

# Franklin Falls Historic District Revitalization Design Charrette



**June 16 & 17, 2006**

**PLAN NH**

**Thank You:**

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# *Franklin Falls Historic District Revitalization Design Charrette*



*June 16 & 17, 2006*

# *Plan NH Charrette*

## *Franklin Falls Historic District*

### **Who is Plan NH?**

Plan NH, founded in 1989, is a professional association established to create a forum to bring together those focused on the built environment and interested in community development. Plan NH members include architects, planners, engineers, landscape architects, bankers, contractors, historic preservationists, and others. A principle aspect of Plan NH's mission is to make a positive contribution to New Hampshire communities. One way in which Plan NH is doing this is by offering design assistance each year to New Hampshire communities with demonstrated needs.

### **What is a Design Charrette?**

Simply stated, a design charrette is a brainstorming session where lots of ideas are brought forth by both professional designers and local citizens in an attempt to resolve a problem of local interest. Because of the compressed timeframe, the recommendations reached are usually conceptual. Recommendations present the relationship of different plan elements, as opposed to the details of how a particular building or site would actually be constructed. The charrette process blends the broad experience of design professionals with local citizens' detailed knowledge of their community to produce a plan of action to address a particular development issue within the community. The charrette provides an overall framework in which final solutions can be developed and gives a direction against which future decisions can be measured. The Plan NH charrettes are typically two-day workshops that produce a number of design ideas and possible solutions, which are documented in booklets and presented to the town to be used as a starting point in their design process.

### **Why did Plan NH come to Franklin?**

Each year Plan NH invites communities to submit proposals outlining a community design opportunity. The proposals are examined and two or three are chosen for a weekend charrette consisting of volunteer professionals to brainstorm and develop creative ideas addressing a problem of local interest. Plan NH assesses the proposals on the basis of: importance of the project to the host community, interest in the design problem, and probability of the project actually being implemented. Communities that are organized, have done some early work on a project, thought out its needs and how it would implement the recommendations are favored by the selection committee



## *The Charrette Process*

The Plan NH charrette process includes one day of our design team listening to members of the community and town officials as well as making site observations. The second day involves an intense brainstorming of ideas culminating in the generation of sketches, concepts, and implementation strategies

On Friday June 16, 2006 the Plan NH Charrette Team members met with City of Franklin Officials, the Franklin Business & Industrial Development Corporation (FBIDC) and a small group of residents and property owners from within the Franklin Falls Historic District. This morning meeting refined the charrette objectives, expanded upon the City's application, and began the brainstorming effort to develop ideas to revitalize the Franklin Falls Historic District. An overview of the project goals and opportunities was presented along with an outline of past and present City initiatives. In addition, the *Choose Franklin* video was aired for the benefit of the design team.

The team members, residents, and city officials walked the Franklin Falls Historic District including Central Street from City Hall to Trestle View Park, the Mill Area, the rear of the Central Street businesses, the Winnepesaukee River and Odell Park. The vast opportunities and constraints were evident to all. The design team had an opportunity to view the project area, experience the vehicular and pedestrian traffic patterns, view existing buildings and land uses, and observe the Winnepesaukee River as it flows through the mill area. Several team members toured the inside of two of the more prominent mill buildings while others explored the areas on the fringes of the study area.

Two "listening sessions" were held on Friday at City Hall in the heart of the study area – one in the afternoon and another in the evening. This process is essential to the development of the project vision, the formulation of ideas and recommendations, and community consensus building for the future implementation. Many citizens took advantage of this opportunity to voice their opinions, share ideas, and impart local knowledge regarding the many issues included in the revitalization of the Franklin Falls Historic District. During these sessions the primary objective of the design team was to listen and record the comments and ideas expressed.

On Saturday the design team began to formulate ideas, concepts, and graphics based on the input provided at the two listening sessions. A brief presentation of the material developed was presented to the community that afternoon. This booklet provides a summary of Franklin Falls Historic District Revitalization Charrette.



## *The Franklin Proposal*

*“A plan that realistically addresses all the interrelated elements would provide the impetus for City government, residents and property owners to work together. Working together, using an inspired design, the stage would be set to revitalize Franklin’s aging Main Street and spur new economic vitality.”*

## *The Franklin Falls Historic District Revitalization Project*

The proposal submitted to Plan NH by the City of Franklin Planning Board and Heritage Commission requested assistance in exploring options for the redevelopment and revitalization of the Franklin Falls Historic District. The proposal outlined several specific, yet interrelated, areas and issues to be considered including:

- Parking and traffic management;
- Zoning options to accommodate reuse of older mill buildings;
- Mixed use design options for the mill buildings;
- Landscaping ideas to improve the “face” of downtown Franklin; and
- Integration of the Winnepesaukee River and the Trail into the mill area



*North side of Central Street*



*Smith Street with Stevens Mill in the background*



*Winnepesaukee River from Trestle View Park*



*Stanley Mill*

The focus of the charrette centered around an area located entirely within the Franklin Falls Historic District, starting at Central Street continuing north to the Winnepesaukee River. The area is an integral part of the downtown and includes a large private and municipal parking lot and the well-used Odell Park.

The charrette would identify mixed-use redevelopment alternatives of three specific Mill Buildings—Stevens Mill Complex (comprised of three distinct structures), River Bend Mill, and Stanley Mill. Many of these buildings have lay vacant since the 1970’s, yet offer vast opportunities for redevelopment. In addition, the armory at the end of Memorial Street and the beautiful stone arch into Odell Park were integral to the overall study area.



*Armory Building*

Enhancements to Central Street as the gateway and front door into the area were requested. As important, suggestions to enhance the rear lots of the businesses along the north side of Central Street to help integrate the mill buildings with Central Street. Recommendations to create a more efficient and attractive use of the municipal and private parking areas would be needed.

A key to the success of the mill area would be improved access and visibility from Central Street. The current limited roadway access to the area would have to be enhanced. High traffic volumes along Central Street create long traffic queues and make it difficult to turn left onto Central Street.

Memorial Street, a narrow two-way roadway, provides the only exit from the mill area and Odell Park while the one-way Smith Street provides an entrance to Stevens Mill and Canal Street.

Redevelopment and re-use of the vast square footage within the mill buildings is considered vital to the City's economy and success. To achieve this plan, a more flexible zoning overlay district would be required. Assistance and guidance in establishing zoning regulations that provide the planning board and zoning board with the flexibility to review development plans within the study area was an important request within the City's proposal to Plan NH.

River Bend Mill



Stevens Mill

The arch at Odell Park



***"The projected outcome would be a shared vision for Franklin's future, the rallying point on which further revitalization progresses, galvanizing the community in a positive manner."***

## *A Brief History of Franklin Falls*

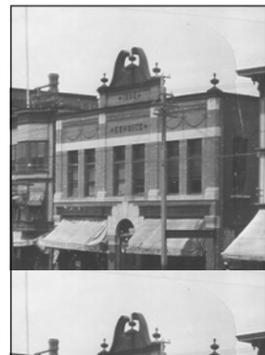
Text provided by Franklin Heritage Commission

The 1820's saw many new developments. The first church erected in Franklin was the Congregational Church, built in 1820. In 1822, Kendall Peabody and Robert T. Crane (both relative newcomers from Peterboro) went into partnership and built a new dam and mill near where Central Street crosses the Winnepesaukee river. The south side of Central Street became their mill yard. Here, they began the manufacture of paper, an industry which was to play a prominent role in the local economy for many years to come.

The beginning of the textile industry in the village occurred in 1822, when the first cotton mill was erected on Canal Street, which was an open canal starting at the Sanborn Bridge and running into the river again at a point behind the present library. This mill was popularly called the "yaller mill" after the color of its bricks, but its name was the "Smithville Factory" (for a time, Franklin Falls was known as Smithville). The Smithville Factory Store was built during the 1820's on the lot where Greviors now stands.

The presence of the railroad, coupled with the availability of hydropower, served as a catalyst for a remarkable period of industrial growth as it provided for secure and speedy transportation of raw materials and finished products between Franklin and its markets.

In the 1850's, Walter Aiken perfected two revolutionary pieces of knitting equipment, the circular knitting machine and the latch needle. These developments led to the construction of the Aiken Hosiery Mill on East Bow Street in 1864. Economic spin-off's associated with Mr. Aiken's enterprise, included numerous local needle companies such as the Franklin Needle Company, established in 1874 and located in the present Riverbend Mill.



The Stevens mill complex was built on the south side of the Winnepesaukee River to manufacture fine woolen cloth. The Civil War took many of Franklin's young men, but also brought forth many new orders for Franklin's textile industry. Franklin's Central Street shopping district sprang to life under the influence of nearby industrial development. Worker housing, largely developed and owned by mill proprietors, was clustered densely in the lower-lying neighborhoods adjacent to the mills.

Memorial Hall was erected as a tribute to Franklin's soldiers in 1892. The Richardsonian Romanesque structure, designed by Butterfield, housed the handsome Franklin Opera House, the Grand Army of the Republic Hall, and the town clerk's office. The Opera House served as a major cultural attraction, drawing upon both local and touring talent. Also during this period, the town acquired its first publishing house, Towne and Robie, the Franklin Water Works was installed, and ball fields were laid out in Odell Park (1886).

Franklin saw tremendous population growth between 1850 and 1900. These were the real boom years for the community. The 1896 Town Meeting adopted a City Charter, and later that year, the first mayor and city council were elected. City offices were established in Memorial Hall, soon to be referred to as City Hall.

With the turn of the century though, times changed for the City. Between 1900 and 1980, the city's population grew by only about 2,000 persons as the mills began to close and relocate elsewhere. The Stevens Company Mill was the last to close in 1970.

The closing of the mills ended the era of centralized manufacturing and worker housing being a part of the fabric of the City. The availability of the automobile changed where people lived and worked. And it impacted upon the vitality of downtown Franklin. But a new era is emerging in Franklin, where residents, business owners, and city officials take pride in the historic nature of the City as they work together to energize and revitalize the downtown. The mills can once again be bustling with activity, this time with shoppers, new residents, and small businesses. What you see in this booklet is being called Franklin's next step. What is done over the next few years will depend on the talents, energies and continued determination of the citizens of Franklin. We look forward to your participation.

### Summary of Comments at Listening Sessions

The City of Franklin has a strong history of planning and community involvement as showcased by the 2000 and 2005 Master Plan and the Downtown Franklin Vision 2000. The 2005 Master Plan incorporates a collection of vision statements including: “Encourage the retention and expansion of downtown businesses especially in the mill buildings that front the river, and use the rivers to best serve the economic and recreation interests of the City.”

As noted earlier, the charrette process is based upon a group of professionals responding to local knowledge, ideas, and suggestions imparted by the citizens of a community. The design team collected an enormous amount of local information from City officials, a variety of City organizations, property owners within the mill area, and the citizens of Franklin during the listening sessions and site walks.

Much of the discussion and comments focused on the importance of the rivers in Franklin and the role they served in the history and development of the mill area. Retaining the unique history of Franklin while stimulating growth and activity in downtown is considered paramount to any revitalization plan. In the same vein, attracting people to downtown—to live, work, and play — in this unique setting of natural and man-made resources is essential.

The Charrette Team heard several comments relating to traffic and parking. The overriding views expressed a desire to strike a balance that creates a vibrant and lively downtown, yet one that is not focused on the automobile. The notion and desire to expand many of the multi-use trails through the mill area and into Odell Park creates yet another alternative to travel into and through the downtown.

Many suggestions for re-use and redevelopment of the mill buildings and businesses along Central Street were offered. A summary of residents comments is provided on this page.

At the conclusion of the evening session the design team left for the night with a wealth of information pertaining to the needs, opportunities, and constraints surrounding the historic downtown and mill area.

### WHAT WE HEARD

- ✦ **Reconnect Central Street and the mills to the rivers**
- ✦ **Extend Winnepesaukee Trail thru mill area to Odell Park**
- ✦ **Maintain pedestrian friendly environment**
- ✦ **Enhance parking!! (what would be needed and how would it be assigned)**
- ✦ **Traffic on Central Street!! (high volumes, difficult left turns)**
- ✦ **Poor visibility and access to mill area**
- ✦ **Attract retail to Central Street**
- ✦ **Need people in downtown!!**
- ✦ **Build upon antique and craft environment**
- ✦ **Create a destination so that people will want to come to Franklin!!**
- ✦ **Create gateways along Central Street and into the mill area**
- ✦ **Develop storefront guidelines to enhance Central Street appearance**
- ✦ **New street lighting (consistent with Trestle View Park)**
- ✦ **Encourage broad range of housing options within the mills**
- ✦ **Attract professionals to Mill / Central Street**
- ✦ **Flexible zoning for redevelopment and re-use of mill buildings**
- ✦ **Attract a mixed use within mills**
- ✦ **Provide entertainment and recreation for all ages**
- ✦ **Progress vs Preservation (retain history in buildings)**
- ✦ **Expand entertainment and recreation in downtown**
- ✦ **Possibly create an arts/cultural destination**
- ✦ **Encourage uses that relate to river – outdoor outfitters**
- ✦ **Connect neighborhoods to downtown, mill area, and rivers**
- ✦ **Attract less formalized recreation within Odell Park**
- ✦ **Street trees / No street trees—install trees along Central Street**
- ✦ **Define or create a theme for the downtown and mill area**
- ✦ **Build on uniqueness of Franklin**
- ✦ **Keep some public use in the mill area**
- ✦ **Develop evening activities in the downtown**

## *Charrette Team Recommendations*

Franklin has a unique opportunity to reinvent its downtown and mill area. The opportunities to redevelop the hundreds of thousands of square feet of mill space, reconnect Central Street to the mills, weave the Winnepesaukee Trail thru downtown, and reintroduce the downtown to the rivers, seem endless. Franklin may be the only community in New Hampshire able to boast that its downtown sits on banks of three rivers. The Franklin downtown and mill area also enjoy a perfect pedestrian scale - easily accessible to several large communities - and readily benefits from recreation, business, and residents all within a compact walk-able area.

The Charrette Team gathered on Saturday morning ready to tackle the issues presented the day before. The team formed into a few sub-teams focused on some of the key issues;

- Zoning and regulatory issues;
- Traffic management, access, and circulation; and
- Alternative redevelopment options aimed at achieving the desired uses.

After a morning of brainstorming, sketching, and sharing ideas, the team presented their recommendations in a public forum in the Opera House within City Hall.



Charrette team presentation

## *Zoning and Regulatory Framework*

In an effort to help ensure that the buildings within the downtown and mill area are put to their best and highest use, reflect the historic nature of the city and serve the needs of the community, revisions to city ordinances will be required. The purpose of a revised ordinance will be to revitalize the area, allow a diversity of housing types, commercial types and uses within the various buildings, historic preservation, and economic development.

It was strongly recommended that a Downtown Revitalization District be created with the same geographic boundary as the Historic District. This district would place controls that are flexible enough to rehabilitate and reuse existing buildings but provide a framework for the Planning Board to review various applications.

Ordinances and design guidelines could be adopted in a similar fashion as those in other towns such as Meredith and Portsmouth. Under this scenario, a new review and approval mechanism could be created for the activities in the District that involve exterior appearances - lighting, signs, renovation work, etc. - as opposed to the Planning or Zoning Board reviews that would deal with actual uses of a building. The Franklin Heritage Commission, or some other composite Board, could assume this responsibility.

Some of the prohibited uses debated amongst the team and city officials include:

- No residential on first floor of mill buildings;
- No heavy commercial or industrial uses;
- No uses that require large amounts of truck traffic;
- No uses that create environmental hazards.

As important as defining allowed and prohibited uses the district should consider incentives and flexibility to achieve the desired uses, such as:

- Shared parking based on uses;
- Underground utilities;
- Community space;
- Green building designs.

In order to redevelop the multi-story mill buildings and many of the upper floors along Central Street, the team suggested that the International Existing Building Code be adopted. The IEBC contains requirements intended to encourage the use and reuse of existing buildings. The scope covers repair, alterations, additions and change of occupancy for existing and historic buildings, while achieving appropriate levels of safety without requiring full compliance with new construction requirements.

Building upon the recommendations within the Master Plan and the Vision 2000, uniform signage should be considered along Central Street and within the mill area. These would provide wayfinding for pedestrians and motorists alike and also provide business directories.

*“Create an environment that will allow for public/private investment towards the revitalization of the Franklin Falls Historic District”*



### *The Traffic Dilemma...*

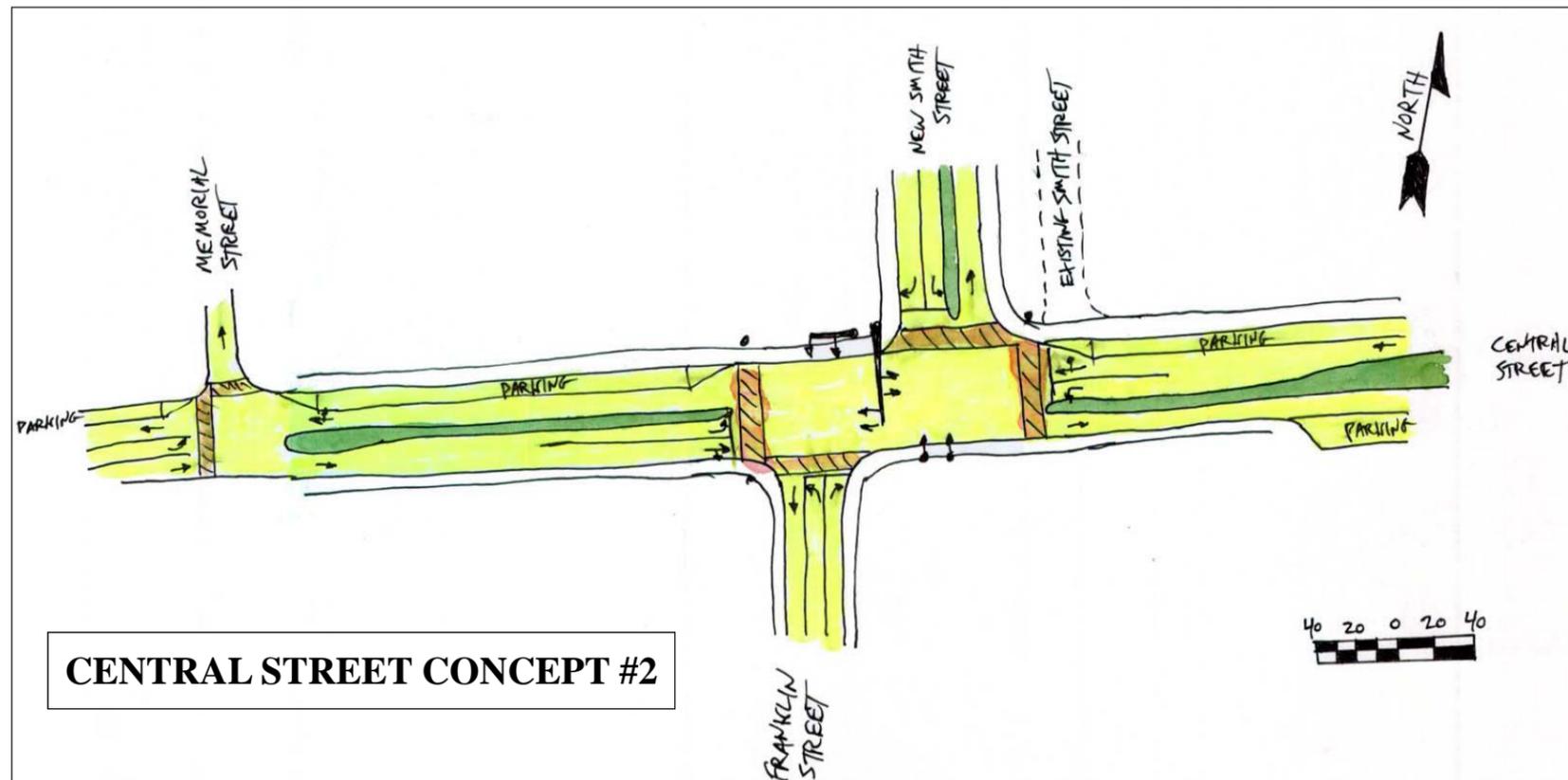
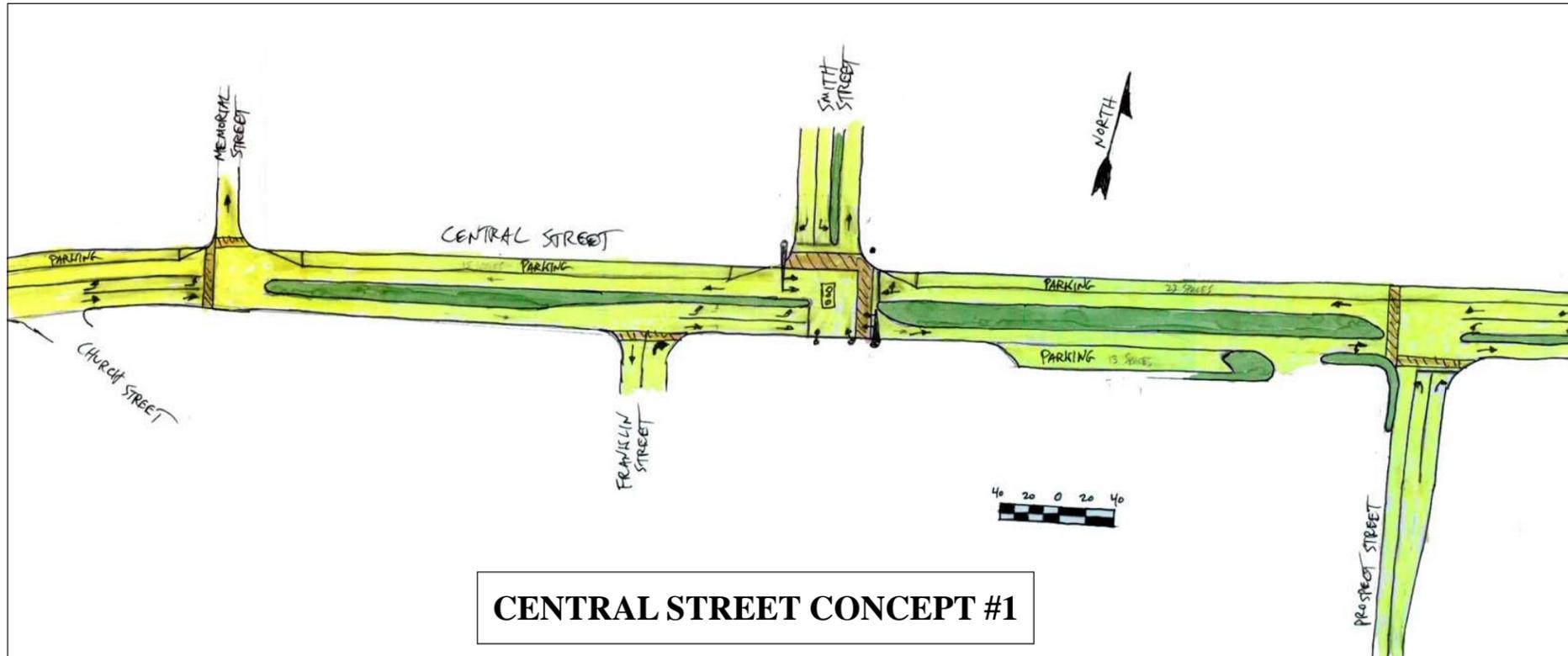
As expressed by many residents and observed by the charrette team on Friday afternoon, the traffic on Central Street and access to the Mill Area needs to be better managed. With close to 20,000 cars per day on Central Street, it is difficult to make a left turn onto the roadway. As development progresses in the Mill Area improved and controlled access onto Central Street becomes more critical.

Current access to the Mill Area is via Memorial Street and Smith Street, with Smith Street providing one-way into the Mill Area. This limited access is not sufficient to support the desired redevelopment.

The sketches on the following page depict two alternatives to improve access to the Mill Area while maintaining capacity on Central Street. The first alternative suggests making Smith Street the major signalized intersection along Central Street providing primary access and egress to the Mill Area. Franklin Street on the south side of Central Street would have limited movements to and from Central Street while Prospect Street is enhanced to provide a full service intersection. Lastly, Memorial Street would be converted to a one-way street northbound alleviating much of the congestion that occurs there today.

The second alternative suggests realigning Smith Street to the west in an attempt to create a single intersection with Franklin Street. The park would shift east onto the old alignment of Smith Street. This alternative maintains the access and movements along the south side of Central Street while directing the traffic from the Mill Area to a signalized intersection. The drawback to this alternative is that a longer signal cycle will be required resulting in long vehicle cues on Central Street.





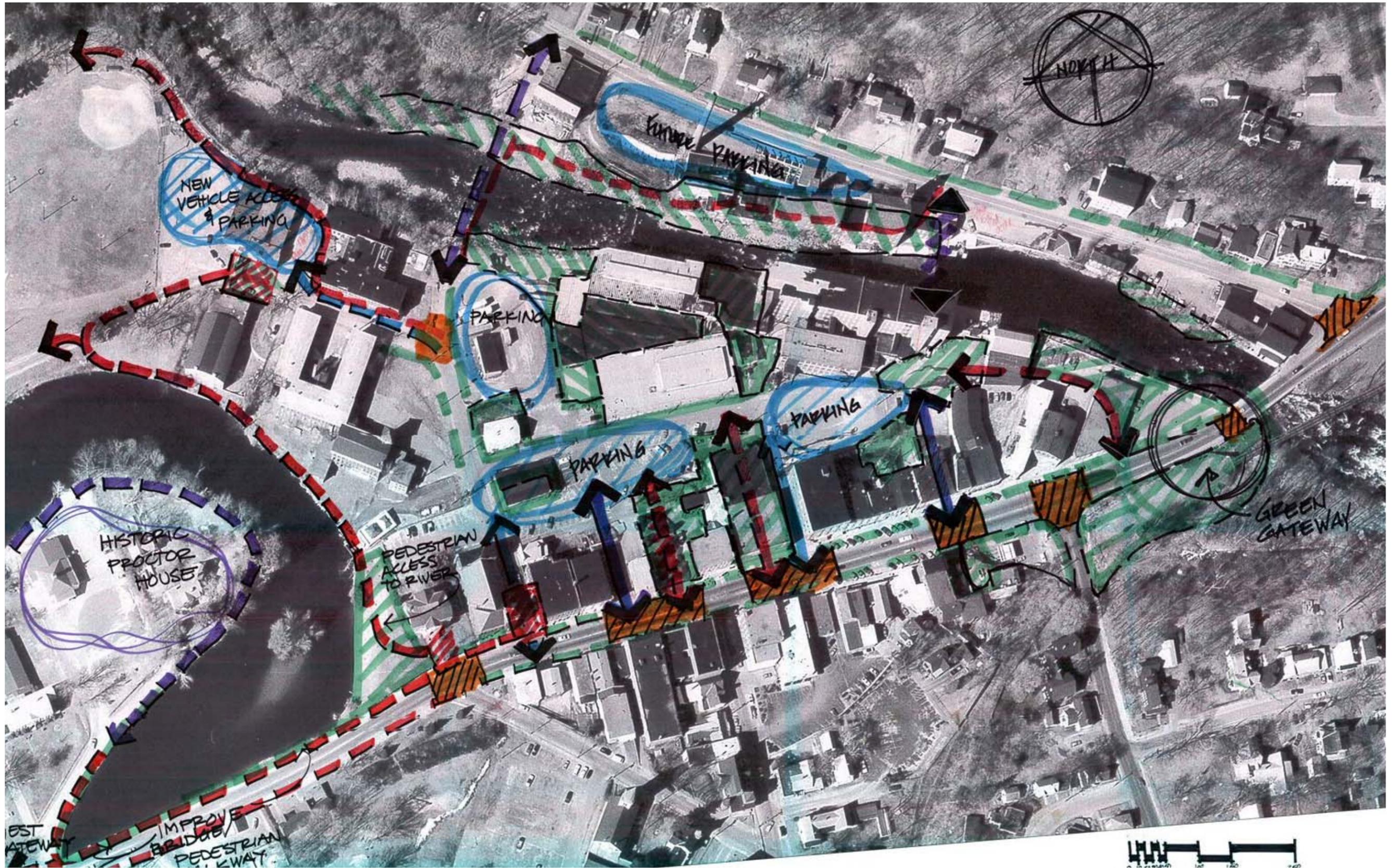
## Redevelopment Opportunities and Issues

The aerial photo on the following page summarizes the access, circulation, pedestrian amenities, and parking opportunities to support the redevelopment of the Historic District. Several highly visible pedestrian crossings should be provided along Central Street. Multiple points of access should be considered to achieve the desired level of development in the Mill Area. These could include upgrading existing roadways or creating new points of access. To alleviate the demand on Central Street, perhaps a vehicular bridge could be provided to the north. The selective demolition of ancillary mill buildings and other structures within the district creates the potential for improved parking, green space, and connections to the riverfront. Pedestrian paths should be provided throughout the district connecting the Winnepesaukee Trail, the downtown, and Odell Park. Selective demolition and redevelopment of the historic properties at the west end of Memorial Street can enhance pedestrian and vehicular access to the Odell Park. Ideally, the historic arch at Odell Park would serve as the pedestrian entrance while a new parking area and vehicular access could be located to the north.

Rendering of potential intersection of Memorial Street (one-way in) at Central Street



Potential streetscape and crosswalk enhancement on Central Street



### Alternative Redevelopment Plans

The Charrette team divided into three groups to develop alternative redevelopment plans each incorporating some similar features, but with increasingly more infrastructure needs for access and circulation. The effort focused on the properties on the north side of Central Street, north to the Winnepesaukee River and west to Odell Park. For all redevelopment plans considered, the River Bend Mill was considered to be redeveloped as housing in accordance with the current owners plans.

Each redevelopment scenario presented herein encourages the continuation of the Winnepesaukee Trail into the mill area and downtown either along the river or through the interior of the mill area, connecting to Odell park and a trail continuing along the river. Each concept, although not shown in detail, encourages the establishment of better defined and perhaps fewer crosswalks along Central Street. The redevelopment of the mill area should include measures to enhance visibility from Central Street and enhance the appearance and use of the rear lots of the buildings fronting on Central Street.

Another pedestrian feature considered and not necessarily reflected in each alternative is the connection between the mill area and the East Bow Street neighborhood. This can occur at either the end of Memorial Street where there once was a bridge over the Merrimack, or behind the Stevens Mill where there is a structure in place over the river.

Each alternative suggests the possible removal of buildings to enhance the parking, circulation, green space and access to the river within the mill area. Measures can be taken to add to the parking supply to accommodate some level of redevelopment within the mill buildings. In order to support the complete redevelopment of the Mill buildings as envisioned in the concepts herein, additional parking supply may be needed in the form of structured parking or off-site parking.

#### **Alternative One**

Alternative One (on the following page), which includes the least costly infrastructure investment, utilizes Smith Street in its current location as the primary point of access to the Mill Area. Smith Street would be widened at Central Street to provide full movements. Traffic analysis would determine the intersection control and impact upon Franklin Street, although it is likely that Smith Street would be signalized.

The selective demolition of much of the central portion of the Stevens Mill would create a line of site down Smith Street to the Winnepesaukee River. A small landscaped courtyard can be created between the three remaining buildings of the Stevens Complex and the Winnepesaukee River.

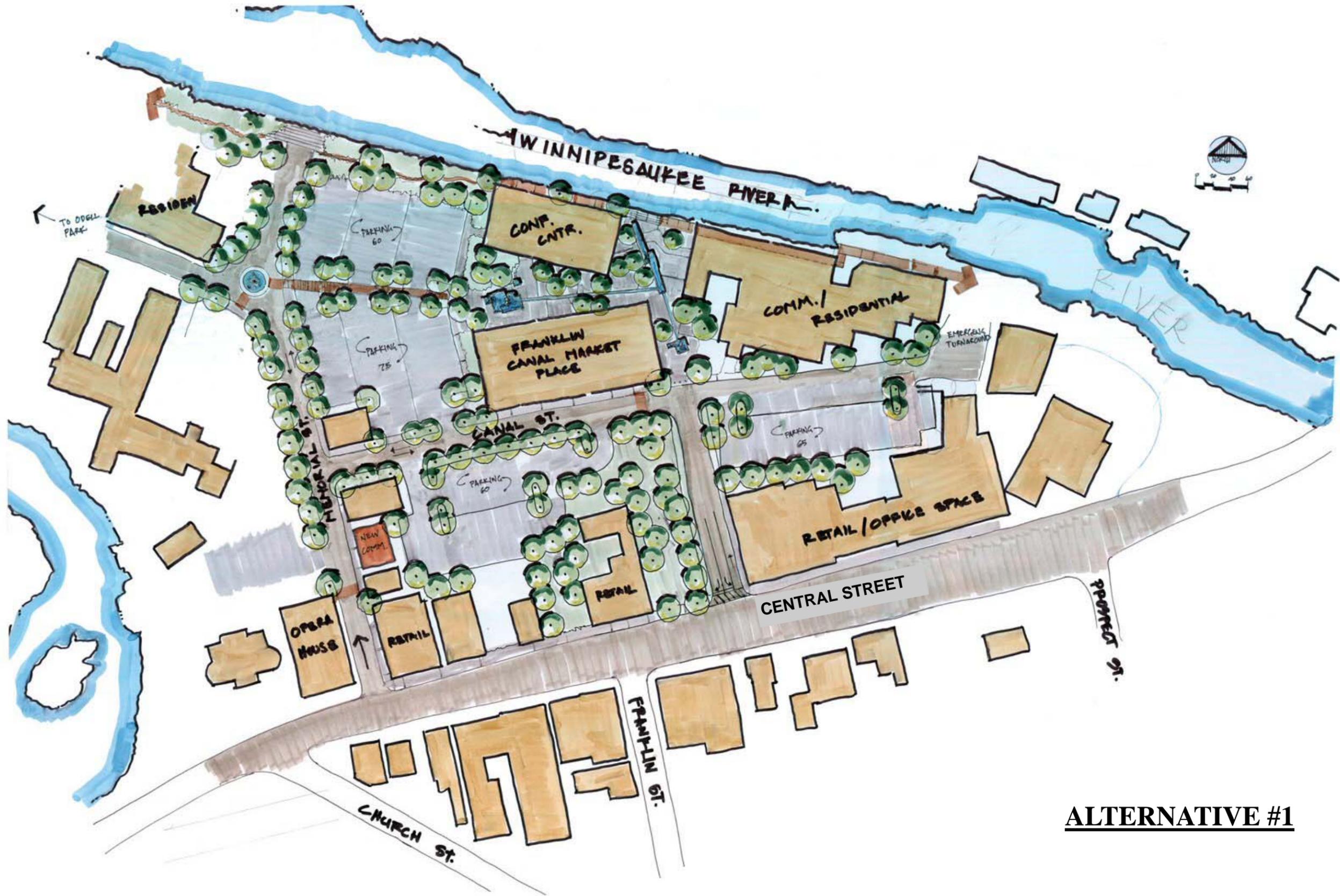
Canal Street to the west would be better defined and provide access to reconstructed and enhanced parking fields off both sides. Arrangements for shared-use as well as public/private allocation of parking would need to be resolved. The paving company would be removed (the business relocated elsewhere in Franklin) creating additional opportunities for green space and parking. Memorial Street would be one-way northbound from Central Street to Canal Street and then two-way to Odell Park. Streetscape enhancements would be provided and a small traffic circle would create a visible node where one would have a choice of continuing north to the Winnepesaukee River or west to Odell Park. The north end of Memorial Street would terminate at a small park with access to the river.

Under this scenario, much of the uses along Central Street would include retail and office space on the lower levels and office or residential on the upper floors. The single story building of the Stevens Mill would be an ideal location for specialty retail while the smaller building on the river could be a conference center. The larger remaining Stevens Mill building could be a mix of commercial uses on the lower building levels with residential uses on the upper levels benefiting from the great views up and down the river. The Stanley Mill adjacent to the river could be another feasible location for redevelopment as housing.



North side of Winnepesaukee River





**ALTERNATIVE #1**

## Alternative Two

Building upon many of the features of Alternative 1, this alternative creates more open space within the mill area, while encouraging more building development opportunities. This alternative seeks to enhance Smith Street as the primary access/egress point. Memorial Street would allow limited movements to and from Central Street, while a new entrance to the mill area would be provided between Greviors and Trestle View Park. Selective demolition and relocation of some of the rear buildings associated with Greviors business would be required to accommodate the new entrance.

Supporting the increased density of development, a new parking structure would be constructed on the north side of the river. This structure would likely serve the Stevens Mill and could be connected via a pedestrian bridge. Reconfigured surface lots would then serve a mix of uses for other buildings.

A significant feature of this concept is the introduction of a vehicular bridge extending Memorial Street to East Bow Street. If feasible, this connection, could alleviate the problem of high traffic volumes exiting the mills and Odell Park onto Central Street.

With selected building demolition, the suggested uses envisioned in this alternative include residential and commercial uses in the 5-story Stevens Mill and a business center in the smaller mill building. The one-story portion of the Stevens Mill would become the Franklin Marketplace while the multi-story building on the river could be a restaurant or banquet facility.

This concept considers a new building off Memorial Street at the river. The Armory Building could be used to expand the services of the Community Building / recreation while the Stanley Mill would again be developed as residential.



Rendering of potential pedestrian bridge from Stevens Mill to north side of the river



## Alternative #2



### Alternative Three

Alternative Three considers a “town green” concept at the Smith Street intersection with Central Street. The park would be located between a pair of one-way streets providing access and egress from the mill area. The concept shows a potential reconstructed Central Street providing defined parking areas with bump-out at crosswalks providing a shorter crossing distance for pedestrians. Street trees are also introduced at selective locations.

Canal Street would be reconstructed with on-street parking, intersecting with Memorial Street at a round-about. The location and design of Canal Street allows for generous opportunities to expand the back areas of the properties along Central Street. The expanded area could be used as additional building space or outdoor space. Additional rear store areas can be accommodated to the east side of Smith Street as well. These could be new “store fronts” providing new life to the Mill area and back side of Central Street.

Memorial Street would be reconstructed to provide parallel parking and a new streetscape creating a gateway to Odell Park, the mills and the river. Memorial Street could be extended over the river via a bridge to East Bow Street.

The Stevens Mill will be redeveloped as four separate buildings housing commercial, residential, conference center, marketplace, and possibly City office space. A large parking field is created between Memorial Street and the Stevens Mill, which sets up well for a future parking deck as parking demands increase. A new commercial building is suggested along the river, while a pedestrian network is shown along the river to Odell park and Trestle View Park.

Housing and community space is considered for the Stevens Mill and Armory along Memorial Street.

An alternative design was prepared for the east end of the mill area. As the area develops and the need for additional access and circulation is needed, a new roadway could be constructed apposite a realigned Prospect Street. Greviors could be relocated into one of the revitalized mills.

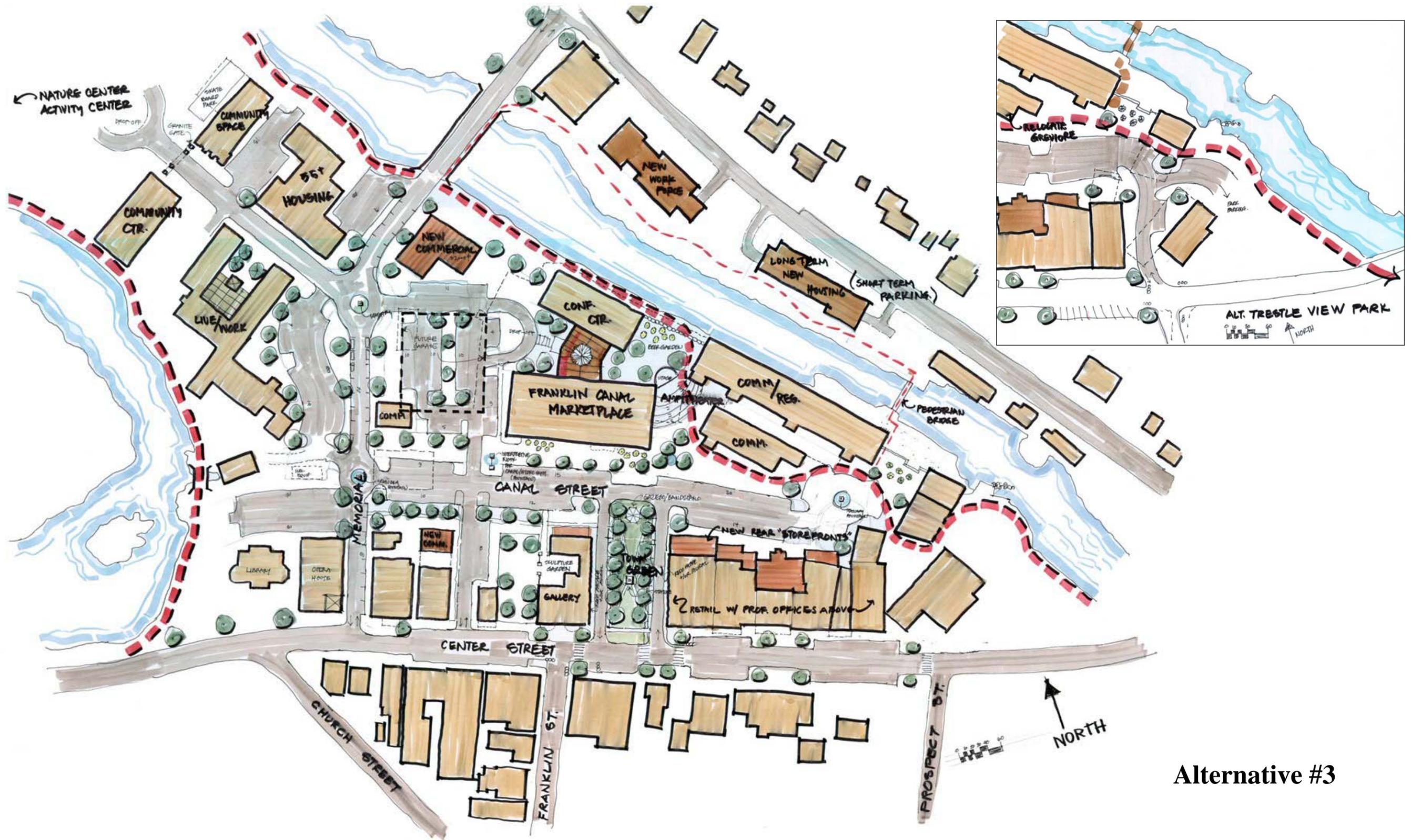


Rendering of the Franklin Falls Marketplace considered within the Stevens Mill



Rendering of potential outdoor patio space in the rear yards of Central Street buildings





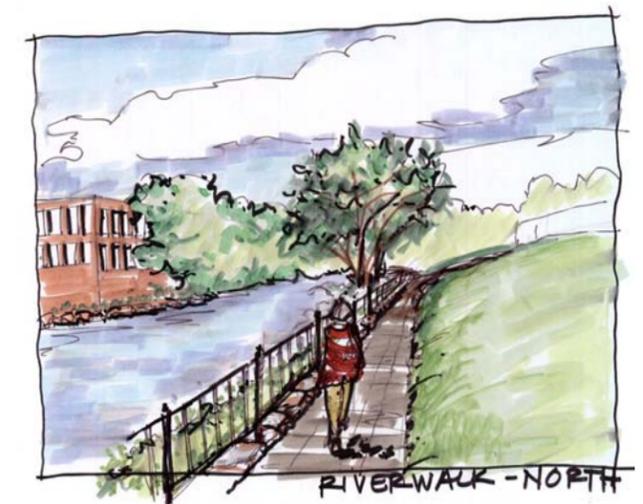
Alternative #3

## Next Steps

The recommendations clearly involve the decisions and consensus of many public agencies and stakeholders. Sorting out what should and could be done first is a critical step towards implementation. Often it is the small improvements that are the catalysts for bigger changes. The following list, developed by the charrette team, includes action items which are readily accomplished in the near future.

1. Create a Downtown Revitalization District. Having one agency within the City with a sole focus on implementing positive change towards the City's vision for the Franklin Falls Historic District provides the communication and continuity to implement change.
2. Incorporate flexible, reasonable zoning and building codes to allow for creative reuse and re development of the mill buildings and the upper floors of buildings along Central Street.
3. Enact a signage ordinance to begin to create an environment that is consistent with the City's vision for the downtown.
4. Initiate a study to determine the range of alternatives and a preferred improvement to Smith and Memorial Streets. Improved access and visibility to the mill area will be one of the first steps needed to unlock the potential of the Stevens Mill and the river.
5. Initiate incremental steps towards creating a streetscape along Central Street. This could include planters, street trees, banners, and lighting.
6. Enhance cross walks along Central Street. Perhaps reduce the number by one or two and create highly visible locations for pedestrians to cross Central Street.
7. Continue planning and design of the extension of the Winnepesaukee River Trail along the River, through the mill area and to Odell Park.
8. Meet with landowners and stakeholders to encourage involvement, partnerships, negotiations and strategies to gain consensus and accelerate projects.
9. Institute a façade improvement program for the Downtown Core.
10. Seek areas to make continued incremental steps towards the vision of a vital, pedestrian focused village with unique retail establishments, residences, business and recreational opportunities.

Based upon the response, collaboration, and enthusiasm exhibited by the numerous City groups, officials and residents throughout the charrette process, a few small steps will provide the catalyst to, over time, achieve the community's vision.



## Resources

The concepts and ideas outlined in this booklet will set the framework to re-establish the downtown as the center of activity for the City. It can become the most desired place to live, work and play in Franklin. Of course, many of the concepts suggested require a significant financial investment in infrastructure and site development, probably beyond the means of any one entity. The revitalization of the mills and downtown will require partnerships that can combine public and private investment toward a common vision. The following is a list of the resources available to the City of Franklin and private developers.

- **NH Department of Transportation** a source of public funding for state road improvements, and bicycle/pedestrian enhancements

Ms. Nancy Mayville, Project Manager Municipal Highways  
Mr. Ram Maddali TE/CMAQ Coordinator  
Hazen Drive  
Concord, NH 03301

- **(USDA) Rural Development Administration** provides low interest loans and grants for municipal projects

Mr. Rob McCarthy  
Ferry Street  
Concord, NH 03301

- **NH Division of Historic Resources** may be used as a source for historic property advice and expertise

Ms. Emily Paulus / Ms. Linda Wilson  
NH Division of Historic Resources  
19 Pillsbury Street  
Concord, NH 03001

- **NH Business Finance Authority** is a source for tax-exempt bonding and other subsidies for private and non-profit investment

Mr., Jack Donovan  
NH Business Finance Authority  
14 Dixon Avenue  
Concord, NH 03301

- **NH Community Development Finance Authority** is a source for tax credits for publicly supported projects and administers:

**Community Development Investment Program (CDIP)** - tax credits for community development projects including housing  
**Community Development Block Grant (CDBG)** - federal funds to be used for infrastructure in NH

Mr. Paul Denton / Ms. Pat Garvin  
14 Dixon Avenue  
Concord, NH 03301

- **NH Municipal Bond Bank** provides low interest funds for publicly bonded projects

Mr. George Zoukee  
NH Municipal Bond Bank  
10 Park Street  
Concord, NH 03301

- **NH Housing Finance Authority (NHHFA)** Low income housing tax credit or federal loan programs for construction of affordable housing

- **Community Redevelopment Corporation (CRDC)** Community redevelopment project funding for commercial and business projects

- **House Bill 657-FN-Local (May 2006)** Proposed tax relief for revitalization in downtown areas