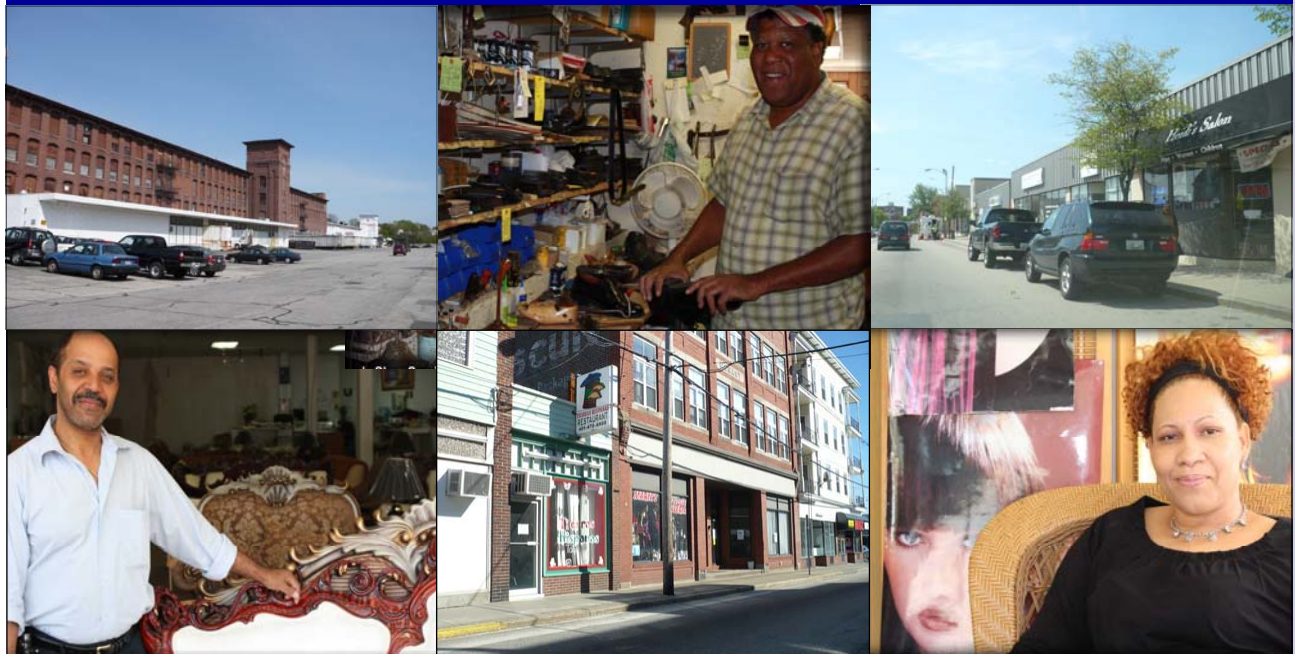


Broad Street Regeneration Initiative Action Plan



November 2008

Prepared for:



Blackstone Valley
TOURISM COUNCIL RHODE ISLAND
Working to sustain community values

Funding from:



Prepared by:



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November 2008

Participating partners:

City of Central Falls
Town of Cumberland
City of Pawtucket
Blackstone Valley Tourism Council

Blackstone Academy Charter School
Broad Street Merchants
Central Falls School District
John H. Chafee Blackstone River Valley National Heritage Corridor Commission
Johnson and Wales University
Northern Rhode Island Chamber of Commerce
Pawtucket Citizens Development Corporation
The Pawtucket Foundation
Progreso Latino, Inc.
Rhode Island Economic Development Corporation
Rhode Island Historical Society
Rhode Island Housing and their KeepSpace Program
Rhode Island Small Business Association

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Introduction and Project History

The Broad Street Regeneration Initiative is a collaborative effort between the Rhode Island municipalities of Central Falls, Cumberland, and Pawtucket and the Blackstone Valley Tourism Council (BVTC) to engage local community leaders and mobilize businesses, residents and other local activists towards the regeneration of Broad Street. Broad Street is the major commercial corridor that links the three municipalities and the vital spine of several neighborhoods. But Broad Street is a diamond in the rough. Dating back to the 1700s, it has been home to successive waves of immigration who came to work in local manufacturing companies. Today, Broad Street is perceived as unsafe not only by those who live outside of the area, but also by those who live in the community. Illicit activities on the street are witnessed regularly and reported violent crimes are not uncommon. Many of the residents living in its dense residential neighborhoods are lower-income wage earners and about one quarter do not have a high school education. Access to employment, affordable, safe housing and health services is limited. The predominately Latino business owners struggle to be successful entrepreneurs and bring their culture to the area through their ethnic restaurants and local shops; but they face obstacles because of language and cultural differences.

The Broad Street Regeneration Initiative began in 2007 when community leaders from Pawtucket, Central Falls and Cumberland began to talk about the challenges and opportunities that they have in common. From that conversation, the Tri-Communities Coalition was formed. The Tri-Communities Coalition, a partnership of 10 public and non-profit agencies, foundations and stakeholders from the business community, strives to create a coordinated program to identify regional issues for the three communities. Later that same year, spurred by the momentum generated by the Tri-Communities Coalition, the BVTC began working with the communities to develop regional, cooperative solutions to some of the issues plaguing Broad Street. BVTC then asked for, and was awarded, a Preserve America grant from the National Park Service (NPS) to undertake a regional planning project. This planning project will develop the action plan, or road map, which will chart the course for the more global efforts to revitalize Broad Street.

Preserve America Communities are designated to recognize municipalities “that protect and celebrate their heritage, use their historic assets for economic development and community revitalization, and encourage people to experience and appreciate local historic resources through education and heritage tourism programs.” The Preserve America grant provides these communities with funding to support preservation efforts through heritage tourism, education and historic preservation planning. For the Broad Street Regeneration Initiative, the grant supports its efforts to:

- create a greater shared knowledge about the Broad Street’s past,
- strengthen regional identities and local pride,
- increase local participation in preserving cultural and natural heritage assets,
- assess current development trends along Broad Street and recognize the urgency to reduce the adverse impacts on the local community, and
- support the creation of development principles that encourage a vital local economy.

Broad Street

Broad Street extends three miles from Exchange Street in downtown Pawtucket and to Mendon Road in Cumberland (Figure 1). It passes through densely developed urban areas in Pawtucket and in Central Falls, which is considered the most densely developed municipality in the state, into the less dense, more suburban Town of Cumberland, also known as Valley Falls. Broad Street is the primary commercial corridor for the surrounding neighborhoods and there are many local civic uses along the street, including Cumberland Town Hall, Central Falls City Hall, schools and parks. Area churches are prominently located along Broad Street. Buildings are predominately mixed-use, multi-family structures originally constructed in the early part of the twentieth century. Manufacturing companies along the railroad and Blackstone River provided employment for those living in the neighborhoods and throughout the nineteenth and twentieth centuries. Some active industrial uses remain along Broad Street today.



*Central Falls City Hall,
580 Broad Street*

Broad Street and its communities are part of the Blackstone River Valley region. The Blackstone River and its tributaries have historic significance because of the region's contributions to the industrialization of America. The Valley contains many natural, historic and cultural sites and has been designated by the National Park Service as a heritage corridor, the John H. Chafee Blackstone River Valley National Heritage Corridor (BRVNH). The BRVNH begins in Worcester, Massachusetts, and continues south to Pawtucket, Rhode Island.

Purpose

The Broad Street Regeneration Initiative aims to preserve the historic character of Broad Street and stimulate the type of economic development that recognizes and builds upon the culture and diversity of its neighborhoods to prepare the communities for global and local shifts. The theory of civic tourism embraces these objectives. It argues that municipalities should reframe the role of tourism as an “enabler” of healthy place-making. In addition to being an economic development tool, tourism can also help communities preserve cultures, protect the environment, save historic districts, encourage citizenship, and, in general, foster a healthier quality of life. While some would argue that tourism erodes a sense of place, we're suggesting it can be part of the solution if viewed through a different lens. Civic tourism encourages communities to use three strategies: to rethink the economics of tourism, to invest in the product, and to connect to the public.

Therefore, the purpose of the Action Plan was to document such strategies. The Regeneration Initiative developed “interventions” of design improvements for increased historic preservation, aesthetics and safety as well as economic growth. Various locations along Broad Street were used as examples to show how they can be implemented. These interventions are the responsibility of not only municipal leaders, but also the local businesses and residents in the three communities. It is imperative that the residents and business owners take ownership of the future of Broad Street for these regeneration efforts to be successful.



Figure 1: Broad Street

There is no magic button that when pressed will result in successful regeneration. Rather, regeneration must be the product of a wide range of economic, social and physical strategies. This project primarily focuses on physical and cultural aspects of Broad Street. The actions proposed herein will help foster preservation and enhance economic development efforts. There are also socially-oriented issues along Broad Street, such as employment opportunities, crime prevention, housing conditions and affordability, and public health that are being addressed in other programs and whose implementation will work in conjunction with the actions outlined in this document.



756 Broad Street, Central Falls

Project Team

The Project Team is made up of representatives from three communities, the Blackstone Valley Tourism Council and the many partners that support the Broad Street Regeneration Initiative. They include:

- Blackstone Academy
- Broad Street Merchants
- John H. Chafee Blackstone River Valley National Heritage Corridor Commission
- Johnson and Wales University
- Northern Rhode Island Chamber of Commerce
- Pawtucket Citizen Development Corporation
- The Pawtucket Foundation
- Progreso Latino, Inc.
- Rhode Island Economic Development Corporation
- Rhode Island Historical Society
- Rhode Island Housing as well as their KeepSpace Program
- Rhode Island Small Business Association

There was also a single project coordinator assigned to the Initiative, who was instrumental in managing data collection and analysis, outreach efforts and overall Project Team coordination.

Data Collection and Analysis

In order to develop actions that would meet the goals of the Broad Street Regeneration Initiative, it was necessary to develop an understanding of the built, social and economic environment of Broad Street. Data from many local, state, regional and federal sources were collected and analyzed. The findings of have been summarized in the 2008 report entitled *Broad Street Regeneration Initiative* prepared by Alex Sommer of the BVTC. The following text briefly summarizes select data from that report to provide context for this Action Plan.

Built Environment

Broad Street, also known as RI Route 114, is a state road that is municipally maintained. It is classified by the Federal Highway Administration as a principal arterial, meaning it serves major centers of activity and carries a high proportion of the total urban traffic on a minimum of mileage. This classification signifies that Broad Street is an important route through the area. In Pawtucket, the roadway is four lanes wide with shoulders and parking permitted on both sides. As Broad Street enters Central Falls, it narrows to two lanes with parking only on the western side. These roadway dimensions are maintained through Cumberland.



301 Broad Street, Cumberland

The land uses along Broad Street include a mix of commercial, institutional, recreation, industrial and residential. Older, pre-1950 buildings are multi-story structures occupied by mixed uses, typically commercial on the first floor and residential in the upper stories. Commercial uses cater mostly to the neighborhoods and include retail, personal services like hair salons and laundry cleaners, restaurants, auto repair shops and offices. Osram-Sylvania and Hasbro are the largest industrial land uses along Broad Street in Central Falls. There are a few other small-scale industrial uses as well. Ann and Hope

Outlet is a large mill complex at the northern end of Broad Street. It is surrounded by historic mill housing once used by workers at the textile Mill the formerly occupied Ann and Hope.

The Broad Street Corridor passes through one of the most densely developed areas in the state. The southern end is most densely urban and urban intensity generally lessens when entering Cumberland. Based on the 2000 US Census, the average density of Broad Street is about 12,400 persons per square mile, compared to 15,600 persons per square mile in Central Falls, 1,188 persons per square mile in Cumberland and 8,348 persons per square mile in Pawtucket. The neighborhoods surrounding Broad Street in Central Falls and Pawtucket are very dense. Triple-decker residential buildings are common in the abutting neighborhoods, where lots are less than an eighth of an acre in size.

There are also many public places and recreational uses along Broad Street. Civic uses include Central Falls City Hall and Cumberland Town Hall as well as several schools including Alan Shawn Feinstein Elementary School and the Learning Community Charter School (kindergarten through fifth grade) in Central Falls as well as B. F. Norton Elementary School in Cumberland.

There are four parks along Broad Street. Jenks Park is a four-acre historic Victorian-style park in Central Falls with paved walkways, Cogswell Tower and a playground. Valley Falls Heritage

Park is part of the BRVNHC found in Cumberland on the Central Falls border along the Blackstone River and Bikepath. It is on a 2.5-acre historical site with a picnic area and educational interpretive panels. Across from Cumberland Town Hall is Currier Playground, which has a basketball court, street hockey court (which is mostly used as a “street soccer court”) and skate park (1.29 acres). Norton Elementary school also has a Little League field and playground, totaling about two acres.

Broad Street crosses the railroad at two points. At Barton Street in Pawtucket it crosses the Northeast Corridor and Providence and Worcester rail lines, which are predominantly used for freight service. Between Forest Avenue and Pleasant Street in Cumberland Broad Street crosses it crosses the Providence and Worcester rail line again. There have been numerous studies of the former Pawtucket/Central Falls Train Station evaluating alternatives to reuse the structure and to bring commuter rail into the area.

Socioeconomic Environment

Demographic data was obtained from the 2000 US Census. Block Groups that contained Broad Street properties were summarized both for individual communities and the street as a whole. The following provides a summary of the data.

Broad Street is culturally diverse dominated by a variety of minority nationalities, including Puerto Rican, Columbian, Guatemalan, Mexican, and Dominican as well as Portuguese and Cape Verdean. Some of these populations have typically been grouped together as Hispanic or Latino in the US Census, which reported in 2000 that nearly one third of the population throughout Broad Street was Hispanic or Latino; and, within Central Falls, Hispanics and Latinos represented half of the total population.

Broad Street travels through an economically distressed area where the majority of the population brings in a lower income than the communities at large and the state. The median household income (2007 dollars) within the corridor is \$11,820 in Pawtucket, \$20,710 in Central Falls and \$44,000 in Cumberland. The US Census reports that in 1999 almost one quarter of the population living in the Block Groups of Broad Street was below the poverty level. On average, only half of the adults over the age of 25 had at least a high school education or equivalent.

Three quarters of the occupied housing units around Broad Street were rented rather than owner-occupied in 2000. More than 80% of occupied housing units were renter occupied in the Central Falls block groups. Close to half (43%) of the housing units in the area were built before 1940. These older structures tend to require higher maintenance and upkeep and are more likely to contain environmental hazards such as lead-based paint or asbestos.

Select Statistics from the 2000 US Census for Census Block Groups of Broad Street compared to the municipalities and the State of Rhode Island.

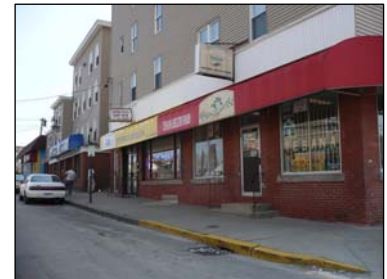
| | Corridor* | City of Central Falls | Town of Cumberland | City of Pawtucket | State of Rhode Island |
|---|------------------|------------------------------|---------------------------|--------------------------|------------------------------|
| Total population | 18,645 | 18,928 | 31,840 | 72,958 | 1,048,319 |
| % Hispanic or Latino | 31% | 48% | 2% | 14% | 9% |
| % 25 years and up with at least a high school education | 53% | 49% | 81% | 66% | 94% |
| Total number of families | 4,292 | 4,356 | 9,034 | 18,520 | 265,398 |

| | Corridor* | City of Central Falls | Town of Cumberland | City of Pawtucket | State of Rhode Island |
|---|-----------|-----------------------|--------------------|-------------------|-----------------------|
| Average family size | 3.1 | 3.4 | 3.1 | 3.1 | 3.1 |
| Total households | 7,503 | 6,696 | 12,198 | 30,047 | 408,424 |
| Average household size | 2.4 | 2.7 | 2.6 | 2.4 | 2.5 |
| Percentage of individuals below poverty level | 23% | 29% | 4% | 17% | 12% |
| Total housing units | 8,165 | 7,270 | 12,572 | 31,819 | 439,837 |
| % occupied | 92% | 92% | 97% | 94% | 93% |
| % owner-occupied | 28% | 22% | 77% | 44% | 60% |
| % renter-occupied | 72% | 78% | 23% | 56% | 40% |

*2000 US Block Groups abutting Broad Street: Providence County Census Tract 108, Block Groups 1 and 2; Census Tract 109, Blocks 1, 2 and 3; Census Tract 112, Block Groups 2, 3, 4 and 5; Census Tract 113.01, Block Group 1; Census Tract 152, Block Groups 1 and 2.

Businesses

Broad Street is a small-scale commercial corridor through the three communities. Businesses include retail trade, personal services, auto repair and restaurants that serve the surrounding neighborhoods. Like many of the older commercial areas, newer, larger regional retail centers are its major competitors, specifically the malls in North Attleboro, Lincoln and Providence.



862 Broad Street, Central Falls

Because of the cultural diversity of the owners, the businesses on Broad Street offer something original and unique. Ethnic restaurants and shops sell food and goods that are not offered elsewhere in the area. Many have compared this Broad Street with another Broad Street, the one in Providence, where diverse Hispanic and Latino populations have integrated their culture into local businesses. Broad Street in Providence is a larger, wider street, but Broad Street through Pawtucket, Central Falls and Cumberland can take clues from the successes of Broad Street in Providence.

New immigrants to the area who have opened businesses and have expressed frustration with the barriers they have experienced to obtaining financial and technical assistance that will help them create and grow a successful business. Many are tenants and do not own the buildings their businesses occupy. These business owners face challenges in getting business loans to purchase property, finance business expansion or make cosmetic improvements inside and outside their business. Social obstacles may also impede the advancement of some business owners and managers who do not speak English. Language and cultural differences can affect access to non-Spanish speaking customers and can restrict access to basic business resources that are offered primarily in English.

Natural Resources

The primary natural resources within the Broad Street Corridor are the Blackstone River and its associated habitats (Figure 2). These include the river, riverbank, wetlands, open fields and forested areas. These habitats are valuable resources in such a densely developed urban area. In particular, the marshes and fields at Valley Falls provide a large area of open space and forest in an otherwise urban area. The Blackstone River flows through area and under Broad Street at Valley Falls. Here the river is accessible by a public boat launch which is also used for Blackstone Valley River Tours.

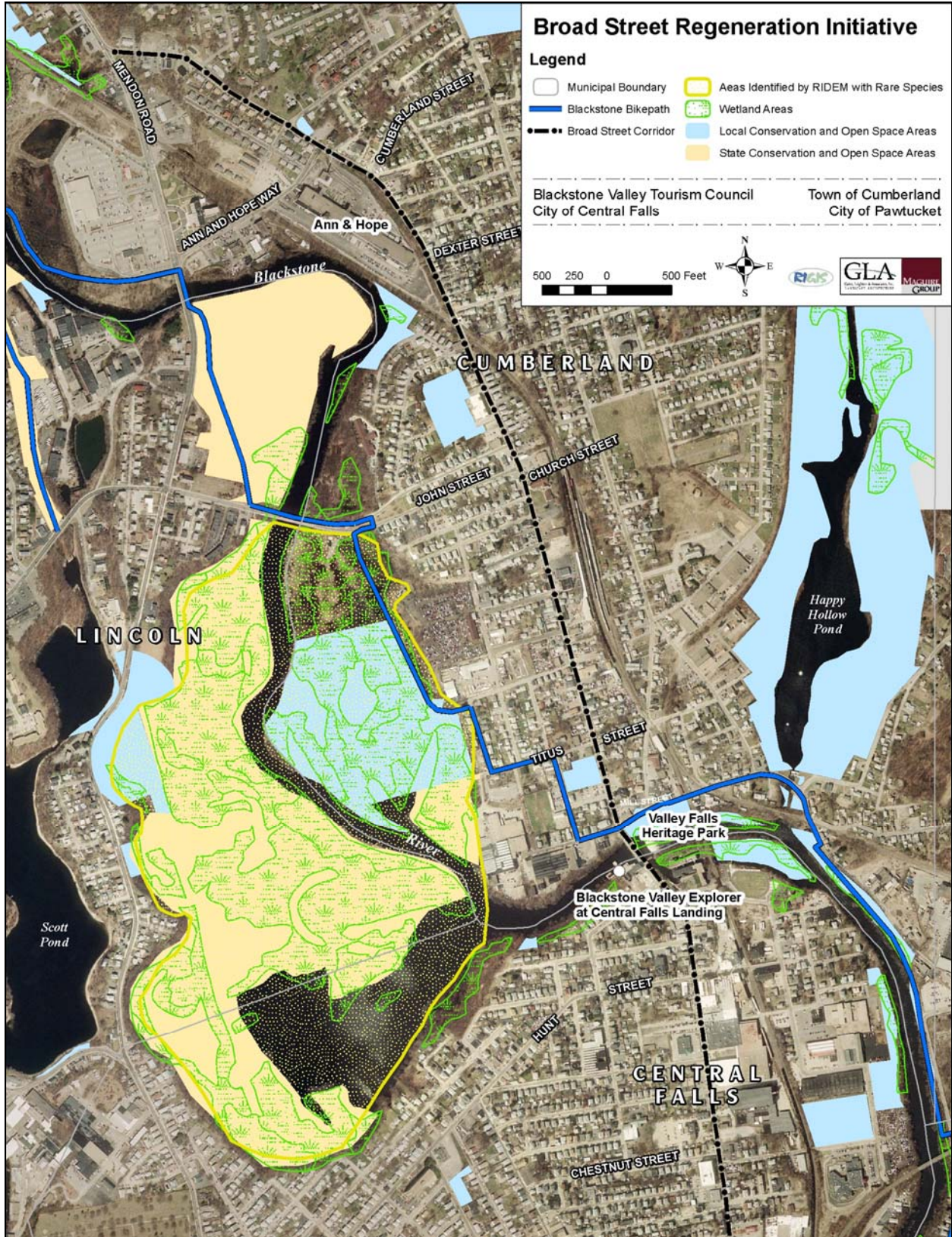


Figure 2: Natural and Recreational Resources of the Blackstone River



Blackstone River at Valley Falls

Over the years, efforts to increase access to the river have led to increased awareness of water quality and improving recreational opportunities on the Blackstone River. Historic use of the river for industrial purposes compromised its water quality. Efforts to implement federally mandated water quality standards have reduced industrial pollution from many sources; however, non-point sources still need to be addressed, including storm water runoff from impervious surfaces. Studies are being conducted by RIDEM to assess water quality impairments in the watershed.

Research is identifying the types of pollutants in the river to better understand sources of pollutants and best management practices that will reduce their impact on the Blackstone River. Today, the water quality of the River is suitable for non-contact recreation. Recreational boating is allowed, but swimming and fish consumption is not permitted. This is a major improvement and the goal is to make the river fishable and swimmable by 2015 (BVTC).

Historical Resources

Central Falls, Cumberland, and Pawtucket are part of the John H. Chafee Blackstone River Valley National Heritage Corridor (BRVNH). The Blackstone River begins in Worcester, Massachusetts, and flows south to Providence through 24 communities. Its water powered Slater Mill, a textile mill in Pawtucket built in the late eighteenth century that spurred the American Industrial Revolution, moving the country from an agricultural economy to factory manufacturing and a nation of entrepreneurs and innovation. The success at Slater Mill motivated others to build mills along the Blackstone River and throughout the valley in Massachusetts and Rhode Island.



Historic postcard of Jenks Park

Broad Street has historically been a place where immigrant working families have established themselves to either work in the area’s manufacturing businesses or open small mom-and-pop stores and restaurants that serve the neighborhood.

As each generation moved on to live and work outside of Broad Street, an influx of new immigrants occurred. Successive waves of immigration have led to English, French, Portuguese, Irish, and now Hispanics, Latinos, Portuguese and Cape Verdeans domination in the local population.

The Broad Street Corridor contains 61 districts, properties and sites that have historic or cultural significance. Twenty-three are listed on, or eligible for listing on, the National Register of Historic Places, as shown in Figure 3. Using local historical surveys by the Rhode Island Historical Preservation Society, the following properties were identified as historic and culturally significant along Broad Street:

BROAD STREET REGENERATION INITIATIVE **ACTION PLAN**

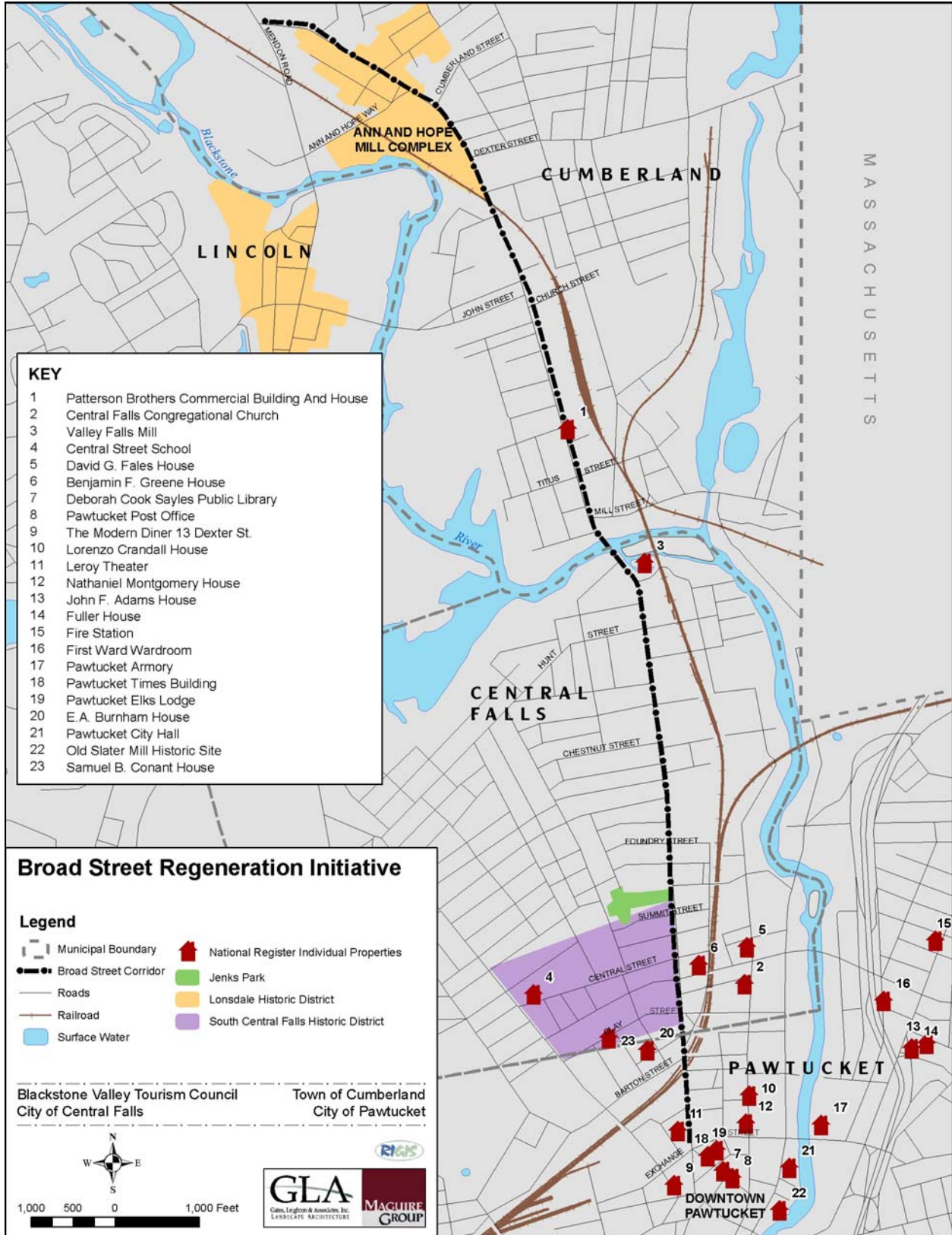


Figure 3: Historic Districts and Properties on the National Register of Historic Places

Central Falls

National Register:

- Jenks Park and Cogswell Tower (1890, 1904)

Recommended for National Register

- Valley Falls Mill Complex, 1363 Broad Street (1849)

Historical Value

- Grant House, 324 Broad Street (1880s)
- Broad Street School, 405 Broad Street (1861, 1877)
- Daniels House, 428 Broad Street (1865)
- Broad Street Civic Center, Broad Street between Central and Fales Streets
 - Police Station and Court House, 507 Broad Street (1914)
 - Broad Street Fire Station, 551 Broad Street (1889)
 - Central Falls City Hall, 580 Broad Street (1889)
 - Falcon House, 597 Broad Street (1880)
 - Notre Dame du Sacre Coeur, 666 Broad Street (1933)
- Central Falls Credit Union, 693 Broad Street (1974)
- DeNevers Building, 702-706 Broad Street (1895)
- Cartier Building, 708 Broad Street (1893)
- Monast Building, 753-755 Broad Street (1895)
- Schiller House, 765 Broad Street (1880s)
- Broad Street Garage, 913 Broad Street (1922)
- Notre Dame Hospital, 1000 Broad Street (1925)
- Earle House, 1084 Broad Street (1865)
- Waypoyset Mill, 1107 Broad Street (1910)
- Corning Glass Works, 1169-1223 Broad Street (1937, 1966, 1969, 1972)
- Wyman House, 1192 Broad Street (1880s)

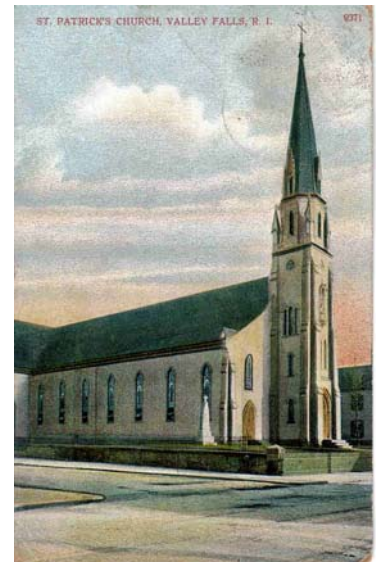
Cumberland

National Register

- Ann & Hope Mill, 1 Ann & Hope Way (1886)
- Patterson Brothers House and Store, 159 Broad Street (1882, demolished 1998)

Lonsdale Historic District

- Blackstone Marker, intersection of Broad and Blackstone Streets (1889)
- William E. Blackstone School, 523 Broad Street (1873)
- Masonic Building, 531 Broad Street (1928)
- Mill Houses, 550-52, 554-56, 558-60 Broad Street (1870)
- Kent-Smith House, 561 Broad Street (1838)
- Lonsdale Mill House, 562-64 Broad Street (1880s)
- Lonsdale Mill Houses, 566-68, 570-72 Broad Street (1870)
- Lonsdale Mill Houses, 574-600 Broad Street (even numbers only) (1880s)
- Garvin House, 577 Broad Street (1870-1888)
- Lonsdale Mill House, 602, 604 and 606 Broad Street (1860s)



Historic postcard of St. Patrick's Church in Valley Falls

Recommended for National Register

- Broad Street Bridge (1915)
- Cumberland Town Hall, 45 Broad Street (1894)
- John F. Clark House, 91 Broad Street (1882)
- Valley Falls Heritage Park/Site of Valley Falls Mills (1800s, 1935-1995)
- Former Valley Falls Baptist Church/Knights of Columbus, 22 Broad Street
- St. Patrick’s Church, Rectory, Convent, and Parochial School, 285 Broad Street (1861 et seq., 1936)

Historical Value

- House, 130 Broad Street (late 1800s)
- Former Valley Falls Universalist Church, 135 Broad Street (1885)
- Fire Station, 272 Broad Street (1887)
- House, 284 Broad Street (late 1800s)
- Bernard F. Norton School/Cumberland High School, 364 Broad Street (1889)
- American Legion Post 14, 695 Broad Street (1934)

Pawtucket

National Register Listing

- Pawtucket-Central Falls Railroad Station (1915)

Historical Value

- McDevitt Building, 23 Broad Street (1887-1888, remodeled mid 1900s)
- Presco’s Building, 24 Broad Street (façade 1940)
- Fanning Building, 84 Broad Street (1915)
- John F. Kennedy Housing for the Elderly, 175 Broad Street (1963, 1969-1970)

Zoning Regulations

Properties along Broad Street are mostly zoned for commercial uses, as shown in Figure 4. They are interspersed with industrial, residential and public open space districts. Prevalent zones are listed in the table below.

| Zone Type | Pawtucket | Cumberland | Central Falls |
|------------------|---|--|--|
| Commercial | Commercial Downtown - C-D Commercial General - C-G Commercial Local - C-L | Limited Commercial - C-1 | Commercial Downtown - C-D General Commercial - C-2 |
| Residential | Residential Elevator - R-L Residential Multifamily - R-M | Low Density Residential - R-1 (serviced by both sewer and water) Two-Household Medium Density - R-2 (serviced by both sewer and water) Multi-Household Dwelling - R-3 (serviced by both sewer and water) | Two-Household Medium Density, Historic District Overlay - R-2 HD Multi-Household Dwelling - R-3 |
| Industrial | | Light Industrial - I-1 | Heavy Industrial - M-2 |
| Public | | Open Space - O-S | Park - P |

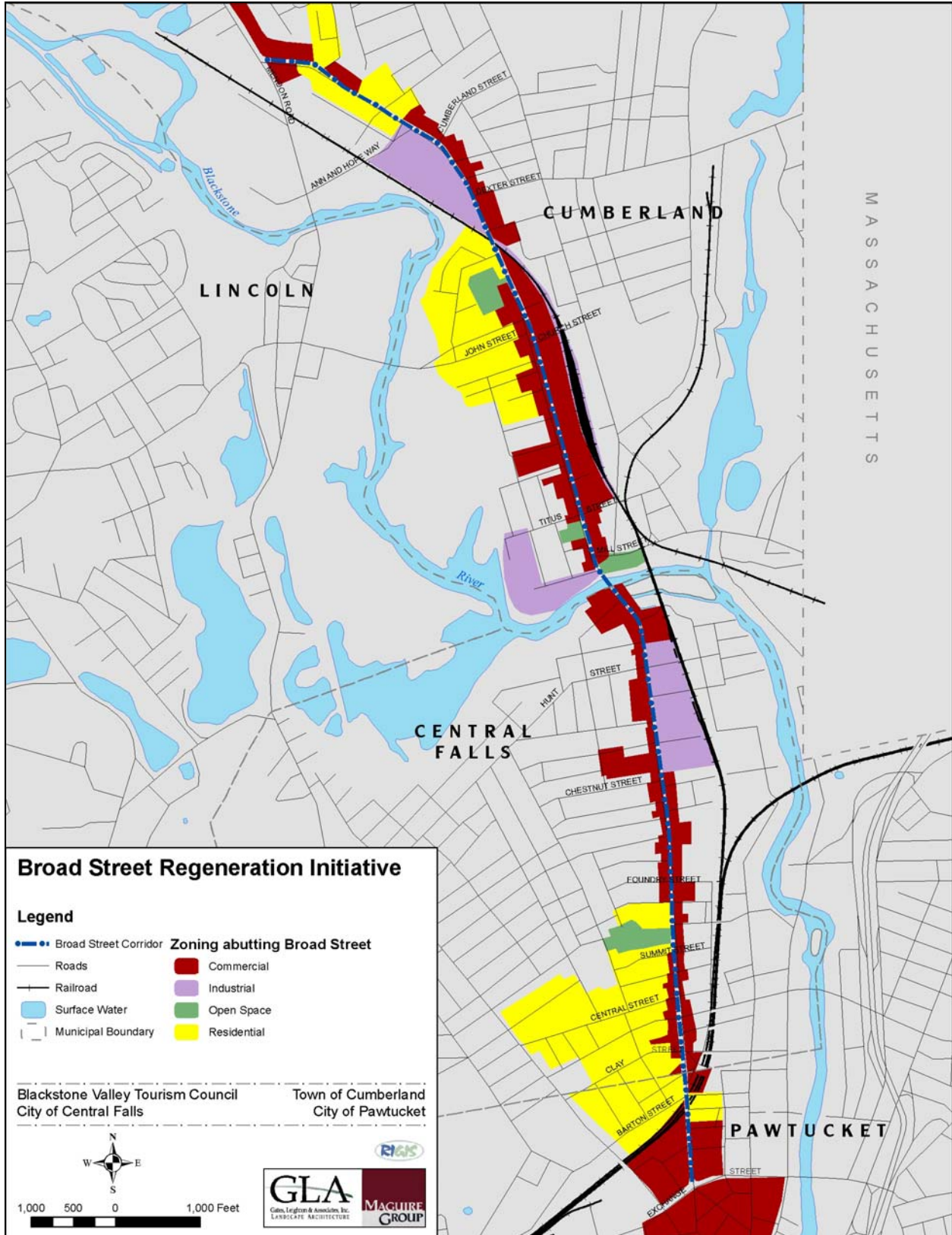


Figure 4: General Zoning Districts along Broad Street

Overall, the language of the zoning regulations for the three municipalities is similar. The zoning regulations of the three municipalities allow infill and redevelopment projects along Broad Street that maintains the existing conditions in the neighborhood. While most of the land along Broad Street is zoned commercial, these districts allow for residential uses, including multi-family buildings. They also permit mixed use buildings and multi-tenant structures for commercial uses. Dimensional requirements allow new buildings to maintain the existing streetscape height and setbacks can be consistent with older structures.

Regulations also provide for larger land redevelopment projects, requiring municipal review for specific elements that could impact the community. For each community, they address the issues that relate locally. For example, Central Falls historic mill structures are most likely to be viewed as opportunities for large-scale redevelopment projects. The newly created mill building reuse district (MBRD) encourages these types of redevelopment projects by allowing more flexibility of potential uses.

Sign ordinances vary only slightly between communities. Currently, Central Falls and Cumberland do not regulate signs in windows. Pawtucket requires a maximum of eight square feet of window signs. All three communities base the size of signs on the square footage of building frontage.

Parking requirements for businesses on Broad Street are generally the same in each municipality, even though Central Falls is denser and has less available land than Cumberland or Pawtucket. Parking for new businesses on Broad Street will be a challenge in the more dense areas.

Public Outreach and Participation

Outreach Approach

Public outreach and participation are vital components of the success of the Broad Street Regeneration Initiative. Mapping and data collection provided context, but in order to be successful, the Initiative needed to come from the bottom up rather than the top down. The Initiative had to connect community to result in a plan that was authentic and encouraged participatory planning for sustained and equitable benefits. A three tiered approach was taken, each with its own unique challenges: trust, understanding and collaboration.

Trust: Language & Culture

Along the southern and central portions of Broad Street there are a high percentage of Latino and Hispanic business operators and residents. In Central Falls, 84% of business operators are Latino or Hispanic. Many of these residents and business operators are new immigrants or first generation residents in the US and there is an identifiable language and cultural barrier between residents, municipal leaders and the region's majority population as a whole. Contributing to this disconnect is the tendency to conflate Hispanic and Latino residents into one homogeneous group, when in fact it is made up of a number of different nationalities, cultures, dialects and world-views. These different cultural groups have separate organizations to represent them, which often have competing and diverse goals.

Currently in the state of Rhode Island there is strong executive support on the finding, arresting and deportation of undocumented residents and workers. This fairly recent and visible enforcement has had a huge impact on the civic and economic climate of Broad Street as this resonates strongly within the immigrant and first generation population of the region. This climate made it difficult to get residents and business operators involved in voicing their sentiments and becoming involved in the civic processes such as the Broad Street Regeneration Initiative. The implications also affect the local economy because business customers have moved from the region due to arrest, fear of arrest or deportation, harming the commerce of the small business operators who cater to this largely immigrant population.

In the northern section of Broad Street, there are a large percentage of culturally homogenous Portuguese residents and business operators. This population is much older: often second, third and fourth generation immigrant residents fluent in English who have assimilated economically into the region's majority population. This population has a higher rate of home-ownership, higher median-incomes, higher high school graduation rate, lower reliance on healthcare and financial assistance and lower violent crime averages than the central and southern portions of Broad Street (although still lower than the Rhode Island and US averages). This solidarity and confidence made outreach much easier than in the more diverse central and southern portions of Broad Street. Local leaders and social organizations were identified to help disseminate the Initiative's concepts. The community's suggestions were organized and focused, and there were little misperceptions about the theories behind the Initiative.

It became obvious that the most effective community outreach approach would be to reach residents and business owners on an individual basis: one-on-one meetings and interviews. Trust was only gained by using repeated one-on-one visits with business operators over a period of

five to six months. With the help of translators, pamphlets, multiple formats of questionnaires, mailings and personal interviews, the Initiative gained ground as a well-known concept. Although awareness was growing, there were still many misperceptions about the motives of the Initiative.

The driving factor behind the success of Broad Street Regeneration Initiative's community outreach was its single point of contact. The Project Team designated a full-time coordinator who would not only help manage the multiple stakeholders' involvement, but would also become the familiar public face of the Initiative. Residents and business operators became accustomed to the coordinator, eventually gaining trust through repetitive visitations and interviews. A second benefit to this approach was that all information transmission is from a single-source, ensuring reliability, consistency and uniform communication.

A project website, www.BroadStreetExperience.com was also developed to create an online resource available for inquiry at any time by any person. This was useful in sharing information, updates and general data while maintaining a sense of transparency. Visitation to the website was monitored to determine how many and at what time site-visits occurred. Unique visitor numbers doubled every single month for the first six months of the project. Historical information including a searchable database, demographic data, general Initiative information, programs and activities, chat forum, Initiative media and a list of partners and sponsors rounded out the general back-bone of the website.

Understanding: Agendas vs. Realities

Gaining the trust of stakeholders took repetitive and tenacious interaction over a period of five months; getting the clear message of the Broad Street Regeneration Initiative across took ten months and has not yet been fully completed. While language was a major barrier in the beginning, it was the misunderstanding or misinterpretation of tourism, economic development, the role of remote investment, and contemporary development practices that became the largest obstacle to communication during the outreach period of the Initiative.

The general perception of tourism, especially related to community development, is often misunderstood. It could be argued that some of tourism's stigmas make it its own worst enemy when trying to be utilized as a form of sustainable development, especially in its relationship to community, place and other forms of civic-oriented planning. Residents and business operators fell on two sides of a tourism development spectrum: 1) it is laughable for tourism to be considered as a form of economic development in their community or 2) tourism will be the solution to their communities' economic woes if mass-oriented development were to be encouraged; self-abasement and hypocrisy, respectively.

During outreach efforts, these two types of residents had to be approached using different methods. Self-abasement had to be refuted by identifying specific ways in which residents and operators could personally benefit from tourism. The International Food Tour was a demonstrative program that not only identified strengths and weaknesses in the Initiative but also proved to community members that they themselves are a resource to be valued, making outreach stronger and its results more productive.

Hypocrisy stemmed from excitement over the potential results of the Initiative and a complete misperception of the role that tourism and redevelopment should play in regenerating Broad Street. Numerous outreach participants suggested the development of resorts, casinos, malls, parking garages and highways. Recent single-use box-store developments were also cited as positive attributes to the community and identified as models for all future corridor development; however, these design models contradicted everything else the same residents and business operators said that they currently liked or would like to see in their corridor. Through outreach efforts, it was explained that while this type of remote development can strengthen the local tax-base, supply entry-level job positions and can cater to some residents' needs, it can also increase homogeneity, destroy the traditional streetscape, remove inexpensive retail and residential mixed-use properties, replace multiple businesses with one, intensify parking concerns and ultimately destroy what is unique about a place.

A number of months after the community outreach efforts began, a new and independent merchants association formed to unite, strengthen and give voice to local business operators and protect Broad Street against contemporary development models that could threaten their success as unique and independent entrepreneurs. Ironically, it was a misperception of the Initiative that precipitated the formation of the merchants association: a number of pro-active residents and operators formed the association out of fear that the Initiative was a redevelopment project whose goal was gentrification and push out local residents and entrepreneurs with a new homogenous population. With a better understanding of what the Initiative actually was and intended to achieve, it became easier for the community to paint a clearer picture of what they wanted and needed of the Initiative and most importantly, what their own specific strengths and weaknesses were. Unfortunately, the merchants association dismantled soon after.

Collaboration: Finding Community Voice & Engagement

Once the residents and business operators understood the general context of the project, responses to outreach questions became more frequent, clearer and positive. By the third and final town-hall style outreach event, the Project Team was able to see a framework and what steps needed to be taken to have a successful and holistic regeneration effort centered on place making and civic tourism.

Outreach Events

In addition to one-on-one interviews, specific outreach events were held to bring the community together and share the progress of the Broad Street Initiative as it progressed. There were two youth-outreach efforts done by the Initiative Coordinator held at Central Falls High School and the Blackstone Academy. At the high school, twenty students between tenth and twelfth grades meet once a week to discuss current events and learn leadership skills. The Broad Street Initiative was invited to talk about the project and learn about the youth perspective of Broad Street and their community. See the appendix for a summary of this visit.

At the Blackstone Academy, the Initiative Coordinator met with the SPIRIT summer program, which focuses on downtown, main streets and urban development studies and issues. Between 50 to 80 students from Providence, Pawtucket and Central Falls participate in the program. To discuss the Broad Street Initiative, a tour of Broad Street from Jenks Park to Notre Dam Hospital

was lead by the Initiative Coordinator followed by a discussion back at the classroom. A summary of the discussion and student comments are also provided in the appendix.

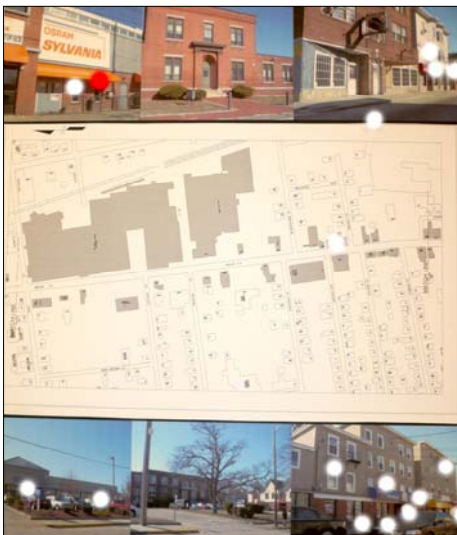
At least one public outreach event was held in each community. Each event was advertised and promoted through a mailing of local businesses, property owners, residents, places of workshop and educational institutions; personal visits to businesses; bi-lingual flyers and email. Each event provided translations of materials and translators available if needed by participants. Event details can be found the in the attached appendix.

Five major public outreach events were also held:

Grant Announcement and Press Event, Blackstone River Theater, Cumberland

The Broad Street Regeneration Initiative began with a press event at the Blackstone River Theater in Cumberland. This event allowed the Project Team to announce formally that they were recipients of the Preserve America grant and to explain that grant funds would be used to develop an Action Plan that, once implemented, would revitalize an economically stagnant area of the three municipalities. The mayors of Central Falls, Cumberland and Pawtucket, along with other community leaders and local businesses attended the event to show their support.

Open House, Madeira Club, Central Falls



Sample display with red and white pins.

The open house held at the Madeira Club was the first community workshop and was used as a way for the Project Team to gain a better understanding of what the community wanted and expected. The “open house” format was used. There was no set time for participants to be at the workshop and no formal presentation was made. Four stations were set up with a table of visual information and posters: a welcome and introduction table and a station for each community. Each community station included a tri-fold board summarizing and describing the community, pictures of the study area, a map of the study area, and individual community maps. Bi-lingual questions were posted on boards: What brings you to Broad Street; What do you do on Broad Street; What is the best thing about Broad Street; and What could be better?

At each station, participants received three red pins and three white pins and were asked to place the pins on the pictures, maps and posters. Red signified places that the participants disliked or that needed improvement; while white represented places that were good or places they liked. People were encouraged to visit the station of their own community, but were welcome to contribute to any station.

Full detail of the event is provided in the appendix. Below provides a summary of conclusions based on the comments received and discussions with participants:

- Create context-sensitive façades
- Develop a set of signage considerations

- Develop and enforce criteria for maintenance of sidewalks
- Increase on-site foliage and greenery
- Create incentives for building reuse and façade rehabilitation
- First-floors, especially at corner properties, must be welcoming to pedestrians
- Develop a plan for vacant storefronts
- Remove vehicles from properties with street and sidewalk frontage
- Density is only like if it is active and without commercial vacancies
- Develop criteria of quality, not design, criteria – diversity is admired
- Increase visibility of public places/parks from street for safety and use
- Develop gateways and nodes at important intersections

Broad Street Economic Development Tour

The Blackstone Valley Tourism Council sponsored a tour of Broad Street for state, regional and local officials. The intent of the three-hour bus was to expose and analyze the resources and challenges along Broad Street. The current and future efforts of Broad Street Regeneration Initiative were presented. Officials were brought through their individual communities, discussing historic preservation, building reuse, appropriateness of new development, and the experiences of local businesses along Broad Street, among other topics. Stops were made along the route and officials were able to talk with local business operators. Lunch was provided by a local restaurant.

Open House, Ella Risk Elementary School, Central Falls

The second public workshop was used to present preliminary concepts developed as a result of the one-on-one outreach efforts and the first public workshop. Using a similar format as the first workshop, no formal presentation was given and stations were set up around the school's cafeteria. In addition to a welcome table, five tables were set for each Intervention: historic preservation, non-historic renovations, pedestrian and streetscape improvements, parking and traffic, and public safety. Each station presented a tri-fold board depicting examples along Broad Street where the Intervention could be applied and how it could look through a conceptual drawing. A member of the Project Team was assigned to each station with a translator to explain the concepts and ideas presented on the boards. Comments and suggestions were noted. Participants were asked to visit each station.

Full detail of the event is provided in the appendix. Below provides a summary of conclusions based on the comments received and discussions with participants:

- Increased activity levels and policing within parks and public areas needs to be increased
- Façade improvements should reflect cultural diversity, not just historical value
- Efficient and uniform signage program is needed
- Increase youth participation in the planning process and Action Plan
- Encourage alternative modes of transportation on Broad Street that are user-friendly
- Determine opportunities for community businesses
- Create a chain of mini-destinations within visual distance of each other
- Develop a system for vacancies to be turned over quickly
- Create additional access to Lonsdale Marsh

- Cultivate connections from neighborhoods to commercial areas
- Educate public on historic preservation
- Make connections between commercial areas and bike path more obvious

Final Presentation, Blackstone Valley Visitor Center, Pawtucket

The final workshop for the Initiative was a formal presentation of the Initiatives concepts as revised and future efforts the Project Team expects to make. To reach as many individuals as possible, and at the suggestion of the Broad Street merchants, two sessions were scheduled. The first workshop was held in the early morning and attracted representatives from agencies and organizations involved in the Initiative, public officials and some business owners. The second presentation was in the evening and was more representative of the residents and businesses along Broad Street. After the summary presentation, the floor was open to a questions and answers session that provided attendees to get more details and the Project Team to expand on topics or ideas presented.



Final presentation Q&A

Full details of the events are provided in the appendix. Below provides a summary of conclusions based on the comments received and discussions with participants:

- Businesses and residents are very receptive to the ideas and recommendations of the Initiative.
- There are many concurrent projects within the vicinity of Broad Street that can support the goals and objectives of the Initiative and should remain partners.
- Maintaining diversity of Broad Street is the key to the Initiative's success.
- Crime and safety are the biggest challenges of the Initiative.
- The Action Plan is long-range with short- and long-term goals.

Pulling It All Together

Public comments and contributions have been essential to the development of this Action Plan. The plan defines the relative specifics of what all the stakeholders, partners, residents and business owners would like to see take shape, how to create and enhance that vision, who is responsible for those tasks and a timeline for task completion.

To show how public participation has affected the process, quotes have been provided from public participation sessions in italics on sidebar boxes throughout this document. These are statements made by members of the public in response to questions asked during the Initiative's programs. They help provide a first-hand view of public opinions that have helped to shape this plan.

Key Findings

The key findings of Broad Street relate to its strengths and weaknesses. Using these elements, interventions were developed to build upon the assets of Broad Street and tackle the issues that could impede or slow down its regeneration.

Strengths to Build On

- There is an emergence of local pride that needs to be captured and nurtured.
- The local, family-owned businesses are recognized by the local community as being an asset to Broad Street.
- Historic structures along Broad Street are being reused and renovated.
- The urban density and form is still largely intact in most areas.
- Most storefronts are occupied.
- There is cultural diversity.
- There are civic uses along Broad Street that bring residents to the area.
- Public-private partnerships bring together organizations and their capacities to Broad Street that provide social building blocks for economic growth and improved quality of life.
- Broad Street is within the John H. Chafee Blackstone River Valley National Heritage Corridor.
- The Blackstone River Bikeway crosses Broad Street.
- The Blackstone River provides natural resources, such as the waterway, wetlands and forested areas, unique to an urban environment.
- The juxtaposition between the Blackstone River, bike path and historic resources of Broad Street provides a special opportunity.
- The merchants on Broad Street want to work to improve the business climate as well as the aesthetics of the area. They are active in this project.

Issues of Concern

- There are social issues, such as crime, lack of access to health services and healthy food, and high school drop-out rates, that need to be addressed in conjunction with the physical improvements of Broad Street.
- There is a concern about safety of the area, even among the local residents.

- The compactness of Broad Street is being eroded through new developments that are single story, single use buildings not built within the context of neighboring structures.
- Many business owners do not own the buildings they occupy and therefore cannot make the improvements they would like.
- Businesses stress the need for parking, but existing parking resources are not utilized efficiently.
- There is discontinuous foot traffic along Broad Street.
- Some buildings lack maintenance and give the appearance that there is no investment in Broad Street.
- Some business owners have little knowledge of other businesses along Broad Street.
- Some business owners do not know where to access resources to grow their businesses.

Vision of Broad Street

Throughout the study, the businesses and contributors to the Broad Street Regeneration Initiative envision Broad Street as a lively, walkable area that supports its local businesses and residents. They want it to be an attractive, unique place to be where people feel safe and confident to invest, shop, live and play. Visitors will be attracted to Broad Street because of its cultural diversity and interesting history, where locals and tourists can be entertained.

Interventions

The primary strategy of the initiative is to reach out to local businesses and residents to the greatest extent possible and understand the experiences that they have on Broad Street versus the experiences they would like to have. This is a public plan that must be implemented by the public. Without their input and acceptance, it will not be successful.

Based on the outcome of the outreach efforts, the Project Team developed interventions and an Action Plan. The interventions are revitalizations strategies grouped according to key issues on Broad Street. They will be used as guidelines in an effort to economically regenerate the area through historic preservation and aesthetic improvements. The Broad Street Regeneration Initiative interventions are:

- Encourage Historic Preservation
- Promote Comprehensive Façade Improvements
- Implement Parking Management Strategies
- Undertake Pedestrian and Streetscape Improvements
- Design for Community Safety
- Stimulate Economic Growth

These interventions are detailed in this Action Plan. For each intervention, its importance is discussed followed by specific action items to implement the objective of the intervention. A specific place along Broad Street is used to illustrate the intervention and to offer guidance.

The interventions focus on improving the aesthetics of Broad Street to make it a more welcoming and safer place to live and work. They also focus on preserving the historic character of the street and cultural diversity of its businesses and residents. To achieve many of these objectives, a key regulatory element should be in place to guide development and redevelopment along Broad Street. Therefore, a zoning overlay district is proposed and discussed as the first element of the Action Plan.

BROAD STREET OVERLAY DISTRICT

The overarching strategy to implement the interventions is a **Broad Street Overlay District** (BSOD) that would be adopted by all three municipalities within their zoning codes. The district would provide the communities with the tools to establish the land use controls and design guidelines needed to reach the overall vision of Broad Street. In order to establish the district, each community needs to adopt the Broad Street Regeneration Action Plan as part of its local comprehensive plan, then draft zoning ordinance amendments for implementation. Each community should have similar zoning language and definitions in its regulations.

A BSOD will implement design guidelines for buildings, signs and streetscape and pedestrian improvements, promote historic preservation and establish context-sensitive, zoning for Broad Street that promotes multi-use and multi-story structures. These guidelines will be based on the sketches prepared for the nodes of Broad Street as they represent the Interventions of the Action Plan. The overlay district will also establish requirements unique to Broad Street, such as parking requirements, outdoor seating and design review.

The BSOD should be drafted to allow each community to implement policies and program that reflect individual community needs, but also maintain consistency throughout Broad Street. The purpose is to encourage future development and redevelopment to be within the existing context of Broad Street: multi-use, multi-story buildings built to the sidewalk in an architectural style that complement those around them. Projects within the BSOD should have parking strategies that reduce single-occupancy vehicles and promote walking, transit and biking to and within Broad Street.

The BSOD can also be used to define areas for economic development initiatives, grant funding for public improvements and other projects developed to implement Action Items outlined in this plan. Communities should monitor large-scale parcels on Broad Street that could have a significant impact on the future of Broad Street, both on the physical appearance of the road and the social impacts on the surrounding neighborhoods. These include Osram-Sylvania and Ann and Hope properties.

The boundaries of the BSOD should be those properties that abut Broad Street. As initiatives grow and are successful, consideration should be given as to whether the district should be expanded along other intersecting streets. These streets may naturally feel the impacts of the regeneration of Broad Street without being within the district boundary.

INTERVENTION 1: Encourage Historic Preservation

Maintain and enhance the key structures and development patterns that give Broad Street its distinctive cultural and historic character

The historic properties along Broad Street give it a character distinctive from any other place. The structures are a mixture of nineteenth century mill complexes and high-density, mixed-use neighborhoods that resulted from the growth of the mill villages. These neighborhoods have long provided, and still do provide, affordable housing and economic opportunities for small businesses. Historical aerials dating back to 1939 show the layout of Broad Street to be nearly the same as it is today – both street layout and buildings are similar in form and massing. It is critical to the success of this revitalization effort that this density remains well established. The intent is to maintain the affordability of the neighborhood while still allowing for growth. This means that new development projects would ideally be multi-story, multi-use buildings built to the sidewalk.

What do you think is the best thing about Broad Street? "It's history."



Cumberland Town Hall,
45 Broad Street, Valley Falls

Broad Street has historically been a place where immigrant working families have established themselves to either work in the area’s manufacturing businesses or open small mom-and-pop stores and restaurants that serve the neighborhood. As each generation moves on to live and work outside of Broad Street, an influx of new immigrants occurs. As each succession of immigrant communities have been a part of Broad Street, each have left significant structures that represent their cultural and ethnic background, particularly churches, schools, and social clubs. These structures are important to the culture of Broad Street and should be maintained to recognize Broad Street’s historical development. The Irish Catholic community working at the Lonsdale Mill built Saint Patrick’s Church in Valley Falls in the mid nineteenth century. Notre Dame Church and Hospital were established by the French-Canadians later that century. The Portuguese also established themselves in the area and thrive today with local social clubs. Today, the Columbian, Mexican and other Latino communities along Broad Street have opened retail shops and ethnic restaurants and established churches of their own. These buildings are part of the fabric of Broad Street and renovations to these structures should be culturally and historically sensitive.

Corridor Focal Point – Ann & Hope Mill Complex, Cumberland

The Ann & Hope mill complex in Cumberland is the commercial node at the northern end of Broad Street. This site can be used as an example of historic preservation because it is significant to the area through many historic time periods, from the original colonial settlement by William Blackstone on the banks of the river that now bears his name through the Industrial Revolution as a textile mill and into the twentieth century as a pioneer of retail department stores. Ann & Hope was, and still is, a recognizable department store with locations throughout southern New England, particularly in Rhode Island and southeastern Massachusetts. In the 1950s, the company revolutionized the retail industry through its innovated strategies for fair pricing and customer satisfaction.

Today, the site is listed on the National Register of Historic Places and within the locally administered Lonsdale Historic District. From its position on the Blackstone River, it is located directly across the river from the recently restored wetlands and fields of Valley Falls, which are crossed by the Blackstone Bikepath to the west. Ways to integrate the mill property with the river and bike path should be explored. For example, a nature walk could go south of the mill along the river to John Street or west to Mendon Road, two streets that connect to the bike path.

The Ann & Hope mill complex has approximately 140,000 square feet of space available within a single structure. Some of the structure is currently occupied by the Ann & Hope Outlet Stores, including garden and optical centers. Working with the property owners, potential new uses of the complex should consider its location relative to major highways. The building has the potential to be re-used in a manner that would attract visitors and interested parties. Possible new uses could include high-tech office space or attracting innovative incubator businesses.

There are many elements that affect this site’s redevelopment potential. The building is surrounded by an expansive, undefined parking lot. The site abuts the Blackstone River and the Providence and Worcester Railroad. A staircase at the southwest area of the property connects it to Broad Street. The following strategies were identified as a result of public comment to reconnect the complex to Broad Street and support its role as the northern anchor of Broad Street:



1. Improve pedestrian connection to the site from Broad Street.
2. Open views to the mill building and the Blackstone River through selective clearing of vegetation along Broad Street.
3. Bring more life to the building, possibly by creating a portal through it to connect Broad Street to the river and the bike path.

Figure 5: Applying Historic Preservation to the reuse of the Ann & Hope Mill Complex

Action Items

- Continue to identify and preserve historic and cultural resources along Broad Street
- Build local knowledge and understanding of the historic and cultural resources of Broad Street
- Build knowledge and understanding of the historic and cultural resources of Broad Street outside of the local neighborhood
- Assess development and redevelopment along Broad Street for impacts to historic and cultural resources

Action Implementation

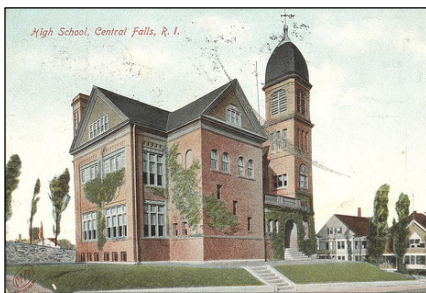
▪ **Continue to identify and preserve historic and cultural resources along Broad Street**

Existing historical survey of the cities of Pawtucket and Central Falls were completed in the late 1970s and the late 1990s. The former surveys could be lacking in historic and cultural resources that have become significant in the past 30 years. Therefore, the communities must continue to work towards identifying resources along Broad Street. One way to do this is through the RI Historical Preservation and Heritage Commission (RIHPHC) Certified Local Government (CLG) Grant Program for local historical preservation activities. Cumberland and Pawtucket are both CLGs. Grant funds can be used to update existing historical inventories and surveys within each municipality along Broad Street. By supporting a larger initiative and involving multiple communities, the proposed project would be competitive.

What is the best thing about Broad Street?
 "The diversity of store types, and older buildings."

Coordination with the John H. Chafee Blackstone River Valley National Heritage Corridor (BRVNHC) Commission can also provide opportunities to build inventories of historic and cultural resources. BRVNHC is in the process of developing a program to document and implement strategies to preserve important heritage landscapes throughout Broad Street. Broad Street could benefit from this type of program.

▪ **Build local knowledge and understanding of the historic and cultural resources of Broad Street**



Historic postcard of Central Falls City Hall

The local residents along Broad Street do not recognize the historic and cultural significance of Broad Street as their own because as recent immigrants they feel it is not their history or culture. It is important to show new residents along Broad Street that while their cultures may not be specifically represented in the historic structures along Broad Street, their movement into the area is significant and mirrors the actions of past generations of new immigrants into Pawtucket, Central Falls and Cumberland. Showing residents and businesses of Broad Street how they are linked to the historical context of the area may help them feel more connected to Broad

Street and more willing to protect historic and cultural resources.

One way to begin to educate the businesses and residents of Broad Street about their links to the history of Broad Street is to partner with the BRVNHC. The NPS, which oversees the

BRVNHC, is expanding their outreach efforts to include the needs outside of non-traditional users of NPS resources. This includes youth and minority populations. One of their strategies is to include bilingual signage and the NPS will be evaluating the current signage within the BRVNHC. The communities should work with the BRVNHC Commission in integrating signage that links the businesses on Broad Street to visitors along the BRVNHC. Another strategy is to share information about the local businesses with the Commission to distribute during tours or coordinate events with the Commission within the Broad Street area.

Involving youth in the Broad Street Initiative can have two benefits. First, it can provide them with constructive activities as alternatives to gang and other criminal behavior. Second, it can instill pride in their community. Educating the young people that live near Broad Street about its history and giving them the tools and opportunities to share this knowledge with others can be one way of engagement. For example, in Boston, the MyTown organization has a youth development program that trains and employs low and moderate income teens to be local tour guides in their own neighborhoods. As MyTown’s mission states, this program empowers teens and instills pride in their neighborhood. This program could be used as a model to create similar programs along Broad Street.

- **Build knowledge and understanding of the historic and cultural resources of Broad Street outside of the local neighborhood**

The Blackstone Valley Tourism Council promoted and coordinated an extremely successful Broad Street International Food Tour during the Summer of 2008. A boat tour along the Blackstone River was followed by a meal prepared by a local ethnic restaurant on Broad Street. The restaurant provided a demonstration of the meal prepared, including a discussion of local ingredients and preparation techniques. Nationalities represented in the food tour were Portuguese, Mexican, Columbian, Cape Verdean, Chinese and American. These tours should continue to promote the local businesses.



Reuse of older buildings to preserve streetscape (Broad Street Fire Station c. 1889).

The BRVNHC coordinates programs that provide interpretive tours of the area. These tours and other programs within the heritage corridor can be linked with the activities along Broad Street. This will involve sharing information, such as materials that promote local businesses and events, with Park Rangers so they have the knowledge of the area and include in their tours at appropriate locations.

Local materials or brochures on the areas businesses and attractions along Broad Street should be developed. These materials can be developed in conjunction with the merchant’s association, BRVNHC, BVTC and the municipalities.

- **Assess development and redevelopment along Broad Street for impacts to historic and cultural resources**

Existing zoning of the municipality requires review of proposed projects that impact a potentially significant historic structure, both within and outside of historic districts. As buildings and other structures are identified during inventories and surveys, those outside of the existing historic

districts should be listed in the zoning ordinance to ensure their protection. The site plan review process established for the BSOD should include review of potential historic or cultural significance of structures.

The local building departments are the lead in reviewing proposed building demolition and construction work on existing structures. A memorandum of understanding, or similar agreement, should be established between planning and building departments to ensure that the goals of the Initiative are maintained. Local planning departments should be offered the opportunity to review the types of projects before the building departments for consistency with the Broad Street Initiative.

INTERVENTION 2: Promote Comprehensive Façade Improvements

For areas where historic renovation is not an option, encourage building façade improvements that enhance the appearance of Broad Street and reflect the ethnic diversity of the community while still within the context of the surrounding neighborhood

Not every building has historical significance, but improvements to these buildings should be within the same context as the neighborhood. That is, new or redeveloped structures should still be mixed-use, multi-story buildings at the same or compatible scale as the surrounding area. A cohesive appearance along Broad Street improves its perception, making it more attractive, enticing new customers for local businesses. Improvements can include creative store signs, new windows, attractive awnings, and redefined entrances.

*What could be better about Broad Street?
“Buildings could be more appealing and inviting.”*

As previously mentioned, Broad Street has been the home to many arriving immigrants into the area since the nineteenth century. They have left their mark in the form of churches, social clubs, etc. These buildings are an important contribution to the diversity of Broad Street. It is also important for the existing community to create an environment that reflects their culture. This instills local pride and encourages people to take responsibility for the neighborhood’s appearance. This pride reflects outwards to those who do not live neighborhood. Visitors will see that local businesses and residents care about their community, which will create a more welcoming atmosphere. Comprehensive façade improvements or completely new development can provide opportunities for the community to establish their local identity within the context of the neighborhood.

Corridor Focal Point – Fales and Cowden Streets, Central Falls



The blocks between Fales and Cowden Streets in Central Falls make up a district commercial node on Broad Street. This area has many multi-story, mixed-use buildings built to the sidewalk. The facades are haphazard and some are unmaintained, but new businesses continue to occupy the storefronts. There are design improvements that could improve the pedestrian and street environment can make this area more attractive.

1. Use flag-style signs for visibility and interest.
2. Use metal awnings for shade, color and durability.
3. Free commercial windows and doors from sign clutter, visible and accessible
4. Keep trim details in with the building’s original character
5. Orient signs towards pedestrians.
6. Emphasize the street address for easy way-finding.
7. Consider outdoor seating

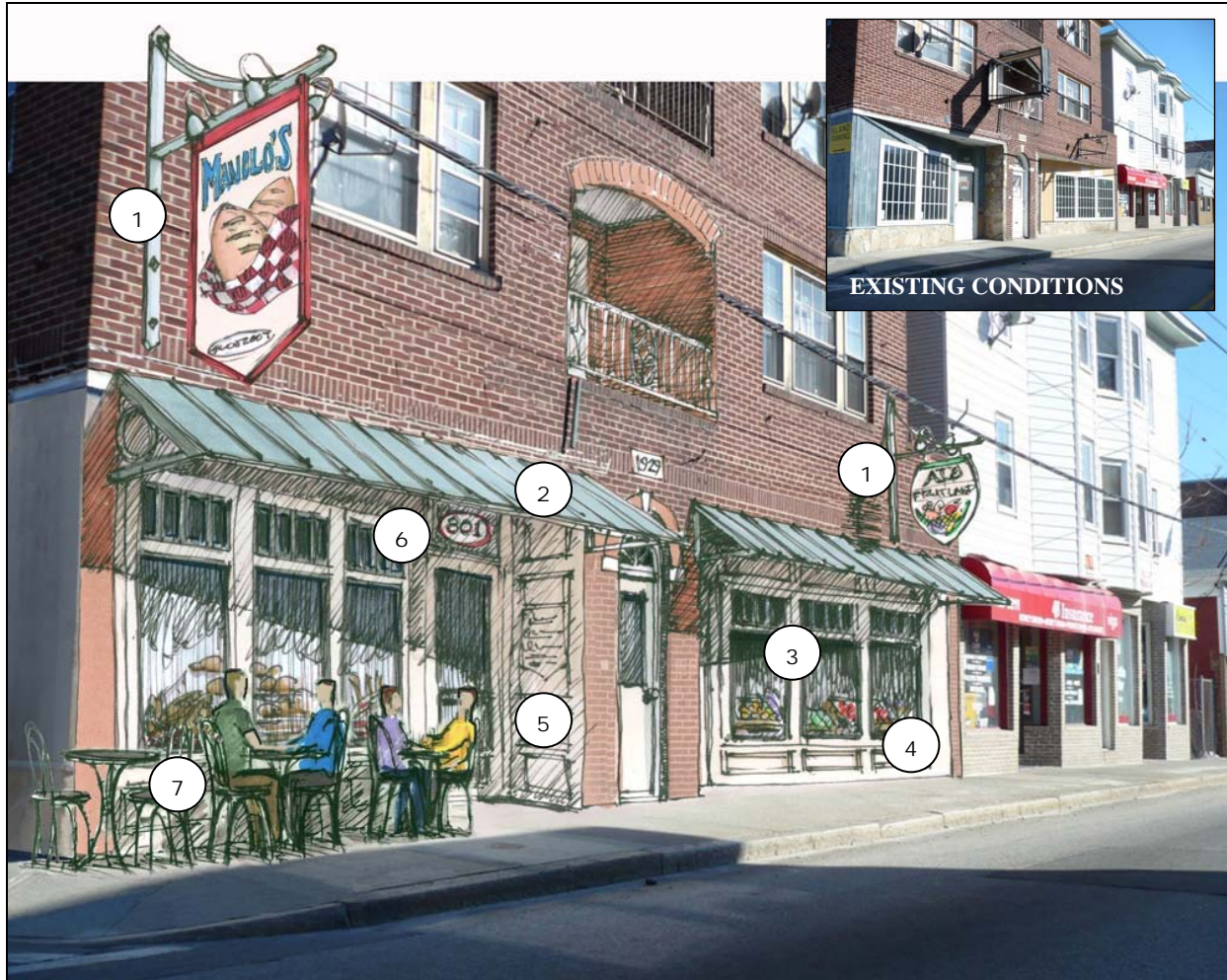


Figure 6: Conceptual facade improvements in Central Falls

Action Items

- Build upon the new façade improvement program for Broad Street
- Improve signage on buildings for better business location and identification from the street
- Work with the merchants on Broad Street

Action Implementation

- **Build upon the new façade improvement program for Broad Street**

Each community should establish a façade improvement program that is consistent with the design guidelines developed for the BSOD. Façade improvement programs administered by individual municipalities can provide partial funding or low-interest loans to properties owners toward improving the exterior of their buildings, depending how the program is structures. Community development block grants (CDBG), which are federally administered funds to states, have been used by many communities to support such programs. As a result of this Initiative, the Town of Cumberland requested and received \$75,000 in CDBG funds to begin a façade improvement program for Broad Street properties in Pawtucket, Central Falls and Cumberland.

Another avenue to explore in developing a façade improvement program for Broad Street is the creation of one entity that administers funds to the three communities. Again, this could be to distribute funds received by the entity or pooling funds from each municipality.

- **Improve signage on buildings for better business location and identification from the street**

One way to improve the look of Broad Street is the use of signs. Location and quantity of signs can either hinder or enhance the ability to find a business or understand the message a business is trying to make. Storefront signs should be perpendicular to the buildings for easy identification by the motorist or pedestrian. They can also add creative additions to a building. Easy way-finding in a neighborhood reduces the perception that an area is unsafe. For these reasons, businesses should emphasize their street address at door fronts.

*What could be better on Broad Street?
"Improve the look of businesses."*

Sign guidelines should be established through the BSOD. Voluntary guidelines should encourage signs to be perpendicular to buildings for better visibility. Signs in windows should also be reduced by limiting the square footage allowed. Pawtucket is the only community out of the three that limits signs in windows. Street numbers should be prominent for better way-finding by pedestrians and cars. Monetary incentives, such as the façade improvement program, can provide business owners with financing to purchase and install new signs.

- **Work with the Broad Street merchants**

Linking with the merchants on Broad Street will help promote all facets of the Action Plan, including outreach of the façade improvement program and making overall comprehensive improvements to buildings on Broad Street. Discussions with the association will help focus the regeneration initiative to meet the needs of the businesses to grow. This is further discussed under Intervention 6 "Stimulate Business Growth."

INTERVENTION 3: Undertake Pedestrian & Streetscape Improvements

Providing a pedestrian environment that is attractive, provides access and promotes safety creates a welcoming atmosphere

The pedestrian and streetscape environments, which also can be described as the street, sidewalks, parks and plazas, are public spaces. In lower income neighborhoods, like those surrounding Broad Street, these public spaces are important resources that can contribute to or detract from the quality of life. Residents in these neighborhoods rely on public spaces more than middle-class neighborhoods and they are used for many more functions like socializing and recreation. This is because lower-income persons have less disposable income and limited access to transportation. Because cities have a higher density of development, residents have less private open space and the need for quality public spaces becomes more important.

*What is the best thing about Broad Street?
"It is in walking distance."*

Creating a safe and welcoming pedestrian environment will encourage more foot traffic along Broad Street. This, in turn, will help to reduce vehicle traffic, improve the business climate and increase activity within the commercial area and increase safety. Improvements can be both public and private. From the public perspective, accessibility and safety are important factors in creating a welcoming environment. Buffering pedestrians from the auto traffic, particularly if speeds are fast, can be done with on-street parking and landscaping as well as wide sidewalks. Handicap-accessible ramps at crosswalks are also required, and will also assist those with other mobility challenges. Pedestrian amenities can include seating, trash receptacles, and kiosks. These fixtures improve the walkability of the area and encourage people to get from one destination to another without driving their cars.



Along Broad Street, Central Falls

The pedestrian environment and streetscape are linked to façade improvements. These improvements can be readable signs, better lighting, interesting window displays. One way to make a building more appealing is to add planters with colorful flowers and plants. These can be privately owned and maintained by the property or business owner.

There also needs to be increased policing along Broad Street to address illicit and illegal behaviors. This means increased police patrolling of Broad Street, and it also means community policing, where residents and businesses take control over the surroundings of their homes and businesses. Freeing windows of signs and clutter opens views from the street into the businesses, enabling police patrols to see into buildings at night when the businesses are closed and unoccupied. Lighted entrances and foyers are also helpful, as they enable people to see who is coming and going from the building.

Corridor Focal Point – Barton to Beatty Streets, Pawtucket

The block from Barton Street to Beatty Street in Pawtucket is another commercial node along Broad Street. Its proximity to the train station, the site of a potential mixed-use development, and connections to the surrounding Barton Street neighborhood indicates that high pedestrian traffic should be accommodated. Broad Street is very wide in this area compared to the rest of Broad Street and pedestrian safety is a concern. A crosswalk exists, but it has little impact in

slowing traffic for pedestrians to cross. The importance of the pedestrian in this area needs to be elevated by increasing the exposure of the crosswalk through such improvements as bump outs, contrasting pavement or light fixtures. The following design modifications could improve the pedestrian and streetscape environment.

1. Use older buildings to provide opportunities for mixed-use, with first floor retail and offices or residences on the second and third.
2. Ensure that new mixed-use buildings are consistent with the surrounding area in size and style.
3. Setback buildings slightly from the sidewalk to increase opportunities for outdoor displays or outdoor seating, which add life to the street.
4. Place well-placed trees where buildings are missing or substantially setback from the sidewalk to continue the edge of the street.
5. Increase safety and accessibility by improving pedestrian crosswalks.

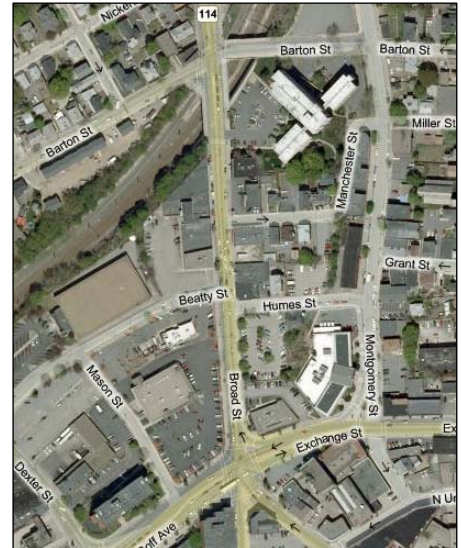


Figure 7: Concepts to improve pedestrian environment and streetscape in Pawtucket

Action Items

- Increase pedestrian amenities that contribute to the walkability of Broad Street and enhance the streetscape
- Identify new locations for public spaces
- Increase access to the Blackstone River and natural resources
- Improve pedestrian accessibility and safety around vehicular traffic
- Provide opportunities for public art by local artists and art programs on Broad Street
- Work with the local police departments to reduce criminal behavior on the streets

Action Implementation

- **Increase pedestrian amenities that contribute to the walkability of Broad Street and enhance the streetscape**

Benches can be installed near existing public spaces or in areas where the right-of-way widens along the sidewalk. They should be located near uses where people congregate, such as parks, restaurants and coffee shops. Planters provide softness to the harsh urban environment of concrete, pavement and brick. They also add color and interest.

- Installing trash receptacles reduces litter in the street, which gives the impression that the community does not have a vested interest in the neighborhood. Recycling should also be explored. In Warren, Rhode Island, recycling receptacles have been installed outside of businesses to encourage more recycling. This is a cost effective way for municipalities to improve waste management budgets. The more a community recycles, the lower its costs to Rhode Island Recourse Recovery and disposing of its waste at the Central Landfill.
- Kiosks or community bulletin boards are great ways to post local events and announcements. They can also be used to advertise services provided by local businesses or maps of the area. Kiosks or bulletin boards should be located at the nodes defined in this study: in the vicinity of the train station in Pawtucket, Central Falls Civic Center and Jenks Park, Cumberland Town Hall, and in the vicinity of Ann and Hope complex. They should also be where the Blackstone Bikepath crosses Broad Street and within the vicinity of the BRVNHC tours. They can be maintained by the merchants or a representative of the Broad Street Regeneration Initiative.
- Outdoor seating at local restaurants adds activity to the street (Figure 9). Current zoning of all three municipalities does not specifically define outdoor seating. The BSOD should allow outdoor seating on Broad Street and define the perimeters in which is should be allowed. The ordinance should explain quantity, location and other parameters.
- Street lighting is an important element to both the car and the pedestrian. It increases visibility and adds to safety. If the pedestrian is the focus of the street, than lighting should be geared towards the person walking on the sidewalk, and not the car on the street, which is usually taller in scale. A combination of lighting can be used if designed appropriately.

*What could be better about Broad Street?
"There's too much trash in the street and no garbage bins."*

- Gateways and signage let a visitor know they are in a particular place. The Broad Street Corridor has distinctive ends: Mendon Road in Cumberland to the north and Exchange Street in Pawtucket to the south. Signs identifying the Broad Street Corridor can contribute to its sense of place and help to give it a clear identity.



Figure 9: Conceptual drawing demonstrating outdoor seating space made available by better organized parking

The funding for pedestrian and streetscape improvements within Broad Street the public right-of-way can come from several sources. The communities will take the Broad Street Regeneration Initiative Action Plan to the local municipal councils for approval and adoption into the local comprehensive plans. In doing so, the communities are acknowledging the need to implement the plank which will lend support to the use of public funds to install improvements from the capital improvements programs, capital bonds, Community Development Block Grant Funds, or Section 108 Loan Guarantee Program. It will also support grant applications that the communities make for other revitalization projects.

In addition, part of the Pawtucket/Central Falls area of Broad Street is within the RI Housing KeepSpace Project at the Pawtucket/Central Falls Train Station. The KeepSpace Project is currently in the vision and master plan stage and there has been discussion about collaboration. Part of Broad Street could see implementation of streetscape and pedestrian improvements, as well as a host of other physical improvements to the area.

▪ **Identify new locations for public spaces**

Opportunities to develop new public spaces should be identified through an inventory of existing vacant lots and open properties. Design of these spaces should be done with the help of with the local residents. This could be an opportunity for the local Latin communities to develop their contribution to the Broad Street landscape. During public workshops, open plazas like those found in Central and South America were viewed as desirable to be located on Broad Street. DePasquale Square in the mostly-Italian Federal Hill neighborhood of Providence



Open plazas offer places to gather.

has a similar open space like the piazzas of Europe. It should be a goal of the initiative to work with the local community and a landscape designer to develop a plaza-style public space that is still within the context of Broad Street and expresses the culture of the local population.



DePasquale Square in Providence, RI

Acquiring property for public space can be done in different ways, including purchasing property or accepting donated property. The three communities have been selected by RIDEM to proceed with an application for EPA brownfields funding. A preliminary inventory of contaminated or potentially contaminated properties has already been developed. This list can be used to identify properties that have the potential to be developed into open space. Vacant lots are another opportunity to provide a park or other public space, removing an eyesore and a potentially dangerous property in the community.

Design contests are one way to get public participation in park design, but also reduce costs associated with acquiring and developing a park. This was done in Providence, Rhode Island, for the anticipated Old Harbor Waterfront Park. Public and private maintenance of new spaces should be explored.

▪ **Increase access to the Blackstone River and natural resources**

Most people who live in urban areas consider nature in the city to be either trees, shrubs and grass in the streets or the formal landscapes of parks and private yards. While these attributes are important in softening the harsh elements of the urban environment, natural features exist within the cities as well, including forests, wetlands and waterways. They all contribute to the quality of life in the city and have valuable ecological, psychological, social and economic functions.

*What is the best thing about Broad Street?
"The bike path."*

The Blackstone River is an important historic, cultural and natural resource for the area. The juxtaposition between the waterway and its natural habitats and the dense urban environment that surrounds them makes the river a unique asset to the Broad Street Corridor. It flows parallel to Broad Street, crossing under the roadway at Valley Falls. The river can be accessed at Valley Falls Heritage Park on the Cumberland/Central Fall line and at Central Falls Landing where the

Blackstone Valley Explorer, a 49-passenger riverboat, is docked. Small craft, such as kayaks and canoes, are launched here as well.



Boat landing on the Blackstone River in Central Falls

These existing access points to the river should be maintained, but new ways to view the river should also be explored. The Ann & Hope Mill Complex provides a potential location for improved access. The mill sits on the banks of the Blackstone River and is located directly across the river from the recently restored wetlands and fields of Valley Falls in Cumberland. Ways to integrate the mill property with the river and bike path should be explored.

▪ **Improve pedestrian accessibility and safety around vehicular traffic**

To make the area more walkable, pedestrians need to have better access and safety around vehicular traffic. This includes the placement of crosswalks, handicap ramps on sidewalks, and better signage. Better identification of cross walks can be done through street lines, contrasting pavement and alert signs. Handicap accessibility on sidewalks on Broad Street also needs to be improved to meet the requirements of the Americans with Disabilities Act.

Pedestrian accessibility and safety around traffic can also come into play with new developments on Broad Street. Access driveways or curb cuts often conflict with people walking on the sidewalk. Limiting driveways on Broad Street will not only minimize potential conflicts with pedestrians, but will also reduce the number of cars pulling on to and off of Broad Street, reducing conflicts between vehicles.

Parking lots also lack clearly defined areas for pedestrians. More consideration should be given to the pedestrian, particularly in the public lots. Entrances into a lot for the walker should be clearly defined, safe and easily accessible from sidewalks and not conflict with the driveway.

▪ **Provide opportunities for public art by local artists and art programs on Broad Street**

When residences and businesses contribute to the appearance Broad Street, they will have pride in the neighborhood. There are several ways in which this can happen and public art is a way to add creativity and build on the unique character of an area. It can be used in a variety of forms, including rotating art pieces in public spaces or permanent installations like murals or interesting approaches to common items on the street like fences or trash receptacles. Public art installations throughout Broad Street can be created by local schools or art associations. Installations can be at Jenks Park or Valley Falls Heritage Park. They also can be in front of the many municipal buildings or local schools along Broad Street. Depictions can be scenes from the local neighborhood, from the national origins of the communities of Broad Street, or of local events. Competitions can be held with students or a local artist or art association can be commissioned.



Public art contributes to the character of a street (mural on Broad Street and fence design in Cleveland, OH)

Examples of public art used in Rhode Island include The Steel Yard and Woonasquatucket River Greenway Project, both in Providence. The Steel Yard, a coalition of local artists, has been used by several communities in the state to create pieces that are transformed into trash receptacles or bike racks. The artists of the Steel Yard process some of their materials in local industrial buildings in Central Falls and support artists from Pawtucket, so here is a potential collaborative effort for the Initiative. Along the Woonasquatucket Greenway Project, blank walls along public spaces have been painted with scenes created by local children. Specific sites along the Broad Street corridor should be identified to develop murals or install local art sculptures from the areas schools and art programs.

*What could be better about Broad Street?
"There needs to be more public art like murals or rotating art pieces on display."*

Art programs and artists on Broad Street and the three communities are valuable resources in developing public art. The New Millennium Art Factory is a family art program in the Blackstone Valley that promotes parents and their children to create art as a family. Coordination with this and other groups or local school art programs can be ways to develop public art. Local art galleries on Broad Street, such as Creative Chica Art Gallery, are key to outreach to other artists who could be commissioned for future art installations or the creative force behind permanent features along Broad Street. The annual Pawtucket Arts Festival is a hugely successful event over several weeks and also has established connections in the local artist community. Working with these individuals or groups, and other local consortiums, will help express the unique quality of Broad Street in the form of public art.

▪ **Work with the local police departments to reduce criminal behavior on the streets**

Businesses and residents that have attended public meetings associated with the Broad Street Initiative continue to raise concerns about criminal activities along the street. According to residents, prostitution, drug dealing, assaults and regular break-ins are common. In order to reduce these instances, coordination needs to increase with the local police departments. Businesses, residents and municipal officials need to meet with police staff to discuss the goals of the Broad Street Regeneration Initiative and articulate what the Initiative is doing to revitalize Broad Street.

INTERVENTION 4: Implement Parking Management Strategies

Provide parking management strategies that maximize the use of existing parking and support other transportation modes to reduce congestion on Broad Street

Parking is an important part of the transportation network. In a dense urban environment like Broad Street, where land is limited, providing adequate parking is a challenge. Local businesses see the need to provide on-site parking as essential to attracting customers. This follows the more suburban model of developing commercial property that caters to the car. Typical parking regulations require establishments to provide a minimum number of spaces based on such factors

What could be better about Broad Street?
 "Parking should be easy to access."

as the square footage floor space, the customer capacity of restaurants or the number of people employed. The ratio can lead to excessive parking spaces for a development, especially in a

commercial area like Broad Street, which is surrounded by a dense residential area. This unused paved area could be used for a better, higher use that could reduce costs and generate revenue for property or business owners and municipalities.

Along Broad Street, there are both on-street and off-street free public parking areas. On-street parking is primarily concentrated on the western side of Broad Street. In Pawtucket, parking is allowed on both sides of Broad Street because the roadway is significantly wider in this area compared to the rest of Broad Street. Time restrictions are imposed: two hours in Pawtucket and one hour in Central Falls between 9AM and 6PM. Many of the on-street parking spots are not marked in Central Falls and Pawtucket. At times, signs can be conflicting as to when parking is and is not permitted on the street. Overall, it is estimated that there are nearly 260 free, on-street parking spaces along Broad Street.

There are also three municipal parking lots, one in each community. In Pawtucket, the public parking lot is at Humes and Broad Streets, which has 48 spaces which are clearly marked. In Central Falls, a municipal lot between Foundry and Ledge Streets is about 300 feet from Broad Street. Though not striped, it is estimated that the lot has a capacity to park 80 to 120 vehicles. The third public lot is in Cumberland across from Town Hall at Lusitana and Broad Streets. Again, this lot is not striped, but it is estimated it can park about 75 vehicles. These three lots add another estimated 300 free parking spaces within the vicinity of corridor. The public lots are greatly under utilized, however, because of the lack of amenities. All three lots lack adequate signage at Broad Street to denote free public parking. The Cumberland and Central Falls lots are not efficient because spaces are not striped. These lots also lack landscaping, lighting and clear signage.



Municipal lot in Central Falls.

Corridor Focal Point – Central Falls Municipal Lot

In Central Falls, a municipal lot between Foundry and Ledge Streets is about 300 feet from Broad Street. This lot is not striped, but it is estimated that it can hold approximately 80 to 90 cars. There is no sign on Broad Street to indicate that the lot exists. Walking to the lot may be perceived as unsafe or undesirable. There is a blank wall of the building on Foundry Street and the business has its dumpster on the sidewalk. Ledge Street is a bit more accessible by the pedestrian.

Increasing public awareness of the lot and implementing better design will provide the parking local businesses are asking for. The following improvements can be applied to the public lots:

1. Install better signage at the lot and on Broad Street
2. Increase lighting for safety.
3. Provide new landscaping to improve aesthetics but also to treat storm water runoff.
4. Clearly mark parking spots to make more efficient use of the lot.



Central Falls Municipal Lot

and explore ² opportunities for more efficient on-site

parking

- Explore other parking management strategies
- Optimize existing public parking

1

Action Implementation

- **Review existing parking requirements and explore opportunities for more efficient on-site parking**

Under the current parking regulations of all three communities, commercial establishments are required to provide one parking space for every 300 square feet of gross floor or leasable space. For the neighborhood business, this could equal the total size of their store. Furthermore, requiring this amount of parking is contrary to the historic development of Broad Street before the proliferation of the automobile, where the older buildings are built to the sidewalk or with narrow front setbacks. Some business owners have indicated a desire to have their new parking lots built along the street in front of a business for easy visibility from the car. But this breaks up the fabric of the street, creating gaps between buildings. Open, exposed lots are not welcoming to pedestrians who have to compete with cars traveling in and out of the parking lot as they cross driveways. One of the goals of the Initiative is to create a more walkable Broad Street as well as to educate business owners about balancing the needs of cars and pedestrians. Existing parking requirements should be assessed for their impact on Broad Street, looking at the quantity of parking required and the location of parking on the development site during site plan review.



New development has parking in front of buildings (1114 Broad Street, Central Falls)

The municipalities all have regulations that allow for shared parking and off-site parking within certain conditions. These provisions can be used to a greater extent. There are several businesses that different operation hours and could benefit from having access to neighboring lots that are empty. For example, the parking lots of churches that are do not have services during the week or evening hours can be used for local restaurants that have lunch and dinner patrons. The municipalities, in conjunction with the merchants' association, should explore opportunities for shared parking. Cooperative agreements are typically established between businesses and property owners to accommodate shared parking.

A parking strategy that is not used by the communities and currently being promoted throughout the country is the use of parking maximums as opposed to parking minimums. Experts in smart growth concepts have suggested that parking maximums should reflect the market reality of local conditions. Maximums place an upper limit on the parking supply either at individual sites or within an area. Spillover parking should also be addressed when evaluating parking maximums. Strategies to address spillover parking that may encroach upon off-street parking in neighborhoods should be considered in the equation.

The communities should also explore the development of flexible parking standards where parking requirements reflect the location and are adjusted to account for specific factors. These factors include land use mix, transit accessibility, the walkability of an area, demographics and residential density, among others. The municipalities should review the applicability of these types of regulations along Broad Street within the BSOD.

Design guidelines of the propose BSOD should also include where parking can and cannot be located, landscaping and pedestrian access. Parking abutting Broad Street should be avoided and the communities should encourage parking in the rear of buildings. Landscaping should be incorporated into the design for better storm water management and improve aesthetics. The pedestrian should be considered in the lot design, providing walkways or paths that avoid conflicts with cars.

▪ **Explore other parking management strategies**

On-site parking will not solve all the parking issues on Broad Street. Applying several parking management strategies can help maximum the existing parking on Broad Street and within area. Strategies include policies and programs that make more efficient use of public and private parking resources.

Business Incentive Programs

The most important parking management strategy is to reduce the number of cars traveling to Broad Street by encouraging the use of other modes of transportation to get to and around Broad Street, such as biking, Rhode Island Public Transit Authority (RIPTA) bus service and walking. The action items of this Initiative to make the area more walkable can assist in this strategy, but it can also include working with the larger employers located on Broad Street to minimize the number of single occupancy vehicles generated by their employees. Employer incentive programs can include monthly bus passes or financial incentives or preferential parking for employees who carpool. Municipalities should explore a variety of parking management strategies that best meet the needs of the businesses and residents of Broad Street. These efforts should be done in conjunction with the merchants and other establishments on Broad Street.



RIPTA hub in downtown Pawtucket

Valet Parking

The municipalities should also explore other alternatives with the merchants. Some businesses have expressed an interest in offering valet parking. There should be careful management of valet parking to avoid negatively impacting the adjacent neighborhoods from cars being parking on local streets. Perhaps valet parking to existing spaces in the municipal lots described above could be considered an option for these businesses. In these cases, parking would typically be free, but valets would be compensated for their services.

Parking Pricing

Parking pricing should also be explored in conjunction with the merchants on Broad Street. There are benefits to instituting paid parking for on-street spots. During public meetings, there have been concerns that existing parking time limits are not being enforced and cars park on the street for the entire day, leaving few open spots for customers. As a result, businesses argue there is not enough parking on Broad Street. If on-street parking was not free, and time limits were enforced, than there would be a rotation of cars and parking spots would be open for customers. The key is to price parking so it is at a rate that is appropriate for Broad Street, at the

appropriate locations and required during the appropriate times. Prices should result in 85% occupancy of on-street parking spaces at any given time.

Another potential to parking pricing is if paid parking were implemented, the BSOD would be designated as a “parking benefit district,” where the funds collected are used to finance public services along Broad Street, where they are collected. The money does not go into municipal general funds. These funds can be used along Broad Street to repair sidewalks, plant trees or pay for parking enforcement. In some communities, parking fees have been used to fund business improvement districts. It is important that the allocation of these funds be done in conjunction with the merchants on Broad Street to ensure a cooperative relationship between the communities and businesses.

Other Modes of Transportation

Some businesses have expressed the desire for a shuttle loop on Broad Street. The communities along with the merchants should explore the feasibility of a shuttle service, including state parameters regarding shuttles, public or private management, potential routes and costs.

To encourage more biking, bike racks should be integrated into the streetscape. Racks should be located in strategic locations, including the three commercial nodes highlighted in this Initiative, Central Falls City Hall/Jenks Park, Cumberland Town Hall, and Ann & Hope Mill Complex. There should also be better links to the Blackstone Bike Path, directing bikers to destinations along Broad Street.

RIPTA service is available on Broad Street. The communities should continue to work with RIPTA to improve service, as needed, for all businesses and residents along Broad Street and the surrounding neighborhoods.

▪ **Optimize existing public parking**



Signs along Broad Street can alert drivers of municipal lots.

Broad Street has both public on-street and off-street parking. Both can be optimized for more efficient use. Signage needs to be installed on Broad Street to identify the location of public parking lots. This includes signs at the lots in Cumberland and Pawtucket, which are located on Broad Street, and at the corners of Foundry or Ledge Streets and Broad Street in Central Falls, where the lot is off of the main road. It would also help motorists to have an “alert” sign that signals public parking is ahead. Improved design includes striping for better organization, particularly Central Falls and Cumberland, and landscaping elements should be incorporated to provide needed aesthetics as well as treat storm water runoff. Better lighting is needed, but should not impact neighboring residences.

Access to the lots should also be addressed for both the car and pedestrian. Access points for cars and walkers should be separate to avoid conflicts. The pedestrian path from the parking lot to commercial areas on Broad Street should be well light and preferably have natural surveillance with uses that generate activity, like shops or a park. Pedestrian access to the Central Falls lot should be evaluated and techniques

applied that will enhance the comfort and the perception of safety for pedestrians walking from the lot to businesses along Broad Street.

For on-street parking, it appears that enforcement of on-street parking restrictions is not taking place. In most areas along Broad Street, there is a two-hour time limit before 6 PM. Some businesses park cars on the street for most of the day without being fined. Time limits should keep cars rotating in front of businesses, ensuring that a spot will be in its vicinity for customers. If these spots are occupied for the entire day, businesses will argue that there is not enough parking in the area to meet their needs and these sentiments are being heard. There are also some incidences where signs are conflicting. An overall review of parking signage on Broad Street should be done.

INTERVENTION 5: Design for Community Safety

Creating an environment where people feel comfortable is an important part of making Broad Street an attractive place to live, shop, work and play.

Comments received from local businesses and residents also focus on community safety and the presence of prostitution, drug dealing and break-ins within their communities. Some witness criminal activities in broad daylight on the local street corner. It is the intent that all the interventions of this Action Plan contribute to designing for community safety.

*What could be better about Broad Street?
Safety is a huge concern, especially in public places.*

The physical environment gives clues about the area and helps influence whether one feels safe. This includes deteriorated or boarded up buildings, lack of signs, unclear entrances, and the level and kind of activity on the street. Even litter in the street gives the impression that the community has given up on itself. Areas known for crime do not have a lively pedestrian environment because people are fearful. On Broad Street, there needs to be the creation of defensible space. Defensible space is a term developed by architect Oscar Newman in the early 1970s to describe how to improve the link between the physical environment and crime prevention. Defensible space is based on Jane Jacobs “eyes on the street” concept. Today, crime prevention through environmental design (CPTED) expands on defensible space and examines the relationship between the built environment and crime prevention. There are three central principals to CPTED:

- Natural surveillance with “eyes on the street” through increased activity on the street with maximum visibility and self-policing communities
- Access control for clearly defined entrances to public and private spaces
- Territorial reinforcement where public and private spaces are defined and ownership over the spaces is clearly articulated by physical elements

Zelinka and Brennan identify four principles of human behavior that they feel contribute to what makes people feel safe:

- having information and orientation of where you are,
- being in an environment where you are able to socialize and interact with others,
- having stewardship and ownership of your space, both public and private, and
- having the ability to see and be seen within your surroundings.

Zelinka and Brennan offer three implementation tools to address and achieve these principles: controlling land use and design of the built environment; increasing activities and programming in public spaces, including neighborhood streets and parks; and management and maintenance of the built environment. Typically, implementation is through local zoning ordinances, subdivision regulations and site plan review processes. All of these strategies can lead to active citizens, a sense of community, pride in a neighborhood and adequate, available resources. Increasing visibility and activity along Broad Street in areas that have been perceived as being unsafe can create a more welcoming environment for residents and businesses as well as visitors.

Corridor Focal Point – Jenks Park, Central Falls

Jenks Park is one location where design elements for safety can be applied. Jenks Park, listed on the National Register of Historic Places, and Cogswell Tower located in its center were built in 1890 and 1904 respectively. The four-acre park was the gift of Alvin Jenks to the City of Central Fall, whose ancestors pioneered the manufacture of textile machinery. The designer of the park is unknown. Despite the loss of many of the park’s elements, such as the fish ponds, it retains the Fales and Jenks’ iron umbrellas, the clock tower and the picturesque walkways. The tower, a gift of Caroline Cogswell and designed by Albert Humes, has been the symbol of Central Falls since its construction. Cogswell Tower is eighteen feet square and nearly seventy feet tall, with a clock face on each of its four sides. Observation balconies with iron rails under each of the clocks provide an unparalleled view of the city. The tower is supported by a brick barrel vault resting atop the historic Dexter’s Ledge, from which, it is said, that during the King Philip’s War, Captain Pierce’s progress was observed by his Indian enemies before they met in battle at the Blackstone River’s edge (Images of RI).

*What could be better about Broad Street?
“More police presence.”*

Today, the park is perceived by some as an unsafe area because it has a reputation for illegal and dangerous activities. Its terrain is such that the hill in the center obstructs views into and through

the park. To improve the perception of Jenks Park to an area where people want to visit and spend time, the park needs to be reworked so people feel safe when they are there and the park needs to become a center of activity that draws people to it in a positive way.

Socially, events and activities at the park are common in the summer, but they need to be increased to occur more often as well as throughout the year. This means attracting visitors to the park at all times of day, enticing different users. These can include the following examples:

- Add more features for increased activity when kids are out of school, such as a water feature
- Work with local arts group to create an art installation
- Connect with the local school program, perhaps a gardening project, creating a community garden that is the responsibility of students, where they have ownership.
- Coordinate a farmers or merchants market to attract families to purchase local products; outreach to the merchants to participate.
- Leasing space to a local vendor

Physically, the following improvements to the park can increase visibility into and through the park as well as provide accommodations for existing and new users.

1. Add new features to the park to attract different users, like a fitness trail that can be used by older age groups, particularly attracting those that live in the elderly housing adjacent to the park.
2. Selectively clear vegetation to open views into the park.
3. Provide additional parking for the park to attract visitors.
4. Expand the roadway for increase police surveillance through the park.
5. Add supplemental lighting.



Figure 11: Conceptual drawing to improve the safety perception of Jenks Park

Deed restrictions limit the uses of Jenks Park. These restrictions should be researched and the Jenks family members should be approached about possible new ideas to use the park. Without flexibility, it will be difficult to increase activity within the park. This should be a joint effort by the three communities.

Working with the local police department will also help in improving the safety perception of Jenks Park. There needs to be workshops conducted by the police that address the topic of safety. Officers and patrolmen need to have more interaction, perhaps working with the local schools.

Action Items

- Encourage building design elements that create a safe environment along Broad Street
- Work with local agencies and groups to develop programs for youth
- Work with the local police departments to reduce criminal behavior on the streets

Action Implementation

- **Encourage building design elements that create a safe environment along Broad Street**

The BSOD can be used to provide design guidelines that promote development and redevelopment of buildings and create a safer environment. This should include supporting a mix of uses along Broad Street. These uses should support the livability of the neighborhood and activity throughout the day and evening.

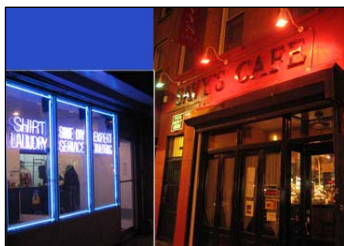


*Mixed-use building
87 Broad Street, Cumberland*

Blank walls provide no natural surveillance and give the walker an insecure feeling. One way to lessen the impact of a blank wall is to install a mural, which can visually add creativity and reduces the void. Blank walls in the Broad Street corridor should be inventoried. Murals can be installed through local design competitions with students or art associations. Using these spaces to depict national pride should be encouraged.

As already discussed, building signage can play an integral role in creating a safe environment. Clearly seen signs as well as street addresses give the visitor confidence in knowing where they are and their ability to find their destination. Signs should not overtake a window. Regulations governing signs should limit the amount of signage allowed in windows to ensure that views into and out of the store windows is achievable.

Windows of a building should be large and attractive. They should be used to display product, but also allow pedestrians to see into shops. Large windows also increase natural surveillance of the street. People are less likely to engage in criminal behavior if they know they are being watched.



Store windows and lighting impact safety on the street

Storefront lighting can greatly impact the visibility of an area. It can increase visibility of the business and provide an opportunity of creativity as well. Design guidelines should require adequate lighting, while not impacting the residential areas.

Entrances to buildings should be clearly identified and obvious, reinforcing a person’s confidence in visiting the area. There should be no places to hide.

These and other elements that contribute to safety through building design should be explored and integrated into the BSOD. The merchants should be a part of the discussion to ensure that the purpose behind these design elements is understood.

▪ **Work with local agencies and groups to develop programs for youth**

Engaging young people to be productive citizens can deter them from being involved in illegal and dangerous activities. The MyTown initiative has been discussed. Other programs that can be developed with younger children can be a horticulture program for students at Jenks Park and other open spaces along Broad Street and connecting with local arts programs to develop murals or other public art installations designed by young people. Many of these activities can be linked with existing gang avoidance programs in local schools. The most-at-risk populations in the community should be targeted, including those with the lowest high school graduation rates, family homeownership and income.

*What could be better about Broad Street?
"Increase youth participation in the planning and action of the Initiative."*

Other activities and programs should be explored to redirect gang activities to give youth constructive behavior and productive lives. Energies can be redirected through sports, festivals, contests or even entrepreneurial opportunities. Organizations such as PCDC along with the local schools can be excellent partners in developing and administering programs on Broad Street.

▪ **Work with the local police departments to reduce criminal behavior on the streets**

While this action item was addressed to improve the street and pedestrian environment of Broad Street, it is important to reiterate the importance of working with the local police department. Regular meetings between the three departments and a representative of the Initiative should be scheduled.

Understanding criminal behavior and where these activities occur can assist in tackling the issues that lead to crime. The communities should develop projects that assess crime "hot spots" along Broad Street. A geographic information system (GIS) can be used to map and assess areas of high crime. There should also be socially-oriented initiatives. The communities should identify successful programs and initiatives that other communities have implemented to address gang violence. Some programs are already in place, such as the Barton Street Prostitution Diversion Project, called RENEW (Revitalizing and Engaging Neighborhoods by Empowering Women) implemented by Pawtucket Citizens Development Corporation with the Pawtucket and Central Falls Police Departments. It has been very successful in Pawtucket.

INTERVENTION 6: Stimulate Business Growth*Providing the building blocks for local businesses to grow*

The culmination of all the interventions is the economic regeneration of Broad Street that will support the diversity of Broad Street and create a vibrant, walkable commercial area that serves the local residences and attracts visitors. The business environment of Broad Street is one of small businesses with some owners new to this country, some who have limited financial resources, and some with limited knowledge of where the resources exist that will help them expand their business opportunities. Most business owners rent or lease their space and do not own the buildings they are in, a potential impediment to implementing façade and improvements proposed in this plan. This intervention lays out programs and policies to assist small businesses and shop owners in meeting their ultimate goals and objectives.

What is the best thing about Broad Street?
"Excellent Latino food!"

Action Items

- Encourage and support the formation of the local merchants association
- Review and update prior redevelopment planning efforts on Broad Street
- Encourage and support property ownership
- Provide technical and financial support to local businesses
- Involve local banking institutions in a cooperative effort to invest in the area
- Identify actions and initiatives of agencies and organizations either underway or to be initiated that would benefit businesses of Broad Street
- Investigate the potential to create a redevelopment agency in Cumberland
- Conduct a "gap analysis" on Broad Street
- Organize events around the local business community
- Create and support mediums where local businesses can promote themselves

Action Implementation

- **Encourage and support the formation of the local merchants association**

The communities should continue to work with the merchants on Broad Street to further develop and implement the Action Plan. The partnership is critical to its success. These interventions are developed with the businesses of Broad Street in mind and without their support the regeneration will not come into fruition. The formation and stabilization of a merchants association would give these businesses greater strength in advocating for better principles, policies and programs that support their growth. The Main Street model is a good example to follow. If a merchants association is to be successful, it is important for the association to expand its focus to encompass all types of businesses within the commercial district it represents.



*Fiesta Meat Place
723 Broad Street, Central Falls*

▪ **Review and update prior redevelopment planning efforts on Broad Street**

The Broad Street Regeneration Initiative is not a new idea. The communities have been working to revitalize the area over the years. These projects are still on-going and can support the Action Plan. Some include:

- Cumberland Vision Book
- Lonsdale Improvement Project
- RI Housing KeepSpace Project: Pawtucket/Central Falls Train Station

The communities should continue to review these projects and they relate to the Broad Street Regeneration Initiative and how they can support one another.

▪ **Encourage and support property ownership**

Many businesses owners along Broad Street do not own the buildings their businesses occupy. Leases prevent them from making major exterior or interior improvements. Through the partners of the Initiative, efforts should be made to support business tenants in purchasing the buildings. This will require working with property owners and financial institutions. A central coordinator for the Initiative can connect tenants with agencies that can empower business owners that rent to become property owners.

As a result of the Initiative, the three communities jointly applied for and were selected by Rhode Island Department of Environmental Management to receive funding from the US Environmental Protection Agency that will be used to conduct select environmental site assessments, a common requirement to purchase property, particularly along Broad Street. Many of the properties have been used historically for commercial and industrial purposes and there is a potential for the presence of hazardous materials or petroleum products. The funds will assist possible property owners in performing these site assessments.

▪ **Provide technical and financial support to local businesses**

*What could be better about Broad Street?
"Increase opportunities for businesses."*

Business development is vital to local economic development. A partnership between the communities and local businesses will help mobilize resources that will give businesses opportunities to grow and prosper. In working with the merchants, the communities and their partners should focus on bringing technical and financial support to Broad Street.

In order to provide assistance to businesses in an efficient and organized manner, a single point of contact, or one-stop business center, for the Broad Street Regeneration Initiative should be explored. A central coordinator will provide easy and reliable access to resources.

Examples of technical assistance that can be brought to businesses through the three communities:

- Business development and entrepreneurship seminars: examples such as how to start a business, how to attract and deal with new customers from outside the general area, how to develop a



*Maria's Boutique
757 Broad Street, Central Falls*

business plan, marketing strategies

- Assistance locating available commercial space: keeping a database of available space, for lease or purchase
- Assistance in completing and filing financial applications, credit counseling
- Assistance in environmental site assessments (ESAs) for property evaluations: the communities are working with RIDEM to receive EPA funding that will be used to conduct Phase I ESAs on targeted properties along Broad Street.

Examples of financial assistance that can be brought to businesses through the three communities:

- Microloan program: Revolving loan program aimed at businesses on Broad Street who cannot receive traditional financing. This type of program is being offered by the Pawtucket Business Development Corporation.
- Enterprise zones: Central Falls is located entirely within an enterprise zone. This designation can be used to provide tax credits to businesses and allow the city to apply for federal funding to support and attract businesses.
- Façade improvement program: the proposed façade improvement program as part of this Action Plan would be another form of financial assistance available to Broad Street businesses. Cumberland received \$75,000 in CDBG funds to administer the program for Broad Street properties in Pawtucket, Central Falls and Cumberland.



Local government officials toured Broad Street to meet local business owners.

Most of the businesses on Broad Street have minority and women owners and operators. This is an important attribute because there are financial programs that target these owners for funding and other forms of support efforts. Opportunities available for these business owners should be a focus.

Some of these activities are already taking place. In addition to the development of a façade improvement program, Every Company Counts, a program of the Rhode Island Economic Development Corporation, is running a series of business development workshops entitled the *Broad Street Educational Series: Getting Ready to Attract and Serve the New Market*. Five workshops are scheduled from November through January. Topics focus on attracting and retaining new customers, public relations and service quality, maximizing exposure on the internet, accepting credit cards and the basics of tourism and how businesses can benefit from it. All sessions will be held in the evening and at a minimal cost (\$5). They will be bilingual.

▪ **Involve local banking institutions in a cooperative effort to invest in the area**

Financing can also be available through local banking institutions. The Community Reinvestment Act (CRA) encourages depository institutions to help meet the credit needs of the communities in which they operate. Banks and credit unions along Broad Street or those that have shown interest in investing in Broad Street include:

Bank of America (Broad Street, Central Falls)
Navigant Credit Union (Broad Street, Central Falls)
Credit Union of Central Falls (Broad Street, Central Falls)
Sovereign Bank (Broad Street, Cumberland)
Rockland Trust (Seekonk and Attleboro, MA)

Working with these institutions can develop relationships with the business community. This can lead to understanding the requirements of lending and how to meet the unique needs of the businesses on Broad Street.

▪ **Identify actions and initiatives of agencies and organizations either underway or to be initiated that would benefit businesses of Broad Street**

There are many agencies and organizations within the community that are offering programs to area businesses. These resources should be harnessed and advertised to the businesses on Broad Street so they are aware of what is available to them. These groups include, but are not limited to:

Small Business Administration (SBA): the local chapter provides financial and technical assistance programs to small businesses in Rhode Island

Small Business Investment Company (SBIC): a program of the SBA; privately-owned and managed investment firms who invest in small businesses

RI Economic Development Corporation (RIEDC) Every Business Counts: a public/private partnership of 150 business development organizations that work to connect small businesses with finance and technical assistance, including seminars, financing programs, business promotion and networking opportunities with other small businesses. Information is bi-lingual.

Northern RI Chamber of Commerce: represents Burrillville, Central Falls, Cumberland, Glocester, Lincoln, North Smithfield, Pawtucket, Smithfield, and Woonsocket; activities include lobbying, seminars and business education, community involvement, and networking opportunities with other area businesses.

It is important for the businesses on Broad Street to participate in development of programs. This will ensure that seminars focus on the issues that the businesses consider central for their growth.

▪ **Investigate the potential to create a redevelopment agency in Cumberland**

Cumberland is the only one of the three communities that does not have a redevelopment agency. Redevelopment agencies can be instrumental in focusing efforts that support redevelopment, such as infrastructure improvements, property acquisition and leveraging of financing.

Cumberland should investigate the potential to create an agency that supports the effort on Broad Street.

▪ **Conduct a “gap analysis” on Broad Street**

A gap analysis can help identify businesses that are not located on Broad Street that could strengthen its economic viability not only for the tourism industry, but also in serving local residents. The analysis would assess similar communities and determine businesses that flourish in those environments that could also strengthen Broad Street. From this analysis, marketing efforts could be done locally to attract these types of businesses to Broad Street. Planning infrastructure and development incentives to bring these businesses could be explored.

Examples of businesses that may enhance Broad Street include businesses that are neighborhood-serving such as local grocery stores, video stores, and dry cleaners or those that support the tourism industry like accommodations (hotels, inns, bed and breakfasts, etc.).

▪ **Organize events around the local business community**

Some Broad Street businesses have already experienced the results of locally coordinated events through the BVTC, including the International Food Tour. The BVTC and three communities should continue to support events that involve the businesses on Broad Street or include them in existing happenings. Examples of the types of events that promote local businesses include:

- Winter holiday events
- Spring festival and flower displays
- Merchants or farmers market in Jenks Park
- Latino film festival or film showing or connect with existing festivals in the area (Providence Latin American Film Festival or International Rhode Island Film Festival)
- Sporting events and contests, like a road race on Broad Street or a bike race that includes the Blackstone Bikepath
- Sidewalk sale for all businesses on one day



These events can be focused around the businesses and include music or family activities. The businesses on Broad Street are critical to moving this action item forward. Without their organization and participation, local events will not be successful.

▪ **Create and support mediums where local businesses can promote themselves**

The Broad Street Experience website continues to grow as the study grows. There are plans to develop a more consumer-oriented, flash-driven website highlighting the destination qualities, maps and businesses, zoning and real estate information, licensing and business documentation and grant and financial opportunities in the near future. A calculator



www.broadstreetexperience.com

showing tax credits and the benefits available to enhancing or relocating to Broad Street is also being planned for the website.

A marketing brochure of Broad Street can be integrated into many interventions that are part of this Action Plan. It can be given to the BRVNHC for distribution during interpretive tours. It can be displayed in kiosks throughout Broad Street. It can also be distributed outside of Broad Street. The merchants' association should determine the best approach the brochure and its development. The communities can assist in its distribution.

Implementation

Implementation of the Broad Street Regeneration Initiative will rely on several factors: a single project coordinator, continued involvement of a standing committee and a clear schedule of short and long term goals.

Project Coordinator

Currently, the project is being guided by an interim coordinator through the Blackstone Valley Tourism Council. A permanent project manager or coordinator will be vital to the success of the Initiative. The three communities can devote some time and resources to management; however, there are many facets of the Initiative proposed and a single person dedicated to the project will offer better coordination and efficiency in monitoring programs and resources.

Even if the coordinator is part time, the position will offer stability for the Initiative and confidence from the businesses and residents of Broad Street that the municipalities are committed to the ideas they have presented in the Action Plan.

Standing Committee

A standing committee must meet on a regular basis that monitors the activities of the Initiative. Initially, it should be made up of the representatives that guided the development of the Action Plan. Regularly scheduled meetings should be held, perhaps quarterly.

Responsibilities and Schedule

The following provides a summary of the action items listed in this plan and identifies the responsible parties to lead the efforts for implementation; however, there may be other parties that participate. The table also offers a schedule for short-, mid- and long-term goals for completion:

Short-term: within the next 5 years
Mid-term: between 5 and 10 years
Long-term: more than 10 years out

Broad Street Regeneration Initiative Action Plan Schedule

| ACTION ITEM | KEY PLAYERS | SCHEDULE |
|--|---|--|
| OVER-ARCHING ACTION ITEMS FOR IMPLEMENTATION | | |
| <ul style="list-style-type: none"> ▪ Adopt Action Plan as part of local comprehensive plans | <ul style="list-style-type: none"> ▪ Municipalities | <ul style="list-style-type: none"> ▪ Short-term |
| <ul style="list-style-type: none"> ▪ Adopt a Broad Street Overlay District (BSOD) | <ul style="list-style-type: none"> ▪ Municipalities | <ul style="list-style-type: none"> ▪ Short-term |
| <ul style="list-style-type: none"> ▪ Create and coordinate a Broad Street Regeneration Initiative Coordinator | <ul style="list-style-type: none"> ▪ Municipalities, BVTC | <ul style="list-style-type: none"> ▪ Short-term |
| <ul style="list-style-type: none"> ▪ Establish a Broad Street standing committee that meets regularly | <ul style="list-style-type: none"> ▪ All participating partners | <ul style="list-style-type: none"> ▪ Short-term |
| ENCOURAGE HISTORIC AND CULTURAL PRESERVATION | | |
| <p>Continue to identify and preserve historic and cultural resources along Broad Street</p> <ul style="list-style-type: none"> ▪ Apply for funds from RIHPHC CLG Grant Program to update local historical surveys and coordinate on a multi-community basis | <ul style="list-style-type: none"> ▪ Municipalities, BRVNHC | <ul style="list-style-type: none"> ▪ Mid-term |
| <p>Build local knowledge and understanding of historic and cultural resources of Broad Street</p> <ul style="list-style-type: none"> ▪ Link with BRVNHC to evaluate their signage and integrate the Broad Street Corridor ▪ Develop a MyTown Program | <ul style="list-style-type: none"> ▪ Municipalities, BVTC, BRVNHC ▪ BVTC, BRVNHC, Blackstone Academy | <ul style="list-style-type: none"> ▪ Mid-term ▪ Short-term |
| <p>Build knowledge and understanding of the historic and cultural resources of Broad Street outside of the area</p> <ul style="list-style-type: none"> ▪ Continue to promote the businesses of Broad Street ▪ Link Broad Street businesses to tours within the BRVNHC through brochures and signage | <ul style="list-style-type: none"> ▪ BVTC ▪ BVTC, BRVNHC, Broad Street businesses | <ul style="list-style-type: none"> ▪ Short-term ▪ Short-term |
| <p>Assess development and redevelopment on Broad Street for impacts to historic and cultural resources</p> <ul style="list-style-type: none"> ▪ Develop a BSOD. ▪ Create a memorandum of understanding between planning department and building and zoning officials. | <ul style="list-style-type: none"> ▪ Municipalities ▪ Municipalities | <ul style="list-style-type: none"> ▪ Short-term ▪ Short-term |
| PROMOTE COMPREHENSIVE FAÇADE IMPROVEMENTS | | |
| <p>Develop a façade improvement program for Broad Street</p> <ul style="list-style-type: none"> ▪ Explore the possibility of a single program for three communities ▪ Coordinate among the three municipalities to develop a program and apply for funding in order to implement the design standards of the BSOD | <ul style="list-style-type: none"> ▪ Municipalities ▪ Municipalities | <ul style="list-style-type: none"> ▪ Short-term ▪ Mid-term |
| <p>Improve signage on buildings for better business location</p> <ul style="list-style-type: none"> ▪ Develop volunteer sign guidelines through the BSOD | <ul style="list-style-type: none"> ▪ Municipalities | <ul style="list-style-type: none"> ▪ Short-term |
| <p>Work with the Blackstone Valley Merchants Association</p> <ul style="list-style-type: none"> ▪ Involve merchants association in development of façade improvement program | <ul style="list-style-type: none"> ▪ Municipalities, Broad Street businesses | <ul style="list-style-type: none"> ▪ Short-term |
| PEDESTRIAN AND STREETScape IMPROVEMENTS | | |
| <p>Increase pedestrian amenities that contribute to the walkability of Broad Street and enhance the streetscape</p> <ul style="list-style-type: none"> ▪ Install trash and recycling receptacles ▪ Integrate outdoor seating into BSOD ▪ Install decorative street lighting. ▪ Work with RI Housing KeepSpace project at the Pawtucket/Central Falls Train Station | <ul style="list-style-type: none"> ▪ Municipalities, Broad Street businesses ▪ Municipalities, Broad Street businesses ▪ Municipalities, Broad Street businesses ▪ Municipalities | <ul style="list-style-type: none"> ▪ Mid-term ▪ Short-term ▪ Mid-term ▪ Short-term |
| <p>Identify new locations for public spaces</p> <ul style="list-style-type: none"> ▪ Inventory vacant lots. ▪ Research possible public and/or private sources of ownership and/or maintenance of future public spaces | <ul style="list-style-type: none"> ▪ Municipalities ▪ Municipalities | <ul style="list-style-type: none"> ▪ Mid-term ▪ Long-term |
| <p>Increase access to the Blackstone River and natural resources</p> <ul style="list-style-type: none"> ▪ Explore access opportunities at the Ann & Hope Mill Complex. | <ul style="list-style-type: none"> ▪ Municipalities, BVTC, BRVNHC | <ul style="list-style-type: none"> ▪ Mid-term |
| <p>Improve pedestrian accessibility and safety around vehicular traffic.</p> <ul style="list-style-type: none"> ▪ Incorporate better identification and signage at crosswalks. ▪ Bring sidewalks up to ADA compliance. ▪ Promote better pedestrian access through parking lots during design review. | <ul style="list-style-type: none"> ▪ Municipalities ▪ Municipalities ▪ Municipalities | <ul style="list-style-type: none"> ▪ Long-term ▪ Long-term ▪ Short-term |

BROAD STREET REGENERATION INITIATIVE ACTION PLAN

| ACTION ITEM | KEY PLAYERS | SCHEDULE |
|---|---|--|
| Provide opportunities for public art by local artists and art programs <ul style="list-style-type: none"> ▪ Develop partnerships with existing art programs and galleries. ▪ Identify locations for public art installations. | <ul style="list-style-type: none"> ▪ Municipalities, BVTC, Art Programs/Groups (New Millennium Art Factory, The Steel Yard) ▪ BVTC, BRVNHC, Blackstone Academy | <ul style="list-style-type: none"> ▪ Mid-term ▪ Mid-term |
| Work with local police departments to reduce criminal behavior on streets <ul style="list-style-type: none"> ▪ Outreach to local police departments to present goals of Initiative | <ul style="list-style-type: none"> ▪ Municipalities, BVTC, Broad Street businesses | <ul style="list-style-type: none"> ▪ Short-term |
| PARKING SOLUTIONS | | |
| Review existing parking requirements and explore opportunities for more efficient on-site parking <ul style="list-style-type: none"> ▪ Explore the application of parking maximums, shared parking, and other parking strategies for applicability along Broad Street. ▪ Support more landscaping and pedestrian access in development parking lots during design review. ▪ Explore other parking management strategies: business incentive programs, valet parking, parking pricing, more support for public transit. | <ul style="list-style-type: none"> ▪ Municipalities, Broad Street businesses ▪ Municipalities, Broad Street businesses ▪ Municipalities, Broad Street businesses | <ul style="list-style-type: none"> ▪ Mid-term ▪ Short-term ▪ Mid-term |
| Optimize existing public parking <ul style="list-style-type: none"> ▪ Improve signage that alerts drivers of parking areas. ▪ Redesign existing municipal lots with landscaping, striping, pedestrian access, lighting ▪ Work to improve on-street parking with restriping and enforcement | <ul style="list-style-type: none"> ▪ Municipalities ▪ Municipalities ▪ Municipalities | <ul style="list-style-type: none"> ▪ Short-term ▪ Mid-term ▪ Short-term |
| DESIGN FOR COMMUNITY SAFETY | | |
| Encourage building design elements that create a safe environment <ul style="list-style-type: none"> ▪ Develop design guidelines for the BSOD that promote a safer environment ▪ Develop sign guidelines that provide better way-finding and limit signs in windows | <ul style="list-style-type: none"> ▪ Municipalities, Broad Street businesses ▪ Municipalities, Broad Street businesses | <ul style="list-style-type: none"> ▪ Short-term ▪ Short-term |
| Work with local agencies and groups to develop programs for youth <ul style="list-style-type: none"> ▪ Develop a MyTown program for Broad Street ▪ Link with other gang-deterrent program in the area | <ul style="list-style-type: none"> ▪ BVTC, BRVNHC, Blackstone Academy ▪ PCDC, Progreso Latino | <ul style="list-style-type: none"> ▪ Short-term ▪ Short-term |
| Work with local police departments to reduce criminal behavior on the street <ul style="list-style-type: none"> ▪ Assess "hot spots" of criminal activities on Broad Street ▪ Develop programs with local agencies and business owners to combat crime | <ul style="list-style-type: none"> ▪ Municipalities, Broad Street businesses ▪ PCDC, Broad Street businesses | <ul style="list-style-type: none"> ▪ Mid-term ▪ Long-term |
| STIMULATE BUSINESS GROWTH | | |
| Encourage and support the formation of the local merchants association <ul style="list-style-type: none"> ▪ Involve the Blackstone Valley Merchants Association in the implementation of the Action Plan. | <ul style="list-style-type: none"> ▪ Municipalities, BVTC, Broad Street businesses | <ul style="list-style-type: none"> ▪ Short-term |
| Review and update prior redevelopment planning efforts along Broad Street <ul style="list-style-type: none"> ▪ As needed, incorporate the Initiative into existing and future economic development and revitalization efforts along Broad Street and areas that may impact Broad Street | <ul style="list-style-type: none"> ▪ Municipalities | <ul style="list-style-type: none"> ▪ Short-term |
| Encourage and support property ownership <ul style="list-style-type: none"> ▪ Identify agencies that can empower business tenants to become property owners through funding and other resources. | <ul style="list-style-type: none"> ▪ RI Housing, Progress Latino, RIEDC, Broad Street businesses | <ul style="list-style-type: none"> ▪ Mid-term |
| Provide technical and financial support to local businesses <ul style="list-style-type: none"> ▪ Develop a single-point resources center for businesses on Broad Street. ▪ Support and develop technical assistance programs that support local businesses, including business seminars, property evaluations, or maintaining an inventory of available commercial space on Broad Street. ▪ Support and develop financial programs that provide financing to businesses on Broad Street that will improve their buildings, expand their inventory or develop marketing programs. | <ul style="list-style-type: none"> ▪ Broad Street businesses ▪ Municipalities, Broad Street businesses, NRICC, RIEDC, Progreso Latino, SBA, SBIC ▪ Municipalities, Broad Street businesses | <ul style="list-style-type: none"> ▪ Mid-term ▪ Mid-term ▪ Mid-term |

BROAD STREET REGENERATION INITIATIVE ACTION PLAN

| ACTION ITEM | KEY PLAYERS | SCHEDULE |
|---|---|--|
| Involve local banking institutions in a cooperative effort to invest in the area ▪ Outreach to local banking institutions to link with the community through the CRA. | ▪ Broad Street businesses, Bank of America, Navigant Credit Union, Sovereign Bank, Rockland Trust | ▪ Mid-term |
| Identify actions and initiatives of agencies and organizations either underway or to be initiated that would benefit Broad Street businesses. ▪ Using a central coordinator, maintain a current list of active and future programs through various local, regional and state agencies. | ▪ Municipalities, Broad Street businesses, NRICC, RIEDC, Progreso Latino, SBA, SBIC | ▪ Short-term |
| Investigate the potential to create a redevelopment agency in Cumberland | ▪ Cumberland | ▪ Mid-term |
| Conduct a “gap analysis” | ▪ Municipalities, Broad Street businesses | ▪ Mid-term |
| Organize and support events around the local business community ▪ Continue efforts to bring attention to the uniqueness of Broad Street and new customers to local businesses | ▪ Broad Street businesses, BVTC, Municipalities | ▪ Short-term |
| Create and support mediums where local businesses can promote themselves ▪ Explore ways to expand www.broadstreetexperience.com. ▪ Partner with the merchants association to develop a marketing brochure for Broad Street. ▪ Install kiosks at nodes on Broad Street. | ▪ BVTC, Broad Street businesses ▪ BVTC, Broad Street businesses ▪ Municipalities | ▪ Short-term ▪ Short-term ▪ Mid-term |

Notes:

BVTC – Blackstone Valley Tourism Council
 BRVNHC – John H. Chafee Blackstone River Valley National Heritage Corridor Commission
 NRICC – Northern Rhode Island Chamber of Commerce
 PCDC – Pawtucket Citizens Development Corporation
 RIEDC - Rhode Island Economic Development Corporation

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