

RANDOLPH COMPREHENSIVE MASTER PLAN



Randolph, Massachusetts



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Prepared for:

The Randolph Planning Board

The Randolph Planning Department

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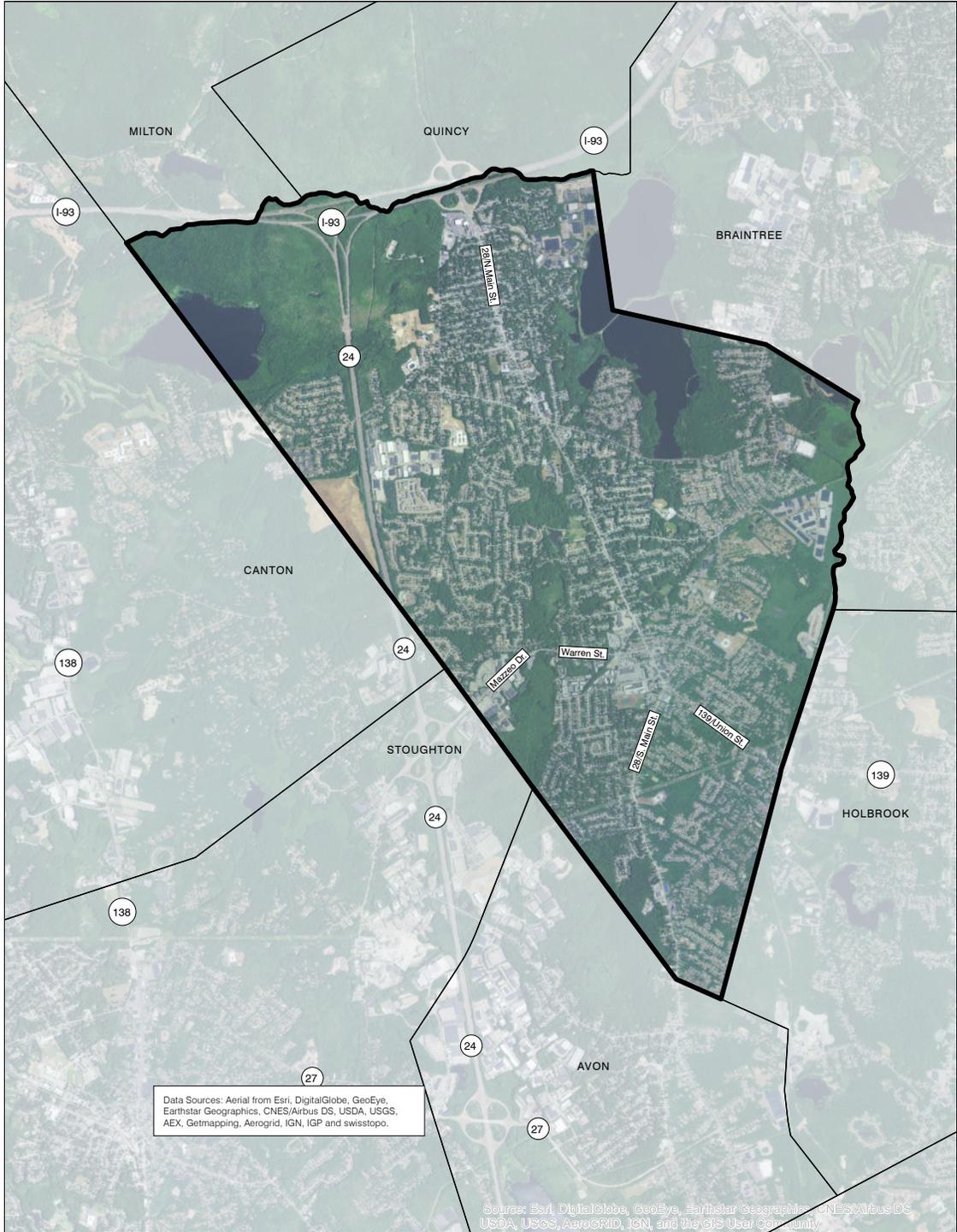


EXECUTIVE SUMMARY



INTRODUCTION

Randolph is a town proud of its especially diverse suburban middle-class community. It offers residents a great quality of life with abundant recreational opportunities, close proximity to major employment centers, and numerous avenues of transit connecting the town to the larger region. Randolph is relatively an affordable place to live with residents having a more balanced range of incomes when compared to the rest of the region. The people of Randolph desire to build on these many assets and create an even more thriving community. The Randolph Comprehensive Master Plan is the document that outlines how the town can propel forward in its aspirations.



Aerial Map of Randolph, Massachusetts

THE PLAN

The Randolph Comprehensive Master Plan presents the vision, and goals for the Town of Randolph. It provides objectives and recommended actions to get to the town's aspirations for the future. The Plan documents seven elements that encompass all aspects of the Town. It provides analysis, data, maps and relevant descriptions for each element: Land Use, Economic Development, Housing, Open Space and Recreation, Service and Facilities, Historic and Cultural Resources, and Transportation. This Plan fulfills the requirements of the state, Massachusetts General Law Section 81D, which encourages planning boards to establish a comprehensive master plan. The plan is required to include several different components which are all contained in this document.

THE ELEMENTS

The **Land Use Element** contains an analysis and mapping of existing land uses, patterns, and distribution. It also reviews current zoning regulations and discusses the respective support for land use goals and objectives.

The **Economic Development Element** examines demographic and economic profiles and trends for the town, region, and state. In addition, a special market assessment analyzes the prospects for expanding retail stores and restaurants within specific areas.

The **Housing Element** provides an analysis of demographics, existing housing stock, and affordability in Randolph. Issues affecting near-term and future housing opportunities are also explored.

The **Open Space and Recreation Element**, distinct from the Open Space and Recreation Plan, considers the planning and policy aspects of managing the community's open space and recreation resources. The Element discusses general goals, objectives, and recommendations for a long-term timeframe.

The **Natural, Historic and Cultural Resources Element** examines the level of protection given the Town's geographic conditions and character. Recommendations are also provided for the long-term protection of these resources.

The **Services and Facilities Element** reviews the Town's public services and facilities, such as community centers, schools, fire and police services. Goals and recommendations provide a foundation to manage, maintain, and expand Randolph's public services and facilities.

The **Transportation and Circulation Element** assesses Randolph's transportation modes (vehicles, public and private transit, bicycles, and pedestrians) and circulation networks. Opportunities to support current and future demand through solutions to current transportation issues are also presented.

Each element contains goals and objectives based on information gathered through Steering Committee meetings, surveys, and planning studies.

VISION

The vision for Randolph developed with the Comprehensive Master Plan Steering Committee is as follows:

The Town of Randolph seeks to be a diverse, inclusive, and unified community that leverages the benefits of its proximity to the wider region. Randolph has ample open space and places to recreate in balance with commercial and industrial property and quiet residential neighborhoods. Randolph provides equity in education for its residents and ensures there are a variety of convenient ways to maneuver around town.

GOALS

The subsequent list of goals have been formed from insights provided by the Randolph Comprehensive Master Plan Steering Committee, the general public during outreach events, and Town staff and boards. Analysis of existing conditions within the Town were also used in the development of goals. The goals are further explored in each element of the Plan.

Land Use

- Protect and enhance the image, character, and quality of living in Randolph's residential neighborhoods.
- Preserve natural landscapes by designating more land as protected open space.
- Manage new development to balance growth and economic benefit with the protection of existing neighborhoods and open space.
- Promote the development of a variety of housing and unit types to support the needs of a diverse and aging population.
- Protect historic buildings and resources that contribute to Randolph's identity and historic character.
- Support and enhance the design character of the community through high quality design standards to guide the design review process.
- Attract strategic development to generate jobs and expand the tax base.

Economic Development

- Utilize commercial and industrial parcels to their full extent.
- Engage the business community to partner with the town and with each other.
- Support businesses of all sizes to thrive within Randolph.

Housing

- Offer housing units in Randolph for a range of incomes and ages.
- Align residential densities with available infrastructure.
- Invest in the community to support "good neighbor" property owners.

Open Space and Recreation

- Protect and enhance the image, character, and quality of the open space and recreation resources within the Town of Randolph.
- Designate existing unprotected open space, and identify additional at-risk parcels of land, as protected open space.
- Protect and preserve existing open space areas and acquire new lands to safeguard natural resources and provide additional recreational opportunities.
- Maintain and expand natural habitat areas so ecosystems of native plant and wildlife species can be sustained and fostered.
- Connect and improve existing conservation lands with greenways and multi-use trails to provide public access for all residents.
- Provide and maintain recreational lands and facilities for active and passive use as to include and address the needs of all ages and abilities of Randolph's population and demographics.
- Maintain municipal parks and open spaces at a sufficient level.
- Disperse recreation facilities including parks, sports fields, and community properties throughout the Town.

Natural and Cultural Resources

- Protect Randolph's natural resources for future generations.
- Continue to identify and document historic resources.
- Continue to protect significant historic resources.
- Increase public awareness of Randolph's history.
- Celebrate cultures across all spectrums.

Service and Facilities

- Ensure the expansion of community centers and school facilities account for current and future growth.
- Continue to provide excellent public programs to meet the broad ranging needs of the Town.
- Expand Randolph's public water supply in order to ensure sufficient water for existing town residents and businesses, as well as limited growth as described in the Land Use Element.
- Maintain an affordable water rate structure for Randolph's residences and businesses.
- Provide high quality public drinking water for Randolph's residences and businesses.
- Preserve the quality and quantity of Randolph's surface and groundwater supplies for both wildlife and human users.
- Maintain reliable and cost-effective sewer service for Randolph's residents and businesses.

Transportation

- Provide a connected network for all modes of transportation that serves the needs of the community.
- Ensure all transportation modes in Randolph are easily accessed, safe, and efficient.
- Maintain Randolph's infrastructure including roads and traffic signal lights.

KEYS TO THE FUTURE

Keys to the future are the interlocking themes found throughout the Randolph Comprehensive Master Plan that will bring the community's vision to fruition. These keys, or themes, run throughout all the Plan's elements, overarching goals, and recommendations. The most significant keys are elaborated and expanded in this section. The seven keys are **Embrace All Age Groups, Foster Diversity and Stewardship, Capitalize on Regional Location, Build on Commuter Rail Access, Prioritize Quality of Life, Nurture the Middle-Class, and Expand the Business Community**. Using these keys can open the door to a successful, well-run town and close-knit community.

Key One – Embrace All Age Groups

The people of Randolph have frequently stated their desire for all age groups to live in and enjoy the Town. One of the foremost examples of this preference is the funding and subsequent construction of the Randolph Intergenerational Community Center. This is a laudable and beneficial goal. For Randolph to continue to embrace all age groups, there are some other recommendations espoused through the plan that relate to this aim.

Randolph can embrace all age groups through a variety of ways. One of the most important means is providing several forms of housing and amenities geared towards many age groups. This can be accomplished by allowing land uses to develop both mixed-use and transit-oriented development. Offering more apartment units and/or condominiums permit both young people who need less expensive, smaller housing units, and seniors who want to downsize and “age in place” to remain and continue to live in Randolph.

Development around existing commuter rail and other mass transit can provide a more walkable community that grants residents the ability to not be car-dependent. Offering various types of recreation and other town services can create features that make the Town appealing to a range of ages. Many of the recommendations within the Plan's elements lead to an embracement of all ages.

Key Two – Foster Diversity and Stewardship

One of Randolph's most unique features is its racial and ethnic diversity; a feature that should continue to be celebrated and nurtured as it is appreciated by its residents. Stewardship can be a means to cultivate diversity as well as continue to offer amenities in services throughout the town. One of the desires of the town is to get many more members of the community involved in town activities and boards.

Attracting and supporting businesses of all sizes provides a diversity of economic development. The town can focus on luring larger businesses to furnish additional jobs and growing the workforce; it also can support entrepreneurs and start-up businesses to benefit people on a wide range of the income spectrum.

It is important, too, that the town continue to offer and expand its availability of different-sized residential units. Variety of residential units provides homes for young adults, senior citizens, and empty-nesters. As the current diverse residential population age, they would have the opportunity to stay in the community. As the same people remain in Randolph, the town's diversity rate will be maintained.

Randolph has many assets within the town such as open space, recreation, and natural and cultural resources. There is a continuous need for community volunteers to host town events, maintain recreation activities, and appreciate Randolph's historic assets to fully enjoy these town benefits. Numerous town residents dedicate their time and energy into these volunteer endeavors. For this to continue, a new generation needs to be motivated and encouraged to take on this responsibility. This group can be drawn from the already existing diverse community in Randolph which will lead to a broad engagement throughout the whole town.

Key Three – Capitalize on Regional Location

Randolph benefits from proximity and public transit connections to Boston, a major employment center as well as its location near highways and other major employment centers. Boston with its population of over 600,000 people is approximately a 30-minute drive or train ride from Randolph. The Town can capitalize on this asset in a myriad of areas including economic development, housing, and transportation.

Randolph has undeveloped and underdeveloped properties in strategic locations adjacent to highway interchanges especially Route 24 and Route 139, and Route 28 and Interstate 93. These properties can be marketed for development and redevelopment by highlighting their ease of access to the surrounding region and their connections to major employment and population centers.

Property within walking distance from the existing MBTA Commuter Rail Holbrook/Randolph Station can become a mixed-use residential district. The Town has the opportunity to attract or retain young adults, and empty-nesters by building on their public transit connection. These areas can provide a car-free, walkable, transit-dependent lifestyle that is better for the environment and allows for more convenient living.

Key Four – Build on Commuter Rail Access

Randolph is fortunate to be serviced by MBTA Commuter Rail. Commuter rail service can boost economic development, and encourage the expansion of walkable desirable residential communities as outlined in Key Three - Capitalize on Regional Location. Additional methods can enhance commuter rail access.

MBTA Commuter Rail links Randolph residents to the larger region; the Town should also connect the Holbrook/Randolph Station to other parts of Randolph. Extending pedestrian and bicycle pathways from the Station to residential neighborhoods, commercial areas, open space and major recreation facilities will create the opportunity for residents to come and go by rail without using a car. Specifically examining pedestrian and bike networks to and from the Station to other frequented areas in the town will enhance bike ability creating a healthy transportation landscape.

Key Five – Prioritize Quality of Life

All residents of Randolph, all ages, ethnicities, and incomes should be able to enjoy all the town has to offer. A good quality of life is an essential component for creating a great place to live. Quality of life manifests in all aspects of the community. There should be easy and equitable access to parks and open space. People should have safe, clean, and healthy housing. Residents should be able to obtain (purchase) their daily needs within the town.

Residents have stated their desire for parks throughout the town. The Blue Hills Reservation and Powers Farm are major town assets. They are located in the northern part of town. Some of the residents in the southern part of Randolph might not have convenient access to this area. Having parks, which can be small, located in the southern part can provide convenience access to open spaces and recreation for these neighborhoods. This provides the opportunity for people to use pedestrian modes of transportation to these centers of solace or recreation within walking distance. Additionally, if a resident cannot get around easily in a car, they might find it difficult to get to existing major open spaces and recreational areas in town. Creating an equitable quality of life for all town residents is evinced in open space, recreation, and transportation.

Allowing mixed-use zoning and land use where residents and retail uses intermix or are in close proximity, allow Randolph residents convenient access to obtain daily services and items for modern living. Many appropriate areas of town can permit and support this type of development which provides an enhanced quality of life for Randolph residents.

Key Six – Nurture the Middle-Class

A particular feature of Randolph is its strong middle-class. Economic data show that compared to other communities in the State and county, Randolph's income is more equally spread. There are less people in poverty and fewer people with high incomes in Randolph. This is a real asset that makes Randolph special. To continue having this strong middle-class, Randolph can take a variety of actions that thread through many of the Plan's elements.

Having a variety of home sizes within the town offers a range of housing unit prices; they can present housing that is less expensive and can diminish the housing cost burden for many Randolph residents. Currently, some people in Randolph are housing cost burdened including multiple home-owners. The town can offer incentives for home preservation; it can provide an avenue for lower-income owners to pay for housing maintenance. In particular, targeting owners of historic properties could assist the owner and maintain the community's appeal and Randolph's unique historic assets.

The town benefits from having businesses and jobs located within Randolph. Continuing to support the middle-class, Randolph should assist the existing small-business community, entrepreneurs - and market the town to perspective outside companies. Usually, small business and entrepreneurs can provide opportunity for economic mobility for people with varying means. Normally, larger company-owners moving into a town have greater funding. These larger companies can furnish jobs for the local residents as well.

Key Seven – Expand the Business Community

The people of Randolph want their business community to succeed. Not only do businesses in town contribute needed tax revenue with less load on the town's public education system, they provide jobs. There are two ways to expand Randolph's business community by bolstering existing enterprises in town and encouraging companies to move to Randolph.

All business types and sizes benefit from well networked transportation. Having convenient access to supplies, customers, and employees is essential. This is why it is important for Randolph to not only enhance, but build on their existing transportation systems. Randolph's current access to the larger region, existing public transportation, and commuter rail provides an advantage when compared to other communities. The town can use this benefit to lure commercial and industrial development or redevelopment to appropriate parcels.

Businesses also need access to water, and utilities. This is another reason to invest in town facilities and services. It will not only benefit the business community, but all residents of the town.

Appropriate zoning allows opportunities for businesses to locate and expand in town is essential for a growing, thriving business community. Additionally, confirming that land uses are compatible within the Town and between commercial, industrial, and residential areas will provide good relations with residents and business neighbors alike. It is clear that supporting and expanding the business community is something that takes place in all aspects of town.

PLANNING PROCESS AND COMMUNITY PARTICIPATION

An important part in creating and writing this Randolph Comprehensive Master Plan is community participation and community engagement. The development of the plan was guided by the Town Planner in the Planning Department and the Randolph Comprehensive Master Plan Steering Committee. The Committee was formed and appointed by the Town Manager and Town Council. This Plan has been developed with a wide range of community participation over the course of a year.

Professional planning assistance was provided and led by Harriman which included FXM Associates (Economic Development), HSH (Transportation, Utilities, and Service and Facilities), and Heritage Resources (Historic Resources). This team provided research and evaluations for each of the elements in this Randolph Comprehensive Master Plan, and provided staff support for the community participation and communication process.

Community participation has been essential in the development of the Randolph Comprehensive Master Plan. The outreach and participation program included workshops, presentations, social media presence, and other public events to gather input from Randolph's residents.

A central part of the community participation was the Randolph Comprehensive Master Plan Steering Committee. Meetings were held at various times in Town Hall to solicit input on all the elements in the Plan. The following is a list of Steering Committee meetings and subjects for discussion at each meeting.

- July 11, 2016 – Initial kickoff meeting for the Randolph Comprehensive Master Plan
- November 9, 2016 – Time schedule and overview of plan outline with a presentation of preliminary data collection about the Town of Randolph
- December 14, 2016 – Discussion of community meetings and public engagement
- January 11, 2017 – Results and summary of public engagement and draft vision statement, and goals for each element of plan
- February 8, 2017 – Presentation and discussion of Open Space and Recreation element
- March 8, 2017 – Presentation and discussion of the Historic Resources (Heritage Resources) and Transportation (Howard Stein Hudson) elements
- May 10, 2017 – Presentation and discussion of the Economic Development (FXM Associates) element

June 14, 2017 – Presentation and discussion of Services and Facilities (Howard Stein Hudson) and Natural and Cultural resources elements

Additionally, workshops were conducted to inform and solicit input from the Randolph community regarding their perceived assets, and opportunities for the Town's future. At each workshop, maps were displayed and people had the opportunity to write their ideas about different aspects of the Town (elements): Land Use, Economic Development, Housing, Open Space and Recreation, Service and Facilities, Historic and Cultural Resources, and Transportation. The workshops were offered on the weekend and weekday at different times to be convenient, so that opinions could be garnered from a wide swath from the Randolph community. The subsequent list tells the dates and places of the workshops.

- Saturday, December 10, 2016 – The Lantana, 43 Scanlon Drive, Randolph
- Tuesday, December 13, 2016 – Randolph Senior Center, 16 Fencourt Avenue, Randolph
 - 4:00 PM to 6:00 PM
 - 7:00 PM to 9:00 PM

The community participation process included attending town events to engage the residents soliciting their input and providing information about the Comprehensive Master planning effort. There were various exercises offered such as a mad libs, "I want ..." posters, and maps. These are a list of the town events attended by town staff and Harriman.

- Saturday, August 20, 2016, Back-to-School Jamboree
- Saturday, December 3, 2016, Winter Festival
- Saturday, April 8th, 2017, Indoor Farmer's Market in Senior Center

There was also a social media and web presence for the site. The official Facebook page at www.facebook.com/planrandolph, Twitter at @PlanRandolph, and a Gmail address planrandolph@gmail.com.

All input from the community was used to guide and develop Randolph's vision, goals, objectives, and recommendations for the Randolph Comprehensive Master Plan.

LAND USE

1.1 OVERVIEW

PURPOSE



The *Land Use Element* of the *Randolph Comprehensive Master Plan* provides a basis on which the Town can anticipate and plan for future growth, building upon conclusions from the analysis of existing land use conditions and current zoning.

This element also analyzes the physical character of land use by identifying visible patterns of development and their distribution, and the relationship that these land use patterns have with zoning.

The Town of Randolph and its residents have expressed a desire to protect and maintain the residential character of their single-family neighborhoods, and to enhance the quality of town services and amenities.

Open space is considered, in the general context of land use, to the extent that it is an integral part of the townscape and the amenities in the residential neighborhoods. In addition, open space plays an important role in the image and perception that residents have of the Town. This element of the *Master Plan* analyzes the existing open space as recorded in the Town of Randolph Geographic Information System (GIS) and the Massachusetts Geographic Information System (MassGIS) databases, and provides general recommendations. More detailed information is provided in the *Open Space Element* of this *Master Plan*.

COMPONENTS

This element includes the following components:

OVERVIEW – Introduction to the *Land Use Element*, including a list of components and information sources.

GOALS AND OBJECTIVES – Land use goals and objectives, based on information obtained from Steering Committee meetings, resident surveys, and relevant planning studies.

EXISTING LAND USE – Analysis and mapping of existing land use conditions, patterns, and distribution.

EXISTING ZONING – Review of current zoning regulations and assessment of the extent to which they are supportive of the stated land use goals and objectives.

ISSUES AND OPPORTUNITIES – Consideration of issues affecting current land use patterns and opportunities for future growth and redevelopment.

FUTURE LAND USE – Land Use Plan representing potential changes to existing land use conditions, and description of potential development/redevelopment opportunities.

RECOMMENDATIONS – List of recommendations, and accompanying actions that would be associated with their implementation.

INFORMATION SOURCES

Information for the preparation of this element has been obtained from the following sources:

- Database and mapping information in the Town of Randolph Geographic Information System (GIS).
- Database and mapping information in the Massachusetts Office of Geographic Information (MassGIS) system.
- The *Massachusetts Land Parcel Database*, a dataset description and field list compiled by the Metropolitan Area Planning Council (MAPC).
- MapGeo digital mapping information available for the Town of Randolph.
- *Massachusetts Property-Tax Rates in 2017*, Cloud Database by Caspio.
- *The Town of Randolph Zoning Ordinances*.
- *Randolph Master Plan*, Town of Randolph, 2000.
- *Randolph: We Mean Business! Spring 2017 Randolph Economic Development Snapshot, 2017*.

1.2 LAND USE GOALS AND OBJECTIVES

The following list of goals and objectives for the *Land Use Element of the Randolph Comprehensive Master Plan* has been compiled from the analysis of existing conditions, and meeting discussions, and survey responses submitted by residents and stakeholders.

A review of the 2000 *Randolph Master Plan* indicates that some of its goals are still relevant today. Those goals and associated actions have been incorporated into the list below as goals and objectives, to the extent that they remain relevant.

GOAL 1: Protect and enhance the image, character, and quality of living in Randolph's residential neighborhoods.

Objective 1.1: Continue protecting the existing neighborhoods from encroachment by incompatible uses.

GOAL 2: Preserve natural landscapes by designating more land as protected open space.

Objective 2.1: Expand protected open space areas to include all Core Habitats and Critical Natural Landscapes, as designated by the Natural Heritage and Endangered Species Program.

Objective 2.2: Expand protected open space and recreational areas to include wetlands, floodplains, and undeveloped forests.

GOAL 3: Manage new development to balance growth and economic benefit with the protection of existing neighborhoods and open space.

Objective 3.1: Leverage opportunities for high quality non-residential development in appropriate areas and designated zones.

Objective 3.2: Reduce the potential for commercial sprawl and strip development.

Objective 3.3: Reserve sufficient land for future community services and facilities.

GOAL 4: Promote the development of a variety of housing and unit types to support the needs of a diverse and aging population.

Objective 4.1: Support mixed-use commercial/residential development geared toward young professionals, young families, and 55-year and older residents, in appropriate locations.

Objective 4.2: Review and update zoning to support more diversity of housing types, such as cluster residential zones, and mixed-use development.

GOAL 5: Protect historic buildings and resources that contribute to Randolph's identity and historic character.

Objective 5.1: Create one or more historic districts to preserve the historic character of the town.

GOAL 6: Support and enhance the design character of the community through high quality design standards to guide the design review process.

Objective 6.1: Review and update design standards and design review regulations to promote high quality design in all zoning districts.

GOAL 7: Attract strategic development to generate jobs and expand the tax base.

Objective 7.1: Identify priority development sites and strategies to attract new development that will generate jobs and expand the tax base, while supporting Randolph’s vision for the future.

Objective 7.2: Review impact fees and user fees to limit adverse fiscal impacts on the Town due to the construction of new or enhanced public services.

These goals are consistent with the *Randolph Vision Statement* expressed by Town residents and stakeholders – “The Town of Randolph seeks to be a diverse, inclusive, and unified community that leverages the benefits of its proximity to the wider region. Randolph has ample open space and places to recreate, in balance with commercial and industrial property and quiet residential neighborhoods...” (*Section 1.a Executive Summary of the Master Plan*).

1.3 EXISTING LAND USE

LAND USE CLASSIFICATION

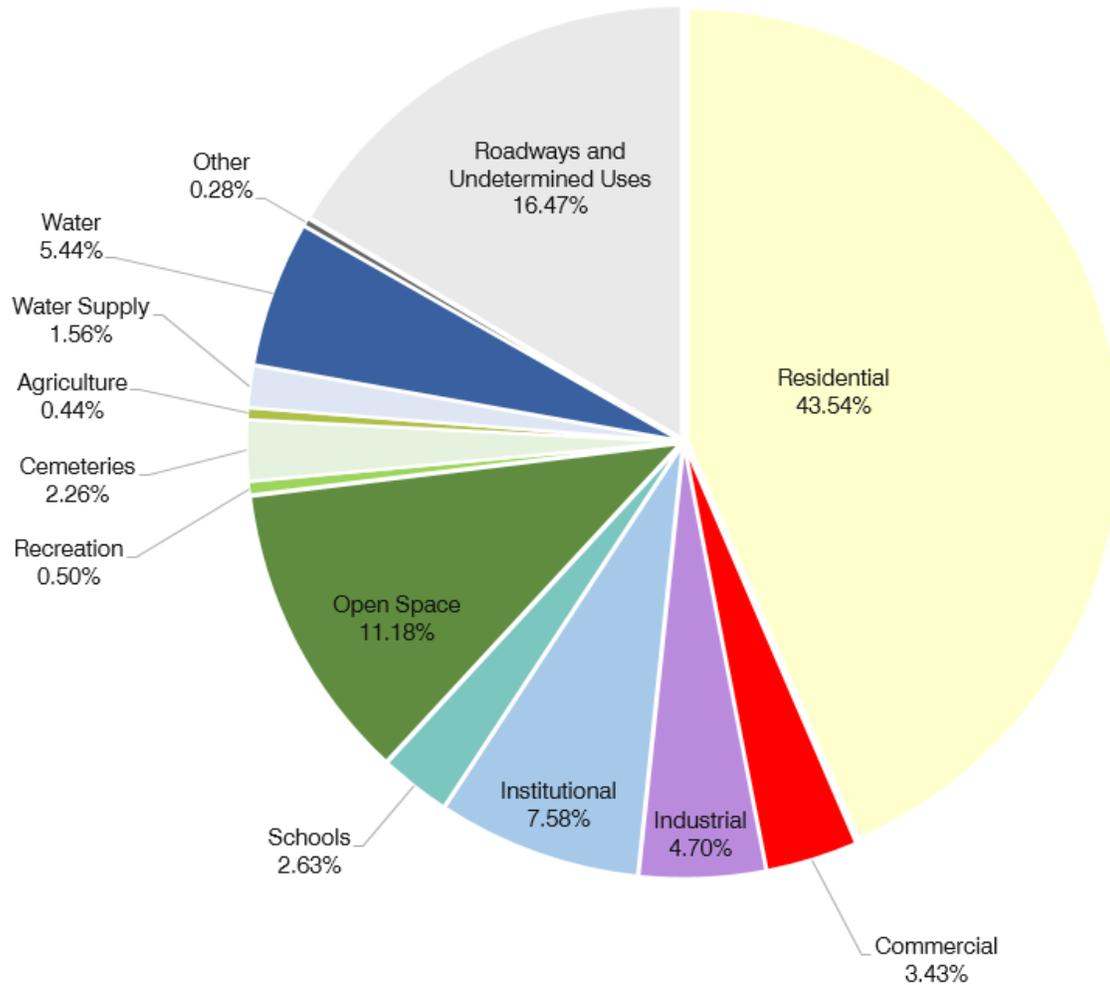
The Town of Randolph comprises approximately 6,665 acres of land, assigned to multiple land use categories. Each of these categories is manifested in land use patterns that have evolved through the years and were influenced by the Town’s history, economic development trends, and regional market trends (typical land use patterns in Randolph are described later in this section).

A breakdown of land area per land use category is shown in Table 1-1 and Figure 1-1.

Table 1-1: Distribution of Land by Land Use Category

| Use | Acres | % (Total) |
|-------------------------|--------------|---------------|
| Residential | 2,901 | 43.5 |
| Transportation/Roadways | 1,098 | 16.5 |
| Open Space | 745 | 11.2 |
| Institutional/Protected | 505 | 7.6 |
| Water Bodies | 363 | 5.4 |
| Industrial | 313 | 4.7 |
| Commercial | 228 | 3.4 |
| Educational/Schools | 175 | 2.6 |
| Cemeteries | 151 | 2.3 |
| Water Supply/Protected | 104 | 1.6 |
| Recreation | 33 | 0.5 |
| Agriculture | 29 | 0.4 |
| Other Uses | 19 | 0.3 |
| Total | 6,665 | 100.0% |

Figure 1-1: Distribution of Land by Land Use Category



As Table 1-1 and Figure 1-1 illustrate, the land use category that occupies the largest area in Randolph is residential (2,901 acres or 43.5% of the total area). A large majority of residential land is dedicated to single-family homes (2,548 acres or 38% of the total area). Only 328 acres or approximately 5% of Randolph is dedicated to multi-family housing. It is important to note, however, that Randolph has met the Massachusetts goals for subsidized housing with over 10% of the total number of housing units being affordable; more information on this topic is available in the *Housing Element* of the *Master Plan*.

The category that occupies the second largest land area is transportation and roadways, amounting to 1,098 acres or 16.5% of the total land area. The third-largest category is open space (745 acres or approximately 11% of the total area). Most of this open space is owned by the Massachusetts Department of Conservation and Recreation in the Blue Hills Reservation.

The Town has been using Community Preservation Act funds to acquire and preserve open space around the Great Pond, Powers Farm, and other locations, to protect the water supply (approximately 104 acres or 1.6% of the total land area), and for recreational purposes (approximately 33 acres or 0.5% of the total land area). A significant amount of land occupied by wetlands and floodplains along Norroway Brook and Cochato River is owned by the Town and has been included within the Institutional land use category (approximately 505 acres or 7.6% of the total land area). Industrial uses occupy close to 313 acres (approximately 4.7% of the total area). There are compact clusters of manufacturing and wholesale distribution located along the eastern Town boundary (Teed Drive), along York Street, and near the main vehicular access points to the Town – Mazzeo Drive (Route 139) and North Street. A large industrial parcel is located between the Cochato River and the MBTA commuter rail line, isolated from the rest of the Town by wetlands; the only vehicular access to this parcel is an overpass connecting to the Town of Holbrook.

Commercial uses occupy approximately 228 acres, or 3.4% of the total land area. Neighborhood-oriented retail and professional services are clustered around the intersection of North/North Main Streets in the area known as Crawford Square. Other commercial properties tend to be scattered along North Main Street and South Main Street (Route 28), with a higher concentration near the Interstate 93 and Route 24 highway intersections.

These figures support the local image and perception of Randolph – a family-friendly town with a “village” design character, lots of open space, and nature-based recreational amenities. The geographical distribution of these land use categories is shown in Figure 1-2.



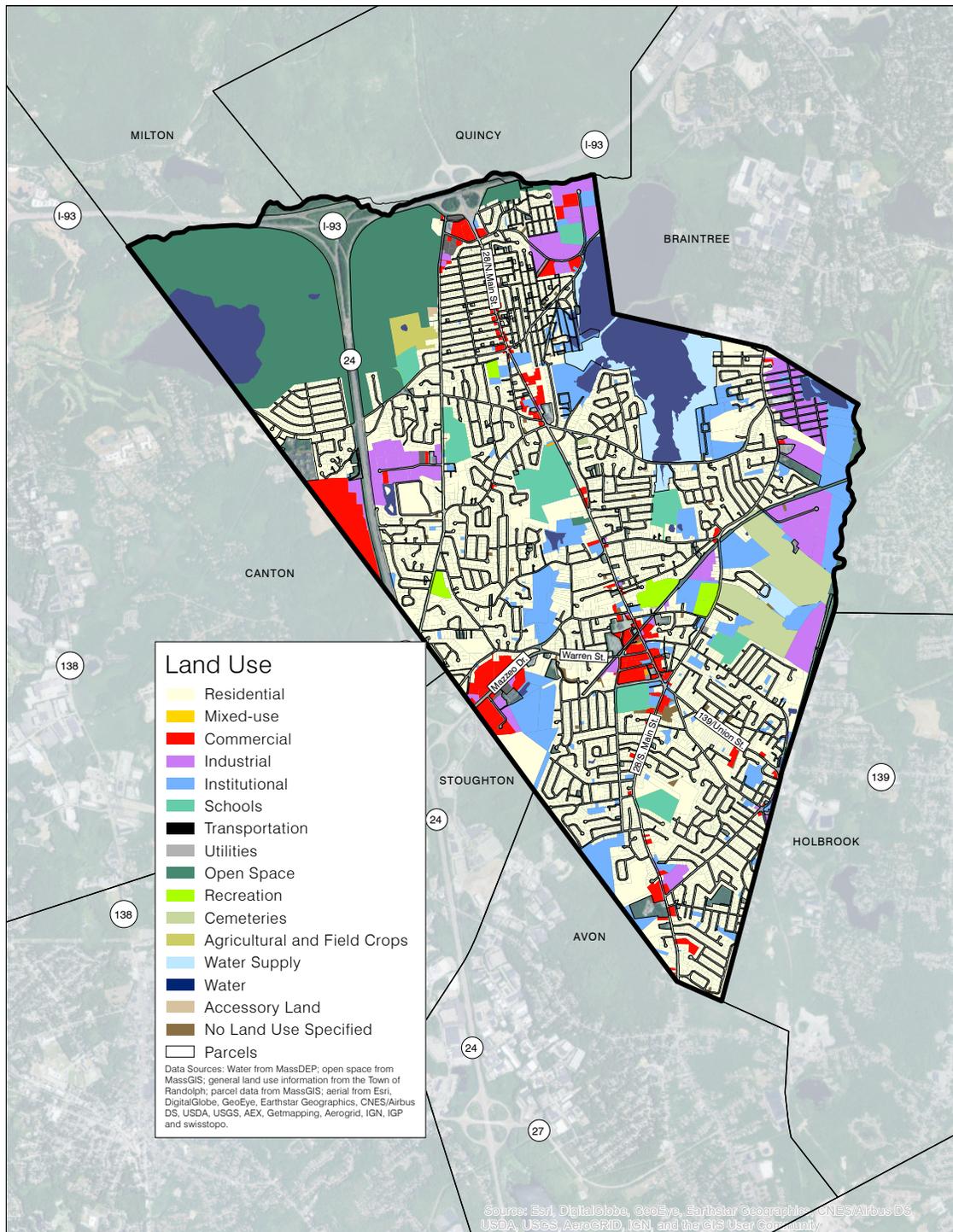


Figure 1-2: Existing Land Use Map

LAND USE PATTERNS

Some general land use patterns can be identified from the Existing Land Use Map or traveling through Randolph. Land use patterns correspond to the land use categories represented in the map and often reflect zoning and other regulatory provisions. They also take into account the type and massing of buildings, and their distribution within a typical lot. The analysis of these patterns complements the land use map by generating a three-dimensional picture that closely resembles the physical form and design character of districts and neighborhoods.

Predominant land use patterns in Randolph are residential, mainly represented by single-family homes. Multi-family residential areas are less prevalent, and they are often clustered in large parcels with access from a main road (e.g., North Main Street and High Street).

Business land use patterns can be observed in three different categories – a mix of business and civic/cultural institutions concentrated around Crawford Square (mixed-use town center), groups of neighborhood businesses and local retail services located along main roads (suburban mixed-use corridor), clusters of automobile-oriented retail and hospitality services near highway access interchanges (highway commercial corridor). Industrial uses mainly consist of light manufacturing/ warehouse distribution services grouped in areas with good transportation access.

Open space is another predominant land use pattern that contributes to define the image and perception of Randolph, as previously described.

Single-Family Residential Neighborhood



Single-Family Residential Land Use Pattern

Single-family homes and occasional two-family dwellings line up along local streets, some of which end in cul-de-sacs. Residential density is relatively low (two to four units per acre) with minimum lot size requirements ranging from 12,000 to 16,000 square feet (sf) for single-family lots, and up to 20,000 sf for two-family properties. Maximum building coverage is 20%, and maximum impervious coverage is 5%, leaving a required minimum of 75% of the lot dedicated to open space and vegetation. As a result, single- and two-family residential areas include substantial amounts of natural vegetation and landscaping.

Multi-Family Residential Development



Multi-Family Residential Land Use Pattern Suburban Mixed-Use Corridor

Multi-family residential developments are required to provide a maximum lot coverage similar to single-family homes – 20 to 30% of the lot, with open space and landscaping on 70 to 80% of the lot area. As a result, these residential areas are also very green. The main difference from single-family residential neighborhoods is the size and massing of buildings, which have larger footprints and are taller (up to three-stories tall). Housing types often found in these developments include townhouses, garden apartments, and condominiums.

Suburban Mixed-Use Corridor



Suburban Corridor Land Use Pattern

Suburban mixed-use corridors are organized along important collector roads, such as North Main Street, South Main Street, and North Street. Use patterns include single-family and multi-family housing, interspersed with neighborhood retail and commercial services. There is a variety of building types and sizes. Businesses are generally automobile-oriented, and parking is located in the front and side of the buildings.

Mixed-Use Town Center



Town Center Land Use Pattern

Mixed-use town centers are characterized by a variety of commercial, residential, and civic/institutional uses, concentrated in a compact setting that encourages and supports walking. In Randolph, this land use pattern is visible in the Crawford Square area, where symbolic historic landmarks, such as the First Congregational Church and Stetson Hall are located, as well as the Town Hall, Turner Free Library, and the Police and Fire Department headquarters. Buildings are oriented with the main entrance facing the street, and streetscape improvements have been gradually added to enhance the design character and promote walking. Recent improvements include sidewalks, historic period lighting, and the relocation of utilities underground.

Highway Commercial Corridor



Commercial Land Use Pattern

Two clusters of large retail and commercial buildings serving the Town and the region are located at the points of intersection of Mazzeo Drive (Route 139)/Route 24, and North Main Street (Route 28)/Interstate 93. This land use pattern tends to be represented by “big box” retail and wholesale buildings surrounded by parking. There also are a few warehouses with access from secondary roads. There may be opportunities in these areas to redevelop some properties for office and hospitality uses catering to regional demand.

Industrial Park



Industrial Land Use Pattern

There are three distinctive areas characterized by industrial and warehousing activities in Randolph – York Avenue, Teed Drive, and Pacella Park Drive. A zoning overlay district has been established to promote commercial development in the former Pacella Industrial Park. However, the characteristic land use patterns of this area correspond to light industrial uses, characterized by large buildings on large lots with good access to primary and arterial roads. Multiple loading docks and extensive paved areas are required to provide space for truck maneuvering and operations.

Open Space



Open Space Land Use Pattern

Randolph has ample extensions of natural open space, which are protected in perpetuity by State ownership as part of the Blue Hills Reservation, and by Town acquisition to protect underground aquifers and natural habitats. These protected areas are largely covered by forests and wetlands. There are trails connecting to the Blue Hills and the Town is working to develop a new 4.5-mile walking and bicycling trail around the Great Pond area.

LAND USE ASSESSMENT

Summarizing the existing conditions, Randolph's distribution of land by land use category (shown in Figure 1-1) is consistent with the image and perception of the town shared by residents and visitors – a diverse and family-friendly community, with valuable open space resources and recreational opportunities.

The highest percentage of land in the land use distribution is occupied by residential uses, predominantly single-family homes (38% of the town area), as previously described. An additional 5% of the town's area is dedicated to multi-family residential use. The Town has satisfied the state requirement to have at least 10% of housing units being affordable to low- and moderate-income residents, and there is a perception that more multi-family housing is not needed. However, a real estate market analysis conducted as part of this planning process indicates that there is significant potential demand for rental housing in the Randolph market area, including market rental units (see the *Economic Development Element* of this *Master Plan* for more information). The Town may want to consider opportunities for increasing the amount of rental units available through zoning or other mechanisms, to accommodate future residential demand including market rate housing for young professionals and empty-nesters. These could be provided as part of multi-family or mixed-use development projects, in which neighborhood commercial uses are located on the ground floor and residential units are provided on upper levels.



Approximately 3.4% of the town land area is classified as commercial, and 4.7% as industrial, adding to a combined total of 8%. This proportion of commercial and industrial land is consistent with the average amount of land dedicated to these uses in planning for future land use in Massachusetts towns (estimated at 9% by the Brookings-Wharton Papers on Urban Affairs, Brookings Institution Press, 2003). However, as these are the types of land use that generate jobs and tax revenue, it may be desirable to consider opportunities to further increase the amount of uses and activities that would expand the tax base in the long-term. This could be accomplished through zoning provisions to increase the amount of land dedicated to commercial or industrial use, through bonus incentives to increase commercial or industrial density, or through the redevelopment of existing underutilized properties.

Undeveloped/Developable Land

The analysis of available land use and parcel information (MassGIS and MAPC parcel database) indicates that there are few large parcels of land still undeveloped in Randolph. Some of them have been approved for subdivision into single-family lots, although they have not been developed yet. Many undeveloped parcels that are still unbuilt are individual lots in single-family residential areas. Changes to these parcels will likely result in infill development of single-family homes.

There are large commercial and industrial parcels, however, that are underutilized and could become potential redevelopment sites. Some of them are available for sale and for rent, including buildings in the highway business districts and the Teed Drive industrial area. A detailed list of underutilized parcels and potential redevelopment sites is provided in the *Economic Development Element* of this *Master Plan*.

Developable land and potentially developable land are illustrated in Figure 1-3, along with other vacant land as recorded in the Town of Randolph database.

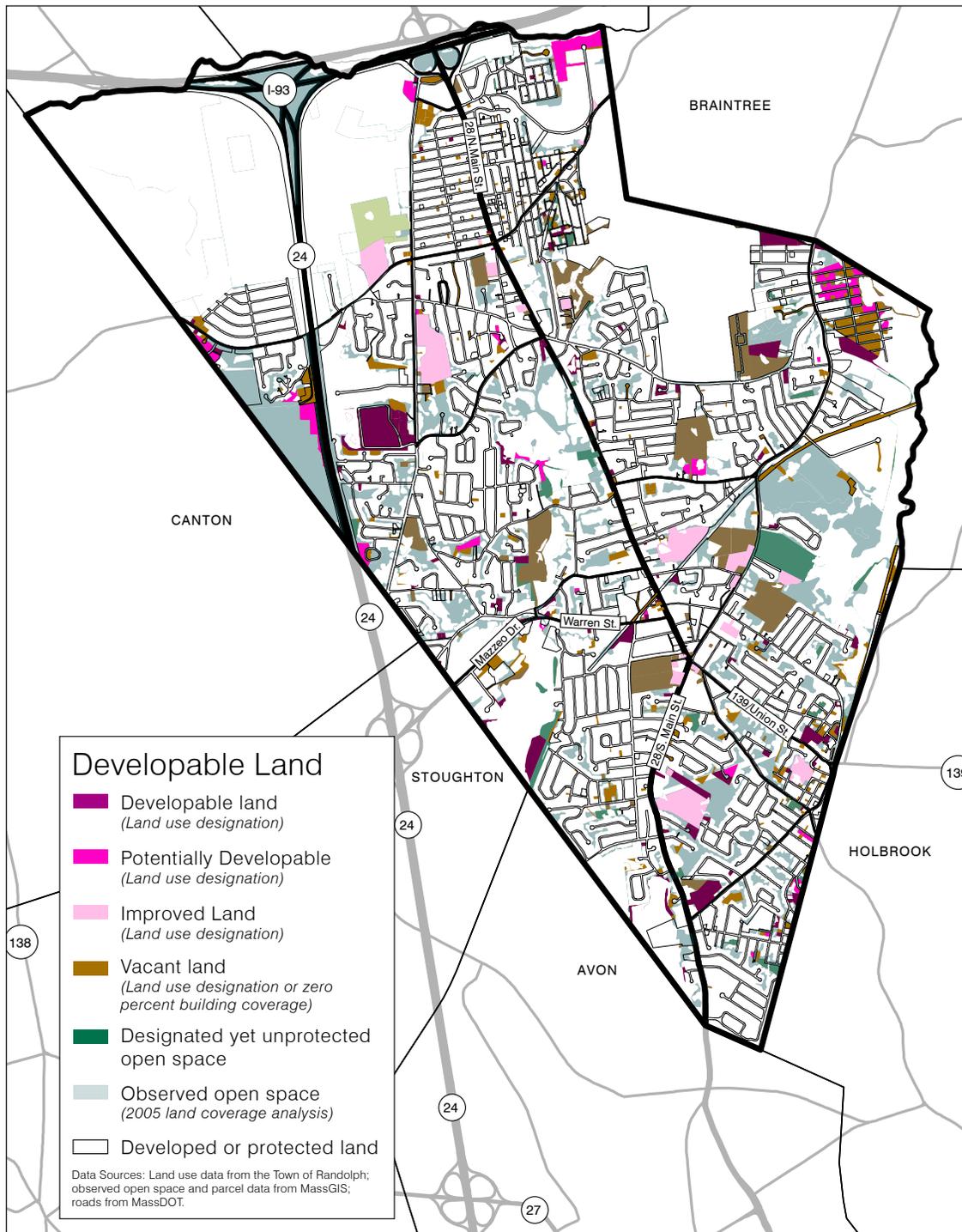


Figure 1-3: Undeveloped/Developable Land in Randolph

1.4 EXISTING ZONING

There are 21 zoning districts in the Town of Randolph, represented in Figure 1-4. These include eight residential districts, nine business/commercial districts, one industrial district, and three districts dedicated to environmental protection.

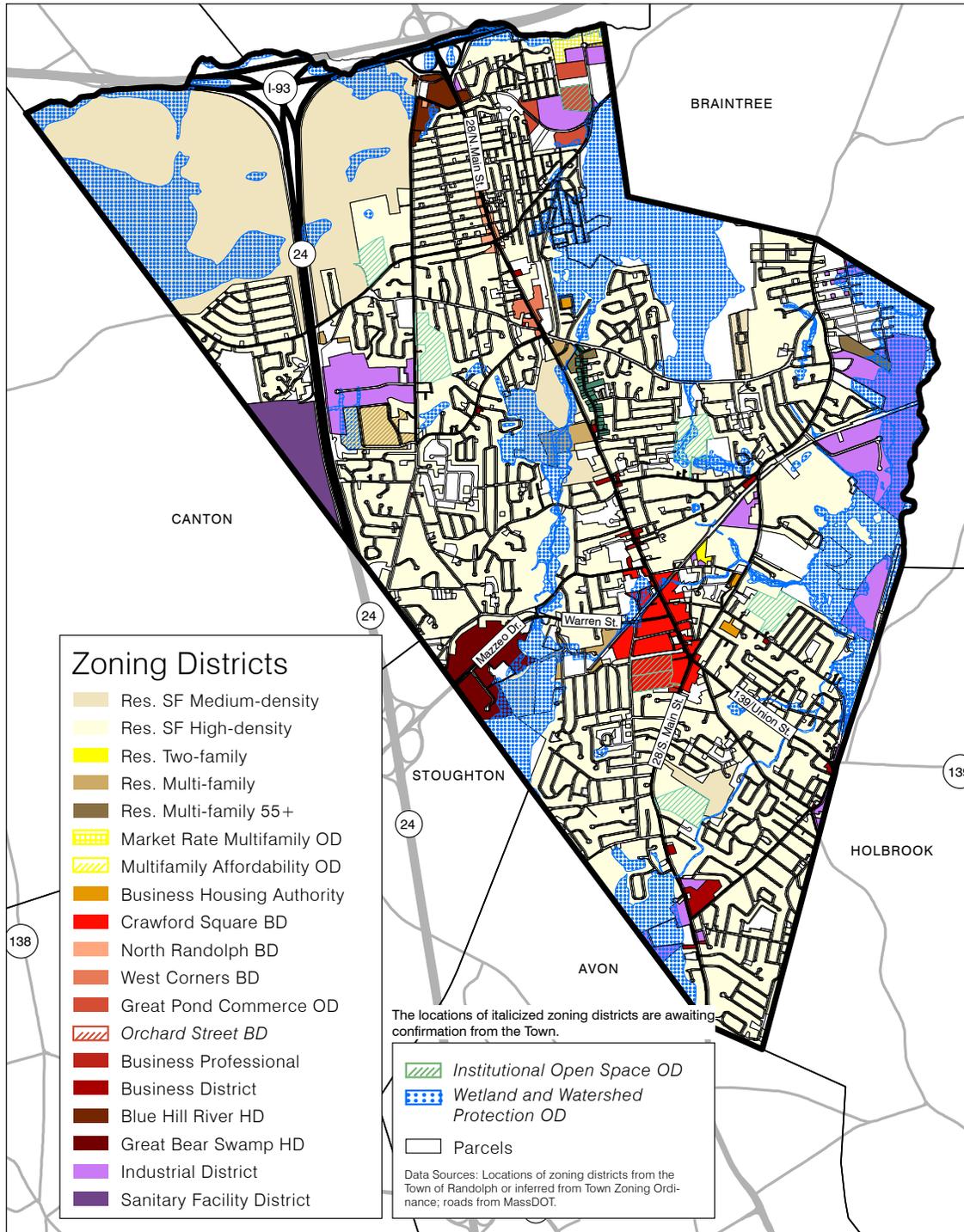


Figure 1-4: Current Zoning Map (Zoning Map of the Town of Randolph)

RESIDENTIAL DISTRICTS

The Zoning Map shows the predominance of Residential Districts, shown in yellow, and their overall distribution within the Town's boundaries. While Residential Districts comprise the largest amount of land among all uses, the overall residential density is relatively low (2.7 to 4.3 residential units per acre for single- and two-family homes) and consistent with a suburban residential character. The zoning basis for these density values is set by the current Dimensional Requirements, and in particular the limitation of lot coverage – "In a residential district, no one- or two-family house shall cover more than twenty percent (20%) of the lot area." (page 28 of the *Zoning Code*).

The most relevant requirements of each residential district that influence the definition of prevalent land use patterns are listed below.

Residential Single Family High Density District (RSHDD)

In a RSHDD, every lot must have a minimum area of 12,000 sf, with a minimum frontage of 100 feet. This is the most prevalent zoning district in the Town, as shown in the Zoning Map (Figure 1-4).

Residential Single Family Medium Density District (RSMDD)

In a RSMDD, every lot must have a minimum area of 16,000 sf, with a minimum frontage of 120 feet. This district is limited to a few locations in town, as shown in the Zoning Map (Figure 1-4).

Residential Multi Family District (RMFD)

Maximum residential density allowed in this district is seven units per acre.

Residential Two Family District (R2FD)

Minimum lot area is 20,000 sf, with a minimum frontage of 130 feet.

Residential Multi Family 55+ District (RMF55+)

As the name indicates, this district is intended for multi-family development geared to 55-years and older residents.

Business Housing Authority District (BHAD)

Intended for state- or federal-aided multiple-unit low-income housing, or development apartments supervised by the Randolph Housing Authority.

Multifamily Affordability Overlay District (MAOD)

Dedicated to low- or moderate-income housing, a 33% density bonus of the then-current floor area ratio in the Residential Multifamily District is allowed.

Market Rate Multifamily Overlay District (MRMOD)

Aimed at promoting the development of high-end multi-family housing. Maximum residential density should not exceed 30 units per acre.

Commercial Districts

Commercial districts in the Randolph Zoning Code are tailored to particular areas, except for the Business District and the Business Professional District, which apply to multiple locations along Routes 28 and 139. Differences among the districts can be found in the type of uses that are permitted, and their dimensional requirements. Multi-family dwellings, two-family units, and single-family units are not permitted in business districts (page 30 of the Zoning Code).

The general purpose of each commercial district is summarized below.

Business District (BD)

Intended for retail or wholesale stores, restaurants, and general business uses.

Business Professional District (BPD)

Intended for business and professional offices (e.g., medical doctors, dentists, engineers, architects, lawyers, accountants).

Crawford Square Business District (CSBD)

This district encourages a higher density of small establishments, "... to recognize and enhance the role of North Main street and the Crawford Square area as the Town's principal focus for civic, cultural and social functions." (page 31 of the Zoning Code). Family dwellings in upper floors of business buildings are permitted (mixed-use development multiple units). This is the only district that currently allows the creation of mixed-use buildings.

North Randolph Business District (NRBD), West Corners Business District (WCBD), and Orchard Street Business District (OSBD)

These districts are intended to provide areas of low commercial development density, catered to local residents in a neighborhood setting.

Blue Hill River Highway District (BRHD) and Great Bear Swamp Highway District (GBHD)

These districts allow general retail sales, services, and business space, aimed at serving community-wide and regional trade areas, primarily oriented to the automobile.

Great Pond Commerce Center Overlay District (GPCCOD)

This overlay district is intended to expand business or industrial uses in the area of the former Pacella Industrial Park. Up to 75% of maximum lot coverage is allowed, of which a maximum of 50% of the lot area may be dedicated to buildings, while establishing design standards for landscaping and vegetation buffers.

Industrial District (ID)

This district allows uses permitted in business and professional districts, and any manufacturing, mechanical or industrial use that is not injurious or noxious. Residential uses are not permitted.



Other Districts

Three other districts are generally aimed at protecting environmental quality and natural resources, such as water and open space.

Sanitary Facility District (SFD)

Designated to permit uses such as sanitary landfill, refuse transfer station, recycling center, or any other works for treating or disposing of refuse. This district is currently confined to only one area.

Wetland and Watershed Protection Overlay District (WWPOD)

The WWPOD is intended to protect, preserve and maintain the water table and water recharge areas within the town, to assure the continuation of the natural flow pattern of watercourses, to protect persons and provide against the hazards of floodwaters, and to provide that areas subject to seasonal or periodic flooding are not used for residential or other purposes that would endanger human safety.

Land within this district is subdivided into two areas: Area 1 is land lying within the defined water and swampland area, and Area 2 is land outside the defined water and swamp area. Area 1 is unsuitable for development; in Area 2, all sanitary facilities shall be connected to sewer. No structure or paving shall be located within 50 feet of Area 1, or 25 feet from the bank of any stream. No finished basement should be below four feet above the closest approach of the swamp area (page 47 of the Zoning Code).

All construction within the Federal Emergency Management Agency (FEMA) 100 year floodplain should comply with the issued revised Flood Insurance Rate Maps (FIRMs), FEMA provisions, Massachusetts Wetland Protection Regulations, and any applicable codes and ordinances. The floodplain area is established as an overlay district whose boundaries are defined by the 100 year base flood elevations. Additional provisions apply to other FEMA zones.

Uses with low flood damage potential are permitted and encouraged in this district: agricultural, forestry and nursery, outdoor recreation, conservation, wildlife management areas, temporary nonresidential structures, and buildings existing before the adoption of provisions.

Institutional Open Space Overlay District (IOPOD)

This district allows the construction of religious buildings, schools, and cemeteries on the same lot as any of the uses permitted in the WWPOD.

ZONING ASSESSMENT

The limitation of lot coverage in residential districts contributes to generate an overall perception of high environmental quality and healthy living, to the extent that it supports the preservation of naturally landscaped areas within private properties. However, the predominant residential densities of 2.7 to 4.3 residential units per acre are not supportive of walking or bicycling as alternative modes of transportation. Many residences are located too far from shopping and service areas to support walking. On one hand, the availability of landscaped areas within each residential lot contributes to purify the air, manage and control stormwater, and recharge the aquifers, all of which are positive environmental benefits. On the other, low residential densities promote and require a reliance on driving as the primary mode of transportation, which generates air pollution, and may detract from the overall quality of living in a more sustainable future.

Furthermore, while the Maximum Lot Coverage of 20% ensures that the rest of private residential land remains open, there are no design standards to promote the protection of the existing tree cover and vegetation in single-family properties. In looking ahead into the long-term, the Town may want to consider ways in which natural vegetation and landscaping could be protected or restored in these areas. This could be accomplished through the adoption of site design standards applicable to new residential construction or through educational programs aimed at protecting and expanding the tree canopy.

Mixed-use development is not currently supported by zoning, except in the Crawford Square Business District (by Special Permit from the Planning Board). The development of family units above ground floor retail and public uses could offer valuable opportunities to activate the Crawford Square area with more customers, residents, and more pedestrian traffic on a daily basis. However, these opportunities have not materialized yet and a review of the current zoning provisions to assess the extent to which they support redevelopment feasibility may help to identify potential reasons.

Zoning provisions that encourage mixed-use development could also be extended to other locations, particularly along the Route 28 and Route 139 corridors, in order to promote the development of alternative types of housing that could serve the needs of diverse groups of population (e.g., young professionals, young families, and 55-years and older residents).

1.5 ISSUES AND OPPORTUNITIES

COMMUNITY DEVELOPMENT AND TAX RATES

A space demand of up to 200,000 sf of health care and educational services has been projected through 2021 for the region. This commercial space could be attracted to Randolph under the right circumstances (more information on potential demand for commercial space is available in the *Economic Development Element of this Master Plan*).

Property tax rates in Randolph were set at \$16.18 per \$1,000 of residential property valuation, and \$31.83 per 1,000 of commercial property valuation in 2017. While these represent a reduction from 2016 tax rates, Randolph still ranks high among the Towns that charge high property tax rates in Massachusetts. This is especially relevant in regard to the commercial rate, where Randolph has the 23rd highest rate out of 351 Massachusetts communities.

While the town enjoys a prime location along Route 128/Interstate 93 and Route 24, it may be worth asking if the high commercial tax rate is detracting prospective businesses from locating in Randolph, especially when the rate is higher than in adjacent neighboring communities (\$26.34 in Canton, \$23.72 in Braintree, and \$21.51 in Milton).

The consideration of economic incentives that could be used to attract this type of development to Randolph may include financial mechanisms to mitigate the potential effects of a higher tax rate on development feasibility. The Town could also seek opportunities to increase the density of future commercial development at strategic locations through zoning, in order to expand and diversify the Town's commercial tax base.

OPEN SPACE LAND USE AND NATURAL RESOURCES

Not all of the existing open space in Randolph is protected from development. A point to consider from a planning perspective is the possibility that some open space and natural resources could be lost due to a lack of protection. Wetlands and floodplains are protected by the WWPOD zoning overlay district, the Wetlands Protection Ordinance (Chapter 196), the Massachusetts Wetland regulations (310 CMR 10.00), and FEMA regulations that control activities in the floodplain. However, a significant amount of vegetation is currently unprotected (mainly forest areas located on private land, undeveloped today). These are areas where the tree canopy covers at least 50% of the land, which could disappear unless initiatives are taken to protect existing and mature trees.

This issue is also relevant to other elements of this *Master Plan*, such as *Open Space and Recreation*, and *Natural, Historic and Cultural Resources*. As such, this issue is also discussed in those elements from each element's perspective, providing more analysis and information about the character of these forested areas, and recommending measures for their protection.

DEVELOPMENT OPPORTUNITIES

An analysis of developable land, based on MAPC Parcel Data for Randolph, indicates that approximately 260 acres of land, distributed among 200 parcels, are available for development. This includes unbuilt land that is classified by Property Type Classification Codes as Vacant, Developable, or Potentially Developable.

Approximately 100 of these parcels are residential and occupy less than half-acre in area (22,000 sf). These are available for infill residential development within the existing neighborhoods.

Other developable parcels vary significantly in size, including parcels ranging from 22,000 sf to 33 acres. These include residential, commercial, and industrial parcels. It is interesting to note that the largest developable commercial parcel occupies approximately three acres, while there are four industrial parcels larger than that, with the largest industrial parcel being close to nine acres. In comparison, there are 13 residential parcels larger than three acres; two of these parcels are larger than nine acres, occupying 20 and 33 acres, respectively. This indicates that the largest unbuilt parcels are in residential zones, and will likely be subdivided into multiple lots for single-family homes.

Some of these parcels may already be in the process of development, such as a proposed subdivision off Lafayette Street, and a former industrial property at the corner of Warren Street and Highland Avenue. More projects underway are listed in *Randolph: We Mean Business, an Economic Development 2017 report* posted on the Town of Randolph website. Together these projects represent close to \$90 million investment, 90,000 sf of new or renovated commercial space, 234 market rate residential apartments, 47 market rate homes for seniors and over 55 year old residents, 40 affordable apartments for the elderly, and a 100-employee Melville Candy Company. In addition, and not listed yet in the Economic Development 2017 report, a new 100 room hotel is proposed by Hilton Express at 60 Mazzeo Drive. Adding their parcel areas together, these projects occupy approximately 45 acres of land.

Other potential redevelopment sites listed in the 2017 report include two large commercial sites comprising approximately 5.5 acres each, and three commercial sites smaller than an acre, available for sale or lease. Also listed is a total of approximately 120,000 sf of industrial/research and development building space available for lease.

When the amount of land occupied by projects underway is added to the commercial sites currently for sale (a subtotal of approximately 60 acres), and this subtotal is subtracted from the amount of land available for development according to the MAPC Parcel Data (260 acres), a total of approximately 200 acres remain potentially available. This represents less than 1% of the total land area of the town (6,665 acres).

In conclusion, while there are sites available for potential new development, it seems reasonable to say that the Town of Randolph is close to being completely built-out within the limits set by current zoning. Future development opportunities, other than the ones already listed, will likely emerge because of redevelopment proposals for underutilized and aging properties.

1.6 FUTURE LAND USE

LAND USE PLAN

The Future Land Use Plan for the Town of Randolph is shown in Figure 1-6. Significant changes from the existing land use are not anticipated, but rather a potential increase of mixed-use development in selected areas, such as the Crawford Square Business District.

The Existing Land Use Map (Figure 1-5) shows industrial areas clustered along the former Pacella Industrial Park. These areas have been experiencing transformations as a result of zoning overlays and real estate market demand that supports the development of commercial uses, market rate multi-family housing, and hospitality uses. The Future Land Use Plan (Figure 1-6) anticipates these areas to consolidate as commercial, building upon current market trends and the type of development that will likely be generated under the provisions of the current Great Pond Commerce Center Overlay District.

Industrial areas clustered along York Avenue and the Teed Drive are anticipated to remain industrial in character.



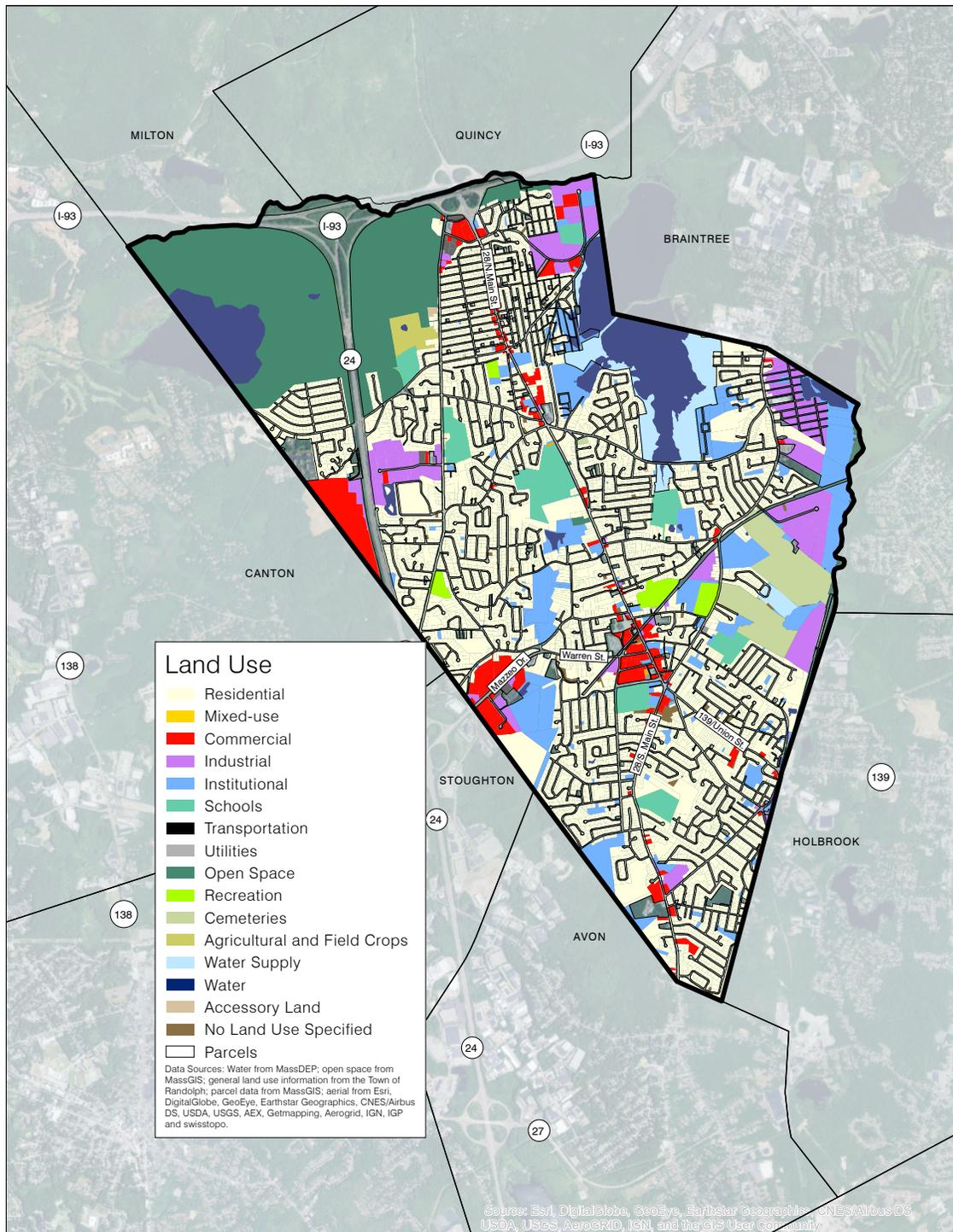


Figure 1-5: Existing Land Use Map (Repeated from Figure 1-2)

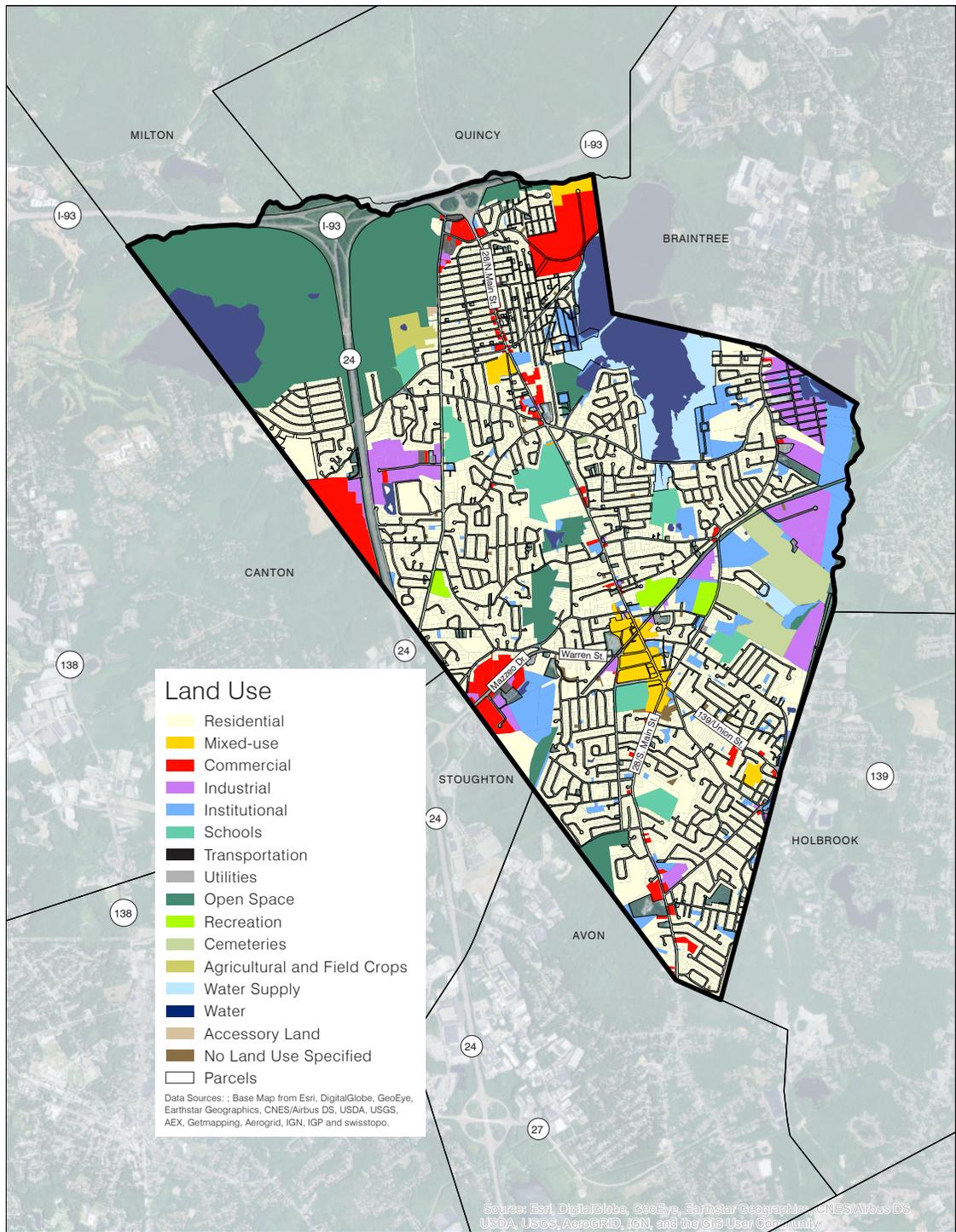


Figure 1-6: Future Land Use

ZONING CONSIDERATIONS

As developable residential land becomes developed through time, Randolph's potential to accommodate growth in households will be limited, and market pressures may begin to emerge. This may produce an increase in housing prices based on increasing demand and a decrease of available housing supply. This could also alter the dynamics of housing affordability in Randolph, and possibly change the socio-demographic diversity of the town in the long-term, unless steps are taken to maintain the affordability of its housing stock.

One way to maintain a balanced supply of housing is to allow the development of new units geared towards satisfying the demand of population groups which are not directly served by the single-family residential market. The *Economic Development* element of this *Master Plan* anticipates potential increases in demand for small apartment units during the next four to five years, especially from households within the under 35 and 55 to 74 age groups. These population groups have shown a preference for moving into mixed-use districts, where a variety of housing types are available within easy walking distance of stores, amenities, and public services. Housing diversity could be supported by zoning provisions promoting the development of residential apartments above commercial uses, such as the ones already incorporated into the Crawford Square Business District. Future residential growth could be accommodated by extending the Crawford Square mixed-use zoning provisions to other suitable locations within the Town. For example, the areas close to the Randolph commuter rail station, such as the former site of the Randolph Senior Center, which will become available for redevelopment when the Intergenerational Community Center is completed.

Further zoning considerations could involve the discussion of flexible zoning provisions for selected residential areas, such as cluster zoning, which could apply to parcels larger than the average residential parcel. This type of zoning allows the possibility to increase residential density in locations that could adequately support it, while protecting areas of vegetation and natural resources, and avoiding negative impacts on adjacent parcels. For example, a project could be allowed to concentrate residential units in selected portions of the site, while protecting and maintaining existing natural resources and vegetation in other portions of the site. Cluster zoning approvals would be subject to Special Permit and design review process. Although cluster development is referenced as part of the Multi Family 55+ District in the current ordinance, no specific provisions or standards are included for design review.

The *Economic Development Element* of this *Master Plan* identifies potential market opportunities for the development of health care and educational services in the county and the region, which could be attracted to Randolph. This type of development would bring job opportunities for town residents and contribute toward expansion of the local tax base. Prime locations to attract this type of land uses are the Highway Districts located on the entrances to the town from Interstate 93 and Route 24, which enjoy excellent access and visibility from regional transportation corridors. Zoning amendments to the Blue Hill River Highway District and the Great Bear Swamp Highway District, aimed at allowing higher densities for office and educational services, and a certain degree of flexibility in the design review and approval process, could help attract this type of development to Randolph.

Zoning could also be used as a tool to protect open space and natural resources. No Open Space districts are designated in the current ordinances. The creation of zones dedicated to open space would add another layer of protection to valuable resources, and jurisdiction to the permit granting authority to prevent encroachment by other uses.

1.7 RECOMMENDATIONS

The following land use recommendations provide the basis for implementing the *Randolph Comprehensive Master Plan*. A detailed implementation strategy, establishing the actions, timing, responsibilities, and resources necessary to implement these recommendations, is provided in a separate section of this document.

L1. Review and update zoning to encourage mixed-use and strategic commercial development.

Current zoning supports the development of uses in separate areas and parcels generally characterized by a single use (e.g., single-family residential, commercial, industrial). Preferences have been growing among households younger than 35 and older than 55 years of age to live in areas that support walking by placing opportunities to live, work, shop, and visit within close distance of each other. Zoning could be reviewed and updated to promote a mix of uses that encourages walking and pedestrian activity in more locations.

L2. Update the current design review regulations to enhance design guidelines and extend design review to more types of development.

Current design review regulations apply to commercial uses only. New and enhanced design guidelines could be aimed at coordinating design compatibility between mixed-use components and between mixed-use projects and the surrounding buildings. Guidelines could also be tailored to specific areas or locations and extended to address more types of development, such as apartment/condominium complexes and other uses requiring Special Permit review.

L3. Identify and market priority sites to attract new development.

The Town is already working with property owners to market properties available for lease or sale (as noted in the *Randolph: We Mean Business!* Economic Development 2017 report). Priority sites for redevelopment could also be promoted at the regional scale, seeking to attract the type of development that would complement the existing mix of commercial and industrial uses. The recently established Randolph Redevelopment Authority could play an important role in the implementation of this process.

L4. Clearly ‘brand’ and promote the Crawford Square area as the Town Center.

The Crawford Square area is publicly recognized as the civic, commercial, and institutional central district of Randolph. The municipal government headquarters and the oldest landmark buildings are located there. There is a clear intention to enhance walkability and design character through the implementation of streetscape improvements and a mixed-use zoning overlay district. Designating and promoting the area as the Town Center would help to convey to residents and visitors the idea of an attractive mixed-use district, where commercial, civic, and cultural activities are complemented by the presence of downtown residents and historic buildings.

L5. Continue working to protect open space resources through investment, reforestation, zoning, and design review regulations.

The Town should continue its efforts to preserve natural resources for future generations through purchase and conservation agreements. Creating an Open Space District to add zoning protection to areas purchased by the Town for conservation should also be considered. In addition, the Town could enhance its design review regulations and guidelines to encourage the protection of natural resources and vegetated areas within private lots, especially the protection of healthy mature trees.

L6. Promote sustainable land use and development practices.

The Town is working to update its Wetlands and Watershed Protection regulations in order to minimize runoff from impervious surfaces and reduce the amount of associated pollutants that may filter into the aquifers. These efforts should be complemented with promotional and education campaigns to inform local businesses and residents about the benefits of sustainable landscaping practices to better manage and control stormwater within property boundaries.

L7. Provide for the mitigation of negative impacts associated with development through developer's contributions to the provision of needed infrastructure, the creation of public amenities, or user fees.

New development, especially commercial and industrial projects, may require an expansion of the existing infrastructure network to serve increases in demand associated with new business activities. The Town should work with developers during the design review process to seek agreements that would mitigate potential negative impacts on existing infrastructure, either by means of financial contributions to bearing relevant costs, or the provision of public amenities as part of mitigation measures.

ECONOMIC DEVELOPMENT

2.1 OVERVIEW

PURPOSE



The *Economic Development Element* of the *Randolph Comprehensive Master Plan* provides a snapshot of the economic health of the town and identifies population, demographic makeup, employment, and business sector development trends for the town, region, and state. This analysis clarifies areas of opportunities for increasing business and parcel development in the town where needed and desired.



COMPONENTS

This element includes the following components:

OVERVIEW – Introduction to the Economic Development Element, including a list of components and information sources.

GOALS AND OBJECTIVES – Economic Development goals and objectives based on information obtained from Steering Committee meetings, as well as data and trend analysis.

CONDITIONS AND TRENDS – This section provides demographic and economic conditions in the town as related to the region and state as a whole. It investigates various economic trends including three targeted existing business districts.

ISSUES AND OPPORTUNITIES – Considers issues and opportunities for increased economic development within the town and ways to take advantage of the town’s assets and regional trends.

RECOMMENDATIONS – List of recommendations and implementation actions that are associated with desired economic development.

INFORMATION SOURCES

Information for the preparation of this element has been obtained from the following sources:

- At a Glance Reports, Massachusetts Department of Revenue, Division of Local Services, 2017
- Community Preservation Coalition, CommunityPreservation.org
- CoStar Property Information Systems, May 2017
- ES202 Reports, Massachusetts Department of Labor and Workforce Development, 2015
- FXM Associates
- FXM Associates, Housing Demand Model, April 2017
- The Nielsen Company, Retail Market Power, 2016
- Nielson Segmentation and Market Solutions, 2016
- Regional Economic Information Systems
- Zillow.com listings sample for April 2017

2.2 ECONOMIC DEVELOPMENT GOALS AND OBJECTIVES

The following list of goals and objectives for the *Economic Development Element* of the *Randolph Comprehensive Master Plan* has been compiled from the analysis of existing conditions, meeting discussions, input from residents and stakeholders, and from data and trend analysis.

GOAL 1: Randolph fully utilizes its commercial and industrial parcels.

Objective 1.1: The town publicizes its vacant and underutilized properties for appropriate desired commercial and industrial development.

Objective 1.2: The town has staffing capacity to assist businesses and developers with navigating town regulations and ordinances.

GOAL 2: The Business community is engaged with the town and with each other.

Objective 2.1: There is an organization for businesses in the local community, such as a newly formed Randolph Chamber of Commerce, to support economic development.

Objective 2.2: Town staff and officials are active and play a prominent role in business promoting events and activities.

GOAL 3: There are thriving businesses of all sizes within Randolph.

Objective 3.1: Provide assistance to local businesses to thrive in Randolph.

Objective 3.2: Leverage opportunities to bring trending business sectors into the town.

These goals are consistent with the *Randolph Vision* expressed by town residents and stakeholders.

2.3 CONDITIONS AND TRENDS IN ECONOMIC DEVELOPMENT

CURRENT CONDITIONS

For purposes of the *Economic Development* section, Norfolk County is used for comparative analysis. It is the most appropriate region with which Randolph competes for economic development opportunities, population, and labor force. The region selection was based on consultation with town officials. The following sections describe the town as it compares to the county and state with respect to key demographic, economic, and business characteristics. The figures used are 2016 estimates by The Nielsen Company, a database service that uses estimates from the latest U.S. Census and its own proprietary methods.

Regional Role – Population and Households

With an estimated population of 33,355 in 2016, the Town of Randolph represents approximately 5% of Norfolk County’s population. Randolph closely resembles Norfolk County in historic and projected growth rates of population and households, as shown in Table 2-1. The population of Randolph grew, and is projected to grow, as fast or faster than that of Norfolk County and the state. Growth in number of households has been somewhat slower, yielding only slight differences in estimated average household sizes. Estimated average ages of the population are also similar.

Table 2-1: Demographic Data: Population and Household Growth Compared

| | Randolph | % | Norfolk County | % | State of MA | % |
|-------------------------------------|----------|-------|----------------|-------|-------------|-------|
| Population | | | | | | |
| 2021 Projection | 34,539 | | 723,985 | | 7,044,678 | |
| 2016 Estimate | 33,355 | 5% | 699,079 | | 6,810,281 | |
| 2010 Census | 32,059 | | 670,850 | | 6,547,629 | |
| 2000 Census | 30,870 | | 650,738 | | 6,349,100 | |
| <i>Projected Growth 2016 - 2021</i> | | 3.55% | | 3.56% | | 3.44% |
| <i>Estimated Growth 2010 - 2016</i> | | 4.04% | | 4.21% | | 4.01% |
| Growth 2000 - 2010 | | 3.85% | | 3.09% | | 3.13% |
| 2016 Estimated Average Age | 40.5 | | 41.2 | | 40.1 | |
| Households | | | | | | |
| 2021 Projection | 12,440 | | 279,016 | | 2,762,575 | |
| 2016 Estimate | 12,010 | | 269,161 | | 2,661,460 | |
| 2010 Census | 11,536 | | 257,914 | | 2,547,075 | |
| 2000 Census | 11,284 | | 249,005 | | 2,443,572 | |
| <i>Projected Growth 2016 - 2021</i> | | 3.58% | | 3.66% | | 3.80% |
| <i>Estimated Growth 2010 - 2016</i> | | 4.11% | | 4.36% | | 4.49% |
| Growth 2000 - 2010 | | 2.23% | | 3.58% | | 4.24% |
| 2016 Average Household Size | 2.8 | | 2.6 | | 2.6 | |

Source: Nielsen Segmentation and Market Solutions, 2016 and FXM Associates

Table 2-2, however, highlights some key differences between Randolph and its surrounding county and state. Randolph represents much more diversity in its population than does the county or state. The Town is almost half black/African American (West Indian is the largest ancestry group, followed by Sub-Saharan African). It is one-third (33%) white and 14% Asian. Norfolk County and the state are almost 80% white. Randolph's income distribution has fewer households with incomes under \$25,000 and over \$150,000 than do either county or state.

Randolph's proportion of families in poverty and in poverty with children is lower than Norfolk County's, even though its estimated average, median, and per capita household incomes are lower than both the county's and state's overall.

Table 2-2: Demographic Data: Population and Households Compared

| | Randolph | % | Norfolk County | % |
|--|---------------|------------|----------------|------------|
| Population by Single-Classification Race | 33,355 | | 699,079 | |
| White Alone | 11,122 | 33% | 552,310 | 79% |
| Black or African American Alone | 14,910 | 45% | 46,501 | 7% |
| American Indian and Alaskan Native Alone | 129 | 0% | 1,234 | 0% |
| Asian Alone | 4,550 | 14% | 71,429 | 10% |
| Native Hawaiian and Other Pacific Islander Alone | 5 | 0% | 184 | 0% |
| Two or More Races | 1,282 | 4% | 16,551 | 2% |
| 2016 Estimated Household Income | 12,010 | | 269,161 | |
| Income Less than \$15,000 | 1,428 | 12% | 20,814 | 8% |
| Income \$15,000 - \$24,999 | 1,152 | 10% | 16,726 | 6% |
| Income \$25,000 - \$34,999 | 966 | 8% | 17,427 | 6% |
| Income \$35,000 - \$49,999 | 1,413 | 12% | 23,335 | 9% |
| Income \$50,000 - \$74,999 | 1,980 | 16% | 38,053 | 14% |
| Income \$75,000 - \$99,999 | 1,549 | 13% | 32,719 | 12% |
| Income \$100,000 - \$124,999 | 1,139 | 9% | 29,340 | 11% |
| Income \$125,000 - \$149,999 | 861 | 7% | 22,450 | 8% |
| Income \$150,000 - \$199,999 | 757 | 6% | 27,934 | 10% |
| Income \$200,000 - \$249,999 | 306 | 3% | 12,762 | 5% |
| Income \$250,000 - \$499,999 | 344 | 3% | 17,779 | 7% |
| Income \$500,000 and over | 115 | 1% | 9,822 | 4% |
| Household Income Less than \$25,000 | 2,580 | 6% | 37,540 | 14% |
| Household Income More than \$150,000 | 1,522 | 0% | 68,297 | 25% |
| 2016 Families by Poverty Status | | | | |
| 2016 Families Below Poverty | 766 | 9.2% | 7,892 | 21.4% |
| 2016 Families Below Poverty with Children | 515 | 6.2% | 5,692 | 16.9% |
| | | % of state | | % of state |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

Housing characteristics offer another point of comparison. As shown in Table 2-3, 70% of occupied housing units in Randolph are owner-occupied, which is virtually the same proportion as in Norfolk County and higher than the state's 62%. Lengths of residence are similar across all three areas. Randolph has a larger proportion of single-family homes than does Norfolk County or the state, and its housing stock is somewhat newer than in the other two areas. Larger differences emerge in median home values. Randolph's median value is considerably below

that of the county and state overall. The median value of a single-family home in Randolph in 2016 was only 64% of Norfolk County's and 80% of Massachusetts's estimated median home values.

Table 2-3: Housing Characteristics

| | Randolph | % | Norfolk County | % | State of MA | % |
|---|-----------------|----------|---------------------------|----------|------------------------|----------|
| Tenure (Occupied Housing Units) | 12,010 | | 269,161 | | 2,661,460 | |
| Owner Occupied | 8,444 | 70% | 185,872 | 69% | 1,655,459 | 62% |
| Renter Occupied | 3,566 | 30% | 83,289 | 31% | 1,006,001 | 38% |
| Average Length of Residence (years) | | | | | | |
| Owner Occupied | 19 | | 19 | | 19 | |
| Renter Occupied | 9 | | 8 | | 9 | |
| Median Value | 287,393 | | 446,281 | | 358,605 | |
| Estimate Housing Units by Units in Structure | 12,486 | | 282,155 | | 2,930,757 | |
| 1 Unit Attached | 1,195 | 10% | 13,003 | 5% | 151,358 | 5% |
| 1 Unit Detached | 7,600 | 61% | 163,003 | 58% | 1,528,835 | 52% |
| 2 Units | 828 | 7% | 21,025 | 7% | 300,402 | 10% |
| 3 or 4 Units | 527 | 4% | 17,555 | 6% | 318,940 | 11% |
| 5 to 19 Units | 706 | 6% | 27,785 | 10% | 298,629 | 10% |
| 20 to 49 Units | 1,190 | 10% | 1,104 | 0% | 182,174 | 6% |
| 50 or More Units | 440 | 4% | 52 | 0% | 24,754 | 1% |
| 2016 Estimated Median Year Structure Built | 1966 | | 1963 | | 1961 | |

Source: Nielsen Segmentation and Market Solutions, 2016 and FXM Associates

REGIONAL ROLE – WORKFORCE CHARACTERISTICS

Randolph's workforce profile resembles that of Norfolk County and the state, as shown in Table 2-4. Although Randolph's proportion of working-age people without high school degrees is higher (13%) than in either Norfolk County (6%) or the state (10%), its proportion of high school graduates is comparable, as is its share of those with a bachelor's degree. The total proportion of college and post-college degree holders in Randolph (32%), however, is less than Norfolk County's (50%) or the state's (40%).

Vehicle ownership patterns are similar across all three areas, but commute times for Randolph's workers are long (40 minutes) compared to the statewide average (31 minutes).

Table 2-4: Workforce Characteristics

| | Randolph | | Norfolk County | | State of MA | |
|--|---------------|-----|----------------|-----|------------------|-----|
| | | % | | % | | % |
| Education (Population Age 25+) | 23,777 | | 487,361 | | 4,716,560 | |
| Less than 9th Grade | 1,863 | 8% | 15,243 | 3% | 229,964 | 5% |
| Some High School, no diploma | 1,288 | 5% | 15,846 | 3% | 253,607 | 5% |
| High School Graduate (or GED) | 6,537 | 27% | 105,744 | 22% | 1,219,765 | 26% |
| Some College, no degree | 4,334 | 18% | 69,353 | 14% | 765,414 | 16% |
| Associate Degree | 2,246 | 9% | 36,326 | 7% | 363,494 | 8% |
| Bachelor's Degree | 4,984 | 21% | 133,470 | 27% | 1,058,366 | 22% |
| Master's Degree | 2,068 | 9% | 73,781 | 15% | 577,037 | 12% |
| Professional School Degree | 275 | 1% | 22,106 | 5% | 130,877 | 3% |
| Doctorate Degree | 182 | 1% | 15,492 | 3% | 118,036 | 3% |
| Occupation Classification (Population Age 18+) | 16,721 | | 361,750 | | 3,446,996 | |
| Blue Collar | 2,735 | 16% | 43,519 | 12% | 534,552 | 16% |
| White Collar | 10,533 | 63% | 267,502 | 74% | 2,291,687 | 66% |
| Service and Farm | 3,253 | 19% | 50,729 | 14% | 620,757 | 18% |
| Type of Worker (Civilian Employed Populations) | 16,721 | | 361,750 | | 3,446,996 | |
| For-Profit Private Workers | 11,939 | 71% | 236,034 | 65% | 2,269,193 | 66% |
| Non-Profit Private Workers | 1,979 | 12% | 49,757 | 14% | 443,727 | 13% |
| Local Government Workers | 785 | 5% | 21,213 | 6% | 236,447 | 7% |
| State Government Workers | 665 | 4% | 12,939 | 4% | 130,882 | 4% |
| Federal Government Workers | 358 | 2% | 6,702 | 2% | 59,972 | 2% |
| Self-Employed Workers | 955 | 6% | 34,744 | 10% | 302,499 | 9% |
| Unpaid Family Workers | 40 | 0% | 321 | 0% | 4,276 | 0% |
| 2016 Estimated Households by Number of Vehicles | 12,010 | | 269,161 | | 2,661,460 | |
| No Vehicles | 1,010 | 8% | 24,311 | 9% | 330,099 | 12% |
| 1 Vehicles | 4,006 | 33% | 92,849 | 34% | 962,641 | 36% |
| 2 Vehicles | 4,912 | 41% | 108,659 | 40% | 972,801 | 37% |
| 3 Vehicles | 1,444 | 12% | 31,220 | 12% | 286,691 | 11% |
| 4 Vehicles | 445 | 4% | 9,075 | 3% | 83,106 | 3% |
| 5 or More Vehicles | 193 | 2% | 3,047 | 1% | 26,122 | 1% |
| Average Travel Time to Work (minutes) | 40 | | 36 | | 31 | |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

MAJOR EMPLOYMENT SECTORS AND EMPLOYERS

Randolph’s business profile, while showing some similarities with Norfolk County, also reveals some differences. A review of the North American Industry Classification System (NAICS), the standard for classifying business establishments, shows the four largest employer sectors in Randolph are Healthcare and Social Assistance, Retail Trade, Food Services and Drinking Places, and Manufacturing. Almost half of manufacturing employment is in Fabricated Metal Product Manufacturing. Randolph’s complete business profile can be seen in Table 2-5.

Table 2-5: Town of Randolph: Business Profile

| NAICS | Establishments | % | Employees | % | Sales (\$ millions) | % |
|---|----------------|-------------|---------------|-------------|---------------------|-------------|
| 23 Construction | 88 | 8% | 405 | 4% | 134 | 5% |
| 31-33 Manufacturing | 44 | 4% | 1,152 | 10% | 191 | 7% |
| 42 Wholesale Trade | 40 | 4% | 781 | 7% | 1,281 | 47% |
| 44-45 Retail Trade | 136 | 12% | 1,285 | 12% | 326 | 12% |
| 48-49 Transportation and Warehousing | 36 | 3% | 652 | 6% | 63 | 2% |
| 51 Information | 15 | 1% | 246 | 2% | 73 | 3% |
| 52 Finance and Insurance | 81 | 7% | 313 | 3% | 110 | 4% |
| 53 Real Estate and Rental and Leasing | 54 | 5% | 312 | 3% | 94 | 3% |
| 54 Professional, Scientific, and Technical Services | 84 | 8% | 472 | 4% | 96 | 4% |
| 55 Management of Companies and Enterprises | 1 | 0% | 3 | 0% | 3 | 0% |
| 561 Administrative and Support Services | 41 | 4% | 324 | 3% | 45 | 2% |
| 61 Educational Services | 29 | 3% | 947 | 9% | 2 | 0% |
| 62 Healthcare and Social Assistance | 224 | 20% | 1,389 | 13% | 108 | 4% |
| 621-623 Healthcare | 145 | 13% | 1,009 | 9% | 103 | 4% |
| 624 Social Assistance | 79 | 7% | 380 | 3% | 5 | 0% |
| 71 Arts, Entertainment, and Recreation | 18 | 2% | 294 | 3% | 73 | 3% |
| 72 Accommodation and Food Services | 67 | 6% | 1,299 | 12% | 82 | 3% |
| 721 Accommodation | 3 | 0% | 115 | 1% | 13 | 0% |
| 722 Food Services and Drinking Places | 64 | 6% | 1,184 | 11% | 70 | 3% |
| 81 Other Services (excluding Public Administration) | 132 | 12% | 742 | 7% | 36 | 1% |
| 92 Public Administration | 28 | 3% | 358 | 3% | 0 | 0% |
| All Industries | 1,118 | 100% | 10,974 | 100% | 2,717 | 100% |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

According to information provided by the Town, the largest employers are:

- Higashi School – education
- Burke Distributing Corporation – wholesale beer distribution
- Brewster Home Fashions – distribution
- Emerson Swan Inc. – industrial HVAC
- FedEx Shipping Center – shipping
- Fetco Home Décor – manufacturing
- Flexcon Industries – manufacturing
- Lantana – function facility
- Lombardo’s – function facility
- May Institute Corporate Office – education
- Shaw’s Supermarket – supermarket
- Showcase Cinemas De Lux – movie theater
- Stacy’s Pita Chips – food production and distribution

These businesses, with the exception of the two educational institutions, are all located in designated commercial and business districts (further explored in sections below) or industrial zones.

Norfolk County shares the same top two employer sectors: Healthcare and Social Assistance and Retail Trade. Following them are Educational Services and Professional, Scientific, and Technical Services. The full Norfolk County profile is shown in Table 2-6.

Table 2-6: Norfolk County: Business Profile

| NAICS | Establishments | | Employees | | Sales (\$ millions) | |
|--|----------------|-------------|----------------|-------------|---------------------|-------------|
| | | % | | % | | % |
| 23 Construction | 2,918 | 8% | 18,920 | 5% | 4,377 | 5% |
| 31-33 Manufacturing | 1,002 | 3% | 24,708 | 6% | 5,958 | 7% |
| 42 Wholesale Trade | 1,289 | 4% | 18,866 | 5% | 26,980 | 32% |
| 44-45 Retail Trade | 3,875 | 11% | 59,784 | 15% | 15,951 | 19% |
| 48-49 Transportation and Warehousing | 536 | 1% | 7,207 | 2% | 757 | 1% |
| 51 Information | 826 | 2% | 20,144 | 5% | 4,602 | 5% |
| 52 Finance and Insurance | 2,852 | 8% | 25,814 | 6% | 5,676 | 7% |
| 53 Real Estate and Rental and Leasing | 1,633 | 4% | 12,201 | 3% | 2,316 | 3% |
| 54 Professional, Scientific, and Technical Services | 4,159 | 11% | 30,958 | 8% | 4,669 | 6% |
| 55 Management of Companies and Enterprises | 30 | 0% | 1,263 | 0% | 83 | 0% |
| 561 Administrative and Support Services | 1,493 | 4% | 12,134 | 3% | 1,530 | 2% |
| 61 Educational Services | 1,070 | 3% | 33,595 | 8% | 83 | 0% |
| 62 Healthcare and Social Assistance | 7,915 | 22% | 65,427 | 16% | 6,990 | 8% |
| 621-623 Healthcare | 6,877 | 19% | 52,917 | 13% | 6,662 | 8% |
| 624 Social Assistance | 1,038 | 3% | 12,510 | 3% | 329 | 0% |
| 71 Arts, Entertainment, and Recreation | 570 | 2% | 7,819 | 2% | 778 | 1% |
| 72 Accommodation and Food Services | 1,771 | 5% | 28,911 | 7% | 1,800 | 2% |
| 721 Accommodation | 140 | 0% | 3,945 | 1% | 412 | 0% |
| 722 Food Services and Drinking Places | 1,631 | 4% | 24,966 | 6% | 1,389 | 2% |
| 81 Other Services (excluding Public Administration) | 3,643 | 10% | 20,790 | 5% | 1,241 | 1% |
| 92 Public Administration | 780 | 2% | 13,106 | 3% | 1 | 0% |
| All Industries | 36,362 | 100% | 401,647 | 100% | 83,794 | 100% |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

Table 2-7 shows average annual wages for the business categories found in Table 2-6, comparing Randolph to Norfolk County and Massachusetts. Randolph has the lowest average and median wages of the three areas. The town's median wages in Healthcare and Social Assistance, the sector with largest employment in Randolph and Norfolk County, are much lower than the wages for the county and state. Randolph's median wages in Educational Services, however, are higher than those of the county.

The highest paying jobs in Randolph are in Construction. In Norfolk County, the Professional, Technical, and Scientific sector jobs average the highest wages. In the state, the Finance and Insurance sector has the average highest wages. It should be noted that statewide wage averages in the information, professional, and financial services sectors are heavily weighted by the relatively large concentration of jobs and high wages in Boston. The lowest average annual wages in all three areas are within the Accommodation and Food Services sector.

Table 2-7: Average Annual Wages 2015

| | Town of Randolph | Norfolk County | State of MA |
|---|---------------------|-------------------|-----------------|
| 23 Construction | \$75,556 | \$72,956 | \$70,772 |
| 31-33 Manufacturing | \$64,324 | \$74,724 | \$86,164 |
| 42 Wholesale Trade | \$71,812 | \$86,268 | \$91,624 |
| 44-45 Retail Trade | \$28,964 | \$32,760 | \$31,356 |
| 48-49 Retail Trade | \$52,884 | \$53,144 | \$52,324 |
| 51 Information | \$25,532 | \$78,208 | \$103,480 |
| 52 Finance and Insurance | \$64,896 | \$88,868 | \$145,652 |
| 53 Real Estate and Rental and Leasing | \$42,068 | \$60,788 | \$73,164 |
| 54 Professional, Scientific, and Technical Services | \$61,880 | \$89,492 | \$118,508 |
| 561 Administrative and Support Services | \$41,028 | \$43,004 | \$44,356 |
| 61 Educational Services | \$53,508 | \$51,948 | \$58,708 |
| 62 Healthcare and Social Assistance | \$38,480 | \$54,860 | \$54,080 |
| 72 Accommodation and Food Services | \$18,772 | \$20,696 | \$22,360 |
| 81 Other Services (excluding Public Administration) | \$29,692 | \$35,152 | \$35,464 |
| Average All Industries | \$47,814 | \$60,205 | \$70,594 |
| Calculated Medians All Industries | \$47,476 | \$57,824 | \$64,740 |

Source: Massachusetts Department of Labor and Workforce Development, ES 202 Reports, 2015

Employment Trends

The demographic and business profiles of Randolph and the surrounding region mentioned above provide static pictures of the town's characteristics. To more fully analyze Randolph's economic development prospects, this section presents data on historic trends in overall employment and in key industries, for Randolph and Norfolk County, and projections five years into the future.

Figure 2-1 shows the trends for all industries in Randolph and Norfolk County. Note that the vertical axis scales are different: Norfolk County numbers are found on the right axis and Randolph's on the left. Thus, total employment for Randolph in 2015 would be read as 10,041 on the left axis and total employment for Norfolk County in 2015 would be 472,000 on the right axis. In interpreting the above figure, as well as those to follow, note the R-squared values (a statistical measure of how well the actual data fit to the model's projected line) shown for each of the projection lines. The closer the values are to one, the more reliable the projection.

In the case of Randolph, the R2 value is 0.07, which is very low and indicates low reliability of any projection based on the 2006 through 2015 historical data shown in the table. Randolph's orange line shows an erratic trajectory, which makes it a highly unreliable predictor of the direction of future total employment in Randolph. This reflects possible anomalies in the data and/or movement in or out of town of a few relatively large firms which can easily distort historical trends in the relatively small number of jobs in Randolph compared to overall Norfolk County. The Randolph data are shown here for illustrative purposes and for comparison to the Norfolk County projection (blue line), where the R2 of 0.68 indicates reasonable prospects for general employment growth to continue over the next five years, barring a recession or other currently unforeseen social or economic circumstances.

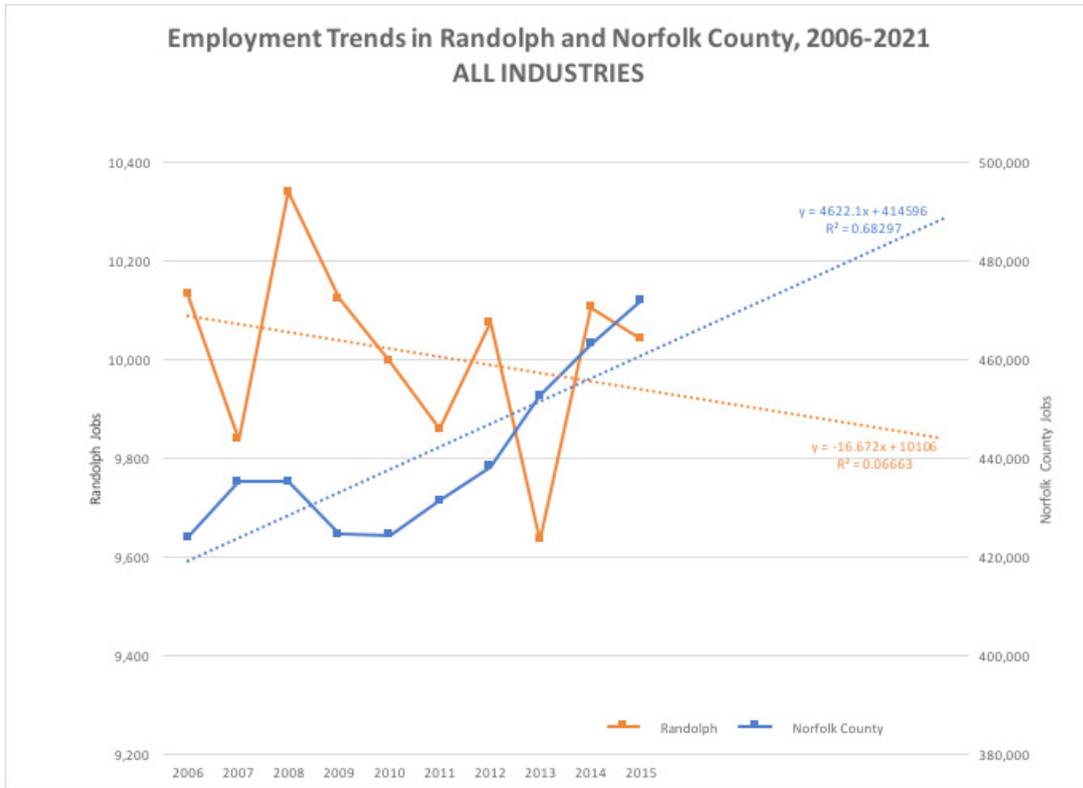


Figure 2-1: Employment Trends in Randolph and Norfolk County, 2006-2021

Source: Massachusetts Department of Labor & Workforce Training, ES202 data series, 2015; Regional Economic Information System, 2014; and FXM Associates

Table 2-8 presents the data in terms of projected numbers of jobs in the top four employment sectors for Randolph and Norfolk County. Although, as noted above, the projection of Randolph's total growth/loss of jobs was one made with a very low level of reliability, projected job losses in key industries are also a matter for attention. Norfolk County trends indicate job gains, although the magnitude may vary from the estimates shown in Table 2-8.

Table 2-8: Projected Employment Growth: 2015-2021

| Projected Employment Growth: 2015-2021 | | |
|--|------------------|----------------|
| Growth Sectors in Randolph | Town of Randolph | Norfolk County |
| Net New Jobs, 2015-2021 | (202) | 16,611 |
| Healthcare and Social Assistance | 377 | 9,158 |
| Retail Trade | (116) | 953 |
| Accommodation and Food Services | (104) | 3,383 |
| Manufacturing | 62 | (2,918) |
| Educational Services | 37 | 3,256 |
| Professional, Scientific, and Technical Services | (62) | 2,479 |

Source: Regional Economic Information Systems, 2014; Massachusetts Department of Labor and Workforce Development, ES 202 Reports, 2015; and FXM Associates

The following figures show the historical trends and projections until 2021 for key industries in both Randolph and Norfolk County where at least one area shows a trend with a reliability estimate of 0.4 or greater. This is the reliability level which would command some attention, however, at such levels, actual performance could occur within a large range around the projected value in the figure.

Figure 2-2 shows the trends for a growing sector in Randolph and Norfolk County. The R2 values for both areas are very high, indicating that the projections based on historical performance are reliable, barring unforeseen regional or national private sector economic and government policy changes.

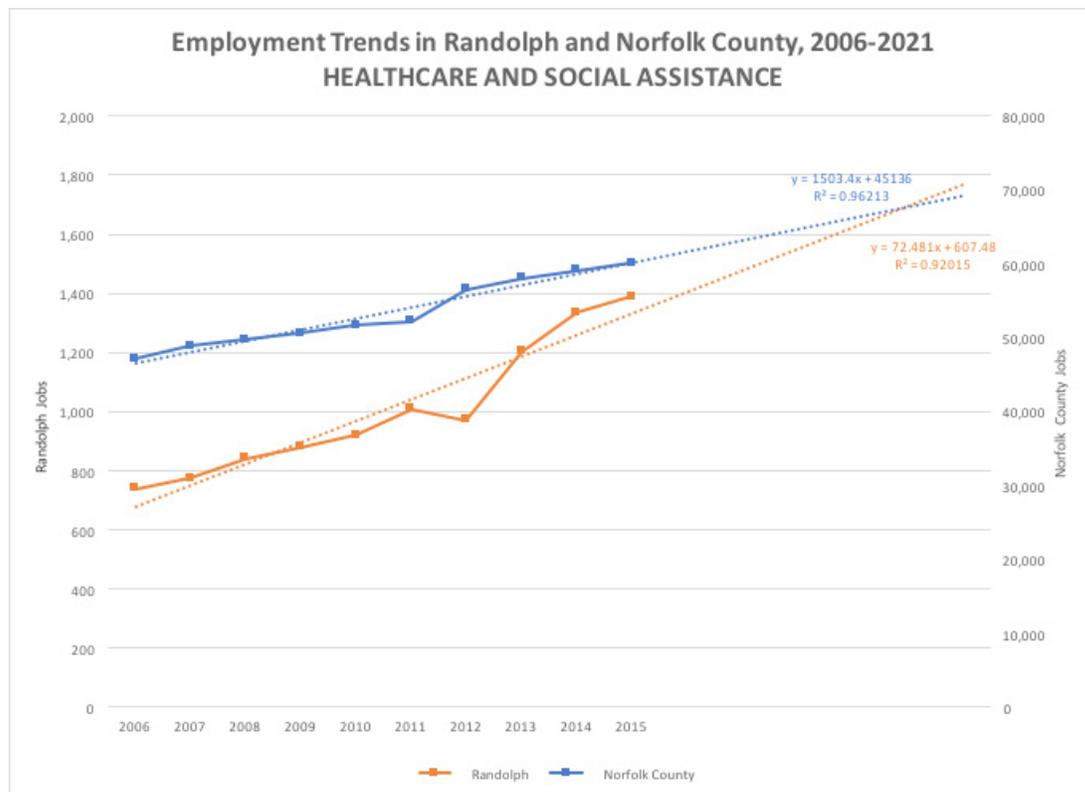


Figure 2-2: Employment Trends in Randolph and Norfolk County Healthcare and Social Assistance Sector, 2006-2021

Source: Massachusetts Department of Labor & Workforce Training, ES202 data series, 2015; Regional Economic Information System, 2014; and FXM Associates



The picture for the Retail sector shown in Figure 2-3 is somewhat murkier. Randolph's projected downward trend has an R2 value of 0.72, meaning it is reasonable to expect a decline in retail employment, but the size of the decline is uncertain. Norfolk County's projected growth has an R2 of 0.54, still indicative of potential growth, but the magnitude of the growth could vary widely around the number in Table 2-8.

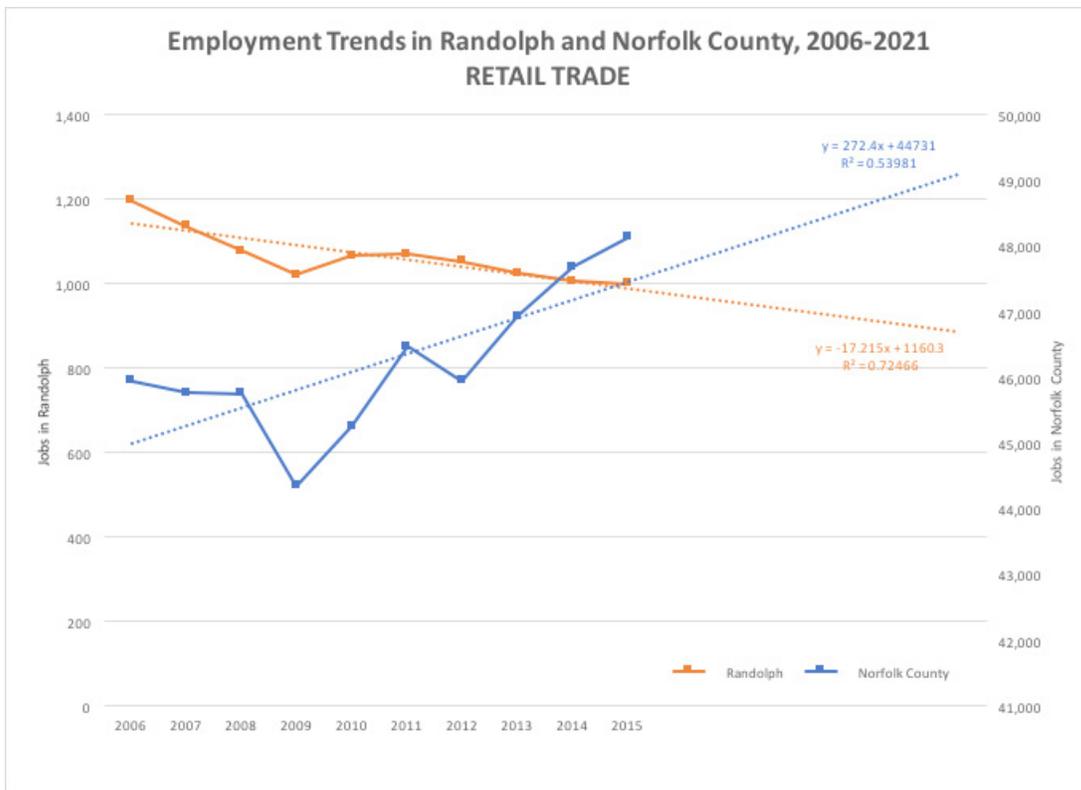


Figure 2-3: Employment Trends in Randolph and Norfolk County Retail Trade Sector, 2006-2021

Source: Massachusetts Department of Labor & Workforce Training, ES202 data series, 2015; Regional Economic Information System, 2014; and FXM Associates

Figure 2-4 shows trends and projections in the Accommodation and Food Service sector (hotels and restaurants). The county's growth projection indicates strong reliability at 0.93. For Randolph, the R2 is much lower, but the downward trend merits attention; the possibility may exist to attract some of the county's projected growth to the town, as will be discussed in later sections.

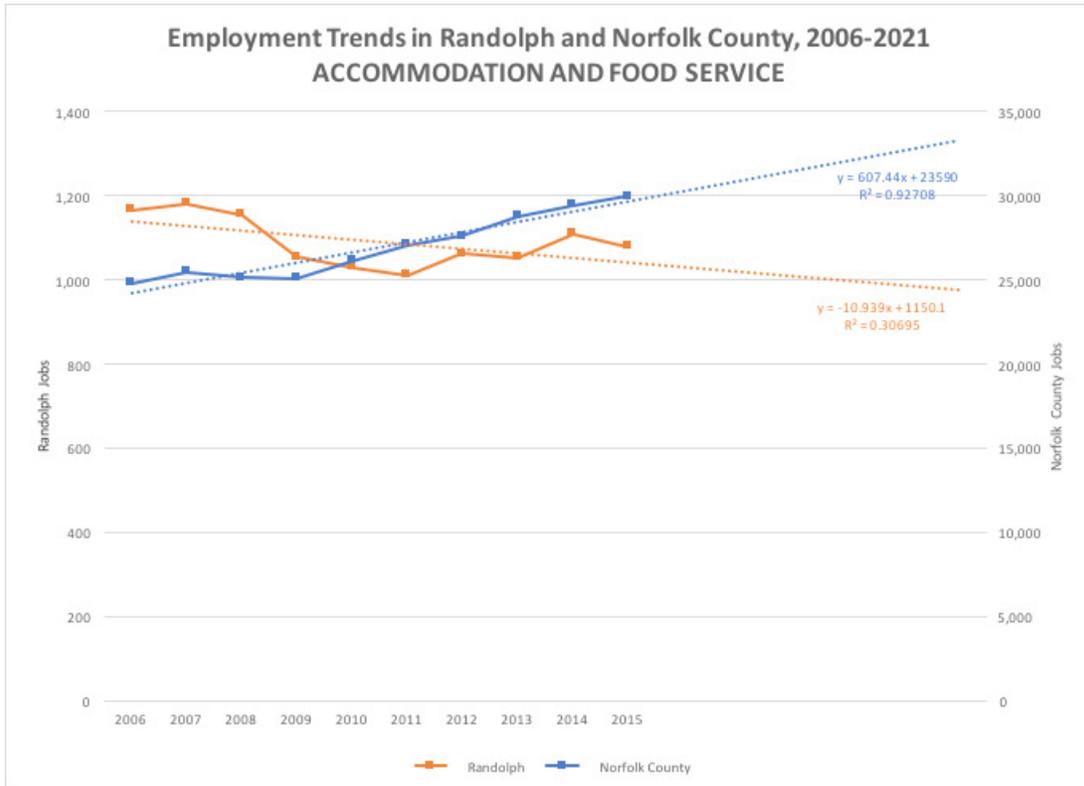


Figure 2-4: Employment Trends in Randolph and Norfolk County Accommodation and Food Service Sector, 2006-2021

Source: Massachusetts Department of Labor & Workforce Training, ES202 data series, 2015; Regional Economic Information System, 2014; and FXM Associates

Note that the trend lines for Manufacturing do not provide much useful information for Randolph due to recent extreme swings in the data. This suggests there may be an issue in data collection, so the data are not shown.

The employment projection for the Educational Services sector is shown in Figure 2-5. The trends demonstrate growth prospects at both the town and county levels with reasonable reliability.

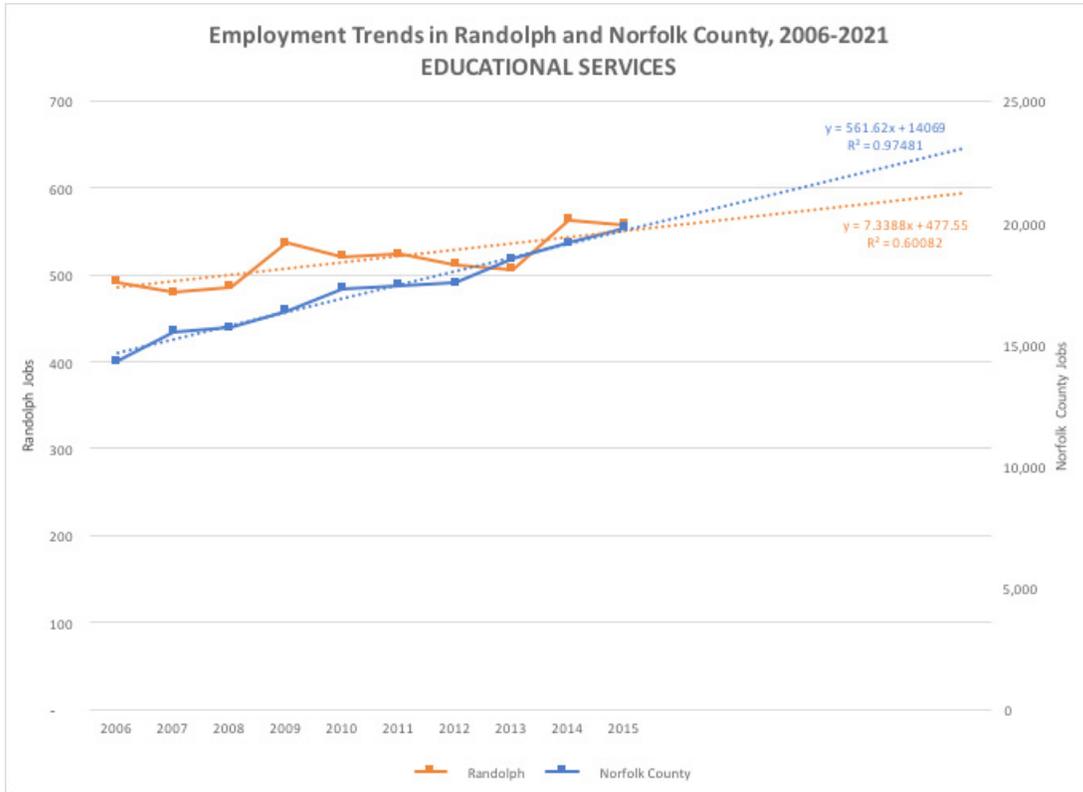


Figure 2-5: Employment Trends in Randolph and Norfolk County Educational Services Sector, 2006-2021

Source: Massachusetts Department of Labor & Workforce Training, ES202 data series, 2015; Regional Economic Information System, 2014; and FXM Associates

The Professional, Scientific, and Technical Services sector appears to have reasonable growth prospects in Norfolk County (see Figure 2-6). The historic trend for Randolph, however, has been erratic, with a large upswing in the pre-recession period and steady decline since. The projection to 2021 is not very reliable, as indicated by its low R2 value. It is noteworthy that the proportion of total jobs in Randolph within the Professional, Scientific, and Technical Services sector is quite low (4%) compared to Norfolk County (8%) as shown in Table 2-5 and Table 2-6. This sector has been growing steadily at the state and national level as well as within Norfolk County. Jobs in this sector are office space users, and their low and declining representation in Randolph may reflect a lack of attractive office space.

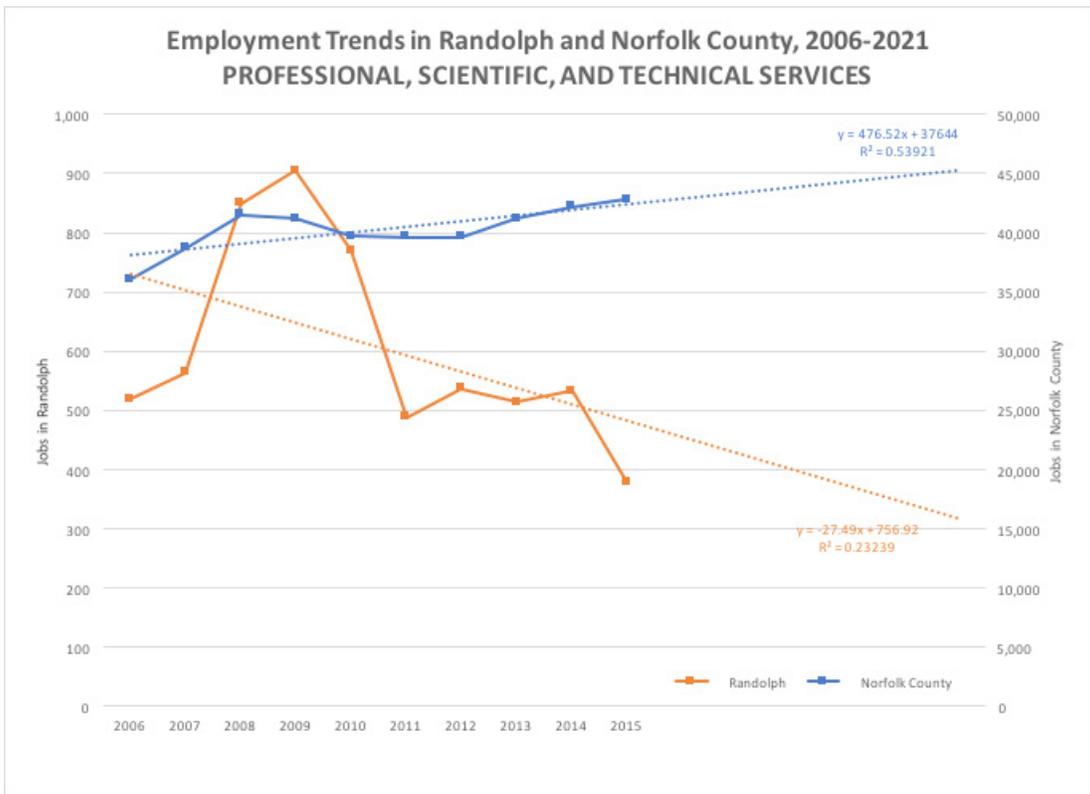


Figure 2-6: Employment Trends in Randolph and Norfolk County Professional, Scientific, and Technical Services Sector, 2006-2021

Source: Massachusetts Department of Labor & Workforce Training, ES202 data series, 2015; Regional Economic Information System, 2014; and FXM Associates

COMMERCIAL SPACE DEMAND AND SUPPLY

The above employment projections, with their relevant caveats, can be translated into estimates of future demand for commercial space. Table 2-9 presents these projections, with projected job losses shown in red.

Table 2-9: Projected Space Demand Through 2021 Based on Historical Employment Trends

| Sector | Town of Randolph | | Norfolk County | | Randolph % of County Jobs 2015 |
|--|-----------------------|--------------------------------|-----------------------|--------------------------------|--------------------------------------|
| | Projected New Jobs | Projected Space Demand (SF) | Projected New Jobs | Projected Space Demand (SF) | |
| 31-33 Manufacturing | 62 | 33,170 | (2,918) | - | 4% |
| 44-45 Retail Trade | (116) | - | 953 | 476,500 | 2% |
| 48-49 Retail Trade | 8 | 6,240 | 131 | 102,180 | 8% |
| Office- using | | | | | |
| 51 Information | 12 | 3,000 | (654) | - | 2% |
| 52 Finance and Insurance | (101) | - | 1,819 | 454,750 | 1% |
| 53 Real Estate and Rental and Leasing | 38 | 9,500 | 2,750 | 687,500 | 2% |
| 54 Professional, Scientific, and Technical Services | (62) | - | 2,479 | 619,750 | 1% |
| 56 Administrative and Support; Waste Management and Remed. | (113) | - | 1,168 | 292,000 | 2% |
| Subtotal Office | (226) | 12,500 | 7,562 | 2,054,000 | 8% |
| 61 Educational Services | 37 | 48,100 | 3,256 | 4,232,800 | 3% |
| 62 Healthcare and Social Assistance | 377 | 150,800 | 9,158 | 3,663,200 | 2% |
| 71 Arts, Entertainment, and Recreation | (88) | - | 1,963 | 785,200 | 0% |
| 72 Accommodation and Food Services | (104) | - | 3,383 | 595,657 | 4% |
| 81 Other Services (excluding Public Administration) | (23) | - | 641 | 320,500 | 2% |

Source: Massachusetts Department of Labor and Workforce Development, ES202 Reports (adjusted by REIS); FXM Associates

Office-using industries are grouped in Table 2-9 since they use the same kind of space. Note that the growth picture for Randolph is not expected to be positive, except for the Healthcare and Social Assistance sector, suggesting that medical offices might be a potential user. Norfolk County is likely to experience substantial commercial growth, even allowing for the uncertainties in some projections.

Randolph officials consider the eight surrounding towns to be alternatives to Randolph for commercial development. As shown in Table 2-10, all towns except Abington have different tax rates for commercial and industrial property. Randolph's residential and commercial rates are slightly higher than in other towns: the commercial rate ranks third among the nine towns, and the residential rate is fourth. The relatively high commercial tax rate in Randolph may be a competitive disadvantage. The towns' dependence on the property tax and on its residential and commercial/industrial components is also shown in Table 2-10. Each town depends on property tax for more than half their revenues, with Randolph and Stoughton the least dependent at 55%.

Table 2-10: Tax Data Comparison, Randolph and Surrounding Towns

| Tax Data Comparison, Randolph and Surrounding Towns | | | | | | | | |
|---|----------------------|---------------------|----------------------------|------------------------------|-------------|----------------|----------------|-------------|
| Town | Total | | % of Total | | | 2017 Tax Rates | | |
| | Revenues | Total Tax Levy | Revenues from Property Tax | Tax Revenues (%) Residential | CIP | Residential | CIP | CPA |
| Randolph | \$105,437,687 | \$58,238,569 | 55% | 78% | 22% | \$16.18 | \$31.83 | 2006 |
| Abington | \$56,678,607 | \$34,249,858 | 60% | 87% | 13% | \$18.35 | \$18.35 | 2016 |
| Avon | \$26,405,425 | \$19,444,306 | 74% | 37% | 63% | \$17.28 | \$33.82 | no |
| Braintree | \$148,094,398 | \$84,572,829 | 57% | 63% | 37% | \$10.74 | \$23.72 | 2002 |
| Canton | \$106,083,230 | \$70,946,771 | 67% | 63% | 37% | \$12.79 | \$26.34 | 2012 |
| Holbrook | \$45,688,113 | \$26,781,162 | 59% | 76% | 24% | \$20.90 | \$39.87 | no |
| Milton | \$108,814,806 | \$73,993,205 | 68% | 93% | 7% | \$13.56 | \$21.51 | no |
| Quincy | \$357,311,458 | \$213,623,432 | 60% | 73% | 27% | \$14.17 | \$28.71 | 2006 |
| Stoughton | \$111,983,213 | \$61,412,772 | 55% | 68% | 32% | \$14.49 | \$25.79 | 2008 |
| <i>Average of Above</i> | <i>\$118,499,660</i> | <i>\$71,473,656</i> | <i>62%</i> | <i>71%</i> | <i>29%</i> | <i>\$15.38</i> | <i>\$27.77</i> | |
| Randolph Index | 0.89 | 0.81 | 0.9 | 1.1 | 0.76 | 1.05 | 1.15 | |

Source: Massachusetts Department of Revenue, Division of Local Services, At A Glance Reports, 2017; Community Preservation Coalition, communitypreservation.org

SUPPLY OF COMMERCIAL SPACE

Employment trends are one approach to projecting future demand. The following figures show historical and forecast trends in the inventory, occupancy, and vacancy and lease rates for the major types of space: office, industrial/wholesale, and retail. The geographic areas covered are Randolph and a competitive Submarket. The Submarket has been defined, following consultation with local officials, as comprising the towns noted in Table 2-10. The data are from CoStar Property Information Systems, a proprietary subscription data service widely used by real estate professionals, and include estimates through March 2017. Comparisons of forecast net absorption from the supply side to those from the employment-driven demand side provide a complementary look at potential opportunities for real estate development (including new and rehabilitated space) and/or absorption of currently vacant or underutilized space.

The first three graphs, Figure 2-7, Figure 2-8, and Figure 2-9, cover supply trends in office space in Randolph and the Submarket:

- Randolph has a very small share of office space in the Submarket and a very low and declining vacancy rate.
- The supply of this type of space has not been increasing in either market; occupancy has been increasing slightly since the recession.
- Until 2015, rents in Randolph were slightly lower than in the Submarket, but have risen slightly higher since. Rents in Randolph are now about the same as the average in the Submarket overall and apparently not a significant factor affecting absorption of office space.

CoStar is forecasting average annual net absorption of office space in Randolph of 6,500 square feet per year over the next four quarters, with vacancy rates further declining to 1.5%. For the Submarket overall, net absorption of office space is forecast at 43,000 square feet annually with vacancy rates declining slightly to 9.5%. The net absorption forecast for Randolph is consistent with the employment forecast (considering possible losses and gains and some proportion of office space being medical offices), but at the Submarket level the net absorption forecast by CoStar is more conservative than the office-using employment forecast would suggest as future demand for office space.

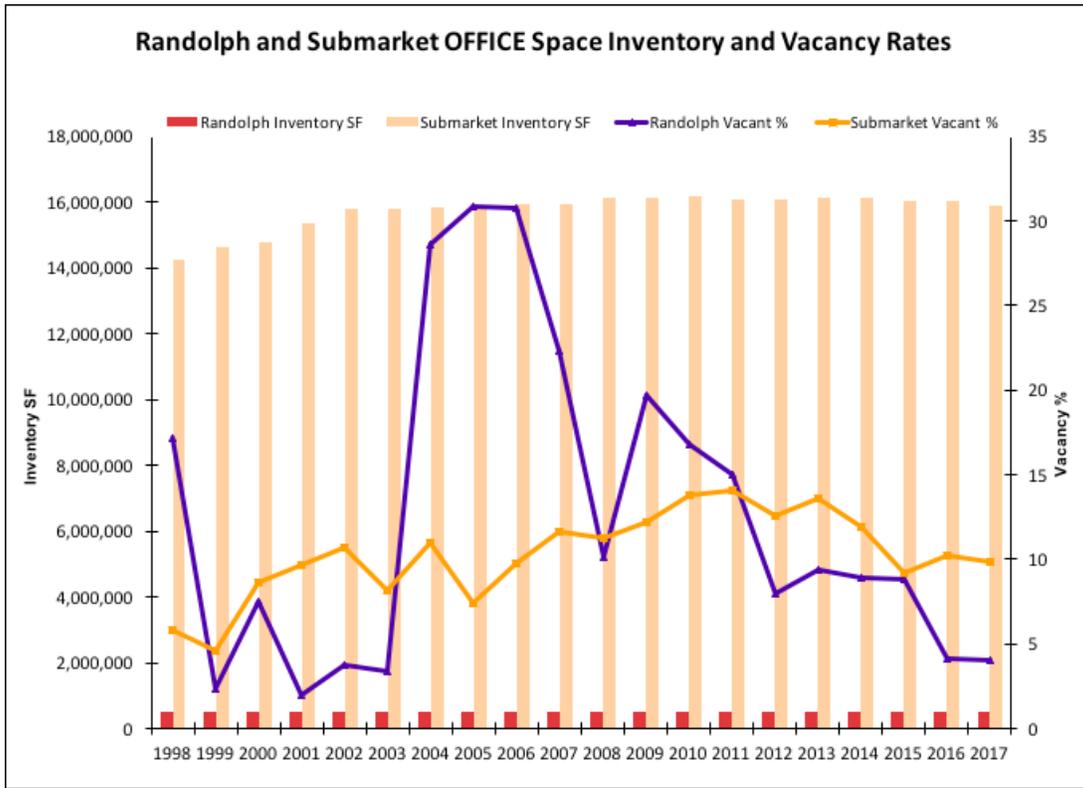


Figure 2-7: Randolph and Submarket Office Space Inventory and Vacancy Rates

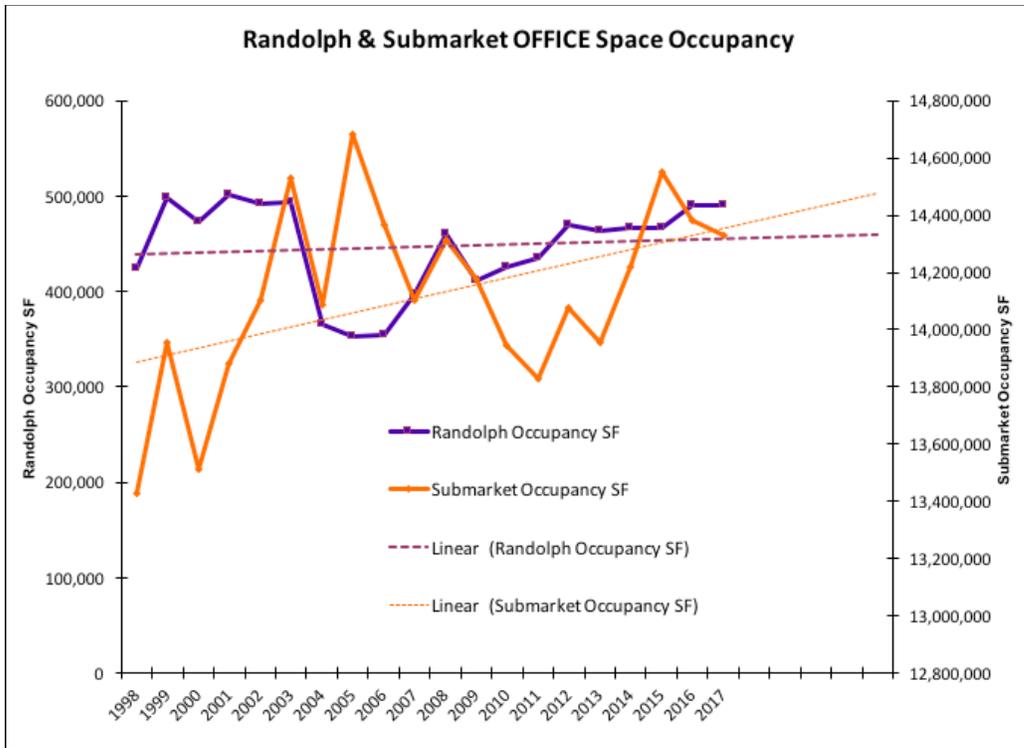


Figure 2-8: Randolph and Submarket Office Space Occupancy

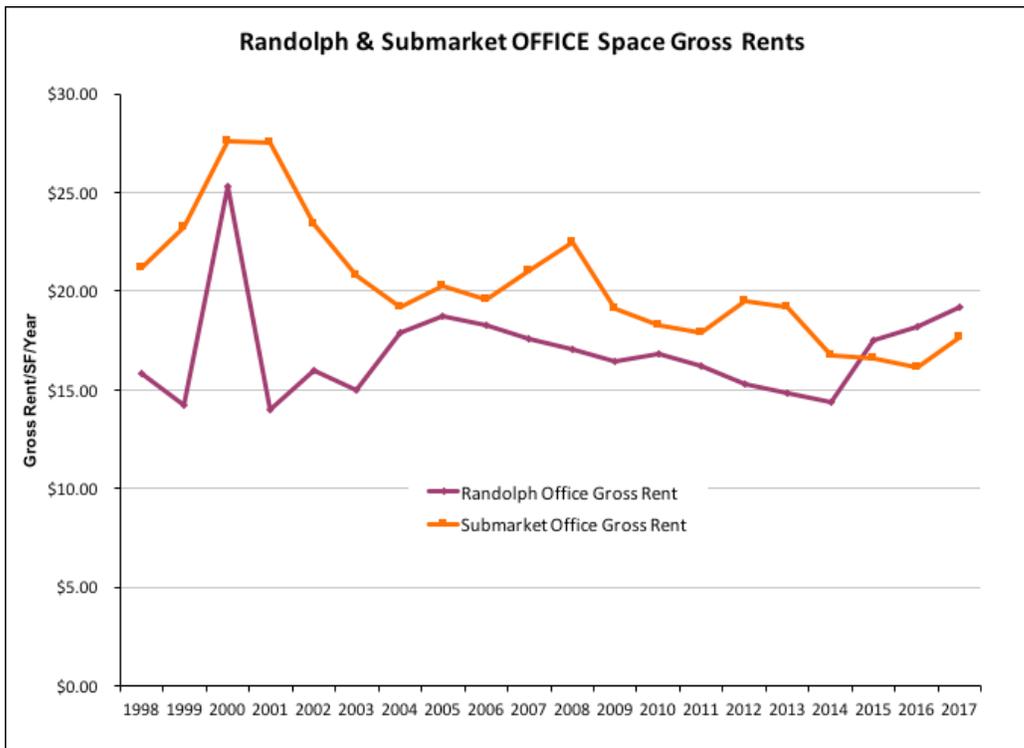


Figure 2-9: Randolph and Submarket Office Space Gross Rents

The next set of graphs, Figure 2-10 (inventory and percent vacancy), Figure 2-11 (space occupancy), and Figure 2-12 (triple net rent, or NNN, where lessees agree to pay real estate taxes, building insurance, and maintenance on the property in addition to typically expected fees), cover real estate trends in industrial/warehouse space:

- Randolph’s inventory of industrial space has remained quite constant since 1998, while that of the Submarket has declined slightly.
- Vacancy rates in both have been declining since 2009, but began rising in 2014.
- While the Submarket’s vacancy rates rose sharply between 2016 and 2017, Randolph’s decreased slightly.
- Vacancy rates are lower in Randolph than in the Submarket for this type of space.
- Rents in both Randolph and the Submarket track closely, with Randolph’s slightly higher.

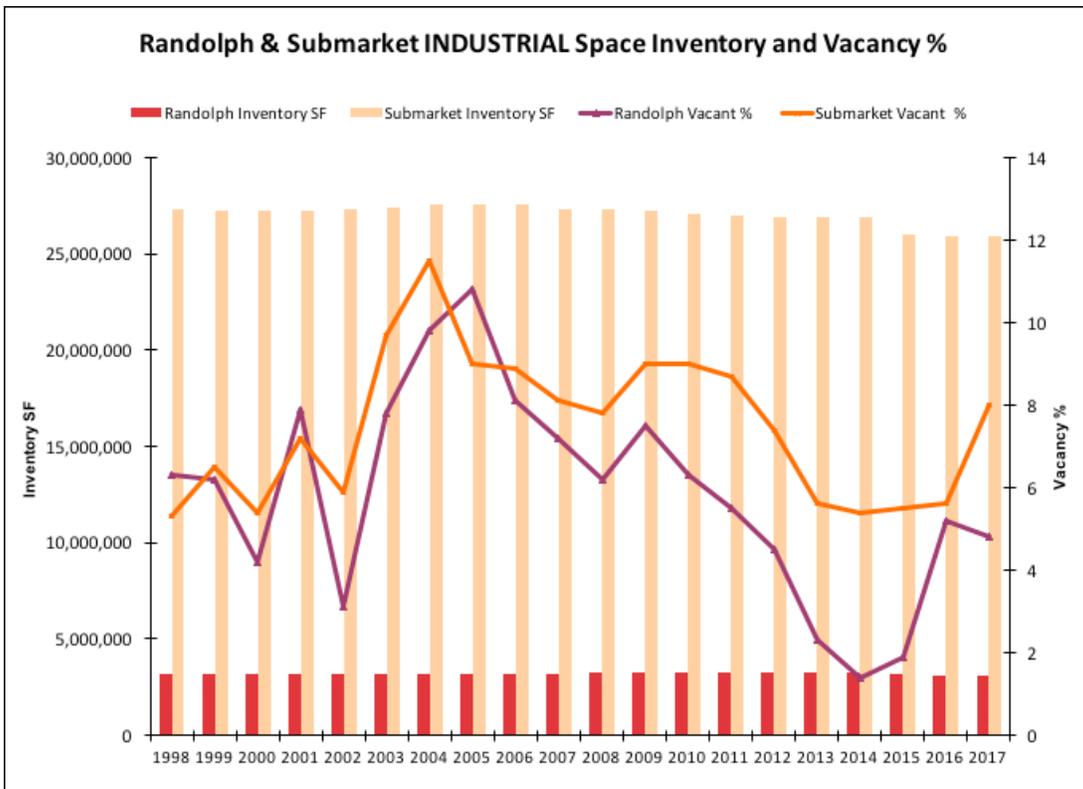


Figure 2-10: Randolph and Submarket Industrial Space Inventory and Vacancy Percentage

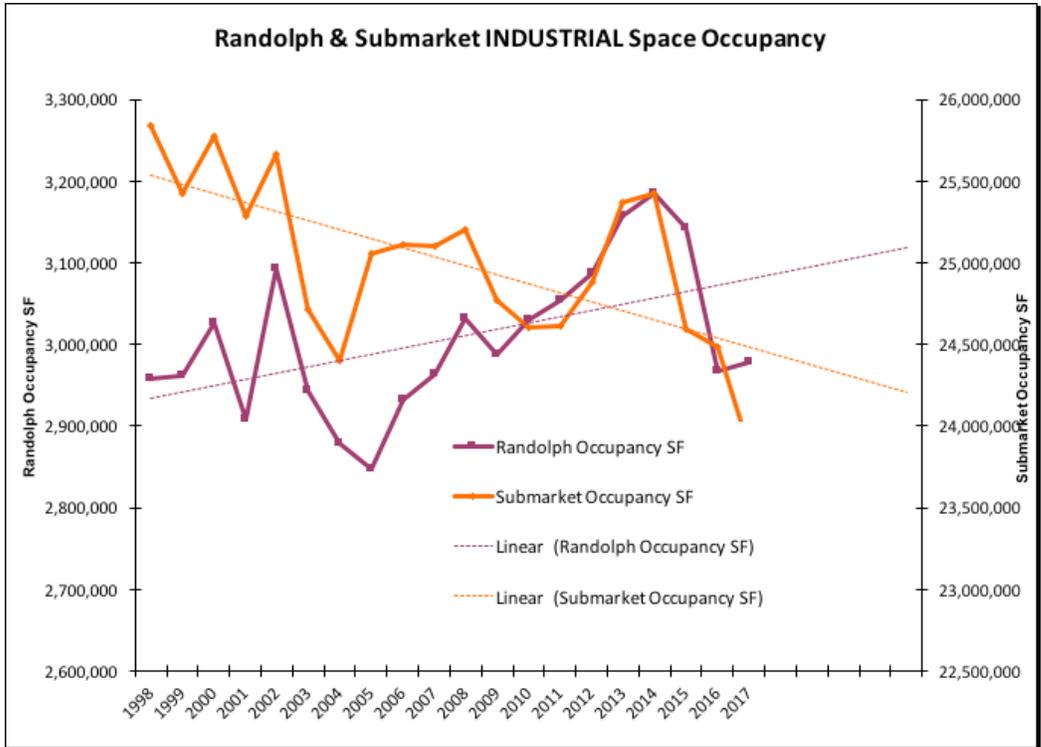


Figure 2-11: Randolph and Submarket Industrial Space Occupancy

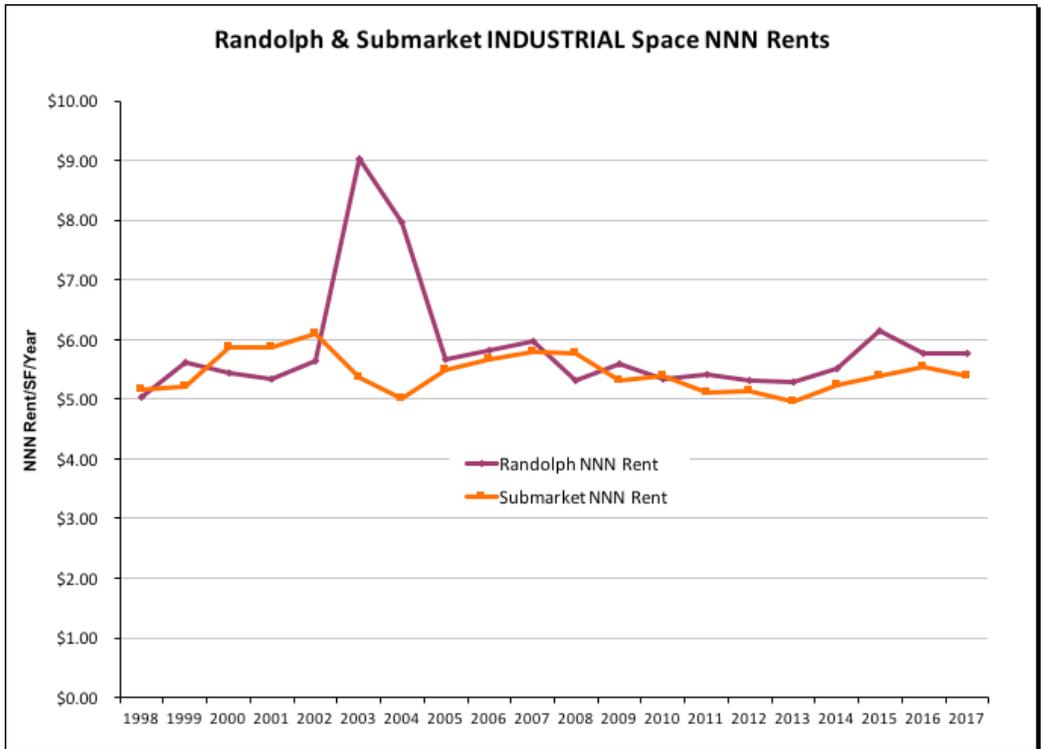


Figure 2-12: Randolph and Submarket Industrial Space Triple Net Rents

CoStar is forecasting a significant decline in net absorption of industrial/warehouse space in Randolph (a decrease of 26,000 square feet (sf) per year) and the Submarket overall (a decrease of 188,000 sf per year) over the next eight quarters. The vacancy rate in Randolph is projected to rise to 6.5% and to 10% in the Submarket overall by 2020.

Figure 2-13, Figure 2-14, and Figure 2-15 cover the supply of retail space in Randolph and the Submarket.

- The supply of retail space has remained constant in both Randolph and the Submarket since 2006.
- Randolph has a very small share of the Submarket’s retail inventory, and vacancy rates are much lower in Randolph.
- Occupied square feet are projected to grow in both areas based on the longer-term trends but have flattened recently.
- 2017 rents are almost identical in both Randolph and the Submarket, although they have varied in relation to each other in prior periods.

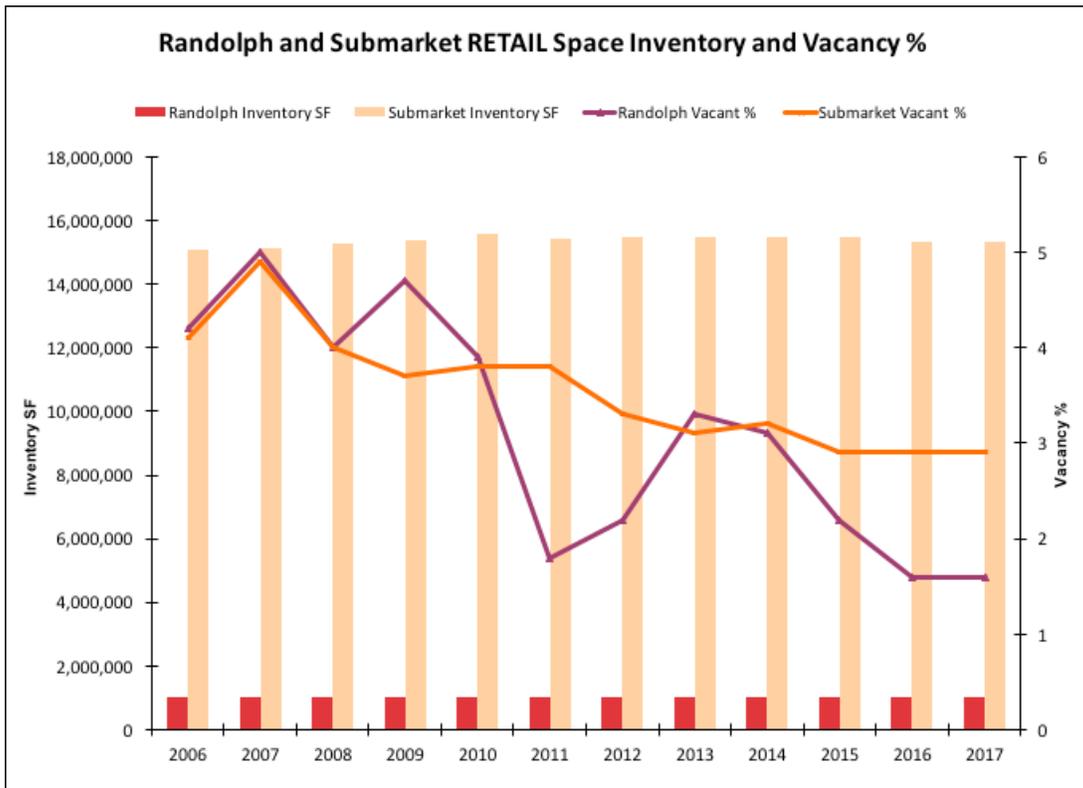


Figure 2-13: Randolph and Submarket Retail Space Inventory and Vacancy Percentage

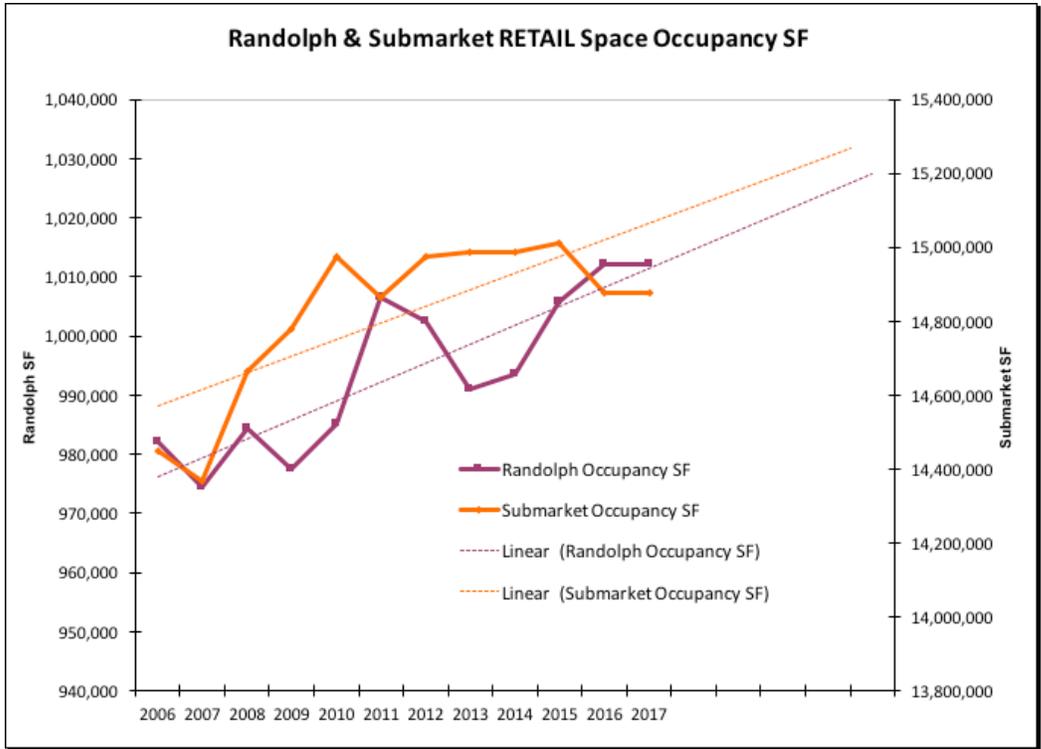


Figure 2-14: Randolph and Submarket Retail Space Occupancy Square Footage

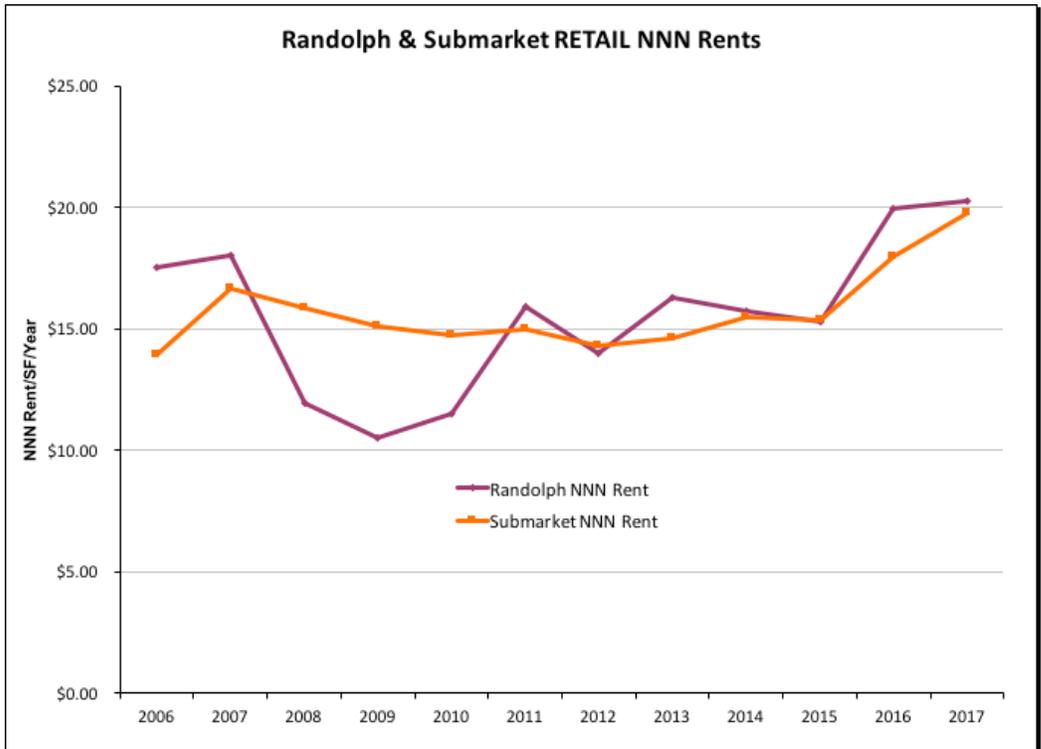


Figure 2-15: Randolph and Submarket Retail Triple Net Rents

Over the next eight quarters, CoStar forecasts net absorption of retail space in Randolph at 1,200 sf per year with the overall vacancy rate declining to 1.4% by 2020. For the Submarket overall, net absorption of retail space is forecast to be negative (a decrease of 9,424 sf per year) with the overall vacancy rate rising to 3.7% by 2020.

Data in Table 2-11 summarize forecast net absorption by office, industrial/warehouse, retail, and flex space in Randolph. Flex space is generally smaller industrial property that can be easily reconfigured.

Table 2-11: CoStar Forecast Net Absorption

| Co Star Forecast Net Absorption | | |
|--|----------------------|-----------------------|
| Average Annual Next 2 - 5 Years | | |
| Space Type | Randolph (SF) | Submarket (SF) |
| Office Space | 6,500 | 43,000 |
| Industrial/Warehouse | (26,000) | (188,000) |
| Retail | 1,200 | (9,400) |
| Flex | (9,000) | 80,000 |

Source: CoStar Property Information Systems, May 2017 and FXM Associates

CURRENT RETAIL DEMAND

FXM performed a special market assessment to identify current prospects for expanding retail stores and restaurants within the three target areas identified by the Town: Crawford Square Business District, Blue Hill River Highway District, and Great Bear Swamp Highway District. This technique, called a “retail opportunity/gap analysis,” compares consumer demand by detailed store/product types and food and beverage establishments, to actual store sales within defined geographic market areas – typically 5-, 10-, and 15-minute drive times which are the trade area measures used by most retailers. Where consumer demand exceeds actual store sales within the defined market areas a retail “opportunity” or “gap” exists based on a long-established norm that most consumers will buy goods and services as near as possible to where they live. Such gaps suggest competitive opportunities for expansion by current establishments or new entrants. Retail gap analyses are useful recruitment tools and have been used by developers and economic development professionals to great success in many instances.

In the case of Randolph’s target areas, however, the usual 5-, 10-, 15-minute drive times would have overlapped to such an extent that the results would have been impossible to distinguish. Testing various drive times resulted in the selection of the 5-minute drive time as the best definition of the market areas for these districts.



Crawford Square Business District

Figure 2-16 shows the 5-minute drive time from the approximate center of Crawford Square Business District.

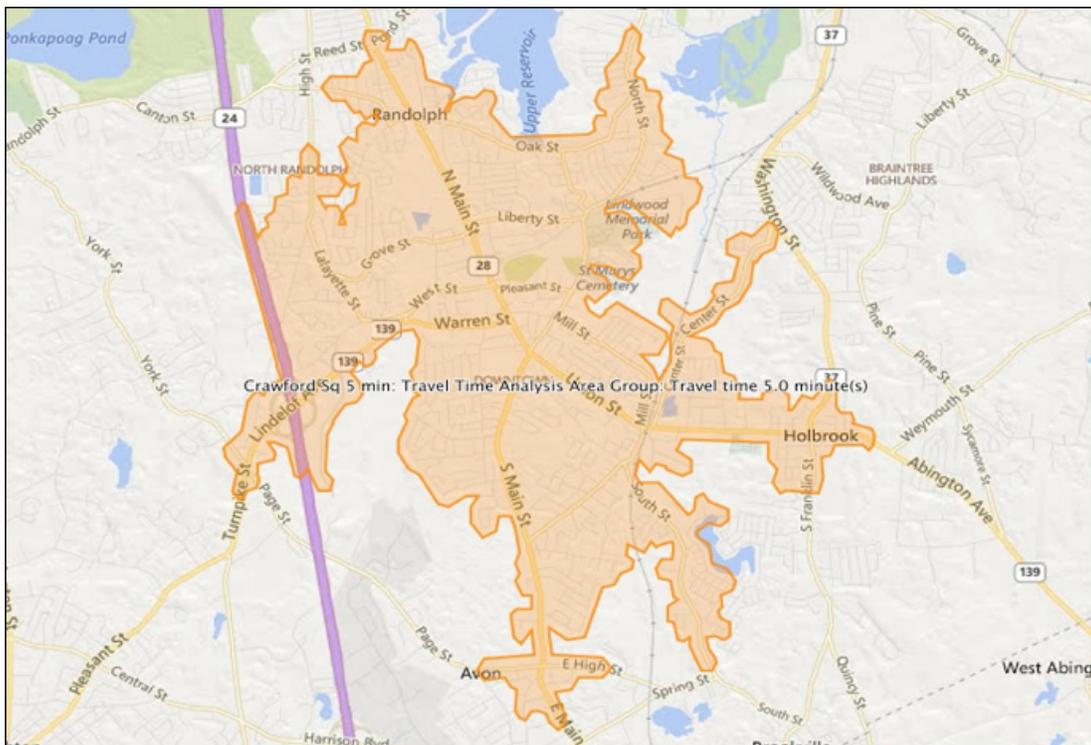


Figure 2-16: Area within a Five Minute Drive of Crawford Square Business District

Source: The Nielsen Company, Retail Market Power, 2016

The following two tables show demographic and business characteristics of the Crawford Square market area, as defined above. Within a 5-minute drive of Crawford Square’s center there are almost 10,000 households, with a median income of \$60,440. There are also almost 13,000 jobs and \$2.5 billion in annual sales.

Table 2-12: Population Characteristics: Crawford Square Business District 5-Minute Market Area and Town of Randolph

| Population Characteristics: Crawford Square Business District 5-Minute Market Area and Town of Randolph | | | | | |
|---|--------------------|--------------------|-------|------------------|--------|
| | | Crawford Square BD | | Town of Randolph | |
| | | | % | | % |
| Population | | | | | |
| | 2021 Projection | 27,155 | | 34,539 | |
| | 2016 Estimate | 26,266 | | 33,355 | |
| | 2010 Census | 25,237 | | 32,059 | |
| | 2000 Census | 24,678 | | 30,870 | |
| Projected Growth | 2016 - 2021 | | 3.4% | | 3.55% |
| Estimated Growth | 2010 - 2016 | | 4.1% | | 4.04% |
| | Growth 2000 - 2010 | | 2.3% | | 3.85% |
| Households | | | | | |
| | 2021 Projection | 9,899 | | 12,440 | |
| | 2016 Estimate | 9,556 | | 12,010 | |
| | 2010 Census | 9,139 | | 11,536 | |
| | 2000 Census | 9,042 | | 11,284 | |
| Projected Growth | 2016 - 2021 | | 3.6% | | 3.58% |
| Estimated Growth | 2010 - 2016 | | 4.6% | | 4.11% |
| | Growth 2000 - 2010 | | 1.1% | | 2.23% |
| Median Household Income | | \$60,442 | | \$63,207 | |
| Tenure | | | | | |
| | Owner | 6,815 | 71.0% | 8,444 | 70.00% |
| | Renter | 2,741 | 29.0% | 3,566 | 30.00% |
| Median Home Value | | \$290,260 | | \$287,393 | |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

Table 2-13: Crawford Square Business District 5-Minute Market Area

| Top Employment Sectors | | | |
|---|----------------|---------------|---------------------|
| | Establishments | Employment | Sales (in millions) |
| Total | 1,320 | 12,959 | 2,531.2 |
| Retail Trade | 162 | 2,089 | 537.8 |
| Healthcare and Social Assistance | 194 | 1,596 | 135.6 |
| Professional, Technical, and Scientific | 133 | 1,480 | 117.8 |
| Accommodation and Food Services | 77 | 1,322 | 78.8 |
| Manufacturing | 50 | 949 | 172.6 |
| Educational Services | 30 | 909 | 1.5 |
| Other Services (except Public Administration) | 180 | 704 | 49.3 |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

The results of the retail gap analysis described above are shown in Table 2-14.

Table 2-14: Potential Retail Development in the Crawford Square Business District, 5-Minute Drive Time

| Store Types and NAICS | Selected Sales Opportunity/ Gap | Potentially Supportable Square Feet | Estimated Capturable | |
|---|---------------------------------|-------------------------------------|----------------------|-----------|
| | (2016 \$) | | Square Feet | # Stores |
| Electronics Stores - 443412 | \$5,405,865 | 12,631 | 2,800 | 1 |
| Beer, Wine and Liquor Stores - 4453 | \$11,571,041 | 42,856 | 12,000 | 3 |
| Other Health and Personal Care Stores - 44619 | \$1,393,996 | 5,362 | 1,366 | 1 |
| Jewelry Stores - 44831 | \$4,165,398 | 7,359 | 1,500 | 1 |
| Other Miscellaneous Store Retailers - 4539 | \$3,687,882 | 11,820 | 2,325 | 1 |
| Limited-Service Eating Places - 7222 | \$4,343,521 | 14,335 | 3,150 | 2 |
| Special Foodservice - 7223 | \$5,081,908 | 18,150 | 4,000 | 2 |
| Totals | \$35,649,609 | 112,512 | 27,141 | 11 |

Source: Nielson Segmentation and Market Solutions, 2016; various industry sources for sales per square foot and square foot per store; and FXM Associates

Using conservative estimates for the business district's ability to capture new retail activity, FXM estimates that 11 new stores, mostly smaller specialty retailers, could absorb a portion of the area's consumer spending that currently takes place outside the Crawford Square market area.

Great Bear Swamp Highway District

The Great Bear Swamp Highway District 5-minute Market Area is shown in Figure 2-17.

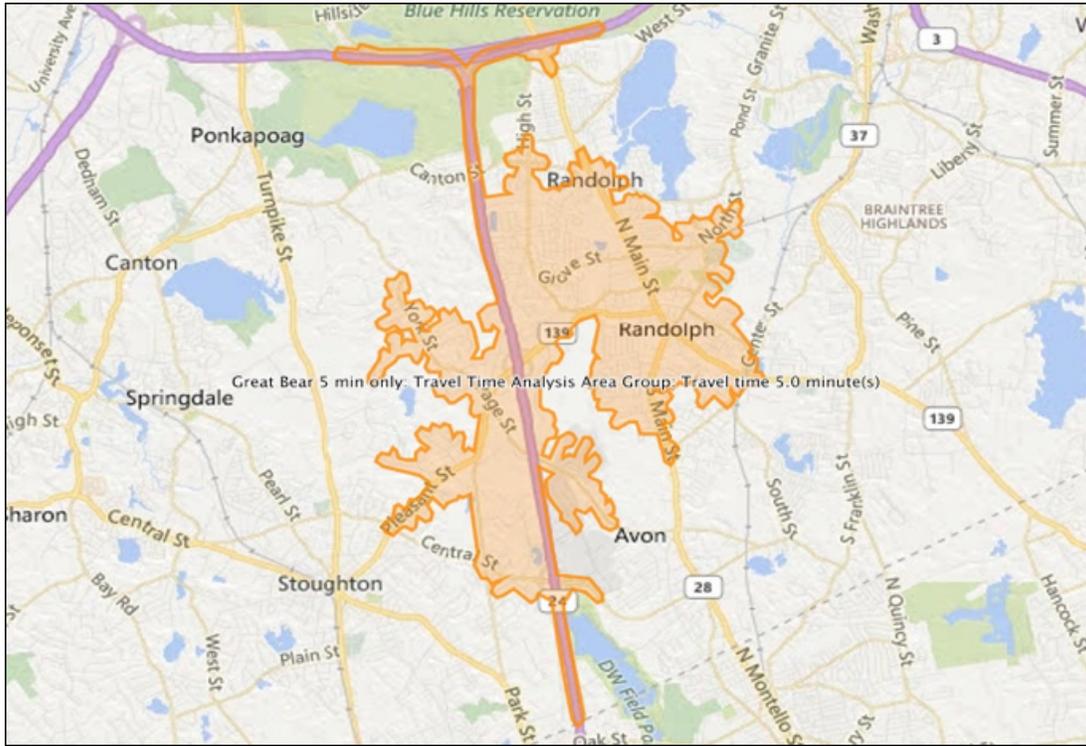


Figure 2-17: Area within a Five Minute Drive of Great Bear Swamp Highway District

Source: The Nielsen Company, Retail Market Power, 2016

Table 2-15 and Table 2-16 provide the demographic and business characteristics of the market area. It encompasses a slightly smaller population and number of households than the Crawford Square Business District market area, but has similar income levels, rates of homeownership, and home values.

Table 2-15: Population Characteristics: Great Bear Swamp Highway District 5-Minutes Drive Time Market Area and Town of Randolph

| | | Great Bear Swamp HD | % | Town of Randolph | % |
|--------------------------------|------------------------------|------------------------|-------|---------------------|-------|
| Population | | | | | |
| | 2021 Projection | 23,368 | | 34,539 | |
| | 2016 Estimate | 22,440 | | 33,355 | |
| | 2010 Census | 21,281 | | 32,059 | |
| | 2000 Census | 20,318 | | 30,870 | |
| | Projected Growth 2016 - 2021 | | 4.1% | | 3.5% |
| | Estimated Growth 2010 - 2016 | | 5.4% | | 4.0% |
| | Growth 2000 - 2010 | | 4.7% | | 3.9% |
| Households | | | | | |
| | 2021 Projection | 8,582 | | 12,440 | |
| | 2016 Estimate | 8,227 | | 12,010 | |
| | 2010 Census | 7,764 | | 11,536 | |
| | 2000 Census | 7,501 | | 11,284 | |
| | Projected Growth 2016 - 2021 | | 4.3% | | 3.6% |
| | Estimated Growth 2010 - 2016 | | 6.0% | | 4.1% |
| | Growth 2000 - 2010 | | 3.5% | | 2.2% |
| Median Household Income | | | | | |
| | | \$61,211 | | \$63,207 | |
| Tenure | | | | | |
| | Owner | 5,511 | 67.0% | 8,444 | 70.0% |
| | Renter | 2,716 | 33.0% | 3,566 | 30.0% |
| Median Home Value | | | | | |
| | | \$293,947 | | \$287,393 | |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

Within a 5-minute drive time of the Great Bear Swamp Highway District, there are over 15,000 jobs generating almost \$4 billion in sales. As in the Crawford Square District, retail tops the list of employers.

Table 2-16: Great Bear Swamp Highway District 5-Minute Market Area

| Top Employment Sectors | | | |
|---|----------------|--------------------------|----------------|
| | Establishments | Employment (in millions) | Sales |
| Total | 1,276 | 15,355 | 3,915.8 |
| Retail Trade | 176 | 3,450 | 927.2 |
| Accommodation and Food Services | 66 | 1,500 | 90.1 |
| Professional, Technical, and Scientific | 130 | 1,419 | 101.1 |
| Healthcare and Social Assistance | 165 | 1,345 | 120.7 |
| Wholesale Trade | 74 | 1,240 | 1,675.5 |
| Construction | 111 | 1,087 | 210.8 |
| Other Services (except Public Administration) | 66 | 1,037 | 233.7 |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

The retail gap analysis for this market area shows potential for 16 stores, some of which could be larger in size than those for Crawford Square Business District.

Table 2-17: Potential Retail Development in the Great Bear Swamp District, 5-Minutes Drive Time

| Store Types and NAICS | Selected Sales Opportunity/ Gap | Potentially Supportable Square Feet | Estimated Capturable | |
|---|------------------------------------|--|----------------------|-----------|
| | (2016 \$) | | Square Feet | # Stores |
| Electronics Stores - 443412 | \$4,588,271 | 10,720 | 2,800 | 1 |
| Beer, Wine and Liquor Stores - 4453 | \$9,824,948 | 36,389 | 8,000 | 2 |
| Other Health and Personal Care Stores - 44619 | \$1,366,425 | 5,255 | 1,366 | 1 |
| Jewelry Stores - 44831 | \$3,220,382 | 5,690 | 1,500 | 1 |
| Sporting Goods Stores - 45111 | \$2,353,734 | 8,230 | 12,000 | 2 |
| Hobby, Toy, and Game Stores - 45112 | \$1,031,925 | 4,546 | 6,800 | 2 |
| Office Supplies and Stationery Stores - 45321 | \$2,115,030 | 6,589 | 8,000 | 2 |
| Gift, Novelty and Souvenir Stores - 45322 | \$2,196,469 | 9,347 | 4,200 | 1 |
| Other Miscellaneous Store Retailers - 4539 | \$2,797,909 | 8,968 | 2,325 | 1 |
| Limited-Service Eating Places - 7222 | \$2,768,785 | 9,138 | 1,575 | 1 |
| Special Foodservice - 7223 | \$4,209,259 | 15,033 | 4,000 | 2 |
| Totals | \$36,473,137 | 119,904 | 52,566 | 16 |

Source: Nielson Segmentation and Market Solutions, 2016; various industry sources for sales per sf and sf per store; and FXM Associates

Blue Hill River Highway District

Figure 2-18 shows the market area within a 5-minute drive time of the center of the Blue Hill River Highway District. By comparison to the other two market areas, Blue Hill River's appears much more irregular and spread-out, due to its proximity to Interstate 95/Route 1 and Route 24.

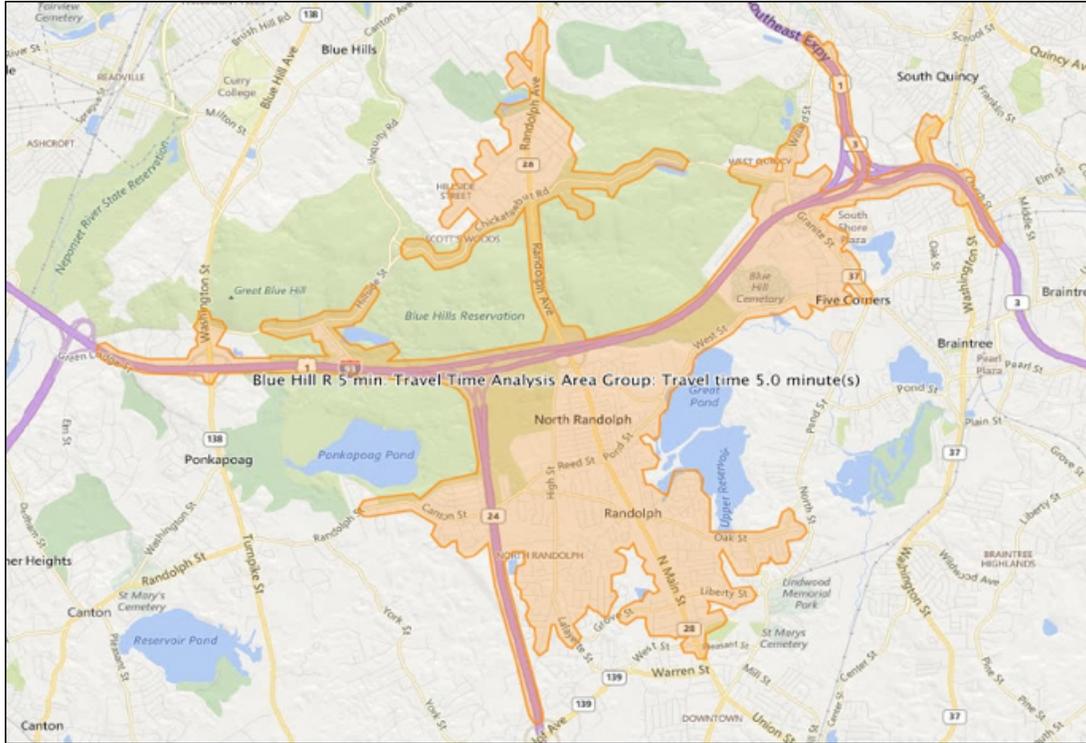


Figure 2-18: Area within a Five Minute Drive of Blue Hill River Highway District

Source: The Nielsen Company, Retail Market Power, 2016

Table 2-18 and Table 2-19 present data on the area. The market area is smaller in both population and businesses than that of the previous districts.

Table 2-18: Population Characteristics: Blue Hill River Highway District 5-Minutes Drive Time Market Area and Town of Randolph

| | | Blue Hill River HD | % | Town of Randolph | % |
|--------------------------------|------------------------------|-----------------------|-------|---------------------|-------|
| Population | | | | | |
| | 2021 Projection | 19,537 | | 34,539 | |
| | 2016 Estimate | 18,727 | | 33,355 | |
| | 2010 Census | 17,798 | | 32,059 | |
| | 2000 Census | 16,564 | | 30,870 | |
| | Projected Growth 2016 - 2021 | | 4.3% | | 3.5% |
| | Estimated Growth 2010 - 2016 | | 5.2% | | 4.0% |
| | Growth 2000 - 2010 | | 7.4% | | 3.9% |
| Households | | | | | |
| | 2021 Projection | 7,058 | | 12,440 | |
| | 2016 Estimate | 6,764 | | 12,010 | |
| | 2010 Census | 6,426 | | 11,536 | |
| | 2000 Census | 6,096 | | 11,284 | |
| | Projected Growth 2016 - 2021 | | 4.3% | | 3.6% |
| | Estimated Growth 2010 - 2016 | | 5.3% | | 4.1% |
| | Growth 2000 - 2010 | | 5.4% | | 2.2% |
| Median Household Income | | 67,934 | | 63,207 | |
| Tenure | | | | | |
| | Owner | 4,726 | 70.0% | 8,444 | 70.0% |
| | Renter | 2,036 | 30.0% | 3,566 | 30.0% |
| Median Home Value | | \$299,674 | | \$287,393 | |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

Table 2-19: Blue Hill River Highway District 5-Minute Market Area

| Top Employment Sectors | | | |
|---|----------------|--------------------------|---------|
| | Establishments | Employment (in millions) | Sales |
| Total | 495 | 6,289 | 1,343.1 |
| Retail Trade | 16 | 1,221 | 115.0 |
| Healthcare and Social Assistance | 48 | 769 | 190.2 |
| Professional, Technical, and Scientific | 25 | 664 | 42.4 |
| Accommodation and Food Services | 125 | 650 | 56.2 |
| Manufacturing | 9 | 439 | 0.3 |
| Educational Services | 20 | 453 | 630.8 |
| Other Services (except Public Administration) | 56 | 418 | 47.3 |

Source: Nielson Segmentation and Market Solutions, 2016 and FXM Associates

Similarly, the retail growth potential is more limited, as shown in Table 2-20.

Table 2-20: Potential Retail Development in the Blue Hill River Highway District, 5-Minutes Drive Time

| Potential Retail Development in the Blue Hill River Highway District, 5 minutes Drive Time | | | | | | |
|--|--------------------------------|--|-------------------------------------|----------------------|----------|---|
| Store and NAICS | Selected Sales Opportunity/Gap | | Potentially Supportable Square Feet | Estimates Capturable | | |
| | (2016 \$) | | | Square Feet | # Stores | |
| Beer, Wine and Liquor Stores - 4453 | \$8,272,255 | | 30,638 | 8,000 | | 2 |
| Other Miscellaneous Store Retailers - 4539 | \$2,813,235 | | 8,847 | 2,325 | | 1 |

Source: Nielsen Segmentation and Market Solutions, 2016; various industry sources for sales per square foot and square foot per store; and FXM Associates

Rental Housing Demand

Rental housing is increasingly considered an important asset to economic development, particularly as it enables a community to attract and/or retain its younger labor force and others who are not interested in or able to afford homeownership in traditional family neighborhoods. To the extent that rental housing development can complement mixed-uses in older downtown and neighborhood commercial centers, it also represents an opportunity to upgrade underutilized properties. Younger households and empty nesters are also able and willing, and often prefer, to live in areas that enable them to walk to restaurants, retail shops, recreational opportunities and even jobs that might not be suitable for traditional family housing. Employers are increasingly looking to communities that will enable their current and prospective employees to live and work in proximity to the business location. Virtually all of the major real estate developments recently completed, currently underway and/or proposed in greater Boston’s real estate market involve residential, retail/restaurant, and office components rather than stand-alone single uses.

FXM’s Housing Demand Model projects over the next five years the average annual demand for rental housing by age, income group, and affordable rental rates. The Housing Demand Model enables planners and developers to target types of rental units, in terms of cost and size and amenities, to various age groups of potential renters.

For the purposes of this analysis, the market area is defined as the area within a 20-minute drive time of the approximate center of Randolph. The 20-minute drive time area is consistent with the generally accepted view of the primary geographic area within which communities offer similar economic development attributes and constitute the competitive region for attracting jobs and households. This market area is shown in Figure 2-19. For this geographic area, FXM obtained proprietary data from A.C. Nielsen Segmentation and Market Solutions, estimating the number of households by age of householder and income ranges in 2016 and projected to 2021.



Figure 2-19: Area Encompassed by a 20-Minute Drive Time from the Center of Randolph

Source: Nielsen Segmentation and Market Solutions, 2016

Next, FXM applied its proprietary Housing Demand Model which incorporates data on mobility rates by age of householder, propensities to own or rent by age of householder, current and projected number of households by age and income, and the qualifying income standards of commercial rental management companies.

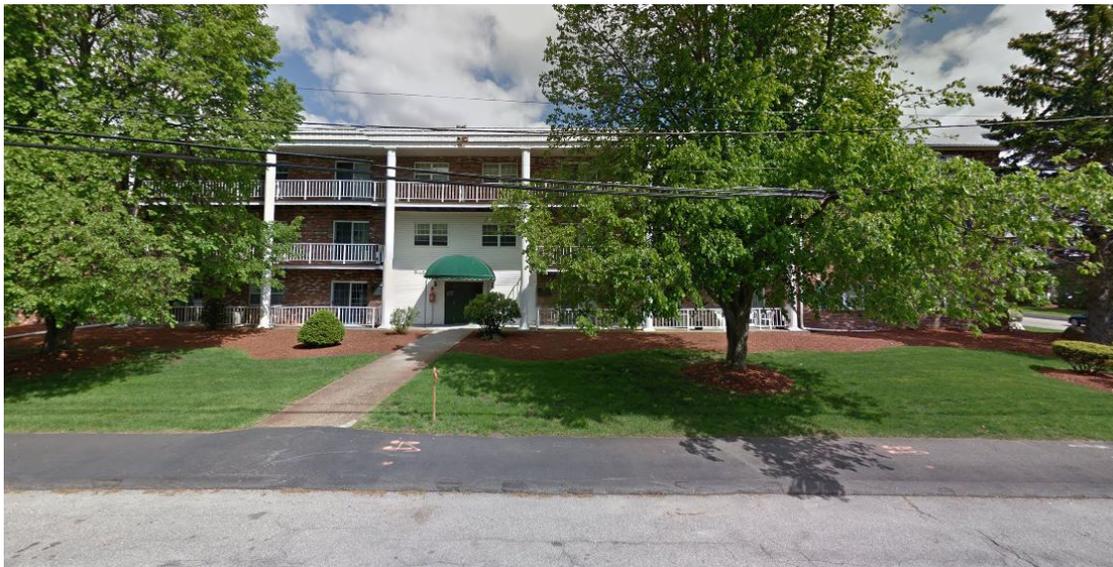


Figure 2-20 shows the average annual demand for all rentals by all age groups in the Randolph market area, taking into consideration ability to pay (using established housing affordability norms), propensity to move in any given year, and propensity to rent.

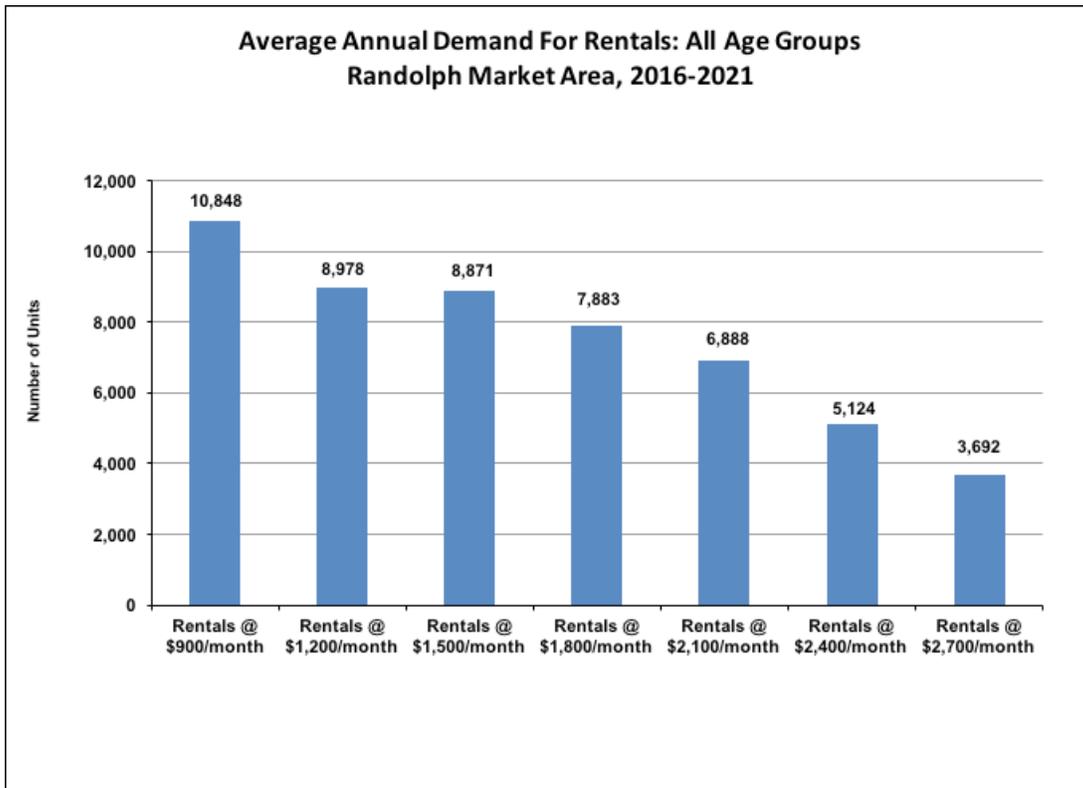


Figure 2-20: Average Annual Demand for Rentals

For example, of the total number of households (10,848), expected to move to rental housing each year within the 20-minute market area and able to afford at least \$900 per month rent, approximately 7,883 would be able to afford monthly rents of up to \$1,800.

As shown in Table 2-21, based on Randolph’s current share of rental housing in the market area and recent absorption rates in comparable projects, an estimated 91 households able to afford up to \$1,800 a month rent might be absorbed by additional rental development in a competitive rental property in Randolph each year. Table 2-21 presents these estimates for each of the rental points shown in Figure 2-20. Note that the figures in the demand columns are not additive. They are cumulative, with the “Rentals @ \$900” figure representing total estimated average annual demand in both Figure 2-20 and Table 2-21.

Table 2-21: Average Annual Demand for Rental Housing in Randolph, All Householder Age Groups, 2016-2021

| | Total Average Annual Demand in Market Area | Total Average Annual Demand in Randolph | Potential Capture in Randolph |
|-------------------|--|---|-------------------------------|
| Rentals @ \$900 | 10,848 | 416 | 125 |
| Rentals @ \$1,200 | 8,978 | 345 | 103 |
| Rentals @ \$1,500 | 8,871 | 341 | 102 |
| Rentals @ \$1,800 | 7,883 | 303 | 91 |
| Rentals @ \$2,100 | 6,888 | 264 | 79 |
| Rentals @ \$2,400 | 5,124 | 197 | 59 |
| Rentals @ \$2,700 | 3,692 | 142 | 43 |

Source: Nielsen Segmentation and Market Solutions, 2016 and FXM Associates

The information in Figure 2-20 can be further broken down into age groups, since rental housing developments often seek to attract households in particular age categories, such as retirees, young families, and young singles. Figure 2-21 presents the data for these age groups at selected rental points. As would be expected, demand declines as rent levels increase, for all age categories.

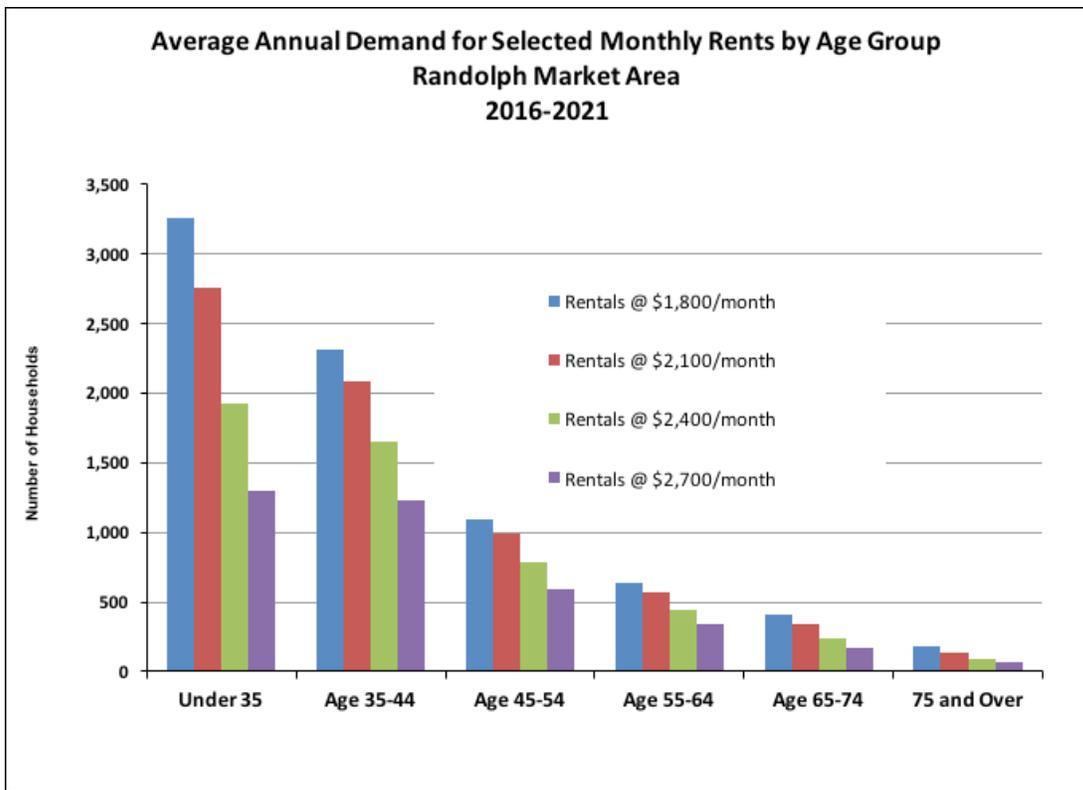


Figure 2-21: Average Annual Demand for Selected Monthly Rents by Age Group

Source: FXM Associates, Housing Demand Model, April 2017

The market area can be segmented by age and affordable rents, should the residential development potential in Randolph lend itself to smaller households (which tend to be in the under 35 and 55 to 74 age ranges), with sufficient qualifying incomes to afford units priced at the minimum necessary to support rehabilitation. Such rehabilitation could potentially be accomplished with historic tax credits, or new construction. Note that these minimum rent levels would be established once cost estimates are available for a specific potential development.

As previously mentioned, households within the under 35 and 55 to 74 age groups are the ones frequently targeted by developers for urban and specialty rental housing, such as reuse of formerly commercial and institutional structures, because they are less likely to have school age children and therefore more open to units with fewer bedrooms in locations that are not necessarily ideal environments for children. Figure 2-22 shows potential demand segmented by these age groups. At all rent levels, the potential demand by the households under 35 years old comprises a much larger market than do the households over age 55.

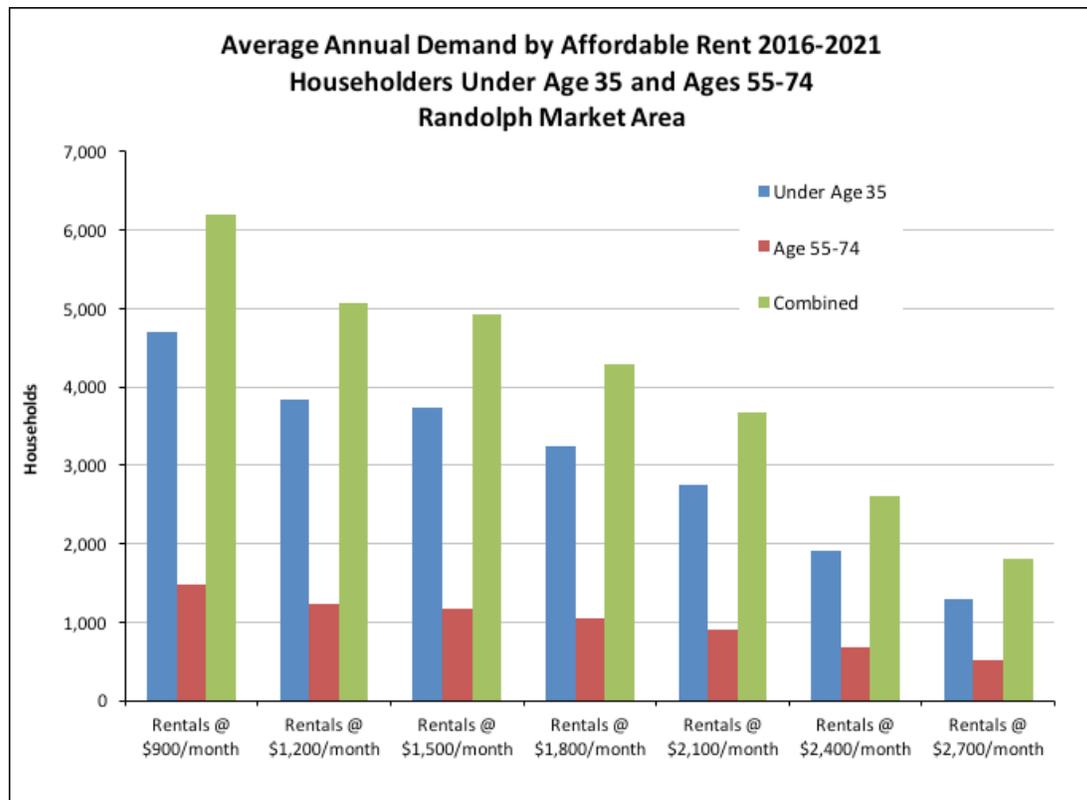


Figure 2-22: Average Annual Demand by Affordable Rent 2016-2021

Source: FXM Associates, Housing Demand Model, April 2017

Figure 2-23 adds another dimension to the estimation of future rental demand: the changes projected over the next five years in number of households by age and income. The incomes chosen are in the upper ranges, since these households can afford the higher rents necessary to support rehabilitated or newly constructed housing.

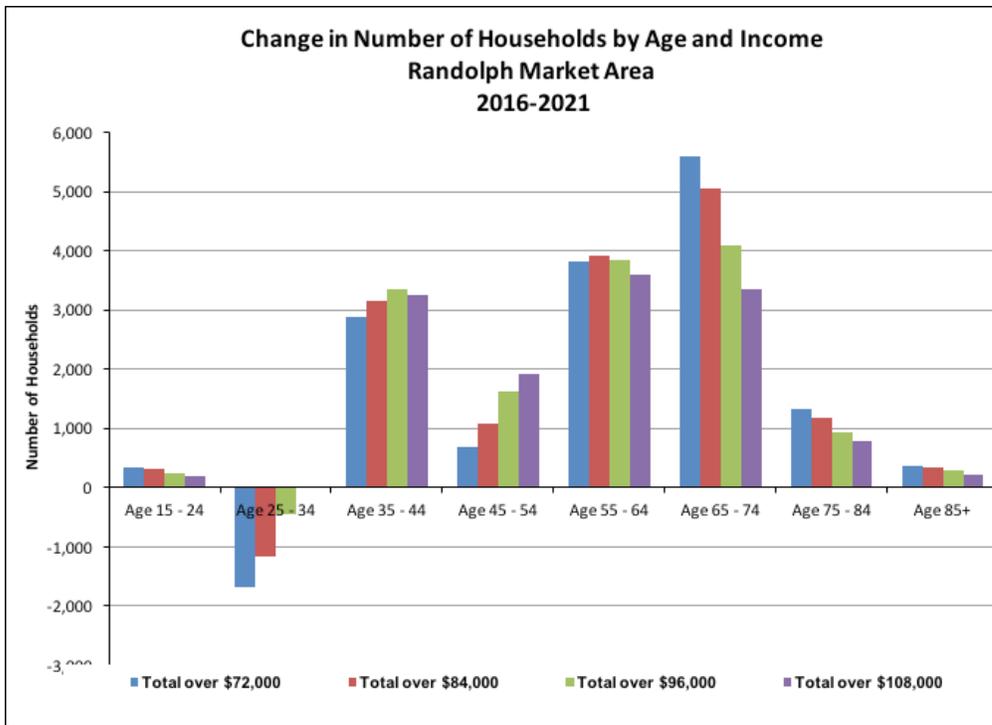


Figure 2-23: Change in Number of Households by Age and Income

Source: FXM Associates, Housing Demand Model, April 2017

Particularly striking is the projection of decline in the younger age cohort, ages 25 to 34, in the market area over the next five years. The greatest gains across income categories are estimated to be in the age 65 to 74 cohort, followed by age 55 to 64. The age category 45 to 54, typically a population segment at peak earning capacity, is estimated to make only small gains over the period, but the age 35 to 44 cohort is projected to make the third largest gains in the distribution. This is unlike what is anticipated in some areas of the state and a plus for marketing to these age groups over the next five years.

Households in the over \$72,000 income category can afford \$1,800 monthly rents. They are the smallest relative to other income groups in the age 45 to 54 category. This reflects the peak earning capacity of this age cohort. It is the only age group in the distribution to show increasing numbers of households as income increases. Also noteworthy is the indication that households in the highest income category (over \$108,000), who could afford rents up to \$2,700 per month, never lose population and remain robust even in the age 65-74 cohort, only dropping off after age 75.

Rental Listings

Comparing model results with a sample of actual rental listings in Randolph and surrounding towns gives some indication of willingness to pay, as distinct from affordability as defined in relation to income. Table 2-22 shows a sample drawn from online listings.

Table 2-22: Rental Listings for Randolph and Market Area*

| Rental Listings for Randolph and Market Area* | | | |
|---|---------|---------|-------------|
| Size | # Units | Rent | Square Feet |
| Studio | 8 | \$1,471 | 467 |
| 1 Bedroom | 82 | \$1,831 | 780 |
| 2 Bedrooms | 109 | \$2,051 | 1,071 |
| 3 Bedrooms | 18 | \$2,608 | 1,490 |
| 4 Bedrooms | 4 | \$3,338 | 1,300 |
| * Randolph and surrounding towns | | | |

Source: zillow.com listings sample for April 2017 and FXM Associates

The sample, although limited in time, suggests that one- and two-bedroom units offered at \$1,800 - \$2,000 would be competitive in Randolph and its market area.

Housing Sales

Although a lower priority for mixed-use developments, condominium housing may also be an option, depending on the development and the target market. Figure 2-24 shows estimates of annual demand for sales units by price and age of householder. The largest demand comes from households in the cohorts age 35 to 44 and age 45 to 54, reflecting the greater propensity of these age groups to own homes. These are the households most likely to contain school-age children.



Figure 2-24: Estimated Annual Demand for Sales Units by Price and Age of Householder: Randolph Market Area 2016-2021

Source: FXM Associates, Housing Demand Model, April 2017

2.3 ISSUES AND OPPORTUNITIES

The demographic data collected and analyzed in the above sections show many qualities that can contribute to Randolph's ability to achieve its goals, as well as some that may hinder it:

- Population growth – Randolph has a growing population that is expected to grow in the foreseeable future, a key ingredient for economic growth.
- Diversity – Randolph's population is 45% black/African American, 33% white, and 14% Asian, according to census data on single-race classification. This diversity is unique among suburban communities in Greater Boston and will be considered an asset by many prospective residents and businesses.
- Incomes – The median income for Randolph households is 91% that of Massachusetts, and there is less inequality; fewer households are in poverty, and the town has fewer households in the very high income categories.
- Housing – There are high rates of homeownership and long lengths of residence, both indicators of stability. The value, and therefore cost, of single family home purchase in Randolph is substantially less than the median sales prices within Norfolk County (64%) and Massachusetts overall (80%). Affordable housing can be a crucial asset for local economic development and incentive for business expansion and recruitment.
- Education – The town has a higher proportion of high school graduates than Norfolk County or the state, but a lower proportion of those with a bachelor's degree or higher. The labor force is considered sufficiently well-educated that it would not detract from business location prospects.

Data on the business sector are more mixed:

- Most businesses in Randolph are small businesses, and only 10 have over 100 employees.
- The Healthcare and Social Assistance sector is by far the largest employer in Randolph and Norfolk County.
- Healthcare and Social Assistance is the only sector projected to grow over the next five years in Randolph. All other sectors in the town are projected to lose jobs or to grow by only minor amounts.
- Norfolk County, by contrast, is projected to grow in all sectors except Manufacturing.
- Wages in the Healthcare and Social Assistance sector are substantially lower in Randolph than in the county: an estimated median of \$38,000 compared to \$55,000.
- Randolph has a relatively small share of the supply of commercial space within the area defined as its Submarket, but it has low vacancy rates in office, industrial, and retail space, suggesting there may be opportunities for growth.
- Retail potential, as estimated from the retail gap analysis for three target areas for development is positive for Crawford Square Business District and the Great Bear Swamp Highway District. The smaller Blue Hill River Highway District shows less retail potential.
- The Housing Demand Model indicates there is also potential for market rate residential development. If targeted to young professionals and empty-nesters, with few school aged children, rental housing will also be fiscally positive and an asset to attracting office and other commercial development, especially when located within walking distance of restaurants, retail shops, and recreational opportunities.

From interviews with local businesses, the following points emerged:

- The town is perceived as business friendly, with new efforts to promote recent developments, public realm improvements and municipal resources, all reflected in the brochure Randolph: We Mean Business! (see below).
- The town has several underutilized commercial parcels, some of which lie in targeted business districts and some of which could be redeveloped for mixed-use.
- Few of the owners of these parcels have the capacity to implement mixed-use developments; however, there are a few large-scale commercial property owners who are interested and capable of pursuing more intensive or high-density development.
- The recently reorganized Chamber of Commerce is engaged in a major membership drive, sponsoring seminars and workshops related to business operations. Establishing a co-worker/ co-maker space to support entrepreneurship and small business development is an important initiative the Chamber of Commerce is undertaking with the town.
- Suggestions were made that Town officials convene meetings or discussion groups with local businesses to discuss issues, opportunities, and suggestions for ways in which the master plan can be implemented in a more collaborative way.
- As noted above, the Town has identified several underutilized commercial parcels that are priorities for redevelopment at higher densities. They are summarized below from the Spring 2017 Randolph Economic Development Snapshot / Randolph: We Mean Business! report, which provides further details on the properties:
- Mazzeo Drive is to be redeveloped as a retail corridor. The Economic Development Snapshot highlights three parcels for potential new development projects.
 - 78 Pacella Park
 - 975 North Main Street
 - Mazzeo Drive
- 18 North Street, a former Burger King site in Crawford Square, is a target development area (see above retail gap analysis).
- 80 Trim Way, a vacant industrial/manufacturing site, has abundant water and sewer service.
- 18 Highland Avenue (at Mazzeo Drive), the former Chase Property, is a development site.
- 24-78 Teed Drive, a group of buildings comprising the East Randolph Industrial Park, include research and development, industrial, and office space> Two spaces are available in the Park and three industrial buildings have shipping docks.
- 19 Highland Avenue, formerly the VFW, is a commercial building with a variety of by-right uses.
- Scanlon Drive Commercial Lot, for sale in the Blue Hill River Highway District, has potential for a large mixed-use development.
- One issue with most of these sites is that, although the sites are suitable for high-density mixed-use development, some of the owners lack the capacity to redevelop them, according to the consultant hired by the Town to evaluate parcels for development and interviewed for this report.

- Surface parking lots in the downtown district are underutilized property in a prime location, and represent an opportunity for mixed-use development and increased tax revenue. The Town is already working to create a mixed-use overlay district with ground floor retail and upper floor residential, and may also need to consider an overall parking/circulation/traffic plan to achieve more effective use of the space.
- The Chamber of Commerce in Randolph is currently being reorganized, and a membership drive is planned. The reconstituted Chamber will focus on providing members with “value resources,” such as workshops and training in the basics of business, for example taxes and 401(k)s. The Chamber is also pursuing small scale initiatives, such as working with the Town Planner to develop co-worker/co-maker centers to enable small businesses to take advantage of new technologies by sharing costs and space. Although many retailers belong to the Chamber, it is unclear how many real estate developers or manufacturers are involved.

2.4 RECOMMENDATIONS

The following economic development recommendations have emerged from data analyses, interviews with various stakeholders, and the *Plan*'s vision statement and goals.

ED1. Produce marketing and promotional materials and events.

More marketing and promotion of the town, like We Mean Business! brochure, which has been well-received and contains specific information on parcels, should be undertaken. Many larger communities with well-staffed economic development resources have failed to produce such useful marketing materials.

ED2. Facilitate broader outreach to the business community.

In addition to informational articles and announcements in the local newspaper, identify social and political organizations to facilitate broader outreach to the business and resident community.

ED3. Provide developers and owners of vacant and underutilized properties with information and guidance through town regulations and ordinances to guide appropriate development of these parcels.

Town officials should continue working with owners of underutilized parcels to advance project concepts and feasibility and assist with any required zoning modifications. A single individual within the public sector in Randolph who can help orchestrate the development process for prospective developers/investors – including walking through various department reviews and approvals -- is a competitive advantage over most communities.

ED4. Work with the Chamber of Commerce to develop curriculum and workshops to assist businesses with parcel development.

Help the Chamber of Commerce reach out to developers to offer workshops and training relevant to them and include them in the Chamber.

ED5. The Town should engage the local business community with the assistance of the Chamber of Commerce.

The Town and the reorganized Chamber of Commerce should work to facilitate the engagement of the business community with the Town and with each other. Both should identify and promote opportunities for citizens and businesses to make input to project development.

ED6. Identify areas in the town that are appropriate for employers of Professional and Technical Services and Accommodations of Food Services.

Look to areas where growth is projected in Norfolk County and find ways to capture more of that growth. For example, Professional and Technical Services and Accommodation and Food Services sectors, where the prediction of Norfolk County growth is strong, and the projection of Randolph's losses is weak. Retail opportunities in target areas are previously detailed. All these sectors are key in mixed-use developments, along with higher density residential.

ED7. Market under-utilized parcels for the development of medical office space.

Healthcare and Social Assistance is a growth sector in Randolph and Norfolk County. With already low vacancy rates in office space, space in some of the underutilized parcels might be marketed as medical office space.

HOUSING

3.1 OVERVIEW

PURPOSE



Randolph was primarily a farming community when it was incorporated in 1793. In the years since, the town was the location of several large shoe manufacturers before evolving into the established suburban community of today. Currently, the most prevalent land use is residential housing, and its age, cost, and availability are important factors defining the character of the town.

This Housing Element provides an analysis of existing demographics and housing conditions, which the town can use in anticipating and addressing future residential development.



COMPONENTS

This element includes the following components:

OVERVIEW – Preface to the Housing Element, including a list of information sources.

CONDITIONS AND TRENDS – Mapping and analysis of demographics, existing housing stock, and affordability in Randolph.

ISSUES AND OPPORTUNITIES – Consideration of several issues affecting near term and future housing opportunities for the town.

RECOMMENDATIONS – The complete list of recommendations and accompanying actions that would be associated with their implementation.

INFORMATION SOURCES

To determine the demographics of the town's residents and evaluate the condition of its existing housing, information from multiple sources was examined. The following provides a list of various documents that were reviewed in assessing the town's housing conditions:

- 2011-2015 American Community Survey 5-Year Estimates, U.S. Census Bureau.
- Census 2000 Summary File 1, U.S. Census Bureau.
- Chapter 40B Subsidized Housing Inventory, Massachusetts Department of Housing and Community Development, 2014.
- Randolph Master Plan, Town of Randolph, 2000.
- U.S. Census 2010 Summary File 1, U.S. Census Bureau.
- Vintage 2015 Population Projections, University of Massachusetts Donahue Institute, 2015.

3.2 HOUSING GOALS AND OBJECTIVES

The following list of goals and objectives for the *Housing Element of the Randolph Comprehensive Master Plan* are compiled from the analysis of existing conditions and meeting discussions with residents and stakeholders.

A review of the 2000 *Randolph Master Plan* indicates that some of its goals are still relevant today. Those goals and associated actions have been incorporated in the list below as goals and objectives, to the extent that they remain relevant.

GOAL 1: Randolph offers housing units for a range of incomes and ages.

Objective 1.1: Encourage redevelopment of older multifamily complexes by revising multi-family zoning requirements to reduce density and increase amenities.

Objective 1.2: Consider adoption of Inclusionary Housing ordinance to require 10% of new housing units to be affordable.

GOAL 2: Residential densities align with available infrastructure.

Objective 2.1: Adopt regulations for cluster development.

GOAL 3: Property owners are “good neighbors” and invest in the community.

Objective 3.1: Encourage residents to stay in Randolph longer by offering housing choices that enable seniors to “age in place,” for “empty nesters” who no longer need family-sized housing to stay in the community, and “live/work” settings for the younger population.



3.3 CONDITIONS AND TRENDS

DEMOGRAPHICS

Between 2000 and 2010, the town’s population increased 3.7%, from 30,963 to 32,112 people. Shown in Table 3-1, this is a greater increase than what was experienced in Norfolk County (3.2% increase) or the state (3.1% increase). Randolph continued to grow at a slightly greater rate to an estimated 33,409 people in 2015. Norfolk County and Massachusetts also experienced population growth, but at slower rates than that experienced between 2000 to 2010.

Table 3-1: Randolph, Norfolk County, and Massachusetts 2000, 2010, and 2015 (Estimated) Population and Population Change

| GEOGRAPHIC AREA | 2000 | 2010 | 2015 (ESTIMATED) |
|--|-----------|-----------|------------------|
| Randolph | 30,963 | 32,112 | 33,409 |
| Norfolk County | 650,308 | 670,850 | 687,721 |
| Massachusetts | 6,349,097 | 6,547,629 | 6,705,586 |
| Sources: U.S. Census Bureau, Census 2000 Summary File 1, Census 2010 Summary File 1, and Table S0101: Age and Sex, 2011-2015 American Community Survey 5-Year Estimates. | | | |

The population is expected to continue growing in the upcoming years, though at a slightly lower rate. The University of Massachusetts Donahue Institute forecasted population projections in their 2015 report “Long-term Population Projections for Massachusetts Regions and Municipalities,” prepared for the Office of the Secretary of the Commonwealth of Massachusetts. Their estimates reflected continued positive population growth rates in Randolph between 2010 and 2030 (see Table 3-2). The Metropolitan Area Planning Council (MAPC) also forecasts continued positive population growth rates in Randolph, assuming “status quo” growth or loss. However, their forecasts estimate slower growth rates than those forecasted by the University of Massachusetts Donahue Institute report, with Randolph’s 2020 and 2030 percent growth estimated at 3.5% and 3.8%, respectively. Regardless of the magnitude, the estimated increase in population will directly impact housing. The demand for and availability of housing will be affected, as well as infrastructure, town facilities and services, and schools.

Table 3-2: Randolph, Norfolk County, and Massachusetts Population Projections and Population Change

| GEOGRAPHIC AREA | 2010 | 2020 | 2030 | CHANGE 2010-2020 | CHANGE 2020-2030 |
|---|-------------|-------------|-------------|-------------------------|-------------------------|
| Randolph | 32,112 | 36,776 | 40,693 | 14.5% | 10.7% |
| Norfolk County | 670,850 | 729,296 | 771,889 | 8.7% | 5.8% |
| Massachusetts | 6,547,629 | 6,950,668 | 7,231,126 | 6.2% | 4.0% |
| <i>Source: University of Massachusetts Donahue Institute Vintage 2015 Population Projections, March 2015.</i> | | | | | |

Table 3-3 shows the current estimated distribution of age groups in Randolph, Massachusetts, and the United States. The largest segment of Randolph’s population is under 20 years old, which accounts for a little more than 22% of the total population. The population who are 35 to 64 years old comprise over 40% of the population. The housing choices, spending habits, and other contributions to the local economy from this particular age group, which are people in their prime earning years, is important to the town. The senior population, those 65 or older, is over 15% of the town’s total population. The senior population often have different housing needs than the needs of the younger residents.

Table 3-3: Randolph, Norfolk County, and Massachusetts Estimated 2015 Population by Age Group

| AGE GROUP | RANDOLPH | NORFOLK COUNTY | MASSACHUSETTS |
|--|-----------------|-----------------------|----------------------|
| 0 to 19 Years | 22.1% | 24.5% | 24.0% |
| 20 to 24 Years | 7.0% | 5.9% | 7.2% |
| 25 to 34 Years | 12.7% | 12.3% | 13.6% |
| 35 to 44 Years | 13.5% | 12.9% | 12.7% |
| 45 to 54 Years | 15.2% | 15.7% | 14.9% |
| 55 to 64 Years | 14.1% | 13.3% | 12.9% |
| 65 or Older | 15.4% | 15.4% | 14.7% |
| <i>Source: U.S. Census Bureau, Table S0101: Age and Sex, 2011-2015 American Community Survey 5-Year Estimates.</i> | | | |

HOUSING CHARACTERISTICS AND STATISTICS

Randolph's housing stock is composed of a variety of types and sizes. The distribution and density of residential housing is shown in the Residential Land Use Map in the *Land Use Element*. Similar to other Boston-area suburbs, Norfolk County, and Massachusetts, the most common housing type is the detached single-family home. Over 70% of Randolph's housing are single-family units, and they make up the majority of units throughout town. Large multi-family developments are found throughout the center of town along North Main Street, off the northern portion of Highland Avenue, and off Liberty Street. The lack of housing diversity within Randolph is also shown in Table 3-4. The town's housing is predominantly single-family homes, while both Norfolk County and the state have higher percentages of smaller housing developments.

Table 3-4: Randolph, Norfolk County, and Massachusetts Housing Units in Structures

| | RANDOLPH | NORFOLK COUNTY | MASSACHUSETTS |
|-------------------------|----------|----------------|---------------|
| Occupied Housing Units | 12,045 | 259,545 | 2,549,721 |
| Single-family, Detached | 63.2% | 59.4% | 52.2% |
| Single-family, Attached | 11.0% | 4.8% | 5.4% |
| Two-family | 4.6% | 6.7% | 10.2% |
| Multi-family, 3-4 Units | 1.8% | 5.9% | 10.6% |
| Multi-family, 5-9 Units | 2.5% | 5.2% | 5.9% |
| Multi-family, 10+ Units | 16.8% | 17.7% | 14.9% |
| Units, Other | 0.1% | 0.4% | 0.8% |

Source: U.S. Census Bureau, Table S2504: Physical Housing Characteristics for Occupied Housing Units, 2011-2015 American Community Survey 5-Year Estimates.

Randolph's owner-occupancy rate of almost 70% is consistent with detached single-family homes as the majority housing type, and is virtually the same proportion as in Norfolk County and higher than the state's 62% (see Table 3-5). The town's almost 12,800 housing units are nearly fully occupied, with a vacancy rate of 5.9%, which is similar to the county's occupancy rate, and higher than that of the state. A 5.0% vacancy rate is considered full occupancy, with sufficient unit availability to allow for the opportunity to move to other units.

Table 3-5: Randolph, Norfolk County, and Massachusetts Occupied and Vacant Housing Units

| | RANDOLPH | NORFOLK COUNTY | MASSACHUSETTS |
|--|-----------------|-----------------------|----------------------|
| Total Housing Units | 12,798 | 272,397 | 2,827,820 |
| Occupied | 94.1% | 95.3% | 90.2% |
| Vacant | 5.9% | 4.7% | 9.8% |
| Owner-occupied | 69.4% | 68.8% | 62.1% |
| Rent-occupied | 30.6% | 31.2% | 37.9% |
| <i>Source: U.S. Census Bureau, Table DP04: Selected Housing Characteristics, 2011-2015 American Community Survey 5-Year Estimates.</i> | | | |

A generally positive indicator of a cohesive community is the amount of time individuals stay in their home. Table 3-6 presents the length of time that residents have been in their home within Randolph, Norfolk County, and Massachusetts. Lengths of residence are similar across all three areas as the median year that the householder moved into the home is 2003 for Randolph and Norfolk County, and 2004 for Massachusetts. The longer residents stay, the greater the opportunity to build a community of people who have a stake in the town's future.

Table 3-6: Randolph, Norfolk County, and Massachusetts Length of Time in Home

| LENGTH OF TIME IN HOME | RANDOLPH | NORFOLK COUNTY | MASSACHUSETTS |
|--|-----------------|-----------------------|----------------------|
| Less than 5 Years | 25.5% | 26.6% | 28.8% |
| Between 5 and 15 Years | 35.8% | 33.9% | 34.4% |
| Between 15 and 25 Years | 17.0% | 17.8% | 16.8% |
| Between 25 and 35 Years | 8.4% | 9.0% | 8.6% |
| Over 35 Years | 13.3% | 12.7% | 11.4% |
| <i>Source: U.S. Census Bureau, Table DP04: Selected Housing Characteristics, 2011-2015 American Community Survey 5-Year Estimates.</i> | | | |

Randolph’s housing stock is somewhat younger than that of Norfolk County or the state (see Table 3-7). The three areas have a similar amount of homes built since 1980, but the county and state have almost twice as many homes built in 1939 or earlier. Randolph has more homes dating from 1940 to 1979 than the county or state, which seems to reflect the impact of regional highway construction and the approximately 270% population increase from 7,634 residents in 1940 to 28,218 in 1980.

Table 3-7: Randolph, Norfolk County, and Massachusetts Age of Housing by Year Built

| YEAR HOME BUILT | RANDOLPH | NORFOLK COUNTY | MASSACHUSETTS |
|-----------------------|----------|----------------|---------------|
| Median Age of Homes | 1966 | 1961 | 1959 |
| Built 2000 to 2015 | 7.5% | 9.0% | 8.5% |
| Built 1980 to 1999 | 20.2% | 18.2% | 18.2% |
| Built 1960 to 1979 | 32.4% | 23.7% | 22.0% |
| Built 1940 to 1959 | 24.4% | 21.6% | 17.3% |
| Built 1939 or Earlier | 15.5% | 27.3% | 34.0% |

Sources: U.S. Census Bureau, Table B25034: Year Structure Built and Table B25035: Median Year Structure Built, 2011-2015 American Community Survey 5-Year Estimates.



Larger differences emerge in median home values. Randolph’s residents have been able to benefit from housing that tends to be less expensive than housing found in many other communities in the region. Shown in Figure 3-1, Randolph’s median value is considerably below that of the county and state overall. The town’s median home value has been at least \$100,000 less than the county’s. The median value of a single-family home in Randolph in 2015 was only 67% of Norfolk County’s and 80% of Massachusetts’s estimated median home values. While the median value has fallen in each of the past seven years in all three areas, Randolph has experienced a larger decrease (over \$66,000, \$15,400, and \$24,500 in Randolph, Norfolk County, and Massachusetts, respectively).

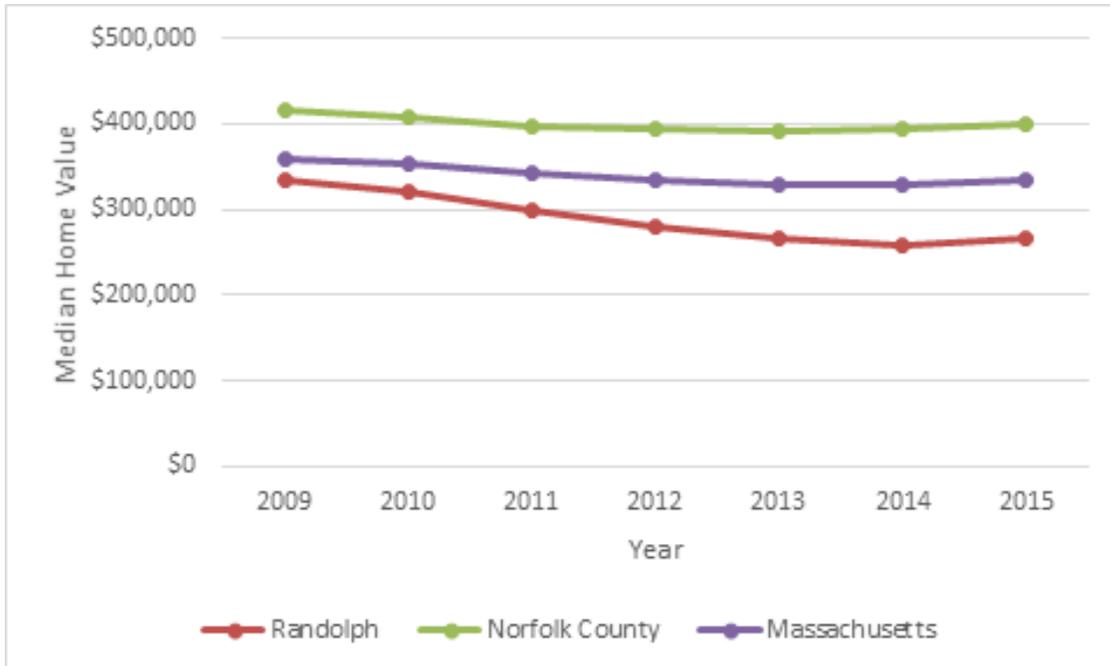


Figure 3-1: Randolph, Norfolk County, and Massachusetts Median Home Value

Source: U.S. Census Bureau, Table B25109: Median Value by Year Householder Moved into Unit, 2005-2009/2006-2010/2007-2011/2008-2012/2009-2013/2010-2014/2011-2015 American Community Survey 5-Year Estimates.

As rental units offer flexibility and options to people relocating to the area, their availability, variety, and pricing are important. Randolph’s rental housing is primarily within large apartment developments, but 26% are single-family homes (U.S. Census Bureau, Table B25032: Tenure by Units in Structure, 2011-2015 American Community Survey 5-Year Estimates). The vacancy rate for rental units in Randolph, Norfolk County, and the state is 7.7%, 4.0%, and 4.2%, respectively (U.S. Census Bureau, Table DP04: Selected Housing Characteristics, 2011-2015 American Community Survey 5-Year Estimates).



The average monthly rent has steadily risen in the three areas over the past seven years (see Figure 3-2). The average rent within the state has consistently been less than the average rent in Randolph or Norfolk County. Randolph's average monthly rent has typically been slightly less than Norfolk County's average rent, but the difference between the two has been decreasing in the last five years as the town's average rent is increasing more quickly than within the county or state.

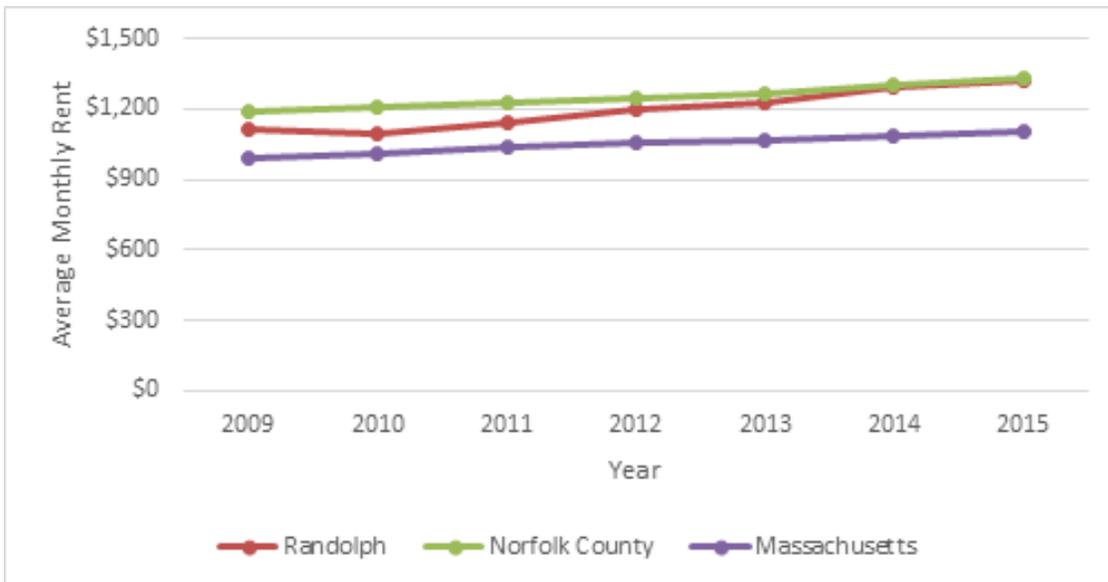


Figure 3-2: Randolph, Norfolk County, and Massachusetts Average Monthly Rent

Source: U.S. Census Bureau, Table DP04: Selected Housing Characteristics, 2011-2015 American Community Survey 5-Year Estimates.

AFFORDABILITY

There are two types of affordable housing units in Randolph: deed restricted units created under Massachusetts General Laws Chapter 40B, Sections 20-23 (Chapter 40B), and generally older, moderately-priced units without deed restriction. The purpose of Chapter 40B is to provide for a regionally fair distribution of affordable housing for people with low- or moderate-incomes. Affordable housing units created under Chapter 40B remain affordable over time due to an affordable housing deed restriction that limits resale prices and rents for a number of years, if not permanently. Only low- or moderate-income households are eligible to purchase or rent a deed restricted unit. Unrestricted affordable housing units can also help meet housing needs provided the market-based pricing allows. However, any household may purchase or rent these units as income status is not a factor.

The statewide goal established by Chapter 40B is for a minimum of 10% of the year-round housing units (based on the most recent federal census) in every city or town to be deed restricted affordable housing. The Zoning Board of Appeals (ZBA) is authorized by Chapter 40B to grant a comprehensive permit (a single permit incorporating all local approval requirements) to qualified developers to build affordable housing. Although the ZBA can approve, conditionally approve, or deny a comprehensive permit, in communities that do not meet the 10% threshold, developers may appeal to the state Housing Appeals Committee.

The State's Subsidized Housing Inventory (SHI) indicates that of Randolph's 11,980 year-round housing units in 2010, 10.7% (1,279 units) qualified as deed restricted affordable housing. The current excess is only 81 units. Provided Randolph remains over the 10% threshold, the potential for unwanted comprehensive permits is prevented.

Housing affordability is affected by growth in housing prices and rent, especially when combined with slow growth or declining incomes. The U.S. Department of Housing and Urban Development (HUD) defines housing cost burden as the condition when a person spends more than 30% of their income on housing and utilities. In such situations, households may find necessities, such as food, clothing, and transportation, are difficult to afford. Housing cost burden is a significant indicator of affordable housing need. Although Randolph exceeds the 10% threshold established by Chapter 40B legislation, a significant number of low- and moderate-income households are burdened by the cost of housing. As Table 3-8 shows, a greater percentage of people in the town (all occupied homes, owners, and renters) are cost-burdened than within the county or state.

Table 3-8: Randolph, Norfolk County, and Massachusetts Homes with Monthly Housing Costs at Least 30% of Household Income by Home Occupation Status

| OCCUPATION STATUS | RANDOLPH | NORFOLK COUNTY | MASSACHUSETTS |
|-----------------------|----------|----------------|---------------|
| Occupied Homes | 43.3% | 34.7% | 37.0% |
| Owner-occupied Homes | 39.5% | 29.4% | 30.4% |
| Renter-occupied Homes | 51.8% | 45.9% | 47.8% |

Source: U.S. Census Bureau, Table S2503: Financial Characteristics, 2011-2015 American Community Survey 5-Year Estimates.

Housing burden can affect homes across a range of income levels and impacts both owner- and renter-occupied homes, as indicated in Table 3-9. In Randolph, across several income levels, the town has a greater percentage of the population that is housing cost burdened than the region or state.



Table 3-9: Randolph, Norfolk County, and Massachusetts Homes with Monthly Housing Costs at Least 30% of Household Income by Household Income

| INCOME | RANDOLPH | NORFOLK COUNTY | MASSACHUSETTS |
|---|----------|----------------|---------------|
| OCCUPIED HOMES | | | |
| Less than \$20,000 | 11.3% | 8.4% | 11.8% |
| \$20,000 to \$34,999 | 8.9% | 7.1% | 8.5% |
| \$35,000 to \$49,999 | 6.7% | 5.4% | 5.7% |
| \$50,000 to \$74,999 | 11.7% | 6.6% | 5.9% |
| \$75,000 or More | 4.7% | 7.2% | 5.1% |
| Owner-occupied Homes | | | |
| Less than \$20,000 | 5.3% | 4.4% | 5.7% |
| \$20,000 to \$34,999 | 6.7% | 5.0% | 5.8% |
| \$35,000 to \$49,999 | 6.7% | 4.1% | 4.7% |
| \$50,000 to \$74,999 | 14.0% | 6.6% | 6.8% |
| \$75,000 or More | 6.8% | 9.3% | 7.4% |
| Renter-occupied Homes | | | |
| Less than \$20,000 | 25.0% | 17.1% | 21.7% |
| \$20,000 to \$34,999 | 13.6% | 11.8% | 5.8% |
| \$35,000 to \$49,999 | 6.9% | 8.2% | 7.4% |
| \$50,000 to \$74,999 | 6.3% | 6.4% | 4.5% |
| \$75,000 or More | 0.0% | 2.4% | 1.4% |
| Source: U.S. Census Bureau, Table S2503: Financial Characteristics, 2011-2015 American Community Survey 5-Year Estimates. | | | |

3.4 ISSUES AND OPPORTUNITIES

There are several housing themes that need to be considered in planning for Randolph's future: neighborhood preservation, sustainable growth patterns; and housing choice and affordability. The types of housing and the sizes, prices, and locations often determine who can choose to live in a particular community. The decisions Randolph makes about housing will affect its current and future residents, as well as impact the development patterns in the near future.

NEIGHBORHOOD PRESERVATION

People who move to Randolph stay in the town for a considerable length of time, which provides the opportunity to build a community of people who have a stake in the town's future. To encourage residents to stay longer, Randolph can provide a variety of housing serving a range of economic and family types. As previously mentioned, creation of housing choices would enable seniors to "age in place," for "empty nesters" who no longer need family-sized housing to stay in the community, and "live/work" settings for the younger population.

HOUSING CHOICE AND AFFORDABILITY

Randolph does not have a large diversity of housing types. As mentioned in the *Land Use Element*, the predominant land use patterns in Randolph are residential uses composed of low-density single-family homes that are reflective of suburban residential character. Only 2.1% of all residential land (0.9% of Randolph's total land area) is dedicated to multi-family development with four or more units. Large multi-family residential areas are generally clustered in large parcels with access to arterial roadways, but there is a lack of small apartment homes throughout the town.

As forecasted in the *Economic Development Element*, demand for small apartment units may increase in the next four to five years, especially in under-35 years old and senior populations. Reuse of formerly commercial and institutional structures and other specialty rental housing types can be promoted for these populations as they are generally receptive to smaller units in non-traditional locations. In addition, promoting mixed-use development with residential units above commercial uses would support adding small apartments to the variety of Randolph's housing. Provisions for the encouragement of similar development have already been incorporated into the Crawford Square Business District, but could be extended to other locations, such as the Route 28 and 139 corridors, and along the transitions between commercial areas and residential neighborhoods.

While the *Economic Development Element* noted that households in the highest income category (over \$108,000) are estimated to not lose population in the next five years across all age categories, until those over 75 years old, there is a significant population within the town that are cost burdened by current housing costs. Future land development may lead to market pressures, resulting in increased housing prices from heightened demand for housing and decreased availability. A potential approach to address the availability of affordable housing is to encourage the development of new units not served by the single-family residential market.

In addition, while Randolph has in excess of the 10% threshold for Chapter 40B, the town is in compliance by only 81 units. To create permanently affordable housing, the town could incorporate inclusionary zoning (IZ) into its policies. IZ requires developers to reserve a portion of the housing units in their development for affordable to low- and moderate-income households. To ensure a variety of housing types are among the permanently affordable, Randolph could require inclusion of affordable units on site within all proposed multifamily or townhouse developments.

SUSTAINABLE GROWTH PATTERNS

The senior population, as noted earlier, often requires additional services and have housing needs that differ from the needs of their younger neighbors. Amenities, such as shuttle service and convenient access to groceries, health care, and community centers really matter to many seniors, especially the very elderly who no longer drive. Aging in place is an important consideration in housing planning as many communities hope seniors will be able to stay in their homes as they age, yet it is more difficult to serve a broadly dispersed senior population.

Although small pockets of Randolph are still using septic systems, they are being added to the sewer network. To minimize the strain on environmental and municipal systems, new development should be located and concentrated to use existing infrastructure. Increased residential density could take advantage of current services and facilities and decrease the reliance on driving within the community. Randolph can encourage growth through the reuse of large and small vacant commercial and industrial sites, as well as the expansion of mixed-use developments. Focusing developments in areas with existing facilities and infrastructure away from undeveloped areas will also help preserve open space, foster revitalization in business areas, and allow for more efficient use of existing facilities and infrastructure.

3.5 RECOMMENDATIONS

The following housing recommendations were developed to address the issues of housing choice, affordability, and neighborhood preservation. They provide a pathway toward the community's vision for Randolph and serve as a basis for implementing the *Comprehensive Master Plan*.

H1. Increase affordable housing availability in appropriate locations to ensure the needs of current and future residents are met.

A significant portion of Randolph's residents are burdened by housing costs. The Town may need to help promote affordable housing that matches the needs within the community. For example, encouraging affordable "starter homes" and developments with residential and commercial uses in compatible locations, negotiating with property owners to ensure affordable housing units continue to be deed restricted, and/or incorporating inclusionary housing policies into the Zoning Ordinances.

H2. Preserve, maintain, and upgrade existing affordable housing units.

The condition and characteristics of housing affects the overall quality of life for those residents who are house burdened. To reinforce the value and quality of the residential areas, the Town could improve the streetscape and provide pedestrian enhancements, implement a preventative maintenance schedule for Town-owned facilities, and promote improvements to non-conforming homes. The Town could also explore the use of grant program funding to preserve and maintain affordable housing units.

H3. Promote homeownership throughout the town.

The length of time residents stay within Randolph is similar to residency time in both Norfolk County and the state. To distinguish Randolph and build a community of people who have a stake in the town's future the Town could encourage homeownership. Homeownership creates a more stable community as homeowners tend to move less frequently than renters. In addition, homeowners have a greater financial stake in the appreciation of home values, and are likely to spend money on upgrades and maintenance.

H4. Expand the mix of housing choices throughout town for a range of incomes, ages, and family types.

Single-family homes are significantly more plentiful than other types of housing within Randolph. The housing types throughout the town should be reflective of the changing demographics and needs of its residents. For example, young people starting their adult lives need smaller, less expensive housing convenient to shopping, services, and transit. Later, as people age, they may downsize from single-family homes to apartment-style housing with conveniently located amenities. A supply of housing options for a range of incomes, ages, and family types would help retain existing residents and attract new residents. The Town could support the addition of townhouse, multi-family, and senior housing choices where they are compatible with other uses.

OPEN SPACE AND RECREATION

4.1 OVERVIEW

PURPOSE



This *Open Space and Recreation Element* of the *Randolph Comprehensive Master Plan* provides a foundation on to which the Town can construct a long-range plan for the municipality's future protection, needs, and expansion of open space resources and recreation facilities.

The Town of Randolph has long understood the importance of open space and recreation facilities to its community. The Town has invested in preserving parcels of land and expanding facilities to provide benefits to the lifestyles of the residents. Over the past decade, the Town has undertaken a variety of initiatives to improve open space through funding of streetscape, public park, and recreation improvements. These projects directly relate to the improvement of the community's quality of life.

Randolph residents have expressed their attraction to the town's open space areas and available recreation amenities. These residents have affirmed a desire to protect, maintain, and enhance these resources to improve their community's delivery of services and amenities to residents and visitors alike.

Open space resources are considered an integral part of the townscape and valued for the amenities and benefits provided to the Town's neighborhoods. In addition, open space plays an important role in providing the image and fostering the perception that residents have of their Town.

Recreation is considered to the extent that it is an integral component of the Town's lifestyle. Within Randolph, recreational resources are valued for providing year-round access to programs and structures that support active and passive recreation activities desired by its residents.

A more detailed analysis of Randolph's open space and recreation resources and planning initiatives are provided under separate cover in the *Randolph Open Space and Recreation Plan* that is being concurrently prepared with this comprehensive master plan.

OPEN SPACE AND RECREATION PLAN

There is some overlap between this element of the master plan and the separate *Open Space and Recreation Plan*. However, this element section and the *Open Space and Recreation Plan* each serve a specific purpose.

- The *Open Space and Recreation Plan* identifies strategies that the Town may use to best manage existing resources, acquire additional lands and foster public use of the lands and facilities. The plan follows State requirements to provide Randolph with a plan of specific open space and recreation recommendations, and steps to implement those recommendations, within a short-term (five to seven year) timeframe.
- The *Open Space and Recreation Element* identifies general goals, objectives, and recommendations for a more long-term (ten to twenty year) timeframe. This element considers more the planning and policy aspects of managing the community's open space and recreation resources.

COMPONENTS

This element includes the following components:

OVERVIEW – An introduction to the Open Space and Recreation Element, discussion of the separate *Open Space and Recreation Plan*, a list of the element's components, and a list of document sources referenced in the preparation of the element.

GOALS AND OBJECTIVES – Open Space and Recreation oriented goals and objectives, based on information obtained from Steering Committee meetings, Open Space and Recreation Plan subcommittee meetings, resident feedback and surveys, and relevant plans and studies.

EXISTING OPEN SPACE – Analysis and mapping of existing open space and conservation parcels, settings, and patterns within the Town of Randolph.

EXISTING RECREATION – Analysis and mapping of existing recreation facilities, parcels, settings, and patterns within the Town of Randolph.

ISSUES AND OPPORTUNITIES – Consideration of planning issues affecting current inventory of open space and recreation parcels and opportunities for change.

RECOMMENDATIONS – List of recommendations with accompanying actions that would be associated with their implementation.

INFORMATION SOURCES

Information reviewed and used in the writing and documentation of this element was obtained from the following sources:

- *2000 Randolph Master Plan*
- *2000 Open Space and Recreation Plan*
- *2009 Open Space and Recreation Plan Update*
- *2013 Randolph Preservation Plan*
- *Randolph Economic Development Report - Spring 2017*
- Database and mapping information obtained from the Massachusetts Office of Geographic Information (MassGIS) system.
- *Massachusetts Land Parcel Database*, a dataset description and field list compiled by the Metropolitan Area Planning Council (MAPC).
- MapGeo digital mapping information provided on the Town of Randolph.
- National Heritage and Endangered Species Program (NHESP).

The Town of Randolph has a large percentage (21.6%) of its 6,692 acres designated as open space or set aside for recreational use. Figure 4-1 graphically represents the distribution of these lands and resources within Randolph's municipal borders. The goals, objectives and recommendations for the Town to consider in planning for current and future management of these parcels of land are discussed in the body of this element section.



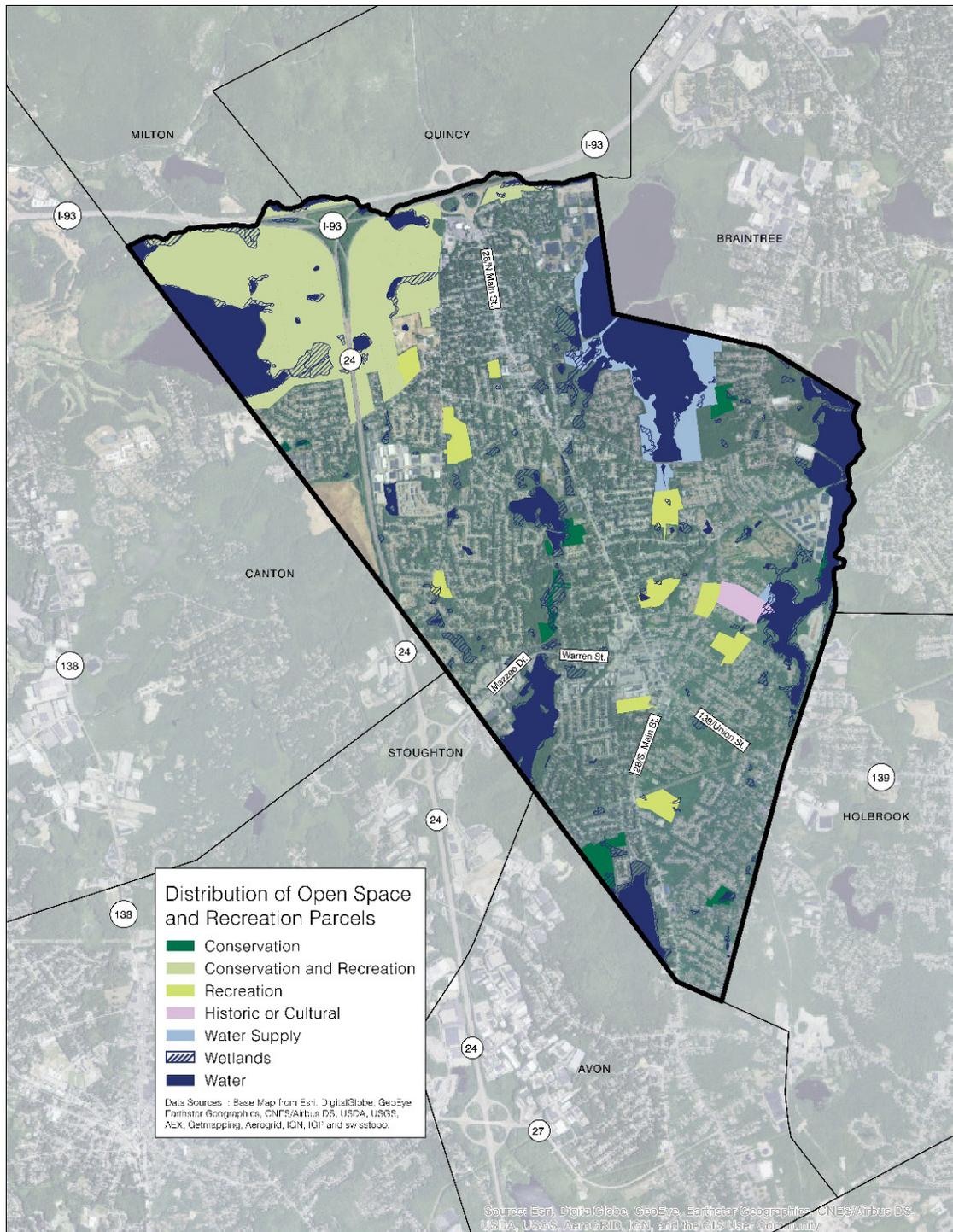


Figure 4-1: Distribution of Open Space and Recreation Parcels

4.2 OPEN SPACE AND RECREATION GOALS AND OBJECTIVES

The following list of goals and objectives for the *Open Space and Recreation Element* of the *Randolph Comprehensive Master Plan* has been compiled from analysis of existing conditions within the Town, insights provided by the general public during outreach events, Town staff, Town board and committee members, and survey responses offered by residents and stakeholders.

A review of the *2000 Open Space and Recreation Plan* and *2009 Open Space and Recreation Plan Update* indicates that some of the Town's previous goals remain relevant. Those goals and associated objectives are integrated into the following list. A more comprehensive list of open space and recreation oriented goals, objectives, action items and recommendations is available in the *Open Space and Recreation Plan Update* which is developed simultaneously with this *Randolph Comprehensive Master Plan*.

The list of goals and objectives for the *Open Space and Recreation Element* of the *Randolph Comprehensive Master Plan* is as follows:

GOAL 1: Protect and enhance the image, character, and quality of the open space and recreation resources within the Town of Randolph.

Objective 1.1: Enhance the environmental qualities of Randolph.

Objective 1.2: Continue the protection of existing resources from encroachment and impact by incompatible uses.

Objective 1.3: Foster the environmental assets of Randolph to provide greater access and services to all residents.

GOAL 2: Designate existing unprotected open space, and identify additional at-risk parcels of land, as protected open space.

Objective 2.1: Include undeveloped forests when identifying future protected open space and recreational areas.

Objective 2.2: Identify open space assets that are most vulnerable to development pressures.

Objective 2.3: Designate open space areas that include all Core Habitats and Critical Natural Landscapes, as designated by the Natural Heritage & Endangered Species Program.

GOAL 3: Protect and preserve existing open space areas and acquire new lands to safeguard natural resources and provide additional recreational opportunities.

Objective 3.1: Protection of existing environmentally sensitive areas to meet current local, state and federal regulations.

Objective 3.2: Preservation of environmentally sensitive areas not able to be protected by current Town regulations or ordinances.

Objective 3.3: Retain existing and provide new lands to meet current and future recreational needs of the community.

GOAL 4: Maintain and expand natural habitat areas so ecosystems of native plant and wildlife species can be sustained and fostered.

Objective 4.1: Preserve habitat areas to preserve and support biodiversity.

Objective 4.2: Maintain wetland and other environmentally sensitive areas to protect watershed and groundwater resources.

Objective 4.3: Enhance ecological resources to service a greater range of passive recreation activities desired by the residents.

GOAL 5: Connect and improve existing conservation lands with greenways and multi-use trails to provide public access for all residents.

Objective 5.1: Create greater connectivity between conservation lands to improve access to the Town's environmental assets.

Objective 5.2: Link open spaces to create a more comprehensive trail network so a larger demographic is able to access open space and recreational resources.

GOAL 6: Provide and maintain recreational lands and facilities for active and passive use as to include and address the needs of all ages and abilities of Randolph's population and demographics.

Objective 6.1: Enhance the available environmental resources available to improve the quality of life of residents.

Objective 6.2: Add to the diversity of programs and facilities to meet the changing current and future needs of the community.

GOAL 7: Sufficiently maintain municipal parks and open spaces.

Objective 7.1: Provide adequate and cost-effective maintenance of open space and recreation resources as a service to Randolph residents.

Objective 7.2: Maintain environmental resources to preserve habitat and function of groundwater and watershed areas.

Objective 7.3: Provide greater access and availability of natural resources to residents of Randolph.

GOAL 8: Randolph disperses recreation facilities throughout the Town including parks, sports fields, and community properties.

Objective 8.1: Provide environmental justice and the equitable distribution of environmental benefits to all Randolph residents.

These goals are consistent with the Randolph Vision Statement expressed by Town residents and stakeholders – “The Town of Randolph seeks to be a diverse, inclusive, and unified community that leverages the benefits of its proximity to the wider region. Randolph has ample open space and places to recreate, in balance with commercial and industrial property and quiet residential neighborhoods. Randolph provides equity in education for its residents and ensures there are a variety of convenient ways to maneuver around town.” (page 4 of the Master Plan).

4.3 EXISTING OPEN SPACE INVENTORY

OPEN SPACE AND PROTECTED LANDS

The Town of Randolph contains approximately 6,692 acres of land. Six land use categories have been used to describe the land use patterns that have evolved through the years, influenced by the Town's history and socio-economic trends, and regional to national market trends. The land use category of Open Space is the third largest land use in Randolph, occupying 1,438.77 acres that is approximately 18.81% of the entire Town.

CLASSIFICATIONS AND CHAPTER LAND

In this element section of the *Randolph Comprehensive Master Plan*, open space resources are discussed in terms of two classifications; protected and unprotected. Both of these classifications consider the ability of the parcel of land to be developed. In Randolph, protected lands refer to parcels that are owned by the Conservation Commission. Unprotected open space is land owned by public or private entities that is currently undeveloped and set aside for municipal purposes but may be developed by the owner or sold to another party for possible development.

The unprotected land classification includes temporary restrictions placed on land for the purpose of tax benefits. Massachusetts General Laws (MGL) provide tax credits and abatements to landowners who retain their land for forestry, agricultural, or recreational uses. The conditions of these credits and abatements are outlined in MGL Chapter 61, 61A, and 61B. Specifically, Chapter 61 considers forest lands and products, Chapter 61A the assessment and taxation of agricultural and horticultural land, and Chapter 61B considers recreational land.

There is very little land in Randolph that is designated as Chapter 61 land. Most protected open space is protected by Article 97 or deed restrictions that place the land in the care and control of the Conservation Commission or Water Department.

A breakdown of open space land area per these two classifications is shown in Table 4-1 *Distribution of Open Space by Ownership and Protection Status* and Figure 4-2 *Distribution of Open Space by Ownership and Protection Status*.

Table 4-1: Distribution of Open Space by Ownership and Protection Status

| Ownership | Acres | % Open Space | % Town |
|--|---------|--------------|--------|
| Protected Open Space | | | |
| Avalon Blue Hills, Inc. | 2.91 | 0.20 | 0.04 |
| Department of Conservation and Recreation | 802.96 | 55.81 | 12.00 |
| City of Braintree, Towns of Avon and Stoughton | 2.58 | 0.20 | 0.04 |
| Town of Randolph | 450.37 | 31.30 | 6.70 |
| Protected Open Space Subtotal | 1258.82 | 87.49 | 18.81 |
| Unprotected Open Space | | | |
| Roman Catholic Archdiocese of Boston | 31.52 | 2.19 | 0.47 |
| Randolph | 148.40 | 10.32 | 2.22 |
| Unprotected Open Space Subtotal | 179.93 | 12.51 | 2.69 |
| Open Space Total | 1438.77 | 100.0% | 21.50 |

Sources: MassGIS, Randolph Tax Assessors Office, Randolph Conservation Commission



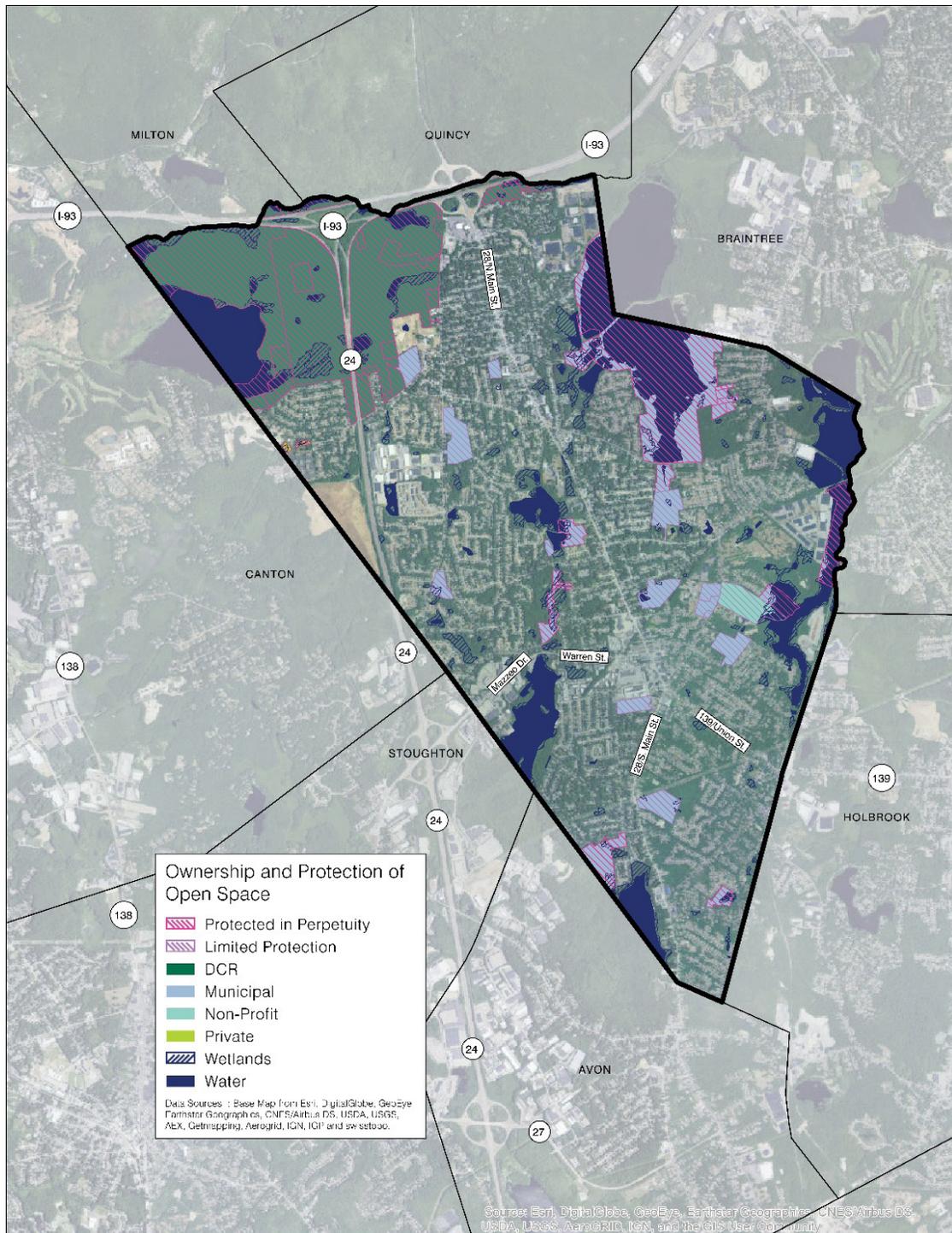


Figure 4-2: Distribution of Open Space by Ownership and Protection Status

As shown in the previous table and figure, the Massachusetts Department of Conservation and Recreation (DCR), as an entity of the State of Massachusetts, is the largest owner of open space in Randolph. The nearly 803 acres of DCR land is protected and represents twelve percent of the entire municipal area of Randolph. The second largest owner of open space is

the Town of Randolph with 598.78 acres (8.95%) of the municipality's 6,692 acres owned by the Town. These lands are mostly open space areas protected in perpetuity through purchase and conservation agreements (450.378 acres or approximately 75% of town owned land) with the remaining 148.40 acres unprotected.

The 598.78 acres of open space owned by the Town of Randolph is managed by a multitude of Town departments and commissions. The largest manager of open space in Randolph is the Water Department, responsible for 333 acres (23.16% of open space and 4.98% of the Town) of protected land. The second largest is the School Department with 155.38 acres (10.79% of open space/2.32% of the Town). All of the land managed by the School Department is unprotected. There are 20.25 acres (1.4% of open space and 0.3% of the Town) of park lands that are unprotected. There are 6.62 acres (0.46% or 0.10% of Town owned land) managed by the Little League Association and the 6.15 acres (0.43% of open space/.09% of the Town) managed by the Parks and Recreation Department that are also unprotected lands.

It should be noted here that water bodies occupy 386 acres of land, or 5.8% of the entire Town area and wetland areas occupy 588.58 acres of land. Areas of wetlands are calculated in both protected (conservation land) and unprotected designation. While State regulations limit development encroachment into wetlands and their destruction, unprotected wetland areas remain at risk of impacts from development. The area of water bodies is not counted in the land use category of Open Space. Instead water bodies are counted within the "Other" land use category. Refer to *Section 1 Land Use Element* and Table 1-2 Existing Land Use.

More detailed information on open space is available in aforementioned *Open Space and Recreation Plan*.

Notable significant publicly owned open space parcels

- Powers Farm: The Town of Randolph continues to renovate and enhance this 22-acre park and its associated 5-acre pond facility off of North Main Street. Recent improvements consist of a raised boardwalk through the Atlantic Cedar Swamp and bicycle paths. A new Boathouse and Dock with a pavilion provides free canoeing and kayaking during summer months. The park has public restrooms and provides home to the Randolph Farmers Market. Future improvement plans include a community garden.
- Blue Hills Reservation: This 6,000-acre state park is managed by the DCR and is one of the largest parcels of undeveloped conservation land within metropolitan Boston. Purchased in 1893 by the Metropolitan Parks Commission the reservation is one of the State's first areas dedicated to public recreation. There are almost 803 acres of the reservation located in the Town of Randolph.

PRIVATELY OWNED PARCELS OF OPEN SPACE

Privately owned parcels of open space exist throughout the Town. These lands vary in size and open space amenities they contain. There are very few parcels of land that remain undeveloped. Almost all of the privately owned parcels are held by non-profit or tax exempt entities. None of these entities are known state or national organizations such as Trustees of Reservations, Land Trust Coalition or Conservation Lands Foundation. The Town of Randolph does not have a local land preservation organization and instead holds and manages conservation lands thru the Conservation Commission.

PROVISIONS FOR OPEN SPACE PROTECTION

According to data collected from MassGIS, Randolph Tax Assessors Office, and Randolph's Conservation Commission, nearly three-quarters of the Town's existing open space has the designation as "protected." As noted in the *Land Use Element*, a planning perspective on the statistic is the possibility that there are open space assets and natural resources that could be lost due to development of the remaining unprotected lands. Some of the protected open space areas are not Article 97 or deed restricted parcels and instead are protected by WWPOD overlay district zoning, the local Wetlands Protection Ordinance (Chapter 196), State wetland regulations (310 CMR 10.00), and FEMA regulations that control activities in floodplains. The nearly 180 acres of unprotected open space could have portions or all of the parcels protected from development with application of these bylaws, regulations or similar designations.

This is an important and overarching issue that is noted in this *Comprehensive Master Plan*. However, the *Open Space and Recreation Plan Update* developed simultaneously with the *Master Plan* discusses this issue more specifically and provides more detailed strategies than the goals, objectives and recommendations provided in this *Master Plan*.

General planning mechanisms for protection of open space resources that are currently designated as unprotected are discussed in the following paragraphs. Specific planning efforts are noted in *Section 4.2 Open Space and Recreation Goals and Objectives* and *Section 4.6 Recommendations*

Community Preservation Act

The Town has adopted the Community Preservation Act and has an active Community Preservation Committee. This committee has been allocating a percentage of proceeds from the CPA to preserve, protect, and enhance open space areas. Notable examples of recent CPC activity are the 4.5 reservoir walk at Great Pond, creation of new open space and recreational resources with the redevelopment of the land at 920 North Main Street, and removal of organic matter from the pond at Powers Farm. The CPC should continue such funding efforts to improve the opportunities of residents to access and use existing open space areas.

The CPC should continue with their coordination with other Town departments and committees to assist in the acquisition of new lands to create new open space opportunities to areas of Randolph that are currently underserved in terms of easily accessible open space and recreational resources. An example of past successes of the CPC with land acquisition is the Rent and Daly properties.

Conservation Commission

The local Conservation Commission has been the Town's primary agency responsible for the acquisition and management of open space resources. Through administration of local regulations and Chapter 196 of Randolph's ordinances, and enforcement of the Massachusetts Wetlands Protection Act, the Conservation Commission has protected Randolph's open space resources, preserved natural resources, and improved the community's environmentally sensitive areas while improving accessibility to those resources for Town residents and visitors.

Recent efforts of the Conservation Commission to protect, preserve and enhance open space areas in Randolph include planning and implementation of the riverwalk system around Great Pond and Upper Reservoir and facilitation of numerous land transfers from Town owned to care and control of the Conservation Commission as protected conservation land. Efforts of the Conservation Commission are discussed in other elements of this *Master Plan* and to greater detail in the *Open Space and Recreational Plan*.

The Conservation Commission should continue their efforts with other Town departments, especially during the permitting review process of potential development projects. The commission should work with the Planning Board and Zoning Boards to evaluate and review existing zoning ordinances and development regulations. These efforts would be to determine if any changes are required to improve the Town's permitting review process in terms of open space considerations. An example would be establishing Open Space Residential Development ordinances so housing developments would be more clustered and more developable area of a parcel is set aside as open space. This example is discussed further in *Section 1 Land Use Element*.



4.4 RECREATION

The Town of Randolph is committed to providing high quality park land, facilities and open space with goals to facilitate programs, events and provide services that promote wellness and quality of life for all. The *Open Space and Recreation Plan* discusses this mission and associated goals to greater detail. This *Open Space Element* of the *Master Plan* discusses recreation from a planning perspective.

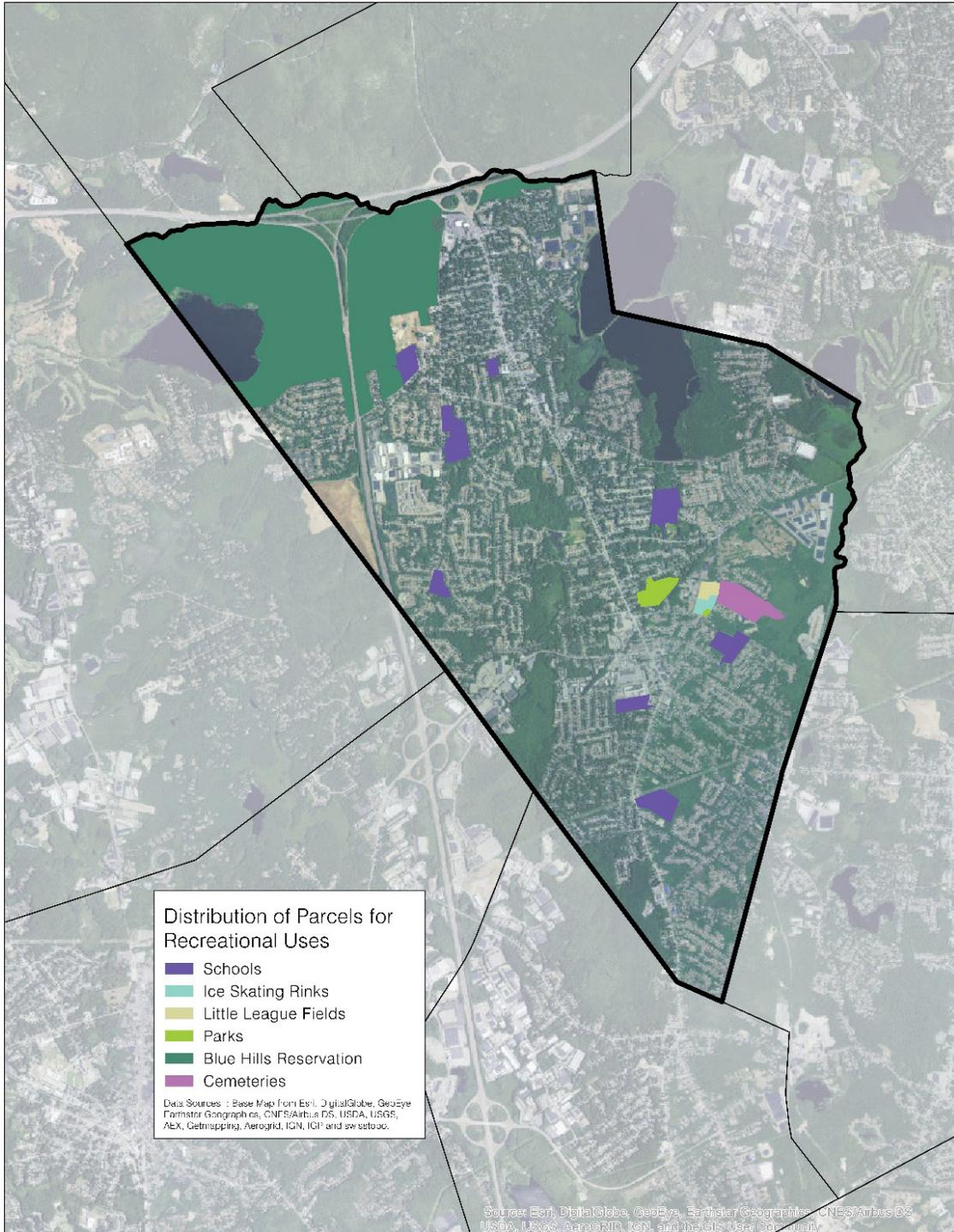


Figure 4-3: Distribution of Parcels for Recreational Uses

The Town of Randolph is largely developed and a relationship between developed land and open space and recreational resources has been established. Parcels of land and buildings used for outdoor and indoor recreational purposes are limited and not easily accessed by a large percentage of the Town's residents. The existing facilities are being challenged to provide more benefits to more people with an expanding diversity of needs and wants. This trend has reminded the community that their resources are finite and they have worked to protect what exists and provide new resources to meet current and future needs. An example is efforts to improve Powers Farm and development of the Randolph Intergenerational Community Center.

Communities benefit from public spaces that are dedicated for active and/or passive recreation activity. Optimally these resources are for all age groups, community needs, and evenly distributed across the municipality. As seen in Figure 4-4, the distribution of land dedicated to recreational uses is limited and in more to the central part of the Town. While easily accessed by automobile, these recreational resources are hard to access by other means of transportation. A result is a large portion of Randolph's population is underserved in terms of ease of access to recreation facilities.

The Blue Hills Reservation has many recreational amenities but is considered as open space for the purposes of this element. The remaining land area used for recreational purposes is very little. Only 0.3% of the land area within the municipal boundaries of Randolph is dedicated to recreational use. Figure 4-3 graphically represents the distribution of these lands and resources within Randolph's municipal borders. While cemeteries are included on the map they are limited in their uses for recreational purposes. The remaining categories included parcels with both indoor and outdoor recreation oriented facilities.

RECREATION DEPARTMENT

The Town of Randolph's Recreation Department is responsible for the maintenance of recreational facilities and to provide operational oversight of the programs that use them. The Recreation Department administers adult and child programs, educational and athletic activities, trips, and special events.

The Recreation Department operates and manages a variety of outdoor and indoor facilities. Examples are the Joseph J. Zapustas Ice Arena, the Randolph Community Pool, the Imagination Station Playground, Williams Gazebo, and Power's Farm. Year-round, the the Recreation Department provides a variety of programs for the community at these facilities and other locations around Randolph. Last year the Recreation Department generated over \$865,570 through these programs and reinvested back into the same programs and facilities to better provide services to the various communities within the Town.

The Recreation Department has established a system of recreation facilities that are well used by a range of users. This system of facilities includes parks, playgrounds, playing fields, and indoor facilities and provide a variety of recreation opportunities for a broad range of the community.

PARKS

Within the Recreation Department's system of facilities are parks of various sizes that provide a range of recreation opportunities. These parks are located in the more central portion of Randolph but efforts are being made to create additional recreational resources in underserved areas of the Town.

These parks are as follows:

- Bertha Soule Memorial Park: This 2.04 acres park is located next to Norroway Pond and contains Norroway Pond conservation area. This park is used for passive recreation uses such as bird watching.
- Belcher Park: This park is one of the more heavily used parks in Randolph as it provides opportunities for passive and active recreation uses. Approximately 17 acres in size, this park includes the Cochato Challenge ropes course, sports fields, sports courts, and walking trails.
- Powers Farm: This recently acquired parcel of land has quickly become a popular destination as a community based resource due to the range of recreation and programs offered by the facility. The 22 acre public property is managed by the Conservation Commission and provides passive and active recreation opportunities and free programs run by the Recreation Department.
- Dog Park: The Town of Randolph provides off-leashed space for canine residents and their human partners. The Town of Randolph Dog Park is situated off of West Street in the area known as the Goldstein Open Space. This park is funded and maintained in part by the non-profit organization Friends of the Randolph Dog Park.

The quantity and location of park land and park facilities is extremely low for a community such as Randolph. The Town and its residents should aim to create additional park facilities in existing open space areas and create new parks of various sizes and purposes. This aim is defined more in the separate *Open Space and Recreation Plan* along with strategies that the Town may use to best manage, acquire, and foster public use of lands and facilities dedicated to recreational activity of Randolph residents and visitors.

PLAYING FIELDS

The Town of Randolph is committed to promoting and providing facilities for the wellness and quality of life for all its residents. Public facilities providing fields for play and sports activities are limited in Randolph with such facilities only available on properties owned by the School Department and one owned by the Parks Department.

- JF Kennedy School, Elizabeth G Lyons School, Margaret L Donovan School: These elementary schools provides their neighborhoods and community with baseball diamonds and a flexible use turf playing field.
- Martin E Young School: This elementary school provides the neighborhood and community with a baseball diamond and tennis courts.
- Randolph Community Middle School: Located at 225 High Street this school provides the public with hard courts for tennis and basketball, a multi-purpose turf field primarily used for soccer, and baseball fields.

- Randolph High School: Available to the public is a high school level running track, football field, field and track stations and baseball diamond.
- Belcher Park: 53 Pleasant Street includes the Cochato Challenge ropes course, basketball and pickleball court, and soccer fields. Home to the Randolph Youth Soccer Association.

PLAYGROUNDS



Randolph invests in the future of its children through the positive power of play. In addition to promoting a healthy lifestyle, physical play helps children to learn and improve social skills, reduce stress and stimulate creativity. There are seven parcels of public land with playground facilities throughout the community that afford children of various age ranges the opportunity to run, jump, swing, slide, climb and crawl. The Town’s School Department manages six of these playgrounds as they are located on property owned by them. The Town’s Recreation Department is responsible for one playground that is part of a larger outdoor recreation facility.

Table 4-2: Distribution of Playgrounds by Ownership

| LOCATION | OWNERSHIP |
|---------------------------|-----------------------|
| Elizabeth G Lyons School | School Department |
| J F Kennedy School | School Department |
| Margaret L Donovan School | School Department |
| Martin E Young School | School Department |
| Devine School | School Department |
| Tower Hill School | School Department |
| Imagination Station | Recreation Department |

Imagination Station is Randolph’s largest community playground and provides a splash pad, as well as a multitude of gathering spaces for children and adults. These spaces are for all abilities to meet, play and create adventures. Paved walkways allow for access by all users to the toddler play structure, two sets of swings and a large adventure play structure.

OUTDOOR AND INDOOR RECREATION FACILITIES

- Joseph J. Zapustas Ice Arena: An indoor facility that provides a single ice skating rink and is open year-round. This facility provides various recreation programs and access by the general public.
- Intergenerational Community Center: This project is construction of a 33,000 sf community center for the Town of Randolph. The facility serves various recreational programs of the town, including the senior center and youth center. The Recreation Department and Elder Services Department are housed at the new building. The building provides intergenerational programming to the town residents, including: recreational space (basketball, soccer, etc), technology classrooms, exercise and fitness rooms, theatre/arts, reading room, teaching kitchen and game room.
- Randolph Community Pool: Located within the Randolph High School, this community pool is used by high school sports teams and the general public on a scheduled basis.
- Cochato Challenge Course: An active recreation facility established through a cooperative program using State grants provided by “Our Common Backyards” Grant and Community Preservation program and Randolph CPA funds. This high and low ropes challenge course has changed the landscape of Belcher Park by offering active recreation to residents in the neighborhood and all of Randolph.



DEPARTMENT OF ELDER AFFAIRS

Randolph's Department of Elder Affairs enhances the quality of life for Randolph residents over the age of 60 years. Their primary goal is to provide for the physical, social, and emotional needs of the senior population. Our Outreach Program and Senior Center provide a central delivery system for information, a wide variety of programs, transportation to and from medical facilities, as well as a social gathering spot for seniors.

The James M. Hurley Senior and Veterans' Center hosts many events and provides a variety of recreation oriented programs and facilities to support a niche age group of Randolph's general population.

Programing

The Department of Elder Affairs and the Recreation Departments work together to provide quality programs, events and recreation oriented services to the residents of Randolph. An example of this collaboration and the benefits gained is how the departments were involved in the design and programming of Randolph's first community center, the Intergenerational Community Center.

Recent recreational programming initiatives include the Powers Farm Programs and the Cochato Challenge Course in Belcher Park. Each day Wednesday-Sunday, Recreation Staff administer free programs including kayak lessons, guided nature trail walks, and historic walking tours of Powers Farm. In addition to these programs, daily kayak and canoe rentals are also available. Randolph Recreation offers four unique summer camps for children 3-14 years old: aquatics, camps and clinics, classes and activities, events and trips.



4.5 ISSUE AND OPPORTUNITIES

PROTECTION

As mentioned previously in this element of the *Master Plan*, nearly three-quarters of open space in Randolph is protected. These open space areas include valuable environmental resources such as wildlife habitats and provide for watershed and stormwater management needs. There are other open space areas that are not protected and environmentally sensitive areas that are not designated as open space.

Zoning could also be used as a tool to protect open space and natural resources. There are three zoning districts that are dedicated to environmental protection but not one is a specific Open Space zoning district. The creation of zones dedicated to open space would add another layer of protection to valuable resources, and jurisdiction to the permit granting authority to prevent encroaching by other uses. Refer to *Section 1 Land Use Element* for more detailed discussion regarding zoning and open space.

As unprotected and environmentally valuable lands become protected from development pressures, Randolph should balance the needs of protection with other needs of the community.

NEEDS

The residents of Randolph represent a social diversity in terms of age, cultures, and socioeconomic status. From this diversity comes a broad range of needs when interacting with their environment. Accessibility for all members of the population is a paramount need. Variety in the types of recreation and programming provided are other examples of needs to be considered when the Town protects and creates open space and recreation based resources.

Long range planning mechanisms to ensure protection of Town's open space and recreation resources are provided in the following section. Short term strategies for the Town to consider and more specific recommendation for implementation are provided in the separate *Open Space and Recreation Plan*.

4.6 RECOMMENDATIONS

The following open space and recreation recommendations provide the basis for implementing the *Randolph Comprehensive Master Plan*. A detailed implementation strategy, establishing the actions, timing, responsibilities, and resources necessary to implement these recommendations, is provided in a separate section of this document. A more detailed list of strategies that the Town may use to best manage existing resources, acquire additional lands and foster public use of the lands and facilities is available in a separate *Open Space and Recreation Plan*.

The open space and recreation recommendations are as follows:

OSR1. Continue the protection of existing open space parcels and acquire new lands.

Nearly 56% of the land area in Randolph's open space inventory is comprised of one land area, the Blue Hills Reservation. The remaining percentage of open space area is mostly owned and managed by the Town of Randolph. A substantial amount of these open space parcels are designated as protected. These parcels should continue to be protected as they are opened to more use by a greater range of Randolph's population. The locations of these open space parcels are not evenly distributed across the municipality and there are a few portions of Randolph's population that do not have easily accessible open space resources. The Town should increase their efforts to acquire and make accessible more open space areas. These areas could consist of entire land parcels or portions of land being developed that are accessed by trails and multi-modal transit options.

OSR2. Preserve and maintain sufficient habitats for native plant and wildlife species.

Preserving and maintaining natural resources of wildlife and native plant habitats is an overall planning theme of this Comprehensive Master Plan. Protecting and expanding Randolph's open space and recreation areas will provide for this theme. Much of the Town's existing protected open space contains environmentally sensitive areas. Providing protection status for unprotected areas will allow additional wildlife and native plant habitats to be preserved. Efforts to acquire habitats in unprotected open space and habitat areas in parcels considered for development should be recommended for further preservation and maintaining existing habitats before they are removed. Providing appropriate access to these habitats will provide opportunities for maintenance and passive recreation use.

OSR3. Create multi-modal links between open space and recreation areas.

Existing open space and recreation areas are dispersed around Randolph. Access to these resources is primarily by automobile. Access by other means is limited to users residing neighborhoods adjoining the areas. Multi-modal routes should be created to provide access to the current resources by means other than an automobile. These links may be sidewalks, bicycle lanes, or stops on existing bus routes. This would allow a greater range of Randolph's population access to natural and recreation resources. As development and redevelopment occurs and new open space and recreation facilities are created, access to these new resources should be considered.

OSR4. Improve public access at and within land managed by the Conservation Commission.

Land under the ownership, care and custody of Randolph's Conservation Commission contains natural resources that benefit the Town in a multitude of ways. Habitats are protected, watershed areas preserved, and stormwater management efforts are some examples. Existing public access within these areas should be improved to provide better access for all members of the community. This initiative would support the efforts to address Randolph's status as an Environmental Justice municipality. Access improvements would consider multi-use paths, trail systems, signage and wayfinding, and dedicated parking areas. Refer to the current *Open Space and Recreation Plan* for detailed goals, objectives and recommendations for improving public access and other initiatives to address Environmental Justice within Randolph.

OSR5. Continue working to protect open space resources through investment, reforestation, zoning, and design review regulations.

The Town should continue its efforts to preserve natural resources for future generations through purchase and conservation agreements. Consider creating an Open Space District to add zoning protection to areas purchased by the Town for conservation. In addition, the Town could enhance its design review regulations and guidelines to encourage the protection of natural resources and vegetated areas within private lots, especially the protection of healthy mature trees.

OSR6. Maintain and provide sufficient active recreation facilities.

The Town has a limited inventory of passive and active recreation facilities. Existing facilities, both outdoor and indoor, should be evaluated for critical, short-term and long-term needs and improvements. This would allow Randolph to appropriately and strategically invest resources to provide safe and accessible recreation opportunities for Town residents and visitors. As redevelopment and new development occurs, the Town should evaluate each project for opportunities to provide additional recreation resources of various size and use.

OSR7. Provide for the mitigation of negative impacts associated with development activities through impact fees to assist in the funding of open space and recreation oriented initiatives.

Redevelopment and new development projects may maintain or create additional demands on the Town's infrastructure network to serve the prospective project's activities. The Town should work with developers during the design and permitting review process to seek mutually beneficial agreements that would, if possible, create new open space and recreation amenities for the public. Examples are easements with paths to connect publicly owned spaces and playgrounds that are available to the general public. If not possible, then the Town should have the ability to collect fees to be applied to existing facilities or in the creation of new facilities in another location within Randolph.

NATURAL, HISTORIC AND CULTURAL RESOURCES

5.1 OVERVIEW

PURPOSE



The *Natural, Historic and Cultural Resources Element* of the Randolph Comprehensive Master Plan addresses the current conditions of the resources that characterize the Town's geography and character. It examines the extent to which they are currently protected from loss or degradation, and it provides recommendations about the best ways to continue protecting and enjoying these elements in the long run.

The Town and its residents have been taking steps to protect their natural, historic and cultural resources through legal mechanisms, such as codes and regulations. They have invested funding from the Community Preservation Act to purchase land for conservation, and to renovate historic landmarks. This element identifies issues and opportunities for further action, as well as tools and mechanisms to place more resources under protection.

A 2013 survey conducted by the Town indicated that its residents value historic resources as part of the Town's identity and that they support programs to identify and protect them. This element of the *Master Plan* analyzes existing documentation of historic resources, as well as actions taken by the Town, and it provides a basis on which the Town can continue those efforts. It includes recommendations for continuing and enhancing the Town's involvement with historic buildings, structures and sites.

COMPONENTS

This element includes the following components:

OVERVIEW – Introduction to the Natural, Historic and Cultural Resources Element, including a list of components and information sources.

GOALS AND OBJECTIVES – Natural, historic, and cultural goals and objectives, based on the analysis of information about the existing conditions, information obtained from Steering Committee meetings, resident surveys, and relevant planning studies.

NATURAL RESOURCES – Analysis and mapping of existing natural resources, including description of topography, soils, waterbodies, wetlands and floodplains, groundwater resources, forests, rare species and fragile wildlife areas.

HISTORIC RESOURCES – Analysis and review of current status of historic buildings and districts, archaeology, gravesites, and ongoing preservation efforts.

CULTURAL RESOURCES – This component lists the main art and cultural organizations operating in the Town, public arts and performance venues, and special events.

ISSUES AND OPPORTUNITIES – Consideration of issues affecting natural, historic and cultural resources in Randolph, including issues affecting current identification, and opportunities for protection, preservation, and improvement.

RECOMMENDATIONS – List of recommendations, and accompanying actions that would be associated with their implementation.

INFORMATION SOURCES

Information for the preparation of this element has been obtained from the following sources:

- Database and mapping information in the Massachusetts Office of Geographic Information (MassGIS) system
- The Massachusetts Land Parcel Database, a dataset description and field list compiled by the Metropolitan Area Planning Council (MAPC)
- MapGeo digital mapping information available for the Town of Randolph
- The National Cooperative Soil Survey, a database compiled and managed by the Natural Resources Conservation Service (United States department of Agriculture)
- BioMap2, a Technical Report and interactive mapping tool compiled by the Natural Heritage & Endangered Species Program of the Commonwealth of Massachusetts
- Massachusetts Cultural Resource Information System (MACRIS) database
- National Register of Historic Places Database
- The 2013 Randolph Preservation Plan and Appendix, by the Randolph Historical Commission
- 2013 Randolph Historical Commission Annual Report
- The Massachusetts Historical Commission
- The National Park Service
- The Town of Randolph Zoning Ordinances
- The 2000 Randolph Master Plan

5.2 NATURAL, HISTORIC AND CULTURAL RESOURCES GOALS AND OBJECTIVES

The following list of goals and objectives for the *Natural, Historic and Cultural Resources Element* of the *Randolph Comprehensive Master Plan* has been compiled from the analysis of existing conditions, meeting discussions, and on-site observations of natural, historic and cultural resources.

A review of the *2000 Randolph Master Plan* and the *2013 Randolph Preservation Plan* indicates that many of their goals are still relevant. Those goals have been included in this element.

GOAL 1: Protect Randolph's natural resources for future generations.

Objective 1.1: Expand protected open space areas to include all Core Habitats and Critical Natural Landscapes, as designated by the Natural Heritage & Endangered Species Program.

Objective 1.2: Expand protected open space to include wetlands, floodplains, undeveloped forests, and groundwater resources.

GOAL 2: Continue to identify and document historic resources.

Objective 2.1: Continue to identify and document significant historic and archaeological resources – areas, buildings, structures, objects and sites - 50 years old or older, with state funded surveys.

Objective 2.2: List more individual resources in the National Register of Historic Places and State Register of Historic Places.

Objective 2.3: List more Historic Districts in the National Register of Historic Places.

Objective 2.4: Conduct a professional archaeological survey of the town to identify areas of archaeological significance, for future study or listing in the National Register of Historic Places.

GOAL 3: Continue to protect significant historic resources.

Objective 3.1: Establish a Local Historic District for the area now under study on North Main Street.

Objective 3.2: Become a Certified Local Government, in order to become eligible for grant funding that is available to them.

Objective 3.3: Identify other areas that could be designated as Local Historic Districts.

Objective 3.4: Include the Historical Commission in the management of town-owned historic properties, including sale, maintenance, demolition, or reuse.

Objective 3.5: Include the Historical Commission in zoning issues that involve historic properties.

Objective 3.6: Review all ordinances to include and encourage historic preservation.

GOAL 4: Increase public awareness of Randolph’s history.

Objective 4.1: Create programs in schools to encourage awareness of and involvement in historic preservation and the history of Randolph.

Objective 4.2: Include neighborhood groups and individual residents in identification of historic resources relevant to their communities.

Objective 4.3: Continue Historical Commission outreach through social media.

GOAL 5: Celebrate cultures across all spectrums.

Objective 5.1: Continue supporting cultural resources and organizations through promotion, technical and financial assistance, and cooperation in the orchestration of cultural events.

Objective 5.2: Organize public events and festivals that showcase and celebrate the Town’s cultural diversity.

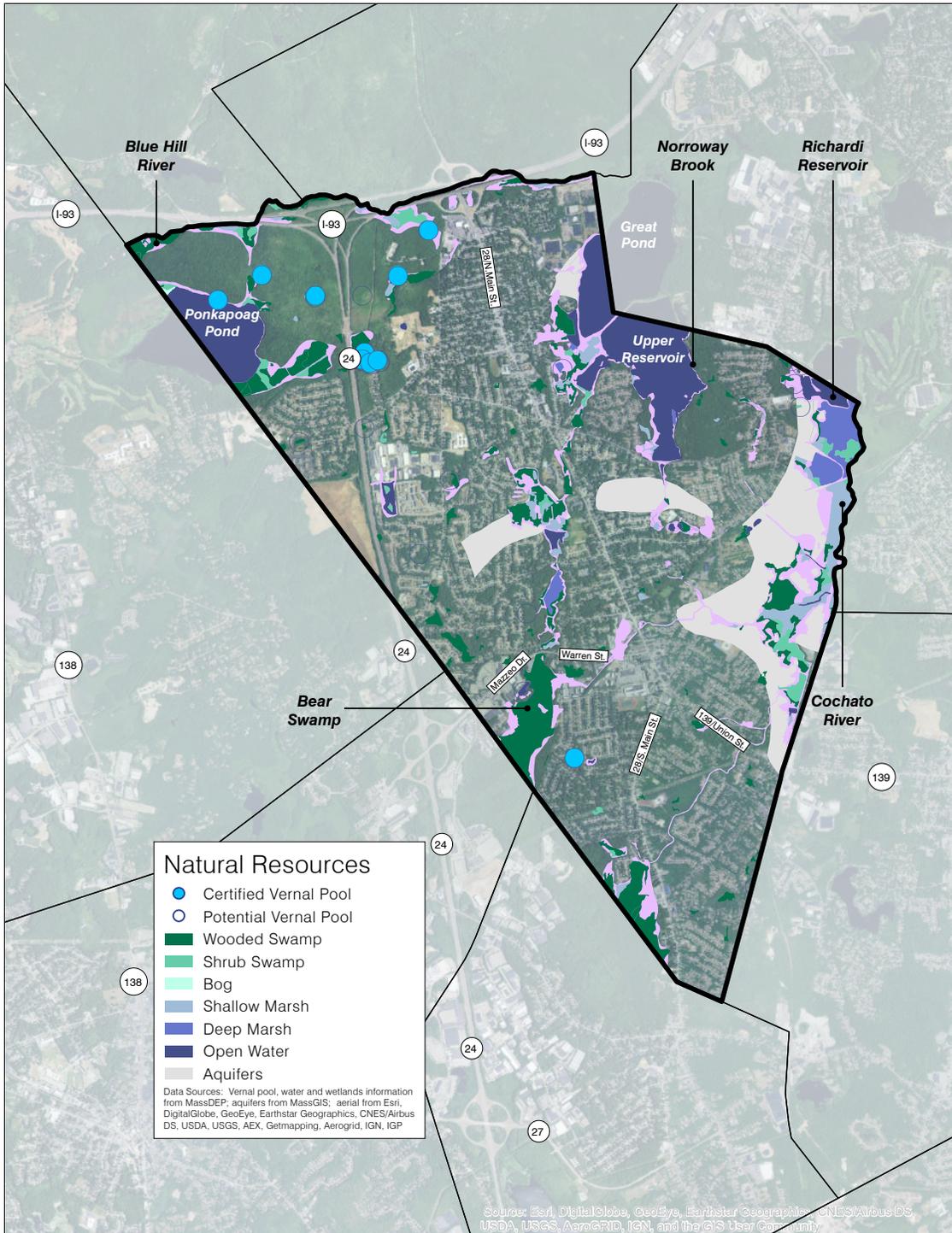
5.3 NATURAL RESOURCES

The Town of Randolph is rich in natural resources, including fresh waterbodies, rivers and streams, wetlands, swamps, forests, and hills. Many of these are concentrated along the north boundary of the Town and form part of the Blue Hills Reservation, one of the largest wildlife habitat and rare species environment in the region.

Major natural resources in Randolph are depicted in Figure 5-1.



Figure 5-1: Major Natural Resources



TOPOGRAPHY AND SOILS

Randolph topography is predominantly flat, with a few rolling hills mainly concentrated along the northern boundary of the Town. The highest elevations are found along the northwest border with Canton (approximately 270 feet, NGV 1929), as part of the Blue Hills, where elevations sharply raise up to about 600 feet on the Canton side of the boundary. The Blue Hills Reservation, a state park that straddles Randolph, Canton, Milton and Quincy, is an important visual point of reference that frames views along Interstate 95, and incorporates the highest hills southwest of Boston.

The terrain gently slopes down from west to east through the Town. Highland areas run roughly parallel to North Main and South Main Streets (140-200 feet, NGV 1929) separating the Bear Swamp and Norroway Brook from Mary Lee Brook and the Broad Meadow. Most of the Town's residential development is located in these areas. The lowest elevation in Town is found along the Cochato River (approximately 110 feet, NGV 1929), which marks Randolph's eastern border with the Towns of Holbrook and Braintree.

Soil information has been collected by scientists through the years, mapped, and compiled in soil surveys for multiple purposes. One of them is to inform planning based on the land properties that may affect its best and most appropriate use, from farming to recreation, urban development, or water filtration capacity. The United States Department of Agriculture, through its Natural Resources Conservation Service, keeps a comprehensive database of soil types and quality nationwide, which is constantly updated by State agencies and local participants. Table 5-1 lists the predominant type of soils in Randolph, based on the available data published through the National Cooperative Soil Survey. Up to 55 types of soil have been surveyed in Randolph. The types listed on the table amount to the soils that occupy more than 200 acres or 3% of the total land area of the Town.

Table 5-1: Main Types of Soil in Randolph

| TYPE OF SOIL | ACRES | PERCENT OF TOWN AREA |
|--|-------|----------------------|
| Woodbridge-Urban land complex, 3 to 15 percent slopes | 678 | 9.9 |
| Merrimac-Urban land complex, 0 to 8 percent slopes | 506 | 7.4 |
| Udorthents, loamy | 498 | 7.2 |
| Freetown muck, 0 to 1 percent slopes | 392 | 5.7 |
| Urban land, 0 to 15 percent slopes | 356 | 5.2 |
| Canton-Urban land complex, 3 to 15 percent slopes | 318 | 4.6 |
| Charlton-Hollis-Rock outcrop complex, 8 to 15 percent slopes | 300 | 4.4 |
| Canton fine sandy loam, 0 to 8 percent slopes, extremely stony | 292 | 4.2 |

As the table shows, the predominant types of soil found in Randolph are classified as urban land categories.

Freetown muck is classified as farmland of unique importance, found in bogs, depressions and swamps, and rich in organic material.

Charlton-Hollis-Rock outcrop complex is extremely stony, derived from granite, gneiss, or schist, and is not prime farmland. Neither is Canton fine sandy loam, 0 to 8 percent slopes, extremely stony, which is found in hills, summits and side slopes; nor udorthents, which is excavated and filled coarse-loamy human transported material; nor urban land types of soil, which consist of excavated and filled land.

WATERBODIES

Randolph is located within the Boston Harbor Watershed, which includes parts of Boston and adjacent communities to the south. The Town is part of two sub-watersheds – the Weymouth and Weir Rivers, which discharges into Boston Harbor at Hingham Bay, and the Neponset River, which discharges at Dorchester Bay.

Weymouth and Weir Rivers Sub-Watershed

Several important streams and water bodies are included in this sub-watershed, which occupies most of the land area in Randolph.

- The **Blue Hill River** runs eastward, from the Blue Hills along the Town's north boundary into the Great Pond. Three Core Habitats are located along the river, which are home to several Species of Conservation Concern (see Rare Species and Fragile Wildlife Areas below for more details).
- The **Norroy Brook** begins in **Bear Swamp**, a large wetland near the interchange of Route 24 and Route 139, and runs north to discharge into the Upper Reservoir. Half-way along its length, the stream collects into Norroy Pond, which together with its associated wetlands and forest areas represents a valuable open space and recreational resource. The pond is owned by the city and used as a park, in conjunction with the adjacent former Powers Farm.
- The **Cochato River** runs along the eastern boundary between Randolph and Holbrook, and forms a large wetland system on the northeastern corner of the Town. Two other streams contribute to the Cochato within Randolph – the Mary Lee Brook and the Glover Brook. These streams and associated wetlands generate another important Core Habitat and Critical Natural Landscape, home to two Species of Conservation Concern.
- The **Great Pond** and the **Upper Reservoir** are located on the northeast border, shared by the Towns of Randolph and Braintree. Both water bodies are next to each other, separated by a dam, and they are part of the local water supply. Recreational use of the water is not allowed, although a 4.5-mile walking and biking trail is proposed along their periphery.
- **Richardi Reservoir** is another component of the water supply system located on the northeast border of the Town, smaller than the Great Pond, but also restricted to recreational activities.

Randolph together with the Towns of Holbrook and Braintree forms the Tri-Town Water District, which obtains its water from this watershed, and the current water supply is close to capacity. Sanitary sewer overflows from the municipal sewer systems have also been an issue in the watershed, and the loans to manage wastewater problems. The Town's Water and Wastewater regulations are very specific about conditions and requirements for water conservation, and the prevention of wastewater overflow. These are two important environmental concerns for Town residents and officials (refer to the *Services and Facilities Element* of this Master Plan for more details on water and wastewater policies).

Neponset River Sub-Watershed

Two important water resources are located in this sub-watershed, which occupies the northwest corner of the Town, between Route 24 and the Canton boundary:

- **Ponkapoag Brook** runs from east to west, starting at the foot of the Blue Hills Reservation in Randolph, and discharging into Ponkapoag Pond. It later continues its course towards the Neponset River on the other side of the pond.
- **Ponkapoag Pond**, is located within the Blue Hills Reservation and shared with the Town of Canton, with the Town boundary roughly bisecting the body of water. An Appalachian Mountain Club (AMC) campground and dock are available on the Randolph side of the pond, with access through a system of trails that goes around the pond and connects to Reed Street. This area is part of an 834-acre Core Habitat that includes a Wetland Core, Aquatic Core, Priority Natural Communities, and Species of Conservation Concern. A Critical Natural Landscape area on the southeast edge of the pond includes a Wetland Core Buffer (see *Rare Species and Fragile Wildlife Areas* below for more information).



WETLANDS AND FLOODPLAINS



In addition to riparian wetlands associated with the streams and bodies of water listed above, smaller wetlands and floodplains can be found along Randolph's southwest border with Stoughton (north of Mazzeo Drive) and scattered among residential areas.

Wetlands and floodplains area protected through several regulatory mechanisms, which include state and local regulations. The Town's Wetlands Protection Ordinance (Chapter 196 of Randolph's Code) sets protection requirements and use restrictions intended to be more strict than the state Wetlands Regulations (310 CMR 10.00). These include a protected buffer zone of 100 feet adjoining wetland resource areas, and a 200 feet riverfront area adjoining perennial rivers and streams.

These areas are also protected by the Watershed and Wetland Protection Overlay Districts (WWPOD) of the Randolph Zoning Code, which are intended to protect the water quality and natural flow patterns of watercourses, and areas subject to seasonal or periodic flooding (please refer to the *Land Use Element* of this *Master Plan* for more information on zoning and the WWPOD).

GROUNDWATER RESOURCES

Groundwater resources in Randolph are mainly concentrated in aquifers found along the east border of the Town, in areas surrounding Glovers Brook and the Cochato River. These are classified as medium yield aquifers, according to MassGIS, which means that they can safely sustain pumping of 100-300 gallons per minute. There are two smaller aquifers near the Great Pond/Upper Reservoir and the Norroway Brook.

While the Town does not use groundwater as a water source for local distribution and supply, WWPOD zoning is aimed at protecting the water table and water recharge areas. It requires that new development doesn't drain or discharge wastewater into protected areas (e.g. any structures within WWPOD Area 2 that are required to have sanitary facilities must be connected to the Town's sewer system).

FORESTS

According to *BioMap2*, forests in Randolph "are mainly central hardwoods with some transition hardwoods and some elm-ash-maple and red and white pine."

Randolph's forests can be classified as upland forest, forested wetland, and human-managed plant communities. Many of the upland forests are second-growth, because Randolph was an agricultural community for a long time, and they include oak-dominated forests in the Blue Hills and mixed hardwood forests in other areas.

Forested wetlands surround the Bear Swamp and Norroway Pond. These include red maples and tupelo trees. Human-managed plant communities include street trees, yard vegetation, and parks, occupying the areas developed for human use and habitation.

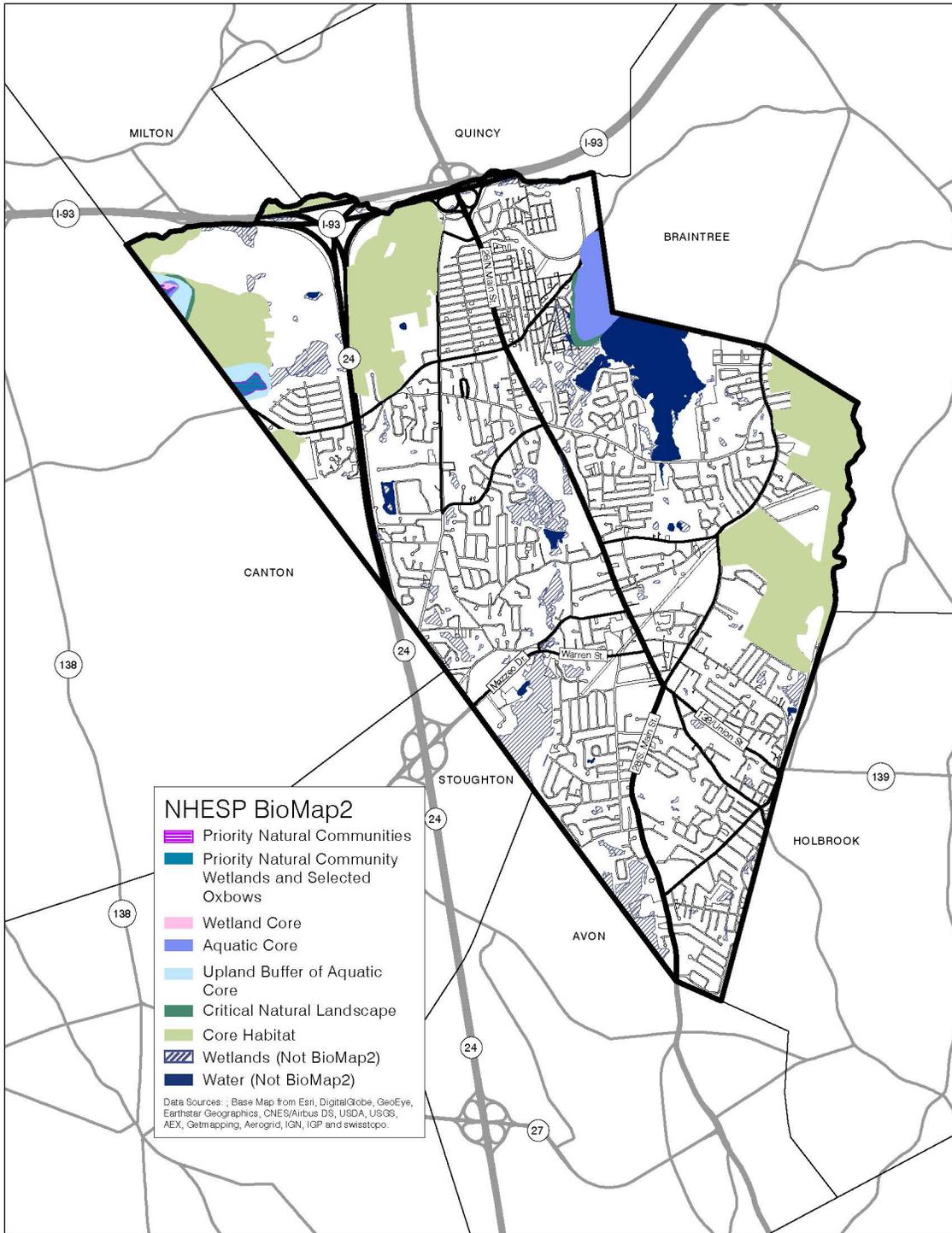
Only one active farm remains in the Town, Harmony Hill Farm, off High Street at the foot of the Blue Hills.

RARE SPECIES AND FRAGILE WILDLIFE AREAS

Randolph is rich in natural resources, including several Core Habitats and Critical Natural Landscapes, according to *BioMap2*, a Technical Report and interactive mapping tool compiled by the Natural Heritage & Endangered Species Program of the Commonwealth of Massachusetts.

Core Habitats are defined as areas "critical for the long-term persistence of rare species and other Species of Conservation Concern," natural communities, and intact ecosystems. Critical Natural Landscapes are "large natural Landscape Blocks that are minimally impacted by development." There are 959 acres of Core Habitat areas in Randolph, 578 acres or 60% of which are protected in perpetuity; and 130 acres of Critical Natural Landscapes, of which 126 acres or 97% are protected. These are valuable natural resources for the Town and the region, and they are represented in Figure 5-2.

Figure 5-2: BioMap2 in Randolph

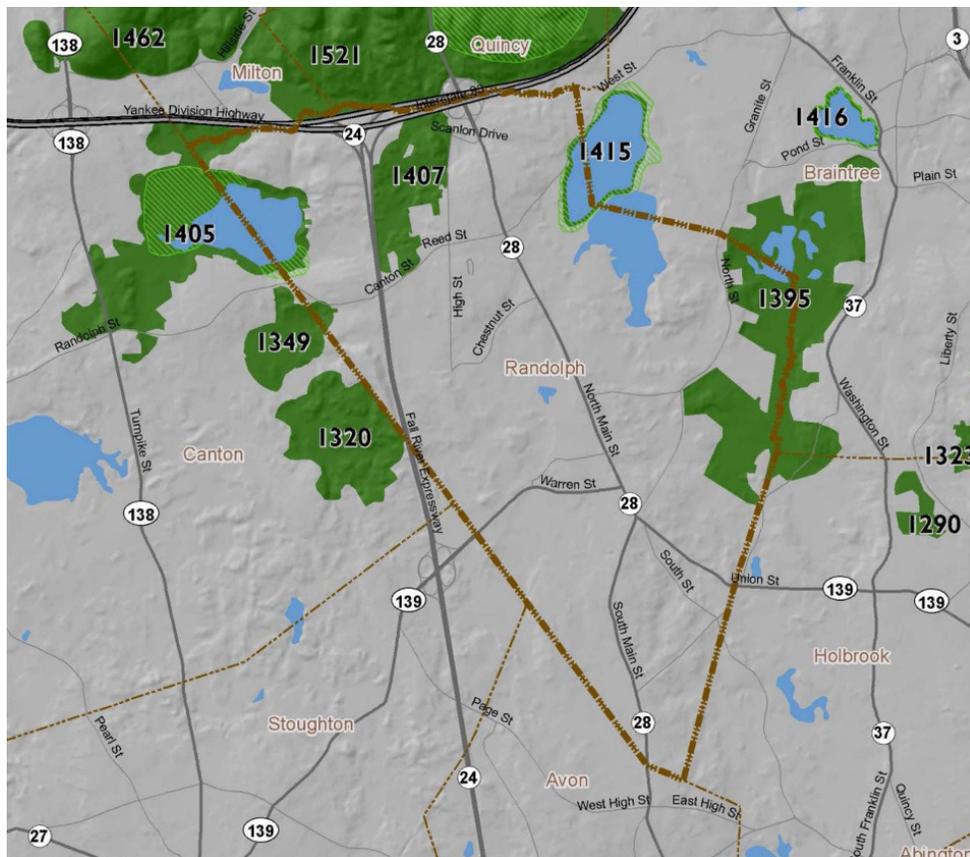


Core Habitats

Core Habitats in Randolph include 2 Exemplary or Priority Natural Community Cores, 1 Wetland Core (less disturbed wetlands in the state within undeveloped landscapes, intact buffers and little fragmentation), 2 Aquatic Cores (intact river corridors within which important physical and ecological processes of the river or stream occur), and 7 Species of Conservation Concern Cores (2 reptiles, 3 amphibians, 5 insects, 1 mussel and 1 plant). ID numbers shown in Figure 5-3 correspond to the descriptions below.

- Core 1349: Species of Conservation Concern – Four-toed Salamander.
- Core 1395: Species of Conservation Concern – Northern Leopard Frog, Eastern Hognose Snake.
- Core 1405 (also identified as Priority Habitat 451 in MassGIS): Contains the following resources – Wetland Core (including areas in Randolph and Canton, is among the largest 20% of Wetland Cores in the state and the region); Aquatic Core; Priority and Exemplary Natural Communities (Atlantic White Cedar Bog, Inland Atlantic White Cedar Swamp, and Level Bog); Species of Conservation Concern (Pod-grass, Pitcher Plant Borer Moth, Hessel’s Hairstreak, Attenuated Bluet, New England Bluet, Scarlet Bluet, and Eastern Hognose Snake).
- Core 1407 (also identified as Priority Habitat 454 in MassGIS): Species of Conservation Concern – Marbled Salamander, Eastern Ribbon Snake.
- Core 1415 (also identified as Priority Habitat 1215 in MassGIS): Aquatic Core; Species of Conservation Concern – Four-Eastern Pondmussel.

Figure 5-3: BioMap2 Core Habitats in Randolph

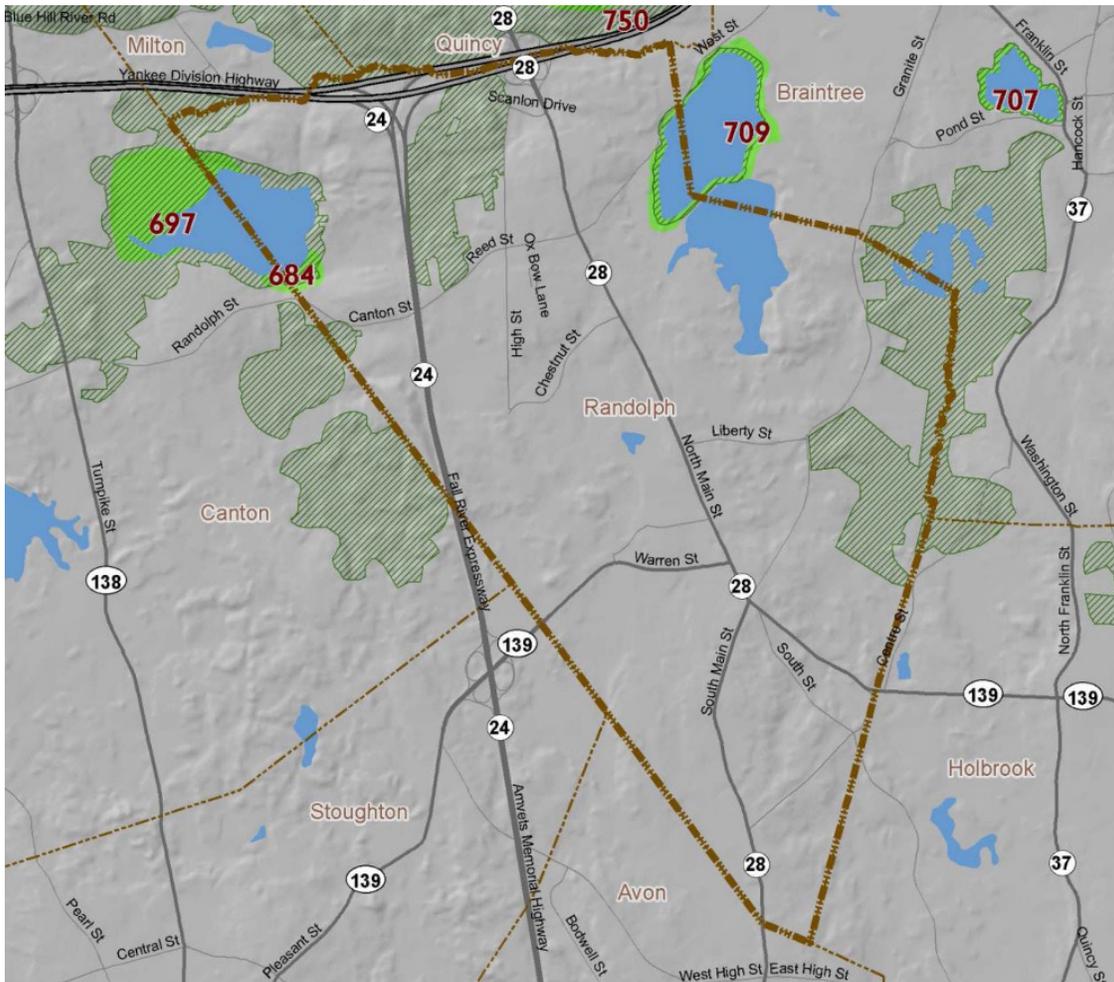


Critical Natural Landscapes

Critical Natural Landscapes in Randolph are shown in Figure 5-3, and include the following:

- CNL 684 – Wetland Core Buffer (south shore of Ponkapoag Pond)
- CNL 697 – Aquatic Core Buffer, Wetland Core Buffer (north shore of Ponkapoag Pond)
- CNL 709 – Aquatic Core Buffer (along Great Pond shoreline)

Figure 5-3: BioMap2 Critical Natural Landscape in Randolph



5.4 HISTORIC RESOURCES

The Town of Randolph has many historic buildings and neighborhoods within its boundaries. They include Stetson Hall, The Boston Higashi School, Crawford Square, Oakland Cemetery, Liberty Street and similar resources throughout the town that tell the story of its development and its residents. The Town has made a concerted effort to identify and protect these irreplaceable parts of its past by establishing a Historical Commission, a Demolition of Historic Buildings Delay Ordinance, a Design Review Board and a Historic District Study Committee.

The Historical Commission has received several grants from the Commonwealth of Massachusetts to continue to identify significant buildings, structures, objects and sites in the Town with the Historic Resource Inventory process. The most recent survey was completed in 2016 and it added 116 historic resources to Randolph's inventory. Two individual forms and three area forms were added to the inventory in 2017. Some buildings and sites have also been listed in the National Register of Historic Places, but no national historic districts or Local Historic Districts have been established. The Town commissioned the 2013 Randolph Preservation Plan (Appendix A) which includes an analysis of the state of historic preservation in Randolph at that time, as well as several recommendations to continue and expand these efforts to preserve and protect the town's historic legacy. The analysis and recommendations in this Preservation Plan remain valid in 2017. Randolph has made progress toward fulfilling the goals set forth in that document, and the town should continue to implement them, along with the recommendations in this plan.



Randolph in 1839

HISTORIC BUILDINGS AND DISTRICTS

Inventories of historic buildings and areas, using Massachusetts Historical Commission Building and Area Forms and Burial Ground Forms, have been ongoing since 1977. As of 2017, 245 individual building forms and 18 area forms have been completed. A total of 797 buildings have been documented in these forms. They are all available online on the Massachusetts Cultural Resource Information System (MACRIS) database [<http://mhc-macris.net>].

Two Buildings (Stetson Hall and the Jonathan Belcher House), one Historic District (Ponkapoag Camp of the Appalachian Mountain Club), one Multiple Resource District (Blue Hills Multiple Resource Area) and one Archaeological District (Gills Farm Archaeological District) have been listed in the National Register of Historic Places and the State Register of Historic Places.



Jonathan Belcher House

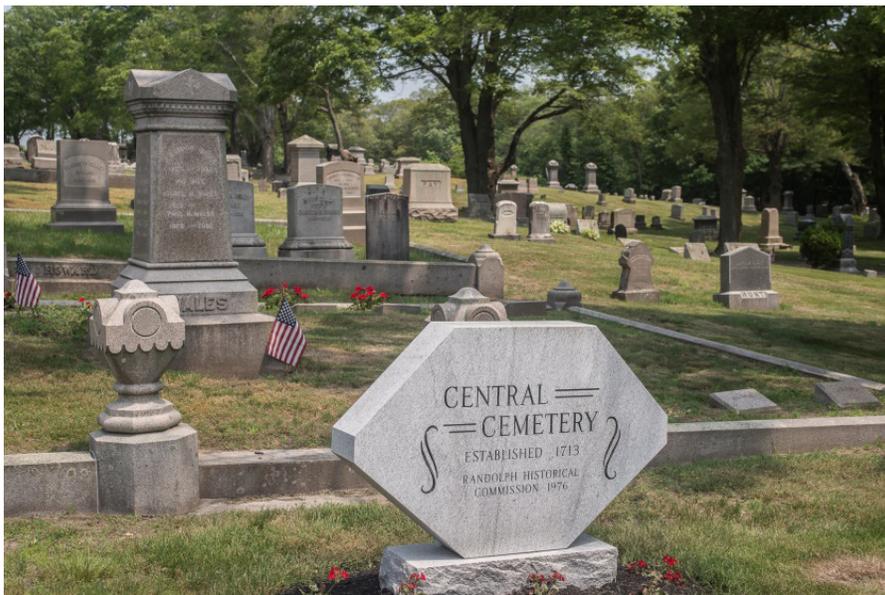


Stetson Hall

ARCHAEOLOGY AND GRAVESITES

There are four cemeteries in Randolph - Central, Saint Mary, and Oakland-West Cemeteries - that have been documented with Historical Commission Burial Ground Forms. Linwood, the Jewish Cemetery, has not yet been documented. None of them are listed in the National Register of Historic Places.

Two areas of Randolph – Blue Hills Multiple Resource Area and Gills Farm Archaeological District – have been documented as sites that are archaeologically important.



Central Cemetery

5.5 CULTURAL RESOURCES

In addition to valuable historic resources, Randolph has important cultural venues that capture and promote the community's creativity and cultural expectations. These include art and cultural organizations, events, and performance venues.

ART AND CULTURAL ORGANIZATIONS

Turner Free Library

The Turner Free Library (TFL) is one of the oldest public libraries in Massachusetts, dating back to 1874. Its mission statement is aimed to “serve the informational, educational, cultural, and recreational needs of the diverse Randolph community...” The Friends of the TFL is a volunteer nonprofit group that supports the library through fundraising, programming, book discussion groups, and other events.

The library has multiple educational and recreational programs for kids and adults, including among others:

- Breakfast at the Library
- Lunch and Learning at the Library
- Teen Video Game Club
- Middle School Book Club
- Storytime at Powers Farm Park
- Family Dinner Book Club
- Turner Traveling Library

Randolph's Women's Club (formerly The Ladies Library Association)

The Randolph's Women's Club is located at Jonathan Belcher's House (sharing the address with the Randolph Historical Society). Nine ladies formed this association in 1855 to promote reading and intellectual growth in times when there was no library (the library would be established 20 years later). They began the library with 50 books, including a Worcester dictionary, still in possession of the library today.

Randolph Cultural Council (supported by the Massachusetts Cultural Council)

This organization grants funding to support the arts, humanities and interpretive science. It provided funding to 16 programs in 2017, including:

- Baby Birds & Their Nests (immerse science and nature program for kindergarten children)
- Main Street Marketplace (musical and cultural acts/activities at Powers Farm for June-September)
- New England Swing Orchestra
- Senior Prom (traditional prom night for residents aged 60+ years)
- Core Borings & Geology (Blue Hill Adventure & Quarry Museum and Randolph Public Schools)
- Teen Spirit/I am (Randolph artist Jamaal Eversley with Randolph teens in high school)

Stajez Cultural Arts Center (SCAC)

SCAC is a Dance Company based in Randolph, which teaches multiple dance styles and fitness programs to young students, teenagers and adults that come from all over the South Shore. The company stages annual Spring recitals, Summer intensive camps, and the Black History Celebration in February.

Randolph Community Band

Established in 2009, the Randolph Community Band is a proud part of the arts community in the south shore of Massachusetts. The group is comprised of students and professionals from all walks of life and is dedicated to fostering a sense of community, striving towards musical excellence, and providing a relevant and meaningful service to the local community.

Randolph Redevelopment Authority

The Town instituted a redevelopment authority comprised of five members in 2017 to oversee the acquisition, planning, clearance, conservation, rehabilitation or rebuilding of decadent, substandard and blighted open areas for residential, government, recreational, educational, hospital, business, commercial, industrial or other purposes.

Religious Institutions

There are about 20 churches and religious institutions listed in Randolph, the most significant from a historic point of view are:

- First Congregational Church (a Christian community since 1731, before the Town was established) – This church embraces arts, working with high school students to stage musicals and theater plays, “Guys and Dolls” will perform in August this year.
- Trinity Episcopal Church (built in 1889, reconstructed after a fire in 1944).
- First Baptist Church – Randolph (518 North Main Street)

Special Events

- Night Before the 4th – Parade from Higashi School to Crawford Square, July 3rd at 7 pm, fireworks above Randolph High School at 9:15 pm.
- Arts in the Park – Williams Gazebo concerts and outdoor movies, Tuesdays and Thursdays in July and August, 6:30 pm.
- Harvest Hoopla
- Winterfest – Winter themed event at Crawford Square and the Turner Free Library, 2-4 pm, first Saturday in December.

PUBLIC ARTS AND PERFORMANCE VENUES

Stetson Hall

The second floor of Stetson Hall, the most iconic of the Randolph historic buildings listed in the National Register, originally had an auditorium space that was used for town hall meetings, and for lectures, plays, and concerts. In the early 1900s, it became a commercial venue for silent films, and later a movie theatre, until a new Randolph Theatre was built in 1937. Stetson Hall was then subdivided into office space.

In 2009, when the building was renovated, the auditorium was restored and it is today used as a community center, hosting live performances. The space is also available as a rental venue for special events.

Randolph Recreation Department

The Randolph Recreation Department hosts the summer concerts at Williams Gazebo, and other cultural events.

Randolph Public Schools Music Department

The Public Schools Music Department is very active in providing music education and cultural events for families, in addition to its regular school curriculum and local bands. Examples of cultural events include “Night of the Arts”, concerts, recitals and art shows.

5.6 ISSUES AND OPPORTUNITIES

PROTECTION OF NATURAL RESOURCES

As previously described in the *Land Use Element* of this *Master Plan*, open space areas in Randolph include part of the Blue Hills Reservation, which is home to valuable natural resources, such as *BioMap2* Core Habitats 1405, 1407 and 1415, and Critical Natural Landscapes identified and recorded by the Natural Heritage and Endangered Species Program.

However, there are other important natural resources that do not enjoy the same level of protection from potential development, such as *BioMap2* Core Habitat 1395. This is a 954-acre Core Habitat straddling the boundary between Randolph and Braintree along the Cochato River, which features Species of Conservation Concern, such as Northern Leopard Frogs and Eastern Hognose Snakes. While WWPOD zoning, the Randolph Wetlands Ordinance, and the Massachusetts Wetlands regulations protect the wetlands and riverbank zones, cemeteries and industrial parcels east of North Street encroach in portions of the Core Habitat. The Town should consider extending purchases of land for conservation purposes to these areas, aiming at protecting in perpetuity the entire portion of the Core Habitat located in Randolph.

PROTECTION OF GROUNDWATER QUALITY

Water supply in Randolph is served by the Great Pond Reservoir System, made up of three reservoirs (Great Pond, Upper Reservoir, and Richardi Reservoir), and it does not rely on the use of groundwater resources. However, groundwater quality has a potential to affect the quality of the reservoir system by possible infiltration.

The *2000 Randolph Master Plan* recommended an investigation for a possible need to establish a groundwater protection ordinance, in addition to the zoning provisions already available in the WWPOD, and comparable in purpose and scope to the wetland protections established by the Wetlands Ordinance. While a groundwater ordinance has not been established, protection of groundwater quality is an issue that the Town may want to consider in moving forward.

5.7 RECOMMENDATIONS

NHC1. Continue working to preserve natural resources through the acquisition of vulnerable open space areas to protect them in perpetuity.

The Town should continue its efforts to preserve natural resources for future generations through purchase and conservation agreements, in particular areas along the Cochato River that include the BioMap2 Core Habitat 1395, and the Norroway Brook .

NHC2. Review Town ordinances to consider impact of zoning and other regulations on historic properties to introduce coordinating measures, such as:

- Monitor impact of Site Plan and Design Review process on historic resources.
- Amend Residential District Setback Provision, Section 200-28. A (2), and allow for relief from strict adherence to the 25' setback to match the setback of adjacent historic houses.
- Notify the Historical Commission of buildings 50 years old or older that are cited under Chapter 83, Security and Maintenance of Abandoned and/or Dilapidated Buildings.

NHC3. Change threshold of Demolition Delay Ordinance to the national standard of 50 years old or older, and extend the delay period to nine months or more.

The current standard of 100 years exempts buildings that would be eligible for listing in the National Register of Historic Places, and the Demolition Delay age threshold should reflect that national standard. Many communities have found longer delay periods to be more effective for the preservation of historic resources. The effectiveness of the current delay period should be studied to determine if it has been working.

NHC4. Expand availability of HRI documents by including links to them on the Town's webpage.

All historic designations in Massachusetts are available on the MACIS web site, but not every property owner knows about it, or is willing to search it out. A link to MACRIS in appropriate sections of the Town's website would make this resource more easily available.

NHC5. Add historic designations to online GIS.

Easy availability of details of historic designations will provide important information to property owners and developers.

NHC6. Establish a History Room in the Turner Free Library to provide better access to historic material about Randolph.

Many towns have established a local history rooms in their libraries to make this information easily available to their citizens. The collection might include items pertinent to state, as well as Randolph history. The Randolph Historical Commission and the Randolph Historical Society should be involved in this project.

NHC7. Restart historic marker program, and establish historic street signage program.

Historic markers placed to identify significant buildings and sites raise awareness of Randolph's history for anyone passing the markers. Historic street signs also raise awareness of the town's history in a subtle, but unmistakable way.

NHC8. Encourage the use of historic properties as economic development tools by using state and federal Historic Rehabilitation Tax Credits.

Any building listed in the National Register of Historic Places, individually or as part of a district, is eligible for federal historic rehabilitation Tax Credits. This program can deliver 20% of the amount of hard and soft costs of construction for income producing properties in federal income tax credits to the owner of the property. The Massachusetts State Historic Rehabilitation Tax Credit program has similar provisions, but the building only needs to be listed in the State Register of Historic Places. If these programs are combined, they can deliver as much as 40% of construction equity to the owner in state and federal income tax credits.

NHC9. Work with Preservation Massachusetts to utilize their Circuit Rider Program.

The Preservation Circuit Rider Program brings the support, mentoring and resources of Preservation Massachusetts directly to those facing preservation challenges or projects. The Circuit Riders bring their expertise, resources and networks to aid community-based preservation activity statewide.

NHC10. Take advantage of all funding sources for historic preservation, including, but not limited to:

1. Massachusetts Preservation Projects Fund

The Massachusetts Preservation Projects Fund (MPPF) is a state-funded 50% reimbursable matching grant program established in 1984 to support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places. Applicants must be a municipality or nonprofit organization.

2. Massachusetts Historical Commission Survey and Planning Grants

The Massachusetts Historical Commission Survey and Planning Grant Program is a federally funded, reimbursable, 50/50 matching grant program to support historic preservation planning activities in communities throughout the state. Eligible activities are:

- a. *Completion of cultural resource inventories*
- b. *Nomination of significant properties to the National Register of Historic Places*
- c. *Completion of community-wide preservation plans*
- d. *Other types of studies, reports, publications and projects that relate to the identification and protection of significant historic properties and sites.*

3. Community Preservation Act Funds

Town Meeting voted to adopt the Community Preservation Act in 2005 and more than twenty projects have been funded by it since then. The Town should continue to use this valuable preservation tool.

4. Preservation Massachusetts Predevelopment Loan Fund

The Predevelopment Loan Fund (PLF) is a source of financial support for projects restoring historic buildings in Massachusetts. This loan fund covers reasonable third party costs that are necessary in getting a project going on the path to completion, such as architectural and consultant costs, feasibility studies, etc.

5. The Massachusetts Cultural Council

The Cultural Facilities Fund is an initiative of the Commonwealth of Massachusetts, the goal of the Fund is to increase investments from both the public sector and the private sector to support the sound planning and development of cultural facilities in Massachusetts.

SERVICES AND FACILITIES

6.1 OVERVIEW

PURPOSE



The Town of Randolph provides a multitude of public services and facilities to residents that include schools, public libraries, fire and police services, and community centers. The quality of life for Randolph residents is directly related to the quality and accessibility of these facilities and the services that are functioning within them.

For the next ten years and onward, it is important that Randolph residents are served by convenient, attractive, and accessible services and facilities. The quality and condition of these services and facilities set the image and reputation of the Town and conveys a message about the values placed on the services provided. The public Services and Facilities element provides goals and recommendations as the foundation to manage, maintain, and expand the public services and facilities of Randolph.

Managing growth and change in the Town through the assurance of adequate public facilities to serve current and future population continues to be a great challenge in Randolph and all other growing municipalities in Massachusetts. This element addresses services and facilities that are publicly managed and have a direct influence on the quality of life of Town residents.

COMPONENTS

This element includes the following components:

OVERVIEW – The introduction includes the list of information sources.

GOALS AND OBJECTIVES – Services and Facilities goals and objectives, based on information obtained from Steering Committee and public meetings, and relevant planning studies.

CURRENT SERVICE AND FACILITIES – Evaluations and findings for various public service and facilities throughout Randolph.

RECOMMENDATIONS – The complete list of recommendations and accompanying actions that would be associated with implementing them.

INFORMATION SOURCES

To assess the condition of the Town's existing service and facilities and evaluate the ability of this information to accommodate future demands, information from several other studies were reviewed. Information for the preparation of this element has been obtained from the following sources:

- Randolph's 2011 School Facilities Master Plan
- Randolph Public Schools – District Plan: Goals and Action Plan, 2016-2019 Report
- Massachusetts Department of Elementary and Secondary Education School and District Profiles
- Randolph's 2014 Annual Police Report
- Massachusetts Department of Energy and Environmental Affairs
- The Braintree-Weymouth Relief Facilities Project Fact Sheet by Massachusetts Water Resources Authority
- Columbia Gas of Massachusetts
- *Randolph Master Plan*, Town of Randolph, 2000

6.2 SERVICES AND FACILITIES GOALS AND OBJECTIVES

The following list of goals and recommendations for the *Services and Facilities* of the *Randolph Comprehensive Master Plan* have been compiled from the information collected for existing conditions, a review of the 2000 *Randolph Master Plan*, and discussions with the Town.

A review of the 2000 *Randolph Master Plan* indicates that some of its goals are still relevant today. Those goals have been incorporated in the list below as goals and objectives, to the extent that they remain relevant.

GOAL 1: Ensure the expansion of community centers and school facilities account for current and future growth.

Objective 1.1: Enhance the quality of all public facilities in a manner that is cost-effective and transparent to maintain the high quality-of-life Randolph residents can enjoy.

GOAL 2: Continue to provide excellent public programs to meet the broad ranging needs of the Town.

Objective 2.1: Ensure that town services, such as services provided by the police and fire departments, are easily accessible and well-publicized.

GOAL 3: Expand Randolph's public water supply in order to ensure sufficient water for existing town residents and businesses, as well as limited growth as described in the *Land Use Element*.

Objective 3.1: Provide new 8-inch water mains on multiple streets.

GOAL 4: Maintain an affordable water rate structure for Randolph's residences and businesses.

Objective 4.1: Complete the three-town water model

GOAL 5: Provide high quality public drinking water for Randolph's residences and businesses.

Objective 5.1: Replace the Randolph-Holbrook Treatment Plant

GOAL 6: Preserve the quality and quantity of Randolph's surface and groundwater supplies for both wildlife and human users.

Objective 6.1: Complete the cleaning and lining of the water mains

GOAL 7: Maintain reliable and cost-effective sewer service for Randolph's residents and businesses.

Objective 7.1: Remove sump pumps from the sewer system

Objective 7.2: Continue inflow/infiltration detection and removal

Objective 7.3: Educate the public about proper disposal of grease and cleaning products

6.3 CURRENT SERVICES AND FACILITIES

Public services and facilities are important elements of building and supporting a healthy community. As an urbanized, growing community, Randolph will face aging facilities that may not meet current standards. Figure 6-1 illustrates where current facilities are located. To date, residents rely on a small team of volunteers and Town Hall staff to manage a broad range of services to an increasingly more suburban population living in an urban environment. While major investments have been made in upgrading and constructing new facilities, including the Town Hall/Police Department, Turner Free Library, Fire Station, and the Intergenerational Community Center, adequate staff is lacking in key departments in order to adequately manage growth.

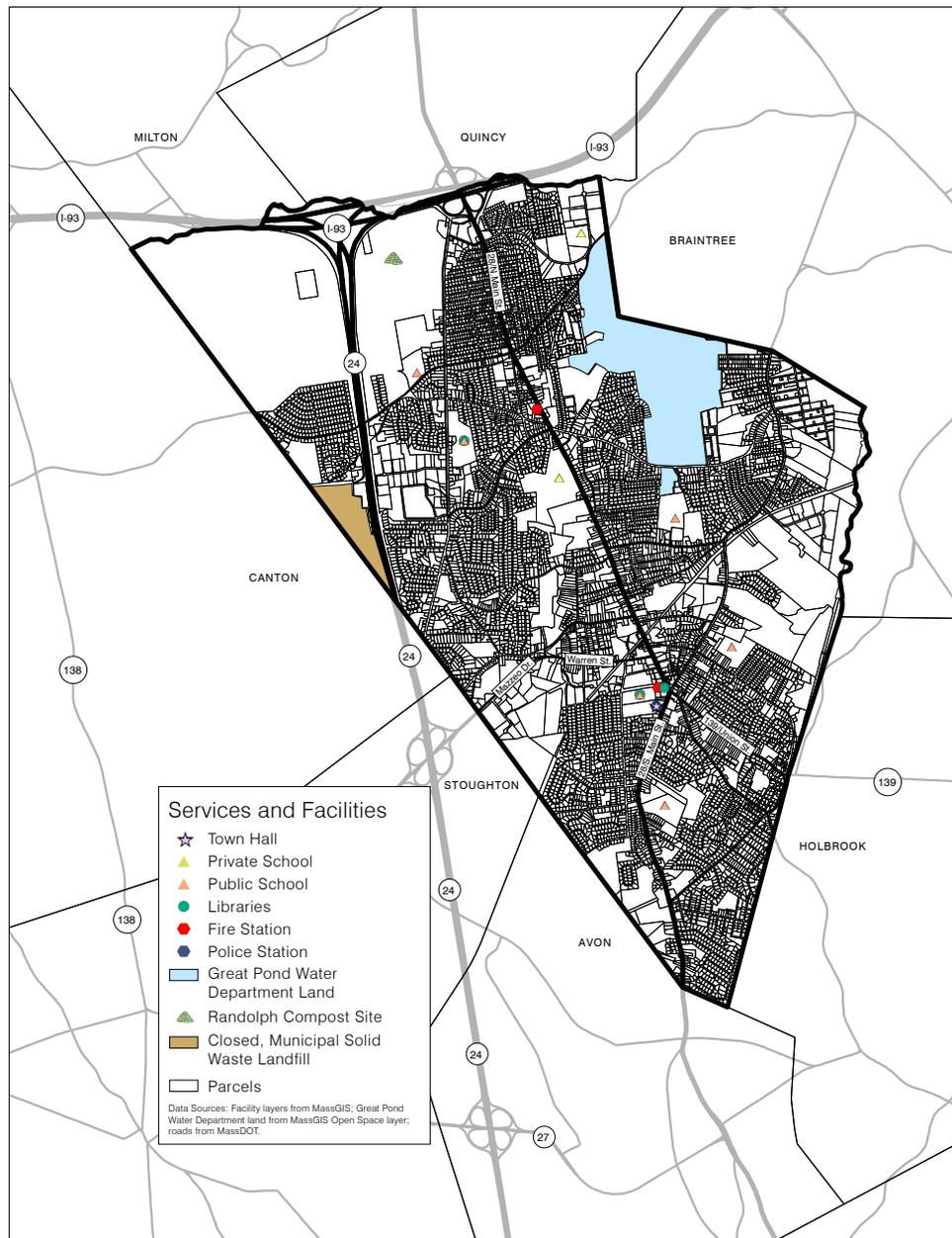


Figure 6-1: Map of All Services and Facilities

RANDOLPH TOWN HALL

The Randolph Town Hall is located on South Main Street and shares the space with the Randolph Police Department. Located in an attractive three-story masonry building, the upper two levels are used for town offices, conference rooms, and meeting rooms, while the lower level (basement) and main level occupies space for the Police Department. The renovation of Town Hall allows the building to be entirely compliant with federal and state accessibility requirements. The Randolph Master Plan (2000) identified the lack of a central archive for town records and documents. State law requires that adequate storage vaults are provided and that they are fireproof, waterproof, and climate-controlled to protect town records. Unfortunately, the location for this archive facility has yet to be decided.



Randolph Town Hall

SCHOOL FACILITIES

Mission

The Randolph Public Schools, together with families and the community, will inspire, challenge, and empower each student to acquire the knowledge, skills, and values to become a responsible and caring citizen in a diverse society.

The role of Randolph's public school system in contributing to the image of a community and its desirability as a place to live is significant. Randolph students should have access to the highest quality education in safe and well-maintained facilities with resources and materials appropriate to their level of learning. Randolph currently has six public schools – one high school, one middle school, and four elementary schools – that serve Randolph residents. There were 2,843 students enrolled between all six public schools in the 2016-2017 academic years.

Overall, all six schools have kept up with sufficient maintenance to allow the schools to continue running; however, major building systems are in need of fixing or replacement. A significant amount of work needs to be considered for all campuses to ensure compliance with current American with Disabilities Act (ADA) accessibility codes and regulations.

For instance, specific schools that are multi-level either lack access to elevators or ramps or these facilities do not meet current compliance; current ground material in play areas currently disallow disabled children to transfer from a wheelchair to a play structure; and parking is inaccessible. Investment in Randolph's school facilities is vital to improving the overall perception of the Town's schools. This is important to providing a quality learning environment for students. Since the quality of the schools' facilities is a top priority for the Town, a comprehensive study to assess the existing conditions of Randolph's school facilities was developed and a long-range capital repair program and an educational School Facilities Master Plan resulted. Conducted in Spring and Summer of 2011, the assessment included information provided by the Director of Maintenance, visiting buildings on several occasions, recording conditions, and meeting with key personnel from the school district to get a deep understanding of existing conditions. The School Facilities Master Plan used the Massachusetts School Building Authority scoring system. Building systems conditions and general physical environment for each school was rated on a scale of 1 to 4, with 1 indicating the best conditions. As stated in the Randolph Public Schools: District Plan Overview, the following goals below were set to guide the School District's work between 2016 and 2019:

- Increase academic achievement for all students by improving teaching and learning.
- Effectively use data systems to support student, learning, staff development, and resource management.
- Increase students' academic success by building family and community partnerships.
- Maintain and support a workforce that is diverse, highly skilled, and professional.

Randolph High School

Randolph High School is located on Memorial Parkway and was constructed in 1950. The High School currently services grades nine to twelve, including some district administration offices and outside educational entities. The campus has a targeted enrollment rate of 733 students. The campus received a major addition in 1970 and had an energy upgrade in 2010. Overall, Randolph High School ranked a score of 2 for building conditions and a score of 1 for general environment.

The campus does not comply with current building standards governing new construction; however, its list of noncompliance does not violate current laws or regulations. Some of the issues the school needs to address to meet accessibility standards are: lack of elevators that serve the entire building (including the main entrance and lower level locker room); narrow doors that are too narrow for wheelchair access; all major stairs have non-accessible compliant handrail and guard rails; lower level classrooms suffer from perceived air-quality issues due to high moisture levels (fans are used to circulate air and dehumidifiers are used to reduce humidity).



Randolph High School

| Utilities Conditions | |
|----------------------|---|
| Domestic Water | Existing building is currently served by 3 water services (services 1960/70 section, 1952 section, and the pool). Each domestic water service includes a water meter and isolation valves. These three water services currently serve all of the school's domestic water needs. |
| Natural Gas | There is currently an existing natural gas service to the building serving the boilers, hot water heaters, and select kitchen equipment. |
| Sanitary | The School's sanitary sewer system provides sanitary waste drainage for plumbing fixtures located throughout the School. The fixtures drain to buried sanitary waste piping exiting the building and tie into the Town's municipal sewer system. |
| Fuel Oil | The School has 9,999 gallon above ground fuel oil storage tank on the site which serves as a secondary fuel source to the School's 3 heating boilers. |

For the 2016-2017 academic year, Randolph High School had an enrollment of approximately 679 students in grades nine to twelve, with 156 seniors as a subset of that total. The status of Class of 2016 graduating seniors is listed below:

| | |
|------------------------------|-----|
| Attending 4 Year College | 53% |
| Attending 2 Year College | 35% |
| Prep School | 0% |
| Attending Vocational Program | 1% |
| Armed Services | 2% |
| Working | 8% |
| Other | 1% |

Randolph Community Middle School

Randolph Community Middle School is located on High Street and was constructed in 1968. There was also a major addition and total renovation in 1999, and energy upgrades were completed in 2010. The Middle School currently services grades six to eight. The campus has around 760 students. The average class size is 24 students per class. The structure is an 111,371 square foot building. See the following for conditions.



Randolph Community Middle School

| Utilities Conditions | |
|----------------------|--|
| Domestic Water | Existing building is currently served by a 2" domestic water service located within the boiler room. This water service currently serves all of the school's domestic water needs. The water distribution system is original to the building and each subsequent addition. |
| Natural Gas | There is an existing 2" natural gas service to the building serving the boilers, hot water heaters, and select kitchen equipment. |
| Sanitary | The School's sanitary sewer system provides sanitary waste drainage for plumbing fixtures located throughout the school. The plumbing fixtures drain to an on-site buried sanitary waste piping exiting the building and tying into the town's municipal sewer system. |
| Fuel Oil | The School has a 9,999 gallon underground fuel oil storage tank on the site that also serves as a secondary fuel source to the school's 2 heating boilers. The tank was newly installed in 1999. |

As of 2016-2017 academic year, Randolph Community Middle School had an enrollment of 610 students.

John F. Kennedy (JFK) Elementary School

JFK Elementary School is located on Hurley Drive and was constructed in 1965. The school currently serves grades pre-kindergarten to five and has a targeted enrollment rate of 379 students. This campus was previously a junior high school before being converted into an elementary school. Overall, JFK Elementary School ranked a score of 2 for building conditions and a score of 1 for general environment.

The school’s level of accessibility currently does not meet acceptable standards, due to issues such as a lack of accessible routes to access parking spaces and play fields; noncompliant ramps at the main entrance; the campus has only one enclosed noncompliant lift that serves all three levels of the building; and noncompliant guardrails on some staircases. The issues that were given the highest priority include accessibility from parking to building, traffic safety concerns, lack of an elevator or lift, old window replacement, accessible toilet rooms, inadequate electrical service, and old unit ventilators.



JFK Elementary School

| Utilities Conditions | |
|----------------------|---|
| Domestic Water | Existing building is currently served by a 4” domestic water service located within the boiler room. This water service currently serves all of the school’s domestic water needs. The water distribution system is original to the building and each subsequent addition. |
| Natural Gas | There is an existing 2” natural gas service to the building serving the boilers, hot water heaters, and select kitchen equipment. |
| Sanitary | The School’s sanitary sewer system provides sanitary waste drainage for plumbing fixtures located throughout the school. The plumbing fixtures drain to buried sanitary waste piping exiting the building and tying into the town’s municipal sewer system. It was noted by operations personnel that the existing grease traps have been a problem and are in need of replacement. |
| Fuel Oil | The School has a 6,000 gallon above ground fuel oil storage tank on the site that serves as a secondary fuel source to the school’s 2 heating boilers. |

As of 2016-2017 academic year, John F. Kennedy Elementary School had an enrollment of 484 students.

Donovan Elementary School

Donovan Elementary School is located on Reed Street and was constructed in 1962. The school currently serves grades kindergarten to five, with a targeted enrollment of 423 students. Overall, Donovan Elementary School ranked a score of 2 for building conditions and a score of 2 for general environment.

A minor accessibility issue that the school should address is lack of an elevator or lift that would provide ADA compliant access to the lower level classrooms. Additionally, traffic flow and parking issues during pick-up and drop-off times were identified. Observations imply that this trend is due to the behavior of drivers and/or parents who park their cars and wait with their children in school grounds in the morning, until the school doors open. Since parking for the school is also limited, drivers and/or parents are more inclined to park and wait in the pick-up and drop-off area and clog up this access roadway.



Donovan Elementary School

| UTILITIES CONDITIONS | |
|-----------------------------|---|
| Domestic Water | Existing building is currently served by a 2" domestic water service located within the boiler room. This water service currently serves all of the school's domestic water needs. The water distribution system is original to the building and each subsequent addition |
| Natural Gas | There is currently an existing 1-1/2" natural gas service to the building serving the boilers, hot water heaters, and select kitchen equipment. |
| Sanitary | The School's sanitary sewer system provides sanitary waste drainage for plumbing fixtures located throughout the school. The plumbing fixtures drain to on-site buried sanitary waste piping exiting the building running to an on-site sewage lift station from which it is being pumped to the Town's municipal sewer system. This is the only school with a pumping station. |
| Fuel Oil | The School has a 6,000 gallon above ground fuel oil storage tank on the site which serves as a secondary fuel source to the schools 2 heating boilers. |

As of 2016-2017 academic year, Donovan Elementary School had an enrollment of 434 students.

Martin T. Young Elementary School

Martin T. Young Elementary School, constructed in 1967, services grades kindergarten to five, including Sheltered English Instruction (SEI) and Community Learning Center (CLC) programs. The targeted enrollment rate for Young Elementary School is 341 students. Overall, Martin T. Young Elementary School ranked a score of 2 for building conditions and a score of 2 for general environment.

The school’s level of accessibility currently does not meet acceptable standards, due to issues such as a lack of accessible routes to access parking spaces; noncompliant ramps at the main and rear entrances; lack of elevator or lift that would provide access to lower level classrooms; non-compliant handrails and guard rails; and some classroom entryway doors lack the required latch side clearance for accessibility. Traffic flow and parking issues during pick-up and drop-off times is a safety concern that the school is closely monitoring. Similar to Randolph Middle School and Donovan Elementary School, the cause of Martin T. Young Elementary School’s traffic congestion and safety is the behavior of drivers and/or parents who tend to park their cars and wait with their children in school grounds in the pick-up and drop-off areas.



Young Elementary School

| UTILITIES CONDITIONS | |
|-----------------------------|--|
| Domestic Water | Existing building is currently served by a 4” domestic water service located within the boiler room. This water service currently serves all of the school’s domestic water needs. The water distribution system is original to the building and each subsequent addition. |
| Natural Gas | There is an existing 2” natural gas service to the building serving the boilers, hot water heaters, and select kitchen equipment. |
| Sanitary | The School’s sanitary sewer system provides sanitary waste drainage for plumbing fixtures located throughout the school. The plumbing fixtures drain to an on-site buried sanitary waste piping exiting the building and typing into the Town’s municipal sewer system. It was noted by operations personnel that the sewage system piping is in poor condition and includes many areas with cracked and corroded pipes. |
| Fuel Oil | The School has a 6,000 gallon underground fuel oil storage tank on the site which serves a secondary fuel source to the schools 2 heating boilers. |

As of 2016-2017 academic year, Martin T. Young Elementary School had an enrollment of 320 students.

Lyons Elementary School

Lyons Elementary School is located along Vessey Street and was constructed in 1957. The campus currently serves kindergarten to fifth grade and has a targeted enrollment of 314 students. Other than the windows being replaced in 2007 and energy savings upgrade in 2010, there are no other significant renovations or additions since it was originally constructed. Overall, Lyons Elementary School ranked a score of 2 for building conditions and a score of 2 for general environment.

The school's level of accessibility currently does not meet acceptable standards, due to issues such as noncompliant entrances due to a lack of signage to direct people; lack of ramps for the stage; and noncompliant toilet rooms. Traffic and parking congestion and safety were also identified at pick-up and drop-off times of the day, raising safety concerns that require close monitoring.



Lyons Elementary School

| UTILITIES CONDITIONS | |
|-----------------------------|---|
| Domestic Water | Existing building is currently served by a 2" domestic water service located within the boiler room. This water service currently serves all of the school's domestic water needs. The water distribution system is original to the building and each subsequent addition. |
| Natural Gas | There is an existing 4" natural gas service to the building serving the boilers, hot water heaters, and select kitchen equipment. |
| Sanitary | The School's sanitary sewer system provides sanitary waste drainage for plumbing fixtures located throughout the school. The plumbing fixtures drain to buried sanitary waste piping exiting the building and tying into the town's municipal sewer system. It was noted that the main drain line was replaced due to its having deteriorated due to age in March 2011. |
| Fuel Oil | The School has a 6,000 gallon underground fuel oil storage tank on the site which serves a secondary fuel source to the schools 2 heating boilers. |

As of 2016-2017 academic year, Lyons Elementary School had an enrollment of 296 students.

Tower Hill School

Tower Hill School is located on Adams Street and was constructed in 1938. It was a former school facility that fell into disrepair and leased to state agency in 2006. The campus currently serves as a space for a non-profit organization that trains municipal police forces. The school is currently not used as a school and the future of this property remains unknown. The Town needs to decide whether there is a need for them to maintain ownership.

| UTILITIES CONDITIONS | |
|-----------------------------|---|
| Domestic Water | Existing building is currently served by a 1-1/2" domestic water service located within the basement compressor room. The water distribution system was original to the building and served all of the school's domestic water needs. |
| Natural Gas | There is currently no natural gas service to the building. |
| Sanitary | The School's sanitary sewer system provided sanitary waste drainage for plumbing fixtures located throughout the school. The plumbing fixtures drained to buried sanitary waste piping exiting the building and tying into the town's municipal sewer system. |
| Fuel Oil | The School has a 6,000 gallon above ground fuel oil storage tank where it serves as a primary fuel source to the buildings heating system boiler. |

Boston Higashi School

Boston Higashi School has an international program that serves children and young adults with autism. It sits on a 55-acre site that includes nature trails, playgrounds, a pool, an athletic complex, student housing, and school buildings.

TURNER FREE LIBRARY

Mission

To serve the informational, educational, cultural, and recreational needs of all the members of the diverse Randolph community by providing access to professional staff, cutting edge technology, and quality materials, programs, and services. The library seeks to encourage reading and the use of technology for life-long learning and enrichment of life in the community.

Turner Free Library is located on North Main Street and was originally constructed in 1962. In 2016, the library was temporarily closed and relocated at Shaw's Plaza (91 Memorial Parkway) while an approximately \$2.7 million renovation of the building took place. The renovation included improvement to interior spaces, a redo of the HVAC system, and correction of deficiencies that was a result of its original construction that took place in the 1960s.

When the renovation was complete, the level of accessibility for disabled persons significantly improved. The new building included mezzanine lifts for wheelchairs (it was just stairs previously), elevators, and ADA-accessible bathrooms. Another significant improvement that played an important role in its current success was its addition to modern technology; the new library included new computers running on Windows 10, new self-checkout stations, new Apple iPads, and technology classes.

Additionally, since the previous Randolph Master Plan (2000), the Turner Free Library newspaper archive went digital. The 40 reels of 35 mm film dating back to the first year the library was open was scanned, digitized, and indexed into a searchable online database. Archives from the late 1960s to 2006 are currently available. The transformation of the film to digital was a one-time cost of \$3,000 for the library, which came out from the library's materials budget.

The library's hours of operation are: Monday to Thursday, 9:00A.M. to 9:00P.M. and Friday and Saturday, 9:00A.M. to 5:00P.M.

INTERGENERATIONAL COMMUNITY CENTER

Community centers provide space where residents can hold meetings and attend a wide variety of events such as workshops and sports games. Community centers throughout Randolph act as hubs for the activities of local residents.

The Randolph Intergenerational Community Center is a 30,000 square foot community center on Pleasant Street, which is the town's former recreation office. The town council approved borrowing \$11.3 million for the project in May 2016 and the groundbreaking ceremony was held in August 2016. Designed by Bargmann Hendrie + Archetype, the facility is set to serve various recreational programs of the Town, including senior and youth services. The Recreation Department and Elder Services Department is housed in this building. The building provides intergenerational programming to the town residents, including:

- Recreational space (basketball, soccer, etc.)
- Theatre/arts
- Technology classrooms
- Reading room
- Exercise and fitness rooms
- Teaching kitchen
- Game room



Image of the future center (anticipated opening late 2017)

SIMON C. FIREMAN COMMUNITY



The Simon C. Fireman Community, located on North Main Street, offers low-income, non-denominational apartment living with onsite services to senior citizens. The center is owned and operated by HRCA Senior Housing, Inc., a Massachusetts based non-profit corporation and managed by Hebrew SeniorLife. The purpose of this community center is to provide housing for extremely low and very low income seniors through the Department of Housing and Urban Development. The local “Section 8” income limits apply to this property and applicants must meet specific income restrictions to be eligible for housing and admission to the Simon C. Fireman Community is limited to those applicants whose income meets the “Section 8” Income Limits for the Randolph area.

The campus currently has 159 apartments, including 119 one-bedroom units and 40 efficiency units; housing for low income adults that are 62+ years old; a fitness center; library; and art studio. The Center is close to shops, restaurants, and public transportation. This location is one of nine Boston area campuses that care for 3,000 seniors a day with nearly 2,600 employees.

STETSON HALL

Stetson Hall is located on North Main Street and was built in 1842 with funds received by Major Amasa Stetson, a Randolph native and successful Boston boot manufacturer. Major Stetson's donation included an endowment, known as the Stetson School Fund to establish an academy for boys, which later became the co-educational Stetson High School. Up until 1909 when the Town opened Randolph High School on South Main Street, Stetson High School occupied the rear portion of the building.

Stetson Hall is now used as a center for social and civic activities through a \$3.5 million renovation that was completed in 2009. The \$3.5 million renovation was spent to include the following renovations: professional offices and a historic exhibit area that occupies the first floor of the building; and a modern catering kitchen, assembly hall, balcony, and stage complete with state of the art lighting and sound systems on the second floor. The Hall is heavily used for business and community meetings, wedding receptions, reunions, and other rental-related functions. Stetson Hall is open on the weekdays from 9AM to 5PM and other times by appointment.



Image of Stetson Hall

PUBLIC PROGRAMS

One of many responsibilities the Department of Recreation is responsible for is to oversee the operations of recreational programming throughout the Town of Randolph. The Recreation Department administers adult and children programs, educational and athletic activities, trips, and special events. With support from taxpayers in the form of voter approval of property tax increases in 2008, residents showed a strong commitment to supporting education

In addition to the many recreation facilities the Town offers, programming is also offered within these facilities. During the summer, “Night Before the 4th” provides residents an evening of fireworks above the Randolph High School and a parade that starts from the Higashi School to Crawford Square. “Arts in the Park” is another summer program the town offers residents during the month of July and August where people can enjoy concerts and outdoor movies at the Williams Gazebo. Other programs include: the Community Health Fair, Harvest Hoopla, Senior Olympics, and Winterfest (usually during the first Saturday in December at Crawford Square and Turner Free Library).

RANDOLPH POLICE DEPARTMENT

As stated earlier, the Randolph Police Department occupies a space in Town Hall and is located in the lower level (basement) and main level of the building. In 2014, Randolph was recognized as one of the twenty communities in the Commonwealth with the most improved crime rate. In 2014, the police department also received certification by the Massachusetts Police Accreditation Commission, which was a project that began in late 2010 that included a complete review of its policies and procedures and its operation and its facilities so that it meets mandatory (and optional) standards based on the most current law and best practices in the field of policing. Being a part of this accreditation program assures that the police department is constantly trying to improve internally.

RANDOLPH FIRE DEPARTMENT

The Town’s Fire Department is comprised of two fire stations: Central Station (Headquarters) at 10 Memorial Parkway and North Randolph Fire Station (Station 2) at 952 North Main Street. The Department’s 60 members that respond to a multitude of emergency and non-emergency calls every year. In 2016, the Fire Department received 5,562 calls in which at least one fire apparatus (engine or ladder) responded. As stated in the 2015 Annual Report, the department had 4,616 ambulance responses making the total department responses 10,153. The Fire Department relies heavily on public and private sources of revenue to assist the department in attaining their goal of providing the best possible services for the community. The focus has not only been on federal and state grant programs, but also on private entities offering private grants and gifts.

Approved by the Town Council, the reconstruction of the Randolph Fire Station 2 was completed in April 2017. The reconstruction included replacing the aging facility and enhancing public services.

SOLID WASTE AND RECYCLING

The proposed TLA/Holbrook LLC Solid Waste Transfer Station was first proposed approximately a decade ago at the original site of the Baird and McGuire chemical plant in Holbrook. The proposed transfer station was met with strong opposition from Randolph and Holbrook residents and officials for the reason that it would add significant truck traffic to a heavily travelled Union Street. Other concerns that were raised were that the station would create pollution and noise and be detrimental to the quality-of-life and property values. Before the project can proceed, TLA-Holbrook LLC needs to obtain three sequential approvals from the Department of Environmental Protection (MassDEP): Site Suitability Determination, Authorization to Construct Permit, and Transfer Station Certification (30 days before commencing operations).

WATER SUPPLY

The ability to obtain clean drinking water and dispose properly of wastewater is a prerequisite for virtually any type of development. Therefore, the present and future availability of public water and sewer utilities will be a major factor determining the amount, type, and location of new residential, commercial, and industrial uses in Randolph. This section of the Master Plan provides an inventory of Randolph's existing water supply and sewage disposal system. This section also identifies possible future water and wastewater disposal needs in the Town, and provides recommendations for maintaining economical and environmentally sound water and wastewater services.

Existing Water Supply Entities

Randolph's public water supply is provided through the efforts of three individual entities:

- **The Tri-Town Board of Water Commissioners:** This Board is responsible for identifying and providing water sources for the three towns of Randolph, Braintree, and Holbrook.
- **Randolph-Holbrook Joint Water Board:** This Board is responsible for treating water that will be provided to the towns of Randolph and Holbrook, and is also responsible for the standpipes and tanks that serve both towns.
- **Randolph Department of Public Works (DPW):** Randolph DPW is responsible for distribution of water within the Town of Randolph. The Sewer and Water Division are composed of three to five employees. The Water Division is responsible for the daily maintenance of approximately 115 miles of water mains, 1,000 fire hydrants, and over 9,000 services and meters.

The Tri-Town Water Supply District

Braintree, Holbrook, and Randolph share a common system of water supply reservoirs that is managed by the Tri-Town of Water Commissioners. Water is supplied from several surface water reservoirs located in Randolph and Braintree, which are referred to as the Great Pond Reservoir System. This system consist of three reservoirs: Great Pont (Lower Pond), Upper Pond, and the Richardi Reservoir. These reservoirs receive flows from the Blue Hill River, Norroway Brook, and the Farm River. The Cochato River, although once a part of the reservoir system, has not been feeding the system since 1983, when an environmental spill led to suspicion that the river was contaminated.

Future Tri-Town Water Treatment Plant

The towns of Braintree, Holbrook, and Randolph are working to construct a regional water treatment plant as a way to replace the aging water treatment plants in Braintree, Holbrook, and Randolph. As of 2015, all three towns voted to adopt the regional plant as opposed to tie-in with the Massachusetts Water Resource Authority (MWRA) water system.

Table 6-1: Water Sources for Randolph as Part of the Tri-Town Water Supply District

| SOURCE | SAFE YIELD CAPACITY (MGD) | COMMENTS |
|--|---------------------------|--|
| Great Pond Reservoir System (Upper, Lower Pond, Richardi Reservoir) ¹ | 7.6 | |
| Cochato River Basin | 0 | Currently off-line with a safe yield capacity of about 1.90 MGD ² |
| Donna Street Wells, Holbrook | 0 | Currently off-line with a safe yield capacity of about 0.70 MGD |

¹ Includes flow provided by the Blue Hill River, Norroway Brook and the Farm River.

² Millions of gallons per day.

Sources: Town of Randolph DPW and 2000 Randolph Master Plan.



Other Active, Inactive, and Potential Water Sources

| | |
|-------------------------|--|
| Donna Road Wellfield | Located in Holbrook and is estimated to have a maximum safe yield capacity of 0.65 to 0.72 millions of gallons per day (MGD). This formerly active wellfield was closed in 1973 because high levels of iron and manganese were detected in the water and remains inactive. |
| South Street Wellfield | Located in Holbrook, it consists of three wells and is estimated to have a maximum safe yield capacity of 0.31 millions of gallons per day (MGD). The wells were closed in 1980s because of contamination. |
| Cochato River Diversion | The river used to be diverted into the reservoir system during periods of peak water demand. This source could provide an estimate safe yield of 1.9 MGD. Reactivation of the Cochato River diversion was being explored and potential sources of water contamination in the watershed were being examined in the year 2000; however, it still has not been reactivated. |
| Private Wells | Some parcels in the Town are supplied by private drinking water wells. |

Randolph-Holbrook Joint Water Board

Randolph and Holbrook operate a joint water treatment and distribution system that is managed by the Joint Water Board. The Joint Water Board's water treatment plant is located on Pond Street, at the edge of Great Pond, in Randolph.

According to the 1989 Water Supply and Treatment Study, as well as conversations with local officials in 2000, the Randolph-Holbrook Treatment Plant near Great Pond was barely able to meet the maximum day demands with water use limitations in place. To this day, the Town still has regular water bans; however, no plans are in place to expand the water supply system. The plant can pump and treat in the range of 5 to 7 million gallons per day.

Originally constructed in 1934, the plant was upgraded in the 1950s, 1960s and early 1990s. Upgrades included new chemical feed equipment, a new chlorination system, new filter controls and laboratory.

The plant is operated and manned 24 hours per day, 365 days per year and tests the water hourly, daily, and monthly as required by Massachusetts regulations. The plant also has monitored the raw water supply on a quarterly basis since 1986 for heavy metals, volatile organic compounds, herbicides, pesticides and numerous other compounds.

Based on available capacity and projected future demands, recommendations were made to replace the existing plant in the past. According to the 1989 Water Supply and Treatment Study, expansion of the existing plant to meet the required future demands does not appear feasible at the existing site. Braintree, Holbrook, and Randolph are working to construct a regional water treatment plant as a way to replace the current aging water treatment plants. The replacement of the existing plant is estimated to take place within the next 4-5 years.

For Randolph and Holbrook, multiple storage facilities are currently in place to pressurize the water system, enhancing maximum flows for fire protection purposes, and provide a reserve to meet demand during peak periods. Two of these tanks are very old and need replacement. The existing South Main Street Tower was repainted in 1995. It had previously contained lead paint. The 1991 Water Supply and Treatment Master Study recommended that Randolph-Holbrook construct two new standpipes (a total of 5.0 million gallons of storage) to increase maximum flows for fire protection. These were never constructed. There is now a three town water model in progress.

In 2000, the Joint Water Board had established plans to expand the capacity of Upper Pond by dredging. The dredging of Upper Pond has been completed since then. This dredging project increased the volume of the Upper Pond by about 23 million gallons, which corresponds to about 0.77 MGD in additional yield for 30 days. Characteristics of the existing storage facilities are as follows:

Table 6-2: Water Storage Facilities for Randolph as Part of the Join Water Board and Tri-Town Water Supply District

| LOCATION | FACILITY TYPE | CAPACITY (GALLONS) |
|--------------------------------|--------------------------|---------------------------|
| Great Pond (Lower Pond) | Reservoir | 76 million |
| Upper Pond | Reservoir | 6.54 million |
| Richardi Reservoir | Reservoir | 3.50 million |
| S. Main Street Tower, Randolph | Steel Water Tower, 1887 | 1 million |
| Grove Street Tower, Randolph | Steel Water Tower, 1960s | 1 million |
| Sycamore Street, Holbrook | Steel Water Tower, 1888 | 500,000 |
| New Sycamore Street, Holbrook | Steel Water Tower, 1960 | 500,000 |

Source: Town of Randolph DPW, 2000 Randolph Master Plan.

Randolph Department of Public Works

According to the Department of Public Works, there are approximately 165 miles of water mains in the Randolph-Holbrook system, including 115 miles in Randolph and 50 miles in Holbrook. The Randolph DPW is not aware of any water main leaks within the system.

In 2000, a new metering program was completed and low flows were accounted for and tracked. The intended program consisted of the installation of externally-read meters, the repair or replacement of non-functional meters, metering of all public buildings and calibration of all water meters that are 1-inch and above in diameter. According to Town officials, a number of valves and hydrants have also been replaced. In the same year, the Town approved a 5-Year \$5 million Capital Improvement Plan to clean water mains and pipes, which will improve water quality and water pressure, among other benefits. This work is in the final years of improvement.

As of 2015, the Sewer and Water Division of DPW are composed of three and five full time employees, respectively. The responsibility of the Sewer Division includes the daily maintenance of nearly 100 miles of sewer manes and nine sewer pumping stations. The Water Division is responsible for the daily maintenance of approximately 100 miles of water mains, 1,100 fire hydrants, and over 9,000 services and meters.

Current and Projected Future Water Demand

According to the Department of Public Works, the Town provides low flow shower heads and faucet aerators at no cost and recommends low flow toilets as water conservation measures.

The average daily water demand in 2016 for Randolph was 3.0 MGD during most times of the year, and 4.5 MGD or more during peak periods in the summer. The total average daily demand for the three towns range from 6.8 MGD during most times of the year to 10.1 MGD during peak times. Current water demands are provided in the table below.

Table 6-3: Current Water Demand for Randolph, Holbrook, and Braintree (In Millions of Gallons per Day)

| | RANDOLPH | HOL-BROOK | BRAINTREE | TOTAL |
|---------------------|----------|-----------|-----------|-------|
| 2016 Average Demand | 3.0 | 0.9 | 2.9 | 6.8 |
| 2016 Peak Demand | 4.5 | 1.3 | 4.3 | 10.1 |

Peak water demands for the three towns exceeds the safe yield capacity for the reservoir system. The towns have implemented several conservation measures, including metering, leak detection and repair, and promotion and use of efficient water-saving plumbing fixtures.

The average water demand for Holbrook and Braintree was calculated assuming average water usage of 80 gallons per day per person (gpdp) and the peak demand was calculated as 1.5 times average demand. The populations for Holbrook and Braintree were taken from the 2010 census. The average water demand and peak water demand for Randolph was based off of the 2016 *Drinking Water Report* provided by the Town.

The current amount of water use in Randolph is lower than the amount of water the residence might use because of the water conservation measures that have been put in place.

Stormwater Management

The Town of Randolph completed its Storm Water management Plan in May 2004. The latest storm drain discharge inspection, inventory, and environmental sampling program was completed in November 2006 by DPW. The dry weather sampling program involved inspecting and sampling each drainage discharge after three consecutive days of dry weather.

Table 6-4: Sampling Parameters

| PARAMETER | MAXIMUM CAPACITY |
|---|---|
| Ammonia Nitrogen | Greater than 0.4 mg/L indicates sewage contamination |
| Surfactants | Greater than 0.1mg/l indicates sewage contamination |
| Fecal Coliform Bacteria | Greater than 200 colonies/100 ml indicates sewage contamination |
| Enterococcus Group | Greater than 200 colonies/100 ml indicates sewage contamination |
| Total Dissolved Liquids | |
| Nitrate Nitrogen | |
| Fluoride | |
| Phosphorous | |
| Total metals, including arsenic, barium, cadmium, chromium, copper, iron, lead, magnesium, manganese, mercury, nickel, and zinc | |

Source: NPDES PII Small MS4 General Permit Annual Report, March 2006-March 2007

A total of 23 outfalls were inspected and sampled for parameters noted on the table. Approximately 3,000 ml of water was taken from each outfall using proper sampling techniques. The results indicate at least 11 possible illicit connections.

Wastewater System

Sewage disposal requirements are one of the greatest potential constraints on the location of development. The two main types of sewage disposal systems are individual on-site disposal systems (primarily septic systems) and public sewers, which feed into a centralized wastewater treatment plant. Septic systems may be used only in areas with suitable soil, groundwater, and bedrock conditions, as dictated by Title 5 of the State Environmental Code and local health department regulations. The availability of a sewer connection eliminates these site constraints, and also allows a greater density of development. A ubiquitous disadvantage of being a part of the public sewer system is the buildup of grease and other related waste in sewer lines that eventually clog the sewer passageway to the point where these public sewers overflow and backups occur. Removal of waste such as grease and disposable cleaning products from the sewer system is a daily struggle the Department of Public Works continues to try to overcome.

The sewer program began in the early 1970s and was completed in the early 1990s. Sewerage from Randolph flows into the MWRA (Massachusetts Water Resource Authority) to the Braintree-Weymouth interceptor system. Then, it goes through Quincy and ends up at the Deer Island Treatment Plant. In 2000, there were several small pockets in Randolph – mostly residential homes – that were still using septic systems for sewage disposal. The DPW has added all but eight of these septic systems to the sewer network of the Town. All of the sewer pump stations have been upgraded within the past twelve years. This included the replacement of pump stations, controls, and additional emergency generators. There is an infiltration and inflow study scheduled for 2018.

As of 2015, the Sewer Division of the DPW is responsible for the daily maintenance of nearly 100 miles of sewer mains and nine sewer pumping stations.

Massachusetts Water Resource Authority (MWRA) – Deer Island Treatment Plant

MWRA is a Massachusetts public authority established to provide wholesale sewer and water services throughout metropolitan Boston's communities. Randolph's sewer waste is directed to the Deer Island Treatment Plant, which underwent renovation as required under the federally mandated 11-year, \$3.8 billion Boston Harbor Project. The treatment plant removes pollutants from wastewater that originates in homes, businesses, and industrial buildings in 43 greater Boston communities.

Pumping stations are located throughout the metropolitan Boston area to aid wastewater coming from lower to higher elevations and going to the Deer Island Treatment Plant. The Town of Randolph is served by the Braintree-Weymouth Relief Facility. The Braintree-Weymouth Relief Facility includes sewer pump stations, interceptors, and siphons that processes wastewater for transport to the Nut Island Headworks in Quincy. At the Nut Island Headworks, grit from the wastewater is screened and removed and then gets sent through the Inter-Island Tunnel to the Deer Island Treatment Plant. After sludge is digested at the treatment plant, it is barged to the Sludge-to-Fertilizer Plant at the Fore River Staging Area in Quincy.

ELECTRICITY AND GAS

The Town of Randolph's sources for electric and gas are National Grid and Columbia Gas of Massachusetts.

Bay State Gas currently has nine improvement projects throughout Randolph. Eight are located in North Randolph on Eugenia Street, Hills Street, Edwin Street, Stacy Street, Royal Street, Pauline Street, and High Street, while another one is located on South Main Street.

6.4 RECOMMENDATIONS

SF1. Prioritize allocation from the local budget towards improving aged utilities and educational facilities.

SF2. Assess the needs for upgrades to school facilities on a regular basis.

This can be achieved by updating the School and Town Facilities Report and Educational Master Plan annually.

SF3. Provide access to areas and amenities of all schools' building interior, including ADA-accessible restrooms, elevators, drinking fountains, and parking.

SF4. Review the needs of residents to ensure programs that are offered by the Town reflects the needs and interests of all Randolph residents.

SF5. Centralize social services information at one location to make it easier for residents and visitors to get the information they need.

SF6. Replace the Randolph-Holbrook Treatment Plant.

The Current Randolph-Holbrook treatment plant is extremely outdated and needs to be replaced. According to a report for the year of 2015 generated by the Public Works Department of Randolph, the towns of Braintree, Holbrook, and Randolph are still working to complete the design, gain financing, and construct this new treatment plant. The regional treatment plant is the most economically feasible way to replace the aging water treatments plants in both Randolph/Holbrook and Braintree. The towns voted against tying into the MWRA water system and opted for the option of the new water treatment plant. Town officials believe the construction of the new treatment plant will take place within the next four to five years.

SF7. Complete the cleaning and lining of the water mains.

According to the 2015 report generated by the Public Works Department of Randolph, 45,000 feet of 6" water mains still needed cleaning and lining. The remaining work had been broken up into three projects of approximately 15,000 feet. Funding for the first project had been voted on in 2015 and was to be completed that year. The final two phases were to be voted on and completed in 2017 and 2018. Town officials have indicated that the cleaning and lining is in the final year of improvements. Cleaning and lining of the water mains improves water quality and water pressure.

SF8. Provide new 8-inch water mains.

According to town officials, there are a series of streets that need to have water mains replaced with new 8-inch mains.

SF9. Increase fire flow protection.

The 2000 Randolph Master Plan recommended two new standpipes be constructed to increase fire flow protection. These have not been constructed. There are multiple storage facilities in place to increase maximum flows for fire protection. However, according to the 2000 Randolph Master Plan two of the tanks are very old and in need of replacement. The town is still in need of increasing fire protection and updating their current system. Public officials have stated there is currently a three town model being developed to help identify the water supply system needs.

SF10. Remove sump pumps from the sewer system.

Remove and redirect all remaining sump pumps that are tied into the sewer system. This will eliminate all illicit sump pump discharges from the system and decrease flows.

SF11. Continue inflow/infiltration detection and removal.

It is important to remove inflow and infiltration from entering the sewer system and increasing the flow being metered by the MWRA because the meter readings are used to develop Randolph's annual sewer assessment. As of 2015, the annual sewer assessment was more than \$6,000,000 per year. An inflow/outflow infiltration study is scheduled for 2018.

SF12. Educate the public about proper disposal of grease and cleaning products.

According to the 2015 report generated by the Public Works Department of Randolph, removal of grease and disposable cleaning products from the sewer system was a constant struggle for the Public Works Department. Residents need to be educated on the proper way to dispose of grease and cleaning products so that they do not dispose of them into the sewer system. The buildup of grease in the sewer lines ends up causing a clog within the lines to the point where backups occur. This causes sewer manholes to back up into the street or for the sewage to back up into homes and businesses. The cleanup is costly and there are health and environmental risks. This is all avoidable with the correct disposal of these items.

TRANSPORTATION AND CIRCULATION

7.1 OVERVIEW

PURPOSE



As Randolph has evolved from a farming area, to a manufacturing town, and now a well-established suburban community, its transportation system has also changed. Today, private vehicles dominate the transportation system within a largely auto-dependent community.

This *Transportation and Circulation Element* provides an assessment and recommendations for all of Randolph's current transportation modes and circulation networks. The transportation modes addressed by this *Element* include vehicles, public and private transit, bicycles, and pedestrians. The circulation network that connects all of the transportation modes is also an important focus for this *Element*.

COMPONENTS

This element includes the following components:

OVERVIEW – The introduction includes the list of information sources.

GOALS AND OBJECTIVES – Transportation goals and objectives, based on information obtained from Steering Committee and public meetings, 2000 Randolph Master Plan, and relevant planning studies.

CURRENT TRANSPORTATION SYSTEM – Evaluations and findings for each mode of transportation and the town's transportation network.

ISSUES AND OPPORTUNITIES – Consideration of issues affecting current transportation and opportunities for solutions to support current and future demand.

RECOMMENDATIONS – The complete list of recommendations and accompanying actions that would be associated with implementing them.

INFORMATION SOURCES

To assess the condition of the Town's existing transportation infrastructure and evaluate the ability of this information to accommodate future demands, information from several other studies were reviewed. Information for the preparation of this element has been obtained from the following sources:

- 2011-2015 American Community Survey 5-Year Estimates, U.S. Census Bureau.
- *Census Explorer: Commuting Edition*, U.S. Census Bureau, <https://www.census.gov/censusexplorer/censusexplorer-commuting.html>
- *Comprehensive Regional Transportations Plan* prepared for Brockton Area Transit Authority by Old Colony Planning Council, 2015.
- *Highway Functional Classifications*, Federal Highway Administration (FHWA), U.S. Department of Transportation, 2013.
- *Local Access Score*, Metropolitan Area Planning Council, <http://localaccess.mapc.org>
- *MBTA FY15 Fare Proposal*, Massachusetts Bay Transit Authority (MBTA), 2014.
- *Randolph Master Plan*, Town of Randolph, 2000.
- *Randolph: We Mean Business! Spring 2017 Randolph Economic Development Snapshot*, 2017.
- *Ridership and Service Statistics ("The Blue Book")*, MBTA, 2007.
- *Ridership and Service Statistics ("The Blue Book")*, MBTA, 2010.
- *Ridership and Service Statistics ("The Blue Book")*, MBTA, 2012.
- *Ridership and Service Statistics ("The Blue Book")*, MBTA, 2014.
- *Town of Randolph Zoning Ordinances*.

7.2 TRANSPORTATION GOALS AND OBJECTIVES

An overall goal of the *Transportation and Circulation Element* is to advance the development of a balanced, multi-modal transportation network that enables residents, employees, and visitors to travel wherever they wish in Randolph. An easily accessible, safe, and efficient network will allow the Town to better-serve the needs of everyone in the community.

The Town of Randolph has defined the following goals for its transportation system:

GOAL 1: Randolph has a connected network for all modes of transportation that serves the needs of the community.

Objective 1.1: Improve the connectivity and the quality of the regional bicycle and pedestrian network.

Objective 1.2: Increase transportation alternatives in a manner consistent with the rate of population and employment growth within the Town as well as the region.

GOAL 2: All transportation modes in Randolph are easily accessed, safe, and efficient.

Objective 2.1: Expand viable transportation options for all Randolph residents and employees.

Objective 2.2: Decrease congestion along roads in which there are significant delays due to bumper-to-bumper traffic.

Objective 2.3: Make changes to parking policies so that the public parking supply is organized more efficiently and in reflection of current demand.

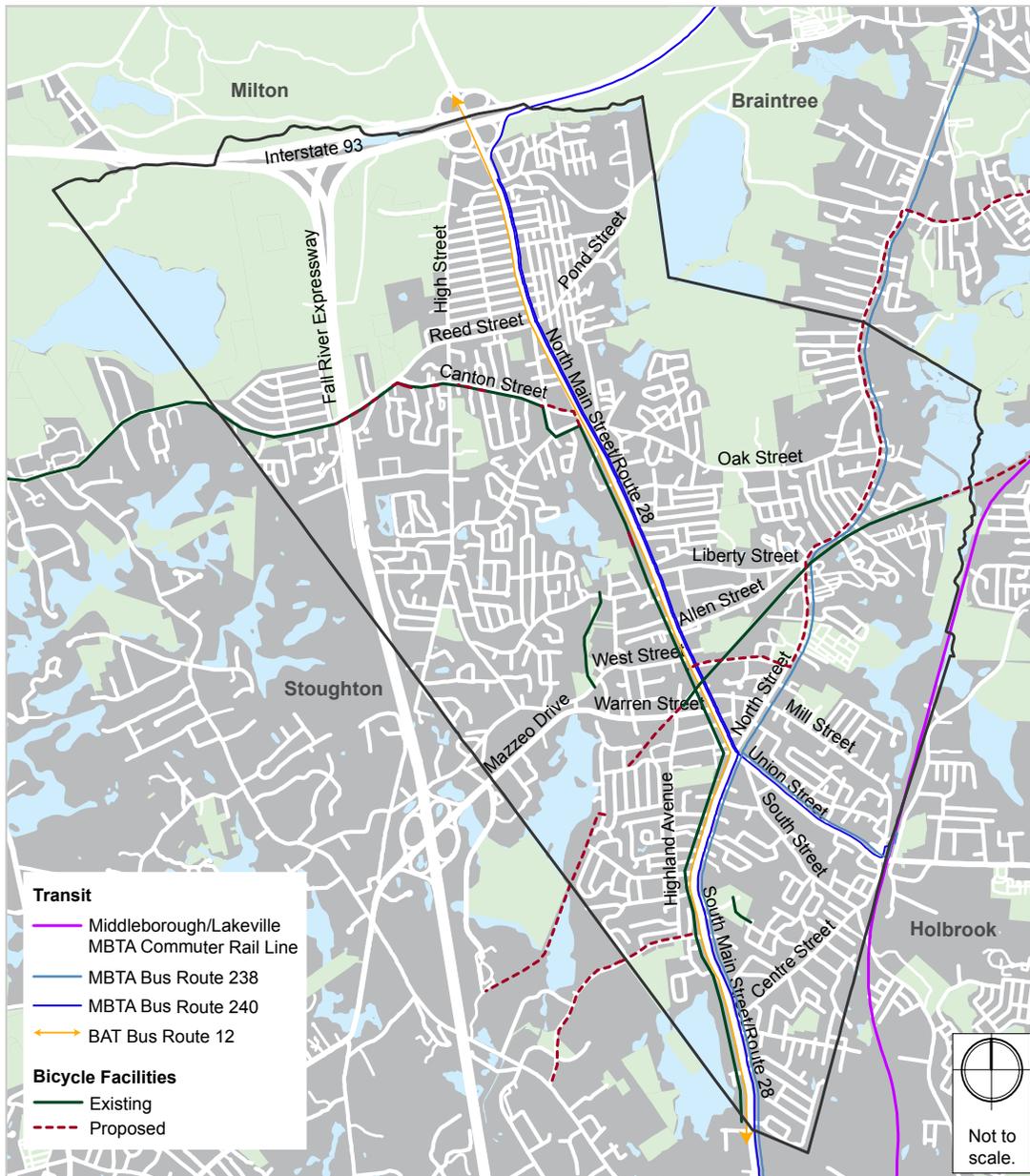
GOAL 3: Randolph's infrastructure is well-maintained, including roads and traffic signal lights.

Objective 3.1: Pursue funding programs to accomplish objectives and meet the overarching transportation goals.

7.3 CURRENT TRANSPORTATION SYSTEM

The town's transportation system includes interstate and state highways, local arterial roadways, non-motorized transportation facilities, and public transportation systems. Together, these networks provide connection within Randolph and the surrounding region.

Figure 7-1: Map of Transportation Modes



GENERAL CIRCULATION

Highways and streets are the framework of Randolph's transportation system. Highways in Randolph consist of Interstate 93 (I-93) and arterial roads Route 24, Route 28, and Route 139. The circulation network within Randolph is composed of arterial, collector, and local streets arranged in a conventional loop and cul-de-sac pattern. Unless otherwise posted, the speed limit for all roads (except those under state control) was reduced in 2017 to 25 miles per hour. The comprehensive roadway system is supplemented by a transit network provided by the Massachusetts Bay Transportation Authority (MBTA) and Brockton Area Transit (BAT) that provides access to the metropolitan Boston region.

The primary roadways in Randolph are described below:

Interstate

- I-93/Route 128: I-93 passes through Randolph, connecting Canton in the west to Braintree in the east. The highway intersects with the northern end of Route 24 (described below), allowing residents to link to Boston and Cape Cod through the Route 3 interchange.

Arterial Roads

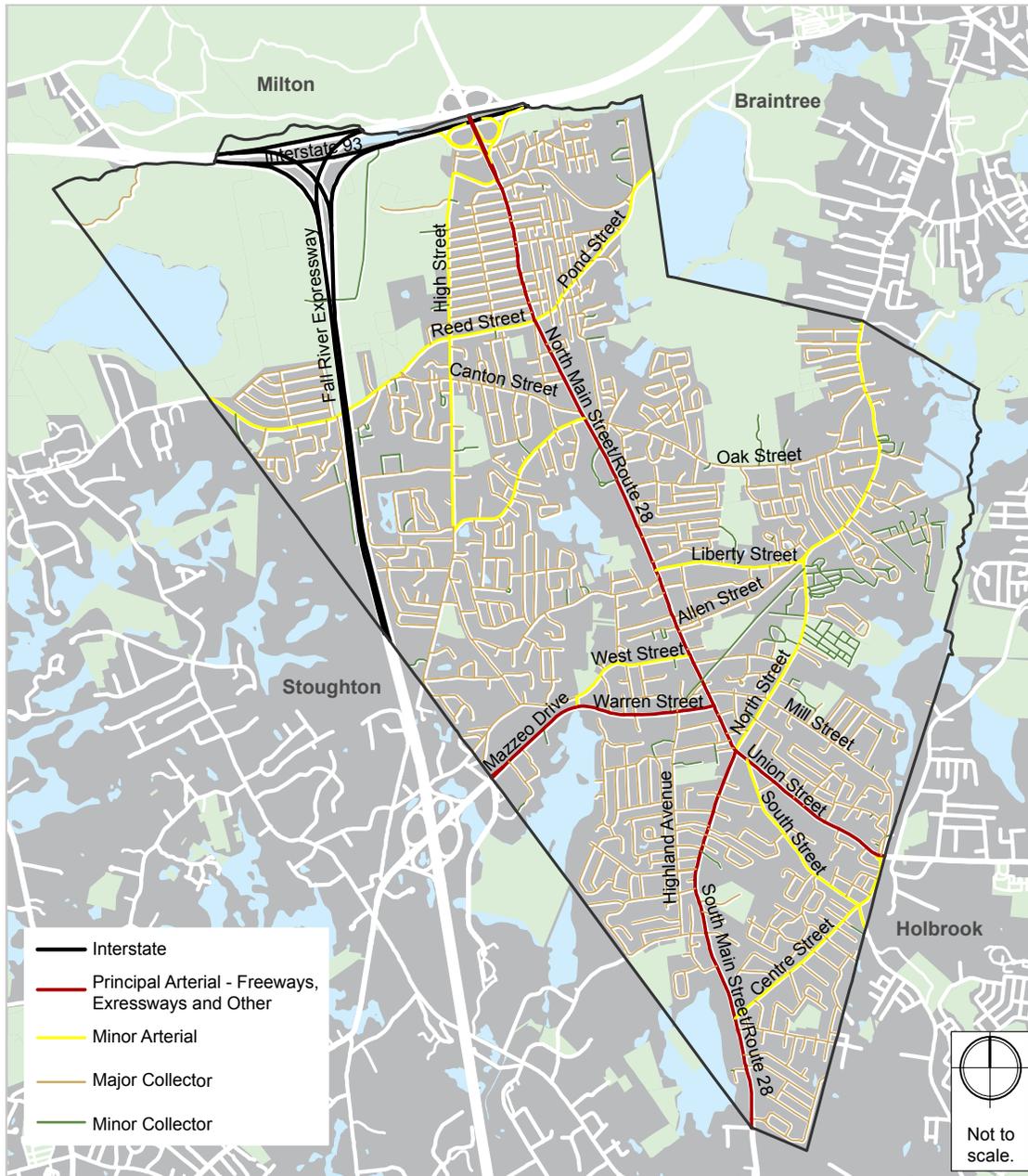
- Route 24/Fall River Expressway: Route 24 is a north-south limited access highway that links the Boston metropolitan area with municipalities in southeastern Massachusetts, such as Randolph. Route 24 was opened in 1951 and currently provides a vital freeway connection to Randolph. Route 24 allows for access to destinations to the north in the urban core (e.g., Boston and Cambridge), west along the I-93/Route 128 corridor (e.g., Waltham and Burlington), as well as destinations to the south (e.g., Brockton, Fall River, and New Bedford).
- Route 28/North and South Main streets: Route 28 is a north-south principal arterial route that provides access to I-93/Route 128, as well as to Brockton, West Bridgewater, and Bridgewater. As identified in the 2000 *Master Plan*, Route 28 continues to serve as the main travel route in the town where development is currently zoned for business and commercial uses, specifically at the Randolph Town Center.
- Route 139/Mazzeo Drive and Warren Street: Route 139 is an east-west primary arterial roadway that connects Randolph to Stoughton's town center. The portion of Route 139 that is located within Randolph is under State jurisdiction.

Collector Roads

Canton Street, Oak Street, Highland Avenue, and Mill Street are some of the roads in Randolph classified as "collectors," meaning that they carry traffic from local roads to arterial roads with greater traffic capacities. Canton Street and Highland Avenue run through residential, commercial, and industrial zones, hosting establishments such as Sunny Side Café on Canton Street and Randolph High School on Highland Avenue. Oak Street and Mill Street are mainly residential corridors despite the location of one of the Holbrook/Randolph Commuter Rail Station (Holbrook/Randolph Station) parking lots on Mill Street at Union Street.

Most roadways in town are local streets that provide access to different neighborhoods in Randolph. Major streets, such as High Street, Mazzeo Drive, Warren Street, and Union Street, serve a mix of the town's residential, commercial, and industrial areas. Minor streets, such as Highland Avenue, typically have a lower speed limit and less traffic.

Figure 7-2: Map of Roadway System by Federal Functional Classification



Source: MassDOT

The MassDOT Road Inventory File is a State-maintained dataset that represents all the public roadways and a good portion of the private roadways in Massachusetts, including designations for Interstate, U.S., and State highways. Using this data, Figure 7-2 identifies roads in Randolph according to their federal functional classification. This classification is arranged by road type in a hierarchy that ranges from roads with the greatest capacity (six-lane roads, such as the Interstate Highway system) to those with the least capacity (one- to two-lane roads without centerlines, such as minor roads). Per this classification system, interstate and principal arterials make up approximately 13 miles of roadways in Randolph. These roads have the capacity to move vehicular traffic through the town at a reasonably-high speed, alleviating congestion on local roads that may not have this ability. Principal arterials, such as Route 28/North Main Street and Route 28/South Main Street, make up the least amount of road-miles in town whereas major collectors, such as Highland Avenue and residential roads, make up the greatest amount.



Highland Avenue (from Memorial Drive to Gerald Avenue), High Street (from Reed Street to York Avenue), Grove Street (from Cross Street to Ledge Hill Road), and Pond Street (from Morse Street to the Braintree town line) are designated “scenic roads” under the provisions of Massachusetts General Laws (M.G.L.), Chapter 40, Section 15C. This designation protects their scenic and historic qualities and preserves the character of the area through which they pass. Any repairs, maintenance, and paving work done along these roads cannot involve the removal of stone walls and trees, except with prior written consent of the Town Council.

Congestion Points

Traffic congestion occurs when demand for road space exceeds road capacity. Although increased congestion implies a growing economy, congestion has potential to stall economic growth by threatening businesses, if it is not properly addressed. Congestion can also have a significant negative impact on individuals’ quality of life.

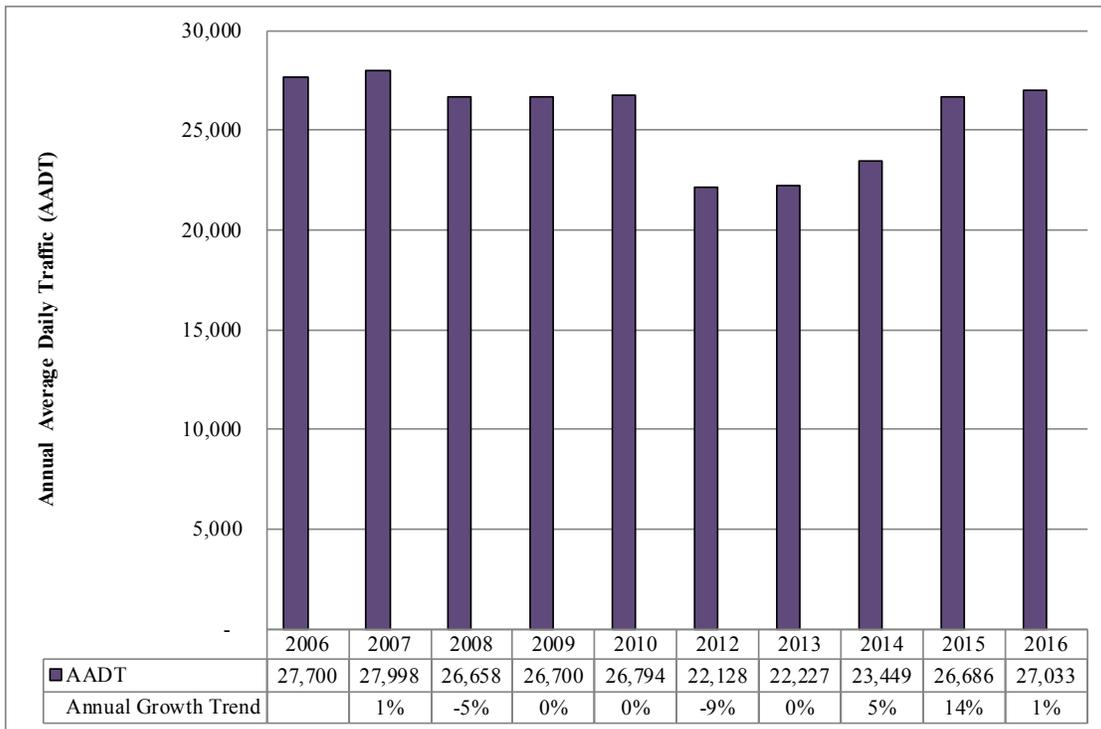
To understand Randolph’s traffic volume, the consultant team reviewed data published by the Massachusetts Department of Transportation (MassDOT). Figure 7-3 shows Randolph’s average annual daily traffic (AADT) volumes, recorded in 2012 along collector and arterial streets. The 2012 values ranged from 198 to 30,704 vehicles, with the minimum value located along Oak Street and the maximum value located along Route 28/South Main Street. Collector roads such as Oak Street, Highland Avenue, Canton Street, and Orchard Street had traffic volumes consistent with the Federal Highway Administration (FHWA) vehicle miles traveled (VMT) and mileage guideline (1,100 to 6,300 vehicles for urban areas), as did minor arterial streets such as High Street, Chestnut Street, Liberty Street, and South Street (3,000 to 14,000 vehicles for minor arterial streets in urban areas). The recorded AADT volumes along these streets imply that these roads are functioning at an appropriate capacity; these roadways should simply continue to be maintained.

AADT values for Route 28, the most congested roadway corridor in Randolph relative to other main roads in Randolph, show different results. Route 28 serves Randolph's major activity centers and carries the highest proportion of total urban travel within Randolph. Figure 7-3 illustrates AADT trends taken from the northern portion of Route 28/North Main Street. As a principal arterial roadway, Route 28/North and South Main Streets should have AADT values ranging from 7,000 to 27,000 vehicles. The table shows declining traffic between 2008 and 2012 (with 2012 being the year containing the lowest AADT at 22,128 vehicles) followed by an increase in traffic from 2013 onward; 2016 had an AADT value of 27,033 vehicles, the third highest AADT value between 2006 and 2016 (2007 and 2006 had AADT values of 27,998 and 27,700, respectively). The climbing AADT value for Route 28 implies that it is beginning to exceed capacity and may need improvements to reduce congestion.

The negative growth that occurred from 2008 to 2012 along Route 28 may be explained by the country's financial downturn and recovery; these events prompted an overall reduction in consumption, which in turn reduced travel. The increase in traffic volume from 2013 onward may be the result of several factors, including:

- Increased amount of business along the Route 28 corridor.
- An increasingly low unemployment rate, which means that more individuals are commuting out of, into, and through Randolph on their way to work.
- The growth in population from 2000 to 2010, in which the total population in 2000 was 30,963 and increased to 32,112 in 2010, resulting in a 3.7% population growth.
- The 5% fare increase implemented by the MBTA in July 2014. All transit fares were impacted by this change, and commuters who travel from Holbrook/Randolph Station to Boston (Zone 3) saw their fares increase from \$212 to \$222. When similar fare increases occur, transit riders may turn to driving, especially when there is no similar increase to people using the road.

Figure 7-3: North Main Street AADT Trend (2006-2016)



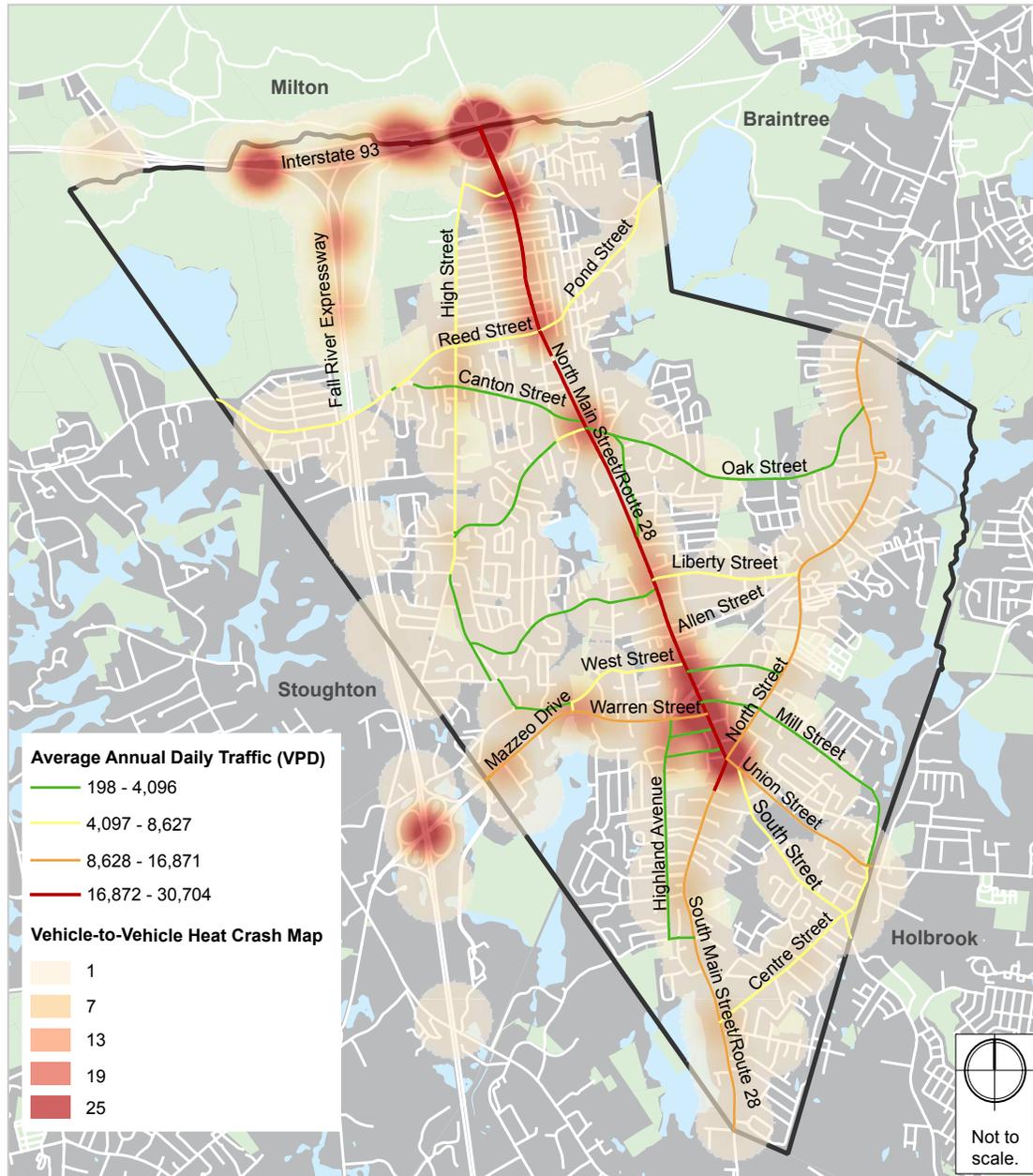
Source: MassDOT Transportation Data Management System

Since Route 28 is Randolph’s main commercial and business corridor and is also important from a regional connection standpoint, it is essential that the Town thoroughly evaluate the impacts of future growth along it as they may be negative from a social or infrastructure perspective, or both. For example, a failure to address roadway congestion could lead to cut-through traffic, which would disrupt traffic flow along roadways that connect to Route 28 and expand vehicular traffic in unsuitable parts of town.

High Crash Areas

There were approximately 800 total vehicle-to-vehicle crashes in Randolph from 2012 to 2014. Over 400 of these 800 crashes occurred in 2014. Two of the 800 crashes were fatal. Both fatal crashes took place in 2012, one at the intersection of South Main Street and Maple Street, and one along North Street near Scannell Road. The rest of the vehicular crashes that occurred in this three-year period were either “non-fatal” or “property damage only.” The high volume of AADT and high number of vehicular crashes indicates the need for improved traffic signals, which would allow vehicles to move through the area more efficiently in Randolph.

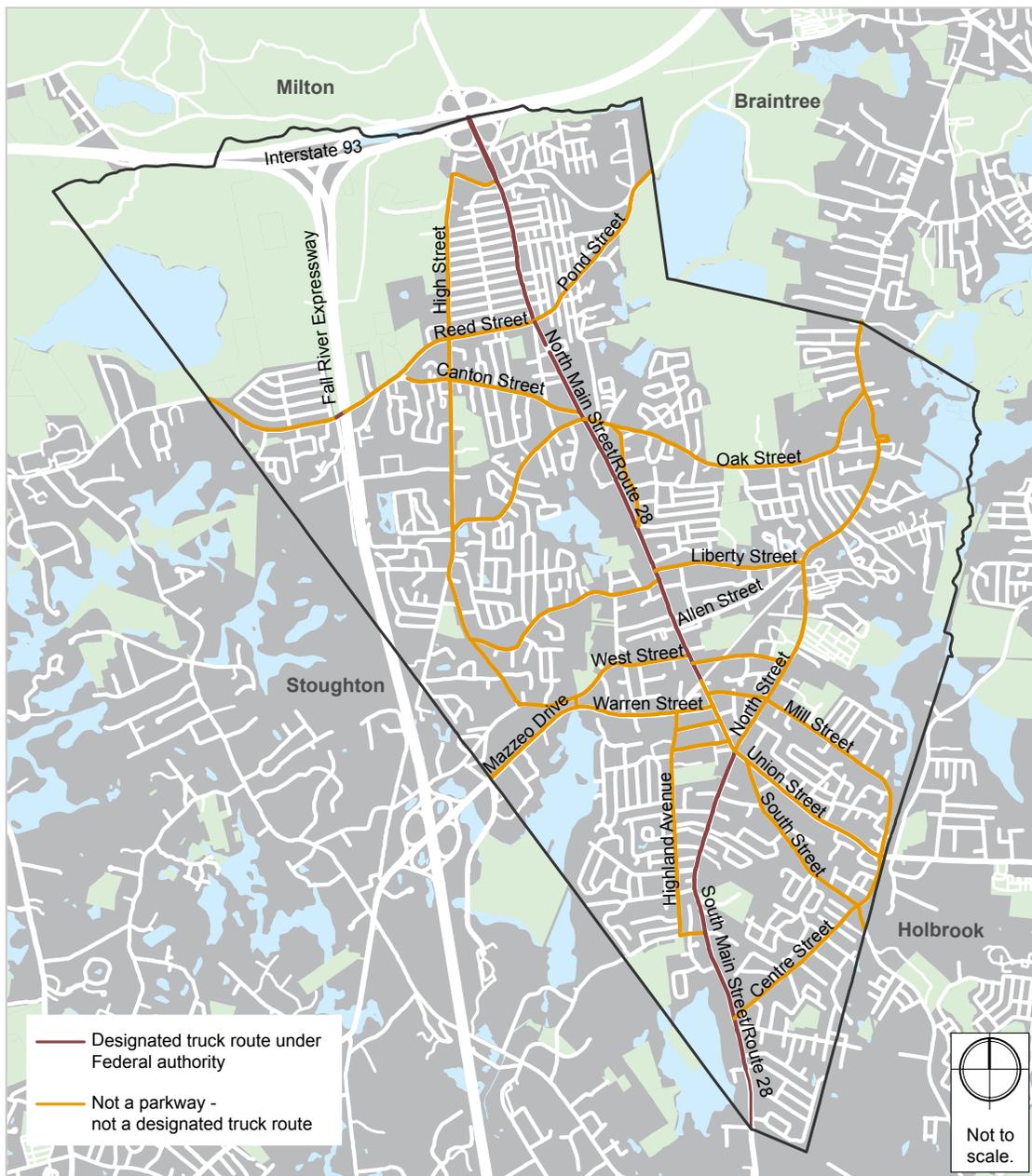
Figure 7-4: Map of Traffic Conditions



Truck Circulation

Designated truck routes ensure the efficient movement of goods, and truck drivers are encouraged to use them within Randolph. Route 28 and Route 139, however, is the only roadway in Randolph that is designated as a truck route under State authority. Trucks are permitted on most other streets in town; roadways that are marked as “Not a parkway – not a designated truck route” permit truck traffic for the purpose of arriving at their destinations. Most, if not all, of these routes are along principal and minor arterial streets such as Mazzeo Drive/Warren Street, High Street, and West Street. Given that it is the only designated truck route in Randolph, and that it already contains high traffic volumes, it is vital that routes beyond Route 28 are designated in the future.

Figure 7-5: Map of Truck Routes



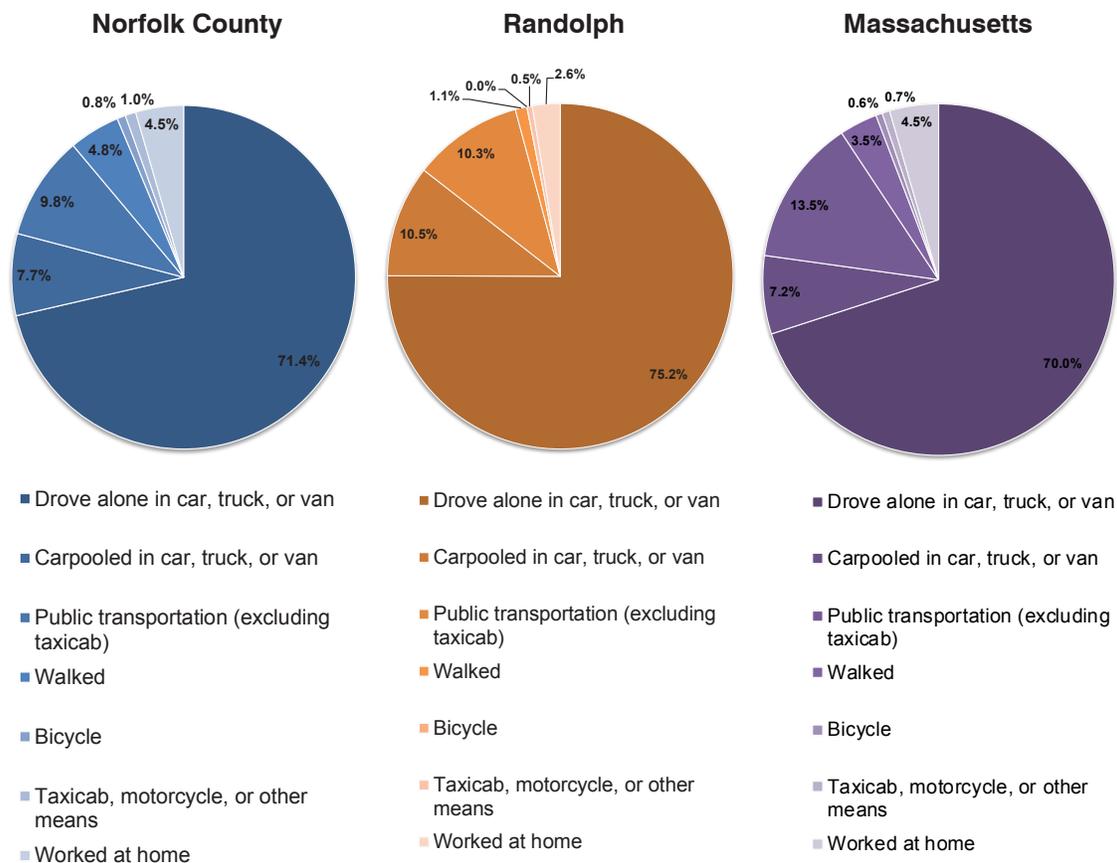
Source: MAPC; MassDOT

Commuting Patterns

According to American Community Survey (ACS) estimates for 2011 to 2015, most Randolph residents drive alone to their final destinations (75%) and 11% carpool (Figure 7-6). The third most common means of commuting (10%) is “public transportation (excluding taxicabs),” which is expected given the town’s access to Holbrook/Randolph Station, BAT Route 12, MBTA Route 238 and Route 240, and general proximity to Boston and the surrounding Metropolitan Area. According to the U.S. Census Explorer Commuting Edition interactive map, the average commute time to work for Randolph residents is 36 minutes, which is slightly higher than the average for both the county (Norfolk County’s average commute time to work is 32 minutes) and the state (Massachusetts’s average commute time to work is 28 minutes).

Figure 7-6 indicates that almost no one in Randolph walks or bikes to work. This information, however, is based on self-reported data distributed randomly within a geographic area, thus there is a chance that residents who walk or bike to work were either not given an ACS questionnaire or did not fill one out. Despite these caveats, information displayed in Figure 7-6 should not be dismissed as it may indicate that infrastructure is not in place that would allow residents to consider these commuting options.

Figure 7-6: Means of Transportation in Randolph and Norfolk County, 2011-2015



Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates



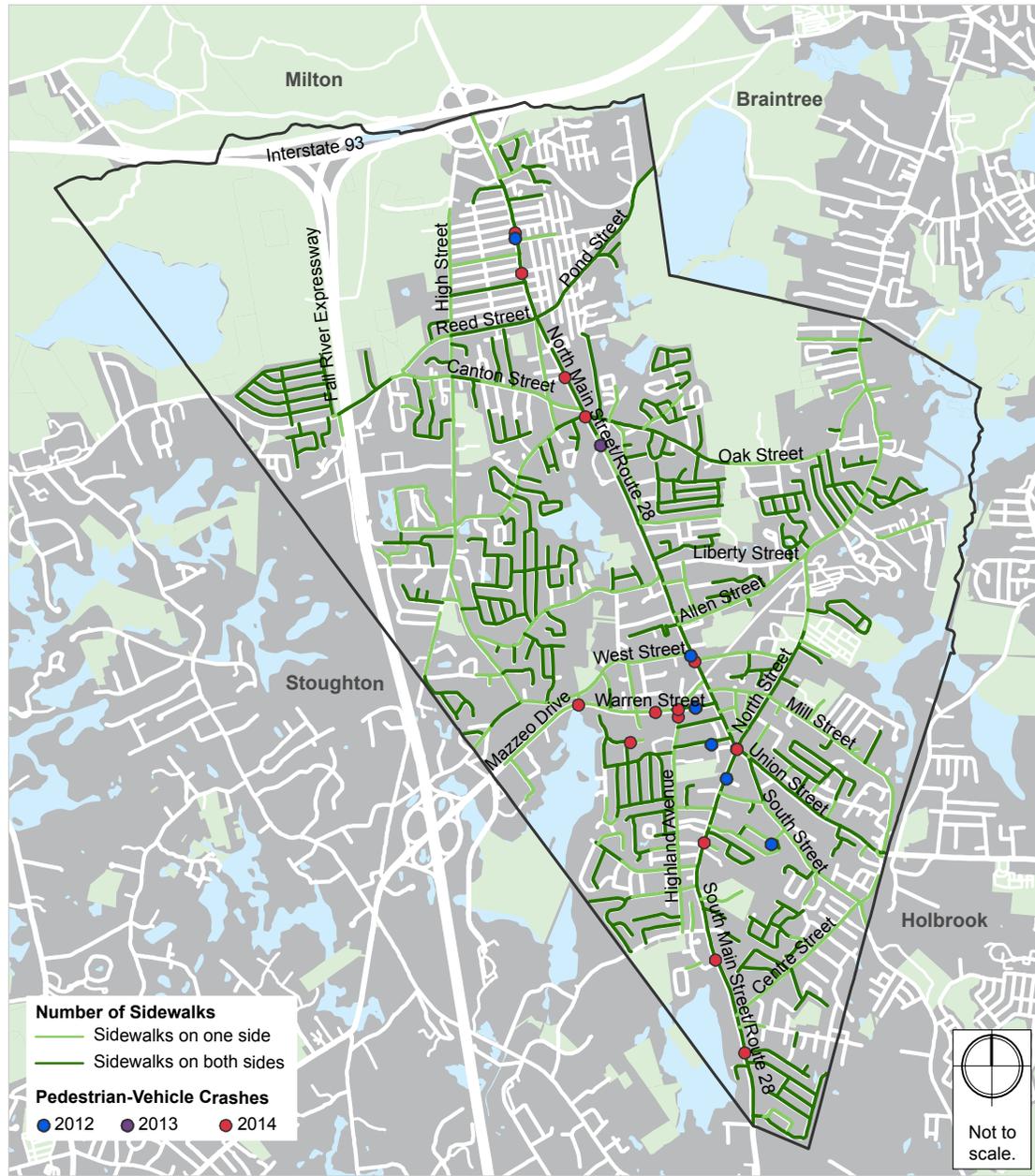
PEDESTRIAN AND BICYCLE NETWORKS

The shift towards a more pedestrian- and bicycle-friendly region contributes to improving interrelated issues, such as traffic congestion, air quality, public health, and livability. Recent planning trends emphasize concepts such as walkable communities and other smart growth initiatives that provide increased pedestrian and bicycle facilities between residential neighborhoods and employment and shopping centers. The Town of Randolph is currently undertaking a Bicycle Connectivity Study. This study seeks to improve walking and bicycling conditions in the region by defining existing bicycle infrastructure conditions and then developing recommendations to improve the town's bicycle network.

Pedestrian Level of Service (LOS) and Sidewalks

Walking is the most broadly-accessible form of transportation and recreation, requiring minimal or no equipment, fare, and fuel. As such, a high-quality pedestrian network is at the core of an equitable and accessible transportation system. The Metropolitan Area Planning Council's (MAPC's) Active Transportation Network Utility Score provides a measurement of potential roadway utility for pedestrians and biker, as well as data regarding existing sidewalks, AADT, and speed limits. The MAPC data indicate Randolph has an extensive network of sidewalks: approximately 47 miles of streets have sidewalks in both directions and 27 miles of streets have sidewalks in one direction. Sidewalks are not present on 55 miles of streets. Route 28 currently has sidewalks in both directions, apart from portions of North Main Street, which have sidewalks on just one side. Route 139/Union Street and the western portion of North Street, two major roads, also have sidewalks on both sides of the road.

Figure 7-7: Map of Pedestrian Conditions



Even so, 23 pedestrian-to-vehicle crashes occurred in Randolph between 2012 and 2014, with 16 in 2014 alone. Most of these crashes were located along Route 28, with a handful on Mazzeo Drive and Warren Street. Pedestrian crashes along Route 28 were largely dispersed throughout the corridor; however, there was some clustering in Town Center. These crashes occurred despite sidewalks and crosswalks, which indicates that vehicular speeds on Route 28 may be too high, and that traffic calming treatments should be considered. The Mazzeo Drive/Warren Street corridor has a posted speed limit of 25 miles per hour and includes sidewalks on one side of the street up to its intersection with Depot Street, where sidewalks become present on both sides. The four pedestrian crashes that occurred on Mazzeo Drive/Warren Street in 2014 were adjacent areas that either did not have safe crossings for pedestrians or were at busy, signalized intersections that would place pedestrians in dangerous situations between themselves and fast-moving vehicles.

Of the 23 pedestrian-to-vehicle crashes, two (one in 2012 and another in 2014) were fatal. The 2012 fatal crash occurred at the intersection of North Main Street and West Street. The 2014 fatal crash occurred at the intersection of South Main Street and Union Street, between a tractor/semi-trailer and pedestrian. Both pedestrian crashes occurred along roadways with sidewalks on both sides; again, this implies that traffic conditions and/or a lack of appropriate pedestrian crossing treatments are likely at fault.

All pedestrian crashes identified in Figure 7-7 occurred during the day or evening, implying that time-of-day conditions did not affect crash occurrences; this suggests that poor pedestrian sightlines may also be contributing to the high-crash volume. Constructing median refuge islands and adjusting traffic signals to give pedestrians a head start before vehicles get a green light or create an exclusive pedestrian phase are both feasible solutions the Town can implement to prevent future pedestrian crashes, alongside the addition of traffic calming measures, enhanced pedestrian crossings, and increased sidewalks referenced in the preceding paragraphs.

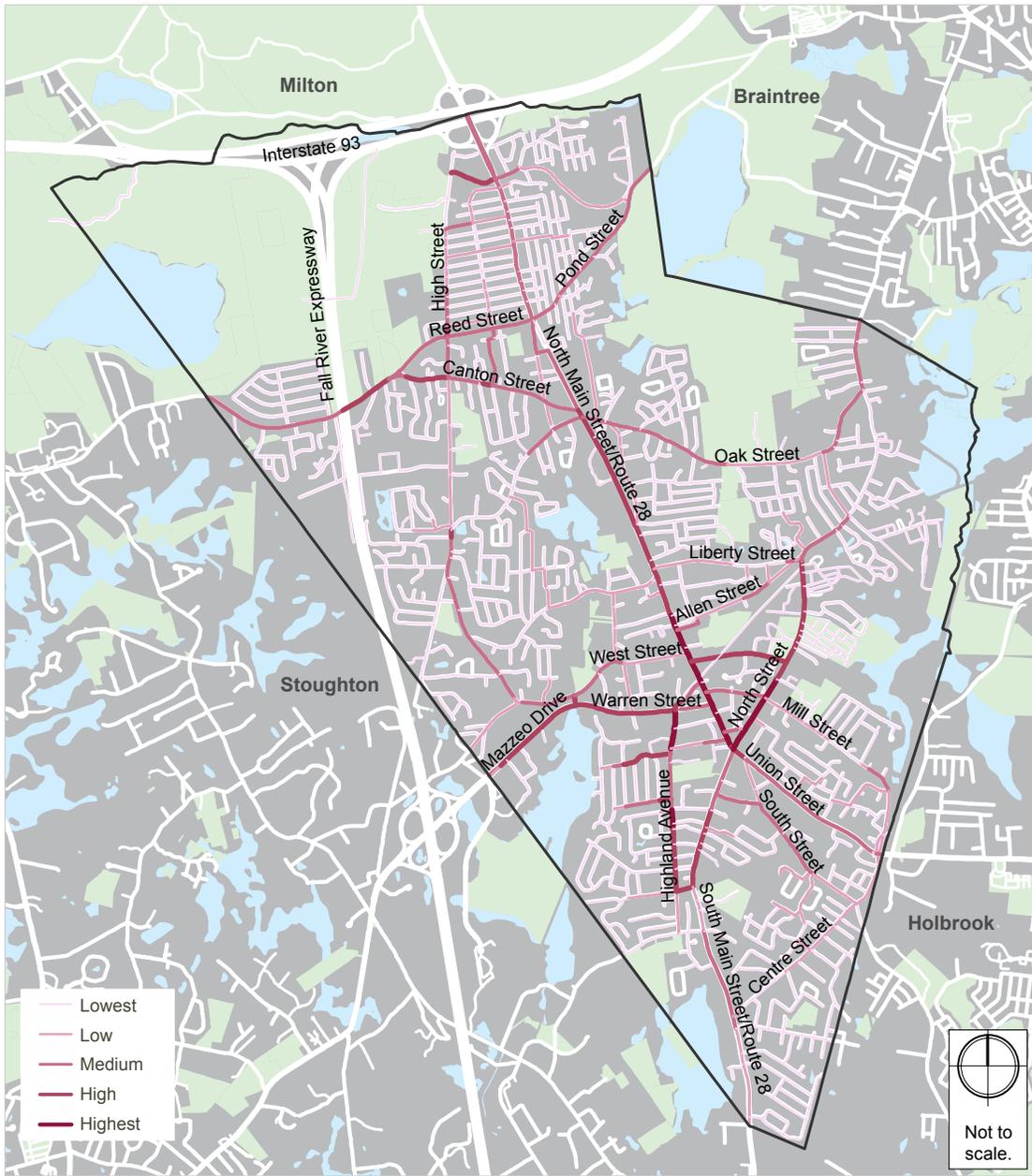
In an effort to strengthen the Town Center's pedestrian connections and create a safer environment, the Town completed comprehensive streetscape improvements along a 1,300-foot section of North Main Street. The project consisted of a complete reconstruction of the streets and sidewalks according to MassDOT standards that include the following: roadway resurfacing and paving, crosswalks and pedestrian ramps, decorative paving on sidewalks, granite planters, lighting, grading and drainage, and streetscape furniture.

Pedestrian Local Access Scores

MAPC's Pedestrian Local Access Scores provide a quantitative estimate of potential roadway utility for pedestrians. These scores are based on Massachusetts-specific travel surveys and local data on population and destinations. Randolph's Pedestrian Utility Score, Figure 7-8, shows pedestrian scores for the four different types of destinations (schools, shops and restaurants, transit stations, and parks) in the dataset. The scores are symbolized using line width and color, with wider and darker lines indicating a higher utility. Randolph Town Center, particularly along Route 28/North Main Street and North Street, has the highest walking utility score. This is consistent with the area's reputation as an active business center with services for all. Businesses and institutions in Randolph Town Center include the Turner Free Library, Walgreens, CVS, Randolph High School, and Beth Israel Deaconess Healthcare. There is also a diverse selection of restaurants, including Malai Thai Cuisine, Pho 98 Vietnamese Cuisine, Subway Restaurant, Fred's Seafoods, and Zorba's Pizza. This diversity of uses allows people to maximize their time on-foot. A network of walkable streets that includes wide sidewalks and safe crossing facilities would allow for increased pedestrian visibility and safety.

The Mazzeo Drive/Warren Street corridor also received a high utility score. Mazzeo Drive is a major entrance to the town from Route 24 and contains a large cinema complex, shopping centers, as well as some industrial and warehouse uses. The area is also adjacent to office and tech industry uses in Stoughton and Canton. Like Randolph Town Center, Mazzeo Drive also has the potential to contribute to Randolph's walkable network.

Figure 7-8: Map of Pedestrian Local Access Scores



Source: MAPC; MassDOT

On- and Off-street Bicycle Paths

Cycling provides another mode of travel for those who might otherwise have restricted options; this mode requires bicycle facilities that allow cyclists to reach their destinations safely. Existing bicycle facilities within Randolph include a trail along the abandoned rail right-of-way that runs between Warren Street and North Street and the Claire Saltonstall Bike Route. The Claire Saltonstall Bike Route is a part of the state-wide system of bike paths. It is a posted on-road bike route that passes through the center of Randolph as it traverses 135 miles between Boston and Cape Cod Canal and on to Provincetown. There are a few other roadways in Randolph that have posted bicycle routes, many of these are located along two-lane streets where there are paved shoulders adjacent to the travel way and/or sidewalks.

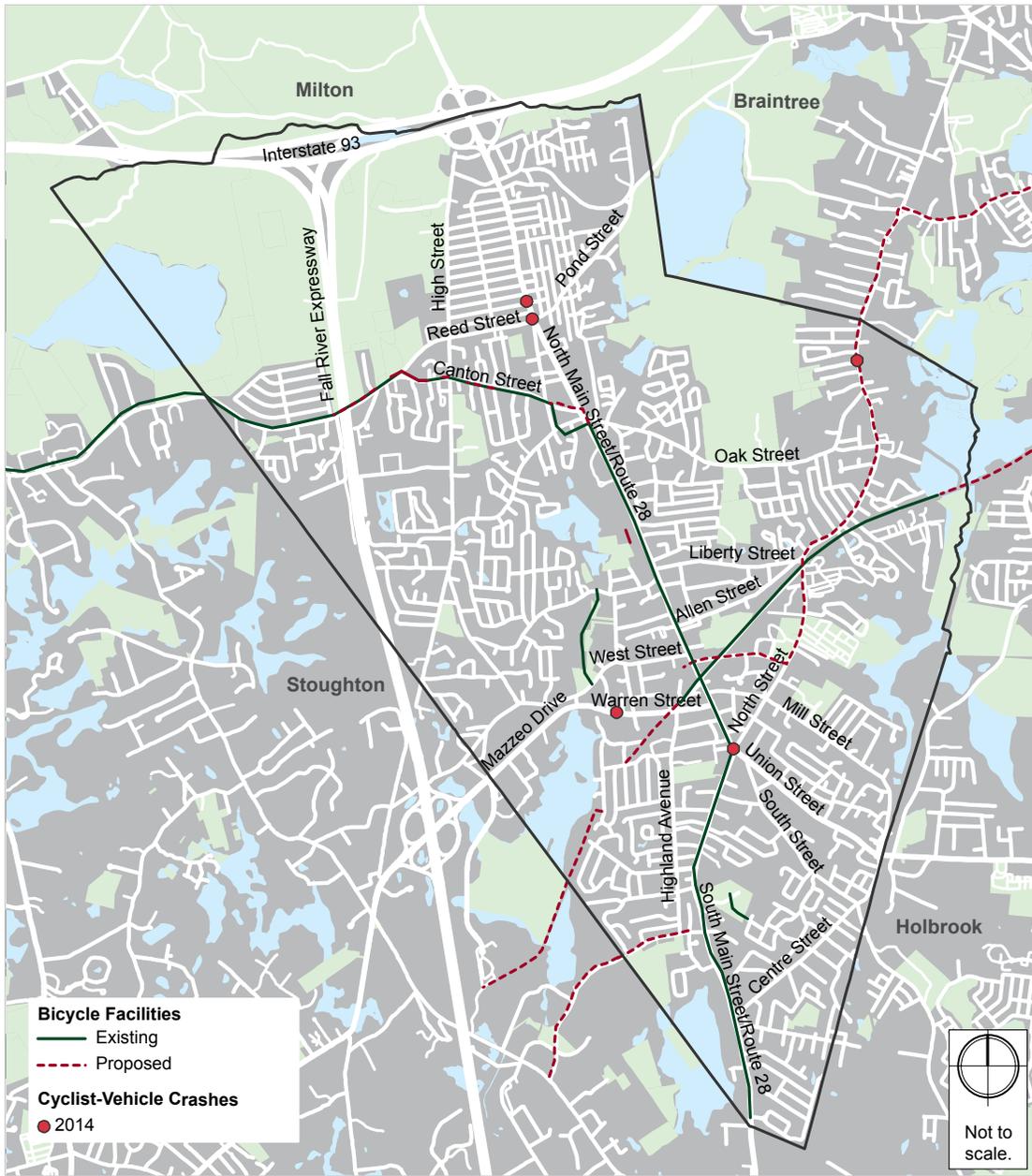


Figure 7-9 shows proposed bicycle facilities envisioned to connect to the existing network and adjacent towns such as Braintree and Stoughton in the future. Although not shown on the map, the Town of Randolph's Spring 2017 Randolph Economic Development Snapshot Report indicates there is also a proposed 4.5-mile walking and biking trail around the Great Pond Reservoir that would serve both Randolph and Braintree. A safe cycling network in Randolph will depend on appropriate facilities along major roadways, especially roadways adjacent to schools and recreational areas.

MassDOT's crash data showed five non-fatal bicycle crashes in Randolph in 2014. MassDOT's crash data shows zero bicycle crashes for 2012 and 2013, however, this does not necessarily mean there were no crashes during this two-year span, as some crashes may have gone unreported.

Of the five 2014 crashes, three were located along Route 28/North Main Street, one was located on North Street, and one was located on Warren Street. Route 28/North Main Street, North Street, and Warren Street, as discussed, are busy corridors that carry 2012 AADT values of 8,628 to 30,704 (refer to Figure 7-3) and are characterized by two-lane roadways. All five crashes occurred in the day and evening time, indicating that cyclist sightlines may be contributing to the accidents rather than time-of-day conditions. Maintaining low vegetation and modifying the placement of on-street parking spaces to extend sightlines, extending bicycle lane markings through intersections to improve motorist-and bicyclist-awareness of intersection conflict zones, and constructing shared-lane markings (sharrows) along streets with low speeds and automobile volumes are all examples of low-cost projects that can be implemented to reduce bicycle crashes in the future.

Figure 7-9: Map of Cyclist Conditions

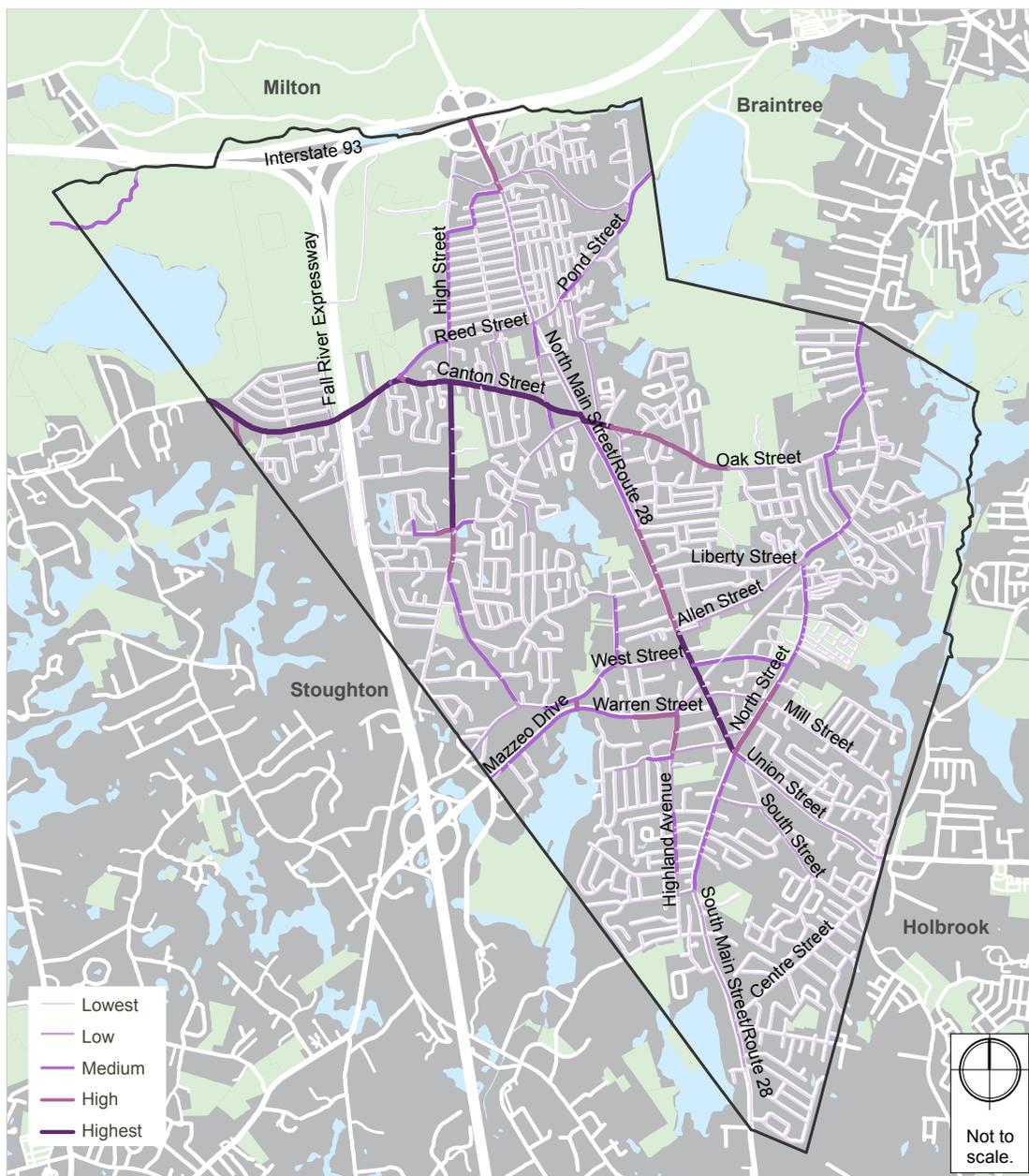


Source: MAPC; MassDOT

Bicycle Local Access Scores

Like Pedestrian Local Access Scores, Bicycle Local Access Scores provide a quantitative estimate of potential roadway utility for cyclists. Figure 7-10 shows cyclist scores for four different types of destinations: schools, shops and restaurants, transit stations, and parks. The scores are designated using width and color, with wider and darker lines indicating higher utility scores. Canton Street, portions of High Street, and portions of Route 28/North Main Street are corridors that have the highest bike utility score. As with the Pedestrian Local Access Scores, the portion of Route 28/North Main Street with the highest utility score is a part of Randolph Town Center. Canton Street contains mostly residential uses that have direct connection to North Main Street and High Street, which are streets that contain commercial uses and institutions. High Street between Canton Street and Chestnut Street mainly consists of residential uses, some commercial uses, and the Randolph Community Middle School located north of York Avenue.

Figure 7-10: Map of Bicycle Local Access Scores



Source: MAPC; MassDOT

TRANSIT

The transit network in Randolph includes bus options such as BAT's Route 12, MBTA's bus routes 238 and 240, as well as the commuter rail, which runs to Boston via the Middleborough/Lakeville line (Figures 7-11). The MBTA also offers THE RIDE paratransit service program within Randolph; THE RIDE provides door-to-door, shared-ride transportation to eligible people who cannot use fixed-route transit (e.g., bus, subway, and trolley) all or some of the time because of a disability.

MBTA

The MBTA currently provides bus route services to Randolph through Route 238 and Route 240. Route 238 serves Randolph, Braintree, and Quincy. This route starts at Holbrook/Randolph Station and ends at the Quincy Center Bus Station/MBTA Red Line stop, traveling by way of Union Street and North Street in Randolph. This convenience in access allows residents to reach employment opportunities and activities they would not normally find in town.

Between 2008 and 2012, total weekday boardings (inbound and outbound) on Route 238 saw the following:

- 25% increase from 2008 to 2010 (1,212 boardings to 1,518 boardings)
- 36% increase from 2010 to 2012 (1,518 boardings to 2,077 boardings)

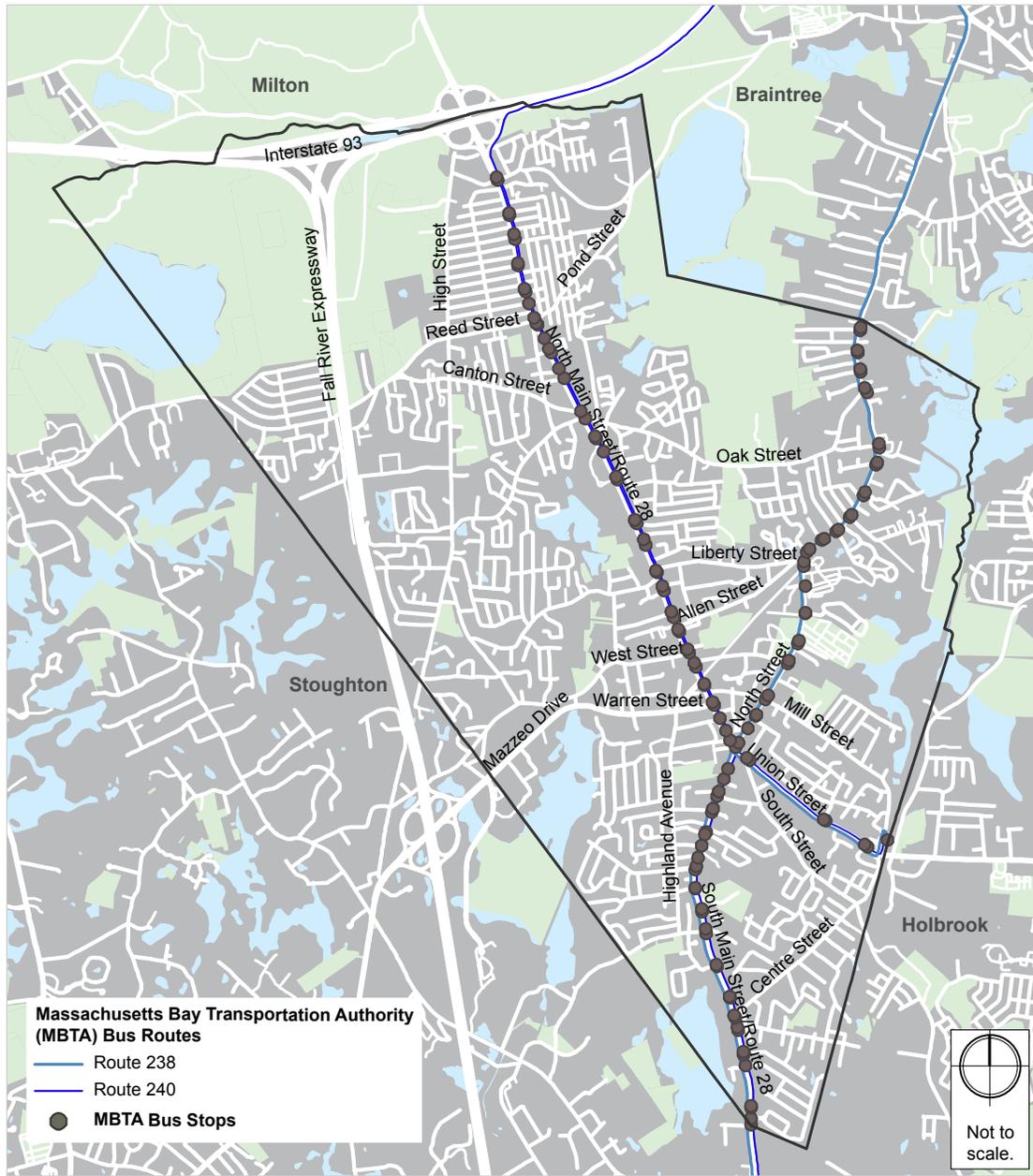
The number of total boardings on a typical Saturday stayed the same in 2008 and 2010, but saw a 47% increase from 2010 to 2012 (887 boardings to 1,304 boardings). The total number of Sunday boardings also did not change from 2008 to 2010 but saw a 49% increase of total boardings from 2010 to 2012 (493 boardings to 735 boardings).

Route 240 provides daily service between Holbrook/Randolph Station and the Ashmont MBTA Red Line Station, via Route 28 and Crawford Square. Between 2008 and 2012, total weekday boardings (inbound and outbound) saw the following:

- 20% from 2008 to 2010 (2,006 boardings to 2,408 boardings)
- 21% from 2010 to 2012 (2,408 boardings to 2,912 boardings).

The number of total boardings on a typical Saturday stayed the same from 2008 to 2010, but saw a 60% increase from 2010 to 2012 (1,021 boardings to 1,640 boardings). The number of total boardings on a typical Sunday was stagnant from 2008 to 2010, but the route experienced a 62% increase from 2010 to 2012 (563 boardings to 912 boardings). In comparison, Route 240 saw more ridership than Route 238, which is consistent with the fact that Route 240 provides access to Holbrook/Randolph Station and to Ashmont Station, which would both provide commuter access to Boston.

Figure 7-11: MBTA Bus Routes and Stops

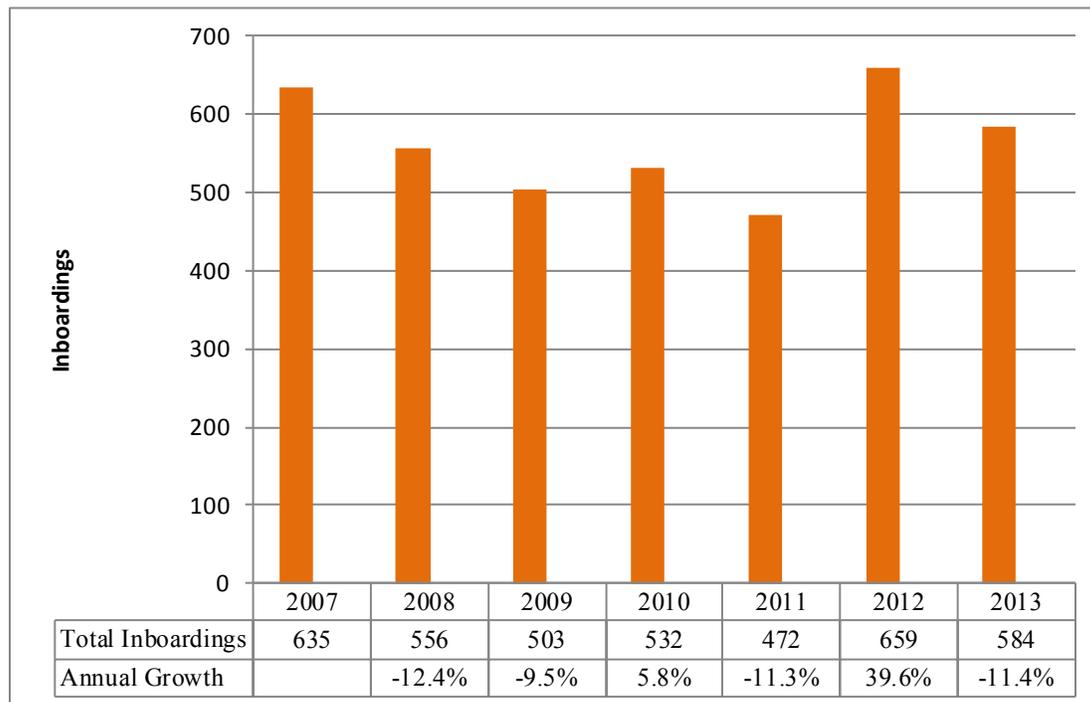


Source: MAPC; MassDOT

Commuter rail service is available to Randolph residents through the Middleborough/Lakeville commuter rail line. There are currently 24 weekday and 16 weekend scheduled services (one-way trips) to and from Boston’s South Station, with a one-way travel time of approximately 25 minutes. The Holbrook/Randolph Station has 369 automobile parking spaces (14 of which are Americans with Disabilities Act- (ADA-) accessible) and 10 bicycle parking spaces.

In 2011, the typical Boston-bound weekday boarding from Holbrook/Randolph Station was 472, approximately 10% of the total inbound boardings of the Middleborough/Lakeville’s nine stations. In 2012, inbound boardings totaled 659 (14% of the total inbound boardings) and in 2013 inbound boards totaled 584 (approximately 12% of the total inbound boardings). See Figure 7-12 for more detail. Though there may be many reasons for this fluctuating pattern, three potential explanations are: changes in employment or economy, changes in commuter rail or parking fares, and impacts to service from capital improvement projects.

Figure 7-12: Holbrook/Randolph Commuter Rail Station Inbound Boardings Trends



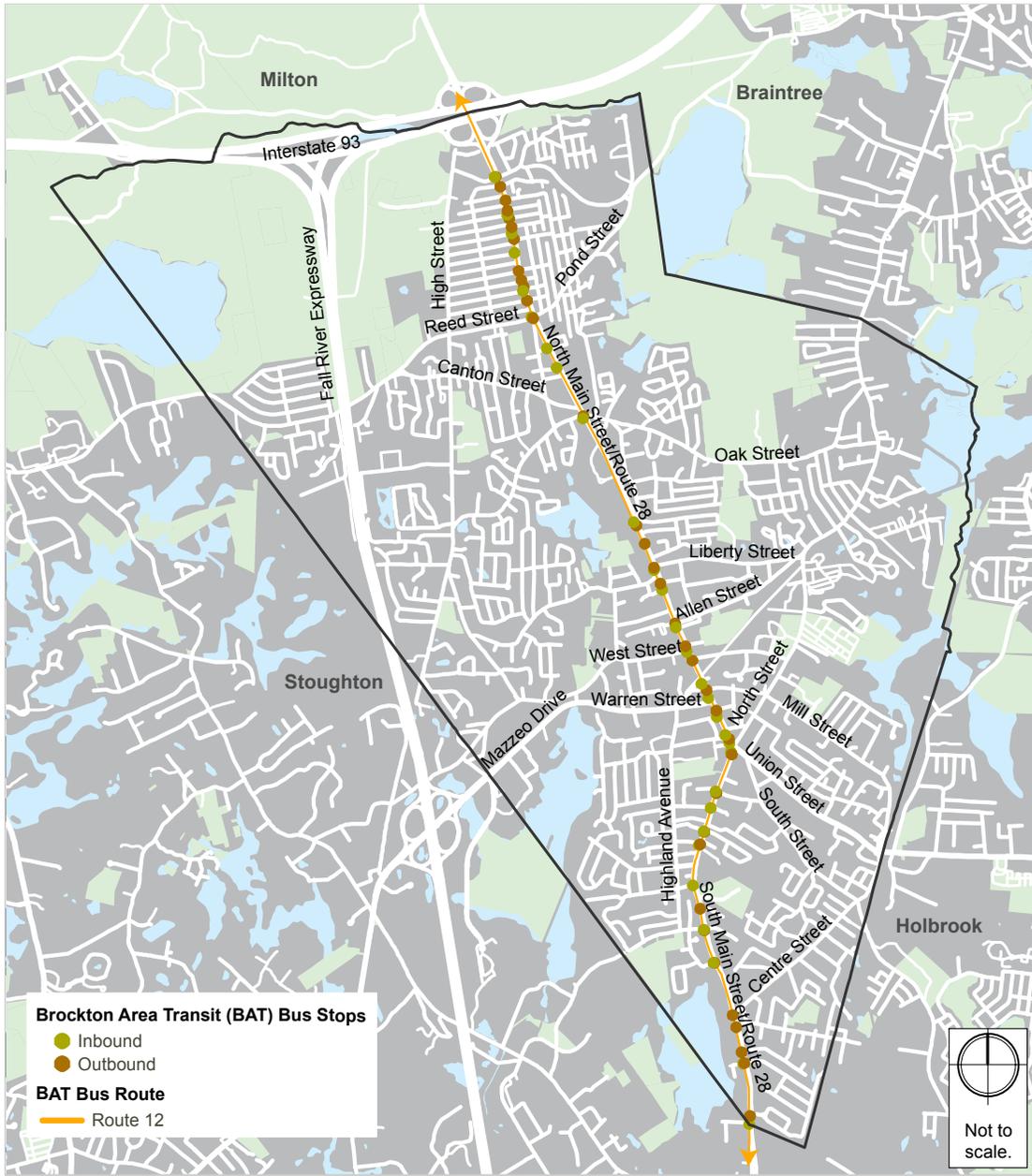
Source: MBTA "Blue Book" 2007-2013

THE RIDE paratransit service program is operated by the MBTA in compliance with the ADA. This service consists of dial-a-ride and pre-scheduled paratransit services. The service is not intended to be comprehensive, but instead act as a supplement to Randolph's transportation network; it is intended to function as a safety net for people whose disabilities prevent them from using public transit. THE RIDE operates throughout the year from 5:00 a.m. to 1:00 a.m. in 58 cities and towns in Massachusetts and is available to Randolph residents who are elderly (60 or more years of age) or handicapped.

BAT

The BAT was established in 1974 as one of 15 regional transit authorities in the Commonwealth. BAT services are provided in municipalities such as Avon, Brighton, Bridgewater, Brockton, Easton, Milton, Stoughton, Randolph, Whitman, and Ashmont Station in Dorchester. The Ashmont Route 12 (Route 12), which provides services within Brockton, Avon, Randolph, Milton, and Dorchester, is the only BAT line in Randolph. Route 12 travels primarily along Route 28 and operates Monday to Friday from 4:50 a.m. to 11:30 p.m., Saturday from 5:05 a.m. to 10:50 a.m., and Sunday from 10:10 a.m. to 6:30 p.m. The average weekday ridership rose from 1,694 to 1,824 passengers between fiscal years (FY) 2010 and 2012. The following year, FY 2012, ridership increased to 1,970 boardings. In FY 2013, average weekday ridership dropped to 1,943 passengers and then rebounded to 2,029 in FY 2014. According to the 2015 BAT *Comprehensive Regional Transportations Plan*, overall, there was a 20% increase in ridership during this period.

Figure 7-13: BAT Routes and Stops



Source: MAPC; MassDOT

PARKING

Parking facilities are distributed throughout the town, with the majority of parking clustered along commercial corridors (e.g., Route 28, Mazzeo Drive, Pacella Park Drive, and Centre Street) and along Mill Street, where one of the two Holbrook/Randolph Station parking lots is located. Local residential streets mainly consist of personal driveways that avert residents from parking on the street.

Chapter 200 (Article IV) of the Town's zoning regulations requires the development of off-street parking spaces for new structures; off-street parking in this instance must be located on the same lot as the structure that is being developed. The minimum requirements for the number of spaces provided are as follows:

- Commercial and business establishments require one space for every 200 to 400 square feet of gross floor area
- Eating and drinking establishments require one space for every two seats
- Hotel and motel establishments require one space for every one dwelling unit
- Warehouse and industrial establishments require one space for every two employees, plus space for every company-owned and operated vehicle

Although Article IV increases convenience for establishment patrons and may reduce congestion for those traveling within and through Randolph, the current off-street parking requirement detracts from the Town's ability to accommodate other modes of transportation, such as biking and walking. For example, off-street parking lots increase the quantity of curb cuts along a sidewalk; this leads to a less pleasant walking environment. Off-street parking lots also mitigate an unpleasant consequence of driving (the search for parking); this could potentially increase the number of vehicles on the road, leading to a less pleasant cycling environment. Parking lots also consume large portions of otherwise developable land and are associated with negative environmental consequences, such as stormwater runoff and increased urban heat island effect. Cars are – and will continue to be – a primary mode of transportation for many Randolph residents, however. As Randolph grows and parking demand increases further, parking management will require careful thought due to these tradeoffs.

7.4 ISSUES AND OPPORTUNITIES

The Town's future development provides an opportunity to coordinate growth and the delivery of effective transportation solutions in a way that supports current and future demands. If not addressed appropriately, future growth in Randolph could result in inadequate roadway capacity and dangerous roadway conditions. Alternatively, promoting multi-modal transportation options can help limit traffic congestion and ensure safety, and support a more vibrant downtown.

TRAFFIC AND ACCESS

Randolph's road network is an essential part of its day-to-day operation. The continued development of the town, however, is likely to stress this network, as it may increase the already significant number of residents commuting from Randolph to work. Increased commercial operations, if realized, would likely increase the number of truck trips into and out of Randolph. Both changes would increase traffic congestion, especially along heavily-used corridors, such as Route 28/North Main Street/South Main Street, and pose increased safety concerns. The Town must respond to these anticipated changes by making progress towards an efficient, well-maintained road network that is capable of addressing more commuter and truck traffic; otherwise, the town's roads and economy may suffer.

The parking requirements set forth in the zoning by-law should also be reevaluated. Requiring new developments to provide off-street parking adds to development costs and consumes valuable land; this could dissuade developers from building or result in undesirable land use patterns. Both outcomes could in turn prevent the town from achieving compact, mixed-use developments in appropriate areas, which would ultimately constrain the town's growth potential. It could also discourage walking and biking and make driving seem like the only viable option between destinations.

There are several avenues through which Randolph can address anticipated increases in traffic beyond the traditional approach of adding capacity by increasing the number or size of roadways. The Town, for example, could implement real-time information technology that is capable of determining the most efficient route under a variety of traffic circumstances and directs commuters to it. Access to real-time traffic information like this can significantly reduce vehicle usage during times of heavy congestion as well as time wasted in traffic delays. The Town could also introduce modernized traffic signals with a wide-range of surveillance capabilities that adapt lighting patterns to real-time traffic conditions.

Reassessing the Town's parking requirements and creating new strategies that better reflect current demands of the population are other short-term opportunities Randolph can implement to prepare for anticipated issues related to traffic and accessibility.

WALKING, CYCLING, AND TRANSIT

In communities like Randolph with typical suburban street layouts, it is difficult for pedestrians to walk to schools, shopping, and recreation from their homes. This is because the street hierarchy and cul-de-sac pattern generally force indirect paths which do not allow convenient access to destinations, even if they are relatively close by. Furthermore, existing pedestrian and vehicular crossings do not effectively keep pedestrians safe from oncoming traffic, especially along crosswalks on Route 28. Gaps in the public transit network also present a constraint, as they make it more difficult for those on foot to efficiently travel to their destination. As such, existing conditions do not reach their potential to connect the community, and residents are more likely to rely on the automobile as a result.

Randolph also has limited bicycle infrastructure. The only bicycle infrastructure that serves the town presently is the trail along the abandoned rail right-of-way that runs between Warren Street and North Street and the portion of the Claire Saltonstall Bikeway that runs from Canton Street/Reed Street to Route 28 and south to the Town of Avon. It is currently unsafe for bicyclists to use Route 28 -- a primary transportation corridor in Randolph -- as the roadway has the highest AADT in town, the largest number of vehicular accidents, and lacks bicycle accommodation.

An insufficient cycling network could result in greater reliance on vehicles, more urban sprawl, and other negative environmental impacts. Fortunately, the Town is taking the first step in addressing the disconnected bicycle network by starting a bicycle connectivity plan that will evaluate community needs and opportunities related to cycling. A multimodal transportation network would also counter these consequences by providing better non-vehicular options throughout the Town.

Randolph will benefit from increased sidewalks and bicycle infrastructure. The Town should begin working toward this goal by assessing roadway conditions throughout Town and determining the level of comfort for its existing pedestrian and bicycle network; if a comprehensive roadway analysis is not possible, the Town should prioritize assessment of major roadways.

There are many innovative practices Randolph can adopt to address the lack of a comprehensive pedestrian and bicycle network; these approaches include on-road bikeways, pedestrian-friendly streetscapes, and the prioritization of transit over cars. Pedestrian and bicycle networks should be implemented along main corridors such as North and South Main streets, Mazzeo Drive, Warren Street, North Street and Union Street; these corridors are ideal candidates since they connect to residential neighborhoods in Randolph and supply a majority of the town's public and private services. Transit expansion would accommodate increasing demand for more efficient travel, especially along corridors within Randolph that are seeing a growth in commercial development but have not seen a corresponding increase in transportation alternatives.

Since Randolph has just a small amount of bicycle infrastructure and traffic calming treatments at present, any improvements associated with bicycle and pedestrian networks would pose a significant change to its character. It is important that future development be sensitive to local context since each street and neighborhood-area serves different functions and contain different physical characteristics.

Figure 7-14: Transportation Challenges and Opportunities Map



Source: MAPC; MassDOT

7.5 RECOMMENDATIONS

The infrastructure projects and system improvements recommended in this section are intended to provide direction to the Town as it works to advance the goals and objectives of the *Master Plan*. This section presents a discussion of each of the recommendations. These recommendations have been successful in other locations, but are currently absent or underserved in Randolph. The recommendations are intended to be complemented by existing programs.

T1. Decrease congestion along roads that are operating at an unacceptable level.

T1.1 Improve the traffic signal system to alleviate traffic congestion on busy intersections. Randolph should begin by evaluating intersections and prioritizing candidates for signal improvements. Improvements can include the periodic retiming signals and signal modernization, such as implementing adaptive traffic signals systems along Route 28.

T1.2 Provide real-time information regarding traffic and transit delay to travelers. This will give drivers a unique opportunity to optimize their trip and avoid delays by making smart decisions about routes or modes. This work could involve on-trip information systems like real-time electronic road signs informing drivers of traffic congestion ahead.

T1.3 Create a comprehensive traffic circulation study that would identify impacted sites and ultimately improve safety, access, and connectivity for all road users.

T1.4 Evaluate existing truck routes and identify new routes that would support current needs of commercial and industrial users.

T2. Make changes to parking policy to organize the public parking supply to be more efficient and reflect current demand.

T2.1 Implement a comprehensive parking study that would examine parking conditions and explore the possibility of eliminating parking in certain locations. For instance, reducing on-street parking would increase the width of right-of-ways in town, allowing for the addition of traffic calming measures or roadway improvements that reduce traffic congestion. The comprehensive parking study should also include an assessment of the public's perception around parking and determine if current regulations are serving the community.

T2.2 Explore areas that would benefit from metered parking, one way of enforcing time limits and ensuring better turnover of short and long-term spaces. The timing of on-street and off-street parking limits should be evaluated with direct input from property owners, business owners, and employees.

T2.3 Allow and encourage shared parking. In a shared parking arrangement, compatible uses agree to share parking space, maximizing the use of the lot. For instance, a lot could be used for student parking during the day and restaurant parking at night. Other compatible uses include commercial (day) and residential (night) or commuter rail station parking (day) and a bar (night). Shared parking arrangements reduce the number of required parking lots, allowing for more strategic use of town land and relief from the environmental consequences of parking lots.

T3. Increase pedestrian and bicyclist safety.

T3.1 Implement a Safe Routes to School (SRTS) Program to promote walking and bicycling to school and to improve traffic safety around school areas. Schools that would benefit from this program are as follows:

- Elizabeth G. Lyons Elementary School – 60 Vessey Street, located east of North Main Street, off Liberty Street
- Margaret L. Donovan Elementary School – 123 Reed Street, located northwest of North Main Street, between High Street and Route 24 (Fall River Expressway)
- John F. Kennedy School – 20 Hurley Drive, located east of North Main Street, off North Street
- Randolph Community Middle School – 225 High Street, located west of North Main Street, between Canton Street and Chestnut Street
- Randolph High School – 70 Memorial Parkway, located west of North Main Street, between North Main Street and Highland Avenue

This program should involve coordination between the Town's various departments, particularly the school departments and facilities, as well as law enforcement.

T3.2 Promote the integration of Complete Streets principles into roadway planning, design, and maintenance so that all roadways safely accommodate pedestrians, bicyclists, transit riders, children, elderly and disabled populations, and motorists. A Complete Streets policy would be the first, and most important, practical step for the Town to take towards creating this type of integrated transportation system. When adopting a Complete Streets policy, the Town should make sure it is context sensitive and understands all transportation projects as opportunities to improve streets and transportation choice.

Examples of Complete Streets design elements that are relevant to Randolph include the following treatments:

- Curb extensions to reduce pedestrian crossing distances and slow vehicle turning speeds.
- Sidewalks on both sides of the street to maximize pedestrian visibility and walkability.
- Crosswalks located along streets that would maximize safety and reflect pedestrian desire lines (defined by CityLab as paths created as a consequence of human traffic which represent an efficient route between an origin and destination).
- Bike lanes or sharrows to facilitate higher bicycle use and improve safety.

T3.3 Upgrade sidewalks and pedestrian crosswalks so that they are ADA-compliant. The Town should adopt standardized treatments for crosswalks, including:

- Continental markings and signage along arterial roadways in congested or high-speed traffic areas.
- Pedestrian-activated rectangular rapid flashing beacons (RRFBs) for use at pedestrian crosswalks in high-volume and higher-speed roadway segments.

T3.4 Install bicycle lanes where appropriate. A bicycle lane is a portion of the road that is dedicated for the exclusive use of bicycles. Bicycle lanes are typically marked by paint and are generally five feet wide and located on the outside edge of travel lanes, moving in the same direction as vehicular traffic. Existing streets in Randolph with wide travel lanes and shoulders have the potential to be re-striped to include bicycle lanes.

T3.5 Install sharrows where appropriate. A sharrow indicates a roadway in which cars and cyclists share the travel lane. Sharrows are typically marked by a bicycle with an arrow symbol, thus making it clear to drivers that the travel lane they are on is a shared space between them and cyclists. Sharrows would be good on roadways that are too narrow to accommodate conventional bicycle lanes.

T3.6 Provide bike parking and storage. If more cyclists are going to travel in Randolph, there must be more secure and convenient places to store bicycles. Bicycle racks should be placed around Randolph Town Center and key destinations, including Town Hall, the Public Library, schools, parks, and large clusters of businesses.

T3.7 Randolph should explore opportunities to develop a network of off-road bike and multi-purpose trails. There may be potential for existing trails to be upgraded and new trails to be established on conservation lands and along old railroad right-of-ways. The Town has already started this strategy by identifying the Great Pond Reservoir as a possible location for a 4.5-mile walking and biking trail that would serve Randolph and Braintree.

T3.8 Implement traffic calming treatments along specific roadways that experience significant congestion and negatively impact pedestrians and cyclists. The following priority areas should be considered:

- North Main Street and West Street – This area has the potential for high-visibility crossings and pedestrian signals/RRFB installation.
- North Main Street and North Street, North Main Street and Warren Street, and South Main Street and Union Street– These three signalized intersections have the potential for pedestrian signal upgrades/signal optimization that would adjust signal timing to reduce pedestrian wait times.
- High Street (near Randolph Community Middle School) – Bicycle lanes along High Street

- Highland Avenue (near Randolph High School) – Bicycle lanes along Highland Avenue from Warren Street to Stoughton Street and complete sidewalk network (northbound (NB) side).

T3.9 Provide bicycle connections to the Holbrook/Randolph Commuter Rail Station on Mill Street and Centre Street. A cycling option would reduce delay time from traffic congestion during morning peak hours while allowing bicycle commuters to get daily exercise. Holbrook/Randolph Station currently has 10 bicycle parking spaces. Over time, if demand increases, the Town, in partnership with MBTA, should consider adding more bicycle parking spaces.

T3.10 The Town should raise awareness of cycling by developing wayfinding signage to help cyclists identify and follow new cross-municipality and local bikeways.

T4. Expand viable transit options for all Randolph residents and employees

T4.1 Establish dedicated bus lanes along Route 28 to improve running times and reliability.

T4.2 Continue the consolidation of bus stops to reduce bus dwell times and speed up service. Randolph should explore the feasibility of consolidating bus stops along MBTA routes 238 and 240 and BAT Route 12.

In February 2017, the MBTA surveyed more than 7,000 bus stops in its system. They identified stop locations that had low demand, close stop spacing, complex intersection traffic operations, and other negative site conditions. This analysis led to the MBTA to recommend stop elimination that would commence at the end of June 2017, coincidental with the start of the Authority’s summer schedule period. Table 7-1 provides information on the five stops in Randolph that have been proposed for elimination.

Table 7-1: MBTA Bus Stops for Potential Elimination in Randolph

| ID | Stop name | Daily Ons and Offs | Nearest Bus Stop | Distance to Nearest Stop (Feet) |
|------|--------------------------------------|--------------------|------------------------------------|---------------------------------|
| 4052 | 362 North Street | 0.6 | North Street opposite Cochato Park | 840 |
| 4053 | North Street Opposite Cochato Park | 4.2 | North Street opposite Seton Way | 700 |
| 4070 | North Street Opposite Mcauliffe Road | 2.3 | North Street @ Teed Drive | 410 |
| 4073 | North Street Opposite Brewster Road | 1.5 | North Street opposite Scannel Road | 430 |
| 4179 | Opposite 683 North Main Street | 1.4 | Opposite 641 North Main Street | 690 |

Source: MassDOT

T4.3 Establish new bus lines or expand bus service, either through BAT or MBTA, along Mazzeo Drive/Warren Street. As stated previously, Mazzeo Drive is a major entrance to Randolph from Route 24 and contains a mix of businesses such as a large cinema, shopping centers, and warehouses. The area is also adjacent to office and high tech uses in Stoughton and Canton.

T4.4 Introduce transit signal priority by synchronizing stoplights along transit routes to ensure that buses face more green lights than red lights. This strategy minimizes the amount of time buses need to stop for anything other than passenger pick up and drop off.

T5. Develop local capacity to address transportation and circulation needs on an ongoing basis.

T5.1 Adopt a Complete Streets policy. The Complete Streets Funding Program is a state program created by legislative authorization through the 2014 Transportation Bond Bill intended to reward municipalities that demonstrate a commitment to Complete Streets both in policy and practice. The reward to municipalities that choose to participate includes funding for technical assistance in the development of a Prioritization Plan (up to \$50,000) and funding for construction of Complete Streets projects selected from the Prioritization Plan (up to \$400,000 per fiscal year).

T5.2 Participate in the Safe Routes to School (SRTS) Program. SRTS is a federally-funded initiative that works with schools and communities to increase biking and walking to schools in Massachusetts. Schools that partner with MassDOT in their SRTS Program have the opportunity to annually apply for a transportation improvement project.

IMPLEMENTATION

8.1 IMPLEMENTING THE RANDOLPH COMPREHENSIVE MASTER PLAN

The Implementation section outlines the actions that the community might pursue in moving toward Randolph's Vision. The matrix below summarizes the specific recommendations and actions found at the end of each chapter of this *Comprehensive Master Plan*. The table also provides the responsible parties within the Town and a timeframe for the action.

ROLES AND RESPONSIBILITIES

The collaborative efforts of Town staff and officials, state and federal agencies, and community organizations and members are critical to realize the *Vision* for Randolph. The implementation matrix suggests roles, but there is flexibility for organizations and individuals to participate outside of the roles listed.

To ensure the *Comprehensive Master Plan* is used and implemented, it is recommended that a Town Council-appointed Implementation Steering Committee be responsible for the overall implementation, as well as ensuring public outreach and education efforts are actualized.

PRIORITIES AND SEQUENCE

Each action item for the *Comprehensive Master Plan* has been given a timeline of ongoing, short-term, intermediate, or long-term. Some actions are ongoing in nature and should be advanced continuously. Short-term actions are recommended to occur within the next one or two years of Comprehensive Master Plan adoption, intermediate actions are recommended to be completed

within three to five years of Plan adoption, and long-term actions are recommended to occur in six years, or longer, of Plan adoption. As the timeline and priorities can shift over time, the Implementation Steering Committee can guide decision making and adjustments, as needed.

RESOURCES

Both time and money are among the resources needed to implement the *Comprehensive Master Plan*. Town staff and officials, Town boards and commissions, and community and business organizations will need to provide their time, as well as volunteer time from community members.

Financial resources for proposed projects can be acquired through many state and federal departments' and agencies' grant programs, as well as donations from foundations and businesses. In particular, grant opportunities from Community Development Block Grants (CDBG), Massachusetts Department of Environmental Protection (DEP), District Local Technical Assistance program (DLTA), Environmental Protection Agency (EPA), Federal Highway Administration (FHA), Massachusetts Department of Transportation (MassDOT), Massachusetts Cultural Council, and the Randolph Redevelopment Authority should be reviewed for applicability.

Randolph Redevelopment Authority - The Town instituted a redevelopment authority comprised of 5 members in 2017 to oversee the acquisition, planning, clearance, conservation, rehabilitation or rebuilding of decadent, substandard and blighted open areas for residential, government, recreational, educational, hospital, business, commercial, industrial or other purposes.

8.2 IMPLEMENTATION MATRIX

The following abbreviations are used in the implementation matrix:

| | |
|-----------------|------------------------------------|
| CC | Chamber of Commerce |
| CDBG | Community Development Block Grants |
| CPA | Community Preservation Act |
| Con Comm | Conservation Commission |
| DPW | Department of Public Works |
| Health | Health Department |
| HC | Historical Commission |
| HA | Housing Authority |
| MCC | Massachusetts Cultural Council |
| PB | Planning Board |
| PD | Planning Department |
| Rec | Recreation Department |
| School | School Department |
| TC | Town Council |

| Element Recommendations | | RESPONSIBLE PARTY | POSSIBLE RESOURCES | TIMELINE |
|-----------------------------|--|-------------------|--|--------------|
| Land Use | | | | |
| LU1 | Review and update zoning to encourage mixed-use and strategic commercial development. | PD, PB, and TC | Town staff and officials' time | Short-term |
| LU2 | Update the current design review regulations to enhance design guidelines and extend design review to more types of development. | PD, PB, and TC | Town staff and officials' time | Short-term |
| LU3 | Identify and market priority sites to attract new development. | PD and PB | Town staff time and officials' time | Short-term |
| LU4 | Clearly "brand" and promote the Crawford Square area as the Town Center. | PD, PB, and TC | Town staff and officials' time | Short-term |
| LU5 | Continue working to protect open space resources through investment, reforestation, zoning, and design review regulations. | PD, PB, and TC | Town staff and officials' time | Ongoing |
| LU6 | Promote sustainable land use and development practices. | PD and PB | Town staff time and officials' time | Short-term |
| LU7 | Provide for the mitigation of negative impacts associated with development through developer's contributions to the provision of new infrastructure, the creation of public amenities, or user fees. | PD, PB, and TC | Town staff and officials' time | Short-term |
| Economic Development | | | | |
| ED1 | Produce marketing and promotional materials and events. | PD | Town staff time | Intermediate |
| ED2 | Facilitate broader outreach to the business community. | PD and CC | Town staff time and officials' time | Intermediate |
| ED3 | Provide developers and owners of vacant and underutilized properties with information and guidance through town regulations and ordinances to guide appropriate development of these parcels. | PD and PB | Town staff time and officials' time | Short-term |
| ED4 | Work with the Chamber of Commerce to develop curriculum and workshops to assist businesses with parcel development. | PD and CC | Town staff and Community organization's time | Intermediate |

| Element Recommendations | | RESPONSIBLE PARTY | POSSIBLE RESOURCES | TIMELINE |
|----------------------------------|---|--------------------------|--|--------------|
| ED5 | Engage the local business community with the assistance of the Chamber of Commerce. | PD and CC | Town staff and Community organization's time | Intermediate |
| ED6 | Identify areas in the town that are appropriate for employers of Professional and Technical Services and Accommodation and Food Services. | PD, PB, and CC | Town staff, officials' and Community organization's time | Intermediate |
| ED7 | Market under-utilized parcels for mixed use, including the development of medical office space. | PD, PB, and TC | Town staff and officials' time | Intermediate |
| ED8 | Use results of the retail gap analysis described herein to promote retail development in target areas. | PD, PB, and CC | Town staff, officials' and Community organization's time | Intermediate |
| Housing | | | | |
| H1 | Increase affordable housing availability in appropriate locations to ensure the needs of current and future residents are met. | PD and HA | Town staff time and CDBG funds | Intermediate |
| H2 | Preserve, maintain, and upgrade existing affordable housing units. | HA | CDBG funds | Ongoing |
| H3 | Promote homeownership throughout the town. | HA | CDBG funds | Ongoing |
| H4 | Expand the mix of housing choices throughout town for a range of incomes, ages, and family types. | PD, PB, and TC | Town staff and officials' time | Intermediate |
| Open Space and Recreation | | | | |
| OSR1 | Continue the protection of existing open space parcels and acquire new lands. | PD, PB, Con Comm, and TC | Town staff and officials' time | Ongoing |
| OSR2 | Preserve and maintain sufficient habitats for native plant and wildlife species. | PD, PB, Con Comm, and TC | Town staff and officials' time | Ongoing |
| OSR3 | Create multi-modal links between open space and recreation areas. | Rec | Town staff time | Intermediate |
| OSR4 | Improve public access at and within land managed by the Conservation Commission. | PD and Con Comm | Town staff time | Short-term |

| Element Recommendations | | RESPONSIBLE PARTY | POSSIBLE RESOURCES | TIMELINE |
|---------------------------------------|---|--------------------------|--------------------------------|--------------|
| OSR5 | Continue working to protect open space resources through investment, reforestation, zoning, and design review regulations. | PD, PB, Con Comm, and TC | Town staff and officials' time | Ongoing |
| OSR6 | Maintain and provide sufficient active recreation facilities. | Rec | Town staff time | Ongoing |
| OSR7 | Provide for the mitigation of negative impacts associated with development activities through impact fees to assist in the funding of open space and recreation oriented initiatives. | PD, PB, Con Comm, and TC | Town staff and officials' time | Intermediate |
| Natural and Cultural Resources | | | | |
| NHC1 | Continue working to preserve natural resources through the acquisition of vulnerable open space areas to protect them in perpetuity. | PD, PB, Con Comm, and TC | Town staff and officials' time | Ongoing |
| NHC2 | <ul style="list-style-type: none"> Review Town ordinances to consider impact of zoning and other regulations on historic properties to introduce coordinating measures, such as: Monitor impact of Site Plan and Design Review process on historic resources. Amend Residential District Setback Provision, Section 200-28. A (2), and allow for relief from strict adherence to the 25' setback to match the setback of adjacent historic houses. Notify the Historical Commission of buildings 50 years old or older that are cited under Chapter 83, Security and Maintenance of Abandoned and/or Dilapidated Buildings. | HC, PD, PB, and TC | Town staff and officials' time | Intermediate |
| NHC3 | Change threshold of Demolition Delay Ordinance to the national standard of 50 years old or older, and extend the delay period to nine months or more. | HC, PD, PB, and TC | Town staff and officials' time | Intermediate |

| Element Recommendations | | RESPONSIBLE PARTY | POSSIBLE RESOURCES | TIMELINE |
|--------------------------------|---|-------------------|---|--------------|
| NHC4 | Expand availability of HRI documents by including links to them on the Town's webpage. | HC, PD | Town staff and officials' time | Short-term |
| NHC5 | Add historic designations to online GIS. | HC, PD | Town staff and officials' time | Short-term |
| NHC6 | Establish a History Room in the Turner Free Library to provide better access to historic material about Randolph. | HC, Library | Town staff and officials' time | Intermediate |
| NHC7 | Restart historic marker program, and establish historic street signage program. | HC | Town officials' time | Intermediate |
| NHC8 | Encourage the use of historic properties as economic development tools by using state and federal Historic Rehabilitation Tax Credits. | HC and PD | Town officials' time | Intermediate |
| NHC9 | Work with Preservation Massachusetts to utilize their Circuit Rider Program. | HC and PD | Town staff and officials' time | Intermediate |
| NHC10 | Take advantage of all funding sources for historic preservation, including, but not limited to: 1. Massachusetts Preservation Projects Fund 2. Massachusetts Historical Commission Survey and Planning Grants 3. CPA Funds 4. Preservation Massachusetts Predevelopment Loan Fund 5. The MCC | HC, PD, MCC | Town staff and officials' time, CPA funds | Intermediate |
| Services and Facilities | | | | |
| SF1 | Prioritize allocation from the local budget towards improving aged utilities and educational facilities. | DPW and TC | Town staff and officials' time | Short-term |
| SF2 | Assess the needs for upgrades to school facilities on a regular basis. | DPW and School | Town staff time | Ongoing |
| SF3 | Provide access to areas and amenities of all schools' building interior, including ADA-accessible restrooms, elevators, drinking fountains, and parking. | School | Town staff time | Short-term |

| Element Recommendations | | RESPONSIBLE PARTY | POSSIBLE RESOURCES | TIMELINE |
|-------------------------|---|-----------------------------------|--------------------|--------------|
| SF4 | Review the needs of residents to ensure programs that are offered by the Town reflects the needs and interests of all Randolph residents. | Town Manager | Town staff time | Ongoing |
| SF5 | Centralize social services information at one location to make it easier for residents and visitors to get the information they need. | Health, DPW, PD, and Town Manager | Town staff time | Intermediate |
| SF6 | Replace the Randolph-Holbrook Treatment Plant. | DPW | Town staff time | Long-term |
| SF7 | Complete the cleaning and lining of the water mains. | DPW | Town staff time | Short-term |
| SF8 | Provide new 8-Inch water mains. | DPW | Town staff time | Short-term |
| SF9 | Increase fire flow protection. | DPW | Town staff time | Short-term |
| SF10 | Remove sump pumps from the sewer system. | DPW | Town staff time | Short-term |
| SF11 | Continue inflow/infiltration detection and removal. | DPW | Town staff time | Ongoing |
| SF12 | Educate the public about proper disposal of grease and cleaning products. | DPW | Town staff time | Short-term |
| Transportation | | | | |
| T1 | Decrease congestion along roads that are operating at an unacceptable level. | DPW and PD | Town staff time | Intermediate |
| T2 | Make changes to parking policy to organize the public parking supply to be more efficient and reflect current demand. | DPW and PD | Town staff time | Short-term |
| T3 | Increase pedestrian and bicyclist safety. | DPW and PD | Town staff time | Short-term |
| T4 | Expand viable transit options for all Randolph residents and employees. | DPW and PD | Town staff time | Intermediate |
| T5 | Develop local capacity to address transportation and circulation needs on an ongoing basis. | DPW, PD, and Town Manager | Town staff time | Intermediate |

