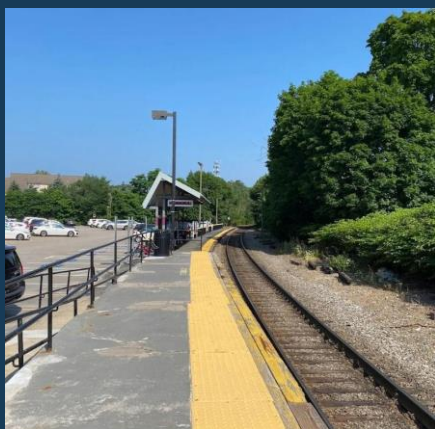




TOD and Retail Corridor Readiness Findings and Next Phase Roadmap

Canton, Randolph, and Stoughton

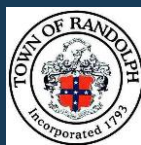
Interim readiness phase



Canton



Randolph



Stoughton



Metropolitan Area Planning
Council
August 2026

Metropolitan Area Planning Council
August 2026

Purpose of this report

This report documents what the \$50,000 interim readiness phase clarified before the larger FY27 EEA planning effort begins. It finalizes the study districts for Canton, Randolph, and Stoughton; summarizes early outreach findings; distinguishes the three municipal contexts; and sets out a practical handoff to deeper district planning, zoning and policy analysis, corridor and property assessment, climate integration, and broader community engagement.

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1. Executive Summary

What the readiness phase accomplished and what it means for FY27

MAPC used the interim readiness phase to narrow a broad three-municipality concept into three final study districts and a more practical set of planning questions. The work combined prior plan review, market and employment screening, GIS review, municipal coordination, and targeted conversations with property and development interests, small businesses, civic and community institutions, housing and service providers, transportation providers, and municipal staff. The result is not three mini master plans. It is a grounded handoff that finalizes where the larger FY27 project will work, identifies who should be involved early, and clarifies which questions need deeper technical analysis within those districts.

Core readiness finding

The three communities belong in one regional project because they share transit, corridor reuse, economic development, climate resilience, and equitable development questions. They should not be treated as three versions of the same district. The readiness work finalized a different study district and planning model for each municipality.

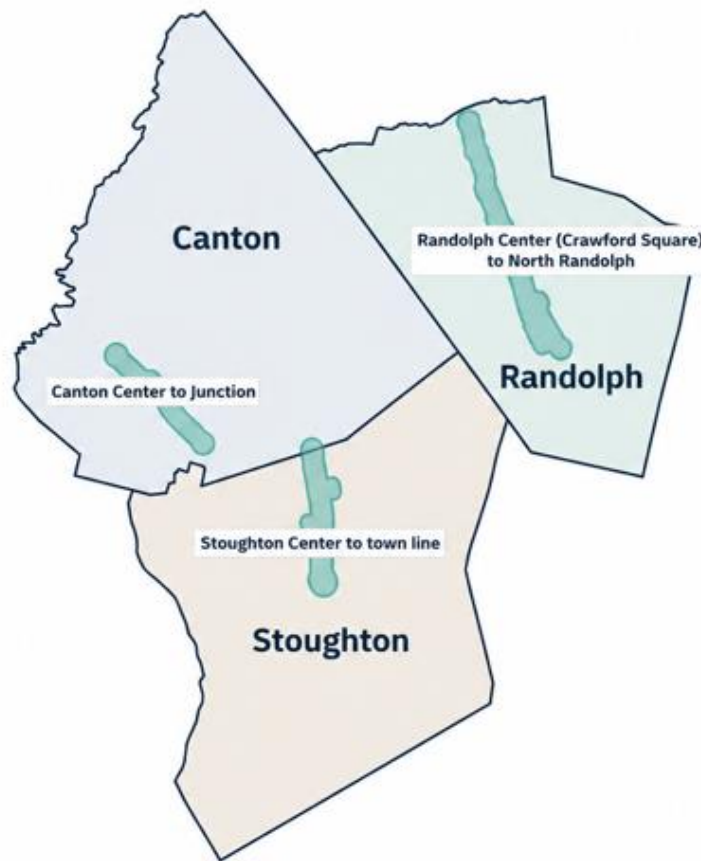
Municipality	Final FY27 study district	Related areas outside the district	Readiness implication
Canton	Canton Center and Canton Junction, including the connected area between and around the two station areas.	Broader Route 138 commercial areas beyond Canton Center and larger office, flex, industrial, and employment districts.	Treat Canton as a two-node transit and employment access problem, not as a single retail strip or station vacancy problem.
Randolph	Randolph Center (Crawford Square) north along North Main Street through North Randolph, including the surrounding corridor area.	Holbrook/Randolph Station and industrial or employment areas outside the North Main Street corridor.	Treat Randolph as one bus-served civic and commercial corridor extending from the Town Center through North Randolph, with strong equity considerations and everyday access and small-business issues.
Stoughton	Stoughton Center north along Washington Street through Central Street and the Stop & Shop / Charles Avenue area, continuing to the Canton town line.	Route 27, Route 139, and larger industrial areas outside the final Washington Street study district.	Treat Stoughton as a center-anchored Washington Street corridor focused on commercial reuse, access, transit, and reinvestment from the Center to the town line.

What changed because of the readiness phase

1. Canton was narrowed away from an overly broad combination of Canton Center, Canton Junction, Route 138, and employment districts. The final study district is Canton Center, Canton Junction, and the connected area between and around the two rail stations.
2. Randolph was reframed away from a traditional commuter rail station-area vacancy narrative. The final study district runs from Randolph Center (Crawford Square) north along North Main Street through North Randolph, including the surrounding corridor area.
3. Stoughton was narrowed from a broad center, corridor, and industrial geography to a final Washington Street study district running from Stoughton Center north through Central Street, the Stop & Shop and Charles Avenue area, and continuing to the Canton town line.
4. Across all three municipalities, the work confirmed that market listings are a screening input, not a proxy for corridor vacancy. Much of the largest available space is industrial, office, or flex space outside the final place-based study districts.
5. Early outreach surfaced practical engagement conditions that would not be visible from plans or parcel data alone, including language and trust barriers, transit dependence, pedestrian discomfort, business time constraints, the importance of libraries and service providers, and the value of relationship-based outreach.

Three-municipality cluster and final FY27 study districts

The readiness phase finalized the geography that will carry forward into the FY27 EEA planning project.



Shaded areas show the final study districts at a generalized district scale. Detailed FY27 analysis will apply parcel, zoning, transit, Burdened Area, infrastructure, and community information within these fixed geographies.

Figure 1. Three-municipality readiness cluster and final FY27 study districts. Base geography uses the provided municipal boundary GIS. The shaded areas show the final study districts established through the readiness phase.

The FY27 handoff

The larger FY27 EEA project should start from these final study districts and go deeper. It should assemble current zoning, transit, Burdened Area, parcel, infrastructure, market, and community information within the fixed geographies; complete district-scale existing conditions and corridor/property assessment; conduct targeted zoning and policy diagnostics; integrate climate and resilience analysis; and broaden community engagement through trusted local channels. Detailed zoning text, parcel-specific concepts, engineering, permitting, and implementation-ready design should occur only where the FY27 scope and municipal decisions support that level of work.

2. Regional Readiness Framework

Why one regional project still needs three different local approaches

Why the municipalities are being considered together

Canton, Randolph, and Stoughton are neighboring communities with overlapping labor markets, regional travel patterns, transit connections, and commercial corridors. The FY27 application framed them as a coordinated cluster because each has transit-accessible centers or corridors, underused or changing commercial properties, climate and resilience concerns, and opportunities to improve how land use, mobility, economic development, and community benefits are planned together. The letters of support and municipal commitment reinforced the value of a regional approach that connects reinvestment, access, climate resilience, and equitable engagement.

Shared regional theme	What the readiness work found	What FY27 should do
Transit and mobility	Transit matters in all three communities, but the useful planning unit differs: two commuter rail nodes in Canton, a bus-served civic and commercial corridor in Randolph, and a center-adjacent corridor with commuter rail and BAT service in Stoughton.	Use a common access framework, then tailor station, bus, pedestrian, parking, and corridor analysis to each municipality.
Commercial reuse	Retail strip and infill opportunities exist, but listed availability is dominated by larger industrial, office, and flex space in Canton and Stoughton, and industrial space in Randolph.	Distinguish corridor reuse from the broader real estate market. Groundtruth underuse, ownership intent, parcel conditions, and reinvestment barriers.
Equitable development	Burdened Area overlap and access barriers are important across the cluster, with the most corridor-wide equity framing in Randolph.	Use trusted institutions, plain language, multilingual outreach, low-burden participation, and targeted engagement rather than relying on formal public meetings.
Climate resilience	MVP plans identify flooding, heat or extreme temperatures, stormwater, infrastructure, and vulnerable populations as recurring concerns.	Integrate resilience early in district screening and site/corridor analysis rather than adding it after land use concepts are developed.
Implementation readiness	All three municipalities have substantial prior planning. The problem is not a lack of plans.	Use prior work to avoid duplication, focus technical analysis on unresolved issues, and produce a sequenced set of implementable next steps.

Different market stories

Indicator	Canton	Randolph	Stoughton
2024 average monthly jobs	25,156	8,985	14,215
2019 to 2024 job change	+2,837	-713	+286
Commercial properties in CoStar readiness screen	453	303	493
Total listed available space	1,512,132 SF	579,625 SF	1,632,463 SF
Listed available space within 1 mile of transit	52,410 SF	2,500 SF	68,749 SF
Primary readiness read	Two-station and employment access	Continuous Randolph Center-to-North Randolph corridor	Center-to-town-line Washington Street corridor

Source note: employment and commercial availability figures are from the MAPC readiness decks and market screen. Availability is a market screening signal and should not be presented as corridor vacancy.

3. Canton Readiness Profile



Two transit nodes, strong employment assets, and a need for tighter focus

Final study district: Canton Center to Canton Junction

Includes both station areas and the connected area between them.
The broader Route 138 corridor beyond Canton Center remains outside the final FY27 study district.



Final FY27 study district. The shaded area shows the confirmed corridor and surrounding planning area at a generalized district scale. The study district is fixed for FY27; the shaded edge is not a parcel-specific zoning boundary.

Figure 2. Canton final study district. The district includes Canton Center, Canton Junction, and the connected area between and around the two station areas. The broader Route 138 corridor beyond Canton Center remains outside the final FY27 study district. Parcels: Massachusetts Level 3 parcel data provided for Canton. Roads: Census 2020 TIGER roads.

Final study district and rationale

The readiness work finalizes Canton Center, Canton Junction, and the connected area between and around the two stations as the FY27 study district. This is consistent with the application locus map and with Canton Master Plan priorities, but it is more specific than carrying Canton Center, Canton Junction, the broader Route 138 corridor, and the larger employment districts as coequal areas. The two stations are close enough to be understood as connected parts of the same local mobility and economic system, while remaining different planning contexts. The broader Route 138 commercial corridor beyond Canton Center remains important context, but it is not part of the final FY27 study district.

Why this is the final FY27 study district

It connects two commuter rail assets, recent and ongoing development, existing planning and zoning tools, public realm and station access questions, merchant and resident activity in Canton Center, and larger employment access considerations. It also gives the FY27 project a manageable geography without turning the work into several Canton studies at once.

What prior plans already establish

1. Canton Master Plan 2035 identifies Canton Junction as a focus area for transit-oriented development and calls for station access, sidewalk, bicycle, wayfinding, parking, and supporting infrastructure improvements.
2. The Master Plan separately identifies Downtown and Route 138 as focus areas for walkable mixed-use revitalization, parking management, multimodal connections, and corridor access improvements.
3. The Canton MVP report identifies flooding, heat, wind, snow and ice, transportation, stormwater, water infrastructure, trees, and vulnerable populations as resilience concerns.
4. The application code inventory identifies potential later-phase review areas including district structure, uses, dimensional standards, parking and loading, floodplain and groundwater overlays, Canton Center provisions, and development review procedures.

Early outreach findings

Theme	What early conversations added
Infrastructure and station access	DPW and Engineering staff generally described Canton Junction infrastructure as strong after recent redevelopment-related improvements. Sherman Street work, the Riviera Street outfall or culvert issue, the MBTA pedestrian bridge, and rail-related constraints remain items for follow-up.
Traffic and circulation	Washington Street was described as the major arterial traffic issue. A broader long-term constraint was identified around Walpole Street, Ponkapoag Street, Chapman Street, and the viaduct. Those locations are outside the final study district and should be treated as related circulation context where they affect Center-to-Junction conditions.
Different station roles	Interview findings emphasized that Canton Junction is a major regional transportation hub and Canton Center is a different local center context. The planning value is in understanding their relationship without assuming identical land use or public realm strategies.
Housing and access	Canton Housing Authority conversations reinforced that lower-income and older residents may experience the two stations differently and that everyday access to services, transit, and community destinations should be part of the equity screen.
Market and employment	Canton has the largest employment base in the three-community cluster. Large office, flex, and industrial availability should be kept separate from the Center-to-Junction corridor narrative unless local validation shows a direct relationship.

Opportunities and unresolved questions

Opportunities	Constraints or questions to resolve in FY27
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Opportunities	Constraints or questions to resolve in FY27
Use the two-station relationship to connect TOD, local center activity, employment access, and multimodal circulation.	Apply the final study district consistently while distinguishing which issues are corridor-wide and which are specific to Canton Center or Canton Junction.
Build on recent public and private infrastructure investment around Canton Junction rather than starting from a deficit narrative.	Resolve which rail, bridge, parking, and access issues are controlled by the Town, MBTA, MassDOT, or private parties.
Review existing district and overlay tools before considering new zoning structures.	Evaluate how existing Canton Center, Canton Junction, floodplain, groundwater, use, dimensional, and parking provisions interact with feasible reinvestment inside the final study district.
Keep the broader Route 138 corridor beyond Canton Center outside the final study district while referencing it where a specific mobility, commercial, or economic-development issue affects the Center-to-Junction work.	Avoid expanding FY27 into a separate Route 138 corridor plan.

Stakeholders to keep involved

- Town Planning and Economic Development staff and boards
- DPW and Engineering
- Canton Housing Authority and senior-serving organizations
- Canton Center merchants and property owners
- Canton Junction property and development interests
- MBTA and relevant transportation agencies
- Walk, Bike and Hike and other mobility advocates
- Neponset River Watershed Association and resilience partners
- Major employers and business organizations where employer access is directly relevant

Recommended FY27 work

1. Use the final Center-to-Junction study district as the geographic basis for FY27 analysis and assemble current zoning, transit, Burdened Area, parcel, infrastructure, and resilience layers within it.
2. Complete a district-scale existing conditions and access analysis that distinguishes Canton Center from Canton Junction while evaluating the connection between them.
3. Conduct targeted zoning and policy diagnostics, including uses, dimensional standards, parking, relevant overlays, and development review procedures.
4. Groundtruth selected properties and large employers only where they help answer corridor, employment access, or reuse questions.
5. Integrate floodplain, groundwater, stormwater, heat, and vulnerable population considerations before redevelopment strategies are developed.
6. Use broader engagement to test goals and tradeoffs after the technical baseline is assembled within the final study district.

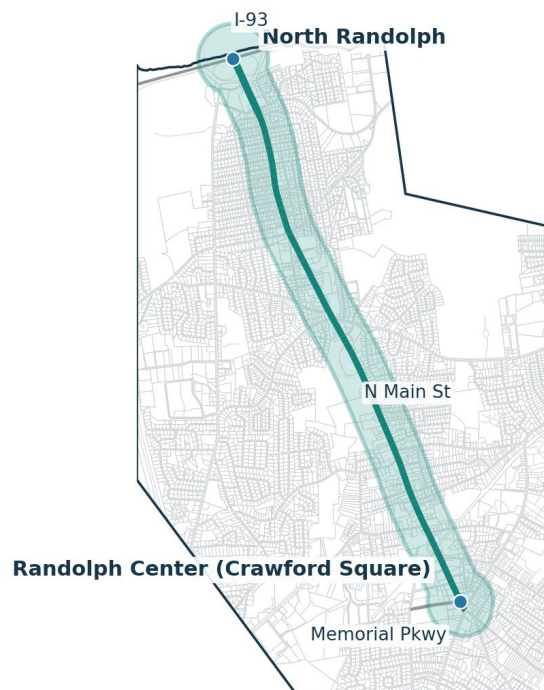
4. Randolph Readiness Profile



A civic and commercial corridor where everyday access, small business, and equity are central

Final study district: Randolph Center to North Randolph

Follows North Main Street from Randolph Center (Crawford Square) through North Randolph, including the surrounding corridor area.



Final FY27 study district. The shaded area shows the confirmed corridor and surrounding planning area at a generalized district scale. The study district is fixed for FY27; the shaded edge is not a parcel-specific zoning boundary.

Figure 3. Randolph final study district. The district runs from Randolph Center (Crawford Square) north along North Main Street through North Randolph to the town limit and includes the surrounding corridor area. Holbrook/Randolph Station is outside the study district but remains relevant to the broader transit relationship. Parcels: Massachusetts Level 3 parcel data provided for Randolph. Roads: Census 2020 TIGER roads.

Final study district and rationale

The readiness findings finalize Randolph Center (Crawford Square), North Main Street, and North Randolph as one continuous FY27 study district. This is where civic institutions, transit stops, schools, small businesses, housing access, pedestrian crossings, mixed-use questions, and North Randolph's highway-oriented commercial conditions connect most clearly. The district extends north through North Randolph rather than stopping in the central portion of North Main Street. Holbrook/Randolph Station remains important to the regional transit story, but it is outside the final study district and should be examined as a transit relationship rather than as the organizing geography for the corridor effort.

Why this is the final FY27 study district

Stakeholders consistently described Randolph Center (Crawford Square), North Main Street, and North Randolph as places people use for transit, civic services, schools, groceries, pharmacies, businesses, community resources, and regional access. They also described traffic, crossing safety, bus stop comfort, language access, and market perception as issues that a parcel-only or station-only approach would miss.

What prior plans already establish

1. Randolph's Comprehensive Master Plan supports mixed-use zoning beyond Randolph Center (Crawford Square), including strategic locations near commuter rail, and recommends zoning updates that reinforce Randolph Center as the Town Center.
2. The Master Plan transportation recommendations support Complete Streets, ADA-compliant sidewalks and crosswalks, bicycle facilities, and bicycle parking in Town Center and other destinations.
3. The Randolph MVP report identifies flooding, severe winter storms and high winds, extreme temperatures, and drought as top hazards, with drainage, public outreach, backup power, and resilience integration among its priority actions.
4. The application code inventory identifies potential later-phase review of district boundaries, mixed-use provisions, use regulations, dimensional standards, parking and shared parking, the Union Crossing Transit District, environmental overlays, and site plan and design review.

Early outreach findings

Theme	What early conversations added
Traffic and pedestrian safety	North Main Street was repeatedly described as congested, stressful, and difficult to cross or navigate. Turner Free Library highlighted student crossings, bus stop comfort, and the need to make the corridor more comfortable to be in, not only easier to drive through.
Everyday services and transit	Housing Authority and community-service conversations emphasized groceries, pharmacies, public services, buses, paid rides, delivery, church networks, and scheduled transportation. Access questions are shaped by age, disability, income, language, and time of day.
Small business conditions	Business owners identified traffic, customer access, vandalism, limited time for participation, and the value of supportive municipal relationships. The corridor planning process should improve conditions for existing businesses, not focus only on future redevelopment.
Language and trust	Vietnamese and other immigrant outreach requires translation plus plain language. Faith institutions, trusted individuals, Facebook, word of mouth, schools, adult education, and service providers are important channels. Participation may be limited when residents or business owners are unsure why government is asking for input.
Development and market dynamics	Property and development conversations described Randolph as regionally accessible and municipally responsive, while also noting investor perceptions, project feasibility, zoning, density, parking, and school perceptions as barriers. Randolph Center was identified as a place with mixed-use potential, while North Randolph adds a more highway-oriented commercial condition within the same final corridor.

Opportunities and unresolved questions

Opportunities	Constraints or questions to resolve in FY27
Use Randolph Center as the civic anchor and North Main Street through North Randolph as the continuous corridor for access, business, transit, and mixed-use analysis.	Recognize distinct internal nodes and market conditions within the fixed district without reopening the corridor limits.
Build on strong municipal relationships with businesses and developers.	Balance redevelopment opportunity with current business stability, essential services, housing affordability, and community trust.
Use libraries, schools, adult education, faith communities, service providers, and business networks as engagement infrastructure.	Identify remaining trusted contacts, especially Haitian and other immigrant community networks, before broad outreach begins.
Treat North Randolph as part of the final study district and use its highway-oriented commercial conditions as a distinct subarea within the larger North Main Street corridor.	Keep Holbrook/Randolph Station and industrial or employment areas outside the corridor as related context rather than separate study districts.

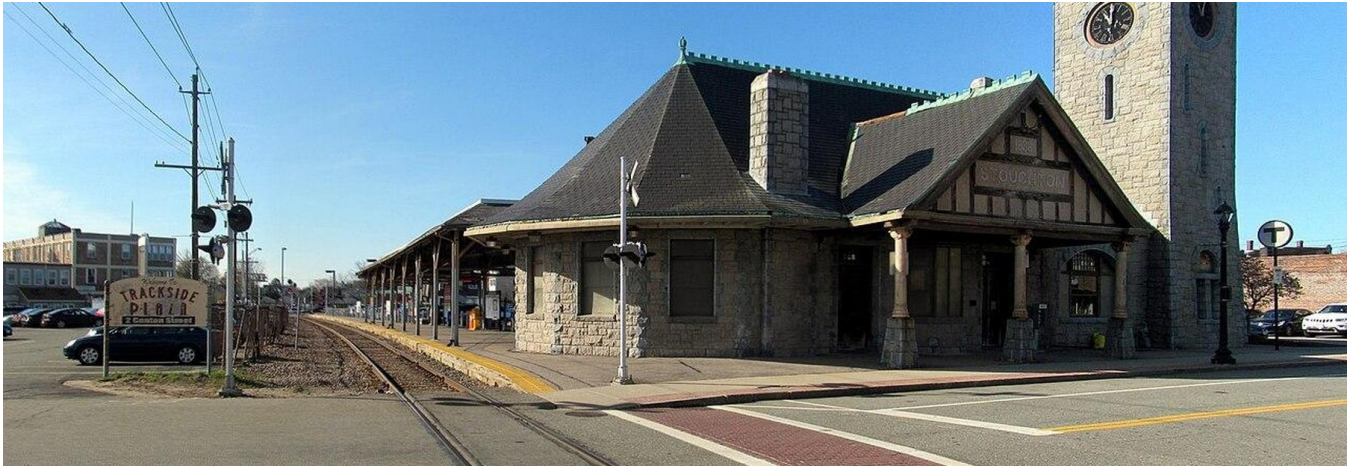
Stakeholders to keep involved

- Town Planning, Engineering, public works, public health, and other municipal staff
- Turner Free Library, Randolph High School, and school communications networks
- Randolph Housing Authority and senior or disability-serving organizations
- Randolph Community Partnership and adult education networks
- Vietnamese businesses, faith institutions, and trusted language connectors
- Haitian business and community networks, which remained a gap during the interim phase
- Existing corridor businesses, grocery and pharmacy anchors, and property owners
- Development and investment interests in Randolph Center, along North Main Street, and in North Randolph
- MBTA and Brockton Area Transit where service and stop conditions affect the corridor

Recommended FY27 work

1. Use the final corridor framework from Randolph Center (Crawford Square) north along North Main Street through North Randolph as the fixed geography for FY27 analysis.
2. Complete pedestrian, crossing, bus stop, sidewalk, traffic, public realm, and service-access analysis focused on everyday users.
3. Conduct targeted zoning diagnostics for mixed-use, ground-floor activity, dimensional standards, parking, shared parking, district boundaries, and review procedures.
4. Assess commercial properties and ownership patterns in the primary corridor without turning the project into a parcel-by-parcel redevelopment campaign.
5. Build a multilingual and plain-language engagement program around trusted institutions and low-burden formats.
6. Integrate climate, stormwater, heat, environmental burdens, and vulnerable population considerations into corridor options and implementation priorities.

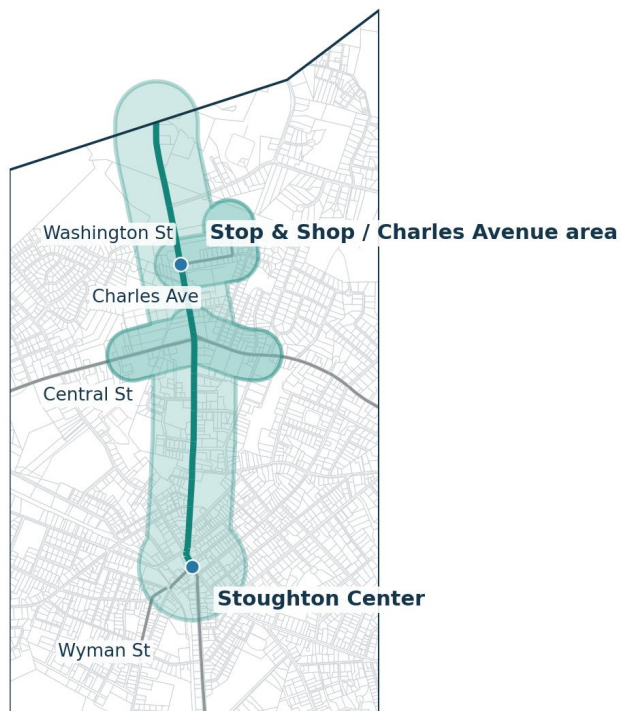
5. Stoughton Readiness Profile



A center-anchored Washington Street district extending to the Canton town line

Final study district: Stoughton Center to the Canton town line

Runs north on Washington Street from Stoughton Center, includes the Central Street and Stop & Shop / Charles and continues to the town line.



Final FY27 study district. The shaded area shows the confirmed corridor and surrounding planning area at a generalized district scale. The study district is fixed for FY27; the shaded edge is not a parcel-specific zoning boundary.

Figure 4. Stoughton final study district. The district runs from Stoughton Center north along Washington Street, includes the Central Street and Stop & Shop / Charles Avenue area, and continues to the Canton town line. Parcels: Massachusetts Level 3 parcel data provided for Stoughton. Roads: Census 2020 TIGER roads.

Final study district and rationale

Municipal review and early outreach finalized Stoughton's FY27 study district as the Washington Street corridor from Stoughton Center north to the Canton town line, including the Central Street intersection and the Stop & Shop / Charles Avenue area. The readiness work established that Central Street is not a meaningful northern edge because the commercial corridor, transit activity, and infrastructure context continue farther north. The already established Stoughton Center remains the southern anchor, while larger industrial and employment areas outside this Washington Street corridor remain broader economic and workforce access context.

Why this is the final FY27 study district

The final district captures a practical mix of older commercial properties, public realm and sidewalk concerns, traffic and turning issues, transit service, station access, and reinvestment questions from Stoughton Center north to the Canton town line. It also avoids restarting planning work that Stoughton has already completed in the core or expanding the project into Route 27, Route 139, and larger industrial districts at the same time.

What prior plans already establish

1. Stoughton's Comprehensive Master Plan prioritizes Town Center development, Complete Streets, transportation and parking improvements, and implementation actions. It treats commuter rail improvements as part of Town Center revitalization and TOD opportunity.
2. The Economic Development Master Plan identifies downtown as the leading economic development priority while also calling for stronger business corridors, tax base, employment, and a supportive relationship among government, businesses, and residents.
3. The MVP report identifies flooding, high wind and winter storms, drought and extreme temperatures, and related drainage, stormwater, public communication, open space, drinking water, and tree management actions.
4. The application code inventory identifies later-phase review of district structure, uses, dimensional and density standards, parking, site performance and landscaping, floodplain and aquifer overlays, Stoughton Center provisions, and development review procedures.

Early outreach findings

Theme	What early conversations added
Corridor experience	The library described Washington Street as a major artery that is heavily traveled but not consistently experienced as a destination. Sidewalk condition, pedestrian comfort, accessibility, traffic, turns, backups, and underused or unattractive properties affect corridor image and use.
Final corridor extent	Multiple conversations confirmed that Central Street is not a meaningful northern edge. The final study district therefore includes the Stop & Shop and Charles Avenue area and continues north on Washington Street to the Canton town line.
Infrastructure	Engineering input did not identify a single corridor-wide infrastructure failure. The useful FY27 task is to connect parcel reuse and public realm questions with specific drainage, sidewalk, traffic, and utility conditions rather than assume infrastructure is the primary constraint everywhere.
Transit	Brockton Area Transit described the Washington Street corridor as an active service geography. Ridership growth, stop conditions, passenger access, pedestrian safety, possible service increases, and the agency's transition toward electric buses create coordination opportunities for the next phase.
Engagement	The library identified Facebook community groups, school communications, DPW communications, immigrant and English-language learner networks, and Stoughton Day as useful channels. Portuguese, Haitian, Cape Verdean, Venezuelan, senior, youth, and mobility-limited populations may require more deliberate outreach.

Opportunities and unresolved questions

Opportunities	Constraints or questions to resolve in FY27
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Opportunities	Constraints or questions to resolve in FY27
Focus on the final Washington Street transition corridor rather than retesting the entire downtown planning framework.	Use the full Stoughton Center-to-town-line district as the fixed FY27 geography and distinguish internal subareas where corridor character changes.
Use larger commercial parcels and older strip conditions to test realistic reuse and infill strategies.	Separate actionable corridor sites from large industrial availability and from properties that are not relevant to the place-based corridor question.
Coordinate BAT, pedestrian access, bus stop, shelter, sidewalk, and corridor investments.	Clarify which improvements are operational, municipal, state, or property-owner responsibilities.
Carry recent Route 27 and Route 139 work as technical context.	Keep Route 27 and Route 139 outside the final study district and use relevant prior work only as technical context.

Stakeholders to keep involved

- Town economic development, planning, engineering, water and sewer, and public works staff
- Stoughton Public Library and community information networks
- Brockton Area Transit
- Friends of Stoughton Center and downtown stakeholders
- Property owners and brokers for selected larger corridor properties
- Small businesses along Washington Street
- Schools, immigrant-serving organizations, faith communities, and adult education networks
- Council on Aging and mobility-limited residents
- Climate and watershed partners where drainage, heat, or green infrastructure issues are material

Recommended FY27 work

1. Use the final Washington Street study district from Stoughton Center north through Central Street, the Stop & Shop / Charles Avenue area, and to the Canton town line as the fixed geography for FY27 analysis.
2. Complete parcel, frontage, land use, access, sidewalk, transit stop, parking, traffic, public realm, and reuse analysis for the selected corridor.
3. Conduct targeted owner and business outreach for sites that municipal review identifies as realistic transition opportunities.
4. Review zoning and development procedures only where they affect corridor reuse, mixed-use potential, infill, parking, and predictable review.
5. Coordinate with BAT on stop conditions, access, ridership, possible service changes, and transit-supportive capital opportunities.
6. Integrate stormwater, flood, heat, shade, landscape, and resilience considerations into corridor strategies and site screening.

6. Cross-Municipal Findings

The regional value is in comparing different readiness conditions, not flattening them

Finding	Canton	Randolph	Stoughton
What TOD means locally	A relationship between two commuter rail nodes plus employment access.	A bus-served civic and commercial corridor from Randolph Center through North Randolph, with commuter rail as an external transit relationship.	A commuter rail-anchored center connected to the Washington Street commercial corridor north to the Canton town line.
Primary mobility issue	Arterial traffic, station access, rail and bridge constraints, two-node connection.	North Main Street crossings, bus stop comfort, traffic stress, access to daily services.	Sidewalk and accessibility conditions, traffic and turns, BAT service and stop access.
Commercial reuse story	Broader market dominated by office, flex, and industrial space; corridor needs separate screening.	Randolph Center, North Main Street businesses, and North Randolph matter as one corridor, with different market conditions along it.	Older commercial parcels and strip conditions near the center, separate from major industrial availability.
Property/development dynamic	Strong employment and market position, layered planning contexts, selective owner validation needed.	Strong municipal responsiveness, but investor perception, feasibility, zoning, parking, and market conditions vary by node.	Local knowledge is essential to distinguish realistic corridor transition sites from general market listings.
Equitable engagement emphasis	Targeted around lower-income households, seniors, transit users, environmental exposure, and service access.	Corridor-wide emphasis on language, income, transportation, public housing, trusted institutions, and immigrant communities.	Targeted emphasis on immigrant and English-language learner communities, seniors, youth, transit users, and mobility limitations.
Readiness risk	Trying to study too many Canton geographies at once.	Treating the rail station or redevelopment sites as more important than everyday corridor experience.	Restarting downtown planning or allowing the corridor to expand townwide.

Shared issues that belong in the FY27 method

1. Pedestrian access and crossing comfort, with ADA and mobility needs treated as baseline conditions.
2. Transit access that recognizes rail and bus service as different systems with different users and stop-area conditions.
3. Parking and access management, including shared parking and site circulation where appropriate.
4. Property and ownership groundtruthing that distinguishes listed vacancy from underuse, reinvestment timing, tenant mix, and development feasibility.
5. Climate screening that connects flood, stormwater, heat, shade, impervious surface, water resources, and vulnerable populations to redevelopment options.
6. Zoning diagnostics that focus on actual barriers and review pathways rather than assuming each community needs a new district.
7. Engagement that uses plain language, trusted messengers, small-group formats, existing community touchpoints, and multiple ways to participate.

A regional project should have a common spine, not a common answer

MAPC can use the same analytical sequence in each municipality: start from the final study district, build a district baseline, groundtruth sites and stakeholders, diagnose zoning and policy issues, integrate resilience, test options with the community, and identify implementation steps. The content and intensity of each task should respond to the local readiness findings.

7. Stakeholder and Engagement Readiness

Who was heard, what perspectives are still missing, and how future engagement should work

Perspectives represented in the interim phase

Stakeholder type	Examples represented	Value to the readiness findings
Municipal staff	Planning/economic development, engineering, public works, water/sewer, municipal partners.	Infrastructure context, project history, current priorities, study district finalization, and implementation feasibility.
Property and development interests	Core Investments, Rubicon Real Estate, grocery/property interests, corridor property representatives.	Market feasibility, ownership intent, site scale, redevelopment timing, investor perceptions, zoning and parking barriers.
Small businesses	Sweet Piglet Bakery and other corridor business perspectives.	Customer access, traffic, vandalism, business relationships, municipal support, participation constraints, language access.
Civic and community institutions	Turner Free Library, Stoughton Public Library, community-serving organizations.	Everyday corridor use, youth and senior activity, trusted communication channels, practical engagement locations.
Housing and service providers	Canton and Randolph housing perspectives, Randolph Community Partnership.	Access to services, public housing needs, age/disability/language barriers, evening transportation, workforce and adult education connections.
Transit and mobility	Brockton Area Transit, local mobility advocates, municipal transportation perspectives.	Stop conditions, service geography, ridership, station access, pedestrian safety, system coordination.
Regional support organizations	Watershed, chamber, QARI, and Stoughton Center support organizations through application letters.	Regional resilience, business, equitable engagement, and local implementation perspective.

Perspectives that remain incomplete

1. Additional immigrant community and faith-based leaders, including Vietnamese contacts identified during Randolph outreach and Haitian community/business networks that had not been fully covered.
2. More residents who rely on bus service, walking, mobility devices, or evening transportation, especially in Randolph and Stoughton.
3. Additional small businesses in Canton Center and along the final Stoughton study district.
4. Selected large employers and major property owners in Canton where employer access or property reuse directly affects the Center-to-Junction question.
5. Additional youth and family voices in places where schools, libraries, and transit crossings are central to the corridor experience.

Recommended engagement approach for Burdened Areas and harder-to-reach groups

Principle	Recommended practice
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Principle	Recommended practice
Use trusted touchpoints	Work through libraries, schools, adult education, housing providers, faith institutions, service providers, local businesses, and existing community events.
Use plain language	Translate materials where needed, but also remove technical planning and government jargon. Explain what the project can change, what it cannot change, and how input will be used.
Reduce participation burden	Use short intercepts, tabling, drop-in conversations, small groups, phone options, and targeted meetings in addition to larger public events.
Meet people where they already are	Use existing programs, school communications, community Facebook groups, local events, service-provider networks, and business relationships.
Do not equate attendance with representation	Track which perspectives are being heard and fill gaps deliberately rather than assuming an open public meeting reaches the full corridor population.
Close the loop	Return with a short summary of what was heard, what changed, what did not change, and what decisions remain open.

8. Final Study Districts

The central readiness decision carried forward into the FY27 project

Terminology

These are the final FY27 study districts. The readiness phase completed the geography-selection work with municipal partners. The FY27 project should assemble current zoning, transit, Burdened Area, parcel, infrastructure, market, and community information within these fixed districts and use that information to shape the technical, policy, engagement, and implementation work. The district geographies themselves will not be reopened in the next phase.

Municipality	Final study district	District rationale	Key FY27 questions
Canton	Canton Center and Canton Junction, including the connected area between and around the two rail stations.	Strongest combination of transit, prior planning, recent development, local center activity, employment access, and a manageable district-scale geography.	How should the two nodes relate within the fixed district? Which access, zoning, parking, public realm, property, and resilience issues are shared, and which are node-specific?
Randolph	Randolph Center (Crawford Square) north along North Main Street through North Randolph, including the surrounding corridor area.	Concentrates civic anchors, bus service, schools, businesses, essential services, pedestrian conflicts, mixed-use opportunity, North Randolph's commercial conditions, and strong equity considerations in one continuous corridor.	How should internal nodes be treated differently? How should existing businesses, transit users, housing, community services, and redevelopment be balanced across the final corridor?
Stoughton	Stoughton Center north along Washington Street through Central Street and the Stop & Shop / Charles Avenue area, continuing to the Canton town line.	Captures the center-anchored commercial corridor, including the transition north of Central Street, and focuses on practical reuse, access, public realm, transit, and reinvestment questions through the town line.	Which parcels are realistic transition sites, and what zoning, access, transit, public realm, and resilience changes would support reinvestment within the fixed district?

Areas outside the final study districts

The readiness phase also clarified which places should remain outside the final FY27 study districts. In Canton, the broader Route 138 corridor beyond Canton Center and the larger office, flex, industrial, and employment districts remain relevant context. In Randolph, Holbrook/Randolph Station and industrial or employment areas outside the North Main Street corridor remain related context, while North Randolph is part of the final study district. In Stoughton, the final district already extends through the Stop & Shop / Charles Avenue area to the Canton town line; Route 27, Route 139, and larger industrial areas outside the Washington Street corridor remain context.

9. FY27 Next Phase Roadmap

A sequenced handoff from readiness to deeper planning

Recommended regional sequence

Step	Purpose	Core outputs
1. Launch the FY27 work within the final study districts	Translate readiness findings into the formal FY27 work plan without reopening the selected geographies.	Final project work plan, final study district maps, stakeholder and engagement plan.
2. Build a district baseline	Assemble current land use, parcels, zoning, transit, parking, sidewalks, climate, infrastructure, market, demographics, and prior recommendations for each final study district.	District-scale existing conditions package that is targeted to the final geography, not townwide.
3. Groundtruth properties and corridor conditions	Use field review and targeted owner/business conversations to distinguish visible underuse, active transitions, constraints, and opportunities.	Property/corridor typology, owner outreach summary, refined opportunity and constraint map.
4. Diagnose zoning and policy barriers	Review only the provisions that affect the selected geography and feasible planning goals.	Zoning diagnostic and targeted policy options, not full recodification.
5. Integrate climate and mobility	Test how access, flood, stormwater, heat, shade, water resources, parking, transit, and public realm conditions shape options.	Climate and mobility screen integrated into district alternatives.
6. Engage and test options	Use broader, accessible engagement once there is concrete information and choices to discuss.	Community priorities, option feedback, documented tradeoffs.
7. Build the implementation roadmap	Identify near-term municipal actions, longer-term policy work, partner responsibilities, funding paths, and sequencing.	Municipality-specific roadmap plus cross-municipal methods memo.

Canton: what should happen first

1. Begin with the final Center-to-Junction study district and assemble the current GIS and technical baseline within it.
2. Bring MBTA, DPW/Engineering, Canton Center stakeholders, and key property or employer representatives into the early technical phase.
3. Separate shared corridor questions from Canton Center-specific and Canton Junction-specific issues.
4. Review existing Canton Center and Canton Junction zoning tools before proposing new district structures.
5. Prioritize station access, bus/rail connections, parking, pedestrian links, traffic context, and environmental constraints.

Randolph: what should happen first

1. Begin with the final Randolph Center-to-North Randolph study district and organize the work around the continuous North Main Street corridor and its internal nodes.
2. Start engagement through Turner Free Library, schools, housing and service providers, business networks, and trusted immigrant community channels.
3. Build the access analysis around crossings, bus stops, sidewalks, essential services, evening mobility, and current businesses.
4. Review mixed-use, density, parking, shared parking, use, and development review provisions in the selected corridor.
5. Keep property and development analysis grounded in existing businesses and community benefits rather than treating redevelopment as the only objective.

Stoughton: what should happen first

1. Begin with the final Washington Street study district from Stoughton Center through the Central Street and Stop & Shop / Charles Avenue area to the Canton town line.
2. Coordinate early with BAT, Engineering, water/sewer, property owners, and corridor businesses.
3. Build the parcel and access baseline around larger commercial sites, older strip conditions, sidewalk and crossing quality, parking, turning movements, and transit stops.
4. Use the existing Stoughton Center and recent corridor work as a foundation, not as work to reproduce.
5. Identify a small set of realistic reuse or infill typologies before deeper zoning or design work begins.

What should not be prioritized at the start of FY27

1. Drafting zoning language before the district baseline and community goals are clear.
2. Producing polished parcel redevelopment concepts before ownership intent, infrastructure, zoning, and market conditions are validated.
3. Treating large CoStar availability totals as proof of corridor vacancy.
4. Expanding the project to every commercial or industrial area in the three municipalities.
5. Running a large public engagement program before the project has clear technical questions and practical choices for people to react to. The study district geographies are already fixed and do not need to be reopened through engagement.

10. Conclusion and Handoff

The readiness phase narrowed and grounded the work

The interim phase did what a bridge project should do. It reduced ambiguity before a larger grant-funded scope begins. It finalized the three study districts, clarified local differences, surfaced issues that are not visible in market and parcel data, built a stronger stakeholder map, and established engagement principles that can be carried into the FY27 project.

The next phase should now do the deeper work that was intentionally reserved: district-scale existing conditions, corridor and property assessment, zoning and policy analysis, climate integration, broader community engagement, and implementation planning. The final study districts established here should be treated as fixed project geographies, while the technical findings, policy options, community priorities, and implementation recommendations within them remain to be developed. The most useful measure of success for FY27 will be whether each municipality leaves with a clearer, locally supported path from transit and corridor conditions to practical land use, economic development, mobility, resilience, and policy actions.

Where will the FY27 work focus?

- **Canton:** Canton Center to Canton Junction, including both station areas and the connected area between them.
- **Randolph:** Randolph Center (Crawford Square) north along North Main Street through North Randolph.
- **Stoughton:** Stoughton Center north along Washington Street through Central Street and the Stop & Shop / Charles Avenue area to the Canton town line.

Why there?

- Because the readiness phase combined prior planning, municipal coordination, GIS, market screening, and stakeholder conversations to finalize these districts.

Who needs to be involved?

- The stakeholder networks identified in this report, with remaining perspective gaps filled early.

What should the \$150,000 project do?

- Go deeper on district planning, zoning and policy, property and corridor conditions, climate, mobility, and community priorities within these fixed geographies.

Appendix A. Stakeholder Map and Contact Matrix

Stakeholder matrix for next-phase sequencing

Municipality	Stakeholder type	Examples	Status	Primary next-phase value
Canton	Municipal	Planning/economic development; DPW/Engineering	Core	Study district, infrastructure, zoning and implementation
Canton	Housing/service	Canton Housing Authority; senior-serving networks	Core	Access, affordability, mobility and outreach
Canton	Business/property	Canton Center merchants; Canton Junction owners; selected employers	Expand	Market, property, employer access, reinvestment
Canton	Mobility	MBTA; Walk, Bike and Hike	Core	Station access, pedestrian and transit connections
Canton	Climate/regional	Neponset River Watershed Association	Core	Stormwater, flood, heat, watershed and resilience
Randolph	Civic/community	Turner Free Library; schools; Town civic institutions	Core	Trusted outreach, youth, transit, pedestrian safety
Randolph	Housing/service	Randolph Housing Authority; Randolph Community Partnership	Core	Access, language, adult education, housing and services
Randolph	Business/property	Sweet Piglet Bakery; Rubicon; Core Investments; grocery/property interests	Core	Existing business conditions, ownership, market and redevelopment
Randolph	Immigrant/faith	Vietnamese faith and community networks; Haitian business/community contacts	Gap to fill	Language, trust, culturally grounded outreach
Randolph	Mobility	MBTA/BAT as relevant	Expand	Bus service, stops, station relationship, evening mobility
Stoughton	Municipal	Economic development/planning; Engineering; water/sewer; DPW	Core	District implementation, infrastructure, zoning and coordination
Stoughton	Civic/community	Stoughton Public Library; Friends of Stoughton Center	Core	Community touchpoints, downtown/corridor relationship
Stoughton	Transit	Brockton Area Transit	Core	Service, ridership, stops, access and electric bus coordination

Municipality	Stakeholder type	Examples	Status	Primary next-phase value
Stoughton	Business/property	Selected Washington Street owners, brokers and small businesses	Expand	Reuse, frontage, access, investment timing
Stoughton	Community networks	Schools, faith/immigrant networks, COA and service providers	Expand	Language, mobility, senior and family outreach

Appendix B. Outreach Completed by Municipality

Documented perspectives represented in the combined interview record

The matrix below summarizes interviews and conversations documented in the Combined Interview Notes source file. It is not intended to replace the project outreach tracker or reproduce detailed notes.

Municipality	Documented interview or conversation perspectives
Canton	Canton DPW and Engineering; Canton Housing Authority; Gene Manning and economic development perspective; Debby Stein Sharpe mobility and property perspective; additional Canton business and regional business perspectives documented in the working notes.
Randolph	Armanda Britton, Sweet Piglet Bakery; Art Campbell, Core Investments; J.P. Fine, Rubicon Real Estate; Amy Booth and Hannaford/property perspective; Nancy Gordon, Randolph Housing Authority; Sharon Parrington Wright, Turner Free Library; Susan Hearn, Randolph Community Partnership; additional municipal and corridor perspectives documented in the working notes.
Stoughton	Chris McGhee, Stoughton Public Library; Craig Horsfall, Engineering; Keith Nastasia, water/sewer; Michael Lambert, Kelly Forrester, and BAT team; additional municipal and property coordination documented in the working notes.

This appendix is a concise record of the perspectives represented. Detailed conversation notes remain in the project source record.

Appendix C. Conversation Guide

Readiness-phase interview structure used for targeted groundtruthing

1. What role do you or your organization play in this corridor or community?
2. How do people use the area today, and what works well?
3. What are the most important access, traffic, transit, sidewalk, parking, business, housing, public realm, or service issues?
4. Which properties or parts of the corridor appear to be changing, underused, difficult to reinvest in, or especially important to preserve?
5. Are there infrastructure, climate, flood, stormwater, heat, utility, or environmental conditions that future planning should account for?
6. Which municipal rules or review processes create uncertainty or barriers, if any?
7. Who is most affected by change in this area and who is least likely to participate in a traditional public meeting?
8. Which organizations, faith communities, businesses, institutions, events, social media groups, or individuals are trusted messengers?
9. What should a later planning phase investigate in more depth?
10. What should MAPC avoid assuming or overpromising?

Use of the guide

The interim interviews were exploratory and conversational. They were not surveys, public hearings, or statistically representative research. The value is in identifying themes, testing assumptions, and improving the later engagement and technical work plan.

Appendix D. Interview Findings Index

Where detailed qualitative material is retained

Detailed interview notes are retained in the internal source file Combined Interview Notes. The main report synthesizes recurring findings and municipality-specific differences rather than reproducing lengthy interview records. For future use, the notes can be indexed under the following topic tags:

Topic tag	Examples of issues captured
Study district finalization	Canton Center to Canton Junction; Randolph Center (Crawford Square) to North Randolph on North Main Street; Stoughton Center to the Canton town line on Washington Street, including Central Street and the Stop & Shop / Charles Avenue area.
Transit and mobility	Rail station roles, bus service, stop comfort, crossings, sidewalks, accessibility, traffic, turning movements, evening transportation.
Business and property	Customer access, vandalism, tenant mix, owner intent, investment perception, redevelopment timing, strip properties, larger site context.
Housing and services	Public housing, senior and disability access, groceries, pharmacies, service providers, adult education, workforce connections.
Equitable engagement	Language access, plain language, faith networks, social media, trusted institutions, small-group outreach, participation burden.
Infrastructure and resilience	Water/sewer, drainage, culverts, stormwater, flood, heat, impervious surfaces, bridge and rail constraints.
Next-phase scope	Zoning diagnostics, property analysis, engagement priorities, technical studies, sequencing, and scope guardrails.

Appendix E. Prior Plans and Studies Inventory

Planning foundation reviewed for the readiness findings

Municipality	Plan or study	Readiness use
Canton	Canton Master Plan 2035, Road Map and Action Plan	Canton Junction, Downtown, Route 138, implementation, transportation, land use and resilience priorities.
Canton	Canton Master Plan 2035, Baseline Report	Demographic, economic, transportation, environmental, land use, and zoning context.
Canton	Canton MVP Community Resilience Building Workshop Summary	Flood, heat, wind, snow/ice, infrastructure, vulnerable populations, and resilience actions.
Randolph	Randolph Comprehensive Master Plan	Randolph Center (Crawford Square), mixed-use, future land use, transportation, economic development, zoning, services and implementation.
Randolph	Randolph MVP Community Resilience Building Workshop Summary	Flooding, winter storms/high winds, extreme temperatures, drought, drainage, outreach, backup power and resilience.
Randolph	Current Randolph zoning code source file	Current district, mixed-use, parking, overlay, site plan and development review context for later diagnostics.
Stoughton	Stoughton Comprehensive Master Plan Phase II	Town Center, transportation, parking, TOD, zoning/land use, implementation and community priorities.
Stoughton	Stoughton Economic Development Master Plan, Town-Wide	Business corridors, downtown, tax base, employment, placemaking, development and implementation.
Stoughton	Stoughton MVP Community Resilience Building Workshop Summary	Flooding, high winds/winter storms, drought/extreme temperatures, drainage, stormwater, communication and resilience.
Regional/application	ECO One Stop submitted application and attachments	Original project rationale, broad locus maps, existing conditions photos, community prioritization, code inventory, commitments and support.
Regional/readiness	Interim Readiness Scope	Budget, scope guardrails, tasks, deliverables, meeting structure and explicit separation from full planning work.
Regional/readiness	Combined Readiness Deck and Market Screen	Employment, market, fiscal, equity, district screening, municipal review questions and commercial availability cautions.
Regional/readiness	Sidewalk update maps	Supplementary screening of mapped sidewalk presence. Used as background, with interview findings providing current qualitative groundtruthing.

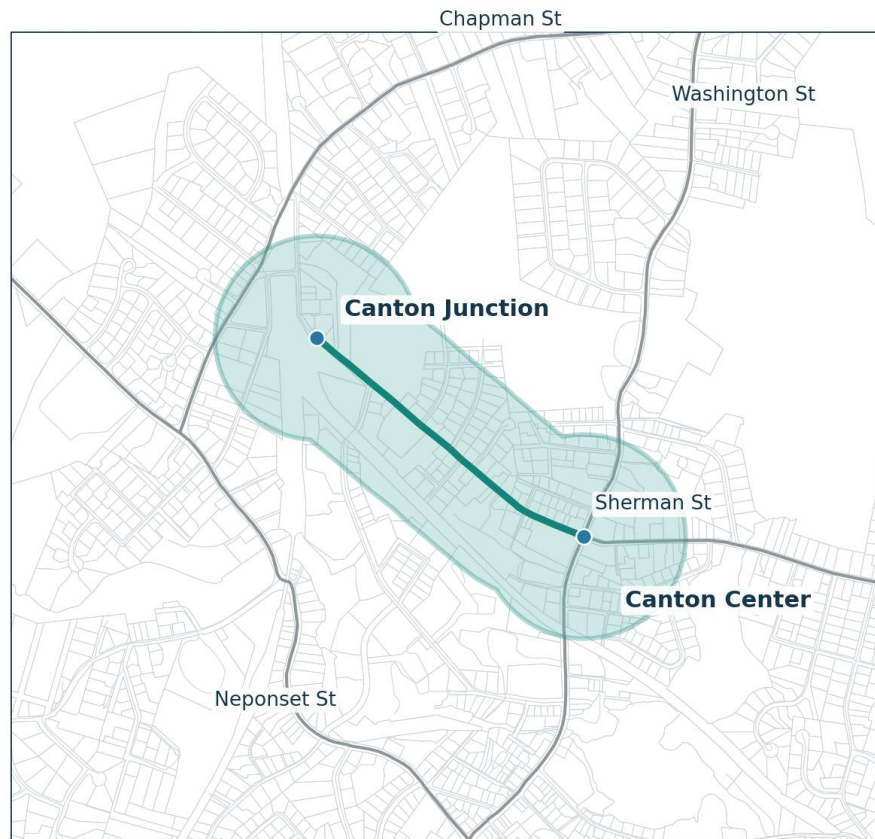
Appendix F. Final Study District Maps and GIS Notes

Final corridor geography and GIS inputs for detailed FY27 analysis

Final study district: Canton Center to Canton Junction

Includes both station areas and the connected area between them.

The broader Route 138 corridor beyond Canton Center remains outside the final FY27 study district.

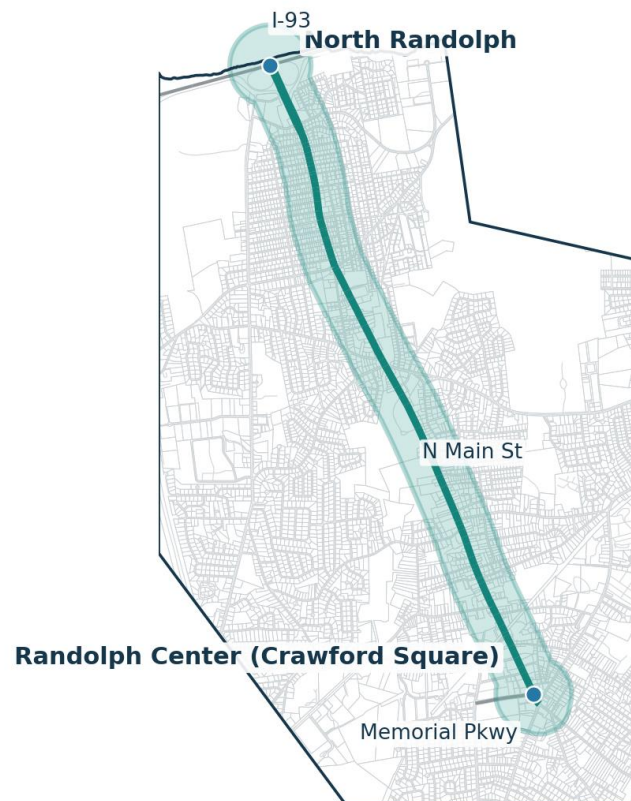


Final FY27 study district. The shaded area shows the confirmed corridor and surrounding planning area at a generalized district scale. The study district is fixed for FY27; the shaded edge is not a parcel-specific zoning boundary.

Appendix Figure F-1. Canton final study district map.

Final study district: Randolph Center to North Randolph

Follows North Main Street from Randolph Center (Crawford Square) through North Randolph, including the surrounding corridor area.

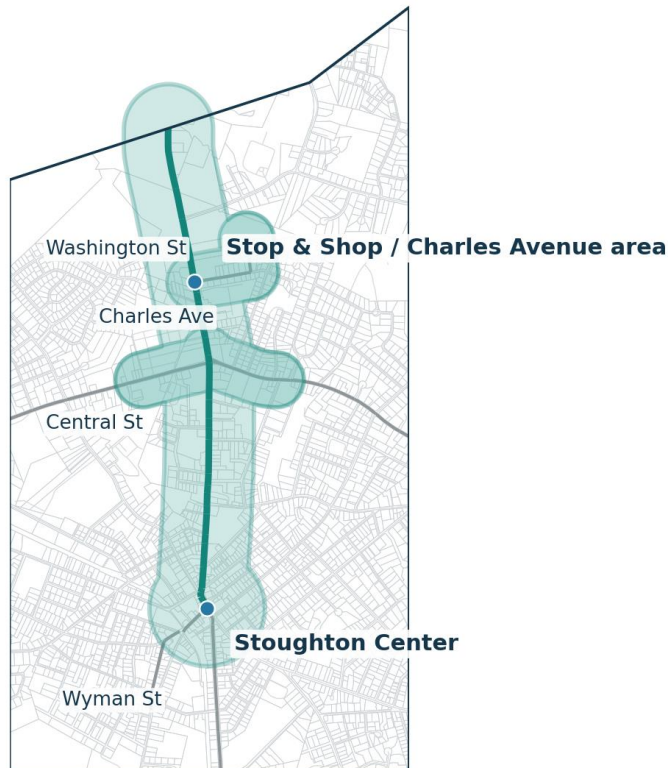


Final FY27 study district. The shaded area shows the confirmed corridor and surrounding planning area at a generalized district scale. The study district is fixed for FY27; the shaded edge is not a parcel-specific zoning boundary.

Appendix Figure F-2. Randolph final study district map.

Final study district: Stoughton Center to the Canton town line

Runs north on Washington Street from Stoughton Center, includes the Central Street and Stop & Shop / Charles and continues to the town line.



Final FY27 study district. The shaded area shows the confirmed corridor and surrounding planning area at a generalized district scale. The study district is fixed for FY27; the shaded edge is not a parcel-specific zoning boundary.

Appendix Figure F-3. Stoughton final study district map.

GIS inputs used for the final study district maps

1. Massachusetts Level 3 parcel shapefiles provided for Canton, Randolph, and Stoughton.
2. Census 2020 TIGER roads shapefile, used for road geometry and selected major road labels.
3. Massachusetts municipal boundaries shapefile, used for the regional context map.
4. Addresses embedded in the Level 3 assessment files and station/intersection locations documented in the project source materials, used to locate key nodes.

Additional GIS needed for a fully layered FY27 map series

The current source set is sufficient to map the final study districts shown in this report. To reproduce the full application-style overlays as current GIS, MAPC should add the source spatial layers for municipal zoning, Massachusetts Burdened Areas, MBTA bus routes and stops, Brockton Area Transit routes and stops, commuter rail lines and station points, and any current local sidewalk or bicycle layers. The existing ECO locus maps show these layers visually, but the underlying source GIS for each layer was not included in the files used to generate the final district maps. These additional layers are needed for detailed analysis within the fixed study districts, not to reopen or reconfirm the district geography.

Appendix G. Outreach Tracker Summary

Recommended tracker fields for FY27 continuation

Field	Purpose
Municipality and final study district	Keeps outreach tied to the selected geography.
Stakeholder type	Municipal, resident, business, property, housing, service, civic, faith, transit, climate, employer.
Organization or network	Shows which institutional relationships are represented.
Contact and role	Supports follow-up and continuity.
Outreach status	Not started, introduction requested, contacted, scheduled, completed, follow-up.
Perspective sought	Makes the reason for outreach explicit.
Language or access needs	Supports interpretation, translated/plain-language material, timing, format and accessibility.
Key themes	Short synthesis, not a transcript.
Follow-up action	Specific next step and responsible staff.
FY27 relevance	Inside final study district, related context, future phase, or no further action.

Appendix H. Municipality Issues and Opportunities Matrix

Detailed handoff summary

Topic	Canton	Randolph	Stoughton
Focus logic	Two station areas and the connected area between them.	Continuous civic/commercial corridor from Randolph Center through North Randolph.	Center-anchored Washington Street corridor from Stoughton Center to the Canton town line.
Transit	Two commuter rail stations plus bus connection and station access issues.	Bus corridor first, with Holbrook/Randolph Station as an external transit relationship.	Commuter rail anchor plus BAT service along corridor.
Pedestrian/access	Generally improved around Junction, with specific rail/bridge and arterial issues.	Crossing safety, bus stop comfort, corridor stress and daily access are central.	Sidewalk condition, accessibility, traffic and turning conditions are recurring concerns.
Market	Strongest employment and tax-base context; availability mostly outside corridor.	Mixed corridor market from the Town Center through highway-oriented North Randolph; investor perception and feasibility vary within the district.	Retail reuse potential plus major industrial availability that should be separated from corridor analysis.
Zoning	Layered existing tools; test targeted changes before new district structure.	Mixed-use, density, parking, shared parking, district and review provisions are likely priorities.	Use existing Center and recent planning as base; target corridor reuse, parking and review barriers.
Climate	Flood, groundwater, stormwater, heat and vulnerable populations.	Flood, heat/extreme temperatures, drainage and Burdened Area considerations.	Flood, stormwater, heat, impervious surface, shade and site performance.
Engagement	Merchants, housing, seniors, employers, mobility advocates, agencies.	Libraries, schools, housing, adult education, immigrant/faith networks, businesses.	Library, schools, BAT, immigrant/ELL networks, seniors, property/business stakeholders.
Scope risk	Too many geographies at once.	Overweighting redevelopment sites or commuter rail over daily corridor needs within the final North Main Street district.	Restarting downtown work or expanding beyond the final Washington Street study district.

References

Source files reviewed and public source URLs

The report uses the project files provided to MAPC for the readiness effort, including original municipal plans, ECO application materials, working analysis decks, interview notes, market screening, and GIS. URLs are shown in plain text where a public source URL was included in the project materials. Internal working files and uploaded source files are identified by title without a fabricated URL.

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- MAPC. Perfect Fit Parking. <https://perfectfitparking.mapc.org/>