

FRANKLIN PLANNING & COMMUNITY DEVELOPMENT

355 EAST CENTRAL STREET, ROOM 120
FRANKLIN, MA 02038-1352
TELEPHONE: 508-520-4907
FAX: 508-520-4906

MEMORANDUM

TO: JEFFREY D. NUTTING, TOWN ADMINISTRATOR
FROM: BRYAN W. TABERNER, AICP, DIRECTOR
RE: MASTER PLAN IMPLEMENTATION - ANNUAL UPDATE
DATE: DECEMBER 27, 2016

A recent review of the 2013 Master Plan's Implementation Element has been completed and is attached for review and distribution as needed. Since Town Council's adoption of the Plan, the Town has made good progress towards implementation. Examples of goals, objectives or actions where progress has been made are provided below.

Many of the Town's accomplishments during 2016 have been in the areas of recreation and open space, including the following:

Objective NCH1.2: Identify important natural resources and prioritize protection activities on Town-owned properties.

The Ecological and Management Study of the DelCarte Ponds is being implemented

OSR1.3a. 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.

Preliminary plans were developed for signs at Town Forest and Indian Rock, and kiosks were installed at Indian Rock and Dacey Field.

NCH4.1a. Partner with local schools to promote awareness and protection of Franklin's natural, cultural and historic resources.

Developed a "Guide for the DelCarte Area", and discussed with School Administration; the Guide to be given to 4-5th Grade Teachers.

Objective OSR1.1: 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.

The inventory was completed as part of the Open Space and Recreation Plan Update.

Goal OSR2: Preserve and enhance existing unprotected natural and open space resources in Franklin.

During the last three years the Town has obtained three important open space parcels totaling 65.1 acres, including a 21.4+ acre parcel on Lincoln Street just north of Sullivan Middle School of during 2016.

Objective OSR2.2: Protect important ecological resources in Franklin, including surface and groundwater resources, plant communities, and wildlife habitat.

DelCarte Invasive Plant Study has been completed.

OSR2.3a. Incorporate the Commonwealth of Massachusetts Smart Growth/Smart Energy and Sustainable Development Principles as part of Franklin's Best Development Practices.

The Town's Best Development Practices Handbook was updated and includes a new section on low impact development. The Handbook has been endorsed by the Conservation Commission and Planning Board.

Goal OSR3: Provide opportunities for passive and active recreation to meet the community's evolving needs.

Substantial progress has been made implementing this Goal during 2016, including:

- Picnic areas were installed near SNETT parking lot, and at Dacey Field
- A sand volleyball court was installed at King Street Memorial Park
- Three tee ball fields were built at Fletcher Field, ball containment netting was installed at Pisani Field, and the
- Infields were re-graded at four park, there are new or improved dugouts at two fields, and scoreboards at several locations
- Baseball field at Remington Jefferson received a 50/70 retrofit
- New swings at Meadowlark Lane
- New heating installed in building at Beaver Pond
- A roadway was installed to provide access to the disc golf course
- Trails are being cleared at Indian Rock
- A gravel parking lot and access road was constructed at Charles River/Lincoln Street property.

Land Use related work related to the Master Plan's implementation was minimal during 2016, however the following Objective was addressed:

Objective LU3.4: Amend the dimensional requirements within the Neighborhood Commercial (NC) Zoning District to promote development of small, village-style businesses.

Rezoning a parcel on Washington Street from Rural Residential to NC was proposed. Town staff did not believe the NC district was appropriate at location and a Rural Business Zoning District as an alternative.

As in the two previous years there has been much work related to Town-owned properties and facilities during 2016, including the following:

Objective CSF5.1: Develop and evaluate reuse alternatives for the former municipal site at 150 Emmons Street.

The former municipal building was demolished early in the calendar year, and construction of a commercial development is nearing completion.

Objective CSF5.2: Relocate the Recreation Department out of 150 Emmons Street into a more appropriate facility.

The Recreation Department has been relocated to their new building on Beaver Street.

Objective CSF5.5: Implement actions from the Public Library improvement study.

The Public Library has been temporarily located to Kenwood Circle, and the Library expansion project is under construction.

Objective CSF5.7: Expand the parking lot and finish the 2nd floor of the Senior Center to support projected levels of service.

Improvements to the Senior Center are under construction.

Circulation related work includes:

C5.1a. Continue with implementation of the Federal and State funded Downtown Roadway and Streetscape Improvement Project.

Downtown Roadway and Streetscape Improvement Project is complete.

C5.1b. 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.

The completed project allows Main Street to be closed for special events.

C5.2f. Look at alternatives to metered parking spaces in the Downtown Commercial District.

The Administration developed and implemented a parking plan during 2016.

C2.1b. Improve pedestrian safety by constructing sidewalks along heavily traveled routes.

Sidewalks are being constructed on Pleasant Street from Main Street to Chestnut Street.

Sidewalks are being designed for Chestnut Street from King Street to Pleasant Street, and on Beaver Street from West Central Street to Grove Street.

Economic Development activities in support of the Master Plan's implementation include the following Objectives and Proposed Actions:

ED1.3a. 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

The Town developed and rolled out a new Franklin Development/Site Finder Web Site, and organized/hosted the "Tools for Commercial Real Estate Agents" seminar at Hawthorn Suites to introduce the new web site to realtors and property owners.

As in previous years, DPCD reached out to realtors, state agencies, and developers to draw attention to available industrial, office and warehouse properties. Realtors and property owners have begun listing their available Franklin properties on the Town's new web site.

Objective ED2.3: 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.

DPCD staff attended NEREJ "Retail and Restaurants" conference and promoted Franklin. Marketed industrial parks to real estate agents and others.

ED2.3c. Work to attract and retain a wide range of technology, retail and service related businesses.

The Town participated in two legislator-hosted roundtable discussions (Education and Business) with the MA Life Sciences Center CEO.

DPCD marketed Franklin's industrial parks to over 1000 biotech executives with an email campaign using Get Response and Pipeline Deals software. DPCD conducted a listening session for manufacturers regarding their current and future needs.

Goal ED5: Support and strengthen the Town of Franklin's business retention and attraction initiatives, activities and strategies

DPCD organized two SBA seminars during 2016: "Tools and Resources" for small and medium sized businesses; and "Opening Doors to Federal Government Contracting".

The Franklin Business Loan Program was developed and promoted.

The Town's new web site contains a comprehensive database of Franklin area businesses, which is updated twice per year.

Goal NCH2: Provide quality arts and cultural resources as a vital part of the creativity and growth of our community.

This goal has been at least partially reached with the Town's support for the creation of a Downtown Franklin Cultural District. The Cultural District Steering Committee is advocating for a new Downtown Cultural District, and has organized the annual Franklin Arts Festival during the last two summers.

ED3.3a. Work with the MetroWest Tourism & Visitors Bureau and local organizations to promote Downtown Franklin as the region's cultural focus.

The Town continues to work with *MetroWest Tourism & Visitors Bureau (MWTVB)* and *Franklin Downtown Partnership*. One MWTVB marketing project was completed in 2016. DPCD provides support to the Cultural District Steering Committee, and promoted Franklin and its cultural resources at 2016 MetroFest in Framingham.

Status of 2013 Master Plan Implementation

December 2016 Update

Department of Planning & Community Development

Land Use (LU)				
Goal LU1: Encourage development of workforce housing in areas of Town where property is underutilized or needs redevelopment, and where public transit is available.	STATUS	SCHEDULE	NOTES	YEAR
LU Objective 1.1: Identify areas where development of workforce housing would be appropriate.				
LU1.1a. Rezone properties currently zoned Commercial I along Alpine Way to the General Residential V Zoning District.	Complete	June 2014	CI parcels rezoned to DC. Zoning Bylaw Amendment 14-733	14
LU1.1b. Rezone properties along Josephine Street currently zoned Industrial to General Residential V	Complete	June 2014	Zoning Bylaw Amendment 14-734	14
Objective LU1.2: Create a new zoning district where workforce housing would be allowed by-right	Complete			
LU1.2a. Create a "Compact Neighborhood" Zoning District to allow by-right development of workforce housing	Complete	2015 Research	DPCD research complete. Owner not interested in Compact Neighborhood Zoning. Properties rezoned from I to GRV. Zoning Bylaw Amendment 15-750.	15
LU1.2b. Rezone properties currently zoned Industrial along Dean Ave. and north of the railroad tracks to the Compact Neighborhood Zoning District.	Complete	August 2015		
Goal LU2: Promote mixed-use development in appropriate areas.	STATUS	SCHEDULE	NOTES	YEAR
Objective LU2.1: Identify areas where mixed-use development would be appropriate				
LU2.1a. Rezone properties along Alpine Row currently zoned Commercial I to the Downtown Commercial Zoning District.	Complete	June 2014	Zoning Bylaw Amendment 14-733	14
Goal LU3: Encourage expansion and retention of current businesses and attraction of new businesses in appropriate locations.	STATUS	SCHEDULE	NOTES	YEAR
Objective LU3.1: Identify areas where new businesses, business expansion and business retention would be appropriate.	Ongoing			
LU3.1a. Rezone properties along Cottage Street and Union Street currently zoned Industrial and Business to Commercial I and or Commercial II.		2017		
LU3.1b. Rezone properties along Alpine Row currently zoned Commercial I to the Downtown Commercial Zoning District.	Complete	June 2014	Zoning Bylaw Amendment 14-733	14
Objective LU3.2: 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.			Held Zoning Workshop on March 25, 2015 - Do not change Bylaws.	15
LU3.2a. 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				
LU3.2b. 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.				
Objective LU3.3: Amend the Town's Zoning Bylaw to require sufficient parking in the Commercial I zoning district.			Held Zoning Workshop on March 25, 2015 - Do not change Bylaws.	15
LU3.3a. 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.				

Notes: Year 14: Before January 1 2015
 Year 15: During 2015
 Year 16: During 2016

Objective LU3.4: Amend the dimensional requirements within the Neighborhood Commercial Zoning District to promote development of small, village-style businesses.			Rural Business Zoning District created as alternative to NC Zoning District.	16
LU3.4a 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.			Held Zoning Workshop on March 25, 2015 - Do not change Bylaws.	15
LU3.4b Amend the Neighborhood Commercial Zoning District to limit the maximum Building footprint to 2,500 square feet.			Held Zoning Workshop on March 25, 2015 - Do not change Bylaws.	15
Objective LU3.5: Amend the Town's Zoning Bylaw to allow parking facilities in the Downtown Commercial Zoning District.	Complete		Zoning Bylaw Amendment13-718. Bylaw amended to allow surface lots as primary use.	14
LU3.5a. 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.				
Goal LU4: Create Transitional Use Zones to buffer residential buildings from non-residential uses.	STATUS	SCHEDULE	NOTES	YEAR
Objective LU4.1: 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.				
LU4.1a. Rezone properties along the south side of West Central Street from Beaver Street east (approximately .15 miles) to General Residential V.	Complete		Reviewed issue; zoning changes not required.	14
Goal LU5: Preserve and enhance existing unprotected natural and open space resources in Franklin.	See Goal OSR2, and Goal 2 from 2008 OSRP. Note - 2016 OSRP includes the same Goal; Work has begun on OSRP Objectives 2.2 and 2.3..			
Goal LU6: Make Franklin a Green Community.				
Objective LU6.1: Encourage environmental awareness when adopting policies that will impact Franklin's environment.	Ongoing		Franklin's Best Development Practices Handbook updated; includes new LID section.	

Natural, Cultural & Historic Resources (NC&H)				
Goal NCH1: Protect, preserve and enhance Franklin's natural resources.	STATUS	SCHEDULE	NOTES	YEAR
Objective NCH1.1: Identify properties within Franklin with important natural resources (including flora, fauna, waterways and land masses).	Ongoing		Submitted MET grant proposal (Oct. 2014) for DelCarte Habitat & Fisheries Study	14
NCH1.1a. Utilize local, state and regional reference materials to determine priority habitats, rare habitats for wildlife, and the location of rare plant species.			Information available. Status on file.	
Objective NCH1.2: Identify important natural resources and prioritize protection activities on Town-owned properties.	Ongoing	Current	DelCarte Habitat & Fisheries Study being implemented.	15, 16
NCH1.2a. Identify Town-owned parcels through Town's GIS database			On file.	
NCH1.2b. Apply natural resource parcel information obtained from NCH1.1 to specific Town-owned parcels	Ongoing		On file.	
Objective NCH1.3: Preserve and protect existing Town open space resources.			See Goal LU5 above, and OSRP Goal 2.	
Goal NCH2: Provide quality arts and cultural resources as a vital part of the creativity and growth of our community.	STATUS	SCHEDULE	NOTES	YEAR
Objective NCH2.1: 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	Ongoing		Supporting formation of Cultural District.	
Objective NCH2.2: Maintain and increase public and private support for the arts and cultural organizations and facilities.			Franklin is part of the MetroWest Creative Economy Network	
NCH2.2a. 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.	Ongoing		Supporting formation of Cultural District. MWTVB Marketing. Promoted Franklin at MetroFest in Framingham Cultural District Committee Annual Arts Festival	14,15, 16 16 15,16
Objective NCH2.3: Build on partnerships with Dean College and other non-profit organizations to increase arts and cultural opportunities, and develop and enhance resources and collaboration			Franklin featured at 2016 MetroFest; marketed resources, including Black Box, Dean College.	16
NCH2.3a. 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.	Ongoing		Supporting formation of Cultural District	
NCH2.3b. 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			DPCD working with Cultural District Committee.	14,15, 16
Objective NCH2.4: Expand the presence of public art in desired locations.				
NCH2.4a. 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	Ongoing			
NCH2.4b. Invite the businesses of Franklin to display our schools and artist's art	Ongoing			
Objective NCH2.5: Maintain and increase arts instruction to be valued as an integral part of every child's education in the public school system.				
Objective NCH2.6: Support artists in the community by providing affordable living, office, presentation, performance, and rehearsal space for artists and cultural organizations in Franklin				
NCH2.6a. Support development of affordable housing.			See Goal H2, and Franklin's Affordable Housing Strategy & Development Action Plan	
NCH2.6b. Encourage development and construction of a performing arts and cultural center and gallery in town to provide a venue for artists and residents.	Open			
Objective NCH2.7: Create an expanded base of business and other community financial support for artists, cultural organizations, and cultural resources.	Ongoing		MetroWest Creative Economy Network	
NCH2.7a. Work with the Franklin TV to advocate for financial support for arts and cultural resources in Town.				
NCH2.7b. Support artists and arts organizations that advocate for the arts community and/or provide information and services to the arts community.	Ongoing		DPCD working with Cultural District Committee. MetroWest Creative Economy Network	

Goal NCH3: 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.	STATUS	SCHEDULE	NOTES	YEAR
Objective NCH3.1: Protect, preserve and enhance Franklin's natural, cultural and historic resources				
NCH3.1a. Refer to OSRP Goal 4 and subsequent objectives and action items: Protect natural, historic, and cultural resources and maintain Franklin's New England Character.	Ongoing		See Goal 4 from 2008 OSRP. Note - 2016 OSRP includes the same Goal.	
Objective NCH3.2: 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.		2017	Coordinate with Franklin Historical Commission on implementation of Goal NCH3.	
Objective NCH3.3: 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).				
NCH3.3a. Integrate the database with the town's Geographic Information System (GIS).	On hold.			
NCH3.3b. Update the historic resources database at least once every five years		2020		
NCH3.3c. Make available online the comprehensive database of historic resources and other educational and reference materials.	On hold.			
Objective NCH3.4: Archive and Manage the Towns Historic Records.				
NCH3.4a. 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.				
NCH3.4b. Appropriate Town funding for development of a historic resources information management program to be utilized by multiple town offices.				
Objective NCH3.5: Develop Local Historic Preservation Districts where appropriate.				
NCH3.5a. 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.				
NCH3.5b. Require formal review and recommendation by the Historical Commission on all applications for development within a preservation overlay district.				
Objective NCH3.6: Provide incentives for adaptive reuse and restoration for historic resources				
NCH3.6a. 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				
Objective NCH3.7: Nominate the Town's significant historic resources for inclusion in the National Register of Historic Places.				
NCH3.7a. Identify eligible buildings and districts for listing on the National Register of Historic Places				
NCH3.7b. Pursue National Register of Historic Place designation for newly identified and eligible buildings				
Objective NCH3.8: 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.				
NCH3.8a. Request streets are added to the Town's Scenic Road Zoning Bylaw	On hold.			

Goal NCH4: Advocate for the preservation and protection of Franklin's natural, cultural and historic resources.	STATUS	SCHEDULE	NOTES	YEAR
Objective NCH4.1: Utilize public outreach and media resources to advocate for the preservation and protection of Franklin's natural, cultural and historic resources.				
NCH4.1a. Partner with local schools to promote awareness and protection.			Discussed "Guide for the DelCarte Area" with School Administration; Guide to be given to 4-5th Grade Teachers..	16
NCH4.1b. Post articles in a Town's newspaper of general circulation to reach out to the public for support				
NCH4.1c. 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.			Conservation Comm. Chair and Agent presented DelCarte Ecological and Management Study on Franklin TV.	16
NCH4.1d. Increase public awareness of open space and recreation opportunities in Franklin			See Objective OSR1.2, and OSRP Goal 1	
NCH4.1e. 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.				
Objective NCH4.2: 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.			See Objective OSR1.2	
NCH4.2a. Seek the help of Franklin's citizens and advocacy groups to raise funds and create partnerships for preserving the Towns natural, cultural and historic resources.			See Objective OSR1.2	
Objective NCH4.3: Educate residents and organizations about best practices for protecting, preserving and enhancing the Town's natural, cultural and historic resources.				
NCH4.3a. 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.				
NCH4.3b. Educate citizens about the benefits of utilizing Chapter 61 for preservation of land				
Objective NCH4.4: Develop a reference guide of natural, cultural and historic resource areas in Franklin				
NCH4.4a. Create map/guide of all open space, parks, and conservation land and recreation areas in town		2015	See OSRP Objective 1.2	
Goal NCH5: Implement growth management, sustainable development and low impact development techniques to preserve, protect and enhance the Town's natural, cultural and historic resources.	STATUS	SCHEDULE	NOTES	YEAR
Objective NCH5.1: Create Zoning Bylaws that require low impact development (i.e. development that works with nature to manage stormwater as close to its source as possible) in sensitive natural resource areas.				
Objective NCH5.2: Research and implement best practices for preserving the health and longevity of the Town's natural, cultural and historic resources.			Franklin's Best Development Practices Handbook updated.	16
Objective NCH5.3: Seek financial assistance through donations, grants and other resources to support natural, cultural and historic resource preservation, protection and enhancement efforts				
NCH5.3a. Appropriate Town funding and seek State and Federal financial assistance to implement best practices for natural, cultural and historic resource protection, preservation and enhancement			As available.	
NCH5.3b. Establish a fund that is available to support the purchase of natural, cultural and historic resources as they become available for acquisition.			Open Space fund already established.	
NCH5.3c. Seek state, federal, and foundation grants to acquire additional natural resource parcels			As available.	
NCH5.3d. Advocate for the appropriation of funds in the Town budget for acquisition of natural, cultural and historic resources.	Ongoing		Daniels Street parcel purchased (18.2+ AC) Charles River/Lincoln St. parcel purchased (25.5+ AC) Lincoln Street property (north of Sullivan Middle Sch.) acquired (21.4+ AC)	14 15 16
Objective NCH5.4: Seek to adopt the Community Preservation Act.			See Objective 4.2 from 2008 OSRP. Note - 2016 OSRP includes the same objective.	
Goal NCH6: Continue to implement the Goals, Objectives and Action items of the "Town of Franklin 2008 Open Space and Recreation Plan."			See OSRP	

Open Space & Recreation (OS&R)				
Goal OSR1: 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.	STATUS	SCHEDULE	NOTES	YEAR
Objective OSR1.1: 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.	Complete		Completed as part of OSRP Update.	16
OSP1.1a. Compile a list of Open Space and Recreation areas.	Update annually		On file.	
Objective OSR1.2: Increase public awareness of open space and recreational resources	Ongoing		Recreation resources promoted through social media, website, brochure, Recreation App and Franklin TV OSRP Objective 1.3 partially met with development of "Guide for the DelCorte Area", and discussions with School Administration.	14, 15, 16
OSR1.2a. Create a map/guide of all publically and privately owned open space, parks, conservation land, and recreation areas in Town.	Complete		Will update as needed.	15
Objective OSR1.3: 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.	Ongoing			
OSR1.3a. 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	Ongoing		Informational signage erected at DelCorte Kiosk installed at Beaver Pond (2013) Kiosk installed at Dacey Field Kiosk installed at King Street Memorial Park Preliminary plans developed for signs at Town Forest and Indian Rock. Kiosks installed at Indian Rock and Dacey Fld.	15 14 15 15 16 16
Objective OSR1.4: Provide outdoor classrooms, continuing education, and volunteer opportunities for residents to learn about the environment and natural habitats in Town			Butterfly Park, King Street Memorial Park Con Com sponsored DelCorte cleanup.	14 16
OSR1.4a. Maintain and improve current recreation areas and provide new recreation opportunities for residents of all ages and levels of ability.	Ongoing		Disk Golf Course 80% complete. New turf field and 4 tennis courts at FHS Roadway installed to access to disc golf course Infields regraded/field improvements at four parks Scoreboards at several locations. New or improved dugouts at 2 fields	14,15 15 16 16 16
Goal OSR2: Preserve and enhance existing unprotected natural and open space resources in Franklin. See OSRP Goal 2.	STATUS	SCHEDULE	NOTES	YEAR
Objective OSR2.1: Prioritize open space and recreation resources for acquisition	Current	2016 - 2017		
OSR2.1a. Identify unprotected open space properties and work with property owners to protect these resources from overdevelopment.	Ongoing		See OSRP Objective 2.3.	
OSR2.1b. Establish a system for evaluating and prioritizing unprotected open space parcels in Town as a means of ranking potential land acquisitions.	Ongoing	2014 - 2016	Draft developed.	15,16
OSR2.1c. Develop a plan for acquisition of the highest priority open space parcels based on this system	Ongoing	2017		
Objective OSR2.2: Protect important ecological resources in Franklin, including surface and groundwater resources, plant communities, and wildlife habitat.	Ongoing		DelCorte Invasive Plant Study completed.	16
OSR2.2a. Identify properties within Franklin with important natural resources	Ongoing		See Goal NCH1	
OSR2.2b. Preserve natural resources for the protection of priority habitats	Ongoing		See OSRP Objective 4.1.	
Objective OSR2.3: Implement growth management techniques to further the Town's interest in preserving natural and open space resources.			See OSRP Objective 4.3	
OSR2.3a. Incorporate the Commonwealth of Massachusetts Smart Growth/Smart Energy and Sustainable Development Principles as part of Franklin's Best Development Practices.	Complete		Best Development Practices Handbook Updated, and endorsed by Con Comm and Planning Board.	16

Objective OSR2.4: Work with owners of unprotected open space parcels to protect their land in perpetuity				
OSR2.4a. Provide property owners with information about the potential tax benefits that are available for land that is preserved.				
OSR2.4b. Provide property owners with technical assistance and information about conservation restrictions and easements, and other land preservation techniques.				
Goal OSP3: Provide opportunities for passive and active recreation to meet the community's evolving needs.	STATUS	SCHEDULE	NOTES	YEAR
Objective OSP3.1: Maximize existing recreation resources in Franklin and provide new recreation opportunities for residents of all ages and levels of ability.	Ongoing		2014 RT Grant Proposal, Develop SNETT (Denied) Bridge erected over stream for disk gold course. Boardwalk and canoe launch installed, DelCarte. Picnic areas installed near SNETT parking, and at Dacey Fld. Sand volleyball court installed, King St. Mem. Pk. New swings at Meadowlark Lane Three tee ball fields built at Fletcher Fld Baseball field 50/70 retrofit at Remington Jefferson Ball containment netting at Pisani Fld New heating installed in building at Beaver Pond	14 14 15 16 16 16 16 16 16
OSR3.1a. Look for opportunities to increase ease of access for recreation areas for persons with disabilities.			See OSRP Objective 3.1	
Objective OSR3.2: 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 is continually met through an inclusive, diverse, and cost-effective recreation program.	Ongoing		Developed playground at DelCarte Developed Sculpture Park Many New Recreation Programs Developed Playground/Tot Lot at Fletcher	14 14 14, 15 15
Objective OSR3.3: 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 Del Carte Property, the SNETT Trail, and the State Forest Trail.	Ongoing		Parking lot developed at SNETT Parking lot developed at DelCarte Developed parking area at Fletcher Field. Gravel parking lot and access road constructed at Lincoln St. property	14 14 15 16
OSR3.3a. Increase connectivity to and between Franklin's recreation areas, and improve and increase access to the Southern New England Trunkline Trail (SNETT).	See 2008 OSRP Objectives 3.4 and 3.5. Note - 2016 OSRP includes the same objectives.		SNETT Trail improvements were Permitted (DCR; Conservation Comm.) from Prospect Street in Franklin into Bellingham	
Objective OSR3.4: Provide a public park or playground within a comfortable walking distance of every neighborhood in Franklin.	Ongoing		Developed playground at DelCarte Developed Sculpture Park Developed Playground/Tot Lot at Fletcher	14 14 15
Objective OSR3.5: Increase connectivity to and between Franklin's recreation areas, conservation areas, and open space, by creating corridors for wildlife and recreational uses	Ongoing	As opportunities arise.	Charles River/Lincoln St. parcel purchased; will develop trails/other passive recreation improvements. Lincoln Street property (north of Sullivan Middle Sch) acquired; will develop trails.	15 16
OSR3.5a. 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.	Ongoing	As opportunities arise. 2016-2017 2016-2018	Trails being cleared at Indian Rock Charles River Meadowlands Project	16
OSP3.5b. Construct bike lanes on major roadways and bike paths on recreation and conservation areas.			See OSRP Objectives 3.4 and 3.5	
OSR3.5c. Pursue development of a bike path from the SNETT at Grove Street to Cottage Street.	Ongoing			

Goal OSR4: Implement sustainable practices in the design, construction, operation, and maintenance of Franklin's public parks and playgrounds.	STATUS	SCHEDULE	NOTES	YEAR
Objective OSR4.1: Establish sustainability guidelines for park design, including the use of renewable energy sources, recycled materials, native/low water use plants, and permeable surfaces to improve ground water recharge, reduce erosion, and filter out pollutants before they reach a water source.				
Objective OSR4.2: Incorporate shade trees in the design of parks and playgrounds and plant additional trees to meet the need for shaded areas.	Ongoing		As needed.	
Objective OSR4.3: Expand and improve recycling operations in parks and playgrounds and at special events in parks.	Ongoing			
OSR4.3a. Obtain funding to purchase sufficient recycling receptacles			As needed.	
OSR4.3b. Assure sufficient recycling receptacles are available during events at public parks and other Town properties.	Ongoing			

Goal OSR5: Implement the goals, objectives and actions outlined within the Revised 7-year Action Plan (Section 9) of the Town of Franklin's Open Space and Recreation Plan.	See 2008 OSRP			
--	---------------	--	--	--

Goal OSR6: Work to obtain the funding and other resources necessary to implement the open space and recreation goals, objectives and actions outlined above.	STATUS	SCHEDULE	NOTES	YEAR
Objective OSR6.1: Promote the adoption of the Community Preservation Act as a means of funding for open space acquisitions and park development.				
OSR6.1a. Seek to adopt the Community Preservation Act.	See Objective NCH5.4, and 2008 OSRP Objective 4.2.			
Objective OSR6.2: Pursue the Green Communities designation under the Massachusetts Green Communities Act.	On hold			
OSR6.2a. Apply for Green Community related grants to obtain funding for the above mentioned open space and recreation goals, objectives and actions.	On hold		After Green Communities status.	
Objective OSR6.3: Investigate grant programs and submit related grant proposals in support of the above mentioned open space and recreation goals, objectives and actions.	Ongoing		Submitted 2014 RT Grant Proposal for SNETT development (Denied).	
OSR6.3a. Explore funding opportunities under the Massachusetts Parkland Acquisitions and Renovations for Communities (PARC) Program or similar grant.	Ongoing			
Objective OSR6.4: Investigate potential partnerships with local nonprofit and educational organizations, and businesses.				
OSR6.4a. Lobby for changes to make Green Communities designation achievable.				

Circulation (C)				
Goal C1: 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.	STATUS	SCHEDULE	NOTES	YEAR
Objective C1.1: Improve transparency of process for how roadway improvements are prioritized	Ongoing			
C1.1a. Make information about prioritization process more readily available to the public	Ongoing			
Objective C1.2: Work to improve deteriorated roadway conditions throughout Franklin.			Roads override failed 2014	
C1.2a. Utilize the 2012 Roadway Condition Report (see Appendix C: Pavement Management Program) to prioritize roadway improvements.	Ongoing			
C1.2b. 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)	Ongoing			
C1.2c. 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.	Ongoing			
C1.2d. 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	Ongoing		Planning Board regularly waives certain roadway and sidewalk requirements to reduce impervious surfaces.	
C1.2e. Design and construct roadway improvements recommended in the Walk Boston 2012 Assessment.		2017	Town will take a look during FY17.	
Objective C1.3: Work to improve key roadway intersections throughout Franklin.				
C1.3a. 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.			MPO conducted Route 140 Arterial Segment Study; includes W. Central/Pond intersection. Conceptual improvements discussed. MassDOT Completed Safety Audit at W. Central/Pond Intersection. Potential improvements being considered.	15 16
C1.3b. 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:	Complete	2012	MPO conducted Route 140 Arterial Segment Study; includes W. Central/Beaver intersection.	
· Development of the intersection as a "gateway" to Downtown Franklin;	Hold			
· Pedestrian access to the Beaver Pond Recreation Area and Franklin State Forest; and	Future			
· Appropriate access to parcels on the south side of West Central Street.	Future			
C1.3c. 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.	Future		Actual location is Forge Parkway & W. Central	
C1.3d. 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		2017	DPW to Investigate	
· Assess potential for use of a roundabout to calm traffic, or other traffic calming concepts		2017		
· Pedestrian access to the Beaver Pond Recreation Area and Franklin State Forest; and		2017		
· Reduction to impervious surfaces while maintaining sufficient truck turning movements to accommodate area businesses.		2017		
C1.3e. Design and construct improvements at the following Intersections:		Future		
· Pleasant Street and Chestnut Street				
· Jordan Road and Chestnut Street				
· Miller Street and Pleasant Street	Complete			16
· Lincoln/Daniels/Elm	Complete			14
C1.3f. Once intersection improvements related to the Downtown Roadway and Streetscape Improvement Project have been implemented assess the need to install additional improvements at the following intersections				
· East Central Street and Summer Street		2020	Review in 5 years.	
· Main Street and Pleasant Street			Consultant conducted intersection/signal study. No immediate improvements planned.	16
C1.3g. Design and construct intersection improvements recommended in the Walk Boston 2012 Assessment			See C1.2e	

Objective C1.4: Work towards improving residential subdivision roadways.				
C1.4a. 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.		Future		
C1.4b. 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				
C1.4c. 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.	Ongoing			
C1.4d. Consider T-intersections, rather than cul-de-sac to reduce impervious areas				
C1.4e. Assess and prioritize subdivision roads not yet accepted by the Town as public roadways	Ongoing			
C1.4f. Continue to incrementally improve Franklin's Sub-division Regulations.	Ongoing			
Objective C1.5: Identify and secure funding for improvement and maintenance of the Town's roadways and other circulation resources.				
C1.5a. Appropriate Town funding to increase the number of roadway and sidewalk miles reconstructed each year			Override failed.	
C1.5b. 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.			No available funding.	
C1.5c. 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.				
C1.5d. Request increasing funding for roadway and circulation improvements and maintenance				

Goal C2: 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.	STATUS	SCHEDULE	NOTES	YEAR
Objective C2.1: Improve, expand and properly maintain the Town's sidewalks and other pedestrian resources				
C2.1a. Integrate sidewalk planning into the Town's Roadway Improvement Plan to assure pedestrian circulation is an ongoing priority.	Ongoing			
C2.1b. Improve pedestrian safety by constructing sidewalks along heavily traveled routes; priority locations include:	Ongoing			
· 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;		2016 2016-2017	Pleasant Street being constructed. Chestnut Street being designed.	
· Panther Way from the Franklin High School to West Central Street;	Complete			14
· Beaver Street from West Central Street to Grove Street;		2016-2017	Being designed.	
· Reconstruct the Grove Street and Beaver Street intersection to create safe pedestrian access to Franklin State Forest			See Action C1.3d.	
· Over highways, bridges, and railroads as needed				
C2.1c. Establish a program for annually extending the Town's sidewalk system				
C2.1d. Design and construct improvements recommended in the Walk Boston 2012 Assessment, and other priority locations identified in the Circulation element.			See C1.2e	
C2.1e. Improve accessibility accommodations for individuals with disabilities.	Ongoing			
C2.1f. Create pedestrian connections between residential neighborhoods and adjacent subdivisions				
C2.1g. Improve sidewalks and off road pedestrian and bicycle paths so students can walk and bike safely between home and school	Ongoing			
C2.1h. 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.	Ongoing			
C2.1i. Pursue construction of pedestrian bridges over railroad corridors and roadways			Current MassDOT project. Letter on file.	
C2.1j. 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.				
C2.1k. Provide a public park or playground within a comfortable walking distance of every neighborhood in Franklin			See Objective OSR3.5	

Objective C2.2: Improve, expand and properly maintain the Town's bike lanes and related resources				
C2.2a. Create safe bike lanes, or provide shared lane pavement markings ("sharrows"), on main thoroughfares wherever possible.	Ongoing		As opportunities arise	
C2.2b. Provide Franklin residents with education on how to ride a bicycle in mixed traffic			Considering web based.	
C2.2c. Provide appropriate bicycle parking at municipal buildings, schools, recreation areas, institutions, commercial areas, MBTA Stations, and along public transit routes.	Ongoing			
C2.2d. Work with the MBTA to install bike lockers at the Town's two commuter rail stations.		Future		
Objective C2.3: Develop a system of recreational and alternative transportation bikeways and trails				
C2.3a. Work towards connecting Franklin's trails to each other and regional trail systems.				
C2.3b. 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	Ongoing		Friends of SNETT participation. SNETT improvements permitted.	
C2.3c. Where practical, utilize town-owned properties to create pedestrian and bicycle linkages		2016-2017	DPCD researching.	
C2.3d. Develop pedestrian and bicycle path links outside of roadway alignments to provide "shortcut" access to high demand areas.	Ongoing			
C2.3e. Develop an off road pathway along unbuilt publicly-owned sections of Long Hill Road between Lincoln and Miller Streets.		Future		
Goal C3: 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.	STATUS	SCHEDULE	NOTES	YEAR
Objective C3.1: Preserve, enhance and expand the existing transit service in town as needed				
C3.1a. Work with MBTA and GATRA (Greater Attleboro Taunton Regional Transit Authority) to maintain levels of service.	Ongoing			
C3.1b. Work with GATRA to expand GATRA service routes as needed.	Ongoing			
C3.1c. Explore additional regional transit services like the I-495 corridor initiative		Future		
Objective C3.2: Work with public transit providers to educate potential users about current services.				
C3.2a. Educate and advertise about the GATRA (Greater Attleboro Taunton Regional Transit Authority) FAB (Franklin Area Bus) bus service.	Ongoing		Web related.	
C3.2b. Educate and advertise about MBTA Commuter Rail service.	On hold			
Objective C3.3: Promote the formation of a public/private shuttle service to move commuter rail passengers to and from major places of employment.				
C3.3a. Assess potential for expansion of the Town of Bellingham's GATRA operated shuttle service to include Franklin's key employment centers.				
C3.3b. Continue to work with regional planning agencies, transit providers and other communities to improve public transit and private shuttle services.	Ongoing			
Objective C3.4: Promote development project site designs that provide accommodation for existing and future public transit or private shuttle services.		Future		
Goal C4: Promote commuter ridesharing options for Franklin residents, and employees of Franklin employers that live outside the community.	STATUS	SCHEDULE	NOTES	YEAR
Objective C4.1: Support existing rideshare efforts and privately funded shuttles	On hold	Future		
C4.1a. Work with Franklin's businesses that currently operate employee shuttles to assess potential for expanding service to additional users.				
C4.1b. 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.				
C4.1c. Educate and advertise about existing and potential carpooling/vanpooling and park and ride opportunities, MassRIDES services, and GATRA's Ride Match service.				

Goal C5: Improve vehicle and pedestrian circulation and availability of Parking in the Downtown area.	STATUS	SCHEDULE	NOTES	YEAR
Objective C5.1: 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.	Ongoing			
C5.1a. Continue with implementation of the Federal and State funded Downtown Roadway and Streetscape Improvement Project.	Complete			16
C5.1b. 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.	Complete			16
Objective C5.2: 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				
C5.2a. 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.	Ongoing			
C5.2b. 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.			As required.	
C5.2c. As the need arises, consider development of a parking management program to better utilize existing public parking spaces.		Future		
C5.2d. Amend the Town's Zoning Bylaw to require sufficient parking in the Commercial I zoning district.			See Objective LU3.3	
C5.2e. Amend the Town's Zoning Bylaw to allow parking lots in the Downtown Commercial Zoning District.			See Objective LU3.5	
C5.2f. Look at alternatives to metered parking spaces in the Downtown Commercial District.			Plans developed and implemented by Administration	15,16
Objective C5.3: Promote mixed-use development in appropriate areas.			See Goal LU2	
C5.3a. Implement Transit-Oriented Development best practices in planning and review of public and private development projects.		Future		
Goal C6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other "Green" activities.	STATUS	SCHEDULE	NOTES	YEAR
Objective C6.1: Encourage investment in green technologies as part of Town sponsored development or redevelopment projects.			See Objective CSF7.2.	
Objective C6.2: 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.			Franklin's Best Development Practices Handbook updated; includes new LID section.	16
Objective C6.3: Explore sustainable development improvement strategies in the areas of circulation, traffic calming, streetscape improvements, parking, pedestrian and bicycle connections, and enhanced transit				

Housing (H)				
Goal H1: Provide the appropriate mix of housing alternatives that meet the needs of Franklin based employment.	STATUS	SCHEDULE	NOTES	YEAR
Objective H1.1: Assess current and projected employment within the Town, and propose policy and zoning changes to assure adequate workforce housing is provided.		Future	As needed.	
Objective H1.2: Encourage development of a mix of rental and owner-occupied housing units that are affordable to Franklin's workforce.	Ongoing		W. Central Street, 280 units	
Objective H1.3: 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			See Goal LU1	
H1.3a. Create zoning that would allow for higher density workforce housing in appropriate areas of Town.			Properties rezoned from I to GRV. Zoning Bylaw Amendment 15-750.	15
H1.3b. Identify areas where development of workforce housing would be appropriate		Future		
Goal H2: Support development of affordable housing opportunities for low, moderate and middle-income households. Refer to the Town of Franklin – Affordable Housing Strategy & Development Action Plan of March 2011.	STATUS	SCHEDULE	NOTES	YEAR
Objective H2.1: Seek adoption of Chapter 40R: Smart Growth Zoning Overlay District, in appropriate area of town.		Future		
Goal H3: 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.	STATUS	SCHEDULE	NOTES	YEAR
Objective H3.1: 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	Ongoing			
Goal H4: Encourage, rezone as required, and support housing appropriate for expected future demographics.	STATUS	SCHEDULE	NOTES	YEAR
Objective H4.1: Support the development of housing opportunities for seniors and the elderly				
H4.1a. Encourage development of more congregate living, assisted living, and nursing care to meet the needs of a growing elderly population.	Ongoing		King St. facility constructed 485 E. Central facility completed	14 15, 16
H4.1b. Support zoning initiatives that would allow development of congregate living, assisted living and nursing care facilities.		Future		
Objective H4.2: Change zoning to allow for the expansion of "in law" apartments in the existing single family homes.			March 25, 2015 Zoning Workshop - Do not change Bylaws.	15
H4.2a. Develop and implement Zoning Bylaw to allow accessory dwelling units in existing single family homes	On hold.		Draft zoning amendment complete.	14
Objective H4.3: Encourage the development of smaller housing units to better meet the needs of a younger generation of households.				
H4.3a. Support development of smaller style rental and owner-occupied housing units to accommodate the needs of the Town's changing population.			Unsure how to accomplish.	
Goal H5: Encourage future housing developments to take advantage of public transportation resources, including the MBTA commuter rail, and GATRA bus service.	STATUS	SCHEDULE	NOTES	YEAR
Objective H5.1: Promote mixed-use, Transit-Oriented Development in appropriate areas.			See Goal LU2	
Objective H5.2: Encourage development of housing near public transportation, including the MBTA stations in Downtown Franklin and the Forge Park Station.	Complete		Proposed 280 unit 40b, near Forge Park station. Proposed apartment complex near Downtown	14 15
H5.2a. 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	Complete		Zoning Bylaw 15-750	15
Goal H6: 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 OSRP Objective 4.3 and subsequent actions.	STATUS	SCHEDULE	NOTES	YEAR
Objective H6.1: Seek adoption of Community Preservation Act (CPA).			See OSRP, Objective 4.2	

Economic Development (ED)				
Goal ED1: Adopt strategies that will promote higher levels of investment in the Town's industrial areas, and increase related property tax yields.	STATUS	SCHEDULE	NOTES	YEAR
Objective ED1.1: Build upon the Town's and the region's life sciences industry cluster, including biotechnology and medical device manufacturing and research and development companies	Ongoing		Bio related brochures and ads developed DPCD attended 2015 Bio Conference, Boston ZeptoMetrix distributing Bio brochures for DPCD. Targeted biotech companies mail campaign	14, 15 15 15 16 16
ED1.1a. Continue to assess Industrial and Office zoned parcels for inclusion in the Biotechnology Uses Overlay Zoning District.			Not necessary at this time.	
ED1.1b. Work towards attainment of a Massachusetts Biotechnology Council Platinum BioReady Community Rating.	Complete			14
Objective ED1.2: Promote business expansion and retention within Franklin's Economic Opportunity Areas.	Ongoing		Marketed Cold Chain Technology 21 day TIF approval. Attended NEREJ Conference.	16
ED1.2a. Continue to support use of Tax Increment Financing as an incentive for retaining and attracting manufacturing and research and development companies.	Ongoing		Cold Chain Technologies TIF Agreement executed.	15
ED1.2b. 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.	Ongoing		EOA/TIF information on the new Development website. Provided EOA/TIF information at DPCD seminar	16 16
Objective ED1.3: Promote the diversity of industrial uses within the Town's industrial areas		2016 - 2017	New Franklin Development/Site Finder Web Site	16
ED1.3a. 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	Ongoing		Econ. Dev. Marketing. Communications with realtors, state agencies, developers. Life Sciences Focus during 2015 New Franklin Development/Site Finder Web Site. Organized/hosted "Tools for Commercial Real Estate Agents" seminar at Hawthorn Suites .	14, 15, 16 15 16 16
Goal ED2: 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.	STATUS	SCHEDULE	NOTES	YEAR
Objective ED2.1: Encourage expansion and retention of current businesses and attraction of new businesses in appropriate locations.			See Goal LU3	
Objective ED2.2: Create Transitional Use Zones to buffer residential buildings from non-residential uses.			See Goal LU4	
Objective ED2.3: 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.			Attended NEREJ "Retail and Restaurants" conference and promoted Franklin. Marketed industrial parks to real estate agents and others.	16
ED2.3a. Work to attract successful businesses from the regional market.		2016 - 2017	Contacted successful business in other town about expansion in Franklin.	16
ED2.3b. Promote use of vacant commercial or industrial spaces for small business incubators and art studios.	Ongoing	2016 - 2017	New Franklin Development/Site Finder Web Site includes available space.	
ED2.3c. Work to attract and retain a wide range of technology, retail and service related businesses	Ongoing		Life Sciences Focus during 2015 Marketed downtown to retail chamber members. Participated in two legislator-hosted roundtable discussions (Education and Business) with MA Life Sciences Center CEO. Marketed industrial parks to over 1000 biotech executives with email campaign using Get Response and Pipeline Deals. Conducted listening session for manufacturers regarding their current and future needs. Advertised in industry publications.	15 16 16 16 16
Objective ED2.4: Promote existing, and invest in additional, quality of life factors conducive to business innovation.	Ongoing		Many Town property improvements in recent years: park development, new High School.	14, 15
ED2.4a. 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.	Ongoing Ongoing Ongoing		Many ads, brochures, web page ads developed. "This Is Franklin" marketing CDs developed Recreation property CD developed. Communicated directly with commercial real estate agents, and attended various events.	14, 15,16 15 15 16

Goal ED3: Work to revitalize Franklin's Downtown core and adjacent neighborhoods.	STATUS	SCHEDULE	NOTES	YEAR
Objective ED3.1: Promote mixed-use development in appropriate areas.			See Goal LU2	
Objective ED3.2: Work with businesses, institutions, Franklin Downtown Partnership and other non-profit organizations to revitalize, enhance and promote Franklin's downtown area				
ED3.2a. Continue to support the Franklin Downtown Partnership, including working cooperatively with the Partnership on their current goals and efforts.	Ongoing		DPCD Director on FDP Board. Town providing support during FDP events.	14,15,16
Objective ED3.3: Utilize cultural economic development concepts and resources to support Downtown Franklin's revitalization.	Ongoing		DPCD working with Cultural District Committee	15,16
ED3.3a. Work with the MetroWest Tourism & Visitors Bureau and local organizations to promote Downtown Franklin as the region's cultural focus.	Ongoing	2015 - 2016	Two marketing projects completed, 2014. One marketing project completed, 2015. DPCD Downtown Branding Project One MWTVB marketing project completed, 2016. Generated banners and posters for events. Promoted Downtown at MetroFest in Framingham	14 15 15 16 16
ED3.3b. Work to attract and retain performance based organizations and venues to Downtown Franklin.	Ongoing		Cultural District Committee Annual Arts Festival	15, 16
ED3.3c. Explore locations for a Culture, Art, and Recreational Center in Downtown Franklin.		Future		
ED3.3d. Support activities that bring visitors to Downtown Franklin.	Ongoing		Ongoing Coordination with FDP, Cultural District Committee, and MWTVB.	14, 15, 16
Objective ED3.4: 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		2015 - 2017	Ongoing marketing efforts, including involvement of Dean College professors and students	15
Objective ED3.5: Work regularly to increase access to parking in Franklin's Downtown core.	Ongoing		As opportunities arise.	
ED3.5a. Amend the Town's Zoning Bylaw to allow parking lots in the Downtown Commercial Zoning District as an accessory use.	Complete		Zoning Bylaw Amendment 13-718; parking lots allowed as primary use.	14
Objective ED3.6: Improve the overall image, pedestrian circulation, and streetscape quality of the Downtown area.		2016-2017	Multi year Downtown Roadway/Streetscape Project completed. Various improvements (planters, banners).	14 - 16
Objective ED3.6: Improve the overall image, pedestrian circulation, and streetscape quality of the Downtown area.	Ongoing	2016-2017		
Goal ED4: Adopt strategies that will promote workforce development, attract skilled workers to the region, and increase employment options for the Town's current residents.	STATUS	SCHEDULE	NOTES	YEAR
Objective ED4.1: Build partnerships between state agencies, educational resources and local businesses to promote workforce development initiatives in Franklin and the region.		2016-2017	DPCD worked on issue during FY13. Will revisit in 2016-2017.	
ED4.1a. 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.	Ongoing		Hosted listening session for manufacturers; workforce development issues were priority. Advertised resources available.	16
ED4.1b. 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.	Ongoing	2016-2017	DPCD worked on issue during FY13. Revisiting in 2016-2017. Advocated for support of workforce training resources at events, including Partnerships for a Skilled Workforce at 495/MetroWest Partnership event	16
Objective ED4.2: Increase employment options for the Town's current residents				
ED4.2a. Work on business attraction initiatives to attract entrepreneurs and emerging businesses, and increase living wage employment opportunities for Franklin's residents.	Ongoing		Conducted 2 SBA seminars, and implemented business loan program.	16
ED4.2b. Work to increase education and training opportunities for Franklin's low, moderate, and middle-income residents.		2016-2017	DPCD worked on issue during FY13. Will revisit in 2016-2017.	
Objective ED4.3: Work to attract skilled workers to the region.				
ED4.3a. Promote Franklin as an outstanding community to work and raise a family.	Ongoing		Several DPCD marketing activities implemented.	14, 15, 16
ED4.3b. 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.			See Objective H1.3	

Goal ED5: Support and strengthen the Town of Franklin's business retention and attraction initiatives, activities and strategies.	STATUS	SCHEDULE	NOTES	YEAR
Objective ED5.1: 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				
ED5.1a. Educate Franklin businesses about available State technical assistance programs and financial resources.	Ongoing		May 2016 SBA seminar "Opening Doors to Federal Government Contracting".	16
ED5.1b. 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.	Ongoing		Promoted Available State and Federal resources.	16
ED5.1c. Perform ongoing outreach to Franklin's small business community regarding available resources and other issues of interest.	Ongoing		March 2016 SBA seminar "Tools and Resources" for small and medium sized businesses.	16
ED5.1d. Encourage businesses in the manufacturing sector to cooperate and build partnerships	Ongoing		Town & State working with Life Science Companies Hosted listening session for manufacturers	15 16
Objective ED5.2: Provide resources that support Franklin's business community.			Developed and promoted Franklin Loan Program.	16
ED5.2a. Raise awareness of Franklin's Department of Planning and Community Development as a resource for Franklin-based businesses.	Ongoing		Regular outreach. New Development Website.	14,15, 16
ED5.2b. Develop and maintain an inventory of current businesses.	Ongoing		DPCD. Last updated August 2015 Comprehensive database of Franklin area businesses available on new Development Website. Updated twice per year.	14, 15 16
ED5.2c. Develop and maintain an inventory of available commercial and industrial properties through regular communications with realtors.	Ongoing		DPCD. Updated October 2015 Available commercial space listed by realtors on new Development Website.	14, 15 16
ED5.2d. Continue to refine the Town of Franklin's Zoning Bylaw and development permitting processes in efforts to further streamline the development processes in Franklin.	Ongoing		Zoning Bylaw ammendments 13-718, 14-732, and 14-742, 743 & 744	14
ED5.2e. Continue to assess potential zoning map changes that would spur on appropriate levels of business development.	Ongoing	2015 - 2016	Assessed potential changes near E. Central and Chestnut.	15
Objective ED5.3: Attract additional businesses to Franklin.				
ED5.3a. Reach out to successful businesses outside Franklin in efforts to influence their relocation or expansion into Franklin.	Ongoing	2016-2017	Reached out to successful businesses and promoted Franklin as the location for expansion. Marketed to Commercial real estate agents	16 16
			Attended NEREJ "Retail and Restaurants" conference to promote Franklin.	16
ED5.3b. Market the strengths of doing business in Franklin.	Ongoing		DPCD. Many ads, brochures, web page ads developed.	14,15, 16
		2016-2017	Directly contacted local businesses, organizations, and trade groups.	16
ED5.3c. Create audio/visual web-based material that can be used to market Franklin.			"This is Franklin" developed in 2015.	15
Goal ED6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other "Green" activities.	STATUS	SCHEDULE	NOTES	YEAR
Objective ED6.1: Pursue the Green Communities designation under the Massachusetts Green Communities Act			See Objective CSF7.3	
Objective ED6.2: Pursue creation of a Green Technology zoning district.				
Objective ED6.3: Encourage investment in green technologies as part of Town sponsored development or redevelopment projects.			See Objective CSF7.2	

Community Services & Facilities (CS&F)				
Goal CSF1: Regularly utilize the Master Plan in developing annual budgets and prioritizing capital improvements, programs and services.	STATUS	SCHEDULE	NOTES	YEAR
Objective CSF1.1: 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.	Ongoing	Annually		14, 15
Objective CSF1.2: Annually assess the Master Plan's goals, objectives and actions, while developing departmental work programs and operating budgets.	Ongoing	Annually		14, 15
Goal CSF2: Obtain sufficient resources to implement the Master Plan's priority capital improvements, programs and services.	STATUS	SCHEDULE	NOTES	YEAR
Objective CSF2.1: Regularly research alternative sources of resources needed to fund the Capital Improvements Plan.	Ongoing		\$150,000 grant for playground; other grant applications submitted for Nu-Style, DelCarte.	
Goal CSF3: 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.	STATUS	SCHEDULE	NOTES	YEAR
Objective CSF3.1: 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	Ongoing		Installing new well at Well 6	16
CSF3.1a. Continue to factor water system capital improvement expenses into service costs and set rates to generate sufficient resources to fund required capital improvements.	Ongoing		\$7.5 million bond	14
Objective CSF3.2: Fund and construct manganese treatment facilities as required.			Developing Facilities Plan for manganese treatment plant for wells 3 and 6.	16
CSF3.2a. Continue to factor sewer-waste water system capital improvement expenses into service costs and set rates to generate sufficient resources to fund required capital improvements	Ongoing			
Objective CSF3.3: 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	Ongoing			
Objective CSF3.4: Maintain and update the Town's storm water and roadway drainage systems to meet future State and Federal regulatory requirements.	Ongoing		Waiting EPA MS4	
CSF3.4a. Assess possible strategies to fund storm water and roadway drainage system improvements	Ongoing			
CSF3.4b. Evaluate low cost runoff treatment strategies.	Ongoing			
Goal CSF4: Superb delivery of public services.	STATUS	SCHEDULE	NOTES	YEAR
Objective CSF4.1: Continue to improve the quality of customer service provided to the Town's residents and other customers utilizing Town services and facilities.	Ongoing			
CSF4.1a. Regularly assess customer service related activities and interactions, and develop policies or procedures required to implement desired improvements.	Ongoing			
Objective CSF4.2: Utilize technology where possible to improve the quality of municipal services, cut costs, and simplify routine processes.				
CSF4.2a. Evaluate software and related technologies that will allow for efficient on-line permitting		2016		
CSF4.2b. Expand upon the Town's on-line bill paying capabilities	Ongoing	Current		
CSF4.2c. Work to improve the Town's database management capabilities in order to centralize and coordinate the update and use of Town information.				
Objective CSF4.3: Regionalize services to reduce costs and improve customer services where appropriate				
CSF4.3a. Work with adjacent communities to improve transportation to Franklin's Senior Center.	Ongoing		Regular communications with GATRA	
CSF4.3b. Continue to explore Library regionalization		Future		
CSF4.3c. Implement existing plans for a Regionalized Public Safety Dispatch Center		FY17		
CSF4.3d. Research possible regional Fire Department services in the northern portion of town to reduce response times by partnering with Medway.		Future		
CSF4.3e. Conduct a study about regionalizing water services with Norfolk			As required	
CSF4.3f. Add upon operations of the regional public safety dispatch center, and commence a study of regional fire service.		Future		
Objective CSF4.4: 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	Complete			14

Goal CSF5: Maintain the quality of Franklin’s Municipal buildings, Public School facilities, and all other town owned properties, and utilize facilities as effectively as possible.	STATUS	SCHEDULE	NOTES	YEAR
Objective CSF5.1: Develop and evaluate reuse alternatives for the former municipal site at 150 Emmons Street.	Complete	2015	Distributed RFP. One proposal received 12/2/14. Permitting complete. Construction underway.	14 15 16
Objective CSF5.2: Relocate the Recreation Department out of 150 Emmons Street into a more appropriate facility.	Complete			15
Objective CSF5.3: Improve Fire emergency response times in the northern portion of Town, where population and development has increased.		Future		
Objective CSF5.4: Continue to work with National Grid to improve the power infrastructure in the community	Ongoing			
Objective CSF5.5: Implement actions from the Public Library improvement study.		Current	Designs complete. Construction underway.	14, 15
Objective CSF5.6: Develop a plan to preserve the former Historic Museum’s facade.	Current	2016	Architect to Assess Building	14, 15
Objective CSF5.7: Expand the parking lot and finish the 2 nd floor of the Senior Center to support projected levels of service.	Current	2015 2016	Parking area expanded, Architect hired. Second floor construction underway.	14, 15 16
Goal CSF6: Implement the School Department’s Strategic Plan.	STATUS	SCHEDULE	NOTES	YEAR
Note: The Master Plan Committee recognizes and incorporates herein the strategic planning already undertaken by the Franklin School system.	Strategic Planning review and update	2016	Transition Planning for succession of new Superintendent	1/17-6/17
Objective CSF6.1: 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	Annual Review of DIP and SIPS	Annually	Annual Update Based on Achievement Data	1/16
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.	Transition to New State Assessment System	On going	Resources required to technology infrastructure and continue purchase and upgrade of devices	
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.	16-17 implementation of new K-8 Science/STEM frameworks	Implementation August 2017	Prurchase K-8 Science materials that align with frameworks	
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.	Safety Training	Annually	Review and revision of Emergency Plans with FFD and FPD	
d) Family and Community Engagement. The district promotes the learning and growth of all students through effective partnerships with families, caregivers, community members, and organizations				
e) Professional Culture: The district provides promotes the learning and growth of all students and staff through ethical, culturally proficient, skilled, and collaborative practice.				
Objective CSF6.2: Study school attendance projections for upcoming years in order to plan for and utilize the Town’s Public School facilities as efficiently as possible.	Ongoing	Annual Update of Enrollment	Enrollment projections show increase in grades 6 through 12	
Objective CSF6.3: Develop a plan to increase or improve the school space in the Davis Thayer Elementary School if school attendance projections increase.		Future		
Objective CSF6.4: Develop a plan to utilize the Davis Thayer Elementary School if school attendance projections decrease.		Future	Modulars Removed, summer 2015. Space still needed	15
CSF6.4a. Consider reuse of the Davis Thayer Elementary School as a Recreation, Arts and Cultural Center.		Future		
Objective CSF6.5: 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.		Future		
Goal CSF7: Support sustainable development, renewable energy, recycling, low impact development, and other “green” initiatives.	STATUS	SCHEDULE	NOTES	YEAR
Objective CSF7.1: Investigate sustainable development improvement strategies in the areas of circulation, traffic calming, streetscape improvements, parking, pedestrian and bicycle connections, and enhanced transit			See Objective C6.3	
Objective CSF7.2: Encourage investment in green technologies as part of all Town sponsored development or redevelopment projects.	Ongoing		LED lights; School & Municipal parking lots. LED lighting subdivision requirements being developed.	
Objective CSF7.3: Seek Green Communities designation by achieving as many requirements for designation as practicable.				
Objective CSF7.4: Encourage use of low impact development drainage systems, including rain gardens, green roofs, rain barrels, and similar concepts.	Complete		Franklin’s Best Development Practices Handbook updated; includes new LID section.	16
Objective CSF7.5: Modify zoning to allow commercial alternative energy production.			Unsuccessful attempt to rezone (13-714 & 715) Pond Street property for anaerobic digester use.	14