

FRANKLIN, MASSACHUSETTS

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CHAIRMAN'S REMARKS

Dear Fellow Residents:

We have long known that Franklin is a community committed to high-quality education and the superb delivery of public services. It is part of what drove us all here to live, work, and raise families. Indeed, our community has been recognized by *Family Circle* magazine as one of the Top 10 places to raise a family, is at the top of the 100 safest cities to live according to Neighborhood Scout, and was recently ranked 10th among the Top 100 places to live and launch a business by CNN/Money. Once a busy hub for the production of straw bonnets back in the 18th and 19th centuries, Franklin has diversified tremendously since then and hosts a 360-acre industrial park, a single tax rate for businesses and residents, trails for hikers and bikers, two commuter rail stations, and two exits off I-495 that offer easy access to Boston, Worcester, and Providence, RI.

Committed to continuously improving the quality of life for everyone in our community, Franklin has developed—over many months and with input from a wide array of constituencies—a vision for its future as well as goals, principles, and a plan to support and implement that vision. This undertaking, encompassed within these pages, is a comprehensive Master Plan that seeks to ensure that the Town of Franklin can continue to meet its current and ongoing economic, social, and environmental needs without compromising the future for succeeding generations.

We began with a vision of Franklin as a vibrant community that supports the arts, non-profit organizations, higher education, and businesses in an atmosphere that allows growth and prosperity, while at the same time conserving our heritage, natural resources, and history. Also, we are committed to building on and celebrating that uniqueness as a community, maintaining the quality of life that is our strength and competitive advantage.

This Master Plan is a blueprint for our future that will help to guide our choices and decisions as a Town. It is a report to the community that sets forth a policy framework to guide town decision makers in the future, and it advances an action agenda to achieve the town's vision. Indeed, it is a plan for smart growth that balances preservation of our exceptional natural and cultural heritage and our quality of life with the pursuit of new and exciting opportunities for economic growth.

The Plan was designed, in part, to fulfill the requirements of Massachusetts General Laws Chapter 41, § 81D, for the development of municipal comprehensive or master plans. Citizen participation was crucial to its development, and it will be vital to its implementation over the next five to ten years. Aside from the invaluable knowledge that residents bring to the planning process, citizen participation is the only way to ensure that both majority and minority perspectives will be heard, evaluated, and accounted for as the Plan evolves. It is a "living document" which is meant to address and respond to the goals and aspirations of the community for the course and direction of our town.

The implementation tool included within the Plan is vital to its success. The goals and objectives can, in many instances, be measured by comparing actual performance with the quantitative targets included in the implementation component of the Plan. We trust that the Town's decision makers, guided by an Implementation Committee, will use this as a structure for acting upon our recommendations. We realize that the goals, objectives, and actions outlined in this Plan are ambitious and comprehensive, but they were created to address the desires, needs, and concerns of the residents of Franklin.

We have all enjoyed the opportunity to serve Franklin over the past two years, and we offer this Master Plan with our best wishes and intentions. We stand ready to help and assist with its implementation and look forward to continued success and good fortune for our friends and neighbors in Franklin.

Very truly yours,



Jeffrey N. Roy

Master Plan Committee Chairman

ACKNOWLEDGEMENTS

A special thank you to all those who helped develop Franklin's 2013 Master Plan. This Plan is vital to the community's health, well-being, and growth, providing clarity of vision and a comprehensive approach for addressing all areas of community development.

This Plan would not have been possible without the assistance and guidance of the Franklin Department of Planning and Community Development. Bryan W. Taberner, the Department's Director; Beth A. Dahlstrom, the Town Planner; and Derrick Mathieu, Planner, provided valuable input, aid, and technical assistance to this project. In addition, all employees and departments in Franklin offered keen insight and information that informed the decision making for the Master Plan Committee. During this process, we saw firsthand how our dedicated employees work hard each day to make Franklin a great place in which to work and live.

In addition to countless hours spent by the Town of Franklin's many staff members to prepare the 2013 Master Plan, appreciation should be given to the members of the Master Plan Committee. Without the members of the Committee, who volunteered their time by attending countless meetings and working tirelessly to shape the Master Plan, this project would not have been completed. Members of the Committee provided valuable insight and created exemplary goals, objectives, and actions for each of the Master Plan's sections.

Many different avenues of input were utilized to produce this valuable tool for planning Franklin's future. Franklin is truly built from the inside out through the support and guidance of its residents, town officials, and volunteers. The input received from residents, staff members, and members of the Master Plan Committee truly produced a document that reflects the vision of the community.

The Master Plan Committee was comprised of:

Town Council Members:

Jeffrey N. Roy, Andrew Bissanti, and Matt Kelly, who served as the Committee's Chair, Vice Chair, and Secretary respectively.

Planning Board Members:

John Carroll and Greg Rondeau

Conservation Commission and Public Land Use Committee Member:

Jeff Livingstone

Public Land Use Committee and Zoning Board of Appeals Member:

Timothy C. Twardowski

Franklin Downtown Partnership Representative:

Christi Apicella

Municipal Affordable Housing Trust Member:

Chris Vericker

Citizen Representatives:

Jay Duncan, David F. Dobrzynski, Nathan Carlucci, and Gene Grella

GOALS AND POLICIES

Introduction

In 2010, Franklin Town Council established a Master Plan Committee (MPC), and charged it with the task of updating the Town's Master Plan. Given the tremendous amount of growth and change the Town had experienced since its last Master Plan in 1997, time had come for an updated roadmap for Franklin's future.

A Master Plan is a long-term, comprehensive document that helps the residents and governing bodies of a community understand: current conditions and issues; the direction a community wants to go; and the specific actions needed in order to get there.

Master Plans are envisioned and developed by townspeople, committees, and municipal departments. In developing Master Plans, municipalities and citizens allow themselves the time to think about the issues they are facing and how best to handle them.

According to M.G.L. Chapter 41 Section 81D, Master Plans are:

"A statement through text, maps, illustrations or other forms of communication that is designed to provide a basis for decision making regarding the long-term physical development of the municipality..."

Elements of a Master Plan include:

- Land Use;
- Natural, Cultural and Historic Resources;
- Open Space and Recreation;
- Circulation (Transportation);
- Housing;
- Economic Development; and
- Community Services and Facilities.

In addition, the Master Plan contains two additional Elements: the Goals and Policies Element, which provides broad goals for the Town; and the Implementation Element, which organizes the actions into a plan for fulfilling each element's goals.

Discussing these elements and organizing them into plans helps to produce consistent, informed, and predictable use of land and other resources. These plans also help communities preserve their appearance and character, and promote efficient and effective economic development.

Through extensive research, analysis, and interdepartmental consultations, the Master Plan Committee with the assistance of the Department of Planning & Community Development (DPCD) completed the existing conditions reports, and the goals, objectives and actions for each element in the Master Plan.

Mission and Vision

Early in the Master Plan rewrite process, the Master Plan Committee worked to develop general goals and a vision for the Town. One source used in the visioning process was the Town of Franklin's Mission Statement:

"It is the mission of the Town of Franklin's governmental entities to provide all of its citizens with the greatest possible spectrum of basic services, directed at publicly expressed community needs, at the least possible cost. This includes providing: the children of our community with the ability to attain a higher plane of

achievement within the school system; the less fortunate with a variety of assistance and support programs; the elderly with services directed to meet their ever increasing leisure and health needs; and providing the public as a whole with a high degree of services, from infrastructure support to recreational possibilities. As a corollary strategy to providing excellent services, the adequate maintenance of existing facilities must also be accomplished on a priority basis. All this must be concluded within the scope of affordability in order to not burden our taxpayers beyond their financial capacities.”

The Master Plan Committee (MPC) developed the following Master Plan Mission Statement, which it used as a guide throughout the Plan development process:

“Franklin is a community committed to high quality education and the superb delivery of public services. We strive to attract and retain businesses, both profit and non-profit, that grow our economy, create jobs, and contribute to a vibrant downtown center. We are committed to cultivating accessible open space, a sense of neighborhood, and a desire to preserve the character of our New England town. We support the safe and efficient movement of people and goods within the Town of Franklin, and across the regional transportation network, by providing a range of integrated transportation options. We are a community dedicated to effective planning, responsible land use, balanced growth, responsive government, racial, religious and economic diversity, and care and concern for its citizens and the environment. We value our arts, cultural and natural resources, heritage, and history, in order to foster a well-balanced community.”

The MPC also developed a vision statement for Franklin:

“To be a vibrant community that supports the arts, non-profit organizations, higher education and businesses in an atmosphere that allows growth and prosperity while at the same time conserving our heritage, natural resources, and history. We will build on and celebrate our uniqueness as a community and maintain the quality of life that is a strength and competitive advantage.”

The Master Plan Committee recommends the Town Council adopt the MPC’s Mission and Vision Statements as the Town’s new Mission and Vision Statements.

Finally, the MPC developed goals to further define and implement the vision:

- Act as a part of a broader region through the resources connecting us beyond our municipal borders, such as watersheds, rivers, roads, economy, culture, or common goals;
- Make Franklin a Green Community and significantly improve energy efficiency in town buildings and programs, reduce greenhouse gas emissions, and encourage conservation and use of alternative and renewable energy sources throughout the community;
- Support artists and the arts, local culture, history, and education at all levels as vital to a successful, well-balanced community;
- Recognize and foster the unique history, character and function of each residential, commercial, mixed use, and open space neighborhood;
- Recognize that a diverse and vibrant economy is integral to a successful community and supports businesses and job development that contribute to the community and the city’s long-term sustainability;
- Make the city increasingly more walkable, bikeable, and transit-oriented;
- Improve citizens’ lives through continuous, high quality education; and

- Operate the Town as a democratic enterprise that is responsive and responsible to the fiscal, economic, social, and environmental interests of its citizens.

Guiding Values

Master Plan Committee members were guided by several overarching values about the kind of community they wanted Franklin to be.

Public Input

The MPC's most important value was to obtain input from the Town's residents and organizations. The Master Plan must be Franklin's residents' plan for the Town's future. The MPC pursued many avenues to obtain public input, including:

- Representation of the public on the MPC;
- Multiple Public Hearings/workshops;
- Regular MPC meetings open to the public;
- Town of Franklin's Web Site – Master Plan Committee's Page;
- Franklin's Master Plan Committee's *facebook* Page;
- Request for written Public Input; and
- Public Hearing and related public Comment Period on the Draft Master Plan.

The purpose of this main value is to ensure that the Master Plan is based on a substantial amount of public input.

Sustainability

Another important value informing the Master Plan Committee's decision making process was a commitment to making Franklin an environmentally sustainable community. In light of this, the MPC agreed Franklin should seek Green Communities designation under the Massachusetts Green Communities Act, and tasked themselves with incorporating green strategies into each of the Plan's Elements. The MPC also tasked themselves with reducing the amount of paper that the Master Plan renewal process used. Members made a personal commitment to cut back on the amount of paper they used by bringing their computers with them to view materials electronically. The Committee also agreed to use "Dropbox" and email to store and share drafts of documents being reviewed.

During creation of the Economic Development related goals, objectives, and actions, the current priorities of the Franklin Downtown Partnership as well as other organizations were considered. Franklin recognizes the value of having a strong relationship between municipalities and small businesses, which ultimately provide the most "things-to-do" in a community. A constant dedication to small businesses also continues to establish Franklin as an attractive place for young-professionals and families to live and work.

Other goals that guided the MPC were to retain the New England small-town character of Franklin, and incorporate smart growth techniques to deter unnecessary and wasteful development. The MPC agreed to accomplish these goals through supporting adoption of the Community Preservation Act, and developing strategies and actions that support sustainable development principles.

The Master Plan Committee

The Master Plan Committee was formed through the solicitation of Town Committees, Commissions and Departments to submit names for appointment as well as through a public request for volunteers to assist in the Master Plan process. The Town Administrator forwarded these nominations for appointment to the Town Council and from these nominations a 14 member committee was established. The members were sworn in by the Town Clerk at their

first meeting on January 17, 2012. During the course of this meeting, the group elected Jeff Roy as Chairman, Matt Kelly as Vice Chairman, and Andy Bissanti as Secretary. The Committee's main task was to develop goals, objectives, and actions for each of the Master Plan's seven elements, using information in the existing conditions reports to inform their work. In order to streamline this process the group was divided into four sub-committees, each focusing on only one or two of the elements.

Master Plan Sub-committees:

1. Land Use and Economic Development;
2. Open Space & Recreation and Natural, Cultural & Historic Resources;
3. Community Services & Facilities; and
4. Circulation and Housing.

The sub-committees met as needed, and the MPC met at least once a month for a year and a half to see the plan through to its completion.

As the completion of a draft Master Plan was drawing near, members discussed the plan and its future implementation, deciding an Implementation Committee should carry out completion of the specific Goals, Objectives and Actions that were developed by the MPC. The MPC indicated it would be the responsibility of an Implementation Committee to assign priorities and schedules to each section's Goals, Objectives and Actions, and identify who will gain the support of Town Department Heads in order to see Actions through to their completion.

Public Hearing Process

In order to gather public input into the Master Plan process three public hearings were held. The first two gave Franklin residents an opportunity to become involved early on, and allowed suggestions on various topics to be included in the Master Plan. The first public hearing was held on Wednesday, May 9, 2012, in the Franklin Municipal Building at 7 p.m., and for those unable to attend a weeknight meeting, the second hearing was held on Saturday, May 13, 2012, in Franklin's Public Library at 10 a.m. The third public hearing was held on Saturday, August 10, 2013, in Franklin's Public Library at 10 a.m.; this hearing, held within a 30 day public comment period, was held specifically to obtain input on the draft Master Plan.

Goals and Policies

This section of the Master Plan contains the broadest, most overreaching goals of the Master Plan, and is intended to provide a basic direction for each section.

Land-Use

The following policy statement and general goals were developed by the Land Use and Economic Development subcommittee. The focus of these goals is to establish the Town as a center for development while deterring unnecessary growth.

Policy Statement: Adopt long-term sustainability, and start-growth principles to attain fuller, more efficient development, protecting natural resources and the New England, small town character of Franklin.

General Goals:

- Designate areas for workforce housing in order to retain existing businesses and attract new industries;
- Minimize the occurrence of new development by focusing on Brownfield re-development; and
- Protect the health of our citizens and help sustain our businesses by preserving natural lands and the resources they provide.

Natural, Cultural & Historic Resources

This element's policy statement and general goals were drafted by the Open Space & Recreation and Natural, Cultural & Historic Resources subcommittee. The focus of these goals is to protect and support Franklin's history, character, and creative and cultural resources.

Policy Statement: Preserve Franklin's New England, small town character through controlled growth, preserving scenic vistas, supporting local arts and culture, and protecting historic architecture.

General Goals:

- Protect and preserve the integrity of natural resources in town;
- Provide resources for the arts, and support cultural initiatives in town to foster education and creativity;
- Maintain the Town's historic appeal by identifying and protecting trademark land and historic characteristics.

Open Space & Recreation

The Open Space & Recreation and Natural, Cultural & Historic subcommittee developed this policy statement and general goals, which acknowledge the importance of open space and recreational resources for the physical and emotional health of Franklin's residents. The policy statement and general goals aim to: increase open space and recreational availability and accessibility; maintain existing facilities and spaces for these resources; and make knowledge of these resources more abundantly available in Franklin.

Policy Statement: Open space and recreational resources are a key contributor to the quality of life in Franklin and an important aspect of the community's appeal. Open lands help protect the Town's water supply, manage flood waters, provide wildlife habitat, and provide opportunities for passive and active outdoor recreation within the Town.

General Goals:

- Document the Town's open space and recreational resources, and improve public awareness of these resources through increased education, signage, publicity, and events;
- Preserve existing unprotected natural and open space resources in Franklin;
- Provide opportunities for passive and active recreation to meet the community's evolving needs;
- Implement sustainable practices in the design, construction, operation, and maintenance of Franklin's public parks and playgrounds; and
- Investigate grant programs and other revenue sources available to provide funding for the goals and objectives of this chapter.

Circulation

The Circulation and Housing subcommittee championed this section's policy statement and general goals. This subcommittee made sure all of the Town's priorities in transportation were up-to-date and comprehensively covered. The subcommittee and DPW were also heavily involved in the development of the specific Circulation goals, objectives and actions, for moving forward.

Policy Statement: Assure the safe and efficient movement of goods and people within the Town of Franklin, and across the regional transportation network, by providing a range of integrated transportation options.

General Goals:

- Provide the necessary infrastructure to keep Franklin's citizens and businesses moving and growing in town;
- Support green, sustainable transportation initiatives by accommodating pedestrians and cyclists throughout town;
- Reduce the dependence on single passenger vehicles by improving public transportation and ridesharing options; and
- Improve access and circulation in the Downtown.

Housing

The Circulation and Housing subcommittee created this section's policy statement and general goals, ensuring the equal treatment of all of Franklin's residents, while protecting natural resources and welcoming new industry for continued growth and development within Franklin.

Policy Statement: Support in-fill housing practices and provide for all affordability options, giving Franklin's residents the opportunity to maintain a decent standard of living.

General Goals:

- Provide sufficient affordable housing;
- Encourage clustered and mixed-use housing to minimize land-clearing as well as conserve open and natural lands;
- Encourage the development of small scale housing units in and around the Downtown; and
- Welcome new industrial development by designating areas for workforce housing.

Economic Development

The Economic Development policy statement and general goals were developed by the Land Use and Economic Development subcommittee, and address the long-term financial strength and growth for the Town of Franklin. These general goals, along with the specific Goals, Objectives, and Actions outlined in the Implementation Element, are tailored to be in-line with the State's Economic Development Plan which addresses five initiatives: advancing education and workforce development for middle-skill jobs through coordination of education; economic development and workforce development programs; supporting innovation and entrepreneurship; supporting regional development through infrastructure investments and local empowerment; increasing the ease of doing business; and addressing cost competitiveness.

Policy Statement: Adopt strategies for business and workforce retention and attraction to diversify Franklin's economic foundation, and increase its property tax yields.

General Goals:

- Actively pursue the improvement of infrastructure to attract large industry, small businesses, and skilled workers;
- Further incentivize the biotechnology, medical device, and research industries to come to Franklin; and
- Advocate for the small business community, especially within and around the Downtown area.

Community Services and Facilities

The Community Services and Facilities subcommittee, with the assistance of Town Department Heads and other staff members, developed this section's policy statement and general goals. The main priorities influencing this section were to serve Franklin's residents and make sure any new services were developed sustainably.

Policy Statement: Provide adequate and appropriate facilities and infrastructure necessary to accommodate current and future community needs by maximizing use of existing resources and adding new assets in an economically prudent manner.

General Goals:

- Continue to provide quality police, fire, and emergency medical services to keep Franklin's residents safe;
- Invest in Franklin's future by increasing funding for all Town Departments;
- Increase the capacity of the Town's water and sewer supply as needed to accommodate new industrial development and strengthen Franklin's economic and social infrastructure; and
- Support the safe and timely movement of people and goods throughout town.

LAND USE

Introduction

Land use refers to the function of a physical parcel or tract of land. Land uses include agricultural, residential, commercial, business/office, industrial, institutional, recreational, open space, and mixtures of these elements. Land uses include transportation infrastructure and environmental resources including water, soil, grasslands, and forests. The composition of these elements affects the economic prosperity, environmental quality, and cultural fabric of the town and region. Land use also determines the scope of employment opportunities, access to goods and services, access to recreation, and housing availability. Most noticeably, land use influences the physical character and appearance of the town. Land use affects the physical design of transportation systems, the availability of transportation options, and whether or not an area experiences traffic congestion, as well as people's satisfaction with the transportation systems.

As mentioned in the Community Services and Facilities section of the Master Plan, land uses affect the amount of property tax revenue the Town receives, as well as the amount of expenditures for Town services. Developed land brings in more revenue than undeveloped land, but development, especially residential development, requires funding more services e.g. schools, road maintenance etc.; therefore, it is important to plan for the infrastructure and services costs associated with development. Land use also affects a town's tax base over the long term because of its deep connection to quality of life. Maintaining a balance between open space and developed land and fostering livability wherever development occurs will create a higher quality of life that can help lead to long term prosperity.

Development Patterns

Brief History of Land Use in Franklin

A community's land use changes over time as technology changes and populations grow and decline. When Franklin was founded in 1778, it was primarily an agrarian society. As industrial development grew in the 18th and 19th century, so did the Town's population, mostly in the Downtown and Unionville areas and along long-established roadways. During the last quarter of the twentieth century Franklin experienced an explosion of growth, which was spurred on by construction of Interstate 495, and rezoning of former agricultural and residentially zoned properties to industrial. Franklin's great location positioned it as a residential hub, a major regional distribution center for goods, and a regional employment center.

Growth Trends

Development in Franklin has been on a long term upward trajectory since the 1970s. While growth continues in the Town, the rate of growth has slowed tremendously since the 90s and early 2000s. As Table LU-1 shows, the rate of growth from 1971 to 1985 was brisk with a 26% change from undeveloped to developed land. However it was small compared to the change of 73 percent from undeveloped to developed land between 1985 and 1999. Growth finally began to slow in late 2007 and continues to be moderate into present times.

Franklin's rapid rate of residential growth from 1985 to 1995 strained Town services and changed the community's character. In response to the Town's rapid growth, the 1997 Master Plan established three goals relating to industrial and commercial zoning, reducing residential build out, and maintaining Franklin's New England character. Towards these ends, the plan set a target growth rate of no more than 100 building permits per year.

Franklin adopted a Growth Management Bylaw in October 1997 which was designed to guide development to minimize excessive demands on the Town's infrastructure and services including fire protection, water, sewer, schools, transportation, recreation, and police protection, however, this Bylaw expired in June of 2009.

Table LU-1: Land Development Percent Change Between 1971-1999

Year				1971-1985 Change in Developed Land		1985-1999 Change in Developed Land		1971-1999 Change in Developed Land	
	1971	1985	1999	Change	% Change	Change	% Change	Change	% Change
Undeveloped Land (acres)	13,771	12,852	9,649	919.6	26%	3,202.4	73%	4,122.0	118%
Developed Land (acres)	3,496	4,416	7,618						
Percent Developed	20%	26%	44%						

Source: Data accessed from MassGIS (<http://www.mass.gov>). Note: the "Developed" vs. "Undeveloped" aggregations were based on the following MacConnell land use codes: Developed Land = MacConnell codes 7,8,9,10,11,12,13,15,16,17,18,19; Undeveloped Land = MacConnell codes 1,2,3,4,5,6,14,20,21

Land Use Oversight

In Franklin, there are several departments, boards, committees, and personnel that are responsible for making land use decisions. Two Departments that are most closely involved with land use decisions are the Building Department and the Department of Planning and Community Development and their staff; see the Public Services and Facilities Section for a further description of these Departments. In addition to Departmental oversight of land use issues, there is also the involvement of the following Boards and Committees:

Planning Board

The Planning Board is responsible for reviewing site plans, some use special permits, and subdivision plans. The Board has five members and one associate who are elected from the Town at-large for four-year overlapping terms. Site plans are reviewed under Chapter 185 of the Town of Franklin Zoning Bylaw while subdivisions are reviewed under Chapter 300 of the Town of Franklin Subdivision Regulations.

Zoning Board of Appeals

The Zoning Board of Appeals (ZBA) is responsible for approving variance requests, some special permits, and Chapter 40B applications. The ZBA consists of three appointed members, and 3 appointed associate members.

Conservation Commission

The Conservation Commission is the official agency charged with the protection of Franklin's natural resources. The first powers given to the Commission (ref Conservation Commission Act of 1957 - MGL Ch.40 sec. 8C) focused on "promotion and development of natural resources...and protection of watershed resources." In 1972 Conservation Commissions were authorized to administer the Massachusetts Wetlands Protection Act (M.G.L. Ch 131 sec. 40), the first act of its kind in the Nation. Additionally, the Conservation Commission is charged with administering the Town's Wetland Protection Bylaw (Codebook, Chapter 181). The State's Wetlands Protection Act prohibits any filling, excavation, or other alteration of the land surface,

water levels, or vegetation in wetlands, floodplains, riverfront areas or other wetland resource areas regardless of ownership without a permit from the local Conservation Commission.

Zoning

A municipality's authority to create zoning laws comes from Chapter 40A of the Massachusetts General Laws and Article 89 of the Amendments to the Massachusetts Constitution. Zoning plays an important role in the character of the town and the spatial distribution of land uses. This distribution of land uses has social, environmental, and economic consequences on the Town. These consequences can have positive and negative impacts. For example, increased economic development can help support the Town's tax base and provide local jobs, but it can also lead to increased traffic congestion. Also, the ways in which development occurs impacts how stormwater is managed, and therefore affects the quality and supply of the Town's water. Since zoning regulations affect where specific types of development are allowed, it plays a crucial role in the livability of the Town.

In the past sixty years land use theory on zoning has changed considerably. During the mid-20th century single-use zoning became the norm. The developed areas of most communities increased substantially and spread out as residential, commercial, and industrial areas were built far apart from each other. Franklin experienced this pattern of development, commonly known as sprawl, to some extent in the mid twentieth century, but by the 1980s and 1990s residential sprawl had occurred throughout Town, substantial industrial development was occurring on industrially zoned lands west of I-495, and commercial development was increasing along Route 140.

There are both benefits and advantages, and costs and disadvantages, to this type of development. Some of the benefits and advantages include: ease of permitting; segregated residential areas are thought of as safe; and homes segregated away from commercial and industrial uses often have higher values. Some of the disadvantages and negative consequences of sprawl include increased traffic congestion and time commuting, loss of open spaces, damaged natural resources and wildlife habitat, and loss of a rural New England character. Furthermore, low-density, sprawling development tends not to pay for itself due to the higher infrastructure costs. The Town has recognized the advantages and disadvantages of single-use development and has worked to minimize these issues by amending the Town's Zoning Bylaws.

Description of Zones

Franklin's zoning code is documented in Chapter 185 of the Town Code for the purpose of promoting the:

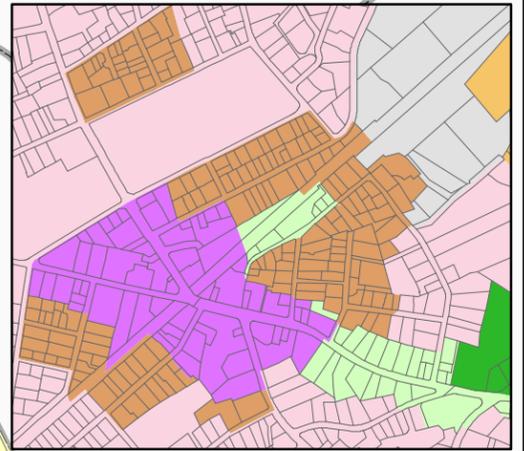
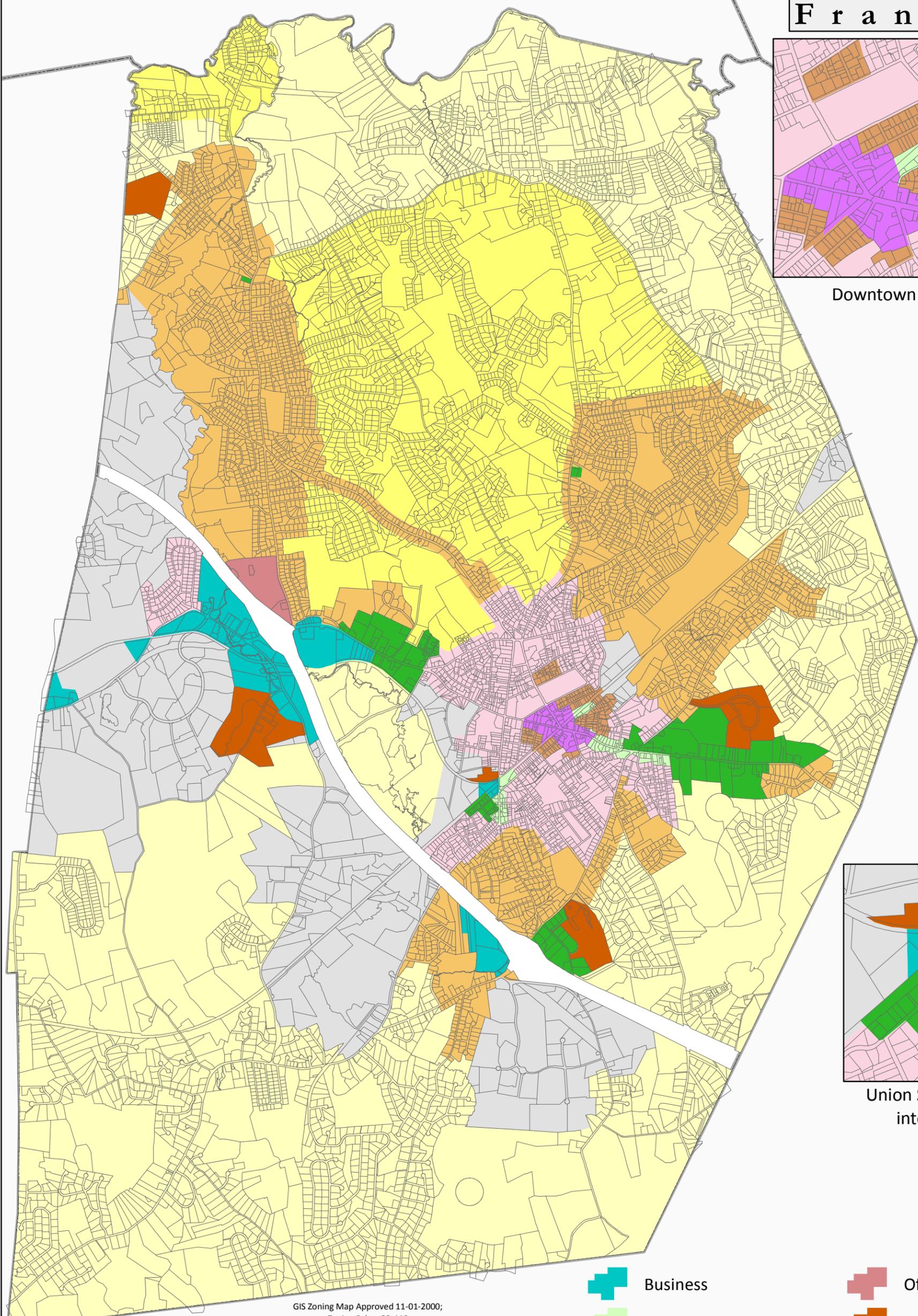
“health, safety, convenience, morals and welfare of the inhabitants of the Town of Franklin, to lessen the danger from fire and congestion, to encourage the most appropriate use of land and to improve the Town under the provisions of Chapter 40A of the General Laws, and of Article 89 of the Amendments to the Constitution. For this purpose, the use, construction, repair, alteration, height, area and the location of buildings and structures and the use of premises in the Town of Franklin are regulated as hereinafter provided.”

The zoning code is regularly modified to reflect the current needs of the Town. At present, the Town Code divides Franklin into 14 Zoning Districts. It should be noted however, that while Zoning Districts have been established within Chapter 185 Section 4 for Limited Industrial and Neighborhood Commercial, no parcels have formally been designated to those zoning districts, and thus are not shown on the Town's Zoning Map (see Map LU-1: Zoning Map).

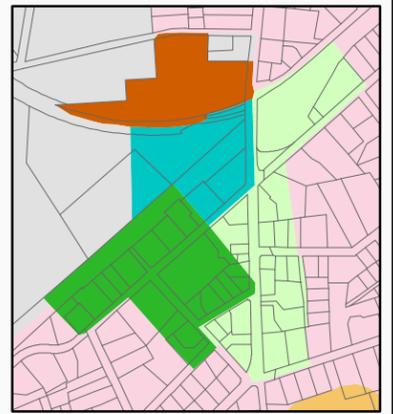
Z O N I N G M A P

Map LU-1

Town of Franklin



Downtown Franklin



Union St/Cottage St intersection

GIS Zoning Map Approved 11-01-2000;
Zoning Bylaw 00-446

- | | |
|-------------------------------|-------------------------------|
| -Amendment 99-414: 07-21-1999 | -Amendment 07-607: 09-05-2007 |
| -Amendment 00-444: 12-06-2000 | -Amendment 07-608: 09-05-2007 |
| -Amendment 00-454: 04-18-2001 | -Amendment 07-609: 09-05-2007 |
| -Amendment 01-469: 07-11-2001 | -Amendment 07-610: 09-05-2007 |
| -Amendment 01-474: 08-15-2001 | -Amendment 08-625: 11-05-2008 |
| -Amendment 01-475: 08-15-2001 | -Amendment 11-652: 07-13-2011 |
| -Amendment 01-479: 12-05-2001 | -Amendment 12-666: 01-04-2012 |
| -Amendment 02-492: 02-20-2002 | -Amendment 12-689: 10-03-2012 |
| -Amendment 02-500: 07-17-2002 | -Amendment 13-705: 05-15-2013 |
| -Amendment 02-506: 11-20-2002 | |
| -Amendment 03-520: 08-06-2003 | |
| -Amendment 04-539: 06-02-2004 | |
| -Amendment 05-558: 03-23-2005 | |
| -Amendment 05-559: 03-02-2005 | |



- | | | | |
|--|------------------------------|--|----------------------|
| | Business | | Office |
| | Commercial I | | Residential VI |
| | Commercial II | | Rural Residential I |
| | Downtown Commercial District | | Rural Residential II |
| | General Residential V | | Single-Family III |
| | Industrial | | Single-Family IV |

All of the Town's Zones are as follows: Rural Residential I (RRI), Rural Residential II (RRII) , Single-Family Residential III (SFIII), Single-Family Residential IV (SFRIV), General Residential V (GRV), Residential VI (RVI), Commercial I (CI), Commercial II (CII), Business (B), Industrial (I), Limited Industrial (LI), Neighborhood Commercial (NC), Office (O), and Downtown Commercial (DC).

Table LU-2 below provides information on the acreage and percent of Franklin's land area encompassed by each of the above mentioned Zoning Districts. The raw acreages for each Zoning District does not tell the full story, as large swaths of the Town's lands are protected from development, regardless of the district it may occupy.

As shown in Table LU-2, 14,742 of the Town's 16,995 acres are considered "developable", which is 87% of the Franklin's total land area. Conversely, 13% of the land (2,252 acres) is estimated to be "undevelopable." These numbers are approximate.

Table LU-2: Use District Acreage

Zoning District	Total Acres	Percent of Total Land	Developable Acres	Percent of Total Land
RRI	8,016.00	47.20%	6,734.20	39.60%
SFII	2,530.60	14.90%	2,329.50	13.70%
SFRIII	2,487.50	14.60%	2,174.80	12.80%
SFIV	733.8	4.30%	712.2	4.20%
RVI	212	1.20%	212	1.20%
GRV	51.5	0.30%	51.5	0.30%
I	2,325.90	13.70%	1,900.60	11.20%
LI	0	0%	0	0%
CI	34.6	0.20%	34.6	0.20%
CII	275.9	1.60%	275.8	1.60%
DC	36.2	0.20%	35.7	0.20%
NC	0	0%	0	0%
B	250	1.50%	240.7	1.40%
O	41.1	0.20%	41.1	0.20%
Total Acres	16,995.0 (26.5 m²)	100%	14,742.7 (23.0 m²)	86.7%

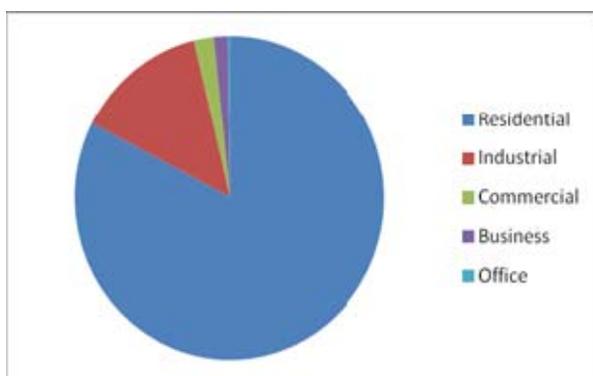
Source: Franklin GIS, 2013 data. Note: All acreages listed are approximate

The following eight categories of land use are classified as undevelopable land in Town: State and Federal Parcels; State Forests and Recreation Lands; Town Parks; US Army Corps Land (wetlands); Town of Franklin Water Department and Conservation Lands; Chapter 61, 61A & 61B Lands; Metacomet Land Trust properties; and Private Recreation Areas. Among these eight categories, some, such as State Park and Recreation Lands, offer permanent protection from development. Other lands, such as Chapter 61(A &B) lands allow a land holder to enter into an agreement with the Town to receive property tax reductions in exchange for leaving properties in a protected state, and utilized for forest, agricultural/horticultural, and/or recreational. In the future however, a land owner may choose to remove lands from protection,

offering the Town the right of first refusal to purchase and then if the Town waives the right to purchase, the land owner may then choose to sell or develop the land with no restrictions.

There are over 2,000-acres of Town and State-owned lands that are permanently protected and approximately 1,248-acres Chapter 61, 61A & 61B lands within Franklin; see the Open Space and Recreation Section for a complete description of these areas.

By looking at Table LU-2 it is clear that the Rural Residential I district encompasses the largest amount of land, occupying 47% of the Town's total acreage. Single Family III, Single Family II, and Industrial are all of similar acreage, occupying plus or minus 14% each. Table LU-3 below aggregates the uses into broader categories for comparison. Residential land uses represent the greatest amount of the Town's land uses, with a combined 14,031.3-acre or 82.6% of Franklin's total acreage. Industrial uses are the second largest use with 13.7% acreage, while Commercial, Business and Office uses amount to less than 3% combined. The information is also shown graphically in Figure LU-1.



LU-Figure 1: Pie Chart of Aggregate Land Use Categories

Table LU-3: Aggregated Uses

Land Use Category	Acreage	% of Total Land
Residential	14,031.3	82.6%
Industrial	2,325.9	13.7%
Commercial	346.7	2.0%
Business	250.0	1.5%
Office	41.1	0.2%
Total Acres	16,995.0 (26.55 sq. miles)	100%

Growth Management

One of the most effective ways the Town manages growth and protects its environment is by regulating land use through zoning. The Town of Franklin has requirements in place to ensure natural resources are protected and development follows current best practices in planning and management in order to create a sustainable community. In many cases, Franklin's land use policies are already improving issues and ameliorating problems that other Towns are only beginning to grapple with. Many of the Town's Zoning Bylaws and other development initiatives, such as Overlay Districts, Economic Development Areas, and Priority Development Sites, are meant to assist in creating sustainable developments in Franklin. Examples of policies and regulations having positive impacts on the management of Franklin's growth are summarized below:

Smart Growth - The Town of Franklin is proactive in addressing land use issues, and while Franklin has not adopted a smart growth bylaw, it has implemented many of the practices that are recommended by smart growth advocates. The principles of Smart Growth are to encourage developments that maximize economic development, offer a variety of housing options and provide access to public transportation options while minimizing the impact on natural resources. Smart Growth principles are important for a community to preserve the natural environment while allowing responsible development to occur.

Site Plan Review and Design Review Standards - Section 185-31, Site plan review and design review, was completely rewritten in 2012 and approved by Town Council in 2013; the

rewritten bylaw clarified site plan and design review application requirements, including providing a formal process for applying for a limited site plan application. The Zoning bylaw amendments were intended to clarify the development application process and streamline the permitting process, while protecting Franklin's New England character.

Best Development Practices - Franklin developed a Best Development Practices Guidebook (BDP) which is meant for developers, designers and project reviewers and is intended to improve the quality of developments in Franklin. Section V of the BDP most closely relates to the principles of Smart Growth in its discussion of Site Design. The BDP references that "Subdivisions and Site Plans for all forms of development shall adhere to the principles of environmental compatibility, and energy-efficient design". Also included in the BDP is the concept of Low Impact Development (LID) which encourages more ecological sustainability by preserving natural areas and managing water resources. For new developments, LID strategies employed for site development include management of all stormwater discharged from the site on site as a result of the new development.

Overlay Districts - Overlay districts allow towns to restrict or permit certain uses on areas of land while maintaining the underlying zoning. These regulations can be used to protect vital resources, encourage specific types of development, or ensure public safety; all are meant to funnel specific types of development to the most appropriate area of Town. The Town of Franklin currently utilizes eight overlay zoning districts designated in Chapter 185 Section 4 of the Town Code: Flood Hazard District, Water Resource District, Wireless Communications Services District, Biotechnology Use Zoning District, Adult Use Overlay District, Senior Village Overlay District, Sign District Map and Medical Marijuana Use Overlay District.

Economic Development Designations - Economic Opportunity Areas and Priority Development Sites are two additional tools the Town utilizes to encourage site specific economic development within the community. Economic opportunity area and priority development site designations are parcel designations granted for purposes such as expedited permitting or development tax incentives, in order to help businesses grow and be successful within Franklin. The Economic Development Element provides additional information about these designations.

Open Space Development - The Town's Open Space Development Bylaw (Chapter 185 Section 43) seeks to permanently preserve land in its natural state allowing for passive and active recreation, while accommodating a variety of single-family housing styles suited to the natural landscape of an area.

Special Permits - Special permits (Chapter 185 Section 45) are utilized by both the Planning Board and the Zoning Board to ensure developments do not overbalance its benefits on neighborhoods or the Town in view of particular characteristics of the site and of the proposal in relation to the site.

Use and Dimensional Regulations - The Town's Zoning Bylaw contains detailed regulations for many aspects of land use, including: Use Regulations (Chapter 185, Article III), Density Regulations (Chapter 185, Article IV), and Special Regulations (Chapter 185, Article V). Over the last few years the Town has amended many of the Zoning Bylaw's sections in order to streamline the development permitting process, and keep in step with current planning principles. Franklin's Zoning Bylaws were created in order to help plan efficient and effective development in Franklin, many of which utilize Smart Growth principles. Please refer to Franklin's Town Code for a complete list of Zoning Bylaws (Chapter 185).

Population Forecasting

Population forecasting is an important part of planning for the future. As the Town has seen in the past three decades, population growth has its benefits and its challenges. Generally, population growth means the local economy is healthy, and the Town is attracting new residents and businesses. However, growth requires increases in municipal services, including schools, safety personnel, and infrastructure maintenance.

Although, the population of Franklin nearly doubled from approximately 1980 to 2010, this rate of growth is not expected to continue for several reasons. First of all, the Town currently has a structural deficit. Residential development, particularly if it brings in families with children, often costs more to service than is brought in through taxes. For that reason in order to ensure the Town can balance its budget, Franklin has taken a pro-business approach to development. Secondly, by comparing the two maps and noting the zoning, it is clear that most of the Town is built-out. Areas that look like they could have space for development in the rural residential zones often contain wetlands and are therefore practically undevelopable. (See Map LU-2: Historic Community Map 1942-1946; and Map LU-3: Historic Community Map 1996-1997).

Population density, a measurement of how many people there are in a certain area, is useful for long term planning as it allows decision makers to determine whether development is likely and if increased municipal services may be required. It also helps determine whether current infrastructure is at or nearing capacity. As of 2013, Franklin had an estimated population of 33,092. Table LU-4 shows a comparison of Franklin’s populations between 1980 and 2012. With a land area of approximately 26.55 square miles, the Town’s population density was about 1,246 people per square mile.

Table LU-4: Population Change Over the Last 32 Years

Year	Population
1980	17,000 (estimate)
2000	29,560
2010	31,635
2012	33,092

1997 Buildout Analysis

For the 1997 Master Plan, the Town commissioned a Buildout Analysis to learn more about the potential of continued growth in the Town. The “Build Out” analysis examined how much land was potentially available for development. The map in Figure LU-2 shows the areas that were underdeveloped that could still be developed based on wetlands limitations. A summary of the underdeveloped properties is included in Table LU-5.

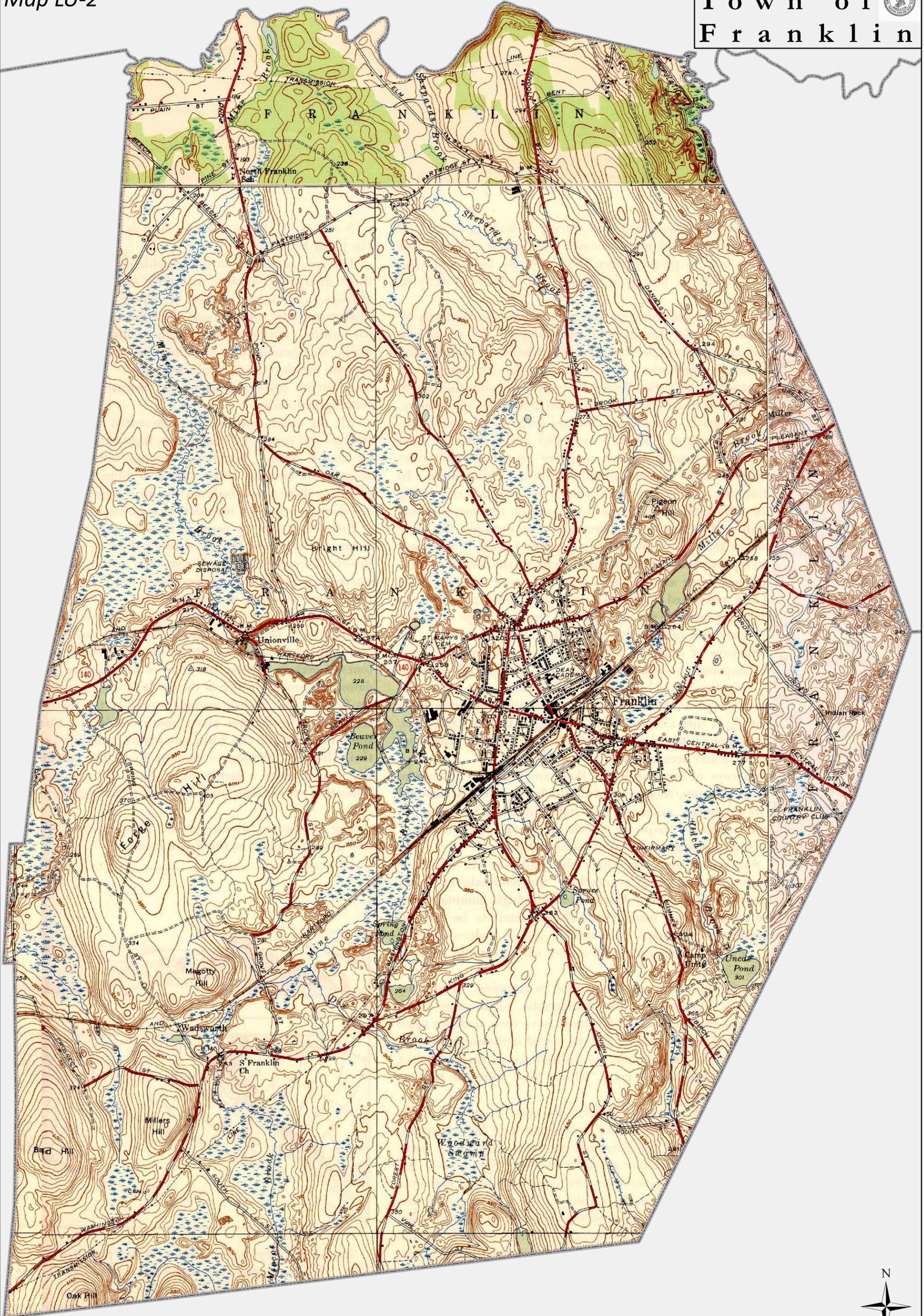
Table LU-5: Underdeveloped Properties 1997

Zone	Original	Acres	New Lots
RR1	188	1,018	943
RR1	15	646	689
RR2	68	321	393
RR2	2	34	47
SF3	123	527	989
SF3	1	3	4
SF4	23	47	104
Total	420	2,595	3,169

Historic Community Map 1942-1946

Map LU-2

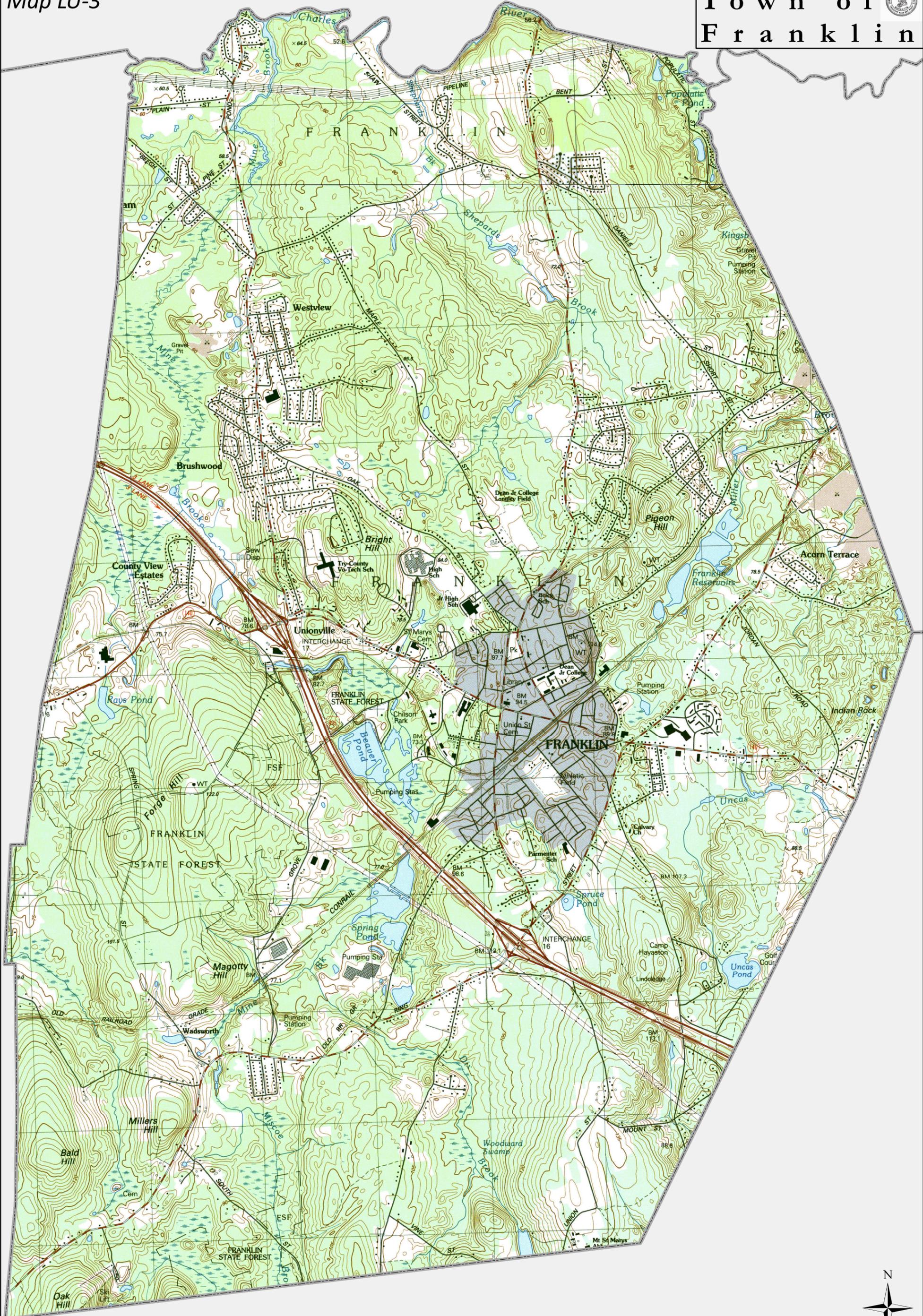
Town of
Franklin



Historic Community Map 1996-1997

Map LU-3

Town of
Franklin



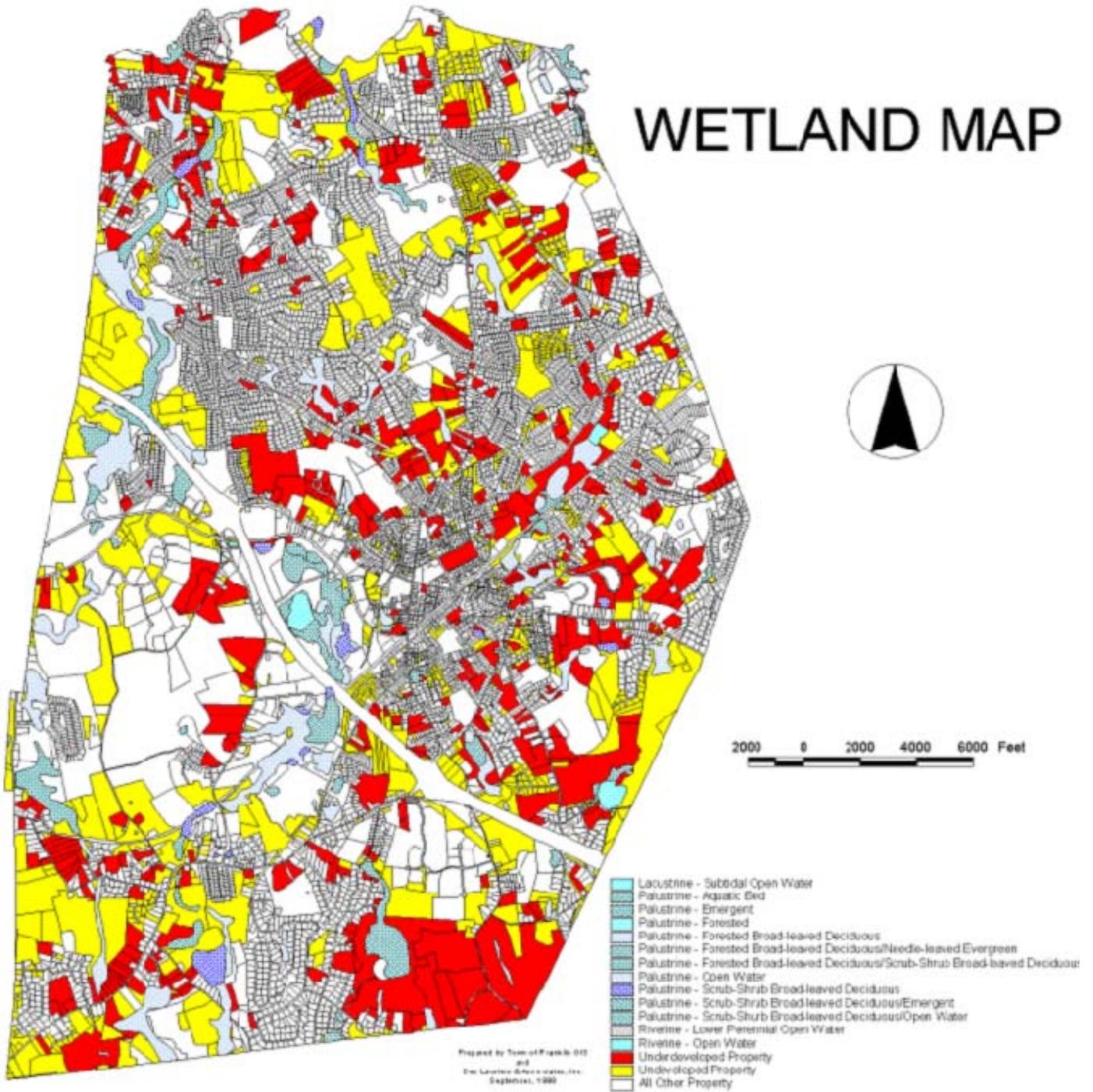


Figure LU-2: Buildout Analysis “Worst Case Scenario with Wetlands Limitations”

Goals and Objectives

Policy Statement: Adopt long-term sustainability, and start-growth principles to attain fuller, more efficient development, protecting natural resources and the New England, small town character of Franklin.

Goal 1: Encourage development of workforce housing in areas of Town where property is underutilized or needs redevelopment, and where public transit is available.

Objective 1.1: Identify areas where development of workforce housing would be appropriate.

Objective 1.2: Create a new zoning district where workforce housing would be allowed by-right.

Goal 2: Promote mixed-use development in appropriate areas.

Objective 2.1: Identify areas where mixed-use development would be appropriate.

Goal 3: Encourage expansion and retention of current businesses and attraction of new businesses in appropriate locations.

Objective 3.1: Identify areas where new businesses, business expansion and business retention would be appropriate.

Objective 3.2: Amend the dimensional requirements within the Commercial I zoning district to encourage green space, use of outdoor seating areas, and assemblage of properties to encourage new business, business expansion and business retention, in the Commercial I zoning district.

Objective 3.3: Amend the Town's Zoning Bylaw to require sufficient parking in the Commercial I zoning district.

Objective 3.4: Amend the dimensional requirements within the Neighborhood Commercial Zoning District to promote development of small, village-style businesses.

Objective 3.5: Amend the Town's Zoning Bylaw to allow parking facilities in the Downtown Commercial Zoning District.

Goal 4: Create Transitional Use Zones to buffer residential buildings from non-residential uses.

Objective 4.1: Consider rezoning of areas where redevelopment of residential properties or conversion of existing residential buildings to non-residential uses such as professional offices will create a transitional use zone buffer between more intense commercial uses and residential uses.

Goal 5: Preserve and enhance existing unprotected natural and open space resources in Franklin.
Please refer to Goal 2 and related objectives in the Open Space and Recreation section of this document.

Goal 6: Make Franklin a Green Community.

Objective 6.1: Encourage environmental awareness when adopting policies that will impact Franklin's environment.

NATURAL, CULTURAL & HISTORIC RESOURCES

Natural Resources

Regional Resources

Many of Franklin's decisions concerning its resource protection will have affects on a much greater scale than the local level. Water conservation, land use planning, and habitat protection are just a few issues that have an impact beyond local planning. A number of important natural resources in the Town cross municipal boundaries and must be managed jointly with other local governments. One of the most significant natural resources in the region is the Charles River Watershed. With the Charles River as its northern border, Franklin is part of this watershed whose vitality requires a broad level of resource protection and planning between multiple municipalities and local and regional planning agencies.

Another shared resource is the Southern New England Trunkline Trail (SNETT), which runs 22 miles through six nearby communities. A further description of the trail is found in the Open Space & Recreation section of the Master Plan.

Topography, Geology & Soils

Topography

Repeated advances of glacial ice are primarily responsible for the current topography of the area, which is characterized by low, rounded hills and open valleys. Overall, the topography of the majority of Franklin is 250-350 feet above sea level. It drops to about 200 feet in the north near Mine Brook and the Charles River, and to less than 150 feet near Populatic Pond. The highest elevations are found in the southern portion of town with elevations reaching 470 feet above sea level. There are also portions of northern Franklin that reach elevations over 400 feet.

Bedrock Geology

Bedrock is the solid rock that underlies the soil and other materials that are exposed at the surface. Franklin's bedrock consists primarily of two types of granite, Dedham Granite and Quincy Granite. Dedham Granite runs through the lower half of Franklin, from the Town's eastern border with Norfolk to the southern border with Wrentham. Quincy Granite runs through the northern half of Town from the northwestern border of Franklin with Medway and Millis to its southern border with Wrentham.¹ (See Map NCH-1: Bedrock & Till).

In addition to granite, a small band of diorite and diabase dikes and sills are found along the Town's eastern border with Norfolk. Along the southeastern boarder with Wrentham there is a strip of the Wamsutta Formation, a red to pink conglomerate of sandstone shale and rhyolite found primarily in North Attleboro. The Bellingham-Franklin line shows the most variation of bedrock formations, straddled with a strip of the Blackstone Group, consisting of quartzite, schist, phyllite, marble and metavolcanic rocks, to the north and south with Mattapan Volcanic Complex between the two areas of the Blackstone Group.²

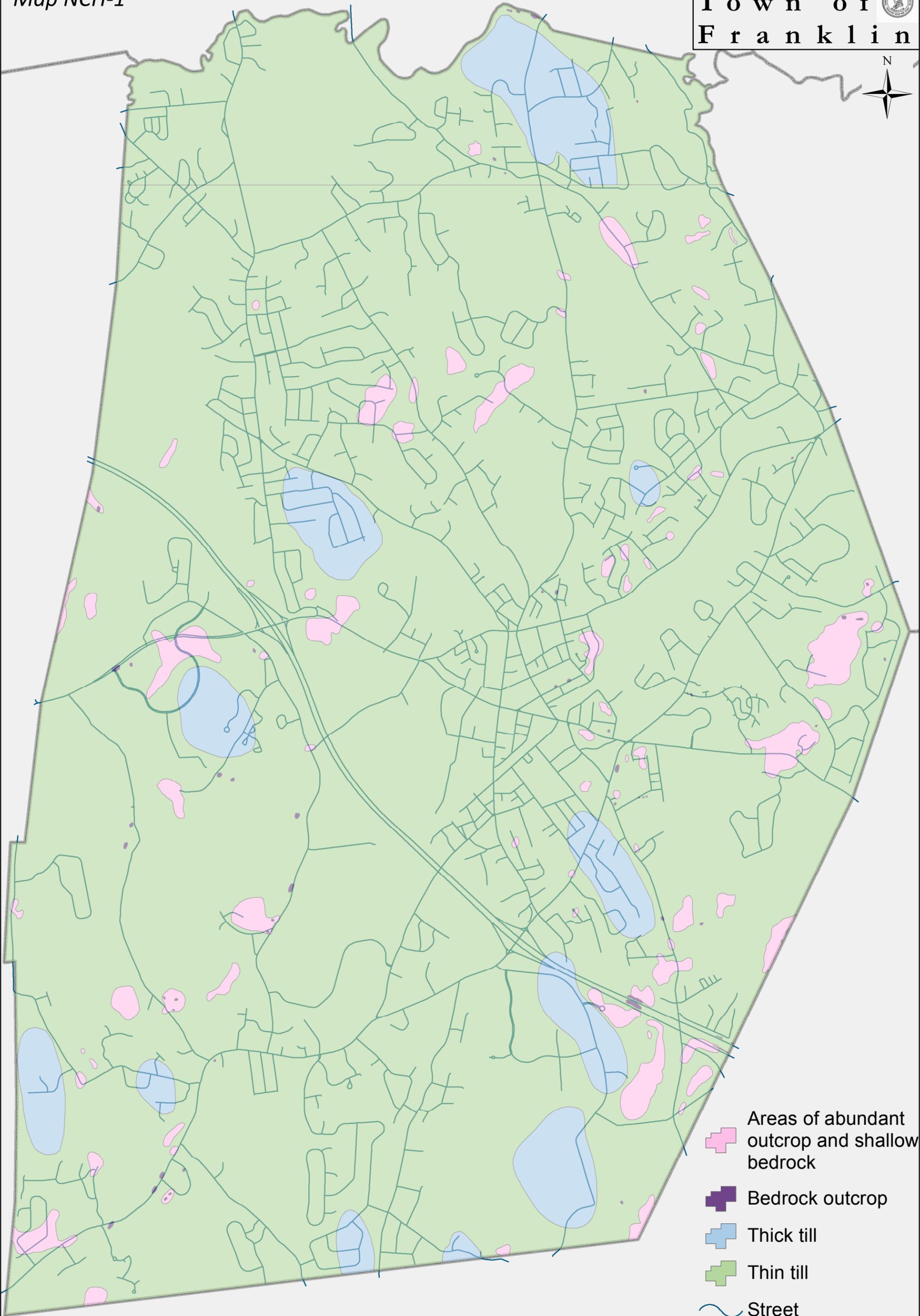
¹ United States Department of Agriculture- Soil Conservation Services. Soil Survey of Norfolk and Suffolk Counties, Massachusetts. *Generalized Bedrock Geology Map*. Issued September 1989.

² *Ibid.*

B e d r o c k & T i l l

Map NCH-1

Town of
Franklin



-  Areas of abundant outcrop and shallow bedrock
-  Bedrock outcrop
-  Thick till
-  Thin till
-  Street

Surficial Geology

An area's surficial geology is the loose materials, till, sand and gravel, or clay, which cover its bedrock. The bedrock throughout Franklin is covered by stratified glacial deposits of sand and gravel and glacial tills (unsorted glacial sediment). Franklin's surficial geology consists primarily of deep, moderate to well drained fine, sandy loams on top of hills and low areas within uplands. The composition of Franklin's surficial geology in the northwest and southwest corners of Town categorize it as prime farmland, making it ideal for growing cultivated crops, hay, pasture or use as orchards. Other areas of Franklin that are not classified as prime farm lands are more suitable for woodland growth and tend to have soils that consist of fine, sandy loam with outcroppings of large stones covering the surface area.

Soils

Knowledge of the soil types located within Franklin is a valuable tool for land use planning. Farming, development and construction uses, flood management and many other uses can be sited in appropriate locations by looking at soil conditions. From the homeowner wishing to plant a flower garden, to the developer wanting to construct a large housing subdivision with septic systems, all the way to the Town Engineer planning roadway construction, soil types are a key component for determining where particular land uses would be most appropriate. Table NCH-1 shows the most abundant soil types found throughout Franklin.

Table NCH-1: Top Five Most Prevalent Soil Types in Franklin

Soil Type	Approximate Acres ± in Franklin	Percent of Total Acres
Canton Fine Sandy Loam	2,188	14.3%
Charlton-Hollis-Rock Outcrop Complex	2,043	13.4%
Montauk Fine Sandy Loam	1,711	11.2%
Woodbridge Fine Sandy Loam	1,572	10.3%
Merrimac Fine Sandy Loam	1,085	7.1%
Total Acres in Franklin	15,242	-

Source: <http://www.mass.gov/mgis/soi.htm>

Map NCH-2: Soils & Geologic Features shows soil types throughout Franklin with a small sub-map showing the distribution of the top five soil types and their associated qualities. Understanding the Town's soils will enable better land use planning and development.

Historically, Franklin has been a Town with a rich agricultural history due to the high quality of its soil. The U.S. Department of Agriculture defines prime farmland as land that produces the highest yields while requiring minimal amounts of energy and economic resources, and results in the least damage to the environment when it is utilized or farmed.³ Four of the five largest soil types in Franklin are classified as prime farmland (Woodbridge Fine Sandy Loam, Merrimac Fine Sandy Loam, Canton Fine Sandy Loam and Montauk Fine Sandy Loam). The prime farmland soils in Franklin are all moderately deep to very deep soils with a 0 to 8 percent slope. Each of the soils classified as prime farmlands are well suited for the growth of cultivated crops, pastures, gardens and orchards.

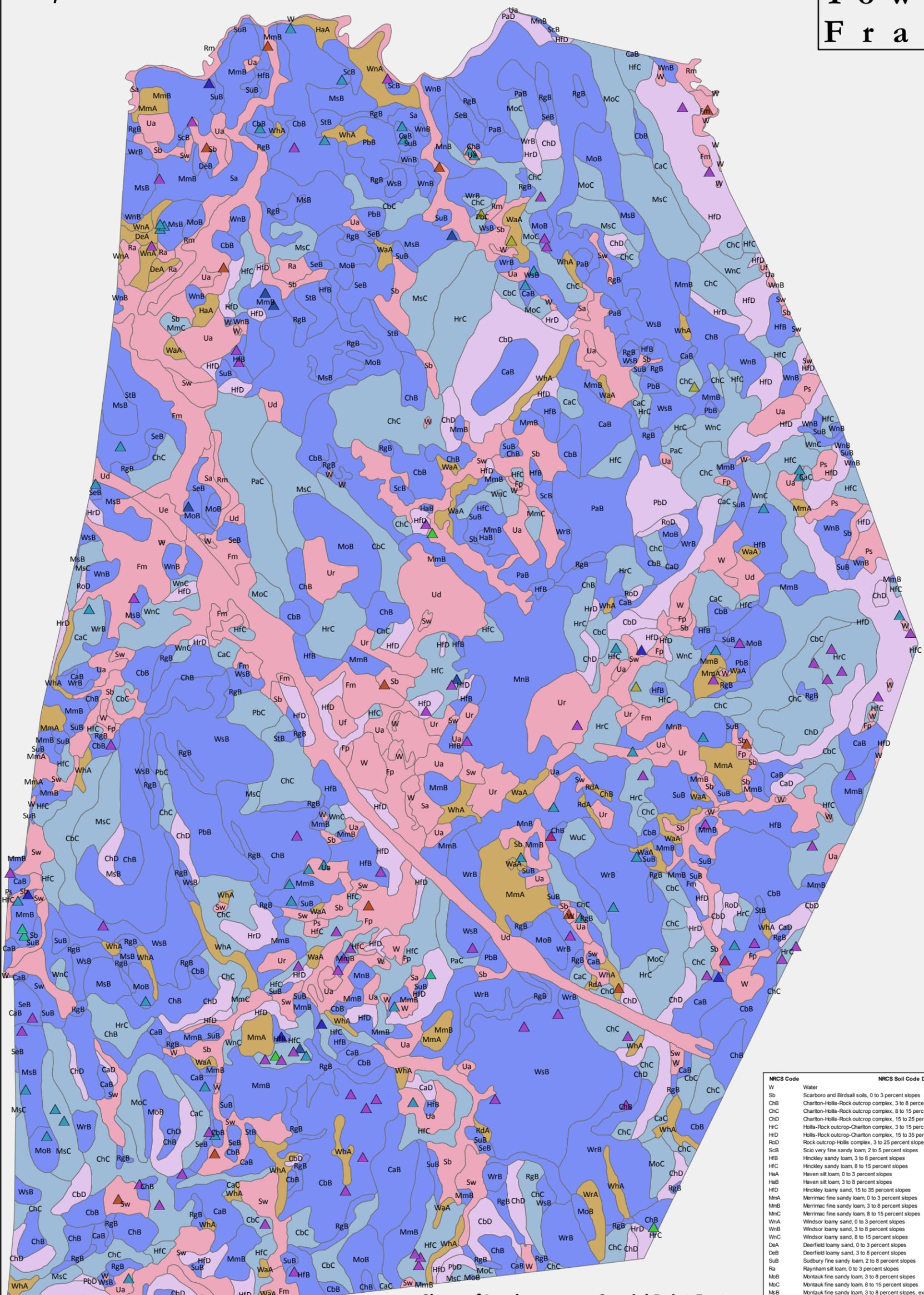
³ United States Department of Agriculture- Soil Conservation Services. Soil Survey of Norfolk and Suffolk Counties, Massachusetts. Page 71. issued September 1989.

Soils & Geological Features

Map NCH-2



Town of Franklin



Slope of Landscape

- Water or No Slope
- 0-3%
- 3-8%
- 8-15%
- 15-25%

Special Point Feature

- Dry Spot
- Gravel Pit
- Marsh or Swamp
- Rock Outcrop
- Sandy Spot
- Spoil Area
- Stony Spot
- Very Stony Spot
- Wet Spot

NRCS Code	NRCS Soil Code Description	Total Acreage
W	Water	7245
Sb	Scarboro and Birdsall soils, 0 to 3 percent slopes	25353
ChB	Charlton-Hollis-Rock outcrop complex, 3 to 8 percent slopes	27810
ChC	Charlton-Hollis-Rock outcrop complex, 8 to 15 percent slopes	40356
ChD	Charlton-Hollis-Rock outcrop complex, 15 to 25 percent slopes	14514
HrC	Hollis-Rock outcrop-Charlton complex, 3 to 15 percent slopes	18860
HrD	Hollis-Rock outcrop-Charlton complex, 15 to 25 percent slopes	3796
RdD	Rock outcrop-hills complex, 3 to 25 percent slopes	1204
ScB	Scio very fine sandy loam, 2 to 5 percent slopes	1547
HfB	Hinckley sandy loam, 3 to 8 percent slopes	11896
HfC	Hinckley sandy loam, 8 to 15 percent slopes	26258
HaA	Haven silt loam, 0 to 3 percent slopes	932
HaB	Haven silt loam, 3 to 8 percent slopes	267
HfD	Hinckley loamy sand, 15 to 35 percent slopes	27943
MmA	Merrimac fine sandy loam, 0 to 3 percent slopes	7625
MmB	Merrimac fine sandy loam, 3 to 8 percent slopes	35479
MmC	Merrimac fine sandy loam, 8 to 15 percent slopes	818
WnA	Windsor loamy sand, 0 to 3 percent slopes	2344
WnB	Windsor loamy sand, 3 to 8 percent slopes	7217
WnC	Windsor loamy sand, 8 to 15 percent slopes	8151
DeA	Deerfield loamy sand, 0 to 3 percent slopes	819
DeB	Deerfield loamy sand, 3 to 8 percent slopes	316
SuB	Sudbury fine sandy loam, 2 to 8 percent slopes	11344
PbB	Reynolds silt loam, 0 to 3 percent slopes	1462
MoB	Montauk fine sandy loam, 3 to 8 percent slopes	17492
MoC	Montauk fine sandy loam, 8 to 15 percent slopes	17881
MoD	Montauk fine sandy loam, 15 to 35 percent slopes	3229
CbB	Canton fine sandy loam, 3 to 8 percent slopes, extremely stony	25650
MoC	Montauk fine sandy loam, 8 to 15 percent slopes, extremely stony	18784
PaB	Paxton fine sandy loam, 3 to 8 percent slopes	7552
PaC	Paxton fine sandy loam, 8 to 15 percent slopes	7103
PaD	Paxton fine sandy loam, 15 to 25 percent slopes	996
PbB	Paxton fine sandy loam, 3 to 8 percent slopes, extremely stony	7181
PbC	Paxton fine sandy loam, 8 to 15 percent slopes, extremely stony	1705
PbD	Paxton fine sandy loam, 15 to 25 percent slopes, extremely stony	2922
WnA	Woodbridge fine sandy loam, 0 to 3 percent slopes	858
WnB	Woodbridge fine sandy loam, 3 to 8 percent slopes	29709
WnB	Woodbridge fine sandy loam, 3 to 8 percent slopes, extremely stony	33085
SeB	Sciuate fine sandy loam, 3 to 8 percent slopes	5553
Sib	Sciuate fine sandy loam, 3 to 8 percent slopes, extremely stony	5848
WaA	Walpole sandy loam, 0 to 5 percent slopes	4305
Rm	Rippowam silt loam, 0 to 3 percent slopes	2645
CaB	Canton fine sandy loam, 3 to 8 percent slopes	17492
CaC	Canton fine sandy loam, 8 to 15 percent slopes	8151
CaD	Canton fine sandy loam, 15 to 35 percent slopes	3229
CbB	Canton fine sandy loam, 3 to 8 percent slopes, extremely stony	35002
CbC	Canton fine sandy loam, 8 to 15 percent slopes, extremely stony	16410
CbD	Canton fine sandy loam, 15 to 25 percent slopes, extremely stony	8281
Sa	Saco silt loam, 0 to 3 percent slopes	9031
Sw	Swansee muck, 0 to 1 percent slopes	17007
Fm	Freetown muck, 0 to 1 percent slopes	16573
Fp	Freetown muck, ponded, 0 to 1 percent slopes	7078
Rb	Rib, sand and gravel	2419
Ur	Urban land, 0 to 15 percent slopes	10431
WuC	Woodbridge-Urban land complex, 3 to 15 percent slopes	723
MmB	Merrimac-Urban land complex, 0 to 8 percent slopes	15690
Uf	Udorthents, refuse substratum	592
Ua	Udorthents, sandy	15477
Ud	Udorthents, loamy	17520
Ue	Udorthents, wet substratum	811
RgB	Ridgebury fine sandy loam, 0 to 5 percent slopes	492
RgB	Ridgebury fine sandy loam, 2 to 8 percent slopes, extremely stony	25733
WnA	Whitman fine sandy loam, 0 to 5 percent slopes, extremely stony	8424

Areas in the southeastern portion of Town where large sections of Woodbridge soils are found may require some small to mid-sized rocks to be removed prior to farming, but after minor preparation, the land can be highly productive. Merrimack soils (located primarily in the northern section of Franklin) may need extra preparation to hold water during times of drought. With some extra work, this soil type could successfully be able to yield a substantial vegetable garden.

While another of the top five largest soil types in Franklin, Charlton-Hollis-Rock Outcrop Complex, is not classified as prime farmland, it is very well suited for dwellings with basements (Charlton soils) and some small commercial buildings. Before building, it would be ideal if the Hollis soils, related to the complex, were either filled or blasted due to the shallow depth of the bedrock.⁴

Vegetation

The Town of Franklin consists of a variety of soil types and hydrologic conditions which support a wide variety of vegetation. The native forests of the area are a mixture of coniferous and hardwood trees; Appendix NCH: Species Lists, Table 1: Native Tree Species is a list of species that are native and well adapted to the area's climate. While the forests of this region support a variety of tree species, the primary types are varieties of oak, red maple and white pine. These tree types are abundant because of the Canton and Charlton soils, which are common in the area; these soil types are well suited to oak and pine growth. Red maples, which grow well in Woodbridge and Walpole soils, are also found within Franklin.

The Conservation Commission is responsible for maintaining Town owned forested areas. Franklin has a Forest Stewardship Plan in place that recommends tree thinning to occur at regular intervals within the Town Forest. Recently, the Commission hired a certified forester to mark trees within the Town Forest for removal. As of June 2013, tree thinning at the Town forest is on hold.

Franklin's upland and wetland areas sustain a wide variety of vegetation ranging from deciduous shrubs, herbaceous plants, small fruit producing shrubs to groundcovers; other wetland plants include multiple varieties of rushes, sedges and reeds. Not only are many of these species native to the Franklin area, but many are also recommended habitat-creating species that are generally well-suited for planting in constructed wetlands, wet swales and other Storm water management areas. (See Appendix NCH: Species Lists, Table 2: Wetland Species).

Franklin provides numerous protected areas of habitat for both flora and fauna. With nearly 2,000± acres of protected open space, the Town is able to provide a sheltered area to some of the more vulnerable plant species in the area. The National Heritage & Endangered Species Program (NHESP) reports two endangered vascular plant species in Franklin: the tiny-flowered buttercup and rigid flax. (See Table NCH-2: Endangered, Threatened, or Special Concern Plants in Franklin). It should be noted that neither of these species have been observed within Franklin in over 100 years.

⁴ United States Department of Agriculture- Soil Conservation Services. Soil Survey of Norfolk and Suffolk Counties, Massachusetts. Pages 25-26. Issued September 1989.

Table NCH-2: Endangered, Threatened, or Special Concern Plants in Franklin

Taxonomic Group	Scientific Name	Common Name	State Listed Status	Most Recent Observation
Vascular Plant	<i>Linum medium</i> var. <i>texanum</i>	Rigid Flax	Threatened	1886
Vascular Plant	<i>Ranunculus micranthus</i>	Tiny-flowered Buttercup	Endangered	1910

Source: Massachusetts Division of Fisheries and Wildlife. Natural Heritage & Endangered Species, Rare Species by Town: Massachusetts Endangered Species Act and Federal status; Franklin. http://www.mass.gov/dfwele/dfw/nhesp/species_info/town_lists/town_f.htm

Hydrology and Water Resources

Watersheds

As shown on Map NCH-3: Water Resources, Franklin is located within the Blackstone and Charles River Watersheds; however, only a small portion of Franklin falls within the Blackstone Watershed area. The Water Resources map also shows Massachusetts Department of Environmental Protection (MassDEP) approved Zone I and II Wellhead Protection Areas as well as MassDEP Interim Wellhead Protection Areas.

There are two major types of aquifers in the area: sand and gravel aquifers; and those found in the bedrock formations. Sand and gravel aquifers were formed by melting glaciers at the end of the last ice age. The other type of aquifer, which underlies the area, is in the bedrock and has cracks and crevices through which water travels. Unlike aquifers found in bedrock formations, sand and gravel aquifers, which are not very deep and are located near surface water bodies, are capable of producing hundreds of gallons of water per minute. Sand and gravel aquifers are the most important aquifer type for the Town of Franklin’s municipal wells. Such wells range in diameter from 10 to 24 inches and in depth from 20 to 80 feet with an average depth of about 50 feet. The wells’ capacity averages approximately 500 gallons per minute. Within Franklin there are nine (9) public wellheads that operate to fulfill the Town’ water requirements; it should be noted that all 9 wells do not operate at the same time.

Water

A major environmental concern in Franklin is both the quality and quantity of its water supply. Franklin is completely dependent upon wells for its water supply. Therefore, it is imperative that both the quality and quantity of the water sources be maintained. Franklin created a Water Resource District to protect, preserve and maintain the existing and potential ground and surface water resources that provide water supply to Franklin. The State’s efforts to encourage keeping wastewater local and the U.S. Environmental Protection Agency’s Phase II Storm water Management Regulations ensure that more water is returned to the ground to recharge aquifers in a way that maintains quality. Preservation of open space as well as education efforts regarding the use of fertilizers and pesticides, are key components in addressing water quality in Franklin Map NCH-3: Water Resources

Surface Water

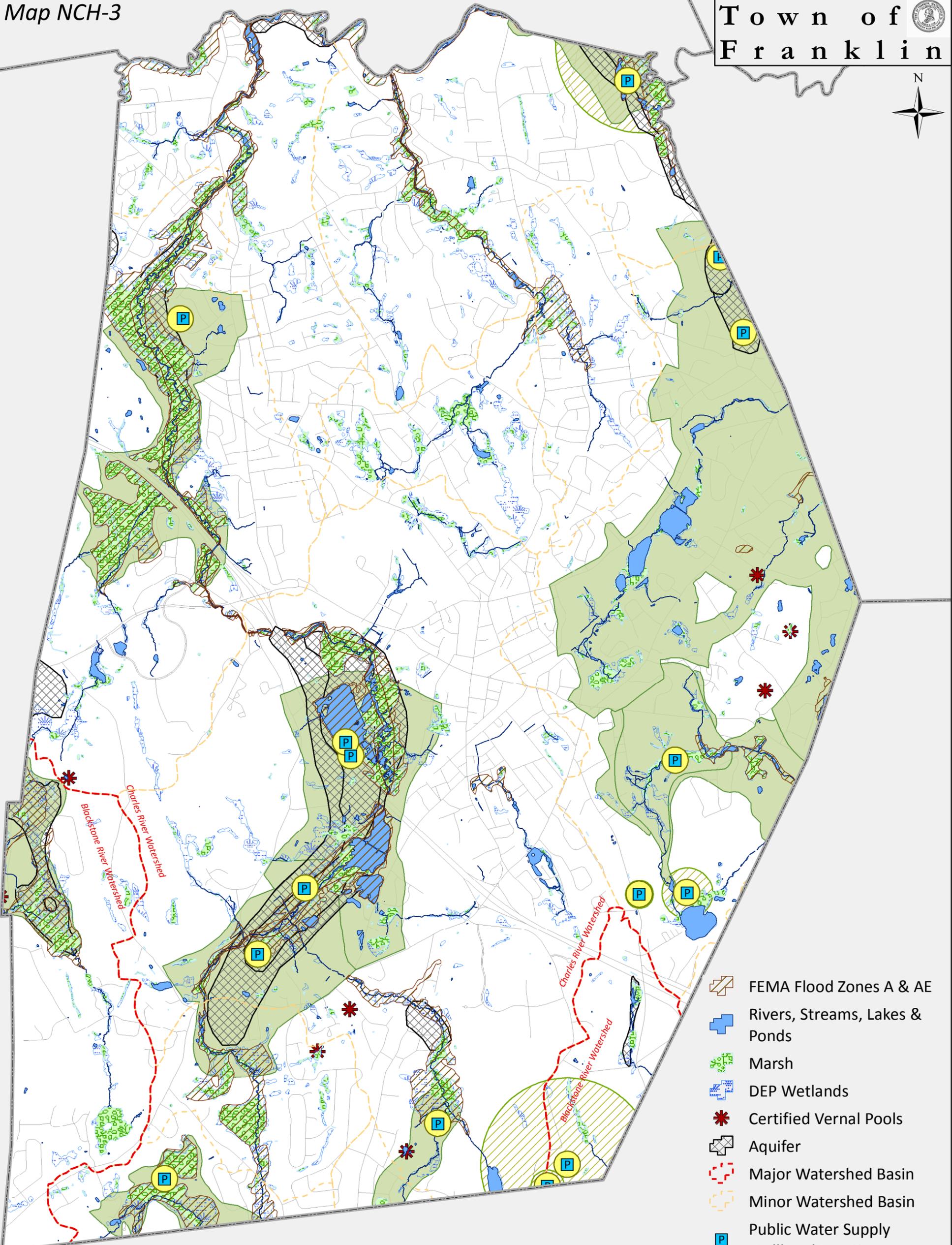
Approximately 1.5% (265.727± acres) of Franklin’s land area consists of lakes and ponds, while an additional 6.14% (1,052± acres) includes marshes, rivers and streams.⁵

⁵ Town of Franklin GIS, February 2010.

Water Resources

Map NCH-3

Town of Franklin



- FEMA Flood Zones A & AE
- Rivers, Streams, Lakes & Ponds
- Marsh
- DEP Wetlands
- Certified Vernal Pools
- Aquifer
- Major Watershed Basin
- Minor Watershed Basin
- Public Water Supply Wellhead Location
- DEP Approved Zone I Wellhead Protection Area
- DEP Approved Zone II Wellhead Protection Area
- DEP Approved Interim Wellhead Protection Area (IWPA)

As Map NCH-3: Water Resources, illustrates, most of Franklin’s aquifers are associated with and are in close proximity to surface water bodies; however, none of Franklin’s major surface water bodies serve as a source for drinking water. Franklin draws its public water supply from wells that tap aquifers associated with these water bodies. Surface water resources located within Franklin are shown in Table NCH-3: Franklin’s Surface Water Bodies

Table NCH-3: Franklin’s Surface Water Bodies

Beaver Pond	Shepherd’s Brook	Mine Brook
Western Shore of Populatic Pond	Spruce Pond	Franklin Reservoir
Uncas Pond	Ray’s Pond	Dix Brook
Uncas Brook	Joachim Pond	Miscoe Brook
Charles River	Green Pond	Miller Brook

Wetlands

The Town of Franklin amended its wetlands bylaw in 1997 to be a more comprehensive and restrictive wetlands protection bylaw. The Town’s Bylaw is used for permitting in conjunction with the State Act to help protect all of the Town’s wetlands. The Town of Franklin has an estimated 1,950± acres⁶ of State delineated wetlands (see Map NCH-4: Wetlands & Certified Vernal Pools). No matter how big or small a wetland is in Franklin, the Town’s Bylaw requires a Conservation Permit for any development proposed within or adjacent to them.

Since wetlands are dynamic in nature, Franklin requires a wetlands scientist to delineate the line between uplands (any non-wetland areas) and wetlands, in order to establish a surveyable line. A three pronged methodology consisting of vegetation identification, soils identification, and the height of ground water are used by the wetland scientist to form one line. This line is the line of demarcation between wetlands and uplands.

Many of the wetlands within Franklin are located along the sides of streams, brooks, creeks, or channels. Any stream, creek, or brook that flows throughout the year is considered perennial; there are approximately 295,760± linear feet of perennial waterways within Franklin.⁷ While perennial waterways flows year round, any stream, creek, or brook that dries out so there is no flow throughout the year is considered intermittent; within Franklin there are approximately 155,940± linear feet of intermittent waterways.⁸ The wetlands that surround both intermittent and perennial waterways, the surface water bodies, and the many isolated wetlands have very important functions in the community. They provide recharge for both public and private wells, act as storage for flood control, provide for storm damage prevention, aid in water quality and pollution control, and provide habitat for all types of flora and fauna.

The Town’s Conservation Commission actively protects the interests of the waterways and wetlands within Franklin to ensure that the wetlands will continue to function in their natural capacity and continue to benefit the community.

Flood Areas

Franklin has a large area of the U.S. Army Corps of Engineers, Charles River Natural Valley Storage Area (CRNV) within its borders, which consists of wetlands, marshes and wet meadow areas. The area is a small subsection of over 8,000 acres of a larger area of protected land located throughout the Charles River Natural Valley Storage Area which is owned by the Army Corps of Engineers and managed by the Massachusetts Department of Fisheries and Wildlife. The lands of the CRNV provide a passive means of avoiding flooding within Franklin and the Towns located downstream along the Charles River watershed, by allowing flood waters to be

⁶ *Ibid.*

⁷ *Ibid.*

⁸ *Ibid.*

stored on low lands that have been kept free of development rather than constructing a large system of floodwalls, pipes, dams and other such measures. In addition to flood protection, this area provides the added benefits of maintaining open space and recreation lands, scenic views, wildlife habitats and more.

Vernal Pools

According to the National Heritage & Endangered Species Program (NHES), a vernal pool, also known as an ephemeral pool, is a small area that fills with water in the autumn or winter as a result of rising ground water and rainfall and remains through the spring and into summer. Vernal pools are important areas to protect as they provide habitat for invertebrates and amphibians during breeding season; these pools provide a safe place for species to lay eggs that are free from fish. As of April 13, 2007 the Town of Franklin has six (6) NHES certified Vernal pools; three are located in the northeast side of town near Chestnut Street and Jordan Road and three are located in the southern portion of Town in the vicinity of Jefferson Road (see Map NCH-4: Wetlands & Certified Vernal Pools).

Wildlife & Fisheries

The large variety of wildlife habitats in Franklin, ranging from open fields to dense wooded areas to abundant water supplies, makes Franklin attractive to a diversity of wildlife. Since there isn't a list of species specific to Franklin, it's easier to discuss the types of wildlife that may be found in areas of Franklin as described by the Massachusetts Division of Fisheries and Wildlife. The kind and abundance of wildlife depends to a large extent on the amount and distribution of food, cover and water.

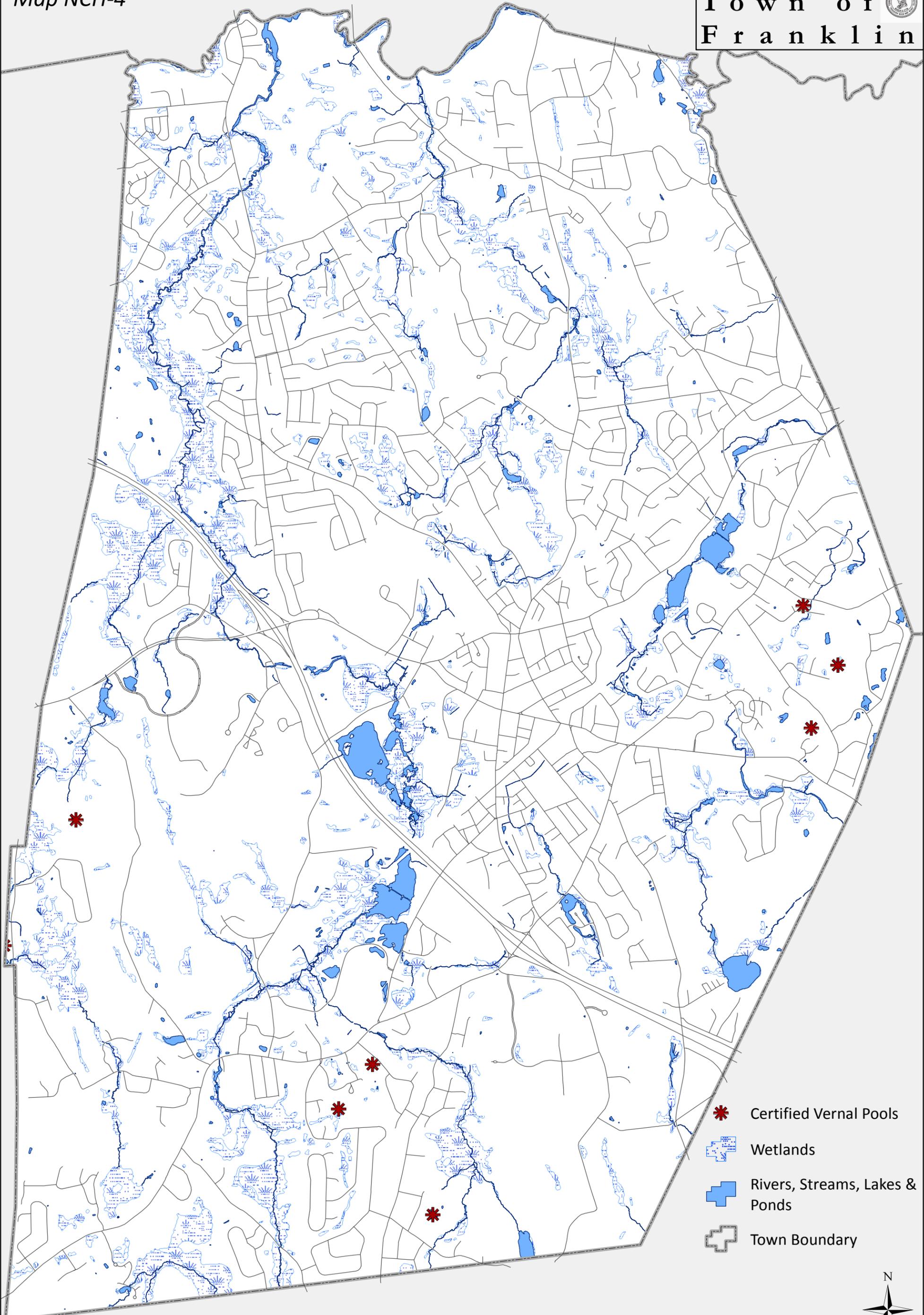
The Charles River, plus numerous other streams and ponds, provide habitat for fisheries in Franklin. The varieties of fish that are found in the water bodies of Franklin depends on the type of water area in which the fish are located. In the muddy waterways of Franklin, it is possible to find varieties of catfish such as the yellow or brown bullhead. In the clear, bustling brooks and rivers of Town, brown, rainbow and brook trout are likely feeding in the swift currents. Other varieties of fish, such as the pumpkinseed or redbreasted sunfish, are likely to be found in a majority of the local ponds of Franklin. Appendix NCH: Species Lists, Table 3: Freshwater Fish is a list of the freshwater fish that inhabit the waterways and water bodies of the Franklin area.

The array of habitats available to wildlife in Franklin include croplands, pastures, meadows, dense woodlands, vegetated lowlands, wetlands, including ponds and marshes and many other environments. All of these areas vary in size and location, from large farms and forested areas, to smaller neighborhoods and even backyards. Franklin's busy commercial areas and recreational playing fields also provide a habitat for numerous birds and animals. The tables found in Appendix NCH: Species Lists, Tables 4, 5 & 6: Birds, Reptiles & Mammals are only a partial list of the numerous species that have been seen or are likely to live within Franklin's abundant habitats.

Wetlands & Certified Vernal Pools

Map NCH-4

Town of
Franklin



-  Certified Vernal Pools
-  Wetlands
-  Rivers, Streams, Lakes & Ponds
-  Town Boundary



Endangered, Threatened or Species of Special Concern in Franklin

The Town of Franklin has four National Heritage & Endangered Species Program (NHESP) delineated priority habitats of rare species and also estimated habitats of rare wild life. The locations are described as follows:

1. The area around Beaver Pond and Mine Brook: from the railroad tracks just south of Route 140, across Interstate 495 to, and including, Spring Pond on Washington Street.
2. Located primarily within the U.S. Army Corps of Engineer Charles River Natural Valley Storage area.
3. The area encompassing Wampanoag Drive up to Concetta Way located in the eastern part of Franklin on the border of Norfolk and Wrentham.
4. The area surrounding Miscoe Brook on the southwestern portion of town within proximity of Washington and South Street.

According to the National Heritage and Endangered Species Program, Franklin provides habitat for several endangered, threatened, and species of special concern. While not an endangered, threatened or species of special concern in Franklin, it should be noted that the number of spotted salamanders found in Franklin are declining due to the impact of acid precipitation (See Appendix E: Species List, Table _: Reptiles). Tables NCH-2 listed above and NCH-4 detailed below show the five (5) plant and animal species that are listed by the NHES as endangered, threatened or species of special concern in Franklin.

Table NCH-4: Endangered, Threatened or Special Concern Animals in Franklin

Taxonomic Group	Scientific Name	Common Name	State Listed Status	Most Recent Observation
Bird	<i>Ixobrychus exilis</i>	Least Bittern	Endangered	1992
Reptile	<i>Glyptemys insculpta</i>	Wood Turtle	Special Concern	1982
Reptile	<i>Terrapene carolina</i>	Eastern Box Turtle	Special Concern	1997

Source: Massachusetts Division of Fisheries and Wildlife. Natural Heritage & Endangered Species, Rare Species by Town: Massachusetts Endangered Species Act and Federal status; Franklin.
http://www.mass.gov/dfwle/dfw/nhesp/species_info/town_lists/town_f.htm

Unique Features and Scenic Resources

There are many scenic and unique locations within Franklin, as shown in Map NCH-5: Unique Features and Scenic Resources. Scenic vistas are found throughout the Town, from major water bodies such as the Charles River to quaint, winding, stonewall and old growth lined scenic roads, to active farmlands like those on Lincoln Street and Koshivas Drive. Beaver Pond provides a venue for viewing wildlife as well as swimming. Resources such as these allow residents to enjoy the beauty of natural landscapes within their community.

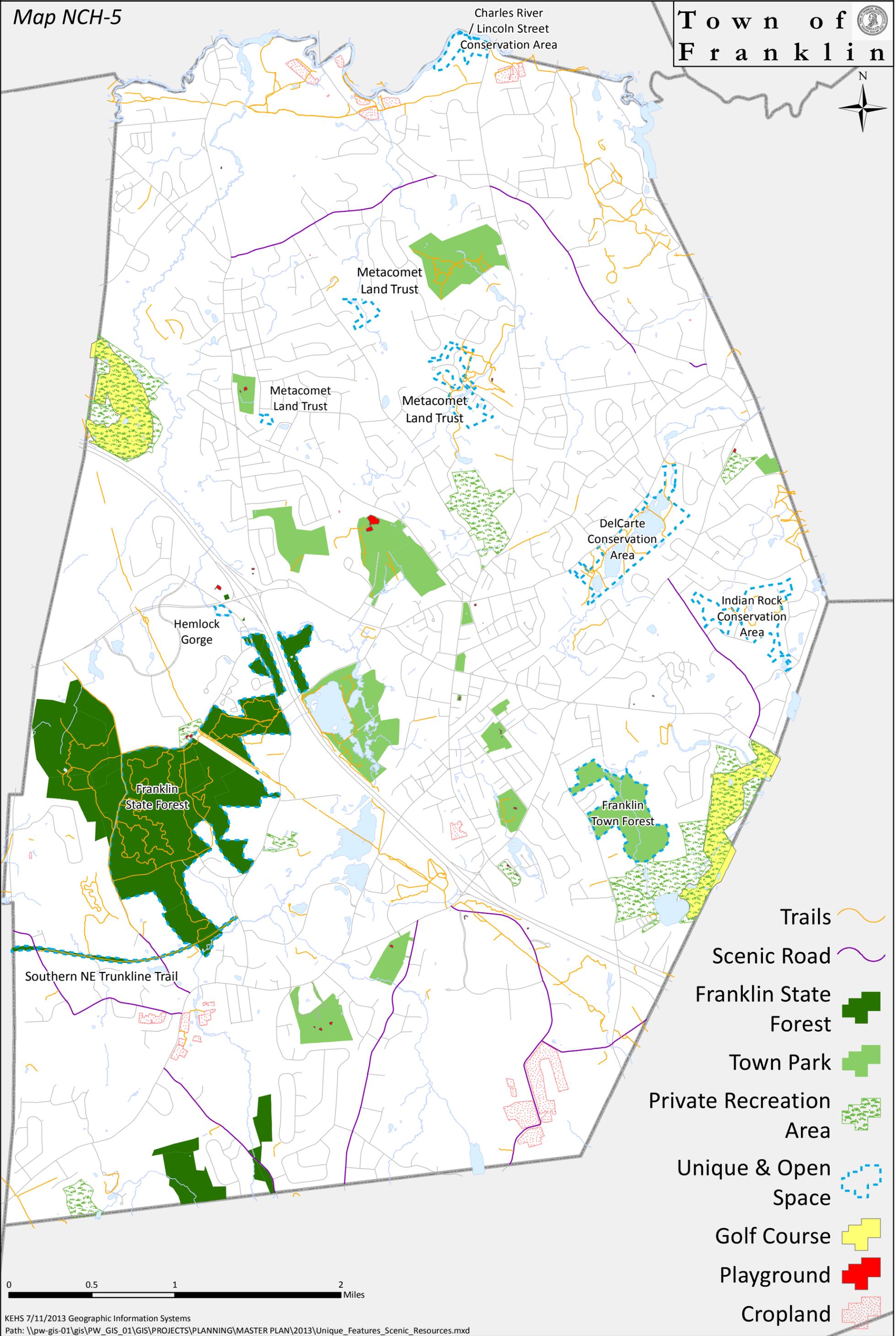
Franklin's scenic roads include: Daniels St., Forest St., Jordan Rd., Mount St., Partridge St., Prospect St. (from Town line to Washington St.), South Street, Spring St., and Upper Union St. (from King St. to Wrentham Town line).

Franklin residents, as well as those from around the region, are able to enjoy many of the Town's natural landscape features such as access to forest lands, including the Franklin State Forest, the Franklin Town Forest, and other conservation lands. In addition to the many scenic and distinctive features provided by these forest and conservation areas, the Town has many other unique resources. Together these natural assets help provide the community with the quintessential New England landscape that so many of Franklin's residents enjoy.

Unique Features and Scenic Resources

Map NCH-5

Town of Franklin



- Trails 
- Scenic Road 
- Franklin State Forest 
- Town Park 
- Private Recreation Area 
- Unique & Open Space 
- Golf Course 
- Playground 
- Cropland 



CULTURAL RESOURCES

There are numerous cultural resources available to the residents of Franklin. Organizations such as the Franklin Art Association, Franklin Cultural Council, Franklin Garden Club, Franklin Lions Club, The Rotary Club of Franklin and Franklin Historical Commission, hold regular meetings, organize special events, in which community members can participate.

The Franklin Downtown Partnership (FDP) is a collaboration of community leaders, business and residents who see Franklin's downtown as the heart of the community: a center of civic and cultural activities. FDP not only works with local organizations but also with Regional organizations such as The MetroWest Visitors Bureau who are responsible for promoting regional events in the MetroWest area such as those held by the FDP.

Established in 1971, The Franklin Art Association provides a forum for the promotion of visual arts through exhibitions, classes and lectures, as well as other artistic activities. Meetings are held monthly and feature demonstrations by regional artists and studio experiences, and allow for exchanges among painters, photographers, sculptors and those interested in the fine arts. The Art Association also sponsors several fine art shows and workshops each year, and funds a scholarship competition for local high school seniors. The LiveARTS Sunday Concert Series, begun in 2003, is a non-profit performing arts organization that hosts classical music concerts at the First Universalist Society in Franklin in an effort to broaden this region's access to high-caliber artists from the Boston area, such as members of the Boston Symphony Orchestra. At this same venue is the widely-popular Circle of Friends Coffeehouse, founded in 1990, presenting nationally-renowned folk and acoustic music performers. In the center of town, the Franklin School for the Performing Arts, begun in 1985, has served thousands of students over the years from more than 40 surrounding communities. The school's programs in music, dance, and drama are offered under one roof through private instruction, classroom instruction, and extensive performance opportunities.

Other organizations within Franklin are dedicated to charitable work and provide a place for their members to gather; Benevolent and Protective Order of the Elks at the Franklin Lodge #2136, Franklin Lions Club, and Franklin Odd Fellows are just a few of these organizations. The Benevolent and Protective Order of the Elks at the Franklin Lodge #2136 is located on Pond Street; the Elks are the second largest giver of college scholarships next to the Federal Government and participate in many other benevolent activities. The Franklin Lions Club is a group of men and women committed to serving the Town of Franklin by raising scholarship funds and sponsoring Franklin's 4th of July festivities among other activities. The Franklin Odd Fellows, also strive to provide aid to the community and support the youth of the community, and work to elevate the character of mankind, in addition to many other charitable functions. The Franklin Odd Fellows meet at the William F. Ray Lodge #71 located on West Central Street.

Franklin has many cultural and religious-based organizations. Two of these organizations are the Order of the Sons of Italy, and The Knights of Columbus (K of C). The Order of the Sons of Italy membership includes men and women of Italian heritage who are dedicated to promoting Italian culture, traditions, language, the legacy of their ancestors, and their contributions to the U.S. and the world. The K of C, a Catholic family fraternal service organization, currently meets bimonthly; it is the mission of the K of C to put faith into action. Franklin is also the home to the Franklin Interfaith Council whose membership is composed of faith communities throughout Franklin. Franklin offers over a dozen religious facilities with numerous opportunities to practice one's beliefs. Further details about other groups and committees are found at the Town of Franklin's Community Links website:

http://franklinma.virtualtownhall.net/Pages/FranklinMA_WebDocs/community

HISTORIC RESOURCES

National Register of Historic Places

Franklin has a rich history that is highlighted in its two historic districts, the *Franklin Common National Register Historic District*, and *Dean Junior College National Register Historic District*. Buildings and houses in these two districts represent structures built in the late 19th and early 20th centuries by some of Franklin's most prominent members of society. The National Register of Historic Districts defines the Franklin Common Historic District as including properties on portions of Main Street, High Street, Union Street, Pleasant Street and Church Square (including 95 properties); the Dean Junior College Historic District is comprised of 10 buildings. (See Map NCH-6: Cultural & Historic Resources)

Individual properties listed on the National Register of Historic Places consist of the following Town-owned structures:

Red Brick Schoolhouse: Located at 2 Lincoln Street and established in 1833, it was at one time considered to be the Country's oldest continually running one room schoolhouse. It is now being used by the Benjamin Franklin Classical Charter Public School and the property is one of the 95 included in the Franklin Common Historic District.



Ray Memorial Library: The Town of Franklin owned Ray Memorial Library, now known as the Franklin Public Library, is located at 118 Main Street and houses the 116 books donated by Benjamin Franklin in 1786. The property is one of the 10 buildings included in the Dean Junior College Historic District.

The following buildings have preservation restrictions that run with their deeds in perpetuity:

Aldis Homestead: The Aldis Homestead at 146 Brook Street is a Federal style farmhouse built in approximately 1710.

Joseph P. Ray – Arthur W. Peirce House: The Joseph Ray/Arthur Peirce House was home to members of the Ray family, who owned many mills in Franklin and were generous benefactors to the Town for many years.

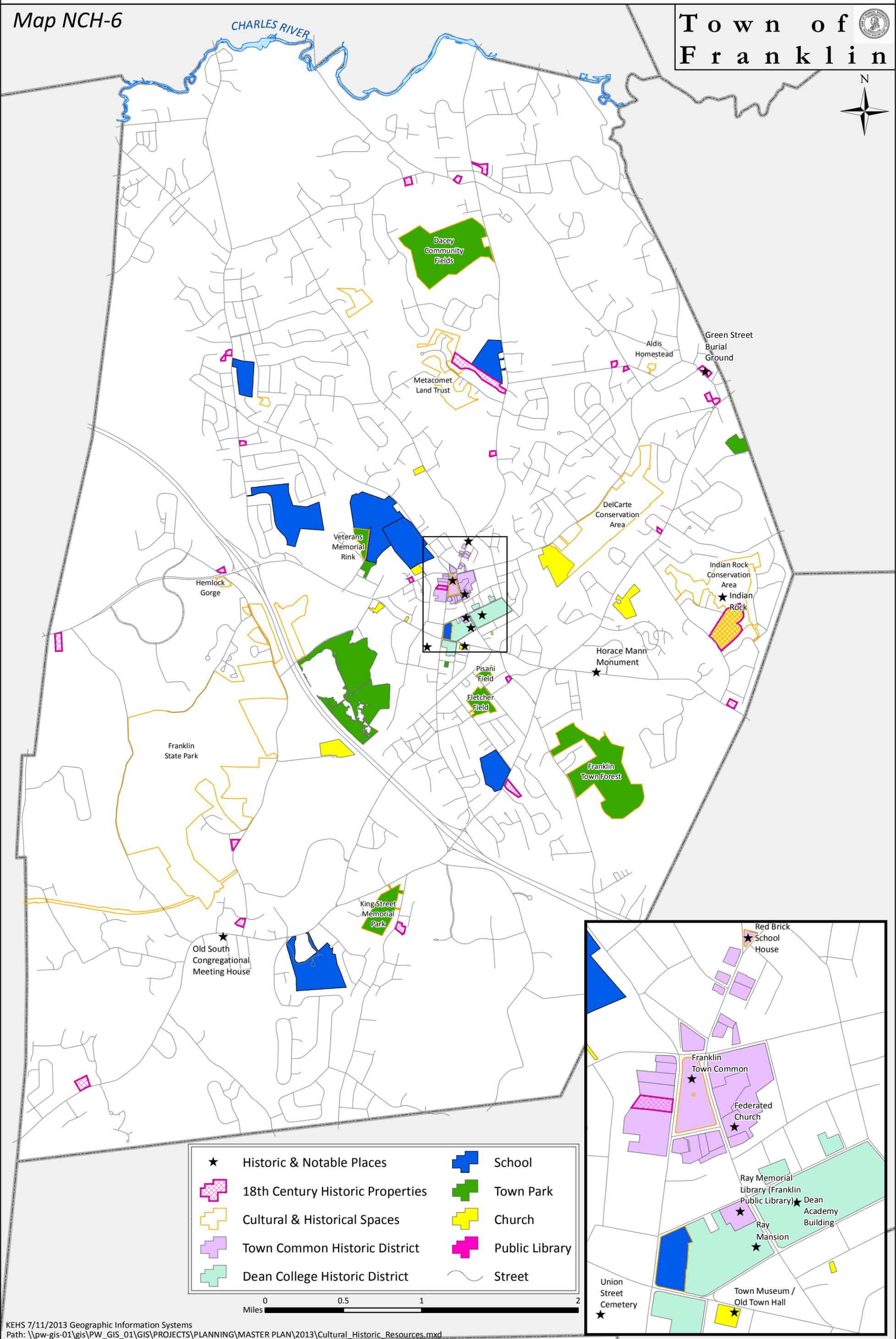
Dean Junior College Administration Building and Chapel: The Dean Junior College Administration Building and Chapel, also known as Dean House, is the main academy building at 99 Main Street.

During the 1970's and 1980's historic property surveys were conducted to identify historic resources that qualify for inclusion in the National Register of Historic Places.

Cultural & Historic Resources

Map NCH-6

Town of Franklin



- | | | | |
|---|----------------------------------|---|----------------|
| ★ | Historic & Notable Places | + | School |
| ⊞ | 18th Century Historic Properties | + | Town Park |
| ⊞ | Cultural & Historical Spaces | + | Church |
| ⊞ | Town Common Historic District | + | Public Library |
| ⊞ | Dean College Historic District | ~ | Street |

0 0.5 1 2
Miles

The surveys were conducted by completion of survey forms, which were submitted to the Massachusetts Historic Commission (MHC). Over the years, over 400 forms were submitted and are currently contained within an electronic database called MACRIS (Massachusetts Cultural Resource Information System) managed by MHC.¹⁰ Historic areas within Franklin that have been documented and now included on MACRIS are as follows:

Table NCH-5: Massachusetts Cultural Resource Information System documented properties

Areas	Names
A	Franklin Center
B	Franklin Manufacturing District
C	Unionville
D	North Franklin
E	South Franklin
F	Dean Junior College Historic District
G	West Central Streetscape
H	Garfield Streetscape
I	Emmons Streetscape
J	Dale Streetscape
K	Charlotte Court Streetscape
L	North Park Streetscape
M	Ray Hill Streetscape
N	Franklin State Forest - CCC Camp
O	Franklin Common Historic District

The majority of Franklin's historic resources listed on MACRIS are residential buildings, including roughly two dozen homes from the 18th century, the oldest being the Aldis Homestead (c. 1710) mentioned above, and the Blake House (c. 1710) at 365 Grove Street. The approximate location of Franklin's 18th century homes are shown on Map: Cultural and historic Resources.



World War I Monument – Franklin Town Common
Photo by: Robert Wierling, Franklin Resident, 2012

In addition to historic buildings, MACRIS includes various objects of historical significance, including the Franklin Civil War Soldiers Monument (1903), G. A. R. Memorial Boulder (1913), the Franklin World War I Monument (1929) on the Town Common, and the Horace Mann Birthplace Monument on East Central Street.

Several historic sites are located throughout Franklin, the oldest of which is likely the site known as Indian Rock. Indian Rock, located on Jordan Road, is where the Battle of Indian Rock took place during King Philip's War in 1675. The Union Street Cemetery serves as the resting

place for many revolutionary soldiers. Many of the gravestones in this historic cemetery, dating back to the 1700's, still remain intact.

¹⁰ <http://mhc-macris.net/>



Franklin Historic Museum – 80 West Central Street

Photo by: Robert Wierling, Franklin Resident, 2012

Franklin also has a rich industrial history. Many of Franklin's historic mill buildings date back to the early industrial revolution. Production of straw hats started in the 1790s¹¹, and several other industries popped up throughout the 19th century. Franklin's manufacturing facilities produced a wide range of products, including J.W. Clark's foundry and factory for making textile equipment, and many textile mills were constructed. By the late 1880's members of the Ray family alone owned and managed fourteen mills.

Many of these mill buildings are still visible in Franklin today, having been rehabilitated into commercial buildings, condominiums, or apartment buildings, and some are still utilized for industrial uses. Examples of mill buildings and other prominent buildings built in the late 19th and very early 20th centuries include the following:

- Clark, Cutler and McDermott Factory at 5 Fisher Street (1910);
- Bassett Snow and Company Straw Works at 115 Dean Street (1880);
- Ray Woolen Mill at 305 Union Street (1876);
- Rathburn and McKenzie Ray Felting Mill on Union Street (1972);
- Franklin Cotton Manufacturing Company at 860 West Central Street (1883);
- Franklin Railroad Station;
- E.A. Staples Straw Factory at 23 Winter Street (1906);
- Ray Mills - Franklin Mills Worker Housing at 349 Union Street (1890);
- A.J. Cataldo Building at 7-13 East Central Street (1923);
- Palmer and Woodworth House at 85 Hillside Road (1910);
- Aaron Hartwell House (Dean College) at 131 Main Street (1890);
- Hayward Mansion at 195 Main Street (1921);
- Hayward Mansion Gardeners Bungalow at 36 Pleasant Street (1915);
- First Congregational Church of Franklin (1895), and related Parsonage (1868) both at 183 Main Street; and
- Asa Austin Fletcher House at 164 Main Street (1877).

¹¹ Johnston, Jr., James C., Images of America. Arcadia Publishing, 1996. Page 13.

The Town's name itself is also a historic resource, being named after Benjamin Franklin. While the Town's people hoped if they named the Town after Mr. Franklin he would donate a bell for the newly constructed church, instead he donated a small collection of books, eventually leading to the establishment of the oldest public library in the United States.¹² Another noteworthy person from Franklin is Horace Mann. Often called the father of the "common school" or public education, Horace Mann promoted the idea of education for all children, supported by the financing of local taxes.

Significant historic artifacts also contribute to a community's historic resources, and many of Franklin's can be found at the Town's Historic Museum, 80 West Central Street in Downtown Franklin. Built in 1842, the building was originally Franklin's Town Hall.

All of these historic resources are important in understanding a community's character. According to the MA Historical Commission, a community's character is reflected in its development patterns and historic resources within its specific neighborhoods. "The MHC uses Area Forms to record information about concentrations or clusters of individual historic resources. An area encompasses a distinct group of interrelated buildings, objects, structures, landscapes, or sites and their settings. An area should be geographically defined and the resources within the area unified by a common history of use, association, and/or form and appearance".¹³

Goals and Objectives

Policy Statement: Preserve Franklin's New England, small town character through controlled growth, preserving scenic vistas, supporting local arts and culture, and protecting historic architecture.

Goal 1: Protect, preserve and enhance Franklin's natural resources.

Objective 1.1: Identify properties within Franklin with important natural resources (including flora, fauna, waterways and land masses).

Objective 1.2: Identify important natural resources and prioritize protection activities on Town-owned properties.

Objective 1.3: Preserve and protect existing Town open space resources.

Goal 2: Provide quality arts and cultural resources as a vital part of the creativity and growth of our community.

Objective 2.1: Develop greater coordination between municipal, business, and cultural entities on all matters related to arts, culture, and the creative economy to strengthen the overall vitality of the community.

Objective 2.2: Maintain and increase public and private support for the arts and cultural organizations and facilities.

Objective 2.3: Build on partnerships with Dean College and other non-profit organizations to increase arts and cultural opportunities, and develop and enhance resources and collaboration.

Objective 2.4: Expand the presence of public art in desired locations.

Objective 2.5: Maintain and increase arts instruction to be valued as an integral part of every child's education in the public school system.

¹² Johnston, Jr., James C., *Images of America*. Arcadia Publishing, 1996. Page 7.

¹³ Massachusetts Historical Commission, *Historic Properties Survey Manual*. September 1995. Page 81.

- Objective 2.6: Support artists in the community by providing affordable living, office, presentation, performance, and rehearsal space for artists and cultural organizations in Franklin.
- Objective 2.7: Create an expanded base of business and other community financial support for artists, cultural organizations, and cultural resources.
- Goal 3:** Preserve and protect community resources representative of the Town's natural or cultural history and community attributes imparting a New England town character to Franklin, including scenic vistas, streetscapes, historic structures, and the architectural integrity of certain town areas.
- Objective 3.1: Protect, preserve and enhance Franklin's natural, cultural and historic resources.
- Objective 3.2: Inventory community resources and other structures built before 1930 (See §71-3.B Demolition Delay. Regulated buildings, structures, and sites) by identifying their locations and other pertinent information necessary for moving forward with preserving them, and identify threats and opportunities related to their preservation.
- Objective 3.3: Develop and maintain a comprehensive database of historic resources that includes local historic districts, National Register properties, and inventoried properties built before 1930 (See §71-3.B Demolition Delay. Regulated buildings, structures, and sites).
- Objective 3.4: Archive and Manage the Town's Historic Records.
- Objective 3.5: Develop Local Historic Preservation Districts where appropriate.
- Objective 3.6: Provide incentives for adaptive reuse and restoration for historic resources.
- Objective 3.7: Nominate the Town's significant historic resources for inclusion in the National Register of Historic Places.
- Objective 3.8: Designate Local Scenic Roads¹⁴ to help protect trees and stone walls within the Town's right-of-way which are shown to contribute to the Town's history and character.
- Goal 4:** Advocate for the preservation and protection of Franklin's natural, cultural and historic resources.
- Objective 4.1: Utilize public outreach and media resources to advocate for the preservation and protection of Franklin's natural, cultural and historic resources.
- Objective 4.2: Encourage and support existing citizen advocacy groups and the creation of new citizen advocacy groups responsible for the protection, acquisition and preservation of natural, cultural and historic resources within Franklin.
- Objective 4.3: Educate residents and organizations about best practices for protecting, preserving and enhancing the Town's natural, cultural and historic resources.
- Objective 4.4: Develop a reference guide of natural, cultural and historic resource areas in Franklin.
- Goal 5:** Implement growth management, sustainable development and low impact development techniques to preserve, protect and enhance the Town's natural, cultural and historic resources.

¹⁴ Franklin's Scenic Roads can be found at:
http://www.town.franklin.ma.us/Pages/FranklinMA_BComm/planningboard/planningforms/scenicroadlist.pdf

Objective 5.1: Create Zoning Bylaws that require low impact development (i.e. development that works with nature to manage stormwater as close to its source as possible) in sensitive natural resource areas.

Objective 5.2: Research and implement best practices for preserving the health and longevity of the Town's natural, cultural and historic resources.

Objective 5.3: Seek financial assistance through donations, grants and other resources to support natural, cultural and historic resource preservation, protection and enhancement efforts.

Objective 5.4: Seek to adopt the Community Preservation Act.

Goal 6: Continue to implement the Goals, Objectives and Action items of the *"Town of Franklin 2008 Open Space and Recreation Plan."*

OPEN SPACE AND RECREATION

Introduction

The Town is fortunate to contain substantial Open Space and Recreational resources. The importance of protecting and properly maintaining these resources cannot be overstated, and are equally as important to a community as housing and employment opportunities, commerce, and education. Open space and recreation areas preserve the quality and quantities of our water supply, protect our homes from flooding, and provide wildlife habitat and opportunities for healthy outdoor activities.

Within this Element of the Master Plan, information regarding the types, locations, and sizes of public and private open space and recreation areas is found. Also discussed are proposed goals and objectives that will help ensure our open space and recreation resources are protected and maintained as the Town continues to face rapid development pressures and the impacts of sprawl. A complete list of the Franklin's open space and recreation areas can be found in Appendix OS&R: Inventory of Conservation and Recreation Lands.

While Franklin has experienced substantial development since the last Master Plan was completed in 1997, there still exists significant areas of open space, rural character, and relatively compact development (at least in the older developed areas), as well as a historic Town Center.

Below are excerpts from the Town of Franklin's 2008 Open Space and Recreation Plan (OSRP). To view the plan in its entirety, see the following link:

http://town.franklin.ma.us/Pages/FranklinMA_Planning/2008plan or view a hard copy at the Town of Franklin's Public Library, or the Department of Planning & Community Development.

Prior Open Space Protection Efforts

Efforts to manage, acquire, plan for, or otherwise protect open spaces has been undertaken in Franklin for many years. Some of the Town's more significant open space and recreation planning initiatives are summarized below.

Preparation of Open Space and Recreation Plans: Franklin prepared its first individual Open Space and Recreation Plan in 1985, which was overseen by the Franklin Conservation Commission. The Plan indicated that protection of groundwater and open spaces was a high priority policy issue. Furthermore, the development of additional parks and the acquisition of conservation lands were cited as important capital projects.

1987 Open Space/Affordable Housing Plan: In October 1986, representatives of Bellingham, Blackstone, and Franklin organized the Tri-Town Open Space Committee, whose mission was to advocate for the expansion and linkage of open space resources in the three Towns. In addition, as the rapid development of the mid-1980's threatened both open space and affordable housing in the area, the group recognized that linking the two issues could potentially result in more financially and politically feasible methods to preserve open space while serving the public need to increase affordable housing.

In 1987, the Tri-Town Open Space Committee received a State Strategic Planning Grant which was used to accomplish two objectives; study the feasibility of open space/affordable housing programs and formalize its organization by incorporating itself as a private non-profit community land trust.

The first objective involved inventorying the major undeveloped parcels in each Town, identifying sites suitable for an open space/affordable housing project, preparing concept development plans for each of the sites selected, and preparing a detailed pro forma analysis for one site in each Town. For the second objective, the Committee researched existing community land trusts, drafted a set of bylaws for a regional land trust to serve the three Towns, and developed an implementation strategy/action plan to promote open space and affordable housing. This project, completed in June 1988, led to the establishment of the Metacomet Land Trust shortly thereafter.

Adoption of Zoning Bylaws to Encourage Open Space Preservation: In 1987 the Town of Franklin took a large step toward encouraging open space preservation by creating a cluster development bylaw. Franklin did this as the development of subdivisions increased in Franklin during the 1980's and the Town realized the significance of preserving open space areas for the health and well-being of its growing population. The Open Space Development Bylaw (Section 185-43 of Franklin's Zoning Bylaw) encourages development which is designed to accommodate a site's physical characteristics and provide land for recreation while promoting a variety of single-family residential housing patterns.¹⁵

Franklin's Open Space Development Bylaw applies to parcels in the Rural Residential I and II, and Residential VI Zoning Districts. This allows developments to retain the same density as existing zoning would permit, but also allowing lots to be reduced in size and located on only a portion of a parcel so that the remainder can be made conservation land. These lots are allowed half the area, frontage, and yard requirements that are mandated by the underlying district. At least 25% of the parcel area must be preserved as open space and either conveyed to the Town or have recorded a restriction enforceable by the Town, mandating that the land remain as open space. By 1993, ten subdivisions had been approved for development in this manner, resulting in the preservation of 236.57-acres of open space. Today 18 open space subdivisions have now been constructed, preserving a great deal of significant wetlands, wooded areas, and open space in Town.

1997 Master Plan: During development of the 1997 Master Plan, a variety of goals, objectives and actions were proposed that would ensure preservation of substantial open space resources, management of resources, and provide access to the Town's open spaces. In addition, the Plan also included creative zoning bylaws such as the Transfer of Development Rights Bylaw, and Density Bonuses for providing open space.

2008 Open Space & Recreation Plan: In the fall of 2007, the Franklin Public Land Use Committee was given the task of overseeing and preparing an update to the 2002 Open Space and Recreation Plan (OSRP). While the 2002 Plan was prepared for Franklin as well as two other communities, Bellingham and Blackstone, and addressed the region as well as each community, the 2008 OSRP document addressed only the open space and recreation issues and resources relevant to the Town of Franklin.

Assisted by Franklin's Department of Planning and Community Development staff, the Public Land Use Committee assessed the Town's open space preservation and recreation needs; gathered input from residents regarding personal priorities, desires, and perceived needs; developed the OSRP's goals, objectives, and five-year action plan; and reviewed and edited draft versions of the OSRP. In addition, an evaluation of the accessibility of the Town's open space and recreation facilities was conducted, and an inventory of the Town's open space, recreation, and conservation properties and descriptions of the Town's substantial resources was compiled and updated.

¹⁵ Ibid

The OSRP included numerous goals and proposed actions that determined there is a desire to develop additional passive recreation areas within the Town and to improve existing recreational facilities. Specifically, Franklin's residents wished for the Town to provide new bike trails, obtain and increase management of conservation lands, and provide community-based areas such as dog parks, swimming pools, and community gardening areas. Since the plan was enacted, a dog park (Franklin Dog Park at Dacey Community Field) and a community garden (King Street Memorial Community Garden) have been created and other resources are being developed at DelCarte Conservation Property on Pleasant Street, and the former Town pool property off Panther Way.

The open space and recreation planning process resulted in four main goals with related objectives and a five-year action plan that outlined specific tasks to meet the Town's open space and recreation goals. In general, the goals of the community were to obtain (as needed), improve, and make fully accessible the proper balance of active and passive recreational and conservation resources while maintaining the community as a suburban center with a rural quality.

In early 2010, the Public Land Use Committee worked to update the 5-year Action Plan to describe the next seven years of open space and recreation activities for the Town of Franklin. In late February, the revised plan was accepted by the Commonwealth of Massachusetts Executive Office of Energy and Environmental Affairs, allowing Franklin to participate in Department of Conservation Services (DCS) grant rounds through February 16, 2016.

Inventory of Open Space and Recreation Lands: Open space is a term that describes public and private conservation, recreation, forest and agricultural lands, parks and greenways, and lands owned by groups with a conservation interest. Some recreation lands with active recreational uses such as playing fields, tennis and basketball courts, or passive recreational uses like hiking or walking and nature study areas, are also classified as open space.¹⁶

Open space and recreation properties are categorized in Franklin as either publicly or privately owned, and protected or unprotected areas. The Town of Franklin contains over 4,000-acres of public and private open space and recreation areas, a substantial amount of which is open to the public. Some lands are permanently protected by a conservation restriction, historic restriction, or wetland restriction. The Town has nearly 800-acres of Town-owned, permanently protected conservation lands. The Town has well over 1,000-acres of permanently protected recreational open space lands, including nine recreation parks, all of which are handicap accessible.

The Commonwealth of Massachusetts and the Federal Government own substantial permanently protected recreational open space in Franklin. Franklin State Forest is 98.37 acres of permanently protected public open space owned and operated by the Commonwealth of Massachusetts. The Federal Government owns over 400-acres of permanently protected public open space that is used primarily for water conservation and flood plain control. This land, while publicly owned by the Federal Government, is not open for the public to utilize.

There are several non-profit organizations that have ownership of open space and recreation areas in Franklin. The Hockomock YMCA is a non-profit organization that owns several areas used for playing-fields. This organization is a private entity, meaning that lands owned by this organization are not available for public use without a membership. The Metacomet Land Trust, a non-profit organization allows the public to use their lands for hiking and non-motorized biking.

¹⁶Commonwealth of Massachusetts, Executive Office of Environmental Affairs, Division of Conservation Services. 2008 Open Space Planner's Workbook.

There are many acres of privately-owned recreation and open space lands. Several private recreation areas including the Adirondack Club and lands at the Franklin Rod and Gun Club are active recreation areas but not open to the public without a membership.

Some lands such as Chapter 61 (forestry), 61A (agriculture/horticulture) and 61B (recreation) lands, which are private lands currently used for private recreation or agricultural uses, have a semi-protected status. These lands are described in greater detail in the next section.

Below are detailed descriptions of the lands of conservation and recreation interest in the Town of Franklin. The inventory of the Town's recreation lands includes public, non-profit and private properties (see Map NCH-6: Cultural & Historic Resources). Some of these parcels are already protected open space with conservation restrictions, or are recreation properties. Other parcels identified are sites that may be favorable for the Town to consider for future acquisition or protection. Parcels included in this section have been divided into either public or private recreation lands:

Private Lands:

1. Private recreation areas;
2. Lands under special taxation programs, Chapter 61 (forestry), 61A (agriculture), or 61B (recreation); and
3. Other non-protected, private parcels.

Public Lands:

1. Town-owned conservation and recreation resources;
2. Non-profit lands; and
3. Federal and State owned lands.

Private Lands

Private Recreation Areas

There are close to 600-acres of private recreation areas in Franklin, some of which are detailed in Table OSR-1: Private Recreation Areas. This list includes private recreation areas in Franklin that require a membership, dues or enrollment in a program for use and are not free for use by the public. A complete list is found in Appendix OS&R: Inventory of Conservation and Recreation Lands.

Table OSR-1: Private Recreation Areas¹⁷

Property Name	Street Address	Parcel Size (Acres)	Current Use(s)
Franklin Country Club	672 E. Central St.	120.71	Golf Course, clubhouse, pool
Maplegate Country Club	Maple Gate	133.48	Golf Course, clubhouse
Camp Haiastan of the Armenian	Summer St.	98.05	Armenian family camping, cabins
Franklin Rod & Gun Club	Florence St.	2.39	Beach, picnic area, fishing area
Adirondack Club	800 Chestnut St.	9.90	Tennis courts, ADA compliant playground, 3 indoor/outdoor pools, weight room
Franklin YMCA	4 Forge Hill Rd.	7.80	Private/non-profit : Indoor pool, outdoor pool, in/outdoor basketball, tennis courts, playground, weight room, indoor track, skateboard facility, summer camp programs
Franklin Country Day Camp	Partridge St.	120.71	Day camp, pool, fields, indoor pavilion
Boston Sports Club	750 Union St.	8.9	Fitness club, weight room, basketball court, racquetball court, indoor pool, volleyball court, tennis court
Dean College Fields	Maple St.	67.13	Private non-profit educational uses: football field, soccer fields, baseball field, softball field, concession facility

Source: Town of Franklin Recreation Department

Chapter 61, Chapter 61A & Chapter 61B Lands

Parcels taxed under the Chapter 61 (Forestry), Chapter 61A (Agriculture), and Chapter 61B (Recreation) tax classification are in private ownership and are not protected open space areas. The tax classification enables the lands to be taxed at their use value rather than their full, fair market value. The Town has the right of first refusal if the parcels are sold prior to the expiration of the tax-abated status. Owners of land classified under Chapters 61, 61A, and 61B must notify the Town before selling or converting the land to another use. The Town has 120 days to decide whether to exercise the option to purchase the land. This allows the Town to protect individual open space parcels as they enter the market or become threatened by development. There are over 1,200-acres of land in Franklin under the Chapter 61, Chapter 61A and Chapter 61B tax classification (see Table OSR-2). Parcels taxed under Chapter 61/61A/61B are listed in Appendix OS&R: Inventory of Conservation and Recreation Lands

Table OSR-2: Chapter 61, Chapter 61A & Chapter 61B Lands

Street Address	Acres of Chapter Lands
Total Acres Chapter 61 Land	29.70
Total Acres Chapter 61A Land	701.28
Total Acres Chapter 61B Land	542.69
Total Chapter 61, 61A & 61B lands	1,273.67

Source: Town of Franklin Assessor's Records

Some of the larger Chapter 61/61A/61B parcels include over 182-acres of land at the Franklin Country Day Camp, and nearly 115-acres of land at the Schmidt Farm. These lands and other large parcels currently classified as Chapter 61, 61A and 61B lands would be of interest for future protection should they become available for sale.

¹⁷ Public and Private Recreation Sites in Franklin. Made available by Ryan Jette, Director, Franklin Recreation Department.

Other Private Parcels

In addition to the private lands classified above, there is a significant amount of privately owned open space property not classified in any of the categories discussed above. For purposes of this plan, these parcels are privately-owned unprotected parcels, of approximately 10-acres or more containing no structures.

The impact of development is potentially detrimental to the visual character of the landscape should these large parcels be sold for a purpose other than conservation. Parcels such as these are of potential interest to the Town for future acquisition to ensure they remain in their current state.

Public and Non-Profit Parcels

The Town of Franklin owns and operates numerous open space and recreation parcels. These parcels are essential to the vitality of the Town as they offer residents a variety of recreational opportunities, ranging from swimming areas and playgrounds to forest lands for hiking and passive recreation.

In addition, Franklin contains hundreds of acres of tax-exempt property. These parcels include non-profit organizations, private recreation land and major institutional holdings. Tax-exempt parcels are privately-owned and in most cases are not protected open spaces. Some of these lands are publicly owned but not publicly accessible, such as the 434-acres of protected public lands owned by the Federal government, of which nearly 100% are used for water resource protection and flood plain control.

Below is a summary of these resources; a complete list is found in Appendix OS&R: Inventory of Conservation and Recreation Lands.

Town-Owned Park and Recreation Areas

The Town of Franklin owns and manages several park and recreation areas. These areas present Franklin residents with the opportunity to exercise, play sports, be out in nature, some having playgrounds that give children areas to socialize, exercise, and overcome challenges. Below is a summary of the playgrounds and fields in Franklin.

King Street Memorial Park: The 29-plus-acre park at King and Forest Streets has a baseball field, soccer field, football field, and basketball courts, as well as exercise stations, 2 bocce courts, a bathroom, concession facility, and an ADA compliant playground. The playground was renovated in 2005 with two new structures and a glide board. One structure is designed for 5 to 12 year olds and a smaller one for 2 to 5 year olds. Also within the park is King Street Memorial Community Garden which was completed in the spring of 2011. The garden includes 46 individually leased raised beds, each approximately 2' high, 4' wide and 10' long. Allocation of these beds is done via lottery and the gardeners pay a fee to use the garden each season.

Dacey Community Field: At 95-plus-acres, Dacey Community Field is the largest Town of Franklin park property. It has one large soccer field, two small soccer fields, a baseball field, softball field, disc golf course, playground, a dog park, as well as a large multi-purpose (football, lacrosse, soccer) field. At the lower section of the field is access to some nature trails that are great for hiking. Dacey Community Field's playground was updated and made handicap accessible in 2007 and was designed for children 2 to 12 years old with special needs in mind. It is 77' X 92', making it one of the largest ADA accessible playgrounds in the State of Massachusetts. Within Dacey Field is the Franklin Dog Park, a 1/4-acre enclosed dog park with many trees where dogs can run around off their leashes. Dogs must be licensed, vaccinated, healthy, and wear their collar and ID tag at all times. The dog park is open during daylight hours.

Table OSR-3: Town-Owned Park and Recreation Areas¹⁸

Property Name	Street Address	Parcel Size (Acres)	Current Use(s)
Fletcher Field	Peck Street	13.20	2 small baseball fields, senior baseball field, basketball courts, ADA-compliant playground, bathrooms, concession facility
King Street Memorial Park	740 King Street (Forest Street)	29.28	Baseball field, soccer field, football field, basketball courts, ADA-compliant playground, exercise stations, 2 bocce courts, bathroom and concession facility
King Street Memorial Community Garden	At King Street Memorial Park		Community garden with 46 raised beds, individually leased, allocated via lottery
Dacey Community Field	Lincoln Street At Dacey Community Field	95.65	ADA-compliant playground equipment for 2-12 years old, baseball field, softball field, 1 large soccer field, 2 small soccer fields, 18 hole disc golf course, walking trails
Franklin Dog Park			1/4-acre fenced-in dog park
Beaver Pond Recreation Area	Beaver Street	28.91	Artificial grass turf field for soccer/football/lacrosse, bleachers
Chilson Beach	At Beaver Pond Recreation Area		Beach, bath house, concession stand, picnic tables, hibachis, boat launch area, swim dock, soccer fields
Vendetti Playground	At Chilson Beach		ADA-compliant playground (2-5 years)
Faenza Park (Nason Street Playground)	Nason Street	0.54	ADA-compliant playground (2-5 years), picnic area
Pisani Field	Peck Street	3.65	Small lighted softball field, senior lighted softball field, 2 batting cages, concession stand, restrooms
Meadowlark Lane Complex	Meadowlark Lane	2.50	Small baseball field, soccer fields, concession facility
Veteran's Memorial Park*	Panther Way	3.03	Indoor ice skating/hockey

*Veteran's Memorial Park Skating rink is State owned; however, the Town of Franklin has a small park at this site.

Faenza Park (Nason Street Tot Lot): Faenza Park, previously known as the Nason Street Tot Lot, was renovated in 2003 into a new ADA compliant Tot Lot for 2 to 5 year olds. There is a small picnic area adjacent to the playground.

Fletcher Field: The 13-plus acre park located a couple of blocks south of Downtown Franklin near Peck and Wachusett Streets offers the neighborhood and general community substantial recreational facilities. Fletcher Field has two small baseball fields, one senior baseball field, basketball courts, bathroom, concession facility, and an ADA-compliant playground. There are some benches and picnic areas adjacent to the playground. Fletcher Field's playground was renovated in 2004 and features separate areas designed to meet the challenges of two separate age groups (2 to 5 and 5 to 12 year olds).

Beaver Pond Recreation Area: The 29-acre recreation area is on Beaver Street at Beaver Pond, adjacent to over 60-acres of Franklin Water Department property. It contains an artificial grass turf field used for soccer, football, and lacrosse. Within the recreation area is Chilson Beach, which contains the Joseph and Mary Vendetti Playground, a public beach, concession stand, picnic tables, hibachis, a bath house, boat launch area, swim dock, and soccer fields. Vendetti Playground, updated in 2005, is an ADA compliant tot lot for children ages 2 to 5 years old.

¹⁸ Ibid.

Proposed Recreation Areas

Currently under construction in Franklin are two additional park and recreation areas. A sculpture park at the old Town Pool site on Panther Way is under construction with a proposed completion date of November 2013. The site features walking trails for the public, with locations where local artists can display their work. Yet to be formally named, a park and recreation area at the DelCarte Conservation Area is also under construction. The park, which is scheduled to be complete in November of 2013, will be the gateway to more than 100-acres of land with multiple bodies of water managed by the Conservation Commission. Educational signage has been included within the parks design which was inspired by the surrounding environment. Site amenities include: tables, chairs and benches made from logs, a rock climbing station, a tree trunk slide and playground area, and swing set.



DelCarte Conservation Area – Pleasant Street
Photo by: Robert Wierling, Franklin Resident, 2012

Franklin Public School Recreation Areas

The Town has 9 school properties that contain playgrounds and fields for public use, as well as a new high school that is planned to replace the old one with an estimated occupancy date of August 2014. All school playgrounds are ADA compliant. In addition to the Town owned and operated school properties, the Tri-County Regional Vocational Technical High School is located in Franklin and is situated on nearly 60-acres of land that includes playing fields. Table OSR-4: Town of Franklin-Owned Public Schools with Recreation Areas summarizes the parcel size and location of Franklin Public Schools. The schools listed contain fields and playgrounds that are not permanently protected areas.

Table OSR-4: Town of Franklin-Owned Public Schools with Recreation Areas

Property Name	Street Address	Parcel Size (Acres)
Parmenter School	235 Wachusett	20.49
Davis Thayer School	137 West Central Street	3.48
JFK Elementary School	551 Pond Street	15.30
Oak Street School	224 Oak Street, Part of High School	35.02
Horace Mann School	224 Oak Street	35.03
Franklin High School	218 Oak Street	71.90
Keller-Sullivan Middle School/Elementary	500 Lincoln Street	14.56
Remington Jefferson School	628 Washington Street	47.03

Protected Public Open Space

There are nearly 2,000-acres of Town and State owned land reserved for uses such as hiking, biking, passive recreation and areas of significant water resource protection and flood plain control. The Town of Franklin owns just under 800-acres of protected conservation and open space lands. The Commonwealth of Massachusetts owns 785-acres of protected land, of which just under 767-acres are the State Forest. Metacomet Land Trust, a non-profit conservation organization that is dedicated to the protection of open space and natural resources, owns approximately 48-acres of protected public open space. Table OSR-5 details some of the more significant protected public open space parcels, a complete list is found in Appendix OS&R: Inventory of Conservation and Recreation Lands.

Table OSR-5: Protected Public Open Space

Property Name	Street Address	Property Owner	Parcel Size (Acres)	Current Use(s)
Town Forest	Summer Street	Town of Franklin	98.37	Hiking, biking trails
DelCarte Property	Pleasant Street	Town of Franklin	104.94	Hiking, passive recreation
State Forest	Beaver, Grove, South Street	Commonwealth of Massachusetts	758.58	Hiking, biking trails
Flood Plain and Water Resource Protection	Various	United States of America	434.57	Flood plain control and water resource conservation.
Southern New England Trunkline Trail	West Central Street	Commonwealth of Massachusetts	11.41	Hiking/ biking trails
Bridle Path	Bridle Path	Metacomet Land Trust	35.69	Hiking trails
Nature Classroom	Coronation Drive	Metacomet Land Trust	1.76	Outdoor nature classroom
Trails	Maple Street	Metacomet Land Trust	10.50	Hiking trails

Source: Town of Franklin Assessor's Records and GIS information

Regional Efforts

Franklin remains active in keeping up-to-date on the open space and recreation planning initiatives of the surrounding communities. Through local communications, the Town is able to find ways in which it can partner with other communities to provide even greater recreation opportunities to Franklin's residents.

Currently, Franklin is partnering with the neighboring community of Medway to provide shared sporting activities to the residents of both Franklin and Medway. The Charles River is another resource of regional importance; it should be noted that much of the Franklin side of the Charles is protected open space. Area residents are able to enjoy kayaking, canoeing, hiking, and passive recreation.

Another of Franklin's regional resources is the SNETT trail, a 22-mile trail that originates in Franklin near the Franklin State Forest at Grove Street and passes through Bellingham, Millville, Uxbridge, and Blackstone, to the Douglas State Forest. Local hikers can also enjoy the Franklin Town Forest, Indian Rock, and Dacey Community Field. For more information regarding the SNETT Trail, visit The Franklin & Bellingham Rail Trail Committee (FBRTC) website at: <http://www.franklinbellinghamrailtrail.org/>.

The FBRTC is a "volunteer advocacy group dedicated to the development, maintenance, and financial support of the Southern New England Trunkline Trail as a multi-use, universally accessible recreational path. FBRTC is a subsidiary of the Grand Trunk Trail Blazers, a recognized 501(c)(3), working in partnership with federal, state and local governments, members of the FBRTC are committed to exploring all private, state and federal funding avenues to implement all necessary design plans.¹⁹ The Committee meets regularly to discuss the progress of trail development and is continually looking for funding opportunities to move the project forward.

Goals and Objectives

Policy Statement: Open space and recreational resources are a key contributor to the quality of life in Franklin and an important aspect of the community's appeal. Open lands help protect the Town's water supply, manage flood waters, provide wildlife habitat, and provide opportunities for passive and active outdoor recreation within the Town.

Franklin recently created an Open Space and Recreation Plan which was adopted in 2008 by the Commonwealth. This plan helped the Open Space and Recreation Sub-committee form the goals and objectives found herein.

Goal 1: Document the Town's open space and recreational resources, and improve public awareness of these resources and the recreational opportunities they provide to residents through increased education, signage, publicity and events.

Objective 1.1: Create and maintain an inventory of all publically and privately owned open space and recreational resources in Franklin, including, but not limited to: parks, walking/hiking trails, bike paths, water bodies, and conservation land.

Objective 1.2: Increase public awareness of open space and recreational resources.

Objective 1.3: Create and implement a Master Sign Plan for the installation of signage identifying the Town's open space and recreation resources, and providing information related to the appropriate use of the property and its acquisition by the Town, as appropriate.

¹⁹ <http://www.franklinbellinghamrailtrail.org/> "Home and Mission"

Objective 1.4: Provide outdoor classrooms, continuing education, and volunteer opportunities for residents to learn about the environment and natural habitats in Town.

Goal 2: Preserve and enhance existing unprotected natural and open space resources in Franklin.
Please refer to Goal 2 of the Town's Open Space and Recreation Plan.

Objective 2.1: Prioritize open space and recreation resources for acquisition.

Objective 2.2: Protect important ecological resources in Franklin, including surface and groundwater resources, plant communities, and wildlife habitat.

Objective 2.3: Implement growth management techniques to further the Town's interest in preserving natural and open space resources.

Objective 2.4: Work with owners of unprotected open space parcels to protect their land in perpetuity.

Goal 3: Provide opportunities for passive and active recreation to meet the community's evolving needs.

Objective 3.1: Maximize existing recreation resources in Franklin and provide new recreation opportunities for residents of all ages and levels of ability.

Objective 3.2: Regularly evaluate existing recreational resources and expand or adjust recreational offerings as appropriate to ensure that the Town's evolving needs for passive and active recreational opportunities are continually met through an inclusive, diverse, and cost-effective recreation program.

Objective 3.3: Improve access to and ensure the availability of sufficient off-street parking for Franklin's water resources and hiking, biking, and walking trails, including but not limited to the DelCarte Property, the SNETT Trail, and the State Forest Trail.

Objective 3.4: Provide a public park or playground within a comfortable walking distance of every neighborhood in Franklin.

Objective 3.5: Increase connectivity to and between Franklin's recreation areas, conservation areas, and open space, by creating corridors for wildlife and recreational uses.

Goal 4: Implement sustainable practices in the design, construction, operation, and maintenance of Franklin's public parks and playgrounds.

Objective 4.1: Establish sustainability guidelines for park design, including the use of renewable energy sources, recycled materials, native/low water use plants, and permeable surfaces to improve ground water recharge, reduce erosion, and filter out pollutants before they reach a water source.

Objective 4.2: Incorporate shade trees in the design of parks and playgrounds and plant additional trees to meet the need for shaded areas.

Objective 4.3: Expand and improve recycling operations in parks and playgrounds and at special events in parks.

Goal 5: Implement the goals, objectives and actions outlined within Section 9, Revised 5 Year Action Plan of the Town of Franklin's 2008 Open Space and Recreation Plan. (See Appendix OS&R: Section 9 Open Space & Recreation Plan: Revised 5-year Action Plan)

Goal 6: Work to obtain the funding and other resources necessary to implement the open space and recreation goals, objectives and actions outlined above.

- Objective 6.1: Promote the adoption of the Community Preservation Act as a means of funding for open space acquisitions and park development.
- Objective 6.2: Pursue the Green Communities designation under the Massachusetts Green Communities Act.
- Objective 6.3: Investigate grant programs and submit related grant proposals in support of the above mentioned open space and recreation goals, objectives and actions.
- Objective 6.4: Investigate potential partnerships with local nonprofit and educational organizations, and businesses.

CIRCULATION

Circulation refers to the means by which we travel. Whether by vehicle, by bicycle or on foot, the roads, sidewalks or trails within Franklin keep people and business moving. The purpose of the Circulation section of the Master Plan is to create goals and objectives that will diversify and better our transportation system. Its purpose is also to improve the capacity of our roadways, and develop and improve upon pedestrian and bicycle access and safety throughout Franklin.

Roadways

Roadway Classification

As of the Fiscal Year 2013, the Department of Public Works, reports that the Town of Franklin has 620 roads within its boundaries totaling 206.58 miles. These roadways are broken down into the following categories: 22.92 miles of private roadways; 18.81 miles of State roadways; 135.04 miles of Town accepted Roadways; 28.58 miles of Town unaccepted Roadways and 1.23 miles of Town under construction roadways.

The Massachusetts Department of Transportation (MassDOT) defines the functional classification of roadways based on the level of service each roadway type is intended to provide. This system of roadway classification is divided into three categories, arterials (generally connect cities and bordering states), collector roadways (connect arterial roads with local roadways) and local roadways (provide local trip access only).

Minor arterial roadways serve to link cities and towns and provide access to principal arterial roadways. Route 140 serves as a minor arterial roadway and runs east/west through Franklin



Route 140 serves as a minor arterial roadway and runs east/west through Franklin connecting the Town with the abutting communities of Bellingham and Wrentham. Photo by: Robert Wierling, Franklin Resident, 2012

connecting the Town with the abutting communities of Bellingham and Wrentham. Route 140 is also known as West Central Street from the intersection of Main Street until it reaches the border of Bellingham and called East Central Street from the border of Wrentham until it turns into West Central Street. This roadway provides access to Interstate-495 at exit 17 and allows for easy access to a multitude of residential areas and shopping centers.

Interstate-495, a principal arterial road, has 30 lane miles within Franklin’s borders. There are two exits within the Town, exit 16 King Street/ Woonsocket, and exit 17 Route 140 Bellingham/Franklin. According to the MassDOT, in 2008 the Traffic Counts on I-495 below Route 140 was 72,900, while above Route 140 there were 78,443 cars.²⁰

There are over 130 lane miles of local roadways in Franklin. Local roads serve the purpose of moving vehicles within the Town only and connect to more major roadways (arterial and collector roadways) that can better distribute traffic throughout the community. Collector roads connect traffic from these local roadways to larger arterials.

Subdivision Regulations

Franklin’s Subdivision Regulations, Chapter 300 serve the purpose of defining a wide variety of procedures for the layout and construction of ways in subdivisions. These regulations indicate requirements for construction of dead-end streets and cul-de-sacs as well as requirements for gravel base and pavement thickness.

Width Requirements

The Town of Franklin Subdivision regulations define roadways in a similar manner to that of the MassDOT as described under Roadway Classification. Franklin is looking to reduce impervious coverage throughout the community and one way to accomplish this would be to narrow roadway requirements on Collector and Major Roadways. Table C-1: Width Requirements shows the current road width required in the Town of Franklin and suggested changes to the width to reduce impervious coverage.

Table C-1: Width Requirements

Classification	Right-of-Way Width (Feet)	Pavement Width (Feet)	Suggested Change to Pavement Width
Collector	56	32	28
Major	56	28	26
Minor	56	26	No Change

Source: Town of Franklin Subdivision Regulations §300-C. Streets, Width Requirements

Street Acceptance

During the housing boom of the 1990’s, Franklin stopped accepting subdivision roads because Massachusetts General Law did not have provisions for granting street acceptance for roadways within subdivisions. For many years, the practice within Franklin for accepting roadways within a subdivision was for the Town Council to vote to approve a roadway acceptance plan, a layout plan, and obtain the title from the developer. This process however had its challenges, because in many cases, the developer of the subdivision was no longer in business, making obtaining a title for the roadway difficult, if not impossible. Some developers did not retain ownership of roadways, opting to give ownership (from the property line to the centerline of the street) to the home-owner. In this case, the Town often had to take the road by eminent domain from the home-owners; an expensive and time consuming process.

²⁰ Mass DOT Highway Division Traffic Counts: <http://www.mhd.state.ma.us/traffic.asp?f=2&C=RTE.I-495>

Recently, Franklin's Town Attorney drafted special legislation that was accepted by the Commonwealth to allow Franklin Town Council to hold a hearing and draft an acceptance plan for subdivision roads that are in the best interest of the Town to accept. This legislation has taken out the process of having to obtain a title from developers that may no longer be in business or who are reluctant to have the street accepted because of the cost they would incur to do so. Since this legislation has passed, Franklin has been able to accept roadways that have been left unaccepted since the housing boom of the 1990's. For subdivision approved by the Planning Board in the early 2000s, the Town of Franklin required developers to retain the rights to roadways in order to simplify the process of road acceptance, allowing the Town Council to immediately accept roadways once referred by the Planning Board for acceptance.

Scenic Roadways

In June of 1997, The Town of Franklin adopted the Town's Scenic Road Bylaw (Chapter 170, Article IX, §170-50 through §170-55) for the purpose of protecting designated scenic roads; to maintain aesthetic qualities and preserve historical and environmental protection of designated roads in Franklin. Road work within a designated scenic road requires a Scenic Road Work Permit issued by the Planning Board. There are nine (9) designated scenic roads in Franklin which are listed in Table C-2: Designated Scenic Roads (see Map C-1: Street Map).

Table C-2: Designated Scenic Roads

The Following are designated as scenic roads:

- Daniels Street
- Forest Street
- Jordan Road
- Mount Street
- Partridge Street
- Prospect Street from Town line to Washington Street
- South Street
- Spring Street
- Upper Union Street from King Street to Wrentham Town line

Source: Town Code of the Town of Franklin, Massachusetts. Article IX Scenic Roads. §170-55. Designated Roads

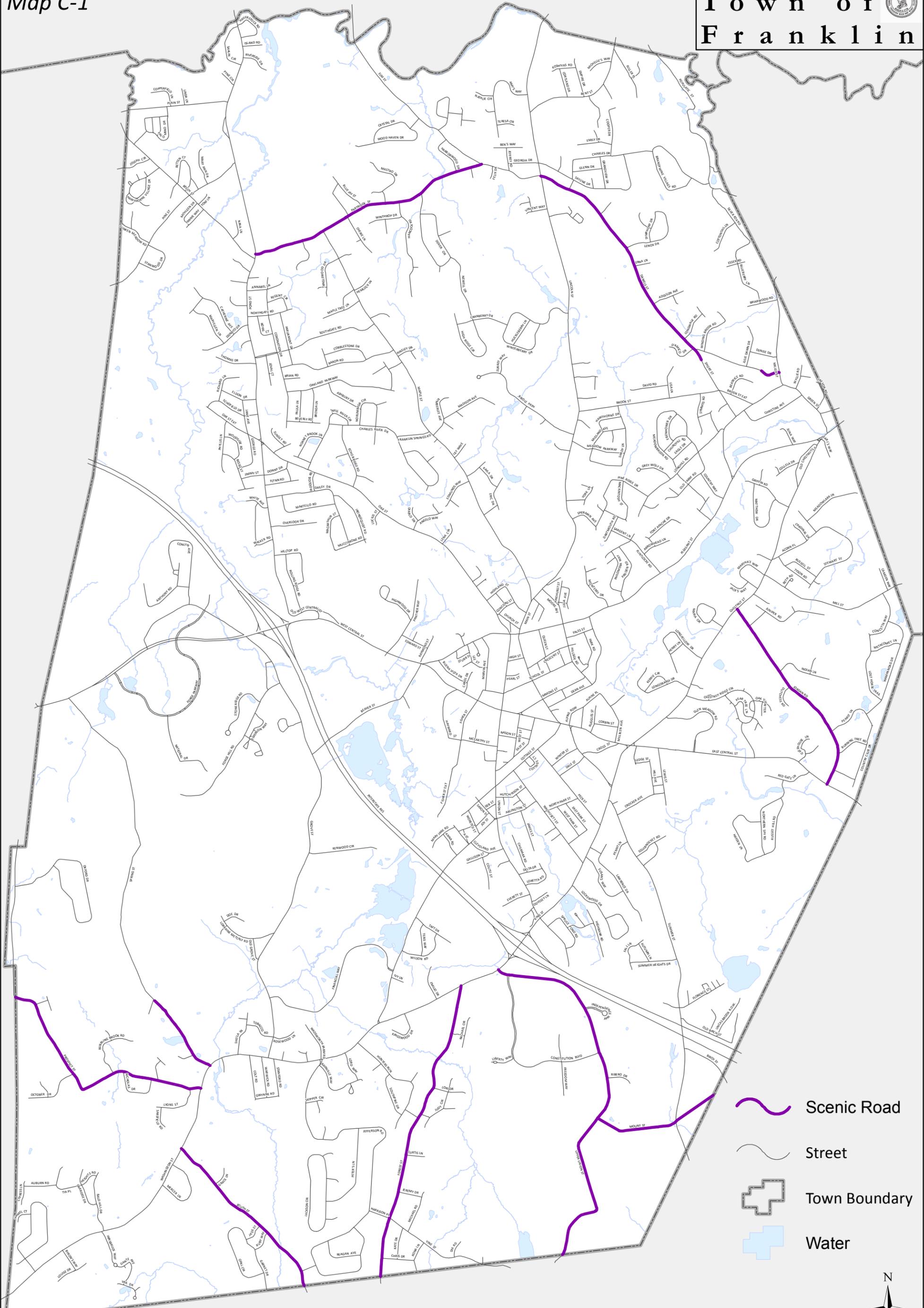


Scenic Road: Upper Union Street. Photo courtesy of DPW

Street Map

Map C-1

Town of
Franklin



-  Scenic Road
-  Street
-  Town Boundary
-  Water



Roadway Repair

Each year the Town of Franklin utilizes Chapter 90 funds to complete an estimated \$500,000 on roadway repair. The Town of Franklin Pavement Management Program by Beta Group, Inc. is used to determine which roads are in most significant need of repair. On an ongoing basis, water and sewer lines are replaced and the roads and sidewalks are reconstructed. The following construction season, new water lines will be replaced along Anchorage Road and Sahlin Circle, at which point in time the roadways will be reconstructed and new sidewalks added. Funding for these repairs, \$1.2 million dollars, will come from a cash transfer from the water surplus. There are also future repairs planned for water mains along nine other streets which will result in their reconstruction and addition of sidewalks. Funds for these repairs will total over \$9.5 million, \$7.5 million which will come from a Water Works Bond.

Town of Franklin Pavement Management Program by Beta Group, Inc.

Table C-3: Pavement Management Program

Repair Method	Length (Miles)
Defer Maintenance (Very Good)	29.21
Crack Seal (Good)	34.80
Surface Treatment (Fair)	44.33
Mill and Overlay (Poor)	45.12
Reclamation (Very Poor)	10.05
Total Miles	163.50

Source: Town of Franklin Pavement Management Program by Beta Group, Inc.

Franklin utilizes a Pavement Management Program regularly maintained by Beta Group, Inc. to reflect the current conditions of Franklin's 163.50 miles of accepted and unaccepted streets. Streets are evaluated and categorized by the type of maintenance that can be done to extend the life of the street, from deferring maintenance, when a road is in very good condition, to reclamation of a roadway when it is in very poor condition. Table C-3: Pavement Management Program is a summary of the condition of roadways in Franklin as of October of 2012. See Appendix C: Pavement Management Program.

Pavement Management Initiative and Other DPW Upcoming Projects

The DPW's 2014 Pavement Management Initiative is a plan outlining a 5-year water and road improvement plan that reports roads in need of repair, the work to be done on each road, and how the repair of each road will be funded. DPW's goal is to maintain Franklin's roads at a "Road Rating" of 77 out of 100. Currently, there are 212 roads with a rating of 69 or less, and 134 roads with proposed waterline/roadwork.

In August 2013, the DPW presented to Town Council a list of water, highway, and sewer improvements, and other administration and engineering projects for 2013, as well as upcoming projects for 2014 and 2015. The Circulation related improvements from this presentation are listed below. The remaining projects are identified in Community Services and Facilities section of the Master Plan, under the heading, "Upcoming Projects."

During 2013 the DPW is working to reconstruct the roadways and sidewalks at Crescent Street Garfield Street, East Street, and West Street; reconstructing the roadway at Pyne Road and Island Road; and overlaying the road at Grove Street, Ledge Street.

For 2014, roadway improvements include: reconstructing the roadway and one sidewalk at Lincoln Street, Kathleen Drive, Fannie Way, Harbourwood Drive, Betten Court, and Corrine Road; and the Downtown Roadway and Streetscape Improvement Project (HPP project at Route 140 and Main Street).

The Administration and Engineering projects in 2014 include: phase one of the Lincoln Street Bridge project and the creation of a turning lane on Panther Way at East Central Street.

2015 Circulation related DPW projects include: reconstructing the roadway on Anthony Road, Conlyn Ave, Carmine Drive, Oak Street, Summer Street, and Lewis Street.

Circulation and Connectivity

Crash Data

Below is a summary of accident and crash data as well as other important traffic studies that have been used to develop a list of areas that have the highest number of vehicle accidents and the largest volumes of traffic. The information below is a valuable tool for the Town to utilize when considering development proposals, intersection improvements or determining where pedestrian/roadway safety improvements should be made.

The Town of Franklin’s Police Department is responsible for maintaining crash data for the Town of Franklin. Reports generated by the Police Department contain information including the location of the accident, number of vehicles involved, injuries reported, condition of the roadway at the time of the accident and other necessary details to describe the accident scene.

Many of the accidents that occurred between 2007 and 2009 involved multiple vehicles and several occurred at intersections with high traffic counts. Franklin Village Drive, where the Franklin Village Mall is located had the highest number of accidents reported followed by 660 West Central Street, where the Mobile Gas Station is located. In 2009, 10 accidents were reported on I-495, including one fatality. Crash data from 2009 show that of the top 20 locations where the most accidents in Franklin occur, 35% occurred along a one mile stretch of West Central Street. Table C-4: Location of Highest Number of Vehicle Crashes 2012 shows the top 20 places that accidents occurred in 2010-2012.

Table C-4: Location of Highest Number of Vehicle Crashes 2012

Address	Year/ Number of Vehicle Crashes		
	2012	2011	2010
40 Franklin Village Drive	17	11	9
1000 Franklin Village Drive	16	19	22
221 East Central Street	12	7	9
100 Corporate Drive	11	9	16
466 King Street	11	13	13
600 King Street	11	4	5
1199 West Central Street	10	3	9
218 Oak Street	10	8	14
147 Pond Street	8	4	4
541 West Central Street	8	7	9
660 West Central Street	8	17	10
272 East Central Street	7	4	6
530 West Central Street	7	7	5
1376 West Central Street	6	2	3
198 East Central Street	6	9	2
200 Franklin Village Drive	6	6	7
365 West Central Street	6	6	7
4 Forge Parkway	6	4	2
441 West Central Street	6	-	-
527 Beaver Street	6	2	5

Source: Franklin Police Department Incident Address History Summary Years 2010-2012

There were six reported fatalities as a result of motor vehicle accidents between 2012 and 2008 (see Table C-5: Vehicle Fatalities 2012-2008). One fatality occurred at 160 East Central Street; the intersection where Walgreen’s is located. Another happened in front of the Benjamin Franklin Classical Charter Public School, at 12 Pleasant Street.

Table C-5: Vehicle Fatalities 2012-2008

Address	Date
310 Washington Street	September 15, 2012
67 Milliken Ave	October 12, 2012
160 East Central Street	April 20, 2009
I-495 North	August 11, 2009
12 Pleasant Street	December 11, 2008
881 Washington Street	February 29, 2008

Source: Town of Franklin Police Department Incident Address History Summary - 2012-2008

Traffic Studies, Level of Service and Other Related Studies

When commercial properties are developed or significantly re-developed, an applicant is required to submit a traffic study to the Planning Board. These traffic studies are useful in determining the Level of Service (LOS) a roadway provides before and after the development is constructed. The LOS is a scale in which the length of delay experienced by a driver at an intersection is measured. The scale is based on levels A-F, with A being the least amount of waiting time (less than 10 seconds) and F being the longest wait (50 seconds for vehicles at un-signalized intersections and 80 at signalized intersections).

Pond Street

In September of 2010, Fuss & O’Neill completed a site assessment of the Town owned Pond Street property (Assessor’s Map 29, Lots 003 and 004) to identify potential development limitations and development issues that could occur upon redevelopment of the property. As part of this assessment, Fuss & O’Neill conducted a traffic study which included the intersection of Pond Street and Route 140 (West Central Street).

Study data revealed that the LOS at the Pond Street and Route 140 intersection is a LOS C. A LOS of C means that there are minimal restrictions on the speed in which drivers are able to move, however they may experience a few restrictions. At some points in time, a driver may find they may need to use some caution when changing lanes; minimal delays occur with a LOS C.

As stated above under Crash data, this intersection has been reported as having the highest number of vehicle crashes in 2012. At times, there is traffic congestion when queuing at the four-way signalized intersection backs up for those trying to go to the Franklin Village Mall.

In recent years, the Massachusetts Department of Transportation (DOT) completed a roadway improvement project along Route 140 that included the widening of the roadway with two-lanes in each direction from the east of Pond Street through the I-495 interchange to the west and continuing to Forge Park and signalization upgrades.

Highway Bottlenecks

The Boston Region Metropolitan Planning Organization’s (MPO) Long-Range Transportation Plan (LRTP) for the region, entitled *Paths to a Sustainable Region*, was adopted by the MPO on September 22, 2011. The plan identified a number of severe bottlenecks on the region’s freeways and arterial roadways. These bottlenecks were identified via three methods: the speed index (the ratio of observed speed to posted speed limit); the volume-to-capacity ratio (a ratio of existing volumes to the roadway’s capacity); and the MPO’s Congestion Management

Process analysis. This list identified Rte. 140 between Wrentham and Franklin in Massachusetts' Southwest Corridor as severe bottleneck. The report indicated modernization projects or improvement of alternative modes or routes as ways of addressing the issue versus methods such as resurfacing and bridge reconstruction which are necessary for maintaining existing systems.

Franklin Center Plan

The revitalization of Downtown Franklin has been a major priority for a number of years. In 2002 and 2003 the *Franklin Center Plan* was created to provide Town officials with a vision and basic strategy for revitalization of the Downtown area. The *Franklin Center Plan* was developed by the Cecil Group, Inc. utilizing a grant provided by the Department of Housing and Community Development (DHCD). The Franklin Center Plan contained nine major conceptual improvement components, which were detailed in a poster format as shown in Figure C-1: Franklin Center Plan²¹.

Listed under each concept are proposed actions that could be taken to achieve the goal presented in each concept. Franklin has made steady progress implementing a variety of proposed improvement projects and strategies, resulting in consistent, incremental changes in the Downtown area.

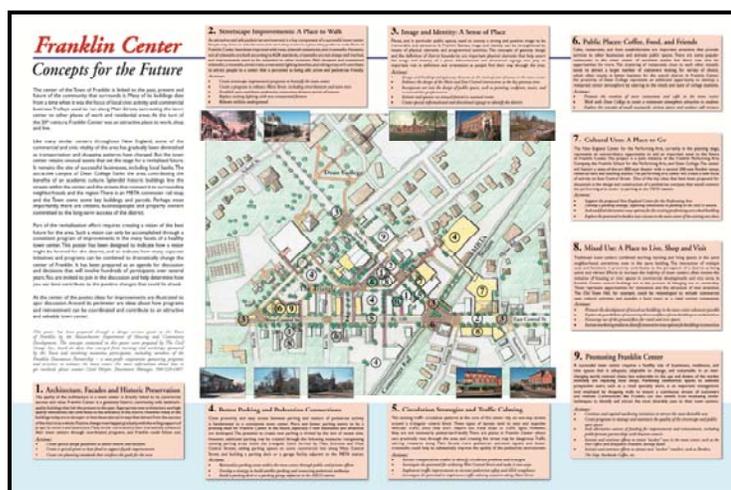


Figure C-1: Franklin Center Plan

While the Town has made progress toward the incremental revitalization of Downtown Franklin, through the implementation of the Franklin Center Plan, the real achievement of the plan was its hand in the development of the *Downtown Roadway and Streetscape Improvement Project*, as further detailed below. Several of the major project components outlined in the *Franklin Center Plan* relate directly to the Town's Downtown Improvement Project, including streetscape improvements, better parking and pedestrian connections, circulation strategies and traffic calming.

2006 Draft Traffic Study Downtown Franklin and Downtown Roadway and Streetscape Improvement Project

In 2006, Weston & Sampson Engineers, Inc. were retained by the Town to perform a Traffic Study to evaluate the impacts of roadway updates, specifically the altering of the one-way circulation around the triangle of West Central Street (Route 140), Main Street and Emmons Street.²² The information presented in this Draft Report was then used to formulate the recommendations presented in the December, 2010 Functional Design Report for the Franklin Downtown Improvements Project.

The Downtown Roadway and Streetscape Improvement Project is a multi-year \$7.25 million roadway and streetscape improvement project. The project includes elimination of the one way traffic pattern of Route 140 in the Downtown area, installation of interconnected traffic signals with emergency preemption system, period streetlights, traffic calming devices, resetting curbs

²¹ http://franklinma.virtualtownhall.net/Pages/FranklinMA_Planning/initiatives/franklincenterplan.pdf

²² Draft 2006 Traffic Study Downtown Franklin. Prepared by Weston & Sampson Engineers, Inc. August 2006

were needed, ADA compliant sidewalks, resurfacing of streets, and streetscape/landscape improvements and furniture. It is anticipated that this project will result in acceptable and reasonable LOS for not only traffic flow but will also improve the relationship between pedestrians and vehicular traffic.

The Town of Franklin has been awarded a \$1 million Public Works Economic Development (PWED) grant (State funding), and a \$5 million High Priority Project (HPP) grant (Federal funding); the HPP grant will be matched by roughly \$1.25 million in State and local funds.

The \$1 million PWED grant was used over the course of the fiscal 2011 and 2012 year to complete the resetting of curbs, installation of ADA compliant sidewalks and the resurfacing of streets along the following roadways:

- Emmons Street, between Main and Hillside Streets
- Dean Avenue, between Main and Ray Streets
- Depot Street between Main Street and Dean Avenue
- Ray Street, between Dean Avenue and Depot Street.

In addition a portion of the funds were used to improve the Depot Street Municipal parking lot to not only include all of the above mentioned improvements but also to include landscape improvements. Construction of the larger HPP funded project is expected to begin during the 2014 construction season.

2008 Town of Franklin Downtown Parking Assessment

In 2008, Franklin's Department of Planning and Community Development (DPCD) conducted a parking assessment to identify actual and perceived problems related to parking in Downtown Franklin and to give Administration a better understanding of ways to deal with these issues. The study resulted in the following recommendations:

1. Striping of un-metered parking spaces on side streets within a block of Main and Central Streets could result in the creation of an additional 20 parking spaces.
2. Assure that on and off road metered and un-metered parking is a key component of the Downtown roadway and streetscape improvements design. This could result in an additional 30 striped parking spaces within one block of Central and Main Streets.
3. Repair or replace parking meters at the two Town owned public parking lots. Also, replace meters with a "pay-by-space" metering system to replace aging parking meter system.
4. Increase signage to Town owned parking areas.
5. Educate visitors in Town by providing resources to show parking spaces.
6. Consider use of the Town's permit spaces for business owners and employees to free up parking spaces in business' parking lots.
7. Draft new parking regulations for the CI District which currently has no parking regulations for new developments in the Downtown.

I-495 Transit Study

In October of 2007, the Boston Region Metropolitan Planning Organization Central Transportation Planning Staff issued the I-495 Transit Study. The I-495 Transit Study was responsible for providing transit data for 11 communities located along I-495. Existing transit services were evaluated and recommendations for potential new transportation routes and alternatives for commuters were discussed. The study found that the following areas could be served by transit opportunities: Forge Park, Franklin's two MBTA stations, Franklin Village Mall, Tri-County Vocational Technical High School, Dean College, Downtown Franklin, Franklin High School and Financial Park on Washington Street. The study indicates that one way to reduce the number of people traveling separately between similar locations is by providing alternate

means of transportation such as by carpooling, vanpooling, or by use of park and ride lots. The information provided from this study has been and will continue to be utilized by the Town of Franklin to help expand transportation options within the community.

Critical Traffic Areas

Based on the information provided above, it is easy to surmise that special consideration should be given when reviewing proposals for development in the following areas because of the high volume of traffic and accidents that have occurred there:

- West Central Street (Between 411 and 660 West Central Street);
- 100 Corporate Drive (location of BJ's Whole Sale Club);
- Pond Street and Route 140 (intersection where 1000 Franklin Village Drive is located, #2 place in Franklin in 2012 where accidents occurred and a LOS C wait time for traffic); and
- In and around the Downtown area (LOS F at East Central Street and Summer Street intersection).

Any increase in traffic in these locations may cause a further decline in the LOS in these areas and future mitigation may be needed to alleviate problems.

Public Transportation Systems

Franklin residents have multiple options for transportation outside of driving. The Greater Attleboro Taunton Regional Transit Authority (GATRA) provides bus services throughout Town, there are two Massachusetts Bay Transportation Authority (MBTA) Stations providing train service to and from Boston and there is access to the MassRides program for commuters. All of these public transportation options are available to both residents of Franklin as well as those living within the region.

GATRA

Franklin's residents are able to utilize the Franklin Area Bus (FAB) service; a fixed route bus service that runs throughout Franklin. In addition to a fixed bus route service, GATRA also provides Dial-a-ride services and transportation for long distance medical appointments for Franklin's seniors. The service is part of GATRA and is funded in part by the Boston Region MPO Suburban Mobility Grant Program. Services run north and south through Franklin starting at 6:50 AM at the Jordan Road/ Family Medical Center and run a continuous loop until the Franklin Village Mall; the last stop along the route is at 5:55 PM. Even though this is a fixed route, those wishing to ride the bus may flag a driver to stop at any point along the bus route to be picked up for service. Riders pay \$1.00 for a one-way trip and elderly and disabled persons pay \$0.50. The FAB service runs on limited hours on Saturdays, providing service between 8:30 AM and 5:45 PM with special trips to the Bellingham Shops on Route 126. Table C-6: Number of Trips Provided (GATRA Fixed Bus Route) shows the number of passengers that utilized the fixed bus route service between the fiscal years of 2009 and 2010.

Table C-6: Number of Trips Provided (GATRA Fixed Bus Route)

Fiscal Year	Number of Passengers
2009	8,524
2010	10,010
November 2010- January 2011	4,548

Source: Data provided by Joanne LaFerrara, GATRA

A recent survey completed by GATRA indicates that many who utilize the bus service would like to see expanded evening hours to accommodate work schedules. The survey also indicated

that riders primarily utilize the service for transportation to medical appointments. For those that rely on the alternative means of transportation to and from work, a limited schedule such as that provided by the FAB can greatly inhibit employment opportunities.

MBTA

The Town has two MBTA stations, one at Forge Park and one in the Downtown that provide 16 inbound trips to Boston's South Station and 15 outbound trips from South Station. The cost of a ticket to ride the MBTA is \$8.75 one-way or \$17.50 round trip. If a person chooses to park at either of the MBTA stations, it will cost \$4.00.²³ The Conrail services a freight rail line through Franklin.

MassRides

MassRides is a service offered by the Executive Office of Transportation. The service provides alternative travel choices as a way to save money and time while commuting for work. The program's customer service team provides regularly updated transit information for the community and will help determine the best transit option for those requesting services.

MassRides has an extensive data base to help match specific needs of commuters wishing to participate in vanpooling or carpooling services. The programs carpooling services will match participants with other people who live and work in the same area and commute at the same times of day. In addition, MassRides provides vanpooling services for those groups of persons who wish to share commuting expenses via a van which allows for more time relaxing or working rather than having to pay attention to a drive to work.

Both vanpooling and carpooling services provide a guaranteed ride home in case of an emergency. This service is provided for those who utilize alternative methods for commuting at least twice a week and is available up to four times a year.

The Town of Franklin is a participant in the MassRides Program, offering the service not only to Town employees but also to residents of the Town and employees within the Town. For more information on the MassRides Program, visit www.commute.com.

Access to Transportation

Handicap Service

"The Americans with Disabilities Act of 1990 (ADA) requires that comparable paratransit service be available to persons who, because of a disability, are unable to use accessible, public fixed-route service." Service for disabled persons within Franklin is provided by GATRA through the Dial-A-Ride Program. Dial-A-Ride is curb to curb transportation for passengers who meet ADA requirements and/or are age sixty and above.²⁴ From January 1, 2010 through November 9, 2010 there were 9,764 individual trips by Franklin residents; there are presently 561 Franklin residents registered with Dial-a-ride.

Senior Transportation

The Town of Franklin offers senior and handicap residents alternative transportation options via the GATRA fixed bus route service, by the Senior Center bus, via Dial-a-ride and by providing transportation for long distance medical trips. Both dial-a-ride service and the GATRA fixed bus route offers reduced rates for seniors using GATRA services.

In FY2010, the Franklin Senior Center provided transportation via the Senior Center bus to 289

²³ <<http://www.MBTA.com>>

²⁴ GATRA Bus Service. Dial-a-ride. <http://www.gatra.org/dar.html> accessed by B. Dahlstrom on January 11, 2011.

seniors for approximately 1,620 recreational trips.²⁵ Recent trips provided by the Senior Center include a visit to the LaSalette Shrine, Sturbridge Village, Museum of Russian Icons in Clinton, MA and other trips utilizing the Senior Center bus.

Table C- 7: Number of Long Distance Medical Trips taken by Franklin Senior Residents

Year	Number of Round Trips Provided
2008	66
2009	53
2010 (January-November)	64

Source: Data provided by Joanne LaFerrara, GATRA

Long Distance Medical Trips are available to Franklin's senior and disabled residents. This transportation option is used to schedule rides to medical appointments outside the GATRA fixed bus route and dial-a-ride bus service

routes. The number of Long Distance Medical Trips taken by Franklin Senior Residents is shown in Table C-7: Number of Long Distance Medical Trips taken by Franklin Senior Residents.

Alternative Transportation Trail Systems

There are a multitude of trail systems that run through the Town Forest and State Forest, as well as many of the Town's recreation and conservation areas. These trail systems provide access for hikers, cyclists, walkers and even horse-back riders to enjoy a safe environment free of cars and motorized vehicles.

Franklin State Forest, Franklin Town Forest and Southern New England Trunkline Trail (SNETT)

Franklin State Forest is over 750-acres of land located off Forge Hill Road in Franklin. The Forest includes many miles of trails which are accessible to hikers, mountain bikers, and equestrians; a very limited area can be used by all-terrain vehicles (ATVs). The southern portion of the State Forest trail system intersects the Southern New England Trunkline Trail near Grove Street, connecting the two trail systems. The Southern New England Trunkline Trail (SNETT) is a 22-mile trail that originates in Franklin near the Franklin State Forest and passes through Bellingham, Millville, Uxbridge, Blackstone, to the Douglas State Forest. The SNETT is an abandoned rail bed now owned by the Department of Conservation and Recreation. There are portions of the SNETT that connect the State forest to the YMCA on the northern portion of the trail system near Forge Hill Road. Another valuable area that contains an extensive trail system is the Franklin Town Forest. The Franklin Town Forest is located on Summer Street and contains over 98 acres of land. The trail system at the Town Forest is not generally marked; however, there are many miles of trails available for hiking and passive recreation uses.

All of the above locations contain trails that are multi-purpose in that they can be used for walking, hiking, bicycling, as well as horseback riding, all forms of non-motorized transportation meant to bring a person from one location to another.

For further information on these locations, see the Open Space & Recreation Section of the Master Plan.

²⁵ Information provided by Karen Alves, Senior Center Director, Town of Franklin. November 5, 2010

Bike Routes

Bicycle and Pedestrian Improvements in Six Urban Centers

In February of 2010, the Central Transportation Planning Staff (CTPC) of the Boston Region Metropolitan Planning Organization issued the report titled “Bicycle and Pedestrian Improvements in Six Urban Centers. The report identified six communities, including Franklin, and detailed opportunities to improve pedestrian and bicycle access and safety and recommended measures that would both improve the condition of urban centers and highlight opportunities that could serve as a model for other communities.

The study area for Franklin included the “Downtown Triangle” or Emmons Street, West Central Street and Main Street, all of which are one-way going counterclockwise. The report details each intersection of the Downtown Triangle and makes recommendations such as crosswalk and sidewalk improvements as well as sidewalk updates that could improve pedestrian circulation. In addition, recommendations are made to develop bike lanes and bike parking areas to encourage bicycle use throughout the Downtown.

MAPC Bike Parking Program



Fletcher Field, 2007

In November of 2008, Franklin was provided with up to \$7,770 in funds towards the reimbursement of the purchase cost of qualifying bike racks. This program was provided by the Metropolitan Area Planning Council (MAPC) through funding from the Boston Region MPO, the Executive Office of Transportation and the Federal Highway Administration. Over \$6,100 worth of bike racks were purchased and placed at various municipal locations including, Downtown Franklin, many of Franklin recreation areas and playing fields, Franklin Public Schools and the Library. It was the goal of the Town to install these bike racks at highly utilized locations in order to encourage the use of bicycles and provide a safe and

secure location for the parking of bicycles for those who choose to utilize bicycles as a method of transportation.

Pedestrian Friendly Routes

Sidewalks

According to the Boston Region’s Pedestrian Transportation Plan, published in 2010 by the Metropolitan Area Planning Council, only about half of the region’s roadways and street networks have walkways, and few commuters walk to work.²⁶ These statements are true in Franklin as well. While the Town has completed numerous updates to sidewalks, there is still more to be done.

Plans for the redevelopment of Franklin’s Downtown include numerous pedestrian walkway improvements aimed at making the downtown more accessible and pedestrian friendly. The Boston Region’s Pedestrian Transportation Plan indicates that streets should include facilities for exclusive use by pedestrians, i.e. sidewalks, pathways etc. to separate pedestrians from the roadway, in addition to crosswalks at intersections, traffic calming devices, audible pedestrian

²⁶The Boston Region’s Pedestrian Transportation Plan. Boston Metropolitan Planning Organization. Metropolitan Area Planning Council was the principle author. January 2010.

signals, curb extensions, bike lanes, and the reduction in the number and width of driveways when possible. Wherever possible, these concepts have been included in the Town's Downtown Redevelopment initiative which will help close gaps in pedestrian accessibility in the Downtown.

Currently, many sidewalks in the Downtown are narrow and in many areas not handicap accessible; many sidewalks are deteriorating while others are non-existent. Some sidewalks do not extend to the intersection and crosswalks are not present in appropriate locations. All of these issues make pedestrian access unsafe and discourage a walk-able downtown. It is anticipated that improvement to sidewalk conditions within Downtown Franklin will create a pedestrian friendly area, bringing more pedestrians into the Downtown.

Walking should also be encouraged for school aged children. Schools should be easily accessible to children's walking, which includes sidewalks that provide clear designation between the roadway and walkway as well as crosswalks that are clearly marked and signalized. Improvements are being planned along Lincoln Street to improve access to the school as the current roadway conditions are not conducive to walking.

According to the Department of Public Work's Snowplowing and Snow Removal Procedures, it's the Town's policy to plow sidewalks along central routes that are heavily traveled upon by children on their way to school.²⁷ This is done to ensure that safe pedestrian walkways are available to those who walk and utilize sidewalks as a means of traveling throughout major areas in Town. It is also Franklin's policy to remove snow in areas of the Downtown when areas become hazardous to ensure safe passages for pedestrians.

WalkBoston: In November of 2008, the Town of Franklin held a Walkable Community Workshop sponsored by the Boston Region Metropolitan Planning Organization. The workshop consisted of: a presentation on ways to improve walkability; a walk-through of the Downtown; and a follow-up discussion on ways to help make the area safer and more inviting for pedestrians.

The walk resulted in identification of areas that were missing sidewalks or areas that had significantly deteriorated sidewalks; locations where bike lanes would improve circulation for bike riders were marked on a map as well. Areas where bike lockers could be placed were noted. The information from this workshop was then used to help aid in the planning process for the Downtown Improvements project.

Safe Routes to School and Mass in Motion Grant

The Mass in Motion Grant goes hand in hand with the Safe Routes to School Program as both encourage physical activity to improve wellness. Both programs stress the importance of finding alternative ways to incorporate exercise into daily life.

The Safe Routes to School Program promotes walking and biking as healthy alternatives for children and parents to travel to and from school. There are currently 347 programs/schools funded in Massachusetts, three of which are located in Franklin: Oak Street Elementary School; Horace Mann Middle School; and Benjamin Franklin Classical Charter School. The Safe Routes to School Program is designed to examine conditions around the three schools in Franklin and conduct projects and activities that will improve safety and accessibility, and reduce traffic and air pollution in the vicinity of schools.²⁸

In January of 2009, The Commonwealth of Massachusetts launched the Mass in Motion Program to help prevent the prevalence of being overweight or obese and to reduce chronic

²⁷ Department of Public Works, Town of Franklin, Snowplowing and Snow Removal Procedures.

²⁸ National Center for Safe Routes to School. <<http://www.saferoutesinfo.org/index.cfm>> Accessed by Beth Dahlstrom, December 15, 2010

disease, with a particular focus on the importance of healthy eating and physical activity. The Town of Franklin became the 11th community in Massachusetts to receive a Mass in Motion Grant to make wellness initiatives a priority within schools, the workplace and within the community at-large.

Areas of Focus

Recent Circulation Improvement

With the large increase in residential units and commercial and industrial facilities during the last 30 years, the Town, as well as the State, has needed to prioritize transportation improvements to arterials and major intersections.

State Transportation Improvements Project and Air Quality Conformity Determination (TIP)

In order for the State to take on a road construction project of substantial size the project must first be on the TIP list, which is a list of transportation improvements produced annually by the Metropolitan Planning Organization. The list acts as the implementation arm of the MPO's long-range Transportation Plan by incrementally programming funding for improvements over a four-year period. It programs federal-aid funds for transit projects, and state and federal-aid funds for roadway projects.

Over the last couple decades, several Franklin area TIP projects related to Interstate 495 have been completed, including: geometric improvements to ramps at exit 17; resurfacing both northbound and southbound lanes; rehabilitation of the bridge over MBTA's rail line; and major improvements to the Exit 17 Interchange in conjunction with the relocation and widening of a 1.5 mile section of Route 140 near Forge Park.

More recently, MassDOT implemented a \$4.8+ million improvement project at I-495 and King Street, which included the widening and realignment of Upper Union Street at Constitution Boulevard. Additional I-495 bridge rehabilitation in Franklin and Bellingham is expected to begin soon.

Three other TIP projects were completed on Franklin owned roadways adjacent to the Rt. 140 and King Street projects mentioned above, which included reconstruction of Pond Street, Union Street, and much of King Street.

Franklin continues to support the inclusion of the reconstruction of Pleasant Street on the TIP. The Pleasant Street project involves the reconstruction of Pleasant Street beginning at the intersection of Union Street and Oak Street to the Norfolk Town line for approximately 2.2 miles. Work includes shoulder widening, new pavement, sidewalks, granite curbing, roadway drainage, a new traffic signal at the intersection of Pleasant Street and Chestnut Street, and upgrades to the traffic signals at Pleasant Street and Main Street as well as Pleasant Street at Union and Oak Streets. This project is important due to the fact that Pleasant Street is one of the few east-west roadways in Franklin leading to the Town Common.

Journey to Work

Commuter Statistics

Quick access to Interstate-495 and close proximity to the Massachusetts Turnpike and Interstate-95 make it easy to see why 74% of those who live in Franklin commute outside of

Franklin for work²⁹ with the largest number, 13%, traveling to the City of Boston. 21% of commuters come to Franklin to work from a community within the State of Rhode Island, while nearly 22% of people commute from the neighboring communities of Bellingham, Blackstone, Medway, Milford, Norfolk and Wrentham.

Statistics such as the commuter data represented in this section show just how important it is that Franklin finds the resources to maintain and improve its roadways.

With 10.2% of the community traveling via collector roads, such as Route 140 to surrounding the Towns of Milford, Bellingham and Medway for work, (see Table ED-7: Top 10 Places Residents of Franklin Commute for Work, Economic Development Section) a deteriorated roadway would significantly impact a person's ability to safely travel the short distance needed to commute to and from work in a reasonable amount of time. Many have chosen Franklin to live because of its convenience and its quality, accessible roadways.

Equally as important is ensuring the approximately 12,907 persons who commute to Franklin for work are able to arrive in the community safely. 10% of persons commuting from Woonsocket, Rhode Island (see Table ED-8: Top Ten Residences of those that Commute to Franklin for Work, Economic Development), to Franklin are likely to arrive in Franklin via two of Franklin's most highly travelled roadways, King Street and Washington Street. King Street is a significant street in Franklin because of its intersection with Union Street and Washington Street and also providing the location of one of Franklin's exits to I-495.

With nearly 80% of Franklin's workers driving an automobile to work each day, the quality of Franklin's roadways is very important not only for simple day to day travel but also for the more far reaching goal of making certain Franklin's commuters can reach their destination in a safe, reasonable amount of time. U.S. Census data shows that 35.6% of Franklin commuters are traveling less than 20 minutes to work while 17.8% travel over an hour for employment.³⁰

Whether a person is traveling a great distance or a short distance, you do not want the condition of a roadway to be a factor that will add to a person's commute. 20% of commuters are taking an alternative source of transportation other than a car to work; the Town will need to support roadway maintenance because quality, accessible roadways will continue to support successful trade and industry in Franklin.

Goals & Objectives

Policy Statement: Assure the safe and efficient movement of goods and people within the Town of Franklin, and across the regional transportation network, by providing a range of integrated transportation options.

Goal 1: Improve and maintain the Town's public roadway system to assure adequate service, maximize public safety, accommodate desirable growth, and serve existing and future land use patterns.

Objective 1.1: Improve transparency of process for how roadway improvements are prioritized.

Objective 1.2: Work to improve deteriorated roadway conditions throughout Franklin.

Objective 1.3: Work to improve key roadway intersections throughout Franklin.

Objective 1.4: Work towards improving residential subdivision roadways.

²⁹ Census 2000, "MCD/County to MCD/County Worker Flows Files," [Special Tabulations Series](http://www.census.gov/mp/www/spectab/specialtab.html), <<http://www.census.gov/mp/www/spectab/specialtab.html>>

³⁰ Table P31. Travel Time to Work for Workers 16 and over.

Objective 1.5: Identify and secure funding for improvement and maintenance of the Town's roadways and other circulation resources.

Goal 2: Make the Town increasingly more walk-able and bike-able by creating and maintaining safe interconnected pedestrian and bicycle routes between key destinations within Franklin, including residential areas, Downtown, employment centers, commuter rail stations, schools, parks and recreation facilities, and commercial areas.

Objective 2.1: Improve, expand and properly maintain the Town's sidewalks and other pedestrian resources (see also Objective 1.1).

Objective 2.2: Improve, expand and properly maintain the Town's bike lanes and related resources.

Objective 2.3: Develop a system of recreational and alternative transportation bikeways and trails.

Goal 3: Work to improve existing and develop new public transportation options for the Town's residents and visitors, as well as the business community and their employees.

Objective 3.1: Preserve, enhance and expand the existing transit service in town as needed.

Objective 3.2: Work with public transit providers to educate potential users about current services.

Objective 3.3: Promote the formation of a public/private shuttle service to move commuter rail passengers to and from major places of employment.

Objective 3.4: Promote development project site designs that provide accommodation for existing and future public transit or private shuttle services.

Goal 4: Promote commuter ridesharing options for Franklin residents, and employees of Franklin employers that live outside the community.

Objective 4.1: Support existing rideshare efforts and privately funded shuttles.

Goal 5: Improve vehicle and pedestrian circulation and availability of Parking in the Downtown area.

Objective 5.1: Continue to implement the Town's Franklin Center Plan, including implementation of strategies and improvements in the areas of circulation, traffic calming, streetscape improvements, parking, pedestrian connections, and encouragement of mixed use development.

Objective 5.2: Work towards increasing the number of public parking spaces in Downtown Franklin, delineating between the need for employee or long-term parking and customer or short-term parking.

Objective 5.3: Promote mixed-use development in appropriate areas. Please refer to Goal 2 and related objectives in the Land Use section of this document.

Goal 6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other "Green" activities.

- Objective 6.1: Encourage investment in green technologies as part of Town sponsored development or redevelopment projects.
Please refer to Community Services & Facilities Goal 7, Objective 7.2.
- Objective 6.2: Maintain a balance between competing Town priorities, including reducing impervious surfaces, increasing rain water infiltration, increasing walking/biking options, and providing efficient roadway and intersection level of service.
- Objective 6.3: Explore sustainable development improvement strategies in the areas of circulation, traffic calming, streetscape improvements, parking, pedestrian and bicycle connections, and enhanced transit.

HOUSING

A Town's housing stock is a primary element fundamental to defining a community; it is where the citizens that make-up the heart of each neighborhood reside. The quality and affordability of, as well as the accessibility to housing in a town are often factors that will determine where a person chooses to live. Analyzing historic housing data, current housing trends and projecting future housing needs is a way for a community to plan for the housing needs of its residents.

Historical Perspective on Franklin's Housing Stock

The Town's early settlers were involved in small scale farming and grazing, leading to the construction of many of Franklin's older farm houses located in the northern and southern most portions of Town. The Town's abundant waterpower and railroad access ensured early industrial development and construction of multi-family housing often associated with mill buildings. Many factories were established during the 18th and 19th century, which were utilized by manufacturers of various products including machines used in the textile industry, straw hats, textiles, felt, and boot and shoe manufacturers. Franklin's early industrial era lead to the development of many of the older turn of the century homes located in and around Franklin's Downtown center. As Franklin's industrial revolution began to fade, so did the use of many of the mill buildings until their later renovation. Several of the industrial era factory buildings have been renovated into apartment and condominium housing structures.

As the years progressed, Franklin maintained its quintessential New England character; however, with the construction of Route 495, many began to realize Franklin's central location and its convenience to transportation routes. Access to Route 495 at two locations and two commuter railroad station stops in addition to quick access to other major highway routes made Franklin a highly desirable place for people to want to live and work, thus leading to a development boom in the Town. As Franklin's large industrial parks began to take form, housing development quickly began to grow to support the needs of the people who wanted to live where they worked. As a result, many of Franklin's large scale farms were sold and numerous housing developments were quickly constructed, creating large scale subdivisions throughout Franklin.

Today, Franklin is a combination of many industries including, manufacturing, industrial, commercial, retail, offices, and distribution centers. The formation of Franklin's housing stock has been shaped by the Town's history from its very beginning as an agricultural community formed on the principals of religion through its years of development as an industrial and manufacturing community. Just as historic trends have shown, the housing requirements of Franklin will continue to be shaped by the ever changing needs of the community as it expands and evolves into a new society with growing needs.

Population Characteristics

By looking at the characteristics of Franklin's population, conclusions can be drawn as to the types of housing the community should focus on providing for its residents. The 2010 U.S. Census indicates Franklin's population at 31,635 people with a near even split between the number of males and females living in Town; 15,501 males and 16,134 females. It is easy to see in Figure H-1: Population by Age – 2000 and 2010 that Franklin's population is relatively young with a majority of its residents being below the age of 54. The average age of its population is 38 years old with 32%± of the Town's population being 19 years of age or younger and only 9.4%± of the Town's population over the age of 65.

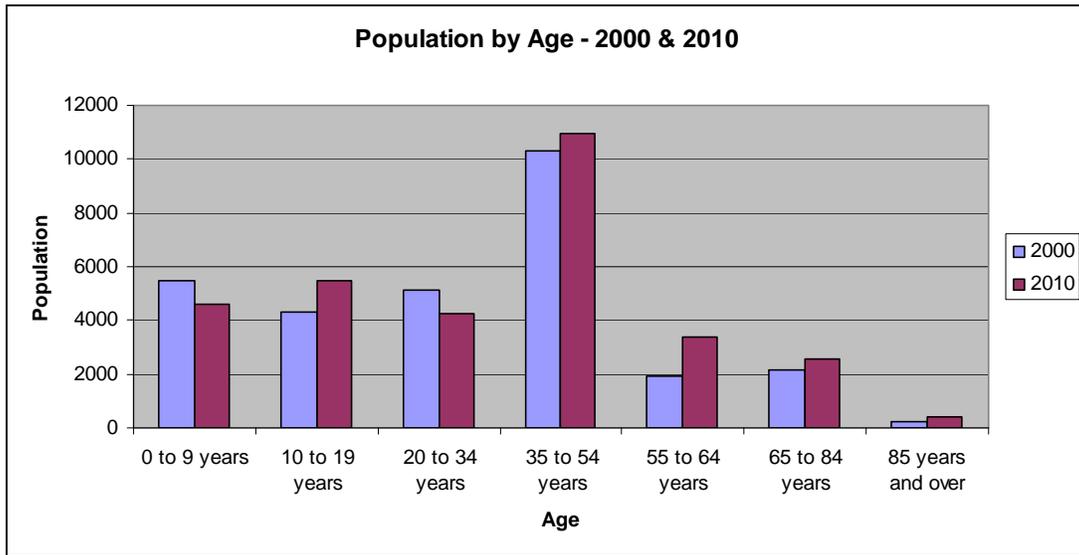


Figure H-1: Population by Age – 2000 and 2010

Census Data

In 2000, the population was 29,560 persons, only 2,075 persons less than it was in 2010 (31,635 in 2010). Just as in 2010, Franklin’s year 2000 population was nearly equal between males and females and had a somewhat lower average age of 34.8 years old³¹.

Disabilities are reported in several categories in the 2000 Census, ranging from sensory disabilities, to physical disabilities. In 2000, just 12.3% of persons in Franklin reported having a disability (3,285 persons), of which, 569 have a sensory disability, 1,240 persons have a physical disability, 851 persons have a mental disability, and 311 persons have a self-care disability. It also reported that 618 persons age 16 and older have a go-out-side the home disability while 1,545 persons between the ages of 16 to 64 have an employment disability. Just over 23% of all those reported as having a disability, are 65 years or older.³² More recent census data estimates don’t include such detailed breakdowns of which disabilities people are living with but they do still give us an idea of people with disabilities in different age groups. 2009-2010 American Community Survey (ACS) 3-year estimates suggest that 6.2% (1,944 individuals) of Franklin’s population is living with a disability, 688 of whom are age 65 or older.

Population Trends

The Town of Franklin has grown significantly since 1990 with a 33.79% increase in population between the years 1990 to 2000. Table H-1: Population and Percent Change shows the percent increases in Franklin’s population according to 1990, 2000, and 2010 Census data. Growth between 2000 and 2010 was not as significant as growth between 1990 and 2000.

Table H-1: Population and Percent Change

Year	Population	Year	Percent Change
1990	22,095	1990 to 2000	33.79
2000	29,560	2000 to 2010	7.02
2010	31,635	1990 to 2010	43.18

Source: United States Census Bureau

³¹ United States Census Bureau. Data Set: Census 2000 Summary File 1 (SF 1) 100-Percent Data: Table P13 Median Age by Sex
³²US Census, 2000, Summary File 3, Table P41

The four communities that abut Franklin; Bellingham, Medway, Norfolk, and Wrentham, all have populations that are considerably less than that of Franklin's Population. Bellingham is closest in size with a population of 16,332.

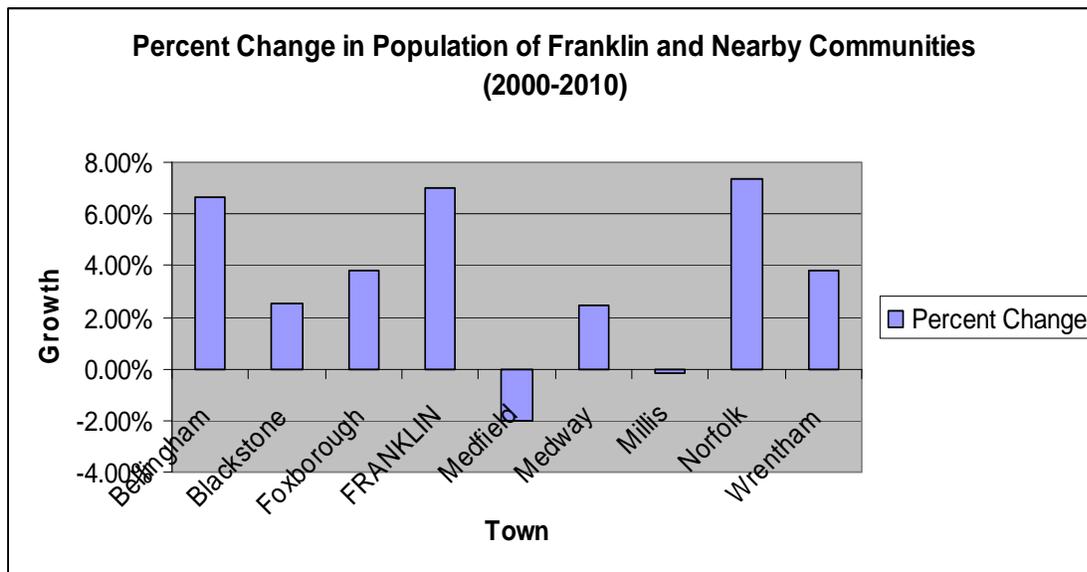


Figure H-2: Percent Change in Population (2000-2010)

Most communities in the Franklin area experienced an increase in population between 2000 and 2010, the exceptions being Medfield and Millis, see Figure H-2: Percent Change in Population (2000-2010). Franklin experienced the second largest increase of all the communities, only slightly behind Norfolk. Bellingham experienced an increase in population close to Franklin's.

Population Density

Franklin has the largest land size and the highest population density of communities in the area (see Table H-2: Population Density). The average population density for the nine (9) town study area is 841 persons, with Franklin having 1,185 persons per square mile, substantially larger than the average population density of the surrounding communities.

Table H-2: Population Density

Community	Land (Sq. Miles)	Population	Density
Bellingham	18.55	16,332	880
Blackstone	10.97	9,026	823
Foxborough	19.70	16,865	856
Franklin	26.55	31,635	1,185
Medfield	14.43	12,024	833
Medway	11.60	12,752	1,099
Millis	12.17	7,891	648
Norfolk	15.10	11,227	744
Wrentham	22.06	10,955	497
Average	16.8	14,301	841

Source: US Census 2010 and Mass GIS Land Use Database

Income

Household Income

According to the 2010 Census, Franklin's median household income was \$89,868. Twenty percent (20%) of households in Franklin earn between \$100,000 and \$149,000, while nearly 26% earn \$49,999 or less in total household income and benefits. Full-time year-round male workers earn substantially more than full-time year-round female workers; males earn a median wage of \$74,127 while females earn \$45,717.

Table H-3: Median Household Income, 2010

Community	Median Household Income (\$)
Blackstone	71,875
Millis	85,472
Foxborough	93,397
Bellingham	78,290
Franklin	89,868
Medway	102,002
Wrentham	94,406
Norfolk	113,266
Medfield	126,048
Norfolk County	81,027
Massachusetts	64,509

Source: United States Census Bureau. Data Set: Census 2010

In 2010, Census data reports Franklin's median household income of \$89,868 which was higher than not only Norfolk County (\$81,027) and the Commonwealth of Massachusetts (\$64,509). Of the surrounding communities shown on Table H-3, Franklin has a higher median household income than three other communities and is relatively close in comparison to the median household income of the Town of Foxborough.

Income and Housing Costs

The Department of Housing and Urban Development (HUD) defines a rent or cost burden as "the ratio between payments for housing (including utilities) and reported household income." HUD indicates a person as being moderate rent or cost burden if the amount they spend on housing costs are between 31% and 51% of their reported income and are considered severely cost burden if they spend in excess of 51% of their income on housing costs.

According to 2009-2011 ACS 3-year estimates, approximately 16% of Franklin's renters were considered housing cost burdened and 17% were severely housing cost burdened.³³ The median gross rent for rental-occupied housing units was \$1,092.³⁴ For homeowners with a mortgage, approximately 23% were considered housing cost burden while 12% were severely housing cost burden.³⁵ The median value for owner-occupied units in 2010 was \$393,400.

Housing Stock

Characteristics of the Housing Stock

The Town of Franklin is situated like many typical New England; a town common surrounded by residences built in the mid to late-1800's, with churches, a post office and library all within walking distance of the commercial center and numerous stores and restaurants. Many Downtown buildings have brick-faced businesses on the first floor and condominium or apartment units located on upper floors.

Radiating out from the Downtown Commercial center are various neighborhoods, with single-family and multi-family turn of the century homes. In addition to rental units, condominium, single-family and multi-family homes found in and around the Downtown, there are also various residential structures including dormitories associated with housing for Dean College students. As you move further away from Franklin's Downtown, there are signs of the housing boom of the 1990's, when over 2,700 residential structures were built. During this period, large scale subdivisions were constructed with single-family houses, most with 3 or more bedrooms. In the southern section of Town, working farms and farmhouses are mixed with newer subdivisions, while a mix of older homes and new subdivisions are located in the northern section of Town.

³³ Census table B25070. Gross Rent as a Percentage of Household Income.

³⁴ Census table B25064. Median Gross Rent.

³⁵ H94. Mortgage Status by Selected Monthly Owner Costs as a Percentage of Household Income.

Housing Tenure: renter / owner-occupied

Census 2000 data showed there were approximately 10,327 housing units in Franklin, of which 98.3% (10,152) were occupied. Of the occupied housing units, 8,261 were owner-occupied and 1,891 were renter-occupied. The total number of housing units in Franklin, as well as the number of owner-occupied housing units and rental-occupied housing units increased between 2000 and 2010. In 2010 there were 11,394 housing units in Franklin, of which, 96.5% (10,995) were occupied; 79.7% were owner-occupied (8,761 units) while 20.3% were renter-occupied (2,234 units). (See Table H-4: Housing Tenure in Franklin, 1990, 2000 and 2010).

Table H-4: Housing Tenure in Franklin, 1990, 2000 and 2010

Housing Tenure	1990	Percent Of Total Occupied Units (%)	2000	Percent Of Total Occupied Units	2010	Percent Of Total Occupied Units (%)	1990-2000 % Change	2000-2010 % Change	1990-2010 % Change
Total Housing Units	7,692		10,327		11,394		34.26	10.33	48.13
Total Occupied Housing Units	7,406		10,152		10,995		37.08	8.30	48.46
Owner-Occupied Units	5,609	75.70	8,261	81.37	8,761	79.70	47.28	6.05	56.20
Renter Occupied Units	1,797	24.30	1,891	18.31	2,234	20.30	5.23	18.14	24.32
Vacant Housing Units	286		175		399		-38.81	128	39.51
Average Household Size Owner-occupied Units	3.06	--	3.06	--	2.95	--	0.00	-3.59	-3.59
Renter-Occupied Units	2.22	--	1.95	--	2.07	--	-12.16	6.15	-3.98

Source: United States Census Bureau

Both owner-occupied and renter-occupied housing units have average household sizes between 2 and 3, with owner-occupied housing units being larger at 2.95 persons and renter-occupied at 2.07 persons per unit. The average household size for owner-occupied homes exhibited a 3.59% decrease between 2000 and 2010, and the average household size of renter-occupied units between 2000 and 2010 showed a 6.15% increase, from 1.95 persons to an average of 2.07 persons.

Number of Housing Units and Units in Structure

Table H-5: Distribution of Number of Housing Units

Units in Structure	Year		
	1990	2,000	2010
Total Housing Units	7,692	10,327	11,312
1, detached	4,843	7,262	7,283
2	1,136	1,186	827
3 or 4	451	576	501
5 to 9	604	554	458
10 to 19	347	348	448
20 or more units	197	401	965
Mobile home or trailer	7	0	0
Other	107	0	830

Source: U.S. Census Bureau: 2010 SF not available, 2010 ACS est. used. Total units will be slightly different than table above.

In 2010, approximately 64.4% (7,283 units) of the Town's total housing stock were single-family homes, while two-family homes comprised 7.3% (see Table H-5: Distribution of Number of Housing Units). Multi-family residential units consisted of approximately 20.9% (2,372) of Franklin's total housing stock with the majority (1,143 units) being within housing structures containing 10 units or more.

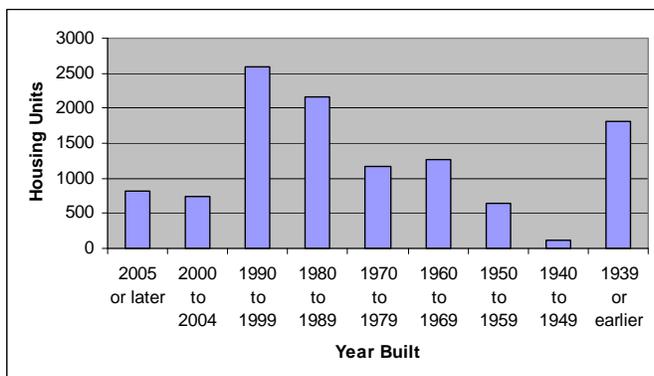


Figure H-3: Age of Housing Units

Age of Housing Stock

Just under half of Franklin's housing stock was built before 1980, with 17% of homes having been constructed prior to 1949. While there are a number of aging homes in Franklin, there are a substantial number of relatively new housing structures. Between 1990 and 1999 Franklin saw tremendous growth in the number of housing units constructed, as when 2,583 units were added. This is nearly 1.7 times as many units built after 2000 (see Figure H-3: Age of Housing Units).

New Construction

Between the years of 1993 to 1999, when construction of large-scale subdivisions was at its peak, 1,774 new single-family homes were built (see Table H-6: Building Permits issued 1993-2012). Franklin began experiencing yearly decreases in the number of single-family homes

Table H-6: Building Permits issued 1993-2012

Years	Total Units Built*	Single-Family Houses Built	Multi-Family Units Built*
1993	Not Available	305	Not Available
1994	Not Available	370	Not Available
1995	Not Available	311	Not Available
1996	Not Available	261	Not Available
1997	Not Available	254	Not Available
1998	Not Available	171	Not Available
1999	Not Available	102	Not Available
Total 1993-1999		1,774	
2000	110	92	18
2001	77	77	0
2002	173	70	103
2003	69	59	10
2004	313	37	276
2005	71	58	13
2006	62	59	3
2007	87	69	18
2008	47	38	9
2009	46	25	21
2010	58	28	30
2011	20	14	6
2012	57	37	20
Total 2000-2012	1,190	663	527
Total 1993-2012	Not Available	2,437	Not Available

* Data is unavailable for Multi-family units built between 1993-1999, therefore total building units built between 1993-2009 is not an accurate representation of all units built. Source: Town of Franklin Building Commissioner, data provided on May 3, 2012.

constructed after 1994, and hasn't seen 100 new homes constructed in one year since 1999. In 1997, the Town Council adopted a 100-residential building permit per year moratorium, which could be one reason for the decrease in single-family homes constructed after 1997.

In 2007, the Nation began to see the effects of the housing market crisis. Values of homes and the number of sales of homes began to quickly decline. Effects of the lack of market interest for construction of new, single-homes were felt by developers. Between 2008 and 2009, only 63 new single-family homes were constructed; significantly less than what was being constructed before the housing market fell in 2007.

Yearly construction of multi-family housing units in Franklin has historically been very low with the exception of the years 2002 and 2004 when development of two-large scale multi-family housing complexes were built. Franklin Commons located on Gatehouse Lane was substantially constructed in 2002 and contains a total of 96 multi-family units. In 2004, a majority of the 300 multi-family units at The Residences at Union Place on Independence Way were constructed. Other than these two years, building permits issued for the construction of multi-family housing units has not exceeded 21 permits since 2000.

Number of Sales and Average Sale Price

In recent years, the number of single-family home and condominium sales has decreased in Franklin. During the ten-year period between 1998 and 2008 there was an average of 45 homes (single-family and condominium) sold per year in Franklin, while only 21 homes on average were sold between 2009 and 2013. Single-family home sales suffered the most between 2007 and 2009, falling from 21 in 2007 to 14 in 2009. Condominium sales during that same period stayed fairly flat (see Table H-7: Number of Sales 1994-2013).

Table H-7: Number of Sales 1994-2013

Year	Single-Family	Condominium	Total Sales
2013	10	2	14
2012	10	7	26
2011	20	5	29
2010	18	9	33
2009	14	8	30
2008	10	12	28
2007	21	8	38
2006	18	10	31
2005	30	14	50
2004	28	7	37
2003	32	11	50
2002	36	12	55
2001	32	11	53
2000	22	17	50
1999	29	14	50
1998	49	22	83
1997	47	10	66
1996	31	5	50
1995	40	9	67
1994	58	11	83

Source: Banker & Tradesman

Between 1999 and 2007, the sale price of single family homes increased by over 78%. During the same period, condominium sales prices more than doubled. Single-family home sales prices peaked in 2007, while condominium prices peaked in 2005 just as they did nation-wide at \$280,000.

Average condominium sale prices began to fall just after 2005 while average single-family home sale prices increased slightly between 2005 and 2007 before dramatically falling in 2012. Unlike single-family home prices, condominium sale prices consistently decreased between 2005 and 2009, showing a 19.64% percent decrease (see Table H-8: Median Sale Prices 1994-2013).

Special Needs Housing: Disabled Housing, Senior Housing

To address the housing needs of the Town's special needs population, a number of affordable housing projects have been permitted or are in the process of being permitted. For those in need of group living quarters, Franklin has a number of facilities, including homes operated by DMR (4 units), Evergreen Center, Inc (8 units)

Table H-8: Median Sales Price 1994-2013

Year	Sale Price of Single-Family (\$)	Sale Prices of Condo (\$)
2013	401,000	Unavailable
2012	327,626	227,000
2011	329,250	300,000
2010	371,500	225,000
2009	378,750	225,000
2008	385,000	244,000
2007	444,000	260,000
2006	435,000	266,000
2005	433,455	280,000
2004	410,000	228,500
2003	374,950	207,000
2002	349,950	194,000
2001	323,700	154,950
2000	277,000	132,900
1999	249,300	123,950
1998	212,500	119,900
1997	197,000	125,250
1996	207,300	118,700
1995	204,150	110,750
1994	193,900	107,000

Source: Banker & Tradesman

and the Franklin Housing Authority (8 units). Additionally, the Town supported the Franklin Housing Authority's application for a HUD 689 Program Loan of \$2.47 million to develop ten (10) units of special needs housing. In 2004 the DHCD awarded the Franklin Housing Authority \$1,250,000 for this project, and it is currently progressing. A suitable site for the special needs home has been identified on Plain Street. The designer, Winter Street Architects, has begun the design phase of this development, and will be seeking approval from the Design Review Commission and the Town of Franklin Zoning Board of Appeals. The Town intends to continue working with its Housing Authority to provide various special needs housing opportunities as part of its planned production.

To address both the Town's need for senior housing and the housing need for seniors that may be disabled or live with disabled family members, the Town passed an over-55 senior village by-law that allows for families with a disabled individual where one member

of the household is over age 55 to occupy a unit within these senior village developments.

All of these developments are constructed under condominium associations with townhouse, garden style or single-family unit styles of housing. These developments, if not specifically providing handicap accessible units, must ensure that all units are handicap adaptable. All are first floor accessible and include a master bedroom and bathroom. Within these developments, and as provided for in the Town's bylaw, 5-15% of the units are to be developed as affordable housing in accordance with the Department of Housing and Community Development's regulations for privately funded affordable housing. Presently, the Town has approved a total of 260 (2.3% of Census 2000 housing stock) over-55 units including 19 affordable units.

Additionally, the Town of Franklin permitted two Chapter 40B rental unit projects for a total of 396 (3.4% of Census 2010 housing stock) units of rental housing – one, two and three bedroom units that meet all the 1988 accessibility requirements and universal design standards required by law and can serve the Town's special needs population.

Finally, the Town together with Community Builders applied for a HUD 202 grant that funded the construction of 50 senior apartments for low-income and 50 senior apartments for moderate-income seniors. All of these units are universally designed and meet all accessibility requirements.

Use Restriction

The Town intends to base its regulatory agreements and deed riders on those used in the Local Initiative Program (LIP). To the greatest extent possible housing units created through local approvals will be restricted in perpetuity. Housing rehab units will conform to the length of restriction specified under the funding programs, such as the 15-year term included in the Community Development Fund and Housing Development Support Program.

The Town will seek to have affordable sale and resale prices calculated according to HUD's latest median area income statistics. Affordable prices will be determined by creating a marketing window so that buyers within a range of incomes may qualify for a mortgage for the affordable home despite possible interest rate fluctuations. The resale price will be established within a window of affordability for housing incomes between 70% and 80% of the areas (Metropolitan Statistical Area) median income. The maximum resale price will be based upon principal, interest, property tax, and insurance payments with the assumption of a 5% down payment. The Town will endeavor to establish the affordable resale price based on low and moderate income households spending no more than 30% of their income on housing costs. Housing costs include all payments made toward the principal and interest of any mortgages placed on the unit, property taxes, and insurance, as well as homeownership, neighborhood association or condominium. These calculations are similar to those used in the LIP program and the Town will work with DHCD to ensure the resale price established is consistent with state regulations and policies at the time the resale occurs.

The monitoring of the resale restrictions and annual recertification in the case of rental agreements will be the responsibility of the project sponsor. Where applicable, the project sponsor will be required to submit information to the Franklin Housing Partnership c/o the Town Administrator's Office on an annual basis.

Housing Affordability

In Massachusetts, the term "affordable housing" covers the range of homes made affordable to lower, median and moderate-income households. There are two aspects to determining local needs and affordability in Franklin. One is the state's planning and program goal for production of affordable housing. The other is the real estate market that sets the price point for homes and the family incomes that define their ability to enter that market.

CHAPTER 40B

Chapter 40B is the Massachusetts statute that sets the state's goal for subsidized housing development. Chapter 40B establishes a legal presumption of unmet affordable housing needs when less than 10% of a community's year round housing stock is affordable to households at or below 80% of area median household income as determined by the Department of Housing and Urban Development (HUD).

The statute allows developers with a subsidized housing project to be developed with an override of local zoning through use of a comprehensive permit. This statute allows both for-profit and non-profit applicants for residential development to bypass local zoning regulations if they include a percentage, usually 25% of the total units at affordable rates. The measures used to ensure affordability are deed restrictions or covenants that are able to restrict sale and resale prices and rents when the units are vacated, sold, or leased.

Generally, communities that do not meet the 10% threshold must issue a comprehensive permit unless there is a compelling basis to deny one. As of April 2013 Franklin is currently at 8.9% of its year round housing stock as affordable. The Town of Franklin has formed a Municipal Housing Trust Fund to collect funds to be used to create additional affordable housing. The Housing Trust members are charged with identifying what segment of the population needs housing and what type of housing is required. The Department of Housing & Community Development, in general, requires the town to increase the amount of subsidized housing by a certain percentage and show efforts, such as an updated housing strategy or housing development policies, toward increasing the numbers of affordable units on an annual basis.

The State maintains a database of housing units for all 351 of its communities. Housing units that the State determines qualify as Chapter 40B are listed as a percentage of the total units.

According to The Department of Housing & Community Development, Franklin currently has 1,015 units or 8.9% of its total year round units that qualify as subsidized under Chapter 40B. Statewide, 9.2% of all houses and apartments meet the statutory definition of low- and moderate-income housing units, and only 38 of the state's 351 communities have met the 10% goal.

Franklin has not met the State's goal of 10% but continues to consider proposed Chapter 40B projects that would continue to increase the number of subsidized units. Currently, the Town is meeting with a developer for a Local Action Units development of 16-units of single family homes with 3-bedrooms. The Town of Franklin is still working with the Franklin Housing Authority on a 10-unit group home for developmentally disabled and are hoping the project will begin shortly. A 50 unit development subsidized with federal and state grants for the elderly aged 62 and older has just opened its doors on land that the Town provided. The Municipal Affordable Housing Trust has received approval from the Department of Housing & Development for a Housing Grant Program to give grants to income and asset eligible households to purchase homes in exchange for accepting a permanent affordability deed restriction.

A way to measure home ownership affordability is to determine the difference between two economic figures: 1) 'buying power' based on the income of a buyer in the same community or region as the home being sold, and 2) the sales price of the home. This information can be used to determine the disparity or "gap" between those sales and the buying power of the potential owner. The *gap analysis* is a method used to determine the relative opportunities to afford housing. By looking at what people can afford, based on available demographic information, a picture emerges of how difficult it would be for a family with a certain income to settle into a community.

Homeowners typically have to pay monthly housing costs, which usually consist of a monthly mortgage payment, taxes, and insurance. However, equity or cash that must be used in most cases as a down payment for a new house is also necessary to enter the Franklin housing market. Conventional underwriting standards usually offer mortgages with a 30-year payment period and require a 10% down payment. Recent home sales in this area were used to calculate the demands on homebuyers for both savings to create the down payment and the cost of the mortgage.

Table H-9 below depicts the amount of savings that would be required as a 10% down payment for homes in Franklin over the past seven years. As the graphic shows, over the past seven years, to finance a mortgage with a sufficient down payment, the amount of needed savings fluctuated to a high of \$44,000 for a single family home to the current \$37,875 for a single family home, or to the level of 2003's figures.

Table H-9: 10% Down Payment Requirements based on Median Sales Prices

Year	SFH Median Price	10% Down	Condos Median Price	10% Down	All Median Price	10% Down
2009	378,750	37,875	225,000	22,500	330,000	33,000
2008	385,000	38,500	244,000	24,400	331,000	33,100
2007	444,000	44,400	260,000	26,000	385,000	38,500
2006	435,000	43,500	266,000	26,600	377,150	37,715
2005	433,455	43,346	280,000	28,000	385,000	38,500
2004	410,000	41,000	228,500	22,850	362,725	36,273
2003	374,950	37,495	207,000	20,700	338,500	33,850

Source: Banker & Tradesman, Town Stats, 2/18/2010

The next step is to take this information and determine how difficult it may be to purchase a home. Using the conventional mortgage provisions and a current interest rate of 4.93%** , homebuyers in Franklin with an area median income of \$90,200* can afford a purchase price of \$333,900; see Table H-10 below. This assumes that there is a 10% down payment and 30% of the income is applied to the mortgage. In today's climate, under these terms and conditions, housing in Franklin is available and affordable to households at or above the median income and even somewhat available to households at 80% of median income. It should be noted that the recession and crash in the housing industry may be the major influencing factor in the current scenario.

Table H-10: Housing Affordability Gap at Specific Income Levels

Income Level (% of Household Income, 2009)	Income (\$)	Affordable Purchase Price based on Income (10% Down, 30% Spent on Mortgage, Taxes, Insurance, 5.0% Interest)	Median Single- Family Sale Price (2009) (\$)	Gap +/-
Very Low (50%)	45,100	167,000	378,750	-211,750
Low/Moderate (80%)	66,150	244,500	378,750	-134,250
Median (100%)*	90,200	333,900	378,750	-44,850
Middle (150%)	135,300	488,800	378,750	110,050

Source: * Department of Housing and Urban Development for Franklin for 2009. ** Latest rate published by Freddie Mac's Weekly Mortgage Market Survey, February 18, 2010.

Goals and Objectives

Policy Statement: Support in-fill housing practices and provide for all affordability options, giving Franklin's residents the opportunity to maintain a decent standard of living.

Franklin recently created a Housing Plan which was adopted in 2008 by the Commonwealth. This plan helped the Housing and Circulation Sub-committee form the goals and objectives listed below.

Goal 1: Provide the appropriate mix of housing alternatives that meet the needs of Franklin based employment.

Objective 1.1: Assess current and projected employment within the Town, and propose policy and zoning changes to assure adequate workforce housing is provided.

Objective 1.2: Encourage development of a mix of rental and owner-occupied housing units that are affordable to Franklin's workforce.

Objective 1.3: Encourage development of workforce housing in areas of Town where property is underutilized or needs redevelopment, and where walking distance of Rail service is available.

Please refer to Goal 1 in the Land Use section of this document.

Objective 1.4: Create zoning that would allow for workforce housing in appropriate areas of Town

Goal 2: Support development of affordable housing opportunities for low, moderate and middle-income households. (See Appendix H: *2011 Affordable Housing Strategy – Program Recommendations*)

Objective 2.1: Seek adoption of Chapter 40R: Smart Growth Zoning Overlay District, in appropriate area of town.

Goal 3: Assure residential developments requiring special permits are concentrated where adequate utilities are available and where proposed project impacts will not significantly impact roadway circulation level of service.

Objective 3.1: Evaluate housing development plans to assure proposed projects utilize existing infrastructure in the most cost effective manner, and where capacity can be sufficiently increased in the most cost effective manner, as well as encourage 10% affordable housing in any new residential development.

Goal 4: Encourage, rezone as required, and support housing appropriate for expected future demographics.

Objective 4.1: Support the development of housing opportunities for seniors and the elderly.

Objective 4.2: Change zoning to allow for the expansion of “in law” apartments in the existing single family homes.

Objective 4.3: Encourage the development of smaller housing units to better meet the needs of a younger generation of households.

Goal 5: Encourage future housing developments to take advantage of public transportation resources, including the MBTA commuter rail, and GATRA bus service.

Objective 5.1: Promote mixed-use, Transit-Oriented Development in appropriate areas. Please refer to Goal 2 and related objectives in the Land Use section of this document.

Objective 5.2: Encourage development of housing near public transportation, including the MBTA stations in Downtown Franklin and the Forge Park Station.

Goal 6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other “Green” activities during all public and privately funded housing developments (Refer to Section 9 of the Open Space and Recreation Plan (OSRP), Objective 4.3 and subsequent actions.)

Objective 6.1: Seek adoption of Community Preservation Act (CPA) (Refer to Section 9 of the OSRP, Objective 4.2 and subsequent actions). Please refer to Natural, Cultural & Historic Resources Objective 5.4.

ECONOMIC DEVELOPMENT

Community Setting

History

Franklin's past is rich in industrial history. Once a thriving manufacturing community during the industrial revolution, Franklin's landscape was covered with mill buildings and prospered as a manufacturer of textiles and straw hats, the oldest industrial operation in Franklin. While the mill buildings of Franklin's history are only landmarks of an era past, today, Franklin's two large industrial parks, Franklin Industrial Park (265-acres) and Forge Park (360-acres) have the potential of housing over 5.3 million square feet of manufacturing, industrial, warehousing and office space combined with several smaller office and industrial parks along the Grove Street Corridor and elsewhere. Franklin currently finds itself in the midst of a new manufacturing era.

Labor Force Characteristics

According to the 2010 U.S. Census, Franklin's population is 31,635 persons, of which 17,082 (54%) are in the labor force (16 year and older); of these, 93% are employed. The division of available male and female workers in Franklin is close to being even, with 54% male and 46% female.

Franklin is part of the Tri-Center Cohesive Commercial Statistical Area (CCSA) which includes the Towns of Bellingham, Blackstone, Foxboro, Franklin, Medfield, Medway, Millis, Norfolk and Wrentham. Labor force and unemployment data from the Executive Office of Labor and Workforce Development (EOLWD) indicates that Franklin has the largest labor force of all the Towns in the Tri-Center Cohesive Commercial Statistical Area (CCSA) and that it is two to three times larger than a majority of the Town's labor forces in the CCSA, see Table ED-1: Tri-Center Cohesive Commercial Statistical Area Labor Force 2000 and 2012.

Table ED-1: Tri-Center Cohesive Commercial Statistical Area Labor Force 2000 and 2012

Year	Bellingham	Blackstone	Foxboro	Franklin	Medfield	Medway	Millis	Norfolk	Wrentham
2000	9,188	5,072	9,161	15,856	6,083	7,022	4,524	4,705	5,587
2012	9,771	5,179	9,428	16,857	5,893	7,080	4,481	4,995	5,723

Source: Commonwealth of Massachusetts, Executive Office of Labor and Workforce Development, Labor Market Info; Labor Force and Unemployment Data.

Employment and Wages data reported by The EOLWD indicates that in the third quarter of 2012 Franklin's leading employment industry was the Manufacturing Industry with an average monthly employment of 3,999 followed by the Trade, Transportation and Utilities Industry employing an average of 3,736 persons per month. Franklin's third largest employment sector is the Education and Health Services Sector, employing 2,282 persons monthly. Other notable employment sectors in Franklin include: Professional Business and Services, Construction and Financial activities.

Employment & Wages

Employment

Franklin's unemployment rate has steadily increased in recent years, just as it has in many communities in Massachusetts. The Town's unemployment rate fluctuated from 3.8% to 3.9% between 2005 and 2007 before suddenly increasing to 4.4% in 2008 and climbing to a high of 7.5% in 2009. The unemployment rate declined in 2010 through 2012. For the most part, Franklin's unemployment rate has remained below both the State and County averages since

2005. However, in 2007 was it the same as Norfolk County when it was 3.8%, and it was 0.1% above Norfolk County in 2010 and 2011. Since 2005, Franklin’s unemployment rate has been around 1% below that of the State’s average, except in 2007 when it was .6% less than the Commonwealth’s rate. (See Table ED-2: Unemployment Rate - Franklin, Norfolk County, Massachusetts).³⁶

Table ED-2: Unemployment Rate – Massachusetts, Norfolk County & Franklin

Year	Franklin				Norfolk County (%)	Massachusetts (%)
	Labor Force	Employed	Unemployed	Area Rate (%)		
2012	16,929	15,975	954	5.6	5.6	6.4
2011	16,764	15,708	1,056	6.3	6.2	7.4
2010	16,836	15,594	1,242	7.4	7.3	8.3
2009	17,195	15,901	1,294	7.5	7.6	8.4
2008	17,142	16,384	758	4.4	4.7	5.3
2007	16,739	16,106	633	3.8	3.8	4.4
2006	16,591	15,955	636	3.8	4.1	4.7
2005	16,391	15,756	635	3.9	4.1	4.8

Source: Commonwealth of Massachusetts, Executive Office of Labor and Workforce Development, Labor Market Info; Available from < <http://lmi2.detma.org/Lmi/LMIDataProg.asp>>, Labor Force/Unemployment, access Labor Force and Unemployment Data. Internet.

According to the EOLWD Employment and Wages (ES-202) data, there are 902 business establishments in Franklin as of the third quarter 2012 with the largest number of business establishments concentrated in the Trade, Transportation and Utilities industries, 200 establishments. This industry includes services such as wholesale trade, retail trade as well as transportation and warehousing. Other industries that have a significant number of establishments within Franklin are the Professional and Business Services, with 180 establishments and the Construction Industry, with 117 establishments.

Between 2005 and 2009 Franklin experienced an increase in its unemployment rate which may be attributed to a loss of employment opportunities available for Franklin’s labor force in leading employment industries.

Between 2005 and 2009, Franklin experienced a 10% decrease in average monthly employment in the Trade, Transportation and Utilities industry. This may corresponds to their 5.1% loss in business establishments during that time. Additionally, the construction industry experienced a 32.2% loss in monthly employment and a 17.9% decrease in the number of construction related establishments.

The largest increase in employment has been in the Education and Health Services sector (6.7%), and the biggest employment downturn has been in the Financial Activities sector (-58.5%). The reason for such a drastic decrease in the Financial Activities sector is likely because of the loss of a major employer in Franklin in 2010; Putnam Investments.

Putnam investments started decreasing their workforce in 2006, and left the Town of Franklin in 2010. In 2006, Putnam Investments provided 1,015 jobs in Franklin, slowly decreasing to 661 jobs in 2009, and leaving completely the next year, taking with them the financial sector jobs that made the industry among the top employment industries of Franklin.

³⁶ Commonwealth of Massachusetts, Department of Workforce Development, Labor Market Info; Available from < <http://lmi2.detma.org/Lmi/LMIDataProg.asp>>, Labor Force/Unemployment, access Labor Force and Unemployment Data. Internet.

Leading Employers

As of July 2012, the most recent information available on this topic, Franklin's top 15 employers (see Table ED-3: Largest Employers in Franklin) are responsible for providing over 4,930 jobs, having increased the number of employees from just over 3,870 persons at these same companies since 2010.

Table ED-3: Largest Employers in Franklin

RANK	COMPANY	NATURE OF BUSINESS	(As of July)						
			2012	2011	2010	2009	2008	2007	2006
			Number of Employees						
1	EMC Corporation	Computer Storage/ Manufacturing	1,876	1,876	1,500	1,602	1600	933	947
2	Garelick Farms	Dairy	620	620	620	637	600	675	660
3	Thermo Fisher Scientific	Scientific Instruments and Equipment	385	385	385	385	384		
4	Dean College	College	318	200	91	200	298	274	300
5	Tegra Medical	Precision Grinding Medical Physicians & Surgeons	312	250	200	200	191	189	196
6	Owens & Minor, Inc.	Equipment & Supplies	308	308	270	323	320	290	275
7	Stop & Shop	Supermarket	190	175	200	200	191	189	196
8	Shaw's Supermarket	Supermarket	169	189	184	200	175	185	215
9	BJ's Wholesale Club	Wholesale Foods, etc.	145	120	130	130	119	130	140
10	Dynisco	Pressure Temperature Transmitters and Gauges	120						
11	Plansee		113						
12	Vacument Corp	Metalized Plastics	100	100	100	93	119		
13	Forge Hill Senior Care Facility		94						
14	Alpha Grainger	Manufactures screw machine products	92	118	92	93	153		
15	Jaco	Electronics	90	90	105	132	145		

Source: Town of Franklin, Office of the Town Treasurer, March 2012 *Excludes Town of Franklin Employees, ** Includes Full and Part-time Employees

Of Franklin's top 15 employers, 10 are located in Franklin's industrial parks, Forge Park and Franklin Industrial Park. Franklin's largest employer is EMC Corporation located in the Franklin Industrial Park, and employs 1,876 people. The other leading employers not located in the Industrial Parks include dairy manufacturer Garelick Farms and the Stop & Shop and Shaw's supermarkets.

Half of all the leading employers that have been in Franklin for more than a year have reduced their employment levels since 2006. Garelick Farms, Franklin's second largest employer, employs 620 persons and has reduced their workforce by 6% since 2006. Jaco, an electronics manufacturing company, lost 38% of their staff, and Shaw's Supermarket and Vacument Corporation lost 21% and 16% of their staff respectively.

While some leading employers have decreased their employees, others, like EMC Corporation, increased their workforce by 98%, and Tegra Medical's workforce increased by 59%. Other growths include Owens & Minor Inc. at 12%, Dean College at 6%, and BJ's Wholesale at 3.5%.

Wages

While many leading employment industries experienced losses in establishments and employment, none saw a loss in average weekly wage rates. The largest increase being in the construction industry, which went from a weekly average of \$845 in 2005 to \$1,257 in 2012; a 49% increase. The Financial Activities industry provided the second highest increases in wages, 45%, and the Information industry was the third highest at a 44% increase in wages. The Manufacturing Industry increased wages by 36% and the Leisure and Hospitality Industry increased wages by 22%.

Experiencing the least wage increase was the Professional and Business Services industry, showing only a 1% or 0.09% increase in average weekly wages between 2005 and 2009. Within the Manufacturing industry, Electronic Instrument Manufacturing wages increased the most, at a \$664 or 32% increase.

Table ED-4: Average Weekly Wage Rates for all Industry - 2012

Town	Average Weekly Wage Rate
Foxboro	\$1,289
Franklin	\$1,315
Medway	\$960
Norfolk	\$992
Medfield	\$792
Blackstone	\$692
Millis	\$650
Bellingham	\$714
Wrentham	\$632

Source: Commonwealth of Massachusetts, Executive Office of Labor and Workforce Development, Labor Market Info; Available from <<http://lmi2.detma.org/Lmi/LMIDataProg.asp>>, Labor Force/Unemployment, access Es-202 Data. Internet.

Table ED-5: Median Earnings in 2010 by Sex for the Population 16 Years and Over with Earnings

Town	Median Earnings, 2010		
	Total	Male	Female
Bellingham	41,285	49,985	34,735
Blackstone	37,102	50,197	28,599
Foxboro	46,934	59,915	33,941
Franklin	43,505	60,047	32,884
Medfield	54,107	82,369	36,672
Medway	49,022	66,985	39,467
Millis	41,812	55,333	32,423
Norfolk	51,194	70,824	32,482
Wrentham	48,146	58,474	36,853
Norfolk County	43,089	52,972	35,720
Massachusetts	35,703	42,993	29,827

Source: U.S. Department of Commerce, Bureau of the Census, Census 2010

than the state but not the county (see Table ED-5: Median Earnings in 2010 by Sex for the Population 16 Years and Over with Earnings).

Compared to surrounding communities, Franklin's average weekly wage rate for all industries is the highest at \$1,315, and the majority of surrounding communities pay an average weekly wage rate below \$1,000, with Wrentham's average weekly wage rate being only \$632. Franklin's competitive wages make it attractive for workers to stay in Franklin to work rather than go to surrounding communities (see Table ED-4: Average Weekly Wage Rates for all Industry-2012). Franklin's average weekly wage rates are likely higher than surrounding communities because of the fields in which its labor force are employed. The Manufacturing industry, which is a leading employment sector in Franklin, tends to have higher weekly wage rates than industries such as accommodations and food services or the retail industry, which are leading employers in many of the Town's that surround Franklin.

The median earnings in Franklin come in sixth among the Towns in Norfolk County, yet they're higher than the average for Norfolk County and the state of Massachusetts. Earnings for males and females are drastically different in Franklin, as the median earnings for males in Franklin are just under two times as much as females. Median earnings for females are higher

Location Quotients

A location quotient is an economic analysis method used to compare local economy to that of a larger economic region, such as the nation, state, county or other geographic area. By looking at location quotients, a community can ascertain whether they are too dependant upon one industry or group of industries for employment or production of goods. For example, if a location quotient is greater than 1.0 it may mean a community relies too heavily on one industry compared to the larger economic region while a low location quotient may be indicative of not enough representation of an industry in the community. One consideration that should be taken when looking at a low location quotient is if that industry is needed in the community. For example, Franklin's mining industry has a location quotient of 0.00, indicating mining jobs are not present in Franklin. However, there are no mining facilities in Franklin; therefore, a location quotient of 0.0 is not an alarming statistic.

Table ED-6: Location Quotients- 2009 shows a comparison between the Town of Franklin, Norfolk County and the State regarding industry in Franklin. In 2006, the Financial Activities sector had a location quotient of .94 showing that while there was not a dependence on jobs in this sector, there were many jobs within this sector in Franklin. In 2009, the Financial Services sector had a location quotient of .59, showing a significant loss of employment in this sector since 2006. One reason for this loss may be explained by the elimination of jobs in the Financial Sector offered by Putnam Investments, the number one employer and leading employer in the Financial Services sector in Franklin in 2006.

Putnam was once a critical employer in Franklin and was likely a provider of a majority of the jobs that represented the location quotient for this industry in 2006. Between 2006 and 2009, Putnam Investments slowly eliminated jobs at the Franklin location, finally leaving the Town all together in 2009. In 2006, the Financial Services Sector in Norfolk County had an average monthly employment of 1,067 persons (at this time, Putnam Investments employed 1,015 persons), while in 2009, after Putnam Investments left Franklin, Financial Services had an average monthly employment of 582 persons. This is a very good example of reliance upon one industry for employment. The elimination of the majority of jobs in a leading employment sector occurred with the loss of a single company, Putnam Investments.

Table ED-6: Location Quotients- 2009

INDUSTRY CLASS	AVERAGE MONTHLY EMPLOYMENT	LOCATION QUOTIENTS		
		Norfolk County to State	Franklin to State	Franklin to Norfolk County
	Franklin			
Total, All Industries	14,559	1.00	1.00	1.00
Goods-Producing Domain	4,355	0.97	2.41	2.48
Natural Resources and Mining	22	0.33	0.61	1.87
Manufacturing	3,834	0.84	3.19	3.80
Service-Providing Domain	10,205	1.00	0.80	0.80
Trade, Transportation and Utilities	3,741	1.12	1.41	1.26
22 – Utilities	0	0.40	0.00	0.00
42 – Wholesale Trade	1,408	1.34	2.38	1.77
44-45 – Retail Trade	1,623	1.16	1.04	0.90
48-49 – Transportation and Warehousing	709	0.80	1.60	2.00
Information	90	1.25	0.21	0.17
Financial Activities	582	1.39	0.59	0.42
52 – Finance and Insurance	361	1.40	0.45	0.32
53 – Real Estate and Rental and Leasing	221	1.32	1.18	0.89
Professional and Business Services	985	1.01	0.46	0.45
Education and Health Services	2,619	0.84	0.68	0.81
61 – Educational Services	1,748	0.85	1.16	1.37
62 – Health Care and Social Assistance	871	0.83	0.37	0.44
Leisure and Hospitality	1,469	0.99	1.04	1.05
71 – Arts, Entertainment, and Recreation	426	1.24	1.74	1.40
72 – Accommodation and Food Services	1,043	0.94	0.89	0.95
Other Services	526	1.07	0.87	0.82
81 – Other Services, Ex. Public Admin	526	1.07	0.87	0.82

Source: Commonwealth of Massachusetts Executive Office of Labor and Workforce Development Labor and Workforce Development, ES-202 Data <http://lmi2.detma.org/lmi/lmi_es_a.asp#IND_LOCATION>

Journey to Work

Commute

Only 26% of Franklin commuters live and work in Franklin, the other 74% commute outside of Franklin for work³⁷. Direct access to I-495 (at two locations) and access to several smaller routes as well as access to two MBTA stations make Franklin an ideal Town to commute to and from for work (see Map ED-1: Regional Context)

³⁷ Census 2000, "MCD/County to MCD/County Worker Flows Files," Special Tabulations Series, <<http://www.census.gov/mp/www/spectab/specialtab.html>>

10,953 people commute from Franklin to a community outside of Franklin to work; the most commuters, 13%, travel to the City of Boston. Of the top 10 places residents of Franklin commute to, three are neighboring communities (Milford, Bellingham and Medway) representing 10.2% of Franklin's commuters (see Table ED-7: Top 10 Places Residents of Franklin Commute for Work).

Table ED-7: Top Ten Places Residents of Franklin Commute for Work

Location	Number of Commuters
City of Boston	1,455
Milford	554
Framingham	544
Natick	344
Norwood	332
Marlborough	309
Bellingham	293
Needham	281
Medway	273
City of Cambridge	265
Total number of Persons that Commute out of Franklin for Work	10,953

Source: Census 2000, "MCD/County to MCD/County Worker Flows Files," Special Tabulations Series, <http://www.census.gov/mp/www/spectab/specialtab.html>

Approximately 12,907 persons commute to Franklin for work; with 10% commuting from Woonsocket, Rhode Island (see Table: ED-8: Top Ten Residences of those that Commute to Franklin for Work). Woonsocket, Rhode Island is just 10 miles or about a 20 minute commute from Franklin. 21% of commuters come to Franklin to work from a community within the State of Rhode Island. Nearly 22% of people commute from the neighboring communities of Bellingham, Blackstone, Medway, Milford, Norfolk and Wrentham.

Table ED-8: Top Ten Residences of those that Commute to Franklin for Work

Location	Number of Commuters
Woonsocket, Rhode Island	1,282
Bellingham	871
Milford	652
City of Boston	495
Attleboro	388
Blackstone	381
North Attleboro	361
Medway	357
Wrentham	325
Norfolk	246
Total Number of Persons that Commute to Franklin for Work	12,907

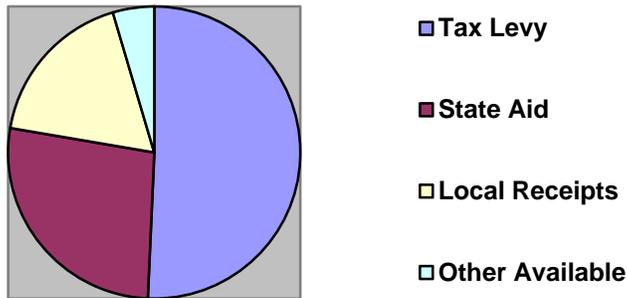
Source: Source: Census 2000, "MCD/County to MCD/County Worker Flows Files," Special Tabulations Series, <http://www.census.gov/mp/www/spectab/specialtab.html>

U.S. Census 2000 data shows that 34.2% of Franklin commuters travel less than 20 minutes to work, while only 15.7% commute over an hour for employment.³⁸ Almost 90% of Franklin commuters drive to work, likely as a result of excellent highway access and the Town's close proximity to many surrounding communities that are leading providers of employment. 930

³⁸ Table P31. Travel Time to Work for Workers 16 and over.

persons take the train to work, the second highest means of transportation to work, while a mere 35 persons commute via bus.³⁹

**Figure ED-1: FY 2013 Revenue by Source
Town of Franklin**



Tax Classification

The largest percent of the Town's revenue, 50.7%, comes from the generation of personal property and real estate tax levies; the rest of the Town's revenue comes from other sources such as State Aid (26.99%), local receipts (including excise tax, 17.74%) and other miscellaneous sources 4.57%). See Figure ED-1: FY 2013 Revenue by Source.

Franklin has a single tax rate, meaning residential and commercial

properties pay the same rate; the FY 2013 tax rate is currently set at \$14.34 per \$1,000. The amount a business or individual pays in taxes is determined by multiplying the tax rate by the assessed value of the property and dividing by 1,000. For example, if a property is valued at \$300,000.00 a person would pay \$14.34 times \$300,000.00 divided by \$1,000.00 or \$4,302.00 in taxes.

According to the Massachusetts Department of Revenue, Division of Local Services, the Town's assessed property values as of FY13 was \$4,078,795,875 with a total tax levy of \$58,489,933. 79% of Franklin's tax levy comes from residential properties which are assessed at \$3,217,480,235.00; the average single-family home pays \$4,846.00 in taxes. (See Table ED-9: Town of Franklin Fiscal Year 2013 Tax Classification).

Table ED-9: Town of Franklin Fiscal Year 2013 Tax Classification

Tax Classification	Assessed Values (\$)	Tax Levy (\$)	Tax Rate (\$)
Residential	3,217,480,235	46,138,667	14.34
Open Space	0	0	0
Commercial	309,624,420	4,440,014	14.34
Industrial	407,055,540	5,837,176	14.34
Personal Property	144,635,680	2,074,076	14.34
Total	4,078,795,875	58,489,933	

Source: Massachusetts Department of Revenue, Division of Local Services

The second largest contributor to Franklin's tax revenue is from the Town's industrially assessed properties. These properties make up 10% of Franklin's tax revenue. There are more than 2,300-acres of industrially zoned land in Franklin, which support \$407,055,540 of assessed valuation and contribute in excess of \$5.83 million in annual property taxes.

The EMC Corporation, is a producer of computer storage and electronic devices, is Franklin's number one employer and is also one of the Town's top tax payers, contributing, contributing 1.3% of the Town's taxes yearly (\$711,237).

Franklin encourages the development of industrial based businesses in properly zoned areas and will offer, when appropriate, tax increment financing to business (see Economic Incentives) in order to help a company locate in Franklin or expand its business and remain in Franklin. A priority for the Town is increasing the tax revenue without increasing the municipal services that

³⁹ Table P30. Means of Transportation to Work for Workers 16 and Over.

are often required by residential properties, i.e., an increase in students in the school; this can be done by increasing commercial and industrial properties in Town.

Just over 7% of Franklin’s tax revenue comes from commercial properties. The leading commercial tax payer in Franklin is Cedar-Franklin Village, LLC, the owner of the Franklin Village Shopping Center located on West Central Street. This area contains several retail stores, including Stop & Shop, one of Franklin’s leading employers, as well as restaurant franchises. In all, Cedar-Franklin Village, LLC pays 1.2% or \$702,952 in taxes to the Town (see Table ED-10: Largest Tax Payers in Franklin).

Table ED-10: Largest Tax Payers in Franklin

RANK	NAME	NATURE OF BUSINESS	VALUATION (\$)	TAXES (\$)	%
1	EMC Corporation	Computer Storage / Manufacturing	51,764,000	711,237	1.3%
2	Cedar-Franklin Village LLC	Mall (Franklin Village)	51,161,000	702,952	1.2%
3	Crp-2 Forge, LLC	Industrial Park	30,225,740	469,298	0.8%
4	New England Power / Mass Electric	Electric Company	23,781,100	415,302	0.7%
5	Verizon New England	Telecommunications	21,238,400	326,752	0.6%
6	Northwestern Mutual Life Insurance	Apartment Building	20,852,900	291,816	0.5%
7	Gpt-Glenn Meadow LLC	Apartment Building	19,690,300	286,519	0.5%
8	Brekelhammer, Robert B Tr	Dairy (Garellick Farms)	20,768,200	270,645	0.5%
9	The Realty Assoc Fund Viii	Warehouse	17,725,400	243,547	0.4%
10	Franklin Shoppers Fair	Mall (Horace Mann Plaza)	16,099,500	221,207	0.4%
TOTAL			286,693,940	3,939,274	7%

Source: Town of Franklin, Office of the Town Treasurer, 2012

It is important that Franklin continues to promote economic development within the community because of the large percentage of revenue that is produced from commercial and industrial properties. A combined 17.5% of the Town’s real estate tax revenue comes from industrial and commercial properties (7% commercial, 10% industrial). If there is a decline in businesses within Franklin’s industrial and commercial areas, there is subsequently a decline in tax revenue produced by these industries. A loss of business in Franklin may prompt the need to increase taxes in order to maintain the Town’s tax levy, by default leading to an increase in residential tax rates as well. For this reason, Franklin should encourage the development of new industrial and commercial based businesses within the Town.

Commercial Corridors

East Central Street

East Central Street runs from the Wrentham Town line continuing east to Downtown Franklin where it turns into West Central Street (at the intersection of Main Street); East Central Street is also known as Route 140. The zoning along East Central Street varies, from Rural Residential I and Single Family III near the Wrentham boarder to Commercial II for just over a mile stretch passing the Town’s Municipal Building at 355 East Central Street into the Downtown where zoning changes to Commercial I.

Along the stretch of East Central Street that begins at the Wrentham Town line are single-family residential properties. Some of the properties have been converted to commercial uses, such as dentist and doctor’s offices; commercial uses are allowed in a single-family zoning district with a Special Permit from the Planning Board.

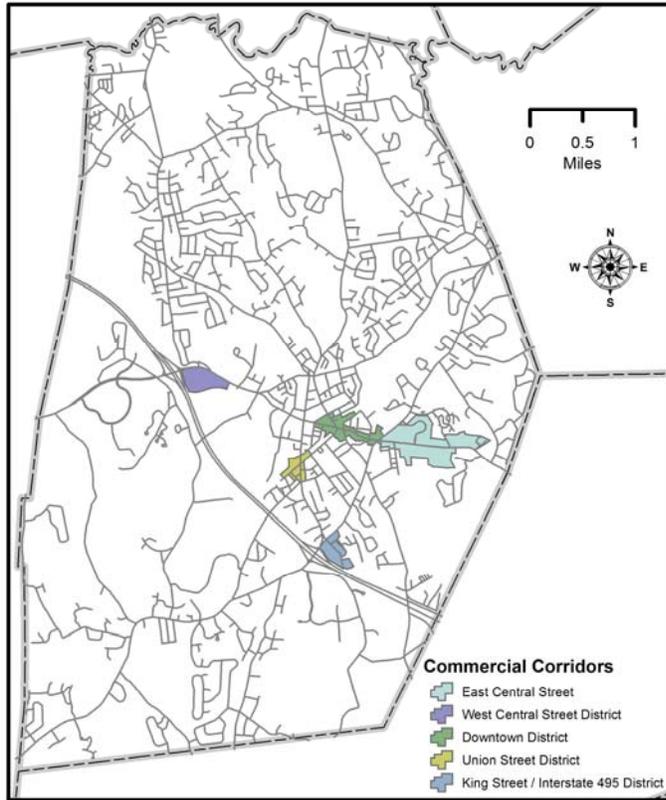


Figure ED-2: Commercial Corridors

As the road continues, the zoning changes to Commercial II. Located along this stretch of East Central Street are a Big Y Supermarket built in 2011-12, and the Horace Mann Shopping Center which includes a Supermarket along with several other retail establishments. East Central Street continues into the Downtown, a further description of the Downtown Commercial District is found below.

West Central Street Commercial District

West Central Street begins in Downtown Franklin at the intersection of Main Street and continues west until intersecting with the border of Bellingham; West Central Street, also known as Route 140, is accessible via exit 17 off I-495.

The beginning of West Central Street, is in the downtown which is zoned Downtown Commercial; this section of roadway is one-way between Main Street and Emmons Street. Just outside the Downtown Commercial District is zoned

Single Family IV until the intersection of Beaver Street and West Central Street where it changes to Commercial II zoning. The Commercial II zoning district changes into a Business zone just after Panther Way, then turning to Industrial Zone near the Forge Park Commuter Rail Station for the remainder of the roadway before reaching the Bellingham Town line.

Within the Single Family IV zone, there is a mix of converted residential properties that contain small scale businesses and single and multi-family homes. There have been discussions regarding the appropriate zoning for this stretch of West Central Street. Many argue that this area should be rezoned to a commercial or business zone. As the roadway continues, it quickly changes to a dense, commercial area. The largest commercial development is the Franklin Village Shopping Center which houses a multitude of restaurants and retail stores, including a large supermarket. In the business zoned portion of West Central Street, there are several restaurants, as well as the large warehouse style retail establishment known as BJ's Wholesale Club.

Downtown Commercial District

Three roads, East and West Central Street, Main Street and Emmons Street intersect at various points to form a triangle in the heart of Downtown Franklin. Also included in Downtown Franklin is the Town Common, Dean College and several small side streets that radiate out from the commercial center. Currently, there is one-way traffic circulations through the roads that make-up the Downtown triangle; Route 140 north forms Main Street and Emmons Street while Route 140 south forms West Central Street.

The Downtown core is within the Downtown Commercial Zoning District. Within this area there are many small businesses and eating establishments, many of which are members of the



Downtown Franklin

Photo by: Robert Wierling, Franklin Resident, 2012

Franklin Downtown Partnership, a non-profit organization that works to promote downtown businesses and the livelihood of Downtown Franklin.

The Downtown Commercial Zoning District was created in 2012 to attract developers of mixed-use, transit oriented properties; it is anticipated that this new zoning district will further promote economic development in the Downtown.

In addition to proposed zoning changes, the Town is in the planning stages of a \$7.5 million Roadway and Streetscape Improvement Project for the Downtown area. This project includes intersection

reconfiguration, traffic light improvements, installation of pedestrian friendly elements including new sidewalks, lighting and crosswalks. All of these improvements are anticipated to boost the economic livelihood of the Downtown Commercial Corridor.

Union Street Commercial District

Union Street once ran from the southern portion of Town near the Wrentham border continuing north, ending at the intersection of Pleasant Street. But construction of I-495 created two distinct areas; Upper Union Street (see Industrial/ manufacturing for more information) and Union Street.

Union Street begins at the intersection of King Street and continues for several miles until it intersects with Pleasant Street. The zoning along Union Street varies from Single Family III at the intersection of King Street, changing to Commercial I and Commercial II in the Unionville section of Town, with a small portion zoned General Residential V finally changing to Single Family IV until the road intersects with Pleasant Street just past the Town Common. Along the Commercially zoned section of Union Street, in what is called the Unionville area, are several small dining establishments, and a few commercial properties. Historically, the Union Street Business Corridor was the location of many of Franklin's mill buildings. Today, these buildings have been converted into an apartment complex as well as a shopping center that houses several small commercial businesses.

Recently, the Town made infrastructure improvements to the roadways and sidewalks. However, there has been no significant private sector investment in the area. While not blighted, buildings are deteriorating as a result of their age. The Union Street Business Corridor has ample parking and would benefit from investment in the building stock to create a more thriving, pedestrian friendly area, increasing business prosperity in this Corridor.

King Street / Interstate 495 Commercial District

King Street runs southwest from the intersection of Chestnut Street and East Central Street until it intersects with Washington Street. King Street is accessible via exit 16 off of I-495.

The King Street Commercial District is small, housing a handful of restaurants, a health club, gas station and hotel; this area is zoned for Commercial II uses. The portion of King Street heading towards Washington Street was recently rezoned from Single Family Residential III to Business. Recently, the Commonwealth of Massachusetts made a significant investment in the

infrastructure at exit 16 off I-495 upon entering King Street. These improvements included underground utilities and installation traffic lights to improve safety at an otherwise dangerous intersection.

Industrial / Manufacturing

In the 1980's, the Town rezoned former farmlands lying adjacent to I-495 for industrial uses. Since that time, the Town has rezoned additional residential property to industrial several times, including approximately 110 acres in 2007.

Currently, approximately 2,334± acres of land in Franklin are industrially zoned. In addition, the Town contains over 630-acres of commercially zoned land (Commercial I, Commercial II, Business, and Office). 660± acres of the Town's industrially zoned land are located within the Town's two largest industrial parks; Franklin Industrial Park and Forge Park. Other areas in Franklin that contain large amounts of industrially zoned land are along the Grove Street Business Corridor, where there are numerous established manufacturing industries, as well as the Town owned Nu-Style property, which is a Brownfield site.

Most of Franklin's commercial and industrial stock is post-1980 construction. Approximately three million square feet of commercial and industrial space was added between 1982 and 1992. Franklin has had a steady increase in commercial and industrial development. As of 2001 there was approximately 7,200,000 square feet of industrial and commercial space in use or available. Between 2002 and 2005 another 2,700,000 square feet of industrial and commercial space was added, including seven buildings in Franklin Industrial Park during 2004. The continued annual increase in commercial and industrial construction has assured that Franklin's tax rate stays at a reasonable level, and that the Town will continue to be attractive to developers. During the last five years, commercial and industrial development has slowed, but even with the downturn in the economy and lessening in available industrially-zoned property, Franklin's commercial and industrial stock increases each year. Currently (FY2013) the Town has approximately 2,575,900 square feet of Commercial space and 7,870,500 square feet of Industrial.

Franklin's industrial and office parks house a substantial number and variety of businesses representing many industry sectors, including metal fabrication, food processing, data storage equipment, software development, fiber optics, electronic equipment, measurement devices, bio-storage, metalized paper, and distribution. In recent years Franklin has attracted new innovative technology companies performing research and development and manufacturing in a variety of areas, including nanotechnology, robotics, specialty materials, life science, medical devices, biotechnology, and pharmaceuticals. Many of these industries are located in one of the areas which are detailed below:

Franklin Industrial Park

Franklin Industrial Park is a 300-acre master-planned industrial and office park located approximately 0.2 mile from Interstate 495's Exit 16. Twenty-two of the Parks parcels are within the Franklin Industrial Park Economic Opportunity Areas (EOA), twenty of which are within the Franklin Industrial Park Priority Development Site (PDS); 11 parcels are within the Town's Biotechnology Uses Overlay District. The park includes a substantial number of distribution and manufacturing companies, including EMC, Franklin's largest employer. While all but one parcel within Franklin Industrial Park are built out, several properties are frequently available for lease.

Forge Park

Forge Park is a 360-acre master planned office and Industrial Park on Route 140, one mile from Interstate 495's Exit 17. Thirty-three of the parcels are within the Forge Park EOA, thirty of

which are within the Forge Park PDS; 28 parcels are within the Town's Biotechnology Uses Overlay District. The park contains a wide range of office, research and development, and manufacturing companies. In addition, Forge Park is the site of Forge Park Commuter Rail Station, Marriott Residence Inn, and a YMCA fitness center.

Pond Street Property

The Town owned Pond Street Property consists of two parcels totaling 33.952 acres which was the location of the Town's wastewater treatment facility between 1902 and 1980. The property is both an EOA and a PDS, and within the Town's Biotechnology Uses Overlay District. The site is located approximately 2,000 feet from Route 140 and is 0.7 miles from the Forge Park MBTA Commuter Rail Station. The site is within the only "Office" (O) zoning district in Franklin.

Grove Street Business Corridor

The Town of Franklin's Grove Street Business Corridor consists of several hundred acres of business and industrially zoned property adjacent to I-495 between Exits 16 and 17. The Grove Street Business Corridor includes a wide assortment of office, manufacturing and warehouse facilities, and includes several small office and business parks, including the Grove Street Business Park, Kenwood Industrial Park, Beaulieu Business Park, Franklin Oaks Office Park, and Financial Way Business Park. Several properties are available for sale or lease. The Business Corridor contains three EOAs, and the majority of the business corridor is included in the Town's Biotechnology Uses Overlay District.

Upper Union Street

Upper Union Street runs from the border of Wrentham to the intersection of King Street at Constitution Boulevard. Upper Union Street, is zoned Rural Residential I along the southern border of Town, changing to Industrial at Ribero Drive until it intersects with King Street. Upper Union Street is classified as a Scenic Road because of its stone walls and its rural landscape.

Along the industrially zoned portion of the roadway is a series of industrial style buildings and a hotel. Many of the buildings located along this stretch of Upper Union Street are designed as contractor condominiums. These single unit spaces have large bay garage doors and high ceilings that provide larger work areas for businesses primary involved with a trade, i.e. contractor's garage, storage for small-scale businesses or carpenters. In addition to contractor condominiums, there is also an auto sales store and several small businesses with a concentration in construction services located along the roadway.

Vacant and Underutilized Properties

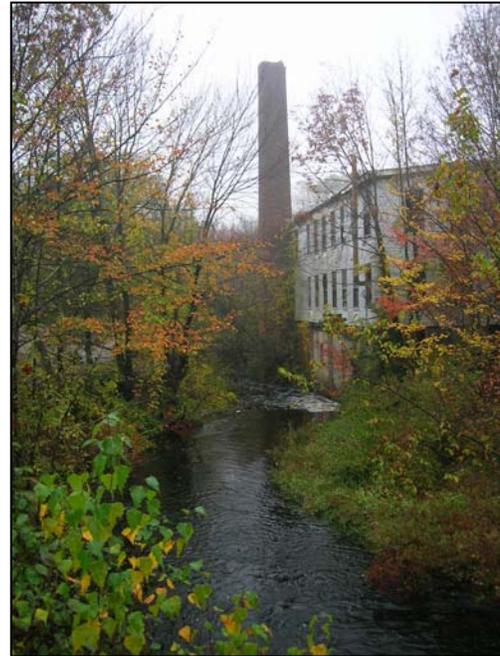
Brownfield Redevelopment

Franklin was once a vibrant manufacturing community with deep industrial and manufacturing roots leading back to the days of the Industrial Revolution. What remains of a productive era are now dilapidated, abandoned and underutilized mill and factory buildings and their environmental histories of pollutants and contaminants found at the Town's Brownfield sites.

As Franklin looks to expand its economic base and balance residential and commercial growth, redevelopment of Brownfield sites is extremely important; the community's economic vitality depends upon it.

Nu-Style Property

The Town owned Nu-Style Property consists of two parcels (Map 276, Lot 022 and Map 276, Lot 027) which have been vacant for more than 15 years. The property sits in a primarily commercial and industrial area, known as the Grove Street Business Corridor and is ideally located less than five minutes away from Interstate 495. Lot 022 is approximately 9,929 square feet and contains a 4,000 square foot one and one-half story building. The property's existing condition is an unsafe environment for residents and lowers property values of businesses nearby. Lot 027 is currently vacant, and was the location of an EPA and Town funded brownfield remediation project, which is nearing completion. The remediation work included demolition of a 42,000 square feet vacant, dilapidated two-story building, and removal of over 500 tons of contaminated soil.



Nu-Style Property prior to demolition - Grove Street

Pond Street Property

On September 25, 2001, the United States Environmental Protection Agency (EPA) awarded the Town of Franklin a Targeted Brownfield Assessment (TBA) grant to conduct an environmental assessment of the Old Sewer Bed Site located at the Town-owned Pond Street Property. A risk assessment determined that a condition of No Significant Risk to human health or the environment exists at the site and a permanent solution was achieved at the site without the need for remedial action. It was also determined that no activity and use limitations (AUL) was required to maintain a condition of No Significant Risk under current or foreseeable future Site conditions.

Private Brownfields

Within Franklin, there are five (5) privately owned properties that have activity and use limitations (AUL)⁴⁰. This means that these sites have restrictions imposed on them for future use as a result of the contamination found and the extent of the remediation at the site. The five sites that have AULs are summarized in Table ED-11 below.

Table ED-11: Sites with Use Limitations

Release Address	Site Name / Location Aid	Compliance Status	Date	Phase	RAO Class
5 Fisher Road	Clark Cutter McDermott Co.	RAO	12/5/2005	PHASE V	A3
140 East Central Street	Shell Service Station	RAO	4/27/2006	PHASE IV	A3
Cottage Street Extension	No Location	RAO	11/15/2002	PHASE II	A3
138 East Central Street	No Location	RAO	1/28/2002	PHASE III	A3
235 Cottage Street	Gloucester Co. Inc.	RAO	3/2/2004		A3

Source: Massachusetts Department of Environmental Protection, "Searchable Sites, Reportable Release Lookup"
<<http://db.state.ma.us/dep/cleanup/sites/search.asp>>

⁴⁰ Massachusetts Department of Environmental Protection, "Searchable Sites, Reportable Release Lookup"
<<http://db.state.ma.us/dep/cleanup/sites/search.asp>>

In addition to the five sites listed above, there are numerous sites throughout Franklin that have had releases significant enough to notify the Massachusetts Department of Environmental Protection (DEP). Many of these releases involve oil spills that require clean-up but are not classified as extremely hazardous spills such as those that have use limitations imposed after clean-up.

Economic Incentives

Economic development related efforts are crucial to attracting new businesses and industrial manufacturing companies as well as retaining these types of businesses in Franklin. The benefits of providing opportunities such as Tax Increment Financing or expedited permitting to a company are significant for the Town, including increasing the value of Franklin's commercial and industrial tax base, filling the Town's empty and underutilized industrially zoned buildings, attracting the right mix of companies to the community, and increasing the number of living wage jobs for residents.

Priority Development Sites

Massachusetts General Law, Chapter 43D (Chapter 43D), provides for local option, site-specific, expedited permitting for commercial and industrial projects in locally defined "Priority Development Sites" (PDS), see below. The Town of Franklin has adopted Chapter 43D regulations at both Franklin Industrial Park and Forge Park, as well as at the Town owned Pond Street Property. Chapter 43D provides an opportunity for a community to proactively target commercial or industrial sites or "PDSs" and to recruit developers by offering a predictable and streamlined permitting process (180 days or less).⁴¹ If development occurs at a PDS, local permitting must be completed within 180 days, by all Boards and Commissions involved in the permitting processes. Franklin has three Priority Development Sites totaling over 546 acres of land, which are shown on Map ED-2: Economic Opportunity Areas & Priority Development Sites, and summarized below:

1. ***Franklin Industrial Park Priority Development Site***, consisting of 20 privately owned, industrially zoned parcels totaling 252.3+/- acres located on four roadways (Constitution Boulevard, Discovery Way, Freedom Way and Liberty Way);
2. ***Forge Park Priority Development Site***, 30 privately owned, industrially zoned parcels totaling 259.8+/- acres on three roadways (Forge Parkway, National Drive, West Central Street [Route 140]);
3. ***Pond Street Priority Development Site***, consisting of two town-owned, office zoned parcels totaling 33.95 acres on Pond Street.

Tax Increment Financing

Franklin is part of the I-495/95 South Regional Technology Economic Target Area, and as such can offer businesses looking to start up or expand in Franklin one of the most attractive incentives a Massachusetts community can offer a business, a Tax Increment Finance Agreement (TIF). The Town of Franklin supports the use of this local tax credit for a wide range of development projects, including projects that create a significant number of livable wage jobs for Franklin residents, support innovative technology, and result in redevelopment of empty or underutilized industrially zoned properties, or development of new facilities. Once a business negotiates a tax increment finance agreement with the Town of Franklin it may qualify for a state investment tax credit for qualifying tangible/depreciable assets, as well as other significant tax

⁴¹ Executive of Off Housing and Economic Development, Chapter 43D Information, Expedited Permitting Fact Sheet. <<http://www.mass.gov/>> keyword "Chapter 43D".

incentives. In order for a business or property owner to qualify for a tax increment finance agreement the specific parcels must be within an established Economic Opportunity Area.

Economic Opportunity Areas

An Economic Opportunity Area (EOA) is a site located within a community that is within the larger regional Economic Target Area (ETA); as mentioned above, Franklin is part of the I-495/95 South Regional Technology ETA. According to Massachusetts General Law, Chapter 23A, an EOA must be determined to be a “blighted open area”, “decadent area”, or “substandard area”, or has experienced a plant closing or permanent layoff resulting in a job loss of two thousand or more within the four years prior to designation as an EOA or, is a plant or equipment used to produce, manufacture, or otherwise generate electricity which has a market value at the time of sale that is at least 50 per cent less than its current net book value. An EOA can be a specific site or it can be numerous properties that abut each other. EOAs are designated through an application to the State’s Economic Assistance Coordinating Council who will then determine if the proposed EOA meets the standards of M.G.L. Chapter 23A for designation of an EOA.

The Town has six multi-parcel economic opportunity areas which are shown on Map ED-2: Economic Opportunity Areas & Priority Development Sites, and summarized below:

1. **Forge Park Economic Opportunity Area**, consisting of 33 parcels on 277.51± acres of industrially zoned land.
2. **Franklin Industrial Park Economic Opportunity Area**, consisting of 22 parcels on 261.43± acres of industrially zoned land.
3. **Pond Street Economic Opportunity Area**, consisting of two Town-owned parcels on 33.95± acres of office zoned land.
4. **North Grove Street Economic Opportunity Area**, consisting of 9 parcels on 24± acres of business zoned land.
5. **South Grove Street Economic Opportunity Area**, consisting of 32 parcels on 221.52± acres industrially zoned land.
6. **Financial Way Economic Opportunity Area**, consisting of 2 industrially zoned parcels on 122.6± acre

In addition, the Town’s first EOA was the Master Drive EOA, which was established in 2004 in order to provide Eikos, Inc with a 6-year, TIF agreement. Eikos, Inc was to create 20 new, permanent, full-time jobs for Franklin residents and/or those within the ETA. Eikos would invest \$1.2 to \$1.5 million dollars in the company; in turn, the Town would give Eikos, Inc. a Tax Increment Financing exemption for a period of six years ranging from 90% in the first year reducing to 20% in the last year. Eikos, Inc. never reached their job creation goals and investment in the property; the company was decertified in 2009 and the EOA expired in 2010.

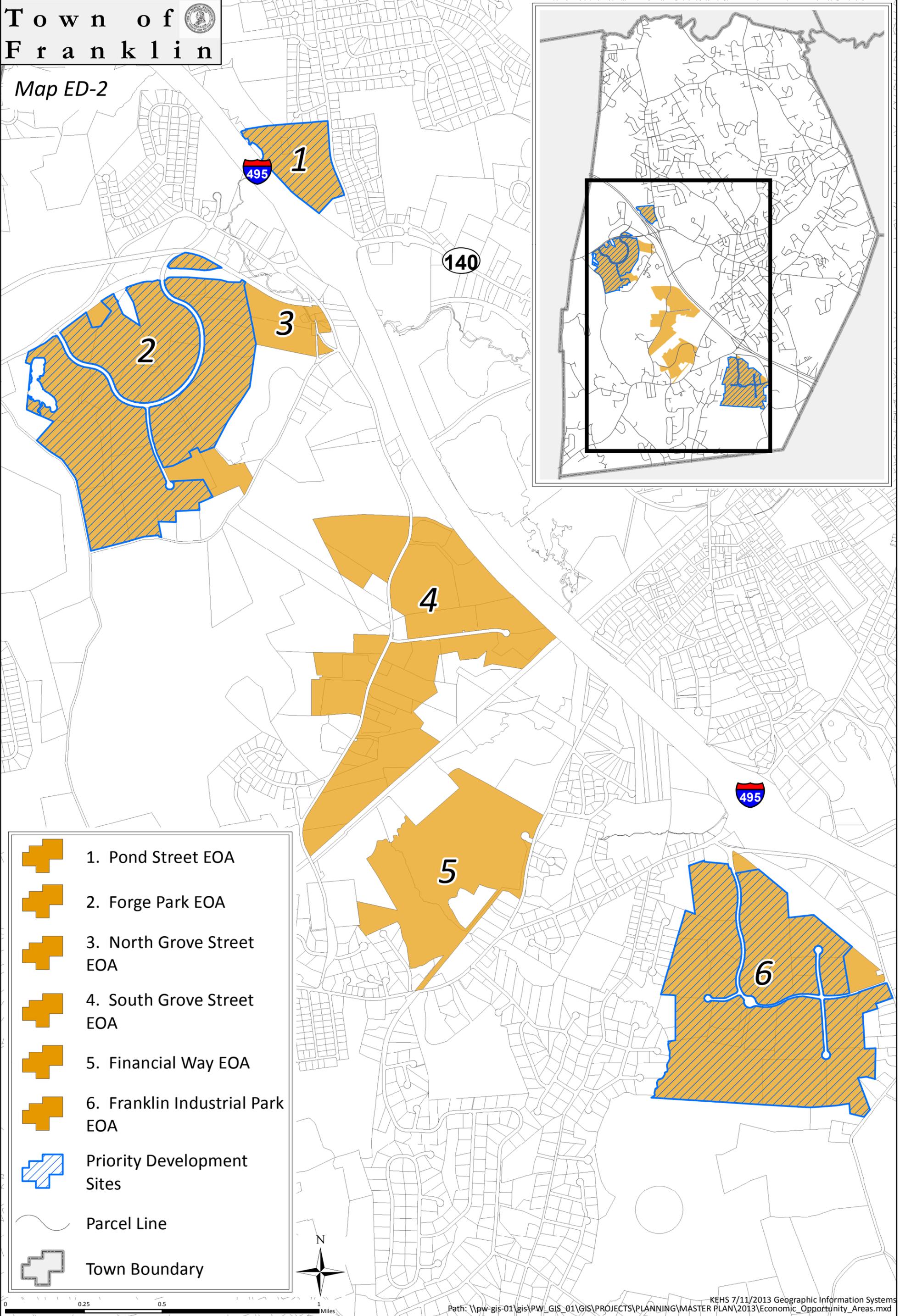
9 Forge Park EOA was established in 2008 in order to provide New England Precision Grinding (NEPG) with a 10-year TIF and provide NEPG with the opportunity to access substantial State investment tax credits. NEPG is surpassing their TIF agreement requirements in both employment opportunities and investment in the company.

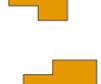
Economic Opportunity Areas & Priority Development Sites

Town of Franklin



Map ED-2



-  1. Pond Street EOA
-  2. Forge Park EOA
-  3. North Grove Street EOA
-  4. South Grove Street EOA
-  5. Financial Way EOA
-  6. Franklin Industrial Park EOA
-  Priority Development Sites
-  Parcel Line
-  Town Boundary



0 0.25 0.5 1 Miles

Biotechnology Uses

In 2010, changes were made to the Town of Franklin's Biotechnology Uses Zoning Overlay district to include eleven (11) additional parcels and to remove one parcel, which was sold to the State Forest. In addition, changes were made to the entirety of the Town's Biotechnology bylaw, allowing biotechnology uses within the Town of Franklin's Biotechnology Use Zoning District by right, subject to limitations and conditions, rather than by a Special Permit from the Town Council as previously required under the Town's Biotechnology Bylaw. The Bylaw requires a Franklin Board of Health Biotechnology Operating Protocol Permit prior to commencing a biotechnology use or constructing any structure for such use. By rewriting the Bylaw, the Town made it easier for biotechnology companies to come to Franklin by removing the formerly lengthy process that discouraged these industries from siting a facility in Town.

Portions of Forge Park and Franklin Industrial Park are within Franklin's Biotechnology Uses Zoning Overlay District. During 2011 additional parcels within the Grove Street Business Corridor, and the Town's Pond Street property were added to the Overlay District (see Map ED-3: Biotechnology Use Zoning District).

State Development Incentives

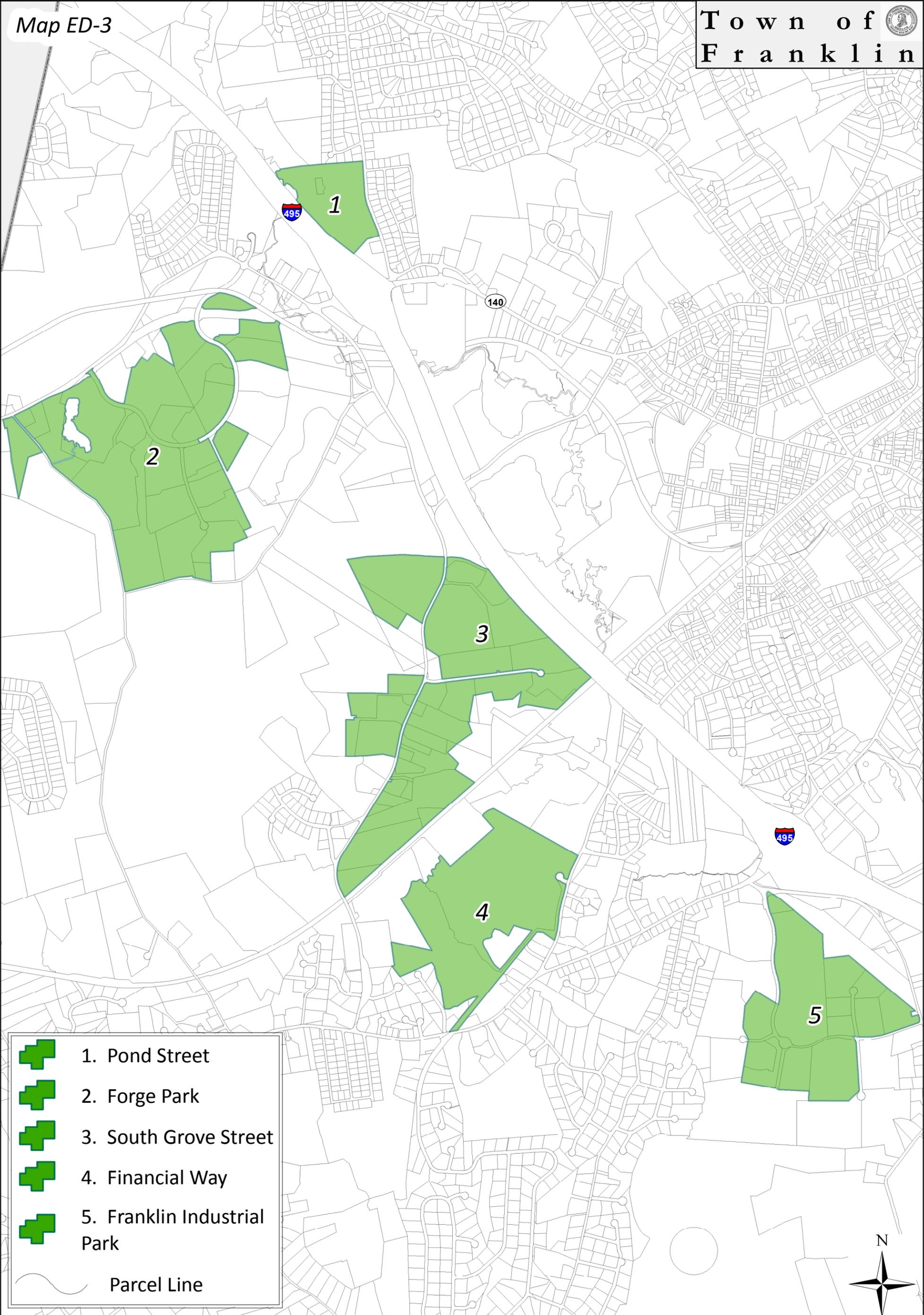
There are a variety of State programs that can be utilized by Massachusetts communities to improve infrastructure in order to attract commercial and industrial development. Recently, the Commonwealth of Massachusetts introduced a "one-stop shop for municipalities seeking public infrastructure funding to support economic development" called the MassWorks Infrastructure Program. The program has consolidated six formally separate grant applications into one comprehensive grant application that includes the following programs:

- 1. Community Development Action Grant (CDAG):** Available for projects that build local economies, eliminates blight, create jobs and produce workforce and affordable housing that would not occur by private enterprise alone. Communities may apply for up to \$1 million dollars in CDAG funding.
- 2. Public Works Economic Development Program (PWED):** Funding to assist with transportation infrastructure needs.
- 3. Growth District Initiative Grant (GDI):** Used to create a level of readiness within identified growth districts. Utilized in areas that has been identified as being appropriate for significant new growth (residential, commercial or mixed-use).
- 4. Massachusetts Opportunity Relocation and Expansion Program (MORE):** Offers assistance to stimulate job creation and economic growth by providing the public infrastructure improvements companies need.
- 5. Small Town Rural Assistance Program (STRAP):** This program is available to Town's with a population of 7,000 or less and is not available to Franklin.
- 6. Transit Oriented Development Grant Program (TOD):** Used to increase compact, mixed-use, walkable development close to transit stations.

BIOTECHNOLOGY USE ZONING DISTRICT

Map ED-3

Town of Franklin



-  1. Pond Street
-  2. Forge Park
-  3. South Grove Street
-  4. Financial Way
-  5. Franklin Industrial Park
-  Parcel Line



There are many other programs available through the State to help companies and industries expand, relocate or remain in Massachusetts. These programs focus on job creation and retention as well as business retention; some of these programs include:

Job Creation Incentive Program for Biotechnology and Medical Device

Manufacturing Companies: The incentives are paid to companies that create new biotech and medical device manufacturing jobs in Massachusetts. These companies must engage primarily in research, development, production, or provision of biotechnology or be a company engaged in the production of medical device manufacturing. Companies must be able to increase their Massachusetts employment by at least 10 full-time bio-technology jobs over the previous calendar year. If companies qualify for this program, they will receive job incentive payments equal to fifty-percent of the salary attributed to the increase of jobs multiplied by the Massachusetts personal income tax rate. This program is offered through the Massachusetts Office of Business Development.

MassEcon Site Finder: The Commonwealth of Massachusetts is host to a service called MassEcon Site Finder (<http://massecon.com/services/site-finder>). MassEcon.com is a resource for companies wishing to locate in Massachusetts. The site details numerous properties throughout the State, including properties within Franklin. Companies are able to utilize this site to find properties that meet their specific real estate needs.

MassDevelopment: MassDevelopment Finance Agency is the State's finance and development authority established in 1998. MassDevelopment works with both public and private-sector clients to stimulate economic growth by eliminating blight, preparing key sites for development, creating jobs, and increasing the state's housing supply.⁴² MassDevelopment provides a wide range of services, including financing (bond financing, loans & guarantees, tax credit financing as well as special programs including Brownfield redevelopment funds) and real estate and development services (Expedited Permitting 43D, available real estate, project management and other services).

The Town of Franklin works with numerous State agencies as well as other local organizations to provide the most up to date information on available real estate and economic development incentive. Easy access to these resources are crucial to commercial, industrial and manufacturing businesses of all sizes, as to ensure they are able to quickly relocate to Franklin, expand or retain business within the community.

Regional Efforts in Economic Development

495/MetroWest

It is important that Franklin maintain a partnership within communities located in the 495/MetroWest area. Franklin draws members of its workforce from the nearly 32 communities that make up the MetroWest, attracts businesses looking to relocate from these communities and also utilizes regional services offered by Central Massachusetts agencies.

The Town of Franklin is part of the 495/MetroWest Partnership, an organization that acts as an advocate for the public and private sector by forming partnerships between the sectors to provide assistance related to economic development, traffic and water supply issues.

According to the 495/MetroWest Partnership's 2011 Strategic Plan, one priority for economic development in the area is to retain, grow, and attract employers to the region as well as retain and attract a skilled workforce to grow existing and new businesses. The Partnership believes these goals can be accomplished by conducting outreach to draw people to the area,

⁴² MassDevelopment, Company Overview. <<http://www.massdevelopment.com/about/overview/>>

highlighting the region's strength as well as encouraging public/ private partnerships between municipalities and businesses to encourage growth in the region.

Adjacent Communities

Like Franklin, surrounding communities are focused on expanding their tax base by attracting businesses too through economic development incentives. Ten communities, including Franklin are part of the I-495/95 South Regional Technology Economic Target Area (ETA); these communities are Bellingham, Foxborough, Franklin, Mansfield, Medway, Norfolk, North Attleborough, Plainville, Walpole, and Wrentham. ETA communities are able to enhance and preserve the economic vitality of the region by offering tax incentives to companies either looking to locate or expand in the area.⁴³ It is the goal of the ETA to encourage business expansion and retention, create livable wage job opportunities, attract technology and technology enhancing business to the area and encourage development of abandoned and contaminated sites into more productive uses.

Chamber of Commerce Activities

The United Regional Chamber of Commerce serves the communities of Attleboro, Bellingham, Blackstone, Foxborough, Franklin, Mansfield, Medway, Medfield, Millis, Norfolk, North Attleborough, Norton, Plainville, Rehoboth, Seekonk and Wrentham; its mission is to strengthen the business community while preserving and enhancing the quality of life in our area.⁴⁴

The Chamber of Commerce is an important ally to the Town of Franklin as they are a valuable source of information regarding the Region for potential new business looking to relocate to the area. The Chamber regularly works to find ways to reduce costs for members of the business community; this is beneficial to Franklin members of the Chamber of Commerce because they are given cost reducing options to help them remain and operate in Franklin. For example, the United Regional Chamber of Commerce is part of an Energy Collaborative established with other statewide chambers to provide a purchasing power that saves members on electricity, natural gas, and energy auditing programs.⁴⁵

The Chamber also provides support to Franklin's local government by providing endorsement to projects proposed by the Town. Recently, the Chamber of Commerce wrote a letter of Support that was submitted with the Town's application to the EPA for Brownfield funding to redevelop a site into an area that would provide economic benefit to the Town.

It is important to Franklin that the Town continues to receive the support it does from the United Regional Chamber of Commerce as they act as a key partner in proactively marketing Franklin to businesses.

Future Economic Areas of Consideration

The Town of Franklin is continually working to find ways to attract new businesses to the community. One way Franklin works to attract businesses is by creating a quick permitting process for industries that need to move quickly to site facilities. It hoped that the changes to the Biotechnology Overlay District will promote Franklin's desire to attract new and innovative technologies to the Town.

⁴³ Norfolk County, I-495/95 South Regional Economic Target Area. <<http://norfolkcounty.org/index.cfm?pid=10608>>

⁴⁴ United Regional Chamber of Commerce. <<http://www.unitedchamber.org/>>

⁴⁵ United Regional Chamber of Commerce. Services. <http://www.unitedchamber.org/service_detail.php?service=18>

Green Technology

Franklin is currently undergoing a process to be certified as a Green Community by the Commonwealth of Massachusetts. Certification as a Green Community means the Town is able to meet the following criteria:

- Provide as-of-right siting in designated locations for renewable/alternative energy generation, research & development, or manufacturing facilities;
- Adopted an expedited application and permit process for as-of-right energy facilities;
- Establish benchmark for the Town's energy use and developed a plan to reduce baseline by 20 percent within 5 years;
- Purchase only fuel-efficient vehicles; and
- Set requirements to minimize life-cycle energy costs for new construction; one way to meet these requirements is to adopt the new BBRS Stretch Code (780 CMR 120.AA).

By becoming a Green Community, Franklin will show the business community that it welcomes and encourages businesses in the renewable/alternative energy generation and distribution, research and development, and manufacturing industries to locate in Franklin. Meeting the requirements of the Green Communities Program shows Franklin's commitment to not only reducing Town wide energy consumption, but also that Franklin wants to be a location for clean, renewable and alternative energy projects, as well as providing for economic development in the clean energy sector.

Solar Power and Wind Energy

Over the course of the past several years, wind and solar power have become more cost-effective ways for providing alternative sources of energy leading to more businesses and individuals pursuing construction of structures that provide the energy source.

Franklin does not currently have bylaws that pertain to the construction of wind or solar facilities. The Department of Planning and Community Development recognizes the benefits and importance of siting alternative energy facilities within the Town not only for the clean energy production they provide but also for the economic benefits that these structures would bring to Town. The Town is in the process of developing a Wind Energy Bylaw that would detail the process for siting a wind facility or structure within the community.

Within Franklin, there is one wind turbine located in the southern portion of Franklin which is operated by the Cistercian Nuns of Strict Observance located on Upper Union Street in the southern portion of Town abutting Wrentham. The Nuns use the power generated from the winds turbine to power their candy making facility, thus reducing their reliance on traditional power sources.

In 2010, the Town of Franklin received an Energy Efficiency and Conservation Block Grant from the Commonwealth of Massachusetts Department of Energy Resources for \$99,500 to install a new solar PV system for the Gerald M. Parmenter Elementary School, located at 235 Wachusett Street. Franklin would like to see more solar projects developed within the Community and is working to encourage use of solar panels by creating bylaws that promote alternative energy production.

The Town is interested in attracting renewable energy and other new innovative technology companies. By simplifying the approval process for these types of companies, Franklin makes its self more competitive with other communities to attract alternative businesses to the Town.

Goals & Objectives

Policy Statement: Adopt strategies for business and workforce retention and attraction to diversify Franklin's economic foundation, and increase its property tax yields.

Goal 1: Adopt strategies that will promote higher levels of investment in the Town's industrial areas, and increase related property tax yields.

Objective 1.1: Build upon the Town's and the region's life sciences industry cluster, including biotechnology and medical device manufacturing and research and development companies.

Objective 1.2: Promote business expansion and retention within Franklin's Economic Opportunity Areas.

Objective 1.3: Promote the diversity of industrial uses within the Town's industrial areas.

Goal 2: Adopt strategies that will support the Town of Franklin's small business community, promote higher levels of commercial investment, and increase related property tax yields.

Objective 2.1: Encourage expansion and retention of current businesses and attraction of new businesses in appropriate locations.
Please refer to Goal 3 and related objectives in the Land Use section of this document.

Objective 2.2: Create Transitional Use Zones to buffer residential buildings from non-residential uses.
Please refer to Goal 4 and related objectives in the Land Use section of this document.

Objective 2.3: Strive to increase the industry diversity of local businesses, to sustain balanced economic growth, assure availability of goods and services, and to assure downturns in the economy do not substantially impact the community.

Objective 2.4: Promote existing, and invest in additional, quality of life factors conducive to business innovation.

Goal 3: Work to revitalize Franklin's Downtown core and adjacent neighborhoods.

Objective 3.1: Promote mixed-use development in appropriate areas.
Please refer to Goal 2 and related objectives in the Land Use section of this document.

Objective 3.2: Work with businesses, institutions, Franklin Downtown Partnership and other non-profit organizations to revitalize, enhance and promote Franklin's downtown area.

Objective 3.3: Utilize cultural economic development concepts and resources to support Downtown Franklin's revitalization.

Objective 3.4: Work to support and retain current Downtown area businesses, attract the right retail mix including new specialty/niche businesses, and promote Downtown Franklin as a commercial district.

Objective 3.5: Work regularly to increase access to parking in Franklin's Downtown core.

Objective 3.6: Improve the overall image, pedestrian circulation, and streetscape quality of the Downtown area.

Goal 4: Adopt strategies that will promote workforce development, attract skilled workers to the region, and increase employment options for the Town's current residents.

Objective 4.1: Build partnerships between state agencies, educational resources and local businesses to promote workforce development initiatives in Franklin and the region.

Objective 4.2: Increase employment options for the Town's current residents.

Objective 4.3: Work to attract skilled workers to the region.

Goal 5: Support and strengthen the Town of Franklin's business retention and attraction initiatives, activities and strategies.

Objective 5.1: Work with State agencies, chambers of commerce, and other public/private organizations to coordinate economic development programs and services in support of Franklin's business community.

Objective 5.2: Provide resources that support Franklin's business community.

Objective 5.3: Attract additional businesses to Franklin.

Goal 6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other "Green" activities.

Objective 6.1: Pursue the Green Communities designation under the Massachusetts Green Communities Act.
Please refer to Community Services & Facilities Goal 7, Objective 7.3.

Objective 6.2: Pursue creation of a Green Technology zoning district.

Objective 6.3: Encourage investment in green technologies as part of Town sponsored development or redevelopment projects.
Please refer to Community Services & Facilities Goal 7, Objective 7.2.

COMMUNITY SERVICES AND FACILITIES

Introduction

The community services and facilities element of a Master Plan should take into consideration the on-going and future needs of buildings and other types of facilities in order to meet the growing demands of the municipality. The document provides two critical pieces of information for future planning: an inventory of properties and facilities owned by the Town; and a report about the services provided by the Town. The facilities and services section in the Master Plan is required by the Commonwealth of Massachusetts. In accordance with state laws this section identifies and analyzes existing and forecasted needs for facilities and services used by the public.

Public services, facilities and infrastructure are at the heart of community life. The Town of Franklin does its best to ensure that everyone has a safe and healthy place to grow by providing essential public services. The fire and police departments work to protect the community and provide safety. By building, maintaining, and funding public schools, the Town ensures that children in the Town have access to education. The Town's infrastructure provides safe drinking water and wastewater management. It also provides pathways for transportation and mobility. The community facilities such as the historical museum, senior center, and athletic fields provide thousands of residents with recreational opportunities and support Franklin's quality of life (see Map CS & F-1: Community Facilities).

Public services are resources provided to citizens of the Town by their government directly or indirectly. Public services include the work of the various legislative bodies, officers, departments, boards, and committees that constitute the municipal government. Public facilities provide the space for the administration and implementation of Town services and also serve as community gathering and educational spaces.

A public facility is any Town property that has been developed for a particular purpose, for example; Town hall, library or school. It also includes local utilities such as public water and sewer systems, along with parks, playgrounds and athletic facilities. Together, a Town's buildings, land, and infrastructure allow municipal employees and volunteers to provide basic services. The adequacy of the Towns' facilities for functions they serve depends on many factors. The form and size of local government, the community's land use policies, and most importantly the residents expectations. Providing adequate facilities depends on the communities' ability to raise revenue to support local government operations.

Perhaps one of the biggest challenges of maintaining the facilities and infrastructure and providing public services is funding them in a way that the public supports. The Franklin Town government has actively been seeking ways to decrease the costs of providing municipal services; they have centralized several administrative functions for the facilities, human resources, technology, and accounting departments and implemented an automated payroll system using information technology (IT).⁴⁶ The Town has been proactive in making its buildings energy efficient and has regionalized certain services in order to make them more cost effective.

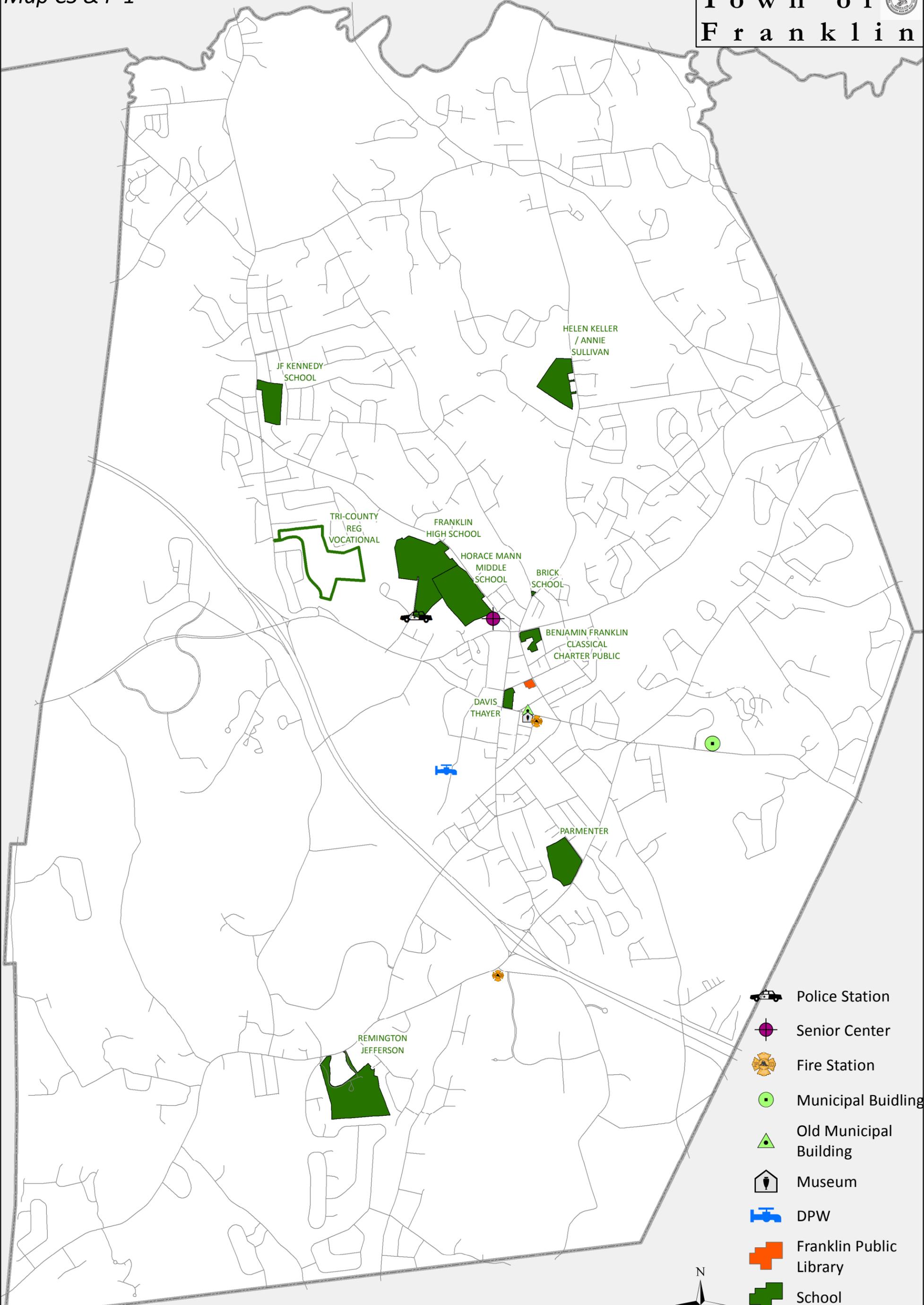
In October of 2009, the Long-Range Financial Planning Committee produced a comprehensive report about the expected need and costs for municipal services over the next five years. The full report is available on the Town website. The Committee's findings have serious implications for the future of municipal services in Franklin.

⁴⁶Franklin Long Range Financial Planning Committee. "Five Year Financial Outlook."

Public Facilities

Map CS & F-1

Town of
Franklin



- Police Station
- Senior Center
- Fire Station
- Municipal Buidling
- Old Municipal Building
- Museum
- DPW
- Franklin Public Library
- School
- Tri-County Reg. Vocational School



It concluded that Franklin residents benefit from relatively high state aid and low property taxes in comparison to similar Towns. The Committee notes that the strong cash reserves, a moderate debt burden, and a relatively low level of spending compared to similar towns are evidence of resourcefulness on the part of the Town. However, it also notes that the Town has been experiencing a steady erosion of services for years because of a structural budget deficit. The funding required to maintain structural services has not kept pace with annual revenue growth. Part of the increasing cost of providing municipal services is due to federal and state mandates regarding maintenance of Town buildings, discharging stormwater runoff, and education requirements. More examples are included in the Committee's report. Although the Committee does not give an expected timeframe, it warns that if Franklin follows its present course, residents should expect the negative impact on education, public safety, roads and buildings, Town reputation, and property values to be visible and significant. However, the Committee stresses that if Town leaders, citizens, local businesses, and employees commit to addressing this problem in a thoughtful, multi-faceted way, the Town will be able to preserve the qualities that have long made Franklin a desirable place to live.

Town Government Structure

In any town, it is important to understand the structure of the government because it affects how the government functions. There are usually three key roles in any Town government: the legislative body that makes the laws, the policy board that sets the direction for the Town, and the chief municipal officer that handles the day-to-day administrative tasks. The Town's Home Rule Charter defines Franklin's structure as a Town Council – Town Administrator form of government. A nine-member Town Council serves as the legislative body as well as the policy board for the Town. The council members are elected at large from the Town every two years. They are not compensated for serving as council members; however, the Town covers the expenses incurred in the performance of official duties. The Town Council is responsible for appointing the Town Administrator (TA) who acts as the chief municipal officer. The TA is responsible for keeping the Town Council informed about matters of the Town including departmental operations, fiscal affairs, general problems, long-range needs, practices and governmental trends of other communities, as well as state laws and regulations. Among other responsibilities, the TA oversees the Town's operating and capital budgets, serves as the Town's purchasing agent, and appoints leaders for many of the Town-run services (Police Chief, Fire Chief, Library Director, etc.).⁴⁷ The complete duties of the TA can be found in the Town's charter.

There are benefits to the Town Council – Town Administrator form of government. Having a nine member Town council limits the power that any one council member can have, allowing for greater efficiency and effectiveness because the administrator can focus on making sure the Town runs smoothly and the Town Council focuses on policy. Franklin's Town Council has four subcommittees: economic development, capital improvement, budget, and senior outreach that focus on these specific areas; other matters of policy are generally discussed by the council as a whole rather than by a few select members.

Departments, Boards, and Committees

The majority of services provided for the Town's residents are performed by its departments, boards, and committees. Many of the members of the boards and committees listed below are volunteers. The majority of these organizations have web pages with contact information and resources on the Town's website. More specific information about some of these organizations is included in the latter portion of this report.

⁴⁷ http://www.town.franklin.ma.us/Pages/FranklinMA_TownCharter/index

Departments	
Administrator Affordable Housing Animal Control Board of Assessors Board of Registrars Building Commission/Inspections Department/Zoning Comptroller Conservation Department of Public Works Economic Development Engineering Facilities Department Fire Department Health Department Highway Department Housing Authority	Human Resources Library Planning & Community Development Police Department Purchasing Parks and Recreation Purchasing Schools Senior Center/Council on Aging Technology Department Town Clerk's Office Town Council Treasurer/Collector's Office Veterans Services Water/Sewer Department

Boards and Committees	
Board of Health Cable Advisory Committee Charles River Pollution Control District Conservation Commission Cultural Council Design Review Commission Finance Committee (Long-Range) Financial Planning Committee Commission on Person with Disabilities School Committee	Historical Commission Housing Authority Insurance Advisory Committee Planning Board Public Land Use Recreation Advisory Board Recycling Committee Zoning Board of Appeals

Accessing Information

Town Website

The Town website serves as an information portal between the Town government and the Town's residents. Whether, it's looking up contact information, downloading a permit application, or looking up the rules for the new recycling procedure, the Town website is available as a resource for quick and easy access to public information. The website is frequently updated by various departments, boards, and committees thus helping the Town run more efficiently and effectively. Of course, information can also be accessed by calling the Municipal Building.

Annual Report

The Annual Town Report is a great resource for the citizens of Franklin. It includes updates from each department about work completed and initiatives undertaken during the year. It also includes lists of births, marriages, deaths, department contact information, and Town employee salaries.

Public Databases

The Town of Franklin retains a Geographic Information System (GIS) that is used to meet the needs of departments, boards, committees, professionals and citizens by providing easy access to property and land use information such as zoning and the location of water and sewer lines. The GIS system is a series of maps that are searchable online. Since all the information is stored in online databases, the viewer is able to create maps that show specific features of interest. The Town is committed to expanding the information available to the public with a simple and economical approach. The GIS databases make technical and data related information about the Town easily accessible to the public. The databases are maintained by

the Town's GIS specialist. Franklin also supports a real estate database called Patriot that proves quick and complete information about properties in the Town. The Assessors Department is responsible for maintaining the Patriot database.

Direct Access to Town Departments

The Franklin Municipal Building serves as the Town Hall and houses most of the Town's government functions including the School Department. The municipal government moved into its current location at 355 East Central Street from the former municipal building at 150 Emmons Street in 2005. The move provided more adequate facilities for municipal administration, and enough space to allow the majority of municipal administrative services, including the School Department's administration. Being located in one building enables more efficient communication between departments since information and materials can be exchanged more quickly. The building was specifically organized to ensure that the departments that regularly work with the public are on the first floor. Having most municipal services that the public regularly use in one place is convenient for residents because they can visit most offices in one stop.

Town Properties

The Town of Franklin maintains properties in order to provide the public services. An inventory complete with descriptions of the buildings and assessment of their current uses can be found on-line at the Town of Franklin's Master Plan web site.

The Role of Regionalization

As costs increase and budgets are cut Towns in Massachusetts are looking towards regionalization in order to continue offering quality services. In Franklin, there are several services that are regionalized in order to increase efficiency. For instance, Franklin shares a Dog Pound and Animal Control Officer with the Town of Bellingham, MA, the Library Director Position is shared with the Town of Medway, and the Franklin Police Department (FPD) has access to specialized services through the Metropolitan Law Enforcement Council. FPD is also looking to construct a new regional dispatch center. The Town continues to look into the effectiveness of regionalizing certain services while keeping Franklin's best interests in mind.

Public Schools

Franklin has eleven traditional public schools, one charter school, and a regional vocational technical high school that serve to educate the children of Franklin (see Table CS & F-1: Public Schools in Franklin).

Table CS & F-1: Public Schools in Franklin

Franklin High School
Annie Sullivan Middle School
Helen Keller Elementary School
Remington Middle School
Jefferson Elementary School
Gerald M. Parmenter Elementary School
David Thayer Elementary School
Oak Street Elementary School
Horace Mann Middle School

Source: Franklin School Administration

Traditional Schools

The traditional school facilities include a high school, three middle schools, six elementary schools and an early childhood development center. In the 2009-2010 school year Franklin's public schools housed 6,147 students according to the 2010 Town of Franklin Annual Report. This is the first decrease in student populations that the Town has seen in nearly 15 years. Enrollment continued to decline slowly, falling to 6,046 in the 2010-2011 school year, 5,981

students in the 2011-2012 school year, and then 5,923 in the 2012-2013 school year⁴⁸. This may suggest a longer term stabilization of the student population.

All of the elementary schools in Franklin, except Davis Thayer, are neighborhood schools, meaning that schools are located in the area of Town where the students live rather than in one central location. In general, the neighborhood model is considered a desirable attribute because it promotes community since the families whose children go to school together also live closer together. Theoretically, students are also able to walk to school, which promotes exercise.

Benjamin Franklin Classical Charter Public School

Public charter schools were created to provide educational diversity and innovation that would enhance the public school system. Charter schools operate with freedom from many of the regulations that apply to traditional public schools and are independent of local school districts and local government. The schools are evaluated every year by the state Department of Elementary & Secondary Education. If the schools do not meet the standards established by the state, then their charter may not be renewed and they can be closed. Charter schools are open to all students eligible for the public schools.⁴⁹ There is no selection process for admission and students do not have to live in the town where the school is located. In the case where there are not enough available spaces in the school to meet demand, the school holds a lottery to determine enrollment.

The Town of Franklin has one charter school; the Benjamin Franklin Classical Charter Public School. Its mission is, "To assist parents in their role as primary educators of their children by providing the children with a classical academic education coupled with sound character

Table CS & F-2: BFCCPS Enrollment by Town

Town	Number of Students
Bellingham	7
Blackstone	2
Franklin	417
Mansfield	5
Medway	14
Milford	2
Millis	1
Wrentham	2
Total	450

Source: The Benjamin Franklin Classical Charter Public School: Enrollment. <http://www.bfccps.org/main/Enroll/Default.asp>

development and community service." The school is located adjacent to the Town Common. The building and grounds are owned by the Roman Catholic Church and are not maintained by the Town.

Students at BFCCPS come from many of the neighboring Towns, but most come from Franklin. Enrollment is done by lottery and there is no set percentage of students taken from any single Town. The enrollment

numbers by town for the 2012-2013 school years can be found in Table CS & F-2: BFCCPS Enrollment by Town.

Tri-County Vocational Regional Technical High School

The Tri-County Regional Vocational Technical High School is also located in Franklin, Massachusetts. It is not a charter school; rather, it is a regional school. The provisions regarding its operations are described in M.G.L. chapter 70. The high school serves approximately 1,000 students from Franklin, Medfield, Medway, Millis, Norfolk, North Attleborough, Plainville, Seekonk, Sherborn, Walpole, and Wrentham. Although the facility and grounds are located in Franklin, it is financially supported by the region. It is not owned by the Town and the Town does not maintain the grounds or the facility.

⁴⁸ Information from Franklin Public Schools Enrollment Figures

⁴⁹ M.G.L. Chapter 71, section 89.

Public School Renovations

Since the last Master Plan was initiated, the Town of Franklin has begun construction on a new High School. The debt exclusion in March, 2012 overwhelmingly approved by Franklin voters provides funds for a fully furnished and equipped facility based on a Massachusetts School Building Authority model school design. The budget also includes demolition of the current building and the construction of new athletic fields.

The new Franklin High School will feature 20 percent more core academic space, but the building's total footprint will be 6,000 square feet smaller than the current facility. Upon completion of the facility and its opening to students in the fall of 2014, the New England Association of Schools & College is expected to remove Franklin High School from accreditation warning status.

The Town has engaged Kaestle Boos Associates to complete an existing condition report and feasibility study of the Davis Thayer Elementary School. The final report for Kaestle Boos should be available by July, 2013. Once reviewed, the Town will determine what renovations may take place at this site.

Public School Funding

Franklin has had comparatively little financial burden for its schools compared to cities of similar size. This is mostly due to the way a certain state formula for funding public schools (see M.G.L. Chapter 70) is calculated that resulted in Franklin receiving a disproportionately high amount of state aid compared to other towns in Massachusetts. State policy also specifies a formula for calculating the minimum that Franklin must spend on education, the target range being 10-15% over the minimum. Recently, the Town has cut funding for certain positions in the public schools. The Long Range Financial Planning Committee warns that if funding for schools continues to be cut the Town of Franklin will risk not meeting the state's minimum education spending requirements. Figure CS & F-1 below depicts the Town of Franklin's net school spending as a percentage of the state minimum.⁵⁰ As long as Franklin's net school spending is higher than the minimum spending required, the Town is in compliance with state law.

Franklin schools spend less per pupil than the state average in every category (teacher compensation, etc.) of spending reported by the Department of Elementary and Secondary Education, see Table CS & F-3: School Spending Per Pupil by Category. School officials consider teacher compensation a strategic priority due to the link between quality instruction and student performance.

Accordingly, "classroom and specialist teacher" spending per pupil is closer to the state average even though it still remains below the average. Most categories are below by double digit percentages. While the Franklin school district is currently categorized as a high-performing district by the Department of Elementary and Secondary Education, unfortunately, with trends in school spending as they seem, one might predict that achievement may be negatively impacted in years to come due to lack of adequate resources.

⁵⁰ Franklin Long Range Financial Planning Committee. "Five Year Financial Outlook."

Net School Spending: Actual over Proscribed Minimum

Chapter 70 proscribes the minimum education contribution for each town. Most towns exceed the minimum by low double digit percentages. Franklin has averaged 11%, but the funding shortfall has led to a sharp downward trend. Local funding levels withing 5% of the proscribed minimum pose a compliance risk and threat to education quality.



Figure CS & F-1: Net School Spending: Actual over Proscribed Minimum

(Source: Franklin School Administration)

Table CS & F-3: School Spending per Pupil by Category

Category	Town of Franklin	State Average	Excess (Deficit)	Percentage
Administration	232	472	(240)	-50%
Instructional Leadership	527	851	(324)	-38%
Classroom and Specialist Teachers	4,720	5,121	(401)	-8%
Other Teaching Services	792	1,030	(238)	-23%
Professional Development	208	236	(28)	-12%
Instructional Materials, Equipment and Technology	274	378	(104)	-28%
Guidance, Counseling and Testing	297	386	(89)	-23%
Pupil Services	960	1,262	(302)	-24%
Operations and Maintenance	1,006	1,040	(34)	-3%
Insurance, Retirement Programs and Other	1222	2,369	(1,147)	-48%
Total Expenditures per Pupil	10,238	13,146	(2,907)	-22%

Source: MA Department of Education

Additional evidence for concern about Franklin’s school spending is that in 2009 school staff deferred scheduled pay increases in order to keep positions from being eliminated. While the decision by the school staff is commendable, it is unrealistic to expect that such measures can continue in the long-term. The Franklin school system gained approximately 1,500 students from 1997 to 2008. With the growth in student population as well as an increase in state mandates for special education came more teachers. From fiscal years 2006 to 2008 teacher headcount was reduced by approximately 15% while student enrollment increased 1.5%. From fiscal years 2000 to 2008 schools eliminated a total of 95 teaching positions and 17 administrative positions overall. In 2008 another 32 positions were eliminated.⁵¹ Figure CS & F-2 below depicts student and teacher headcounts since 1997.

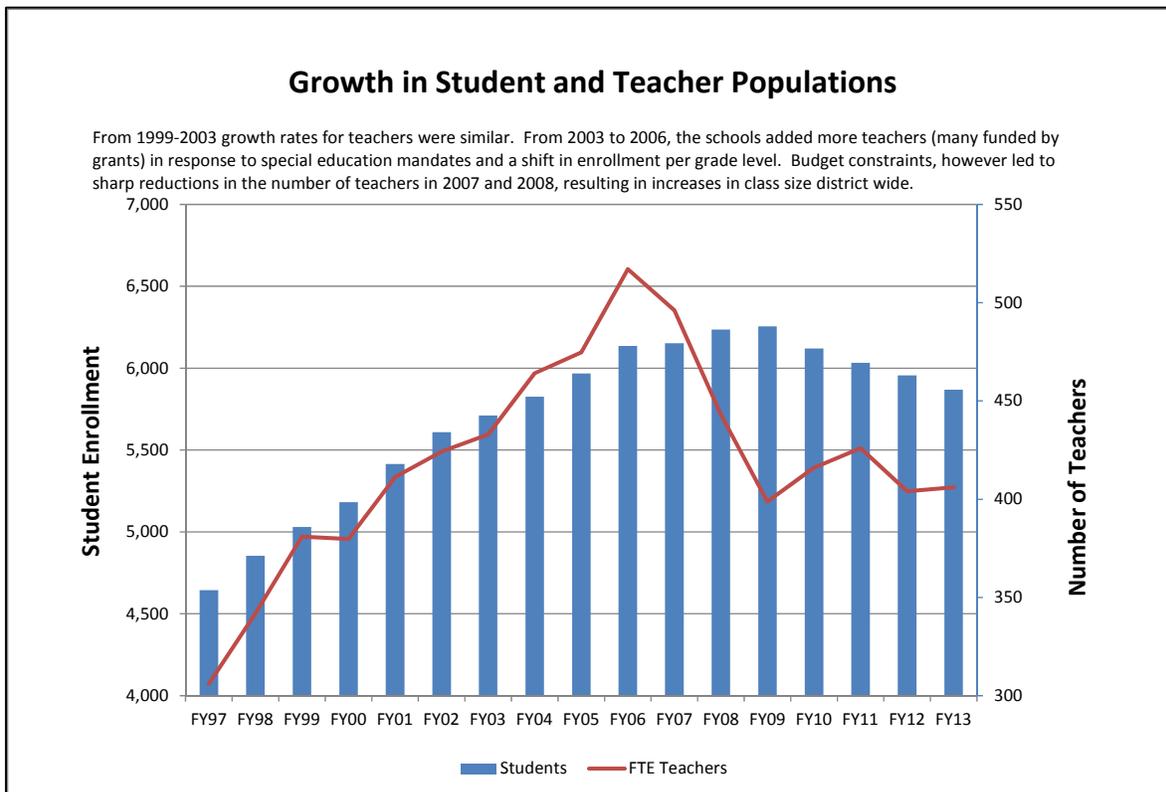


Figure CS & F-2: Growth in Student and Teacher Populations

Source: Franklin School Administration

In 2009 the schools had more students than they ever had before, however the number of teachers decreased to approximately 2000 levels. During that time the student population increased by nearly 1,200 students. As a result, there was a desire to increase the number of teachers. However, funding for these positions was limited. The teacher increase for the 2009-2011 school years comes from 18 positions funded by stimulus and grant money that is not a part of the school budget. From 2010-2013, the school district relied heavily on local aid and revolving funds to maintain some consistency in staffing levels.

Regional and Charter Schools

Funding for charter schools comes from a portion of the public school district’s educational spending budget. The amount of money that charters receive reflects the amount of money districts spend on each student. Charter finances are reviewed by independent auditors and

⁵¹ Franklin Long Range Financial Planning Committee. “Five Year Outlook.”

are subject to additional audits by the State Auditor. When a school district increases spending on charter schools, the state reimburses the district for 100% of the costs for the first year and 25% of the costs for the next five years to ensure that the school district has time to adapt their budgets for the decreased enrollment.⁵² More information about charter schools is available in M.G.L Chapter 71 Section 89 as well as on the web at www.uscharterschools.org.

The Red Brick School

The Red Brick School is a historical, one-room schoolhouse in Franklin. It is listed in the National Register of Historic Places. The Town leases the schoolhouse to BFCCPS and therefore does not assume responsibility for maintaining it. The Town will, however, pay for major repairs such as a new roof or furnace should the occasion arise. The Red Brick School Association is passionate about preserving the school and plans to assist the Town with energy and repair costs if deemed necessary. Several Town Councilors stated that it is good for the building to remain a school as it has been since the 1800's. In 2008 the Town Council voted to lease the Red Brick School to BFCCPS for up to ten years. As indicated by the commitment of the Red Brick School Association, the school remains one of the Town's most treasured historic sites.

Public Safety

One of the most important functions of any town government is providing for public safety. While many residents may be lucky and never have to use these services, the fact is that these services are needed. Indeed, many members of the community call on Franklin's police, fire, and animal control services every year. As the Town has grown so has the need for public safety services to deal with traffic issues, respond to calls, and take proactive measures to protect the public.

Police Department

In FY 2012, Franklin dispatchers processed 5,471 emergency 911 calls and made 28,891 entries into their records management software program. While they continue to provide quality services, their resources are limited. The Town currently has 43 sworn officers, somewhat less than in 2009. Most of the Department's funding comes from the Town. Some of it comes by pursuing grants to offset programs related to alcohol, traffic, the elderly, and Franklin youth. For example the Alcohol Grant Awards have helped offset costs for the Department's program to reduce underage drinking.⁵³ The Franklin Police Department has 7 divisions: Uniform, Communications, Safety, Detective, Honor Guard, MetroLEC, and Records.

Fire Department

The Franklin Fire Department is divided into two divisions: Operations and Maintenance as well as Administration and Support. The Operations and Maintenance division is the largest division and it is responsible for dispatch, emergency medical services, fire suppression and hazardous materials response. The Administration and Support division is responsible for personnel, budget and finance, training, code compliance, and coordinating the Town's emergency preparedness.

⁵² <http://www.masscharterschools.org/schools/index.html>

⁵³ 2009 Annual Report



Franklin Fire Station – 40 West Central Street Photo by: Robert Wierling, Franklin Resident, 2012

The mission of the Franklin Fire Department is to:

- Have a positive impact in the lives of citizens and visitors of Franklin in their time of crisis by providing compassionate, contemporary, community driven services.
- Safeguard human life from the perils of fire, sudden illness, injury or other emergency medical condition, natural and man-made disasters as well as preserve the environment and property from ensuing destruction.
- Be responsible for a safe, productive and pleasant work environment for our employees, and provide them opportunities to gain new skills and advance their personal career goals.

The Fire Department also works to ensure that the students of Franklin are educated about fire safety through the SAFE (Student Awareness of Fire Education) initiative of the Commonwealth. They also provide educational opportunities for department members and maintain “best practice” information to ensure that the department performs optimally and ensures public safety.

Two fire stations have been built since 2000. These two facilities are able to meet Franklin’s current safety needs. In terms of emergency services, quick and efficient response is a predictor of positive outcomes for citizens experiencing an emergency event. To this end, the department benchmarks on two critical emergencies; sudden cardiac arrest and building fires. National standards indicate an initial response rate or on-scene time of 8 minutes for 90% of the incidents from initial onset, with follow up of all needed resources within 10 minutes for 90% of the incidents are desirable to provide the best probability of a positive outcome.

In current terms, Franklin’s two fire stations provide substantial 8-minute response coverage to a large portion of the population and the geography of the community.

As reflected above, nearly 90% of the Town's population is within 8 minutes travel time of a fire station. However, fire station locations do not provide for rapid deployment (5 minutes or less) to a substantially large segment of the population. The downtown district and areas of immediate surroundings, having been traditionally the center and most densely occupied areas of our community, enjoy the most rapid response in terms of both initial unit response and total complement response for all on-duty personnel.

The northern part of Franklin (adjacent to the Medway Town Border) has long been identified as an area under served by on-time response for fire-rescue services. Given the relatively new age of construction and sparse population density, response times have not been a substantial concern for this area. However, the fire department has begun to observe a higher incidence of emergency responses to this area, spurred in part by on-going residential development. Accordingly, as the areas along both Pond Street and Lincoln Street continue to develop and age, there will be an increasing demand for station deployments to reduce first unit response and total complement response times to these areas. A time-in-motion study completed in conjunction with a parcel of land at the Dacey Recreation fields showed overall gains in these response times (see Table CS & F-4A, B).

Table CS & F-4A: Fire Station Number of Calls and Response Times

Current Population & Area Served		
West Central Street & King Street Station		
Response	Gross Number (Residents)	Percentage (%)
4 Minutes	15,180	46
5 Minutes	19,470	59
6 Minutes	22,440	68
7 Minutes	26,730	81
8 Minutes	29,370	89

Response	Land Area Served	Percentage (%)
4 Minutes	12.9 sq. mi.	48
5 Minutes	17.7 sq. mi.	66
6 Minutes	20.6 sq. mi.	76
7 Minutes	22.9 sq. mi.	85
8 Minutes	25.1 sq. mi.	93

Source: Franklin Fire Department

Table CS & F-4B: Fire Station Number of Calls and Response Times

Current Population & Area Served		
West Central, King Street & Proposed North Station		
Response	Gross Number (Residents)	Percentage (%)
4 Minutes	25,080	76
5 Minutes	28,050	85
6 Minutes	30,690	93%
7 Minutes	33,000	100%
8 Minutes	33,000	100%

Response	Land Area Served	Percentage (%)
4 Minutes	21.8 sq. mi.	81
5 Minutes	24.1 sq. mi.	89
6 Minutes	26.2 sq. mi.	97
7 Minutes	26.8 sq. mi.	99
8 Minutes	27 sq. mi.	100

Source: Franklin Fire Department

In addition to traditional Fire and Emergency Medical Services, the department also provides technical rescue and hazardous materials response capacities through participation in regional response teams. Franklin's convenient location within New England has proven fertile for the development of warehousing and truck terminals within the community's two industrial parks. Warehousing and truck terminals combined with increased service stations, commercial and residential petro-chemical deliveries, validate the high risk rating cited in the Town's Comprehensive Emergency Management Plan (CEMP).

According to the Environmental Protection Agency’s “Envirofacts,” Franklin has 85 facilities, which are regulated by the EPA. There are 13 additional unique sites with underground storage of flammable materials listed by the Commonwealth of Massachusetts. These fixed facility hazards in combination with the Town’s major transportation routes of Interstate 495, State Route 140 and commuter and freight rail lines, combine to place nearly the entire community at risk from a sudden release of hazardous materials.

Franklin’s frequency rate for incidents related to the release of hazardous materials is fairly static. During fiscal year 2012, the department responded to a total of 213 emergencies involving hazardous materials. These incidents included motor vehicle crashes (176 occurrences), and hazardous conditions (45 actual releases). Given the small frequency of occurrence, the department participates in the State-wide Hazardous Materials Response Program. In the event of a spill, department personnel isolate the area and await personnel with higher levels of training and equipment to respond for safe entry into the hazard area. Partnering with other Norfolk County Fire Departments is a reasonable, cost effective means to manage the technical rescue risks faced by the citizens of Franklin.

Animal Control

Franklin’s Animal Control officer and dog pound are shared with the Town of Bellingham. The dog pound facility is located near Franklin’s DPW garages. The Animal Control Officer is responsible for picking up animals including, but not limited to dogs, cats, and dead animals in the street. All cats and dogs that are unclaimed from the pound after 10 days go to animal shelters. The officer is also responsible for investigating animal complaints and issuing citations for animal related infractions. Other duties are mentioned in the list below (see Table CS & F-5: Animal Control, Inspection Activity, and Bite Incidents FY 2011). The Animal Inspector is responsible for inspecting livestock, responds to reported animals bites, and is responsible for quarantining animals and ordering rabies tests.

Table CS & F-5: Animal Control, Inspection Activity, and Bite Incidents FY 2011

Animal Control Activity FY 2011	Animal Inspection Activity FY 2011
Complaints received and investigated: 2,034	Barn count and inspected:
Citations issued: 201	Dairy cows: 0 Mini horses: 3
Dogs picked up, not claimed: 5	Beef cattle: 1 Goats: 3
Dogs picked up, claimed by owner: 59	Sheep: 20 Swine: 2
Dogs found off leash: 109	Horses: 59 Ponies: 2
Cats picked up: 24	Chickens: 185 Waterfowl: 100
Other animals picked up: 12	Game birds: 0 Rabbits: 40
Dead animals picked up: 246	Mule: 1
Wild animals euthanized: 33	Llamas: 4
Animals taken to Vet: 26	Animal Bites: 30 animal bites were reported, all were quarantined for a period of ten days, and none were found to have rabies.
Source: Franklin Animal Control Department	Animals Tested: 7 animals were taken to the state lab to be tested for rabies, all tested negative.

Board of Health

The Franklin Health Department and the Franklin Board of Health is charged with ensuring the health, safety and well-being of the community in accordance with federal, state and local public health law/regulations. In order to carry out this mandate, the Health Department administers a comprehensive multi-faceted public health inspection program. The primary components include food service, septic system installations/repairs/percolation testing, housing code enforcement, nuisance/odor/noise complaint investigation. In addition the Franklin Health Department conducts regular inspections of semi-public swimming pools and spas, children's recreational camps, manicure/pedicure and tanning establishments.

Aside from the routine inspectional duties, the health department also has a pivotal role in safeguarding the public health by responding to new and/or emerging threats such as novel pandemic influenza events, mosquito-borne illness and natural and man-made disasters. The Franklin Board of Health is responsible for implementing policy designed to protect and promote the public health of the community.

As the Town of Franklin continues to grow, the responsibilities of the Health Department also grow; coupled with increasing state environmental and public health agency program divestment, Franklin's public health infrastructure faces substantial challenges. Much of Franklin's development is in the form of restaurants or other food service/retail food establishments. New or proposed senior living facilities with large kitchen and dining facilities require regular inspections and new housing developments whether apartments or condominium units are a potential source for complaints to the health department.

The challenge for the Franklin Health Department is to maintain high quality, time sensitive public health services in the face of continual growth, while remaining vigilant and fully prepared to confront emerging and unexpected public health emergencies as they develop, whether it is a local food-borne illness outbreak, or a full scale influenza pandemic.

Cultural and Recreational Resources

The Recreation Department works hard to ensure that athletic and recreational programs are available to the residents of Franklin. Recently, the Town agreed to share its recreational services with the Town of Medway in order to make running the programs more affordable. The Recreation Advisory Board helps to ensure that the recreational needs of the

community are met. The Board works closely with the Director of Recreation, the Town Administrator, the Department of Public Works, as well as the School Facilities Department, and the Athletic Director. The Recreation Advisory Board is responsible for issues pertaining to youth recreation, development of additional playing fields, field dedications, and spring/fall field allocations. It also advises the Town Administrator, Finance Committee and Town Council regarding the expenditure of monies from the Fletcher Fund. Furthermore, the Board has initiated a review of all the recreation facilities and is working to ensure that they meet ADA accessibility requirements.⁵⁴

In recent years, the Recreation Advisory Board worked on a wide range of projects including: the completion of a needs assessment for youth athletic fields based on current and future

Athletic and Recreation Areas in Franklin

Beaver Pond Recreation Area
Dacey Community Field
Henry "Ski" Faenza Park (Nason Street Tot Lot)
Fletcher Field
Pisani Field
King Street Memorial Park
Meadowlark Lane Complex

⁵⁴ "Recreational Advisory Board." 11 June 2010. Town of Franklin, Massachusetts Official Website. 29 July 2010 <http://franklinma.virtualtownhall.net/Pages/FranklinMA_BComm/recreation>.

participation numbers in youth sports; completion of a feasibility study regarding natural grass vs. synthetic turf at future athletic facilities; implementation of a field and facility use policy addressing profit organizations; completion of phase II of the signage project at all recreation sites; and the monitoring of capital projects at Lincoln Street "Dacey's Field" and Beaver Pond Recreation Area.⁵⁵ A complete list of recreation areas can be found in Table OSR-3: Town-Owned Park and Recreation Areas. They are also discussed in the Open Space and Recreation section of the 2013 Master Plan.

Franklin benefits from its many public and private areas for recreation. There are 15 recreation areas with athletic fields in Town, including those located at Franklin Public Schools. Most of the people who responded to the 2008 Open Space and Recreation Survey Plan said that they were satisfied or very satisfied with the recreation facilities in Franklin. Several mentioned that the Town should focus on upkeep of the existing sites before expanding services.

While the Town does not have a public pool, Beaver Pond Recreation Area provides a handicapped accessible public swimming area known as Chilson Beach. Residents who wish to swim may also join private recreation facilities including the YMCA, the Adirondack Club, or the Franklin Country Club. Golf is available at the Franklin Country Club as well as the Maplegate Country Club. Additional recreational opportunities for Franklin's residents are mentioned within the Town's 2008 Open Space and Recreation Plan.

Residents in Franklin also have access to several cultural opportunities including the Public Library, the Historical Museum, the Senior Center and the Town Common. The grounds of these sites as well as all the Town recreational and athletic facilities are maintained by the Department of Public Works Parks and Grounds Division.

Public Library

Franklin Public Library was founded in 1778 and is considered America's first public library. At this time the Town's name was changed from Exeter to Franklin in honor of Benjamin Franklin. To thank the Town, Benjamin Franklin donated a set of books to the Town. The townspeople voted to lend the books to all Franklin inhabitants free of charge, which effectively established the first free public library in the United States. The original Franklin collection is still housed in a book case in the library's Reading Gallery.



Franklin Public Library – First Public Library in America
Photo by Robert Wierling, Franklin Resident, 2012

The library building consists of the original Ray Memorial Building built in 1904 and a children's wing that was built in 1988. The Ray Memorial fund helps provide some of the financial resources necessary to maintain the building. The library maintains a collection of many books, digital books, journals, and audio visual records. Its collection and others are searchable via the library's online database. The library periodically offers special programs for children and adults as well as a wide variety of museum passes.

⁵⁵ Ibid.

The Library Director is responsible for the oversight of the library. The Franklin Library Board of Directors, who are appointed by the Town Administrator and accepted by Town Council, act in an advisory capacity to the Library Director and the Town Administrator.

Historical Museum

Franklin has a beautiful, newly refurbished Historical Museum. The Franklin Historical Museum moved downtown to the former Senior Center in May of 2010. The new museum displays were aided by students at the Tri-County Regional Vocational Technical School who helped finish the interior and built display cases and bookshelves. The outside has also been newly landscaped with benches, flowers, and a statue called "Hats Off to Franklin," which draws on the memory of Franklin's straw hat industry.⁵⁶

Senior Center

The Franklin Senior Center, also known as Franklin's Council on Aging, seeks to improve health status, reduce health disparities, increase economic security, decrease caregiver stress, and increase the independence of older and disabled adults. A National Council on Aging survey found that, compared with their peers, senior center participants have higher levels of health, social interaction and life satisfaction, even those with lower levels of income. NCOA research has demonstrated that older adults who participate in senior center programs can learn to manage and delay the onset of chronic diseases and experience measurable improvements in their physical, social, spiritual, emotional, mental and economic well-being.

The Senior Center offers a variety of programs, services and activities for all Franklin residents aged sixty or older and disabled residents. By offering vital community support services and infrastructure, the Senior Center helps older and disabled residents remain independent in the community.

In recent years, the Senior Center has seen substantial increases in the fitness programs, Café meals, and the Supportive Day Program utilization.

Currently, the Senior Center is at capacity most mornings resulting in insufficient space in our parking lot. We are booking more activities and events in the afternoon and expect to reach capacity at these times in the near future.

Given projected demographics and overall increase in use of the Senior Center, continued and consistent growth and diversity in our users and increased interest in Senior Center programs, services, and activities is anticipated in the coming decade.

When the Senior Center was built in 2007, a second level with approximately 3,000 square feet was "roughed in" with an eye toward future expansion of the building. The additional space is needed for fitness activities / equipment, recreational activities (e.g. arts and crafts, darts, ping-pong, etc.), educational lectures / presentations / classes, and meetings.

The Franklin Senior Center is supported through the Town budget, public and private grants, and funding from the Friends of Franklin Elders, Inc. Volunteers are also a great asset. The Senior Center's cafe and gift shop are run by volunteers as are the Supportive Day Program, computer classes, and many other programs, services and activities.

⁵⁶ Reynolds, Warren. "Franklin MA Historical Museum Opens in New Downtown Location." 16 May 2010. www.02038.com.
<<http://www.02038.com/2010/05/franklin-ma-historical-museum-opens-in-downtown/>>.



Franklin Town Common – Photo by: Robert Wierling, Franklin Resident,

Franklin Town Common

The Franklin Town Common is a historical treasure located near Franklin's center. Decorated with war memorials, a gazebo, and lit by dedicated lamps, the Town Common serves as a gathering and celebration space for the people of Franklin. Each year Franklin holds an Independence Day celebration that attracts between 2,000 and 5,000 people.⁵⁷ During the summer it is also the venue for musical performances, fairs, and a farmer's market. Like other Town facilities, the common is maintained by the Department of Public Works.

Public Works and Infrastructure

Public works and infrastructure are some of the most important services provided by the Town. However, they are also some of the most easily overlooked. As long as everything works – the tap water is clean, the roads are in good condition, and the snow is plowed there is little reason to think how all these things are accomplished. But when something goes wrong it becomes very clear, very quickly just how important these services are.

Public Works

The Department of Public Works is responsible for maintaining the landscapes on all the Town-owned properties as well as maintaining Town infrastructure, which includes the water and sewer systems, streets, sidewalks, and drainage. The Department of Public Works is organized into six divisions: Administration and Billing, Engineering, Water and Sewer, Highway, Parks and Grounds, and Recycling and Solid Waste. The DPW has 47 year round employees, 15 summer-time workers for athletic field maintenance and around 6 winter-time workers for snow plowing. The responsibilities of each division are described in the respective sections below.

⁵⁷ Perry, Krista. "Happy Fourth of July: Franklin celebrates holiday." 4 July 2009. www.wickedlocal.com. 20 July 2010 <<http://www.wickedlocal.com/franklin/homepage/x488825549/Happy-Fourth-of-July-Franklin-celebrates-holiday>>.

The budgets for the DPW come from the general Town budget along with water, sewer, and solid waste enterprise funds.

Waste and Recycling

The DPW Solid Waste Division manages waste and recycling, implements waste reduction initiatives, and oversees the Beaver Street Recycling Center. The trash budget is supported entirely by user fees. This means that any changes to these budgets do not affect the general fund budget.

Utilities

Franklin operates its own Water and Sewer Departments. The remaining utilities including light and cable are managed by private companies or by commercial organizations that are supervised by the Massachusetts Department of Public Utilities.⁵⁸ The water and sewer budgets are supported entirely by fees.

Water

The DPW Water Division is responsible for the operation and maintenance of the Town water distribution system. They also are committed to protecting the future of the water supply through water-efficient practices, products, and services. Water for the Town of Franklin is supplied from twelve groundwater sources. In addition to the 12 water supply wells, the Town operates 7 booster pump stations, 6 water storage tanks, over 2,000 hydrants, 157 miles of water main and approximately 9,000 water services.⁵⁹ The location of pump house and utility buildings are shown on Map CS&F-1. Approximately 90% of the Town is serviced by the public water supply. Current water use averages 2.6 million gallons per day (mgd). The Town has a water storage capacity of 12.1 million gallons of water.

Sewer Service

The Town's sewer system consists of the collection system and the treatment facility. Franklin is a member of the Charles River Pollution Control District (CRPCD) which operates the sewage treatment facility that supports the Town's sewer system. The collection system includes gravity and force sewer mains as well as sewer pumping stations. The Town of Franklin sanitary sewer system is comprised of 137 miles of sewer pipe, over 3,400 manholes and 23 pump stations.⁶⁰

Approximately 75% of the Town has public sewer. There are still a number of undeveloped parcels in the Town that are eligible for extension or tie-ins to the sewer system. The existing sewer infrastructure is considered to be in good condition. The Town has identified a few areas including one of its main interceptors that will need maintenance in order to maintain the capacity of the system. The Charles River Pollution Control District operates an advanced, nutrient removal treatment facility that can process up to 4.6 million gallons of wastewater per day. The facility treats the combined wastewater and domestic septage from Franklin and seven other communities.⁶¹ At approximately 2.8 mgd, Franklin is by far the largest user of the CRPCD with 67.5% of the plant capacity reserved for the Town. Some of the increased costs for the Town come from CRPCD's necessary capital improvements, some of which are attributable to more stringent requirements for NPDES permitting.⁶² (See Map CS & F-2: Water & Sewer Features).

⁵⁸ Infrastructure and Facilities. Master Plan Community Services and Facilities Section. Franklin, 1997.

⁵⁹ http://franklinma.virtuالتownhall.net/Pages/FranklinMA_DPW/water_sewer

⁶⁰ http://franklinma.virtuالتownhall.net/Pages/FranklinMA_DPW/water_sewer

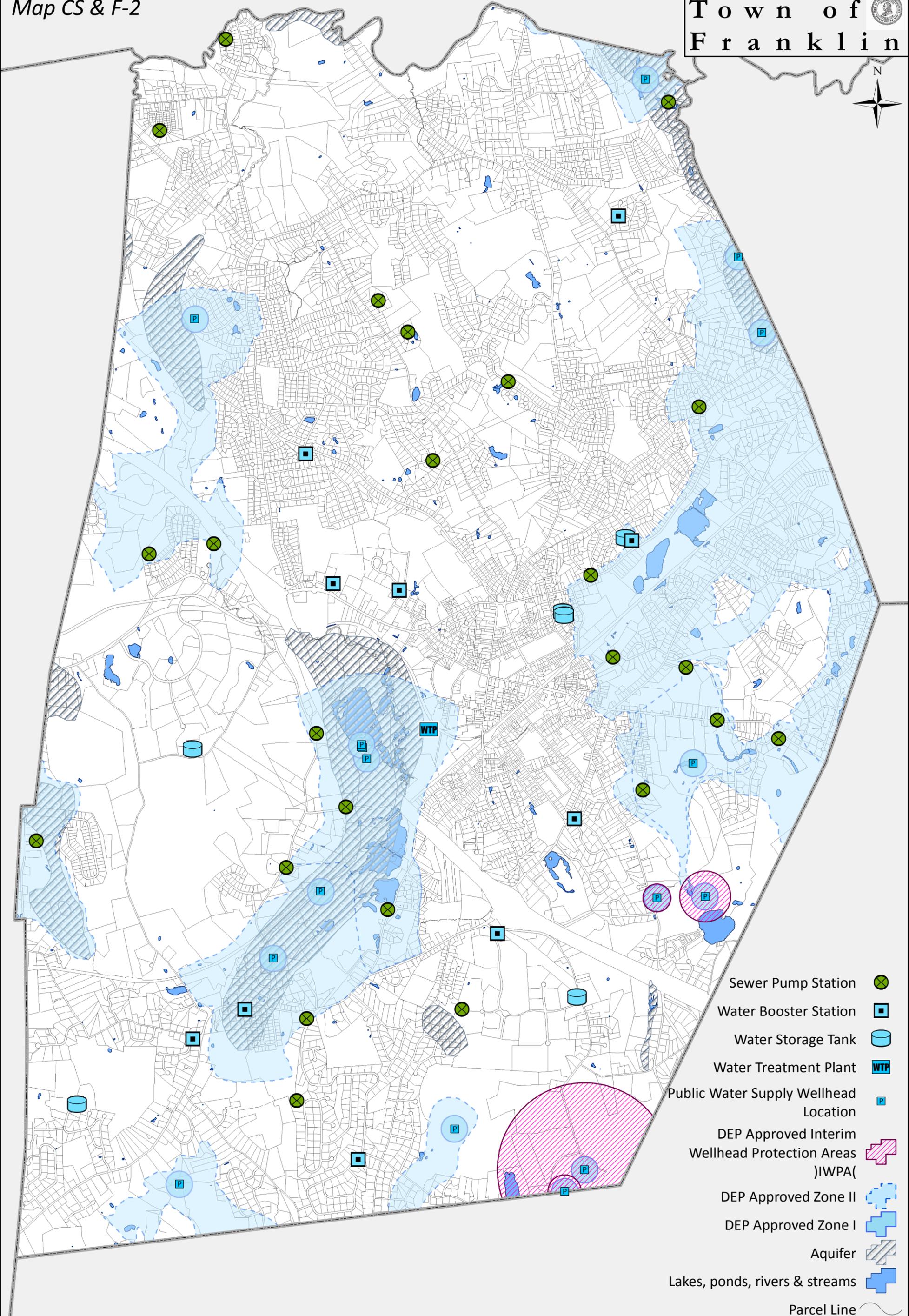
⁶¹ DEP, Massachusetts. Water, Wastewater & Wetlands, 28 7 2010 <<http://www.mass.gov/dep/water/wastewater/empilot.htm#cr>>.

⁶² "Charles River Pollution Control District." February 2009. www.slideshare.net. <<http://www.slideshare.net/shersteve/charles-river-pollution-control-district-presentation-2509>>.

Water & Sewer Features

Map CS & F-2

Town of
Franklin



- Sewer Pump Station
- Water Booster Station
- Water Storage Tank
- Water Treatment Plant
- Public Water Supply Wellhead Location
- DEP Approved Interim Wellhead Protection Areas (IWPA)
- DEP Approved Zone II
- DEP Approved Zone I
- Aquifer
- Lakes, ponds, rivers & streams
- Parcel Line

Roads

The DPW Highway Division is responsible for roads, sidewalks and drainage systems. Please see the Circulation Element for road and sidewalk related issues.

Stormwater Management and Drainage Systems

Drainage systems are critical for protecting property from storm damage, ensuring maximum useful lifetimes for roads and pavement, and for adequately managing stormwater. Franklin's stormwater management bylaw Chapter 300 Section 11 of the Town Code has strict requirements that new developments must maintain the same or better rates of groundwater infiltration as existed on the site prior to development.

To assist in meeting this requirement, the Town has created a Best Development Practices Guidebook (BDP Guidebook), which is accessible on the Town website. It details best practices in design and development and the cases in which these practices must be used. The Guidebook codifies these practices as official Town policy, and provides a single-source reference book for designers and reviewers working in Franklin.

All redevelopment projects must meet the stormwater standards to the maximum feasible extent, and, if they fail to meet the standards, shall retrofit or expand existing stormwater management systems to improve existing conditions. All new development projects in Franklin must meet the following three stormwater management performance standards:

1. Post-development peak discharge rates from the site shall not exceed pre-development peak discharge rates from the site.
2. Annual groundwater recharge from the post-development site shall approximate annual recharge from the pre-development site.
3. The stormwater management system shall remove at least 80% of the average annual load of total suspended solids (TSS) from the post-development stormwater created on developed site.

Additionally, the BDP Guidebook states that non-structural stormwater management systems should be used wherever site conditions allow. Drain pipe/catch basin systems may also be used, in part or in whole, only if the applicant can demonstrate that other systems are not feasible due to site conditions. While all new construction must comply with current codes, many of the Town's old roads still have inadequate drainage systems.

Upcoming Projects

In August 2013, the Department of Public Works (DPW) presented to Town Council a list of water, highway, and sewer improvements, and other administration and engineering projects in 2013, as well as upcoming projects for 2014-2015. Below are the water, sewer, and other non-roadway related improvement projects found in said list. The highway and roadway improvements from this list are mentioned in the Circulation section of the Master Plan, under the heading, "Pavement Management Initiative and Other DPW Upcoming Projects."

The water system improvements scheduled in 2013 include replacing the waterline and improving the stormwater drainage systems at Lincoln Street and Daniels Street. Other water system improvements in 2013 include: improving the waterlines at Kathleen Drive, Fannie Way, Harborwood Drive, Betten Court and Corrine Road; cleaning the water tanks at Franklin Industrial Park and Forge Hill and equipping them with new agitators; and writing a new Water System Master Plan.

Sewer improvements for 2013 include: installing new grinder pumps at Jefferson Road and Milliken Road; metering the Beaver Street interceptor; and proposed reconstruction of the Charles River Pollution Control District Sewer Treatment Plant.

Administration and Engineering projects scheduled in 2013 include: finishing reconstruction at the Delcarte Dams on Pleasant Street; construction of a new DPW entrance on New Hayward Street; a town wide sign inventory and creation of a signage plan; and construction of a new building for storage at 247 Fisher Street.

Other DPW wide projects scheduled in 2013 include: finishing the construction at Panther Way Park and improvements at the Recycling Center; designing and constructing a new playground/parking/walkway at the Delcarte playground on Pleasant Street; the Public Works Touch-A-Truck and Library Book Sale(s) open house at 257 Fisher Street; and Public Outreach for Earth and Arbor Days at the Beaver Street Park.

For 2014, DPW projects include: replacing the waterline & improving stormwater at Anthony Road, Conlyn Ave, Carmine Drive, Summer Street, and Lewis Street; stormwater improvements on roadways proposed for reconstruction; and demolition of the old DPW garage at 257 Fisher Street.

Inspections and Building Department

Currently, the Building Inspection Department is staffed with Building, Mechanical, Office and Zoning Personnel. The Department takes pride in its customer service in all of its many official duties, which include but are not limited to: manning the phones; field inspections; issuing and taking permits; and zoning interpretations. The commercial property based duties include inspection of existing food and liquor establishments periodically for safety compliance. All public, private and child care schools are inspected yearly. Multi-unit residential properties are inspected every five years. The mission statement of the Building Department is to promote public awareness of the Department's role in Franklin. This is accomplished through the internet, with updates on the Building Departments Page on Franklin's Website. The only other activity available online is a one-on-one question answering service with the Building Department Staff. Other online activities are being developed to make life easier when applying for permits.

Planning and Community Development

The DPCD's mission is to plan and implement policies and initiatives that work to fulfill the land use related goals of the people of Franklin. The DPCD's activities and services include zoning by-law and subdivision regulation development, and providing technical and administrative support to the Town's Planning Board and Conservation Commission.

Wetland Protection

The Conservation Commission is the official Town agency specifically charged with the protection of Franklin's natural resources. The Commission also advises other municipal officials and boards on conservation issues that relate to their areas of responsibility. The first powers given to the Commission (ref Conservation Commission Act of 1957 - MGL Ch.40 sec. 8C) focused on "promotion and development of natural resources...and protection of watershed resources". In 1972 Conservation Commissions were authorized to administer the State Wetlands Protection Act (M.G.L. Ch 131 sec. 40). The Massachusetts Wetlands Protection Act prohibits any filling, excavation, or other alteration of the land surface, water levels, or vegetation in wetlands, floodplains, riverfront areas or other wetland resource areas regardless of ownership without a permit from the local Conservation Commission. Additionally, the

Conservation Commission is charged with administering the Town's Wetland Protection Bylaw listed in Chapter 181 of the Town Code.

Watershed Protection

Charles River Management Area

The Town of Franklin lies directly at the headwaters of the Charles River and is partly responsible for its pollution and consequently its protection. While Franklin may not experience many of the effects of pollution in the Charles River, communities downstream in the Lower Basin do. One of the biggest issues facing the Charles River today is phosphorous pollution.

In recent years, phosphorous pollution in the Charles has become so serious that in the summers of 2006 and 2007, the Lower Basin of the Charles River experienced a bloom of toxin-producing photosynthetic cyanobacteria, also known as blue-green algae, these toxins persist in the water for some time after the algae bloom is gone, making the risk invisible. As the bacteria dies the decomposition process takes up oxygen in the water. This depletes the amount of oxygen available for other organisms, causing them to die. This is especially noticeable when the process causes fish to die.

Phosphorous itself is not harmful. It is a commonly occurring element in the land. Some of this phosphorus naturally erodes into water bodies. However, the greatest contributor to high phosphorous levels in the Charles today is not land erosion, but human activities. Phosphorous is found in many everyday products including lawn fertilizers, pesticides, household cleaners, detergents, soaps, and automobile exhaust. Stormwater runoff carries traces of these products in the river. Other phosphorus sources include wastewater treatment facilities, illegal connections of sanitary sewer lines to stormwater drainage systems, and combined sewer outflows (Charles River Watershed Association).

Normally, phosphorous would be filtered out of the water by filtration through soil. However, as development has increased so has the amount of impervious surfaces due to building and road footprints. Water that flows off these surfaces flows faster than water that hits natural ground and thus is able to carry more pollutants with it. Impervious surfaces do not allow water to be filtered and kept onsite. Instead, the water quickly runs offsite and into the nearest water body, which contributes to high levels of pollution in the river and rapid flooding problems. Residential sources are by far the largest contributors to phosphorous in the lower Charles River basin. To address this issue the EPA is developing a new set of stormwater regulations.

EPA Stormwater Regulations

The EPA has issued new draft stormwater regulations for the Charles River watershed, affecting the Towns of Bellingham, Franklin, and Milford. These "Residual Designation Draft General Permits" (Draft RD permits) rolled out in late 2010. The new regulations require municipalities to reduce phosphorus discharges by approximately 50% overall and are not restricted by the type of property (includes both public and private). Reductions on private properties will be credited to the Town. The new regulations are described in great detail because they could have significant impacts on the municipal government and property owners of Franklin.

There are two categories for requirements: a Stormwater Management Plan (SMP) with baseline performance standards and Phosphorous Reduction Plan. Under the new regulations, all permittees would be required to create an SMP. The EPA suggests that SMP's are better than lot-by-lot approaches since some properties can reduce phosphorous loading more efficiently than others.⁶³

⁶³ (Voorhees, Draft Storm Water General Permit for Residually Designated Discharges)

Permits will be required for properties with impervious surfaces greater than or equal to 2 acres, including contiguous properties under common ownership and properties with common structures aggregated (Voorhees). These properties are referred to as Designated Discharge (DD) sites and are likely to include office complexes, condominiums, shopping plazas, and car dealerships due to the size of their impervious surface areas. Although Franklin has already done a lot of work in recent years related to implementing Best Management Practices, these new regulations would apply to older sites whose stormwater runoff would need to be addressed.

Municipal Stormwater Permits

The North Coastal permit affects all municipalities in the Charles River watershed, and requires municipalities to “enhance” the work that was required under the 2003 permit (Voorhees). Municipalities must also develop a “Phosphorous Control Plan” (PCP) within 4 years and complete implementation of that plan within 10 years.

Financing Municipal Services

Overview of Town Budget

The Town’s Comptroller put together several tables and graphs depicting the revenues and expenditures of the Town. Figure CS & F-3 shows Franklin’s Operating Budget Revenues for the past six years as well as projections into the following year. It is important to note that Franklin receives approximately one third of its municipal funding from state aid and the Town has very little control over fluctuations in the State budget. If the State budget is reduced, the Town of Franklin may be more adversely impacted than other Towns that receive less state aid.

The total budgeted revenue for 2013 is \$95,702,892. Revenues, however, are only one side of the equation. Since 2007, Franklin’s operating expenditures, amounts actually spent on public services, increased by 12.3%, from \$78.3 million to \$89.3 million. Fixed costs have grown 19.8% over that same eight year period. As a percent of the total budget fixed cost has grown from 11% to 12.5%. The education budget has seen a growth of 20.4% and municipal budgets have grown 12.3%. Of that 12.3%, fixed costs comprise almost 32% of the municipal budget. Fixed costs continue to put great pressure on the budget (see Figure CS & F-3: Eight Year Operating Budget).

Eight Year Operating Budget Revenue Summary								
	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
	<u>Budgeted</u>	<u>Projected</u>						
Property Tax	41,437,694	43,679,576	48,270,245	50,303,727	52,266,278	54,099,090	56,327,438	58,600,829
New Growth	1,176,527	713,346	806,561	687,763	513,322	854,509	844,102	700,000
Prop 2 1/2 override		2,700,000						
	42,614,221	47,092,922	49,076,807	50,991,490	52,779,600	54,953,599	57,171,540	59,300,829
State Aid	29,742,506	30,681,519	33,069,057	31,401,068	29,903,868	29,819,987	30,129,463	30,129,463
Local Estimated Receipts (LER)	7,525,483	7,878,387	7,452,000	6,999,305	6,852,000	6,700,000	7,050,000	7,150,000
Other Available funds	2,067,361	1,290,000	315,000	220,000	226,000	365,000	358,889	240,077
Transfer from Enterprise Indirects (from 2005-2009 indirects in LER)	881,000	884,500	927,000	955,000	956,000	966,000	993,000	997,500
total revenues	82,830,571	87,827,328	90,839,864	90,566,863	90,717,468	92,804,586	95,702,892	97,817,869
budget(less MSBA/Debt exclusion)	78,317,274	83,262,778	85,967,254	85,814,901	85,718,218	86,745,145	89,321,121	92,221,164
balance to fund assessments	4,513,297	4,564,550	4,872,610	4,751,962	4,999,250	6,059,441	6,381,771	5,596,705
vote to stabilization/projects						665,000	814,405	-
overlay/other	707,109	574,397	764,002	565,512	513,449	679,478	696,317	680,000
state assess	644,159	746,227	713,218	749,265	718,042	712,739	725,141	748,677
charter school	3,131,480	3,201,370	3,375,475	3,422,629	3,732,262	3,992,883	4,112,316	4,166,974
	4,482,748	4,521,994	4,852,695	4,737,406	4,963,753	6,050,100	6,348,179	5,595,651
	30,549	42,556	19,915	14,556	35,497	9,341	33,592	1,054
unused levy	-30,549	-42,556	-19,916	-14,556	(35,496)	(9,341)	(33,592)	-
diff	0	0	-1	0	1	(0)	-	1,054
Property Tax %	51.45%	53.62%	54.03%	56.30%	58.18%	59.21%	59.74%	60.62%
State Aid %	35.91%	34.93%	36.40%	34.67%	32.96%	32.13%	31.48%	30.80%
Local Estimated Receipts %	9.09%	8.97%	8.20%	7.73%	7.55%	7.22%	7.37%	7.31%
Other Available Funds%	2.50%	1.47%	0.35%	0.24%	0.25%	0.39%	0.38%	0.25%
Enterprise Indirects %	1.06%	1.01%	1.02%	1.05%	1.05%	1.04%	1.04%	1.02%

Figure CS & F-3: Eight Year Operating Budget

(Source: Franklin Comptroller)

The Town of Franklin has experienced tremendous growth. The Towns' population has increased by 9.5% over the past 10 years, and by 38% over the past 20 years. The Schools population has grown from 3,979 in 1994 to 5,923 in 2013, a growth of 33%. In 2007 the student population was of 6,152, the high being 2009 with a population of 6,255. It is interesting to note from Table CS & F-3 that in 2009 at the height of student enrollment the school budget increased by 2%, in 2010 it was level funded, and in 2011 the budget was reduced, although it was offset by ARRA funds from the federal government.

Fixed Costs History	FY 2007	FY 2008	FY 2009	FY2010	FY2011	FY 2012	FY 2013	FY 2014	% growth
	Budget	Projected	over 8 years						
Liability Insurance	405,000	435,000	390,000	275,000	290,000	385,000	410,000	400,000	-1.2%
Employee Benefits:									
Pensions	2,603,776	2,661,890	3,250,290	3,430,350	3,558,923	3,341,223	3,506,741	3,662,597	40.7%
Health/Life Insurance/non school	1,909,000	1,893,000	2,110,104	2,040,000	2,080,000	2,423,000	2,275,000	2,335,000	22.3%
Retired Teacher Health Ins	1,460,758	1,275,000	1,300,000	1,079,000	1,144,000	1,240,000	1,230,000	1,175,000	-19.6%
Workers Compensation	240,000	270,000	360,000	295,000	315,000	300,000	330,000	375,000	56.3%
Unemployment Compensation	100,000	210,000	210,000	205,000	185,000	185,000	185,000	185,000	85.0%
OPEB	-	-	-	-	1,000	68,000	100,000	200,000	
Medicare	175,000	195,000	230,800	210,000	215,000	200,000	220,000	226,000	29.1%
Total Emp Benefits	6,488,534	6,504,890	7,461,194	7,259,350	7,498,923	7,757,223	7,846,741	8,158,597	25.7%
General Fund Debt (less debt funded through override or MSBA funds)	2,085,444	2,333,302	2,208,114	3,293,433	2,993,430	2,935,586	2,939,593	2,864,588	37.4%
Total Fixed Costs	8,978,978	9,273,192	10,059,308	10,827,783	10,782,353	11,077,809	11,196,334	11,423,185	27.2%
Total Operating Budget	78,317,274	83,262,778	85,967,254	85,814,902	85,718,218	86,795,145	89,321,121	92,309,231	17.9%
Fixed Costs as % of Total Budget	11%	11%	11.7%	12.6%	12.6%	12.8%	12.5%	12.4%	7.9%
Total Operating Budget	78,317,274	83,262,778	85,967,254	85,814,902	85,718,218	86,795,145	89,321,121	92,309,231	17.9%
less Education appropriation	(45,092,931)	(49,221,336)	(50,297,820)	(50,297,820)	(49,875,000)	(51,060,000)	(52,710,000)	(54,310,000)	20.4%
less Regional Schools appropriation	(1,299,432)	(1,349,359)	(1,411,370)	(1,141,979)	(1,688,082)	(1,730,992)	(1,871,415)	(2,146,638)	65.2%
Municipal Appropriation	31,924,911	32,692,083	34,258,064	34,375,103	34,155,136	34,004,153	34,739,706	35,852,593	12.3%
Fixed costs as % of Municipal appropriation	28%	28%	29.4%	31.5%	31.6%	32.6%	32.2%	31.9%	

Figure CS & F-4: Fixed Costs History

Source: Franklin Comptroller

improvements to the Library, and new high school turf fields have minimal impact on the Town operating budget. They further advise that cutting Town services to avoid budget deficits or comply with minimum net school spending requirements would only cause the Town to remain near the bottom compared to similar Towns. School spending in Franklin is already 22% less than the state average.

The cost of financing municipal services has been rising faster than revenues for many years not only in Franklin, but across the country. While revenue growth and property tax growth are capped by Proposition 2 ½ there is not a cap on the increase in operating costs. Five-year average annual inflation is 3.3%. Healthcare, pension, and energy costs have risen at double digit rates. Federal and state mandates increase the burden on local government's limited resources. The new mandates for special education have increased from 15.5% to 21.2% of the school budget from 2000 to 2008. Furthermore, since Franklin's teacher population is relatively young there are fewer retirees to offset the market-based raises that must be given to junior teachers in order for the Town to remain competitive.

Other pressures on the Towns budget include roads, sidewalks and drainage improvements; storm water mandates and OPEB funding (See Figure CS & F-4: Fixed Cost History).

Franklin ranks #22 out of 31 Towns (including the state average) in per capita municipal spending. The 31 Towns were selected by the Long Range Financial Planning Committee as having similar characteristics to Franklin. These Towns were designated as "comparable Towns." The Committee stresses that capital expenditures such as the new Senior Center,

The Town of Franklin has sought to increase municipal revenues by centralizing administrative functions (Facilities, HR, IT, Accounting), automating systems (Payroll), increasing employee medical co-pays, increasing volunteerism, leasing space on water tanks for cell towers, increasing fees for services (sports participation, bus service), and regionalizing services. Residents also passed a \$2.7 million override in 2007. The Town has also delayed road and sidewalk repairs, deferred scheduled pay increases, reduced teacher headcount, and denied Department recommendations to increase headcount (Police). The Town also used some of its cash reserves for the operating budget which resulted in lower debt, but if the practice is continued it may ultimately increase interest costs. Many of these measures are not economically sustainable in the long term. Figure CS&F-5 below shows how the headcount for municipal staff has changed in comparison to the Town's population growth.

Population Growth versus Headcount

As town population and school enrollment have grown, headcount related to public safety and public works have either grown proportionally or remained flat. Headcount at the schools and general government have lagged behind or fallen because of headcount reductions since 2005.

	1999	2008	Change	%
Demographics				
- Town Population	28,878	32,287	3,409	12%
- School Enrollment	5,030	6,236	1,206	24%
Headcount ¹				
- Police officers	46	46	-	0%
- Firefighters	45	51	6	13%
- DPW staff	29	32	3	9%
- General Government	64	45	19	(30%)
- Teachers	381	443	62	16%

Headcount data provided by Town Administrator's office and is presented on a full time equivalent basis to adjust for factors such as part time employment.

Figure CS & F-5: Population Growth versus Headcount

The Long Range Financial Planning Committee makes it clear that even had the economy remained strong, the Town would still be dealing with a structural deficit because the cost of existing services exceeds annual revenue increases. Unfortunately, the Town is also not immune from the impacts of the financial crisis. State aid decreased in FY 2010 and may be decreased in the future. Since state aid makes up approximately one third of Franklin's budget, this will have serious impacts on the Town.

County run pension funds lost significant value and will likely require more significant Town contribution in the future. Thankfully, the combined revenue from property taxes and new growth has increased every year since 2007, and is projected to keep increasing. Also, economic stimulus funds have been earmarked for Franklin. Salary freezes and layoffs in the private sector may help the Town and Schools control payroll costs. Lastly, health care and pension reform if passed may help slow the rate at which those costs are increasing. Although

the Town has taken measures to increase general revenue as listed above, the Town's ability to raise revenue for financing municipal services is limited by state laws, specifically Proposition 2½ and the Home Rule Act of 1966.

State Influences

Proposition 2½ is a Massachusetts law that states that municipalities may not issue a property tax that is greater than 2½ percent of the property's value. Proposition 2½ applies to all Towns equally, meaning that it does not take into account the make-up of the tax base for which the Town must fund services. For instance, communities with a high percentage of commercial properties in their tax base would have more money to put towards public services than communities with a high percentage of residential properties leading to higher education costs. Since it often costs more to provide services to residential units than commercial units communities across the state have adopted pro-commercial development policies and sought to limit residential development where possible.⁶⁴

For many municipalities, if local expenditures were calculated independent of revenue, the resulting tax rate would exceed the levy limit set by Proposition 2½. At the same time, unfunded state mandates establish an initial expenditure budget not locally chosen. State control over revenue and expenditures thus turns municipal budget calculations into an algebra equation that squeezes out local discretion. The only variables in the equation that municipal authorities can use to adjust revenue and expenditures are the local services and programs that are not controlled by state regulations. In the end, much of a municipality's actual power over its finances involves cutting these locally initiated programs.

Towns that do not need to tax property owners up to the levy limit of 2½ percent in order to fund municipal services are able to adapt more quickly to economic changes. Their municipal governments effectively have a built-in economic buffer since they can raise taxes up to the limit if they need to increase municipal funding. Or municipalities can continuously keep taxes above what they need to provide services and save the difference for emergency funding.⁶⁵ Towns that need more than the levy are not as fortunate. But whether or not a town needs to tax at or above the levy limit has little to do with how well the town is run. It has much more to do with the existing composition of the Town's tax base.

In the case where towns need more funding to provide services than is provided by the maximum 2½ percent levy, the towns can ask the voters for an override. An override would mean an increase in property taxes. Not surprisingly, overrides can be difficult to pass and are frequently voted down (Barron, Frug and Su). Indeed in 2007 and again in 2010, Franklin voters turned down an override that would have increased funding for municipal services. Since it costs a significant amount of money to put an override vote on the ballot, many municipal governments no longer ask for them especially in communities where they are likely to be turned down (Barron, Frug and Su). "Even some of those [officials] who have successfully used the override said that asking voters, year after year, to override the legal limit for the property tax levy to balance their budget is a very inefficient way to run a government (Barron, Frug and Su)."

Franklin's ability to increase revenue is further limited by the Home Rule Act. The Home Rule Act states that the state of Massachusetts has the sole authority to set and regulate taxes. Municipalities may not levy taxes. The key issue here lies in what constitutes a tax. Franklin sought to increase municipal revenues by implementing a development impact fee.

⁶⁴ Barron, Frug, and Su. "Dispelling the Myth of Home Rule." Rappaport Institute for Greater Boston. <http://www.hks.harvard.edu/rappaport/research/homerule1.htm>

⁶⁵ Barron, Frug, and Su. "Dispelling the Myth of Home Rule."

Massachusetts challenged the Town saying that this fee constituted a tax. The State won the case.⁶⁶ The current judicial distinction between taxes and fees is as follows: “Municipalities can seek “fees” from an individual for benefits provided to that individual, but they cannot, without state authorization, seek “taxes” from such an individual for the harm that his or her actions causes the municipality.⁶⁷” Consequently, this means the Franklin cannot implement fees to offset the additional costs to the Town for providing services to the new developments.

Since the passage of Proposition 2½ in the early 1980's state aid has become a more important part of local municipality's budgets. Proposition 2½ caused overall municipal revenues to fall by 13% since 1982. This was compensated by a more than 20% increase in state aid.⁶⁸ Barron, Frug, and Su note that “By limiting a municipality's control over its own revenue, Proposition 2½ thus increased financial dependence on the state and, thereby, replaced local fiscal independence with local dependence on the power of the state.” This has increased the State's role in influencing municipal budgets.

The state may only offer funding if a municipality has complied with certain mandates (that may be effectively unfunded) or participates in certain programs. Municipalities also have no say in whether the state continues to fund or cuts a program. This leaves communities at risk for insufficient funding. Theoretically, all mandates should be funded according to Proposition 2½. In reality, the state often sets minimum quality or spending levels that are difficult for towns to finance on their own.⁶⁹ For instance, the new EPA regulations to improve stormwater runoff and the minimum required school spending levels impose costs that the Town may not be able to fit within their budget if current tax revenues remain the same.

Franklin has not been immune to the financial stress of having a limited tax base that does not cover the cost of services. Indeed, the residential growth over the past two decades has increased the cost of providing services. The Town's unique character and proximity to Boston have attracted young families and new schools have been built, whose teachers must be funded and school buildings maintained. More water must be treated to service these facilities and more wells must be maintained. Soon, stormwater improvements will need to be made to many of these sites. All of this comes with additional costs. It is worth noting that public school

⁶⁶ *Greater Franklin Developers Association Inc. v. Town of Franklin. Appeals Court of Massachusetts, Norfolk. No. 98-P-1032. 2000. <http://caselaw.findlaw.com/ma-court-of-appeals/1409778.html>*

⁶⁷ Barron, Frug, and Su. “Dispelling the Myth of Home Rule.”

⁶⁸ Barron, Frug, and Su. “Dispelling the Myth of Home Rule.”

⁶⁹ Barron, Frug, and Su. “Dispelling the Myth of Home Rule.”

Town Spending: Franklin versus Comparables

Franklin spends less per capita on municipal services* than two-thirds of comparable towns. The Town's overall ranking is #22 out of 31 (including the state average). Franklin spends 27% less than neighboring towns, 22% less than its peers, and 22% less than the state average.**

Category	Our Rank	Category	Our Rank
General Government	#20	Culture & Recreation	#19
Police	#21	Debt Service	#22
Fire	#18	Fixed Costs	#23
Public Safety	#21	Intergovernmental*	#11
Public Works	#22	Education	#17
Human Services	#23	Other	#9

Source: Massachusetts Department of Revenue Data Bank. Municipal Actual Revenue & Expenses. FY 2008.

* Includes payments to the State for the Charter School; relatively few MA towns have charter schools.

** See table comparing Franklin with peers, neighbors and state average at Appendix K.

Figure CS&F-6: Town Spending versus Comparables

funding makes up the largest portion of the Town's budget. The Town has been pursuing commercial and other economic development initiatives to diversify the tax base and help offset the costs of providing these services.

Franklin has been doing its best to provide these additional services within its limited financial resources. As Town population and school enrollment have grown, headcount related to public safety and public works have either grown proportionally or remained flat. Furthermore, headcount reduction in 2005 has meant that headcount at the Town's schools and in the general government have lagged behind or fallen.⁷⁰ In order to see how Franklin's spending on services compared to that of similar towns, the Long Range Financial Planning Committee conducted a study of 31 comparable communities. Their findings, which are included below, show that Franklin is generally spending less on services than comparable towns. This leads to the conclusion that the financial deficit is not likely due to any kind of financial mismanagement or overspending, but rather to incoming revenues not being attuned to the cost of financing municipal services.

Capital Improvement Plan

The Town budget has two components: the operating budget and the capital budget. Operating costs include insurance, debt repayments, utilities, and salaries and similar expenses that generally occur regularly every year. The capital budget, on the other hand, is usually used for large and infrequent purchases such as a new fire truck or the renovation of a school building. These major capital projects are usually financed through debt in the same way that a consumer would finance a large purchase through debt. Capital projects are paid back over a long period

⁷⁰ Long-Range Financial Planning Committee. "Five Year Financial Outlook."2009.

of time. The annual repayments on that debt become part of the operating budget. Town policy requires that if the Town's debt is going to be more than 3.5% of the operating budget then it must be approved by local voters. Funds from the capital budget cannot legally be used for the operating budget because it is not an economically sustainable or advantageous way to fix operating budget. This means that if there is a surplus in the capital budget and a deficit in the operating budget the surplus cannot be put into the operating budget.

The Capital Improvement Plan (CIP) is used for creating the capital budget. It is entirely separate from the Town budget. It is funded through the operating surplus at the end of each fiscal year. This way capital improvement projects such as school renovations and other improvements to public facilities do not depend on the passage of the Town budget. The Town of Franklin has actively sought to ensure that the Town's facilities are up to date and adequate for the Town's needs. Several new buildings have been constructed and some renovations are planned, notably the renovation of the high school.

Structural Deficit

Over the next five years, Town expenses are expected to grow faster than revenue by \$7 million to \$10 million. As Barron, Frug and Su mention in their report about "Dispelling the Myth of Home Rule" most people agree that they want to have good schools, a clean environment, and a safe community. But when it comes to footing the bill for teachers, schools, roads, and policemen it can be difficult to strike a balance. The Long Rang Financial Planning committee urges residents to address this looming problem by "coming to an agreement about the root cause of the problem; and then by developing a comprehensive, multi-year plan for achieving a service neutral budget. They also provide some scenarios for what the budget may look like depending on a change in state aid.

Goals and Objectives

Policy Statement: Provide adequate and appropriate facilities and infrastructure necessary to accommodate current and future community needs by maximizing use of existing resources and adding new assets in an economically prudent manner.

Goal 1: Regularly utilize the Master Plan in developing annual budgets and prioritizing capital improvements, programs and services.

Objective 1.1: Annually assess the Master Plan's goals, objectives and actions while prioritizing infrastructure and facilities expenditures for inclusion in the Town's Capital Improvements Plan.

Objective 1.2: Annually assess the Master Plan's goals, objectives and actions, while developing departmental work programs and operating budgets.

Goal 2: Obtain sufficient resources to implement the Master Plan's priority capital improvements, programs and services.

Objective 2.1: Regularly research alternative sources of resources needed to fund the Capital Improvements Plan.

Goal 3: Maintain, update and expand the Town's utilities, infrastructure and facilities to satisfy the demands of the Town into the future, without infringing on previously established plans for conservation or preservation.

Objective 3.1: Maintain and continue to update the Town's potable water facilities as appropriate to ensure high water quality standards, and to meet current and future State and Federal regulatory requirements.

Objective 3.2: Investigate increasing the recharge of aquifers in the Franklin area, and ensure the health of aquifers by improving the treatment of runoff water before releasing it back into the ground.

Objective 3.3: Maintain and update the Town's storm water and roadway drainage systems to meet future State and Federal regulatory requirements.

Goal 4: Superb delivery of public services.

Objective 4.1: Continue to improve the quality of customer service provided to the Town's residents and other customers utilizing Town services and facilities.

Objective 4.2: Utilize technology where possible to improve the quality of municipal services, cut costs, and simplify routine processes.

Objective 4.3: Regionalize services to reduce costs and improve customer services where appropriate.

Objective 4.4: Launch Commonwealth Connect App which allows residents to report quality of life problems, such as graffiti and potholes, in real time directly to Franklin government officials for resolution.

Goal 5: Maintain the quality of Franklin's Municipal buildings, Public School facilities, and all other town owned properties, and utilize facilities as effectively as possible.

Objective 5.1: Develop and evaluate reuse alternatives for the former municipal site at 150 Emmons Street.

Objective 5.2: Relocate the Recreation Department out of 150 Emmons Street into a more appropriate facility.

Objective 5.3: Improve Fire emergency response times in the northern portion of Town, where population and development has increased.

Objective 5.4: Continue to work with National Grid to improve the power infrastructure in the community.

Objective 5.5: Implement actions from the Public Library improvement study.

Objective 5.6: Develop a plan to preserve the former Historic Museum's facade.

Objective 5.7: Expand the parking lot and finish the 2nd floor of the Senior Center to support projected levels of service.

Goal 6: Implement the School Department's Strategic Plan.

Note: The Master Plan Committee recognizes and incorporates herein the strategic planning already undertaken by the Franklin School system.

Objective 6.1: Provide resources to implement the District Improvement Plan, and related individual School Improvement Plans. The District Improvement Plan sets forth the following system-wide goals:

- a) Instructional Leadership. The district promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
- b) Curriculum, Planning, and Assessment. The district promotes the learning and growth of all students by providing high-quality and coherent instruction, designing and administering authentic and meaningful student assessments, analyzing student performance and growth data, using this data to improve instruction, providing students with constructive feedback on an ongoing basis, and continuously refining learning objectives.
- c) Learning Environment. The district promotes the learning and growth of all students through instructional practices that establish high expectations, create a safe and effective classroom environment, and demonstrate cultural proficiency.
- d) Family and Community Engagement. The district promotes the learning and growth of all students through effective partnerships with families, caregivers, community members, and organizations.
- e) Professional Culture: The district provides promotes the learning and growth of all students and staff through ethical, culturally proficient, skilled, and collaborative practice.

Objective 6.2: Study school attendance projections for upcoming years in order to plan for and utilize the Town's Public School facilities as efficiently as possible.

Objective 6.3: Develop a plan to increase or improve the school space in the Davis Thayer Elementary School if school attendance projections increase.

Objective 6.4: Develop a plan to utilize the Davis Thayer Elementary School if school attendance projections decrease.

Objective 6.5: Develop a plan to utilize the Red Brick School building in case it ceases to be leased by the Benjamin Franklin Classical Charter Public School.

Goal 7: Support sustainable development, renewable energy, recycling, low impact development, and other "green" initiatives.

Objective 7.1: Investigate sustainable development improvement strategies in the areas of circulation, traffic calming, streetscape improvements, parking, pedestrian and bicycle connections, and enhanced transit (See Circulation Element).

Objective 7.2: Encourage investment in green technologies as part of all Town sponsored development or redevelopment projects.

Objective 7.3: Seek Green Communities designation by achieving as many requirements for designation as practicable.

Objective 7.4: Encourage use of low impact development drainage systems, including rain gardens, green roofs, rain barrels, and similar concepts.

Objective 7.5: Modify zoning to allow commercial alternative energy production.

IMPLEMENTATION

The Town of Franklin's 2013 Master Plan Implementation Element is an implementation tool that the Town's decision makers will use as a guideline over the next ten years. The Town's Goals, Objectives and Actions outlined below are ambitious and comprehensive, but also designed to be complementary to each other; they were created to address the desires, needs, and concerns of the residents of Franklin.

Franklin's 2013 Master Plan was endorsed by Town Council on September 25, 2013, and formally adopted by the Planning Board on October 7, 2013; in doing so Town Council affirmed their support for the Master Plan's Goals, Objectives and Actions, and indicated the need to assure future decisions in the community regarding development, capital improvements, and budgeting will concur with the applicable provisions of the Master Plan.

During the Master planning process the Master Plan Committee developed a mission statement and vision statement, which was used as a guide throughout the Master Plan development process. As part of the Master Plan implementation process the Master Plan Committee recommends that Franklin Town Council adopt the Master Plan Committee's mission and vision statements as the Town's new Mission and Vision Statements.

Master Plan Implementation Committee

To assure the Master Plan is implemented in a timely manner, given serious consideration while developing department budgets and planning for capital improvements, and made an ongoing part of municipal decision making, Franklin Town Council will create a Master Plan Implementation Committee (MPIC). In creating the MPIC the Town Council will specify the new committee's organizational structure and responsibilities. At a minimum, the MPIC will perform the following functions:

- Meet regularly to prioritize Master Plan Goals, Objectives and Actions;
- Identify additional Actions and strategies required to attain the Master Plan's Goals;
- Propose responsible parties and approximate timelines for each priority Objective and/or Action;
- Where possible, identify funding to implement specific priority projects;
- Prepare and issue a report to Town Council annually, which summarizes the status of the Master Plan's implementation, and recommends Master Plan priorities for the coming fiscal year; and
- Perform annual presentation to Town Council that summarizes the status of the Master Plan, and recommends Master Plan priorities for the coming fiscal year.

Implementation Element Structure

The Implementation Element includes an easy to read schedule of the Town's proposed Goals, Objectives and Actions. This schedule can be used as an *updateable implementation tool* that will assist the MPIC in: organizing and planning strategies; keeping track of who is responsible for implementing specific actions; determining what the likely timeline for specific actions are; and reviewing the implementation committee's overall progress.

Where possible, the Master Plan Committee crafted proposed Actions that are to be implemented to achieve the Goals and Objectives identified within the Master Plan. These actions, and related Goals and Objectives, are contained in the tables on the following pages.

Where actions were not identified during the Master Planning process it will be the MPIC's responsibility to develop strategies and specific Actions needed to fulfill the proposed objectives.

Plan Implementation

As the Master Plan touches on many diverse aspects of the Town, its implementation must be coordinated with many of the Town’s Departments, Committees, Boards, and Commissions, as well as outside organizations both public and private. Once specific organizations are identified as responsible for implementing Objectives and Actions, the key below can be used in conjunction with the tables of Goals, Objectives and Actions, to assist in prioritizing and creating schedules for each objective and action.

Key to Agencies Responsible for Implementation:

TC = Town Council	SD = School Department
TA = Town Administration	DPCD = Department of Planning and Community Development
EDC = Economic Development Committee	MPIC = Master Plan Implementation Committee
PLUC = Public Land Use Committee	CC = Conservation Commission
DPW = Department of Public Works	RD = Recreation Department
FHC = Franklin Historical Commission	DRC = Design Review Commission
DCR = Massachusetts Department of Conservation and Recreation	
FCRTC = Franklin Citizens Rail Trail Committee	

Land Use (LU)

(LU) Goal 1: Encourage development of workforce housing in areas of Town where property is underutilized or needs redevelopment, and where public transit is available.

(LU) Objective 1.1: Identify areas where development of workforce housing would be appropriate.		
Actions	RESPONSIBILITY	SCHEDULE
1.1a	Rezone properties currently zoned Commercial I along Alpine Way to the General Residential V Zoning District.	
1.1b	Rezone properties along Josephine Street currently zoned Industrial to General Residential V.	

(LU) Objective 1.2: Create a new zoning district where workforce housing would be allowed by-right.		
Actions	RESPONSIBILITY	SCHEDULE
1.2a	Create a “Compact Neighborhood” Zoning District to allow by-right development of workforce housing.	
1.2b	Rezone properties currently zoned Industrial along Dean Ave. and north of the railroad tracks to the Compact Neighborhood Zoning District.	

(LU) Goal 2: Promote mixed-use development in appropriate areas.

(LU) Objective 2.1: Identify areas where mixed-use development would be appropriate.		
Actions	RESPONSIBILITY	SCHEDULE
2.1a	Rezone properties along Alpine Row currently zoned Commercial I to the Downtown Commercial Zoning District.	

(LU) Goal 3: Encourage expansion and retention of current businesses and attraction of new businesses in appropriate locations.

(LU) Objective 3.1: Identify areas where new businesses, business expansion and business retention would be appropriate.		
Actions	RESPONSIBILITY	SCHEDULE
3.1a	Rezone properties along Cottage Street and Union Street currently zoned Industrial and Business to Commercial I and or Commercial II.	
3.1b	Rezone properties along Alpine Row currently zoned Commercial I to the Downtown Commercial Zoning District.	

(LU) Objective 3.2: Amend the dimensional requirements within the Commercial I zoning district to encourage green space, use of outdoor seating areas, and assemblage of properties to encourage new business, business expansion and business retention, in the Commercial I zoning district.

Actions		RESPONSIBILITY	SCHEDULE
3.2a	Hold public workshops to determine appropriate dimensional requirements for Commercial I in the Town's Zoning By-law's Schedule of Lot, Area, Frontage, Yard and Height Requirements.		
3.2b	Amend the dimensional requirements for Commercial I in the Town's Zoning By-law's Schedule of Lot, Area, Frontage, Yard and Height Requirements as based on public input.		

(LU) Objective 3.3: Amend the Town's Zoning Bylaw to require sufficient parking in the Commercial I zoning district.

Actions		RESPONSIBILITY	SCHEDULE
3.3a	Amend Section 185-21.B to include 1.5 parking spaces per dwelling unit and 3.5 spaces per 1,000 square feet of gross floor area for nonresidential uses in the Commercial I zoning district to allow for adequate parking.		

(LU) Objective 3.4: Amend the dimensional requirements within the Neighborhood Commercial Zoning District to promote development of small, village-style businesses.

Actions		RESPONSIBILITY	SCHEDULE
3.4a	Amend the dimensional requirements for Neighborhood Commercial in the Town's Zoning By-law's for requirements such as: Schedule of Lot, Area, Frontage, Yard and Height Requirements as follows: 1) Change the minimum lot size from 18,000 square feet to 10,000 square feet; 2) Change the maximum lot coverage from 35 percent to 25 percent (structures plus paving); and 3) Maximum height of building from 3 stories to 2 stories.		
3.4b	Amend the Neighborhood Commercial Zoning District to limit the maximum Building footprint to 2,500 square feet.		
3.4c	Investigate the Neighborhood Commercial Zoning District.		

(LU) Objective 3.5: Amend the Town's Zoning Bylaw to allow parking facilities in the Downtown Commercial Zoning District.

Actions		RESPONSIBILITY	SCHEDULE
3.5a	Amend Section 185 of the Town's Zoning Bylaw, Attachment 3, Use Regulation, Schedule 2.8 Parking Facility in the Downtown Commercial Zoning District to allow parking facilities.		

(LU) Goal 4: Create Transitional Use Zones to buffer residential buildings from non-residential uses.

(LU) Objective 4.1: Consider rezoning of areas where redevelopment of residential properties or conversion of existing residential buildings to non-residential uses such as professional offices will create a transitional use zone buffer between more intense commercial uses and residential uses.

Actions		RESPONSIBILITY	SCHEDULE
4.1a	Rezone properties along the south side of West Central Street from Beaver Street east (approximately .15 miles) to General Residential V.		

(LU) Goal 5: Preserve and enhance existing unprotected natural and open space resources in Franklin.

Please refer to Goal 2 and related objectives in the Open Space and Recreation section of this document.

(LU) Goal 6: Make Franklin a Green Community.

(LU) Objective 6.1: Encourage environmental awareness when adopting policies that will impact Franklin's environment.

Natural, Cultural & Historic Resources (NC&H)

(NC&H) Goal 1: Protect, preserve and enhance Franklin's natural resources.

(NC&H) Objective 1.1: Identify properties within Franklin with important natural resources (including flora, fauna, waterways and land masses).

Actions		RESPONSIBILITY	SCHEDULE
1.1a	Utilize local, state and regional reference materials to determine priority habitats, rare habitats for wildlife, and the location of rare plant species.		

(NC&H) Objective 1.2: Identify important natural resources and prioritize protection activities on Town-owned properties.

Actions		RESPONSIBILITY	SCHEDULE
1.2a	Identify Town-owned parcels through Town's GIS database.		
1.2b	Apply natural resource parcel information obtained from Objective 1.1 to specific Town-owned parcels.		

(NC&H) Objective 1.3: Preserve and protect existing Town open space resources.

ACTIONS		RESPONSIBILITY	SCHEDULE
1.3a	Refer to OSRP Goal 2 and subsequent objectives and action items: <i>Preserve, protect and enhance existing Town open space resources.</i>		

(NC&H) Goal 2: Provide quality arts and cultural resources as a vital part of the creativity and growth of our community.

(NC&H) Objective 2.1: Develop greater coordination between municipal, business, and cultural entities on all matters related to arts, culture, and the creative economy to strengthen the overall vitality of the community.

(NC&H) Objective 2.2: Maintain and increase public and private support for the arts and cultural organizations and facilities.

Actions		RESPONSIBILITY	SCHEDULE
2.2a	Support the Cultural Council, Franklin Arts Academy at FHS, LiveARTS, Franklin Recreation Department, Franklin Lifelong Learning, Franklin Art Association, and relevant for-Profit arts and cultural entities through advocacy for their cultural and creative events.		

(NC&H) Objective 2.3: Build on partnerships with Dean College and other non-profit organizations to increase arts and cultural opportunities, and develop and enhance resources and collaboration.

Actions		RESPONSIBILITY	SCHEDULE
2.3a	Assist local arts organizations in an effort to establish a collaborative system for addressing issues related to the expansion of local cultural venues and activities.		
2.3b	Encourage the involvement of the cultural community in local planning and decision-making related to quality design, public art, and policies affecting the cultural community.		

(NC&H) Objective 2.4: Expand the presence of public art in desired locations.

Actions		RESPONSIBILITY	SCHEDULE
2.4a	Invite Dean College, other non-profit organizations, the Franklin Cultural Council and our other artistic organizations to display their art in the Franklin Municipal Building and other Town facilities.		
2.4b	Invite the businesses of Franklin to display our schools and artist's art.		

(NC&H) Objective 2.5: Maintain and increase arts instruction to be valued as an integral part of every child's education in the public school system.

(NC&H) Objective 2.6: Support artists in the community by providing affordable living, office, presentation, performance, and rehearsal space for artists and cultural organizations in Franklin.

Actions		RESPONSIBILITY	SCHEDULE
2.6a	Support development of affordable housing. Refer to Goal 2 in the Housing section of this document as well as the <i>Town of Franklin - Affordable Housing Strategy & Development Action Plan of March 2011</i> .		
2.6b	Encourage development and construction of a performing arts and cultural center and gallery in town to provide a venue for artists and residents.		

(NC&H) Objective 2.7: Create an expanded base of business and other community financial support for artists, cultural organizations, and cultural resources.

Actions		RESPONSIBILITY	SCHEDULE
2.7a	Work with the Franklin TV to advocate for financial support for arts and cultural resources in Town.		
2.7b	Support artists and arts organizations that advocate for the arts community and/or provide information and services to the arts community.		

(NC&H) Goal 3: Preserve and protect community resources representative of the Town's natural or cultural history and community attributes imparting a New England town character to Franklin, including scenic vistas, streetscapes, historic structures, and the architectural integrity of certain town areas.

(NC&H) Objective 3.1: Protect, preserve and enhance Franklin's natural, cultural and historic resources.

Actions		RESPONSIBILITY	SCHEDULE
3.1a	Refer to OSRP Goal 4 and subsequent objectives and action items: <i>Protect natural, historic, and cultural resources and maintain Franklin's New England Character</i> .		

(NC&H) Objective 3.2: Inventory community resources and other structures built before 1930 (See §71-3.B Demolition Delay. Regulated buildings, structures, and sites) by identifying their locations and other pertinent information necessary for moving forward with preserving them, and identify threats and opportunities related to their preservation.

(NC&H) Objective 3.3: Develop and maintain a comprehensive database of historic resources that includes local historic districts, National Register properties, and inventoried properties built before 1930 (See §71-3.B Demolition Delay. Regulated buildings, structures, and sites).

Actions		RESPONSIBILITY	SCHEDULE
3.3a	Integrate the database with the town's Geographic Information System (GIS).		
3.3b	Update the historic resources database at least once every five years.		
3.3c	Make available online the comprehensive database of historic resources and other educational and reference materials.		

(NC&H) Objective 3.4: Archive and Manage the Towns Historic Records.

Actions		RESPONSIBILITY	SCHEDULE
3.4a	Ensure the continued preservation of historic artifacts, including antique books, papers, maps and historical municipal records by developing and archiving a historic records management system that can be used by the Town Clerk's office, the Franklin Public Library, and the Franklin Historical Museum and would be accessible to the public.		
3.4b	Appropriate Town funding for development of a historic resources information management program to be utilized by multiple town offices.		

(NC&H) Objective 3.5: Develop Local Historic Preservation Districts where appropriate.			
Actions		RESPONSIBILITY	SCHEDULE
3.5a	Amend the Zoning By-law to authorize the designation of preservation overlay districts, including historic districts, to protect recognized community attributes and to preserve architectural integrity within a designated district.		
3.5b	Require formal review and recommendation by the Historical Commission on all applications for development within a preservation overlay district.		

(NC&H) Objective 3.6: Provide incentives for adaptive reuse and restoration for historic resources.			
Actions		RESPONSIBILITY	SCHEDULE
3.6a	Amend the Zoning Bylaw to provide sufficient flexibility to encourage adaptive reuse and restoration of historic buildings for residential or other uses not permitted by the underlying zoning.		

(NC&H) Objective 3.7: Nominate the Town's significant historic resources for inclusion in the National Register of Historic Places.			
Actions		RESPONSIBILITY	SCHEDULE
3.7a	Identify eligible buildings and districts for listing on the National Register of Historic Places.		
3.7b	Pursue National Register of Historic Place designation for newly identified and eligible buildings.		

(NC&H) Objective 3.8: Designate Local Scenic Roads ⁷¹ to help protect trees and stone walls within the Town's right-of-way which are shown to contribute to the Town's history and character.			
Actions		RESPONSIBILITY	SCHEDULE
3.8a	Request streets are added to the Town's Scenic Road Zoning Bylaw.		

(NC&H) Goal 4: Advocate for the preservation and protection of Franklin's natural, cultural and historic resources.

(NC&H) Objective 4.1: Utilize public outreach and media resources to advocate for the preservation and protection of Franklin's natural, cultural and historic resources.			
Actions		RESPONSIBILITY	SCHEDULE
4.1a	Partner with local schools to promote awareness and protection.		
4.1b	Post articles in a Town's newspaper of general circulation to reach out to the public for support.		
4.1c	Work with Franklin TV to develop and air public service announcements about the importance of natural resource protection, and the importance of the community's support in the process.		
4.1d	Refer to OSRP Goal 1 and subsequent objectives and action items: <i>Increase public awareness of open space and recreation opportunities in Franklin.</i>		
4.1e	Utilize public outreach and media resources to advocate for the appropriation of town funding for development of a historic resources information management program and other natural, cultural and historic resource priorities.		

⁷¹ Franklin's Scenic Roads can be found at:
http://www.town.franklin.ma.us/Pages/FranklinMA_BCComm/planningboard/planningforms/scenicroadlist.pdf

(NC&H) Objective 4.2: Encourage and support existing citizen advocacy groups and the creation of new citizen advocacy groups responsible for the protection, acquisition and preservation of natural, cultural and historic resources within Franklin.			
Actions		RESPONSIBILITY	SCHEDULE
4.2a	Seek the help of Franklin's citizens and advocacy groups to raise funds and create partnerships for preserving the Town's natural, cultural and historic resources. (Refer to the Master Plan's Open Space and Recreation Objective 1.2).		

(NC&H) Objective 4.3: Educate residents and organizations about best practices for protecting, preserving and enhancing the Town's natural, cultural and historic resources.			
Actions		RESPONSIBILITY	SCHEDULE
4.3a	Support and work with local boards (e.g. Planning Board, Conservation Commission, Zoning Board of Appeals, and Board of Health) and regional, federal and state agencies to coordinate the protection, preservation, and enhancement of natural, historic and cultural resources.		
4.3b	Educate citizens about the benefits of utilizing Chapter 61 for preservation of land.		

(NC&H) Objective 4.4: Develop a reference guide of natural, cultural and historic resource areas in Franklin.			
Actions		RESPONSIBILITY	SCHEDULE
4.4a	Refer to OSRP Goal 1, Objective 1.2 and subsequent actions: <i>Create map/guide of all open space, parks, and conservation land and recreation areas in town.</i>		

(NC&H) Goal 5: Implement growth management, sustainable development and low impact development techniques to preserve, protect and enhance the Town's natural, cultural and historic resources.

(NC&H) Objective 5.1: Create Zoning Bylaws that require low impact development (i.e. development that works with nature to manage stormwater as close to its source as possible) in sensitive natural resource areas.

(NC&H) Objective 5.2: Research and implement best practices for preserving the health and longevity of the Town's natural, cultural and historic resources.

(NC&H) Objective 5.3: Seek financial assistance through donations, grants and other resources to support natural, cultural and historic resource preservation, protection and enhancement efforts.			
Actions		RESPONSIBILITY	SCHEDULE
5.3a	Appropriate Town funding and seek State and Federal financial assistance to implement best practices for natural, cultural and historic resource protection, preservation and enhancement.		
5.3b	Establish a fund that is available to support the purchase of natural, cultural and historic resources as they become available for acquisition.		
5.3c	Seek state, federal, and foundation grants to acquire additional natural resource parcels.		
5.3d	Advocate for the appropriation of funds in the Town budget for acquisition of natural, cultural and historic resources.		

(NC&H) Objective 5.4: Seek to adopt the Community Preservation Act.			
Actions		RESPONSIBILITY	SCHEDULE
5.4a	Refer to Open Space & Recreation Plan Goal 4, Objective 4.2: <i>Seek Adoption of Community Preservation Act.</i>		

(NC&H) Goal 6: Continue to implement the Goals, Objectives and Action items of the "Town of Franklin 2008 Open Space and Recreation Plan."

Open Space & Recreation (OS&R)

(OS&R) Goal 1: Document the Town's open space and recreational resources, and improve public awareness of these resources and the recreational opportunities they provide to residents through increased education, signage, publicity and events.

(OS&R) Objective 1.1: Create and maintain an inventory of all publically and privately owned open space and recreational resources in Franklin, including, but not limited to: parks, walking/hiking trails, bike paths, water bodies, and conservation land.			
Actions		RESPONSIBILITY	SCHEDULE
1.1a	Compile a list of Open Space and Recreation areas.		

(OS&R) Objective 1.2: Increase public awareness of open space and recreational resources.			
Actions		RESPONSIBILITY	SCHEDULE
1.2a	Create a map/guide of all publically and privately owned open space, parks, conservation land, and recreation areas in Town.		

(OS&R) Objective 1.3: Create and implement a Master Sign Plan for the installation of signage identifying the Town's open space and recreation resources, and providing information related to the appropriate use of the property and its acquisition by the Town, as appropriate.			
Actions		RESPONSIBILITY	SCHEDULE
1.3a	Install signage at open space and recreation areas, including but not limited to walk/hiking trails, bike paths and bike lanes that states the name of the area and the area's allowed usage.		

(OS&R) Objective 1.4: Provide outdoor classrooms, continuing education, and volunteer opportunities for residents to learn about the environment and natural habitats in Town.			
Actions		RESPONSIBILITY	SCHEDULE
1.4a	Maintain and improve current recreation areas and provide new recreation opportunities for residents of all ages and levels of ability.		

(OS&R) Goal 2: Preserve and enhance existing unprotected natural and open space resources in Franklin.

Please refer to Goal 2 of the Town's Open Space and Recreation Plan.

(OS&R) Objective 2.1: Prioritize open space and recreation resources for acquisition.			
Actions		RESPONSIBILITY	SCHEDULE
2.1a	Please refer to Objective 2.3 and subsequent actions of the Town's Open Space and Recreation Plan: <i>Identify unprotected open space properties and work with property owners to protect these resources from overdevelopment.</i>		
2.1b	Establish a system for evaluating and prioritizing unprotected open space parcels in Town as a means of ranking potential land acquisitions.		
2.1c	Develop a plan for acquisition of the highest priority open space parcels based on this system.		

(OS&R) Objective 2.2: Protect important ecological resources in Franklin, including surface and groundwater resources, plant communities, and wildlife habitat.			
Actions		RESPONSIBILITY	SCHEDULE
2.2a	Please refer to Goal 1 and related objectives and actions in the Natural, Cultural and Historic Resources section of this document: <i>Identify properties within Franklin with important natural resources.</i>		
2.2b	Please refer to Objective 4.1 and subsequent actions of the Town's Open Space and Recreation Plan: <i>Preserve natural resources for the protection of priority habitats.</i>		

(OS&R) Objective 2.3: Implement growth management techniques to further the Town's interest in preserving natural and open space resources.			
Actions		RESPONSIBILITY	SCHEDULE
2.3a	Please refer to Objective 4.3 and subsequent actions of the Town's Open Space and Recreation Plan: <i>Incorporate the Commonwealth of Massachusetts Smart Growth/Smart Energy and Sustainable Development Principles as part of Franklin's Best Development Practices.</i>		

(OS&R) Objective 2.4: Work with owners of unprotected open space parcels to protect their land in perpetuity.			
Actions		RESPONSIBILITY	SCHEDULE
2.4a	Provide property owners with information about the potential tax benefits that are available for land that is preserved.		
2.4b	Provide property owners with technical assistance and information about conservation restrictions and easements, and other land preservation techniques.		

(OS&R) Goal 3: Provide opportunities for passive and active recreation to meet the community's evolving needs.

(OS&R) Objective 3.1: Maximize existing recreation resources in Franklin and provide new recreation opportunities for residents of all ages and levels of ability.			
Actions		RESPONSIBILITY	SCHEDULE
3.1a	Please refer to Objective 3.1 and subsequent actions of the Town's Open Space and Recreation Plan: <i>Look for opportunities to increase ease of access for recreation areas for persons with disabilities.</i>		

(OS&R) Objective 3.2: Regularly evaluate existing recreational resources and expand or adjust recreational offerings as appropriate to ensure that the Town's evolving needs for passive and active recreational opportunities are continually met through an inclusive, diverse, and cost-effective recreation program.

(OS&R) Objective 3.3: Improve access to and ensure the availability of sufficient off-street parking for Franklin's water resources and hiking, biking, and walking trails, including but not limited to the DelCarte Property, the SNETT Trail, and the State Forest Trail.			
Actions		RESPONSIBILITY	SCHEDULE
3.3a	Please refer to Objectives 3.4 and 3.5 of the Town's Open Space and Recreation Plan: <i>Increase connectivity to and between Franklin's recreation areas, and improve and increase access to the Southern New England Trunkline Trail (SNETT).</i>		

(OS&R) Objective 3.4: Provide a public park or playground within a comfortable walking distance of every neighborhood in Franklin.

(OS&R) Objective 3.5: Increase connectivity to and between Franklin's recreation areas, conservation areas, and open space, by creating corridors for wildlife and recreational uses.			
Actions		RESPONSIBILITY	SCHEDULE
3.5a	Improve existing and create additional recreation trails by encouraging the linking of public, private and semi-public open spaces together through land trusts, donations of land, and conservation easements.		
3.5b	Please refer to Objectives 3.4 and 3.5 and subsequent actions of the Town's Open Space and Recreation Plan: Construct bike lanes on major roadways and bike paths on recreation and conservation areas.		
3.5c	Pursue development of a bike path from the SNETT at Grove Street to Cottage Street.		

(OS&R) Goal 4: Implement sustainable practices in the design, construction, operation, and maintenance of Franklin’s public parks and playgrounds.

(OS&R) Objective 4.1: Establish sustainability guidelines for park design, including the use of renewable energy sources, recycled materials, native/low water use plants, and permeable surfaces to improve ground water recharge, reduce erosion, and filter out pollutants before they reach a water source.

(OS&R) Objective 4.2: Incorporate shade trees in the design of parks and playgrounds and plant additional trees to meet the need for shaded areas.

(OS&R) Objective 4.3: Expand and improve recycling operations in parks and playgrounds and at special events in parks.

Actions		RESPONSIBILITY	SCHEDULE
4.3a	Obtain funding to purchase sufficient recycling receptacles.		
4.3b	Assure sufficient recycling receptacles are available during events at public parks and other Town properties.		

(OS&R) Goal 5: Implement the goals, objectives and actions outlined within Section 9, Revised 5 Year Action Plan of the Town of Franklin’s 2008 Open Space and Recreation Plan. (See Appendix OS&R: Section 9 Open Space & Recreation Plan: Revised 5-year Action Plan)

(OS&R) Goal 6: Work to obtain the funding and other resources necessary to implement the open space and recreation goals, objectives and actions outlined above.

(OS&R) Objective 6.1: Promote the adoption of the Community Preservation Act as a means of funding for open space acquisitions and park development.

Actions		RESPONSIBILITY	SCHEDULE
6.1a	Seek to adopt the Community Preservation Act. Please refer to Objective 5.4 of the Natural, Cultural and Historic Resources section of this document, and Objective 4.2 of the Town’s Open Space and Recreation Plan.		

(OS&R) Objective 6.2: Pursue the Green Communities designation under the Massachusetts Green Communities Act.

Actions		RESPONSIBILITY	SCHEDULE
6.2a	Apply for Green Community related grants to obtain funding for the above mentioned open space and recreation goals, objectives and actions.		

(OS&R) Objective 6.3: Investigate grant programs and submit related grant proposals in support of the above mentioned open space and recreation goals, objectives and actions.

Actions		RESPONSIBILITY	SCHEDULE
6.3a	Explore funding opportunities under the Massachusetts Parkland Acquisitions and Renovations for Communities (PARC) Program or similar grant.		

(OS&R) Objective 6.4: Investigate potential partnerships with local nonprofit and educational organizations, and businesses.

Actions		RESPONSIBILITY	SCHEDULE
6.4a	Lobby for changes to make Green Communities designation achievable.		

Circulation (C)

(C) Goal 1: Improve and maintain the Town's public roadway system to assure adequate service, maximize public safety, accommodate desirable growth, and serve existing and future land use patterns.

(C) Objective 1.1: Improve transparency of process for how roadway improvements are prioritized.			
Actions		RESPONSIBILITY	SCHEDULE
1.1a	Make information about prioritization process more readily available to the public.		

(C) Objective 1.2: Work to improve deteriorated roadway conditions throughout Franklin.			
Actions		RESPONSIBILITY	SCHEDULE
1.2a	Utilize the 2012 Roadway Condition Report (see Appendix C: Pavement Management Program) to prioritize roadway improvements.		
1.2b	Expand the comprehensiveness of the Roadway Improvement Plan to go beyond pavement conditions to include additional factors: sidewalks; bicycle accommodations; street network connectivity; and additional infrastructure needs (e.g., water, sewer, stormwater).		
1.2c	Develop criteria to use in planning improvements to roadways categorized as arterials and collectors, which are the primary roadways for circulation throughout town and need to accommodate cars, trucks, pedestrians, bicyclists, and current and potentially future public transit.		
1.2d	Reduce impervious surfaces where practical by reducing road widths, cul-de-sacs and sidewalks, and increasing green areas, in order to calm traffic and reduce roadway runoff.		
1.2e	Design and construct roadway improvements recommended in the Walk Boston 2012 Assessment (see Appendix C).		

(C) Objective 1.3: Work to improve key roadway intersections throughout Franklin.			
Actions		RESPONSIBILITY	SCHEDULE
1.3a	Work with MassDOT to investigate the need for improvements at the intersection of West Central Street (Route 140) and Pond Street, and design and construct appropriate improvements.		
1.3b	Work with MassDOT to investigate the need for improvements at the intersection of West Central Street (Route 140) and Beaver Street, and design and construct appropriate improvements. Consideration should be given to the following issues: <ul style="list-style-type: none"> • Development of the intersection as a “gateway” to Downtown Franklin; • Pedestrian access to the Beaver Pond Recreation Area and Franklin State Forest; and • Appropriate access to parcels on the south side of West Central Street (Please refer to Land Use Action Item 4.1.a.). 		
1.3c	Work with MassDOT to investigate the need for improvements, and consider the construction of a roundabout, at the Conlyn Avenue and West Central Street Intersection.		
1.3d	Investigate best options for improvements at the Grove Street and Beaver Street intersection, and design and construct appropriate improvements (Implement the Intersection of Beaver Street and Grove Street Road Safety Audit and Intersection Improvement studies). Consideration should be given to the following issues: <ul style="list-style-type: none"> • Access potential for use of a roundabout to calm traffic, or other traffic calming concepts. • Pedestrian access to the Beaver Pond Recreation Area and Franklin State Forest; and • Reduction to impervious surfaces while maintaining sufficient truck turning movements to accommodate area businesses. 		
1.3e	Design and construct improvements at the following Intersections: <ul style="list-style-type: none"> • Pleasant Street and Chestnut Street • Jordan Road and Chestnut Street • Miller Street and Pleasant Street • Lincoln/Daniels/Elm 		
1.3f	Once intersection improvements related to the Downtown Roadway and Streetscape Improvement Project have been implemented (Refer to Circulation Action Item 5.1.a below) assess the need to install additional improvements at the following intersections: <ul style="list-style-type: none"> • East Central Street and Summer Street • Main Street and Pleasant Street 		
1.3g	Design and construct intersection improvements recommended in the Walk Boston 2012 Assessment (See Circulation Action Item 1.1.f).		

(C) Objective 1.4: Work towards improving residential subdivision roadways.			
Actions		RESPONSIBILITY	SCHEDULE
1.4a	Where possible, work with local residents to explore options to connect proposed subdivision roads with existing subdivision roads, facilitating the delivery of services, improving traffic circulation, and reducing ambulatory estimated times of arrival.		
1.4b	Preserve options for future connections of cul-de-sacs in subdivisions, but at a minimum, providing easements between subdivisions to connect water and sewer utilities and allow pedestrian connections.		
1.4c	When practical, allow reduced turning radii, smaller cul-de-sacs, and reduced roadway width on private roads and in subdivisions to reduce speed of traffic and impervious area.		
1.4d	Consider T-intersections, rather than cul-de-sac to reduce impervious areas.		
1.4e	Assess and prioritize subdivision roads not yet accepted by the Town as public roadways.		
1.4f	Continue to incrementally improve Franklin's Sub-division Regulations.		

(C) Objective 1.5: Identify and secure funding for improvement and maintenance of the Town's roadways and other circulation resources.			
Actions		RESPONSIBILITY	SCHEDULE
1.5a	Appropriate Town funding to increase the number of roadway and sidewalk miles reconstructed each year.		
1.5b	Develop basic conceptual design, preliminary engineering plans for priority roadway and sidewalk construction projects, in order to work toward being "shovel ready" and take advantage of funding opportunities as they are presented.		
1.5c	Regularly assess the Town's roadway system to identify projects that qualify for Federal and State funding and assure these projects are added to the Boston Metropolitan Planning Organization's Transportation Improvements Plan when appropriate.		
1.5d	Request increasing funding for roadway and circulation improvements and maintenance.		

(C) Goal 2: Make the Town increasingly more walk-able and bike-able by creating and maintaining safe interconnected pedestrian and bicycle routes between key destinations within Franklin, including residential areas, Downtown, employment centers, commuter rail stations, schools, parks and recreation facilities, and commercial areas.

(C) Objective 2.1: Improve, expand and properly maintain the Town's sidewalks and other pedestrian resources (see also Objective 1.1).		
Actions	RESPONSIBILITY	SCHEDULE
2.1a	Integrate sidewalk planning into the Town's Roadway Improvement Plan to assure pedestrian circulation is an ongoing priority.	
2.1b	Improve pedestrian safety by constructing sidewalks along heavily traveled routes; priority locations include: <ul style="list-style-type: none"> • Pleasant Street from Main Street to Chestnut Street and Chestnut Street from King Street to Pleasant Street in order to complete a triangular network of sidewalks; • Panther Way from the Franklin High School to West Central Street; Beaver Street from West Central Street to Grove Street; • Reconstruct the Grove Street and Beaver Street intersection to create safe pedestrian access to Franklin State Forest (refer to Action 1.2.c. above); and • Over highways, bridges, and railroads as needed. 	
2.1c	Establish a program for annually extending the Town's sidewalk system.	
2.1d	Design and construct improvements recommended in the Walk Boston 2012 Assessment (see Circulation Action Items 1.2.e and 1.3.g: above), and other priority locations identified in the Circulation element.	
2.1e	Improve accessibility accommodations for individuals with disabilities.	
2.1f	Create pedestrian connections between residential neighborhoods and adjacent subdivisions.	
2.1g	Improve sidewalks and off road pedestrian and bicycle paths so students can walk and bike safely between home and school.	
2.1h	Implement recommended "Safe Routes to School" improvements near Davis Thayer, Helen Keller, and Oak Street Elementary Schools that are outlined in Walking Audits performed by WalkBoston during November 2011.	
2.1i	Pursue construction of pedestrian bridges over railroad corridors and roadways.	
2.1j	Conduct research to determine the need for pedestrian/bicycle infrastructure to and from areas of environmental justice populations, lower-income (subsidized housing locations), or lower-mobility (senior housing locations) peoples.	
2.1k	Provide a public park or playground within a comfortable walking distance of every neighborhood in Franklin. Please refer to this section's Open Space and Recreation Objective 3.5.	

(C) Objective 2.2: Improve, expand and properly maintain the Town's bike lanes and related resources.			
Actions		RESPONSIBILITY	SCHEDULE
2.2a	Create safe bike lanes, or provide shared lane pavement markings ("sharrows"), on main thoroughfares wherever possible.		
2.2b	Provide Franklin residents with education on how to ride a bicycle in mixed traffic.		
2.2c	Provide appropriate bicycle parking at municipal buildings, schools, recreation areas, institutions, commercial areas, MBTA Stations, and along public transit routes.		
2.2d	Work with the MBTA to install bike lockers at the Town's two commuter rail stations.		

(C) Objective 2.3: Develop a system of recreational and alternative transportation bikeways and trails.			
Actions		RESPONSIBILITY	SCHEDULE
2.3a	Work towards connecting Franklin's trails to each other and regional trail systems.		
2.3b	Work with Massachusetts Department of Conservation and Recreation and local and regional organizations to improve the SNETT (Southern New England Trunkline Trail) and connected trail systems.		
2.3c	Where practical, utilize town-owned properties to create pedestrian and bicycle linkages.		
2.3d	Develop pedestrian and bicycle path links outside of roadway alignments to provide "shortcut" access to high demand areas.		
2.3e	Develop an off road pathway along unbuilt publicly-owned sections of Long Hill Road between Lincoln and Miller Streets.		

(C) Goal 3: Work to improve existing and develop new public transportation options for the Town's residents and visitors, as well as the business community and their employees.

(C) Objective 3.1: Preserve, enhance and expand the existing transit service in town as needed.			
Actions		RESPONSIBILITY	SCHEDULE
3.1a	Work with MBTA and GATRA (Greater Attleboro Taunton Regional Transit Authority) to maintain levels of service.		
3.1b	Work with GATRA to expand GATRA service routes as needed.		
3.1c	Explore additional regional transit services like the I-495 corridor initiative.		

(C) Objective 3.2: Work with public transit providers to educate potential users about current services.			
Actions		RESPONSIBILITY	SCHEDULE
3.2a	Educate and advertise about the GATRA (Greater Attleboro Taunton Regional Transit Authority) FAB (Franklin Area Bus) bus service.		
3.2b	Educate and advertise about MBTA Commuter Rail service.		

(C) Objective 3.3: Promote the formation of a public/private shuttle service to move commuter rail passengers to and from major places of employment.			
Actions		RESPONSIBILITY	SCHEDULE
3.3a	Assess potential for expansion of the Town of Bellingham's GATRA operated shuttle service to include Franklin's key employment centers.		
3.3b	Continue to work with regional planning agencies, transit providers and other communities to improve public transit and private shuttle services.		

(C) Objective 3.4: Promote development project site designs that provide accommodation for existing and future public transit or private shuttle services.			
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(C) Goal 4: Promote commuter ridesharing options for Franklin residents, and employees of Franklin employers that live outside the community.

(C) Objective 4.1: Support existing rideshare efforts and privately funded shuttles.			
Actions		RESPONSIBILITY	SCHEDULE
4.1a	Work with Franklin's businesses that currently operate employee shuttles to assess potential for expanding service to additional users.		
4.1b	Work to establish new rideshare and shuttle programs to accommodate the substantial number of individuals working in Franklin that live in Rhode Island, Boston, and several adjacent communities.		
4.1c	Educate and advertise about existing and potential carpooling/vanpooling and park and ride opportunities, MassRIDES services, and GATRA's Ride Match service.		

(C) Goal 5: Improve vehicle and pedestrian circulation and availability of Parking in the Downtown area.

(C) Objective 5.1: Continue to implement the Town's Franklin Center Plan, including implementation of strategies and improvements in the areas of circulation, traffic calming, streetscape improvements, parking, pedestrian connections, and encouragement of mixed use development.			
Actions		RESPONSIBILITY	SCHEDULE
5.1a	Continue with implementation of the Federal and State funded Downtown Roadway and Streetscape Improvement Project.		
5.1b	Assure that circulation improvements resulting from the Downtown Roadway and Streetscape Improvement Project will accommodate closing of Main Street for street fairs and other special events without interrupting east/west travel on East/ West Central Streets.		

(C) Objective 5.2: Work towards increasing the number of public parking spaces in Downtown Franklin, delineating between the need for employee or long-term parking and customer or short-term parking.			
Actions		RESPONSIBILITY	SCHEDULE
5.2a	Assure new developments provide sufficient on-site parking especially in the Downtown area, while allowing for Planning Board parking space waivers when the need for parking is not as great as Zoning Bylaw requirements.		
5.2b	Annually assess publicly managed parking spaces in the Downtown area and gradually increase the number of business permit spaces and short term metered customer parking spaces.		
5.2c	As the need arises, consider development of a parking management program to better utilize existing public parking spaces.		
5.2d	Amend the Town's Zoning Bylaw to require sufficient parking in the Commercial I zoning district. Please refer to Objective 3.3 in the Land Use section of this document.		
5.2e	Amend the Town's Zoning Bylaw to allow parking lots in the Downtown Commercial Zoning District. Please refer to Objective 3.5 in the Land Use section of this document.		
5.2f	Look at alternatives to metered parking spaces in the Downtown Commercial District.		

(C) Objective 5.3: Promote mixed-use development in appropriate areas. Please refer to Goal 2 and related objectives in the Land Use section of this document.			
Actions		RESPONSIBILITY	SCHEDULE
5.3a	Implement Transit-Oriented Development best practices in planning and review of public and private development projects.		

(C) Goal 6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other “Green” activities.

(C) Objective 6.1: Encourage investment in green technologies as part of Town sponsored development or redevelopment projects.
Please refer to Community Services & Facilities Goal 7, Objective 7.2.

(C) Objective 6.2: Maintain a balance between competing Town priorities, including reducing impervious surfaces, increasing rain water infiltration, increasing walking/biking options, and providing efficient roadway and intersection level of service.

(C) Objective 6.3: Explore sustainable development improvement strategies in the areas of circulation, traffic calming, streetscape improvements, parking, pedestrian and bicycle connections, and enhanced transit.

Housing (H)

(H) Goal 1: Provide the appropriate mix of housing alternatives that meet the needs of Franklin based employment.

(H) Objective 1.1: Assess current and projected employment within the Town, and propose policy and zoning changes to assure adequate workforce housing is provided.

(H) Objective 1.2: Encourage development of a mix of rental and owner-occupied housing units that are affordable to Franklin’s workforce.

(H) Objective 1.3: Encourage development of workforce housing in areas of Town where property is underutilized or needs redevelopment, and where walking distance of Rail service is available.
Please refer to Goal 1 in the Land Use section of this document.

Actions		RESPONSIBILITY	SCHEDULE
1.3a	Create zoning that would allow for higher density workforce housing in appropriate areas of Town.		
1.3b	Identify areas where development of workforce housing would be appropriate.		

(H) Goal 2: Support development of affordable housing opportunities for low, moderate and middle-income households. (See Appendix H: 2011 Affordable Housing Strategy – Program Recommendations)

(H) Objective 2.1: Seek adoption of Chapter 40R: Smart Growth Zoning Overlay District, in appropriate area of town.

(H) Goal 3: Assure residential developments requiring special permits are concentrated where adequate utilities are available and where proposed project impacts will not significantly impact roadway circulation level of service.

(H) Objective 3.1: Evaluate housing development plans to assure proposed projects utilize existing infrastructure in the most cost effective manner, and where capacity can be sufficiently increased in the most cost effective manner, as well as encourage 10% affordable housing in any new residential development.

(H) Goal 4: Encourage, rezone as required, and support housing appropriate for expected future demographics.

(H) Objective 4.1: Support the development of housing opportunities for seniors and the elderly.

Actions		RESPONSIBILITY	SCHEDULE
4.1a	Encourage development of more congregate living, assisted living, and nursing care to meet the needs of a growing elderly population.		
4.1b	Support zoning initiatives that would allow development of congregate living, assisted living and nursing care facilities.		

(H) Objective 4.2: Change zoning to allow for the expansion of “in law” apartments in the existing single family homes.			
Actions		RESPONSIBILITY	SCHEDULE
4.2a	Develop and implement Zoning Bylaw to allow accessory dwelling units in existing single family homes.		

(H) Objective 4.3: Encourage the development of smaller housing units to better meet the needs of a younger generation of households.			
ACTIONS		RESPONSIBILITY	SCHEDULE
4.3a	Support development of smaller style rental and owner-occupied housing units to accommodate the needs of the Town’s changing population.		

(H) Goal 5: Encourage future housing developments to take advantage of public transportation resources, including the MBTA commuter rail, and GATRA bus service.

(H) Objective 5.1: Promote mixed-use, Transit-Oriented Development in appropriate areas.
Please refer to Goal 2 and related objectives in the Land Use section of this document.

(H) Objective 5.2: Encourage development of housing near public transportation, including the MBTA stations in Downtown Franklin and the Forge Park Station.			
Actions		RESPONSIBILITY	SCHEDULE
5.2a	Consider pursuing changes to zoning in neighborhoods within a short walk of the Downtown Franklin and Forge Park commuter rail stations that would allow denser housing development.		

(H) Goal 6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other “Green” activities during all public and privately funded housing developments (Refer to Section 9 of the Open Space and Recreation Plan (OSRP), Objective 4.3 and subsequent actions).

(H) Objective 6.1: Seek adoption of Community Preservation Act (CPA) (Refer to Section 9, OSRP Objective 4.2 and subsequent actions).
Please refer to Natural, Cultural & Historic Resources Objective 5.4.

Economic Development (ED)

(ED) Goal 1: Adopt strategies that will promote higher levels of investment in the Town’s industrial areas, and increase related property tax yields.

(ED) Objective 1.1: Build upon the Town’s and the region’s life sciences industry cluster, including biotechnology and medical device manufacturing and research and development companies.			
Actions		RESPONSIBILITY	SCHEDULE
1.1a	Continue to assess Industrial and Office zoned parcels for inclusion in the Biotechnology Uses Overlay Zoning District.		
1.1b	Work towards attainment of a Massachusetts Biotechnology Council Platinum BioReady Community Rating.		

(ED) Objective 1.2: Promote business expansion and retention within Franklin’s Economic Opportunity Areas.			
Actions		RESPONSIBILITY	SCHEDULE
1.2a	Continue to support use of Tax Increment Financing as an incentive for retaining and attracting manufacturing and research and development companies.		
1.2b	Educate property owners and commercial realtors with property within the Town’s economic opportunity areas that designation as an economic opportunity area provides access to a variety of incentives, including tax increment financing and State investment tax credits.		

(ED) Objective 1.3: Promote the diversity of industrial uses within the Town's industrial areas.			
Actions		RESPONSIBILITY	SCHEDULE
1.3a	Market the Town's available office, warehouse and manufacturing properties to manufacturing and research and development businesses within a wide range of industry sectors, including life sciences, information Technology, clean energy, metal fabrication, robotics and nanotechnology.		

(ED) Goal 2: Adopt strategies that will support the Town of Franklin's small business community, promote higher levels of commercial investment, and increase related property tax yields.

(ED) Objective 2.1: Encourage expansion and retention of current businesses and attraction of new businesses in appropriate locations. Please refer to Goal 3 and related objectives in the Land Use section of this document.			
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(ED) Objective 2.2: Create Transitional Use Zones to buffer residential buildings from non-residential uses. Please refer to Goal 4 and related objectives in the Land Use section of this document.			
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(ED) Objective 2.3: Strive to increase the industry diversity of local businesses, to sustain balanced economic growth, assure availability of goods and services, and to assure downturns in the economy do not substantially impact the community.			
Actions		RESPONSIBILITY	SCHEDULE
2.3a	Work to attract successful businesses from the regional market.		
2.3b	Promote use of vacant commercial or industrial spaces for small business incubators and art studios.		
2.3c	Work to attract and retain a wide range of technology, retail and service related businesses.		

(ED) Objective 2.4: Promote existing, and invest in additional, quality of life factors conducive to business innovation.			
Actions		RESPONSIBILITY	SCHEDULE
2.4a	Promote Franklin as a business friendly community, with many important assets, including: a low single tax rate, excellent infrastructure, public services and school system, a well-educated work force, proximity to interstates, major cities and universities, many recreational, historic and cultural resources, and a great quality of life.		

(ED) Goal 3: Work to revitalize Franklin's Downtown core and adjacent neighborhoods.

(ED) Objective 3.1: Promote mixed-use development in appropriate areas. Please refer to Goal 2 and related objectives in the Land Use section of this document.			
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(ED) Objective 3.2: Work with businesses, institutions, Franklin Downtown Partnership and other non-profit organizations to revitalize, enhance and promote Franklin's downtown area.			
Actions		RESPONSIBILITY	SCHEDULE
3.2a	Continue to support the Franklin Downtown Partnership, including working cooperatively with the Partnership on their current goals and efforts.		

(ED) Objective 3.3: Utilize cultural economic development concepts and resources to support Downtown Franklin's revitalization.			
Actions		RESPONSIBILITY	SCHEDULE
3.3a	Work with the MetroWest Tourism & Visitors Bureau and local organizations to promote Downtown Franklin as the region's cultural focus.		
3.3b	Work to attract and retain performance based organizations and venues to Downtown Franklin.		
3.3c	Explore locations for a Culture, Art, and Recreational Center in Downtown Franklin.		
3.3d	Support activities that bring visitors to Downtown Franklin.		

(ED) Objective 3.4: Work to support and retain current Downtown area businesses, attract the right retail mix including new specialty/niche businesses, and promote Downtown Franklin as a commercial district.

(ED) Objective 3.5: Work regularly to increase access to parking in Franklin's Downtown core.

Actions		RESPONSIBILITY	SCHEDULE
3.5a	Amend the Town's Zoning Bylaw to allow parking lots in the Downtown Commercial Zoning District as an accessory use.		

(ED) Objective 3.6: Improve the overall image, pedestrian circulation, and streetscape quality of the Downtown area.

(ED) Goal 4: Adopt strategies that will promote workforce development, attract skilled workers to the region, and increase employment options for the Town's current residents.

(ED) Objective 4.1: Build partnerships between state agencies, educational resources and local businesses to promote workforce development initiatives in Franklin and the region.

Actions		RESPONSIBILITY	SCHEDULE
4.1a	Educate Franklin's business community about the wide range of available State workforce training resources, which include Massachusetts One-Stop Career Centers, the Massachusetts Life Sciences Center, apprentice training programs, the Workforce Training Fund Program, and the Hiring Incentive Training Grant Program.		
4.1b	Promote and support collaborative workforce development and worker training programs between local businesses, Tri-County Regional Vocational Technical High School, Franklin High School, Dean College, Mass Bay Community College, and workforce training organizations including the Massachusetts Manufacturing Extension Partnership and Associated Industries of Massachusetts.		

(ED) Objective 4.2: Increase employment options for the Town's current residents.

Actions		RESPONSIBILITY	SCHEDULE
4.2a	Work on business attraction initiatives to attract entrepreneurs and emerging businesses, and increase living wage employment opportunities for Franklin's residents.		
4.2b	Work to increase education and training opportunities for Franklin's low, moderate, and middle-income residents.		

(ED) Objective 4.3: Work to attract skilled workers to the region.

Actions		RESPONSIBILITY	SCHEDULE
4.3a	Promote Franklin as an outstanding community to work and raise a family.		
4.3b	Encourage development of high-density workforce housing in areas of Town where property is underutilized or needs redevelopment, and where walking distance of Rail service is available. Please refer to Objective 1.3 in the Housing section of this document.		

(ED) Goal 5: Support and strengthen the Town of Franklin’s business retention and attraction initiatives, activities and strategies.

(ED) Objective 5.1: Work with State agencies, chambers of commerce, and other public/private organizations to coordinate economic development programs and services in support of Franklin’s business community.			
Actions		RESPONSIBILITY	SCHEDULE
5.1a	Educate Franklin businesses about available State technical assistance programs and financial resources.		
5.1b	Work with MassDevelopment and Massachusetts Office of Business Development on regular visits to Franklin’s small to medium size research and development and manufacturing companies.		
5.1c	Perform ongoing outreach to Franklin’s small business community regarding available resources and other issues of interest.		
5.1d	Encourage businesses in the manufacturing sector to cooperate and build partnerships.		

(ED) Objective 5.2: Provide resources that support Franklin’s business community.			
Actions		RESPONSIBILITY	SCHEDULE
5.2a	Raise awareness of Franklin’s Department of Planning and Community Development as a resource for Franklin-based businesses.		
5.2b	Develop and maintain an inventory of current businesses.		
5.2c	Develop and maintain an inventory of available commercial and industrial properties through regular communications with realtors.		
5.2d	Continue to refine the Town of Franklin’s Zoning Bylaw and development permitting processes in efforts to further streamline the development processes in Franklin.		
5.2e	Continue to assess potential zoning map changes that would spur on appropriate levels of business development.		

(ED) Objective 5.3: Attract additional businesses to Franklin.			
Actions		RESPONSIBILITY	SCHEDULE
5.3a	Reach out to successful businesses outside Franklin in efforts to influence their relocation or expansion into Franklin.		
5.3b	Market the strengths of doing business in Franklin.		
5.3c	Create audio/visual web-based material that can be used to market Franklin.		

(ED) Goal 6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other “Green” activities.

(ED) Objective 6.1: Pursue the Green Communities designation under the Massachusetts Green Communities Act. Please refer to Community Services & Facilities Goal 7, Objective 7.3.			
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(ED) Objective 6.2: Pursue creation of a Green Technology zoning district.			
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(ED) Objective 6.3: Encourage investment in green technologies as part of Town sponsored development or redevelopment projects. Please refer to Community Services & Facilities Goal 7, Objective 7.2.			
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Community Services & Facilities (CS&F)

(CS&F) Goal 1: Regularly utilize the Master Plan in developing annual budgets and prioritizing capital improvements, programs and services.

(CS&F) Objective 1.1: Annually assess the Master Plan's goals, objectives and actions while prioritizing infrastructure and facilities expenditures for inclusion in the Town's Capital Improvements Plan.

(CS&F) Objective 1.2: Annually assess the Master Plan's goals, objectives and actions, while developing departmental work programs and operating budgets.

CS&F Goal 2: Obtain sufficient resources to implement the Master Plan's priority capital improvements, programs and services.

(CS&F) Objective 2.1: Regularly research alternative sources of resources needed to fund the Capital Improvements Plan.

(CS&F) Goal 3: Maintain, update and expand the Town's utilities, infrastructure and facilities to satisfy the demands of the Town into the future, without infringing on previously established plans for conservation or preservation.

(CS&F) Objective 3.1: Maintain and continue to update the Town's potable water facilities as appropriate to ensure high water quality standards, and to meet current and future State and Federal regulatory requirements.

Actions		RESPONSIBILITY	SCHEDULE
3.1a	Continue to factor water system capital improvement expenses into service costs and set rates to generate sufficient resources to fund required capital improvements.		
3.1b	Fund and construct manganese treatment facilities as required.		

(CS&F) Objective 3.2: Investigate increasing the recharge of aquifers in the Franklin area, and ensure the health of aquifers by improving the treatment of runoff water before releasing it back into the ground.

(CS&F) Objective 3.3: Maintain and update the Town's storm water and roadway drainage systems to meet future State and Federal regulatory requirements.

Actions		RESPONSIBILITY	SCHEDULE
3.3a	Assess possible strategies to fund storm water and roadway drainage system improvements.		
3.3b	Evaluate low cost runoff treatment strategies.		

(CS&F) Goal 4: Superb delivery of public services.

(CS&F) Objective 4.1: Continue to improve the quality of customer service provided to the Town's residents and other customers utilizing Town services and facilities.

Actions		RESPONSIBILITY	SCHEDULE
4.1a	Regularly assess customer service related activities and interactions, and develop policies or procedures required to implement desired improvements.		

(CS&F) Objective 4.2: Utilize technology where possible to improve the quality of municipal services, cut costs, and simplify routine processes.

Actions		RESPONSIBILITY	SCHEDULE
4.2a	Evaluate software and related technologies that will allow for efficient on-line permitting.		
4.2b	Expand upon the Town's on-line bill paying capabilities.		
4.2c	Work to improve the Town's database management capabilities in order to centralize and coordinate the update and use of Town information.		

(CS&F) Objective 4.3: Regionalize services to reduce costs and improve customer services where appropriate.		
Actions	RESPONSIBILITY	SCHEDULE
4.3a	Work with adjacent communities to improve transportation to Franklin's Senior Center.	
4.3b	Continue to explore Library regionalization.	
4.3c	Implement existing plans for a Regionalized Public Safety Dispatch Center.	
4.3d	Research possible regional Fire Department services in the northern portion of town to reduce response times by partnering with Medway.	
4.3e	Conduct a study about regionalizing water services with Norfolk.	
4.3f	Add upon operations of the regional public safety dispatch center, and commence a study of regional fire service.	

(CS&F) Objective 4.4: Launch Commonwealth Connect App which allows residents to report quality of life problems, such as graffiti and potholes, in real time directly to Franklin government officials for resolution.

(CS&F) Goal 5: Maintain the quality of Franklin's Municipal buildings, Public School facilities, and all other town owned properties, and utilize facilities as effectively as possible.

(CS&F) Objective 5.1: Develop and evaluate reuse alternatives for the former municipal site at 150 Emmons Street.

(CS&F) Objective 5.2: Relocate the Recreation Department out of 150 Emmons Street into a more appropriate facility.

(CS&F) Objective 5.3: Improve Fire emergency response times in the northern portion of Town, where population and development has increased.

(CS&F) Objective 5.4: Continue to work with National Grid to improve the power infrastructure in the community.

(CS&F) Objective 5.5: Implement actions from the Public Library improvement study.

(CS&F) Objective 5.6: Develop a plan to preserve the former Historic Museum's facade.

(CS&F) Objective 5.7: Expand the parking lot and finish the 2nd floor of the Senior Center to support projected levels of service.

(CS&F) Goal 6: Implement the School Department’s Strategic Plan.

Note: The Master Plan Committee recognizes and incorporates herein the strategic planning already undertaken by the Franklin School system.

(CS&F) Objective 6.1: Provide resources to implement the District Improvement Plan, and related individual School Improvement Plans. The District Improvement Plan sets forth the following system-wide goals:

- f) Instructional Leadership. The district promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
- g) Curriculum, Planning, and Assessment. The district promotes the learning and growth of all students by providing high-quality and coherent instruction, designing and administering authentic and meaningful student assessments, analyzing student performance and growth data, using this data to improve instruction, providing students with constructive feedback on an ongoing basis, and continuously refining learning objectives.
- h) Learning Environment. The district promotes the learning and growth of all students through instructional practices that establish high expectations, create a safe and effective classroom environment, and demonstrate cultural proficiency.
- i) Family and Community Engagement. The district promotes the learning and growth of all students through effective partnerships with families, caregivers, community members, and organizations.
- j) Professional Culture: The district provides promotes the learning and growth of all students and staff through ethical, culturally proficient, skilled, and collaborative practice.

(CS&F) Objective 6.2: Study school attendance projections for upcoming years in order to plan for and utilize the Town’s Public School facilities as efficiently as possible.

(CS&F) Objective 6.3: Develop a plan to increase or improve the school space in the Davis Thayer Elementary School if school attendance projections increase.

(CS&F) Objective 6.4: Develop a plan to utilize the Davis Thayer Elementary School if school attendance projections decrease.

Actions		RESPONSIBILITY	SCHEDULE
6.4a	Consider reuse of the Davis Thayer Elementary School as a Recreation, Arts and Cultural Center.		

(CS&F) Objective 6.5: Develop a plan to utilize the Red Brick School building in case it ceases to be leased by the Benjamin Franklin Classical Charter Public School.

(CS&F) Goal 7: Support sustainable development, renewable energy, recycling, low impact development, and other “green” initiatives.

(CS&F) Objective 7.1: Investigate sustainable development improvement strategies in the areas of circulation, traffic calming, streetscape improvements, parking, pedestrian and bicycle connections, and enhanced transit (See Circulation Element).

(CS&F) Objective 7.2: Encourage investment in green technologies as part of all Town sponsored development or redevelopment projects.

(CS&F) Objective 7.3: Seek Green Communities designation by achieving as many requirements for designation as practicable.

(CS&F) Objective 7.4: Encourage use of low impact development drainage systems, including rain gardens, green roofs, rain barrels, and similar concepts.

(CS&F) Objective 7.5: Modify zoning to allow commercial alternative energy production.

GLOSSARY

Key:

LU = Land Use

OS&R= Open Space & Recreation

H = Housing

CS&F = Community Services & Facilities

NC&H = Natural, Cultural & Historic Resources

C = Circulation

ED = Economic Development

Adaptive Reuse (*NC&H Objective 3.6*) – Adaptive reuse and restoration of historic resources refers to the conversion of historic buildings into housing. If put under an adaptive reuse ordinance, the historic buildings are not subject to the same zoning and code requirements that newer buildings are.

Source: <http://www.preservation.lacity.org/incentives/adaptive-reuse-ordinance>

By-Right (*LU Objective 1.2*) – A zoning term used for specific uses that are allowed without a special permit or use variance.

Chapter 40R Smart Growth Zoning Overlay District Act (*H 2.1*) – Chapter 40R encourages communities to create dense residential or mixed-use smart growth zoning districts, including a high percentage of affordable housing units, to be located near transit stations, in areas of concentrated development such as existing city and town centers, and in other highly suitable locations.

Source: <http://www.mass.gov/hed/community/planning/chapter-40-r.html>

Community Preservation Act (*NC&H 5.4, OS&R 6.1, H 6.1*) – The Community Preservation Act is a smart growth tool that helps communities preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities. The Community Preservation Act also helps strengthen the state and local economies by expanding housing opportunities and construction jobs for the Commonwealth's workforce, and by supporting the tourism industry through preservation of the Commonwealth's historic and natural resources.

Source: <http://www.communitypreservation.org/content/cpa-overview>

Environmental Justice Populations (*C 2.1j*) - Environmental Justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. EPA has this goal for all communities and persons across the Nation. It will be achieved when everyone enjoys the same degree of protection from environmental and health hazards and equal access to the decision-making process to have a healthy environment in which to live, learn, and work.

Source: <http://www.epa.gov/environmentaljustice/>

Greater Attleboro Taunton Regional Transit Authority (GATRA) (C 3.1, H Goal 5) – The Greater Attleboro-Taunton Regional Transit Authority (GATRA) was created in 1976 to develop, finance, and contract for the operations of mass transportation facilities and services within an ever-expanding area, which includes 28 diverse communities stretching from Southern Norfolk County and Northern Bristol County, all the way to Plymouth County and the South Shore.

Source: <http://www.gatra.org/index.php/about-us/>

Green Communities Designation (OS&R 6.2, ED 6.1, CS&F 7.3) – The Green Communities Designation and Grant Program, an initiative of the Massachusetts Green Communities Division, works with municipalities toward qualification as a Green Community and provides funding to qualified municipalities for energy efficiency and renewable energy initiatives.

Source: <http://www.mass.gov/eea>

Green Technologies (ED 6.2) – Green technologies are technologies that are considered environmentally friendly, based on their process or supply chain. Green technologies include anything that helps supply essential goods (e.g. electricity, water) without producing carbon dioxide or other industrial wastes.

Source: http://www.investopedia.com/terms/g/green_tech.asp

Growth Management (NC&H Goal 5, OS&R Objective 2.3) –Growth Management refers to regulatory policies that influence how growth occurs, including density, availability of land, mixtures of uses, and timing of development. The goal of growth management is controlled growth.

Source: <http://www.brookings.edu/research/speeches/2003/05/29metropolitanpolicy-downs>

Infill Housing Practices (H Policy Statement) – Infill housing development, also known as urban infill, is the practice of building new homes on vacant or underutilized land. Infill development seeks to concentrate building in areas that are already primed for development, preserving open space and reducing the need for expanding Town services like water and sewer lines.

Sources: <http://www.sustainablecitiesinstitute.org>, http://opr.ca.gov/s_infilldevelopment.php

Local Historic Preservation Districts (NC&H 3.5) – Local Historic Preservation Districts are a tool to preserve Historic buildings and settings. The places they preserve help remind people of a time or sense of place that used to exist.

Source: <http://www.preservationnation.org/resources/faq/historic-districts/>

Low-Impact Development (NC&H Goal 5) – Low-impact development is development that works with the land to manage stormwater as close to the source as possible. Practices include: bioretention facilities, rain gardens, vegetated rooftops and rain barrels.

Source: <http://water.epa.gov/polwaste/green/>

Massachusetts Bay Transportation Authority (MBTA) (C 2.2c, 3.1a, 3.2b, H Goal 5) - The Massachusetts Bay Transportation Authority, often referred to as, "The MBTA" or, "The T", is the public operator of most bus, subway, commuter rail, and ferry routes in the greater Boston, Massachusetts area. Officially a "body politic and corporate, and a political subdivision" of the Commonwealth of Massachusetts, it was formed in 1964.

Source: http://en.wikipedia.org/wiki/Massachusetts_Bay_Transportation_Authority

Mixed-Use Development (C Objective 5.1) - Mixed-use development refers to combining commercial businesses with residential housing. It is most commonly seen by positioning businesses on the ground level to allow for a storefront while having residential units above, thus achieving a more compact community. According to the American Planning Association, mixed-use can also combine cultural, institutional, and where appropriate, industrial uses.

Source: <http://www.planning.org/nationalcenters/health/mixedusedevelopment.htm>

Regionalization (CS&F 4.3b) – Regionalization refers to providing services to larger populations or land areas in order to provide better service as well as reduce costs.

Source: <http://www.businessdictionary.com/definition/regionalization.html>

Sharrows (C 2.2a) - Sharrows are chevrons combined with bicycle stencils placed in the center of a travel lane. They indicate that bicycles and motor vehicles share the lane. These are often times accompanied by signs saying "bicyclists can use full lane."

Source: <http://www.bikelongbeach.org/welcome/infrastructure/sharrows>

Significant Historic Resources (NC&H Objective 3.7) - Any building, structure, or archeological site which is:

- A. Importantly associated with one or more historic persons or events, or with the architectural, cultural, political, economic, social history of the Town of Franklin, the Commonwealth of Massachusetts, or the United States of America; or which is
- B. Historically or architecturally important by reason of period, style, method of construction, or association with a particular architect or builder, either by itself or in the context of a group of buildings or structures.

Source: Code of the Town of Franklin: Chapter 71, Demolition Delay, 71-2. Definitions.

Smart Growth (OS&R 2.3a, H 2.1) – Smart Growth is an urban planning and transportation theory that concentrates growth in compact walkable urban centers to avoid sprawl. Smart Growth advocates transit-oriented, walkable, bicycle friendly land use, including neighborhood schools, complete streets, and mixed-use development with a range of housing options.

Source: http://en.wikipedia.org/wiki/Smart_growth

Structure (NC&H Goal 3) – A structure is any man-made object other than a typical house or building. Examples include bridges, monuments, and objects.

Sustainable Development (*OS&R Goal 4, C Goal 6, H Goal 6, ED Goal 6, CS&F Goal 7*) – Generally, sustainable development refers to the balance between economy, ecology, and equity. However, the most frequently quoted definition of this term comes from the Brundtland report, "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- the concept of **needs**, in particular the essential needs of the world's poor, to which overriding priority should be given; and
- the idea of **limitations** imposed by the state of technology and social organization on the environment's ability to meet present and future needs."

Source: <http://www.iisd.org/sd/>

Tax Increment Financing (TIF) (*ED 1.2a*) – Tax Increment Financing is an Economic Development tool that promotes redevelopment by using public/private partnerships and offers tax breaks to developers.

Source: http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-diftif.html

Transitional Use Zones (*LU Goal 4*) – Transitional Use Zones are zones created to buffer heavy commercial or industrial traffic from residential areas. These zones may include buildings for office, clerical, or personal service uses that experience low and infrequent daily customer contact and traffic.

Source: <http://tw.yumaaz.gov/WebWare/Default.aspx?Message=2923&t=-1>

Transit-Oriented Development (*C 5.3a, H 5.1*) – Transit-Oriented Development refers to concentrating development around high-quality transportation, most commonly, train systems, making it possible to live a higher quality life in a city without completely depending on a car for mobility.

Source: <http://www.transitorienteddevelopment.org/>

Workforce Development (*ED Goal 4*) – Workforce development is an economic development approach that focuses on skill building and training people for specific jobs. Coaching and engaging people in projects to get them ready for possible job opportunities helps build a community's reserve of people who are ready to work. Ultimately workforce development helps companies stay on track with their mission, values, policies, efficiency, and long-term goals.

Source: <http://www.stlouisfed.org/publications/br/articles/?id=1953>

Workforce Housing (*H General Goal, LU Goal 1, H Objective 1.1*) – Workforce housing refers to housing that can be afforded by Franklin-based employees. The goal of using this term is to direct new housing developments toward affordability for those who work in Franklin and also want to live in Franklin. In the Department of Housing and Community Development's, "Workforce Housing in MA" presentation, workforce is described as 80-120% of the Area Median Income.

Source: <http://www.mass.gov/hed/economic/initiatives/housingthatworks/fleissig-1.pdf>

Appendix NCH: Species Lists

Table 1: Native Tree Species

Table 2: Wetlands Species

Table 3: Freshwater Fish

Table 4: Birds

Table 5: Reptiles

Table 6: Mammals

Table 1: Native Tree Species

Common Name	Botanical Name
Red Maple	<i>Acer rubrum</i>
Sugar Maple	<i>Acer saccharum</i>
Sweet Birch	<i>Betula lenta</i>
Yellow Birch	<i>Betula alleghaniensisow</i>
Paper Birch	<i>Betula papyrifera</i>
Shagbark Hickory	<i>Carya ovata</i>
American Chestnut	<i>Castanea dentate</i>
American Beech	<i>Fagus grandifolia</i>
White Ash	<i>Fraxinus americana</i>
Green Ash	<i>Fraxinus pennsylvanica</i>
Butternut	<i>Juglans cinerea</i>
Sweetgum	<i>Liquidambar styraciflua</i>
Tulip Tree	<i>Liriodendron tulipifera</i>
Black Tupelo	<i>Nyssa sylvatica</i>
American Sycamore	<i>Platanus occidentalis</i>
White Oak	<i>Quercus alba</i>
Swamp White Oak	<i>Quercus bicolor</i>
Scarlet Oak	<i>Quercus coccinea</i>
Pin Oak	<i>Quercus palustris</i>
Northern Red Oak	<i>Quercus rubra</i>
Black Willow	<i>Salix nigra</i>
Common Sassafras	<i>Sassafras albidum</i>
Redmond Linden	<i>Tilia americana</i>
American Elm	<i>Ulmus americana, (Disease-resist. Var.)</i>
Eastern White Pine	<i>Pinus strobus</i>
Pitch Pine	<i>Pinus rigida</i>
Eastern Red Cedar	<i>Juniperus virginiana</i>

Source: Town of Franklin, Best Development Practices Guide Book. Version 1, November 2001

Table 2: Wetlands Species

Common Name	Botanical Name
Black Chokeberry	<i>Aronia melanocarpa</i>
Common Witchhazel	<i>Hamamelis virginiana</i>
Swamp Azalea	<i>Rhododendron viscosum</i>
Highbush Blueberry	<i>Vaccinium corymbosum</i>
Cinnamon Fern	<i>Osmunda cinnamomea</i>
Peat Moss	<i>Sphagnum</i>
Skunk Cabbage	<i>Symplocarrpus foetidus</i>
Pennsylvania smartweed	<i>Polygonum coccineum</i>
Arrowhead	<i>Sagittaria latifolia</i>
Burreed	<i>Sparganium eurycarpum</i>
Pickerelweed	<i>Ponetederia cordata</i>
Gray Dogwood	<i>Cornus racemosa</i>
Autumn Olive	<i>Elaeagnus umbellata</i>
Quackgrass	<i>Elymus repens</i>
Beggarticks	<i>Bidens L.</i>
Big Bluestem	<i>Andropogon gerardii</i>

Source: United States Department of Agriculture, Natural Resources Conservation Services. Plants Data Base. <http://plants.usda.gov/> and Town of Franklin, Best Development Practices Guide Book. Version 1, November 2001

Table 3: Freshwater Fish

Common Name	Botanical Name
Brown Trout	<i>Salmo trutta</i>
Brook Trout	<i>Salvelinus fontinalis</i>
Rainbow Trout (stocked)	<i>Salmo gairdneri</i>
Pickereel	<i>Esox</i>
Perch	<i>Percidae</i>
Pumpkinseed	<i>Lepomis gibbosus</i>
Redbreast Sunfish	<i>Lepomis auritus</i>
Smallmouth Bass	<i>Micropertus dolomieu</i>
Carp	<i>Cyprinus carpio</i>
Golden Shiner	<i>Notemigonus crysoleucas</i>
Fallfish	<i>Semotilus corporalis</i>
Creek Chub	<i>Semotilus</i>
Yellow Bullhead	<i>Ictalurus natalis</i>
Brown Bullhead	<i>Ictalurus nebulosus</i>

Source: Local sightings and *Harper & Row's Complete Guide to North American Wildlife*. Eastern Edition, 1981, Harper & Row Publications.

Table 4: Birds

Common Name	Family
Vulture: Turkey	Cathartidae
Hawks: Red-tailed, Northern Goshawk, Northern Harrier	Accipitridae
Falcons: American Kestrel	Falconidae
Grouse, Pheasant, Turkey: Ruffed Grouse, Turkey, Ring-necked Pheasant	Phasianidae
Owl: Barn & Great Horned Owl	Tytonidae (Barn Owl) other owls: Strigidae
Pigeons & Doves: Rock Pigeon, Mourning Dove	Columbiformes
Nighthawk: Common Nighthawk	Caprimulgidae
Swift: Chimney Swift	Apodidae
Swallow: Barn & Tree Swallow, Purple Martin	Hirundinidae
Hummingbirds: Ruby-throated Hummingbird	Trochilidae
Heron: Green Heron, Blue Heron	Ardeidae
Woodcock: American	Scolopacidae
Geese: Canada Goose. Duck- Mallard & others	Anatidae
Woodpecker: Hairy & Downy. Flicker- Common	Picidae
Flycatchers: Least Flycatcher	Tyrannidae
Chickadees: Black-capped Chickadee, Titmice: Tufted Titmouse	Paridae
Nuthatch: White-breasted Nuthatch	Sittidae
Wren: House Wren, Carolina Wren	Troglodytidae
Jays: Blue Jay. Crows: Common Crow	Corvidae
Mockingbird: Northern Mockingbird, Gray Catbird	Mimidae
Kingfishers: Belted Kingfisher	Alcedinidae
Thrushes: American Robin, Eastern Blue Bird	Turdidae
Warblers, Vireos: Common Yellowthroat, others	Warblers (Parulidae) & Vireos (Vireonidae)
Blackbirds, Orioles: Red-winged Blackbird, Baltimore Oriole	Icteridae
Starlings: Starling.	Sturnidae
Finches: Cardinal, Purple Finch, House Finch, American Goldfinch. Sparrows: House Sparrow, Song Sparrow, Chipping Sparrow, Field Sparrow, Swamp Sparrow, Song Sparrow, Dark-eyed Junco	Fringillidae, House Sparrow (Plaoceidae)

Source: Local sightings and *Harper & Row's Complete Guide to North American Wildlife*. Eastern Edition, 1981, Harper & Row Publications.

Table 5: Reptiles

Common Name	Scientific Name
Snakes:	
Eastern Garter Snake	<i>Thamnophis sirtalis sirtalis</i>
Milk Snake	<i>Lampropeltis triangulum</i>
Black Racer	<i>Coluber constrictor</i>
Eastern Ribbon Snake	<i>Thamnophis sauritus</i>
Brown Snake	<i>Storeria dekayi</i>
Eastern Hognose	<i>Heterodon platyrhinos</i>
Northern Water Snake	<i>Nerodia sipedon</i>
Smooth Green Snake	<i>Opheodrys vernalis</i>
Turtles:	
Snapping Turtle	<i>Chelydra serpentina</i>
Painted Turtle	<i>Chrysemys picta</i>
Eastern Box Turtle	<i>Terrapene carolina</i>
Blanding's Turtle	<i>Emydoidea blandingi</i>
Spotted Turtle	<i>Clemmys guttata</i>
Wood Turtle	<i>Clemmys insculpta</i>
Salamanders:	
Red-backed Salamander	<i>Plethodon cinereus</i>
Spotted Salamander	<i>Ambystoma maculatum</i>
Blue-spotted Salamander	<i>Ambystoma laterale</i>
Four-toed Salamander	<i>Hemidactylium scutatum</i>
Marbled Salamander	<i>Ambystoma opacum</i>
True Frogs:	
Wood Frog	<i>Rana sylvatica</i>
Bullfrog	<i>Rana catesbeiana</i>
Green Frog	<i>Rana clamitans</i>
Tree Frogs:	
Spring Peeper	<i>Hyla crucifer</i>
Toads:	
American Toad	<i>Bufo americanus</i>
Eastern Spadefoot	<i>Scaphiopus holbrookii</i>

Source: Local sightings and Harper & Row's Complete Guide to North American Wildlife. Eastern Edition, 1981, Harper & Row Publications.

Table 6: Mammals

Common Name	Scientific Name
Big Brown Bats	<i>Eptesicus fuscus</i>
Grey Squirrel	<i>Sciurus carolinensis</i>
Red Squirrel	<i>Tamiasciurus hudsonicus</i>
Woodchuck	<i>Marmota monax</i>
Eastern Chipmunk	<i>Tamias striatus</i>
Virginia Opossum (Common Opossum)	<i>Didelphis virginiana</i>
Masked Shrew	<i>Sorex cinereus</i>
Eastern Mole	<i>Scalopus aquaticus</i>
Eastern Cottontail	<i>Sylvilagus floridanus</i>
White-footed Mouse	<i>Peromyscus leucopus</i>
Deer Mouse	<i>Peromyscus maniculatus</i>
House Mouse	<i>Mus musculus</i>
Coyotes	<i>Canis latrans</i>
Red Fox	<i>Vulpes vulpes</i>
Common Raccoon	<i>Procyon lotor</i>
Striped Skunk	<i>Mephitis mephitis</i>
White-tailed Deer	<i>Odocoileus virginianus</i>

Source: Local sightings and Harper & Row's Complete Guide to North American Wildlife. Eastern Edition, 1981, Harper & Row Publications

Appendix OS&R: Inventory of Conservation and Recreation Lands

Appendix __: Inventory of Conservation and Recreation Lands

CLASS	Parcel Size - Acres	Parcel ID	Property Name	Address	Property Owner	Manager	Current Use	Condition	Public Access	Accessible	Recreation Potential	Zoning	Level of Protection	Grant Source	Deed Restriction	
Town Owned- Franklin Public School:																
Total Acres 268.02	15.30	240-169-000	JFK Elementary School	551 Pond Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA accessible playground		Yes	Yes		Single Family III	None			
	14.56	243-053-000	Keller-Sullivan Middle School/Elementary	500 Lincoln Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA accessible playground		Yes	Yes		Rural Residential II	None			
	59.96	259-004-000	Tri-County Reg. Voc. Technical High School	147 Pond Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA accessible playground, playing fields		Yes	Yes		Rural Residential II	None			
	71.90	260-003-000	Franklin High School	218 Oak Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA accessible playground, playing fields		Yes	Yes		Rural Residential II	None			
	35.03	269-110-000	Horace Mann School	224 Oak Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA accessible playground		Yes	Yes		Rural Residential II	None			
	3.48	278-213-000	Davis Thayer School	137 West Central street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA accessible playground		Yes	Yes		Single Family IV	None			
	0.26	286-016-000	The Brick School	Lincoln/Maple Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA accessible playground		Yes	Yes		Single Family IV	None			
	20.50	297-050-000	Parmenter School	235 Wachusett	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA accessible playground		Yes	Yes		Single Family III	None			
	47.03	328-037-000	Remington Jefferson School	628 Washington Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA accessible playground		Yes	Yes		Rural Residential I	None			
Town Owned- Public Recreation																
Total Acres 381.66	95.65	219-002-000	Dacey Community Field	Lincoln Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA compliant playground equipment 2-12 year old, baseball field, softball field, 2 small soccer fields, walking trails, dog park		Yes	Yes		Rural Residential II	Permanent			
	104.94	262-094-000	DelCarte Conservation Area	Pleasant Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Conservation/Open Space		Yes	No		General Residential	Permanent		Historic District	
	4.10	269-001-000	Franklin Town Common	Main/Union/High Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Gazebo, benches		Yes	Yes		Single Family IV	Permanent			
	3.03	270-051-000	Veteran's Memorial Park	Panther Way	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Indoor ice skating/hockey		Yes	Yes		Rural Residential II	Permanent			
	3.65	286-101-000	Pisani Field	Peck Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Small lighted softball field, senior lighted softball field		Yes	Yes		Single Family IV	Permanent			
	13.20	286-153-000	Fletcher Field	Peck Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	2 small baseball fields, senior baseball fields, basketball courts, ADA compliant playground, bathrooms, concession facility		Yes	Yes		Single Family IV	Permanent			
	0.54	287-021-000	Nason Park (Nason Street Playground)	Nason Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	ADA compliant playground (2-5 years), picnic area		Yes	Yes		Single Family IV	Permanent			
	28.91	288-002-000	Beaver Pond Recreation Area	Beaver Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Artificial grass turf field soccer/ football/ lacrosse, bleachers		Yes	Yes		Rural Residential I	Permanent			
	2.90	297-014-000	Town Forest	Summer Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Conservation/Open Space		Yes	No		Single Family III	Permanent			
	11.96	298-037-000	Town Forest	Summer Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Conservation/Open Space		Yes	No		Single Family III	Permanent			
	81.49	302-002-000	Town Forest	Summer Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Conservation/Open Space		Yes	No		Single Family III	Permanent			
	2.02	298-038-000	Town Forest	Summer Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Conservation/Open Space		Yes	No		Single Family III	Permanent			
	11.22	320-056-000	King Street Memorial Park	740 King Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Baseball fields, soccer fields, football fields, basketball courts, ADA compliant playground, community garden		Yes	Yes		Rural Residential I	Permanent			
	14.32	320-057-000	King Street Memorial Park	740 King Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	exercise stations, 2 bocce courts, bathroom and concessions facilities		Yes	Yes		Rural Residential I	Permanent			
	1.22	320-044-000	Forest Street	Forest Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Conservation/Open Space		Yes	Yes		Rural Residential I	Permanent			
	2.52	320-042-000	Forest Street	Forest Street	Town of Franklin	FRANKLIN DEPARTMENT OF PUBLIC WORKS	Conservation/Open Space		Yes	Yes		Rural Residential I	Permanent			
State Owned- Public Recreation																
Total Acres 785.14	6.74	270-049-000	Panther Way	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Skating Rink		Yes	No		Rural Residential II	Permanent				
	0.12	271-004-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Business	Permanent				
	0.50	271-029-000	Southern New England Trunkline Trail	West Central Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Bike path/ trails		Yes	No		Business	Permanent			
	4.18	276-005-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Business	Permanent				
	10.94	276-006-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Business	Permanent				
	4.66	276-008-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Business	Permanent				
	1.02	276-025-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Business	Permanent				
	21.24	288-008-000	Deaver Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	8.41	288-008-001	Beaver Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	67.19	289-004-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	16.99	289-005-000	Forge Hill Road	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	109.50	292-002-000	Forge Hill Road	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Industrial	Permanent				
	313.35	293-001-000	Forge Hill Road	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	32.84	294-002-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Industrial	Permanent				
	16.06	306-036-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	36.12	307-003-000	Spring Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	6.37	322-070-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	30.00	322-071-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	8.66	323-040-000	Southern New England Trunkline Trail	Prospect Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Bike path/ trails		Yes	No		Rural Residential I	Permanent			
	4.89	323-048-000	Grove Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	2.25	324-012-000	Southern New England Trunkline Trail	Prospect Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Bike path/ trails		Yes	No		Rural Residential I	Permanent			
	4.31	341-001-000	South Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	3.20	341-003-000	South Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	10.00	341-006-000	South Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	3.08	341-014-000	South Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	15.94	341-027-000	South Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
	46.59	347-006-000	South Street	COMMONWEALTH OF MASSACHUSETTS	DIVISION OF STATE PARKS AND RE	Hiking, biking trails		Yes	No		Rural Residential I	Permanent				
Metacomet Land Trust- Public Recreation																
Total Acres 47.95	10.25	234-024-000	Bride Path	Bride Path	METACOMET LAND TRUST INC	Hiking Trails		Yes	No		Rural Residential II	Permanent				
	10.50	235-115-000	Maple Street	Maple Street	METACOMET LAND TRUST INC	Hiking Trails		Yes	No		Rural Residential II	Permanent				
	1.76	240-155-000	Nature Classroom	Coronation Drive	METACOMET LAND TRUST INC	Outdoor Nature Classroom		Yes	No		General Residential	Permanent				
	25.44	242-073-000	Bride Path	Bride Path	METACOMET LAND TRUST INC	Hiking Trails		Yes	No		Rural Residential II	Permanent				
Private Recreation																
Total Acres 448.36	9.90	248-080-000	Adirondack Club	800 Chestnut Street	SRA REALTY GROUP LLC	Playground, pool, tennis courts		No	No		Industrial	None				
	0.25	250-002-000	DEAN ACADEMY & JUNIOR COLLEGE	Lincoln Street	DEAN ACADEMY & JR COLLEGE	Playing fields		No	No		Single Family III	None				
	9.57	250-003-000	DEAN ACADEMY & JUNIOR COLLEGE	Lincoln Street	DEAN ACADEMY & JR COLLEGE	Playing fields		No	No		Single Family III	None				
	1.65	250-005-000	DEAN ACADEMY & JUNIOR COLLEGE	Lincoln Street	DEAN ACADEMY & JR COLLEGE	Playing fields		No	No		Rural Residential II	None				
	9.47	251-113-000	DEAN ACADEMY & JUNIOR COLLEGE	Maple Street	DEAN ACADEMY & JR COLLEGE	Playing fields		No	No		Rural Residential II	None				
	16.34	260-068-000	DEAN ACADEMY & JUNIOR COLLEGE	Maple Street	DEAN ACADEMY & JR COLLEGE	Playing fields		No	No		Rural Residential II	None				
	18.41	261-004-000	DEAN ACADEMY & JUNIOR COLLEGE	Maple Street	DEAN ACADEMY & JR COLLEGE	Playing fields		No	No		Rural Residential II	None				
	11.44	261-011-000	DEAN ACADEMY & JUNIOR COLLEGE	Maple Street	DEAN ACADEMY & JR COLLEGE	Playing fields		No	No		Rural Residential II	None				
	7.80	290-011-000	Franklin YMCA	4 Forge Hill Road	HOCKOMOCK YOUNG MENS CHRISTIAN	Playground, pool, fields, tennis courts		No	No		Industrial	None				
	7.60	303-046-000	Boston Sports Club	750 Union Street	DMP FRANKLIN LLC	Fields, tennis court, fitness club		No	No		Commercial II	None				
	1.30	303-047-000	Boston Sports Club	751 Union Street	DMP FRANKLIN LLC	Fields, tennis court, fitness club		No	No		Commercial II	None				
	98.05	315-002-000	Camp Haiastan	Summer Street	CAMP HAIASTAN OF THE ARMENIAN	Family camping		No	No		Rural Residential I	None				
	120.71		Franklin Country Club	672 East Central Street												
	133.48		Maplegate Country Club	Maple Gate												
	2.39	315-028-000	Franklin Rod & Gun Club	Florence Street	FRANKLIN ROD & GUN CLUB	Beach, picnic area, fishing area		No	No		Rural Residential I	None				

*See Chapter Lands for Franklin Country Day Camp
Franklin Country Day Camp: 120 Acres

Appendix __: Inventory of Conservation and Recreation Lands

CLASS	Parcel Size Acres	Parcel ID	Property Name	Address	Property Owner	Manager	Current Use	Condition	Public Access	Accessible	Recreation Potential	Zoning	Level of Protection	Grant Source	Deed Restriction
Town Owned- Conservation/Open Space															
Total Acres 800.73	6.21	203-001-000		Lincoln Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	14.51	204-001-000		Lincoln Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	6.30	209-020-000		Pond Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	8.31	210-008-000		Plain Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.51	211-043-000		Plain Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	7.99	211-127-000		Beech Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	10.47	214-082-000	Brownstone Estates	Barkley Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	2.30	214-122-000		Ben's Way	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	3.88	218-010-000	Tanglewood Estates	Berkshire Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	2.01	219-174-000		Lincoln Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	11.93	220-020-000		Dover Circle	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	19.29	221-013-000		Partridge Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	25.18	221-023-000		Jonathan Metcalf Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	1.78	222-008-000		Beech Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential III	Permanent		
	13.47	225-067-000	Partridge Woods I & II	Evergreen Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	7.29	226-028-000		Tanglewood Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	14.88	232-001-000		Daniels Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.68	232-013-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.87	232-014-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	1.65	232-015-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.20	234-041-000		High Ridge Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.26	234-042-000		High Ridge Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.83	234-043-000		High Ridge Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.73	236-028-000		Durand Drive	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	2.02	236-029-000		Durand Drive	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	0.95	241-015-000		Bogastow Brook Lane	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.62	243-081-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	2.05	243-082-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	1.08	243-083-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	1.28	243-084-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.59	243-085-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	0.50	243-086-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	0.08	244-015-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.43	244-016-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.26	244-017-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.48	244-028-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.59	244-029-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.73	244-030-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	0.55	244-031-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	0.50	244-032-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	0.50	244-033-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	0.50	244-034-000		David Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	7.60	247-007-000	Acorn Woods I & II	Meadowlark Lane	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	24.90	247-008-000	Acorn Woods I & II	Meadowlark Lane	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	5.30	250-009-000		Lincoln Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.72	251-028-000		Edmund's Way	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.96	251-029-000		Edmund's Way	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.69	251-030-000		Edmund's Way	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.27	251-038-000		Maple Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	0.98	252-062-000		Oak Street	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	3.40	252-063-000		Maple Brook Lane	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	1.64	252-068-000		Oak Street	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	12.60	252-119-000		Bogastow Brook Lane	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	7.28	257-012-000		Conlyn Ave	Town of Franklin		Conservation/Open Space		Yes	No		Industrial	Permanent		
	0.35	257-045-000		Anthony Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family IV	Permanent		
	0.35	257-046-000		Anthony Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family IV	Permanent		
	0.33	257-047-000		Anthony Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family IV	Permanent		
	0.34	257-048-000		Anthony Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family IV	Permanent		
	0.34	257-049-000		Anthony Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family IV	Permanent		
	0.34	257-050-000		Anthony Road	Town of Franklin		Conservation/Open Space		Yes	No		Single Family IV	Permanent		
	5.99	260-060-000		Maple Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential II	Permanent		
	10.95	263-046-000		Pleasant Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	10.89	265-040-000		Indian Rock	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	24.13	265-041-000		Indian Rock	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	9.10	266-089-000		Jordan Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	24.20	266-090-000	Indian Rock Estates	Indian Lane	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	0.37	272-051-000		Conlyn Ave	Town of Franklin		Conservation/Open Space		Yes	No		Single Family IV	Permanent		
	0.35	272-052-000		Conlyn Ave	Town of Franklin		Conservation/Open Space		Yes	No		Single Family IV	Permanent		
	0.53	272-053-000		Conlyn Ave	Town of Franklin		Conservation/Open Space		Yes	No		Single Family IV	Permanent		
	31.08	277-007-000		Beaver Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	0.36	279-197-000		Josephine Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	1.00	279-198-000		Josephine Street	Town of Franklin		Conservation/Open Space		Yes	No		Industrial	Permanent		
	2.20	280-001-000		Josephine Street	Town of Franklin		Conservation/Open Space		Yes	No		Industrial	Permanent		
	3.80	280-002-000		Josephine Street	Town of Franklin		Conservation/Open Space		Yes	No		Industrial	Permanent		
	11.31	280-003-000		Longobardi Drive	Town of Franklin		Conservation/Open Space		Yes	No		Single Family III	Permanent		
	4.39	281-019-000		East Central Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	8.06	282-027-000	Oak Run Estates	Lost Horse Trail	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	18.65	288-001-000		Grove Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	0.96	298-064-000	Town Forest	Summer Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	4.88	301-002-000		Russell Hill Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	4.25	301-006-000		Uncas Pond	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	81.49	302-002-000		Summer Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	10.71	306-041-000		Grove Street	Town of Franklin		Conservation/Open Space		Yes	No		Industrial	Permanent		
	46.37	308-024-000	Prospect Heights	Oxford Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	2.68	308-027-000	Prospect Heights	Oxford Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	2.40	308-070-000	Prospect Heights	Oxford Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	4.44	308-073-000	Prospect Heights	Oxford Drive	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	15.07	312-011-000	Whistling Woods	Washington Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	17.33	318-033-000		Summer Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	0.20	319-022-000		Union Street	Town of Franklin		Conservation/Open Space		Yes	No		Industrial	Permanent		
	3.70	327-005-000		Jefferson Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	0.79	327-008-000		Jefferson Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	0.04	328-060-000		Jefferson Road	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	19.08	331-034-000	Mount View Estates	Union Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	9.10	331-046-000		Summer Street	Town of Franklin		Conservation/Open Space		Yes	No		Rural Residential I	Permanent		
	5.65	335-051-000													

Appendix __: Inventory of Conservation and Recreation Lands

CLASS	Parcel Size Acres	Parcel ID	Property Name	Address	Property Owner	Manager	Current Use	Condition	Public Access	Accessible	Recreation Potential	Zoning	Level of Protection	Grant Source	Deed Restriction
Federal Owned- Public															
Total Acres 434.57	0.96	224-042-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	5.40	224-043-000	Mine Brook		UNITED STATES OF AMERICA	USA	Flood Plain		Yes	No		Single Family III	Permanent		
	0.80	224-044-000	Mine Brook		UNITED STATES OF AMERICA	USA	Flood Plain		Yes	No		Single Family III	Permanent		
	2.10	224-045-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	2.10	224-046-000	Pine Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	2.60	224-047-000	Mine Brook		UNITED STATES OF AMERICA	USA	Flood Plain		Yes	No		Industrial	Permanent		
	14.42	224-048-000	Pine Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	12.30	225-029-000	Pond Street		UNITED STATES OF AMERICA	US ARMY CORP	Flood Plain		Yes	No		Single Family III	Permanent		
	8.60	225-039-000	Mine Brook		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Single Family III	Permanent		
	12.90	237-023-000	Mine Brook		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Single Family III	Permanent		
	2.12	237-024-000	Mine Brook		UNITED STATES OF AMERICA	USA	Flood Plain		Yes	No		Industrial	Permanent		
	10.00	237-025-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	1.16	237-026-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	6.64	237-027-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	2.50	237-028-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	3.00	237-030-000	Richard Lane		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	25.69	237-033-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		General Residential	Permanent		
	4.40	237-034-000	Mine Brook		UNITED STATES OF AMERICA	USA	Flood Plain		Yes	No		Industrial	Permanent		
	2.05	237-035-000	Oak Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	6.20	239-001-000	Pond Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	0.87	239-002-000	Oak Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Single Family III	Permanent		
	6.00	239-003-000	Oak Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	1.25	239-004-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	4.15	239-005-000	Oak Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	7.24	239-006-000	Oak Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	5.70	239-007-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	7.66	239-008-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	0.30	253-011-000	Pond Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	0.44	254-001-000	Pond Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	2.42	254-002-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY CORP	Flood Plain		Yes	No		Industrial	Permanent		
	2.50	254-003-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	5.12	254-005-000	Pond Street		UNITED STATES OF AMERICA	US ARMY CORP ENG	Flood Plain		Yes	No		Industrial	Permanent		
	0.01	254-006-000	Mine Brook		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	0.34	254-007-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY CORP	Flood Plain		Yes	No		Industrial	Permanent		
	3.22	254-010-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	1.52	254-011-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY CORP ENG	Flood Plain		Yes	No		Industrial	Permanent		
	5.77	254-013-000	Pond Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	1.54	254-014-000	Pond Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	21.69	254-016-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	5.95	254-017-000	Pond Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	5.46	254-018-000	Mine Brook		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	0.81	257-001-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	14.42	257-002-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	4.95	257-003-000	Pond Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	15.20	257-004-000	Conlyn Ave		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	17.80	257-005-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	20.30	257-006-000	West Central Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Industrial	Permanent		
	0.67	257-090-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	1.70	258-001-000	West Central Street		UNITED STATES OF AMERICA	US ARMY	Flood Plain		Yes	No		Single Family III	Permanent		
	13.29	258-002-000	Mine Brook		UNITED STATES OF AMERICA	US ARMY CORP	Flood Plain		Yes	No		Single Family III	Permanent		
	1.38	305-005-000	Mine Brook		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	16.43	305-006-000	Mine Brook		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	0.78	305-008-000	Grove Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	3.34	305-009-000	Grove Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	26.53	305-011-000	Washington Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	6.70	305-012-000	Mine Brook		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	6.19	305-015-000	Grove Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	4.80	305-016-000	Grove Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Industrial	Permanent		
	7.11	305-018-000	Grove Street		UNITED STATES OF AMERICA	ARMY CORPS OF ENGINEERS	Flood Plain		Yes	No		Industrial	Permanent		
	7.41	336-009-000	South Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Rural Residential I	Permanent		
	27.43	336-010-000	South Street		UNITED STATES OF AMERICA	USA ARMY CORP OF ENGINEE	Flood Plain		Yes	No		Rural Residential I	Permanent		
	3.11	336-011-000	South Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Rural Residential I	Permanent		
	2.61	336-012-000	South Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Rural Residential I	Permanent		
	2.02	340-002-000	Washington Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Rural Residential I	Permanent		
	10.50	340-007-000	Washington Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Rural Residential I	Permanent		
	0.53	340-008-000	Washington Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Rural Residential I	Permanent		
	3.60	341-002-000	South Street		UNITED STATES OF AMERICA		Flood Plain		Yes	No		Rural Residential I	Permanent		

Appendix __: Inventory of Conservation and Recreation Lands

CLASS	Parcel Size Acres	Parcel ID	Property Name	Address	Property Owner	Manager	Current Use	Condition	Public Access	Accessible	Recreation Potential	Zoning	Level of Protection	Grant Source	Deed Restriction	
Chapter 61, 61A & 61B Lands- Private																
Total Acres 1,273.66	20.03	204-005-000		Lincoln Street	KOSHVOS JOHN		Orchard		No	No	Yes	Rural Residential I	Chapter 61A			
	21.26	206-006-000		Lincoln Street	GOULD GERARD R JR		Truck Crops- Vegetables		No	No	Yes	Rural Residential I	Chapter 61A			
	3.20	206-020-000		Lincoln Street	KOSHVOS CHARLES J		Pasture		No	No	Yes	Rural Residential I	Chapter 61A			
	1.09	206-032-000		Koshivas Drive	KOSHVOS CHARLES J		Pasture		No	No	Yes	Rural Residential I	Chapter 61A			
	1.00	206-033-000		Koshivas Drive	KOSHVOS CHARLES J		Pasture		No	No	Yes	Rural Residential I	Chapter 61A			
	1.73	206-034-000		Koshivas Drive	KOSHVOS CHARLES J		Pasture		No	No	Yes	Rural Residential I	Chapter 61A			
	1.23	206-035-000		Koshivas Drive	KOSHVOS CHARLES J		Pasture		No	No	Yes	Rural Residential I	Chapter 61A			
	1.01	206-052-000		Koshivas Drive	KOSHVOS CHARLES J		Orchard		No	No	Yes	Rural Residential I	Chapter 61A			
	0.97	206-053-000		Koshivas Drive	KOSHVOS CHARLES J		Pasture		No	No	Yes	Rural Residential I	Chapter 61A			
	0.96	206-054-000		Koshivas Drive	KOSHVOS CHARLES J		Pasture		No	No	Yes	Rural Residential I	Chapter 61A			
	10.29	206-076-000		Bent Street	LYON REALTY LLC		Xmas Tree Nursery (Commercial Warehouse also on property)		No	No	Yes	Industrial	Chapter 61A			
	9.11	207-014-000		Lincoln Street	DELLEA JOHN A		Nurseries		No	No	Yes	Rural Residential I	Chapter 61A			
	62.00	208-009-000		Elm Street	DELLEA ANDREW J		Forest Land/ Orchard		No	No	Yes	Rural Residential I	Chapter 61/61A			
	12.00	208-012-000		Elm Street	DELLEA JOHN A		Truck Crops- Vegetables		No	No	Yes	Rural Residential I	Chapter 61A			
	39.00	208-019-000		Elm Street	DELLEA ANDREW J		Tillable Forage Cropland		No	No	Yes	Rural Residential I	Chapter 61A			
	27.72	212-025-000	Franklin Country Day Camp	Pond Street	LEMBO GAIL V		Nature Study		No	No	Yes	Rural Residential I	Chapter 61B			
	47.52	212-026-000	Franklin Country Day Camp	Pond Street	LEMBO GAIL V		Nature Study		No	No	Yes	Rural Residential I	Chapter 61B			
	9.61	213-045-000	Franklin Country Day Camp	Pond Street	LEMBO GAIL V		Nature Study		No	No	Yes	Rural Residential I	Chapter 61B			
	48.09	222-046-000	Franklin Country Day Camp	Pond Street	LEMBO GAIL V		Nature Study		No	No	Yes	Rural Residential I	Chapter 61B			
	15.63	222-047-000	Franklin Country Day Camp	Pond Street	LEMBO GAIL V		Nature Study		No	No	Yes	Rural Residential I	Chapter 61B			
	5.83	222-049-000	Franklin Country Day Camp	Pond Street	LEMBO GAIL V		Nature Study		No	No	Yes	Rural Residential I	Chapter 61B			
	2.80	222-050-000	Franklin Country Day Camp	Pond Street	LEMBO GAIL V		Nature Study		No	No	Yes	Rural Residential I	Chapter 61B			
	11.44	222-054-000	Franklin Country Day Camp	Pond Street	LEMBO GAIL V		Nature Study		No	No	Yes	Rural Residential I	Chapter 61B			
	14.00	222-063-000	Franklin Country Day Camp	Partridge Street	LEMBO GAIL V		Nature Study		No	No	Yes	Rural Residential I	Chapter 61B			
	12.74	227-015-000		Lincoln Street	CALNAN JOHN W JR		Field Crops- hay, wheat, etc.		No	No	Yes	Rural Residential II	Chapter 61A			
	34.61	228-002-000		Lincoln Street	CALNAN JOHN W JR		Pasture		No	No	Yes	Rural Residential II	Chapter 61A			
	17.19	229-003-000		Daniels Street	MATTHEWS MARGARET E		Forest land		No	No	Yes	Rural Residential II	Chapter 61			
	68.46	234-012-000		Maple Street	LABASTIE STEVEN H		Nature Study		No	No	Yes	Rural Residential II	Chapter 61B			
	14.86	235-142-000		Maple Street	LABASTIE STEVEN H		Pasture		No	No	Yes	Rural Residential II	Chapter 61A			
	19.41	237-036-000		Maple Gate	SMITH ROBERT E TRUSTEE		Golfing		No	No	Yes	Industrial	Chapter 61B			
	3.40	239-009-000		Maple Gate	MAPLE GATE REALTY TRUST		Golf Course		No	No	Yes	Industrial	Chapter 61B			
	83.31	239-010-000		Maple Gate	SMITH ROBERT E TRUSTEE		Golfing		No	No	Yes	Industrial	Chapter 61B			
	10.70	239-011-000		Maple Gate	SMITH ROBERT E TRUSTEE		Golfing		No	No	Yes	Industrial	Chapter 61B			
	10.70	239-012-000		Mine Brook	SMITH ROBER E TR & MAPLE GATE REALTY TRUST		Golf Course		No	No	Yes	Industrial (Kevin has	Chapter 61B			
	2.63	239-013-000		Mine Brook	SMITH ROBER E TR & MAPLE GATE REALTY TRUST		Golf Course		No	No	Yes	Industrial	Chapter 61B			
	16.42	242-012-000		Maple Street	LABASTIE STEVEN H		Pasture		No	No	Yes	Rural Residential II	Chapter 61A			
	16.94	254-009-000		Maple Gate	SMITH ROBERT E TR		Golfing		No	No	Yes	Industrial	Chapter 61B			
	2.34	255-001-000		Maple Gate	SMITH R TR MAPLE GATE & K FULL		Golfing		No	No	Yes	Industrial	Chapter 61B			
	7.01	284-026-000		East Central Street	COOK RALPH JR & RONALD,TRS		Truck Crops- Vegetables		No	No	Yes	Rural Residential I	Chapter 61A			
	4.65	284-028-000		East Central Street	COOK RALPH JR & RONALD,TRS		Truck Crops- Vegetables		No	No	Yes	Rural Residential I	Chapter 61A			
	18.85	292-004-000		Prospect Street	HENO FLOYD V		Productive Woodland		No	No	Yes	Industrial	Chapter 61A			
	16.56	292-006-000		Prospect Street	HENO FLOYD		Productive Woodland		No	No	Yes	Rural Residential I	Chapter 61A			
	1.26	299-001-000		East Central Street	COOK RALPH JR & RONALD,TRS		Truck Crops- Vegetables		No	No	Yes	Rural Residential I	Chapter 61A			
	120.71	300-002-000		East Central Street	FRANKLIN COUNTRY CLUB		Golf Course		No	No	Yes	Rural Residential I	Chapter 61B			
	71.64	308-076-000		Prospect Street	HENO FLOYD		Field Crops- hay, wheat, etc.		No	No	Yes	Rural Residential I	Chapter 61A			
	21.55	311-006-000		Grove Street	ROSSETTI STEVEN J & DALE M, TR		Hiking- trails or paths		No	No	Yes	Rural Residential I	Chapter 61B			
	3.50	322-060-000		Washington Street	DEPOTO RICHARD J & SANDRA M,TR		Nurseries		No	No	Yes	Rural Residential I	Chapter 61A			
	4.75	323-028-000		Washington Street	DEPOTO RICHARD J & SANDRA M,TR		Orchard		No	No	Yes	Rural Residential I	Chapter 61A			
	24.64	323-041-000		Spring Street	MORSE PATRICIA L		Multiple agricultural uses		No	No	Yes	Rural Residential I	Chapter 61A			
	43.64	323-046-000		Spring Street	MORSE PATRICIA L		Multiple agricultural uses		No	No	Yes	Rural Residential I	Chapter 61A			
	9.50	323-049-000		Spring Street	ROOT MELVIN J TR		Multiple agricultural uses		No	No	Yes	Rural Residential I	Chapter 61A			
	114.47	325-003-000		Prospect Street	SCHMIDTS FARM INC		Field Crops- hay, wheat, etc.		No	No	Yes	Rural Residential I	Chapter 61A			
	42.75	326-001-000		Washington Street	COOK MARILYN E		multiple agricultural uses		No	No	Yes	Rural Residential I	Chapter 61A			
	7.83	326-003-000		Washington Street	COOK MARILYN E		land under farm building		No	No	Yes	Rural Residential I	Chapter 61A			
	6.35	326-033-000		Prospect Street	GARBOSKI TIMOTHY J		Truck Crops- Vegetables		No	No	Yes	Rural Residential I	Chapter 61A			
	10.47	330-011-000		Mount Street	ADELSTEIN STANLEY, TR		Pasture		No	No	Yes	Rural Residential I	Chapter 61A			
	10.08	330-012-000		Mount Street	ADELSTEIN STANLEY, TR		Pasture		No	No	Yes	Rural Residential I	Chapter 61A			
	4.96	337-006-000		South Street	WYLLIE WALTER		Field Crops- hay, wheat, etc.		No	No	Yes	Rural Residential I	Chapter 61A			
	2.46	337-007-000		South Street	DEL SIGNORE PETER TR & WINIFRED REALTY TRUST		Field Crops- hay, wheat, etc.		No	No	Yes	Rural Residential I	Chapter 61A			
	4.69	343-018-000		Vine Street	SULLIVAN MARGARET		Orchard		No	No	Yes	Rural Residential I	Chapter 61A			
	7.09	343-022-000		Vine Street	MORSE PETER W ETAL TRS		Orchard		No	No	Yes	Rural Residential I	Chapter 61A			
	6.43	343-022-001		Vine Street	MORSE PETER W ETAL TRS & BIG APPLE TWO REALTY TRUST		Orchard		No	No	Yes	Rural Residential I	Chapter 61A			
	14.19	348-003-000		South Street	WYLLIE WALTER		Field Crops- hay, wheat, etc.		No	No	Yes	Rural Residential I	Chapter 61A			
	12.51	349-006-000		Washington Street	ROODE WILLIAM		Forest Land		No	No	Yes	Rural Residential I	Chapter 61			
Other- Private Parcels of Interest																
Total Acres 517.49	142.64	333-001-000		Union Street	CISTERCIAN NUNS OF STRICT OBSERVANCE				No	No		Rural Residential I	None			
	62.13	333-002-000		Union Street	CISTERCIAN NUNS OF STRICT OBSERVANCE				No	No		Rural Residential I	None			
	12.25	335-005-000		Forest Street	CISTERCIAN NUNS OF STRICT OBSERVANCE				No	No		Rural Residential I	None			
	198.92	343-003-000		Union Street	CISTERCIAN NUNS OF STRICT OBSERVANCE				No	No		Rural Residential I	None			
	9.37	343-019-000		Vine Street	CISTERCIAN NUNS OF STRICT OBSERVANCE				No	No		Rural Residential I	None			
	25.84	344-002-000		Union Street	CISTERCIAN NUNS OF STRICT OBSERVANCE				No	No		Rural Residential I	None			
	14.01	344-003-000		Union Street	CISTERCIAN NUNS OF STRICT OBSERVANCE				No	No		Rural Residential I	None			
	21.01	344-006-000		Vine Street	CISTERCIAN NUNS OF STRICT OBSERVANCE				No	No		Rural Residential I	None			
	31.32	344-007-000		Union Street	CISTERCIAN NUNS OF STRICT OBSERVANCE				No	No		Rural Residential I	None			

**Appendix OS&R:
Section 9, 2008 Open Space & Recreation Plan:
Revised 5-year Action Plan**

SECTION 9: REVISED 5-YEAR ACTION PLAN

Agency Responsibility Key:

PLUC = Public Land Use Committee

DRC = Design Review Commission

CC = Conservation Commission

DPW = Department of Public Works

RD = Recreation Department

SD = School Department

FHC = Franklin Historical Commission

FCRTC = Franklin Citizens Rail Trail Committee

DPCD = Department of Planning and Community Development

DCR = Massachusetts Department of Conservation and Recreation

GOAL 1: Increase public awareness of open space and recreation opportunities in Franklin.

Objective 1.1: Install signage at open space and recreation areas, including but not limited to walk/hiking trails, bike paths and bike lanes that states the name of the area and the area's allowed usage.			
ACTIONS		RESPONSIBILITY	SCHEDULE
1.1a	Compile list of open space and recreation areas.	DPCD	COMPLETE
1.1b	Identify open space and recreation areas where signage is needed.	PLUC	Q3, FY10
	Determine verbiage, design & materials for each sign (wooden plaque, metal, plastic) and placement for each designated open space & recreation area.	PLUC	Q4, FY10 – Q3, FY11
	Approve signs	DRC	Q3, FY11
	Create signs- Funding: General Fund/ Gift Account	DPCD; Contract private sign-maker make signs	Q4, FY11 - Q2, FY12
	Install signs- Funding: General Fund/Gift Account	DPW, PLUC, DPCD, Contractor.	Q4, FY11 - Q3, FY12
Objective 1.2: Create a map/guide of all open space, parks, conservation land, and recreation areas in town.			
ACTIONS		RESPONSIBILITY	SCHEDULE
1.2a	Use list of open space and recreation areas compiled under objective 1.1a to create a map/guide of all open space and recreation areas in Town.	DPCD	Q1-Q2, FY11
	Create topographic map of each area	High school GPS class/topographic map group; GIS Coordinator	Q3, FY11
	Write brief descriptions of each area.	PLUC; Use existing Tougas guide.	Q4, FY11
	Create booklet.	PLUC; High School Graphics Art Dept.	Q1-Q3, FY12
	Produce copies of booklet- Funding: Conservation.	PLUC	Q4, FY12
	Put on town web-site, accessible as downloadable PDF	DPCD	Q4, FY12
	Distribute booklets at key locations, such as Town Hall, Recreation Department Office, Senior Center, & Library	DPCD	Q1, FY13
1.2b	Create a map of SNETT Trail and State Forest walking trails to include YMCA, MBTA Station and SNETT parking Lot.	DPCD, GIS Coordinator	Q1, FY11

Objective 1.3: Create educational and/or outdoor classrooms to educate citizens about the environment and natural habitats in Franklin.			
ACTIONS		RESPONSIBILITY	SCHEDULE
1.3a	Compile list of open space habitats, and classifying the areas (i.e. wetlands, elm bank, etc.) that would provide good educational opportunities.	PLUC in conjunction with CC	Q3, FY12
1.3b	Find a knowledgeable instructor to develop an overview description summary of each type of habitat example. Funding: Conservation Fund.	Science instructor in Franklin Public Schools, Franklin resident, consultant	Q4, FY12 - Q2, FY13
1.3c	Set up Wilderness class through Lifelong Learning, Recreation Department.	DPCD, SD, RD	Q4, FY12 - Q2, FY13
1.3d	Apply for grant money to develop environmental/natural habitat educational program.	DPCD, SD	FY12/ FY13
1.3e	Develop environmental/natural habitat educational program for citizens; include community garden, locally grown food.	SD, RD	FY13
1.3f	Schedule educational programs – monthly, quarterly.	SD, RD	Q4, FY13 - ongoing

Objective 1.4: Establish Pearce Murphy Education Walks in environmentally sensitive areas.			
ACTIONS		RESPONSIBILITY	SCHEDULE
1.4a	Establish a fund through the Conservation Commission to support the financing of educational walks in environmentally sensitive areas throughout Franklin.	CC	Q1, FY11
1.4b	Find knowledgeable experts to help develop and execute the program.	CC	Q1, FY11 ongoing
1.4c	Solicit outdoor educational instructors to lead walks.	CC	Q1, FY11 ongoing

GOAL 2: Preserve, protect and enhance existing Town open space resources.

Objective 2.1: Provide access to open space and conservation areas throughout town for residents of all ages and levels of ability.			
ACTIONS		RESPONSIBILITY	SCHEDULE
2.1a	Assess ADA compliance of conservation areas and other Town owned open space parcels as part of the OSRP development process.	ADA Commission, PLUC, DPCD	COMPLETE
2.1b	Prioritize list of non-compliant land.	PLUC, CC	COMPLETE
2.1c	Plan and design access improvements at priority properties.	PLUC	COMPLETE
	Construct handicap accessibility at conservation and open space areas that are not ADA compliant. Funding: Conservation Fund		

Objective 2.2: Create a plan for property acquisition of Chapter 61, 61A, and 61B properties.			
ACTIONS		RESPONSIBILITY	SCHEDULE
2.2a	Catalog, evaluate, and prioritize Chapter 61, 61A, and 61B lands in order of priority for acquisition by Town for preservation	PLUC, DPCD	Q1/-Q2, FY11
2.2b	Contact and work with relevant organizations regarding acquisition of available Chapter 61 properties.	PLUC, DPCD	Q3, FY11 - Ongoing
2.2c	Contact owners of Chapter 61, 61A and 61B properties to ascertain future plans for properties.	PLUC, DPCD	Q4, FY11 - Q4, FY12
2.2d	Purchase priority Chapter 61, 61A and 61B properties	PLUC, DPCD, Metacomet Land Trust, CC	As opportunities arise
2.2e	Continue to fund the Open Space Fund to ensure money is available for the purchase of open space properties.	Town Council	On going

Objective 2.3: Identify and prioritize unprotected open space properties and work with property owners to protect these important resources from overdevelopment.			
ACTIONS		RESPONSIBILITY	SCHEDULE
2.3a	Create a list of significant land parcels that may be lost as open space if not acquired by Town or protected in other ways.	PLUC, DPCD	Q2, FY12
2.3b	Develop procedures, guidelines and ranking criteria to enable the Town to efficiently and effectively assess properties under private ownership that may provide for future acquisition for recreation opportunities and/or protection of open space areas.	PLUC, DPCD	Q2-Q4, FY12
2.3c	Prioritize properties under private ownership for future acquisition based on criteria established in action 2.3b.	PLUC, DPCD	Q1-Q2, FY13
2.3d	Contact owners of significant parcels to ascertain future use of parcels.	PLUC, DPCD	Q2-Q4, FY13
2.3e	Transfer Town owned tax title and unresolved parcels to Conservation Commission for designation as conservation lands	Town Administration, DPCD, CC	Q1, FY11
2.3f	Create materials highlighting conservation and preservation options for owners of private properties of significant open space and recreation interest in Town.	PLUC, DPCD	Q1, FY13

GOAL 3: Maximize recreational opportunities to meet the community’s evolving needs by maintaining current inventory of facilities and programs and by providing new facilities and programs.

Objective 3.1: Maintain and improve current recreation areas and provide new recreation opportunities for residents of all ages and levels of ability.			
ACTIONS		RESPONSIBILITY	SCHEDULE
3.1a	Look for opportunities to increase ease of access for recreation areas for persons with disabilities.	ADA Commission, PLUC	Q4, FY11 - Q3, FY12
3.1b	Prioritize list of non-compliant recreation areas.	ADA Commission, PLUC, RD	COMPLETE
3.1c	Increase handicap accessibility at recreation areas that are currently not handicap accessible or ADA compliant	ADA Commission, PLUC, RD	COMPLETE
3.1d	Provide recycling receptacles at all recreation areas to encourage green initiatives.	DPW, RD	FY11
3.1e	Install solar powered trashcans and recycling bins at heavily used recreation sites.	DPW, RD	FY12

Objective 3.2: Increase usage of existing recreational space and modify existing recreational space as the needs of the Town require and evolve.			
ACTIONS		RESPONSIBILITY	SCHEDULE
3.2a	Establish Dog Park	RD, DPW	Q4, FY10 – Q4, FY11
3.2b	Create shaded areas at existing playgrounds	RD, DPW, PLUC	Q1-Q4, FY11
3.2c	Add flower gardens, fountains, sitting and picnic areas at existing playgrounds	RD, DPW	FY10 - FY12
3.2d	Establish a community or cooperative garden	PLUC, School Department Senior Center Committee	Q1, FY11 – Q3, FY12
3.2e	Create passive recreation area out of a portion of the Town-owned Pond Street Property (former sewer beds), including a portion of its wooded area along Pond Street.	DPCD, CC, DPW	Q3, FY10 - Q2, FY11
3.2f	Construct bathroom and concession facilities at Beaver Pond Recreation Area.	Conceptual Design - DPW, RD	COMPLETE
		Construction Improvements – DPW, RD	Q2, FY10 - Q3, FY11

Objective 3.3: Increase access to Franklin’s waterways for recreation purposes.			
ACTIONS		RESPONSIBILITY	SCHEDULE
3.3a	Post signage along roads where waterways can be accessed.	DRC, DPW, PLUC	Q4, FY11 - Q2, FY12
3.3b	Identify appropriate areas for canoe and boat launches at Franklin waterways.	RD, CC, DPW	FY11 - FY12
	Develop public access to water at Pond Street Location.		
3.3c	Develop canoe and boat launches in waterways as identified in action 3.3b.	DPW	FY13 - FY15

Objective 3.4: Increase connectivity to and between Franklin's recreation areas, conservation areas, open space properties and the Town's School's and community centers.			
ACTIONS		RESPONSIBILITY	SCHEDULE
3.4a	Identify major roadways, recreation and conservation areas where bike lanes or paths would be appropriate.	DPCD, RD	Q3, FY11
3.4b	Construct bike lanes on major roadways and bike paths on recreation and conservation areas.	DPCD, DPW	FY12 - FY14
3.4c	Host fundraising events at recreation areas to provide area residents a chance to socialize and improve the recreation area closest to their neighborhood.	PLUC, RD	FY11 - FY13
3.4d	Prioritize lands that have been determined as suitable for future use as recreation land.	PLUC, DPCD, CC	Q4, FY11 - Q4, FY12
3.4e	Acquire land adjacent to existing recreation areas that may be suitable for future recreational use.	Town Council, PLUC, DPCD, RD	FY12-FY15

Objective 3.5: Improve and increase access to the SNETT (Southern New England Trunkline Trail), Franklin State Forest trails, and related recreational and alternative transportation resources.			
ACTIONS		RESPONSIBILITY	SCHEDULE
3.5a	Obtain support for the SNETT Trail from Town residents, agencies and officials, community organizations, State and Federal agencies, and others to assure incremental development of the SNETT and related recreational resources.	FCRTC	Ongoing
3.5b	Obtain resources including public and private funding, materials, and volunteer hours required to plan, design and engineer, and construct the SNETT, Franklin State Forest trails, and related recreational and alternative transportation resources.	FCRTC	Ongoing
3.5c	Develop a phased approach to plan, design and engineer, and construct the SNETT, Franklin State Forest trails, and related recreational and alternative transportation resources.	FCRTC, DCR	Q3, FY10 – Q1, FY11
3.5d	Prepare preliminary cross section of trail, and other presentation materials for marketing and information purposes.	FCRTC	Q3, FY10 – Q1 FY11
3.5e	Obtain necessary local, state, and federal permits.	DCR	Q2, FY11
3.5f	Restrict use of motorbikes on SNETT and adjacent trails.	DCR	Q3-Q4, FY10
3.5g	Develop plans for Phase I improvements.	FCRTC, DCR	Q3, FY10 – Q2 FY11
3.5h	Construct a parking lot near Grove Street entrance to SNETT.	DPW	COMPLETE
3.5i	Conduct a topographic survey of the SNETT right of way.	FCRTC, DCR	Q2-Q3, FY11
3.5j	Design and install safety and informational signage and additional safety elements at crossing on Grove Street near entrance to SNETT.	DPW	Q4, FY10 – Q2, FY11

Objective 3.5: CONTINUED Improve and increase access to the SNETT (Southern New England Trunkline Trail), Franklin State Forest trails, and related recreational and alternative transportation resources.			
ACTIONS		RESPONSIBILITY	SCHEDULE
3.5k	Implement Phase I improvements, including creating a smooth gravel/stone dust path within SNETT right of way and on adjacent Franklin State Forest trails, and install bollards and or gates, and signage.	DCR, FCRTC	Q4, FY10 – Q4, FY11
3.5l	Identify points of historical interest along SNETT and adjacent trails (e.g., Wadsworth Farm, Wadsworth diaries), and create and install signage and interpretive markers and displays to highlight.	FCRTC, FHC	Q4, FY10 – Q4, FY11
3.5m	Procure services of an engineering firm to develop plans and engineering specifications for Phase II improvements.	DCR, DPCD, DPW, FCRTC	Q4, FY11
3.5n	Plan and implement on-road and off-road bike route(s) to connect SNETT with the Upper Charles Rail Trail and other regional and local trails.	FCRTC, CC, DPW, PD, DPCD	Q4, FY11 – Q4, FY13
3.5o	Develop preliminary plans for the acquisition and use of adjacent properties in order to expand the regional trail network. These properties include, but are not limited to the CSXT property between the Downtown area and the entrance to the SNETT at Grove Street, and the CSXT property between Union Street and Grove Street.	FCRTC, DPCD	FY12 – FY13
3.5p	Conduct a geotechnical analysis and collect geotechnical data of the SNETT right of way.	Consulting Contractor, DCR, DPCD, FCRTC	Q2, FY12
3.5q	Prepare detailed construction plans and engineering specifications for the Phase II improvements, including but not limited to the following: (a) drainage improvements; (b) rails and fencing; (c) erosion control; (d) bollards; (e) seating; (f) signage; (g) historical placards; (h) Prospect Street culvert; (i) utility improvements; (j) grading; (k) bituminous concrete paved surface; (l) pavement markings; (m) ADA compliance.	Consulting Contractor, DCR, DPCD, DPW, FCRTC	Q2, FY12– Q4, FY13
3.5r	Procure services of contractor to construct phase II improvements.	DCR, DPW	Q1, FY14
3.5s	Construct Phase II improvements.	Construction Contractor, DCR, DPW	Q2, FY14 – Q2, FY16

GOAL 4: Protect natural, historical, and cultural resources and maintain Franklin's New England character.

Objective 4.1: Preserve natural resources for the protection of priority habitats.			
ACTIONS		RESPONSIBILITY	SCHEDULE
4.1a	Review Natural Heritage Resource Atlas for estimated rare habitat for wildlife and plant species.	CC	Q3, FY10
4.1b	Request information from Division of Wildlife and Fisheries regarding priority habitats in Franklin.	CC	Q4, FY10
4.1c	Plan list of actions needed to protect priority/unique habitat areas in Franklin.	CC	Q1 FY11 - Q1, FY12
	Implement actions needed to protect priority/unique habitat, including installing barriers/fences if warranted.	CC	Q1 - Q3, FY12
4.1d	Develop interpretive signage featuring unique or endangered flora and fauna, and priority habitats.	CC	Q4 FY12 - Q2, FY13
	Install interpretive signage featuring unique or endangered flora and fauna, and priority habitats.	CC, DPW	Q3 - Q4, FY13
4.1e	Develop signs promoting the protection of lakes, ponds and other waterways at bridges, trails and recreation areas.	PLUC; DPCD, DPW	Q4 FY13 - Q4, FY14
	Install signs promoting the protection of lakes, ponds and other waterways at bridges, trails and recreation areas.	DPW	FY15

Objective 4.2: Seek Adoption of Community Preservation Act.			
ACTIONS		RESPONSIBILITY	SCHEDULE
4.2a	Educate community regarding Community Preservation Act (CPA) via public meetings, press releases, CPA related fact sheets, public access station, and the Town's website.	PLUC	Q3 FY14 - Q1, FY15
4.2b	Work to have CPA on Town ballot.	PLUC	Q1, FY15

Objective 4.3: Implement growth management techniques that will help to preserve the Town's natural, historic and cultural resources.			
ACTIONS		RESPONSIBILITY	SCHEDULE
4.3a	Incorporate the Commonwealth of Massachusetts Smart Growth/Smart Energy and Sustainable Development Principles as part of Franklin's Best Development Practices.	DPCD, all Town entities	FY11
4.3b	Update zoning regulations to incorporate growth management techniques into the town bylaws.	DPCD	FY12
4.3c	Promote mixed-use development in commercial and Downtown areas to ensure best use of properties in these areas.	DPCD	Ongoing

**Appendix C:
Pavement Management Program**

Town of Franklin, Massachusetts

Pavement Management Program

Town Streets and Averages Sorted By RSR

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
KATHLEEN DRIVE	0.157	831	25	2,309.66	0	13	Reclamation	\$51,967.50	LO
LEDGE STREET	0.079	419	24	1,117.64	0	15	Reclamation	\$25,147.10	LO
PYNE CIRCLE	0.095	501	26	1,446.92	5	18	Reclamation	\$32,555.78	LO
ISLAND ROAD	0.111	588	24	1,567.44	5	27	Reclamation	\$35,267.60	LO
HARBORWOOD DRIVE	0.235	1240	28	3,856.61	5	32	Reclamation	\$86,773.84	LO
BETTEN COURT	0.334	1761	26	5,087.75	0	32	Reclamation	\$114,474.58	LO
FANNIE WAY	0.133	702	26	2,029.12	0	33	Reclamation	\$45,655.22	LO
LEWIS STREET	0.315	1665	26	4,810.97	4	36	Reclamation	\$108,246.86	LO
HILL AVENUE	0.182	960	18	1,919.87	0	36	Reclamation	\$43,197.16	LO
OLD CHESTNUT STREET	0.293	1549	20	3,441.72	2	36	Reclamation	\$77,438.77	LO
OAK STREET EXTENSION	0.357	1885	27	5,669.23	3	38	Reclamation	\$125,646.58	LO
EVERETT STREET	0.175	921	24	2,457.31	5	38	Reclamation	\$55,289.66	LO
HIGH STREET	0.090	477	32	1,696.30	4	38	Reclamation	\$38,166.79	LO
BRIAN ROAD	0.092	487	39	2,108.49	5	39	Reclamation	\$47,441.23	LO
ALPINE PLACE	0.117	618	24	1,648.67	2	41	Reclamation	\$37,095.19	LO
RIVERSIDE DRIVE	0.160	842	26	2,433.59	5	41	Reclamation	\$54,755.97	LO
AMY'S WAY	0.522	2754	28	8,567.30	6	43	Reclamation	\$192,764.33	LO
CORRINE ROAD	0.076	400	26	1,154.17	0	43	Reclamation	\$25,968.93	LO
STANFORD ROAD	0.201	1063	32	3,778.57	5	44	Reclamation	\$85,018.00	LO
NATALIE CIRCLE	0.102	537	26	1,551.79	6	44	Reclamation	\$34,915.28	LO
CRESCENT STREET	0.256	1354	26	3,911.29	2	45	Reclamation	\$88,004.17	LO
SOPHIA CIRCLE	0.070	369	28	1,146.65	5	45	Reclamation	\$25,799.82	LO
FREEDOM WAY	0.195	1029	28	3,200.60	5	46	Reclamation	\$72,013.61	LO
REGENT CIRCLE	0.162	855	24	2,280.90	0	46	Reclamation	\$51,320.37	LO
MARTIN AVENUE	0.092	488	24	1,301.05	0	46	Reclamation	\$29,273.80	LO
COPPERFIELD LANE	0.174	920	28	2,863.56	6	46	Reclamation	\$64,430.17	LO
ALPINE ROW	0.258	1361	22	3,256.81	3	47	Reclamation	\$73,143.22	LO
KENWOOD CIRCLE	0.385	2030	40	9,023.22	5	48	Reclamation	\$203,022.62	LO
OLD FORGE HILL ROAD	0.104	550	20	1,223.32	4	48	Reclamation	\$27,524.76	LO
EVERGREEN DRIVE	0.208	1098	28	3,415.47	5	48	Reclamation	\$76,848.18	LO
LINDA LANE	0.089	471	24	1,255.68	0	48	Reclamation	\$28,252.81	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
SKYLINE DRIVE	0.726	3836	34	13,801.6	5	50	Reclamation	\$329,870.08	LO
MAPLE TREE LANE	0.227	1198	28	3,727.22	6	50	Mill and Overlay	\$60,567.32	LO
SHEPARD ROAD	0.059	312	40	1,387.22	5	50	Mill and Overlay	\$22,542.32	LO
SHERMAN AVENUE	0.183	966	28	3,005.50	6	51	Mill and Overlay	\$48,839.37	LO
SHADY LANE	0.585	3088	40	13,352.8	6	51	Mill and Overlay	\$220,246.41	LO
COLELLA DRIVE	0.145	767	28	2,386.54	5	51	Mill and Overlay	\$38,781.42	LO
OAK TREE LANE	0.142	752	28	2,340.41	6	52	Mill and Overlay	\$38,031.75	LO
BARON ROAD	0.642	3391	29	11,116.2	4	52	Mill and Overlay	\$177,564.70	LO
BEDFORD ROAD	0.101	534	28	1,661.61	6	53	Mill and Overlay	\$27,001.18	LO
HAWTHORNE DRIVE	0.182	961	28	2,989.66	6	53	Mill and Overlay	\$48,582.11	LO
LANDRY STREET	0.087	458	18	915.937	0	53	Mill and Overlay	\$14,883.97	LO
ELEANOR CIRCLE	0.062	326	26	940.514	6	53	Mill and Overlay	\$15,283.35	LO
GLENWOOD ROAD	0.088	466	24	1,243.36	0	54	Mill and Overlay	\$20,204.74	LO
GERARD CIRCLE	0.068	360	28	1,121.10	4	54	Mill and Overlay	\$18,217.96	LO
DALE STREET	0.171	904	22	2,209.02	4	54	Mill and Overlay	\$35,896.67	LO
ROYAL COURT	0.165	870	24	2,320.87	0	54	Mill and Overlay	\$37,714.21	LO
PARLIAMENT DRIVE	0.295	1558	24	4,154.13	2	54	Mill and Overlay	\$67,504.75	LO
GREYSTONE ROAD	0.101	532	24	1,418.06	0	54	Mill and Overlay	\$23,043.60	LO
PINE RIDGE DRIVE	0.509	2689	28	8,364.43	4	55	Mill and Overlay	\$135,922.12	LO
MARVIN AVENUE	0.301	1587	26	4,523.87	0	55	Mill and Overlay	\$74,514.94	LO
NATIONAL DRIVE	0.263	1390	32	4,941.50	6	55	Mill and Overlay	\$80,299.50	LO
CARPENTER DRIVE	0.087	461	28	1,434.39	4	55	Mill and Overlay	\$23,308.98	LO
MEADOW PARKWAY	0.300	1585	40	7,045.73	6	55	Mill and Overlay	\$114,493.22	LO
CRYSTAL DRIVE	0.274	1447	28	4,500.24	8	56	Mill and Overlay	\$73,128.91	LO
WHELOCK CIRCLE	0.056	294	22	717.579	4	56	Mill and Overlay	\$11,660.67	LO
ADAMS CIRCLE	0.071	373	28	1,159.08	6	56	Mill and Overlay	\$18,835.13	LO
OVERLOOK DRIVE	0.254	1341	28	4,172.82	5	56	Mill and Overlay	\$67,808.42	LO
NORTHGATE ROAD	0.242	1277	30	4,654.32	1	56	Mill and Overlay	\$70,118.51	LO
STEPHEN WAY	0.061	320	28	994.375	6	56	Mill and Overlay	\$16,158.60	LO
MASTRO DRIVE	0.333	1757	32	6,247.44	5	57	Mill and Overlay	\$101,521.03	LO
DONNY DRIVE	0.167	880	40	3,910.91	5	57	Mill and Overlay	\$63,552.41	LO
ANNABEL LANE	0.207	1091	28	3,394.02	5	57	Mill and Overlay	\$55,152.95	LO
CLEVELAND AVENUE	0.200	1054	24	2,810.74	3	57	Mill and Overlay	\$45,674.54	LO
ANN MARIE LANE	0.062	327	28	1,016.14	4	58	Mill and Overlay	\$16,512.31	LO
WORSTED STREET	0.143	753	26	2,175.38	0	58	Mill and Overlay	\$35,349.92	LO
GENERAL WINGLASS ROAD	0.121	637	26	1,841.10	5	58	Mill and Overlay	\$29,917.98	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
UNCAS AVENUE	0.098	515	24	1,372.95	0	58	Mill and Overlay	\$22,310.53	LO
CORBIN STREET	0.131	694	26	2,005.66	4	58	Mill and Overlay	\$32,591.97	LO
MIDLAND AVENUE	0.234	1234	40	5,483.59	6	59	Mill and Overlay	\$89,108.47	LO
GREENSFIELD ROAD	0.214	1128	30	3,760.63	5	59	Mill and Overlay	\$61,110.38	LO
LINCOLNWOOD DRIVE	0.112	591	24	1,575.91	0	59	Mill and Overlay	\$25,608.69	LO
SCHOFIELD DRIVE	0.313	1654	28	5,146.29	4	59	Mill and Overlay	\$83,627.30	LO
EAST STREET	0.378	1998	26	5,612.09	3	60	Mill and Overlay	\$93,795.31	LO
LINCOLN STREET	3.335	17611	26	51,089.0	4	60	Mill and Overlay	\$833,438.55	AR
WOOD HAVEN DRIVE	0.420	2216	28	6,894.00	6	60	Mill and Overlay	\$112,027.61	LO
CONLYN AVENUE	0.667	3520	24	9,386.20	2	60	Mill and Overlay	\$152,525.75	LO
TAM O SHANTER ROAD	0.127	673	32	2,392.71	5	60	Mill and Overlay	\$38,881.61	LO
DAVID ROAD	0.209	1106	32	3,931.06	4	60	Mill and Overlay	\$63,879.85	LO
DWIGHT STREET	0.090	477	28	1,485.51	6	60	Mill and Overlay	\$24,139.69	LO
LILY WAYE	0.101	534	34	2,015.97	6	61	Mill and Overlay	\$32,759.63	LO
MACKINTOSH STREET	0.371	1959	28	6,094.68	5	61	Mill and Overlay	\$99,038.55	LO
ARLINGTON STREET	0.238	1258	22	3,075.47	3	61	Mill and Overlay	\$49,976.50	LO
CAROL DRIVE	0.130	684	28	2,127.67	5	61	Mill and Overlay	\$34,574.67	LO
SUGAR BEET ROAD	0.059	312	26	902.138	4	61	Mill and Overlay	\$14,659.74	LO
NEWELL DRIVE	0.384	2029	28	6,311.26	3	61	Mill and Overlay	\$102,558.00	LO
MAC'ARTHUR ROAD	0.218	1149	32	4,086.01	5	61	Mill and Overlay	\$66,397.70	LO
PEARLY LANE	0.323	1708	34	6,451.47	5	61	Mill and Overlay	\$104,836.54	LO
THAYER STREET	0.071	375	27	1,125.01	0	61	Mill and Overlay	\$18,281.42	LO
GLENN DRIVE	0.162	857	28	2,666.62	6	61	Mill and Overlay	\$43,332.57	LO
GLOUCESTER DRIVE	0.078	409	28	1,273.21	5	61	Mill and Overlay	\$20,689.70	LO
CHURCH STREET	0.068	358	32	1,271.46	2	61	Mill and Overlay	\$20,661.23	LO
ELDON DRIVE	0.202	1068	28	3,321.92	4	61	Mill and Overlay	\$53,981.23	LO
JOSEPHINE STREET	0.148	779	20	1,731.38	6	62	Mill and Overlay	\$28,135.03	LO
JOSEPH CIRCLE	0.149	787	28	2,448.75	6	62	Mill and Overlay	\$39,792.27	LO
CHARLES DRIVE	0.547	2890	28	8,992.26	6	62	Mill and Overlay	\$146,124.36	LO
JUNIPER ROAD	0.436	2302	24	6,139.99	5	62	Mill and Overlay	\$99,774.97	LO
PARK ROAD	0.246	1299	17	2,070.14	2	62	Mill and Overlay	\$39,863.27	LO
GRANT CIRCLE	0.081	428	26	1,236.09	6	62	Mill and Overlay	\$20,086.46	LO
REAGAN AVENUE	0.249	1315	32	4,675.96	7	62	Mill and Overlay	\$75,984.34	LO
SHAWKEMO PATH	0.165	871	32	3,098.29	4	62	Mill and Overlay	\$50,347.35	LO
JULIA DAWN DRIVE	0.238	1259	30	4,113.94	4	62	Mill and Overlay	\$68,172.39	LO
TERESA CIRCLE	0.102	541	26	1,562.66	6	62	Mill and Overlay	\$25,393.31	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
COUNTRY CLUB DRIVE	0.360	1900	28	5,912.05	5	63	Mill and Overlay	\$96,070.89	LO
GARDEN STREET	0.060	314	30	1,047.50	0	63	Mill and Overlay	\$17,022.01	LO
SARGENT LANE	0.116	612	28	1,903.80	4	63	Mill and Overlay	\$30,936.78	LO
WARWICK ROAD	0.226	1194	24	3,185.30	4	63	Mill and Overlay	\$51,761.23	LO
KEOUGH STREET	0.057	301	28	937.401	0	63	Mill and Overlay	\$15,232.77	LO
LIBERTY WAY	0.130	688	28	2,140.28	6	63	Mill and Overlay	\$34,779.66	LO
LOCKWOOD DRIVE	0.666	3516	28	10,939.4	4	63	Mill and Overlay	\$177,765.42	LO
DAWN MARIE CIRCLE	0.117	618	26	1,786.25	5	63	Mill and Overlay	\$29,026.60	LO
MOCKINGBIRD DRIVE	0.154	814	28	2,532.02	6	64	Mill and Overlay	\$41,145.44	LO
PAULENE DRIVE	0.097	515	34	1,944.71	6	64	Mill and Overlay	\$31,601.53	LO
GWYNNE ROAD	0.127	670	26	1,934.70	5	64	Mill and Overlay	\$31,438.94	LO
ANTHONY ROAD	0.463	2447	22	5,980.84	5	64	Mill and Overlay	\$97,188.76	LO
PHEASANT HILL ROAD	0.226	1191	28	3,706.69	3	64	Mill and Overlay	\$60,233.78	LO
WEST STREET	0.235	1240	24	3,307.70	3	64	Mill and Overlay	\$53,750.23	LO
DISCOVERY WAY	0.163	859	45	4,294.30	5	64	Mill and Overlay	\$69,782.40	LO
JAMES STREET	0.223	1175	18	2,350.29	0	64	Mill and Overlay	\$38,192.26	LO
ODYSSEY LANE	0.107	566	26	1,635.95	4	64	Mill and Overlay	\$26,584.23	LO
CHARLOTTE COURT	0.040	212	26	611.650	0	64	Mill and Overlay	\$9,939.31	LO
HOWARD STREET	0.093	491	24	1,309.00	0	64	Mill and Overlay	\$21,271.31	LO
GRISSOM CIRCLE	0.064	336	28	1,044.06	5	64	Mill and Overlay	\$16,966.08	LO
RIBERO ROAD	0.149	787	26	2,274.83	5	65	Mill and Overlay	\$36,966.13	LO
SUSAN'S WAY	0.344	1819	28	5,658.71	5	65	Mill and Overlay	\$91,954.04	LO
CONCORD STREET	0.110	580	28	1,805.45	3	65	Mill and Overlay	\$29,338.62	LO
YORK LANE	0.116	614	26	1,773.23	6	65	Mill and Overlay	\$28,815.13	LO
COLT ROAD	0.241	1270	26	3,669.73	4	65	Mill and Overlay	\$59,633.19	LO
PEPPERTREE WAY	0.072	380	28	1,183.67	5	65	Mill and Overlay	\$19,234.63	LO
TONI LANE	0.075	395	32	1,405.64	5	65	Mill and Overlay	\$22,841.78	LO
DARTMOUTH ROAD	0.157	830	28	2,583.07	4	66	Mill and Overlay	\$41,974.98	LO
PEPPERMILL LANE	0.099	523	28	1,626.27	5	66	Mill and Overlay	\$26,426.89	LO
SQUIBNOCKET ROAD	0.208	1099	32	3,906.93	4	66	Mill and Overlay	\$63,487.66	LO
GRANDVIEW DRIVE	0.179	944	28	2,938.20	5	66	Mill and Overlay	\$47,745.87	LO
CORONATION DRIVE	0.772	4078	34	16,076.0	3	66	Mill and Overlay	\$252,813.87	LO
BIRCH STREET	0.266	1405	24	3,746.87	4	66	Mill and Overlay	\$60,886.75	LO
RAY HILL	0.049	258	28	803.652	0	66	Mill and Overlay	\$13,059.35	LO
BETH ROAD	0.095	499	30	1,663.93	4	66	Mill and Overlay	\$27,038.92	LO
EVAN ROAD	0.043	227	28	705.257	4	66	Mill and Overlay	\$11,460.43	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
VENUS CIRCLE	0.042	220	24	587.684	5	66	Mill and Overlay	\$9,549.86	LO
GEORGIA DRIVE	0.166	874	28	2,718.84	6	66	Mill and Overlay	\$44,181.19	LO
MARY ANNE DRIVE	0.214	1132	28	3,520.88	5	66	Mill and Overlay	\$57,214.38	LO
JACKSON CIRCLE	0.954	5038	28	15,673.6	5	66	Mill and Overlay	\$254,696.40	LO
LONGFELLOW DR	0.248	1309	28	4,073.45	5	67	Mill and Overlay	\$66,193.64	LO
BRIDLE PATH	0.718	3790	32	13,477.2	5	67	Mill and Overlay	\$219,005.95	LO
ESSEX ROAD	0.110	582	28	1,809.19	5	67	Mill and Overlay	\$29,399.47	LO
EAGLE DRIVE	0.144	763	28	2,372.38	6	67	Mill and Overlay	\$38,551.28	LO
MOORE AVENUE	0.230	1216	26	3,512.89	1	67	Mill and Overlay	\$57,084.52	LO
HAMEL CT	0.110	578	26	1,670.46	6	67	Mill and Overlay	\$27,145.04	LO
PETERS LANE	0.500	2640	32	9,388.01	5	67	Mill and Overlay	\$152,555.18	LO
CHILMARK ROAD	0.232	1223	28	3,804.36	5	67	Mill and Overlay	\$61,820.95	LO
RUGGLES STREET	0.151	800	28	2,487.50	0	67	Mill and Overlay	\$40,421.90	LO
GINNY LANE	0.069	363	32	1,292.03	5	67	Mill and Overlay	\$20,995.60	LO
HILLTOP ROAD	0.363	1917	21	4,892.75	5	67	Mill and Overlay	\$72,700.85	LO
OLD WEST CENTRAL STREET	0.330	1743	41	8,359.41	5	67	Mill and Overlay	\$130,047.88	AR
LENA CIRCLE	0.138	728	20	1,618.57	5	68	Mill and Overlay	\$26,301.92	LO
COBBLESTONE DRIVE	0.264	1392	28	4,329.83	6	68	Mill and Overlay	\$70,359.77	LO
ORCHARD STREET	0.095	499	24	1,331.37	3	68	Mill and Overlay	\$21,634.82	LO
GEB STREET	0.060	318	28	988.290	0	68	Mill and Overlay	\$16,059.72	LO
METCALF STREET	0.100	525	24	1,401.08	0	68	Mill and Overlay	\$22,767.59	LO
BURNING TREE ROAD	0.179	946	28	2,943.86	5	68	Mill and Overlay	\$47,837.72	LO
RUSSELL STREET	0.203	1072	28	3,335.07	4	68	Mill and Overlay	\$54,194.94	LO
WALKER ROAD	0.113	595	24	1,587.60	4	68	Mill and Overlay	\$25,798.65	LO
EMILY DRIVE	0.208	1099	26	3,176.03	6	68	Mill and Overlay	\$51,610.61	LO
CORPORATE DRIVE	0.159	841	32	2,990.51	5	68	Mill and Overlay	\$48,595.87	LO
JANIE AVENUE	0.192	1012	28	3,149.75	5	69	Mill and Overlay	\$51,183.59	LO
WHITE DOVE ROAD	0.057	301	28	934.990	6	69	Mill and Overlay	\$15,193.58	LO
BEAVER STREET	1.325	6996	25	19,262.1	4	69	Mill and Overlay	\$318,728.13	AR
BUBBLING BROOK DRIVE	0.360	1903	28	5,921.19	5	69	Mill and Overlay	\$96,219.47	LO
OAKLAND PARKWAY	0.608	3208	36	12,833.0	4	69	Mill and Overlay	\$208,536.47	LO
BYRONS WAY	0.130	686	28	2,132.68	6	69	Mill and Overlay	\$34,656.16	LO
SIMMONS CIRCLE	0.075	394	28	1,224.55	5	69	Mill and Overlay	\$19,898.96	LO
JOY STREET	0.103	542	26	1,564.50	0	69	Mill and Overlay	\$25,423.25	LO
OXFORD DRIVE	1.159	6118	32	21,754.3	4	69	Mill and Overlay	\$353,508.87	LO
CRESTWOOD DRIVE	0.119	629	24	1,678.36	5	69	Mill and Overlay	\$27,273.40	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
DIANNE CIRCLE	0.051	267	28	829.877	5	69	Mill and Overlay	\$13,485.50	LO
FARM POND LANE	0.103	543	26	1,568.85	5	69	Mill and Overlay	\$25,493.89	LO
MATTHEW DRIVE	0.454	2398	28	7,461.27	6	69	Mill and Overlay	\$121,245.68	LO
CARMINE DRIVE	0.065	341	26	985.363	3	69	Mill and Overlay	\$16,012.14	LO
QUEEN STREET	0.156	825	28	2,565.39	0	69	Mill and Overlay	\$41,687.59	LO
REID STREET	0.053	278	26	803.260	5	69	Mill and Overlay	\$13,052.98	LO
SKIPPER CIRCLE	0.105	557	28	1,732.70	5	69	Mill and Overlay	\$28,156.42	LO
FALES STREET	0.155	817	24	2,177.71	2	70	Mill and Overlay	\$35,387.91	LO
JULIE AVENUE	0.116	614	12	818.710	3	70	Mill and Overlay	\$13,304.04	LO
CATHERINE AVENUE	0.354	1870	32	6,647.46	7	70	Mill and Overlay	\$108,021.26	LO
MONTEREY DRIVE	0.285	1506	34	5,690.74	6	70	Surface Treatment	\$65,443.59	LO
DELTA DRIVE	0.132	696	28	2,164.32	5	70	Surface Treatment	\$24,889.77	LO
LISA LANE	0.192	1013	26	2,925.66	3	70	Surface Treatment	\$33,645.13	LO
OLDE CARRIAGE LANE	0.092	485	34	1,833.56	5	70	Surface Treatment	\$21,086.05	LO
RED GATE LANE	0.274	1444	28	4,493.90	6	70	Surface Treatment	\$51,679.89	LO
SYMMES ROAD	0.222	1171	28	3,643.45	6	70	Surface Treatment	\$41,899.68	LO
LEXINGTON STREET	0.094	497	25	1,380.73	0	70	Surface Treatment	\$15,878.50	LO
STUBBS STREET	0.073	385	26	1,111.94	5	70	Surface Treatment	\$12,787.38	LO
LONGFELLOW DRIVE	0.248	1307	28	4,066.81	5	70	Surface Treatment	\$46,768.41	LO
BEAVER COURT	0.053	278	26	801.771	5	71	Surface Treatment	\$9,220.37	LO
KARA-LYN DRIVE	0.077	404	26	1,167.15	5	71	Surface Treatment	\$13,422.27	LO
SECRET GARDEN LANE	0.124	652	26	1,884.69	6	71	Surface Treatment	\$21,674.04	LO
ECHO BRIDGE ROAD	0.356	1881	32	6,686.58	4	71	Surface Treatment	\$76,895.67	LO
WOODSTOCK CIRCLE	0.108	571	28	1,776.23	6	71	Surface Treatment	\$20,426.75	LO
GALLISON STREET	0.135	713	22	1,743.39	0	71	Surface Treatment	\$20,048.99	LO
DELTA COURT	0.079	418	22	1,022.59	5	71	Surface Treatment	\$11,759.84	LO
CHERIE LANE	0.244	1287	32	4,576.66	6	71	Surface Treatment	\$52,631.65	LO
PINE STREET	0.953	5034	20	11,577.0	1	71	Surface Treatment	\$128,634.48	LO
OAK STREET	1.784	9419	23	23,560.2	4	71	Surface Treatment	\$274,695.51	LO
D'AMICO DRIVE	0.183	964	26	2,785.34	4	71	Surface Treatment	\$32,031.45	LO
DENISE DRIVE	0.149	785	28	2,440.75	5	71	Surface Treatment	\$28,068.65	LO
PHILLIPS POND LANE	0.063	331	26	956.101	5	71	Surface Treatment	\$10,995.16	LO
SUNSET ROAD	0.129	679	24	1,810.69	4	71	Surface Treatment	\$20,822.94	LO
MAPLE BROOK LANE	0.077	407	26	1,176.05	4	71	Surface Treatment	\$13,524.57	LO
VINCENT WAY	0.125	660	28	2,052.44	6	71	Surface Treatment	\$23,603.09	LO
PARTRIDGE STREET	1.361	7185	18	14,369.0	0	72	Surface Treatment	\$165,243.83	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
HAYDEN LANE	0.427	2255	28	7,016.28	6	72	Surface Treatment	\$80,687.27	LO
DENA DRIVE	0.074	393	28	1,221.83	6	72	Surface Treatment	\$14,051.07	LO
JOHN EDWARDS CIRCLE	0.068	360	28	1,119.05	6	72	Surface Treatment	\$12,869.11	LO
COOK STREET	0.099	521	17	1,024.07	0	72	Surface Treatment	\$11,326.48	LO
OLD BIRCH STREET	0.291	1535	24	4,094.58	0	72	Surface Treatment	\$47,087.73	LO
RICHARD LANE	0.208	1099	28	3,419.22	5	72	Surface Treatment	\$39,321.12	LO
CHURCHILL ROAD	0.164	867	34	3,245.08	6	72	Surface Treatment	\$37,665.69	LO
OLD GROVE ROAD	0.241	1275	10	1,416.63	3	72	Surface Treatment	\$16,291.25	LO
BLUE JAY STREET	0.238	1254	28	3,901.47	6	72	Surface Treatment	\$44,866.99	LO
JASON CIRCLE	0.063	335	28	1,042.65	6	72	Surface Treatment	\$11,990.48	LO
LINBROOK LANE	0.087	458	26	1,322.93	6	72	Surface Treatment	\$15,213.69	LO
BRIARWOOD ROAD	0.167	882	28	2,745.45	4	72	Surface Treatment	\$31,572.75	LO
OLD FARM ROAD	0.676	3570	30	11,920.6	6	72	Surface Treatment	\$136,852.33	LO
CONSTITUTION BOULEVARD	1.045	5520	23	14,475.3	4	72	Surface Treatment	\$165,250.99	LO
SURREY WAY	0.111	586	26	1,693.69	4	72	Surface Treatment	\$19,477.47	LO
SEWALL BROOK COURT	0.044	230	26	664.975	4	72	Surface Treatment	\$7,647.22	LO
BUENA VISTA DRIVE	0.204	1076	28	3,348.83	5	72	Surface Treatment	\$38,511.62	LO
MASTER DRIVE	0.074	391	28	1,215.51	6	72	Surface Treatment	\$13,978.44	LO
FOREST STREET	1.681	8874	22	21,691.8	2	72	Surface Treatment	\$249,455.84	LO
SUNKEN MEADOW ROAD	0.230	1216	28	3,783.68	6	72	Surface Treatment	\$43,512.43	LO
SPRING STREET	0.401	2118	14	3,294.73	2	73	Surface Treatment	\$37,889.46	LO
BACON STREET	0.130	686	22	1,477.40	5	73	Surface Treatment	\$19,287.65	LO
ARROWHEAD LANE	0.163	861	25	2,392.92	6	73	Surface Treatment	\$27,518.64	LO
JEREMY DRIVE	0.132	698	28	2,170.93	5	73	Surface Treatment	\$24,965.76	LO
KINGSWOOD DRIVE	0.218	1151	28	3,581.57	5	73	Surface Treatment	\$41,188.05	LO
LYONS STREET	0.261	1380	26	3,986.19	5	73	Surface Treatment	\$45,841.21	LO
DOWNINGWOOD DRIVE	0.162	854	34	3,225.66	5	73	Surface Treatment	\$37,095.18	LO
BLUEBERRY LANE	0.267	1408	28	4,381.24	4	73	Surface Treatment	\$50,384.30	LO
HERITAGE WAY	0.082	432	24	1,152.51	5	73	Surface Treatment	\$13,253.95	LO
JIMMY STREET	0.125	660	39	2,859.55	6	73	Surface Treatment	\$32,884.83	LO
NASON STREET	0.099	524	27	1,573.38	1	73	Surface Treatment	\$18,093.92	LO
BRUSHWOOD HILL	0.091	483	30	1,608.90	6	73	Surface Treatment	\$18,502.44	LO
JEFFERSON ROAD	2.408	12712	32	45,197.3	5	73	Surface Treatment	\$519,769.11	LO
WINDING BROOK ROAD	0.223	1175	28	3,654.96	6	74	Surface Treatment	\$42,032.11	LO
BERKELEY DRIVE	0.107	563	28	1,751.47	6	74	Surface Treatment	\$20,141.98	LO
LEE STREET	0.097	510	18	1,019.35	5	74	Surface Treatment	\$11,722.62	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
CROCKER AVENUE	0.288	1521	25	4,327.05	2	74	Surface Treatment	\$48,593.61	LO
MUSKET WAY	0.082	433	25	1,203.37	6	74	Surface Treatment	\$13,838.82	LO
COUNTRY WAY	0.189	999	28	3,107.72	6	74	Surface Treatment	\$35,738.84	LO
PLAIN STREET	0.546	2881	20	6,402.17	0	74	Surface Treatment	\$73,625.02	LO
BUNNY DRIVE	0.067	353	28	1,098.59	5	74	Surface Treatment	\$12,633.87	LO
NICHOLAS DRIVE	0.296	1561	26	4,509.74	6	74	Surface Treatment	\$51,862.12	LO
RIZOLI CIRCLE	0.080	422	28	1,312.36	6	74	Surface Treatment	\$15,092.20	LO
ASHBURY DRIVE	0.238	1258	28	3,914.56	6	74	Surface Treatment	\$45,017.53	LO
MARYELLEN LANE	0.264	1394	28	4,335.35	5	74	Surface Treatment	\$49,856.62	LO
PHAETON LANE	0.061	320	32	1,136.55	6	74	Surface Treatment	\$13,070.36	LO
KERRIE CIRCLE	0.188	993	32	3,530.29	5	74	Surface Treatment	\$40,598.43	LO
WOODSIDE ROAD	0.186	982	28	3,055.52	4	74	Surface Treatment	\$35,138.54	LO
PINE KNOLL ROAD	0.116	614	24	1,636.78	4	74	Surface Treatment	\$18,823.07	LO
DANIEL MCCAHILL STREET	0.130	686	32	2,440.00	5	74	Surface Treatment	\$28,060.05	AR
EAST CENTRAL STREET	0.537	2833	43	13,101.9	5	75	Surface Treatment	\$156,190.62	AR
EARLS WAY	0.118	622	32	2,210.71	6	75	Surface Treatment	\$25,423.27	LO
HELEN CIRCLE	0.031	166	32	590.164	6	75	Surface Treatment	\$6,786.88	LO
WHITE AVENUE	0.133	702	32	2,497.38	4	75	Surface Treatment	\$28,719.94	LO
SQUIRE STREET	0.085	447	26	1,292.23	3	75	Surface Treatment	\$14,860.67	LO
FARRINGTON STREET	0.158	833	22	2,114.54	0	75	Surface Treatment	\$23,421.47	LO
LONGOBARDI DRIVE	0.321	1693	32	6,019.84	5	75	Surface Treatment	\$69,228.24	LO
LAWRENCE DRIVE	0.370	1952	28	6,074.14	4	75	Surface Treatment	\$69,852.68	LO
PHYLLIS LANE	0.292	1544	28	4,804.49	4	75	Surface Treatment	\$55,251.65	LO
FORT APACHE DRIVE	0.143	756	28	2,352.40	6	75	Surface Treatment	\$27,052.67	LO
PASTURE WAY	0.071	376	28	1,169.05	6	75	Surface Treatment	\$13,444.13	LO
PHILOMENA WAY	0.277	1464	28	4,554.80	6	75	Surface Treatment	\$52,380.21	LO
HARRISON PLACE	0.119	628	32	2,232.10	5	75	Surface Treatment	\$25,669.23	LO
EMILIO DRIVE	0.199	1053	32	3,742.31	4	75	Surface Treatment	\$43,036.60	LO
PARMENTER WAY	0.093	491	26	1,417.49		75	Surface Treatment	\$16,301.21	LO
CLARA LOUISE DRIVE	0.104	547	26	1,579.90	4	75	Surface Treatment	\$18,168.95	LO
ELIZABETH AVENUE	0.129	683	32	2,427.49	5	75	Surface Treatment	\$27,916.17	LO
NOANET BROOK LANE	0.202	1067	28	3,318.44	5	75	Surface Treatment	\$38,162.08	LO
CHRISTINE AVENUE	0.379	2000	28	6,223.09	4	75	Surface Treatment	\$71,565.55	LO
LYDIA LANE	0.061	323	28	1,004.31	5	75	Surface Treatment	\$11,549.60	LO
MARIA CIRCLE	0.321	1697	28	5,280.62	4	75	Surface Treatment	\$60,727.21	LO
TREVOR ROAD	0.184	973	26	2,810.77	5	75	Surface Treatment	\$32,323.96	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
WALNUT AVENUE	0.072	379	22	926.455	0	75	Surface Treatment	\$10,654.23	LO
WOODCHESTER ROAD	0.101	533	26	1,540.59	4	76	Surface Treatment	\$17,716.84	LO
CIDER MILL ROAD	0.072	383	28	1,190.49	6	76	Surface Treatment	\$13,690.69	LO
JEFFERY ROAD	0.126	665	28	2,067.94	6	76	Surface Treatment	\$23,781.37	LO
BROOKFIELD ROAD	0.109	573	24	1,527.87	2	76	Surface Treatment	\$17,570.55	LO
LONGHILL ROAD	1.002	5292	25	14,958.0	4	76	Surface Treatment	\$168,436.12	LO
INDIAN LANE	0.318	1677	26	4,843.23	6	76	Surface Treatment	\$55,697.21	LO
PLEASANT STREET	2.194	11582	24	30,886.5	2	76	Surface Treatment	\$355,195.82	CO
FLINTLOCKE ROAD	0.244	1291	25	3,584.86	6	76	Surface Treatment	\$41,225.94	LO
VINTAGE WAY	0.063	330	34	1,246.88	6	76	Surface Treatment	\$14,339.13	LO
STRATFORD LANE	0.062	329	28	1,024.58	6	76	Surface Treatment	\$11,782.69	LO
ABBAY LANE	0.074	389	28	1,209.79	5	76	Surface Treatment	\$13,912.58	LO
LORUSSO DRIVE	0.073	384	26	1,109.30	5	76	Surface Treatment	\$12,757.06	LO
MERCER LANE	0.406	2146	28	6,677.00	4	76	Surface Treatment	\$76,785.50	LO
A STREET	0.276	1458	21	3,815.14	2	76	Surface Treatment	\$39,755.08	LO
IVY LANE	0.080	422	26	1,218.01	4	76	Surface Treatment	\$14,007.20	LO
CELINDA DRIVE	0.094	496	32	1,762.88	4	76	Surface Treatment	\$20,273.17	LO
HUCKLEBERRY LANE	0.166	878	28	2,730.64	5	76	Surface Treatment	\$31,402.42	LO
ALISHA DRIVE	0.071	372	32	1,324.38	4	76	Surface Treatment	\$15,230.38	LO
WYLLIE COURT	0.063	332	28	1,033.94	6	76	Surface Treatment	\$11,890.37	LO
CHURCH AVENUE	0.077	408	22	996.111	0	76	Surface Treatment	\$11,455.28	LO
WILLOW STREET	0.118	625	20	1,388.22	0	76	Surface Treatment	\$15,964.62	LO
BEACON PLACE	0.077	409	28	1,272.21	5	76	Surface Treatment	\$14,630.50	LO
STANWOOD DRIVE	0.313	1653	28	5,142.56	5	76	Surface Treatment	\$59,139.45	LO
CHARLES RIVER DRIVE	1.337	7057	32	25,091.9	5	77	Surface Treatment	\$288,557.16	LO
HANCOCK ROAD	0.565	2982	28	9,278.09	6	77	Surface Treatment	\$106,698.09	LO
GROVE STREET	2.530	13356	26	38,585.0	3	77	Surface Treatment	\$443,728.11	AR
JRS LANE	0.037	194	26	560.344	6	77	Surface Treatment	\$6,443.95	LO
SARAH LANE	0.081	426	26	1,230.66	4	77	Surface Treatment	\$14,152.67	LO
CORTLAND DRIVE	0.161	852	28	2,650.21	6	77	Surface Treatment	\$30,477.51	LO
HIGH RIDGE CIRCLE	0.470	2482	28	7,722.65	6	77	Surface Treatment	\$88,810.49	LO
MICHELLES WAY	0.134	710	26	2,051.13	6	77	Surface Treatment	\$23,588.02	LO
JUDY CIRCLE	0.323	1705	28	5,305.40	5	77	Surface Treatment	\$61,012.19	LO
COOPER DRIVE	0.289	1528	28	4,755.29	6	77	Surface Treatment	\$54,685.93	LO
MOUNT STREET	0.708	3737	8	4,270.85	0	77	Surface Treatment	\$38,196.30	LO
ELM STREET	1.321	6975	19	14,724.1	1	77	Surface Treatment	\$169,327.42	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
STEEPLECHASE LANE	0.047	249	32	886.811	5	77	Surface Treatment	\$10,198.33	LO
KATHY AVENUE	0.076	403	28	1,252.42	4	77	Surface Treatment	\$14,402.91	LO
MORSE POND COURT	0.052	272	26	785.992	4	77	Surface Treatment	\$9,038.91	LO
RACHEL CIRCLE	0.186	984	26	2,841.31	5	77	Surface Treatment	\$32,675.15	LO
DEAN AVENUE	0.668	3525	26	10,182.7	5	78	Surface Treatment	\$117,101.92	LO
DUTCHESS ROAD	0.132	697	30	2,324.50	6	78	Surface Treatment	\$26,731.84	LO
BEN'S WAY	0.158	836	28	2,599.95	6	78	Surface Treatment	\$29,899.47	LO
WEST CENTRAL STREET	0.709	3746	23	9,711.04	5	78	Surface Treatment	\$108,025.96	AR
WASHINGTON STREET	4.110	21700	25	59,234.2	3	78	Surface Treatment	\$689,870.64	AR
NORTH PARK STREET	0.198	1043	24	2,782.22	4	78	Surface Treatment	\$31,995.53	LO
SUMMER STREET	2.358	12449	25	35,513.0	3	78	Surface Treatment	\$399,954.19	AR
MARTHA'S WAY	0.309	1630	28	5,072.33	5	78	Surface Treatment	\$58,331.89	LO
AUBURN ROAD	0.179	945	28	2,939.43	6	78	Surface Treatment	\$33,803.47	LO
EMPIRE DRIVE	0.218	1152	28	3,584.14	6	78	Surface Treatment	\$41,217.61	LO
MEADOWBROOK ROAD	0.429	2265	36	8,539.03	6	78	Surface Treatment	\$104,174.91	LO
EDMUNDS WAY	0.198	1044	28	3,247.92	5	78	Surface Treatment	\$37,351.08	LO
HENRY LANE	0.092	485	28	1,507.86	5	79	Surface Treatment	\$17,340.46	LO
BEATRICE ROAD	0.181	957	26	2,765.99	6	79	Surface Treatment	\$31,808.98	LO
CRYSTAL POND LANE	0.124	656	26	1,894.55	7	79	Surface Treatment	\$21,787.36	LO
JUNA WAY	0.124	654	26	1,888.42	6	79	Surface Treatment	\$21,716.82	LO
LASDEN BROTHERS WAY	0.121	638	26	1,843.60	6	79	Surface Treatment	\$21,201.50	LO
DANIELS STREET	1.805	9529	17	17,802.3	3	79	Surface Treatment	\$205,645.03	LO
MILL RIVER CIRCLE	0.181	955	28	2,970.40	5	79	Surface Treatment	\$34,159.60	LO
FORGE HILL ROAD	0.906	4781	29	13,788.0	4	79	Surface Treatment	\$175,958.68	LO
TIA PLACE	0.270	1425	28	4,431.83	6	79	Surface Treatment	\$50,966.14	LO
LORI DRIVE	0.187	985	28	3,064.40	5	79	Surface Treatment	\$35,240.61	LO
BESSO STREET	0.245	1293	28	4,022.89	5	79	Surface Treatment	\$46,263.34	LO
DIX ROAD	0.105	553	26	1,597.45	5	79	Surface Treatment	\$18,370.75	LO
HEATON CIRCLE	0.075	396	26	1,145.33	6	79	Surface Treatment	\$13,171.35	LO
LORD WAY	0.169	893	22	2,182.12	5	79	Surface Treatment	\$25,094.46	LO
STAGE HARBOR ROAD	0.086	457	28	1,420.74	5	79	Surface Treatment	\$16,338.60	LO
LORETTA ROAD	0.145	766	22	1,872.56	5	79	Surface Treatment	\$21,534.54	LO
BARBARA CIRCLE	0.095	500	28	1,555.59	6	79	Surface Treatment	\$17,889.31	LO
GEORGE ROAD	0.246	1297	24	3,457.45	5	79	Surface Treatment	\$39,760.78	LO
GRIFFIN ROAD	0.288	1521	28	4,732.37	6	79	Surface Treatment	\$54,422.31	LO
STEWART STREET	0.598	3159	25	9,582.67	5	79	Surface Treatment	\$100,905.69	LO

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TYSON ROAD	0.236	1246	28	3,876.71	4	79	Surface Treatment	\$44,582.27	LO
PADDEN ROAD	0.337	1778	28	5,532.60	6	79	Surface Treatment	\$63,624.92	LO
COREY WAY	0.080	423	26	1,220.83	6	80	Surface Treatment	\$14,039.55	LO
DEERVIEW WAY	0.061	320	28	996.223	6	80	Surface Treatment	\$11,456.57	LO
VINE STREET	0.593	3130	18	6,260.97	1	80	Surface Treatment	\$72,001.24	LO
POND STREET	3.297	17406	36	69,622.5	5	80	Surface Treatment	\$800,659.07	AR
MAPLE STREET	2.363	12478	21	29,114.4	1	80	Crack Seal	\$11,645.78	LO
CALISTOGA WAY	0.062	328	34	1,240.95	6	80	Crack Seal	\$496.38	LO
PROSPECT STREET	2.172	11470	23	28,262.5	0	80	Crack Seal	\$11,863.89	AR
RONA LANE	0.176	927	26	2,678.50	4	80	Crack Seal	\$1,071.40	LO
TANGLEWOOD DRIVE	0.253	1337	28	4,159.58	6	80	Crack Seal	\$1,663.83	LO
WYLLIE ROAD	0.145	765	28	2,379.46	6	80	Crack Seal	\$951.79	LO
SANDY LANE	0.067	356	28	1,106.99	4	80	Crack Seal	\$442.80	LO
BOGASTOW BROOK LANE	0.109	578	28	1,797.75	5	80	Crack Seal	\$719.10	LO
MARGARET'S COVE	0.107	566	28	1,762.15	6	80	Crack Seal	\$704.86	LO
KING PHILIP ROAD	0.131	690	26	1,993.62	5	81	Crack Seal	\$797.45	LO
MARKS WAY	0.032	171	26	492.646	6	81	Crack Seal	\$197.06	LO
UNION STREET	1.941	10251	31	34,771.0	5	81	Crack Seal	\$14,066.57	AR
ALEX CIRCLE	0.055	291	26	839.417	6	81	Crack Seal	\$335.77	LO
HILLSIDE ROAD	0.379	2003	26	5,786.07	3	81	Crack Seal	\$2,314.43	LO
CYPRESS LANE	0.145	766	28	2,384.38	6	81	Crack Seal	\$953.75	LO
CRANBERRY DRIVE	0.286	1511	28	4,701.06	4	81	Crack Seal	\$1,880.42	LO
OCTOBER DRIVE	0.321	1693	26	4,890.40	4	81	Crack Seal	\$1,956.16	LO
WINTHROP ROAD	0.185	978	28	3,042.24	6	81	Crack Seal	\$1,216.90	LO
OAKRIDGE DRIVE	0.250	1321	32	4,695.48	6	81	Crack Seal	\$1,878.19	LO
SUMMER HEIGHTS DRIVE	0.260	1371	28	4,266.27	6	81	Crack Seal	\$1,706.51	LO
HENNESSEY DRIVE	0.069	362	28	1,125.29	5	81	Crack Seal	\$450.12	LO
SOUTHPINE DRIVE	0.256	1353	28	4,209.83	5	81	Crack Seal	\$1,683.93	LO
MICHAEL ROAD	0.243	1282	28	3,988.93	5	81	Crack Seal	\$1,595.57	LO
PALOMINO DRIVE	0.514	2712	28	8,438.24	6	81	Crack Seal	\$3,375.30	LO
CHESTNUT STREET	2.089	11027	28	34,307.3	3	82	Crack Seal	\$13,722.95	AR
TOWN LINE RD	0.870	4592	32	16,328.8	5	82	Crack Seal	\$6,531.54	LO
HORACE MANN CIRCLE	0.109	576	26	1,663.87	4	82	Crack Seal	\$665.55	LO
JACK'S WAY	0.145	765	26	2,209.13	5	82	Crack Seal	\$883.65	LO
NORUMBEGA CIRCLE	0.318	1678	28	5,218.92	5	82	Crack Seal	\$2,087.57	LO
CANTER LANE	0.108	569	28	1,769.10	6	82	Crack Seal	\$707.64	LO

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RUSSET HILL ROAD	0.460	2430	28	7,559.02	5	82	Crack Seal	\$3,023.61	LO
TAFT DRIVE	0.244	1289	28	4,009.50	5	82	Crack Seal	\$1,603.80	LO
NORTHERN SPY ROAD	0.478	2525	28	7,854.68	6	82	Crack Seal	\$3,141.87	LO
BEECH STREET	0.970	5122	22	12,519.6	2	82	Crack Seal	\$5,007.87	LO
POPULATIC STREET	1.334	7045	20	15,576.0	4	82	Crack Seal	\$6,105.80	LO
LADY SLIPPER LANE	0.133	703	28	2,186.09	6	82	Crack Seal	\$874.44	LO
GREENE STREET	0.367	1935	16	3,440.72	1	82	Crack Seal	\$1,376.29	LO
SARFIELD STREET	0.136	720	28	2,239.80	5	82	Crack Seal	\$895.92	LO
DOE DRIVE	0.126	666	26	1,922.59	5	82	Crack Seal	\$769.04	LO
FAWN LANE	0.068	359	26	1,037.64	5	82	Crack Seal	\$415.06	LO
MCKINLEY ROAD	0.086	452	32	1,607.37	5	82	Crack Seal	\$642.95	LO
CARDINAL DRIVE	0.155	819	26	2,365.54	5	82	Crack Seal	\$946.22	LO
INNKEEPER ROAD	0.032	168	26	486.335	4	82	Crack Seal	\$194.53	LO
SHARON DRIVE	0.050	264	26	761.688	5	82	Crack Seal	\$304.68	LO
KAYLA DRIVE	0.147	776	28	2,414.78	5	82	Crack Seal	\$965.91	LO
EDWARD STREET	0.158	832	26	2,404.60	3	83	Crack Seal	\$961.84	LO
PADDOCK LANE	0.099	524	28	1,630.03	6	83	Crack Seal	\$652.01	LO
COTTAGE STREET	0.696	3677	28	11,438.4	4	83	Crack Seal	\$4,575.39	CO
FORGE PARKWAY	2.411	12727	24	33,939.8	4	83	Crack Seal	\$13,575.96	LO
ALEXANDRIA DRIVE	0.135	715	28	2,225.57	6	83	Crack Seal	\$890.23	LO
UPPER UNION STREET	2.090	11037	24	29,280.2	2	83	Crack Seal	\$11,772.97	LO
FALL LANE	0.217	1144	28	3,560.23	5	83	Crack Seal	\$1,424.10	LO
JORDAN ROAD	1.165	6153	16	10,938.3	2	83	Crack Seal	\$4,375.34	LO
DONATO DRIVE	0.168	885	32	3,146.81	5	83	Crack Seal	\$1,258.72	LO
LOST HORSE TRAIL	0.409	2161	28	6,722.54	6	83	Crack Seal	\$2,689.02	LO
MEADOWLARK LANE	0.333	1760	28	5,475.04	5	83	Crack Seal	\$2,190.02	LO
HUNTERS RUN	0.665	3512	28	10,926.1	5	84	Crack Seal	\$4,370.44	LO
KING STREET	1.898	10023	28	30,109.5	5	84	Crack Seal	\$12,335.77	AR
RAYMOND STREET	0.159	838	23	2,177.23	3	84	Crack Seal	\$868.62	LO
PANTHER WAY	0.436	2304	28	7,167.35	3	84	Crack Seal	\$2,866.94	LO
WINTERBERRY DRIVE	0.858	4528	32	16,101.2	4	84	Crack Seal	\$6,440.51	LO
EISENHOWER DRIVE	0.169	893	28	2,779.21	6	84	Crack Seal	\$1,111.68	LO
KATE DRIVE	0.176	929	26	2,682.98	4	84	Crack Seal	\$1,073.20	LO
TOBACCO ROAD	0.176	928	28	2,887.91	5	84	Crack Seal	\$1,155.17	LO
WILSON ROAD	0.283	1495	28	4,650.40	5	84	Crack Seal	\$1,860.16	LO
BRENDA LANE	0.191	1008	32	3,582.60	4	84	Crack Seal	\$1,433.04	LO

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HARLOW POND COURT	0.035	185	26	533.935	5	84	Crack Seal	\$213.57	LO
MECHANIC STREET	0.098	517	16	918.696	5	84	Crack Seal	\$367.48	LO
HEATHER LANE	0.092	484	28	1,505.49	5	85	Crack Seal	\$602.20	LO
ADDISON AVENUE	0.179	944	26	2,727.35	6	85	Crack Seal	\$1,090.94	LO
WAMPANOAG DRIVE	0.620	3273	28	10,181.1	5	85	Crack Seal	\$4,072.47	LO
MILLIKEN AVENUE	0.305	1608	26	4,645.63	5	85	Crack Seal	\$1,858.25	LO
KOSHIVAS DRIVE	0.148	780	28	2,426.05	6	85	Crack Seal	\$970.42	LO
DEPOTO DRIVE	0.069	364	28	1,133.18	5	85	Crack Seal	\$453.27	LO
DOM LEA CIRCLE	0.097	514	28	1,600.22	4	85	Crack Seal	\$640.09	LO
TERIS WAY	0.177	933	28	2,901.59	5	85	Crack Seal	\$1,160.64	LO
FLORENCE STREET	0.279	1472	16	2,617.70	0	85	Crack Seal	\$1,047.08	LO
FRANKLIN SPRING ROAD	0.185	976	32	3,469.05	5	85	Crack Seal	\$1,387.62	LO
THOMAS DRIVE	0.263	1389	28	4,321.04	5	85	Crack Seal	\$1,728.42	LO
PECK STREET	0.538	2841	24	7,576.63	5	85	Crack Seal	\$3,030.65	LO
AUTUMN LANE	0.112	592	28	1,842.59	6	86	Crack Seal	\$737.04	LO
LANTERN ROAD	0.032	169	32	599.798	6	86	Crack Seal	\$239.92	LO
SIERRA DRIVE	0.056	293	28	911.823	6	86	Crack Seal	\$364.73	LO
BALD HILL DRIVE	0.346	1829	28	5,690.03	4	86	Crack Seal	\$2,276.01	LO
HUTCHINSON STREET	0.182	961	28	2,990.78	5	86	Crack Seal	\$1,196.31	LO
CHRIS DRIVE	0.176	929	26	2,682.78	4	86	Crack Seal	\$1,073.11	LO
ACORN PLACE	0.509	2689	20	5,317.70	2	86	Crack Seal	\$2,342.67	LO
MILL STREET	0.796	4201	20	9,336.05	5	86	Crack Seal	\$3,734.42	LO
CURTIS LANE	0.113	595	32	2,114.81	6	86	Crack Seal	\$845.92	LO
RAINVILLE WAY	0.197	1041	22	2,544.06	5	86	Crack Seal	\$1,017.63	LO
ROBINHOOD LANE	0.057	303	12	404.457	0	86	Crack Seal	\$161.78	LO
ROSEWOOD LANE	0.134	709	26	2,048.57	5	86	Crack Seal	\$819.43	LO
TYLER ROAD	0.066	349	26	1,007.98	5	86	Crack Seal	\$403.20	LO
SOUTH STREET	1.034	5461	22	13,348.5	0	87	Crack Seal	\$5,339.40	LO
MEETINGHOUSE LANE	0.108	572	26	1,653.13	6	87	Crack Seal	\$661.25	LO
CROSS STREET	0.216	1142	26	3,300.18	5	87	Crack Seal	\$1,320.08	LO
HIGHLAND STREET	0.316	1670	26	4,823.67	4	87	Crack Seal	\$1,929.47	LO
LORRAINE METCALF ROAD	0.227	1199	32	4,261.77	5	87	Crack Seal	\$1,704.71	LO
ERIC DRIVE	0.201	1060	28	3,298.79	5	87	Crack Seal	\$1,319.52	LO
INDIAN BROOK LANE	0.104	550	28	1,710.66	6	87	Crack Seal	\$684.26	LO
SCARBORO COURT	0.076	400	28	1,243.11	6	87	Crack Seal	\$497.25	LO
GARFIELD STREET	0.087	461	26	1,332.75	0	87	Crack Seal	\$533.10	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
MAIN STREET	0.737	3892	32	13,852.0	4	87	Crack Seal	\$5,535.34	AR
SHEILA LANE	0.251	1325	26	3,827.52	6	88	Crack Seal	\$1,531.01	LO
DERBY LANE	0.084	443	28	1,378.24	6	88	Crack Seal	\$551.30	LO
BEVERLY ROAD	0.184	972	39	4,211.95	4	88	Crack Seal	\$1,684.78	LO
BELL CIRCLE	0.068	358	26	1,034.65	6	88	Crack Seal	\$413.86	LO
ROCKY ROAD	0.066	349	26	1,009.46	5	88	Crack Seal	\$403.79	LO
METACOMET LANE	0.173	911	28	2,834.34	6	88	Crack Seal	\$1,133.74	LO
MINE BROOK COURT	0.029	151	26	436.035	5	88	Crack Seal	\$174.41	LO
HAVERSTOCK ROAD	0.251	1325	28	4,121.60	3	88	Crack Seal	\$1,648.64	LO
ASHLEY CIRCLE	0.055	289	34	1,091.90	6	89	Crack Seal	\$436.76	LO
AINSLEY DRIVE	0.107	566	34	2,136.41	6	89	Crack Seal	\$854.57	LO
MADISON AVENUE	0.323	1705	28	5,304.23	5	89	Crack Seal	\$2,121.69	LO
CONCETTA WAY	0.308	1625	28	5,055.09	5	89	Crack Seal	\$2,022.04	LO
HEIGHTS ROAD	0.104	548	28	1,706.26	6	89	Crack Seal	\$682.51	LO
PAULA LANE	0.171	905	36	3,620.82	5	89	Crack Seal	\$1,448.33	LO
BRANDYWINE VILLAGE ROAD	0.390	2060	26	5,952.44	4	90	Crack Seal	\$2,380.98	LO
MARYJANE ROAD	0.178	938	36	3,750.78	5	90	Crack Seal	\$1,500.32	LO
KIMBERLEE AVENUE	0.266	1403	28	4,364.64	5	90	Defer Maintenance	\$0.00	LO
WADSWORTH FARM ROAD	0.223	1180	26	3,408.92	5	90	Defer Maintenance	\$0.00	LO
ANTHONY STREET	0.062	326	26	942.529	0	90	Defer Maintenance	\$0.00	LO
LUCIUS STREET	0.090	474	20	1,052.93	4	90	Defer Maintenance	\$0.00	LO
ANGELO WAY	0.201	1062	28	3,305.53	5	91	Defer Maintenance	\$0.00	LO
SEPTEMBER DRIVE	0.102	537	26	1,552.61	4	91	Defer Maintenance	\$0.00	LO
ZACHARY LANE	0.084	443	26	1,278.92	5	91	Defer Maintenance	\$0.00	LO
PEARL STREET	0.077	407	29	1,310.45	4	91	Defer Maintenance	\$0.00	LO
ROLLING RIDGE ROAD	0.334	1764	20	3,919.24	5	92	Defer Maintenance	\$0.00	LO
BERKSHIRE DRIVE	0.124	654	26	1,890.58	6	92	Defer Maintenance	\$0.00	LO
BROOK STREET	0.975	5149	20	11,184.8	5	92	Defer Maintenance	\$0.00	LO
FISHER STREET	0.701	3702	23	9,197.54	3	92	Defer Maintenance	\$0.00	LO
MCCARTHY STREET	0.203	1071	27	3,214.46	5	92	Defer Maintenance	\$0.00	LO
OLD WEST CENTRAL STREET	0.041	218	30	727.703	5	92	Defer Maintenance	\$0.00	AR
LONGWALK ROAD	0.177	936	28	2,912.88	6	93	Defer Maintenance	\$0.00	LO
EMMONS STREET	0.437	2308	26	6,666.21	5	93	Defer Maintenance	\$0.00	AR
SOUTHGATE ROAD	0.820	4331	35	18,305.9	4	93	Defer Maintenance	\$0.00	LO
LENOX DRIVE	0.419	2215	26	6,398.75	6	93	Defer Maintenance	\$0.00	LO
ANNA ROAD	0.139	731	34	2,762.83	5	93	Defer Maintenance	\$0.00	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
WINTER STREET	0.172	907	27	2,720.54	5	93	Defer Maintenance	\$0.00	LO
CROSSFIELD ROAD	0.232	1223	27	3,669.72	4	93	Defer Maintenance	\$0.00	LO
DIABLO DRIVE	0.083	439	28	1,367.25	4	93	Defer Maintenance	\$0.00	LO
MARISSA LANE	0.063	333	28	1,037.51	4	93	Defer Maintenance	\$0.00	LO
SCHOOL STREET	0.594	3134	28	9,801.10	5	94	Defer Maintenance	\$0.00	LO
FLYNN ROAD	0.188	991	30	3,302.04	4	95	Defer Maintenance	\$0.00	LO
JOVAL COURT	0.173	913	24	2,434.24	5	95	Defer Maintenance	\$0.00	LO
SAHLIN CIRCLE	0.294	1554	26	4,488.19	5	95	Defer Maintenance	\$0.00	LO
BENT STREET	0.675	3565	18	7,130.45	3	96	Defer Maintenance	\$0.00	LO
DAILEY DRIVE	0.675	3564	32	12,672.3	5	96	Defer Maintenance	\$0.00	LO
PINEHURST STREET	0.159	839	24	2,236.03	0	96	Defer Maintenance	\$0.00	LO
HEMLOCK LANE	0.113	594	26	1,717.23	6	96	Defer Maintenance	\$0.00	LO
MUCCIARONE ROAD	0.183	966	32	3,434.61	5	96	Defer Maintenance	\$0.00	LO
MILLER STREET	1.257	6635	18	13,245.7	3	96	Defer Maintenance	\$0.00	LO
LOUISE DRIVE	0.075	395	28	1,229.58	5	96	Defer Maintenance	\$0.00	LO
OPAL CIRCLE	0.516	2725	24	7,267.71	6	96	Defer Maintenance	\$0.00	LO
MARTELLO ROAD	0.364	1921	27	5,761.83	5	96	Defer Maintenance	\$0.00	LO
HAYWARD STREET	0.376	1985	23	4,911.24	3	96	Defer Maintenance	\$0.00	LO
IRONDEQUOIT ROAD	0.333	1756	28	5,464.25	5	96	Defer Maintenance	\$0.00	LO
SAXON STREET	0.132	696	25	1,933.78	0	97	Defer Maintenance	\$0.00	LO
DOVER CIRCLE	0.844	4458	28	13,868.2	5	97	Defer Maintenance	\$0.00	LO
MULBERRY LANE	0.155	817	26	2,360.68	6	98	Defer Maintenance	\$0.00	LO
GARNET DRIVE	0.239	1260	24	3,359.04	6	98	Defer Maintenance	\$0.00	LO
FULLER PLACE	0.303	1597	12	2,129.76	6	98	Defer Maintenance	\$0.00	LO
CALIFORNIA AVENUE	0.055	288	12	383.890	0	98	Defer Maintenance	\$0.00	LO
SHORT STREET	0.427	2255	20	5,010.39	6	98	Defer Maintenance	\$0.00	LO
JADE STREET	0.114	600	24	1,599.63	6	98	Defer Maintenance	\$0.00	LO
RUBY WAY	0.123	650	24	1,733.02	6	98	Defer Maintenance	\$0.00	LO
WACHUSETTS STREET	0.634	3345	28	10,407.0	5	98	Defer Maintenance	\$0.00	LO
IROQUOIS ROAD	0.105	555	32	1,971.67	5	98	Defer Maintenance	\$0.00	LO
DEPOT STREET	0.049	260	26	750.230	5	98	Defer Maintenance	\$0.00	LO
RAY STREET	0.053	281	34	1,060.56	5	98	Defer Maintenance	\$0.00	LO
ANCHORAGE ROAD	0.419	2210	28	6,875.34	5	98	Defer Maintenance	\$0.00	LO
LAUREL COURT	0.077	409	24	1,089.84	4	98	Defer Maintenance	\$0.00	LO
BULLIUKIAN DRIVE	0.079	414	14	644.759	0	99	Defer Maintenance	\$0.00	LO
COHASSET WAY	0.076	403	34	1,523.77	6	99	Defer Maintenance	\$0.00	LO

Street Name	Miles	Feet	Width	Square Yards	Reveal	RSR	Repair	Repair Cost	Functional Class
SHERBORN LANE	0.035	183	34	693.192	6	99	Defer Maintenance	\$0.00	LO
SYMPHONY DRIVE	0.204	1079	26	3,115.73	6	99	Defer Maintenance	\$0.00	LO

**Appendix C:
WalkBoston 2012 Assessment Notes**

1. Pleasant Street/Hillside Road/Moore Avenue

- Vehicles travel fast along Pleasant in the vicinity of this intersection. Consider fog lines to narrow lanes. Another crosswalk needed, as sidewalk on eastbound side of Pleasant ends after Hillside.
- A Granite curb (where a curb ramp should be) makes crossing Moore difficult for any pedestrian pushing a stroller or with limited mobility. (Figure 1)
- A pedestrian crossing sign is leaning over the sidewalk. The lower part of the sign is too low – less than 6' high. According to the Manual of Uniform

Traffic Control Devices (MUTCD), the lowest part of any sign where pedestrians can be expected should be 7' tall at minimum. (Figure 2)

- Because there is no sidewalk on the south side of Pleasant Street, a crosswalk should connect the sidewalk on Hillside Road to the sidewalk on the north side of Pleasant Street.



Figure 1



Figure 2

2. Hillside Road and Crescent Street

- There are sidewalks but no curbs around this section of Hillside. The asphalt rises gradually up toward the sidewalk. White fog lines could help delineate the roadway edge, which is especially important in low-light conditions or inclement weather. (Figure 3)



Figure 3

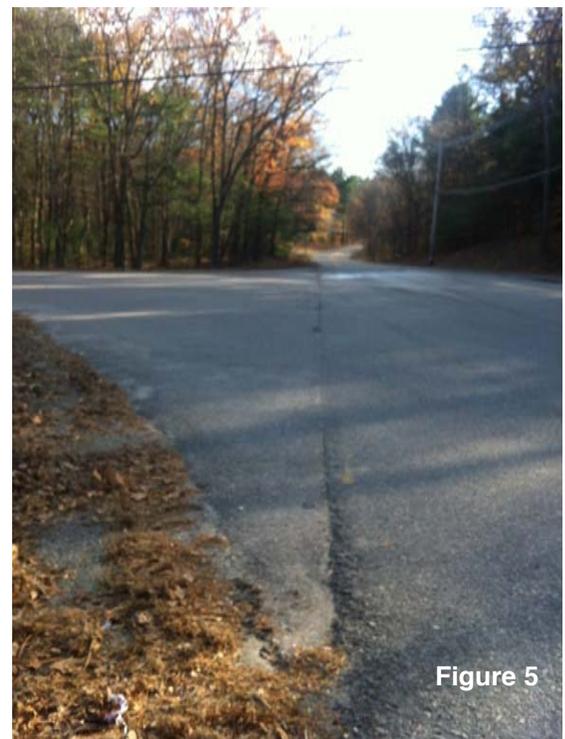
3. Hillside Road and School Street

- Hillside is approximately 30 feet wide, with no centerline or fog lines. Space on this roadway could be divided up with a centerline and fog lines 4.5 feet in from each curb, which leaves two 10.5 travel lanes. Currently the perceived travel lane is about 15 feet. Bringing the fog line in can slow vehicle travel speeds.
- North of the intersection of Hillside and School, two curb ramps face one another but there is no marked crosswalk. (Figure 4)



4. Beaver Street and Grove Street

- Beaver Street becomes very wide where it meets Grove Street. The turning radius at both corners is quite large. Vehicles turning right onto Beaver from Grove would be able to do so at very high speeds. The STOP sign at the end of Beaver, however, prevents fast turning movements from Beaver to Grove. A smaller radius would not only slow speeds; it would also dramatically shorten the distance across Beaver at Grove. Although there is no sidewalk at this intersection, there is a trailhead for the Franklin State Forest directly across Grove Street from Beaver Street. There is no parking for Franklin State Forest at this location, so anyone entering the State Forest at this location would do so on foot or bicycle. (Figure 5)
- Beaver Street is lacking a sidewalk. A safe place for walking should be a priority along this street since it connects the Franklin State Forest with the Beaver Pond Recreation Area.



5. Chestnut Street and Glen Meadow Road

- Segments of sidewalk appear to exist only where Chestnut St abuts Horace Mann Plaza property. This is not practical. Sidewalks should be filled in along Chestnut to connect to Central Street and Glen Meadow Road, forming a complete loop.

Figure 6 shows the end of one length of sidewalk looking south along the east side of Chestnut Street across a driveway to Horace Mann Plaza. Figure 7 is looking in the same direction on the other side of the driveway.



Figure 6



Figure 7

6. West Central Street between Franklin Village and Panther Way

- The distance between marked crosswalks on West Central St (MA Route 140) at Franklin Village Drive and Panther Way is .4 miles. To safely (and legally) cross from one side of W Central to another would require a pedestrian to walk up to .4 miles to access a crosswalk and reach their destination. This section of West Central street has a variety of businesses including a bank, a hardware store, a gas station/convenience store, a Dunkin' Donuts, Subway, and a new Wendy's which appears to generate much of the pedestrian crossings on West Central Street. Figure 8 shows the length between the two crosswalks and a potential location for a new crosswalk. Given the high traffic volumes on West Central Street, a pedestrian-activated HAWK (High-intensity Activated crossWalk) signal would make crossing here much safer than a marked crosswalk alone.

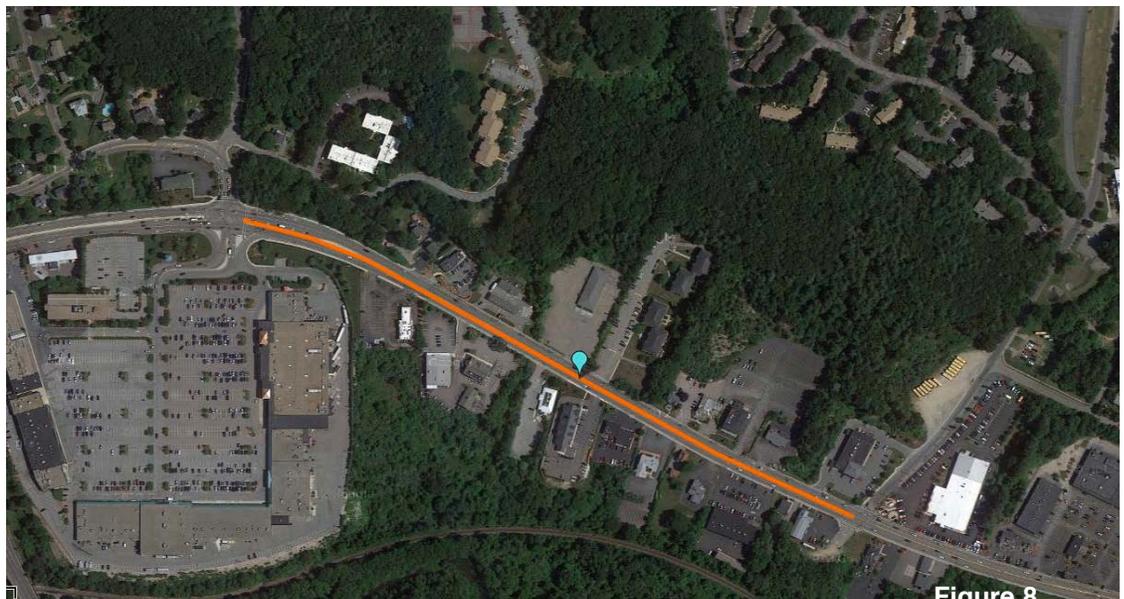


Figure 8

**Appendix H:
2011 Affordable Housing Strategy–
Program Recommendations**

III. HOUSING PROGRAM RECOMMENDATIONS

HOUSING IMPLEMENTATION STRATEGY RECOMMENDATIONS

The housing strategy was designed to increase affordable housing opportunities with increases in production, retention of existing units, and programs and policies that support these goals. These recommendations were developed through an analysis of available housing data and statistics, current housing issues facing the community and from the applicable goals of the Housing Element of Franklin's Community Development Plan and "*Affordable Housing Strategy and Development Action Plan*".

1. Availability of Developable Land and Using Zoning "By Right" as a Tool

Given that the availability of developable land area for residential housing is decreasing(see pg. 13), there exists a need to discourage spall and to encourage developments that include a mixture of uses within an area. The Town has been systematically rezoning and adding zoning by right categories that will decrease the impact on the environment by utilizing existing high traffic areas in more economic and environmentally friendly ways and that will at the same time encourage a new variety of affordable housing and economic opportunities.

Rezoning and New Zoning, Fiscal years 2003 to date: (ex. 03-511 is Bylaw adopted in 2003 and numbered 511.):

03-511: added to the Zoning Chapter 185, a "Neighborhood Commercial" District that would complement existing neighborhoods and encourage environmentally friendly and family friendly retail and residential developments allowing for pedestrian areas, and encouraged heavily planted low visibility parking and lighting.

04-550: added a Senior Village Overlay District that offered density bonuses and required 15% affordable units.

05-574: added a provision for "Family Needed Temporary Apartments".

05-558: rezoned 65 +/- to encourage Industrial, Business, Rural Residential, General Residential VI, and Single Family IV to be aligned around Rt. 495 thereby encouraging and making the development of the area less cumbersome.

05, 06, 07: Rezoned areas around heavily traveled and commercially connected areas to encourage commercial/industrial/office developments and more rural areas for residential. These areas are around Rt 495, down Rt. 140 through the center of Franklin out Washington Street and Lincoln

and Pond Streets. Allowed for retail below and housing above, particularly in the downtown area.

09-637: added a Home Occupation Business and Home Professional Office definitions to Zoning.

10-640; rezoned for Biotechnology development to increase jobs creation and residential need.

Additionally, in order to encourage housing affordability, the availability of water and sewer connections to a municipal source is key. The Legislative body of the Town has approved over 25 Water and/or Sewer Connection applications, where they were not zoned to allow residential development for one structure up to 100 structures in areas that would not be economically feasible without the availability.

2. Municipal Affordable Housing Trust

The most important step that the Town of Franklin can take to improve housing is to establish a group of committed local people to lead the housing program – a housing task force. The task force would help solve housing issues with locally administered input and programs and would examine housing supply and policies. It would be responsible for the following actions:

- Coordinate goals and efforts,
- Seek funding opportunities,
- Provide outreach for tenants,
- Establish supply and demand for housing,
- Identify target areas for housing development, and
- Maximize utilization of resources.

The Town Council should appoint members. It should include a broad range of housing groups such as the Franklin Housing Authority, developers, and the Franklin Downtown Partnership.

In order to successfully implement actions, the task force will need to identify all stakeholders and coordinate goals and objectives as well as focus on implementation strategies. From a functional standpoint, the task force will need to have a budget, expenses, and seek housing funds and grants to support its operation and actions.

3. Ensure Compliance with the Affirmative Fair Housing Marketing Plan attached to this document as Exhibit 1.

The Town of Franklin is at 10.4% Subsidized Housing Inventory. The Town will explore innovative ways to increase the supply of affordable housing development to continue to exceed the state's goal of 10% subsidized housing.

A. Methods to be utilized include:

- Monitor and track all housing projects.
- Explore a variety of housing opportunities to increase affordable housing units.
- Update housing plan every 5 years.
- Support lower cost housing that is affordable in perpetuity.
- Explore methods for preventing the expiration of affordable units.

B. The Town will work through the Municipal Affordable Housing Trust to ensure the creation of a variety of housing options to reflect the needs of the community. The Trust will prioritize types of development, units, numbers of bedrooms, and locations.

4. Franklin encourages the continuing development of affordable housing opportunities for low, moderate, and middle-income households, seniors, and the disabled through the Municipal Affordable Housing Trust resources.

- The Trust has instituted a down payment assistance program where an eligible household can purchase an existing home.
- Franklin gave the Housing Authority a parcel of land for 10 units of housing for the disabled and sold 5 acres to a non-profit for the production of low income senior housing.
- Continue to support zoning incentives to encourage low, moderate, and middle-income housing in multi-family developments and residential subdivisions.
- Continue to support the work of the Housing Trust to identify and develop affordable housing opportunities for a variety of different income levels.
- Assist affordable housing goals by supporting programs and policies that directly seek related funding and programs.
- Provide financial incentives through grants from the Housing Trust to encourage reuse of existing housing stock.
- Pursue funding programs available for assisting with housing efforts.

- Utilize Town owned tax-title properties for development of low, moderate, and middle-income housing units.

5. Encourage development of multifamily housing.

The Town will encourage development of multi-family housing at appropriate locations in Franklin and encourage adaptive reuse of existing buildings for future residential use, particular downtown redevelopment areas. The Town will work towards the redevelopment of the Town's older sites for a mixture of uses, including lower cost housing for families and the elderly. Methods include:

- Providing financial incentives through the planning and permitting process;
- Addressing development impacts;
- Identifying downtown/mixed use development sites that would be appropriate for redevelopment; and
- Working with property owners to create mixed use developments through incentives such as density bonuses or tax incrementing financing.
- Utilize Town owned tax-title properties for development of low, moderate, and middle-income housing units.

6. Increase housing opportunities for seniors and the elderly.

- Encourage affordable housing for the elderly through alternative residential programs such as life-care, assisted, or congregate living arrangements.
- Evaluate different programs for providing elderly housing.
- Explore expanding the number of rental opportunities for senior and elderly residents.
- Encourage development of housing units that can easily be adapted or modified for handicap accessibility as needed.
- Other options to improve elderly housing include utilizing town-owned land for housing sites and utilizing the senior center for outreach and counseling.

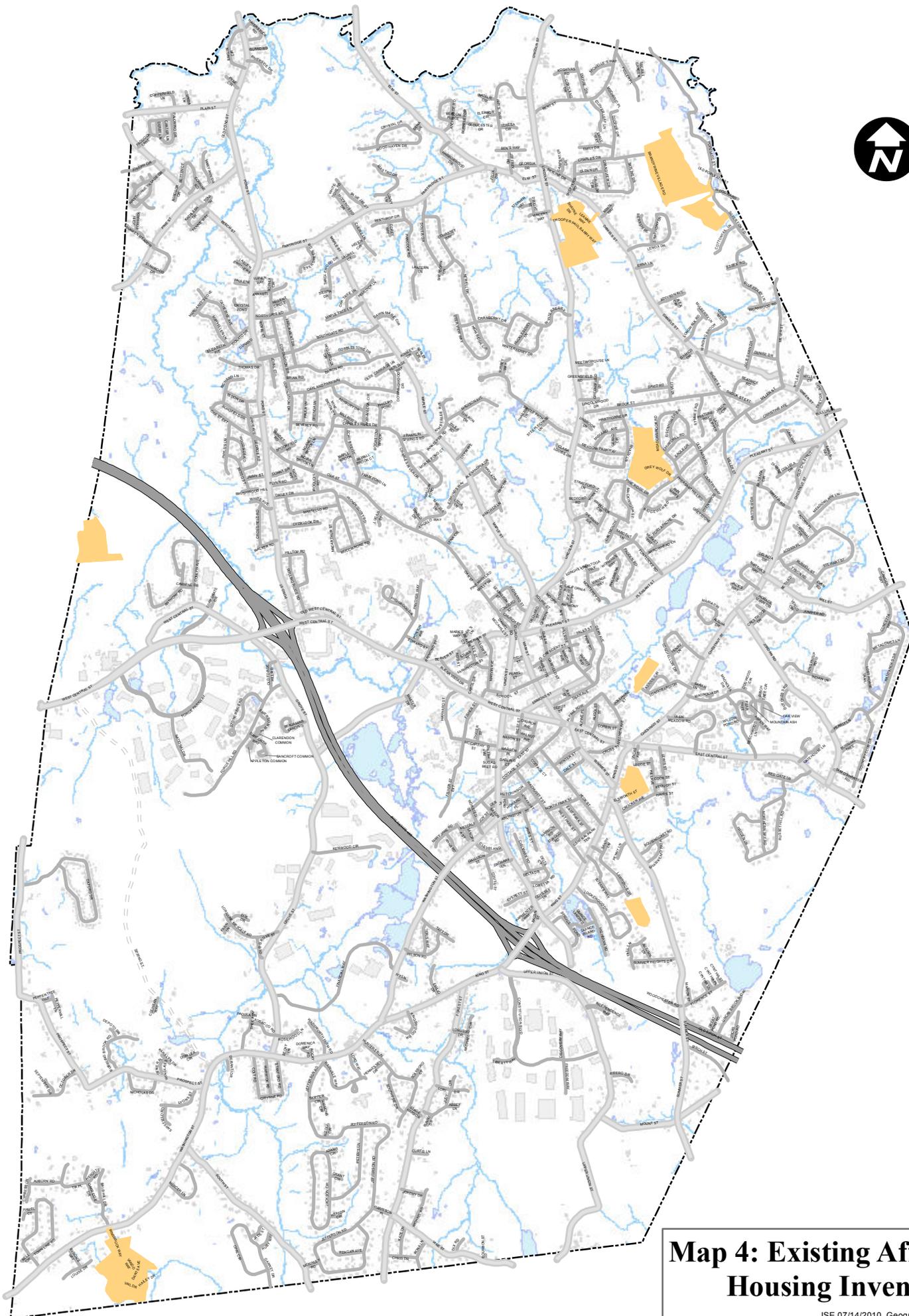
7. Amend the zoning by-laws to allow:

“Assisted living” and other elderly housing facilities in residential and certain commercial zones, and

Greater densities for housing reserved for the elderly residents.

8. Maintain an inventory of existing housing facilities.

The Town will maintain an inventory of existing housing facilities that details the location of existing affordable housing facilities, 55+ senior developments and 40B housing developments within Franklin (*Map 4: Existing Affordable Housing*).



Map 4: Existing Affordable Housing Inventory

9. Identify areas where there is potential for development of affordable housing.

The focus area for potential housing development is centered around the Downtown area with a focus on providing multi-bedroom housing units.

- Provide housing opportunities in the Downtown area where mixed-use and infill development opportunities are available. This area provides the most services and has a housing stock that is generally affordable and can more easily be converted to affordable housing.
- Allow housing conversions in the Downtown area to allow multi-bedroom housing-units.
- Consider a multi-family zoning around the central business district by-right rather than requiring a special permit.
- School land that is owned by the Town of Franklin should be evaluated for residential uses. Housing at schools could be used for teachers and other municipal workers. Renting or leasing to these people may require specific eligibility conditions such as income limits and residency terms.
- Retain, support, and expand existing affordable housing sites that are scattered throughout Franklin.

CONCLUSION

The Town of Franklin has postured itself as a key player and stakeholder in the creation of housing consistent with the above stated policy, goals and objectives. The Town reaffirms its commitment to ensure that a variety of housing opportunities exist to meet the diverse needs of its existing and future citizens. The Town looks forward to working with a broad coalition of public and private entities to achieve its affordable housing goals.