

***Downtown Franklin
Vision2000
Revitalization
Strategy***

***Economic Analysis and
Revitalization Strategy***

April 2000

***Prepared For: Franklin Business
and Industrial Development
Corporation***

***Applied Economic Research
Vorel Associates
Whiteman and Taintor***

*Franklin Vision2000 Revitalization
Strategy:*

Part I: Executive Summary

VISION2000: Downtown Franklin Revitalization Strategy: Executive Summary

This report sets forth a summary of the *VISION2000* revitalization strategy for downtown Franklin. It was prepared by Applied Economic Research in conjunction with Whiteman/Taintor (physical planning) and Vorel Associates (public participation coordination). Funding was provided by the US Economic Development Administration, Providian Bank and the Franklin Savings Bank. The study process was directed by a steering committee drawn from the ranks of Franklin's business and local government leaders, to which the consultants express their thanks for their guidance during the development of this strategy.

In addition to this report, additional facets of the strategy are detailed in three reports prepared by Whiteman/Taintor setting forth planning, design and zoning considerations to guide future development in Franklin.

The study area for the analysis included Central Street, Bow Street and the Mill Area.

Throughout the development of this strategy, the team focused on the need to:

- Realistically assess downtown's strengths and weaknesses.
- Build on downtown's underutilized current assets.
- Fit the improvement program to the limited resources available locally.
- Find the best way to leverage those local resources with state and federal help.

Downtown Franklin's shortcomings are obvious and serious. But, they are not irreversible. Downtowns across the state, many facing fewer opportunities than Franklin, are recapturing their lost luster. It is not realistic to expect a quick fix for downtown Franklin—its problems have developed over several decades. But, Franklin need not accept continued deterioration, either.

Downtown Franklin Today: Current Conditions

Downtown Franklin is an important element of the area's economy:

- There is nearly one million square feet of building space in downtown, the equivalent of a large regional mall.
- The district embraces \$25 million of assessed value, about 10 percent of the City's total tax base

- The mix of land uses constituting that space is very diverse with residential, retail, industrial and service uses all well represented.
- The housing units within the study area represent an important element of the Franklin community and an important source of support for downtown businesses.

Downtown is the Community Center for Franklin, housing its government, social service, professional and financial sectors.

Whether based on casual observation or more rigorous analysis, it is clear that downtown Franklin is under-performing its potentials:

- Over half of the building space in downtown is in only fair or poor condition and less than 10 percent is in good condition.
- 39 percent of its building area is vacant and a significant portion of the occupied space is under-utilized. Vacancy is more than 50% in the Central Street upper floors and the Mill district.
- Franklin is capturing only 25 percent of the retail spending of its immediate market area. Downtown's capture is smaller yet, probably on the order of 10 percent or less.

The decline of downtown Franklin did not happen overnight. It began with the loss of the JP Stevens textile complex some 30 years ago. When the mills closed, much of the lifeblood of downtown evaporated—area residents lost a substantial amount of their buying power and downtown lost its historic anchor. It began drifting.

The effects of the mill closure (they remain substantially vacant today) were compounded by a variety of market forces, most importantly the relocation of retailing from traditional downtowns to suburban shopping centers. This trend witnessed the development of competing retail clusters in Laconia/Gilford and Concord in the 1970s and 1980s. At Tilton's Exit 20 on Interstate 93 alone, nearly 2 million square feet of new retail and warehouse space has been completed since 1990—the equivalent of two large regional malls or two downtown Franklins.

The loss of economic vitality necessarily is reflected in the condition of buildings in downtown Franklin today. With lower retail sales, tenants cannot afford rents high enough to permit adequate building maintenance. Similarly, the loss of the mills removed an important source of support for the close-in residential market. Consequently, property owners have deferred maintenance and building

depreciation has taken its toll. As buildings declined, the appeal to upscale tenants and shoppers also dropped, further diminishing downtown's performance.

This cycle of decline is powerful. This cycle builds on itself and will not self-correct: the regional economy has been in an exceptionally strong period of growth and prosperity over the past 8 years. Yet, even in the face of this prosperity, downtown Franklin has experienced further erosion and decline.

Clearly, something has to change. Downtown Franklin is an important source of tax base for the city, is the single most significant concentration of family-run businesses in the area and an important job center. Perhaps most importantly, downtown is the single most visible component of the City's image and character, affecting the city's ability to attract new businesses and new residents.

The Foundation: Downtown's Strengths to Build On

Downtown Franklin has a very real opportunity to reverse the cycle of decline described above. One key to a better future is building on today's strengths including:

- **The River.** Downtown has nearly a mile of frontage on the Winnepesaukee river (both banks). The river today is clean and benefits from a constant flow. But, it is underutilized in all respects.
- **The Regional Economy.** The regional economy is strong—witness the tremendous growth at Exit 20. There are more jobs in the regional economy now than ever before and the pace of development is at or above historic highs. Downtown Franklin needs but a tiny slice of the growing regional pie to prosper.
- **The Parks.** We know of no other New Hampshire downtown with a downtown recreation resource that can compare to Odell Park. Its size (over 10 acres), the uses it supports (sports, concerts, playground, natural areas) and its extensive river frontage bring thousands into downtown.
- **Diversity of Uses.** Even allowing for its high vacancy rate, there is a broad range of uses present in downtown today. These uses can draw strength from each other. For example, downtown retailers can help support its service firms.
- **The Architecture.** Although many downtown buildings have not been adequately maintained, the scale of downtown and the architecture of its buildings are still intact. These buildings provide the raw material from which to forge a more attractive downtown.

- **Parking.** Generally speaking downtown has an adequate amount of parking to serve the needs of today and the next several years. Some improvements are needed (development of a small lot on Franklin Street, for example) but overall, a major investment in parking (which can keep a downtown from achieving its potential) is not needed in Franklin.
- **Exposure.** Central Street is part of the Route 3/11 corridor, the major traffic corridor in the region. Traffic volumes are high, probably on the order of 15,000-20,000 vehicles per day. This traffic volume is a rich source of future support for downtown businesses
- **Utilities.** Many downtowns struggle with the cost of placing unsightly overhead utilities underground. The cost can run in the millions. Franklin's utilities are already underground.
- **Inexpensive Space.** Rents and building prices in downtown are low, opening occupancy to a range of tenants that might not otherwise be viable.

Shortcomings to be Addressed

Despite these strengths, downtown Franklin has deteriorated. We believe the major contributors to downtown's decline are:

- There is no downtown organization to effectively promote downtown and guide its future development.
- Downtown is unattractive and uninviting to pedestrians and motorists.
- Downtown has no anchor tenant or activity.
- The retail inventory is thin, with many categories under-represented or missing entirely.
- The housing inventory is in poor condition, with little appeal to middle income households.
- Current promotion of special events, such as Frontier Days, are not achieving optimum market penetration.
- Zoning ordinances and regulations are obsolete and ineffective.

- There is little investment momentum.
- Local funds for the revitalization effort are extremely limited
- Existing public resources (parking, city hall, open space, parks) are poorly maintained and have depreciated in both value and service to area residents.

The Strategy: A Six Point Plan

There are six key points we believe will help Franklin build on its strengths and address its weaknesses:

1. ***Downtown Organization.*** Without an organized effort, it will be difficult to get downtown moving again. Downtown and City interests must pull in the same direction. We know of no downtown that has been successfully revitalized without a good organization of building owners, residents, retailers and service businesses. Franklin should move toward participation in the State's Main Street Program as soon as is practical.
2. ***Opera House Anchor.*** The restoration of the Franklin Opera house holds the promise of re-establishing an anchor for downtown. This would attract a new audience to the downtown and instantly help create a new image for downtown. Rochester, Claremont, Keene, Lebanon and Littleton have all successfully achieved restoration of similar spaces.
3. ***Community Center.*** Downtown was once the employment and retail center for Franklin. These functions should be enhanced, but the reality is they can no longer be the central elements of downtown in the much-changed economy. Downtown can, however, serve as the focal point of the community. Odell park, City Hall (preferably relocated to the Millyard), the restored Opera House, the Community Center, banking, the post office and the library are all elements of that role as a community center, drawing residents, shoppers and workers to downtown.
4. ***Improve Aesthetics.*** Downtown is missing a great deal of its opportunity because it is not attractive to motorists or pedestrians. The streetscape and parking areas need to be upgraded and design guidelines for private investment need to be adopted.
5. ***Improve Existing Resources.*** Existing resources including the river frontage and parks in downtown are not contributing as much as they

should to downtown's health. A riverwalk is an important step to turning downtown around.

6. ***Stimulate New Private Investment.*** Franklin is not wealthy. Stimulating new private investment requires leveraging local funds with state/federal money carefully deployed to achieve maximum results.

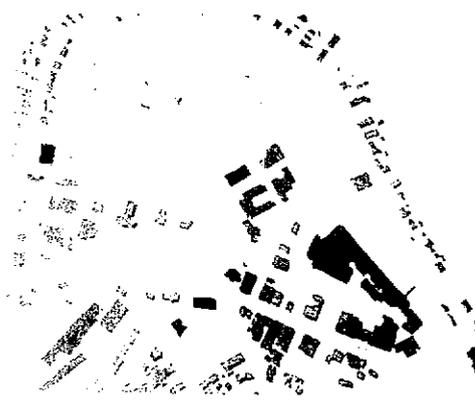
The strategy is detailed in the following pages and in the accompanying Whiteman and Taintor reports. All told, the strategy envisions a city commitment averaging \$160,000 per year over the next decade. In return, the total commitment of non city funds, and the resulting property value enhancement will bring the total invested funds to an estimated \$16 million over the decade.

Important early steps to be undertaken include:

- Establishing a downtown organization.
- Committing to the relocation of City Hall (preferably to the mill district and the non-city funded Opera House restoration.
- Revising ordinances and adopting design guidelines.
- Seeking state/federal funds for housing revitalization, including exploring the possible the reuse of a mill building to elderly housing (possibly in conjunction with a new city hall) under the Federal Tax Credit program.
- Improving the Central Street streetscape with benches, better street crossings and careful planting of trees.

*Franklin Vision2000 Revitalization
Strategy:*

*Part II: Presentation Materials and
Strategy*



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VISION2000

*An Action Plan to Revitalize
Downtown Franklin*

Revitalization Strategy

March 9, 2000

Applied Economic Research

*Whiteman and Taintor
Vorel Associates*

Downtown's Major Strengths to Build-On

- *High traffic count brings commercial exposure to downtown businesses, but they aren't stopping very often now.*
- *The close-in resident market has substantial potential to support a healthier downtown, although 75% of their spending now leaks out of Franklin.*
- *There is a healthy diversity of uses in downtown (service, government, manufacturing and retail), although upscale uses are few and far between.*
- *Buildings are architecturally interesting, although they are not well-maintained.*

Downtown Strengths (cont'd.)

- *The river is a major amenity that is under-used.*
- *There seems to be enough parking, although it is not well-maintained and more is needed on the south side of Central Street*
- *Utilities are already underground on Central Street*
- *There is vacant space available to accommodate more users and higher values*
- *Relationship between City Hall and the business community is generally positive.*
- *The informal organization of downtown interests has staged impressive events*

Major Shortcomings To Be Addressed

- *Informal, volunteer organizational effort will not be able to execute an improvement program or recruit new businesses.*
- *Downtown is unattractive, uninviting to businesses and pedestrians.*
- *Downtown has had no anchor tenant or activity—since the loss of the mills 30 or so years ago.*
- *The retail inventory is thin, with many categories under-represented*
- *Housing inventory is in poor condition, with little appeal to middle income households.*
- *Current promotional activities are not achieving optimum market penetration.*
- *Ordinances are obsolete, ineffective.*
- *There is little investment momentum*
- *Funds are extremely limited*
- *Existing public resources (parking, city hall, open space, parks) are poorly maintained and have depreciated in value and service to the community*

Key Elements of Draft Strategy

- *Create and staff a downtown organization*
- *Create a new anchor for downtown—The Opera House*
- *Downtown should be the community center for Franklin and surrounding towns*
- *Make downtown more attractive and convenient to motorists, residents and pedestrians through investments and revised ordinances*
- *Make better use of existing resources including the river, mills and parks*
- *Stimulate new private investment and renovation* ⁵

Organizing Downtown

- *Current volunteer efforts are commendable, but difficult to sustain.*
- *All successful downtowns require a focused organization so public and private interests can pull in the same direction.*
- *Major functions that need to be carried out:*
 - *Staging special events*
 - *Promoting special events*
 - *Attracting grants for public and private investment*
 - *Coordinating improvement program with City*
 - *Attracting new retail and service businesses to downtown*

Organization Options

- *A free standing, organization without staff—unlikely to meet the need—not recommended*
- *A full-time or part-time staffed organization under the Chamber—could work. Doesn't add another layer of organization, but be careful to avoid conflicting demands on staff time.*
- *A free standing organization with part or full time staff—could work, avoids conflicting demands.*
- *Main Street affiliation—ultimate goal, but probably premature now.*

Create a New Anchor for Downtown

- *Downtown needs an anchor to replace the role the mills once played*
- *Downtown's new anchor should attract people and help reverse the negative image of downtown*
- *Support is not there for a large retailer*
- *Restoring Opera House to its former capacity is the best alternative*
 - *Would attract more people*
 - *Would enhance image*
 - *Would encourage building renovation*
 - *Would help attract upscale retail and service businesses*

Downtown as Community Center

- *Relocate City Hall to a mill building*
- *Restore Opera House as a community facility*
- *Enhance the access to the river and create a downtown riverwalk*
- *Better promotion of existing events (Kayaking, fishing, etc) and add new events*

Stimulate New Private Investment

- *This is the overall focus of all recommendations.*
- *Encourage renovation of one of the underused mill buildings to accommodate elderly housing, possibly via FBIDC*
- *Apply for Community Development Block Grants to rehabilitate close-in housing on Central, Franklin and Bow Streets.*
- *Apply for Community Development Finance Authority Funding of Opera House Restoration*
- *Systematically implement minimum building codes for residential and commercial buildings*
- *Upgrade parking and Central Street*

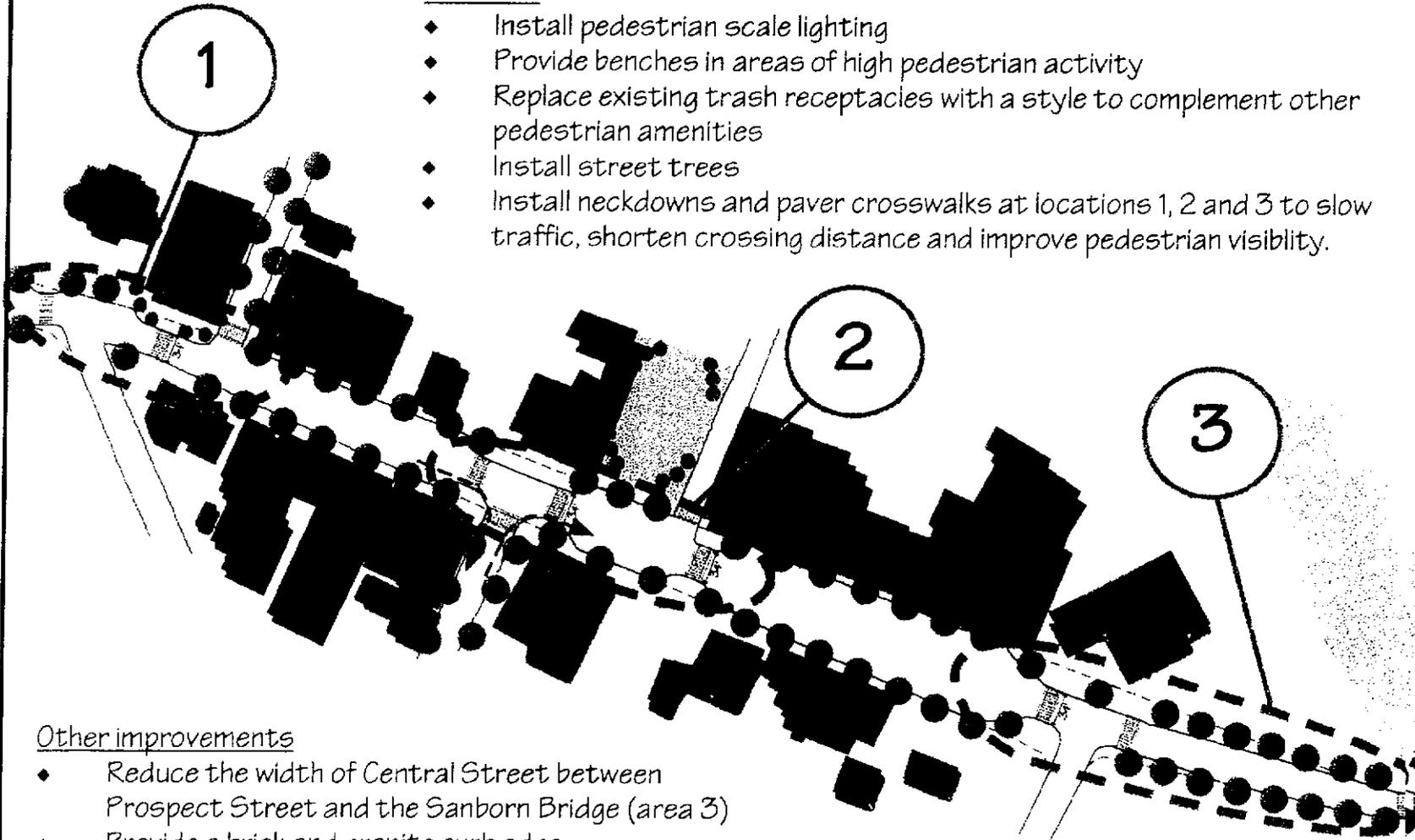
Improve Appearance of Downtown

- *Need to make downtown more attractive to motorists, residents and pedestrians.*
- *Franklin is capturing only 25% of its retail potential—75% is leaking out.*
- *Need to upgrade the streetscape, parking and ordinances.*
- *Make better use of existing resources: the river, the parks and historic aspect of the mills,*

Proposed Streetscape Improvements – Central Street

Priorities

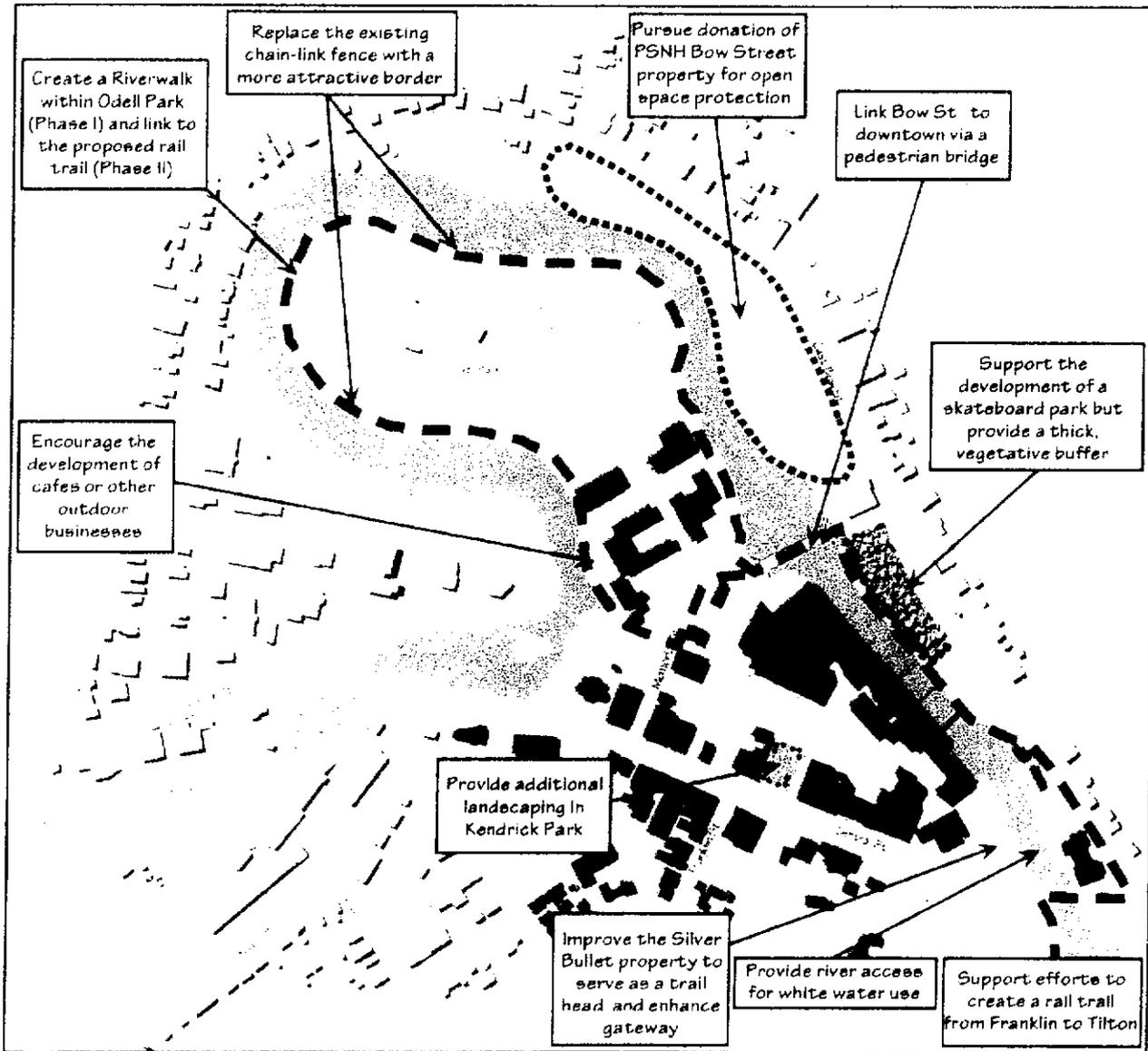
- ◆ Install pedestrian scale lighting
- ◆ Provide benches in areas of high pedestrian activity
- ◆ Replace existing trash receptacles with a style to complement other pedestrian amenities
- ◆ Install street trees
- ◆ Install neckdowns and paver crosswalks at locations 1, 2 and 3 to slow traffic, shorten crossing distance and improve pedestrian visibility.



Other improvements

- ◆ Reduce the width of Central Street between Prospect Street and the Sanborn Bridge (area 3)
- ◆ Provide a brick and granite curb edge
- ◆ Create a public plaza in front of Memorial Hall (area 1)

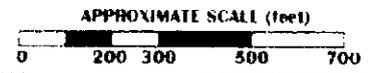
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Downtown Franklin Vision 2000

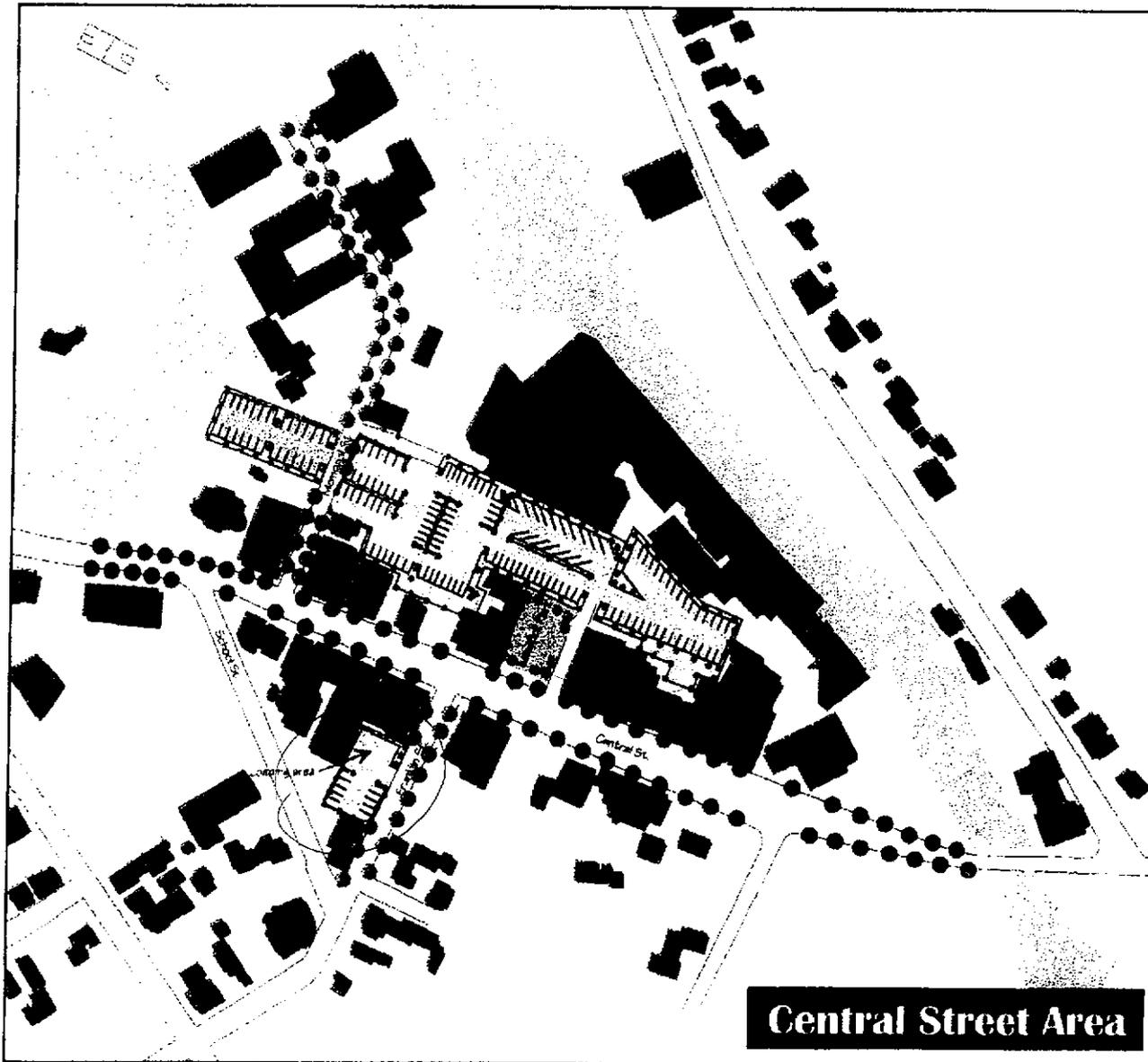
Open Space & Recreation

-  Downtown Core
-  Existing Buildings
-  Winnetoesaukee River
-  Proposed Riverwalk



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Central Street Area

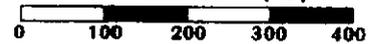
Downtown Franklin Vision 2000

Conceptual Parking Plan & Streetscape Improvements

-  Existing Buildings
-  Winnepesaukee River
-  Potential parking lot configuration
-  Streetscape improvements - Phase I
-  Streetscape improvements - Phase II

*Diagrams are conceptual only; not drawn to engineering specifications

APPROXIMATE SCALE (feet)



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City Investment is Leveraged

• City Hall Relocation	\$700,000
• Central Street Improvements	\$200,000
• Parking Lot Improvements	<u>\$250,000</u>
• Total City Investment	\$1,600,000
• Private Investment	\$3,100,000
• Increased Values (20%)	\$5,000,000
• State/Federal Funding	<u>\$5,600,000</u>
Total Investment	\$15,300,000
Ratio of Total To City:	10:1

MAJOR VISION2000 ACTIVITIES AND FUNDING

Activity	Year	Priority	Perceived Benefits	Who Implements	Potential Funding Sources	Order-of-Magnitude Total Cost	City Funded	Private Funded	State/ Federal Grants/ Other	Comments
Relocate City Hall to Mill District	2,3	Essential	Without this move, mill district will probably remain undervalued and underimproved.	City	City, CDBG	\$ 1,200,000	\$ 700,000		\$ 500,000	Requires relocation of social service agencies to secure state CDBG funds. Cost presumes 20,000 SF @\$60. Possible Tax Increment District funding.
Mill Area Central Parking Improvements	3	Essential	Must improve design of existing parking areas	Special Parking District and city	District	\$ 250,000	\$ 250,000	\$		
Opera House Renovations	4,5	Essential	Establishes new image for downtown and enhances downtown's traffic. Provides a needed "anchor" activity	Opera House Committee	CDFA, Private, city	\$ 2,700,000	\$	\$ 700,000	\$ 2,000,000	Funding being examined by committee. State funds are CDFA state tax credit monies.
Housing Rehabilitation Program	1,2,3,4,5	Essential	Provides funds to restore building exterior, as well as interior. Upgrades housing stock and tax base	Community Development	CDBG	\$ 1,500,000			\$ 1,500,000	Need is great. Funds are available. Must retain consultant or staff CD function
New Elderly Housing (30 to 50 units) in renovated mill building	1,2,3	Important	New tax base. Establishes investment momentum. Provides fuel for tax increment district. Provides Affordable housing for elderly residents. New buying power in downtown	FBIDC in collaboration with private and possibly in conjunction with City Hall relocation.	NHHFA	\$ 2,500,000		\$ 2,300,000	\$ 200,000	Program is funded and has been used in Lakes Region. Probably would score high. Possible source of ongoing funding for FBIDC
Riverwalk/pedestrian bridge	1,2,3	Important	Builds on existing city investment and adds drawing power to downtown.	City	TEA-21, National Park Service	\$ 350,000	\$ 50,000		\$ 300,000	
Design Guidelines, revised zoning	1	Essential	Low cost way to improve the looks of downtown	City	Existing Staff	Reallocate City Funds				
Total						\$ 10,325,000	\$ 1,620,000	\$ 3,055,000	\$ 5,650,000	



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MAJOR VISION2000 ACTIVITIES AND FUNDING										
Activity	Year	Priority	Perceived Benefits	Who Implements	Potential Funding Sources	Order-of-Magnitude Total Cost	City Funded	Private Funded	State/ Federal Grants/ Other	Comments
Establish Downtown Franklin Alliance in cooperation with Chamber and FBIDC. Set-up office space in FBIDC	1	Essential	Critical to implementation of strategy. Supplements current volunteer activities. Better promotion of existing events+staging new events. Business recruitment	FBIDC in collaboration with chamber for start-up activities, then Alliance is independent		\$				
Secure Main Street Designation	1,2	Essential	Very important to implementation of strategy. Supplements current volunteer activities. Better promotion of existing events+staging new events. Business recruitment. If unsuccessful in securing Main Street designation, consider part-time downtown manager	Broadly based downtown interests, including city, owners, businesses, residents	Private, City	\$ 50,000	\$ 20,000	\$ 30,000		Could be part-time if not part of Main Street, at least initially. City funding could phase out as private fundraising takes hold.
Central Street Improvements. neckdowns, trees, benches, trash receptacles, entrance signage, banner holders, etc.	1,2	Essential	Attract more motorist stops, make downtown pedestrian friendly, encourage façade improvements. Establishes momentum	City in collaboration with Downtown Organization	City	\$ 200,000	\$ 175,000	\$ 25,000	Committed to Sanborn Bridge	State funds are committed to Sanborn Bridge area. Local funds would have to be bonded. Private funds from selling bricks, dedicated benches, etc
Central Street at West Bow Street improvements	1,2	Committed	Smooth flow of traffic, more pedestrian friendly, better access to High School	State	State: Committed	\$ 1,400,000	\$ 250,000		\$ 1,150,000	
Franklin Street Parking	1,2	Committed	Provides municipal lot on serving south side of Central Street. Removes blighted structures	City	City: Committed	\$ 175,000	\$ 175,000			

Franklin Vision2000 Downtown Improvement Possible Activities

Facade Improvements

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
1	essential	Distribute a design guidelines manual to existing and potential property or business owners in the downtown.	Design guidelines will allow building improvements to complement one another and contribute to a unified image of the downtown.	Planning Department	Advertising, city budget
1 to 3	essential	Establish a sign improvement program to provide educational and financial aid to business owners in providing appropriate signage.	Improved signage is one of the most powerful actions a community can take to make an immediate, visible change in its appearance. Signage improvements are less costly than facade improvements so more can be accomplished in a shorter amount of time.	Downtown Franklin Alliance/planning department	sign permit fees
1 to 5	important	Provide businesses with access to design professionals to assist with sign design and installation	Businesses are often willing to make changes but are unlikely to take action if they are not provided with guidance as to how changes should be made.	Downtown Franklin Alliance	sign permit fees
2	desirable	Provide a central location for trash collection to help facilitate the improvement of rear entrances to businesses.	Providing a central location will serve several stores and give a less cluttered appearance, allowing parking areas behind buildings to become more appealing to customers.	Downtown Franklin Alliance/ Municipal Services	private
1 to 5	important	Create a facade improvement program to improve both front and rear facades of buildings	Enhanced appearance of the downtown; increase in property values and therefore tax base; improved access to parking through rear facade improvements	Downtown Franklin Alliance	Revolving loan fund through local banks or grants

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Franklin Vision 2000
Implementation Items

Central Street Streetscape Improvements

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
2	essential	Develop design and engineering plans for Central Street streetscape improvements with the assistance of a landscape architect and civil engineer.	A landscape architect and an engineer will be able to provide more specific information as to exact location of improvements, associated costs, and the order the sequence of implementing each proposed improvement.	Downtown Franklin Alliance/ City	City
2,3	essential	Plant 20 street trees along Central Street with grates and shields	Trees add a unifying natural element and reinforce the street edge. They can fill gaps along the edge of vacant lots, parking areas or blank walls. The impact of this improvement will be high.	Downtown Franklin Alliance/ Municipal Services	City
1,2	Committed	Central Street at West Bost Street Improvements	Smooth flow of traffic, more pedestrian friendly, better access to High School	State/City	State: Committed
2,3	essential	If pedestrian scale lights will not be installed, the "cobra" lighting should be modified by providing more attractive luminary lenses, adding banner arms, providing brackets for hanging baskets, and adding pedestrian height luminary along the sidewalk	Pedestrian scale lighting is desirable but due to high cost, may not be feasible. Modifications to existing lights will improve the visual quality of the light poles and increase their function.	Downtown Franklin Alliance/ Municipal Services	City
3	essential	Develop a maintenance program and schedule to maintain streetscape improvements.	Improvements must be well maintained in order to protect the City's investment and contribute to a positive image of the downtown.	Downtown Franklin Alliance/ Municipal Services	City

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Franklin Vision 2000
Implementation Items

2,3	important	Install benches in high pedestrian traffic areas	This is an important aspect of promoting a pedestrian friendly area and encouraging people to linger and spend time downtown.	Downtown Franklin Alliance/ Municipal Services	Fundraising - sell plaques, etc. to local businesses
2,3	important	Reduce the street width to 34 feet from the Sanborn Bridge to Prospect Street	Enhances the gateway concept by creating a formal entrance, and by slowing traffic and making a transition from auto-dominated Route 3 to pedestrian oriented Central Street.	Downtown Franklin Alliance/ Municipal Services	state
2,3	desirable	Install pedestrian scale lighting on Central Street; ensure lighting contains brackets for banners and electrical outlets for lights	Pedestrian lighting is desirable but may be a lower priority due to the high traffic volume along this road and therefore the need for more intensive lighting.	Downtown Franklin Alliance/ Municipal Services	city
2,3	desirable	Replace existing trash receptacles on Central Street with ones that are coordinated with other improvements	Trash containers are essential for a clean public environment. Since receptacles are already provided, this is a lower priority item but replacement should be considered if other street furniture is added so that all elements are coordinated.	Downtown Franklin Alliance/ Municipal Services	Fundraising - sell plaques, etc. to local businesses
3	desirable	Provide bicycle racks	Bicyclists on the rail trail are more likely to stop at Franklin businesses if bicycle racks are provided. Promoting alternative means of transportation reduces the need for parking.	Downtown Franklin Alliance/ Municipal Services	Fundraising - sell plaques, etc. to local businesses
3 to 5	desirable	Provide a granite and brick curb along Central Street, Memorial Street, and Franklin Street	The distinctive appearance tends to slow vehicular traffic due. It would improve the appearance of the downtown, provide a visual link in the streetscape, and provide tie the improvements to Franklin's mill heritage.	Downtown Franklin Alliance/ Municipal Services	downtown district
3	desirable	Extend the curb edge at the southwest corner of Central Street/Church Street intersection	Reduces vehicular speed when turning and improves pedestrian safety.	Downtown Franklin Alliance/ Municipal Services	downtown district

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Franklin Vision 2000
Implementation Items

3	desirable	Provide a paved crosswalk east of Prospect Street	Slows vehicular traffic at entrance to downtown and improves pedestrian safety.	state	state
2,3	important	Provide neckdowns and paved crosswalks in front of the Police Station/Library, Memorial Hall and across Memorial Street	Improves pedestrian environment in an area with several public buildings where pedestrian traffic is high.	Downtown Franklin Alliance/ Municipal Services	city/sale of bricks
2,3	important	Provide paved crosswalks and neckdowns on all sides of the Central/Franklin Street intersection	This will create a more formal intersection and a focus within the downtown.	Downtown Franklin Alliance/ Municipal	city/sale of bricks
2,3	important	Provide neckdowns and paved crosswalks at the Smith Street intersection	This will encourage traffic to reduce speed when entering/exiting the wider section of Central Street.	Downtown Franklin Alliance/ Municipal Services	city/sale of bricks
2,3	important	Provide a neckdown and paved crosswalk west of Prospect Street	This will encourage traffic to reduce speed when entering/exiting the wider section of Central Street.	Downtown Franklin Alliance/ Municipal Services	city/sale of bricks
2,3	important	Provide a paved crosswalk to link the "Silver Bullet" property to the proposed rail trail	Establishes a link from the downtown to the rail trail	Downtown Franklin Alliance/ Municipal Services	city/sale of bricks

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Franklin Vision 2000
Implementation Items

Other Streetscape Improvements

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
1,2	essential	Develop design and engineering plans for Franklin Street and Memorial Street streetscape improvements with the assistance of a landscape architect and civil engineer.	A landscape architect and an engineer will be able to provide more specific information as to exact location of improvements, associated costs, and the order the sequence of implementing each proposed improvement.	Downtown Franklin Alliance	City
2,3	essential	Develop a maintenance program and schedule to maintain streetscape improvements.	Improvements must be well maintained in order to protect the City's investment and contribute to a positive image of the downtown.	Downtown Franklin Alliance/ Municipal Services	City
2,3	essential	Plant 6 street trees along Franklin Street	Trees add a unifying natural element and reinforce the street edge. They can fill gaps along the edge of vacant lots, parking areas or blank walls. This is consistent with the Master Plan goal of extending the downtown area from Central Street.	Downtown Franklin Alliance/ Municipal Services	City
2,3	important	Install benches in high pedestrian traffic areas on Franklin and Memorial Streets	This is an important aspect of promoting a pedestrian friendly area and encouraging people to linger and spend time downtown.	Downtown Franklin Alliance/ Municipal Services	Fundraising - sell plaques, etc. to local businesses
2,3	desirable	Provide trash receptacles near benches that are coordinated with other improvements	Trash containers are essential for a clean public environment.	Downtown Franklin Alliance/ Municipal Services	Fundraising - sell plaques, etc. to local businesses

Franklin Vision 2000
Implementation Items

2,3	desirable	Provide bicycle racks on Memorial Street	Bicyclists may frequent Odell Park; reduces the need for parking	Downtown Franklin Alliance/ Municipal Services	Fundraising - sell plaques, etc. to local businesses
2,3	desirable	Install pedestrian scale lighting on Franklin Street	This will help create a more defined linkage between activity areas, especially if additional parking is created, and improve the safety of moving from one area to another.	Downtown Franklin Alliance/ Municipal Services	city
2,3	essential	Install sidewalks along Memorial Street	This is the only access to Odell Park, an important resource in the downtown. Sidewalks will improve pedestrian safety and provide linkages to and from the Central Street area.	Downtown Franklin Alliance/ Municipal Services	city
2,3	important	Provide a landscape strip along Memorial Street between the proposed sidewalks and the street.	A landscaped strip will provide a visual connection from Central Street to Odell Park, improve the appearance of the street, and enhance pedestrian safety.	Downtown Franklin Alliance/ Municipal Services	city
2,3	desirable	Install pedestrian scale lighting on Memorial Street	This will help create a more defined linkage between activity areas and improve the safety of moving from one area to another.	Downtown Franklin Alliance/ Municipal Services	
2 to 5	important	Develop design and engineering plans for Bow Street streetscape improvements with the assistance of a landscape architect and civil engineer.	A landscape architect and an engineer will be able to provide more specific information as to exact location of improvements, associated costs, and the order the sequence of implementing each proposed improvement.	City/Downtown Franklin Alliance	City

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Franklin Vision 2000
Implementation Items

3 to 5	desirable	Improve sidewalks along Bow Street	This will create an important linkage between a residential area and the commercial center, encouraging the community center focus and adding to the customer base of the downtown.	Neighborhood Association/ Municipal Services	CDBG
3 to 5	desirable	Install street trees along Bow Street	This will improve the appearance of the street and create a buffer between the road and sidewalk.	Neighborhood Association/ Municipal Services	CDBG

023

Franklin Vision 2000
Implementation Items

Enhance Gateways

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
1,2	essential	Provide small wood "welcome" signs on the Sanborn and Daniel Webster bridges	Enhancing the gateways to downtown is important to establishing a sense of place.	Downtown Franklin Alliance/ Municipal Services	private: advertising
1,2	essential	Provide landscaped planters and window boxes along the railings of the Sanborn and Daniel Webster bridges	Enhancing the gateways to downtown is important to establishing a sense of place.	Downtown Franklin Alliance/ Municipal Services	city
2,3	essential	Improve the Silver Bullet property in order to serve as a trail head for the rail trail	Promotes the rail trail and addresses an "eyesore" at the entrance to downtown.	Chamber of Commerce/ Downtown Franklin Alliance	city/volunteer

024

Franklin Vision 2000
Implementation Items

Open Space & Recreation

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
1	important	Support efforts to create a rail trail	Potential to attract tourists and residents of other communities to downtown Franklin which will result in enhanced business opportunities.	Chamber of Commerce/ Downtown Franklin Alliance/ City	National Park Service's River and Trails Conservation Technical Assistance Program/ TEA-21
1,2	important	Work with the Tri-Com Youth Association to develop a skateboard park on the former mill site between the river and East Bow Street. Ensure that appropriate landscaping and screening are incorporated in the site design.	This would accomplish the goal of creating additional activities for youth within downtown Franklin, and protect the City's investment of streetscape improvements by providing an alternative skating area.	Tri-Com Youth Association/ City/ Downtown Franklin Alliance	private
1	desirable	Encourage kayakers to make use of the white water area near the Sanborn Bridge.	This is consistent with the recreational focus of the downtown. Very few resources required for high impact for expanding customer base and promoting Franklin.	Downtown Franklin Alliance/ Chamber of Commerce/ Merrimack Valley Paddlers Club	na
2,3	important	Replace the chain link fence in Odell Park along the Winnepesaukee River with a more decorative wrought iron fence	This would improve the appearance of the river edge and reduce the feeling of a boundary.	City	city

025

Franklin Vision 2000
Implementation Items

3 to 5	desirable	Construct a pedestrian bridge from Bow Street to the mill area, near the proposed site for City Hall	This will provide a linkage from Bow Street to the downtown; enhance the proposed City Hall site as a public area; and serve as an important link from the proposed riverwalk in Odell Park to the rail trail. Potential high cost but substantial benefits.	Downtown Franklin Alliance/ City/ Chamber of Commerce	TEA-21; fundraising
1	desirable	Pursue donation of PSNH Bow Street Property	Protects Riverway, enhances public river use	City	None
2 to 4	desirable	Create a riverwalk within Odell Park	This will enhance the river as an asset to the downtown and create an attraction.	Downtown Franklin Alliance/ Chamber of Commerce	TEA-21
3 to 5	desirable	Extend the Riverwalk from Odell Park, along Bow Street, to the proposed rail trail	This will create a link to from the downtown to surrounding neighborhoods and the rail trail. High cost with substantial benefits.	Downtown Franklin Alliance/ Chamber of Commerce	National Park Service's River and Trails Conservation Technical Assistance Program/ TEA-21

026

Franklin Vision 2000
Implementation Items

Parking

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
1,2	essential	Install attractive, directional signage to indicate areas for public parking	People must be aware of the availability of parking without making parking lots an obvious visual feature. Low cost with high benefit.	City	city
1,2	Essential	Acquire and Develop Franklin Street Properties	Provides public parking lot and improved access to south side of Franklin Street	City	City
2	important	Develop a parking management plan	Encourages long-term maintenance of parking areas and enforcement of regulations. Low cost with high benefit.	Downtown Franklin Alliance/ Municipal Services	city
1	essential	Retain angled on-street parking between Kendrick Park and Prospect Street	On-street parking is important in slowing traffic and providing customer parking. The change from angled to parallel would result in the loss of on-street spaces and create either a sidewalk or street which would be wider than necessary.	City	
1	essential	Retain parallel parking on Central Street from Kendrick Park to River Street, and along Franklin Street	On-street parking is important in slowing traffic and providing customer parking.	City	
3 to 5	essential	Improve the public parking area behind Central Street, including acquire additional land, landscaping and lighting	The addition of landscaping and improvements to the parking layout will enhance the appearance and function of the parking lot. Improvements will address the need to provide access to the rear entrances of buildings.	Downtown Franklin Alliance/ Municipal Services	special district
2	essential	Create an off-street parking fund	Allows for additional public parking in lieu of providing private spaces when land availability is a constraint to development	Planning Board	special district
3	desirable	Place utility lines underground in the area of the public parking lot to improve the rear entrances to buildings.	Removal of utility lines attached to buildings will improve the rear facade of the stores along Central Street.	Municipal Services	City/downtown improvement district

Franklin Vision 2000
Implementation Items

Promotion & Community Involvement

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
1	essential	Develop a downtown logo or slogan	Helps create an identifiable image for the downtown to be used on banners, newspaper ads, shopping bags, posters and flyers.	Downtown Franklin Alliance	NA
1	essential	Establish Downtown Franklin Alliance	Promotion, overseeing improvement program, staging special events, business recruitment.	FBIDC City and private interests	City, private
1,2	essential	Apply for Main Street Program	Very important to implementation of the plan	FBIDC City and private interests	City, private
1 to 5	essential	Business recruitment program	Recruit new business activity, supplementing FBIDC industrial recruitment efforts		
1	important	Hold an annual festival centered on "Franklin Day" or "Franklin Week."	Assists in attracting people to Franklin and promoting the downtown. Additional revenue from the festival could be used to fund downtown improvements.	Downtown Franklin Alliance/ City	NA
1,2	important	Prepare a promotional calendar to highlight events in the downtown area	Assists in promoting the downtown as a year-round activity center and reduces the risk of creating competing events.	Downtown Franklin Alliance/ Chamber of Commerce	private advertising
1,2	important	Develop a business directory to list the kinds of goods and services available in the downtown	Helps promote downtown businesses and creates a list of contacts for potential event sponsors.	Downtown Franklin Alliance/ Chamber of Commerce	private advertising

028

Franklin Vision 2000
Implementation Items

1,2	desirable	Provide banners on Central Street indicating a "Welcome to Downtown Franklin" message with a symbol or logo associated with the downtown to be used year round.	Banners add a festive element to the downtown. It will add to the enhancement of the streetscape and promoting the downtown.	Downtown Franklin Alliance/ Municipal Services	Fundraising through local businesses
1,2	desirable	Develop a kayak festival in conjunction with the Merrimack Valley Paddlers club excursion on the Winnepesaukee River	Supports the recreational focus of the downtown and is tied to an event organized by another group, reducing the amount of necessary pre-publicity for Franklin.	Downtown Franklin Alliance/ Merrimack Valley Paddlers Club	private advertising
1,2	desirable	Implement a community policing program	Reduces the perception of crime in downtown and improves civic pride	Franklin Police Department/ Downtown Franklin Alliance	city:reallocate current spending
1,2	important	Allow local youth to be represented on a Downtown Franklin Alliance	Helps to restore a strong feeling of community and increases the number of volunteers for event planning.	Downtown Franklin Alliance/ Tri-Com Youth Association/ Franklin School Department	na
1 to 5	desirable	Provide banners for special events.	This assists with marketing and promotion of the downtown.	Downtown Franklin Alliance/ Municipal Services	Fundraising through local businesses
1	important	Hire a part-time events planner	Festivals and events take a considerable amount of time to plan: an events planner will ensure that all details are addressed and reduce the amount of time spent by the downtown director so that other downtown issues can be addressed.	Downtown Franklin Alliance	private, business organization

029

Franklin Vision 2000
Implementation Items

Public Spaces

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
1	essential	Provide additional landscaping in Kendrick Park	Creates a "town common" and focal point in the downtown. This will improve the attractiveness of the streetscape on Central Street, minimize the visual impact of the parking area north of the park, and create a visual corridor to the mill buildings.	Chamber of Commerce/ Downtown Franklin Alliance	private
1,2	desirable	Create a mural along the Buells Block building to border Kendrick Park	This will improve the appearance of the blank wall that borders the park and convey an aspect of Franklin's heritage.	Downtown Franklin Alliance	Donations and sponsorships; fundraising
2,3	essential	Relocate City Hall to mill area	Enhances civic focus of downtown; facilitates investment in the mill area	City Council	CDBG/city/TIF
2,3	important	Create a public "pocket park" adjacent to the new City Hall	Provides an additional community gathering place; enhances linkage concept if pedestrian bridge is constructed as part of the riverwalk.	City Council	CDBG/city/TIF
2,3	important	Create a public plaza in front of Memorial Hall by extending the pavement edge, thereby also creating a neckdown	Creating public gathering places is important in encouraging activity in a downtown. It is important to slow traffic in areas with expected high pedestrian traffic, such as those who are waiting to attend an event in the Opera House.	Downtown Franklin Alliance/ Opera House Restoration Committee/ Municipal Services	city

030

Franklin Vision 2000
Implementation Items

2,3	desirable	Install a public clock in front of Memorial Hall	This can enhance a public area and was supported by residents at the public workshop.	Downtown Franklin Alliance/ Opera House Restoration Committee	private
2	important	Explore local museum feasibility, tying together the city's industrial history and the resource of the river		Downtown Franklin Alliance/ local historic group, environmental interests, Opera House Restoration Committee	Charitable Foundations
3	essential	Renovate Memorial Hall as an Opera House/Arts Center	Creates cultural focus in downtown to spur additional investment through supporting uses	Downtown Franklin Alliance/ Opera House Restoration Committee	CDFA, City, .

031

Franklin Vision 2000
Implementation Items

Zoning Changes

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
1	essential	Create two separate zoning districts within the study area	Recognizes the differences between the mill buildings and the Central Street area	Planning Board	NA
1	essential	Expand the zoning definitions for light industry and manufacturing.	Encourages an appropriate variety of options for mill reuse.	Planning Board	NA
1	essential	Clarify the zoning definition for "retail use."	Encourage appropriate uses in the downtown	Planning Board	NA
1	essential	Reduce the number of parking spaces required by the zoning ordinance in the Central Street area.	On-site parking is difficult to provide due to smaller lot sizes. Reducing the requirement will promote more business development since providing parking will become less of an issue.	Planning Board	NA
1	essential	Modify parking regulations to address on-street parking, shared parking, landscaping and screening, and parking lot location	Flexible parking requirements are more attractive to potential businesses; site design standards will result in more attractive development	Planning Board	NA
1	essential	Establish a zoning requirement for landscaping and buffers	Well designed landscaping can lessen adverse impacts between different types of land uses, reduce noise levels, reduce the effects from fumes, and increase privacy levels.	Planning Board	NA
1	essential	Revise the sign ordinance to improve the City's ability to control the size, appearance and location of signs, and to better distinguish between signs along Central Street and signs in the mill yard.	Well designed signs can enhance the image of an area. Sign regulations that accomplish this objective are at no cost to the City.	Planning Board	NA

002

Franklin Vision 2000
Implementation Items

1	important	Create zoning definitions that distinguish among traditional restaurants, fast-food restaurants, drive-throughs and carry-out facilities	Allows the City to regulate the variety of impacts these uses can have on an area.	Planning Board	NA
1	important	Distinguish between "professional offices" and personal convenience uses in the zoning ordinance.	Provides more specificity in the types of uses desired in the downtown.	Planning Board	NA
1	important	Reduce the minimum lot frontage requirements on Central Street to reflect existing conditions	Allows existing buildings to comply with zoning and is more realistic for smaller lots. Reduced setbacks contribute to a pedestrian atmosphere, form a distinctive streetscape, and encourage motorists to reduce speed.	Planning Board	NA
1	important	Revise building height limits	Allows more authority to regulate the style of buildings	Planning Board	NA
1	desirable	Distinguish between hotels, motels, inns, and bed and breakfasts in the zoning ordinance	Allows for differentiation between the size of the facility and associated traffic impacts	Planning Board	NA

003

Franklin Vision 2000
Implementation Items

Housing

Year	Priority	Activity	Perceived Benefits	Who Implements	Potential Funding Sources
1	essential	Review and revise minimum local housing codes	Focus codes on resolving most severe housing problems	Building Inspector	Reallocate City Budget
1 to 5	essential	Initiate focused housing inspection program in downtown study area with "write-ups" and enforcement of minimum codes. Begin with worst structures/units	Promotes public safety and initiates housing upgrade program	Building Inspector	Reallocate City Budget
1	essential	Apply for CDBG neighborhood reinvestment program for downtown area	Promotes public safety and initiates housing upgrade program	CD director/consultant	State: CDBG/NHHFA
2 to 5	essential	Implement neighborhood reinvestment program	Dilapidated housing close to downtown is unsafe and detracts from the residential and nonresidential investment climate	Planning Board	State: CDBG
1,2,3	important	Promote and initiate Federal Tax Credit Elderly housing program for 25-50 units in mill district.	Creates local tax base. Rehabs older properties. Provides housing for Franklin's elderly. FBIDC role could be as facilitator or project sponsor/owner.	CDBG director, FBIDC	NHHFA

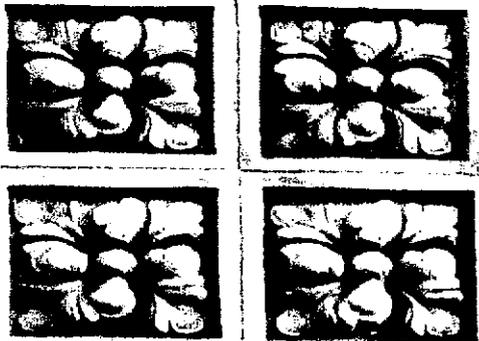
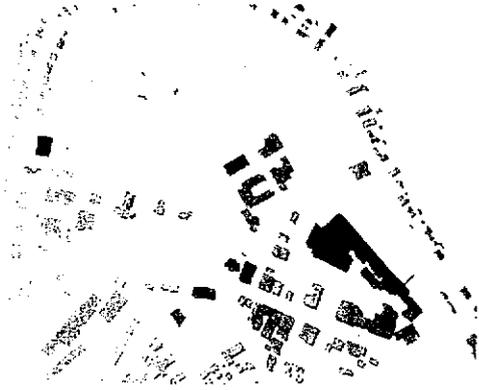
034

Franklin Vision 2000
Implementation Items

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036



036

VISION2000

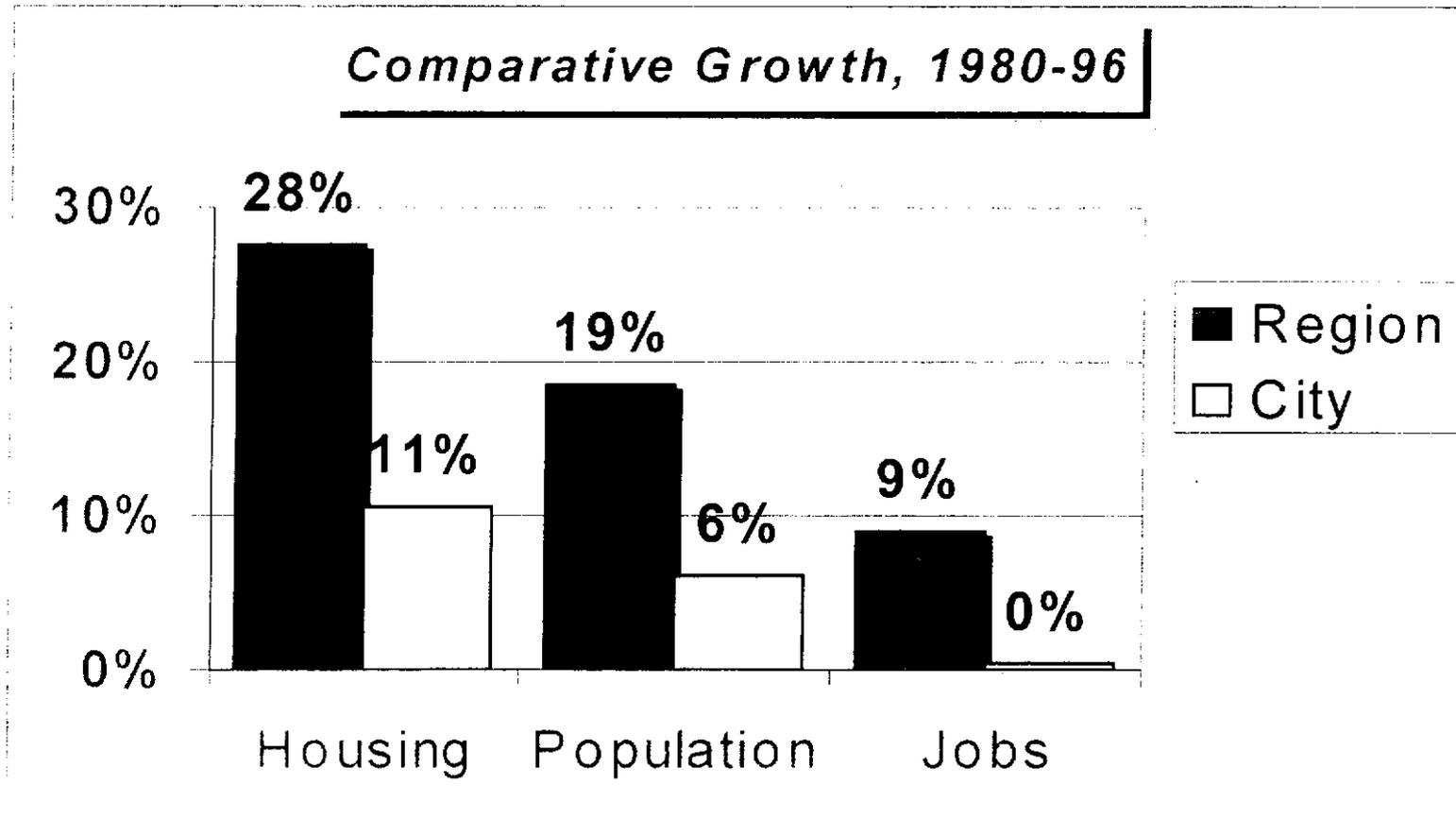
*An Action Plan to Revitalize
Downtown Franklin*

*Review of Current Economic
Conditions*

December 1999

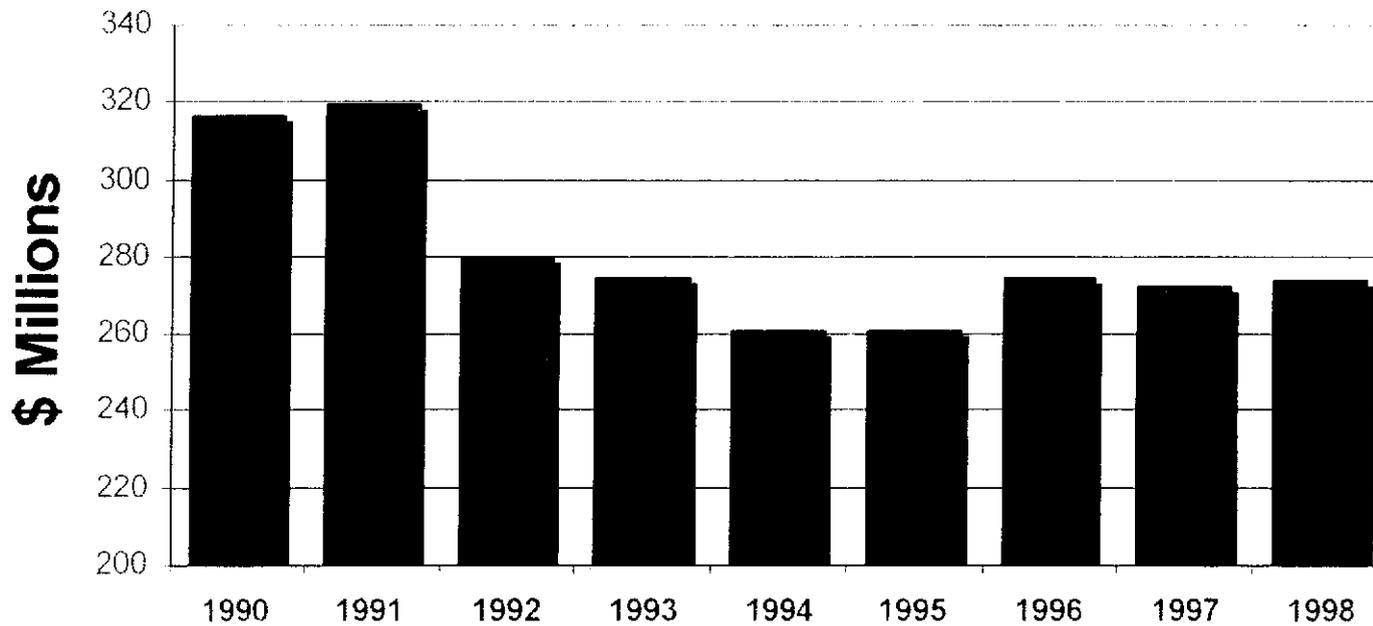
*Applied Economic Research
Whiteman and Taintor*

Regional Economy is Strong, But Franklin Not Keeping Up



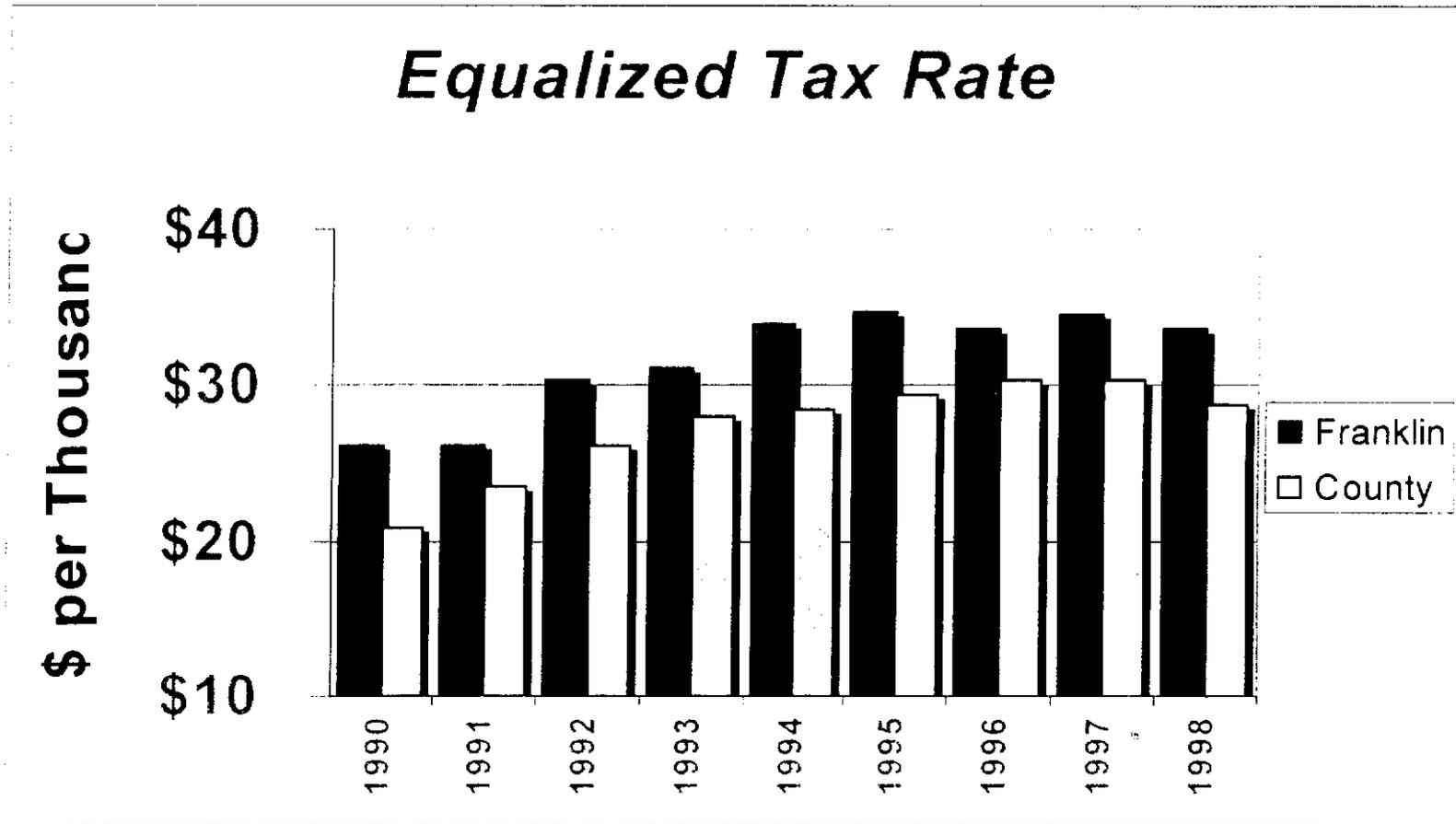
City's Tax Base Hasn't Recovered From Recession

Franklin's Tax Base, Equalized To Market



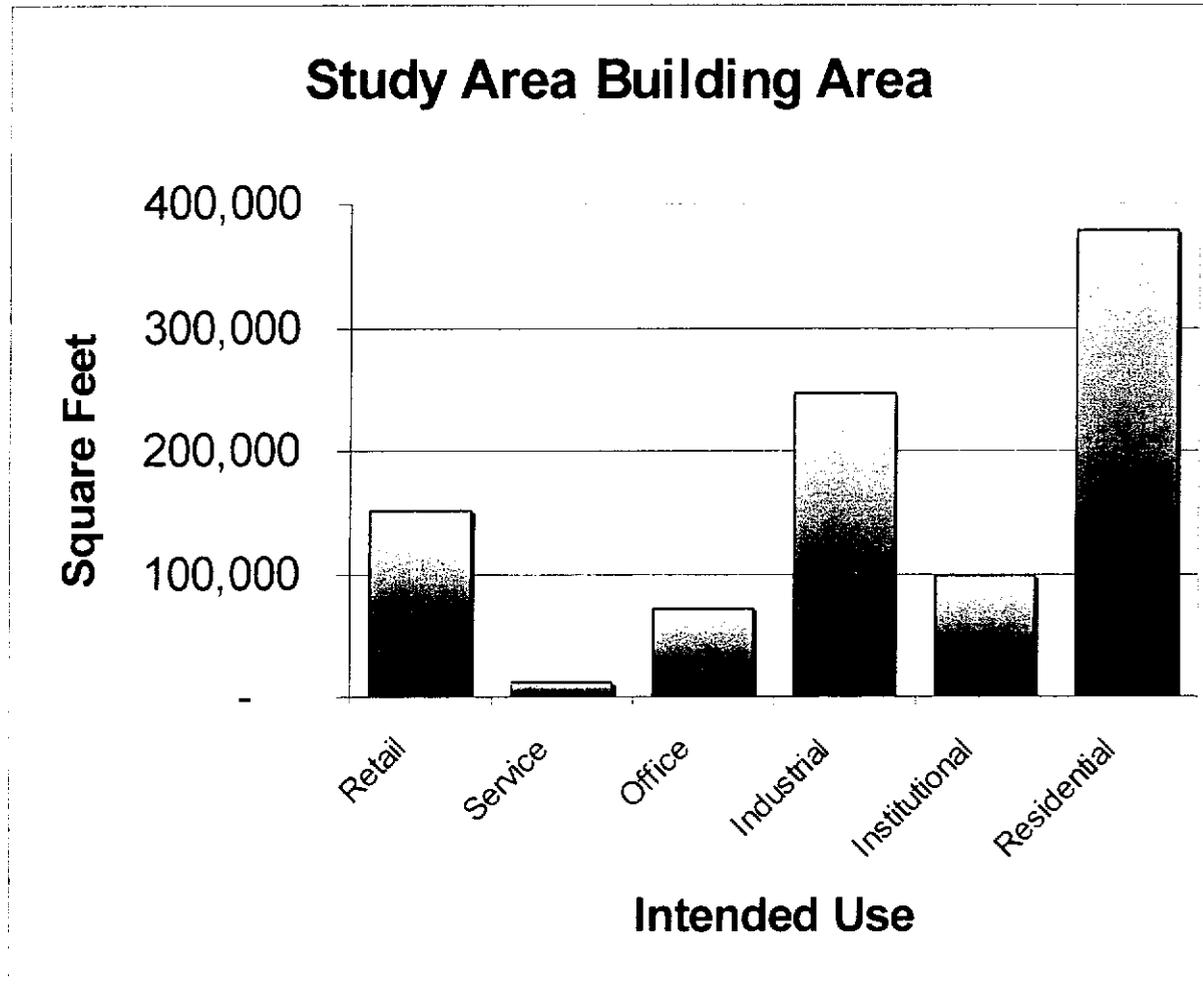
Franklin Vision 2000 Revitalization

Flat Spending Helps Tax Rate, But It's Still Higher Than Average



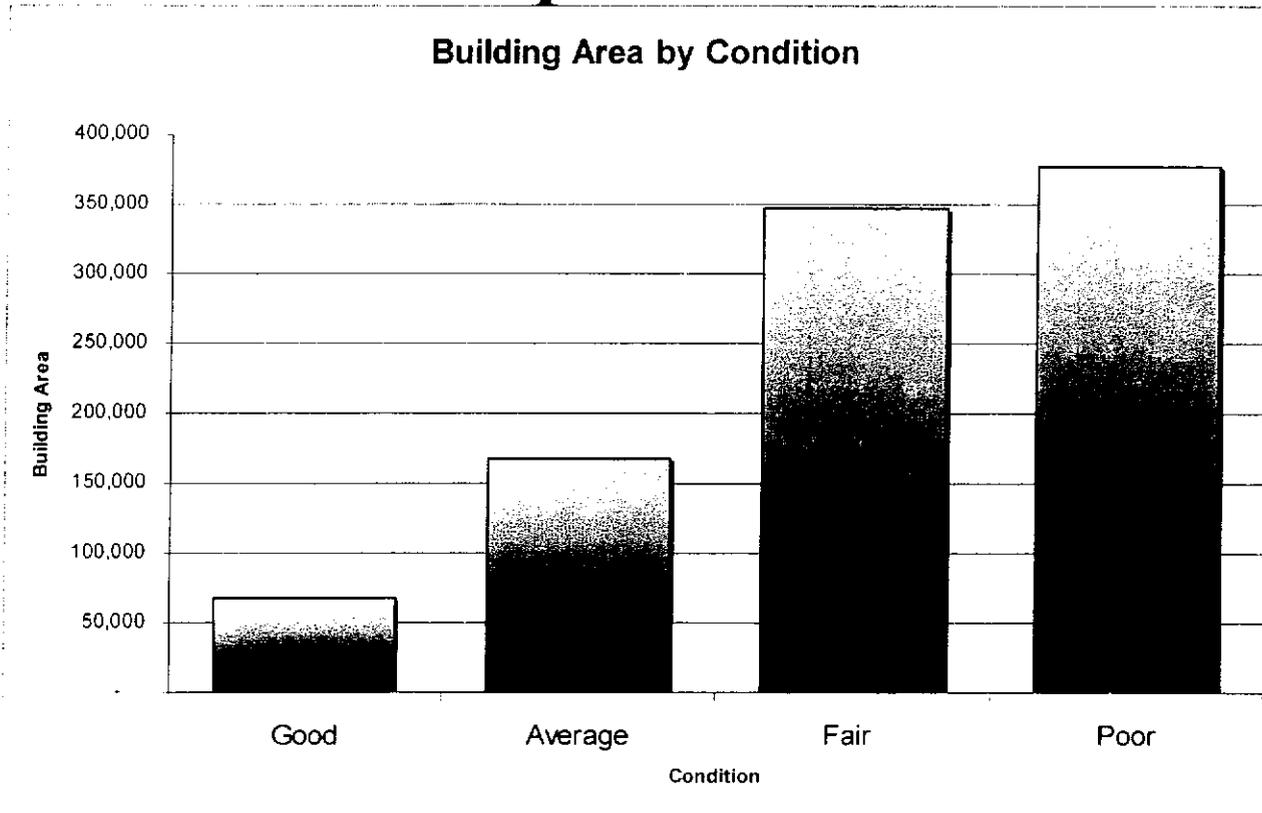
Franklin Vision 2000 Revitalization

Excellent Diversity of Uses



Franklin Vision 2000 Revitalization

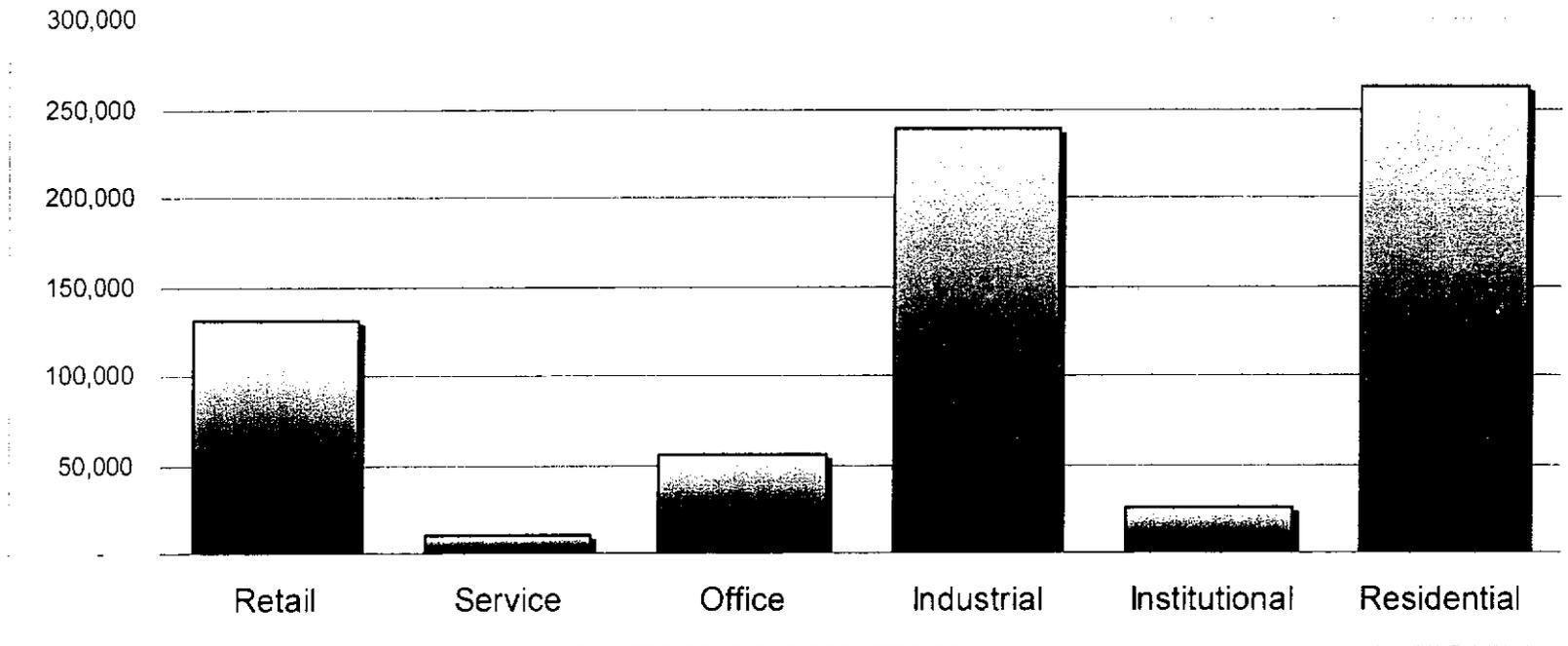
Substantial Need for Improvement



Franklin Vision 2000 Revitalization

Problems are Widespread

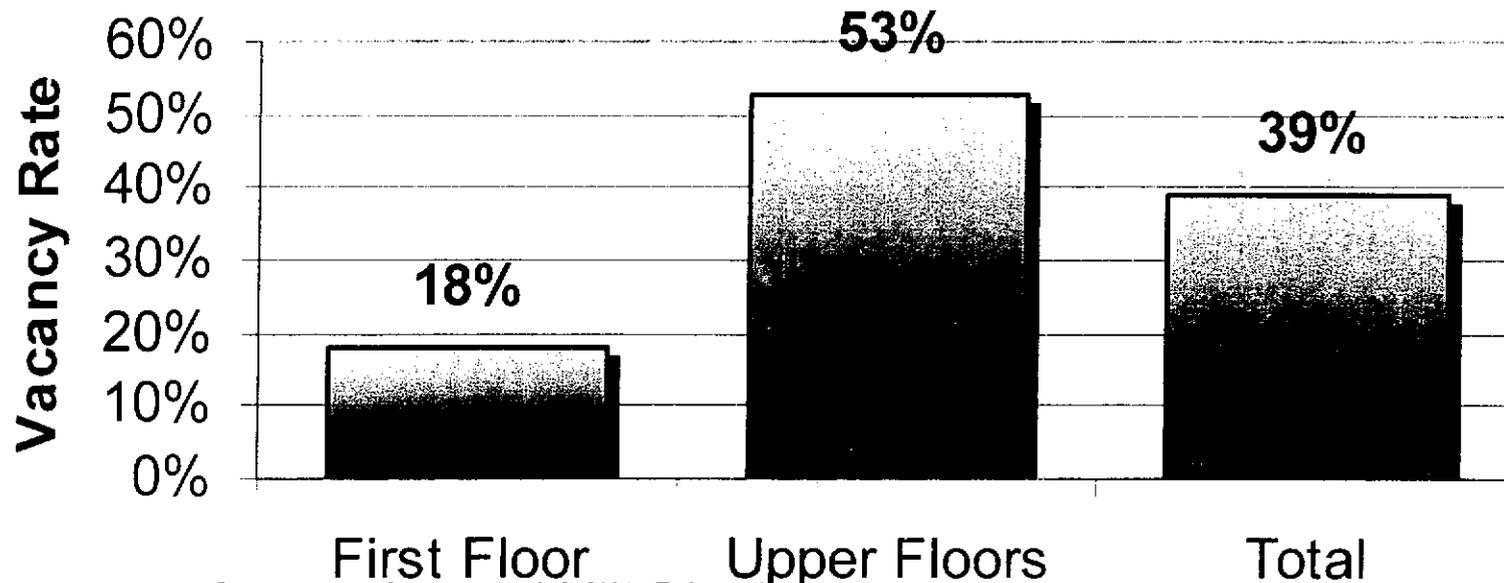
Building Area in Fair or Poor Condition



012

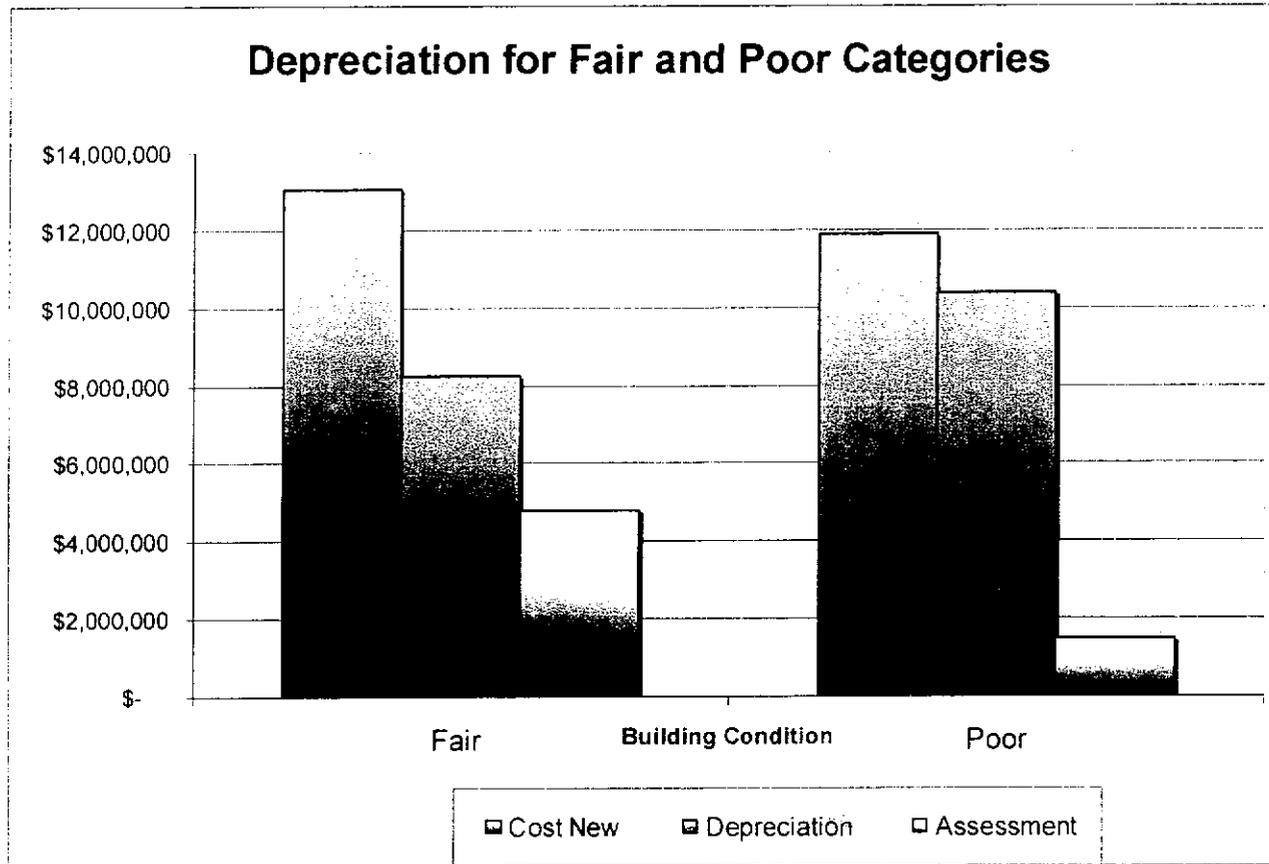
Upper Floors are a Problem

Upper Floor Vacancy is Substantial



Core Area: Central Ave and Mill District

Buildings in Poor Condition Near End of Useful Life



Franklin Vision 2000 Revitalization

The Positives

- ***Expensive Infrastructure is Adequate***
 - Parking
 - Utilities are Underground
 - Enough Public Space
- ***Recreation Amenities are In-place***
 - River
 - O'Dell Park
- ***Diversity of Use is Remarkable***
 - Almost 1 million square feet
 - Very Diverse Utilization
- ***At-Hand Market Opportunities are Promising***
 - High Traffic Counts (15,000+ cars/day)
 - 350 Housing Units
- ***Public Interest is High***

The Challenges

- ***Buildings are in Advanced Stages of Deterioration***
 - Mills and Residences are especially problematic.
 - Will require subsidy to support renovation
- ***Public Spaces are Poorly Designed and Not Well Maintained***
 - *Park*
 - *Parking*
 - *Riverfront*
- ***Almost No Organizational Structure***
- ***Ordinances Need Attention***
- ***City Not Staffed to Attract Grants***
- ***Confidence and Public Commitment are Low***

Framework

- Not Nearly Enough Money to Fund the Effort
 - Focus on the most visible improvements with high pay-off ration in terms of private investment.
 - Focus on public-private partnerships
 - Employ innovative devices
 - Re-establish Community Development function in City
- Effort Will Fail Without Organizational Strength
 - Examine Main Street Program
 - FBIDC is a logical umbrella
- Support New City Hall/Opera House Effort
 - Are significant enough to signal a “new beginning”
 - May be able to attract state/federal/private funding

Some Early Thoughts

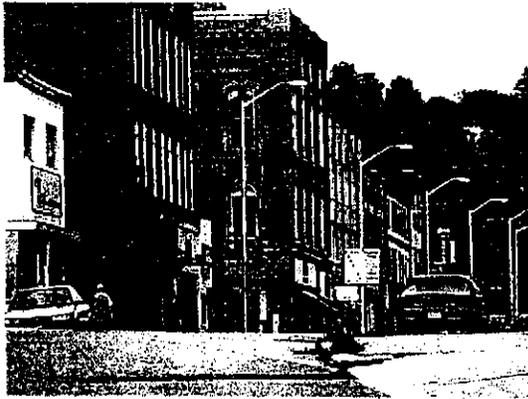
- **Support City Hall/Opera project**
- **Re-staff Community Development Function**
- **Apply for CDBG and CDFIA funding**
- **Staff a Downtown Organization**
 - **Main Street**
 - **FBIDC**
- **Improve Central Street Image**
 - **Trees/Benches**
 - **Signage**
 - **Parking**
- **Upgrade River as an Amenity**
- **Rework Ordinances**
- **Focused Code Enforcement Activities**



***Downtown Franklin
Vision2000
Strategy***

***City Council
Briefing Materials***

January 12, 2000



***Applied Economic Research
Vorel Associates
Whiteman and Taintor***

Vision 2000

An Action Plan to Revitalize the Franklin Business District

Franklin Business & Industrial Development Corporation

Financial support: Franklin Savings Bank and Provident Bank

And the US Economic Development Administration

Consulting Assistance By:

Applied Economic Research

Whiteman & Taintor

Vorel Associates

Project Purpose

- ***Goal: Revitalize Downtown***
- ***Comprehensive action strategy***
 - *Market analysis*
 - *Infrastructure Analysis*
 - *Planning & design*
 - *Implementation Strategy*
- ***Downtown study area***
 - *Core business center*
 - *Millyards*
 - *Odell Park & Winnepesaukee River*

Key Strategy Considerations

- ***Theme: Community Center***
 - *Parks, Opera House, River, Community Center , Library, Frontier Days*
- ***Reality Check***
 - *Not enough money to do everything*
 - *Downtown improvement is a long-term commitment*
- ***Organization is key***
 - *Public/private partnership is essential*
 - *Main street manager*
 - *City: restaff the community development function*
- ***Market provides adequate support***
- ***Major expensive infrastructure is in-place***
 - *Parking, Utilities underground, parks*

Early Implementation Thoughts

- ***Central Street***
 - *Opera house provides missing anchor*
 - *Make more pedestrian friendly*
 - *Encourage cars to stop for shopping*
 - *Trees, neckdowns, better lighting, benches, more tasteful signage and façade treatment*
- ***Mill District***
 - *Relocation of City Hall is critical to revitalization*
 - *Parking needs to be reconfigured*
 - *River walk is appropriate*
- ***Bow Street***
 - *Needs improved streets and walks*
 - *Code enforcement/housing rehab assistance*

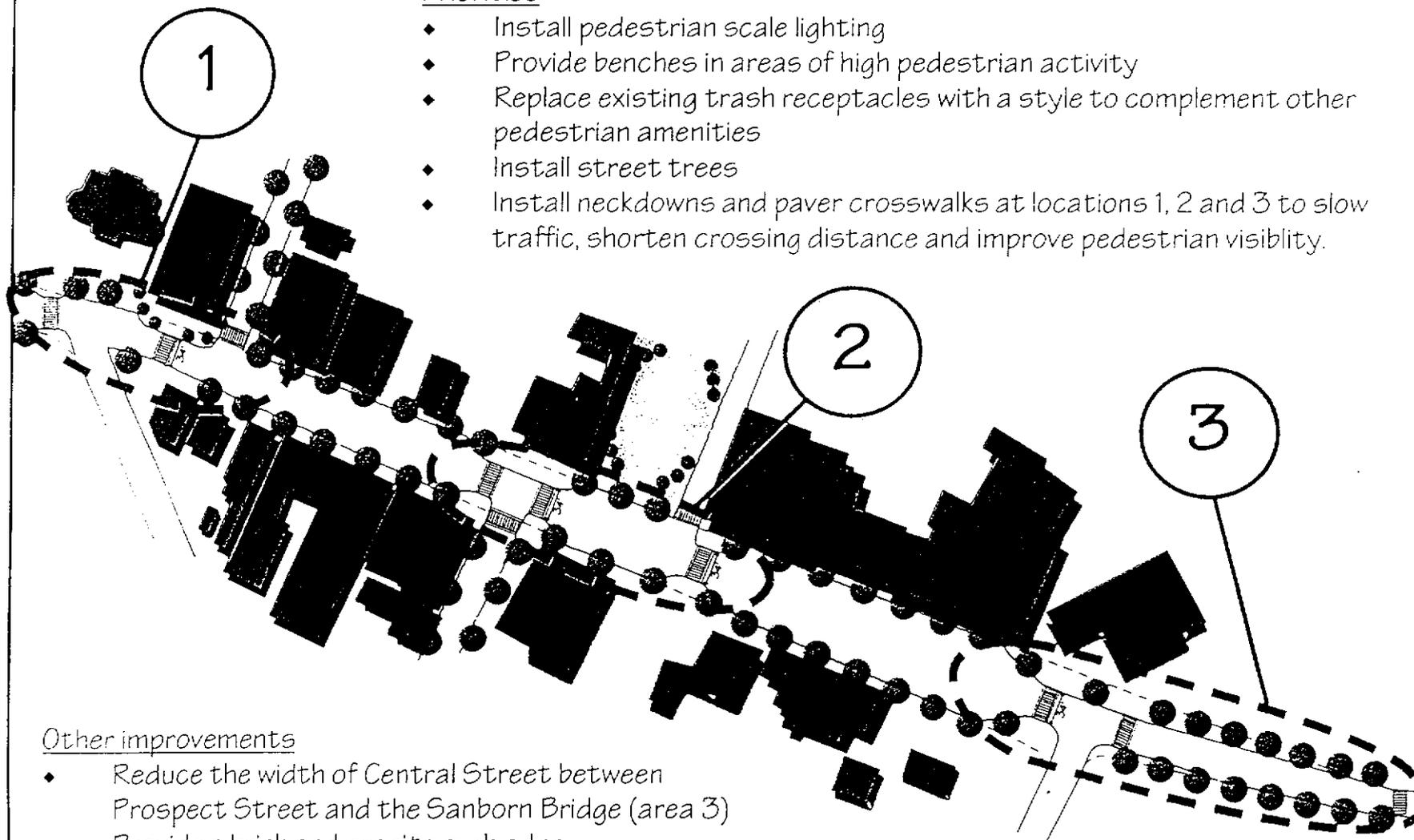
Early Recommendations

- ***Need a downtown manager***
 - ***Promotions***
 - ***Marketing***
 - ***Grants***
- ***Relocate City Hall to mill district/support Opera House renovations.***
 - ***Stimulates investment***
- ***Grants are Available***
 - ***CDFA: Opera House***
 - ***CDBG: City Hall, Bow Street residential rehab***
- ***Ordinances need work***
 - ***Separate Mill and Central Street zones***
 - ***Clarify uses***
 - ***Design guidelines***

Proposed Streetscape Improvements – Central Street

Priorities

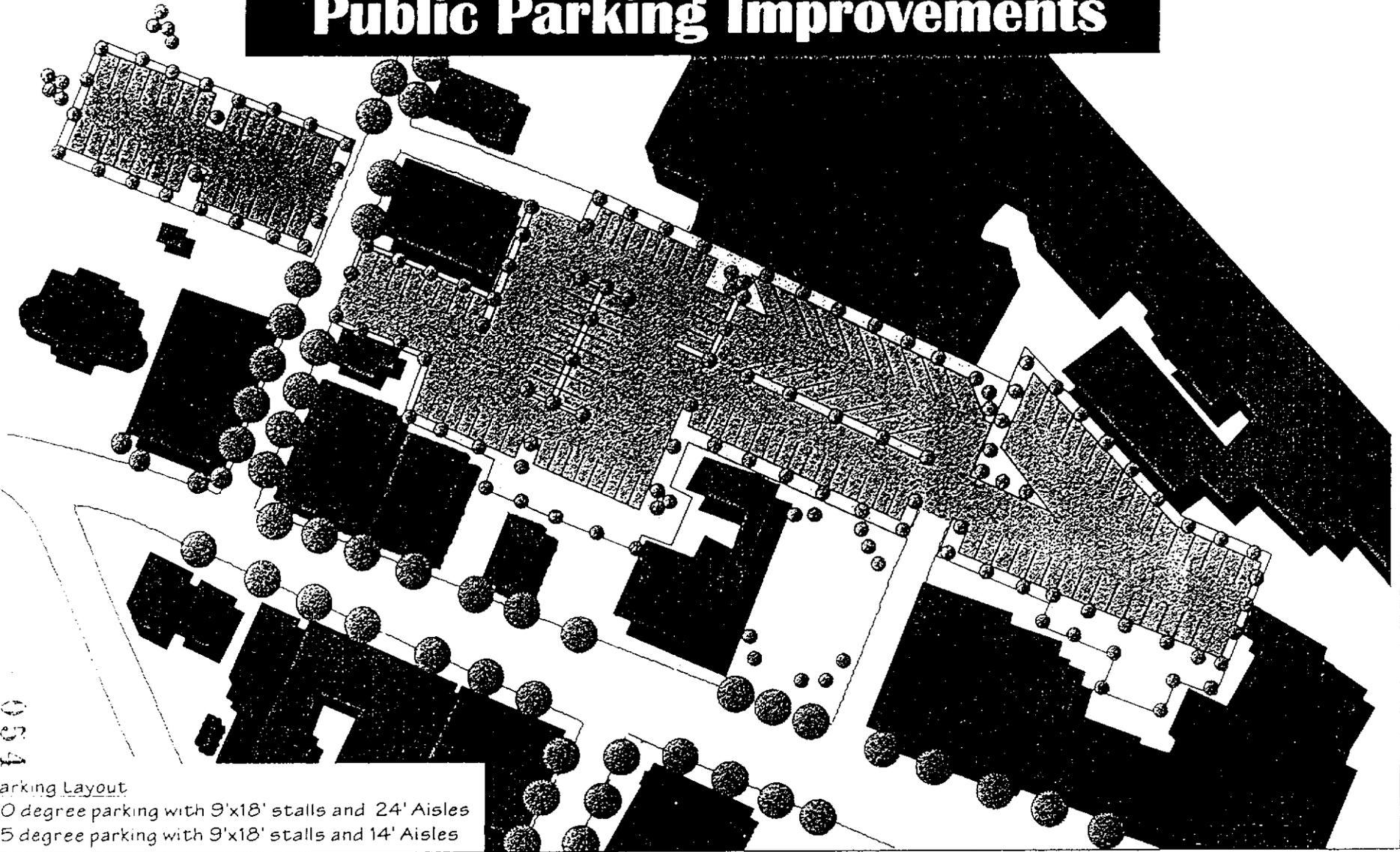
- ◆ Install pedestrian scale lighting
- ◆ Provide benches in areas of high pedestrian activity
- ◆ Replace existing trash receptacles with a style to complement other pedestrian amenities
- ◆ Install street trees
- ◆ Install neckdowns and paver crosswalks at locations 1, 2 and 3 to slow traffic, shorten crossing distance and improve pedestrian visibility.



Other improvements

- ◆ Reduce the width of Central Street between Prospect Street and the Sanborn Bridge (area 3)
- ◆ Provide a brick and granite curb edge
- ◆ Create a public plaza in front of Memorial Hall (area 1)

Public Parking Improvements

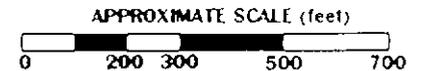


054
Parking Layout
90 degree parking with 9'x18' stalls and 24' Aisles
45 degree parking with 9'x18' stalls and 14' Aisles

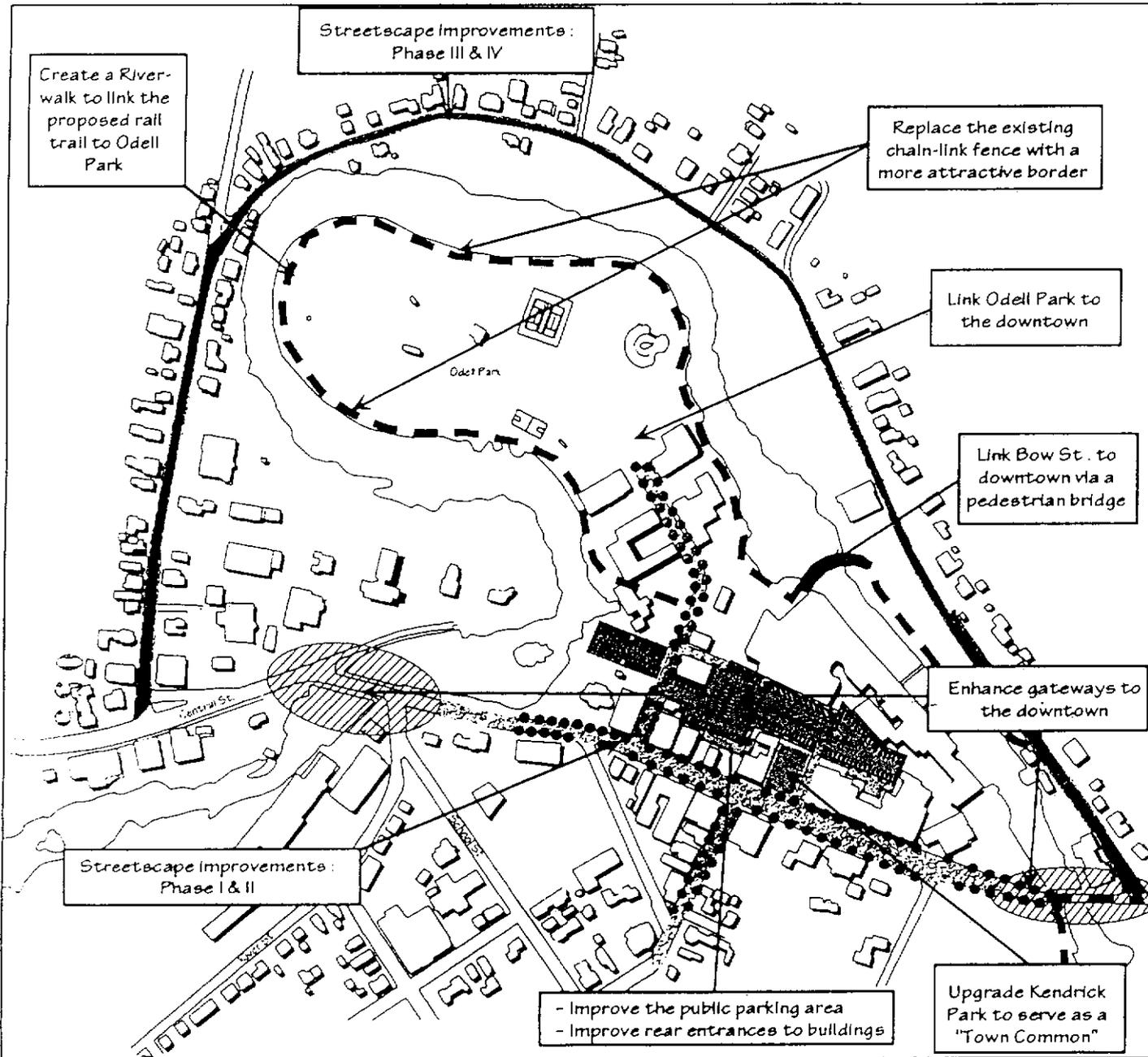
Downtown Franklin Vision 2000

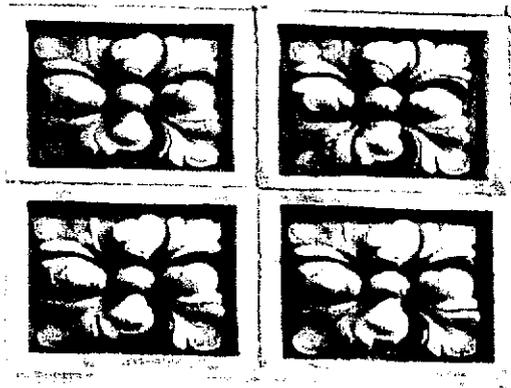
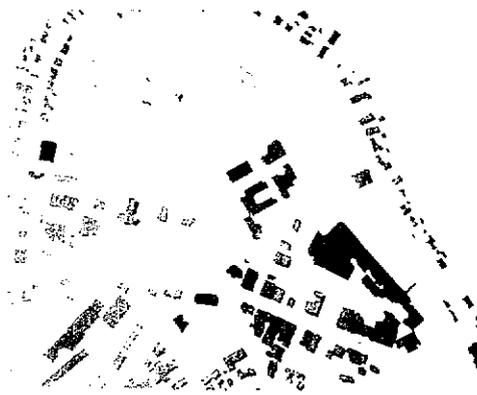
Key Recommendations

-  Existing Buildings
-  Winnepesaukee River
-  Gateways
-  Proposed Riverwalk



Applied Economic Research
Whitteman & Taintor
Vorel Associates





056

VISION2000

An Action Plan to Revitalize Downtown Franklin

Retail Market Conditions and Development Implications

January 2000

*Applied Economic Research
Whiteman and Taintor*

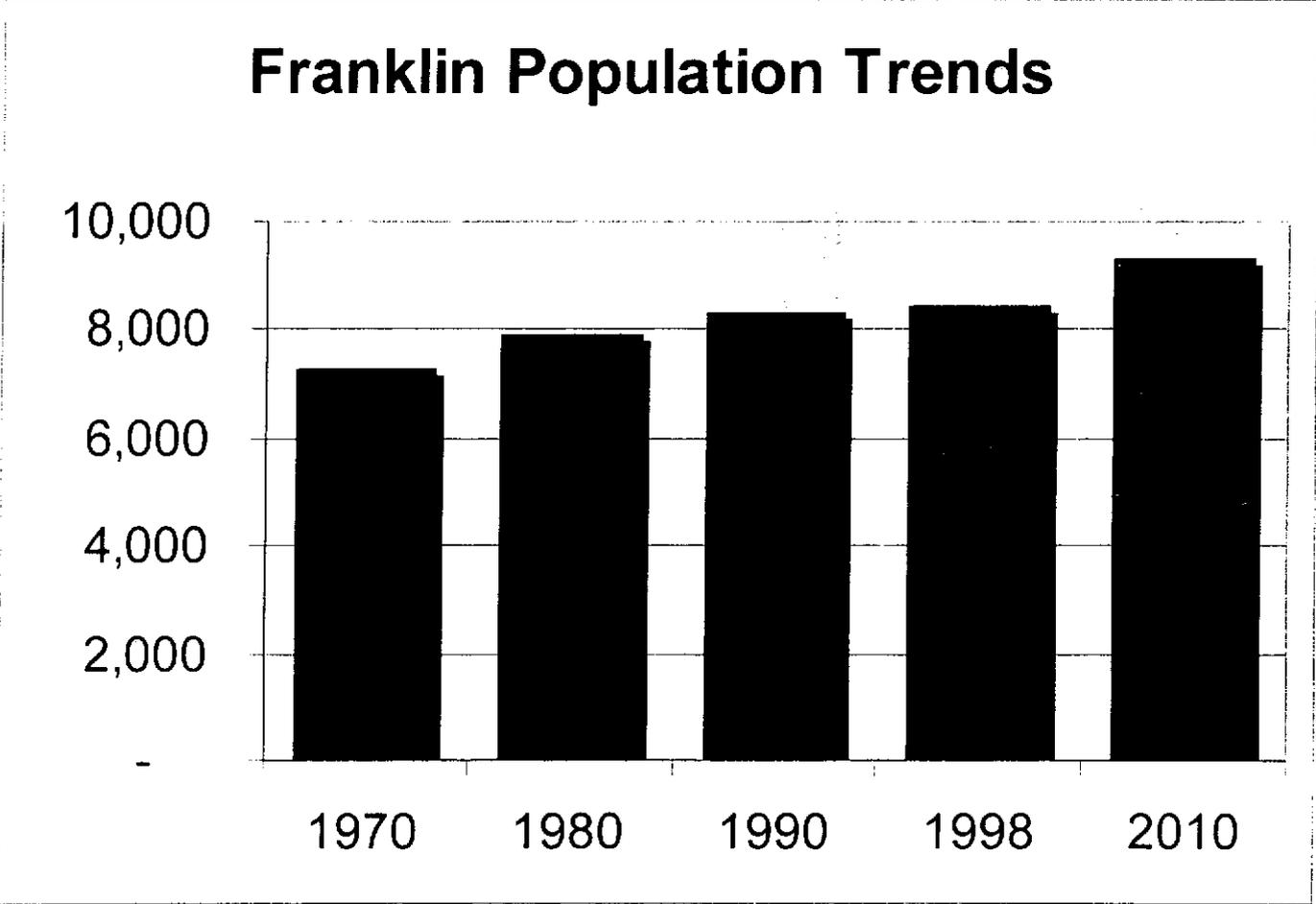
Franklin *Vision2000*:
Retail Market Perspectives

January 2000

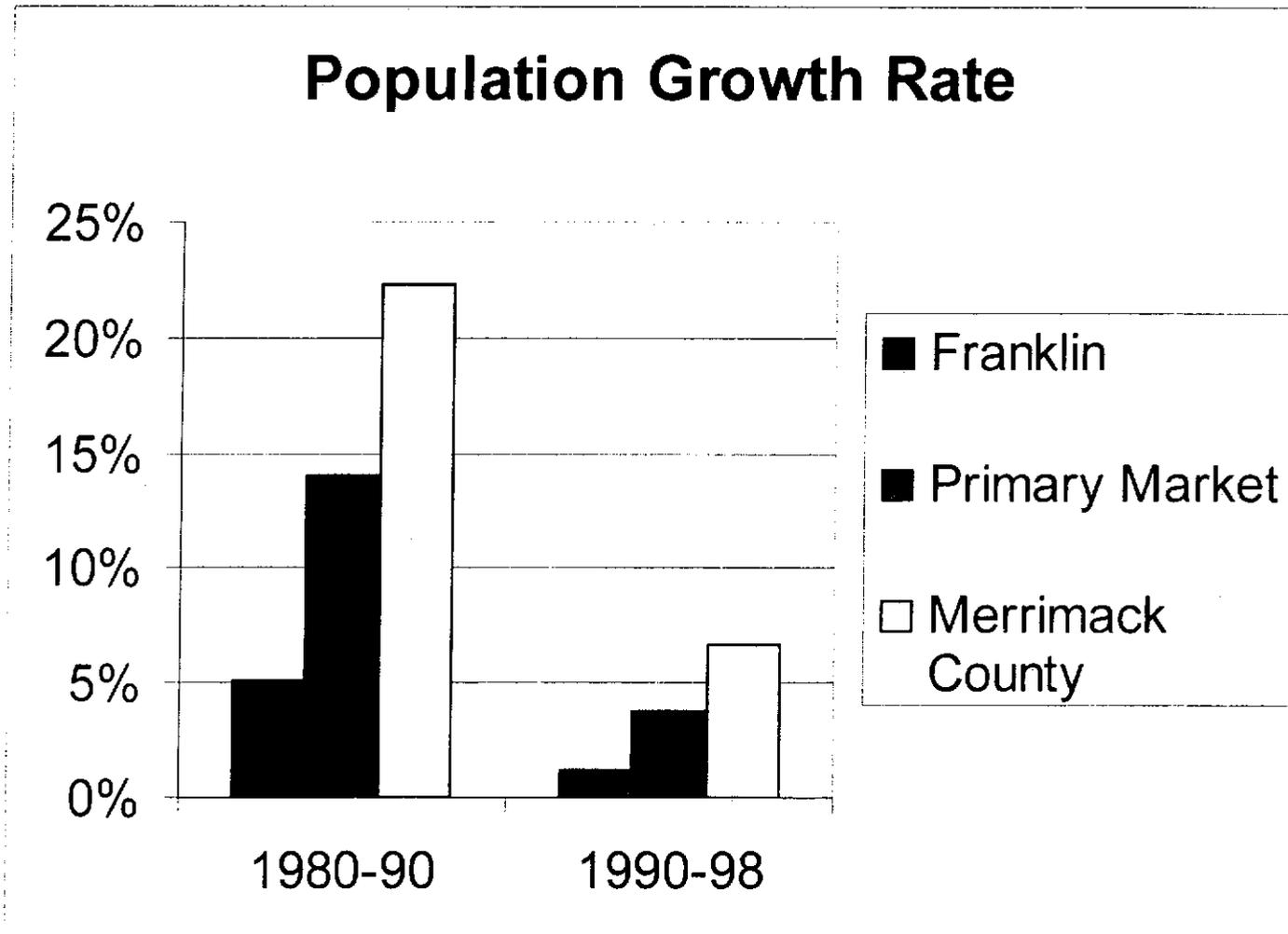
*Prepared for Franklin Business and Industrial
Development Corporation*

Prepared By: Applied Economic Research

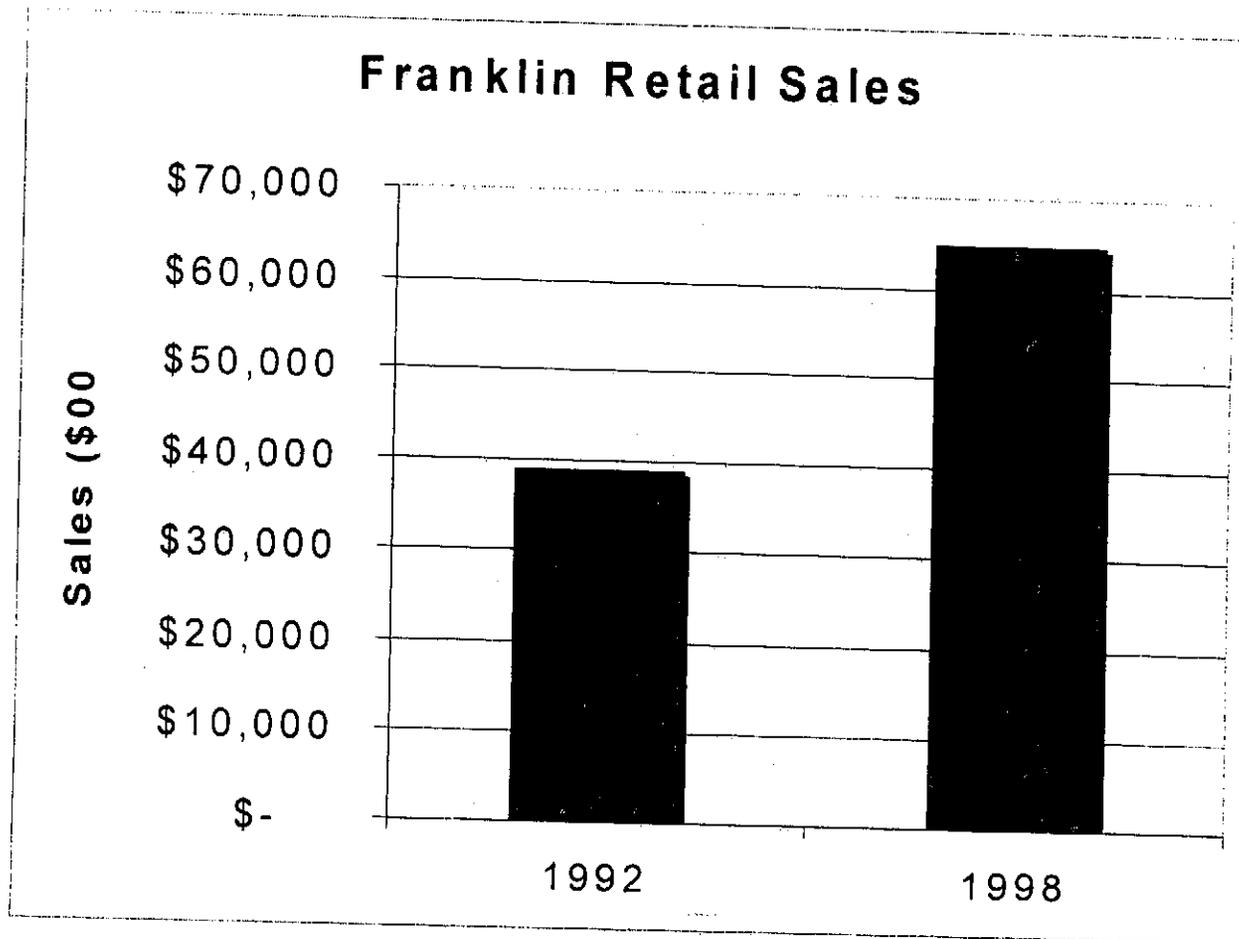
Franklin's Population Growth is Slow



But Market is Expanding Rapidly

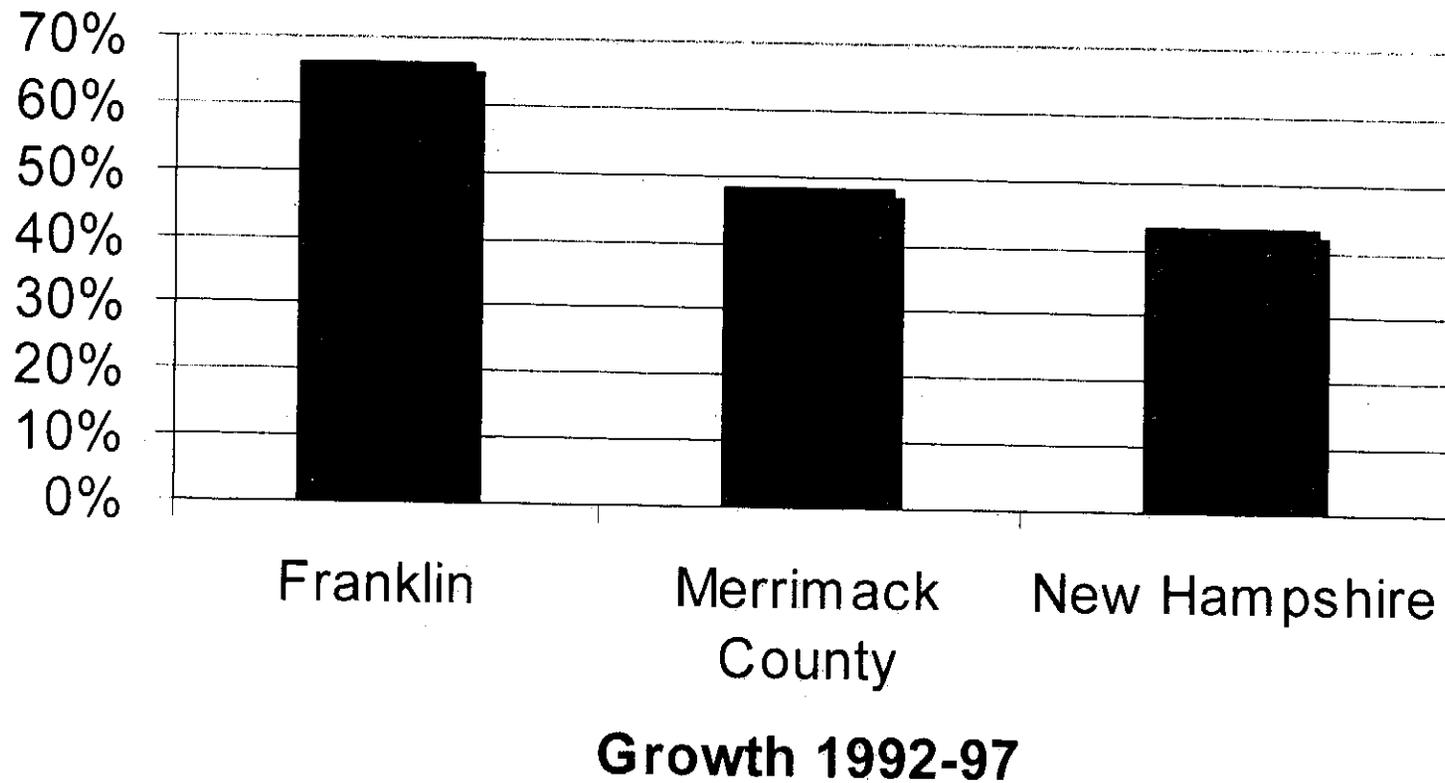


Franklin is Capturing Market Growth



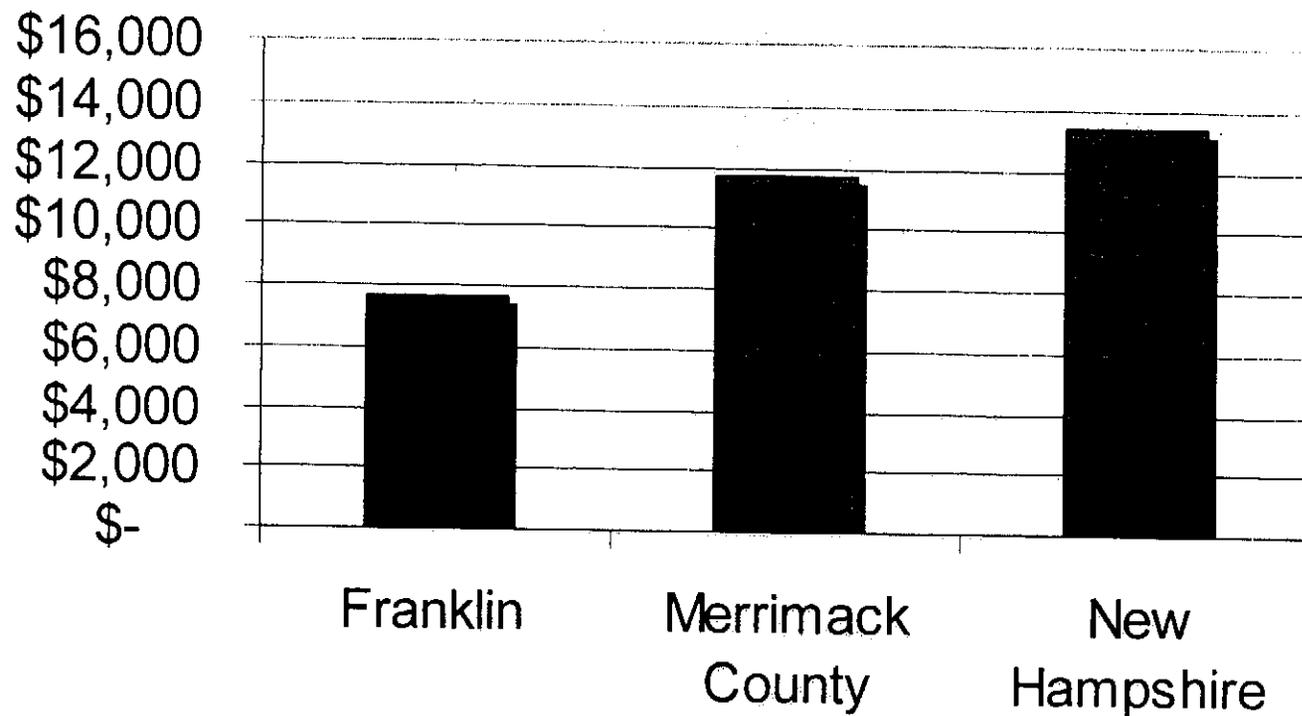
Retail Growth is Very Solid

Retail Sales Growth

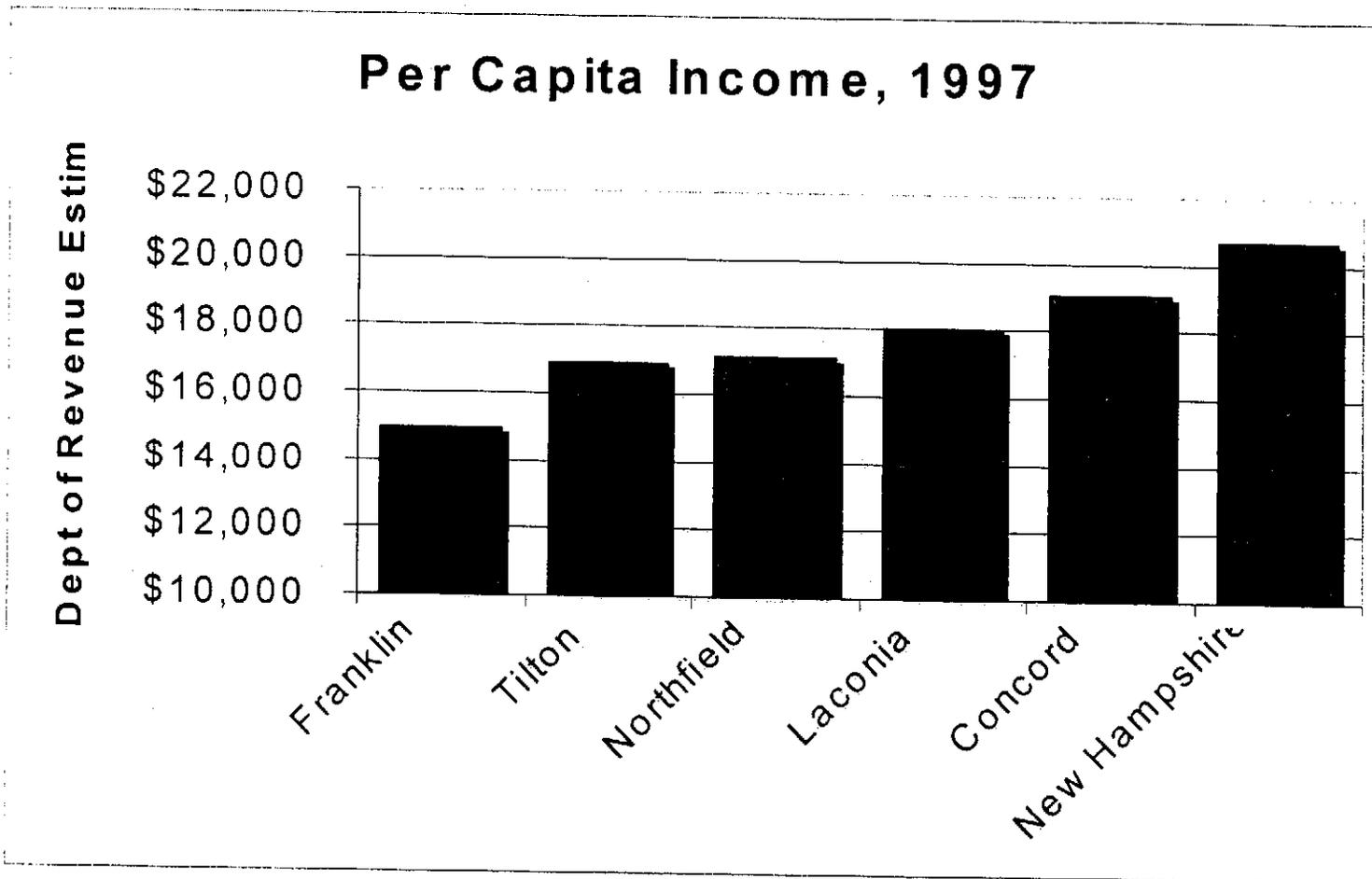


But Lags By Some Indicators

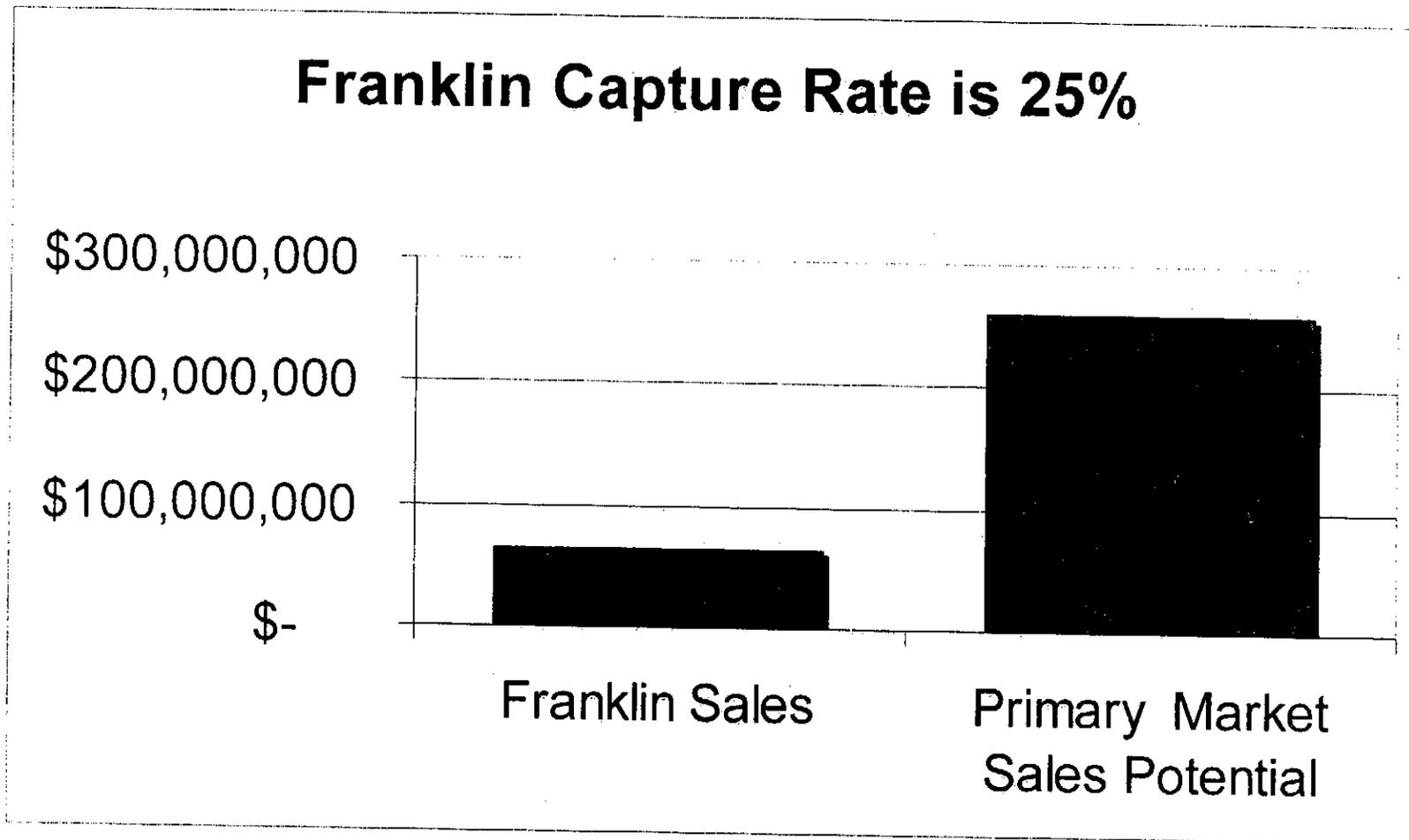
Retail Sales per Capita, 1997



Low Per Capita Income Hurts



Franklin Capture Rate is Low



Conclusions

- Franklin is performing fairly well as a retail place
- But, low income places some limits on performance
- The market area's growth is healthy
- Franklin is capturing only 25% of market area sales
- Each 100 basis point increase in share of primary market spending generates over \$2 million in sales.
- There is plenty of spending to support a much healthier downtown.

Franklin *Vision2000*:
Retail Market Perspectives

January 2000

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*Prepared for Franklin Business and Industrial
Development Corporation*

Prepared By: Applied Economic Research

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Franklin City Profile

POPULATION GROWTH

POPULATION					Change				PERCENT CHANGE					
Census		OSP - Est.		Proj.	70-80		80-90	90-98	98-2010	70-80		80-90	90-96	98-2010
1970	1980	1990	1998	2010										
7,291	7,901	8,304	8,408	9,285	609	403	104	877		8%	5%	1%	10%	

UNITS AUTHORIZED BY PERMIT

Unit Type	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	Average Annual Change 1984-98
Single Famil	14	37	24	86	17	8	5	2	5	2	-1	2	1	3	10	14
Multifamily	0	100	98	39	8	26	1	0	-4	-2	-5	-3	2	0	0	17
Mobile Hom	2	2	5	6	0	2	3	2	1	0	4	6	7	6	9	4
Total	16	139	127	131	25	36	9	4	2	0	-2	5	10	9	19	35

HOUSING UNITS

	1980	1990	Change 1980 - 90	% 1980 - 90
Total Units	3,255	3,744	489	15%
Owner Occupied	1,768	1,876	108	6%
Renter Occupied	1,097	1,267	170	15%
Total Occupied	2,865	3,143	278	10%

EMPLOYMENT & EMPLOYMENT CHANGES

1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	Change 1984-97	% Change 1984-97
3,084	2,989	2,910	2,840	2,802	2,711	2,871	2,691	2,734	2,804	2,885	2,945	3,098	3,262	178	6%
84-85	85-86	86-87	87-88	88-89	89-90	90-91	91-92	92-93	93-94	94-95	95-96	96-97			
-95	-79	-70	-38	-91	160	-180	43	70	81	60	153	164			
-3%	-3%	-2%	-1%	-3%	6%	-6%	2%	3%	3%	2%	5%	5%			

Source : Population figures for 1970, 1980 and 1990 are census based
 Population estimates for 1998 and 2010 - New Hampshire Office of State Planning

Units Authorized by Permit - New Hampshire Office of State Planning

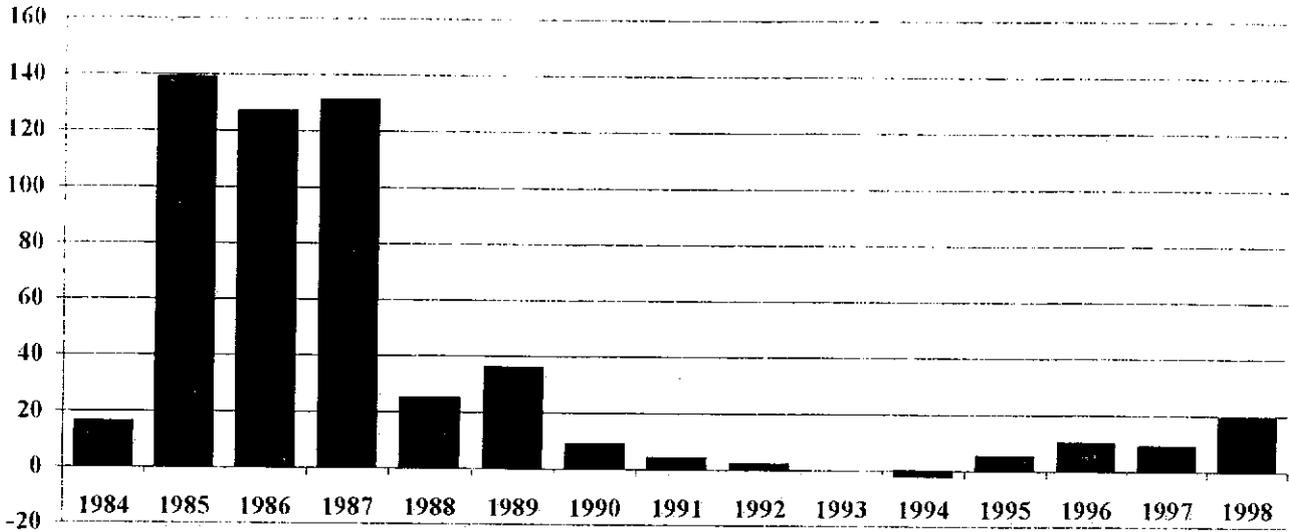
Housing Unit figures for 1980, 1990 are census based.

Employment data - New Hampshire Department of Employment Security (Covered, Private Employment)

Franklin

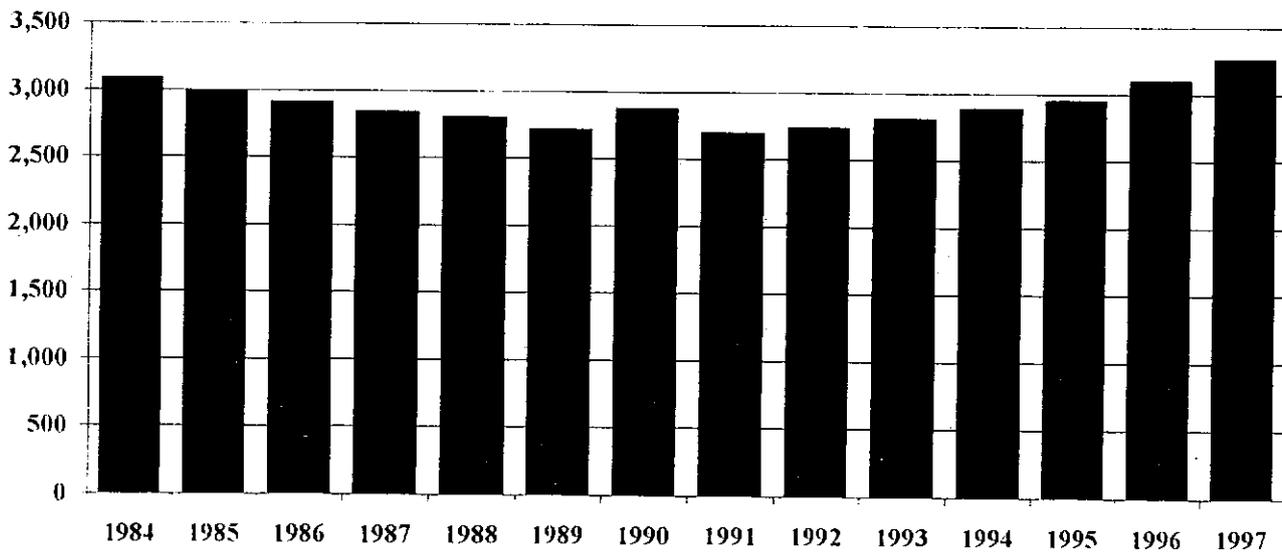
Franklin City Profile

Housing Units Authorized by Permit



Source: New Hampshire Office of State Planning

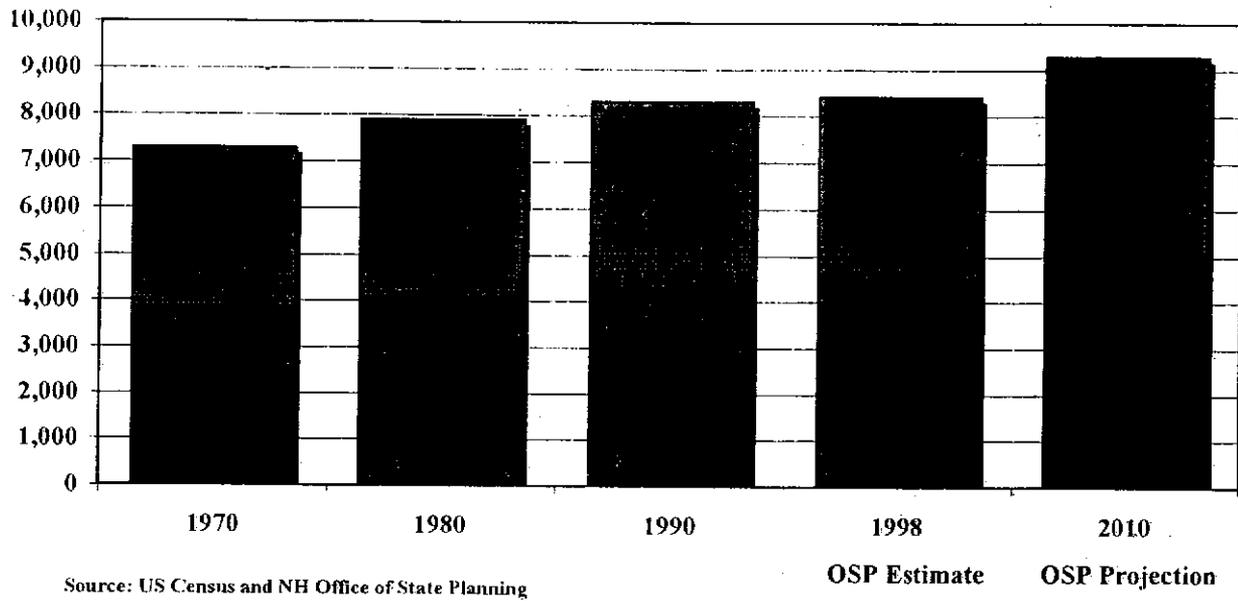
Employment Trends



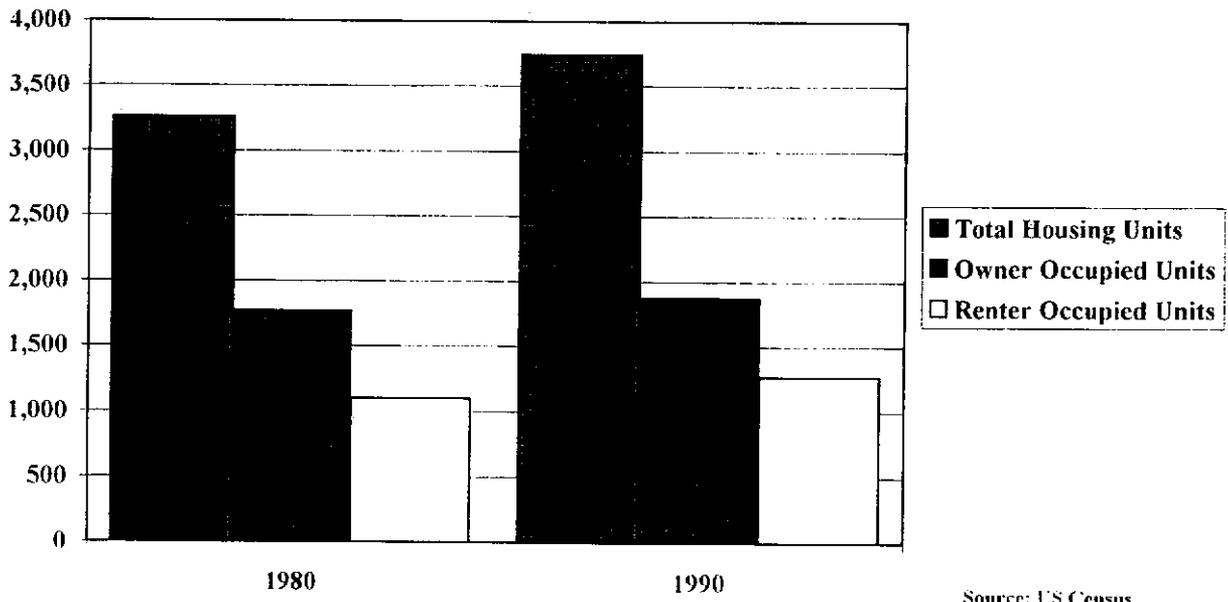
Source: New Hampshire Department of Employment Security (Covered, Private Employment)

Franklin City Profile

POPULATION



HOUSING UNITS



Franklin Primary Market Profil

POPULATION GROWTH

POPULATION					Change				PERCENT CHANGE					
Census		OSP - Est.		Proj.	70-80		80-90	90-98	98-2010	70-80		80-90	90-96	98-2010
1970	1980	1990	1998	2010										
15,752	19,802	22,582	23,434	25,978	4,050	2,780	852	2,544		26%	14%	4%	11%	

UNITS AUTHORIZED BY PERMIT

Unit Type	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	Average Annual Change 1984-98
Single Famil	74	151	226	236	161	83	45	46	58	41	55	38	53	46	57	91
Multifamily	5	354	113	50	25	61	32	-2	-4	0	-1	-2	3	1	1	42
Mobile Hom	14	15	15	27	13	22	13	13	14	5	14	29	16	21	15	16
Total	93	520	354	313	199	166	90	57	68	46	68	65	72	68	73	150

HOUSING UNITS

	1980	1990	Change 1980 - 90	% 1980 - 90
Total Units	8,748	10,336	1,588	18%
Owner Occupied	4,949	5,947	998	20%
Renter Occupied	2,128	2,451	323	15%
Total Occupied	7,077	8,398	1,321	19%

EMPLOYMENT & EMPLOYMENT CHANGES

1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	Change 1984-97	% Change 1984-97
5,556	5,637	5,750	5,964	6,868	5,834	5,787	5,071	5,228	5,392	5,629	6,177	6,580	6,810	1,254	23%
84-85	85-86	86-87	87-88	88-89	89-90	90-91	91-92	92-93	93-94	94-95	95-96	96-97			
81	113	214	904	-1,034	-47	-716	157	164	237	548	403	230			
1%	2%	4%	15%	-15%	-1%	-12%	3%	3%	4%	10%	7%	3%			

Source : Population figures for 1970, 1980 and 1990 are census based
 Population estimates for 1998 and 2010 - New Hampshire Office of State Planning

Units Authorized by Permit - New Hampshire Office of State Planning

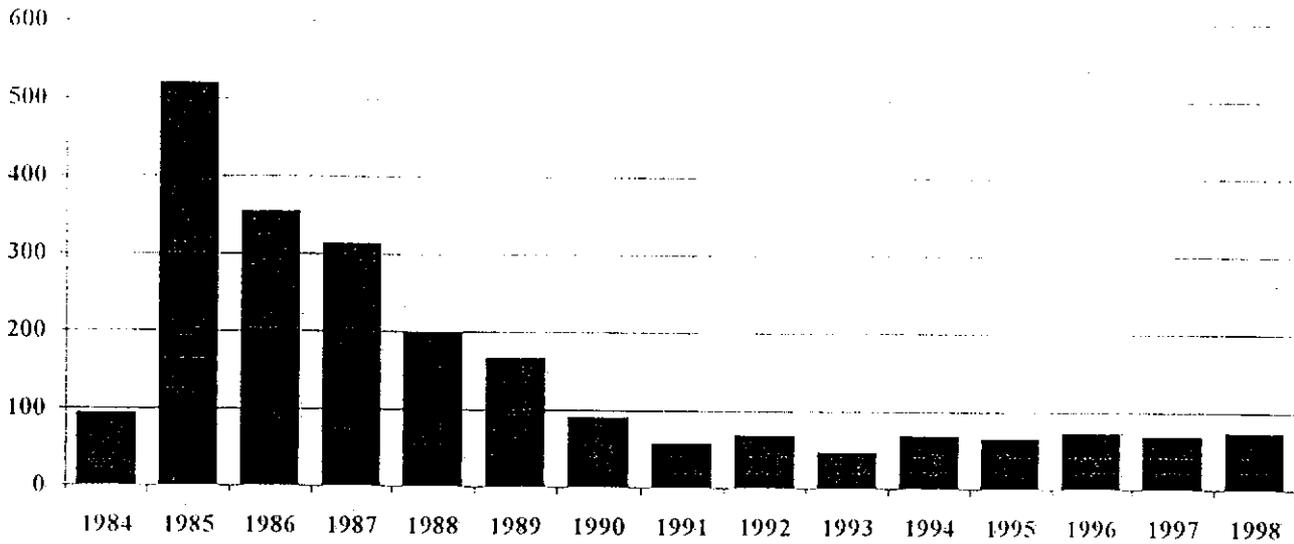
Housing Unit figures for 1980, 1990 are census based.

Employment data - New Hampshire Department of Employment Security (Covered, Private Employment)

Andover, Danbury, Franklin, Hill, Northfield, Salisbury, Sanbornton, Tilton

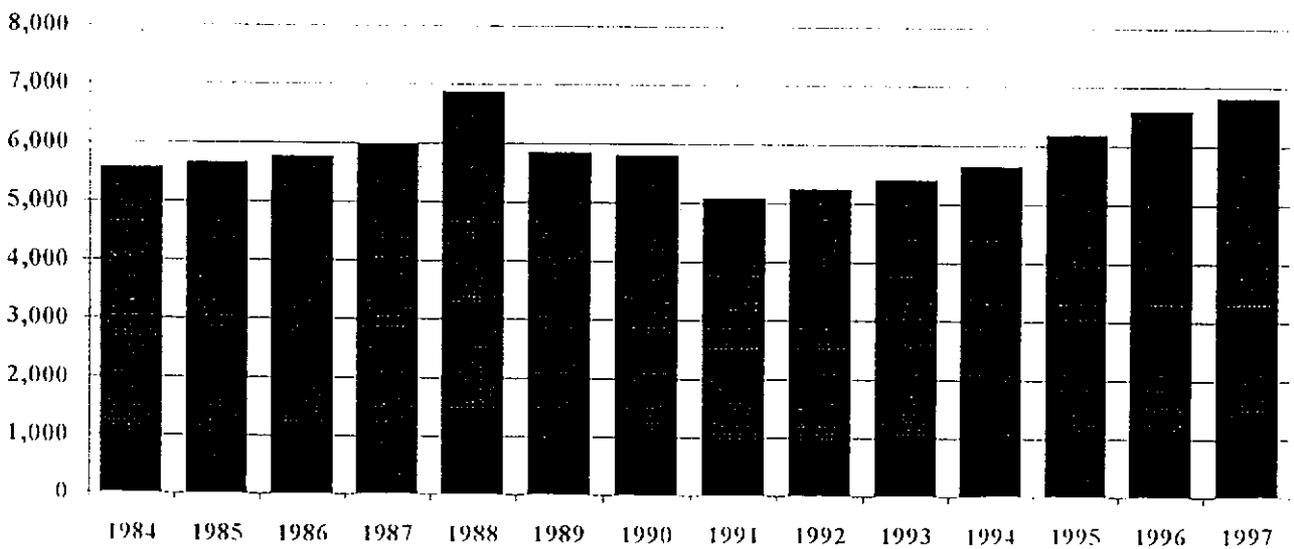
Franklin Primary Market Profil

Housing Units Authorized by Permit



Source: New Hampshire Office of State Planning

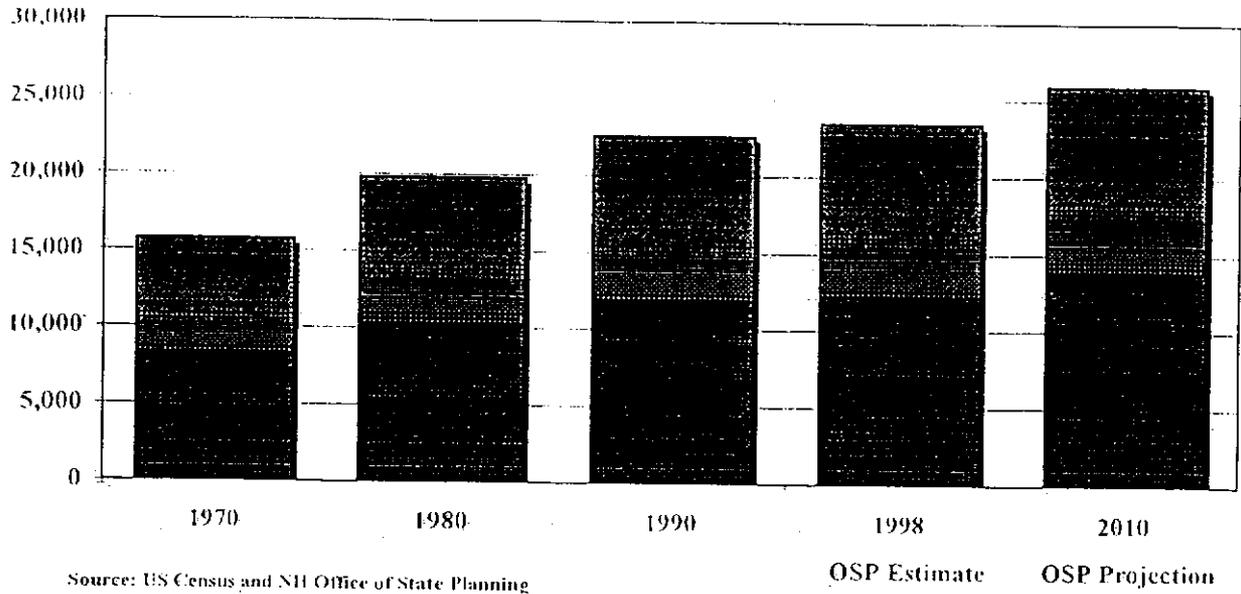
Employment Trends



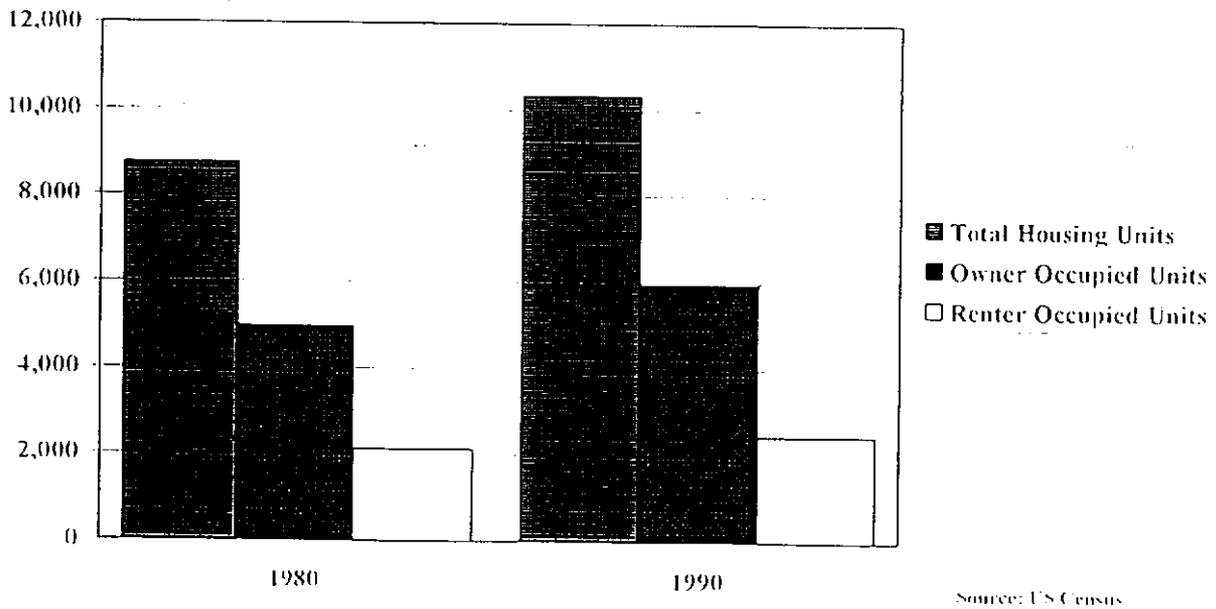
Source: New Hampshire Department of Employment Security (Covered, Private Employment)

Franklin Primary Market Profil

POPULATION



HOUSING UNITS



Franklin Total Market Area

POPULATION GROWTH

POPULATION					Change				PERCENT CHANGE			
Census		OSP - Est.		Proj.								
1970	1980	1990	1998	2010	70-80	80-90	90-98	98-2010	70-80	80-90	90-96	98-2010
40,806	51,639	58,430	61,622	67,974	10,833	6,791	3,192	6,352	27%	13%	5%	10%

UNITS AUTHORIZED BY PERMIT

Unit Type	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	Average Annual Change 1984-98
Single Famil	399	560	765	719	546	227	150	150	173	132	170	137	176	159	198	311
Multifamily	146	672	513	206	197	78	45	0	26	54	13	7	-1	17	0	132
Mobile Hom	87	100	94	54	30	39	27	32	32	60	81	86	71	90	60	63
Total	632	1,332	1,372	979	773	344	222	182	231	246	264	230	246	266	258	505

HOUSING UNITS

	1980	1990	Change 1980 - 90	% 1980 - 90
Total Units	25,688	31,916	6,228	24%
Owner Occupied	12,968	15,524	2,556	20%
Renter Occupied	5,645	6,721	1,076	19%
Total Occupied	18,613	22,245	3,632	20%

EMPLOYMENT & EMPLOYMENT CHANGES

1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	Change 1984-97	% Change 1984-97
19,200	19,765	20,795	22,117	23,649	22,410	20,693	19,268	19,665	20,207	21,138	22,264	21,663	16,788	-2,412	-13%
84-85	85-86	86-87	87-88	88-89	89-90	90-91	91-92	92-93	93-94	94-95	95-96	96-97			
565	1,030	1,322	1,532	-1,239	-1,717	-1,425	397	542	931	1,126	-601	-4,875			
3%	5%	6%	7%	-5%	-8%	-7%	2%	3%	5%	5%	-3%	-23%			

Source : Population figures for 1970,1980 and 1990 are census based
Population estimates for 1998 and 2010 - New Hampshire Office of State Planning

Units Authorized by Permit - New Hampshire Office of State Planning

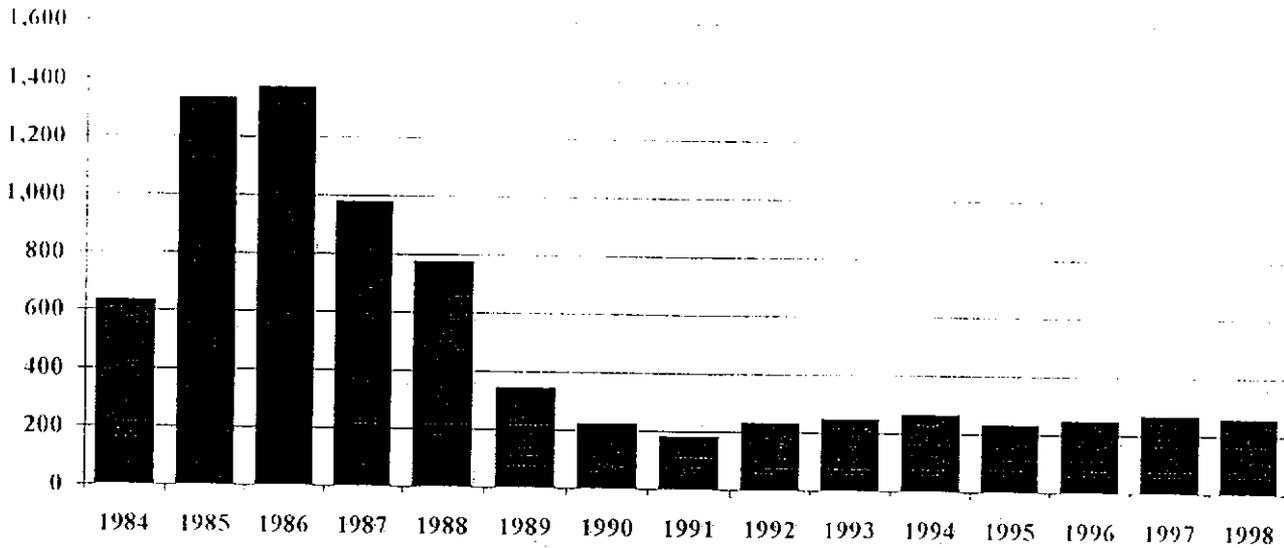
Housing Unit figures for 1980,1990 are census based

Employment data - New Hampshire Department of Employment Security (Covered, Private Employment)

Andover, Belmont, Center Harbor, Danbury, Franklin, Gilford, Gilmanton, Hill, Laconia, Meredith, Northfield, Salisbury, Sanbornton, Tillam

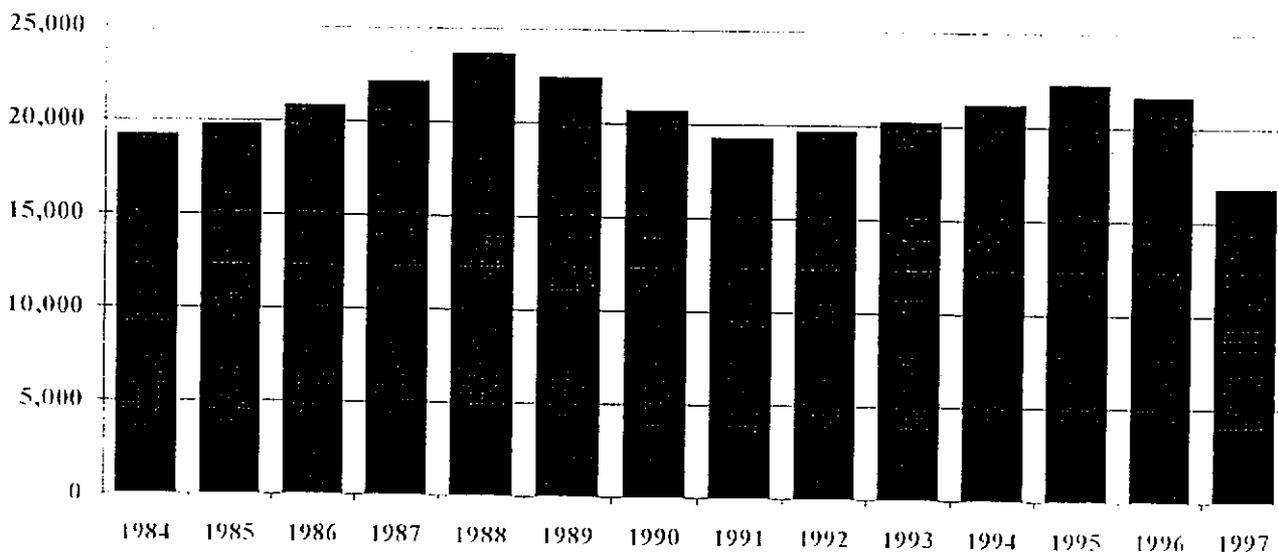
Franklin Total Market Area

Housing Units Authorized by Permit



Source: New Hampshire Office of State Planning

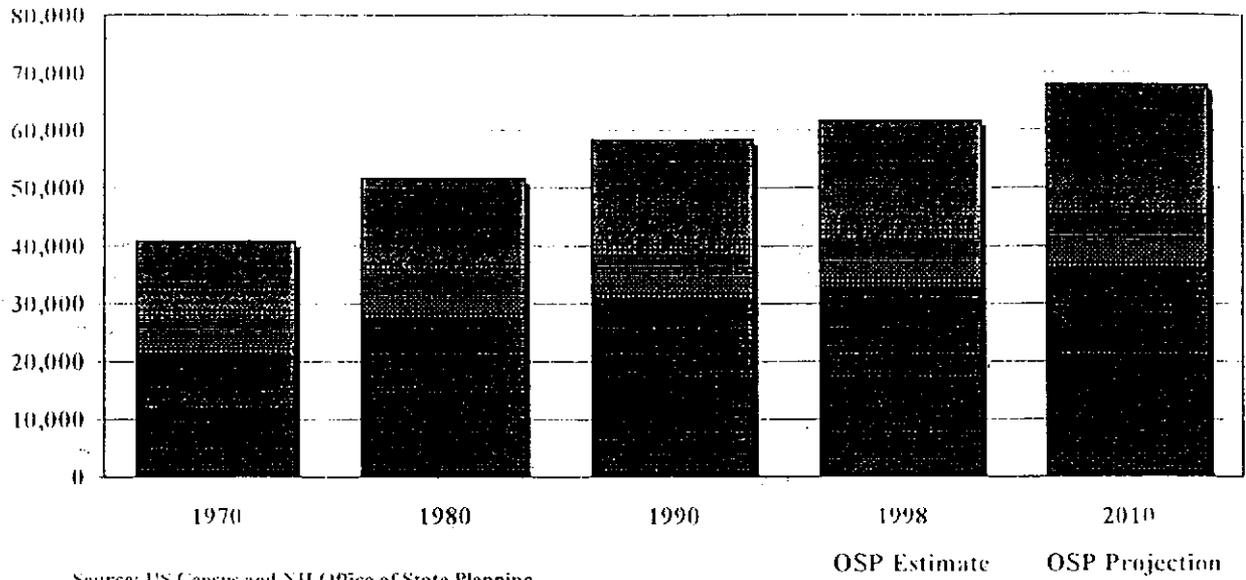
Employment Trends



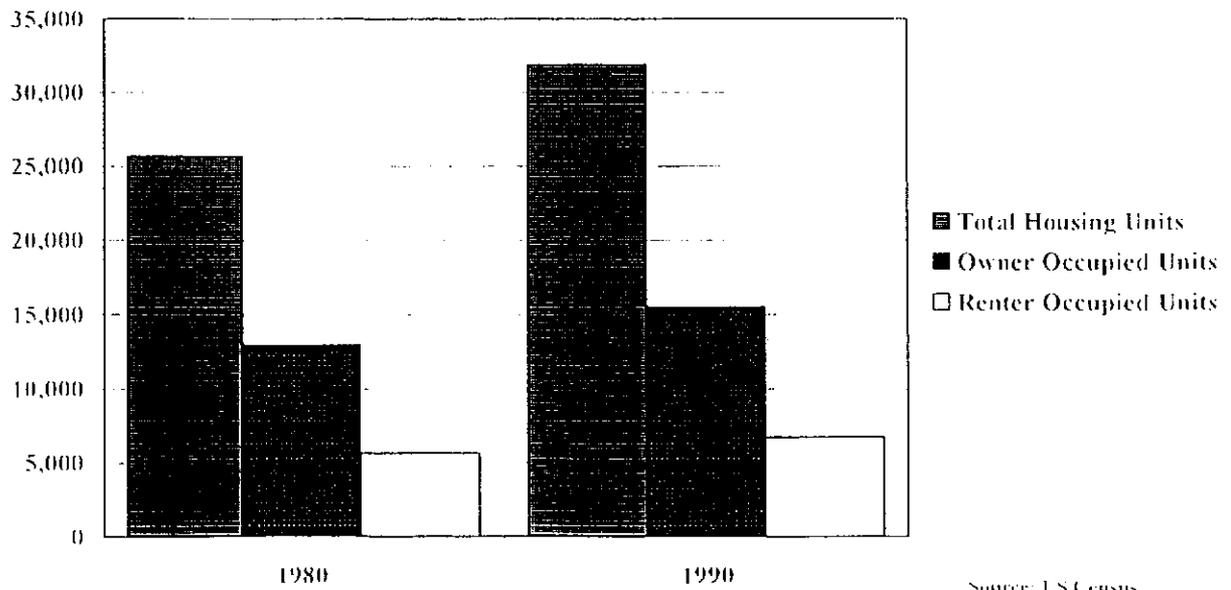
Source: New Hampshire Department of Employment Security (Covered, Private Employment)

Franklin Total Market Area

POPULATION



HOUSING UNITS



Merrimack County Profile

POPULATION GROWTH

POPULATION					Change				PERCENT CHANGE											
Census		OSI - Est.		Proj.	70-80		80-90		90-98		98-2010		70-80		80-90		90-98		98-2010	
1970	1980	1990	1998	2010																
80,925	98,302	120,005	128,223	141,326	17,377	21,703	8,218	13,103	21%	22%	7%	10%								

UNITS AUTHORIZED BY PERMIT

Unit Type																Average Annual Change 1984-98
	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	
Single Famil	537	1,346	2,014	1,326	1,024	502	335	318	285	305	352	372	411	429	534	673
Multifamily	632	1,658	846	533	170	262	78	23	39	43	12	27	93	80	62	304
Mobile Hom	68	46	98	73	73	72	54	25	27	15	47	82	94	88	103	64
Total	1,237	3,050	2,958	1,932	1,267	836	467	366	351	363	411	481	598	597	699	1,041

HOUSING UNITS

			Change		%	
	1980	1990	1980 - 90		1980 - 90	
Total Units	39,636	50,870	11,234		28%	
Owner Occupied	24,306	31,088	6,782		28%	
Renter Occupied	10,368	13,507	3,139		30%	
Total Occupied	34,674	44,595	9,921		29%	

EMPLOYMENT & EMPLOYMENT CHANGES

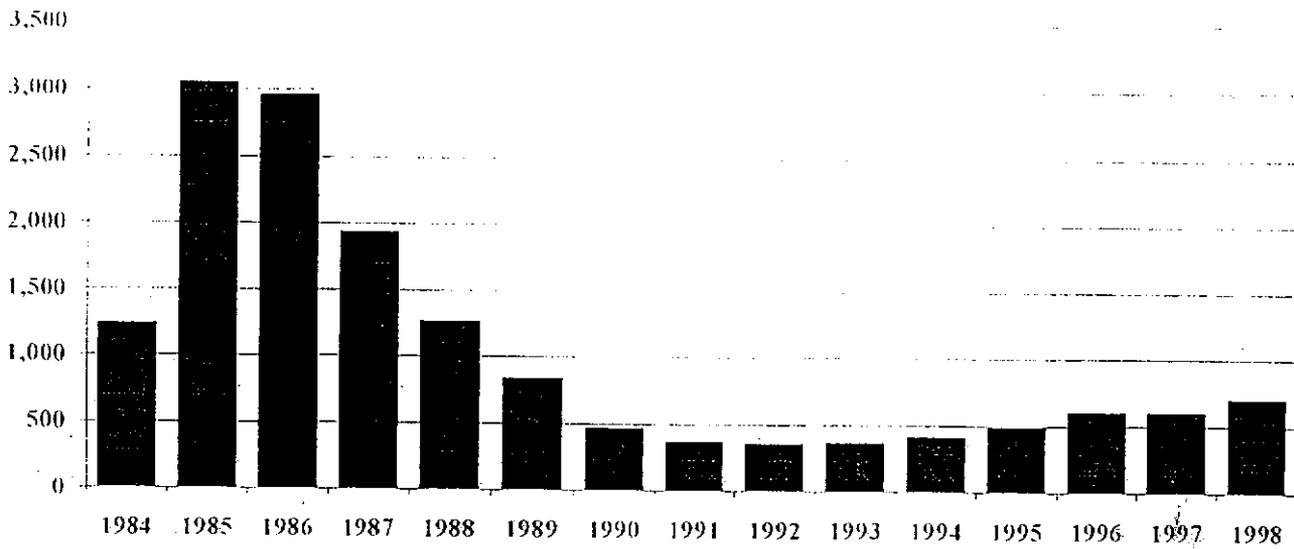
1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	Change 1984-97		% Change 1984-97																												
35,790	38,418	41,878	43,876	45,380	44,147	42,577	40,554	42,365	43,846	46,256	48,085	49,093	50,660	14,870	42%																													
														84-85		85-86		86-87		87-88		88-89		89-90		90-91		91-92		92-93		93-94		94-95		95-96		96-97						
														2,628	3,460	1,998	1,504	-1,233	-1,570	-2,023	1,811	1,481	2,410	1,829	1,008	1,567																		
														7%	9%	5%	3%	-3%	-4%	-5%	4%	3%	5%	4%	2%	3%																		

Source : Population figures for 1970, 1980 and 1990 are census based
 Population estimates for 1998 and 2010 - New Hampshire Office of State Planning
 Units Authorized by Permit - New Hampshire Office of State Planning
 Housing Unit figures for 1980, 1990 are census based
 Employment data - New Hampshire Department of Employment Security (Covered, Private Employment)

Allenstown, Andover, Boscawen, Bow, Bradford, Canterbury, Chichester, Concord, Danbury,
 Dunbarton, Epsom, Franklin, Henniker, Hill, Hooksett, Hopkinton, Loudon, New London,
 Newbury, Northfield, Pembroke, Pittsfield, Salisbury, Sutton, Warner, Webster, Wilmet

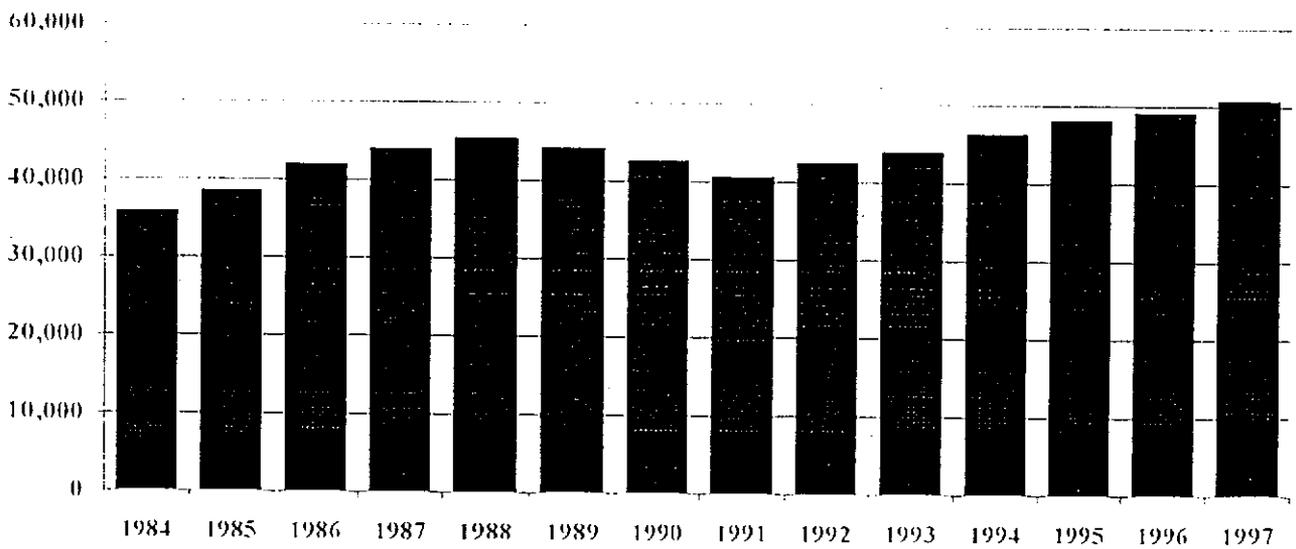
Merrimack County Profile

Housing Units Authorized by Permit



Source: New Hampshire Office of State Planning

Employment Trends



Source: New Hampshire Department of Employment Security (Covered, Private Employment)

Franklin's Economic Challenges

Image

Scarce financial resources

Pattern of disinvestment

Distance to interstate

Lack of federal incentives

Strong competition

A Healthy Diversity of Uses

Intended/Current Building Use



Traffic Brings Dollars But Needs to be Controlled



Downtown is Ready for Revitalization

Study Area Building Condition

Effective Building Area (sq. ft.)

400,000
300,000
200,000
100,000
-

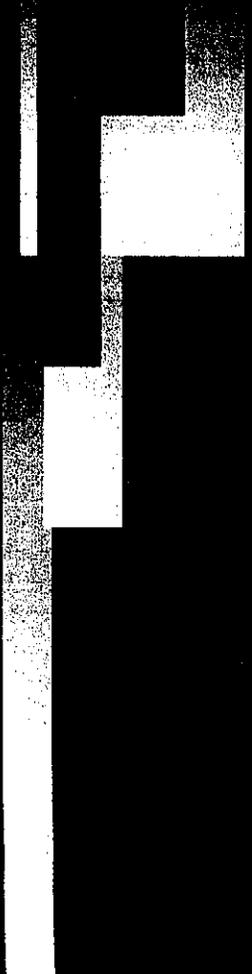
Good

Average

Fair

Poor

Condition



Plenty of Room to Expand

Core Area Vacancy Rates

60%

40%

20%

0%

First Floor

Second Floor

Total

