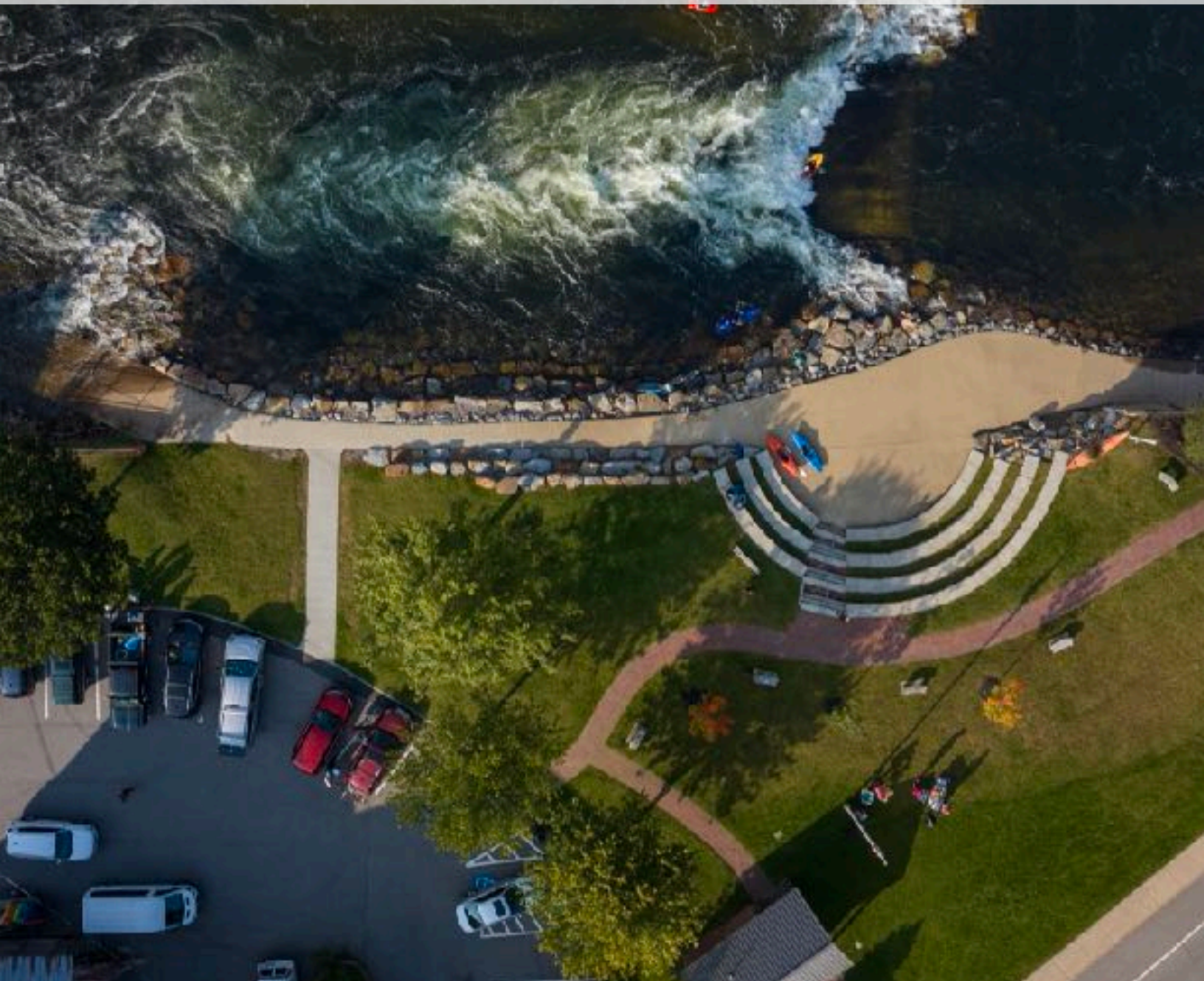




# MILL CITY PARK

AT FRANKLIN FALLS

# STRATEGIC PLAN



# REVISION SHEET

**July 2020** | Document was released by the Board.

**Jan 2023** | Revision Sheet added and edits made per Board direction.

**OCT 2023** | Updated photos.



# MISSION STATEMENT

Let the Winnepesaukee River re-power our community.

# VISION STATEMENT

One day, visitors and residents alike will make memories together on the banks of the Winnepesaukee River.

This simple truth will illustrate a remarkable transformation... A vibrant city that reinvented every facet of itself, and utilized its greatest assets and distinct heritage, to create a one-of-a-kind experience and environment only possible in Franklin, New Hampshire.

## CORE VALUES

Change isn't always a popular topic of conversation. Especially, when the change is not widely understood or the majority opinion of the public. The characteristics that have supported our team, volunteers and believers on the front lines are:

**Individual Involvement** | To be accessible, approachable, easy to talk, or available... To be a vested community partner.

**Integrity** | To be honest, transparent, and to live our principles. If we are the source for information, we need to be recognized as a source that is accurate whether the information is positive or negative.

**Inclusivity** | To not exclude our neighbors, their voices, and ideas from their community. We believe in listening and having a dialog with not only our core supporters, but also those who have questions or don't share our concept.

**Innovative Action** | To make change through the outdoors. Innovation is defined as "the action or process of innovating." Our concept may be "innovative" for New England, however, the foundation has countless examples of community betterment across the globe.

**Stewardship** | To care for an environment and community long forgotten. We understand that our environment is borrowed from our children. It is our duty to ensure that we live and teach a life outside built on and stewardship, as much as it is, fun and memorable.

A group of seven people, including men and women of various ages, are standing behind a large pile of black plastic trash bags. They are in a wooded area with trees in the background. The scene is outdoors and appears to be a cleanup or recycling event. The text is overlaid on a semi-transparent grey box.

## **STRATEGIC PLANNING PROCESS**

Strategic plans are where a nonprofit's goals and objectives meet the organization's core values and identity.

Naturally, what shakes out are the organization's areas of focus. This document illustrates just what shook out for the Mill City Park's Board of Directors during this process.

While, the destination is set firmly in the below three areas, the journey varies by the second.

**1. ICONIC DESTINATION**

**2. REWEAVE SOCIAL FABRIC**

**3. REVITALIZE FRANKLIN**

# 1 ICONIC DESTINATION

Change can be planned for & achieved with focus

**PLANNING** for a nonprofit organization, now more than ever, planning and fundraising are part of an ever-changing landscape. But by utilizing a comprehensive master plan and a well thought out strategic plan, we can improve future funding applications by articulating our priorities and highlighting and mapping all aspects of our project, and their importance.

**DEVELOPING** a community park with whitewater features might sound like a “pipe dream”. However, by maintaining a diverse, action-oriented team who share a common vision, and with the flexibility to adapt to change, will ensure that our intent and diligence will not allow our end results to be compromised.

**SUSTAINING** is a long-range challenge for nonprofits. Our situation will not be any different. The pursuit of ongoing funding, as well as the operations and maintenance of our new park will require time, energy, and money. But with hard work, focus, and our strong partnership with the city of Franklin, we envision steady growth for our signature events and new partners joining us as aspects of the project transition from ideas to reality.

# 2 REWEAVE SOCIAL FABRIC

## Self, Group, & Community

### SELF

"I'd never go whitewater kayaking. It seems to scary. What if I flip?" "The best moments in our lives are not the passive, receptive, relaxing times . . . The best moments usually occur if a person's body or mind is stretched to its limits in a voluntary effort to accomplish something difficult and worthwhile" (Csikszentmihalyi, 1990).

To the person, who didn't want to flip? What if not doing it, was your biggest mistake.

### GROUP

Whitewater paddle sports, mountain biking, surfing, climbing are all habitual lifestyle sports. They speak to a person and help people connect with others through the sports they love.

Activities that compel us to get outside, burn calories, meet new people, form long-lasting relationships, get fit change our lives and contribute to our individual happiness.

These sports are the foundation of the change we are making.

### COMMUNITY

An outdoor Colorado mountain town is Franklin Falls. The days of socioeconomic decay and lost community pride are over. Each and every day, visitors and residents are choosing Franklin Falls to visit or to live.

As more people frequent the town, residents will come to the realization that they live at a destination others want to visit... this will be the basis for the increase in community pride.

# 3 REVITALIZE FRANKLIN

## Be the Reason

*"In order to be successful in tourism a town must set itself apart from everyone else. If your community offers the same thing a visitor can get closer to home then why should they make a special trip to your town?"*

- Roger Brooks

As the first whitewater park in New England and the only free community park, which prioritizes mountain biking, climbing, parkour and whitewater paddle sports over basketball, soccer, or baseball, we believe we have our identity.

Spreading this identity through relationships, media, and social branding is imperative to connecting residents and visitors alike to the river.

### EVENTS

Continue to utilize events and media to create recognition through the outdoors for our city.

### MARKET

Grow the brand of Franklin Falls through the outdoor amenities that exist and collaborate with those existing entities to grow market recognition.

### BUSINESS

Continue to work with community leaders, business leaders, and entrepreneurs to develop new opportunities for the city's growth. events and media to create recognition for our city.



# SWOT ANALYSIS

	HELPFUL	HARMFUL
INTERNAL	<p><b>Strengths:</b></p> <ol style="list-style-type: none"> <li>1. Iconic destination</li> <li>2. Team &amp; partnerships</li> <li>3. Community support</li> <li>4. Ability to attract user groups</li> <li>5. Ability for user groups to attract visitors</li> <li>6. Concept timing</li> <li>7. Team's ability to adapt or innovate</li> </ol>	<p><b>Weaknesses:</b></p> <ol style="list-style-type: none"> <li>1. Experience</li> <li>2. Staff limitations</li> <li>3. Required funding</li> <li>4. No direct ROI</li> </ol> <p>Sustainability/Overhead</p>
EXTERNAL	<p><b>Opportunities:</b></p> <ol style="list-style-type: none"> <li>1. Local outdoor amenities</li> <li>2. Connection to downtown</li> <li>3. Potential direct spending</li> <li>4. Minimum deeded river flow</li> <li>5. Proximity to I-93</li> <li>6. Community support</li> <li>7. Momentum</li> <li>8. 5.6M people within 2 hrs</li> <li>9. 36M people within 6 hrs</li> <li>10. Local outdoor office</li> <li>11. National outdoor industry</li> </ol>	<p><b>Threats:</b></p> <ol style="list-style-type: none"> <li>1. Local stigma</li> <li>2. Cost of development</li> <li>3. Complexity</li> <li>4. Whitewater park conation</li> <li>5. Required volunteers</li> <li>6. Development of other whitewater parks</li> </ol>