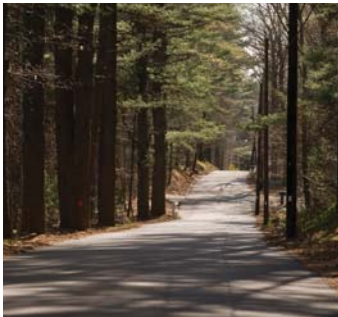


Foxborough Master Plan



Town of Foxborough, MA



2014
McCabe Enterprises Team

Acknowledgements

Foxborough Planning Board

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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 Economic Development 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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OVERVIEW

The Foxborough Master Plan

The Town of Foxborough began the master planning process focusing on economic development and a community-wide desire to revitalize Downtown Foxborough. Land use, water and sewer quickly became key issues in Foxborough's discussions on future growth and economic development, including Downtown Revitalization.

Foxborough's early settlement pattern was comprised of a strong center with industry, civic and religious institutions, along with retail and services served by a rail line surrounded by a compact residential area with schools, along with some village settlements dotting the countryside. This historic pattern of the center – Downtown Foxborough – continues to frame the development pattern in Town. The advent of the interstate highway system and suburban growth fueled the development of additional commercial nodes in Foxborough, namely Route 1 with Patriot's Place and the Gillette Stadium; Chestnut Green with the redevelopment of Foxborough State Hospital; and south Route 140 area with Foxboro Plaza, Foxfield Plaza and Foxborough Boulevard.

Foxborough has selected a Growth Nodes approach to guide future land uses, encompassing both residential and commercial development. Foxborough residents desire a small town with rural ambiance, making open space and agriculture important considerations as Foxborough

grows and develops in the years to come. Water and sewer have been perceived as limits to development. The need for individual septic systems has actually encouraged dispersion of residential development throughout the more rural areas of Foxborough, and has limited some of the commercial development desired by Foxborough residents, including Downtown revitalization, as well as offices and research and development facilities.

This master plan is Foxborough's first master plan in nearly fifty years. The Economic Development Master Plan is the initial element developed through the community process led by the Foxborough Planning Board. A companion document, the Downtown Strategy was prepared to guide revitalization and redevelopment activities in Foxborough. Additional elements focusing on transportation, land use trends, community services and facilities, natural and cultural resources, open space, recreation and agriculture were developed in 2013-2014 and are included in this compendium, along with the results of the Residential and Business Surveys.

The Foxborough Planning Board asked the Metropolitan Area Planning Commission to prepare the Foxborough Housing Production Plan at the outset of the master plan process. This plan, an independent document, serves as the housing element of the master plan. It can be referenced at www.foxboroughma.gov/Pages/FoxboroughMA_Planning/housplan/.

In 2015, the Foxborough Planning Board finalized the Master Plan with the Future Land Use and Sustainability and Implementation elements. It is the desire of the Foxborough Planning Board for the Master Plan to be a living document to be serve as a reference and a guide to inform future development and to help address Town needs.

Economic Development Master Plan



Town of Foxborough, MA



2013

McCabe Enterprises Team



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INTRODUCTION

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.

Introduction

Economic development issues and the desire for a revitalized Downtown Foxborough has been the impetus for a new master plan in Foxborough, the first in nearly fifty years. Town residents as part of the larger vision are seeking a future Foxborough with a dynamic local economy which complements and supports Foxborough's desire to be a small town, family-oriented community. The recent debate over a possible destination resort casino on Route 1 precipitated Foxborough's a vigorous discussion of the Town's economic future. The Foxborough electorate weighed in and decided against any future scenarios with a casino or gaming.

The economic development element of the master plan examines the economic development planning context, existing economic conditions in Foxborough both locally and in a regional context, the commercial and industrial areas of

Economic Profile Quick Facts

Employment of Foxborough Residents

- 74% of residents 16 and older are in the work force, and one-quarter of them work in the education and health care fields.
- 2011 labor force: 9,065 workers.
- 2012 unemployment rate: 5.7%
- 424 Foxborough residents worked at home in 2010, 4.7% of the working population.
- 7.4% of Foxborough work force is self-employed in 2011 in 684 unincorporated businesses.

Income of Foxborough Residents

- Median household income is \$92,370 in 2010.
- 2.9% of Foxborough residents live below the poverty line, including 7.2% of residents 65 years and over, and 18.4% of families with related children under 5 years of age.

Businesses and Employees (2011)

- 676 employers are in Foxborough.
- 12,310 people work in Foxborough.
- The Employment-Resident ratio is 1.26 jobs for every resident in the labor force.
- 18% of jobs are in the Arts, Entertainment and Recreation section, which includes the NFL football team, the New England Patriots.
- 14.2% of jobs are in accommodations and food services sector.
- 12.3% of jobs are in professional and technical services sector.
- 10% of jobs are in retail trade sector.
- 9 % of jobs are in the wholesale trade sector.
- 37% of jobs are in other sectors.
- 2011 average annual wage for Foxborough jobs: \$59,384.
- Total wages paid by Foxborough employers in 2011 totaled: \$730.8 million.

Financial

- Bond rating: AA+ by Standard & Poor's and Aa2 by Moody's.
- 22% of Foxborough's assessed valuation is from the commercial and industrial sectors totaling \$ 570,543,312 in FY2012.
- \$15.13 per thousand dollars of assessed valuation is the FY2013 tax rate for commercial and industrial properties.

town, and future directions. An extensive survey of town residents and a separate business survey were undertaken. The results are discussed in the next sections and are detailed in the Appendix.

Strategic Location

The Town of Foxborough is strategically located between New England's three largest cities – Boston, Providence and Worcester. Foxborough is 29 miles from Boston; 22 miles from Providence and 47 miles from Worcester. (Figure 1.1) Although public transportation is not immediately available in Foxborough, some Foxborough residents take advantage of commuter rail service to Boston boarding at stops in adjacent communities of Mansfield or Sharon. Foxborough has ready highway access to each of these metro areas. I-95 running north and south to Boston and Providence has 3 Foxborough exits, two of which are situated in Foxborough. I-495, the outer circumferential around the Boston metropolitan area is readily available with access from I-95 and Route 1 which connects to Cape Cod and the MassPike westward to Westborough (34 miles) and Worcester. Route 1, which is essentially the historic Boston-Providence Turnpike, traverses the western portion of Foxborough.

The strategic location enables Foxborough residents to readily access three different employment centers, which is particularly useful for dual-career couples. Foxborough-based employers also have the advantage of accessing three different labor markets, drawing upon a larger talent pool. Although Foxborough is considered part of the

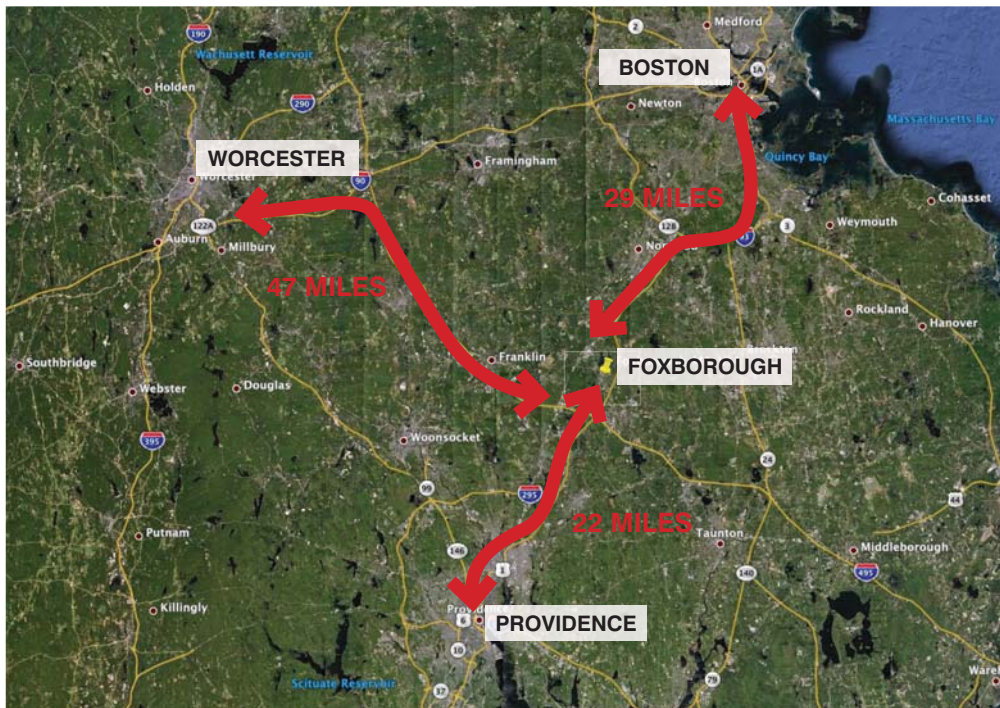


Figure 1-1: Proximity of Foxborough to major urban areas.

Boston-Cambridge-Quincy metropolitan area and the Metro Southwest Workforce Incentive Area (WIA), its proximity to Providence and Rhode Island enables employers to easily draw upon this labor market, which has had a much higher unemployment rate and somewhat lower hourly wages.

The minimum wage in Massachusetts is \$8.00 per hour, which is twenty-five cents higher than Rhode Island's minimum wage rate of \$7.75 per hour. The 2012 annual unemployment rate in Rhode Island was 10.4%. In contrast, the annual Massachusetts unemployment rate in 2012 was 6.7%. Annual 2012 unemployment rates for Boston-Cambridge-Quincy NECTA area was 6.1% and Foxborough was 5.7%.

Regional Growth Projections

Foxborough is one of the 101 cities and towns served by the Metropolitan Area Planning Council (MAPC), which adopted a long-term regional plan for 2030, called Metro Futures. Metro Futures is based on six principles: sustainable growth patterns; housing choices; healthy communities; regional prosperity; transportation choices; and healthy environment. Foxborough was classified in Metro Futures as a “developing suburb.” Foxborough possesses features of both a “developing suburb” and a “maturing suburb” under the Metro Futures framework. Under the “developing suburb” framework, Foxborough is along the I-495 corridor area and enjoys significant open space. “Maturing suburb” attributes that Foxborough embraces include a sense of community, safety, a majority of single-family homes with yards, and is looking to revitalize its historic town center. MAPC estimates that Foxborough has 2,943 acres of buildable land area, exclusive of wetlands. This is approximately twenty-three percent of the land area in Foxborough, and could entail either prospective commercial or residential development.

As part of Metro Futures, MAPC projected population growth and job growth with a 2000 year base-line for the year 2030. MAPC developed two future scenario growth projections – one based on current practices and a second based on the Metro Futures' principles. The population and job growth projections for Foxborough are shown in Tables 1-1 and 1-2.

Foxborough's population growth since 2000 has aligned with the population estimates prepared by MAPC. Foxborough's population annual growth rate of 0.4% from 2000 to 2010 is midway between the current trend projection and the Metro Futures scenario projection by MAPC.

Despite the Great Recession of 2008-2009 when thousands of jobs were lost nationally and in Massachusetts, the number of jobs in Foxborough over the past decade has increased by 30.4%, to 12,310 jobs in 2011. This exceeds both the 2030 current trends and Metro Futures projections. In 2011, Foxborough had 892 more jobs than the highest 2030 projection by MAPC. Jobs grew at an annual rate of 3% in Foxborough, which is attributable in part to the development of Patriot Place in past decade, and the growth of Invensys (now Schneider Electric). Employment and job trends are discussed in further detail in Chapter 2: Existing Conditions.

Table 1-1. Foxborough Population Projections

	2000 Baseline	2010 Actual	2030 Current Trends Projection	2030 Metro Futures Projection
Foxborough	16,246	16,865	18,880	17,889
Rate of Annual Change		0.4%	0.5%	0.3%
Rate of Decennial Change		3.8%	5.4%	3.4%

Sources: Metropolitan Area Planning Commission; US Census; McCabe Enterprises.

Table 1-2. Foxborough Job Projections

	2000 Baseline	2010 Actual	2011 Actual	2030 Current Trends Projection	2030 Metro Futures Projection
Foxborough	9,167	11,951	12,310	9,976	11,418
Rate of Annual Change		3.0%	3.0%	0.3%	0.8%
Rate of Decennial Change		30.4%		2.9%	8.2%

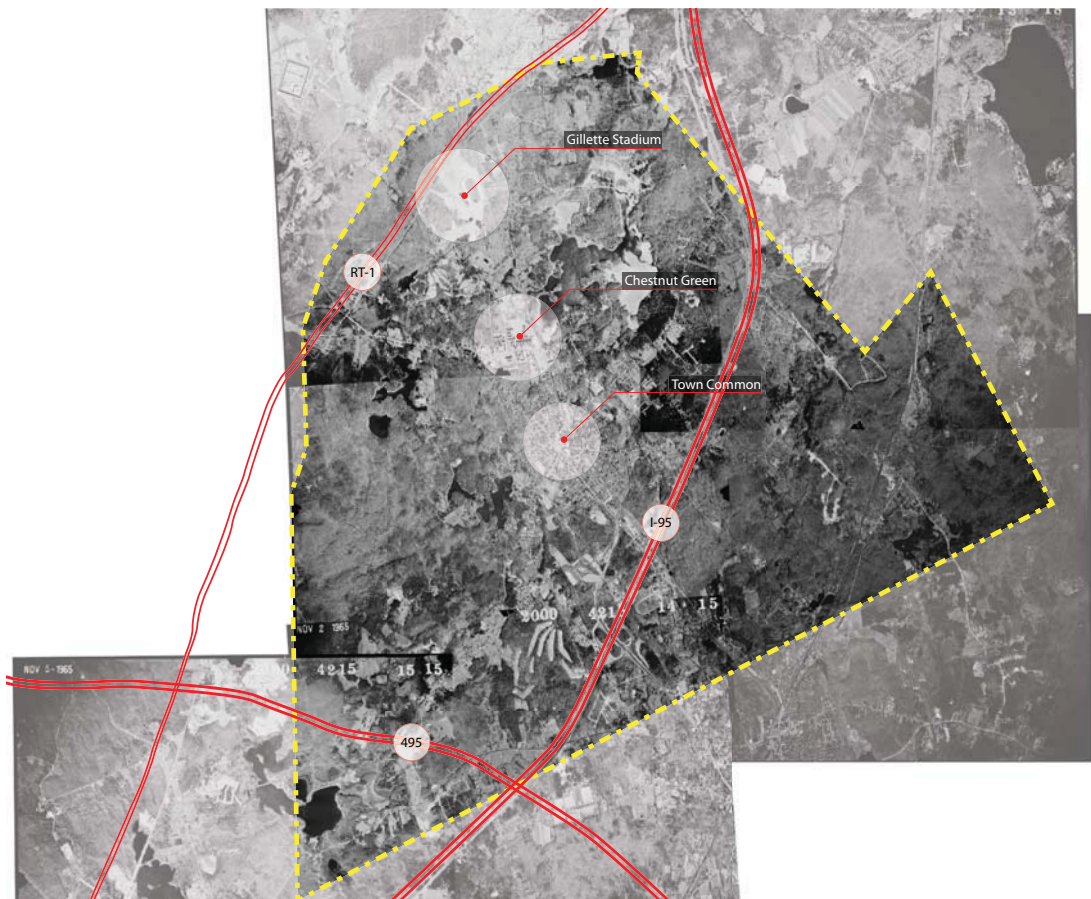
Sources: Metropolitan Area Planning Commission; ES202; McCabe Enterprises.

Development Over Time

The last Foxborough Master Plan was undertaken in 1971, the same year the new, Shaefer Stadium, home of the New England Patriots, was opening. Over the past thirty years, Foxborough has undergone significant change as a suburban community – from its historic roots in an agrarian and industrial village structure, to a town with both a local perspective and large regional-serving assets, such as Gillette Stadium, Patriot Place and the Bass Pro Shop. While the population of Foxborough may have increased by only 17% since 1970, the number of and type of businesses and economic activities have grown significantly.

Aerial photographs of Foxborough over the last 50 years illustrate decentralized development and opportunity-driven land-use patterns typical of many suburban Massachusetts towns. The downtown commercial core, centered around a town green, has lost its vitality. (See Figure 1-5.) Growth of multiple small commercial nodes in numerous zones within the town have led to a decrease in physical density and variety of uses in the downtown, decreasing the importance of the once strong, small town character. Parallel to this, residential and commercial growth have spread across the town, leading to a general decrease in the amount of natural open space, farmland and forested area.

**Figure 1-2:
1965 Aerial Map
of Foxborough**



Foxborough 1965

In 1965, large portions of the town are largely undeveloped with the majority of built areas concentrated along a central north-south swath axis and on major arterial roads connecting Foxborough with surrounding communities. (Figure 1-2).

Route 1

- Foxboro Raceway is one of the few developed areas along Route 1.
- Pre-Shaefer Stadium Construction.
- Area surrounding raceway is largely wooded and undeveloped.
- Much of Route 1 frontage is primarily wooded and undeveloped; some suburban residential development and a few pad businesses exist to north.

Chestnut Green

- Some commercial development surrounds the State Hospital buildings.
- Most development fronts Chestnut Street and stretches down Bakers Street and Railroad Avenue to the Foxborough Company property.

Downtown

- The town Common is the nexus of roads connecting Foxborough with surrounding communities to the north, south and west.
- As the core of the town, lots surrounding the Common show a dense, fine-grained urban fabric – a pattern of commercial typical of a New England suburban town.

Foxborough 1990

Increased suburban development is scattered across the town by 1990 and numerous small commercial sub-centers have been built along major routes and intersections. Areas to the southeast, east and north, previously undeveloped, now have networks of single family residential development tracts. (Figure 1-3).

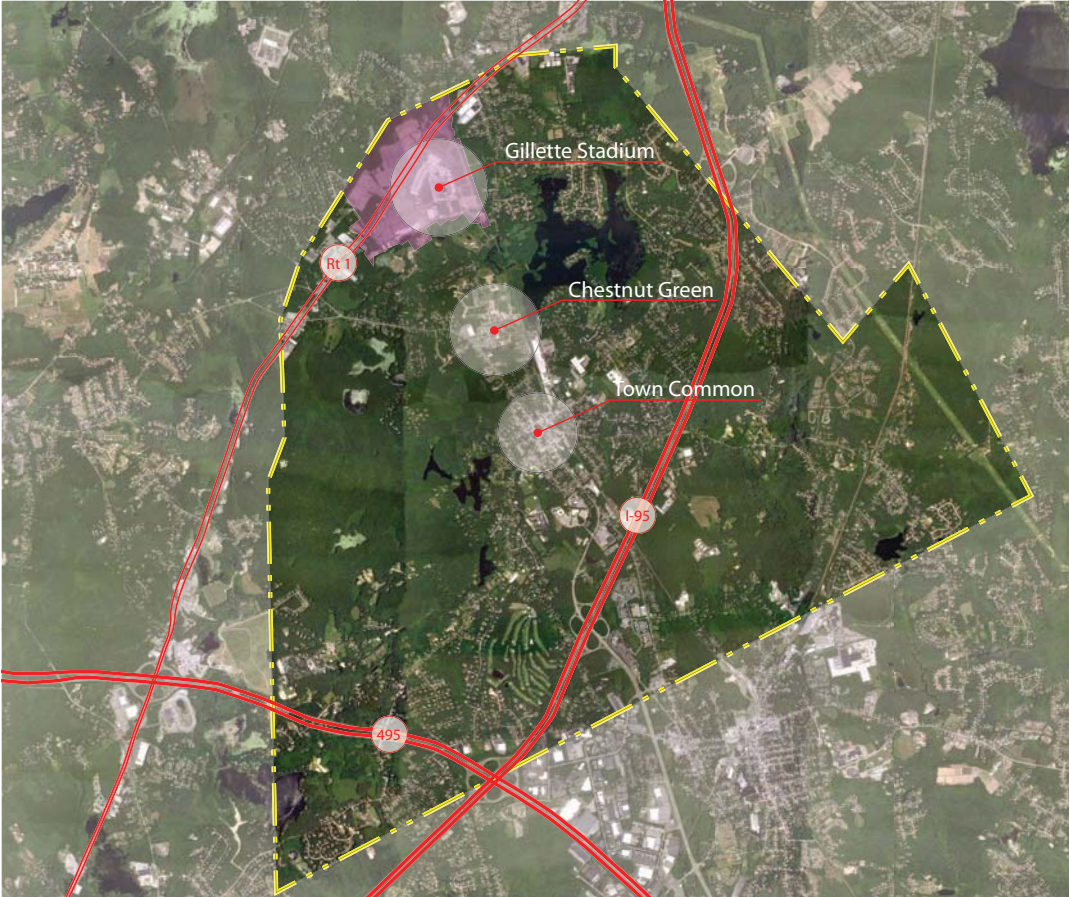
Route 1

- Foxboro Stadium, an open air stadium (originally named Schaefer Stadium).
- Foxboro Raceway remains to the east.
- Large areas of parking now cover the area surrounding the stadium; the bulk of stadium-related development remains to the south of Route 1.
- Suburban residential neighborhoods ringing the stadium property have grown.
- Commercial development on lots fronting Route 1 has spread north and south of the stadium site.

**Figure 1-3:
1990 Aerial Map
of Foxborough**



**Figure 1-4:
2012 Aerial Map
of Foxborough**



Chestnut Green

- Commercial development around the State Hospital has grown, creating a new 'node' in the town, stretching northward toward the stadium, and along Main Street..

Downtown

- In the town core, some buildings have given way to parking lots.
- New commercial development has shifted southward toward I-95 and the Mansfield town line.

Foxborough 2012

Continued increase in suburban residential development is evident. Growth of small commercial sub-centers along major routes and intersections increased and a new node has grown at the Mansfield town line, near the Mansfield Crossing commercial area. (Figure 1-4).

Route 1

- Gillette Stadium, built on a new location in 2000-2002.
- Patriot Place restaurant / retail, built in 2007; the outdoor pedestrian mall is separated from Route 1 by large areas of parking.
- Restaurant and retail pad buildings now define the edge between the stadium parking and open space/ agricultural land to the south.
- Significant areas of stadium-related parking have been developed on the northern side of Route 1.
- Commercial development and parking areas now front the majority of Route 1; little open space remains undeveloped.

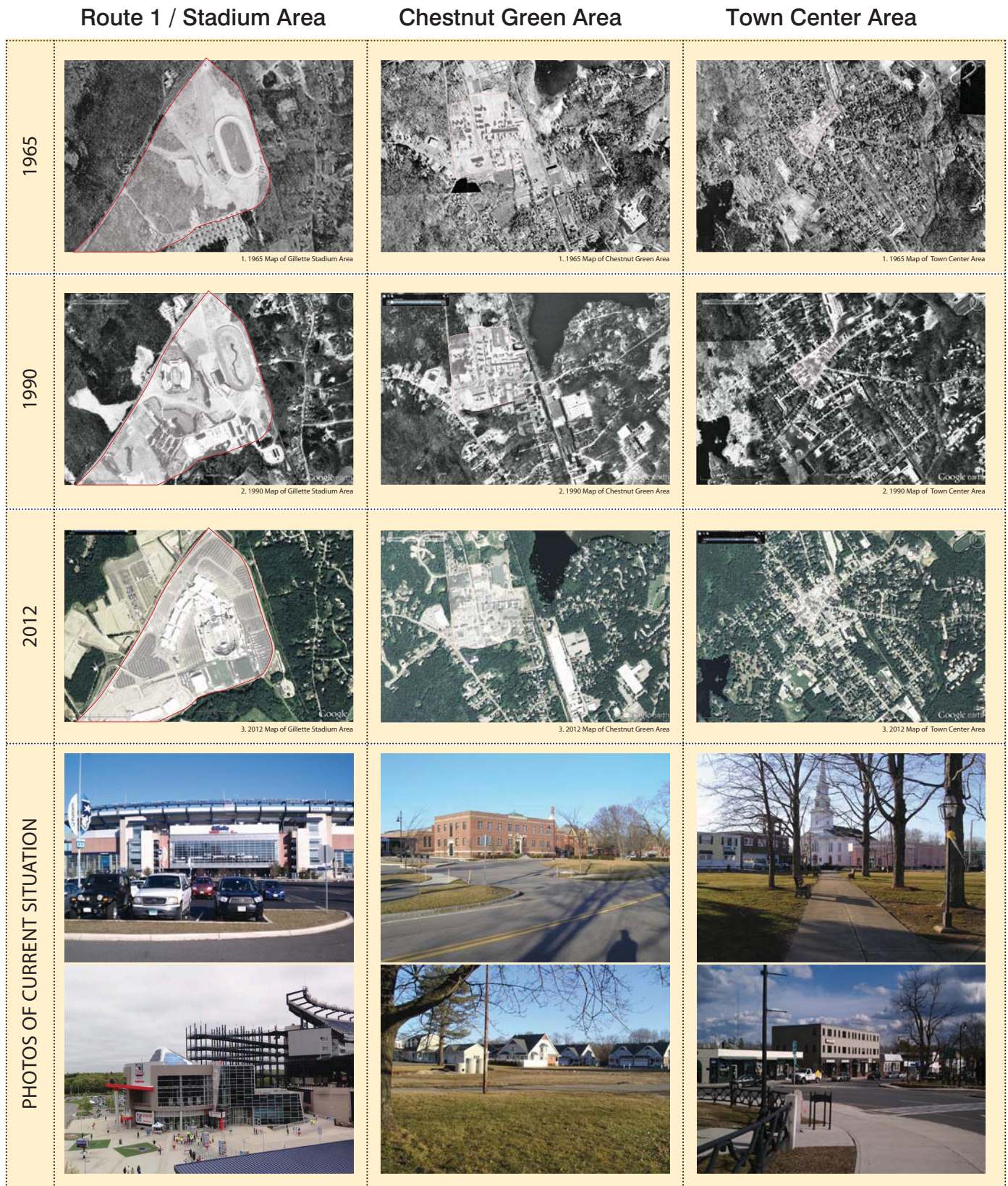
Chestnut Green

- Chestnut Green has developed as a sizeable commercial and residential node, stretching the length of Chestnut Street from the reservoir to Main Street.
- The Fire Station has been relocated to Chestnut Street, serving to further decentralization of the town core.

Downtown

- Buildings in downtown core have been demolished, creating "missing teeth" in street edge facing the Common and on major arteries leading to downtown.
- There are an increased number of large parking lots in the core.
- Key buildings, such as the former Fire Station are now vacant.
- Retail and commercial development continue to stretch southward toward I-95 and Mansfield.

Figure 1-5: Comparison of Key Nodes in Foxborough Over Time.



Community Engagement

The Foxborough Planning Board organized and facilitated the involvement of several hundred residents and business people during the economic development master planning process. A 48-hour open house to kick-off the economic development planning process was held to outreach to the business and residential communities, which drew downtown business and property owners. Three large-scale public forums were held in May 2012, June 2012 and September 2012 throughout Foxborough at the McGuinty Room at the Foxborough Public Safety Building, at the Foxborough High School Library, and the Foxborough Senior Citizens Center. Special outreach was done to the business community, including meetings with the Town's two largest employers, the Kraft Group and Invensys, as well as Route One property owners. Since sewer was identified as a key constraint in business and economic development, especially for the Downtown, a special public meeting on sewer and wastewater issues was held, as well. A focus group of high school students was held to include input from younger residents, as well.

Two town-wide surveys were undertaken in spring 2012. These surveys were available in both hard copy and electronically to facilitate a wide response. The Tri-Town Chamber of Commerce assisted with the distribution to their business members in Foxborough.



Figure 1-6 to 1-9: Photos from the Open House, Town-Wide Plan and Downtown focus community meetings, 2012.

Responses to Open House Questions

During the Economic Development Master Plan Open House in March 2012 persons were asked to identify their favorite place in Foxborough; to identify places that are problematic or need improvement; and to respond to the question "If I had a magic wand for Foxborough, I would" The responses were tabulated and the leading responses are noted here. Photographs of people's favorite places in Foxborough are also being shown on the project's web site as www.foxboroughmasterplan.com.

Leading Points of Improvement

- Downtown
- Traffic
- Walkability
- No Casino
- Foxfield Plaza
- Sewer
- Foxboro Plaza

Favorite Places in Foxborough

- Natural areas, forest and conservation land
- Town Common
- Library
- YMCA
- Hiking
- Downtown/Town Center

Leading Wishes for Foxborough

- Improve Downtown
- No Casino
- Sewer
- Expanded recreational opportunities
- Walkability (better sidewalks, walking areas, walking trails)
- Bike Paths and Trails
- Restaurant Downtown

EXISTING CONDITIONS

Existing Conditions

Economic development entails many aspects of a community – its people, businesses, land and natural resources, the transportation network and utilities, as well as its tax and business climate. A strong prosperous local economy relies on the talents and labor of local residents, the business acumen of local entrepreneurs and businesspeople, the availability of suitably zoned land, a good transportation network and utility infrastructure, and local policies which support and encourage business growth and development in balance with the overall quality of community life.

To better understand Foxborough in context, the review of existing conditions includes regional comparisons to Foxborough's seven immediately abutting municipalities of Mansfield, Norfolk, North Attleborough, Plainville, Sharon, Walpole and Wrentham, as well as to Norfolk County. The second ring of municipi-

palties which are one-town away and within 20 minutes driving time include Attleboro, Bellingham, Canton, Dover, Easton, Franklin, Medfield, Medway, Millis, Norton, Norwood, Stoughton, Westwood in Massachusetts and Cumberland in Rhode Island.

In this section, the existing conditions in Foxborough pertaining to its residents – the local labor force, employment trends, businesses in Foxborough, local wages, commercial real estate trends, the tax environment, and zoning for business development. Transportation and utility infrastructure are discussed in detail in the transportation and infrastructure elements.

Labor Force

The labor force refers to persons living in Foxborough who are 16 years and older. This is the potential segment of the population that is eligible to work. Amongst Foxborough's 16,865 residents, 13,199 are over 16 years of age or 78.3% of town residents. 9,763 persons in 2011 were part of the labor force for a 74.0% labor participation rate. Persons not participating in the labor force include retirees and people choosing not to work in the labor force, such as stay-at-home parents or persons with physical and mental challenges. The labor force participation rate for women in Foxborough is 70.6%.

Table 2-1 shows Foxborough, its population and the potential labor force in regional context. Although, Foxborough is a small community, it is the center of a regional population of 438,000 people.

Foxborough is a community that is focused on families. There are 1,076 families with children under 6 years of age in town. Both parents work in over two-thirds (71.9%) of families with young children in Foxborough. There are another 2,912 families with children and youth age 6 to 17 years. Both parents work in almost three-quarters (73.7%) of families with school-aged children in Foxborough.

Educational Attainment

Educational attainment is correlated with income potential. Today's economy is increasingly reliant on talent and intellectual capital. Computers and technology are a part of nearly every occupation today, requiring additional training and education. Foxborough overall is competitive with its neighboring communities (abutting and second ring), as well as the Commonwealth as to education attainment. 94.7% of Foxborough

Table 2-1. Foxborough's Population in the Regional Context

	Population	Population 18 years & older	Population 65 & Over	Labor Force	Population 18 and Under
Foxborough	16,865	12,785	2,305	9,763	4,080
Percent of Population; Labor Force Participation Rate		75.8%	13.7%	74.0%	24.2%
Abutting Towns (7)	124,024	91,711	14,198	64,790	32,313
Percent of Population; Labor Force Participation Rate		73.9%	11.4%	70.7%	26.1%
One Town Away (14)	297,208	219,194	40,667	161,086	78,014
Percent of Population; Labor Force Participation Rate		73.8%	13.7%	73.5%	26.2%
Total	438,097	323,690	57,170	234,799	78,014
Percent of Population; Labor Force Participation Rate		73.9%	13.0%	72.5%	26.2%

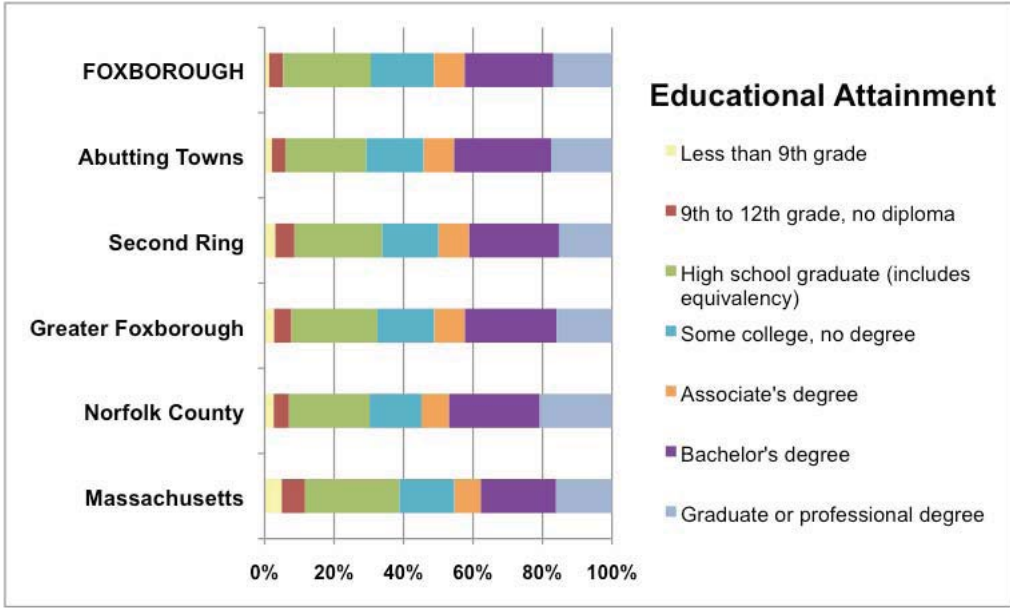
Sources: 2010 US Censuses for population; American Community Survey (ACS) 2009, 5 year estimates for labor force for regional data and ACS 2011, 5 year estimates for labor force in Foxborough; McCabe Enterprises.

residents over 25 years of age have a high school degree or higher, and 42.4% have a bachelor's degree or higher. Norfolk County, as well as the seven abutting municipalities to Foxborough, have a higher percentage of persons with a bachelor's degree or higher than Foxborough amongst persons 25 years and older, with Norfolk County at 46.9% and the abutting towns in aggregate at 45.4%. Foxborough has the highest proportion of residents over 25 years, 18.1%, who have completed some college.

Examining the proportion of residents with bachelor's degree or higher by age cohort in Foxborough reveals that the proportion of persons with a bachelor's degree in the age 25 to 34 years cohort is only 22.4%. This is a lower college graduation attainment rate amongst this age cohort in Norfolk County (38.7%) and statewide (30.9%). More critically, this is a lower college graduation attainment rate amongst older age cohorts in Foxborough, as well. Foxborough residents, 35 to 44 years have a 31.8% rate, and residents, 45 to 64 years have at 25.7% rate of obtaining a bachelor's degree. See Table 2-2 and Figures 2-1 through 2-5 on the following pages.

Although this 25 to 34 age cohort has a comparable attainment of graduate degrees as to Norfolk County and a higher graduate degree rate than the state, this does not explain the differential in achievement of bachelor degrees. Other possible causes for the lower attainment of college graduate rate are the higher cost of college, the limited availability of financial aid for college, the decrease in employer-benefits for college tuition, and the possible impacts of the Great Recession. Nonetheless, the next generation of Foxborough residents is not surpassing the educational attainment of the older cohorts. This underscores the need for the Foxborough community to explore the need for satellite higher education classes and continuing education initiatives, perhaps in Downtown Foxborough to address this need.

Figure 2-1.
Educational Attainment of Persons 25 Years & Older in Foxborough & Region.



Source: American Community Survey, 2009, 5 year estimates; McCabe Enterprises.

Figure 2-2. Educational Attainment by Age Cohorts in Foxborough.

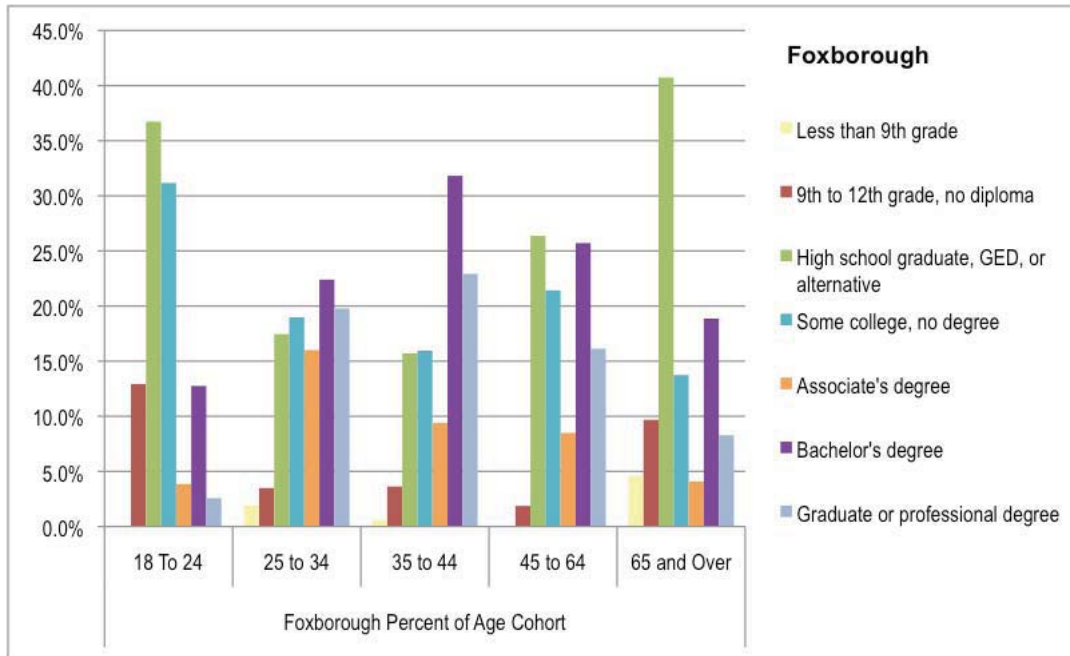
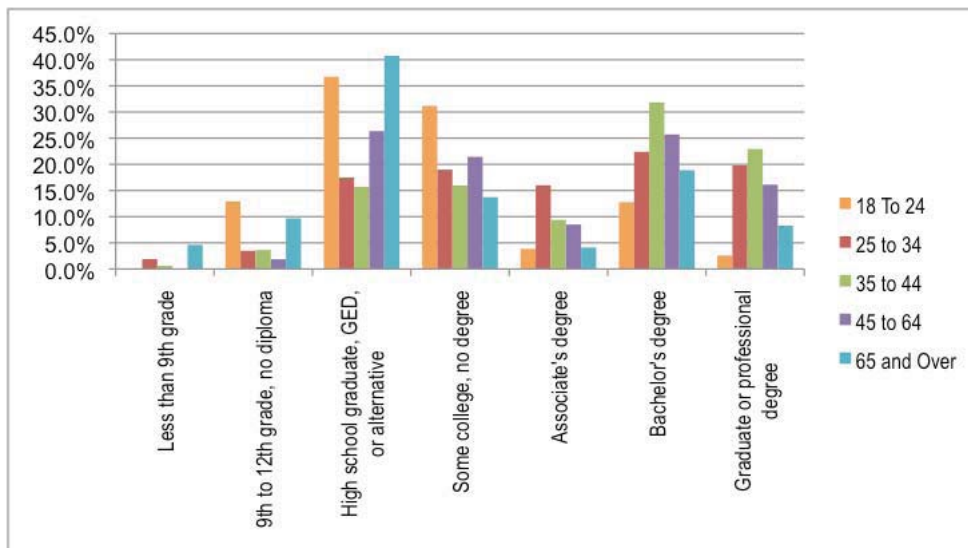


Figure 2-3. Age Cohorts by Educational Attainment in Foxborough.



Sources: American Community Survey, 2009, 5 year estimates; McCabe Enterprises.

Table 2-2. Educational Attainment by Age Cohort for Foxborough, Norfolk County & Massachusetts

	Foxborough, MA						Norfolk County, MA	
	18 To 24	25 to 34	35 to 44	45 to 64	65 and Over	Total	18 To 24	25 to 34
Less than 9th grade	-	26	17	-	98	141	164	888
9th to 12th grade, no diploma	151	48	104	87	206	596	4,786	2,065
High school graduate, GED, or alternative	429	240	450	1,229	866	3,214	16,542	12,196
Some college, no degree	364	261	457	999	292	2,373	20,982	10,145
Associate's degree	45	220	269	396	87	1,017	1,455	4,790
Bachelor's degree	149	308	912	1,199	401	2,969	11,150	28,562
Graduate or professional degree	30	272	657	752	176	1,887	945	15,080
TOTAL	1,168	1,375	2,866	4,662	2,126	12,197	56,024	73,726

	Foxborough Percent of Age Cohort						Norfolk County	
	18 To 24	25 to 34	35 to 44	45 to 64	65 and Over	Total	18 To 24	25 to 34
Less than 9th grade	0.0%	1.9%	0.6%	0.0%	4.6%	1.2%	0.3%	1.2%
9th to 12th grade, no diploma	12.9%	3.5%	3.6%	1.9%	9.7%	4.9%	8.5%	2.8%
High school graduate, GED, or alternative	36.7%	17.5%	15.7%	26.4%	40.7%	26.4%	29.5%	16.5%
Some college, no degree	31.2%	19.0%	15.9%	21.4%	13.7%	19.5%	37.5%	13.8%
Associate's degree	3.9%	16.0%	9.4%	8.5%	4.1%	8.3%	2.6%	6.5%
Bachelor's degree	12.8%	22.4%	31.8%	25.7%	18.9%	24.3%	19.9%	38.7%
Graduate or professional degree	2.6%	19.8%	22.9%	16.1%	8.3%	15.5%	1.7%	20.5%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: American Community Survey, 2009, 5 year estimate; and McCabe Enterprises.

				Massachusetts					
35 to 44	45 to 64	65 and Over	Total	18 To 24	25 to 34	35 to 44	45 to 64	65 and Over	Total
1,386	4,018	5,478	11,934	10,706	21,200	29,855	76,478	90,257	228,496
2,727	6,725	8,387	24,690	70,951	44,621	51,694	98,488	101,789	367,543
19,121	39,431	33,652	120,942	195,036	183,743	250,036	451,522	314,760	1,395,097
14,232	28,598	14,363	88,320	252,619	137,877	152,593	289,454	119,009	951,552
9,277	16,416	5,141	37,079	22,413	54,509	86,009	153,460	40,508	356,899
30,563	45,769	13,016	129,060	86,659	259,691	239,611	355,757	102,738	1,044,456
24,488	41,471	12,421	94,405	6,731	138,078	165,913	305,836	100,649	717,207
101,794	182,428	92,458	506,430	645,115	839,719	975,711	1,730,995	869,710	5,061,250

Percent of Age Cohort				Massachusetts Percent of Age Cohort					
35 to 44	45 to 64	65 and Over	Total	18 To 24	25 to 34	35 to 44	45 to 64	65 and Over	Total
1.4%	2.2%	5.9%	2.4%	1.7%	2.5%	3.1%	4.4%	10.4%	4.5%
2.7%	3.7%	9.1%	4.9%	11.0%	5.3%	5.3%	5.7%	11.7%	7.3%
18.8%	21.6%	36.4%	23.9%	30.2%	21.9%	25.6%	26.1%	36.2%	27.6%
14.0%	15.7%	15.5%	17.4%	39.2%	16.4%	15.6%	16.7%	13.7%	18.8%
9.1%	9.0%	5.6%	7.3%	3.5%	6.5%	8.8%	8.9%	4.7%	7.1%
30.0%	25.1%	14.1%	25.5%	13.4%	30.9%	24.6%	20.6%	11.8%	20.6%
24.1%	22.7%	13.4%	18.6%	1.0%	16.4%	17.0%	17.7%	11.6%	14.2%
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 2-4. Educational Attainment by Age Cohort in Norfolk County.

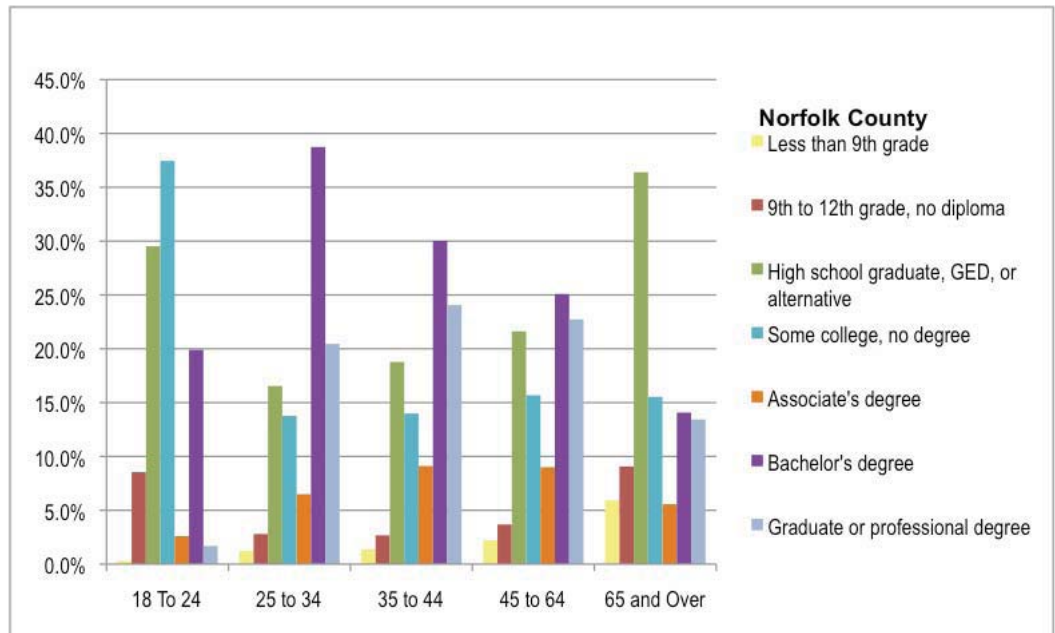
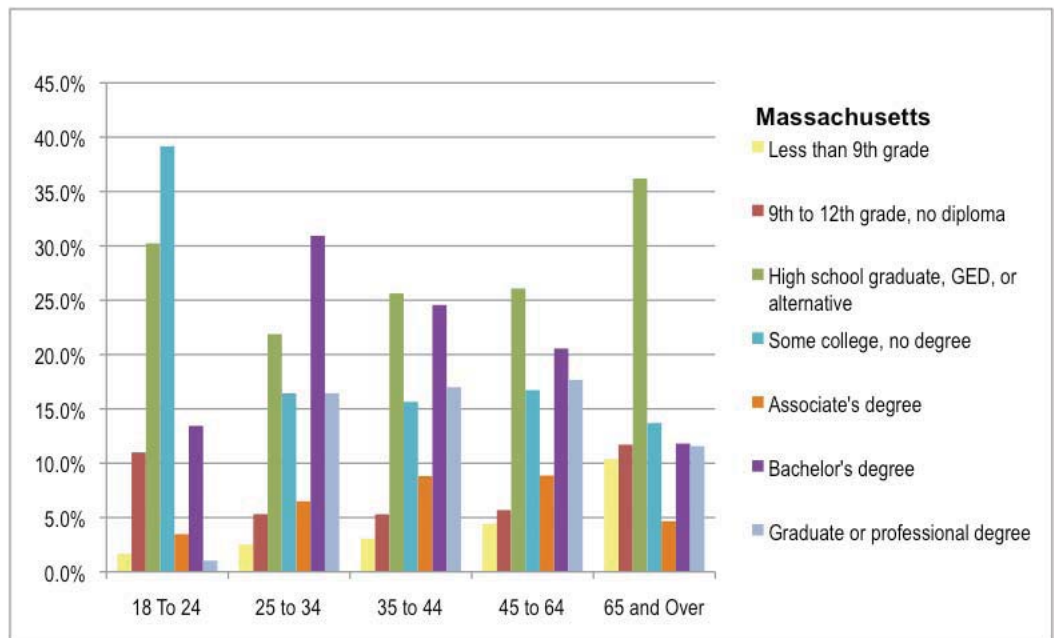


Figure 2-5. Educational Attainment by Age Cohort in Massachusetts



Sources: American Community Survey, 2009, 5 year estimates; McCabe Enterprises.

Occupations & Industries

Nearly half (49.3%) of Foxborough residents are employed today in management, business, science and the arts. The number of residents employed in management, business, science and the arts increased by 12.1% since 2000. The proportion of Foxborough residents employed in management, business, science and the arts is comparable to residents of Norfolk County (51.2%), and higher than the Commonwealth (43.1%) overall as noted in Table 2-3.

The largest shift in occupations amongst Foxborough residents was a 45.9% increase in service employment in 2011 over 2000. Residents of Norfolk County and Massachusetts residents were also employed in greater numbers in the service sector, increase of 17.0% and 23.7% respectively. The increase in the service sector employment in Foxborough was nearly three times Norfolk County's and almost doubles the state's rate of increase in service sector employment. Today, 1,525 Foxborough residents work in the service sector.

The proportion of Foxborough residents employed in the sales and office sector, the natural resources, construction, and maintenance sector, and the production, transportation, & material moving sector all declined from 2000 to 2011. The sales and office sector continues to provide jobs to 22.2% of Foxborough residents.

Foxborough residents are employed in a wide range of industries, as illustrated in Table 2-4. The five leading industries employing Foxborough residents in 2011 were in rank order:

1. Education, Health and Social Services (2,309 jobs);
2. Finance, Insurance Real Estate, & Rental and Leasing (1,085 jobs);
3. Manufacturing (1,077 jobs);
4. Professional, scientific, management, administrative, & waste management services (1,005 jobs); and
5. Retail (912 jobs).

Employment by Foxborough residents in the Finance, Insurance, Real Estate, and Rental & Leasing (FIRE) grew the most between 2000 and 2011, increasing 33.6%. Employment in the FIRE sector fell statewide and in Norfolk County. The education, health and social service sector employed 27.8% more Foxborough residents in 2011 than in 2000. Employment amongst Foxborough residents in the education and health sector grew 50% more than Norfolk County and the Commonwealth, which saw increase of 18.9% and 18.2%, respectively.

Table 2-3. Change of Occupations, 2000 to 2011 of Foxborough, Norfolk County & Massachusetts Inhabitants.

Occupations	Foxborough				Norfolk County				Massachusetts			
	2011	2000	Change	Percent Change	2011	2000	Change	Percent Change	2011	2000	Change	Percent Change
Management, Business, Science & Arts <i>Percent of Total</i>	4,547	4,058	489	12.1%	172,058	162,518	9,540	5.9%	1,415,385	1,298,704	116,681	9.0%
	49.3%	46.9%	2.4%		50.2%	48.1%	2.1%		43.1%	41.1%	2.1%	
Service <i>Percent of Total</i>	1,525	1,045	480	45.9%	44,379	37,928	6,451	17.0%	549,747	444,298	105,449	23.7%
	16.5%	12.1%	4.4%		13.0%	11.2%	1.7%		16.8%	14.1%	2.7%	
Sales & Office <i>Percent of Total</i>	2,050	2,137	-87	-4.1%	84,796	90,565	5,769	-6.4%	784,445	818,844	(34,399)	-4.2%
	22.2%	24.7%	-2.5%		24.7%	26.8%	-2.1%		23.9%	25.9%	-2.0%	
Natural Resources, Construction, & Maintenance¹ <i>Percent of Total</i>	493	649	-156	-24.0%	21,680	23,178	(1,498)	-6.5%	235,448	242,518	(7,070)	-2.9%
	5.3%	7.5%	-2.2%		6.3%	6.9%	-0.5%		7.2%	7.7%	-0.5%	
Production, Transportation, & Material Moving <i>Percent of Total</i>	617	765	-148	-19.3%	19,746	23,349	(3,603)	-15.4%	295,478	356,723	(61,245)	-17.2%
	6.7%	8.8%	-2.2%		5.8%	6.9%	-1.2%		9.0%	11.3%	-2.3%	
TOTAL Employed Civilian Population Over 16 Yrs	9,232	8,654	578	6.7%	342,659	337,538	5,121	1.5%	3,280,503	3,161,087	119,416	3.8%

Sources: 2000 Census; 2011 American Community Survey, 5 year estimates; McCabe Enterprises.

The manufacturing sector is an important employer of Foxborough residents, in large part since Invensys, one of Foxborough's two major employers is a manufacturer. Although the number of Foxborough residents working in manufacturing declined 5.1% over the past decade, the declines in Norfolk County and statewide were significantly steeper, -16.0% and -21.7%, respectively. Invensys recently committed to a \$33 million major reinvestment program in capital facilities at the Neponset and Cocasset campuses near Downtown Foxborough.

¹ The Natural Resources, Construction, and Maintenance occupation category is a merger of two occupational categories from 2000 Census data namely the Farming, Fishing and Forestry occupations and the Construction, Extraction and Maintenance occupations. Although these occupational categories reported separately in 2000, they are combined for purposes of comparison with 2011 data.

Table 2-4. Industries Employing the Residents of Foxborough, Norfolk County & Massachusetts, 2000 and 2011.

Industry	Foxborough				Norfolk County				Massachusetts			
	2011	2000	Change	Percent Change	2011	2000	Change	Percent Change	2011	2000	Change	Percent Change
Agriculture, forestry, fishing and hunting, and mining	36	28	8	28.6%	731	514	217	42.2%	13,127	12,440	687	5.5%
Construction	501	496	5	1.0%	18,155	18,634	-479	-2.6%	184,867	173,940	10927	6.3%
Manufacturing	1,077	1,135	-58	-5.1%	24,264	28,901	-4637	-16.0%	317,534	405,368	-87834	-21.7%
Wholesale trade	468	488	-20	-4.1%	8,652	12,054	-3402	-28.2%	84,642	103,333	-18691	-18.1%
Retail trade	912	1,104	-192	-17.4%	35,231	36,770	-1539	-4.2%	356,341	353,019	3322	0.9%
Transportation warehousing, & utilities	242	328	-86	-26.2%	12,227	12,896	-669	-5.2%	122,996	131,820	-8824	-6.7%
Information	261	294	-33	-11.2%	9,555	14,030	-4475	-31.9%	83,814	118,432	-34618	-29.2%
Finance, insurance, real estate, & rental and leasing	1,085	812	273	33.6%	38,513	40,774	-2261	-5.5%	260,872	259,538	1334	0.5%
Professional, scientific, management, administrative, & waste management services	1,005	1,034	-29	-2.8%	50,178	46,010	4168	9.1%	422,111	365,561	56550	15.5%
Educational, health & social services	2,309	1,807	502	27.8%	94,404	79,419	14985	18.9%	887,557	750,610	136947	18.2%
Arts, entertainment, recreation, accommodation & food services	589	500	89	17.8%	23,207	19,997	3210	16.1%	263,243	214,026	49217	23.0%
Other services (except public administration)	462	369	93	25.2%	13,986	13,648	338	2.5%	149,137	138,635	10502	7.6%
Public administration	285	273	12	4.4%	13,556	13,891	-335	-2.4%	134,262	134,365	-103	-0.1%
TOTAL EMPLOYED	9,232	8,668	564	6.5%	342,659	337,538	5,121	1.5%	3,280,503	3,161,087	119,416	3.8%

Unemployment

Over the past decade Foxborough consistently has a lower average annual unemployment rate than the Commonwealth and the US. In 2012, the Foxborough unemployment rate was 5.6%. (See Table 2-5.) In most years over the past decade, Foxborough has tracked fairly closely the unemployment rates of Norfolk County and the Boston Metro area (Boston-Cambridge-Quincy MSA) fairly closely. (See Figure 2-6). The unemployment rate Metro South West Workforce Investment Area (WIA)² has been fairly constantly lower than Foxborough and Norfolk County unemployment rates, in part because this area includes the high tech belt communities along Route 128 and Route 2. The Metro Southwest WIA includes Foxborough at the southeastern edge, as well as most municipalities along the I-495 corridor south of Route 2 to Foxborough and Route 128. (See the Appendix for a map of the Metro Southwest WIA area.)

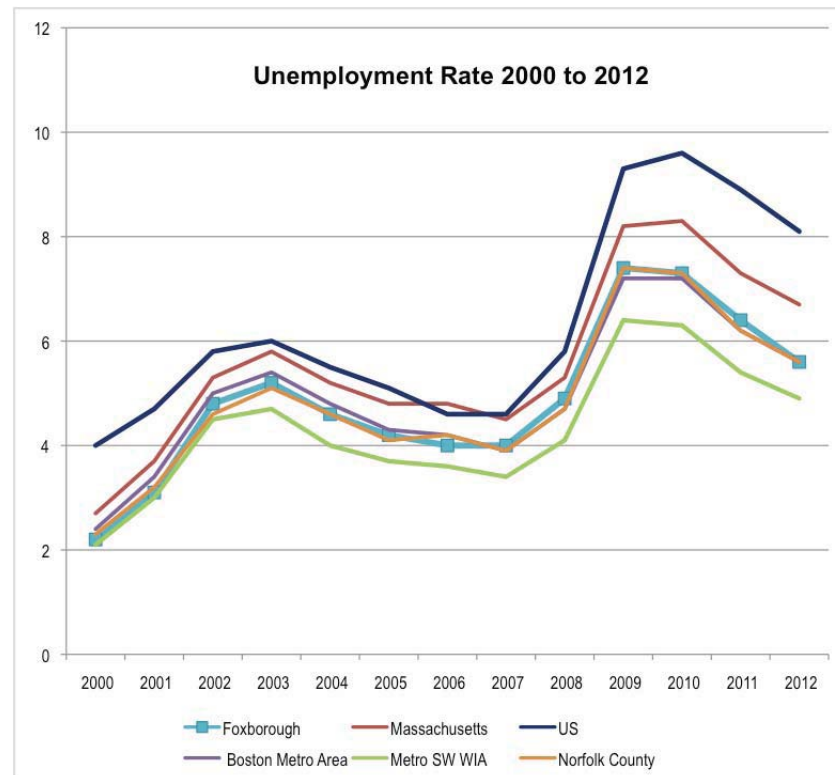
² The Metro SouthWest Workforce Investment Area is one of sixteen WIAs across Massachusetts created in 1998 as part of the state's response to the federal Workforce Investment Act to have a coordinated system of workforce services. Each WIA has a Regional Employment Board composed of employers identifying workforce needs and issues, as well as One-Stop Career Centers dedicated to assisting individuals who are unemployed and looking for work, as well as employer outreach.

Table 2-5. Foxborough Unemployment Rate, 2000 to 2012.

Year	Labor Force	Em- ployed	Unem- ployed	Unemploy- ment Rate
2012	9,486	8,951	535	5.6%
2011	9,461	8,854	607	6.4%
2010	9,449	8,755	694	7.3%
2009	9,449	8,754	695	7.4%
2008	9,188	8,737	451	4.9%
2007	9,075	8,714	361	4.0%
2006	8,956	8,599	357	4.0%
2005	9,132	8,744	388	4.2%
2004	9,100	8,677	423	4.6%
2003	9,154	8,682	472	5.2%
2002	9,251	8,810	441	4.8%
2001	9,250	8,965	285	3.1%
2000	9,161	8,959	202	2.2%

Source: LAUS, MA Department of Employment & Training;
McCabe Enterprises.

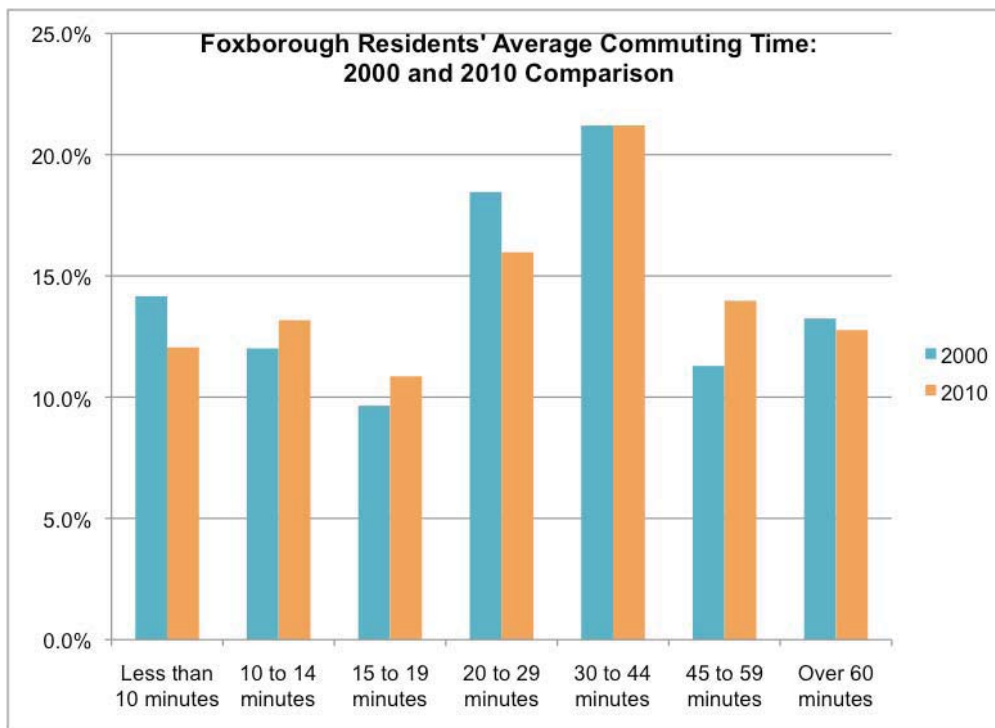
Figure 2-6. Unemployment Rate, 2000 to 2012.



Commuting

Foxborough has more jobs within its borders than residents in the work force. The employment resident ratio for Foxborough is 1.26 in 2011, which is an increase from the 2000 ratio of 1.01. Thus, the daytime population of Foxborough is higher than the evening population. Approximately 18.5% of Foxborough residents work in Foxborough. The balance, 81.5% -- or approximately 8,050 residents, of Foxborough's residential labor force, commutes to work beyond Foxborough.

Figure 2-7. Commuting Time Changes from 2000 to 2010 by Foxborough Residents.



Data Sources: US Census 2000; American Community Survey 2010, 5 year estimates; McCabe Enterprises.

Foxborough residents commute and spend on average over an hour a day commuting (30.4 minutes per one-way trip to work). This is the equivalent of over six full weeks of forty-hour work weeks. The change in commuting times amongst Foxborough residents is depicted in Figure 2-7. In general, commuting time to work has generally increased for Foxborough residents over the past decade. Foxborough residents spend more time commuting than their counterparts elsewhere in Massachusetts and the US. Although Norfolk County residents on average spend a comparable time commuting.

Foxborough residents rely on their personal vehicles for traveling to work. Although a small minority of residents use public transportation, typically catching the commuter rail service to Boston in nearby Mansfield or Sharon, the vast majority of Foxborough residents use their individual car, and a few carpool. Women tend to choose driving alone to work more frequently than men. This may be attributable to the need to add family-type trips to, before, or after work commutes, such as pick-up and drop-off children from day care or school, grocery shopping, etc. (Table 2-8.)

Table 2-6. Mean Travel Time To Work.

Mean Travel Time to Work				
	US	Massachusetts	Norfolk County	Foxborough
Minutes	25.2	27.3	30.4	30.4

Data Source: American Community Survey 2010, 5 year estimates.

In addition to the 8,050 Foxborough residents commuting beyond Foxborough to work, there are approximately, 10,157 persons who commute to Foxborough for work. Again, in-bound commuters rely principally on their private automobiles to commute to work, since there is no regular work-day public transit in Foxborough. Alternative modes, such as bicycling, are limited as well, although some employers do report that they have employees who bicycle to work.

Table 2-7. Foxborough Residents' Commuting Time to Work

Commuting Time by Foxborough Residents to Work	2000	2010		2000	2010
Less than 10 minutes	14.2%	12.1%			
10 to 14 minutes	12.0%	13.2%	Less than 15 minutes	26.2%	25.2%
15 to 19 minutes	9.6%	10.9%			
20 to 29 minutes	18.5%	16.0%	15 to 29 minutes	28.1%	26.8%
30 to 44 minutes	21.2%	21.2%	30 to 44 minutes	21.2%	21.2%
45 to 59 minutes	11.3%	14.0%			
Over 60 minutes	13.2%	12.8%	45 minutes plus	24.5%	26.7%

Data Sources: US Census 2000; American Community Survey 2010, 5 year estimates; McCabe Enterprises.

Table 2-8. Travel Mode Choice to Work by Gender

		US	Massachusetts	Norfolk County	Foxborough
All Workers					
	Car, Truck or Van Drove Alone	76.0%	72.5%	71.4%	83.7%
	Car Pooled	10.4%	8.3%	6.8%	4.2%
	Public Transportation	4.9%	9.1%	13.1%	4.2%
Men					
	Car, Truck or Van Drove Alone	75.7%	73.0%	72.5%	81.4%
	Car Pooled	10.7%	8.3%	6.6%	5.7%
	Public Transportation	4.6%	8.6%	12.8%	5.0%
Women					
	Car, Truck or Van Drove Alone	76.3%	72.1%	70.2%	86.1%
	Car Pooled	9.9%	8.2%	7.0%	2.6%
	Public Transportation	5.3%	9.5%	13.5%	3.4%

Data Source: American Community Survey 2010, 5 year estimates.

Figure 2-8, the commuting-shed of workers working in Foxborough prepared by the Metropolitan Area Planning Commission illustrates the distance and concentration of persons commuting to Foxborough to work. The largest segment of persons working in Foxborough lives in Foxborough, followed by workers who reside in the neighboring towns of Mansfield, Attleboro, and North Attleborough. The next tier of municipalities with workers who are commuting to Foxborough, ranging from approximately 200 to 300 workers from each community, include Boston, Cambridge, Franklin, Norton, Norwood, Sharon, Taunton, Walpole and Wrentham.

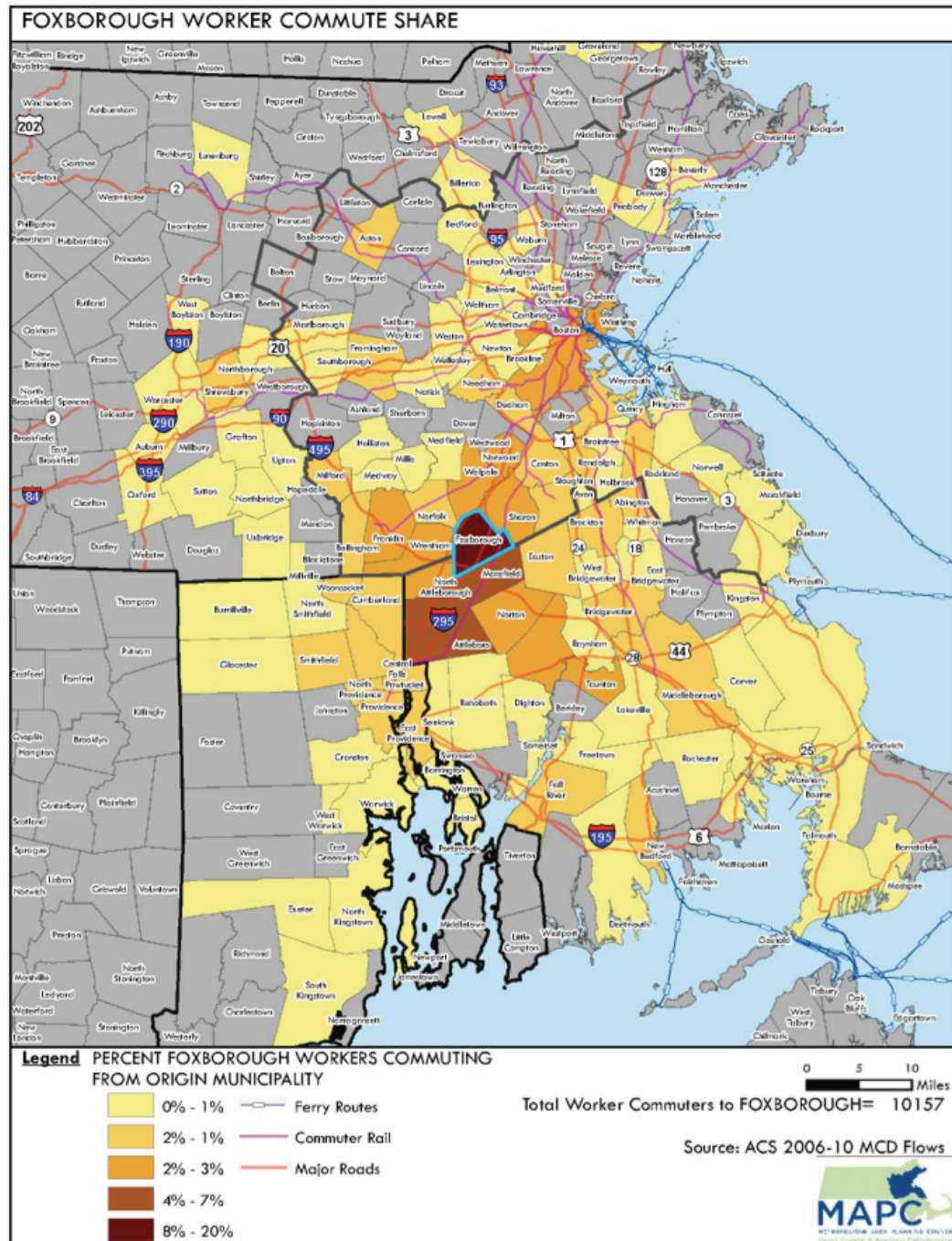
Work At Home

Foxborough have a small number of residents who do not commute, and rather work at home. 424 persons work at home, which constitutes 4.7% of the working population in Foxborough, according to the 2010 American Community Survey (5 year estimates). Work at home includes persons who perhaps are operating home-base businesses, whether it is independent professions, sales people or persons working in the trades who may use their garage as a “business office”. It also includes persons who tele-commute full-time from their jobs, who may be working full-time for major corporations or for small ventures.

Self-Employment

Foxborough residents are self-employed operating 684 unincorporated businesses. Approximately 130 individuals obtained business registrations (“Doing Business As” registrations for unincorporated businesses) from the Town Clerk. Self-employed individuals are a separate category and are not included in employer data, which is reviewed in the next section on employment trends and businesses.

Figure 2-8. Commuting-Shed to Foxborough.



Livable Wage

For a Foxborough resident to earn sufficient money to live in the community and raise a family, a review of what might constitute a “livable wage” in Foxborough was undertaken. Four hypothetical households are depicted, namely a two adult household with no children; a two adult household with one teen-age child; a two-adult household with two children, one pre-school child and a school-age child; and a one-adult household with a school-age child. These are fairly typical family households found in Foxborough.

It is assumed that each adult in the household will be working full-time. For two adults to reside in Foxborough, each must earn at least \$10.44/hour as of 2013, which is \$2.44 higher than the minimum wage. For families with children, costs rise. A two-adult household with a teenager, each adult needs to earn \$12.59/hour. The scenario with two-adult household with two children, a preschooler and child in school, each adult must earn at least \$19.93/hour. Single adult households with a school-age child face greater economic challenges, and need to earn \$25.03/hour to cover basic cost of living. The specific estimated costs and needed income are found in Table 2-9.

Fortunately, most Foxborough households are not struggling to generate adequate income to cover living costs. However, some are. 2.9% of Foxborough residents live below the poverty line, including 7.5% of persons over 65 years of age. The livable wage is a useful tool to evaluate prospective proposals for projects highlighting new job creation. As an attractive community, the employees of local businesses are likely in-time to consider locating in Foxborough.

	Two Adults with No Children	2 Adults with 1 Teen-age Child	2 Adults with 1 Pre-school Child and 1 School Age Child	1 Adult with 1 School-Age Child
Monthly Living Expenses				
Housing	\$997	\$ 1,171	\$ 1,171	\$1,171
Utilities	\$166	\$195	\$195	\$195
Food	\$570	\$ 814	\$901	\$536
Transportation	\$429	\$473	\$ 473	\$259
Child Care	\$ -		\$1,929	\$694
Personal & Household Needs	\$393	\$494	\$514	\$431
Health Care	\$ 387	\$567	\$569	\$360
Taxes	\$691	\$753	\$1,449	\$844
Tax Credit (-)*	\$ -	\$(84)	\$(267)	\$134
Required Earnings for a Livable Income				
Hourly (per adult)	\$10.44	\$12.59	\$19.93	\$25.03
Monthly (per adult)	\$1,817	\$2,192	\$3,467	\$4,356
Annual (per household)	\$43,596	\$52,596	\$ 83,208	\$52,272

Table 2-9.
Livable Wages for
Foxborough
Residents in 2013.

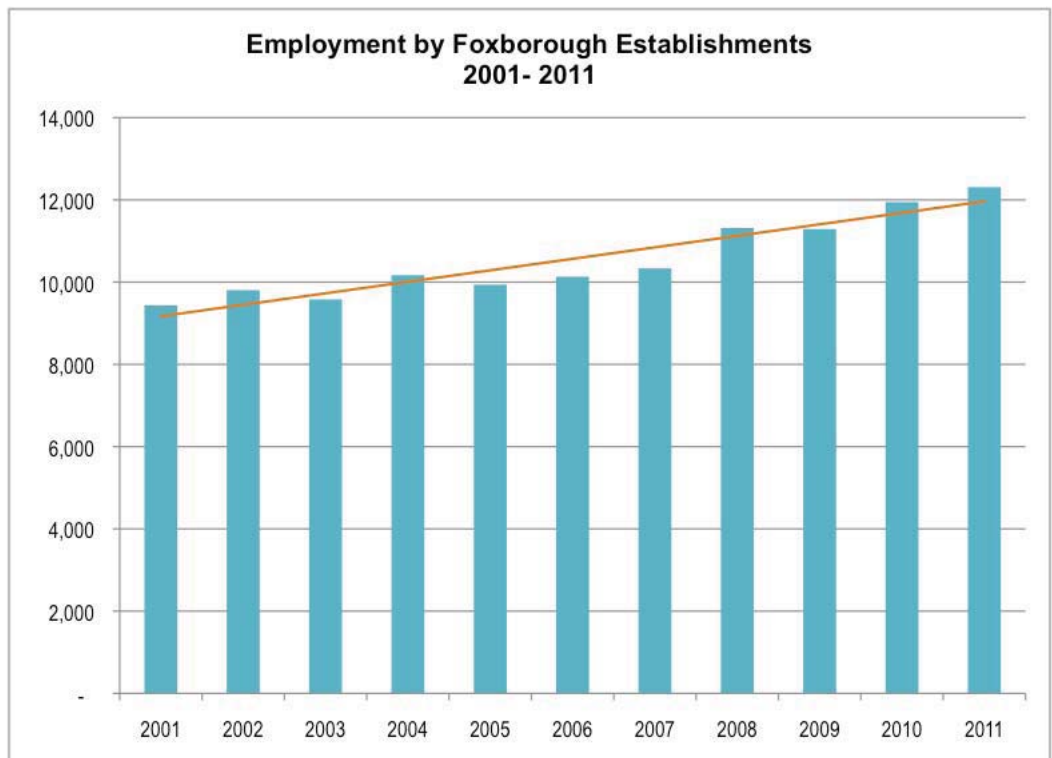
Source: Crittenden Women's Union.

Employment Trends

Foxborough is home to two world renowned entities – the New England Patriots (the Kraft Group) and Invensys (the Foxboro Company). These two firms are the largest employers in Foxborough. Invensys has 960 permanent positions in Foxborough, and the Kraft Group employs over 500 people. For most of the twentieth century the fortunes of the Foxboro Company defined Foxborough. With the construction of Shafer Stadium, the forerunner to Gillette Stadium, and the New England Patriots football team making Foxborough its home, recreation, entertainment and shopping have become a larger part of the local economy.

These two companies are major employers and have a significant impact on the local economy. In addition to Invensys and the New England Patriots, there are 674 additional businesses operating in Foxborough, for a total of 676 establishments in 2011 employing 12,310 people. Employment at Foxborough-based employers has steadily increased over the past decade, except for a small reduction in 2005 to 2006, as shown in Figure 2-9.

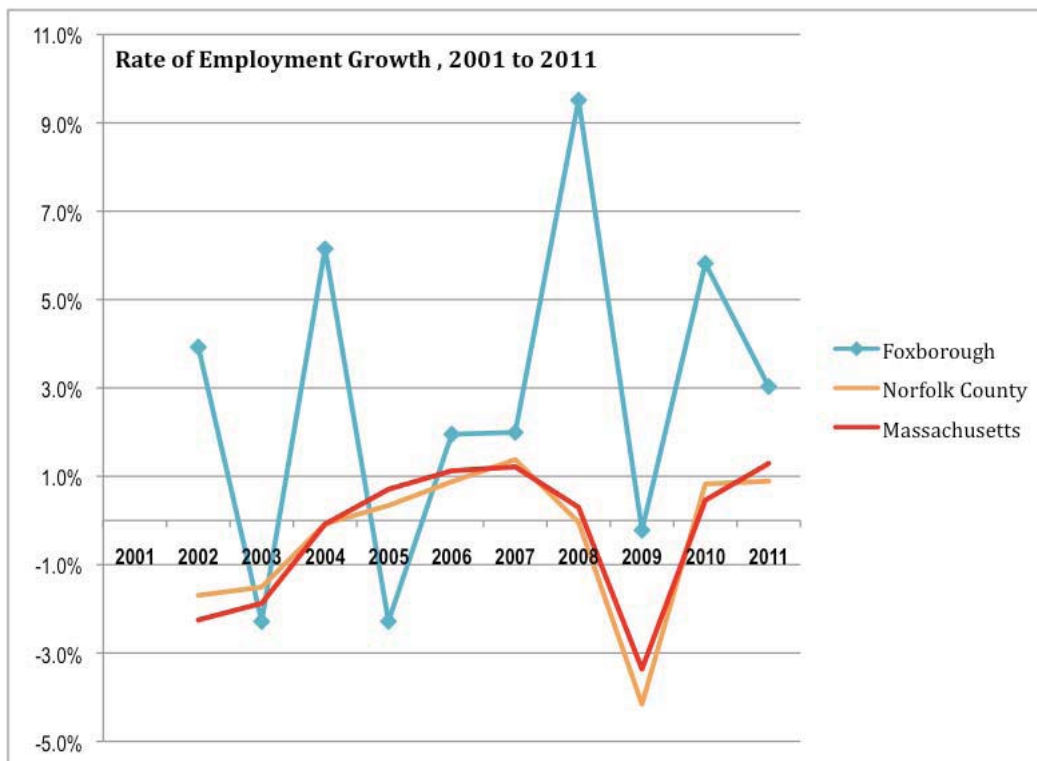
Figure 2-9. Employment by Foxborough Establishments, 2001-2011.



Data Sources: ES202 reports; McCabe Enterprises.

A review of the rate of growth in employment levels by Foxborough establishments in comparison to the growth rates of employment by Norfolk County and Massachusetts businesses shows that stronger rates of change, both growth and some losses that the county and state. Foxborough's growth rate of employment has been stronger than the Norfolk County and the Commonwealth. Although Foxborough may have spikes, it has been for the most part it has had positive growth over the past decade. The actual numbers of people employed by Foxborough establishments has steadily increased, although the rate of growth is dynamic.

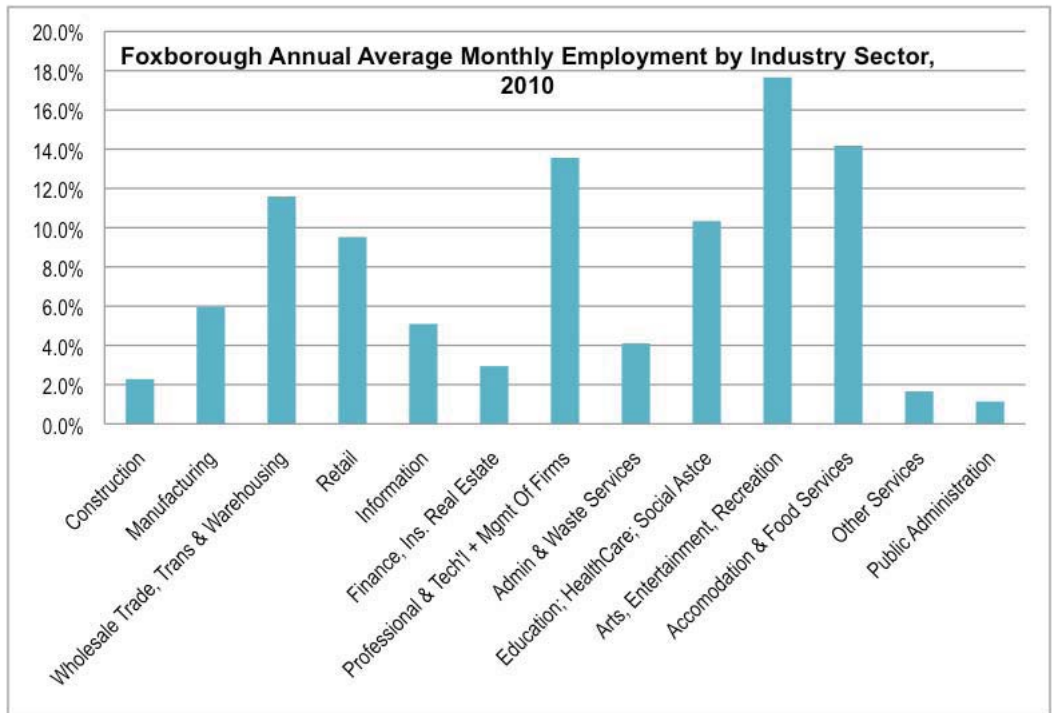
Figure 2-10. Rate of Employment Growth, 2001-2011, for Foxborough, Norfolk County and Massachusetts.



Data Sources: ES 202; McCabe Enterprises

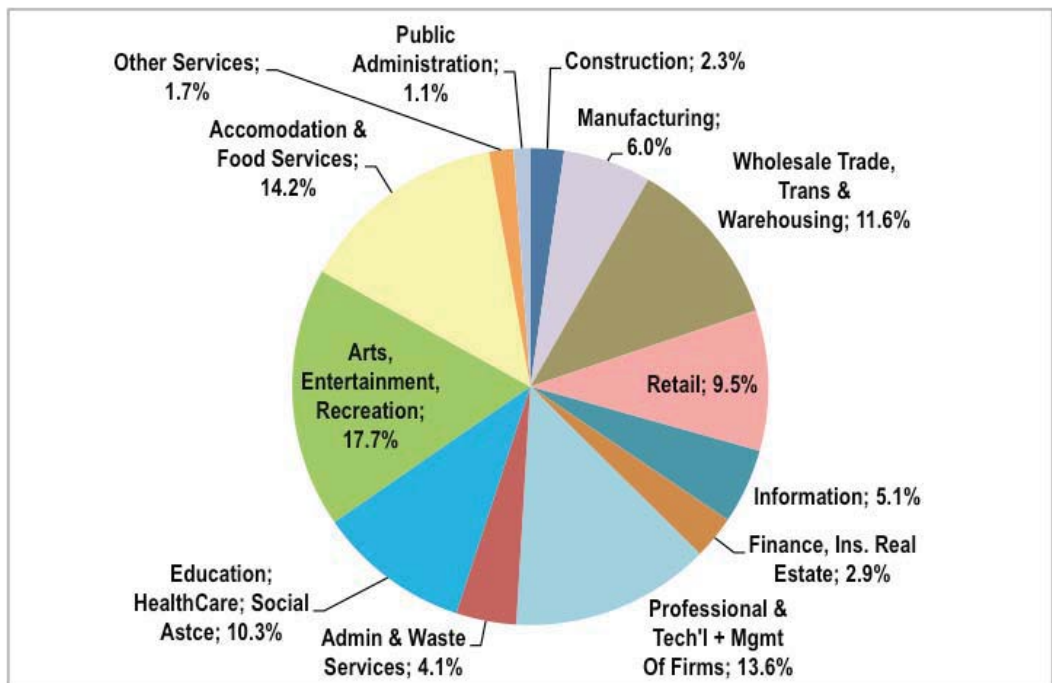
The leading sectors ranked by the number of employees are arts, entertainment and recreation; accommodations and food services; professional, technical, and management of firms; wholesale trade and warehousing, followed by education, health care and social assistance. Retail comes in as a close sixth.

Figure 2-11. Foxborough Employment by Industry Sector 2010.



Data Sources: ES 202 and McCabe Enterprises.

Figure 2-12. Foxborough Employment by Sector, 2010.



Data Sources: ES202; and McCabe Enterprises.

**Table 2-10. Foxborough, Norfolk County & Massachusetts
Employment and Establishment Data, 2001-2011**

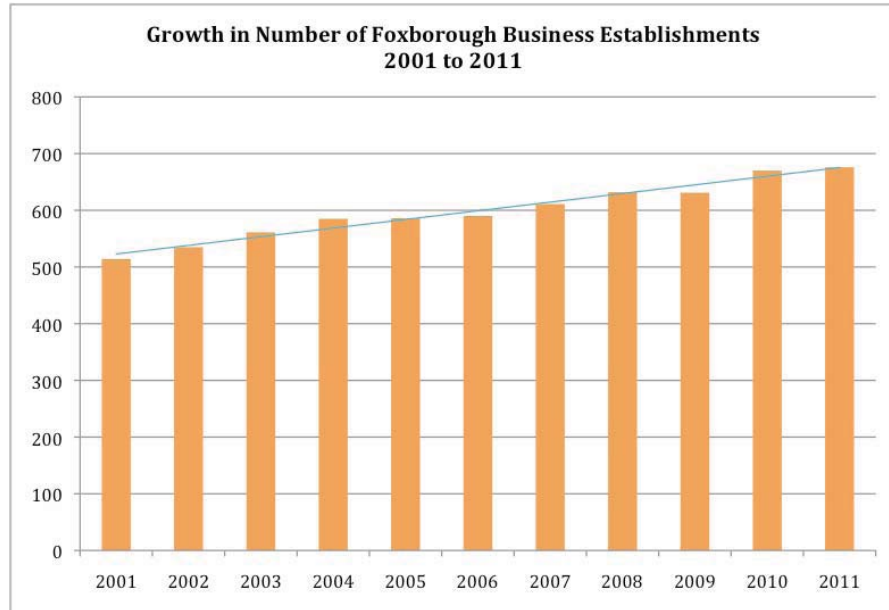
EMPLOYMENT											
Actual	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Foxborough	9,434	9,804	9,580	10,169	9,937	10,131	10,333	11,316	11,291	11,948	12,310
Norfolk County	327,067	321,519	316,669	316,425	317,495	320,276	324,691	324,559	311,060	313,629	316,418
Massachusetts	3,276,103	3,202,323	3,142,281	3,139,629	3,161,766	3,197,325	3,236,118	3,245,755	3,136,539	3,150,955	3,191,604
Rate of Change		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Foxborough		3.9%	-2.3%	6.1%	-2.3%	2.0%	2.0%	9.5%	-0.2%	5.8%	3.0%
Norfolk County		-1.7%	-1.5%	-0.1%	0.3%	0.9%	1.4%	0.0%	-4.2%	0.8%	0.9%
Massachusetts		-2.3%	-1.9%	-0.1%	0.7%	1.1%	1.2%	0.3%	-3.4%	0.5%	1.3%
ESTABLISHMENTS											
Actual	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Foxborough	514	535	561	585	586	590	611	632	631	670	676
Norfolk County	20,655	21,192	21,628	22,102	21,543	21,495	22,530	24,042	23,433	24,389	24,038
Massachusetts	193,547	200,317	206,190	212,746	207,788	208,860	211,843	213,882	213,962	221,849	226,093
Rate of Change		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Foxborough		4.1%	4.9%	4.3%	0.2%	0.7%	3.6%	3.4%	-0.2%	6.2%	0.9%
Norfolk County		2.6%	2.1%	2.2%	-2.5%	-0.2%	4.8%	6.7%	-2.5%	4.1%	-1.4%
Massachusetts		3.5%	2.9%	3.2%	-2.3%	0.5%	1.4%	1.0%	0.0%	3.7%	1.9%

Data Sources: ES202 and McCabe Enterprises.

Business Establishments

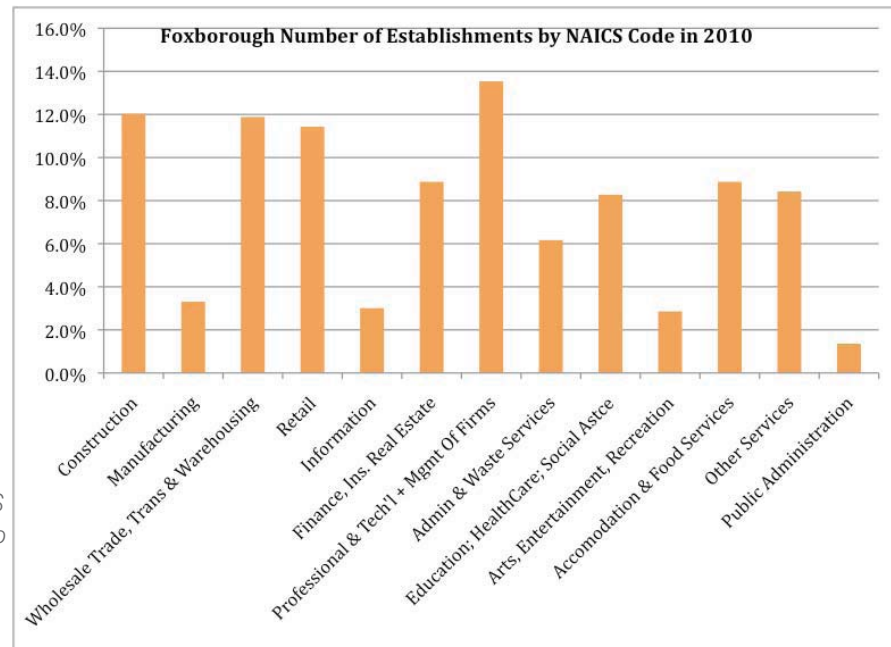
Similar to employment levels, the number of business establishments also grew steadily over the past decade in Foxborough, as noted in Figure 2-13.

Figure 2-13. Growth in Number of Foxborough Business Establishments 2001 to 2011



Data Sources: ES202; and McCabe Enterprises.

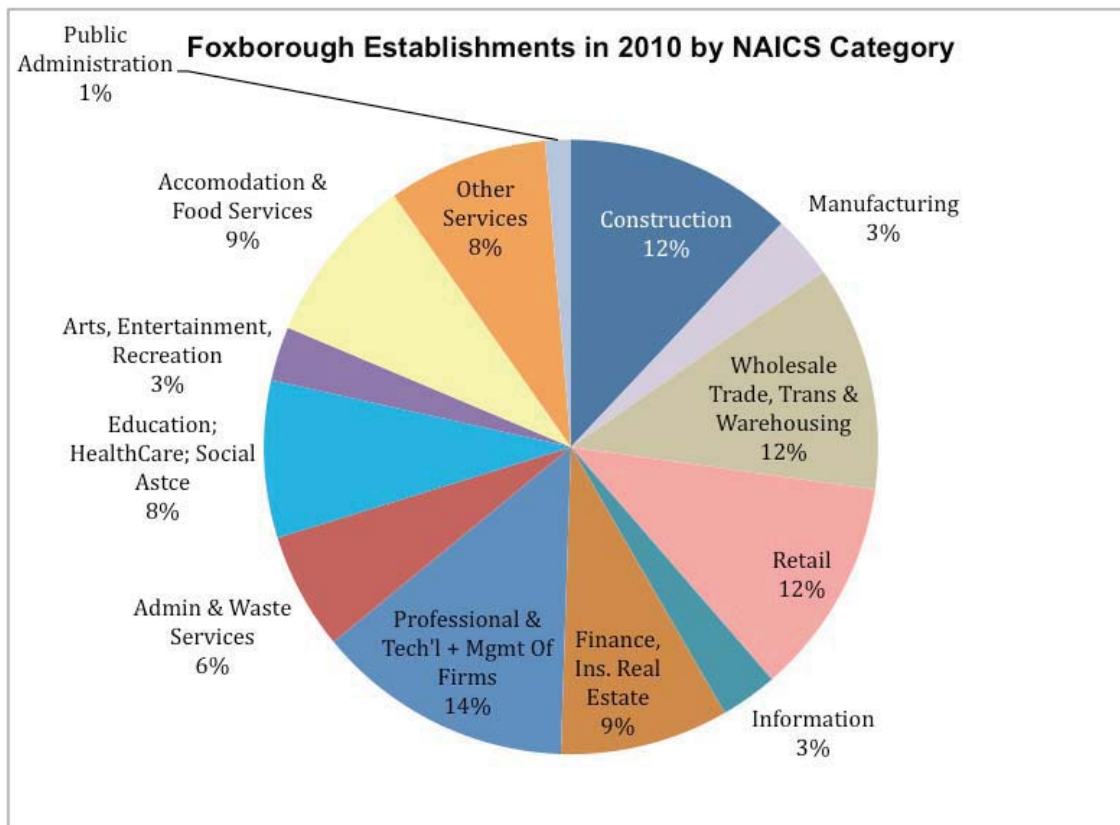
Figure 2-14. Foxborough Number of Establishments by NAICS Code in 2010



Sources: ES202 data 2010; McCabe Enterprises.

NAICS is the North American Industrial Classification System and used by the US Bureau of Labor Statistics to identify the primary industry of each business.

Figure 2-15. Foxborough Establishments in 2010 by NAICS Category



Sources: ES202 data 2010; McCabe Enterprises.

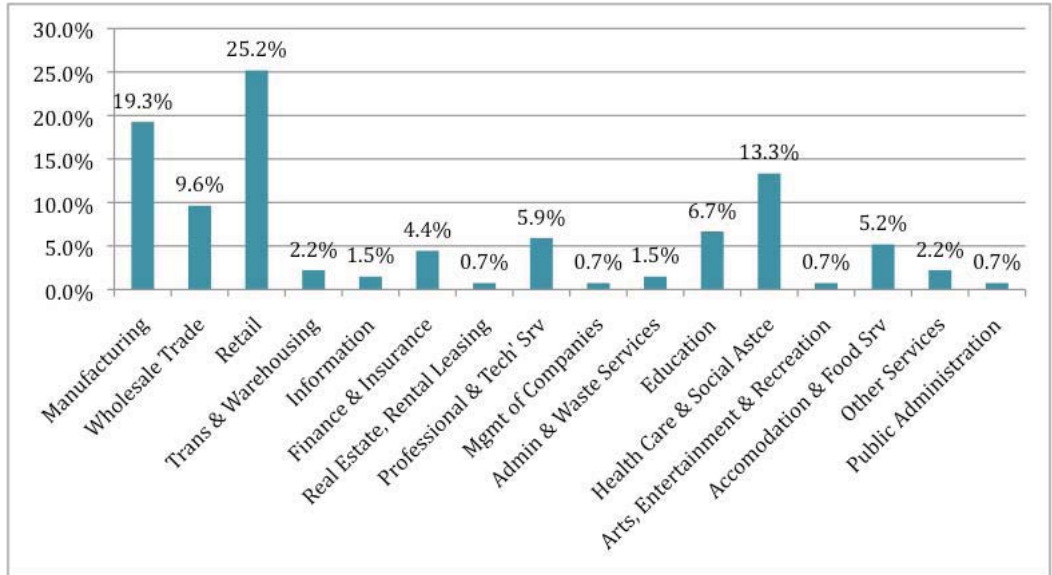
Large employers are an important part of the community's economic spine. Foxborough has two large employers, and many mid-size employers. The numbers of large employers in the neighboring communities as well as the WIA district were examined.

Table 2-11. Larger Employers in Greater Foxborough, 2010

Area	# of Companies with 100 + Employees Ranked in Top 200 of WIA District	Municipalities
Foxborough	2	
Adjacent Municipalities	35	Walpole, Sharon, Mansfield, North Attleborough, Plainville, Wrentham, Norfolk
One Town Away	98	Norwood, Canton, Stoughton, Easton, Norton, Attleboro, Cumberland RI, Bellingham, Franklin, Medway, Millis, Medfield, Dover, Westwood

Data Source: InfoUSA.

Figure 2-16. Foxborough Area: Business Sector of Large Employers



Data Sources: InfoUSA, Mass DET; McCabe Enterprises.

Table 2-12. Foxborough Businesses - 2010

Foxborough			Sectors with Greatest # of Establishments	Sectors with Greatest # of Employees	Sectors with Highest Average Weekly Wage
Establishments	602	1	Professional & Technical Services (87)	Arts, Entertainment & Recreation (2700)	Spectator Sports (\$15,852)
Employment	12,936	2	Construction (82)	Performing Arts & Spectator Sports (2,520)	Financial Investments & Related (\$4,122)
Average Weekly Wage	\$ 1,296	3	Retail Trade (80)	Accommodations & Food Services (1862)	Lessors of Real Estate (\$3,966)
		4	Accommodations & Food Service (61)	Profl & Technical Services (1,531)	Computer Systems Design (\$2276)
		5	Wholesale Trade (61)	Retail Trade (1171)	Software Publishers (\$2,189)
		6	Other Services (81)	Wholesale Trade (1045)	Profl & Technical Services (\$1,937)
		7	Admin & Waste SUVs (43)	Educational Services (751)	Machinery & Supply Merchant Wholesalers (\$1,843)
		8	Health Care & Social Assistance (41)	Manufacturing (739)	Specialty Trade Contractors (\$1,830)

Taxes

The total assessed valuation of properties in Foxborough is \$2.6 billion in 2012. Commercial and industrial values constitute just over one-fifth (21.8%) of the overall assessed valuation of properties in Foxborough, which totals \$2.6 billion dollars. Commercial and industrial properties constitute just under a quarter (22.3%) of the total tax levy assessed valuation.

Foxborough in Fiscal Year 2012 adopted a split commercial and residential tax rate for the first time. Generally, split tax rates are sometimes used to gauge the perception of business-friendly policies of the community. In the survey of business and commercial/industrial property owners, 48.8% indicated that the Town was overly reliant on commercial and industrial taxes. A comparable proportion, 48.6% of Foxborough residents thought the balance between commercial and residential taxes was about right. Amongst the immediately adjacent municipalities, four of the seven have split tax rates, as indicated in Table 2-13. Real estate taxes are based on the rate per \$1,000.00 of assessed valuation.

Table 2-13. Tax Rates in Foxborough and Adjacent Towns

Tax Rates 2012	Residential	Commercial & Industrial
Foxborough	\$ 13.73	\$ 14.86
Mansfield	\$ 14.29	\$ 18.50
Norfolk	\$ 16.47	\$ 16.47
North Attleborough	\$ 12.23	\$ 12.70
Plainville	\$ 13.99	\$ 13.99
Sharon	\$ 20.11	\$ 20.11
Walpole	\$ 14.14	\$ 18.40
Wrentham	\$ 14.43	\$ 18.40

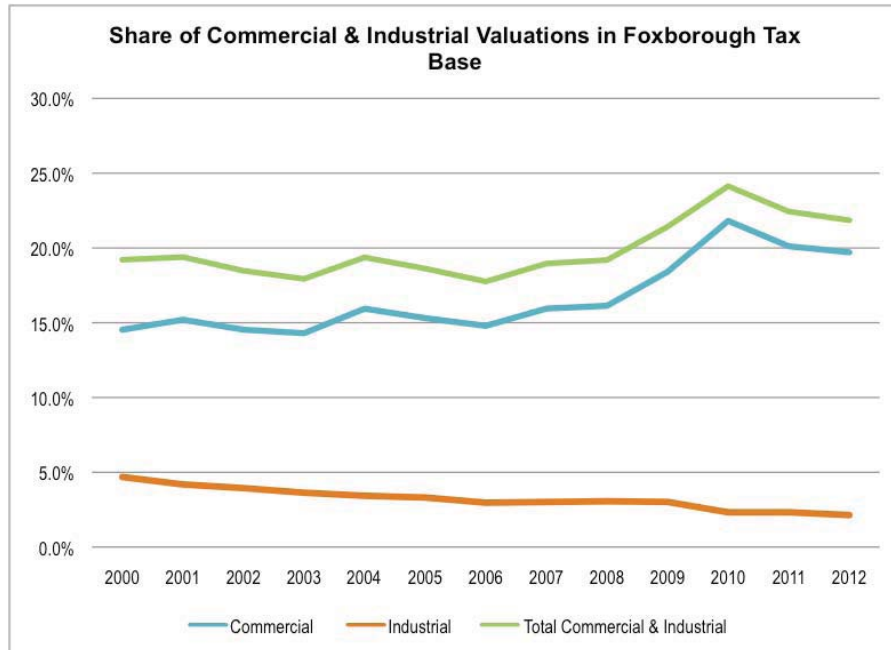
Data Source: Massachusetts Department of Revenue.

Table 2-14. Foxborough's Tax Rates, 2000-2013

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Residential	15.46	14.96	14.15	13.74	10.83	10.93	10.32	9.92	10.65	10.91	11.79	12.94	13.73	14.54
Commercial & Industrial	15.46	14.96	14.15	13.74	10.83	10.93	10.32	9.92	10.65	10.91	11.79	12.94	14.86	15.13

Data Sources: Massachusetts Department of Revenue and Foxborough town records.

Figure 2-17: Share of Commercial & Industrial Valuations in Foxborough Tax Base



Data Sources: Massachusetts Department of Revenue; McCabe Enterprises.

The overall assessed valuation of commercial properties in Foxborough has been steadily rising over the past decade. There was a small decrease in the overall commercial valuation in 2012, which is probably reflective of the decrease in commercial real estate values as a result of the Great Recession. Real estate taxes are a lagging indicator, so valuation changes often take two or more years to appear in the town's overall valuation. Similarly, the proportional share of the commercial class of real properties to Foxborough's tax base has been steadily rising over the past decade. However, the share of industrial class properties has been steadily declining, as shown in Figure 2-17. This is indicative of the transformation from manufacturing and warehousing to retail and office uses.

Table 2-15. Assessed Value Per SF of Land in Commercial Districts.

	Chestnut Green	Downtown	Route 1 All Commercial & Industrial Parcels	Limited Industrial
Mean	\$ 15.35	\$ 39.46	\$ 13.36	\$ 25.74
Median	\$ 11.05	\$ 33.66	\$ 5.50	\$ 7.57
High	\$ 32.94	\$ 23.36	\$ 444.83	\$ 45.20
Low	\$ 3.54	\$ 5.03	\$ 4.53	\$ 1.66

Data Sources: 2012 Assessed Valuation, Town of Foxborough; McCabe Enterprises.

A review of the commercial districts and the total assessed value per square foot of land was undertaken, and reported in Table 2-15. The concentrated development in Downtown generates a higher per SF of assessed valuation than Foxborough's other districts. Properties on average in Downtown generate \$39.46 of assessed value per SF of land, compared with \$13.36 along Route 1.

Regional Real Estate Context

Foxborough is located in the I-495 south/southwest suburban marketplace. I-495 is easily accessed from Foxborough via I-95 and Route 1. The stature and widespread familiarity of the New England Patriots makes Foxborough a household name in the greater Boston and the New England area. Consequently, the heightened place-recognition causes some to perceive Foxborough as part of the Boston/Route 128/south suburban market place.

Office and industrial space in Foxborough, particularly along Route 1, as well as Foxborough Boulevard/South Route 140, serve a regional market. Overall, office space in the south suburban and south 495 market place has a higher vacancy and availability rate than most Boston submarkets. Availability rates range from 13.6 to 47% with sublets. Triple-net rents in the I-495 and south suburban office market range from \$14.43 to \$23.00 per SF, depending upon the quality of the office space.

The I-495 South and south suburban industrial market is improving. Rental rates have increased slightly, and now range from \$4.93 to \$7.15 per SF. Availability rates are 15.1%. One-third of the Greater Boston metropolitan region's industrial space is situ-

Table 2-16. Regional Commercial Real Estate Market

AREA	TOTAL SF	AVAILABILITY		RENTS PER SF NNN	
		2011- 2012	2012- 2013	2011- 2012	2012- 2013
OFFICE MARKET					
495 South	2.4 – 4.2 million SF	22.3%; 40.3% with sublets	13.8%; 47.1% with sublets	\$10.88-- \$19.88	\$14.43 – \$21.00
South Suburban /Rte 128 South	13. million SF	26.9%	15.2% to 26.0%	\$18.29	\$19.52 -- \$23.00
INDUSTRIAL MARKET					
Route 495 South	27.9 million SF	17.8%	15.1%	\$5.44	\$4.93 -- \$7.15

Sources: *Commercial Real Estate Brokers—Jones Lang LaSalle, Cushman Wakefield, Hunneman; NAIOP; McCabe Enterprises.*

ated in the I-495 south and south suburban marketplaces. Table 2-16 provides an overview of the regional office and industrial real estate markets.

Recent Local Commercial Real Estate Activity

Foxborough over the past eighteen months has experienced changes in some prominent commercial properties. Several vacancies have been filled, most notably the 200,000 SF vacant office building on Constitution Way in the south Route 140 corridor area. Meditech is planning on basing its training facility at its new Foxborough facility. Meditech is a privately-held Massachusetts-based company with \$500 million of annual revenues and over 3,400 employees. Meditech is a software provider in the health care infomatics industry, including electronic health records, medical-record imaging, networking and storage. Meditech purchased the building and is renovating the facility.

Other noteworthy changes include the opening of a 16,000 SF Trader Joe's grocery store at Patriot Place in the row of large stand-alone retailers in fall 2012. The former vacant 14,000 SF Piccadilly Pub restaurant on Route 140, was renovated and became Jake'n'Joes restaurant-bar filling a highly visible 3.9 acre site on Foxborough Boulevard. In addition, the Kraft Group is permitting some pad site development as part of the Patriot Place property, which will include some retail and a hotel.

Table 2-17. Overview of Land Areas and Existing Build-out as to Land That is Zoned Commercial in Foxborough

Zoning Classification	Size Acres	# of Land Parcels	# of Land Owners	# of Property owners (land + condo)	Assessed Valuation LAND	Assessed Valuation BUILDING	Assessed Valuation Out Bldg	Assessed Valuation Extra Features	Assessed Valuation TOTAL
Economic Development Area	241.3	4	2	2	53,198,200	108,205,900	7,701,000	1,781,600	170,886,700
General Business	56.0	85	60	61	15,334,800	26,917,800	567,000	472,500	43,292,100
General Industrial	158.4	54	28	36	17,925,900	25,567,700	1,213,800	903,900	45,611,300
Highway Business	135.4	28	23	26	22,063,600	19,692,800	557,200	319,800	42,633,400
Limited Industrial	426.2	77	55	87	76,085,800	124,575,600	2,548,000	2,435,500	205,644,900
Neighborhood Business	24.4	9	7	7	9,639,100	16,552,500	898,600	310,800	27,401,000
Special Use	689.0	76	47	47	121,077,000	588,716,900	10,738,900	2,499,600	723,032,400
TOTAL	1,730.7	333	222		\$ 315,324,400	\$ 910,229,200	\$ 24,224,500	\$ 8,723,700	\$ 1,258,501,800

Data Source: Foxborough 2012 Assessment Records

Invensys, Foxborough's largest employer, announced that it will be renovating its Neponset and Cocasset campuses. Invensys plans to make \$33 million investment in upgrading its facilities and new equipment, including a \$4 million renovation of 38 Neponset Avenue and a \$26 million renovation of 70 Mechanic Street. Foxborough Town Meeting authorized its first Tax Increment Financing (TIF) deal with a real estate tax incentive for Invensys over the next twenty years based on its prospective \$33 million investment.³

As part of Invensys investment and upgrade plans, the company plans to vacate the Bristol Campus at 33 Commercial Street in 2015, which is currently leased office space. The office complex at 33 Commercial Street consists of multiple buildings consisting of 78,000 SF on a 41 acre site. This represents a major new office leasing opportunity for Foxborough.

The US Post Office (USPS) also announced that it is consolidating its mail sorting operations, some of which are currently handled at 35 Wall Street in Downtown. As a result, the USPS is seeking to a retail space for postal service. USPS intends to dispose of its 25,000 SF facility on nearly three acres Downtown.

Vacant Parcels (no bldg)	Land Area of Vacant Parcels (acres)	Gross Building Area SF	Net Building Area SF (livable)	Mean Average Parcel Size SF	Largest Parcel by SF	Smallest Parcel by SF*	Median Size Parcel SF	Town Owned
0	0	425,439	402,139	2,628,193	6,114,517	70,132	2,164,061	0
13	22.0	630,366	415,033	29,743	728,323	2,699	13,250	6
33	78.8	1,343,218	1,173,161	127,752	1,400,454	3,485	62,944	7
8	47.2	723,287	488,597	210,679	816,750	12,294	89,261	2
24	106.0	2,186,791	1,875,852	241,124	1,805,998	720	125,888	11
2	1.1	197,536	130,321	118,224	385,942	1,635	19,429	2
41	411.5	1,638,170	1,487,780	394,930	6,114,517	1,600	119,572	6
121	666.6	7,144,807	5,972,883	3,750,645	17,366,501	92,565	2,594,405	

³ Schneider Electric, a French firm, announced its intentions to buy Invensys, a publicly-traded British-based company in July 2013, and finalized acquisition in early 2014. Schneider Electric confirmed that the \$33 million reinvestment in the Foxborough facilities was continuing with the new ownership.

These recent real estate transactions and announcements of investments indicate that Foxborough is an attractive locus for businesses and there is an active commercial real estate market. The Great Recession precipitated some business closings and vacancies. Many of these have been since filled, although some remain.

Retail Commercial Areas

Foxborough has principally four commercial retail areas, namely Downtown, Foxborough Plaza on Commercial Street in the South Route 140 area, Foxfield Plaza on Central Street on the Foxborough-Mansfield town line, and Route 1, which includes Patriot Place and an eclectic mix of strip commercial with service and retail, office buildings, motels and distribution facilities.

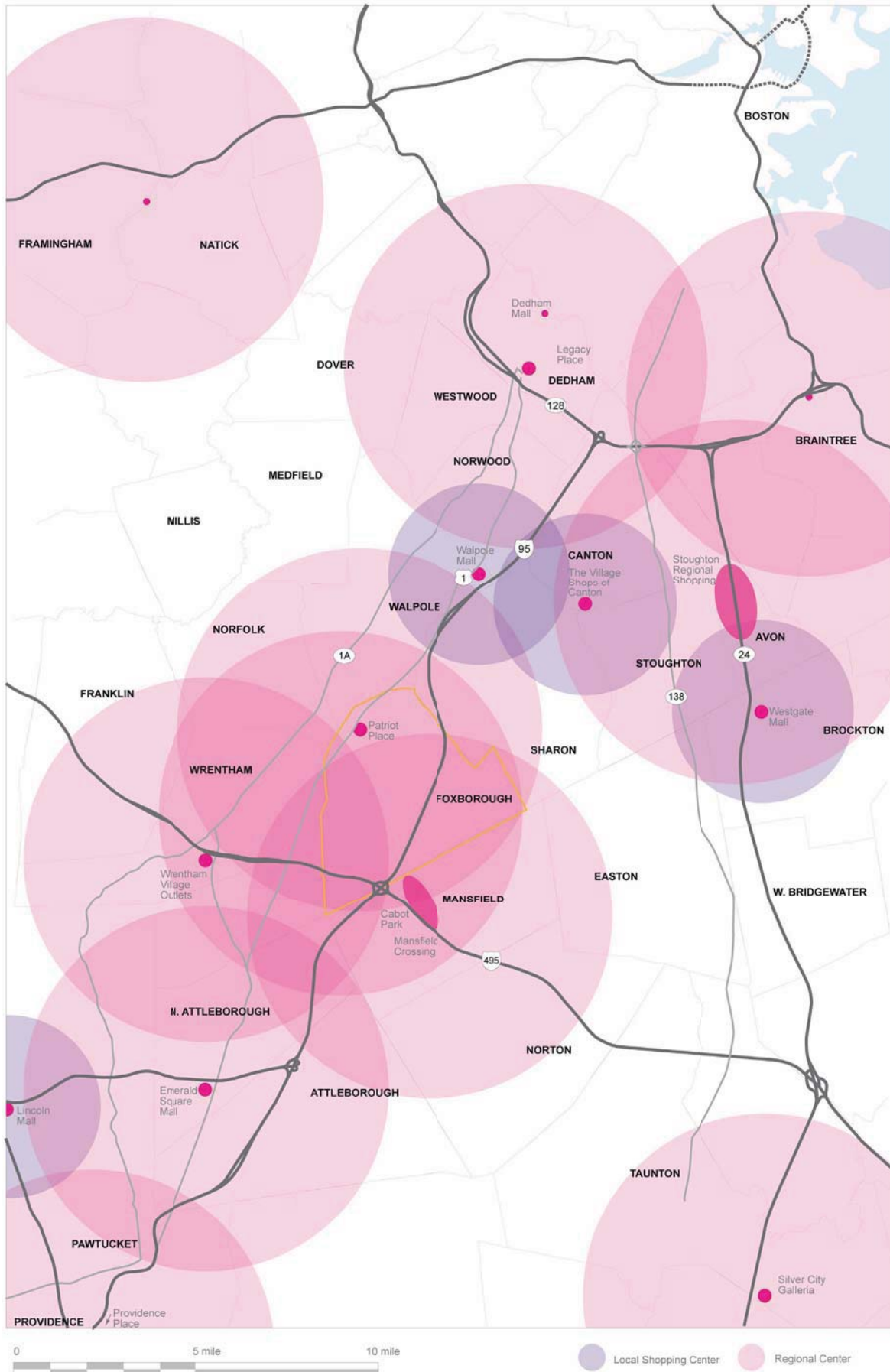
Revitalization of Downtown Foxborough has been identified as a leading priority by residents and community leaders. This will require policies that reinforce the concentration of civic and governmental activities and community-serving retail and service establishments in the Downtown. Foxborough operates in a highly competitive retail environment as illustrated in Figure 2-18, which depicts regional retail centers near Foxborough. There are several infill and redevelopment opportunities in Downtown Foxborough. In addition to the US Postal Service site Downtown, there are the Fire Station/Funeral Home 21,948 SF parcel at the corner of School Street and Rock Hill, the vacant site on School Street, and under-utilized properties along Wall Street.

Although, there are no vacancies at Foxborough Plaza and Foxfield Plaza, these two shopping areas are perceived to be under-performing. However, many active small independent businesses now fill these retail storefronts. Both shopping malls were created over forty-years ago, have lost their initial anchor businesses, and have not been upgraded or renovated. Both are candidates for redevelopment. Future redevelopment and renovation of these two strip centers will need to complement Downtown. Efforts are needed to avoid the continued dispersion of commercial activity, which weakens all of the existing retail areas in Foxborough.

Supply of Commercially-Zoned Property in Foxborough

Foxborough presently, has 1,730 acres of land zoned commercial. This includes 121 vacant parcels encompassing 666 acres. At present, there are 7.1 million SF of buildings on commercially-zoned land in Foxborough.

Figure 2-18: Regional Retail Centers



GROWTH SCENARIOS

Future Growth Scenarios

To identify potential development scenarios for future town growth development trends, connectivity, history and market conditions were reviewed. These contextual conditions were considered with the desired goals and preferences voiced by residents at the open house.

To gain an understanding of conditions effecting Foxborough's growth, the reviewed were reviewed:

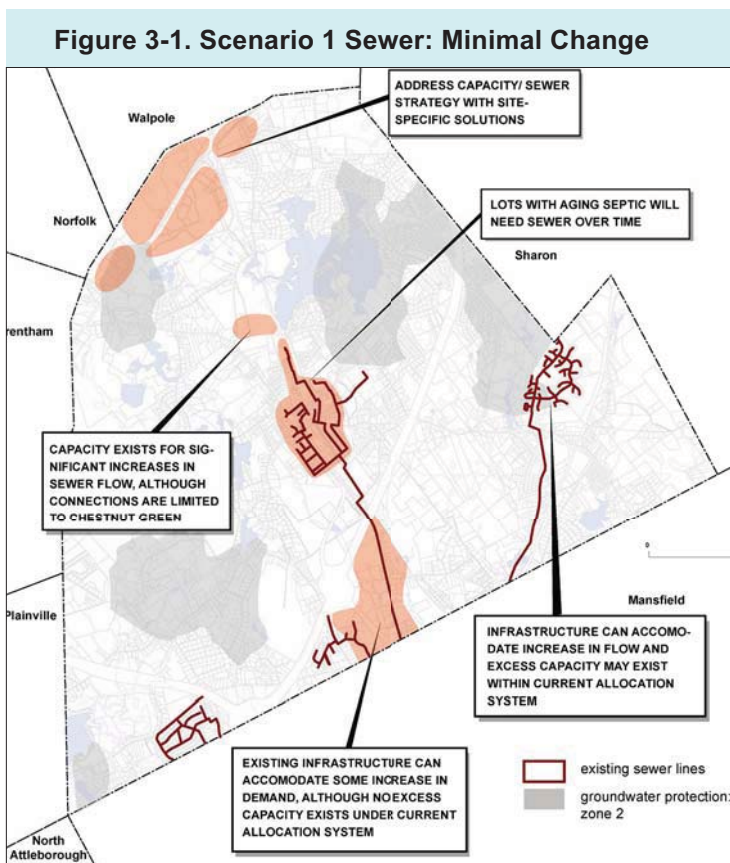
- Current patterns of development in Foxborough and surrounding communities
- Current trends including population growth, jobs and employment
- The place of Foxborough within the regional commercial and retail marketplace (See Appendix D: Regional Trends)
- Historical growth of the town (See page 10: Development Over Time)
- Existing assets and opportunities within the Town

These conditions were considered with the values and principles for growth that were voiced at the open house: sustainability, livability, fiscal responsibility, small town ambiance, agrarian history, community connection, and a vibrant town center.

After examining current trends and growth patterns, four plausible scenarios for future growth and development over the next twenty years were identified. Scenarios range from maintaining current development patterns, to limitations on growth, to concentration of development in key areas. Scenario 1 is Decentralization, which is a continuation of the current pattern of growth in Foxborough. Scenario 2 is the Small Rural Town with a strong compact downtown. Scenario 3 is Growth Nodes, which connect and concentrate growth in existing commercial areas, namely Route 1, Chestnut-Green, Downtown, and the southern node around Route 140. Scenario 4 is Route 1 Growth Area which promotes and focuses new growth and development in the Route 1 corridor.

Scenario 1: Decentralization

Scenario 1: Decentralization represents a growth pattern where development is allowed to continue along its current trajectory. It projects a pattern of growth consistent with development trends in Foxborough over the last 30 years: the decentralization of commercial development and construction as businesses move out of the downtown core.



In the town center, no change to existing sewer capacity will restrict redevelopment opportunities when aging septic systems no longer are viable. Route 1 to add capacity on a site-by-site basis. All other locations to use existing capacity and infrastructure or build septic systems as allowed.

A key aspect in Scenario 1 is making a commitment to relocate remaining town government offices and facilities to Chestnut Green, including Foxborough Town Hall. Essentially this scenario completes the trend initiated with the relocation of the fire station, and solidifies Chestnut Green as a new heart for Foxborough.

Residential growth in Scenario 1 would continue unbridled in the R-40 and more “rural” areas of Foxborough due to the limited sewer capacity in the downtown areas. At the periphery of the town, growth would continue as businesses located close to the town perimeter in order to maximize their trade areas, and in response to outside regional pressures: along the Route 1 regional entertainment and commercial corridor on the northern edge, and at the Mansfield Crossing commercial/ retail center to the south.

Sewer

The main factor impacting growth patterns in the Decentralization scenario is the lack of sewer capacity in the town. As mentioned above, residential growth most likely would continue in the more rural, undeveloped portions of town.

In this scenario, existing sewer capacity at Cannon

Figure 3-2. Scenario 1: Decentralization

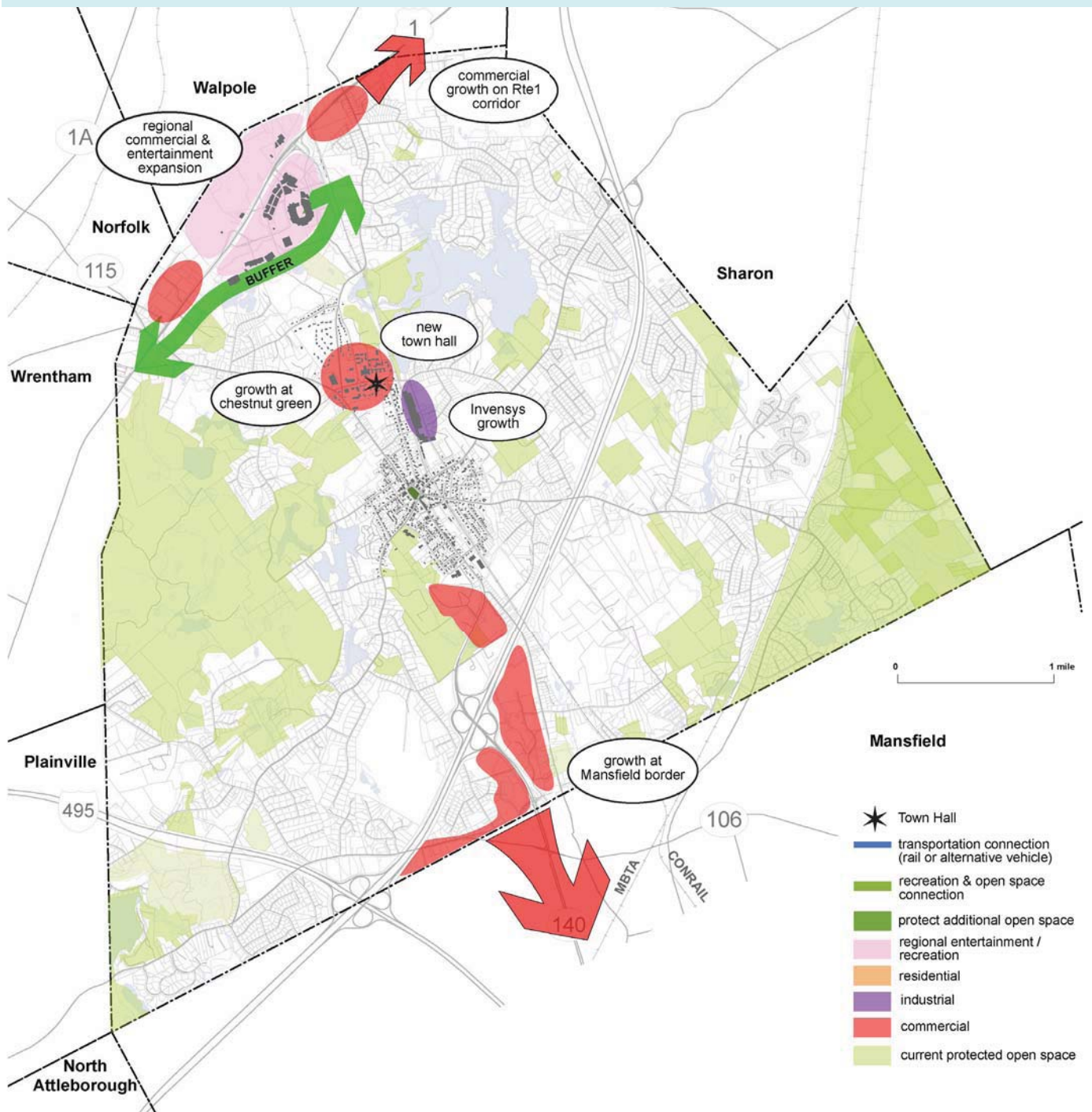


Table 3-1. Scenario 1 Data

	today	estimated 2030		today	estimated 2030
population	16,865	18,880	sewer capacity costs		high
persons under 18 yrs	4,080	3,958	water capacity costs	1.5 million gal/ day	high
households	6,251	7,600	open space (acres)	3,448	same
employment in town	12,936	9,976			



Figure 3-3: Continue development of Chestnut Green area by relocating Foxborough Town Hall there.

Figure 3-4: Route 1 will continue along current development patterns.

Forge could be tapped for development on nearby property. In the downtown, new development, redevelopment and change of use on existing businesses/ properties would be constrained due to the limited capacity available. Further pressure on capacity would increase as the smaller lots in the downtown, with aging septic systems will need to convert to the sewer system due to the inability to create new septic systems on constrained lot sizes.

Chestnut Green currently has significant capacity available, however connections are limited to the Chestnut Green area. This would most likely serve as a catalyst for increased development in the immediate area.

Along Route 1, sewer capacity continues to be an ongoing issue as well. Capacity for growth in this scenario would need to be addressed on a site-by-site basis.

Connectivity

In this scenario, roads, pathways and access remain as they are at present.

Open Space

Scenario 1 projects little or no change to existing patterns of open space in the Foxborough. The one recommended addition to current open space is the designation of a buffer zone between the growing uses on Route 1 and the wetlands and residential areas along North Street and Pine Acres Road to the south.

Scenario 2: Small Rural Town

The premise of the Small Rural Town scenario is to restrict development and prioritize open space, in keeping with Foxborough's tradition as an agrarian community. Incremental growth is provided for in limited areas of the town and attention is paid to preserving existing open space.

In order to maintain the character of Foxborough as a small rural town, measures would need to be taken to guide development within defined areas such as downtown and Route 1. This scenario assumes that there would be incremental growth in the Route 1 corridor associated with its current regional use focus.

Figure 3-5. Scenario 2: Small Rural Town

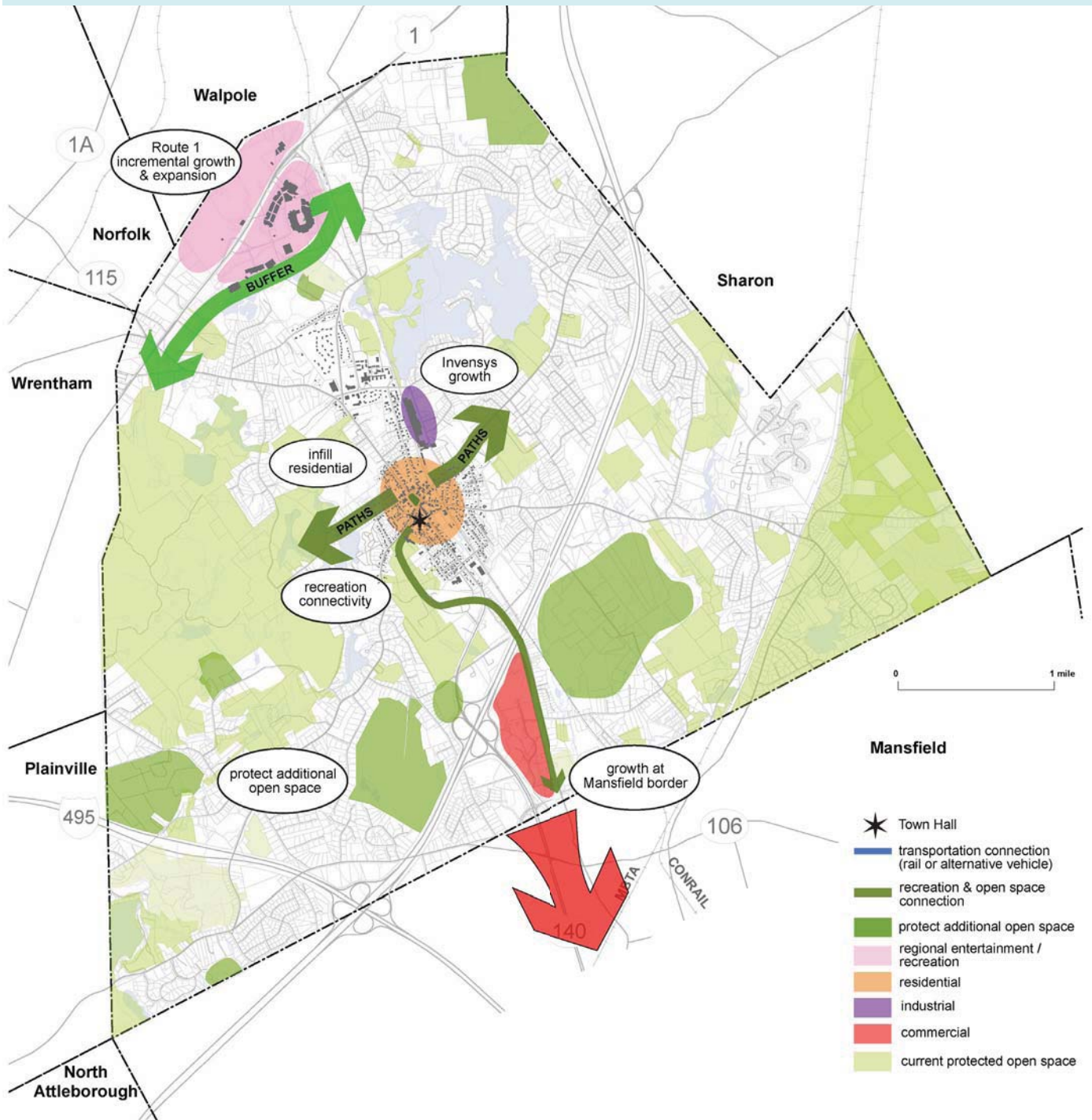


Table 3-2. Scenario 2 Data

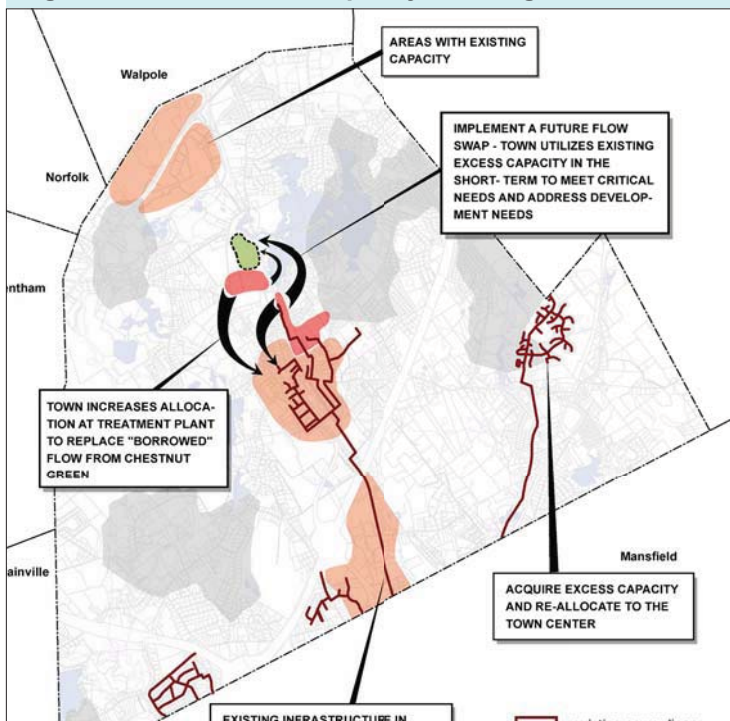
	today	estimated 2030		today	estimated 2030
population	16,865	17,889	sewer capacity costs		medium
persons under 18 yrs	4,080	3,736	water capacity costs	1.5 million gal/day	medium
households	6,251	7,100	open space (acres)	3,448	slight increase
employment in town	12,936	11,418			

Sewer

The main goal of Scenario 2 is to focus new sewer capacity in already developed areas as a means of protecting open space by concentrating growth. To manage sewer capacity problems, Scenario 2 envisions creating some additional capacity using existing infrastructure. Capacity would be focused on the downtown area and Route 1, with limited new capacity available for Foxborough and Foxfield Plazas.

The town would implement a “future flow swap” with Chestnut Green whereby the town would use excess capacity at the existing Chestnut Green plant in the short-term to meet critical needs in the downtown. The town would then increase capacity at its treatment plant at a future date to replace the “borrowed” capacity from Chestnut Green. Additional capacity could be acquired from Cannon Forge. At Route 1, new capacity would be created incrementally by each new development.

Figure 3-6. Sewer: New Capacity/ Existing Infrastructure



Focus sewer in currently developed areas as a means of protecting open space. Outside the downtown residential / commercial zone, generate new revenue stream to fund sewer system improvements.

Connectivity

Scenario 2 proposes the addition of bicycle/ pedestrian paths within the core area of the town. East-West connections would serve to tie the Gilbert State Forest to the Foxborough Common and Downtown. They would also strengthen mobility for students between the high school on the west and YMCA to the east. An additional North-South bicycle path would connect the Common to Mansfield Crossing to the south.

Open Space

Open space is a town-wide priority in Scenario 2. First, as with Scenario 1, a buffer zone is created between the existing Route 1 regional uses and the residential and wetlands areas immediately adjacent to the south side of the stadium property. Additionally, provisions are made in this scenario for protecting additional open space areas in the south, particularly adjacent to the Gilbert State Forest and on either side of the I-95 corridor. As mentioned above, implementation of a bicycle/ pedestrian pathway system is recommended as a means of connecting open space assets and promoting a walkable, small town environment.

Scenario 3: Growth Nodes

As with Scenario 2, the Growth Nodes scenario seeks to concentrate new development for maximum benefit with minimum impact to resources and town character. The Growth Nodes scenario proposes concentrating development in distinct locations, or nodes, that mirror the historic pattern of development along the rail line.

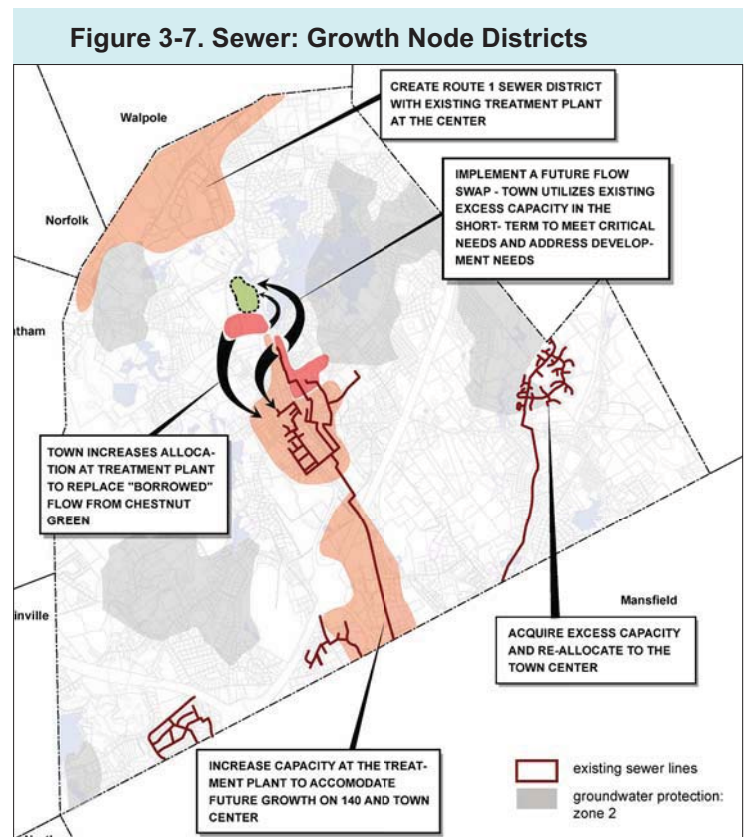
In this scenario increased connectivity is proposed via a north-south corridor, trolley or bicycle/pedestrian focused, linking points within the town and tying the town to market areas in adjacent communities and potentially beyond. Concentrating growth in areas adjacent to a transportation corridor or pedestrian way promotes a pattern of development -- transit-oriented development -- that reinforces the walkable commercial center Foxborough residents desire to reactivate.

The primary nodes identified for focused growth would be the Downtown Growth Node and the North Growth Node, which includes the area of the Route 1 corridor surrounding the rail line. Secondary growth nodes include Chestnut Green Growth Node and the Southern Growth Node, encompassing the Foxborough/ Foxfield Plaza areas.

Sewer

Similar to Scenario 2, the Growth Nodes scenario focuses new sewer capacity in already developed areas as a means of concentrating growth and preserving town character. However, to manage sewer capacity issues, Scenario 3 envisions creating additional capacity and providing new infrastructure in select locations to limit growth to the already developed areas identified as growth nodes. As a first priority, new capacity would be focused on the downtown area.

As with Scenario 2, the first effort to increase sewer capacity would include Implementation of a “future flow swap” with Chestnut Green, allowing the town would use excess capacity at the existing Chestnut Green plant in the short-term to meet critical needs in the downtown. The town would then increase capacity at it’s treatment plant at a future date to replace



Create additional sewer capacity and provide infrastructure in select locations that limit growth to already developed areas at new transit nodes. Create new central sewer district to share capacity until future treatment facility can be built. Create new Route 1 sewer district.

the “borrowed” capacity from Chestnut Green. Additional capacity could be acquired from Cannon Forge.

At Route 1, Scenario 3 proposes creation of a new Route 1 Sewer District with the existing treatment plant at its center. The Route 1 treatment plant would provide capacity for the North Growth Node.

Connectivity

With new development – both residential and commercial, concentrated in the designated growth nodes, connectivity becomes a key component of implementing Scenario 3. Two new systems promote connectivity within the town: a proposed north-south transportation connection along the existing rail right-of-way, and a new network of bicycle/ pedestrian paths to promote movement throughout the town in a safe manner.

Similar to a traditional streetcar suburb model, Scenario 3 concentrates development at specific points along a transportation way. In this case, the existing rail corridor running from Walpole in the north, to Mansfield Crossing in the south is re-invented as a local spine connecting the North Growth Node at Route 1 with Downtown Foxborough and the Common.

As a potential long-term consideration, the rail corridor could be used as a trolley link to the MBTA Commuter rail line in Walpole. New technologies and trends in transportation could be implemented, with hybrid, electric and light rail bus-type shuttles that make use of the existing right-of-way with minimal environmental impact on abutting properties.

The implementation of a north-south and an east-west network of bicycle/ pedestrian paths is seen as an important component of economic growth in newly defined nodes. These trails not only serve to help residents move more readily between residential and commercial centers, but they likewise promotes the opportunity to connect regional visitors to the state forest with the downtown core, increasing the potential market for business growth.

Open Space

The Growth Nodes strategy, as with the Small Rural Town scenario, seeks to concentrate growth as a means



Figure 3-8: Single-family infill housing scaled to surrounding neighborhood.



Figure 3-9: Bedford Depot Park, Bedford MA: outdoor recreation and activities for families.

Figure 3-10. Scenario 3: Growth Nodes

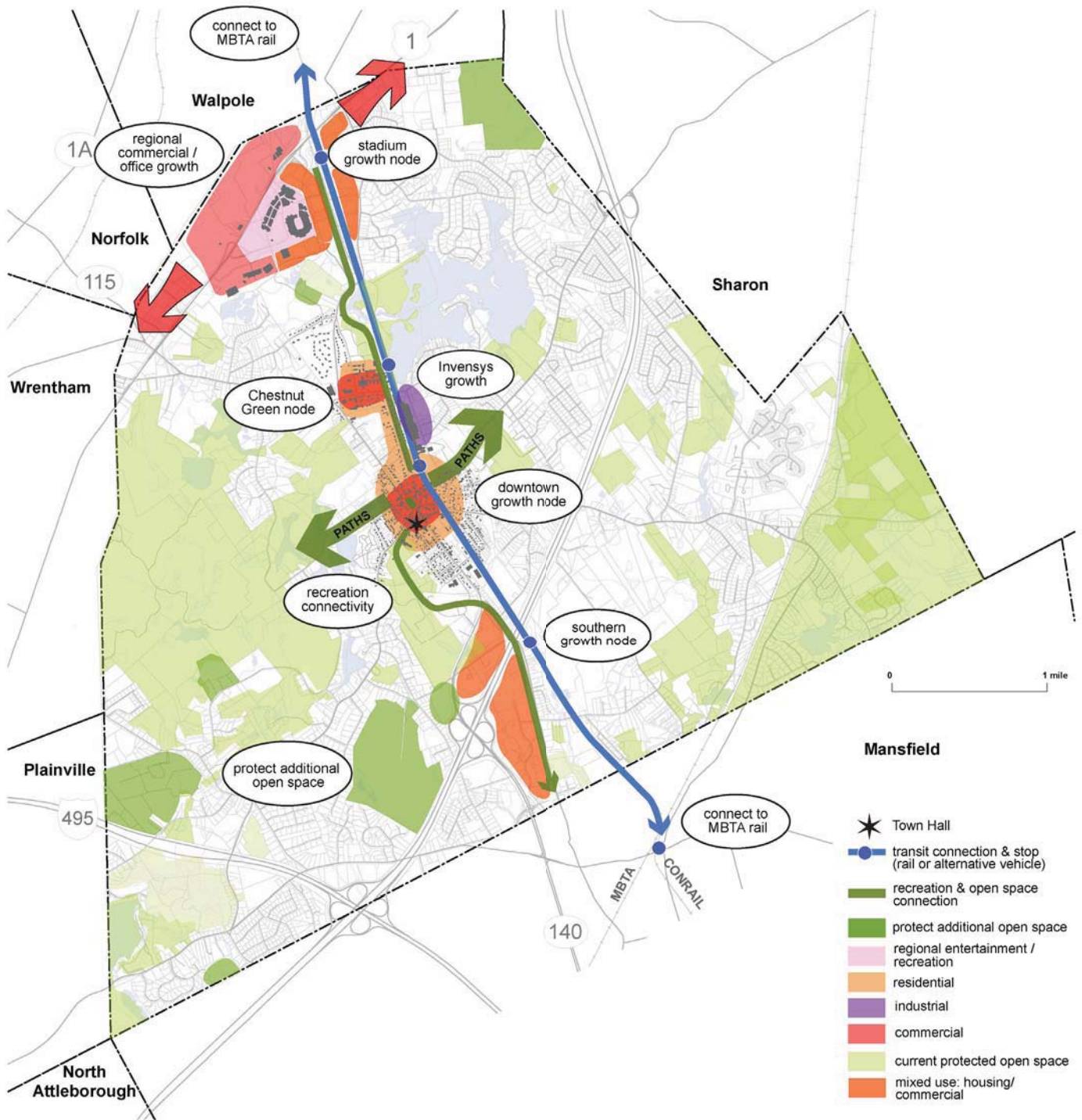


Table 3-3. Scenario 3 Data

	today	estimated 2030		today	estimated 2030
population	16,865	18,880	sewer capacity costs		medium-high
persons under 18 yrs	4,080	3,958	water capacity costs	1.5 million gal/ day	high
households	6,251	7,700	open space (acres)	3,448	moderate to major increase
employment in town	12,936	14,689			

of preserving open space. Scenario 3 likewise makes provisions for protecting additional open space areas. As part of an effort to increase connectivity between growth nodes in the town, the implementation of a bicycle/ pedestrian pathway system is a key component of the plan. It serves as a means of promoting a walkable, small town environment, allowing for mobility of residents of all ages, and serves to connect open space assets for residents and visitors alike.

Scenario 4: Route 1 Growth Corridor

The fourth scenario proposes the creation of a Route 1 Growth Corridor as the key commercial development zone within the town. In this scenario, development in the town center would also be a priority, but primarily with a residential focus.



Figure 3-11: North American research headquarters for EMD Serrano, Billerica, MA

Figure 3-12: Federal Way Transit Center, Seattle WA

This scenario suggests that growth areas in the town – along Route 1, as well as around Commercial Street on the southern edge of town, are more aligned with connections to adjacent communities and the region, and less with the core of the town. The majority of the town in this scenario remains a strong residential-based community with supportive local service commercial. In defining the Route 1 Growth Corridor, Scenario 4 chooses to promote the stadium and Route 1 industrial/ commercial zone as an area of focus in providing regional connections as a means for generating economic growth. To this end, Scenario 4 suggests the potential for increased rail service to the stadium area, exploiting the current connection between the Gillette Stadium MBTA stop and Walpole Station on the Franklin/ Forge Park line.

Sewer

In Scenario 4, the primary focus of new sewer capacity is in supporting commercial growth on the Route 1 corridor as a primary growth zone, and providing additional capacity in the town center area for increased residential growth.

Similar to Scenario 3, envisions implementation of a “future flow swap” with Chestnut Green, allowing the town would use excess capacity at the existing Chestnut

Figure 3-13. Scenario 4: Route 1 Growth Area

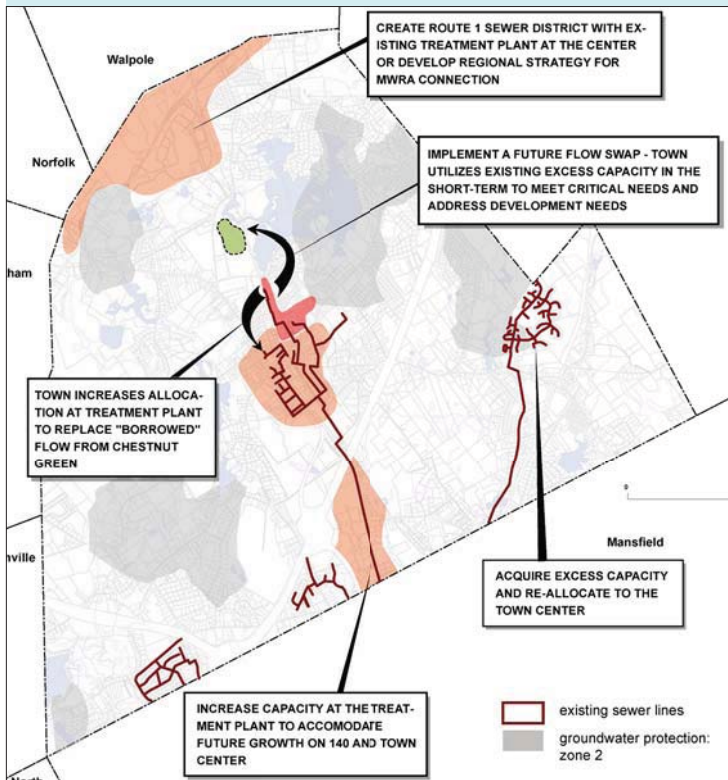


Table 3-4. Scenario 4 Data

	today	estimated 2030
population	16,865	19,142
persons under 18 yrs	4,080	4,156
households	6,251	7,800
employment in town	12,936	14,941

	today	estimated 2030
sewer capacity costs		high
water capacity costs	1.5 million gal/ day	very high
open space (acres)	3,448	moderate to major increase

Figure 3-14. Sewer: Districts - Cooperation & Capacity



Focus additional sewer capacity and infrastructure on Rte 1 development area and new transit node. To allow for town center residential growth create new central sewer district to share capacity until future treatment facility can be built.

Green plant in the short-term to meet critical needs in the downtown. The town would then increase capacity at its treatment plant at a future date to replace the “borrowed” capacity from Chestnut Green. Capacity could be acquired from Cannon Forge. Additionally, capacity would be increased at the treatment plant to accommodate future growth on Rte 140 and in the town center.

At Route 1, Scenario 4 proposes creation of a new Route 1 Sewer District with the existing treatment plant at its center, or, the development of a regional strategy for creating an MWRA connection.

Connectivity

The primary consideration for connectivity in Scenario 4 is providing access for residents to the Route 1 commercial areas in the north. In recognizing the potential for growth on Route 1 as part of a regional network, Scenario 4 suggests the potential for enhanced commuter rail service to the stadium/ Route 1 area. This service would be an augmentation of the current use for game-day service, allowing for the connectivity needed for transit-oriented development to occur in the Growth Corridor area.

Open Space

In Scenario 4, the primary north-south connection is through a bicycle/ pedestrian path that takes advantage of the existing rail right-of-way between Route 1 and the Foxborough Town Common, and provides a connection through school property in the south. An east-west pathway connects increased residential uses in the downtown with the state forest to the west and the YMCA to the east.

An increase in open space preserves are shown in the southwestern area of the town, particularly adjacent to the state forest areas.

Scenario Comparison

On the following page (Table 3-5) is a comparison of attributes and constraints of the four scenarios.

Table 3-5. Comparative Evaluation of Scenarios

	1 Decentralization	2 Small Rural Town	3 Growth Nodes	4 Route 1 Growth Area
Attributes	<ul style="list-style-type: none"> • Buffer stadium uses • Current sewer service remains unchanged; growth is limited by current treatment capacity and private control unused allocations • Relocate Town Hall to Chestnut Green • Continues residential growth trend in the R-40, more “rural” sections of Town due to limited sewer capacity at the center. • Trend to build and operate business at the perimeter continues. 	<ul style="list-style-type: none"> • Buffer stadium uses • Additional capacity created but with existing infrastructure, focusing growth in town center and route 1, and limited growth at Foxboro/Foxfield plaza area • Focus on WWTP capacity at downtown and desired growth ; keep existing collection system 	<ul style="list-style-type: none"> • Add transportation connection (rail or alternative vehicle) • Create distinct development nodes along transit stops • Create additional sewer capacity and provide select infrastructure improvements to guide development around transit nodes • Create incentives for development in growth nodes 	<ul style="list-style-type: none"> • Capitalize on Route 1 growth corridor • Increase rail service to stadium station stop to build transit-oriented community • Create infill housing within downtown core • Additional capacity and new infrastructure focused on Rte 1 commercial and town center residential growth.
Constraints	<ul style="list-style-type: none"> • Sewer connections constrained by existing infrastructure locations • Excess capacity will be needed to support aging septic systems in the center of town (on smaller lots, as systems age and fail, they will need hook-up to sewer.) • Sanitary sewer capacity limits development in center of Town and forces development to Chestnut Green and the edges of town. • Parking requirements constrain small scale shop development. 	<ul style="list-style-type: none"> • Existing zoning has higher parking requirements for smaller businesses. • Current excess sewer capacity is controlled by multiple private entities. • Current sewer rate base is too small to fund meaningful system improvements to infrastructure. 	<ul style="list-style-type: none"> • Sanitary sewer infrastructure and treatment capacity • Stronger nodes will require increased housing and employment. • Lack of transit service in Foxborough. • Weak welcoming image today at many existing commercial areas in Foxborough. 	<ul style="list-style-type: none"> • Water capacity may become an issue. • Portions of the commercial area along the southern area of Route 1 are in a Zone 2 well head protection area.
Prerequisites	<ul style="list-style-type: none"> • None - continuation of business and growth as is. 	<ul style="list-style-type: none"> • Need sewer strategy and commitment to an implementation time line. • Need Town-Center/Downtown focused Development Policy • Requires a commitment to Downtown reinvestment and revitalization • Recommended bike trail connectivity with residential, recreational areas, and Downtown • Policies to protect open space and discourage additional outer development 	<ul style="list-style-type: none"> • Creation of a Route 1 Wastewater Management District. • Creation of a Downtown-Chestnut Hill-Neponset Sewer District area to enable an initial shared resolution of sanitary sewer services. • Commitment to increase wastewater treatment capacity and improve sewer collection system in designated growth nodes. • Alignment of utility expansion policy with land use growth policy. 	<ul style="list-style-type: none"> • Active facilitation of Route 1 Sewer/Wastewater Collection/Mgmt District • Design Guidelines for Route 1 and commercial development to promote appropriate scale and design. • Appropriate buffer and access between Route 1 and the Town • Better gateways to Foxborough are suggested • Alternative transportation links (bike, transit) are needed.

THE GROWTH NODES

Growth Nodes

Examining current land use and growth patterns in Foxborough, four plausible scenarios for future growth and development over the next twenty years were identified. Scenario 1 is Decentralization, which is a continuation of the current pattern of growth in Foxborough. Scenario 2 is the Small Rural Town with a strong compact downtown. Scenario 3 is Growth Nodes which connects and concentrates growth in the existing commercial nodes, namely Route 1, Chestnut-Green, Downtown, and the southern node around Route 140. Scenario 4 is the Route 1 Growth Area. The scenarios are detailed in prior section 3.

These four scenarios were discussed and evaluated as to alignment with Foxborough's vision, as to livability, economic sustainability, and personal preference by citizens at the town-wide master planning workshop and youth at Foxborough High School. Residents favored a Small Rural Town citing the vision, livability, and personal preference. The Growth Nodes scenario was viewed as more economically sustainable for the future of Foxborough. Youth favored the Growth Nodes scenario as to vision, economic sustainability and personal preference. Slightly more youth believed that the Small Rural Town scenario was more livable. The Decentralized and Route 1 Growth Area scenarios were rejected. This section reviews each of the four growth nodes: the Downtown Node; the Route 1 Node; the Chestnut-Green Node; and the South Route 140/Foxborough Boulevard Node.

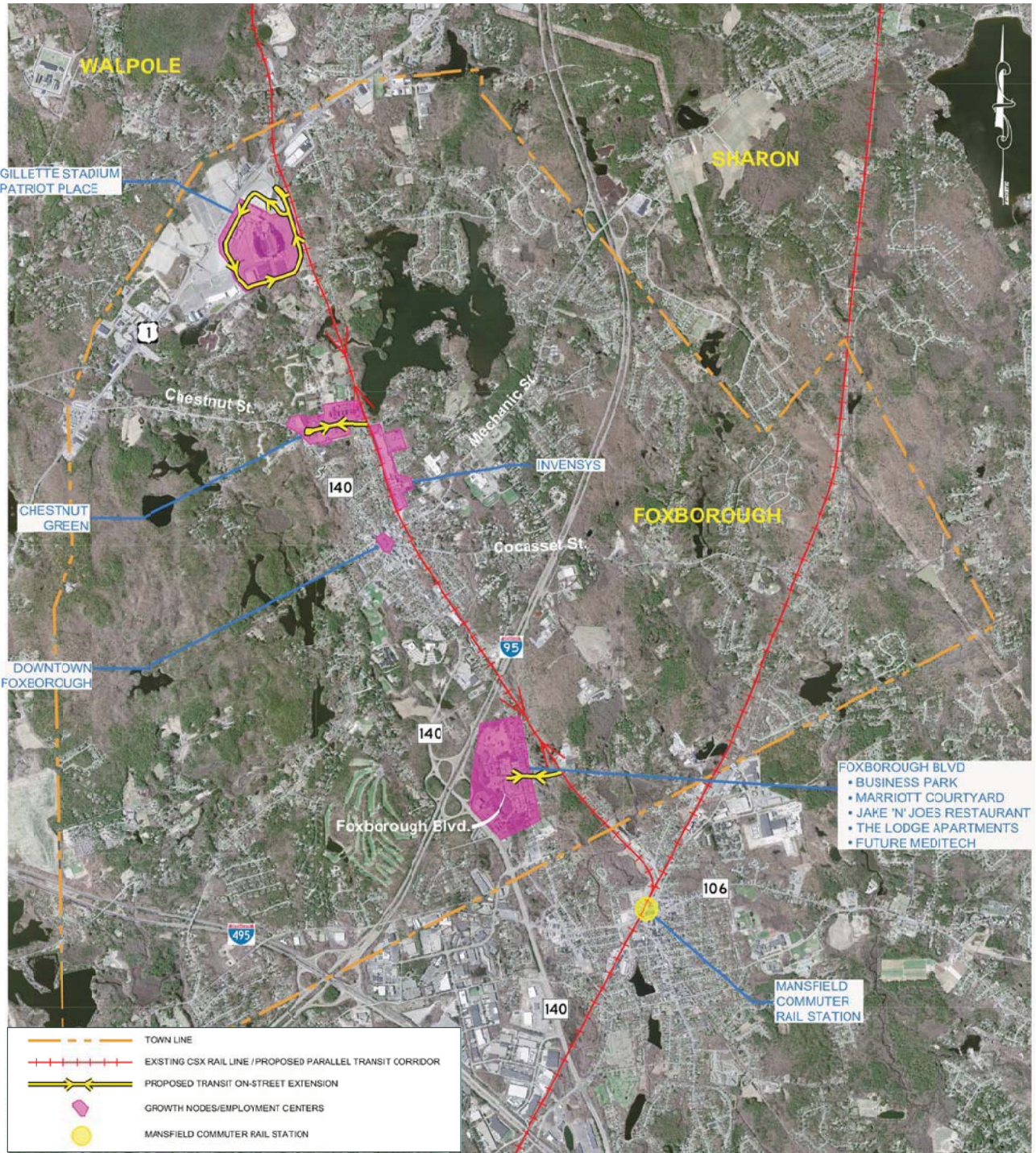


Figure 4-1. Multi-modal Connectivity Using Existing Rail Right-of-Way

Table 4-1. Growth Node Scenario Data

	today	estimated 2030		today	estimated 2030
population	16,865	18,880	sewer capacity costs		medium-high
persons under 18 yrs	4,080	3,958	water capacity costs	1.5 million gal/ day	high
households	6,251	7,700	open space (acres)	3,448	moderate to major increase
employment in town	12,936	14,689			

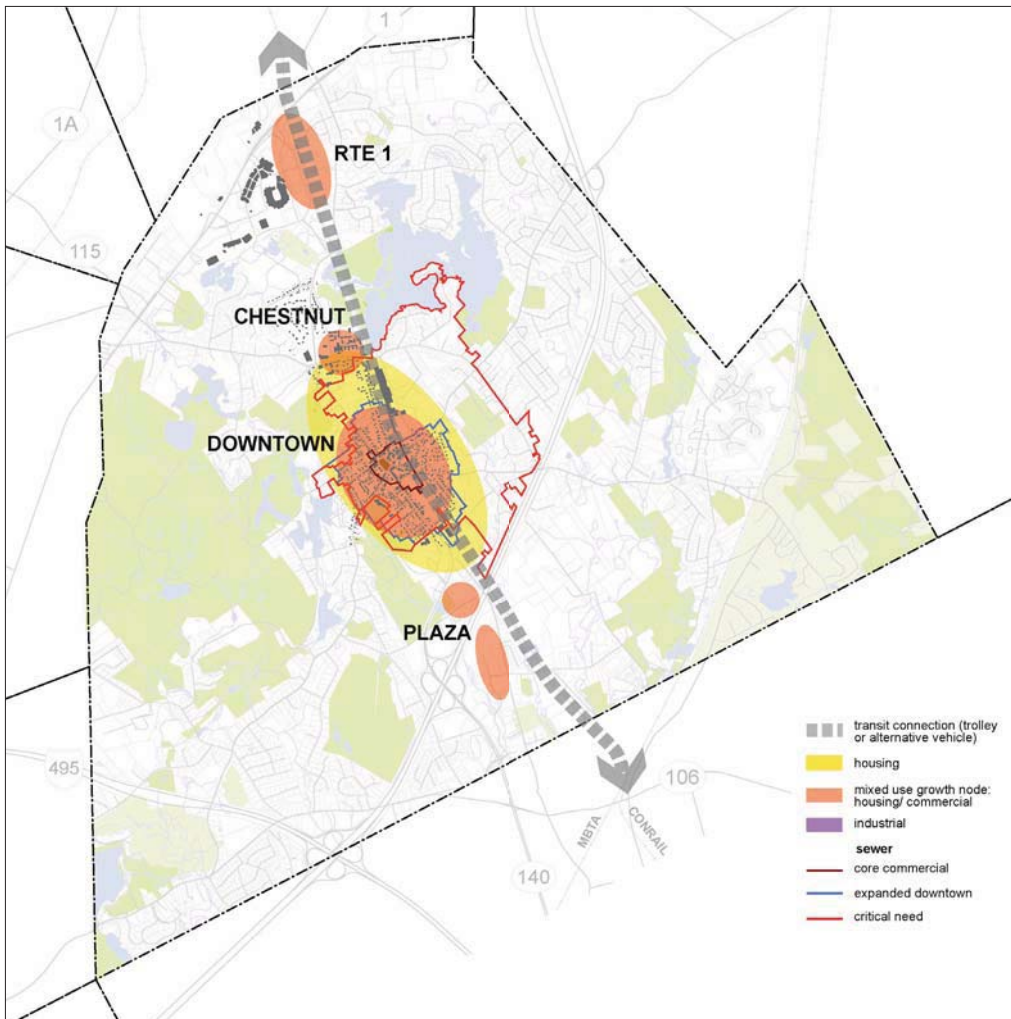


Figure 4-2. Growth Node Areas

Downtown Node

A vibrant, livable and walkable downtown Foxborough is the social, cultural, and civic heart of the community. It provides services and goods for local residents, area employees and visitors to Town. Redevelopment, new developments and improvements to the Town Center will be compatible with the scale, character, and architecture of the Town’s historic and small town, rural patterns.

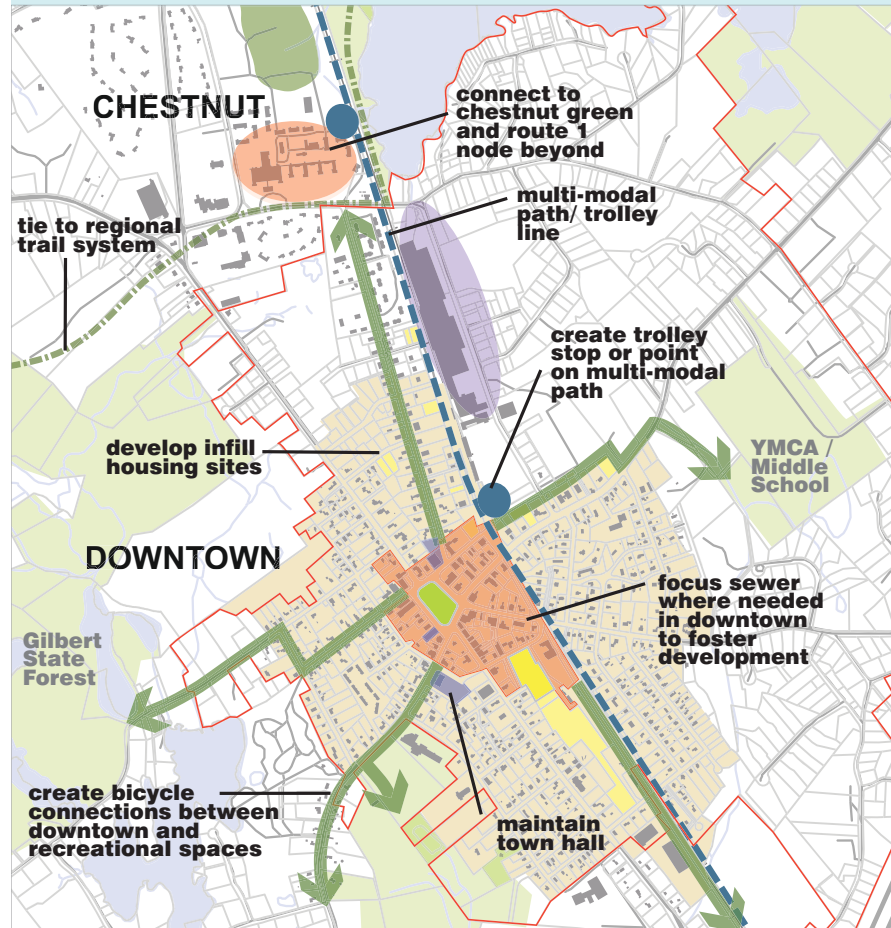
The Downtown and the Town Common are the heart of the Foxborough community. The Downtown Strategy entails enhancing and activating the Town Common with improved pedestrian access and a Farmers’ Market. The Downtown Strategy recommends better parking management and shared parking, and the following development priorities for strengthening Foxborough’s core:

- Retain Town Hall Downtown
- Fire Station site redeveloped
- Post Office site re-purposed



Figure 4-3: The fire station site is a potential redevelopment site for an education, youth or cultural use.

Figure 4-4. Downtown Node



- Create a Bike Hub
- Downtown Housing:
 - Upper level, mixed –use
 - Cottage infill surrounding Downtown.

Foxborough has excellent interstate and arterial road access. Improving pedestrian access and walkability in the Downtown vicinity is an important next step in enhancing Foxborough's transportation network. As Foxborough repairs and repaves its streets and roads, a green, complete streets approach that support cars, sidewalks and bicycles along with trees and best management practices for storm water should be implemented. The addition of transit service and development of a multi-modal parallel path for bicycles, pedestrians, bus or trolley, to the CSX rail line connecting the growth nodes should be explored. Foxborough's scenic roads reinforce the Town's rural character and should be protected.

Business retention, recruitment and development of desired new businesses, such as a bakery, restaurant or cafe in Downtown and within the growth nodes is significantly constrained by the lack of wastewater treatment capacity. Downtown is situated in a

designated critical needs wastewater treatment area. Action on the resolution of sewer treatment issues is a prerequisite for Downtown revitalization and economic development, and important for protection of the existing homes that need to upgrade aging and failing septic systems where there are critical constraints.

Route 1 Node

Route One has many faces – Foxborough’s front door; a world-class athletic attraction with dining and entertainment; nationally and regionally-recognized businesses and services; corporate offices and retail services; natural areas and open space. In addition, Route One is home of a variety of distribution-related businesses and services capitalizing on easy access to I-495, Providence and Boston.

The vision for the Route One Node reflects the Town’s self-image as a family-oriented community that values natural areas and open space, quality jobs and businesses. Route One should be a high-quality front-door to Foxborough, that is well-designed, serves the region and Foxborough while maintaining the balance with nature and development, with minimal intrusion into the day-to-day residential life of Foxborough, capitalizing on rail and highway access.

A more focused study of and plan for the Route 1 Growth Node is needed. The framework of the existing Highway Business zone along the length of the Route 1 corridor and the Economic Development Overlay District (the Special Use S-1 district) merits a detailed and careful review so that the desired, appropriate growth and design is facilitated. The Town wishes to provide opportunities for both small and larger property and business owners to grow and expand in a manner compatible with good design and existing physical parameters.



Figure 4-5: Route 1 Corridor, Foxborough, MA

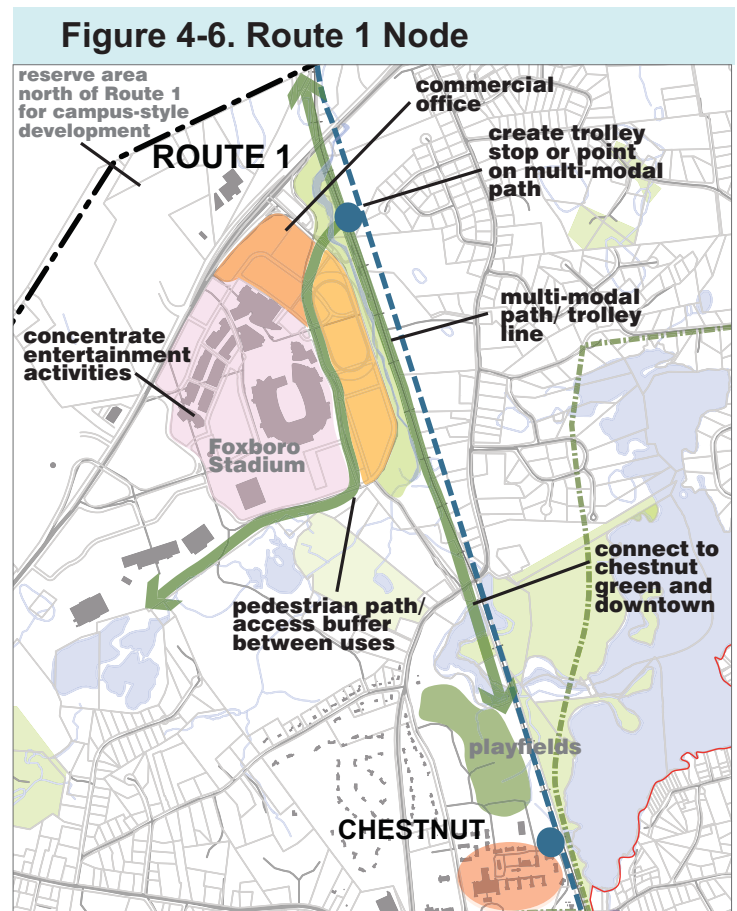
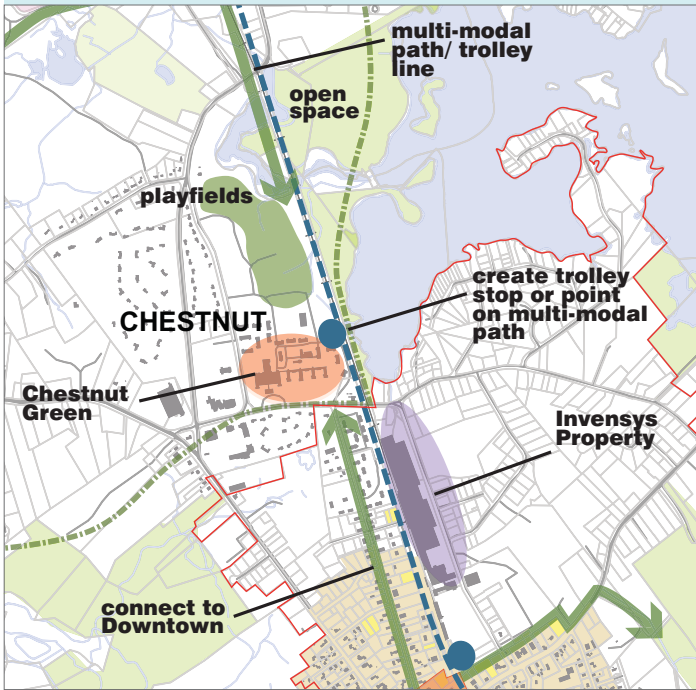


Figure 4-7. Chestnut Green



Chestnut Green Node

Chestnut Green is the new redevelopment of the former Foxborough State Hospital grounds that was closed in 1975. Redevelopment into a mixed-use development with housing and a neighborhood convenience retail center with banking, child care center, restaurants, and a drug store began in 2005. Midway between the Downtown and the Route 1/ Stadium area, Chestnut Green has been a natural development node. To ensure balanced growth, care should be taken to ensure that further development in this area is complementary to and supportive of a healthy Downtown core.

Proximity to existing play fields and opens space along the lake, in conjunction with current residential development trends at Chestnut Green, have the potential for building a strong residential neighborhood. Increased residential construction in this node would create a stronger base to support recent existing commercial/retail development. Creation of a trolley line or multi-modal path along the existing rail right-of-way would provide a convenient connection between Chestnut Green residential development and commercial employment centers at Route 1 to the north, and Invensys and Downtown to the south.



Figure 4-8: Chestnut Green mixed-use redevelopment includes office, residential and retail uses.



Figure 4-9: View of Chestnut Green area.

South Route 140/ Foxborough Boulevard Node

The South Route 140/Foxborough Boulevard is a commercial node marked with two aging commercial shopping plazas, Foxboro Plaza and Foxfield Plaza, and a commercial office area along Foxborough Boulevard. Both shopping plaza are fully occupied with primarily small local retailers and service establishments. The shopping areas appear tired and in need of an upgrade. In contrast, Foxborough Boulevard is lovely landscaped lane with major office tenants, along with a restaurant and a Courtyard hotel. Steward's Norwood Hospital Cancer Care Center is found on Walnut Street in this node. The Great Recession precipitated some business closures and vacancies in this area. Meditech in 2013 located its training facility and conference center here.

At the northern edge of the South Route 140 Growth Node is the Bristol campus of Invensys, which is being vacated in 2015 with the reinvestment and upgrade of their Neponset and Cocasset campuses near Downtown Foxborough. This 41.5 acre corporate office campus built in the 1980s consists of two office buildings, each approximately 44,000 SF with



Figure 4-10. South Route 140/ Foxborough Boulevard Node

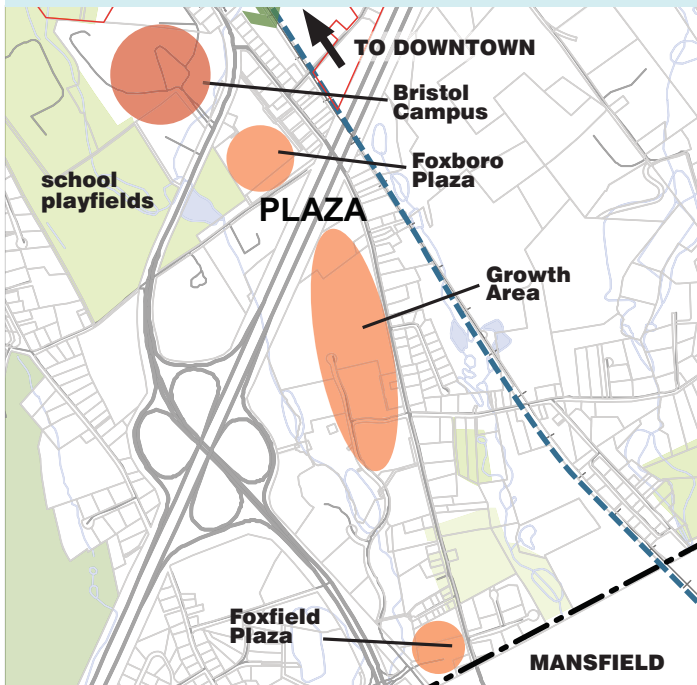


Figure 4-11 and 4-12: General Electric and Iconics of-fices in the South Route 140/ Foxborough Boulevard area.

parking and landscaped areas. Although an attractive setting, the property will likely require internal upgrades for telecommunications and internet to be competitive in today's office market. This site with its easy access to I-95 and I-495 provides an opportunity for Foxborough to work with the Massachusetts Office of Business Development to recruit a significant corporate campus user.

This growth node has a healthy mix of uses, residential, retail, services, health care, corporate office tenants, hotels and some restaurants. The primary mode of access is by car. Although some office workers bicycle to work accessing the area by Central Street.

The South Route 140/Foxborough Boulevard growth node is significantly influenced by the Route 140 exit and entrance to I-95 and is a major gateway into Foxborough. A major need is to enhance this gateway, particularly the entry to Foxborough Boulevard at Forbes Boulevard, which is dominated by the image of the rear of the aging Foxfield Plaza.

A key challenge for this growth node is to sustain the small town image and appearance desired by Foxborough residents as potential development and redevelopment takes advantage of this propitious location.

The Growth Potential of Foxborough's Growth Nodes

The following tables for each of the four growth nodes highlights the number of parcels, owners, acreage and potential build-out for each of the growth nodes. Overall, there are 1,280.1 acres, just over two square miles of land exclusive of streets, found in the four growth nodes. This provides ample opportunity for commercial and industrial growth. There are 95 vacant land parcels within the 4 nodes, with Route 1 having nearly two-thirds (63) of vacant land parcels.

Two of the nodes, Route 1 and the South Route 140/Foxborough Boulevard are situated on the western and eastern edges of Foxborough and capitalize on highway and interstate access. These two growth nodes are the largest, 840 acres along Route 1 and 360.5 acres in the South Route 140/Foxborough Boulevard node. Traffic generated by business and activities in these nodes will likely be regional and draw on the regional roadway system. Creating alternative transportation modes, such as transit or bicycling, will create options that will mitigate potential congestion generated by these two growth nodes. Connecting the growth nodes will enable each node to have its own distinct identity and provide complementary services.

A maximum build-out analysis, based on the maximum permissible development as to Foxborough's zoning by-law of each of the four nodes indicates a potential for nearly \$30 million SF of development. Most of this potential growth is along Route 1. Although this maximum build-out scenario is unlikely because it assumes additional build-out where there is already existing development, it clearly suggests that Foxborough has more than adequate land zoned for commercial and industrial use just in the four growth nodes.

Figure 4-13: Downtown Commercial Area Overview - Land Value

	Downtown Summary All Parcels	General Business	
Number of Land Parcels	78	78	
Acreage	32.9	32.9	
Gross SF of Building	613,233	613,233	
Total Assessed Value	\$ 41,080,100	\$ 41,080,100	
# of Vacant Parcels	9	9	
Vacant Acreage	4.1	4.1	
Number of Owners	57	57	
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) Zoning analysis; no market considerations. Less Parking Requirements -- Assumed Office or Retail > 15000 SF	276,915	276,915	Note only 5 parcels > 10,000 SF build out; 18 parcels > 5000 SF build out
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) -- Assumed Retail less than 15000 SF	221,532	221,532	Note only 5 parcels > 10,000 SF build out; 14 parcels > 5000 SF build out
	Acres	Acres	
Smallest Parcel	0.1	0.1	
Largest Parcel	3.0	3.0	
Mean	0.4	0.4	
Median	0.3	0.3	
	SF	SF	
Smallest Parcel	2,699	2,699	
Largest Parcel	129,809	129,809	
Mean	19,119	19,119	
Median	11,326	11,326	

NOTE:
The existing build-out on 23 parcels in Downtown Foxborough exceeds zoning limits.

Data Sources: Foxborough Assessor records and plat maps; 2012 assessed valuation data.

The major constraint regarding growth is utility capacity, particularly water and sewer. Foxborough with the recent commitments to enter into an inter-municipal agreement with Mansfield and Norton to increase sanitary sewer capacity will have the potential for continued modest incremental growth within the growth nodes. Water conservation, water recycling and the prudent, judicious use of water and protection of existing water resources will continue to be important. Recruitment of businesses should focus on companies with low water usage.

Figure 4-14: Route One Commercial Area Overview - Land Value

	Route One Summary All Parcels	General Industrial Zone	Limited Industrial Zone	Highway Business Zone	Special Use Zone	Economic Development Overlay District (Part of the Special-Use Zone)
Number of Land Parcels	126	11	6	16	93	20
Acreage	839.7	27.2	67.7	49.6	695.2	415.1
Gross SF of Building	2,314,763	211,866	142,792	302,301	1,657,804	620,082
Total Assessed Value	\$ 756,398,900	\$ 8,073,000	\$ 8,246,900	\$ 15,143,600	\$ 724,935,400	\$ 661,545,800
# of Vacant Parcels	63	3	2	2	45	14
Vacant Acreage	331.4	12.8	34.4	2.2	270.5	119.3
Number of Owners	77	16	1	14	52	12
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) Zoning analysis; no market considerations. Less Parking Requirements -- Assumed Office or Retail > 15000 SF	25,675,014	246,078	2,022,379	1,313,853	22,092,703	
	Acres	Acres	Acres	Acres	Acres	Acres
Smallest Parcel	0.04	1.4	2.9	0.3	0.04	0.4
Largest Parcel	140.4	6.8	31.5	14.5	140.4	140.4
Mean	6.7	3.0	11.3	3.1	8.0	20.8
Median	2.2	2.2	7.8	1.8	2.6	6.1
	SF	SF	SF	SF	SF	SF
Smallest Parcel	1,600	60,113	125,453	12,294	1,600	15,682
Largest Parcel	6,114,517	294,030	1,373,011	631,184	6,114,517	6,114,517
Mean	309,960	131,697	491,502	135,036	348,079	904,088
Median	95,396	95,396	340,204	76,628	114,998	266,587

Data Sources: Foxborough Assessor records and plat maps; 2012 assessed valuation data.

Figure 4-15: Chestnut Green Commercial Area Overview - Land Value

	Chestnut Green Summary All Parcels	Neighborhood Business*	General Business
Number of Land Parcels	16	10	6
Acreage	46.6	26.2	20.4
Gross SF of Building	214,669	197,536	17,133
Total Assessed Value	\$ 29,580,100	\$ 27,401,000	\$ 2,179,100
# of Vacant Parcels	3	1	2
Vacant Acreage	5.3	1.1	4.2
Number of Owners	11	7	4
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) Zoning analysis; no market considerations. Less Parking Requirements -- Assumed Office or Retail > 15000 SF	1,051,980	262,254	789,726
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) -- Assumed Retail less than 15000 SF	841,584	209,803	631,781
	Acres	Acres	Acres
Smallest Parcel	0.04	0.04	0.2
Largest Parcel	16.7	8.9	16.7
Mean	2.6	2.6	3.7
Median	0.9	1.3	0.7
Smallest Parcel	1,634	1,634	6,551
Largest Parcel	6,551	385,942	728,323
Mean	112,286	114,127	162,581
Median	39,260	55,539	28,533

Data Sources: Foxborough Assessor records and plat maps; 2012 assessed valuation data.

*Does not include Assessed Valuation or gross bldg area of Foxborough Auditorium.

Figure 4-16: South Route 140 Commercial Area Overview - Land Value

	South Route 140/ Foxborough Blvd. Node	Limited Industrial Zone	Highway Business Zone	Total Commercial	Residential Zone	Publicly Owners [‡]
Number of Land Parcels	65	19	14	33	23	13
Acreage	360.5	178	58.8	236.8	30.3	121.1
Gross SF of Buildings	160,000,000	1,095,488	425,778	1,521,266	77,450	0
Total Assessed Value	\$160,000,000	\$ 123,749,900	\$ 27,100,000	\$ 150,849,900	\$ 7,587,800	\$ 5,512,800
Building SF/Acre	4,438	6,154	7,241	6,424	2,556	-
# of Vacant Parcels	20	3	4	7	4	13
Vacant Acreage	128	14.2	17.3	31.5	3.1	121.1
Number of Owners*	49	17	12	29	23	3
Estimated Additional Building under existing zoning setbacks & bldg. height (SF). Zoning Analysis; no market considerations. Less Parking Requirements-- Assumed Office or Retail > 15000 SF		4,480,000	1,394,000	5,874,000		
Estimated Additional Build-Out under existing zoning setbacks & bldg. height (SF). Assume retail less than 15000 SF		2,000,000	622,600	2,622,600		
	Acres	Acres	Acres		Acres	Acres
Smallest Parcel	0.01	0.42	0.23	0.23	0.01	0.16
Largest Parcel	53.35	41.50	13.20	41.50	16.13	53.35
Mean	5.55	9.37	4.20	7.18	1.32	9.32
Median	1.58	6.46	1.49		0.47	5.74
	SF	SF	SF	SF	SF	SF
Smallest Parcel	218	18,344	10,000	10,000	218	7,100
Largest Parcel	2,323,851	1,807,740	574,992	1,807,740	702,548	2,323,851
Mean	241,600	408,088	182,952	312,576	57,386	405,778
Median	68,750	281,398	64,904	-	20,570	250,034

Data Sources: Foxborough Assessor records and plat maps; 2012 assessed valuation data.

* Some owners own property in multiple zoning classifications

‡ Most publicly owned parcels are zoned; some are not & are part of I-95 extended r-o-w.

RECOMMENDATIONS

Economic Development Master Plan Goals

The following sets forth the vision, principles and goals for guiding future development in Foxborough's designated growth nodes. The companion report, *Foxborough Downtown Strategy*, provides further detailed recommendations for the Downtown node.

Town-wide

Vision

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

Values & Principles

- Sustainability
- Livability
- Fiscal Responsibility

- Community Connection
- Small Town
- Vibrant Town Center

Goals – Town-wide

- I. 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.
- II. To preserve Foxborough's natural assets and protect open space by concentrating growth and development.
- III. To focus economic development and growth within four growth nodes – Route 140/Foxborough Boulevard; Downtown; Chestnut-Green; and Route 1.
- IV. 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.
- V. 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.
- VI. To support a diverse array of independent businesses in Foxborough.
- VII. 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.
- VIII. To work with area schools and higher education institutions to develop advance training and education opportunities in Foxborough to sustain and ensure a high quality work force.
- IX. To foster business growth that enhances the character of livable, walkable growth nodes (Downtown and neighborhoods).
- X. Provide for balanced growth of regional nodes while preserving small town atmosphere and amenities.
- XI. To promote multi-modal connectivity between growth nodes in Foxborough through pedestrian, bicycle and transit connectivity.

Downtown

Vision

A vibrant, livable and walkable downtown Foxborough is the social, cultural, and civic heart of the community. It provides services and goods for local residents, area employees and visitors to Town. Redevelopment, new developments and improvements to the Town Center will be compatible with the scale, character, and architecture of the Town's historic and rural patterns.

Prerequisites and Challenges

Downtown Foxborough faces some key challenges in revitalization, namely sewer and market issues. Resolution of the sewer issue is a prerequisite, and the overarching challenge is strengthening the customer base for Downtown. Both must be addressed with immediate, short-term actions as well as longer-term solutions.

- a. Short-term and long-term resolution of the sewer issues, namely wastewater treatment services for Downtown properties and businesses.
- b. Strengthen and build the customer base for Downtown.

Principles

To achieve revitalization and successfully implement the vision for Downtown Foxborough, six principles to guide future improvements to Downtown Foxborough are:

- Reinforce and support the Downtown
- Welcoming
- Walkability
- Mixed-use
- Compact
- Quality

Downtown—Goals

- I. To reinforce and strengthen Downtown as the government, civic and cultural center of Foxborough offering a range of services and goods to serve the Foxborough community.
- II. To provide adequate utilities, especially sanitary sewer services, to Downtown, to enable small businesses to remain and prosper in Foxborough, to foster re-use of existing vacant buildings and properties and promote economic revitalization.

- III. To improve the economic viability and prosperity of Downtown Foxborough by fostering a mix of uses in Downtown, including education, arts and culture, housing, and upper-story re-use; and concentrating new retail and commercial development in the Town's growth nodes.
- IV. To enhance Downtown as a place for all ages by providing for activities, amenities and housing for a range of age groups.
- V. To make Downtown more walkable and accessible to all by providing opportunities for multi-modal access.
- VI. To redevelop existing vacant properties and buildings Downtown.
- VII. To preserve and enhance the historic character and prominence of the Foxborough Town Common, Memorial Hall, the historic properties and nearby Historic District.
- VIII. To broaden the customer base for Downtown Foxborough by providing uses and services that draw Foxborough residents, workers of area businesses and visitors to Downtown Foxborough.
- IX. To institute marketing and promotions program for Downtown Foxborough.
- X. To organize the Town, residents, business and property owners to work together to implement a program to improve and enhance Downtown Foxborough.

Strategies

There are three over-arching strategies to strengthening and building the customer base for Downtown Foxborough. They are:

- Increase the number of residents, visitors, and area employees coming to Downtown Foxborough.
- Create attractions and a reason to come to Downtown Foxborough.
- Pursue redevelopment opportunities.

Route 1 Node

Vision

Route One has many faces – Foxborough's front door; a world-class athletic attraction with dining and entertainment; nationally and regionally-recognized businesses and services; corporate offices and retail services; natural areas and open space. In addition,

Route One is home of a variety of distribution-related businesses and services capitalizing on easy access to I-495, Providence and Boston.

Foxborough's vision for the Route One Node reflects the Town's self-image as a family-oriented community that values natural areas and open space, quality jobs and businesses. Route One should be a high-quality front-door to Foxborough, that is well-designed, serves the region and Foxborough while maintaining the balance with nature and development, with minimal intrusion into the day-to-day residential life of Foxborough, capitalizing on rail and highway access.

Principles

- Good Neighbor
- Good Design and Attractive
- Accessible and Multi-modal
- Sustainable – economically; environmentally as to use of land and water resources; energy; and equity – long-term and short-term.
- Green

Goals

- I. To solidify and strengthen the commercial tax base component for the Town for the long-term benefit and support to the Town.
- II. To support appropriate concentrated growth and development in the designated EDA area and growth node.
- III. To encourage expansion of regular transit service, such as a trolley or bus, connecting Foxborough's growth nodes with a stop serving the Route One Node at Gillette Stadium.
- IV. To support selected infrastructure investment to guide development around major transit stops.
- V. To encourage mixed-use development on the land between the CSX rail line, transit stop and the EDA area, thereby strengthening the connection and utilizing transit-oriented development principles.
- VI. To reserve the large parcels on the west side of Route One 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.

- VII. To foster development that is respectful of the precious water resources in Foxborough and utilizes innovative and best practices in water, wastewater, and energy conservation.
- VIII. To explore the formation of a Route One Wastewater Management District (services area) where land use and utility service plans are aligned.
- IX. To concentrate development along Route One to avoid sprawl and costly service and utility extensions and investigate utilizing a program of Transfer Development Rights.
- X. To provide for a pedestrian and bicycle connection between the residential area of Foxborough and Patriot Place, while developing and maintaining a buffer between Route One development and the residential, agricultural and natural areas of Foxborough.

Recommendations

Following on Table 5-1, are town-wide recommendations that support the vision, principles and goals for guiding Foxborough's economic growth.

**Table 5-1.
Recommendations for Foxborough**

		Master Plan	Economic Development	Downtown	Rte 1	Transportation	Water	Sewer	Land Use	Housing	Community Facilities	Open Space & Recreation	Natural Areas	Energy	Other
1	Planning Board and Select Board adopt the Vision, Principles and Goals for the future of Foxborough.	X													
2	Develop an Economic Development web site for the Town of Foxborough, indicating priority development areas and Downtown opportunities.		X												
3	The Town's Economic Development web site should include an online permitting guide. 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.		X												
4	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.		X						X						
5	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.		X												
6	The Town should work to improve its image as business friendly and to improve the business environment.		X												
7	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.		X												
8	A business gardening program should be initiated to support and encourage new business ventures and small businesses to guide growth to priority areas.		X												
9	Create distinct development nodes – Route 140 Southern Node (Foxborough Boulevard; Foxfield Plaza; Foxborough Plaza; Walnut Street); Downtown & Invensys; Chestnut-Green; Route One.	X	X	X	X				X						
10	Focus business development efforts in the downtown and the growth nodes. Downtown is the priority Growth Node.		X	X	X				X						
11	A detailed plan for the redevelopment of the Foxborough Boulevard, Foxfield Plaza, and Foxborough Plazas should be prepared.		X						X	X					
12	Mixed-use development including housing should be encouraged within the growth nodes, especially downtown with mixed-use commercial first floors and upper-story residential.									X					
13	Enhance the gateways to Foxborough		X											x	
	a: Route 1 at North Street. Consider redeveloping the former gas station into an information center.		X		X										
	b: The view from Route 140 (Commercial Street) at Forbes Boulevard north to Foxborough Boulevard.		X												
14	Add public transportation connection (trolley or bus) connecting the growth nodes.		X			X									
15	Create incentives for development in growth nodes.		X												

Table 5-1 (cont'd).
Recommendations for Foxborough

	Master Plan	Economic Development	Downtown	Rte 1	Transportation	Water	Sewer	Land Use	Housing	Community Facilities	Open Space & Recreation	Natural Areas	Energy	Other
a: Create an Economic Opportunity Area for Downtown.		X	X					X						
b: Use of Tax Increment Financing, where appropriate.		X												
c: Intensity (density) and permitting bonuses for Downtown.		X	X					X						
d: Consider the use of DIF -- District Improvement Financing.		X	X	X		X	X			X				
e: Consider the use of Transfer Development Rights along Route One and redirect growth into the growth nodes.		X					X	X						
16 Investigate creating a Route 1 Wastewater District.		X		X			X							
17 The Town should consider purchasing excess wastewater treatment capacity from Chestnut-Green to address the immediate redevelopment needs of Downtown.		X					X							
18 Align utility (waste water and water) expansion with land use growth policy -- the Growth Nodes.		X				X	X	X						
19 The Town should committee to increased wastewater treatment capacity and sewer collection system improvements in designated growth areas.		X				X	X	X						
20 The Town working with GATRA and CSX should undertake a feasibility study to consider trolley, bus and alternative modal connections through Foxborough connecting the growth nodes with commuter rail in Mansfield, Walpole and Franklin, which may include utilizing the CSX right-of-way.		X	X		X			X	X					
21 The Town should amend its contract with GATRA to extend service from downtown Foxborough to Mansfield (in lieu of just the parking lot on County Street.)		X	X		X									
22 The Town should support further investigation by the MBTA and regional transportation planners to consider establishing commuter rail stops in Foxborough at Route 1 (Gillette Stadium) and in Downtown Foxborough with the station stop at Bird Street.		X	X	X	X									
23 Wastewater Treatment Recommendations:							X							
a. Align wastewater service areas, expansion plans to land use plan.							X	X						
b. Connect the elderly housing on Baker/Chestnut Street to the Chestnut Green WW Treatment Plant;							X		X	X				
c. Allocate capacity to Downtown to enable revitalization		X	X				X							
d. Perform an Infiltration and Inflow (InI) study to recapture capacity within the existing infrastructure;		X	X				X			X				
e. Implement a robust water conservation program, using requirements and incentives for Watersense certified products, such as low-flow toilets, showerhead and faucet aerators, and low flow irrigation, thereby reducing amount of wastewater needing treatment.		X	X	X		X	X							
f. Work with existing Mansfield customers (in Foxborough) to buy unused capacity and reallocate it to the Downtown area; and		X	X				X							

**Table 5-1 (cont'd).
Recommendations for Foxborough**

	Master Plan	Economic Development	Downtown	Rte 1	Transportation	Water	Sewer	Land Use	Housing	Community Facilities	Open Space & Recreation	Natural Areas	Energy	Other
	g. Work toward a long-term expansion of Mansfield's treatment plant that will meet the long-term needs of the Town.	X	X				X							
	h. Solve the Downtown Sewer Problem	X	X											
	i. Consider Short-term solution with Chestnut-Green. Explore potential to increase Chestnut-Green capacity through expanded leaching fields	X					X							
	j. Add WWTP capacity and expand infrastructure to address critical needs area. Expand sewer capacity for Downtown	X	X				X			X				
	k. Allow new downtown connections where infrastructure already exists	X	X				X							
	l. Centralize allocation of wastewater services	X					X			X				
	m. "condo-ized" WWTP capacity needs to be re-aggregated under Town's control; Town should acquire/purchase unused allocations from private entities.	X					X							
	n. Implement sewer solution incrementally. Don't wait for the perfect solution.	X	X				X							
	o. Consider using other wastewater assets in Town (High School; Land on Center Street) as part of a comprehensive solution.	X					X			X				
	p. Institute a commercial and residential water conservation program (water flow restrictors & aerators on faucets and showers; water conservation/green toilets)	X					X		X	X				
24	Concentrate growth in four specific nodes as a strategy to preserve open space and rural character within the town of Foxborough. Growth nodes are: Route 140 Southern Node(Foxborough Blvd., Foxfield Plaza, Foxborough Plaza, Walnut Street); Downtown &Invensys; Chestnut Green; and Route One.	X						X						
25	Support development of growth nodes by creating a new transit/ access route connecting areas of concentrated development. Transit stops create natural points for concentration of new development, unlike the sprawl of car-centric development patterns.	X	X	X	X			X						
26	At Foxborough Stadium, concentrate new development along the rail line to take advantage of potential transit connections to the MBTA; north-south access through town along the existing rail line; and the potential for pedestrian connections to open space at the Ernie George Field and the Lane Property just to the south.	X	X	X	X			X						
27	Create a stronger connection between downtown activities and business, and Chestnut Green housing.	X	X											
28	Concentrate growth to preserve existing open space.	X	X	X				X			X	X		
29	Protect additional open space south of I-95 and in the southwest area of the town.							X			X	X		
30	Create a green buffer to the south of growth areas along Route 1, particularly between Main Street and Keith Road. This buffer should be inclusive of the Cranberry Bog and Nature Trail.			X				X				X		

Table 5-1 (cont'd).
Recommendations for Foxborough

	Master Plan	Economic Development	Downtown	Rte 1	Transportation	Water	Sewer	Land Use	Housing	Community Facilities	Open Space & Recreation	Natural Areas	Energy	Other
31	Consider a phased approach to the north-south route. A new bicycle path along the right away could be easily achieved while planning for a potentially larger system such as a tram, trolley or light-rail system.	X	X		X									
32	Adopt and implement 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.				X			X	X	X				
33	To enhance and improve the pedestrian connections between Chestnut-Green and Downtown.	X	X		X									
34	To enable easier access to Patriot Place by Foxborough residents,	X		X										
	a: Provide bicycle and pedestrian access to Patriot Place from North Street.			X	X									
	b: Non-commercial vehicle access to Patriot Place from North Street.	X		X	X									
35	Formulate an Urban Growth Boundary	X	X	X			X	X		X				
36	Develop and implement a Transfer Develop Rights for commercial properties focusing new growth in the growth nodes.	X	X	X				X						
37	Consider becoming a Green Community.												X	X
38	West side along Route 1 should be set aside for a large single-user, such as a corporate campus, using a Planned Development permit.	X		X				X						
39	Encourage planting of trees within the 300 feet setback along Route 1.	X		X							X			
40	More focused study of Route One.	X		X										
41	New construction at Patriot Place and Gillette Stadium should focus on area between the stadium and the Commuter Rail station.	X		X	X			X						
42	Develop bicycle/pedestrian connections to link natural amenities, playgrounds and parks, schools and town activity centers.	X	X		X			X	X	X	X			
43	A more focused study and development plan for Foxborough Boulevard/Route 140 should be undertaken.	X	X		X	X	X	X				X		
44	Foxborough should explore work with its neighboring municipalities along Route 1 and major property owners for a Route One corridor study examining the need for multi-modal transportation and traffic improvements, roadway enhancements, economic development and land preservation opportunities, and development guidance.	X	X		X	X	X	X				X		

Partnerships and Opportunities

Successful economic development is often undertaken in partnership with regional partners and neighboring communities. Businesses draw workers from the region, including Foxborough and adjacent communities. Businesses often look at general geographic locale, and make final site selection based on specific available sites. Resolution of the major challenge inhibiting economic development and revitalization, namely wastewater treatment and sewer capacity is underway using a regional approach.

The Massachusetts Office of Business Development is the lead state agency on business development, typically focusing on larger business development opportunities. MOBD is a key player and the Town needs a strong working relationship with MOBD. The 495/MetroWest Partnership based in Westborough is one of the leading regional economic development organizations. Foxborough is at the southern edge of its service area. The Tri-Town Chamber of Commerce, based in Mansfield, serves Foxborough, Mansfield and Norton, focuses on businesses in these three communities, particularly around the Route 140 corridor. The Neponset Valley Chamber of Commerce, based in Norwood, includes Foxborough in its service area, as well, focusing along the Route 1 corridor. For the most part, the 495 MetroWest Partnership and the Chambers of Commerce focus on larger businesses. Foxborough needs working relationships with these entities to partner on economic development initiatives and to leverage its limited staff and volunteer leadership resources.

The Massachusetts Alliance for Economic Development, often referred to as MassEcon, operates a statewide site finder service. Foxborough should encourage property owners and brokers to list larger available sites and commercial and industrial spaces, either for lease or for sale, with the state's site finder service.

Foxborough is a member of the I-495/95 South Regional Technology Economic Target Area (ETA), which includes the towns of Bellingham, Franklin, Mansfield, Medway, Norfolk, North Attleborough, Plainville, Walpole, Wrentham, as well as Foxborough. Membership in an ETA enables Foxborough to use the state's Economic Development Incentive Program and offer expanding companies local tax incentives through the Tax Increment Financing (TIF) and Special Tax Assessment (STA) tools. In cases of job creation, particularly with manufacturing, additional state tax incentives may be available on a competitive basis.

Small Business Growth & Support

Foxborough has 684 unincorporated businesses. The 2007 Economic Census reports that there are 1,263 business firms in Foxborough without employees. Many of the 686 employers in Foxborough are small businesses, with fewer than fifty employees. There is a clear need for small business assistance to support business owners and entrepreneurs who wish to grow. Foxborough has a legacy of cottage industries that have spawned innovation and grown to be large employers, notably the Union Straw Works. Economic gardening, supporting local businesses who wish to grow to grow and expand is an economic development strategy that could build upon this tradition and spawn the next generation of economic activity. Regional partnerships with local colleges and economic development entities to develop an economic gardening initiative to support local business growth should be undertaken.

Economic Gardening is an economic development approach that supports and grows the local economy by focusing on small local businesses who wish to grow with the support and tools they need to be successful in today's marketplace. The concept was developed in 1989 in Littleton, Colorado, in response to relocation of a major employer to outside the region. Research indicates that the majority of jobs in most communities are created by existing, high-growth small businesses. Hence, economic gardening works to nurture existing small businesses into becoming a successful larger venture and local employer. Typically, economic gardening initiatives focus on businesses with three to 100 employees and revenue between \$600,000 and \$50 million. Economic gardening helps these companies identify and tap growth potential. Foxborough should work with its economic development partners to inaugurate an economic gardening program that supports local business growth and development.

Small Business Assistance. Existing and aspiring small businesses can often benefit from small business training, lending and assistance. Foxborough's local financial institutions, Foxboro Federal Savings, Rockland Trust, BankAmerica and TD Bank, all offer small business lending and could be a resource in supporting local entrepreneurs in Downtown Foxborough.

The Southeastern Economic Development Corporation, or SEED Corp., based in Taunton provides small business assistance and SBA-guaranteed loans, often partnering with local lenders. In addition, SEED provides micro-loans for entrepreneurs and small business training to their borrowers. The Center for Women and Enterprise provides training and assistance to women who are thinking about starting a business. Accion USA is the pioneer in micro-lending providing loans from \$200 up to \$50,000 to all types of small businesses. The Massachusetts Small Business Development Cen-

ters which are affiliated with the state university system, and have offices in Boston and Fall River which can serve Foxborough can be a small business training and connection resource. Both centers have extensive online resources as well.

Implementing Economic Development Locally

Revitalization of Downtown Foxborough is the leading economic development priority and will require concerted time and leadership. Foxborough should organize a standing Downtown Committee, composed of interested citizens, property and business owners, as well as town leaders, to undertake and advocate for Downtown revitalization activities. Formation of a Business Improvement District (BID) for Downtown Foxborough should be considered to establish the requisite organizational framework necessary for sustained downtown revitalization. A Business Improvement District establishes a plan of action, drawing upon the Foxborough Downtown Strategy, where at least 51% of the property owners must agree to self-assess a small fee to help implement the district's work plan. The work plan could include physical improvements, marketing, clean-up and physical improvements. Formation of a BID can provide the needed additional capacity to the local economic development effort. Additional staffing resources for downtown revitalization with interns, volunteers or part-time staff should be explored, as well.

An economic development point person is needed in Foxborough. The Town Manager has previously served in this role. Foxborough undergoing a town manager transition. With a new town manager, the Town should consideration as to who should assume this role. The economic development point person needs to be a strong communicator and collaborator drawing upon the expertise and knowledge of staff and volunteer boards.

At present, development is informed and guided by several boards and different Town professionals. Although Foxborough boards tend to be collaborative, at times they have differing perspectives on economic development, which can be confusing to business. The Board of Selectmen, the Planning Board, and the Water & Sewer Board all address economic development issues and need to continue working in close collaboration and alignment. Business, however, needs a single point of initial contact and coordination.

Desired economic development and activity that provides jobs and an economic base with a high quality of life just doesn't happen. It requires leadership, sustained effort and attention to details, and inclusion of local values to guide new development. Supporting private initiative is critical within Foxborough's vision for its future.

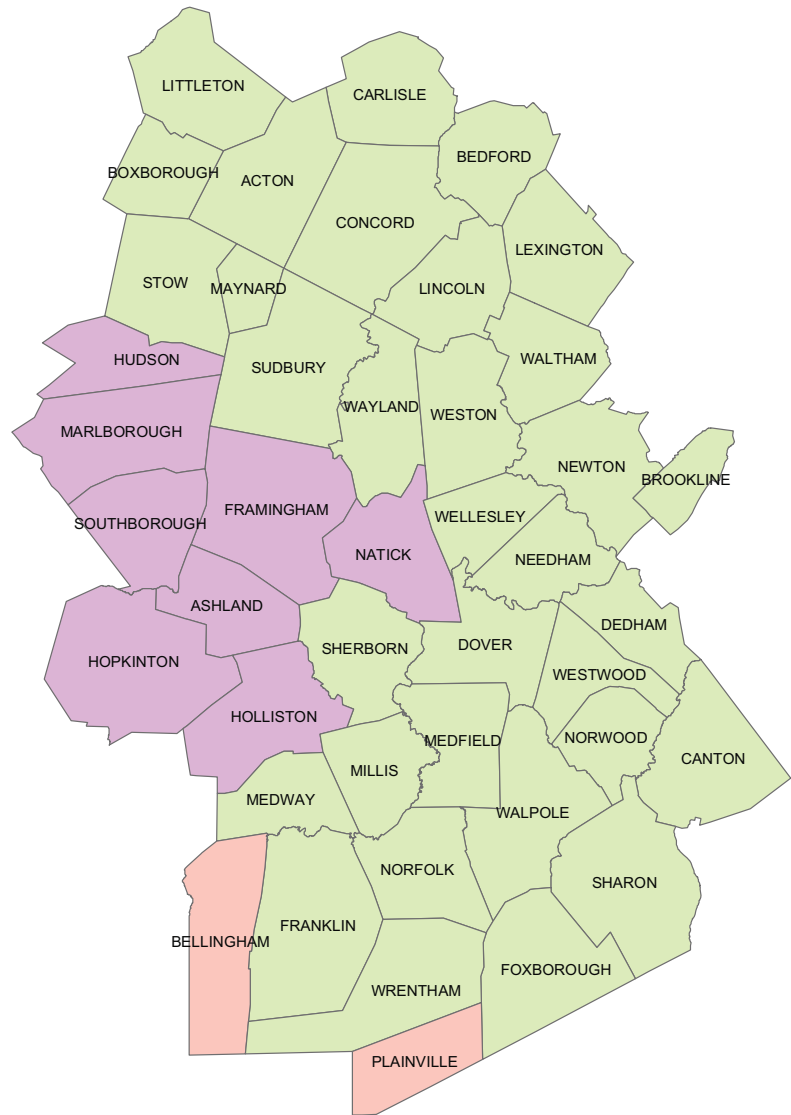
APPENDIX

- A. Metro South/West Workforce Area
- B. Age Cohort Tables
- C. Timeline Aerials - Presentation Boards
- D. Regional Trends

Appendix A: Metro South/West Workforce Area

The Metro South/West Workforce Area comprises 43 cities and towns in the following 3 NECTAs

The Metro South/West Workforce Area is served by a Workforce Investment Board (WIB) known as the Partnerships for a Skilled Workforce. Partnerships for a Skilled Workforce, like other WIBs, represent the private sector, labor, higher education, business and industry associations, economic development and workforce organizations. They provide leadership in workforce development. Partnerships for a Skilled Workforce is the lead entity for the 43-town Metro South/West Workforce Area.

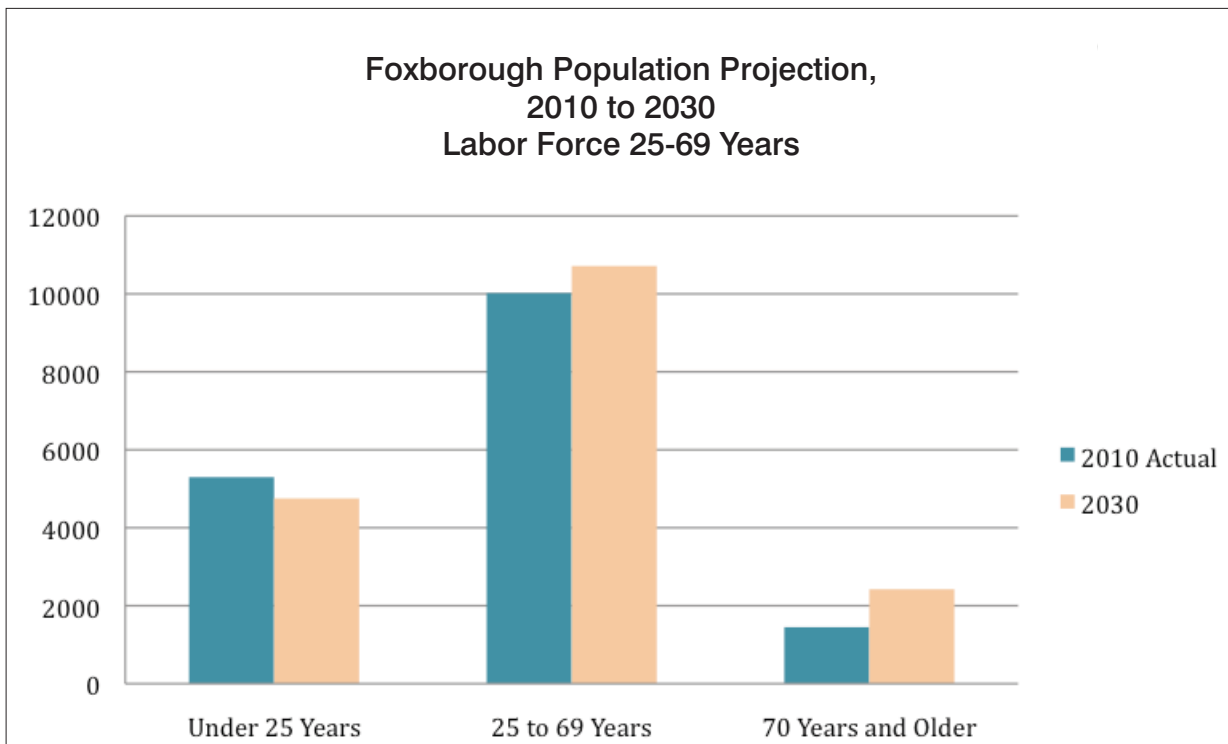
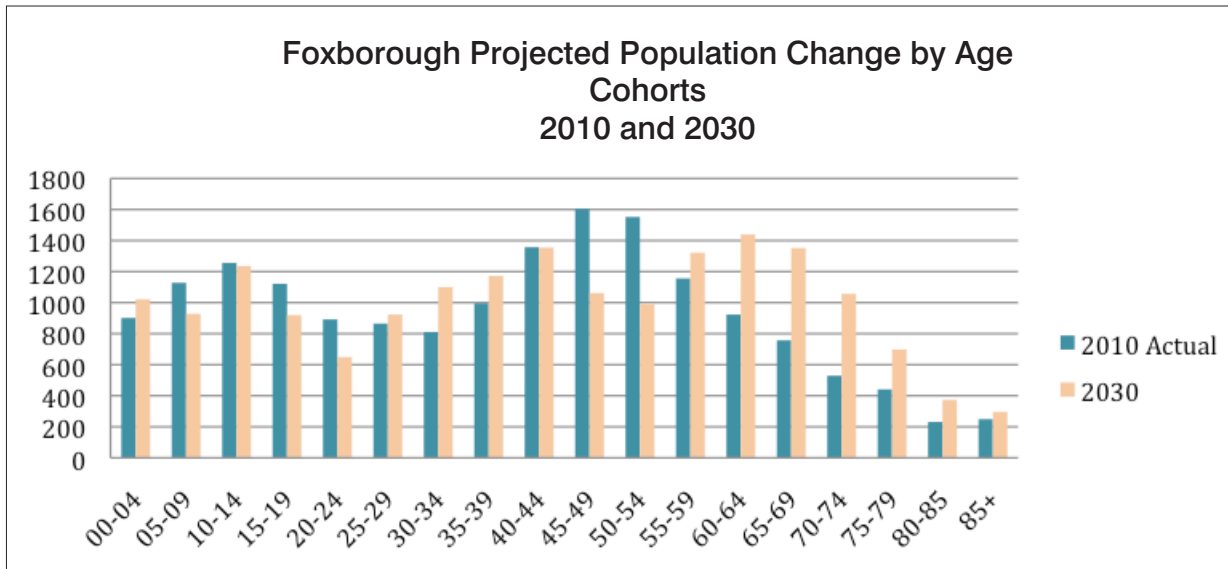


- Boston-Cambridge-Quincy, MA NECTA Div.
- Framingham, MA NECTA Div.
- Prov.-Fall River-Warwick, RI-MA Metro NECTA

Prepared by Massachusetts Department of Workforce Development
Economic Analysis Office

NECTA stands for New England City and Town Area, which is a geographic term used by the federal government for statistical and analytical purposes for regions in New England.

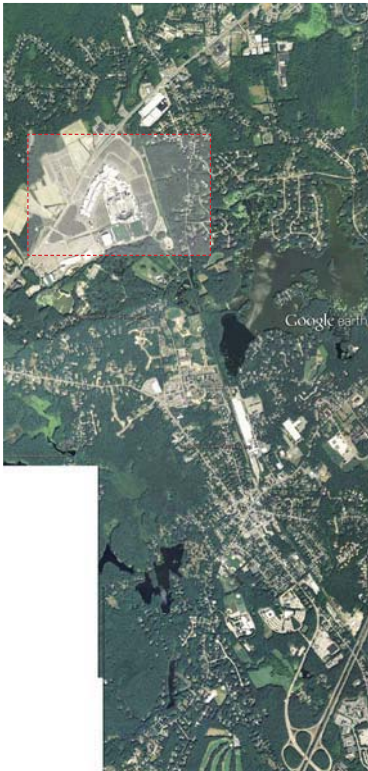
Appendix B: Age Cohort Tables



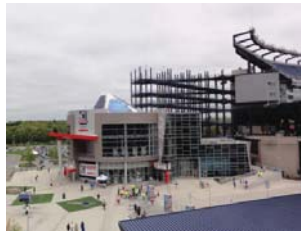
Appendix C: Timeline Aerials - Presentation boards

Foxborough Maps

2012 Aerial Map & Photos



2012 Map of Gillette Stadium Area



Photos of Current Gillette Stadium Area



Presented by:

- **McCabe Enterprises Team**
www.plan-do.com
- **PARE Corporation**
www.parecorp.com
- **J. Mecca**
www.tekkamecca.com
- **Paul Lukez Architecture, Inc**
www.lukez.com

Scale:



May 24th, 2012

Foxborough Maps

1990 Aerial Map & Photos



1990 Map of Gillette Stadium Area



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Scale:



May 24th, 2012

Foxborough Maps

2012 Aerial Map & Photos



2012 Map of Chestnut Green Area



Photos of Current Chestnut Green Area



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May 24th, 2012

Foxborough Maps

1990 Aerial Map & Photos



1990 Map of Chestnut Green Area



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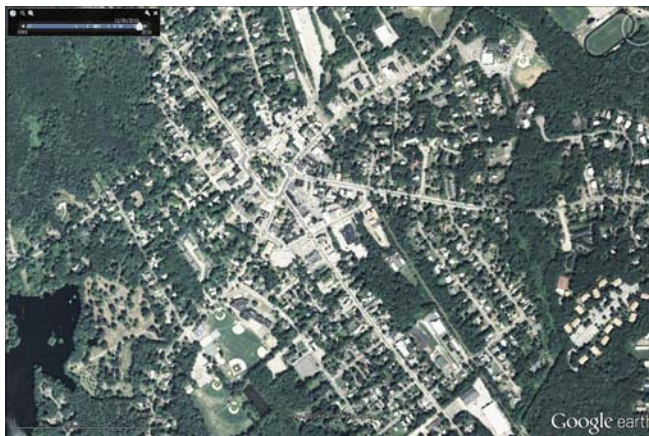
Scale:



May 24th, 2012

Foxborough Maps

2012 Aerial Map & Photos



2012 Map of Town Center Area



Photos of Current Town Center Area

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Scale:



FOXBOROUGH
ECONOMIC DEVELOPMENT MASTER PLAN

May 24th, 2012

Foxborough Maps

1990 Aerial Map & Photos



1990 Map of Town Center Area

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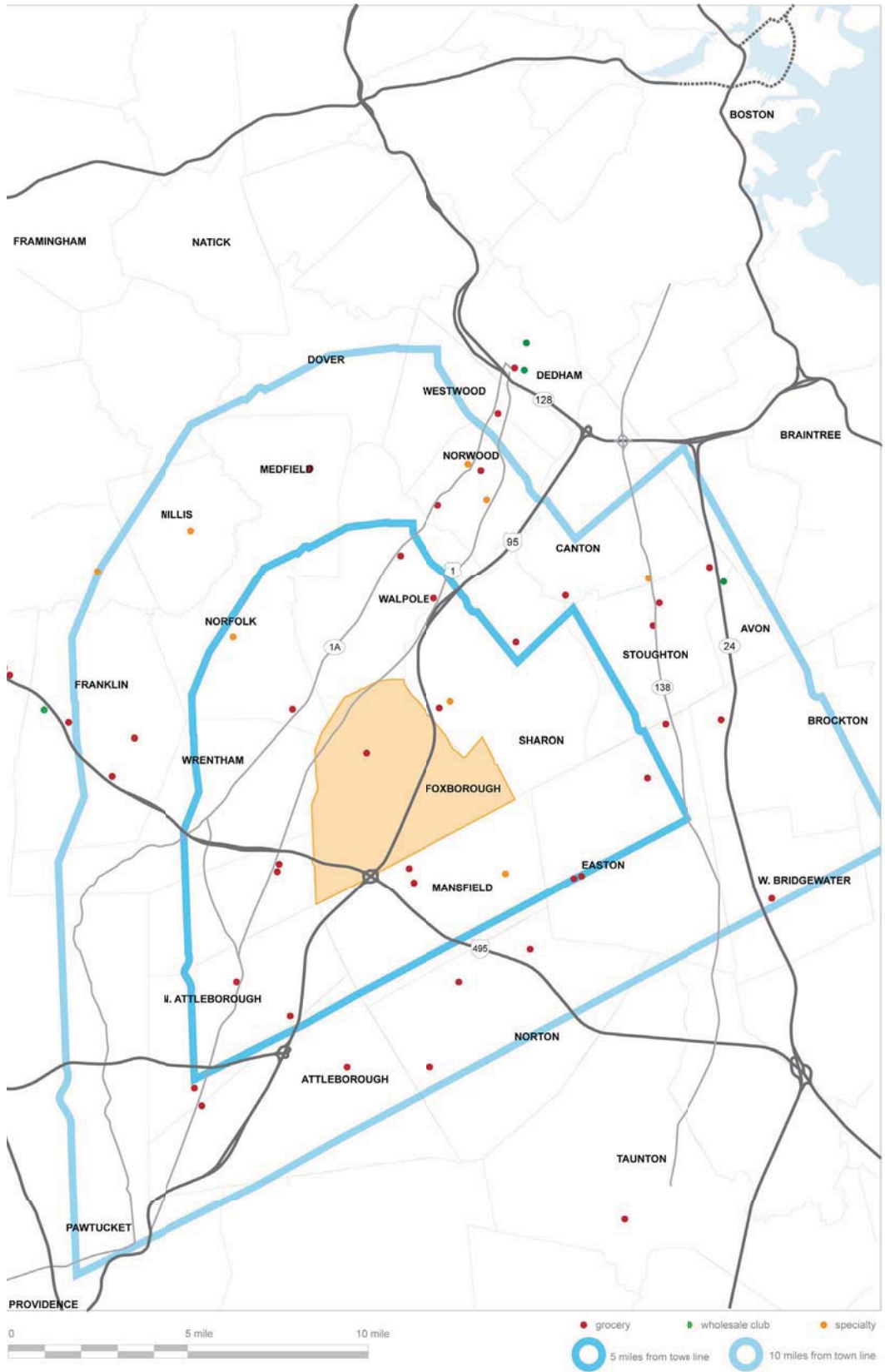
Scale:



FOXBOROUGH
ECONOMIC DEVELOPMENT MASTER PLAN

May 24th, 2012

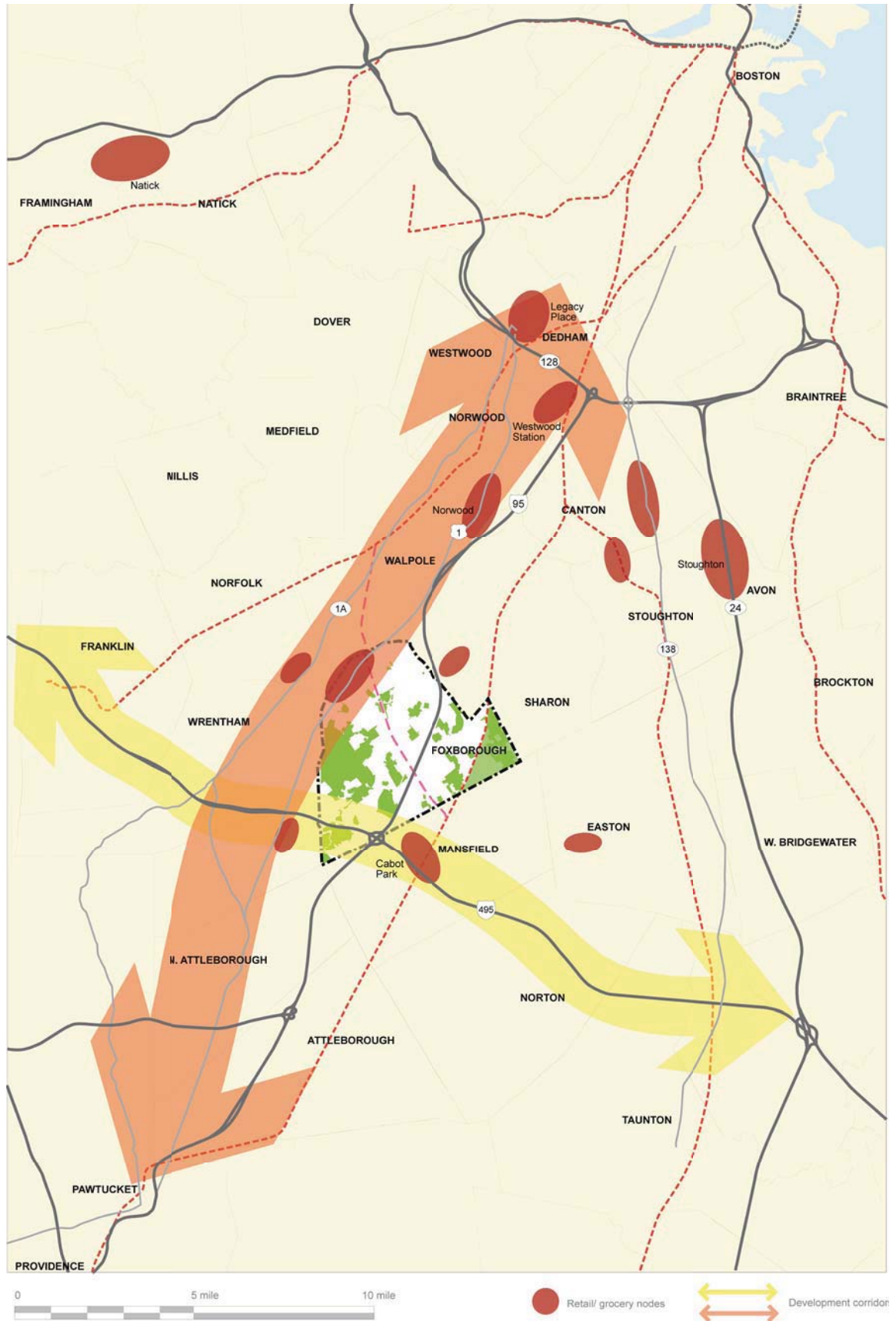
Appendix D: Regional Trends - Grocery Locations



Appendix D drawings illustrate general regional trends for Foxborough. The first diagram indicates locations of grocery and food related retail stores in surrounding towns, the bulk of which are clustered on major arterials and are located just beyond the Foxborough town line.

Regionally, large scale commercial developments are also clustered along major highways and routes. Here, the bulk of new commercial development is found along I-95, Route 1/ 1A and the 495 loop.

Appendix D: Regional Trends - Commercial Growth Patterns



TRANSPORTATION

Introduction

Foxborough is located in the vicinity of several significant roadways that provide excellent access to many major urban destinations within New England. Being in a location that is in close proximity to two major Interstate Highways, I-95 and I-495, Foxborough provides easy access to major cities in the region including Boston, MA (approximately 30 miles), Worcester, MA (approximately 45 miles) and Providence, RI (approximately 20 miles). While positioned close to these urban centers, Foxborough has retained the character of a small-town, low-density, rural area through most of the community.

In addition to the two interstate highways with the Town, there are three state highways that pass through town:

U.S. Route 1 – a mostly four lane roadway that runs in a north-south direction that provides access to such major attractions in Town such as Gillette Stadium, Patriots Place and other commercial developments along the Route 1 corridor.

State Highway Route 140 – a mostly two-lane roadway that runs generally in a northerly-southerly direction between Mansfield to the south and Wrentham to the north providing direct access to I-95, Route 1, I-495 in Mansfield and the downtown Foxborough. Route 140 at the southern edge of Foxborough, and beyond is a four-lane divided roadway with significant speeds becoming the co-terminus with I-495 at Exit

11 in Mansfield. Of significance is the traffic patterns that occur around the Common. Vehicles in the downtown travel in a counter clockwise movement around the Common. There are two lanes of one-way traffic that continuous around the Common.

State Highway Route 106 – a two-lane roadway that runs in an easterly-westerly direction between Mansfield and Plainville in the southern section of Town. This road provides access to the Massachusetts Bay Transit Authority (MBTA) train station located in Mansfield and downtown Mansfield.

These roadways bring benefits for providing convenient access throughout the region, but also can provide high traffic volumes and speeds, which may inhibit multi-modal transport opportunities, especially for pedestrian and bicyclists.

In addition to the roadway system, other means for transportation in Town include limited transit that is provided through rail service by the MBTA, the regional transit authority. The service currently provided occurs on a very limited basis to Gillette Stadium during significant events at that venue. The MBTA does provide regular passenger service to the Mansfield Commuter Rail Station located eight-tenths of a mile east of the Town line in the neighboring community of Mansfield. The MBTA commuter rail trains also have nearby stops in nearby Norfolk, Sharon and Walpole. The majority of Foxborough residents tend to use the Mansfield commuter rail stop. The Town owns a small commuter parking lot on County Street where local residents can park and walk or be shuttled to the MBTA train station in Mansfield through advance reservation.

The Greater Attleboro Taunton Regional Transit Authority (GATRA) is the Regional Transit Authority for the Town of Foxborough. Currently there is no fixed route bus service in Foxborough provided by GATRA. GATRA does provide, however, paratransit and Dial-A-Ride service to individuals with disabilities and the elderly on a non-fixed route service.

Over the past three decades, Foxborough's population has grown 19.2% from 14,145 to 16,865 residents, or 6.4% per decade since 1980. Foxborough experienced an 11% growth spurt from 1990 to 2000. From 1980 to 1990, the Town grew 3.5%, and in the most recent decade, 2000 to 2010, the Town's population grew 3.8%. Abutting communities' population grew more rapidly at 4.7%.

MAPC, the Town's regional planning agency, projects a continued population growth based on current trends of six percent per decade with a population of 18,880 people in 2030. MAPC also projected Foxborough's population based on a Metro Futures approach applying local and regional sustainability principles to be 17,889 in 2030, which is 3.5% growth rate per decade.

Over the past decade, 2001 to 2011, the number of business establishments with employees increased 31% from 514 to 676. The average monthly employment in Foxborough has similarly grown, 35.7%, from 9,434 employees to 12,801 employees. Most people working in Foxborough drive to work, although a few bicycle or walk.

There are 17,610 motor vehicles registered in Foxborough according to the Registry of Motor Vehicles, including automobiles, motorcycles, light and heavy trucks, trailers and other vehicles, such as school buses and hearses. 79% of registered vehicles are automobiles and light trucks (which includes SUVs) in Foxborough. Although the number of vehicles registered in 2012 has increased 43.5% since 1990, the rate of increase in registered vehicles has decreased slightly since 2000 as noted in Table 2-1.

Table 2-1. Motor Vehicle Registrations Rate of Change, 1990 to 2012.

	1990 to 1999	2000 to 2009	2010-2012
Foxborough Automobiles & Light Trucks	33.2%	8.5%	-5.4%
Foxborough All Vehicles	36.2%	10.7%	-6.5%
Massachusetts All Vehicles	25.2%	13.4%	19.8%

Source: MA Department of Revenue and McCabe Enterprises

Looking forward, added demand for Foxborough’s transportation system is expected based on the strong and growing employment base, as well as the slow but steady population increase population and the increases in the number of housing units, as well as the strong employment base. Moreover, Foxborough has considerable potential for commercial and residential growth and opportunities for both new construction and redevelopment.

Foxborough is a desirable location to reside due to the Town’ close and easy access to major highways and proximity to several major cities. The desirable location is also advantageous for business and employers. The added demands on Foxborough’s transportation system due to the potential growth will impact the existing transportation network, driver and pedestrian/bicyclist safety, aesthetic and community vision of the Town unless transportation infrastructure enhancements are made in a coordinated, multi-modal and sustainable manner.

The Transportation Element of the Foxborough Master Plan identifies the range of transportation issues, needs and deficiencies over the near and long-term and establishes goals and recommendations for physical enhancements and policies.

Transportation Concerns Voiced by Residents and Business

During the public outreach several transportation issues were identified as needing improvements by the residents. The transportation-related issues identified by residents include the following:

- Maintenance and improving the quality of existing roads.
- Reconstruction or signalization of some intersections to better accommodate traffic flow and safety including:
 - Central Street near the Charter School;
 - Central Street and Commercial Street (Route 140);
 - Walnut Street and Commercial Street (Route 140);
 - Route 140 & Foxfield Plaza;
 - West Street & South Street;
 - Route 140 & Chestnut Street; and
 - Route 1 & North Street.
- Pedestrian improvements including better crosswalks in center of town.
- Wayfinding signage in downtown area.
- Additional sidewalks in South Foxborough and on North Street.
- Traffic on North Street on game days.
- Downtown traffic, particularly around the Common
- Improve traffic flow around and parking at the Common, and increase parking overall in Downtown area by revising requirements and improving layout.
- Route 1 – Reduce signals and enforce speed limit.
- North Street traffic and speeding.
- Addition of bike lanes on existing roads.
- Increase walking and recreation trails.
- Reduce the volumes of traffic.
- Make downtown more walkable.

In addition, businesses also identified factors that were important to them for their long-term survival. Good access to highways was a key transportation issue for business and was often part of the business' decision to location in Foxborough. As previously noted Foxborough is in an ideal location to be able easy access to points north, south, east and west. Parking and traffic management were other key factors identified by the business owners necessary for their success.

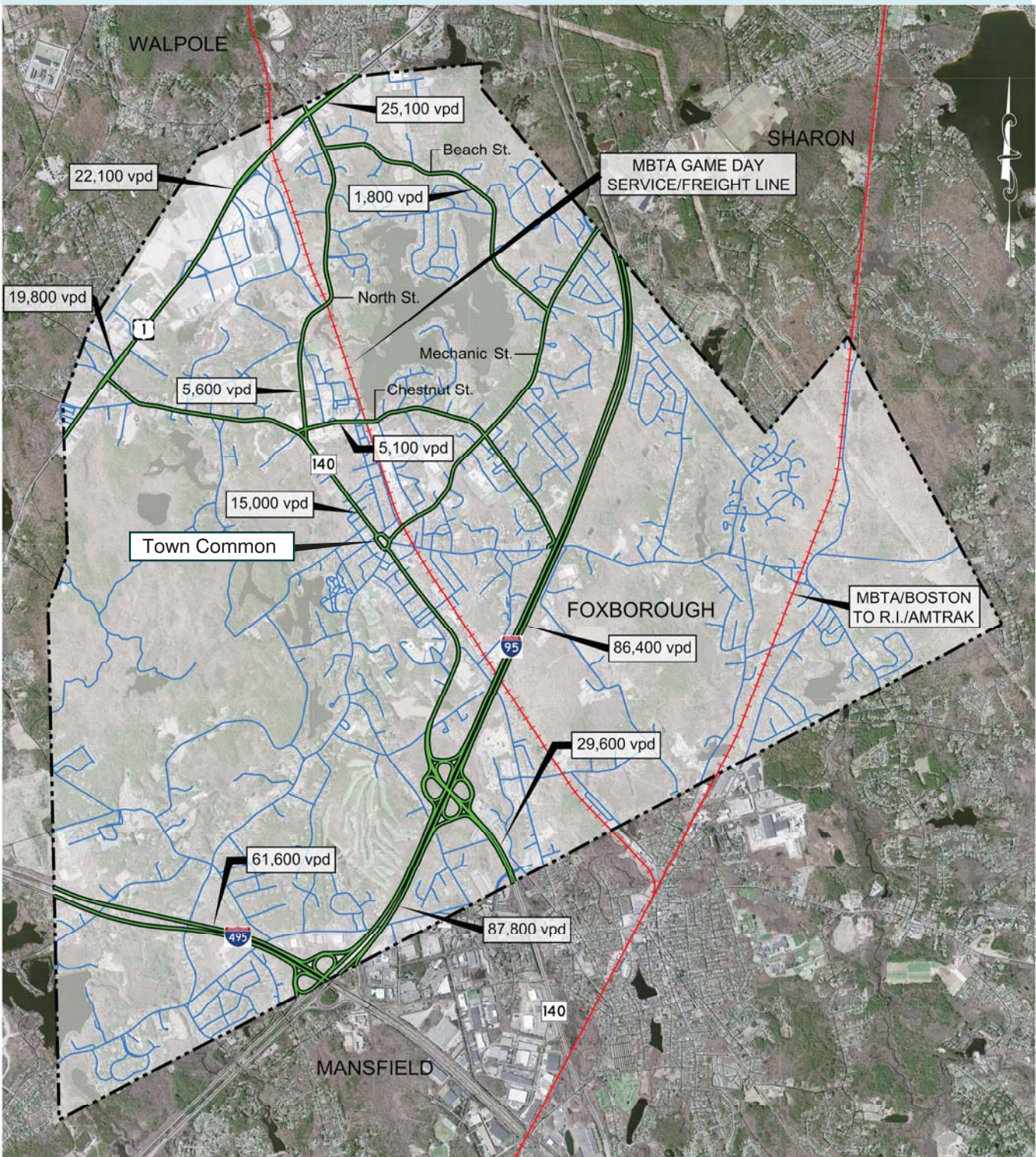
As part of this Master Plan element, opportunities will be identified to facilitate traffic flow, improve walkability, parking, and alternative modes of transportation, including bicycles, mass transit and carpooling.

Table 2-2. Regional TIP Projects in Foxborough.

TIP Project	Description
<p>I-95 over Green Street project</p> <p>Cost: \$2.2 million</p> <p>Status: Advertised</p>	<p>The work for the I-95 bridge over Green Street will consist of removing the existing bridge superstructures and replacing with new superstructures complete with new decks and barriers. The new superstructures shall accommodate three lanes of traffic in their respective directions. No widening of the existing roadway is anticipated, except as may be required for lane and shoulder widths to meet current standards. The new structures will not have sidewalks.</p>
<p>Interstate Maintenance and Related Work on I-95</p> <p>Cost: \$8.3 million</p> <p>Status: Advertised</p>	<p>Resurfacing and related work on I-95 in the Towns of Foxborough from Mile Marker (MM) 12.5 to MM 16.5. Also included in this project will be upgrades to existing guardrail and drainage.</p>
<p>Interstate Maintenance and Related Work on I-495 (Northbound & Southbound)</p> <p>Cost: \$12 million</p> <p>Status: FFY 2014-2017 TIP</p>	<p>Interstate maintenance pavement preservation resurfacing, safety improvements and related work from Mile Marker (MM) 32.6 to MM 42.4 for a total project length of 9.8 miles.</p>
<p>Guide and Traffic Sign Replacement on I-495</p> <p>Cost: \$5.5 million</p> <p>Status: Pre-TIP</p>	<p>This project is for the replacement and updating of all guide and traffic signs on I-495 between Route 138 (Exit 8) in Raynham and Route 117 (Exit 27) in Bolton, including applicable signing on intersecting roadways. This project will improve safety for drivers using this section of I-495 by replacing the existing signs, most of which are nearly 20 years old and reaching the end of their useful life, with new signs fabricated from the latest retro-reflective materials.</p>

Source: Boston MPO.

Figure 2-1. Foxborough's Existing Roadway and Rail Transportation Network.



Source: Pare Corporation.

Existing Conditions

Statewide Transportation Improvement Program (TIP)

The Transportation Improvement Program (TIP) and Air Quality Conformity Determination is an intermodal program of transportation improvements developed by the Boston Region Metropolitan Planning Organization. The TIP serves as the implementation arm of the MPO's Regional Transportation Plan by incrementally programming funding for improvements. It programs federal –aid funds for transit projects and state and federal aid funds for roadway projects. Four projects in Foxborough are listed on the current TIP. The Foxborough TIP projects are focused on interstate highway improvements.

Table 2-3. Average Daily Traffic Counts in Foxborough.

Route	Count Date	Average Daily Traffic Volume
Route I-95, North of Route I-495	2008	87,800
Route I-95, North of Route 140	2009	86,400
Route I-495, North of Route I-95	2000	61,650
Route 140 North of Fisher Street	2007	29,700
Route 140 North of Forbes Boulevard	2008	29,600
Route 1 South of Pine Street	2009	27,900
Route 1 at Walpole T.L.	2009	25,100
Route 1 South of North Street	2000	22,100
Route 1 South of Route 140	2000	19,800
Route 140 at Howard Avenue (CVS)	2006	18,115
Mechanic Street East of Railroad Avenue	2000	11,200
Forbes Boulevard East of Route 140	2005	9,100
Mechanic Street North of Neponset Avenue	2000	9,000
Cocasset Street East of Maple Place	2000	6,300
North Street East of Mackenzie Lane	2000	5,600
Chestnut Street East of Baker Street	2000	5,100
North Street East of Route 1	2000	4,800
Elm Street East of Central Street	2000	3,800
Chestnut Street South of Baker Street	2000	3,700
Spring Street East of Central Street	2000	3,200
Fisher Street West of Route 140	2005	2,800
Leonard Street East of Route 140	2000	1,800
Bird Street East of Railroad Avenue	2000	1,700

Source: MPO Count Data.

Vehicular Traffic

To gain a better understanding of the traffic patterns and to provide a basis for future decision making, historical traffic data and transportation mode choice data were obtained.

Table 2-3 on the preceding page summarizes traffic volumes and growth on various roadways throughout the Town of Foxborough using data collected by the MPO.

As would be anticipated, traffic volumes on the Interstate Highways, I-95 and I-495, are the highest in Foxborough carrying approximately 87,000 and 62,000 vehicles per day (vpd), respectively. The state roadways, Route 140 and Route 1 carry the next highest number of vehicles with approximately 29,500 vpd and 22,000 vpd respectively, as noted in Figure 2-1.

Foxborough residents travel approximately 76 miles per household per day while the average miles traveled per household per day within the Metropolitan Area Planning Council region is 47 miles. The average for Massachusetts residents is 54 miles per household per day. Foxborough's dependence on the automobile may coincide with the fact that it is located in an area with very good access to major highways that it is central and in relatively close distance to three major cities. This is further reinforced by other statistics obtained in the American Community Survey (2006-2010) which reports that 93% of Foxborough residents drive alone while only 4% take public transit and only 2% walk. The percentage of Foxborough residents who drive alone (93%) is higher than the than for drivers who drive alone within the Metropolitan Area Planning Council (76%) and within the State of Massachusetts (85%).

Freight

Freight travel for Foxborough's businesses includes both highway and rail. The I-95 corridor is the primary highway freight travel route for goods between Rhode Island and Maine. This route also serves the Northeast Corridor and the Mid-Atlantic States. Distribution and freight facilities are tending to locate along the I-495 corridor and Worcester area to avoid central city congestion in Boston. Foxborough has easy access to I-95 with 2 exits in Foxborough, Mechanic Street, and Route 140, and a third access point at Route 1 just north of Foxborough.

Although trucks utilize state roadways and local streets in Foxborough for last mile delivery and pick-up, there appears no need to designate truck routes for freight travel in Foxborough at present. If truck traffic significantly increases on local streets, consid-

eration of truck routes may be warranted to assure protection of residential streets and a balanced transportation network. Streets that should be monitored include Cocasset Street and Green Street, Mechanic Street, Oak Street and Summer Street.

Rail access is by the CSX's Framingham secondary line with stretches from Framingham to Mansfield. This CSX secondary line is rated for rail cars carrying up to 263,000 pounds. The primary CSX line in Massachusetts known as the Boston line, is rated for 315,000 pounds. The new standard for efficient rail operations is 285,000 pounds. Increasing the on-rail weight capacity of the rail line traversing Foxborough is anticipated in the next five plus years as part of the South Coast Multi-Modal Freight Improvements.

Parking

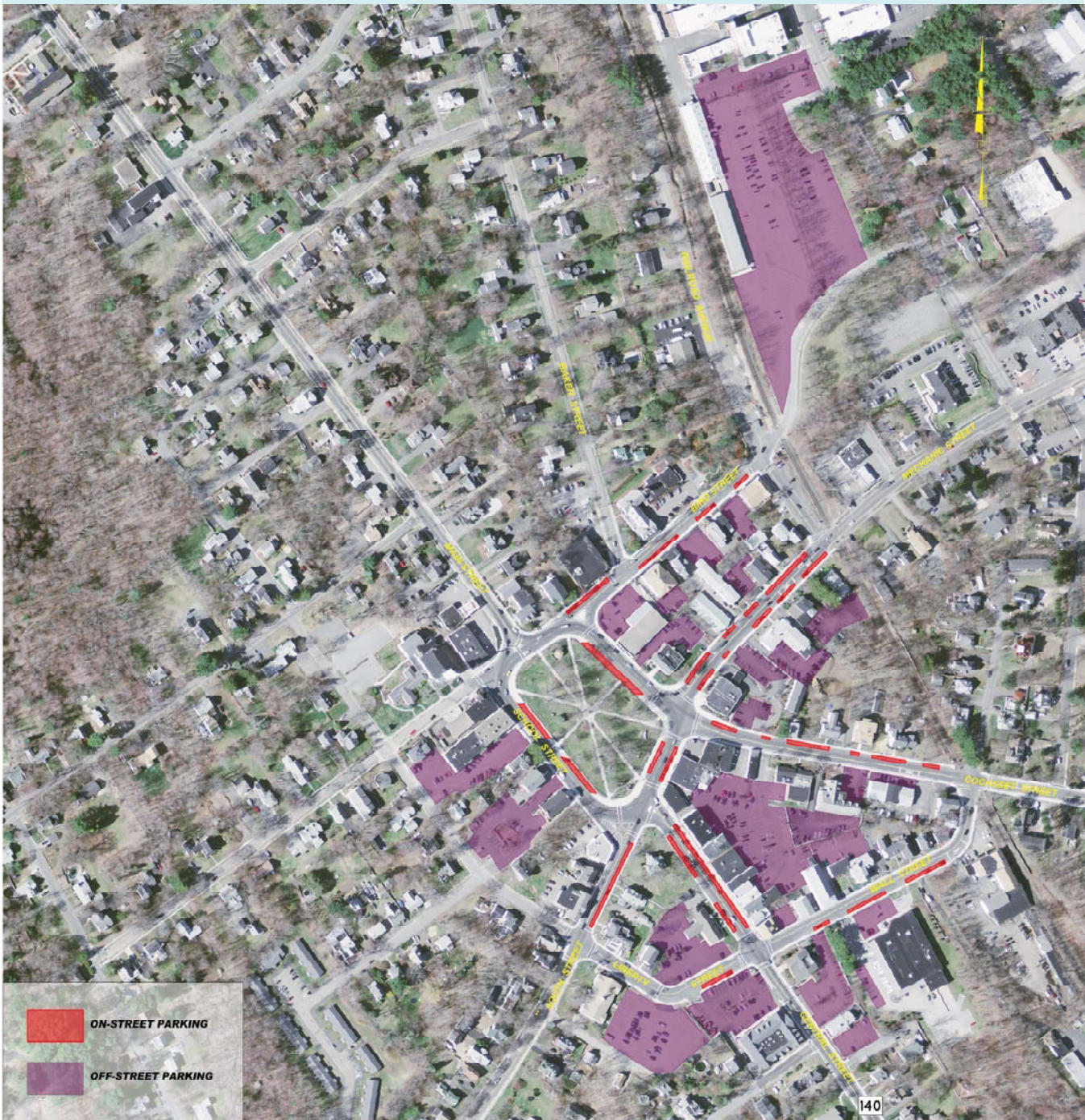
During the public process, parking in the downtown area was a topic of concern raised by several residents. The parking issues could be summarized as:

- Good convenient parking should be provided throughout the downtown area.
- Regulations should be looked at for incorporating more shared parking in the zoning bylaw.
- The parking around the Common should be improved for safety.
- The sidewalk around the perimeter of the Common should be extended around the entire perimeter protecting the historic decorative fence.



Figure 2-2. Aerial of the Foxborough Common.

Figure 2-3. Parking Inventory in Downtown Foxborough.



Source: Pare Corporation.

Based on an inventory performed by PARE staff, the amount of parking in the downtown is a mixture of 850 private parking spaces and 246 public parking spaces. See Figure 2-3 for a map of the existing parking spaces in Downtown Foxborough and Figure 2-2 for an aerial of the Common and adjacent parking. The public parking spaces consists of on-street parking (160 spaces) on Liberty Street, Central Street, Wall Street, and Mechanic Street, around the Common, Railroad Avenue, Cocasset Street, South Street and Bird Street. The public parking that is off-street parking includes the 86 parking spaces at the Town Hall. There is also a shared public-private parking lot behind the stores in the block bounded Central, South, Cocasset, and Wall Streets which can be accessed from Cocasset or Central.

A one hour parking limit is marked for almost 80% of the spaces on-street in the downtown area. Pavement markings are provided for the majority of the parking, although there is a small percentage of parking that is unmarked. Based on PARE's observations during typical weekdays and weekends, the parking capacity throughout the entire downtown area far exceeded the usage as there were many spaces that were unoccupied.

The angled parking spaces around the Common were noted by some during the public process to be difficult for maneuvering as the exiting of the spaces was sometimes

Table 2-4. Public Parking Lots in Downtown Foxborough.

Location	Address	Number of Spaces
Town Hall	40 South Street	86
Liberty Street Lot	On-street	4
Central Street Parking	On-street	26
Wall Street Parking	On-street	12
Mechanic Street Parking	On-street	27
Parking around the Common	South Street, Bird Street, School Street, Cocasset St.	6 (South) 15 (Cocasset) 19 (School)
Cocasset Street Parking	On-street	16
South Street Parking	On-street	10
Bird Street Parking	On-street	10

Source: Pare Corporation, Spring 2012.

Note: There is an additional lot with approximately 15 spaces on Railroad Avenue that have not been included in this table.

Table 2-5. Major Private Parking In Downtown Foxborough.

Location	Address	Number of Spaces
CVS Pharmacy	34 School Street	60
Foxborough Federal Bank	1 Central Street	26
TD Bank	54 Central Street	43
Chinese Restaurant (Not Open)	Central Street	17
Sal's Pizzeria/ Central Wine & Spirits	8 Wall Street/ 50 Central St.	6
US Post Office†	15 Wall Street	16 (Accessible) Plus additional rear parking
Hair Studios Plus	44 Central Street	4
Shared Parking*	Businesses between Wall, Cocasset, Central & South St.	57 marked spaces (Cars parked in unmarked spaces.)
Technical Support International	10 Mechanic Street	15
Ancient Marinere Inn	10 Mechanic Street	27
Rockland Trust	1 Mechanic Street	40
Invensys Process Systems	38 Neponset Avenue	Approx. 360 spaces (Many double-length spaces for large trucks.)
Aubuchon Hardware	2 Cocasset Street	23
New England Group	4 Cocasset Street	17
Foxboro Parental Diagnosis Services	17 Cocasset Street	29
Compu Med Inc.	21 Cocasset Street	10
Bank of America	16 School Street	38
Retail Building	34 School Street	33 marked
Foxboro House of Pizza	29 Bird Street	15 (Unmarked)
Lowen's Deli	17 Bird Street	15 (Unmarked)
Bethany Congregational Church	3 Rockhill Street	49

† Although the US Post Office is a public entity, its parking facilities are for the sole use of its customers and employers, and is thus considered as private parking for this inventory.

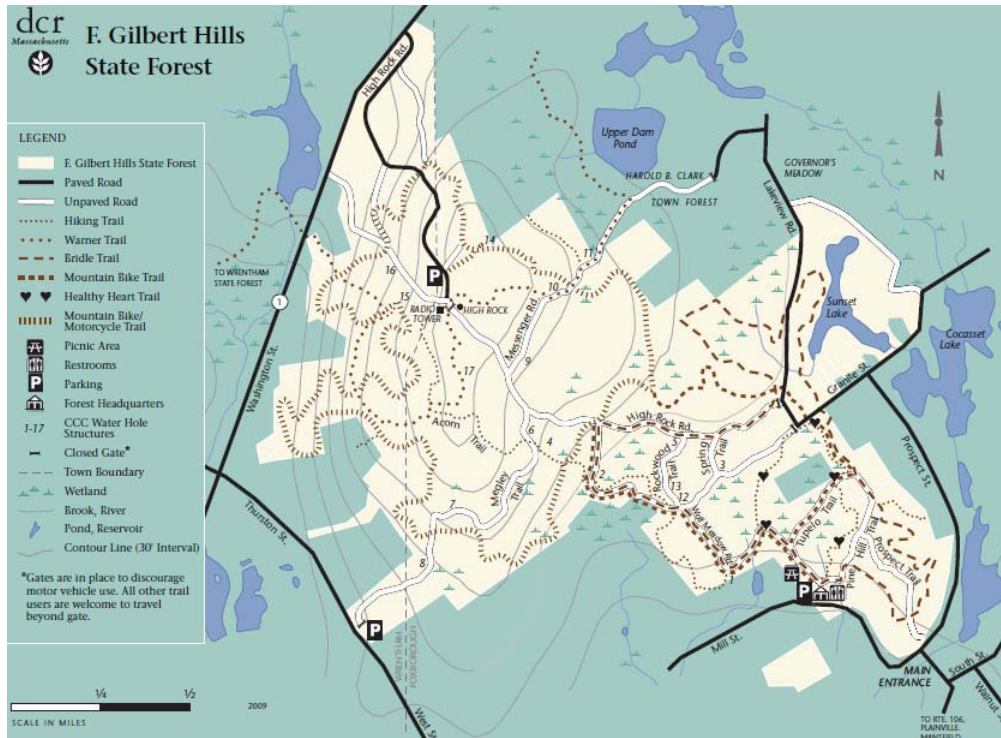
* Shared parking lot is principally privately owned spaces, but also includes parking on Town-owned land.

Source: Pare Corporation, Spring 2012.

difficult due to the on-coming street traffic. It was also noted that the parking adjacent to the Common was not business friendly as it could be challenging for pedestrians crossing the roadways to get to the local establishments once a person parked their car. The lack of pedestrian-friendliness may be a factor as to why it was observed that the parking adjacent to the Common was typically light on weekdays but heavier when events occurred at the Common or Gillette Stadium, as well as on weekends.

Parking in the Downtown area is summarized in Tables 2-4 Public Parking on the previous page and 2-5 Private Parking above.

Figure 2-4.
Off-road Trails for Bicycling, Equestrians & Hiking at F. Gilbert Hills Forest.



Source: Massachusetts Department of Conservation & Recreation.

Bicycle Facilities

During the public input it was noted by several residents that there is a strong desire to make Foxborough a more bicycle friendly community. During the public process there was also sentiment by others in Town that bicycling and recreation trails were not a necessity. It is felt that the sentiment for the pros and cons of the desire for recreation facilities was dependent mainly on age demographics. Currently, there are no roadways signed or striped for accommodating bicyclists. MassDOT, the state's transportation agency, has adopted a Healthy Transportation Directive that is requiring all MassDOT funded or designed projects, including provisions for healthy transport options, namely bicycling, walking and transit.

Off-road trails including mountain bike trails are provided at the F. Gilbert Hills State Forest located on the Foxborough Town Line with the Town of Wrentham. Access to the State Forest is less than 1 mile from the Town Center. The heavily wooded state forest covers over 1,027 acres and provides opportunities for not only mountain bikes but many other types of passive uses including approximately 23 miles of trails for various users that loop through the entire forest area. Besides the very popular mountain biking, many significant hiking trails and trails are provided for horseback riding and off-road vehicles.

Transit

Currently there are minimal day-to-day transit options in Foxborough except for limited services that GATRA provides. Regular bus service is not provided by the regional transit authority. However, GATRA does provide limited services for the elderly and individuals with disabilities on a non-fixed route service.

The MBTA provides Special Train service from both South Station in Boston and T.F. Green Airport in Providence, RI to Gillette Stadium in Foxborough. Service is provided along a spur, the Framingham Secondary Line, from the Mansfield commuter rail station on a rail line owned by CSX. This spur runs from Mansfield through the communities of Walpole, Medfield, Sherborn and Framingham. The Special Train service is provided for all home games of the New England Patriots, a National Football League team. A station platform at the eastern end of the Patriots Place property is adjacent to the tracks is used for boarding and deboarding passengers.

Foxborough is not directly served by daily commuter rail service by the MBTA. Rather, the MBTA operates commuter trains that stop in the nearby communities of Mansfield, Norfolk, Sharon and Walpole. The regularly scheduled stop for commuter rail service on the Providence-Stoughton Line, which runs between South Station in Boston to the Wickford Junction Station in North Kingstown, RI, is at the Mansfield 'T' Station located just over 1.2 miles east of the Foxborough town line. The Providence-Stoughton line also stops in Sharon, approximately six miles from Downtown Foxborough. The Franklin Line with service from Boston's South Station to Forge Park on I-495 in Franklin stops in the adjacent communities of Walpole and Norfolk. The Walpole commuter rail station is about six miles northwest of Downtown Foxborough. Most Foxborough residents using commuter rail board at the Mansfield station.

Amongst the studies that have been completed for the spur rail corridor include the I-495 /Southwest Regional Commuter Rail and Operations Study (September 2011), which investigated the feasibility of expanding public transit systems along the southwest region of the I-495 corridor in order to address existing needs and future growth in the region. The study included evaluating the Framingham Secondary Line from Framingham to Mansfield through Foxborough. In addition, the Foxborough Commuter Rail Feasibility (September 2010) was completed by the MBTA in association with the Executive Office of Housing and Economic Development (EOHED) which explored the feasibility of offering full time commuter rail service to the existing special –event rail station at Gillette Stadium.

Pedestrians

Many communities have embraced pedestrian mobility as an alternative to older construction practices that favor automobiles. Reasons for this shift include a belief that dependency on automobiles is ecologically unsustainable; automobile-oriented environments develop dangerous conditions to both motorists and pedestrians, and generally lack aesthetics. Foxborough and the Planning Board has been active in promoting the creation of more pedestrian access throughout the Town with the recent construction of new sidewalks as part of road construction projects related to Chestnut Green and the redevelopment of Foxborough State Hospital, plus as part of new subdivision development. During the public process there were several areas where residents requested the construction of additional sidewalks.

Within the Downtown area one of the goals is to develop the center to be a more walkable community. By making the Downtown and surrounding area more walkable – health, environmental, and economic benefits can be anticipated. It will also result in an area that will be more desirable for living, shopping, and visiting and will also increase the likelihood that residents will spend more time in the Downtown area. Transforming the Downtown vicinity to be more walkable should focus on implementing design components that will benefit people and not just vehicles. Some improvements that should be considered include:

- Access to public transit.
- Presence and quality of sidewalk areas.
- Buffers from moving traffic including planter strips, on-street parking or bike lanes.
- Improved pedestrian crossings with marked crosswalks.
- The creation of destinations.
- Improvements to aesthetics and enhancements, such as landscaping and street trees and better window display to make walks more interesting in a commercial area, such as Downtown.

Future Conditions

The next step in the planning process is to identify growth trends in the area for population and development growth. These trends are often based on previous traffic volume patterns, past and forecasted population growth and major development projects.

Challenges and Opportunities

Foxborough's population has grown over the years and is anticipated to grow by 6.1% over the next 20 years based on MAPC's Metro Futures projection (or 11.9% based on current trends). It can also be anticipated that private development could also continue to grow with a potential job growth of ten to fifteen percent over the next 20 years, given the past decade's 35% growth rate. Additional factors for anticipating this growth includes the available land for development and the accessibility that the Town has to the major highways. Increases in population and development will lead to increased traffic and vehicles using the roadway infrastructure Foxborough. The anticipated increased traffic volumes will impact the ability of the existing transportation infrastructure to handle the increased demand, not only during typical peak traffic conditions during the week but also when there are events being held at Gillette Stadium. In order to avoid operational and safety issues along roadways and at intersections in the Town, alternative modes of transportation including transit, bicycles and walking need to be incorporated within Foxborough's transportation network and studied further. The alternatives should include increased bus transportation from GATRA, carpooling, telecommuting, and an improved pedestrian and bicycle network and accessibility.

The transportation system for the Town must be developed to meet the needs of the residents, commuters (traveling from, to and through Foxborough), tourists, and employees for the local businesses. Modes of transportation including vehicular, public transportation (train and/or bus), bicycle and pedestrian should be sought. Transportation must be convenient, safe, aesthetically pleasing and environmentally friendly to meet all of the user's needs. A well-developed transportation plan that meets the community's needs in addition to the surrounding area is important to ensure a sustainable system over the long term.

A Transportation Network for Foxborough's Future

To provide for a transportation network that can respond to the future challenges of increasing traffic demands by residents and persons working and visiting Foxborough while maintaining its small town character, Foxborough the Town will need to:

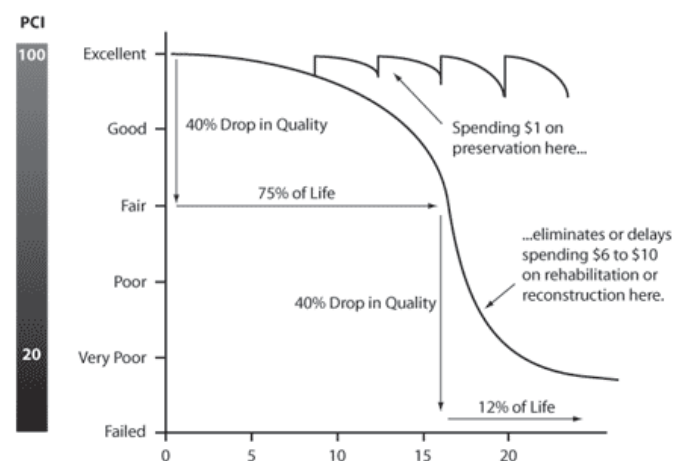
1. **Be smart and maintain its existing transportation network.** The new Pavement Management System, the Town's core roads and recent dedication of new meals tax revenues for roadway system maintenance are keys to a smart balanced transportation future.
2. **Connect the Growth Nodes with a Multi-Modal Commuter Connector.** The CSX right-of-way connects the four growth nodes – Patriots Place/Gillette Stadium; Chestnut-Green; Downtown; and Foxborough Boulevard/Route 140 – to the commuter rail station in nearby Mansfield. This right-of-way is generally 100 feet wide and could accommodate a bus, tram, trolley as well as pedestrians and bicyclists. Foxborough's recent Jobs Access Reverse Commute (JARC) work can start to lay the ground work for this important commuter transportation artery.
3. **Traffic Calming and Complete Streets.** To maintain Foxborough's small town character and promote walkability and health, the Town should engage in traffic calming and adopt a complete health streets and roadways policy guiding all future street and roadway improvements.

These three over arching initiatives can guide Foxborough's future growth with a balance transportation network of roadways and intersections, transit, bicycles and pedestrian improvements for the future.

Smart Maintenance: Pavement Management System

The Foxborough Highway Department has recently initiated a Pavement Management System for better managing repair and maintenance of Foxborough's 89.9 miles of roadways. This is a commendable achievement. As part of developing a Pavement Management System all public streets and roadways in Foxborough are inventoried, inspected, and assessed as to the condition of the roadway segment. Based on the assessment, each road segment is given a numerical grade based on its condition. Factors such as traffic volumes and roadway functional classification can also be considered.

Figure 2-5. Pavement Deterioration Curve & Costs.



Source: Federal Highway Administration.

Table 2-6. Pavement Condition Index Ranges.

Condition	Maintenance Need	PCI Score	Action Needed
Excellent Condition	New; In need of no immediate maintenance	88-100	No Action Needed
Good Condition	May be in need of crack sealing or minor localized repair	68 to 87	Routine Maintenance
Fair Condition	Pavement surface in need of surface sealing or thin overlay	48 to 67	Preventive Maintenance
Poor Condition	Pavement structure in need of additional thickness to resist traffic loading	21 to 47	Structural Improvement
Failed Condition	In need of full depth reconstruction and reclamation	0 to 20	Base Rehabilitation

Source: Federal Highway Administration.

Essentially, a pavement management system is an asset management and work planning tool that can help towns, like Foxborough be smart and more prudently spend highway maintenance dollars. Extensive research on pavement and roadway surfaces shows that the investment in pavement maintenance and preservation (such as crack-sealing and resurfacing activities) extends the overall life of the roadway and minimizes life-cycle costs, as shown in Figure 2-5. Waiting until a road is significantly deteriorated often requiring total reconstruction is significantly more expensive (as much as six to ten times more expensive). Consequently, it is financially smarter to resurface slightly deteriorated roadways before addressing the roads in the poorest condition which require total reconstruction.

The rating system assesses pavement surfaces and produces a pavement condition index score. Pavement Condition Index (PCI) scores range from Excellent to Failed and can be categorized into five ranges, as shown in Table 2-6.

PMS allows highway departments to plan their roadway repairs and maintenance in a cost effective manner that can be easily justified and understood. Communities have found that the increased transparency about roadway resurfacing and improvement plans that often come about with a PMS have garnered broader support by residents, and even patience, for roadway maintenance. To that end, the results of Foxborough Pavement Management System should be available on the Town's web site. In addition, the PMS needs to be updated on annual basis incorporating the results of resurfacing and road improvements and changing field conditions.

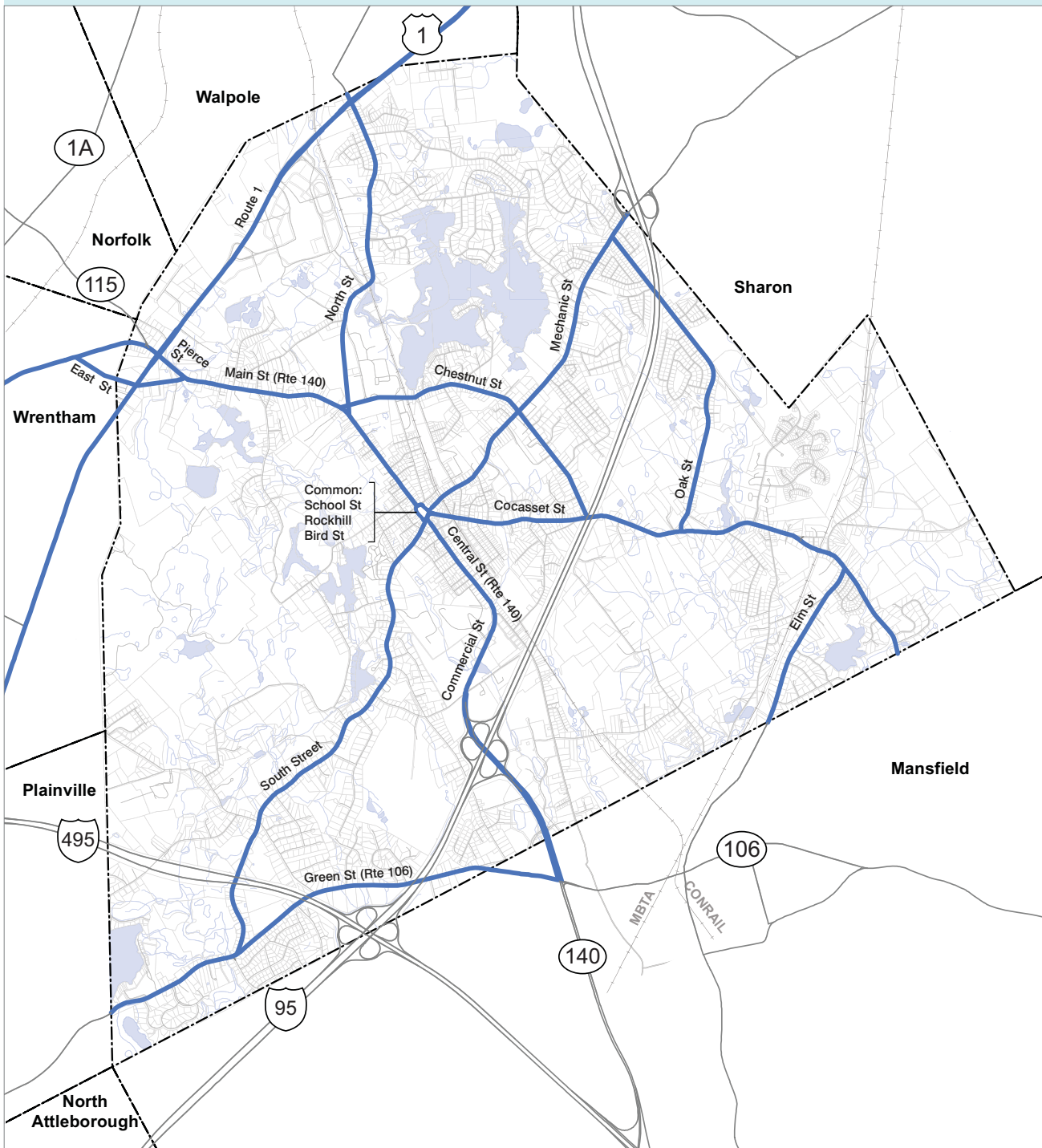
Smart System: Core Roadways

The skeleton of Foxborough’s transportation network is defined as its core roadway system. Thirteen streets comprise the core roadway system. The Town’s public facilities that would be used in an emergency, namely the Public Safety Building, Town Hall, Highway Department are all directly located on these core streets and roads. In the case of the schools, they are also directly on these core streets and roads, and accessible as with the Burrell Elementary School or on the corner as with the Igo Elementary School. Although Foxborough has not designated evacuation routes in case of a disaster, it is likely that these roads would likely comprise the evacuation routes. The streets that constitute the core roadways need to be placed in a special status within the Pavement Management System.

Table 2-7. Core Road System.

Street or Roadway	Maintenance Responsibility	Comment
Central Street (Route 140)	Town	Charter School
Chestnut	Town	Public Safety Building
Cocasset Street	Town	Burrell Elementary School off Cocasset
Commercial Street (Route 140)	Town & State	
East Street	Town	
Elm Street	Town	Highway Dept.
Green Street (Route 106)	Town & State	
Main Street (Route 140)	Town	
Mechanic Street	Town	Ahern Middle School; Sage School
North Street	Town	Public Safety Building
Route 1	State	
School Street, Rockhill and Bird Street around the Common	Town	The streets encircling around the Common are all included around the Common.
South Street	Town	Taylor Elementary, Foxborough High School and Igo Elementary (corner of Carpenter) are on South Street, as is Town Hall
Pierce Street (Route 140)	Town	
Oak Street	Town	

Figure 2-6. Core Roadways in Foxborough.



Multi-Modal Commuter Connector of the Growth Nodes

The CSX right-of-way traverses Foxborough from the north to the south connecting with Mansfield on the rail line known as the Framingham secondary rail line. It is an active freight line owned and operated by CSX. The MBTA uses this line for special game day commuter trains, as well. Foxborough's four growth nodes – Patriots Place/Gillette Stadium; Chestnut-Green; Downtown; and Foxborough Boulevard/Route 140 are all adjacent and connected to the CSX right-of-way, which then extends southward to the commuter rail station in nearby Mansfield. This right-of-way is generally 100 feet wide and could accommodate a bus, tram, or trolley, as well as pedestrians and bicyclists. At its narrowest point the right-of-way is 68 feet.

Foxborough's growth nodes are principally employment centers, with major employers at each node. The growth nodes also host retail and commercial services. In the past decade the number of people working in Foxborough has grown by 35% pointing to the need for additional travel modes. Foxborough's recent Jobs Access Reverse Commute (JARC) grant can start to lay the ground work for this important commuter transportation artery. The Town should work with CSX, the MBTA, GATRA and its regional planning agency to advance the development of this right-of-way corridor to a multi-modal corridor serving both freight and commuters. Initially, a bus rapid-transit-system could be operated along the corridor connecting employers with transit.

Connecting with Transit

The Town of Foxborough has limited public transportation options. With only 4% of the residents using public transit to commute to work, opportunities for providing better transit opportunities to encourage residents and commuters to use alternative travel modes should be considered. Some recommended improvements include:

- Consider using the CSX right-of-way to connect the local municipalities with transit and a multi-use/bike path. This right-of-way at its narrowest point is 68 feet wide, and for the most part is 100 feet wide. The right-of-way could potentially provide a commuter link (bus, tram, trolley) between Foxborough's growth nodes from Patriots Place, Chestnut Green, Downtown, Foxborough Boulevard/Route 140 to the Mansfield commuter rail stop, and could potentially also link with Franklin and Walpole. A further study to determine the viability will be need along with coordination with both CSX, the MBTA and GATRA. This right-of-way would also be key component to tie the local Foxborough community and those from the surrounding communities into the growth nodes, including Patriot Place and Downtown.

- Encourage GATRA to provide direct services to Foxborough residents on a regular basis. Service to growth nodes, including the mixed uses along Foxborough Boulevard, the Downtown area, Invensys, Chestnut-Green and Gillette Stadium/ Patriot Place should be provided. By creating a new transit/ access route connecting areas of concentrated development would further support compact development of the growth nodes. Transit stops create natural points for concentration of new development, unlike the sprawl of car-centric development patterns. Both short-term and long-term opportunities for providing GATRA service should be investigated. At a minimum the Town should amend its contract with GATRA to extend service from downtown Foxborough to Mansfield for commuter rail patrons.
- In the future consider establishing a transit stop (and possibly in the long-term a commuter rail stop) at Downtown Foxborough at Bird Street. This would be a short walk from the businesses and the Common.

MASSDOT HEALTHY TRANSPORTATION DIRECTIVE

“This Healthy Transportation Policy Directive is issued to ensure all MassDOT projects are designed and implemented in a way that all our customers have access to safe and comfortable healthy transportation options...Healthy Transportation modes as defined by GreenDOT are walking, bicycling and taking transit.

All MassDOT funded and or designed projects shall seek to increase and encourage more pedestrian, bicycle and transit trips. MassDOT has established a statewide mode shift that seeks to trip the distance traveled by walking, bicycling and transit by 2030, promoting intermodal access to the maximum extent feasible will help the agency meet this goal...

Whenever adjacent land uses include commercial development or residential development of greater than five units per acre, a sidewalk should be provided along with the roadway adjacent to the use. The potential for walking, bicycling and transit activity increases due to existing or planned land uses such as: schools, public parks and playgrounds, hospitals, retail centers, senior centers, or housing, multi-family housing, or community centers. Design features to consider shall include, but not limited to: wider sidewalks, street trees, landscaped buffers, benches, lighting, frequent crossing opportunities, and strong intermodal connectivity to transit.”

- Excerpt from the MassDOT Healthy Transportation Directive

- The expansion of commuter rail should be considered in the long-term. The Town should support further investigation by the MBTA and regional transportation planners to consider establishing commuter rail stops in Foxborough at Route 1 (Gillette Stadium) and in Downtown Foxborough with a potential station stop at Bird Street. At Gillette Stadium, concentrating new development along the rail line to take advantage of potential transit connections to the MBTA; north-south access through town along the existing rail line; and the potential for pedestrian connections to open space at the Ernie George Field and the Lane Property just to the south. This opportunity has been studied and further consideration should be explored.
- Consideration should be given to amending the Zoning By-laws to allow a commuter rail stop in the General Business zone, thereby enabling a potential future Downtown Foxborough Commuter rail stop.
- Inter-city bus service provided by private carriers such as Greyhound, Bonanza, Peter Pan Bus Service and others should be encouraged to stop and serve the Foxborough community, ideally at Patriot Place/Gillette Stadium on Route 1 with easy connections to I-495 and I-95. Inter-city bus service stops at Patriot Place should be coordinated with the Kraft Group's plans for accommodating buses traveling to games and plans for an internal shuttle serving visitors and shoppers at Patriot Place, the Bass Pro Shops, and other retailers.

Traffic Calming and Complete, Healthy Streets

Speed, traffic volumes and the desire for more walkability were issues raised by Foxborough residents during the public process. Traffic calming techniques are designed to enable traffic and cars to move and use Town streets and roadways but in a balanced manner particularly in residential areas and near schools. Complete streets is a transportation approach that utilizes existing resources – municipal roadway right-of-way – to provide a more inclusive and balanced transportation system. A complete street provides right-of-way width for cars and trucks, and buses, bicycles and sidewalks for pedestrians. Foxborough should consider adopting a green, healthy complete streets policy to guide future development and transportation improvements, similar to the recent Healthy Transportation Policy adopted by MassDOT.

Elements of traffic calming and complete, health streets include safe roadway intersections, scenic roadways and streetscapes, transit, bicycle facilities, pedestrians, and well-managed, distributed parking.

Roadway Intersections

Several roadway intersections have been identified to be considered for reconstruction or signalization. The roadway intersections identified include:

- Central Street at the Charter School,
- Central Street and Commercial Street (Route 140),
- Walnut Street and Commercial Street (Route 140),
- Foxborough Boulevard and Forbes Drive, off Route 140 at the Foxfield Plaza,
- West Street and South Street,
- Route 140 and Chestnut Street,
- Route 1 and North Street,
- Oak Street and Cocasset Street, and
- Cocasset Street and Chestnut Street.

For State-owned roadways, improvements at the locations identified would have to be developed through the Massachusetts Department of Transportation (MassDOT). The Town should work with MassDOT to consider studying the identified locations within the State's Transportation Improvement Plan (TIP). In addition as the Town continues to reconstruct the roadways that are Town owned several design aspects should be considered.



Figure 2-7. Speed bumps can be used to slow traffic, making residential streets safer.

The designs for all of these locations should take into consideration features such as improved traffic flow and more importantly safety. Specific components that should be considered with any design include traffic calming measures; access management; possible signalization; and complete streets.

Traffic calming measures: These measures are implemented into designs to reduce traffic speeds to improve safety and livability. The measures include physical components including: curb extensions/bump-outs, roundabouts, where appropriate, in lieu of signals, narrower travel lanes, and raised crosswalks or crosswalks with special pavement.

Access Management: To improve roadway safety, the reduction of curb cuts is desirable. Access management guidelines should be developed and incorporate into the zoning bylaws and regulations. Roadway safety and appearance can be enhanced by minimizing the number of curb cuts and driveway access points, by constraining the width of driveways, as well as by increasing the distances between driveway access points. Access management along Routes 1 and 140, the two roadways with the most development and heaviest traffic volumes is desirable, and is regulated by MassDOT.

Signalized Intersections: Signalized intersections should be studied to determine if the roadway geometry, the lane configuration, and the traffic signal equipment is adequate, and if the signal phasing and timings are correct. At intersections that are currently not signalized and felt to be dangerous, a warrant analysis to justify whether or not a signal is necessary must be performed as part of a traffic study to meet MassDOT requirements.

Complete Streets: Complete streets provides alternatives to traffic congestion, making places safer and more livable, reducing environmental impacts, and ensures that streets and roads address the needs of all users in a balanced approach. Complete streets contribute to the overall capacity of a street, an increase in property values, the health of individuals and the community by creating a sense of place. The concept of designing roadways for all types of users will not only help reduce the amount of vehicular traffic and improve safety, it is also is a critical design factor in bringing the community together.

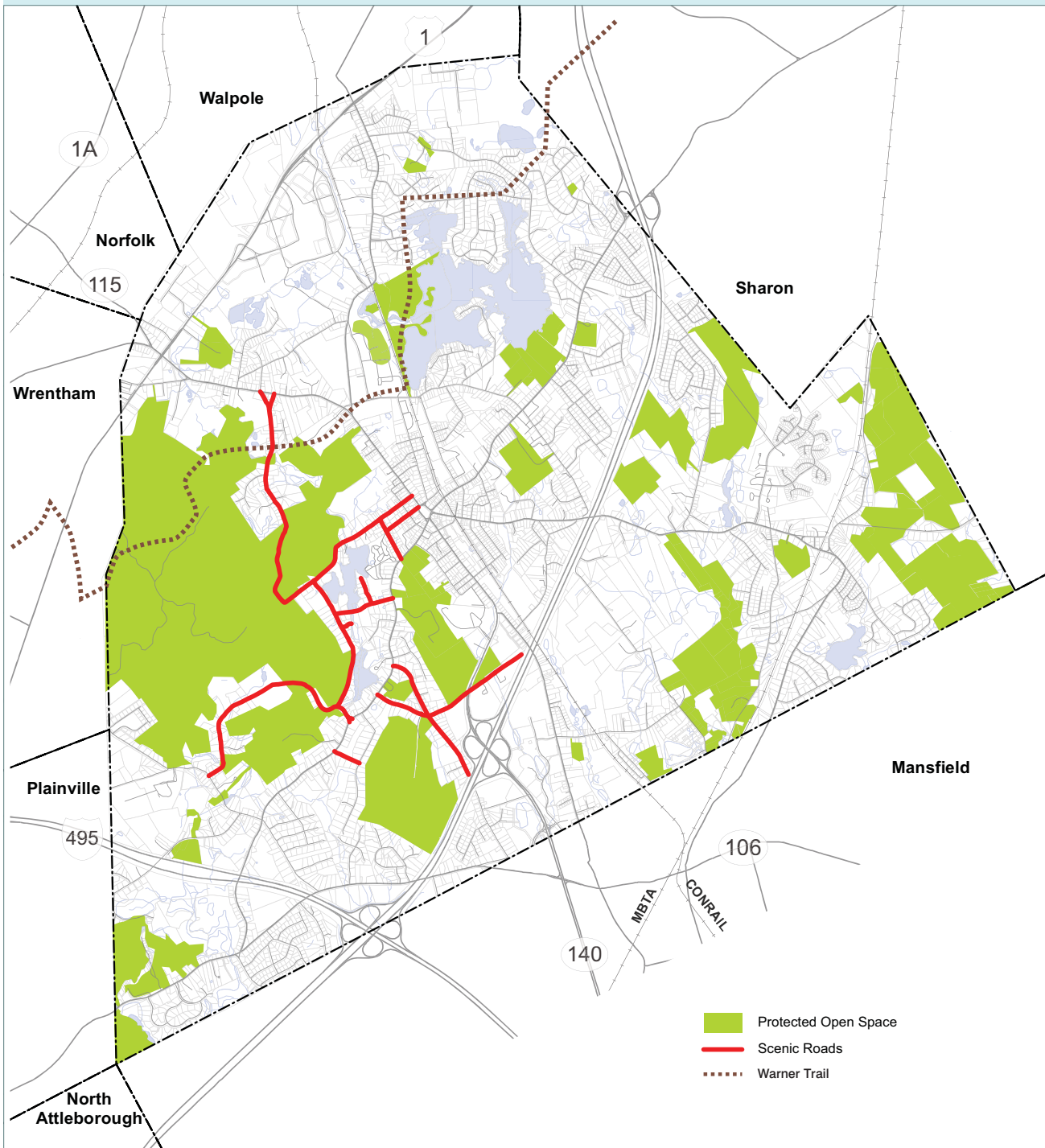
The National Complete Streets Coalition, a pro-complete streets advocacy group in the United States, defines complete streets as those that are designed and operated to allow all users, not only drivers, to use them safely. The specific design elements of a complete street vary from place to place, but they may include:



Figure 2-8. Complete Streets. A 'complete street' in Charlotte, NC with plantings, crosswalks, and bike lanes for improved pedestrian and bicycle use.

Source: Smart Growth America.

Figure 2-9. Scenic Roads in Foxborough.



- Pedestrian infrastructure such as sidewalks, crosswalks, including median crossing islands and raised crosswalks;
- Accessible pedestrian signals, including audible cues for people with low vision and push buttons reachable by wheelchair users; and sidewalk bulb-outs or bump-outs;
- Traffic calming measures to lower driving speeds and define the edges of car travel-ways include: road diets; center medians; shorter curb corner radii; elimination of free-flow right-turn lanes, where appropriate; staggered parking; street trees; planter strips and ground cover;
- Bicycle accommodations, such as dedicated bicycle lanes or wide shoulders;
- Mass transit accommodations, such as bus pullouts or special bus lanes.

Complete streets policies normally exempt three kinds of roadways: freeways or other roads where non-motorized transportation is banned, roadways where the cost of accommodation would be too disproportionate to the need or expected use, and roadways where accommodation is shown to be unnecessary.

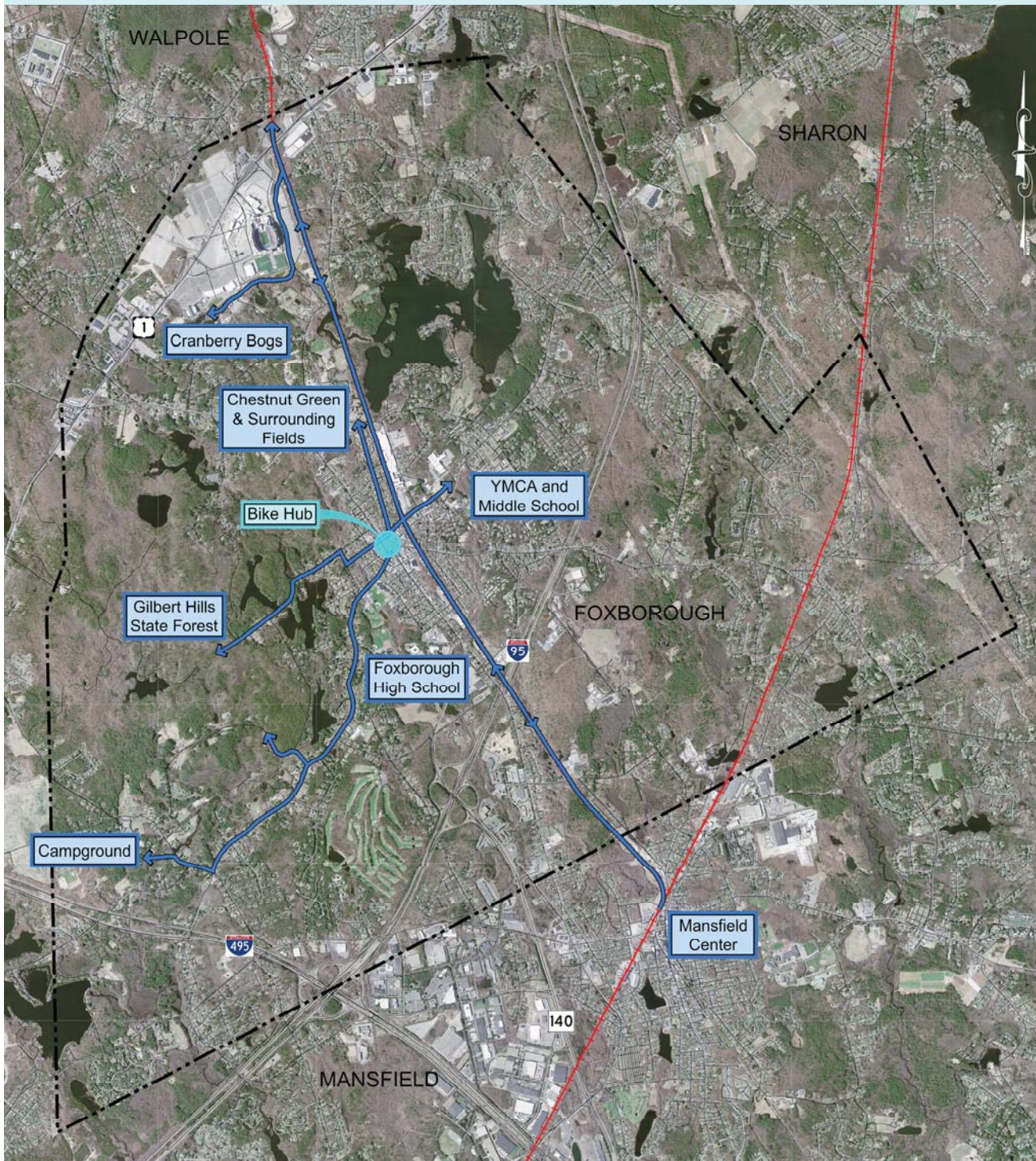
Table 2-8. Scenic Roads in Foxborough.

Street or Roadway
Allen's Way
Baker Street
Granite Street
Lakeview Road
Mill Street
North High Street
Post Road
Prospect Street
Rockhill Street
Stratton Lane
Union Street
Walnut Street
Water Street
Woodland Road



Figure 2-10. Granite Street, one of Foxborough's scenic roads.

Figure 2-11. Potential Bicycle Connections.



Source: Pare Corporation.

Complete streets policies are meant in part to improve safety, and various studies suggest that complete streets principles have done so. A Federal Highway Administration safety review found that designing the street with pedestrians in mind—sidewalks, raised medians, turning access controls, better bus stop placement, better lighting, traffic calming measures, and treatments for disabled travelers—all improve pedestrian, bicyclist and motorist safety. Another study found that installing these features reduced pedestrian risk by 28%.

Scenic Roadways and Streetscapes - Improvements to the landscaping and street amenities, where appropriate, should be integrated into street and road improvement designs. Street lighting, landscape treatments, handicap-accessible sidewalks compliant with the standards of the Americans with Disabilities Act (ADA) and sidewalks with a landscaped buffer, should be considered for incorporation.

Foxborough has designated fourteen roads as scenic in the Town's Scenic Road By-law for the purpose of maintaining community character, increasing environmental protection, maintaining aesthetic qualities and preserving historical values of designated roads. The Scenic Road By-law provides for a more critical consideration of development impacts on the visual quality and character of the roadway as to proposed development proposals. Foxborough's scenic roads are mostly narrow, usually tree-lined or bordered by stone walls and pass through the older areas of Town, as noted in Figures 2-9 and 2-10, and Table 2-8. In addition to the scenic roads enumerated in Table 2-8, approval of Cross Street as a scenic local road is underway.



Figure 2-12. The state forest trails are popular recreation spots.

Trails

The Warner Trail is a 30 mile hiking trail that connects the Diamond Hill area of Rhode Island to the south with Sharon to the northeast of Foxborough. The Warner Trail extends across Foxborough from Wrentham at the west and Sharon to the east and goes through the F. Gilbert Hills State Forest and the Foxborough Town Forest. For the most part, there are few, if any signs noting the Warner Trail and no interpretative signs or amenities. The Warner Trail was first envisioned prior to World War II by members of the Appalachian Mountain Club. The Warner Trail is depicted in Figure 2-9.

Bicycle Facilities

Through the public process, there was a strong desire to increase the opportunities for bicycling within the community. Foxborough, with its existing trails at F. Gilbert Hills State Forest, is already considered one of the prime areas for mountain biking in the region. Foxborough has potential to be more bike-friendly for both commuter and recreational bicyclists. An initial step to incorporating bicycling as a viable travel mode and recreational activity in Foxborough is to develop and implement a town-wide Bicycle Master Plan that addresses both commuter and recreational biking. Below is a list of possible bicycle activities for Foxborough.

- Develop a bike hub in Downtown at the Common and provide a network of bike paths, routes and connections to encourage patronage of Downtown by visiting bicyclists and youth. Amongst the potential routes that should be further studied and implemented if feasible include:
- Create an off-road bike path connecting the Downtown with the YMCA.
- Create an On-Road Route/"Share the Road" bicycle connection to F. Gilbert Hills State Forest and Chestnut Green.
- Develop bicycle/pedestrian connections to link natural amenities, playgrounds and parks, schools and town activity centers.
- Create a bicycle path connection with Patriot Place. An opportunity exists within the existing CSX right-of-way to create a bi-directional multi-modal path including bicycles connecting Patriot Place with Foxborough's growth nodes to the Mansfield commuter rail station. A Feasibility Study identifying the opportunities and constraints, ownership issues, and potential costs should be performed. Consider a phased approach to the north-south route. A new bicycle path along the right-of-way could be easily achieved while planning for a potentially larger system such as a bus, tram, trolley or light-rail system.
- Create a network of bike/ pedestrian paths that connect recreation areas (state park, public schools, library with the Common. Consider this a strategy for generating a larger customer base for existing and potential new businesses. Feasibility studies to determine viable routes and needed improvements should be performed to determine suitable roadways and/or routes.
- Consider creating designated bike lanes on Baker Street. This could provide connections between school grounds to the south, the Common, Chestnut Green and the town play fields to the north on Payson Street.
- Consider installing bike racks at activity centers within Town.

- Implement programs to encourage people to consider bicycling.
- Educate the public on bicycling opportunities.

Many of the possible bicycle activities can be implemented in the immediate future. All should be further considered and incorporated into a town-wide Bicycle Master Plan.

Pedestrians

Walkability is an oft overlooked but critical part of the transportation network. Walkability and the pedestrian mode are the final connection between the traveler and the destination. During the public process, a strong desire to make not only the Downtown but much of Foxborough more walkable was expressed. A more walkable community reinforces the small-town character valued by Foxborough residents. Strategies for making Foxborough more walkable follow.

Figure 2-13. Map of Existing Sidewalks in Downtown Foxborough.

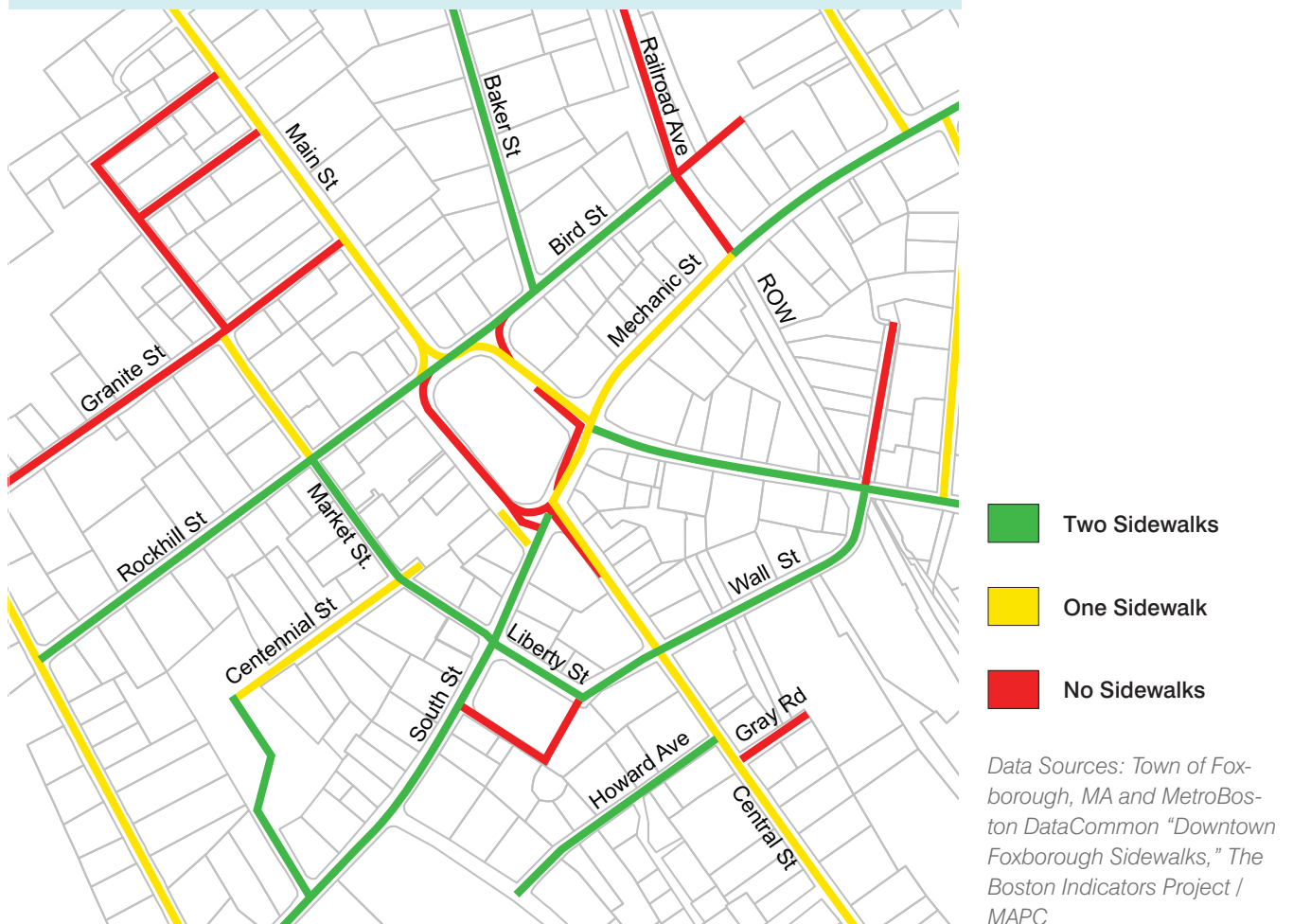
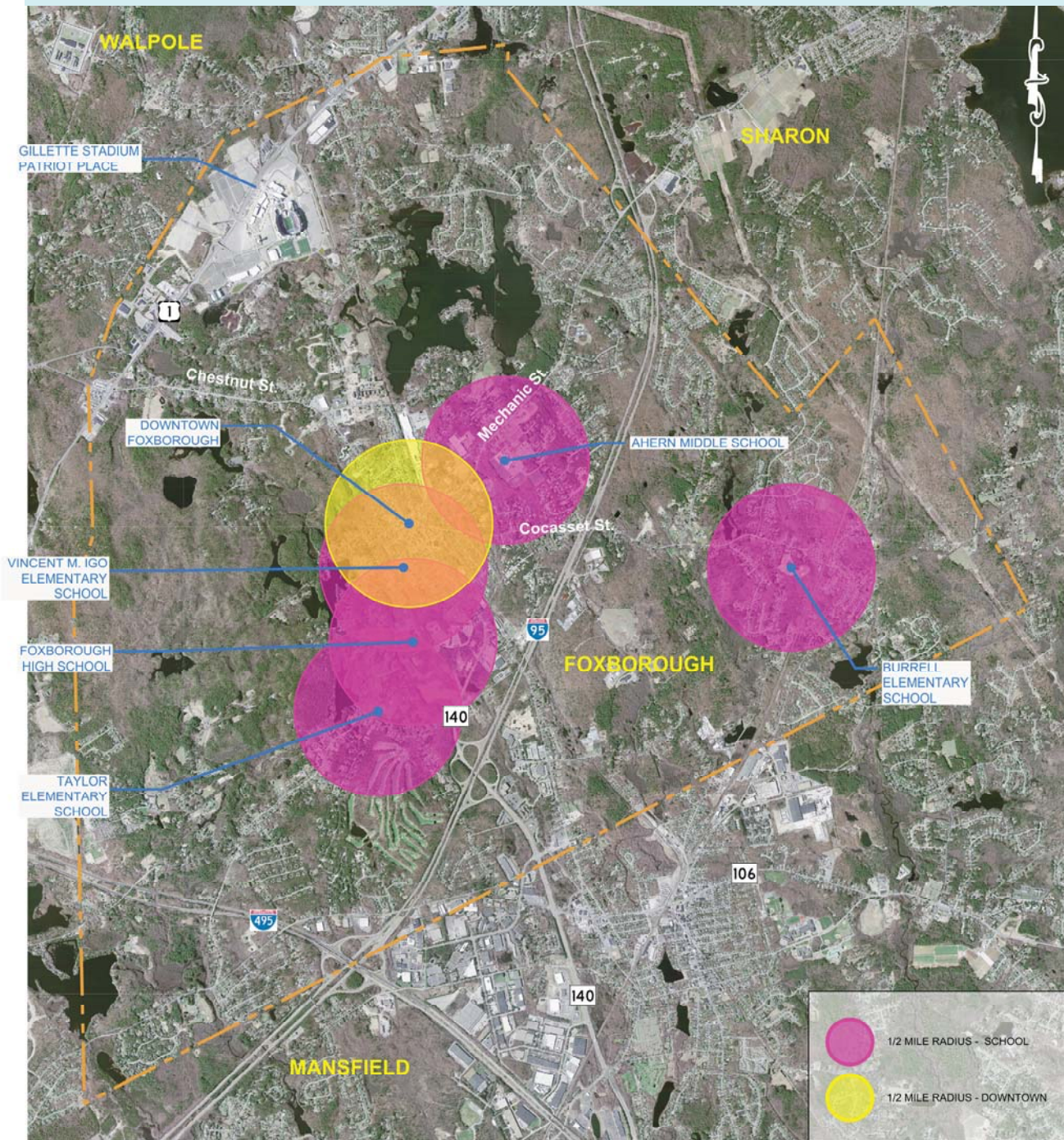


Figure 2-14. Walkability & Sidewalk Focus Areas.



Source: Pare Corporation.

Expand the Sidewalk Network. Foxborough is fortunate to have sidewalks on many of the older streets near the center of town, as shown in Figure 2-13. Sidewalks should be constructed where there are “sidewalk gaps”, with priority to areas where walking should be encouraged, such as around schools, parks, the senior center, school bus stops and future transit stops, as well as the Downtown and immediate area.

Future improvements to the roadway infrastructure should incorporate sidewalk and crosswalk improvements within a half-mile radius around schools and the Downtown Core District to make the community more walkable for students, residents and visitors. Consideration of giving streets within a half-mile of schools where sidewalks are to be constructed some additional weight in the Town’s Pavement Management System should be made. The focus areas for walkability in Foxborough are highlighted in Figure 2-14. The Town could utilize a range of funding sources to implement walkability and sidewalk expansion programs, including Safe Routes to Schools funding and technical assistance; transportation enhancement and recreational trails funding programs, Chapter 90 funds, as well as TIP funding.

Pedestrian connections between Downtown and Chestnut Green should be enhanced. The walkability between Downtown and Invensys’ Neponset campus should be improved, as well.

Crosswalk Safety. Making crosswalks safer is also key to walkability. Curb extensions to decrease the radii of the corners of the curb at intersections should be investigated. Curb extensions calm traffic and decrease the distance pedestrians have to cross. On streets with parking, curb extensions allow pedestrians to see oncoming traffic better where they otherwise would be forced to walk into the street to see past parked cars. Stripe and designate crosswalks throughout. Zebra-style striped crosswalks or specially paved crosswalks also provide safer crossings because they provide better visibility for both drivers and pedestrians. The Town should develop a consistent approach to crosswalks.

Sidewalk Safety. Quality maintenance and proper lighting of sidewalks should be sustained to reduce obstructions, improve safety, and overall encourage walking. Another way to make sidewalks safer is to implement buffers, areas of grass between the



Figure 2-15. Improving crosswalks is key to pedestrian safety.

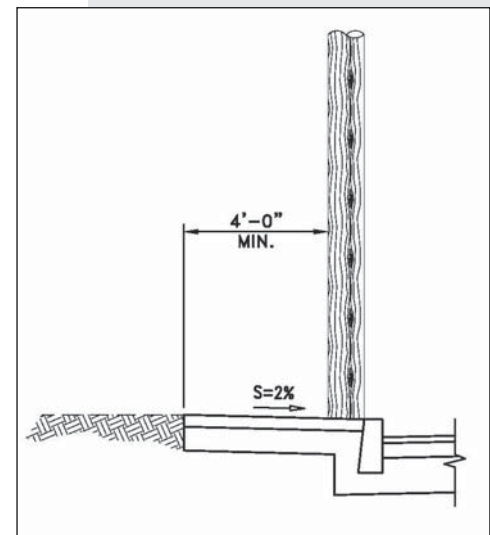


Figure 2-16. ADA Requirements for Typical Sidewalk Construction.

Source: Pare Corporation.

street and the sidewalk. An additional benefit of buffers is that the vegetation absorbs the carbon dioxide from automobile emissions and assists with storm water runoff quality and quantity.

Access for All. Ensure that the Town is physically accessible to all, including persons with disabilities. The community, and particularly Downtown, needs to be elder-friendly and youth-friendly. Public entities are required to construct facilities in accordance with the Americans with Disabilities Act (ADA) standards. These standards apply to all new construction. These requirements include sidewalks and curb ramps, which must be retrofitted to meet all current standards. Any non-compliant sidewalk or curb ramp must be upgraded to meet current standards whenever any alteration, such as road surfacing, is carried out.

Sidewalk width requirements exist to make sure sidewalks are adequate for use by wheelchair-bound individuals. The minimum width for an ADA-compliant sidewalk is 48 inches (4 feet), though sidewalks can be constructed wider than this. If sidewalks are less than 60 inches (5 feet) across, passing spaces must be constructed at set intervals. These passing spaces must measure at least 60 inches on all sides, and must be located at least every 200 feet.

Surface textures are important to ensure disabled individuals with mobility devices can safely traverse the sidewalk. The texture of a sidewalk must be firm, stable and slip-resistant. Care should be taken to ensure any concrete finishing meets these requirements. Additionally, any grates, such as tree or drainage grates, inset into the sidewalk must comply; to ensure that mobility devices do not get stuck, any openings in the grate can be no larger than ½ inch across.

Sidewalks also must meet slope requirements. A sidewalk must have a slope of less than 1:20; otherwise it will be considered a ramp, and will be subject to a different set of ADA standards. Curb ramps are required wherever a sidewalk crosses a curb. This is particularly important at street intersections, where individuals will interact with traffic. These ramps must have a slope of less than 1:12, must be at least 36 inches wide and must contain a detectable warning device with a raised dome surface and contrasting color. Ramps must not project into the street, and where there is a marked crosswalk, the ramp must be contained entirely in the width of the crosswalk.

Obstructions like sign posts and utility poles can decrease the walkable width of the sidewalk, so alternative locations for these obstructions, especially sign posts, should ideally be used. Sidewalks may be located near obstructions, such as telephone poles,

hydrants, traffic signal cabinets, signposts or other utilities and infrastructure. Where such obstructions exist, the sidewalk must be constructed to allow the minimum width requirement of 36 inches between the edge of an obstruction and the edge of the sidewalk. In some cases, if a sidewalk cannot be constructed to comply with this guideline, the obstruction may need to be removed or relocated.

Parking

Several initiatives for improving the parking, in particular in the Downtown, should be considered. As discussed earlier in existing conditions section, the Downtown parking supply today appears adequate for the majority of the time. Convenient parking to get to a specific destination is more desirable under the current conditions, by creating a more walkable community the desire to have to park in the immediate area of your destination becomes less necessary. Some items to be considered to improving the parking include:

- **Public-Access Parking.** Identify public access parking areas for downtown patrons and downtown employees, providing a mix of both short-term and long-term parking. Long-term parking should be off-street to enable easy, quick access by customers to Downtown businesses. As housing is incorporated downtown through mixed-use, residents should be assured a parking space.
- **Downtown Parking District.** Consideration should be given to creating a downtown parking district. This could be initiated by a zoning change, and then be a criterion in Site Plan review and approvals. Shared-use parking should be encouraged throughout the downtown. This will encourage users to develop a mind set to park and to visit multiple establishments which will be in contrast to the current thought process of driving and parking at each destinations. This will also help reduce the amount of automobile traffic. The Town should investigate with Invensys designation of a portion of their parking as public use on weekends. This parking could be advertised as free parking for visitors to F. Gilbert Hills State Forest. Doing so will thus generate natural foot/bike traffic from the east side of the downtown to the west. On weekdays this lot could be considered for employee parking and long term parking.
- **Landscape the parking areas.** Guidance and standards for landscaping within the public and private parking areas should be strengthened and included within the Zoning Bylaws and Regulations.

- **Parking & Zoning.** Adapt parking requirements in the Zoning By-law to at least address the following:
 - Parking for retail businesses (both small and large) should be the same. (Current regulations require for retail under 15,000 SF: 1 space per 175 SF; over 15,000 SF: 1 space per 250 SF). Change regulations to be 1 space per 250 SF for all retail.
- **Shared-Use Parking.** Strengthen and encourage shared-use parking. Allow shared use parking to be over multiple lots, and optimally the entire downtown district.
- **Parking Maximums.** Parking Maximums should be considered Downtown. Parking maximums will establish an upper limit on parking supply across the entire Downtown area. The maximum can be imposed in addition to or instead of minimum parking requirements. Establishing a maximum allowable amount of parking can prevent developers from building excessively large lots, or limit the parking supply in an area based on roadway capacity or community priorities.
- **Wayfinding.** Wayfinding signage directing visitors to public parking areas should be better defined to get the vehicles off the road and to the lots. In addition to providing better signage information regarding public parking locations can be provided on the Town website.
- **Parking at the Common.** For the parking at the Common, consideration should be given to extending the sidewalk around the exterior perimeter around the iron fence. Retention of angular parking is desired so as to maximize the availability of visible parking Downtown.
- **Traffic Management Plans.** For uses that are significant traffic generators during short peak periods, such as at schools, child care centers and recreational facilities, a Traffic Management Plan detailing the operations of the facility including volumes of traffic, access to the site, means for drop-off or pick-up at the facility by cars or buses, and parking should be developed for review and approval by the Town. The Traffic Management Plan should encourage walking and bicycling modes of travel, as well. Implementation of a good Transportation Management Plan will help reduce traffic congestion on the roadways around those facilities. The Traffic/Access Management Plan should incorporate incentives for pedestrian access and car-pooling. The Traffic /Access Management Plan should be an integral part of site plan review.

Future Funding Options for Transportation

Taking into account the existing issues and future improvements discussed in this section, funding for the improvements may come a variety of sources including:

- Surface Transportation Program (STP) federal funding for eligible roadways;
- Safe Routes to Schools funding;
- Transportation Enhancements as a part of MAP-21, Moving Ahead for Progress in the 21st Century, transportation authorization;
- Mass Works grants;
- Meals tax for which the Town of Foxborough has chosen to allocate for local road system improvements;
- Chapter 90 funds; and
- Federal funds from the Federal Transit Administration (FTA) or Federal Highway Administration (FHWA).

As each project and improvement is further refined, a specific funding program can be developed. Smart maintenance with Foxborough's new pavement management system will help spend money more wisely and in the long run, save money. MassDOT's Healthy Transportation Directive indicates that the Commonwealth will help support a complete streets and multi-modal approach. Development of the CSX right-of-way line into a multi-modal corridor has the potential of attracting state and federal dollars to plan, design and implement this core improvement for Foxborough's transportation future.

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LAND USE TRENDS

Land Use Trends

The Town of Foxborough consists of 20.89 square miles or 13,369.6 acres of land. Approximately four percent of the Town's area is water, the balance is land. Land uses have changed over the past fifty years since Foxborough prepared its last master plan. The historic land use framework – the compact Downtown center with a residential area encircling the Town Common at the center of the community, along with the transportation network, principally the secondary rail line and Route 1, have defined development in Foxborough and remain largely intact. However, it has become more diffused with the development of interstate highways and related development. The limitations of Foxborough's sewer system along with groundwater protection zoning has also stimulated the development of larger lots throughout Foxborough and particularly in the more rural areas of Foxborough. The sewer limitations have caused developers and homeowners to seek larger lots that are adequately sized which can support a regulatory-compliant septic system.

The construction of Interstate 95 in the eastern part of Foxborough with two exits and Interstate 495 which traverse through the southwest corner of Foxborough with an exit in Plainville, have spurred development along Commercial Street/ Route 140, drawing to some extent for Downtown Foxborough. Two commercial office areas, one along Foxborough Boulevard and the second at Bristol Court are in close proximity to the entrance to I-95. Users seeking easy access to I-95 prompted redevelopment along

Commercial Street as well. Other major land use changes over the past few decades include the expanded Gillette Stadium and the formation of the Economic Development Overlay District on Route 1, as well as the re-use and redevelopment plan of the former Foxborough State Hospital.

Table 3-1 Change in Foxborough’s Land Uses, 1958 to 1999.

Land Use	1958		1971		1985		1999	
	Acres	Percent	Acres	Percent	Acres	Percent	Acres	Percent
Residential	1,350.8	10.1%	2,505.04	18.8%	3,004.98	22.5%	3,809.89	28.6%
Commercial	161.6	1.2%	90.44	0.7%	132.68	1.0%	166.64	1.2%
Industrial	79.2	0.6%	132.83	1.0%	172.67	1.3%	308.92	2.3%
Mining			165.72	1.2%	68.22	0.5%	8.98	0.1%
Recreation: Spectator; Participant; Water*			422.84	3.2%	409.35	3.1%	508.13	3.8%
Public †	1,594.8	11.9%						
Quasi-Public†	388.7	2.9%						
Public Utility/Waste Disposal	122.5	0.9%	39.69	0.0%	77.74	0.6%	54.98	0.4%
Highways & Streets	360.1	2.7%	336.12	2.5%	360.76	2.7%	353.72	2.7%
Water	586.2	4.4%	443.35	3.3%	467.44	3.5%	471.50	3.5%
Swamp/Non-Forested Wetlands	1,343.4	10.0%	386.52	2.9%	386.52	2.9%	382.87	2.9%
Vacant and Agricul- tural	7,382.4	55.2%						
Urban Open Land*			198.05	1.5%	311.00	2.3%	200.11	1.5%
Open Land (includes woody perennials)*			523.22	3.9%	504.48	3.8%	464.99	3.5%
Cropland & Pasture*			440.01	3.3%	354.69	2.7%	91.78	2.2%
Forest*			7,658.44	57.4%	7,091.76	53.2%	6,319.8	47.4%
Total‡	13,369.6	100.0%	13,242.27	100.0%	13,242.27	100.0%	13,242.27	100.0%

Sources: 1958 data—1958 Foxborough Master Plan prepared by Kargman, Mitchell & Sargent Cambridge Consultants; 1971-1999 data—MassGIS.

* These categories are defined by Mass GIS, and data is not available for 1958.

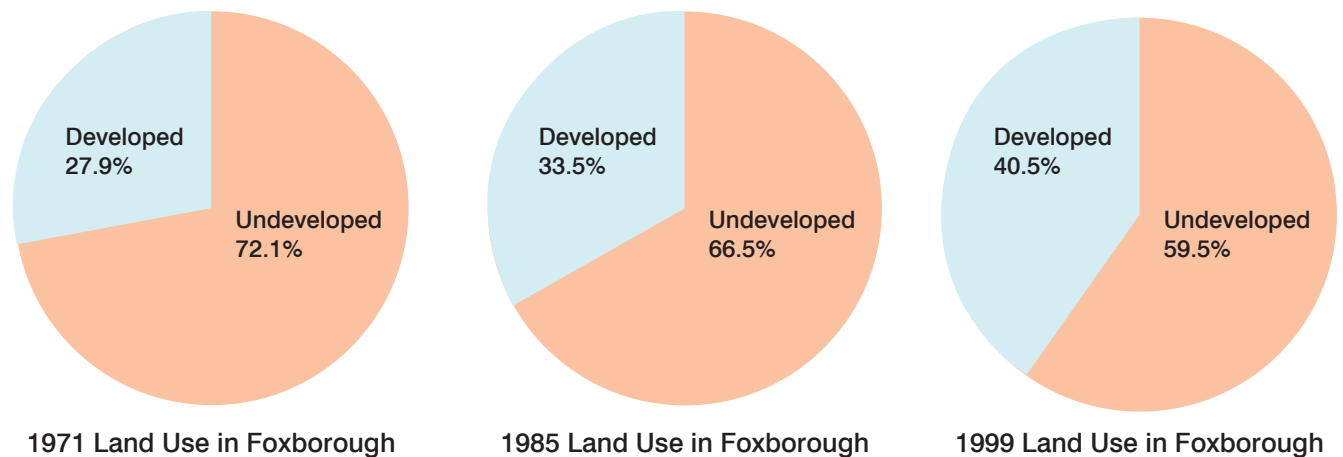
† Public, Quasi-Public and Vacant & Agricultural were 3 classes of land use defined in the 1958 Foxborough Master Plan. However, these classifications were not subsequently used in later years by MassGIS. The information is presented for informational purposes and to provide context.

‡ Foxborough has a total of 20.89 square miles of land and water area, which is 13,369.6 acres. MassGIS totals on land use are smaller than total land area of Foxborough.

Changes in Land Use

Over the past fifty years as Foxborough's population has grown from 10,136 persons in 1960 to 16,865 in 2010, land use has changed as well. In 1958, about 10.1% of Foxborough's land was dedicated to residential uses, both single-family and multi-family, spread across 1,350.8 acres. In 1999, nearly three times the amount of land, 3,809.9 acres was dedicated to residential uses in Foxborough. Foxborough population increased only 60.3% from 1960 to 2000, during the comparable time period.

Figure 3-1. Changes in Land Use Over Time, 1971 to 1999.



Corresponding, the acreage dedicated to residential land use increased from 1958 to 1999 by 182% -- three times the rate of population growth. Commercial and industrial land uses in aggregate also increased significantly during this time period by 101%. A noteworthy land use for Foxborough is spectator sports, which in 1958 was not called out as a separate land use. Although Gillette Stadium and its predecessor facility, Shafer Stadium, had not been built, the site was used for the spectator sport of racing. MassGIS data indicates that an additional 500 acres was added to the land use mix in the recreational category. This is nearly the size of the current Economic Development overlay district. Overall, 1,677.4 additional acres became developed in Foxborough from 1971 to 1999, roughly one-eighth of the Town's land area. The 1958 Master Plan Land Use report noted that:

"...commercial development in Foxborough shows the beginning of a pattern of dispersion along the state and federal highways which is a less desirable form than one of concentration in a series of locations... A fundamental of zoning is that over-allocation of industrial and commercial use zones is undesirable because of the chance of excessive dispersion of uses."

The pattern of dispersed commercial uses has continued since the Town's last master plan. The growth nodes framework identified in the Economic Development element calls for a concentration of commercial uses within Downtown, Chestnut-Green, Route One, and the Route 140 South node, with an emphasis on concentrating on redevelopment. The growth nodes framework is the preferred future land use framework to guide new developed in Foxborough based on the community process. Figure 3-2 on the following page illustrates the Growth Node framework for commercial and industrial land uses and accompanying residential uses. Figures 3-3 and 3-4, prepared by the Metropolitan Area Planning Commission, highlight the current status of developed land in Foxborough as to zoning classification.

In the 1980s and 1990s the Town of Foxborough and its Conservation Commission began aggressively acquiring land to preserve open space. Today, approximately one-quarter of Foxborough's land area is now open space, which includes conservation land, the state and town forest, open space and recreation areas. (See Section 5 for additional details.)

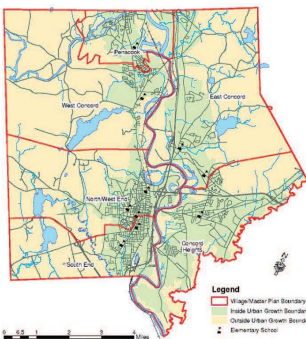
Table 3-2. Land Use Changes by Key Uses.

Land Use	Percent Change 1958-1999
Residential	182%
Commercial Industrial	101%
Cropland & Pasture	-34%
Forest	-17%

Source: Mass GIS and 1958 Foxborough Master Plan

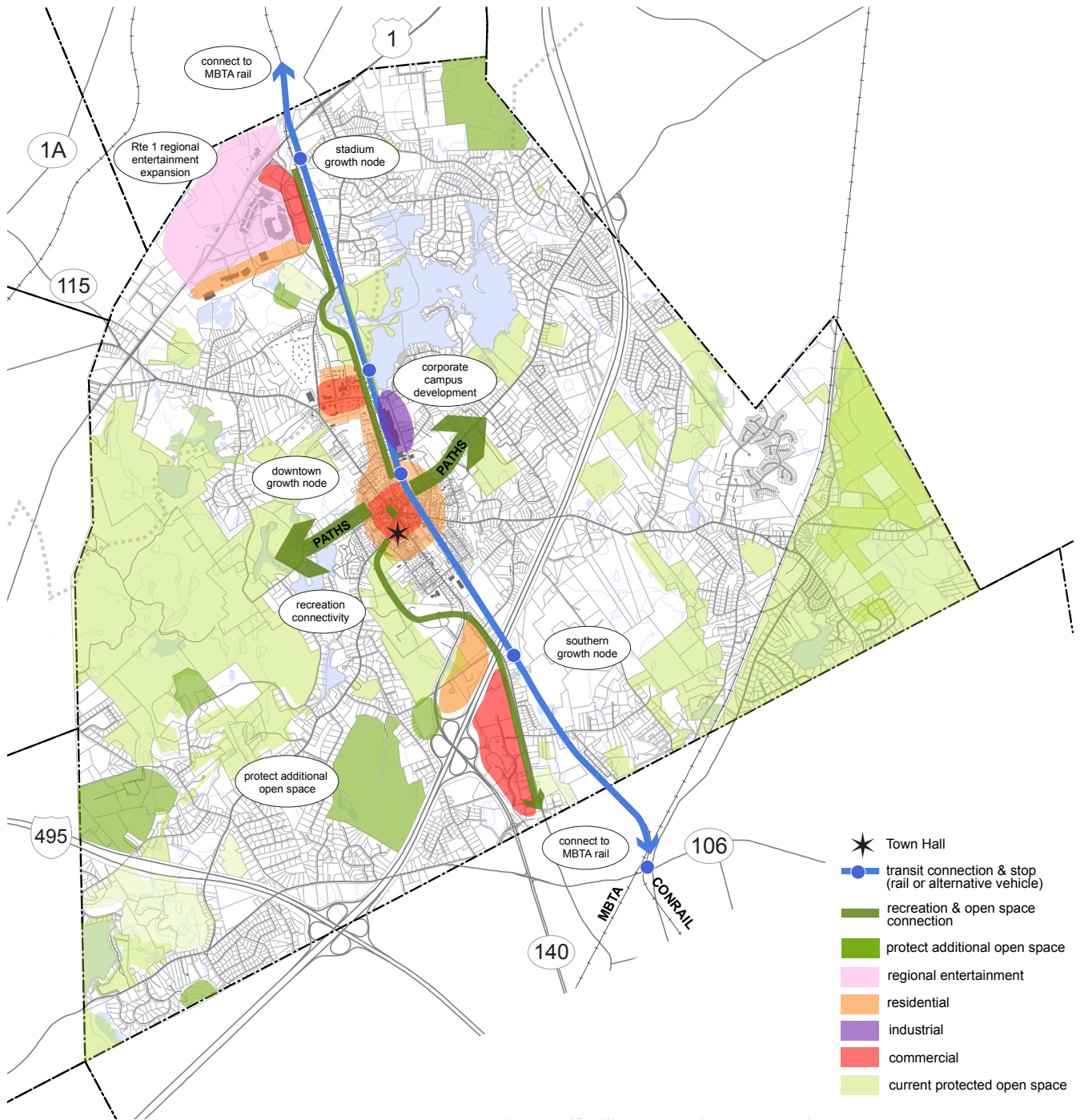
Case Study: Urban Growth Boundary, Concord, NH

The following case study provides insight into zoning tools implemented by towns to guide growth.



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 residential open space and all other land uses, including retail, commercial and office development 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.

Figure 3-2. Growth Node Land Use Scenario.



Prepared by JMecca Design.

Figure 3-3. Foxborough Land Use Development Status.

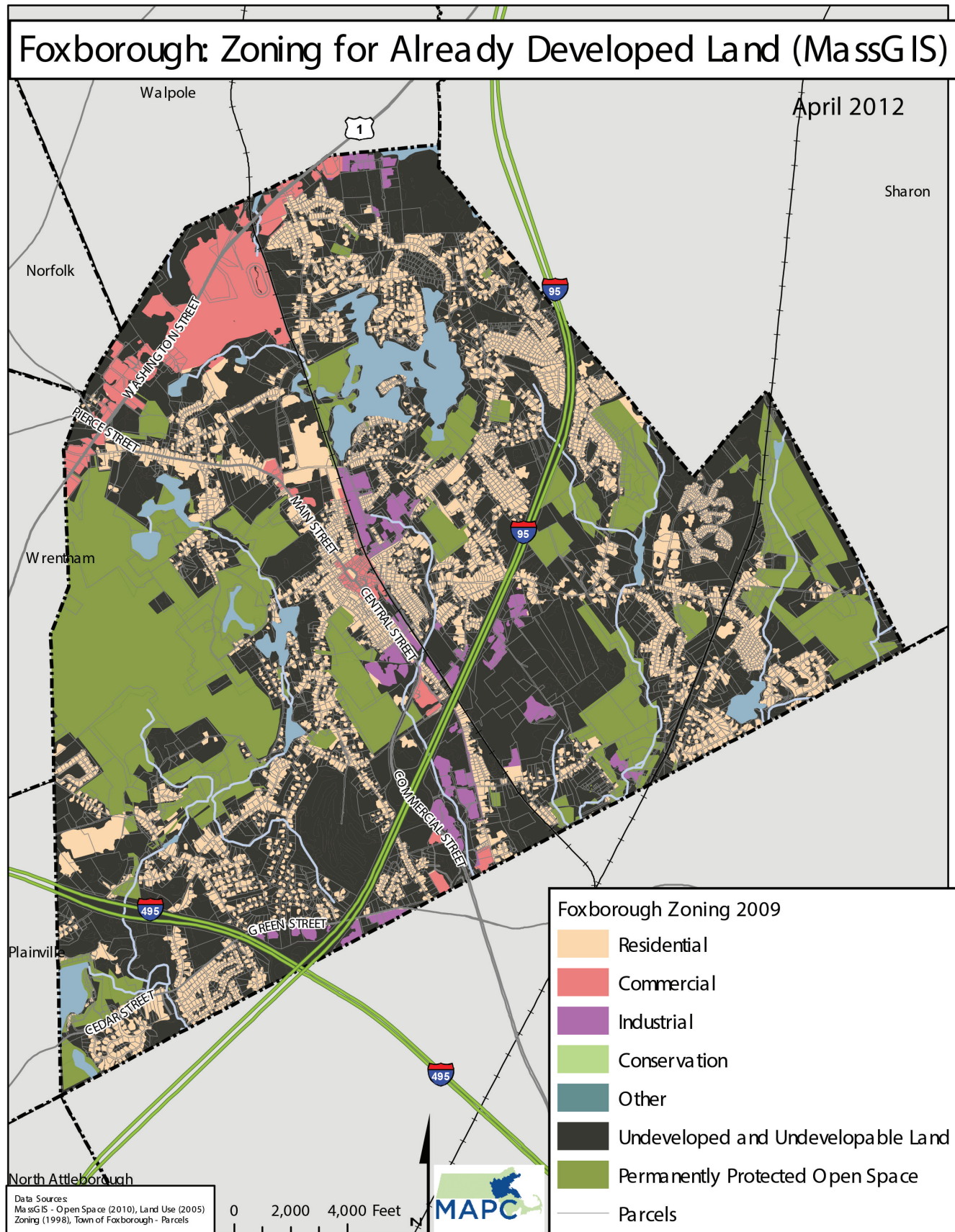
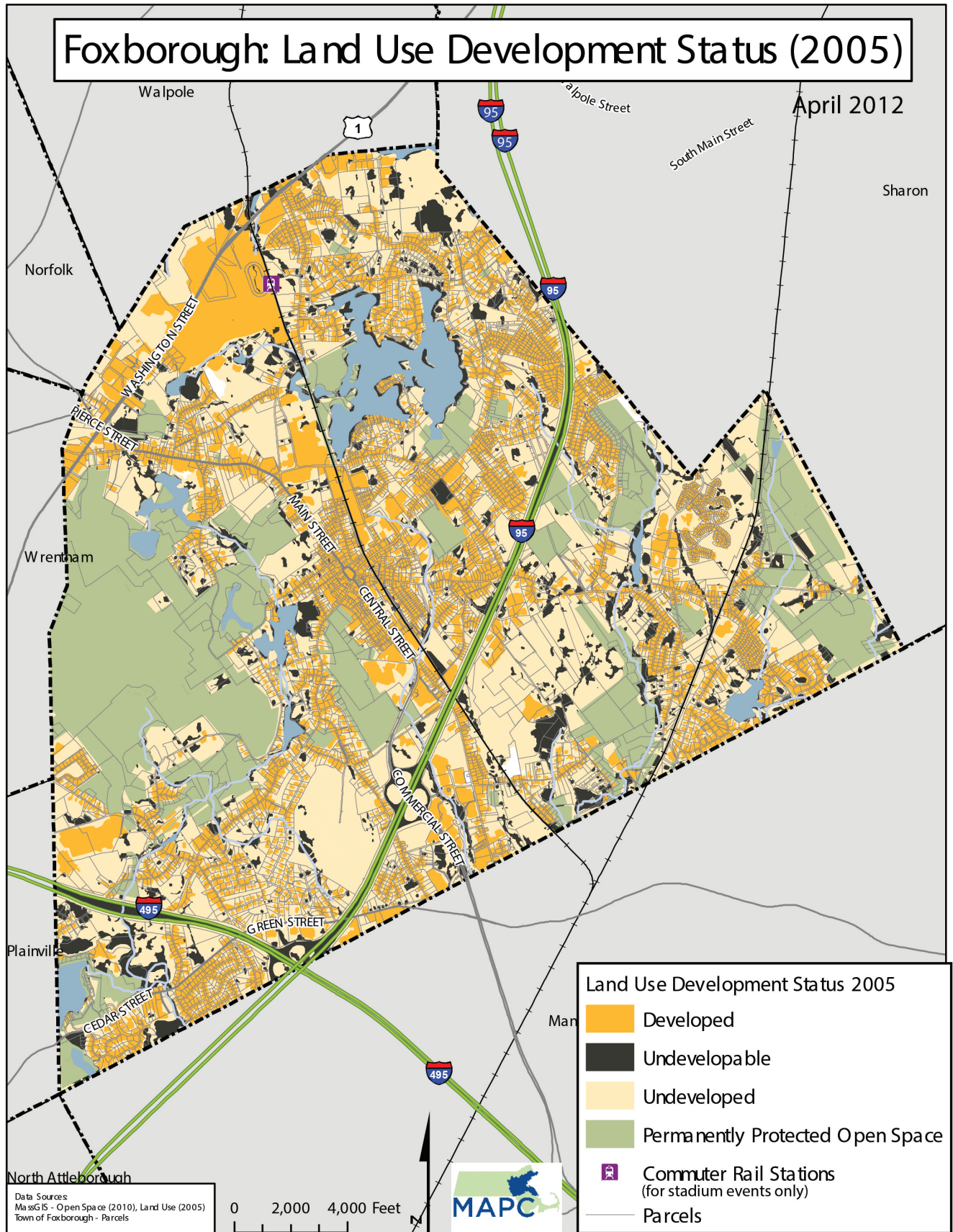


Figure 3-4. Developed Land Uses in Foxborough As to Current Zoning.



Buildable Area in Foxborough

A review of the buildable area in Foxborough and its adjacent neighboring communities indicates that there is considerable amount of land – 2,943 acres that could be developed, which is summarized in Table 3-3. This constitutes less than one-percent of the total buildable land area in the Boston Metropolitan area based on MAPC’s Metro Futures scenarios. Foxborough and its immediate abutting communities of Mansfield, Norfolk, Plainville, Sharon, Walpole, and Wrentham constitute 5.6% of the buildable land area in the region. The buildable area nearly doubles when towns adjacent and one-town away are evaluated.

Table 3-3. Buildable Area in Foxborough and Vicinity.

Area	Municipalities in Area	Buildable Land Area (not wetlands) Acres	Percent of All Metro Future Buildable Land Areas
Foxborough	Foxborough	2,943	0.7%
Abutting Municipalities (Ring 1)	Mansfield, Norfolk, North Attleborough, Plainville, Sharon, Walpole, Wrentham	25,346	5.6%
One Town Away (Ring 2)	Attleboro, Bellingham, Canton, Cumberland RI, Dover, Easton, Franklin, Medfield, Medway, Millis, Norton, Norwood, Stoughton, Westwood	46,394	10.3%
Ring 2 (MA only)		39,406	8.8%
Total Buildable Area (Foxborough, Ring 1, Ring 2)		74,683	16.6%
Total Buildable Area (Foxborough, Ring 1, Ring 2 – MA only)		67,695	15.1%

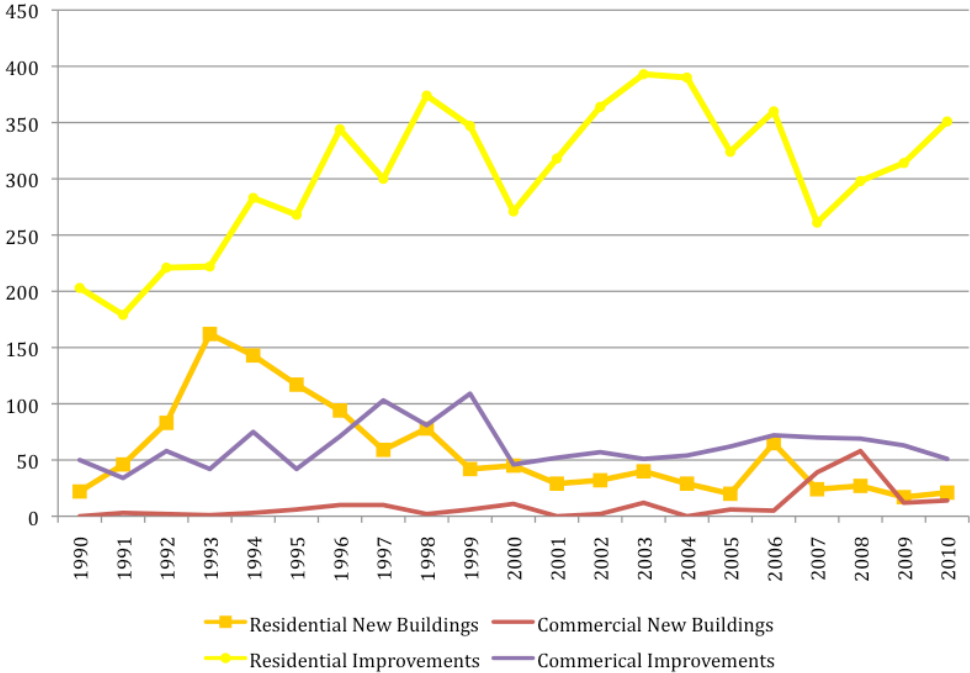
Data Sources: MAPC, SRPEDD and RI Statewide Planning; assembled by McCabe Enterprises.

Building Permits

Building Permits are another good indicator of change and activity in a community. Foxborough has experienced consistent investment in both new residential development and small amounts of commercial-industrial new construction, as noted in Figure 3-5, Foxborough Building Permits, 1990-2010. On average, Foxborough has approximately 565 building permits a year. The majority of building permits focus on residential con-

struction. New construction for residential buildings, both single family and multi-family, average 56 new permits annually. Nearly all new residential permits are for single family homes. On average, there are three building permits for new multi-family residential construction per year. Residential-related improvements, such as alterations, additions, garages average 304 annually. Swimming pools and wood stoves are not included in this count.

Figure 3-5. Foxborough Building Permits, 1990-2010.



Source: Town Reports, Foxborough.

Permits for new construction of commercial or industrial buildings are fewer. On average, nine to ten new commercial or industrial buildings are permitted annually. There was an uptick in new commercial construction in 2008. Renovations, alterations and additions to commercial structures are more numerous, with an average of sixty-two permits annually.

Review of the building permit data indicates that Foxborough property owners are reinvesting and improving their properties. Change as to the number of new building permits for residential or commercial purposes appears to be rather incremental and definitely steady. The number of new residential permits peaked in the early 1990s with over 150 new housing permits in 1993. Since then new residential construction has been steady and consistent, albeit a little slower during the Great Recession.

Commercial Areas and Potential for Development

Based on the existing zoning over 26 million SF of new commercial development can be built. Table 3-4 highlights the low and high estimates of commercial build-out by growth node.

Two major property owners in Foxborough influence commercial and industrial development, namely the Kraft Group, whose holdings are largely in the Route One Growth Node, and Schneider Electric which owns what was once the Foxboro Company property east of Downtown along with their Cocasset campus off Mechanics Street. The land holdings of the two major commercial property owners and taxpayers are depicted in maps in Figures 3-6 and 3-7. The Kraft Group owns 510.5 acres and is the dominant property owner in the Route 1 Growth Node. Schneider Electric owns 123.8 acres in the Downtown Growth Node. Together, they control nearly one square mile of Foxborough. These two firms are also Foxborough's two largest private employers. As a consequence, new development by large property owners can significantly affect the Town.

Table 3-4. Commercial Building by Node.

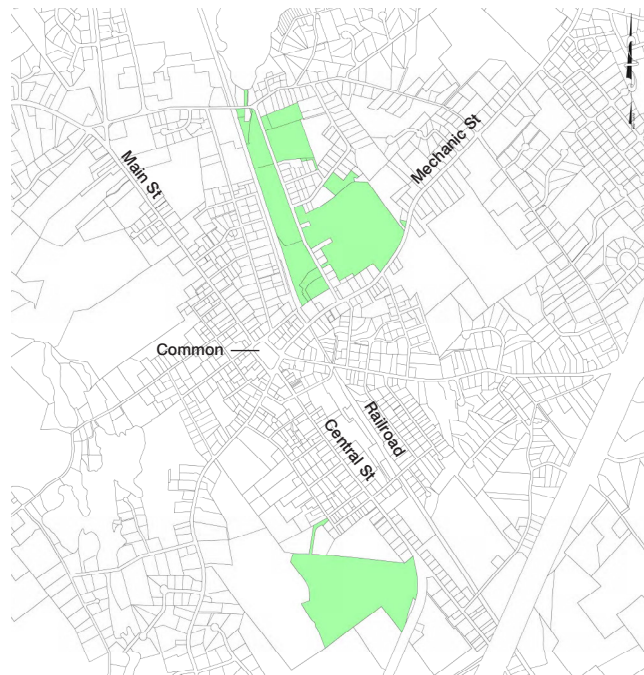
Total Potential Build-out		
	Low Estimate of Additional Build-out (SF)	High Estimate of Additional Build-out (SF)
Route One	25,675,000	25,675,000
Chestnut Green	842,000	1,052,000
Downtown	222,000	277,000
Route 140 South/ Foxborough Blvd	2,622,600	5,874,000
Sub-Total	29,361,600	32,878,000

Variance due to parking requirements for retail. Assumes all lots suitable for building. No exclusions made for wetlands or water protection overlay district.

Source: McCabe Enterprises.

Over the past several decades the amount of land used for housing and residential purposes has increased nearly three times the rise in Foxborough's population. Much of the new residential development has been in the Rural Residential & Agricultural zone (R-40) as shown in Figure 3-8 transforming previously forested land, cropland and pasture into home sites. These development pressures and the desire to retain the small town rural character propelled Foxborough residents to authorize an expansive land acquisition program to protect the Town's water supply and open space in the 1980s and 1990s.

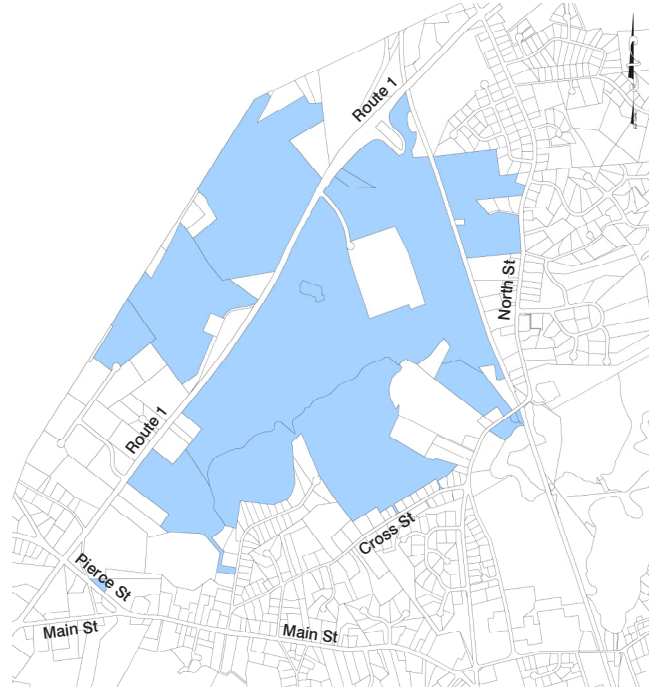
Figure 3-6. Schneider Electric (Formerly Invensys) Land Holdings in Foxborough, MA.



Property highlighted in green is owned by Schneider Electric.

Source: Foxborough 2012 Tax Assessor records.

Figure 3-7. Kraft Group Properties in Foxborough, MA.



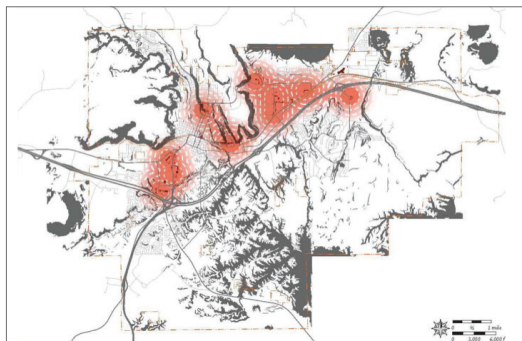
Property highlighted in blue is owned by the Kraft Group.

Source: Foxborough 2012 Tax Assessor records.

Case Study: Flagstaff, AZ

The following case study provides insight into zoning tools implemented by towns to guide growth.

Flagstaff, AZ, recently updated its Zoning Code using a place-based approach to zoning and a desire to promote sustainable development practices. Flagstaff identified that it had three different types of places in the community, namely: Natural Places, Walkable Urban Places, and Drivable Suburban Places. The new zoning code allows for more compact development and the review procedures and processes were streamlined to be more supportive of local businesses.



Flagstaff has opted to use two different approaches to zoning based on the various location and type of place. In the rural, lower density areas, use of traditional Euclidian zoning will continue. For the more heavily settled areas, Flagstaff chose to adopt a form-base code, which focuses on the physical form as its organizing principle instead of specific uses. The aim of form based zoning is to foster a more pleasing public realm with predictable results.

Limitations on available sanitary sewer capacity has served as a major constraint to new development. In the case of single-family residential development, the lack of sanitary sewer pushed residential development into the Rural Residential & Agricultural (R-40) zone with larger lots that could support septic systems.

The limitation on sanitary sewer capacity in contrast has had the effect of driving residential development outward into the natural areas of Foxborough, slowing commercial development, stalling revitalization of Downtown and at times discouraging redevelopment of commercial centers, such as Foxboro Plaza and Foxfield Plaza. The pending improvements in sanitary sewer capacity will eliminate a major development constraint. Thoughtful sewer connection policies and pricing strategies as well as appropriate land use and zoning policies will be both required to reflect the desired balanced future growth and development desired by Foxborough residents that retains the small town, rural character while providing an adequate financial tax base.

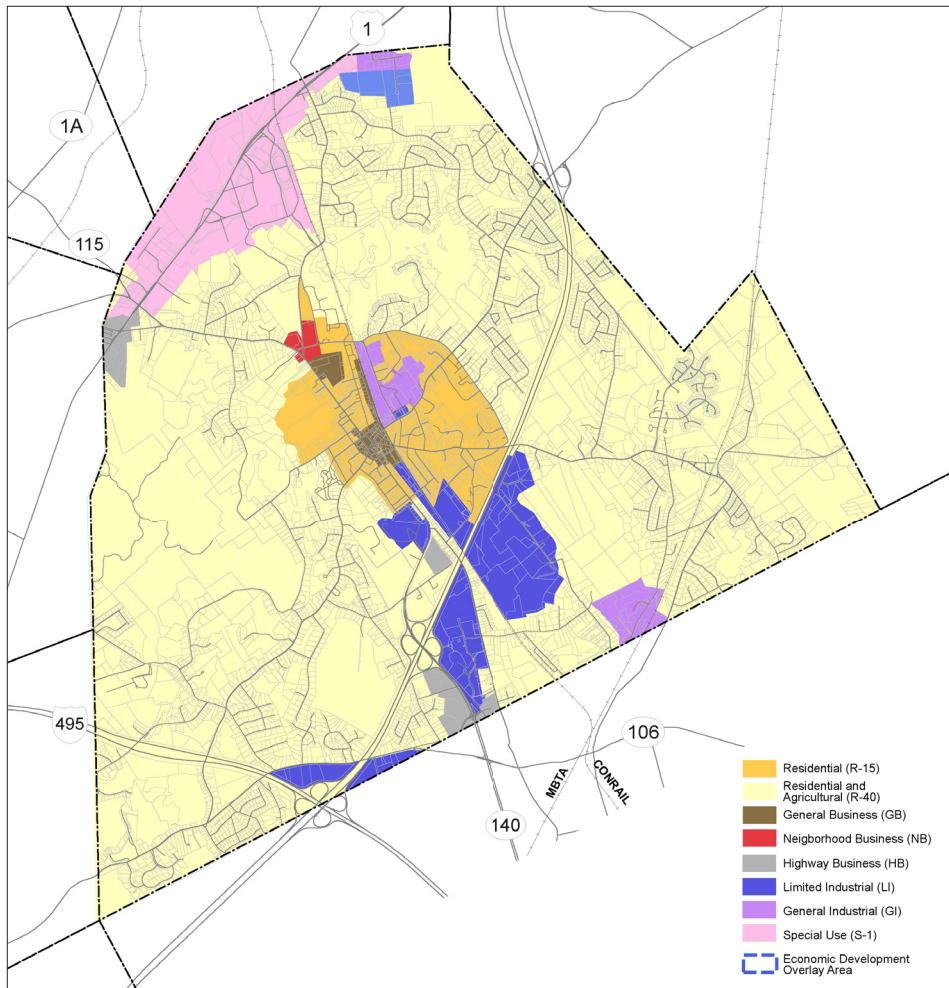
The growth nodes framework will enable Foxborough to have new growth in its residential and commercial sectors while protecting the rural and natural areas character of the Town. This framework can guide desired new development. Foxborough's land use regulations will need to be fine-tuned to incorporate the growth nodes framework into the zoning map and by-law so that new growth is in harmony with the Town's rural character.

Table 3-5. Overview of Land Areas and Existing Build-out as to Land That is Zoned Commercial in Foxborough.

Zoning Classification	Size Acres	# of Land Parcels	# of Land Owners	# of Property owners (land + condo)	Assessed Valuation LAND	Assessed Valuation BUILDING	Assessed Valuation Out Bldg	Assessed Valuation Extra Features	Assessed Valuation TOTAL
Economic Development Area	241.3	4	2	2	53,198,200	108,205,900	7,701,000	1,781,600	170,886,700
General Business	56.0	85	60	61	15,334,800	26,917,800	567,000	472,500	43,292,100
General Industrial	158.4	54	28	36	17,925,900	25,567,700	1,213,800	903,900	45,611,300
Highway Business	135.4	28	23	26	22,063,600	19,692,800	557,200	319,800	42,633,400
Limited Industrial	426.2	77	55	87	76,085,800	124,575,600	2,548,000	2,435,500	205,644,900
Neighborhood Business	24.4	9	7	7	9,639,100	16,552,500	898,600	310,800	27,401,000
Special Use	689.0	76	47	47	121,077,000	588,716,900	10,738,900	2,499,600	723,032,400
TOTAL	1,730.7	333	222		\$ 315,324,400	\$ 910,229,200	\$ 24,224,500	\$ 8,723,700	\$ 1,258,501,800

Data Source: Foxborough 2012 Assessment Records

Figure 3-8: Zoning Map of Foxborough.



Vacant Parcels (no bldg)	Land Area of Vacant Parcels (acres)	Gross Building Area SF	Net Building Area SF (livable)	Mean Average Parcel Size SF	Largest Parcel by SF	Smallest Parcel by SF*	Median Size Parcel SF	Town Owned
0	0	425,439	402,139	2,628,193	6,114,517	70,132	2,164,061	0
13	22.0	630,366	415,033	29,743	728,323	2,699	13,250	6
33	78.8	1,343,218	1,173,161	127,752	1,400,454	3,485	62,944	7
8	47.2	723,287	488,597	210,679	816,750	12,294	89,261	2
24	106.0	2,186,791	1,875,852	241,124	1,805,998	720	125,888	11
2	1.1	197,536	130,321	118,224	385,942	1,635	19,429	2
41	411.5	1,638,170	1,487,780	394,930	6,114,517	1,600	119,572	6
121	666.6	7,144,807	5,972,883	3,750,645	17,366,501	92,565	2,594,405	

³ Schneider Electric, a French firm, announced its intentions to buy Invensys, a publicly-traded British-based company in July 2013, and finalized acquisition in early 2014. Schneider Electric confirmed that the \$33 million reinvestment in the Foxborough facilities was continuing with the new ownership.

Table 3-6: Chestnut Green Commercial Area Overview.

	Chestnut Green Summary All Parcels	Neighborhood Business*	General Business
Number of Land Parcels	16	10	6
Acreage	46.6	26.2	20.4
Gross SF of Building	214,669	197,536	17,133
Total Assessed Value	\$ 29,580,100	\$ 27,401,000	\$ 2,179,100
# of Vacant Parcels	3	1	2
Vacant Acreage	5.3	1.1	4.2
Number of Owners	11	7	4
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) Zoning analysis; no market considerations. Less Parking Requirements -- Assumed Office or Retail > 15000 SF	1,051,980	262,254	789,726
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) -- Assumed Retail less than 15000 SF	841,584	209,803	631,781
	Acres	Acres	Acres
Smallest Parcel	0.04	0.04	0.2
Largest Parcel	16.7	8.9	16.7
Mean	2.6	2.6	3.7
Median	0.9	1.3	0.7
Smallest Parcel	1,634	1,634	6,551
Largest Parcel	6,551	385,942	728,323
Mean	112,286	114,127	162,581
Median	39,260	55,539	28,533

Data Sources: Foxborough Assessor records and plat maps; 2012 assessed valuation data.

*Does not include Assessed Valuation or gross bldg area of Foxborough Auditorium.

Table 3-7: Downtown Commercial Area Overview.

	Downtown Summary All Parcels	General Business	
Number of Land Parcels	78	78	
Acreage	32.9	32.9	
Gross SF of Building	613,233	613,233	
Total Assessed Value	\$ 41,080,100	\$ 41,080,100	
# of Vacant Parcels	9	9	
Vacant Acreage	4.1	4.1	
Number of Owners	57	57	
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) Zoning analysis; no market considerations. Less Parking Requirements -- Assumed Office or Retail > 15000 SF	276,915	276,915	Note only 5 parcels > 10,000 SF build out; 18 parcels > 5000 SF build out
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) -- Assumed Retail less than 15000 SF	221,532	221,532	Note only 5 parcels > 10,000 SF build out; 14 parcels > 5000 SF build out
	Acres	Acres	
Smallest Parcel	0.1	0.1	
Largest Parcel	3.0	3.0	
Mean	0.4	0.4	
Median	0.3	0.3	
	SF	SF	
Smallest Parcel	2,699	2,699	
Largest Parcel	129,809	129,809	
Mean	19,119	19,119	
Median	11,326	11,326	

NOTE:
The existing build-out on 23
parcels in Downtown Foxbor-
ough exceeds zoning limits.

Data Sources: Foxborough Assessor records and plat maps; 2012 assessed valuation data.

Table 3-8: Route One Commercial Area Overview.

	Route One Summary All Parcels	General Industrial Zone	Limited Industrial Zone	Highway Business Zone	Special Use Zone	Economic Development Overlay District (Part of the Special-Use Zone)
Number of Land Parcels	126	11	6	16	93	20
Acreage	839.7	27.2	67.7	49.6	695.2	415.1
Gross SF of Building	2,314,763	211,866	142,792	302,301	1,657,804	620,082
Total Assessed Value	\$ 756,398,900	\$ 8,073,000	\$ 8,246,900	\$ 15,143,600	\$ 724,935,400	\$ 661,545,800
# of Vacant Parcels	63	3	2	2	45	14
Vacant Acreage	331.4	12.8	34.4	2.2	270.5	119.3
Number of Owners	77	16	1	14	52	12
Estimated Additional Build-Out under existing zoning setbacks & bldg height (SF.) Zoning analysis; no market considerations. Less Parking Requirements -- Assumed Office or Retail > 15000 SF	25,675,014	246,078	2,022,379	1,313,853	22,092,703	
	Acres	Acres	Acres	Acres	Acres	Acres
Smallest Parcel	0.04	1.4	2.9	0.3	0.04	0.4
Largest Parcel	140.4	6.8	31.5	14.5	140.4	140.4
Mean	6.7	3.0	11.3	3.1	8.0	20.8
Median	2.2	2.2	7.8	1.8	2.6	6.1
	SF	SF	SF	SF	SF	SF
Smallest Parcel	1,600	60,113	125,453	12,294	1,600	15,682
Largest Parcel	6,114,517	294,030	1,373,011	631,184	6,114,517	6,114,517
Mean	309,960	131,697	491,502	135,036	348,079	904,088
Median	95,396	95,396	340,204	76,628	114,998	266,587

Data Sources: Foxborough Assessor records and plat maps; 2012 assessed valuation data.

Table 3-9: South Route 140 Commercial Area Overview.

	South Route 140/ Foxborough Blvd. Node	Limited Industrial Zone	Highway Business Zone	Total Commercial	Residential Zone	Publicly Owners [‡]
Number of Land Parcels	65	19	14	33	23	13
Acreage	360.5	178	58.8	236.8	30.3	121.1
Gross SF of Buildings	160,000,000	1,095,488	425,778	1,521,266	77,450	0
Total Assessed Value	\$160,000,000	\$ 123,749,900	\$ 27,100,000	\$ 150,849,900	\$ 7,587,800	\$ 5,512,800
Building SF/Acre	4,438	6,154	7,241	6,424	2,556	-
# of Vacant Parcels	20	3	4	7	4	13
Vacant Acreage	128	14.2	17.3	31.5	3.1	121.1
Number of Owners*	49	17	12	29	23	3
		4,480,000	1,394,000	5,874,000		
Estimated Additional Building under existing zoning setbacks & bldg. height (SF). Zoning Analysis; no market considerations. Less Parking Requirements-- Assumed Office or Retail > 15000 SF						
Estimated Additional Build-Out under existing zoning setbacks & bldg. height (SF). Assume retail less than 15000 SF		2,000,000	622,600	2,622,600		
	Acres	Acres	Acres		Acres	Acres
Smallest Parcel	0.01	0.42	0.23	0.23	0.01	0.16
Largest Parcel	53.35	41.50	13.20	41.50	16.13	53.35
Mean	5.55	9.37	4.20	7.18	1.32	9.32
Median	1.58	6.46	1.49		0.47	5.74
	SF	SF	SF	SF	SF	SF
Smallest Parcel	218	18,344	10,000	10,000	218	7,100
Largest Parcel	2,323,851	1,807,740	574,992	1,807,740	702,548	2,323,851
Mean	241,600	408,088	182,952	312,576	57,386	405,778
Median	68,750	281,398	64,904	-	20,570	250,034

Data Sources: Foxborough Assessor records and plat maps; 2012 assessed valuation data.

* Some owners own property in multiple zoning classifications

‡ Most publicly owned parcels are zoned; some are not & are part of I-95 extended r-o-w.

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COMMUNITY SERVICES & FACILITIES

Introduction

Public facilities and services are frequently the point of interaction between residents and business with local government. How facilities and services are maintained and delivered influences how the Town is perceived. A town's capacity and ability to provide services requires both short- and long-term planning. Strained municipal budgets create challenges as municipalities work to maintain existing service levels while facing new service demands, regulations and the need for additional technology and energy conservation measures to adequately respond to contemporary needs.

Planning for needs of the Town's current and future residents and businesses will enable Foxborough to provide high quality services as well as reduce overall costs. To assure the benefits of quality municipal services, both new and existing facilities must be well staffed and maintained. Capital improvement planning and asset management, using life cycle cost analysis can help Foxborough make prudent decisions for services and facilities.

This element on Community Facilities and Services provides a descriptive overview and base line of Foxborough's resources ranging from utilities to dams, cemeteries, and solid waste, as well as town buildings and properties.

Water Supply Infrastructure

Existing Conditions

Water Supply Source

The Town of Foxborough’s drinking water supply comes exclusively from groundwater sources located in three different watersheds: the Boston Harbor basin, Ten Mile River basin, and Taunton River basin. The Town’s water is drawn from 13 gravel packed wells spread out over six (6) different well fields. The Massachusetts Department of Environmental Protection (MA DEP) identifies Foxborough’s wells as being located in an aquifer with a high vulnerability to contamination due to the absence of hydro-geologic barriers (i.e. clay) that can prevent contaminant migration. As such, each well has a Zone I protective radius of 400 feet and is divided into 4 separate Zone II protective areas (refer to Figure 4-1 – Zone II Wellhead Protection Areas).

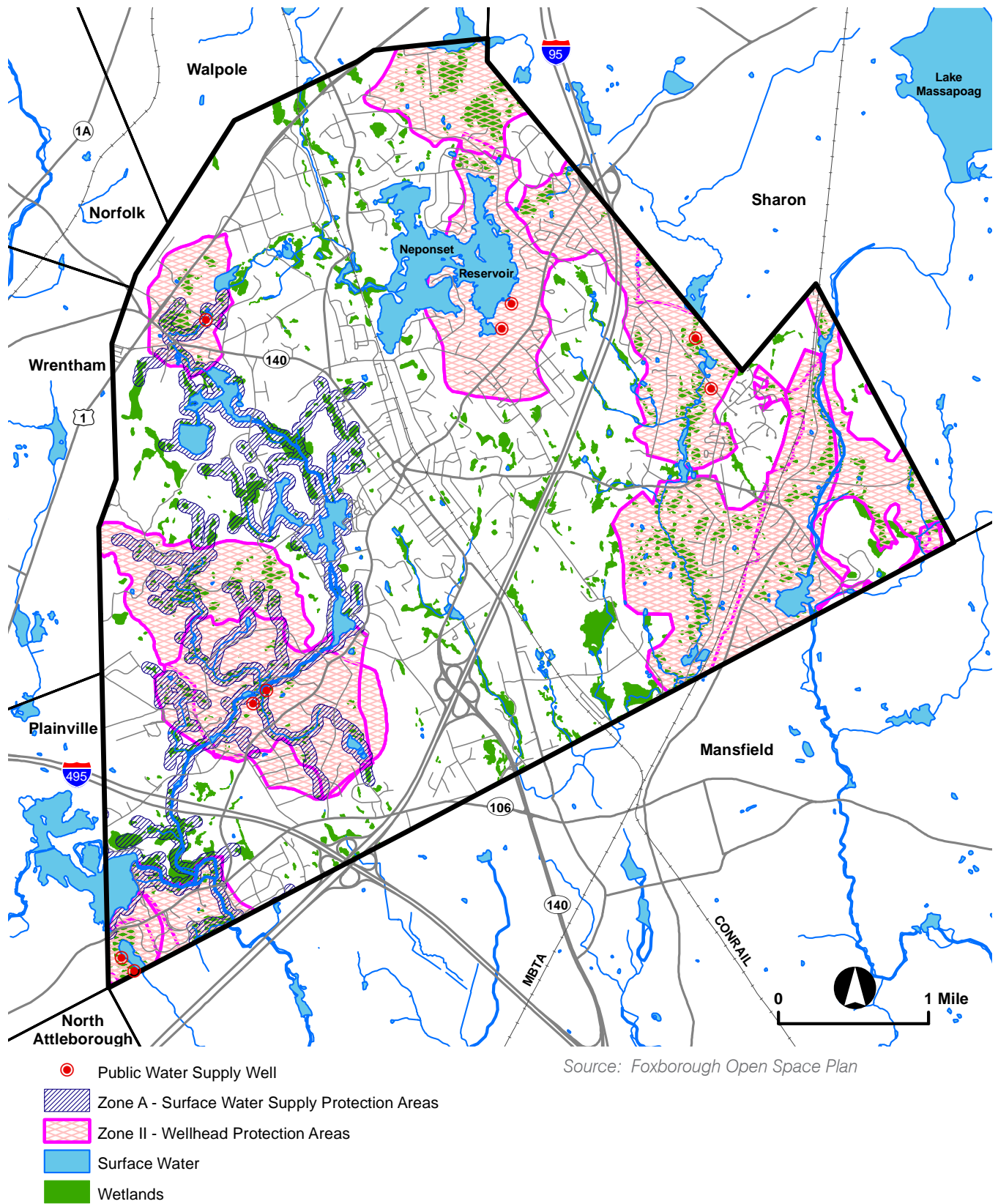
Each well field is comprised of 1 to 3 wells; the rated capacity of the wells ranges from 150 to 600 gallons per minute (gpm). Table 4-1 lists the 6 well fields, the well identification number, their groundwater source, and the maximum capacity (gpm) of each individual well within the well field.

Table 4-1. Foxborough Well Field Data.

Well Field	Well Identification	Groundwater Source	Maximum Rate Capacity (GPM)
Station 1	4099000 - 01G	Boston Harbor River Basin	400
	4099000 - 02G		400
Station 2	4099000 - 04G	Taunton River Basin	400
	4099000 - 05G		400
	4099000 - 06G		400
Station 3	4099000 - 07G	Taunton River Basin	250
	4099000 - 08G		150
	4099000 - 09G		400
Station 3A	4099000 – 10G	Taunton River Basin	500
A.L. Hanna Pumping Station 4	4099000 – 12G	Taunton River Basin	325
Howard C. Morse Pumping Station 5	4099000 – 13G	Boston Harbor River Basin	500
Station 6	4099000 – 14G	Ten Mile River Basin	
	4099000 – 15G		

Source: Adapted from Foxborough 2011 Annual Drinking Water Quality Report and 2003 Foxborough Source Water Protection Assessment Report.

Figure 4-1. Water Resources: Zone II Wellhead Protection Areas.



Source: Foxborough Open Space Plan

The total rated capacity of the Town's water supply system is approximately 5.9 million gallons per day (MGD). However due to restrictions on pumping and hydraulic constraints, the practical yield of the Town's water supply system is closer to 4 MGD. On average, the system demand is approximately 1.6 MGD, and peaks to approximately 3.4 MGD in the summer.

Water Protection Successes & Prior Recommendations

In the 2003 Source Water Assessment and Protection Report prepared by the MA Department of Environmental Protection for the Town of Foxborough's water system, the MA Department of Environmental Protection (DEP) commended the Town on the following actions it has taken toward protecting its source water, including:

1. Establishing a Citizens Advisory Committee to study Foxborough's water and wastewater current and future needs.
2. Participating in the Canoe River Aquifer Advisory Committee (CRAAC) and for providing model local zoning and non-zoning regulations for other CRAAC member towns to emulate.
3. Holding annual household hazardous waste days.
4. Providing a weekly waste oil and paint collection center.
5. Receiving a source protection award for its dedication in developing a Water Reuse Plan for the protection of drinking water supplies.
6. Receiving a source protection award for developing a unique groundwater monitoring program for 13 wells based on a comprehensive database of potential contaminant sources and area hydrogeology.

The DEP recommended taking the following actions to further improve source water protection:

1. Continue the Zone I inspections regularly, and when feasible, remove any non-water supply activities.
2. Educate residents on ways they can help you to protect drinking water sources.
3. Work with emergency response teams to ensure that they are aware of the stormwater drainage in your Zone IIs and to cooperate on responding to spills and accidents.
4. Partner with local businesses to ensure the proper storage, handling, and disposal of hazardous materials.
5. Monitor progress on any ongoing remedial action conducted for the known oil or contamination sites.
6. Work with farmers in your protection areas to make them aware of your water supply and to encourage the use of Natural Resource Conservation Service (NRCS) farm plan to protect water supplies.

The Planning Board could participate in the protection of source water by establishing development guidelines in Zone II areas that address groundwater protection and conservation. For example, the Planning Board could implement smart-watering requirements for irrigation systems on new development projects, and development incentives for preserving open space in Zone II areas.

There has been anecdotal evidence that the Town has supply issues in the summer, that is to say that it has been suggested by some Town residents that system demand exceeds supply capacity, particularly in the summer. During the summer months, when residents are using more water for outdoor uses, such as washing their cars and watering their lawns, the water demand is close to the capacity of the aquifer. In reality, the Town has capacity well in excess of system demand; however, due to permitting restrictions and water quality concerns the Town cannot always pump each well to its maximum capacity. The MA DEP is concerned that increased pumping will increase stress on the aquifers and adversely impact surrounding surface water features and wetland resources. In addition, some of the wells cannot be pumped to their rated capacity because the higher flow rates draws more iron and manganese into the system. The Town is currently evaluating different solutions for increasing supply capacity.

In 1989, the Town of Foxborough adopted a Water Resources Protection By-Law for protection of the Town's drinking water wells. By implementing this by-law, the Town showed a commitment to its residents in providing a safe and reliable supply of high quality drinking water. All of the water in the Town of Foxborough is treated with sodium hexametaphosphate for iron and manganese removal and potassium hydroxide, a corrosion inhibitor, to raise pH. Additionally, the Town utilizes sodium hypochlorite as a disinfectant for protection against microbial contaminants.

In recent years, the Town of Foxborough has experienced an increased number of complaints of rusty and dirty water. The source of the rusty water is, to a degree, the presence of iron and manganese minerals in the water, which produces a distinct brown color. Iron and manganese is found naturally in many groundwater sources and is generally more of an aesthetic issue than a public health concern. In older water systems, iron and manganese minerals settle and collect at the bottom of pipes when the water system is not regularly flushed. Recently, the Town of Foxborough has implemented a more regular water system flushing program to remove settled iron and manganese from water piping. This has caused temporary disturbance of the settled iron and manganese, resulting in discolored drinking water. By instituting a regular flushing program, the Town can reduce the discoloration over time. An aggressive flushing program utilizing

Water Conservation Policy Model

The Dedham-Westwood Water District since 2007 has been mandating the use of rain sensors for all automated sprinkler systems. Operating a sprinkler system during a rain event results in a warning, but repetitive violations incur fines and the water customer risks discontinuation of water service. The District also offers lower-cost rain barrels to encourage commercial and residential users to re-use rain water for watering.

high velocities can remove the settled iron and manganese much quicker. However, an aggressive flushing program requires a higher commitment of labor resources and utilizes a significant amount of water. Moreover, three wells located near Oak Street at Pump Station #3 were taken offline for the construction of the new water treatment facility. When these wells were taken off-line, the pattern of flow in the system changed, temporarily upsetting the settled iron and manganese in the pipes and causing rusty and dirty water occurrences in the Town.

In 2009, the Town built the Warren A. McKay Witch Pond Water Treatment Facility, located off of Route 106 and near the Plainville town-line. The filtration plant utilizes green sand filters for the removal of iron and manganese minerals in water. The plant has helped to alleviate some of the iron and manganese problems in the southern half of Town; however, plant's service area in Town is limited because the Witch Pond well field is within low yield groundwater area. There has been a cause of concern within the Town that, even though the wells are drawing water at rates below the MA DEP permitted flow rates, low groundwater levels and the possibility of environmental damage to Witch Pond will force the Town to implement more strict pumping flow rates. This could reduce the area in Town that is served by the Witch Pond well field. As a result, fewer customers will get their water from the filtration plant. The Ten Mile River Basin where the Witch Pond Water Treatment Plant is situated is considered a stressed water basin.

While not regular sources of supply, the Town has emergency interconnections with the Towns of Mansfield, Sharon, Plainville, Walpole, and Wrentham. In addition, a small section of the Town is served on a regular basis by Mansfield.

Water Distribution System

The Town of Foxborough's water distribution system has approximately 126¹ miles of pipe, made of varying materials including asbestos cement (AC), ductile iron (DI), and cast iron (CI) with diameters ranging from 4 to 20 inches.

The Town has three water storage tanks; a one (1) million gallon standpipe located on Main Street (Route 140) near Lakeview Road, a one (1) million gallon elevated tank that serves the Town's high service area, and a three (3) million gallon reservoir located at the end of Hill Street.

¹ Foxborough Reporter article – Troubled Waters: Discoloration has water department, residents frustrated, February 10, 2013.

Future Needs

The most significant future needs for the water distribution system is the need to increase system supply, reduce rusty and dirty water complaints, and engage in an infrastructure replacement program to replace older underperforming water mains. The Foxborough Water & Sewer Board and the new Superintendent have been spending a great deal of time to upgrade the water system, including undertaking a water system hydraulic study to address water pressure issues. This study will inform the long-range capital plan for future water improvements.

Water Supply Source

The Town is currently building a water treatment plant, located on Lamson Road off of Oak Street. The new plant is of similar design as the Witch Pond treatment plant and is intended to reduce iron and manganese from the Town's highest capacity well field. The new treatment should significantly reduce the presence of iron and manganese in east Foxborough. The feasibility of building a third treatment plant, located at the Sprague wells off of South Street, and the cost for installing a water main to deliver the untreated water to the treatment plant is currently under consideration. Alternatively, the Town is considering installing a 12-inch water main from Pumping Station #2, along South Street and to the Witch Pond Water Treatment Facility. These system modifications will go a long way in helping the Town maximize the capacity of their existing well fields and increasing system capacity.

The Massachusetts Water Resources Commission in 2012 established a statewide guideline and target for the reduction of per capita residential water use is 65 gpd for both indoor and outdoor watering. To reach this goal, municipalities such as Foxborough will need to undertake extensive public education regarding water conservation, utilize periodic water audits, and strongly encourage use of Water-Sense products that are highly water efficient, such as toilets and outdoor sensor-based irrigation systems. New development projects will need to utilize highly water efficient products and consider the use of xeriscaping and rain barrels. Xeriscaping is a landscape design approach that uses native species and minimizes the need for irrigation. Larger scale projects will need to explore water recycling.

Water Distribution System

In order to alleviate some of the water demand issues, the Town of Foxborough is currently weighing options for an infrastructure replacement program. The program will include an aggressive leak detection survey, as well as replacing old and leaking pipes. The program will reduce unmetered water, which ultimately will make more of the Town's existing supply available to customers. The Town is also continuing water efficiency

programs, such as the toilet rebate program that began in July 2002 that allows residents with older 5 to 8-gallon flush toilets to change to water saving 1.6-gallon or lower per flush toilets. In the spring, the Town plans to implement a hydrant flushing program to reduce the occurrence of rusty water complaints.

Sewer Infrastructure

Existing Conditions

The Town of Foxborough is a community that relies primarily on on-site wastewater management, also known as septic, for wastewater disposal. There is limited centralized wastewater collection and treatment concentrated to three areas of the Town. These sewer areas include portions of the Downtown area and the area along Central Street between South Street and the Foxborough/Mansfield town-line, including the Schneider Electric property on Mechanic Street, the Summerfield/Cannon Forge residential neighborhood, as well as the parts of Morse Street, and the Childs Lane neighborhood south of interstate 495 has sewer. While not connected to the Town system, the Chestnut Green development (formally the Foxborough State Hospital) is served by a centralized wastewater collection and treatment system that discharges to an on-site leach field. In addition, the Patriot's stadium and the Patriot Place commercial development are connected to a centralized collection and treatment system built by the Kraft Group, which also discharges to an on-site leach field.

With the exception of those areas in Town, most developed properties have septic systems. Some septic systems are newer style that conform to current design and public health standards while others are older and in need of updating, repair, or in some cases complete replacement. In all cases, the useful life of a well-maintained septic system is typically 20 to 30 years, which means that every septic system in the Town will require repair, updating, or replacement within the next 30 years.

The wastewater collection system in Foxborough is owned by various private and public entities. The collection system in the downtown area, along Central Street, and in the Child Lane neighborhood is owned by the Town and maintained by the Water and Sewer Department. Schneider Electric owns the collection system on their property, which discharges to the Town's collection system in the downtown area. The collection system within the Summerfield/Cannon Forge neighborhood is owned by the neighborhood housing association. There are thirteen pump stations throughout Town that discharge to 205,000 linear feet of sewer mains in the collection system, some of which are owned by private entities and some are owned by the Town.

With the exception of Chestnut Green's and the Kraft Group's wastewater collection system, all sewer in the Town is conveyed to Mansfield where it is treated at the Mansfield Wastewater Treatment Facility (WWTF). Mansfield owns the treatment plant and has sold capacity at the treatment plant through an allocation program. The Town of Foxborough is a customer of Mansfield, as are a number of private entities, including Schneider Electric and the Summerfield/Cannon Forge housing association. The Town has an agreement with Mansfield to treat up to 650,000 gpd (gallons per day) of sewer from the Town. For the past several years, the Town's public and private entities have been exceeding their allocation of sewer services at the Mansfield treatment plant. The Town has attempted to purchase additional capacity but has been turned down because Mansfield has no remaining treatment capacity to sell at its wastewater treatment facility. As a result, the Town has no additional capacity available for new customers to connect or for existing customers to increase their flow. Overall, the insufficient treatment capacity and limited pipe infrastructure has caused a significant unserved need in the Town of Foxborough for sewer capacity.

Future Needs

The sewer system infrastructure needs in the Town of Foxborough can be divided into short term and long term needs. In the short term, the Town can maximize its use of existing wastewater assets, such as acquire unused allocation from private entities, divert flow outside of the Town's collection system, and utilize other Town owned assets. Additionally, the Town can institute more strict water conservation efforts and make attempts at reducing infiltration and inflow.

The long term needs include expanding existing sewer infrastructure to allow for new connections and adding capacity at the Mansfield wastewater treatment facility. A separate long term solution that is being pursued by the Town is to form a partnership with the towns of Mansfield and Norton to build a new regional treatment plant that would serve all three communities. This plan would make the Town of Foxborough a part of the treatment plant, rather than a customer like they currently are with the Town of Mansfield. This plan could significantly reduce the pent-up sewer demand in Foxborough, particularly in the downtown area.

In addition, Foxborough needs to address storm water management and inflow and infiltration(I'n'l) issues, with an aggressive I'n'l program, diverting storm water from the existing sanitary sewer system, and implementing policies and practices using best management practices.

Electrical Infrastructure

Existing Conditions

The Town of Foxborough is part of National Grid's Union Loop, which is the sub-transmission system for Foxborough, Wrentham, Franklin, and Plainville. The Union Loop is powered by a single source, the South Wrentham substation, which services all of the customers in Foxborough, Wrentham, Franklin and Plainville. Power is delivered from the South Wrentham substation primarily through two feeder loops – a northern loop which feeds through Wrentham and into Foxborough, and a southern path that leads through Plainville and into Foxborough. An advantage to having both of these paths, at least theoretically, is that if either the northern or southern path fails, National Grid has the capability to utilize the redundant path to provide power to its customers. In the Town of Foxborough there are two smaller substations, Foxborough No. 1 on Neponset Avenue and Foxborough No. 2 on Elm Street that are in series and connected by a 23 kilovolt (KV) transmission line. Gillette Stadium is powered by a dedicated feed from the Crocker Pond substation located off of Washington Street in Wrentham.

There are two main issues facing Foxborough's electrical distribution system:

- Insufficient capacity for existing and future demand; and
- High vulnerability to outages due to its relative isolation within National Grid's service area.

These two issues have been contributing factors to three significant power outages over the last 18 months. Not only did these outages represent public safety risks and severe inconvenience to Town residents, the negative publicity generated for the Town may cause indirect economic impacts (e.g., fewer new businesses relocating to Town).

An increase in energy demand as well as an aging infrastructure has generated a capacity issue in the Town of Foxborough. The capacity issue has made electrical outages in Town more widespread and longer. Power outages throughout the service area have caused large concern over the efficiency and usefulness of the Union Loop. Generally, downed trees and power lines within the distribution system were not the primary cause of the recent widespread power outages throughout the Town. The primary reason for the recent power outages was significant storm damage to the Union Loop transmission system (i.e., high voltage transmission lines). The Union Loop lacks the overall capacity to redirect power through intact transmission lines during power outage events. When one half of the Union Loop goes down, the other half is insufficient to pick up the additional load, which in turn can result in significant damage to the intact portions of the transmission system. This can result in additional outages, which limits National Grid's ability to restore affected customer's power quickly.

National Grid describes the Town of Foxborough and the other towns served by the Union Loop as being on an “electrical peninsula”. Municipalities, which provide their own power to their residents, are located to the south, east, and north of the Union Loop, causing Foxborough to be essentially isolated within the National Grid service territory and limited in possible energy pathways. Additionally, there are four possible pathways for transmitting power from west to east in the National Grid service territory. These pathways are limited by the F. Gilbert Hills State Forest, the Wrentham State Forest, and both Interstate 95 and Interstate 495. Due to the isolated location of the Union Loop, if areas serving the South Wrentham substation are compromised, the entire Union Loop feed can lose power. The Union Loop is also comprised of 12 sections, and large areas of the Town can be without power if the majority of these Union Loop sections are affected by a storm event.

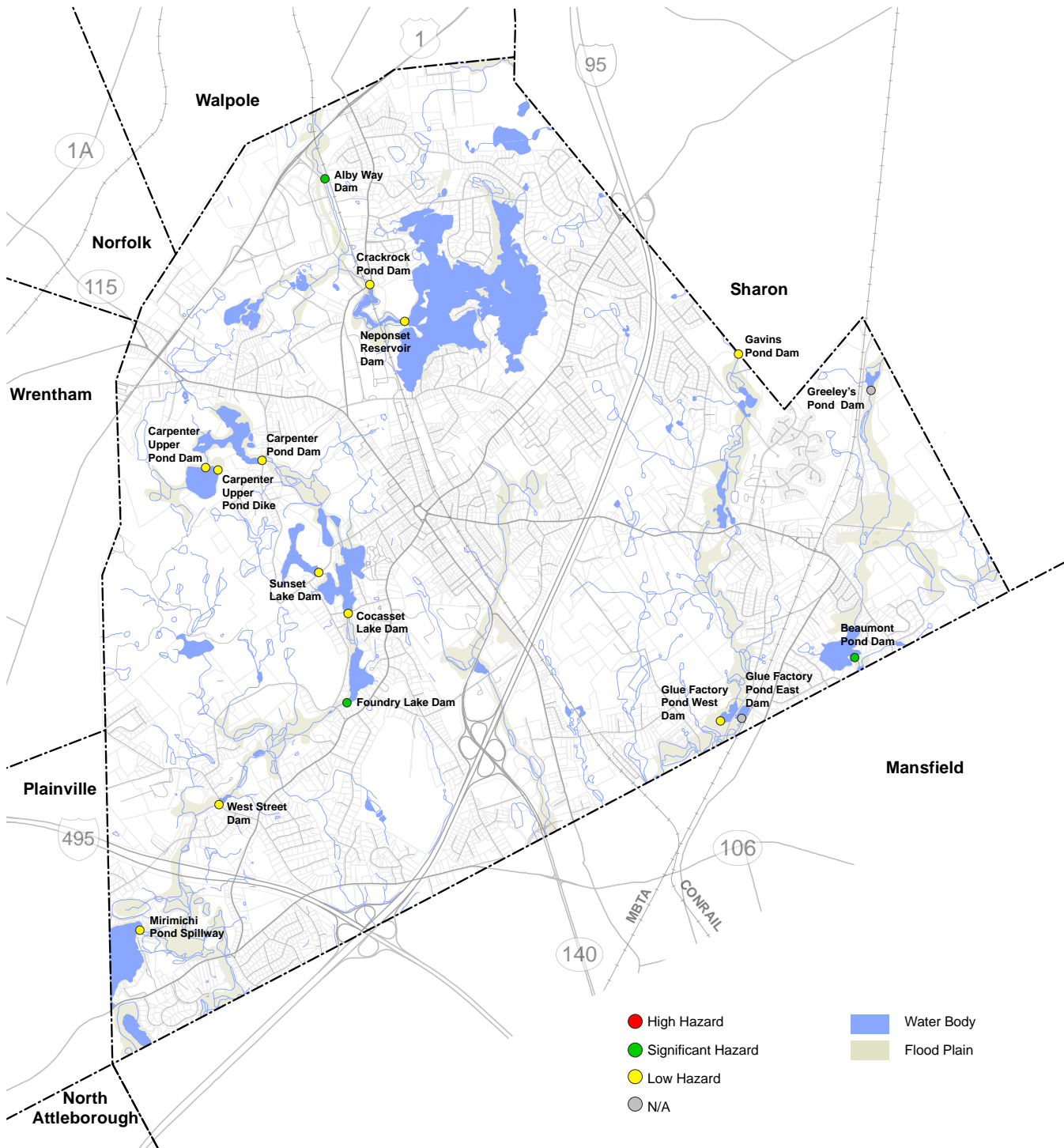
Future Needs

Recently, National Grid conducted a comprehensive study that analyzed the reliability issues, voltage issues and capacity issues in the Union Loop service area and developed long and short term solutions for providing efficient and dependable power with minimum interruptions in service. National Grid concluded that there was a glaring capacity issue in the Union Loop area. The Union Loop lacks the capacity to provide for existing future demand, and the necessary redundancy to limit the amount of power outages produced by a power compromising event.

By increasing capacity in the Union Loop, National Grid will be able to increase the ability to serve load and address the voltage and reliability issues throughout the Union Loop system. It is important to note that increasing system capacity may not remove possible causes of an outage, but it will improve the ability of the Union Loop system to restore power to affected customers more quickly.

National Grid developed short term and long term solutions for resolving the capacity issues within the Union Loop. Within 1 to 4 years, National Grid plans to reinforce the sub-transmission Union Loop System by increasing the size of the wires on the existing utility poles. In the long term, 5 to 8 years, National Grid plans to construct a new connection point for a new power source in north Foxborough. A new connection point would reduce the distribution distances and exposure and improve reliability for residents in the north and eastern portions of the area. Ultimately, the work being conducted provides National Grid with more flexibility and allows customers of the Union Loop to get power back much more quickly after an outage.

Figure 4-2. Dams in Foxborough.



Dams in Foxborough

Seventeen dams in Foxborough are listed in the National Dam Inventory or with the state Office of Dams. Most of the dams are publicly owned in Foxborough, including seven owned by the Town of Foxborough. There are another 3 dams also owned by the Town that are not part of the national inventory. The purpose of the dams in Foxborough is primarily recreational and water supply. Dams assist in overall supply water management by the creation of ponds and stabilization of ground water.

Dams are classified as to their hazard potential into three groups – High Hazard; Significant Hazard; and Low Hazard. This classification system categorizes dams as to the potential impact if the specific dam were to fail.

High Hazard Potential dam refers to dams located where failure will likely cause loss of life and serious damage to home(s), industrial or commercial facilities, important public utilities, main highway(s) or railroads(s). Significant Hazard Potential dam refers to dams located where failure may cause loss of life and damage home(s), industrial or commercial facilities, secondary highways(s) or railroad(s) or cause interruption of use or service of relatively important facilities. Low Hazard Potential dam refers to dams located where failure may cause minimal property damage to others. Loss of life is not expected.

No dams in Foxborough are in the High Hazard class. However, nine dams are classified as Significant Hazards, meaning that in the event of a dam failure there may be a loss of life and damage to property and buildings, including homes, commercial and industrial facilities, utilities and secondary roads.

Dam repair can be expensive. Annual inspection and maintenance program, with a schedule of regular maintenance, is ideal. Provisions should be made to assure that regular inspection and maintenance is undertaken by the private dam owners in Foxborough, including homeowners' associations. The topic of dams, and their current condition and need for a program of regular inspection, maintenance, and repair should be a study area for the Town leading to a comprehensive policy and plan of action. At minimum the Town should considering institute a program of clearing dam areas, and visually inspecting each dam at least bi-annually.

Table 4-2. Dams in Foxborough.

National DAM ID Number	Location	Owner	Hazard Potential	Date of Most Recent Phase 1 Regulatory Inspection	Date of Most Recent Other Inspection	Condition
MA 168	Mirimichi Pond Spillway	City of Attleboro Water Dept.	Significant Hazard	7/2/2010		Fair
MA 816	Crackrock Pond Dam	Neponset Res. Company	Significant Hazard	October 28, 2004		Poor
MA 817	Cocasset Lake Dam	Cocasset Lake Association	Significant Hazard	August 9, 2007		Fair
MA 1156	Carpenter Pond Dam	Town of Foxborough	Significant Hazard	11/30/2011	May 11, 2009	Poor
MA 2414	Gavins Pond Dam	Town of Foxborough	Significant Hazard	11/30/2011		Fair
MA 2416	Carpenter Upper Pond Dike	Town of Foxborough	Significant Hazard	October 30, 2006		Unsafe
MA 2417	Carpenter Upper Pond Dam	Town of Foxborough	Significant Hazard	October 30, 2006	March 24, 2009	Unsafe
MA 2418	Glue Factory Pond West	Town of Foxborough	Significant Hazard	11/30/2011		Unsafe
MA 2419	West Street Dam	Town of Foxborough	Significant Hazard	11/30/2011	May 11, 2009	Poor
MA 3113	Sunset Lake Dam	MA Dept. of Conservation & Recreation	Significant Hazard	6/23/2011	October 16, 2008	Poor
MA 3115	Neponset Reservoir Dam	Neponset Res. Company	Significant Hazard	5/3/2010	April 30, 2009	Good
MA 1159	Foundry Lake Dam	Town of Foxborough	Low Hazard	May 11, 2009		Fair
MA 2415	Beaumont Pond Dam	Beaumont Pond Homeowners' Association	Low Hazard	December 16, 2004		Fair
MA 3231	Alby Way Dam	F.R.A.L. Corporation	Low Hazard	1/24/2002	January 24, 2002	Good
3144*	Cocasset River Mill Dam	Town of Foxborough				
3128*	Gavin S. Pond Dam	Town of Foxborough			June 15, 1999	
3129*	Gavin S. Pond Dam #2	Town of Foxborough				

Sources: DCR Office of Dam Safety Inventory of Regulated Dams, December 2009, and the National Dam Inventory maintained by the US Army Corp of Engineers, 2011 update.

*Location information not available on MassGIS database.

Cemeteries

Foxborough has several cemeteries. Many are small burial grounds with historic character, such as the Centre Burial Ground in Downtown behind Memorial Hall. There are two active burial grounds in Foxborough – Rock Hill Cemetery and St. Mary’s Cemetery.

Rock Hill Cemetery was founded in 1852 and is a nondenominational cemetery. It was organized when the Centre Burial Ground was full. Rock Hill Cemetery is the resting place of many of the Town’s early leaders. Rock Hill Cemetery was designed by H. F. Walling, and is considered an example of a rural landscape burial ground. The cemetery was originally 13 acres, and added additional land in 1889. Today, it owns approximately 52 acres, much of which is presently woodlands. The staff at Rock Hill Cemetery indicates that the long-term plan is to use the woodlands as needed for burial plots.

St. Mary’s Roman Catholic parish owns the adjacent cemetery grounds. Parish staff believe there is adequate space and have no expansion plans.

Table 4-3. Cemeteries in Foxborough.

Cemetery	Location	Acres	Ownership
Boyden Burial Ground (Morse Cemetery)	Cocasset near Cannon Forge Drive		
Centre Burial Ground	Central Street -- behind Memorial Hall		Municipal -- historic site
Foxborough State Hospital Cemeteries (2)	Cross Street		Relocated in 2011. No longer a burial ground.
Gethsemane Cemetery	Mill Street (part of the Cocasset River Recreation Area)		Town -- historic site
Hodges Cemetery	East Street	0.34	Municipal
Payson Morse Cemetery	Chestnut Street		
Pet Memorial Cemetery	400 South Street	17	Privately owned
Rock Hill Cemetery	South Street	52	Nonprofit -- private
St. Mary's Cemetery	Mechanic Street	4.7	Parish owned
Sherman Burial Ground	Green Street		
Stratton Family Cemetery	Grounds of Foxborough Country Club		Privately owned
Sunset Cemetery	Cocasset Street	0.82	Municipal
Town of Foxborough	Green Street	0.30	Municipal
Wading River Cemetery	Cedar Street	0.39	Municipal
Wilbur Cemetery	Spring Street	0.03	Municipal

Foxborough is also home to the Pet Memorial Cemetery, which provides burial and cremation services for family pets. Table 4-3 displays the inventory of cemeteries in Foxborough.



Figure 4-3.
Rock Hill Cemetery,
Foxborough, MA.

Solid Waste

Solid water management has undergone a quiet transformation over the past two decades. Foxborough, like many municipalities, used to operate a town dump, which it closed in 1998. Today, in Foxborough residential garbage pick-up is privatized. The Town selects a private vendor to provide trash and recycling pick-up using a pay-as-you-throw system and individual households purchase orange tagged trash bags which are picked up once a week. Commercial operations and apartment building owners are responsible for arranging their own trash disposal.

Solid waste disposal has three components, recycling, diversion and disposal. The Massachusetts Solid Waste Management Plan 2010-2020 establishes two 2020 goals, one to reduce solid waste disposal by 30%, and secondly to continue to divert toxic substances from the solid waste stream. By 2050, the Commonwealth has outlined a goal of an 80% reduction in waste disposal by residents and businesses. Progress towards these statewide goals requires a high degree of local action and cooperation with municipalities.

Foxborough is one of the state's top communities as to recycling. In 2008, Foxborough ranked seventh amongst 351 cities and towns, with a recycling rate of 62% according to Massachusetts Department of Environmental Protection (Mass DEP). This is based on residential trash and recycling collection. The Town through its trash contractor offers curbside recycling pickup with co-mingled recyclables. Curbside trash and recycling services serve 77.8% of Foxborough's households. In 2011, 3,788 residential households were served. In addition the Town sponsors an annual hazardous waste collection day and has a weekly drop off day on Mondays for the disposal of mercury products at the public works yard.

The Town recently re-opened its composting center, operated by a private vendor, at the former town landfill site, to collect yard waste, such as grass clippings, tree and shrub branches and twigs. The composting center is open from March through November. Foxborough residents drop off yard waste. These efforts have contributed to a general decrease in the number of tons of solid waste generated and collected in Foxborough.

The Town's former landfill located on East Belcher Road was closed and capped in 2000. The landfill was not lined. A liner is the barrier between the solid waste fill and the underlying soil, which prevents potential leaching of materials into the soil and water table. The closed landfill requires continued environmental monitoring according to Mass DEP.

The Board of Health encourages re-use of commercial cooking grease from restaurants through its program to divert cooking grease from the waste stream. Restaurants are encouraged to dispose of cooking greases at Public Works. The cooking greases are subsequently sold to an oil processor. Proceeds are then donated to Foxborough's Discretionary Fund which assists needy households with fuel assistance.

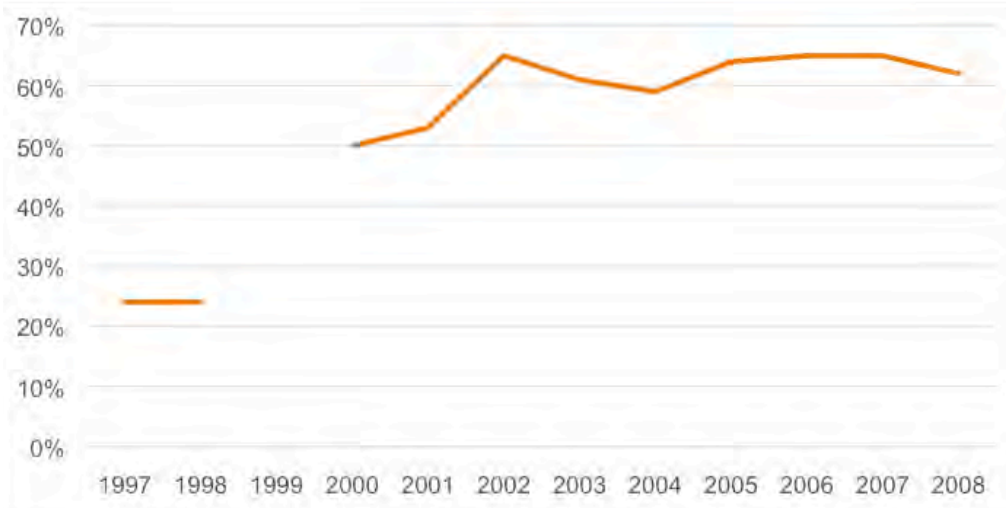
Moving forward, Foxborough needs to sustain and where possible improve and expand its exemplary residential recycling rate and diversion of materials from the waste stream. The Town's compost center, mercury collection program and annual hazardous waste program should continue. The Town should consider incorporating recycling standards in its review and permitting of new commercial and multi-family facilities, so as to encourage a higher degree of recycling. The former Town landfill on East Belcher Road will require continued environmental monitoring.

Table 4-4. Tons of Residential Trash Collected in Foxborough.

Year	Tons of Residential Trash Collected
2007	4,012
2008	5,127
2009	No data reported
2010	3,369
2011	3,394

Source: Massachusetts Department of Environmental Protection.

Figure 4-4. Foxborough's Recycling Rate 1997-2008.



Source: Massachusetts Department of Environmental Protection.

Data Note: No data was reported for 1999. Data from 1997 to 2001 is fiscal year (July to June).

Data from 2002 to 2008 is calendar year data.

Schools

Schools are an important part of the community – providing education for youth and creating a social network and community spirit amongst school families. Foxborough public schools include three elementary schools, one middle school, and Foxborough High School. In addition, a charter school located at 131 Central Street was established in 1998. The Foxborough Regional Charter School (FRCS) has an enrollment of over 1,180 students from 21 communities. FRCS has the physical capacity to serve 1,300 students, an increase of an additional 100 students enabled by its recent building expansion. Charter schools are authorized in five year increments by the state Board of Education. FRCS I is just beginning its fourth five-year term.

Foxborough is also home to two private schools, the Sage School situated at 171 Mechanic Street, and the Academy at Foxborough, a non-denominational Christian school at 115 Mechanic Street. Both private schools serve pre-Kindergarten through eighth grade. In addition, Foxborough residents have access to two regional high schools, one is the Southeastern Regional Vocational Technical School located in Easton, and the second is Norfolk Agricultural School located in Walpole and operated by the county.

The Foxborough Public School District offers education from pre-Kindergarten through 12th grade high school. The School District is headquartered at the Igo Administration Building at 60 South Street. The Foxborough School District operates five schools noted in Table 4-5.

Table 4-5. Foxborough Public Schools.

School	Type	Address	Grades	Students (2011-2012)
Charles Taylor Elementary School	Elementary	196 South Street	K-4	279
John J. Ahern	Middle	70 Carpenter St.	5-8	844
Mabelle M. Burrell	Elementary	16 Morse Street	PK, K-4	895
Vincent M. Igo Elementary School	Elementary	111 Mechanic St.	K-4	367
Foxborough High School	High School	120 South Street	9-12	368
Total	District-wide		PK-12	2,753

Source: Foxborough Schools and MA Department of Elementary & Secondary Education.

Foxborough elementary schools, namely the Taylor, Burrell and Igo Schools, offer before and after school care to students. At the Ahern Middle School, after school care is offered. An \$18.8 million upgrade to the Ahern Middle School was completed in 2005. Foxborough High School just completed a \$15.1 million upgrade to its facilities.

A portrait of the Foxborough Schools' student body in comparison to the state is shown in Table 4-6. Foxborough Schools were recognized in 2013 by Boston Magazine for the highest high school graduation rate, 99%.



Figure 4-5. The Vincent M. Igo Elementary School, Foxborough, MA.

Table 4-6. Foxborough School Students, 2012-2013.

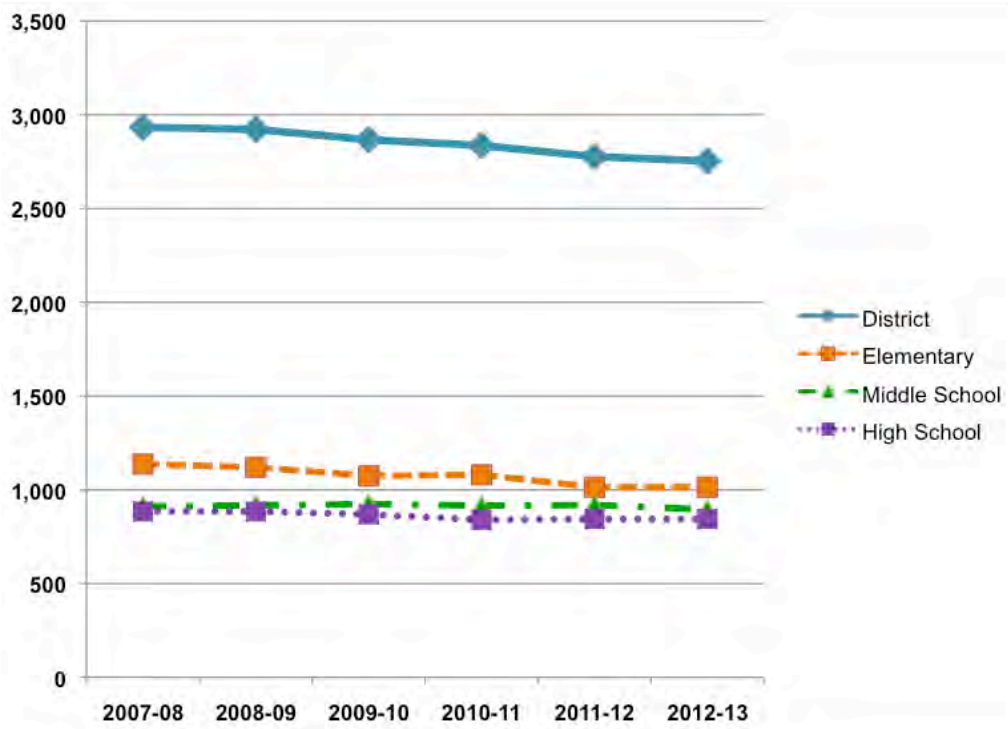
Public School Students		Foxborough	Massachusetts
	Total Number of Students	2,753	954,773
GENDER	Male	51.0%	51.2%
	Female	48.5%	48.8%
RACE	African American	3.9%	8.6%
	Asian	2.9%	5.9%
	Hispanic	2.4%	16.4%
	Native American	0.2%	0.2%
	White	89.5%	66.0%
	Native Hawaiian, Pacific Islander	0.0%	0.1%
	Multi-Race, Non-Hispanic	1.0%	2.7%
OTHER FACTORS	First Language not English	0.9%	17.3%
	Limited English Proficient	0.5%	7.7%
	Low-income	15.8%	37.0%
	Special Education	16.4%	17.0%
	Free Lunch	13.4%	32.1%
	Reduced Lunch	2.4%	4.9%

Source: MA Department of Elementary & Secondary Education.

Enrollment in 2012-2013 in the Foxborough Public Schools was 2,753 students. Enrollment in the schools has been slightly decreasing as noted in Figure 4-6. In 2007, there were 2,933 students enrolled in the district's schools, a decrease of 180 students. The change from 2007-9 to 2012-2013 has been most noticeable at the elementary school level where the number of students enrolled in Foxborough Elementary Schools has decreased by 123 students from 2007-08 to 2012-13, about two-thirds of the overall decrease in district enrollment. Some of this decrease in enrollment may in part be attributable to demographic trends, as well as available school choice options of three other schools offering elementary education in Foxborough, the Academy, the Charter School, and the Sage School.

The Metropolitan Area Planning Commission projected the population for Foxborough and other municipalities in the region, using two approaches, the current growth trend and a Metro Future trend, as noted in Table 4-7. The actual population of children 0 to 4 years of age in Foxborough per the 2010 US Census was actually lower than both the current growth trend projection and the Metro Futures projection for 2010. However, the actual population of children 5 to 9 years of age in 2010 was higher than the two

Figure 4-6. Enrollment in Foxborough School, 2007-2013.



Source: MA Department of Elementary & Secondary Education.

projections by MAPC. This is in part because young families with children who are just becoming school age frequently purchase homes in Foxborough, which may account in part for the higher number of children ages 5 to 9 years of age in actual Census count in 2010. The actual 2010 count for the older cohorts of children and youth, 10 to 14 years, and 15 to 19 years, were in the mid-point of the two projections. Overall, the population projections indicate that the school age population is relatively stable, although some years may vary as to number of classrooms needed in the future.

Table 4-7. Population Projections of Children & Youth in Foxborough.

	Age Range	Actual	Projected Current Trends			Metro Futures Projection		
		2010	2010	2020	2030	2010	2020	2030
Baby/Toddler	00-04	901	1,001	1,069	1,095	972	999	1,021
Elementary	05-09	1,128	988	937	976	961	883	928
Middle-HS	10-14	1,256	1,302	1,247	1,292	1,273	1,186	1,236
HS - Post Graduation	15-19	1,121	1,135	1,064	992	1,103	989	919

Sources: US Census and Metropolitan Area Planning Commission.

Municipal Buildings

The majority of municipal services provided to Foxborough residents by town government are housed in principally in five buildings plus the local schools which were just reviewed on pages 4-18 to 4-19. The key Town service buildings are Town Hall, the Boyden Public Library, the Public Safety Building, the Public Works building, and the Senior Center. In addition, the Town owns and operates two historic buildings, Memorial Hall and the Paine School, as well as several service buildings for water treatment operations. Two additional buildings, the former fire station and the Auditorium building at the former state hospital grounds are also town-owned buildings awaiting redevelopment and re-use. The Town also owns the football stadium at One Patriot Place which is used by the New England Patriots on a 24 acre site. The overview of Town properties follows this discussion of Foxborough's municipal buildings.



Figure 4-7. Foxborough Town Hall.

Town Hall. Town Hall is situated in Downtown at 40 South Street at the historic location of Foxborough's town government. Town Hall is a 13,920 SF building on a 1.4 acre site. The adjacent parking lot provides 86 parking spaces. The existing Town Hall needs to be upgraded, made handicap accessible and enlarged to meet the operational needs of town government.

Town services and operations located at Town Hall include the Assessor's office, Selectmen's Office, the Board of Health, Building Inspection, Conservation, Planning Board, Town Clerk, Treasurer/Collector, Veterans' Services, and the Water/Sewer Department.

The town's administrative offices at Town Hall are presently overcrowded using every nook, cranny and surplus hallway at the present location. Town officials and citizens have been evaluating options as to Town office needs. Identified options for additional space for Town offices include relocating Town Hall to a new location and undertaking either new construction or renovation; build a new Town Hall at the present site (which may or may not include demolition of the existing building); and third build a new wing for the existing Town Hall.

The Town should consider leading by example and employ energy efficient and sustainable building practices when de-

signing and building a new Town Hall or Town Hall addition. Life-cycle costs should be assessed so that fiscally responsible decisions as to capital and operating costs can be made.

New construction of an entirely new Town Hall or a new addition should adhere to good urban design principles for a Downtown, especially the siting of buildings near the street edge, with perhaps a small setback for the entry and landscaping, and parking to the rear or side.

Boyden Public Library. Boyden Public Library recently re-opened in its newly renovated facility at 10 Bird Street in Downtown. The Boyden Library was expanded with a 13,800 SF addition to its existing 20,833 SF facility. The library is situated on two parcels totaling 0.87 acres (37,897 SF). The interior was gutted and renovated creating computer work stations, updated library stacks and reading areas, as well as accessible meeting facilities that are being used by community groups and town government. The expansion of the library is sized to meet the Foxborough's needs over the next twenty-years.

The Boyden Library has over 99,000 print items (books, periodicals, etc.) in its collection, as well as 23,200 non-print items, for a total collection of 122,000 items. In FY2013, the annual circulation of the Boyden Library totaled 163,416. Circulation data stems from the time the library was in temporary quarters during renovation. Libraries typically experience increased patronage and circulation with new library facilities.

Public Safety Building. The new 40,400 SF Foxborough Public Safety Building was



Figure 4-8. New addition at Boyden Library, Foxborough.
Source: <http://llbarch.com/projects/featured/boyden-library/>



Figure 4-9. The Public Safety Building at Chestnut Green.
Source: <http://foxboroughpolice.com/>

erected in 2006 at 8 Chestnut Street in the Chestnut-Green area of Foxborough. The Public Safety Building houses both the Police and Fire Departments. The Fire Department provides firefighting and prevention services as well as emergency management services for Foxborough. In essence, the Public Safety Building is the emergency command center for the Town. The Public Safety Building also has a meeting room, known as the McGinty Room, which has full technology support for white boards, LCD projectors, video display and a sound system. The meeting room serves as a training room for the Police and Fire Departments, as well as a community meeting room for town government activities and the community-at-large. The McGinty Room has also been used as a cooling center in warm weather months providing temporary air conditioning space for residents to avoid unhealthy side effects caused by heat waves.

The Foxborough Police Department is exploring the viability of a regional dispatch system with other nearby municipal police departments. If Foxborough were to host a regional service, additional space may be needed.

Public Works Building. Foxborough's Public Works Building houses the Highway Department and was built in 1900. The Highway Department's garage is at 70 Elm Street. The 11,796 SF structure sits on a 9.75 acre site. In addition to the Highway Department building/garage, there are three sheds on the property, providing an additional 3,260 SF of storage space for salt and sand. The public works building features an extensive array of solar panels on its roof, as well.

The public works site includes parking for Foxborough school buses, public works vehicles, a gasoline fueling area, and collection areas for the recycling and proper disposal, such as the cooking oil/grease recycling initiative and the mercury collection point.



Figure 4-10. The Foxborough Public Works Building.



Figure 4-11. Activities sponsored by the Foxborough Senior Center at the Lakeville Pavillion.

Senior Center. The Foxborough Council on Aging and Human Services (FCoAHS) is located in the Senior Center, a wood shingle building at 75 Central Street, just a block south of Downtown. The Senior Center is a 4,500 SF facility with both offices and a meeting area. The facility includes a parking area and was built in 1998. The FCoAHS serves persons of all ages in Foxborough providing information, referral and assistance on issues ranging from housing, mental health, transportation, in-home care, legal services, tax help through American Association of Retired Persons (AARP), reduced cost dental care, health insurance counseling, and food assistance. The Senior Center is home to a wide range of services and programs for residents of all ages.

As the proportion and number of persons living in Foxborough who are 65 years of age increase, there will likely be increased demand for services and activity space for seniors. In 2010, there were 2,305 persons 65 years of age and older living in Foxborough, approximately 13.7% of the population. In 2030, MAPC projects there will be 3,774 to 3,996 persons age 65 years and older living in Foxborough, or about 21.1% of the Town's residents. This represents nearly a two-third increase (63.7%) in the senior citizen age cohort. As the baby boomer generation ages, the types of senior services and activities may vary, but there will be an increasing demand for services. Foxborough should anticipate that there will be increased need for programming and service space in the next decade that may merit an expansion of the existing senior center, opening a satellite facility or new construction. The central location of the existing center near downtown should be retained.

Memorial Hall. Memorial Hall was erected in 1868 by the residents of Foxborough as a memorial to the Union soldiers who fought in the Civil War. The building located at 11 South Street sits prominently in Downtown just south of the Town Common. Memorial Hall is a stone octagon shaped building in the High Victorian Gothic style. It was designed by architect John Stevens. At one time Memorial Hall also housed the library, which moved to its own building in the 1960s. Today, Memorial Hall serves as a town museum and is home to the Foxborough Historical Commission. As a building that is nearing its sesquicentennial, Memorial Hall is needing some heating upgrades. The Massachusetts Preservation Projects Fund operated by the Massachusetts Historical Commission could



Figure 4-12. Memorial Hall, Foxborough.

be a source of matching funds for upgrades and any needed restoration work.

Paine School. The Paine School is the oldest remaining school building in Foxborough, built in 1795. It was moved to its present location in 2000 behind Town Hall through the help of volunteers and local businesses. The Paine School is owned by the Town, and is used for an occasional meeting or gathering.

Fire Station Building Area. The Fire Station Building at the corner of School and Rockhill was once the home of the Foxborough Fire Department. The building sits vacant and spans two parcels at the corner of Rockhill and School Streets overlooking the Town Common. The remaining parcel on the block is the “Funeral Home” site, located at 21 Market Street, the corner of Rockhill and Market Streets. The Keating Funeral Home property, a clapboard four-square home with additions and modifications dating from the mid-nineteenth century is now owned by the Town and sits vacant.

The site consists of a half-acre or 21,948 SF of land, with the two buildings comprising 18,532 gross SF. The fire station property is zoned General Business and the rear two parcels, including the former funeral home property, are zoned R-15.

The funeral home was originally a residence and is included in the Inventory of Historic Properties database with the Massachusetts Historical Commission. Neither property is listed on the state or National Register of Historic Places. The fire station dates from the 1940s. The Fire Station parcels are an opportunity to recruit desired uses and create new destinations in Downtown Foxborough. For Foxborough, a mixed-use approach to



Figure 4-13. The Foxborough Fire Station Building on the Common, currently vacant.



Figure 4-14. The Paine School.

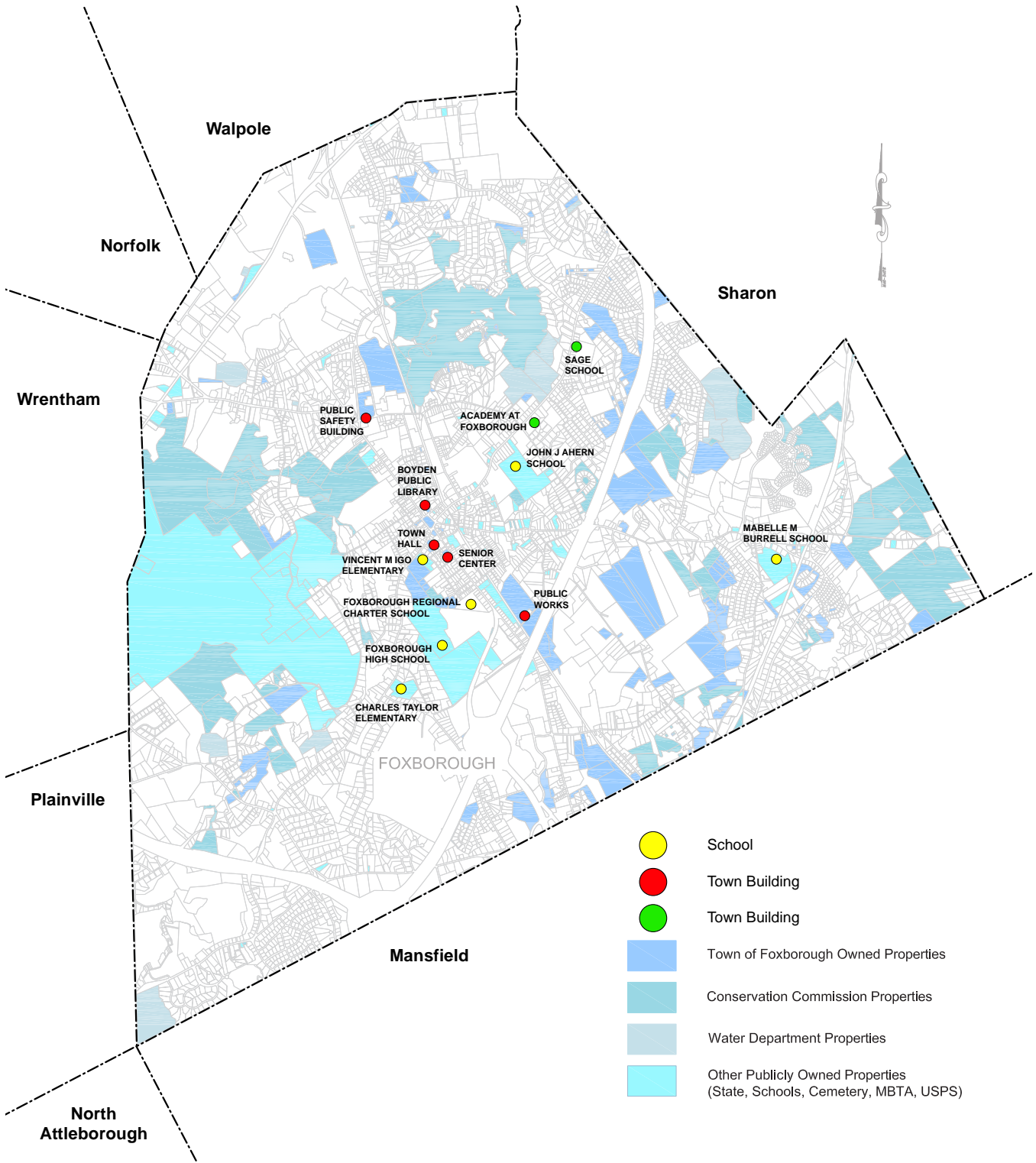
redeveloping the Fire Station site is the preferred solution. As the owner of the Fire Station site, the Town is uniquely poised to direct the re-use of this site to recruit the desired mix of uses.

The Auditorium. The red brick Auditorium located at 12 Payson Road built in 1900 was once part of the Foxborough State Hospital grounds. It has a 7,380 SF footprint on a 1.77 acre site and currently sits vacant. There is a full basement and 1380 SF of finished second story space. A second wood frame office building built in 2011 with a 2,160 SF footprint is also situated on the property. This property is directly to the west of the Public Safety building. The site is zoned Neighborhood Business, and is part of the Chestnut Payson Overlay District.



Figure 4-15. The Auditorium Building on Payson Road is currently vacant.

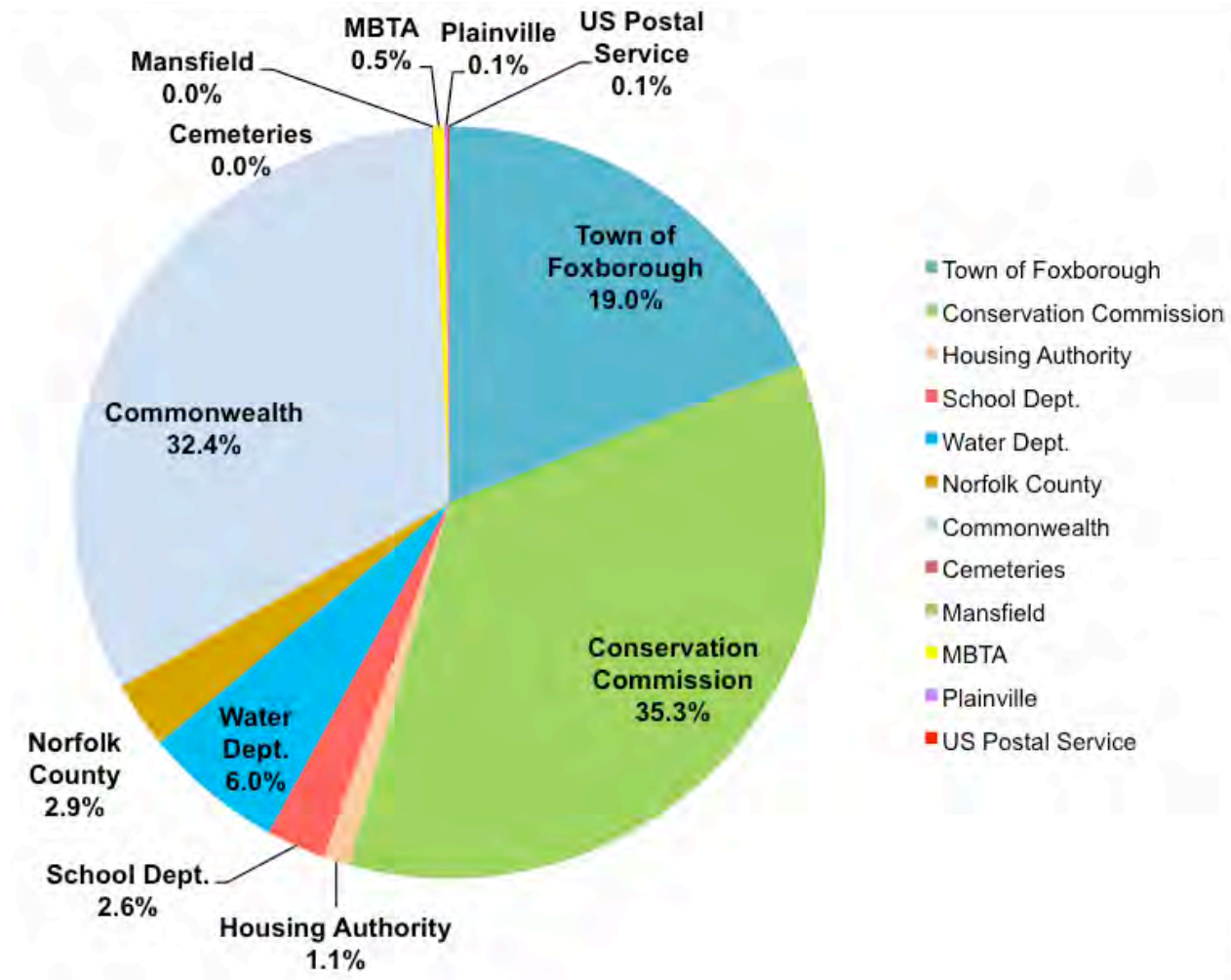
Figure 4-16. Community Facilities.



Publicly Owned Land

The Town of Foxborough consists of 20.89 square miles (13,369.6 acres) of land and water. Governmental agencies – federal, state, and local – own 4,458.24 acres of land. One-third (33.5%) of the Town’s overall land area is owned by governmental entities. The Town of Foxborough and its departments – the School Department, the Water & Sewer Board, and the Conservation Commission and the cemetery boards own 2,082.2 acres of land in total, comprising over one-fifth (21.6%) of the total land area of Foxborough. The Town and its boards is the largest public land owner in Foxborough. In fact, the Town in aggregate (inclusive of the School Department, Water Department, Conservation Commission, and cemeteries) is the largest owner of land in Foxborough.

Figure 4-17. Land Ownership by Governmental Entities in Foxborough.



Source: 2012 Foxborough Assessor’s Records and McCabe Enterprises.

Table 4-8. Summary of Publicly Owned Property in Foxborough.

	Public Property Owner	Number Of Parcels	Land Area (Acres)	Bldg Area (Gross SF)	Assessed Value
Federal	US Postal Service	1	2.98	25,480	\$ 5,414,100
State	Commonwealth of Mass	32	1,483.38	3,605	\$16,044,100
	Commonwealth of Mass. Dept of Public Safety	1	3.77	8,480	\$ 1,178,500
County	Norfolk County	1	132.58	-	\$ 1,330,400
Authorities	MBTA	16	22.45	-	\$ 319,900
	Foxborough Housing Authority	20	51.07	69,683	\$16,520,500
Local Government – Fox- borough	Town of Foxborough	183	870.80	223,727	\$ 504,405,900
	Town of Foxborough School Department	7	117.75	770,025	\$ 87,646,700
	Town of Foxborough Water Department	19	274.89	6,096	\$ 8,450,200
	Town of Foxborough Conser- vation Commission	89	1,619.86	10,246	\$ 14,923,200
	Cemeteries (publicly owned)	5	1.88	-	\$ 52,900
Local Govt	Town of Mansfield	1	0.13	-	\$ 10,500
	Town of Plainville	1	6.70	-	\$ 73,200
TOTAL		376	4,588.24	1,117,342	\$ 656,370,100

Source: McCabe Enterprises and Town of Foxborough Assessors' records, 2012.

Town-Owned Property

The Town of Foxborough owns 183 parcels comprising 870.8 acres of land ranging in size from very small pieces of land encompassing only 120 square feet (SF) to large parcels encompassing as much 38.8 acres. The median parcel size owned by the Town is 70,492 SF of land area. Table 4-10 enumerates the twenty-eight largest parcels, which includes all parcels exceeding ten acres owned by the Town, which comprises 563.46 acres, or 64% of the land area owned by the Town. A listing of Town-owned property by street can be found in Table 4-15 at the conclusion of this section.

The value of the Town's property as measured by the assessed valuation assigned by the Assessor totals is over a half-a-billion dollars, \$504,405,900. Sixteen of the 183 parcels owned by Foxborough have a building, and 167 parcels are vacant or open land. The highest value property is One Patriot Place, valued at \$465,426,100 per the 2012 assessments. This one property constitutes 92.2% of the value of Town's overall real estate portfolio. Land values range from the high of \$465,426,100 to a low of \$900. The median assessed value is \$35,600. The mean average value of Town-owned parcels – less the highest and lowest value properties – is \$212,999.

A review of the assessed valuation of Town-owned properties by value quintiles is informative, which is illustrated in Table 4-9. The quintiles are based on the 183 parcels owned by the Town less the highest and lowest assessed valuation. Table 4-11 portrays the parcels in the top four value quintiles plus the highest value property, consisting of twenty-eight properties.

Table 4-9. Town-owned Property Valuation Attributes Ranked by Value Quintile.

Quintile	Lowest Assessed Valuation	Highest Assessed Value	Median Value	Number of Parcels
1. Highest	\$ 10,375,200	\$ 10,375,200	\$ 10,375,200	1
2. Second Highest	\$ 2,586,600	\$ 2,924,400	\$ 2,755,500	2
3. Mid –Quintile	\$ 813,300	\$ 2,480,700	\$ 1,675,900	5
4. Second to the Lowest	\$ 245,500	\$ 682,000	\$ 335,400	19
5. Lowest	\$ 3,400	\$ 216,400	\$ 115,794	154

Source: 2012 Assessment data and McCabe Enterprises

Table 4-10. Largest Parcels Owned by the Town of Foxborough.

Map	Lot	Location	Land Area in Acres	Total Assessed Parcel Value
95	2025	Cocasset Street	38.80	\$ 392,600
94	2848	Cocasset Street	36.58	\$ 370,400
109	2851	Cocasset Street	36.01	\$ 364,700
43	6468	35 Payson Road	35.80	\$ 2,480,700
36	6283	Mechanic Street	31.25	\$ 317,100
147	3842	Spring Street	30.18	\$ 306,400
70	2032	Oak Street	25.56	\$ 260,200
108	3174	Belcher Road	25.30	\$ 259,200
16	4755	One Patriot Place	24.02	\$ 465,426,100
107	2786	Elm Street	23.93	\$ 245,500
130	3528	46 Mill Street	19.70	\$ 1,288,600
108	2847	Belcher Road	19.30	\$ 199,200
58	1736	Oak Street	18.50	\$ 189,600
71	5971	Oak Street	18.00	\$ 383,800
124	3489	Morse Street	16.50	\$ 136,900
124	3490	Morse Street	16.00	\$ 288,900
132	6416	South Street	15.70	\$ 161,600
158	3896	Spring Street	14.50	\$ 149,600
94	2850	Cocasset Street	13.69	\$ 141,500
136	3684	Spring Street	13.55	\$ 140,100
122	3473	Elm Street	13.46	\$ 140,800
165	4733	Commercial Street	13.20	\$ 2,924,400
125	3289	Hodges Road	11.26	\$ 119,600
85	3005	Willow Street	10.75	\$ 252,100
92	2597	South Street	10.64	\$ 214,900
137	4645	Morse Street	10.50	\$ 109,600
112	3387	East Street	10.45	\$ 109,100
57	1728	Carter Road	10.37	\$ 110,800

Source: 2012 Assessor's data and McCabe Enterprises.

Table 4-11. Town-Owned Properties with the Highest Valuations.

Map	Lot	Location	Land Area in Acres	Bldg Area Gross SF	Total Assessed Parcel Value
16	4755	One Patriot Place	24.02	78112	\$ 465,426,100
54	1484	8 Chestnut Street	8.86	40849	\$ 10,375,200
165	4733	Commercial Street	13.20		\$ 2,924,400
79	2209	10 Bird Street	0.49	16830	\$ 2,586,600
43	6468	35 Payson Road	35.80		\$ 2,480,700
92	2627	40 South Street	1.42	13920	\$ 1,802,700
107	3151	70 Elm Street	2.62	11976	\$ 1,675,900
130	3528	46 Mill Street	19.70	4320	\$ 1,288,600
54	6469	Payson Road	1.77	16674	\$ 813,300
79	2225	School Street	0.14	12262	\$ 682,000
156	5789	Commercial Street	5.74		\$ 637,300
92	2653	75 Central Street	0.98	9942	\$ 631,100
79	2236	22 South Street	0.58	3024	\$ 569,500
95	2025	Cocasset Street	38.80		\$ 392,600
71	5971	Oak Street	18.00	2750	\$ 383,800
156	5784	Foxborough Boulevard	7.81		\$ 380,200
94	2848	Cocasset Street	36.58		\$ 370,400
109	2851	Cocasset Street	36.01		\$ 364,700
79	2222	21 Market Street	0.21	5886	\$ 335,400
36	6283	Mechanic Street	31.25		\$ 317,100
147	3842	Spring Street	30.18		\$ 306,400
124	3490	Morse Street	16.00		\$ 288,900
149	3911	120 Spring Street	2.00	2736	\$ 284,200
70	2032	Oak Street	25.56		\$ 260,200
108	3174	Belcher Road	25.30		\$ 259,200
152	3745	132 Mill Street	8.10		\$ 256,200
85	3005	Willow Street	10.75		\$ 252,100
107	2786	Elm Street	23.93		\$ 245,500

Source: 2012 Assessor's data and McCabe Enterprises.

School Department

The Foxborough School Department holds title to seven properties in Foxborough, with a total assessed valuation of \$87,646,700. The School Department owns 117.5 acres of land and seven buildings consisting of 770,000 SF of buildings. Table 4-12 lists the School Department properties.

Table 4-12. Foxborough School Department-Owned Property.

Map	Lot	Location	Land Area in Acres	Bldg Area Gross	Total Assessed Parcel Value
92	2663	70 Carpenter Street	4.21	93,308	\$ 9,200,600
97	2933	14 Community Way	0.43	6,752	\$ 355,000
68	1989	111 Mechanic Street	37.36	207,373	\$ 10,383,600
97	2945	16 Morse Street	23.00	44,195	\$ 6,710,100
132	3565	196 South Street	11.80	208,297	\$ 26,851,500
162	4101	South Street	0.31	2,100	\$ 207,200
106	4776	120 South Street	40.65	208,000	\$ 33,938,700

Source: 2012 Assessor's data and McCabe Enterprises.

Water Department

The Foxborough Water Department owns 19 parcels of land encompassing 274.9 acres of land. The Water Department land hosts three buildings totaling 6,096 SF. The Water Department's holdings are valued at \$8,450,200. The inventory of Water Department owned parcels is found at Table 4-13.

Cemeteries

A very small portion of land is owned for five public cemeteries amounting to 1.88 acres. The cemeteries are the Town of Foxborough Cemetery on Green Street; the Wading River Cemetery on Cedar Street, the Wilbur Cemetery on Spring Street, Hodges Cemetery on East Street, and Sunset Cemetery on Cocasset Street. Other cemeteries in Foxborough are privately owned.

Table 4-13. Foxborough Water Department Owned Property.

Map	Lot	Lot Cut	Location	Land Area in Acres	Bldg Area Gross SF	Total Assessed Parcel Value
27	506		6 Alice Bradley Lane	3.37		\$ 305,300
179	4446		80 Cedar Street	20.01	4500	\$ 3,045,600
56	3600		Chestnut Street	0.23		\$ 11,000
14	317		Hill Street	2.10		\$ 170,100
48	1355		11 Lamson Road	61.80		\$ 738,200
59	6000		6 Lamson Road	1.00		\$ 13,700
53	1433		185r Main Street	0.97		\$ 1,042,700
45	1146		Mechanic Street	21.35	608	\$ 245,600
36	4709		154r Mechanic Street	11.69		\$ 252,700
36	6387		Mechanic Street	0.78		\$ 12,800
142	3738		Mill Street	3.42		\$ 40,400
17	340	1	North Street	0.27	988	\$163,000
59	1788		Oak Street	15.42		\$ 158,800
56	1148		25 Pumping Station Road	26.64		\$ 271,700
143	3538		South Street	71.90		\$ 723,600
143	3756		11 Sprague Road	8.20		\$ 305,900
23	324	1	85 Washington Street	1.55		\$ 696,100
52	5324		110 Washington Street	17.64		\$ 181,000
152	4832		West Street	6.58		\$ 72,000

Source: 2012 Assessors data and McCabe Enterprises.

Housing Authority

The Foxborough Housing Authority owns twenty parcels comprising 51.07 acres valued at \$16,520,500. The Housing Authority's real estate holdings include 69,683 SF of buildings.

Conservation Commission

The Foxborough Conservation Commission owns 1,619.86 acres and is the largest single governmental property owner in Foxborough, followed by the Commonwealth of Massachusetts with 1,438 acres. The Commonwealth's property includes 1,308 acres comprising the portion of F. Gilbert Hills State Forest in Foxborough. Gilbert State Forest is under the stewardship of the Massachusetts Department of Conservation and Recreation and is located in both Foxborough and neighboring Wrentham. Many properties found on the assessment maps are identified as conservation land, even when the Assessor's data base indicates that the owner is the Town of Foxborough. Over half (56%) of the land area owned by the Town and its boards consists of conservation land which encompasses 1,620 acres.

The Conservation Commission established a goal of a minimum twenty-five percent of Foxborough's land area to be permanently protected open space² which is 3,342.5 acres. Combining land explicitly owned by the Commonwealth for open space purposes, the Conservation Commission, the Water Department, and local cemeteries, the Town has at least 3,179 acres of land which is permanently protected by Article 97 plus another 152 acres owed for public schools and recreation. These 3,301 acres constitute 99.7% of the Conservation Commission's goal of permanent protection of a minimum of twenty-five percent of Foxborough's land area.

Article 97 of the Commonwealth's Constitution provides for the permanent protection of open space and parkland. The sale or disposition of land acquired for purposes of open space and recreation, and natural resource protection for uses other than open space, recreation and natural resource protection requires a two-thirds vote of approval by Town Meeting when land is locally owned plus a two-thirds roll call vote of the state legislature to enable the sale or disposition of a park or portion of a park, open space or natural resource area that is protected by Article 97. Article 97 has been interpreted to also protect land that has been historically used as parkland, open space, recreation, natural resource protection, yet was not explicitly acquired for these same purposes.

² Foxborough Open Space and Recreation Plan, 2011-2018, Section 8, page 1.
http://www.foxboroughma.gov/Pages/FoxboroughMA_Conservation/OSRP

Table 4-14. Foxborough Conservation Commission Owned Properties.

Map	Lot	Location	Land Area in Acres	Total Assessed Parcel Value
34	480	89 North Street	48.23	\$ 740,800
18	481	North Street	320.50	653,000
34	824	North Street	18.00	184,600
50	964	East Street	11.14	116,000
55	1080	Chestnut Street	12.26	127,900
51	1380	Main Street	164.77	1,652,300
65	1424	Lakeview Road	37.05	377,500
70	1738	Oak Street	26.43	268,900
58	1739	Oakwud Terrace	13.70	149,000
59	1789	10 Fairbanks Road	12.90	463,600
59	1794	Oak Street	1.20	16,600
61	1801	East Street	7.10	75,600
73	1805	East Street	22.97	234,300
61	1806	East Street	79.35	798,100
64	1809	Lakeview Road	10.61	112,300
64	1810	Lakeview Road	20.78	214,000
64	1812	Lakeview Road	4.69	53,100
76	1813	Lakeview Road	22.83	235,300
65	1828	Lakeview Road	1.03	16,500
68	1828	Lakeview Road	1.50	21,200
65	1829	Lakeview Road	15.62	162,400
65	1830	Lakeview Road	13.38	140,000
65	1832	Main Street	7.00	74,600
66	1833	110 Main Street	11.55	120,100
66	1834	Main Street	49.63	500,900
65	1836	Lakeview Road	1.50	21,200
66	1840	Main Street	1.50	19,600
66	1841	Main Street	4.16	46,200
86	2098	Willow Street	35.91	365,300
86	2102	East Street	27.00	274,600
76	2107	Lakeview Road	28.32	289,400

Source: 2012 Assessor's data and McCabe Enterprises.

Table 4-14. Foxborough Conservation Commission Owned Properties. (Cont'd)

Map	Lot	Location	Land Area in Acres	Total Assessed Parcel Value
77	2128	Lakeview Road	4.63	52,500
77	2129	Lakeview Road	2.52	31,400
77	2130	Granite Street	16.22	169,300
80	2405	Cocasset Street	1.22	16,800
85	2525	Willow Street	24.10	247,200
86	2532	Willow Street	3.90	45,200
86	2533	Willow Street	18.05	186,700
99	2537	Willow Street	10.72	113,400
90	2544	Granite Street	2.07	27,800
96	2865	Morse Street	13.18	136,400
96	2866	Cocasset Street	5.96	64,200
85	3009	Willow Street	20.50	187,700
113	3013	Willow Street	96.10	967,200
112	3372	East Street	7.00	74,600
129	3519	Mill Street	82.00	826,200
130	3522	Garland Lane	1.24	29,900
130	3522	Garland Lane	4.89	46,600
142	3529	Mill Street	13.00	136,200
136	3683	Spring Street	1.02	14,800
137	3719	Morse Street	1.66	21,200
143	3746	South Street	4.00	44,600
143	3749	South Street	3.67	41,300
153	3751	South Street	9.54	100,000
158	3872	County Street	5.50	58,700
158	3873	County Street	9.70	100,700
148	3881	Spring Street	6.90	73,600
148	3884	Spring Street	0.18	10,700
148	3890	Spring Street	0.14	10,500
148	3892	Spring Street	0.18	10,700

Source: 2012 Assessor's data and McCabe Enterprises.

Table 4-14. Foxborough Conservation Commission Owned Properties. (Cont'd)

Map	Lot	Location	Land Area in Acres	Total Assessed Parcel Value
148	3897	Spring Street	1.43	18,900
148	3898	Spring Street	0.42	11,400
158	4066	County Street	1.69	20,600
180	4475	Cedar Street	0.32	10,500
182	4542	Cedar Street	20.70	210,700
85	4549	East Street	7.00	74,600
44	4553	87 North Street	0.21	204,100
110	4639	Morse Street	14.31	147,700
80	4673	Mechanic Street	3.77	42,300
161	4705	Spruce Street	2.76	33,800
95	4727	Cocasset Street	21.46	219,200
106	4728	Carpenter Street	4.23	48,500
121	4846	Commercial Street	0.16	10,000
85	4951	East Street	8.50	89,600
25	5093	North Street	14.21	147,400
129	5112	Mill Street	19.05	196,700
160	5116	Spruce Street	10.16	107,800
86	5122	Willow Street	5.50	61,200
105	5427	Water Street	5.40	60,200
179	5815	Cedar Street	33.91	342800
80	6000	Cocasset Street	0.42	11400
64	6181	Lakeview Road	9.19	98,100
52	6406	Lakeview Road	11.01	116,300
111	6547	Judge Brown Lane	6.60	72,200
111	6548	Judge Brown Lane	0.05	9,000
69	6619	Sullivan Way	9.84	110,400
69	6620	Sullivan Way	1.00	22,000
130	6665	Bristol Lane	3.30	38,600
152	3931	West Street	1.00	16,200

Source: 2012 Assessor's data and McCabe Enterprises.

Table 4-15. Town of Foxborough Owned Property Organized by Street.

Map	Lot	Location	Land Area in Acres	Bldg Area Gross	Total Assessed Parcel Value
110	4676	Alden Street	0.07		\$ 9,800
157	5934	Alex Lane	4.23		\$ 48,500
79	2210	6 Baker Street	0.38		\$ 12,700
12	121	Beach Street	2.62		\$ 32,400
12	209	Beach Street	4.19		\$ 48,100
19	288	Beach Street	0.93		\$ 153,900
14	315	Beach Street	2.61		\$ 32,300
12	5056	Beach Street	1.92		\$ 25,400
12	5060	Beach Street	4.89		\$ 55,100
108	2847	Belcher Road	19.30		\$ 199,200
108	3174	Belcher Road	25.30		\$ 259,200
122	3480	East Belcher Road	2.99		\$ 34,500
123	3482	Belcher Road	0.46		\$ 12,800
136	3680	Belcher Road	4.87		\$ 193,300
79	2209	10 Bird Street	0.49	16830	\$ 2,586,600
157	4051	Blanchard Street	0.89		\$ 15,200
155	3995	Bradner Street	8.74		\$ 93,600
27	510	Camp Road	0.13		\$ 13,000
35	862	Camp Road	0.43		\$ 14,100
106	4631	Carpenter Street	2.50		\$ 31,200
106	4632	Carpenter Street	2.70		\$ 33,200
106	5428	Carpenter Street	3.70		\$ 43,200
57	1728	Carter Road	10.37		\$ 110,800
92	2653	75 Central Street	0.98	9942	\$ 631,100
157	3861	Central Street	8.00		\$ 84,600
156	4021	Central Street	0.18		\$ 10,700
121	4637	246 Central Street	0.05		\$ 8,200
157	6444	Central Street	0.13		\$ 10,500
157	6502	Central Street	1.02		\$ 70,000
11	6493	Chase Lane	3.79		\$ 44,100
54	1484	8 Chestnut Street	8.86	40849	\$ 10,375,200

Source: 2012 Assessor's data and McCabe Enterprises.

Table 4-15. Town of Foxborough Owned Property Organized by Street. (Cont'd)

Map	Lot	Location	Land Area in Acres	Bldg Area Gross	Total Assessed Parcel Value
95	2025	Cocasset Street	38.80		\$ 392,600
79	2346	Cocasset Street	0.47		\$ 11,500
82	2466	Cocasset Street	1.42		\$ 18,800
94	2848	Cocasset Street	36.58		\$ 370,400
94	2850	Cocasset Street	13.69		\$ 141,500
109	2851	Cocasset Street	36.01		\$ 364,700
96	2867	Cocasset Street	1.34		\$ 18,000
96	2868	Cocasset Street	0.93		\$ 13,900
96	2869	Cocasset Street	1.02		\$ 14,800
96	2870	Cocasset Street	2.56		\$ 30,200
96	2871	Cocasset Street	3.18		\$ 36,400
96	2889	Cocasset Street	0.72		\$ 12,400
96	2890	Cocasset Street	2.36		\$ 28,200
96	2891	Cocasset Street	2.75		\$ 32,100
110	3177	Cocasset Street	0.80		\$ 13,000
110	3178	Cocasset Street	2.66		\$ 31,200
110	3181	Cocasset Street	1.51		\$ 19,700
165	4733	Commercial Street	13.20		\$ 2,924,400
156	5789	Commercial Street	5.74		\$ 637,300
79	2359	Common	2.13		\$ 25,000.
97	2955	Community Way	0.36		\$ 113,400.
158	4060	41 County Street	1.77		\$ 216,400.00
41	1039	Cross Street	1.34		\$ 19,600.00
112	3387	East Street	10.45		\$ 109,100.00
19	396	Edwards Road	4.80		\$ 184,100.00
107	2786	Elm Street	23.93		\$ 245,500.00
107	3151	70 Elm Street	2.62	11976	\$ 1,675,900.00
108	3162	Elm Street	3.52		\$ 41,400.00
122	3472	Elm Street	4.51		\$ 51,300.00
122	3473	Elm Street	13.46		\$ 140,800.00
156	5784	Foxborough Boulevard	7.81		\$ 380,200.00

Source: 2012 Assessor's data and McCabe Enterprises.

Table 4-15. Town of Foxborough Owned Property Organized by Street. (Cont'd)

Map	Lot	Location	Land Area in Acres	Bldg Area Gross	Total Assessed Parcel Value
12	216	Garrett Spillane Road	1.64		\$ 28,400.00
67	4687	Glenwood Avenue	0.15		\$ 11,800.00
78	4888	Granite Street	0.05		\$ 9,500.00
170	4712	North Grove Street	0.09		\$ 10,700.00
145	3806	North High Street	0.24		\$ 12,300.00
20	5359	Hill Street	0.96		\$ 163,000.00
27	492	4 Hillside Avenue	0.34		\$ 66,000.00
27	500	1 Hillside Avenue	0.07		\$ 9,800.00
125	3289	Hodges Road	11.26		\$ 119,600.00
47	1256	Irvin Avenue	0.06		\$ 9,400.00
97	6481	Keryn's Way	8.45		\$ 90,700.00
76	4575	Lakeview Terrace	7.10		\$ 77,200.00
93	4690	Ledgeville Avenue	0.08		\$ 9,300.00
93	1603	Leonard Street	0.02		\$ 7,900.00
92	4606	3 Liberty Place	0.42	660	\$ 156,600.00
92	4607	Liberty Place	0.18	3402	\$ 104,100.00
58	1329	Linda Street	4.00		\$ 46,200.00
58	1764	Linda Street	0.59		\$ 13,200.00
41	984	Main Street	2.45		\$ 29,100.00
51	1378	Main Street	1.88		\$ 147,700.00
54	6001	Main Street	0.04		\$ 4,400.00
79	2222	21 Market Street	0.21	5886	\$ 335,400.00
28	531	Mechanic Street	0.46		\$ 11,500.00
36	884	Mechanic Street	4.86		\$ 53,200.00
56	1149	Mechanic Street	2.03		\$ 24,900.00
47	1253	Mechanic Street	0.06		\$ 8,600.00
47	1255	Mechanic Street	0.41		\$ 11,400.00
58	1602	Mechanic Street	0.02		\$ 5,900.00
58	1734	Mechanic Street	1.47		\$ 19,300.00
58	4695	Mechanic Street	0.01		\$ 3,900.00
58	4696	Mechanic Street	0.03		\$ 7,400.00

Source: 2012 Assessor's data and McCabe Enterprises.

Table 4-15. Town of Foxborough Owned Property Organized by Street. (Cont'd)

Map	Lot	Location	Land Area in Acres	Bldg Area Gross	Total Assessed Parcel Value
36	6283	Mechanic Street	31.25		\$ 317,100.00
144	3450	Mill Street	1.95		\$ 25,700.00
130	3528	46 Mill Street	19.70	4320	\$ 1,288,600.00
152	3745	132 Mill Street	8.10		\$ 256,200.00
142	4764	Mill Street	1.88		\$ 25,000.00
28	522	Morris Street	0.41		\$ 11,400.00
28	526	Morris Street	0.32		\$ 11,300.00
28	529	Morris Street	0.29		\$ 11,200.00
28	546	Morris Street	0.27		\$ 11,100.00
28	547	Morris Street	0.24		\$ 11,000.00
28	4667	Morris Street	0.06		\$ 8,600.00
111	84	Morse Street	0.15		\$ 10,600.00
111	3258	Morse Place	2.24		\$ 27,000.00
97	2928	15 Morse Street	0.09		\$ 9,600.00
110	3179	Morse Street	2.80		\$ 32,600.00
124	3180	Morse Street	3.10		\$ 35,600.00
124	3489	Morse Street	16.50		\$ 136,900.00
124	3490	Morse Street	16.00		\$ 288,900.00
124	3491	Morse Street	1.95		\$ 24,100.
137	3703	Morse Street	5.31		\$ 57,700.
137	3704	Morse Street	9.11		\$ 95,700.
137	3707	Morse Street	5.17		\$ 56,300.
131	3708	Morse Street	5.71		\$ 61,700.
137	3711	Morse Street	0.08		\$ 9,200.
137	3716	Morse Street	0.79		\$ 12,900.
149	3717	Morse Street	5.42		\$ 58,800.
137	4645	Morse Street	10.50		\$ 109,600.
110	4748	Morse Street	5.50		\$ 59,600.
124	4884	Morse Street	3.00		\$ 34,600.
44	1083	Neponset Heights Avenue	0.43		\$ 13,300.
44	1099	Neponset Heights Avenue	0.72		\$ 14,500.

Source: 2012 Assessor's data and McCabe Enterprises.

Table 4-15. Town of Foxborough Owned Property Organized by Street. (Cont'd)

Map	Lot	Location	Land Area in Acres	Bldg Area Gross	Total Assessed Parcel Value
37	907	Oak Street	2.29		\$ 27,500.
47	1254	Oak Street	9.00		\$ 94,600.
58	1736	Oak Street	18.50		\$ 189,600.
70	2032	Oak Street	25.56		\$ 260,200.
70	2035	Oak Street	6.14		\$ 66,000.
82	2470	Oak Street	0.96		\$ 14,200.
37	4660	47 Oak Street	0.00		\$ 900.
71	5971	Oak Street	18.00	2750	\$ 383,800
28	608	Palmer Road	0.30		\$ 12,500
16	4755	One Patriot Place	24.02	78112	\$ 465,426,100
43	6468	35 Payson Road	35.80		\$ 2,480,700
54	6469	Payson Road	1.77	16674	\$ 813,300
67	4740	Railroad Avenue	0.46		\$ 108,800
112	3350	Revere Drive	0.43		\$ 12,700
34	837	69 Ridge Road	0.16		\$ 11,800
35	5900	Ridge Road	1.28		\$ 19,800
79	315	Rockhill Street	0.31		\$ 124,800
79	2224	Rockhill Street	0.15	384	\$ 132,900
79	2225	School Street	0.14	12262	\$ 682,000
79	2236	22 South Street	0.58	3024	\$ 569,500
92	2597	South Street	10.64		\$ 214,900
106	2598	South Street	9.68		\$ 207,300
92	2627	40 South Street	1.42	13920	\$ 1,802,700
106	3076	South Street	1.04		\$ 44,400
106	3077	South Street	1.19		\$ 50,700
161	4102	South Street	0.05		\$ 7,900
161	4103	South Street	0.08		\$ 9,000
132	6416	South Street	15.70		\$ 161,600
157	1568	Spring Street	3.55		\$ 40,100
123	3487	Spring Street	6.44		\$ 69,000

Source: 2012 Assessor's data and McCabe Enterprises.

Table 4-15. Town of Foxborough Owned Property Organized by Street. (Cont'd)

Map	Lot	Location	Land Area in Acres	Bldg Area Gross	Total Assessed Parcel Value
136	3684	Spring Street	13.55		\$ 140,100
147	3842	Spring Street	30.18		\$ 306,400
147	3844	Spring Street	3.78		\$ 42,400
148	3891	Spring Street	0.14		\$ 10,500
158	3896	Spring Street	14.50		\$ 149,600
149	3911	120 Spring Street	2.00	2736	\$ 284,200
149	3914	Spring Street	0.30		\$ 11,200
149	4675	Spring Street	0.42		\$ 57,000
149	4703	Spring Street	0.14		\$ 10,500
57	1730	Staniland Road	0.34		\$ 11,300
57	1732	Staniland Road	0.14		\$ 10,500
111	3290	Summer Street	0.40		\$ 63,400
111	3291	Summer Street	0.56		\$ 65,600
37	6297	16 Walden Farms Road	1.62		\$ 23,300
23	324	Washington Street	1.76		\$ 73,200
23	324	Washington Street	0.36		\$ 15,000
4	1582	Washington Street	0.04		\$ 3,400
22	5598	Washington Street	0.38		\$ 4,500
152	3932	West Street	1.84		\$ 24,600
152	4756	West Street	3.12		\$ 37,400
152	3950	Whites Farm Lane	5.20		\$ 59,100
85	3005	Willow Street	10.75		\$ 252,100
99	4618	Willow Street	0.57		\$ 13,200
99	4619	Willow Street	0.46		\$ 12,800
100	5578	Willow Street	1.24		\$ 18,600
20	416	Woods Avenue	0.14		\$ 11,800
20	4217	Woods Avenue	0.02		\$ 6,700
17	5193	Young Road	1.62		\$ 153,100
17	5196	7 Young Road	0.94		\$ 154,000

Source: 2012 Assessor's data and McCabe Enterprises.

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NATURAL & CULTURAL RESOURCES

OPEN SPACE, NATURAL RESOURCES, RECREATION & CULTURAL ELEMENT

Commission

This element of the Master Plan address open space and natural resources, recreational resources and cultural resources. The Conservation Commission developed the Foxborough Open Space Plan which serves as the basis for the natural resources and open space sections of the Master Plan. The recreation section addresses active use of open lands, the types of recreational resources currently available in Foxborough and future needs. Foxborough is a town which has an active sports community and has developed a wealth of active recreational fields and parks. Some of the open space and natural resource areas provide not only open vistas and scenic areas, but also provide critical protection the Town's water supply. The open space and natural resource areas contribute to the sense of Foxborough as a small rural town. Adding to the Town's character are the cultural resources from the built environment, which are detailed in the last section of this element.

The Town of Foxborough adopted through its Conservation Commission an Open Space Plan in 2011, which serves as the Town's official Open Space Plan, and is effective for the 2011-2018 period. The current Open Space & Recreation Plan provides the Town with guidance as to natural areas and conservation and recreation needs. It is also a prerequisite for several state and federal grant programs administered by MA Department of Conservation and Recreation (DCR). The Town's existing Open Space Plan focused on developing an inventory of conservation and open space assets.

Summary and Overview of Existing Open Space Plan

The Open Space and Recreation Plan (OSRP) affirmed the importance of protecting and preserving rural character, water resources, and Foxborough’s natural and cultural assets. The major thrust of its recommendations centered around protection of water supply, prioritizing protection of open space with chapters 61, 61A and 61B; increasing awareness of conservation resources and issues; linking and connecting open space areas; and coordinating efforts amongst public and nonprofit land owners.

Two challenges were identified in the 2011-2018 OSRP. First, maintaining connectivity between conservation areas, due to crisscrossed transportation infrastructure dividing wildlife populations and large tracts of open land, was a challenge with detrimental effect on wildlife corridors. The second challenge identified in the OSRP was the balancing between gray (roadways, houses, water and power lines) and green infrastructure (undeveloped lands, wetlands, parks, recreational fields and forests).

A summary of the goals, objectives and Open Space Plan policy recommendations are detailed in Table 5-1.

Table 5-1. OSRP Goals, Objectives & Policy Recommendations.

GOALS	OBJECTIVES	POLICY RECOMMENDATIONS
Preserve, protect, connect and enhance Foxborough’s conservation and natural land resources.	Identify and preserve areas with natural and/or scenic value, and encourage and preserve farms and agricultural lands.	Permanently protect existing Town-owned open space with appropriate zoning and conservation restrictions. Promote bylaw revisions that protect natural resources from the adverse impacts of land alterations.
Provide, maintain, and improve diverse recreation opportunities that meet the needs of Foxborough’s growing population.	Provide recreational opportunities for all Foxborough citizens.	Maintain existing and develop new recreational facilities and programs.
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.	Develop a comprehensive plan to map conservation land trails and identify areas for preservation and remediation.	Increase the amount of permanently protected Town owned open space land (Article 97) to achieve a minimum of 25% protected Town land in Foxborough.
Build a strong constituency of open space and recreation advocates through education and collaborative partnerships.	Establish an Open Space & Recreation Committee (OSRC) to serve as a core advocacy group.	Convene the Open Space & Recreation Plan Committee (OSRPC) annually (in September) to review OSRP goals and progress.

The goals and objectives articulated in the 2011-2018 Foxborough Open Space Plan are enumerated in Table 5-2.

Table 5-2. Foxborough’s Open Space Goals.

GOAL 1	Develop OPEN SPACE STRATEGIES for protecting, preserving and utilizing natural resources.
	Objective 1A: Establish an Open Space & Recreation Plan Implementation Committee (OSRPIC).
	Objective 1B. Implement the Open Space & Recreation Plan.
	Objective 1C. Reconvene the Open Space & Recreation Plan Committee (OSRPC) annually (in September) to review goals and progress.
GOAL 2	Protect WATER RESOURCES and the lands which affect them in order to preserve Foxborough’s water quality and quantity.
	Objective 2A. Protect the quality and quantity of the drinking water supply.
	Objective 2B. Protect the quality of the town’s surface water resources.
	Objective 2C. Provide education and outreach about water-related issues.
GOAL 3	Protect, enhance and connect Foxborough conservation areas to preserve Town’s NATURAL RESOURCES, rural character and scenic vistas.
	Objective 3A. Increase the amount of permanently protected Town owned open space (Article 97) to achieve a minimum of 25% protected Tow land in Foxborough.
	Objective 3B. Seek funding for the purchase of conservation and recreation lands.
	Objective 3C. Identify and preserve areas with natural and/or scenic value.
	Objective 3D. Manage and maintain conservation properties.
	Objective 3E. Encourage preservation of farms and agricultural lands.
	Objective 3F. Education and Outreach
GOAL 4	Provide, maintain and improve active and passive recreational opportunities to meet the diverse RECREATION needs of the entire community.
	Objective 4A. Provide recreational opportunities for all Foxborough citizens.
	Objective 4B. Maintain existing and develop new recreational facilities and programs.

Table 5-2. Foxborough’s Open Space Goals (cont’d).

GOAL 5	Balance OPEN SPACE NEEDS with Development Demand
	Objective 5A. Promote bylaw revisions that protect natural resources from the adverse impacts of land alterations
	Objective 5B. Create and protect Town-wide greenbelts and wildlife corridors.
GOAL 6	Increase environmental awareness and provide ENVIRONMENTAL EDUCATION to promote appreciation of Foxborough’s natural assets among all sectors of the community.
	Objective 6A. Continue to provide education/outreach about open space and recreational assets.
	Objective 6B. Utilize conservation lands for educational purposes.
	Objective 6C. Educate citizens about the importance and fiscal advantages of conserving land.
	Objective 6D. Build a strong constituency of open space and recreation advocates through education and collaborative partnerships.
GOAL 7	Preserve, protect, and enhance a Town-wide networked TRAIL SYSTEM for passive uses including, but not limited to, walking, biking, and skiing.
	Objective 7A. Develop comprehensive plan to map conservation and recreation land trails.
	Objective 7B. Promote coordination with private organizations, neighboring Towns, and regional agencies to provide recreation links.
GOAL 8	Preserve and protect Foxborough’s HISTORY and cultural heritage.
	Objective 8A. Preserve and protect lands that have archaeological or historical significance.
GOAL 9	Protect and enhance the quality of Foxborough’s AIR SPACE.
	Objective 9A. Protect residents and wildlife from noise, light pollution and odors.

Findings as to Open Space

Upon review of progress toward goals of the open space plan and the status of conservation land, the following findings as to open space were identified.

1. Foxborough has essentially achieved its open space acquisition goals with 25% of Foxborough’s land area dedicated to open space, as noted in Table 5-3.

Table 5-3. Open Space in Foxborough.

Total Land Area in Foxborough:	13,370. acres
Open Space Goal:	3,342.5 acres
Existing Open Space in Foxborough	Acres
F. Gilbert Hills State Forest	811
Norfolk County	133
Foxborough Conservation Commission	1,620
Cemeteries	21
Water Department	247
The Common & Memorial Hall	5
School Department – Recreation and Payson Road (unprotected)	152
Estimate of Town-owned land that is used for Open Space (unprotected)	287
Total	3,276
Open Space Land in Foxborough	24.5%

2. Future acquisition of open space needs to be targeted.

Funds for open space acquisition are limited, and the Town has essentially reached its 25% open space goal. The priority for future open space acquisition should be on protection of Foxborough’s public water supply, and on connecting land segments, where needed, of key open space assets, and right-of-way or land acquisition for recreational open spaces and trails. In Figures 5-1 and 5-2, the existing land resources owned by the Conservation Commission and the Town are delineated.

Figure 5- 3 identifies the location of Foxborough's public water supply wells and Town-owned properties. The type of aquifer (high-yield and medium-yield) is noted, as well. It appears that some additional land acquisition to protect the Town's public water supplies are needed, particularly around the Neponset Reservoir area and around the wells in the southwest section of Foxborough, south of F. Gilbert Hills State Forest.

In addition to the publicly-owned property in Foxborough, there are private conservation arrangements and a regulatory framework that serves to protect land areas and open space, such as flood plain regulations and the Town's wetland regulations. Protection of open space resources should entail both public and private ownership strategies.

3. Foxborough needs to adapt its orientation from open space acquisition to stewardship of open space.

Although the Town and the Conservation Commission may still undertake land acquisition activities, the focus of conservation efforts should be on stewardship of the land resources. Land stewardship activities include maintenance and clean-up activities; site interpretation; education about land conservation and stewardship; preparation and adoption of conservation land and open space utilization policies; habitat conservation and restoration; and land renourishment activities.

Other municipal conservation commissions in Massachusetts have developed best management policies for agricultural farming and use of conservation land. This has enabled Conservation Commissions to hire local farmers to grow hay and other crops on conservation land, providing food and habitat for wildlife, and subsequently harvesting the hay and/or food crops. This has enabled other towns to better maintain and more cost-effectively manage their conservation land resources.

Site interpretation and the development of trails and viewing areas enable local residents to exercise, enjoy the outdoors as well as learn about conservation and local natural resources. Moreover, active management of conservation land resources enables work on habitat restoration and conservation.

Figure 5-1: Foxborough Conservation Commission-Owned Properties.

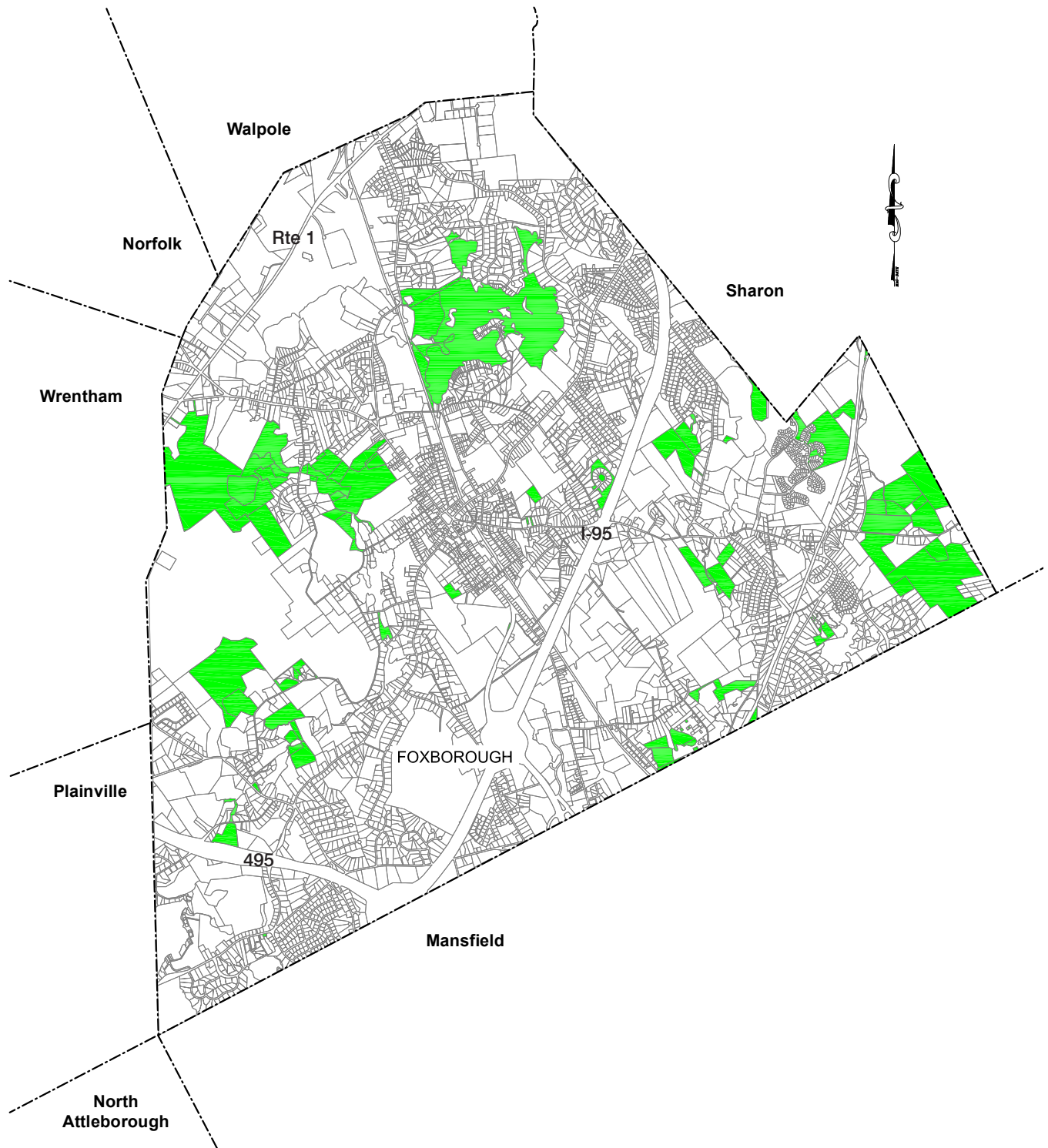


Figure 5- 2. Publicly-Owned Property in the Town of Foxborough.

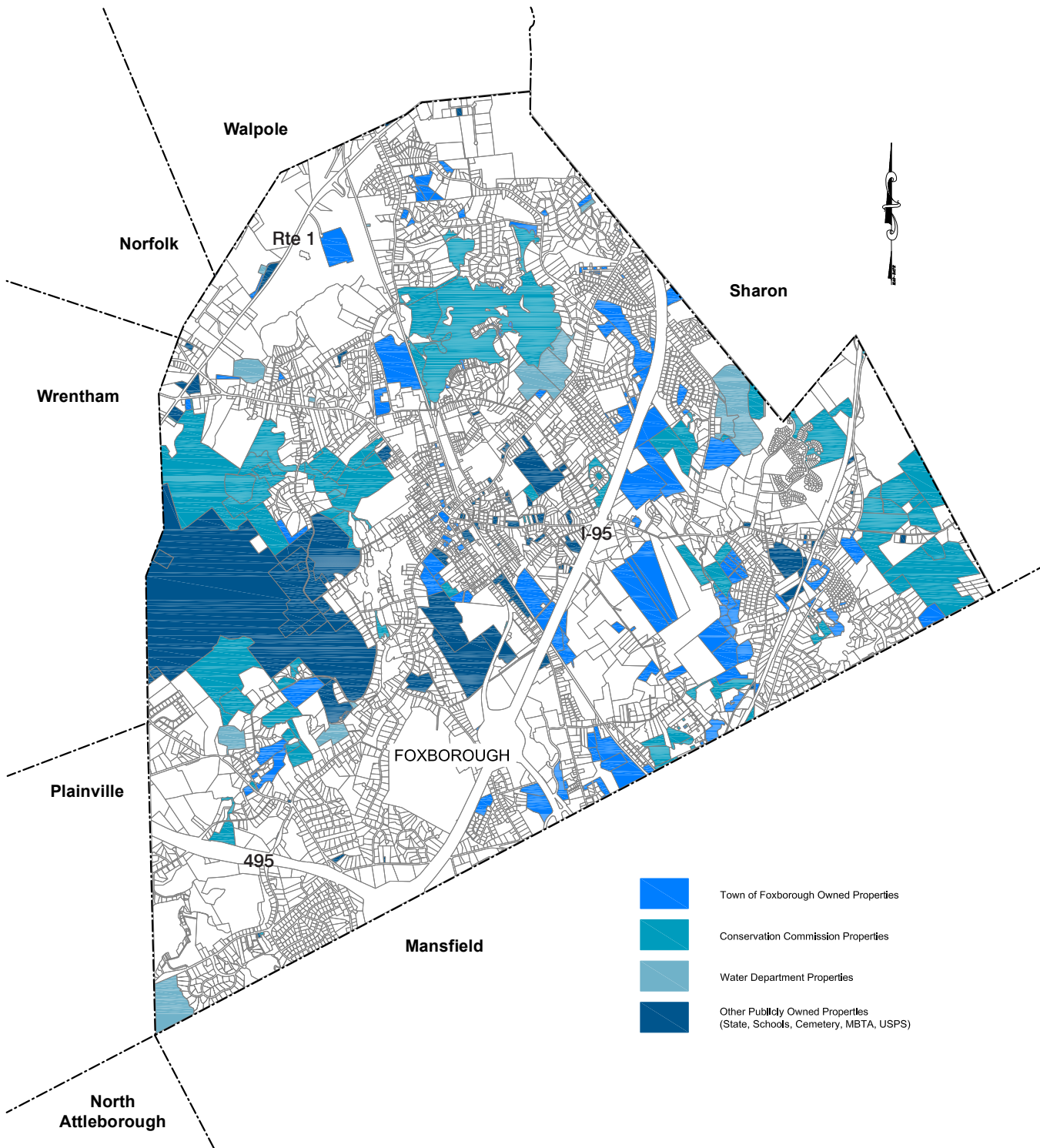


Figure 5-3. Public Water Supply and Town-Owned Properties.

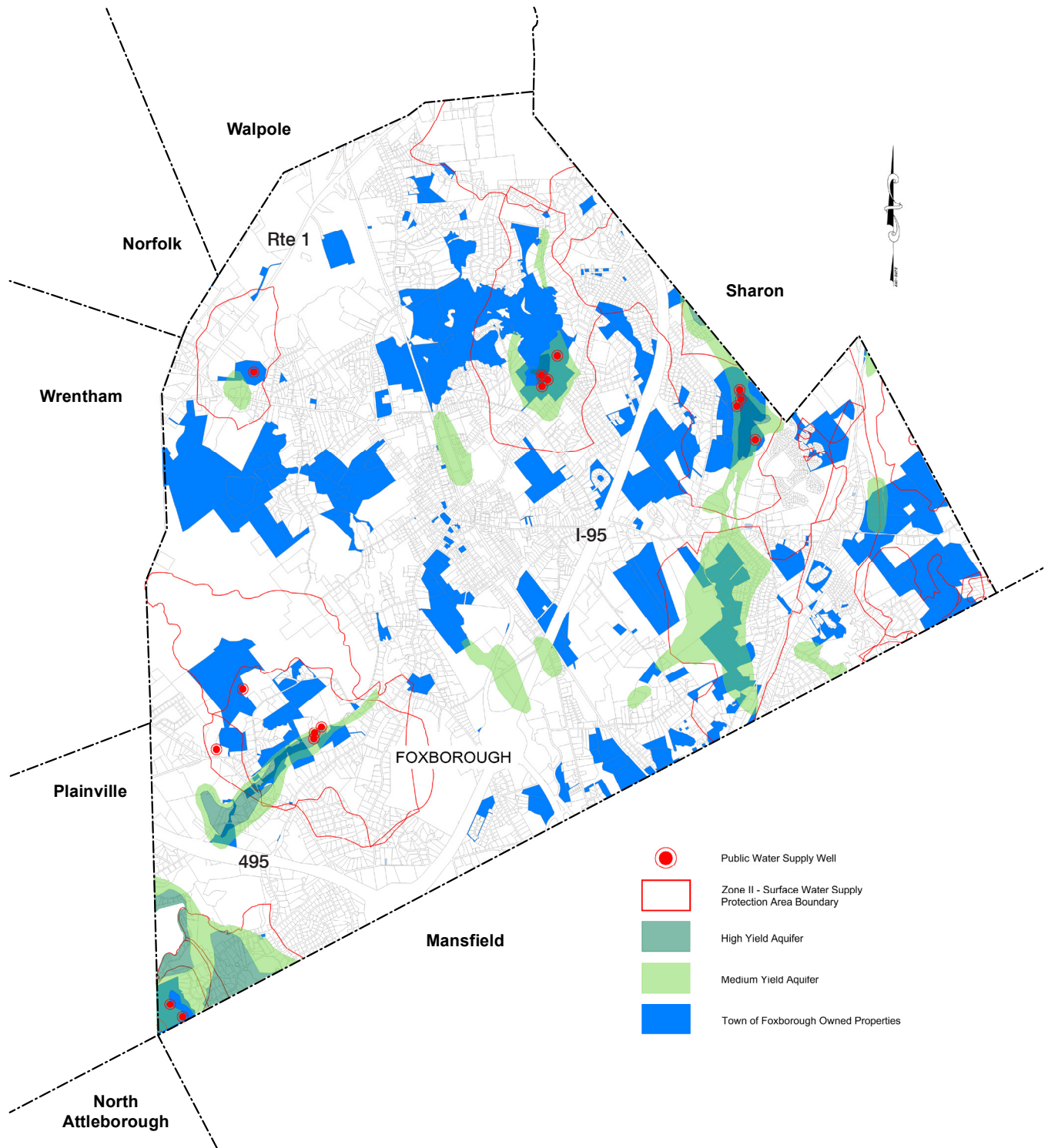
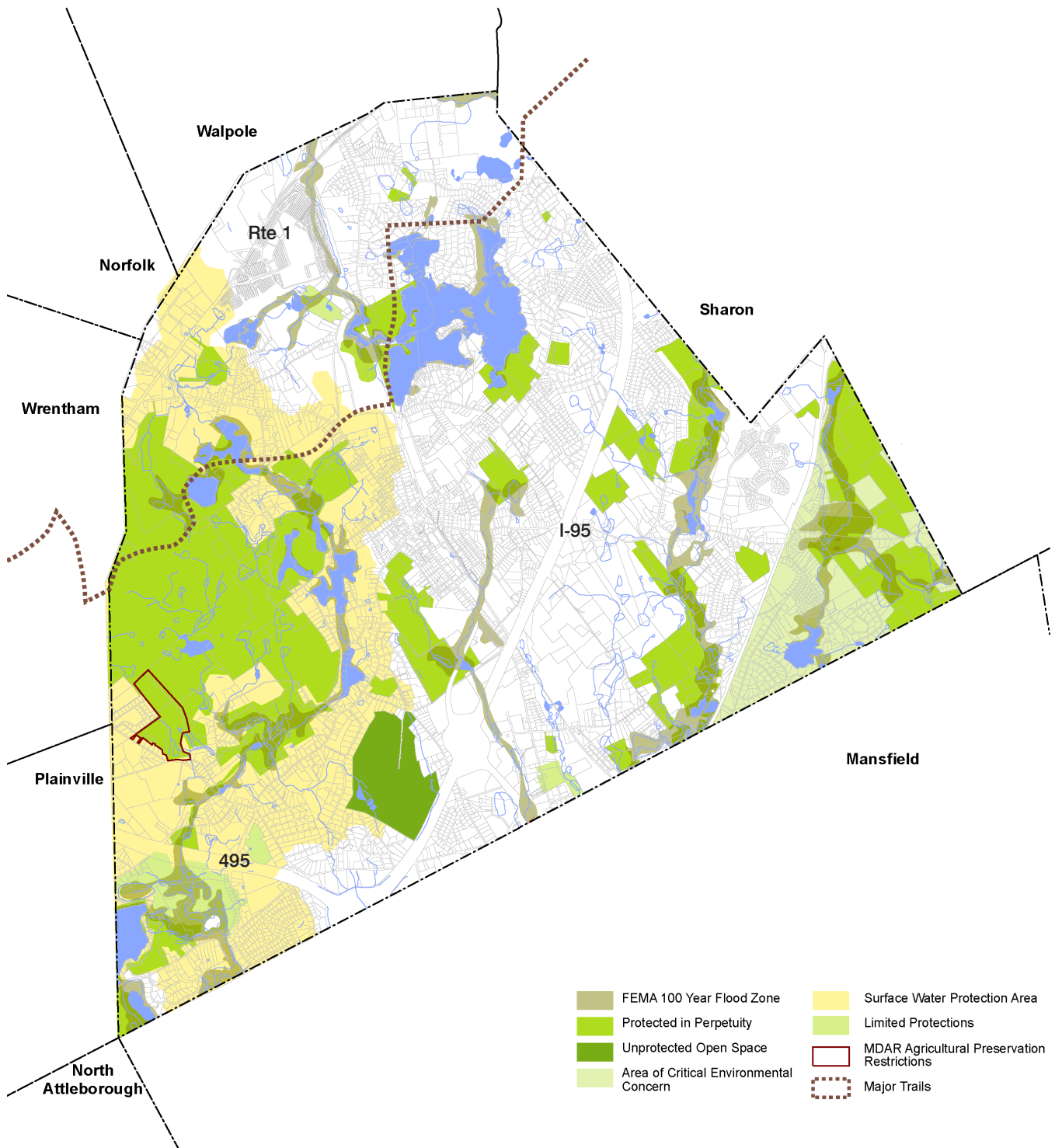


Figure 5-4. Foxborough's Natural Resource Areas.

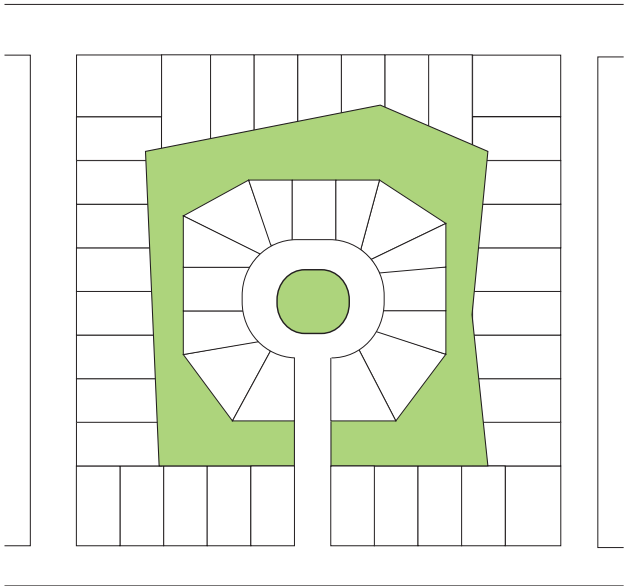


4. Encourage good private stewardship, maintenance, management and ownership of natural areas, particularly land-locked parcels serving principally residential subdivisions that have limited, if any, public access.

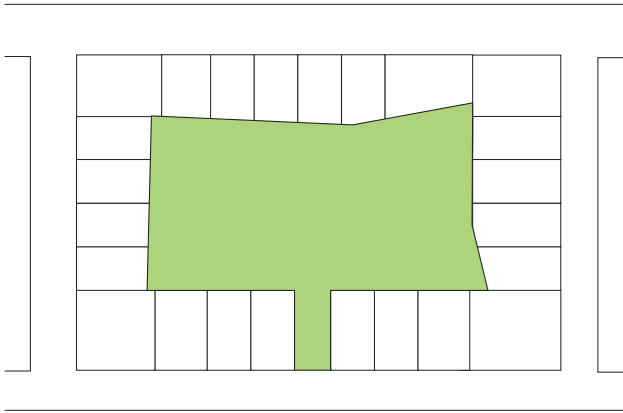
The Town and the Planning Board through its subdivision and zoning by-laws and regulations value open space. Through the desire to preserve open space, the Town now owns several parcels of land which principally provide private woodsy vistas and vegetated areas to individual homeowners. Examples of these configurations are depicted in Figures 5-5 and 5-6. Parcels such as this are more appropriately owned and managed by a local homeowners' association. Such an arrangement would also allow the properties to generate local real estate taxes, albeit small amounts.

The Conservation Commission and the Planning Board should develop best management practices and standards for the stewardship and maintenance of seemingly-private open space areas by homeowner associations. Homeowner associations through Foxborough should be encouraged to adopt the best management practices. The future approval of subdivisions, including open space subdivisions, should incorporate standards for good stewardship of open space by the homeowners' association.

**Figures 5-5 & 5-6:
Subdivision Open Space Potentially Managed by Homeowners' Associations.**



5.



6.

The open space in Figures 5 and 6 is depicted in green. Each of these examples illustrate where the land is principally used by the adjacent homeowners, and may more appropriately be owned and managed by a homeowners' association.

The Benefits of Trees

Trees contribute to the overall well-being and image of a community, such as Foxborough. Some of the benefits of trees include:

- Shade and reduction of CO₂ and other greenhouse gases.
- Decreasing storm-water run-off
- Reduction heat-island effects.
- Cleaner air – trees absorb air emission pollutants
- Better water quality – surface and sub-surface. Trees help filter water.
- Stabilized soils
- Wildlife habitats
- Scenic quality for residents and visitors
- Enhanced real estate values.

5. There are three large land holdings 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.

The Foxborough Country Club, the Independent Sportsmen's Club, Cocasset Lake Association and Normandy Campgrounds own in aggregate 422 acres of land. All are active and financially viable entities. Although this property today is used for recreational and open space purposes, the properties are zoned Rural Residential. The Town should review whether it wishes the long-term use of this land to be recreational as it is currently used, or for future residential use and development.

The Foxborough Country Club property is classified under Chapter 61 protected forest land, and receives special tax treatment for its continued use as forest land. The 181.5 acres owned by the Cocasset Lake Association and the Independent Sportsmen's Club are classified under Chapter 61B, protected recreational land, which again provides special tax treatment so as to provide protection for the lands continued use for recreational purposes. In the event the current owners desired to sell, the Town is provided the first right to purchase when the property is classified under the provisions of Chapter 61 or 61B.

6. Foxborough's front doors and gateways are its transportation arteries, which are principally a concrete and asphalt hard-surface environment that should be "greened."

The 2011-2018 OSRP cites the contrast between the gray infrastructure and the green natural environment as a challenge. Foxborough has five transportation arteries traversing the town, namely Route 1, Interstates 95 and 495, the MBTA commuter rail line on the eastern edge of Foxborough, and the CSX rail line running north and south connecting Foxborough's growth nodes. These corridors should be greened, and complement Foxborough's rural small town character. See Figure 5-7 which illustrates proposed green corridors integrated with existing development, and the growth nodes, and Figure 5-8 which shows the green corridors in context with Foxborough's natural resources network.

Route One. There have been natural resource exemplar practices in the Route 1 corridor, such as daylighting the Neponset River and establishing a cranberry bog with a walking trail. These successful projects are eclipsed by the hard surface environment, and extensive parking lots that align Route 1. The Town, working with abutting property owner should initiate a program to align both sides of Route 1 with a system of street trees from the town line bordering Walpole and Sharon to the north and to Plainville and Wrentham to the south.

The I-95, I-495 and MBTA rail corridor. Green buffers will serve as a visual barrier between the transportation corridors and residential / commercial areas in Foxborough. The green vegetated area and tree barrier provides interstate highway travelers and train riders with a visual barrier, as well as provides projects a more rural small town image of Foxborough. The green buffer also provides noise barriers to highway din, acts as an air filter, and provides an extended permeable area that can absorb water runoff. A green buffer already exists in many places aligning the I-95, I-495 and MBTA rail corridor. This should be maintained and augmented on both sides. Maintaining and expanding the green vegetated area along the length of these transportation arteries will enhance its usefulness as a wildlife path as well.

The CSX Corridor. The CSX corridor stretches north and south and connects Foxborough's growth nodes – Route One, Chestnut Green, Downtown and the Route 140 (Foxborough Plaza, Foxfield Plaza, and Foxborough Boulevard). The majority of Foxborough residents live in residential areas surrounding the growth nodes. As such, the existing CSX right-of-way is fairly wide throughout most of Foxborough and provides the opportunity to construct a multi-modal green path connecting the growth nodes parallel to the rail line. The corridor would incorporate plantings and trees, and enable the flow of potentially trolleys, bicycles, and pedestrians.

In addition to these green corridors, the Town of Foxborough has a series of hiking trails enabling residents to discover and experience the natural resources network. The off-road pedestrian connections and hiking trails are principally found in the Town Forest and the F. Gilbert Hills State Forest.

Figure 5-7. Foxborough Development Nodes.

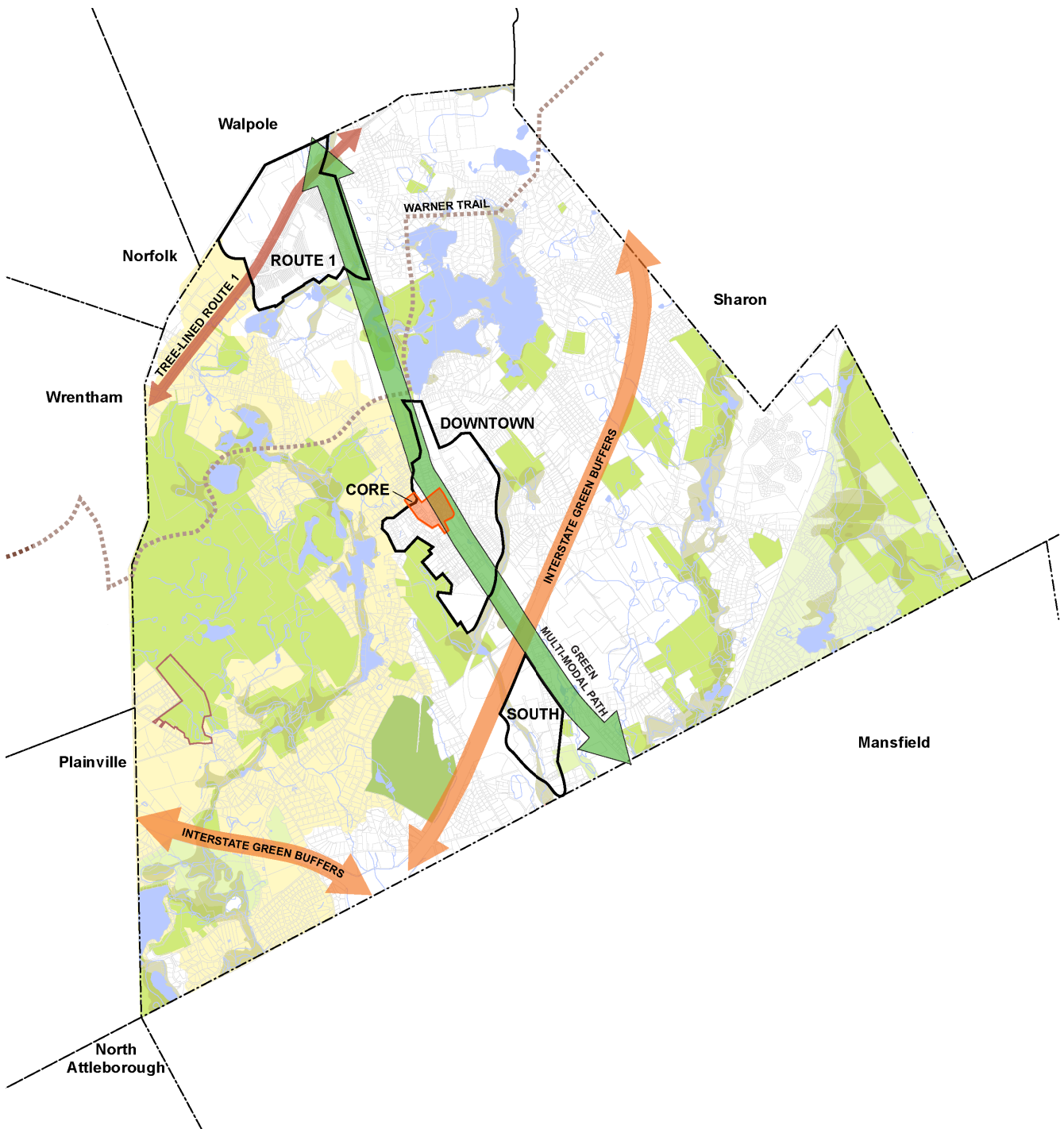


Figure 5-8. Green Corridors and Foxborough's Natural Resources Network.



Recreation

Recreation and sports are a hallmark of the Foxborough community. The Town has both active and passive recreational lands. The Town has built recreational fields for public use in connection with the five public schools. The 2011 Open Space & Recreation Plan notes that there is 165 acres of publicly-owned land for recreation, exclusive of Gillette Stadium, and another 360 acres of publicly-owned open space and conservation land, including the Town Common (2.3 acres) and the Town Forest.

The National Parks and Recreation Association established standards for open space and recreation for communities based on population. Table 5-4 summarizes Foxborough's population today (2010 Census) and projected population for 2030 prepared by the Metropolitan Area Planning Commission (MAPC) based on "MetroFutures" growth plan as well as current growth trend trajectories.

Table 5-4. Foxborough Population Projection

	Population Today	Metro Futures	Current Trends
	2010	2030	2030
All Residents	16,865	17,889	18,880
School Age Children (5 to 18 years)	3,057	2,715	2,863
Population 65 years and older	2,305	3,774	3,996
Children & Youth (under 18 years)	3,958	3,736	3,958

Source: US Census, Metropolitan Area Planning Commission

Table 5-5. Foxborough's Projected Recreational Space Needs Based on Population

Standards	Projected Need Based on Population			
		Today	2030 Metro Futures	2030 Current Trends
30 SF of playground space per child (NPRA standard)	SF	91,710	81,450	85,890
	Acres	2.1	1.9	2.0
1 acre/ 2000 school age children	Acres	1.5	1.4	1.4
Acres of Developed Open Space per 1000 residents	6.25	105.4	111.8	118.0
	10	168.7	178.9	188.8

Source: National Parks & Recreation Association; McCabe Enterprises

Based on the NPRA standards, Foxborough has met and exceed the national standards, which are ideals for communities to strive for, as to recreational lands. The Town owns and operates with the Recreation Department and the School Department an extensive array of athletic fields and active recreational facilities. The Conservation Commission explicitly owns 89 parcels of land totaling 1,620 acres. The Town owns additional parcels for conservation-related purposes.

In addition to having significant land resources dedicated to recreation and open space, a closer examination of the types of recreational facilities in Foxborough is useful. Development of recreational facilities in Foxborough has been focused on children and youth, often located strategically as part of school campuses. The Town over the years has also acquired former camp grounds to preserve and re-use for public open space and recreation. The twenty-acre Cocasset River Recreation Area is a notable example, which features a pool, recreational hall, hiking trails, lakes and picnic areas.

The National Parks and Recreation Association recommends each municipality have a variety of size and distribution of parks. The three types are mini-parks, neighborhood parks and community parks and are detailed in Table 5-6.



Figure 5-11. The Warner Trail, Foxborough, MA.

Table 5-6. NPRA Standards and Foxborough: Park Types

	Size	Per Person Standard	Service Area	Today's Need	Projected 2030 Need
Mini Park	.25 to 1 acre		1/4 mile	4 to 8	5 to 10
Neighborhood Park	15+ acres	1 per 5000	1/4 - 1/2 mile	3 parks; 15 acres	4 parks; 60 acres
Community Park	25+ acres	5 to 8 acres/ 1000 people	1 to 2 miles	84 to 134 acres	94 to 151 acres

Source: National Parks & Recreation Association; McCabe Enterprises

Table 5-7. Foxborough’s Recreational/ Park Areas

Type	Number as to Type	Land Area as to Type	Foxborough Park/ Open Space	Approximate Size
Mini-Parks	2	4 acres	Town Common	3.2 acres
			Igo School	0.8 acre
Neighborhood Parks	5	99 acres	Foxborough HS	23 acres
			Taylor Elem. School	24 acres
			Burrell Elem School	27 acres
			Ahern Middle School	14 acres
			Booth Playground	11 acres
Community Parks	2	64 acres	Payson Road	44 acres
			Cocasset River Recreation Area	20 acres for recreation + conservation-owned land

Source: Town Records; McCabe Enterprises.

Foxborough’s active recreational fields are situated adjacent to its schools and function as neighborhood and community parks. Although the Town does not have an official “parks” department the Town overall has committed significant resources, land and capital towards its recreational facilities. The Town has public-private partnerships with numerous youth sports leagues and associations for football, softball, soccer, and lacrosse.

Since Foxborough’s recreational facilities are located adjacent to schools, amongst some there is a perception that the recreational facilities are for a specific age group affiliated with the school. For example, middle school fields, and not high school fields. The Town may wish to reinforce that these are Town-wide facilities open to the public. The fields may be used for physical education during the day when school is in session, however, they are open to the public at all other times.

Table 5-8. Public Recreational Resources in Foxborough

Facility Type		Foxborough Facilities*	Standard
Field Sports	Baseball fields, Softball & Little League	6	1 per 5,000 each as to baseball, softball, little league
	Football fields	2	1 per 20,000
	Soccer fields	5	1 per 10,000
	Lacrosse Fields	1	n.a.
	Practice Fields	3	n.a.
Court Sports	Handball Courts		1 per 20,000
	Basketball Courts	6 outdoor	1 per 5,000
	Horseshoe Pits	8	n.a.
	Multi-Use Courts	3	n.a.
	Tennis Courts	10	1 per 2,000
	Volleyball Courts	3	1 per 5,000
	Hockey-outdoor	1	
Passive Recreation	Nature Trail	3	
	Picnic Sites	2	
Active Recreation	Bike Paths	1 – mountain biking	
	Exercise Courses		
	Golf course	1 private	1 per 50,000
	Jogging Paths		
	Playgrounds	3	
	Recreational Centers	1 + 1 in Payson plan	
	Running Tracks	1	1 per 20,000
	Skateboard Park	1	n.a.
	Swimming Pools	1 outdoor	1 per 20,000

**Includes facilities in the Payson Road/Chestnut Green Master Plan that is in midst of the implementation phases.*

The uses and activities of the various recreational areas were reviewed and are summarized in Table 5-8.

Foxborough has an extensive depth and range of recreational and outdoor resources. Recreation and open space, along with F. Gilbert Hills State Forest, are community assets that draw residents to Foxborough. They are highly valued by residents. In addition, Foxborough has a YMCA with extensive recreational and exercise facilities. Private business supply additional recreational options, including indoor ice hockey and archery. There are also several private fitness centers, dance spaces and karate studios. The walking trail through the cranberry bog off Route 1 is a privately owned and maintained trail.

Although Foxborough has mountain biking trails at F. Gilbert Hills State Forest that are a regional asset, the Town has no designated bike trails or bicycling lanes within its transportation network and recreational facilities.

Foxborough's recreational focus has been on children and families. With an aging population, additional consideration of the needs of older adults, particularly seniors is needed. Today, one in seven (13.7%) of Foxborough residents are 65 years of age or older. In 2030, over one in five (21.3% Foxborough residents will be over 65 years of age. The shared-use strategy for active recreational facilities with schools has been very successful in a community of younger families. However, with a growing population segment over 65 years of age, many older adults prefer to participate in outdoor exercise during daylight hours. There could be competing demands for outdoor facilities, such as running/walking tracks or multi-purpose fields that could be used for tai chi, as well as football, soccer or lacrosse. The Town needs to evaluate its extensive recreational offerings, and take steps to ensure that there are facilities available for all age groups at convenient times for users.

Many of the Town's existing recreational facilities can be accessed by persons with physical challenges. A closer examination of the needs of handicapped and disabled children and adults should be undertaken to ensure outdoor and indoor recreation facilities and programs reach a broad audience and user base.

Recreation and fitness activities for older adults include both passive and active recreation options. The addition of multi-modal trails and bicycle paths could provide persons of all ages an additional means of exercise and fitness.

The creation of a green multi-modal path parallel to the CSX right-of-way and connecting the growth nodes could provide a needed dual recreational and transportation amenity.



Figure 5-12 and 5-13. Play equipment and basketball nets, Foxborough, MA.

The Warner Trail is a woodland thirty-mile walking-hiking trail that extends from Sharon to Diamond Hill State Park in Cumberland, Rhode Island, passing through Foxborough. The trail passes around the Neponset Reservoir and crosses through F. Gilbert Hill State Forest. Wayfinding and enhancement of the Warner Trail's passage through Foxborough could enhance this regional and local recreational amenity as well as provide a wildlife passage.

Key Recreation Issues

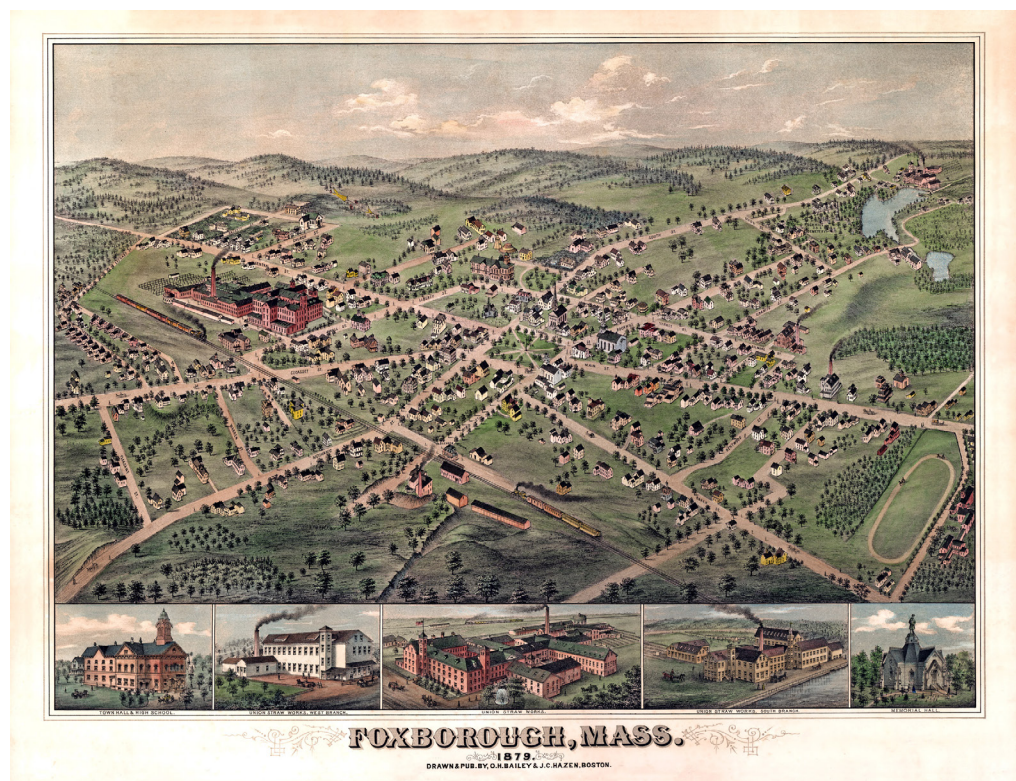
1. Complete implementation of the Master Plan for Payson Field improvements as part of Chestnut-Green/Foxborough State Hospital Re-Use Plan, including securing additional public grants and funding.
2. Plan and develop recreational resources for an aging population, including additional passive and active recreation options that are both indoor and outdoor.
3. Enhance wayfinding and signage of the Warner Trail extending through Foxborough.
4. Add bicycle lanes and paths.
5. Maintain the existing recreational facilities and upgrade facilities as needed to contemporary health, safety and recreational standards.
6. Upgrade all facilities to meet ADA (Americans for Disabilities Act) standards, and develop programming options for physically challenged and disabled adults and children.
7. 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.
8. Consider adding recreational facilities for the very young, such as toddlers.
9. Consider development of a community garden for Foxborough.

Figure 5-14. Foxborough Town Common, c. 1860. The panorama shows: the Carpenter house, The Cocasset House, Cocasset Street, General Store and with Union Straw Works beyond, Central Street and the burial ground.



Source: *The Foxborough Historical Commission* and <http://norfolkcountymagen.info/foxborough/foxcommon.htm>

Figure 5-15. Historic map of Foxborough, c. 1879.



Cultural Resources

Cultural resources encompass historic resources and cultural resources, such as organizations and facilities focusing on the arts and humanities. Foxborough is fortunate to have a considerable range and variety of cultural resources. Cultural resources add significantly to the quality of life and shape the physical and social character of the town.

History

The first house in Foxborough's town center was built in 1750. By the mid-eighteenth century, the town center was located at Mechanic and South Streets. Construction of Foxborough's first meetinghouse began in 1763 and was completed three years later. During the Colonial period, the population of what today is known as Foxborough, was sparse. The community's economic base was agricultural with farming and lumbering as primary activities. There was also some iron ore extraction and charcoal production for iron smelting during this era.

In the Federal period, 1775-1830, the Town grew slowly. The Foxborough Foundry & Machine Company was established in 1781 by Uriah Atherton. A secondary rail line was built after the Civil War that went through Foxborough Center. By 1860 the Union Straw Works, which began as a cottage industry, employed over 3000 people, and included a frame factory on Wall Street, which burned down in 1900.

The Van Choate Electric Company, a manufacturer of electric lights built a facility in Foxborough in 1896 along the east side of the railroad near Downtown. The Van Choate Electric Company was short-lived, and closed after four years. The Industrial Instrument Company from Waterbury acquired Standard Gauge of Syracuse and moved operations to Foxborough in 1908. This became the Foxboro Company. The Foxboro Company grew and expanded, becoming a leading influence in the Town. In the late 1800s and early 1900s, many of the houses that now form the Baker Street Historic District were built.

Historic Resources

Historic resources – buildings, monuments, districts, burial grounds, and landscapes – tell us about our past and help define our sense of place and community. Foxborough has a rich history and many historic and cultural resources. Historic resources have been inventoried primarily by many volunteers from the Foxborough Historical Commis-

sion, augmented by professional preservation consultants when the Commonwealth undertook statewide inventories of bridges and state hospitals and schools. Foxborough has inventoried 325 properties that are on file with the Massachusetts Historical Commission and in their Massachusetts Cultural Resource Information System (MACRIS). The inventory of Foxborough provides a rich tabulation of historic resources; the inventory is found in Table 5-13. While most of the inventoried properties are historically or architecturally significant, some are not. All the properties do contribute to the understanding of the history of Foxborough.

The MACRIS inventory consists of areas, buildings, monuments, objects, burial grounds and landscapes. Nine historic areas of Foxborough have been identified and are enumerated in Table 5-9 and mapped in Figure 5-21. One of these areas, Baker Street which has a fine collection of late nineteenth century homes, is now part of a local historic district. A second, Foxborough State Hospital grounds, is listed on the National Register, and has been the foundation of the redevelopment of the area now known as Chestnut Green. Other areas, such as the Town Common, the Union Straw Works housing area along Leonard and Sherman Streets, and Rockhill Cemetery merit further study and consideration for listing on the National Register or formation of a local historic district or both.

In addition to the MACRIS database, another source of historic information, is the Historic Markers database. Foxborough has eight properties listed in the Historic Markers database, which is noted in Table 5-10 and mapped in Figure 5-28.



Figure 5-16. Historic postcard view of Baker Street in Foxborough.
Source: <http://www.cardcow.com/467927/baker-street-foxboro-massachusetts/>



Figure 5-17. Baker Street in Foxborough today.
Source: Photo by Brian Simmons, 5/31/2012, from the Historic Marker Database, <http://www.hmdb.org/marker.asp?marker=55872>

Recognition and Protection of Historic Resources

Recognition and protection of historic resources is typically through listing on the National Register of Historic Places or by local designation. Foxborough has locally designated the Baker Street area as a local historic district. Foxborough has only two listings on the National Register of Historic Places. They are the Foxborough State Hospital grounds and buildings (as part of a statewide thematic nomination of state hospitals and schools) and the Foxborough Pumping Station on Pump Station Road near the Neponset Reservoir. Foxborough should consider listing other prominent historic properties on the National Register, such as Memorial Hall.

In addition, local historic commissions, including Foxborough's, provide recognition through plaque programs and other education and awareness programs, such as walking and interpretative tours. Other protection tools and incentive include preservation easements. Preservation easements are voluntary agreements between property



Figure 5-18 and 5-19. The Foxborough State Hospital campus is listed on the National Register, as part of a thematic, multiple properties nomination.



Table 5-9: Foxborough Designated Historic Areas.

	LOCATION
A	Foxborough Town Common Area
B	Sherman and Leonard Streets (Union Straw Works Worker Housing)
C	Foxborough State Hospital *
D	F. Gilbert Hills State Forest - Pine Knoll
E	Massachusetts State Hospitals and State Schools
F	F. Gilbert Hills State Forest - High Rock Area
G	F. Gilbert Hills State Forest - Civilian Conservation Corp Camp Site
H	Baker Street Local Historic District
I	Foxborough Pumping Station
J	Rockhill Cemetery
K	Foxborough State Hospital Cemetery

* Listed on the National Register of Historic Places.

Figure 5-20. F. Gilbert Hills State Forest - Pine Knoll area.

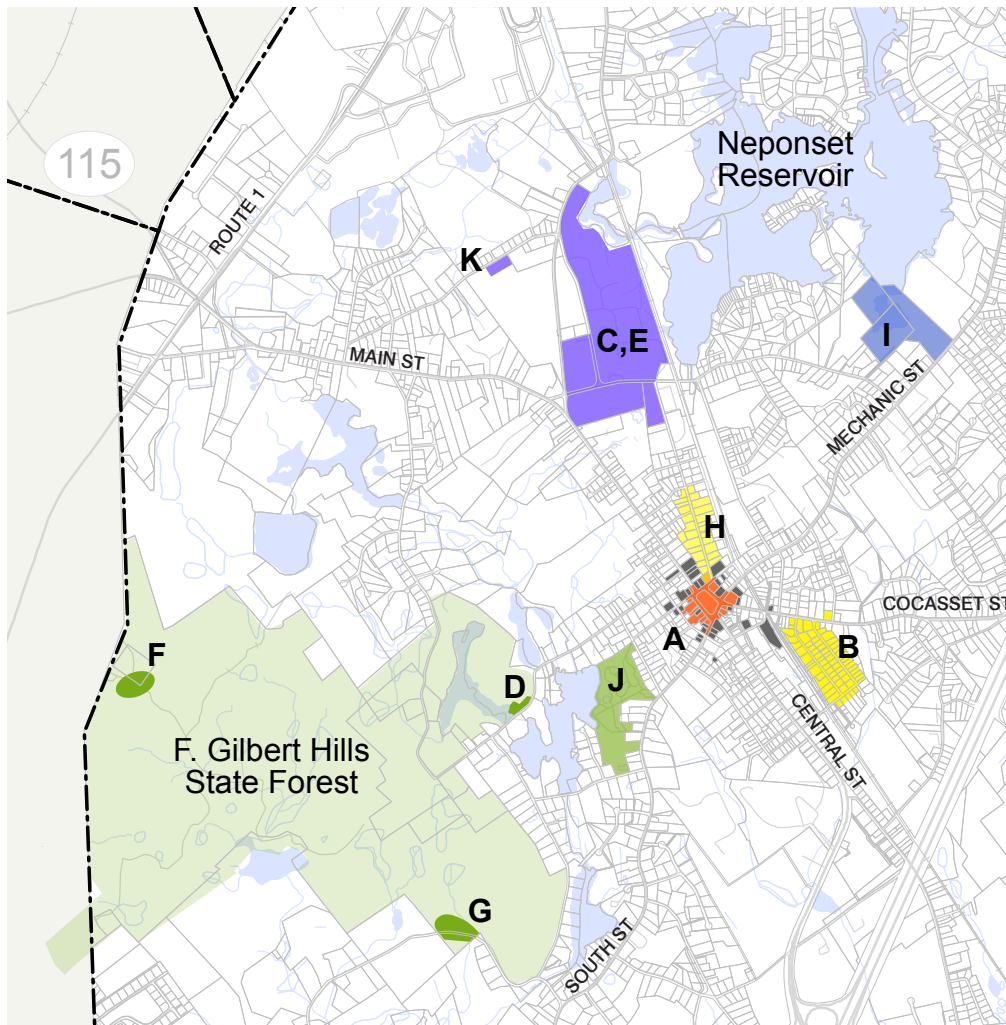
Figure 5-22. F. Gilbert Hills State Forest - High Rock area.

Figure 5-23. F. Gilbert Hills State Forest - Civilian Conservation Corp Camp Site area.



Source: MACRIS Database.

Figure 5-21: Foxborough Designated Historic Areas.



Sources: Massachusetts Historical Commission MACRIS Database, JMecca Design.



owners and a historic preservation organization recognized by the IRS. The easement restricts specified kinds of changes to the property and the donor conveys certain rights over the property to the easement-holding organization, which then has the legal authority to enforce the terms of the easement. The easement can cover changes to the exterior or interior of a building, the façade, additional building(s), and so on, and is tailored to each situation. In return for donating the easement, the donor gets a tax deduction.

The National Register

The National Register of Historic Places is the official list of historic places worthy of preservation in the United States, and was authorized by the National Historic Preservation Act of 1966. The National Register is maintained by the National Park Service.

National Register listing confers official historical status on a property. As part of the designation process, a nomination is reviewed by the Massachusetts Historical Commission and the National Park Service. The National Register listing requires detailed documentation, often prepared by a preservation consultant or architectural historian. National Register listing offers distinction and recognition, but the listing itself provides little protection for the historic property unless it may be affected by a federally or state funded project, in which case a review is required. National Register designation does



Figure 5-24 and 5-25. Seeking National Register designation for Memorial Hall at 22 South St near the Common should be considered.

not prevent an owner from altering or tearing down his or her property. In the event of an alteration that removes significant historic features, the only thing that the National Park Service is empowered to do is to remove the National Register designation. No design review or penalties are associated with National Register listing.

Local Preservation Tools

In addition to education and awareness efforts, there are three principal tools for historic preservation on the local level. They are formation of a local historic district; enactment of a demolition delay by-law; and adoption of the Community Preservation Act.

Local Historic Districts. The Baker Street Historic District is a local historic district. Massachusetts law (M.G.L. c. 40C) provides that a municipality may designate a local historic district and apply design review to most exterior alterations to a district property. Designation as a local historic district, however, does provide protection for a property against demolition or historically inappropriate alterations. Properties deemed of local importance may be designated by Town Meeting and thus brought under the purview of the Design Review Committee. Local designation can be tailored to a local approach and local needs.

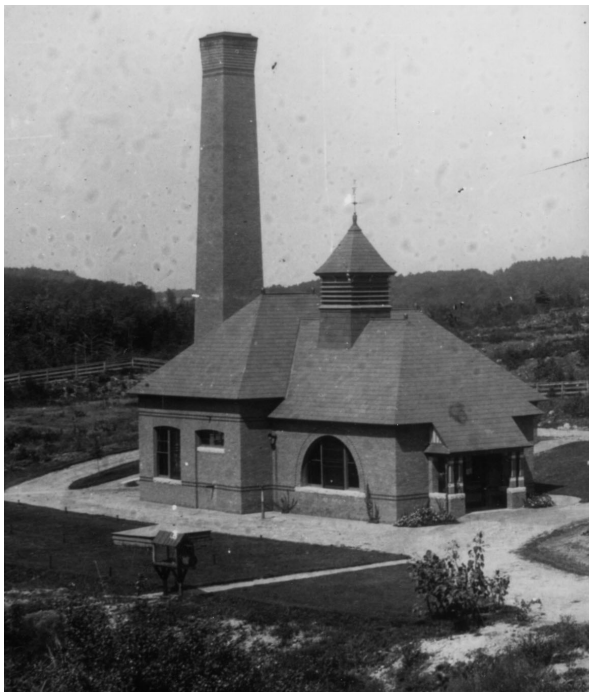


Figure 5-26. Foxborough Pumping Station, historic view from 1890s.

Source: *Massachusetts Historical Commission*.



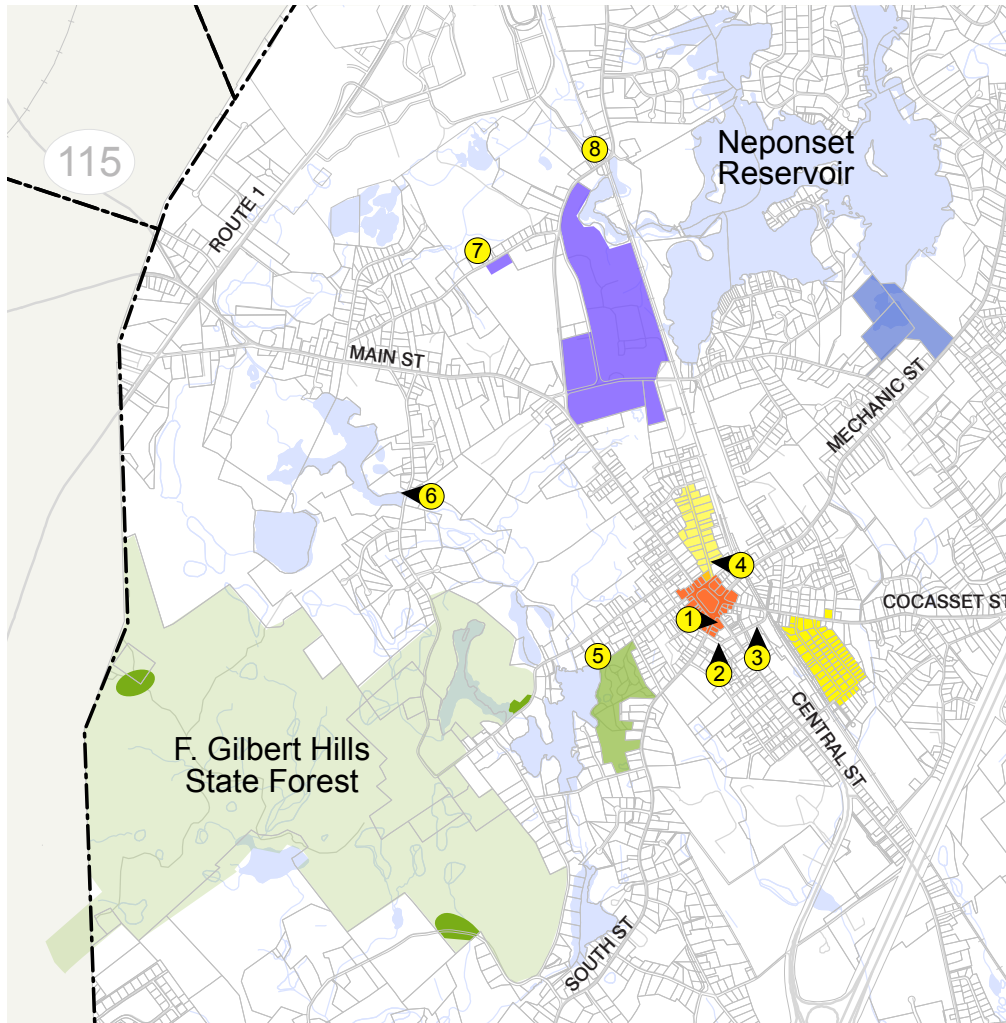
Figure 5-27. Foxborough Pumping Station, 2003.

Source: *Massachusetts Historical Commission*, photographer *Ellen Berichon*, 2003.

Table 5-10: Foxborough Historic Markers.

	LOCATION	SIGNIFICANCE
1	Centre Burial Ground	4 acres of land (former site of the town meeting house) were conveyed by Nehemiah Carpenter in 1783 to the town board of selectmen for use as a town common.
2	The Reservoir on Powder House Hill	Previously the site of a powder house, a circular granite structure was erected as a reservoir by the Union Straw Works in 1858. This marker is behind the present town hall.
3	Union Straw Works	The site of the Great Bonnet Shop at 18-22 Wall Street, built in 1853. This site consolidated various small straw manufacturing operations in town into a single company which became the world's largest straw manufacturing operation.
4	Baker Street Historic District	The Baker Street Historic District is a grouping of approximately 23 properties dating from the "straw hat era" of the 19th century and the industrial manufacturing era of the early 20th century, and spanning six periods of American Architecture. The earliest structure was built in 1835. Designated in 2001, Baker Street is Foxborough's first historic district.
5	The Town Lot	When the Rockhill Cemetery was built in 1853, a portion was designated as The Town Lot, for the town to bury the poor who could not afford their own plots and for the unidentified. Ownership was transferred back to the Cemetery in 1898 and was used for burials through 1968.
6	Lakeview	Lakeview was the site of a thread mill, built in 1813 by Hervey Pettee. After various reconstructions, a wool scouring mill operated at the site, until a flood destroyed portions in 1889. Subsequently, the Lake View Park opened in 1906, and was a popular summer destination and swimming area for many years.
7	Foxborough State Hospital Cemetery	The Foxborough State Hospital Cemetery provide a burial ground for patients at the Massachusetts Hospital for Dipso-maniacs and Inebriates (later the Foxborough State Hospital). Prior to the designation of this state cemetery in 1933, patients without family to take care of funeral arrangements were buried at Rockhill Cemetery.
8	Morseville	This section of Foxborough was known as Morseville, named for the Morse family who populated the area from the early 1700's. Morseville was formally established as North Foxborough in 1886 when a rail depot and a post office were opened in the area.

Figure 5-28: Foxborough Historic Markers.



Source: Historic Marker Database - www.hmdb.org, JMecca Design.



Figure 5-29. The Union Straw Works Reservoir on the site of the former Powder House.

Source: MACRIS Database.

Demolition Delay. Many Massachusetts communities have established “demolition delay” for structures of historic significance. This means that when a property owner files for a demolition permit on a structure deemed historically significant as defined in the bylaw, there is a delay period of six months or a year while an effort is made to find a use for the property that will not require demolition of the structure. Demolition delay is a local preservation tool that is a town by-law enacted by Town Meeting. This tool can often be used successfully in concert with considerable advocacy and technical assistance to find a more appropriate re-use or buyer for a property.

Community Preservation Act. The Community Preservation Act (CPA) was adopted in 2000 to enable communities to establish a local fund for financing historic preservation, open space, recreation or affordable housing projects. CPA is adopted by a municipality through a local ballot question presented to the voters. The ballot question typically is authorized by a vote of Town Meeting, but can also be placed on the ballot by a petition of the voters. CPA authorizes a surcharge on the real estate tax levy up to 3% that is collected and distributed locally. The Commonwealth also provides matching funds to communities that have adopted through the recording fees collected by the Registry of Deeds.

Over 155 communities in the Commonwealth have adopted CPA and are using CPA funds on preservation, open space, recreation and affordable housing project. CPA provides a valuable local resource that can also be used to leverage or match state and federal grant funds.

Historic Tax Credits

State and federal law provide incentives for rehabilitation of historically-significant properties through preservation easements and historic tax credits. To be eligible for state or federal historic tax credits a property must be listed on the National Register (or eligible to be listed). Properties seeking to use the federal or state historic tax credit must be renovated and rehabilitated in accordance with the Secretary of the Interior’s Standards for the Treatment of Historic Properties. Owners of historic income-producing properties in Foxborough, such as commercial structures or residential rental units, may obtain state and federal tax credits for rehabilitation projects that meet the criteria defined by the IRS and the Massachusetts legislature. State historic tax credits are limited and require an application to secure a tax credit allocation. Whereas, federal historic tax credits are available for any income producing historic property listed on the National Register with renovation and rehabilitation done per the Secretary of Interior Standards. Historic tax credits can be a very helpful tool for the restoration of historic properties.

Massachusetts does not have state tax credits for non-income producing properties, such as single-family homes.

Priority Preservation Areas

Two large scale regional planning initiatives, the South Coast Rail and the 495/Metro-West Development Compact Plan have identified areas described as priority protection area by South Coast Rail and priority preservation areas by the 495/Metro-West plan. Foxborough is at the southeastern edge of the 495/Metro-West arc, and at the north-western edge of the South Coast Rail planning area.

The South Coast Rail corridor planning process defined Priority Protection Areas as land or environmental resources that are not permanently protected and are worthy of increased levels of protection through planning, regulation, conservation or acquisition. The list of Priority Protection Areas merged from a process facilitated by regional planning agencies working first with communities, including Foxborough, to identify municipal priorities. 70 priority protection areas were designated as a result of South Coast Rail planning process, including several in Foxborough, which are noted in Table 5-11. South Coast Rail identified ten priority protection areas in Foxborough. The 495/Metro West process identified nine regionally significant priority preservation areas in Foxborough, which are detailed in the same table.

The term and definition of Priority Preservation Area used by the 495/Metro West Development Compact Plan is similar to the South Coast Rail corridor plan. The 495/Metro West plan defines Priority Preservation Areas (PPAs) as areas within a city or town that deserve special protection due to the presence of significant environmental factors and natural features, such as endangered species habitats or areas critical to drinking water supply, scenic vistas, areas important to a cultural landscape, or areas of historical significance. Existing parks or new park facilities generally do not fall within this category. PPAs are identified on lands not currently permanently protected, such as those that might be currently, but temporarily, protected by Chapter 61, a conservation restriction that has not been approved under an appropriate section of Chapter 184, by virtue of ownership by a land trust, etc. Areas of Critical Environmental Concern (ACEC), aquifer recharge areas, and designated priority habitats are some of the natural resources that may warrant Priority Preservation Area designation. Priority preservation areas may be critical to linking open space areas and trails within a community or across municipal boundaries.

Priority areas identified are intended to guide and inform future land use decisions in the region. By providing a regional perspective it is anticipated that local, regional and state

Table 5-11. Priority Areas for Protection and Preservation.

Property	South Coast Rail Priority Protection Area	495/Metro West Regionally Significant Priority Preservation Area
<p>Gobbi Property in Foxborough & Sharon The Gobbi property is privately owned land with wetlands and ponds.</p>	X	X
<p>Canoe River Area Part of Area of Critical Environmental Concern.</p>	X	
<p>Lawton Farm This farm is positioned close to areas that are already developed, providing valuable open space and potential connections through a wetland corridor.</p>	X	X
<p>Indian Rock Farm This farm abuts the Foxborough State Forest.</p>	X	X
<p>Law Farm This farm connects to the Foxborough State Forest as well as to the municipal water source lands to the south.</p>	X	X
<p>Municipal Water Source & Future Well Site Protecting this area is critical to maintaining the integrity of the water system.</p>	X	X
<p>Normandy Farms Campground This large open space parcel could extend the connection into the Foxborough State Forest.</p>	X	X
<p>Private Golf Course The Foxborough County Club is an important open space and recreational property. This privately owned golf course could be protected from development pressure through a conservation restriction. It currently receives special treatment as a Chapter 61 property.</p>	X	X
<p>Route 140 and Walnut Street This area includes the aquifer for Hersey Pond and a possible future well site.</p>	X	X
<p>Bungay River/Zone 2 Protection Area Surface water features in the upper watershed of the Bungay River includes Witch Pond, Witch Pond Swamp and Greenwood Lake, some of which are located in the far southwestern corner of Foxborough.</p>	X	X

Sources: *South Coast Rail Corridor Plan and the 495/Metro-West Development Compact Plan.*

partners make decisions and investments that promote new growth which maximizes current resources in the region and to assure that continued growth will be sustainable over the long term. Some priority protection/preservation areas may include areas of existing development. The inclusion of such areas of existing development does not indicate that the existing land uses will be removed over time, but that preservation and protection of natural and cultural resources in that area is a priority.

Downtown Foxborough

Much of Foxborough’s early settlement and development centered around the Town Common and Downtown area. As a consequence, many of Foxborough’s older buildings and historic resources are found in the vicinity of Downtown, including the Baker Street Local Historic District and the concentration of Union Straw Works worker housing found on Sherman and Leonard Streets. Memorial Hall and the adjacent historic burial grounds are prominent features of Downtown Foxborough, along with the iron fence encircling the Common. Figures 5-30 and 5-31 depict the location of the concentration of inventoried historic resources in the Downtown area.

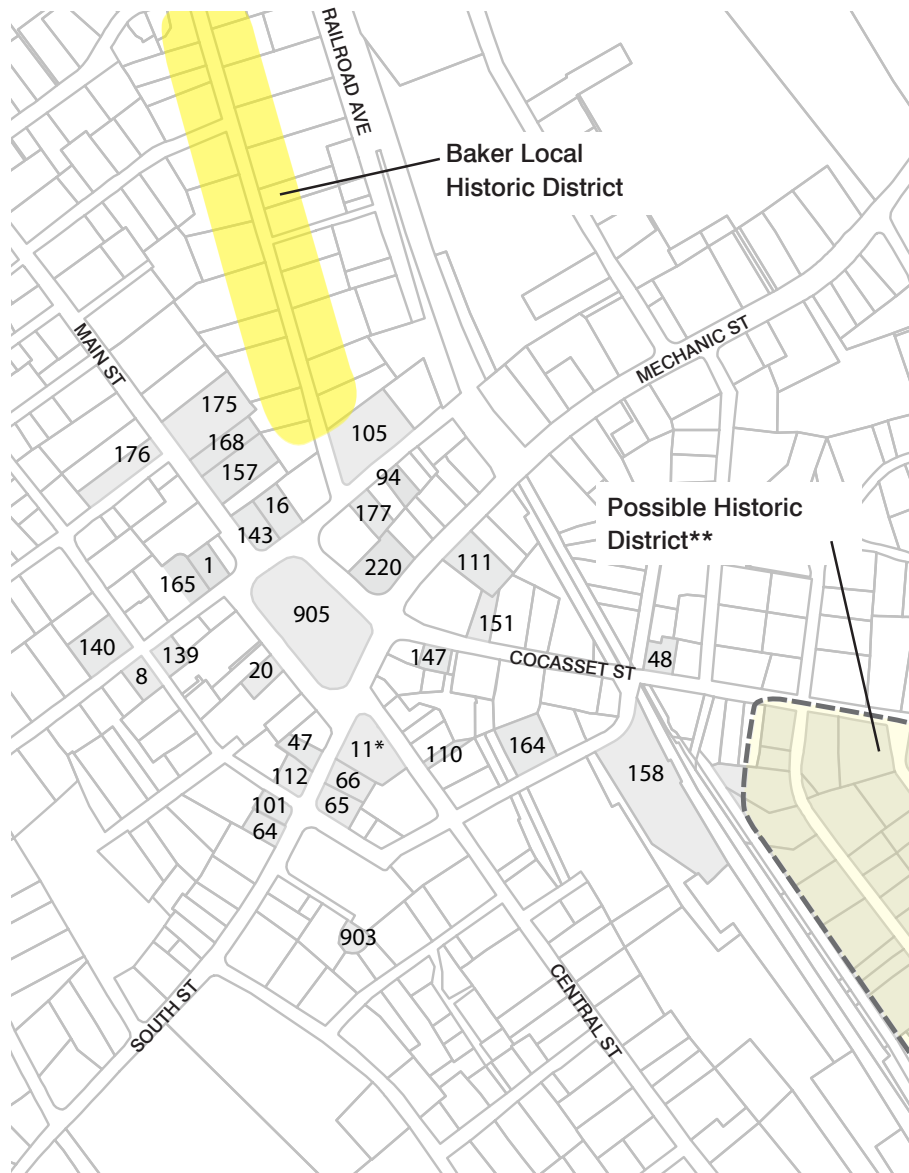
Figure 5-30: Downtown Historic Property Construction Periods



Sources: Massachusetts Historical Commission MACRIS Database, JMecca Design.

- Pre- 1850
- 1850 - 1874
- 1875 - 1899
- After 1900
- No date available
- Baker Local Historic District - 19th & 20th Century

Figure 5-31: Downtown Historic Property Inventory



Sources: Massachusetts Historical Commission MACRIS Database, JMecca Design.

* Burial Grounds (not inventoried)

** Concentration of United Straw Workers Housing

Table 5-12. Downtown Property Listing

MACRIS #	Property Name
FOX.94	Foxborough House
FOX.177	Foxborough Grange Hall
FOX.105	Doolittle, Allen House
FOX.16	Foxborough Universalist Church
FOX.110	Wilber Brothers Dry Good Store
FOX.147	Carpenter, Oliver House
FOX.220	U. S. Post Office - Foxboro Main Branch
FOX.151	Sumner, Charles Calvin House
FOX.903	Union Straw Works Water Reservoir
FOX.143	Sumner, Gen. Henry House
FOX.905	Foxborough Town Common
FOX.157	Buckley, Dr. Francis C. House and Office
FOX.168	
FOX.176	Jackson, A. A. House
FOX.175	Walker, Leonard Home School
FOX.8	Dean, Abbie House
FOX.111	
FOX.165	Bethany Congregational Church
FOX.139	
FOX.140	
FOX.1	Orpheum Theatre
FOX.20	
FOX.11	Memorial Hall
FOX.66	
FOX.65	
FOX.47	Hartshorn, Jeremiah House
FOX.112	American House - American Hall Building
FOX.101	Saint Mark's Episcopal Church
FOX.64	
FOX.158	West India Tea Company
FOX.164	Carpenter Straw Hat Factory

Table 5-13. Historic Properties in Foxborough

- Downtown Property
- NR** National Register of Historic Places Designation
- ENR** Potentially eligible for NR Designation
- NE** Not eligible

	MACRIS #	Property Name	Street	Year
	FOX.917	Stoughtonham Furnace Site		
	FOX.906	Foxborough State Hospital - New Power Plant	Chestnut St	1908
	FOX.907	Foxborough State Hospital - Coal Trestle	Chestnut St	1907
	FOX.908	Foxborough State Hospital - Greenhouses	Chestnut St	1970
	FOX.909	Foxborough State Hospital - Agricultural Fields	Chestnut St	
	FOX.910	Foxborough State Hospital - Sewage Treatment	Chestnut St	1970
	FOX.916	Foxborough State Hospital - Front Lawn	Chestnut St	
NE	FOX.900	NY, NH & H Railroad Bridge (Milepost #22.67)	Cocasset St	1936
ENR	FOX.901	Barton, William Eleazer House Grounds	Granite St	1895
ENR	FOX.902	Barton, William Eleazer House - Entrance Gates	Granite St	1901
	FOX.911	Barton, William Eleazer Culvert	Granite St	
	FOX.912	Barton, William Eleazer Earth Dam	Granite St	1850
	FOX.913	Barton, William Eleazer Wigwam Ruins	Granite St	1896
	FOX.903	Union Straw Works Water Reservoir	Liberty Pl	1858
	FOX.905	Foxborough Town Common	Main St	
	FOX.922	F. Gilbert Hills State Forest - CCC Chimney	Mill St	1933
	FOX.923	F. Gilbert Hills State Forest - CCC Concrete Slab	Mill St	1933
	FOX.924	F. Gilbert Hills State Forest - CCC Stone Wall	Mill St	1933
	FOX.925	F. Gilbert Hills State Forest - CCC Powder Magazin	Mill St	1933
	FOX.926	F. Gilbert Hills State Forest - CCC Foundation	Mill St	1933
NE	FOX.904	NY, NH & H Railroad Bridge (Milepost #44.71)	Rt 1	1931
	FOX.918	F. Gilbert Hills State Forest - CCC Stone Steps	Rt 1	1934
	FOX.919	F. Gilbert Hills State Forest - CCC Stone Wall	Rt 1	1934
	FOX.920	F. Gilbert Hills State Forest - CCC Fire Pits	Rt 1	1934
	FOX.921	F. Gilbert Hills State Forest - CCC Water Hole #17	Rt 1	1934
NE	FOX.915	Route 2 Bridge over Route 140	Rt 2	1931
	FOX.914	Wolomolopoag Street Bridge	Wolomolopoag St	
	FOX.801	Foxborough State Hospital - Cemetery	Chestnut St	1900
	FOX.802	Foxborough State Hospital - Cemetery	Chestnut St	1900
ENR	FOX.800	Rockhill Cemetery	South St	1853
	FOX.170	Williams, Edward B. House	7 Baker St	1889
	FOX.160	Dickerman, Dr. Lemuel House and Office	8 Baker St	1860
	FOX.264	Turner, Willard Warren House	9 Baker St	1887
	FOX.106	Pickens, Capt. Ezra House	12 Baker St	1856
	FOX.97	Turner, Willard P. House	13 Baker St	1835
	FOX.265	Lane, Irving W. House	14 Baker St	1892
	FOX.266	Allen, Dea. Ebenezer W. House	15 Baker St	1854
	FOX.267	Comey, H. T. House	16 Baker St	1860
	FOX.268	Alden, Joseph House	17 Baker St	1890
	FOX.171	Aldrich, Dea. Amos R. House	18 Baker St	1846

Sources: Massachusetts Historical Commission MACRIS Database.

MACRIS #	Property Name	Street	Year
FOX.269	Pond, Lewis House	21 Baker St	1854
FOX.270		22 Baker St	1929
FOX.271	Quimby, Harrie House	23 Baker St	1915
FOX.272	Maddocks, Joel House	25 Baker St	1865
FOX.273	Richardson, Moses A. House	26 Baker St	1851
FOX.274	Lindley, Capt. Henry C. House	27 Baker St	1865
FOX.275	Caton, Thomas House	28 Baker St	1890
FOX.162	Wheeler, George S. House	29 Baker St	1858
FOX.276	Cleveland, Sarah C. House	30 Baker St	1930
FOX.277	Godfrey, Dea. Henry S. House	31 Baker St	1868
FOX.278	Pike, Donald House	32 Baker St	1920
FOX.279	Turner, Salmon Jr. House	33 Baker St	1840
FOX.280	Roe, Daniel House	34-36 Baker St	1873
FOX.281	Perry, Jonathan Pratt House	35 Baker St	1850
FOX.282	Quimby, Hattie M. House	38 Baker St	1910
FOX.283	Leavitt, Harry P. House	39 Baker St	1906
FOX.284	Quimby, Hattie M. House	40 Baker St	1910
FOX.285	Bragg, Dr. Francis A. House	42 Baker St	1942
FOX.286	Rost, Harvey C. House	43 Baker St	1962
FOX.287	Weger, George House	44 Baker St	1947
FOX.288	Truax, Edwin B. House	45 Baker St	1912
FOX.289	Burgess, Joseph House	46 Baker St	1923
FOX.290	Watts, Aaron L. House	47 Baker St	1913
FOX.291	Parker, George House	49 Baker St	1909
FOX.292	Burgess, Joseph House	50 Baker St	1920
FOX.293	Sanford, Walter House	62 Baker St	1916
FOX.258	Foxborough State Hospital - B Cottage	66 Baker St	1908
FOX.256	Foxborough State Hospital - E Cottage	100 Baker St	1858
FOX.120	Smith, Warren House	144 Beach St	1815
FOX.122	Congdon House	188 Beach St	1845
FOX.15		Bird St	1855
FOX.94	Foxborough House	Bird St	1900
FOX.16	Foxborough Universalist Church	6 Bird St	1843
FOX.177	Foxborough Grange Hall	11-15 Bird St	1897
FOX.105	Doolittle, Allen House	16 Bird St	1855
FOX.103	Saint Mary's Roman Catholic Church	Carpenter St	1951
FOX.113	Saint Mary's Roman Catholic Church	Carpenter St	1878
FOX.58	Shepherd, Jacob House	41 Cedar St	1719
FOX.110	Wilber Brothers Dry Good Store	Central St	1890
FOX.156	Faught, L. Porter House	Central St	1876

Table 5-13. Historic Properties in Foxborough (cont'd)

MACRIS #	Property Name	Street	Year
FOX.115	Foxborough Emmanuel Church	106 Central St	1925
FOX.28		286 Central St	1835
FOX.29	Paine, Asa House	298 Central St	1792
FOX.30		310 Central St	1845
FOX.31		364 Central St	1820
FOX.178	Foxborough State Hospital - Ward B	Chestnut St	1891
FOX.179	Foxborough State Hospital - Ward C	Chestnut St	1891
FOX.181	Foxborough State Hospital - Ward D	Chestnut St	1891
FOX.182	Foxborough State Hospital - Ward E	Chestnut St	1891
FOX.183	Foxborough State Hospital - Gymnasium and Chapel	Chestnut St	1899
FOX.223	Foxborough State Hospital Administration Building	Chestnut St	1924
FOX.224	Foxborough State Hospital - Dining Hall - Kitchen	Chestnut St	1917
FOX.225	Foxborough State Hospital - K Building (Acute)	Chestnut St	1916
FOX.226	Foxborough State Hospital - A Building (Acute)	Chestnut St	1915
FOX.227	Foxborough State Hospital - Power Plant - Laundry	Chestnut St	1891
FOX.228	Foxborough State Hospital - Work - Mason Shop	Chestnut St	1897
FOX.229	Foxborough State Hospital - New Laundry	Chestnut St	1915
FOX.230	Foxborough State Hospital - Paint Shop	Chestnut St	1945
FOX.231	Foxborough State Hospital - Carpenter Shop	Chestnut St	1901
FOX.232	Foxborough State Hospital - Salvage Shed	Chestnut St	
FOX.233	Foxborough State Hospital - Broom Shop	Chestnut St	1894
FOX.234	Foxborough State Hospital - Main Garage	Chestnut St	1956
FOX.235	Foxborough State Hospital - L Ward	Chestnut St	1920
FOX.236	Foxborough State Hospital - M Ward	Chestnut St	1920
FOX.237	Foxborough State Hospital - N Ward	Chestnut St	1920
FOX.238	Foxborough State Hospital - O Ward	Chestnut St	1920
FOX.239	Foxborough State Hospital - O Ward Rear	Chestnut St	1905
FOX.240	Foxborough State Hospital - Nurse's Home	Chestnut St	1930
FOX.241	Foxborough State Hospital - Employee Home	Chestnut St	1929
FOX.242	Foxborough State Hospital - Nurses' Cottage A	Chestnut St	1915
FOX.243	Foxborough State Hospital - Assembly Hall	Chestnut St	1934
FOX.246	Foxborough State Hospital - J Cottage	Chestnut St	1900
FOX.247	Foxborough State Hospital - Staff Cottage	Chestnut St	1900
FOX.248	Foxborough State Hospital - K Cottage	Chestnut St	1900
FOX.249	Foxborough State Hospital - Staff Cottage	Chestnut St	1950
FOX.250	Foxborough State Hospital - D Cottage	Chestnut St	1920
FOX.252	Foxborough State Hospital - Dexter Building	Chestnut St	1957
FOX.253	Foxborough State Hospital Superintendent's House	Chestnut St	1892
FOX.254	Foxborough State Hospital - Garage	Chestnut St	1960

Sources: *Massachusetts Historical Commission MACRIS Database.*

MACRIS #	Property Name	Street	Year
FOX.257	Foxborough State Hospital - Fieldstone Garage	Chestnut St	1920
FOX.259	Foxborough State Hospital - Garage	Chestnut St	1930
FOX.260	Foxborough State Hospital - Pavilion	Chestnut St	1900
FOX.255	Foxborough State Hospital - H Cottage	41 Chestnut St	1920
FOX.147	Carpenter, Oliver House	Cocasset St	1845
FOX.220	U. S. Post Office - Foxboro Main Branch	4 Cocasset St	1938
FOX.151	Sumner, Charles Calvin House	8 Cocasset St	1870
FOX.48	Leonard, Sanford House	28 Cocasset St	1839
FOX.9	Comey House	36 Cocasset St	1770
FOX.219		46 Cocasset St	1880
FOX.218	Murphy, J. House	47 Cocasset St	1875
FOX.159	Capen, J. House	58 Cocasset St	1870
FOX.150	Sumner, Charles Calvin House	61 Cocasset St	1854
FOX.32	Sumner, Calvin House	75 Cocasset St	1831
FOX.117	Comey, John House	96 Cocasset St	1770
FOX.100		154 Cocasset St	1782
FOX.79		196 Cocasset St	1845
FOX.33	Sumner, Turner House	207 Cocasset St	1850
FOX.34		250 Cocasset St	1845
FOX.35		298 Cocasset St	1860
FOX.26		Community Way	1885
FOX.95	Pratt Elementary School	Community Way	1902
FOX.116		7 East St	1750
FOX.36	Greeley House	50 East St	1835
FOX.37		137 East St	1820
FOX.12	Pratt, Capt. Josiah House	141 East St	1760
FOX.27	Kingsbury, J. - Rothschild House	171 East St	1805
FOX.38	Eddy, Philander House	209 East St	1845
FOX.39	Dassance, Dominic House	232 East St	1812
FOX.40	Foxborough Baptist Church Parsonage	7 Elm St	1832
FOX.57		17 Fales Pl	1845
FOX.221	Barton, William Eleazer Octagonal Tea House	Granite St	1915
FOX.222	Barton, William Eleazer Summer House	Granite St	1901
FOX.261	Barton, William Eleazer Carriage Barn - Garage	Granite St	1901
FOX.262	Barton, William Eleazer Shed - Chicken Coop	Granite St	1901
FOX.108	Gary, James House	30 Granite St	1839
FOX.93		31 Granite St	1845
FOX.52	Pettee, Calvin House	52 Granite St	1810
FOX.6	Kendall, Rev. Thomas House	55 Granite St	1792
FOX.5	Pettee, Simon Cotton Mill	59 Granite St	1815

Table 5-13. Historic Properties in Foxborough (cont'd)

MACRIS #	Property Name	Street	Year
FOX.51	Forrest, Dea. Ebenezer - Young, Asa House	100 Granite St	1820
FOX.53	Guild, Freedom House	111 Granite St	1821
FOX.55		22 Lakeview Rd	1845
FOX.54		38 Lakeview Rd	1835
FOX.56		52 Lakeview Rd	1850
FOX.185		6 Leonard St	1876
FOX.186	Johnson, Maria and Isabel E. House	8 Leonard St	1880
FOX.187	Shaw, Eben House	9 Leonard St	1880
FOX.188		11 Leonard St	1880
FOX.189	Foulkes, Thomas House	12 Leonard St	1890
FOX.190		16 Leonard St	1885
FOX.191	Union Straw Works Worker Housing	18 Leonard St	1861
FOX.192	Union Straw Works Worker Housing	20 Leonard St	1862
FOX.193	Nutter, Eliza - Cook, Warren B. House	22 Leonard St	1880
FOX.194	Union Straw Works Worker Housing	24 Leonard St	1862
FOX.195	Union Straw Works Worker Housing	26 Leonard St	1862
FOX.196	Union Straw Works Worker Housing	28 Leonard St	1862
FOX.200	Chestnut, D. House	29 Leonard St	1865
FOX.197	Union Straw Works Worker Housing	30 Leonard St	1862
FOX.198	Union Straw Works Worker Housing	32 Leonard St	1860
FOX.201	Union Straw Works Worker Housing	33 Leonard St	1876
FOX.199		34 Leonard St	1876
FOX.202	Grover, L. House	38 Leonard St	1860
FOX.206	Igoe, William House	39 Leonard St	1870
FOX.203	Kingman, Frank B. House	40 Leonard St	1860
FOX.204	Kendal, J. L. House	42 Leonard St	1860
FOX.205	Calvin, E. H. - Haxie House	44-46 Leonard St	1860
FOX.208	Kendal, J. L. House	48 Leonard St	1860
FOX.173	Carpenter, Erastus P. House	2 Liberty St	1850
FOX.2	Everret House	Main St	1790
FOX.19		Main St	
FOX.21	Foxborough First Baptist Church	Main St	
FOX.22		Main St	1850
FOX.23		Main St	1920
FOX.143	Sumner, Gen. Henry House	Main St	1845
FOX.161	Pettee, A. House	Main St	1870
FOX.157	Buckley, Dr. Francis C. House and Office	25 Main St	1885
FOX.168		29 Main St	1885
FOX.176	Jackson, A. A. House	32 Main St	1870
FOX.175	Walker, Leonard Home School	33 Main St	1850

Sources: Massachusetts Historical Commission MACRIS Database.

MACRIS #	Property Name	Street	Year
FOX.154	Aldrich, H. House	35 Main St	1850
FOX.114	Pond, Virgil House	39 Main St	1853
FOX.144	Foxborough Jewelry Company	62 Main St	1856
FOX.135	Carpenter, Daniels House	80 Main St	1824
FOX.50		83 Main St	1840
FOX.137		210 Main St	1855
FOX.131		229 Main St	1845
FOX.132	Brastow, Thomas Jr. House	251 Main St	1775
FOX.133		264 Main St	1850
FOX.8	Dean, Abbie House	Market St	1855
FOX.180	Fuller, D. House	Mechanic St	1860
FOX.111		7-9 Mechanic St	1840
FOX.118	Turner, Salmon House	32 Mechanic St	1849
FOX.41	Wood, Dr. Joshua - Sumner House	46 Mechanic St	1782
FOX.129		47 Mechanic St	1846
FOX.119		110 Mechanic St	1835
FOX.61		7 Mill St	1825
FOX.60		93 Mill St	1830
FOX.141	Bannon House	Morse St	1920
FOX.152	Mansfield Bleachery	Morse St	1876
FOX.184	Van Choate Electric Company	Neponset Ave	1894
FOX.251	Foxborough State Hospital	17 North St	1990
FOX.130		66 North St	1825
FOX.128	Morse, Newell House	70 North St	1835
FOX.127	Morse, Amos House	77 North St	1804
FOX.126	Morse, Leonard - Boyden, Uriah House	80 North St	1836
FOX.124	Morse, David House	92 North St	1825
FOX.125	Mann House	106 North St	1815
FOX.169	Plimpton Elementary School	154 North St	1850
FOX.123		200 North St	1825
FOX.49	Foxborough Poor Farm	205 North St	1800
FOX.14		Oak St	1680
FOX.142		66 Oak St	1825
FOX.146	Capen, David House	129 Oak St	1835
FOX.13	Boyden, Seth House	135 Oak St	1780
FOX.91		36 Old West St	1850
FOX.244	Foxborough State Hospital - Tuberculosis Building	Payson Rd	1935
FOX.245	Foxborough State Hospital - G Cottage	8 Payson Rd	1920
FOX.263	Foxborough Pumping Station	25 Pumping Station Rd	1891

NR

Table 5-13. Historic Properties in Foxborough (cont'd)

MACRIS #	Property Name	Street	Year
FOX.96	Foxborough Masonic Hall	Rockhill St	1856
FOX.139		Rockhill St	1850
FOX.165	Bethany Congregational Church	Rockhill St	1845
FOX.140		9 Rockhill St	1875
FOX.3	Everett, Aaron House	Rt 1	1784
FOX.136	Everett, Aaron - Lafayette House Ell	Rt 1	1784
FOX.1	Orpheum Theatre	1 School St	1926
FOX.20		18-22 School St	
FOX.172	Carpenter, Linus House	8 Shaw Pl	1835
FOX.209	Taber, Joseph House	10 Sherman St	1876
FOX.210	Foley, Patrick House	20 Sherman St	1876
FOX.211	Union Straw Works Double Worker Housing	24-26 Sherman St	1869
FOX.212	Union Straw Works Double Worker Housing	28-30 Sherman St	1869
FOX.213	Union Straw Works Double Worker Housing	32-34 Sherman St	1869
FOX.214	Union Straw Works Double Worker Housing	36-38 Sherman St	1869
FOX.217		37 Sherman St	1880
FOX.215	Union Straw Works Double Worker Housing	42-44 Sherman St	1875
FOX.216	Union Straw Works Double Worker Housing	46-48 Sherman St	1869
FOX.207		51 Sherman St	1885
FOX.78		83 South Grove St	1850
FOX.74		93 South Grove St	1845
FOX.7	Rhodes House	South St	1800
FOX.98	Quaker Hill School	South St	1895
FOX.104	Union Church of South Foxborough	South St	1876
FOX.145	South Foxborough Union Chapel Community Club	South St	1927
FOX.148	Carpenter Memorial Chapel	South St	1894
FOX.174	Foxborough High School	South St	
FOX.11	Memorial Hall	22 South St	1868
FOX.66		26 South St	1855
FOX.65		30 South St	1865
FOX.47	Hartshorn, Jeremiah House	31-35 South St	1805
FOX.4	Hughes, Solomon House	34 South St	1710
FOX.112	American House - American Hall Building	37-39 South St	1855
FOX.101	Saint Marks Episcopal Church	41 South St	1893
FOX.64		43 South St	1850
FOX.155	Muddocks, L. S. House	48 South St	1840
FOX.107	Bourne, Dea. Thomas House	69 South St	1870
FOX.149	Nason, Elias House	85 South St	1793
FOX.77		90 South St	1850

Sources: Massachusetts Historical Commission MACRIS Database.

MACRIS #	Property Name	Street	Year
FOX.69		92 South St	1825
FOX.81		95 South St	1840
FOX.68		96 South St	1800
FOX.71		97 South St	1845
FOX.166	Carpenter, P. T. House	102 South St	1850
FOX.138	Carpenter, P. House	106 South St	1850
FOX.109	Saint Marks Episcopal Church	116 South St	1955
FOX.70		141 South St	1840
FOX.167		163 South St	1885
FOX.67		164 South St	1845
FOX.83	Carpenter, Ezra House	168 South St	1800
FOX.62	Cary, Otis Elementary School	188 South St	1850
FOX.80		203 South St	1820
FOX.73	Ambrose House	204 South St	1840
FOX.63		241 South St	1825
FOX.59	Cary, Otis House	242 South St	1837
FOX.85		255 South St	1800
FOX.84		263 South St	1845
FOX.87	Stratton, George - Torrey, Dea. House	343 South St	1810
FOX.89		358 South St	1817
FOX.90		389 South St	1825
FOX.99	Paine School	Spring St	1870
FOX.102	Paine School	Spring St	1850
FOX.42		12 Spring St	1855
FOX.43		32 Spring St	1845
FOX.44		73 Spring St	1830
FOX.45	Blanchard, Josiah House	120 Spring St	1777
FOX.86		6 Stratton Ln	1825
FOX.88		15 Stratton Ln	1850
FOX.158	West India Tea Company	Wall St	1853
FOX.164	Carpenter Straw Hat Factory	18 Wall St	1844
FOX.75		6 Walnut St	1840
FOX.72		20 Walnut St	1850
FOX.76		21 Walnut St	1850
FOX.134	Everett, Meletiah House	Washington St	1810
FOX.82		19 Water St	1840
FOX.92		31 West St	1790
FOX.153	Daniels, Francois House	63 West St	1825
FOX.121		17 Willis Ln	1835
FOX.46	Pratt, Isaac House	82 Willow St	1763

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Agriculture in Foxborough Today

Foxborough's origins include a rural, agrarian past. The rural character is a highly valued attribute by Town residents. Foxborough has formed an Agricultural Commission composed of five residents who are committed to ensuring an agricultural presence in the community, including the visibility of farm animals. The Foxborough Community Farm Stand is an active volunteer community farm organization in Foxborough that runs a farm stand on south Route 140 at Walnut which sells produce that is grown on adjoining town-property as well as nearby farms in Mansfield and other nearby communities. The Foxborough Community Farm Stand is a twenty-year plus volunteer effort that raises and sells food to help the indigent. Proceeds from the Community Farm Stand are donated to the Foxborough Discretionary Fund.

In addition to the Community Farm Stand, Foxborough has two Christmas tree farms, Sunlight Farms off South Street and Indian Rock Farm off Granite Street. Other farms in Foxborough include the 25 acre Lawton Family Farm which was founded in the 1800s, which specializes in Oake Knoll Ayeshires and cheese production. There is also a sixteen acre cranberry bog adjacent to Patriot Place which actively grows cranberries and is part of the Ocean Spray cooperative. A walking trail through the bog enables visitors to see active agriculture.

Figure 6-1. Cranberry bog, Foxborough, MA.



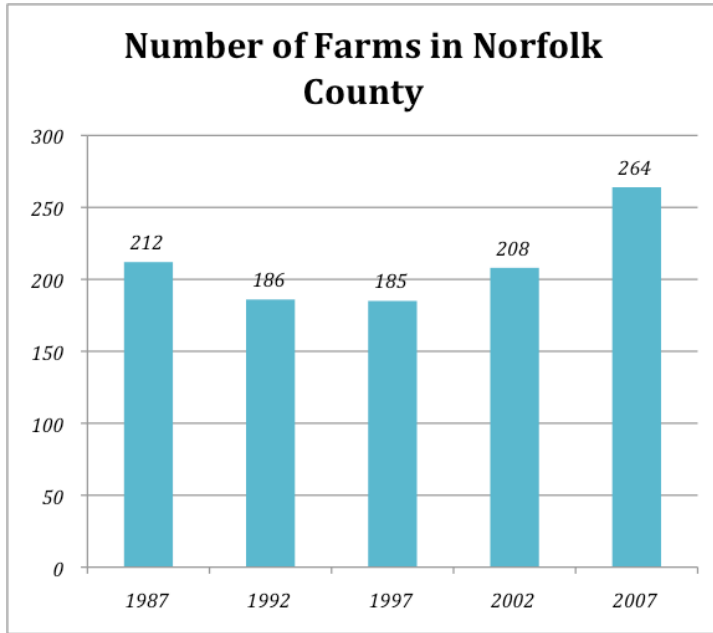
The Lawton Family Farm, the Law Farm and the Indian Rock Farm have been designated as a priority preservation area in the 495 Partnership's Metro West/495 Development Compact Plan which includes Foxborough as the edge of the 495 district. Similarly, the South Coast Rail Plan has identified the Lawton Farm, the Law Farm, Indian Rock Farm, the Community Farm Stand at Route 140 and Walnut as priority protection areas.

Employment in agriculture is minimal in Foxborough. A review of the employment data since 2000 in Foxborough indicates that there have no persons employed in agriculture within the Town over the past fourteen years. Farming in Foxborough is a sole proprietorship effort and family endeavor. Figures 6-2 and 6-3 note the change in number of farms and the amount of land used for farming in Norfolk County over the past twenty years. Since 1987, the average farm size in Norfolk County has decreased from 62 acres to 44 acres in 2007. There has been an 11% decrease in the agricultural acreage in Norfolk County since 1987. There has been resurgence in the number of farms county-wide starting in 2002 with a 25% increase in the number of farms in Norfolk County in 2007 compare to 1987. This reflects the renewed interest in local agriculture and regional trends.

Agricultural Lands in Foxborough

The principal agricultural land uses in Foxborough are crop land, pasture and forest. A significant portion of Foxborough's forest land is also protected as a Town Forest and as part of the Massachusetts Department of Recreation's F. Gilbert Hill State Forest. Al-

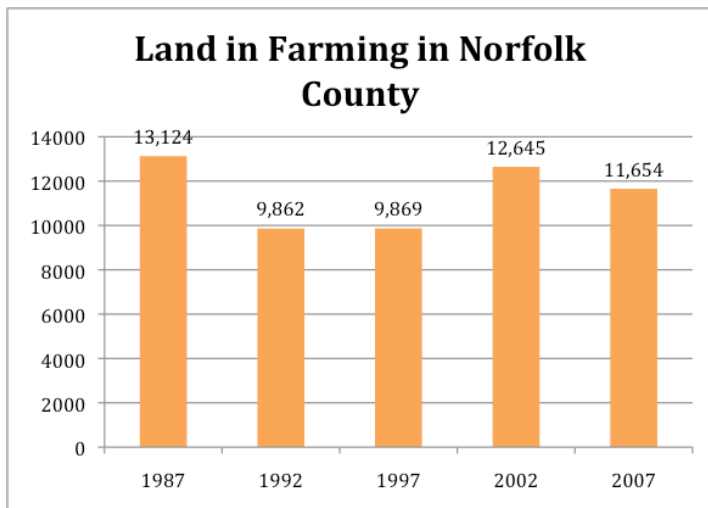
Figure 6-2. Number of Farms in Norfolk County.



Data Source: US Census of Agriculture, USDA.

though Foxborough has only a small percentage, 3.3 of its overall land area dedicated to agricultural uses of crop land and pasture, the Town has lost over one-third (35.3%) of its agricultural land in the last third of the twentieth century, as noted in Table 6-1. The slow and seemingly minimal loss of agricultural land has continued into the twenty-first century.

Figure 6-3. Norfolk County Land in Farming.



Data Source: US Census of Agriculture, USDA.

The USDA Census of Agriculture reports for 2007 Foxborough had seven farming establishments, 2.7% of the number of farms in Norfolk County.



Figure 6-4, 6-5. Farm land in Foxborough, MA.

Agricultural land is classified as to soils type into prime agricultural land, unique agricultural land, and soils of statewide importance. Figure 6-6 depicts these three important agricultural soil types in Foxborough. The definition of soil types is established by the US Natural Resources and Conservation Service and is based on soil mapping.

Recently, Massachusetts has developed a classification system for forest lands based on the research conducted by the University of Massachusetts Amherst’s Department of Natural Resources, which has produced a soil productivity map for forest management. The results for Foxborough are shown in Figure 6-7.

Protecting Farm Land and Agricultural Operations

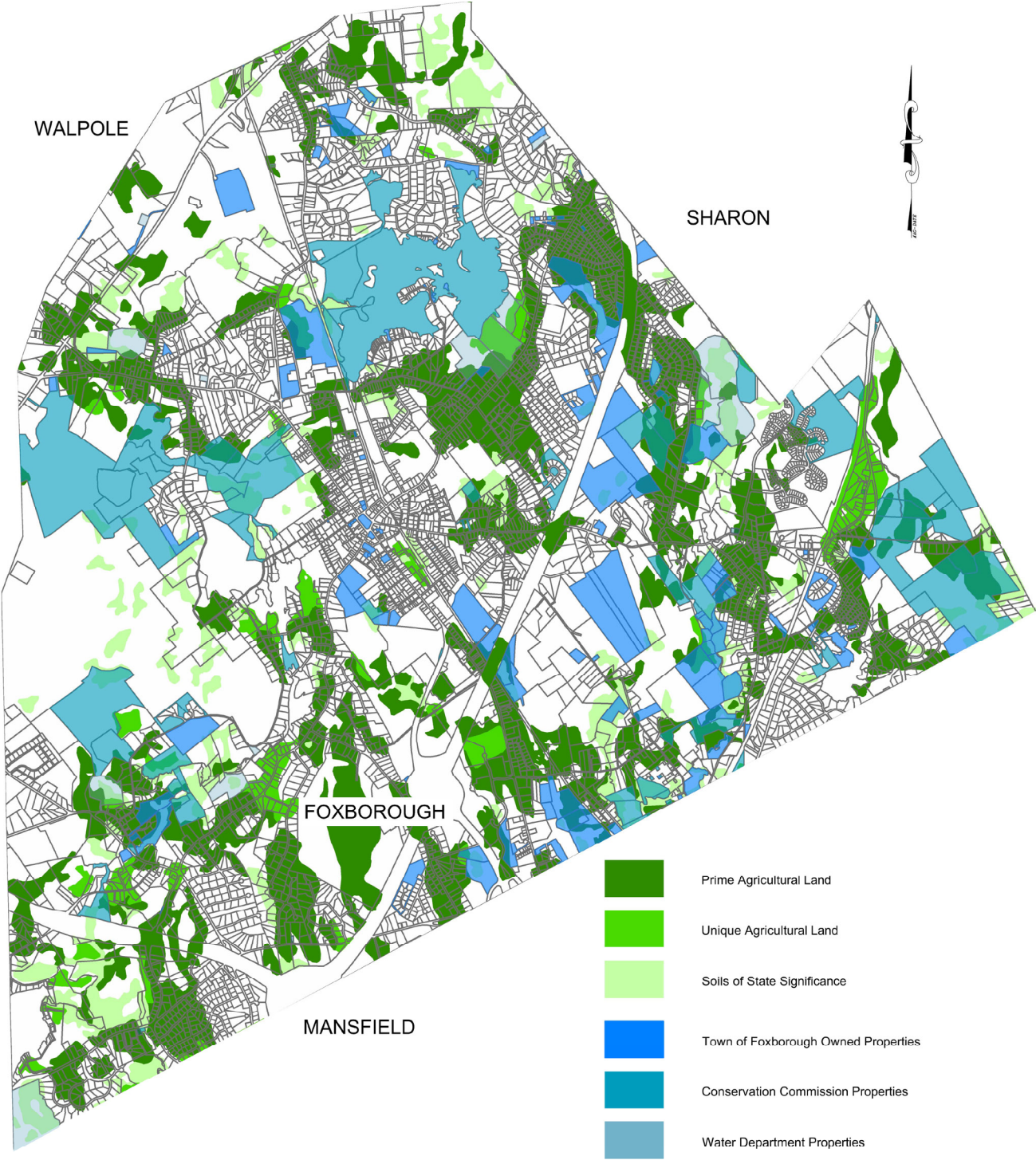
There are a variety of tools to protect agricultural land. The four basic types of agriculture protection tools are local zoning, use of Massachusetts Chapters 61, 61A and 61B programs regarding local taxation, agricultural preservation restrictions, and land trusts. The Massachusetts Community Preservation Act is another tool used for farmland

Table 6-1. Agricultural Land Use Change in Foxborough, 1971 to 1999.

	1971	1985	1999		Change 1971-1999			
	Acres	Percent of Land	Acres	Percent of Land	Acres	Percent of Land	Acres	Percent Change
Crop Land	324.9	2.4%	267.5	2.0%	210.3	1.6%	114.6	35.3%
Pasture	115.1	0.9%	87.2	0.7%	81.5	0.6%	33.6	29.2%
Forest	7,658.4	57.4%	7,091.8	53.2%	6,319.8	47.4%	1,338.7	17.5%

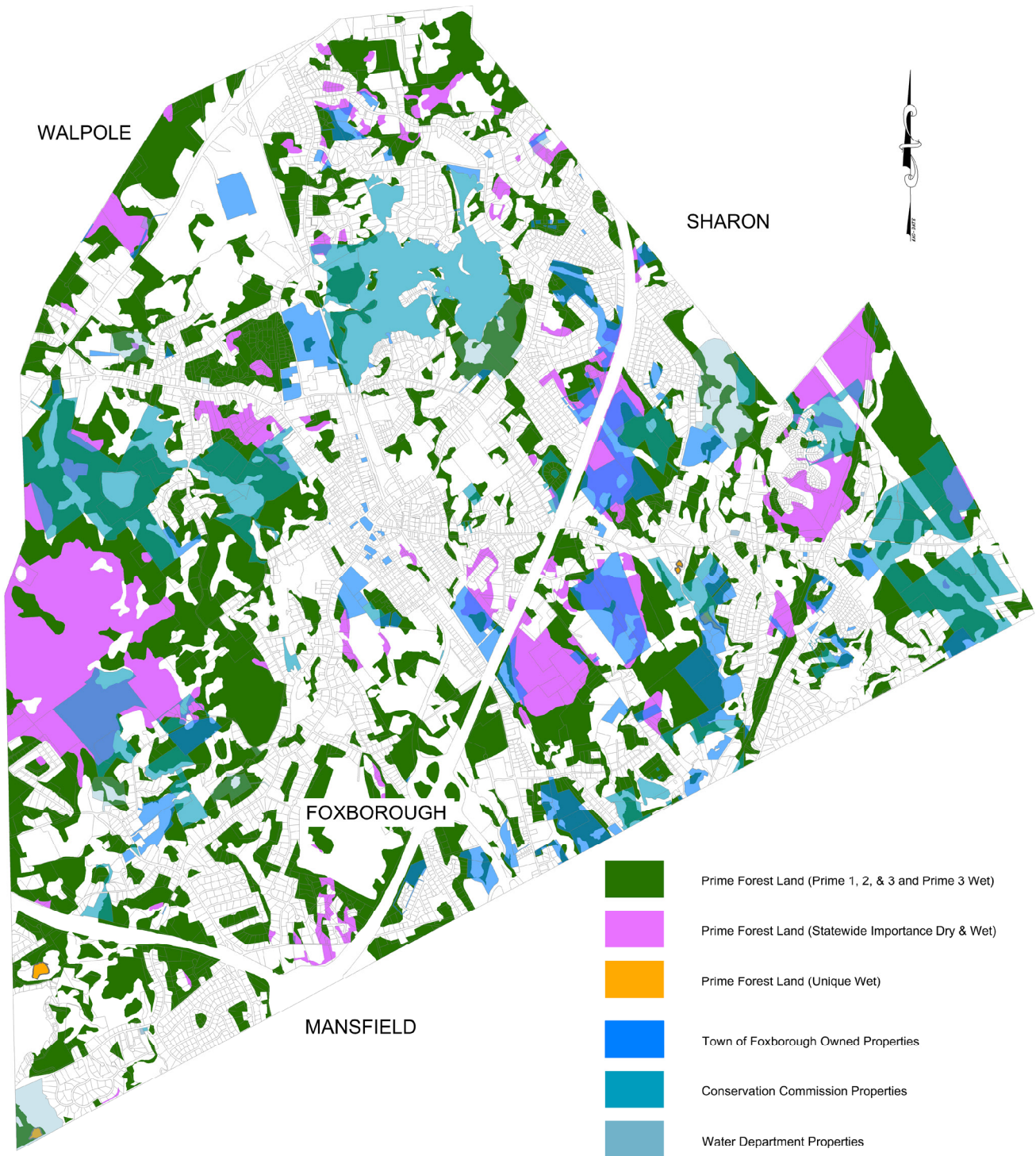
Source: MassGIS

Figure 6-6. Agricultural Soils and Town Owned Land in Foxborough.



Source: MassGIS.

Figure 6-7. Prime Forest Land and Town Owned Property in Foxborough.



Source: MassGIS

protection. In addition to these land use and tax policy tools, communities can enact policies and programs that promoted awareness of agriculture, incorporate locally grown food in school and senior lunch programs, encourage support of farms through buy-local and farmers’ market programs.

Local zoning is a key tool that municipalities use to guide the appropriate use of land. Zoning can provide explicit protection for agriculture and rural character. An agricultural overlay district can establish buffer areas between farm operations and residential areas, enhancing the right-to-farm. Right-to-farm by-laws can also be useful.

Foxborough’s zoning has one classification, R-40 that is for both rural residential and agriculture. Agriculture is defined by the Foxborough Zoning By-laws as the use of a tract of land not less than five (5) acres in area for agriculture, horticulture, floriculture, viticulture, nurseries, orchards or greenhouses. The definition of agriculture shall include the keeping of livestock on parcels of two (2) acres or more. The Zoning By-law also addresses some agricultural support activities, such as farm stands, which are defined as the sale of farm produce including poultry; on a parcel of land which is not being used for agricultural purposes and which is less than five (5) acres in area. A majority of such products for sale shall be grown or raised on the land on which the facility is located. No slaughtering of livestock other than poultry shall be allowed.

Agricultural uses are allowed by right in all zoning districts in Foxborough. Although this is very permissive, there are no explicit zoning protections for agriculture. Farmers have often found that residential subdivisions may enjoy the bucolic scenery of pasture land, but the farmland smells can be an annoyance, creating a conflict with the long-term farmer and newly arrived homeowners. Farm advocates often prefer more explicit

Table 6-2. Types of Agricultural Land.

All Areas Are Prime Farmland	Land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops, and is also available for these uses (the land could be cropland, pastureland, rangeland, forest land, or other land, but not urban built-up land or water).
Farmland of Unique Importance	Land other than prime farmland that is used for the production of specific high value food and fiber crops. Examples of such crops are citrus, tree nuts, olives, cranberries, fruit, and vegetables.
Farmland of Statewide Importance	This is land, in addition to prime and unique farmlands, that is of statewide importance for the production of food, feed, fiber, forage, and oil seed crops, as determined by the appropriate state agency or agencies. Generally, these include lands that are nearly prime farmland and that economically produce high yields of crops when treated and managed according to acceptable farming methods.

protections. The Massachusetts Department of Agricultural Resources has developed a model town by-law for the right to farm in areas that are zoned for agriculture that can be locally adopted, which can be found in the Appendix.

Agriculture-related activities, such as a farm stand or cider mill are permitted in the R-40 or neighborhood business (NB) zones by permit through a review by the Zoning Board of Appeals. Farm stands may be permitted in the General Business zone by review and permit from the Planning Board.

Chapters 61, 61A, and 61B. These three state statutes enable local municipalities, such as Foxborough, to tax land that is used for forest land, agricultural and recreational purposes at a lower rate. The municipality, in turn, when a property is proposed for sale, possesses the right of first refusal to purchase the land.

Chapter 61 focuses on forest land. To qualify for the program, a landowner must have a ten-year forest management plan in the format required by DCR. This program is for properties of contiguous forestland of ten acres or more and is administered by the Massachusetts Department of Conservation and Recreation (DCR). Chapter 61 classification runs for a ten-year period. The landowner may withdraw from the program at any time within the ten years, but may face a penalty tax if a change of use is involved. At the end of ten years, the owner may either file an application for recertification or withdraw the property from classification. If withdrawal is chosen, the landowner does not pay any penalties unless he or she converts the land from forestry to another use. Neither does a landowner pay any penalties if he or she withdraws and then converts the land to another use covered by one of the other two Chapter 61 classifications—61A or 61B.

Chapter 61A classification is for lands used primarily for agriculture or horticulture. Land in agricultural use is defined as land primarily used in raising animals, which includes everything from cattle to bees to fur-bearing animals. Land in horticultural use is land used for raising anything from fruit to vegetables to ornamental shrubs. To qualify for the program, a property owner must have at least five acres in farm use for at least 2 years prior to application. Chapter 61A classification runs for a one-year period. Chapter 61B is designed to promote conservation of open space and recreational lands. To qualify for the program, a landowner must have at least five acres retained in a substantially natural, wild, open, pastured or landscaped condition. A landowner can also qualify with a minimum of five acres of forestland under a forest management plan certified by the State Forester to allow the preservation of wildlife and other natural values such as water resources, clean air, rare or endangered species, high quality soils, geologic features and scenic resources. Chapter 61B land in the natural, wild, or open

categories does not have to be open to the public. Alternatively, five acres or more of land used for a qualifying recreational purpose is allowed in the 61B program.

There are eight property owners in Foxborough participating in Agricultural (61B), Forest (61) and Recreational (61B) programs as noted in Table 6-3.

Table 6-3. Foxborough Property Protected by Chapters 61, 61A and 61B.

	Acres	Parcels	Owners
Chapter 61 Forest	306.13	13	3
Chapter 61A Agricultural	39.68	4	3
Chapter 61B Recreational	181.5	10	2
Total	527.31	27	8

Data Source: Foxborough Assessor.

Agricultural Preservation Restrictions. Massachusetts has also developed a voluntary Agriculture Preservation Restriction (APR) Program, which provides farmers’ an alternative to selling or developing their land. The program pays farmland owners the difference between the fair market value and the agricultural value of their land. In return, a deed restriction is placed on the land that prohibits uses that would negatively impact the property’s agricultural viability.

The Commonwealth has appropriated funds to pay for the differential of market value and agricultural valuations. Funds are made available to municipalities and farmers through the Department of Agricultural Resources. Towns that have adopted policies and regulations that are supportive of agriculture and have enough agricultural land to be sustainable are given priority for APR funds. Illustrative policies which demonstrate support for agriculture include formation of an Agricultural Commission; adoption of the right-to-farm by-law; development of a tracking system that precludes unauthorized construction on protected farmland; development of a town farmland protection fund; community-supported agricultural events, such as farmers’ markets; and agricultural overlay zoning districts.

The second threshold for priority APR fund is economic sustainability of farmland resources. The threshold established by the Massachusetts Department of Agriculture is a minimum of 400 acres in active agricultural use, or 1200 acres enrolled in the chapters 61 and 61A programs.

At the present time, Foxborough does not meet either of the two thresholds minimum 400 acre threshold of agricultural land nor the 1200 acres in Chapter 61 and 61A.

Land Trusts. A land trust typically is a private, non-profit organization that is dedicated to land conservation. Land trusts are multi-generational stewards of land and often acquire land by easement, gift or purchase for the purpose of land conservation. At present, there is no land trust functioning in Foxborough. There are 159 land trusts in Massachusetts with 333,334 acres conserved. Nearby land trusts, include the Metacomet Land Trust founded in 1987 serving south central Massachusetts based in Franklin and the Land Preservation Society of Norton which was founded in 1971. While many land trusts are focused on wildlife habitat and open space, preservation of land for agriculture is a common focus. The New England Small Farms Institute based in Belchertown is a land trust, which an educational focus on support for small farmers and sustainable agricultural practices.

Community Preservation Act. The MA Community Preservation Act (CPA) enables municipalities to generate funds for open space protection, historic preservation, affordable housing and outdoor recreation. The town's voters must vote to levy a real estate surcharge up to 3% on local real estate sales. Communities that have adopted the CPA surcharge also benefit from an annual distribution of funds from the Statewide CPA Trust Fund. Communities have used CPA funds to purchase and protect agricultural lands and farms, and retain these lands as farm land.

Supporting and Expanding Agriculture

The Town of Foxborough provides town-owned land for the Community Farm that grows food and generates funds for the Discretionary Fund to assist residents in need. Some other eastern Massachusetts municipalities have begun to lease town-owned and conservation-owned properties for agricultural uses. Carlisle, Concord, Sherborn, Sudbury and Weston are communities which have piloted programs leasing conservation-owned land. Prospective farmers are required to prepare a farm management plan utilizing best management and good conservation practices. In some cases the municipalities receive lease payments for use of the town-owned or Conservation Commission-owned land. Municipalities have found leasing land for agricultural uses, can help off-set some land management costs and responsibilities.

In addition to providing land resources for agricultural uses, municipalities can support agriculture through education, awareness-building and procurement policies. Sponsorship of farmers' markets helps support local farmers and agricultural activities. School food purchasing policies can favor buying local and incorporating fresh produce and farm products into daily lunch programs, thereby supporting local agriculture.



Figure 6-8. Patrick Lyons Greenhouses, 303 Central Street.
Figure 6-9. The Foxborough Community Farm store, Route 140.
Figure 6-10. Inside the Patrick Lyons Greenhouses.

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Future Land Use & Implementation

Foxborough Master Plan



Town of Foxborough, MA



2015

McCabe Enterprises Team

Acknowledgments

Foxborough Planning Board

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John Rhoads, Member
Gary Whitehouse, Associate Member

Gabriela Jordon, Staff Planner
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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.

McCabe Enterprises Team

McCabe Enterprises
J Mecca Design
Pare Corporation

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.

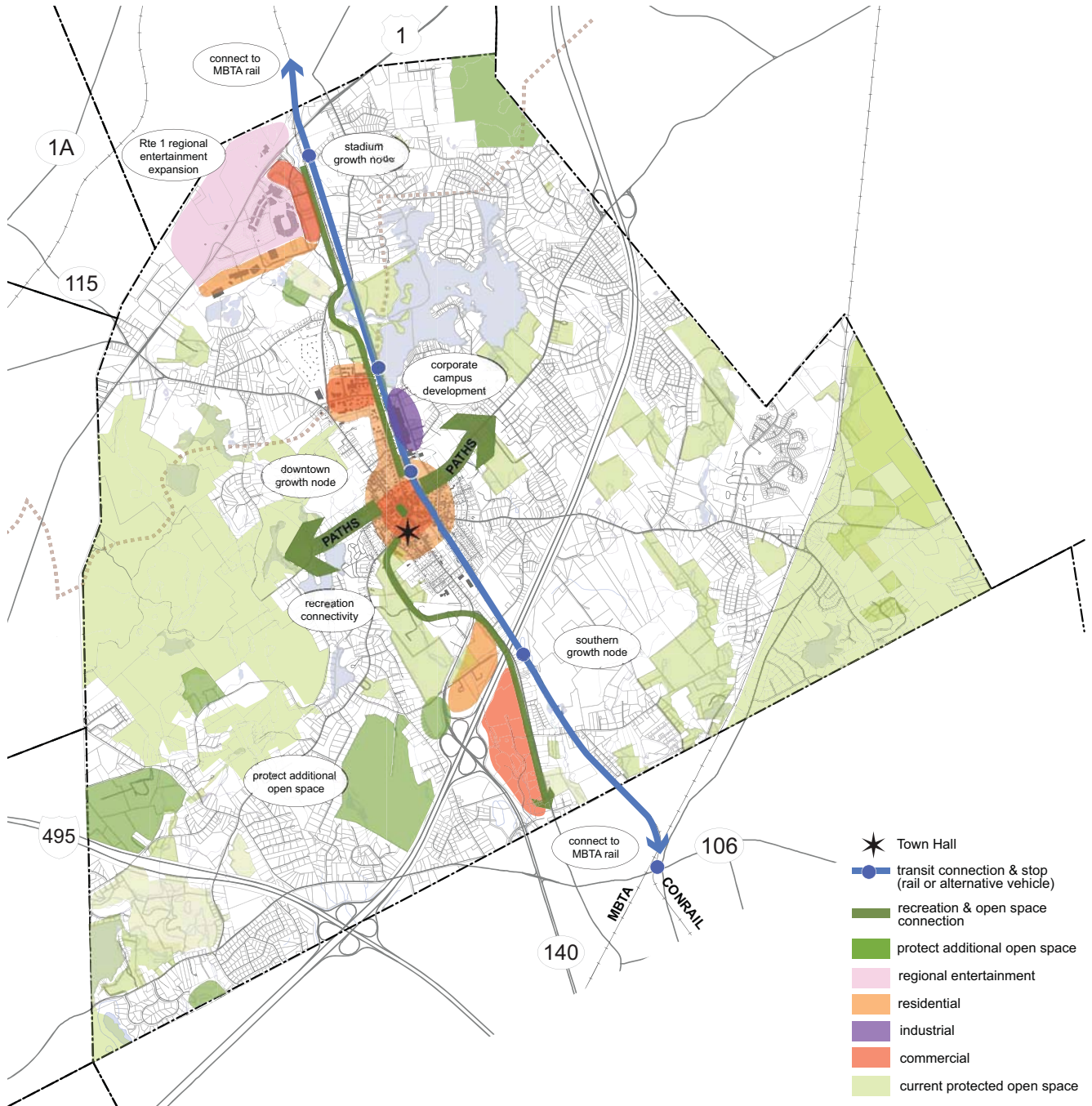
The Growth Nodes approach encourages retention of natural areas in the rural, less developed areas of Foxborough, while retaining areas to promote economic vitality and a strong tax base. Equity and social concerns are advanced with Town's Housing Production Plan, and incorporation of housing within 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.

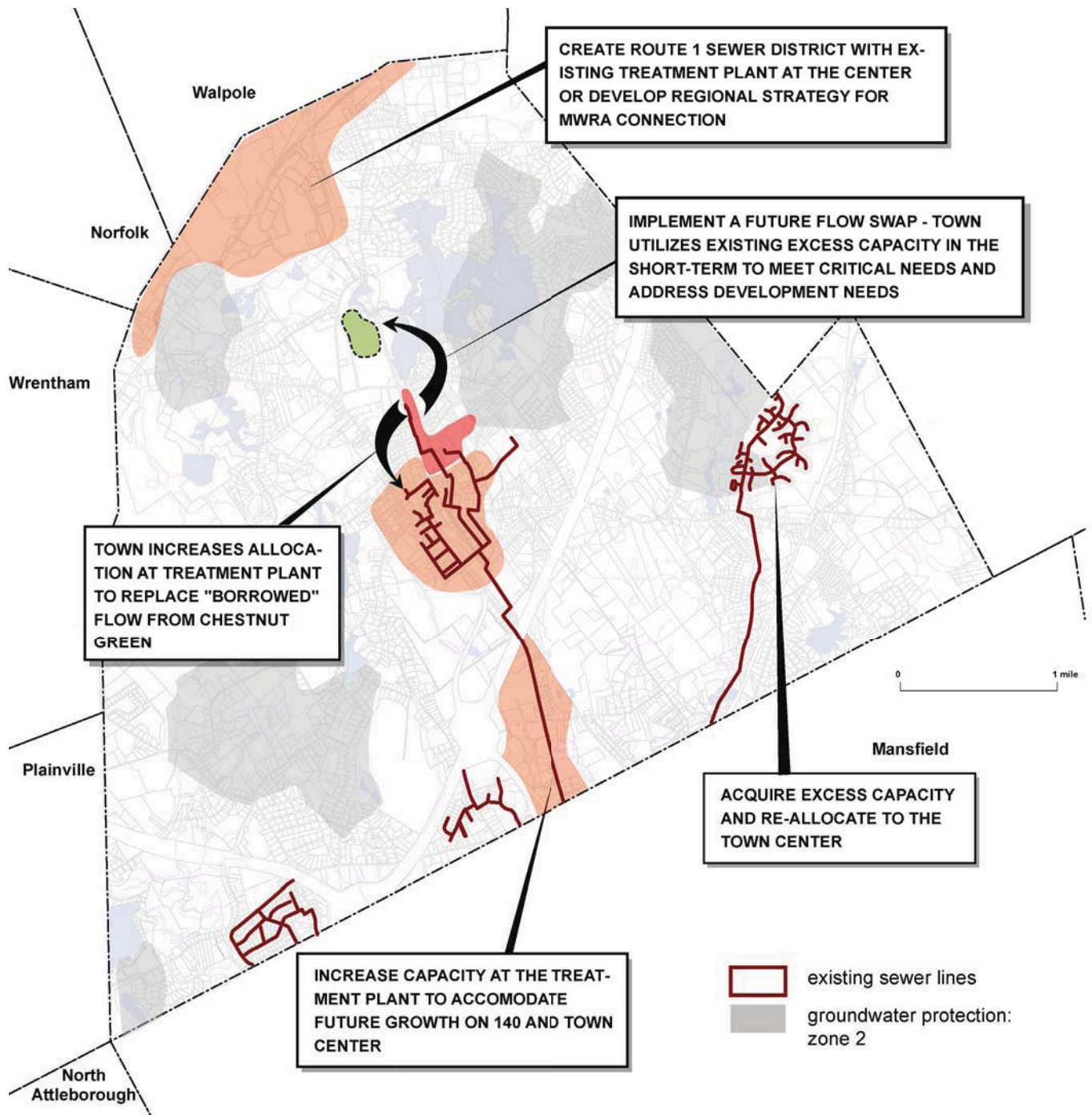
Although Foxborough residents and property owners alike have voiced a desire for restaurants, cafés, bakeries and improvements to Downtown, this cannot happen without expanded and upgraded sewer services that are competitively priced and affordable for residents and small businesses, as well as larger 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.

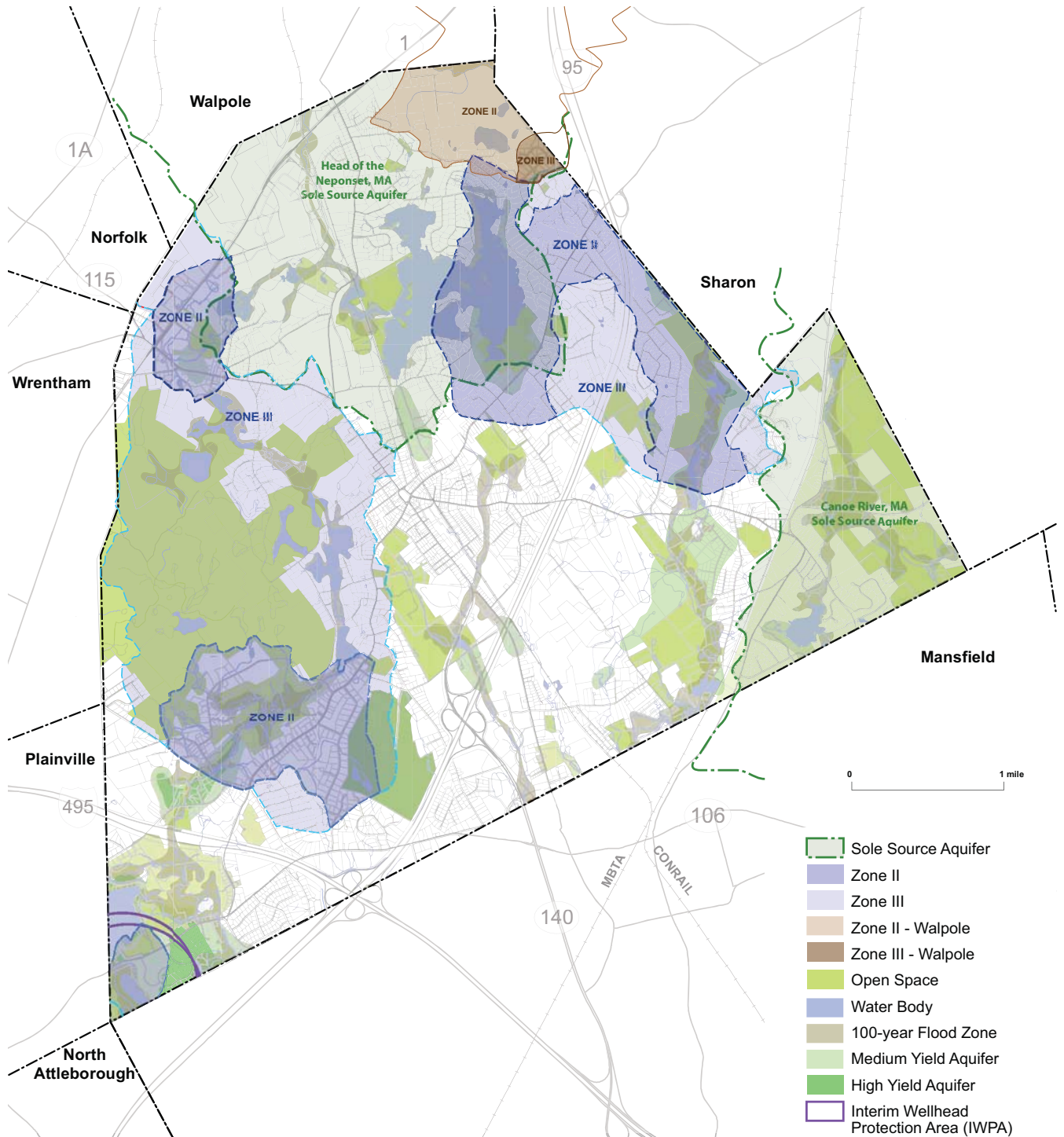
As the regulations exist now, the restrictions set forth for the WRPOD are highly protective of Foxborough's drinking water supply (and by default, part of Walpole's drinking water supply). In the absence of any development pressure, these zoning restrictions would serve Foxborough well moving into the 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.

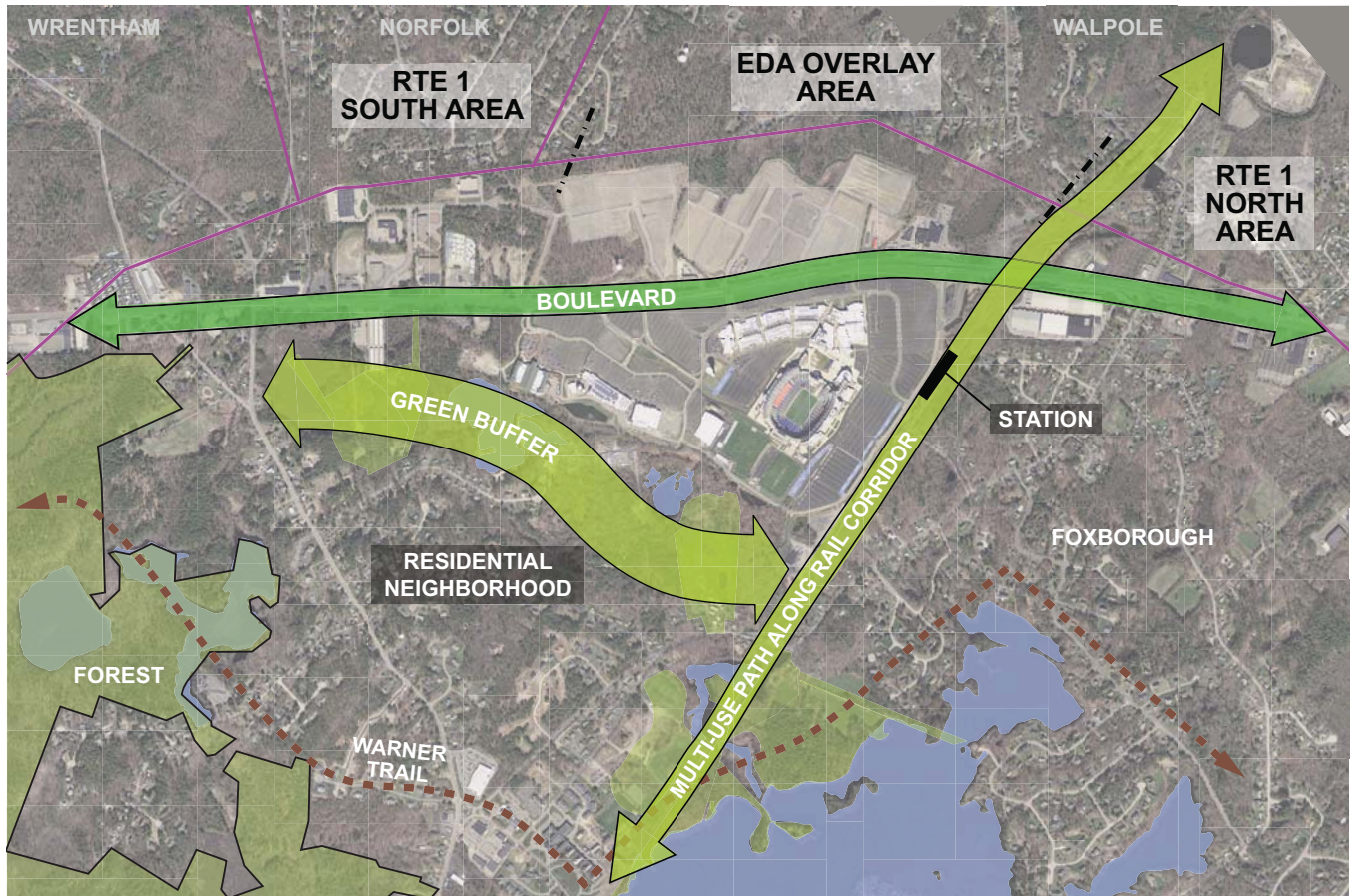


Figure 7-4. The Green Buffer. The proposed Green Buffer would provide a separator and environmental resource between Foxborough’s residential neighborhoods and Route 1 commercial development. (Pictured above is a broad diagrammatic framework of the Green Buffer.)

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.

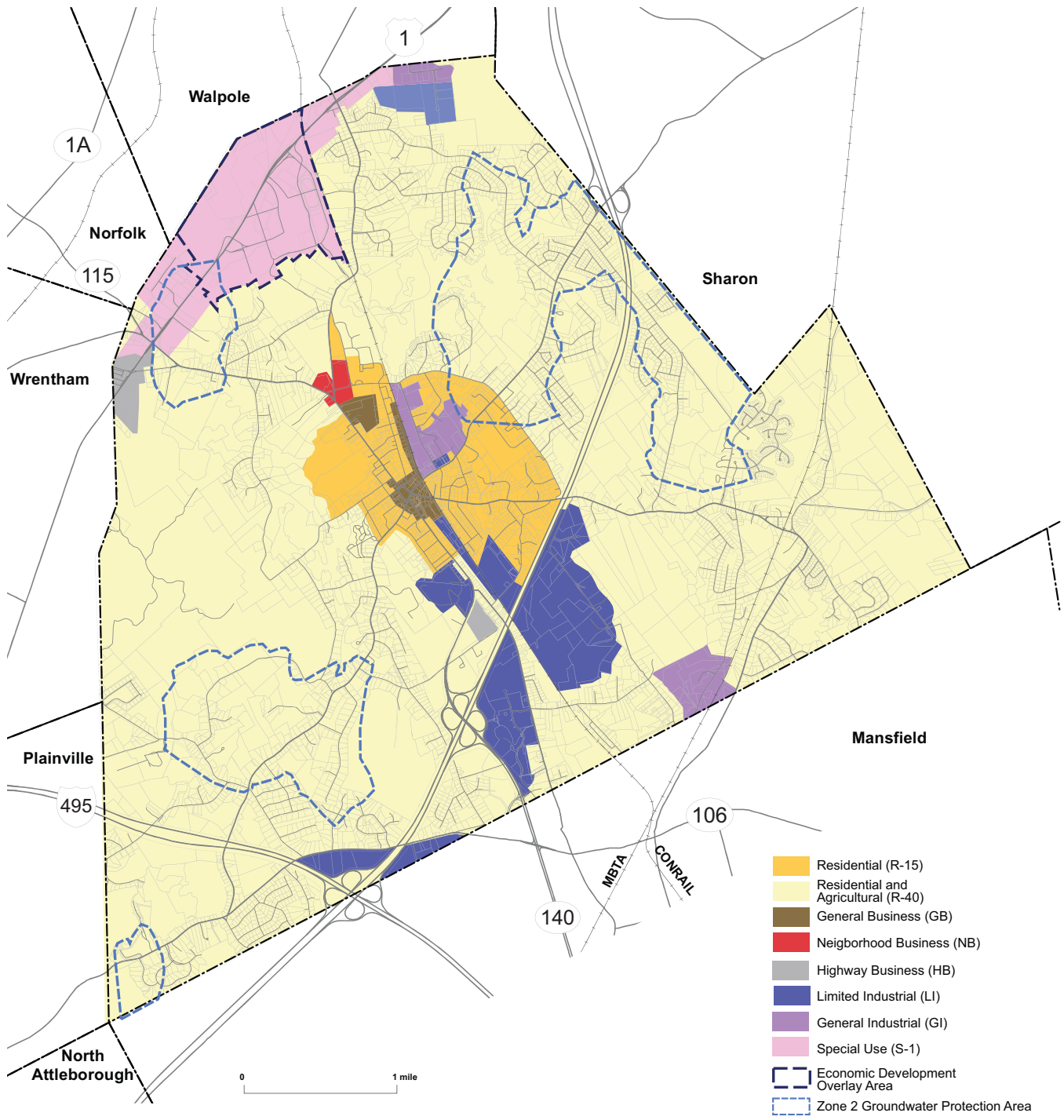


Figure 7-6. Future Land Use Map for Foxborough.

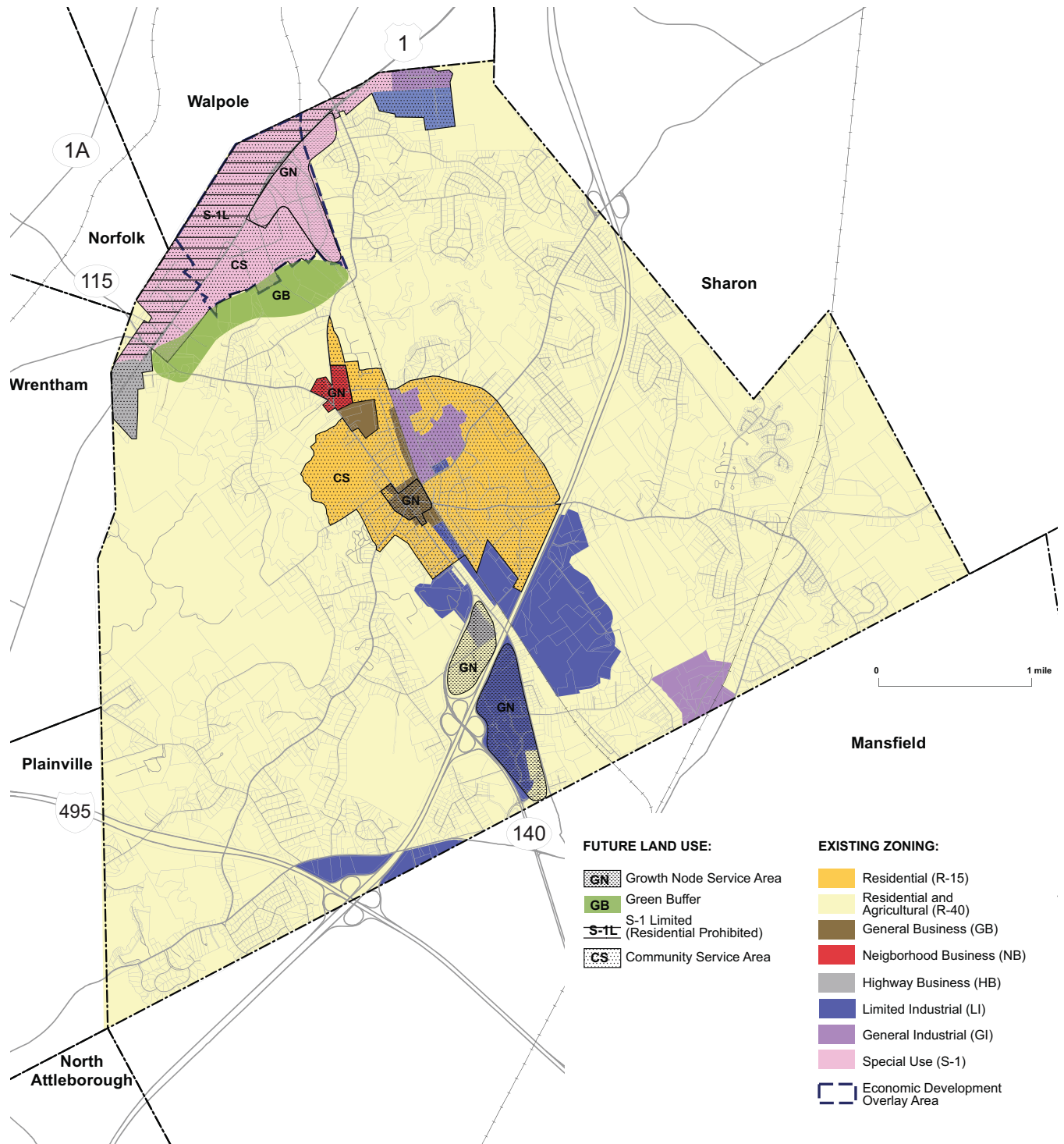


Figure or Table Number	Description	Page Number
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IMPLEMENTATION

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. Infiltra-tion 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 renegoti-ated with the State.	
14	Community Facilities: Sewer	Align utility (sewer and water) expan-sion 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		

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Recom-mendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Part-ners	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 Commis-sion; 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 en-ergy 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-transmis-sion 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 pro-gram 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 con-tinue. Privately-owned dams warrant review and encouragement for repair and upgrades.	
29	Solid Waste – Commu-nity 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 – Commu-nity 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 – Commu-nity 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 Sta-tion property. 	Planning Board	Advisory Committee; Select Board; Town Manager	Immediate and continuing		Cross-cutting recommen-dations: # 40 and 124.

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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 Infrastructure & 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 Committee	Board of Health; Business & 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 Infrastructure & 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.

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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.

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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.

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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		

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
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

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	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.

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
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.

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
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; Recreation 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 Commission; 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		

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
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		

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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		

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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.

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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.

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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

Recommendation Number	Topic Area	Master Plan Recommendation	Metric or Benchmark	Implementation Lead	Implementation Partners	Time Frame	Status	Comments
146	Transportation: Overarching 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: <ol style="list-style-type: none"> Central Street at the Charter School; Central Street and Commercial (Route 140) Walnut Street and Commercial Street Foxborough Blvd and Forbes Drive , off Route 140, at Foxfield Plaza West Street & South St. Route 140 and Chestnut Street Oak Street and Cocasset Street 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

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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.

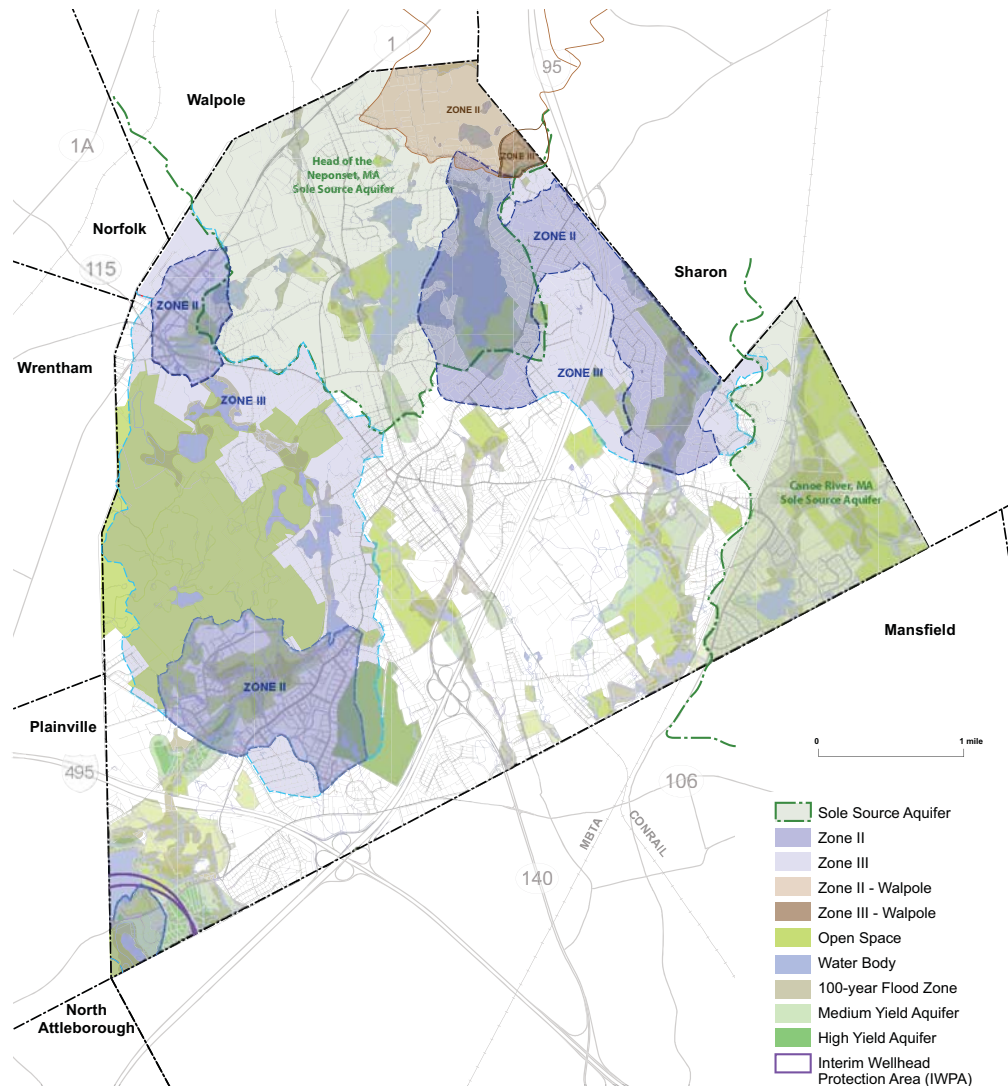
In Foxborough the Zone IIs¹ and Zone IIIs encompass almost 50 percent of the land area in Town, and cover a very significant portion of the Route 1 corridor. There is significant overlap between the Zone II area for the Town of Walpole's wells and the Zone II for a number of Foxborough's wells. In addition, 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:

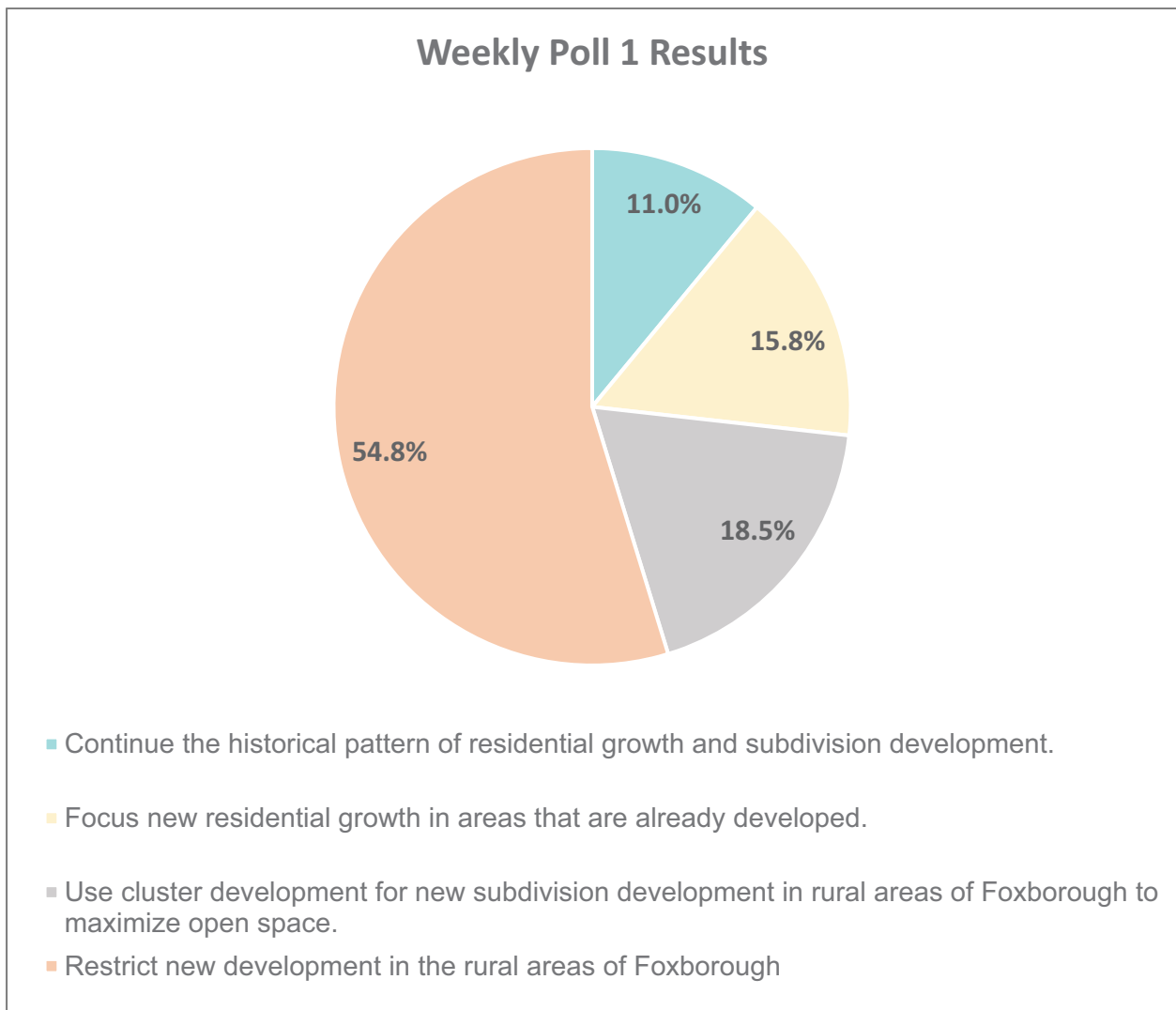
- Continue the historical pattern of residential growth and subdivision development.
- Focus new residential growth in areas that are already developed.
- Use cluster development for new subdivision development in rural areas of Foxborough to maximize open space.
- Restrict new development in the rural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

FOXBOROUGH

Master Plan Weekly Poll

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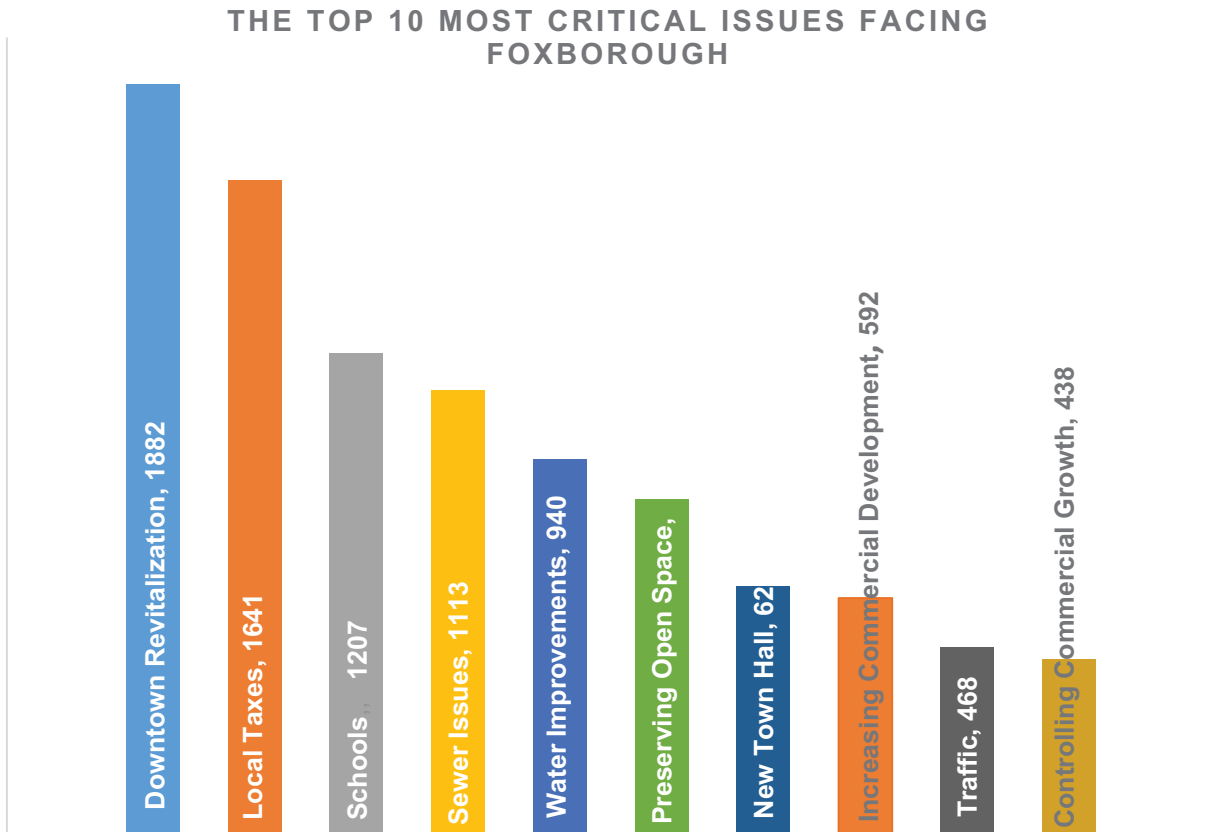
This week's question focuses on the critical issues facing Foxborough.

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

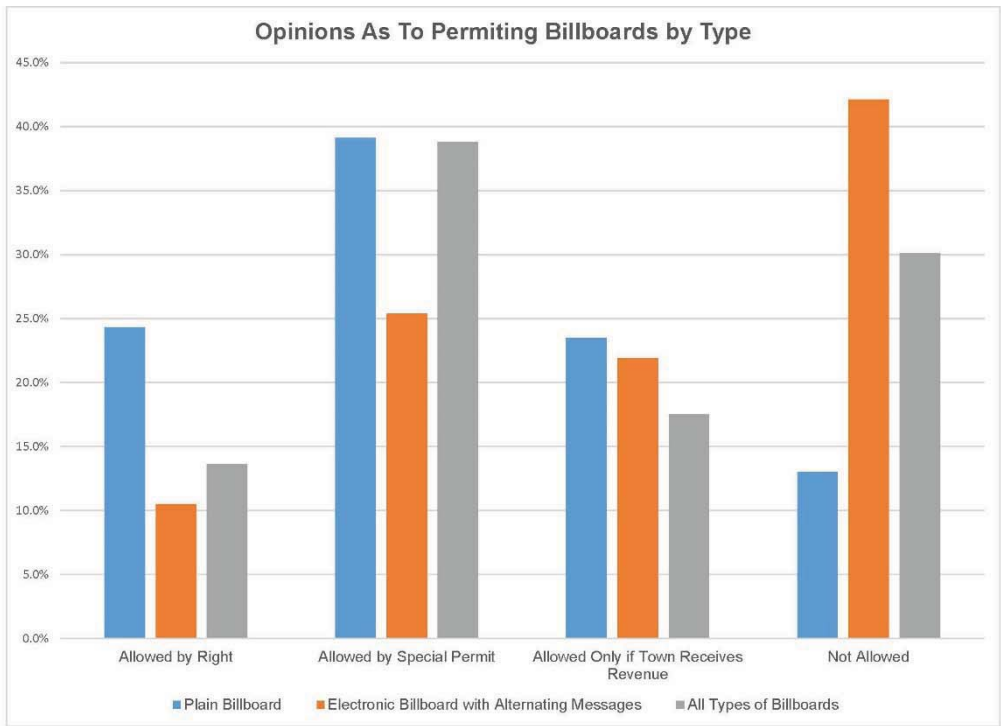
Weekly Poll # 3 Results: Looking at Billboards

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.

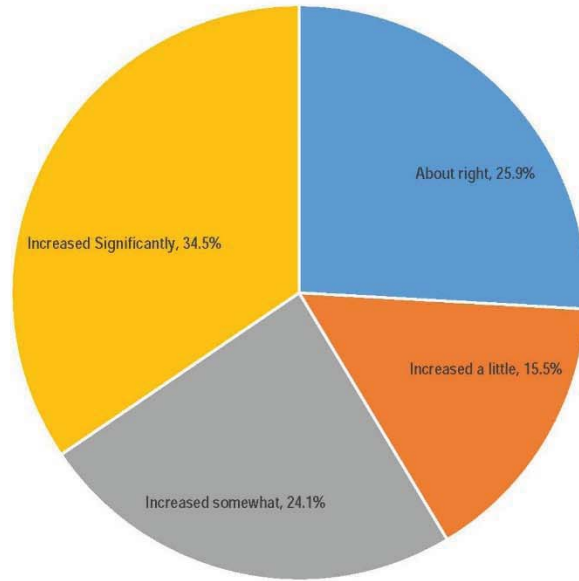
When considering all billboards, 38.8% of respondents indicated that all billboards should be allowed by special permit (the leading response). Another 17.1% indicated support for permitting all types of billboards only in the Town receives revenue. Nearly one-third (30.1%) did not want any billboards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

Interval Between Billboards



■ About right ■ Increased a little ■ Increased somewhat ■ Increased Significantly

FOXBOROUGH

Master Plan Weekly Poll

www.FoxboroughMasterPlan.com

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.

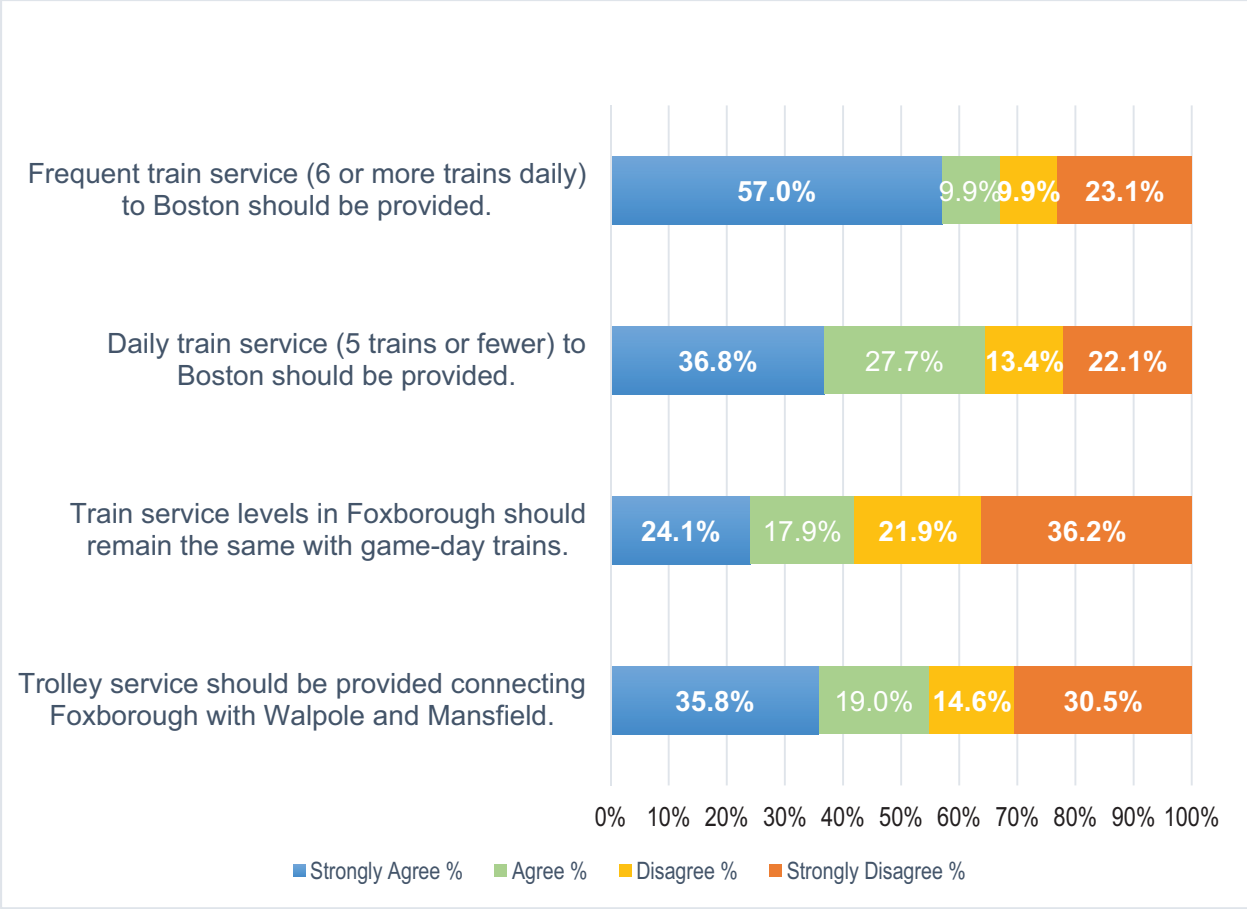
Weekly Poll # 4 Results: Train Service & Trolleys for Foxborough

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).
-

FOXBOROUGH

Master Plan Weekly Poll





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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.

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

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

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

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

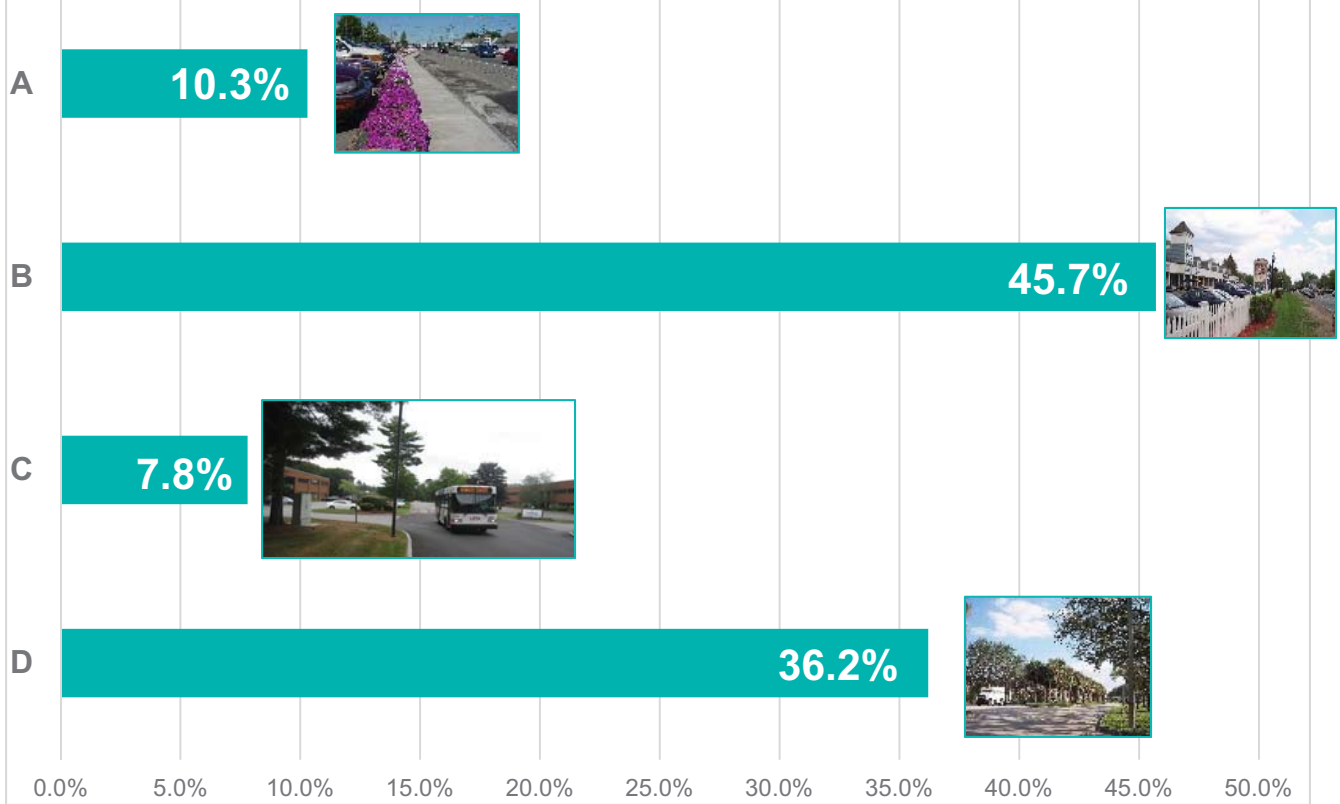
Last week, the Weekly Poll conducted a mini-visual preference survey on images of highway and commercial corridors. The results are in and Weekly Poll respondents expressed clear preferences.

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.

Weekly Poll # 6,
January 8, 2015



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.

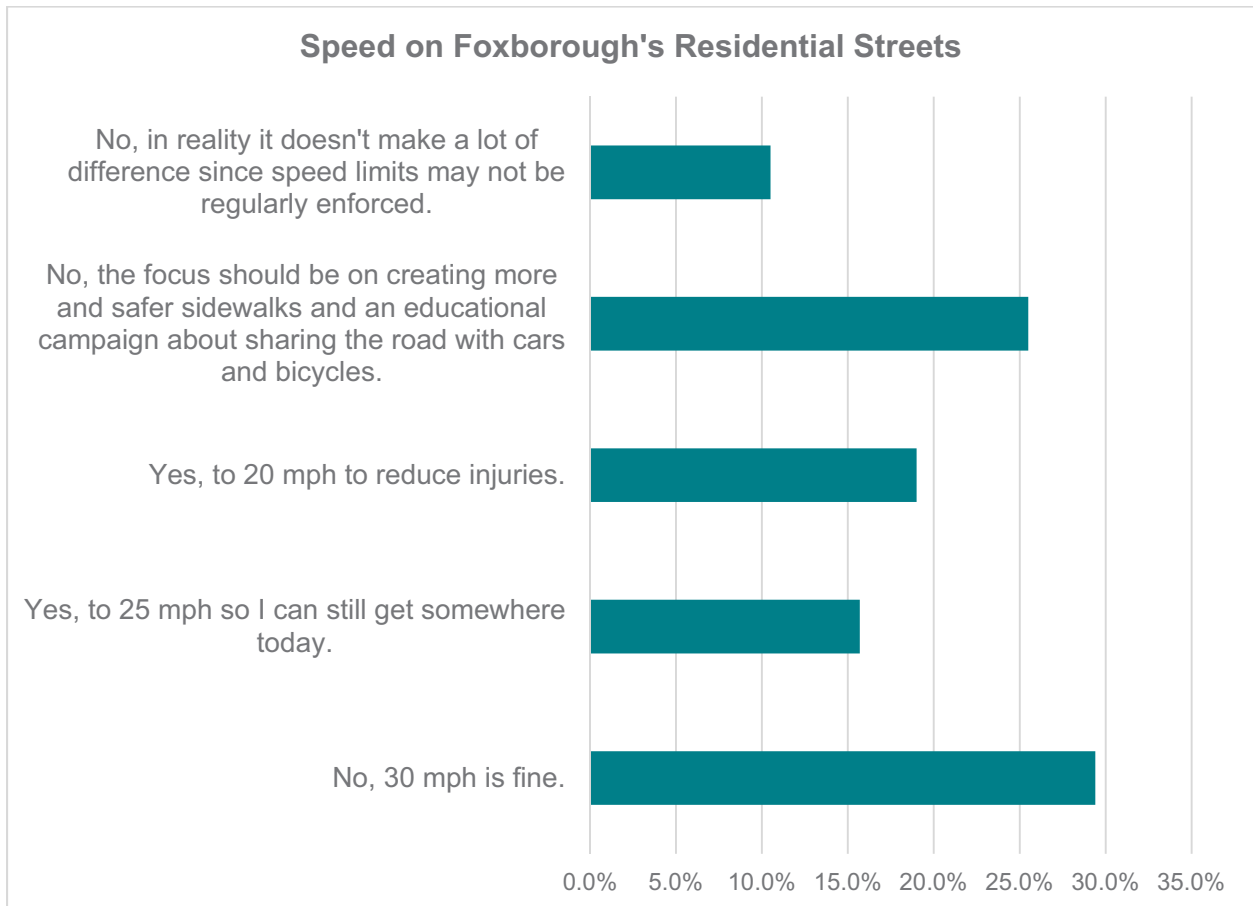
Weekly Poll # 6 Results: Observations on Streets and Speed

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.

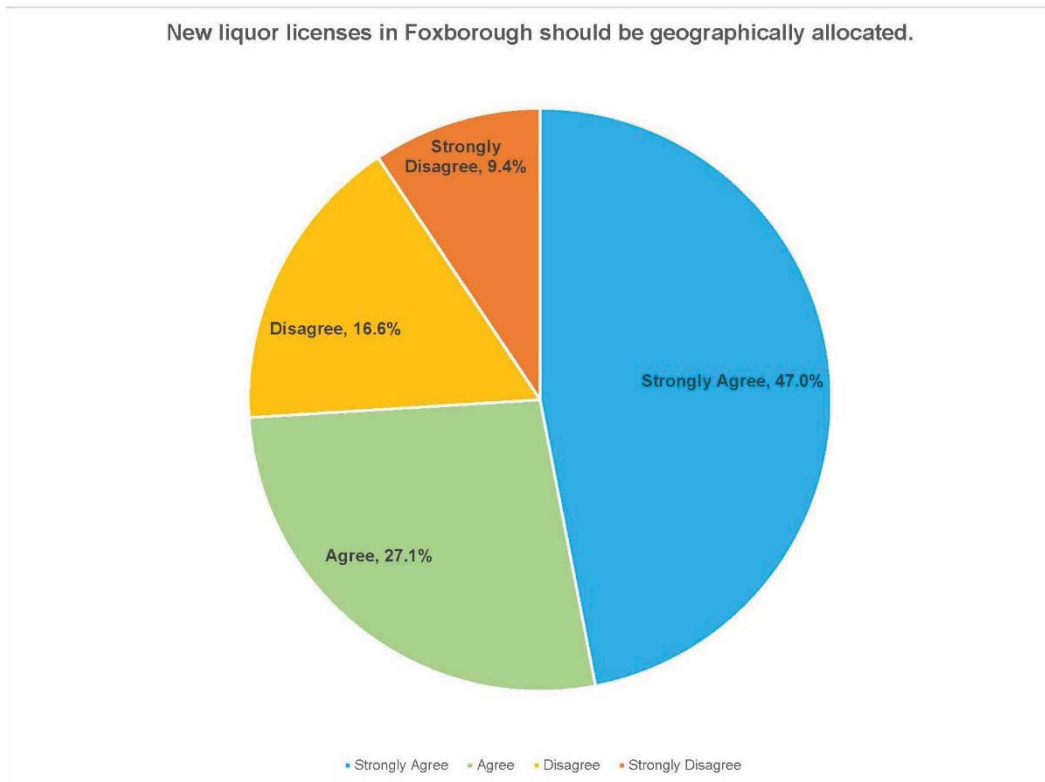
Some towns, including neighboring Mansfield, have policies of geographically allocating new liquor licenses, so as to assure a distribution of restaurants throughout the community. There are four major commercial areas (the growth nodes) in Foxborough: Route 1; Chestnut-Green; Downtown; and Route 140 (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.

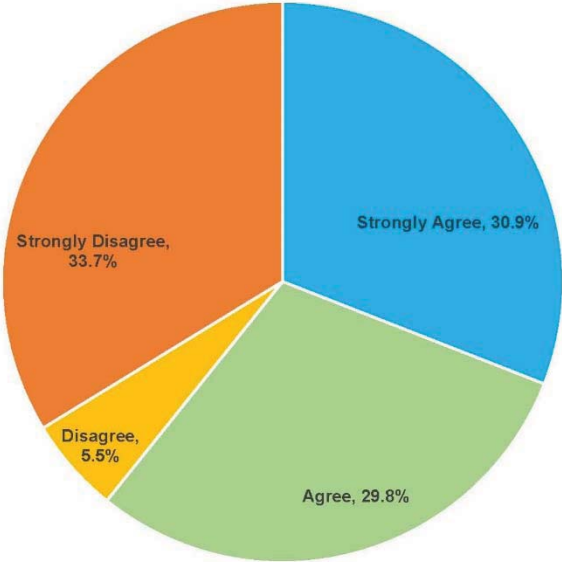
The Weekly Poll asked whether you agree or disagree with the concept of allocating new liquor licenses by geographic areas in Foxborough. Nearly three-quarters (74.1%) of persons responding indicated that this was a good approach by agreeing or strongly agreeing. Nearly half of respondents (47%) strongly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

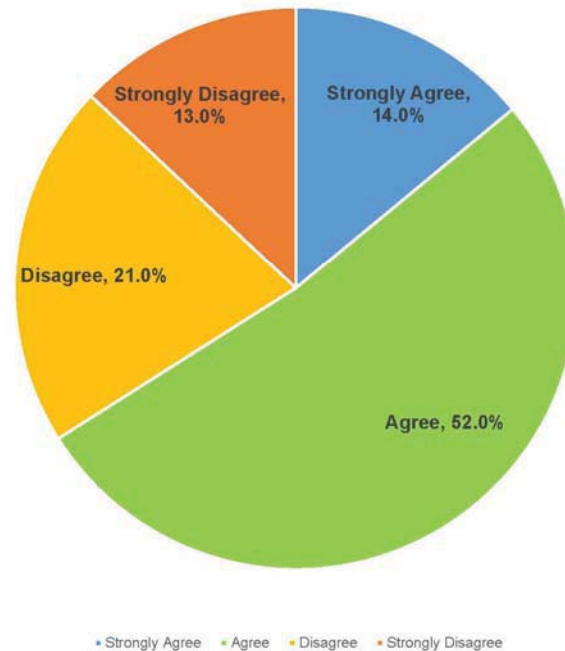
	Strongly Agree	Agree	Disagree	Strongly Disagree
The balance between residential and commercial is about right.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foxborough should assist needy senior citizens with property taxes.	<input type="checkbox"/>	<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.

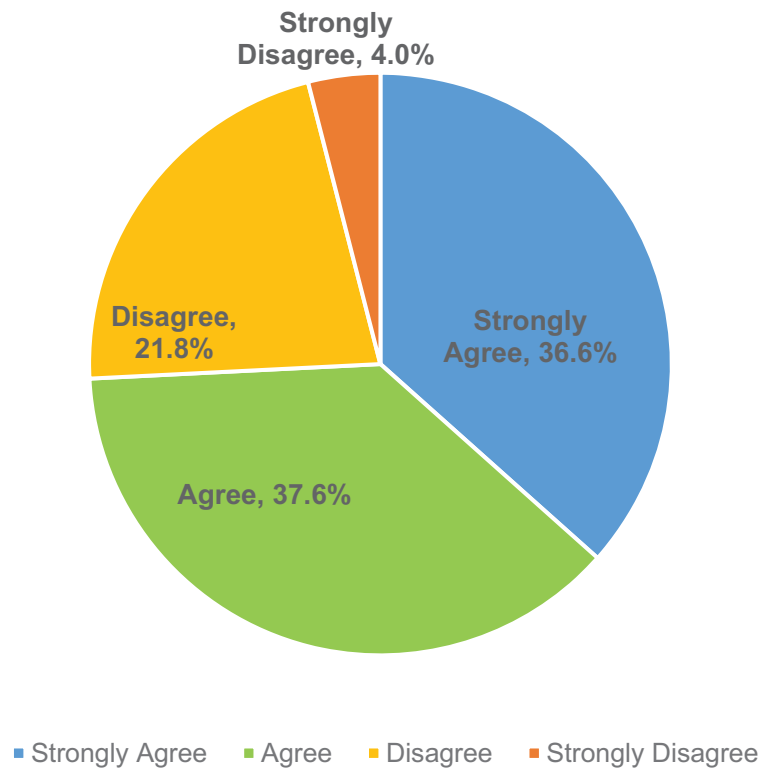
Two-thirds of respondents (66.0%) agreed or strongly agreed that the balance between residential and commercial sectors is about right. However, 21% disagreed, and another 13% strongly disagreed.

The balance between residential and commercial is about right.

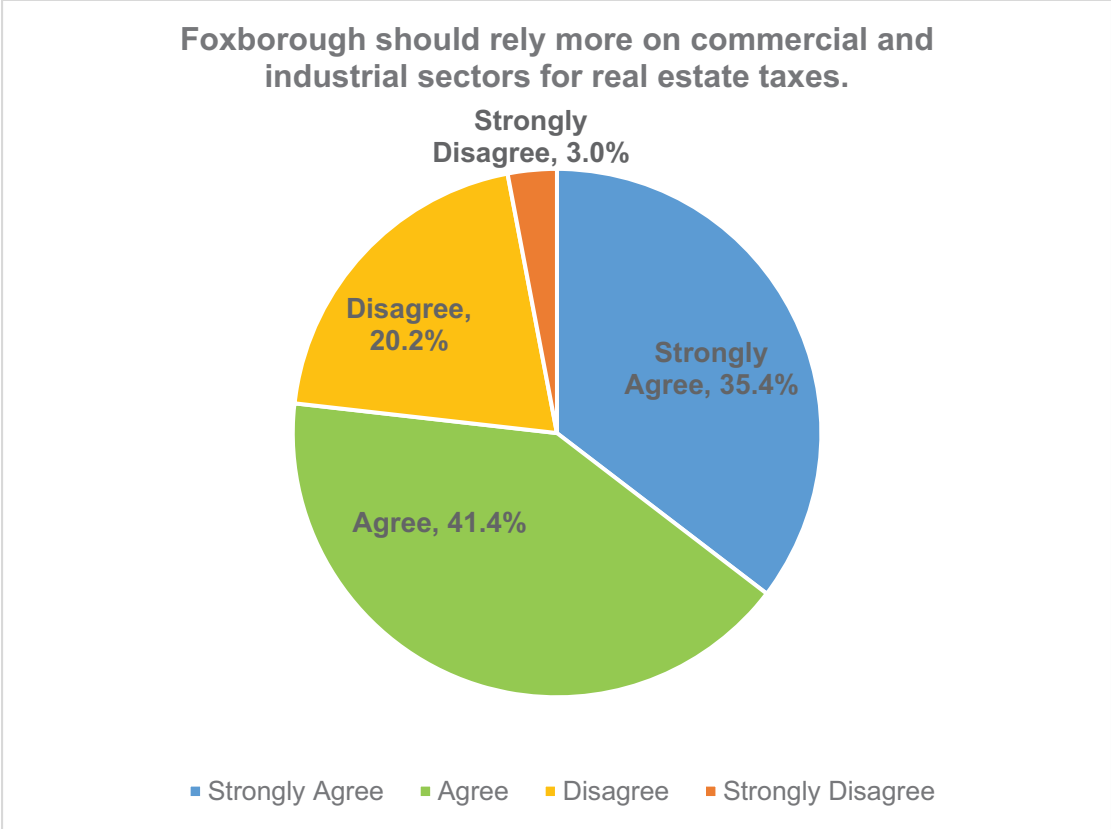


During the holiday season, several respondents suggested we ask about taxes and senior citizens. The Weekly Poll inquired about whether Foxborough should assist needy senior citizens with property taxes. Nearly three-quarters (74.2%) of respondents agreed and strongly agreed that needy senior citizens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

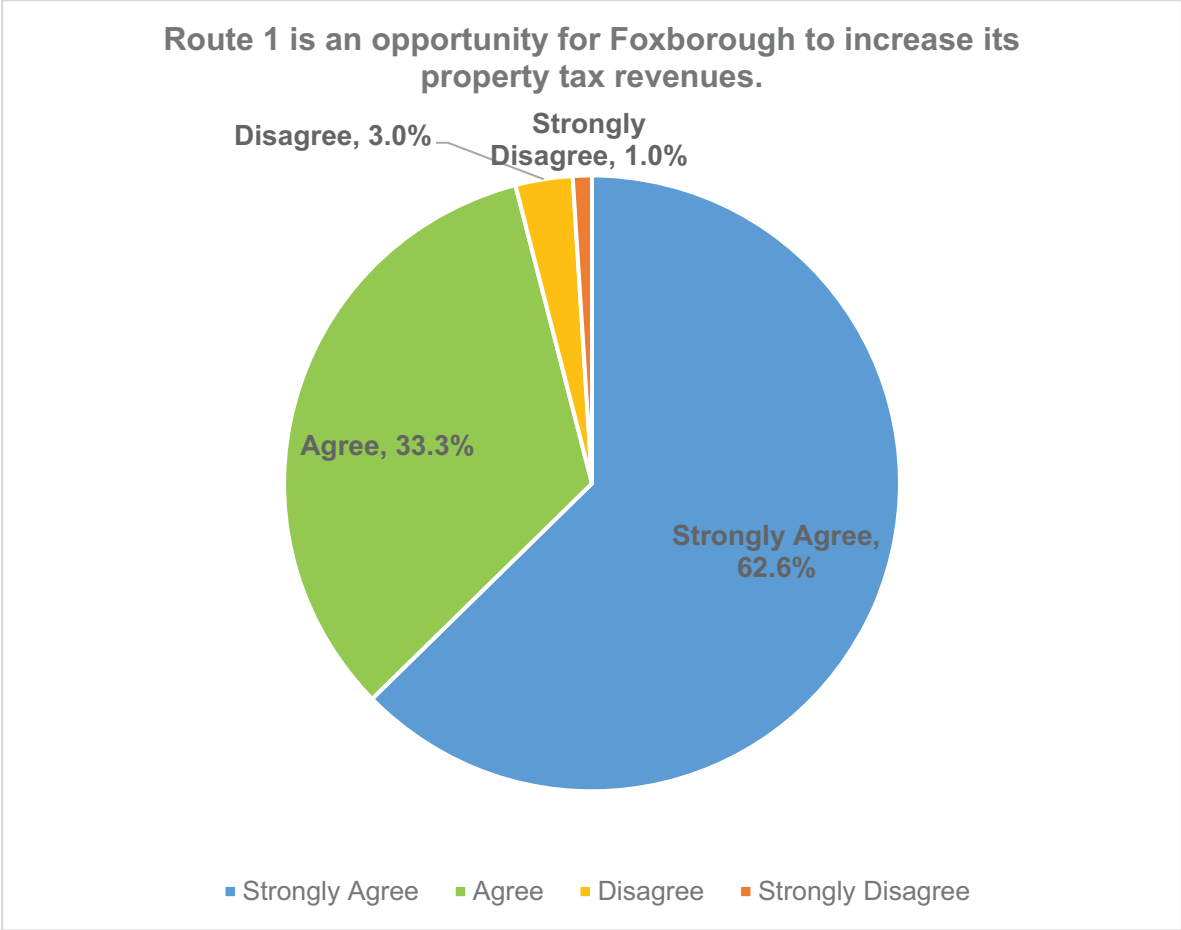
Foxborough should assist needy senior citizens with property taxes.



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"/>

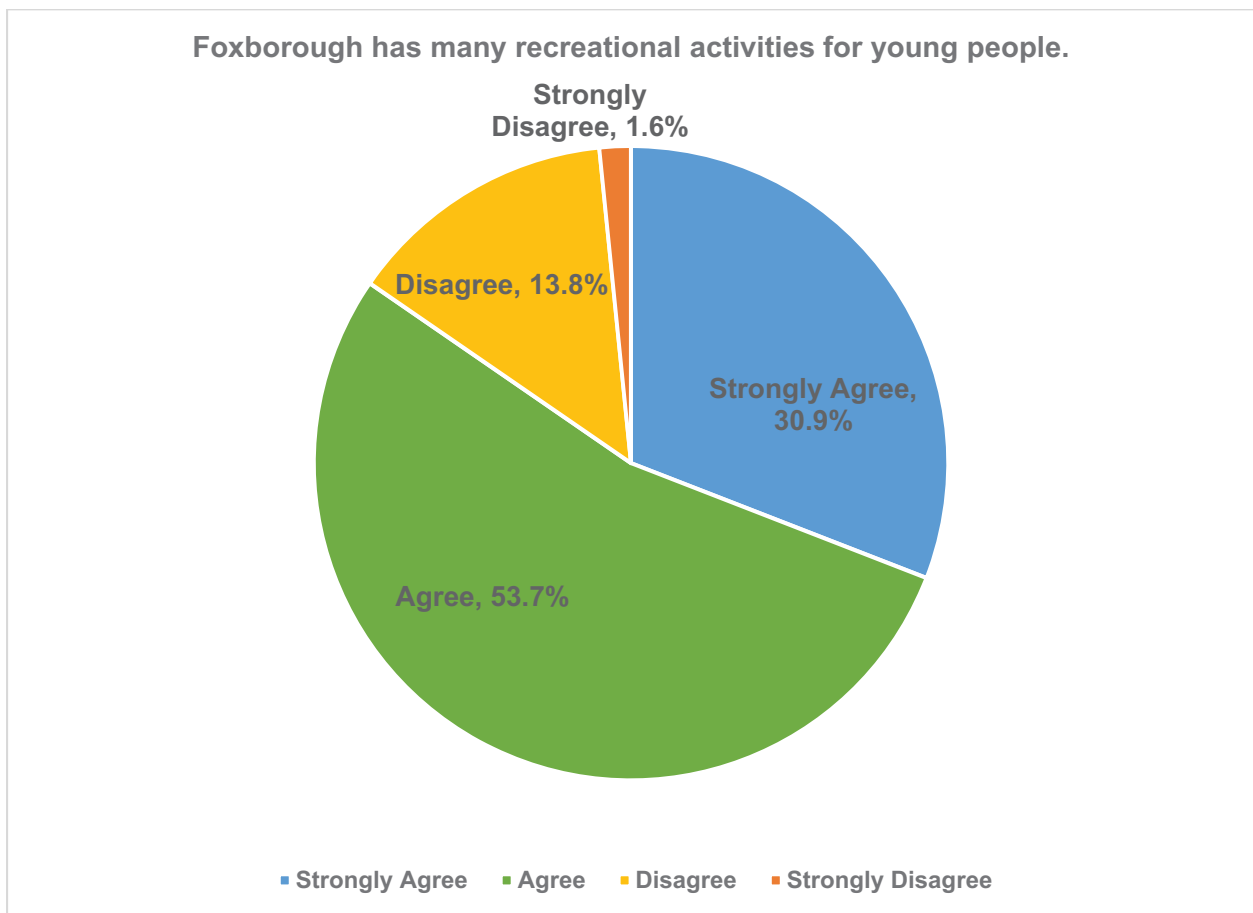
What is your age?

- 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.)*

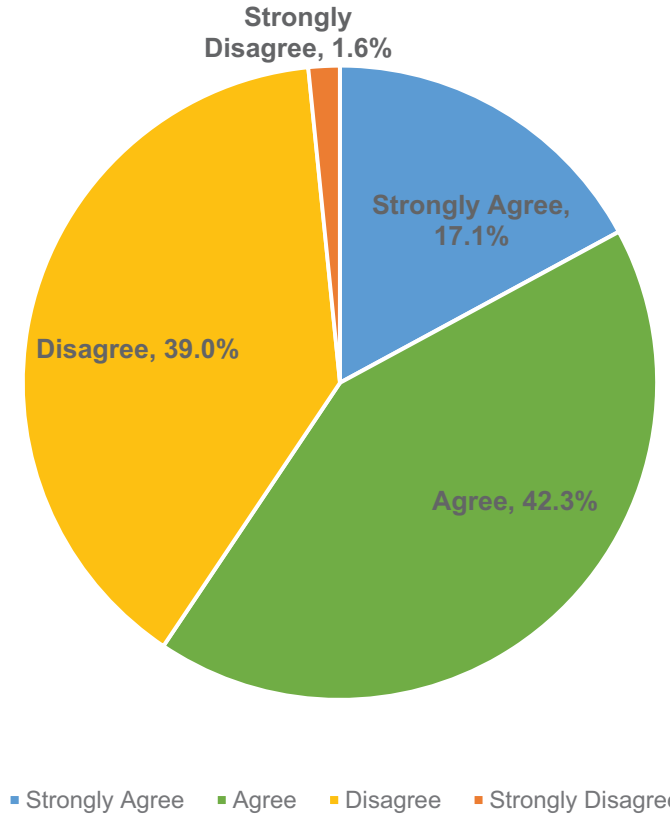
Weekly Poll # 9 Results: Young People’s Needs in Foxborough

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.

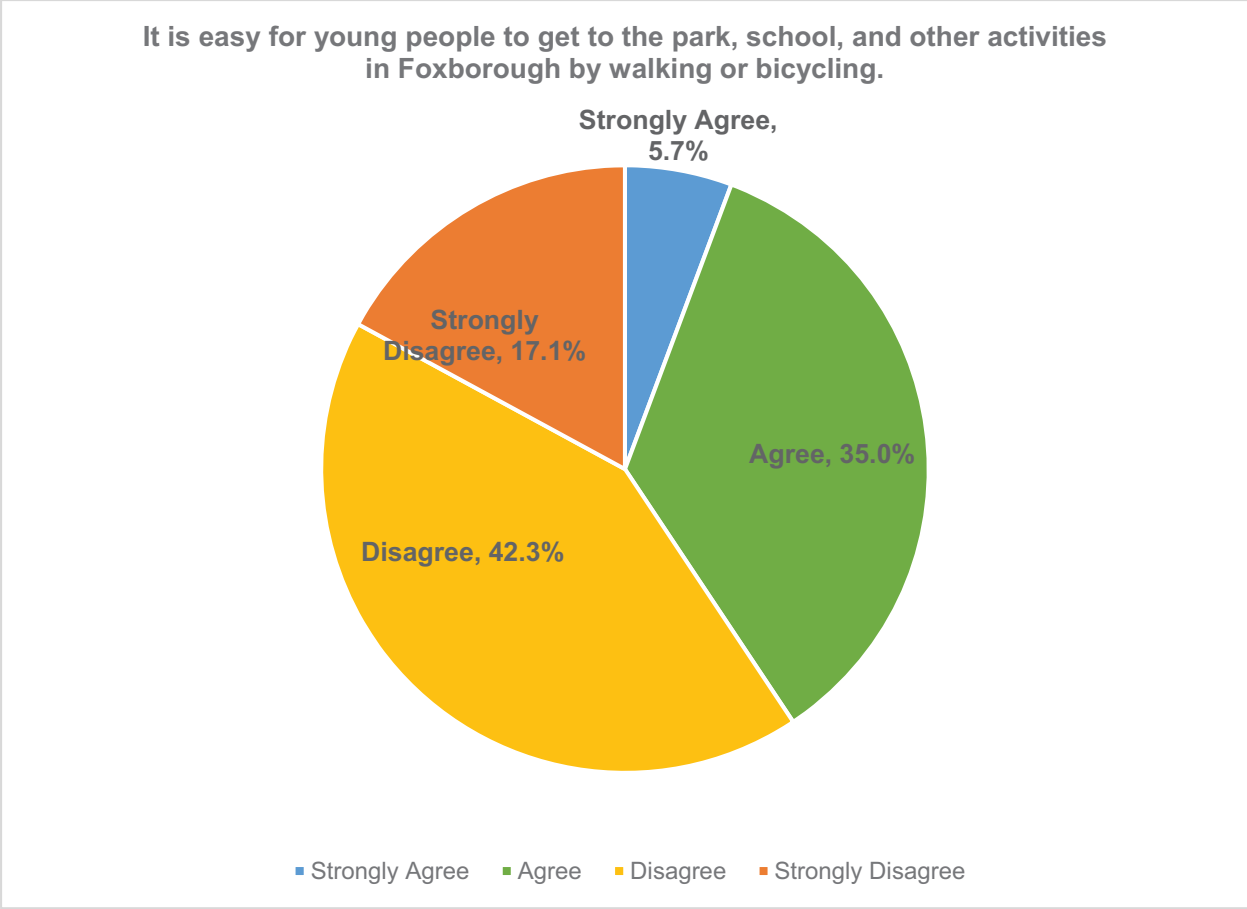


The Weekly Poll posed the question whether needs more programs and activities for young people. Over one in six respondents (17.1%) strongly agreed that more activities and programs are needed in Foxborough. An additional 42.3% of respondents agreed, for a totally of 59.4% overall in agreement. Interestingly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

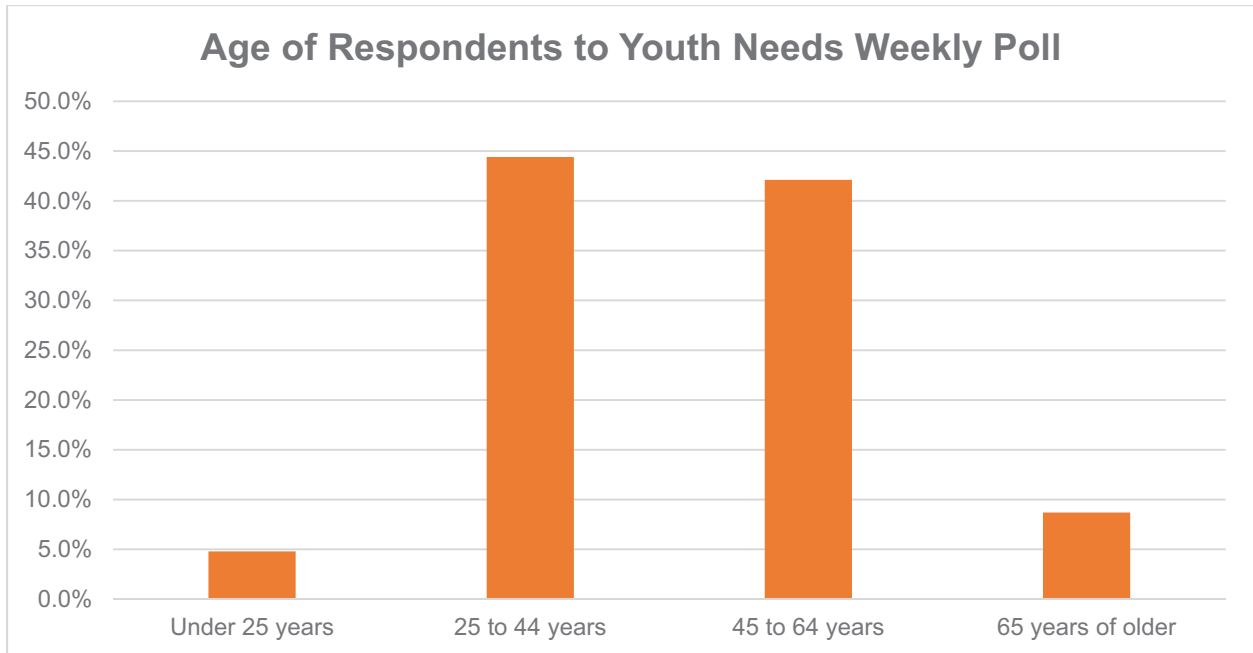
Foxborough needs more programs and activities for young people.



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,

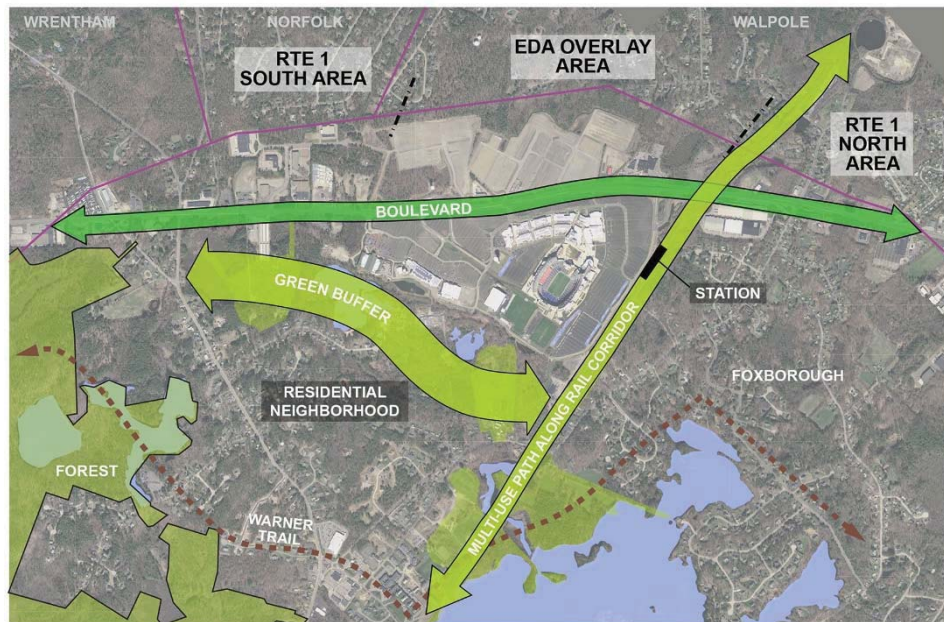
February 5, 2015

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

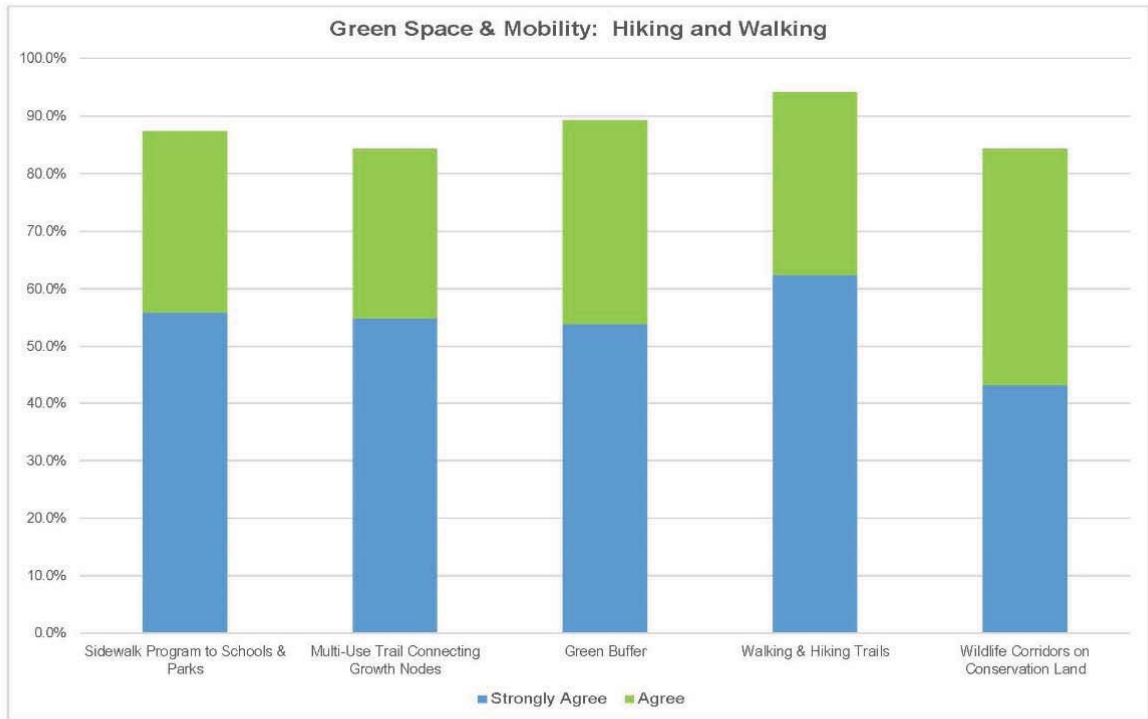
Last week, the Weekly Poll posed four scenarios regarding open space and mobility to gauge interest in alternative approaches to incorporating movement and the outdoors in the life of Foxborough residents. There was a lot unanimity in the responses. The most favored initiative is for the Town to encourage 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

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**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

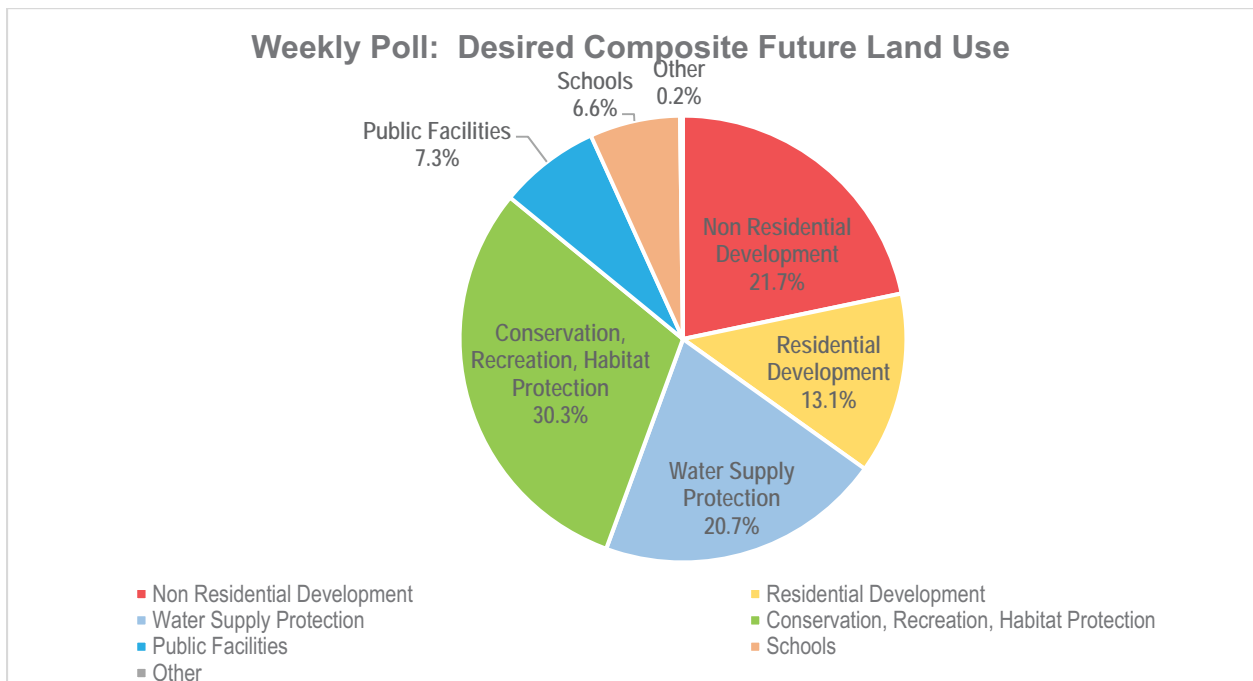
additional other land use. Connection to the Mansfield walk/bike path was suggested, as well as sidewalks enabling East Foxborough residents to walk to the Mansfield train station. Another idea was for walking and hiking paths to be established around water bodies, as well as the woods. One reader commented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

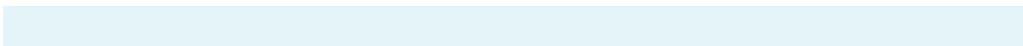
One respondent suggested limiting growth to Route 1, noting increasing traffic problems. Another commented that commercial should be limited to currently zoned areas and that residential areas need more protection.

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.

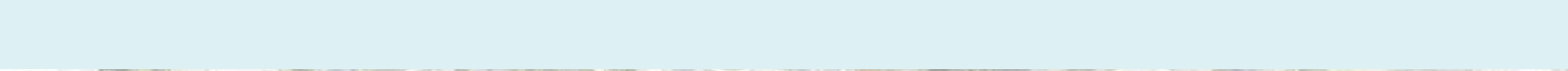
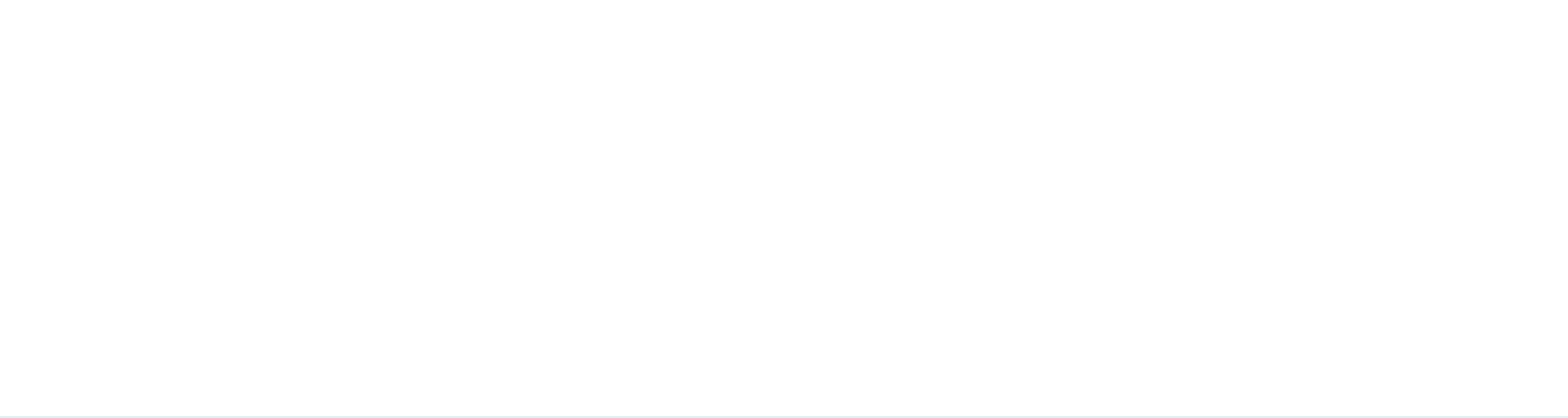
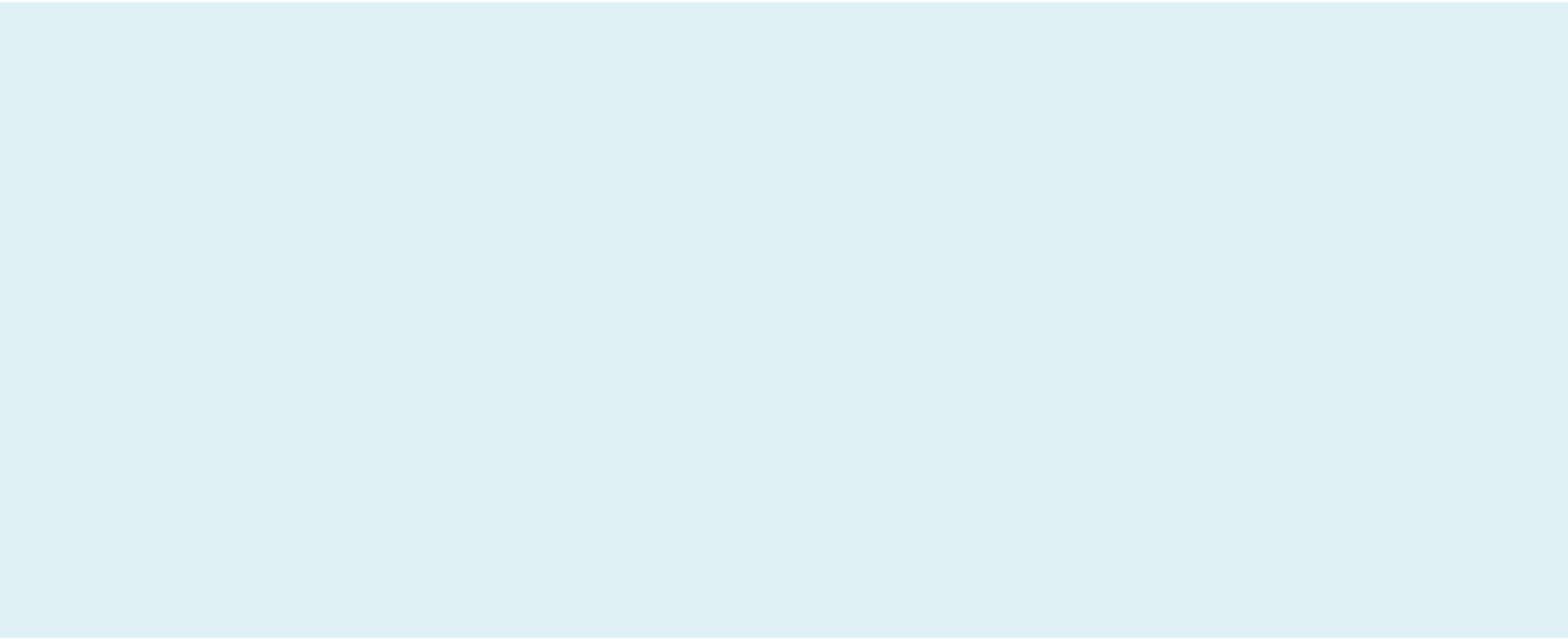
McCabe Enterprises team members on the Foxborough Downtown Master Plan include Kathleen McCabe, AICP, EDP; Jennifer Mecca, R.A. of J Mecca Design; John Shevlin, PE and Tim Thies, PE of Pare Corporation; and Paul Lukez, FAIA and LEED AP of Paul Lukez Architecture.

***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



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

McCabe Enterprises Team