



***A workshop and charrette
held in and for Franklin, NH
April 9 —11, 2015***

Created in partnership with the City of Franklin and



with the generous support of



The work over this weekend was dedicated to the memory of Jeff Taylor,
a planner, mentor and supporter of Plan NH
and the community design charrette process.

On April 9-11, a team of people from Plan NH, UNH Cooperative Extension and others related to planning, design and/or development, came together in a special workshop and learning session to hear nationally-known professionals speak about aging in community as well as creative ways to think about economic development. The place was the City of Franklin, and the objective was to explore: *What does Franklin need to consider, through planning, design and/or development:*

- *To support Baby Boomers and others who wish to stay in Franklin as they get older?*
- *To stimulate businesses and economic opportunities as well as encourage millennials and other young people and families to live, work, and/or play in Franklin?*

The thought was that this would be the beginning of a conversation—for Franklin and for communities throughout New Hampshire.

This gathering was part of a project that began in 2014. UNH Cooperative Extension and Plan NH, in partnership with the City of Franklin, applied for funding from Citizens' Institute on Rural Design (CIRD) to address the questions above. We wanted to use Franklin as a model to start to identify what all communities might be thinking about along these lines.

This application was one of four accepted that year, out of 48 applications from 26 different states. Funding was provided by the National Endowment for the Arts and the Department of Agriculture through CIRD. This funding made it possible for nationally-known professionals to come to Franklin to share with all of us key findings of some of their relevant work.

A steering committee was immediately formed (see next page) and in January and February of 2015, phase I of the project started, which came to be known as *Franklin Voices*. This phase engaged 119 community members through

A children's artwork project
Storytelling groups
One-on-one interviews,
Business focus groups and
An Elder Wrap focus group

Much of the outreach was done under the guidance of Ariana McBride, formerly with The Orton Family Foundation., in partnership with Molly Donovan of UNH Cooperative Extension. The purpose was to collect information from a variety of viewpoints about what could make a welcoming and supportive city for *everyone*. The project provided valuable insight into Franklin as a community, its members and its values.

Some key findings:

- There is a strong sense of community in Franklin
- The hospital and recreational opportunities are seen as strengths
- The downtown (Bridge to Bridge, or B2B) is seen as a challenge
 - Existing housing is less than stellar
 - Lack of regular transportation
 - Would like more restaurants and small shops
 - Needs overall revitalization





THE STEERING COMMITTEE, led by Sharon Cowan, UNH Cooperative Extension:

- Dick Lewis - Franklin planner
- Elizabeth Dragon - City Manager
- George Dzujna - City Council (other job?), Choose Franklin
- Judith Ackerman - Franklin opera house, Franklin Town Crier (Concord Monitor)
- Lori Shibinette - Merrimack County Nursing Home administrator
- Jim Aberg – FBIDC Franklin Business & Industrial Development Corporation
- Krystal Alpers - Franklin recreation department, Parks and Recreation Director for City of Franklin, Runs After School Program, Co-Coordinator of Franklin HEAL Coalition
- Robin LeBlanc - Plan New Hampshire, Executive Director
- Meg Miller – Nurse, Administrator of the Peabody Home in Franklin
- Nancy Marceau, Director of the TRIP Center (Twin Rivers Intergenerational Project)
- Melissa Rizzo Lee - Franklin Regional Hospital, Community Educator, Co-Coordinator of Franklin HEAL Coalition, Chairperson of the Franklin Mayor’s Drug Task Force, LRPPH Winnepesaukee Health Council Rep.

Thanks also to Charlie French and Molly Donovan and their teams at UNH for their work in outreach and synthesis of findings from what was heard.



THE PLAN NH TEAM (facilitated by Robin LeBlanc, Plan NH):

- John Wacker, John Wasker and Associates, Landscape Architects (Tamworth)
- Chris Kennedy, UK Architects (Hanover)
- Kyle Barker, Warrenstreet Architects (Concord)
- Kelly Leitner, intern architect at Warrenstreet
- Karen Schacht, Harriman (Architects) Manchester
- Tony Giunta, Nobis Engineering and Franklin City Council
- Stuart Arnett, Arnett Development Group, Concord
- Caite Foley, CATCH Neighborhood Housing, Concord
- Rebecca Harris, Transport NH, Concord
- Michelle McDonald, Plan NH
- Rip Patten, Credere Associates (Brownfields), South Portland, ME
- Roger Hawk, Hawk Planning Resources, Concord
- Maggie Stier, NH Preservation Alliance, Concord
- Mike Izard, Lakes Region Planning Commission

Also Erin Lambert, Nobis Engineering; Gregg MacPherson, USDA Rural Development, Concord and Rob Dapice, NH Housing, Bedford.

On the afternoon of April 9, Plan NH members and others gathered for a tour of the B2B section of Franklin, guided by Dick Lewis, Town Planner, and George Dzujna, Steering Committee Member and City Councilor. They showed the team Central Street and the storefronts, indicated opportunities on ground level as well as upstairs in many buildings, and other design features. There was a quick detour to visit the entrance to Odell Park and to view the empty mill and other buildings lining the road to the iconic arch.

Following the site walk, the team heard a great history of Franklin, with an emphasis on Daniel Webster and his family's history in the town.

That evening, the team, Franklin citizens and others enjoyed a community supper and a review of the *Franklin Voices* project. Then, those in attendance heard Jennifer Wallace-Brodeur, of AARP, talk about Livable Communities .

The next day, we heard from Phil Stafford, from the Center for Aging and Community at Indiana University, and Josh Bloom, of the CLUE Group in Washington DC. We also heard what is going on in the Granite State from Carmen Lorentz, NH Division of Economic Development; Sue Fox, Center on Aging and Community Living at UNH; Ted Brady, USDA Rural Development; Eric Chinburg, Chinburg Properties and Catherine O'Brian, NH State Council for the Arts.



All this informed the larger context in which we were working in Franklin.

We learned:

- That in the next 20 years, the population of those 65 – 84 will *double*
 - 75% of those over 65 have at least one “condition”
 - Aging is LOCAL – it cannot be outsourced
 - Aging is a community experience: as individuals age, it affects all of the community. In turn, how various aspects of the community respond affects the individual.
 - Addressing aging is a community challenge – it is not limited to healthcare or other related aspects
 - BUT, we need to keep in mind that those above 85 or 90 are probably a full generation ahead of the 60-somethings, so we cannot lump them all together.
 - That what Boomers (born 1946-1964) and Millennials (no specific dates but generally thought of as those born between 1980 and late '90's) are looking for is often the same: smaller homes, walkability and access to outdoor activity, a denser environment (small town or city vs rural/suburban) with amenities close by.
- A development strategy for Bridge to Bridge can be used to drive business development AND design improvements
 - Business strategy should be diversified to include a broad mix of those you wish to support or attract (eg older people, tourists, local young people/workers, etc.)
 - Growing existing local business is easier than recruiting new business.
 - Consider small, incubator-type businesses, like rotating pop-up stores.
 - The days of a large employer coming in with many good-paying jobs are behind us for now.

According to Jennifer Wallace-Brodeur of AARP’s *Livable Communities* program, who spoke to a packed Opera House on Thursday evening, for a community to be *livable*, it needs

- Affordable and appropriate options for places to live
- Basic services
- Adequate (or better) choices in how to get about
- Opportunities for connection and engagement

Of course, this is good advice for supporting *everyone*, not just people as they age.

Phil Stafford, in his remarks, recommended for Franklin:

- Continue to engage children and youth with older people in reflecting on the experience and aging in Franklin.
 - Use muraling, focused and facilitated discussions, video, walkabouts, service projects, essay contests and more). If attention is paid to this, the process of aging will continually be informed and should be kept fresh on the community agenda
- Supportive letters to the editor and/or guest columns in Laconia and Concord newspapers.
- Begin a list of budget-neutral innovations.
- Work in partnership with property owners and encourage their participation and support.
- Change dialog from looking at what *isn’t* being done to what *can* be done given our fiscal constraints?

And from Josh Bloom:

- Is there a way to find a synergy between starting a “villages” project (an aging in place movement developing in cities across the country) and a Main Street revitalization program?
- As Franklin considers and then articulates strategies to revitalize Bridge to Bridge and stimulate its economic development, that it is “elder-friendly” should be part of the context.
- People come before businesses: initiate temporary installations or events on sidewalks or parks (or elsewhere)
- Consider some incremental project(s) that could lead to permanent businesses, such as a space for local entrepreneurs to try out ideas.

Taking all of this into consideration, coupled with what was seen and heard about Franklin itself, the team developed recommendations that could serve as a guide for future planning.



We wish to note that Plan NH’s lens is the *built environment*. Our scope in this project included:

- Places to live
- Getting about
- Design of the downtown, Bridge to Bridge, to support economic development recommendations

Designs reflect and support the social and economic aspects of a community, and should acknowledge, incorporate and even honor environmental attributes and assets.

NOTE: While it was clear from citizen input during small group discussions on Friday, as well as from the numerous focus groups and story sessions in the weeks before this event, that the school system is seen as a challenge, this topic is outside our scope.

In addition, the notion of health and other community services is outside our scope of recommendations.

WE DISCOVERED:

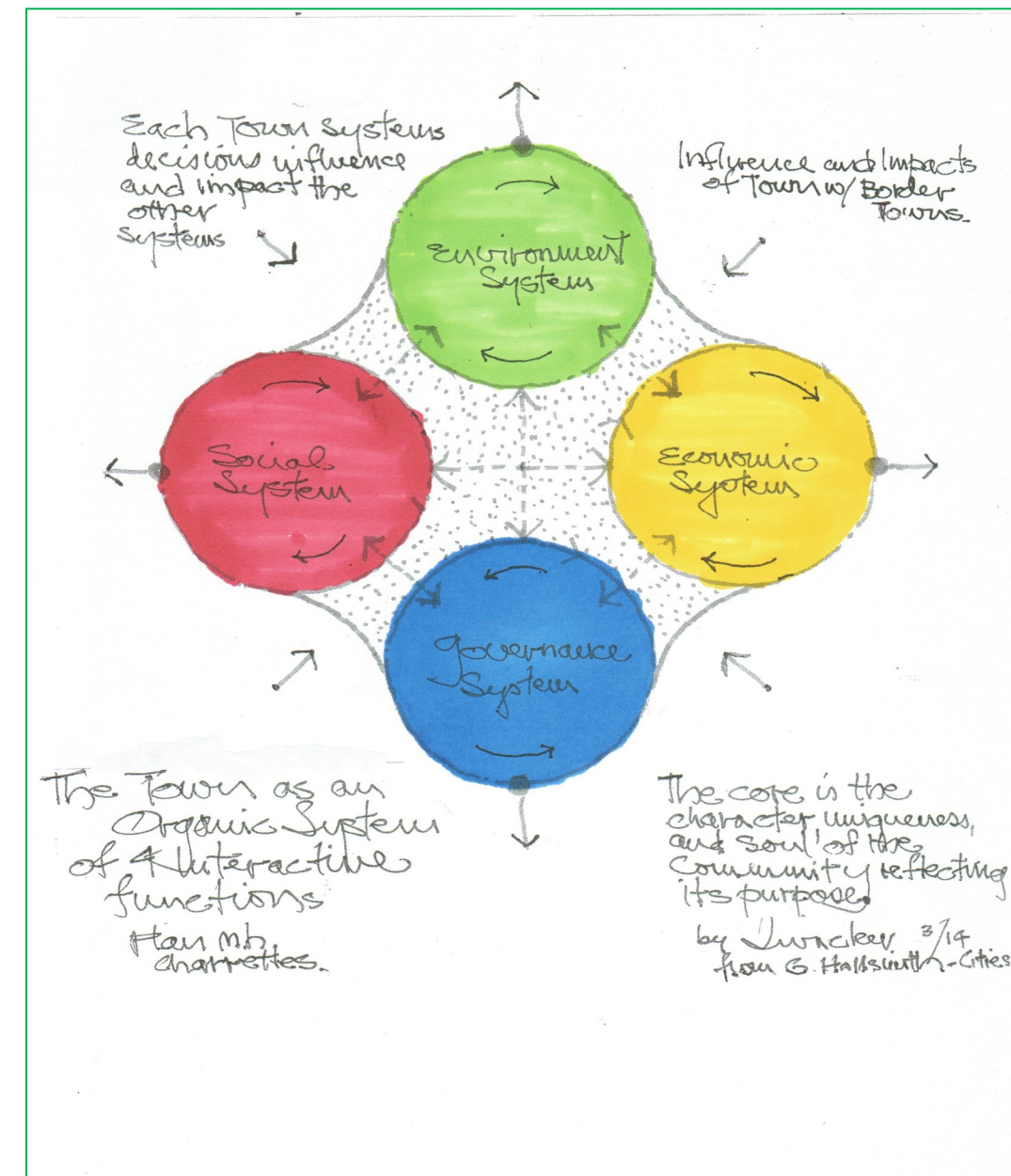
- The needs of an aging population fit with the needs of a livable community for *everyone*
- *More* housing in Franklin is not needed, but *better* housing - and choices (style, affordability, etc.)
- Franklin in middle of a tourism state, at one point the Gateway to the White Mountains, but Route 93 changed all that
- Franklin has a small but dense downtown footprint (smaller than nearby outlet mall)
- There are a number of activities that bring people to Franklin (bass tournaments, Opera House, Toad Hall .. More ... as well as Town Hall, Library, Post Office ...)
- The people of Franklin are committed to change and creating a more livable city

WE ALSO FOUND

- Franklin has tremendous *historic assets* that could be leveraged
 - Daniel Webster
 - Mill buildings
 - Train trestle
- Franklin has tremendous *natural resources* that could be leveraged
 - Three rivers (!)
 - Webster Lake
 - Trail systems
 - Parks and green spaces

The sessions with speakers and those with the citizens indicated that the best aging in place communities include mixed-income and mixed-age inhabitants. The two main generations—Baby Boomer and Millennials—have many similarities in terms of needs.

To attract a diverse group of people to downtown Franklin, a broad range of services and amenities should be provided. Included in the recommendations are vignette designs of just some ideas that could begin the process.



This graphic, created by John Wacker of John Wacker Associates (a landscape architect who was also on the Franklin design team), is an illustration of the four fundamental systems that make up a community. Although separate, they are each connected to each of the other three. Decisions made in one sector have impact on the others. In many communities, decisions are often made within the economic system and give it weight that may be detrimental to the others.

This illustration also shows that decisions made in a community may affect border towns and the region. In turn, decisions are made outside of the town that may have an impact. (eg, the decision of Hill to withdraw from the school district).

This graphic is based on the concepts found in Gwendolyn Hallsmith's *The Key to Sustainable Cities: meeting human needs, transforming community systems*. New Society Publishers. 2007

Vision: Franklin is a livable, vibrant and healthy community for *everyone*

So the *mission* of the community, in order to reach that vision, is to develop goals and strategies

- to support people who are here and who wish to stay as circumstances and needs change,
- to encourage students and others who go away to return,
- *and* to stimulate business - as well as people to work in and support them.

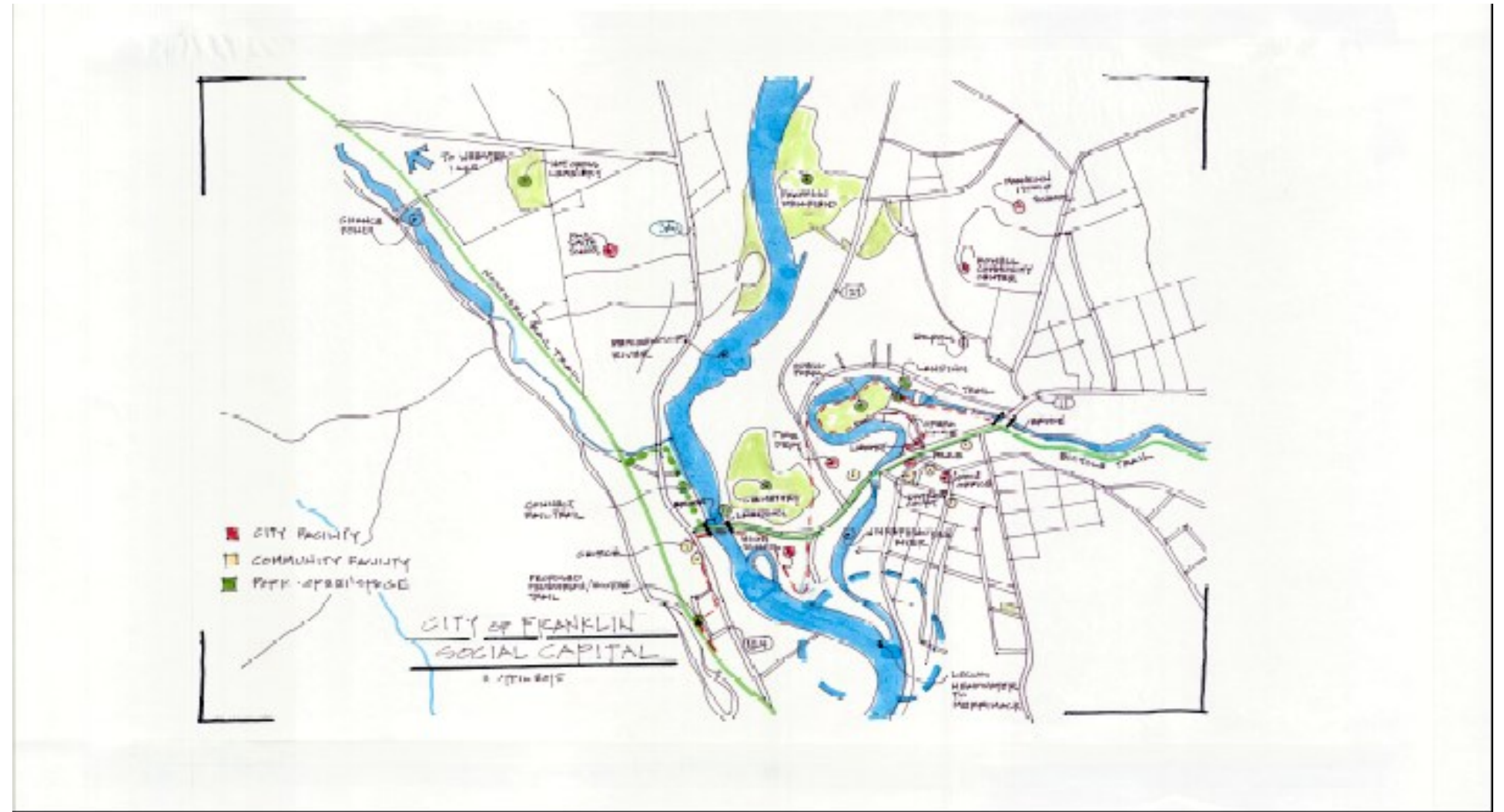
What will success look like? Community, health and wealth.

Community is about *connectedness* to each other. In a healthy community, people are connected and care for the *whole* – the whole person, the whole community. Individuals are identified by their gifts and assets, not by what they are not, or do not have.

Physically, mentally and spiritually healthy people are about finding health and wellness, rather than depending solely on a “traditional” health care system, which contributes only 20% or less to a person’s overall state of health.

The real wealth of a community is not measured just in economic terms, but in the strength of *social capital*, the status of the environment, and the degree to which its citizens are civically engaged. In addition, a strong community will look at challenges not as problems, but as *opportunities*.

Franklin is already well on its way
to achieving success.



This diagram shows that almost everything that is really needed (other than business) in is the downtown or is a short distance away.

(this also shows that the river as an asset is undercapitalized.

In addition, the confluence of the three rivers is not currently accessible, except by watercraft.)

TEAM RECOMMENDATIONS

Goal: Explore becoming the third city in NH to be designated as a Sustainable City

There are a couple of ways to describe *sustainable*: what does that mean, anyway?

The original definition (as the term is used most broadly today) came out of the Brundtland Commission: “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” (cited in Hallsmith, page 34.) Simply put: use resources efficiently and fairly so that the human needs of *everyone* are met – now and in the future.

Not so simple, really. Our needs and wants are fulfilled though the earth’s ecosystems, and in turn, our economies, society and the environment are affected.

A second definition of sustainable (borrowed from Tom Kelly at UNH’s Sustainability Institute): what is it that *sustains* us? Food, air, water, and shelter. Beyond that – connections to others, health care, the arts, transportation and so on – those are what make us *thrive*.

Can a community be healthy if not all its citizens have access to food, clean water or shelter?

These are complex issues and questions.

Keene, NH has undertaken a multi-faceted effort to be a green and sustainable city. Portsmouth is an “eco-municipality”, endorsing the framework of *The Natural Step for Communities*, which outlines that in a sustainable society:

- Nature is not subject to systematically increasing concentrations of substances extracted from the Earth’s crust (eg, mining)
- Nature is not subject to systematically increasing concentrations of substances created by society (eg, chemicals)
- Nature is not subject to systematically increasing degradation by physical means (eg deforestation)
- People are not subject to conditions that systematically undermine their capacity to meet their needs – basic or otherwise. (eg low wages, contamination) THIS IS ABOUT EQUITY.

The team recommends that Franklin look at these and other models. To be a sustainable city is ambitious and not easy, but the outcomes could be pretty amazing.

Sustainable practices, meanwhile, might include:

- solar options
- Hydropower: there is a history here of hydropower and Franklin’s future could embrace it as well, which could contribute significantly to a new “brand” for Franklin.
- Access to free wi-fi in the downtown (this will be critical to entrepreneurial success)
- Upgrade housing stock

Objective: maintain and expand broadband service

Objective: explore UNH capabilities and investment in Franklin

Objective: Increase cell service

Goal: Continue the attitude of city to promote “open for business” for any new development

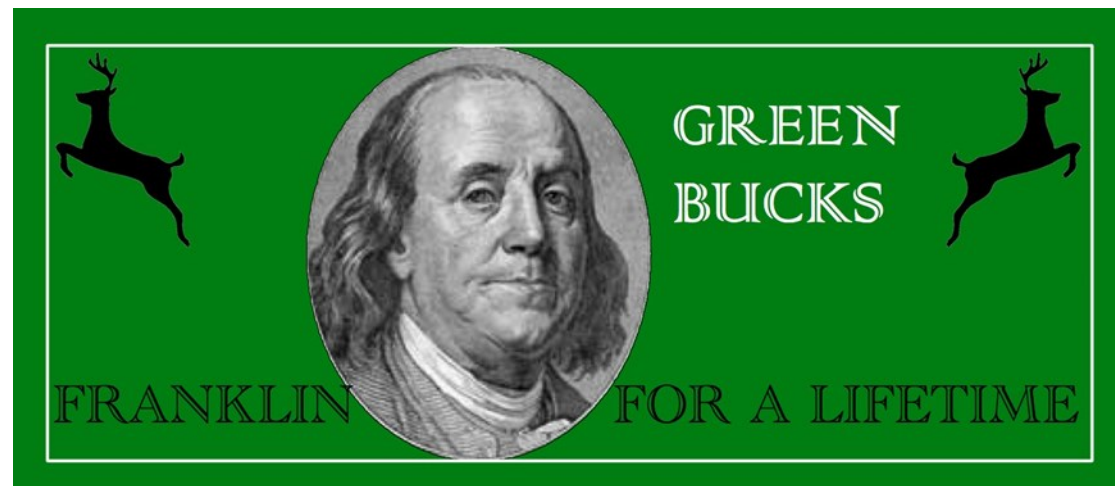
Objective: create partnerships with property owners to achieve specific goals

- One owner to partner with city to create the first success

Objective: list things you have done (accomplishments etc)

- Establish a timeline of past

Objective: Promote 79-E and TIF district



Goal: downtown revitalization (B2B) as an economic driver

- Minimize risk for property owners through City/private partnerships
- Engage community

Objective: have incubator space for economic development

Initially, use the town hall building 3rd floor as incubator space, having first 2 floors being city space OR upstairs at library?

Objective: reduced fee space

Objective: identify 2 to 3 start-up business styles desired/needed using list from community about business types

- Storefronts will be important

Objective: obtain a downtown coordinator for organizing relationships/economic development in downtown

- regular meetings, facilitation

Objective: implement façades improvement program

Objective: Improve signage

(font large and visual enough for be seen as people age)

Objective: create web-based hub for information

Objective: ask for updates AND actionable items from downtown revitalization committee

- Monthly updates focused about B2B zone

Objective: Develop branding strategy for B2B

Objective: create “wisdom worker” partners

- Older, knowledgeable workers partner with younger entrepreneurs
- Keep older people in town, stimulate new or existing businesses

Objective: Identify learning space in the B2B

Objective: create “green” Franklin

Goal: Highlight and leverage Historic Assets

Franklin has many historic buildings that embody the *unique sense of place*, sense of *identity* that is Franklin.

These could serve as a foundation for an aspect of economic re-development, including in the downtown. By restoring the integrity of the facades, for example, highlighting the architectural details while keeping the interiors functional for 21st century needs would create an attractive town center once again. We recommend that in any restoration, even a minimal consultation be considered so that “pseudo restorations” are avoided. Infill projects should be compatible with surrounding architecture, including style and scale.

We recommend:

- Recognize the value of the historic district
 - Revive the commission
 - Revisit and review the guidelines and standards
 - Establish a strong education program for commissioners and others interested in this so that they can become strong advocates with knowledge of good practices, trends and opportunities.
- If desired, create a town-wide advisory Heritage Commission
 - They could be real advocates and extend the ability of the Planning office to get things done
- The downtown is a National Register Historic District—take advantage!
 - At some point, rehab projects might consider making use of the 20% Federal rehab tax credit, or even the 10% credit.
 - Encourage more use of RSA 79-E, which has already been adopted in Franklin.



Goal: open spaces and recreation - *places to be active*

Objective: Connect existing trail systems—and use Center Street as part of bike trail

Objective: Create a web-based recreation guide

Objective: take advantage of the rivers!



Goal: real choices for *everyone* to get about

The subject of transportation of people—of getting from point A to point B, is complex. Transportation is a *means of access* - to jobs, to food, to healthcare, to basic services, to school, to social connections and more.

Not only in Franklin and other New Hampshire communities, but across the nation, we are grappling with a reality that being able to drive a car to get somewhere can not be taken for granted:

- Fewer young people are getting drivers' licenses
- Our older population is getting larger, and with that, a growing number of people who are no longer driving
- About 20% (some estimates are higher) of adults have some kind of visual impairment that prohibits them from driving
- Better medical care in the wars means fewer soldiers are dying but hundreds, if not thousands more are coming home with injuries that prohibit them from driving
- According to recent estimates, it costs about \$43 per week to own a car, not including parking or gas. Retail workers, waitstaff and other low-wage earners can often not afford their own car. Nor can they afford to live near where they work.



brainstorming

Currently, Franklin provides publicly-funded roads for those who do drive. For bicyclists and pedestrians, there are trails and sidewalks. For those who do not drive, there are:

- Winnepesaukee Transit, which provides weekday connectivity between Franklin and Laconia morning, mid-day and evening.
- Concord Coach, which provides service from Tilton to Concord to Boston and from there, beyond.
 - There is currently no Franklin-based service to get to the bus in Tilton.
- There is a senior bus which provides service for those age 60+, and for people with disabilities
- There is a volunteer driver program, also for those age 60+, and for people with disabilities.



We recommend that Franklin take a holistic look at ALL the needs for transportation services in town, both inter- and intra-community. Once identified, work with a transportation consultant to lay out an incremental plan that might coordinate the needs of businesses, schools, health organizations, higher education, the city and others— a plan that would increase ridership, improve service times and support vitality and economic development.

The Lakes Region Planning Commission and the Mid-State Coordination Council might be useful resources.

Goal: Home Sweet Home, providing real choices for decent, affordable places to live

As is transportation, the concept of types of living spaces and their locations can be complex, for myriad reasons.

We have learned, however, that the needs and wishes of the younger generation—the Millennials—is not much different from those of the Baby Boomers, especially when it comes to living spaces. Both want smaller, efficient homes (whether detached or apartment-style) that are pleasant, affordable and easily accessible without a car to downtown and/or to basic services, including jobs.

Decent, affordable and desirable places to live are also key for stimulating business as well as for adding to an overall vitality and health of a community.

We understand that, as of this writing, more living spaces are not needed, but that many of the existing spaces need to be improved. We recognize the challenge that these are all privately owned, and admit that a recommendation to address this is outside our scope. However, we could recommend that addressing the residential spaces downtown be part of the partnerships the City might form with the private landowners in the B2B area. Emphasize that improvements are *investments*, not expenses.



That said, we also recommend the City take another look at *accessory living units* as a tool to help older folks stay in their own homes, while at the same time providing decent, affordable places for younger people (or others) to live. We recently heard of a program that the City of Dover has implemented with great success:

- Property owners must live on the property, and there shall be one utility bill
- There are strict guidelines about altering the home to accommodate an ALU.
- Each year, owner must get a permit to have an ALU. At this time, must provide proof of residence and that all utilities are paid by them
- ALU owner is “required to execute a restrictive covenant running in favor of the City, which shall be recorded in the Strafford County Registry of Deeds ...”

See Appendix A for complete language.

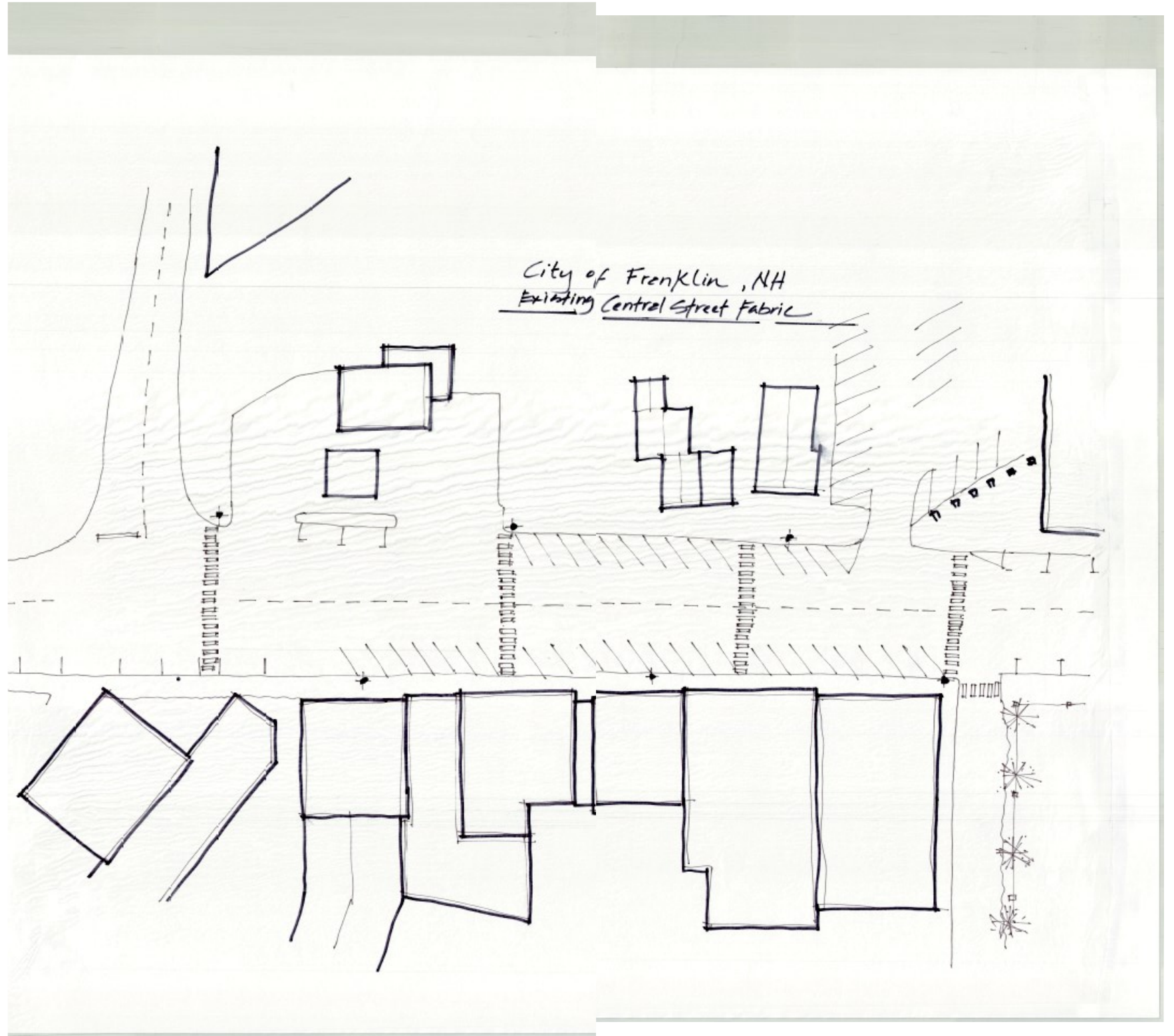


Examples of accessory dwelling units



Tilton Outlet Mall Overlay

- This shows that the area of the Tilton Outlets is generally the size of Franklin's Downtown
- The diagram reinforces the notion that the Bridge to Bridge area is extremely walkable, 5 to 7 minutes B2B
- How does the assessed value of all real estate along Central Street (B2B) compare with the assessed value of the Tilton Outlet Mall?

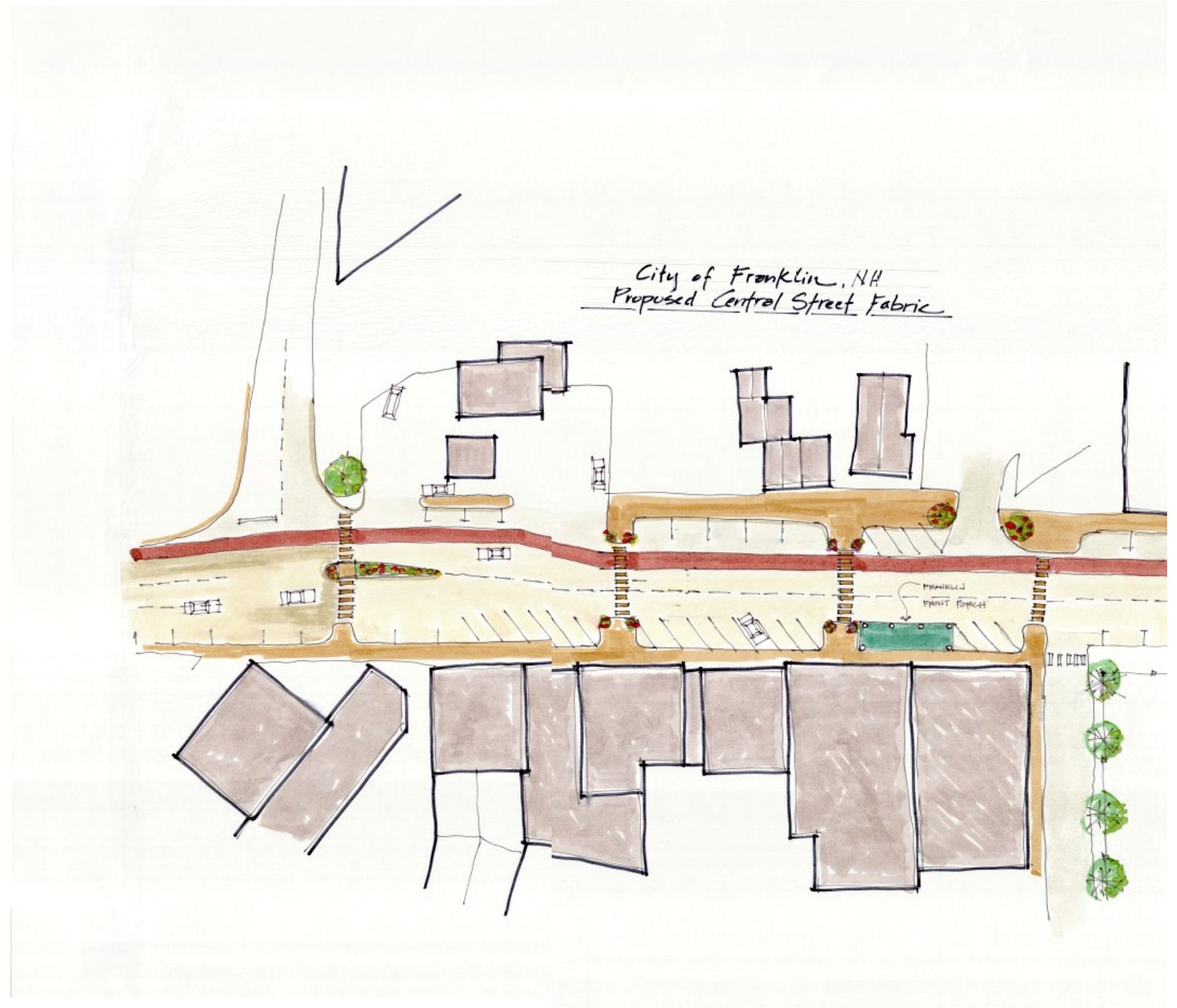




Examples of bump-outs.



Example of a "pedestrian refuge."



Opposite page:

The width of Central Street is more than enough to allow for

- parallel parking on both sides,
- 5 feet for a bicycle lane,
- 12 feet each for traffic lanes in both directions
- A possible 10-12-foot left-turn lane at the traffic light
 - Total needed: 57 to 61 feet between sidewalks (47 feet without left-turn lanes)

There are plenty of cross walks across Central Street. However, they are all currently 45 to 70 feet across. By projecting the sidewalks out of the depth of parking on both sides of the street, it would reduce the distance that pedestrians (including children, older people and those with physical challenges) have to walk in front of on-coming traffic.

Crosswalks can be done creatively (see images to right). IDEA: have a spring Cross-walk Painting Party where Central Street is closed off for a large block party (traffic detoured through Mill area). This would accomplish three things:

- Community-building
- Detour would raise awareness of Mill buildings and Odell Park
- A unique set of crosswalks would be created that could be publicized and draw visitors

At the east end of Central Street it might make some sense to add a section of median to allow for “pedestrian refuge” (see photo, previous page) at the mid-point of the crossing due to the extra width in the street in this area.

We propose that a clearly defined bike lane be installed between the Win-nepesaukee River Trail and the Northern Rail Trail.



Crosswalks can be done very creatively!

The cross section of the street has an approximate ratio of 2:1—the space between buildings across the street from each other is twice as wide as buildings are high. This is a very comfortable proportion; less than that (eg, 1.5:1) is usually very desirable. We estimate that Central Street ranges 2.3:1 down to 2:1.

There is a distinct lack of street trees and furniture along Central Street. We recommend introducing street trees, benches, trash receptacles ...





The concept here is that a parcel could be created to be similar to a front porch along Central Street.

The porch could (should?) be mobile, so that it can be relocated to different sections of Central Street.

There could be more than one mobile front porch.

This sketch shows the porch with a roof that can protect people from the rain and sometimes the sun.

We envision the porch to have removable glazed storm panels that can extend its usefulness during the early spring and late fall.

The park at the site of the former Newberry Building is a potential asset and currently underutilized. The location is near the center of the downtown area and is highly visible. It allows lines of sight into the back area where there are other businesses and parking.

Activities that could happen at this location include:

- Farmers' Market
- Outdoor seating for local restaurants (future potential use for Buell's Block)
- Outdoor music and/or movie events
- Winter temporary Skate Park (similar to that at Strawberry Banke in Portsmouth)

Any of these would be relatively easy to implement, be cost-effective, and have a high social capital value.





Memorial Street in this drawing is shown with multiple street improvements, including

- Sidewalks
- Street trees
- Green spaces
- Access points to the river

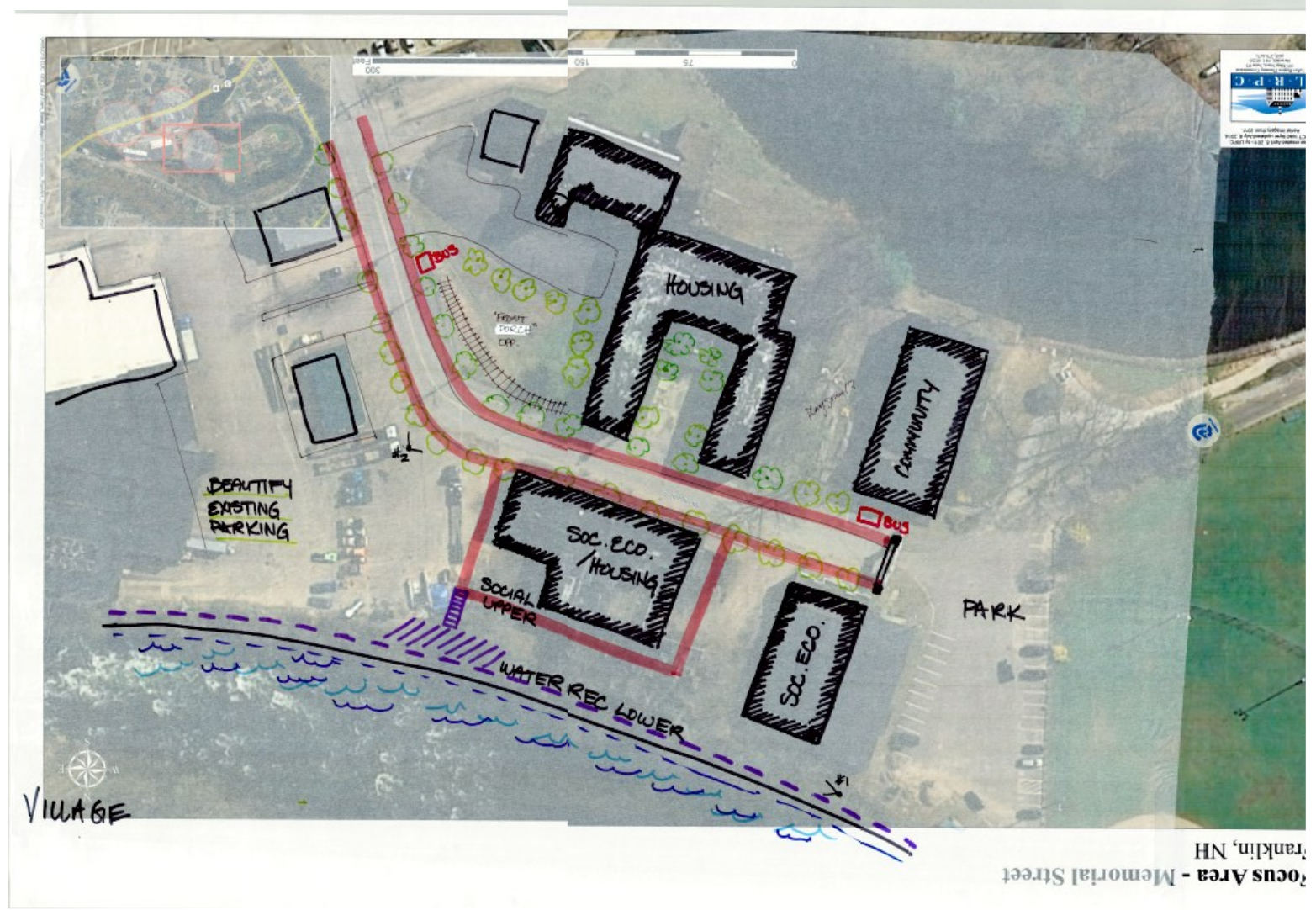
In addition, the Riverbend Mill and the Stanley Mill are shown as being developed.

The mills (as well as other underutilized buildings in the downtown) may offer opportunities not only for Boomers to downsize to smaller living spaces, but also “homesteading” for *Young, Entrepreneurial and Stay* (YES) population

We believe that the historic mills form an interesting gateway to Odell Park.

We also believe that an alternative access to the river behind the mills is required.

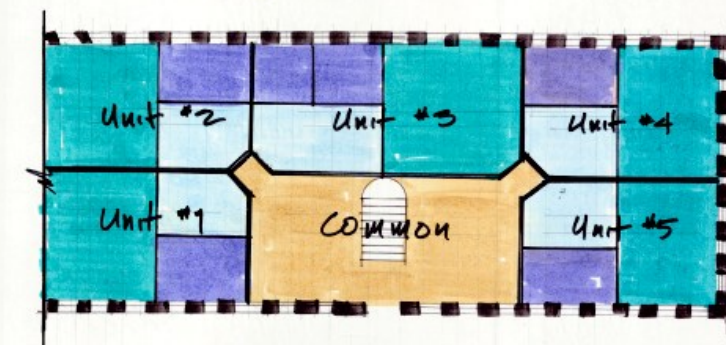






The courtyard inside the Riverbend Mill has one open side to Memorial Street and this could greatly influence the esthetics of this area and the approach to Odell Park. The drawing created shows this as a community space, where children can play in a safe, enclosed environment while still having connection to the neighborhood. This area could also include community gardens for greenery and activity.

The drawing below shows a possible unit layout inside the mill. This suggests a grouping of units around a community space. The intent is to create a space where neighbors could meet in a “front porch” atmosphere. These common rooms are then directly connected to the courtyard. This gives residents a choice of private, semi-private or public space where they can be and interact.





This view shows the potential of a developed river walk.

Two are shown:

- one at street level, connecting to Memorial Street
- Another along the river's edge. This could include a bike path, boat launch and sitting areas where people could enjoy the scenic beauty of the river while recreating. Activities could include:
 - Fishing
 - Boating
 - Biking
 - Walking or running

This area would also tie into Odell Park.

Random additional comments and recommendations from the team ...

- *Food truck rodeo?*
- *Farmers' Market: move to downtown, and perhaps find an indoor winter space on Central Street*
- *Encourage the donut place to think about catering to pedestrian customers*
- *Toad Hall could be open as a co-working space*

In conclusion

Franklin has a unique opportunity to become both age-friendly AND economically, socially and environmentally vibrant. As we have seen on the previous pages, there are many recommendations that contribute to making this so. These are only *recommendations*, and we hope that they serve as a beginning of an ongoing conversation and plan for the future of your great community.

Becoming an age– friendly, vibrant and healthy community demands a multi-faceted approach, involving key players in all aspects of community life and as many citizens and others who want to participate and contribute.

We recommend that Franklin

- look into the *collective impact* approach. Franklin cannot, for example, become a place that supports Boomers as they age by looking only at housing, or at transportation. The two go hand in hand, along with myriad other factors. The same goes for an overall revitalization. Bring everyone together who is already working on some aspect of Franklin as a community. Talk together about who you want to be as a community. It will take time, but hammer out a vision for Franklin (or adopt that already developed by Choose Franklin, or that of the Steering Committee of this project—**Franklin is a livable, vibrant and healthy community for everyone**) so that everyone has the same vision towards which they are working.
- Create a central committee—or use *Choose Franklin*—to facilitate and coordinate efforts. Subcommittees/action groups can each create their own vision (to support the larger one) and develop strategies for achieving them. For some, eg economic development, a facilitator or director is key.
- Start with what you’ve got. *And you have a lot!* For example:
 - Downtown has great bones—use them! - and it is very walkable
 - Historic assets
 - Outdoor opportunities
 - People are already coming in to town—leverage current destinations

- Choose a couple of easy, low-cost projects to start the new ball rolling. Early success leads to more.
- Then, choose one or two longer-term projects that involve many players and will confirm that Franklin is open for business AND supports those who are getting older.

Above all, **Tell the Franklin Story!**

Figure out, Who does Franklin want to be in the region, in the state?

Eg: age friendly, green, recreational hub, cool downtown ...

Then, Establish a story, a message about your vision.

Identify target audiences (target)

Identify platform, storyteller (vessel)

Identify the means, tell the story (vessel)

And tell it over and over and over again.



Musings about Franklin based on the AARP Livable Communities model that uses a flower to show community structure... illustration by John Wacker.

Draw your own flower of Franklin—what are the elements that make up the petals? Which are connected?

Appendix A—language from Dover’s Accessory Dwelling Units regulations

170-24. ACCESSORY DWELLING UNITS.

Where permitted, an ACCESSORY DWELLING UNIT shall comply with the following:

- A. A maximum of one (1) accessory dwelling unit (ADU) per property is permitted. An ADU shall not be permitted on property where more than one DWELLING UNIT currently exists.
- B. Exterior alterations, enlargements, or extensions of the SINGLE FAMILY DWELLING or detached ACCESSORY STRUCTURE are permitted in order to accommodate the ACCESSORY DWELLING UNIT. However, no such change is permitted which would alter the appearance of the SINGLE FAMILY DWELLING to look like a duplex or any other multi-family structure (i.e., the house should not look like it was designed to occupy more than one family). The construction of any access ways into the house and/or detached garage which are required for access to the ACCESSORY DWELLING UNIT shall be located to the side or rear of the building whenever possible.
- C. An ADU shall have an area of no less than 300 square feet and no greater than 800 square feet. An attached accessory dwelling unit shall occupy no more than 30% of the FLOOR AREA of the SINGLE-FAMILY DWELLING, including the ADU. If located in a detached ACCESSORY STRUCTURE, the ACCESSORY DWELLING UNIT shall be located entirely on the second floor of the structure.
- D. A minimum of one dedicated off-street parking space shall be provided for the ADU.
- E. The SINGLE-FAMILY DWELLING (and detached ACCESSORY STRUCTURE, when applicable) and lot shall not be converted to a condominium or any other form of legal ownership distinct from the ownership of the SINGLE-FAMILY DWELLING. In order to assure compliance with this requirement, the property owners at the time the ADU is established shall be required to execute a restrictive covenant running in favor of the City, which shall be recorded in the Strafford County Registry of Deeds and a copy provided to the Planning and Community Development Department and the Assessor prior to the issuance of a CERTIFICATE OF OCCUPANCY.
- F. The property owner must occupy one of the two DWELLING UNITS. Electric, water and sewer utilities shall be metered on a single bill.
- G. Where municipal sewer service is not provided, the septic system shall meet NH Water Supply and Pollution Control Division requirements for the combined system demand for total occupancy of the premises.
- H. A certificate of use issued by the Zoning Administrator is required to verify conformance with the preceding standards. Said certificate shall be renewed annually. Applications to renew the certificate of use shall be due by January 1st following the date of approval of the certificate of use and then by every January 1st thereafter for so long as the ACCESSORY DWELLING UNIT continues. Fees shall be levied as set forth in the City of Dover Adopted Schedule of Fees, as amended annually, for ACCESSORY DWELLING UNIT certificates of use and renewals.

RESOURCES FOR MORE INFORMATION

Block, Peter. *Community: The Structure of Belonging*. San Francisco: Berrett-Koehler, c2008.

Hallsmith, Gwendolyn *The Key to Sustainable Cities: Meeting Human Needs, Transforming Community Systems*. New Society, c2003.

James, Sarah and Torbjörn Lahti, *The Natural Step for Communities: How Cities and Towns Can Change to Sustainable Practices*. New Society, c2004.

Walker, Jarrett, *Human Transit: How Clearer Thinking about Public Transit can Enrich our Communities and Our Lives*. Island Press, c2012.

The future is created one room at a time, one gathering at a time. Each gathering needs to become an example of the future we want to create. This means the small group is where transformation takes place. Large-scale transformation occurs when enough small group shifts lead to the larger change. Peter Block, *Community*, page 93.

WEBSITES (these are just a start!)

Citizens Institute on Rural Design <http://www.rural-design.org>

AARP's Livable Communities www.aarp.org/livable-communities

Phil's Adventures in Elderburbia <https://agingindiana.wordpress.com>

Cluegroup.com

Smart Growth America www.smartgrowthamerica.org

Community Matters www.communitymatters.org

Vibrant Villages NH www.vibrantvillagesnh.org



This report was prepared in April and May, 2015, by Plan NH, 56 Middle Street, 2nd floor, Portsmouth NH 03801, with contributions from Plan NH Team members who were in Franklin. Plan NH is a member organization of planning, design and development professionals who care about the impact of the built environment on our towns and neighborhoods. Information and inspiration about work in this area that is happening around the state may be found on our other website, www.vibrantvillagesnh.org.