

Appendix C

Appendix C. Implementation Program

This Appendix fulfills the implementation program requirements established in the Rhode Island Comprehensive Planning Standards.

Sustainability, Resilience & the Environment

Objective	Strategy	Description	Timeline	Lead
SRE1		CLIMATE PROTECTION, STORMWATER and FLOODING		
	A	Assess stormwater and flood protection infrastructure.	medium term	DPW, DPD
	B	Reduce impervious surface and incentivize pavement reduction.	short term/ongoing	DPD, DIS
	C	Study & prioritize water bodies and flood-prone areas for analysis and funding.	short term	PEMA
	D	Coordinate inter-departmental efforts.	ongoing	DPW, DPD, DIS, PEMA
	E	Incorporate stormwater mitigation & management into streetscape projects and prioritize projects with multiple benefits.	ongoing	DPW, DPD
	F	Coordinate and incorporate plans & studies into multi-departmental decision-making.	medium term/ongoing	DPW, DPD, DIS, PEMA
	G	Coordinate with community groups on stormwater and flood reduction efforts.	ongoing	DPW
	H	Review and revise the stormwater ordinance.	short term	DPW
	I	ID areas most impacted by flooding; consider regulatory measures to ensure development is safely sited and resilient	medium term	DPD, DIS
	J	Identify and restore floodplains to reduce flooding.	medium term	PEMA
	K	Review & revise floodplain management responsibilities, procedures & recordkeeping.	short term	PEMA, DIS, DPD
	L	Incorporate phytoremediation and other natural solutions where possible.	short term	DPD, DPW
	M	Encourage and assist "greening" of flood-prone areas.	short term	DPW, PEMA
	N	Build on findings & recommendations of IRPF and ProvPort Master Plan to increase resilience, avoid contamination.	medium term	DPD, ProvPort
	O	Devote resources to ongoing maintenance of hurricane barrier.	ongoing	DPW, PEMA

SRE2		CLIMATE PROTECTION, AIR QUALITY, and HEAT MITIGATION		
	A	Support expansion of air quality monitoring programs.	ongoing	RI DEM
	B	Work with state to strengthen monitoring & enforcement of violations & ensure regulatory compliance.	ongoing	RI DEM
	C	Support and implement actions to reduce air quality odors, issues, violations with state, federal, operators.	ongoing	RI DEM
	D	Investigate addressing cumulative effects of pollution sources.	short term/ongoing	Sustainability
	E	Support enforcement of anti-idling regulations and investigate off-street options for truck queuing and temp. parking (esp. in port area).	short term/ongoing	DPD
	F	Encourage, support, implement best practices that reduce emissions from vehicle fleets in alignment with state mandates	ongoing	DPD
	G	Promote & encourage programs like DERA & Green Marine.	ongoing	DPD, ProvPort
	H	Plan for reduction of fossil fuel imports, operation, storage in port, ensuring no increase in fossil fuel infrastructure.	ongoing	ProvPort, DPD
	I	Promote expansion of renewable energy use & operations, and green uses throughout region.	ongoing	Sustainability
	J	Promote development practices that increase green space, landscaping, native plants & wildflowers, tree-planting, natural vegetation, reduced impervious surface to mitigate heat island effect	medium term	DPD, DIS
	K	Support implementation of Providence Tree Plan; promote planting efforts to increase canopy	medium term/ongoing	Parks
	L	ID properties with large rooftops suitable for increased thermal emittance, cool & reflective finishes to offset heat island effect	medium term	DPD
	M	work with state & federal agencies to mitigate cumulative impacts of emissions & pollutants generated by industrial operations	short term/ongoing	DPD
	N	Expand, facilitate use of alternative fuels & improve traffic circulation to reduce emissions	ongoing	DPD

	O	Protect neighborhoods from impacts of freight movement. promoting appropriate travel routes & temp. staging areas	short term/ongoing	DPD
	P	Reduce VMT, expand & promote transit, bicycle, ped, scooter transportation & mobility, Support telecommuting and home-based employment	ongoing	DPD

SRE3		NATURE AND THE CITY		
	A	Promote, advocate for restoration of all rivers and waterbodies to fishable and swimmable	ongoing	DPW
	B	Enforce stormwater and water quality regulations and ensure compliance with state TMDLs and WQ standards	ongoing	DPW
	C	Support implementation of Providence Tree Plan, voluntary planting, developing funding strategies, focusing on low-canopy areas	ongoing	PNPP
	D	Support, promote, implement naturalization of riverbanks, valleys, and uplands where practicable	long term/ongoing	Parks
	E	Protect habitat in and along rivers & other waterbodies, as well as on land, particularly in conservation zones & parks	ongoing	Parks

SRE4		RESOURCE CONSERVATION		
	A	Continue developing and implementing strategies to reduce greenhouse gas emissions across energy, transportation, waste and other sectors in line with city and state plans and mandates like the Climate Justice Plan, the RI Act on Climate, and the RI Climate Action Plan.	ongoing	Sustainability
	B	Continue investments in multi-modal transportation safety, efficiency, and electrification in line with the Great Streets Plan, RI Transit Master Plan, and RI Long Range Transportation Plan, to encourage mode shifts toward public transportation, walking, biking, carpooling, and electric vehicles	ongoing	DPD
	C	Continue to transition the City fleet to low- or no-carbon vehicles by procuring fuel-efficient, hybrid technology and alternative energy vehicles	ongoing	DPW, Parks, Sust.
	D	Support transition of RIPTA's bus fleet to zero-emissions vehicles, with an emphasis on routes in areas impacted by poor air quality	medium term	Sustainability
	E	Reduce vehicle emissions caused by excessive idling by measures including public education, consideration of anti-idling regulations, and enforcement of existing regulations	medium term/ongoing	Sustainability
	F	Continue to pursue weatherization, energy efficiency, and electrification at City-owned facilities	medium term/ongoing	Public Property
	G	Reduce the City's use of materials, increase recycling rates, promote the use of recycled materials, and encourage source reduction in packaging	ongoing	Sustainability
	H	Promote and incentivize weatherization, energy efficiency, electrification, and renewable energy sources for commercial and residential buildings	ongoing	Sustainability
	I	Identify opportunities and locations for siting and constructing local renewable energy sources including wind and solar locations such as schools, rooftops of large buildings, and parking areas.	ongoing	Public Property, Sustainability

SRE5		SUSTAINABILITY AND THE BUILT ENVIRONMENT		
	A	In alignment with the City's Green Building Ordinance, decarbonize City-owned buildings by 2040 through investments in weatherization, energy efficiency, electrification, renewable energy	long term	Public Property, Sustainability
	B	Promote the use of "green" technology and practices in industry, business and construction	ongoing	Sustainability
	C	Develop design criteria that maximize energy conservation, electrification & minimize the use of fossil fuels in buildings	ongoing	DPD
	D	Encourage the use of recycled materials in the construction of buildings	ongoing	DPD
	E	Encourage the reuse of existing buildings	ongoing	DPD
	F	Promote the long-term benefits of energy-efficient rehabilitation & new construction; consider appropriate incentives	ongoing	DPD
	G	Promote the use of rain barrels to collect rainwater and prevent sewer overflow	ongoing	Sustainability

	H	Encourage “depaving” of properties	ongoing	DPD
	I	Utilize institutional master plan review process to encourage institutional stakeholders to reduce excess pavement and develop more sustainable and resilient buildings and infrastructure	ongoing	DPD

SRE6	BROWNFIELDS				
	A	Work with state, private, non-profit entities to facilitate assessment, remediation, environmentally sustainable redevelopment of brownfield sites	ongoing	DPD, PRA	
	B	Identify environmentally compromised land and establish strategies to mitigate impacts	ongoing	DPD, PRA	
	C	Identify additional funding sources to encourage redevelopment of vacant, underused, environmentally compromised land	ongoing	DPD, PRA	
	D	Identify and coordinate geographic-specific grant needs for brownfields assessment and cleanup and ensure sufficient staff and consulting resources to develop high-quality grant applications	ongoing	DPD, PRA	

SRE7	PUBLIC AWARENESS AND INVOLVEMENT				
	A	Lead by example and reduce the City’s environmental footprint by adopting environmentally conscious practices for City government and in City facilities	ongoing	Sustainability	
	B	Encourage & provide incentives to recycle, conserve water & energy, use renewable resources and alternative sources of energy, and use public transit and alternative modes of transportation	ongoing	Sustainability	
	C	Support & incorporate community-led efforts and scientific findings to improve environmental conditions & public health in frontline neighborhoods	ongoing	Sustainability	
	D	Synthesize & publicize findings and recommendations of ongoing efforts such as NOAA Shoreline Project, NSF Project, and ProvPort Master Plan	short term/ongoing	DPD, Sust, non-profits	

SRE8	FRONTLINE NEIGHBORHOODS AND ENVIRONMENTAL JUSTICE				
	A	Reduce impacts of industrial operations; fuel and materials storage; energy production; and freight movement on near-industry neighborhoods	ongoing	DPD, ProvPort	
	B	Encourage development & implementation of sustainable industrial practices including reducing emissions from truck traffic and idling, cargo-handling equipment, ships, building energy use, energy production, and industrial processes	ongoing	DPD, ProvPort	
	C	Promote the use of and transition to clean and renewable energy sources for port and industrial activities	medium term/ongoing	ProvPort, DPD	
	D	Work with industry stakeholders to identify and support development of cleaner fuels and materials.	ongoing	DPD, ProvPort	
	E	Promote and plan for cleaner, “greener,” industrial operations and uses that balance economic, social, and environmental outcomes and improve resilience to sea level rise, storm surge, and environmental impacts.	medium term/ongoing	DPD, ProvPort	
	F	Ensure the port provides meaningful economic benefit to near-port neighborhoods--e.g. job-training and publicizing employment opportunities.	medium term/ongoing	ProvPort, DPD	
	G	Foster a transparent & collaborative relationship between the City, near-industry neighborhoods, industry and landowners, and other stakeholders.	medium term/ongoing	DPD, ProvPort	
	H	Increase public access to and involvement in the port area and shoreline, especially for residents of port-area neighborhoods while avoiding conflict with commercial uses	medium term/ongoing	DPD, ProvPort	

	I	Promote the improvement of environmental conditions of port properties, particularly those north of ProvPort, and encourage the establishment and growth of cleaner industry, such as offshore wind-related and other industry in the renewable energy sector. Discourage additional fossil fuel business in Providence, ensure no additional fossil fuel infrastructure other than safety and environmental improvements, and plan and prepare for the phase out of such businesses that will result from state decarbonization mandates.	ongoing	DPD, ProvPort
	J	Position industrial areas to be prepared for a “post-carbon” future in alignment with state decarbonization mandates	long term	DPD, ProvPort
	K	Establish local green justice area designations to identify neighborhoods most affected by cumulative impacts & environmental justice issues	short term	Sustainability
	L	Prioritize green justice areas for resource allocation, ensuring that communities with historically disproportionate environmental burdens receive an equitable share of resources, such as the establishment of resilience hubs, energy efficiency, electrification of homes, and workforce development. Ensure the implementation of required sustainability projects via the Sustainability Projects Reserve Account in accordance with ProvPort Master Plan requirements.	ongoing	Sustainability, ProvPort
	M	Prioritize and implement recommendations of ongoing efforts such as the NOAA Shoreline project, National Science Foundation project, SNEP Opportunity to Advance Resilience (SOAR), and ProvPort Master Plan to improve conditions for public health, access, wildlife habitat, and resiliency in the port area.	ongoing	DPD, ProvPort

SRE9	THE ENVIRONMENT AND THE REGION			
	A	Coordinate the review of state & federal government plans & projects with adjoining communities to ensure proposals will not affect air, water quality & sensitive areas	ongoing	DPD
	B	Encourage and participate in regional and state-led efforts to meet state decarbonization mandates set forth in the Act on Climate	long term	Sustainability
	C	Coordinate with the neighboring municipalities of East Providence and Pawtucket on plans and projects with mutual benefits on and around the Seekonk and Providence rivers, including environmental protection (habitat, water quality), recreational boating, and shoreline access	ongoing	DPD
	D	Work with the state and neighboring municipalities to address water-borne debris and marine hazards.	ongoing	DPD
	E	Pursue regional and/or watershed-level approaches to stormwater management and flood control	medium term/ongoing	PEMA, DPW, DPD
	F	Encourage the state to lead by example by using alternative fuel vehicles for fleet and transit vehicles, decarbonizing state-owned buildings, and building infrastructure that will reduce VMT.	medium term/ongoing	Sustainability
	G	Work with state and other municipalities to address regional sustainability through coordinated approaches to transit, air and water quality, brownfield remediation, flood zone protection, and provision of bike paths and recreational areas.	long term	DPD
	H	Ensure that state projects meet or exceed local landscaping requirements.	ongoing	DPD, DIS
	I	Encourage the state to consider ease of maintenance in its designs and identify long-term maintenance plans for all of its projects.	ongoing	DPD, DIS

The Built Environment

Objective	Strategy	Description	Timeline	Lead
BE 1		DESIGN EXCELLENCE		
	A.	Promote high-quality urban design through design standards and design review.	short term	DPD/DRC
	B.	Reevaluate and improve design standards for all development projects.	short term	DPD/DRC
	C.	Strategically invest in public infrastructure, streetscapes, and public amenities to promote Providence's civic identity and attract high-quality development.	long term/ongoing	DPD, DPW
	D.	Consolidate the development review process in Downtown by dissolving the Capital Center Commission and subjecting all projects to a uniform development plan review process.	short term	DPD
	E.	Encourage high-quality innovative contemporary building design.	Ongoing	DPD
	F.	Encourage, support, and use enforcement tools to ensure the maintenance and stewardship of all buildings in Providence.	Ongoing	DPD, DIS
BE2		NEW DEVELOPMENT AND TRADITIONAL CHARACTER		
	A.	Through the design review process, promote design innovation and architectural diversity that complements Providence's traditional character.	short term/ongoing	DPD
	B.	Encourage developments to be compatible with surrounding uses while not stifling innovative design and architecture.	Ongoing	DPD
	C.	Ensure that regulations reinforce high-quality urban design and traditional neighborhood character through rules governing size, scale and massing.	short term	DPD, DIS
	D.	Promote and incentivize the redevelopment and reduction of surface parking lots and excessive impervious surface.	medium term	DPD, DIS
	E.	Encourage mixed-use, pedestrian oriented developments along commercial corridors and in other growth areas at a greater height and density than in residential areas.	medium term	DPD
	F.	Ensure that new developments improve pedestrian movement and provide pedestrian amenities.	medium term	DPD
	G.	Promote adaptive reuse of existing buildings.	ongoing	DPD/PRA
BE3		DESIGN OF THE PUBLIC REALM		
	A.	Preserve, enhance, extend, and connect the historic patterns and character of the city's street and sidewalk system.	medium term	DPD
	B.	Develop streetscape standards that enhance the pedestrian experience and incorporate high-quality design elements that are economical and easy to maintain.	short term/ongoing	DPD
	C.	Promote public art in the built environment that reinforces a sense of place.	Ongoing	ACT
BE4		PRESERVATION PLANNING		
	A.	Protect and preserve historic resources citywide through design standards, zoning controls, easements, and other tools.	short term	DPD/HDC
	B.	Consider adopting varying degrees of regulation for historic properties. Explore whether a lesser regulated local historic district is viable for certain areas	medium term	DPD/HDC
	C.	Identify stronger enforcement options to discourage the alteration and demolition of historic resources without approval.	short term	DPD/HDC
	D.	Develop additional financial incentives and tools, such as property tax incentives, for property owners to rehabilitate structures of architectural or historic merit.	medium term	DPD/HDC
	E.	Require institutions to identify historic buildings and plan for their future use. Propose institutional properties listed or eligible for the State or National Historic Register for inclusion into local historic districts.	medium term	DPD/HDC

	F.	Update the zoning map to reflect appropriate boundaries of historic districts, including adding new properties and removing properties where demolition has occurred.	short term	DPD
BE5	DESIGN LEADERSHIP			
	A.	Support and encourage historic preservation of City-owned properties. Historic City properties such as former schools and firehouses should be considered for adaptive reuse and demolished only as a last resort.	ongoing	Public Property
	B.	Consider adaptive reuse of historic buildings when procuring office space for cityagencies.	ongoing	Public Property
	C.	Work with the state to evaluate and address the impact of building codes and other regulations on historic preservation and cost of construction.	medium term	DPD/HDC
	D.	Design and construct City buildings as models of design excellence.	ongoing	Public Property
	E.	Construct and rehabilitate municipal buildings to high standards of energy efficiency and sustainability.	ongoing	Public Property
	F.	Continue to develop standard house designs that developers can easily adapt to vacant lots in the city.	short term	DPD
BE6	PUBLIC AWARENESS			
	A.	Raise public awareness of the historic significance of structures and areas in Providence.	ongoing	DPD/HDC
	B.	Encourage partnerships with design and preservation organizations to organize public information campaigns, particularly in underrepresented communities.	short term/ongoing	DPD/HDC
	C.	Support efforts to educate Providence residents on the importance of high-quality urban design, contemporary architecture, and historic preservation.	ongoing	DPD/HDC
	D.	Support student education and involvement in urban design and historic preservation.	ongoing	DPD/HDC
BE7	THE BUILT ENVIRONMENT AND THE REGION			
	A.	Encourage the state to restore the historic tax credit.	medium term	DPD/HDC
	B.	Work with adjacent communities to ensure high-quality design on the city's borders.	ongoing	DPD
	C.	Encourage high-quality urban design for state projects within the city.	ongoing	DPD
BE8	THE BUILT ENVIRONMENT AND NATURAL HAZARDS			
	A.	Continue to identify areas at risk of natural hazards within the built environment.	ongoing	PEMA
	B.	Refine regulations regarding building in high hazard areas.	medium term	DIS
	C.	Work to reduce vulnerability to natural hazards by improving stormwater management structures and practices.	medium term/ongoing	DPW
	D.	If necessary, remove vulnerable structures in high hazard areas.	ongoing	DPW, PEMA
	E.	Evaluate and improve the effectiveness of the Fox Point Hurricane Barrier in protecting the built environment.	short term/ongoing	DPW

Economic Development				
Objective	Strategy	Description	Timeline	Lead
ED1		Invest in key sectors including the Blue Economy, Health & Life Sciences, Arts & Culture, Tourism & Hospitality, Food		
	A.	Work with anchor institutions to align their growth with economic development targets.	medium term	ED/DPD
	B.	Pursue funding from relevant federal agencies for the attraction and growth of these industries.	short term	ED/DPD
	C.	Combine City and state efforts to ensure that maximum resources are available to prospective industries.	medium term	ED/DPD
	D.	Ensure that marketing efforts are focused on highlighting the success in these key sectors to build Providence's related brand.	medium term	ED/DPD
	E.	Invest in Providence's waterfront for economic growth.	long term	DPD/ED
ED2		Ensure that Providence is the best-run city for businesses and residents		
	A.	Make long-term investments in City infrastructure including streets and sidewalks.	ongoing	DPW, DPD
	B.	Utilize the city's 311 systems to ensure that constituent complaints are addressed in a timely manner.	ongoing	MCCS
	C.	Partner with businesses in commercial corridors to address quality of life issues.	medium term	ED/DPD
	D.	Simplify planning and permitting processes to ensure that projects that are in compliance with city regulations can move quickly to implementation.	medium term	DPD, DIS
	E.	Work with the City Council to evaluate and support TSAs that support economic development goals.	short term	ED
	F.	Study and implement reductions to commercial tax rates to ensure Providence's business environment is competitive.	short term	ED
ED3		Support & grow our small business community		
	A.	Provide dedicated customer service to Providence small businesses.	ongoing	ED
	B.	Support MWBE businesses to become certified and compete in City procurements.	ongoing	ED
	C.	Invest in high quality local business support programs.	short term/ongoing	ED
	D.	Work with business incubators to rationalize approaches and implement strategies to incentivize new businesses to stay in Providence.	short term	ED
ED4		Facilitate access to capital for new and growing businesses		
	A.	Utilize the Providence Business Loan Fund to support a diverse community of small businesses.	short term	PBLF
	B.	Prioritize the allocation of funding to the Providence Redevelopment Agency for gap funding of priority projects.	short term	PRA
ED5		Invest in and develop our workforce		
	A.	Utilize federal workforce dollars to invest in career pathways programs that result in family sustaining jobs.	medium term	ED
	B.	Establish a vision and plan for the City's First Source program to ensure that Providence residents have access to today's jobs.	short term	ED
	C.	Establish core learning standards across all city funded youth employment programs	medium term	ED
	D.	Link industry partners to PPSD CTE programs	medium term	ED
	E.	Work with local institutions of higher education to incentivize graduates with high demand credentials to stay in Providence	medium term	ED

People & Public Spaces

Objective	Strategy	Description	Timeline	Lead
PS1		PROGRAMMING OPPORTUNITIES		
	A.	Provide a diversity of programming at park facilities.	ongoing	Parks
	B.	Diversify and expand programmed athletic opportunities in parks.	ongoing	Parks/Rec
	C.	Expand parks programming for youth.	medium term	Parks
	D.	Develop new space(s) for large-scale festivals.	medium term	Parks
	E.	Support and encourage public art in public spaces.	ongoing	ACT
	F.	Expand use of school facilities for programs through interdepartmental collaboration.	medium term	PPSD
	G.	Collaborate with organizations to enhance access to programming and educational opportunities.	short term/ongoing	ACT, Parks
	H.	Adapt parks programming to changing demographics.	short term/ongoing	Parks
	I.	Support federal and state parks and rec plans that help implement this plan.	short term/ongoing	Parks/Rec
PS2		SUSTAIN OUR PARK ASSETS		
	A.	Supplement City funding with additional funds from users, concessions, lease agreements, grants.	short term/ongoing	Parks
	B.	Supplement City maintenance resources with maintenance sharing agreements.	short term/ongoing	Parks
	C.	Collaborate with institutions, businesses, organizations to sponsor and fund programs.	short term/ongoing	Parks/Rec
	D.	Ensure balance between services, fees, programming.	short term/ongoing	Parks/Rec
	E.	Establish reasonable and feasible maintenance standards.	short term/ongoing	Parks/Rec
	F.	Increase park maintenance staff during peak seasonal periods.	short term	Parks
PS3		LINK PUBLIC SPACES		
	A.	Continue to develop a connected system of greenways for continual access along the waterfront and through neighborhoods.	long term	DPD, Parks
	B.	Strategically acquire parcels to link open space.	long term	Parks
	C.	Explore public and private land opportunities to provide continuous public access to waterfront along rivers and ponds without land acquisition.	long term	Parks, DPD
	D.	Collaborate across City departments & with community organizations to ID and implement improvements to bike & ped networks.	medium term	DPD
	E.	Through development incentives, negotiation, other mechanisms, create publicly accessible open spaces through private land development.	medium term	DPD, Parks
PS4		INCREASE ACCESS TO PARK FACILITIES		
	A.	Prioritize development of new parks and improvements to existing parks.	short term/ongoing	Parks
	B.	Provide park and rec facilities in proximity to schools.	medium term	Parks
	C.	Expand and diversify park use opportunities.	short term/ongoing	Parks
	D.	Increase accessibility of park facilities for all physical abilities, incorporating universal design, PROWAG, infrastructure like picnic tables.	medium term	Parks
PS5		STEWARDSHIP OF RESOURCES		
	A.	Promote public access to waterfront and water-based rec activities.	medium term/ongoing	DPD, Parks
	B.	Explore opportunities to create new open spaces along waterways.	long term	DPD, Parks
	C.	Encourage conservation, restoration, preservation of environmentally sensitive areas; expand conservation areas.	short term	DPD, Parks
	D.	Continue study and implementation of best practices in climate resilient park and conservation area design, supporting management of stormwater, sea level rise, and extreme heat.	short term/ongoing	Parks

	E.	Encourage pedestrian access to and passive use of conservation areas.	ongoing	Parks
	F.	ID and protect key vistas and view corridors.	medium term/ongoing	DPD
	G.	Ensure stewardship of historic park facilities and landscapes.	ongoing	Parks
	H.	Promote restoration of historic park sculptures through public/private partnerships.	medium term	Parks

PS6		COMMUNITY INVOLVEMENT		
	A.	Encourage community ownership of neighborhood parks, civic, public spaces.	ongoing	Parks
	B.	Develop ongoing process for updating resident interests and needs for parks and rec programming.	short term	Parks
	C.	Provide opportunities for community input in park and rec facility renovation.	short term	Parks
	D.	Increase public knowledge about exiting park and rec spaces, athletic, arts and performing arts programming.	short term	Parks
	E.	Promote a civic culture of properly caring for public spaces.	ongoing	Parks

PS7		COMMUNITY GARDENING		
	A.	Work with residents & community groups to identify viable community garden spots.	medium term	Parks
	B.	ID & prioritize community garden expansion in neighborhoods lacking community gardens or access to healthy food.	medium term	Parks
	C.	Expand community gardening opportunities on under-utilized park land.	short term	Parks
	D.	Investigate ways to ID & match potential park-owned garden sites with growers.	short term	Parks
	E.	Continue to aspire to every resident living within a 10-minute walk of a community garden.	ongoing	Parks

Mobility

Objective	Strategy	Description	Timeline	Lead
M1		BUS		
	A.	Encourage RIPTA and the State to improve the transit experience in Rhode Island.	short term	DPD/Mayor
	B.	Advocate for sufficient funding to not only maintain existing service levels but increase them in line with the recommendations of the state-adopted Transit Master Plan (\$250-\$400 million per year)	medium term	DPD/Mayor
	C.	Advocate for expanded eligibility for free or reduced fare bus passes provided that the overall system is adequately funded.	short term	DPD/Mayor
	D.	Advocate for increased frequency of bus service in line with the recommendations of the state-adopted Transit Master Plan	medium term	DPD/Mayor
	E.	Advocate for new bus routes between neighborhoods and stopping at grocery stores, including on Valley Street (N7 in the 2020 Transit Master Plan), along Dean Street from the VA Hospital to RI Hospital (N9), and between Olneyville Square and Eddy Street (N13)	medium term	DPD/Mayor
	F.	Advocate for reduced emissions from buses especially in environmental justice areas through the introduction of more electric buses.	short term	DPD/Mayor
	G.	Advocate for frequent service on more routes later into the evening.	short term	DPD/Mayor
	H.	Improve infrastructure to prioritize buses and bus passengers especially on the highest frequency corridors including the creation of dedicated roadway right-of-way for the exclusive use of buses in high-frequency corridors.	medium term	DPW/DPD
	I.	Establish and implement clear standards for prioritization of curb uses, including the preference for bus stops, where needed, over other uses.	short term	DPW/DPD
	J.	Ensure sufficient sidewalk and ADA infrastructure exists at bus stops and to access bus stops.	short term	DPW/DPD
	K.	Encourage large employers and institutions to offer subsidized transit passes.	ongoing	DPD/Mayor/Council
	L.	Ensure the bus hub feels clean, safe, and welcoming for all users.	medium term	DID/Parks/RIPTA
	M.	Focus residential growth around existing high-frequency transit corridors, such as North Main Street.	medium term	DPD
	N.	Support RIPTA in its process to establish a new, world-class transit center that meets the needs of RIPTA operations, transit users and Providence's planning and economic development goals.	medium term	Mayor/Council
M2		RAIL		
	A.	Encourage RIDOT and MBTA to provide more frequent and faster regional rail service to Boston and RI TF Green Airport, especially in off-peak hours.	medium term	DPD/Mayor
	B.	Focus growth within ¼ mile of Providence Station.	short term	DPD
	C.	Advocate to electrify MBTA line to enable faster service with reduced emissions.	short term	DPD/Mayor
M3		WALKING		
	A.	Improve safety where pedestrians must cross motor vehicle traffic, prioritizing pedestrian safety over traffic flow.	short term/ongoing	DPW/DPD
	B.	Update all traffic signals to provide pedestrian phasing such as Leading Pedestrian Intervals or exclusive pedestrian phasing and keep signal cycles short and efficient to minimize waiting and unsafe crossing.	medium term	DPW
	C.	Where possible, restrict right turns from a red light at any location where unrestricted turns are detrimental to pedestrian safety.	medium term	DPW/Council
	D.	Add crosswalk markings and accessible ramps to every crosswalk location where they are absent.	medium term	DPW
	E.	Work with RIDOT to improve the safety and comfort of pedestrians on highway crossings.	medium term	DPD/DPW
	F.	Install sidewalk bump-outs at corners to increase pedestrian visibility and enforce illegal parking rules adjacent to crosswalks, where possible	medium term	DPD/DPW

	G.	Create more and better spaces that are designed for walking.	ongoing	DPD/DPW
	H.	Improve maintenance of sidewalks so that accessible paths compliant with federal ADA and Public Right of Way Accessibility Guidelines (PROWAG) are available throughout the city.	short term/ongoing	DPW
	I.	Improve design standards for street trees to both provide more shade to sidewalk users and avoid trip hazards created by tree roots up-lifting the sidewalk.	short term	DPW/City Forester
	J.	Focus residential and commercial growth in locations within ¼ mile of commercial districts.	short term	DPD
	K.	Improve policies around clearance of snow from sidewalks and bike lanes.	short term	DPW/DPD
	L.	Create a clear and implementable strategy to mitigate issues where tree growth is reducing sidewalk accessibility.	short term	DPW/City Forester

M4	BICYCLING			
	A.	Provide a connected, safe and intuitive “All Ages and Abilities” network of spaces to bike without fear of car traffic within ¼ mile	medium term	DPD/DPW
	B.	Increase the number of intersection crossings that provide dedicated bicycle signal phases	medium term	DPW
	C.	Work with RIDOT to improve the safety and comfort of bicyclists on highway crossings and state-owned roadways	medium term	DPD/DPW
	D.	Continue and expand programs that encourage more people to make trips by bicycle.	long term	DPD
	E.	Establish a program to assist private property owners in upgrading bicycle parking to a useable standard	medium term	DPD
	F.	Continue to provide shared micromobility services, improving parking compliance and service levels; consider establishing a City-owned bike share system.	medium term	DPW/DPD
	G.	Encourage events such as Cycloviva and social bike rides accessible to a wide range of residents.	medium term	DPD/HHS
	H.	Consider supplementing State incentives for e-bikes with a City incentive.	medium term	Mayor/Council

M5	DRIVING			
	A.	Mitigate negative impacts driving has on quality of life and quality of mobility options.	ongoing	all
	B.	Consider traffic congestion mitigation measures at any locations under City jurisdiction in the RI Congestion Mitigation Plan	medium term	DPD/DPW
	C.	Consider lowering statutory speed limits on local residential streets to 20mph	short term	DPW/Council
	D.	Expand the use of Speed Safety Cameras, which reduce speeding in school zones by 63%, crashes on urban principal arterials up to 54%, and fatalities and injuries by 20% to 37%	medium term	DPW/PPD
	E.	Expand camera uses to enforce other moving violations, namely, blocking the box.	medium term	DPW/PPD
	F.	Improve driving behavior, potentially by working with the state and local driving instructors on Driver’s Education	ongoing	DPD
	G.	Prohibit right turns at red lights in more locations.	medium term	DPW/Council
	H.	Work with industrial stakeholders to reduce diesel emissions in frontline communities	ongoing	DPD/Sustainability
	I.	Upgrade all city vehicles and school buses to electric	long term	Sustainability/PPSD
	J.	Advocate for sound barriers and pollution-mitigating features such as vegetation between urban highways and abutting residential areas	long term	DPD/Council
	K.	Discourage the development of new gas stations within City limits.	short term	DPD
	L.	Encourage the installation of electric vehicle charging stations when existing gas stations are updated/rehabilitated	short term	DPD
	M.	Restrict the development of new drive-thru businesses, particularly in high priority growth corridors	short term	DPD
	N.	Improve Overnight Parking Permit program to increase participation	short term	DPW
	O.	Eliminate parking minimums for new development and considering the establishment of maximum parking levels.	short term	DPD
	P.	Discourage new surface parking lots while encouraging the redevelopment of existing surface parking lots	short term	DPD
	Q.	Expand snow parking pilot to allow reverse-side parking during snow events	medium term	DPW

	R.	Encourage employers that offer free or subsidized parking to offer workers the option to cashout their parking on a daily or monthly basis.	medium term	DPD/Council
	S.	Create and implement standards to increase the frequency of accessible parking spaces and loading zones in business districts.	medium term	DPW

M6		FREIGHT		
	A	Improve facilities to facilitate more efficient movement of freight within Providence.	ongoing	DPW/DPD/RIDOT
	B	Pursue creation of consolidation facilities to allow large vehicles organized by supplier to distribute goods into smaller vehicles organized by destination, of a more suitable scale for Providence's streets. Such facilities could be located at the periphery of the urban core with easy access to regional freight routes.	long term	DPD/Economic Development
	C	Work with RI Statewide Planning, RI Freight Committee, and stakeholders to designate truck routes and feasible restrictions on other streets including such policies as specific hours of use and parking limits	medium term	DPD/DPW
	D	Implement the State's EV truck charging plan, including installation of charging infrastructure for heavy-duty trucks at the Port of Providence	long term	DPD/Sustainability
	E	Consider improving access from the Port of Providence onto I-95 South. According to the State Freight Plan, "Solution could add direct access to I-95 SB, identify alternate route, or add pavement/ restriping to improve turning radii. Would improve marine port access, reduce truck activity on local roads, and improve operational efficiency for trucks accessing the port."	medium term	DPD/RIDOT
	F	Consider improving access between Route 146 and West River Street: According to the State Freight Plan, "Trucks serving the USPS RI Central facility and West River industrial area have difficulty turning left off Route 146 onto Admiral, due to need for wide turn which conflicts with auto traffic."	medium term	DPD/DPW
	G	Advocate for improved infrastructure to ensure freight rail traffic through Providence Station can be made efficiently and safely	ongoing	DPD/Amtrak/RIDOT
	H	Work with Port of Providence stakeholders to ensure access roads to the Port of Providence are in adequate state of repair	ongoing	DPW
	I	Mitigate negative impacts freight traffic has on quality of life and other modes of travel	ongoing	DPD/Sustainability/Council
	J	Enforce idling regulations to minimize unnecessary tailpipe pollution.	short term/ongoing	PPD/DEM/Port Community Working Group
	K	Utilize existing rail right-of-way to allow freight traffic to avoid city streets.	ongoing	DPD/RIDOT
	L	Encourage the use of and advocate for requiring Lateral Protective Devices (LPDs) on large trucks to minimize risk to vulnerable road users.	medium term	DPD/Council
	M	Establish incentives to shift freight deliveries on city streets to less congested times of day.	medium term	DPW/DPD
	N	Encourage the use of urban-scale delivery vehicles such as cargo bicycles, medium-duty trucks, and light-duty trucks for last-mile deliveries within the city by creating regulation and incentives for companies to down-size their fleets.	medium term	DPD/Economic Development
	O	Develop an active curbside asset database showing the location and size of existing loading zones, curb cuts, hours of operation, and other pertinent infrastructure, markings, and signs.	short term/ongoing	DPW
	P	Evaluate and modify traffic patterns to reduce emissions in frontline communities: Work with the state and frontline communities to reduce transportation related air pollution, beginning with areas of high cumulative pollution. Conduct a study of truck traffic and identify corridors and neighborhoods where truck routes and related infrastructure should be eliminated or rerouted to reduce diesel emissions burden in high residential and air pollution areas. Ensure involvement of frontline community members in future corridor planning, especially related to on-ramps and other major highway projects.	medium term	DPD/Sustainability/DPW
	Q	Advocate for reducing emissions from trucks: Identify resources and programs to improve efficiency and EV infrastructure for buses, garbage trucks, construction and other commercial trucks working in Providence's frontline communities.	long term	Sustainability
	R	Incentivize more efficient shipping practices including infrastructure for more fuel-efficient vessels coming in and out of the Port.	long term	DPD/Sustainability

	S	Set short-, medium- and long-term emissions reduction targets and create plans to meet targets.	ongoing	Sustainability
	T	Work to reduce fossil fuel and other hazardous materials import and export.	long term	Sustainability

Housing

Objective	Strategy	Description	Timeline	Lead
H1		IMPROVE & PRESERVE EXISTING HOUSING		
	A.	Encourage retention & revitalization of existing housing stock.	ongoing	HHS / DPD
	B.	Strictly enforce maintenance codes and encourage housing rehabilitation by providing funds for repairs.	long term	DIS/HHS
	C.	Enhance & expand housing improvement loan and grant funds for critical safety repairs & code deficiencies.	short term	HHS/DIS
	D.	Use Lead Safe Providence program to provide low-barrier, no-cost lending for lead paint mitigation and provide other health & safety upgrades to eligible rental properties.	short term	HHS/DIS
	E.	Use techniques such as land banking, assemblage, strategic acquisition by the PRA to develop affordable & mixed-income housing.	medium term/ongoing	PRA
	F.	Increase environmental enforcement of vacant and blighted lots.	ongoing	DIS
	G.	Utilize Providence Housing Trust Fund and HUD entitlement grants to preserve properties with expiring affordability covenants & to acquire and deed-restrict affordable housing.	short term	HHS
	H.	Pair assistance types cited above with rental restrictions to discourage displacement.	short term	HHS
	I.	Expand knowledge of, access to, investment in energy efficiency & weatherization programs that decarbonize buildings and lower energy costs.	ongoing	HHS
H2		PRODUCE NEW HOUSING FOR ALL		
	A.	Provide diversity in type, density, location of housing to provide adequate supply of safe, sanitary housing at price levels appropriate to financial capabilities of all residents.	ongoing	HHS
	B.	Promote diverse housing market to meet increasingly specialized housing requirements--elderly, disabled, student population, etc.	ongoing	HHS
	C.	Encourage & develop home ownership and rental opportunities for all income groups.	medium term	HHS
	D.	Encourage development of housing in rehabbed older commercial buildings & new structures. High-quality adaptive reuse of mills & offices offer opportunity for revitalization.	ongoing	HHS
	E.	Encourage development of live/work housing for artists and craftspeople in old commercial & industrial buildings.	medium term	HHS
	F.	Enable & encourage developmet of accessory units and "Missing middle" housing types that have potential to increase residential density and add units while preserving neighborhood character & design standards.	medium term	
	G.	Encourage development of housing on existing & potential transit corridors.	medium term	DPD
	H.	Focus on rehab of foreclosed &/or blighted multi-family for affordable owner-occupied rental or CBO-owned rental housing.	short term	HHS
	I.	Encourage development of housing for residents at all points of the income spectrum.	ongoing	HHS
	J.	Encourage & support equal access housing for all people regardless of race, color, sex, marital status, sexual orientation, religion, national origin, physical or mental ability.	ongoing	HHS
	K.	Work with RI Housing and Dept of Housing to preserve affordable housing.	ongoing	HHS
	L.	Work with Providence Housing Authority to modernize & redevelop public housing assets with goal of preserving & expanding number of long-term low-income and affordable units.	ongoing	HHS
	M.	Continue to support programs that encourage developers to build housing that is affordable to all, including evaluating feasibility of inclusionary zoning.	short term	DPD
	N.	Develop process to streamline permitting process for developers of affordable & workforce housing.	short term	DPD, DIS
	O.	Support for-profit and non-profit organizations and encourage collaboration for development of affordable housing.	ongoing	HHS
	P.	Develop programs & regulations to increase development of affordable housing.	short term	HHS
	Q.	Require colleges & universities to develop plans for additional on-campus student housing.	medium term	DPD

	R.	Continue to study and implement best practices in anti-displacement strategies; work with residents & neighborhood organizations to address resident displacement.	ongoing	DPD
	S.	Ensure processes related to TSAs and other incentives are clear, predictable, and designed to incentivize development at all price levels.	short term	DPD

H3		SPECIAL NEEDS HOUSING		
	A.	Encourage programs that will increase supply of accessible housing.	ongoing	HHS
	B.	Expand or partner with programs that allow elderly homeowners who wish to age in place to modify their homes.	short term	HHS
	C.	Work with owners of subsidized elderly housing complexes to maintain buildings as affordable housing for elderly.	medium term	HHS
	D.	Encourage & support rehab of housing units to make them accessible.	short term	HHS
	E.	Provide incentives to encourage construction of accessible units. Encourage & give preference to projects applying for Housing Trust or other subsidies that utilize Universal Design.	short term	HHS
	F.	Encourage & support permanent supportive housing for those with special needs.	medium term	HHS
	G.	Encourage development of programs that will assist homeless in acquiring permanent residences.	short term/ongoing	HHS
	H.	Support continued operation of emergency shelters; enact land use/zoning changes that allow emergency & transitional shelters, special needs facilities of appropriate size by right in residential and mixed-use areas.	ongoing	DPD, DIS
	I.	Support agencies that provide housing and support services to homeless persons and families.	ongoing	HHS

H4		HOUSING DESIGN		
	A.	Encourage energy-efficient residential design and construction through the use of LEED, Energy Star and other green building st	short term	DPD, DIS
	B.	Encourage the decarbonization of residential buildings through best practice regulations a initiatives including expanding energy efficiency programs, encouraging heat pumps, requiring energy performance disclosures, and discouraging gas hookups in new construction, with emphasis on programs that prioritize investment in disadvantaged communities.	short term	Sust., HHS
	C.	Prepare for more frequent extreme weather events by studying and implementing best practice resilient housing design standards and stormwater management practices (e.g. increased permeable surfaces) that address conditions including sea-level rise, riverine and nuisance flooding, and extreme heat.	medium term	DIS
	D.	Create design standards for quality residential construction complementary to the character and qualities of Providence's histor	short term	DPD/HDC, DIS
	E.	Refine regulations for quality residential site design.	short term	DPD, DIS
	F.	Develop a pattern book of pre-approved residential designs and plan sets based on Providence's vernacular architecture, including of two, three, and multi-family dwelling types, "missing middle" housing types, and accessory dwelling units.	short term	DPD/HDC
	G.	Determine appropriate residential densities to accommodate growth in areas of change, while valuing the preservation of local communities and their built character	short term	DPD

H5		HOUSING AND TRANSIT		
	A.	Amend the zoning ordinance to create nodes to focus medium density and high-density development, including institutions, in	short term	DPD
	B.	Work with RIPTA and developers to promote transit-oriented development as a tool for growth in housing and as an economic development.	medium term	DPD
	C.	Place new residential developments at locations that increase potential ridership on the transit system and support Providence as the region's employment and cultural center.	medium term	DPD
	D.	Work with RIPTA to locate transit-oriented development nodes near amenities like parks, schools, job centers, and grocery stores to maximize the benefits of the public's investments to as many households as possible	medium term	DPD

H6		HOUSING AND THE REGION		
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	A.	Encourage the state to develop special needs and affordable housing in other communities and enforce other municipalities' co	ongoing	HHS
	B.	Encourage the state to continue to create new, dedicated funding sources (such as the State Housing Tax Credit Program launched in 2024) for housing development; with a dedicated percentage of the funds set aside for Providence and other urban core communities.	ongoing	DPD
	C.	Encourage the state to reinstate the state Historic Tax Credit Program to facilitate further preservation and redevelopment in Providence.	short term	DPD/HDC
	D.	Encourage the state to facilitate development within growth areas through targeted financial incentives and zoning requirements.	short term/ongoing	DPD

Community Services & Facilities

Objective	Strategy	Description	Timeline	Lead
CS1		CITY SERVICE COORDINATION		
	A.	Continue centralizing constituent service requests through a central public facing hub (PVD 311).	ongoing	MCCS
	B.	Improve public awareness of PVD 311 through additional signage, community outreach events, public advertising, and other best practices.	medium term	MCCS
	C.	Improve accessibility and user experience of PVD 311, potentially through additional channels of communication, such as virtual chat and email.	short term	MCCS
	D.	Continue to expand the services and information that can be requested via PVD 311.	ongoing	MCCS
	E.	Continue improving the integration of PVD 311 requests and City department workflows, with transparent and regular progress updates reported back to constituents.	ongoing	MCCS
	F.	Study how innovative new technologies, like generative artificial intelligence, can be used to improve PVD 311.	medium term	MCCS
CS2		POLICE, FIRE AND PUBLIC SAFETY		
	A.	Support innovation in methods and technology to advance the work of the police and fire departments.	short term	PPD, PFD
	B.	Coordinate the operations of the police and fire departments and support inter-operational systems like dispatch.	short term	PPD, PFD
	C.	Maintain and support programs to address substance use and prevent overdoses, including emerging best practices in public health, exemplified by RI's first overdose prevention center and in the City of Providence's overdose prevention plan.	ongoing	Public Safety
	D.	Coordinate disaster operations and Homeland Security functions with the Providence Emergency Management Agency (PEMA).	short term/ongoing	PEMA
	E.	Promote ongoing training and certification of police and fire personnel.	ongoing	PPD, PFD
	F.	Promote fire prevention and safe buildings.	ongoing	PFD
	G.	Maintain and improve public education efforts such as the smoke and carbon monoxide detector program.	ongoing	PFD
	H.	Coordinate fire and police operations with code enforcement.	short term	DIS, Public Safety
	I.	Promote accessible routes for fire and emergency response; this also entails effective and legible street and directional signs.	short term	PFD
	J.	Improve traffic safety citywide, emphasizing pedestrian and bicycle as well as automobile safety.	short term/ongoing	DPW
	K.	Educate the public on the proper use of the 911 system and non-emergency line to reduce abuse of the system.	short term/ongoing	Public Safety
	L.	Continue to support and emphasize the importance of community policing and community engagement in all departments.	ongoing	PPD
	M.	Improve enforcement of traffic regulations citywide, including by studying and utilizing new technology and best practices.	ongoing	PPD
	N.	Review and develop public safety strategies around nightlife, to ensure that Providence is a safe destination for active nightlife that contributes to and does not detract from quality of life in the city.	short term	PPD, PFD
CS3		EMERGENCY MANAGEMENT		
	A.	Update hazard assessments to incorporate the latest data and scientific understanding with an emphasis on future projections to ensure readiness for evolving threats.	short term	PEMA
	B.	Before designing mitigation measures, study and leverage nationwide best practices, explore nature-based solutions, perform a "root cause analysis," and understand the design of legacy systems in the context of current and future capacity needs.	ongoing	PEMA

	C.	Foster collaboration between different systems and agencies to create more cohesive and efficient mitigation opportunities.	ongoing	PEMA
	D.	Leverage emerging opportunities presented by new regulations (e.g. Executive Order 20-01: Advancing a 100% Renewable Energy Future for Rhode Island by 2030) and technological advancements, while concurrently mitigating the risks or challenges that they introduce.	medium term	PEMA
	E.	Tailor hazard mitigation strategies to align with the evolving landscape and its novel ramifications.	medium term	PEMA
	F.	Increase public involvement in disaster preparedness through education and outreach programs.	short term/ongoing	PEMA
	G.	Uplift community organizations in emergency response by encouraging community-driven ideas and solutions and providing resources to ensure success.	short term	PEMA
	H.	Build up the financial resilience of Providence communities and provide aid after catastrophic losses.	medium term	
	I.	Ensure that policy, building code, and investment decisions are proactive and adaptive, aligning with the current and future risk environment and mitigation best practices to safeguard communities.	ongoing	PEMA

CS4		Water		
Protect the City's water supply by:	A	Implementing a watershed protection plan for the entire Scituate Reservoir system watershed area.	medium term	ProvWater
	B	Continuing use of the watershed protection surcharge for watershed land acquisition.	ongoing	ProvWater
	C	Protecting and preserving the watershed land of the Scituate Reservoir by mandating additional regulations to restrict pedestrian and vehicular access to the reservoir.	short term	ProvWater
	D	Continuing to support all watershed protection efforts, including use of the power of eminent domain to acquire property rights.	medium term	ProvWater
	E	Working to create emergency connections with other water providers throughout the state and region based on the recommendations of the supplemental water supply study.	short term	ProvWater
	F	Working to amend the enabling legislation for the PWSB to allow the City to reserve enough water for its future needs.	medium term	ProvWater
	G	Working with the State to plan for statewide water supply challenges and needs.	long term	ProvWater, Statewide Planning
Maintain the City's water supply by:	H	Discouraging industrial use of potable water when other water sources can be made available or technology can minimize the need.	short term	ProvWater
	I	Encouraging users to create gray water systems to lessen demand on the potable water supply.	medium term	ProvWater
	J	Meeting and exceeding all applicable water quality regulations.	long term	ProvWater
	K	Continuing to upgrade and maintain infrastructure throughout the system, including the replacement of lead service lines, with proper notification and outreach to eligible families about incentive programs and health risks.	long term	ProvWater
Upgrade the water supply system by:	L	Addressing storage and distribution problems in order to cope with predicted long-term growth in the service region and population served.	medium term	ProvWater
	M	Conducting studies of water system demand, safe yield, and facilities needs to ensure that future needs for water are met.	short term	ProvWater
	N	Improving the water distribution system with the installation of state-of-the art equipment and infrastructure.	long term	ProvWater
	O	Completing installation of automated water meters throughout the system.	long term	ProvWater
	P	Exploring new areas for potential to serve as reservoirs for additional water supply.	medium term	ProvWater

CS5		Wastewater		
The City shall ensure efficient operation of city wastewater facilities by:	A	Pursuing funding opportunities to maintain and improve City owned wastewater lines and storm water treatment systems.	medium term	DPW
	B	Pursuing legislation for revenue sharing with NBC to ensure maintenance of City-owned wastewater lines.	medium term	Mayor's Office, DPW, NBC
	C	Continuing to ensure that all new development and redevelopment projects include separate wastewater and storm water lines.	ongoing	DPD, DPW, DIS
	D	Incorporate Best Management Practices (BMPs) for storm water to limit storm water flow into the city's rivers and combined sewers, reducing outfall, flow and capacity issues.	short term	DPW, NBC, DPD
	E	Expand and incentivize the use of innovative storm water management interventions, such as green infrastructure, de-paving and rain gardens, especially in anticipation of increased extreme weather events associated with climate change.	medium term	DPW, DPD, Parks
	F	Amending regulations to allow the operation of grey water systems to reduce the amount of wastewater entering the treatment system.	medium term	DPW, NBC
Encourage NBC to ensure the efficient and effective operation of its wastewater facilities by:	G	Completing Phase III of the Combined Sewer Overflow Abatement Project.	long term	NBC
	H	Continuing the Combined Sewer Monitoring and Metering Program which provides capacity and maintenance analysis.	ongoing	NBC, DPW
	I	Making sewer improvements which include: video inspection of all sewer lines, development of an asset management program linked to GIS and upgrading infrastructure as needed.	ongoing	NBC, DPW
	J	Ensuring ability to maintain and upgrade infrastructure through review and enforcement of all overland maintenance easements.	medium term	NBC, DPW
	K	Preparing treatment facilities for the effects of climate change, including sea level rise and storm surge risks at Field's Point.	medium term	NBC, DPW

CS6		Solid Waste Collection and Disposal		
	A	Expand recycling and composting public education and enforcement measures to increase citywide recycling rates to meet and exceed the 35% recycling and 50% diversion rates required by the Rhode Island Resource Recovery Corporation (RIRRC).	ongoing	DPW
	B	Encourage, invest in, and dramatically expand recycling and composting programs to reduce the amount of solid waste sent to the landfill, and consider implementing incentives to do so.	medium term	DPW, non-profits
	C	Study and consider launching a municipal compost program that collects food waste and yard debris and sells compost back to residents for use.	short term	DPW
	D	Promote the beneficial reuse of materials.	ongoing	DPW
	E	Work with RIRRC and RIDEM to have multi-family housing solid waste reclassified as municipal waste rather than commercial to facilitate recycling at these properties.	medium term	DPW, DPD
	F	Encourage and support the work of non-profit groups and community organizations to help reduce litter and dumping in the city's neighborhoods and promote the proper disposal of solid waste.	ongoing	DPW, non-profits
	G	Educate consumers regarding the impact of purchases on waste generation and reduction, and materials recovery, through the purchase of recycled content products, and the purchase of products with reduced toxicity and packaging.	ongoing	DPW, PPSD

	H	Encourage industrial processes that generate reduced amounts of waste.	ongoing	DPD, DPW
	I	Encourage local businesses and industries to recycle and to use recycled and recyclable products.	ongoing	DPW, ED
	J	Promote litter prevention efforts at the local and state levels, stressing the protection of waterfront areas and waterbodies, and establishes a culture of stewardship of public spaces.	short term	DPW
	K	Continue to modernize the City's solid waste management system.	medium term	DPW
	L	Investigate the feasibility of a municipal Pay as You Throw program for Providence.	medium term	DPW
	M	Work with RIRRC to expand the list of acceptable recyclables (i.e. colored glass, plastic types 3 through 7).	medium term	DPW
	N	Work with RIRRC and RIDEM to expand the Recycle Together public education program.	medium term	DPW

CS7		Energy		
	A	Work with local generators and distributors by providing them with city plans for growth and change as they plan for the future utility needs of city and state residents.	short term	DPD, Sustain., RI Energy
	B	Discourage the development of private generators using fossil fuels as a primary fuel and encourage the development of generators using renewable energy sources and heat pumps.	short term	DPD, Sustain., RI Energy
	C	Transition energy supply to renewable sources such as wind, solar, geothermal, and tidal.	medium term	Sustainability, RI Energy
	D	Encourage utility companies to use best and most advanced technology to minimize environmental impacts on air quality.	short term	Sustainability, RI Energy
	E	Encourage co-generation of electricity, including home and community solar programs.	ongoing	Sustainability, RI Energy
	F	Promote conservation of existing energy resources through education programs.	ongoing	Sustainability, RI Energy
	G	Create standards for the siting and design of physical plants, service vaults, transformers, and electric and gas meters within the city limits.	short term	DPD, Sustainability
	H	Work with the city's institutions to incorporate energy sustainability and net-zero, LEED, and passive building standards into their master plans.	medium term	DPD, Hospitals, Universities
	I	Increase participation in RePOWER PVD the City's voluntary energy challenge program.	ongoing	Sustainability
	J	Prioritize electric and alternative fuel vehicles when adding to the City's fleet.	ongoing	Public Property
	K	Develop plans and strategies to ensure all municipal buildings are carbon-neutral by 2040.	long term	Public Property
	L	Determine locations where wind turbines and solar farms could be constructed in the city, under certain conditions.	medium term	DPD, Sustainability

CS8		Schools		
Improve academic achievement for all children and increase the graduation rate	A	Increase the number of PPSD school that are rated 2-stars or higher by the state evaluation system.	short term	PPSD
	B	Increase the number of parents and caregivers engaged with PPSD formal community engagement structures.	ongoing	PPSD
	C	Increase the percentage of students who are present 90% of the school year.	ongoing	PPSD
	D	Increase the percentage of students who are meeting and exceeding their Multilingual Learner (MLL) targets on the ACCESS assessment	ongoing	PPSD
	E	Increase the percentage of students meeting and exceeding expectations in 3 rd grade ELA RICAS.	ongoing	PPSD
	F	Increase the percentage of students meeting and exceeding expectations in 3 rd grade Math RICAS.	ongoing	PPSD
	G	Increase the percentage of PPSD students who graduate within four years.	ongoing	PPSD
	H	Increase the percentage of students who graduate with college credit, AP credit or a CTE credential.	ongoing	PPSD

graduation rate by:	I	Developing partnerships with local colleges and universities, as well as major employers and foundations to ensure students have access to opportunities.	short term	PPSD
	J	Recruiting highly effective teachers and school leaders who reflect Providence’s diversity and are focused on student growth and achievement.	ongoing	PPSD
	K	Collaborating with local colleges and universities on teacher training, education curriculum and continuing education opportunities to ensure teachers are highly qualified.	short term	PPSD
	L	Working with local businesses, institutions and non-profit agencies to develop school-to-career programs and cooperative work experiences that provide practical application of academic knowledge and prepare students to join the workforce.	medium term	PPSD, ED
	M	Exploring partnerships with libraries and local colleges and universities to increase access to resources and programming.	short term	PPSD
	N	Collaborating with community organizations to expand Eat Play Learn and other year-round out of school educational, recreational and cultural activities for children of all ages.	ongoing	PPSD
Develop physical and social environments that are conducive to learning by:	O	Utilizing state and local bond funding to improve school facilities to meet current and future educational needs.	ongoing	PPSD
	P	Preserving the continuity of school communities and transform the middle school experience through the expansion of pre-kindergarten through 8 th grade school models.	short term	PPSD
	Q	Building new schools in strategic locations where Providence families are concentrated.	medium term	PPSD
	R	Building “newer and fewer” schools, to right-size the number of buildings to align with current and future projected enrollment.	medium term	PPSD
	S	Modernizing security and educational technology at all school buildings.	short term	PPSD
	T	Ensuring that new and rehabilitated schools are models of environmental sustainability and design excellence.	short term	PPSD
	U	Improving pedestrian and bicycle access to schools from the surrounding neighborhoods.	ongoing	PPSD, DPD
	V	Opening grounds and facilities for community use, such as recreation and joint landscaping projects, to create additional urban green space in neighborhoods.	short term	PPSD, Parks
	W	Exploring opportunities for the creation of joint-use facilities such as athletic, recreational, and libraries, with community organizations.	short term	PPSD
	X	Implementing maintenance programs for buildings and grounds.	short term	PPSD
	Y	Ensuring that schools are free from physical violence and psychological abuse such as bullying.	ongoing	PPSD
Z	Support efforts to create a predictable and fair school funding formula statewide that recognizes the particular challenges and needs of urban school systems.	short term	PPSD	

CS9	Library Services			
	A	Acquire, organize and maintain comprehensive collections that reflect diversity and a wide spectrum of views.	ongoing	PPL , CLPVD
	B	Provide specialized reference services.	ongoing	PPL , CLPVD
	C	Refine and expand library services statewide through the development and implementation of cooperative services and individual programs, with and for community and professional groups and individual experts.	medium term	PPL , CLPVD
	D	Improve the effectiveness of library services for children by developing and implementing programs, in cooperation with other organizations, that serve the child in the context of her/his family and the larger community.	short term	PPL , CLPVD
	E	Expand library services to adolescents.	short term	PPL , CLPVD
	F	Provide sufficient hours at all library locations to ensure that the needs of the community are met. Maintain a high standard of customer service in library staff to ensure that the needs of users are met.	short term	PPL , CLPVD
	G	Bridge the gap between those with ready access to information and those without by providing access to technology through the provision of up-to-date computer equipment, programs and access to the Internet.	short term	PPL , CLPVD

	H	Continue training and educational programs to inform and aid individuals accessing and using the library's electronic and physical information resources.	ongoing	PPL , CLPVD
	I	Provide remote access to library resources utilizing electronic databases.	medium term	PPL , CLPVD
	J	Provide access to library resources to individuals with disabilities including the provision of assistive technology for the vision and hearing-impaired.	short term	PPL , CLPVD
	K	Host community events at libraries to increase community awareness of library services and continue expanding library spaces as hubs for community connection.	ongoing	PPL , CLPVD

CS10		Recreation & Community Centers		
	A	Analyze changing neighborhood demographics and conduct community outreach to assess what community needs can be served by community facilities and programming.	short term	Recreation
	B	Enhance the physical infrastructure of recreation center buildings through capital improvements and grant funds, with attention to accessibility and climate resiliency.	medium term	Recreation, Public Property
	C	Consider developing new recreation centers in neighborhoods where there are lacking youth and community recreation opportunities.	medium term	Recreation, Public Property
	D	Improve the accessibility, outreach, and communication of recreation center programs and initiatives through improved technology, website, and use of social media.	short term	Recreation
	E	Expand relationships with community organizations to expand programs in line with the mission of the City and Department of Recreation	short term	Recreation
	F	Create opportunities for programming and initiatives that will enrich the experience of children, families, and community members by establishing opportunities to address athletics, health and wellness, food insecurity, and extended learning.	short term	Recreation
	G	Hire and train staff to advance the mission of the Department of Recreation.	short term	Recreation
	H	Develop relationships with elementary and secondary schools to build expand programming and extended learning opportunities.	short term	Recreation, PPSD
	I	Develop relationships with senior centers and assisted living facilities to expand programs for community members of all ages.	short term	Recreation, Senior Services

Arts & Cultural Resources

Objective	Strategy	Description	Timeline	Lead
AC1		ART AND WELL-BEING		
	A.	Integrate the arts in K-12 learning to advance environmental and community health.	short term/ongoing	PPSD
	B.	Increase support for artists who foster social cohesion and collective healing; create land-based projects and preserve ancestral knowledge.	short term	ACT
	C.	Draw attention to the intersection of art, culture, and well-being.	ongoing	ACT
	D.	Use creative strategies to support well-being in Providence communities impacted most by systemic racism and climate change.	ongoing	ACT
	E.	Fund artist-led design processes that connect art, health, and climate resiliency at the grassroots level.	ongoing	ACT
AC2		PLACEKEEPING IN NEIGHBORHOODS		
	A.	Support neighborhood-based artists, organizers and businesses who bring relevant art and live events to their neighborhoods.	ongoing	ACT
	B.	Commission artists to produce events, show work and perform in unexpected sites.	ongoing	ACT
	C.	Support public projects that advance a spatial justice framework.	ongoing	ACT
	D.	Invest in placekeeping strategies that preserve neighborhood-based cultural expression and strengthen a sense of belonging.	ongoing	ACT
AC3		CREATIVE WORKFORCE		
	A.	Address artists' basic needs, including developing and implementing strategies relating to fair wages and benefits, housing need	short term	ACT
	B.	Centralize resources for creative practitioners, including by facilitating opportunities for connection and professional development between artists and cultural organizations.	ongoing	ACT
	C.	Support creative entrepreneurs, including by highlighting creative businesses, training artists in business, and providing technical assistance and small business supports.	ongoing	ACT
	D.	Establish new and fortify existing pathways for young adult artists to explore careers in the creative sector.	short term	ACT
	E.	Hire artists and engage creatives in the development of civic projects and public policy, including by employing and supporting artists specializing in civic engagement and facilitation	short term/ongoing	ACT
AC4		CREATIVE ECONOMY		
	A.	Develop a more equitable and regenerative creative economy, including by adopting practices like providing general and flexible financial support to artists and arts businesses, offering more participatory budgeting opportunities, and sharing workspaces and resources.	medium term	ED
	B.	Dismantle barriers for arts businesses and organizations to grow at a sustainable pace and to build resiliency, including by government and non-profits prioritizing local creator and arts business hiring and improving procurement, permitting, and licensing processes.	short term	ED
	C.	Further develop Providence's life at night and music economy, including by funding and facilitating a life at night study and implementing its recommendations.	medium term	ED
AC5		RESILIENT NONPROFITS		
	A.	Develop racial equity goals and accountability structures.	medium term	ACT / Non-profits
	B.	Develop shared leadership models between government, non-profit, and community-based organizations.	medium term	ACT / Non-profits
	C.	Re-evaluate grant application and reporting processes to center accessibility, including language access and taking specific steps to rid applications of embedded racial bias.	short term	ACT
	D.	Develop interdisciplinary programs and collaborative cross-sector projects.	medium term	ACT

AC6		THE FUTURE OF ARTS TEACHING AND LEARNING		
	A.	Foster culturally responsive school communities.	ongoing	PPSD
	B.	Develop neighborhood-based, all-ages arts learning opportunities.	medium term	ACT
	C.	Create pathways for BIPOC arts educators and teaching artists to work in established creative businesses, nonprofit cultural organizations and schools.	medium term	ACT
	D.	Standardize systems for teaching artists working with PPSD.	medium term	PPSD
	E.	Create incentives for students and recent graduates to build creative careers in Providence.	medium term	ACT
	F.	Support nonprofit cultural organizations that serve BIPOC, immigrant, incarcerated and queer/trans youth.	ongoing	ACT

AC7		PUBLIC AWARENESS, ADVOCACY AND TOURISM		
	A.	Develop marketing strategies that elevate BIPOC residents, artists and cultural offerings.	ongoing	ED
	B.	Promote the work of independent practitioners, nonprofit cultural organizations, and creative businesses.	ongoing	ED
	C.	Strengthen access and equity through cultural offerings and the commemorative landscape .	short term	ACT
	D.	Promote Providence as a world-class cultural destination through initiatives including supporting live events in the public realm, supporting life at night, enhancing physical accessibility at venues and cultural facilities, marketing and lighting initiatives that encourage winter tourism, promoting walkability and multimodal access in public realm projects, and more.	ongoing	ACT

Land Use				
Objective	Strategy	Description	Timeline	Lead

GOAL: Ensure the continued strength and stability of Providence's neighborhoods and direct growth to appropriate areas.				
LU1	PROTECT AND ENHANCE STABLE NEIGHBORHOODS			
	A. In Historic Districts:			
	A1	Strictly regulate alterations and new construction to preserve buildings and sites of historical, architectural, and cultural significance and to ensure compatibility of new construction with existing historic fabric. The Historic District Commission may regulate land and buildings more strictly than the underlying zoning in order to achieve this mission.	short term/ongoing	DPD/HDC
	A2	Review, evaluate, and amend regulations for historic districts to ensure that they are appropriate to modern preservation practices.	ongoing	DPD/HDC
	A3	Continue to evaluate properties or areas that may be suitable for historic district designation.	ongoing	DPD/HDC
	B. In Managed Growth Areas:			
	B1	Allow infill development in line with existing scale and use patterns.	short term	DPD/DIS
	B2	Review, evaluate, amend regulations to protect integrity of areas.	short term	DPD/DIS
	B3	Use zoning to allow for different types of housing than currently allowed, such as accessory dwelling units, apartment buildings, rowhouses, and cluster development, in a manner that protects and enhances the existing built environment.	ongoing	DPD/DIS
LU2	DIRECT GROWTH			
	A.	Enhanced Growth - Residential Areas: Allow for residential development at high densities with reduced parking requirements, but with building height and massing compatible with existing development patterns.	short term	DPD
	B.	Growth Corridors – Mixed Use areas: Allow for commercial and residential development at high densities, with moderate building heights.	short term	DPD
	C.	Priority Growth – Mixed Use areas: Allow for commercial and residential development at high densities, with taller building heights.	short term	DPD
	D.	Institutional Growth areas: Allow for the growth of healthcare and higher educational institutions, while respecting the surrounding neighborhoods.	ongoing	DPD
	E.	General Industrial Growth areas: Allow for the growth of business, with no residential uses, prioritizing clean industry.	short term	DPD
	F.	Blue-Green Industrial Growth areas: Allow for the growth of water-dependent economic development, prioritizing clean business and industry.	short term	DPD

GOAL: Promote a balance of uses to support sustainable patterns of development providing healthy and walkable neighborhoods, thriving business districts, and a high quality of life.				
LU3	MANAGE GROWTH IN RESIDENTIAL AREAS			
	A.	In low-density residential areas, new housing development will be single-family dwellings, some with accessory dwelling units; low-density cluster development; adaptive reuse for housing in previously non-residential buildings; and low-density rowhouse developments. Large lots or large buildings may be considered for multifamily development through a special use permit process that safeguards against student housing and short-term rentals. New buildings will be no taller than three stories. Corresponding zones: R-1, R-1A.	short term	DPD
	B.	In medium-density residential areas, new housing development will be one-, two- and three-family dwellings, some with accessory dwelling units; medium-density cluster development; adaptive reuse for housing in previously non-residential buildings; and medium-density rowhouse developments. Multifamily buildings may be appropriate at a density consistent with the surroundings through a special use permit process, and with dwelling unit density bonuses for affordable housing. New buildings will be no taller than three stories. Within this land use designation, two-family zoning should be rezoned to three-family zoning. Corresponding zones: R-3, R-P.	short term	DPD
	C.	In high-density residential areas, new housing development will be one-, two-, three-, and multifamily dwellings, some with accessory dwelling units; cluster development where appropriate; adaptive reuse for housing in previously non-residential buildings; and high-density rowhouse developments. Dwelling unit density will be defined with bonuses for affordable housing. New buildings will be no taller than four stories. Within this land use designation, areas of three-family zoning should be rezoned to allow for multifamily zoning. Corresponding zones: R-4, R-P.	short term	DPD
	D.	Allow for limited non-residential uses such as neighborhood corner stores, offices and home-based businesses while maintaining the residential character of the area.	short term	DPD
	E.	Encourage adaptive reuse of historic non-residential buildings for housing.	short term	DPD

	F.	Encourage neighborhood revitalization by identifying vacant lots for housing, green space, playgrounds, or community gardens, based on the needs of the neighborhood.	medium term	DPD
	G.	Further regulate uses incompatible with stable neighborhoods, including high-density student housing and short-term rentals.	short term	DPD
	H.	Refine dimensional and design regulations to ensure compatibility of new residential development with existing land use patterns.	short term	DPD
	I.	Create mechanisms to encourage maintenance of existing structures and discourage demolition of existing housing, particularly in historic buildings	short term	DPD/HDC

LU4		PROMOTE VIBRANT MIXED-USE AREAS		
	A.	In areas designated as neighborhood commercial/mixed use, promote the development of a mixture of high-density residential and neighborhood-serving commercial uses. New buildings may be up to four stories, with incentives that may add up to two additional stories. To streamline regulation in these areas, combine the C-1 and C-2 zoning districts. Zoning will be primarily C-2 and R-4.	short term	DPD
	B.	In areas designated as general commercial/mixed use, promote the development of a mixture of commercial uses that serve citywide needs and higher density residential uses. New buildings may be up to four stories, with incentives that may add up to two additional stories.	short term	DPD
	C.	In the area designated as downtown/mixed use, encourage continued investment with a high concentration of business, commercial, institutional, cultural, and residential uses. Ensure that historic structures are preserved, and that new construction is compatible with the existing built environment. Refine design regulations and rules pertaining to height as appropriate.	short term	DPD/DRC/HDC
	D.	Encourage the development of historically industrial areas designated as business/mixed use on the future land use map with a balanced mixture of commercial, light industrial, office and residential uses.	short term	DPD
	E.	Use zoning tools to ensure that adjacent land uses are compatible and don't negatively impact each other.	short term	DPD
	F.	Allow for rezoning from residential to a mixed-use district for properties within growth corridors as identified on Map 11.1 or in locations that have historically nonconforming commercial uses.	short term	DPD

LU5		PROTECT AREAS FOR BUSINESS AND INDUSTRY		
	A.	Encourage the growth of industrial activities by preserving industrial land primarily for manufacturing purposes in areas designated as business/industrial.	short term	DPD
	B.	Promote water-dependent industrial uses in areas designated waterfront/port.	short term	DPD
	C.	Promote the preservation of industrial parks to encourage the expansion and, if possible, the return of manufacturing companies to the city to expand the economic base.	ongoing	ED
	D.	Prohibit all residential uses in these land use designations.	short term	DPD
	E.	Prioritize clean, sustainable, and resilient economic development.	short term	ED
	F.	Study policies in partnership with state and federal authorities to regulate the environmental impact of large-scale industrial development projects in areas of concentrated industrial use.	medium term	DPD

LU6		MAINTAIN AND ENHANCE OPEN SPACES AND PUBLIC FACILITIES		
	A.	Provide opportunities for recreation and visual relief by preserving Providence's parks, playgrounds, golf courses, cemeteries, and undeveloped city-owned open space.	ongoing	Parks
	B.	Preserve open space along the city's waterbodies by creating open space corridors along rivers and ponds.	ongoing	DPD
	C.	Promote a diversity of recreational activities in the City's parks, playgrounds, and other recreational areas	ongoing	Parks
	D.	Protect and preserve environmentally sensitive and significant areas.	ongoing	DPD
	E.	Provide and encourage the provision of a variety of active and passive recreation facilities geographically distributed to serve the present and future needs of city residents.	ongoing	Parks/Rec
	F.	Expand the amount of public open space in Providence.	ongoing	Parks
	G.	Identify city and/or state-owned open spaces best suited for urban agriculture.	medium term	Sustainability
	H.	Improve the city's public buildings to provide high-quality services.	medium term	Public Property
	I.	Develop a plan for the reuse of public buildings that are no longer being used for public purposes.	medium term	Public Property
	J.	Continue to build on the system of greenways on public and private land.	ongoing	DPD, Parks

LU7		ALLOW FOR INSTITUTIONAL GROWTH WHILE PRESERVING NEIGHBORHOODS		
	A.	Use institutional zoning to regulate where and how institutions grow.	ongoing	DPD
	B.	Continue to require health care and educational institutions to prepare long-range master plans that will allow the city to evaluate and mitigate impacts of proposed expansions on city neighborhoods.	ongoing	DPD
	C.	Require institutions to use land efficiently while ensuring compatibility of built environment with the surrounding neighborhood.	ongoing	DPD

	D.	Require institutions to regularly engage with members of the community within which they are located.	short term	DPD
	E.	Encourage institutions to minimize traffic and parking impacts on neighborhoods by adopting transportation demand management strategies to reduce driving, developing parking garages to minimize surface parking lots, and studying traffic and parking around their campuses and mitigating negative impacts.	medium term	DPD
	F.	Require colleges and universities to identify and address inappropriate behavior of students who live off campus.	ongoing	DPD, PPD
LU8	SUSTAINABILITY AND THE ENVIRONMENT			
	A.	Identify environmentally sensitive land areas and amend regulations as necessary to ensure their protection.	short term	DPD
	B.	Through regulation and enforcement, protect existing tree canopy and increase canopy citywide, particularly in areas with low tree cover.	ongoing	City Forester, DIS
	C.	Refine regulations to encourage cleaner uses in the business/industrial and waterfront/port areas.	short term	DPD
	D.	To protect properties from the impacts of flooding caused by extreme weather events and sea level rise, adopt regulations to achieve the protections needed.	short term	DPD
LU9	BUILT ENVIRONMENT			
	A.	Amend regulations as needed to establish incentives for greater height and density in exchange for affordable units, public open space, structured parking, sustainable development, and mixed use. No additional height should be allowed in residential land use designations.	short term	DPD
	B.	Evaluate the expansion of historic district zoning where appropriate to preserve historic resources.	short term	DPD/HDC
	C.	Strengthen design regulations in residential and neighborhood commercial areas to promote a high quality built environment.	short term	DPD
	D.	Ensure scale and massing for multifamily development in residential areas is consistent with the existing built environment.	short term	DPD
	E.	Create incentives to promote property maintenance, including proper maintenance of historic buildings.	medium term	DPD/HDC, DIS
LU10	BUSINESS AND JOBS			
	A.	Regulate land use downtown to ensure its future as Rhode Island's preeminent center for business, tourism, entertainment, while it also develops as a mixed-use neighborhood with ample housing.	short term	DPD/DRC
	B.	Reinforce existing jobs areas to allow for business growth and the development of the city's tax base without conflicts with residential uses.	short term	DPD
	C.	Ensure residential uses do not discourage business growth and expansion in the business/mixed-use areas designated on the future land use map.	short term	DPD
LU11	HOUSING			
	A.	Identify opportunities for zoning regulation or map changes to promote the development of more housing.	short term	DPD
	B.	Identify and remove procedural barriers to development of housing.	short term	DPD
	C.	Strengthen regulation of short-term rentals and student housing to promote long-term housing.	short term	DPD
LU12	MOBILITY			
	A.	Allow for greater density and higher concentrations of development along transit corridors and in dense nodes.	medium term	DPD
	B.	Reduce or eliminate off-street parking requirements in areas where high-density housing is permitted.	short term	DPD
	C.	Ensure that parking regulations strike a balance between the demand for parking and the ability to develop land to its fullest potential.	medium term	DPD
	D.	Encourage the use of non-auto transportation options through land use controls and transportation demand management incentives.	medium term	DPD
	E.	Work with RIPTA on appropriate locations for transit infrastructure.	medium term	DPD, DPW
LU13	PEOPLE AND PUBLIC SPACES			
	A.	Promote open spaces and public access along the waterfront.	ongoing	DPD
	B.	Develop incentives for the provision of publicly accessible open spaces as a part of private developments.	medium term	DPD
	C.	Develop ways to activate park spaces in conjunction with neighboring uses.	medium term	Parks

	D.	Identify possible locations for additional parks and open spaces in neighborhoods that are currently underserved by these amenities	medium term	Parks
	E.	Continue to build on the system of greenways on public and private land.	medium term	DPD
	F.	Appropriately regulate the development of public buildings.	medium term	DPD