



**Franklin,
Massachusetts**

**2013
Master
Plan**

(Abridged Version)



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*** Documents in BOLD appear in abridged version. Please see full version of 2013 Master Plan for complete document.**

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.

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 ¹ 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.		

¹ 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:

- 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.

(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>