

Future Land Use & Implementation

Foxborough Master Plan



Town of Foxborough, MA



2015

McCabe Enterprises Team

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Sharon Wason, who served as Foxborough Town Planner from 2011 to 2015 was instrumental in Foxborough undertaking the first master plan in fifty years, and contributed to the success of the overall master planning process until her passing in June 2015. Sharon's leadership and work on the master plan is gratefully acknowledged and appreciated.

The Foxborough Planning Board, the Planning Department staff and the consultant team wish to thank the many residents and businesses of Foxborough who participated by coming to public meetings, offering comments and suggestions, and answering surveys, and most of all demonstrated a profound desire and commitment to make Foxborough a better place.

Planning occurs in a dynamic environment where change and sought-after improvements may happen during the course of developing and writing the plan and strategy. The plan's analysis and public discussion often influence and shape public policy during plan development, as well. Such is the case with the Foxborough Master Plan. Notable changes have included moving forward on sewer service, local approval of the Inter-Municipal Agreement for sewer, Invensys becoming Schneider Electric, and Meditech locating in Foxborough.

Since change is a constant, specific changes that have occurred during the development of the Master Plan have not always been noted in the text.

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TABLE OF CONTENTS

Foxborough Master Plan

I	Table of Contents	i	
II	Overview	iii	Prior Document
1.	Economic Development	1-1	Prior Document
2.	Transportation	2-1	Prior Document
3.	Land Use Trends	3-1	Prior Document
4.	Community Services & Facilities	4-1	Prior Document
5.	Natural & Cultural Resources	5-1	Prior Document
6.	Agriculture	6-1	Prior Document
7.	A Master Plan for Future Land Use & Sustainability	7-1	
8.	Implementation	8-1	
A.	Appendix	A-1	
	Issue Papers:		
	A-1: Sewer, Growing Sustainably and Land Use		
	A-2: Public Water Supply Protection		
	A-3: Land Use and Sustainability		
	A-4: Healthy Communities / Healthy Foxborough		
	A-5: Weekly Polls		

A MASTER PLAN FOR FUTURE LAND USE & SUSTAINABILITY

Future Land Use & Sustainability

Determining the land uses of the Town defines the overall character of a community. Foxborough's vision for the future clearly articulates the importance of natural resources, the state and town forests, and the need for balance with a strong economy. Sustainability is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability is often defined in terms of the 3 "E"s – Environment, Economy and Equity (social) – and incorporating a balance approach evaluating policies and actions as to the environment, economy and equity. The desired land uses for today and the future in Foxborough are laid out in a land use map, and implemented through the Zoning By-law. During the first phase of the master planning process, residents clearly articulated the desire to retain Foxborough's rural character and small town ambiance, and to guide future economic growth using the Growth Nodes approach.

The Growth Nodes approach connects and concentrates growth in distinct locations, the existing commercial nodes, for the maximum benefit with minimum impact to resources and town character. The Growth Nodes mirror the historic pattern of development in Foxborough along the rail line. Foxborough's four growth nodes are Downtown, Chestnut-Green, Route 1, and South Route 140 (incorporating Foxboro Plaza, Foxborough Boulevard and Foxfield Plaza).

Vision

The Town of Foxborough is characterized by its rich history, small town traditions and family-centered neighborhoods located at the crossroads of southern Massachusetts. It has many natural resources including beautiful forests, lakes and rivers, a world-class athletic attraction and a picturesque town center. The Foxborough Master Plan seeks to protect this balance and provide for a dynamic local economy and an environmentally sustainable future.

The Growth Nodes approach calls for increased connectivity as proposed via a north-south corridor parallel to the existing CSX rail line, that could incorporate a multi-use path for bicycles and pedestrians, and perhaps bus-rapid-transit or a trolley operating in the corridor linking points within Foxborough and tying the Town to areas in adjacent communities and potentially beyond in the future. Concentrating growth in areas adjacent to a transportation corridor and multi-use path promotes a pattern of development – transit-oriented-development – that reinforces the walkable commercial center that Foxborough residents desire to reactivate.

With new development – both residential and commercial, concentrated in the growth nodes, connectivity becomes a key component of implementing the Growth Nodes land use approach. Two new systems promote connectivity within Foxborough: a proposed transportation connection as noted earlier along the existing rail right-of-way, and new bicycle/pedestrian paths to promote movement throughout the Town in a safe manner. The implementation of a north-south multi-use path and an east-west network of bicycle/ pedestrian paths is seen as an important component for a balanced approach to land use and economic growth in the four growth nodes. These trails not only are designed to help residents move more readily between residential and commercial centers, but they likewise promote the opportunity to connect regional visitors to the state forest with the Downtown, increasing the potential market for business growth. Alternative transportation modes also contribute positively to a healthier environment, which is attractive to residents and businesses.

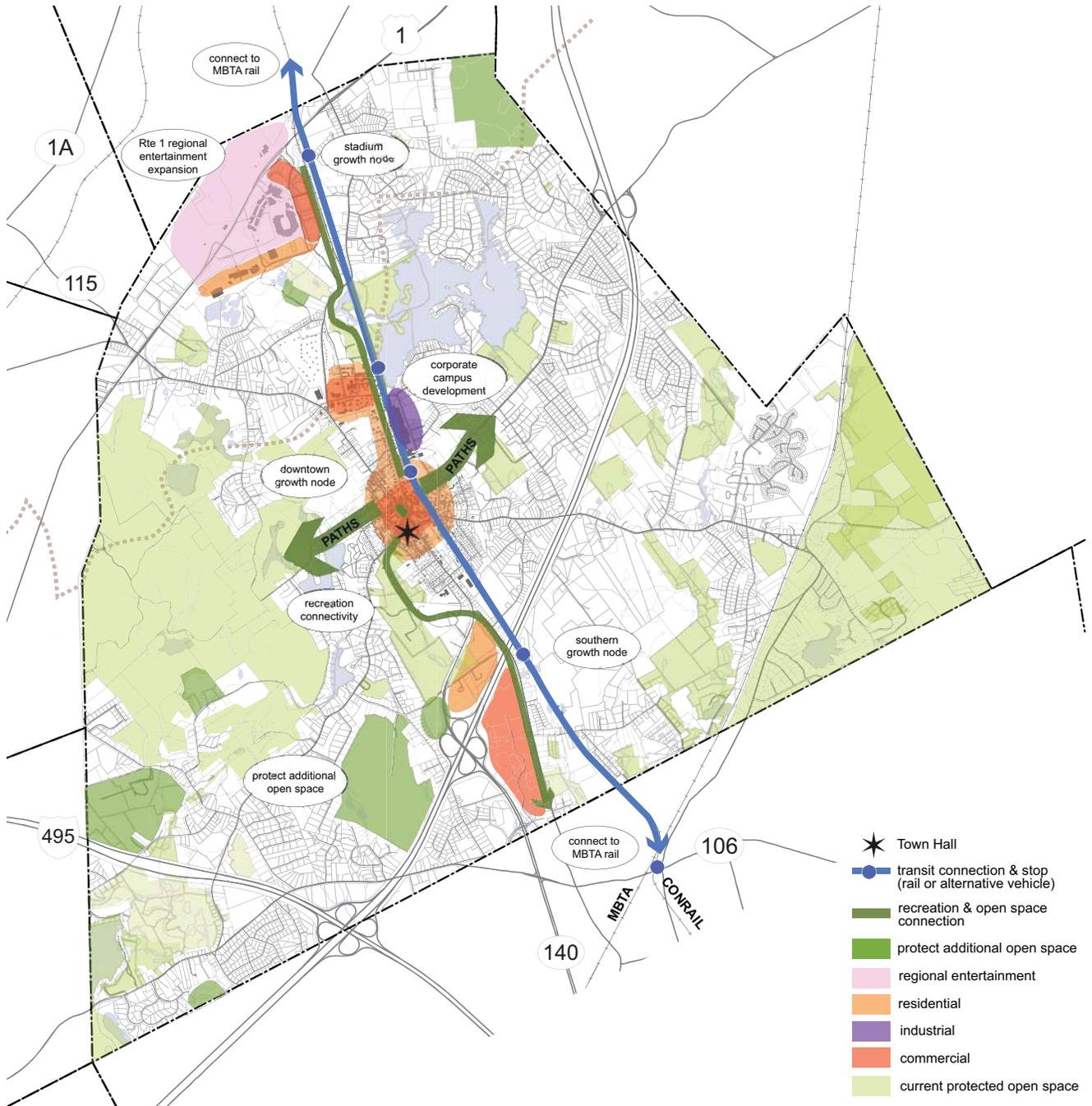
The Growth Nodes approach encourages retention of natural areas in the rural, less developed areas of Foxborough, while retaining areas to promote economic vitality and a strong tax base. Equity and social concerns are advanced with Town's Housing Production Plan, and incorporation of housing within the growth nodes and the adjacent R-15 residential zone, so that residents have easy access to services as well as jobs. Equity is further advanced by developing alternative transportation modes, particularly for persons without cars, including young people and seniors (4.3% of Foxborough households do not have a car).

The focus on conserving and protecting natural areas is the subject of the Town's Open Space Plan element, and the work of the Foxborough Conservation Commission. The Master Plan affirms the goal for at least 20% of the Town's land area to be set aside for conservation purposes is substantially underway. Additional lands may need to be conserved for special purposes, such as wildlife corridors, public water supply protection, creation of a green buffer between residential areas and Route 1 development.

Land Use and Sewer

Utilities – both water and sewer – in Foxborough have for many years constrained development, and reliance on septic systems has often encouraged the transformation of farms, rural and forested lands into housing. The Growth Nodes scenario focuses new sewer capacity in the already developed areas as a means of concentrating growth and preserving town character, including the small town ambiance, open space, rural lands

Figure 7-1. The Foxborough Growth Nodes.



and forest. To manage sewer capacity issues the Growth Nodes approach, however, envisions creating additional capacity and providing new infrastructure in select locations to focus growth to the already developed areas identified as the Growth Nodes. As a first priority, new wastewater treatment capacity is focused on the Downtown area.

One point that most Foxborough residents and businesspeople can agree on is that sewer, or more specifically the lack of sewer, has been a roadblock to a thriving Downtown and one of the biggest deterrents to meaningful and appropriate development on Route 1. Up until now, growth in Town has taken place, not as part of a comprehensive planned strategy, but rather as a response to locations with septic suitability or sewer infrastructure capacity. The Growth Nodes provide the land use strategy and approach (with appropriate zoning) to advance Foxborough's vision of balanced growth, conservation, sustainability and small town living.

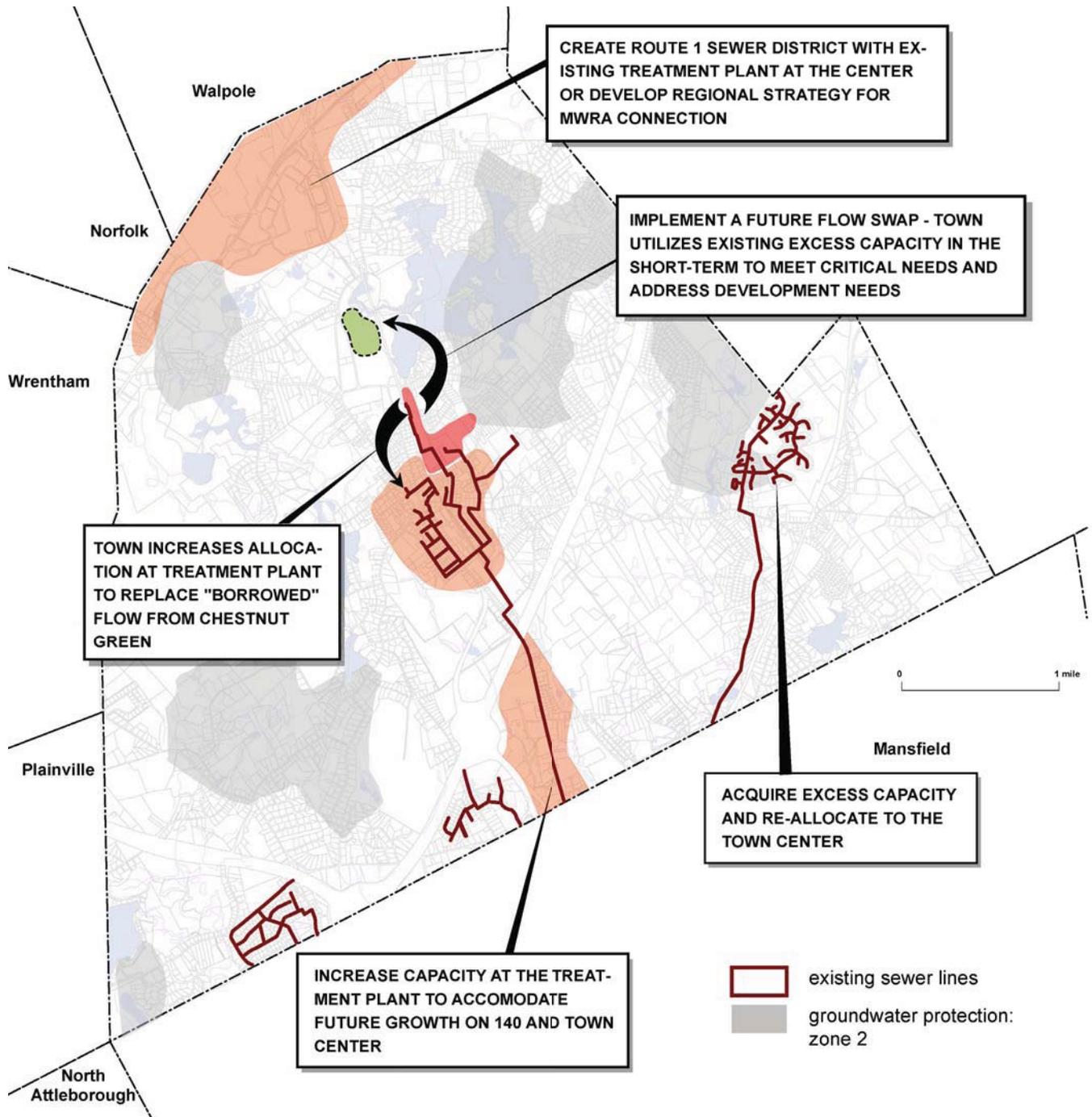
Although Foxborough residents and property owners alike have voiced a desire for restaurants, cafés, bakeries and improvements to Downtown, this cannot happen without expanded and upgraded sewer services that are competitively priced and affordable for residents and small businesses, as well as larger developers and corporate users. Revitalization of the Downtown cannot be pursued without more sewer treatment service. As one resident aptly stated "if we don't get sewer, Downtown is dead." It is important to recognize the Town has made progress toward resolving the sewer issue Downtown. Specifically, the Town has recently entered into an Inter-Municipal Agreement (IMA) with Mansfield and Norton that would make more treatment capacity available at the Mansfield wastewater treatment plant (WWTP). The Town has also created a sewer service area Downtown that creates a priority area for sewer expansion in Town. These are critical first steps to addressing sewer Downtown, but significant work still needs to be done.

On Route 1, the story is similar. Many of the parcels on Route 1 are vacant or underutilized – serving as overflow parking for Gillette Stadium 12 to 14 days a year. Recent poll results indicate that Foxborough residents want Route 1 to be a better economic driver for the Town; but with the lack of sewer (along with other constraints to development) there is a limit to how much meaningful high value development can happen on Route 1. These two issues – sewer Downtown and sewer on Route 1 – have been a steady drumbeat in the background of the entire Master Plan process.

Even with almost universal recognition that sewer is important to Downtown and Route 1, there is widespread apprehension about expanding sewer service in Town. There are those that believe sewer brings with it unbridled development and that expanding sewer service in Foxborough would degrade the rural character of Town. Many believe that expanding sewer service would result in the loss of wooded and open spaces to development, and that the sewer brings with it the kind of low density sprawl that has thus far

largely been absent from Foxborough's landscape. What these folks understand is that limiting sewer limits development. However, what is overlooked is that using sewer to limit development stifles all development, good and bad. Desirable businesses generating jobs and taxes often cannot readily find move-in ready space in Foxborough given the current sewer constraints. The analogy can be made that sewer is like a powerful

Figure 7-2. Wastewater treatment strategies to support Growth Nodes land use policy.



weed killer; if you use it without discretion you'll kill the flowers with the weeds. It is important to note that the lack of sewer availability in Town, like in many towns, has contributed to the loss of rural character more than many people would have expected. Without sewer, new residential developments have generally been on large scale parcels that can support septic, which means more land clearing, fewer trees, and more low density development.

Sewer shouldn't be thought of as a way to control or limit development – that is the role of land use policy and zoning (the primary implementation mechanism to guide future land use). Careful and thoughtful zoning using the Growth Nodes approach can promote and control development to achieve a desired landscape much more effectively than the availability of sewer. Sewer, however, can be a powerful tool used to augment zoning. If sewer expansion were done in a planned and organized manner that is consistent with the Growth Nodes, Foxborough could maintain much of its rural character. Sewer can support more concentrated development, which means development could be centered in already developed areas of Town, like Downtown and in-fill lots, which means more open space and rural parcels could be preserved.

How to best implement an expanded sewer program in Town is an important question. Implementation will need to balance the Town's desire for a robust Downtown and valuable Route 1 with the Town's desire to maintain its rural character. The job of implementing a sewer program in Town rests with the Town's Water & Sewer Board. The Board has been investigating options for sewer for almost two decades. The Town reviewed wastewater needs in its Comprehensive Wastewater Management Plan (CWMP) developed in 2002, which was the culmination of many years effort.

The Town has negotiated a partnership with Mansfield and Norton to build a new or expand the existing wastewater treatment plant (WWTP) with the three communities being co-owners of the new facility. The costs of the new WWTP will be borne collectively by the three towns; however, the cost of expansion of sewer infrastructure in Town will be borne by Foxborough.

It is important to note that the CWMP prepared in 2002 was done without the benefit of a Master Plan. As such, the CWMP identifies areas targeted for sewer expansion based solely on physical needs, not based on any plans for future development in Town. It is time to revisit the CWMP and evaluate how it can be implemented with consideration to the Town's Master Plan and the Growth Nodes approach.

The current sewer plan being considered by the Water & Sewer Board is the best plan available for the Town of Foxborough. The Town has considered other options, but either the scale of those options is too small to be broadly effective or the cost of those

options is prohibitive. This option will increase Foxborough's available capacity in the long-term and open up Foxborough's future for the kind of development and open space preservation it desires.

There is no question that sewer is a significant challenge facing Foxborough and future land use and development in Foxborough. To tackle this challenge, Foxborough should focus its effort on the following action items:

1. Foxborough should develop an integrated approach for sewer and land use, one that supports Foxborough's growth nodes and encourages appropriate, more compact development, so as to retain Foxborough's small town ambiance and rural character.
 - a. To that end, Foxborough should revisit and update the CWMP to address current needs and alignment with the Town's Master Plan and the Growth Nodes approach; and
 - b. Develop land use controls and zoning to encourage the type and location of residential and commercial development at locations that sustain Foxborough's rural, outdoorsy ambiance.
2. Make sewer service affordable for Downtown in order to foster the revitalization of Downtown.
3. Create a financing approach for the new WWTP and for the related sewer collection system improvements and collection system expansion that is price sensitive so as to encourage more users to hook-up to the Foxborough sewer system, thereby increasing the number of ratepayers and spreading operating and capital costs amongst more users. When sewer connections appear costly, individuals as well as developers in some cases default to using septic systems and seeking the use of more land for development that can accommodate septic systems, thus chipping away the rural, wooded character of Foxborough.
4. Be open and proactive about alternate sewer solutions on Route 1. The lack of sewer currently constrains new development and redevelopment of properties along Route 1, which is viewed as a source of new tax revenue growth for Foxborough. Property owners along Route 1 have several potential options for accessing sewer, including connection with the Town's sewer system (after critical needs, such as the area around the Neponset Reservoir are first met – this is per DEP's regulations); connection to the MWRA by extending sewer from Walpole to the Route 1 area; or formation of an independent sewer district with the purchase of development wastewater treatment services.
5. Resolve the historic allocation method for sewer treatment. In the past, Foxborough financed its major sewer capital expense through the sale of "allocations" of

wastewater treatment capacity (the purchase of “X” number of gallons to be treated daily). In essence, this has been a de facto “condo-ization” of the Town’s wastewater treatment facilities. Prior to approving the new IMA to build a new WWTP, Foxborough had sold all of its sewer capacity through allocations, even though it was not using all of its treatment capacity. While prior agreements merit respect, continuation of this approach will limit the Town’s flexibility in business attraction and guiding new growth and development.

6. Develop a comprehensive Inflow and Infiltration (or I&I) detection and elimination program. I&I, which is groundwater infiltrating into the system pipes and manholes, and storm water making its way into the collection system (inflow) is a challenge for many older sewer collection systems, such as Foxborough’s. I&I increases the amount of fluid that needs to be treated by the WWTP, thereby driving up costs. An aggressive I&I program will help Foxborough reduce costs and make available sewer treatment capacity available for residential and commercial users.
7. Consider Foxborough’s water supply when addressing the future sewer needs in Town. A cohesive approach for sewer availability and land use is needed as part of the protection of Foxborough’s water supply.

Public Water Supply and Land Use

Similar to sewer and wastewater management, the availability of water is a significant land use planning parameter in Foxborough. The preservation and protection of Foxborough’s water supply is a very important concern for the Town. Foxborough relies on groundwater for its drinking water supply, and Foxborough’s groundwater sources are located almost entirely within the Town boundaries. In total, Foxborough has 13 wells that supply the Town with an average of 1.6 MG of water per day. While the Town’s supply is generally adequate for existing customer demand, it will be important to ensure that adequate supply and good quality water is available in the future.

The impact that development will have on water supply is twofold: as development in Town increases so will the demand for high quality and abundant water. However, as development increases so will development pressures on Foxborough’s water supply protection areas, which could jeopardize Foxborough’s water supply. Today, Foxborough’s winter time use of water is approximately 40% of its available water supply. During summer months, Foxborough consumes about 85% of its water supply, which underscores the need for water conservation measures. Smaller lot development tends to minimize peak summer time water usage. As Foxborough moves into the future, it will be imperative that the Town develop comprehensive measures that protect water supply, as it promotes thoughtful appropriate growth using the Growth Nodes ap-

proach. It may be necessary to explore new sources of water in the future. The Town should focus on conservation and efficiency as a cost-effective means of maximizing the existing water supply.

The Town has zoning measures in place to protect groundwater resources beneath the Town. Specifically, the Town enacted a zoning bylaw that created a “Water Resources Protection Overlay District”, or WRPOD. The purpose of the WRPOD is to protect the public health, safety, and general welfare of the community by:

1. Preserving and maintaining the existing and potential groundwater supplies, aquifers, and recharge areas of the Town of Foxborough, and protecting them from adverse development or land-use practices;
2. Preserving and protecting present and potential sources of drinking water supply for the public health and safety;
3. Conserving the natural resources of the Town;
4. Preventing blight upon and/or pollution of the environment;
5. Implementing the Town’s authority to regulate water use pursuant to MGL c. 41, §69B, and MGL c. 40, §41A, conditioned upon a declaration of water supply emergency issued by the Massachusetts Department of Environmental Protection (DEP).

The “groundwater supplies, aquifers, and recharge areas” noted in first point above, are defined generally as Zone IIs and Zone IIIs; where Zone II areas are those areas that could contribute to a water supply well recharge, and Zone III areas are those areas outside the Zone II that may contribute to recharge into a Zone II. While Zone IIs require a higher degree of protection than Zone IIIs, both have similar restrictions on land use types and similar restrictions on impervious surface and development density.

In Foxborough the Zone IIs¹ and Zone IIIs encompass almost 50 percent of the land area in Town, and cover a very significant portion of the Route 1 corridor. There is significant overlap between the Zone II area for the Town of Walpole’s wells and the Zone II for a number of Foxborough’s wells. In addition, a large portion of East Foxborough is part of the Canoe River Aquifer, the source of Mansfield’s and Sharon’s water supply. Foxborough’s Zoning Bylaw restricts development in all Zone IIs and IIIs. While not specifically addressed in Foxborough’s Zoning Bylaws, Walpole’s drinking water supply should be a consideration when evaluating development scenarios along Route 1. With advances in hydrological mapping, the maps of Zone IIIs should be updated.

¹ Zone IIs are also considered “nitrogen-sensitive areas” under Title V (septic) regulations.

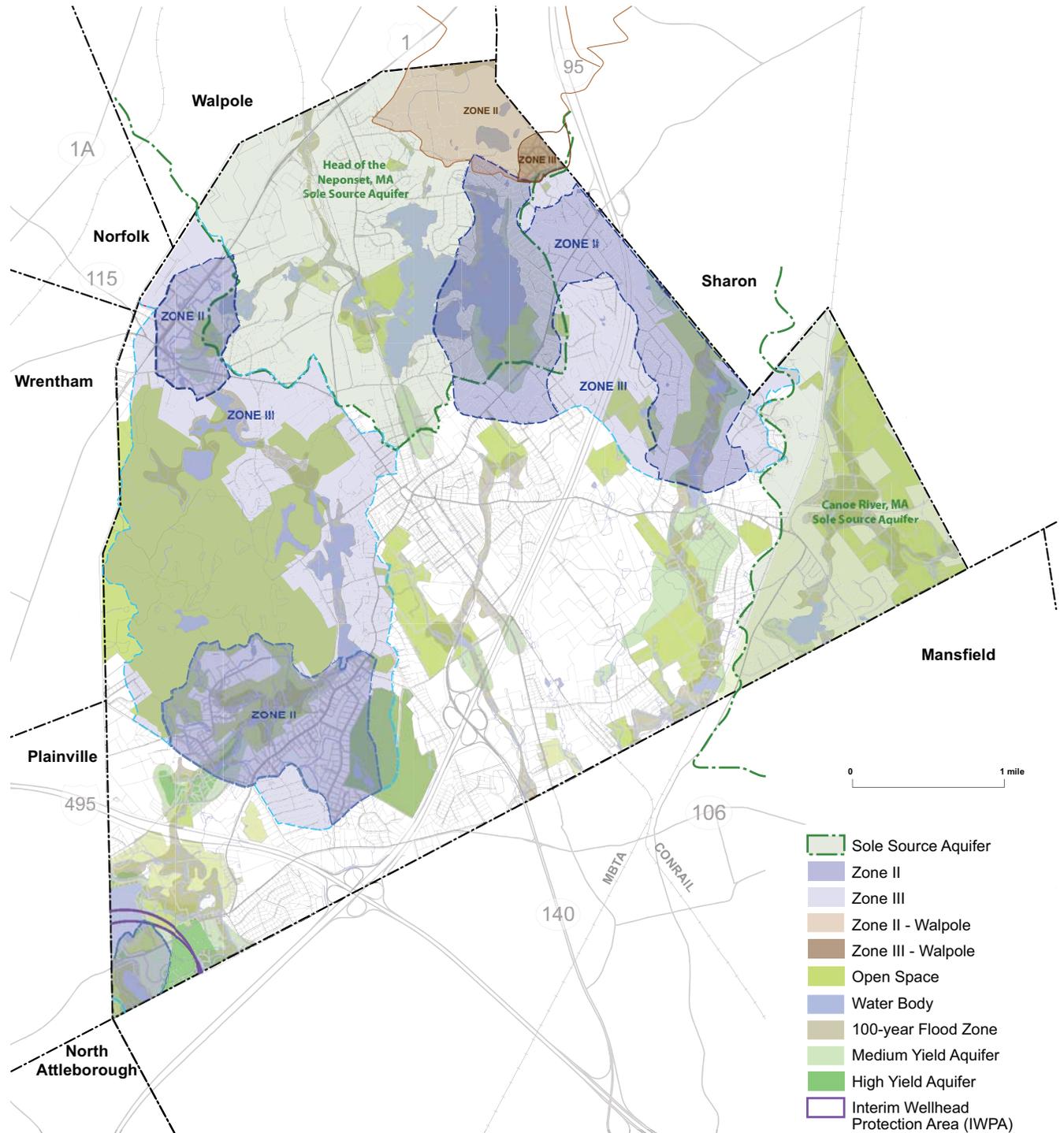
As the regulations exist now, the restrictions set forth for the WRPOD are highly protective of Foxborough's drinking water supply (and by default, part of Walpole's drinking water supply). In the absence of any development pressure, these zoning restrictions would serve Foxborough well moving into the future. However, recent polling has shown that Foxborough residents want Route 1 to be a better economic driver for the Town, which means the Town would need to encourage more high value development on Route 1. At the face of it, it may seem as though the development needs for Route 1 are at odds with the Town's desire to protect water supply; however, the two needs are not mutually exclusive.

High value development uses include office, hotels, restaurants, manufacturing, medical, and research uses. Many business sectors today are incorporating water conservation measures in both building design and business operations. Although some high value uses, such as biotech, typically require abundant high quality water. It is to the benefit of future development and the Town as a whole to preserve and protect water supply resources to ensure needs are met in the future. Water resource protection includes enabling recharge of the aquifers serving Foxborough, which rely not only on rain water for recharge but also septic. Expansion of the sewer system needs to be balance with water resource protection and the need for recharge.

Water resource protection, while important, should not be confused with zoning. Zoning is the mechanism used to control growth and development, and can be a powerful tool to protect water resources. However, overly restrictive water resource protection is a poor substitute for thoughtful zoning. The current WRPOD was developed without the benefit of a town-wide Master Plan, and therefore may not have considered growth in the future. While the restrictions set forth in the WRPOD by-law do a good job of protecting water resources (which is their primary goal) they may put undue restrictions on development, particularly on Route 1. It will be important to revisit the restrictions in the WRPOD, particularly the restrictions in the Zone IIIs. Through close coordination between the Water and Sewer Board and the Planning Board, it may be possible to open up development opportunities, particularly along Route 1, without weakening the protections already in place.

On the following page, a map of public water displays and related protection areas is depicted.

Figure 7-3. Public Water Supply Resources in Foxborough.



Tools for Guiding Land Use and Community Services

Zoning and availability of community services, such as public water and sewer are inter-linked. Growth management often requires a two-prong approach. Some communities in an effort to adequately protect rural areas and save open lands for agriculture, timberland, water supply protection, natural resource conservation and recreation, have enacted policies designating growth areas using an urban/suburban growth boundary along with a designated urban/suburban services district. The goal is to preserve community character along with the efficient use of public infrastructure to stimulate appropriate community and economic development, which is the same goal that Foxborough has expressed for its community. Enactment of the Growth Nodes approach as policy is an initial step towards a balanced approach to growth management and aligning the zoning with Growth Nodes is the next step. Some additional tools used by other communities are described below.

Growth Management Boundaries. In 1993, Concord, NH enacted Urban Growth Management Boundaries in its Zoning Code based on its master plan and focus on Village Centers. The area outside the growth boundary is for farms, timberland, natural resource areas, open space and rural residential. All other land uses, including retail, commercial and office development, as well as housing are within the urban growth boundary. The urban growth boundary includes downtown Concord, the village centers and suburban-style areas of the community. Concord's infrastructure plans are based on the separation between rural and concentrated development for water and sewer utilities. The urban growth boundary has enabled Concord to provide and manage public facilities and services more efficiently and cost effectively.

Low Growth and High Growth Area Designation. One system adopted by some Maine communities was to identify growth areas and low growth areas of the town. In Kennebunk, permits in low growth areas were capped to no more than 25% of the building permits from the prior year. Provision of town water and sewer were limited to designated growth areas – the villages and commercial corridor to Portland. Kennebunk found that this policy did result in less subdivision development in the low growth areas. However, development of individual larger residential lots did continue in the designated low growth areas under the Growth/Low Growth Areas policy.

Community Service Areas. Another approach is to formally designate service areas for water and sewer, combined with a program of development rights transfer, which is similar to an approach used by North Kingstown, RI. This would enable property owners outside the urban/suburban services area and growth boundary to transfer their development rights to a receiving area, where the community wished to

promote new growth. The receiving property would benefit from additional density and development benefits. Such a program can be targeted to areas that the Town wishes to preserve as rural open space or farmland (which would be a sending area of development rights).

The Foxborough Planning Board views the designation of the Growth Nodes as community service areas for both water and sewer, along with the R-15 residential zoning district as good framework to guide future growth in Foxborough. This approach enables the majority of Foxborough's land to be more rural in character.

Transfer Development Rights. Another tool that can be used in conjunction with Community Service Areas and the Growth Nodes approach is Transfer Development Rights (TDR). TDR is a system that allows landowners in rural and other designated areas in Town targeted for open space protection, including public water supply protection (called "sending districts") to separate the development rights from their property and sell those rights to property owners or developers in designated areas where more intensive or higher-density development is appropriate ("receiving districts"). These purchased development rights can then be used to increase the amount of development that can be used in the receiving district. As a result of TDR, the overall amount of development allowed town-wide would be approximately the same. However, the development can be shifted from more rural and environmentally sensitive areas, such as Zone II and Zone III water protection areas, where development could have a significant adverse impact) to infill or redevelopment sites (where it would have a desirable, positive impact).

Future Land Use Map in Foxborough

The proposed future land use map for Foxborough builds upon the existing land use and zoning framework using the Growth Nodes for a balanced approach to growth and conservation – sustainable land use. Key concepts are highlighted next.

No Residential West of Route 1. A fragment of Foxborough is west of Route 1. However, redevelopment and new development potential on existing properties west of Route 1 should be oriented to commercial uses. There are no existing community services, such as schools and recreational facilities that are important for residential development west of Route 1. Route 1 is a six-lane roadway with limited access points. So as to minimize future major capital and operating expenditures for essential services to serve residents, the focus on land use west of Route 1 should be commercial with no residential uses.

Land uses West of Route 1 shall continue to be the uses permitted in the existing designated zoning districts, such as S-1; EDA, Highway Business and R-40 uses, with the proviso that the development of new residential uses will be precluded. Thus, the following uses would be likely prohibited west of Route 1:

- a. F-1. Institutional. All land and buildings for housing people suffering from physical limitations, including, among others, hospitals, sanitariums, infirmaries, orphanages, and institutions licensed by the Commonwealth of Massachusetts.
- b. G-1. Residential. Lodging, boarding house but not including group homes or half-way houses;
- c. G-3. Dormitories;
- d. G-4. Multifamily dwellings;
- e. G-5. Two-family dwellings;
- f. G-6. Single family dwellings;
- g. G-7. Mobile homes /travel trailers park;
- h. G-8. Open space residential developments;
- i. G-9. Residential compounds;
- j. G-10. Planned development housing;
- k. G-11. Accessory apartment;
- l. G-12. Assisted living facility, nursing or convalescent home;
- m. G-13. Bed-and-breakfast;
- n. G-14. Innovative residential development;
- o. L-2. Seasonal migrant worker quarters, mobile home or watchman's quarters as accessory uses to permitted agricultural and industrial uses.

Growth Node Service Areas. Each of the four Growth Nodes – Route One; Chestnut-Green; Downtown; and Route 140 South/Foxborough Boulevard has nearby and adjacent residential development – the R-15 residential district which is a higher density, smaller lot residential zoning district. So as to foster the efficient and economic delivery of community services, particularly utilities, a services area around each growth node is to be designated, which will also entail the R-15 residential district. See Figure 7-6.

Develop a Green Buffer between Route 1 and Foxborough's residential neighborhoods. The Green Buffer provides a needed "space" buffering Foxborough's residential neighborhoods and more intensive commercial development on the Route 1 corridor and Growth Node. Many parts of the green buffer already exist today, including wetlands, a cranberry bog, agricultural lands, and open space. Much of it is privately owned today. The green buffer shall include the mix of recreation, open space, wetlands, conservation and agricultural lands. The Green Buffer has the potential to be an environmental and recreational asset that provides a much needed buffer, as well as an amenity to residents. During the Weekly Polls, 89.2% of respondents favored the creation of a Green Buffer.

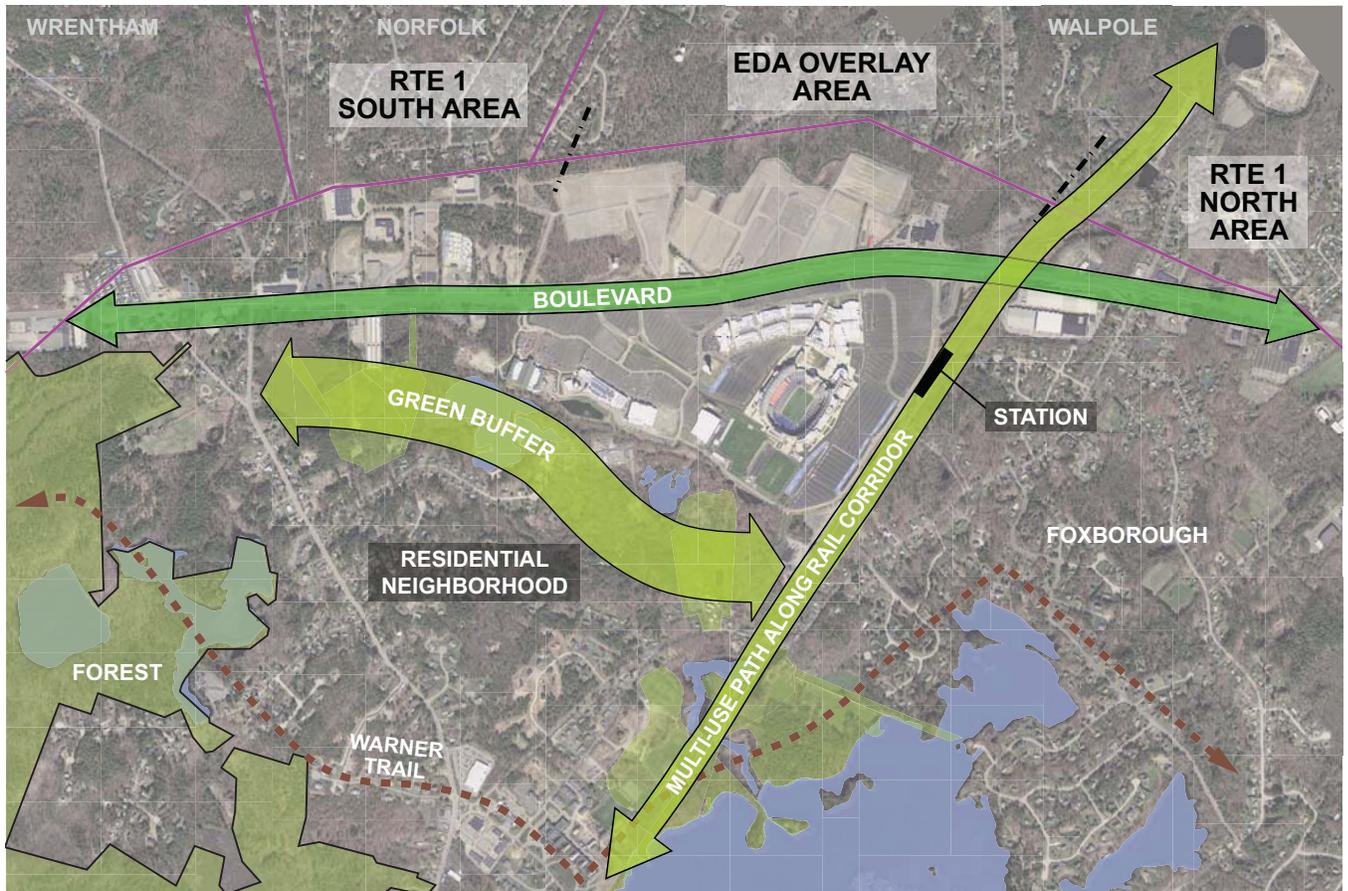


Figure 7-4. The Green Buffer. The proposed Green Buffer would provide a separator and environmental resource between Foxborough’s residential neighborhoods and Route 1 commercial development. (Pictured above is a broad diagrammatic framework of the Green Buffer.)

Land Trust. Foxborough should consider forming a Land Trust so as to be steward for agricultural lands and to be owner of any lands, such as 61A, chapter, where the Town may have the right of first refusal to acquire. Land areas which are prospects for inclusion in a Land Trust could include Lawton Farm, the Foxborough County Club, or other Chapter 61-type properties.

A Multi-Use Path connecting the Growth Nodes should be designated and developed that is parallel with the CSX line. The multi-use path would provide valuable north-south connectivity in Foxborough for pedestrians and bicyclists and connect all four of the Growth Nodes. The northern portion of the Multi-Use Path is depicted in Figure 7-4.

Future Development along Route 1 should focus on high-value added development with a shared approach to parking and a shared approach to assuring the right balance of pervious and impervious surfaces to assure protection of water supply resources.

Figure 7-5. Existing Zoning in Foxborough.

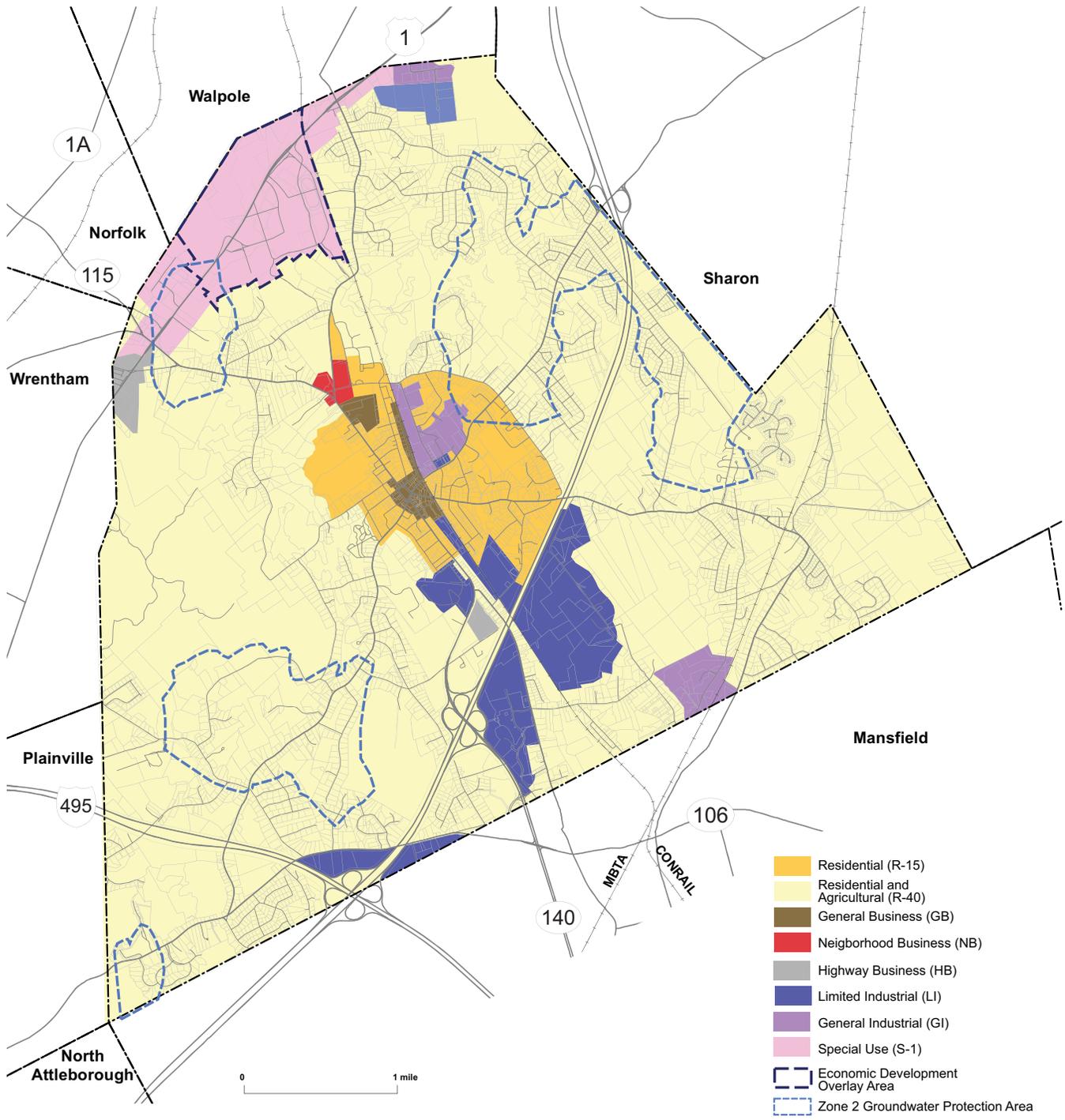


Figure 7-6. Future Land Use Map for Foxborough.

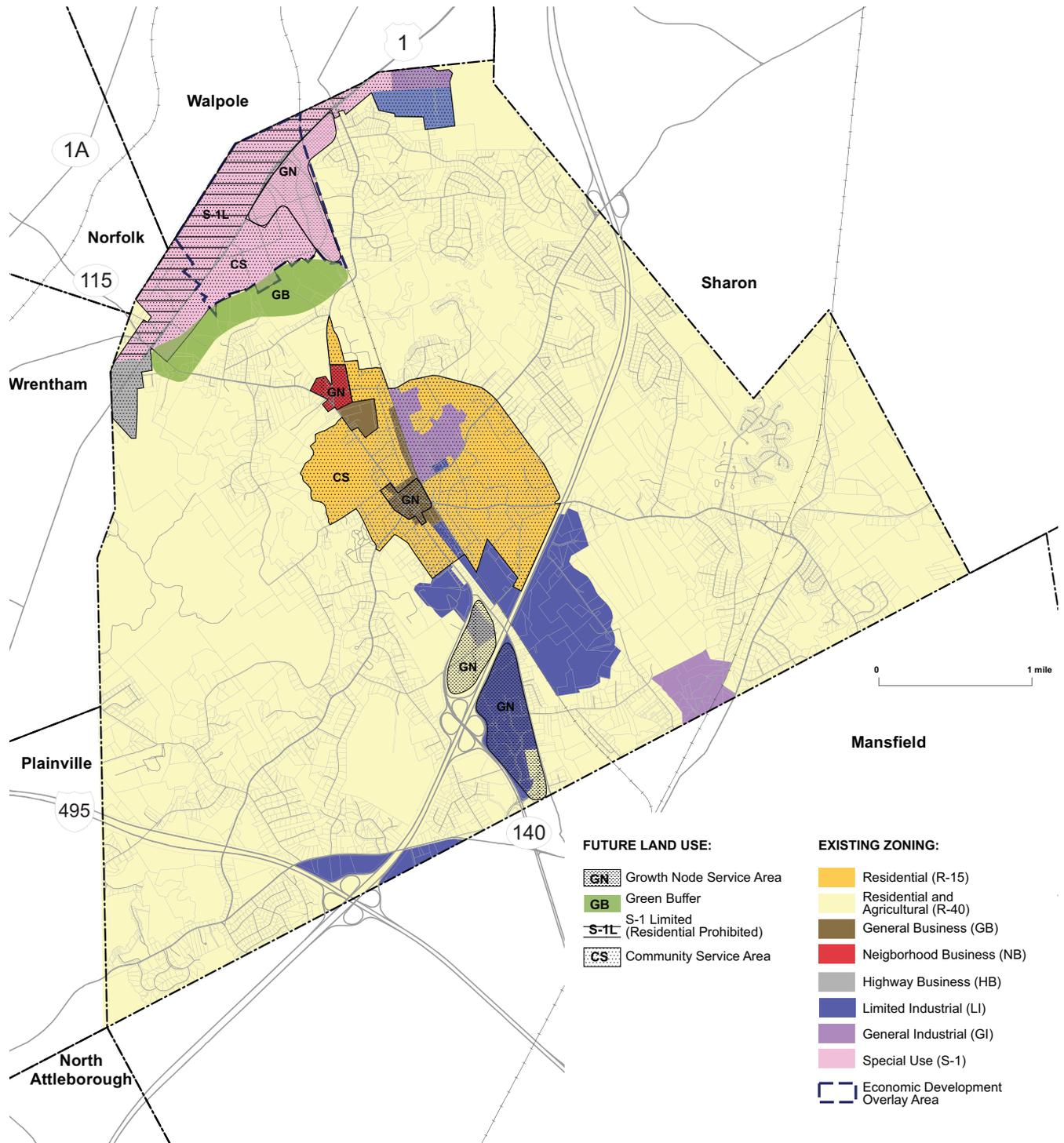


Figure or Table Number	Description	Page Number
SECTION 7 FUTURE LAND USE & SUSTAINABILITY		
Figure 7-1	The Foxborough Growth Nodes.	7-3
Figure 7-2	Wastewater Treatment Strategies to Support Growth Nodes Land Use Policy.	7-5
Figure 7-3	Public Water Supply Resources in Foxborough.	7-11
Figure 7-4	The Green Buffer.	7-15
Figure 7-5	Existing Zoning in Foxborough.	7-16
Figure 7-6	Future Land Use Map.	7-17

IMPLEMENTATION

Overview

The Implementation Element is a summary statement of the vision, policies, actions and responsibilities. It is the road map for Foxborough to achieve its vision and goals for the future. Stewardship – the keeping of the vision -- is key to effective implementation of the master plan. Accountability, political will, and stakeholder involvement are all also important to successful implementation of the master plan.

The successful implementation of the Master Plan will require the commitment, collaboration and effort of elected and appointed officials and staff across the many boards, commissions and departments in the Town of Foxborough, as well as collaboration with local and regional entities, both public and private. Town leaders, particularly the Planning Board as the sponsor of the Master Plan, need to be “keepers of the vision” and stewards of the master plan.

An Implementation Committee should be convened by the Town Manager together with the Planning Board to semi-annually review progress with the lead and responsible entities and implementation partners.

The Master Plan Implementation Committee (MPIC) holds everyone accountable to the Vision of the Master Plan and the supporting goals, priorities, policies and action steps which advance the Master Plan. In some communities the MPIC issues an

annual or semi-annual report as to progress and additional needed actions. The MPIC is not the implementation entity but rather the reviewer, monitor, reporter, cheerleader, booster, enabler and steward for implementation of the master plan. If local conditions significantly change from the adoption of the Master Plan, the MPIC with the responsible boards and Town offices can report on the change of conditions and advocate for a reconsideration and new discussion of a major point (or report that the discussion was held and a formal change in the master plan may be needed). The MPIC is important to keeping the Master Plan as a living, working document guiding the future direction of the Town.

Formation of a MPIC could enable getting more people involved; lightening the work load of the Planning Board; incorporating key people that will help foster a spirit of cooperation and implementation, including the Town Manager, and other respected individuals. A key challenge in Foxborough with the formation of the MPIC includes the recent changes amongst staff and several boards, and the need to successfully “pass or share the baton” as the keeper of the Master Plan vision. Provision of staff support and resources to assist and support the MPIC’s monitoring and reporting functions will be needed.

The Master Plan Implementation Committee should include appointees or designees from a wide range of boards and departments, including a Select board, Planning Board, Water & Sewer Commission, Conservation, Parks & Recreation, Housing Authority, Historical Commission, as well as appointees of at-large residents, each with specified terms to assure rotation and continuity.

In Dedham, the Master Plan Implementation Committee is charged with: “Serving as a resource to town departments and boards to assist with interpreting the Master Plan and implementing recommended actions; guiding the implementation process by coordinating actions that require participation from multiple departments and boards, making periodic reports to Town Meeting, and generally providing oversight, technical assistance and advocacy; assisting with public outreach and education needed to implement the plan; supporting funding requests for Master Plan implementation; and ensuring that the Master Plan remains a ‘living document’ by reviewing the status of Master Plan implementation and the continued relevance of Master Plan recommendations, and make proposals to the Planning Board as needed to amend or modify the implementation plan.”

For some goals, the Town Manager and Planning Board may want to encourage the development of an Implementation Team, drawing people from multiple boards and Town offices to successfully address cross-cutting goals.

Six Steps for Successful Implementation

The six steps for successful implementation of a Master Plan include:

1. Formal Adoption of the Plan.
2. Immediate Commencement of Implementation with some early successes and communication to key players of progress and actions.
3. Development of Annual Work Plan for Implementation (and incorporation of the Master Plan goals, priorities and activities in other Town boards, departments' and offices' work plans).
4. Continuing Public Outreach, Communication and Education about the Master Plan, including the vision, goals and progress towards implementation.
5. Documentation of Success, Work and Achievements.
6. Seize the Day – take advantage of opportunities to advance implementation, whether it is seizing upon timely moments, accessing new funds, or taking advantage of political will and opportunities.

Formal Adoption of the Plan

The Planning Board once the plan meets its approval should formally adopt the Plan and encourage other boards and commissions to adopt the Plan as the guidance document for the Town. Ideally, Town Meeting should also adopt the Plan. A public hearing should be advertised and held prior to adoption by the Planning Board and Town Meeting to formally gather further comment and input. The public hearing provides the public and residents with another opportunity to state their views, in addition to the series of weekly polls, the Route 1 workshop and the overall plan workshop on goals and priorities for March 2015, as well as the earlier survey of local residents, business survey, and community workshops.

Immediate Commencement of Implementation

Foxborough has already begun work on advancing the goals and priorities of the Master Plan and Downtown Foxborough Strategy. This should continue. It is important to document what has been done to date so as to create momentum and confidence in the master plan as the guiding document

Development of Annual Work Plan

Implementation of the Master Plan will require a variety of actions and tools. The goals, objectives and policies articulated throughout the Master Plan and in the Implemen-

tation Matrix detailed in Table 8-1 are intended to provide general background and guidance to implement Foxborough's vision. Often, there will be a need for further study and refinement, identifying more specific steps the Town and its boards, committees, staff and partners will need take to pursue a particular policy, goal or project. These steps can be incorporated into an annual work plan of staff and boards.

A key implementation tool is often the municipal the Capital Improvement Plan. Incorporation of Master Plan priorities into the Capital Plan and annual capital budget is critical. The Town's Capital Improvement Planning Committee and the Advisory Committee need to be strong partners in Master Plan implementation.

Implementation Techniques & Tools

There are a wide range of tools and techniques that the Town, the Planning Board and the Master Plan Implementation Committee can use to implement the Master Plan. These actions include advancement of policy; refining the regulatory scheme; and projects.

Policy Advancement and Implementation – Role of the Town

The Planning Board, MPIC and the Town have many roles to play in the implementation of the Master Plan, particularly as to policy formation, implementation and advancement. The Town can act as a:

- Catalyst by providing the necessary leadership to make change happen.
- Partner by combining government resources with others to implement policies, projects and achieve objectives.
- Facilitator by helping groups resolve conflicts and achieve consensus to reinforce local cooperation and collaboration.
- Convener by bringing together the appropriate groups to address significant issues important to the entire community.

Regulatory & Planning Frameworks

In addition to utilizing its power of position as the Town, the Town Manager, the Planning Board and MPIC can advance the goals and objectives of the Master Plan through the use of and implementation through a variety of tools, including:

- A By-law Review for consistency with the Master Plan;
- Zoning By-laws and Zoning District Map Amendments;
- Capital Improvement Plan;
- Code Enforcement;
- Subdivision Regulations;

- Site Plan Reviews;
- Signage By-laws;
- Rezoning Approvals;
- Utility policies, especially water, sewer and storm drainage;
- Incorporation of procedural changes and improvements in town and planning administration and operations; and
- Integration of Foxborough's Master Plan's goals and objectives into regional and statewide plans, such as transportation.

Incentives & Financing

In addition to the regulatory scheme as a set implementation tools, providing incentives through regulation as well as financial incentives and accessing resources are all important tools in the Master Plan implementation tool box.

- Development bonuses and incentives through regulation;
- Financial incentives, such as reduced fees, Tax Increment Financing, transfer development rights, tax classification; and
- Access to financial resources, such as local fees, assessments, general fund resources, or state and federal funding.

Selection of a particular tool or technique is dependent upon current conditions and the specific goal and objective.

Continuing Public Outreach, Communication & Education

For a Master Plan to be successful, town officials, residents and businesses need to know about it. The Master Plan needs to be widely disseminated and integrated into the Annual Town Report. Executive summaries and posters can be helpful, as well as posting the plan on various web sites, and depositing copies at Boyden Library. New members to Town boards and committees should be made aware of the Master Plan and be provided a copy, either a hard copy or a CD. It may also be helpful to make sure that a Master Plan is available as a reference document at meeting rooms at Town Hall, the Library and Public Safety Building. In addition, display of key maps and plan summaries at Town Hall and other public spaces can reinforce the fact that the Master Plan is the guiding document for all government decision making.

Some towns celebrate the completion of the Master Plan with a special event to help note the achievement, but more importantly to increase awareness and to continue to build support for the Master Plan. This could be a stand-alone event or part of a larger event, such as Foxborough's Founders' Day celebration.

Marketing the Master Plan includes not only publicizing the plan, but also noting and publicizing achievements done in accordance with the Master Plan. When the Metropolitan Area Planning Commission (MAPC) developed a region-wide master plan, it chose to name and brand the plan, commonly known as MetroFutures. Preferred courses of action in the regional plan were named the MetroFutures option, reinforcing the brand and the goals of the regional plan. Foxborough may want to consider something similar.

Annual reporting on progress towards Plan Implementation is another important step in communication and education. Continuing consultation and involvement of residents can help ensure that the Master Plan sustains the needed community support for implementation efforts.

Documentation of Success, Work and Achievements

The Planning Board (board and staff) and the MPIC should actively track and document success towards plan implementation. An annual report, incorporated in the Annual Town Report, should be made as to Master Plan implementation progress. Activities towards goals should be noted, in addition to metrics and progress on benchmarks should be assessed and reported.

Seizing Opportunities

As the future unfolds, new circumstances, innovation, advancements and challenges arise. The Master Plan and Foxborough's vision for the future should inform how the Town tackles new issues, challenges and opportunities. New opportunities may also facilitate implementation of the Master Plan as well as at times create implementation hurdles. The Town and its leaders will need to capitalize on opportunities as they are presented. A five-year review and update of a master plan in addition to the semi-annual monitoring by the MPIC and Planning Board is often helpful to respond to changing conditions.

Implementation

The Foxborough Master Plan Implementation strategy is contained in the Recommendations, Goals and Priorities Matrix found in Table 8-1. It is a summary of the master plan recommendations and goals and priorities for each of the elements of the Foxborough Master Plan. Each recommended action or policy is numbered, along with the applicable master plan element, the recommendation, applicable metrics, timing, as well as identification of the lead implementation entity and implementation partners, current status, and comments. Numbering does not indicate level of priority, order of implementation or importance, rather the numbering system is for ease of reference.

Identification of the goals and recommendations for each element occurred during the master planning process that has occurred over a series of public discussions and workshops which was inaugurated with the Master Plan Open House in spring 2012. The goals and recommendations were reviewed and priorities established at the Goals & Priorities Community Workshop on March 26, 2015. They were subsequently reviewed by the Foxborough Planning Board. Some of the priority recommendation goals will require additional steps and building blocks as part of implementation process, such as permitting and funding. The top priority recommendations as to each master plan element are highlighted in light orange.

Table 8-2 highlights the lead entity charged with implementing a specific recommendation. Table 8-3 notes the implementation partners.

The time frames for the recommendations indicate when work needs to be initiated. Some recommendations, such as those concerning Downtown revitalization or economic development, may require commencement of the specific recommendation (and others) before tangible results are visible. For purposes of this Implementation matrix, Immediate, Short-term, Med-term, and Long-term mean the following:

- Immediate – 0 to 2 years;
- Short-term – 3 to 5 years;
- Medium-term – 6 to 12 years;
- Long-term – 13 to 20 years.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

This is a summary of the master plan recommendations and goals and priorities for each of the elements of the Foxborough Master Plan. The priority goals and recommendations were reviewed and affirmed at the Goals & Priorities Community Workshop in March 2015. They were subsequently reviewed by the Foxborough Planning Board. Some of the priority recommendation goals require additional steps and building blocks as part of implementation, such as permitting and funding. The top priority recommendations identified in the Goals & Priorities Community Workshop as to each master plan element are highlighted in light orange.

Numbering of recommendations is for ease of reference and does not denote an order of implementation nor priority.

Time Frame: The time frames on the recommendations indicate when work needs to be initiated. Progress on some of the recommendations has already begun. Some recommendations, such as those concerning Downtown revitalization or economic development, may require commencement of the specific recommendation (and other recommendations) before tangible results are visible. For purposes of this Implementation matrix, Immediate, Short-term, Med-term, and Long-term mean the following:

- Immediate – 0 to 2 years;
- Short-term – 3 to 5 years;
- Medium-term – 6 to 12 years;
- Long-term – 13 to 20 years.

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
1	Community Facilities: Water	Identify additional sources of water for the Town's public water supply.	<ul style="list-style-type: none"> • Identification of additional water sources and their potential additional capacity for Foxborough. 	Water & Sewer Board	Planning Board; Public Works Department;	Short-term		
2	Community Facilities: Water	Undertake an extensive public education campaign to encourage water conservation.	<ul style="list-style-type: none"> • Develop public relations and education campaign on water conservation for various target water user audiences. • Water utilization rates by residential, commercial and industry users. • Consider using incentives to encourage water conservation, such as water-sense products, conservation-based water rates. 	Water & Sewer Board	Planning Board; School Dept.	Immediate		
3	Community Facilities: Water	Align utility expansion (water and wastewater), public water supply protection areas with land use growth policy.	<ul style="list-style-type: none"> • Adopt and follow services area policy in conjunction with the growth nodes. 	Planning Board with Water & Sewer Board	Select Board; Town Manager	Immediate		See cross-cutting recommendations: # 10; 61; 77; 85; 88; 93; and 131.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
4	Community Facilities: Water	Reduce summertime water usage in Foxborough.	<ul style="list-style-type: none"> Water utilization rates by residential, commercial and industry users designed to reduce summertime water usage. Consider incentives and requirements for reduced water usage, such as water-sense products; sensor-based irrigation systems. Adoption of by-law requiring use of sensor-based sprinkler systems. Consider banning new irrigation wells. Encourage use of rain barrels for watering gardens and lawns. 	Water & Sewer Board	Planning Board	Short-term and continuing		
5	Community Facilities: Water	New developments should utilize highly water efficient products, xeriscaping and rain barrels. Large projects should incorporate water recycling wherever possible.	<ul style="list-style-type: none"> Number of developments that have incorporated water conservation practices. Water utilization rates of new developments compared to other subdivisions in Foxborough. 	Planning Board	Water & Sewer Board	Short-term and continuing		
6	Community Facilities: Water	Continually an aggressive leak detection survey.	<ul style="list-style-type: none"> Continue leak detection survey biennially. # of feet of water lines surveyed for leaks Percent of water distribution system assessed for leaks in past 5 years. # of gallons and percent of water that is unbilled monthly and annually. 	Water & Sewer Board with Public Works Department	Planning Board; Select Board; Town Engineer; Town Manager	Short-term and continuing	The last comprehensive leak detection survey was completed in 2014.	
7	Community Facilities: Water	Implement a robust water conservation program, using requirements and incentives for Watersense certified products, such as low-flow toilets, shower head and faucet aerators, and low-flow irrigation, and other water conservation measures.	<ul style="list-style-type: none"> Adoption of water conservation policies and requirements. Water consumption by user type. 	Water & Sewer Board with Public Works Department	Planning Board; Select Board; Town Engineer; Town Manager	Medium-term and continuing		To some extent water conservation incentives are in practice already. Depending upon results of existing program, a more robust water conservation program may be needed.
8	Community Facilities: Water	Support use of recycled water for irrigation.	<ul style="list-style-type: none"> Adoption of policy supporting expanded use of recycled water for irrigation. Advocacy for expanded use of recycled water with MA Department of Environmental Protection. Use of recycled water for irrigation. 	Water & Sewer Board				
9	Community Facilities: Water	Develop and adopt a water recharge policy.	<ul style="list-style-type: none"> Convene discussion of water recharge issues with boards and key stakeholders. Develop draft policy for water recharge. Adopt water recharge policy. 	Planning Board	Water & Sewer Board; Neponset River Watershed Association; Town Engineer	Short-term to Mid-term		

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recom- mendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Part- ners	Time Frame	Status	Comments
10	Community Facilities: Sewer	Investigate the creation of a Route 1 sewer services area and strategies to provide sewer service to Route 1.	<ul style="list-style-type: none"> Conduct a sanitary sewer services planning/ feasibility study for Route 1, updating existing information. 	Water & Sewer Board with Planning Board	Planning Board; Select Board; Town Manager; Route 1 Property & Business Owners	Immediate		See cross-cutting recom- mendations: # 3; 61; 88; and 131.
11	Community Facilities: Sewer	Continue the steps to providing sewer for the Downtown to enable Downtown revitalization.	<ul style="list-style-type: none"> Upgrade and expand sanitary sewer collection system to serve all Downtown properties. Consider use of Town funding in addition to private devel- opment funding for downtown sewer collection system. 	Water & Sewer Board	Planning Board; Public Works Dept.; Select Board; Town Manager	Immediate	Work to expand sanitary service to Downtown is underway, and needs to be completed for Down- town revitalization.	See cross-cutting, rec- ommendation # 39.
12	Community Facilities: Sewer	Revisit the Town's Comprehensive Wastewater Master Plan (CWMP) to ascertain critical needs areas for sewer and alignment of the CWMP with the Foxborough's Master Plan and the Growth Nodes.	<ul style="list-style-type: none"> Update the Comprehensive Wastewater Master Plan, with particular attention to the critical needs area. 	Water & Sewer Board	Planning Board; Select Board; Town Manager	Initiate in the Short-term		
13	Community Facilities: Sewer	Reduce inflow and infiltration (I&I) with an I&I program. Inflow refers to sump pumps, roof drainage, basement under drains, and illegal catch basin connections. Infiltration refers to leaks in joints in sewer pipes, cracked pipes, as well as leaks in manhole structures.	<ul style="list-style-type: none"> Institute a systematic I&I program. Identify target areas for improvement. Annually reduce the number of sump pumps, roof drains, basement drains and illegal catch basin connections to the storm water system. 	Public Works Department	Planning Board; Select Board; Town Manager Water & Sewer Board	Initiate in the Short-term and continuing	The Town is pursuing I&I reduction, and will likely increase the effort toward reducing I&I as the Water Management Act withdrawal permit is renegotiated with the State.	
14	Community Facilities: Sewer	Align utility (sewer and water) expansion with land use growth policies.	<ul style="list-style-type: none"> Adopt community services utility area aligned with the Growth Nodes. Monitor the percent of new development in community ser- vices utility area and Growth Nodes as part of Town-wide development. 	Planning Board and Water & Sewer Board	Initiate in the immediate term and continuing ef- forts to implement	Initiate in the immediate term and continuing efforts to implement		See cross-cutting recom- mendations: # 78; 84; 90; 93; and 139.
15	Community Facilities: Sewer	Acquire unused sewer "allocations" from private parties.	<ul style="list-style-type: none"> # of gallons of wastewater capacity owned and controlled by Town of Foxborough; Percent of wastewater capacity owned and controlled by the Town of Foxborough 	Water & Sewer Board	Initiate in the Immediate and continuing	Initiate in the Immediate and continuing		
16	Community Facilities: Sewer	Divert flow outside of the Town's col- lection system and utilize other Town's assets.	<ul style="list-style-type: none"> # of gallons of wastewater treated at Mansfield WWTP # of gallons of wastewater treated at other Town assets, e.g., septic or other wastewater treatment facilities. 	Public Works Dept.	Planning Board; Town Engineer; Water & Sewer Board	Short-term		

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
17	Community Facilities: Sewer	Institute robust water conservation efforts to reduce flow for sewer treatment.	<ul style="list-style-type: none"> # of gallons treated by Town's wastewater treatment system 	Water & Sewer Board	Planning Board; Public Works Select Board; Town Manager	Medium-term and continuing		
18	Community Facilities: Sewer	Divert storm water from sewer system using Best Management Practices (BMPs) such as rain gardens and expanded permeable areas to allow absorption of storm waters.	<ul style="list-style-type: none"> # of projects using Best Management Practices # of projects and area (SF) using permeable pavement # of gallons during and immediately following storm events treated by wastewater treatment system attributable to storm flow 	Public Works Department	Planning Board; Select Board; Town Manager; Water & Sewer Board; Town Engineer	Medium-term and continuing	Planning Board as part of site plan review encourages BMP. This needs to be extended to both new and existing developments.	This recommendation will be done in close coordination with the work proposed under recommendations 9 and 13.
19	Community Facilities: Sewer	Institute a financing plan for the new Waste Water Treatment Plant (WWTP) to be built with Mansfield and Norton that is price-sensitive and affordable to homeowners and small businesses.	<ul style="list-style-type: none"> Comparative cost analysis of price for sewer connection fees, user fees and septic installation/operation in Foxborough and other towns. # and percent of owners and developers opting to connect to sewer system in lieu of septic system 	Public Works Department	Planning Board; Select Board; Town Manager; Water & Sewer Board	Immediate		
20	Community Facilities: Sewer	New development in the Growth Nodes and the R-15 zoning district, as well as the Sewer District should become customers of the Waste Water Treatment System.	<ul style="list-style-type: none"> # and percent of new developments becoming part of wastewater treatment system. 	Planning Board	Public Works Department; Select Board; Town Manager; Water & Sewer Board	Immediate		
21	Community Facilities: Sewer	Consider purchase of the excess wastewater treatment capacity from Chestnut-Green to address immediate redevelopment needs in area.	<ul style="list-style-type: none"> Evaluate the purchase of wastewater treatment capacity and/or facility from Chestnut-Green 	Water & Sewer Board	Housing Authority; Planning Board; Public Works Department; Select Board; Town Manager	Short-term to Medium-term		
22	Community Facilities: Sewer	The Town should commit to increased wastewater treatment capacity and sewer collection system improvements in designated growth areas.	<ul style="list-style-type: none"> Availability and extent of collection system available in each Growth Node. # of and percent of properties served by sewer in Growth Nodes. Percent of gallons of sewer treated by wastewater treatment facility from the Growth Nodes 	Water & Sewer Board	Planning Board; Public Works Department; Select Board; Town Manager	Short-term		
23	Community Facilities: Sewer	Centralize the allocation of wastewater services under the stewardship of the Town, and work to eliminate the "condo-ization" ¹ of wastewater treatment capacity.	<ul style="list-style-type: none"> Percent of wastewater treatment capacity under the sole control and stewardship of the Town. 	Water & Sewer Board	Planning Board; Public Works Department; Select Board; Town Manager	Immediate and continuing		

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
24	Community Facilities: Sewer	Consider adoption of a storm water bylaw.	<ul style="list-style-type: none"> Develop proposed language for a storm water by-law. Build consensus amongst boards and staff for a storm water by-law. Town Meeting adopt a storm water by-law. 	Planning Board	Conservation Commission; Select Board; Town Engineer; Town Manager; Water & Sewer Board;	Short-term to Mid-term	In-progress.	
25	Community Facilities: Electrical	Encourage the use of renewable energy in Foxborough.	<ul style="list-style-type: none"> # and percent of homes and properties using renewable energy 	Renewable Energy Advisory Committee	Planning Board	Short-term and continuing		
26	Community Facilities: Electrical	Encourage and support National Grid's efforts to build a new substation to serve Foxborough.	<ul style="list-style-type: none"> Completion of a new substation to serve Foxborough 	Planning Board	National Grid; Town Manager	Short-term		
27	Community Facilities: Electrical	Encourage and support National Grid's efforts to re-inforce the sub-transmission Union Loop system (which serves Foxborough) by increasing the size of wires on utility poles.	<ul style="list-style-type: none"> Completion of a new substation to serve Foxborough Completion of the Union Loop upgrade by National Grid. 	Planning Board	National Grid; Town Manager	Short-term	In-progress.	
28	Dams – Community Facilities	Foxborough should incorporate a program upgrades of dams owned by the Town in the Capital Plan, focusing first on repairing dams of significant hazard and/or poor condition dams.	<ul style="list-style-type: none"> Is upgrade and repair of Dams part of the Town's Capital Plan? # of dams listed as significant hazard or in poor condition in Foxborough. 	Capital Improvement Planning Committee	Advisory Committee; Public Works; Select Board; Town Manager	Short-term and continuing	Evaluation of Town-owned dams has been done. Annual review and repair needs to continue. Privately-owned dams warrant review and encouragement for repair and upgrades.	
29	Solid Waste – Community Facilities	Continue and expand, as needed, the Town's composting center; mercury collection program, and hazardous waste collection days.	<ul style="list-style-type: none"> # and types of products and materials recycled. Amount of materials by weight and volume recycled. 	Public Works	Board of Health	Short-term and continuing		
30	Solid Waste – Community Facilities	Incorporate recycling standards in the review of new commercial and multi-family residential development.	<ul style="list-style-type: none"> Develop and adopt recycling standards for review of new developments. 	Planning Board	Public Works Board of Health	Medium-term		
31	Solid Waste – Community Facilities	Continue the environmental monitoring of the Town's former landfill.	<ul style="list-style-type: none"> Annual public review of environmental monitoring reports to assure no adverse health or environmental effects of Town's public landfill. 	Public Works	Board of Health Planning Board Select Board Town Manager	Short-term and continuing		
32	Municipal Buildings – Community Facilities	The former Fire Station building and site should be used for redevelopment to revitalize Downtown Foxborough.	<ul style="list-style-type: none"> Determine what if any hazardous contaminants may exist on the properties, and remediate if needed. Develop specific redevelopment strategy for the Fire Station property. 	Planning Board	Advisory Committee; Select Board; Town Manager	Immediate and continuing		Cross-cutting recommendations: # 40 and 124.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
33	Community Facilities: Municipal Buildings	Memorial Hall should be restored and maintained in accordance in a historically-sensitive manner.	<ul style="list-style-type: none"> A review that all restoration and maintenance of Memorial Hall is in accordance with the Secretary of Interior Standards. 	Historical Commission	Advisory Committee; Select Board; Town Manager	Immediate and continuing		
34	Community Facilities: Municipal Buildings	A new or expanded Town Hall should be built in the Downtown using good urban design principles.	<ul style="list-style-type: none"> Is the new or expanded Town Hall being built Downtown? Are good urban design standards incorporated in the design of the new Town Hall? 	Town Hall Working Group	Design Review Board; Planning Board; Select Board; Town Manager	Immediate	The Town has decided to build a new Town Hall in Downtown at the current site. Progress is underway.	See cross cutting recommendations: # 56 and 124.
35	Community Facilities: Municipal Buildings	Expanded space for public safety and emergency management should be considered to accommodate regional services, such as regional emergency dispatch.	<ul style="list-style-type: none"> Does Police, Fire and Emergency Services have room to expand and grow, including ability to accommodate regional services? 	Town Manager	Emergency Services; Fire Department; Permanent Municipal Building & Planning Committee; Police Department;	Medium-term and continuing		
36	Community Facilities: Municipal Buildings	In the next decade there will be an increasing demand for senior services, and expansion of the Senior Center should be considered and it should be located in Downtown.	<ul style="list-style-type: none"> Plan for expanded senior services facility 	Council on Aging and Human Services	Capital Improvement Planning Committee; Select Board; Town Manager	Short-term		
37	Community Facilities	Consider becoming a Green Community. ²	<ul style="list-style-type: none"> Evaluate whether or not to apply for designation as a Green Community 	Planning Board	Renewable Energy Advisory Committee; Select Board; Town Manager	Short-term		
38	Community Facilities	Enhance the gateways to Foxborough and the approaches to Downtown Foxborough.	<ul style="list-style-type: none"> Develop program to enhance gateways to Foxborough. Number and percent of gateways to Downtown that have been upgraded. Number and percent of approaches to Downtown that have been upgraded. 	Planning Board	Chamber of Commerce; Downtown Committee; Garden Clubs of Foxborough; Public Works Dept. Select Board; Town Manager	Medium-term		See cross cutting recommendations: # 96; 109; and 129.
39	Downtown Strategy – Strengthen Infrastructure & Connectivity	Resolve Sewer Service	<ul style="list-style-type: none"> All properties in Downtown have easy access to the sewer collection system. Downtown business and property owners can connect to the sewer collection system in a cost-effective, price-sensitive manner. 	Water & Sewer Board	Planning Board; Public Works Dept. Select Board; Town Manager	Immediate	A provisional allocation of wastewater treatment capacity for Downtown has been made to enable new connections in Downtown.	Cross-cutting recommendation with Community Facilities: Sewer # 11.
40	Downtown Strategy – Build Customer Base	Fire Station Re-use	<ul style="list-style-type: none"> Determine what if any hazardous contaminants may exist on the properties, and remediate if needed. Develop specific redevelopment strategy for the Fire Station property. 	Planning Board	Advisory Committee; Select Board; Town Manager	Immediate and continuing		Cross-cutting recommendations: # 32 and 124.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recom- mendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Part- ners	Time Frame	Status	Comments
41	Downtown Strategy – Strengthen Infrastruc- ture & Connectivity	Management	<ul style="list-style-type: none"> Implement the parking recommendations in the Downtown Strategy and the Parking Study reports. Amend Zoning Bylaw to use a District-wide parking approach. 	Planning Board	Business & Property Owners Downtown; Downtown Committee; Public Works; Select Board; Town Manager	Short-term and continuing		
42	Downtown Strategy – Build Customer Base	Enhance Streetscape & Character	<ul style="list-style-type: none"> Add streetscape improvements to Downtown, including benches, street trees, banners, and extend streetscape improvements in the core Downtown area. 	Planning Board	Business & Property Owners Downtown; Downtown Committee; Public Works; Select Board; Town Manager	Short-term and continuing		
43	Downtown Strategy – Build Customer Base	Restaurant/ Café	<ul style="list-style-type: none"> Recruitment of an additional restaurant or café to Downtown Foxborough. Availability of a liquor license for a new Downtown restaurant or café. 	Economic Development Com- mittee	Board of Health; Busi- ness & Property Owners Downtown; Downtown Committee; Planning Board Select Board; Town Manager	Short-term and continuing		
44	Downtown Strategy- Build Customer Base	Upper Story and In-fill Housing	<ul style="list-style-type: none"> Amend Zoning Bylaw and parking requirements to enable easier development of upper story housing and in-fill housing around Downtown. # of housing units on upper stories and in-fill housing around Downtown. 	Planning Board	Business & Property Owners Downtown; Town Manager	Short-term	The Planning Board has prepared an Overlay District to enable mixed-use and upper-story housing in Downtown, which has been adopted by Town Meeting in 2015.	Cross-cutting recommendation with Economic Development Action Step # 74.
45	Downtown Strategy – Strengthen Infrastruc- ture & Connectivity	Improve Walkability and the Pedestrian Network	<ul style="list-style-type: none"> Update crosswalks throughout Downtown (number and percent of intersections with crosswalks); Improve sidewalks and pedestrian crossings in Downtown and around the Common; # of pedestrians in Downtown (need annual count) Improve the walkability of Downtown with Complete Streets – sidewalks, crosswalks, traffic islands (pedestrian refuge areas); and amenities such as street trees and benches; # of benches Downtown 	Planning Board	Downtown Committee; Public Works; Select Board; Town Manager	Short-term	Planning Board members have initiated ideas for sidewalks around the Common.	
46	Downtown Strategy – Build Customer Base	State Forest Tie-In	<ul style="list-style-type: none"> Designate bike route/sharrow connecting Downtown Foxborough to F. Gilbert Hills State Forest. Publicize the bike route connecting Downtown to F. Gilbert Hills State Forest. 	Planning Board	Downtown Committee; MA DCR; Public Works; Recreation Board; Recreation Dept.	Short-term		See cross-cutting recommendations: # 51; 67; 122; 136; 151.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
47	Downtown Strategy – Build Customer Base	Farmers' Market	<ul style="list-style-type: none"> Has a Farmer's Market been established in Downtown Foxborough? Number of Patrons at the Farmers' Market Number of farmers and vendors participating in the Farmers' Market. 	Agricultural Commission	Downtown Committee to be formed	Immediate 2016 and continuing		See cross-cutting Agriculture recommendation # 110.
48	Downtown Strategy – Build Customer Base	Special Events/ Promotions	<ul style="list-style-type: none"> Create and organize at least one new special event and/or promotion for Downtown. Create an annual calendar of special events and promotions for Downtown. 	Downtown Committee to be formed.	Planning Board; Recreation Dept.; Select Board; Town Manager	Short-term and continuing		
49	Downtown Strategy – Strengthen Infrastructure & Connectivity	Designate Downtown Growth Node	<ul style="list-style-type: none"> Designate Downtown Growth Node as part of zoning and planning regulations and protocols. 	Planning Board		Short-term	The Planning Board has designated the Downtown Growth Node.	
50	Downtown Strategy – Strengthen Infrastructure & Connectivity	Transit	<ul style="list-style-type: none"> Institute transit service serving Downtown Foxborough. 	GATRA	Planning Board; MBTA; MAPC	Medium-term		
51	Downtown Strategy – Strengthen Infrastructure & Connectivity	Develop bicycle network	<ul style="list-style-type: none"> Develop and implement a bicycle network plan with Downtown as the hub. 	Planning Board	MAPC; Public Works; Recreation Board; Recreation Dept.	Initiate in the Short-term		See cross-cutting recommendations: # 46; 67; 122; 136; and 151.
52	Downtown Strategy – Build Customer Base	Arts Center/ Youth-Service Business	<ul style="list-style-type: none"> Consider creation of an arts center and/or a youth-serving business in the Downtown. Recruit one or more businesses that serve youth. Create an arts center in the Downtown. 	Downtown Committee to be formed	Cultural Council; Foxboro Arts Assn.; Planning Board; Recreation Board; Recreation Dept.; School Dept.; Select Board; Town Manager	Medium-term		
53	Downtown Strategy – Build Customer Base	Higher education/ Training Center	<ul style="list-style-type: none"> Recruit a college or training center to offer classes and services at a satellite center in Foxborough. 	Downtown Committee to be formed	Economic Development Committee; Planning Board; School Dept.; Select Board; Town Manager	Medium-term		See cross-cutting Economic Development Goal # 70.
54	Downtown Strategy – Build Customer Base	Small Business Initiatives	<ul style="list-style-type: none"> Develop a program of small business initiatives Institute a series of coffee breaks to involve Downtown small business Inaugurate a Buy Local /By Foxborough and highlight Downtown small businesses. 	Downtown Committee to be formed	Planning Board; Select Board; Town Manager	Medium-term		

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
55	Downtown Strategy – Build Customer Base	Post Office Relocation / Site Reuse	<ul style="list-style-type: none"> Monitor status of US Post Office in Foxborough. Develop re-location and/or site re-use plan for USPS site on Wall Street. 	Town Manager	Downtown Committee to be formed; Planning Board; Select Board	Mid to Long-term	USPS has indicated it will remain at its present location for the present (2015). The need for monitoring remains.	
56	Downtown Strategy – Build Customer Base	Expand Town Hall	<ul style="list-style-type: none"> Is the new or expanded Town Hall being built Downtown? Are good urban design standards incorporated in the design of the new Town Hall? 	Town Hall Working Group	Design Review Board; Planning Board; Select Board; Town Manager	Immediate	A new Town Hall is now being planned for construction Downtown at the present location.	See cross-cutting recommendation for Community Facilities—Municipal Buildings recommendation # 34, and #124.
57	Downtown Implementation Plan	Store and Building Improvements	<ul style="list-style-type: none"> Implement a sign and façade assistance program. 	Downtown Committee, to be convened	Design Review Committee; Planning Board; Select Board; Town Manager	Medium-term		
58	Downtown Implementation Plan	Economic Gardening	<ul style="list-style-type: none"> Develop a support program to advance the growth and development of local businesses, including the many home-based businesses in Foxborough. 	Town Manager	Planning Board; MOBD; Select Board; Tri-Town Chamber of Commerce	Short-term and continuing		See cross-cutting recommendations: Economic Development Goal, # 69; and Economic Development Action Step # 83.
59	Downtown Implementation Plan	Update Zoning Controls.	<ul style="list-style-type: none"> Review and revise Zoning Bylaws to incorporate recommended uses and recommendations regarding urban design and parking. 	Planning Board	The Planning Board conducted a review of the zoning by-laws as they pertain to Downtown.	Short-term	Work is underway.	
60	Downtown Implementation Plan	Create Local Funding Tools.	<ul style="list-style-type: none"> Consider establish a local fund for sign and façade rehabilitation in conjunction with banking community. Consider adoption of the Community Preservation Act. 	Planning Board	Downtown Committee; Select Board; Town Manager	Medium-term		See cross-cutting recommendations: Agriculture # 114 and Historic Resources # 127.
61	Economic Development Goals	To support the development of sufficient and appropriate utilities and services to support economic development in the growth nodes, including sewer and water capacity, stable reliable source of electrical services and multi-modal transportation connections.	<ul style="list-style-type: none"> Reduce the number of complaints/ instances where insufficient utilities are constraining new development in the Growth Nodes. 	Planning Board	National Grid; Public Works Dept.; Select Board; Town Manager; Water & Sewer Board	Initiate Immediately and continue		See cross cutting recommendations: # 1; 2; 3; 8; 10; 11; 12; 22; 23; 26; 39; 88; and 131.
62	Economic Development Goals	To focus economic development and growth in Downtown and within the four Growth Nodes – Downtown; Route 1; Chestnut-Green; and Route 140/Foxborough Blvd	<ul style="list-style-type: none"> # and percent of new business starts and new commercial/industrial development in the Growth Nodes, compared to Town-wide. # and percent of new business starts and new commercial development in Downtown. 	Planning Board	Downtown Committee; Economic Development Committee; Select Board; Town Manager; Water & Sewer Board	Initiate Immediate, and continue		See cross-cutting recommendations: Community Facilities # 10; 11; and Land Use # 85.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
63	Economic Development Goals	To preserve Foxborough's natural assets and protect open space by concentrating growth and development.	<ul style="list-style-type: none"> # and percent of new business starts and new commercial/industrial development in the Growth Nodes, compared to Town-wide. Amount of land used for open space, conservation and agriculture. 	Planning Board	Agricultural Commission; Conservation Commission; Economic Development Committee; Select Board; Town Manager; Water & Sewer Board	Initiate Immediately, and continuing		See cross-cutting recommendations: # 3; 73; and 104.
64	Economic Development Goals	To foster business growth that enhances the character of livable, walkable growth nodes (Downtown and neighborhoods).	<ul style="list-style-type: none"> Vacancy rate in Downtown. Pedestrian counts in Downtown. 	Planning Board	Downtown Committee, to be formed; Town Manager	Short-term		
65	Economic Development Goals	To revitalize Downtown Foxborough as the government, civic, and cultural center of Foxborough offering a range of services and goods to serve the Foxborough community.	<ul style="list-style-type: none"> Vacancy rate in Downtown. Pedestrian counts in Downtown. Business Mix in Downtown. 	Planning Board	Downtown Committee, to be formed; Select Board; Town Manager	Initiate Immediate, and continuing	The Zoning By-law has been amended to allow mixed-use and upper-level housing.	See cross-cutting recommendations 39 through 60.
66	Economic Development Goals	To support a diverse array of independent businesses in Foxborough.	<ul style="list-style-type: none"> Business Mix of Foxborough. Are the goods and services desired by Foxborough residents available in-town? Are there the job opportunities for Foxborough residents to work in-town? 	Planning Board; Economic Development Committee	Select Board; Town Manager	Short-term and continuing		
67	Economic Development Goals	To promote multi-modal connectivity between growth nodes in Foxborough through pedestrian, bicycle and transit connectivity.	<ul style="list-style-type: none"> Is there a multi-modal path connecting the Growth Nodes that can be safely used by pedestrians? Is there a bicycle path between the Growth Nodes that can be safely used by bicyclists? Is there transit service between the Growth Nodes that workers and residents can ride? 	Planning Board	Public Works; Select Board; Town Manager	Initiated in the Short-term		See cross-cutting recommendations: # 46; 51; 122; 136; and 151.
68	Economic Development Goals	To foster and enhance the redevelopment of existing properties and the filling of vacancies within the growth nodes to diversify and strengthen Foxborough's tax base.	<ul style="list-style-type: none"> Vacancy rates within each Growth Node. 	Planning Board; Economic Development Committee	Select Board; Town Manager	Medium-term		
69	Economic Development Goals	To capitalize on Foxborough's tradition of innovation to support the existing businesses and the creation of new businesses, their growth and development to be good employers and corporate citizens of Foxborough.	<ul style="list-style-type: none"> Number of new business starts in Foxborough annually. Number of new "doing business as" registrations with Town Clerk annually. 	Town Manager	Economic Development Committee; Planning Board, Select Board, Tri-Town Chamber of Commerce	Short-term and continuing		See cross-cutting recommendation for Downtown Implementation, # 58; and Economic Development Action Step # 83.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
70	Economic Development Goals	To work with area schools and higher education institutions to develop advanced training and education opportunities in Foxborough to sustain and ensure a high quality work force.	<ul style="list-style-type: none"> It appropriate training and continuing higher education easily available for employers in and residents of Foxborough? 	Town Manager	Economic Development Committee; MOBD; Norfolk Co. Agricultural School; Planning Board; School Dept.; Select Board; Southeastern Regional Vocational Technical HS; Tri-Town Chamber of Commerce	Medium-term		See cross-cutting recommendations re: Downtown Strategy: Building Customer Base # 53.
71	Economic Development Goals	Provide for balanced growth of regional nodes while preserving small town atmosphere and amenities.	<ul style="list-style-type: none"> Does Foxborough have a small town ambiance? # And percent of new business starts and new commercial/industrial development in the Growth Nodes, compared to Town-wide. Amount of land used for open space, conservation and agriculture. 	Planning Board	Economic Development Committee; Select Board; Town Manager	Medium-term and continuing		See cross-cutting Land Use recommendation # 86.
72	Economic Development Action Steps	The Town should work to improve its image as business friendly and to improve the business environment.	<ul style="list-style-type: none"> How does the business community characterize Town-business relations? 	Town Manager	Board of Health; Building Inspector; Conservation Commission; Economic Development Committee; Planning Board; Select Board; Tri-Town Chamber of Commerce	Short-term and continuing.		NOTE: many of the immediate steps and recommendations support a better business climate.
73	Economic Development Action Steps	A detailed plan for each of the Growth Nodes is needed, namely Route 1 and South Route 140 node (Foxborough Boulevard, Fox field Plaza, and Foxborough Plazas) should be prepared.	<p>Is there a detailed plan and strategy for</p> <ul style="list-style-type: none"> Chestnut-Green Downtown Route 1 South Route 140 & Foxborough Blvd. 	Planning Board	Advisory Committee; Select Board; Town Manager	Immediate and continuing	Downtown Strategy & Plan is complete. Route 1 plan is underway. Chestnut-Green Master Plan was adopted.	
74	Economic Development Action Steps	Mixed-use development including housing should be encouraged within the growth nodes, especially downtown with mixed-use commercial first floors and upper-story residential.	<ul style="list-style-type: none"> Does Zoning Bylaw enable easy development of mixed-use in each of the Growth Nodes? 	Planning Board		Medium-term		See cross-cutting recommendations, Downtown Strategy: Build Customer Base, # 44, and Downtown Implementation # 59.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
75	Economic Development Action Steps	Enhance the gateways to Foxborough	<ul style="list-style-type: none"> Develop program to enhance gateways to Foxborough. 	Planning Board	Chamber of Commerce; Garden Clubs of Foxborough; Public Works Dept. Select Board; Town Manager	Medium-term		See cross cutting recommendations: # 38; 96; and 109.
76	Economic Development Action Steps	The Town's Economic Development web site should include an online permitting guide and indicate priority development areas and Downtown opportunities. Many of the boards and departments have already scanned and posted application forms online. Upgrading these scanned forms to online filing or ability to fill-in the blanks using a computer in either MS Word or Acrobat is the next step forward.	<ul style="list-style-type: none"> Establish an Economic Development web site page. Online permitting guide available. Institute online permitting system. # of boards and departments using online permitting system. Downtown opportunities highlighted on economic development web site. Priority development areas noted on web site. 	Town Manager	Advisory Committee; Board of Health; Building Inspector; Conservation Commission; Economic Development Committee; Fire Department; IT Office; Planning Board; Public Works Dept. Select Board; Water & Sewer Board; Zoning Board of Appeals	Short-term and continuing	Work to develop an Economic Development web site and online permitting guide and system has started.	
77	Economic Development Action Steps	Reinforce the four Growth Nodes for development – (1) Downtown & Schneider Electric; (2) Route 1; (3) Chestnut-Green; (4) Route 140 Southern Node (Foxborough Boulevard; Foxfield Plaza; Foxborough Plaza; Walnut Street).	<ul style="list-style-type: none"> Officially adopt position focusing new development efforts in the Growth Nodes. Consider adopting community service utility areas with rights benefitting the Growth Nodes. 	Planning Board	Economic Development Committee; Public Works; Select Board; Town Manager; Water & Sewer Board	Short-term and Continuing		See cross cutting recommendations: # 14; 78; 84; 88; 90; 91; and 93.
78	Economic Development Action Steps	Create incentives for development in growth nodes.	<ul style="list-style-type: none"> Consider adopting community service utility areas with transfer development rights program benefitting the Growth Nodes. Consider use of 43D streamline permitting in the Growth Nodes.³ Consider use of tax incentives, such as the Economic Development Incentive Program only in the Growth Nodes, and utilized judiciously. 	Town Manager	Advisory Committee; Economic Development Committee; Planning Board; Select Board; Water & Sewer Board	Short-term and continuing		See cross cutting recommendations: # 14; 84; 88; 90; 93; and 139.
79	Economic Development Action Steps	The Town should have a single point of contact for Economic Development and joint briefings for applicable permitting boards and Town officials involved in permitting and review for major projects.	<ul style="list-style-type: none"> Designated Single-Point of Contact. 	Town Manager	All boards and staff should be advised of the Single Point of Contact.	Immediate and continuing		

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Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
80	Economic Development Action Steps	Foxborough should explore working with its neighboring municipalities along Route 1 and major property owners for a Route 1 Corridor Study examining the need for multi-modal transportation and traffic improvements, roadway enhancements, economic development and land preservation opportunities and development guidance.	<ul style="list-style-type: none"> Approach neighboring municipalities about joint Route 1 corridor study. Initiate regional Route 1 corridor study. 	Town Manager	EOHED MAPC; Planning Board SRPEDD; Select Board.	Mid to Long-term	Route 1 regional discussions have been initiated.	
81	Economic Development Action Steps	The Town through its Planning Board should advise the Executive Office of Housing & Economic Development and the 495 Partnership that Downtown is a priority development area for Foxborough, as well as Route 1. The Economic Development Master Plan and Downtown Strategy should be shared with both organizations.	<ul style="list-style-type: none"> Send written correspondence to EOHED and 495 Partnership informing them that Downtown Foxborough is a priority development area, as well as Route 1. Distribute copies of Economic Development Master Plan element and Downtown Strategy with EOHED and 495 Partnership. 	Town Manager	Planning Board	Immediate.		
82	Economic Development Action Steps	The Town should institute a business-visitation/business call program, visiting businesses annually to let them know Foxborough appreciates them and to determine what, if anything the Town can do to assist them.	<ul style="list-style-type: none"> # of visits annually to businesses by the Town Manager (and/or official Business Visiting Team). 	Town Manager	Economic Development Committee; Planning Board; Select Board	Immediate		
83	Economic Development Action Steps	A business economic gardening program should be initiated to support and encourage new business ventures and small businesses to guide growth to priority areas in Foxborough.	<ul style="list-style-type: none"> Develop a support program to advance the growth and development of local businesses, including the many home-based businesses in Foxborough. 	Town Manager	Economic Development Committee; Planning Board; Select Board; Tri-Town Chamber of Commerce	Short-term and continuing		See cross-cutting recommendations: Economic Development Goal, # 69 and Downtown Implementation # 58.
84	Economic Development Action Steps	Develop and implement a Transfer Develop Rights for commercial properties focusing new growth in the growth nodes.	<ul style="list-style-type: none"> Develop a Zoning Bylaw that utilizes transfer development rights for growth in the Growth Nodes as part of a Community Services Utility Area. 	Planning Board	Select Board; Town Manager; Water & Sewer Board	Short-term and continuing		See cross-cutting recommendations: # 14; 78; 88; 90; 93; and 139.
85	Land Use	Commercial uses should be concentrated in the Downtown, Chestnut-Green, Route 1 and South Route 140 Growth Nodes.	<ul style="list-style-type: none"> # and percent of new business starts and new commercial/industrial development in the Growth Nodes, compared to Town-wide. 	Planning Board	Economic Development Committee; Select Board; Town Manager; Water & Sewer Board	Initiate in the Immediate, and continue		See cross-cutting recommendations: # 62; 68; and 78.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recom- mendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Part- ners	Time Frame	Status	Comments
86	Land Use	The small town character and rural ambiance of Foxborough should be preserved and advanced.	<ul style="list-style-type: none"> Does Foxborough have a small town ambiance? # and percent of new business starts and new commercial/industrial development in the Growth Nodes, compared to Town-wide. # and percent of new residential starts and subdivisions in the Growth Nodes, compared to Town-wide. Amount of land used for open space, conservation and agriculture. 	Planning Board	Select Board; Town Manager	Short-term		See cross-cutting recommendation: Economic Development Goal # 71.
87	Land Use	A green open space buffer between the Route 1 growth node and the nearby residential areas should be developed.	<ul style="list-style-type: none"> Establish a green buffer plan between Route 1 development area and the residential area. 	Planning Board	Advisory Committee; Conservation Commission; Route 1 Business Association; Select Board; Town Manager	Short-term		See cross-cutting recommendation: # 133.
88	Land Use	Land use, zoning, sewer policies, and public water supply protection measures should be aligned in accordance with the Growth Nodes and protection of Foxborough's small town character.	<ul style="list-style-type: none"> Adopt community services utility area aligned with the Growth Nodes. Monitor the percent of new development in community services utility area and Growth Nodes as part of Town-wide development. 	Planning Board and Water & Sewer Board	Public Works Dept.; Select Board; Town Manager	Initiate in the immediate term and continuing efforts to implement	The Planning Board and the Water & Sewer Board have been in discussion to reach a consensus on focusing utility expansion in the Growth Nodes.	See cross-cutting recommendations: # 14; 77; 84; 90; 93; 131 and 139.
89	Land Use	There are four large land holdings, Foxborough Country Club, the Independent Sportsmen's Club, Cocasset Lake Association and Normandy Campgrounds, that are used for open space and recreational activities. The zoning of these holdings should be compatible with the long-term desired future use of these properties. They are currently zoned residential.	<ul style="list-style-type: none"> Review and discuss the underlying zoning of large land parcels, and align with future desired uses. 	Planning Board	Conservation Commission; Select Board	Medium-term		
90	Land Use	A services area for sewer should be developed that concentrates residential development in and surrounding the Growth Nodes, so as to preserve more land for open space and rural character uses.	<ul style="list-style-type: none"> Adopt community services utility area aligned with the Growth Nodes and the R-15 residential zoning area. Monitor the percent of new development in community services utility area and Growth Nodes as part of Town-wide development. 	Planning Board and Water & Sewer Board	Public Works Dept. Select Board; Town Engineer Town Manager	Initiate in the immediate term and continuing efforts to implement		See cross-cutting recommendations: # 14; 78; 88; 93; and 139.

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Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
91	Land Use	Concentrate growth (residential and commercial) to preserve existing open space.	<ul style="list-style-type: none"> # and percent of new business starts and new commercial/industrial development in the Growth Nodes, compared to Town-wide. # and percent of new residential starts and subdivisions in the Growth Nodes, compared to Town-wide. Amount of land used for open space, conservation and agriculture. 	Planning Board	Agricultural Commission; Conservation Commission; Economic Development Committee Select Board; Town Manager; Water & Sewer Board	Initiate Immediately, and continuing		See cross-cutting recommendation # 78.
92	Land Use	Protect additional open space south of I-495 and in the southwest area of the Town.	<ul style="list-style-type: none"> Identify sites south of I-495 and in the southwest section of Foxborough that should be used for open space. # of sites and # of acres of protected open space and conservation land south of I-495 and in the southwest area of Foxborough. 	Planning Board	Conservation Commission; Recreation Board; Recreation Department.	Medium-term		
93	Land Use	Develop and implement a Transfer Development Rights program for commercial properties focusing new growth in the Growth Nodes.	<ul style="list-style-type: none"> Develop a Zoning Bylaw that utilizes transfer development rights for growth in the Growth Nodes as part of a Community Services Utility Area. 	Planning Board	Economic Development Committee; Select Board Town Manager Water & Sewer Board	Short-term and continuing		See cross-cutting recommendations: # 14; 77; 84; 88; 90; and 139.
94	Land Use	The west side of Route 1 should not include additional residential uses with the exception of hotels and motels, so as to minimize demand for schools, parks, municipal services and emergency services on the west side of Route 1 in Foxborough from Foxborough.	<ul style="list-style-type: none"> Amend Zoning Bylaw to eliminate non-hotel residential uses west of Route 1. 	Planning Board		Short-term		See cross-cutting recommendation, Route 1 # 138.
95	Natural Resources & Open Space	Preserve and improve the quality, character, and health of Foxborough's community and environmental resources by protecting common resources, remediating degraded lands, and preserving the town's cultural heritage.	<ul style="list-style-type: none"> # of acres of open space and conservation land. # of acres and sites needing remediation. # of historic and cultural sites listed on the National Register. Obesity rate of Foxborough children and adults. 	Conservation Commission	Board of Health Planning Board Recreation Board Recreation Department	Short-term and continuing		
96	Natural Resources & Open Space	Foxborough's front doors and gateways are its transportation arteries, which are principally a concrete and asphalt hard-surface environment that should be "greened."	<ul style="list-style-type: none"> Develop greening gateways program for entries to Foxborough. Adopt standards for increased landscape and trees along the major corridors and entries to Foxborough, to be incorporated in zoning and site plan review. 	Planning Board	Conservation Commission; Foxboro Garden Clubs; Public Works Dept. Select Board; Town Manager; Tree Warden	Short-term and continuing		See cross-cutting recommendations: # 38; 109; and 129.

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Recom- mendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Part- ners	Time Frame	Status	Comments
97	Natural Resources & Open Space	Develop a comprehensive plan to map conservation land trails and identify areas for preservation and remediation. Incorporate ratings of trail /walkway difficulty as part of mapping.	<ul style="list-style-type: none"> Is there a plan to map conservation land trails? Is there a plan identifying preservation and remediation areas? Percent of Foxborough that has been mapped for conservation land trails and walking paths. Percent of trails and walkways that have been assessed and rated as to difficulty. Have the difficulty ratings for trails/ walkways been incorporated in mapping and readily available? 	Conservation Commission	Planning Board; Recreation Board; Rec- reation Dept. Select Board; Town Manager	Medium-term		
98	Natural Resources & Open Space	Increase the amount of permanently protected Town owned open space land (Article 97) to achieve a minimum of 25% protected Town land in Foxborough.	<ul style="list-style-type: none"> # of acres that are permanently protected Town-owned open space land. Percent of land area overall in Foxborough that is protected open space. 	Conservation Commission	Planning Board Recreation Board; Recreation Dept.; Select Board; Town Manager	Short-term and continuing		
99	Natural Resources & Open Space	Foxborough needs to adapt its orientation from wholesale open space acquisition to stewardship of open space and targeted acquisition of open space.	<ul style="list-style-type: none"> Conduct a biannual inspection and review of the condition of all open space and conservation lands in Foxborough. Development of a stewardship and maintenance strategy for each open space and conservation area. # and percent of open space and conservation parcels that has a stewardship and maintenance plan. 	Conservation Commission	Planning Board Recreation Board; Recreation Dept.; Select Board; Town Manager	Medium-term and continuing		
100	Natural Resources & Open Space	Identify potential wildlife corridors through Foxborough.	<ul style="list-style-type: none"> Assess potential wildlife corridors. Map potential wildlife corridors. Identify parcels needed to complete wildlife corridors. Incorporate identification and protection of wildlife corridors in the next Open Space & Recreation Plan in 2018. 	Conservation Commission	Planning Board	Short-term and continuing		
101	Natural Resources & Open Space	Preserve, protect, connect and enhance Foxborough's conservation and natural land resources.	<ul style="list-style-type: none"> Identify conservation lands which need to be connected and enhanced. Establish top 5 priority parcels needs for connectivity. 	Conservation Commission	Planning Board	Short-term and continuing		
102	Natural Resources & Open Space	Identify and preserve areas with natural and/or scenic value, and encourage and preserve farms and agricultural lands. And protect, enhance, and connect Foxborough conservation areas to preserve Town's natural resources, rural character and scenic vistas.	<ul style="list-style-type: none"> Identify top 5 areas of scenic or natural value that merit preservation. 	Conservation Commission	Agricultural Commis- sion; Planning Board	Short-term, and continuing		
103	Natural Resources & Open Space	Permanently protect existing Town-owned open space with appropriate zoning and conservation restrictions.	<ul style="list-style-type: none"> Develop zoning and conservation restrictions for protection of existing Town-owned open space. 	Conservation Commission	Planning Board	Medium-term		

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Recom- mendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Part- ners	Time Frame	Status	Comments
104	Natural Resources & Open Space	Promote bylaw revisions that protect natural resources from the adverse impacts of land alterations.	<ul style="list-style-type: none"> Develop white paper on the adverse impacts of land alterations to inform the public and Town boards and commissions regarding the need to protection natural areas from adverse impacts of land alterations. 	Conservation Commission	Agricultural Commission; Recreation Board; Planning Board; Select Board; Town Manager	Medium-term		
105	Natural Resources & Open Space	Build a strong constituency of open space and recreation advocates through education and collaborative partnerships.	<ul style="list-style-type: none"> # of educational events annually and # of people participating in educational events # of partnerships 	Conservation Commission	Neponset Reservoir Committee Planning Board; Recreation Board; State Forest Advisory Committee	Short-term and continuing		
106	Natural Resources & Open Space	Establish and sustain the Open Space & Recreation Committee (OSRC) to serve as a core advocacy group.	<ul style="list-style-type: none"> Form and Open Space & Recreation Committee 	Conservation Commission	Recreation Board; Recreation Department	Continuing	The Open Space & Recreation Committee has been organized and is operating.	
107	Natural Resources & Open Space	Increase environmental awareness and provide environmental education to promote appreciation of Foxborough's natural assets among all sectors of the community.	<ul style="list-style-type: none"> # of educational events annually and # of people participating in educational events 	Conservation Commission	Conservation Commission; Neponset Reservoir Committee Planning Board; Recreation Board; State Forest Advisory Committee	Continuing	In-progress	
108	Natural Resources & Open Space	Encourage good private stewardship, maintenance, management and ownership of natural areas, particularly land-locked parcels serving principally residential subdivisions that have limited, if any, public access.	<ul style="list-style-type: none"> # of land-locked open space parcels for which neighborhood associations or homeowner associations' have assumed responsibility for ownership, taxes and stewardship / maintenance. 	Conservation Commission	Planning Board; Select Board; Town Manager.	Medium-term		
109	Natural Resources & Open Space	Encourage planting of trees along major roadway and street corridors, including Route 1.	<ul style="list-style-type: none"> # of trees along major roadway Quality of the tree canopy along major roadways 	Planning Board	Conservation Commission; Public Works; Tree Warden	Medium-term		See cross-cutting recommendations: # 38; 96; and 129. Trees can be planted in right-of-way or on private property aligning right-of-way.
110	Agriculture	Establish a Farmers' Market in Downtown Foxborough.	<ul style="list-style-type: none"> Has a Farmer's Market been established in Downtown Foxborough? Number of patrons at the Farmers' Market Number of farmers and vendors participating in the Farmers' Market. 	Agricultural Commission	Downtown Committee to be formed; Community Farm Stand	Immediate 2016 and continuing		

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
111	Agriculture	Consider adopting the model Right-to-Farm by-law.	<ul style="list-style-type: none"> Has a model Right-to-Farm Bylaw been drafted for use in Foxborough? Has public support for the Right-to-Farm Bylaw been cultivated? Has Town Meeting adopted the Right-To-Farm Bylaw? 	Agricultural Commission		Short-term		See cross-cutting recommendation in Downtown Strategy—Build Customer Base, recommendation # 47.
112	Agriculture	Adopt school food purchasing policies favoring buying local and incorporating fresh produce and farm products in daily lunch programs.	<ul style="list-style-type: none"> Has a School Food Purchasing Policy incorporating fresh produce, local farm products and healthy snacks been adopted? Percent of food purchase that is fresh produce and farm products. 	School Department	Agricultural Commission; Board of Health	Immediate and continuing		
113	Agriculture	Explore the use of land trusts to provide additional long-term protection for family farms and agricultural lands.	<ul style="list-style-type: none"> Has the use of land trusts been explored, including a review of land trust options and selection of preferred approach for Foxborough? Has Foxborough developed a working agreement with a land trust for long-term production of family farms and agricultural lands? 	Planning Board	Agricultural Commission; Select Board	Initiated in the short-term.	Policy Issue	
114	Agriculture	Study the prospects for adoption of the Community Preservation Act to fund protection of open space and agricultural lands.	<ul style="list-style-type: none"> Form a working group amongst boards to study the potential use of the Community Preservation Act in Foxborough. 	Planning Board	Agricultural Commission; Conservation Commission; Historical Commission; Housing Authority; Recreation Board Select Board	Initiated in the Short-term		See cross-cutting recommendations: #60 and 127.
115	Agriculture	Consider development of a community garden for Foxborough.	<ul style="list-style-type: none"> Has formation of a community garden been thoughtfully considered? Identify potential locations for community gardens. 	Agricultural Commission		Short and Immediate Term		
116	Agriculture	Encourage the preservation of farms and agricultural lands.	<ul style="list-style-type: none"> The number of farms in Foxborough. The number of acres used for agriculture in Foxborough. 	Agricultural Commission		Immediate and continuing		
117	Agriculture	Consider leasing additional town-owned property and conservation-owned lands for agricultural activities adhering to best management and good conservation practices.	<ul style="list-style-type: none"> Investigate the experiences of other towns leasing conservation land for agriculture. Identify conservation lands that could appropriately be used for agriculture. 	Agricultural Commission	Conservation Commission; Planning Board	Short-term and continuing		
118	Recreation	Plan and develop recreational resources for an aging population, including additional passive and active recreation options that are both indoor and outdoor.	<ul style="list-style-type: none"> # of indoor and outdoor recreational opportunities for elder residents. 	Recreation Board	Council on Aging & Human Services; Planning Board; Recreation Dept.; Town Manager	Short-term and continuing		

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
119	Recreation	Upgrade all facilities to meet ADA (Americans for Disabilities Act) standards, and develop programming options for physically challenged and disabled adults and children.	<ul style="list-style-type: none"> # and percent of recreational facilities that are fully accessible to physically challenged and disabled adults and children. # of programming options available to physically and disabled adults and children. # of disabled and physically challenged using recreation programming and recreational facilities 	Recreation Board	Commission on Disability; Council on Aging & Human Services; Planning Board; Public Works Dept. Recreation Dept. Town Manager	Short-term and continuing		
120	Recreation	Complete implementation of Master Plan for Payson Field improvements as part of Chestnut-Green/Foxborough State Hospital Re-Use Plan, including securing additional public grants and funding.	<ul style="list-style-type: none"> Complete of Payson Field improvements. 	Planning Board	Recreation Board; Recreation Dept. Town Manager	Immediate and continuing		
121	Recreation	Enhance wayfinding and signage of the Warner Trail extending through Foxborough.	<ul style="list-style-type: none"> Installation of wayfinding and signage identifying the Warner Trail. 	Recreation Dept.	Conservation Commission; Planning Board; Recreation Board; Town Manager	Medium-term		
122	Recreation	Add bicycle lanes and paths.	<ul style="list-style-type: none"> Plan for bike paths and bicycle lanes throughout Foxborough. # of lane miles of bicycle paths, lanes and sharrows in Foxborough. 	Planning Board	Public Works Dept.; Recreation Board; Recreation Dept. Select Board; Town Manager	Short-term and continuing		See cross-cutting recommendations: # 46; 51; 67; 136; and 151.
123	Recreation	Maintain the existing recreational facilities and upgrade facilities as needed to contemporary health, safety and recreational standards.	<ul style="list-style-type: none"> # and percent of Foxborough recreational facilities that meet or exceed contemporary health, safety, and recreational facilities. 	Recreation Department	Recreational Board; School Dept.	Short-term and continuing	The Recreation Board is trying to regularly upgrade facilities.	
124	Recreation	Consider the addition of “mini-parks” and passive recreation amenities, such as benches and seating areas with gardens with hard-surface access. This could include upgrades to various existing conservation land sites, and also be incorporated into future capital projects, such as a new Town Hall, the redevelopment of the Fire Station, or added to existing facilities, such as the Public Safety complex.	<ul style="list-style-type: none"> Develop mini-park program. 	Recreation Board	Capital Improvement Planning Committee; Commission on Disability; Conservation Commission; Council on Aging & Human Services; Planning Board; Select Board; Town Hall Working Group; Town Manager	Short-term and continuing		

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recom- mendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Part- ners	Time Frame	Status	Comments
125	Recreation	Consider adding recreational facilities for the very young, such as toddlers.	<ul style="list-style-type: none"> Develop plan for park and recreational facilities that serve the very young, including toddlers. 	Planning Board	Foxborough Moms' Club; Recreation Board; Recreation Dept.	Short-term		
126	Historic Resources	Foxborough should consider listing prominent historic resources on the National Register of Historic Resources, including Memorial Hall.	<ul style="list-style-type: none"> Is Memorial Hall nominated and/or listed on the National Register of Historic Places? # of properties listed on the National Register of Historic Places # of properties locally recognized in an official manner as historic resources 	Historical Commission	Planning Board	Short-term and continuing		
127	Historic Resources	Consider adopting the Community Preservation Act to generate resources for historic preservation initiatives.	<ul style="list-style-type: none"> Form a working group amongst boards to study the potential use of the Community Preservation Act in Foxborough. 	Planning Board	Agricultural Commission; Conservation Commission; Historical Commission; Housing Authority; Recreation Board; Select Board	Initiated in the Short-term		See cross-cutting recommendations: # 60 and 114.
128	Historic Resources	Explore creating a historic district (local and/or National Register district) for the Union Straw Workers' Housing area.	<ul style="list-style-type: none"> Identify potential area of a Union Straw Workers' housing district. Undertake an educational event of local historic districts and National Register Historic districts. Determine best course for recognition. 	Planning Board	Historical Commission; Massachusetts Historical Commission; Preservation Massachusetts	Short-term		
129	Route 1	Enhance the aesthetics of Route 1, including appropriate lighting, signage and enhanced landscape with trees along the corridor.	<ul style="list-style-type: none"> Prepare a concept plan for the length of Route 1 to improve aesthetics, lighting signage and landscape with trees for the corridor. 	Planning Board	Advisory Committee, Public Works Dept. Route 1 Business Assn. Select Board Town Manager	Short-term		See cross-cutting recommendations: # 38; 96; and 109.
130	Route 1	Investigate developing district-wide strategies to address parking, needed permeable lands, and water resource protection so as to encourage and enable quality, high-value development and redevelopment by both small and large property owners and businesses.	<ul style="list-style-type: none"> Route 1 District-wide strategy for parking. Route 1 District-wide strategy for permeable lands. Route 1 District-wide strategy for water resource protection Amend Zoning By-laws to enable district wide strategies for parking, permeable lands and water resource protection in the Route 1 area. 	Planning Board	Route 1 Business Assn.; Select Board; Town Manager; Water & Sewer Board;	Short-term		See cross-cutting recommendations: # 137 and 154.
131	Route 1	To explore the formation of a Route 1 Wastewater Management District (services area) where land use and utility service plans are aligned.	<ul style="list-style-type: none"> Conduct a sanitary sewer services planning/ feasibility study for Route 1, updating existing information. 	Planning Board with Water & Sewer Board	Select Board; Route 1 Property & Business Owners; Town Manager	Immediate		See cross-cutting recommendations: # 3; 10; 62; and 88.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
132	Route 1	To encourage mixed-use development on the land between the CSX line, transit stop and the Economic Development Area (EDA) area, thereby strengthening the connection and utilizing transit-oriented development practices.	<ul style="list-style-type: none"> Create incentive for mixed-use development near and around MBTA transit stop. 	Planning Board	Select Board; Town Manager; Water & Sewer Board Route 1 Business Association.	Short-term		
133	Route 1	Create a green buffer between the residential neighborhoods of Foxborough and Route 1 development.	<ul style="list-style-type: none"> Establish a green buffer plan between Route 1 development area and the residential area. 	Planning Board	Advisory Committee; Conservation Commission; Route 1 Business Assn. Select Board; Town Manager	Short-term		See cross-cutting recommendation: # 87.
134	Route 1	To support appropriate concentrated growth and development in the designated Economic Development area and Route 1 Growth Node.	<ul style="list-style-type: none"> Level of density and concentrated development in the EDA. 	Planning Board	Economic Development Committee	Immediate and Continuing		
135	Route 1	To encourage expansion of regular transit service, such as a trolley or bus, connecting Foxborough's growth nodes with a stop serving the Route 1 Growth Node at Gillette Stadium.	<ul style="list-style-type: none"> Discussions with GATRA, MBTA, and /or private part to provide bus or trolley service connecting the Growth Nodes. Transit service between Growth Nodes. Ridership between Growth Nodes. 	Planning Board	Select Board; Town Manager	Medium-term		See cross-cutting recommendation # 150.
136	Route 1	To provide for pedestrian and bicycle connection between the residential area of Foxborough and Patriot Place, while developing and maintaining a buffer between Route 1 and the residential, agricultural and natural areas of Foxborough.	<ul style="list-style-type: none"> Plan a bike path/pedestrian connection connecting Patriot Place with the balance of Foxborough. Build a bike path/pedestrian connection connecting Patriot Place with the balance of Foxborough. 	Planning Board	Public Works Dept.; Recreation Board; Recreation Dept. Select Board; Town Manager; Kraft Group	Short-term		See cross-cutting recommendations: # 46; 51; 67; 122; and 151.
137	Route 1	Adapt parking requirements to foster more efficient use of land while providing adequate access for patrons and employees.	<ul style="list-style-type: none"> Update parking requirements in the Zoning By-law. 	Planning Board		Short-term		See cross-cutting recommendation # 130.
138	Route 1	To reserve the large parcels on the west side of Route 1 for a planned large single corporate development users using a campus-style development. The west side of Route 1 should focus on non-residential development, since access to schools and recreation by children and families is difficult with Route 1.	<ul style="list-style-type: none"> Update Zoning By-law to preclude non-hotel residential development on the west side of Route 1. 	Planning Board		Short-term		See cross-cutting recommendation, Land Use # 94.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
139	Route 1	To concentrate development along Route 1 to avoid sprawl and costly service and utility extensions and investigate utilizing a program of Transfer Development Rights.	<ul style="list-style-type: none"> Develop a Zoning Bylaw that authorizes use transfer development rights in the Route 1 Growth Node. 	Planning Board	Conservation Commission; Economic Development Committee; Select Board; Town Manager; Water & Sewer Board	Short-term and continuing		See cross-cutting recommendations: # 14; 78; 83; 88; 90; and 93.
140	Route 1	Investigate advancements in technology and best practices on how to protect water resources areas, manage storm water and wastewater services, so as to foster high-value development along Route 1.	<ul style="list-style-type: none"> Review technology and best practice tools on water resource protection. Review technology and best practice tools for storm water management. Review technology and best practice tools for wastewater services. Adopt /use technology and best practices to enable high-value development along Route 1, including policy guidance. 	Town Manager	Planning Board; Public Works Dept.; Town Engineer; Water & Sewer Board	Short-term and continuing		See cross-cutting recommendations: # 130; 139; and 142.
141	Route 1	To solidify and strengthen the commercial tax base component for the Town for the long-term benefit and support to the Town.	<ul style="list-style-type: none"> Assessed valuations from the Route 1 Growth Node area. Percent of overall tax base attributable to Route 1 Growth Node area. 	Town Manager	Advisory Committee; Planning Board; Select Board; Water & Sewer Board	Short-term and continuing		
142	Route 1	To foster development that is respectful of the precious water resources in Foxborough and utilizes innovative and best practices in water, wastewater, storm water and energy management and conservation.	<ul style="list-style-type: none"> Update Water Resources Protection Overlay District by-law. Develop policy guidance on innovation and best practices in water, wastewater, storm water and energy management, and conservation. 	Planning Board	Conservation Commission; Select Board; Town Engineer; Town Manager; Water & Sewer Board	Short-term and continuing		See cross-cutting recommendations: # 130; 139; and 141.
143	Route 1	To support selected infrastructure investment to guide development around major transit stops.	<ul style="list-style-type: none"> Upgraded and enhanced infrastructure around transit stop(s). 	Planning Board	Public Works; Select Board; Town Manager	Medium-term		
144	Transportation: Overarching Challenges & Transport Goals	Develop a multi-use connector parallel to the "CSX" right-of-way connecting the Growth Nodes stretching from Route 1 to south Route 140 / Foxborough Boulevard/ Foxfield Plaza.	<ul style="list-style-type: none"> Prepare concept plan for multi-use connector parallel to the CSX line connecting the Growth Nodes. See funding for concept plan and for implementation. 	Town Manager	Planning Board; Select Board; MBTA; Kraft Group	Short-term		See cross-cutting recommendations: # 51; 67; and 151.
145	Transportation: Overarching Challenges & Transport Goals	Traffic Calming and Complete Streets. To maintain the small town character of Foxborough and promote walkability and health, the Town should engage in traffic calming and adopt a complete streets and roadways policy guiding all future street and roadway improvements.	<ul style="list-style-type: none"> Town Meeting enacts a Complete Streets Policy. # of traffic calming projects. # and percent of streets plus # and percent of road miles in Foxborough that are built using a Complete Streets approach. 	Planning Board	Public Works Dept. Select Board; Town Manager	Short-term and continuing		See cross-cutting recommendations: # 53; 95; and 155.

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recom- mendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Part- ners	Time Frame	Status	Comments
146	Transportation: Over- arching Challenges & Transport Goals	Be smart and maintain the existing transportation network. Use the new Pavement Management System and recent dedication of new meal's tax revenues for roadway system maintenance for a smart, balanced transportation future.	<ul style="list-style-type: none"> Post Pavement Management System online. Utilize Pavement Management System to inform street and roadway repairs and maintenance, and reconstruction. 	Town Manager	Planning Board; Public Works Dept. Select Board	Short-term and continuing		
147	General Transportation	Schedule evaluation and design improvements of Roadway intersections needing reconstruction or signalization, including: a. Central Street at the Charter School; b. Central Street and Commercial (Route 140) c. Walnut Street and Commercial Street d. Foxborough Blvd and Forbes Drive , off Route 140, at Foxfield Plaza e. West Street & South St. f. Route 140 and Chestnut Street g. Oak Street and Cocasset Street h. Cocasset and Chestnut Streets	<ul style="list-style-type: none"> Prepare an intersection evaluation schedule. Based on evaluation of intersections, prepare engineering design of intersection improvements. Secure funding for intersection improvements. Construct improvements. 	Public Works Department	Select Board; Town Engineer; Town Manager	Short-term		
148	General Transportation	Enhance and improve the pedestrian connections between Chestnut-Green and Downtown.	<ul style="list-style-type: none"> Stripe Crosswalks at intersections along paths between Chestnut-Green and Downtown Upgrade sidewalks between Chestnut-Green and Downtown in accordance with a Complete Streets Policy. 	Public Works Department	Planning Board; Select Board; Town Manager	Short-term		See cross-cutting recommendations: # 45; 64; 67; and 151.
149	General Transportation	Explore increasing transit opportunities for Foxborough residents.	<ul style="list-style-type: none"> Complete Jobs Access Reverse Commute study addressing transit needs of employers. Explore increasing MBTA commuter rail service to Foxborough. 	Planning Board	GATRA; MAPC; MBTA; Select Board; Town Manager	JARC: Short-term; Medium-term		
150	General Transportation	Encourage GATRA to provide direct transit services to Foxborough residents on a regular basis.	<ul style="list-style-type: none"> Meet with GATRA regarding transit needs of Foxborough residents. Pilot a transit route in Foxborough. 	Planning Board	GATRA; Select Board; Town Manager	Medium-term		See cross-cutting recommendation: # 135.
151	General Transportation	Develop bicycle/ pedestrian connections to link natural amenities, playgrounds and parks, schools and town activity centers.	<ul style="list-style-type: none"> # and percent of playgrounds; parks; schools; and town activity centers that have crosswalks, sidewalks on both sides of the street, and bike paths within a ¼ mile and within a ½ mile of each playground, park, school and town activity center. 	Planning Board	Public Works; Recreation Board; Recreation Dept.; School Dept.; Select Board; Town Manager	Short-term		See cross-cutting recommendations: # 46; 51; 67; 122; and 136.
152	General Transportation	In the future consider a transit stop (or perhaps a commuter rail stop in the longer-term) in Downtown Foxborough.	<ul style="list-style-type: none"> Identify potential location for a future commuter rail stop in Downtown Foxborough. 	Planning Board	Downtown Committee, to be formed	Long-term		

Table 8-1. Foxborough Master Plan Recommendations, Goals, Priorities, Metrics and Implementation Matrix

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
153	General Transportation	Amend GATRA's contract to provide bus service from Downtown Foxborough to Mansfield for commuter rail patrons.	<ul style="list-style-type: none"> At the next contract renewal with GATRA, add Downtown Foxborough to the bus service from Foxborough to the Mansfield commuter rail station. 	Planning Board	Downtown Committee, to be formed; Select Board; Town Manager	Short-term		
154	General Transportation	Adopt a green roads policy providing for multi-modal use of Town right-of-way, including provisions for sidewalks within a ½ mile of Downtown and area schools.	<ul style="list-style-type: none"> Adopt a green roads policy. # of sidewalk miles Percent of streets within ½ mile of Downtown and area schools and parks that have sidewalks 	Town Manager	Downtown Committee; Planning Board; Public Works Dept.; School Department; Select Board	Medium-term		
155	General Transportation	Enable easier access to Patriot Place by Foxborough residents from North Street, including bicycle and pedestrian access, and non-commercial vehicle access.	<ul style="list-style-type: none"> Bike path to Patriot Place Sidewalk with more direct pedestrian access to Patriot Place Assessment of non-commercial vehicle access options to Patriot Place for Foxborough residents. 	Town Manager	Planning Board; Public Works Dept. Select Board; Kraft Group	Medium-term		See cross-cutting recommendations: # 144; 149; and 150.

¹ Condo-ization of the waste water services references the fact that the total capacity of Foxborough's waste water treatment system is allocated (or condo-ized) amongst private parties as well as the Town. These historic "allocations" of sewer treatment capacity are owned by private parties, and are reserved for their sole use. Prudent management of sewer systems should account for prospective demand and growth needs of residents as well as business and industry. Most municipalities are the sole control over the capacity and use of wastewater treatment services.

Prior to approving the new IMA to build a new WWTP, Foxborough had sold all of its sewer capacity through allocations, even though it was not using all of its treatment capacity. While prior agreements merit respect, continuation of this approach will limit the Town's flexibility in business attraction and guiding new growth and development.

² A Green Community is a designation by the Commonwealth of cities and towns that have agreed to five criteria regarding energy sustainability. The criteria are: (1) as of right zoning in designated locations for renewable / alternative energy generation, research and development, or manufacturing; (2) adoption of an expedited permitting process for as-of-right energy facilities; (3) establishment of a municipal energy baseline and develop a plan to reduce energy by 20% within 5 years; (4) purchase only fuel efficient vehicles; and (5) set requirements to minimize life cycle energy costs for new construction, which can be done by adoption of the Stretch Code.

Green Community designation enables a municipality to apply for funding and small grants for energy conservation and sustainability.

³ 43 D Permitting refers to Expedited Local Permitting that was authorized by Section 11 of Chapter 20 of the Acts of 2006. There are five criteria for 43D permitting, namely: (1) designation of a single point of contact for streamline permitting; (2) a 180 day time line for review and issuance of permits after receipt of a complete application; (3) determining and making available all permit requirements; (4) establishing a process for identification of needed permits for a project at the outset; and (5) process for determining the completeness of a submission.

Implementation Partner Entities

The following boards, departments, public, private and nonprofit entities are needed partners to successfully implement and advance the Foxborough Master Plan recommendations. Numbers in the Table 8-3 refer to the recommendation number found in the preceding Implementation Matrix, Table 8-1.

Table 8-3. Implementation Partners as to Recommendation.

Map	Lot
Advisory Committee	28, 32, 33, 40, 73, 76, 78, 97, 105, 107, 129, 133, 141
Agricultural Commission	47, 63, 91, 102, 104, 110, 111, 112, 113, 114, 115, 116, 117, 127
Board of Health	8, 29, 30, 31, 43, 72, 76, 95, 112
Building Inspector	72, 76
Capital Improvement Planning Committee	28, 36, 124
Commission on Disabilities	119, 124
Community Farmstand	111
Conservation Commission	24, 63, 72, 76, 87, 89, 91, 92, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 114, 117, 121, 124, 125, 127, 133, 139, 142
Council on Aging & Human Services	36, 118, 119, 124
Cultural Council	52
Design Review Board	34, 56, 57
Downtown Committee*	38, 41, 42, 43, 44, 46, 47, 48, 52, 53, 54, 55, 57, 60, 62, 64, 65, 110, 152, 153, 154
Downtown Property & Business Owners	41, 42, 43, 44
Economic Development Committee	43, 53, 62, 63, 66, 68, 69, 70, 71, 72, 76, 77, 78, 82, 83, 85, 91, 93, 134, 139
Emergency Services	35
Fire Department	35, 76
Foxboro Mom's Club	125
Foxborough Arts Association	52
Garden Clubs of Foxborough	38, 75, 96
GATRA	50, 135, 149, 150
Historical Commission	33, 114, 126, 127, 128
Housing Authority	21, 114, 127

*indicates that committee formation is in progress or to be organized.

Table 8-3. Implementation Partners as to Recommendation.

Map	Lot
IT Department	76
Kraft Group	136, 144, 155
MA Dept. of Conservation & Recreation	46
MA Executive Office of Housing & Economic Development (EOHED)	80
MA Office of Business Development (MOBD)	58, 70
MAPC	50, 51, 80, 149
Massachusetts Historical Commission	128
MBTA	50, 135, 144, 149
National Grid	26, 27, 61
Neponset River Watershed Association	9, 105, 107
Norfolk County Agricultural High School	70
Permanent Municipal Building & Planning Committee	35
Planning Board	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 30, 31, 32, 34, 37, 38, 39, 40, 41, 42, 44, 45, 46, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 80, 81, 82, 83, 84, 85, 86, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 107, 108, 109, 113, 114, 117, 118, 119, 120, 121, 122, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 138, 140, 141, 142, 143, 144, 145, 146, 148, 149, 150, 151, 152, 153, 154, 155
Police Department	35
Preservation Massachusetts	128
Public Works Department	1, 6, 7, 11, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 28, 29, 30, 31, 38, 39, 41, 42, 44, 46, 51, 61, 67, 75, 76, 77, 88, 90, 96, 109, 118, 119, 122, 129, 136, 140, 143, 145, 146, 147, 148, 151, 154, 155
Recreation Board	46, 51, 52, 92, 95, 97, 98, 99, 104, 105, 106, 107, 114, 118, 119, 120, 121, 122, 123, 124, 125, 127, 136, 151
Recreation Department	46, 48, 51, 52, 92, 95, 97, 98, 99, 106, 118, 119, 120, 121, 123, 125, 136, 151

*indicates that committee formation is in progress or to be organized.

Map	Lot
Renewable Energy Advisory Committee	25, 37
Route 1 Business & Property Owners Association	8, 10, 87, 129, 130, 131, 132, 133
School Department	2, 52, 53, 70, 112, 123, 151, 154
Select Board	3, 6, 7, 8, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 28, 31, 32, 33, 34, 36, 37, 38, 39, 40, 41, 42, 43, 45, 48, 52, 53, 43, 55, 56, 57, 58, 60, 61, 62, 63, 65, 66, 67, 68, 69, 70, 71, 72, 73, 75, 76, 77, 78, 80, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 93, 96, 97, 98, 99, 104, 108, 113, 114, 122, 124, 127, 129, 130, 131, 132, 133, 135, 136, 139, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 153, 154, 155
SRPEDD (Southeastern Regional Planning & Economic Development District)	80
Southeastern Regional Vocational Technical High School	70
State Forest Advisory Committee	105, 107
Town Engineer	6, 9, 16, 18, 24, 90, 140, 142, 147
Town Hall Working Group	34, 56, 124
Town Manager	3, 6, 7, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 26, 27, 28, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 48, 52, 53, 54, 55, 56, 57, 58, 60, 61, 62, 53, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 90, 91, 93, 96, 97, 98, 99, 104, 108, 118, 118, 120, 121, 122, 124, 129, 130, 131, 132, 133, 135, 136, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 153, 154, 155
Tree Warden	96, 109
Tri-Town Chamber of Commerce	38, 58, 69, 70, 72, 75, 83
Water & Sewer Board	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 39, 61, 62, 63, 76, 77, 78, 84, 85, 88, 90, 91, 93, 130, 131, 132, 139, 140, 141, 142
Zoning Board of Appeals	76

*indicates that committee formation is in progress or to be organized.

Figure or Table Number	Description	Page Number
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SECTION 8 IMPLEMENTATION

Table 8-1	Foxborough Master Plan Recommendations, Goals, Policies, Metrics and Implementation Matrix.	8-9
Table 8-2	Implementation Lead Entities for Each Recommendation.	8-33
Table 8-3	Implementation Partners as to Recommendation.	8-37

Issue Paper Overview

During the second phase of the master planning process, the Foxborough Planning Board collaborated with the local newspaper, the Foxboro Reporter, which printed several issues papers on key issues facing Foxborough. The purpose of the issues papers was to provide background, frame issues, and engender greater public understanding to enable a richer and more complete discussion of the issues facing Foxborough. Three key issues, namely sewer, public water supply and land use, which underlain many of the discussions during the master plan were selected as topics for the issues papers.

A fourth issue, health, was selected since it is an emerging planning issue that is beginning to be a component in many master plans. Foxborough participated in the American Planning Association's (APA) Sustaining Places: Best Practices for Comprehensive Plans as a pilot project for master plan development. Health is one the recommended issues by APA to be addressed in the master planning process.

Sewer, Growing Sustainably and Land Use

Over the last 24 months, one issue more than any other has influenced the Master Plan process – sewer. It has become apparent through the feedback the Master Plan process has generated that sewer is critical to the future of Foxborough. However, like many important issues there is widespread misunderstanding about sewer, the impact it might have on development, and how to effectively utilize sewer to promote the long-term strategy of the community.

It seems one point that most people can agree on is that sewer, or more specifically the lack of sewer, has been a roadblock to a thriving downtown and one of the biggest deterrents to meaningful and appropriate development on Route 1. Up until now, growth in Town has taken place, not as part of a planned strategy, but rather as a response to locations with septic suitability or sewer infrastructure capacity. Although Foxborough residents and property owners alike have voiced a desire for restaurants, cafés, bakeries and improvements to Downtown, this cannot happen without expanded and upgraded sewer services that are competitively priced and affordable for residents and small businesses. Revitalization of the Downtown cannot be pursued without more sewer treatment service. As one resident aptly stated “if we don’t get sewer, Downtown is dead.” It is important to recognize the Town has made progress toward resolving the sewer issue Downtown. Specifically, the Town has recently entered into an Inter-Municipal Agreement (IMA) with Mansfield and Norton that would make more treatment capacity available at the Mansfield wastewater treatment plant (WWTP). The Town has also created a sewer service area Downtown that creates a priority area for sewer expansion in Town. These are critical first steps to addressing sewer Downtown, but much work still needs to be done.

On Route1, the story is similar. Many of the parcels on Route 1 are vacant or underutilized – serving as overflow parking for Gillette Stadium 12 to 14 days a year. Recent poll results indicate that Foxborough residents want Route1 to be a better economic driver for the Town; but with the lack of sewer (along with other constraints to development) there is a limit to how much meaningful high value development can happen on Route 1. These two issues – sewer Downtown and sewer on Route 1 – have been a steady drumbeat in the background of the entire Master Plan process.

Even with almost universal recognition that sewer is important to Downtown and Route 1, there is widespread apprehension about expanding sewer service in Town. There are

those that believe sewer brings with it unbridled development and that expanding sewer service in Foxborough would degrade the rural character of Town. Many believe that expanding sewer service would result in the loss of wooded and open spaces to development, and that the sewer brings with it the kind of low density sprawl that has thus far largely been absent from Foxborough's landscape. What these folks understand is that limiting sewer limits development. However, what is overlooked is that using sewer to limit development stifles all development, good and bad. Desirable businesses generating jobs and taxes often cannot readily find move-in ready space in Foxborough given the current sewer constraints. The analogy can be made that sewer is like a powerful weed killer; if you use it without discretion you'll kill the flowers with the weeds. It is important to note that the lack of sewer availability in Town, like in many towns, has contributed to the loss of rural character more than many people would have expected. Without sewer, new residential developments have generally been on large scale parcels that can support septic, which means more land clearing, fewer trees, and more low density development.

Sewer shouldn't be thought of as a way to control or limit development – that is the role of zoning. Careful and thoughtful zoning can promote and control development to achieve a desired landscape much more effectively than sewer. Sewer, however, can be a powerful tool used to augment zoning. If sewer expansion were done in a planned and organized manner that is consistent with a thoughtful land use and zoning plan, Foxborough could maintain much of its rural character. Sewer can support more concentrated development, which means development could be centered around already developed areas of Town, like Downtown and in-fill lots, which means more open space and rural parcels could be preserved.

How to best implement an expanded sewer program in Town is an important question. Implementation will need to balance the Town's desire for a robust Downtown and valuable Route 1 with the Town's desire to maintain its rural character. The job of implementing a sewer program in Town falls squarely with the Town's Water & Sewer Board. The Board has been investigating options for sewer for almost two decades. The Town reviewed wastewater needs in its Comprehensive Wastewater Management Plan (CWMP) developed in 2002, which was the culmination of many years effort. The Town has negotiated a partnership with Mansfield and Norton to build a new wastewater treatment plant (WWTP) with the three communities being co-owners of the new facility. The costs of the new WWTP will be borne collectively by the three towns; however, the cost of expansion of sewer infrastructure in Town will be borne by Foxborough. It is important to note that the CWMP prepared in 2002 was done without the benefit of a Master Plan. As such, the CWMP identifies areas targeted for sewer expansion based solely on physical needs, not based on any plans for future development in Town. It may be time to revisit the CWMP and evaluate how it can be implemented with consideration to the Town's Master Plan.

The current sewer plan being considered by the Board is the best plan available for the Town of Foxborough. The Town has considered other options, but either the scale of those options is too small to be broadly effective or the cost of those options is prohibitive. This option will increase Foxborough's available capacity in the long-term and open up Foxborough's future for the kind of development and open space preservation it desires.

There is no question that sewer is a significant challenge facing Foxborough. To tackle this challenge, Foxborough should focus its effort on the following action items:

1. Foxborough should develop an integrated approach for sewer and land use, one that supports Foxborough's growth nodes and encourages appropriate, more compact development, so as to retain Foxborough's small town ambiance and rural character.
 - a. To that end, Foxborough should revisit and update the CWMP to address current needs and alignment with the Town's Master Plan; and
 - b. Develop land use controls and zoning to encourage the type and location of residential and commercial development at locations that sustain Foxborough's rural, outdoorsy ambiance.
2. Make sewer service affordable for Downtown small businesses and residents in order to foster the revitalization of Downtown.
3. Create a financing approach for the new WWTP and for the related sewer collection system improvements and expansion that is price sensitive so as to encourage more users to hook-up to the Foxborough sewer system, thereby increasing the number of ratepayers and spreading operating and capital costs amongst more users. When sewer connections appear costly, individuals as well as developers in some cases default to using septic systems and seeking the use of more land for development that can accommodate septic systems, thus chipping away the rural, wooded character of Foxborough.
4. Be open and proactive about alternate sewer solutions on Route 1. The lack of sewer currently constrains new development and redevelopment of properties along Route 1, which is viewed as a source of new tax revenue growth for Foxborough. Property owners along Route 1 have several potential options for accessing sewer, including connection with the Town's sewer system (after critical needs, such as the area around the Neponset Reservoir are first met – this is per DEP's regulations); connection to the MWRA by extending sewer from Walpole to the Route 1 area; or formation of an independent sewer district with the purchase of development wastewater treatment services.

5. Resolve the historic allocation method for sewer treatment. In the past, Foxborough financed its major sewer capital expense through the sale of “allocations” of wastewater treatment capacity (the purchase of “X” number of gallons to be treated daily). In essence, this has been a de facto “condo-ization” of the Town’s wastewater treatment facilities. Prior to approving the new IMA to build a new wastewater treatment plant, Foxborough had sold all of its sewer capacity through allocations, even though it was not using all of its treatment capacity. While prior agreements merit respect, continuation of this approach will limit the Town’s flexibility in business attraction and guiding new growth and development.
6. Develop a comprehensive Inflow and Infiltration (or I&I) detection and elimination program. I&I, which is groundwater infiltrating into the system pipes and manholes, and storm water making its way into the collection system (inflow) is a challenge for many older sewer collection systems, such as Foxborough’s. I&I increases the amount of fluid that needs to be treated by the wastewater treatment facility, thereby driving up costs. An aggressive I&I program will help Foxborough reduce costs and make available sewer treatment capacity available for residential and commercial users.
7. Consider Foxborough’s water supply when addressing the future sewer needs in Town. A cohesive approach for sewer availability and land use is needed as part of the protection of Foxborough’s water supply.



Some Tools for Guiding Land Use and Community Services – Sewer

Zoning and availability of community services, such as sewer are inter-linked. Growth management often requires a two-prong approach. Some communities in an effort to adequately protect rural areas and saving open lands for agriculture, timberland, water supply protection, natural resource conservation and recreation, have enacted policies designating growth areas using an urban/suburban growth boundary along with a designated urban/suburban services district. The goal is to preserve community character along with the efficient use of public infrastructure to stimulate appropriate community and economic development, which is the same goal that Foxborough has expressed for its community. Some tools used by other communities are described below.

In 1993, Concord, NH enacted Urban Growth Management Boundaries in its Zoning Code based on its master plan and focus on Village Centers. The area outside the growth boundary is for farms, timberland, natural resource areas, open space and rural

residential. All other land uses, including retail, commercial and office development, as well as housing are within the urban growth boundary. The urban growth boundary includes downtown Concord, the village centers and suburban-style areas of the community. Concord's infrastructure plans are based on the separation between rural and concentrated development for water and sewer utilities. The urban growth boundary has enabled Concord to provide and manage public facilities and services more efficiently and cost effectively.

One system adopted by some Maine communities was to identify growth areas and low growth areas of the town. In Kennebunk, permits in low growth areas were capped to no more than 25% of the building permits from the prior year. Provision of town water and sewer were limited to designated growth areas – the villages and commercial corridor to Portland. Kennebunk found that this policy did result in less subdivision development in the low growth areas. However, development of individual larger residential lots did continue in the designated low growth areas under the Growth/Low Growth Areas policy.

Another approach is to formally designate service areas for water and sewer, combined with a program of development rights transfer, which is similar to an approach used by North Kingstown, RI. This would enable property owners outside the urban/suburban services area and growth boundary to transfer their development rights to a receiving area, where the community wished to promote new growth. The receiving property would benefit from additional density and development benefits. Such a program can be targeted to areas that the Town wishes to preserve as rural open space or farmland (which would be a sending area of development rights).

Public Water Supply Protection

The preservation and protection of Foxborough's water supply is a very important concern for Foxborough and will be a critical consideration for development in the future. Foxborough relies on groundwater for its drinking water supply, and Foxborough's groundwater sources are located almost entirely within the Town boundaries. In total, Foxborough has 13 wells that supply the Town with an average of 1.6 MG of water per day. While the Town's supply is generally adequate for existing customer demand, it will be important to ensure that adequate supply and good quality water is available in the future. The impact that development will have on water supply is twofold: as development in Town increases so will the demand for high quality and abundant water. However, as development increases so will development pressures on Foxborough's water supply protection areas, which could jeopardize Foxborough's water supply.

Today, Foxborough's winter time use of water is approximately 40% of its available water supply. During summer months, Foxborough consumes about 85% of its water supply, which underscores the need for water conservation measures. Smaller lot development tends to minimize peak summer time water usage. As Foxborough moves into the future, it will be imperative that the Town develop comprehensive measures that protect water supply, but promote thoughtful appropriate growth. It may be necessary to explore new sources of water in the future, but at this time the Town should focus on conservation and efficiency as a cost-effective means of maximizing the existing water supply.

The Town has zoning measures in place to protect groundwater resources beneath the Town. Specifically, the Town enacted a zoning bylaw that created a "Water Resources Protection Overlay District", or WRPOD. The purpose of the WRPOD is to protect the public health, safety, and general welfare of the community by:

1. Preserving and maintaining the existing and potential groundwater supplies, aquifers, and recharge areas of the Town of Foxborough, and protecting them from adverse development or land-use practices;

2. Preserving and protecting present and potential sources of drinking water supply for the public health and safety;
3. Conserving the natural resources of the Town;
4. Preventing blight upon and/or pollution of the environment;
5. Implementing the Town's authority to regulate water use pursuant to MGL c. 41, §69B, and MGL c. 40, §41A, conditioned upon a declaration of water supply emergency issued by the Massachusetts Department of Environmental Protection (DEP).

The "groundwater supplies, aquifers, and recharge areas" noted in No.1, above, are defined generally as Zone IIs and Zone IIIs; where Zone II areas are those areas that could contribute to a water supply well recharge, and Zone III areas are those areas outside the Zone II that may contribute to recharge into a Zone II. While Zone IIs require a higher degree of protection than Zone IIIs, both have similar restrictions on land use types and similar restrictions on impervious surface and development density.

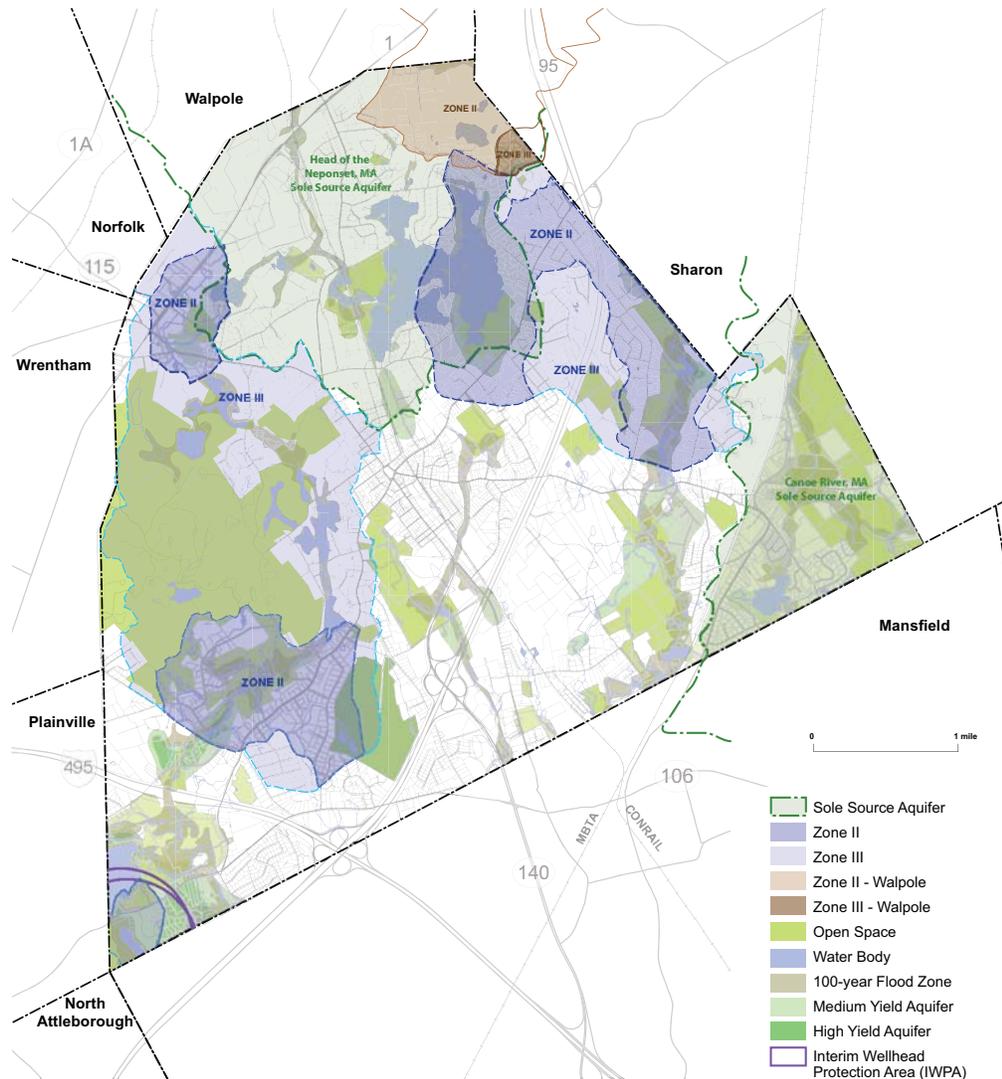
In Foxborough the Zone IIs¹ and Zone IIIs encompass almost 50 percent of the land area in Town, and cover a very significant portion of the Route 1 corridor. There is significant overlap between the Zone II area for the Town of Walpole's wells and the Zone II for a number of Foxborough's wells. In addition, a large portion of East Foxborough is part of the Canoe River Aquifer, the source of Mansfield's and Sharon's water supply. Foxborough's Zoning Bylaw restricts development in all Zone IIs and IIIs. While not specifically addressed in Foxborough's Zoning Bylaws, Walpole's drinking water supply should be a consideration when evaluating development scenarios along Route 1.

As they exist now, the restrictions set forth for the WRPOD are highly protective of Foxborough's drinking water supply (and by default, part of Walpole's drinking water supply). In the absence of any development pressure, these zoning restrictions would serve Foxborough well moving into the future. However, recent polling has shown that Foxborough residents want Route 1 to be a better economic driver for the Town, which means the Town would need to encourage more high value development on Route 1. At the face of it, it may seem as though the development needs for Route 1 are at odds with the Town's desire to protect water supply; however, the two needs are not mutually exclusive. High value development requires abundant high quality water - think office space, hotels, restaurants, manufacturing, medical, research, etc. As such, it is to the benefit of future development to preserve and protect water supply resources to ensure their needs are met in the future.

¹ Zone IIs are also considered "nitrogen-sensitive areas" under Title V (septic) regulations.

Water resource protection, while important, should not be confused with zoning. Zoning is the mechanism used to control growth and development, and can be a powerful tool to protect water resources. However, overly restrictive water resource protection is a poor substitute for thoughtful zoning. The current WRPOD was developed without the benefit of a town-wide Master Plan, and therefore may not have considered growth in the future. While the restrictions set forth in the WRPOD by-law do a good job of protecting water resources (which is their primary goal) they may put undue restrictions on development, particularly on Route 1. As the Town completes the Master Plan process and develops comprehensive strategies for the growth node scenarios outlined in the Master Plan, it will be important to revisit the restrictions in the WRPOD, particularly the restrictions in the Zone IIIs. Through close coordination between the Water and Sewer Board and the Planning Board, it may be possible to open up development opportunities, particularly along Route 1, without weakening the protections already in place.

Below, a map of public water displays and related protection areas is depicted.



Land Use and Sustainability

Vision

The Town of Foxborough is characterized by its rich history, small town traditions and family-centered neighborhoods located at the crossroads of southern Massachusetts. It has many natural resources including beautiful forests, lakes and rivers, a world-class athletic attraction and a picturesque town center. The Foxborough Master Plan seeks to protect this balance and provide for a dynamic local economy and an environmentally sustainable future.

Determining the land uses of the Town defines the overall character of a community. Foxborough's vision for the future clearly articulates the importance of natural resources, the state and town forests, and the need for balance with a strong economy. Sustainability is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.¹ Sustainability is often defined in terms of the 3 "E"s – Environment, Economy and Equity (social) – and incorporating a balance approach evaluating policies and actions as to the environment, economy and equity. The desired land uses for today and the future in Foxborough are laid out in a land use map, and implemented through the Zoning By-law. During the first phase of the master planning process, residents clearly articulated the desire to retain Foxborough's rural character and small town ambiance, and to guide future economic growth using the growth nodes approach.

Foxborough's four growth nodes are Downtown, Chestnut-Green, Route 1, and South Route 140 (incorporating Foxborough Plaza, Foxborough Boulevard and Foxfield Plaza). The Growth Nodes approach calls for concentrating development within the growth nodes. The Growth Nodes approach encourages retention of natural areas in the rural, less developed areas of Foxborough, while retaining areas to promote economic vitality and a strong tax base. Equity and social concerns are advanced with Town's Housing Production Plan, and incorporation of housing within the growth nodes so that residents have easy access to services as well as jobs. Equity is further advanced by developing alternative transportation modes, particularly for persons without cars, including young people and seniors (4.3% of Foxborough households do not have a car).

The focus on conserving and protecting natural areas is the subject of the Town's Open Space Plan, and the work of the Conservation Commission. This establishes a goal for at least 20% of the Town's land area to be set aside for conservation purposes, which has been nearly achieved. Additional lands may need to be conserved for special purposes, such as wildlife corridors, public water supply protection, creation of a green buffer between residential areas and Route 1 development.

During the Weekly Polls, Foxborough residents indicated that additional tax revenues be raised with a greater reliance on the commercial tax base. In addition, Weekly Poll respondents positively viewed additional development on Route 1, particularly as a source of revenue for the Town. The current zoning framework for Route 1 is based on

the residents' desire for Route 1 in Foxborough to be more than a series of strip retail and auto dealerships. Large setbacks were established, in part, to retain a more rural character or boulevard-like appearance. The amount of retail was restricted. The desire for quality jobs and office park development along Route 1 has been voiced during the master plan process.

Route 1 provides a microcosm of the challenges of balance and forging a sustainable land use plan for Foxborough. Conservation land, the state forest and the cranberry bog abut portions of the Route 1 commercial area. The concept of a green buffer separating residential areas and the Route 1 commercial was strongly supported by Weekly Poll respondents. The green buffer and existing conservation resources contribute to environmental sustainability and protecting neighborhoods. In addition, there is a significant portion of Route 1 that is designated as a water protection area for the Town's water supply.² Much of the properties along Route 1 rely on septic systems today, and will need to be connected to a wastewater treatment facility to enable higher value development.³

To be able to support needed capital investments in Foxborough, such as a new Town Hall, the Inter-Municipal Agreement for a new wastewater treatment facility, and other projects, as well as the general operations of the Town and schools, real estate tax revenues are needed. This requires the encouragement and support of appropriate new development along Route 1. Office buildings and medical office buildings are one of the leading types of high-value real estate development that can provide higher tax revenues and good-paying jobs.

To assess how the current zoning framework enables higher value real estate development along Route 1, a sample of four parcels ranging in size from 1.5 acres to nearly 6 acres in size along Route 1 were analyzed for potential new office development in the Highway Business Zone, the S-1 Zone, and a single parcel in the Economic Overlay District with no contiguous properties under the same ownership. Each of these parcels currently have single-story commercial structures and currently generate a modest level of taxes.

Based on current market rents for Class A office space in the South Suburban market, which are \$22/SF, higher-end office development cannot be developed along Route 1 on the four sample properties given the current zoning framework, as noted in the table on the following page. Although the lack of sewer is a development constraint, it is not the sole factor hampering future development. The restrictions stating that only 15% of any property in a Zone II or Zone III water resources area can be impermeable (land that is covered by either parking or building) is a key driver in restricting the economic viability of development along Route 1. Parking requirements of 1 space for every 250 SF of office also increase the impermeable land requirements, making new development

even more challenging. In short the findings of the financial pro forma analysis found:

- Current rents do not support office development. \$22.00/SF triple net rents (NNN)⁴ for Class A space, which is what the South Suburban market is attracting.
- A pro forma analysis for a 3 story office development with surface parking at 3 spaces per 1000 SF will work at \$46/SF NNN with no land costs; 30 year financing at 6%; and 90% efficient building with 90% occupancy. \$46/SF rents are the type of office rents currently charged in downtown Boston. The ability to charge this level of office rents is not foreseen for Foxborough in the foreseeable future.
- Pro forma analyses for 4 story office development with surface parking at 3 spaces per 1000 SF will work at \$52/SF NNN with no land costs; 30 year financing at 6%; AND 90% efficient building with 90% occupancy. This is more than twice the current office rental market. Again, the requisite rental rate is significantly above market rates, and this type of development is infeasible with current zoning regulations along Route 1.
- The pro forma for a seven-story Class A office development with structured parking in a separate parking structure (at \$15,000/space) with 30 year financing at 6% AND 90% efficient building with 90% occupancy and no land or acquisition costs will work when rents are \$54/SF NNN.

Although, most communities find that higher multi-story development ranging up to 8 or more stories frequently results in more open space, current land coverage restrictions (15% in Zone II and III areas) combined with the Town's parking requirements preclude the current market feasibility of mid-rise development at the present time.

Key challenges to successful higher value real estate development (and hence higher taxes) are two-fold. One issue is parking requirements. The second issue, is the need to protect public water supply. The present development framework for most of Route 1 is based on an individual lot approach. To provide adequate parking and provide for sufficient permeable surfaces is nearly impossible with higher value development using a single lot by lot approach, whether it is in the Highway Business, S-1, or EDA areas.

The reason that development can occur in the EDA is that the EDA enables an aggregated approach where all contiguous properties are considered as one, so that parking and the amount of needed permeable areas is satisfied in aggregate and not solely on a single-owned parcel. This points to the need for a district-wide approach to

¹ Brundtland Report, World Commission on Environment and Development, 1987.

² See Issues Paper on Public Water Supply Protection.

³ See Issues Paper on Sewer, Growing Sustainably and Land Use.

permeability and the importance of the green buffer, as well as a Route 1 approach to parking with perhaps a Route 1 shuttle. In addition, advancements in design of water protection, water conservation and recycling, storm water management and wastewater treatment will need to be examined to best plan for a resilient and sustainable future for Route 1 that can provide a range of good-paying jobs and a healthy tax base contributing to Foxborough’s overall sustainability.

Location	North Section of Route 1 (east side)	West Side of Route 1, South	Central portion of Route 1, East-Side	Route 1, East- Side, South
Zoning	S-1	S-1	EDA Overlay	Highway Business
Size	5.75 acres	1.4 acres	3.7 acres	2.2 acres
Water Resource Area	None	Zone II	Zone II	Zone III
Higher Value Real Estate Development Scenarios (85% occupancy & 20 yr. financing)				
3-Story Office with Parking (1 space/250 SF)	The pro forma for new construction requires only works as rents approach \$65/SF	Bldg. floor plate size restricted by need for surface area parking. Floor plate too small for economic development.	Bldg. floor plate size restricted by need for surface area parking. Floor plate too small for economic development.	Bldg. floor plate size restricted by need for surface area parking. Floor plate too small for economic development.
3-Story Office with Parking (3 spaces/1000 SF)	The pro forma for new construction requires only works as rents approach \$52/SF.	Floor plates 5000 SF or less are generally not cost effective	Floor plates 5000 SF or less are generally not cost effective	The pro forma for new construction requires only works as rents approach \$55/SF.
4-Story Office with Parking (1 space/250 SF)	The pro forma for new construction requires only works as rents approach \$72/SF.	The pro forma for new construction requires only works as rents approach \$72/SF.	The pro forma for new construction requires only works as rents approach \$72/SF.	The pro forma for new construction requires only works as rents approach \$72/SF.
4-Story Office with Parking (3 spaces/1000 SF)	The pro forma for new construction requires only works as rents approach \$53/SF.	The pro forma for new construction requires only works as rents approach \$53/SF.	The pro forma for new construction requires only works as rents approach \$53/SF.	The pro forma for new construction requires only works as rents approach \$53/SF.
7-Story Office Building with Parking (3 spaces/1000 SF)	Structured Parking Needed; Does not work until rents reach \$52/ SF	Structured Parking Needed; Does not work until rents reach \$52/ SF	Structured Parking Needed; Does not work until rents reach \$52/ SF	Structured Parking Needed; Does not work until rents reach \$52/ SF

⁴ NNN is the acronym for triple net leasing. Triple net leasing is the prevalent approach to commercial leasing, where the tenant is responsible for real estate taxes, building insurance, and building maintenance.

Healthy Communities / Healthy Foxborough

Health is defined as a complete state of physical, mental and social well-being, and not merely the absence of disease or infirmity. A healthy community is a community whose environment, land uses and overall design foster physical health, safety and well-being, so as to minimize risk of disease and to make it easier for all, and particularly persons with health challenges to move about and live meaningful and productive lives.

The Massachusetts Department of Health as part of the state's Prevention and Wellness initiative compiled a comparative list of health indicators for each of the state's 351 cities and towns. Foxborough overall rates very well. Notable indicators where Foxborough is above the state average or in a higher quintile are:

- Pediatric Asthma Prevalence in Foxborough is 16.4% compared to the state rate of 10.4%.
- Myocardial infarction hospitalizations in Foxborough are 202.6 per 100,000, slightly above the state rate of 200.5.
- Coronary heart disease hospitalizations amongst Foxborough residents are 499.3 per 100,000 compared to the state rate of 376.5. (FY2008-2010).
- Stroke hospitalizations for Foxborough residents are 300.8 per 100,000 compared to the state rate of 266.5. (2008-2010).
- Cardiovascular disease hospitalizations for Foxborough residents are 1688.4 per 100,000 compared to a state rate of 1587.5. (FY2010).
- Foxborough ranked in the 4th quintile as to the prevalence of overweight and obesity amongst adults (using a three-year average for 2009-2011). On the measure of obesity along, Foxborough ranks in the fifth quintile for the period 2008-2010. These rankings indicate that Foxborough is amongst the 40% and 20% of Massachusetts cities and towns with the highest rates of obesity.
- Foxborough ranked in the first quintile for lack of physical activity amongst adults on a five year average prevalence (2001, 2003, 2005, 2007, 2009).
- Foxborough ranked in the 4th quintile for prevalence of good physical health (with less than 15 days poor mental health) amongst adults for a three year average (2008-2010).

Higher indicators for coronary hospitalizations, cardiovascular, myocardial infarction, and obesity have all been linked to lifestyle as well as community design issues. The ability to take daily walks on safe, accessible sidewalks or in nearby parks and open space has been linked to healthier outcomes. The data indicates that some adults are very physically active in Foxborough, while others are not. This may be in part be attributable to the comparatively long commuting time by 26.7% of Foxborough residents whose daily commute is 45 minutes or more every day (ACS 2005-2010). This segment of Foxborough residents spend over 368 hours a year commuting – the equivalent of two months working full-time.

To encourage improved health status, Foxborough may wish to consider a complete streets policy as well as promotion of walking and bicycling. Complete streets is a transportation approach that utilizes existing resources – town roadway right-of-way – to provide a more inclusive, healthier and balanced transportation system. A complete street provides right-of-way width for cars, trucks, and buses, bicycles and sidewalks for pedestrians. Weekly Poll respondents favored establishing additional sidewalks within a half-mile of schools and parks, which could benefit persons of all ages.

Foxborough's focus on parks and recreation has been traditionally focused on youth needs. However, consideration for opportunities for adults of all ages to become more active, whether by walking, bicycling, individual sports or enjoying the outdoors for mental health appears warranted given Foxborough's health indicators.

Initiatives to reduce pediatric asthma often involve reducing asthma triggers, such as mold and second-hand tobacco smoke. Public schools and community facilities should be checked for mold and mold removal and remediation be undertaken as needed.

Foxborough residents have easy access to health care facilities with medical offices and clinics located in town, including Brigham & Women's and Massachusetts General Health Care Center at Patriot's Place, Steward Health Center, and Norwood Hospital Clinic. In addition, there are several local dentists serving local residents.

The Doolittle Home on Bird Street in Downtown Foxborough offers nursing care services to 32 residents. Over one in eight (13.6%) Foxborough residents are 65 years of age and older (ACS-2009-2013). The proportion of elders is projected to increase to one in five (21%, MAPC) in 2030, which would indicate that there will be in increasing demand for nursing and rehabilitative care services by Foxborough residents.

With the growth of the information economy and changes in manufacturing practices, combined with the strict use regulations in Foxborough's zoning bylaws, the number

and range of pollutants and toxins that Foxborough residents are locally exposed to from industry have been reduced.

Historically, Foxborough has a few industries that could have generated contaminated wastes over the past century, such as the cast metal companies and the bleachery, in addition to more contemporary oil and chemical spills resulting from traffic and construction accidents. Foxborough through its zoning bylaw has prohibited many potential generators of pollutants in the water resource protection areas. The Massachusetts Department of Environmental Protection's database indicates that there have been 122 reported brownfield sites in Foxborough, many of which have been remediated over the past 20 years as noted in Table 1.

Table 1. Reported Brownfield Sites in Foxborough.

Contaminant	Hazardous Material	Oil	Oil and Hazardous Material	Not Classified
Number of Sites	16	74	6	26

Source: MA Department of Environmental Protection.

Today, Foxborough has nine brownfield sites that have Activity Use Limitations (AULs). AULs typically restrict potential uses and reuses of land. For example, a parcel with limited contamination could be restricted for use as a parking lot with a paved parking area that caps the contaminated area. This parcel could not be used for residential use until further clean-up is undertaken, but could be used for many years as a parking area. An Activity Use Limitation is recorded at the Courthouse and limits future uses of the land. There are 8 properties in Foxborough with active AULs, which are enumerated in Table 2.

Table 2. Sites with Activity Use Limitations in Foxborough.

Release Address	Release Tracing Number (RTN)	Site Name/ Location Aid	Date of AUL
123 Central St	4-0000274	Mobil Station 01 155	4/22/1999
North St Rte. 1	4-0000568	Getty Service Station	3/21/1997
32 Commercial St	4-0010196	495 & 140 Intersection	3/3/1997
Neponset Reservoir	4-0011387	Neponset Reservoir	11/4/1999
Rte. 495 N	4-0011402	Past 95 South	4/29/1996
15 Cocasset St	4-0011697	Southeast of Foxborough Center	11/13/2000
Neponset St	4-0011987	Foxboro Company	2/18/1999
Chestnut St	4-0015095	Foxborough State School	10/26/2006

Source: MA Department of Environmental Protection.

Although brownfields are typically the responsibility of private property owners, they affect the overall health of the community. Progress towards remediation should be encouraged and monitored. MA Department of Environmental Protection encourages public involvement in cleanups and remediation so as to encourage improved public health. Moreover, brownfields limit the re-use of precious land resources.

Table 3. Foxborough Brownfield Sites Active in MA DEP's Review System.

Site	Address	RTN	Status	Chemicals	Zone 2	Imminent Hazard
New England Tap Company (former)	15 Perry Drive	4-0012721	STMRET, An RAO (Response, Action Outcome) Statement that had been submitted for the site has been retracted.	Trichloroethylene	Yes	No
Foxborough #1 Substation, National Grid	45 Neponset Avenue	4-0022356	Tier 2	PCBs		No
Comey's Cleaners	10 South Street	4-0001055	REMOPS, A site where a remedial system which relies upon Active Operation and Maintenance is being operated for the purpose of achieving a Permanent Solution.	VOCs		No
No site name. RP: Foxboro Construction Company	222 South Street	4-0020822	Tier 2	Hydrocarbons		No
Evelyn Porter Estate	Cocasset Street	4-0000792	Tier 1	VOCs, petroleum	Yes	No
Summit Casting Corporation	131 Morse Street	4-0000255	Tier 1	Chlorinated Solvents; Petroleum; Unknown Hazardous Material Chemical		

Weekly Polls

Weekly Poll Overview

The Weekly Poll was an initiative to generate interest and secure public input on issues facing Foxborough that could inform the master plan and decision making in Foxborough. “As the Planning Board finishes the master plan, we want to make sure we are responsive to the concerns and needs of townspeople. I’d like to see everyone take a minute or two over the next ten-to-twelve weeks to let us know their opinions through the weekly poll,” notes Kevin Weinfeld, Planning Board chairman.

The Foxborough Planning Board collaborated with the local newspaper, the Foxboro Reporter who printed the Weekly Poll question and responses in both print and digital editions. In addition to the responses generated by the Foxboro Reporter, Weekly Poll boxes for paper responses were conveniently located at Foxborough Town Hall, the offices of the Planning Board, the Boyden Public Library, the Foxborough Senior Center, as well as the offices of the Foxboro Reporter.

The Weekly Poll was also featured on the Foxborough Master Plan’s web site, www.FoxboroughMasterPlan. The digital version of the survey was designed for easy use by mobile phones, tablets, and standard computers. QR codes were also distributed to facilitate responses. New questions and a summary of each week’s results were published in both the print and online editions of the Foxboro Reporter.

Following is the compilation of Weekly Poll questions and responses.

Weekly Poll	Description	Page
1	Residential Development Patterns	A-21
2	Critical Issues Facing Foxborough	A-23
3	Billboards	A-26
4	Train Service and Trolleys	A-31
5	Visual Preference on Highway & Commercial Corridors	A-37
6	Streets and Speed	A-43
7	Restaurant Development and Liquor Licenses	A-45
8	Taxes	A-48
9	Younger People in Foxborough	A-53
10	Open Space, Hiking and Walking	A-62
11	Future Land Use	A-66

Weekly Poll 1

December 4, 2014

Since 1958, the amount of land dedicated to residential development has increased 182%, three times the growth rate of Foxborough's population. Going forward, should the Town:

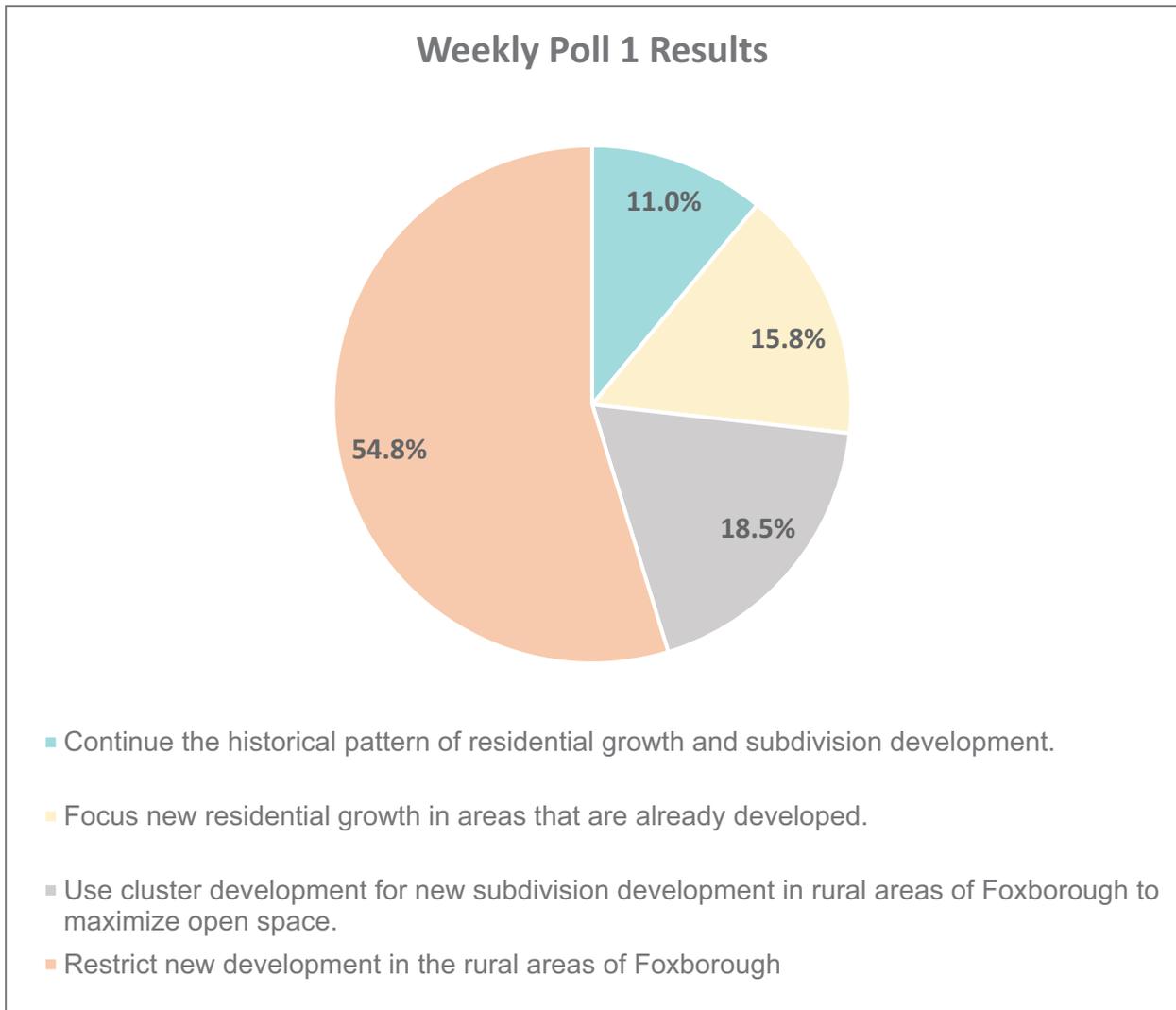
- Continue the historical pattern of residential growth and subdivision development.
- Focus new residential growth in areas that are already developed.
- Use cluster development for new subdivision development in rural areas of Foxborough to maximize open space.
- Restrict new development in the rural areas of Foxborough.

About Cluster Development

Cluster development is a land use planning tool that encourages development to be more compact while protecting open space or agricultural areas. Typically, cluster development regulations call for smaller lots, enabling more land to be dedicated for open space, agriculture or forestry. Cluster development can reduce municipal infrastructure costs with shorter road lengths (that can sometimes be narrower as well). With smaller lot sizes municipal water is often required and sewer may be needed. Cluster development can apply to residential, mixed-use or commercial subdivision development. Cluster development is sometimes referred to as open-space development.

Weekly Poll # 1 Results: Residential Development Patterns

Last week, the Foxborough Weekly Poll posed the question about new residential development, noting that since 1958, the amount of land dedicated to residential development has increased 182%, three times the growth rate of Foxborough’s population.” Four potential future actions were identified, and the responses are depicted below. The majority of respondents, 54.8%, indicated that the Town should restrict new development in the rural areas of Foxborough. Approximately one in six respondents (18.5%) selected using cluster development for new subdivisions in rural areas of Foxborough to maximize open space. Only 11% of respondents selected continue the historical pattern of residential growth and subdivision development in Foxborough. A few people responding on paper through the poll boxes add comments suggesting that the Town install sewer. 146 persons responded to the first week’s poll.



Weekly Poll # 2,
December 11, 2014

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Master Plan Weekly Poll

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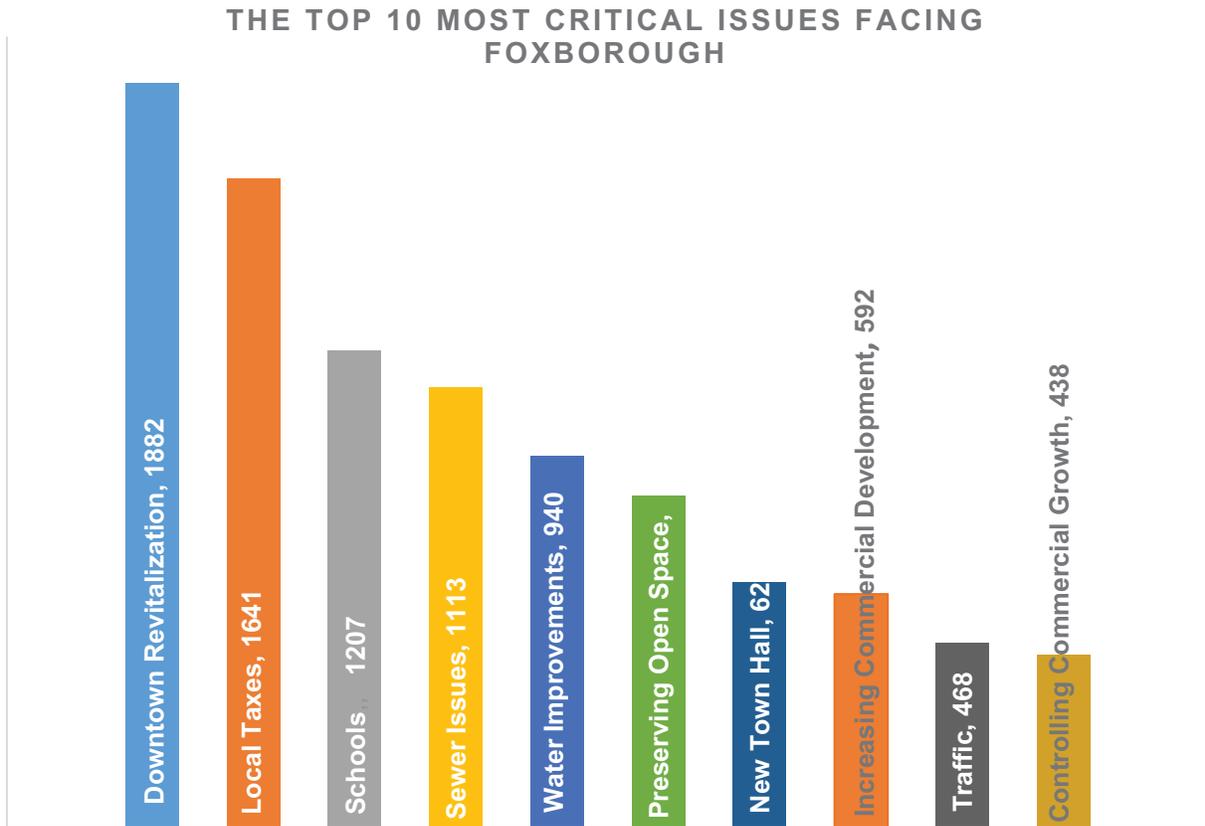
This week's question focuses on the critical issues facing Foxborough.

1. Over the next ten years, what are the three most critical issues facing Foxborough?
List your three top choices, 1, 2 and 3 in order of importance.

- Downtown Revitalization
- Completion of the State Hospital Redevelopment Project
- Water Improvements
- Sewer Issues
- Controlling Commercial Growth
- Increasing Commercial Development
- Local taxes
- Schools
- Preserving Open Space
- Facilities and Programs for Youth
- Services for Seniors
- Traffic
- New Town Hall
- Climate Change
- Bicycle Paths
- Agriculture Preservation
- Affordable Housing
- Pedestrian Connections
- Other, *please specify* _____

Weekly Poll # 2 Results: Most Critical Issues in Foxborough

In last week's poll we asked you to identify the 3 most critical issues facing Foxborough in the next ten years in rank order. The scores reported here are weighted. Items ranked first are valued higher than the following ranks. The score is the sum of all ranks. The top three issues facing Foxborough were identified as Downtown Revitalization, Local Taxes, and Schools. The chart below shows the top ten most critical issues according to the Weekly Poll. 210 people responded to the last week's poll, both on-line and by dropping off answers at the Weekly Poll boxes.



1

Critical Issues Comparison, 2014 and 2012 Responses

Overall Rank	2014 Item	Score	2012 Item	Score	Overall Rank
1	Downtown Revitalization	1882	Possible Casino	5015	1
2	Local Taxes	1641	Downtown Revitalization	3149	2
3	Schools	1207	Local Taxes	2710	3
4	Sewer Issues	1113	Schools	2560	4
5	Water Improvements	940	Sewer Issues	2231	5
6	Preserving Open Space	841	Water Improvements	1647	6
7	New Town Hall	621	Preserving Open Space	1540	7
8	Increasing Commercial Development	592	Increasing Commercial Development	1427	8
9	Traffic	468	Controlling Commercial Growth	1353	9
10	Controlling Commercial Growth	438	Town Hall Expansion/Relocation	1187	10
11	Facilities and Programs for Youth	397	Traffic	1109	11
12	Affordable Housing	375	Facilities & Programs for Youth	718	12
13	Bicycle Paths	362	Completion of the State Hospital Redevelopment Project	657	13
14	Other	343	Services for Seniors	604	14
15	Pedestrian Connections	310	Other	550	15
16	Services for Seniors	276	Pedestrian Connections	491	16
17	Agriculture Preservation	209	Bicycle Paths	472	17
18	Completion of State Hospital Redevelopment Project	125			
19	Climate Change	78			

This is a comparison of the results of the December 2014 Weekly Poll querying about the 3 most critical issues facing Foxborough in the next ten years and the results from the Residents Survey, when this same question was posed. A few new variables were added in 2014, namely Affordable Housing, Agriculture Preservation, and Climate Change. In the 2012 survey, the question included a possible casino as a response. In 2012, the prospects of a potential casino was a major issues of concern and debate amongst townspeople in Foxborough. The issue of a casino was subsequently resolved and no casino is being planned for Foxborough. The score in this table is a weight calculation, meaning that the # 1 response was weighted as 3, the # 2 response was weighted as 2, and the # 3 response was weighted as 1.

Weekly Poll # 3,

December 18, 2014

For this week's Weekly Poll, we are posing 3 quick questions regarding billboards in Foxborough.

Background on Billboards in Foxborough

Currently, there are eight double-faced billboards in Foxborough. They are all located along Route 1; the only place where billboards are permitted in Foxborough. A billboard is defined as a large outdoor advertising sign on a pylon post or a building. Billboards can be single-sided, double-sided, or V-shape to maximize exposure to traffic from at least two directions. Billboards have changed significantly in the past 20 years with digital lighting and design. Billboards include large signs painted on the wall of a building; freestanding large painted signs with minor lighting; digital signs with revolving advertising messages; as well as animation and motion.

In Foxborough billboards are restricted to properties with frontage onto Washington Street/Route 1. There are sixteen billboard sign faces on eight pylons along Route 1. Current regulations stipulate a 500 feet interval between billboards along Route 1/ Washington Street. Since Route 1 spans approximately 2.8 mile stretch in Foxborough, in theory there could be as many as 30 billboards with sixty sign faces with a 500 feet interval.

Billboards are only allowed if a Special Sign Permit is obtained from the Zoning Board of Appeals (ZBA). For more specifics, you can find the Foxborough Sign Bylaw at www.Foxboroma.gov/planning and clicking on Billboard Advisory Committee.

Resources on Billboards

Outdoor Advertising Association of America, www.oaaa.org, is the industry's trade association focusing on all outdoor signage, including billboards. Outdoor advertising industry boasts of annual revenues exceeding \$6.7 billion annually. OAAA believes outdoor advertising is a highly effective medium since Americans spend 70% of their waking hours away from home. Outdoor advertising includes billboards, transit ads, street furniture/ street kiosk ads, and other types, such as advertising at shopping malls and arenas. OAAA is a staunch advocate for billboard owner rights.

Scenic America, www.scenicamerica.org, is a national nonprofit focusing on safeguarding the scenic qualities of roadways, countryside and communities. Scenic America is a leading opponent to billboards. Scenic America’s web site has studies on the economic impact of billboards on property values, public safety concerns, as well as information on the effect of billboards on community character. Scenic America believes that natural beauty and distinctive character are important values and scenic conservation is a key to strong local economies.

Weekly Poll # 3 Questions

1. Billboard design and construction has evolved from paper signs with a fluorescent light for nighttime visibility to signs with LED lights with changeable messages, combined with animation and motion. What type of billboards do you think should be allowed in Foxborough, either by special permit or as-of-right? Check your preferred answer for each type of billboard.

	Allowed by Right	Allowed by Special Permit	Allowed Only If Town Receives Revenue	Not Allowed
Plain Billboard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic Billboard with Alternating Messages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All Types of Billboards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Current Foxborough regulations require a minimum 500 foot interval between billboards along Route 1. Is this interval,
 - About right
 - The interval should be increased a little (up to another 300 feet to 800 feet)
 - The interval should be increased to 1000 feet
 - The interval should be increased significantly to 1500 feet

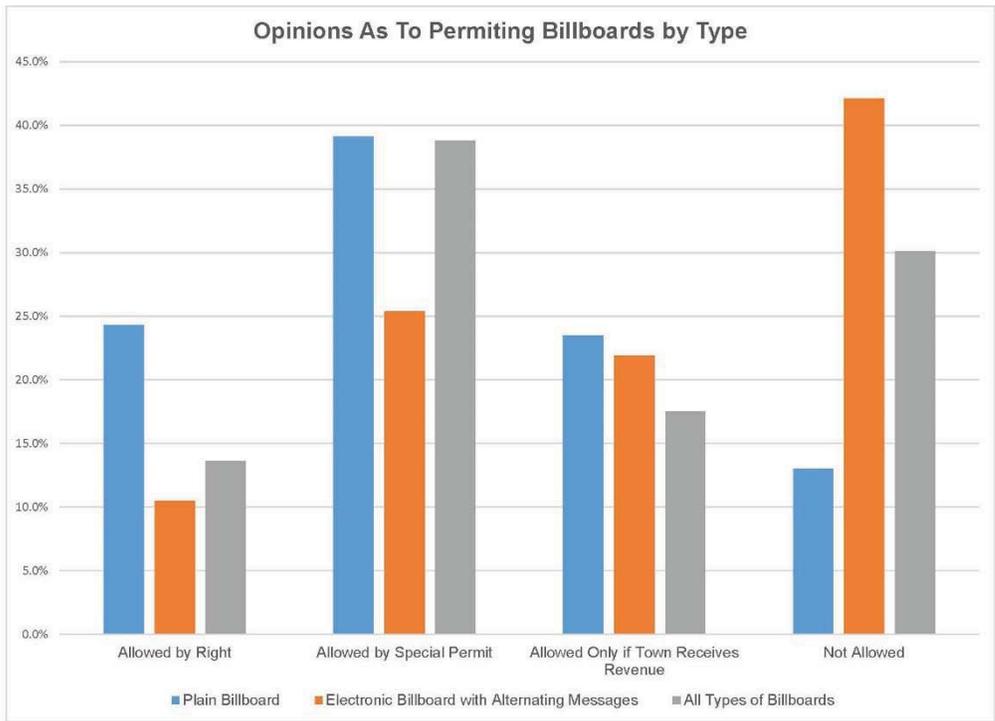
Weekly Poll # 3 Results: Looking at Billboards

Last week, the Weekly Poll posed questions about billboards in Foxborough, which are currently only allowed along Route 1. Since the design and manufacture of billboards has changed over the years, the Weekly Poll asked about whether or not plain billboards, electronic billboards with alternating messages, or all billboards should be allowed by right in Foxborough, allowed by Special Permit, allowed if the Town was receiving revenue, or not allowed.

About one-quarter (24.3%) of respondents thought plain billboards should be allowed by right. A little over one-eighth of respondents (13.0%) believe that plain billboards should not be allowed at all. 62.6% of respondents indicated that plain billboards should be allowed with conditions. Over one-third (39.1%) indicated that plain billboards should be allowed by special permit. Another quarter (23.5%) supported permitting plain billboards, if the Town received revenue.

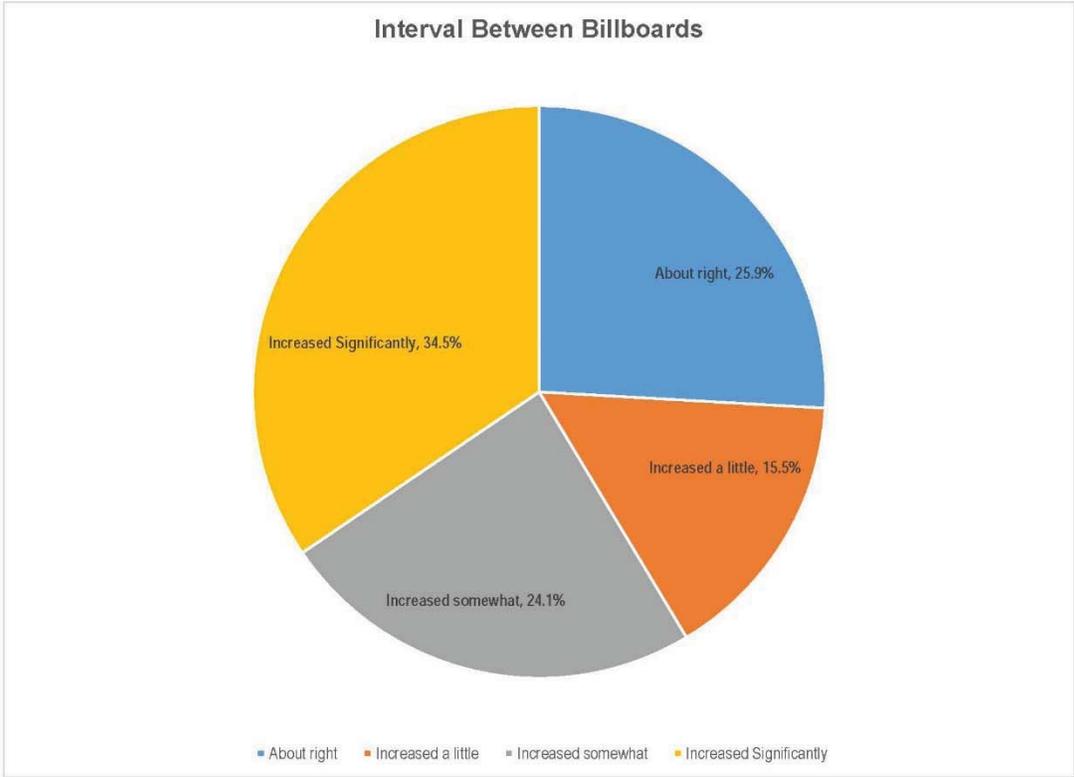
While there is support for plain billboards, electronic billboards with alternating messages generated a different responses. Only 10.5% of respondents thought electronic billboards should be allowed in Foxborough. 42.1% believe that electronic billboards should not be allowed. The remaining 47.3% of respondents favored permitting electronic billboards with alternating messages, but with conditions. One quarter (25.4%) of respondents indicated that electronic billboards should be allowed by special permit, whereas another 21.9% contended that electronic billboards should be permitted only if the Town receives revenue.

When considering all billboards, 38.8% of respondents indicated that all billboards should be allowed by special permit (the leading response). Another 17.1% indicated support for permitting all types of billboards only in the Town receives revenue. Nearly one-third (30.1%) did not want any billboards permitted. 13.6% supported permitting all types of billboards by right.



The Weekly Poll also asked about the interval or frequency of siting billboards. One-quarter (25.9%) of respondents thought the current regulation of every 500 feet was about right. Three-quarters (74.1%) of respondents thought the interval should be increased, from slightly (another 300 feet to 800 feet) to significantly (to 1500 feet).

15.5% percent of respondents favored a slight increase. One quarter (24.1%) favored an increase to an interval of 1000 feet. The largest response was 34.5% of respondents favoring increasing the interval to 1500 feet.



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Weekly Poll # 4,

December 23, 2014

There is an existing railroad track line, known as the Framingham Secondary line which runs through Foxborough from Framingham to Mansfield. Currently, there are one to two freight trains travelling through Foxborough daily. On game days, the train takes fans to Gillette Stadium from Boston and Providence. The MBTA has recently acquired a portion of this line, including the Foxborough segment, from CSX rail. A proposal for daily commuter rail service connecting to Boston has been floated. The Weekly Poll wants to know what you think. Please check whether you Strongly Agree, Agree, Disagree or Strongly Disagree with each of the statements below.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Trolley service should be provided connecting Foxborough with Walpole and Mansfield.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Train service levels in Foxborough should remain the same with game-day trains.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily train service (5 trains or fewer) to Boston should be provided.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequent train service (6 or more trains daily) to Boston should be provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What is your zip code? _____

Bonus Question:

With the holiday season upon us, we have a bonus question. The Weekly Poll wants to hear your suggestions for the weekly poll question. Please let us know if you have a question or topic that you believe should be part of the weekly poll.

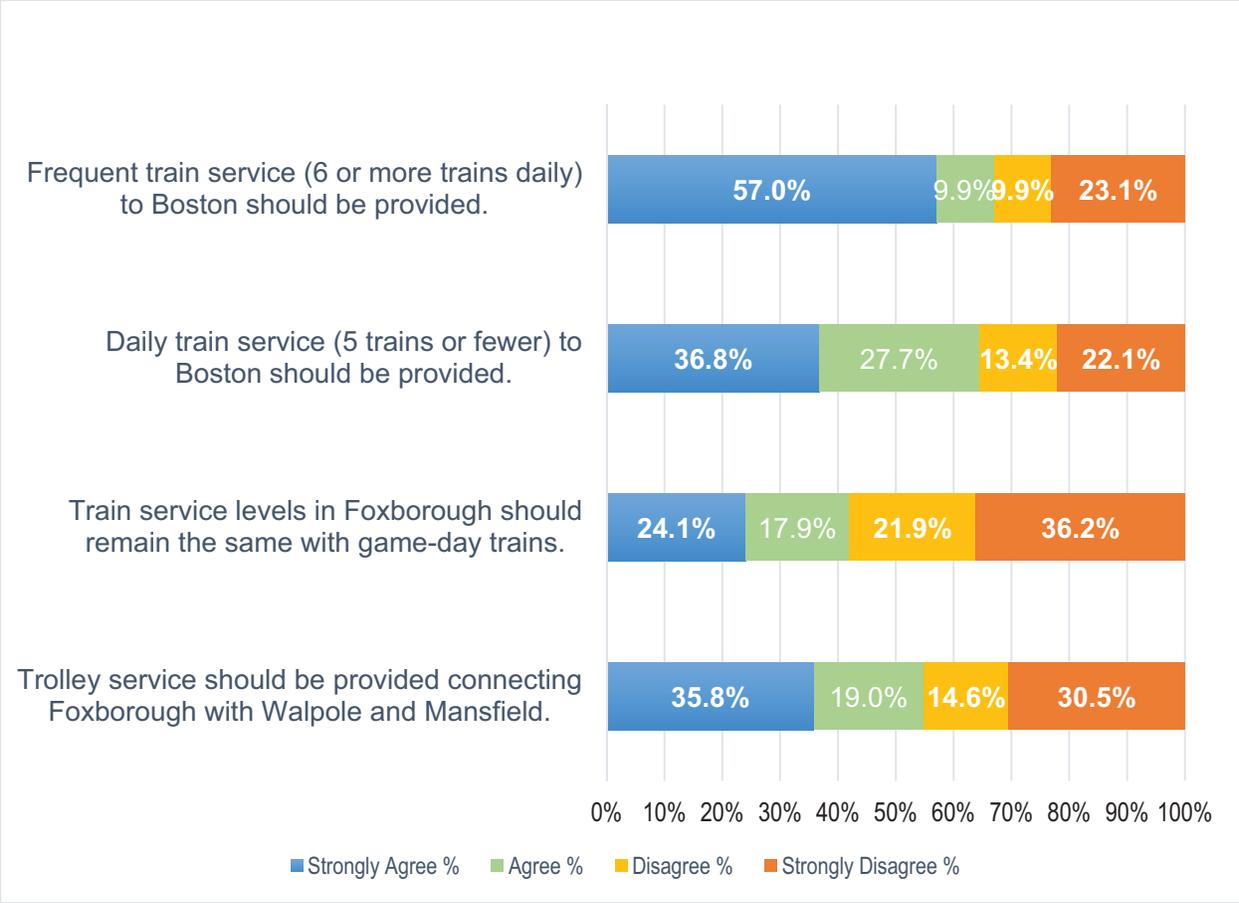
Weekly Poll # 4 Results: Train Service & Trolleys for Foxborough

Last week, the Weekly Poll posed a question regarding possible train and trolley services in Foxborough. Overall, Weekly Poll respondents favored increasing train service to Foxborough. 57.0% of respondents strongly agreed that frequent train service (6 or more trains) to Boston should be provided and another 9.9% agreed with frequent train service for a total of 66.9% favoring frequent train service. Overall support (strongly agree and agree) for frequent train service (6 trains or more) was slightly higher than the daily train service with up to five trains daily, which was supported by 64.5% of respondents.

In contrast, only 24.1% of Weekly Poll respondents strongly agreed that train service to Foxborough should remain the same with game-day trains. Another 17.9% agreed with keeping train service at the same level, for a total of 42% of Weekly Poll respondents either strongly agreeing or agreeing with train service remaining the same to Foxborough with game-day trains.

On the question of trolley service connecting Foxborough with Walpole and Mansfield, over one-third (35.8% of respondents) strongly agreed that trolley service connecting the three communities should be provided. An additional 19.0% of Weekly Poll respondents agreed with the idea of providing trolley service. A majority 54.9% favored (strongly agreed or agreed) that trolley service should be provided connecting Foxborough with Mansfield and Walpole

The Weekly Poll's bonus question received many ideas for new areas of inquiry, some of which will be used in future Weekly Polls. Nearly 250 people weighed in about trains in Foxborough this past week.



Responses to the Bonus Question:

With the holiday season upon us, we have a bonus question. The Weekly Poll wants to hear your suggestions for the weekly poll question. Please let us know if you have a question or topic that you believe should be part of the weekly poll. The response received follow, and they are unedited.

- ??
- Best use of vacant land off of Oak Street where there once was a camp.
- Can we improve town meeting using technology? Get the vote out, but still be fair and honest?
- Discussion about a dog park
- Do you favor commuter rail service through Foxborough to Providence. (Make that a no for me)
- Is the town of Foxborough anti-business development?
- No
- None

-
- Open dialogue with our largest companies in town
 - Plan for streets to be paved.....preference...ie.Mechanic St.
 - Please start posting how many people respond to each poll to give context.
 - Share results on facebook
 - Should sewers be provided to the residents and businesses in the downtown Commons area?
 - Should the Town of Foxborough petition the state for more liquor licenses?
 - Should the selectmen be term limited?
 - Should the town manager/town administrator have to live in town?
 - Should there be term limits for the Board of Selectmen?
 - Thank you for your efforts. How about asking about adding more liquor licenses to our town
 - Traffic light at corner of central and 140. Yes or no?
 - Uses for the old fire station Needs for liquor licenses. Types of establishments, how many
 - What is your favorite animal?
 - What should be done to attract new businesses and have them use existing buildings?
 - Why do we need another train station when we have half a dozen within 10 miles?
 - Would you support bus service to Logan or Green airports?
 - Should Foxborough be expanding it sewer system and who should pay for it?
 - What community service project can the entire community support? Similar to the trash clean-up day. Stock the food pantry, yard clean-up for seniors etc.
 - There is a proposal to develop a 250 apartment unit on Fisher Street. How will this impact the town especially since the existing apartment developments in Foxborough are not at 100% capacity?
 - Changing town meeting to a time that is more convenient for parents of small children, those working early hours, and seniors who tend to have difficulty traveling in the dark/night.
 - Quality and state of repair of sidewalks around the town. While there are some nice ones, seems more are in a very bad state. Not very walker/runner friendly.
 - When non-profits hold races through and in Foxborough, should there be some requirement in place for the removal of the directional signs following the race?
 - How to revitalize Foxborough Center What recreation activities can be offered by town for groups other than youth? How can the town increase activities/offerings at the library to maximize this resource for all of our residents?
 - To clarify response 2 and 3 above I want service to stay the same with addition of 5 or fewer to Boston. Question 2 and 3 kind of oppose each other. Suggestion for future poll question is: Would you consider a different form of town government? What form would you consider?
-

-
- You should have asked the person being polled if they currently use Amtrak or the commuter rail as a means to travel. I'm curious if individual being polled voted against it did so because it doesn't benefit them, hummm :-)
-
- Do you feel that town resources should be committed to maintaining the Booth Playground Skateboard Park?
-
- Should Foxborough allow electronic billboards? Should the town charge taxes or fees for them? How much?
-
- What kinds of businesses could be added to the downtown area to improve local services. (For example children's toy store, upscale dining, bakery, cafe)
-
- Utility rates have been increased by unreasonable amounts. To get the best quality and most efficient service like Mansfield and Norwood have, should Foxborough pursue having its own electric company?
-
- When Plainridge opens they should have a shuttle service from plainridge to Foxborough train station, that will increase ridership.
-
- With all of the residential being proposed, incl the 40B, what will the cost of new schools and staff be? Why don't we attach a cost to the developer of approx \$25K for each residential unit proposed to help offset this cost? The hospital and the Foxborough Blvd. have already added some 100 students to the system, and it is incomplete. And exactly what is the actual prediction of resident use of the proposed trains over the current use, ... i.e. how many would work or need to reach Boston daily as opposed to the 128 and 495 users? And who would get the revenue for the existing parking lots? We get none now for the Mansfield facility! And what is the estimated cost to the Town by MBTA for their expenses to create this? We all know it is not ZERO!!!
-
- help the senior citizens of Foxboro reduce their real estate taxes without working. We can't afford to live here anymore.
-
- Do you want to keep Foxborough a small town or do you want it to look like Norwood or say Attleborough? ?? If you want to keep it small, now is the time to say: STOP, Enough already.... .
-
- Why isn't the old rail line through South Walpole that ends at Rodman Ford being suggested for possible use ???
-
- Foxborough Water Dept. posts an automatic watering ban every May each year, this was not the case in previous years. If we do not have enough water to supply the current population, we need to source more water and stop building houses till we have enough water.
-
- saving local farms residents having a say in road maintenance projects should there be more sidewalks?
-
- Should the town renegotiate our agreement with the Kraft Organization so that we receive property taxes instead of "ticket fees in lieu of property taxes".
-
- The common should have a much better holiday display. In comparison to other towns it is a dull disgrace. If you're going to decorate do it right or not at all. Take Taunton or Norwood's display which look beautiful with fully lit trees. Where ours just looks like a joke.
-

-
- Should the town provide better maintenance and semi-paid staffing for Memorial Hall, the town achieve?
-
- Do you think there are enough liquor licenses in Foxborough? . This topic should be thoroughly broached along with the public safety issues tied to it.
-
- What should be done with the building on the corner of rt 1 and north street currently unoccupied. it's a disgrace.
-
- Yeah, I have a good question...why is Krafty always deciding what to DO TO (not FOR), our town, behind our backs, in such a perpetually sneaky way? Another bonus question: Why do we need extended commuter rail service here, with SO MANY OPTIONS for such, surrounding us? And yet another: How will Krafty (not us/our town), benefit from this latest attempt at stealth?
-
- Changing town meeting to a time and day that would be more inclusive for all citizens, so people who work early weekdays/have small children or are elderly with difficulty moving about at night/dark would more likely be able to attend. Additionally, large ticket items should be ballot vote instead of town meeting vote.
-
- Having a downtown architectural or beautification plan to make downtown more visually appealing and accessible. Think Wellesley, Lexington, concord, Winchester, etc. one of the things in common is the cohesive nature of their downtowns. I think it reflects a lot of community pride in. Supporting local businesses.
-
- Does the Burrell school need immediate renovations as it seems the other 4 schools in town are in much better condition (Taylor isn't too great either).
-

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Weekly Poll # 5

December 31, 2014

Route 1 is one of the growth nodes in the master plan and a gateway to Foxborough. Thinking about the future – the next ten to twenty years – and roads and corridors, the Weekly Poll wants to know what images you prefer. We have two series of images, please select the image you prefer in each series by checking the box. The image choices can be found on the following page.

1. Highway Corridor: Select your preferred image by checking the box.

A	
<input type="checkbox"/>	
B	
<input type="checkbox"/>	
C	
<input type="checkbox"/>	
D	
<input type="checkbox"/>	

3. Commercial Corridor: Select your preferred image by checking the box.

A	
<input type="checkbox"/>	
B	
<input type="checkbox"/>	
C	
<input type="checkbox"/>	
D	
<input type="checkbox"/>	

Weekly Poll # 5 Results: Visual Preferences as to Highway & Commercial Corridors

Last week, the Weekly Poll conducted a mini-visual preference survey on images of highway and commercial corridors. The results are in and Weekly Poll respondents expressed clear preferences.

The first question asked about the preferred image for a Highway Corridor. 79.1% of respondents, almost four out of every five people, preferred this image.



The second question on images asked about the preferred image for a commercial corridor. The results were more mixed and are shown in the chart below.

Commercial Corridor Preferred Image



The two most highly preferred commercial corridor images were B and D. Nearly half (45.7%) of Weekly Poll respondents indicated that they preferred the following image of a commercial corridor.



Commercial Corridor Image C

Over one-third (36.3%) of respondents indicated a preference for Image D under Commercial Corridors, which is shown below.



Commercial Corridor Image D

The results of this mini visual preference survey conducted by the Weekly Poll will inform the completion of the Master Plan by the Foxborough Planning Board, particularly future guidance for commercial and highway corridors in Foxborough.

Streets and Speed

This week we are thinking about streets, safety, and vehicle speed and want to know your opinion about local, neighborhood streets in Foxborough.

Based on the distances between houses in Foxborough, about half the town is considered "urbanized" under Massachusetts speed laws. The maximum speed in these so-called "urbanized" areas is 30 mph.

Several years ago, a bill to reduce the 30 mph to 25 mph in urbanized areas was debated in the state legislature. More recently, communities across the country are enacting "twenty is plenty" speed limits in neighborhoods. This is in large part because the odds of serious injury to pedestrians and bicyclists are reduced 88% when the speed limit drops from 30 to 20 mph.

1. Should Foxborough join Massachusetts towns trying to reduce the speed limit in "urbanized" areas?

- No. 30 mph is fine.
- Yes, but to 25 mph so I can still get somewhere today.
- Yes, to 20 mph to reduce injuries.
- No, the focus should be on creating more and safer sidewalks and an educational campaign about sharing the road with cars and bicycles.
- No, in reality it doesn't make a lot of difference since speed limits may not be regularly enforced.

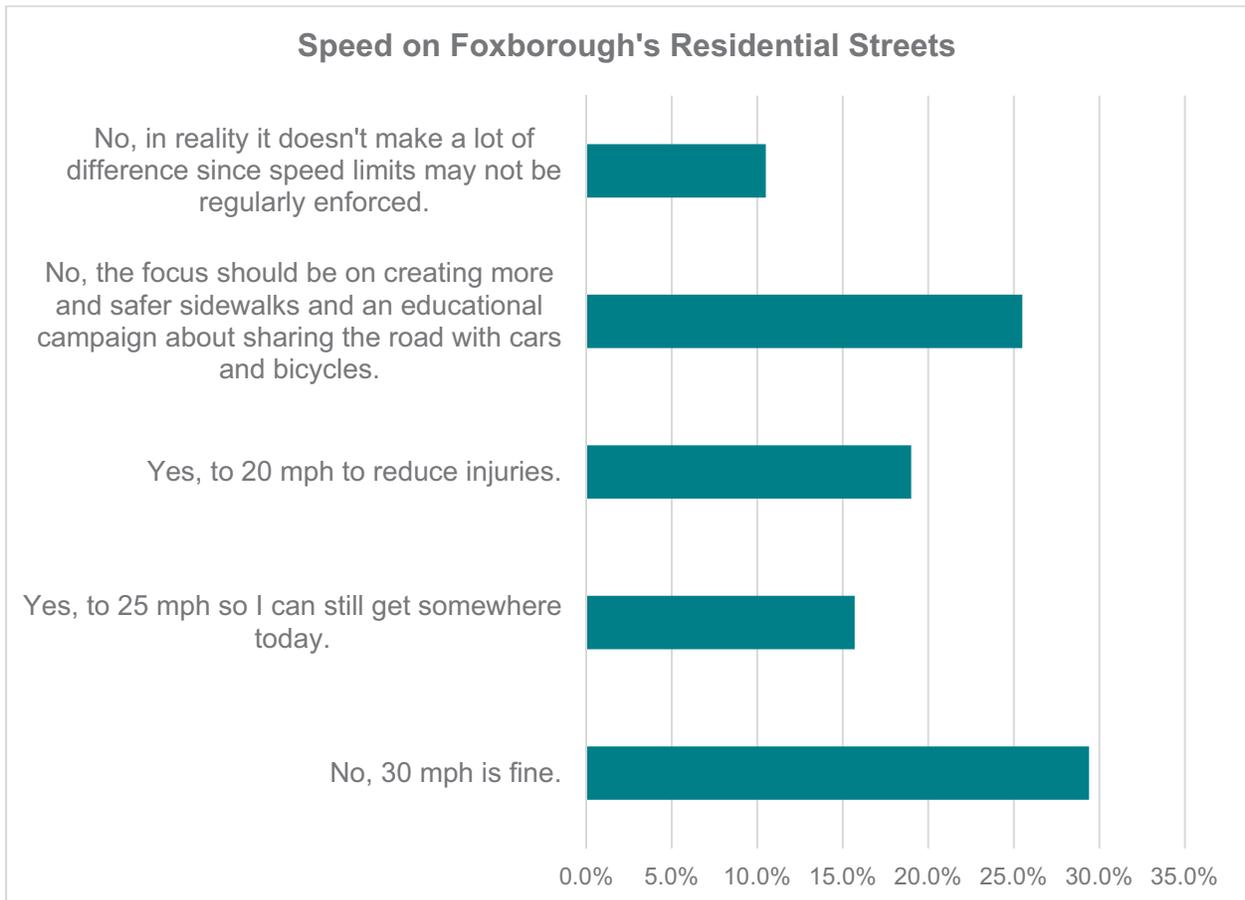
Weekly Poll # 6 Results: Observations on Streets and Speed

There is a wide range of opinion in Foxborough about the appropriate speed of cars on local residential streets. Although the highest ranking category was leaving the speed limit for local residential streets, this option garnered only 29.2% of respondent's support. Over a quarter of respondents (26.0%) indicated that the focus should be on creating more and safer sidewalks as well as an education campaign about bicycle safety.

Over one-third of respondents favored lowering the speed limit on local residential streets. This included 15.6% of respondents desiring a 25 mph speed limit, and another 18.8% favoring a reduction of the speed limit to 20 mph so as to minimize injuries from accidents.

About one in ten respondents (10.6%) indicated that changing the speed limit would make little difference, since enforcement is limited.

You can see the results in the graphic below.



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Weekly Poll # 7,

January 15, 2015

Spurring Restaurant Development & Liquor Licenses

Communities in Massachusetts are allocated liquor licenses as to population. In the past several years, many Massachusetts communities have sought additional liquor licenses to encourage the development of restaurants as part of downtown revitalization or encouraging new development. This approach has been detailed in the [Boston Globe South Weekly](#) reporting last year.

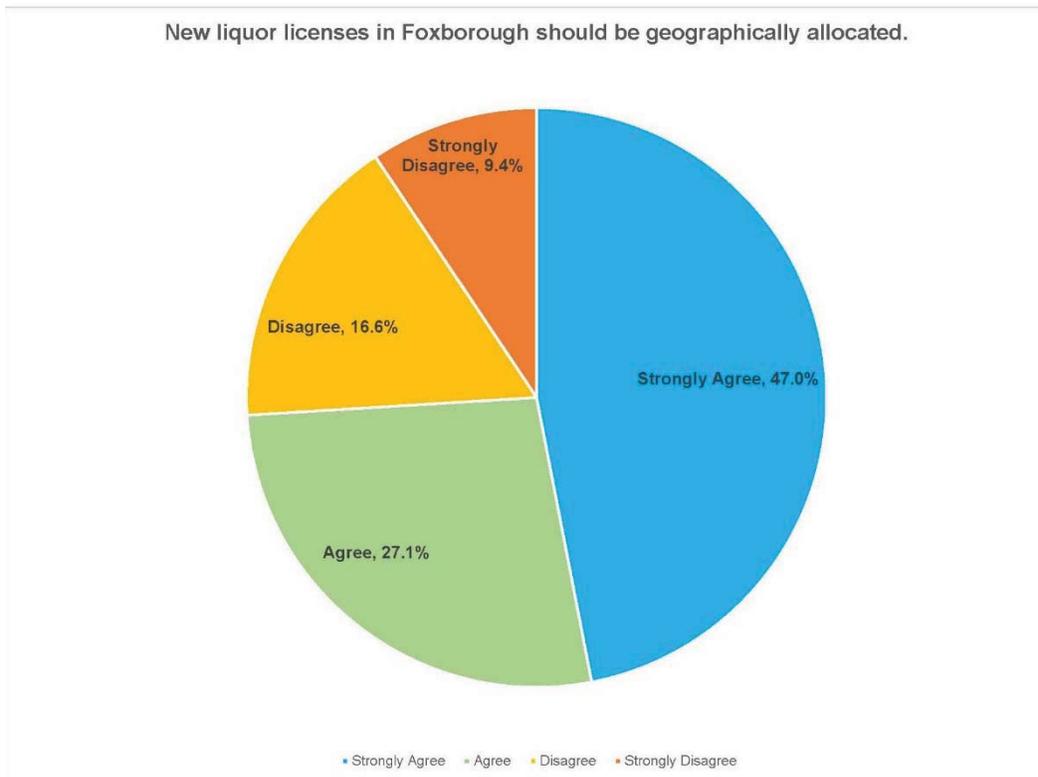
Some towns, including neighboring Mansfield, have policies of geographically allocating new liquor licenses, so as to assure a distribution of restaurants throughout the community. There are four major commercial areas (the growth nodes) in Foxborough: Route 1; Chestnut-Green; Downtown; and Route 140 (Foxborough and Foxfield Plazas). Liquor licenses was a frequent topic suggestion from you several weeks ago in the Bonus Question. Thank you.

	Strongly Agree	Agree	Disagree	Strongly Disagree
New liquor licenses in Foxborough should be geographically allocated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Some liquor licenses for restaurants should be allocated to Downtown Foxborough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Weekly Poll # 7 Results: Restaurants & Liquor Licenses

Last week, the Weekly Poll queried your thoughts about restaurants and liquor licenses, particularly as to geographically allocating new liquor licenses. Many communities in eastern Massachusetts have sought additional liquor licenses to spur the development of additional restaurants to add vitality to commercial areas.

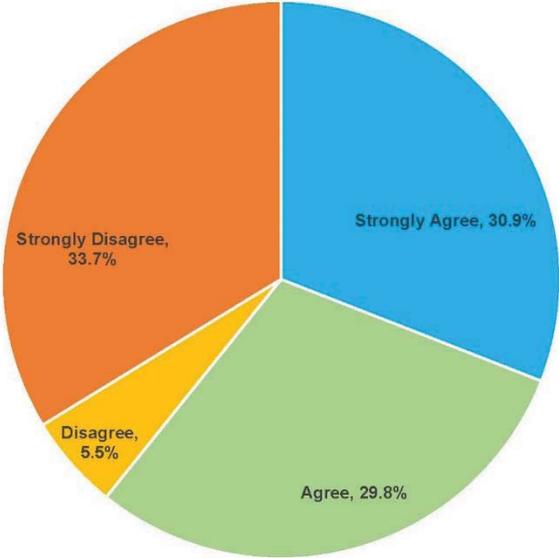
The Weekly Poll asked whether you agree or disagree with the concept of allocating new liquor licenses by geographic areas in Foxborough. Nearly three-quarters (74.1%) of persons responding indicated that this was a good approach by agreeing or strongly agreeing. Nearly half of respondents (47%) strongly agreed with allocating liquor licenses by geography. 9.4% of respondents strongly disagreed with allocating liquor licenses by geography.



A second statement focused on liquor licenses in Downtown Foxborough. Many have advocated for a stronger downtown commercial area, including restaurants, so the Weekly Poll asked for your thoughts about allocating liquor licenses for Downtown. Overall, most (60.7%) respondents favored (agreed and strongly agreed) that some

liquor licenses should be allocated for Downtown restaurants. However, a sizeable number of respondents, 33.7%, strongly disagreed.

Some liquor licenses for restaurants should be allocated to Downtown Foxborough.



Strongly Agree Agree Disagree Strongly Disagree

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Weekly Poll # 8,

January 22, 2015

Taxes

This week, the Weekly Poll is inquiring about the Foxborough tax base. Local real estate taxes are the major source of revenue for Town operations, including schools. Today, the 2014 residential tax rate in Foxborough is \$14.99 and the commercial tax rate is \$17.09 per thousand dollars of assessed valuation. In 2012, the Town adopted a split tax rate, one rate for residential and a higher rate for commercial property owners. Since the adoption of the split tax rate in 2012, the residential tax rate has increased 9.2%, the rate for industrial, commercial and personal property has increased 15.0%.

Foxborough has the third lowest tax rate amongst its neighboring communities. Only Plainville and North Attleborough are lower. Mansfield, Norfolk, Sharon, Walpole and Wrentham have higher residential, as well as higher commercial tax rates than Foxborough.

Local property taxes generated from residential comprise 72.8% of the overall tax levy in Foxborough. Commercial and industrial properties consist of 22.3% of the levy and the remaining 4.9% is from personal property. The levy differences reflect that most land and building in Foxborough is used for residential purposes or open space.

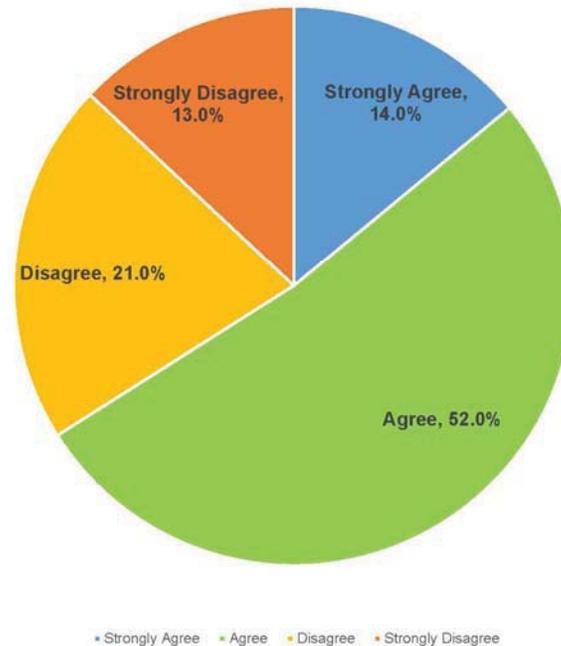
	Strongly Agree	Agree	Disagree	Strongly Disagree
The balance between residential and commercial is about right.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foxborough should assist needy senior citizens with property taxes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foxborough should rely more on commercial and industrial sectors for real estate taxes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Route One is an opportunity for Foxborough to increase its property tax revenues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Weekly Poll # 8 Results: Taxes, taxes, taxes

Neither snow nor sleet stops taxes. Many of you weighed in on the issue of taxes in Foxborough in between shoveling. The Weekly poll posed four issues regarding local property taxes in Foxborough and the Town's tax base.

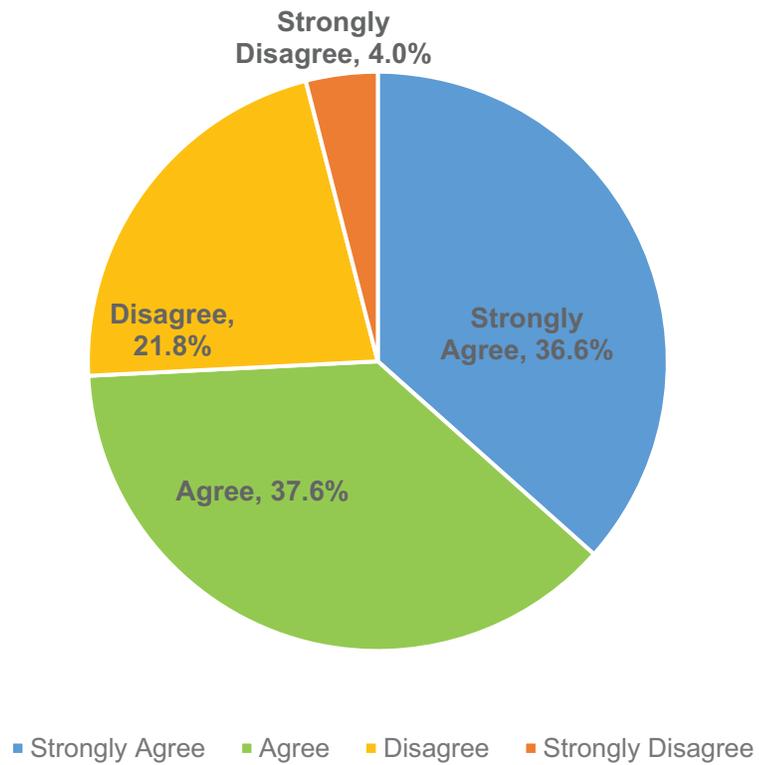
Two-thirds of respondents (66.0%) agreed or strongly agreed that the balance between residential and commercial sectors is about right. However, 21% disagreed, and another 13% strongly disagreed.

The balance between residential and commercial is about right.

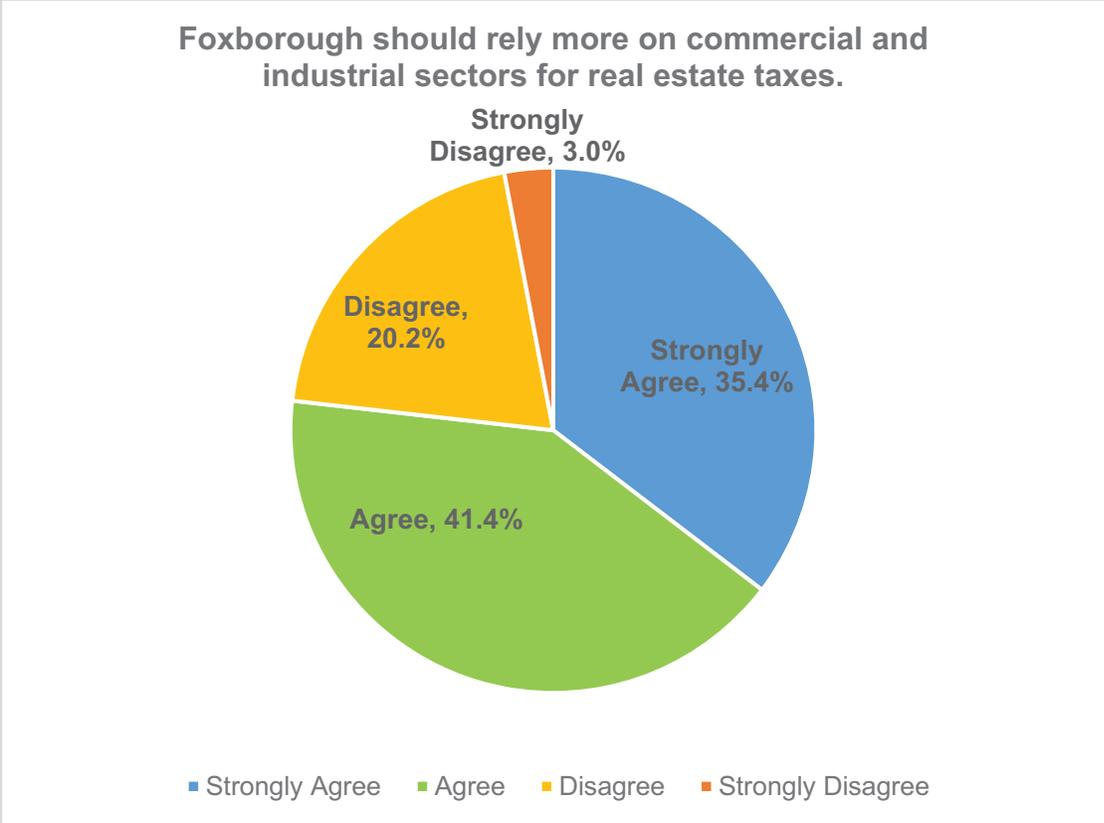


During the holiday season, several respondents suggested we ask about taxes and senior citizens. The Weekly Poll inquired about whether Foxborough should assist needy senior citizens with property taxes. Nearly three-quarters (74.2%) of respondents agreed and strongly agreed that needy senior citizens should be assisted with property taxes.

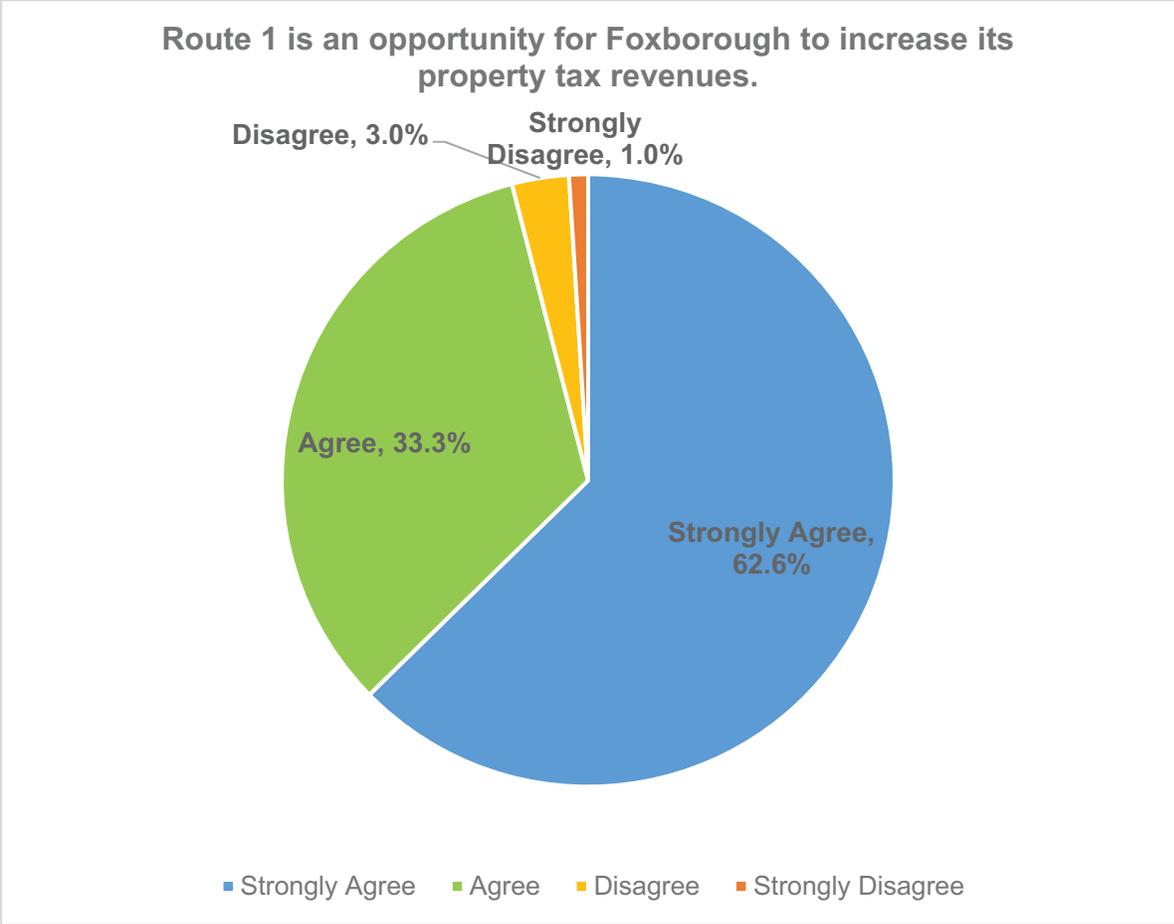
Foxborough should assist needy senior citizens with property taxes.



The question as to whether Foxborough should rely more on the commercial and industrial sectors for real estate taxes was supported by three-quarters of respondents (76.2%), with over one-third (35.4%) strongly agreeing. One in five respondents (20.2%) of respondents disagree, and 3% strongly disagreed with increased reliance on the commercial and industrial sectors.



The Weekly Poll asked your thoughts regarding Route 1 and whether Route 1 is an opportunity for Foxborough to increase its property taxes. Respondents overwhelmingly strongly agreed (62.6%) and agreed (33.3%) for a total of 95.9% of respondent viewing Route 1 as an opportunity for additional property tax growth.



FOXBOROUGH

Master Plan Weekly Poll

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Weekly Poll # 9,

January 29, 2015

Younger People in Foxborough

Young people (persons under 18 years of age) in Foxborough number 3,961 persons. Young people constitute nearly one-quarter (23.3%) of the Town's residents. Many families choose Foxborough as a place to live citing the Town as family-friendly. The Weekly Poll is inquiring about the needs of Foxborough's younger residents.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Foxborough has many recreational activities for young people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foxborough needs more programs and activities for young people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy for young people to get to the park, school, and other activities in Foxborough by walking or bicycling.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

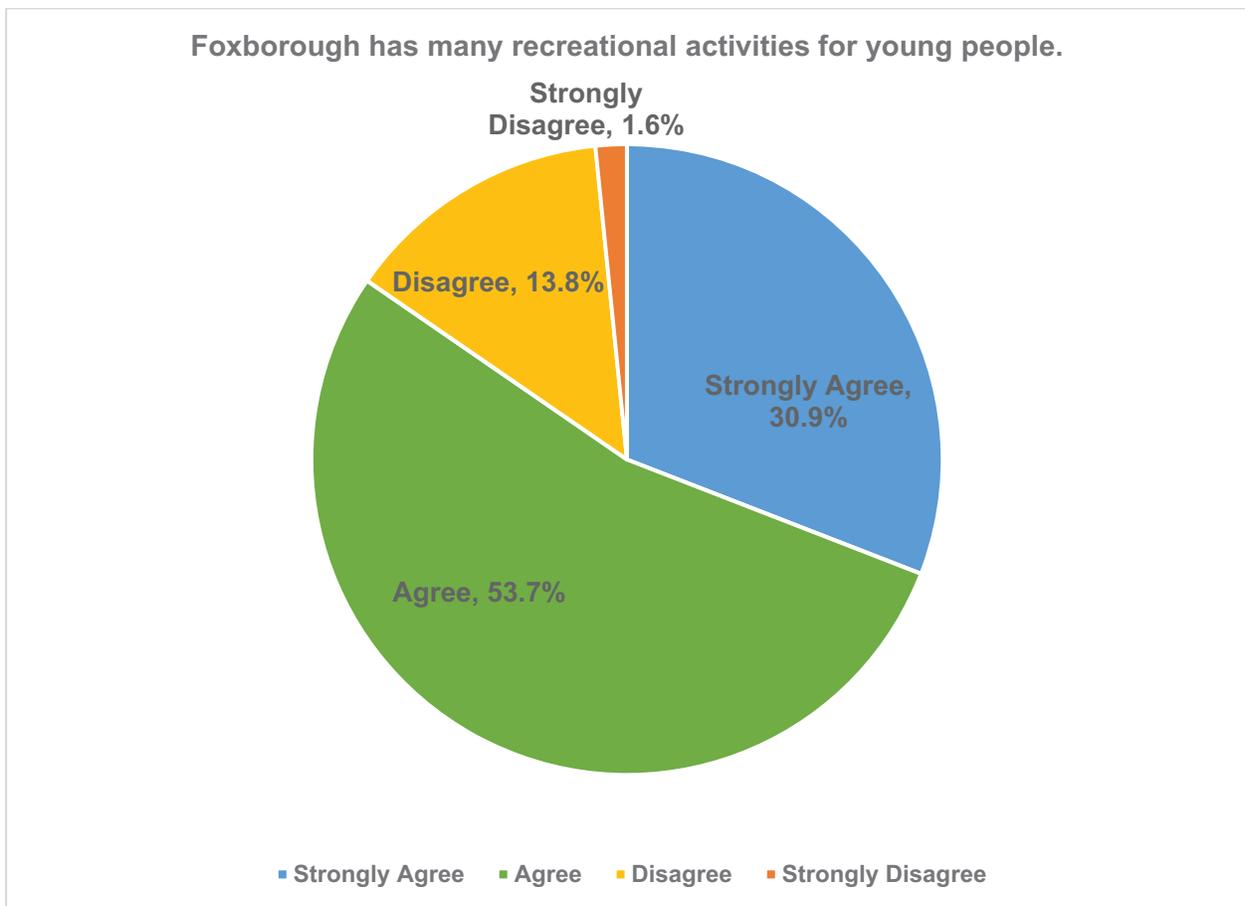
What is your age?

- Under 18 years of age
- 18 to 24 years
- 25 to 44 years
- 45 to 64 years
- 65 years or older

Do you have any other comments or suggestions about the needs of young people in Foxborough? *(Please use the back if you need additional space.)*

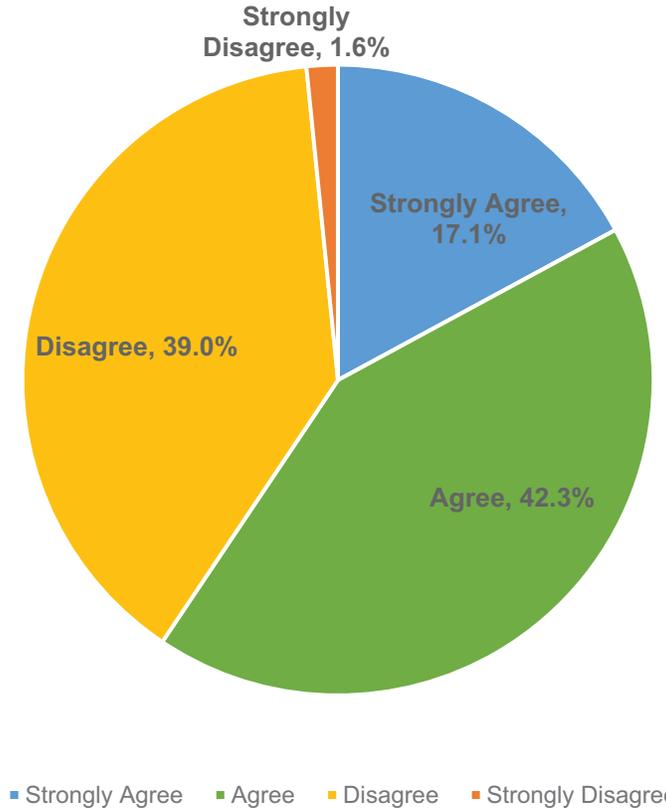
Weekly Poll # 9 Results: Young People’s Needs in Foxborough

Young people’s needs generated comments from young and old in Foxborough in the last Weekly Poll. The first question asked whether people agreed or disagreed with Foxborough has many recreational activities for young people. A strong majority of respondents, 85.4% agreed or strongly agreed with the statement that Foxborough has many recreational activities for young people. About one in three (30.9%) strongly agreed, where a small minority 15.4% disagreed or strongly disagreed.

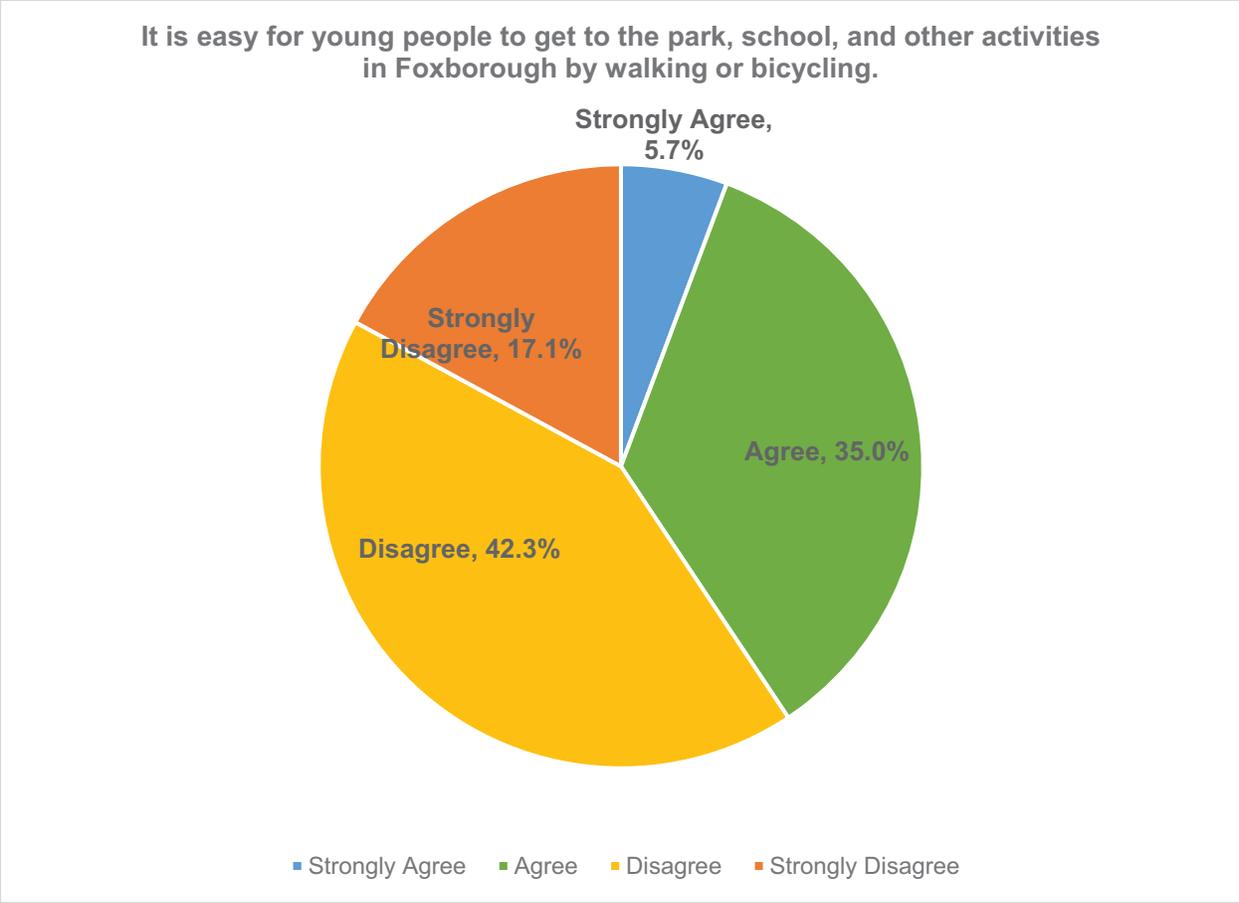


The Weekly Poll posed the question whether needs more programs and activities for young people. Over one in six respondents (17.1%) strongly agreed that more activities and programs are needed in Foxborough. An additional 42.3% of respondents agreed, for a totally of 59.4% overall in agreement. Interestingly 39% disagreed, and only 1.6% strongly disagreed that Foxborough needs more programs and activities for young people,

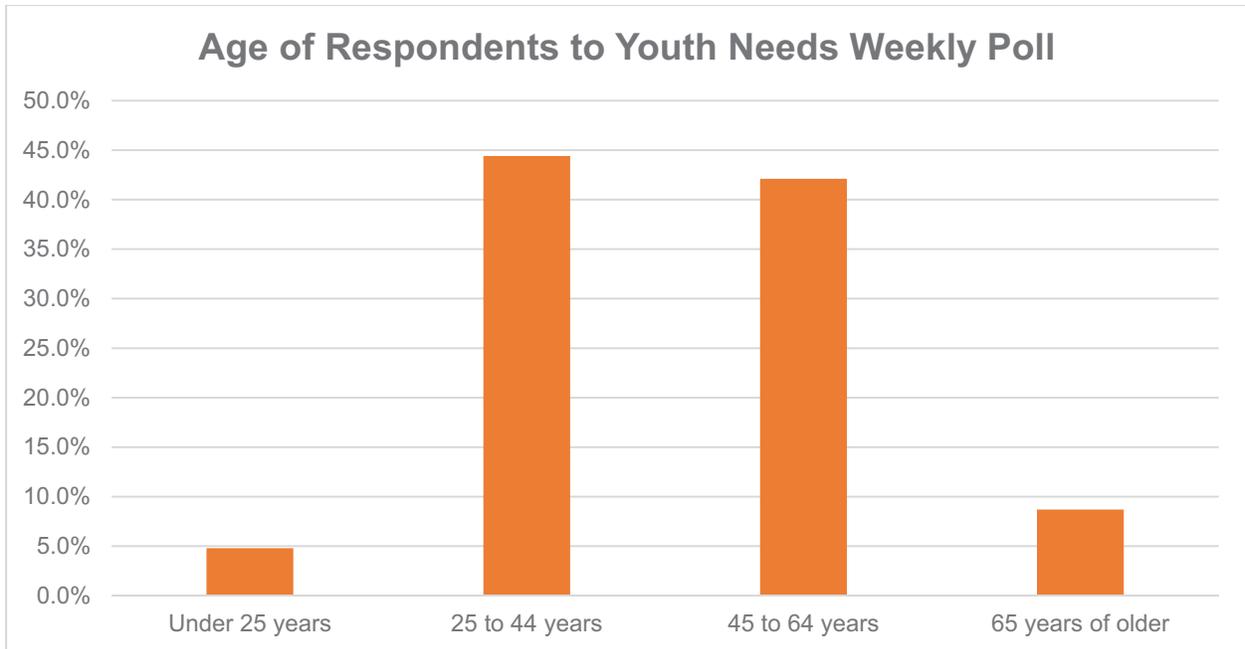
Foxborough needs more programs and activities for young people.



The Weekly Poll asked if it is easy for young people to get to the park, school, and other activities in Foxborough by walking or bicycling. A clear majority disagreed (42.3%) and strongly disagreed (17.1%). Overall 59.4% disagreed. However, one-third of respondents (35.0%) believed it is easy for young people to walk or bike to the park, school and other activities. As one respondent commented, “Although there have been a vast increase in crosswalks and sidewalks, there are still gaping holes in the continuity of sidewalks, preventing my children and others from safely walking to local parks.” Another stated, “I am always worried about young people crossing the streets near to the center of town. There are inadequate crosswalks and signage for pedestrians, especially on Mechanic and Central Streets.” Another comment was “there needs to be safer routes for kids to actively get around town and for mother’s with strollers. Maybe a bike lane or slower speed limits near the schools.”



The next chart indicates the age of respondents answering the Weekly Poll on youth needs. A major portion of respondents were adults.



The comments about young people’s needs provided additional insight into residents’ responses. One noted that they are “always looking for more activities for kids under 3.” Another person pointed out that there are “lots of activities, but are cost \$\$\$.” While a different voice pointed out that “Children need unstructured time to wonder and grow. Our local government doesn’t have to invent problems to fund. Kids, left to their own instincts, will find ways to have fun with each other.” However, another person observed, “I don’t think there are many places for high schoolers to go outside of the high school. Besides maybe the Y, Cumberland Farms, etc., I can’t think of many popular hangouts.” Someone else noted that “if a particular opportunity is lacking, those desiring it should take the initiative to organize it and lead it.”

There were various suggestions as to the types of programs needed. Several people commented on the emphasis on organized sports, and stated that their needs to be “an emphasis on non-sports activities,” and another noted that “not all kids are athletic.” Suggestions included “creative workspaces for young (and older) residents with other interests: art studios, music practice space, etc.,” “substance abuse education,” and “hiking/biking/recreational activity” for families. Several people mentioned a desire for a splash pad for younger kids. Many people suggested bike paths, trails and bike lanes.

Comments and Suggestions regarding Youth Needs

<ul style="list-style-type: none"> • Always looking for more activities for kids under 3.
<ul style="list-style-type: none"> • Bike paths-More sidewalks
<ul style="list-style-type: none"> • Have non sports activities. Not all kids are athletic.
<ul style="list-style-type: none"> • Having a community center would be nice.
<ul style="list-style-type: none"> • I think Foxborough is doing well in this category
<ul style="list-style-type: none"> • I would like a splash pad for kids.
<ul style="list-style-type: none"> • Improve sidewalks, especially in the down town area.
<ul style="list-style-type: none"> • It would be nice to have more bib sports based programming
<ul style="list-style-type: none"> • Lots of activities but are cost \$\$\$
<ul style="list-style-type: none"> • Maintain all the parks and playgrounds in good condition.
<ul style="list-style-type: none"> • More bike paths.
<ul style="list-style-type: none"> • More places to shop
<ul style="list-style-type: none"> • More useable sidewalks in South Foxborough
<ul style="list-style-type: none"> • No
<ul style="list-style-type: none"> • Non
<ul style="list-style-type: none"> • None
<ul style="list-style-type: none"> • Possibly a bike path for them to get around town better
<ul style="list-style-type: none"> • Substance abuse education.
<ul style="list-style-type: none"> • The ball fields need to be watered during the summer months, especially with the camp program.
<ul style="list-style-type: none"> • The town would benefit from a splash pad and a fenced-in park for toddlers.
<ul style="list-style-type: none"> • Town Beach
<ul style="list-style-type: none"> • We could develop some mountain bike trails.
<ul style="list-style-type: none"> • We need a splash pad for the little kids to play in. Payson Park would be perfect.
<ul style="list-style-type: none"> • Would be nice to rid the Payson Rd park of Canadian Goose poop problem?
<ul style="list-style-type: none"> • low cost or free activities -

Comments and Suggestions regarding Youth Needs

<ul style="list-style-type: none"> • Give Sunday mornings back to families - no sports or activities. Let there be one part of one day a week for families to be together. Whether it's eating breakfast together, hiking/biking/recreational activity or a faith based activity, families need to spend time together. Strong families build strong communities. Let's help families in this way - help families by giving them a morning to be together - discontinue sports on Sundays before noon.
<ul style="list-style-type: none"> • We should have more programs in the schools (or out) for gifted/talented children. The recreation department should include some music instruction classes.
<ul style="list-style-type: none"> • Where are the promised walking trails? Can any of the town rec lots be paved - nice fields, terrible rest room scenarios & parking lots. It's time - stop half-doing things, please.
<ul style="list-style-type: none"> • It would be nice to have more parks or update the parks we have (splash pad maybe?!?). The town does a great job with parades, tree lighting, touch a truck events!
<ul style="list-style-type: none"> • sidewalks and lighting, are the real issues, the sidewalks are so narrow, and the roads are not appropriate for young folks to ride bikes. We need either a bike lane or some consistent sidewalks to encourage youth, additionally the street lights on major roads do not allow enough time for pedestrians to cross
<ul style="list-style-type: none"> • Activities seem to be heavily focused on sports. We need more and an emphasis on non-sports activities.
<ul style="list-style-type: none"> • "easy for them to get to the park" etc. only if they live within a reasonable distance with sidewalks available
<ul style="list-style-type: none"> • I believe that the Foxborough School & Rec Dept. focuses too much on organized sports activities. The Skateboard Park should be maintained properly and not treated as a step child. The Rec Dept. needs a fresh perspective on the needs of all or youth.
<ul style="list-style-type: none"> • Enough with the athletics fields already. Any of the Town's surplus bldgs would make great creative workspaces for young (and older) residents with other interests: art studios, music practice space, etc.
<ul style="list-style-type: none"> • Activities should not be held in remote locations, eg. Mill Street complex, unless transport can be provided. Effort should be made to keep the cost of these activities low so all can participate without asking for financial aid. Programs for all ages should be offered. Guided hikes in forest may interest teens, families, etc. Running and Biking Clubs could be organized. Take more advantage of our natural resources. Shouldn't have to go to Patriot Place to ice skate. Art courses offered by Art

Comments and Suggestions regarding Youth Needs

Assoc., Flower arranging and planting beautification of town taught and offered by Garden Club, etc. etc.

- Although there have been a vast increase in crosswalks and sidewalks, there are still gaping holes in the continuity of sidewalks, preventing my children and others from safely walking to local parks. In addition, there is no safe footpath to Patriot place, and many times I have seen kids walking along the train tracks to avoid walking on RT. 1 I FIRMLY believe that a foot path needs to be made to join residential Foxborough and the shops at Patriot Place.
- It would be nice if we had a better sidewalk network to allow kids to get places without having to cross so many busy streets.
- I suggest that those who believe that recreational opportunities for young people are insufficient have not made a serious effort to seek those opportunities. If a particular opportunity is lacking, those desiring it should take the initiative to organize and lead it.
- Reason I put disagree for walking/biking - unsafe sidewalk conditions for my kids on south street - no curb and only 6 inches of road level medium next to a 35 mile/hr road plus poles take up a portion of the sidewalk on walk to school. Also would love bike lanes or bike paths for kids to get to parks etc.
- There are a lot of mainstream activities but more is needed for creativity and especially outdoor sportsmanship. There is a very small box to fit into in this town.
- I suggest bike lanes, particularly on Oak, Cocasset and South Streets, so children can safely ride their bikes to the center of town.
- Children need unstructured time to wonder and grow. Our local government doesn't have to invent problems to fund. Kids, left to their own instincts, will find ways to have fun with each other.
- I don't think there are many places for high schoolers to go outside of the high school. Besides maybe the Y, Cumberland Farms, etc., I can't think of many popular hangouts.
- More bike paths. Inform residents of what is already available and the town has to offer to its young residents.
- Bathrooms (or at least permanent porta potties) are needed at all playgrounds/parks in town. Playgrounds (particularly Booth) need to be cleaned up regularly - it constantly has trash all over it. Additional free youth and family events in town would be great.

Comments and Suggestions regarding Youth Needs

- There need to be safer routes for kids to actively get around town and for mother's with strollers. Maybe a bike lane or slower speed limits near the schools.
- I think once the other rec fields at Payson open up it will give kids more opportunities for activities.
- I am ALWAYS worried about young people crossing the streets near to center of town. There are inadequate cross-walks and signage for pedestrians especially on Mechanic and Central streets.
- Love to see some downtown development with a local (not chain) cafe, bakery, etc. great for people to do work & hang out. Add some tables at the common for outdoor dining/gathering in nice weather. The library could also expand their snack area to become a cafe. The library could expand programming/media resources to attract more young people.
- They need to get outside more during the school day. 7th & 8th graders need recess. Elementary kids are forced into indoor recess too much.

FOXBOROUGH

Master Plan Weekly Poll

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Weekly Poll 10,

February 5, 2015

Open Space, Hiking & Walking

The outdoors, open space and F. Gilbert Hills State Forest are some of the many reasons, people to choose to live in Foxborough. This week, the Weekly Poll is seeking your thoughts about varying approaches the Town can pursue to integrate the outdoors and open space with mobility.

For new subdivision development the Foxborough Planning Board requires sidewalks on both sides of the street. Purchasers of new homes have responded quite positively to sidewalks.

During the Route 1 Workshop, the concept of a green buffer (open space and walking path) to protect residential areas of Foxborough from development along the Route 1 corridor was introduced and is depicted here.



For more information on the benefits of sidewalks and walking, the American Association of Retired People (AARP) is a strong proponent of walkable neighborhoods and has summarized the benefits of sidewalks at <http://www.aarp.org/livable-communities/info-2014/sidewalks-fact-sheet.html>. The American Trails Association also has an extensive set of articles and fact sheets on the impacts and benefits of trails at <http://www.americantrails.org/resources/benefits/> for readers who wish to dig deeper.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Foxborough should adopt a program of building and repairing sidewalks on both sides of the street within a quarter mile of schools and town parks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A multi-use trail parallel to the existing railroad track connecting Payson Road recreational facilities, Chestnut-Green, Downtown, as well as the Route 1 and South Route 140 areas should be created.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A green buffer of open space and trail areas protecting residential areas of Foxborough from development along the Route 1 corridor should be established.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Town should encourage the use and development of walking and hiking trails on conservation and public lands, including the State and Town Forests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A system of wildlife corridors should be developed on conservation lands.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Weekly Poll # 10 Results: Open Space & Mobility – Walking & Hiking

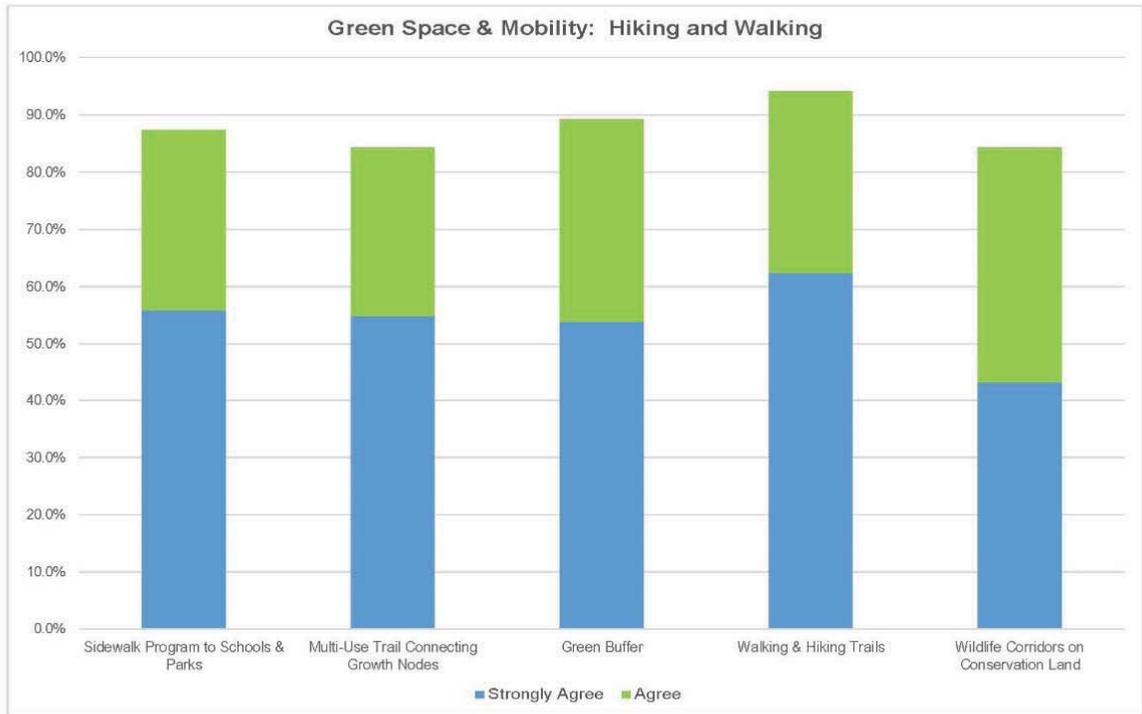
Last week, the Weekly Poll posed four scenarios regarding open space and mobility to gauge interest in alternative approaches to incorporating movement and the outdoors in the life of Foxborough residents. There was a lot unanimity in the responses. The most favored initiative is for the Town to encourage the use and development of walking and hiking trails on conservation and public lands, including the State and Town forests. This garnered 94.1% overall agreement, including almost two-thirds (62.4%) of respondents strongly agreeing.

The second most favored scenario is the Green Buffer. The Green Buffer scenario called for the establishment of a green buffer of open space and trail areas protecting residential areas of Foxborough from development along the Route 1 corridor. Nearly nine out of ten respondents (89.2%) favored the Green Buffer, with over half (53.9%) strongly agreeing that a Green Buffer should be established.

The development of a sidewalk program for building and maintaining sidewalks within a half mile of schools and parks was supported by 87.3% of respondents with 55.9% of respondents strongly agreeing.

Both the multi-use trail and the establishment of wildlife corridors on conservation land was supported by 84.3% of respondents. However, 54.9% of respondents strongly agreed that a multi-use trail parallel to the existing railroad track connecting Payson Road recreational facilities and the growth nodes – Chestnut Green, Downtown, Route 1, and south Route 140 and the Foxborough Boulevard area. 43.1% strongly agreed that wildlife corridors should be established on conservation lands.

The comparative strong support for each of these open space and mobility scenarios is shown in the chart below.



FOXBOROUGH

Master Plan Weekly Poll

www.FoxboroughMasterPlan.com

Weekly Poll 11,
February 12, 2015

Future Land Use

One of the key considerations in development of a master plan is land use. In the coming weeks, the Planning Board and its consultant team will be working on land use issues leading to the Thursday, March 26 workshop examining goals and priorities, including future land use priorities.

The Weekly Poll is seeking your input on land use – both land that is “undeveloped” and land that could be redeveloped for different uses. The competing interests for land includes economic growth for jobs and taxes; water supply protection; residential growth for an increasing population that is living in smaller and smaller households; conservation land for habitat protection, pollution control, and recreation; public facilities and schools. Alternative land use needs often seem to be at odds. So the Weekly Poll wants to know your priorities for land use in Foxborough.

Based on what you know today, how would you allocate future uses of undeveloped land?

- ____ % Non-residential development for jobs and tax revenue
- ____ % Residential development for more and differing types of households
- ____ % Water supply protection
- ____ % Conservation (habitat protection, pollution control, and recreation)
- ____ % Public facilities
- ____ % Schools
- ____ % Other _____
Please describe

100% *Please remember your responses cannot exceed 100%. Thank you.*

Weekly Poll # 11 Results: Future Land Use

The Weekly Poll posited several different future uses of “undeveloped” land in Foxborough and sought readers’ guidance as to the allocation of desired future land use for “undeveloped land” as well as land that be may be prime for redevelopment. A wide range of responses was received for each potential use.

One scenario for future land use is non-residential development, such as commercial, for jobs and tax revenue. Responses ranges from 0% to 75% of undeveloped land. The mean average response was 21.7% of undeveloped available land should be used for non-residential uses.

Another scenario suggested residential development for more and different types of housing. For additional future residential development responses ranged from 0% to 70%, with mean average response of 13.1% of “undeveloped” available land being allocated to new residential uses.

Water supply protection was another proposed future land use. Weekly Poll respondents indicated anywhere from a low of zero percent to a high of fifty percent, with the mean average desiring 20.7% of future land use being allocated to water supply protection.

Setting aside land for conservation, recreation, pollution control and habitat protection is another future land use that drew the largest range of responses from zero percent to 100% of all future undeveloped and redevelopment lands. The mean average allocation for conservation and recreation uses was 30.3% by Weekly Poll respondents.

Public facilities and Schools both drew a small range of responses. Suggested allocation of undeveloped land for public facilities ranged from zero to 25%, with a mean average of 7.3% of future land use. The allocation of future land uses for schools ranged from zero to fifty percent, with a mean average of 6.6% of undeveloped lands for schools.

Weekly Poll solicited comments and suggestions for future uses of undeveloped land, as well. Bike paths, walkways, hiking paths, trails were the most frequently mentioned

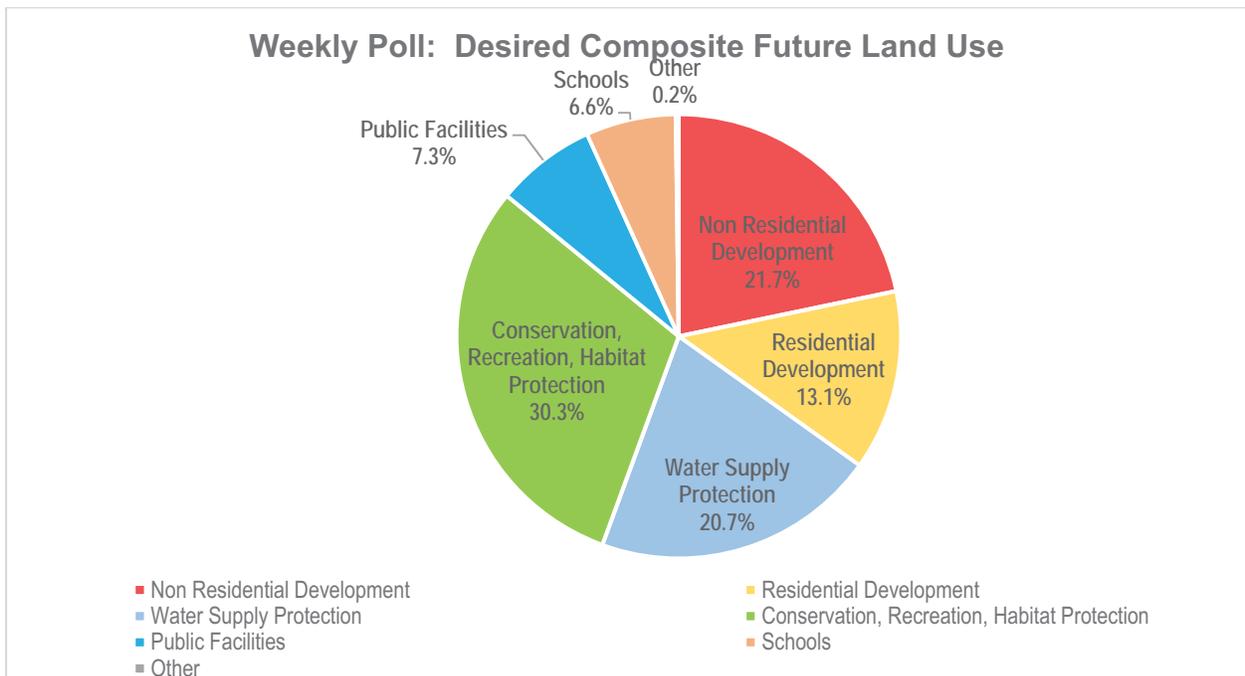
additional other land use. Connection to the Mansfield walk/bike path was suggested, as well as sidewalks enabling East Foxborough residents to walk to the Mansfield train station. Another idea was for walking and hiking paths to be established around water bodies, as well as the woods. One reader commented that the Conservation Commission “should develop the land it has for public use.”

An agricultural buffer from I-95 to the State Forest was identified as another land use. Improvement of rail lines and rail spurs were also proposed.

One respondent suggested limiting growth to Route 1, noting increasing traffic problems. Another commented that commercial should be limited to currently zoned areas and that residential areas need more protection.

One person suggested leaving the land as is, while another suggested a solar farm and a third suggested an arboretum. A dog park was mentioned as a need, noting that there are numerous dogs being walked on public fields.

This Weekly Poll was designed to spark the discussion about future land uses and priorities for Foxborough’s future, which will continue at the upcoming Thursday, March 26th public forum sponsored by the Foxborough Planning Board.



The chart depicts the adjusted composite average response so that the sum equals 100%.



About the McCabe Enterprises Team

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

McCabe Enterprises can be reached at mccabe@plan-do.com or 617 469-9444.

McCabe Enterprises team members on the Foxborough Downtown Master Plan include Kathleen McCabe, AICP, EDP; Jennifer Mecca, R.A. of J Mecca Design; John Shevlin, PE and Tim Thies, PE of Pare Corporation; and Paul Lukez, FAIA and LEED AP of Paul Lukez Architecture.

***J Mecca Design** is headed by Jennifer Mecca, RA, an architect and experienced urban designer whose work includes downtown, neighborhood revitalization and redevelopment projects. She brings a breadth of redevelopment experience and work to enable communities to understand proposed redevelopment plans and their impacts.*

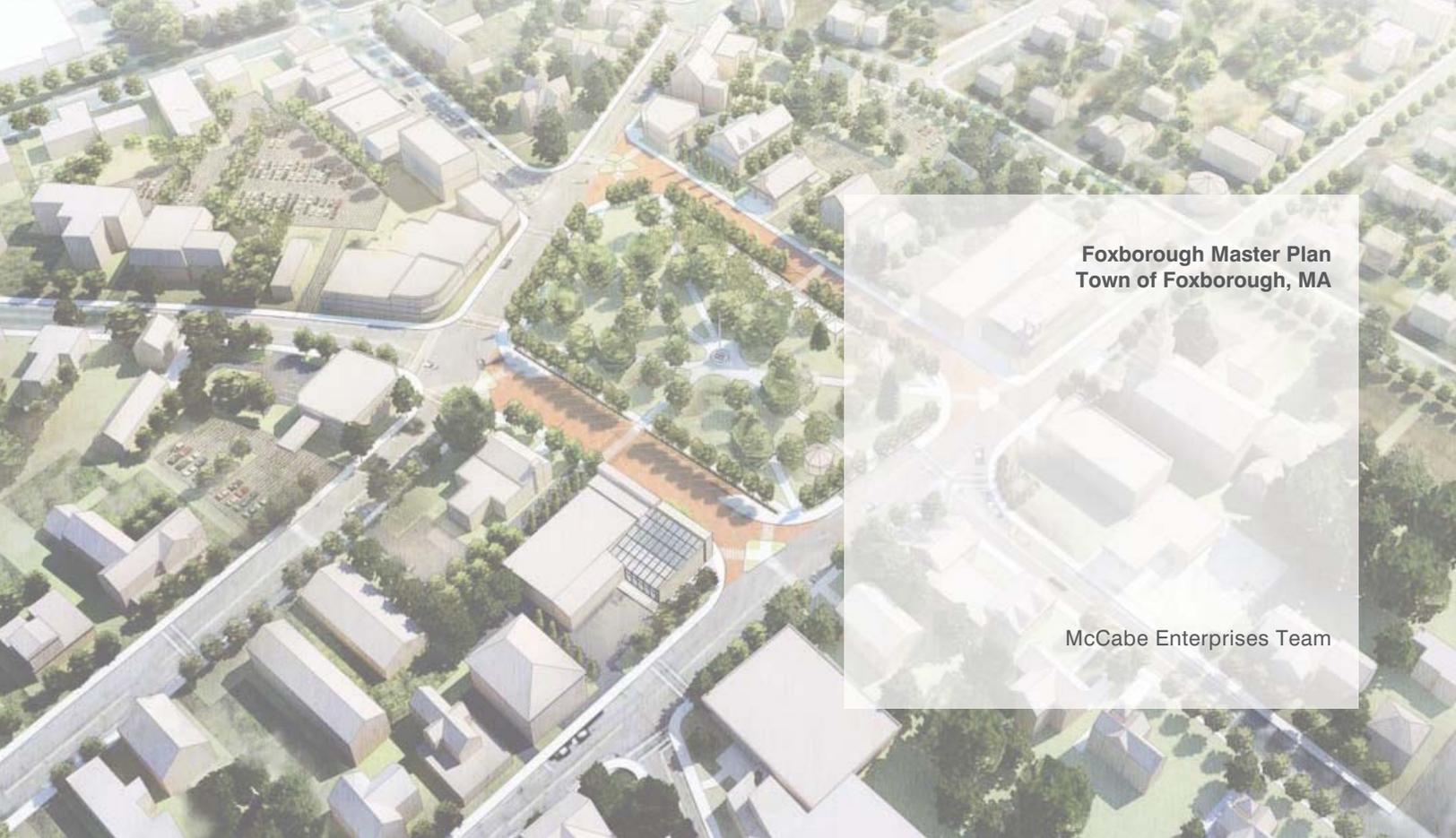
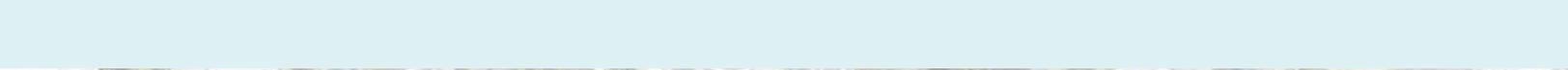
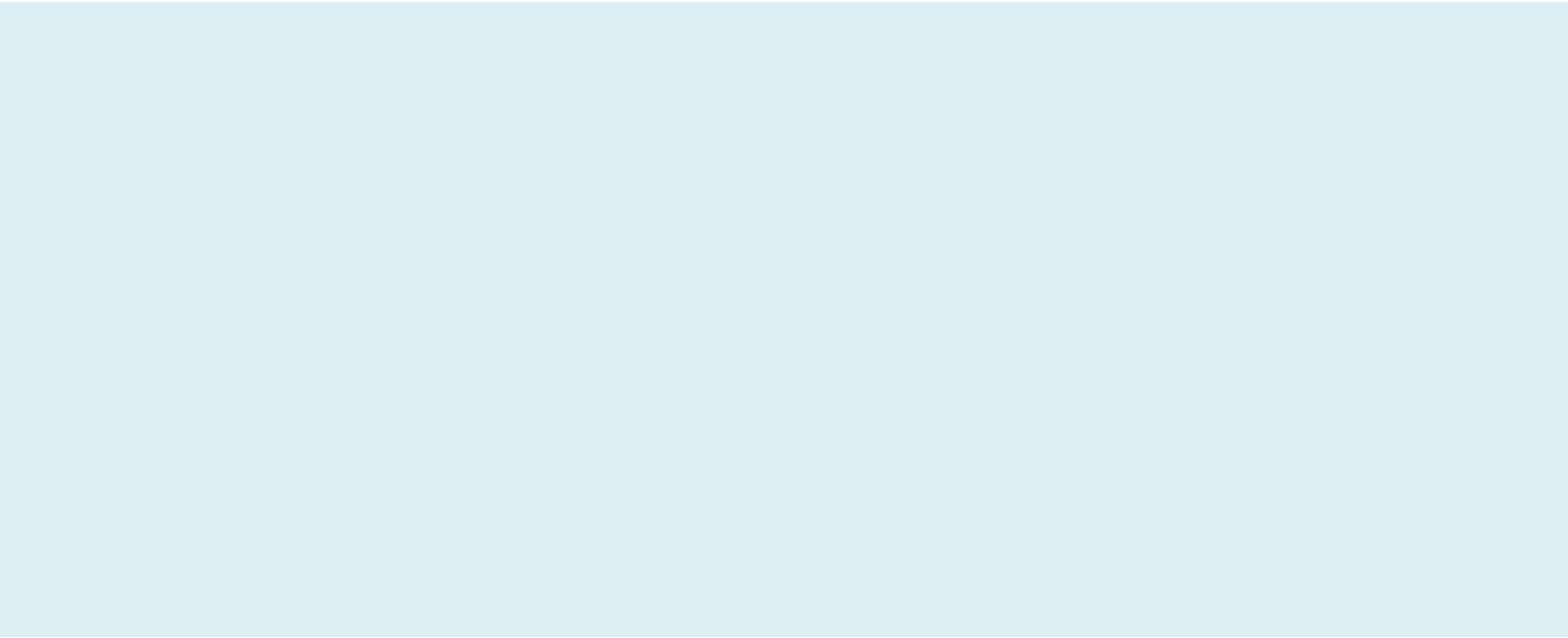
***Pare Corporation** is a regional multi-disciplinary firm of engineers, environmental and wetland scientists, and GIS/CAD specialists specializing in transportation, environmental, geo-technical and sustainable design with offices in Foxborough and Lincoln RI. John Shevlin, PE, Senior Vice President for Transportation oversaw the transportation components of the Master Plan, Downtown Strategy and Route 1 assessment. Tim Thies, PE, Managing Engineer served as the lead on utility issues, particularly sanitary sewer and water resource challenges facing Foxborough.*

***Paul Lukez Architecture** is an internationally recognized design firm led by Paul Lukez, FAIA, LEED AP, a thought-leader on suburban development. Paul Lukez Architecture contributed the visualization of and design plans for future redevelopment in Downtown Foxborough.*

Beverly Kunze Photography provided the photographs of Foxborough for this report

McCabe Enterprises

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**Foxborough Master Plan
Town of Foxborough, MA**

McCabe Enterprises Team