

FRANKLIN PLANNING & COMMUNITY DEVELOPMENT

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MEMORANDUM

TO: JAMIE HELLEN, TOWN ADMINISTRATOR
FROM: BRYAN W. TABERNER, AICP, DIRECTOR
RE: UPDATE ON IMPLEMENTATION OF 2013 MASTER PLAN
DATE: SEPTEMBER 9, 2020

Since Town Council's adoption of the Master Plan in September 2013, the Town has made excellent progress towards implementation of the document's goals and objectives. The Department of Planning and Community Development recently performed a review of the 2013 Master Plan's Implementation Element; the document is attached for review and distribution (Attachment B).

In addition, at the end of this memo is a list of the Master Plan's goals (Attachment A), which I thought was a good way to inform and educate individuals not familiar with the Plan. Please note the Master Plan's Implementation Element includes proposed actions that were seen in 2012-2013 as ways to implement the Plan's goals. Not all proposed actions will be, or can be implemented, but the big picture goals are none the less being met.

Implementation Successes

Below are a few examples where substantial progress has been made with implementation:

Recreation. Many of the Town's accomplishments in recent years relate to meeting the Recreation related goals in the Master Plan. Dozens of projects have been implemented to improve all of the Town's recreation properties, new facilities have been created, and recreation programming has been improved and expanded. Goal 3 in the Open Space and Recreation section of the Plan (OSR3), "*Provide opportunities for passive and active recreation to meet the community's evolving needs*", is continually being met with the ongoing improvements. The majority of other Massachusetts municipalities would be envious if they took a good look at what Franklin offers its residents.

Cultural Resources. Over the last seven years much has been accomplished related to cultural resources. The creation of Franklin Cultural District was an important objective reached. But even without a Cultural District the Town of Franklin's arts and cultural resources, especially in the areas of performing arts and education, are regionally significant. The Town has much to be proud of in this area.

Community Services & Facilities. Two goals within the Community Services & Facilities (CSF) section of the Plan are worthy of mention:

Goal CSF4: Superb delivery of public services. All municipal Departments continue to make improvements that serve to improve customer service, make processes more efficient, and streamline the time it takes to obtain a permit or similar issue. Much of these improvements

relate to Objective CSF4.2, *Utilize technology where possible to improve the quality of municipal services, cut costs, and simplify routine processes.*

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. The majority of Objectives related to this Goal have been met, including projects related to the Library, Senior Center, Historic Museum, and new Recreation Building, as well as redevelopment of the former Municipal Building site.

More Attention Needed

As described above substantial progress has been made implementing many Goals each year since the Plan was approved. However, there are Goals that require more attention; below are three examples.

Housing. The Town has worked on some Housing related issues in recent years, but it has not become the priority that some in the community would like to see. DPCD recommends that two Goals within the Housing (H) section of the Plan should be discussed and moved forward:

Goal H1: Provide the appropriate mix of housing alternatives that meet the needs of Franklin based employment. In order for the Town to attract businesses, especially to our industrial parks, housing needs to be available that is affordable to middle income workers. Until recently much of this housing has been found in other communities, but affordability in all communities is now an issue.

Goal H2: Support development of affordable housing opportunities for low, moderate and middle-income households. Home prices and apartment rents are increasing much faster than household incomes, preventing many current Franklin residents from finding housing opportunities that are affordable, and forcing many to locate in other communities.

Circulation. There are two goals within the Circulation (C) section of the Plan that DPCD believe should be Town priorities.

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. The Town has hundreds of miles of roadways and sidewalks needing regular maintenance and upgrades. Franklin DPW does an outstanding job given their budget limitations, but increased funding is needed if the Town wants to prevent crumbling roadways from being a larger issue each year going forward.

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. Incremental improvements are being made in this area, but more focus on pedestrian and bicycle circulation is recommended. A good next step is adoption of a Complete Streets program.

Economic Development. Our most important Master Plan Goals currently needing additional work relate to support of the Town's business community. One example is Goal ED5, *Support and strengthen the Town of Franklin's business retention and attraction initiatives, activities and strategies.* Since 2013 the DPCD has implemented many projects in efforts to meet this goal, including Small Business Administration seminars, the Franklin Business Loan Program, a variety of economic development marketing efforts, working with Franklin Downtown Partnership, the recent market analysis, close relationships with MOBD and MassDevelopment, and regular ongoing business outreach. However, continuous effort is needed in this area, even when the local economy appears to be doing well as it was in 2018-2019. Now in 2020, efforts to retain our current businesses and attract others needs to be our most important focus.

The Administration's recent work in this area, and the Economic Development Committees' listening sessions, as well as the Franklin Downtown Partnerships work, will help to retain and attract businesses. But, the Town and partnering organizations can only do so much; wherever possible, Franklin residents need to support its business community.

Our business community needs to be strong in order for the Town to be economically strong in the future. The Town has been successful in recent years balancing its economic viability with its community livability. Maintaining this balance is always a challenge, but it's never been more important to focus on that balance than in 2020.

Master Plan Update

The Town will continue to implement the 2013 Master Plan's Goals, and DPCD will prepare and submit another Implementation Update in roughly one year.

By mid FY2022, DPCD will begin updating data and performing related work necessary to prepare for the next Master Plan update. We will be recommending formation of a Master Plan Committee at the start of FY2023, at which time the Committee would begin holding regular meetings, and by mid FY 2023 implement a series of workshops and public hearings to gather resident input.

Please let us know if you have questions or require additional information.

Attachments

- A. Town of Franklin 2013 Master Plan Goals
- B. 2013 Master Plan's Implementation Element Spreadsheet (revised 07/28/20)

2013 Master Plan Goals

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.

Goal LU2: Promote mixed-use development in appropriate areas.

Goal LU3: Encourage expansion and retention of current businesses and attraction of new businesses in appropriate locations.

Goal LU4: Create Transitional Use Zones to buffer residential buildings from non-residential uses.

Goal LU5: Preserve and enhance existing unprotected natural and open space resources in Franklin.

Natural, Cultural & Historic Resources (NC&H)

Goal NCH1: Protect, preserve and enhance Franklin's natural resources.

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

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.

Goal NCH4: Advocate for the preservation and protection of Franklin's natural, cultural and historic resources.

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.

Goal NCH6: 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)

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.

Goal OSR2: Preserve and enhance existing unprotected natural and open space resources in Franklin. See OSRP Goal 2.

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

Goal OSR4: Implement sustainable practices in the design, construction, operation, and maintenance of Franklin's public parks and playgrounds.

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.

Goal OSR6: Work to obtain the funding and other resources necessary to implement the open space and recreation goals, objectives and actions outlined above.

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.

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.

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.

Goal C4: Promote commuter ridesharing options for Franklin residents, and employees of Franklin employers that live outside the community.

Goal C5: Improve vehicle and pedestrian circulation and availability of Parking in the Downtown area.

Goal C6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other "Green" activities.

Housing (H)

Goal H1: Provide the appropriate mix of housing alternatives that meet the needs of Franklin based employment.

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.

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.

Goal H4: Encourage, rezone as required, and support housing appropriate for expected future demographics.

Goal H5: Encourage future housing developments to take advantage of public transportation resources, including the MBTA commuter rail, and GATRA bus service.

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).

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.

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.

Goal ED3: Work to revitalize Franklin’s Downtown core and adjacent neighborhoods.

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.

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

Goal ED6: Support sustainable development, renewable energy and recycling initiatives, low impact development, and other “Green” activities.

Community Services & Facilities (CS&F)

Goal CSF1: Regularly utilize the Master Plan in developing annual budgets and prioritizing capital improvements, programs and services.

Goal CSF2: Obtain sufficient resources to implement the Master Plan’s priority capital improvements, programs and services.

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.

Goal CSF4: Superb delivery of public services.

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.

Goal CSF6: Implement the School Department’s Strategic Plan.

Goal CSF7: Support sustainable development, renewable energy, recycling, low impact development, and other “green” initiatives.

Status of 2013 Master Plan Implementation				2020 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	Complete		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		Zoning Bylaw Amendment 14-734	14
Objective LU1.2: Create a new zoning district where workforce housing would be allowed by-right.				
LU1.2a. Create a "Compact Neighborhood" Zoning District to allow by-right development of workforce housing.	Complete		DPCD research complete.	15
LU1.2b. Rezone properties currently zoned Industrial along Dean Ave. and north of the railroad tracks to the Compact Neighborhood Zoning District.	Complete		Owner not interested in Compact Neighborhood Zoning. Properties rezoned from I to GRV. Zoning Bylaw Amendment 15-750.	15
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	Complete		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		Zoning Bylaw Amendments 19-829 through 19-833 created the Mixed Business Innovation (MBI) Zoning District, and rezoned seven industrial parcels to the new MBI district.	19
		2021	DPCD working with property owners and government agencies on business expansion project near Town's Nu-Style property.	
LU3.1a. Rezone properties along Cottage Street and Union Street currently zoned Industrial and Business to Commercial I and or Commercial II.	Complete		Zoning Bylaw Amendment 17-775R	17
LU3.1b. Rezone properties along Alpine Row currently zoned Commercial I to the Downtown Commercial Zoning	Complete		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.				
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.	Complete		Held Zoning WorkshopS on January 29, 2014 and March 25, 2015 - Changes to Bylaws not recommended.	14, 15
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.	Complete		Zoning Bylaw Amendment 18-815 and 18-818 amended dimensional regulations in CI.	18
Objective LU3.3: Amend the Town's Zoning Bylaw to require sufficient parking in the Commercial I zoning district.				
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.	Complete		Held Zoning WorkshopS on January 29, 2014 and March 25, 2015 - Changes to Bylaws not recommended.	14, 15
Objective LU3.4: Amend the dimensional requirements within the Neighborhood Commercial Zoning District to promote development of small, village-style businesses.	Complete		Zoning Bylaw Amendment 18-805 amended parking requirements in CI and DC zoning districts.	18
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.	Complete		Held Zoning Workshop on March 25, 2015 - Changes to Zoning Bylaws not recommended.	15
LU3.4b. Amend the Neighborhood Commercial Zoning District to limit the maximum Building footprint to 2,500 square	Complete		Zoning Bylaw Amendments 16-768 through 16-773 created a new Rural Business Zoning District as an alternative to amending the NC Zoning District.	16
Objective LU3.5: Amend the Town's Zoning Bylaw to allow parking facilities in the Downtown Commercial Zoning				
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.	Complete		Held Zoning Workshop on March 25, 2015 - Changes to Zoning Bylaws not recommended.	15
	Complete		Zoning Bylaw Amendment 13-718. Bylaw amended to allow surface lots as primary use.	14
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.	Ongoing			
	Complete		Reviewed issue; zoning changes not required.	14
			Zoning Bylaw Amendment 16-753 rezoned five parcels from RIV to GRV.	16
			Zoning Bylaw Amendment 19-837	19
Notes: Year 14: Before January 1 2015				
Year 15: During 2015 Year 18: During 2018				
Year 16: During 2016 Year 19: During 2019				
Year 17: During 2017 Year 20: During 2020				
CDC = Cultural District Committee DPCD - Dept. of Planning & Com. Development FCC = Franklin Cultural Council FPL = Franklin Public Library FPS = Franklin Public Schools FAA = Franklin Art Association FDP = Franklin Downtown Partnership MCC - Mass Cultural Council				7/28/2020

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.	Complete		Franklin designated as a Green Community. 18
Objective LU6.1: Encourage environmental awareness when adopting policies that will impact Franklin's environment.	Ongoing		Best Development Practices Handbook updated; includes LID section. 16
			Delcarte Study completed 16
			Delcarte Guidebook completed; provided FPS with Guidebook and related lesson plan 16
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 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 implemented. 15, 16 Completed several years of aquatic invasive treatments. 17 - 20
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		DPCD working with arts and cultural organizations to explore creation of cultural district. 14
			Town part of MetroWest Creative Economy Network. 15
			Cultural District Steering Committee formed by various arts/cultural organizations, working towards creation of cultural district. 14, 15, 16, 17
			Cultural District Steering Committee's Franklin Cultural Festival 15, 16, 17
			Town submittal of Draft Cultural District Map for preliminary approval. 16
			Town supports creation of Franklin Cultural District, Resolution 17-45 17
			Town creates 7 member Cultural District Committee, Resolution 17-44 17
			MCC Cultural District application submitted 18
			FCD Partnership subcommittee ongoing communication and collaboration efforts between businesses and cultural entities. 18
			DPCD, FDP and CDC request funding for Market Analysis for Downtown and surrounding neighborhoods. 18
			FCD official designation by MCC awarded Jan 2019 19
			CDC developing marketing plan for Cultural District 18, 19
			Franklin Culture District dedication, May 2019 19
			Town receives \$5,000 MCC CDI FY19 Grant. Funds used for marketing "Taste of ArtWeek" festival on Town Common 18-19
			MAPC awards technical assistance grant to develop Market Analysis for Downtown and surrounding neighborhoods. 19
			Library partnering with FPS, Police & Recreation Departments, Women's Club, Lifelong Learning, and FCC to host authors & artists, and joint programs (school visits, hero story times, preschool fair, storywalks, trunk or treat, artist workbooks, & ArtWeek) 19, 20
			Planning for ArtWeek 2020 included multi-business event in the Franklin Crossings area, and "Indian Cultural Festival" at the Senior Center. 20
			FCD Committee received second \$5,000 grant. Used \$4,500 to fund grant challenge open to Partners.
			DPCD, FDP & CDC work with MAPC to implement public input portion of Market analysis/Economic Development Study, including Arts and Culture Roundtable. 19
			Town receives \$5,000 MCC CDI FY20 Grant. CDC utilizes majority of funds for grant challenge open to Partners. 19-20
			Market Analysis for Downtown, the Crossing, and MBI Districts. 20

Objective NHC2.2: Maintain and increase public and private support for the arts and cultural organizations and facilities.			MetroWest Visitors Bureau marketing.	15 - 18
			Annual Franklin Cultural Council funded Senior Center concerts	14 - 20
			MCC and MWVB grants to FCC for various arts and cultural events including ArtWeek	18
			FCC advocated and received funds from various companies for ArtWeek and Arts Advocacy Day	18
	Ongoing		Town works with Franklin Downtown Partnership to host Strawberry Stroll and Harvest Festival.	16, 17, 18, 19
			Town support of events/activities on Town Common, including Farmers' Market, Concerts on the Common, July 4th celebration	16, 17, 18, 19
			FCC advocated and received funds from various companies for ArtWeek and Arts Advocacy Day	19
			Town received MCC grant which was distributed to Partnering organizations to increase events/activities within FCD.	19-20
			MCC and MWVB grants to FCC for various arts and cultural events including ArtWeek and "Taste of ArtWeek" festival.	19
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		Promoted Franklin at MetroFest in Framingham.	16
			Town staff participation in feature stories about Town/Library on Fox25 and, a segment of Chronicle's "Who Knew" about the founding of the Town	
			FPL and Historical Commission presented 11 Genealogy Club programs at Historical	16, 17
			Benjamin Franklin Birthday Read-a-Thon; partnerships with community leaders, organizations, and residents	17, 18, 19, 20
			FPS, FPL, FHC, DPCD, Rec. Department, DPW, COA and other Town entities participate/support community art and cultural events.	14 - 20
			FPS, FPL, COA and other Town entities continuing to increase arts and culture programming to Franklin students and residents in general. Dozens of examples can be provided.	14 - 20
			FCC Community Arts Advocacy Day	17, 18, 19
	Ongoing		Continue to highlight and advance FPS music recitals and dramatic performances	
			Intergenerational Art Projects collaboration with Franklin Cultural Council and Franklin High School	18, 19
			FCC, FPS, FPL, COA and other Town entities continuing to increase arts and culture programming to Franklin students and residents in general	19, 20
			Channel 5 Television, "Morning Wakeup Spotlight" in Franklin, ArtWeek	19
			TBB and Franklin TV collaborate on Holiday Production	19
			FCC sponsored two online arts contests for Franklin school students	20
			Town (CDC, DPCD, FPS, Administrator) attend/participate in FDP meetings, to share information about FCD and other initiatives.	18 - 20
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; DPCD developed displays/materials to market Town's cultural resources.	16
			Franklin featured at 2019 MetroFest	19
			FCC partnered with Dean College to host Arts Advocacy Day (in conjunction with MassCreative)	20
			FCC partnered with Dean College for "Taste of ArtWeek" festival	20
			FCC partnered with Dean College to play a large role in the "Franklin Cultural Festival"	20
			CDC participated in 2020 Virtual Metrofest	20
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	Current	Supporting formation of Cultural District.	
			Senior Center and FPL collaboration on Dementia Friendly Franklin Initiative; funding provided by Metrowest Health Foundation.	18, 19, 20
		Annual 2019	ArtWeek	
			FCD survey of Dean students slated for Feb/Mar 2019	
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 and CDC working to involve nono-profit and for profit organizations.	14,15, 16
			FCD Partnership subcommittee are focused on communication and united efforts between businesses and cultural entities in town	18

Objective NCH2.4: Expand the presence of public art in desired locations.	Ongoing		Additional pieces added to sculpture park	18
		Current	FDP spearheaded effort for creation of alleyway murals.	18, 19, 20
		Current	FDP working towards display of Lady Bugs; planning Lady Bug Trail.	18, 19, 20
			FCC and CDC funded "Community Art" in 2020. Ongoing work in Franklin will show student's work hung collectively in municipal buildings	20
			Story walk by FPL in DelCorte Conservation Area	19, 20
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		FAA displayed artwork in town hall	14, 15, 16
			Library displayed kids' artwork	18
			Library hosted ArtWeek fine art show	18
			Franklin High School exhibits art at Senior Center	18, 19, 20
			Library summer reading kick off on Town Common	18, 19
			Library "Move Along on the Common!"	19
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.	Ongoing		FPL and FPS working collaboratively on planning and grant applications.	
			FPS special artwork lessons, and related art and music for Worcester Chamber Music Society concert during ArtWeek	18
			FPL partnered with Dean College for Mini College Fair, theater performances	17, 18
	Ongoing		FPS and FPL partnership in library tours, field trips, expanding library usage by the schools, promoting leisure reading and enhanced literacy	17, 18
			FPL promoting use of Community Room for the display of art	18
			FPL and FHS collaborate on Fandom for Reading	19
			Library implemented weekly school visits programs in all Franklin Schools.	19
			Library launched a monthly 'Girls Who Code' program to teach coding to 6-8th graders	19
			New Sculpture, Trees of Life, installed by Wheaton College students in the Sculpture Park	19
	Ongoing		Facilitate the use of the library art and exhibit spaces by individuals and community organizations	19
			FCD awarded grants to LiveArts for a program at FHS; to TBB for a program that includes a master class for students; and the Recreation Dept. Community Art Initiative	20
			Pandemic influences shift to virtual education platforms. FCD supports this transition through social media.	20
			FCC funded \$19,000 (MCC grants) in programming, much of which went to bring art, music and dance programs to schools.	20
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.	Ongoing		Mixed Business Innovation District approved, Zoning Bylaw Amendments 19-829 through 19-833	19
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.	16
			Black Box has hosted FAA art shows	
			Local hotels have displayed FAA artists' artwork	
			Drafted Zoning amendments to create Mixed Business Innovation district that would allow reuse of mills for arts and cultural purposes.	18
			Rockland Trust hosted FAA artists' artwork in annex	19
NCH2.7a. Work with the Franklin TV to advocate for financial support for arts and cultural resources in Town.	Ongoing		Franklin TV is a voice for the arts.	17, 18, 19, 20
			Franklin TV/Radio committed to working with Town as a Franklin Cultural District partnering organization.	17, 18, 19, 20
			Franklin TV awards scholarships to graduating senior from FHS and Tri-County	
			Senior Center collaboration with Franklin Radio: offering monthly updates on Senior Center programs and activities.	18, 19, 20
NCH2.7b. Support artists and arts organizations that advocate for the arts community and/or provide information and services to the arts community.	Ongoing		MetroWest Creative Economy Network.	15 - 17
			DPCD working with Cultural District Committee.	17 - 18
			Cultural Connections arts and culture round table	17
			FCC Community Arts Advocacy Day	17 - 20
			ArtWeek	18
			FPL hosted/facilitated 15 programs during ArtWeek	18
			FPL hosted/facilitated 15 programs during ArtWeek	19

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. New - ConCom has prioritized DelCarte	
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				
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).		Current		
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.		Museum and Library are currently working on a project to archive and document all historical documents in town into one primary database	
Objective NCH3.4: Archive and Manage the Towns Historic Records.			FPL & FSD collaboration on digitization of schools' yearbooks	17-18
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.	Complete		Inventoried and organized the library's archival collection	17
			Created a genealogy and local history web site, which provides links to the digitized materials of FPL and other town organizations	17-18
			Digitized the Franklin Sentinel Newspaper; available on FPL's website	17
			FPL provided assistance to Franklin Cemetery Association on identifying and digitizing historical documents	17
			Contracted professional archivist to evaluate FPL archival collection to develop long term preservation/ditization plan	18
			Ben Franklin Book exhibit at FPL	18
			Archival assessment of Historical Museum recently completed.	18
			Archivist for Museum hired.	19
			Updated policies and procedures for Museum, including collections policy, deaccession policy, new deed of gift form, and finding aid and processing plan templates.	19
			Received preservation grant from the Massachusetts SHRAP to properly house our subject files	19
			Created Exhibits Committee to work on new exhibits	
			Designed and implemented the Franklin Historical Museum COVID-19 Archive Project to collect stories about the historic times we are currently living in and save them for future historians.	20
	Ongoing		Cataloging, processing, and rehousing Museum collections	19, 20
	Ongoing		Improving social media outreach to provide patrons with Franklin history even when our doors are closed.	19, 20
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.	On hold.			
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
			Dean College and Historic Museum run walking tour of historic cemetery	17, 18
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.				
NCH4.2a. 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.			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.			Chapter 61 Property Study completed.	17
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.		Current	DPW working to update the Town's stormwater regulations to comply with requirements of the Town's most recent MS4 Stormwater Permit	
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)	14
			Charles River/Lincoln St. parcel purchased (25.5+ AC)	15
			Lincoln Street property (north of Sullivan Middle Sch.) acquired (21.4+ AC)	16
			Secured \$200,000 grant for King Street Memorial Park renovations (courts, playground)	17
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."			Town of Franklin Open Space and Recreation Plan was updated in 2016	
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
			Chapter 61 Properties Study completed.	17
			Conservation Commission Property Study completed	18
		Current	5+ Acre Privately Owned Open Space Study	19
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, brochures, Recreation App and Franklin TV	14, 15, 16, 17, 18
			Guide for the DelCorte Area developed and provided to FPS	16
			Several Signage Installation projects implemented.	14 - 18
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
			Updated map in 2016 OSRP	16
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		Kiosk installed at Beaver Pond (2013)	14
			Informational signage erected at DelCorte	15
			Preliminary plans developed for signs at Town Forest and Indian Rock.	15
			Kiosk installed at King Street Memorial Park	15
			Signs have been placed at all ConCom managed properties	16 17
	2016-2017		Kiosks installed at Indian Rock and Dacey Fld.	17
			Kiosk installed at Lincoln Street Charles River property.	18
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	14
			Con Com sponsored DelCorte cleanup.	16
			DelCorte Guidebook completed	16
			FPL and Recreation Department collaboration on Storywalks at DelCorte and Beaver Pond parks	18
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.	14, 15
			New turf field and 4 tennis courts at FHS	15
			Roadway installed to access to disc golf course	16
			Infields regraded/field improvements at four parks	16
			New scoreboards at several locations.	16
			New or improved dugouts at 2 fields	16
			New swings at Meadowlark Lane	16
			Baseball field 50/70 retrofit at Remington Jefferson	16
			Ball containment netting at Pisani Fld	16
			New playground at Fletcher.	17
			DelCorte Master Plan completed by Mass Audubon	17
			Dugouts installed in upper baseball field at Dacey Field	17
			Bleachers installed at Beaver Street field	17
			King Street baseball field renovated	17
			Synthetic fields at Beaver Street field and FHS Stadium field replaced.	17
			FHS track resurfaced	17
			Beaver Pond turf field replaced	17
			Disc golf course complete	17
			2 new Baseball fields and 2 new softball fields at FHS	17
			Improved Town Forest parking	18
			Fletcher Field 2 completely renovated.	18
			New playground at Remington Jefferson, includes ADA compliant safety surfacing and new structure for ages 5 to 12.	18
			Pisani Field infields laser graded with new infield mix.	18
	Current		Construction of additional practice field at Beaver Pond.	
			Remington Jefferson baseball field rebuilt to accommodate 60/90.	19
			ADA improvements at DelCorte for access to canoe launch	19
			Fletcher Field 3 rebuilt 60/90.	20
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			
OSR2.1a. Identify unprotected open space properties and work with property owners to protect these resources from overdevelopment.	Ongoing		See OSRP Objective 2.3. Chapter 61 study looked at this	
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			

Objective OSR2.2: Protect important ecological resources in Franklin, including surface and groundwater resources, plant communities, and wildlife habitat.	Ongoing		DelCarte 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 OSR3: 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)	14
			Bridge erected over stream for disk gold course.	14
			Boardwalk and canoe launch installed, DelCarte.	15
			Picnic area installed near SNETT parking	16
			Picnic area installed at Dacey Field	16
			Sand volleyball court installed, King St. Mem. Pk.	16
			Three tee ball fields built at Fletcher Fid	16
			New heating installed in building at Beaver Pond	16
			Jefferson School playground	18
			King St. Mem. Pk. Little League field totally renovated including 50/70.	18
			FHS Concession Stand constructed	18
			New batting cages at King St. Mem. Pk.	18
			War Memorial Parkway constructed at Town Common	18
			New score board at King St. Mem. Pk.	19
			ADA improvements at DelCarte for access to canoe launch completed, and pavilion constructed.	18 - 20
		King St Park pickleball court construction	19	
		Fletcher Field street hockey and basketball court construction	20	
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	14
			Developed Sculpture Park	14
			Many New Recreation Programs	14 - 15
			Developed Playground/Tot Lot at Fletcher	15
			Parking lot developed at SNETT	14
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 DelCarte	14
			Parking lot developed at DelCarte	14
			Developed parking area at Fletcher Field.	15
			Gravel parking lot and access road constructed at Lincoln Street property	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 Permitted (DCR; Conservation Comm.) from Prospect Street in Franklin into Bellingham	14, 16, 18
			Trail improvements west of Prospect Street completed.	17
			Funding in place for Prospect Street/SNETT improvements.	18
			Permitting in place for Prospect St. Tunnel	19
		Current	Prospect St. Tunnel being constructed	20
Objective OSR3.4: Provide a public park or playground within a comfortable walking distance of every neighborhood in Franklin.	Ongoing		Developed playground at DelCarte	14
			Developed Sculpture Park	14
			Developed Playground/Tot Lot at Fletcher	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.	15
			Lincoln Street property (north of Sullivan Middle Sch) acquired; will develop trails.	16
			Assessed during 5+ Acre Privately Owned Open Space Study	18
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.	
			Trails cleared at Indian Rock	16, 17
			Charles River Meadowlands Project identified several potential trail and other passive recreation projects.	19
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	Current	Administration working on issue.	

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 (OSRP updated in 2016)			
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.	Complete			18
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		Applied for Green Communities Grant for purchase of electric vehicles and electric vehicle charging stations	20
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			PCC funded new playground at Kennedy Elementary School	17
OSR6.4a. Lobby for changes to make Green Communities designation achievable.	Complete			
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		Roadway Condition Evaluation Plan updated	18
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.	14
	Ongoing		Roadway improvements made as part of water and sewer system	14-18
			Funding requested for increase in roadway improvements.	18
			3.996+/- miles of roadway reconstructed, and 2.556+/- miles resurfaced	19-20
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.	
		Current	Working on Complete Streets Policy.	
C1.2e. Design and construct roadway improvements recommended in the Walk Boston 2012 Assessment.		Current	Town will take a look.	
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.	15
			MassDOT Completed Safety Audit at W. Central/Pond Intersection.	16
			Potential improvements considered.	17

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		MPO conducted Route 140 Arterial Segment Study; includes W. Central/Beaver intersection.	13
· 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		Project designed	
· 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.	Complete		Actual location is Forge Parkway & W. Central. No longer an issue.	
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:	Complete			18
Assess 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.				
C1.3e. Design and construct improvements at the following Intersections:				
· Pleasant Street and Chestnut Street		2019-2020	Design under contract	
· Jordan Road and Chestnut Street		Future		
· Miller Street and Pleasant Street	Complete			15
· Lincoln/Daniels/Elm	Complete			16
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 needed.	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		Ongoing, as part of Planning Board development reviews.	
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		2 sections of roadway (1,200+/- linear feet) accepted.	14
			5 sections of roadway (4,730+/- linear feet) accepted.	15
			5 sections of roadway (5,124+/- linear feet) accepted.	18
			10 sections of roadway (8,580+/- linear feet) accepted.	19, 20
C1.4f. Continue to incrementally improve Franklin's Sub-division Regulations.	Ongoing		Planning Board approved Subdivision Regulations Amendments S-16-01, S-16-02, S-16-03, and S-16-04	16
			Planning Board approved Subdivision Regulations Amendment S-17-01	17
Objective C1.5: Identify and secure funding for improvement and maintenance of the Town's roadways and other circulation resources.	Ongoing			
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.			Override failed.	

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		Increase in sidewalk funding.	18
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;	Complete		Pleasant Street being constructed.	16
· Panther Way from the Franklin High School to West Central Street;	Complete		Chestnut Street being designed.	17
· Beaver Street from West Central Street to Grove Street;		2016-2017		14
· Reconstruct the Grove Street and Beaver Street intersection to create safe pedestrian access to Franklin State Forest	Complete			
· Over highways, bridges, and railroads as needed.				18
C2.1c. Establish a program for annually extending the Town's sidewalk system.	Ongoing		2000 feet of sidewalk constructed on Dean Ave and Hillside Rd	19 - 20
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.	Complete		Pedestrian bridge over railroad ROW completed	18
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.	Ongoing		Issues considered regularly during capital improvements planning.	
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.	14-18
			SNETT improvements permitted	16-18
		2019-2020	Funding in place for Prospect Street/SNETT improvements.	18
C2.3c. Where practical, utilize town-owned properties to create pedestrian and bicycle linkages.	Ongoing		DPCD researched.	16-17
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.	Complete			17
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		Since project was completed Main Street has been closed for events several times.	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.	Complete		Zoning Bylaw Amendment 18-805 added parking requirements for the CI and DC zoning Districts.	18
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.	Complete			18
C5.2d. Amend the Town's Zoning Bylaw to require sufficient parking in the Commercial I zoning district.	Complete		Zoning Bylaw Amendment 18-805	18
C5.2e. Amend the Town's Zoning Bylaw to allow parking lots in the Downtown Commercial Zoning District.	Complete		Zoning Bylaw Amendment 13-718.	14
C5.2f. Look at alternatives to metered parking spaces in the Downtown Commercial District.	Complete		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.	Ongoing		Ongoing, as part of Planning Board development reviews.	
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.	Ongoing			

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.		Current	Drafting Inclusionary Zoning Bylaw.	
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.	Ongoing			
		Current	Supporting development of Franklin Ridge Senior Housing development.	
		Current	Inclusionary Zoning Bylaw being developed	
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	Current	Staff assessing housing related zoning regulations.	
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	14
			485 E. Central facility completed	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.	14
			Proposed apartment complex near Downtown	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 by DPCD	14, 15
			DPCD attended 2015 Bio Conference, Boston	15
			ZeptoMetrix distributing Bio brochures for DPCD.	15
			DPCD targeted biotech companies mail campaign	16
			DPCD worked with principal/president of new bio research company to start up in Franklin.	18
ED1.1a. Continue to assess Industrial a& 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
			DPCD communicates Regularly with Business and developers regarding development incents.	14 - 20
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 Development website.	15 - 20
			Provided EOA/TIF information at DPCD seminar	16
Objective ED1.3: Promote the diversity of industrial uses within the Town's industrial areas.			Franklin Development/Site Finder Web Site	16, 17
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.	14 - 20
			Life Sciences Focus during 2015	15
			Franklin Development/Site Finder Web Site.	16
			Organized/hosted "Tools for Commercial Real Estate Agents" seminar at Hawthorn Suites.	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.			Contacted successful business in other town about expansion in Franklin.	16, 17
ED2.3b. Promote use of vacant commercial or industrial spaces for small business incubators and art studios.	Ongoing		Franklin Development/Site Finder Web Site includes available space.	16, 17
			Mixed Business Innovation District approved, Zoning Bylaw Amendments 19-829 through 19-833	
ED2.3c. Work to attract and retain a wide range of technology, retail and service related businesses.	Ongoing		Life Sciences Focus during 2015	15
			Marketed downtown to retail chamber members.	16
			Participated in two legislator-hosted roundtable discussions (Education & Business) with MA Life Sciences Center CEO.	16
			Marketed industrial parks to 1000+ biotech executives with email campaign using Get Response & Pipeline Deals.	16
			Conducted listening session for manufacturers regarding their current and future needs. Advertised in industry publications.	16
			DPCD participating on FDP's Economic Development Committee.	19, 20
			DPCD worked with MAPC, FDP and CDC to create a Marketing Study, focused on Downtown, MBIZ and the Crossing.	18 - 20
		Current	Administration utilizing recently completed Marketing Study to develop and marketing and outreach strategy.	
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, Library	14 - 18

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		Many ads, brochures, web page ads developed.	14 - 18
			"This Is Franklin" marketing CDs developed	15
			Recreation property CD developed.	15
		Current	Communicated directly with commercial real estate agents, and attended various events.	16, 17
			Administration working to update websites, brochures and other marketing resources.	
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.	Ongoing		DPCD Director on FDP Board.	14 - 20
ED3.2a. Continue to support the Franklin Downtown Partnership, including working cooperatively with the Partnership on their current goals and efforts.	Ongoing		Town providing support during FDP events.	14 - 20
Objective ED3.3: Utilize cultural economic development concepts and resources to support Downtown Franklin's revitalization.	Ongoing		DPCD working with Cultural District Steering Committee, FDP and others.	14, 15, 16
			Cultural District Committee created, Resolution 17-44	17
			See Goal NCH2 above for more detail.	14-20
ED3.3a. Work with the MetroWest Tourism & Visitors Bureau and local organizations to promote Downtown Franklin as the region's cultural focus.	Ongoing		Two marketing projects completed, 2014.	14
			One marketing project completed, 2015.	15
			DPCD/Dean College Downtown Branding Project	15
			One MWTVB marketing project completed	16
			Generated banners and posters for events.	16
			DPCD promoted Downtown at MetroFest in Framingham	16
			FCD Website developed by CDC with MetroWest Grant and Town funding.	18
			FCC promoted Downtown at MetroFest 2019 in Framingham	19
			FCC promoted Cultural District at online MetroFest 2020	20
ED3.3b. Work to attract and retain performance based organizations and venues to Downtown Franklin.	Ongoing		Cultural District Steering Committee Annual Arts Festival	15, 16, 17
			Facilitating use of library art and exhibit spaces by individuals and organizations in the community	17, 18
	Ongoing		CDC and FCC actively supporting artists and related organizations.	16 - 20
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 - 20
			Promoting FPL as destination for visitors with stories of the town's founding, the library's unique history, and its art and architecture	17, 18
			Cultural District Marketing Plan being developed	18-19
			MAPC/SWAP tours Cultural District	19
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.			Ongoing marketing efforts, including involvement of Dean College professors and students	15 - 18
			Town received MAPC technical assistance grant to develop a Market Analysis and Market Position Summary; focus was on Downtown, The Crossing, and the new Mixed-Business Innovation District.	19
			Town and MAPC conducted substantial public outreach for Economic Development Study, including Franklin Business Roundtable, A Vision for Franklin's Eco. Dev. workshop, Arts and Culture Roundtable, Dean College Roundtable, and Economic Development Survey.	19
			Town of Franklin market Study completed.	20
Objective ED3.5: Work regularly to increase access to parking in Franklin's Downtown core.	Ongoing		Downtown parking plan updated; addition striped on street spaces created.	18
			Downtown/Cultural District Parking Map Created	19
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.	Ongoing		Multi year Downtown Roadway/Streetscape	14 -
			Project completed.	16
			Various improvements (planters, banners, lighting).	16, 17, 18, 19

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.			DPCD worked on issue during FY13 and FY17. May revisit issue in FY20	
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		DPCD worked on issue during FY13 and FY17. May revisit issue in FY20	
Objective ED4.2: Increase employment options for the Town's current residents.			Advocated for support of workforce training resources at events, including Partnerships for a Skilled Workforce at 495/MetroWest Partnership event	16
			50+ Jobs Networking Program launched, funded by MA Association of Councils on Aging	19
			Senior Center collaboration with Dean College: Elders able to audit select courses; Dean professors offer lectures at Senior Center	19, 20
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 three SBA seminars, and implemented business loan program.	16 - 17
ED4.2b. Work to increase education and training opportunities for Franklin's low, moderate, and middle-income residents.			DPCD worked on issue during FY13 and FY17. May revisit issue in FY20	
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 - 17
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	15
			Hosted listening session for manufacturers	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 efforts.	14, 15, 16, 17, 18
			New Development Website.	16
ED5.2b. Develop and maintain an inventory of current businesses.	Ongoing		Business listing updated on an ongoing basis	
			Comprehensive database of Franklin area businesses available on Development Website. Updated twice per year.	16, 17
ED5.2c. Develop and maintain an inventory of available commercial and industrial properties through regular communications with realtors.	Ongoing		DPCD. Last complete update was October 2015	14, 15
			Available commercial space listed by realtors on new Development Website.	16, 17
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 Amendments 13-718, 14-732, 14-742, 14-743, 14-744 & 16-764R	14
			Design Review application processes update, including total electronic filing.	18
			Conservation Commission and Planning Board permit application processes updated, including electronic filing.	19, 20
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
			Assessed rezoning of CCM property and adjacent parcels	18
			Zoning Bylaw Amendments 19-829 through 19-833 created Mixed Business Innovation District.	19

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		Reached out to successful businesses and promoted Franklin as the location for expansion.	16, 17
			Marketed to Commercial real estate agents	16, 17
			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, 17, 18
			DPCD directly contacted local businesses, organizations, and trade groups.	16, 18
ED5.3c. Create audio/visual web-based material that can be used to market Franklin.			"This is Franklin" developed in 2015.	15
			New videos developed	17
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 - 20
Objective CSF1.2: Annually assess the Master Plan's goals, objectives and actions, while developing departmental work programs and operating budgets.	Ongoing	Annually		14 - 20
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. Franklin Youth Soccer financial assistance provided for Beaver Street field bleachers	17
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		water line replacements are made each year dependent upon funding availability.	14 - 18
			Installing new well at Well 6	16
	Ongoing	Current	Well 6-7 at Well Station 6 off of Grove Street & Well 3A at Well Station 3.	18 - 19
			Replacement/repair of roofs for 30 water/sewer facilities	
			5.06+/- miles of water line replaced	19 - 20
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
			Sustainable Water Management Initiative \$120,000 Grant	14
			Sustainable Water Management Initiative \$120,000 Grant	15
Objective CSF3.2: Fund and construct manganese treatment facilities as required.			Facilities Plan developed for manganese treatment plant for wells 3 and 6.	16
			Manganese treatment plant funded.	18
		Current	Grove Street WTP for manganese and iron filtration of Well Station 6 and Well Station 3 under construction. Completion expected April 2021.	
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	
			319 Grant Program, \$117,650 Grant received.	14
			Investigating Stormwater Utility	18
			319 Grant received for Dean Ave, Griffin Rd & Meadowlark Ln stormwater improvements	19
	Current		DPW working to update the Town's stormwater regulations to comply with requirements of the Town's most recent MS4 Stormwater Permit	
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		Social media, new website, online permitting and other efforts are improving customer service related issues.	
			2 FPL Youth Services Staff added to expand Youth Services programming and outreach/reference services	18
			Town Budget website created	18
			Senior Center launched Hearing Loss Support Program: offering ongoing support services and technology consults to those with hearing loss.	18
			New voting machines and pole pads for easier check ins a voting.	18
			Implemented Design Review Commission electronic application process.	18
			Hired Marketing & Communications Specialist to help the Town Administration/School Department communicate with residents in a more effective manner.	19
	Ongoing		Collaborated with Marketing & Community Specialist, Franklin Radio/TV, and Franklin Matters promoting online services, resources and programs	19 - 20
	Ongoing		Member of 5 Town Emergency Mental Health Consortium, provides access to a mental health clinician for Franklin elders; funding from Executive Office of Elder Affairs.	
			Administration confronted the challenges of conveying accurate and timely information to the public due to the coronavirus emergency. Many projects were implemented and processes changed.	20
			Franklin Public Library actively pivoted during COVID-19 to continue providing services, including Curbside Pickup, Increased digital resources, Virtual programming, Summer Reading Program, and activities, and YouTube tutorials on using digital resources	20
			Planning Board added several meetings to ensure all applicants were heard in a reasonable time frame.	20
			Contracted with WaterSmart to provide residents tools to better manage their water use and bill.	20
			In response to COVID-19 Technical Services Department transitioned to remote work (and back again) and provided remote support of thousands of users (Town, school employees, and students/families) .	20
			Revision of Planning Board and Conservation Commission application processes in response to COVID.	20
CSF4.1a. Regularly assess customer service related activities and interactions, and develop policies or procedures required to implement desired improvements.	Ongoing		Public Library annual patron satisfaction surveys	
			Department websites continually modified to provide improved customer service	
			Substantial changes to Senior Center Customer Service related to COVID: Virtual Program Coordinator, reassurance calls to address social isolation, transition of many events and activities to Zoom format, use of teleconference calls for elders without technology, curbside distribution of lunches, and services offered out of doors.	20
			Curbside Cafe launched: offers no contact, subsidized lunches for older adults. Program funded by Metrowest Health Foundation grant.	20

Objective CSF4.2: Utilize technology where possible to improve the quality of municipal services, cut costs, and simplify routine processes.			All Building Department inspectors equipped with Ipad for daily inspections and logging inspection data.	20
			Google Drive and similar resources used in communicating with Town Boards and Committees.	
			Public Meetings held remotely over Zoom (or similar technologies) in response to COVID, so applications can be heard and projects can proceed.	20
CSF4.2a. Evaluate software and related technologies that will allow for efficient on-line permitting.			Viewpoint online permitting in place for DPW, Administration.	18
			Viewpoint Online permitting in place for Building Department.	19
			Health Department transitioned to Viewpoint for all applications.	20
	Ongoing		Expanding on line permitting to other Departments	
CSF4.2b. Expand upon the Town's on-line bill paying capabilities.	Ongoing	Current	Health Department utilizing food establishment inspection software.	20
			Some progress in this area; many Departments accepting credit cards	18
			Building Department accepting electronic permit payments.	19
CSF4.2c. Work to improve the Town's database management capabilities in order to centralize and coordinate the update and use of Town information.	Ongoing		Building Department utilizing electronic database for all information received.	20
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	14 - 20
			Subsidized bus passes offered; GATRA increased funding for Dial-a-Ride transportation	18 - 20
			Friends of Franklin Elders donated \$8,000 to provide a subsidy for older adults to maintain affordable, accessible transportation.	18 - 19
CSF4.3b. Continue to explore Library regionalization.		Future		
CSF4.3c. Implement existing plans for a Regionalized Public Safety Dispatch Center.	Complete	Current	Additional communities being considered.	18
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		Distributed RFP. One proposal received 12/2/14.	14
			Permitting complete.	15
			Construction complete.	16
Objective CSF5.2: Relocate the Recreation Department out of 150 Emmons Street into a more appropriate facility.	Complete		New Recreation 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.	Complete		Designs complete.	14, 15
			Completed upgrade of MEP systems, interior renovations and addition of a new Library wing	17
Objective CSF5.6: Develop a plan to preserve the former Historic Museum's facade.	Complete		Architect Assessment complete.	14, 15, 17
Objective CSF5.7: Expand the parking lot and finish the 2 nd floor of the Senior Center to support projected levels of service.	Complete		Parking area expanded, Architect hired.	14, 15
			Second floor construction complete.	17

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 undertaken by School system.			Strategic Planning review and update	16
	Complete		Transition Planning for succession of new Superintendent.	17
			New superintendent engaged school community and School Committee in development of new Strategy for District Improvement 2018-2021	18
Objective CSF6.1: Provide resources to implement the District Improvement Plan, and related individual School Improvement Plans.	Ongoing	Annually	Review of DIP and SIPS. Annual Update Based on Achievement Data.	14, 15, 16, 17
			Annual Review of DIP and SIPS; budget development is aligned to them	18
The District Improvement Plan sets forth the following system-wide goals:	Note: Goals have changed and include four areas called our Strategic Objectives. Please see:			18
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.		On going	Resources required to technology infrastructure and continue purchase and upgrade of devices	15
			Transition to New State Assessment System	15
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	Complete		16-17 implementation of new K-8 Science/STEM frameworks	17
	Complete		Purchase K-8 Science materials that align with frameworks	16
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	Ongoing	Annually	Review and revision of Emergency Plans with FFD and FPD	16
		Annually	Safety Training	15
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	Annually	Enrollment projections show increase in grades 6 - 12.	14, 15
			Enrollment projections show a leveling off at elementary level, projected decrease in middle school, and stability at high school for 4 years, after which decline expected.	18
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	Recent facilities projects include painting library and installing new bathroom floors and fixtures.	17
			Expanded to third K classroom in 2018-2019 to accommodate enrollment.	18
Objective CSF6.4: Develop a plan to utilize the Davis Thayer Elementary School if school attendance projections decrease.		Future	Modulars Removed. Space still needed	15
		Future		
CSF6.4a. Consider reuse of the Davis Thayer Elementary School as a Recreation, Arts and Cultural Center.				
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.	Complete		Town staff site visits and input. Request for Expression of Interest (REI) drafted.	18
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.	
		Current	LED lighting subdivision requirements being developed.	
Objective CSF7.3: Seek Green Communities designation by achieving as many requirements for designation as practicable.	Complete			18
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
			Received \$124,000 EPA grant to improve stormwater infiltration	18
			Town partnered with private company to offer discounted rain barrels to residents.	18
Objective CSF7.5: Modify zoning to allow commercial alternative energy production.			Unsuccessful attempt to rezone (13-714 & 13-715) Pond Street property for anaerobic digester use.	14
			Zoning Amendments 18-810, 18-811 & 18-812 created regulation for ground mounted solar energy systems.	18
			Zoning Amendments 20-849 modified the Zoning Districts that large ground-mounted solar is allowed.	20