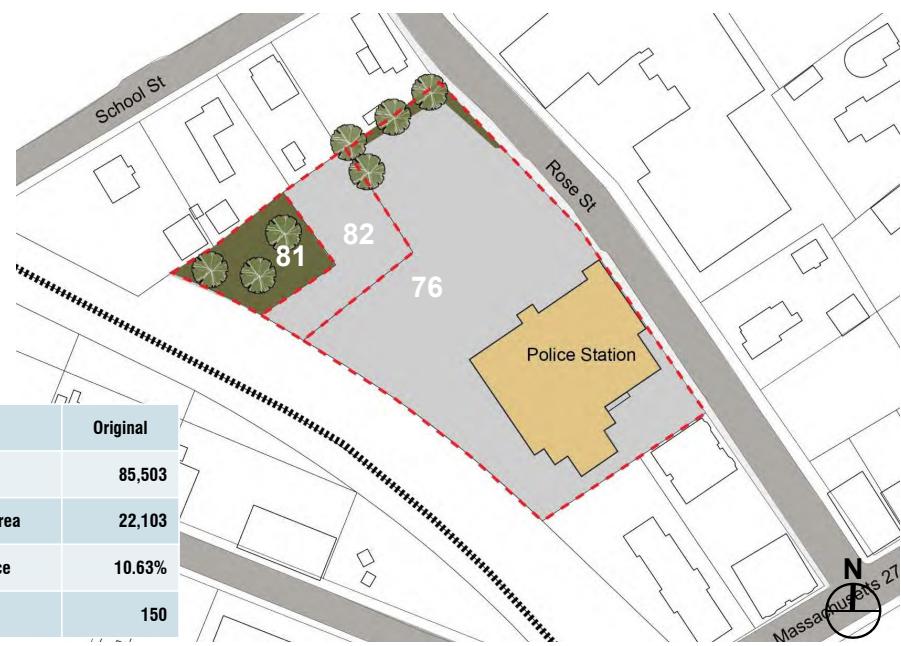


STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

39

Fit Study – Site 3 Existing Condition

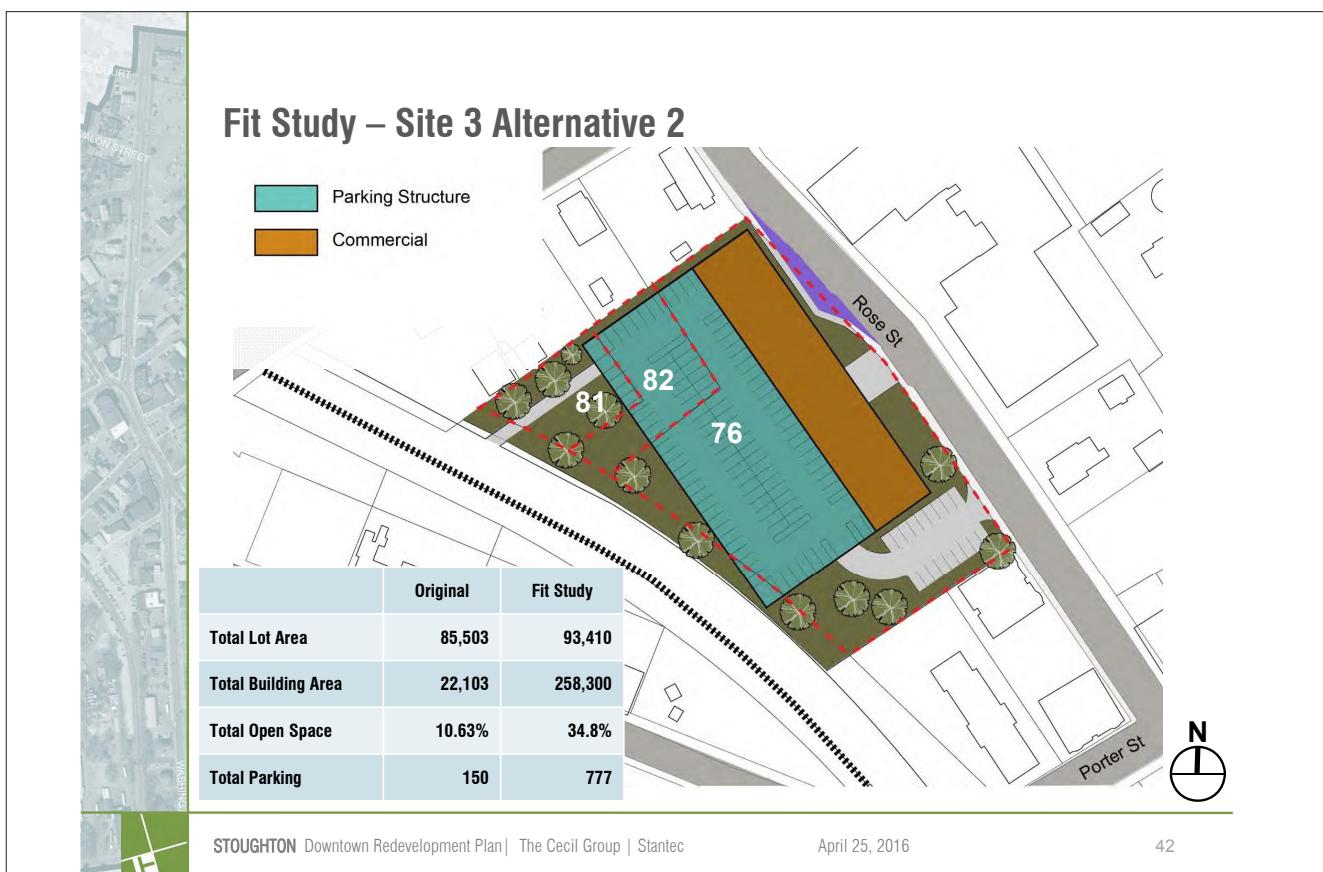
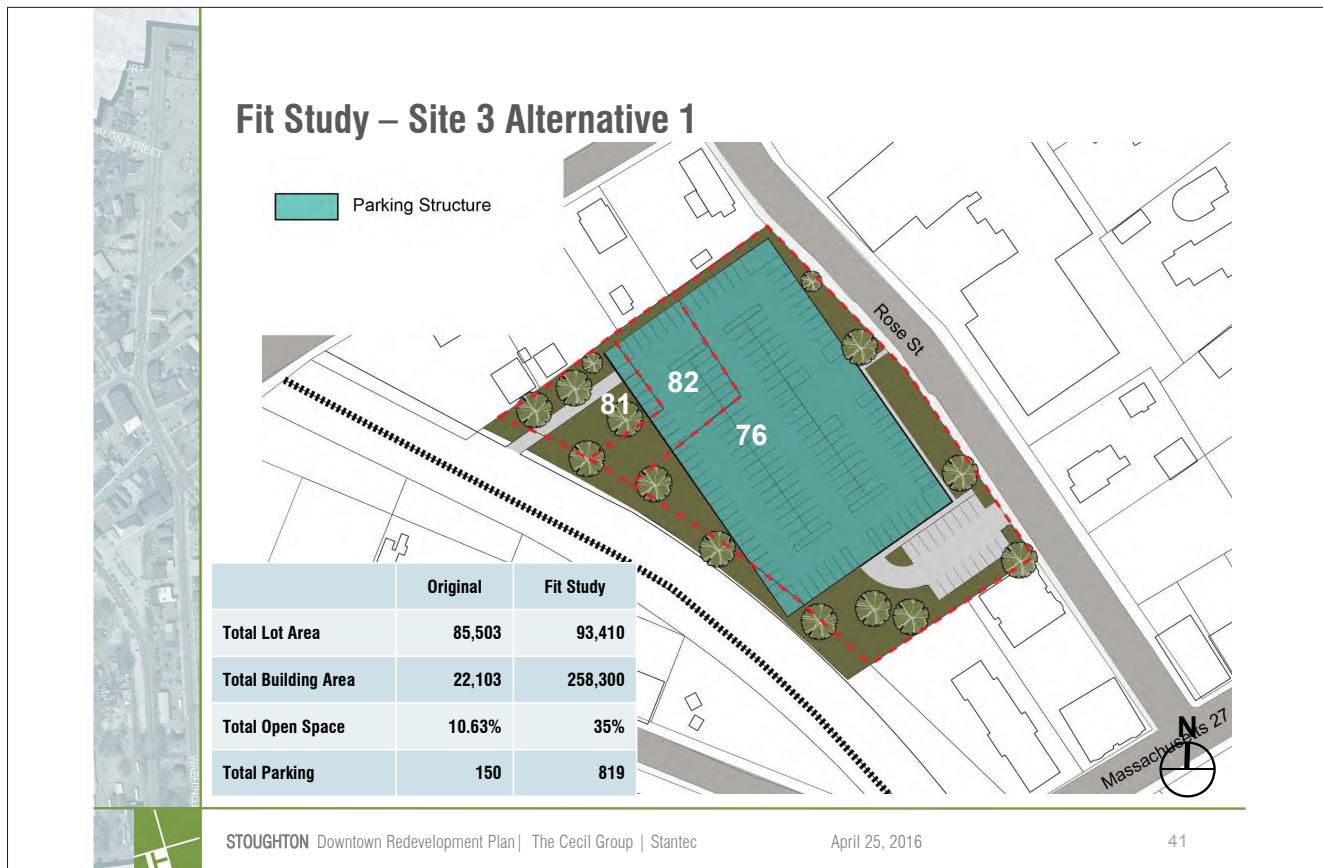


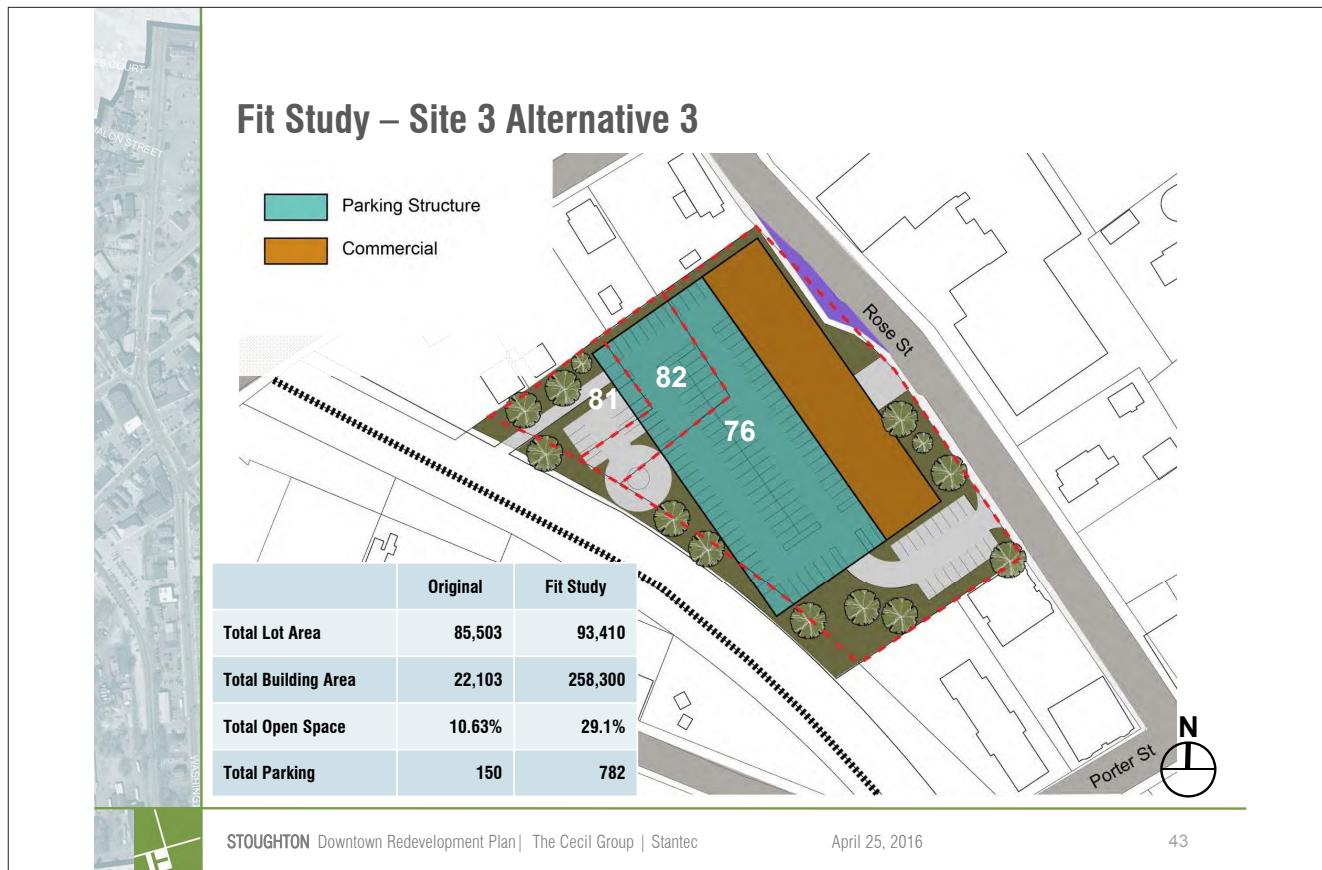
	Original
Total Lot Area	85,503
Total Building Area	22,103
Total Open Space	10.63%
Total Parking	150

STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

40





Fit Study – Site 4 Existing Condition

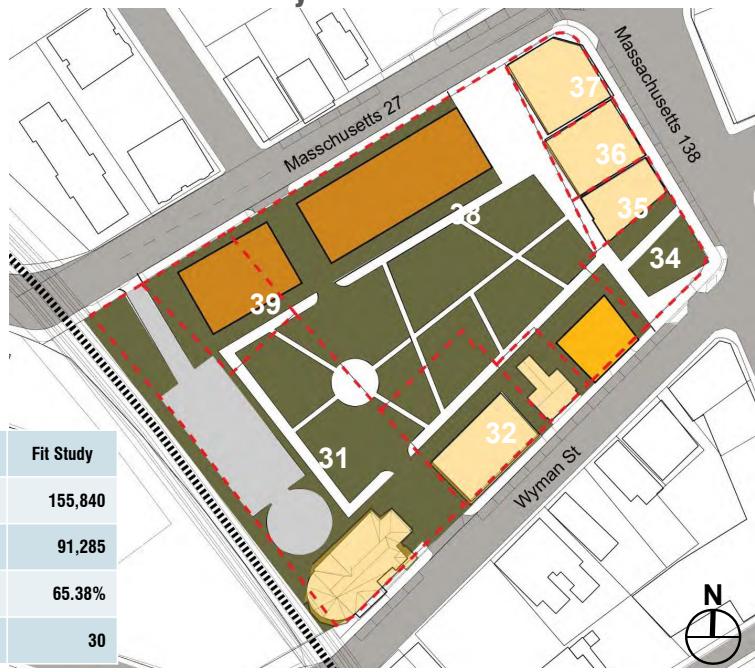


STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

45

Fit Study – Site 4 Master Plan Study



STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

46

Fit Study – Site 4 Alternative 1



STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

47

Fit Study – Site 4 Alternative 2

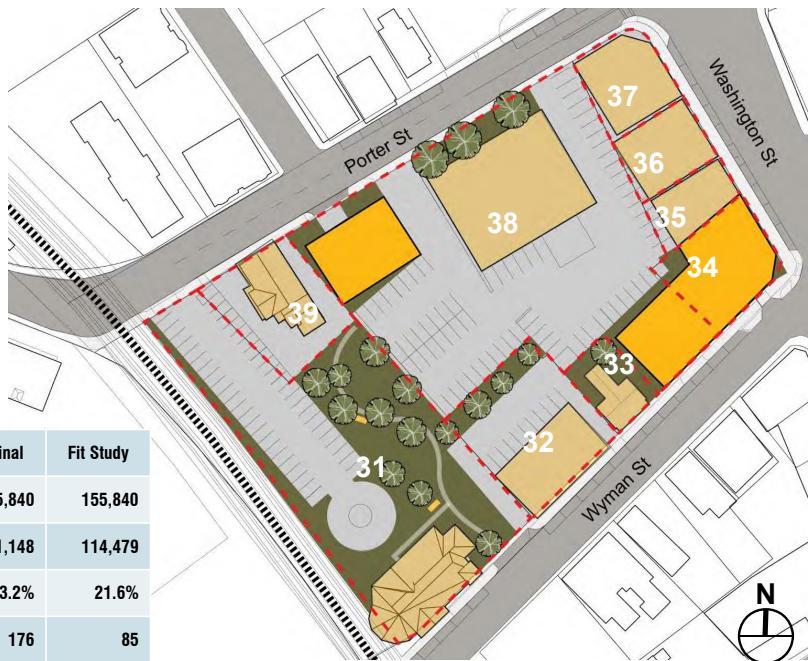
	Original	Fit Study
Total Lot Area	155,840	155,840
Total Building Area	71,148	114,479
Total Open Space	3.2%	8%
Total Parking	176	125

STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

48

Fit Study – Site 4 Alternative 3A

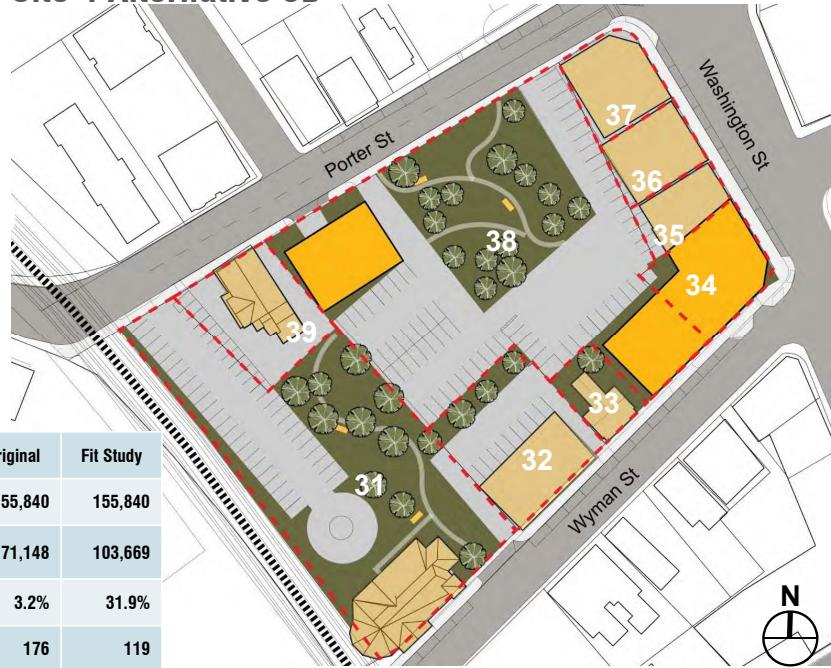


STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

49

Fit Study – Site 4 Alternative 3B



STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

50

Fit Study – Site 4 Alternative 4

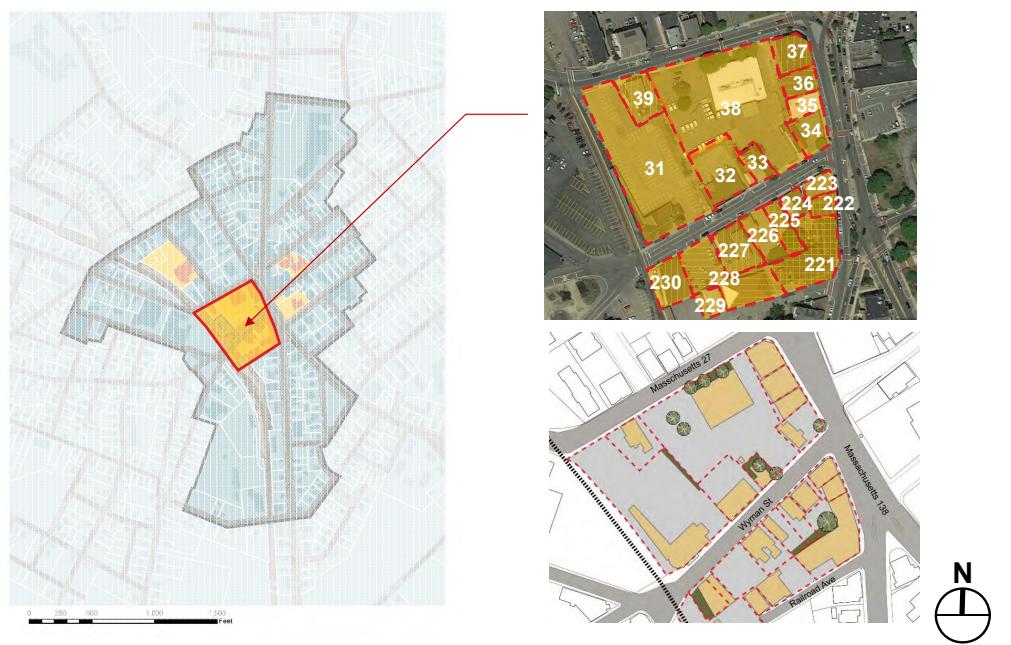


STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

51

Fit Study – Site 5 Location



STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

52

Fit Study – Site 5 Existing Condition



STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

53

Steve Kelley's Model



STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

54



Interactive Exercises

STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

55



Interactive Exercise1 : Ballot

- The scenarios for each site are displayed on boards around the room. Mr. Kelley's model is also displayed.
- Please review the scenarios and let us know your preferred scenario for each site on the ballot side of the exercise card.
- The results of your combined preferences will indicate – at a conceptual level – the balance of development, parking, and open space throughout the Downtown. The results and implications will be presented in our final report.

STOUGHTON Downtown Redevelopment Plan | The Cecil Group | Stantec

April 25, 2016

56



Interactive Exercise 2: SRA Actions

- The redevelopment plan seeks to identify actions the SRA can take within the next 3-5 years.
- This exercise looks at those actions that the SRA can undertake now and those that would require an urban renewal plan approved by the Department of Housing and Community Development.
- Please indicate on the card whether you agree that the SRA should undertake this action, disagree, and what level of importance you give to each action.
- If you have any additional comments, on either Exercise 1 or Exercise 2, please write them on the card.



Next Steps

- Revised Draft Report
- Flyer for May Town Meeting
- Final Report

B. SUMMARY OF STAKEHOLDER INTERVIEWS

The following pages are a summary of the stakeholder interviews conducted in December 2014. The comments have been organized by theme as some of the topics were common to more than one interviewee.

These comments had a direct impact on the structure of the public forum held on January 31, 2015 and on the recommended strategies included in this SDRP.

Stakeholder Interviews: December 2014

Please note that comments are not in order of the interview and are not identified by interviewee.

PEOPLE INTERVIEWED

NAME
Fred and Nadine Yaitanes
Ann Azul
Noreen O'Toole
Pam McCarthy
Amne Parsons
Marc Tiselle
Carlos Vargas
Steve Kelley
Walter Parshley
Cynthia Walsh
Richard Olson, Jr. and Michaela June
Lynne Jardin
James Barron and Regina leardi
John Morton
John Stagnone
Terry Schneider
Sam Fay
Michael Hartman

INTERVIEW DATE	AFFILIATION
December 9	Keller Williams Realtors
December 9	Owner, Stoughton Bakery
December 16	Town Planner, Town of Stoughton
December 16	Economic Development Director, Town of Stoughton
December 16	Malcom & Parsons Insurance Agency
December 17	Town Engineer, Town of Stoughton
December 17	Varga & Vargas Insurance, SRA member
December 17	Owner, Trackside Plaza
December 17	Owner, Parshley Realty
December 17	Board of Selectmen
December 17	Randolph Savings Bank
December 18	Planning Board
December 18	Planning Board (Barron) and Resident (leardi)
December 18	Chairman, CPC
December 18	Friend of the State Theatre
December 19	Stoughton Chamber of Commerce
December 19	Owner, House of Brews
December 22	Town Manager, Town of Stoughton

IMAGE

- Image of square working against the community – adverse effect on property values; non-repair of buildings
- Poor first impression of town
- Loss of traditional businesses = loss of small town charm - Is Stoughton now too big to keep small town feel?
- Stor-tugal – historically high Portuguese population
- Need to brand the town
- Image of turmoil prevents people from wanting to buy
- Downtown has high traffic but it is a wasteland – all is through traffic
- No clear strategy
- Area should be a mini-Cambridge
- Area is at bare bones now – reclaim its identity
- Businesses don't keep up property – dumpy, people don't care
- First impression of non-residents is 138
- People need to have pride in being from Stoughton
- Central Square vibe – diverse, restaurants

TOWN GOVERNMENT AND POLICIES

- Should have a packet for developers to explain process; checklist of requirements
- Different boards, departments not clear on what they require
- Difficult to do business with town
- Process takes too long
- Applying for six new liquor licenses to be used for downtown area only
- Some people do not care about the businesses in town
- Town has Home Rule petition for additional liquor licenses to be for Central Business District only
- Pam McCarthy is indexing all businesses in town – create a business directory of what is where
- Focus should be on re-development of area

- Town seems to be making it too difficult for developers (Malcolm & Parson's project)
- SCMUOD overlay was contentious
- Current in-house zoning review happening
- 10% open space requirement hard on smaller lots
- 20% affordable housing component is restricting development downtown – Board of Selectmen suggested 0% but Town Meeting rejected proposal
- Questions on the powers and jurisdiction of the Stoughton Redevelopment Authority. What is eminent domain and how would this power affect things? (Some people at first forum had lived in Boston's West End)
- SCMUOD would allow businesses on first floor, offices on second and housing above
- Town setting up Downtown Business Group
- Town applied for funds to do a guide for businesses
- Town needs more communication between its staff and South Coast Rail (SCR)
- Town needs to publicize its point of view
- Questions on difference between master plan and redevelopment plan
- 43D expedited permitting?
- Site Plan Review – everyone needs to see the same plans; how will Stoughton Redevelopment Authority (SRA) process work? Joint Committee hearings and meetings?
- Clash between state and local issues
- Problems with Town growth and direction
- Need workbook for business owners
- Possible/perceived power struggle among Planning Board, Zoning board of Appeals and Stoughton Redevelopment Authority
- Board of Selectmen not certain about granting power of eminent domain to the Stoughton Redevelopment Authority
- Need political will to move forward

- Overlay district not successful – too many small parcels
- Zoning should allow more upper-story residential
- SCMUOD requirement for affordable housing is bad for downtown – requirement is preventing development
- Town Hall does not have enough office or meeting space and needs to expand

PARKING

- Lack of parking
- Where to park is unclear – little signage
- People use commuter parking on Saturdays although they are not supposed to
- Enforcement is the problem, not the supply
- Town parking lot on corner of Freeman is prime parking space
- Parking is behind places – have inventory of public parking spaces
- First Parish charges to use their parking – will change if train station moves
- New merchants won't move in if there is a perceived lack of parking
- Should have easy access to 15-minute on-street parking; 15-30 minutes on main drag
- Not a problem – structure of traffic pattern is problem
- Put a parking garage on Railroad Street in existing parking lot
- Parking spaces lost with new berms and bump-outs
- Parking should be on-site; could be underground
- Need directional signage for town lot on Rose Street
- Commuter rail does not run on evenings, weekends
- Parking is a management problem not a supply problem
- Proposed parking garage would address the need for residential parking spaces – owned by Town but leased to residential users.

- Insufficient parking available during the day

TRAFFIC/CIRCULATION

- Deterrent
- Safe bike paths with storage
- Guesswork for drivers
- Pedestrian crossings should be made safer
- Wyman Street should be a pedestrian mall
- Route commercial traffic out of town
- Turn road into a rotary – create cool area for lunch spots
- Bike paths – Tri-River Council; Indianapolis Cultural Trail
- Separate bike path from street
- No left turn on Wyman should be permanent and all the time
- Trackside parking lot is used as a cut through
- Truck Route sign on Pleasant Street needs to be larger and clearer
- Plows couldn't get through initial streetscape design for center
- Pearl Street should be one-way in front of Town Hall

SOUTH COAST RAIL (SCR)

- It is coming
- Reverse commute to Fall River
- Greenbush great for Hingham Center
- Would involve taking 12 properties by eminent domain
- If new station is on Brock Street then train parking opens up
- Not a fan based on economics and aesthetics – see examples of stations in Canton and Dedham
- Crossings are hazardous – possibility of fatalities – three crossing are close to schools
- Subsidies are required
- Train ticket would be \$400/month for Fall River and New Bedford

- SCR unlikely to build station and parking garage at police station site and build second police station
- SCR want a covered platform with no amenities at Brock Street – ticket would be bought on the train. Platform will be ADA accessible
- Could Brock Street area bloom with new station? Coffee shops?
- For Brock Street location, would need to demolish at least 13 houses – to be taken by eminent domain. People have pride in their homes.
- Likelihood given state budget deficits? 9C cut affected water and sewer improvements in Stoughton
- Economics are problematic – do federal and state subsidies exist? Greenbush has half of the projected ridership. How expensive will fares be?
- Whether SCR rail comes or not, center cannot be broken by the railroad line – line must be depressed no matter what
- Station should be south of center to keep traffic away. Parking garage should be closely associated with the station
- Rail would divide town in half
- How do we work with it the way it is? What might be proposed? When will it happen? Choosing a path vs. steering results. Modifications have consequences and no one wants bad publicity
- Garage proposal from Town is conceptual; public safety building is being proposed for school land on Park Street
- Town has no say in project
- Reconfigure road so people don't come up Route 27 to the center – run road parallel to track; connect to Brock Street and 138
- Train station and garage at police station a good idea if train can fit between Route 27 and School Street and not block intersections
- If platform at Brock Street then when the train is in the station it should not block the streets for cars

STEVE KELLEY'S PLAN

- Healthy, sustainable, iconic, attraction – Paris tubes
- Summer-ize village area
- ½ mile walking loop
- 4-story building – Stories 1 and 2) retail and food, Story 3) satellite campus, Story 4) high-end restaurant overlooking area – provide 20% of rent to existing businesses who lost space
- Elevate railroad over streets and on edge of park
- Town to buy current parcels and run for ten years as is to get the funding necessary to create the vision – 500x500 feet; \$6m to purchase – 22 parcels
- Run park for profit – pay for bonds and get permitting
- 4-story building – public-private partnership; income sustains park
- Older building (former Dunkin') was renovated in 2003 for restaurant – high school to run restaurant and use for internships; upper floor to be used as a small office for park management
- Portuguese Social club – up to code
- Renovate historic building on corner – add hatch shell at back; restaurant 1st floor; Chamber of Commerce second floor – mentor for new businesses; incubation
- Skating park, dog park
- On-street parking spaces on edge of site – safety area to back out divided from street by rumble strip – 70 spaces plus 300 space parking garage next to retail center
- Leave train station where it is
- Run road next to train and connect to Railroad Avenue
- Steve Kelley has a good reputation in town as someone who gets things done

MASTER PLAN COMMITTEE'S PLAN

- Current nontaxable property is 88% of total
- So open space should be same percentage but can be located anywhere within parcel
- Pushing for green space – want to create own plan

BUILDINGS

Train Depot

- Food, coffee – should be attraction
- Concerns about why it is taking so long for SRA to redevelop
- Restaurant? Coffee shop?
- Should be focal point – tickets and Honey Dew; rent rooms to groups; use at night
- Restaurant/office/studio – one of the best buildings in area

State Theatre

- Could be a magnet/draw
- Nonprofit does not own site; has 30-year lease; right of purchase
- Plan to reopen with restaurant
- Vacant for a decade
- Lead paint, asbestos
- Would be great but won't happen
- Could be similar to Natick Center for the Performing Arts – cultural draw. Needs a nonprofit to run it; example: Turtle Lane Players in Newton. Could also be run by a restauranteur. Stone Mountain Arts Center, Brownfield, ME.
- Huge challenge – needs \$6 million for renovation; needs \$8 million for restoration
- Will this really happen? Damage is continuing; Friends of State Theatre are not the owner
- Little Theatre of Stoughton should be here – parents would spend money downtown while kids practice

Malcolm Parsons

- Eyesore x2
- Steve Kelley murals bad idea – no uniformity of design x2

- New building – 4 story, mixed use
- Building not yet formally approved - extension

Post Office

- Land is an opportunity
- Draw for people doing errands
- Move out and put in open space, parking
- Key to whole area – used car lot prior to 1976
- Property is heart and soul of center
- Relocate distribution center
- Create sidewalk café where truck entry is now
- Allow several business in existing building
- Circular Rotunda in rehabilitated building with art of history display underneath
- Open up back of buildings fronting Washington to allow access to parking behind (need stairs, ramp)
- Downtown cannot succeed without removing Post Office
- Distribution is now out of Brockton
- Need smaller Post Office – no trucks
- Current services could be provided anywhere – no longer a sorting center. Keep retail and mailboxes
- Would need a business plan for the Post Office to make a deal to move them elsewhere
- Provides daytime jobs in area

Other Buildings

- Rose and Porter commercial/condo development difficult to finance as square footage of commercial was too high. Commercial/residential ratio can create issues for secondary market
- Former nightclub good inside but bad outside
- Stoughton Bakery – has enough parking for employees of whole building on site

- Pedestrianized Wyman Street will negatively affect hairdresser and bakery
- Mixed use a good idea – buildings need to be occupied
- Attract young couples/empty nesters
- Dunkin' Donuts used to attract people (building was owned by Steve Kelley); was always a restaurant
- Butcher – only other one is Hyde Park/Cleary Square
- Trackside – focus on building community – purchased in 2003; 100% occupied; 50 businesses
- Glass elevator to upper floors of brick building on corner – to go with sidewalk café idea for truck entry at Post Office. This building also has a rotunda
- House of Brews very successful
- 30 Porter likely to be torn down – owned by former Selectman
- Portuguese Social club – was at one point going to have been taken by eminent domain – can't take it now as every Portuguese family would object
- Church in square is busy –only one with lights on at night
- Demolishing the square not feasible – need spaces to be filled in
- All buildings should be knocked down – the old-fashioned downtown doesn't work
- “Blow up” the place and start from a flat surface
- NAPA building under new ownership
- 63 Wyman Street has been taken over by Stoughton Co-operative Bank; liquor license in litigation

GREEN SPACE

- Noncommittal
- Plow under and put in park
- New Town Green on Murphy Oil site and build center around it
- Business District is business district – Church lawn and Faxon Park is the green space. Don't need to carve out more. People are looking at places that still have

their village green – area in front of First Parish was the village green

- Faxon Park should not be fenced; trees and shrubs should remain
- New playground at Halloran Park is within walking distance of Town Hall
- Lack of green space/anything decorative toward the former Shaw's
- Flowering trees, green hedges – boxwood or yew – but leaves, maintenance, trimming, fixing storm damage
- Trees on Park Street, Pine Street, Cedar Street are salt and pollution resistant
- One-fifth of town is open space
- Tress added to design of new building at Malcolm & Parsons
- Green space would be nice to have, but where? area is urban – maybe green rooftop instead of on the ground
- Need some place to congregate – a square with benches – but don't grow grass in the center. Park could be counterproductive to the activity needed
- Open Space should be visible from street
- Skating pond, wading pool in center
- Green area – fountain, water playground
- Interaction at ground level
- People unlikely to congregate on new green space at current Post Office. Faxon's is used for Sunday concerts but is not a gathering space
- A bit of green to act as a gathering space in a central area
- Place for events
- Play area with benches
- Parks and green space are important for residences – but where and how much?
- Good to have but not at expense of losing the Post Office

- Design Standards
- Benches encourage loitering
- Give and take needed for requirements – flexibility as businesses not attracted here
- Benches need to be at least 20 feet from crosswalks – people using the benches confuse drivers
- Common theme/uniformity – awnings, gazebo, statues, water element
- No trees blocking business signs
- Can't see address numbers
- Need uniformity on signage
- Northern end of Washington is worst
- Uniformity on façades in square would be nice
- Allow public/private use of extra width in sidewalk – outside dining.
- 4' sidewalk is too narrow
- Make people feel welcome – human space
- Need design standards, signage standards
- Façades and sign programs to create standards for new buildings
- New signage, lit at night
- What should a downtown sign look like?
- Brick is a common material
- Nice signage, proper lighting
- Need standards
- Competition for the design of new buildings?

MARKET

Taxes

- Split tax rate – create a limited moratorium in downtown area; abatement or residential rate for a certain period (2 years)
- Rent
- \$10/12 /SF commercial for older properties

- \$14/15 /SF for more up-to-date
- Triple net or escalation clause, 5 years with options
- Older \$12/SF
- Plazas \$18/SF
- Residential 2 BR – \$1,400 !BA; \$1,550 2 BA; \$1,695 2BR, 2BA, fireplace, balcony; 1 BR - \$800-\$1,200
- \$1,200/month considered to be affordable
- Olivio's rent is about \$3,500/month

Financing/Tools

- Need affordable rents for retail – incubators
- LINKAGE funds in Dorchester
- Discount commercial rent for the first three years in new developments
- Bank might provide seed money for a façade program if there is a credible developer and vision – willing to be part of the discussions
- Tax incentives: property taxes vs. personal property taxes
- Development rights/TIFs/subsidies
- Funding is an issue – what are mitigation possibilities? MassWorks, public/private

Demand/Uses

- None for specific uses
- No real demand for office
- Draws will not be high end – shoes, dress stores, little boutiques
- Second floor space is difficult to rent; town only now getting into the idea of residential above retail – loft-style; start-up studio apartments
- Some market for offices – current configuration (stairs only) difficult to rent
- Condominiums on Porter had to lower prices but now filled

- Bookstore not economically viable – would have to be a hobby business
- People hope that new liquor license will go to businesses similar to House of Brews but with more dining; sushi and Chinese restaurants not sit-downs.
- Same group that shops at Trader Joe's/Whole Foods could support a fish shop. Portuguese/Brazilian/Catholic population. Fish at Farmer's Market sells out in two hours
- Polish/Lithuanian deli at Trackside a draw for that ethnic group; used to be a Polish-Lithuanian population in Stoughton
- Randolph Savings Bank on Pleasant is second largest office – have own parking
- Mixed-income: 50% market; 50% low-moderate income
- Housing for urban workforce
- Denser population would advocate for retail; critical mass that likes to walk would include younger people and the elderly – need a critical mass of population to drive demand
- House of Brews is the right type of venue;
- Need services – dry cleaners, child care, tailors, cobblers – services for commuters
- Need residential or office over retail; restaurants, parking
- Dining and theatre
- Whimsical shopping – tourists of own town
- Trackside should become mixed residential commercial and integrated into downtown – if rail depressed
- Should be a busy place with lots of choices – need more than just food
- What is critical mass required?
- Create a lifestyle concept – right mix, variety of businesses
- More businesses like House of Brews
- Music oriented – convert mill building to musician lofts, partnership with Berkeley (housing, theatre), more entertainment licenses
- Lofts above retail
- Places for retired people or those working out of homes to gather
- Places where people can sell services as with an artists' collective
- IKEA – catalog /pop-up store with monthly theme
- Convenience items for commuters – newsstand, prepared dinner, train tickets, coffee
- Creative economy – arts, music
- What is the anchor? Recreation or civic center – classes for kids, rental of space
- Keep established businesses but fill empty buildings
- Condos geared to city workers
- Things for kids and Moms: dance, karate, yoga, errands
- Place for birthday parties; making ceramics
- Wyman Street – line with small ethnic restaurants; 10 Tables
- North End-style restaurants
- Places to do multiple things while walking
- Charter schools
- Medical clinic (Good Samaritan Medical Practice on Park Street)
- Community College campus downtown
- Sticky places at different price levels – House of Brews, Amelia's – to make people stop, draw people from downtown
- People will come for quality

Previous businesses

- Cheng Du was a sit-down restaurant; an ice-cream store before that. Ice-cream place was popular after school

- Honey Dew left because of rent increase. Elderly population miss it as a gathering place – where do regulars go now
- Penny candy store gone – no notions, no gift shops
- Diner gone – was an attraction. TGI Fridays replaces that but it isn't in immediate area
- Drugstore in square – had greeting cards. Now must go to Bob's Liquors or Stop & Shop. Drugstore specialized in equipment for keeping people in home – glucometer batteries, delivered meds. CVS and Walgreens are more impersonal
- Cleaner is no longer there
- Used to be two bakeries – just one left
- Fish shop was located on Wyman Street – Stop & Shop added a non-pre-wrapped fish shop.
- A&P and First National
- Butcher's shop/market
- Shaw's plaza was a rubber plant
- Factories – boot, elastic web, cleats, foam
- Regina's Gifts left in 2005

Values

- Silly compared to Sharon, Canton
- Need good schools and decent downtown to drive up values
- “If you can't afford Randolph, go to Stoughton”
- Housing in Stoughton is already more affordable than that of neighboring towns

Comparative Towns

- Norwood
- Dedham
- Mansfield
- Canton Center
- Milford – fully occupied

- North Easton Center – underground utilities, streetscape beyond just trees
- Wrentham
- Norfolk
- Moody Street, Waltham
- Natick
- Downtown Attleboro
- Foxboro
- West Roxbury
- Columbus, Indiana

PRIORITIES

- Identity
- Pedestrian-friendly

ASSETS/OPPORTUNITIES

- Half-way between Boston and Providence
- Affordable
- Morning rush for bakery at current commuter station
- Army/Navy store draws traffic
- Theatre is keystone to area – left was always a liquor/food area; comfort food – pizza after the theatre: should have a dine and theater link
- No place to shop for teens – pop-up store that changes monthly?
- Square should be a place for service or products that are convenient – “park once” and pick up card, prescription, sandwiches, bank, Post Office – walkable
- Partnership with Amazon – computers/iPads in K-12; focus on skills needed for entry-level jobs: all are computerized
- Southeast Regional Vocational-Technical High School has a technological institute; print shop. Can Town do training at high school – after hours, summer? Appointments at Senior Center; courses at library.

- Would Chamber of Commerce be interested in training – identifying what businesses need, what skills are needed, how to meet those needs
- ESL classes Tuesday/Thursday; working towards citizenship (3-4 years)
- Emerging leaders within Brazilian and Portuguese communities
- South Shore Chamber of Commerce is working with a consultant on a South Shore Redevelopment Plan – looking to include destination points outside Boston
- Diversity is an asset
- Need to encourage newcomers to participate in the town
- Attract people who want a better life and want to support that life
- Chamber of Commerce would like to be involved directly in any plans – would work with a downtown merchants' association if one were formed
- Farmer's Market is an asset
- Culture/Arts – Stoughton Cultural Council, Friend of State Theatre – music society is oldest in country
- Identify which building owners have invested funds in businesses – property owners are stakeholders who have funds tied to area
- Businesses to sponsor teams to clean up areas of town – good for high school community hours
- Satellite campuses – UMass-Boston, Bridgewater State, and Massasoit establishing satellite campuses in Brockton
- Civic Pride – Stoughton Day downtown
- Public library is a great resource
- Showcase Portuguese population and culture
- Historical Society buildings – coolest place in town; includes museum – great exhibit but should have more activities around Stoughton history
- Starline Academy (but not as accessible from center)
- Art that reflects history – Stoughton made all the boots for the Army in World War II

- Use Stoughton's history and culture as an attraction
- Town Hall and Post Office as major draws

CHALLENGES

- Schools
- Many retirees on fixed income – no appetite for new taxes
- Affordable but people cannot/do not want to invest in education
- Fewer people, less walk-in traffic for local business
- Not a business center for southeastern Massachusetts – no draw, no reason to walk around, economy not picking back up, stores alone are not a draw
- Retirees don't spend for good schools
- How do you build a community?
- Haven't been able to draw people who make below median income
- Feeling that residential units should not be in the square – but people have always lived downtown
- Antipathy towards apartment dwellers and senior housing – considered transient
- Cumberland Farms is limiting the use of that site
- Dichotomy between bedroom community vs. long-term residents: within lifetime went from population of 5,000 to 27,000. People who started here moved up but not out
- Landlords need to make properties ADA accessible
- Suburban mentality – but area is mini-urban
- No vision – defeatism. "Nothing will change"
- People need to become pedestrians first – them customers. Why get off the train and stay in center – attractive, hustle and bustle, choices
- Apathy
- Because streetscape project did not work there is little trust that bigger picture can be accomplished
- Drastic measures needed – demographics, eminent domain/takings

- Transience of businesses, lack of variety, competition with mall, big box stores, lifestyle centers
- Funding – order of changes, phasing: what is dependent upon SCR and what is not?
- Sewer –possible pinch points downstream
- Storm drain system not fully mapped; all pipes old and undersized
- Flooding during heavy rain; no LID techniques
- Low rent, store mix as self-fulfilling
- Focus should be on residential ownership, not renters, not low income
- Not much left of building fabric
- Town needs green space
- People are moving away to Dedham and Canton because they don't see anything here for them
- Need to understand economics – what is specific to downtowns? What has been successful elsewhere?
- Need residents to attract businesses and businesses to attract residents – which comes first
- Need catalyst – Quicken Loans in downtown Detroit

HOPES

- Build up business – better business community of customer and service-oriented businesses
- Apartments to bring in new people
- Hometown scale and feel
- More variety of uses
- Implementation is key – need schedules, responsibilities, accountabilities, deadlines, annual report back to Town Meeting; TEETH
- Redevelopment plan should include actual zoning changes in a form that can be presented to Town Meeting; implementation schedule should include the adoption of specific zoning articles at 2016 Town Meeting
- Outcome of plan should be specific as it will ultimately be adopted by Town Meeting

- Uplifting town will increase tax base
- More pedestrian-friendly downtown

FEARS/CONCERNS

- Moving train station would hurt Stoughton Bakery
- Pedestrian way on Wyman would hurt Stoughton Bakery
- Biggest mouths are controlling process and not for the benefit of the Town
- Downtown will become more like Brockton
- Trackside has a big stake in what happens – doesn't want to be hurt out of proportion
- Meeting-itis – people are confused, apathetic, drones
- What we do won't be sustainable enough
- All of this is just talk
- Residential area will be swept away – Seaver Street
- Past eminent domain – Rt. 27, Lincoln/Monk Streets
- Town plans but nothing happens
- Nothing good will happen – but everyone has a different idea of good. Can't decree what you want to happen
- Won't happen – people will take the first thing that comes and forget the plan – we don't wait to get what we want
- Disconnect – people are not working together
- Adopt plan and do nothing is Town's history
- Naysayers
- People are frustrated with nothing happening
- Nothing will get done but cost of living/tax increases
- Sitting still is a problem
- Rail will go in as proposed and not be depressed

C. MEDIA REPORTS

This section contains published articles that document the process of public engagement in the SDRP.

Stoughton Media Access Corporation (SMAC) taped an episode of *Community Forum* with Joseph Feister on November 20, 2014. Members of the SRA and the consultant team were interviewed about the process and goals for this redevelopment plan.

The link to this show is: <http://71.184.118.35/Cablecast/Public/Show.aspx?ChannelID=1&ShowID=3256>

In addition the media sources shown here, forums and updates were also advertised with flyers, social media, such as Facebook, and the handouts to the Town Meeting members in May 2015 and in May 2016.

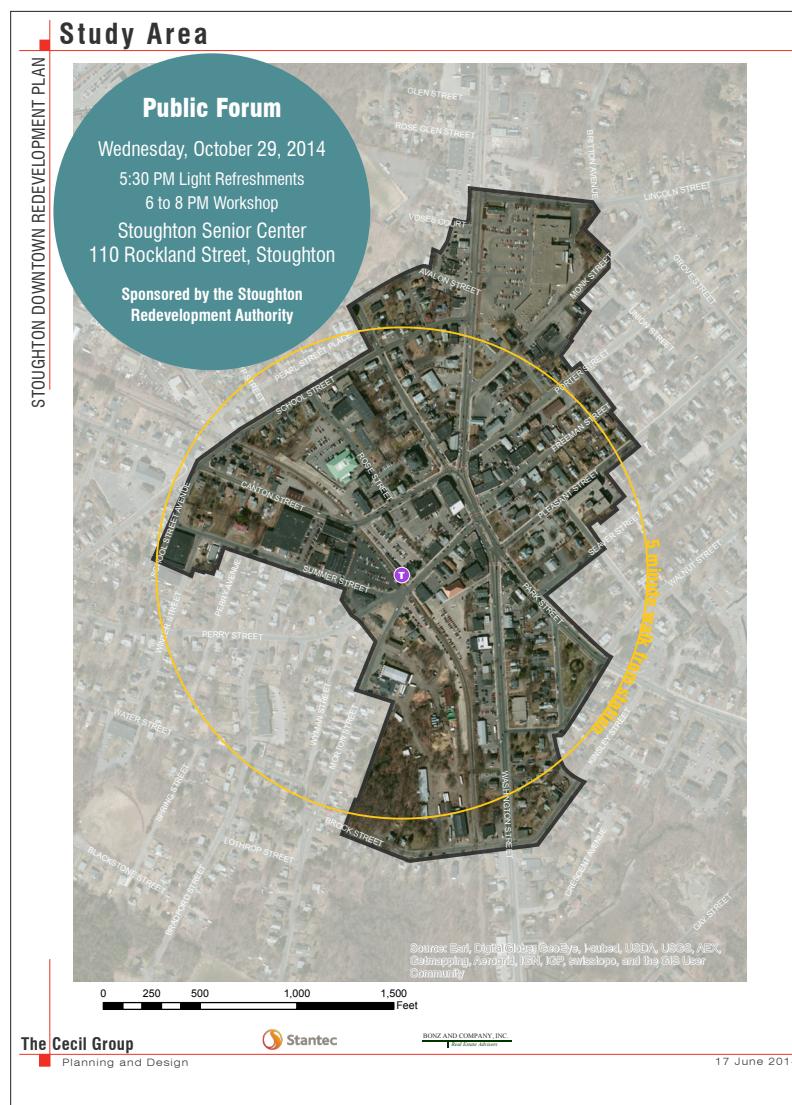


Figure C-1:Board for September 2014 Town Meeting



Figure C-2: Example of a Facebook post advertising the forum on January 31, 2015

STOUGHTON REDEVELOPMENT AUTHORITY

Citizens Advisory Group
Stoughton Downtown Redevelopment Plan

The Stoughton Redevelopment Authority (SRA) is looking for volunteers to serve on the Citizens Advisory Group (CAG) for the purpose of providing input on the redevelopment of Downtown Stoughton. The Citizens Advisory Group will work with the SRA and our consultant team to perform public outreach and to provide feedback on the plan as it is being developed. Our goal is to identify specific actions to encourage the redevelopment and revitalization of the Downtown area in accordance with the recently completed Master Plan.

The Citizens Advisory Group is expected to meet once per month from October to April to discuss progress and review documents. The SRA encourages interested residents to submit an application or a brief letter of interest explaining your connection to Stoughton and how you believe you can help. Applications are available on the Town of Stoughton website under Boards and Commissions/Redevelopment Authority/Documents/Application for SDRP Advisory Group. The deadline for Submission is September 23rd at 4:30 p.m. We will notify respondents by September 30th. The first meeting has been tentatively scheduled for Wednesday, Oct 15.

Letters of interest should be sent to: The Stoughton Redevelopment Authority, 10 Pearl St, Stoughton MA 02072 or via email to Michael.barrett@stoughton-ma.gov

Figure C-3: Advertisement in Stoughton *Pennysaver*, a weekly publication, in September 2014. The public forums were also advertised in the *Pennysaver*.

Figure C-4: Selection of on-line media reports about the Study Process

WICKED LOCAL STOUGHTON

WELCOME TO OUR NEW WEBSITE.
[CLICK HERE TO LEARN MORE.](#)

Stoughton downtown development forum planned

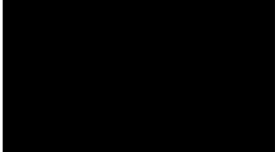
Friday
Posted Apr 15, 2016 at 11:00 AM
Updated Apr 15, 2016 at 12:30 PM

Share

The Stoughton Redevelopment Authority will sponsor a public forum at 7 p.m. April 25 at the Stoughton High School cafeteria, 232 Pearl St.

The Stoughton Redevelopment Authority and the Board of Selectmen are sponsoring two projects that seek to implement the goal of the Master Plan for downtown. The Stoughton Redevelopment Authority has undertaken the creation of a Stoughton Downtown Redevelopment plan. The planning process has been focused on the downtown area and will identify specific actions needed to encourage the redevelopment and revitalization of downtown.

The Cecil Group, a planning and urban design firm, will present various scenarios for different sites downtown. The Cecil Group and the Stoughton Redevelopment Authority will also discuss the role of the Stoughton Redevelopment Authority in development and how it could be a partner with the town in future plans for downtown.



192 TOWN OF STOUGHTON, MA

STOUGHTON DOWNTOWN REDEVELOPMENT PLAN

Search

Quincy  76° e-edition | [subscribe now](#) | [find and save](#) | [newsletter](#)**The Patriot Ledger**[HOME](#) [NEWS](#) [SPORTS](#) [ENTERTAINMENT](#) [LIFE](#) [OPINION](#) [OBITUARIES](#) [PETS](#) [CLASSIFIEDS](#) [JOBS](#) [CARS](#) [HOMES](#)
[FEATURED](#) > [LEDGER LINKS](#) [CONTACT](#) [CALENDAR](#) [SUBMIT YOUR NEWS](#) [BLOGS](#) [LOCAL TV GUIDE](#) [BIZ SERVICES](#) [BRANDED CONTENT](#) [READERS CHOICE](#) | [EXPLORE »](#)[NEWS NOW](#)

Police search for gunman after two shot in Plymouth

... Three arrested after report of woman with gun chasing man in Quincy

Stoughton seeks public's suggestions on plan to revitalize downtown

The Stoughton Redevelopment Authority is holding a public forum at 5:30 p.m. at the Stoughton Senior Center, 110 Rockland St., to discuss the Stoughton Downtown Redevelopment Plan.

COMMENT [1](#) Recommend [0](#)**Cody Shepard**
Enterprise Staff Writerposted Oct. 28, 2014 at 1:18 AM
updated Oct 28, 2014 at 11:57 AM

STOUGHTON – The future of downtown Stoughton relies on input from the public, which can give Wednesday.

Stoughton Redevelopment Authority is holding a forum at 5:30 p.m. at the Stoughton Senior Center, 110 Rockland St., to discuss the Stoughton Downtown Redevelopment Plan.

On Wednesday, local officials will update residents on what The Cecil Group, the planning and urban design firm heading the project, has done the last few months.

Michael Barrett, the chairman of the redevelopment authority, said the new plan aims to make Stoughton's master plan more specific.

"We want to start giving (the public) the specifics – what that really means and how it will be done," he said.

Barrett said the public forum will give residents the opportunity to meet the consulting group and let them voice their concerns or opinion on what they want to see happen downtown.

"It's not my plan, it's not the redevelopment authority's plan ... the plan belongs to the people of Stoughton," Barrett said. "It needs to reflect what the people and citizens of the town want to see downtown look like."

Barrett said residents who attend Wednesday's meeting will be split into groups in which they will do interactive exercises. The groups will be tasked with thinking about traffic, the market and infrastructure.

"We want to know what they think the most appropriate use for public buildings is," he said.

Barrett said he has also asked the president of The Friends of the State Theatre to update the public on plans to revive the theater.

The Board of Selectmen will be at the meeting to discuss the downtown traffic improvement project. Traffic is a part of the redevelopment plan, which officials expect to see completed in mid-2015.

"During the two years the master plan was going on, what was loud and clear from the residents was they wanted to see the tide of downtown reversed," Barrett said. "It's been going downhill."

Wednesday's meeting will be the first of a series of public workshops to investigate the different uses and design options for downtown.

Cody Shepard may be reached at cshepard@enterprisenews.com.

[» Comment or view comments](#)**» SUGGESTED STORIES**[Jennifer Lawrence Is The Top-Paid Actress ... But Makes Far Less Than Her Male Counterpart](#)[Three men overdose in car at Whitman convenience store](#)[At least 4 vehicles damaged in crash on Route 3 in Plymouth](#)[Hingham camp counselor, 18, found dead at Cape Cod camp](#)[Quincy's Ward 3 candidates have varied backgrounds, goals](#)[Quincy man pleads guilty in \\$3.4 million investment scheme](#)**» PROMOTED STORIES**[Forget Googling them, this site reveals all. Simply enter a name and state of anyone you... Instant Checkmate](#)[This App is Quickly Replacing Human Financial Advisors](#) [Business Insider](#)[Ingenious Way To Earn A Free Flight](#) [Lending Tree](#)[Behind Missing Woman's Closet, a Grueling Scene](#) [Newsweek](#)[The Most Mind-Blowing Coincidences Ever Recorded](#) [Lifestyle - Answers.com](#)[John McEnroe Thinks He Could Beat Serena Williams, and If Not, His Sexist Friends Will...](#) [Entertainment Weekly Online](#)

Recommended by

[» Popular Articles and Offers](#)

ADVERTISEMENT

NEWSMAX

- [Illegal Immigrant Who Claims Illegals Pay Taxes Didn't Pay His](#)
- [Hurricane Danny, Year's First, Now Starting to Draw Attention](#)
- [New Probiotic Fat Burner Takes GNC by Storm](#)
- [Two Steps to Tightening Skin and Removing Eye Bags Overnight](#)
- [Two Simple Steps to Remove Bags and Wrinkles From Your Eyes](#)
- [Americans Urged to Search Their Names Before Site Gets Taken Down](#)
- [Having One of These Credit Cards Means You Have Excellent Credit](#)
- [Wipe Out Credit Card Interest Within 5 Minutes by Doing This](#)

What's This?

TOP CLICKS

POPULAR EMAILED COMMENTED

Four hours, four overdoses in Plymouth

Search  Quincy  76° e-edition | [subscribe now](#) | [find and save](#) | [newsletter](#)

The Patriot Ledger  **Top Health Daily**
Commit to be Fit

HOME NEWS SPORTS ENTERTAINMENT LIFE OPINION OBITUARIES PETS CLASSIFIEDS JOBS CARS HOMES

FEATURED » [LEDGER LINKS](#) [CONTACT](#) [CALENDAR](#) [SUBMIT YOUR NEWS](#) [BLOGS](#) [TV GUIDE](#) [BIZ SERVICES](#) [BRANDED CONTENT](#) [READERS CHOICE](#) [PHOTOS](#) | [EXPLORE](#) »

NEWS NOW [le walking to Brockton wake](#) ... [One man dead in downtown Brockton shooting](#) ... [QCAP celebrates 50 years of giving back](#)

Residents offer input into plans for downtown Stoughton

Town officials and the design groups working on the Stoughton Downtown Development Plan listened to input from residents Wednesday night.

   0  3

Cody Shepard
Enterprise Follow

ted Oct. 29, 2014 at 10:50 PM
lated Oct 29, 2014 at 10:53 PM

JUGHTON - Before downtown can be nomically viable, residents stress the ornance of additional parking and safer fic patterns.

More than 100 residents told town officials and ue design group working on creating the Stoughton Downtown Development Plan what they want to see in town at a meeting Wednesday night.

"The biggest problem that still exists is the traffic and the parking," said Ed DeFelice, a lifelong Stoughton resident.

Residents went through interactive exercises while working with representatives from the head consultant, The Cecil Group, and its sub-consultant, Stantec. They were asked to define traffic concerns, pick potential uses on key parcels and decide where to put new businesses and add open and park space.

The plan for downtown will be more specific but also part of the town's larger master plan, which is in its final stages. Using items from the master plan for a list, residents were asked when they entered the Stoughton Senior Center Wednesday night to put a sticker next to their three biggest goals for downtown.

Residents chose working with the U.S. Postal Service to determine feasibility of public space between Porter and Wyman streets; working with residents to redesign, develop and program the Washington Street triangle; and supplement existing development with shops, restaurants and ground-level and upper-floor office and residential uses.

"The idea is to create a clear plan of action," said Steve Cecil, the principal of The Cecil Group. "What kind of a downtown, in the end, would Stoughton like to have?"

But traffic, not infrastructure, remained the biggest concern among residents Wednesday night.

"The biggest problem downtown is the flow of traffic," said Charles George, a resident of 20 years. "People need a reason to stop; right now, the town looks cold. We need to warm up the town."

Michael Barrett, chairman of the Stoughton Redevelopment Authority, said the consultant groups will look at the feedback during the coming weeks. The consultants are also meeting with other town officials.

Aside from parking and traffic, DeFelice said he's concerned the town will take homes under eminent domain.

"They're not talking about it now, but this is how it starts," DeFelice said. "That's definitely dangerous."

But Barrett said there are no current plans to take any residential buildings. He said the entire process will be held in public until the end.

The downtown plan is expected to be complete in early spring.

Cody Shepard may be reached at cshepard@enterprisenews.com.

[» Comment or view comments](#)

SUGGESTED STORIES

Police break up melee outside Quincy bar after stabbing

Quincy man pleads guilty in \$3.4 million investment scheme

Braintree woman arrested for drunken driving with three children in car

Developer about to resubmit plan for new Lincoln Building in Hingham

Weymouth man wins \$1 million playing lottery

Quincy developer proposes using chemical agent to remove rock

PROMOTED STORIES

Forget Googling them, this site reveals all. Simply enter a name and state of anyone you... [Instant Checkmate](#)

Chef Sentenced to Three Years in Jail for Spitting Customer's Food [Fox News](#)

The 1800's Girl With the Tattooed Face [Ancestry](#)

How To Deal With a Bad Neighbor [BuildDirect](#)

Ingenious Way To Earn A Free Flight [Lending Tree](#)

The Most Mind-Blowing Coincidences Ever Recorded [Lifestyle - Answers.com](#)

ENROLLING NOW FOR OCTOBER!
Offering 20 Graduate Programs
Online, On-Campus or Hybrid

Located in: Sturbridge & Burlington 

 **Commit to Fitness**

Oil Market's Response to Global Supply and Demand [Bloomberg](#)

More videos:   

[patriotledger.com](#)

Newsmax

- Illegal Immigrant Who Claims Illegals Pay Taxes Didn't Pay His
- Hurricane Danny, Year's First, Now Starting to Draw Attention
- New Probiotic Fat Burner Takes GNC by Storm
- It's As Easy As 1-2-3 to Wipe Out Your Credit Card Balance
- Two Steps to Tightening Skin and Removing Eye Bags Overnight
- Two Simple Steps to Remove Bags and Wrinkles From Your Eyes
- Americans Urged to Search Their Names Before Site Gets Taken Down
- Enjoy a \$0 APR for 15 Months and Make \$125 Just to Use This Card

[What's This?](#)

TOP CLICKS

POPULAR EMAILED COMMENTED

Four hours, four overdoses in Plymouth

1 of 2 8/21/2015 10:29 AM

Search

Quincy  76° e-edition | [subscribe now](#) | [find and save](#) | [newsletter](#)

The Patriot Ledger

[HOME](#) [NEWS](#) [SPORTS](#) [ENTERTAINMENT](#) [LIFE](#) [OPINION](#) [OBITUARIES](#) [PETS](#)

[CLASSIFIEDS](#) [JOBS](#) [CARS](#) [HOMES](#)

[FEATURED](#) » [LEDGER LINKS](#) [CONTACT](#) [CALENDAR](#) [SUBMIT YOUR NEWS](#) [BLOGS](#) [LOCAL TV GUIDE](#) [BIZ SERVICES](#) [BRANDED CONTENT](#) [READERS CHOICE](#) | [EXPLORE »](#)

[NEWS NOW](#)

scolorered water in Milton

Megan Ward new executive director of James Library in Norwell

... Property inspections underway

Second forum to be held on Stoughton's downtown



COMMENT

0

By [Cody Shepard](#)
[The Enterprise](#) [Follow](#)

Posted Jan. 26, 2015 at 8:48 PM
Updated Jan 29, 2015 at 9:41 PM

ENROLLING NOW FOR OCTOBER!
Offering 20 Graduate Programs
Online, On-Campus or Hybrid

Located in:
Sturbridge & Burlington

 **BAY PATH**
UNIVERSITY

STOUGHTON – Residents can continue to tell officials how they want to see downtown reshaped at a meeting this weekend.

The second forum with residents and consultant groups on Saturday will aim to get into the specifics of how people want downtown redeveloped.

Set for the high school cafeteria, the Stoughton Redevelopment Authority invites residents to meet with the head consultant, The Cecil Group, and the group doing the traffic review, Howard/Stein-Hudson Associates, to talk about the next steps.

The authority's goal is to have a single plan ready in the early spring to be able to bring it to a vote in May or June to adopt the Stoughton Downtown Redevelopment Plan.

"At this point we have a lot of solutions, a lot of ideas," Redevelopment Authority Chairman Michael Barrett said. "Based on the input we've collected from stakeholders and citizens, there's not yet a common criteria for success."

Barrett said that is the hope of Saturday's forum.

The Cecil Group will give residents examples of other downtowns that have been redeveloped and what worked and didn't work.

TV, Mobile Phones and a Fundamental Change in Advertising 

Residents will break off into workshops to give input on what they want to see done and talk about how success in other towns can be applied to downtown Stoughton.

The consultant doing the traffic study will provide some alternatives in hopes that they can provide a long term solution in Stoughton, Barrett said.

After Saturday's forum, The Cecil Group will create two or three specific plans for downtown. Barrett said the authority will then go back to residents to get input to narrow it down to one design.

"I thought we got a lot of great input, very positive feedback after the last forum in October," Barrett said. "The second forum is really an update to talk about what's been done over the last three months."

Registration will be at 1 p.m. Saturday at Stoughton High School in the cafeteria, 232 Pearl St. The workshops will begin at 1:15 p.m. and go until about 4 p.m.

More videos:



Search

Quincy  76° e-edition | [subscribe now](#) | [find and save](#) | [newsletter](#)

The Patriot Ledger



[HOME](#) [NEWS](#) [SPORTS](#) [ENTERTAINMENT](#) [LIFE](#) [OPINION](#) [OBITUARIES](#) [PETS](#) [CLASSIFIEDS](#) [JOBS](#) [CARS](#) [HOMES](#)

FEATURED » [LEDGER LINKS](#) [CONTACT](#) [CALENDAR](#) [SUBMIT YOUR NEWS](#) [BLOGS](#) [TV GUIDE](#) [BIZ SERVICES](#) [BRANDED CONTENT](#) [READERS CHOICE](#) [PHOTOS](#) | [EXPLORE »](#)

NEWS NOW

Manufacturer donating 200 doses of overdose-reverse drug to Quincy police

Plainridge Park took in \$18 million in first month

Stoughton Center businesses anxious for changes



COMMENT [0](#)

Recommend [0](#)



New Rule Leaves Drivers Surprise

Why did no one tell drivers about this new rule? If you drive less than **45 miles per day**, you better read this. [Read More](#) 

By **Rachel Tesler**
WickedLocal Stoughton

Posted Jul. 15, 2015 at 1:23 AM
Updated Jul 15, 2015 at 1:26 AM

STOUGHTON – Several Stoughton Center businesses are eager for the changes the downtown redevelopment project is intended to bring.

Many business owners have complained about a lack of downtown diversity, with the area saturated with takeout restaurants and service-based businesses like insurance firms and oil companies. Several owners expressed hope that the redevelopment project will bring "destination" retail sites like sit-down restaurants to the center.

"I hope that the plan will benefit current and future businesses alike by establishing downtown Stoughton as a desirable place in which to both make investments and do business," redevelopment authority Chairman Michael Barrett said.

Wanting to hear from stakeholders such as the Stoughton Chamber of Commerce, the authority held two public forums earlier this year.

The authority projects that the plan, created by an urban design firm called Cecil Group, will be completed over the summer and be available for certification by the planning board and approval by selectmen this fall.

Several Stoughton Center business owners contacted said they had not discussed the project with town officials.

[patriotledger.com](#)

Ali Aykurt, owner of Chicken Kabob, a Mediterranean restaurant, said he has loved his location in Stoughton Center for the past two years. He said he looks forward to the increased business the redevelopment project will bring.

Rob Kushner, the second-generation owner of Uncle Milt's Stoughton Army Navy Store, said his first interaction with Stoughton officials in his 38 years as a Stoughton business owner occurred when Selectman David Sousa and Town Engineer Mark Tisdale visited his store. Sousa and Tisdale talked with him about potential improvements to the traffic patterns and downtown area.

Kushner said he saw many businesses forced out over a period of three years beginning in the fall of 2007. While many landlords were notified, businesses were not directly informed of changes to the downtown area, he said.

Barrett said the committee has received a lot of support from the community in identifying issues and working toward goals for the project. He said residents expressed dissatisfaction about how the center has been deteriorating since around 2000.



1 of 2

8/21/2015 10:33 AM

Newsmax

- [Illegal Immigrant Who Claims Illegals Pay Taxes Didn't Pay His](#)
- [Hurricane Danny, Year's First, Now Starting to Draw Attention](#)
- [New Probiotic Fat Burner Takes GNC by Storm](#)
- [Two Simple Steps to Remove Bags and Wrinkles From Your Eyes](#)
- [Two Steps to Tightening Skin and Removing Eye Bags Overnight](#)
- [Americans Urged to Search Their Names](#)

Stoughton Patch | Find Your Patch | Leave Deal | 

Home Advertise With Us All Topics > Politics & Government

Next on Patch » Photos: Stoughton Public Schools Shares Photos From Sixth...

Stoughton Redevelopment Authority Seeks Volunteers for Citizens Advisory Group

The group is looking for individuals to provide input on the redevelopment of the downtown area.

By MATT PERKINS (Patch Staff) | September 5, 2014 | 



Stoughton Patch | Find Your Patch | 

Home Advertise With Us All Topics > Politics & Government

The Stoughton Redevelopment Authority announced this week that it is looking for volunteers to serve on the Citizens Advisory Group to provide input on the redevelopment of downtown Stoughton.

The CAG aims to work with the SRA and a consultant team to offer public outreach and feedback as the plan is developed.

"Our goal is to identify specific actions to encourage the redevelopment and revitalization of the downtown area in accordance with the recently-completed Master Plan," the SRA said in a statement.

The CAG, moreover, aims to meet once a month from October to April to discuss progress and review various documents associated with the plan. The first meeting is tentatively scheduled for Wednesday, Oct. 15.

Residents interested in volunteering are asked to submit an application or brief letter of interest explaining their connections to Stoughton and how they plan to help.

Applications can be found by clicking here.

A deadline for submitting applications has been set for Sept. 23 at 4 p.m., and officials plan to notify respondents by Sept. 30. All applications and letters of interest should be emailed to michael.barrett@stoughton-ma.gov or sent to:

*The Stoughton Redevelopment Authority
10 Pearl St.
Stoughton, MA 02072*

FEATURED > CONTACT US BLOGS CALENDAR POLICE SCANNER SUBMIT YOUR NEWS READERS CHOICE BUSINESS SER

NEWS NOW

Regional calendar of events: May 6-19

Survivors, family recount Holocaust expe

Stoughton downtown development forum planned



COMMENT

0

Recommend

0



Posted Apr 15, 2016 at 11:00 AM
Updated Apr 15, 2016 at 12:30 PM



The Stoughton Redevelopment Authority will sponsor a public forum at 7 p.m. April 25 at the Stoughton High School cafeteria, 232 Pearl St.

The Stoughton Redevelopment Authority and the Board of Selectmen are sponsoring two projects that seek to implement the goal of the Master Plan for downtown. The Stoughton Redevelopment Authority has undertaken the creation of a Stoughton Downtown

Redevelopment plan. The planning process has been focused on the downtown area and will identify specific actions needed to encourage the redevelopment and revitalization of downtown.

The Cecil Group, a planning and urban design firm, will present various scenarios for different sites downtown. The Cecil Group and the Stoughton Redevelopment Authority will also discuss the role of the Stoughton Redevelopment Authority in development and how it could be a partner with the town in future plans for downtown.

Figure C-5: Flyer for May 2015 Annual Town Meeting: Front

MAY 2015

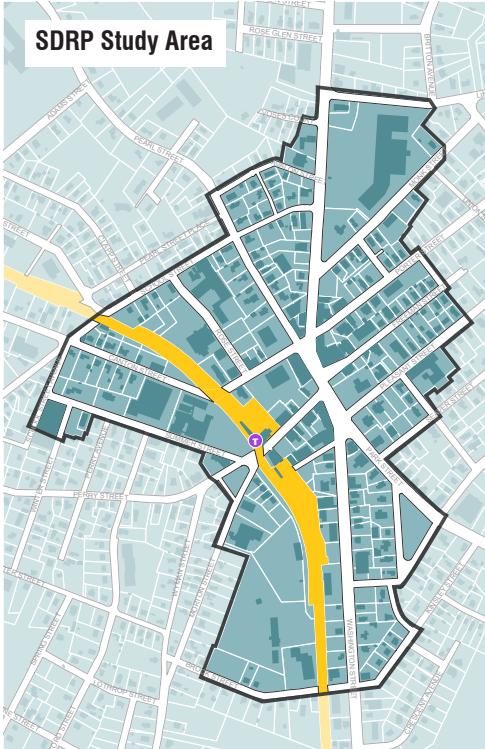
Stoughton Downtown Redevelopment Plan

INTRODUCTION

The Stoughton Redevelopment Authority (SRA) has undertaken the creation of the Stoughton Downtown Redevelopment Plan, whose focus is the Downtown area identified to the right. The purpose of this planning process is to identify specific actions needed to encourage the redevelopment and revitalization of the Downtown area according to the goals outlined in Phase I of the Master Plan: **the Stoughton Downtown should be the municipal, social, and cultural heart of the community, with a strong sense of place and belonging for residents, employees, and business owners.**

The SRA has been guiding this process and engaged a professional consultant team, led by the planning and urban design firm The Cecil Group and including Stantec, to assist with the creation of a redevelopment plan under Massachusetts General Laws Chapter 121B.

As part of this process, the consultant team has sought significant and varied input from the community to better understand the issues and opportunities in the Stoughton Downtown and to help shape recommendations for the redevelopment plan. The consultant team has reached out to a broad range of stakeholders, including town officials, area businesses and property owners, residents, and local nonprofit organizations. The consultant team is facilitating a series of public workshops and is working with a Citizens Advisory Group appointed by the SRA.



CREATING A REDEVELOPMENT PLAN: TIMELINE TO APPROVAL	PUBLIC PROCESS	APPROVAL PROCESS
START September 2014	<p>Public Forums</p> <p>#1 Oct 2014 #2 Jan. 2015 #3 - Late June 2015</p> <p>Stakeholder Interviews</p> <p>December 2014</p> <p>Ongoing Meetings</p> <p>Stoughton Redevelopment Authority Citizens Advisory Group Town Officials</p>	<p>The Stoughton Redevelopment Authority approves the final <i>Stoughton Downtown Redevelopment Plan (SDRP)</i>. They will have already reviewed the <i>Existing Conditions Memorandum</i> and the draft SDRP.</p>

an

For additional information, contact Michael Barrett
at Michael.Barrett@stoughton-ma.gov

CURRENT PLANNING STUDIES IN STOUGHTON

Planning Study:	Stoughton Master Plan	Economic Development Master Plan and Economic Development Master Plan: Downtown Stoughton	Stoughton Downtown Redevelopment Plan (SDRP)	Town Square Traffic Improvements Project	Short-Term Traffic Improvements Evaluation
Stoughton Board Responsible	Planning Board		Stoughton Redevelopment Authority	Board of Selectmen	
Lead Consultant	Brown Walker Planners, Inc.	McCabe Enterprises LLC	The Cecil Group, Inc.	Howard/Stein-Hudson Associates, Inc.	Greenman-Pedersen, Inc.
Advisory Committee	Master Plan Committee		Citizens Advisory Group	Stoughton Downtown Traffic Group	Transportation Task Force
Public Input Process and Meeting Dates	Phase I: Community Visioning Forums October 15, 2012 and January 28, 2013 Phase II: Public Forums March 24, 2014 and June 9, 2014		Joint Public Forums: October 29, 2014 January 31, 2015	Public Hearing by Board of Selectmen as Street Commissioners on March 24, 2015	
Next Steps	Master Plan Committee and Planning Board Review		Public Forum to introduce draft Redevelopment Plan Public hearings by Town	Public Forum to introduce final Concept Plans	Trial period/ Implementation period after Town Meeting approval of Articles
Approval Process	Planning Board		Planning Board (determination of consistency) Stoughton Redevelopment Authority Board of Selectmen Department of Housing and Community Development	Board of Selectmen	
Month Approval is Expected	Late Spring		Two-three months after approval of the Master Plan	After Town Meeting (May-June 2015)	

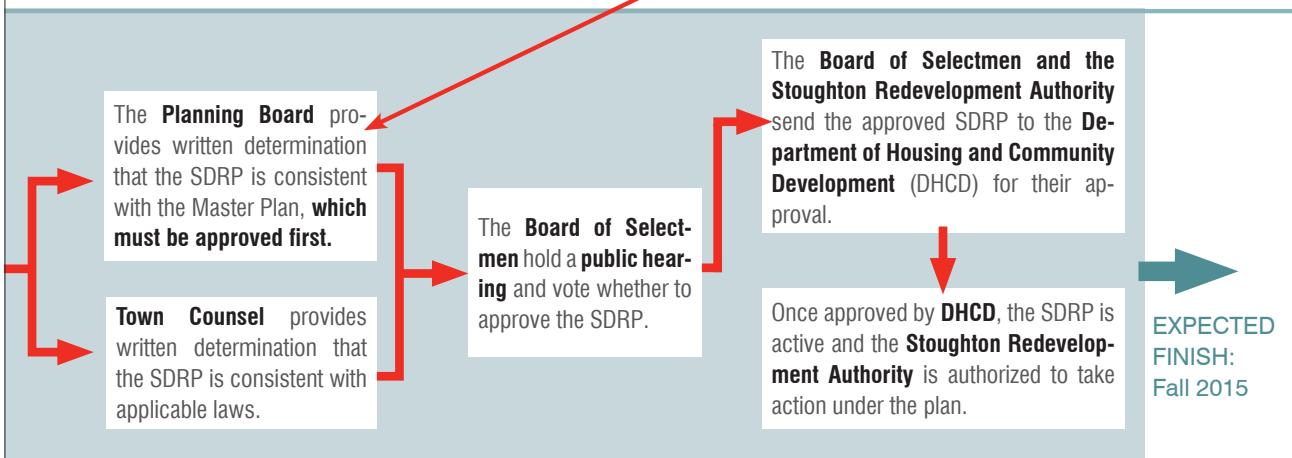


Figure C-6: Flyer for May 2015 Annual Town Meeting: Back

KEY FINDINGS FROM EXISTING CONDITIONS RESEARCH

■ STOUGHTON DOWNTOWN IS A DECADENT AREA

What Does This Mean for Stoughton?

Because the Downtown qualifies as a Decadent Area, the Stoughton Redevelopment Authority (SRA) has the legislative authority (under M.G.L. Chapter 121B) to prepare a redevelopment plan that guides its roles and responsibilities in the revitalization of the Stoughton Downtown.

The SRA can have a significant role in changes to the Downtown. Among other actions, a redevelopment plan could authorize the SRA to acquire, lease, and dispose of property, conduct design review of development projects, develop properties itself, and undertake infrastructure improvements within the Downtown.

The SRA and an approved Redevelopment Plan are a valuable set of tools the Town can use to encourage future development in the Stoughton Downtown.



But What is a Decadent Area?

No, it does not mean that everyone is drinking champagne in tuxedos and evening gowns! A Decadent Area is one that is in a state of decay. Under Massachusetts General Laws Chapter 121B, a Decadent Area must meet **one or more** of the following conditions:

Stoughton	M.G.L. Chapter 121B Requirements
✓	Existence of buildings which are out of repair, physically deteriorated, unfit for human habitation, or obsolete, or in need of major maintenance or repair
	Much of the real estate in recent years has been sold or taken for nonpayment of taxes or foreclosure of mortgages
	Buildings have been torn down and not replaced and under existing conditions it is improbable that the buildings will be replaced
	A substantial change in business or economic conditions
	Inadequate light, air, or open space
✓	Excessive land coverage
✓	Diversity of ownership, irregular lot sizes, or obsolete street patterns make it improbable that the area will be redeveloped by the ordinary operations of private enterprise
✓	Other conditions which are detrimental to the health, safety, morals, welfare and sound growth of the area

Stoughton meets four of these conditions and thus qualifies as a **Decadent Area**.

For more information on how the Study Area qualifies as a Decadent Area or about opportunities for and constraints on redevelopment, please see the Existing Conditions Memorandum at <http://www.stoughton.org/Redevelopment>

Stoughton Downtown Redevelopment Plan

■ OPPORTUNITIES FOR AND CONSTRAINTS ON REDEVELOPMENT

Other factors affect the ability of the Stoughton Downtown to change over time. These factors provide opportunities for the private market to invest in buildings and land in the Downtown – or they may be constraints that prevent future investment. Opportunities and constraints fall into four categories, (below); each contains some of the elements that affect Stoughton's Downtown.

Land Use

OPPORTUNITIES

- Historic buildings
- Lower land and building values
- Vacant buildings and lots

CONSTRAINTS

- Off-Street parking:
 - High requirements for residential uses under current zoning regulations
 - Few spaces available to non-commuters
 - Poor paving conditions
- Potential for incompatible adjacent uses
- Diverse property ownership
- Small lots and/or buildings

Traffic and Circulation

OPPORTUNITIES

- Convergence of three major roads bringing people downtown
- Turning drivers into pedestrians who shop and eat

CONSTRAINTS

- Traffic congestion at peak periods in Stoughton Square
- Through traffic prevents Downtown from being a destination

Infrastructure

OPPORTUNITIES

- Commuter rail service to Boston
- Location on Routes 27, 138, 139

CONSTRAINTS

- Possible inadequacy of sewer system at points outside the Study Area with development of new or redevelopment of existing buildings

Real Estate Market

OPPORTUNITIES

- Demand for space within existing buildings if renovated
- Demand for additional residential units near commuter rail
- Demand for walkable conveniences

CONSTRAINTS

- Competition from “Big Box” stores
- Lack of updated store fronts
- Fewer walkable conveniences than other towns
- Few day-to-evening active uses
- Price sensitivity to existing and future rents
- Low demand for new non-residential buildings



D. NOTIFICATION

This section includes letters from the SRA inviting the following individuals to the public hearing and forum on April 25, 2016:

- Members of the Board of Selectmen
- Members of the Citizens Advisory Committee
- Stakeholders
- Representative William C. Galvin
- Representative Louis Kafka
- Senator Brian Joyce

If the SRA decides to complete a full urban renewal plan, this section would include the following notifications:

- Letter to Massachusetts Historic Commission notifying them of the public hearing
- Letter from Redevelopment Authority to property owners within the urban renewal boundary notifying them of the public hearing
- List of people to whom letter was sent with addresses

Stoughton Redevelopment Authority

10 Pearl Street, Stoughton, MA 02072

Michael F. Barrett
Chair

Louis F. Gitto
Vice-Chair

Forrest Lindwall

Carlos Vargas

April 7, 2016

Board of Selectmen
Town of Stoughton
10 Pearl Street
Stoughton, MA 02072-0527

Dear Chairman of the Board of Selectmen and Board Members,

The Stoughton Redevelopment Authority has scheduled a public hearing for residents of Stoughton and town officials on April 25th 2016. The hearing will be held in the cafeteria of Stoughton High School with registration beginning at 6:45 PM.

The purpose of the public hearing is to provide an update on the progress to date of the Stoughton Downtown Redevelopment Plan (SDRP). Our original intent in working with the Cecil Group was to develop an Urban Renewal Plan as defined by MGL Chapter 121B. During the study process, we have come to the conclusion that a full-scale Urban Renewal Plan is not feasible at the current time. However, we are planning to complete a Redevelopment Plan that is consistent with the requirements of the Department of Housing and Community Development (DHCD) with the exception of the inclusion of a specific renewal project or the designation of specific actions related to the development of a specific property or other public actions (such as regulatory requirements) that could be undertaken by the SRA. The Redevelopment Plan will include the detailed memorandum of existing conditions and other studies compiled by The Cecil Group as well as a significant educational component to insure that every interested party has a complete understanding of the redevelopment process and the ways that we can work together to improve the Downtown Area.

We believe that the final Redevelopment Plan will provide the Town with a workable outline as to how to proceed and who to involve in the eventual redevelopment of Downtown Stoughton.

At the Hearing, The Cecil Group will review a number of potential redevelopment scenarios for different sites within the Downtown with the intention of documenting feedback from the community to be incorporated into the Redevelopment Plan. These conceptual studies will reflect and add to the community work at the previous public forums and will demonstrate different ways that development can be incorporated within the core of the Downtown. The Cecil Group and the SRA will also discuss the role of the SRA in development and how the Redevelopment Authority could be a partner with the Town (Board of Selectmen, Town Manager, Planning Board and others) in future plans for the Downtown.

Please let me know if you have any questions or need additional information prior to the Public Hearing.

We look forward to your presence and participation.

Sincerely,

Michael F Barrett
Stoughton Redevelopment Authority Chair

CC: Town Manager,
Members of the Stoughton Redevelopment Authority,
Chairman of the Master Plan Committee

Figure D-1: Invitation to the Board of Selectmen

Stoughton Redevelopment Authority

10 Pearl Street, Stoughton, MA 02072

Michael F. Barrett
Chair

Louis F. Gitto
Vice-Chair

Forrest Lindwall

Carlos Vargas

April 11, 2016

SDRP Citizens Advisory Group

Dear Members of the Stoughton Downtown Redevelopment Plan (SDRP) Citizens Advisory Group,

I would like to thank you all for your participation as members of the SDRP Citizens Advisory Group. Although progress has been slower than what we would have liked, we are now in a position to provide an update to Stoughton Residents and Town Officials and have scheduled a public hearing for residents of Stoughton and town officials on April 25th 2016. The hearing will be held in the cafeteria of Stoughton High School with registration beginning at 6:45 PM.

We were originally planning to have a (separate) CAG meeting prior to the public hearing but decided that it would be easier to schedule one meeting for all interested parties. I do anticipate that we will have at least one follow up meeting with the members of the Citizens Advisory Group sometime after the Public Hearing – more information to follow.

The purpose of the public hearing is to provide an update on the progress to date of the Stoughton Downtown Redevelopment Plan (SDRP). Our original intent in working with the Cecil Group was to develop an Urban Renewal Plan as defined by MGL Chapter 121B. During the study process, we have come to the conclusion that a full-scale Urban Renewal Plan is not feasible at the current time. However, we are planning to complete a Redevelopment Plan that is consistent with the requirements of the Department of Housing and Community Development (DHCD) with the exception of the inclusion of a specific renewal project or the designation of specific actions related to the development of a specific property or other public actions (such as regulatory requirements) that could be undertaken by the SRA. The Redevelopment Plan will include the detailed memorandum of existing conditions and other studies compiled by The Cecil Group as well as a significant educational component to insure that every interested party has a complete understanding of the redevelopment process and the ways that we can work together to improve the Downtown Area.

We believe that the final Redevelopment Plan will provide the Town with a workable outline as to how to proceed and who to involve in the eventual redevelopment of Downtown Stoughton.

At the Hearing, The Cecil Group will review a number of potential redevelopment scenarios for different sites within the Downtown with the intention of documenting feedback from the community to be incorporated into the Redevelopment Plan. These conceptual studies will reflect and add to the community work at the previous public forums and will demonstrate different ways that development can be incorporated within the core of the Downtown. The Cecil Group and the SRA will also discuss the role of the SRA in development and how the Redevelopment Authority could be a partner with the Town (Board of Selectmen, Town Manager, Planning Board and others) in future plans for the Downtown.

Please let me know if you have any questions or need additional information prior to the Public Hearing.

Stoughton Redevelopment Authority
Letter to the Citizens Advisory Group 04/11/2016

We look forward to your presence and participation.

Sincerely,

Michael F Barrett
Stoughton Redevelopment Authority
Chair

CC: Members of the Stoughton Redevelopment Authority,
Emily Innes, The Cecil Group

Figure D-2: Invitation to the Citizens Advisory Group

Stoughton Redevelopment Authority

10 Pearl Street, Stoughton, MA 02072

Michael F. Barrett
Chair

Louis F. Gitto
Vice-Chair

Forrest Lindwall

Carlos Vargas

April 11, 2016

SDRP Stakeholders
Town of Stoughton

Dear Members of the Stoughton Downtown Redevelopment Plan (SDRP) Stakeholders Group,

I would like to thank you for your participation as members of the SDRP Stakeholders Group. Although progress has been slower than what we would have liked, we are now in a position to provide an update to Stoughton Residents and Town Officials and have scheduled a public hearing for residents of Stoughton and town officials on April 25th 2016. The hearing will be held in the cafeteria of Stoughton High School with registration beginning at 6:45 PM.

The purpose of the public hearing is to provide an update on the progress to date of the Stoughton Downtown Redevelopment Plan (SDRP). Our original intent in working with the Cecil Group was to develop an Urban Renewal Plan as defined by MGL Chapter 121B. During the study process, we have come to the conclusion that a full-scale Urban Renewal Plan is not feasible at the current time. However, we are planning to complete a Redevelopment Plan that is consistent with the requirements of the Department of Housing and Community Development (DHCD) with the exception of the inclusion of a specific renewal project or the designation of specific actions related to the development of a specific property or other public actions (such as regulatory requirements) that could be undertaken by the SRA. The Redevelopment Plan will include the detailed memorandum of existing conditions and other studies compiled by The Cecil Group as well as a significant educational component to insure that every interested party has a complete understanding of the redevelopment process and the ways that we can work together to improve the Downtown Area.

We believe that the final Redevelopment Plan will provide the Town with a workable outline as to how to proceed and who to involve in the eventual redevelopment of Downtown Stoughton.

At the Hearing, The Cecil Group will review a number of potential redevelopment scenarios for different sites within the Downtown with the intention of documenting feedback from the community to be incorporated into the Redevelopment Plan. These conceptual studies will reflect and add to the community work at the previous public forums and will demonstrate different ways that development can be incorporated within the core of the Downtown. The Cecil Group and the SRA will also discuss the role of the SRA in development and how the Redevelopment Authority could be a partner with the Town (Board of Selectmen, Town Manager, Planning Board and others) in future plans for the Downtown.

Please let me know if you have any questions or need additional information prior to the Public Hearing.

We look forward to your presence and participation.

Sincerely,
Michael F Barrett
Stoughton Redevelopment Authority
Chair

CC: Members of the Stoughton Redevelopment Authority,
Emily Innes, The Cecil Group

Figure D-3: Invitation to the Stakeholders

Stoughton Redevelopment Authority

10 Pearl Street, Stoughton, MA 02072

Michael F. Barrett
Chair

Louis F. Gitto
Vice-Chair

Forrest Lindwall

Carlos Vargas

April 11, 2016

William C. Galvin
Massachusetts State House
Room 166
Boston, MA 02133

Dear Representative Galvin,

The Stoughton Redevelopment Authority has scheduled a public hearing for residents of Stoughton and town officials on April 25th 2016. The hearing will be held in the cafeteria of Stoughton High School with registration beginning at 6:45 PM.

The purpose of the public hearing is to provide an update on the progress to date of the Stoughton Downtown Redevelopment Plan (SDRP). The SRA is planning to complete a Redevelopment Plan that is consistent with the requirements of the Department of Housing and Community Development (DHCD) with the exception of the inclusion of a specific renewal project or the designation of specific actions related to the development of a specific property or other public actions (such as regulatory requirements) that could be undertaken by the SRA. The Redevelopment Plan will include the detailed memorandum of existing conditions and other studies compiled by The Cecil Group as well as a significant educational component to insure that every interested party has a complete understanding of the redevelopment process and the ways that we can work together to improve the Downtown Area.

We believe that the final Redevelopment Plan will provide the Town with a workable outline as to how to proceed and who to involve in the eventual redevelopment of Downtown Stoughton.

At the Hearing, The Cecil Group will review a number of potential redevelopment scenarios for different sites within the Downtown with the intention of documenting feedback from the community to be incorporated into the Redevelopment Plan. These conceptual studies will reflect and add to the community work at the previous public forums and will demonstrate different ways that development can be incorporated within the core of the Downtown. The Cecil Group and the SRA will also discuss the role of the SRA in development and how the Redevelopment Authority could be a partner with the Town (Board of Selectmen, Town Manager, Planning Board and others) in future plans for the Downtown.

Please let me know if you have any questions or need additional information prior to the Public Hearing.

We look forward to your presence and participation.

Sincerely,

Michael F Barrett
Stoughton Redevelopment Authority
Chair

CC: Members of the Stoughton Redevelopment Authority

Figure D-4: Invitation to Representative Galvin

Stoughton Redevelopment Authority

10 Pearl Street, Stoughton, MA 02072

Michael F. Barrett
Chair

Louis F. Gitto
Vice-Chair

Forrest Lindwall

Carlos Vargas

April 11, 2016

Louis Kafka
Massachusetts State House
Room 185
Boston, MA 02133

Dear Representative Kafka,

The Stoughton Redevelopment Authority has scheduled a public hearing for residents of Stoughton and town officials on April 25th 2016. The hearing will be held in the cafeteria of Stoughton High School with registration beginning at 6:45 PM.

The purpose of the public hearing is to provide an update on the progress to date of the Stoughton Downtown Redevelopment Plan (SDRP). The SRA is planning to complete a Redevelopment Plan that is consistent with the requirements of the Department of Housing and Community Development (DHCD) with the exception of the inclusion of a specific renewal project or the designation of specific actions related to the development of a specific property or other public actions (such as regulatory requirements) that could be undertaken by the SRA. The Redevelopment Plan will include the detailed memorandum of existing conditions and other studies compiled by The Cecil Group as well as a significant educational component to insure that every interested party has a complete understanding of the redevelopment process and the ways that we can work together to improve the Downtown Area.

We believe that the final Redevelopment Plan will provide the Town with a workable outline as to how to proceed and who to involve in the eventual redevelopment of Downtown Stoughton.

At the Hearing, The Cecil Group will review a number of potential redevelopment scenarios for different sites within the Downtown with the intention of documenting feedback from the community to be incorporated into the Redevelopment Plan. These conceptual studies will reflect and add to the community work at the previous public forums and will demonstrate different ways that development can be incorporated within the core of the Downtown. The Cecil Group and the SRA will also discuss the role of the SRA in development and how the Redevelopment Authority could be a partner with the Town (Board of Selectmen, Town Manager, Planning Board and others) in future plans for the Downtown.

Please let me know if you have any questions or need additional information prior to the Public Hearing.

We look forward to your presence and participation.

Sincerely,

Michael F Barrett
Stoughton Redevelopment Authority
Chair

CC: Members of the Stoughton Redevelopment Authority

Figure D-5: Invitation to Representative Kafka

Stoughton Redevelopment Authority

10 Pearl Street, Stoughton, MA 02072

Michael F. Barrett
Chair

Louis F. Gitto
Vice-Chair

Forrest Lindwall

Carlos Vargas

April 11, 2016

Brian Joyce
Massachusetts State House
Room 320
Boston, MA 02133

Dear Senator Joyce,

The Stoughton Redevelopment Authority has scheduled a public hearing for residents of Stoughton and town officials on April 25th 2016. The hearing will be held in the cafeteria of Stoughton High School with registration beginning at 6:45 PM.

The purpose of the public hearing is to provide an update on the progress to date of the Stoughton Downtown Redevelopment Plan (SDRP). The SRA is planning to complete a Redevelopment Plan that is consistent with the requirements of the Department of Housing and Community Development (DHCD) with the exception of the inclusion of a specific renewal project or the designation of specific actions related to the development of a specific property or other public actions (such as regulatory requirements) that could be undertaken by the SRA. The Redevelopment Plan will include the detailed memorandum of existing conditions and other studies compiled by The Cecil Group as well as a significant educational component to insure that every interested party has a complete understanding of the redevelopment process and the ways that we can work together to improve the Downtown Area.

We believe that the final Redevelopment Plan will provide the Town with a workable outline as to how to proceed and who to involve in the eventual redevelopment of Downtown Stoughton.

At the Hearing, The Cecil Group will review a number of potential redevelopment scenarios for different sites within the Downtown with the intention of documenting feedback from the community to be incorporated into the Redevelopment Plan. These conceptual studies will reflect and add to the community work at the previous public forums and will demonstrate different ways that development can be incorporated within the core of the Downtown. The Cecil Group and the SRA will also discuss the role of the SRA in development and how the Redevelopment Authority could be a partner with the Town (Board of Selectmen, Town Manager, Planning Board and others) in future plans for the Downtown.

Please let me know if you have any questions or need additional information prior to the Public Hearing.

We look forward to your presence and participation.

Sincerely,

Michael F Barrett
Stoughton Redevelopment Authority
Chair

CC: Members of the Stoughton Redevelopment Authority

Figure D-6: Invitation to Senator Joyce

E. NOTES OF PUBLIC MEETINGS

The consulting team's notes and observations of the meetings of the SRA and its advisory committee, the CAG are located in this section.

If the SRA decides to complete a full urban renewal plan, this section would include the minutes of the public hearing held by the Board of Selectmen and the meeting held by the Planning Board to determine compliance with the Master Plan.

Figure E-1: Notes and Observations from Meetings of the SRA



Downtown Stoughton Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
July 15, 2014
4:00 pm

Notes and Observations

1. Introductions

The members of the SRA introduced themselves as did the members of the consultant team: Steve Cecil and Emily Innes from The Cecil Group and Drew Leff from Stantec.

Emily Innes distributed the meeting package with the information for the agenda items below.

2. Roles and Responsibilities

Ms. Innes presented the roles and responsibilities defined in the meeting package and the participants discussed who was responsible for which part of the process.

3. Discussion of Draft Work Plan

The SRA members and consultant team reviewed the initial work plan and made some modifications to the proposed months for the first meeting with the CAG and the first public forum. The consultant team will update this work plan throughout the process.

4. Discussion of Draft Project Schedule

The SRA members reviewed the proposed timeline as presented in the consultant team's proposal. The process should take approximately one year from the start of the project, depending on the timing of public meetings and the information discovered through the process.

5. Stakeholder Identification and Engagement Strategies

The consultant team presented an initial list of who might be considered stakeholders in the downtown and suggested that the members of the SRA should begin to assemble a list of specific people or groups with a particular interest or expertise in the downtown area.

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

6. CAG Process and Composition

The SRA will appoint a Citizen's Advisory Committee (CAG). The consultant team discussed the possible composition of the committee and different processes and criteria for appointing members.

7. Discussion of Public Engagement Strategies in Stoughton

The members of the SRA reviewed an initial list of engagement strategies and offered possibilities to be added to a formal public engagement plan. The draft plan will be part of the agenda at the next meeting.

8. Information from the Town

Mr. Gitto presented the consultant team with a CD and list of documents for the consultant team to review. He also provided names and contact information for town staff who could provide additional resources. The consultant team had downloaded some reports from the Town's website and from the Master Plan website created by Brown Walker.

9. Next Meeting

The next meeting will be in mid-August (later confirmed to August 19, 2014)

Attendees

Steven G. Cecil AIA ASLA, The Cecil Group
Emily Keys Innes, LEED Green Associate, The Cecil Group
Drew Leff, Principal, Stantec

Downtown Stoughton Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
August 19, 2014
6:00 pm

Notes and Observations

1. Progress Update

Ms. Innes provided an update for members of the SRA on her research into the existing plans and studies and her request for information from the GIS department. She reviewed the agenda for this meeting with the members.

2. Discussion of Draft Communication Plan

One change was made to the standard statement for distribution in the draft Communication Plan, although members who were not present may have additional thoughts. Additional discussion included timing for the Town Meeting, and discussion of days of the week for the CAG meetings and other Town Meetings. The Cecil Group will send the revised plan to the SRA for its September meeting.

3. Discussion of Draft Public Engagement Plan

The members had changes for the draft Public Engagement Plan, including additional meeting spaces, including closing times and number of people that can be accommodated. The Cecil Group will send the revised plan to the SRA for its September meeting.

4. Discussion of Draft Work Plan and Project Schedule

The members reviewed the draft schedule and agreed that the first public forum would be in late October and the second could be in January, to avoid the holiday season. Members of the SRA provided the names of people who could assist with scheduling meetings, including Jeffrey Picket of SMAC (Stoughton TV) and Joseph Scardino of the Planning Board.

5. Discussion of CAG Status

Members discussed the difference between membership on the CAG and the list of people to be interviewed as part of the project. Forrest Lindwall offered a list of possible members for both groups and identified who each person was. The members agreed to continue the conversation at their next meeting.

6. Discussion of First Public Forum – Timing and Content

The members agreed that the first public forum should be scheduled for October 29 at the Senior Center. The SRA will reserve the room and provide light refreshments at 5:30 pm. The workshop will run from 6-8pm.

Ms. Innes asked the members what information and input they needed from the first public forum, other than the initial introduction of the project. The members present agreed that consensus around the future of the downtown has been difficult to get – mixed-uses, solutions for traffic congestion and the addition of housing to the downtown are some areas where people have differing opinions.

The Cecil Group will provide a flyer to be distributed at the Special Town Meeting on September 8 and a large format map that can be displayed on a tripod to show the Study Area. Forrest Lindwall offered to print the flyer if he received it by September 5.

7. Other Business and Next Steps

Some other considerations that came up as part of the discussion for the public forum include the design review process and associated guidelines, especially in light of the review of the Malcolm and Parsons project, how to address the proposed design for the South Coast Rail, and ensuring that the parallel traffic study is incorporated into the plan.

8. Next Meeting

The next meeting of the SRA will be September 3, but the Cecil Group will not attend. Members will be able to discuss the composition of the Citizens Advisory Group.

The Cecil Group will attend the October 7 meeting to discuss the materials and format for the public forum on October 29.

Attendees

SRA:

Michael Barrett
Forrest Lindwall
Carlos Vargas

Board of Selectmen:

Cynthia Walsh

The Cecil Group:

Emily Keys Innes

Downtown Stoughton Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
October 7, 2014
6:00 pm

Notes and Observations

1. Progress Update

Michael Barrett introduced Pamela McCarthy, the new Economic Development Coordinator. Ms. Innes introduced Emily Reith, the Project Manager from Stantec.

2. Discussion of Charge of Responsibilities for Citizens Advisory Group

Ms. Innes asked the members to confirm their expectations of the CAG. Mr. Barrett noted that the committee was an Ad hoc committee with a single purpose and thus meeting did not need to be posted under the Open Meeting law. He asked that Ms. Innes facilitate the meetings – the members did not want to create a formal committee with a chairperson.

SRA members wanted the CAG to act as ambassadors to community and to provide feedback on documents. They did not expect that the committee would take formal votes.

3. Discussion of First Public Forum

The SRA reviewed implementation steps from the draft Master Plan that related to the Stoughton Downtown. There are more steps than can be covered in the first public forum, but the final redevelopment plan will need to be consistent with the Master Plan.

The public forum is likely to focus on lots and buildings that are in public ownership (including the US post office and the MBTA as part of a broad definition of public ownership). Members noted that there is an active study for a public safety complex that might free up the Freeman Street Fire Station and the Police Station. Members agreed that the public forum should focus on the parking lots owned by the MBTA and these publicly owned buildings:

- Stoughton Train Station Depot Building
- Freeman Street Fire Station
- Post Office Site
- Police Station/parking structure

Any discussion of the future of the area should include the Town's proposal for the depressed rail as part of the South Coast Rail project. The library is undergoing a \$14m expansion.

Members discussed other buildings and lots that are privately owned that might be discussed at a future forum, including the Wyman Street Block.

The discussion also included design guidelines, which are may be covered in the next public forum, in January. Members mentioned that the design guidelines established in 2005-2006 have not been used consistently and that the overlay district includes design standards. The Town Planner, Noreen O'Toole would have more information about how these had been used.

In the discussion of what else the forum might cover, members noted that the Master Plan process included a Visual Preference Survey, but that it did not focus on the downtown. The SRA and the consultant team should be prepared to explain the difference between the redevelopment plan process and the master plan process and to address concerns that "nothing is happening." There is also fears about increasing the town's debt level to pay for improvements.

Members also discussed the possibility of taping the forum and suggested talking to Lynne Jardin, a member of the Planning Board and the traffic committee who is also the Principal of the Joseph E. Gibbons Elementary School, for concerns the school community may have.

4. Discussion of Project Schedule and Deliverables

Ms. Innes provided a few maps that showed some of the data received from the Assessor's Office overlaid on the Study Area. Members noted some difficulty with reading the map.

The Cecil Group will provide a draft letter to the stakeholders to introduce the project. Members requested that those stakeholders who are included in focus groups also be offered the opportunity to speak separately to the consultant team.

Other schedule items include:

- The first CAG meeting is on October 14.
- The first public forum is on October 29.
- The technical memorandum on existing conditions will be delivered at the end of December.
- The second public forum will be in mid- to late January.

5. Other Business and Next Steps

Next steps include preparing for the first CAG meeting and the first public forum.

Ms. Innes will meet with the Town Manager on October 9 and will invite the Traffic Improvements Project team to work together on a joint public forum.

6. Next Meeting

The next meeting between the SRA and the consultant team will be **November 5 at 6pm**.

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Roberto Soto

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

The Cecil Group

Emily Keys Innes

Stantec

Emily Reith

Updates after the Meeting

Emily Innes met with Michael Hartman, Town Manager, Noreen O'Toole, Town Planner and Pamela McCarthy, Economic Development Coordinator on October 8.

The SDRP team and the Traffic Improvements Project team met to discuss the October 29 public forum and sharing information between the projects on October 14.

Downtown Stoughton Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
November 5, 2014
6:00 pm

Notes and Observations

1. Progress Update

The first public forum took place on October 29.

Cheryl Barrett confirmed that the introductory letter to the stakeholders had been mailed.

2. Discussion of First Public Forum

Ms. Innes requested feedback from the members of the SRA on the public forum – both positive and negative. Thoughts from those present included the following:

- People thought it was fun, they want to come back and that it was a good exchange of ideas
- The turnout was good
- The first round was a learning exercise
- All involved need to stress that this effort is not part of the Master Plan process
- There were only ten new faces
- People were a little confused about what to do next during the exercises. Next time use numbers of color coding
- Because the Master Plan is not yet out and the places and format was similar, there was some confusion
- The limited number of dots was good – too many during the Master Plan process
- A different time slot in January might be good
- Inclusion of the three groups needs to continue to be stressed
- Stakeholder meetings – are there other ways for this to work? What are the major impediments to success?
- Steve Cecil did a good job on eminent domain – how do we stress the positive aspects?

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

Ms. Innes also presented the initial results from the public forum, and noted that not all of the data had been compiled. She asked for members thoughts as they discussed the results of interactive session on uses for the four public buildings.

- Eliminate vacancies – but how to fill vacant spaces
- Next stage should look at private property – some owners are interested in what could happen with their property
- Don't be afraid to discuss opportunities
- Pam McCarthy is a resource
- Zoning changes/Arts Overlay proposed for Fall 2016 – check with Noreen O'Toole
- Surprise at inclusion of light industrial as a possible use
- Downtown's industrial past – clothing, shoes, T-shirt printing – factories provided a market for local sandwich shops, other businesses at lunchtime
- Green space is important
- Stantec should consider burying overhead utilities through the square from Town Hall to the State Theatre

3. Discussion of Project Schedule/Work Plan and Deliverables

The members discussed the draft plan of work/schedule to the end of the process. Ms. Innes noted that May and June were not as firm as the dates for Town Meeting had not yet been published. Members confirmed that Town Meeting meets the first Monday in May but runs through June – usually one night per week. Ms. Walsh provided a Community Calendar with important dates for the Town to check for conflicts.

The month of March is the heaviest period of hearings of Town Meeting and is not appropriate for other public meetings.

SRA members noted that the output is not just the written plan but the consensus to move forward and the process can be lengthened if necessary to get people to a consensus.

4. Other Business and Next Steps

Stantec will review the draft economic analysis from the Master Plan and will note what additional information may be needed for the redevelopment plan. Their report is due November 30. Pam McCarthy will confirm whether there are expected to be significant changes from the draft Noreen O'Toole distributed.

5. Next Meeting

The next CAG meeting will be November 12.

The next meeting between the SRA and the consultant team will be **January 6 at 6pm**.

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Carlos Vargas
Cheryl Barrett

Board of Selectmen

Cynthia Walsh

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

The Cecil Group

Emily Keys Innes

Updates after the Meeting

The next meeting of the SRA and The Cecil Group was scheduled for **December 2 at 6pm**.

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
December 2, 2014
6:00 pm

Notes and Observations

1. Progress Update

Ms. Innes has been setting up interviews with stakeholders and research for the existing conditions memorandum. The Cecil Group Team has finished documenting the input from the first public forum.

2. Discussion of First Public Forum – Additional Data

Ms. Innes presented the remaining documentation of the input from the first public forum in October.

The discussion on uses in the first session ranged beyond the original key parcels that had been identified with the SRA members – the police station, the fire station, the train depot and the Post Office.. Ms. Innes presented the grouping of uses that people thought would be appropriate for those area, and then ideas for parcels beyond the original four.

The second session, on design elements, had interesting results – the highest priority was given to design elements that created pedestrian-friendly spaces. These elements included active uses on the ground floor, outdoor seating both for dining and resting, small-scale landscaping, awnings and canopies, façade renovations, and pedestrian-oriented signage. Green elements, such as park spaces and street trees, were next in priority; and hardscaped public spaces and parking lot improvements were third.

SRA members discussed some of the design elements – the need for sufficient soil, species and caliper of street trees; existing Town design standards.

The Master Plan Committee is also working on plans for the downtown area. They reviewed various proposals at their last meeting – the South Coast Rail plan, the Town's response, Steve Kelley's plan (Trackside), and Kathleen McCabe's plan (the economic consultant for the Master Plan). There is another meeting on December 10.

3. Discussion of Economic Data from Draft Master Plan and Additional Needs

Ms. Innes provided the SRA members with Stantec's review of the economic data from the Master Plan. This review had been requested in the Request for Proposals, and it identified information that would be necessary for the redevelopment plan that was missing from the economic data for the more general Master Plan. The SRA members reviewed the additional scope and associated fee and Michael Barrett said he would contact Stantec directly to discuss the proposal.

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

4. Status of Stakeholder Meetings

Ms. Innes has reached about half of the stakeholders on the list to set up interviews. Some of the emails provided bounced back. SRA members were able to fill in the gaps.

5. Discussion of Project Schedule/Work Plan and Deliverables

Lou Gitto will make arrangements for the second public forum in the cafeteria at the Stoughton High School.

The preparations for Town Meeting in May take up much of March and April and Town Meeting itself is spread over five or six weeks in May and June. SRA members were concerned that the proposed schedule tried to cram too much into April and that the schedule should be spread out a little more so as to avoid conflicting with the Town Meeting preparation.

6. Other Business and Next Steps

SRA members discussed how to structure phasing around trigger actions, rather than geographic location or time. Trigger actions could include the implementation of South Coast Rail, the creation of the new public safety building, the purchase of the train depot.

Forrest Lindwall presented information about the depressed rail line in Natick.

Members also discussed the timing of DHCD's approval relative to the completion of the plan and making sure that the redevelopment plan does not get ahead of the Master Plan.

7. Next Meeting

The next meeting between the SRA and the consultant team will be **January 6 at 6pm**.

The next CAG meeting will be January 14.

The next public forum will be January 31.

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Carlos Vargas
Cheryl Barrett

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

The Cecil Group

Emily Keys Innes

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
January 6, 2015
6:00 pm

Notes and Observations

1. Progress Update

2. Discussion of Existing Conditions Findings

Blighted Conditions

Ms. Innes stated that the Existing Conditions memorandum would be delayed due to unexpected scheduling problems around the holidays. She noted that the SDRP Study Area should qualify as a decadent area under Chapter 121B, and discussed some of the findings from the existing conditions research and presented three maps that will be part of the memorandum. These maps are as follows:

- “Parcels Smaller than Average Parcel” shows that there are many small parcels in the Stoughton Downtown Redevelopment Plan (SDRP) Study Area that would require assembly before they could be developed for mixed uses such as retail and residential.
- “Conditions of Vacancy” breaks down vacant buildings and parcels into different categories, including occupied and vacant buildings and lots that are vacant, used for parking for an adjacent use, or used for commuter parking.
- “Parcels Valued Lower than Average Parcel” provides information about the number of buildings and lots that are undervalued relative to the rest of the SDRP study Area.
- “Ownership” looks at both the number of parcels owned by individuals and the clusters of parcels found throughout the SDRP Study Area.

SRA members asked what the average parcel sizes and land values are. Ms. Innes said that the average parcel size was about 0.29 acres and apologized for not having the valuation figures with her.

Infrastructure Findings

Ms. Reith presented some of the existing conditions for infrastructure and noted that about 20% of the infrastructure was blighted based on its conditions.

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

Economic Findings

Mr. Leff presented information about existing conditions relative to the real estate market in the area. He noted that office had a vacancy rate of about 23% and retail had a vacancy rate of about 12%, respectively.

Interviews to Date

Ms. Innes also described the results of the stakeholder interviews conducted in December. People were committed to something happening in the area, but many people were focused on very specific solutions so that there are a number of proposed plans for specific parcels, buildings, or uses in the SDRP Study Area.

Mr. Cecil noted his concern that people were focusing on a physical solution. He noted the following:

- Stoughton is an historic crossroads and that there is a balance between access to the downtown and movement through it
- Thinking of the downtown only as a circulation problem that must be solved will destroy the area as a downtown

Mr. Cecil said that The Cecil Group had expected to advance a physical plan as part of its work with the SRA, but recommended that we head towards a strategy instead. This strategy would include two variables that are not within the Town's control – the South Coast Rail and the Post Office. The strategy needs to be effective whether or not those two variables change. The Town needs to develop an understanding of the criteria for success and the implication of existing conditions. The market is not strong enough to tear down the buildings so the focus of the strategy should be to use the existing buildings where possible. The strategy could vary by block.

Forrest Lindwall presented a map that he planned to discuss at his next meeting with Howard/Stein-Hudson (HSH) in advance of the next Traffic Advisory Committee meeting. The plan included the Master Plan Committee's idea of a "living room" within the downtown – current non-taxable space that becomes part of the public realm as the block with the Post Office changes. The SRA discussed some of the elements of the Town's position on South Coast Rail and HSH's first set of alternatives.

The participants in the meeting also discussed the number of plans for the downtown that had been proposed by various people in Stoughton. Mr. Cecil stated his concern that the process of producing more physical options might not be productive without a clear understanding of the relevant criteria for successful downtowns. The Town also needs to focus on what it can control – including the traffic infrastructure. The

participants discussed some of the elements that could be relevant to this infrastructure, including the following:

- Appropriate block sizes for pedestrian activity
- Reduction of one-way street systems
- Phasing of strategies
- Retention of key buildings
- Planning for contingencies, such as a change in things not under the Town's control

3. Discussion of Second Public Forum – January 31

Mr. Cecil and Ms. Innes said that the content of the second public forum will not include proposed alternatives as originally envisioned as there are already too many plans. The Cecil Group Team will use interactive exercises to explore what makes downtowns successful. Mr. Gitto suggested looking at communities that have solved the problem of the successful downtown and those that have not.

4. Discussion of Project Schedule/Work Plan and Deliverables

Ms. Innes noted that the SRA needed to hold discussions with the Board of Selectmen and the Planning Board before the redevelopment plan could be drafted. These discussions needed to include the potential responsibilities, actions, and powers of the SRA relative to the jurisdictional responsibilities of the other boards. Members of the SRA agreed and suggested slowing down the proposed schedule to accommodate these meetings. It was agreed that the next televised show would happen after the forum on January 31.

5. Other Business and Next Steps

There was no other business.

7. Next Meeting

The next CAG meeting will be January 14.

The next public forum will be January 31.

The next meeting between the SRA and the consultant team will be **February 3 at 6pm**.

Attendees

SRA

Michael Barrett

Lou Gitto

Forrest Lindwall

Cheryl Barrett

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

The Cecil Group Team

Steven G. Cecil AIA ASLA, The Cecil Group

Emily Keys Innes, The Cecil Group

Drew Leff, Stantec

Emily Reith, Stantec

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
February 3, 2015
6:00 pm

Notes and Observations

1. Progress Update

Ms. Innes noted that the team's work since the last SRA meeting was focused on the public forum for January 31 and on the *Existing Conditions Memorandum*.

2. Discussion of Second Public Forum

Ms. Innes requested feedback from the members of the SRA on the public forum, both the event itself and the logistics.

- Crowd was lower than last time – some push back on the day of the week
- Smaller crowd may have been more productive as everyone had a chance to participate
- Balance exercise was eye-opening – people were struggling with the balance
- The first exercise was useful in showing where Stoughton stands relative to other towns and facts about those towns
- There were many people there who had not been to the first forum
- The second exercise had conflicts over the parking
 - Parking is the tail wagging the dog
 - Some wanted to plan open space first and then works everything else around it
- Weather may have been a factor in the attendance
- Downtown area has parking but people want more parking because what exists is not available to the general public
 - Visibility of signage and direct proximity of parking to uses is also a problem
- Needed to show more pictures for the other communities – not everyone had time to look at the sheets at each table
- How to put all of the elements in the downtown was eye-opening

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

Ms. Innes presented the initial results from the interactive sessions.

Additional comments from the SRA members and Ms. McCarthy include the following:

- Height is a function of parking
- The visual preference survey from the Master Plan process showed the three stories was preferable
- The importance of people working together should have been stressed more – also the message that not everyone will get what they want. That message should also be a focus of the message at the next show on SMAC
- Focus on what people like – but why do they like it?
- Not everyone understood that the presentation was linked to the exercise
- Safety of open space is important – should be well lit; not adjacent to parking lots
- Vacancies within current buildings should be filled first before adding more buildings
- The Cecil Group should address why they did not use all of the towns recommended by the CAG in the presentation at the forum

3. Discussion of Draft Existing Conditions Memorandum

Ms. Innes presented the format and brief content of the draft Existing Conditions Memorandum. The SRA members had received the document prior to the meeting. Comments from the SRA members include the following:

- The first chapter needs to be more punchy and less boring – the most important conclusions should be extracted to the front of the document

SRA members will provide comments within two weeks so that Ms. Innes and Ms. Reith can revise the document prior to the next meeting. Ms. McCarthy will also review the document and check to see if others at Town Hall would like to comment.

4. Discussion of Input from Stakeholder Interviews

Ms. Innes had sent a summary of the input received from her interviews of the stakeholders so far. Some citizens and members of the Board of Selectmen and Planning Board had not yet responded. Comments from the SRA members include the following:

- The themes should be further divided into subgroups
- There should be a statement that summarizes the key themes
- There should be conclusions and a recommendation

5. Discussion of Future Meetings between SRA, Board of Selectmen, and Planning Board

Ms. Innes suggested to the members of the SRA that the members needed to begin discussing the redevelopment plan and its components with the Board of Selectmen and the Planning Board. She provided a list of activities from the *Salem Downtown Renewal Plan* as an example of the actions allowed under Chapter 121B of the Massachusetts General Laws that the SRA may consider as part of the *Stoughton Downtown Redevelopment Plan*. Some of these activities may involve areas currently under the jurisdiction of other bodies, such as design review under the Planning Board, and so it is appropriate for the SRA to begin conversations about how the various groups will work together.

The members of the SRA discussed how these meeting might occur – what the most appropriate combination of Town officials and staff would be and who would facilitate the meeting. Members suggested the first step might be to meet with the Town Manager and the Chairman of the Board of Selectmen with Steve Cecil as a facilitator of that discussion.

Ms. Innes suggested that she should prepare a draft outline of the *Stoughton Downtown Redevelopment Plan* for the March 3 meeting which could be used as a method of beginning the conversation with the other town officials. Ms. Innes offered to send a link to the *Salem Downtown Renewal Plan* so the SRA members could see what a recent plan that met the requirements of 760 CMR 12.00 looked like.

6. Discussion of Project Schedule/Work Plans and Deliverables

Some confusion arose during the discussion about the next steps during the discussion of the schedule. At the January meeting, Steve Cecil had stated that, rather than present two alternatives of a physical plan which would be tested and revised into a single plan, he believed another option would be more appropriate for Stoughton's needs. The Cecil Group would provide a strategy that would address the current needs of the downtown while being flexible so as to accommodate scenarios under which the Town has no direct control – for example, the Post Office and South Coast Rail. The preparation for and interactive exercises for the January public forum were based on the SRA's agreement with this proposal.

Through the conversation, the attendees discovered that not everyone had understood that a physical plan would not be prepared for the *Stoughton Downtown Redevelopment Plan*. Some members were concerned that there was a need for a physical plan – possibly to incorporate the recommendations of the Master Plan Committee (although this plan has not yet been approved by the Planning Board). The result of the discussion was that

Mr. Cecil would attend the meeting on March 3 to discuss the strategy for completing the plan and the next steps in the public process.

The attendees discussed the schedule and if there might be conflicts with the schedule for Town Meeting. One question was whether there should be another forum prior to Town Meeting. Mr. Gitto will place a hold on the cafeteria at Stoughton High School for April 15 so the space will be available for a public forum.

Attendees also discussed how to involve Town Meeting members in the process. Ms. Innes will work with team members to design a double-sided handout for the first night of Town Meeting to inform them of the process. Mr. Barrett will make contact with the Moderator to discuss giving an update during Town Meeting.

7. Other Business and Next Steps

There was no other business.

8. Next Meeting

- SRA: March 3, 2015
- CAG: Proposed for week of March 16 (*confirmed as March 16 after the meeting*)

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Cheryl Barrett

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

The Cecil Group Team

Emily Keys Innes, The Cecil Group
Emily Reith, Stantec

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
March 3, 2015
6:00 pm

Notes and Observations

1. Progress Update

Ms. Innes reported that she had received comments on the draft *Existing Conditions Memorandum* from Lou Gitto, Pamela McCarthy, Forrest Lindwall, and Noreen O'Toole. Pamela McCarthy reported that Marc Tisdelle and Micahel Hartman had reviewed the document and had no comments.

Ms. Innes had prepared for the meeting an annotated outline of 760 CMR 12.00 (the Department of Community Housing and Development's (DHCD) regulations for the format and content of the redevelopment plan) and an annotated draft outline for the redevelopment plan itself.

2. Discussion of Strategy for Next Steps

Ms. Innes turned the meeting over to Steven Cecil to discuss the strategy to get to completion of the plan. He explained the reasoning behind creating a "framework" plan – one that will not include specific projects.

Mr. Cecil stated that all town officials need to be on the same page in understanding what the redevelopment authority could and should do relative to the downtown. He noted that a redevelopment authority's ability to act is dependent on the delegation of that authority by the Board of Selectmen. That delegation is through their approval of the redevelopment plan. Mr. Cecil suggested that it was important for the Board of Selectmen and the SRA to understand that a redevelopment authority is an important tool in dealing with real estate and to come to agreement on how the SRA could be most effective, including clearly defining its roles and responsibilities. Mr. Gitto noted that defining who is accountable for implementing the plans for downtown is very important.

Mr. Cecil noted that the redevelopment plan need to be a strategy-based plan rather than dependent upon a single physical plan. If the redevelopment authority is tied to a detailed physical plan, and that plan is unable to be completed, then all other actions under that plan could be challenged and the plan could be ruled invalid. It is more important to have a document that contains strategies that could address a number of possibilities over time

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

and be flexible enough to change as the factor that affect the downtown change. Mr. Cecil stated that it was important that the redevelopment plan be based on the general principles of the comprehensive plan rather than very specific recommendations that may not be within the SRA's ability to implement.

The participants discussed the actions the SRA could be authorized for and the types of activities they could undertake. Members discussed what might be appropriate for the Stoughton Downtown and how these could be structured.

The participants discussed the following possible activities:

- Design control
- Acquire, manage, and dispose of property (including underutilized property)
- Facilitate the maintenance and restriction of historic buildings
- Assembly of parcels
- Parking
- Public infrastructure improvements

The members discussed the ability to use eminent domain and Mr. Cecil said that, as with the other possible activities, eminent domain does not have to be part of the redevelopment plan.

Once the SRA has specific projects that it wishes to undertake, it would do a major plan amendment under the procedures of 760 CMR 12.00 to add the project to the redevelopment plan. The members agreed that there are no projects that are at the right stage to include in this redevelopment plan.

The ability to staff and manage projects was brought up. Mr. Lindwall mentioned that the Town of Dedham has an annual financial report that has a good organizational chart and members also looked at the City of Salem and how the departments related to land use were organized (Mr. Gitto provided an organizational chart). Participants discussed how the SRA could undertake projects and the staffing level needed. Mr. Cecil noted that the Executive Director of the Salem Redevelopment Authority is also the Director of Planning and Community Development and often uses consultants to assist with specific projects. Mr. Forrest asked if The Cecil Group could continue in a facilitator role under an extended contract after the plan was approved and Mr. Cecil confirmed that the firm would be available and had performed that type of work before.

3. Discussion of Future Meetings between SRA and Other Town Boards and Committees

Ms. Innes distributed a memorandum that provided a suggested series of meetings (see attached). The attendees agreed that that the first two meetings should be as described below:

1. *Meeting facilitated by Steve Cecil to include Michael Barrett, T.J. Recupero and Michael Hartman*

- *Purpose is to discuss the activities of the redevelopment authority, jurisdictional overlaps, and the Board of Selectmen's thoughts*

2. *Meeting facilitated by Steve Cecil to include Michael Barrett, Joe Scardino and Noreen O'Toole (and Michael Hartman if he wants to be there)*

- *Purpose is to discuss the activities of the redevelopment authority, jurisdictional overlaps, and the Planning Board's thoughts*

The third and fourth meetings were proposed as follows:

3. *Joint workshop of SRA, Board of Selectmen, Planning Board and related staff*

- *Purpose: to discuss what a redevelopment plan is, what it can authorize the redevelopment authority to do, what decisions are needed, obtain consensus going forward*

4. *Follow-up meeting as necessary with joint boards to confirm understanding of previous meeting*

Members discussed the need to post these meetings and to focus the discussion. Ms. Innes noted that the public could attend, but the meeting would be for the participating boards rather than one that was designed to gather public input. Mr. Gitto noted that it might be valuable to tape and broadcast that meeting and Ms. Innes agreed that would be an important tool to keep the community informed.

Members also noted that it might take more than two meetings to come to agreement about the appropriate actions and responsibilities of the SRA. Mr. Cecil agreed. Participants discussed whether there would need to be additional funds for this effort. Ms. Innes noted that although the contract was a lump sum, The Cecil Group had set aside funds for appraisals that would not now be needed as the strategy had changed. She proposed using those funds to support this effort and the members agreed.

Participants asked if there were materials that could be used to guide the discussion and Ms. Innes briefly went over the annotated outlines she had prepared for the meeting and noted that they would be appropriate for guiding the discussions. Participants also discussed outlining a flow chart of who does what to guide in discussion of the responsibilities of the various boards and committees. Ms. Innes will prepare a flow chart of the current jurisdictional responsibilities. Members felt that it was important for The Cecil Group to describe how the structure and responsibilities could be set up prior to the discussion with the other boards.

4. Discussion of Project Schedule/Work Plan and Deliverables

The second part of the memorandum included a description of the remaining public meetings. Members agreed to remove the hold for the April 15 public forum and discuss an alternate date at their next meeting. Ms. Innes noted that the new comprehensive plan has not yet been approved, and that the project should be aware of the dates of that effort. Ms. O'Toole had emailed her to say that she would have a better idea of the schedule after the meeting on March 11. The redevelopment plan must be consistent with the comprehensive plan, and so the comprehensive plan must be approved before the redevelopment plan is.

Ms. Innes and Ms. Reith will be working together on the draft redevelopment plan while the meetings with town officials are happening so that once all the other pieces are in place, the draft redevelopment plan can be presented to the public for their input.

Mr. Gitto asked when the next show with Joseph Feaster should be. Ms. Innes thought that it would be most appropriate to schedule the show once the date of the next public meeting was set so that we could all discuss the results of the January forum, the discussions with town officials, and use the show to publicize the meeting.

As the meetings are confirmed, Ms. Innes will prepare an updated schedule of meetings and deliverables for discussion at the next meeting of the SRA.

5. Discussion of Draft *Existing Conditions Memorandum*

Ms. Innes said that she and Ms. Reith would review the comments received and prepare a revised version for the end of the month. Some of the comments were detailed, and she wanted Ms. Reith to have the opportunity to review the draft *Economic Development Master Plan: Downtown Stoughton* prepared by McCabe Enterprises and Paul Lukez Architecture. Mr. Gitto had forwarded the draft the previous week to Ms. Innes.

Ms. Innes plans to send the final *Existing Conditions Memorandum* to DHCD for review. She noted that DHCD will also review the draft redevelopment plan before it is out in the final format for approval by the Board of Selectmen.

6. Other Business and Next Steps

There was no other business.

7. Next Meeting

- SRA: April 7, 2015
- CAG: March 16

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Carlos Vargas
Cheryl Barrett

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

The Cecil Group Team

Steven G. Cecil AIA ASLA, The Cecil Group
Emily Keys Innes, The Cecil Group
Emily Reith, Stantec

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
March 3, 2015
6:00 pm

Strategy Recommendations

1. Meeting facilitated by Steve Cecil to include Michael Barrett, T.J. Recupero and Michael Hartman
 - Purpose is to discuss the activities of the redevelopment authority, jurisdictional overlaps, and the Board of Selectmen's thoughts
2. Meeting facilitated by Steve Cecil to include Michael Barrett, Joe Scardino and Noreen O'Toole (and Michael Hartman if he wants to be there)
 - Purpose is to discuss the activities of the redevelopment authority, jurisdictional overlaps, and the Planning Board's thoughts
3. Joint workshop of SRA, Board of Selectmen, Planning Board and related staff
 - Purpose: to discuss what a redevelopment plan is, what it can authorize the redevelopment authority to do, what decisions are needed, obtain consensus going forward
4. Follow-up meeting as necessary with joint boards to confirm understanding of previous meeting
5. Reallocate monies set aside for appraisals for this effort
6. Other public input
 - One more workshop/forum
 - Presentation of draft plan
 - Input into design guidelines/standards
 - Input into conceptual plan (if we offer it)
 - Public hearing at Planning Board to determine compliance with Master Plan
 - Public hearing with Board of Selectmen for approval of submission with DHCD

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

7. Other meetings

- Two update meetings with DHCD – one with draft plan a final prior to submission to Board of Selectmen (they will c draft as well)
- Three more SMAC – one to report on results of January strategy (possibly to advertise final); second to report on forum and advertise public hearings; third to report on s DHCD

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
April 7, 2015
6:00 pm

Notes and Observations

1. Progress Update

Ms. Innes noted that she had met with the CAG since the last meeting and had been working on the flyer for Town Meeting as requested by the SRA. The CAG had requested additional information on the flyer, so it was now a two-page document.

2. Discussion of Flyer for Town Meeting

SRA members reviewed the draft flyer and commented on text and images. They asked Ms. Innes to send it to the CAG members for their review. Ms. Innes said that she would also send it to Town Staff for their review, especially of the dates and steps in the various processes.

3. Status Update: Meetings between SRA and Other Town Boards and Committees

Ms. Innes noted that Michael Barrett had reached out to Michael Hartman and to members of the Board of Selectmen. The Board of Selectmen were discussing who would be at the meeting – if it would be the chair and the vice-chair or just the chair. Ms. Innes noted that the first meeting with the Planning Board would also be chair-to-chair and that there might be one or more meetings with the full complement of all three groups.

4. Discussion of Project Schedule/Work Plan and Deliverables

Ms. Innes presented a table of future meetings for the public process, the required publicity, other steps needed for completion of the process, and when documents would be due.

She noted that certain meetings have to happen before other parts of the process can move forward. The Planning Board must approve the Master Plan before the Redevelopment Plan can go through its approval process. The Redevelopment Plan must show consistency with the Master Plan as part of the findings that the Department of Housing and Community Development will make prior to approval. The meetings between the SRA

and both the Board of Selectmen and the Planning Board need to happen before the draft document is presented to the public.

SRA members indicated that they would like to have the presentation of the draft document to the public in late June. Lou Gitto will find out when school closes for the year. June 27 is Stoughton Day and no meeting should be scheduled for that day. Ms. Innes will check with HSH to make sure that their final forum does not conflict with ours.

Members noted that we should check to see if notification was required for the Indian Tribes. It will be required for the Environmental Notification Filing (ENF).

5. Delivery of Final Existing Conditions Memorandum

Ms. Innes also noted that the final *Existing Conditions Memorandum* had been delivered to the SRA, along with the matrix of the team's responses to questions from the SRA and Town staff. The SRA indicated that they would like five bound copies and one unbound copy of the report.

6. Other Business and Next Steps

Pam McCarthy asked whether the SRA would have the authority to conduct a sign and façade improvement program.

Forrest Lindwall requested three additional pieces of information:

- What would be the cost of The Cecil Group acting as an on-call consultant for the first year of implementing the plan?
- Would hiring a consultant be subject to Chapter 30 (the public procurement process)?
- What funding strategies would be available for the SRA to support various projects going forward?

SRA Members also wanted to know if additional town-owned sites would need a new plan or if the SDRP would cover those sites.

Cheryl noted she would need that all documents for Town Meeting and the next SRA meeting by April 29.

Ms. Innes said that she would get back to the SRA with the answers to these questions.

7. Future Meetings

- SRA: May 12, 2015
- CAG: May 19, 2015

- Public forum at the end of June

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Carlos Vargas
Cheryl Barrett

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

The Cecil Group Team

Emily Keys Innes, The Cecil Group

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
May 12, 2015
6:00 pm

Notes and Observations

1. Progress Update

Ms. Innes noted that the flyer for Town Meeting had been completed since the last meeting with the SRA and that the CAG had provided input by email.

She has been analyzing the implementation steps within the Master Plan and the allowable actions of the SRA under Massachusetts law and will present the results tonight for discussion by members of the SRA.

Members provided updates on the status of Town Meeting and the Master Plan. The Master Plan Committee approved the final part of the master plan on April 28 and both sections will go to the Planning Board at the end of May. McCabe Enterprises will be making changes to their document based on comments from the Master Plan Committee. Pam McCarthy will ask Noreen O'Toole for an update on the timing of approval.

Ms. Innes also responded to questions that had been raised at the end of the previous meeting and sent to her by Cheryl in the Excel format used by the SRA members:

OWNER	ACTION	STATUS/NOTES
Emily	Revise work plan calendar.	Done.
Emily	Have 1/31/2015 Public Forum results written up in next 2 wks.	Basic write-up done and provided to SRA. Integration into SDRP in progress. Materials for 5/12 took precedence.
Emily	Provide the SRA with 5 bound copies and 1 unbound copy of the Existing Conditions Report. Will email Cheryl electronic copy of Existing Conditions and Appendix	Done.

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

OWNER	ACTION	STATUS/NOTES
Emily	Check to see if we have to notify Indian tribes re: SDRP	Not in legal requirements for either redevelopment plan or ENF.
Emily	Coordinate with Traffic Consultants re: 3rd Public Forum in June so that we don't conflict with what they are doing.	Emailed HSH - waiting for response.
Emily	Will revise the scope of the project and send to the SRA Chair for his signature and distribution. Moving funds from Appraisals to	Done.
Emily	Put together list of sources that are available for grants, bonds, etc...	In progress. List almost finished - need to discuss with Stantec based on SRA's next steps.
Emily	Speak with Steve re: cost as The Cecil Group continuing on as an ongoing consultant for the SRA.	Done.
Emily	Look into whether the SRA will be subject to the Ch. 30B Procurement process once the SDRP is approved	Yes for construction work. No for hiring consultants or acquisition or disposition of property.
Emily	Check into if there are parcels of land the Town owns beyond the SDRP would we need a new plan for those or could we amend the SDRP	New plan would be required - area must be declared, blighted, decadent, or substandard.
Michael	Contact Drew Leff at Stantec re: - Cost of Stantec – Review of Stoughton Economic Development Report: Table of Findings. Then get back to Emily Innes on this.	Emily will contact Drew Leff at Stantec and ask him to contact Michael Emailed Drew - waiting for response.

2. Status Update: Meetings between SRA and Other Town Boards and Committees

Ms. Innes stated that the proposed meetings with the Board of Selectmen and the Planning Board must happen soon for the plan to proceed.

3. Redevelopment Strategies

Ms. Innes presented the analysis of the implementation steps from the Master Plan. The steps she chose were those that identified the SRA as possible partners in implanting the recommended actions. A second board showed where in the SDRP was appropriate, organized by the timeline identified in the Master Plan. She also showed a table of how

the implementation steps are related to the actions the SRA can undertake under the state enabling legislation.

SRA members reviewed the boards and discussed the possible types of strategies they might undertake. The following questions and topics were raised.

- SRA members asked Ms. Innes to review the implementation action tables at the end of the McCabe Enterprise report and to point out similarities or conflicts between the McCabe report and the Master Plan. Members were concerned that the report did not identify their possible roles in the redevelopment of the downtown. They are also interested in what has not worked in other communities and why. Members noted that there was still time to tweak some of the recommendations.
- SRA members noted that the SRA has no staff and few monetary resources – they lack capacity.
- Members noted the need to set up a structure for the redevelopment efforts that defines who is in charge, who is accountable, and who is taking on the daily responsibilities.
- Taking on the reconfiguration of the roadways is beyond the SRA's capability. Design costs would be at least \$400,000.
- Members are interested in redeveloping excess parcels after the roadway configuration is complete. They are also interested in assembling parcels for future development.
- Members are also interested in managing parking using excess land.
- There was some interest in targeting a phased approach – by geographic area and/or by task. This would be an internal division of responsibilities among the members and not reflected in the redevelopment plan itself.
- Members were not interested in design review because they lack the staff and because there was already a design review process in existence.
- Zoning changes should be based on lot size to create more real economic activity.
- Members were interested in creating a revenue stream.
- Acting as a parking authority to collect funds to support the SRA's work was of interest.
- Members were very supportive of Pam McCarthy's work and interested in finding more resources and funding to help her get things done in the area.
- In North Stoughton, the SRA managed everything – they are not looking to take that role again but want to act as a partners.

- What is the downside of the approval not happening?
- Members are interested in advocating for zoning changes.

4. Discussion of Project Schedule/Work Plan and Deliverables

Ms. Innes stressed that the meetings with the Board of Selectmen and the Planning Board must take place soon. Members discussed various approaches.

Other outreach could include meeting with the Downtown Business Group which has 81 members. A SMAC interview in June might be appropriate.

5. Other Business and Next Steps

Ms. Innes will be presenting the same boards at the CAG meeting and asking for their input on the strategies.

6. Future Meetings

- CAG: May 19, 2015
- SRA: June 2, 2015
- Public Forum: undecided – possible stakeholder meeting at the end of June and the public forum in September

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Carlos Vargas
Cheryl Barrett

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

Guests

Cynthia Walsh

The Cecil Group Team

Emily Keys Innes, The Cecil Group

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
June 2, 2015
6:30 pm

Notes and Observations

1. Progress Update

Ms. Innes stated that members should have received the notes from the CAG meeting on May 19 and the memorandum they had requested comparing the strategies in the Economic Development Plan with those in the Master Plan.

Ms. McCarthy had shown the comparison memo to Noreen O'Toole, the Town Planner. She suggested a meeting with her, Ms. O'Toole, and Ms. Innes as there had been some changes to the plan after the draft that Ms. Innes had that may address some of the inconsistencies.

2. Status Update: Meetings between SRA and Other Town Boards and Committees

Mr. Barrett stated that he had been in touch with Michael Hartmann, the Town Manager, and that they were trying to get a date for a meeting with the chair of the Board of Selectmen. The members of the Board of Selectmen had not yet come to a decision as to who should attend the meeting – whether it should be two members of the board or just one. Members discussed the meeting with the Planning Board chair and agreed that, although the meeting with the chair of the Board of Selectmen should happen first, it would be appropriate to begin the process of scheduling a meeting with the chair of the Planning Board as soon as possible.

Ms. Innes noted that the draft redevelopment plan needed further input from these meetings before it could be completed.

3. Redevelopment Strategies: Discussion of input from CAG members

Ms. Innes summarized the input from the CAG members regarding the strategies from the master plan. Members discussed the strategies and decided that they needed to spend some time as a group discussing them in detail. Ms. Innes offered to leave the full-size boards with the SRA to use in their discussions. Members discussed whether to send these strategy boards to the Board of Selectmen, Planning Board, stakeholders, and Town Staff, for review prior to the meetings. It was decided to send them to the chairs and Town Staff

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

for now and possibly expand the group after the members had a chance to review and discuss the various strategies.

Ms. Innes talked about the need to structure the redevelopment plan to build the capacity of the SRA to address more complex projects over time. CAG members had liked the prospect of a simple but highly visible project – such as a sign and façade improvement program – to start. Later projects could include redeveloping a town-owned property, such as the fire station if it became available, and then move on to acquisitions and redevelopment. One method would be to develop a revenue stream that could fund additional staff, such as an Executive Director or similar position.

Ms. McCarthy distributed a sample of the Norwood façade and sign improvement program, which had examples of what the program had accomplished in the downtown area of Norwood.

Mr. Forrest noted that the Economic Development Plan had recommended an additional committee with responsibility for the Downtown and he was concerned with the number of boards and committees all working in the same area.

4. Discussion of Project Schedule/Work Plan and Deliverables

Members discussed whether the next public forum should take place in conjunction with HSH or separately. There were concerns that HSH did not have as much feedback as they had hoped because of the length and the structure of the last public forum. Ms. Innes said that the next public forum would be a presentation of the draft plan, and that there might be sufficient information for both projects that separate meetings might be needed to accommodate the amount of information. She will check with HSH to see what they are planning.

Members noted that the Master Plan is due to be approved by the Planning Board on June 11.

Mr. Gitto raised the question of having another meeting on SMAC. Ms. Innes preferred to wait until after the meetings between the chairs so there would be some positive news to report.

Mr. Forrest hoped that the exercises from the January forum could be tied into the next forum so people could understand the connection between the exercises and the redevelopment plan.

5. Other Business and Next Steps

Ms. Innes will create a memo to accompany the strategy boards for distribution to the chairmen of the Board of Selectmen and the Planning Board, Michael Hartmann, Noreen O'Toole, and Pam McCarthy.

Mr. Barrett will check on the status of scheduling meetings with the Chair of the Board of Selectmen and the Chair of the Planning Board.

Ms. Innes will check with HSH on their progress and plans for public meetings.

The SRA members will review the strategy boards that Ms. Innes brought with her and discuss which strategies they feel would be appropriate for the redevelopment plan.

6. Future Meetings

- SRA: July 14, 2015 at 6:30 pm

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Carlos Vargas
Cheryl Barrett

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

Guests

Cynthia Walsh

The Cecil Group Team

Emily Keys Innes, The Cecil Group
Lucilla Haskovec, Stantec

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
July 14, 2015
6:30 pm

Notes and Observations

1. Progress Update

Ms. Innes reported on the meeting with Joseph Mokrisky, Chairman of the Board of Selectmen, Michael Hartman, Town Manager, and Michael Barrett. She stated that the tone of the meeting was positive, and that Mr. Mokrisky was supportive of the efforts to revitalize the downtown. He requested that the SRA come back with specific requests of the Board of Selectmen for discussion.

Ms. Innes noted that she was reviewing the public input from the October and January public forums at Mr. Lindwall's request and expected to present to the SRA in August how the information received from these forums could affect the strategies for the redevelopment plan.

Ms. Innes met with Carol Wolfe and Ashley Emerson of DHCD on June 8 for a tour of the study area. Ms. Wolfe is retiring and Ms. Emerson will be taking over some of her duties, at least temporarily. Ms. Innes gave them the materials related to strategies that she had provided to the SRA and the CAG.

Mr. Lindwall asked if Ms. Innes knew where HSH was in their process. Ms. Innes replied that HSH had held a meeting after the SRA'S June meeting, and that she understood that HSH was revising their recommendations. She will email Keri Pyke, the project manager for HSH, to check on their status.

Ms. Innes also stated that she was planning to meet with Ms. McCarthy and Ms. O'Toole to discuss the relationship between the redevelopment plan and the recently approved Stoughton Master Plan. Ms. McCarthy noted that Marc Tisdelle had been out of the office as had Ms. O'Toole.

2. Status Update: Meetings between SRA and Other Town Boards and Committees

Ms. Innes had tried to schedule the second meeting of the chairs – Mr. Barrett and Mr. Scardino, Chairman of the Planning Board. However, several people have been out of the office and so she will follow up next week. She recommended that the SRA bring

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

recommendations for the strategies they want to incorporate into the redevelopment plan to the joint meeting of the SRA, Board of Selectmen and Planning Board, which should take place after the August meeting of the SRA.

3. Redevelopment Strategies

Ms. Innes stated that she had heard from Cheryl Barrett that the members of the SRA were planning to discuss the prioritization of the strategies from the Master Plan at their second meeting in June. Mr. Barrett replied that they had begun discussions, but the not all members were present.

Mr. Lindwall provided Ms. Innes with a draft of the reorganized strategies, indicating his top five on the document. He also provided a map of the area showing a potential first priority area, but stressed that the members had not discussed this map.

Mr. Gitto had questions about what strategies could be in the redevelopment plan and were these strategies in the plan only those under the jurisdiction of the SRA? He was concerned that if regulatory requirements were a part of the plan but not implemented, then the plan could be invalid.

Ms. Innes agreed that this was a possibility, and said that the redevelopment plan could include implementation steps that were under the jurisdiction of other boards. A discussion of regulatory requirements – zoning and/or design guidelines took place. SRA members had previously stated that they did not want to have regulatory jurisdiction – the Planning Board would continue to issue special permits and undertake design review.

Ms. stated that regulatory changes could be handled in two different ways: a set of regulatory requirements could be part of the plan with an agreement from the Board of Selectmen and Planning Board to support the implementation or recommendations for regulatory requirements could be included in the plan and the establishment of the requirements could be included as an action step within the plan to be completed at a later date.

Ms. Innes also noted that the strategies the SRA wished to implement needed to be at the level of those that were appropriate for a redevelopment authority to undertake. Not all strategies that would contribute to the revitalization of a downtown require the powers of a redevelopment authority, and the strategies in the plan need to be appropriate to the needs of the Town, the mission of the SRA, and the purpose of a redevelopment authority.

4. Discussion of Project Schedule/Work Plan and Deliverables

The members discussed the next steps in the schedule and the order of meetings. Ms. Innes noted that certain meetings needed to happen soon in order to meet the schedule discussed in June. Mr. Barrett asked Ms. Innes to update the calendar to show the order of the proposed meetings with other Town Officials and the projected CAG and public meetings. This update is attached to these minutes.

5. Other Business and Next Steps

SRA members plan to have a full discussion of the implementation strategies from the Master Plan that identified the SRA as potential partners and report the results back to Ms. Innes prior to the August meeting.

Ms. Innes will incorporate these strategies into her presentation to the SRA for the August meeting. This presentation will be part of planning for the final public forum.

6. Future Meetings

- Meeting with Joe Scardino, Michael Barrett, Michael Hartman, Noreen O'Toole
- SRA: August: to be confirmed by Michael Barrett
- Joint Meeting of SRA, Board of Selectmen, Planning Board
- SRA: September
- CAG: September
- Stakeholder Forum: September
- Public Forum: September

Attendees

SRA

Michael Barrett
 Lou Gitto
 Forrest Lindwall
 Carlos Vargas

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

Guests

Cynthia Walsh

The Cecil Group Team

Emily Keys Innes, The Cecil Group

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
August 4, 2015
6:30 pm

Notes and Observations

1. Progress Update

Ms. Innes reported that she had distributed the first three sections of the draft Redevelopment Plan. Mr. Gitto had submitted some comments by email. Ms. Innes noted that she hadn't been expecting comments at this point, but she was delighted to receive them. The fourth section of the redevelopment plan deals with the strategies for the plan which she hoped to discuss at this meeting.

Other work since the last meeting included additional analysis of the results of the public forum on January 31 which Ms. Innes will present later in the meeting.

Ms. Innes had also met with Keri Pyke of HSH to discuss the status of the traffic study for the core of the downtown. Ms. Innes noted that the plan would create leftover parcels which would be appropriate for SRA action. Members discussed the mid-term vs. long-term changes in the plan.

2. Status Update: Meetings between SRA and Other Town Boards and Committees

The meeting with the chairman of the Planning Board, Joe Scardino, has been scheduled for August 27. The members discussed the need to have Steve Cecil present at this meeting. Ms. Innes confirmed that she would double-check his schedule to make sure he could be there. One member noted that the Chairman of the Board of Selectman might also be present, but that had not been confirmed.

3. Redevelopment Strategies

The members presented the implementation steps that had discussed at their previous meeting. The steps had been ordered in terms of priority and more detailed steps had been sorted by the time frame indicated in the Master Plan. Management of parking downtown was discussed as a method of building capacity in the short term. Members also discussed the possibility of redeveloping town-owned property, such as the police station and fire station if they become available. Ms. Innes noted that the plan would be structured to give the SRA flexibility to react to the various proposals for the downtown area and the ability

to deal with property that might become available for redevelopment as a result of implementation of the different plans (circulation, South Coast Rail, creation of a public safety complex) or of changing circumstances.

Members noted that the Belcher House on Seaver Avenue was up for sale and that it was a significant house in the history of Stoughton that needed protection as it was in poor condition and on a large piece of land. They asked that the house be added to the redevelopment area. Ms. Innes said she would review the contiguous properties to see what would need to be added with the parcel to make a contiguous area and what the underlying conditions of those parcels were relative to the rest of the redevelopment area.

4. Analysis of January Public Forum

Ms. Innes presented the recent analysis of the results from the public forum in January and how these results were reflected in the proposed actions the SRA could undertake in the redevelopment area. Members discussed the presentation and requested some changes in the format and amount of information – for example, the use of a different graphic than arrows and to focus on the outcomes of the second session rather than the individual steps. Ms. Innes said she would rework the presentation.

5. Discussion of Project Schedule/Work Plan and Deliverables

The members indicated that they would prefer to stick to the schedule that had been discussed in July and have the final public forum in September so that the plan could be sent to DHCD in December. Ms. Innes agreed to attach dates to the schedule and send it out for review. Members noted a possible Town Meeting in September or October. There was some discussion over the date the members had set for the next SRA meeting. Members also expressed a preference to hold the joint meeting of the boards (Selectmen, Planning and SRA) prior to the final public forum.

6. Other Business and Next Steps

Meeting dates for all outstanding meetings need to be scheduled.

7. Future Meetings

- Meeting with Joe Scardino, Michael Barrett, Michael Hartman, Noreen O'Toole: August 27
- Joint Meeting of SRA, Board of Selectmen, Planning Board
- SRA: September 15, to be confirmed by Michael Barrett
- CAG: September
- Stakeholder Forum: September
- Public Forum: September

- Town Meeting?

AttendeesSRA

Michael Barrett
Lou Gitto
Forrest Lindwall

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

Guests

Cynthia Walsh

The Cecil Group Team

Emily Keys Innes, The Cecil Group
Lucilla Haskovic, Stantec

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
September 15, 2015
6:30 pm

Notes and Observations

1. Progress Update

Ms. Innes provided an update on progress since the August meeting. Ms. Innes discussed the changes to the schedule (see the next item). She also reported on her discussion with Keri Pyke of Howard Stein Hudson regarding their next public meeting, tentatively scheduled for October 2015. In addition, Ms. Innes discussed the draft plan with Noreen O'Toole and Pam McCarthy on August 13.

Ms. Innes had scheduled a meeting with Ashley Emerson of the Department of Housing and Community Development (DHCD) to discuss the status of the project and requested permission from the SRA members to share the draft plan. After discussion, the SRA members agreed that Ms. Emerson's comments would be helpful.

2. Status Update: Meetings between SRA and Other Town Boards and Committees

The meeting with Joseph Scardino has been rescheduled for September 17 as there was a conflict with the August date. As Board members requested in August, Steve Cecil will be present. Other expected participants include Michael Barrett, Michael Hartman, Noreen O'Toole, Pamela McCarthy, and Ms. Innes. Ms. Innes received permission to share the SDRP target sites from Mr. Lindwall, the Implementation Steps, and the summary of 760 CMR 12.00

3. Discussion of Draft Redevelopment Plan

The members of the SRA discussed possible changes to maps and other information within the draft redevelopment plan, including changes to the maps.

4. Discussion of Changes to the SDRP Area Requested by SRA Members

The SRA members discussed possibilities for the boundary change including whether or not the boundary should be expanded to include specific properties and whether target sites should be included. Ms. Innes recommended that no targets be identified unless the SRA held discussions with the owners of those properties first. Members of the SRA

requested that the border be changed to include the Belcher House, which may be on the market soon.

5. Schedule for Final Public Forum and Approval Process

The members discussed the possibility of holding a joint meeting with the Board of Selectmen and the Planning Board.

6. Other Business and Next Steps

There was no other business.

7. Future Meetings

- Meeting with Joe Scardino: September 17
- SRA: September 29; review of September 17 meeting
- Public Forum: October 13

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Cheryl Barrett, Recording Secretary

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

The Cecil Group Team

Emily Keys Innes LEED AP ND, The Cecil Group

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
September 29, 2015
6:30 pm

Notes and Observations

1. Progress Update

Ms. Innes provided an update to the members on progress since the meeting on September 15. The update included her the meeting on September 17 with Joseph Scardino, Chair of the Planning Board and her discussion with Ashley Emerson of DHCD on September 21.

The members discussed the meeting with Mr. Scardino. Participants in that meeting included Mr. Scardino and Mr. Barrett, Michael Hartman (Town Manager), Noreen O'Toole Town Planner, Pamela McCarthy (Economic Development Coordinator) and Mr. Cecil and Ms. Innes of The Cecil Group.

Topics included the issue of Town governance and the roles and responsibilities of each of the municipal bodies – The Board of Selectmen, the planning Board, and the SRA. Mr. Barrett noted that there was a lack of trust among the boards. SRA members discussed the idea of a retreat for some or all of the members of the three boards.

Logistics such as who should attend and the need to post under the Open Meeting Law were identified as topics to be researched and future discussed. The Cecil Group will draft proposal and agenda that the SRA could use for discussions with a facilitator for the retreat.

2. Discussion of Draft Redevelopment Plan

The members discussed the planned deadline of December for completion of the SDRP. Ms. Innes noted that until the boards had their discussion and came to an agreement about next steps, it was difficult to determine a specific completion date, but that the plan would not be ready for December 2015. She also noted that staffing at DHCD is in transition and the review process would likely be delayed.

3. Other Business and Next Steps

Next steps for The Cecil Group include drafting the agenda for a joint meeting and determining the likely services needed for a facilitator. Ms. Innes noted that The Cecil

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

Group would not be the facilitator for this retreat; as The Cecil Group is a consultant to the SRA, a third party would be more likely to be acceptable to all participants.

4. Discussion of Future Meetings

- Joint Meeting with Boards: date to be determined

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Cheryl Barrett, Recording Secretary

Town of Stoughton

Pamela McCarthy, Economic Development Coordinator

The Cecil Group Team

Emily Keys Innes, The Cecil Group

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
January 12, 2016
6:30 pm

Notes and Observations

1. Progress Update

Michael Barrett updated members on conversations with the Town Manager and the chairs of the Board of Selectmen and the Planning Board. The proposed retreat is no longer a viable option because of the difficulty of scheduling and the question of who attends. Members discussed the necessity of establishing a working relationship with the boards and how this might be accomplished.

Ms. Innes reviewed the letter that Mr. Barrett had received from DHCD. She had discussed the letter with John Fitzgerald and Ashley Emerson, both of DHCD, and confirmed that the plan was still incomplete with regard to the requirements of 760 CMR 12.00. Ms. Innes explained that the draft plan had no specific public action or project, but all the components not related to a public action were in place.

Ms. Innes presented two options:

Option 1:

- Complete the current plan, except for the project.
- Build the relationships with the Board of Selectmen and the Planning Board.
- Identify a specific project and update the plan with that project when ready.
- Submit a full plan to DHCD at that later date.
- Hold a final public meeting to discuss the “plan-to-plan” and inform the community of the process.
- Result: a plan that is not complete under 760 CMR 12.00 but that can be modified and submitted to DHCD at a later date.

Option 2:

- Work with the Board of Selectmen and the Planning board to identify a project and wrap up the plan with the public actions.
- Result: An extended process that allows a plan under 760 CMR 12.00 to be submitted to DHCD.

Members discussed the process and timeline for identifying a project and getting the plan through Town and DHCD approval. Ms. Innes noted that the missing components

included the project, information related to the proposed actions, timeline of actions, financing options, and phasing. The plan would go through an approval process that required action from the Planning Board, Town Counsel, and the Board of Selectmen before submission to DHCD for its approval.

SRA members discussed the status of various parcels that had been identified earlier. Mr. Lindwall confirmed that the joint public safety building was going to the May Town Meeting as a question on the warrant which could free up the fire station on Freeman Street. The members also discussed the Train Depot (subject to negotiations by the Board of Selectmen), the Post Office, and the proposed traffic improvements. Members also noted that the Malcom and Parsons building was still in front of the Planning Board and that the May Town Meeting was also considering an article for a new high school.

2. Discussion of Plan Strategy

Members discussed a strategy for completing the plan, including a timeline for the efforts needed to add a project, whether DHCD would issue a letter stating that the only part missing was the project and its related components. Members discussed regulatory controls and design review as the public actions that could be taken under the plan.

One question for DHCD was whether the SRA had to implement the design review or whether the guidelines and process could be within the SDRP but the Planning Board be the review body. Ms. Innes said she would ask DHCD about this and about whether they would provide a letter regarding whether or not the revised plan met their requirements and what was missing.

3. Discussion of Project Schedule

Ms. Innes discussed the schedule to reach completion of the project (see attached). Members discussed the need to add more detail to the current draft and their dissatisfaction with the current status of the plan and process. Ms. Innes agreed to continue to look at both options, add additional information to the plan in response to the letter from DHCD, and to check with DHCD on the level of ownership needed for projects under the plan.

4. Other Business and Next Steps

Members agreed to ask Mr. Scardino to join them at the next meeting to discuss design review.

4. Future Meetings

- SRA Meeting February 9

Attendees

SRA

Michael Barrett
 Lou Gitto
 Forrest Lindwall
 Carlos Vargas
 Cheryl Barrett, Recording Secretary

The Cecil Group Team

Emily Keys Innes, The Cecil Group

Guests

John Stagnone

Proposed Project Schedule

Date	Purpose	Attendees	Deliverables
February 9	SRA Meeting	SRA members	Revised Plan Format, including new executive summary
February/March ?	CAG/Stakeholder meeting	We should invite the CAG members, the stakeholders from the interview list, the Board of Selectmen and the Planning Board	Discussion of revised plan strategy; executive summary
March 8	SRA Meeting	SRA members	Revised Draft Plan
March ?	Public meeting	All	Presentation of plan strategy and implementation actions
April 12	SRA Meeting	SRA members	Final Plan
May 2	Town Meeting	Town Meeting members; Town officials	Flyer

I would also suggest two appearances on Mr. Feaster's show – one the week before the public meeting and one the week after.



Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
February 10, 2016
6:30 pm

Notes and Observations

1. Progress Update:

Ms. Innes updated the members on her discussion with Laura Schaefer at DHCD relative to questions asked by the members at their January meeting. Properties to be acquired by the SRA should be identified in the plan and should be part of the discussions throughout the process. Ms. Schaefer is researching who can implement regulatory controls and design guidelines.

2. Discussion of Plan Strategy

Ms. Innes discussed the need to consider an educational/marketing component to the plan – something members had raised in past discussions. She noted a clear need to educate people in the community who were still unclear about the roles and responsibilities of the SRA relative to the Downtown and how the existing conditions could be addressed by SRA actions.

As part of the remaining public process, Ms. Innes suggested testing some of the potential projects that had been identified as part of the process, including the Post Office site, the proposed parking garage at the police station, the fire station on Freeman Street, and the municipal parking on Washington Street next to the church green. She thought public input on options for these sites would be useful to the members as they considered their next steps. Such input could help the members decide where to focus their efforts in developing a project for the plan.

Members discussed options including adding privately-owned parcels to test how assembling parcels could make a difference to a potential project and adding Mr. Kelley's model as a test site. Members discussed Mr. Kelley's plan in depth and asked Ms. Innes to include it as part of the test sites to get public input. The plan from the Economic Development report was also added to the list of test sites.

3. Discussion of Project Schedule

Ms. Innes will bring test concepts to the members at the meeting on March 8 to discuss for presentation at a public meeting in late March.

4. Other Business and Next Steps

Members discussed the boundary and whether it should include the whole Town or remain as it is. Ms. Innes suggested waiting until after her discussion with Ms. Schaefer on regulatory controls before revising the boundary and that there were different implications for the draft plan depending on how the boundary shifted.

5. Future Meetings

- SRA Meeting: March 8
- Public Meeting: March 28, 29 or 30
- SRA Meeting: April 12

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Carlos Vargas
Cheryl Barrett, Recording Secretary

The Cecil Group Team

Emily Keys Innes, The Cecil Group

Guests

Cynthia Walsh

Proposed Project Schedule

Date	Purpose	Attendees	Deliverables
Do we want to hold this as a joint meeting on March 8 or one week earlier?	CAG/Stakeholder meeting	We should invite the CAG members, the stakeholders from the interview list, the Board of Selectmen and the Planning Board	Discussion of revised plan strategy; executive summary
March 8	SRA Meeting	SRA members	Revised Draft Plan
March 28, 29 or 30	Public meeting	All	Presentation of plan strategy and implementation actions
April 12	SRA Meeting	SRA members	Final Plan
May 2	Town Meeting	Town Meeting members; Town officials	Flyer

I would also suggest two appearance on Mr. Feaster's show – one the week before the public meeting and one the week after.

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
March 8, 2016
6:30 pm

Notes and Observations

1. Progress Update

Ms. Innes updated the members on the work The Cecil Group has done since the previous meeting to develop a presentation for the final public meeting. She noted that the original scope had included a build-out study, but this was removed when the scope was updated last spring. She proposed adding that study back in as the plan was no longer going through the approval process.

Ms. Innes presented the draft work to date and members discussed changes they would like to see to the proposed scenarios. These scenarios included the site of the fire station on Freeman Street, the municipal parking lot next to the church green, the parking garage proposed for the site of the police station, the central block that includes the post office and the train depot, and Mr. Kelley's plan. Ms. Innes presented multiple scenarios for each, except for Mr. Kelley's plan as it was already defined.

Members debated the scenarios and asked questions, requested changes, or made suggestions for each.

2. Discussion of Plan Strategy

Ms. Innes stated that input from the public on these scenarios would be incorporated into the new plan format and could then be used as the basis for discussions with the other Town boards. Ms. Innes suggested an Executive Summary – a separate piece that could act as an educational document that could be used to explain the roles and responsibilities of the SRA, bring forward information from the draft plan, and act as a marketing piece for the Downtown. Members discussed financial and political implications of next steps.

3. Discussion of Project Schedule (see below)

Members discussed the proposed project schedule, and agreed to hold their next meeting on March 29 to review the draft materials for the public forum which would be in April. Ms. Innes hoped to have the draft Executive Summary complete by the end of March and a final done by the end of April in order to wrap everything up in May. She agreed that The Cecil Group would prepare a flyer for the May Town Meeting, explaining the shift in focus from a plan under 760 CMR 12.00 to a draft plan that could be completed with additional discussion and action by the Town.

Members agreed that they wanted to combine the proposed CAG/Stakeholders meeting with the public forum.

4. Other Business and Next Steps

Mr. Lindwall asked about revisions to the parking requirements under the new zoning and Ms. Innes agreed to check with Ms. O'Toole. Mr. Barrett will reach out to the Board of Selectmen and the Planning Board.

5. Future Meetings

- SRA Meeting: March 29
- CAG/Stakeholder/Public Meeting: April 6
- SRA Meeting: April 12 or the second SRA meeting in April

Attendees

SRA

Michael Barrett
 Lou Gitto
 Forrest Lindwall
 Cheryl Barrett, Recording Secretary

The Cecil Group Team

Emily Keys Innes, The Cecil Group

Proposed Project Schedule

Date	Purpose	Attendees	Deliverables
March 8	SRA Meeting	SRA members	Revised Draft Plan
March 21, 23 (24 th if during the day)	CAG/Stakeholder meeting	We should invite the CAG members, the stakeholders from the interview list, the Board of Selectmen and the Planning Board	Discussion of revised plan strategy; fit studies
March 28, 29 or 30	Public meeting	All	Presentation of plan strategy and implementation actions; fit studies

April 12 (may have to change this to the second meeting in April)	SRA Meeting	SRA members	Final Plan
May 2	Town Meeting	Town Meeting members; Town officials	Flyer

I would also suggest two appearances on Mr. Feaster's show – one the week before the public meeting and one the week after.

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
March 29, 2016
6:30 pm

Notes and Observations

1. Discussion of Fit Studies for Public Meeting

Ms. Innes presented the updated presentation of the fit studies. Members asked questions, made comments, and requested changes.

All agreed that it was critical for the public to understand that these studies were not proposals of specific projects but were tests to see what could happen under different conditions and to gather input from the public on different choices.

Mr. Barrett agreed to ask Mr. Kelley if he could bring the model to the forum.

Ms. Innes agreed to create a flyer once the room was booked. Mr. Gitto agreed to reserve a room at either the Senior Center or the High School for April 25.

2. Other Business and Next Steps

Ms. Innes confirmed that she would create a flyer for the May Town Meeting. She also delivered the introduction to the draft Redevelopment Plan for review by the members and requested comments from them by the close of business on April 8.

Attendees

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Carlos Vargas
Cheryl Barrett, Recording Secretary

The Cecil Group Team

Emily Keys Innes, The Cecil Group

Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
May 10, 2016
6:30 pm

Notes and Observations

1. Progress Update

Ms. Innes distributed Volume 1: SDRP and Volume II: Draft Urban Renewal Plan to the members and walked them through the contents. Members offered initial comments and agreed to send complete comments by May 27.

Members requested that email address on the sign-in sheets be removed.

2. Discussion

Members discussed the result of the public forum on April 25. Members agreed that part of the presentation on May 19 would include the results of the forum.

Members reviewed the draft flyer and decided not to anything at Town Meeting.

3. Other Business and Next Steps

Mr. Lindwall asked when the SRA would receive a letter from DHCD regarding what the actions the SRA can undertake. Ms. Innes responded that it would be after the final documents were submitted to them for review.

4. Future Meetings

- Television Show on May 19
- SRA Meeting: June?

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Cheryl Barrett, Recording Secretary

Guests

Cynthia Walsh

The Cecil Group Team

Emily Keys Innes, The Cecil Group

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051



Stoughton Downtown Redevelopment Plan
Meeting with the Stoughton Redevelopment Authority
June 20, 2016
6:30 pm

Notes and Observations

1. Revision of Draft SDRP

Mr. Gitto reviewed the joint meeting between the Board of Selectmen and the Planning Board that he attended. He also reviewed a meeting at which the Secretary of Housing and Economic Development, Jay Ash, spoke.

Ms. Innes stated that she had spoken Ms. Schaefer at DHCD who confirmed that either the SRA or the Planning Board could undertake design review and the other regulatory controls, as long as the plan was clear about who had the responsibility.

Members discussed the draft Volume I: SDRP and recommended changes, including giving more prominence to the Post Office site within the options for future discussion. Other changes included recommending a part-time Executive Director as part of the staffing needs.

2. Other Business and Next Steps

Ms. Innes is to receive any further comments from members by July 11 and turn the final documents around for a proposed meeting with the Board of Selectmen and the Planning Board on August 1.

3. Future Meetings

No future meetings were identified.

SRA

Michael Barrett
Lou Gitto
Forrest Lindwall
Cheryl Barrett, Recording Secretary

The Cecil Group Team

Emily Keys Innes, The Cecil Group

Figure E-2: Notes and Observations from Meetings of the Citizens Advisory Group



Downtown Stoughton Redevelopment Plan
Citizens Advisory Group
October 14, 2014
7:00 pm

Notes and Observations

1. Introductions

Michael Barrett, Chairman of the Stoughton Redevelopment Authority (SRA), introduced himself and Lou Gitto, another member of the SRA, and welcomed the new members of the Citizens Advisory Group. He then introduced Emily Innes, Urban Planner with The Cecil Group, who explained The Cecil Group's role in the project and noted that Stantec was also a member of the team. Ms. Innes then asked the members of the CAG to introduce themselves and talk about why they were interested in the downtown.

2. Purpose of Study and Study Area

Ms. Innes stated that the purpose of the study was two-fold: to develop alternatives for the revitalization of the Stoughton Downtown and refine those alternatives to a single plan and then to create a redevelopment plan under MGL Chapter 121B that addresses the plan for the area and established the authority and actions of the SRA relative to the plan.

3. Charge and Responsibilities of Citizens Advisory Committee (CAG)

The CAG is responsible for reviewing document and other materials presented by the consultant team, providing input on the process, and acting as ambassadors for the project to the rest of the Stoughton community.

4. Discussion of Draft Communication and Public Engagement Plans

Ms. Innes explained the purpose of the Communication Plan and the Public Engagement Plan and asked for input on the drafts.

Communication Plan

CAG members agreed that the second Wednesday of every other month would be appropriate for their regularly scheduled meeting time.

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

Public Engagement Plan

Under 5. *Additional Outreach Methods*, CAG members noted the lack of social media. Additional suggestions for public outreach included the following:

- Local departments/organizations with Facebook pages:
 - Stoughton Police
 - Stoughton Fire
 - Stoughton DPW
 - Friends of state Theatre
 - Farmers Market
 - Families for Stoughton
 - Stoughton Moms
- Should the SRA have a Facebook page?
- The school system has a media relations person
- Town Hall has an email list for department heads
- The Stoughton Chamber of Commerce
- Should flyers be handed out during the morning and evening commute at the train station?
- Jpegs are more useful for social media than pdfs

Ms. Innes will update the draft plans. She asked CAG members to let her know about any other Facebook lists in town that would be appropriate.

5. Discussion of Draft Work Plan and Project Schedule

Ms. Innes noted that the two December meetings on the Work Plan will not happen.

The first public forum in October 29.

The technical memorandum of existing conditions is due December 31.

The second public forum will be mid- to late January.

6. Discussion of First Public Forum on October 29

The flyer should be changed to note that refreshments are at 5:30pm and the workshop starts at 6pm. CAG members noted that 5:30pm is too early as it is difficult for both parents with younger children and people working outside the area to attend at that time. Ms. Innes asked for suggestions for the January public forum and whether a Saturday morning or afternoon would work.

CAG members also noted that many people were unfamiliar with the Senior Center and that the high school cafeteria might be a good alternate location.

Ms. Innes described the basic format of the public forum. The forum will have both the Stoughton Downton Redevelopment Plan (SDRP) team and the Traffic Improvements Project team. The Traffic Improvements Project is sponsored by the Board of Selectmen and has a separate advisory committee. The focus of this project is a smaller subset of the overall downtown.

The forum will begin at 5:30pm with refreshment provided by the SRA. At 6:00pm the workshop will begin with the introductions of the two teams. The second part of the forum is an interactive exercise. The final part of the forum will be a wrap-up of the exercise.

CAG member suggested having resource people, such as the Town Planner, available to answer questions about what is happening in the area. Mr. Barrett noted that master plan forums had a five minute update on "what's going on/" to inform attendees of projects in Town. One suggestion was to have a list of hot topics and where people could go to get more information.

Members also discussed the importance of differentiating this process from the master plan process.

Ms. Innes stressed that the interactive exercises will be designed to move people from the general goals of the master plan to specifics of what could happen in the Downtown.

7. Other Business and Next Steps

There was no other business.

8. Next Meeting

The next meeting of the CAG is November 12.

Attendees

SRA

Michael Barrett
Lou Gitto

CAG

(Cheryl should have list)

The Cecil Group

Emily Keys Innes

Downtown Stoughton Redevelopment Plan

Citizens Advisory Group

November 12, 2014

7:00 pm

Notes and Observations

1. Progress Update

Ms. Innes introduced Emily Reith, the Project Manager for the Stantec team. Stantec is the subconsultant to The Cecil Group and will provide expertise in economic and market analysis, infrastructure, transportation and environmental issues.

2. Discussion of First Public Forum

Ms. Innes requested that members provide feedback, both positive and things that should be changed, from their experiences at the public forum. Pam Carr, Dori Frankel, and Noreen Ruggiero had been facilitators and were able to speak to their experience leading the groups. Janice Lindwall also served as a facilitator. Steven Bernstein and Stanley Zoll had also volunteered.

Ms. Frankel and Ms. Ruggiero noted that the people at their tables had very different reaction and thoughts in each of the three sessions. Thoughts and reactions from CAG members included the following:

- Build momentum by encouraging participants to attend next public forum and log onto Facebook page
- Groups were mostly self-selected – people started where they first sat down – which limited them to peers or those with similar interests/demographics. For next meeting it might be helpful to assign groups in order to take people out of their comfort zones
- In the Land Uses exercise, at one table, two of the three groups were focused on park space, while the third was focused on increasing parking
- Eminent domain was a concern within one group
- Senior housing should be considered as a use within the Downtown
- Include a glossary of terms, and clarification of uses and instructions (For example – some participants thought live/work and mixed use were the same, and others thought all uses needed to be distributed)

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

Ms. Innes presented some of the input from the forum, including preferred use locations and preferred design solutions. Members commended on these and provided other comments based on their experience at the public forum and with the Downtown. These comments are divided into the following topics, not in the order of discussion:

Design Solutions

- Create pedestrian friendly walkways and benches toward the CVS because there is limited rest space
- Create retail lined promenade along Wyman – is it realistic to block off cars at certain hours or in general based on traffic issues (and need for convergence of 138, 139 and 27)?
- Two proposed new buildings are four stories each
- Existing regulations need to be enforced
- Other boards allow waivers in the Downtown

Open Space

- Involve the Recreation Director since implementing park space was a common theme (also involve Conservation Committee and DPW and clarify who is in charge of open space, parks, and recreation)
- Talk to Steve Kelly at Trackside Plaza about his plans for a park

South Coast Rail Status and Implications

- What is the status of the potential freight train route and schedule (does it include evenings?) and how will it affect retail or residential development given the noise level of these trains?
- If freight trains run through the town, safety gates should be included in the mitigation from South Coast Rail
- Should land use considerations be based on freight train route and schedule? Will some land uses adapt to increased rail traffic?
- What is the status of the Town's proposal for depressed rail thought the Downtown? Check with Lou Gitto on progress.
- There are two alternatives for where passengers would board the train. The Town would prefer boarding at the police station while the South Coast Rail plan looks at a possible platform on Brock Street.
- The SRA plans to purchase both the Stoughton Train Depot and thirty parking spaces. These spaces may become available for redevelopment purposes if the passenger boarding area is moved as part of the South Coast Rail expansion

Library

- Add library to Study Area – it is the first visible Town building when driving into the Stoughton Downtown

Signage

- What is the town code on retail signage conformity and who is in charge of these regulations?
- Would parking flow improve if there were signs clarifying the location and availability of public parking? For example – directors of the weekly Farmers Market this summer received feedback that there was nowhere to park despite available parking, until they posted signs clarifying where to park.

Building Preservation

- Look at which buildings should be preserved and understand the costs of expansion/renovation vs. redevelopment
- Developers prefer one larger parcel that incorporates park space rather than several smaller parcels – so there is a question of which smaller parcels can you tear down
- Which buildings would you preserve? Most aren't worthy. What happens if you tear it all down?

3. Discussion of Work Plan and Project Schedule

The CAG members reviewed the draft schedule and made the following notes:

- Town Meeting is always on a Wednesday.
- April 20 is school vacation week
- Tues February 24 is an event for the State Theatre – don't overlap!
- Check meeting dates so for conflicts with February and April Breaks (Presidents Day/Patriots Day)
- Check other town events for date conflicts such as Center for the Arts benefit

4. Other Business and Next Steps

Members discussed some ideas related to the second public forum in January.

- Should we have an interactive session for children at the January forum?
- The timing of the forums should be varied in order to draw a diverse range of public forum participants

5. Next Meeting

The next meeting of the CAG is **January 14 at 7pm**.

Attendees

SRA

Forrest Lindwall

CAG

(at least two people were absent but the list is missing)

Steven Bernstein

Paul Carpinella

Pam Carr

George Dyroff

Dori Frankel

Joyce Husseini

Kevin Kosh

Janice McKenna

Sung Pak

Nick Pirelli

Katherine Price

Noreen Ruggiero

Francois Sarofeen

Michael Sullivan

Stanley Zoll

The Cecil Group

Emily Keys Innes

Stantec

Emily Reith

Stoughton Downtown Redevelopment Plan

Meeting with the Citizens Advisory Group

January 14, 2015

7:00 pm

Notes and Observations

1. Progress Update

The Cecil Group Team conducted site walks in December to complete the building inventory. All of the stakeholders who responded to the email and phone requests for interview were interviewed in December.

The team is preparing for the January 31 Forum.

2. Discussion of Existing Conditions Findings

Ms. Innes discussed the findings from the existing conditions research and presented three maps that will be part of the memorandum. These maps are as follows:

- “Parcels Smaller than Average Parcel” shows that there are many small parcels in the Stoughton Downtown Redevelopment Plan (SDRP) Study Area that would require assembly before they could be developed for mixed uses such as retail and residential.
- “Conditions of Vacancy” breaks down vacant buildings and parcels into different categories, including occupied and vacant buildings and lots that are vacant, used for parking for an adjacent use, or used for commuter parking.
- “Parcels Valued Lower than Average Parcel” provides information about the number of buildings and lots that are undervalued relative to the rest of the SDRP study Area.
- “Ownership” looks at both the number of parcels owned by individuals and the clusters of parcels found throughout the SDRP Study Area.

Ms. Innes also described the results of the stakeholder interviews conducted in December. People were committed to something happening in the area, but many people were focused on very specific solutions so that there are a number of proposed plans for specific parcels, buildings, or uses in the SDRP Study Area. The Cecil Group Team has two concerns:

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

- People have too much of a focus on finding a solution without having first defined the problem
- The solutions depend on changes that are not within the control of the Town

Ms. Innes used the example of the Post Office. While many people have plans for the building or the underlying land, the choice to redevelop the Post Office is not within the Town's control and other opportunities may be overlooked because of the focus on that one lot.

The Cecil Group Team proposed to the members of the Stoughton Redevelopment Authority (SRA) at their January meeting that the forum on January 31 should not focus on presenting alternatives, as was anticipated in the Request for Proposal, but instead should focus on helping the attendees define the criteria of a successful downtown and to focus on which elements the Town can control.

3. Discussion of Second Public Forum – January 31

- Format – Ms. Innes described the format of the forum, which will be another joint forum with Howard/Stein-Hudson (HSH). There will be three interactive sessions – two with The Cecil Group Team and one with HSH. The Cecil Group Team will compare Stoughton to other towns and define the criteria of successful downtowns.
- Content – Ms. Innes asked CAG members for their ideas about comparative towns and to focus on what the Town can control versus what is cannot. The committee members identified the following comparative towns:
 - Sharon – Route 27, some businesses, peak hour problems with traffic flow, historic town-owned buildings, reuse of existing buildings but not as vital
 - Canton – comparable long stretch, pedestrian friendly but traffic is not less, mixed use housing
 - Norwood – larger, more blocks, more restaurants
 - Wellesley
 - Needham
 - Hingham – heavy traffic but walkable
 - Waltham
 - Medford – walkable, anchor places, historical
 - North Easton – cute and small
 - Dedham

- Medfield – similar to Sharon and Canton, mix of historical and new, cute shops

Ms. Innes also asked CAG members what they consider to be elements of a successful downtown and which of those elements were within the Town's control:

- Pedestrian-friendly (safe infrastructure, lit crosswalks, safe routes to school, good sidewalks, lit paths for commuters at night)
- Ability to see what is in the business (visible storefront, non-garish signs, smaller canopies)
- Green space (Add street trees, maintain greenery in Faxon Park)
- Area events (Farmer's Market, concerts at Faxon Park)
- Park once (park in vicinity and be able to do more than one thing once parked)
- Easy access to downtown
- Night activity
- Unsuccessful (big tracts of development not connected to other desirable areas)
- Publicity – CAG members need to get the word out about the forum – Ms. Innes will send a PDF and a JPEG of the flyer. Ms. Innes also asked for volunteers to help out on the day of the forum.

4. Discussion of Project Schedule/Work Plan and Deliverables

Ms. Innes noted that the SRA needed to hold discussions with the Board of Selectmen and the Planning Board before the redevelopment plan could be drafted. These discussions needed to include the potential responsibilities, actions, and powers of the SRA relative to the jurisdictional responsibilities of the other boards. Ms. Innes suggested that the CAG meeting for February be postponed to March to allow time for these discussions to take place.

5. Next Meeting

The next CAG meeting will be in March – date to be determined. The February meeting is cancelled.

The next meeting between the SRA and the consultant team will be **February 3 at 6pm**.

AttendeesSRA

Lou Gitto

CAG

Paul Carpinella
George Dyroff
Joyce Husseini
Katherine Price
Noreen Ruggiero
Michael Sullivan
Stanley Zoll

The Cecil Group

Emily Keys Innes

Stoughton Downtown Redevelopment Plan
Meeting with the Citizens Advisory Group

March 16, 2015

7:00 pm

Notes and Observations

1. Progress Update

Ms. Innes discussed the work that the consultant team had done since the last CAG meeting, including the preparation for the January 31 forum and the strategy discussions with the SRA at their February 3 meeting.

2. Discussion of Second Public Forum – January 31

Ms. Innes thanked CAG members for their input at the last meeting regarding the public forum. She asked the members who had attended the January forum for their feedback on the exercises. The comments include the following:

- Whole meeting
 - Three hours was too long for people to commit to
 - The two exercises could have been connected by information based on the other towns
 - The slider exercise was more independent; the second exercise was difficult – different stances required negotiations
 - Open house was not as structured
- Exercise 1
 - The discussion off-street parking was deceiving because of the space for the T – those spaces should not be taken into consideration when looking at parking supply for the businesses
 - The measurements for walkability were confusing – safety should be the determining factor rather than intersections
 - It is easier to visualize a factor with a picture
- Exercise 2
 - It was difficult to fit buildings, parking, open space into the defined block

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

- It was hard to visualize the mix and match [of uses] – sacrifices and tradeoffs needed

3. Discussion of the Annotated Outlines (in Package)

Ms. Innes presented the annotated outlines that the CAG members had received earlier. These outlines will form the basis of the redevelopment plan. CAG members expressed some confusion over the purpose of this process and the relationship to the Master Plan.

Lou Gitto spoke to the Master Plan Committee's next steps. They will be reviewing the draft economic development plan in early April. The final schedule has not yet been determined, but the Planning Board is required to approve the Master Plan.

Ms. Innes noted that the SRA had requested a one-page handout to be given to Town Meeting members in May. CAG members noted that they were having a hard time persuading people to attend the meetings for the redevelopment plan as there had already been many meetings for various other projects. They requested that the handout show the process for how this effort relates to the Master Plan and the traffic study and the status of each project.

The handout should include a simple explanation of the project's purpose. CAG members noted that people are frustrated because the meetings have not led to action. Members do not feel confident when explaining what this project is about. They are looking for an “elevator pitch.”

Contact information should be provided on the handout.

Ms. Innes said she would prepare the handout for the April 7 meeting of the SRA.

4. Discussion of Next Steps in Project

Ms. Innes noted that the SRA would begin meetings with the Board of Selectmen and the Planning Board soon. These meetings would probably begin with a “chair-to-chair” meeting and then include the full groups. Both the Board of Selectmen and the Planning Board have roles in the approval process, and their input and agreement will be necessary to move forward.

5. Other Business

There was no other business

6. Next Meetings

SRA: April 7

CAG: May 19

Attendees

SRA

Michael Barrett
Lou Gitto

CAG

Pam Carr
George Dyroff
Joyce Husseini
Kevin Kosh
Janice McKenna
Sung Pak
Nick Pirelli
Katherine Price
Noreen Ruggiero
Stanley Zoll

The Cecil Group

Emily Keys Innes

Stantec

Emily Reith

Stoughton Downtown Redevelopment Plan
Meeting with the Citizens Advisory Group
May 19, 2015
7:00 pm

Notes and Observations

1. Progress Update

Ms. Innes presented the flyer that had been developed for distribution to the May Town Meeting. She thanked the CAG members for their input by email on the information and layout. Mr. Gitto asked if the flyer answered the questions CAG members had at the last meeting and members agreed that it had.

Mr. Gitto gave an update on the progress of the Master Plan – both pieces will be in front of the Planning Board for review and vote at their meeting at the end of May.

2. Status Update: Meetings between SRA and Other Town Boards and Committees

Ms. Innes stated that she had met with the SRA twice since the last meeting of the CAG and that the SRA members had discussed the importance of meeting with their counterparts on the Board of selectmen and the Planning Board. Now that Town Meeting had adjourned, she expected that those meetings would be scheduled soon. She noted that the process would have to be extended to accommodate these meetings and that would affect the schedule and the timing of the next public forum (See #5 below).

3. Redevelopment Strategies

At the May meeting of the SRA, the members and Ms. Innes discussed how the implementation steps identified in the Stoughton Master Plan correspond to the actions the SRA can take under M.G.L. Chapter 121B. Ms. Innes presented the CAG with a series of boards that contained the following information:

- Implementation steps from the Master Plan that identifies the SRA as a potential partner
- Four boards that map the location of these steps within the SDRP Study Area based on the time frames identified within the Master Plan
- A table of the implementation steps and the potential actions by the SRA that indicates which allowable action(s) would be appropriate for each step

170 Milk Street, Suite 5
Boston, MA 02109-3438
TEL 617.426.5050
FAX 617.426.5051

CAG members reviewed the boards and provided feedback on which steps they felt were appropriate for the SRA to consider as part of its role in redeveloping the SDRP.

Comments by Board (see attachment for boards)

Board 1: Implementation Steps for which the SRA Could be a Partner	
Implementation Step #	Comment
L-2.1	Good to get involved
H-3.4	Great idea but not for SRA
T-5.2	Needs to be done with Plan. Bd. and BOS as well
T-5.3 and T-5.4	Design + regulatory standards are probably not within SRA purview
L-4.4	Economic development co-ordinator
T-2.2	SRA function
T-4.2	SRA function
NHCR-3.7	Arts display should be modest and conservative Protected from vandalism
OSR-3.2	Square footage in town center might be expensive so park network space should be modest compared with other planned usage
L-4.5, L-4.6	Yes – need other types of businesses to offset the industrial feel (e.g. furniture)
L-4.5, 6, 7	Very important not to rely on foot traffic
NHCR-2.4	L-2.7 overlap? Re-develop historic locations

Board 2: Strategies: Immediate	
Implementation Step #	Comment
L-2.8	Create incentives (<u>revitalize</u> , <u>re-invest</u>)
L-2.8	Yes, need creative incentives for businesses to come here and invest
L-2.8	Prioritize
T-5.4	Adopt standards – no Lobby for standards - yes

Board 3: Strategies: Near Term	
Implementation Step #	Comment
L-2.8a	Yep! Simple, achievable, measurable, visible
L-2.8a	Economic Development coordinator should take this on
L-2.8a	Can be started in Immediate
T-4.3	Don't believe this should be within purview of SRA
T-4.3	Not unless parking garage went up & it created revenue. Otherwise parking should be free.

Board 4: Strategies: Medium Term	
Implementation Step #	Comment
H-3.6	Yes- attractive for a business owner due to more traffic to center and residents spending \$
T-4.2	Certainly within SRA's purview

Board 5: Strategies: Ongoing	
Implementation Step #	Comment
L-2.7	<u>Re</u> -development key word <u>Re</u> -use what's there
L-2.7	Sure
NHCR-2.4	Sure

Board 6: Strategies and Tools	
Implementation Step #	Comment
L-4.4 to L-4.7	Fill center with sustainable businesses that do not have to rely on high traffic volume.
H-2.4	Yes, need a more inviting atmosphere, ambiance. Similar to L-2.5
NHCR-2.5	More restrictions scare businesses away
OSR-3.2	Sure

Overall Comments

Ms. Innes stated that the SRA needed to build the capacity to do more in-depth projects. It is a five-member board with a part-time secretary. She asked what the SRA should be responsible for in the downtown relative to the purposes of the other Boards. Mr. Gitto updated CAG members on the current activities of the SRA, including the loss of the ability to purchase the Stoughton Train Depot, and the status of the South Coast Rail project.

In the discussion, members identified some specific themes:

Regulatory vs. Advocacy

- SRA should not be a regulatory or policing body
- Lobbying function not law-making
- Should be streamlining functions rather than adding another layer – we want to attract businesses
- SRA can help make it more user friendly

Development vs. Redevelopment

- Redevelopment should reuse what is already there and create incentives for people to come into the downtown
- SRA should redevelop buildings the Town already owns rather than acquiring buildings
- SRA should be able to buy properties; help preserve historic buildings
- Target buildings Town already owns but SRA should have power to acquire
- Initial projects can show accomplishment; that Town is investing in itself

Design Standards

- Design standard are critical – but additional layers of bureaucracy are difficult. Permitting and approval should be limited to one or two places

Sign Program

- Measureable, visible, and able to be done in the short term
- Sign guidelines can protect image of downtown
- Visual effect will be completely different

Streetscape

- Town has control over sidewalks and SRA can help reconfigure the streetscape
- SRA should help create the infrastructure that makes it possible for developers to build buildings we like

Outstanding Questions

CAG members had several outstanding questions that Ms. Innes was unable to answer during the meeting. The questions are as follows:

- Will the declaration of the SDRP Area as a Decadent Area cause property values to decrease?
- Some of the planning terms need to be defined – street activation, access management program, etc.
- What is the process of declaring a road as “scenic”?
- A guide to the Master Plan elements would be useful.
- Why can’t the train station remain where it is and use the current depot?

4. Discussion of Project Schedule/Work Plan and Deliverables

Ms. Innes noted that the meetings among the SRA, Board of Selectmen and Planning Board must happen before the next public forum, but she suggested that she may recommend a stakeholder meeting, to which the CAG would be invited, at the end of June. This meeting would be to discuss a refined set of strategies based on the comments from tonight’s meeting.

The next public forum would likely be in the autumn and would be to present the draft redevelopment plan or public input prior to the approval process. She noted that the plan could be approved by DHCD by December, assuming all the other meetings happen as planned.

5. Other Business and Next Steps

There was no other business.

6. Future Meetings

- SRA: June 2, 2015
- Stakeholders Forum: end of June
- SRA: July TBD
- CAG: Possible July or August TBD

AttendeesSRA

Lou Gitto

CAG

Steve Bernstein

Pam Carr

George Dyroff

Dori Frankel

Janice McKenna

Sung Pak

Michael Sullivan

Stanley Zoll

The Cecil Group

Emily Keys Innes

The Cecil Group



A subsidiary of Harriman