FALL RIVER · DOWNTOWN URBAN · RENEWAL · PLAN

Draft September 2018

1. Executive Summary

What makes a place a **place**? In other words, what transforms a collection of streets and buildings into a destination that provides jobs, goods and services, and housing, and also has a physical and visual quality that instills a desire to return?

A downtown is an active area, with a vibrancy that comes from a mix of goods, services, people, food, and opportunities for housing and jobs. That activity is enhanced by places to pause and reflect, whether alone or in groups. Other factors that contribute to a welcoming environment include establishing the identity of the area with creative streetscape components and ensuring safety for all users, including drivers, pedestrians, bicyclists, and people of different ages and mobility levels.

Fall River has a distinct downtown that has been ravaged, in part, by misguided past urban renewal efforts, economic downturns, functionally obsolete building types, and a failure, or inability, of the private market to fully address the underlying physical conditions and marketing of the older building stock.

The Federal government constructed Interstate 195 (I-195) and Route 79 between 1959 and 1966, during the heyday of urban renewal. These two highways altered the landscape of the city, dividing the waterfront from the neighborhoods and splitting the downtown into two halves.

This Urban Renewal Plan envisions the reuniting of those two halves, creating a spine of North and South Main Streets, hinged at City Hall and the surrounding plaza (Government Center). To accomplish this vision, this Urban Renewal Plan has identified acquisitions for the Fall River Redevelopment Authority (FRRA) that would promote the rehabilitation of existing structures and new construction in the form of additions to existing structures or redevelopment of vacant lots now used for parking.

However, the downtown is not just about the two halves of Main Street. Secondary streets connect the downtown to surrounding neighborhoods (Cherry Street, Bedford Street, Spring Street, Rodman Street) and to the waterfront (Central Street, Anawan Street/Pocasset Street). Over time, as the "missing teeth" of underutilized buildings and vacant lots along Main Street are filled in, the FRRA will have the opportunity to complete some of the missing pieces along these secondary streets, creating an appropriate transition from the higher density of uses along the spine to the lower density of the mostly residential neighborhoods.

Finally, the Bedford Street/Pleasant Street/ Thirteenth Street block is a commercially vibrant area, but has a mix of business that are auto-dependent for access or because of the type of business (vehicle repair and servicing). A few buildings of historic architectural character are scattered within a development pattern more similar to a suburban strip mall than to a urban downtown. This Urban Renewal Plan does not anticipate change to this area in the first 10 years

of this 20 year plan. However, as the efficiency of land use and the market values increase on the main spine, the auto-oriented block is likely to change. This Urban Renewal Plan contains design guidelines that are applicable throughout the urban renewal area, and will control the physical appearance and public amenities provided by new private investment to ensure that new development is responsive to the interests of the Fall River community.

The downtown is the home of several civic uses, including Government Center, the Fall River Public Library, the US Post Office, and the Fall River Justice Center. These anchors, however, have not been sufficient to create a downtown that is active beyond a limited number of hours. Some businesses close mid-afternoon, after the Justice Center closes, because there is not enough economic activity to support extending the hours until evening.

This Urban Renewal Plan recommends adjusting the zoning for the area to add increased residential density. This change will contribute to increased activity after business hours that could support more businesses beyond the closing hours of the civic anchors. Other proposed zoning changes would remove uses that do not reinforce the dense, walkable development pattern of the downtown but do encourage a development pattern that is lower in scale and requires more land to support. If these proposed zoning changes are not enacted, then it will be harder to create the 12 to 18 hour day that could support additional restaurant and retail activity downtown.

Fall River's downtown lacks significant open space. The FRRA has the opportunity to address the missing spaces in several ways, including requiring developers to include public spaces as part of the Land Disposition Agreement (LDA) or acquiring land for pocket parks to be created either by the FRRA or by the City (such as the proposed Harborside Park on Central Street).

The connections between the downtown and the waterfront will be strengthened by the implementation of this Urban Renewal Plan. The proposed Quequechan River Trail that leads people above the original course of the river will lead people to the Infra-Space park proposed in the *Fall River Waterfront Urban Renewal Plan*. Improvements to the proposed Harborside Park will offset the steep slope of Central Street, making a more attractive walk from the downtown to Battleship Cove.

Finally, the need for additional parking was a subject of discussion during the conversations with members of the FRRA and participants in the public meetings. A perceived parking shortage exists now, although this perception may be in part due to a lack of understanding of which parking spaces are available to whom. A study of existing available parking relative to the underutilized building space in the core of the downtown indicates a strong probability that a lack of parking could be a limitation on future redevelopment. The FRRA has identified certain parcels for acquisition and redevelopment into parking garages to support future development, should the need for additional parking arise. However, the increasing use of ride-sharing

Figure 1-1: Developing the Spine of North and South Main Street

services and the potential for widespread use of autonomous vehicles makes the certain need for car storage in the center of downtown less certain.

The remainder of this *Executive Summary* provides additional information about the vision, goals, and planned actions for the Fall River Downtown. This *Executive Summary* is intended to act as a stand-alone document, and will therefore repeat some of the information found in the later sections.

The intent of *Section 2* through *Section 16* is to fulfill the requirements of 760 CMR 12.00 for the format and content of an urban renewal plan under Chapter 121B of the Massachusetts General Laws (MGL). The appendices provide additional information to support these Sections.

Introduction

Fall River is an exciting city with many assets, including a historic downtown and extensive waterfront area. The FRRA sponsored the production of two urban renewal plans starting in the fall of 2016. The focus of this Plan is on the City's downtown; the focus of the second plan is on the waterfront.

The FRRA appointed a Citizens' Advisory Group (CAG) to provide input and feedback during the process and held two public meetings: one in February 2017, and the second in April 2017. The FRRA also held an Open House at City Hall, leaving boards describing both plans up in the atrium for three weeks in May to June 2017 and giving the public the opportunity to deposit comments in a "Suggestion Box."

To assist with the planning process and the preparation of the plan, the FRRA hired a consultant team led by Harriman and including FXM Associates, and Fitzgerald & Halliday.

Purpose of this Plan

This Fall River Downtown Urban Renewal Plan (the Urban Renewal Plan) is an urban renewal plan as defined and enabled by MGL Chapter 121B and has been prepared in accordance with proposed revised 760 CMR 12.00 as required by the Department of Housing and Community Development (DHCD).

The general purpose of this Urban Renewal Plan is to identify current conditions that have been obstacles to investment, determine the needs of the downtown and the goals for its redevelopment, and define those actions that will create incentives for the private market, over time, to address the existing conditions.

Primary Goal and Related Actions

The primary purpose of this Plan is the revitalization of Fall River's historic downtown. Despite anchor uses, such as the Fall River

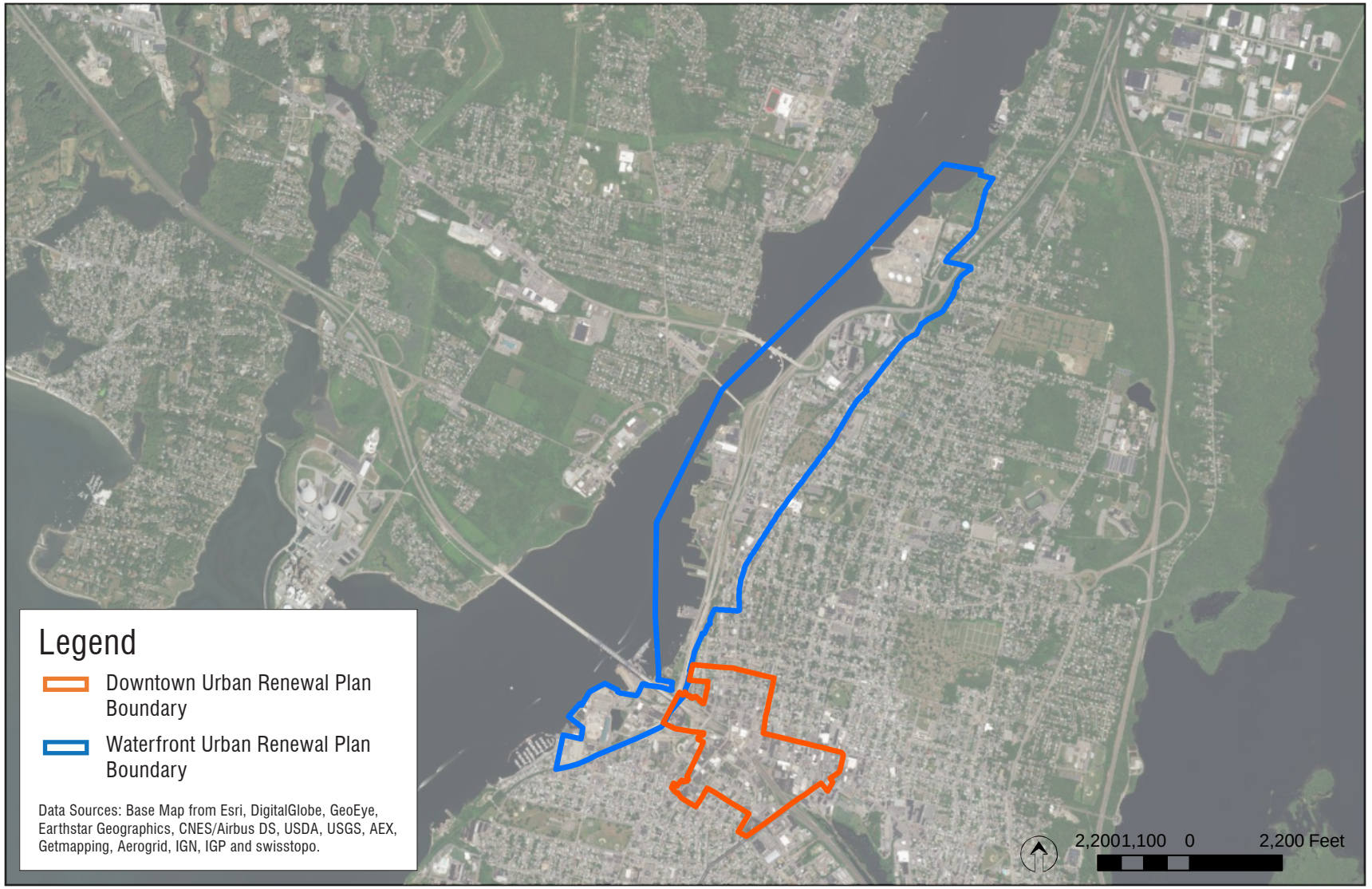

Figure 1-2: Downtown and Waterfront Urban Renewal Plan Boundaries

Justice Center and City Hall, this urban renewal area has significant vacancies. Both the Bristol County Superior Court and the Fall River District Court close at 4:30 pm, while the isolation of City Hall from North and South Main Streets make it an ineffective single anchor for the area.

The FRRA has identified a number of properties that could be redeveloped as mixed-use buildings, including residential and retail or other commercial uses. Adding more residents to the downtown would create incentives for businesses to remain open into the evening hours, increasing the activity and vitality downtown.

However, a parking analysis of the downtown suggests that if the existing buildings downtown were fully occupied, the available parking might not be sufficient for all uses. The conditions under which cars are parked, or stored, during the day is in flux as the advent of ride-sharing services and the early promise of autonomous vehicles are projected to have significant impact on the need to store vehicles for long periods of time downtown. These potential benefits have not yet materialized, and the FRRA understands that additional public parking may be needed during the life of this Urban Renewal Plan to support increased activity downtown.

In order to create the active, economically viable downtown envisioned during the process of developing this Plan, and to address the conditions preventing this transformation, the goals for this urban renewal area are as follows:

- Attract residents downtown to support existing and future businesses and services that will also serve adjacent neighborhoods
- Rehabilitation and redevelopment of underutilized, partially vacant, and vacant buildings along the Main Street "spine"; expand into other areas of the downtown as needed
- Establish design guidelines within this Plan to control the physical characteristics of future development to support the goals of this Plan
- Provide public parking, landscaped and lit, to support downtown businesses as vacant or partially vacant buildings are rehabilitated

To meet these goals, the FRRA will undertake the following actions to support the redevelopment of parcels in strategic locations within the downtown:

- Acquire underperforming buildings and/or vacant land. Acquisitions have been identified by phase in the Implementation Plan, however, the order in which parcels are acquired may shift based on market conditions related to both the value and availability of the proposed property and its proposed future use at the time of acquisition
- Merge or divide the parcels (reparcelization), as necessary, into developable parcels

- Disposition of the parcels to one or more private developers who will undertake the activities necessary to add buildings, landscaping, and public/private open space. Land transferred from the City to the FRRA may be disposed of, as with any other parcel acquired by the FRRA, or retained by the FRRA, depending on the future use of the parcel and the transfer agreement with the City
- Control over the development by the use of an LDA and the design guidelines found in this Urban Renewal Plan
- Use of design guidelines to control the physical form of private future development within the urban renewal area

Secondary Goals and Related Actions

During the course of the planning process for this Urban Renewal Plan, opportunities to address other conditions within the downtown became evident based on public feedback and research into previous planning processes. Key actions include the following:

- Establish critical links between the waterfront and the downtown; those links should be physical (along Columbia Street, Anawan/Pocasset Streets and Central Street/Bedford Street), cultural, and economic
- Undertake additional studies to examine the parking and circulation needs within the downtown
- Install public infrastructure improvements such as public parking and open space to enhance the urban renewal area and attract additional private investment

Additional information about the goals for the downtown is provided below within this *Executive Summary* in *Plan Goals* and specific actions are described in the *Implementation Plan.*

Implications of the Plan

The boundary of the Urban Renewal Plan contains 198 acres. To support the actions identified in this Plan, the FRRA has identified 24 parcels for acquisition of approximately 13 acres, or about 7% of the total area. Over time, the FRRA expects to dispose of all or most of these parcels, excepting those used for public infrastructure improvements and public open space.

If the FRRA acquires all parcels identified for acquisition, the estimated number of businesses that may be displaced is approximately 18. This Plan does not anticipate the displacement of residential units. These numbers are estimated based on a visual survey undertaken in December 2017 and information from the City Assessor's database. Should the FRRA acquire any parcels requiring displacement of one or more residents and/or businesses, it must follow the requirements described in *Section 10. Relocation*. Additional information about the

parcels for acquisition is provided in *Section 2. Characteristics*.

The FRRA will evaluate the need to acquire parcels over the life of this Plan and will amend the Plan as necessary to add or delete potential acquisitions. Should property owners redevelop their property in accordance with the goals and the design guidelines established by the Urban Renewal Plan, the FRRA may remove those parcels from the list of acquisitions.

Fall River Redevelopment Authority

The Fall River Redevelopment Authority (FRRA), is a public body politic and corporate, duly created pursuant to MGL Chapter 121B, § 4, by the City of Fall River, MA on July 28, 1964. The FRRA, as a redevelopment authority, is authorized to undertake certain actions, including the acquisition and disposition of land, the redevelopment of land, the issues of bonds, the establishment of certain controls on land developed by others, and the acquisition of land by eminent domain for the public purpose established by this Urban Renewal Plan.

Plan Goals

The primary goal of this Plan is to encourage and support the revitalization of Fall River's downtown. Over the years, the area has declined so that many buildings are fully or partially vacant and empty lots are covered in asphalt and dedicated to parking. Few public spaces exist in the area, and there is little activity at night.

However, the existing buildings downtown show the development pattern over time and create a sense of place that is unique to Fall River. Many buildings are historic with architectural details not found on newer buildings. From parts of the downtown there is a visual link to the waterfront, notably from the Gramada Plaza on the western side of City Hall, overlooking the Braga Bridge, Battleship Cove, and the Taunton River, and along Central Street towards Battleship Cove.

The strategies and actions defined by this Plan are targeted towards the activities that a redevelopment authority can undertake in support of the revitalization of a decadent area. The FRRA has identified several parcels that it may acquire in support of the redevelopment of the downtown. By partnering with one or more developers, the FRRA will undertake projects that can act as examples to, and an incentive for, additional private investment in the area.

In addition, the FRRA intends to support public improvements, such as the continuance of the City's existing streetscape program and the creation and programming of public open space, that will increase the attractiveness of the area to potential residents, business owners, and redevelopers. Suggested design guidelines and a design review process will create an understanding of what the community expects from developers as projects move forward within the downtown area.

Connection to the Waterfront

Because the FRRA sponsored the planning process for both the downtown and the waterfront at the same time, the parallel processes allowed the FRRA and the consultant team to consider how the downtown and the waterfront could be linked. The two are separated by a significant topographical change from the Taunton River, up a steep slope to North and South Main Streets. Historically they were linked by the Quequechan River; the river now flows under the downtown until it reaches the Taunton River. Although daylighting the river through the downtown has been discussed in the past (see *Section 9. Public Improvements*), near-term interventions for the river will be covered in the *Fall River Waterfront Urban Renewal Plan*.

There is a second link between the waterfront and the downtown – the Arts Overlay District (AOD), a regulatory mechanism that links both areas by encouraging the development of uses that support or relate to the arts. Again, most of the near-term strategies related to the AOD are found within the *Waterfront Plan*, however, it is hoped that the proposed changes discussed in that Plan will spread up Anawan /Pocasset Street and Columbia Street, and up the Central Street/Harborside Park/Green Street/Bank Street corridor, to the downtown.

Finally, a connection between the downtown and the waterfront also exists in terms of demand in the real estate market. The vision for how these two districts can interact with each other assumes that each area will attract a different market. The downtown is expected to attract those who want smaller, urban spaces with varying floorplates and materials that reflect the historic architecture of the downtown. Under this scenario, future residents will be attracted to pedestrian-oriented streets that have a mix of retail, experiential retail, personal services, and restaurants along the ground floor. Retail and restaurants will enhance the urban feel and reinforce the historic materials of the downtown and the cultures of the people who live in Fall River. Small, innovative businesses will be attracted to this area.

The vision for the waterfront is to attract residents and businesses looking for something new. The floorplates of new construction will be more suitable for certain types of businesses and for standard residential floorplans. The view of the water will add value to higher-level units, while access to the South Coast Rail commuter station will be attractive to others. Retail and services will be in two categories: those that serve the residents and employees of the existing and new neighborhood and those that focus on visitors to the waterfront.

Summary of Market Conditions

This market conditions analysis focuses on potential for growth in three parts of the economy which are likely targets for downtown development: the retail market, the rental housing market, and the office market. The full discussion of the data and methodology underlying this summary is provided in *Appendix C. Economic Development and Real Estate Market Conditions and Trends: FXM Associates*. The good news for both the downtown and the waterfront is that demand potential exists for residential, retail, and office space. The challenge is how to address that demand in both areas. As the downtown and waterfront change in response to their respective visions, the character of each should attract residents and businesses looking for different space and amenities.

Retail Trends and Projections

Two types of analyses underlie this discussion of retail trends. The first is an analysis of available jobs; the second is a measure of the gap between the demand for goods and services and the types of retail currently available. In both cases, the methodology and results are provided in detail in *Appendix C. Economic Development and Real Estate Market Conditions and Trends: FXM Associates*. Note that the reliability of projections into the future is important in interpreting the results shown in this analysis for retail and office trends. Trends over the last decade in retail employment, whether at the city- or county-level, provide only a limited guide to the future. The 2008-2009 recession caused large drops in the numbers of jobs in the city and county, but at the city-level, the decline began in 2006. In both places, recovery began in 2011, but is not yet well-established enough to serve as the basis for reliable projections.

Although there is evidence of an upward climb in the city since 2011 (*Figure 1-3*), suggesting that retail trade may have growth potential in the city, the performance at the county level shows little sign of recovery yet, and the trend lines for both to 2021 decline. The level of confidence in the Fall River projection, however, is very low, leaving open the possibility of future growth in the sector. This recent pattern of growth is confirmed in subsequent analyses of historical trends and projections of net absorption of retail space in Fall River. At the county level, though, the R^2 value is quite high, indicating the downward trend there may be more reliable.

Closely related to the retail sector and included in the retail analysis is Accommodation and Food Services (NAICS code 72). Here the trend has been positive for both the City of Fall River and Bristol County. *Figure 1-4* shows both historical employment and projected trends, as the R^2 value is high for both, making the projection reasonably reliable.

The retail gap analysis,[1] a snapshot of activity at the time the report was generated, indicates that

1 This analysis should be reviewed and updated on a

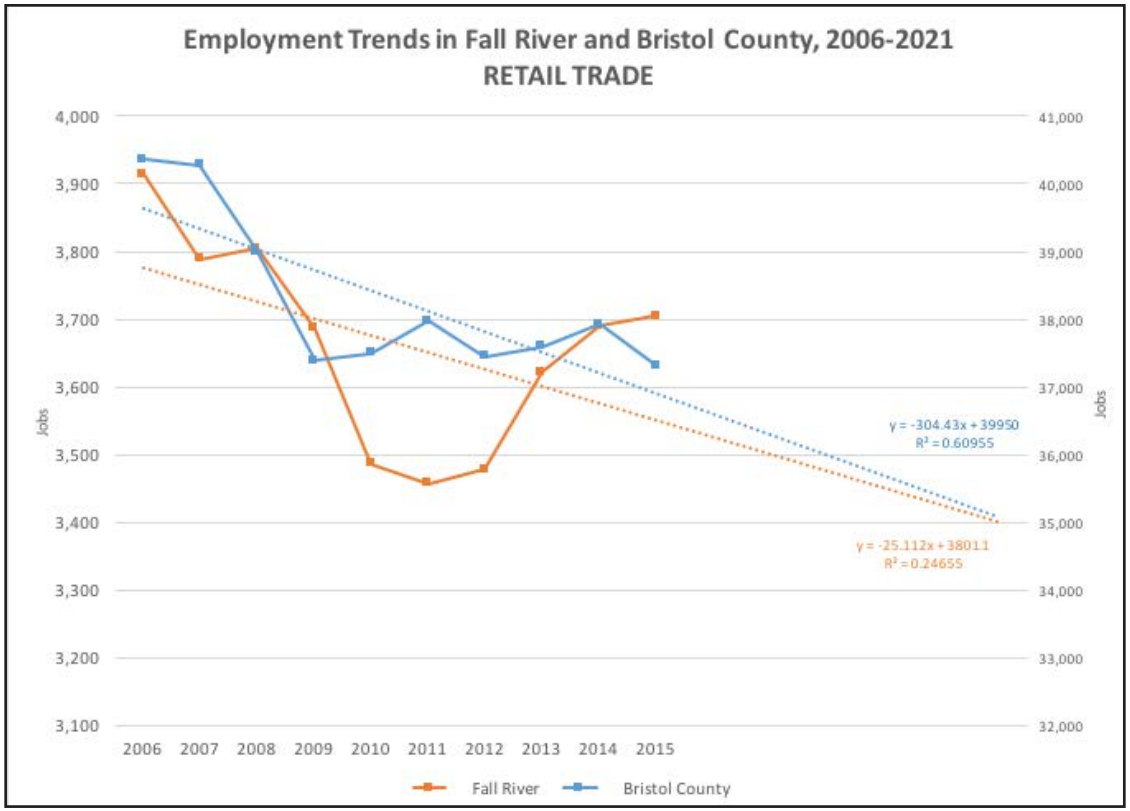

Figure 1-3: Employment Trends in Fall River and Bristol County - Retail Trade
Source: Massachusetts Department of Labor ES202 data series; US Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System; and FXM Associates

there is currently potential demand to support 28 stores, across 13 categories, for an estimated 92,000 total square feet of additional retail space within the effective market area for the downtown and the waterfront. How much is captured by the downtown and the waterfront depends upon which stores are appropriate for each area and how those opportunities are captured as part of the implementation of this Urban Renewal Plan and other marketing efforts by the City. The highest amount of projected space (15,300 square feet) is for Full-Service Restaurants. Food-related businesses are clustered in the top one-third of categories showing a retail gap, representing an opportunity for strategic clustering of related businesses. Other businesses represent the types of goods and services appropriate for downtown/village center areas.

The analysis also examined trends in the supply, occupancy, vacancies, and pricing of retail space because retail is an especially important

regular basis to ensure that the data is consistent with current market conditions.

potential use for both the downtown and waterfront urban renewal areas, and because the retail opportunity gap analysis is only a snapshot of current potential. In the second quarter of 2017, Fall River had about 266,000 square feet of vacant retail space, a declining vacancy rate, and average annual net absorption (new occupancies minus move-outs) of 67,500 square feet per year. The implication of this forecast is that without new construction or rehabilitation of currently underutilized space virtually all the existing inventory would be absorbed within the next four to five years. This forecast of net absorption coincides with the employment growth trends observed in recent years (since 2011; see *Figure 1-3*). Caution must be noted in the near term, however, because the extremely low average rents will challenge developers to create especially attractive space in prime locations for the higher rents necessary to support new construction or rehabilitation of existing space.

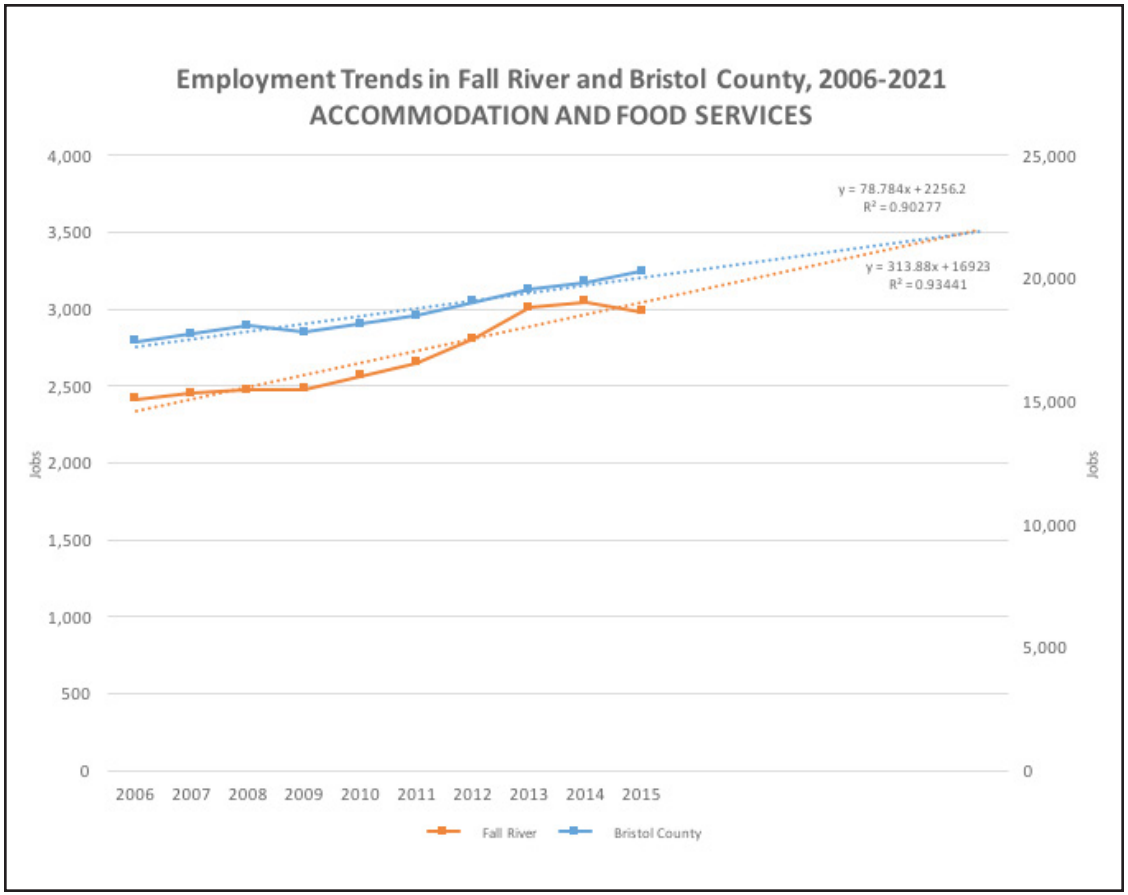

Figure 1-4: Employment Trends in Fall River and Bristol County - Accommodation and Food Services
Source: Massachusetts Department of Labor ES202 data series; US Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System; and FXM Associates

Rental Housing Demand Analysis

Housing can be a critical component of a downtown renewal plan, providing not only a market for the goods and services produced in the downtown area and prospective employees for downtown businesses, but also vital street activity both during and outside of business hours. Properly integrated, it is a critical component of most mixed-use developments, which dominate developer preferences.

Households within the under 35 and 55 to 74 age groups are frequently targeted by developers for urban and specialty rental housing, such as re-use of formerly commercial and institutional structures, because they are less likely to have school age children and therefore more open to units with fewer bedrooms in locations that are not necessarily ideal environments for children. They are also likely to be attracted to denser urban environments that allow walking distances to restaurants and retail shops.

Fall River Urban Renewal Area Retail Gap Analysis: Indicative Results

Retail Store Type and NAICS	Selected Sales Opportunity/Gap *(2016 $)*	Potentially Supportable Square Feet	Estimated Capturable *Square Feet*	*# Stores*
Specialty Food Stores-4452	$23,145,183	36,717	6,280	2
Beer, Wine & Liquor Stores-4453	$20,314,499	75,155	12,000	3
Cosmetics, Beauty Supplies, Perfume Stores-44612	$2,271,894	5,315	1,500	1
Other Health & Personal Care Stores-44619	$7,077,568	26,688	4,098	3
Women's Clothing Stores-44812	$8,295,400	27,432	4,100	1
Family Clothing Stores-44814	$12,128,934	30,969	6,000	1
Shoe Stores-4482	$2,375,271	11,495	3,000	1
Sporting Goods Stores-45111	$11,051,835	38,697	6,000	1
Office Supplies & Stationery Stores-45321	$4,647,229	14,464	4,000	1
Gift, Novelty & Souvenir Stores-45322	$9,117,074	38,808	12,600	3
Other Miscellaneous Store Retailers-4539	$14,378,155	45,180	9,200	4
Full-Service Restaurants-7221	$13,778,283	26,403	15,300	3
Special Foodservices-7223	$8,419,482	23,677	8,000	4
Totals	**$137,000,807**	**400,999**	**92,078**	**28**

Table 1-1: Fall River Urban Renewal Area Retail Gap Analysis: Indicative Results
Source: The Nielsen Company, Segmentation and Market Solutions, 2016; various industry sources for sales per square foot and square footage per store; and FXM Associates

Households in other age groups, however, may also comprise demand for housing within the market area, and this report also assesses overall potential demand for all age groups.

Based on the combined waterfront and downtown urban renewal areas' current share of rental housing in the market area and recent absorption rates in comparable projects, an estimated 135 households that are able to afford

up to $1,800 a month rent might be absorbed by additional rental development in a competitive rental property in this location each year.

As discussed above, the downtown and the waterfront are likely to have different residential products at varying price points. The information in *Figure 1-5* indicates the demand for rental units at different price points in the combined areas; note that the different amenities and floor plans of the individual products will determine the price points in each area.

Office-using Sector Analysis

Office-using industries are a major employer in the City of Fall River and in the urban renewal areas. As shown in *Figure 1-6*, occupied office space is projected to increase in Fall River and in the Attleboro/Fall River/New Bedford submarket overall. Over the next several years, projected demand could be absorbed by vacancies in existing office space, but if current trends continue, there will be opportunities for rehabilitation and possible new office space

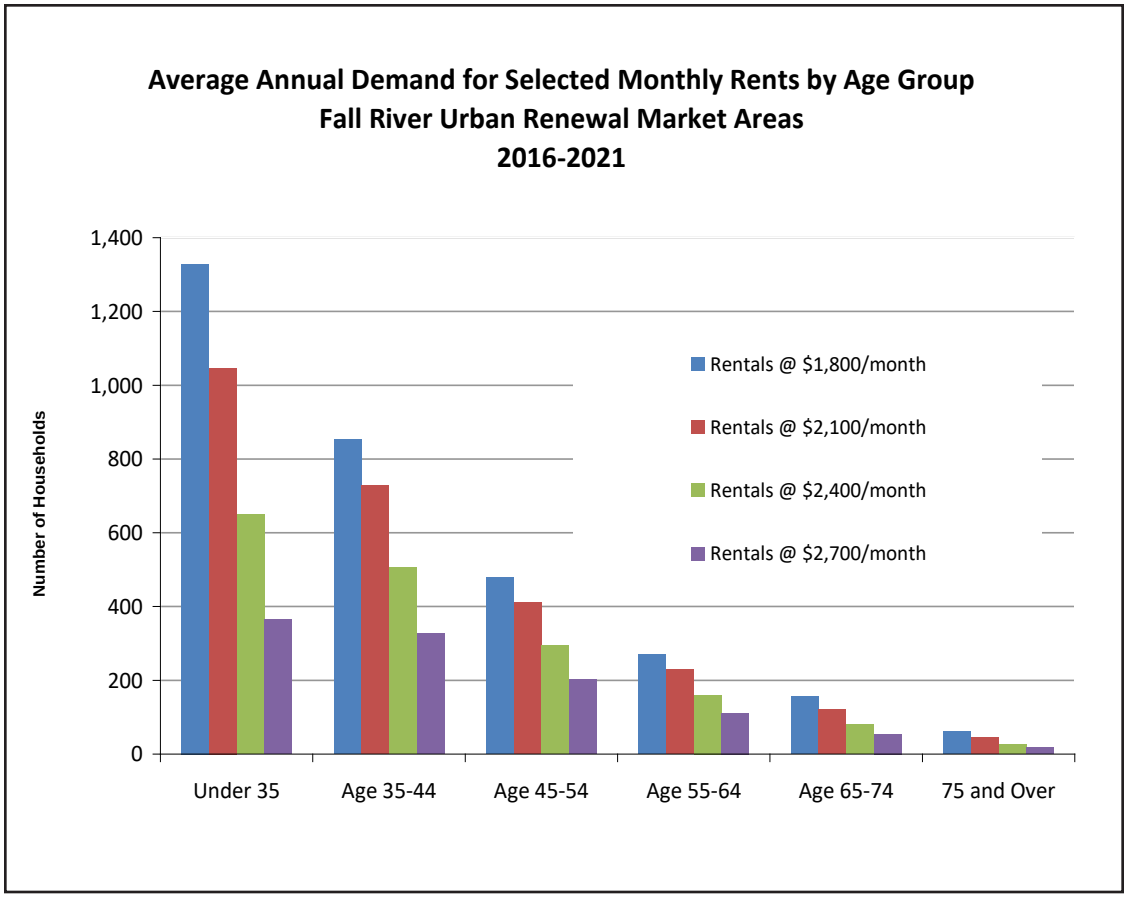

Figure 1-5: Average Annual Demand for Selected Monthly Rents by Age Group, Fall River Urban Renewal Market Areas
Source: FXM Associates, Housing Demand Model, November 2016

construction. In the absence of some dramatic local, regional, state, or national economic downturn (worse than the recent great recession, which the region and city survived comparatively well), that demand for office space is likely to continue to be positive for at least the next several years.

The professional, technical, and financial sectors comprise the largest share of demand for office space in Fall River, followed by social assistance services, medical offices, and public administration. The demand for medical office space is projected to grow by 2.4% per year and all office space by 1.2% per year city-wide. (See *Table 1-2*).

The Health Care and Social Assistance sector is a large proportion of both downtown and city labor forces. Future growth in the downtown area would also depend on City choices regarding attracting more of this sector's activity in Fall River to the downtown area. A little more than half of the employment in this sector is in Health Care, and most of that is in Ambulatory

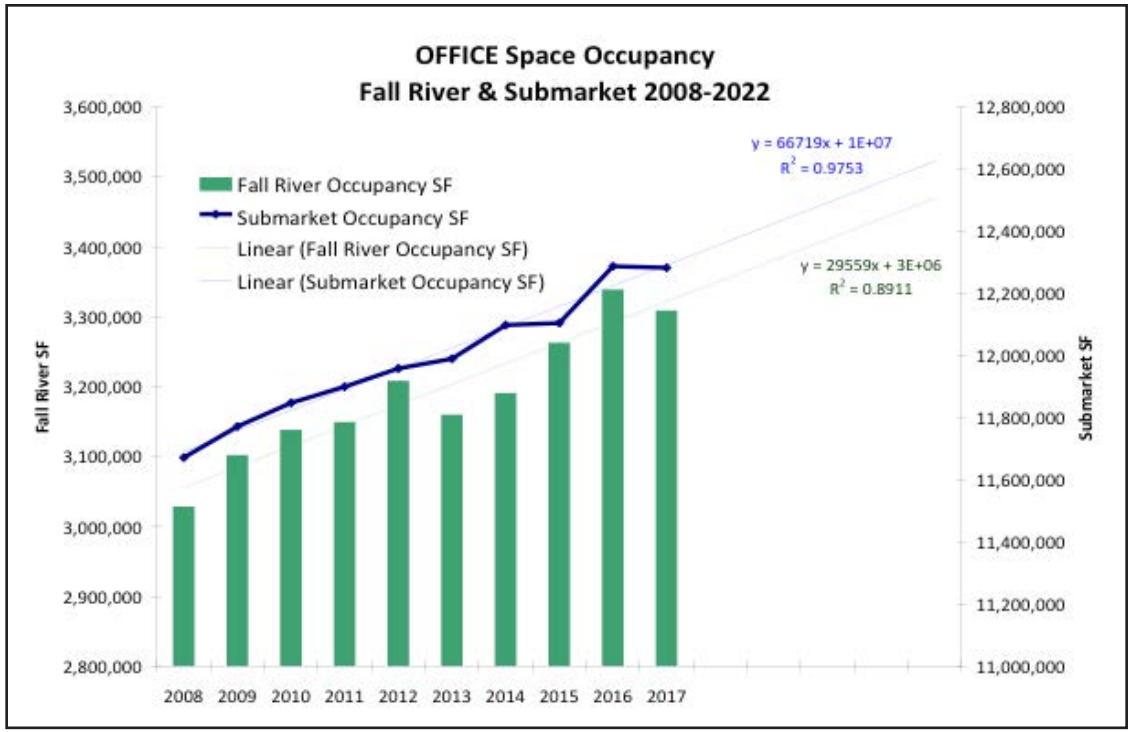

Figure 1-6: Office Space Occupancy Fall River and Submarket 2008 - 2022
Source: Co Star Property Information Systems, March 2017; and FXM Associates.

and Health Care Services. Almost all the Social Assistance activity is in Individual and Family Services.

A much smaller but growing sector in the City of Fall River is Educational Services. Some of this activity is also included in the office-using industries section below. *Figure 1-7* shows the total employment for city and county. Trends are positive for both, with a stronger R^2 at the city level than at the county.

As with retail and residential, this analysis calculates demand across both urban renewal areas. The difference in product – rehabilitation versus new construction – will help determine how much and what type of office is captured in each area.

Projected Growth in Occupancy in Medical & Total Office Space in Fall River

	2017 Supply (SF)	2017-2022 Growth (SF)	Average Annual Growth (SF)	Annual % Growth
Medical Office Space	580,784			
Co Star Forecast Net Absorption		36,400	7,280	1.3%
2006 to 2017 Co Star Trend Line		86,666	17,333	3.0%
Employment Growth Trend Line				
Jobs	*2,188*	*312*	*62*	*2.9%*
Space	580,784	82,817	16,563	2.9%
Average of Above Forecasts		**68,628**	**13,726**	**2.4%**
Total Office Space	3,308,878			
Co Star Forecast Net Absorption		107,480	21,496	0.6%
2006 to 2017 Co Star Trend Line		222,988	44,598	1.3%
Employment Growth Trend Line				
Jobs	*11,079*	*905*	*181*	*1.6%*
Space	3,308,878	270,289	54,058	1.6%
Average of Above Forecasts		**200,252**	**40,050**	**1.2%**

Table 1-2: Projected Growth in Occupancy in Medical & Total Office Space in Fall River
Source: Massachusetts Department of Labor ES202 series; Co Star Property Information Systems; and FXM Associates. March 2017.

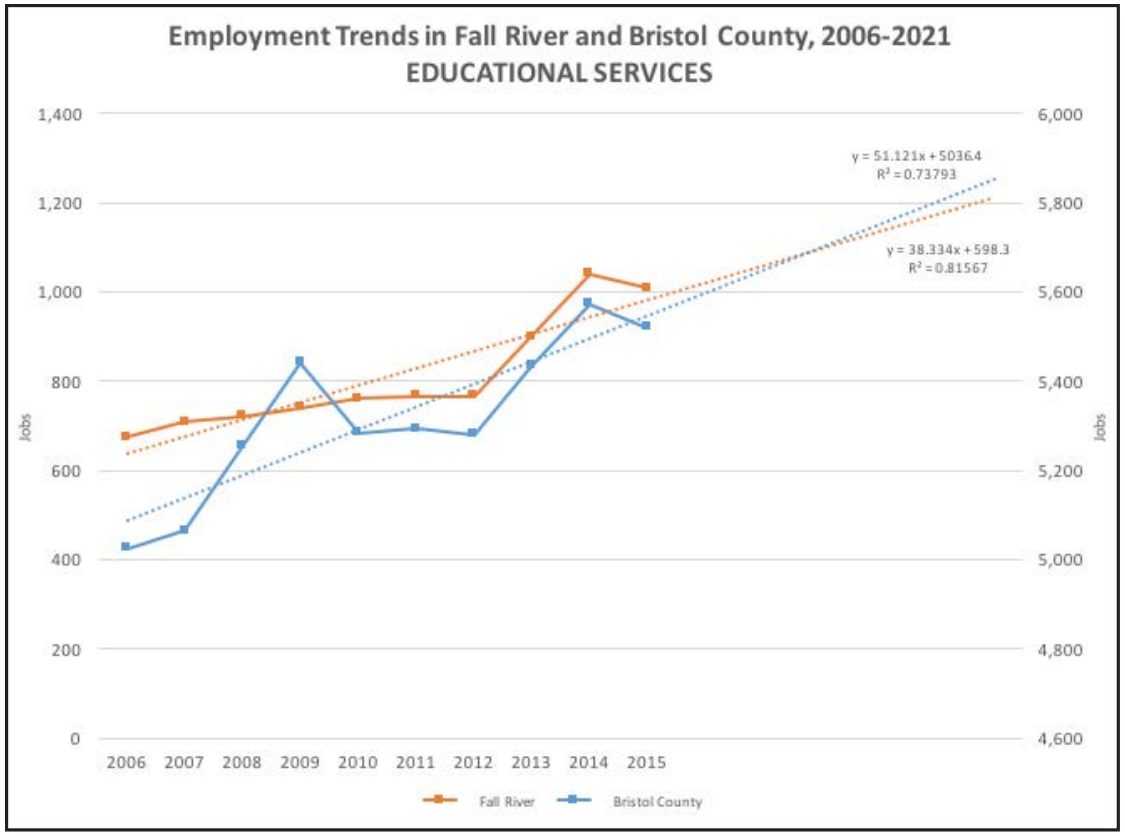

Figure 1-7: Employment Trends in Fall River and Bristol County, 2005-2021: Educational Services
Source: Co Star Property Information Systems, March 2017; and FXM Associates.

Implementation Plan

The following tables list the actions associated with this Urban Renewal Plan, the parties responsible for their execution, and the time they are expected to occur. Phase I activities are scheduled for two to five years after the plan's adoption, Phase II activities are scheduled for five to 10 years after the plan's adoption, and Phase III activities are scheduled for 10 to 20 years after the plan's adoption.

The implementation of this Plan requires actions by the FRRA, of course, but also requires public action from the Planning Board and the City Council, especially in the early years of the plan.

In order for each identified group to be an effective partner, appropriate staffing and funding resources are required. While some of the capital costs for this project may be met by grants, loans, or bond issues, in general, operating costs for staff and other resources must be funded by the appropriate entity. The FRRA and the City must provide the required resources to fulfill their respective roles in the implementation of this Plan. **The proposed activities in this Plan will require an increase in staff for the City Planning Department.**

Section 6. Financial Plan provides more information about funding needs and strategies.

ORGANIZATIONAL ACTIVITIES

ACTION	IMPLEMENTATION	TIMELINE
Rebuild staffing levels in Planning Department to meet projected workload.	City Council	Phase I
Review progress and amend plan if necessary.	FRRA, Planning Board, City Council	Phase I, II, III
Apply for a MassDevelopment Transformative Development Initiative (TDI) Fellow.	FRRA, Planning Board, City Council, Fall River Office of Economic Development	Phase I

REGULATORY ACTIVITIES

ACTION	IMPLEMENTATION	TIMELINE
Adopt zoning changes, including design guidelines and design review process.	FRRA,, Planning Board, City Council	Phase I
Undertake design review of all parcels developed within the boundary of this Urban Renewal Plan using the design guidelines identified in this Plan under *Section 4.3 Design Guidelines*.	FRRA, Planning Board	Phase I, II, III
Initiate Home Rule legislation to secure enough on- and off-premise liquor licenses to meet future demand.	FRRA, City Council, Licensing Board	Phase I

ACQUISITION ACTIVITIES

ACTION	IMPLEMENTATION	TIMELINE
Acquire properties identified for acquisition along the Main Street corridor to meet goals of this Plan.	FRRA	Phase I
Acquire properties for the corridor plans that link the waterfront and the downtown.	FRRA	Phase I, Phase II
Acquire properties identified for the smaller infill projects in the neighborhoods.	FRRA	Phase II, Phase III
Continue acquisitions and project development for Main Street corridor.	FRRA	Phase II, Phase III

DEVELOPMENT AND DISPOSITION ACTIVITIES

ACTION	IMPLEMENTATION	TIMELINE
Develop relocation plans and identify preferred developers for acquisitions.	FRRA	Phase I, II, III

PUBLIC INFRASTRUCTURE ACTIVITIES

ACTION	IMPLEMENTATION	TIMELINE
Continue streetscape improvements within the downtown.	City Council, Department of Community Maintenance	Phase I
Install wayfinding strategies for new traffic patterns, key locations within the downtown, and public parking.	FRRA, City Council, Department of Community Maintenance, Traffic Department, Planning Board	Phase I
Implement recommendations of downtown traffic circulation and existing and projected parking needs. Consider amending plan if acquisitions for right-of-way improvements are required.	FRRA, City Council, Department of Community Maintenance, Traffic Department, Planning Board	Phase I, II

PLANNING ACTIVITIES

ACTION	IMPLEMENTATION	TIMELINE
Undertake study for possible mixed-use parking/residential and business/retail development at the Third Street Parking Garage and Third Street flat surface parking lot.	FRRA	Phase I
Undertake study of downtown traffic circulation and existing and projected parking needs.	FRRA, Planning Board, City Council	Phase I
Undertake further planning and implementation of improvements to the proposed Center Street/Harborside Park/Green Street/Bank Street Streetscapes corridor as link between the waterfront and the downtown.	FRRA, City Council, Planning Department	Phase I
Undertake study of possible development of a Historic Quequechan River Walking Trail, including public access to exposed river falls and banks, wayfinding signage, and interpretive panels.	FRRA, City Council, Planning Department	Phase I
Evaluate need for acquisitions and development within the secondary corridors to meet goals of this Plan.	FRRA	Phase III