Downtown Strategy

Town of Foxborough, MA

2013

McCabe Enterprises Team

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Town of Foxborough, MA

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Acknowledgements

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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 Downtown Foxborough a better place. It is this desire and commitment that will help realize the many recommendations contained in the Downtown Strategy.

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 Downtown Strategy. Notable changes have included moving forward on sewer service for Downtown Foxborough, local approval of the Inter-Municipal Agreement for sewer, and the opening of the expanded Boyden Library in Downtown.

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

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I

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II

SECTION SUMMARY

Downtown Foxborough

By the Numbers & An Overview

Size	46.3 acres over 12 blocks, exclusive of streets
# of Businesses	126
Total SF of buildings Downtown	495,000 Square Feet
Parking Spaces	913 spaces
Assessed Value	$56.3 million
The Common	2.13 acres
Major Employers in Downtown Vicinity	Invensys (900+); Town of Foxborough: Foxborough Schools;
Historical	Memorial Hall built in 1868. Baker Street Historical District
Opportunities	3 major redevelopment opportunities encompassing 4.45 acres of land with 4 existing buildings totaling 47,513 SF
First Settlement Downtown	1750
Foxborough's Population	16,865 (2010 US Census)
# of Households in Foxborough	6,504 households (2010 US Census)
Median Household Income in Foxborough	$90,601 ± $6,835, (2009 ACS, 5 yr estimate in inflation adjusted dollars)
Total Purchasing Power within Foxborough:	$703 million annually
Total Purchasing Power within 5 miles of Downtown	$1.8 billion annually

Downtown Foxborough is evocative of the Town that Foxborough residents want – a small town that is walkable where the community gathers, works, shops, worships, learns, celebrates, discusses issues of the day, and enjoys friends and neighbors.

Downtown Foxborough is at the geographic center of Foxborough. Downtown and the surrounding residential area form a fairly compact and efficient town center organized around the historic Town Common. Downtown grew and prospered along with the Foxboro Company, now Invensys, which is immediately adjacent to Downtown and one of Foxborough's two largest employers, with over 900 employees

The Downtown Strategy is the outgrowth of the Economic Development Master Planning process which commenced in spring 2012 with a 48-hour open house, which began the conversation about the desired future of Foxborough. This dialogue occurred amidst a raging debate about the possibility of a potential resort casino on Route 1. The debate prompted interest and discussion about the nature and type of desired future development in Foxborough, including Downtown.

The Vision for Foxborough

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 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 Vision for Downtown

A vibrant, lively, and walkable downtown Foxborough is the social, cultural, and civic heart of the community. Downtown will provide services and goods for local residents, area employees and visitors to Town, as well as places to meet and gather, such as cafes and restaurants. Redevelopment, new developments and improvements to the Downtown will be compatible with the scale, character, and architecture of Foxborough's historic and rural patterns.

Ten trends affecting downtowns, including Downtown Foxborough are: (1) technology with the rise of online shopping and telecommuting; (2) rising cost of energy; (3) "Greening" and the desire for sustainability and the concern for climate change; (4) Walkability and the increasing emphasis on multi-modal transportation, transit, and a decrease in car ownership; (5) an aging population; (6) The Great Recession; (7) "localism" with a focus on growing local, shopping locally and buying local; (8) the quest for saving time and the convenience factor; (9) health and fitness focus; and (10) the desire and search for community.

These social and cultural trends are changing how people are using and experiencing downtowns and their local communities. To stay competitive, businesses and communities must be aware of the trends and adapt.

Downtown Foxborough has many assets – a lovely Town Common; a brand new library; a nearby historic district and Memorial Hall, an iconic Civil War Memorial building; Town Hall; handsome churches; and many long time businesses. It is the center of civic life in Foxborough. However, Downtown faces several challenges, especially the lack of sewer service and treatment capacity which is inhibiting new growth and development Downtown. Many of the uses and services desired by residents are dependent upon a solution for sewer, including additional wastewater treatment capacity. Sewer service is an essential prerequisite for downtown revitalization in Foxborough.

The walkability of Downtown could be enhanced, particularly with improved access to, across and from the Common to area businesses and services. The addition of benches and other amenities could enhance Downtown overall .Multi-modal infrastructure could be enhanced with a better pedestrian network of sidewalks and crosswalks, development of a network of bicycle paths (both share-the-road and paths, where appropriate) and transit. Parking in Downtown is generally adequate, but could be improved through parking management and shared-use parking.
There is significant regional retail shopping competition along with multiple shopping areas within Foxborough. Town residents are loyal to Downtown. However, the Downtown customer base needs strengthening and expansion, the second major challenge facing Downtown.

The existing trade area for Downtown Foxborough is the Town of Foxborough, itself. Within the community – residents, area employees, and visitors, there is annual potential purchasing power of $703 million. Within five miles of Downtown the potential residential purchasing power is $1.8 billion annually. Due to the extensive regional competitive along Route 1, in neighboring communities and other shopping areas within Foxborough itself, there are few immediate retail merchandise gaps. The existing opportunities are in computers and electronics, garden center, women's clothing and jewelry. Many of the existing retail opportunities are not sufficient to support an entire new store. However, existing retailers and service providers could augment their existing product mix and services.

Although Foxborough residents are loyal to Downtown, they frequently shop outside of Foxborough. In fact, 83.4% reported in the residents' survey that they shopped outside of Foxborough within the past week. This underscores the need to build and strengthen the existing market for Downtown. The Downtown Strategy recommends that the customer base be strengthened by increasing the number of residents, area workers and visitors patronizing Downtown through the creation of upper-level housing in Downtown

and in-fill housing nearby; creation of an arts and cultural center downtown as well as youth-serving business(es). Visitors to F. Gilbert State Forest, particularly cyclists, could be encouraged to start their rides in Downtown, and pick-up supplies and food before or afterwards. Partnering with universities and colleges, the Town could create a satellite training and education center for continuing professional education, drawing people to Downtown.

Creating attractions, such as a farmers market, special events and promotions will draw people Downtown. Enhancing the character with banners, benches, and streetscape improvements creates an attractive, enjoyable place where people wish to return. Building the customer base and resolving the sewer issue will enable the establishment of a restaurant or café in Downtown.

There are several opportunities for enhancing and invigorating the Downtown through small business initiatives and redevelopment opportunities, namely the Fire Station and funeral home on Rockhill at School Street; the US Post Office site on Wall Street and the corresponding need and opportunity to retain retail postal services in Downtown; and the Town Hall site, where the existing Town Hall needs upgrading to be handicap accessible and enlarged to meet the operational needs of the Town. Town Hall needs to remain in Downtown. Town Hall is an integral part of Downtown and the anchor of civic life.

Through the sustained and continued involvement of residents, businesses and property owners and the Town, Downtown Foxborough can have a bright future.

1 INTRODUCTION

"The Foxborough Common, Memorial Hall and the war memorials on one end of common, along with the lanterns, wrought iron railings, Fire and Police Memorials and Band Stand really frame town traditions and treasures."

Overview

Downtown Foxborough is evocative of the Town that Foxborough residents want – a small town that is walkable where the community gathers, works, shops, worships, learns, celebrates, discusses issues of the day, and enjoys friends and neighbors.

Downtown Foxborough is the geographic center of the Foxborough community, as well as the heart and governmental center of the Town. Foxborough was incorporated in 1778 with the village green or Town Common located in the center with the Town Meeting House nearby. Local churches aligned the streets surrounding the Common, as did village shops with school and industry close by. Today, although much has changed in the past 234 years, Downtown continues to be viewed as the community center of Foxborough generating fond memories and welcoming new residents.

Foxborough is known as the gem of Norfolk County. Downtown Foxborough, however, has lost some of its polish and luster over the past years. The Town and local residents pursued and patronized over the past thirty-plus years newer models of suburban shopping – shopping malls, strip center developments, and large grocery stores – with their emphasis on easy parking. Yet residents remain drawn to Downtown Foxborough citing Downtown and the Common amongst the community's favorite places and the number one place needing improvement in Foxborough.

"The town center/rotary is the heart of Foxborough. It is the charm of the area that drew us here over one year ago."
– Foxborough resident

In the past decade there has been a shift in thinking about town centers and downtowns. The strengths of small town downtowns, such as Foxborough, are being rediscovered as desirable and pleasant places, particularly as retail developers try to mimic "real downtowns." The rediscovery of downtown has occurred simultaneously with a renewed desire for community, for walkable environments and awareness of health and fitness issues, along with demographic changes with an aging America.

Fortunately, Downtown Foxborough has many assets and qualities of a delightful Downtown with the Town Common, Memorial Hall, nearby historic district, a variety of stores, the post office, Town Hall, and an expanding public library, now under construction.

While many Foxborough residents have a special fondness for Downtown Foxborough with the Common, Downtown faces some very clear challenges on the path towards revitalization. The leading challenges are sewer and the need to strengthen and build the customer base for Downtown.

The immediate obstacle to revitalizing Downtown Foxborough is sewer. Although a portion of Downtown is served by public wastewater treatment services, change of use to enable a café or restaurant is precluded by existing sewer capacity restrictions. Properties with failing septic systems are prohibited from connecting to the municipal sewer system. This limitation has already contributed to the blight and neglect of the property on Market Street, which has fallen into disuse due to the inability to connect to the public sewer system and an existing failed septic system. Sewer restrictions and wastewater treatment capacity limitations have effectively set Downtown into a cycle of slow decline and disinvestment. Resolution of the downtown sewer issue has become a prerequisite for Foxborough's revitalization of Downtown.

Downtown Foxborough has several redevelopment opportunities, the Fire Station site, the Post Office, and the in-fill site on School Street. All require resolution of the sewer issue. Section 6.1: Economic Development and Wastewater — The Need for Sewer in the Downtown Area discusses in further detail the options for resolving the sewer question.

Expanding businesses and desired uses, such as restaurants have effectively been pushed away from Downtown Foxborough. The lack of adequate sewer treatment capacity in the Downtown and nearby residential area has promoted sprawl in Foxborough, which further diminishes Downtown.

Building the customer base for Downtown is the second major challenge facing Downtown Foxborough. Increasing the diversity and variety of stores and services in Downtown is dependent not only on sewer but also upon growing the local customer base, including residents, persons working in Foxborough and visitors. The dispersion of commercial activities throughout Foxborough and regional retail competition draws cus-

tomers away from Downtown. Strengthening the customer base entails three strategies: increasing the number of residents, workers and visitors patronizing the Downtown; creating attractions; and pursuing redevelopment opportunities. Concentrating commercial activity in the growth nodes, and particularly in Downtown, will strengthen the retail critical mass Downtown making it more attractive to customers.

In the next sections, strategies and approaches as to how to address the challenges facing Downtown Foxborough are discussed in further detail. Before the specific strategies are detailed, the context for downtown revitalization in Foxborough is discussed. This includes a review of Downtown Foxborough's evolution, the top ten trends impacting downtowns; and the market assessment for Downtown Foxborough.

The development of this Downtown Strategy was originated by the Foxborough Planning Board with financial support from Town Meeting as part of the economic development master planning process. The Downtown Strategy is a stand-along report which is also integrated into the Master Plan.

The Downtown Strategy is intended to be a guide for strengthening and revitalizing Downtown Foxborough. The consistent and sustained implementation of the Downtown Strategy will enable the Foxborough community to create the attractive, walkable, small town Downtown that is desired, complete with shops, public services, Town Hall, Post Office, the Library, plus places to eat and dine. It will require a true focus and priority on Downtown, including short-and-long-term resolutions of the outstanding sewer issues. Cooperation and partnership amongst the public, nonprofit and private sectors, including residents, business and property owners will be required to revitalize and build upon the many assets of Downtown Foxborough.

Figure 1-1: Residents provide comments and suggestions at the Open House

2

CONTEXT

If you want to understand today, you have to search yesterday.

- Pearl Buck

The Planning Context for the Downtown Strategy

The Town of Foxborough in 2011 decided to embark on an economic development master planning process amidst concerns regarding the economy, local tax base, and the challenges facing the Town's commercial districts, and specifically Downtown. The Downtown Strategy is the outgrowth of the Economic Development Master Planning process which commenced in March 2012 with a 48-hour open house, which began the conversation about the desired future of Foxborough. (Figures 2-3 to 2-5) This dialogue occurred amidst a raging debate about the possibility of a potential resort casino on Route 1, just over two miles from Downtown Foxborough. In May, this debate was settled with town residents electing a no-casino slate to the Select Board. The debate, however, prompted interest and discussion about the nature and type of desired future development in Foxborough.

With this backdrop, the planning process for the overall Economic Development Master Plan and Downtown Strategy proceeded with a series of workshops to articulate the desired vision for Foxborough and Downtown, a business and resident survey, and interactive exercises at the Open House aimed at identifying favorite places, desired improvements, and wishes for the future of Foxborough, as well as outreach to youth at

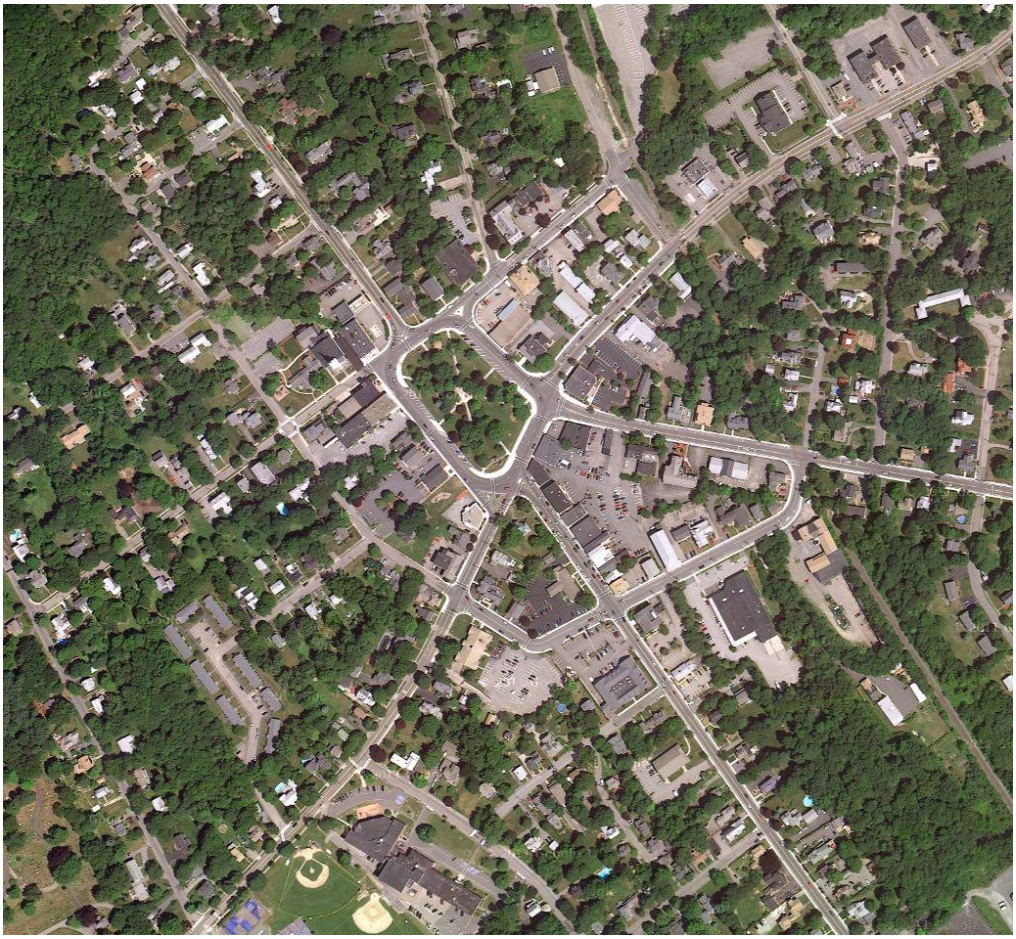


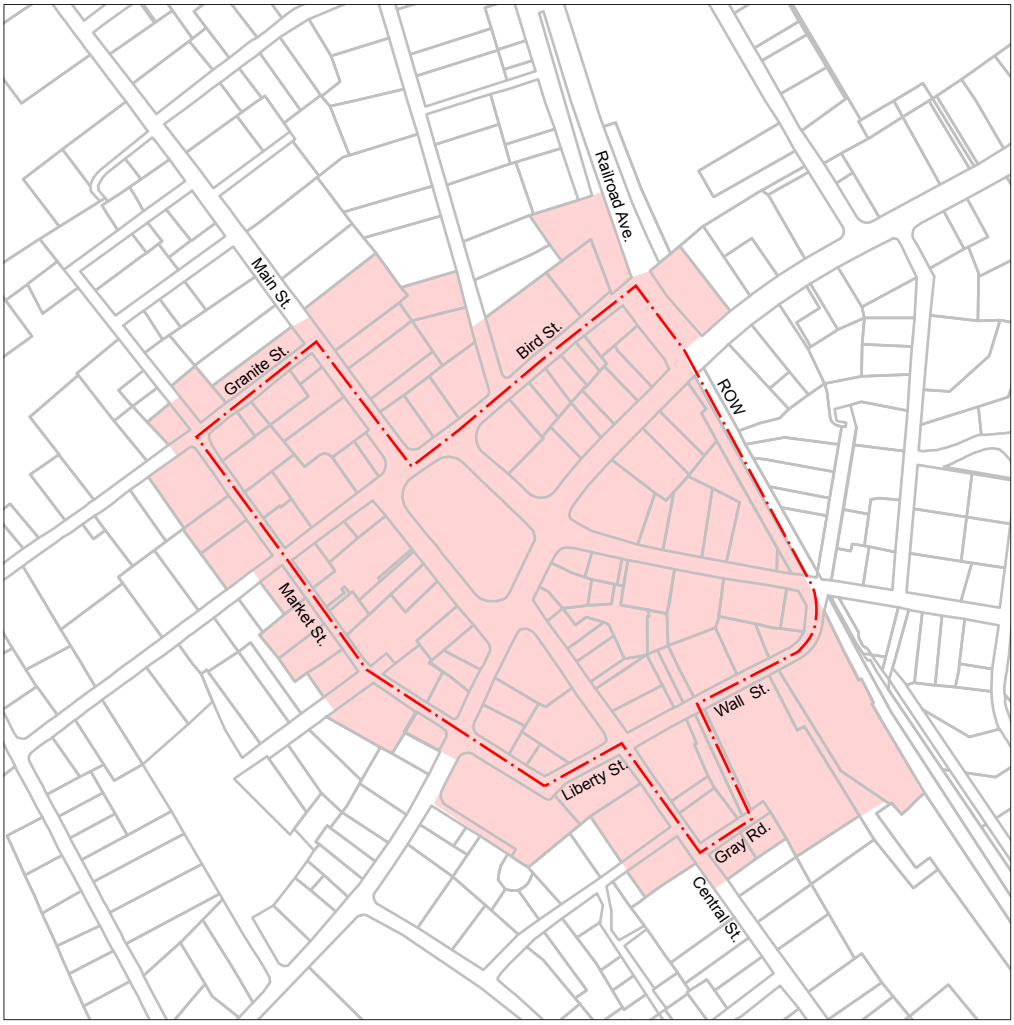
Figure 2-1: Aerial of Downtown Foxborough.

Foxborough High School. The workshop, exercise and survey outcomes informed the development of the Downtown Strategy along with market analysis and assessment of existing conditions.

During the workshop series, Town residents, including the youth affirmed the importance of a strong Downtown for Foxborough, and the need to keep Town Hall Downtown. Improving Downtown was ranked as the most critical issues facing Foxborough in the next ten years. The Town Common and Downtown are amongst the leading favorite places in Foxborough. Downtown ranks in the top spot amongst places needing improvement in Foxborough. A better Downtown was also cited as the leading wish by Foxborough youth, and was a leading wish along with a downtown restaurant by Open House participants.

Foxborough residents strongly prefer a future development scenario that provides for a strong Downtown with a small rural town ambiance.

Figure 2-2. Downtown Core District



Defining Downtown

The Downtown Core District is based on the historical development of Downtown Foxborough and is centered around the Common. Figure 2-2 highlights the Downtown Core District which is defined to include properties on both sides of the red boundary line, encompassing eighty parcels within the red boundary line and the forty parcels abutting the boundary line. The Downtown Core District consists of 46.3 acres, exclusive of streets and roadways.

The Vision for Foxborough

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Prerequisites and Challenges

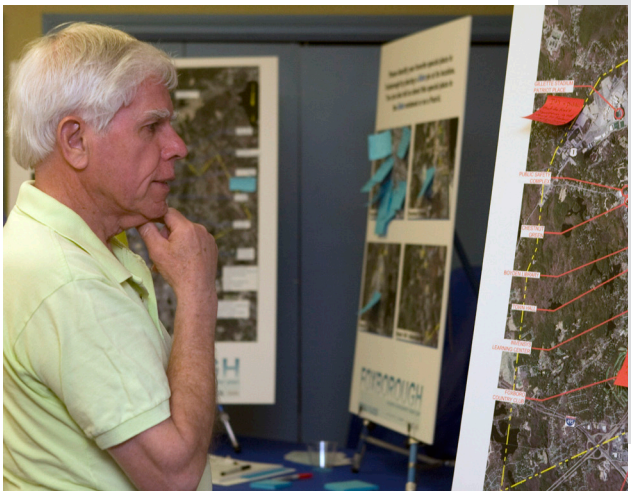
Downtown Foxborough faces some key challenges in revitalization, namely sewer and market issues. Resolution of the sewer issue is a prerequisite, and the over-arching challenge is strengthening the customer base for Downtown. Both must be addressed with immediate, short-term actions as well as longer-term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

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

Figure 2-3: Residents consider options at the Open House

Figure 2-4: Residents discuss concerns with the Planning Board

Figure 2-5: Residents evaluate overall growth strategies for the town



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

Strategies

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

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

Downtown Goals

Based on discussions, interviews, analysis and workshop results, the following goals have been formulated for the revitalization of Downtown Foxborough.

1. 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. Critical to this goal is retaining Town Hall in Downtown.
2. 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.

3. 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; new retail and commercial uses and in-fill development.
4. To enhance Downtown as a place for all ages by providing for activities, amenities and housing for a range of age groups.
5. To make Downtown more walkable and accessible to all by providing opportunities for multi-modal access.
6. To redevelop existing vacant properties and buildings Downtown.
7. To preserve and enhance the historic character and prominence of the Foxborough Town Common, Memorial Hall, the historic properties and nearby Historic District.
8. 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.
9. To institute marketing and promotions program for Downtown Foxborough.
10. To organize the Town, residents, business and property owners to work together to implement a program to improve and enhance Downtown Foxborough.

3

EVOLUTION

"My favorite place is the Common –
there's the flavor of New England history!"

- Foxborough Resident at the Open House, April 2012

Historical Evolution of Downtown to Today

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 in what is now known as Downtown, and was completed three years later. The community's economic base was agriculture with a focus on farming and lumbering. There was also some iron ore extraction and charcoal production for iron smelting during this era. In the Federal period, 1775-1830, the Town continued to slowly grow.

A secondary rail line was built after the Civil War that went through Foxborough Center. By 1860, Union Straw Works (USW), which began as a cottage industry, employed over 3000 people. USW produced ladies' straw hats 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 Foxborough. The Van Choate Electric Company was short-lived, and closed after four years. The Industrial Instrument Company from Waterbury, CT acquired Standard Gauge of Syracuse

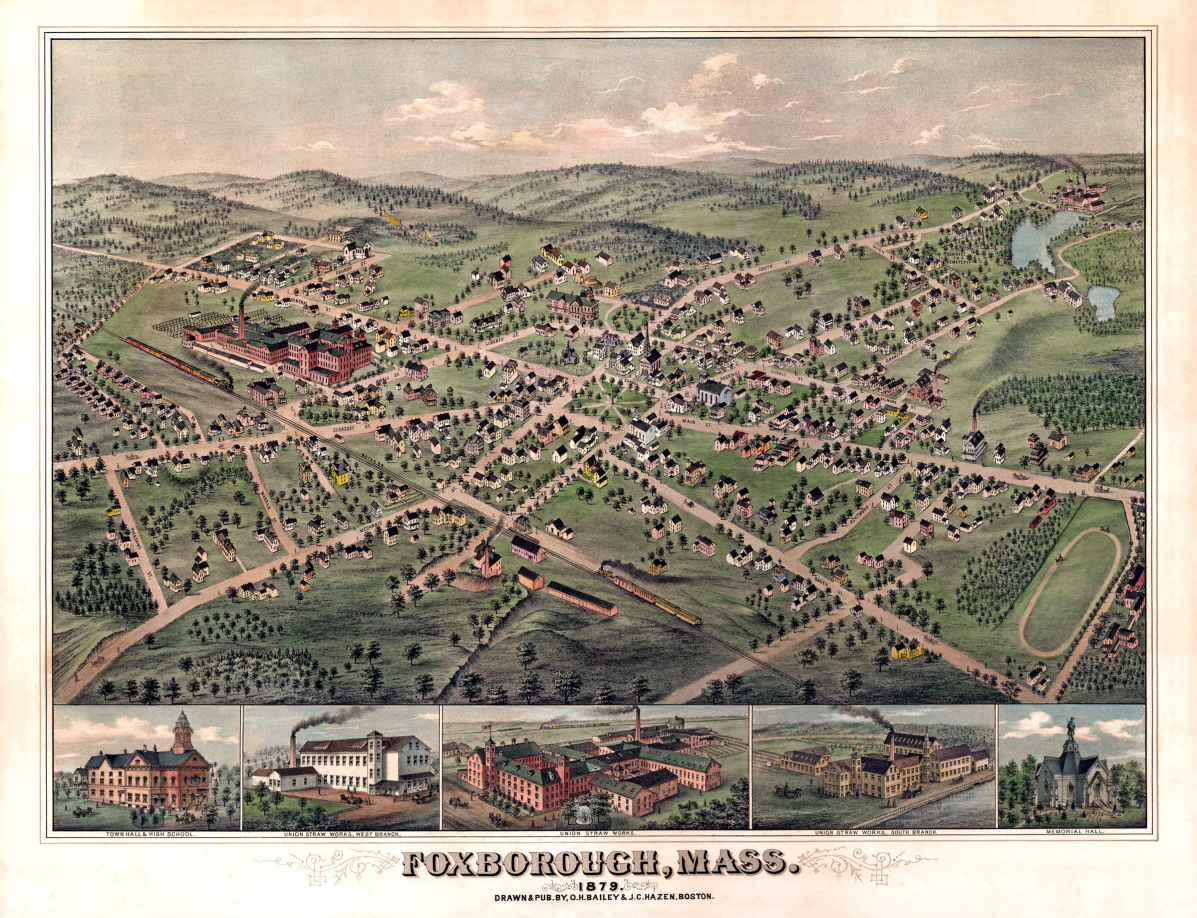


Figure 3-1: 1879 Bird's eye view of Foxborough looking southwesterly. The Common is in the center.

and moved operations to Foxborough in 1908. They took over the former Van Choate Electric Company's buildings just east of Downtown. This became the Foxboro Company, and subsequently Invensys. 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 today form the Baker Street Historic District were built just north of Downtown Foxborough. Much of Foxborough's housing in the late 1800s and early 1900s was built near the downtown and close to work. The residential area grew primarily within a half-mile to three-quarters mile of the Common or the Foxboro Company. Downtown and the surrounding residential area formed a fairly compact and efficient town center which also featured a trolley connecting Foxborough with Mansfield and Walpole.

The images over the next pages (Figures 3-2 to 3-5) illustrate Downtown Foxborough in 1900 compared with Downtown Foxborough today in 2012-2013. Additional images can also be found in the Appendix along with additional information on historic structures in Downtown from the Massachusetts Historic Commission's data base (Appendix A-4).

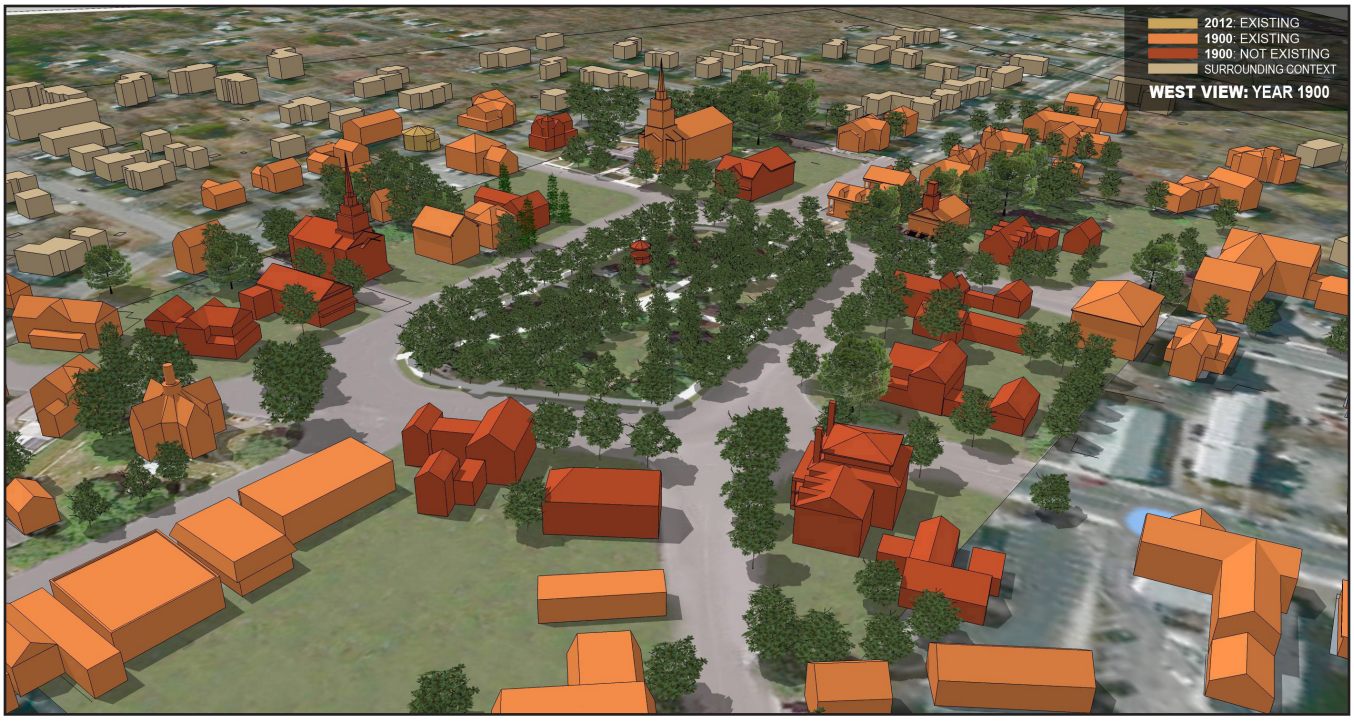


Figure 3-2: Downtown Foxborough, 1900 West View

Figure 3-3: Downtown Foxborough, West View, 2012

Figure 3-4: Downtown Foxborough, 1900 North View

Figure 3-5: Downtown Foxborough, 2012, North View

4

TRENDS

"I became interested in long-term trends because an invention has to make sense in the world in which it is finished, not the world in which it is started."

- Ray Kurzweil

Trends Affecting Downtowns

We are in a changing world, where change and innovation are constant. Successful communities need to be not only mindful of the past, but also most critically agile and adaptable for the future. Fortunately Foxborough has a clear vision as to its desired future for Downtown: a vibrant, lively and walkable Downtown with small, rural town ambiance. In order to best plan for the future revitalization of Downtown Foxborough, recognizing the trends affecting downtowns can be informative.

The ten trends impacting downtowns reviewed in this section are:

1. Technology – the rise of online shopping, smart phones and telecommuting.
2. Rising cost of energy.
3. "Greening," sustainability and the concern for climate change.
4. Walkability and the increasing emphasis on multi-modal transportation, transit, and a decrease in car ownership.
5. Aging population.
6. Growth After the Great Recession.
7. "Localism" with a focus on growing local, shopping locally and buying local.
8. Quest for saving time and the convenience factor.
9. Health and fitness focus.
10. Desire and search for community.

Trend 1: Technology – the rise of online shopping and telecommuting.

Since the 1990s the use of the internet has grown rapidly and quickly become nearly ubiquitous in business and home-life settings. Information and communication technologies are transforming downtowns and retail shopping. Online retail sales have been consistently growing since 1999, and now total almost $200 million of retail sales annually. The proportion of e-commerce to overall retail sales has quadrupled from 2001 to 2011, as illustrated in Figure 4-1. Online sales now constitute 4.7% of all retail sales.

This is changing how retailers are doing business and affecting downtowns, such as Foxborough. Small local businesses, particularly niche and specialized businesses, are able to increase and geographically widen their customer base through online sales by their own web sites or sites, such as e-Bay and Amazon. Major retail chain retailers all operate both online sales and a bricks'n'mortar retail storefronts. Retail storefronts today are not just retail shops, but also pick-up points and return centers for online sales. Several large-format retailers, including Wal-Mart, Target, Staples and Best Buy, have all announced plans to reduce the physical size (footprint) of new stores and in some cases are reducing the size of existing retail outlets. Target has now designed a new retail format for 10,000 SF in dense urban areas. Staples is opening smaller copy and print centers, focusing on higher profit services and products.

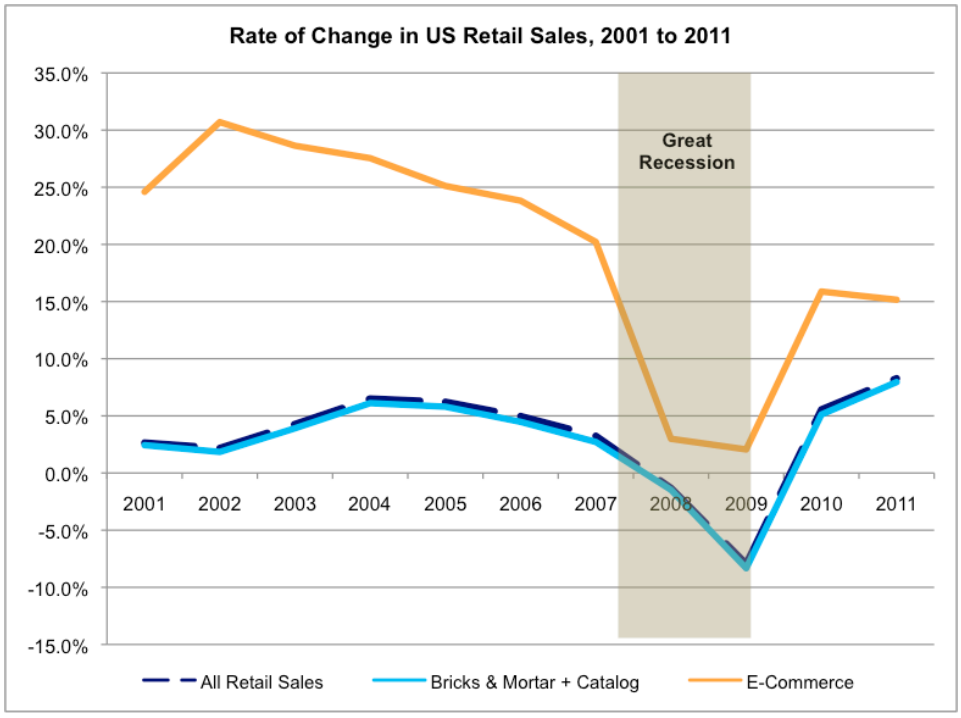


Figure 4-1: Rate of Change in Retail Sales: Online and Bricks and Mortar

Source: US Census Retail Trade Sales Reports and McCabe Enterprises.

With the expansion of online shopping, the tendency is towards smaller stores with a strong distribution and delivery network. Amazon is now piloting same-day delivery for selected zip codes with personalized drop boxes at central locations. Harvard Bookstore, an independent bookseller, has responded to Amazon and online bookselling, with same-day bicycle delivery to homes and offices and customized in-store publishing.

In addition to online internet sales, Americans are using their smart phones for commerce, including purchasing music, services and products. Smart phones are used to compare prices and to obtain coupons. Mobile commerce is growing. This year, over half of all cell phone users own a smart phone. There are over 235 million Americans using cell phones today, 94% of the population over 14 years of age has a cell phone. Today, mobile commerce accounts for only one percent of e-commerce. Goldman Sachs, however, projects that e-commerce will increase from $3 billion to $33 billion in 2016 globally. E-commerce is projected to increase 19.4% annually on a global basis. As the smart phone becomes more and more a shopping companion, mobile commerce will rapidly increase.

Mobile commerce and the internet are transforming how consumers and businesses are doing business. The consumer has more choices, a more competitive shopping landscape, and convenience, with goods being directly delivered to one's doorstep.

Case Examples

How Other Downtowns Are Using Technology

- The Flatiron Business Improvement District (BID) web site boasts "District Deals" where local business members can publicize special deals, offerings, menu items, and sales providing an additional channel. The BID also hosts an online business directory, similar to many Downtown management organizations.
- The Middletown, Connecticut Downtown Business District developed a Gift Card that can be used for shopping and dining in Downtown Middletown, which is available for purchase on-line or in-person. Local corporations in Middletown often use it as a thank you or employee gift. The gift card can be purchased in amounts from $10.00 to $500.00 and used at local businesses which are all featured in an online business directory.
- The Lower East Side Community Development Corporation (CDC) provides "electronic" façade assistance to local businesses helping with web site design and setting up web sites for local businesses.
- Paducah, KY uses a cell phone based walking tour of its downtown featuring Civil War history, the Dogwood Blossom trail, and points of architectural note. The walking tour is available by map, as well as with docent commentary via one's personal cell phone.

Consumers can shop for not only tangible products, like clothing, toys, electronics, but also services, such as travel and printing.

Technology is also changing products. Records, tapes and CDs are no longer the medium of music, it is all downloaded. Books are becoming e-books. Video stores are now available from kiosks or by an online order with a download. Customers can now use in-store technology to order custom-fit clothing tailored to an individual's physique. Technological advances are prompting successful retailers to incorporate high levels of service with retail offerings, often entailing customization or delivery to attract and retain customers.

Telecommuting is another aspect on how technology is changing business and commerce. 2.9 million people telecommute in the US. Telecommuting has increased 61% from 2006 to 2009. 4.5 million people are projected to telecommute in 2016 on a national scale. In Foxborough, 5.3% of all Foxborough workers regularly work at home. This includes both telecommuters and self-employed persons. This is a higher rate of persons working at home, than the national, state and regional rates.

IMPACT TREND 1: Technology & Downtown Foxborough

Steps that Downtown Foxborough can take to effectively harness the benefits of technology for Downtown Foxborough and take advantage of these trends include:

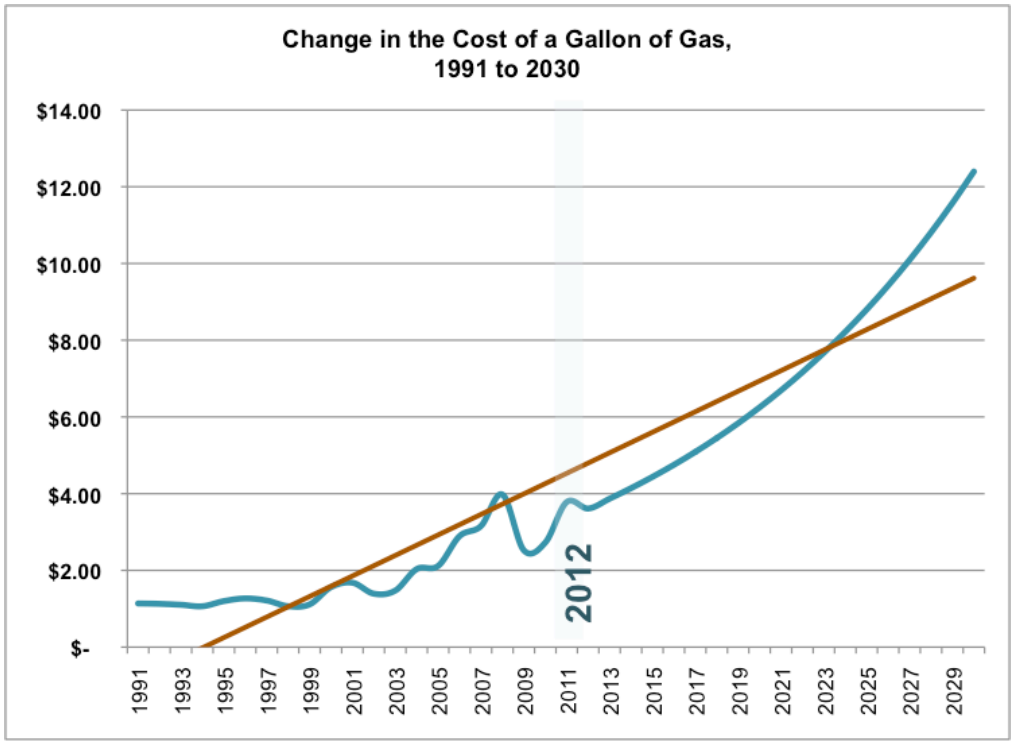
- Local businesses must have an internet presence and a mobile commerce presence.
- A Downtown Foxborough web site and mobile application should be created, including an online directory of Downtown businesses.
- The internet is a valuable tool to strengthen the economic viability of niche and specialized businesses located in Foxborough by expanding the customer audience. Service and internet nimbleness are essential.
- Downtown Foxborough has small retail spaces, which are well-suited for existing and start-up retailers looking for smaller spaces to reduce overhead.
- Social media as a means of outreach and marketing is increasingly important for local business.
- Cell phones and QR (quick response) codes can be used to share local history of Foxborough, including features about Memorial Hall, the Common, the Baker Street Historic District, State Forest, and other points of interest.

TREND 2: Rising Cost of Energy

Consumers and businesses are both impacted by rising energy costs. Rising energy costs, particularly shipping costs, are a leading factor in rising retail prices. Businesses concerned about reducing operating costs seek more energy efficient locations. Over the past two decades, gasoline costs have risen on average seven percent annually, taking an ever larger chunk of consumer's take-home pay. In 2030, gasoline prices, if they continue to rise at the same historical rate will exceed $12.00 a gallon, as noted in Figure 4-2.

Nationally, Americans spent 8.7% of their household income on gasoline in 2011, according to the American Automobile Association (AAA). In Massachusetts, since many residents have access to transit or use alternative modes (walking, bicycling, train, bus, etc.) to travel to work, the proportion of household income expended on gasoline is lower, 5.1% of household income. However, there is nearly no transit available in Foxborough and 87.9% of Foxborough residents drive to work, exceeding national (86.4%) and state (80.8%) rates of commuters driving to work, both alone and carpooling (American Community Survey, 2006-2010).

Figure 4-2: Historical & Projected Change in the Cost of Gasoline in the US



Source: Energy Information Administration and McCabe Enterprises.

IMPACT TREND 2: Rising Energy Costs & Downtown Foxborough

Foxborough residents will likely spend more than the typical Massachusetts household and perhaps even the typical US household on gasoline. Money expended on gasoline typically results in less money for discretionary shopping, including patronizing Downtown businesses. Foxborough consumers will thus likely look to make more efficient trips and seek shopping options that are convenient – close to either work or home – and one-stop. Rising gasoline prices may stimulate additional online shopping, particularly from retailers who offer free shipping.

Fostering a walkable Downtown with a wide range of consumer products services combined with a high level of customer service will help Downtown Foxborough be competitive in an era of rising gasoline prices.

National Grid offers energy audits and some incentives for small businesses and commercial property owners to reduce energy costs.

Trend 3: Sustainability & "Green Issues"

Sustainability and concern for the environment are powerful issues influencing consumer behavior and business. Concerns about climate change and greenhouse gas emissions are motivating many to be "green consumers."
A 2009 study by Deloitte and the Grocery Manufacturers Association (GMA) found that sixty-three percent (63%) of shoppers are looking for green products. They found that green shoppers are demographically diverse and include people from all age and income ranges, education levels and household sizes. A large segment of green shoppers, however, are older baby boomers. Concern for sustainability issues influenced buying decisions of over half of the consumers interviewed in the Deloitte/GMA study.

Green products include products and services that have one or more of the following traits: low water usage; reduced packaging; organic or locally grown food; fair trade; energy efficient; biodegradable; non-toxic and low volatile organic compounds; recyclable materials and content. Some of the products and services available today in Downtown Foxborough are "green."

The interest in green and sustainability stems in part from citizens concerns regarding climate change. The anticipated impacts from climate change in the Northeast center around weather extremes. Shorter winters are predicted with fewer cold days, more precipitation, and a significant reduction in the winter snow season. More frequent

flooding is anticipated. Modeling by the US Global Change Research Program found that there may be 20 to 30 days annually with temperatures exceeding 100 degrees in the Northeast in the next couple decades.

Increasing the number of trees, expanding the tree canopy, and the use of pervious surfaces and pervious pavements are tools to help mitigate the anticipated effects of climate change. Providing alternative means of transport, such as sidewalks, bike paths, and transit are approaches to minimizing the amount of greenhouse gas which is accelerating climate change. The need for street trees, landscaping, storm water management and good drainage with bioswales, benches with shade, becomes more acute with climate change.

Rehabilitating existing buildings, construction of additions and new buildings, as well as repair and maintenance activities create opportunities for the private and public sectors to adopt best practices to mitigate adverse impacts of climate change. This could include use of green or "cool roofs", energy and water conservation measures, landscaping, "green design", or use of LEED – Leadership for Energy and Environmental Design – standards by the US Green Building Council for new construction and substantial rehab. Some Massachusetts communities are opting to become Green Communities, including nearby Easton, to mark the local commitment to sustainability.

As a small town downtown with a significant residential neighborhood, Downtown Foxborough already has sustainable and green attributes. This could be highlighted given the increasing awareness and concern about sustainability.

Figures 4-3 & 4-4: Bioswales to remove silt and pollution from stormwater runoff integrated as a landscape feature on a residential street.

IMPACT TREND 3: Sustainability & Downtown Foxborough

- Downtown Foxborough businesses should show their "green" by carrying green, environmentally sound products and informing their customers how they are working to be more environmentally sustainable.
- Expand the tree canopy in Downtown Foxborough by planting more trees.
- Encourage the use of pervious pavement surfaces for off-street parking areas, rain gardens, and bioswales to capture storm water runoff.
- Use of green roofs or "cool roof" materials should be encouraged.
- The Town should utilize LED or other energy-efficient technologies and adherence to Dark Sky standards, www.darksky.org for street and building lighting, when upgrading or modifying street lights and buildings.
- Investigate becoming a Massachusetts designated "Green Community."
- The Town should consider leading by example and employ energy efficient and sustainable building practices when designing and building a new Town Hall or Town Hall addition, considering life-cycle costs.

Figure 4-5: A 'green roof' on a downtown building helps lower air temperatures in the immediate area and reduces heat island effect. In addition it helps absorb rain water and provides added insulation for the building.

Trend 4: Walkability

There is a strong trend for walkable environments, particularly walkable downtowns. The National Association of Realtors found that 77% of home buyers prefer communities with sidewalks and places to take walks. Homes in walkable neighborhoods, as a result, command higher prices and have higher property values. The preference for walkable environments extends not only to the residential market, but also to the commercial real estate market. The National Council of Real Estate Investment Fiduciaries determined that the benefits of walkability are capitalized into office, retail and industrial property values with more walkable sites commanding higher property values.

On a national level, senior housing developers are now seeking locations in and adjacent to downtowns enabling residents to more easily stay active and walk to nearby activities, such as the library, shopping, restaurants, and doctors.

Figure 4-6: Street furniture and trees improve walkability in a downtown and promote a lively retail street.

Figure 4-7: Street trees and plantings improve walkability on residential streets.

IMPACT TREND 4: Walkability & Downtown Foxborough

Overall, the impact of the walkability trend on Downtown Foxborough is favorable. Downtown Foxborough is located in the center of walkable residential neighborhoods, many of which, albeit not all, have sidewalks. Pedestrian access in Downtown, particularly to, across, and around the perimeter of the Common could be improved. With minor modifications and improvements, Downtown Foxborough could easily capitalize on its walkable features.

Trend 5: Aging Population

Foxborough, like much of the US and Massachusetts, has an aging population. The post World War II baby boomers are beginning to reach age 65 and retire. Life expectancy in the US and Massachusetts has increased. US life expectancy in 2011 for men is 78.7 years and for women, it is 81.1 years.

The number of persons in Foxborough 65 years of age and older is expected to increase 71% by nearly 1500 persons over the next twenty years. Today, 13% of Foxborough residents are over 65 years of age. In 2030, it is projected that 21% of Foxborough residents will be over 65 years of age.

The proportion of young people, 19 years of age and younger is projected to decrease 3% in the next twenty years. The proportion of middle age adults in the Foxborough population, ages 40 to 64 years, is anticipated to decrease by 6% by 2030. Although Foxborough will continue to be a community of families, it will need to plan for a higher proportion of elder citizens.

Persons over 65 years of age are growing at rate of 20% every decade, whereas the Town grew 11% between 1990 and 2000, and 3.8% between 2000 and 2010. The rate of population growth for the Town is slowing, and the number of elders is increasing. Figure 4-11 depicts the change in the number of elders living in Foxborough from 1990 to today, and projections through 2030.

To address the needs of an aging population, Downtown Foxborough will need to be designed so that it is elder-friendly. This means that there are sufficiently-wide and well-maintained sidewalks; manageable curb heights; low or no step entries into stores; easy, safe pedestrian access across streets; well-situated available handicap accessible parking; transit; legible signage in both stores and public wayfinding and directional signage; benches to sit and rest in the Common and along sidewalks; and essential

Figure 4-8: Building on existing activities at the Senior Center can help strengthen the Downtown by drawing residents to the area on a regular basis.

services, such as a drug store and medical services. The availability of clean, public accessible restrooms is also important in an elder-friendly downtown.

Hearing is also a consideration for many elders. Restaurants that utilize acoustic-design and sound-absorbing materials are more attractive to elders and persons with hearing impairments. The use of assistive listening devices at performance spaces, such as the Orpheum Theater, would likely increase patronage by elders, if it is well publicized.

Downtown Foxborough is home to a lovely nearby senior center, which draws seniors regularly to Downtown for activities and programs.

Figure 4-9: With improved walkability and increased activities, the Downtown can serve as an anchor Foxborough's aging population.

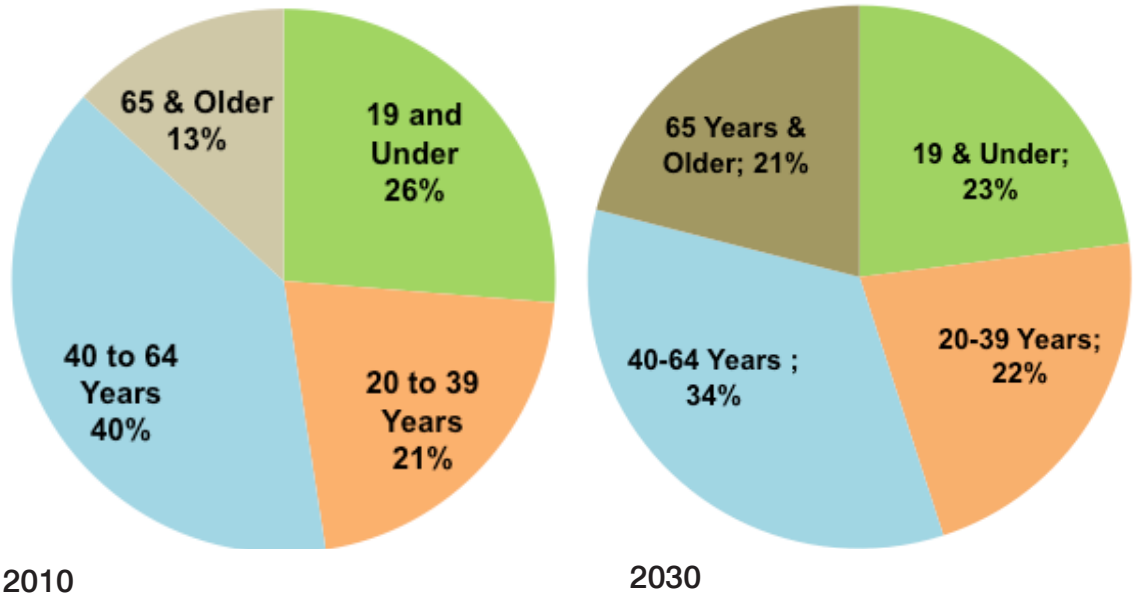
Eighty percent of older people, according to national surveys, want to continue to live in their own homes, aging in place, rather than living in retirement communities or nursing homes.[1] Providing a range of housing opportunities for older citizens is an integral part of being an elder-friendly community.

Persons over 65 years of age vary and are not one monolithic customer segment and vary as to interests, health status, and income. Nonetheless, some common concerns that the American Association of Retired Persons (AARP) survey identified are good health, finance, and spending time with family. Although sixty percent of persons over 50 years according to the 2011 AARP survey indicated shopping for bargains was important, it was the lowest ranked issue as to importance amongst seventeen issues surveyed by AARP. Value continues to be a key decision point amongst many elder shoppers.

Elders who are grandparents on average spend over $1000 year on grandchildren. The leading activities involving grandparents and their grandchildren are watching television and video games (75%); shopping (63%); exercise, playing sports or gardening (58%); cooking and baking (58%); and outings, such as museums, movies, and amusement parks (55%).

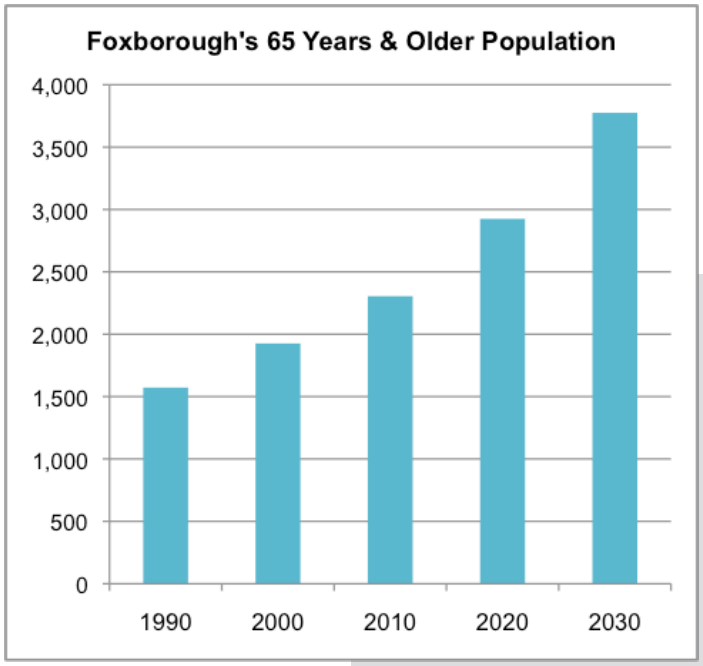
1 Finkelstein, Ruth, et al. Towards and Age-Friendly New York City: A Findings Report. New York: New York Academy of Medicine, Fall 2008, page 38.

Figure 4-10: Age Cohorts in Foxborough, 2010 and 2030



Data Sources: 2010 Census, MAPC Metro Futures Projections and McCabe Enterprises.

Figure 4-11: Foxborough's 65 Years and Older Population, 1990-2030.



Data Sources: US Census, MAPC and McCabe Enterprises.

IMPACT TREND 5: Aging Population & Downtown Foxborough

Foxborough's population 65 years of age and older is increasing at a faster rate than the Town's overall population. Today, there are 2,300 persons 65 years of age and older in Foxborough. In 2030, it is projected that over 3,700 Town residents will be over 65 years of age.

- To better serve this growing segment of the population, the physical improvements and environment of Downtown Foxborough need to be elder friendly.
- The business mix in Downtown Foxborough should include elder-serving services and stores, such as health care, drug store and food. Access to Downtown for elders, whether it is walking or car should be enhanced. Transit services should be considered.
- The services and products mix Downtown businesses should target grandparents. This could include games for children and youth that grandparents might purchase, or events that target grandparent with grandchild at the Orpheum, at the library, the senior center or a business.
- Downtown businesses need to adapt to an elder clientele, with single-portion sizes in the case of food retailers, easy-to-read signage, and delivery services.

Trend 6: Growth After the Great Recession

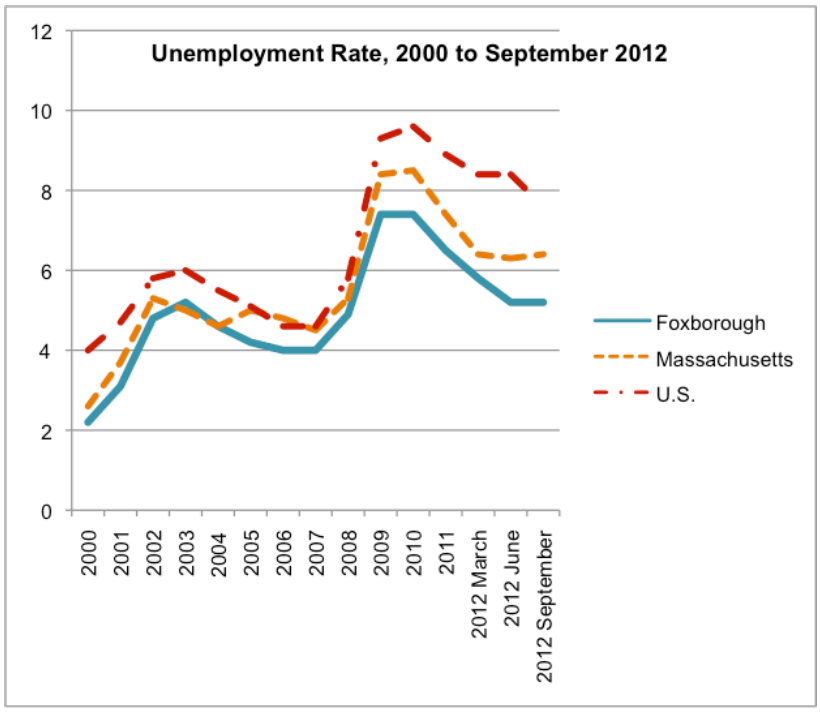
The Great Recession and the economic collapse of 2008 triggered a significant fall in consumer spending as decreased net worth, particularly home values and retirement savings, amongst many families in this country.

The Great Recession precipitated small business closings. It also caused changes in lending practices, making it more difficult for many small businesses, entrepreneurs, and start-ups to access capital to grow or expand. Working capital has also been very limited.

Although the Great Recession is technically over after eighteen months (as of June 2009), it continues to impact small businesses and many families.

Consumer behavior has been affected, as well by the Great Recession. Many consumers significantly reduced nearly all discretionary spending in late 2008. Many purchases were postponed. Five years following the onset of the Great Recession, consumer confidence is once again rising. The University of Michigan Consumer Sentiment Survey ranked consumer sentiment at 82.6 in October 2012, the highest in five years. The Conference Board Consumer Confidence Index also rose in October 2012 to 72.2,

Figure 4-12: Unemployment Rates, 2000 to September 2012: Foxborough, Massachusetts and the US



Data Sources: Local Area Unemployment Statistics, Bureau of Labor Statistics and McCabe Enterprises.

Case Examples

Downtowns Weathering the Great Recession

Downtowns and small businesses responded to the Great Recession in a variety of ways. Some successful examples include:

- Café Le Ronde in Ft. Pierce, FL created a lot of buzz and attracted customers with their "Recession Lunch Menu" with $3.99 specials.
- A Small Business Survival Breakfast was the response by the Marion VA Downtown Revitalization Association, which partnered with SCORE and the Small Business Administration, and a local bank to support local businesses.
- Downtown landlords in Gardiner, Maine are offering free rent for November and December to spur new businesses and attract pop-up locations.
- As a Hammonton NJ small business owner who opened up a café in late 2007 just as the recession was setting-in stated: "Even with the uncertainty of these years, my business has flourished because of a strong downtown branding, special promotions and a renewed tendency for consumers to reward their local, independent stores with their business. I've had the support of my local community,…I feel the credit for this success lies with having a successful Main Street program and a dynamic local government."

which is significantly higher than the Index during the Great Recession when it dipped into the thirties. Consumer confidence, however, has not regained the same robustness as prior to the Great Recession.

For some the Great Recession has been a call for a simpler life and the beginning of a paradigm shift. For others, it was a downturn in the continuing series of economic cycles. The Great Recession is continuing to have residual impacts on both consumers and businesses, particularly as to lending. Lending constraints are making it more challenging for small businesses and aspiring entrepreneurs to start businesses.

Trend 7: Shop Local/Buy Local

IMPACT TREND 6: The Great Recession & Downtown Foxborough

Foxborough weathered the Great Recession better than many communities. People lost their jobs. At the peak of the recession, 776 Foxborough residents were unemployed. Others had reduced income or lost asset value. Some local area developers were unable to complete housing developments, leaving new subdivisions incomplete. Small business lending became very difficult. The Friendly's restaurant closed Downtown in 2011 citing the economic down turn, as did a few other smaller businesses and offices.

Another trend affecting local communities and downtowns is the Shop Local/Buy Local movement. This trend is in part spurred by interest in locally grown food, and the Slow Food movement. It is also supported by small business advocates and has been embraced by the credit card company, American Express, who sponsored the first Small Business Saturdays in 2011 to promote patronage at small businesses on the Saturday following Thanksgiving.

Many downtown and local business associations have embraced the Shop Local/Buy Local movement as an approach to support local small businesses and entrepreneurs. Cambridge, Cape Cod, the Pioneer Valley and Somerville in Massachusetts, Exeter, NH and the Seacoast area of Maine are locales where buy local or local first campaigns have been established.

In 2011, the American Booksellers Association undertook a study evaluating the retail environment for independent businesses. The Boston-Cambridge-Quincy MA-NH metropolitan area, which encompasses Foxborough, as well as the neighboring Providence-New Bedford-Fall River RI-MA metropolitan area which includes all of Bristol

County, are both positively rated as above average "indie" retail environments, ranking 30th and 35th amongst all 363 metropolitan areas nationally.[2]

The notion of buying local, whether it is food from a local farm or products from a locally-owned shop, has become widespread and is now a trend influencing shoppers.

Figure 4-13: Shop local promotions can help boost consumer awareness of down-town businesses and promote town pride.

Case Examples

Buy Local Campaign Results in Increase Sales

Bellingham, Washington, just north of Seattle embarked on a Buy Local campaign encouraging both residents and businesses to patronize local businesses. The campaigned included marketing as well as education about the benefits of buying local. The tag line and logo, Think Local, Buy Local, Be Local," became widespread in Bellingham.

Sustainable Communities (one of the campaigns sponsors along with the City of Bellingham, the weekly newspaper and many other small businesses), reported a 60% change in shopping behaviors with the Think Local First campaign.

An independent poll conducted by Applied Research Northwest found that effects of the campaign were that 58% of Bellingham residents reported being more deliberate about choosing local, independently owned businesses first. Over half (56.6%) of business participants would definitely recommend the Think Local First program to others in their industry.

2 American Booksellers Association and Civic Economics. A Measure of Independent Retail Vitality in Every American Metropolitan Area, the Indie City Index 2011. New York: American Booksellers Association, 2011. www.indiecityindex.com accessed November 11, 2012.

IMPACT TREND 7: Buy Local and Foxborough

Foxborough residents have a strong sense of allegiance to Downtown.

- Although over four out of five persons (82.9%) responding to the Residential Survey reported shopping in the past week at stores beyond Foxborough, nearly three out of five (58.8%) shopped or patronized a Downtown business in the same time period.
- Persons who have lived in Foxborough two years or less reported the lowest shopping rate beyond Foxborough (70.6%) and the second highest patronage of Downtown (64.7%).
- The highest patronage rate based on length of residency in Foxborough, 65.5%, for Downtown came from persons who have lived in Foxborough more than 20 years.
- Nearly three-quarters (73.9%) of residents who are 75 years and older shop Downtown Foxborough, the highest patronage rate of any age segment in Foxborough amongst all segments.

Strengthening and diversifying the product and service offering Downtown combined with a Buy Local/Shop Local campaign could enhance patronage of and sales at Downtown businesses.

Trend 8: Quest for Saving Time and the Convenience Factor

Americans are busy people, particularly families with two working adults raising children. The need to save time is not just the province of working families rather persons of many ages experience the lack of time and seek convenience. A Yankelovich study found that 70% of Americans, 16 years of age and older, feel that they do not have enough time to do all the things they need to do.

Busy families' food shopping incorporates ready-to-eat meals from the grocery store, take-out and meals away from home, while the traditional prepared meal from scratch is often relegated to weekends or holidays.

The Institute of Grocery Distribution (IGD) found that being the "easiest store to get to" is increasingly a factor in shopping, outweighing at times price, promotions and store brands. Parking availability and ease of parking are part of the perception of convenience.

Why Shop Local?

1. Local Character and Prosperity
In an increasingly homogenized world, communities that preserve their one-of-a-kind businesses and distinctive character have an economic advantage.

2. Community Well-Being
Locally owned businesses build strong communities by sustaining vibrant town centers, linking neighbors in a web of economic and social relationships, and contributing to local causes.

3. Local Decision-Making
Local ownership ensures that important decisions are made locally by people who live in the community and who will feel the impacts of those decisions.

4. Keeping Dollars in the Local Economy
Compared to chain stores, locally owned businesses recycle a much larger share of their revenue back into the local economy, enriching the whole community.

5. Job and Wages
Locally owned businesses create more jobs locally and, in some sectors, provide better wages and benefits than chains do.

6. Entrepreneurship
Entrepreneurship fuels America's economic innovation and prosperity, and serves as a key means for families to move out of low-wage jobs and into the middle class.

7. Public Benefits and Costs
Local stores in town centers require comparatively little infrastructure and make more efficient use of public services relative to big box stores and strip shopping malls.

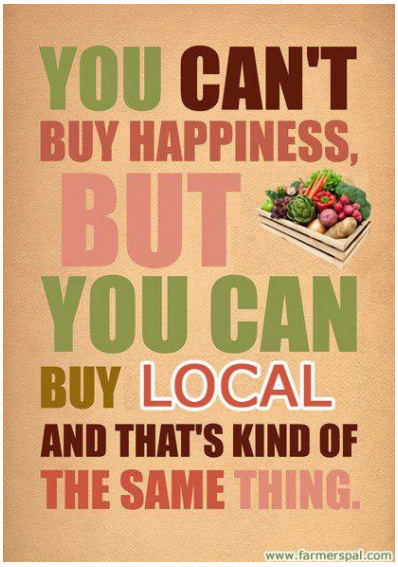


Figure 4-14: A shop local campaign poster.

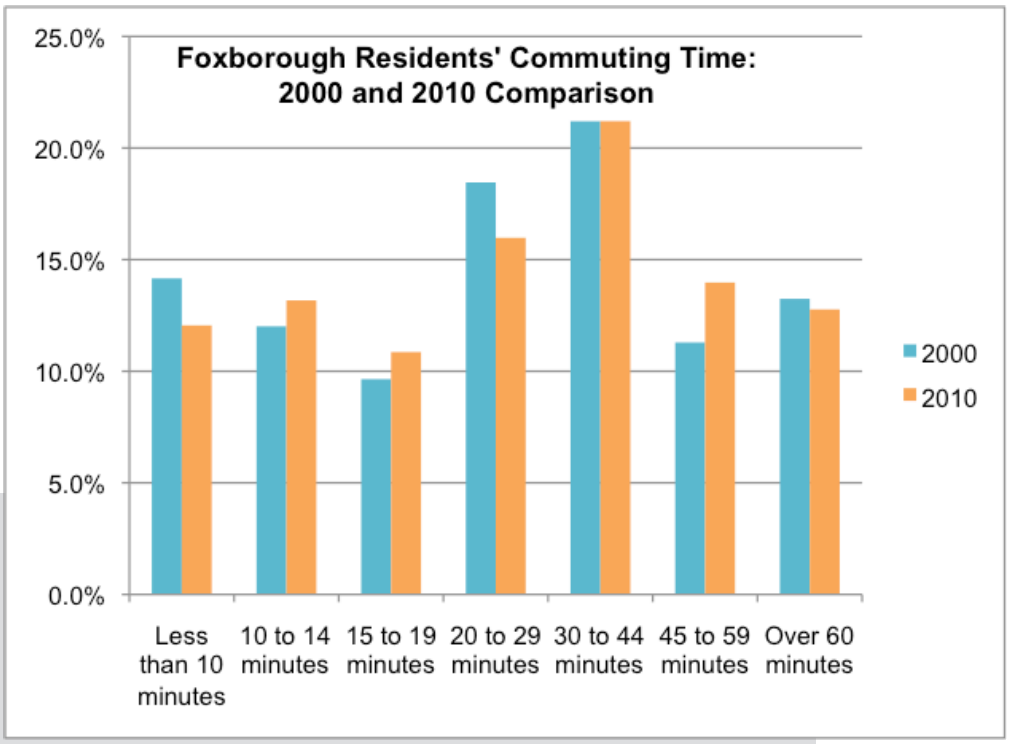
8. Environmental Sustainability
Local stores help to sustain vibrant, compact, walkable town centers-which in turn are essential to reducing sprawl, automobile use, habitat loss, and air and water pollution.

9. Competition
A marketplace of tens of thousands of small businesses is the best way to ensure innovation and low prices over the long-term.

10. Product Diversity
A multitude of small businesses, each selecting products based, not on a national sales plan, but on their own interests and the needs of their local customers, guarantees a much broader range of product choices.

– Institute for Self Local Self Reliance

Figure 4-15: Foxborough Residents' Commuting Time: 2000 and 2010.



Data Sources: 2000 Census, 2006-2010 American Community Survey and McCabe Enterprises.

Employing convenience as a tool to serve customers extends to retailers and service providers who make their products simple to understand, easy to use, and easy to find. This often means that products are packaged as a kit, such as a "back to school" kit with all the requisite school supplies for each grade in a one-package kit, or a "snow and ice kit" at the hardware store which bundles several products such as a shovel, ice scrapper, sand and salt.

Busy Americans are looking for shopping and products that save time, make their lives easier and more comfortable, and are tailored to individual preferences. Convenience seekers depend more and more on delivery services and pre-assembled products (in lieu of do-it-yourself).

IMPACT TREND 8:
Seeking Convenience & the Quest for Time in Foxborough

One reason that Foxborough residents are strapped for time is the duration of work commutes.

- Over one-quarter (26.7%) of Foxborough residents commute over 45 minutes to work.
- The proportion of people commuting over 45 minutes to work in Foxborough exceeds the proportion for Norfolk County (25.7%), Massachusetts (19.3%), and the Boston-Cambridge-Quincy MA-NH metro area ((21.3%).
- A 45 minute average commute consumes over 366 hours per year – the equivalent of two months of full-time work.

Downtown Foxborough businesses could take advantage of this focus on convenience. Restaurants that cater to lunch and quick food, could create a "Dinner-to-Go" packages with pizza or calzones, salad and drinks; or a hearty soup and salad or sandwich; or entree to go. Two businesses could collaborate together, with a dinner-to-go package with products from both establishments.

Although many Foxborough residents commute from Foxborough, there are also people who work in Foxborough and in the Downtown area, who could take advantage of "dinner-to-go" offerings if properly marketed.

Central to the concept of convenience is wayfinding and parking. Areas for public customer parking in downtown Foxborough need to be well-defined, easy-to-find with appropriate signage and access.

Proximity and convenience become key criteria in shopping destination selection for busy family households, especially with commuting parents and school-age children who may be busy in sports and after-school activities. A wide range of services, stores, activities, including youth-oriented activities, and destinations should be located in Downtown Foxborough to provide a convenient and attractive mix of services and products for busy, time-strapped Foxborough residents.

Trend 9: Health & Fitness

Physical fitness, exercise and outdoor activities – whether it is walking, running, bi-cycling, team sports, or extreme sports – are an integral part of daily life. The rising number of health and fitness centers is just one indicator of this trend. Active living, with walking and bicycling, is being incorporated into daily lives. Communities with active living amenities and features have become preferred locations, according to the National Association of Realtors.

Rising health care costs and aging are additional catalysts for the focus on health and fitness. The Center for Disease Control (CDC) identifies walking as the number one strategy to reduce disease attributed to inactivity, such as heart disease, diabetes and some forms of cancer.

IMPACT TREND 9: Health and Fitness

Downtown Foxborough can take advantage of local interest in health, fitness and the outdoors in a number of ways. Encouraging people to walk and bicycle to downtown are good initial steps. This requires well-maintained sidewalks in the Downtown and in the residential areas within at least one-half to one mile of Downtown. Clearly marked cross-walks are also needed. Bicycle racks in Downtown should also be added.

Services and amenities in Downtown Foxborough could capitalize on the health and fitness trend by offering work-out and exercise training and space, sporting and fitness equipment, healthy eating options, and supportive services, such as nutritionists, diet services, sports-medicine, etc. Downtown can be a place for people to meet up to experience Foxborough's many trails, conservation areas and forests.

Recreation and outdoor space are major features of Foxborough. Foxborough has embraced health and fitness for youth. The Regional Charter School received Gold Level School Wellness Award in 2011. Foxborough High School and the YMCA have forged a unique partnership creating a wellness center for high schools students. Downtown Foxborough needs to be a part of this overall trend.

Trend 10: Desire & Search for Community

Amid the expansive world of digital communication and globalization, there is a trend towards community. People are seeking the human touch beyond the cell phone and internet screen. The youngest adults, the Millennial generation (persons born after 1980) seek a stronger sense of community, per the Journal of Personality and Social Psychology, than prior generations. The Slow Food and Cittaslow movements are emblematic of the search for a more connected life with neighbors and local businesses.

The Slow Food movement is an international movement with many chapters in the United States that is committed to preserving and celebrating local and regional cuisines. Slow Food was founded in part as an antidote to "fast food." Cittaslow is an Italian term that means slow city, and "embraces ideas about quality of life, respect for tradition, culture, hospitality and history, respect for all ages, learning and technology to further these ideas." Cittaslow is an international movement of small towns and cities, with a US chapter which is based in Sonoma, California. The goals of the US chapter of Cittaslow are:

- "to encourage towns across America to adopt, and maintain, ways that foster well-being for all residents and visitors;
- "to help small towns across America preserve their individual identities and,
- "to help citizens of these towns work together with their local governments, toward a truly American form of bottom-up/top-down cooperation that results in the town's "slow" lifestyle, one that residents and visitors experience alike as balanced, healthy, and happy."

Gathering and meeting places, whether it is concerts on the Common, Founders' Day, or a local café downtown are part of the "social community infrastructure" for a town, such as Foxborough. Downtown Foxborough as the civic center of Foxborough in a community that prides itself as a small rural town can reinforce its role as the heart of Foxborough by strengthening the "social infrastructure" in Foxborough.

5

MARKET

"The ability to attract or support start-up businesses is vital to the small town atmosphere while expanding commercial business and tax revenue sources. "

- Foxborough resident

The Market for Downtown Foxborough

An important component of developing a Downtown Strategy for revitalization is to understand the local economy and potential customer base for Downtown. To this end, a market analysis of Downtown Foxborough was undertaken. The major components of the retail market analysis are[1]:

- Characterize the existing business district;
- Define the trade area;
- Examine the competition;
- Identify potential purchasing of business district's trade area

In the next sections, we review the market assessment findings for Downtown Foxborough, starting with a discussion of the current mix of businesses, followed by a review of current and potential customers for Downtown Foxborough.

[1] Another type of market analysis is based on a real estate/redevelopment approach. This type of market analysis investigates the feasibility of redevelopment and reviews the cost of construction and the potential rents or sales of prospective redeveloped property. Both are often needed for downtown revitalization. The focus of this section is retail market analysis.

5.1 Downtown Foxborough as a Business District

Downtown Foxborough is organized around the Town Common, and spans twelve blocks including the Common, encompassing approximately 46.3 acres, exclusive of streets and roadways. Approximately 126 businesses can be found in Downtown Foxborough, ranging from industry to sole practitioners, primarily in the service sector. Today, Downtown Foxborough could be described as a small town downtown governmental center with offices, convenience services and goods.

The businesses serve primarily a local clientele and many are locally owned. Two successful chains have retail outlets in Downtown, namely Aubuchon Hardware and CVS, a drug store. Franchises with a presence in Downtown include a Subway restaurant and Kumon Math & Learning Centers. Foxborough is fortunate to have a mix of national, regional and local financial institutions Downtown.

Downtown Foxborough businesses are principally in the service sector catering to the consumer market. Several of the mixed-use office buildings, at 40 Mechanic Street, 17 Cocasset and 34 School Street are home to many small business and service establishments. Figure 5-2 illustrates the existing business mix in Downtown as to the number and type of businesses.

5.2 The Business Mix

Today, there are 126 businesses spread throughout the twelve blocks of downtown Foxborough. An inventory of existing businesses in Downtown Foxborough was developed with the assistance and data from the Foxborough Planning Department. This effort was supplemented by additional field work.

Figure 5-1: Small businesses on South Street in Downtown Foxborough.

Market Analysis Terms and Definitions

Trade Area
The trade area is the geographic area where a business district's customers originate. Although businesses may highlight that they have customers who come from a great distance, the trade area looks at principal sources of customers who patronize the district, not the outliers. Business districts often have a primary or core trade area, as well as a secondary trade area – in other words, there is an inner circle where the majority of customers live or work, and a secondary ring where additional customers reside. A business district's trade area is the sum of its parts. Although each business and store in a district is unique and relies on its own customers, businesses are located within a downtown or shopping center, in part so that they can more easily attract shoppers from the existing customer base that is patronizing their neighbors. Although the trade area for each business may vary, the retail market analysis is concerned with the trade area of the district as a whole. Businesses which draw from a larger trade area can be beneficial for the district as a whole, if the customers from these businesses can be induced to patronize nearby business in Downtown Foxborough.

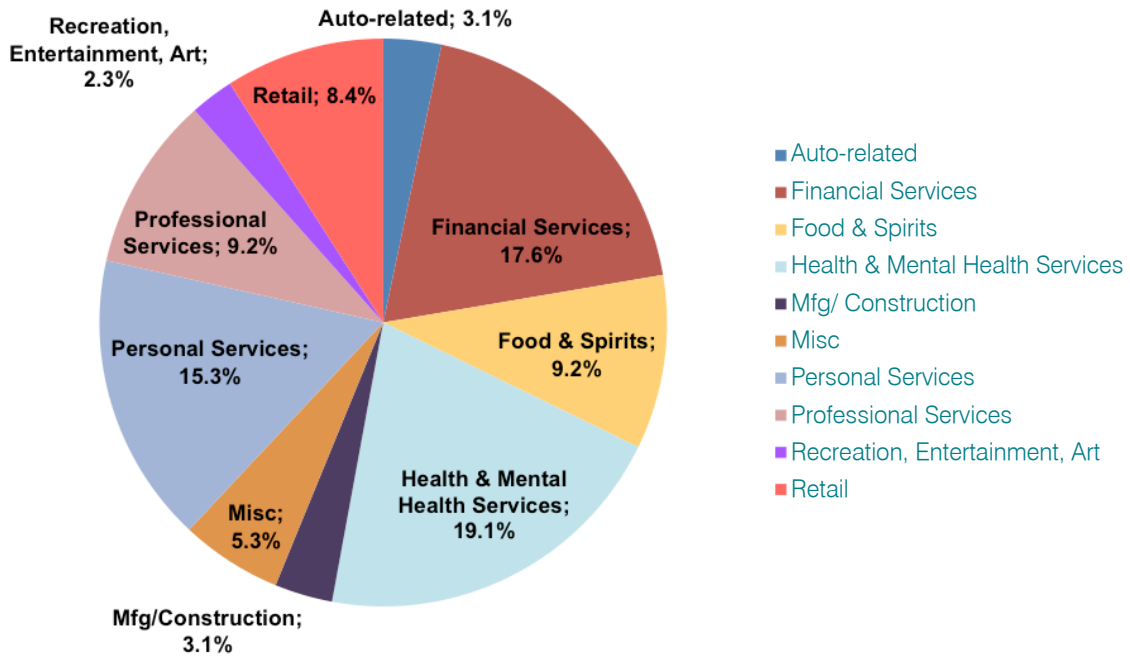
Aggregate Purchasing Power
The aggregate purchasing power is the maximum available dollars to be expended on consumer goods by residents within the defined trade area. This is based on the specified trade area of the district.

Effective Buying Power
Effective buying power is defined as income after taxes.

Consumer Expenditures
The US Bureau of Economic Analysis (BEA) conducts consumer expenditure surveys annually documenting detailed spending patterns as to type of consumer goods. Based on the Consumer Expenditure Survey, the potential likely sales for each business sector can be estimated based on the purchasing power in the trade area.

Retail Opportunity Gap or Sales Leakage
The terms Retail Opportunity Gap or Sales Leakage are frequently used interchangeably. Sales leakage refers to the amount of residential consumer purchasing that is occurring at locations outside and beyond the specified trade area of the business district. Sales leakage represents an opportunity for the sales of this product to be offered by an existing retailer or new establishment in the district.

Figure 5-2: Existing Business Mix in Downtown Foxborough.



Source: McCabe Enterprises and Foxborough Planning Office.

Retail

Today, there are approximately a dozen retail stores in Downtown. The retail shops are sprinkled throughout the Downtown as shown in Figure 5-3. Few synergies exist amongst the existing retailers. Some of the retailers have limited hours or hours by appointment. Others have very specialized markets, such as the Sober Camel Book Shop on Bird Street. Paper Lily Invitations relies heavily on the web for marketing. Two businesses feature used or recycled products. There are two larger-scale retailers, namely Aubuchon and CVS. The gas station convenience stores, BP and Cumberland Farms, are classified as auto-related businesses, but are also depicted on the retail land use shown in Figure 5-3. Overall retail is fairly limited in Downtown. Not surprisingly, Foxborough residents in the Open House exercises and in the Resident Survey frequently commented that they wanted to see "attractive shops" Downtown.

Food and Spirits

Restaurants can often draw people to a specific place or neighborhood. Shopping mall developers have created food courts in part to encourage people to linger longer at a shopping mall, and perhaps shop before and after eating. Many communities have

used restaurants as a part of a revitalization strategy. In the residential survey, restaurants and a café were the most desired new business for Downtown Foxborough. A bakery was also frequently mentioned. Today in Downtown Foxborough, there are no bakeries, grocers, or specialty food shops. The Food and Spirits segment includes restaurants, bars, wine and liquor stores, as well as retail food outlets. There are eleven establishments in food and spirits category, comprising 9.2% of all Downtown businesses. Figure 5-4 depicts the location of food and alcohol sales establishments.

Downtown Foxborough has three pizza parlors, two sandwich shops, a soup/sandwich shop, a breakfast spot, two sit down restaurants, both of which have Asian-inspired menus, a liquor store and the Ancient Marinere, which is an inn and bar with a regular local clientele. The restaurant segment in Downtown Foxborough caters to a quick, often take-out lunch customer, serving the many people who work in and near Downtown. The primary market for most of the local food establishments is extremely localized serving downtown workers and area residents. One of Foxborough's two largest employers, Invensys, is adjacent to Downtown, so that workers could patronize Downtown for lunch as an alternative to the in-house cafeteria at Invensys. Town Hall, the US Post Office, and the banks are also significant Downtown employers.

Figure 5-3:
Retail Land Uses in Downtown Foxborough

The Service Sector

The Service Sector is the leading business segment in Downtown Foxborough, comprising 60.1% of all businesses in Downtown. To better understand the Service Sector, it is useful to look at the four leading components of Foxborough's service sector large components. They are financial services, health and mental health services, personal care services, and professional services.

Financial Services, Insurance & Real Estate

Foxborough is fortunate to have a wide array of financial institutions in Downtown, namely Foxboro Savings Bank, Foxborough Trust, Bank of America and TD Bank. There is a total of twenty-three different financial, insurance and real estate businesses downtown, ranging from financial planning and wealth advisors to bookkeeping and payroll services, from appraisers, mortgage brokers and accountants to insurance agencies and real estate offices. The location of the Finance, Insurance and Real Estate (FIRE) sector is depicted in Figure 5-5, entitled Financial Services.

Financial services uses are often well suited for office buildings and upper-story uses in downtown. Financial services are often provided by appointment and are not typically

Figure 5-4:
Food & Beverage Businesses in Downtown Foxborough

Figure 5-5:
Financial Services in Downtown Foxborough

drop-in, casual businesses. Many banks, however, desire a retail presence. Today, many persons opt to conduct financial service business online or by telephone diminishing the importance of street-level retail financial facilities.

Health and Mental Health Services

Almost one in five Downtown Foxborough businesses is in the health and mental health services category, comprising 19.1% of all businesses. Many of these are sole practitioners. Health services in Downtown Foxborough encompass opticians, diagnostic health care, podiatrists, speech therapists, psychologists, counselors, holistic healers, and alternative health care options. Although there are many health care practitioners, there is no large clinic or practice in Downtown. Foxborough's other commercial nodes – Chestnut-Green, Route One, and the south Route 140 area – each have larger medical practices or clinics. Some fitness activities and services, such as Fight Fitness and the Ballet Academy, although classified as either education or miscellaneous, could be clustered in a Health and Fitness segment.

Personal Services

Downtown Foxborough has an abundance of personal care services, ranging from hair salons and barbers, spas, masseuses, dry cleaners, and the funeral home. Many are located in prominent ground-floor locations on the Common and Central Street. Personal services constitute 15.3% of all businesses in Downtown Foxborough.

Professional Services

Lawyers, engineers, land surveyors, software developers and technology expertise can be found in Downtown. Professional services are 9.2% of the business mix.

Educational Services

Public school schools, such as the Igo Elementary, the library and senior center, along with some private service businesses, such as the ballet company, Fitness Fight, and the Kumon Math & Learning Center could constitute a small education cluster providing life-long learning around the Downtown, which is depicted in Figure 5-6, to the right. Although the education-related activities are dispersed and lack many of the attributes of a cluster today, they each are activity generators regularly drawing people to the Downtown area.

Civic

Although not considered as business establishments, government has a significant presence (8% of the core parcels) in Downtown Foxborough with Town Hall, the US Post Office, the Marine Corps Recruiter, the Library and Senior Center. Memorial Hall, Foxborough's tribute to Civil War veterans, graces the corner of South and Central. Foxborough Cable Access Television also has production facilities Downtown. Civic uses are depicted in Figure 5-7, with the darker blue indicating the location of religious institutions.

Figure 5-6:
Educational Activities

Figure 5-7:
Civic and Religious Uses in Downtown Foxborough

Financial Services
Restaurant
Retail
Convenience
Civic
Institutional
Educational

Recreation, Entertainment & Art

Downtown Foxborough has the good fortune to be home to the Orpheum Theatre, which presents community plays, and offers children's programming drawing people to Downtown Foxborough in the evening. Other entertainment activities Downtown include the once-a-week summer concerts on the Common. The recreation, entertainment and art segment is very small in Downtown, consisting of three businesses.

In short, Downtown Foxborough today is a primarily a governmental and service office center with some convenience retail offerings. The two major retailers, CVS and Aubuchon Hardware are retail anchors drawing customers to Downtown Foxborough. Many of the offices Downtown house small professional practices and sole proprietors. Figure 5-8 shows the aggregated range of commercial uses in downtown.

Data Sources: McCabe Enterprises and Foxborough Planning Office, 2012.

Figure 5-8:
Land Uses in Downtown Foxborough

5.3 The Trade Area

The trade area is the geographic area where a business districts' customers originate. There are three types of retail customer markets – residential, employee and visitor markets. First, we will discuss the residential market which is the major market for many Downtown Foxborough businesses.

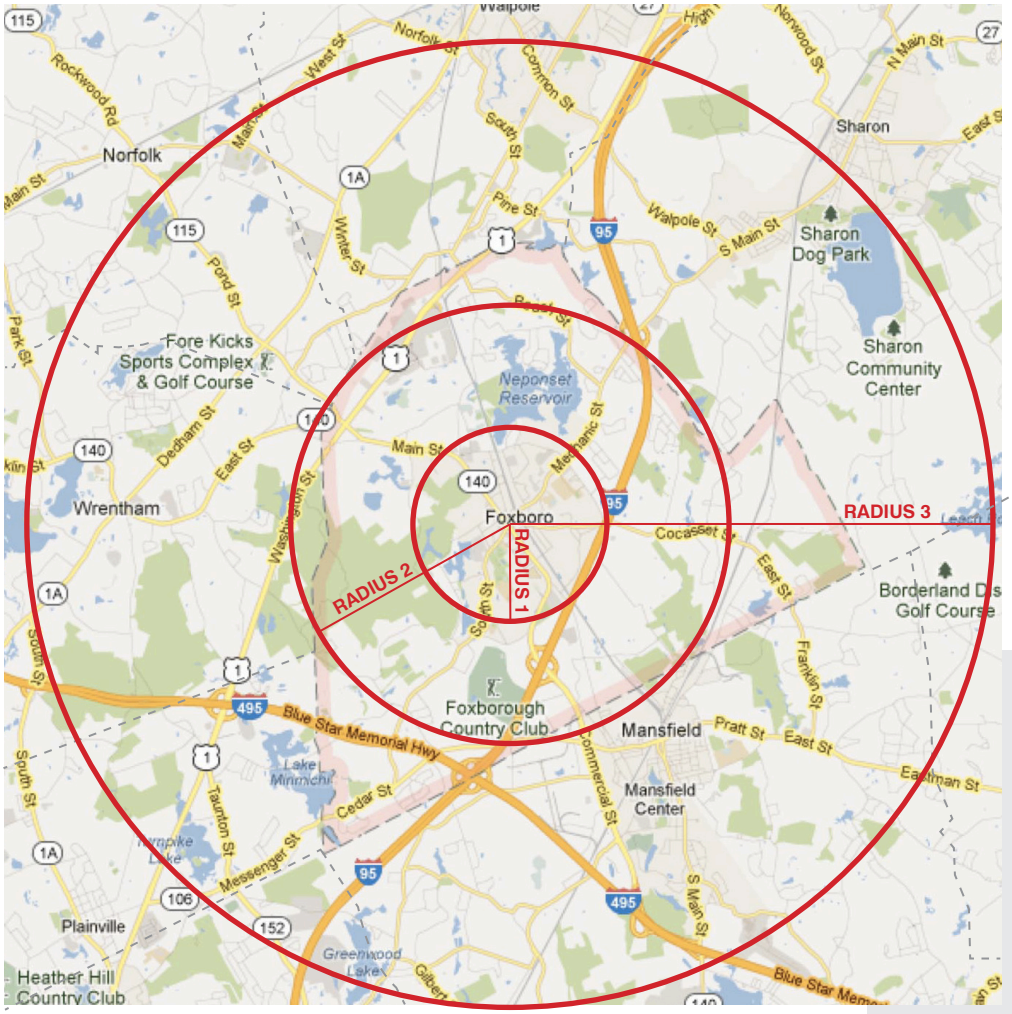
Based on observations of Downtown Foxborough during the week, on weekends, both days and evenings, the business district appears to have a very local market drawing customers from the immediate vicinity. For purposes of analysis, the residential base was analyzed as to a one-half-mile band around the Common, and a 2.25 mile radius which incorporates most of Foxborough, including the four other commercial retail districts, namely Patriot Place and Route 1, Chestnut Green, Foxborough Plaza and Foxfield Plaza. Figure 5-9 illustrates the core trade area, the primary, and secondary trade areas for Downtown based on the three radial bands.

5.4 The Residential Market

The core trade area is a one mile radial band around the Town Common, where 5,864 people live, encompassing approximately one-third (34.7%) of the Town's residents in 2,276 households. The primary trade area, a 2.25 mile radial band which includes the core area, is home to 13,869 people (82.2% of Foxborough residents). The overall population of Foxborough is 16,865 people, per the 2010 Census. The secondary trade area encompasses all of Foxborough and everything within a five mile radius of Downtown, which includes portions of neighboring Mansfield, Plainville, Wrentham, Norfolk, Walpole, and Sharon. The total population of the secondary trade area is 67,383 people.

Table 5-1 provides a snapshot of basic demographics of the Downtown Foxborough Trade Area. Foxborough is economically diverse and includes residents who have small incomes as well as very large household incomes exceeding $500,000. The

Figure 5-9: Trade Area for Downtown Foxborough



LEGEND:

Radius 1: 0 to 1.0 mile

Radius 2: 1.01 to 2.5 miles

Radius 3: 2.51 to 5.0 miles

Source: Nielsen Solution Center.

Table 5-1: Downtown Foxborough Trade Area Demographic

	Core Trade Area 1 mile radius	Primary Trade Area 2.25 mile radius	Town of Foxborough	Secondary Trade Area 5 mile radius
Population	5,864	13,869	16,865	67,683
Households	2,276	3,107	6,504	26,243
Median Age	38.9	38.9	42.7	39.2
Median House-hold Income	$69,240	$69,240.	$90,601 (±$6,835)	$62,173

Data Sources: 2005-2009 American Community Survey, 2010 Census, Nielsen 2012, and McCabe Enterprises

aggregate household income of all 6,504 households is $692.8 million. Less than one-percent (0.05%) of the households in Foxborough receives public assistance or food stamps per the 2005-2009 ACS. Table 5-2 illustrates the effective buying power of the Downtown Foxborough Trade area by ten income cohorts.

The residential consumer market for Downtown Foxborough is strong. Foxborough has a mix of young families, and empty-nesters, most of which are upper-middle income trending towards affluent.

Table 5-2: Household by Effective Buying Power Cohorts

	Core Area (1 mile) Households	Primary Trade Area (2.25 mile) Percent	Secondary Trade Area (5 mile) Households	Percent	Households	Percent
Total Households	2,276		5,383		26,243	
<$15,000	286	12.6%	676	12.6%	3,631	13.8%
$15,000 - $24,999	203	8.9%	480	8.9%	2,636	10.0%
$25,000-$34,999	234	10.3%	553	10.3%	2,930	11.2%
$35,000-$49,999	338	14.9%	800	14.9%	4,028	15.3%
$50,000-$74,999	445	19.6%	1,053	19.6%	5,130	19.5%
$75,000 - $99,999	328	14.4%	775	14.4%	3,541	13.5%
$100,000 - $124,999	171	7.5%	404	7.5%	1,760	6.7%
$125,000 - $149,999	101	4.4%	239	4.4%	997	3.8%
$150,000 - $199,999	58	2.5%	137	2.5%	552	2.1%
$200,000 - $249,999	26	1.1%	61	1.1%	240	0.9%
$250,000 - $499,999	52	2.3%	123	2.3%	491	1.9%
$500,000 +	35	1.5%	83	1.5%	308	1.2%

Data Sources: Nielsen 2012, and McCabe Enterprises

5.5 Area Workforce Market

In 2011, average monthly employment in Foxborough numbered 12,801 persons, who generated $730,857,164 in wages. Employment data does not include self-employed individuals working or living in Foxborough. In 2005-2009 ACS, the Census Bureau estimated that 8.1% of Foxborough's civilian labor force is engaged in self-employment, approximately 696 persons. Some of the services businesses in Downtown Foxborough are likely businesspeople who are self-employed.

Foxborough's employment/resident ratio is 101% as of 2010.[2] A high employment/resident ratio, such as Foxborough's indicates that it has a strong day-time population who work in the community, who could patronize Downtown Foxborough. In fact, the Regional Labor Market Profile (RLMP) reports that the day-time population due to employment is slightly higher than the Town's overall population. The RLMP estimates 18.5% of the labor force, approximately 2,350 people, who work in Foxborough, also live in Foxborough. Another 10,000-plus persons commute to Foxborough for work. This is another pool of potential available customers for Downtown – persons working in Foxborough but not living in Foxborough.

The portrait of the work force employed in Foxborough indicates that the 2011 average annual wage was $59,384. The leading industry sectors as to the number of employees in Foxborough are arts, education and entertainment (17.8% of workers), accommodation and food services (14.2%) and professional and technical services (12.3%). Foxborough is one of a few communities with arts, education and entertainment as the leading industry. This is largely attributable to the Town's largest employer, the Kraft Group and Foxborough's home to the New England Patriots and Gillette Stadium. This industry sector has the largest annual payroll of all industries, with an average annual wage of $86,216. Although, professional and technical services represent just over one in eight workers in Foxborough, it generates nearly one-fifth (18.9%) of all wages paid to employees in Foxborough.

Local workers are a potential additional customer base for Downtown Foxborough. Downtown has several large employers, namely Town government, financial institutions – Foxboro Savings; Foxborough Trust, TD Bank and Bank of America. Invensys, one of the two largest employers in Foxborough, is adjacent to Downtown and employs engineers and technical workers, who tend to be more highly paid. Invensys has 900 permanent employees in Foxborough. Invensys is in the process of consolidating its work force from three campuses to two. The Neponset campus is adjacent to Downtown

[2] *"Regional LMI Profile: Annual Profile for Metro West Workforce Area, May 2010," MA Executive Office Labor and Workforce Development.*

and within walking distance. Invensys' Cocasset campus is just beyond the Neponset campus, about a half-mile east of Downtown.

Downtown Foxborough has 126 businesses, constituting 18.5% of all businesses in Foxborough. In addition, Foxborough's largest employer, Invensys is adjacent to Downtown. It is reasonable to assume that Downtown area employees comprise 7.5% of the overall employment base of Foxborough. Workers in the business district are a ready market for Downtown businesses. Although many businesses and offices in Foxborough are beyond Downtown, in time with the recruitment of additional businesses and with marketing and outreach, it is reasonable to expect that Downtown Foxborough business district could tap into at least 10% of the purchasing power of Foxborough's commuting workforce, as shown in Table 5-4.

Table 5-3: Average Annual Wages by Industry by Foxborough Employers

Industry	Average Annual Wage
Construction	$54,652
Manufacturing	$73,528
Wholesale Trade	$57,928
Retail Trade	$25,948
Transportation & Warehousing	$42,484
Information	$70,824
Finance & Insurance	$98,228
Real Estate, Rental & Leasing	$76,076
Professional & Technical Services	$91,104
Mgmt of Companies & Enterprises	$161,512
Administrative & Waste Services	$46,852
Educational Services	$47,684
Health Care & Social Assistance	$36,764
Arts, Entertainment & Recreation	$86,216
Accommodation & Food	$19,968
Other Services	$23,504
All Industries	$80,288

Table 5-4: Purchasing Power of the Area Workforce Market for Downtown Foxborough

Wages paid by Foxborough businesses to the local workforce in 2011	$ 730,857,000
Proportionate share earned by residents of Foxborough (18.5% of the local workforce)	$ 135,208,000
Proportionate share earned by commuters to Foxborough	$ 595,649,000
Overall retail & service purchases by the commuting workforce to Foxborough	$ 131,042,000
Potential capture of retail & service purchases by Downtown Foxborough businesses of the Workforce Market (7.5% to 10%)	$ 9,828,000 to $ 13,104,000

The International Council of Shopping Centers' 2012 research study on office workers spending habits found that average suburban office worker expends $226.66 per week shopping at or near their place of employment. Expenditures include transportation costs (gasoline, oil changes), online shopping at work, food at sit-down or quick service restaurants, as well as goods and services (groceries, clothing, shoes, personal care, drug store purchases, etc.). Suburban office workers expended a weekly average of $28.86 on food at either sit-down restaurants or quick-service. Transportation costs account for $37.67 per week, while online purchases at work totaled an average of $42.47 per week. Groceries were the leading goods and services expenditure totally an average $21.28 per week. Downtown Foxborough has some office workers in Foxborough, but could also potentially tap into office workers working in Foxborough's other commercial growth nodes – Chestnut-Green, Route 140/Foxborough Boulevard, and Route One. Tapping into this potential office worker market will require marketing. An online and mobile presence for ordering, whether it is take-out lunches or retail goods, would help businesses tap into the office worker market.

5.6 The Visitor/Tourist Market

Over 68,700 people are drawn to Foxborough on Sunday afternoons for ten home football games by the New England Patriots at Gillette Stadium. Another 14,000 people on average attend each of the New England Revolution's seventeen home soccer games. The University of Massachusetts Minutemen are now playing home football games at Gillette Stadium with an average attendance of 10,900 persons. UMass have a five year agreement through 2016. In the coming years, they will play at least four home games in Foxborough. Concerts are an additional draw, as well.

Bass Pro Shops, a national retailer specializing in sporting, fishing and hunting gear has one of its three New England stores, and the only Massachusetts outlet in Foxborough at Patriot Place. Bass Pro Shops typical customer may drive 50 miles to the store. On average, Bass Pro Shops draw 1.9 million customers annually to the store. Bass Pro Shops and Patriot Place co-sponsor "Mass Cruise" a biweekly classic car, antique car and motorcycle event from April to October which draws hundreds of people to look at the 150-to-250 cars on display.

Gillette Stadium has a 270,000 SF conference center, which can host small and large corporate meetings and events up to 3,500 persons. Several hotels are situated along Route 1 and Patriot Place, as well. Plus, there is also a 2000 person function facility on Route 1 now known as Demetri's (formerly Christina's). The locus of most of the visitor activity in Foxborough is Patriot Place and Gillette Stadium. Although Foxborough may not perceive itself as a tourist destination, there are considerable number and variety of activities that draw visitors and day-trippers to Foxborough.

In addition to the sporting events and entertainment on Route 1 and Gillette Stadium conference centers, Invensys provides customer training at its Foxborough facilities drawing people worldwide. Meditech is opening a new facility, which includes a training center on Constitution Way. Companies are taking advantage of Foxborough's convenient location and highway access.

Another visitor group to Foxborough is the users of Gilbert State Forest which draws over 38,795 visitors annually for hiking and biking. Foxborough has become known in the mountain biking community as a superior location in New England.

Downtown Foxborough today, however, is not focused on the visitor/tourist market. Although the Ancient Marinere is an inn located in Downtown Foxborough, it is not a significant factor in the visitor marketplace. In many ways Foxborough's relationship to the Route One entertainment/visitor activities is akin to a town/gown situation. Many Foxborough residents enjoy the Patriots and the many restaurants, stores and activities at Patriot Place, but they don't want it encroaching upon the character and small town feel of Foxborough itself. Nonetheless, the visitor market could be an opportunity for Downtown businesses.

The challenge is: how can Downtown businesses take advantage of Foxborough's visitor market in a balanced manner that advances Downtown revitalization, is a good neighbor to area residents and avoids negatively impacting the small town character of Foxborough.

One fruitful path would be to encourage Downtown food and convenience stores to serve the bicycling community. Downtown's historic resources coupled with additional retail and restaurant offerings could create an additional excursion for tourists staying along Route 1 or participating in meetings and conferences. Downtown businesses could also provide business-to-business services for many of the Route 1 activities, such as marketing, legal services, accounting, insurance, etc.

The Visitor Market, particularly with bicycling tie-ins for visitors to Gilbert State Forest, could bring additional revenue and activity to Downtown in measurable amounts, so as to not overwhelm local residents, while creating another customer base. Tapping into the visitor market will be likely incremental and require outreach, marketing, wayfinding, and some additional infrastructure to create a Bike Hub in Downtown. A 2008 survey of bicyclists and trail users along Pennsylvania's Great Allegheny Passage found that day-excursion bicyclists and trail users spend an average of $13.00/day, typically in food and sundries. Other studies cite even higher economic benefits. If Downtown Foxborough could create a bike hub and serve the existing bicycling and hiking at Gilbert State Forest, an additional half million dollars of sales could be easily generated. A bike hub could serve both Foxborough residents and visitors, and capitalize on Foxborough's scenic vistas and recreational opportunities.

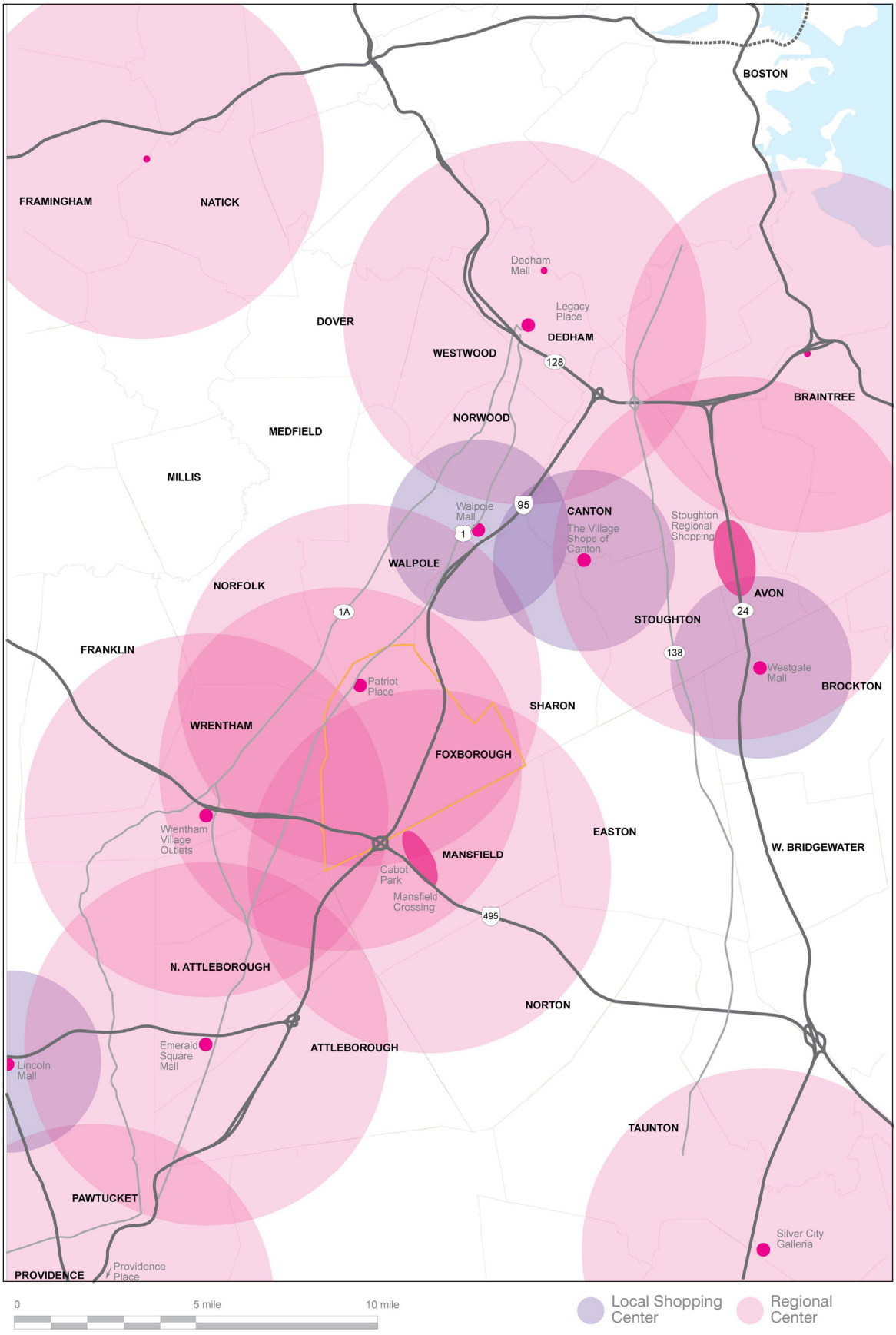


Figure 5-10: Areas of Influence of Major Shopping Malls and Retail Outlets: A Review of Comparative Goods Shopping in Southwest Suburbs

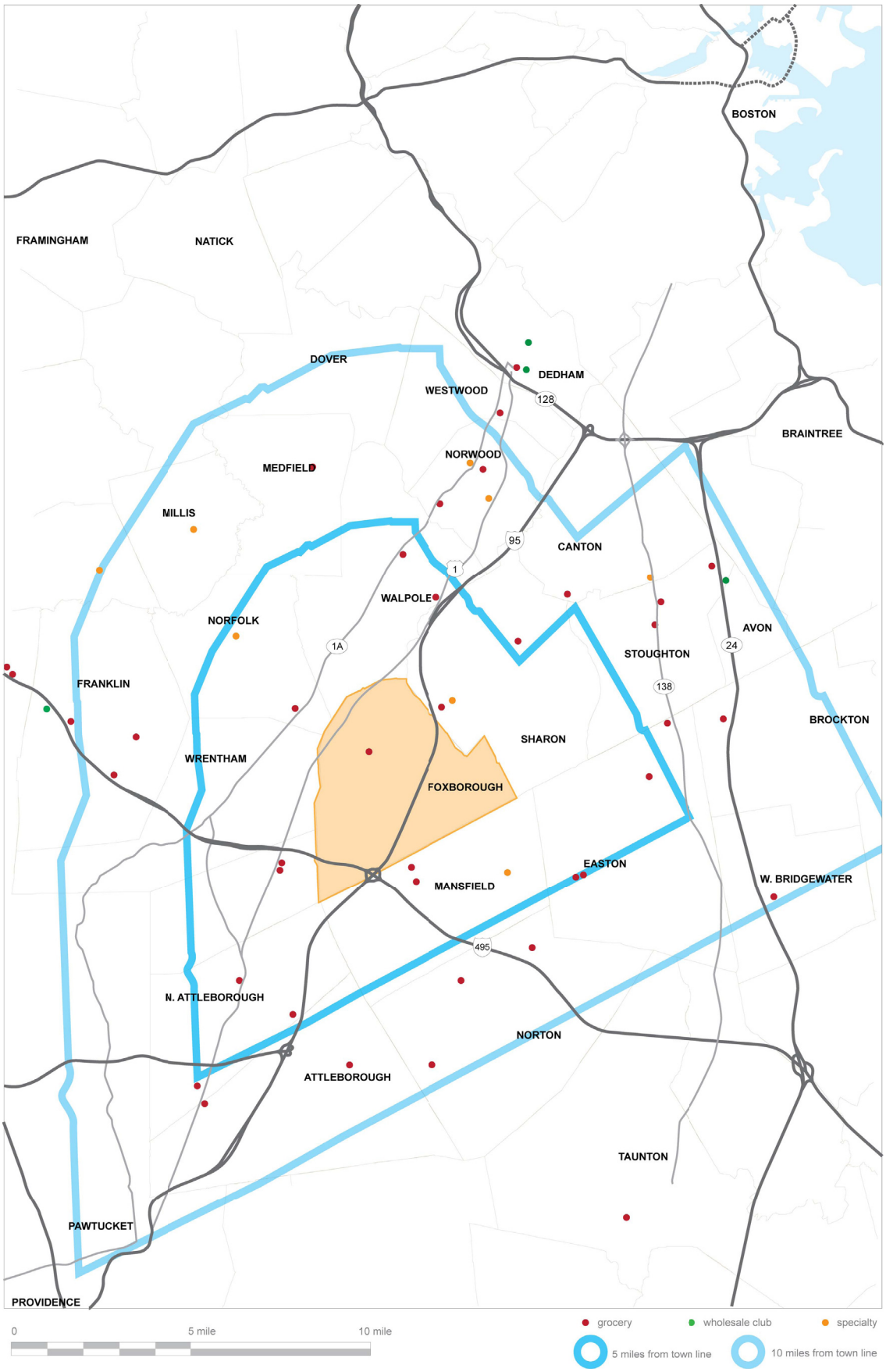
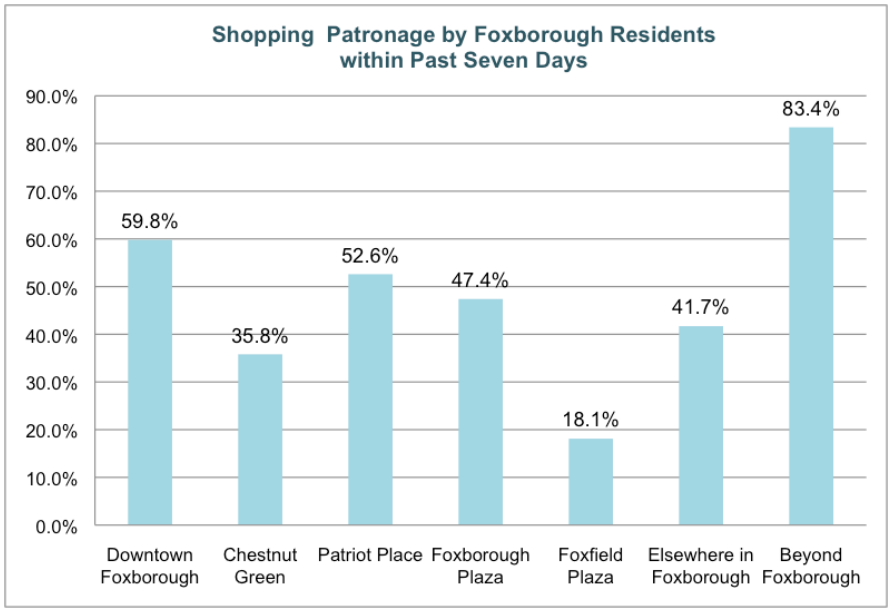


Figure 5-11: Retail Food Shopping Establishments in Foxborough and Within 5 miles and 10 miles of Foxborough.

5.7 Competition

Downtown Foxborough has significant competition with nearby regional malls and the existing smaller commercial nodes in Foxborough. The Residents Survey found that 83.4% shopped outside of Foxborough in the past week. An examination of the competitive retail landscape, finds that there are numerous shopping malls near Foxborough that draw local residents as well as shoppers from the region. Figure 5-10 illustrates the areas of influence of major shopping malls in Foxborough and the southwest of Boston area. Foxborough is at the center of several overlapping trade areas for comparative goods shopping. Comparative goods include clothing, shoes, jewelry, china, electronics, appliances, furniture, and home goods.

Figure 5-12: Shopping as to Location by Foxborough Residents.



Source: Foxborough Residents Survey, 2012 and McCabe Enterprises.

Figure 5-11 shows the competitive marketplace for groceries in Foxborough and the surrounding vicinity, using a five-mile and ten-mile band. Several grocery stores are located just beyond Foxborough's borders. Trader's Joe's, a specialty grocery store has opened at Patriot Place in 2012. A grocery store is considering locating at Foxfield Plaza on the Foxborough/Mansfield town-line. Groceries consistently draw customers on a weekly basis and are an important element of a business district in a residential setting, such as Downtown Foxborough. Drug stores, such as CVS as is the case in Foxborough, respond in part to the need for groceries by offering milk and other quick foods and snacks.

Table 5-5: Purchasing Power Demographics for Downtown Foxborough

	Core Trade Area 1 mile radius	Primary Trade Area 2.25 mile radius	Foxborough	Secondary Trade Area 5 mile radius
Aggregate Household Income			692,829,200	
Aggregate Effective Buying Income	174,251,898	412,124,756		1,828,617,813
Potential Aggregate Purchasing Power by Local Employment	9,828,000	9,828,000	9,828,000	9,828,000
Potential Visitor Market*	504,000	504,000	504,000	504,000
Total Aggregate Potential Purchasing Power for Downtown Foxborough	$ 184,583,898	$ 422,456,756	$ 703,161,200	$ 1,838,949,813

**The visitor market for Downtown is projected to only be the capture of bicyclists and recreational trail users.*

5.8 Potential Purchasing Power

The potential purchasing power for the Core Trade area is $184.6 million for Downtown Foxborough and the primary trade area is $422 million. Foxborough as an entire Town has the aggregate income with the addition of the workers and visitors market, the potential purchasing power of $703 million. While it is not realistic to expect that all expenditures will occur in Downtown Foxborough. Table 5-5 indicates that there is purchasing power amongst Foxborough's 6,500 households to support a strong mix of local retail. Tapping into workers who commute to Foxborough and visitor markets can diversify and strengthen the customer base for Downtown.

Although there are eleven food and drink establishments Downtown, many perceive there is a lack of restaurants in Downtown. A bakery, café and restaurants were the most frequently mentioned desired new businesses for Downtown Foxborough in the residents' survey. Foxborough actually has 48 restaurants and eating places (ES202, 2011). On a per capita basis, Foxborough has 1 restaurant/eating place for every 349 persons. This is indicative of a high density of restaurants, as shown in Table 5-6. Many of the restaurants are at Patriot Place and along Route 1, which is a significant regional draw and entertainment/dining cluster.

The challenge for Foxborough and its Downtown is not that there are no restaurants, but the restaurants and food establishments are not situated where they may be wanted in Foxborough. Restaurants and food-related establishments have been inhibited

Table 5-6: Restaurants Per Capita

Geographic Area	Food Services & Drinking Establishments NAICS Code 722	Restaurants & Other Eating Establishments NAICS code 7225
US	542	628
Massachusetts	427	497
Norfolk County	460	528
Bristol County	460	532
Foxborough	304	349
Mansfield	563	608
Norfolk -- town	1,115	1,394
North Attleborough	440	469
Plainville	264	273
Sharon	1,594	1,949
Walpole	497	530
Wrentham	435	473

Sources: 2011 Annual ES202 reports, BLS, 2011 American Community Survey, and McCabe Enterprises

from locating in the Downtown by the lack of sewer and sewer capacity. Full-service restaurants also typically require a full-service, or at minimum a beer and wine license, to be financially viable. At present, there are no available liquor licenses for a potential restaurant in Downtown Foxborough and the Town has exceeded the number of liquor licenses permitted by the quota system established by Massachusetts General Law. To access additional liquor licenses for a downtown restaurant, a transfer or existing licenses or special act by the General Court will likely be required.

The lack of food and retail services in Downtown Foxborough today is the result of many factors, including development and operation of competitive retail nodes elsewhere in Foxborough and the nearby vicinity; the existing minimal offering of retail stores in Downtown; and significant existing competition, as well as limited retail space in Downtown. Some local businesses also perceive that the Foxborough community does not support small businesses, seeking “better prices” elsewhere. But from a market assessment perspective, there is sufficient purchasing power in Downtown Foxborough’s primary trade area to support a vital downtown. However, there is also very stiff competition from nearby commercial business districts within Foxborough and shopping malls in Foxborough and beyond.

5.9 Retail Opportunities

There are some opportunities for additional retail products in Downtown Foxborough. Tables 5-7 and 5-8 detail the existing retail opportunities based on consumer expenditures and population per establishment, respectively. The retail opportunities are few given the presence of a major regional attraction, namely Route 1 and Patriot Place, in the backyard of Downtown, as well as the combined sales from the other commercial nodes in Foxborough.

The leading opportunities include computer and electronics, garden center, women's clothing, and jewelry. In the past fifteen years, comparative goods, such as women's clothing and jewelry, have been the province of shopping malls, department stores and discount retailers. Recently, there has been an uptick in smaller independent clothing and jewelry shops opening in downtowns and neighborhood centers.

The focus of Downtown Foxborough is a walkable small town shopping and services district. As such, auto-related uses in Downtown should be minimized.

The available retail opportunities in many cases are limited for Downtown Foxborough and inadequate to support an independent retail shop. However, existing businesses in Downtown could augment their current product offerings and expand their retail offerings. Creative entrepreneurs with a flair for retail and business could establish niche independent businesses downtown and develop a following.

5.10 Building the Market

To successfully overcome the intensive competition from nearby shopping malls and centers, Downtown Foxborough needs to capitalize on its assets as a special unique place centered around the historic Town Common and focus on building and strengthening the local primary market. Building the market for Downtown Foxborough will require:

- upper-level housing and in-fill housing development in and around the Downtown;

Data Notes as to Table 5-18:
ES 202 reports only record data based on employment. A retail establishment that is operated by a sole proprietor or family business with no employees will not appear in ES 202 reports. Also, some regional chains report employment data from a central office. This is the probable explanation why no grocery stores are identified in Foxborough, although in 2011 the Stop'n'Shop was operational and employing individuals.

Table 5-7: Population Per Retail Establishment: Foxborough in Comparison

NAICS	Description	Massachusetts	Bristol County	Norfolk County	Foxborough
44-45	Retail Trade	268	247	266	212
441	Motor Vehicle and Parts Dealers	3,028	1,855	3,204	2,092
4411	Automobile Dealers	6,672	3,625	6,800	
4412	Other Motor Vehicle Dealers	26,581	16,097	47,602	
4413	Auto Parts, Accessories, and Tire Stores	7,002	4,976	6,942	
442	Furniture and Home Furnishings Stores	5,496	5,761	4,660	5,578
4421	Furniture Stores	14,902	17,103	13,601	
4422	Home Furnishings Stores	8,706	8,687	7,090	
443	Electronics and Appliance Stores	6,250	5,263	6,228	
4431	Electronics and Appliance Stores	6,250	5,263	6,228	
444	Building Material & Garden Supply Stores	4,096	3,966	4,356	3,347
4441	Building Material and Supplies Dealers	5,197	4,931	5,331	4,184
4442	Lawn & Garden Equipment/Supplies Stores	19,324	20,271	23,801	
445	Food and Beverage Stores	1,338	1,414	1,529	1,395
4451	Grocery Stores	2,417	2,619	2,800	
4452	Specialty Food Stores	7,884	8,420	8,655	5,578
4453	Beer, Wine, and Liquor Stores	4,838	4,843	5,508	3,347
446	Health and Personal Care Stores	3,242	3,024	3,057	2,391
4461	Health and Personal Care Stores	3,242	3,024	3,057	2,391
447	Gasoline Stations	3,435	2,807	3,158	2,789
4471	Gasoline Stations	3,435	2,807	3,158	2,789
448	Clothing and Clothing Accessories Stores	1,893	1,760	1,666	1,287
4481	Clothing Stores	2,884	2,723	2,544	1,859
4482	Shoe Stores	12,719	11,645	8,886	5,578
4483	Jewelry, Luggage & Leather Goods Stores	9,705	8,687	10,578	
451	Sporting Goods/Hobby/Book/Music Stores	4,589	4,638	4,245	
4511	Sporting Goods/Musical Instrument Stores	5,658	5,263	5,087	
4512	Book, Periodical, and Music Stores	24,299	39,093	25,632	
452	General Merchandise Stores	7,409	4,759	8,029	
4521	Department Stores	18,931	11,645	19,041	
4529	Other General Merchandise Stores	12,172	8,049	13,884	
453	Miscellaneous Store Retailers	2,495	3,024	2,765	2,391
4531	Florists	15,359	17,103	15,498	
4532	Office Supply, Stationery & Gift Stores	7,148	9,276	6,800	5,578
4533	Used Merchandise Stores	18,767	21,050	24,682	
4539	Other Miscellaneous Store Retailers	7,017	8,552	9,129	
454	Nonstore Retailers	5,468	5,949	4,628	2,789
4541	Electronic Shopping & Mail-Order Houses	16,200	21,892	15,867	
4542	Vending Machine Operators	79,417	68,413	44,428	
4543	Direct Selling Establishments	9,211	9,276	7,660	4,184

Sources: 2011 ES 202 reports and 2011 American Community Survey, 5 Year Estimates and McCabe Enterprises.

- activity generators in the Downtown that will draw people, such as an arts center, an educational/training center, as well as businesses that attract youth, such as the former Friendly's, in addition to Town Hall, the Post Office, Boyden Library and Orpheum Theater;
- effectively tapping into the commuting worker market attracting workers to use Downtown on their lunch hour or before and after work; and
- developing the visitor market for Downtown targeting the recreational trail and bicycling users of Gilbert State Forest.

The mix of goods and services offered by Downtown businesses will need to be diversified to better serve young families and empty nesters, as well as commuting workers and visitors. This will require incremental steps towards strengthening existing businesses to better respond to today's customer and creating a more critical mass of activities in Downtown which will eventually attract more retailers and restaurants. As part of the revitalization effort, consideration to recruiting existing retailers to relocate to Downtown Foxborough should also be considered, as part of strengthening Downtown.

Figure 5-13 to 5-16: South Street and Central Street in Downtown Foxborough today.

"I would love to have a center that is appealing and invites the community and others to walk around to browse, buy, eat and enjoy a day in the town…. I would love to spend an afternoon walking around, stopping in for coffee in a quaint restaurant...shop, have kids play in Common Area...shop and browse some more, stop in bakery or ice cream shop.... finish with dinner and listening to a concert on the common."

– Foxborough Resident

Table 5-8: Retail Merchandise Opportunities for Foxborough

Type of Retail (NAICS Code)	Consumer Expenditures: The Demand		
	Downtown & 1 Mile Radius	1.01 - 2.25 Mile Radius	Total Demand 0.0 to 2.25 Radius from Downtown
Total Retail Sales Incl Eating and Drinking Places	101,640,249	153,883,873	255,524,122
Motor Vehicle and Parts Dealers-441	17,075,406	28,290,789	45,366,195
Automotive Dealers-4411	15,370,198	25,110,399	40,480,597
Other Motor Vehicle Dealers-4412	354,371	1,148,096	1,502,467
Automotive Parts/Accsrs, Tire Stores-4413	1,350,837	2,032,295	3,383,132
Furniture and Home Furnishings Stores-442	2,154,833	3,734,939	5,889,772
Furniture Stores-4421	1,188,437	2,146,348	3,334,785
Home Furnishing Stores-4422	966,396	1,588,591	2,554,987
Electronics and Appliance Stores-443	2,247,139	3,592,039	5,839,178
Appliances, TVs, Electronics Stores-44311	1,639,247	2,639,370	4,278,617
Household Appliances Stores-443111	378,225	613,885	992,110
Radio, Television, Electronics Stores-443112	1,261,022	2,025,485	3,286,507
Computer and Software Stores-44312	500,088	775,426	1,275,514
Camera and Photographic Equipment Stores-44313	107,803	177,243	285,046
Building Material, Garden Equip Stores -444	9,194,398	15,207,812	24,402,210
Building Material and Supply Dealers-4441	8,409,359	13,897,008	22,306,367
Home Centers-44411	3,403,381	5,620,460	9,023,841
Paint and Wallpaper Stores-44412	205,535	347,179	552,714
Hardware Stores-44413	825,589	1,343,496	2,169,085
Other Building Materials Dealers-44419	3,974,854	6,585,873	10,560,727
Building Materials, Lumberyards-444191	1,634,924	2,520,362	4,155,286
Lawn, Garden Equipment, Supplies Stores-4442	785,039	1,310,804	2,095,843
Outdoor Power Equipment Stores-44421	51,535	146,957	198,492
Nursery and Garden Centers-44422	733,504	1,163,847	1,897,351
Food and Beverage Stores-445	13,476,007	18,583,580	32,059,587
Grocery Stores-4451	12,249,156	16,859,673	29,108,829
Supermarkets, Grocery (Ex Conv) Stores-44511	11,629,530	16,047,883	27,677,413
Convenience Stores-44512	619,626	811,791	1,431,417
Specialty Food Stores-4452	387,903	534,946	922,849
Beer, Wine and Liquor Stores-4453	838,948	1,188,961	2,027,909

Retail Sales: The Supply			Gap/Surplus: The Opportunity		
Downtown & 1 Mile Radius	1.01 - 2.25 Mile Radius	Total Supply 0.0 to 2.25 Radius from Downtown	Downtown & 1 Mile Radius	1.01 - 2.25 Mile Radius	Total Opportunity 0.0 to 2.25 Radius from Downtown
275,820,511	179,075,938	454,896,449	(174,180,262)	(25,192,065)	(199,372,327)
70,372,399	40,025,548	110,397,947	(53,296,993)	(11,734,759)	(65,031,752)
65,087,375	36,982,770	102,070,145	(49,717,177)	(11,872,371)	(61,589,548)
3,726,184	1,943,552	5,669,736	(3,371,813)	(795,456)	(4,167,269)
1,558,840	1,099,227	2,658,067	(208,003)	933,068	725,065
10,501,462	20,604,525	31,105,987	(8,346,629)	(16,869,586)	(25,216,215)
5,497,516	11,178,418	16,675,934	(4,309,079)	(9,032,070)	(13,341,149)
5,003,946	9,426,107	14,430,053	(4,037,550)	(7,837,516)	(11,875,066)
1,032,984	280,101	1,313,085	1,214,155	3,311,938	4,526,093
615,939	146,076	762,015	1,023,308	2,493,294	3,516,602
223,673	11,599	235,272	154,552	602,286	756,838
392,266	134,477	526,743	868,756	1,891,008	2,759,764
417,045	134,026	551,071	83,043	641,400	724,443
0	0	0	107,803	177,243	285,046
10,558,619	4,333,490	14,892,109	(1,364,221)	10,874,322	9,510,101
10,399,244	3,761,904	14,161,148	(1,989,885)	10,135,104	8,145,219
0	0	0	3,403,381	5,620,460	9,023,841
1,646,226	423,845	2,070,071	(1,440,691)	(76,666)	(1,517,357)
1,443,798	188,577	1,632,375	(618,209)	1,154,919	536,710
7,309,221	3,149,482	10,458,703	(3,334,367)	3,436,391	102,024
2,857,908	1,231,449	4,089,357	(1,222,984)	1,288,913	65,929
159,375	571,586	730,961	625,664	739,218	1,364,882
0	493,986	493,986	51,535	(347,029)	(295,494)
159,375	77,601	236,976	574,129	1,086,246	1,660,375
23,403,901	15,017,383	38,421,284	(9,927,894)	3,566,197	(6,361,697)
20,970,731	12,571,067	33,541,798	(8,721,575)	4,288,606	(4,432,969)
19,691,001	11,474,154	31,165,155	(8,061,471)	4,573,729	(3,487,742)
1,279,730	1,096,914	2,376,644	(660,104)	(285,123)	(945,227)
1,242,607	1,033,494	2,276,101	(854,704)	(498,548)	(1,353,252)
1,190,563	1,412,822	2,603,385	(351,615)	(223,861)	(575,476)

Table 5-8: Retail Merchandise Opportunities for Foxborough (cont'd)

Type of Retail (NAICS Code)	Consumer Expenditures: The Demand		
	Downtown & 1 Mile Radius	1.01 - 2.25 Mile Radius	Total Demand 0.0 to 2.25 Radius from Downtown
Health and Personal Care Stores-446	5,373,519	7,611,188	12,984,707
Pharmancies and Drug Stores-44611	4,614,532	6,495,857	11,110,389
Cosmetics, Beauty Supplies, Perfume Stores-44612	189,188	266,849	456,037
Optical Goods Stores-44613	225,747	365,022	590,769
Other Health and Personal Care Stores-44619	344,052	483,460	827,512
Gasoline Stations-447	9,896,311	13,001,139	22,897,450
Gasoline Stations With Conv Stores-44711	7,414,273	9,687,671	17,101,944
Other Gasoline Stations-44719	2,482,039	3,313,468	5,795,507
Clothing and Clothing Accessories Stores-448	4,980,155	8,316,587	13,296,742
Clothing Stores-4481	3,507,564	5,790,964	9,298,528
Men's Clothing Stores-44811	236,992	383,736	620,728
Women's Clothing Stores-44812	884,666	1,474,743	2,359,409
Childrens, Infants Clothing Stores-44813	183,705	305,487	489,192
Family Clothing Stores-44814	1,881,897	3,096,872	4,978,769
Clothing Accessories Stores-44815	86,749	147,004	233,753
Other Clothing Stores-44819	233,554	383,122	616,676
Shoe Stores-4482	650,626	1,019,256	1,669,882
Jewelry, Luggage, Leather Goods Stores-4483	821,965	1,506,367	2,328,332
Jewelry Stores-44831	764,529	1,415,042	2,179,571
Luggage and Leather Goods Stores-44832	57,436	91,325	148,761
Sporting Goods, Hobby, Book, Music Stores-451	1,934,847	3,281,670	5,216,517
Sportng Goods, Hobby, Musical Inst Stores-4511	1,325,129	2,272,863	3,597,992
Sporting Goods Stores-45111	679,295	1,209,205	1,888,500
Hobby, Toys and Games Stores-45112	430,732	680,623	1,111,355
Sew/Needlework/Piece Goods Stores-45113	91,063	153,084	244,147
Musical Instrument and Supplies Stores-45114	124,040	229,951	353,991
Book, Periodical and Music Stores-4512	609,718	1,008,807	1,618,525
Book Stores and News Dealers-45121	422,374	680,866	1,103,240
Book Stores-451211	399,734	649,112	1,048,846
News Dealers and Newsstands-451212	22,639	31,754	54,393
Prerecorded Tapes, CDs, Record Stores-45122	187,344	327,942	515,286
General Merchandise Stores-452	13,373,399	20,314,257	33,687,656
Department Stores Excl Leased Depts-4521	6,505,073	10,359,916	16,864,989

Retail Sales: The Supply			Gap/Surplus: The Opportunity		
Downtown & 1 Mile Radius	1.01 - 2.25 Mile Radius	Total Supply 0.0 to 2.25 Radius from Downtown	Downtown & 1 Mile Radius	1.01 - 2.25 Mile Radius	Total Opportunity 0.0 to 2.25 Radius from Downtown
9,961,250	4,625,330	14,586,580	(4,587,731)	2,985,858	(1,601,873)
9,128,729	3,879,718	13,008,447	(4,514,197)	2,616,139	(1,898,058)
162,731	80,333	243,064	26,457	186,516	212,973
669,791	227,655	897,446	(444,044)	137,367	(306,677)
0	437,623	437,623	344,052	45,837	389,889
20,206,364	10,733,794	30,940,158	(10,310,053)	2,267,345	(8,042,708)
12,296,368	7,366,159	19,662,527	(4,882,095)	2,321,512	(2,560,583)
7,909,996	3,367,634	11,277,630	(5,427,957)	(54,166)	(5,482,123)
12,202,927	5,767,028	17,969,955	(7,222,772)	2,549,559	(4,673,213)
8,022,030	4,025,075	12,047,105	(4,514,466)	1,765,889	(2,748,577)
0	0		236,992	383,736	620,728
0	148,597	148,597	884,666	1,326,146	2,210,812
0	40,602	40,602	183,705	264,885	448,590
5,302,536	2,646,165	7,948,701	(3,420,639)	450,707	(2,969,932)
31,995	15,794	47,789	54,754	131,210	185,964
2,687,499	1,173,916	3,861,415	(2,453,945)	(790,794)	(3,244,739)
4,044,324	1,622,915	5,667,239	(3,393,698)	(603,659)	(3,997,357)
136,574	119,038	255,612	685,391	1,387,329	2,072,720
136,574	119,038	255,612	627,955	1,296,004	1,923,959
0	0	0	57,436	91,325	148,761
14,178,078	7,786,243	21,964,321	(12,243,231)	(4,504,573)	(16,747,804)
11,804,522	6,614,526	18,419,048	(10,479,393)	(4,341,663)	(14,821,056)
11,654,623	6,068,179	17,722,802	(10,975,328)	(4,858,974)	(15,834,302)
149,899	546,347	696,246	280,833	134,276	415,109
0	0	0	91,063	153,084	244,147
0	0	0	124,040	229,951	353,991
2,373,556	1,171,717	3,545,273	(1,763,838)	(162,910)	(1,926,748)
342,129	168,894	511,023	80,245	511,972	592,217
342,129	168,894	511,023	57,605	480,218	537,823
0	0	0	22,639	31,754	54,393
2,031,427	1,002,823	3,034,250	(1,844,083)	(674,881)	(2,518,964)
1,255,229	957,507	2,212,736	12,118,170	19,356,750	31,474,920
690,857	341,045	1,031,902	5,814,216	10,018,871	15,833,087

Table 5-8: Retail Merchandise Opportunities for Foxborough (cont'd)

Type of Retail (NAICS Code)	Consumer Expenditures: The Demand		
	Downtown & 1 Mile Radius	1.01 - 2.25 Mile Radius	Total Demand 0.0 to 2.25 Radius from Downtown
Other General Merchandise Stores-4529	6,868,326	9,954,341	16,822,667
Miscellaneous Store Retailers-453	2,739,556	4,040,784	6,780,340
Florists-4531	198,062	329,880	527,942
Office Supplies, Stationery, Gift Stores-4532	1,115,194	1,735,907	2,851,101
Office Supplies and Stationery Stores-45321	644,717	998,205	1,642,922
Gift, Novelty and Souvenir Stores-45322	470,477	737,702	1,208,179
Used Merchandise Stores-4533	232,406	387,406	619,812
Other Miscellaneous Store Retailers-4539	1,193,894	1,587,591	2,781,485
Non-Store Retailers-454	7,609,230	11,650,308	19,259,538
Foodservice and Drinking Places-722	11,585,449	16,258,780	27,844,229
Full-Service Restaurants-7221	5,244,529	7,379,664	12,624,193
Limited-Service Eating Places-7222	4,873,767	6,825,448	11,699,215
Special Foodservices-7223	954,884	1,343,485	2,298,369
Drinking Places -Alcoholic Beverages-7224	512,269	710,184	1,222,453
GAFO *	25,805,567	40,975,399	66,780,966
General Merchandise Stores-452	13,373,399	20,314,257	33,687,656
Clothing and Clothing Accessories Stores-448	4,980,155	8,316,587	13,296,742
Furniture and Home Furnishings Stores-442	2,154,833	3,734,939	5,889,772
Electronics and Appliance Stores-443	2,247,139	3,592,039	5,839,178
Sporting Goods, Hobby, Book, Music Stores-451	1,934,847	3,281,670	5,216,517
Office Supplies, Stationery, Gift Stores-4532	1,115,194	1,735,907	2,851,101

Source: The Nielsen Company, 2012.

Radial bands are based on a centerpoint at the Common in Downtown Foxborough.

Retail Sales: The Supply			Gap/Surplus: The Opportunity		
Downtown & 1 Mile Radius	1.01 - 2.25 Mile Radius	Total Supply 0.0 to 2.25 Radius from Downtown	Downtown & 1 Mile Radius	1.01 - 2.25 Mile Radius	Total Opportunity 0.0 to 2.25 Radius from Downtown
564,372	616,463	1,180,835	6,303,954	9,337,878	15,641,832
3,375,704	2,049,741	5,425,445	(636,148)	1,991,043	1,354,895
657,448	370,124	1,027,572	(459,386)	(40,244)	(499,630)
1,688,150	1,027,442	2,715,592	(572,956)	708,465	135,509
1,348,040	665,466	2,013,506	(703,323)	332,739	(370,584)
340,110	361,976	702,086	130,367	375,726	506,093
642,731	131,318	774,049	(410,325)	256,088	(154,237)
387,375	520,855	908,230	806,519	1,066,736	1,873,255
71,216,022	44,795,595	116,011,617	(63,606,792)	(33,145,287)	(96,752,079)
27,555,571	22,099,653	49,655,224	(15,970,122)	(5,840,873)	(21,810,995)
15,016,796	14,795,045	29,811,841	(9,772,267)	(7,415,381)	(17,187,648)
11,255,796	5,619,964	16,875,760	(6,382,029)	1,205,484	(5,176,545)
181,759	1,141,023	1,322,782	773,125	202,462	975,587
1,101,219	543,622	1,644,841	(588,950)	166,562	(422,388)
40,858,830	36,422,847	77,281,677	(15,053,263)	4,552,552	(10,500,711)
1,255,229	957,507	2,212,736	12,118,170	19,356,750	31,474,920
12,202,927	5,767,028	17,969,955	(7,222,772)	2,549,559	(4,673,213)
10,501,462	20,604,525	31,105,987	(8,346,629)	(16,869,586)	(25,216,215)
1,032,984	280,101	1,313,085	1,214,155	3,311,938	4,526,093
14,178,078	7,786,243	21,964,321	(12,243,231)	(4,504,573)	(16,747,804)
1,688,150	1,027,442	2,715,592	(572,956)	708,465	135,509

6

INFRASTRUCTURE

"The most important items to take care of for the Town are schools and infrastructure. If you take care of these, a lot of other issues will take care of themselves."

- Foxborough Resident

Infrastructure: Essential Services for Downtown — Sewer, Transportation & Parking

Infrastructure is the framework for healthy communities, like Foxborough and for vibrant downtowns. Good infrastructure is frequently taken for granted. Yet, infrastructure influences where people choose to shop, work and spend time, and where businesses choose to locate and grow. The ease of getting to a location and the quality of the place, itself, is determined in large part by infrastructure. In short, infrastructure needs to be sufficient, well-maintained and working. It helps create the first impression, and influences decisions to spend time and come again. Infrastructure includes not only the visible streets, sidewalks, and parking, but also the underground water and sewer lines and the electric and telecommunications grid. In this section, the frameworks for physical infrastructure are reviewed as to Downtown Foxborough, with considerable focus on sewer capacity and treatment, a critical issue for the revitalization of Downtown Foxborough. A review of multi-modal transport issues, needs and opportunities for Downtown follows. In section 7 on community character, green and the soft infrastructure of trees, streetscape, benches, facades, and sidewalks is further detailed.

6.1 Economic Development and Wastewater — The Need for Sewer in the Downtown Area

Introduction

For over a decade, one key factor – the sewer moratorium – has defined the character and locus of new development in Foxborough. Growth 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, café, bakery and improvements to Downtown, this cannot happen without expanded and upgraded sewer services. Revitalization cannot be pursued without more sewer treatment service. As one resident aptly stated "if we don't get sewer, downtown is dead."

This lack of sewer treatment capacity has real implications for Downtown. There is an abandoned building on Market Street with a failed septic system that is unable to connect with the existing sewer system. Another business relies on a tight tank to collect all wastewater flow and pump it at significant expense. Other downtown owners desiring to redevelop their properties or rent to new uses, such as a bakery or café, are thwarted by the lack of sewer service. Changing the use of the building is prohibited if any additional sewer flow is projected.

The lack of available sewer treatment capacity has stalled Downtown Foxborough. Businesses cannot adapt and respond to customer demands and requests, if additional flow is required. Property owners cannot lease to desirable new business types Downtown. Property owners pray that their aging septic systems do not fail. A failed septic system may mean a major investment, but in Downtown it is often impossible to install a new system due to the typically small lots and poor soils in the area.

Since there is no additional sewer capacity and septic is not an option for Downtown and many parts of Foxborough, the Town through its Water & Sewer Board has been investigating options. The Town reviewed wastewater needs in its Comprehensive Wastewater Management Plan developed in 2002. The Town is working toward a partnership with Mansfield and Norton to build a new wastewater treatment plant with the three communities being co-owners of the new facility. The new jointly-owned WWTP will increase Foxborough's available capacity in the long-term and enable Foxborough to move forward with Downtown revitalization.

The following sections provide a summary of Foxborough's current wastewater management strategy, its limitations, and a vision for Foxborough's future.

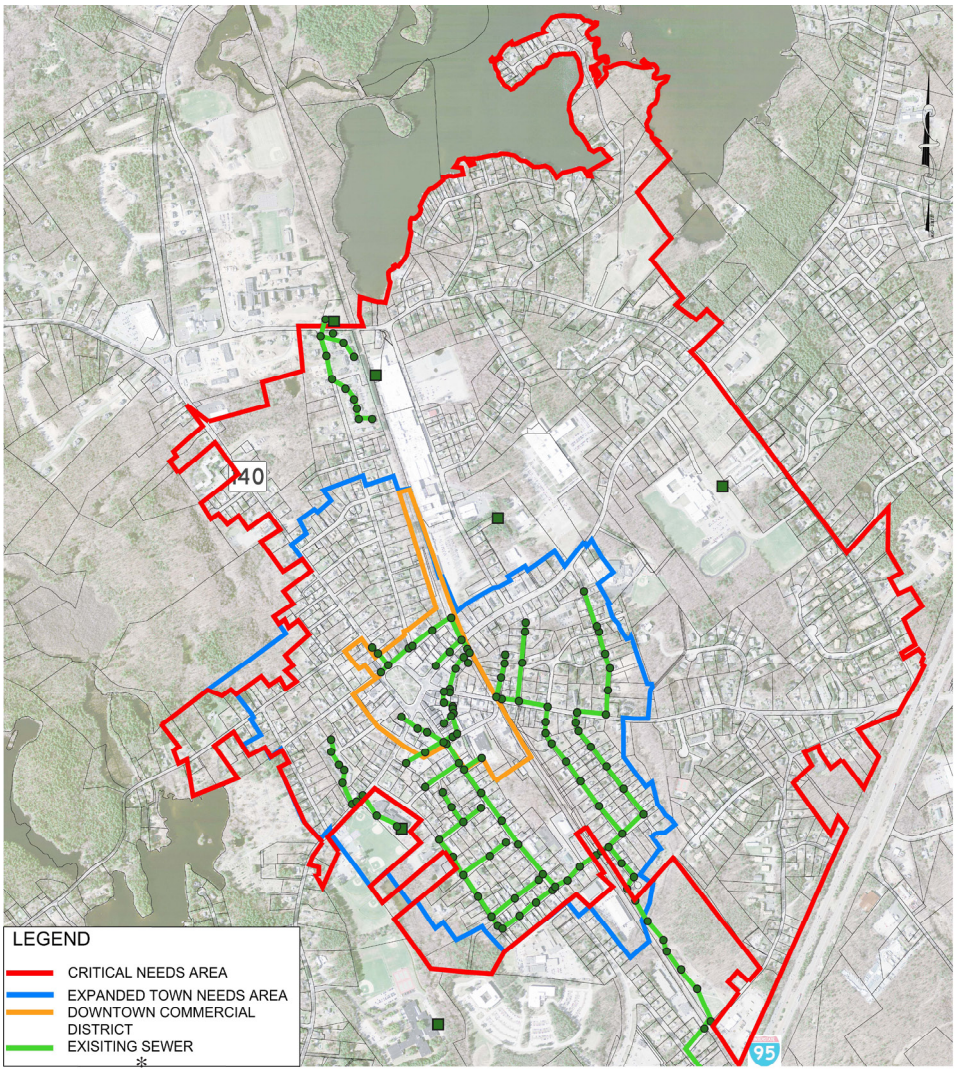
Wastewater Management in Foxborough Today

Foxborough is a community that relies primarily on on-site wastewater treatment, also known as septic, for wastewater disposal. Most modern septic systems utilize some type of treatment, usually limited to a septic tank, combined with subsurface infiltration (i.e., a leach field) for disposal. Septic tanks are utilized to settle solids from the waste stream, while the leach field is used to dispose of the remaining water in the waste. This is a common type system for single family homes and small businesses. This type of system can be effective and inexpensive as long as adequate space and favorable soil conditions are available for the leach field. However, on small parcels or parcels with poor soil conditions, or parcels that have other environmental constraints such as wetlands or well head protection areas, more advanced treatment is required. On parcels with significant constraints or for multifamily homes and larger businesses, treatment requirements can become complicated and often expensive. On parcels with multiple constraints, on-site treatment can sometimes be extremely difficult, making development or redevelopment of a property prohibitive.

With the exception of some areas in Town, most developed properties in Foxborough have septic systems. Some are newer style systems that conform to current design and public health standards. 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 Foxborough will require repair, updating, or replacement in the next 20 to 30 years. This point is particularly acute in Foxborough's downtown and surrounding neighborhoods.

Downtown is one of the oldest areas in Foxborough. Some of the properties rely on septic systems and some rely on the public sewer system. There are many homes and businesses in this area that have septic systems on small lots with poor soil conditions, which means future replacement of their septic systems will be difficult and constrained. There is at least one property on Market Street that is vacant because the septic system has failed and replacement is technically infeasible. Another business in the downtown area utilizes a tight tank for its wastewater because it cannot install a conforming system on its property. A tight tank is a watertight vessel that has an inlet to receive raw sewage but no outlet. It is used to collect and store sewage until it is removed by pumping for disposal. The maintenance and expense of utilizing a tight tank is significant due in part to frequent pumping charges. Some small Downtown lots cannot readily accommodate a septic system or a tight tank.

Figure 6-1: Critical Needs Area and Existing Sewer in Downtown Foxborough



** The Core Downtown District is closely aligned with the area identified in the Comprehensive Wastewater Management Plan as the downtown commercial district. The leg extending northward along Railroad Avenue is not part of the Core Downtown District.*

There are three areas of Foxborough that are connected to or have access to centralized wastewater collection and treatment, or simply referred to as having sewer. Some portions of the downtown area and the area along Central Street between South Street and the Foxborough/Mansfield town-line have sewer, including the Invensys property on Mechanic Street. The Summerfield/Cannon Forge residential neighborhood also has sewer, as well as the parts of Morse Street. Finally, 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 New England Patriots 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.

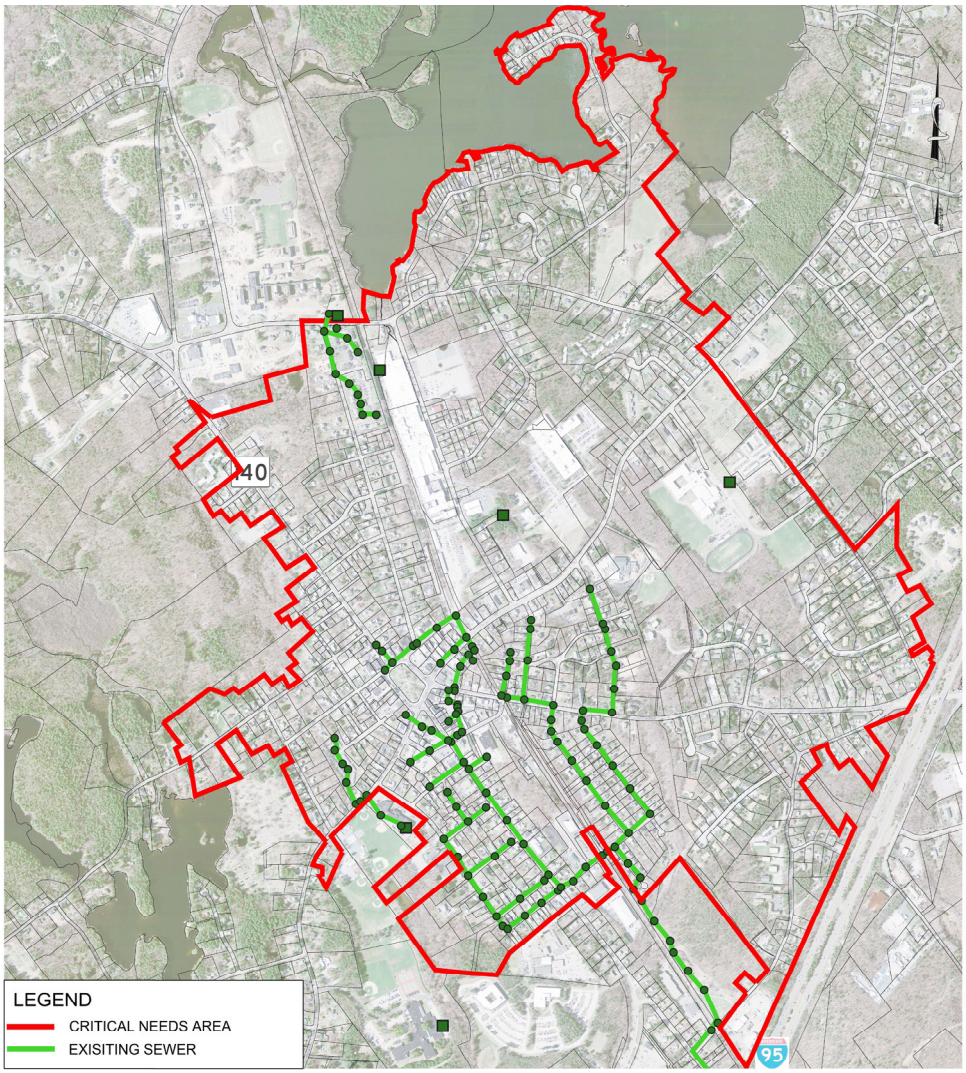
The wastewater collection system in Foxborough is owned by various private and public entities. The collection system in the downtown area, along Central Street, and in the Child Lane neighborhood is owned by the Town and maintained by the Water and Sewer Department. Invensys owns the collection system 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.[1] 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.

The Limitations of Today's Wastewater Management Strategy

With the exception of Chestnut Green's and the Kraft Group's wastewater collection system, all sewer in Foxborough 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 Invensys and the Summerfield/Cannon Forge housing association. Foxborough has an agreement with Mansfield to treat up to 660,000 gpd (gallons per day)[2] of sewer from Foxborough. For the past several years, Foxborough – both public and private – have allocated 660,842 gpd[3] for Mansfield's treatment plant. Foxborough is already slightly exceeding its entire allocation of sewer services. Foxborough has attempted to purchase additional capacity from Mansfield and has been turned down. Mansfield has no remaining treatment capacity to sell at its wastewater treatment facility, which means there is no capacity available for new customers to connect or for existing users of the public system to increase their flow - effectively creating a sewer moratorium. As a result, there is a significant unserved need in Foxborough for sewer capacity, particularly in the downtown area.

In 2002, the Town prepared a Comprehensive Wastewater Management Plan (CWMP). The CWMP identified the downtown area as an area in need of a comprehensive wastewater management strategy, primarily because poor soil conditions, small parcels, and dense development in the downtown area make continued use of septic systems infeasible. A number of businesses in the downtown area currently rely on septic systems – there is sewer infrastructure near these businesses but because of the restriction on new connections they cannot connect to it. As these septic systems fail over time, which most septic systems do, these businesses will be faced with a significant dilemma. Many may not be able to replace their septic system due to constraints. Others will face a significant burden to replace or rebuild their septic systems in accordance with current public health standards. In some cases, the buildings will become vacant or significantly underutilized as a direct result of the septic problem (as is the case with a property on

Figure 6-2: Existing Sewer Service in Downtown Commercial District



Market Street downtown). In addition, businesses in the downtown area that want to expand or change their use cannot increase their wastewater flow because their existing septic systems cannot accommodate additional flow. Even those businesses that are connected to sewer have difficult time expanding or changing their use because there is no capacity available within Foxborough's allocation for added flow. The result of Foxborough's current wastewater management situation in the downtown area is a de facto moratorium on development, economic growth, and Downtown revitalization.

The impacts of no available sewer service in the Downtown area and nearby neighborhoods can be summarized in five points.

- One, lack of sewer encourages residential development in the outer-lying and more rural areas of Foxborough, thereby diminishing open space and changing the character of Foxborough.

- Two, restrictions precluding change of use, attributable to the lack of sewer, prevents property owners from leasing to desirable tenants in the Downtown.
- Three, larger scale development is required to off-set the high cost of private wastewater treatment systems for commercial development. This limits options for small property owners and also changes the character of Foxborough.
- Four, the lack of sewer for downtown has pushed commercial development outward and away from Downtown.
- Five, property owners with failing septic systems cannot connect to the existing sewer system (even when they want to). This weakens business and home values, as well as Foxborough's overall tax base. It also can lead to property abandonment.

Sewer is a prerequisite for a robust Downtown. Through the Master Plan process, the community has expressed an overwhelming desire to see the downtown area flourish with new and revitalized businesses at its core. There is also a desire to integrate more housing in the downtown area to focus residential growth in Foxborough's center, rather than continue the pattern of large lot development in the Town's semi-rural periphery. However, the limitations of the Town's existing sewer and the difficult task of permitting and installing new septic systems in the downtown area make a vibrant and bustling downtown all but impossible.

Table 6-1: Downtown Sewer Demand

Area:	Pent-Up Demand
Core Commercial Downtown Area	20,000 GPD
Expanded Downtown Area	35,000 to 45,000 GPD
Downtown Critical Needs Area	250,000 to 300,000 GPD

Notes:

[1] The Independent Forge Association is an association of the Cannon Forge Condominium Association, the Summerfield Homeowners' Association and Sharon Woods.

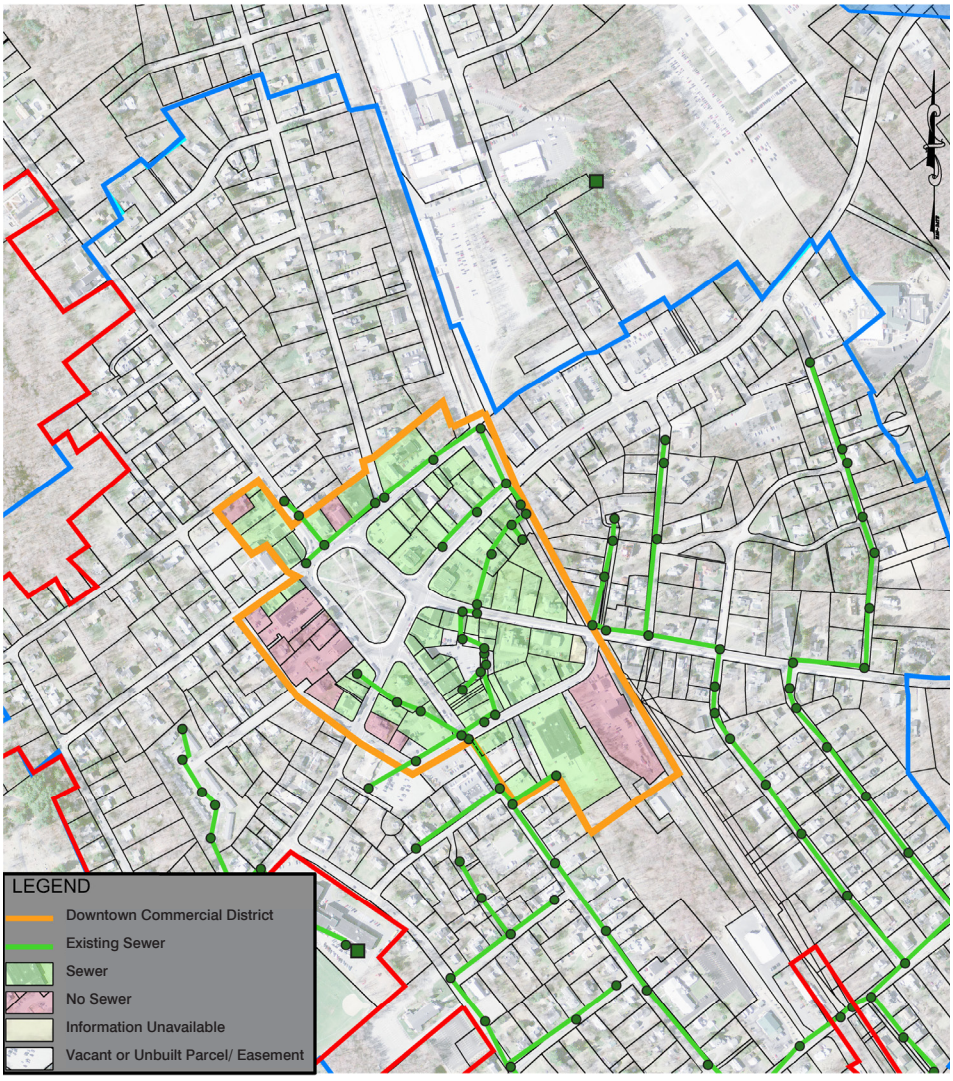
[2] Existing flow capacity allocation is from the draft Agreement for Regional Wastewater Treatment dated 9/17/2012, updated by Foxborough DPW Director Roger Hill on February 5, 2013. This was also cited in the 2002 Comprehensive Wastewater Management Plan Phase 1 – Needs Analysis, Foxborough, MA prepared by Earthtech for the Town of Foxborough.

[3] Upper Taunton River Regional Wastewater Evaluation – Community Needs. March 2009 prepared by CDM and Weston & Sampson, page 13-4.

A Vision for the Future

The Foxborough community, through the Master Plan process, has stated very clearly that they would like to see new businesses downtown – the type of businesses that would complement the existing downtown commercial mix. People have expressed a desire to have a sit-down restaurant downtown where they can dine before a show at the Orpheum Theater. Others have expressed a desire to have a small grocery or convenience store that they could to walk to downtown. Overwhelmingly residents have expressed an interest in having a bakery and a farmer's market downtown. Not only do these types of businesses add to Foxborough's already strong sense of community and place, they help to bring people to the downtown area. The more reasons people have to go downtown the more opportunity they have to patronize existing businesses and fuel economic prosperity.

Figure 6-3: Downtown Critical Needs Areas



The types of businesses that people would like to see downtown all have one thing in common; they generate high wastewater loads. As such, the current wastewater management situation downtown all but precludes these types of uses. The Town of Foxborough is aware that sewer capacity downtown is a significant impediment to development and economic growth. The Board of Water and Sewer Commissioners, the Town Manager, the Public Works Department, and other local leaders have been working on a wastewater solution that would address the long-term wastewater needs of the downtown area as well as other areas of Town that have critical wastewater needs.

The solution that the Town has been working toward is a partnership with the towns of Mansfield and Norton to build a new regional treatment plant that would serve all three communities. The plan would make Foxborough a partner in the treatment plant, rather than a customer, like they are now. The new treatment plant would have significantly more capacity than the existing treatment plant, which would accommodate additional flow from all three Towns. This plan would create enormous opportunity in the downtown area and could, if managed correctly, all but eliminate wastewater constraints downtown. The Downtown could flourish with new and varied businesses and existing businesses could expand or change their use. Surrounding residential neighborhoods would have the double benefit of having new attractive businesses within walking distance and the peace of mind knowing they won't be faced with the difficult and expensive task of replacing their septic system in the future.

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. The plan being considered is not inexpensive. The cost to build the new treatment plant is $30 million, of which Foxborough would be responsible for $5.25 million.[4] The new jointly-owned WWTP will be 4.14 mgd (million gallons per day), of which 835,000 gpd[5] will be Foxborough's share.

In the past, opportunities to implement similar plans have failed to garner public support for one of three reasons: non-sewer users didn't want to contribute to the plan; people thought they were going to be forced to connect even if they had a functioning septic system; or people were afraid that the sewer would cause Foxborough to lose its small town character. The Town Manager, the Water and Sewer Board, and Public Works Department are working toward a financing plan that would make the current option affordable and fair. The cost of the plan will be borne by sewer users, both existing

Notes:

[4] Information from Foxborough DPW Roger Hill in a conversation and e-mail dated February 5, 2013.

[5] Ibid.

and future. Nobody with a functioning septic system will be forced to connect. While these two conditions generally address past concerns about previous similar plans, there are still questions of financing and affordability that must be addressed. The Town is exploring low and no interest loan programs, as well as the possibility of pre-selling large amounts of capacity to potential future users to offset the costs to the existing users.

The financing plan for sewer and participation in the new joint municipal wastewater treatment plant should be well vetted and publicly discussed. A balanced financing plan will be required that encourages homeowners and small businesses to hook-on to public sewer as septic systems require replacement.

A set-a-side of wastewater capacity for future Downtown development and use changes should be made to ensure that there is adequate capacity for Downtown Foxborough today and for the next thirty years. Initial estimates indicate that 20,000 gpd is needed for Downtown, to accommodate pent up demand and to provide flexibility as to encouraging new uses and private investment. The residential area and surrounding Comprehensive Wastewater Management Plan area will require additional sewer capacity. For Downtown, policies should be adopted by both the Planning Board and Water & Sewer Board that facilitate new uses and investment at the Downtown priority redevelopment opportunities, namely the Fire Station/Funeral Home site, the in-fill site on School Street, the Post Office site, and Town Hall that is aligned with the Downtown Strategy. The Downtown Core District should be included in its entirety the "sewer district".

Preserving Foxborough's small town ambiance and character has actually been undermined by the lack of sewer. The lack of sewer has driven new residential development to the out-lying parts of town using more open space with larger lots for septic systems to operate with marginal soils. Downtown has stalled, losing its vitality. The lack of sewer service also causes commercial and residential developers to seek larger scale projects to offset sewer costs. The Planning Board is working on growth management tools that the Town can adopt to appropriately guide new growth and protect Foxborough's small town character and tax base.

The first step in making this sewer plan a reality is for the Town to enter into an Inter-Municipal Agreement (IMA) with Mansfield and Norton. The IMA will establish the partnership between the three towns, and will layout rules for future connections. The IMA represents a serious commitment for the Town of Foxborough – while it brings substantial benefits, it also comes with significant responsibilities and costs.

One of the immediate benefits of the IMA is that Foxborough will become a partner in the ownership and operation of the sewer system, and not just a customer. This change to an owner/operator partner allows Foxborough as a Town to measure wastewater flow by actual metered flow, in lieu of prescribed design flow regulations as is done now. For example, design flow for a four bedroom home is 440 gpd, whether a family of five resides at the house or two empty-nesters. In many cases, the actual flow from a four bedroom home is much less than 440 gpd. This change in measurement mode to actual flow count resulting from the IMA will enable the Town to immediately realize some additional significant capacity before construction of the new wastewater treatment plant is completed.

The IMA will benefit all residents in Foxborough. The IMA requires the Mansfield WWTP to accept pumped septage from Foxborough households. As septic servicers have fewer options for proper disposal of septage, this assurance will be increasingly beneficial.

> "We need to figure out how to get the sewer capacity built so we can improve the town center with responsible growth such as small businesses and restaurants."
>
> *– Foxborough resident*

6.2 Essential Infrastructure Frameworks – Transportation

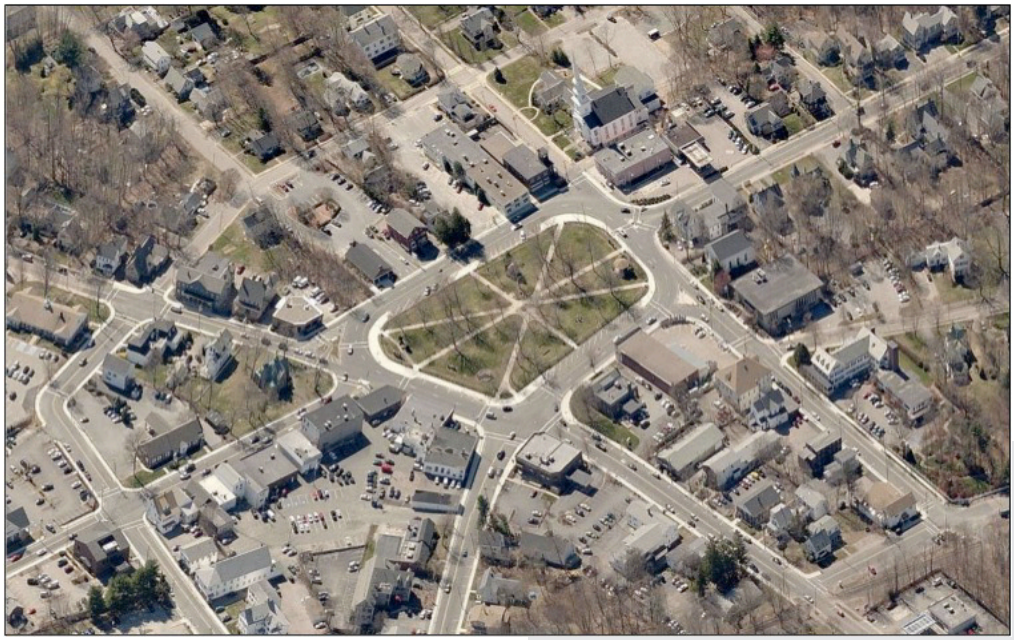


Figure 6-4: Aerial view of Downtown Foxborough

The health and vibrancy of commercial centers, such as Downtown Foxborough, are dependent upon a strong, balanced, multi-modal transportation network. Streets for cars and delivery vehicles serving nearby stores are needed. Visible, designated parking for shoppers, patrons and Downtown workers is required. Sidewalks and crosswalks for pedestrians visiting local businesses and establishments are essential to connect people to stores, businesses and offices. Transit and bicycling provide alternatives for persons unable to drive (such as youth under 18 years and persons without a car) or when the walking distance seems too far.

Foxborough is fortunate to have its Downtown in the geographic center of the community and at the nexus of major streets that connect with all parts of Foxborough. Route 140 (Central Street and Main Street) runs through Downtown and around the Common. Mechanic Street originates at the Common and extends northeasterly to Route 95. Cocasset connects to East Foxborough and South Street connects with the High School area, Wading River and Route 106. On the arterial street network closer to Downtown, the vehicles per day (vpd) count ranges from 5,100 vpd to 15,000 vpd The state roadways, Route 140 and Route 1 carry approximately 29,500 vpd and 22,000 vpd, respectively, about two-to-four times the traffic volume of Downtown.

During the public process and in the community survey, residents identified desired changes to the transportation network Downtown and offered overview comments:

- Pedestrian improvements including better crosswalks the in center of town and near schools, parks and recreational areas.
- Wayfinding signage in downtown area.
- Traffic around the Common is a challenge.
- Increase parking in Downtown area by revising requirements and improving layout.
- Improve parking at the Common.
- Addition of bike lanes on existing roads.
- Downtown traffic.
- Increase walking and recreation trails.
- Improve quality of roads.
- Reduce the volumes of traffic.
- Make downtown more walkable.
- Improve the intersection of Central Street and the access road to the Charter School (seven blocks south of Downtown).

Businesses in the Downtown identified parking and traffic management as key factors to be addressed in building a stronger town core.

Figure 6-5: Angled parking and travel lanes result in a broad area of pavement around the Common.

Parking

Parking is integral to attracting customers and recruiting businesses to Downtown. Parking needs to be convenient and easily accessed. Although parking is critical, it is part of the supportive infrastructure for Downtown, not the lead feature. In Downtown Foxborough, some parking is visible along the major streets. A public-private central parking lot for shoppers is tucked away behind the block bounded by Cocasset South, Central and Wall Streets. The Town Hall parking lot serves as an overflow parking lot for Downtown patrons, as do some of the privately-owned bank parking lots (although unofficially).

A parking inventory study was performed by PARE to determine the existing supply and demand of parking in the downtown Foxborough area. Private and public parking was identified throughout the downtown area (Figure 6-6, and see Appendix A-2 for existing parking tables). The amount of parking in the Downtown Core District is a mixture of 590 private off-street parking spaces, a public-private off-street parking lot with 57 spaces, and 266 public parking spaces for a total of 913 parking spaces.[1] Many of the lots were highly utilized while there were some, namely the parking lot at the Invensys Process Systems that were vastly underutilized. Just beyond the core Downtown area is the 360 space Invensys parking lot. Counting the southern Invensys lot just west of Railroad Street, the total parking count in the Downtown area is 1,273 spaces.

The public parking spaces consists of 180 on-street parking spaces on Liberty Street, Central Street, Wall Street, Mechanic Street, around the Common, Railroad Avenue, Cocasset Street, South Street and Bird Street. The off-street public parking includes the 86 parking spaces at the Town Hall. A one-hour parking limit restriction is in effect for over 70% of the on-street spaces in the downtown area. Pavement markings delineating parking spaces are provided for the majority of the parking, although the on-street parking on Liberty Street is unmarked. . The Railroad Avenue parking spaces are unmarked and only partially paved. This represents an opportunity for a small municipal parking lot.

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 MAPC parking turnover study undertaken in fall 2012 reinforces this finding. Most public parking areas did not even average 50% occupancy. The only segments that averaged a 50% plus occupancy were: Bird Street (north and south sides); Central Street (east side from South to Wall Street); and South Street (south side from Central to Cocasset), as noted in Table 6-2.

[1] A parking turnover study was separately undertaken by the Metropolitan Area Planning Commission (MAPC) working with the Foxborough Town Planner and planning intern. The results of the turnover study can be found in the Downtown Foxborough Parking Analysis and Workshop prepared by the Metropolitan Area Planning Commission, 2013.

Although, the average parking occupancy in Downtown Foxborough is low, there are periods of high peak utilization that exceeded the 80% utilization threshold. On weekdays, these public parking locations exceeding 80% peak utilization were Bird Street, both north and south sides; Central Street, east and west sides between South and Wall and Liberty Streets; School Street at the Common; and both sides of South Street between Central and Cocasset. Downtown public parking locations exceeding 80% peak utilization on Saturdays were Bird Street (south side only); Central Street, both sides between South Street and Wall and Liberty Streets; and South Street between Central and Cocasset. The location of the highest peak utilization and average utilization exceeding 80% is on-the-street directly in front of Downtown Foxborough's retailers.

Table 6-2: Parking Capacity

Average Weekday Parking Occupancy		Average Saturday Parking Occupancy	
Bird Street (north side)	58%	Bird Street (south side)	53%
Bird Street (south side)	53%	Central Street (east side from South to Wall St)	51%
Central Street (east side from South to Wall St)	58%	South Street (south side from Central to Cocasset)	55%

Source: MAPC: Downtown Foxborough Planning Analysis & Workshop, 2013.

The Downtown Foxborough area has approximately 495,000 SF of buildings in the core district. Based on the current public and private parking supply, there are approximately 2 parking spaces per 1000 SF of built space. Although this is less than the current zoning requirements, the parking utilization review does not indicate an immediate need for additional parking spaces. However, the reopening of the library Downtown, and the redevelopment of the Fire Station and Post Office sites could create additional demand. Better parking management strategies, including shared-use parking and designated employee parking, combined with monitoring parking utilization and wayfinding are appropriate immediate next steps.

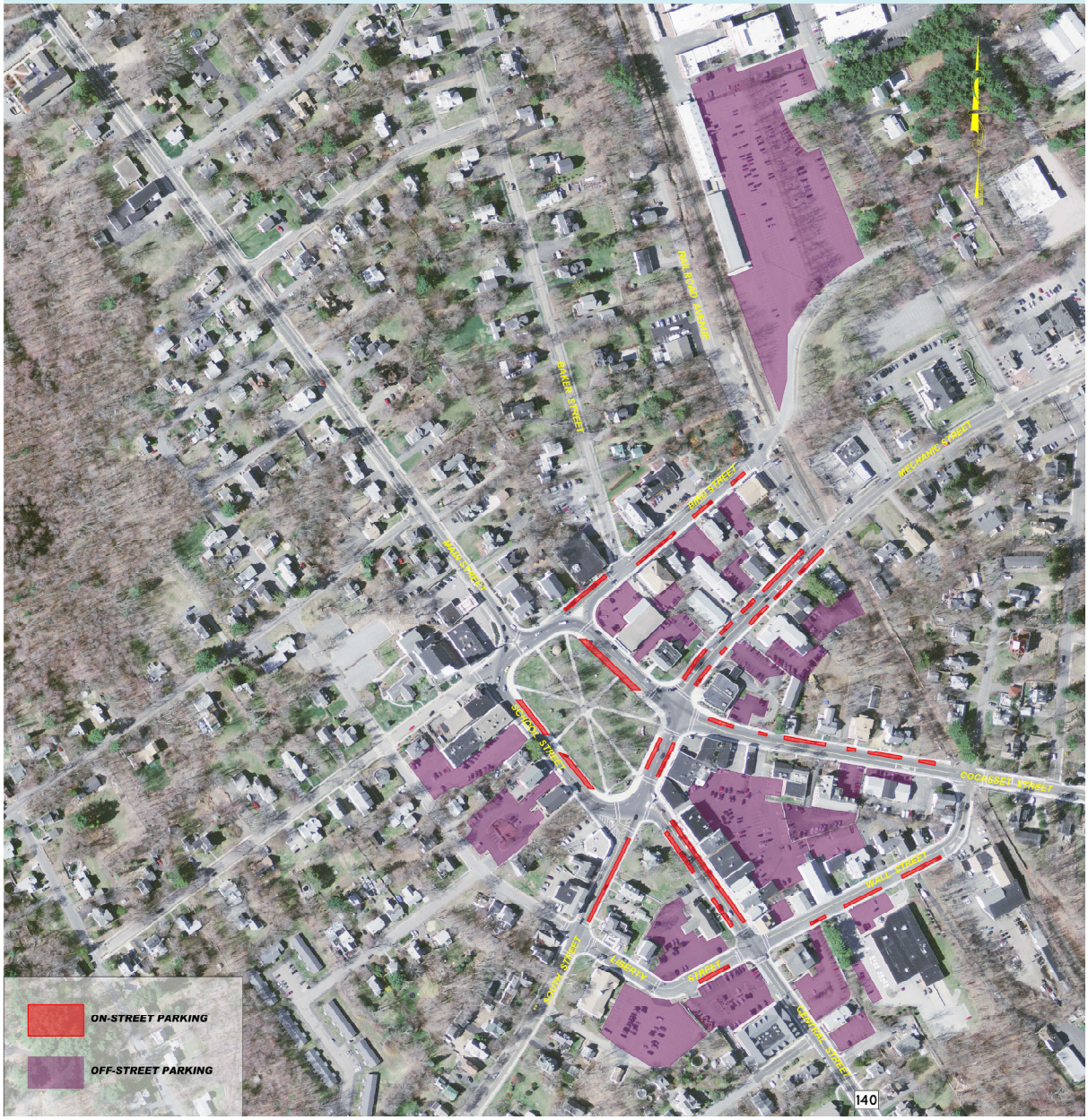
The on-street parking includes 40 spaces which are angled parking around the Common. These spots during our typical times for observations were observed to be underutilized and appeared to be inconvenient for parking for the businesses located along the outside perimeter of the Common. The backing out of the spots by the motorists also was observed to be a difficult maneuver.

The angled parking spaces around the Common were identified as difficult for exiting movements from the spaces due to the on-coming street traffic going around the Common by residents, as well. Others commented that parking adjacent to the Common

was not user-friendly since it is challenging for drivers and pedestrians to walk cross the streets surrounding the Common to get to and from their cars to local establishments. The lack of user-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 Gillette Stadium or during weekends in general. Completion of the perimeter sidewalk around the Common would enhance walkability and safety.

Based on our 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.

Figure 6-6: Existing Downtown Parking



On-Street Parking. On-street parking should be for business patrons and short-term customer use. The one-hour parking restrictions now in effect for most of Downtown Foxborough are generally not enforced, which can be a de facto invitation for on-street employee parking. The current one-hour limits, while appropriately discouraging long-term employee parking, also tends to encourage Downtown patrons to make a single stop for a business appointment, lunch or a shopping errand, in lieu of encouraging shopping at multiple establishments (especially if the one-hour restriction was enforced). To encourage visits to multiple Downtown establishments with a single car trip, revision of the on-street parking restriction from one hour to ninety minutes should be considered. Visible on-street parking should be reserved for short-term parking users.

Employee and Long-term Parking. Long-term parking for Downtown employees should be designated. Presumably, most Downtown employees are parking in their employer's parking lots. The newly expanded Boyden Library will potentially create the need for additional long-term parking in Downtown, especially for employees. The Boyden Library at the corner of Bird and Baker Street in Downtown was recently expanded from a 20,800 SF library to a 35, 600 SF facility - an addition of 14,800 SF. Much of the expansion was built in the Library's former 30 space parking lot. There is now a potential need for additional patron parking as well as long-term parking for employees. Although some parking has been provided on site, additional long-term parking for library employees should be considered. The nearby on-street parking on Bird Street is some of the most heavily utilized parking in Downtown. Safe, easy pedestrian access for employees from shared lots is a prerequisite for employee parking at slightly more distant locations.

In general, long-term and storage parking for employees is generally situated at the periphery of a Downtown District, leaving nearby, visible spaces in the core for customers. Long-term parking options include a shared parking arrangement with Invensys at their large lot just west of Railroad Avenue or the creation of small municipal lot(s) along Railroad Avenue. Encouraging employees to walk or bicycle to work will also reduce the need for additional long-term parking.

Parking Management & Future Needs

Although, there appears to be sufficient parking for today's customers of Downtown Foxborough, efforts for in-fill development, mixed-use and redevelopment of existing properties, such as the Fire Station, the Post Office, an expanded and upgraded Town Hall, as well as the reopening of the expanded Boyden Library will alter parking demands and usage patterns. Some existing parking may need to be redesigned and configured for better efficiency. Businesses in Downtown contend parking today is a key concern. This suggests that Foxborough should undertake a parking management

approach to address not only the supply of parking, but how it is best utilized and managed so that there is adequate parking for today's customers, to enable new businesses and redevelopment , and to effectively use limited land resources in the Downtown for parking.

Encouraging redevelopment and upper-story residential, mixed-use buildings underscores the need for a Downtown-wide parking management strategy. The components of an effective parking management strategy for Downtown Foxborough include shared-use parking; wayfinding and parking information; effective parking time limits and enforcement; parking permit programs for long-term parking; review of parking requirements; parking database and monitoring.

Shared Use Parking. The Zoning By-law already provides for shared-use parking in Downtown. The by-law enables the ability to count on-street parking and spaces in a public parking and spaces in a public parking lot within 500 feet to satisfy parking requirements. However, with only two public parking lots in the Downtown, shared-use parking is somewhat limited. Shared parking amongst private parking lot owners should be investigated and encouraged, particularly the large Invensys lot east of Railroad Avenue.

Parking Courts. As part of a shared parking strategy, Foxborough could consider creating "parking courts" to consolidate parking lots in the Downtown core area. Parking courts combine existing parking lots within a block into a single shared parking area for greater efficiency. These improved parking areas would be designed to encourage visitors to park in one lot and walk to multiple destinations within the Downtown.

Parking courts would be paved with permeable paving, allowing for better stormwater management in the district. A variety of permeable paving is available that ranges from permeable asphalt to grass paving systems. Grass paving systems are a load bearing paving sytem and come in a range of materials — from recycled plastic to concrete pavers.

Additionally, the consolidation of parking areas would allow for better landscaping. By incorporating trees and an increased amount of plantings in these courts, they will be more appealing to users, and at the same time serve to reduce the heat island effect within the downtown. Figure 6-7 on the next page indicates areas within the downtown that could potentially benefit from creating parking courts with shared parking.

Wayfinding and Parking Information. Information about the location and whereabouts of public and private parking in Downtown Foxborough and usage guidelines should be readily available to prospective customers. A wayfinding system for public parking should be developed and constructed with appropriate signage. A brochure

Figure 6-7:
Parking courts can increase parking efficiency, have greater pervious surfaces which improve stormwater management, and provide an expanded tree canopy which reduces heat island effect.

Figure 6-8:
Grass paver system provides a permeable surface.

with a map depicting public parking areas should be developed and distributed to all Downtown businesses in both print and electronic formats. The parking brochure should be posted on the Town's web site. Individual Downtown businesses should be encouraged to post the parking brochure on their web sites or link to parking information, as well.

Effective Parking Time Limits & Enforcement. On-street parking in front of retail stores needs to be available for customers and continuous turnover should be encouraged. Appropriate time limits for short-term parking throughout the Downtown should be developed in consultation with business owners, and subsequently enforced. Short-term parking enforcement needs to be coupled with an information campaign and designation of sufficient long-term parking for Downtown area employees.

Parking Permit Programs are often a strategy for long-term and employee parking. Parking permits are frequently helpful in mixed-use districts to optimally manage residential parking for in-District residents.

Some municipalities, charge a small fee for long-term parking. Revenues are then utilized to maintain the parking area, including snow plowing, lighting, striping, pavement maintenance and landscaping.

Review of Parking Requirements. Foxborough's current zoning bylaw has lower parking requirements for large retailers compared to small retailers. Table 6-3 on page 96 illustrates the current parking requirement in Foxborough pertaining to Downtown. For example, a retailer with a 15,000 SF store is required to have 1 parking space for every 250 SF or a total of 60 parking spaces. A group of small retailers who in aggregate have 15,000 SF are required to have one parking space for every 175 SF or a total of 87 parking spaces for the same amount of retail space. This not only creates a greater burden for small businesses, this type of parking requirement doesn't fit the character of Downtown Foxborough. To facilitate a more walkable, compact Downtown, reduction of minimum parking requirements in the Downtown should be evaluated periodically.

Parking Management Principles

1. Consumer choice. People should have viable parking and travel options.

2. User information. Motorists should have information on their parking and travel options.

3. Sharing. Parking facilities should serve multiple users and destinations.

4. Efficient utilization. Parking facilities should be sized and managed so spaces are frequently occupied.

5. Flexibility. Parking plans should accommodate uncertainty and change.

6. Prioritization. The most desirable spaces should be managed to favor higher-priority uses.

7. Pricing. As much as possible, users should pay directly for the parking facilities they use.

8. Peak management. Special efforts should be made to deal with peak-demand.

9. Quality vs. quantity. Parking facility quality should be considered as important as quantity, including aesthetics, security, accessibility and user information.

10. Comprehensive analysis. All significant costs and benefits should be considered in parking planning.

Source: The Parking Management Policies, Evaluation & Planning, Victoria Transport Planning Institute, 2012.

In addition, a district-wide approach to parking is more conducive to downtowns. In lieu of requiring each individual user in a Downtown to conform to specific parking requirements, the parking needs of the businesses and Downtown are considered as a whole. Individual zoning changes and change of uses can be accommodated by a mix of on-site parking, shared-parking, or contributions to district-wide parking. This approach has been used in Downtown Plymouth successfully.

Parking Database & Monitoring. The inventory of Downtown parking spaces prepared as part of the Downtown Strategy and found in Appendix A-2 creates a parking database for Downtown Foxborough. Changes to the parking supply should be documented and the inventory should be regularly updated. Downtown parking utilization

Table 6-3: Minimum Off-street Parking Requirements

USE	ONE SPACE PER	Parking Required Per Foxborough Zoning Bylaw for 1000 SF	Land Area for Surface Parking Needed per 1000 SF of Bldg	ITE Requirements
Retail stores and shopping centers 15,000 SF and over	250 gross SF	4	1,400	4.4 spaces per 1,000 SF GLA
Retail stores and shopping centers under 1,500 SF	175 gross SF	5.7	2,000	4.1 spaces per 1000 SF GLA
Office Space (medical/out-patient)	150 gross SF	6.7	2,333	3.53 vehicles per 1000 SF GFA
Office Space (non-medical)	250 gross SF	4	1,400	2.40 vehicles per 1000 SF GFA
Office Space as accessory use	300 gross SF	3	1,167	2.40 vehicles per 1000 SF GFA
Areas with fix seating: theaters; stadiums	3 seats			1 space per 3 seats
Museums and Libraries	550 net SF	1.8	636	0.43 spaces per 1000 SF GFA
Restaurants, nightclubs, bars, recreation halls	100 net SF	7.5	2,625	15.4 vehicles per 1000 SF GFA
Schools	4 per classroom			.26 vehicles per student (high school)
Hospitals, Nursing Homes	10 beds			5.5 spaces per bed
Child care centers and day care facilities	1 space per each full or part time employee and 1 space for each 4 children			0.24 vehicles per student
Wellness and Recreation Center	175 gross SF	5.7	2,000	3.83 vehicles per 1000 SF GFA

Terms: ITE: Institute of Transportation Engineering
GLA: Gross Leasable Area
GFA: Gross Floor Area

should be annually monitored. This will provide the Town, the business community and Downtown advocates up-to-date data and information to fine-tune parking policies.

Implementing Parking Management. Successful implementation of a parking management program or any changes to the current Downtown parking system should be considered in consultation with the Downtown property owners, businesses, the Town and interested stakeholders. The parking inventory, combined with the parking turnover study undertaken by MAPC, provides a solid foundation of current parking data to inform key constituencies and guide changes. A program of annual monitoring will enable the Town to evaluate changes and adapt to future conditions and demands.

In summary, several initiatives for improving the parking in the Downtown should be considered. As noted, the parking supply appears adequate for the majority of the time. 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:

- Identify public access parking areas for downtown patrons and downtown employees, providing a mix of both short-term and long-term parking. Short-term parking should be dispersed throughout Downtown and enable easy, quick access by customers to Downtown businesses. Long-term parking should be off-street and closer to the periphery. Residents living downtown should be assured/guaranteed parking.
- Consideration should be given to creating a Downtown parking district to facilitate shared-use parking 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 destination. This will also help reduce the amount of automobile traffic.
- Working with Invensys to designate a portion of their parking areas as public use on weekends should be investigated. 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, providing a platform for potential business growth in the downtown. On weekdays this lot could be used for employee parking and long-term parking.
- Landscape treatments for the parking areas should be a priority in the Downtown core. Guidance and standards for landscaping within the public and private parking areas should be included within the Zoning Bylaws and Regulations.
- Create a parking management strategy that will include strict enforcement. The strategy should encourage off-street long-term and employee parking.

- Adapt Downtown 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.
    - Strengthen and encourage shared-use parking. Allow shared use parking to be over multiple lots, and optimally the entire downtown district. 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 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.
- The overall parking count appears to be adequate so it should be retained but made more attractive and effective.
- Safety and ease of use for the diagonal parking at the Common will be enhanced with extension of the perimeter sidewalk to all sides of the Common along with the protected access lane for diagonal parking.
- For uses that are significant traffic generators during short peak periods such as at the schools or child care centers, a Traffic Management Plan detailing the operations of the facility including volumes of traffic, access to a 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. Implementation of a good Traffic Management Plan will help reduce traffic congestion on the roadways around those facilities. The Traffic/Access Management Plan should also incorporate incentives for walking, car pooling, and bicycling where appropriate. Improvements for better pedestrian access should be an integral part of the Traffic Management Plan.

Walkability – Sidewalks, Crosswalks and Pedestrians

Nearly everyone walks and uses a sidewalk or crosswalk for the final leg of their journey, whether it started by car, truck, motorcycle, bicycle, or foot. Pedestrian infrastructure and walkability are fundamental to a lively Downtown. The need for safer crosswalks and ease getting from parking spaces to Downtown Foxborough businesses – stores, restaurants, banks, offices, the library, theater, post office or place of employment were mentioned by residents and business owners during the Downtown workshop, Open House and the parking workshop with the Metropolitan Area Planning Commission.

While the Foxborough Town Common is considered a jewel and source of pride, it is challenging to access and traverse the Route 140 traffic as it circles around the Common. The series of streets/roadways comprising Route 140 that surround the Common, starting at the north at Main Street are Rockhill, School, South, Cocasset, and Bird Streets. There are 7 major intersections at all points around the Common, with only three small traffic islands that help guide traffic and provide a temporary "refuge" for pedestrians trying to navigate across traffic. In addition, there are at least ten driveways for parking surrounding the Common and some of the parking lots align the street facing the Common. Minimizing the number of curb cuts along the Common and in the Core Downtown area makes the area safer for pedestrians, as well as drivers, since

Figure 6-9: Proposed areas for improved sidewalks and crosswalks.

reduction of curb cuts reduces the number of potential traffic-pedestrian conflict points. See Figure 6-9 for proposed improvements to sidewalks and crosswalks around the Common.

Within the Downtown area one of the main discussion points has been the desire to develop the center of Town to provide 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 developing an area that will be more desirable for living, shopping, and visiting and will also provide a desire for the users to spend more time in the Downtown area. The focus of any such type of transformation to "complete streets" shall focus on implementing components in the design that will benefit people and not just vehicles. To promote a walkable core, improvements that should be considered include:

- Presence and quality of sidewalk areas;
- Buffers from moving traffic including planter strips, on-street parking or bike lanes;
- Improved pedestrian crossings and marked, accessible crosswalks;
- Creation of destination uses;
- Improvements to aesthetics and streetscape enhancements.
- Buffer parking lots adjacent to sidewalks with planning elements and decorative fencing.

Figure 6-10: A 'complete street' in Charlotte, NC with plantings, crosswalks, and bike lanes for improved pedestrian and bicycle use.

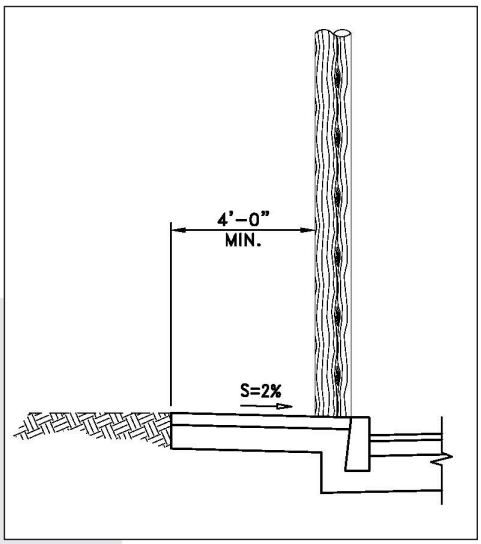
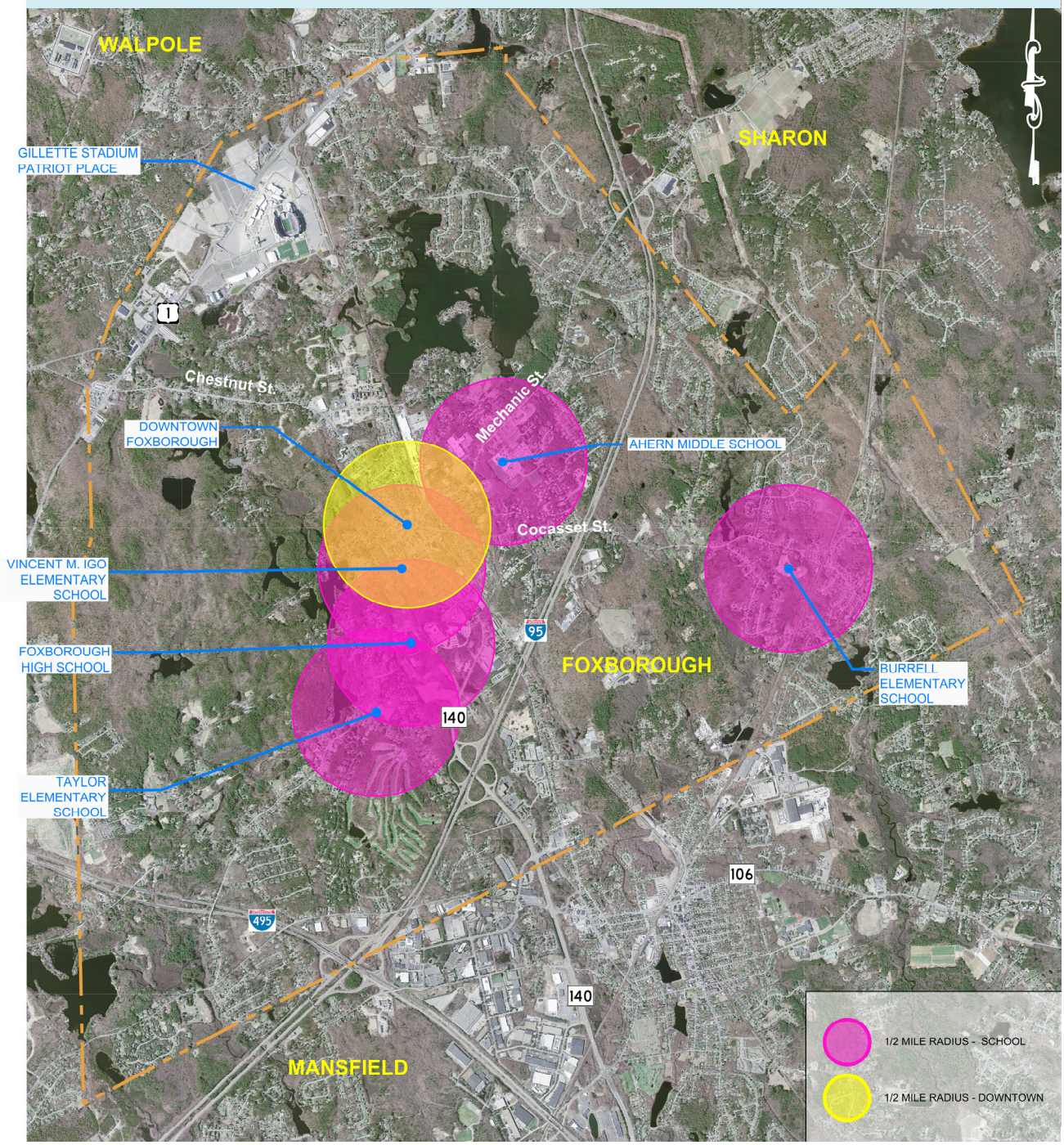


Figure 6-11: ADA Requirements for Typical Sidewalk Construction.

- There is a strong desire to make not only the Downtown, but the entire Town of Foxborough, more walkable. Strategies for making the Downtown more walkable include:
    - Ensure that the Downtown is physically accessible to all, including persons with disabilities. Downtown needs to be an elder-friendly and youth-friendly locale. Public entities are required to construct facilities in accordance with 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 alterations, such as road surfacing, are 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 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.
    - 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

Figure 6-12: Sidewalk Focus Areas



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.

- Sidewalks should be implemented where there are "sidewalk gaps", with priority to areas where walking should be encouraged, such as around schools, the downtown core or at potential transit stations. Future improvements to the street and roadway infrastructure should consider prioritizing streets within a half-mile radius around schools and the Downtown Core District to make the community more walkable for students, residents and visitors.
- 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 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.
- Making crosswalks safer is also a key component to enhanced 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 the Downtown. Striped crosswalks or specially paved crosswalks also provide safer crossings because they provide better visibility for both drivers and pedestrians.
- Enhance pedestrian access to, through and around the Common.

Figure 6-13: Raised, mid-block crosswalk provides a visible, safe crossing for pedestrians in Downtown, while slowing traffic. Pictured at the left is a raised crosswalk on Route 202 in Downtown Westfield.

- Investigate mid-block crosswalks, particularly around the Town Common. Enhance and improve the pedestrian connections between the Downtown and Chestnut Green, and between the Downtown and Invensys' Neponset campus.
- 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 Core Downtown Area and area schools. Several schools, such as the Igo Elementary School and the Foxborough Charter School are near Downtown.
- Utilize a wide range of public funding sources to implement programs to strengthen Downtown and vicinity. Possible sources are Safe Routes to Schools Funding and TIP funding.

Bicycling

Bicycle accommodations should be incorporated as part of a sustainable downtown strategy. 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 bikeable for both commuter and recreational purposes. Moreover, bicyclists could be a new customer base for Downtown. At present, there is limited consideration of bicycles within the Downtown area.

For Foxborough, the bicycle lanes could be a key means for children and adults, residents and visitors, to move between destination points in the Downtown. Figure 6-16 presents recommendations for bike routes through the downtown. At a minimum, a bike lane on Baker Street would connect the common to Chestnut Green to the north via a less trafficked residential street. School yards on South Street are connected to the Common via South Street. In order to allow students to move safely from the Common to the YMCA, it is recommended that a bike lane be added on Bird St. and that bike lane access could be negotiated as a continuation of Bird Street possibly all the way to Pleasant Street, providing a continuous path that removes cyclists from the busy, shoulder-less Mechanic Street. Bike lane connections from the Common west to the Gilbert Hills State Forest are recommended via Rockhill Street, to Union Street to Granite Street. The connection to the Gilbert State Forest would not only promote safe circulation for residents, but it would serve to connect visitors to the Common, adding potential customers to the downtown.

For streets with bicycle lane accommodations:

- Bicycle lanes should be clearly demarcate with striping, a change in material or a change in color of pavement. Reflectors, reflective materials, or solar powered lighting should be considered as part of the lane.
- Bike racks should be provided at sidewalks and open spaces.

Figure 6-14: Improve Downtown streets with bicycle lanes and sidewalk amenities that encourage pedestrian use.

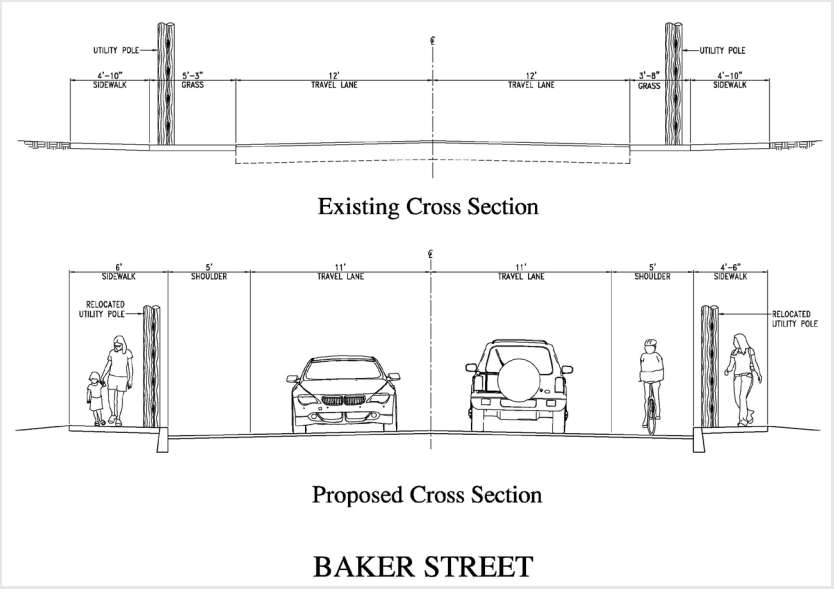


Figure 6-15: Complete Streets - sample sections showing improvements for Baker Street.

- Trail connections and wayfinding systems should be developed to increase circulation between outdoor activity areas, the Common and other Downtown destinations as they develop.

Building necessary infrastructure for cyclists, not only promotes sustainability by reducing automobile usage, but also can contribute to economic growth by adding additional users to the area, bolstering the customer base for small businesses.

To improve mobility for bicyclists within the Downtown, a number of improvements should be considered.

- 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:

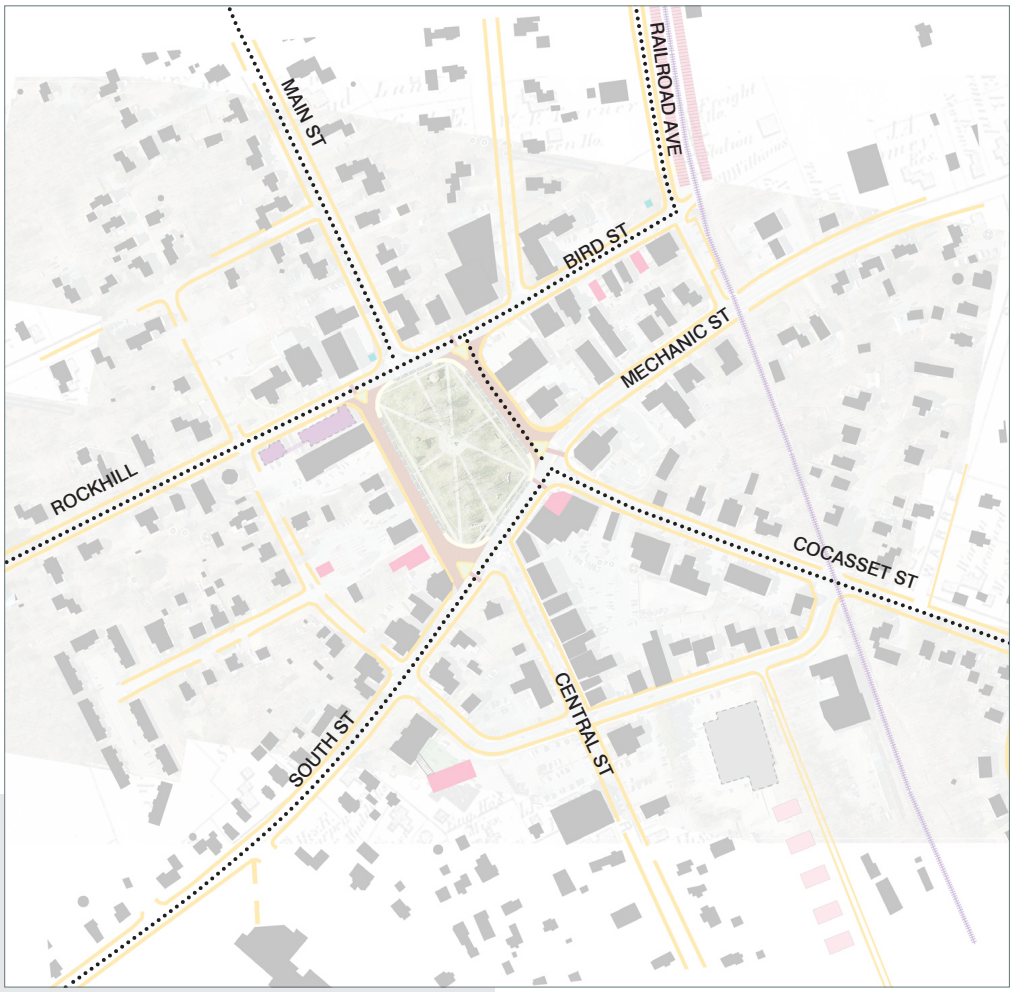


Figure 6-16:
Diagram showing streets for proposed bike route additions.

Figure 6-17:
Mountain biker enjoys bike path through Gilbert State Forest.

- 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.
- Develop bicycle/pedestrian connections to link natural amenities, playgrounds and parks, schools and town activity centers.
- Create a network of bike/ pedestrian paths that connect recreation areas (state park, public schools, and library) with Downtown and 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 and businesses within Downtown.

Transit

At present, Downtown Foxborough is not served by transit. The addition of transit – whether it is a shuttle, trolley or bus – would provide a more diverse range of travel options that would better serve a wider range of people. Since Foxborough is beginning to consider reverse community bus service, adding service and a stop at a central point in the Downtown should be considered. The CSX right-of-way which adjoins Downtown Foxborough provides an opportunity for transit and a multi-use path that would providing alternative transport options to connect Downtown with the other growth nodes – Chestnut Green, and Patriot Place/ Route 1, as well as the Route 140/ Foxborough Boulevard area. In order to strengthen the Downtown core as a primary growth node, transit options should be further explored.

Figure 6-18: A bus patterned after a traditional trolley provides an alternative means of transit in a small town.

7

CHARACTER

"Consumers seek out places with character, charm and authenticity. Improving the character of a downtown area is not just an aesthetic decision -- it's an economic one."

Enhancing Character

At the core of an economic growth strategy for Downtown Foxborough is an effort to redefine its character as a destination and heart of the community. A sense of place develops in a downtown as people inhabit it over time; suburban sprawl and unguided development policies tend to eliminate unique features, and spread commercial growth beyond walkable distances in nondescript, cost effective structures. A strong sense of place is rarely associated with regional malls, big-box retailers, or suburban commercial corridors; but is a characteristic that Downtown Foxborough, with its prominent common and town history, can reclaim.

The physical layout and visual appearance of the community can and should connect people with each other and promote a sense of civic pride, both which help define the character of a place. Foxborough has several notable historic buildings that contribute to the character of Downtown; care should be taken to properly restore these structures. (See Appendix A4 Historic Properties for further information.) The design of storefronts and window displays, as well as the quality of the streetscape experience, all play a role in contributing to the character of a community. In addition to physical improvements and the preservation and rehab of historic buildings, a sound schedule of programming is key in creating reasons for customers to come to the town center, and in contributing to the overall image of the downtown as a desirable place to visit.

Foxborough can take steps to enhance the character of the downtown by increasing the number of residents and visitors within the Downtown, by developing a critical mass

of businesses, through incremental physical improvements and preservation and reuse of historic structures. Three key factors should be addressed in efforts to strengthen the physical character of downtown:

- streetscape improvement and public spaces
- building and storefront design
- and guiding development

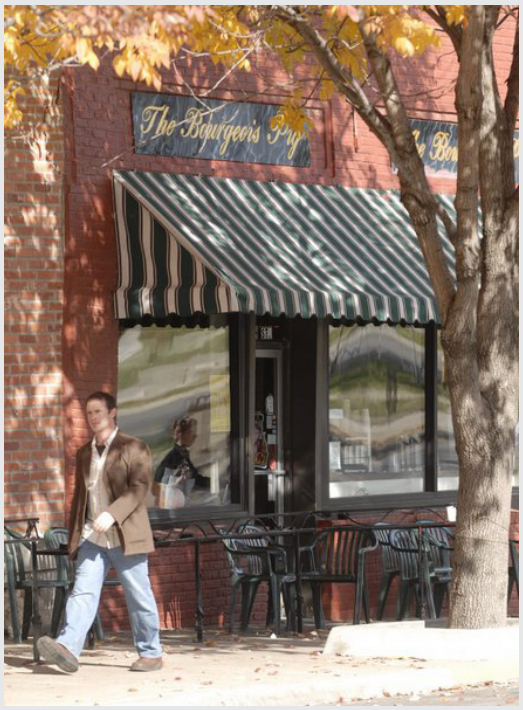
Residents, businesses, institutions and local government all play a part in an active and vibrant downtown, and for it to be successful as a place, these groups must to work together to develop a definition of the preferred vision and goals, and to create a plan for achieving the desired sense of place.

Design Guidelines

Key to helping create and maintain character within the downtown is the establishment of design guidelines. Building consensus in the community as to the desired character for downtown is a good first step toward developing effective design guidelines. Design guidelines should address all physical aspects of a healthy commercial area, from storefront design to maintenance of buildings and the public way. Ideally, they should be formatted as a reference document, not just a regulatory tool, in order to educate business and property owners and to encourage positive results.

Design guidelines are an effective tool for guiding design and construction of new buildings, for renovation of existing structures, and for storefront improvements to new and existing businesses alike.

The following section describes best practices for supporting the character of downtown. The streetscape components outlined should be considered as a starting point for developing design guidelines specific to Foxborough and for updating zoning to support these goals.



Figures 7-1 & 7-2: Outdoor seating animates the sidewalk.

7.1 Streetscape & Public Spaces

People experience a place from the public realm: the sidewalks, parks and streets. Foxborough residents, workers and visitors all use the public realm, and base their perceptions of the environmental quality of a place and notions of civic pride on its environmental qualities. Attention to the public areas of the downtown – the sidewalk and street – is crucial to sustaining a healthy business district.

- Elements in the public realm which contribute to the visual image of the downtown include:
  Sidewalk elements
- trees and plantings
- street lighting
- mobility: crosswalks, bicycle paths and parking

Figure 7-3: An artistic fence treatment.

Figure 7-4: A bench by an environmental artist.

Figure 7-5: An outdoor sculpture installation.

Providing public realm enhancements improves walkability and perceived convenience of a commercial district; provides a place for the social interaction that adds to a sense of community; and helps to reduce crime or the perception of it. Greater walkability and convenience promote the downtown as a desirable destination, and can translate to increased sales, and higher property values.

Sidewalk Elements

The streetscape should be welcoming to visitors and free from impediments to shoppers, pedestrians and cyclists. Sidewalks are inviting when they incorporate elements that encourage pedestrian use over automobile trips by building in amenities and natural elements.

The sidewalk provides a transition between the storefront and the street, and as such can incorporate elements that relate to both the public realm and the business. Improvements to consider include:

- benches
- bike racks
- banners

For sidewalks and public spaces, such as the common, simple, cost effective paving treatments add detail and interest to the streetscape and enhance character in the downtown. Proposed paving changes along the east and west sides of the Common (see Figure 6-9) would help improve the experience for pedestrians, bicycles and vehicles. Thermoplastic type paving systems are a low-cost means for adding texture and interest in the streetscape. In addition to being economical, they are low profile, and thus snowplow friendly. A paver effect can be achieved by using imprinting the asphalt and inlaying the thermoplastic material into the imprint and sealed by heating in place.

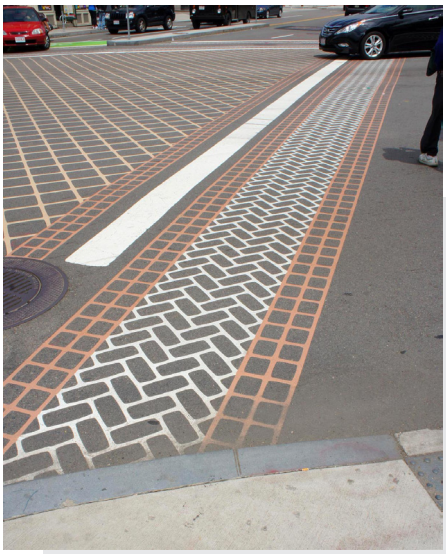


Figure 7-6: Thermoplastic used to create a graphic pattern on the roadway to enhance the crosswalk and main intersection.

Foxborough could also consider opportunities to incorporate public art in the downtown streetscape and on the common as a means of adding interesting details. Public art need not be thought of as adding statues or monuments – fences, benches, and interactive elements for children can be designed by artists as part of other needed public improvements.

In addition to these standard sidewalk elements, business can incorporate items such as outdoor seating, outdoor displays, and sandwich boards, which are focused on pedestrian foot traffic and help contribute to the character of the street.

Trees and Plantings

Trees and planting areas enhance the pedestrian scale of a streetscape by creating a more intimate sidewalk ambiance, providing shade and weather protection on the sidewalk, and helping to reduce heat island effect. In Foxborough, increased trees and plantings would also serve to reinforce the its image as a small town with agrarian roots.

Planting street trees on key avenues will help to define the street edge, reinforce major circulation routes with in the downtown, and add to the experience of the Common as a focal point within the downtown. Ideal streets for planting trees are shown on the plan on the following pages (Figure 7-9). Due to locations of existing utility poles on some streets, implementation of the street tree planting in some areas of the downtown may need to be phased as future work at a point in time when utilities can be submerged. In the interim, consider incorporate planting beds or planters on sidewalks, or hanging planters on lampposts where trees impracticable. While these may not have the same reduction in heat gain as planting trees, they will still reinforce pedestrian scale and create visual interest in the streetscape.

Trees and plantings in parking lots are as important to the visual appeal of downtown as street trees, as these are often the place of arrival for most visitors. As with sidewalk plantings, trees and planting areas in parking lots serve to reduce the heat island effect created by large open pavement areas. The negative impacts of parking lots on the climate can be further mitigated by creating "parking courts" which not only incorporate plantings, but also employ grass paver systems. The overall 'greening' of parking lots creates a more pleasant experience by reducing visual impact of parking areas.

Where parking areas abut the sidewalk, a buffer between the two uses should be provided. Planting beds, shrubs and fences all can serve to visually screen the parking lot from the street, thereby prioritizing the pedestrian experience downtown.

Street Lighting

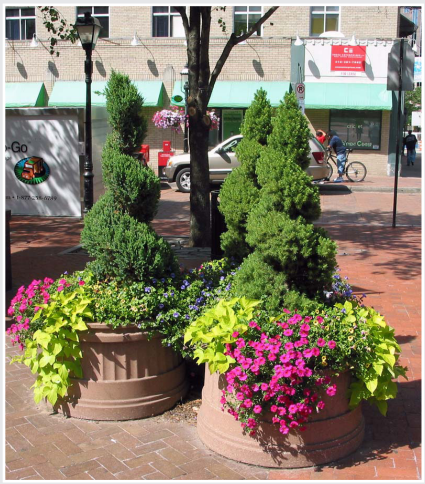
Downtown Foxorough would benefit from improved lighting – both functional and accent or decorative lighting. Currently lighting is focused on providing illumination for automobiles on the street. To encourage pedestrian use during the evening, lighting is needed that is scaled for the sidewalks and paths.

New fixtures should be planned as part of an overall lighting strategy for the Downtown, with accommodations for phasing as funding is available, so that over time incremental improvements to streets and opens spaces over time maintain a consistent type of lighting fixtures and provide for cohesion in the visual landscape of the downtown. Unique and iconic buildings still front the Foxborough Town Common and highlighting them with simple, cost effective lighting can serve to encourage trips to downtown and set the stage for future evening uses such as restaurants and the like. Care should be taken to not "over light" the area and use of dark sky fixtures recommended to provide desired light levels while helping to mitigate light pollution and over-spill.

Figure 7-7: Solar powered street lights come in a variety of fixture styles and can save on energy cost and usage.

Figure 7-8: Street lamps can incorporate banners.

Figure 7-9: Plan of Downtown showing proposed areas for street edge plantings in green.



Figures 7-10 & 7-11: Plantings can be incorporated in moveable planters or incorporated in planting strips along the sidewalk edge.

Figure 7-12: Planted flower beds provide a simple, cost-effective means for bringing color and interest to a downtown sidewalk.

Several approaches to lighting are recommended for Downtown Foxborough to further enhance the ambiance of the Common and its iconic buildings, improve visibility on sidewalks, and provide safety for new bike lanes. The present-day lighting of the war memorials on the Common is a model of discrete low-level accent lighting.

For the Common, low-level landscape fixtures can be used to light paths, particularly for the main crossings. This type of fixture will provide improved light levels for evening use and create a welcoming feeling at night while contributing minimally to light pollution.

The addition of accent lighting for the Common and surrounding buildings is recommended to highlight the Common as a focal point and destination within the downtown as well as a means of providing additional lighting for pedestrians. Lighting tree canopies from below creates a dramatic effect from the street while providing lighting for pedestrians. Architectural accent lighting of iconic buildings surrounding the Common, such as Memorial Hall, the Bethany Congregational Church and the Foxborough Universalist Church would further serve to mark the Common as a special place in Foxborough, creates visual interest for nighttime visitors and enhances safety.

Additional lighting accommodations should be considered for bike lanes to provide safety for cyclists. Lanes can be demarcated with reflectors or solar powered lights to alert nighttime traffic to the lane.

Mobility

Mobility considerations are a key factor in the success of a downtown: consumers shop and do business where it is perceived to be convenient. Transportation facilities, whether it is streets, roads, sidewalks, parking, bike paths, play a major role in defining the character of a downtown, such as Foxborough. The area comprising Downtown Foxborough Downtown's 913 parking spaces and over 8,000 linear feet of streets is roughly the same as Downtown's 495,000 SF of building area. Clearly, transportation along with building facades and the Common define a user's impression and experience of a shopping district.

Walkability and streetscape appearance should be enhanced and improved. Important principles for a walkable Downtown include:

- Prohibit parking in the front of a lot (between the building and the curb) in the Downtown Core;
- Prohibit additional drive-throughs as they discourage pedestrian activity and are not appropriate for a walking district, such as Downtown Foxborough; and
- Minimize curb cuts along School, South, Central, Cocasset, Bird, and Rockhill Streets.

The details and aesthetics of transportation facilities – crosswalks, sidewalks, parking areas, all define the character and experience of a downtown. The character of Downtown Foxborough as a walking district needs to be strengthened. Steps should be taken to ensure crosswalks are located to maximize pedestrian (and bicycle) safety, are universally accessible, are clearly signed and demarcated, and are well lit. Pedestrian movements around the Common and the Downtown are hampered by the large expanses of pavement due to multiple traffic lanes and angled parking at the edge of the Common with few points of pedestrian refuge. A perimeter sidewalk between the Common's iron fence and the parking area would benefit pedestrians and highlight the historic iron fence, an emblematic feature of the Common and Downtown.

Figure 6-9 identifies existing sidewalk and crosswalk conditions within the Downtown and makes recommendations for improvements to enhance pedestrian mobility.

Ease of movement is a central element of convenience. Wayfinding and directional signage for pedestrians, bicyclists and drivers is important. To support improved access and increased trips to the downtown, parking should be conveniently located. At the same time, however, a sea of empty parking lots does not promote a positive downtown image and Foxborough should consider a network of consolidated, landscaped shared parking areas in its Downtown. (See Figure 6-7: Parking Courts.)

7.2 Architectural Elements

Storefront Elements

A business's storefront as a whole is an important means of communication with the public. The storefront defines a shop's image through features such as signage, lighting and window treatments, as well as through its cleanliness, state of repair and overall look.

Signage & Awnings

A well-designed sign is one of the most important components of a storefront – it is a reflection of the personality and nature of a business. At the same time, business and building signage is also contributes greatly to the overall character and look the streetscape. Well-designed signage adds visual interest to the Downtown streetscape for pedestrians and motorists alike.

Signs are powerful graphic tools, and bigger is not always better, and less signage on a storefront often is often a clearer way to communicate a sense of quality of both the business and the retail street. An automobile passenger can only perceive an average of four words or symbols on a sign; the combined impact of multiple signs produces visual clutter and reduces the impact of the visual signs themselves.

Like signs, awnings can have a similar impact on the perception of the business and the streetscape. Judicious incorporation of awnings can add visual interest to a streetscape and enhance walkability by protecting the sidewalk from the elements.

Window Displays

Window displays are as important as signage to a business as a means of communication – they are the visual link from the sidewalk to the shop, restaurant or commercial space. Window shopping is not just a daytime activity in a healthy commercial area. Businesses should consider use of night lighting to enhance the nighttime character of the downtown and create an atmosphere that is inviting to pedestrians.

Lighting

As with night lighting of displays or interiors of businesses, proper sign lights and architectural accent lighting contribute to the character of a shopping area. They contribute to a feeling of welcome and safety, encouraging foot traffic. As with other storefront

Figure 7-13: A blade type sign.

Figure 7-14: Awnings shelter the sidewalk.

Figure 7-15: Simple signage using the business name and graphic elements.

Figure 7-16:
A simple storefront with a clean, modern look that respects traditional storefront elements.

elements, lighting types that appear to be of low quality, such as flashing lights or neon tubes outlining windows, should be avoided.

Maintenance

The condition of properties and businesses contribute to the overall image of a downtown. In addition to capital improvement projects, simple maintenance and upkeep are important to the appeal of the downtown. From sweeping and shoveling sidewalks, to window washing and maintaining storefronts, good maintenance programs convey a sense of community pride.

7.3 New Development & Implementing Change

Automobiles have greatly impacted the character of our traditional town centers – retail and commercial businesses have moved to locations closer to highway access, traffic flow has dominated circulation patterns in the downtown and parking lots have replaced buildings as the dominant feature. Foxborough is no different – what was once a walkable town center near a rail line, the Town Common is now at the crossroads of major arterial traffic routes.

Recognizing these development patterns is key to planning for change that can be supportive of Foxborough's unique character and sense of place. Zoning, land use and design guidelines can be put in place to help correct some of the detrimental patterns of development that have occurred, and guide new growth in a positive direction.

Street Edge and Building Massing

New buildings should respect the unique qualities of downtown Foxborough and strive for continuity with existing buildings of desired character and quality construction. Additionally, new in-fill construction should respect the historic building setbacks from the street typical of a traditional New England town.

In typical New England downtown shopping areas, buildings typically meet the edge of the sidewalk (i.e., there is no grass or planting area between the building and the sidewalk), and main entries for businesses face the street. Encouraging this pattern of development over site plans that place parking lots at the sidewalk edge, or set the building back from the sidewalk with a 'front yard', will serve to encourage foot traffic on sidewalks and enhance the character of the downtown.

Building massing and height should be compatible with surrounding structures. In general, new construction should abide by zoning regulations to ensure continuity of scale with adjacent buildings. To build the consumer base and street activity within the downtown, upper level residential should be considered a key component of all development projects within the downtown core, particularly those fronting the Common. See section 9.3 for more information on in-fill development and upper-level housing.

Design Details

Creating a place that reflects a sense of quality begins with quality design details. Materials and color are key components in storefront design and, when carefully selected, help to convey an image of quality and care. Where historic details are present on an existing storefront, care should be taken to follow appropriate restoration techniques to ensure longevity.

Storefront Improvement Program

Foxborough should consider establishing a storefront improvement program to assist existing businesses with renovations that will enhance the character of downtown, and as a means for encouraging new businesses to make investments that will have the maximum benefit for the downtown. Several models exist for such programs including

grants and revolving loan funds for improvements, and design assistance for planning projects that meet the goals of the design guidelines. Such programs can be run by a governmental agency or a local business organization.

> "The Common and Downtown need revitalizing. We need businesses and other attractions that will get people walking around… We need to make it center of town life."
>
> *– Foxborough resident*

8

ACTIVATING DOWNTOWN

"We love summer Thursday nights when families gather on the Common for concerts on the Common. We usually get take-out meals from local businesses and have a wonderful evening!"

– Foxborough resident

An Active Downtown

Terrific infrastructure and a strong market environment are indeed important for successful downtowns. People, however, make the difference. Infrastructure provides the essential pathways, access and services for people to come to Downtown and spend time. Market data helps businesses know about the prospective area customer and needed products and services. Downtown Foxborough needs to be alive with people and activities, creating additional reasons for people to come Downtown, spend time, and rediscover what's in Downtown Foxborough.

Healthy and vibrant downtowns are dynamic places combining the familiar along with the new. New one-time or continuing events, such as a farmers' market, a new store, program or activity, along with familiar community traditions, like Founders' Day and summer concerts help make a downtown special and a place where people want to come. Special events, whether during the day for area workers or on the weekend to appeal to area residents, create opportunities for people to come to Downtown. Increasing the number of people using Downtown Foxborough helps the existing individual businesses. Stronger, thriving local businesses in turn encourage more customers to come to Downtown Foxborough and spur other businesses to consider locating in Downtown Foxborough. Re-activating Downtown Foxborough with special events, programs, businesses and services re-starts the cycle of success – create a reason to come, attract people, turn people into customers, serve customers well, customers return, customers spread the word, more people come, more businesses in time will come creating more reasons to come to Downtown Foxborough. This section discusses how Foxborough can better activate Downtown and attract more people.

8.1 Building a Customer Base

Downtown Foxborough is situated in a highly competitive market place where residents, area workers, and visitors have many choices, ranging from nearby local and regional shopping centers to shopping near work or along their commute to online shopping. Building and strengthening Downtown Foxborough's customer base is a central component of the Downtown Strategy. Building the customer base entails three major themes of action:

1. Increase the number of residents, area workers and visitors patronizing Downtown Foxborough;
2. Create Attractions; and
3. Pursue Opportunities.

Increasing the number of residents, area workers and visitors coming and using Downtown Foxborough encompasses several action steps, including encouraging upper level and in-fill housing in and around the immediate vicinity of Downtown. Fostering mixed-use development will add people to the Downtown Foxborough's customer base and strengthen the economics of individual buildings for property owners. Creating new destinations Downtown, such as an arts and cultural center, a higher education training satellite, as well as a youth-serving business will draw new people to Downtown Foxborough. Capitalizing on the new Boyden Library and Orpheum Theater, Downtown Foxborough could add an arts and culture niche drawing people from the greater Foxborough community. A tie-in between Downtown and bicyclists riding at the F. Gilbert Hills State Forest will create another new customer audience for Downtown, drawing upon Foxborough's valued natural assets.

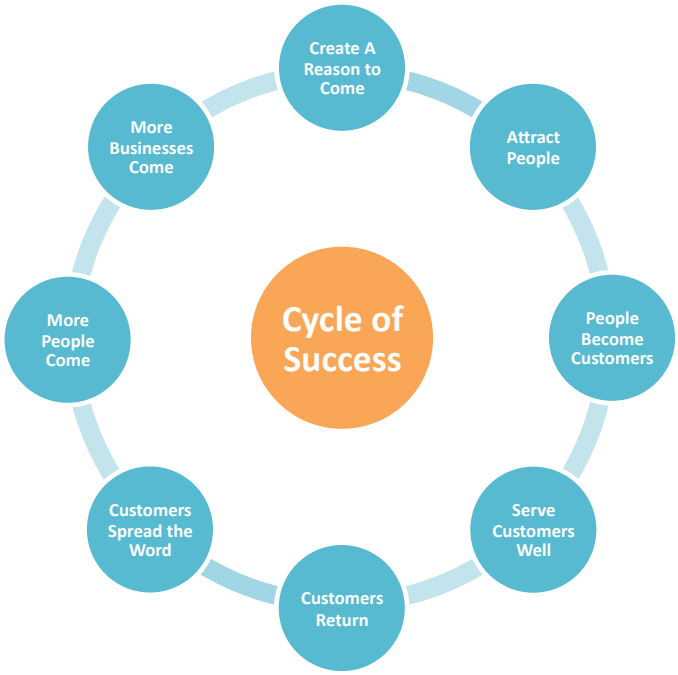


Figure 8-1: Cycle of Success

The Cycle of Success illustrates the engagement and growth needed for a healthy business district.

Creating attractions to encourage residents, area workers and visitors to come Downtown is an important theme of action. Attractions include creating a regular farmers' market Downtown and a variety of special events, including Founders' Day, summer concerts, and new events to broaden the appeal and seasonal offerings. In addition, Foxborough could consider implementing a "shop local" campaign to help attract local residents to the Downtown (See Section 4, Trend 7: Buy Local and Foxborough). Creating a more attractive and walkable Downtown with streetscape amenities and benches could entice existing residents and workers to walk and stroll Downtown, the first step in becoming a customer. Creating a gathering place with a restaurant or café would greatly enhance Downtown Foxborough. As the world-renown Danish urban designer, Jan Gehl noted, designing vibrant downtowns is like planning a party. There needs to be a pleasant environment, and interesting things to see and do, with comfortable places to sit, and food and beverages to eat and drink. A restaurant/café would strengthen the attractiveness of Downtown Foxborough.

In many ways, Foxborough is fortunate to have one of its two largest employers, Invensys, within the shadows of Downtown with nearly 1000 employees. In addition, employees of the Town and local Downtown businesses are an important part of the customer base. This constituency is often overlooked, but has the potential to have a major economic impact on Downtown. Local employees need to be provided a reason to come Downtown and to come and spend money. Many are unaware of the range of services and businesses in the Downtown. An online and print version of a business directory and map, along with targeted marketing and promotion could help tap into this part of Downtown Foxborough's customer base. Downtown Foxborough businesses and services need to create reasons for people to come, to visit and patronize local businesses.

Opportunities for redevelopment in Downtown Foxborough are a third theme of action. The reuse of the Fire Station site, relocating the retail services of the US Post Office downtown, and construction of a new or expanded Town Hall are major opportunities that can significantly strengthen the customer base. These opportunities are reviewed further in the next section of the Downtown Strategy.

The mix of uses, activities and attractions along with the variety of businesses and services are important building blocks for an economically healthy and active Downtown Foxborough. Building the customer base for Downtown Foxborough is an incremental and continuous process. Revitalizing Downtown at times may seem to be a like a chicken and egg proposition, wondering which comes first, the people/customers or the stores/ businesses. It is both. Advocates for Downtown Foxborough will need to work on multiple fronts. The Cycle of Success focuses on starting with attracting people, whether it is for a single special event or a series of events, programs and ac-

tivities and working with existing assets and local businesses. In this section, steps for activating Downtown Foxborough are described next.

8.2 Programs & Special Events

Retail shops and restaurants need each other to create a successful synergy. A healthy downtown has a balance of business types, making the business district a destination for a variety of uses and a range of customer types. However a critical mass of customers are needed in order to grow the business base. To create the draw needed in the downtown, Foxborough needs to grow its current programming for the Common and the downtown as a whole.

Several re-occurring events, such as the concerts on the Common, are already established in Foxborough and are well attended by the community. Strategies that should be considered are:

- Grow the business district around existing themes or activities.
- Restaurants and shops should adjust business hours to pair with activities in the downtown
- Develop a downtown business association to assist with managing programs and supporting new business ventures that fit with desired goals for the district.

In order to attract new businesses to the downtown, enhancing the local consumer base with new activities that draw visitors from adjacent towns is key to increasing economic potential for the downtown. Promotions that build upon Foxborough's physical and historical assets follow.

Figures 8-2 & 8-3: Foxboro Jaycees Concerts on the Common

Farmers' Market

Given Foxborough's agrarian roots, a farmers' market would be a logical component to incorporate in programming for the Common. A market has the potential to generate regular, weekly trips downtown from spring through fall. Some communities are developing winter markets, thereby creating an all-season draw. A market can serve as an incubator for small businesses ranging from produce, to specialty foods, to artisans and crafts people. Incorporating entertainment activities, such as expanding the current concert on the common music series would help to distinguish a market on the Common from other venues in surrounding communities.

Figure 8-4: Grafton Farmers' Market

Figure 8-5: Westborough Farmers' Market

Gilbert Hills Cycle Fest

The F. Gilbert Hills State Forest is an incredible natural resource, and is known among cycling groups as a premiere mountain bike destination. To build on existing visitor trips, which draw users from the New England region, Foxborough could consider developing an annual mountain bike race, road rally or similar cycling event that could capitalize on the town's natural assets as a draw for outside visitors.

Summer Movie Night

Outdoor community movie nights have become popular summer activities – inflatable screens are set up in public parks and show popular, family films. Foxborough could develop a regular movie night program for the Common that would serve as a draw that could increase the customer base for local businesses. Costs associated with these events are fairly low, making them easy to achieve. Given Foxborough's popularity as a cycling destination, billing the event as a bike-in movie, instead of a drive-in movie, could be a unique twist on the model used elsewhere.

Historical or Local Theme Event

Building on the existing Founders' Day celebration, Foxborough could develop a larger program that builds on local character and strengths of the town's history. A thematic event has the potential to draw visitors from a wider area, particularly if anchored by key new businesses on the common. Such an event could draw from:

- the town's history as a 19th century summer 'retreat' or leisure and recreation destination,
- local agricultural heritage
- Foxborough's renown as a center for the straw hat industry,
- or a partnership with present day stadium attractions.

Organizing such an event takes substantial planning and development efforts and would best be undertaken once the Downtown core area has begun to grow and an active downtown association is in place that can foster such an event.

Science Festival Foxborough

Providing students with a deeper appreciation for the sciences is a current challenge nationally; however, it has the potential long-term economic and social benefits. The downtown location of the Invensys campus presents a unique opportunity for the possibility of a partnership aimed at providing students real-world exposure to the sciences. In addition to Invensys, other local businesses that could help introduce students to applied science and mathematics include: Pare Corporation, the New England Patriots, Bay Colony Group, and the Brigham and Women's/ Mass General Health Care Center.

Figure 8-6: Worcester Polytechnic Institute holds an annual "Touch Tomorrow" science and technology festival, http://wp.wpi.edu/touchtomorrow/

Foxborough could consider establishing a town science festival day or weekend. Possible activities could include:

- a traditional student science project competition and exhibit,
- a science team problem solving competition pairing groups of students with local businesses to tackle projects,
- robotics events,
- a regional business and industry exhibit or expo,
- an ecology tour and park cleanup or restoration activity.

Such an event could be used as preparation for student participation in the Massachusetts State Science & Engineering Fair (MSSEF) which has programs for both middle school and high school students.

Art Fair

Foxborough has an active art association. A one-day or weekend art fair in Downtown on the Common during warm weather months could highlight local talent drawing residents and visitors to Downtown Foxborough.

Gillette Stadium Visitors

Foxborough is unique among other communities in the region in the number of visitors who flow into the town for games and events at Gillette Stadium. While it is unlikely that a downtown promotion would be able to attract a large portion of game attendees, who access the stadium through Route 1, downtown businesses could consider cross-promotions that could capture a piece of this traffic to help boost downtown awareness and future trips. If properly planned and executed, even 0.1% of an event attendance

could mean the potential of 600 new customers. UMass football is now playing at Gillette Stadium. This is an opportunity to perhaps sponsor a UMass day in Downtown Foxborough with special products and services.

8.3 Promoting Downtown

Marketing and promotion are a vital part of the implementation strategy to build and strengthen Downtown Foxborough's customer base. Promoting Downtown Foxborough requires a comprehensive strategy of special events to help build foot traffic to attract people Downtown, combined with communications about Downtown and sales promotions targeted to helping local businesses increase sales of services and products. Special events are designed to build awareness of downtown; to encourage people to come downtown; and to find out what is located in the downtown. Special events build upon the experience economy where customers are looking for a fun and entertaining approach to shopping and life activities.

Often special events help generate food sales. Specific retail and business service tie-ins will help generate sales on the day of the special event and following. Without explicit retail tie-ins special events may not immediately directly assist non-food businesses. Special events, however, do develop and form the image of downtown and are a key component of a promotions strategy. As such, special events help all businesses in the downtown over the long-term. The successful sponsorship and organization of special events will require partnership with local organizations and volunteers in Foxborough, including the Jaycees, the Rotary, area Chambers, Town committees, and other organizations.

An early promotions activity is to establish an identity and logo for Downtown Foxborough, which then begins to brand Downtown Foxborough. In today's multi-media, marketing world, communities, shopping districts, products and even individuals create a brand or image. Branding includes one's name, logo, symbols, the overall reputation and experience of the business district. Once a logo or symbol for Downtown Foxborough is selected, it can be used on banners, signage, advertising and promotion of the Downtown.

A business directory and map of Downtown Foxborough and the many services and businesses in the Downtown is a good early promotion activity. Many people are unaware of the range and depth of services offered Downtown. A business directory should be created that can be easily updated, and is accessible in-print, online on a web site and via mobile applications. The business directory should incorporate the logo for Downtown, as well as a marketing tag line crafted to describe downtown Foxborough in a short, catchy phrase. Examples of tag lines include the commonwealth's

current marketing campaign, “Massachusetts – It’s all here,” and Maine’s “The Maine Thing is” campaign.

A web site and social media presence on Facebook for Downtown Foxborough should be developed. This provides a means of communicating with a wide range of potential customers, posting the Downtown business directory along with links with local downtown establishments. The web site can provide a means of communicating with both customers and local businesses, including posting an annual calendar of events, special announcements, and updates on downtown happenings, including business openings and anniversaries. Communications could include a brief periodic or monthly e-mail newsletter with updates about Downtown businesses and events, as well as updates to Downtown’s Facebook page.

Retail and service business promotions can include retail sales, joint advertising, production of specialized advertising, such as an online holiday catalog of services, or a seasonal insert or brochure on Downtown Foxborough to be distributed at area hotels and attractions, as well as to local residents and area workers. An initial impulse is to offer coupons and discounts to local merchants as part of promotional events. An alternative approach might be to highlight value-added services for the first ten customers of Downtown businesses. This would help small businesses protect their profit margins in this highly competitive market place, and focus on service and differentiation. Value-added, could include things such as complimentary gift wrapping and shipping, as well as delivery to the Post Office or delivery of a product or good to your home or office. Bundling of services and products from multiple businesses, such as flowers with a bottle of wine and a financial or therapeutic consultation or even a massage, thereby promoting two or more downtown businesses at once is another type of value-added promotion.

Foxborough residents have voiced a strong affinity and loyalty to Downtown Foxborough. Local residents want to patronize Downtown and see it enhanced. A Shop Local campaign should be developed to encourage residents and businesses to support local establishments. A Shop Local campaign can build upon the publication of a downtown business directory, which helps people become more aware of the range and types of products and services available in Downtown. Shopping local is a trend that Downtown Foxborough should capitalize upon. Shop local campaigns are discussed in greater detail in Section 4: Trends of this report.

Important segments of the Downtown customer base are people who work in the downtown, including Invensys and Town Hall. Specific marketing efforts should be targeted to downtown area employees. This could include distribution of the business directory. Prior to marketing, businesses should consider how to best serve downtown area employees who have limited time on their lunch break hours, so convenience and value-

added services can be differentiators for Downtown businesses to earn repeat business patronage from Downtown workers. Some communities have organized annual Downtown Worker Appreciation Days and feature free morning coffee, perhaps offered at the Town Common, along with activities ranging from gift and promotional bags, lunch or after-work concerts and activities on Appreciation Day as a successful approach to reach out and recognize the importance of downtown workers to local businesses.

An imminent promotional opportunity for Downtown Foxborough is the reopening of the Boyden Library Downtown. While the Library will be promoting the grand opening of its new facility, the Downtown business community could kick-off an annual Downtown Worker Appreciation Day to thank all the existing downtown area workers and to welcome back library workers downtown. Retail and service tie-in events to the re-opening of the Library could feature various library books in store windows that thematically connect with the local business. Fox example, books on food or cooking can be featured at local restaurants, or travel at ethnic establishments. Books on jewelry and gold could be featured at Cindi's Jewelers. The Library could also highlight participating local merchants. The opening of expanded library facilities frequently generates increased patronage and circulation. The opening of the new Boyden Library is an important promotional opportunity for Downtown.

Telling the story of Downtown Foxborough and encouraging people to shop, visit and patronize local businesses is a continuing and ongoing task of revitalization and downtown management.

Successful promotion of the Downtown requires involvement and participation of Downtown businesses and property owners. As small businesses many business owners are stretched with little time, nonetheless efforts to continue to outreach and involve Downtown Foxborough businesses are needed. One approach to involve local business owners may be to sponsor short one-hour monthly "coffee breaks" for merchants to discuss downtown and issues that affect them. "Coffee breaks" could rotate and be held at different businesses through the Downtown.

Promotion activities require considerable time and effort. Involvement of business owners, property owners, volunteer residents, and Town leaders will be needed. Formation of a standing Downtown Committee is recommended to help implement promotional activities and overall Downtown revitalization. Partnership with existing organizations will be essential for overall success.

Main Street Approach to Downtown Revitalization

Four Points:

1. Organization
2. Promotion
3. Design
4. Economic Restructuring

Eight Principles:

1. Comprehensive: No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.

2. Incremental: Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening " in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.

3. Self-help: No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

4. Partnerships: Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.

5. Identifying and capitalizing on existing assets: Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

6. Quality: Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.

7. Change: Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

8. Implementation: To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

From the National Trust for Historic Preservation, founder of the "Main Street" program and the National Main Street Center, www.preservationnation.org/main-street

9

OPPORTUNITIES

"Prepare for opportunities, don't wait for opportunities to take you by surprise.

- Daniel Emmanuel

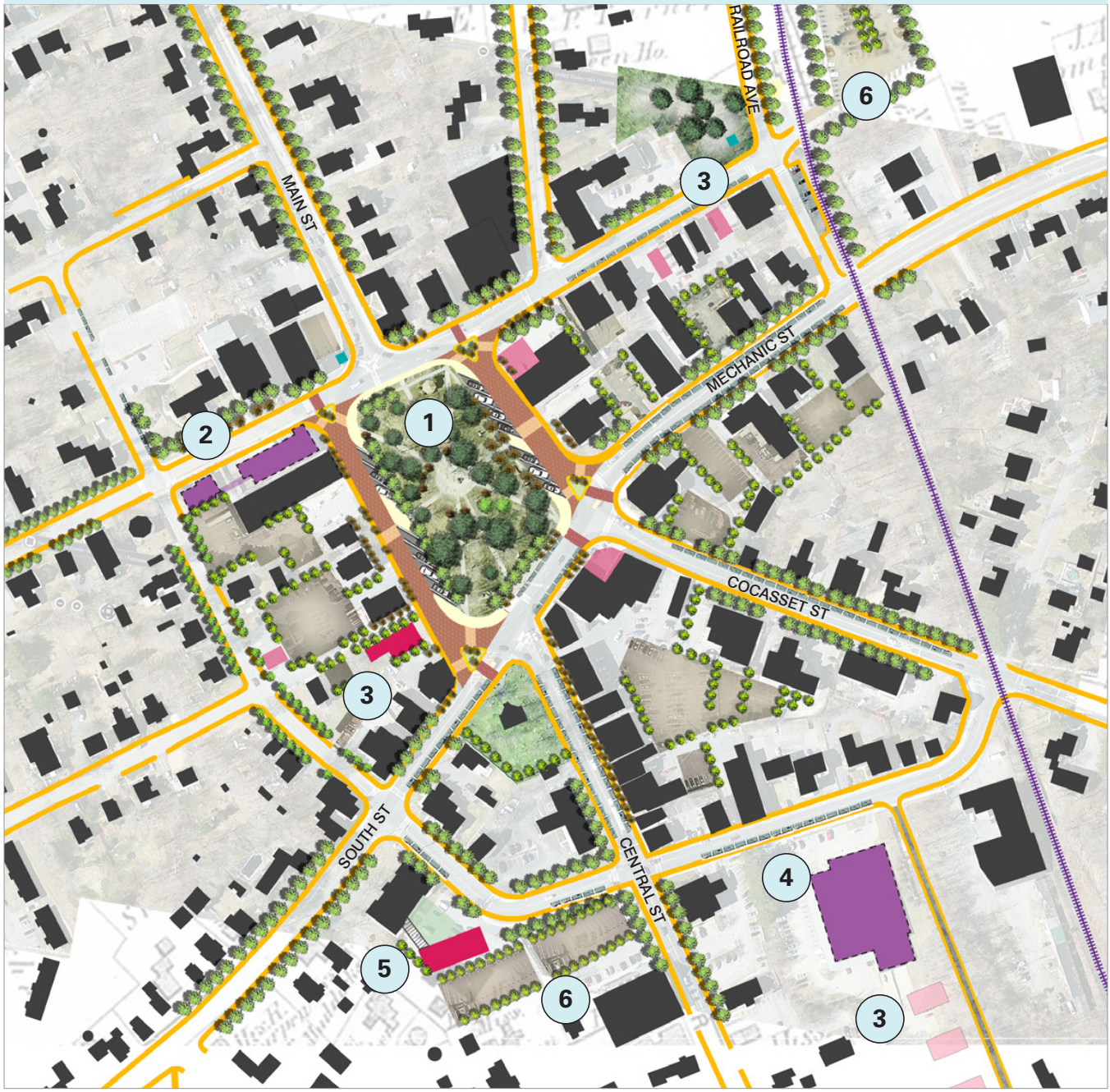
Downtown Opportunities & Site Improvements

To achieve Foxborough's vision of a Downtown that is an active, vibrant center for the community, the McCabe Enterprises Team has identified six priority areas for improvements. These opportunity areas include public investment initiatives, private development projects, or a combination there-of. Figure 9-1 identifies these Downtown opportunity areas, which include:

1. Improvements to the Foxborough Town Common including streetscape improvements, a perimeter sidewalk, and programming.
2. Development of the former Fire Station and funeral home site
3. Development of in-fill housing and upper level housing
4. Development of the Post Office site
5. Expand and redevelop the Foxborough Town Hall as an integral part of the Downtown core.
6. Creation of 'bike hubs' and improved bikeways, paths and trails.

The following section describes these opportunity areas in detail.

Figure 9-1: Downtown Opportunities



1 **Town Common Area:**
- Street improvements
- Farmers' Market

2 **Fire Station/ Funeral Home Site**

3 **In-fill & Housing:**
- Upper-level apartments
- Cottage in-fill lots

4 **Post Office Site**

5 **Rebuild Town Hall Downtown**

6 **Bike Hubs**

9.1 Defining the Town Common

The Common Edge

Defining the Town Common

The Town Common is one of the gems of Downtown Foxborough. The encircling streets and facades of the buildings fronting onto Common function as the frame of the Common, similar to a ring which is the setting for the gemstone. The ring needs to be intact and polished, so that the gem can shine. Defining the Common's edge – the ring setting of the Common – becomes an important element of enhancing the Common overall. The ring of streets and building facades encircling the Common in urban design is described as the street wall.

Street wall continuity is an important factor in the perception of activity on the street and in encouraging a pedestrian environment. At present, the streets fronting on the Common have several "missing teeth," or vacant lots which disrupt the continuity. Rebuilding this street edge is an important step in establishing the continuous network of uses needed that contributes to the vibrant pedestrian-friendly downtown that the community desires.

To this end, in-fill development at the vacant parcels will help replace the "missing teeth" and contribute to the economic vitality of Downtown. The sidewalks on the outer ring of the streets encircling the Common should be continuous and be framed by a continuous row of stores and buildings. Memorial Hall and the Universalist Church illustrate how a building can have a significant setback and still frame the street and the sidewalk. Both Memorial Hall and the Universalist Church have short decorative fences which frame not only their properties but the Common, while buffering the sidewalk and providing a continuous edge to the pedestrian.

The existing parking lots fronting onto the Common also functions as "missing teeth" and tarnish the ring around the Common. They could be enhanced with a decorative fence at the edge and landscaping. New curb cuts should be precluded from both an urban design and traffic/pedestrian safety perspectives. Parking should not occur in the front setback areas in the blocks encircling the Commons. The blocks surrounding the Common should focus on the pedestrian and function as a continuous attractive and walkable ring.

Street Improvements

General roadway improvements should also be considered around the Common. Improved road paving, new crosswalks and islands for safe pedestrian refuge and passage will help improve the overall image of the area, and promote a perception that the

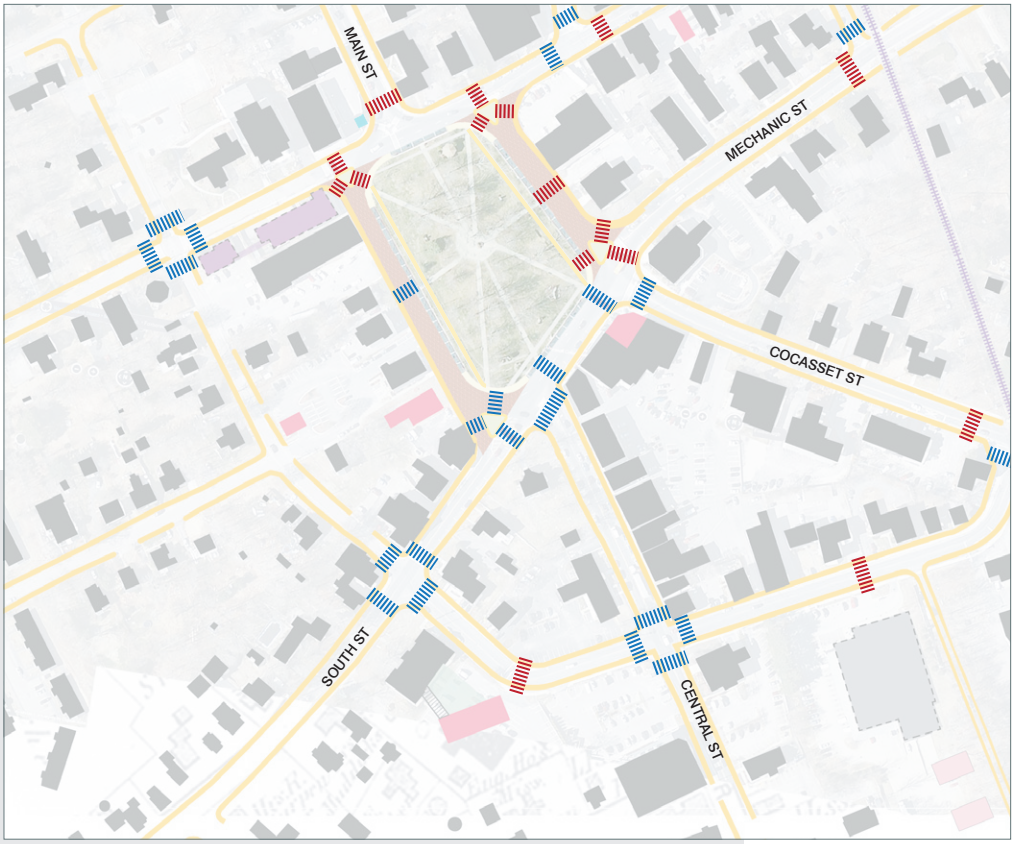


Figure 9-2: Pedestrian improvements to the Common

Figure 9-3: Aerial view of proposed improvements to the Common.

area is safe and accessible to pedestrians. A simple change in paving, which could be done inexpensively using decorative thermo-plastic stamping, would serve to provide a better visual connection between the Common and adjacent streetscapes on South, School and Cocasset Streets. To further improve traffic circulation and pedestrian safety, the town should refrain from allowing additional curb cuts around the Common.

Circulation

Circulation around the Common should consider all modes of transport – cars, bicycles and pedestrians. Traffic is today often confused with merging traffic and incoming traffic from a variety of directions. The streets around the Common function like a New England traffic rotary, but with vehicles entering the street from both the inner and outer parts of the rotary, which is confusing for drivers. Pedestrians find it difficult to cross the street to get to the Common or from parking at the Common to nearby stores. The width of the road is wide, and a pedestrian is uncertain if a car is going to stop. In general, traffic needs to be calmed. Pavement markings and traffic islands could be used to better guide vehicles. Safer pedestrian passage with shortening crosswalks, and the installation of raised crosswalks along School and Cocasset Streets should be considered.

Planting

An additional row of trees encircling the Common should be considered. This will extend the Common's natural reach. Providing an additional row of trees also provides for the long-term enjoyment of trees along and around the Common. Many trees can age and have a long-life. However, trees can also die. Planting new trees around the Common will create an environment where there are always mature trees that grace Foxborough's Town Common.

Memorials

The Town Common includes a special place for war and veterans' memorials. The Town should develop a comprehensive plan for the repair, restoration and maintenance of memorials on the Common. The plan should also include guidance for the placement and erection of future memorials.

Farmers' Market

The current interest in locally grown foods and healthy eating creates an opportunity for a Farmers' Market. This could be a low-cost, early action that can draw people to Downtown Foxborough on a continuing and repeat basis. A farmers' market should be ideally located in a highly visible location, ideally located on or near the Common, see Figure 9-4. If the farmers' market is strategically situated on or near the Common, patrons of the farmers' market can then easily see other businesses, making them more likely to stop and patronize other Downtown businesses. Farmers' markets also provide opportunities for new ventures to incubate and introduce people to their business.

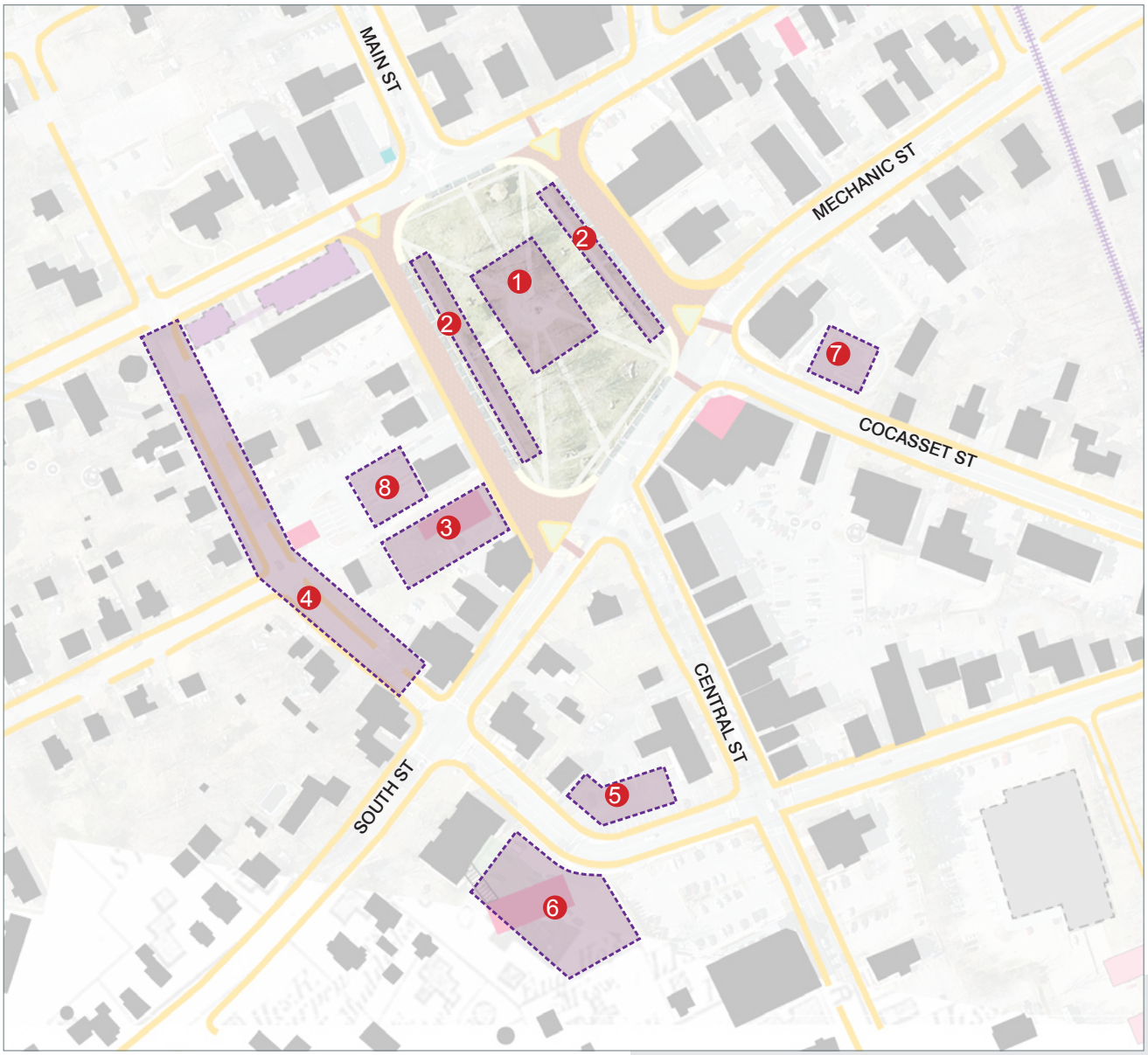


Figure 9-4:
Plan of potential market locations in Downtown.

1. On the Common
2. Common Angled Parking
3. Vacant Lot
4. Market Street
5. Foxboro Federal
6. Town Hall
7. Rockland Trust
8. Bank of America

Table 9-1: Location Options for Farmers' Market

Location	Visibility to other Retail	Automotive Traffic Flow	Pedestrian Access & Safety	Other Issues
School Street (adjacent to Common)	· Excellent Visibility	· Re-routing of Rte 140 traffic needed with street closure	· Easy pedestrian access with closed street	· Shutting School Street may be more viable as Farmers' Market grows. · Not an optimal start-up location.
School Street (or Cocasset St.) side of the Common—using angular parking	· Excellent Visibility	· No re-routing. · May require lane adjustments & separator	· Easy access; · Some concerns about separator between Market area and traffic.	· Good option for start-up farmers' market. · May have limitations as to growth of market.
The Common	· Excellent Visibility	· No change in traffic needed.	· Easy pedestrian access. · Safety enhanced with crosswalk upgrades.	· Farmers' Market could wear on grassy area. May be more appropriate for a hard surface.
Market Street	· Limited Visibility to local stores · Judy's Flowers visible	· Requires re-routing of traffic on Market Street between South & Centennial	· Easy pedestrian access · No sidewalk on east side of Market Street.	· Bank of America parking lot * Judi's Flowers' access is in part from Market Street. .
Town Hall Parking lot	· Good visibility	· No traffic re-routing required. · Designated vehicle parking areas for Town Hall during Farmers Market operations. · Shared use parking required during FM operations.	· Easy pedestrian access.	· Farmers Market would need to be relocated during construction. · New Town Hall site use could make this site less attractive for FM.

A farmers' market in Downtown Foxborough would advance the goals of the Town's newly formed Agricultural Commission to preserve and better integrate farming and agriculture within Town.

Site considerations for locating a Downtown Farmers' Market include visibility to other retail establishments Downtown to foster patronage of downtown businesses; traffic flow and safety considerations of existing automotive traffic using Route 140; pedestrian access and safety; site access and permission; loading and unloading considerations by farmers; surface conditions and maintenance. Table 9-1 evaluates potential sites as to the leading site considerations.

Location		Visibility to other Retail	Automotive Traffic Flow	Pedestrian Access & Safety	Other Issues
Vacant lot on School Street		· Excellent visibility	· No traffic rerouting required	· Easy pedestrian access	· Excellent site for "shortening distance" between retailers on School, South & Central Streets. · Private Property · Grassy lot. · Potential coordination with Bay Colony regarding truck and farmers drop off, which would require non-business hour operations. · This is a recommended infill development site, which requires future relocation of Farmers Market.
Bank Parking Lot	Foxboro Federal	· Very Good Visibility	· No street traffic routing issues. · Will require parking mgmt.	· Generally good pedestrian access. · Need to balance bank customer cars & FM pedestrians.	· Private property
	Bank of America	· Limited Visibility	· No street traffic routing issues. · Will require parking mgmt	· Generally good pedestrian access. · Need to balance bank customer cars & FM pedestrians.	· Private property
	Rockland Trust	· Limited Visibility	· No street traffic routing issues. · Will require parking mgmt	· Generally good pedestrian access. · Need to balance bank customer cars & FM pedestrians.	· Private property

Figure 9-5: The Lawton Family Farm at a local outdoor market.

9.2 Fire Station and Funeral Home Site

The Fire Station 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 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. The Foxborough Fire Station has the potential to bring more people to Downtown and become another activity center. There are numerous examples where municipalities, like Foxborough, have solicited a developer to redevelop former fire station properties. Adaptive re-use of fire stations have spawned new restaurants, housing, offices, art centers, cafes in downtowns, as portrayed in Figures 9-9, 9-10.

For Foxborough, a mixed-use approach to redeveloping the Fire Station site is the preferred solution.

Table 9-2: Fire Station Data

Location:	Rockhill & School Streets
Land Area	0.5 acre – 21,948 SF
Building Area (gross)	18,532 SF
Building Area (net)	12,931 SF
Zoning	General Business (1 parcel) and R-15 (2 parcels)
Assessed Valuation	$ 355,400.
Parking Spaces	4 to 8 un-striped

The goals for the reuse of the fire station site include creating a new destination and activity center for Downtown Foxborough; to transform a vacant property into a viable, attractive use; and to diversify the mix of businesses and activities Downtown, including uses preferred by Town residents. Additional objectives may include returning the property to the tax rolls and generating tax revenues for the Town.

Four mixed-use options for re-use of the fire station site have been identified. They are (A) a combination a youth-serving business and arts center using the entire

Figure 9-6: Fire Station site across from Town Common

Figure 9-7: Funeral home site directly behind the fire station.

site; (B) a combination post office and café with a second floor use (arts center, private sector offices or housing); (C) ground level restaurant/café with arts center as second story uses; or (D) ground level restaurant/café with the upper level dedicated to university-level continuing education.

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.

Figure 9-8: Adaptive reuse of a fire station to a restaurant. Fire Station #18, Seattle, WA.

Figure 9-9: JP Licks, a neighborhood ice cream parlor and coffee shop is a neighborhood gathering spot in the former Fire Station. In the summer, outdoor tables with umbrellas provide seating for customers as they enjoy ice cream specialties. The upper story is used for the corporate offices of JP Licks, a regional ice cream retailer. This site includes no on-site parking.

Disposition of the Fire Station Site

The Town has several options as to the long-term disposition and operation of the Fire Station/Keating Funeral home site (hereinafter referred to as the Fire Station site. The options include:

- Request for Bids for sale of the property;
- Preparation of a developer request for proposals (RFP) and solicitation of developers;
- Negotiated lease with the Post Office as part of a larger development scheme; or
- Disposition through a redevelopment authority.

Request for Bids. A request for bids for the sale of the Fire Station site is probably the simplest type of disposition and often the speediest. The Town issues a request for bids for the sale of the property in accordance with Chapter 30B procurement standards. The property is then sold to the highest bidder. This method of disposition provides the Town with the least amount of control over the future use of the property. The only control is the Town's zoning bylaw and development regulations, which allow a large array of uses. The successful bidder, now owner, could retain title to the property and allow it to remain vacant or tear the existing buildings down and leave a vacant site for years to come. The successful bidder could have the financial ability to purchase the property, but lack the financial capacity to develop the property. The Town gains immediate revenue from the property sale, and some real estate tax revenue, but no assurances that it will be substantial or continuing as to future reuse.

Preparation of a developer request for proposals (RFP) and solicitation of developers; A second approach that the Town could undertake is preparation of a request for proposals from developers for the sale of the Fire Station site and redevelopment. With this approach, the Town sets forth the planning and redevelopment goals for the property, the desired reuse scheme, and criteria for selection of the developer in the RFP. Selection criteria typically include the quality and extent that the proposed redevelopment scheme implements desired goals and building uses set forth in the RFP; the developer's experience and the credentials and experience of the team (architect, engineer, financing); the developer's financial capacity and financing commitments for the project; the quality of the design; and how the proposal addresses key concerns, such as parking, schedule, mix of uses; and remuneration to the Town for the property.

Procurement regulations in Massachusetts enable municipalities to establish criteria and award a bid to the most responsive bidder based on selection criteria, and not necessarily the "highest" bidder. A developer's solicitation could allow a potential developer-proposer the option of proposing various purchasing options, such as one-time purchase price upon closing; a phased-payment; or a purchase payment with a percentage of income based on rents. This flexibility could enable the Town to identify

a developer who can assemble the best mix of uses for the long-term benefit of Downtown as well as Foxborough's finances.

The actual solicitation of developers often takes four-to-six months to advertise, solicit and evaluate proposals. The four month period the RFP is "out on the street" is necessary for the Town to get the word out, to host a developers' walk through, enable developers' sufficient time to organize teams of architects and engineers to undertake a conceptual design and secure the requisite initial letters of interest from financiers.

The Town could designate a developer and establish a realistic schedule with performance standards before the actual transfer of the property. This would enable development and permitting to advance, and provide the Town with some assurance as to the final outcome of the redevelopment.

Negotiated lease with the Post Office as part of a larger development scheme. Since the US Post Office has declared its intention to only operate a retail postal facility in Foxborough, the Town may wish to enter into discussions with the US Postal Service (USPS) to be a tenant or owner of a portion of a redeveloped Fire Station site. The USPS is considered a credit tenant. Banks and lenders prefer credit tenants when financing redevelopment projects. Securing such a commitment from the USPS for the Fire Station site would make it easier for the Town to attract seasoned developers and achieve the desired mix of uses, including a café or restaurant which typically entails some additional risk.[1]

Redevelopment Authority. Another approach to disposition of the Fire Station site is the formation of a local redevelopment authority to oversee the disposition and redevelopment of the site. Redevelopment authorities generally have some additional flexibility in procurement. However, the revenues from the disposition are returned to the Redevelopment Authority and not the Town's general fund.

Readiness for Redevelopment

There are two key issues facing the redevelopment of the fire station site, namely sewer and brownfields. Both should ideally be addressed prior to solicitation for a developer.

Sewer service availability is a key challenge and threshold issue facing the redevelopment of the Fire Station site. When the Town was operating a fire station at the facility, it had a small wastewater treatment allocation for the property from the Mansfield Waste-

[1] Although restaurants and cafes are often preferred new uses in downtowns, there are considered to have a higher risk profile by financial lenders. Cafes and restaurants have higher start-up costs as to equipment, kitchen facilities than many retail businesses. They also require additional permits and licenses. As such, restaurants and cafes typically have a high failure rate amongst business start-ups.

water Treatment Plant. The status of this allocation, and the likely need for increased capacity needs to be resolved as part of the reuse planning for the site, prior to disposition. The funeral home and fire station combined site does not have adequate space for a private septic system and the cost of a small independent treatment system is prohibitive. The challenge of sewer service availability could be resolved through several approaches.

The second readiness issue entails brownfields. As a property that housed large vehicles at the fire station and where embalming fluids were used at the funeral home, there may be some risk of site contamination. It would be useful for the Town prior to reuse or disposition of the property to determine whether or not any contamination exists. If contamination does exist, the amount and extent should be characterized and a cost estimate for remediation should be secured.

The Town can access funds for the initial site assessment through US EPA's brownfields site assessment grant program or MassDevelopment's Brownfields Redevelopment Fund. Once the site assessment is complete, the Town can incorporate this information as part of its solicitation for developers. The Commonwealth's Brownfield tax incentive may make it more advantageous for the Town to have a developer undertake the cleanup (if required).[2] The tax credit and MassDevelopment's Brownfields Redevelopment Fund can only be used in municipalities which are part of an Economic Target Area. (ETA). Foxborough qualifies since as it is part of the I-495/95 Regional Technology Center district ETA.

Figure 9-10: Fire Station as seen from Rockhill Street

Development Incentives

Rehabilitation of small properties, such as the Fire Station, can be costly. The Town of Foxborough could consider use of the Economic Development Incentive Program (EDIP) as an incentive for redeveloping this site. The EDIP requires the creation of at least one full-time new job as a result of the redevelopment project. There are two types of financial incentives that could be used, either the Special Tax Assessment (STA) or Tax Increment Financing (TIF). The STA is a prescriptive five year program where all real

[2] The state's Brownfield Tax Incentive has been extended through 2014 and provides a 50% tax incentive for the net cost of remediation.

estate taxes on the property are subject to the incentive with a phase-in of real estate tax revenues from years one to five, with 0%, 25%, 50%, 75% and 100% payment of taxes on the assessed valuation. TIF is a negotiated agreement with a potential phase-in of the payment of new real estate taxes on the net new valuation caused by the redevelopment which can span up to 20 years.

Since the Fire Station can be termed as abandoned, the redeveloper can take advantage of the state's Abandoned Building Renovation Tax Deduction against Massachusetts income.

Although not explicitly financial, consideration of the parking requirements and prospective solutions by the Planning Board and the Town for the fire station site would be advantageous prior to disposition. Some of the alternatives for addressing parking include developing a shared-use agreement with nearby private owners of parking, such as Bethany Congregational Church; adopting a district-wide approach to parking, which could either eliminate specific parking requirements or require a prospective owner to contribute to a parking fund for district-wide parking and transportation improvements Downtown.

The site will likely require two types of parking, customer and employee parking. Employee parking could be arranged at a distance from the fire station site, since it is longer term parking, and local employees could be encouraged to walk or bicycle to work.

If the fire station property is designated as historical and is redeveloped for commercial purposes, the developer could qualify for either state or federal historic tax credits. State tax credits are limited and competitive. Use of either state or federal tax credits requires adherence to the Secretary of Interiors Standards for the Rehabilitation of Historic Properties. The benefit of tax credits needs to be weighed with cost of additional restrictions.

9.3 In-fill Development & Upper Level Housing

In-fill Development

In-fill development should be considered as a strategy for Downtown Foxborough as a pattern for growth that supports community's overall goals for walkability and sustainability within the center. An in-fill site is a lot that may or may not have had a recent structure on it; or, it could also be a lot that historically had been used for parking or other type of infrastructure use.

In the case of Downtown, recommended in-fill development would encompass new construction on underutilized lots within the currently developed bounds of the Downtown. The benefits of in-fill development strategies for Downtown Foxborough are:

- Concentrating new construction in already developed areas, such as the Downtown, preserves open space and reduces growth pressure on agricultural land.
- Promoting the revitalization of Downtown by adding additional uses and activities, as well as residents and employees within the district.
- Improves overall property values in Downtown by reducing the number of empty or neglected lots.
- Makes efficient use of existing infrastructure, such as roads and sewer lines.
- Provides opportunities for existing businesses to expand and remain in the Downtown.
- Promotes walkability of the Downtown by concentrating the new population within proximity of the Common, government offices, schools and amenities.

Opportunity Areas

Within the Downtown, lots fronting the Common could include commercial development, or mixed-use development such as ground level commercial with upper level housing. Incorporating the upper level housing element in the project would have the added benefit of increasing Downtown population, and thus the customer base for the desired restaurant/ retail uses. Lots within a two-block radius of the common should be prioritized as locations for residential in-fill development.

Planning for improvements to existing infrastructure, such as the Downtown sewer system, should take into account future growth on such sites.

Large parcels, such as the Post Office on Wall Street present an opportunity for in-fill development on a larger scale. Parcels such as this are an opportunity for a planned residential development, and should be designed to fit within the scale of the adjacent Downtown neighborhood buildings.

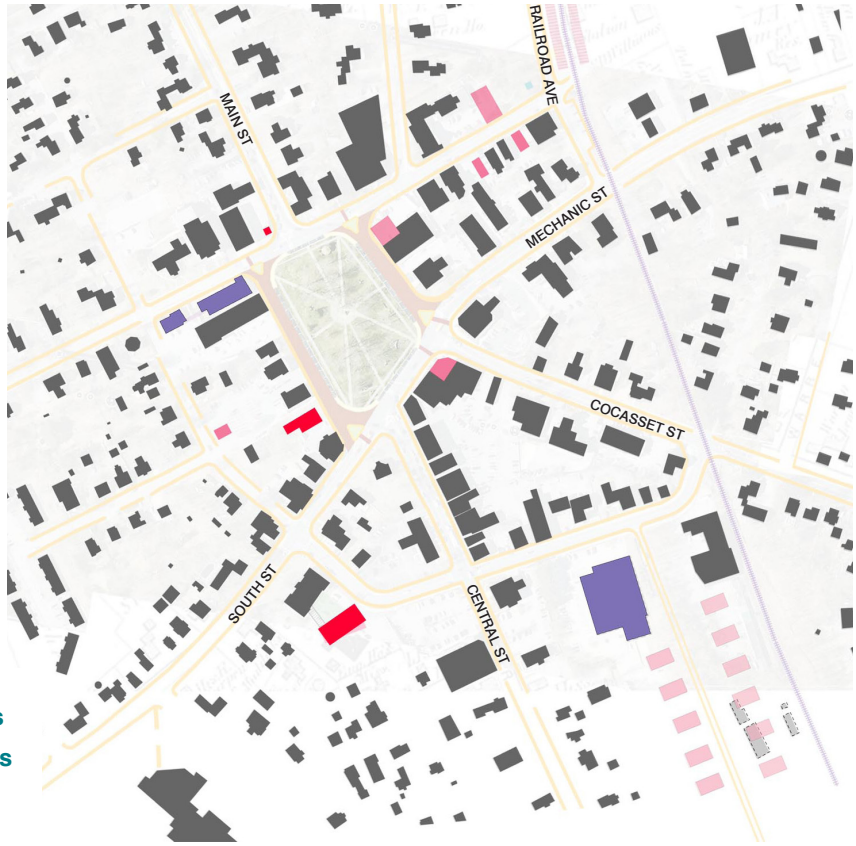


Figure 9-11: Sketch showing potential in-fill development sites

A Contextual Approach to Design

Successful in-fill projects are those that reflect the desired qualities of the surrounding neighborhood. While they need not be identical, they are compatible with the scale, materials, or design of existing structures on the block and are supportive of the character of the Downtown. New construction should support continuity of the 'street wall' by siting buildings near the street edge. Successful in-fill development looks not only at the adjacent buildings, but also at the relationship between adjacent buildings on a street to identify patterns in: location of structures on lots, location of access/ driveways, and organization of 'green' space or gardens on the lot.

For commercial in-fill parcels, particularly facing the common and on arterial streets leading to the common, mixed-use development projects should be considered. Generally this would include two basic types: ground level commercial retail/ restaurant uses with upper level commercial office type uses, or, ground level commercial office/ retail/ restaurant uses with upper level housing.

Upper-Level Housing

Upper level housing should be considered for the Downtown, especially on the streets facing the Common. Upper level residential uses are in keeping with the small-town character of Foxborough and examples can be found in Foxborough on Central, South, and Bird Streets. For new development on vacant lots within the Downtown housing should also be considered as a key component. For example, the vacant lot on School Street could be developed with a ground level retail or office use that activates the sidewalk and one or two stories of housing above.

The addition of upper level housing would add activity in the Downtown, build on the small town ambiance, and be a step toward increasing the customer base. Development of housing in the Downtown would be supportive of filling Foxborough's need for "smaller housing units and multi-family housing to serve smaller households."[1] Upper level housing above existing ground level retail/ commercial space could be considered on several blocks in the Downtown, including: 12-16 South Street, 2-6 Central, 20 Central and 40 Central.

When developed above existing storefronts, design of upper story housing should be in keeping with the architectural character of the existing structure. New construction should be of a scale and materials that are analogous to other buildings in the Downtown area.

Figure 9-12:
The Vertullo Building illustrates the addition of upper level housing with a design that is context-sensitive and appropriate scale and design for upper level housing in Downtown Foxborough. (Image: Historic Boston, Inc.)

1 Foxborough Housing Production Plan, Section IV: Housing Vision, Goals and Objectives. MAPC, p 28.

Figure 9-13: Design for the Vertullo Building, Hyde Park, MA (Image: Historic Boston, Inc.)

A zoning amendment should be considered for the Downtown General Business category to allow for a total height of 3 stories instead of the current 2.5, particularly for lots fronting the Common and fronting Central Street. This height would be in keeping with similar structures in the district and would help provide an incentive for development to occur. For example, a typical 35 ft x 60 ft block that could potentially accommodate 3 units with a second floor addition, could add 6 units with a 3-story height limit, making redevelopment financially feasible.

The dimensional regulations for mixed use incorporating housing should also be addressed. Zero-lot line development with no front set back is found on the west side of Central Street and the south side of South Street in the Downtown. This pattern of development is consistent with the vision for the Downtown and zoning should allow the pattern to be replicated. The General Business (GB) zone allows 0 ft for a side setback line, but requires a 15 ft front set back line; a 0 ft front setback should be allowed.

In the General Business zoning multi-family dwellings are not as of right and require Special Permit approval. (See Foxborough Zoning By-Laws, Table A3-2 in the Appendix.) The Town should consider allowing mixed-use development with ground level retail/ commercial and upper level housing as of right within the core Downtown General Business zoning. Additionally, within the General Business zone accessory uses to multifamily dwellings are limited to eating establishments, personal service establishments; retail sales establishments selling convenience merchandise. Revising this to allow office and services uses would encourage such businesses to occupy ground floor space, and encourage upper level housing uses.

Cottages

Residential buildings are most likely the predominant type of in-fill opportunities in the Downtown area, not facing the Common. Care should be taken to ensure these types of developments are compatible with the neighborhood so as not to detract from the

existing character or be seen as a negative impact on adjacent property values. In considering housing types for in-fill projects, Cottages or other small home typologies should be considered for in-fill lots within the Downtown. Smaller structures such as this can provide affordable opportunities for an aging population wishing to 'downsize' their living situation, yet remain a part of the town. They also provide starter home opportunities for the young and are supportive of workforce housing needs for Foxborough business.

Within the Downtown area, zoning should be reviewed to ensure that lot size requirements and other dimensional regulations, parking requirements and land use are supportive of in-fill strategies. Additionally, if design guidelines for the Downtown are established, they should address design of structures on in-fill lots to ensure new construction is supportive of the character of Downtown. A guideline document could consider identifying "typical" details or perhaps suggesting building typologies for such sites as a means of encouraging compatible, quality construction.

Figures 9-14 & 9-15: Small cottage-style housing fits local scale and provides opportunity for seniors and the young.

Figure 9-16: Swan Street, Albany, NY

9.4 Post Office Site

In late spring 2012, the U.S. Postal Service (USPS) announced the intent to consolidate mail sorting and back-room operations of the Foxborough and Mansfield post offices to one facility, namely the Mansfield Post Office. As a part of the consolidation, the USPS stated that it intends to continue to operate a smaller retail postal facility in Foxborough, in a smaller space at a different location. No specific location was mentioned by the USPS for the smaller relocated facility. As a center of civic life and governmental activity, it is important for the relocated retail postal services to remain located in the core of Downtown Foxborough.

Post offices are vital contributing uses in a Downtown. The post office typically functions as an essential, anchor service in Downtown, drawing repeat patrons and customers from throughout the community.

The current U.S. Postal Service site on Wall Street creates a redevelopment opportunity. The Post Office is located on a nearly 3 acre site, the largest parcel in Downtown one block from the Common. The building consists of 21,000 net SF that includes a retail counter and open areas for mail operations with loading docks.

Since the spring 2012 announcement, one temporary use for the current Post Office which has been floated is the re-use the Post Office by the Town for a temporary or permanent Town Hall. Re-use of the current postal facility would require significant interior improvements for use for Town Hall administrative offices, namely Town Administrator, Town Clerk, Assessor, Finance including the Treasurer and Assessing, as well as Conservation, Planning and Public Works. Town offices currently are over-crowded and occupy a 13,920 SF building two blocks away at 40 South Street. Town Hall functions could easily be accommodated on a temporary basis while Town Hall is being expanded or renovated. As a prospective interim use for twelve to twenty-four months, the question remains as to the optimal long-term use of this site.

Table 9-3: Post Office Site Data

Location:	15 Wall Street
Land Area	2.98 acres
Building Area (gross)	25,480 SF
Building Area (net)	21,486 SF
Zoning	General Business
Assessed Valuation	$ 5,414,100.
Parking Spaces	72 spaces
Loading Areas	5 bays

Many of the existing buildings aligning the north side of Wall Street are residential in character. The south side of Wall Street has four users. The US Postal Service dominates the street and is buffered by landscaping on both the east and west sides. To the west of the Post Office is the two-and-half story brick building on the corner of Central and Wall Street housing TD Bank and their drive-up banking windows which is accessed from Central Street. Vehicular egress from the drive-up and parking lot is onto Wall Street. To the east is an access drive to Bernat Auto Body. Moving eastward are the offices of Advanced Water Treatment Corporation, which provides water treatment and filtration services, and Foxborough Transportation Company, both housed at 29 Wall Street.

Ideal potential new uses for the USPS site include housing and office. Both housing and office are advantageous uses that could benefit and strengthen Downtown by increasing the number of people who work in Downtown with an office use, or increasing the local residential customer base by creating additional housing near Downtown.

Office Re-Use

A large single office user or multi-tenanted office building is possible and is permitted in the General Business zone. The existing building would require renovation for either a single or multi-tenanted user. The existing circulation and parking area with the existing designated 75 parking spaces can easily be reconfigured to accommodate the 84 required parking spaces under Foxborough's current zoning bylaw requirements. The Institute of Traffic Engineers (ITE)'s parking standards for non-medical office parking is lower, and would require only 51 spaces, which can also be easily met. The ITE standard allows space to minimize the amount of parking between the street and building entrance, which is more appropriate for a walkable downtown, like Downtown Foxborough. An office user or developer may wish to consider adding a second level onto the existing USPS building to increase potential leasable space. The structural feasibility of adding a second level to the USPS building has not been examined. A second story is feasible as to zoning and urban design standards provided that the parking is accommodated at the side are rear of the building. Most of the buildings on Wall Street already have two to two-and-half stories.

Housing

Drawing upon the existing residential character of Wall Street, new in-fill housing could be appropriately located on the nearly 3 acre site. The recently adopted Housing Production Plan identifies the privately-owned 50-60 Leonard Street parcel as a potential housing site. This 4.6 acre parcel, which is currently vacant, could be combined with the USPS property at 15 Wall Street to create a larger 7.6 acre site. Ideally, a third connecting parcel could be added as well. This could enable some economies of scale for a prospective housing developer.

In-fill housing approaches at this location could feature:

- Cluster development featuring single-family and two-family cottage style housing units, targeted to empty nesters;
- Multi-family housing development;
- Supportive housing development with re-use of the postal facility for services, housing and congregate activities reusing the existing building, and independent small scale residential cottages; or
- Mixed-use housing with first floor commercial and a new second level for residential.

Table 9-4: Potential New Housing with Re-Use of Post Office Site

	USPS Site Only	Aggregated Site
	2.97 acres	**7.6+ acres**
Cottage Housing (SF)	8 cottages	22 cottages
Multi-Family Units	18 units	49 units
Supportive Housing	8 to 18+ units	22 to 49 units
Mixed-Use (new second floor)	12 units	Not Applicable

New in-fill housing in and around Downtown should include market rate housing, as well as affordable housing. New in-fill housing should be "40-B" neutral, meaning, that for ten percent of all new housing units should be affordable units. (40B refers to Chapter 40B of MA General Laws which establishes a ten percent threshold goal for affordable housing.)

Zoning Considerations. Re-use of the USPS site for housing will require rezoning or modifications to the Zoning Bylaw. The 50-60 Leonard Street parcel is presently zoned Local Industrial, which precludes housing. The parcel would need to be rezoned or the bylaw modified. Although supportive housing is a residential use, it will likely fall under the definition of institutional use in the Foxborough Zoning Bylaw and require a Special Use Permit from the Zoning Board of Appeals. The Local Industrial zone prohibits institutional uses, requiring a rezoning. Development of new provisions in the Town's Zoning Bylaw explicitly permitting mixed-use development inclusive of upper-story residential uses is recommended. The Planning Board should examine the use of Planned Unit Development zoning approach with design guidelines to guide the re-use of the Post Office site and nearby parcels.

Sanitary Sewer Considerations. A critical issue in the re-use of the USPS site is the availability of sanitary sewer capacity for treatment of a new use. This site is located in the Critical Needs Area as identified in the Comprehensive Wastewater Management Plan. Utilization of the USPS as an interim use by Town Hall could be

facilitated with Town Hall's sewer treatment allocation temporarily transferred to 15 Wall Street. This approach, while helpful, for the re-use of the Post Office for temporary municipal services, does not provide a long-term or permanent sewer treatment solution. The municipal sanitary sewer line extends to the USPS site via Gray Road near the rear of the lot. Available wastewater treatment capacity is required to enable re-use of 15 Wall Street.

Site Development Considerations. Prior uses of 15 Wall Street before the US Post Office include industry. The USPS is within 275 feet of the railroad and adjacent to an existing auto repair site and vacant lot that appears to have had a history of mixed uses, and perhaps some dumping. It would be advisable to determine the extent, of brownfields issues, if any, exist on the site. The Town and the Planning Board should encourage the Postal Service to undertake both a Phase 1 and Phase 2 brownfields site assessment for greater assurance that the site is clean and can be re-used without limitations. This is particularly important if housing is a future use. As an alternative, the Town could consider accessing brownfield site assessment funding.

The road pavement on Wall Street is 38 feet wide, exclusive of the sidewalks on both sides of the street. Wall Street has two traffic lanes, one in each direction, plus a parallel parking lane on the south side of the street (the side of Post Office). The vehicular travel lanes are effectively each at least 14 feet wide, which is excessive. While this width may have made access easier for tractor trailers serving the Post Office, a 14 feet wide travel lane exceeds the standard lane width of an interstate highway. A local street, such as Wall Street, more appropriately would have a nine to eleven foot wide travel lane. Narrowing the vehicular travel lanes, adding street trees and bike lanes could enhance the overall appearance and use of Wall Street. Ideally, this improvement would be done prior or in conjunction with the long-term re-use of the USPS site.

Postal Service Disposition Process

The US Postal Service aims to dispose of property that obtains the greatest value for the Postal Service. USPS has the authority to sell or lease excess or underutilized properties and retain revenues for postal operations without further congressional authorization. Unlike some federal agencies, there is no requirement for screening or offering USPS property to other federal agencies, state and local jurisdictions; the homeless; or other public benefit purpose. USPS according to the General Accounting Office focuses on selling properties. In summer 2011, the USPS awarded CB Richard Ellis the national contract for the exclusive listing of sale and disposition of Postal Service properties.

Press accounts about the pending changes at the Foxborough Post Office facility indicate that USPS seeks to downsize and retain a retail facility in Foxborough. Federal regulations, 39 CFR 214.4, explicitly state:

"the first priority is to expand the existing facility; the second priority is to find an existing building in the same area as the current facility; and the third option is to rebuild on a new site; all with the downtown area, if possible."

Federal regulations outline a multi-step process for disposition or relocation of USPS property. The steps for disposition in property owned by the USPS are:

- Personal visit with one or more of the highest ranking local public officials (typically elected officials) to describe the proposal USPS project and action. During this initial meeting the USPS is to solicit input from the affected community; seek collaboration and partnership with officials for project success; consider input from local officials; request that the proposed project be discussed as part of a public meeting or hearing within the next 60 days; and provide local officials with a written letter describing the project.
- Send an initial news release to the media;
- Post in the lobby of the USPS facility a copy of the letter provided public officials and the news release. Post notice of a public meeting in the lobby of the USPS facility at least 7 days in advance of the meeting to discuss the project.
- Attend the public meeting (or one organized by USPS) to provide project information and answer questions. Make good faith efforts to pursue alternatives suggested at the public meeting enabling USPS "to expand at current facility." USPS representatives are to inform the community of the right to appeal any decision and how to make such an appeal.
- Review comments received and notify public local officials of USPS decision. Within 15 days after the most recent public hearing, USPS can make a decision considering public input which is consistent with postal objectives. Such notice shall be posted at the local post office. No action is taken for 30 days following notice to local officials and the community.
- Within the 30 days following the USPS decision, any person may make a written request and appeal that the decision be reviewed by the Vice President, Facilities at USPS headquarters.
- Following the request for appeal, the Vice President, Facilities will investigate and review the facts, and possibly request additional information. Within fifteen (15) days of the appeal, a written determination will be issued. If the review sets aside the decision, the public meeting and review process will be restarted.
- The USPS proceeds to advertise to sell the property.

It is the policy, although not a legal requirement, of the USPS to adhere to local planning, zoning and building codes.

9.5 Town Hall Expansion

As the civic and governmental center of Foxborough, it is critical for Town Hall offices and services to remain in Downtown Foxborough. Town Hall and its employees are an important customer base for local Downtown businesses and add to the economic vitality of Downtown. Moreover, the historic character of Downtown is rooted in its role as a government center.

The town's administrative offices at Town Hall are presently overcrowded using every nook, cranny and surplus hallway at the present location at 40 South Street, the historic site of Town Hall. In addition to overcrowding, Town Hall lacks universal accessibility for lower level spaces. Consequently, 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 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.

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.

Figure 9-17: Existing Town Hall at Liberty and South Streets is need of expansion and modernization.

Table 9-5: Town Hall Data

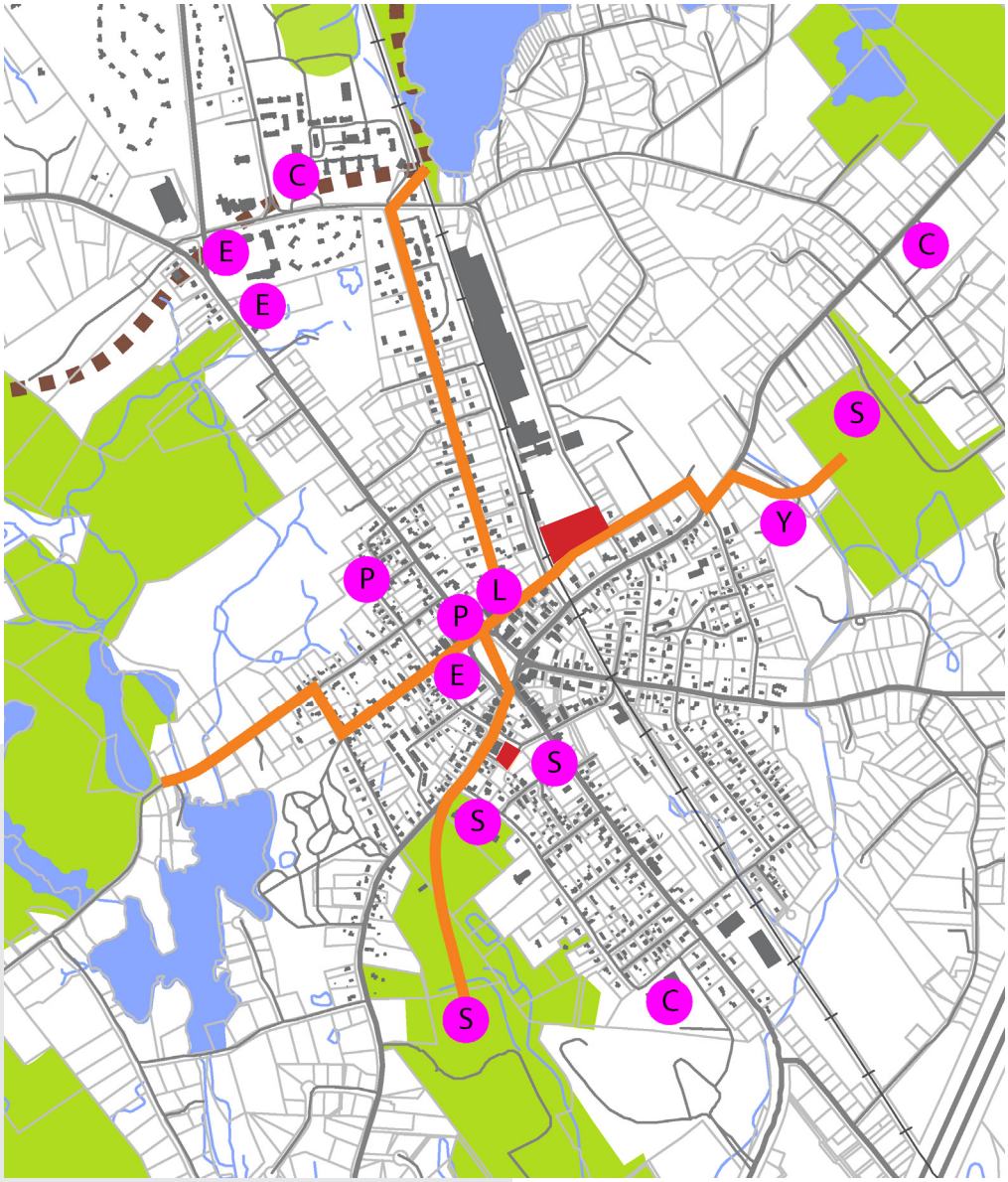
Location	40 South Street
Land Area	1.42 acres
Building Area (gross)	13,920 SF
Building Area (net)	12,096 SF
Zoning	General Business
Assessed Valuation	$1,760,500
Parking Spaces	84 spaces

9.6 Bike Hubs

Foxborough currently is known among mountain bike enthusiasts as a destination for trail riding at the Gilbert Forest State Park. This popularity represents an opportunity to build upon existing natural assets and further develop this market niche.

To make the Downtown a bike-friendly destination, Foxborough could create a series of 'bike hubs,' improve bikeway connections between existing uses, develop a signage/ wayfinding system, and make improvements to existing paths and trails.

Figure 9-18: Potential Bicycle Connectivity for Kids



LEGEND

- Bike Hub
- **S** School
- **C** Charter/ Private School
- **P** Pre-School
- **Y** YMCA/ YWCA
- **E** Extracurricular Activities
- **L** Library
- **CP** Day Camp
- **D** Daycare

A ‘bike hub’ would be a simple, low-cost feature to implement; it would generally consist of:

- a parking area that is primarily not used on weekends
- signage showing bikeways, trails and local businesses/ amenities; this could include brochures with trail maps or links to an internet based map system
- a modest covered shelter
- possibly a public restroom (although public facilities could be indicated on the map)

Possible locations for a hub include Town Hall and the Invensys lot on Railroad and Bird Streets.

Focusing on bikeways, paths and trails, will not only encourage increased visitor traffic, it also will serve to provide safer mobility for children and teens throughout the Downtown. There are currently numerous destinations within Downtown Foxborough focused on children and teens, such as the YMCA, schools, libraries and after-school activities (See Figure 9-18.) Creating marked bike lanes on a north-south and an east-west roadway would facilitate safer movement between these uses.

While the creation of a bike hub alone will not bring the volume of traffic needed to support growth in the downtown, it does represent a market opportunity to help build awareness of the Downtown to a broader regional audience.

Figure 9-19: Bikes can serve as transportation for daily errands.

Figure 9-20: Bike trail in Bedford, MA integrates historic sites and recreation-oriented businesses such as an ice cream shop.

Figure 9-21: Combination bike shop and cafe.

9.7. New Uses

Three additional new uses to be located Downtown were identified. They are an Arts and Cultural Center; a Continuing Education Training Satellite; and a youth-serving business. A youth-serving business would likely serve youth as well as other age groups, provide a gathering space, and competitive price point that is affordable to youth. Each of these uses would draw new people to Downtown Foxborough on a continuing basis. The proposed use is not tied to a specific location Downtown, although redevelopment of the Fire Station property could accommodate one or more of these uses – arts and cultural center; higher education satellite; or youth-serving business. These uses could also be accommodated in a vacant building or possibly a storefront, with renovated space at the US Post Office site, or Town Hall.

Youth-Serving Business

The closure of Friendly's in Downtown Foxborough a few years ago has left a meeting place void for young people. Young people are interested in having a place where they can go, meet friends and hangout. Student leaders at Foxborough High School voiced the need and desire for a youth center in Downtown. This was echoed by school administrators, as well. Students want a place where they could easily get to (without relying on a parent for a ride) making Downtown an ideal location. A youth-serving business that serves young people as well as other age groups could fill this void and provide a meeting spot with competitive prices that are affordable to young people.

Arts & Culture Center

Foxborough has a performing arts venue with the Orpheum Theater downtown. The new expanded Boyden Library adds to the presence of culture and the humanities Downtown. Development of an arts and culture center with gallery and exhibition space, a venue for small events such as readings, and workshop space would complement the Orpheum Theater and Boyden Library. Developing a stronger presence of the arts Downtown would create another attraction; differentiate Downtown from the other commercial nodes in Foxborough; and serve the local arts community. Several people suggested the development of an Arts Center during the public outreach process.

Continuing Education Training Satellite Center

In today's world, there is an increased emphasis on advance training and education. Surprisingly, Foxborough and its adjacent municipalities have a limited presence of higher education institutions. There are only four colleges in the greater Foxborough area (including all surrounding municipalities or roughly a 15 mile radius of Foxborough), namely Dean College in Franklin; Massasoit Community College in Canton and Brockton; and Stonehill College in Easton, and a satellite of Fisher College in North Attleborough. These colleges principally focus on liberal arts. With the presence of technology firms and health care providers, Foxborough should consider developing a classroom training space for a single or multiple college satellite offering science, technology and business continuing education and advance coursework. This would create a new attraction Downtown, draw a new group of users, benefit local residents and local employers, and enhance Foxborough's overall economic competitiveness.

10

RECOMMENDATIONS

"Don't judge each day by the harvest you reap, but by the seeds you plant."

- Robert Lewis Stevenson

Downtown Strategy

The Downtown Strategy for Foxborough is centered on Downtown economic growth, which is dependent upon strengthening the infrastructure and connectivity Downtown and building the customer base. There are six components to strengthening infrastructure and connectivity, namely:

1. Designate the Downtown Growth Node;
2. Address and Resolve the Sewer Issues;
3. Improve the Pedestrian Network;
4. Develop a Bicycle Network;
5. Enhance Parking Management; and
6. Add Transit.

Building the customer base for Downtown Foxborough requires increased number of residents, visitors and area employees patronizing Downtown; the creation of attractions Downtown to draw people; and capitalizing on Downtown redevelopment opportunities. Increasing the number of residents, visitors and area workers coming to Downtown will occur through the development of upper story and in-fill housing; development of an Arts and Culture Center as well as a youth-serving business. Development of tie-ins to draw visitors to F. Gilbert State Forest to Downtown is another good step towards building the Downtown customer base. Organization and recruitment of a

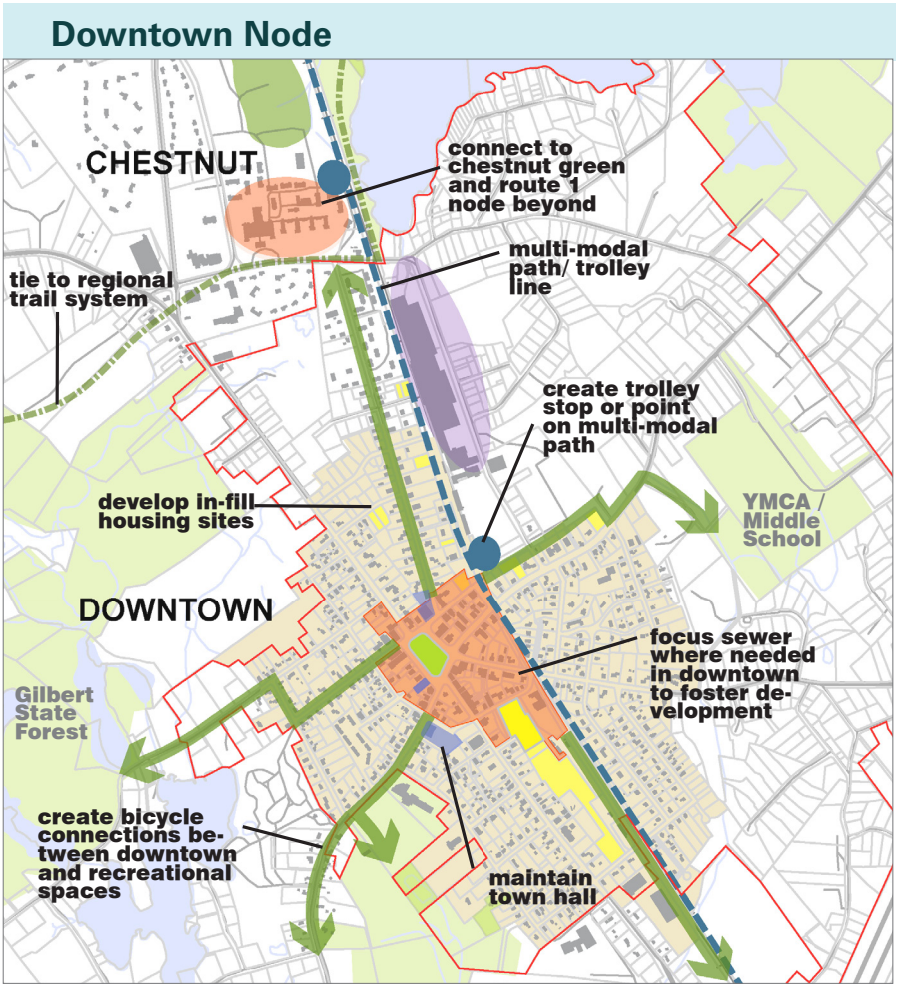


Figure 10-1: An Approach to Strengthening Downtown

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.

continuing education and training center with a college or university could draw a wide range of people to Downtown Foxborough, including many local residents.

Creating attractions can augment these initiatives to develop new permanent draws for people to come to Downtown Foxborough. Establishing a farmers' market near the Common and a year-round calendar of special events and promotions Downtown will generate excitement and interest. Enhancing the streetscape and polishing the overall appearance of Downtown with banners, wayfinding, storefront improvements and landscaping will encourage people to return and visit Downtown more frequently. As Foxborough resolves the sewer issues, bolsters connectivity and builds its customer base, property owners will be better positioned to recruit a quality restaurant or café that can prosper in Downtown Foxborough.

These initiatives to building a customer base will bring more people Downtown. Local businesses will in turn need to provide a high level of services and products encouraging repeat patronage from an expanded local customer base. In essence, the Town working with a Downtown Committee will be "stocking the pond with fish (customers)', and it will be the responsibility of local businesses to effectively "bait" the customer (fish) with window display, product selection, customer-focused technology and great service so as to "hook" the customer and make the sale.

The third component of building a customer base is capitalizing on the opportunities Downtown, namely Small Business Initiatives, re-use of the Fire Station and funeral home site on School Street at Rockhill; relocation of the Post Office's retail facilities Downtown and development of the Post Office site on Wall Street; and the expansion of Town Hall at the South Street site or elsewhere in the Downtown.

Building the customer base requires sustained action taking a range of steps as outlined in this report, the Downtown Foxborough Strategy, sometimes simultaneously. Building the customer base needs to occur in tandem with strengthening Downtown infrastructure and connectively, in particular resolving the sewer access and treatment capacity issues.

Figure 10-2 depicts the overall Downtown Strategy and the inter-related components to revitalizing Downtown Foxborough. The following table, Table 10-1, summarizes the many recommendations discussed in detail throughout the Downtown Strategy report.

Recommendations

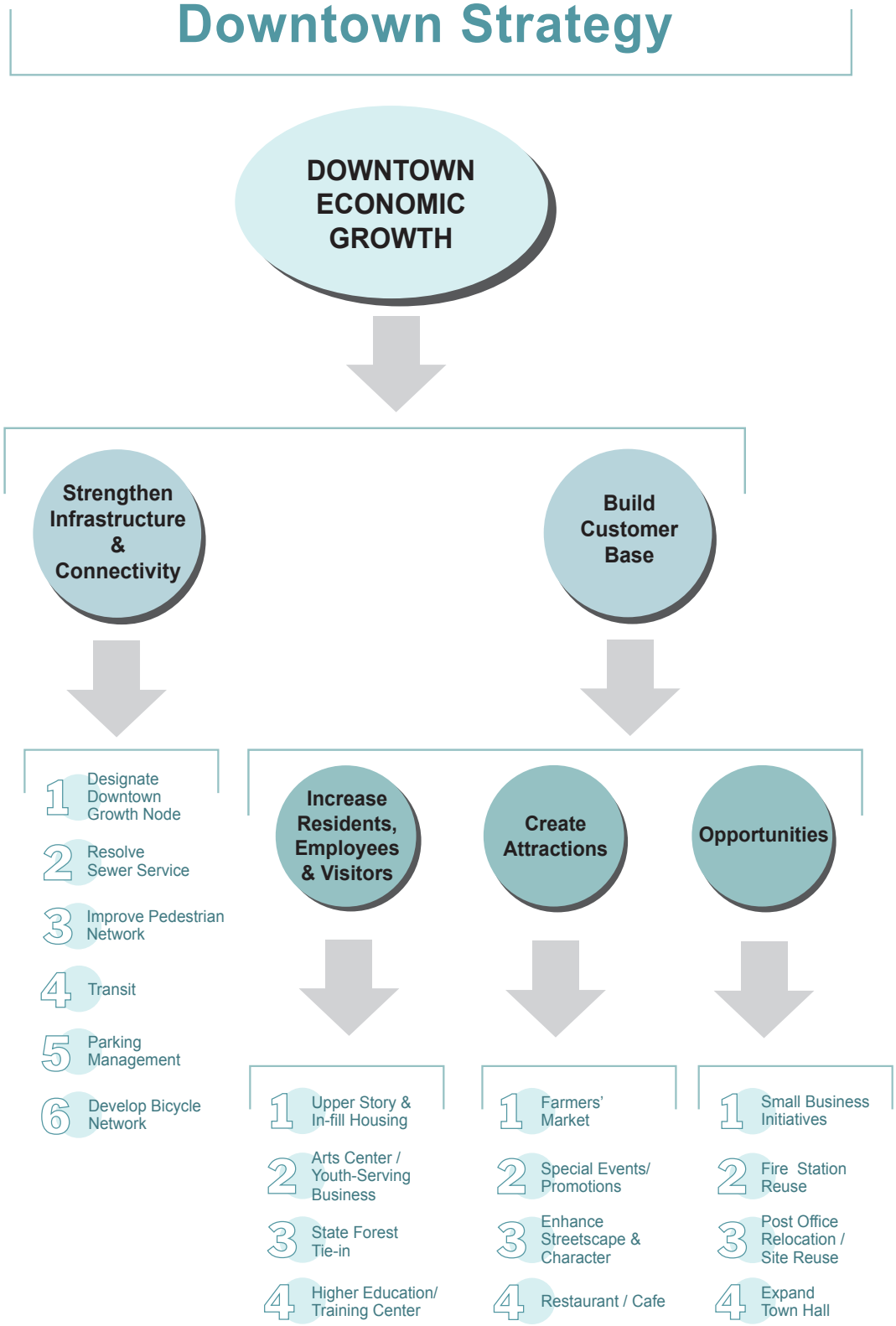
The specific recommendations of the Downtown Strategy are enumerated in the following pages. The recommendations are organized as to two core drivers, and their components. This is illustrated in Figure 10-2.

Implementing the Downtown Strategy and promoting economic growth in Downtown Foxborough has two core drivers, namely:

I. Strengthening Infrastructure and Connectivity; and

II. Building the Customer Base for Downtown Foxborough.

Figure 10-2: Downtown Strategy: Steps to Economic Growth



The Strengthening Infrastructure and Connectivity in Downtown Foxborough driver has six components. They are:

I. Strengthening Infrastructure and Connectivity
- I-1. Designate Downtown Growth Node;
- I-2. Resolve Sewer Service Issues;
- I-3. Improve Pedestrian Network and Walkability;
- I-4. Add Transit Service;
- I-5. Manage Parking; and
- I-6. Develop a Bicycle Network.

Building the Customer Base for Downtown Foxborough is a critical driver that is needed to assure that there is a strong customer base for businesses in Downtown. Strengthening infrastructure and connectivity will enable both businesses and customers to better access Downtown. Building the Customer Base was three major components, each of which has four elements. They are:

II-A. Increase the number of residents, employees and visitors to Downtown.
- II-A-1. Upper Story and In-fill Housing;
- II-A-2. Arts Center/ Youth-Serving Business;
- II-A-3. State Forest Tie-In; and
- II-A-4. Higher Education Training Center.

II-B. Create Attractions Downtown.
- II-B-1. Farmers' Market;
- II-B-2. Special Events and Promotion Activities;
- II-B-3. Enhance Streetscape and Downtown Character; and
- II-B-4. Restaurant/Café.

II-C. Realize Opportunities.
- II-C-1. Small Business Initiatives;
- II-C-2. Fire Station Re-use;
- II-C-3. Post Office Relocation/ Site Re-use; and
- II-C-4. Town Hall Expansion or Re-location in the Downtown.

Each of the eighteen components of the overall Downtown Strategy have action steps entailing policy, investment, organizational, and private action activities. Policy steps typically entail adoption of relevant local policies, such as zoning, local administrative policies, or town bylaws. Policy steps often require time, discussion and persuasion. Investment actions require allocation of capital resources either by Town Meeting or a combination of state, federal or local funding. Organizational steps refer to action steps. Private action references the need for the private sector – businesses and private property owners – to be involved and act.

A more detailed enumeration of action steps for the core drivers, Strengthening Infrastructure & Connectivity and Building the Customer Base as to each component and element follow on Table 10-1: Summary of Recommendations.

Table 10-1: Summary of Recommendations

Category	Recommended Action	Initiated Within		
		1-2 Years	2-5 Years	+ 5 Years
I. STRENGTHEN INFRASTRUCTURE & CONNECTIVITY				
I - 1.	**Designate Downtown Growth Node**	x		
Policy	The Planning Board should designate the Downtown as the primary commercial growth node.	x		
I - 2.	**Resolve Sewer Service for all of Downtown**	x		
Policy **Organizational** **Investment**	Provide for cost-competitive and effective public sewer and wastewater services to all properties in Downtown.	x		
Organizational **Policy**	Focus Town and community efforts to strengthen general understanding and support for expanded wastewater treatment capacity for the Downtown. Consider undertaking a public information campaign on sewer issues and how sewer can enable downtown revitalization.	x		
Organizational **Policy**	The Planning Board working with the Select Board and Water & Sewer Board should develop and implement tools that protect Foxborough's small town community character as sewer capacity is expanded.	x		
Policy	A set-a-side of wastewater capacity for future Downtown development and use changes should be made to ensure that there is adequate capacity for Downtown Foxborough today and for the next 30 years.	x		
Organizational	The financing plan and participation in the new joint municipal wastewater treatment plant should be well vetted and publicly discussed.	x	x	
Policy	A balanced financing plan should be instituted that encourages homeowners and small businesses to hook-up to the public sewer as septic systems need replacement.	x		
Policy **Investment** **Organizational**	Enter into a written agreement with Mansfield and Norton that will enable Foxborough to use actual utilization metrics, thus "freeing" sewer capacity for Downtown. Alternatively, the Town and the Water/Sewer Board should provide arrangements for alternative wastewater treatment capacity for the Downtown Core District	x		
Investment	Build additional wastewater treatment capacity to serve Downtown (and other portions of Foxborough).			x

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
I - 3.		**Improve Pedestrian Network**	X		
	Policy Organizational	Foster a walkable downtown.	X		
	Policy Investment	Enhance pedestrian safety and walkability to, across, around and by the Common.	X		
	Investment	Crosswalks should be clearly marked and designated throughout Downtown.	X		
	Policy Organizational Investment	A coordinated approach focused on pedestrian safety and access, along with parking and traffic movements should be instituted.	X		
	Policy Investment	Downtown and the residential area streets within ½ mile of Downtown should be aligned with sidewalks, where feasible, on both sides of the street that are well maintained.	X		
	Policy	Sidewalks and crosswalks should be ADA compliant and accessible.	X		
	Policy	Investigate mid-block crosswalks around the Common.	X		
	Investment	Consider extending the edge of the Common to enable walking on the perimeter on an external walkway that would also provide protection for the historic fence.	X		
	Policy Investment	Downtown Foxborough should become more elder-friendly, including physical improvements to the environment – pedestrian access and safety, walkability. Transit services should be considered, as well.	X		
	Investment	Benches and shade trees should be installed.	X		
	Policy Investment	Improve pedestrian connections between Downtown and Chestnut-Green and Downtown and Invensys.		X	
	Policy Investment	Develop pedestrian connections to link natural amenities, playgrounds & parks, schools and town activity centers with Downtown & the Common.		X	
	Policy	Minimize curb cuts along South, School, Central, Cocasset, Bird and Rockhill Streets. Develop zoning and design standards minimizing cub cuts to foster a safer walking environment.	X		

Table 10-1: Summary of Recommendations (cont'd)

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
	Policy	Adopt zoning and development regulations that prohibit additional drive-throughs Downtown, since they are incompatible with a walking district.		X	
	Policy Investment	Traffic calming measures for Downtown should be undertaken.	X		
I - 4.		**Add Transit Services**	X		
	Policy	Explore adding transit to Downtown as the primary growth node with connections to the other growth nodes, including possible use of the CSX right-of-way.	X		
	Policy Organization	Encourage GATRA to provide transit services to Foxborough residents with stops in Downtown.	X		
	Policy	Consider operating a trolley or bus linking Franklin, Walpole, Foxborough, and Mansfield with a stop in Downtown.			X
I - 5.		**Parking Management**	X		
	Policy	Better parking management practices, including shared-use parking and designated employee parking should be instituted.	X		
	Policy Organizational	Update parking data base and monitor parking utilization.	X		
	Policy Investment	Develop a system of wayfinding, including identification of parking areas, to make Downtown more convenient.	X		
	Policy Investment	Redesign parking to increase efficiency; add landscaping and plantings where possible.	X		
	Policy Investment	Develop a parking brochure that is available at local businesses and posted on Downtown & Town web sites.	X		
	Policy	As part of parking management system, develop appropriate time limits for public parking areas, and enforce limits.		X	
	Policy	Develop a parking permit program for employee parking to be situated at the periphery of Downtown off-street.	X		
	Policy	Dedicate any revenues from parking to maintain parking and sidewalks (snow plowing, striping, lighting).	X		
	Policy	The Zoning By-law's parking requirements should be reviewed to establish parity amongst small and large retailers.	X		

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
	Policy	Consider allowing shared-use parking over multiple lots, and optimally the entire Downtown core area.		X	
	Policy	A district wide approach to parking management should be adopted. A Downtown Parking District should be considered.		X	
	Policy Organizational	The Town should explore use of the Invensys' parking lot for Downtown employees and weekend patrons.	X		
	Policy	Review the zoning within the Downtown and nearby residential areas to ensure that lot size requirements and other dimensional, parking and land use regulations are supportive of in-fill residential and mixed-use strategies.	X		
	Policy	Landscape guidance and standards for public and private parking lots downtown should be developed.		X	
	Policy Organizational	Encourage use of pervious pavement for off-street parking, along with rain gardens and bioswales.	X		
	Policy	Adopt zoning and design standards that prohibit parking in the front setback between the building and the curb in the Downtown Core, particularly on the streets surrounding the Common.		X	
	Policy	The Town should consider developing a shared-use parking agreement and other parking management tools to encourage redevelopment of the Fire Station site.	X		
	I - 6.	**Develop a Bicycle Network**	**X**		
	Investment	Install bike racks downtown.	X		
	Investment	Develop a bike hub in Downtown and provide a network of bike paths and connections to encourage Downtown patronage by visiting bicyclists and youth.		X	
	Investment	Create an off-road bike path connecting the Downtown and YMCA.		X	
	Investment	Create an on-road route/share-the-road bicycle connect to F. Gilbert Hills State Forest.		X	
	Investment	Develop bicycle/ pedestrian connections to link natural amenities, playgrounds & parks, schools and town activity centers with Downtown & the Common.		X	

Table 10-1: Summary of Recommendations (cont'd)

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
II. BUILD THE CUSTOMER BASE FOR DOWNTOWN FOXBOROUGH					
II-A. Increase Residents, Area Employees & Visitors					
II-A-1.		**Upper Story and In-Fill Housing**	X		
1.1	**Policy Investment**	Upper level housing and in-fill housing (market-rate) should be developed in and adjacent to Downtown.	**X**		
1.2	**Policy Investment**	Foster Mixed-use development with upper-level housing in the Downtown and in-fill development on School St. and Wall St. with "cottage housing" (smaller scale single unit and duplex unit) and mixed-use development	**X**		
1.3	**Policy**	Create incentives for upper-story redevelopment Downtown housing and small offices. Consider use of state incentives for Downtown housing.	**X**		
1.4	**Policy Investment**	Lots within 2 blocks of Downtown should be prioritized for in-fill residential development.		**X**	
1.5	**Policy**	Review the zoning within the Downtown and nearby residential areas to ensure that lot size requirements and other dimensional, parking and land use regulations are supportive of in-fill residential and mixed-use strategies.	**X**		
1.6	**Policy**	A zoning amendment should be considered for the Downtown General Business category to allow a total height of 3 stories by right, enabling upper level residential development in Downtown Foxborough surrounding the Common.	**X**		
1.7	**Policy**	The zoning for mixed use housing should be amended to enable as-of-right mixed-use development with ground level retail/commercial and upper level housing within the Core Downtown area.	**X**		
1.8	**Policy**	The zoning of the Post Office site should be aligned with the desired re-use and site assembly, including potential mixed-use development with housing. The adjacent Industrial zone precludes housing as an allowed use; a modification should be considered.	**X**		

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
II-A-2.		**Arts & Culture Center and a Youth-Serving Business**	X		
2.2	**Policy Organization Investment**	Foxborough should establish an arts and cultural center Downtown.	X		
2.1	**Policy Organization Investment**	A youth-serving business(es) should be established in the Downtown.	X		
2.3	**Policy Investment**	Consider opportunities to incorporate public art Downtown, particularly the placement of sculpture at the corner of Rockhill and Main Street, marking the entrance to the Common and Downtown.		X	
II-A-3.		**State Forest Tie-In**	X		
3.1	**Policy Investment**	Create an on-road route/share-the-road bicycle connect to F. Gilbert Hills State Forest	X		
3.2	**Organization**	New special events with a Downtown locus could include a Gilbert Hills Cycle Fest.	X		
II-A-4.		**Higher Education/Training Center**		X	
4.1	**Organization Investment**	Continuing higher education and training center should be explored for Downtown.		X	
II-B. Create Attractions					
II-B-1.		**Farmers Market**	X		
1.1	**Policy Organization**	A farmers' market should be established Downtown in a highly visible location on or near the Common.	X		
II-B-2.		**Special Events/Promotions**	X		
2.1	**Policy Organization Investment**	Institute a wayfinding system, including identification of parking areas, to highlight Downtown's convenience.	X		
2.2	**Organization**	A Downtown Foxborough web site and mobile app should be created, including an online directory of Downtown businesses.	X		

Table 10-1: Summary of Recommendations (cont'd)

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
2.3	Organization	Undertake a branding effort along with a logo and image for Downtown to use on banners, signage, and advertising for Downtown.	X		
2.4	Organization	A calendar of special events for Downtown should be development, including the additional of new events to broaden the appeal and seasonal offerings.	X		
2.5	Organization Investment	Continue the summer concert series on the Common.	X		
2.6	Organization	Institute child and youth activities and programs Downtown.	X		
2.7	Organization Investment	New special events with a Downtown locus could include a Summer Movie Night; a Science Festival; a Gilbert Hills Cycle Fest; an expanded Founder's Day Festival, and celebration of the new Boyden Library.	X		
2.8	Organization	The Promotions strategy should include both special events and sales promotions for services and retail.	X		
2.9	Organization	Incorporate cross-promotions amongst Downtown businesses and retail add-ons to special events	X		
2.10	Organization Policy	Institute a Shop Local Buy Local campaign in Foxborough.		X	
2.11	Organization Policy Investment	Develop a parking map and business directory brochure that is available at local businesses, as well as Downtown and Town web sites and via a mobile application.	X		
2.12	Organization	Restaurants should consider an online and mobile presence for ordering to facilitate patronage by office workers.	X		
2.13	Organization	A targeted marketing and promotions program aimed at Downtown and local employees should be instituted.	X		
2.14	Organization Policy Investment	Cell phones and QR codes can be used to share local history.		X	
2.15	Organization	Local businesses need to have an internet presence and mobile commerce presence.	X		
2.16	Organization	Cross-promotions with Gillette and Downtown should be explored.		X	

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
2.17	**Organization**	A standing Downtown Committee should be established to promote downtown revitalization involving citizens, businesses and property owners.	X		
2.18	**Organization Investment**	A business recruitment program should be developed once sewer is in place, and promotions and redevelopment are underway.		X	
II-B-3.		**Enhance Streetscape & Community Character – Placemaking**	X		
3.1	**Investment**	Enhance the Town Common with streetscape improvements and programming.	X		
3.2	**Policy**	Design guidelines for the Downtown should be developed to maintain community character. Design guidelines should address facades, signage scale of new in-fill development, building additions and public space.	X		
3.3	**Policy**	New construction should respect historic building setbacks and be developed in keeping with a traditional New England town.	X		
3.4	**Investment**	The addition of trees, plantings, benches, bike racks and banners Downtown should be considered.	X		
3.5	**Policy Organization Investment**	Expand the tree canopy in Downtown. Add trees where trees where lost over time. Regularly prune and maintain trees.	X		
3.6	**Policy**	Consider using energy efficient lighting and adopting dark-sky standards.	X		
3.7	**Policy Organization**	Protect and preserve the decorative cast iron fence around the Common.	X		
3.8	**Policy**	Consider developing a plan for Veteran's Memorials at the Common, including maintenance, preservation and future memorials.		X	
3.9	**Policy**	Consider opportunities to incorporate public art Downtown, particularly the placement of sculpture at the corner of Rockhill and Main Street, marking the entrance to the Common and Downtown.		X	
3.10	**Policy Investment**	When undertaking streetscape improvements, improved lighting should be installed.	X		

Table 10-1: Summary of Recommendations (cont'd)

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
3.11	Investment	Extend the use of accent and architectural lighting for the Common and iconic buildings, such as Memorial Hall, Bethany Congregational Church and Foxborough Universalist Church.	X		
3.12	Organization	Businesses should consider use of efficient night lighting to enhance window displays and overall atmosphere of Downtown.	X		
3.13	Policy Organization Investment	Consider developing a storefront improvement program to assist businesses making façade and signage improvements.	X		
3.14	Policy Investment	Additional rows of trees encircling the Common should be considered.	X		
3.15	Policy	Development of a design guideline document to illustrate desirable in-fill development should be considered.	X		
3.16	Policy	Landscape guidance and standards for public and private parking downtown should be developed.	X		
3.17	Policy	The Design Review Committee should utilize the Downtown Design Guidelines once developed to review proposed projects and changes.	X		
3.18	Investment	Streetscape and street improvements along Wall Street should accompany the redevelopment of the USPS site.		X	
3.19	Policy	Retain civic institutions and employment Downtown.	X		
3.20	Policy Investment	Lots fronting the Common should include commercial or mixed-use development with upper level housing or small offices.	X		
II-B-4.		**Establish a Restaurant or Café Downtown**	**X**		
4.1	Policy	The Town should allocate sufficient wastewater treatment capacity to enable the opening of additional restaurants and a café in Downtown.	X		
4.2	Policy	The Town should encourage siting of a restaurant or a café at one of the key redevelopment opportunity sites.	X		
4.3	Policy	The Town should consider seeking additional alcoholic beverage licenses for designated use in Downtown revitalization to facilitate recruitment of a restaurant Downtown.	X		

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
II-C. Opportunities					
II-C-1.		**Small Business Initiatives**	**X**		
1.1	**Policy Organization Private Action**	Local businesses need to have an internet presence and mobile commerce presence. Connect Downtown businesses with assistance with electronic facades (web pages) with local high schools, marketing and web design firms.	**X**		
1.2	**Private Action**	The Downtown Strategy identifies trends and retail merchandising gaps that Downtown businesses can capitalize on to boost profitability.	**X**		
1.3	**Organization**	The Planning Board should circulate the results of the Downtown Strategy with Downtown business owners and property owners.	**X**		
1.4	**Private Action**	Downtown business should add green products and inform their customers of their commitment to sustainability.	**X**		
1.5	**Private Action**	Business mix should include elder-serving stores, products and services.	**X**		
1.6	**Private Action**	Services, products and activities should include targeting grandparents.	**X**		
1.7	**Private Action**	Downtown Foxborough businesses should take advantage of the quest for convenience, and offer to-go products and services.	**X**		
1.8	**Private Action**	Businesses and property owners should consider capitalizing on local interest in health & fitness with tenants and products.	**X**		
1.9	**Private Action**	Businesses should tap into the day-time office worker market for Downtown.	**X**		
1.10	**Private Action**	Downtown business and property owners should adopt Shop Local Buy Local policies and participate in a Shop Local Buy Local campaign in Foxborough.	**X**		
1.11	**Private Action Policy Organization**	Help grow local businesses by helping businesses help themselves.	**X**		
1.12	**Organization**	The Town and the Planning Board should work with regional partners, such as SEED, to help connect Downtown Foxborough businesses with entrepreneurial assistance.		**X**	

Table 10-1: Summary of Recommendations (cont'd)

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
1.13	Organization	Develop a network of entrepreneurial assistance for Foxborough businesses working with local financial institutions, MOBD, the Chamber and other economic development allies, including Interise, Accion, SEED Corporation.		X	
1.14	Organization	Implement a Business/Economic Gardening Program working with regional allies.		X	
1.15	Organization	Assist small businesses (existing and start-up) connect with financial resources, including micro-loans (less than $50,000).	X		
1.16	Organization Private Action	Facilitate and availability of business coaching and assistance using a network of private providers for local businesses.		X	
1.17	Private Action	Small businesses and property owners should take advantage of National Grid's energy audits and incentives to reduce energy costs.	X		
1.18	Private Action Organization	Downtown business and property owners should become more engaged and participate in Downtown Committee to promote downtown revitalization.	X		
II-C-2.		**Fire Station Site Re-use**	**X**		
2.1	Policy Organization	The Town should foster the redevelopment of the former Fire Station and funeral home site.	X		
2.2	Policy	The Town should allocate sufficient wastewater treatment capacity to enable the redevelopment of the Fire Station and funeral home site, including a possible restaurant or café.	X		
2.3	Policy Investment	Town should undertake a brownfields site assessment for the Fire Station and funeral home properties.	X		
2.4	Policy	The Town should consider the use of incentives including the EDIP and TIF program for the Fire Station site.	X		
2.5	Policy	The Town should consider developing a shared-use parking agreement and other parking management tools to encourage redevelopment of the Fire Station site.	X		
2.6	Policy Organization	The Town should assess various approaches to redeveloping the Fire Station/Funeral Home site, including considering formation of a redevelopment authority, and determine the best role for the Town.	X		
2.7	Policy	Any Request for Proposals for either sale or solicitation of private developers for the Fire Station site should include selection standards based on desired end-uses and design standards.		X	

	Category	Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
2.8	Policy	Development of a design guideline document to illustrate desirable in-fill development should be considered.	X		
2.9	Policy	A zoning amendment should be considered for the Downtown General Business category to allow a total height of 3 stories by right, enabling upper level residential development in Downtown Foxborough surrounding the Common.	X		
2.10	Policy	The zoning for mixed use housing should be amended to enable as-of-right mixed-use development with ground level retail/commercial and upper level housing within the Core Downtown area.	X		
2.11	Policy	Lots fronting the Common should include commercial or mixed-use development with upper level housing or small offices.	X		
2.12	Policy Organization	Consider allowing shared-use parking over multiple lots, and optimally the entire Downtown core area.	X		
2.13	Policy Organization	Utilize state and regional business assistance resources	X		
2.14	Policy Organization	Utilize a wide range of public funding sources to implement programs to strengthen Downtown and vicinity.	X		
2.15	Policy	Use of green roofs and cool roofs should be encouraged.		X	
2.16	Policy	The Town should lead by example and require employ energy efficient and sustainable building practices in redevelopment projects.	X		
II-C-3.		**Post Office Relocation and Site Re-Use**	X		
3.1	Policy Organization	Keep the US Post Office's retail services in Downtown.	X		
3.2	Policy	Foster redevelopment and re-use of the Post Office site.		X	
3.3	Policy	The Planning Board and the Board of Selectmen should actively engage and work with the USPS regarding the disposition of the USPS to ensure a beneficial re-use in keeping with the Downtown Strategy and to keep retails postal services in Downtown.	X		
3.4	Policy Investment	Streetscape and street improvements along Wall Street should accompany the redevelopment of the USPS site.		X	

Table 10-1: Summary of Recommendations (cont'd)

Category		Recommended Action	Initiated Within		
			1-2 Years	2-5 Years	+ 5 Years
3.5	Policy	The zoning of the Post Office site should be aligned with the desired re-use and site assembly, including potential mixed-use development with housing. The adjacent Industrial zone precludes housing as an allowed use; a modification should be considered.	X		
3.6	Policy	The Planning Board should examine the use of Planned Unit Development zoning approach with design guidelines to guide the reuse of the Post Office site and nearby parcels.	X		
3.7	Organization	The Town should encourage the USPS to undertake a brown-fields site assessment of the Post Office property on Wall Street.	X		
3.8	Policy	New construction should respect historic building setbacks and be developed in keeping with a traditional New England town.		X	
3.9	Policy	Foster Mixed-use development with upper-level housing in the Downtown and in-fill development on School St. and Wall St. with "cottage housing" (smaller scale single unit and duplex unit) and mixed-use development.		X	
3.10	Policy	Use of energy efficient and sustainable building practices, including green roofs and cool roofs, should be encouraged.		X	
II-C-4.		**Expand Town Hall**	X		
4.1	Policy	Town Hall offices should remain in Downtown Foxborough.	X		
4.2	Policy Organization Investment	The Town should consider building a new Town Hall in Downtown, expanding at the existing site, or incorporating Town Hall as part of a Downtown redevelopment site.	X		
4.3	Policy Investment	The Town should lead by example and require employ energy efficient and sustainable building practices in the expansion of Town Hall.	X		

The recommendations, although organized by major category, represent an integrated approach to Downtown Foxborough's revitalization. For example, enhancing and protecting the Common or summer concerts may not generate an immediate sale in a local business. However, these steps contribute to an environment where people want to come and come again and shop and patronize local establishments. A more congenial, attractive, lively environment can encourage private investment – whether by prospective home owners and residents or by developers, which in turn contributes overall to revitalization.

Figure 10-3: Downtown Strategy: Visualizing Growth

Everyone has a role and responsibility in supporting and helping revitalize Downtown Foxborough – businesses, property owners, citizens, the Town and Planning Board. It will take a coordinated and concerted effort with many small steps to strengthen and enhance Downtown Foxborough.

11

NEXT STEPS

"Develop a plan that preserves and enhances Foxborough's quality of life."

– Foxborough resident

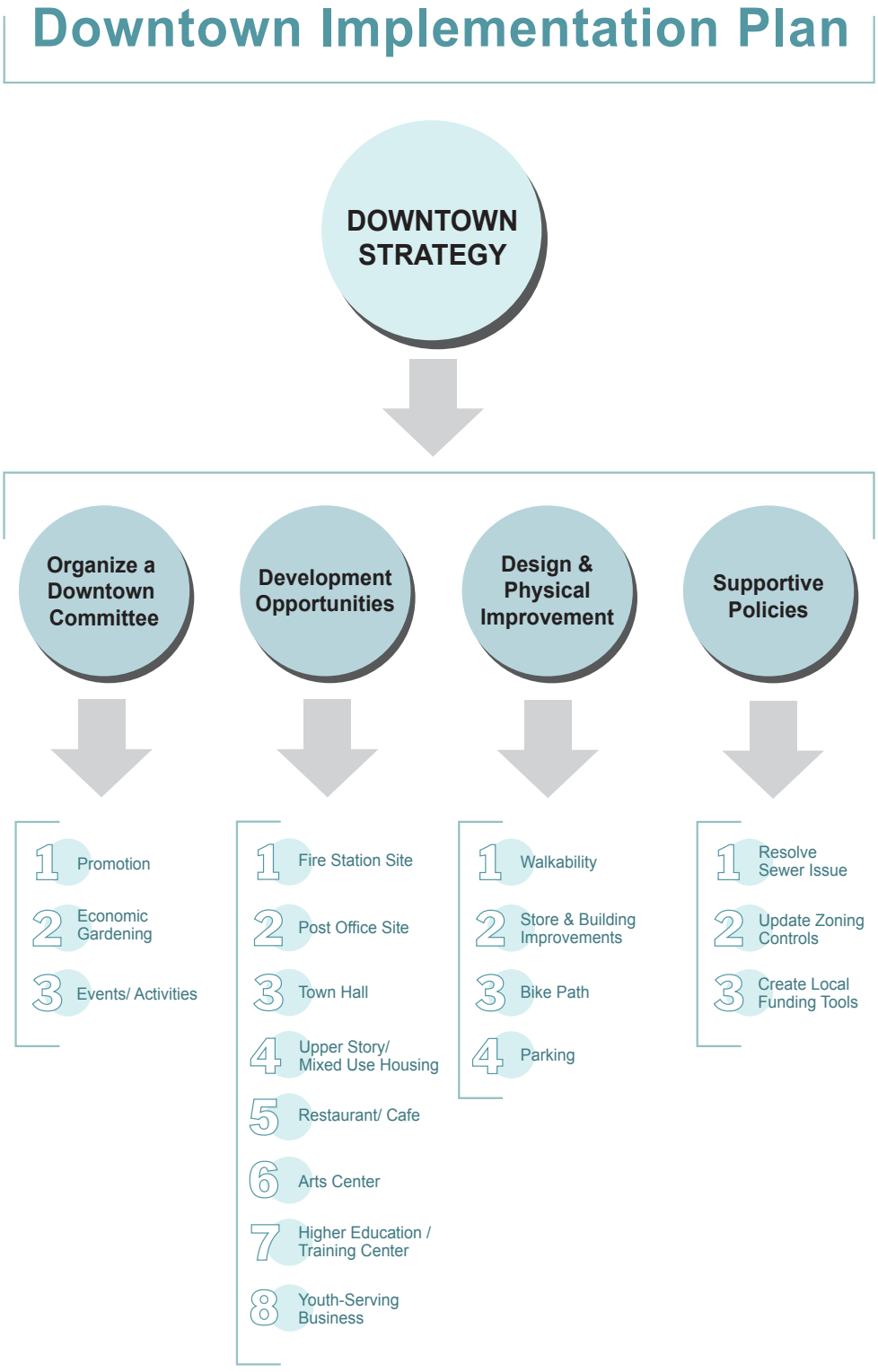
The successful implementation of the Downtown Strategy requires the vision and strategy, which is detailed in this report. Considerable public discussion and consultation contributed to the overall strategy. Organization, leadership and resources combined with commitment and sustained actions are the next steps.

Organization and People

Fortunately, many Town residents and participants in the Downtown Strategy and Master Planning process expressed an interest and willingness to improve Foxborough's downtown. There is a deep loyalty and desire for a healthy and vibrant downtown amongst Foxborough residents.

The Town and the Planning Board have demonstrated a commitment to improving and strengthening Downtown with the Downtown Strategy and they are poised to undertake the next steps, including refining policies to be more conducive to Downtown, moving towards resolution of the sewer issues, and implementing new initiatives. Although many small business owners and property owners are absorbed by their own businesses, some have expressed an interest and willingness to participate. The next step is to establish a standing working committee on Downtown to work on the implementing the Downtown Strategy.

Figure 11-1: Downtown Implementation Plan: Realizing the Downtown Strategy



The Downtown Committee could be a standing committee of the Town and include residents, business people, property owners, representatives from the Planning Board and other key boards and committees, such as the Water & Sewer Board and the Board of Selectmen. The committee should include the public and private sectors, residents and business, young and old, newcomers and long-time residents. Establishing a strong Downtown core group that will work on revitalization is essential to success. The Planning Board working with the Board of Selectmen should establish a standing Downtown Committee.

The Downtown Committee will also need to partner with other community organizations, volunteers, businesses and regional allies to successfully implement many of the recommendations throughout the sustained revitalization process.

Downtown Foxborough needs a champion to spur its revitalization. The Downtown Committee can be the champion and leader for Foxborough's Downtown revitalization. In addition to forming a standing Downtown Committee, the Town should consider retaining a part-time staff person to assist with downtown revitalization activities and coordinate volunteer efforts where needed. Continuous outreach to the downtown business community will be required to assure the input and interest of small businesses.

Redevelopment

As the Town of Foxborough considers how it wishes to approach specific development opportunities in Downtown, ranging from the Fire Station site, Town Hall, and the USPS site on Wall Street, it may be appropriate to consider the formation of a redevelopment authority for Foxborough. Redevelopment authorities have more flexibility in the sale and disposition of properties, allowing for some range of negotiated sales. Local redevelopment authorities are authorized by Chapter 121B of MA General Laws. Redevelopment authorities are generally locally funded either by the municipality or through the sale and leasing of real estate

Resources & Funding

Downtown revitalization generally entails significant local resources, including volunteers. Typically town government, property owners, local and area businesses and leading citizens contribute to the overall Downtown effort. Although a business may not

be situated in Downtown, it often recognizes that a strong health Downtown is a benefit to everyone in the larger community. As a consequence, some corporate and developers have contributed overtime to downtown revitalization efforts. State and federal funds are typically sought for capital and one-time projects. Projects often rely on multiple sources of funding from both the public and private sectors.

Some potential sources for continuing resources include formation of a Business Improvement District (BID); adoption of the Community Preservation Act (CPA) and subsequent use of funds; development of a parking fund.

Business Improvement Districts (BIDs) are authorized by Massachusetts General Laws, Chapter 40-O. Groups of property and business owners in a contiguous commercial area can organize and form a Business Improvement District which requires the support of the majority of property owners in the district and approval by the Board of Selectmen. In a BID, property owners' self-assess an additional fee to undertake shared supplemental services above what the municipality provides. Services could include maintenance and landscaping; special events, promotions and marketing; public amenities; design assistance; business recruitment and retention activities; planning and feasibility studies; parking and transportation management; and other activities dedicated to supporting business growth. BIDs provide the ability to promote downtown as a whole through a unified system of management, similar to a shopping center. BIDs enable property owners and businesses to have a collective.

Community Preservation Act. The Community Preservation Act (CPA) allows communities to create a local Community Preservation Fund for open space protection, historic preservation, affordable housing and outdoor recreation. Community preservation funds are raised locally through the imposition of a surcharge of not more than 3% of the tax levy against real property. The State provides matching funds on an annual basis. In recent years, the state has match local CPA funds at the 30% level, so for every $1.00 raised locally the state adds 30¢. Although the CPA does not provide operational funds for downtown revitalization, it can help fund many of the recommended activities for revitalization of Downtown, including improvements to the historic Common.

Parking & Transportation Funds. Some municipalities in Massachusetts, including Plymouth and Needham, have established downtown parking funds. Property owners seeking to redevelop their property contribute to the overall parking fund when they are unable to provide the requisite spaces within their proposed development. This enables the Town to build up a parking or downtown transportation fund to make transportation-related improvements that will benefit the overall downtown district. The City of Gardner uses dedicates its parking meter revenue to Downtown improvements, including snow removal on all downtown sidewalks and some operating funds for the downtown revitalization association, Gardner Square Two. Since parking meter funds

are being used to enhance downtown and directly assist customers, with clean sidewalks and snow removal, objections to parking meters have been minimal. This could be another source of funding for Downtown Foxborough. Town Meeting approval is required to establishing a Downtown Parking or Transportation Fund. Home rule authorization is also required.

Infrastructure Funding

Some of the proposed projects for Downtown Foxborough require infrastructure funding. Foxborough could use and federal funding for needed infrastructure improvements from a range of programs. Local matching funds are typically required, and can come from user fees, the general fund or a specialized fund, like a BID, a Downtown Transportation Fund or the CPA. Some applicable programs for Foxborough are detailed in Table 11-1, below.

Table 11-1: Funding Programs

Program	Summary	Web Site
SRF – State Revolving Fund	The SRF is administered by the Massachusetts Water Pollution Abatement Trust in cooperation with the MA Department of Environmental Protection. They provide very low-interest loan funds to municipalities for water and wastewater improvements.	http://www.mass.gov/eea/agencies/massdep/water/grants/state-revolving-fund.html
Mass Works	MassWorks is a combined annual grant program focused on infrastructure financing to spur economic development. Grants range typically upward to $3 to $4 million, depending upon the project.	http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/
Safe Routes to Schools	Safe Routes to Schools (SRTS) is part of the federal transportation funding formula. Massachusetts receives $15 million annually for SRTS. Safe Routes to Schools provides grant funds and technical assistance to improve walkability, particularly to schools. This program may benefit both Foxborough schools and Downtown, since several schools are in proximity to Downtown. Schools are the applicant entity. An assessment is the first step. MassDOT oversees the SRTS program.	http://www.commute.com/schools

Program	Summary	Web Site
Green Communities	The MA Executive Office of Environmental Affairs operates the Green Communities program, which provides small grants to participating communities related to energy conservation issues, such as energy efficient street lighting. Municipalities must first adopt the stretch energy code and commit to providing monitoring their energy usage and adopting a by-right zoning provision for at least some type of renewable energy.	http://www.mass.gov/eea/energy-utilities-clean-tech/green-communities/gc-grant-program/
MA Downtown Initiative Program TA Grants	MA Department of Housing & Community Development provides small technical assistance grants through the Downtown Initiative to support revitalization of town centers. Past projects have addressed parking, wayfinding, BIDs, design issues, housing, for example.	http://www.mass.gov/hed/community/funding/massachusetts-downtown-initiative-mdi.html
US EPA Brownfields Site Assessment	US EPA provides Brownfield Site Assessment grants to determine the extent of hazard materials or pollution. There is an annual competitive grant. Awards are typically $200,000. EPA also provides some clean-up grants.	http://epa.gov/swerosps/bf/assessment_grants.htm
MA Brownfield Tax Credit	Massachusetts provides a 50% brownfields tax credit for clean-up costs or 25% with an Activity Use Limitation. This program was just extended through 2018 by the Legislature. Tax credits can be monetized, and used to facilitate redevelopment projects.	http://www.mass.gov/eea/agencies/massdep/cleanup/programs/brownfields-tax-incentives.html
MA Brownfields Redevelopment Fund	MassDevelopment operates the state's Brownfields Redevelopment Fund, which provides interest-free loans for site assessment, and flexible loans for clean-up up to $500,000.	http://www.massdevelopment.com/financing/specialty-loan-programs/brownfields-redevelopment-fund/
EDIP and TIF	The Economic Development Incentive Program (EDIP) and Tax Increment Financing (TIF) program enable municipalities, such as Foxborough, to provide local tax incentives to retain jobs and spur job creation. TIF tax incentives are based on a "discount" of anticipated new real estate taxes based on building improvements or new construction. The state may also provide a tax incentive, based on a specific project's scope, job creation and public benefits.	http://www.mass.gov/hed/business/incentives/edip/

Program	Summary	Web Site
DIF	District Improvement Financing is a program that enables a community to capture new anticipated real estate tax revenues and dedicate these funds for infrastructure and development costs. A municipality can use a pay-as-you-go model or issue bonds pledging the anticipated future real estate tax revenues as collateral. DIF can be used for a wide range of expenses in a district to enhance development. This is a local program requiring state approvals.	http://www.mass.gov/hed/business/funding/loans/about-the-district-improvement-financing-dif.html
Local Infrastructure Development Program	The Local Infrastructure Development is a new program created in 2012 that enables the financing of infrastructure through special assessments/betterments in a designated development district. MassDevelopment issues the bonds up to 25 years which are repaid with the betterments.	http://www.mass-development.com/financing/bond-financing/infrastructure-financing/
Mass Cultural Facilities Fund	The Mass Cultural Council operates a matching grant program for arts and cultural facilities, the Mass Cultural Facilities Fund. The Fund provides capital grants for acquisition, design, repair, rehabilitation renovation, expansion, or construction of nonprofit cultural facilities. MCC also provides feasibility and technical assistance grants.	http://www.mass-culturalcouncil.org/facilities/facilities_about.htm

Development Project Financing

Each specific development and re-use project will require its own feasibility study and financing plan. Some of the funding programs detailed in Table 11-1 can be used to enhance a project. For in-fill housing projects and renovations of upper stores, some of the programs offered by the MA Department of Housing and Community Development (DHCD, www.mass.gov/dhcd) and MassHousing (www.masshousing.org) can be used for housing initiatives that entail both market rate and affordable housing units.

Business Assistance

Business assistance financing for small business projects is generally through private commercial lending by banks, sometimes with the US Small Business Administration (SBA) guarantees. SEED, SouthEast Economic Development Corporation, www.seedcorp.com, is an authorized SBA lender which frequently partners with commercial lenders, which provides micro-loan financing, small business financing and training. SEED is based in Taunton and serves the greater Boston and southeastern Massachusetts region. Accion, www.accion.org, also provides micro-loans and assists start-up entrepreneurs.

Ensuring the Capacity to Implement

- A standing Downtown Committee should be organized and convened by the Town -- the Planning Board and Board of Selectmen.
- The Town should consider retaining a part-time person dedicated to downtown revitalization and economic development. This person would work closely with the Planning Director.
- Continue efforts to Involve Downtown small business people with periodic outreach meetings.
- Establishment of a Business Improvement District to facilitate downtown management and marketing should be considered.
- The Town should investigate forming a Redevelopment Authority to facilitate the redevelopment of publicly-owned properties.

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Appendix A2: Existing Downtown Parking Counts

The tables below summarizes parking in the Downtown Core area.

Private Parking Lots

Location	Address	# 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 Street	8
U.S. Post Office	15 Wall Street	16 (Accessible)
Hair Studios Plus	44 Central Street	4
Shared Parking	(Businesses between Wall, Cocasset, Central and South St.)	57 Marked Spaces (Cars Parked in Unmarked Spaces)
Technical Support International	10 Mechanic Street	15
Ancient Marinere Inn	9 Mechanic Street	27
Rockland Trust	1 Mechanic Street	40

Location	Address	# of Spaces
Invensys Process Systems	38 Neponset Ave	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)

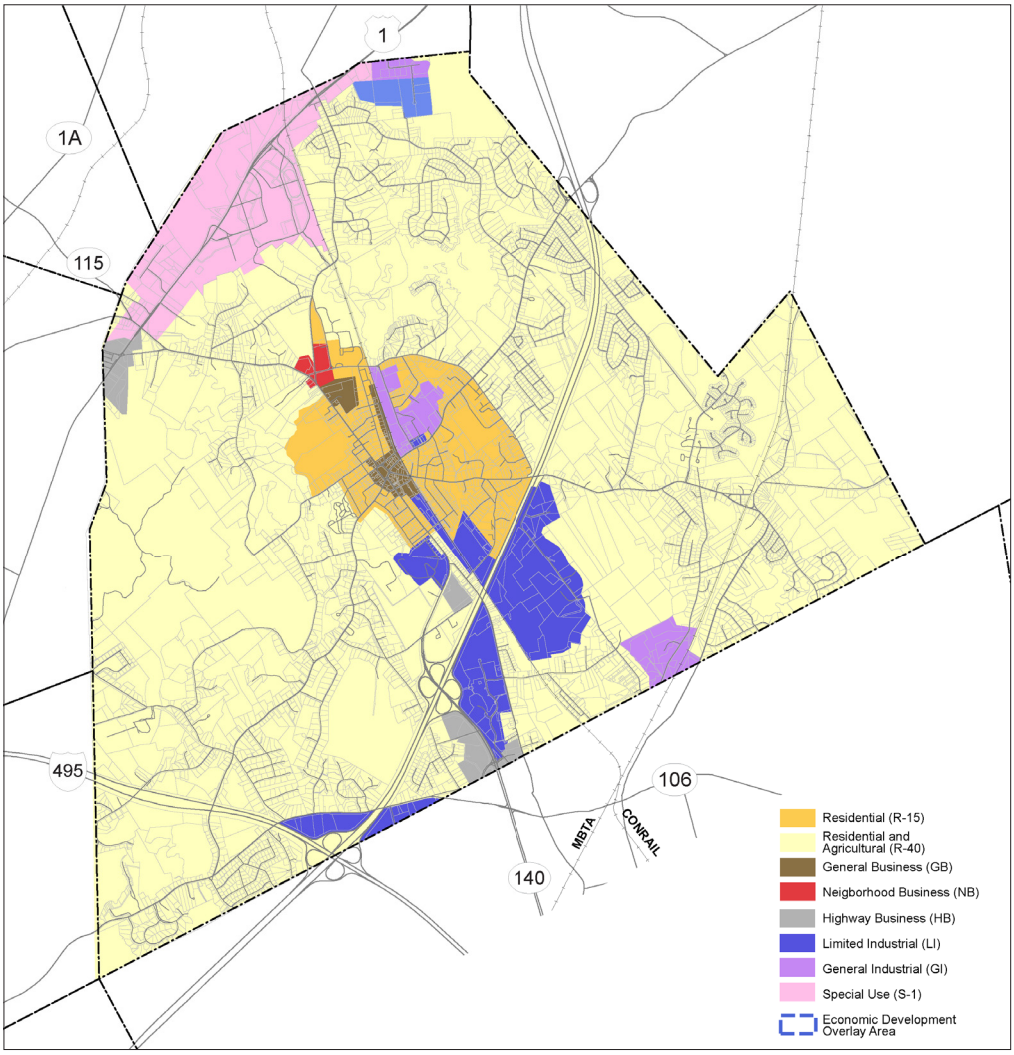
Public Parking Lots

Location	Address	# of Spaces
Town Hall	40 South Street	86
Liberty Street Parking		4
Central Street Parking		26
Wall Street Parking		12
Mechanical Street Parking		27
Rotary Parking	South Street Bird Street School Street Cocasset St.	6 (South) 15 (Cocasset) 19 (School)
Railroad Avenue Parking		**2 Locations** Approx. 15 (Unmarked) - Opportunity for Lot
Cocasset Street Parking		16
South Street Parking		10
Bird Street Parking		10

Appendix A3: Downtown Foxborough Zoning

Downtown Foxborough is principally situated in the General Business zone, as shown in Figure A3-1. Overall Downtown Foxborough is compact and situated west of the CSX railroad. However, business uses have spread beyond the traditional bounds of the Downtown area along two corridors – Mechanic Street and Central Street (Route 140 south of Downtown). The Mechanic Street area east of the railroad includes a convenience gas station, but also a restaurant and numerous offices, professional and personal services. These are located in the General Industrial (green) and Limited Industrial Zones (blue).

Figure A3-1: Zoning Map of Downtown Foxborough



Similarly, extending southerly from Downtown along Central Street and the railroad spine is the Limited Industrial Zone. Some of the industrial sites with access off Central Street have been redeveloped into offices offering an eclectic mix of professional services, health care and personal services, with an occasional wholesaler. Many of these commercial uses extending from the Downtown are uses that would typically be located on upper stories in the Downtown area.

Table A3-1 highlights the applicable dimensional requirements for both residential and commercial properties in the General Business Zone. Foxborough uses a Euclidean form of zoning, with segregated uses.

Table A3-2 contains the list of current allowed uses in Downtown in the General Business zone. Most of the uses that are permitted in the General Business (GB) zone

Table A3-1: Dimensional Requirements for Downtown Foxborough – General Business

	Area (SF)	Frontage (feet)	Setbacks (feet)			Building Height		Maximum Lot Coverage	Minimum Lot Width (feet)	
			Front	Side	Rear	Stories	Feet		Distance from Street	Width
General Business Non-Residential		0	15	0	20	2.5	35	85%	0	0
General Industrial		50	50	25	50	3.0	40	70%	100	34
Light Industrial		50	50	25	50	3.0	40	70%	100	34
Residential: Single & Two Family	15,000	100	25	15	30	2.5	35		50	67
Residential: First 3 Units	32,250	100	50	25	75	2.5	35		100	67
Additional Residential Unit	6,125									

are also allowed in both the General Industrial (GI) and Light Industrial Zones (LI). In instances where a permitted General Business use requires a special permit or is not allowed, it is so noted in Table A3-2. Both the General and Light Industrial Zones have a slightly wider range of permitted uses than the General Business uses. Although the Foxborough Zoning Bylaw provides for Special Permits issued by the Board of Selectmen, there is no applicable use in the Zoning Bylaw requiring approval from the Select Board in the General Business (GB) district.

The existing zoning framework permits residential development in the Downtown, however, the dimensional requirements make it nearly impossible for mixed-use development, with a street-level retail or office use and upper story residential to be developed. Residential development in the General Business District zone defaults to the residential zoning requirements stipulated for the R15 zone. Specific dimensional requirements for mixed-use buildings with upper- story residential uses and in-fill residential development in the Downtown area should be developed.

Revitalizing Downtown Foxborough should include fine-tuning the Zoning Bylaw to eliminate incompatible uses to a walkable Downtown, such as self-storage facilities. The general goal in a Downtown is for street-level uses is to be active business fronts, such as retailers or restaurants that depend upon walk-in pedestrian traffic and feature display windows that add interest and liveliness to the street. Offices typically have the occasional patron or are appointment-based services.

Small-scale, mixed-use downtowns, such as Foxborough, often utilize "village-center zoning" to guide new development. Three attributes of successful Village Center zoning[1] are (1) zero lot line development; (2) mixed-use development; and (3) minimizing, if not eliminating, off-street parking in front of a building. Foxborough has adopted zero-lot line development in the General Business district Downtown. In practice, much of Downtown does have off-street parking in front of a building, particularly around the Common. When there are extensive drive-way cuts and parking lots between the store or office entrance and the sidewalk, the quality of the pedestrian experience and safety are diminished. Foxborough's zoning bylaw does not currently preclude parking in front of the building in the General Business zone. This should be remedied.

The General Business zone for Downtown Foxborough does not fully embrace the mixed-use zoning concept. For a building that incorporates residential and office or retail on the first floor, the dimensional requirements of the residential, R15 zone, become effective, which contains different dimensional requirements, as noted in Table A3-1. To facilitate mixed-use development, enabling upper story residential uses, the Zoning By-

[1] *Skelly, Christopher. Preservation through Bylaws & Ordinances Guidebook. Boston, MA: Massachusetts Historical Commission, 2003.*

law needs to be modified. Many small town and suburban communities have adopted mixed-use zoning with retail, office and residential uses in one building with street-level commercial uses in their downtowns or village centers. Some municipalities permit mixed-use by right, such as Greenfield, where others require a special permit, such as Ipswich. The Foxborough Zoning Bylaw should be amended to encourage mixed-use development with street-level retail and commercial uses, and upper-story residential uses in the Downtown area.

Allowing buildings up to three stories, as is allowed in the adjacent General and Limited Industrial zones, should be allowed by right in Downtown Foxborough. To develop the type of building form and development around the Common and in Downtown, a zoning district specific to Downtown, should be developed by the Planning Board and adopted by Town Meeting. Design Guidelines should be developed to provide specific guidance as to facades and signage for Downtown.

Figure A3-2: Downtown Core District

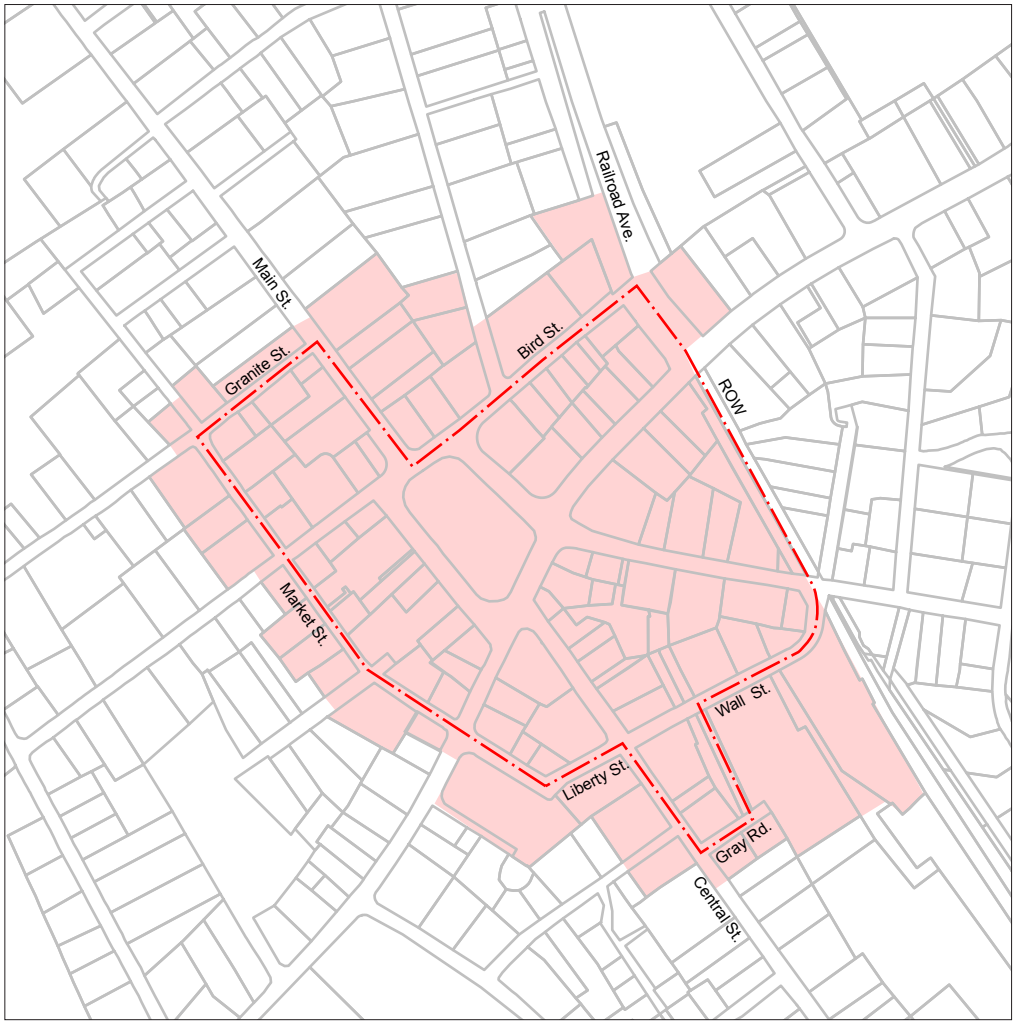


Table A3-2: Foxborough Zoning By-Laws : Permitted Uses in Downtown Under Existing General Business Zone.

Allowed by Right Uses	Allowed with Planning Board Approval	Board of Appeal
A. High Hazard Uses		
		Motor Vehicle Fuel Facility
B. Low Hazard Uses		
Parking Lots constructed per Section 6.1	Temporary parking lots serving uses with seating capacities of over 7,500 within the Special Use (S-1) District.	
C. Mercantile/Retail		
Retail Establishment Restaurant Mercantile/retail uses, except restaurants with seating which use more than 25% of the gross area of the building. (not in LI) Commercial storage garages and motor vehicle repair shops.		
D. Business, Service, or Office		
Land & Buildings used for transaction of business, rendering of professional or tradesman services or for the other services that involve stocks of goods, wares, or merchandise in limited quantities for use incidental to business office uses or similar purposes. Laundry and Dry Cleaning Establishments Funeral Establishments Self-storage mini-warehouse, rail storage or switching yards.	Research & Development facilities Truck terminal/general commodity/ public warehouse Automobile storage or automobile auction facilities	
E. Assembly		
Theaters Night clubs without theatrical stage accessories, designed for the use as dance halls, night clubs, and for similar purposes Museums Land or structures for religious purposes Educational purposes (exempt) Child care center		Educational Use, non-exempt Adult Day Care Facility
F. Institutional		
		Hospitals, sanitariums, infirmaries, orphanages and institutions housing people suffering from physical limitations (not allowed in GI or LI)
G. Residential		
Two-family dwelling (not allowed in GI or LI) Single-family dwelling (not allowed in GI or LI) Accessory Apartment (not allowed in GI or LI)	Multi-family dwellings (not allowed in GI or LI) Assisted living facility Nursing or convalescent home	Lodging, boarding house but not including group homes or halfway houses (not allowed in GI or LI) Dormitories Bed and Breakfast
H. Agricultural		
Use of land for primary purpose of agriculture, horticulture, floriculture, or viticulture on a parcel of more than five acres in area.	Farm stand, non-exempt (allowed by-right in GI or LI)	

Table A3-2: Foxborough Zoning By-Laws : Permitted Uses in Downtown Under Existing General Business Zone (cont'd)

Allowed by Right Uses	Allowed with Planning Board Approval	Board of Appeal
I. Public and Quasi-Public Facilities		
Essential Services Municipal Facilities and structures necessary to the service of the Town, excluding storage yards, power plants, water, filter plants, sewage treatment plants and refuse facilities.		Cemeteries Telecommunications/ Wireless Communication Facilities as a primary use Telecommunications/ Wireless Communication Facilities as an Accessory Use
J. Recreational Use		
Municipal Recreational Facility	Wellness and Recreation Center	Clubs, such as golf clubs, country clubs, private clubs, or lodge Low density recreational uses which predominantly occur within a building such as swimming, tennis, skating or other similar uses. (Allowed by right in GI or LI.)
K. Planned Development		
L. Accessory Uses		
Seasonal migrant workers quarters, mobile home, or watchman's quarters as accessory uses to permitted Agricultural or Industrial Uses. Residential accessory uses and structures. Gross area of residential storage structures shall not exceed 400 SQ or 1.5 stories; the gross are of temporary wayside stands shall not except 400 SF. (Not allowed in GI or LI.) Residential garages which do not exceed one and a half stories in height and a "footprint" not to exceed 625 SF. (Not allowed in GI or LI.) Accessory uses to multifamily dwellings which are located within the principal building and are limited to eating establishments, personal service establishments; retail sales establishments selling convenience merchandise. Nonresidential accessory uses and structures which do not exceed fifteen (15%) of the gross area of the principal building or buildings. Home occupation. (Not allowed in GI or LI.) Home occupation, non-intensive. (Not allowed in GI or LI.) Keeping of livestock or horses on a parcel of land which is greater than 2 acres	Drive-through facility. (Permitted as of right in GI and LI.) On-site ground mounted solar photovoltaic installation. (Permitted as of right in GI and LI.)	Storage (temporary or otherwise), sale or processing of any combustible or waste material Residential garages which exceed one and a half stories in height or have a "footprint" larger than 625 SF. (Not allowed in GI or LI.) Accessory structures to multifamily structures Keeping of livestock or horses on a parcel of land which is not greater than 2 acres. Family Day Care, Large or Small.
M. Other Uses		
Parking spaces beyond the requirements of the primary use(s) on the lot provided the spaces are constructed to the standards found in Article 7 of the Zoning Bylaw.		

Appendix A4:
Historic Properties

Today, Downtown Foxborough has many buildings that reflect its historical development and help define the community character of Foxborough as a prosperous small town. The Town Common is the centerpiece with its iron fence forged by a local foundry. Memorial Hall is the most architecturally notable historic structure. The Massachusetts Cultural Resource Information System operated by the Massachusetts Historical Commission lists thirty-one properties in the Downtown Core District. There are additional nearby historic properties, notably the Baker Street Local Historic District of fine nineteenth century homes, and a concentration of Union Straw Works worker homes along Sherman and Leonard dating from the mid nineteenth century, 1950-1880.

Figure A4-1 illustrates the location of the historic properties by period in Downtown Foxborough.

Although Downtown Foxborough has some fine examples of historic architecture and buildings of local note, there are no properties currently listed on either the state or National Register of Historic Places. In the future, Foxborough may wish to consider updating its inventory of historic properties, designating properties and districts on the state and National Registers. Listing properties on the National Register of Historic Places adds a level of distinction as well as protection.

Commercial properties, when rehabilitating properties in accordance with the Secretary of Interior's Standards for the Treatment of Historic Properties can take advantage of federal historic tax credits. Massachusetts also has a competitive tax credit program for the rehabilitation of income-producing historic properties. For both federal and state tax credits, the property must be listed on the National Register of Historic Places. The Massachusetts Historical Commission also provides preservation grants for National Register listed properties owned by local governments and non-profits for repair and rehabilitation.

Table A4-1: Historic Properties in Downtown Foxborough

MACRIS Number	Property Name	Street	Year
FOX.94	Foxboro House	Bird St	1900
FOX.177	Foxboro Grange Hall	11-15 Bird St	1897
FOX.105	Doolittle, Allen House	16 Bird St	1855
FOX.16	Foxborough Universalist Church	6 Bird St	1843
FOX.110	Wilber Brothers Dry Good Store	Central St	1890
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.903	Union Straw Works Water Reservoir	Liberty Pl	1858
FOX.143	Sumner, Gen. Henry House	Main St	1845
FOX.905	Foxborough Town Common	Main St	
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
FOX.8	Dean, Abbie House	Market St	1855
FOX.111		7-9 Mechanic St	1840
FOX.165	Bethany Congregational Church	Rockhill St	1845
FOX.139		Rockhill St	1850
FOX.140		9 Rockhill St	1875
FOX.1	Orpheum Theatre	1 School St	1926
FOX.20		18-22 School 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.112	American House - American Hall Building	37-39 South St	1855
FOX.101	Saint Mark's Episcopal Church	41 South St	1893
FOX.64		43 South St	1850
FOX.158	West India Tea Company	Wall St	1853
FOX.164	Carpenter Straw Hat Factory	18 Wall St	1844

Sources: Massachusetts Historical Commission.

Figure A4-1: Historic Property Construction Periods

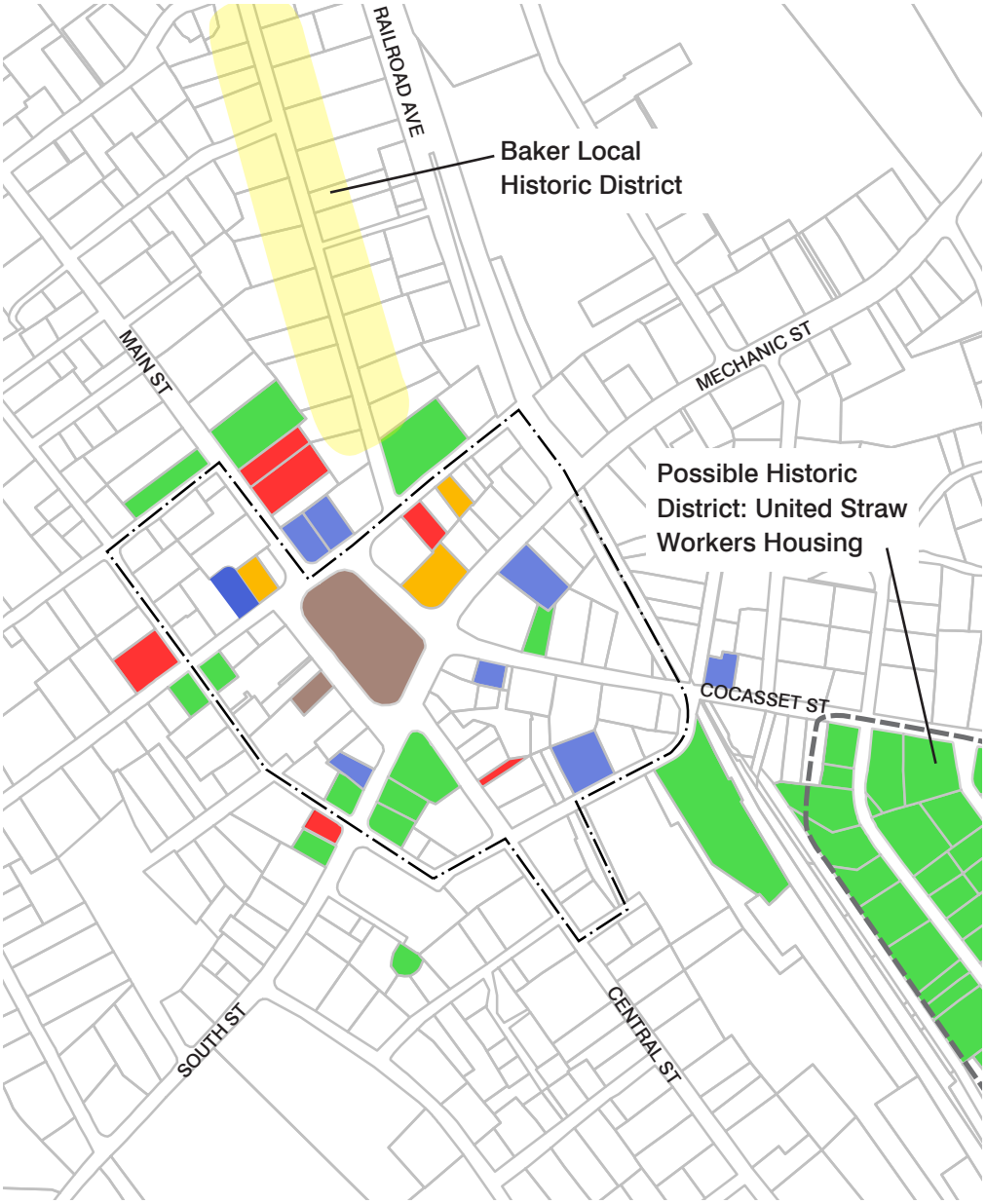
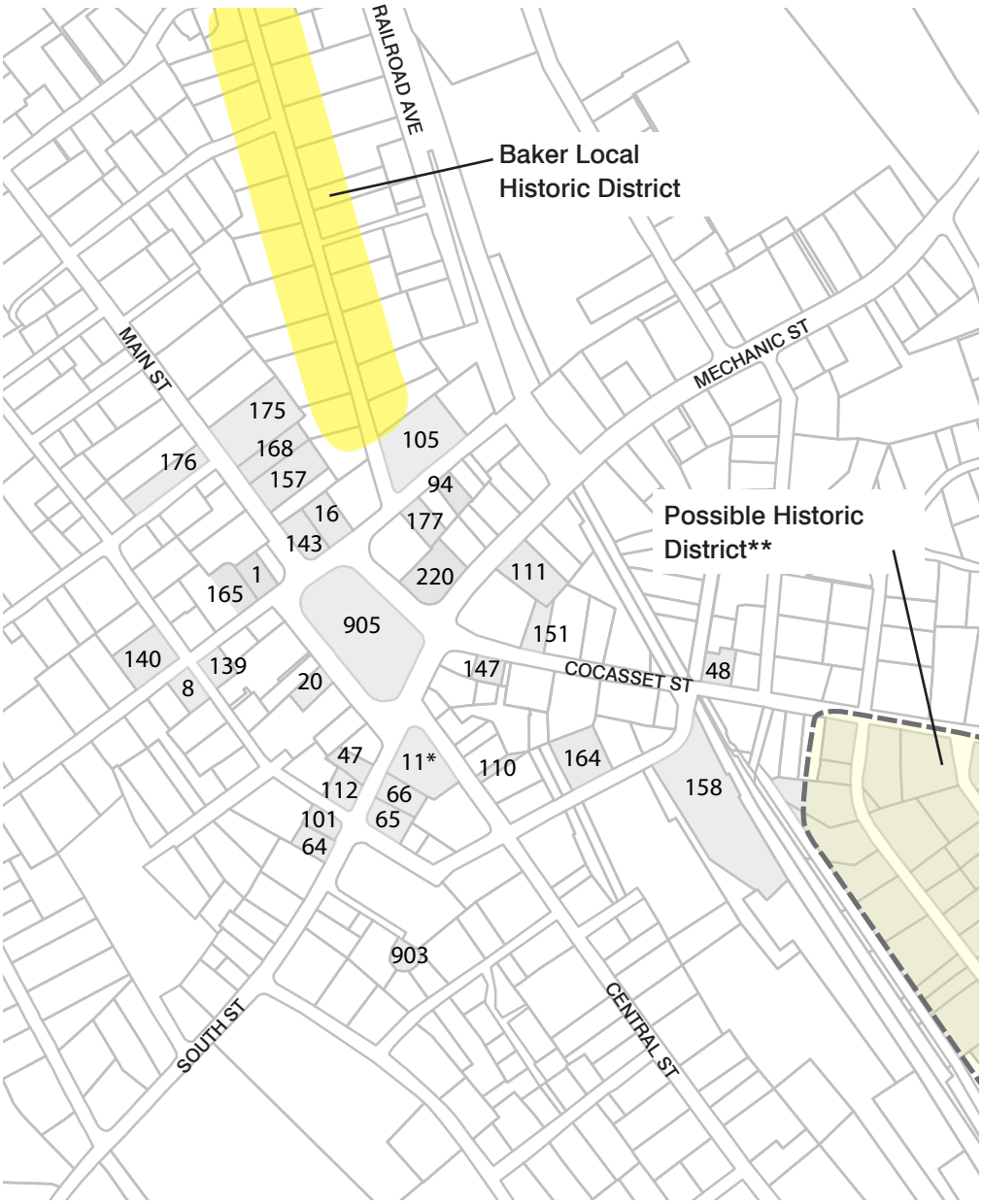


Figure A4-2: Historic Property Inventory



* Burial Grounds (not inventoried)

** Concentration of United Straw Workers Housing

Appendix A5:
Comparative Model of Town Common - 1900 & 2012

1900: Town Common Street Views

1

2

3

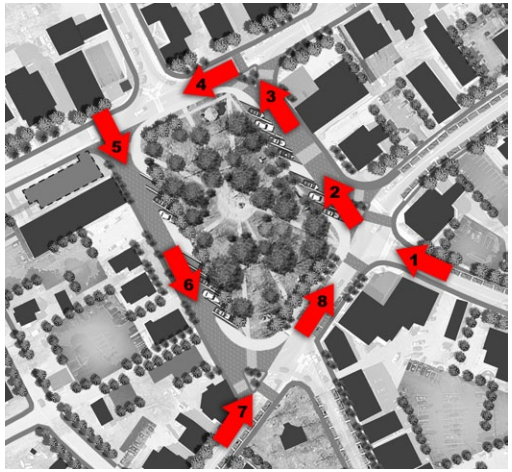
4

5

6

7

8



2012: Town Common Street Views

1

2

3

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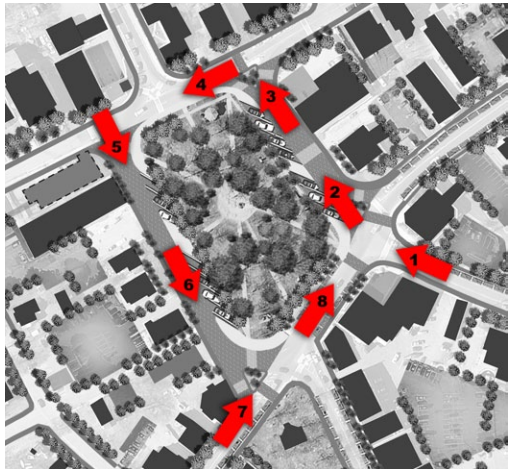

Appendix A6:
Visualization of Downtown Improvements

Downtown Area - Proposed Master Plan

Existing Condition

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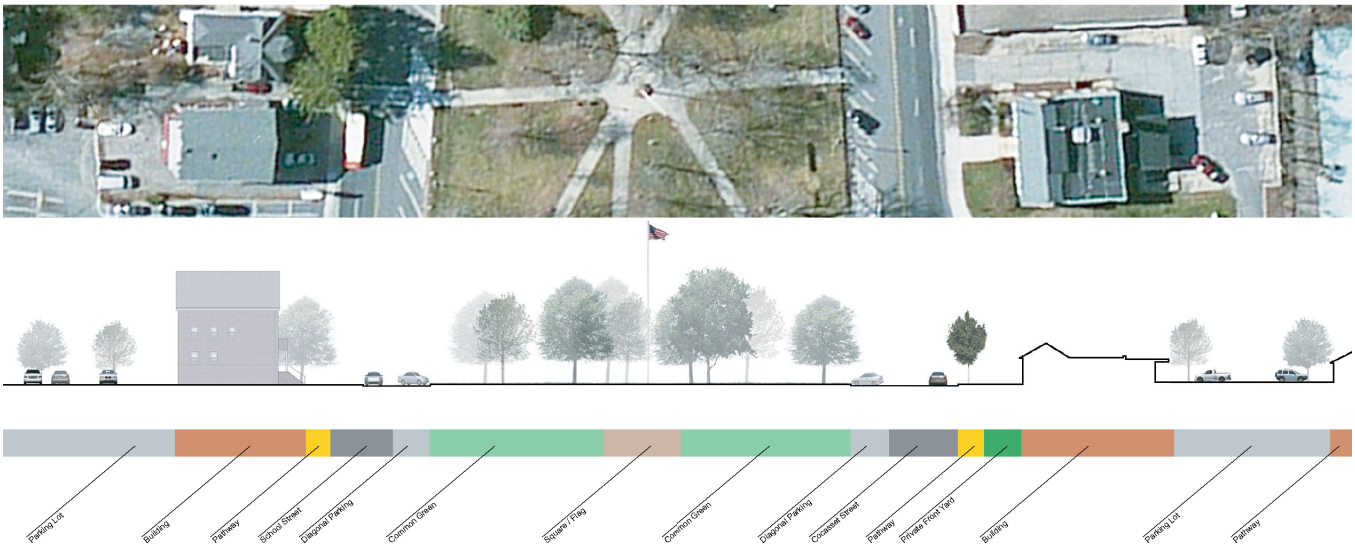
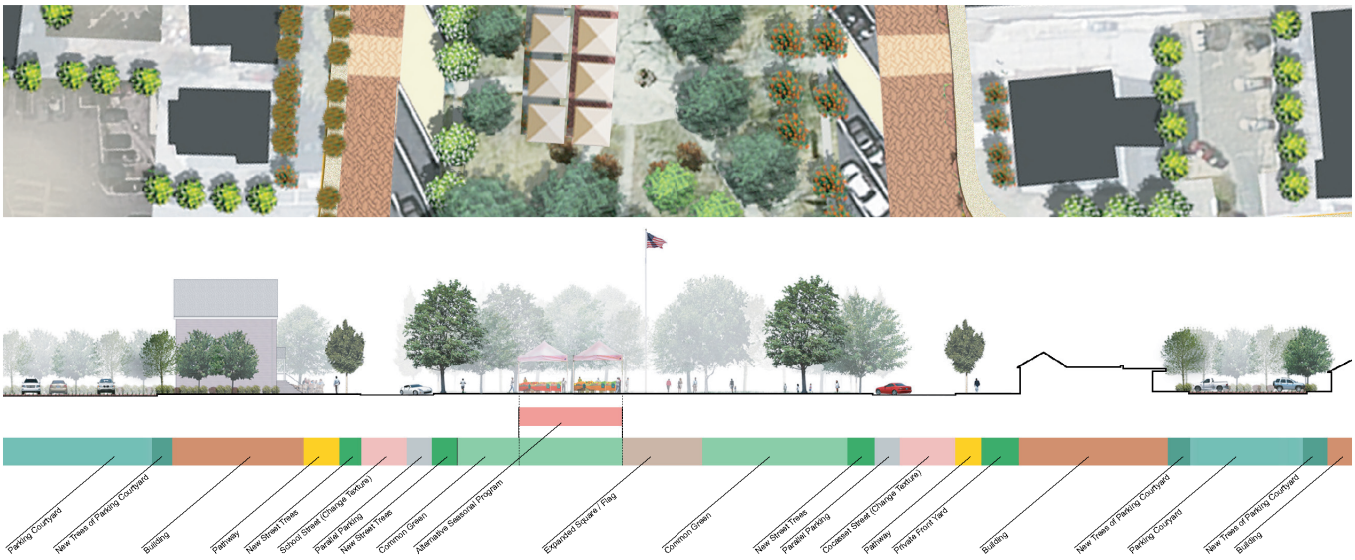
Town Common - Existing Condition



Town Common - Proposed Scenario



Farmer's Market Event

Town Concert Event

Thermal Plastic Texture

New Streetscape

Parking Courtyard

McCABE ENTERPRISES
J MECCA
PARE CORPORATION
Paul Lukez Architecture

Appendix A7:
Mapping Studies

Foxborough Maps

Figure Ground

Legend:

- Figure Ground
- Parking
- Local Streets
- Arterial Streets
- Sidewalks
- Crosswalks
- Topography
- Historical Icons / Districts
  - Town Common Area
  - Town Common
  - Baker Street Historic District
- Rail Lines
- Plot Lines
- Uses
  - Residential
  - Commercial
  - Industrial
  - Institutional

District A:

Town Center

Foxborough, Massachusetts

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Scale:

200 yd

0 50 150 300 600 ft

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Foxborough Maps

Land Uses

Legend:

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Scale:

200 yd

0 50 150 300 600 ft

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Parking

Legend:

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Scale:

200 yd

0 50 150 300 600 ft

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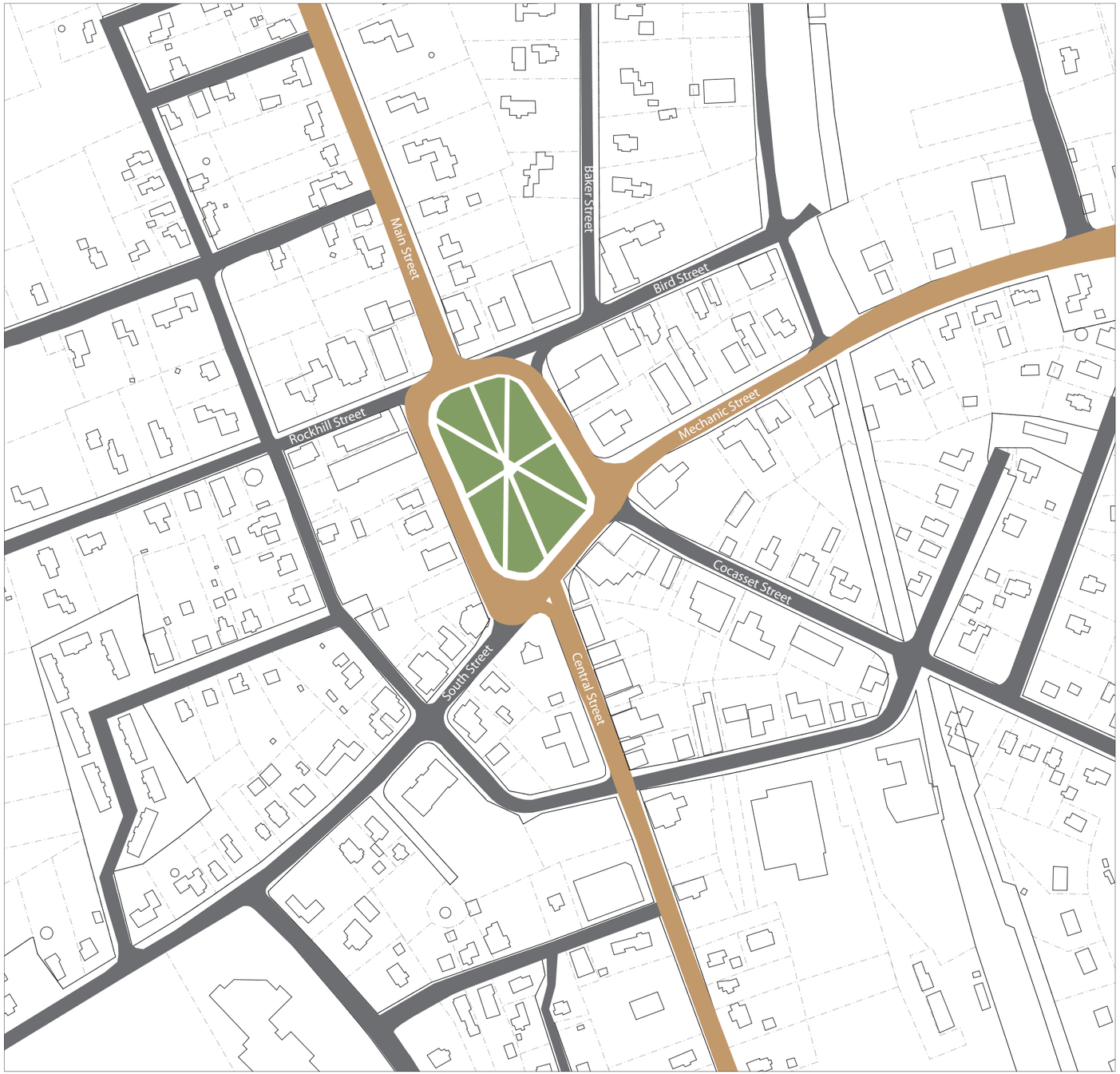
Foxborough Maps

Streets - Lanes



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Scale:

200 yd

0 50 150 300 600 ft

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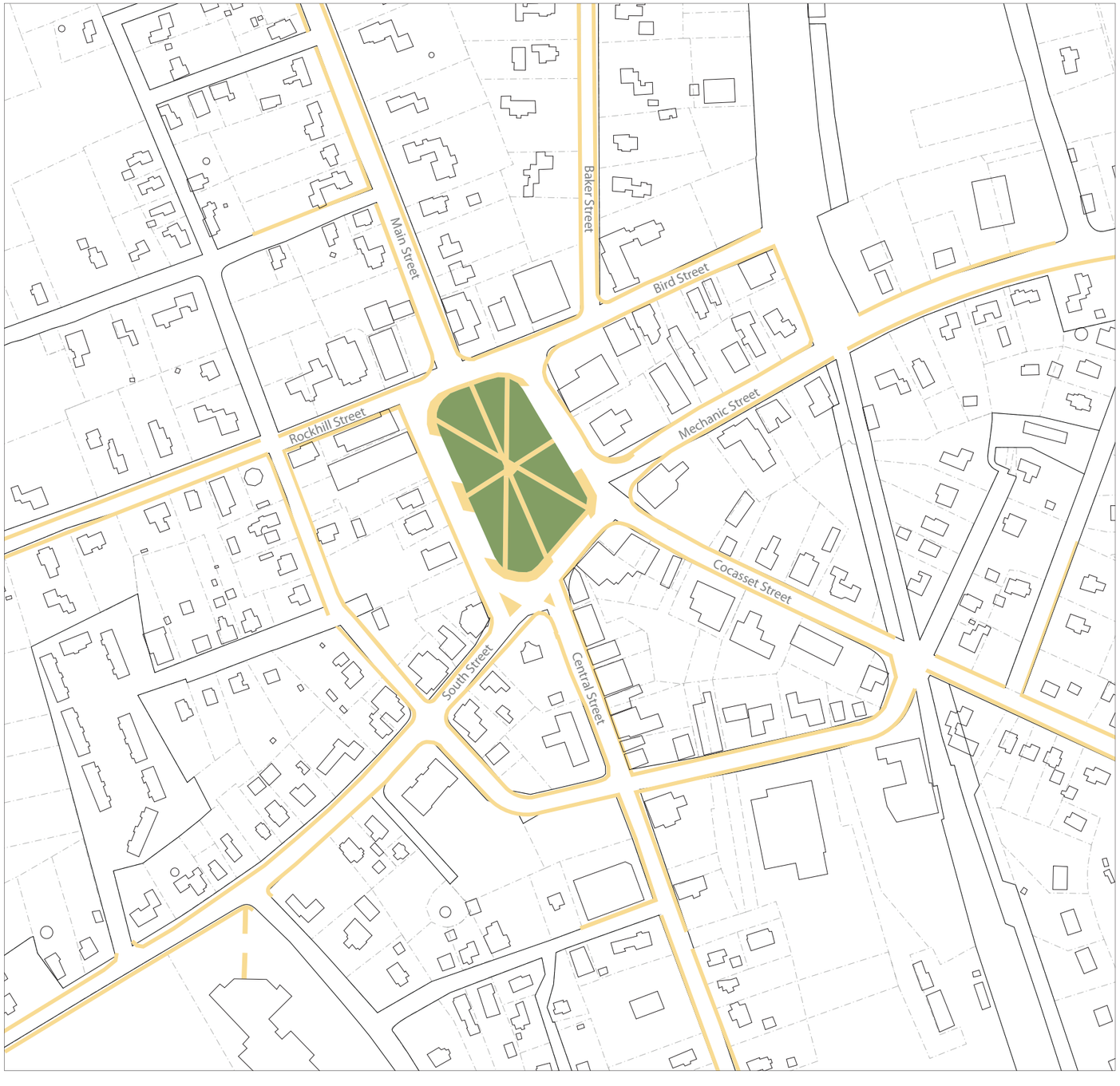
Sidewalks



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Scale:

200 yd

0 50 150 300 600 ft

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Foxborough Maps

Sidewalks + Crosswalks

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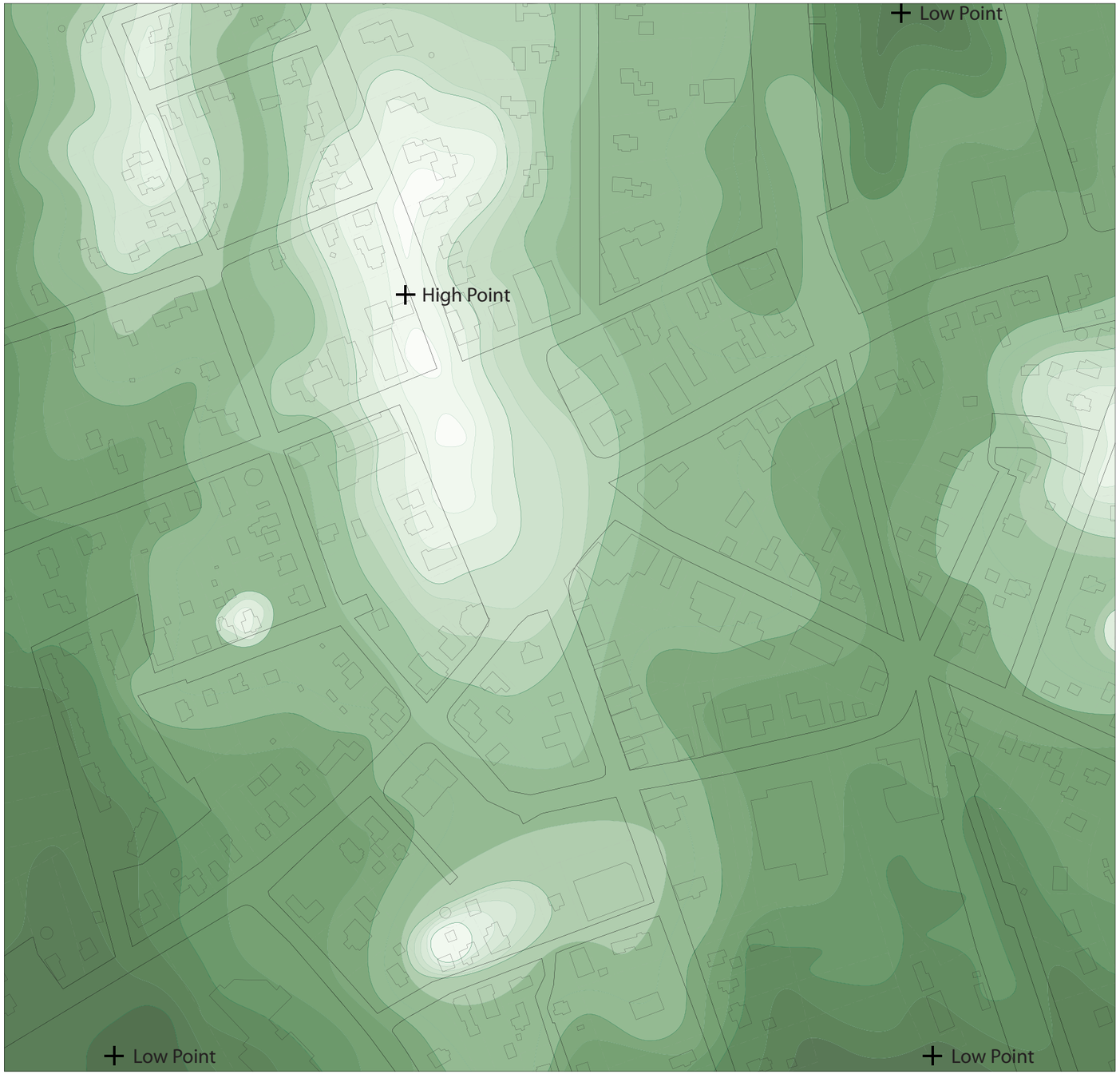
Foxborough Maps

Topography



Contour Interval = 2 ft.

Highest — Lowest

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Scale:

200 yd

0 50 150 300 600 ft

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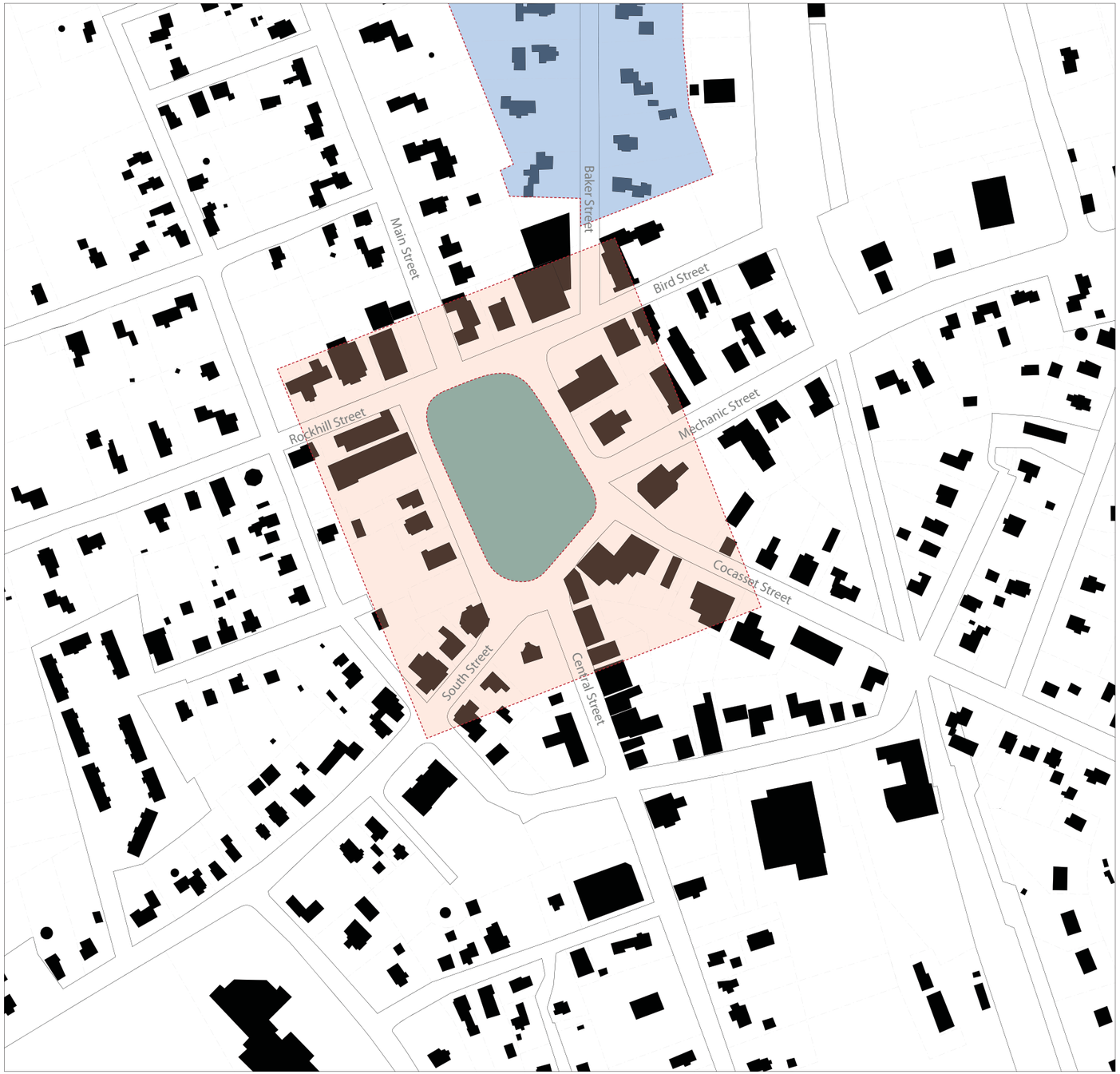
Foxborough Maps

Landmarks / Historical Districts



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Scale:

200 yd

0 50 150 300 600 ft

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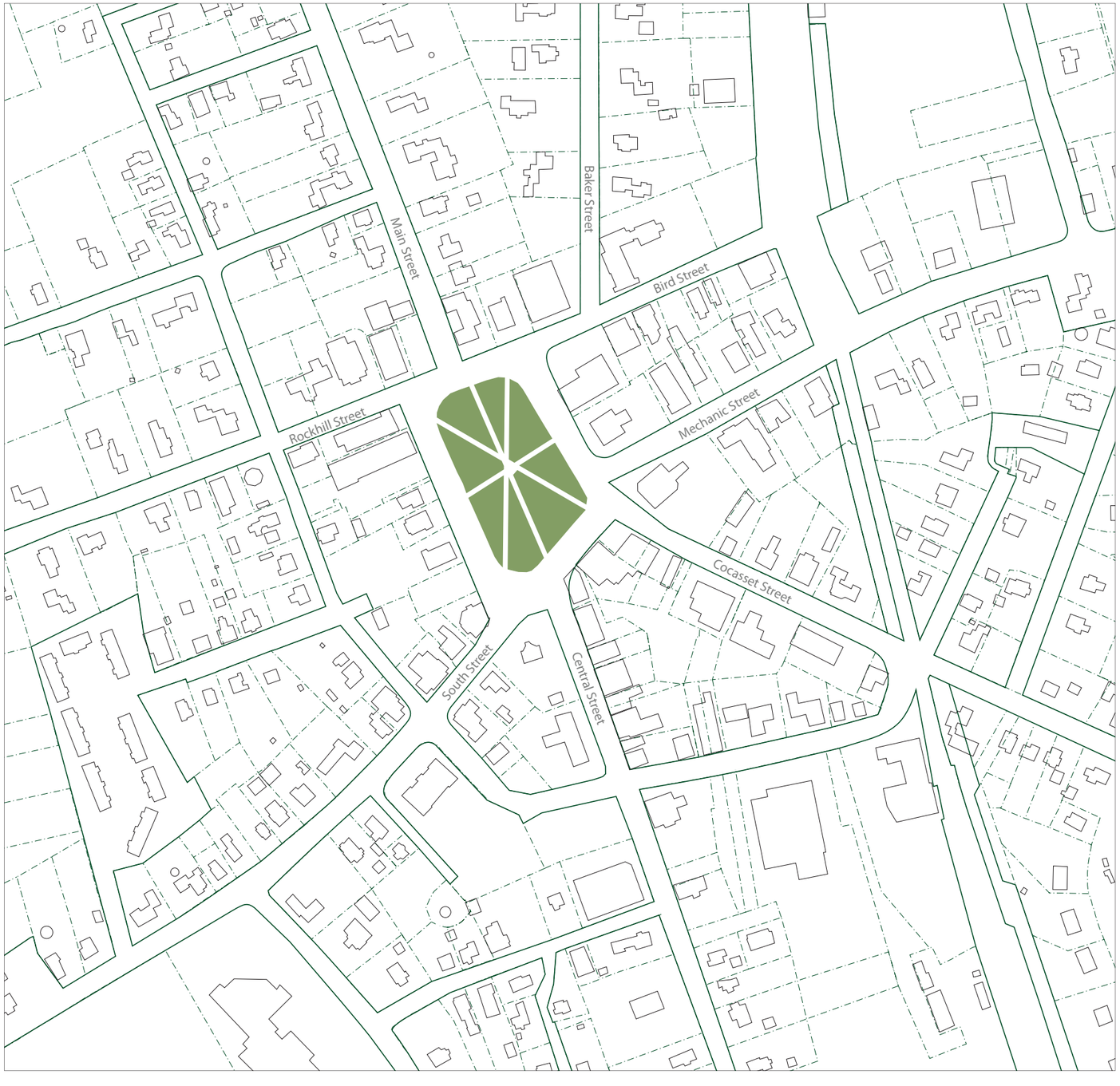
Foxborough Maps

Plot Lines



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Scale:

200 yd

0 50 150 300 600 ft

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Foxborough Maps

Rail Lines

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Scale:

200 yd

0 50 150 300 600 ft

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Foxborough Maps

Cross - Map

Legend:

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Scale:

200 yd

0 50 150 300 600 ft

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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 Strategy 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 revitalization, neighborhood planning 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 Downtown Strategy. Tim Thies, PE, Managing Engineer served as the lead on utility issues, particularly sanitary sewer challenges facing Downtown 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 to this Strategy.

Beverly Kunze Photography provided the photographs of Foxborough for this report.

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Downtown Strategy
Town of Foxborough, MA

Foxborough Economic Development Master Plan

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