

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 Roads⁷¹ to help protect trees and stone walls within the Town's right-of-way which are shown to contribute to the Town's history and character.			
Actions		RESPONSIBILITY	SCHEDULE
3.8a	Request streets are added to the Town's Scenic Road Zoning Bylaw.		

(NC&H) Goal 4: Advocate for the preservation and protection of Franklin's natural, cultural and historic resources.

(NC&H) Objective 4.1: Utilize public outreach and media resources to advocate for the preservation and protection of Franklin's natural, cultural and historic resources.			
Actions		RESPONSIBILITY	SCHEDULE
4.1a	Partner with local schools to promote awareness and protection.		
4.1b	Post articles in a Town's newspaper of general circulation to reach out to the public for support.		
4.1c	Work with Franklin TV to develop and air public service announcements about the importance of natural resource protection, and the importance of the community's support in the process.		
4.1d	Refer to OSRP Goal 1 and subsequent objectives and action items: <i>Increase public awareness of open space and recreation opportunities in Franklin.</i>		
4.1e	Utilize public outreach and media resources to advocate for the appropriation of town funding for development of a historic resources information management program and other natural, cultural and historic resource priorities.		

⁷¹ Franklin's Scenic Roads can be found at:
http://www.town.franklin.ma.us/Pages/FranklinMA_BComm/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.			
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(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.			
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(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.			
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(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 DelCorte 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.			
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(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	<p>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:</p> <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	<p>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:</p> <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	<p>Design and construct improvements at the following Intersections:</p> <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	<p>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:</p> <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.			
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(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.			
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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.

(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.			

(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.			

Community Services & Facilities (CS&F)

(CS&F) Goal 1: Regularly utilize the Master Plan in developing annual budgets and prioritizing capital improvements, programs and services.

(CS&F) Objective 1.1: Annually assess the Master Plan's goals, objectives and actions while prioritizing infrastructure and facilities expenditures for inclusion in the Town's Capital Improvements Plan.

(CS&F) Objective 1.2: Annually assess the Master Plan's goals, objectives and actions, while developing departmental work programs and operating budgets.

CS&F Goal 2: Obtain sufficient resources to implement the Master Plan's priority capital improvements, programs and services.

(CS&F) Objective 2.1: Regularly research alternative sources of resources needed to fund the Capital Improvements Plan.

(CS&F) Goal 3: Maintain, update and expand the Town's utilities, infrastructure and facilities to satisfy the demands of the Town into the future, without infringing on previously established plans for conservation or preservation.

(CS&F) Objective 3.1: Maintain and continue to update the Town's potable water facilities as appropriate to ensure high water quality standards, and to meet current and future State and Federal regulatory requirements.

Actions		RESPONSIBILITY	SCHEDULE
3.1a	Continue to factor water system capital improvement expenses into service costs and set rates to generate sufficient resources to fund required capital improvements.		
3.1b	Fund and construct manganese treatment facilities as required.		

(CS&F) Objective 3.2: Investigate increasing the recharge of aquifers in the Franklin area, and ensure the health of aquifers by improving the treatment of runoff water before releasing it back into the ground.

(CS&F) Objective 3.3: Maintain and update the Town's storm water and roadway drainage systems to meet future State and Federal regulatory requirements.

Actions		RESPONSIBILITY	SCHEDULE
3.3a	Assess possible strategies to fund storm water and roadway drainage system improvements.		
3.3b	Evaluate low cost runoff treatment strategies.		

(CS&F) Goal 4: Superb delivery of public services.

(CS&F) Objective 4.1: Continue to improve the quality of customer service provided to the Town's residents and other customers utilizing Town services and facilities.

Actions		RESPONSIBILITY	SCHEDULE
4.1a	Regularly assess customer service related activities and interactions, and develop policies or procedures required to implement desired improvements.		

(CS&F) Objective 4.2: Utilize technology where possible to improve the quality of municipal services, cut costs, and simplify routine processes.

Actions		RESPONSIBILITY	SCHEDULE
4.2a	Evaluate software and related technologies that will allow for efficient on-line permitting.		
4.2b	Expand upon the Town's on-line bill paying capabilities.		
4.2c	Work to improve the Town's database management capabilities in order to centralize and coordinate the update and use of Town information.		

(CS&F) Objective 4.3: Regionalize services to reduce costs and improve customer services where appropriate.			
Actions		RESPONSIBILITY	SCHEDULE
4.3a	Work with adjacent communities to improve transportation to Franklin's Senior Center.		
4.3b	Continue to explore Library regionalization.		
4.3c	Implement existing plans for a Regionalized Public Safety Dispatch Center.		
4.3d	Research possible regional Fire Department services in the northern portion of town to reduce response times by partnering with Medway.		
4.3e	Conduct a study about regionalizing water services with Norfolk.		
4.3f	Add upon operations of the regional public safety dispatch center, and commence a study of regional fire service.		

(CS&F) Objective 4.4: Launch Commonwealth Connect App which allows residents to report quality of life problems, such as graffiti and potholes, in real time directly to Franklin government officials for resolution.

(CS&F) Goal 5: Maintain the quality of Franklin's Municipal buildings, Public School facilities, and all other town owned properties, and utilize facilities as effectively as possible.

(CS&F) Objective 5.1: Develop and evaluate reuse alternatives for the former municipal site at 150 Emmons Street.

(CS&F) Objective 5.2: Relocate the Recreation Department out of 150 Emmons Street into a more appropriate facility.

(CS&F) Objective 5.3: Improve Fire emergency response times in the northern portion of Town, where population and development has increased.

(CS&F) Objective 5.4: Continue to work with National Grid to improve the power infrastructure in the community.

(CS&F) Objective 5.5: Implement actions from the Public Library improvement study.

(CS&F) Objective 5.6: Develop a plan to preserve the former Historic Museum's facade.

(CS&F) Objective 5.7: Expand the parking lot and finish the 2nd floor of the Senior Center to support projected levels of service.

(CS&F) Goal 6: Implement the School Department's Strategic Plan.

Note: The Master Plan Committee recognizes and incorporates herein the strategic planning already undertaken by the Franklin School system.

(CS&F) Objective 6.1: Provide resources to implement the District Improvement Plan, and related individual School Improvement Plans. The District Improvement Plan sets forth the following system-wide goals:

- f) Instructional Leadership. The district promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
- g) Curriculum, Planning, and Assessment. The district promotes the learning and growth of all students by providing high-quality and coherent instruction, designing and administering authentic and meaningful student assessments, analyzing student performance and growth data, using this data to improve instruction, providing students with constructive feedback on an ongoing basis, and continuously refining learning objectives.
- h) Learning Environment. The district promotes the learning and growth of all students through instructional practices that establish high expectations, create a safe and effective classroom environment, and demonstrate cultural proficiency.
- i) Family and Community Engagement. The district promotes the learning and growth of all students through effective partnerships with families, caregivers, community members, and organizations.
- j) Professional Culture: The district provides promotes the learning and growth of all students and staff through ethical, culturally proficient, skilled, and collaborative practice.

(CS&F) Objective 6.2: Study school attendance projections for upcoming years in order to plan for and utilize the Town's Public School facilities as efficiently as possible.

(CS&F) Objective 6.3: Develop a plan to increase or improve the school space in the Davis Thayer Elementary School if school attendance projections increase.

(CS&F) Objective 6.4: Develop a plan to utilize the Davis Thayer Elementary School if school attendance projections decrease.

Actions		RESPONSIBILITY	SCHEDULE
6.4a	Consider reuse of the Davis Thayer Elementary School as a Recreation, Arts and Cultural Center.		

(CS&F) Objective 6.5: Develop a plan to utilize the Red Brick School building in case it ceases to be leased by the Benjamin Franklin Classical Charter Public School.

(CS&F) Goal 7: Support sustainable development, renewable energy, recycling, low impact development, and other "green" initiatives.

(CS&F) Objective 7.1: Investigate sustainable development improvement strategies in the areas of circulation, traffic calming, streetscape improvements, parking, pedestrian and bicycle connections, and enhanced transit (See Circulation Element).

(CS&F) Objective 7.2: Encourage investment in green technologies as part of all Town sponsored development or redevelopment projects.

(CS&F) Objective 7.3: Seek Green Communities designation by achieving as many requirements for designation as practicable.

(CS&F) Objective 7.4: Encourage use of low impact development drainage systems, including rain gardens, green roofs, rain barrels, and similar concepts.

(CS&F) Objective 7.5: Modify zoning to allow commercial alternative energy production.