

2012

# Washington Park Main Street Plan

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## Recommended Citation

Bergenholtz, Benjamin; Dandurand, Derek; Fram, Valerie; Jonsson, Tracy; Lindner, Kimberly; Reid, Carolyn; Sevigny, D.J.; Skerry, Alexandra; Guimond, Timothy; Kourafas, Brooke; Murphy, Elise; Berry, Matt; Butler, Erik; Nerone, Kayla; Robinson, Arnold; Wells, Jeremy; Coon, Julie; and Cooper, Joel, "Washington Park Main Street Plan" (2012). *Historic Preservation*. Paper 3.  
[http://docs.rwu.edu/cpc\\_preservation/3](http://docs.rwu.edu/cpc_preservation/3)

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ROGER WILLIAMS UNIVERSITY  
School of Architecture, Art, and Historic Preservation

**A MAIN STREET IMPLEMENTATION PLAN FOR THE WASHINGTON PARK  
NEIGHBORHOOD IN PROVIDENCE, RHODE ISLAND**



Prepared by  
Roger Williams University  
HP 682L: Graduate Preservation Planning Workshop  
Spring 2012

This report was compiled as part of a semester long project by the HP682L Roger Williams University (RWU) Graduate Preservation Planning Workshop in the Spring of 2012, under the direction of Dr. Jeremy Wells. To assist them in specific aspects of the report, an undergraduate RUW Criminal Justice course under the direction of Dr. Julie Coon, provided research on crime and safety; while an undergraduate Business class, under the direction of Professor Joel Cooper, provided data on the businesses in the Washington Park area. The students involved are listed below:

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The Preservation Planning Workshop class would like to thank RWU's Community Partnership Center under the direction of Arnold Robinson for its assistance. We would also like to thank the City of Providence, and the RIEDC for providing information that was included in this report. We would also like to show our appreciation to Casey Family Services and the Washington Park Community Center for providing their facilities for the community charette and the final presentation respectively.

The class would like would like to say a special thank you to Dr. Jeremy Wells for guiding them throughout this process.

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## 1 - INTRODUCTION

This report for the proposed Washington Park Main Street was compiled by the 2012 Roger Williams University Graduate Historic Preservation Planning Class to provide research and recommendations to community members of the Washington Park neighborhood in Providence, Rhode Island. The class worked on this implementation plan with assistance from Julie Coon and Joel Cooper's students from Roger Williams University. Roger Williams University's Community Partnerships Center helped the class to coordinate efforts to select the study area and encourage coordination with Professor Coon and Professor Cooper's students. This report is the first step in a Main Street implementation process and provided guidelines to assist the community in establishing a Main Street Program in Washington Park. Washington Park was chosen for the Main Street implementation plan because of its mix of residential and commercial properties. Washington Park's neighborhood has an active business community, a relatively low number of vacant storefronts, and historic and cultural resources that can be capitalized on for economic development. Both the Roger Williams Park and Johnson and Wales University border Washington Park. Within the proposed Main Street borders are a post office, library, elementary school, community center, and a successful, redeveloped industrial park.

The class did meet some limitations. The amount of work necessary during the creation of a successful Main Street Program was too large to be properly completed by eight students during one semester, with the class only meeting once a week. Other limitations included engaging the local Latino community. Efforts were made to reach out to the community, but as the class learned it takes more than a few months to convert a community into main street believers.

According to the National Trust for Historic Preservation, a Main Street Program is a proven strategy for revitalization, a powerful network of linked communities, and a national support program that leads the field. The Main Street Approach has been implemented in over 1,200 cities and towns in 40 states across the nation with the help of the National Main Street Center and statewide downtown revitalization programs. A Main Street is the core of a community and today there are over two thousand Main

Street Programs in the United States. Creating a Main Street Implementation Plan is a key strategy for revitalization, created in part by and fully supported by the local community and its members. Without the support of the community and its volunteers, this kind of implementation plan could never be successful. A Main Street Program's key to success is its Four Point Approach. The Four Points Include Organization: to make sure everyone is working towards a shared goal, Promotion: to market the district's unique characteristics and provide a positive image, Design: to capitalize on the community's best assets and allow for an inviting atmosphere for visitors, and Economic Restructuring: to allow for existing businesses to expand while new businesses enjoy success. Each of the Main Street Approach's Four Points will be explained and referred to further throughout the implementation plan.

The Main Street Implementation Plan begins with a best practices report. This report is an overview of the Main Street Program and its Four Point Approach. Examples are included of successful Main Street Programs that have been implemented in similar communities to Washington Park. Next is a boundary definition, which identifies the criteria that was considered in defining the proposed Main Street's boundaries. Following the boundary definition is the identification of Washington Park's cultural resources. This includes historic resources and cultural assets, and provides recommendations for them. Next, is an analysis and recommendations for the current parking situation in the district. Following that is an identification of the community stakeholders as well as their engagement within the community. This section looks at current partnerships between political leaders, business and property owners, and residents and provides suggestions and possible solutions made by stakeholders. The next section analyses the regulatory environment, including the current zoning districts and financial incentives. Provided are recommendations to zoning and better usage, as well as examples of other cities who implemented financial incentive and special programs to better development. The next part looks at crime prevention in Washington Park. Provided is data collected with a developed inventory of strengths and weaknesses, as well as recommendations to provide more safety.

The Main Street Implementation plan continues with a section on organization with a goal of creating a strong non-profit organization capable of managing a Main

Street district. The next section is a proposed plan for economic restructuring. The goal for this section is to analyze a completed market assessment of Washington Park with recommendations. The next section is a plan of design. Both physical infrastructure and building facades are examined for recommendations, as well as identifying the priorities for design and rehabilitation work. Rounding out the Main Street's Four Point Approach, a plan for promotion is the next section, which identifies key opportunities in the communities with recommendations on how to promote them. The last section of the implementation plan is a time line and step-by-step work plan for the implementation of a Main Street Program in Washington Park.

This Main Street Implementation plan will provide community members and stakeholders the needed guidance to carry out a proposed Main Street Program to revitalize and economically improve the Washington Park neighborhood. All of the important points of the Four Point Approach are analyzed to be specific to Washington Park with possible recommendations.



## **2 - BEST PRACTICES**

### **2.1 INTRODUCTION<sup>1</sup>**

The Main Street program is a holistic economic development strategy that was created by the National Trust for Historic Preservation in the mid-1980s. The National Trust for Historic Preservation has a department dedicated entirely to the aims of the Main Street Program called the National Trust Main Street Center.

The National Trust Main Street Center®, leads a coast-to-coast network of more than 2,000 state, regional, and local programs, powerfully linked together through a preservation-based strategy for rebuilding the places and enterprises that make sustainable, vibrant, and unique communities. Tapping the collective wisdom of partners around the nation, the Center provides leading-edge thinking and analysis to community leaders, while advocating for change on state and national policy levels.

#### **2.1.1 HISTORY**

In the past 30 years, America's downtowns have changed drastically. The creation of the interstate highway system and subsequent growth of suburban communities transformed the ways in which Americans live, work and spend leisure time. Roads that once connected neighborhoods to downtown now carried residents to outlying shopping strips and regional malls. As downtown businesses closed or moved to the mall, shoppers dwindled, property values and sales tax revenues dropped. People forgot how important their downtown and its historic commercial buildings were in reflecting their community's unique heritage.

In many communities downtown merchants and property owners, tried to halt this spiral of decline by imitating their competition -- the shopping mall. Their attempts to modernize downtown take the forms of pedestrian malls, covering traditional building fronts with aluminum slipcovers, and attaching huge, oversized signs on their buildings to attract attention. These well-meaning but usually ineffective methods did not stabilize downtown's decline, mostly because they did not address the fundamental problem --

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<sup>1</sup> Information in this introduction and history is adapted from National Trust for Historic Preservation Main Street Center Web site material, found at [www.preservationnation.org](http://www.preservationnation.org)

that businesses did not change when the market did, and that people did not see the downtown as a destination for shopping any more.

Facing these issues, over 2,000 communities have adopted the Main Street approach in the past 30 years to look again at Main Street, their heart of the community, to save its historic buildings, to revive its commercial core, to strengthen business, to control community-eroding sprawl, and keep a sense of place and community life in America.

### 2.1.2 AIM & APPROACH

The program's aim is to revitalize the historical American urban centers that are at the heart of each community, through initiatives beyond the traditional blank slate "single project" often proposed by municipalities and economic development organizations. Guided by what is called the Four Point Approach, the community can organize itself into a non-profit that leverages the areas existing assets as its main tactic towards economic and communal vitality.

Once organized into a non profit organization, the Main Street Program pursues revitalization by; providing guidance and services to existing businesses to create a consistent image of the area based on its strongest features; conducting programming that attract outside investment and visitation; conducting infrastructural and building improvements to beautify the area; promote the businesses in the area and court others to join; and promote and organize business owners into an entity that works together to achieve these, and other, goals.

The Four Points are Organization, Promotion, Design, and Economic Restructuring.

## **2.2 The Main Street Four-Point Approach®**

As a unique economic development tool, the Main Street Four-Point Approach® is the foundation for local initiatives to revitalize their districts by leveraging local assets —from cultural or architectural heritage to local enterprises and community pride. The four points of the Main Street approach work together to build a sustainable and complete community revitalization effort.

### 2.2.1 Organization

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. By getting everyone working toward the same goal, your Main Street program can provide effective, ongoing management and advocacy for the your downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, your program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are coordinated and supported by a paid program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

### 2.2.2 Promotion

Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in your commercial district. Advertising, retail promotions, special events, and marketing campaigns help sell the image and promise of Main Street to the community and surrounding region. Promotions communicate your commercial district's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.

### 2.2.3 Design

Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors. It takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

### 2.2.4 Economic Restructuring

Economic restructuring strengthens your community's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new

businesses that the market can support. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers. Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

For each of the Four Points a governing body is created in the form of a committee of community stakeholders that create and develop programming for the Main Street Program. A Main Street Manager is tasked with implementing the programs in collaboration with these and the community.

## **2.3 THE EIGHT PRINCIPLES OF MAIN STREET**

For the program to be successful it has to be guided by eight principles that together provide for a holistic development approach that has been proven to work. For a Main Street program to be successful, it must whole-heartedly embrace the following time-tested Eight Principles.

•Comprehensive: No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.

•Incremental: Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening " in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.

•Self-help: No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

•Partnerships: Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.

•Identifying and capitalizing on existing assets: Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

•Quality: Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.

•Change: At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

•Implementation: To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

Nationally the Main Street Program has spurred over forty nine billion dollars in reinvestment in traditional commercial districts by implementing the Four Point approach and abiding by the Eight Principles outlined above. The next sections will discuss local case studies and measurements of the success of Main Street nationally.

## **2.4 CASE STUDIES**

Other Main Street Programs that that have similar community makeup, existing resources and who have capitalized on an urban, diverse population and cultural associations can be found in larger cities participating in the program. Boston, which has 19 Main Streets under a citywide umbrella, has multiple examples<sup>2</sup>. Created by Mayor Thomas M. Menino in 1995 as the first urban, multi-district Main Street program

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<sup>2</sup> City of Boston. Discover Boston On Main Streets. 2008. <http://www.cityofboston.gov/dnd/obd/beans.asp>

in the United States, Boston Main Streets is devoted to the continued revitalization of Boston's neighborhood commercial districts through design, technical, and financial support. Some examples are the Bowdoin / Gevea Main Street, which boasts the “best ethnic restaurants in Boston” including Cap Verdean, Dominican, Jamaican, and Chinese cuisine<sup>3</sup>. The Main Street also hosts a yearly event called the Multicultural Festival. The Hyde Jackson Main Street also touts food festivals, ethnic foods and cultural activities based on its Hispanic population and businesses. A district that has a similar streetscape to Washington Park, i.e. historic architecture mixed in with post war commercial along a major thoroughfare, is the Hyland Park Main Street in NJ. This organization is also a great example of the baby-step progress principle, where small, well-done projects make a visual impact in the community that inspires other improvements.

#### 2.4.1 Main Street Hyland Park , NJ.

“This has been five to seven years in the making,” – street improvements at Main Street Hyland Park, NJ

Main Street Hyland Park is another neighborhood that has capitalized on its ethnic diversity and is completing visual improvements that are attracting visitors to the neighborhood. In 2011 a project involving “replacing the sidewalks between the curb and the storefronts in the three blocks” plantings of about 60 trees, installations of “rain gardens” and other greenery, “bike racks, flag poles, trash receptacles and “living rooms,” with benches, tables and lamps were installed at selected stretches of street and at intersections<sup>4</sup>. The project is estimated to cost \$2.2 million and is being funded by state and federal grants and a zero-interest loan secured by the Main Street<sup>5</sup>. The business community is in such accord as a result of the Main Street that other initiatives that reflect common values are underway as well. In 2009, for example, the district decided to embrace a fair-trade ethic, becoming the “13th Fair Trade Town” in the

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<sup>3</sup> Ibid., 8.

<sup>4</sup> NJ Today. Highland Park Streetscape Project Gets Underway. August 15, 2011. Retrieved May, 2012. <http://njtoday.net/2011/08/15/highland-park-streetscape-project-gets-underway/#ixzz1u9SHx9ok>

<sup>5</sup> Ibid.

nation<sup>6</sup>. This designation “reflects the value of our community” says one councilman representing the district, iterating the promise and purpose of Main Street programs all over the country. The “banding together” and pooling of community resources has proven to be successful in many communities; NJ has received recognition as being particularly affective at revitalizing downtowns during the economic downturn using the Main Street approach<sup>7</sup>. Main Streets that have been active for longer times are able to measure, fiscally, the results of their efforts. On such example, which like Washington Park encompasses more than a linear district, is the Franklin Virginia Main Street organization, officially known as the Franklin Downtown Development.

#### 2.4.2 Franklin Downtown Development.

The Downtown Franklin Association was incorporated in 1985 and started off with gloomy conditions for revitalization. Having had a 47% vacancy on ground floor space, the city sponsored a commission to guide the economic revitalization of the downtown. A book published in 1997 reported financial reinvestments in the district of over \$21 million, and 200 rehabilitations to existing buildings<sup>8</sup>. Using CDGB grants and other funding resources, such as ISTE funds, improvements to streets, sidewalks, lighting and parks were made possible. Banks already present in the community banded together to create local pools for façade improvements, later expanded for any “good business purpose, from start-up funds to inventory loans”<sup>9</sup>. These and other efforts attracted 101 new businesses, reduced the vacancy rate to 3% and brought 453 jobs to the neighborhood as result. These types of numbers are reported in many Main Street Programs. Most effective at emphasizing the success of the program, though, are the numbers reported on the effect nationally.

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<sup>6</sup> Greg Flynn. Town’s fair trade efforts pay off. The Daily Targum, Rutgers, University. October 7, 2009. [http://www.mainstreethp.org/polIDoc.cfm?Doc\\_Id=1063](http://www.mainstreethp.org/polIDoc.cfm?Doc_Id=1063)

<sup>7</sup> Deena Yellin. Less affluent downtowns in North Jersey are faring better in the recession. February 7, 2010. [www.northjersey.com](http://www.northjersey.com)

<sup>8</sup> National Main Street Center. Main Street Success Stories. 1997. p. 76.

<sup>9</sup> Ibid.

### 2.4.3 Nation-Wide Success of the Main Street Program.

The National Trust Main Street Center collects statistical information on economic activity in local Main Streets throughout the country<sup>10</sup>. It is measured that between 1980 and 2011 main streets have coordinated \$53.6 billion in physical improvements from public and private sources. Over the same period of time, there has been a net gain in businesses of 104,961, a job production net gain of 448,835 and over 229,000 building rehabilitations. The Main Street Center reports a reinvestment ratio of \$18 to every \$1 invested. This ratio measures the amount of new investment that occurs, on average, for every dollar a participating community spends to support the operations of its Main Street program, based on numbers from organizations reporting on the 2011 fiscal year alone.

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<sup>10</sup> National Trust for Historic Preservation. Reinvestment Statistics: The Main Street Program's Economic Success. Retrieved May, 2012. <http://www.preservationnation.org/main-street/about-main-street/reinvestment-statistics-1.html>



### **3 - BOUNDARY JUSTIFICATION**

The proposed residential Main Street program would be located between the intersection of Broad Street and Eddy Street continuing East down Washington Ave towards Johnson and Wales University. Washington Ave is unique to South Providence, due to its connectivity between a major intersecting commercial district and a prominent university. The streetscape is clear-cut and the sidewalks are recessed from the street level leaving room for grass and trees to grow that line the street. The residential houses are in good condition and seem to have a sense of pride in the community. There is a mix between multiple family dwellings and single-family dwellings. Since Washington Ave is a primary thoroughfare between the commercial center of Washington Park and Johnson and Wales University, some of the residential buildings are leased to college students. The residential buildings that make up Washington Ave between the intersection of Broad and Eddy Street and Narragansett Boulevard are the best preserved with no vacancies. Whereas the from Narragansett Boulevard heading East towards Johnson and Wales University there are two vacancies. Directly across from one of the vacant properties at the East end of Washington Ave there are two Johnson and Wales University apartment houses, which are not architecturally contributing to the streetscape of Washington Ave. Although the university housing is not architecturally contributing, Johnson and Wales University has already contributed to Washington Ave, making them and every resident a major stakeholder in the community.

The location of the mixed use Main Street program would be located at the North end of Broad Street just south of Route 95, East along Aldrich Street towards Eddy Street. South along Eddy Street till the intersection of Eddy Street and Broad Street and then North along Broad Street till Route 95. It must be stated that the original boundaries that were taken into consideration during the assessment of Washington Park are not as described. These are now the amended Mixed Use boundaries. After the charette with the community members, it was discussed to include all of Eddy Street into the boundaries to create one large mixed use district whereas before our boundaries only reached as North three blocks from the intersection of Eddy and Broad

Street. This mixed use district is prime for mixed use because it has many residential dwellings as well as many storefronts, or buildings that could occupy storefronts on the ground level. By connecting two of the most prime commercial thoroughfares in Washington Park, including these two major streets inside the Mixed Use District is recommended.

The location of the Commercial District was decided upon the community members at the charette, due to its volume of space and previous restorations and rehabilitations the community members feel that the location of the Commercial District would be an asset to the community and a melting pot for new businesses and commercial use. The Commercial Districts boundaries would be located at its Northern point at the intersection of Eddy Street and Ernest Street heading South East towards US-1/Naragansett Blvd. then South along US-1/Naragansett Blvd. till the intersection of Carolina Ave heading West towards Eddy Street and then North towards the intersection of Eddy Street and Ernest Street.

The Washington Park Main Street Program would now have three different types of districts in their boundaries. A mixed use district, a residential district and a commercial district. With these three different districts it would create a sense of place in Washington Park, allowing new businesses the opportunities to develop and rehabilitate existing structures to create a more vibrant living community. Overall, the three districts would be a benefit towards Washington Park and the community now occupying the area.

## 4 - CULTURAL RESOURCES

### 4.1 WASHINGTON PARK- HISTORICAL CONTEXT

The Washington Park section of South Providence exemplifies the continued growth around the City of Providence during the turn of the 20th century. One of the main thoroughfares, Broad Street, was originally named Pawtuxet Road and served as an early link to Providence since Native Americans utilized the route before the founding of Rhode Island in 1636. The Pawtuxet Turnpike, today called Eddy Street, replaced Pawtuxet Road in 1825. The aging Pawtuxet Road in turn fell into disuse during the successive decades. The surrounding area consisted of large tracts of land for agrarian use. A small amount of dwellings existed before 1840 and continued to largely be unaffected by residential, commercial, and industrial use until the second half of the 19th century.<sup>11</sup>

In 1754, present-day Washington Park was part of Cranston. Edward Babcock acquired land east of Broad Street to the waterfront of Narragansett Bay. Babcock and his son, William, were both interested in horseracing, and laid out a triangular horseracing track on the property. By 1851, the track changed into an oval and surrounded by a fence. During the 1860s, the Washington Park Trotting Association was formed by the Babcock family and racing enthusiast Amasa Sprague. The Grand National Circuit Races were held at this venue until Sprague moved to a larger facility at Narragansett Park in Cranston. In addition, Washington Park was reannexed to the City of Providence in 1868.<sup>12</sup>

To the west of Washington Park lies Roger Williams Park, the largest public park in Providence. The land itself was owned by Roger Williams and used by his descendants for a number of generations. Nathaniel Williams, the great-grandson of Roger Williams, constructed a small gambrel roofed farmhouse on the undeveloped

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<sup>11</sup> Rhode Island Historical Preservation and Heritage Commission (RIHPHC). South Providence, Providence: Statewide Historical Preservation Report P-P-2. (Providence, Rhode Island: Rhode Island Historical Preservation and Heritage Commission, 1978). 5.

<sup>12</sup> Woodward, Wm McKenzie, and Edward F. Sanderson. Providence: A Citywide Survey of Historic Resources. (Providence, Rhode Island: Rhode Island Historical Preservation and Heritage Commission, 1986). 34.

land in 1773 east of present-day Elmwood Avenue. In 1871, Betsy Williams, the granddaughter of Nathaniel, gave the land to the City of Providence.<sup>13</sup>

By the early 1870's, the Babcocks sold their farm and to be subdivided for development. The Panic of 1873 led to stagnation in development for the next two decades, and only about a dozen houses were constructed before 1890. Even with residential development lagging behind, development of public transportation expanded. A horse car line was introduced on Eddy Street, Thurbers Avenue, and Broad Street in 1875, and the Broad Street line was extended south to Pawtuxet in 1879. In 1891, Colonel Isaac Goff formed the Home Investment Company to sell the remaining vacant lots from the former Babcock Farm. Development of Washington Park continued into the first decades of the 20th century.<sup>14</sup> One year later, the electric streetcar was extended down to this area of Washington Park. As a result, this area quickly became an early suburb of Providence.<sup>15</sup>



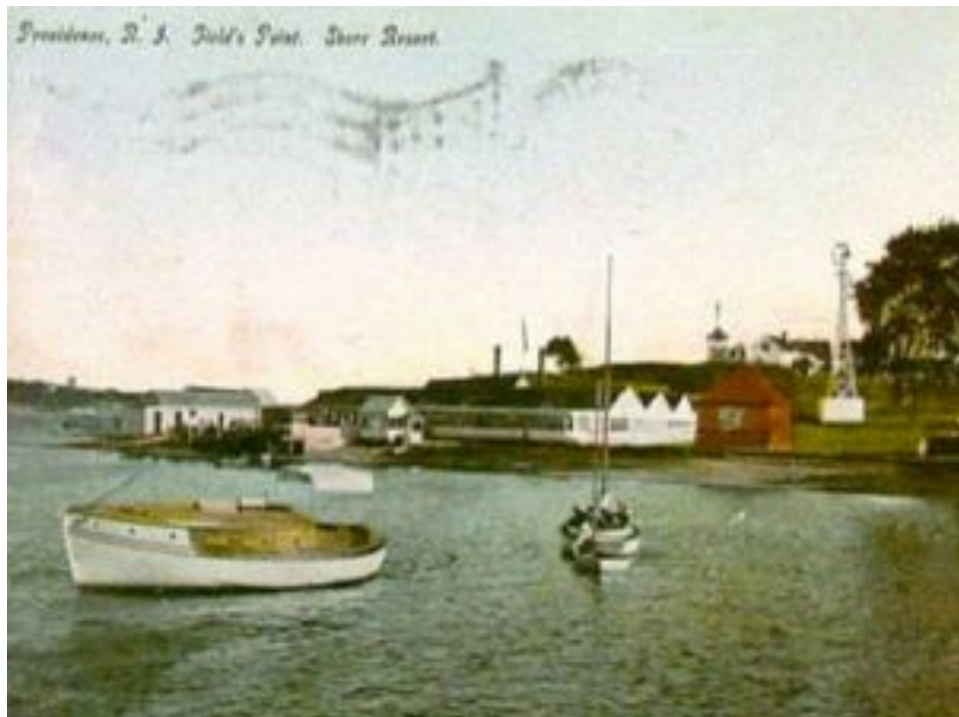
"Map of the Metropolitan District of Providence Plantations Showing Proposed System of Parks, Boulevards, and Public Reservations, 1906" zoomed into Washington Park. Note the original profile of Fields Point and the location of Columbia Park in relation to the coastline. *Providence Athenaeum*.

<sup>13</sup> Ibid.

<sup>14</sup> Ibid., 35.

<sup>15</sup> RIHPHC, 41.

Like many coastal communities of Narragansett Bay, the residents of Washington Park greatly utilized the waterfront for recreation. Field's Point was one of the many centers of entertainment by offering the Field's Point Farm as a public park<sup>16</sup>, S.S. Atwell's Clam House for traditional clambakes<sup>17</sup>, and the Washington Park Yacht Club.<sup>18</sup> Amenities such as these showed how local residents enjoyed this area during the Gilded Age.



"Providence R.I., Field's Point. Shore Resort," circa 1900. The Fields Point Wastewater Treatment Facility currently occupies this area. *Providence Public Library Special Collections.*

During the same time, Providence invested a great deal of time, money, and manpower into one of the nation's first waste management facilities at Field's Point. Begun in 1874, the system was not completed until 1901. Initially, untreated sewage was pumped directly into the bay, ruining the recreation potential of Washington Park.

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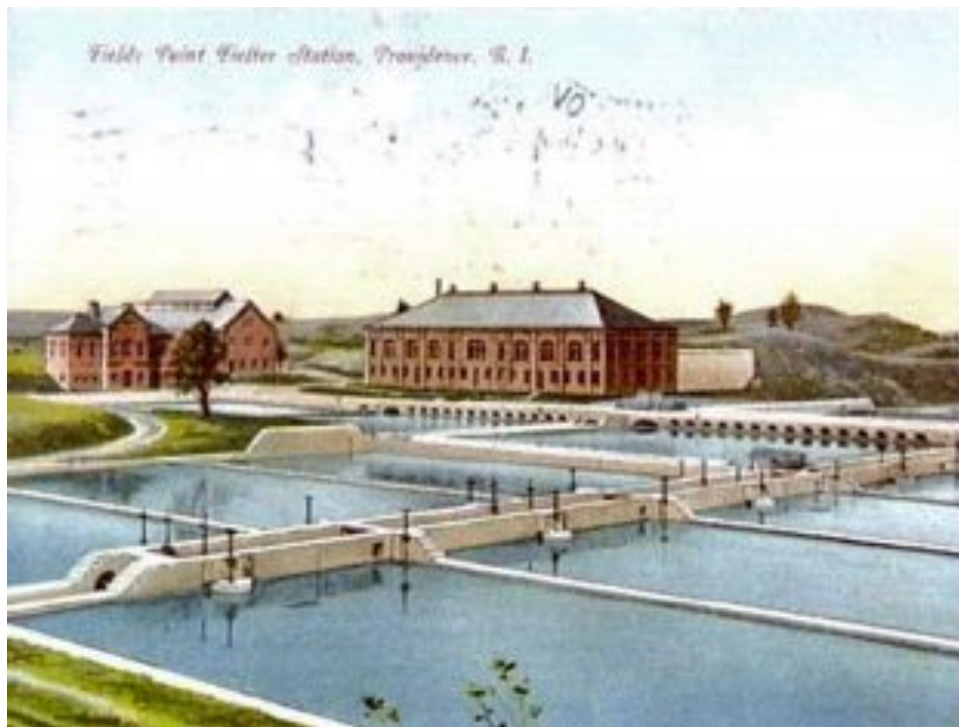
<sup>16</sup> Patrick T. Conley and Paul R. Campbell, *Providence: A Pictorial History*, (Norfolk, Virginia: Downing Company, 1982). 111.

<sup>17</sup> *Ibid.*

<sup>18</sup> *Ibid.*, 170.

Because of this health hazard, the plant was immediately updated to chemically treat the waste before it was to be discharged into the bay.<sup>19</sup>

Between 1931 and 1982, the facility continued to be in operation without updating, regardless of the city's population growth and increased awareness of human impact on the environment. Then, in 1982, the facility was transferred to the Narragansett Bay Water Quality Commission.<sup>20</sup> Since then, the facility has become one of the best in the country.<sup>21</sup> Today, the recent construction of three wind turbines stand as a testament to the facility's continued dedication to a cleaner environment.



"Fields Point Filter Station, Providence, R.I." circa 1905. The gable monitored Chemical House is the only building remaining of the original complex, completed in 1901.  
*Providence Public Library Special Collections.*

The primary style of architecture within Washington Park are triple-decker multi-family tenant housing and dwellings designed in the Colonial Revival style; both building types continued to be in fashion from the 1890's to the 1920's. It was during this time

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<sup>19</sup> Ibid., 134.

<sup>20</sup> Ibid.

<sup>21</sup> "Our History," Narragansett Bay Commission website, accessed April 30, 2012. <http://www.narrabay.com/en/About%20Us/History.aspx>

that the predominant Irish community was moving south from the industrial areas immediately south of Providence. Since the Irish were becoming more established, they were able to afford single-family dwellings in the suburbs. In addition to Washington Park, the Irish moved to neighboring Edgewood and Mount Pleasant.<sup>22</sup>

The onset of the two World Wars in the first half of the 20th century developed Washington Park even further. Because of the continued influx of mill workers, many single-family dwellings were divided into multiple apartments to serve as tenant housing. During the years succeeding the Second World War, industry slowly moved elsewhere, forcing much of the middle class population to move as well. In addition, the proliferation of automobile travel prompted streets to be widened and small front yards to be paved for parking. Even with these “improvements,” successfully retrofitting the area to accommodate automobiles was not fully successful, leading many people to move into the newer post-war suburbs designed with the automobile in mind. Although Washington Park was already disconnected from the City of Providence by the construction of the Providence-Stonington Railroad line in 1837<sup>23</sup>, the introduction of Interstate 95 further isolated Washington Park from South Providence. The complete isolation brought fourth by Interstate 95 made Washington Park become a microcosm independent from downtown Providence. Within twenty years, Washington Park changed from a desirable suburb to a community in distress.<sup>24</sup>

Today, Washington Park has greatly improved from a slum into a community with a strong sense of local pride. Many local business flourish on Broad Street, with additional commercial development on Eddy Street and an adaptively reused industrial area off of Eddy Street. With such a strong local business base, self-sufficiency, and proximity to major stakeholders such as Johnson & Wales University, the area is primed for the implementation of a Main Street Program.

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<sup>22</sup> RIHPHC, 42.

<sup>23</sup> Woodward, 50.

<sup>24</sup> RIHPHC, 43.

## 4.2 - List of Important Historic Resources

The following list of potentially historic resources was compiled based on individual architectural merit that have elevated them above the overall built environment. Although these resources have the potential for and individual listing, the entire district can be nominated onto the National Register of Historic Places as a single historic district. This option would allow for the incorporation of buildings and sites that would otherwise not be eligible for an individual nomination. Nominating Washington Park onto the National Register is recommended, for such a designation makes individual properties eligible for a wide array of funding opportunities from the local, state, and federal levels. More specifically, the district can be nominated under both National Register Criterion A, which “That are associated with the events that have made a significant contribution to the broad patterns of our history,” and Criterion C, which “...that represent a significant and distinguishable entity whose components may lack individual distinction”.<sup>25</sup>

In general, the development of Washington Park can be categorized into three sections; early development, between the two world wars, and post-World War II. The cut-off date for any post-World War II building is 1962, meaning it should be fifty years or older in order to be considered a contributing historic resource. Below is a list of contributing historic resources within the proposed Main Street district, organized by the three major periods in the history of Washington Park.

Street addresses were added wherever possible. In addition, [Local], [State], and [National] indicate whether the historic resource is significant under a local, state, or national historic context.

### 4.2.1 - Early Development: c.1890 - 1914

- [National, already listed] Fields Point Waste Treatment Facility
- [Local] 1494 Broad Street
- [Local] Broad Street Elementary School

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<sup>25</sup> United States Department of the Interior, “National Register Bulletin: How to Apply the National Register Criteria for Evaluation.” 2.



- [Local] 1360 Broad St. - Fire Station (Providence Public Library, Washington Park branch)
- [Local] 1469 Broad St. - J.B. Foley Printing Company
- [Local] Numerous private dwellings on Washington Avenue

#### 4.2.2 - World War I to World War II: 1914 - 1945

- [State] Industrial area on Eddy Street
- [State] 1473 Broad St. - Industrial Trust Bank (Bank of America)
- [Local] 1376 Eddy St. - Carters Candy Shop (Eastern Art & Frame Co.)
- [Local] 1293 Eddy St. - Nelson's Little Shop of Flowers

#### 4.2.3 - Post-World War II: 1945 - 1962

- [Local] 1394 Broad St. - El Bebe Daycare/Karate

### 4.3 - Key Cultural Assets

In addition to our discussions, the determination of key cultural assets was based on individual interviews of local business owners and residents in addition to the community charette on April 19, 2012. The following list showcases the results:

#### 4.3.1 - Open Space

- Columbia Park
- Intersection of Broad Street and O'Connor Street



- Narragansett Bay

- Roger Williams Park



- Washington Square



#### 4.3.2 - Public Buildings

- Providence Public Library, Washington Park branch



- Washington Park Community Center



- Open Table of Christ (Washington Park Methodist Church)

#### 4.3.3 - Local Businesses

- Banks



- Industrial area on Eddy Street



- Produce Markets



- Salons



**4.3.4 - Educational Institutions**  
- Broad Street Elementary School



- Johnson & Wales University

**4.4 - Value Assessment**

Similar to how the key cultural assets were determined, the values assessment was based on community input through interviews and the charette in addition to our discussions. In addition to these methods, a Rapid Ethnographic Assessment Procedure (REAP) was undertaken during February of 2012 on the Broad Street

Commercial Corridor and Washington Avenue Residential Corridor. The REAP assessment results are as follows:

**4.4.1 - Areas of Most Value**

- Casey Family Services
- Providence Public Library, Washington Park branch
- Narragansett Bay
- Open Table of Christ (Washington Park Methodist Church)
- Washington Park Community Center
- Washington Square

**4.4.2 - Areas of Least Value**

- Areas bordering the industrial waterfront
  - Fields Point Waste Treatment Facility



-Oil tanks north of Ernest Street

Historical photographs (streetscapes) - Refer to Appendix D for historical photographs

## **5 - PARKING ANALYSIS & RECOMMENDATIONS**

The Preservation Planning Workshop has conducted a parking study for the proposed Main Street area as part of our proposed Washington Park Main Street program. The purpose of a parking survey (or parking usage study) is to provide details on the efficiency of existing parking facilities and determine the need for revising the existing parking supply.<sup>26</sup> Please see appendix E for the raw data collected during this study.

### **5.1 - Study Area**

We surveyed 26 block sections of on street parking and 6 designated parking lots within the Washington Park Neighborhood within the proposed district along Broad Street, Eddy Street, and Washington Avenue. Please see the Boundary Map in Appendix C to view the study area.

### **5.2 - Methodology**

“Parking inventories are intended to gather information on existing parking supply and its use. Parking inventories include observations of the number of parking spaces and their location, time restrictions, and the type of parking facility. In order to facilitate the recording of parking areas, the study area is divided into several blocks. Inventory data is then displayed in tables as part of the actual parking study. This allows for a comprehensive method of evaluating the data. Accumulation (or occupancy) checks and license plate checks are the two types of usage studies used in this study...License plate checks are the technique used to observe the turnover for parking usage studies. Turnover is defined as the average number of cars parked per day during the study period in each space of a given block”<sup>27</sup>.

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<sup>26</sup> Downtown Huntington Parking Survey.Prepared under the direction of the Pioneer Valley Metropolitan Planning Organization for the Town of Huntington. June 2006.

<sup>27</sup> Ibid.

### **5.3 - Survey of Parking Utilization & Occupancy in Washington Park**

A one-day survey of parking utilization and occupancy was conducted by Roger Williams University HP 682 Graduate Preservation Planning class in February 2012. The class broke up into four (4) groups to observe and record how many cars were parked in on-street parking and existing parking lots in the Washington Park neighborhood on one day from 9am-5pm. This would then help to students to analyze how many open parking spaces there were. Please see Appendix E to view the raw data collected from this study.

### **5.4 - Analysis of Existing Parking Supply & Recommendations**

From the raw data collected it was concluded that the majority of the day there was more than enough parking on both the Broad Street and Eddy Street corridors and also within all of the surveyed designated lots. Most areas seemed to become the busiest with the most parking utilized between the hours of 2 and 4 pm. Even with this increase in the demand for parking it was seen that some available parking spots were not utilized all day. The class believes that if there were even a significant increase in the need for parking in the proposed Washington Park Main Street, there would be no issues in locating available parking spaces. It is recommended that the parking configuration be kept in its current state. There is enough parking for additional lot and on-street parking than exists currently.

## 6 - STAKEHOLDER IDENTIFICATION & ENGAGEMENT

The proposed boundary of the Main Street program provides for a variety of stakeholders and businesses. While the proposed boundary is not visually cohesive, it has numerous assets for the residents, business owners, and visitors. There are corporately owned, privately owned, government, and civic businesses and locations.

First, there are numerous civic locations. Roger Williams Park at the northern most end of the boundary has numerous activities within the park (in addition to all its open space); the Zoo, the Botanical Center, the Museum of Natural History and Planetarium, the Casino, the Carousel Village, the Temple to Music, tennis courts, and baseball fields. There are also two other parks within the boundary, and one that is right outside the boundary, but that will also prove to be an asset to this area. There is a small outdoor stage with seating between the Washington Park Library and Community Center. Also between the Washington Park Library and the Washington Park Community Center is O'Connor Street which has been blocked off and turned into a promenade. Another park at the southern end of the proposed boundary is at the intersection of Broad Street and Eddy Street. Columbia Park on Vermont Ave is located on the block right behind Washington Ave, and has open space, walking paths, basketball courts, and a playground that give even more variety for those who are taking advantage of the Main Street program.

The main stretch of the proposed Main Street program is bounded by the Washington Park Library and Community Center on the northern end and the Alan Shawn Feinstein Elementary School at Broad Street on the southern end. This will tie together the main portion of the Main Street and means that many people will be walking between the two areas. They are also two important community stakeholders.

There is a post office and numerous banks who will also be important stakeholders. Banks must give back a certain percentage of money to the community, so they would be a good place to turn to for support of this project. The industrial section of Washington Park is currently being rehabilitated and built up, showing that there is current interest and belief in this area. These are corporations who will also be important stakeholders since they have money to make things happen, and more



importantly, they care about the area. The Rhode Island Monthly's offices are also located on Baker Street in this area. They could be a potential stakeholder who could keep people informed or get people involved with the Main Street program.

Washington Ave is a residential section of the proposed boundary with architecturally significant properties. This means that residents on this street will be stakeholders as well, and can add a different spin or viewpoint than the corporate, government, and business stakeholders.

Finally, there is an immense variety of privately owned businesses. They will be stakeholders because their businesses are located there, but they will also be assets in themselves in drawing people to the area. There is basically everything anyone could possibly want or need in this area. There are two gas stations, a Family Dollar, a liquor store, a few sit down restaurants, numerous places where one can get a quick bite to eat, a frame shop, a clothing store, a pawn shop, a store with fresh produce (which is hard to find in urban areas), a store that sells sports uniforms, a frame shop, a lawyer's office, an animal hospital, two Laundromats, a record shop, a health food store, two cell phone stores, an automotive shop, and a karate school with an afterschool program. With such variety, it will draw people to the area and then give them other reasons to keep coming back.

## **6.1 - Identification of Stakeholders**

### **6.1.1 - Community & Political Leaders**

- Carmen Castillo, City Councilwoman, Ward 9, [ward9@providenceri.com](mailto:ward9@providenceri.com)
- Luis Aponte, City Councilmember, Ward 10, [ward10@providenceri.com](mailto:ward10@providenceri.com)
- Grace Diaz, RI State Representative
- Mayor Angel Taveras, Providence
- Governor Lincoln D. Chafee, Rhode Island

### **6.1.2- Business & Non-Profit Owners**

- Frances Murphy, Washington Park Community Center Executive Director
- Marilyn Cepada, Works RI
- Carla DeStefano, SWAP
- Sharon Wells, West Elmwood CDC, Executive Director
- Scott Wolf, Grow Smart RI
- Valerie Talmage, Preserve RI

- Kim Smith, Providence Revolving Fund
- Mike Tilford, Historic Boston Incorporated
- Carmen Diaz Jusino, Center for Women and Enterprise
- Karriem Kanston, Coastaway Providence
- Kim Smith, Revolving Fund
- Virginia Thimas, US SBA
- Joseph Silva, Bank of Rhode Island
- Courtney Smith, Local 271
- Jennifer Hawkins, Olneyville Housing
- Jim Gannaway, Casey Family Services
- Adriana Dawson, Johnson & Wales University, RI Small Business Development Center, Interim Executive Director
- Priscilla Nascimento, CHisPA, Health Promoter/Tobacco Control Community Initiative Coordinator

### **6.1.2- Residents**

Residents on the streets that are located within the boundary of the proposed Main Street implementation plan will be stakeholders in addition to those listed above. The Main Street, while mainly focusing on revitalizing the commercial areas, will make Washington Park a more desirable place to visit and live, thereby providing benefits to those that already reside there. These would be residents on Broad Street, Eddy Street, Washington Ave, Calla Street, and Morton Street. Other stakeholders will be those living within Washington Park as it will be easy for residents to walk to the Main Street for all their needs, and they may have a vision for this area of Washington Park.

### **6.2 - Key Businesses / Non-Profit Organizations**

While all businesses will benefit from the Main Street plan being implemented, there are a few businesses and non-profits in and near the district that may be key stakeholders based on what their business or non-profit is and increased visitors to the district.

- Casey Family Services, 1268 Eddy Street, (401) 781 3669
- Washington Park Community Center, 42 Jillson Street, (401) 461 6650
- Washington Park Library, 1316 Broad Street, (401) 781 3136
- International Insignia, 1280 Eddy Street, (401) 784 0000
- Nelson's Little Shop of Flowers, 1293 Eddy Street, (401) 461 4900
- Eastern Art & Frame, 1376 Eddy Street, (401) 781 8363
- J.B. Foley Printing, 1469 Broad Street, (401) 467 3616
- Hair Salons/Barbershops (Increase in customers)

- All ethnic restaurants and food markets (This will be a key reason to come to the district in order to experience, enjoy, and purchase ethnic foods that other areas nearby do not have.)

While the above listed businesses and non-profits may have a stake in the Main Street district, Johnson & Wales University and the developer of the newly revitalized industrial area will undoubtedly have a stake:

### Johnson & Wales University

The intersection of Broad Street and Washington Avenue in Providence offers a strategic position in the development of a NTHP Main Street Program. From the main entrance of Johnson & Wales' newly established "Harborside Campus" to the entrance of Roger Williams Park, this unique inclusion of commercial and residential areas would add tremendously to its growth and long-term development.

Johnson & Wales (JWU) is home to thousands of college students from all 50 states and 71 countries which support more than 90 active clubs and organizations. Since establishing the "Harborside Campus" in 2006 the issue of student housing on campus has been reduced. Nonetheless a challenge for JWU, due to its location in an urban/suburban environment with a limited number of student housing resources, does not guarantee housing for any of it's students. Therefore, many students prefer off campus housing within the confines of "Harborside Campus." Currently, on-campus housing is only available through a lottery system and as of 2012 Johnson & Wales only supplies 30% of it's students with housing. The school actively competes for local real estate resources within the general area of the school to help students enjoy campus life, hence, a logical inclusion of Washington Avenue in the Main Street district proposed could potentially add greatly to the commercial area and interests found within the neighborhood.

Having Johnson & Wales be tied directly to the main core of the proposed Main Street district gives an opportunity for them to be a major stakeholder, and improves the quality of life for their students. Highlighting a direct path to the shops and restaurants makes it easier and more likely for students to walk to and spend time in the commercial

downtown district. It has been mentioned that most students are unwilling to spend time in the area as they do not feel safe, and therefore they rarely leave the campus unless it is to go straight downtown. This proposal benefits the students by giving them a place to spend time, and benefits the local businesses and restaurants by bringing in more money. Students, staff, and faculty can buy locally, get exercise, and have a multitude of options say if they want to walk off campus for lunch or other reasons.

Someday, Johnson & Wales could capitalize on their culinary program and give students more hands on experience by setting up a program that would allow students to work side by side chefs and cooks at local restaurants, gaining insight into ethnic cooking. This could also be an opportunity for Johnson & Wales to purchase a vacant building whether it be along Eddy Street or in the industrial area, and set up a restaurant run solely by their culinary program and possibly business students.

#### Revitalization of Nearby Industrial Area

An area at the northern most section of the Main Street district along Eddy Street is the industrial area located one block east of the proposed main street delineation. Wedged between northern Eddy Street and Allen Avenue/ Narragansett Boulevard, and bordered by Carolina Avenue to the south, this ten-block site might offer insight on the Main Street Programs success. Multiple industrial single story facilities are being restored, although not to federal historic preservation standards, and converted into commercial- and office spaces. A prominent landlord, who is a large stakeholder in the area as a whole, is hoping to convert his many holdings into useable tenant spaces.

The area exhibits signs of continued light manufacturing use, but revitalization can be found in the presence of a coffee shop, medi-tech company offices, and small businesses particularly along the newly cleaned up Baker Street. Hitching onto the promise brought along with the relocation of Johnson and Whales University to a campus only a few blocks south of the industrial park, this areas invigoration might be closely linked with the success of this project. The park is excluded from the Main Street delineation mainly because of its inability to be connected to the district delineation of the program. No clear avenue exists to connect this block to the rest of the district, but

its potential to the rejuvenation of the area will be remain a consideration as the program progresses.

### **6.3 - Identification of Existing & Developing Strategic Partnerships**

For a Main Street program to be successful, it must be built upon strong strategic partnerships. These partnerships exist to promote and strengthen the program by being able to bring forth resources and ideas that do not already exist, or ones that the Main Street program could not provide on its own. While there are many strategic partnerships that already exist within the proposed district, there are many more that should be considered with businesses and organizations inside and outside the district.

- Johnson & Wales University
- Alan Shawn Feinstein Elementary School
- Washington Park Library
- Washington Park Community Center
- Casey Family Services
- Citizens Bank
- Bank of America
- United States Post Office
- City of Providence
- Rhode Island Economic Development Corporation
- Providence District 3 Police
- Roger Williams Park
- Broad Street Merchants Association
- CHisPA

### **6.4 - Collection of Information: Stakeholder Interviews & Community Charettes**

In addition to the key expert stakeholders in Washington Park; whether a community or political leader, a business or nonprofit owner, or resident; there were many more stakeholders that were determined through interviews. These impromptu interviews with the community members listed below, gave an opportunity to identify more people in the community who may be a stakeholder and to see what community members thought of the Main Street implementation plan that do not necessarily have a monetary investment in or leadership responsibilities to the community.

- Joanne Noonan, Owner, Eastern Art and Frame Shop, 1376 Eddy Street
- Nelson Taylor, Owner, Nelson's Little Shop of Flowers, 1293 Eddy Street
- Lt. John O'Connor, District 3 Providence Police Department
- Giselle, Receptionist, Drs Pass, Bertherman, & Kokturk, Family Eye Care, 1466 Broad Street
- Lorena Soto, Employee, Cellular World, 1496 Broad Street
- Kerry, Hygienist, Comfort Dental, 1482 Broad Street
- Tom Giammateo, Owner, J.B. Foley Printing, 1469 Broad Street
- Christopher P. Devine, Branch Manager, Citizens Bank, 1477 Broad Street
- Employee, Providence Pawnbrokers, 1405 Broad Street
- Nina, Owner, Nina's Salon, 1400 Broad Street
- Yolanda Langlely, Vida Sana, 1359 Broad Street
- Customer at Laundromax, 1315 Broad Street
- Owner, New Stop Food Market, 1258 Broad Street
- Employee, Ortiz Place Restaurant (now Al Pec Dorodo), 1266 Broad Street Resident,

#### Washington Ave

After sending out emails, and distributing flyers to all businesses and organizations located on Broad and Eddy Street, numerous stakeholders self-identified by attending the community charette that took place on April 19<sup>th</sup> at Casey Family Services. Also in attendance were numerous city and state employees some of whom had a personal interest in the project, and others who were there to represent the city or state. The people listed below were those who took part in the community charette.

- Ann Gooding, City of Providence, Office of Economic Development
- \*Seth Forden, Resident, 130 Carr Street
- \*Lanham Bundy, Librarian, Washington Park Library
- \*Claudia Cardozo, Rhode Island Economic Development Corporation
- \*Nelson Taylor, Owner, Nelson's Little Shop of Flowers
- Julie Coon, Criminal Justice Professor, Roger Williams University
- \*Tom Giammateo, Owner, J. B. Foley Printing
- Victor Barros Jr., Rhode Island Economic Development Corporation
- \*Ernesto Figueroa, City of Providence
- \*Joanne Noonan, Owner, Eastern Art & Frame Shop
- \*Katuska Perez, City of Providence

\* Stakeholders

## **6.5 - Solicitation of Ideas & Solutions From Stakeholders**

Ideas and solutions should always be solicited from stakeholders both with and nearby the Main Street. This is a community based program and the only way it can work is if the community takes the initiative and gets the program up and running and stabilized for the years to come. The stakeholders must work together to create a vision for the community and then make it happen.

Ideas and solutions should regularly be sought from stakeholders in the form of a regular meeting that they can attend. Perhaps this can be done by opening up one Main Street Board of Director's meeting a month to allow those stakeholders to come and voice their opinions. This makes sure that community members and stakeholders who are not on the Board of Director's or part of a committee can still actively participate and make a difference.

Also somewhat regularly, there should be a group that takes on the project of going around to the businesses and stakeholders to see if they have any input. This makes sure that even if they for some reason cannot make it to a meeting that they can still contribute. This could also be done with a regular mailing or email once all stakeholder and business information has been collected and compiled.

Finally, a website is always a good idea to have for a Main Street. This allows community members, stakeholders, and visitors to see what is going on in the Main Street; it is a good way to advertise for events. It is also a way to let people know what exists within the Main Street, as well as the mission, vision, and values. Once this website has been created, this would be a good place to have a way for stakeholders to easily and electronically submit any ideas or suggestions that they may have.

## **6.6 - Diverse Points of View: Ways to Seek Consensus on Issues**

With so many stakeholders involved, it is not surprising that there will be diversity among them. Organizations and businesses can all be interested in partaking in the Main Street program for similar or different reasons, though they are likely to come from all areas of business and be many different kinds of organizations. This scenario of

many stakeholders coming together to support one program can be both an asset and a detriment. Since the stakeholders would come from many different backgrounds, they will come with varying ways of doing things and varying ideas. This will allow for a collection of great ideas. However, a diversity of stakeholders, each with their own way of doing things also leads to too many conflicting opinions.

Also, there will be differing points of view. If dealt with properly, this can add to the Main Street program. If everyone had the same ideas and viewpoints, all aspects would remain status quo, and the program would never be able to grow or change for the better. By capitalizing on diverse points of view, new programs can be added, events can become more successful, and it can be made sure that everything is running as smoothly as it can.

There can be many successful ways to seek consensus on issues. Issues should be brought before the Board of Directors so that everyone has an equal opportunity to state their case. A way to solve the issue would be for the Board of Directors vote on the ideas. This could be after giving stakeholders and the community a chance to make a case for one side or the other, to voice their opinions. Another way to seek consensus would be for all issue to be brought to the table, and then a moderator can work with the stakeholders to combine the best aspects of each plan to make a cohesive successful plan that the majority of people then support. Finally, a community charette can be held to gather ideas on the issue while gaining community buy in.



## **7 - ANALYSIS & RECOMMENDATIONS OF THE REGULATORY ENVIRONMENT**

### **7.1 - Zoning and Permitting Issues**

This section is meant to examine the existing zoning conditions and regulations set in place in the proposed Washington Park Main Street. Zoning is an important aspect of the proposed implementation plan; this is because zoning regulates what type of activity (residential, commercial, industrial, park space, etc....) can occur in a particular location. Once the existing conditions and definitions are stated, this section will provide possible recommendations for the proposed Washington Park Main Street and solutions to zoning issues.

#### **7.1.1 - Purpose**

The zones and regulations set forth in the City of Providence's Ordinance are in compliance with the Comprehensive Plan, and are intended to address the following purposes: (Providence Zoning Ordinance 2010)

- (A) Promoting the public health, safety, and general welfare.
- (B) Providing for a range of uses and intensities of use appropriate to the character of the city and reflecting current and expected future needs. (C) Providing for orderly growth and development which recognizes:
  1. The goals and patterns of land use contained in the Comprehensive Plan as defined;
  2. The natural characteristics of the land, including, but not necessarily limited to, its suitability for use based on topography, potential surface water run-off and susceptibility to surface or groundwater pollution;
  3. The values and dynamic nature of coastal features, riverfronts, freshwater ponds, the shoreline, and freshwater and coastal wetlands;
  4. The values of unique or valuable natural resources and features;
  5. The availability and capacity of existing and planned public and/or private services and facilities;

6. The need to shape urban development; and

7. The use of innovative development regulations and techniques.

- (C) Providing for the control, protection, and/or abatement of air, water, groundwater, and noise pollution, and soil erosion and sedimentation.
- (D) Providing for the protection of the natural, historic, cultural, and scenic character of the city.
- (E) Providing for the preservation and promotion of the urban forest, street trees, and open space.
- (F) Providing for the protection of public investment in transportation, water, storm water management systems, sewage treatment and disposal, solid waste treatment and disposal, schools, recreation, public facilities, open space, and other public requirements.
- (G) Promoting a balance of housing choices, for all income levels and groups, to assure the health, safety and welfare of all citizens and their rights to affordable, accessible, safe, and sanitary housing.
- (H) Providing opportunities for the establishment to flow and moderate income housing.
- (I) Promoting safety from fire, flood, and other natural or manmade disasters.
- (J) Promoting a high level of quality of design in the development of private and public facilities.
- (K) Promoting implementation of the Comprehensive Plan, as it may be amended from time to time.
- (L) Providing for coordination of land uses with contiguous municipalities, other municipalities, the state, and other agencies, as appropriate, especially with regard to resources and facilities that extend beyond the city's boundaries or have a direct impact on the city.
- (M) Providing for efficient review of development proposals, to clarify and expedite the zoning approval process.
- (N) Providing for procedures for the administration of this Zoning Ordinance, including, but not limited to, variances and special use permits.

### **7.1.2 - Compliance**

According to the City of Providence's Zoning Ordinance Sec. 105, Conformance and Permits Required, No building or structure shall be erected, reconstructed, enlarged or moved for any use other than that which is permitted in the zone in which such building, structure or land is located. Nor shall any building, structure or land be used for any use other than is permitted in the zone in which it is located.

### **7.1.3 - Proposed Washington Park Main Street's Current Zoning**

It is currently located within six different types of zoning districts. As indicated on the map in Appendix G, north of Broad Street is located within a C1 district. South of Broad Street is located within the boundaries of a C2 district. The south of Broad Street is also a part of a Commercial Corridor Overlay District (CCOD). Both Eddy and Washington Street are located within a R2 type of district. The industrial area located to the east of Washington Park included in the boundaries of the proposed main street is located within a W2 district. The small park located directly across from Johnson and Wales University is part of an OS district.

### **7.1.4 - Definitions**

#### **7.1.4.1 - C1 District**

Limited Commercial District. This zone is intended for neighborhood commercial/residential areas that primarily serve local neighborhood needs for convenience retail, services and professional office establishments.

#### **7.1.4.2 - C2 District**

General Commercial District. This zone is intended for commercial areas that serve citywide needs for retail, services and professional office establishments.

#### **7.1.4.3 - CCOD**

Commercial Corridor Overlay Districts. This overlay zone is superimposed on existing zoning districts on commercial corridor throughout Providence. According to the city's ordinance, a CCOD is intended to ensure that existing and future development

contributes to a continuous and active street that addresses the contextual, human-scale, mixed-use, pedestrian-friendly and automobile-accessible needs of the neighborhood. A CCOD encourages neighborhood-oriented economic development. Principles and standards required within a CCOD apply to all buildings and properties located within the district. This includes that the exterior of buildings, storefront changes or alterations, and any new construction must meet proper requirements noted in the Zoning Ordinance. Also any building that conforms to requirements is not allowed to be demolished either in whole or by part. Vinyl or aluminum siding is not permitted for any first floor or street level exterior of any building, as well as the use of concrete cinder blocks.

#### **7.1.4.4 - MSCOD**

Main Street Commercial Overlay District. This overlay zone is intended to be superimposed on existing C-1, C-2, C-4 and R-P districts and will require additional dimensional requirements and performance standards. The MSCOD is intended to ensure that certain commercial districts exist to serve adjacent neighborhoods where people are more likely to walk for commercial services and shopping. Typically these neighborhood commercial districts often are congested with traffic and parking along the main streets. According to the city's zoning ordinance, the MSCOD is located in areas that are pedestrian oriented and encourage a lively mix of street frontages that include shopping and services for people to access primarily by walking and driving to rear parking lots.

#### **7.1.4.5 - R2 District**

Two-Family District. This zone is intended for low-density residential areas comprising single-family dwelling units and two-family dwelling units in detached structures located on lots with a minimum land area of five thousand (5,000) square feet.

#### **7.1.4.6 - W2 District**

Waterfront—Mixed Use District. This zone is intended to promote a balance among appropriately scaled residential, commercial and light industrial development; to enhance compatible development with adjacent areas and surrounding residential

neighborhoods; to enhance and create public access to the waterfront as a public resource for the benefit of present and future generations; and, to provide a transition between the Port/Maritime Industrial uses and surrounding neighborhoods.

#### **7.1.4.7 - OS District**

Open Space District. This zone is to insure that open space areas, conservation areas and outdoor recreation areas are preserved in the city. This district includes parks, wetlands, flood plains, conservation areas and areas that cannot be developed.

#### **7.1.5 - Use Regulations in Washington Park**

##### **7.1.5.1 - Commercial Zones**

A C2 zone allows for more uses than in a C1 zone. Services that are allowed in a C2 zone that are not allowed in a C1 zone that are applicable to the proposed Washington Park Main Street include: drinking establishments such as a bar or tavern, taxicab terminals, outdoor entertainment, and an indoor sports facilities. No manufacturing production is allowed in either a C1 or a C2 district.

##### **7.1.5.2 - Residential Zones**

Uses other than residential that are allowed in a R2 district that are applicable to this implementation plan include: religious housing and services, non-profit museum, non profit library, non profit art gallery, and a non profit community center. R2 zones are allowed to authorize with a special use permit, home occupation use as long as there is only one use per building. The following conditions, according to the city's zoning ordinance, must be met in order to apply to the zoning board for home occupation

- (A) The home occupation is conducted entirely within a dwelling;
- (B) The home occupation is operated by the resident occupant(s) of the dwelling;
- (C) The home occupation is situated in the same dwelling as the primary residence of the occupant(s);
- (D) The residential character of such dwelling is not changed;
- (E) There shall not be more than one (1) assistant worker who is not a resident of the dwelling;

- (F) There shall be no sale of goods, wares or merchandise on the premises.
- (G) No more than fifty (50) percent of the gross floor area of the dwelling unit or eight hundred (800) square feet, which ever is less, shall be used for the home occupation, including waiting areas for clients, patients, pupils or customers; and,
- (H) Visits by clients, patients, pupils or customers shall be limited to no more than two (2) at any given time, and such visits shall be limited to hours between 8:00 a.m. and 9:00 p.m.

### **7.1.5.3 - Waterfront Zones**

Uses that are allowed in a W2 district and are applicable to the proposed main Street include: trade, transportation centers, and freight terminals.

### **7.1.6 - Recommendations**

The following recommendations are meant to provide the proposed Washington Park Main Street with guidance regarding what options are available given the current zoning regulations. The given options will help create a successful main street that promotes a vibrant and diverse, pedestrian friendly retail environment.

#### **7.1.6.1 - Eddy Street**

The first recommendation for zoning in the proposed Washington Park Main Street is an attempt to apply to the board a request to move the zoning boundaries of the C2 district over one street. The location of the move would be from Broad Street to Eddy Street. This change in boundaries would allow for Eddy Street to no longer be zoned R2, but instead would be a part of a C2 zone. This would allow Eddy Street to be zoned commercial and provide more retail options. If a change were denied by the zoning board than the next recommendation would be to look at the uses listed above in section 7.1.5.2 that are non residential. The non-residential uses listed are a possible solution to put either an art gallery or a small doctor's office into a vacant space on Eddy Street.

### 7.1.6.2 - Broad Street

This recommendation is to consider changing Broad Street from being within a CCOD (defined in section 7.1.4.3) to being a part of a MSCOD (defined in section 7.1.4.4). A MSCOD is similar to a CCOD but has more characteristics that are comparable to and represented by a Main Street Program such as walkability.

### 7.2 - Financial and Regulatory Incentives for Development

This section of the proposed implementation plan is meant to examine Washington Park's current financial and regulatory incentives for development, and provide possible types of incentives that are currently being used in other cities. The provided examples of incentives would be applicable to the proposed main street.

The following is a resource list of city financial and regulatory incentives for development that are currently in place:

<http://www.cityofchicago.org/city/en/depts/dcd/provdrs/tif.html> (Chicago, IL Tax Increment Financing)

<http://www.eastprovidence.com/content/660/default.aspx> (East Providence, RI Enterprise Zone Program)

<http://www.houstontx.gov/finance/ecodev/tirz.html> (Houston, TX Tax Increment Reinvestment Zones)

<http://www.nd.gov/tax/genpubs/business-incentives.pdf> (North Dakota Tax Incentives for Businesses)

<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/CommunityDevelopment/TaxAbatement> (Cleveland, OH Tax Abatement Program)

#### 7.2.1 - Existing

The RIEDC Business Incentives (July 2011) currently lists a small percentage of business incentives that would be applicable to the proposed Washington Park Main Street. The existing business incentives that are available in Rhode Island are more geared towards manufacturing, job education and training, research and development, and financial industry services. The assistance program of the Small Business Loan Fund is available, but it is restricted to areas not permitted within Washington Park

because of zoning regulations. The only industrial or commercial property tax incentive in the City of Providence that is applicable applies only to the industrial area of the proposed main street. According to the RIEDC Business Incentives Report, “The City Council may exempt property used for industrial purposes from the payment of property tax. The estimated cost of new construction or renovation must exceed twenty (20) per cent of the assessed value of the industrial property, or \$100,000, whichever is less. In Year 1, the abatement is fifty (50) percent of the assessed valuation of the property attributable to new construction. In each subsequent year, the percentage abated decreases by 5%, expiring at the end of year 10.”

For the State of Rhode Island there is a tax incentive that is available for small businesses that conform to handicap accessibility, as well as a miscellaneous business tax credit incentive. This tax credit could be used in Washington Park as long as there is a steady hiring of unemployed or low-income residents.

### **7.2.2 - Possible Types of Incentives**

The City of Providence has a wide array of incentives to choose from that could be applicable to a proposed main street. They could provide tax increment financing, which is improvements in public infrastructure or private development. This tax increment is financed based on the expected future revenue that would be generated by increased property values of the improved area. A type of enterprise zone, either business or industrial could be put into place. This would be an area within the city that provides tax and regulatory breaks for employers and firms. The City of East Providence currently has a successful Enterprise Zone Program to aid economic development. A tax abatement program, which would help stimulate investment in new development or redevelopment, would also be applicable. A tax abatement program would currently eliminate 100% of the increase in real estate property tax for eligible projects. Other incentives include direct and subsidized loans, as well as tax incentives. Tax incentives provide liability for a defined period of time, without the expectation of repayment. Any of these provided incentives could be used and beneficial in the proposed Washington Park Main Street.



### **7.3 - Special Development Programs**

This section is meant to cover the importance of a successful Special Development Program. Special Development Programs range in the types of possibilities available for a city and main street program. Programs include an Economic Development Incentive Program, a Development Incentive Program, a Downtown Forgivable Loan Program, and business assistance programs. This section will conclude with possible Special Development Program recommendations that would be applicable in the proposed Washington Park Main Street.

#### **7.3.1 - Existing**

Currently the City of Providence has an Enterprise Zone Program. The program is designed to offer tax incentives to businesses that expand their workforce. According to the RIEDC, “Any business located in a state enterprise zone that grows its employment base by 5% with full-time Rhode Island residents may be eligible for the Rhode Island Enterprise Zone Business Tax Credit.” Each year a company located within the Enterprise Zone, may be eligible for the annual tax credits. These are based on full-time employment levels increasing by 5% over that of the previous year. An option that business owners located within the zone can take advantage of is the Resident Business Owner Modification, instead of the tax credit. Business owners must also reside within the same zone. It is a 3-year, \$50,000 modification of a taxpayer’s federal adjusted federal growth income tax liability.

#### **7.3.2 - Case Studies**

The following case studies provided were selected for this proposed implementation plan because each is associated with business growth and development, and provide financial assistance to businesses in need.

##### **7.3.2.1 - Massachusetts’s Office of Housing and Economic Development**

In 2010 Massachusetts enacted the Economic Development Incentive Program. It was meant to encourage job creation as well as stimulate business growth. Diverse types of

participating businesses may receive either state or local tax incentives, in exchange for job creation and private business investment.

#### **7.3.2.2 - City of Edmonton, California**

The City of Edmonton currently has a successful Development Incentive Program. It is a grant-funded program designed for revitalizing, and reinvesting in the city's main street commercial areas that were in need of support. Guidelines were put into place to be followed, as well as be taken into consideration during the application review process. Financial incentives in multi use residential development areas included a reimbursement grant of \$12,000. This grant was available for each new dwelling that was involved with a mixed- use market housing project. Other financial incentives were available for retail and commercial business interior improvements. For the improvements, a reimbursement grant of up to 50% of construction was provided to buildings whose first floor had been vacant for at least one year. The last significant incentive that was available was a reimbursement of 5% of the total value of construction in new retail and commercial building development.

#### **7.3.2.3 - City of Waterville, Maine**

The City of Waterville has a unique Downtown Forgivable Loan Program. It was provided for downtown creation and expansion. The program provides financial assistance to businesses and property owners that are in need of support. Loans range from \$15,000 to \$50,000 to fund physical improvements. The improvements could be anything from façade work, to interior renovations. What makes this loan program differ from others is that it is forgivable. This means that the borrowers will make interest only payments, and the principle of loan will be forgiven overtime.

#### **7.3.2.4 - City of Sheboygan Falls, Wisconsin**

The City of Sheboygan Falls has a wide array of business assistance programs. It has a collection of start-up and design assistance programs that provide businesses with low interest loans, which are available for a three-year term period. This low interest loans could be used for projects involving exterior downtown building improvements, grant facades, and signage. Another business assistance program that is available is a retail

promotions program. This is a cooperative advertising program that is meant to expose businesses on an affordable basis. Lastly, the city has a streetscape program. This program is meant to improve pedestrian walkways and provide a safer downtown atmosphere. This could be accomplished by assisting with the installation of park benches, trash receptacles, historic light poles, and seasonal clean up days.

### **7.3.3 - Recommendations**

The proposed Washington Park Main Street, as well as the City of Providence should be considering putting in place a variety of special programs. Most importantly is an Economic Development Incentive Program. Many cities currently have adopted this type of program to encourage and stimulate business growth, as well as job creation. A second recommendation specifically geared towards the proposed main street would be the implementation of a streetscape program, as described in 7.3.2.4. Lastly, there needs to be a type of loan or grant program available. The type of loan that should be offered for the proposed Washington Park Main Street should be either forgivable, or low interest due to the current financial standing of the neighborhood. A grant program that would be helpful for the proposed Washington Park Main Street if implemented would be a façade grant program. As seen in the city of Cleveland, Ohio, a façade grant program provides financial and business assistance to businesses and commercial property owners interested in renovating the street faces of their buildings. The use of Special Development Programs is significant in incorporating the interests and needs of the property owners and community, while providing financial support to a Main Street Program.

## **8 - CRIME PREVENTION / SAFETY**

### **8.1 - Data/History of Crime**

The information and data for the crime and safety section were supplied by Dr. Julie Coon and her undergraduate Criminal Justice students. Dr. Coon spoke with two members of the Providence Police Department concerning crime in Washington Park. The officers described Washington Park as one of the safer areas in Providence with a small amount of gang-related activity. Washington Park has the third lowest crime rate in the City of Providence with only 98 reported crimes so far this year, compare that to the district with the highest crime rate at 295 crimes reported so far this year. The three most frequent crimes in the area are burglaries, vandalism, and car theft. Dr. Julie Coon and her students decided to focus on the issue of vandalism and graffiti in Washington Park which makes up 20% of the area's total reported crimes.

### **8.2 - Perception of Crime**

Dr. Julie Coon visited the area and made numerous observations about Broad Street. First, there was a moderate amount of graffiti on the businesses. Particularly noticeable was the graffiti which was on a few store front gates on Broad Street. While the area did not seem to have many empty storefronts, many businesses appeared to be closed. There was a significant amount of trash on the sidewalks, garbage cans overflowing, etc. Some businesses (along with the post office) had aesthetically pleasing murals which will likely prevent further graffiti. Tim Guimond, Brooke Kourafas, and Elise Murphy, Criminal Justice students, also went on a site visit with the Historic Preservation graduate students and observed that there was graffiti on most buildings and every piece of public property (ex trash cans, pay phones, dumpsters, benches). Graffiti on some businesses showed evidence of attempts to clean it up by painting over spots and cleaning walls. Walls that were a darker color were often untouched while light colored walls had graffiti more frequently.

### **8.3 Strengths in Washington Park**

There are signs of business owners attempting to clean graffiti off their own store fronts. Some of the graffiti was unsuccessfully covered in more spray paint. Many businesses also installed cameras on the fronts and sides of their stores in hopes that they would deter crimes. The small amount of empty storefronts is also a deterrent against graffiti. This tells us that the community is ready to do something about the vandalism in their area.

### **8.4 Weaknesses in Washington Park**

Businesses that are vacant have been completely covered in graffiti due to no one cleaning it since it does not belong to them. Businesses without cameras become easier targets and are prone to more graffiti. Graffiti on public property such as trash cans and dumpsters and benches make area seem deteriorated and invites crime (broken windows hypothesis). While businesses clean fronts of stores they leave their sides covered in graffiti.

### **8.5 Opportunities in Washington Park**

If the neighborhood or the city had more funding for the graffiti removal program it could help storeowners who do not have the necessary funds clean their stores. Replacing or cleaning all damaged public property would make the neighborhood more aesthetically pleasing.

### **8.6 Threats in Washington Park**

Cameras only on some stores create risks for other stores, access to alleyways and sides of stores provide taggers with areas that are not easily visible at night. Graffiti gives the impression of gang related crimes and creates fear among the public. Such signs of disorder serve both as a deterrent for people who might otherwise shop in the area, and for potential new businesses. Overall, this could mean a significant loss of revenue for the area.

## **8.7 Recommendations**

The city has a graffiti removal program, but it is understaffed. Graffiti removal programs are often effective in deterring graffiti. Increased lighting, and other forms of natural and formal surveillance techniques could deter offenders from painting on stores on Broad Street. Regular removal of graffiti and trash from area will make it look nicer and deter residents from committing crime. A visually pleasing “Main Street” can help to create a sense of pride in the neighborhood. Further, providing a designated place for youth to express themselves may also help.

One major recommendation for Washington Park is to develop ways to encourage a sense of pride/ownership over public spaces among business owners/employees. Encouraging rapid clean up trash and graffiti, along with exploring other alternatives (use of murals, changing color of buildings, plantings/fencing, change the style of burglar gates, etc.) is likely to have aesthetic, economic and crime reduction benefits.

## **9 - ORGANIZATIONAL PLAN**

An organizational plan is key to getting a Main Street program started. Work cannot be done unless there are people to do the work, willpower to get the work done, and money to make it all happen. An organizing committee is a group of interested individuals, stakeholders of the community, who put everything in motion and get others excited about implementing a Main Street program. Some of these stakeholders may become members of the Board of Directors, while others may just simply facilitate organizing and creating a Board of Directors. The Board of Directors hires the Main Street manager, and oversee the four committees to make sure there is equal attention to the four point approach. There needs to be a plan in place as to where committee members will come from, as well as how to get all of these people on board and interested. A volunteer recruitment plan must be prepared as volunteers are the backbone of a Main Street program.

To run the program and to keep it going strong after the first year is through, an initial operating budget must be drafted up to know how much this is all going to cost and where the money is going to come up. This is necessary so that there is not a lack of money at the end of the first fiscal year. Directly tied in with this is start up funding. Where to find grants, and how to fundraise the money must be determined in advance to aid in creating an initial operating budget. A five year strategic plan is the last step in the organizational plan. This gives an idea of what the organization wants to do and how it is all going to be accomplished. This ties in with the mission and vision statement for the Main Street program

### **9.1 Organizing Committee/Possible Board of Directors**

An organizing committee is the group of stakeholders that would join together to get a Board of Directors place. This is a way to get the process in motion without having stakeholders have to commit to many years early on. The Board of Directors is the group that would take charge of the Washington Park Main Street program and essentially make it happen. A Board of Directors consists of a president, vice president,

secretary, treasurer, and additional Board members. The Board members should be an odd number of people so that ties can be broken.

An organizing committee and Board of Directors can be formed from those who have already expressed interest in either starting up a Main Street program or those who have expressed an interest in making sure the Main Street program is successful and continues on for many many years. These stakeholders can be gathered from initial interviews, and from charettes and public meetings that have been held. If people have expressed interest, they should be asked if they would like to be on the organizing committee or on the Board of Directors. This should include people who work within the community and have strong ties to community members and assets. This could be any one associated with local nonprofits, businesses, organizations, and residents. It should also include those with legal expertise, accounting expertise, business expertise, design skills, and so on and so forth to make sure that the Board is a well-rounded group. Board members should always bring to the table one of three things; time, money, or knowledge.

## 9.2 Possible Committee Members

The Main Street program is successful because it focuses on four points equally; economic restructuring, promotion, design, and organization. The Main Street program should have four committees to fully focus their attention on each of these areas so each is as strong as the next. Every committee should have at least one of the Board of Directors on it. This is important so that the Board of Directors during their meetings can always be informed about what each of the committees is doing.

## 9.3 Initial Operating Budget

An initial operating budget is necessary to get a new nonprofit organization and a Main Street program up and running. It is important to make a close estimate at what the expenses for the first year will be in order to determine how all the necessities will be paid for.



The most important and most costly expense would be the Main Street manager's salary. This information has been taken as an average from other similar Main Street managers salaries. Once someone to run the program has been hired, then there needs to be an office space for the manager and utilities such as electricity, internet, and phone. These numbers have been taken from an average cost per month of rental space in Washington Park, with an average cost for electricity, and specific costs for internet and phone service from Cox Communications. There also need to be opportunities for professional development which in this case is the cost of a membership to the National Trust for Historic Preservation's Main Street Forum. Insurance needs to be paid for as do office supplies and miscellaneous expenses that might come up. The Board of Directors and four committees need supplies to do their jobs which also costs money.

The money to pay for the expenses of running a Main Street program has to come from somewhere. It is important to make a pretty close estimate of where this money will be coming from to make sure there is enough with some room to spare. Obtaining the income for the first year is always the hardest. Since the Washington Park Main Street program would be a 501©(3) nonprofit it means that donations are all tax deductible. The population in Washington Park is 7,932 people. If only five percent of the population donated around \$50 each, that would already amount to \$19,830. Banks have an obligation to give away some money each year, and as there are two in Washington Park (Citizens Bank and Bank of America) each could give a donation of \$2,500. The Industrial Park Stakeholder who has been doing all the revitalizations of the area and Johnson & Wales University could both contribute money because it would benefit them as well as the program. It is imperative that the city makes a generous donation as well to show that they support the Main Street program. The money just from fundraising and contributions makes up a significant portion of the income. Grants could also be gotten such as the Johanna Favrot Fund for Historic Preservation grant. Finally, to bring in money, support the mission, and most importantly capitalize on the characteristic and culture of the district, there should be festivals. If there are three festivals with 500 attendees paying \$10 each, this would bring is \$15,000 more. With

these slightly conservative numbers being run, there would be enough money coming in to pay for the expenses and to have a little extra left over.

### 9.3.1 Expenses

Main Street Manager Salary	\$43,000
Rent for Office Space	\$4,800
Utilities: Electricity, Internet/Phone	\$900 + \$360
Professional Development	\$250
Committee Expenses	\$2,000
Office Supplies	\$5,000
Insurance	\$2,500
Misc. Expenses	\$2,000
=	\$60,810

### 9.3.2 Income

Community Contributions (7,932 population x 5% = 397 x \$50 each)	\$19,830
Bank Contributions	\$5,000
Industrial Park Stakeholders Contribution	\$2,500
Johnson & Wales University Contribution	\$7,500
City of Providence Contribution	\$10,000
The Johanna Favrot Fund for Historic Preservation	\$5,000
Festival/Special Project Income (500 people at three festivals paying \$10 each)	\$15,000
=	\$64,830

### 9.4 Start Up Funding Sources

In addition to have a good estimate on what the expenses will be and where the income will come from, it is important to have a good grasp on what sources can provide start up funding. The Main Street program has many options for doing so

including grants and a fundraising plan. Grants can be obtained from the Department of Housing and Urban Development as well as from the city's Community Development Block Grant. A fundraising plan gives detail as to how the program can solicit donations, such as the ones that were mentioned before with the income from the initial operating budget.

#### 9.4.1 Grants

-HUD-Choice Neighborhood Initiative: planning grant

“Planning Grants assist communities in developing a successful neighborhood transformation plan and building support necessary for that plan to be successfully implemented.” [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/administration/grants/fundsavail/nofa12/cnippg](http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/grants/fundsavail/nofa12/cnippg)

-HUD-Implementation Grant

“Implementation Grants support those communities that have undergone a comprehensive local planning process and are ready to implement their “Transformation Plan” to redevelop the neighborhood.” [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/administration/grants/fundsavail/nofa12/cnippg](http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/grants/fundsavail/nofa12/cnippg)

-Providence-Community Development Block Grant

“The Community Development Block Grant was created in 1974 by the federal government to help revitalize local communities by providing decent housing, suitable living environments and expanded economic opportunities, principally for low and moderate income persons. Each year, the city receives funding to help achieve these goals from the U.S. Department of Housing and Urban Development (HUD). These grant funds are passed on to eligible organizations through an annual competitive grant process, based on priorities established in the Consolidated Plan.” <http://www.providenceri.com/planning/community-development/cdbg>

#### 9.4.2 Fundraising Plan

- Create a Budget
- Review the Strategic Plan with Contributors
- Develop a Fundraising Team: Campaign Manager, Lieutenant, Volunteers
- Develop a List of Possible Contributors
- Find out What Contributors Want, and How Much They Will Give
- Quiet Campaign: Before you go public, try to raise 1/3-1/4 of goal funds
- Go Public: Have a Big Media Event

Potential Funding Sources: Government, Memberships, Corporate Donations, Business District Authority, Business Improvement District, Fundraising Events, Product Sales, Sponsorships, Foundation Donations (Grants), Volunteers, Service Fees, Subsidy From Profitable Business

#### 9.4.3 Business Improvement District

We do not think a Business Improvement District (BID) is appropriate for Washington Park Main Street. This has been decided because there are a variety of business types in the proposed district, all of which are thriving and have been in existence for a number of years. Some have been around for up to thirty years, and one has even been around since 1901. There are also minimal vacant properties to fill, therefore it shows that the proposed Washington Park Main Street district is already successful.

#### 9.5 Volunteer Recruitment

A nonprofit organization cannot succeed without a strong core of volunteers and a Main Street Program is no different. Volunteers should be considered an important part of the organization's staff and the organization must be a volunteer-driven effort that has support and participation from a variety of stakeholders.

There are strong reasons for Main Street Program to incorporate volunteers into its programs and organizational structure. Volunteers help build organizational strength. That strength comes not only from growing and retaining members and enhancing association programs, but also in the sense of ownership that volunteers gain when they become visible advocates for the association.

Volunteers have credibility that paid staff or consultants do not. Volunteers can discuss peer-to-peer, and can promote the organization because they believe in it.

Additionally, volunteers extend the resources of an organization and provide extra hands that enable it to do tasks and activities that might not otherwise get done due to strict budgets. Volunteers also provide valuable input to association leadership and staff.

The most successful volunteer programs use multiple avenues to promote the opportunities available and to entice participation, usually directed by a volunteer manager:

- Publicity: Get the word out about the volunteer opportunities available and how to apply using the organization's publications and web site. Feature active volunteers in the newsletter and on the web site and always include instructions about how to volunteer.
- Surveys: Recruit new volunteers by surveying members. There are two approaches. One is to list the volunteer opportunities with a brief job description. The other is to list topics or issues and/or skills, then use the responses to match the volunteer to the appropriate opening. In either approach, it is important that everyone who returns a survey receives a response and a thank you letter from the organization.
- New Members: A welcome telephone call to new members is a great time to ask about their interest in becoming active in the organization. Usually, the most successful approach is to propose a one-time or limited-time assignment that does not require in-depth knowledge of the organization.
- Talent Scouts: Empower the current volunteers to recruit their colleagues. For instance, it can be part of the job description of every committee to identify at least one potential member for next year's committee.

#### Volunteer Management Checklist:

1. The organization has a clearly defined purpose of the role that volunteers have within the organization.
2. Job descriptions exist for all volunteer positions in the organization.
3. The organization has a well-defined and communicated volunteer management plan that includes a recruitment policy, description of all volunteer jobs, an application and interview process, possible stipend and reimbursement policies, statement of which staff has supervisory responsibilities over which volunteers, and any other volunteer personnel policy information.
4. The organization follows a recruitment policy that does not discriminate, but respects, encourages and represents the diversity of the community.
5. The organization provides appropriate training and orientation to assist the volunteer in the performance of his or her volunteer activities.
6. The organization is respectful of the volunteer's abilities and time commitment.
7. The organization does volunteer performance appraisals periodically and communicates to the volunteers how well they are doing or where additional attention is needed. At the same time, volunteers are requested to review and evaluate their involvement in the organization and the people they work with and suggest areas for improvement.

8. The organization does some type of volunteer recognition periodically and staff continuously demonstrates their appreciation towards the volunteers and their efforts.
9. The organization has a process for reviewing and responding to ideas, suggestions, comments and perceptions from volunteers.
10. The organization provides opportunities for program participants to volunteer.

## 9.6 Vision & Mission Statements

Vision and Mission statements should articulate the essence of your organization's beliefs and values and define its place in the world. They establish the long-term direction that guides every aspect of an organization's daily operations.

### 9.6.1 Vision

A Vision Statement expresses an organization's optimal goal and reason for existence. The following Vision Statement is an example developed by the Community at a Charrette organized by Roger Williams University:

*The inviting gateways to Washington Park, including Roger Williams Park, historic architecture, and unique restaurants and businesses lead to an aesthetically pleasing downtown. Walking through the downtown, once can view an attractive streetscape that includes seating and public space. Cultural and community festivals and events provide for an engaging and family-friendly experience.*

### 9.6.2 Mission

A Mission Statement provides an overview of the group's plans to realize that vision by identifying the service areas, target audience, and values and goals of the organization. The following Mission Statement is an example developed by the Community at a Charrette organized by Roger Williams University:

*The Washington Park Main Street Association (WPMSA) is dedicated to enhancing and promoting an attractive and economically thriving downtown while creating a sense of community with residents, business owners, and visitors. We are a 501(c)3 Non-Profit using the national Main Street Approach® to downtown revitalization.*

## 9.7 Strategic Plan

A Strategic Plan is a tool that provides guidance in fulfilling a mission with maximum efficiency and impact. If it is to be effective and useful, it should articulate specific goals and describe the action steps and resources needed to accomplish them. As a rule, most strategic plans should be reviewed and revamped every three to five years.

More than a few Strategic Plans have run aground because they were based on a fundamental misunderstanding of what a strategic plan is or did not have serious buy-in from the board of directors and stakeholders. Sometimes strategic planning is confused with other planning modalities, each valid in its own right but geared toward a different end result. To put it simply, not every plan is a strategic plan.

The following is an example of a Strategic Plan for the proposed Washington Park Main Street Association. Please note, it is imperative that the organization and its stakeholders develop the plan and the following is only an example:

### YEAR 1:

1. Organize a board of directors
2. Draft and complete bylaws of organization
3. File Articles of Incorporation with State
4. Complete and submit Form 1023 with IRS to obtain non-profit status
5. Establish committees for organization
6. Begin fundraising
7. Hire a Main Street Manager
8. Launch organization's website

### YEAR 2:

1. Create structure to implement activities and volunteer base
2. Plan for implementation of Four Points Approach to Main Street Program
3. Continue to broaden support with the key task to locate funding sources
4. Begin press releases to local media sources and hold a fund-raising event

### YEAR 3:

1. Implement public educational programs with local schools
2. Accomplish a public Charrette
3. Identify needed street scape improvements

4. Begin plan for street scape physical improvements

YEAR 4:

1. Complete street scape improvement plan
2. Complete National Register nomination for Washington Park

YEAR 5:

1. Implement street scape improvements



## **10 - ECONOMIC RESTRUCTURING**

Students enrolled in an Roger Williams University undergraduate business class contributed to this section of the report by collecting the raw data that is present in Appendix J. The data was then interpreted by the graduate Historic Preservation Planning class below.

Economic restructuring strives to strengthen the community's existing economic assets while expanding and diversifying its economic base. The proposed Washington Park Main Street program will help to sharpen the competitiveness of existing business owners and will recruit compatible new businesses in order to build a downtown commercial district that responds to today's consumer needs.

A market analysis studies the dynamics of a special market within an industry. Through this analyses, the opportunities, strengths, weaknesses and threats of a particular area can be identified. It is vital to complete a market analysis of the Washington Park business district in order for an Economic Restructuring Committee to create accurate and useful recommendations.

An Economic Restructuring Committee is essential in managing the district's business mix. A committee would be put in place to manage Washington Park's unused or underused commercial space in order to transform it into economically productive property that will contribute to the profitability of the district. This committee would handle tasks such as business development, inventory, marketing, and business retention. Here, we have begun to outline some of these tasks:

### **10.1 Property Inventory**

#### **10.1.1 Buildings Use**

Buildings within the proposed the Washington Park Main Street boundaries include residential, commercial and mixed use properties. There is a mix of commercial and mixed use buildings located on Broad Street, mostly mixed used buildings on Eddy Street, while Washington Avenue is entirely residential properties.

### 10.1.2 Existing Building Inventory

Most buildings in the Washington Park Main Street including both residential and commercial buildings are 2.5-3 stories tall. There are a small number of one story retail building directly on Broad Street.

#### Building Forms

Commercial properties are generally single story buildings with horizontal emphasis, have a lack of windows, and have a industrial, rectangular form. Building Forms differ between each type of property. Residential and mixed use properties generally have a linear vertical emphasis, a gable front, linear fenestration bands, a vertical window emphasis, porches, and the narrow side of building is often facing the street. The forms of residential properties on Washington Avenue are comprised of high style, turn of the century, single family homes. Some of the styles represented include Victorian, Four-Square, and Bungalow. Many of these properties have a strong gable front orientation.

#### Setbacks

Setbacks in the district range from 5-20 feet away from the curb, depending on the presence of a sidewalk or parking lot. Residential homes that have a front yard are usually 10-12 feet away from the street, while retail is usually 5-10 feet away from the street.

#### Materials

There are an assortment of architectural materials used in the district. Most residential homes consist of a wood frame covered in vinyl siding. Commercial buildings usually consist of a combination of concrete block, brick, brick veneer, and vinyl.

#### Fenestration Patterns

Window and fenestration patterns on multi story residential buildings are often in similar bands that include double hung windows that are vertical in orientation. Retail and commercial buildings often have large windows in storefronts with lower fenestration bands than residential buildings. They often also have recessed storefront entrances.

#### Architectural Styles

Architectural styles vary and include but are not limited to: triple decker, art-deco, bungalow, foursquare, industrial, queen ann, ranch, second empire, shingle style, cape cod, colonial revival, contemporary commercial, and mid-century modern.

#### Relationships

Adjacent buildings are similar because they were constructed during or around the same time period. There is usually a 10-15 foot spacing between residential buildings and a 0-10 foot spacing between commercial buildings. Residential and commercial buildings are often clustered into separate groups with similar signage banding and fenestration patterns.

10.1.3 Size and Use by Floor

The mixed use buildings that are located within in the proposed Washington Park Main Street boundaries generally have retail and commercial space on the first floor with residential units on upper floors. There are also some buildings that consist of multi-floor commercial space or are entirely residential properties.

10.1.4 Condition

On a scale of “excellent, good, fair and poor” the condition of the building stock within in the proposed Main Street boundaries have been generally assessed as “good” to “fair” with a limited number of “poor” and “excellent” rated buildings also included.

10.1.5 Vacant / Occupied Buildings

The majority of the buildings within the proposed Washington Park Main Street boundaries are currently occupied with only 4-5 vacant properties.

10.1.6 Marketable Underutilized Properties

A number of the vacant and underutilized properties in the Washington Park neighborhood could be utilized to improve the desired business mix in the neighborhood. Based on community suggestions and research of existing businesses, suggested new businesses that could occupy these spaces include a coffee shop, an art gallery, or a specialty store such as an antique shop or small clothing store. After further research is completed on the amenities provided in these vacant storefronts, an appropriate business can be suggested for this space.

10.1.8 Properties With Inappropriate Use

Properties that have an inappropriate use include any business that does not support an open storefront, promote walkability, or contribute to the extension of planned visits to the community. Existing business types that could have an inappropriate use in the Washington Park neighborhood include night clubs, check cashing facilities, and tax preparation services.

**10.2 Business Inventory**

**10.3 Main Street District Trade Area**

Currently, the only outside visitors to the Washington Park neighborhood for the use of services or to visit specialty businesses are predominantly from abutting neighborhoods or the neighboring city of Cranston. Outside visitors tend to visit specialty shops such as a frame shop, flower shop, and a printing business. It appears that the rest of the business comes from within the Washington Park community.

**10.4 Market Trends**

10.4.1 Local Demographic Trends

Based on the Census Reports from 2000 and 2010, the Washington Park Neighborhood has experienced a surge in its Hispanic/Latino population (44.6%) and a large increase in its vacant housing (65.4%). There has been a steady decline of Non-Hispanic White population (5.5%). A majority of its residents primary language is not English (55%) and have a median family income of \$35,550. Almost 20% live below the poverty line and the average single family home sells for \$110,000. The strongest age group are people 35-64 years old (30%) and very few over the age of 65 (6%).

**10.5 Strong and Weak Areas in the District Commercial Mix**

The neighborhood is made up of a range of businesses that appeal to its strong Hispanic/Latino populations. These include Dominican restaurants, nightclubs that specialize in Latin music, bodegas, banks, check-cashing and money wire locations.

Based on the feedback from a charrette with neighborhood stakeholders, the following businesses were considered missing from the neighborhood and would further foster and promote its economic vitality: theater, advanced manufacturing, grocery and bakery, sit-down restaurants, cafe, pharmacy, and technology.

**10.6 Identification of Current / Potential Customers**

10.6.1 Demographics

Comparative Census Data by Neighborhood (Washington Park), 2000-2010

<b>Comparative Census Data by Neighborhood (Washington Park), 2000-2010</b>		
Change in Total Population:	8,317-8,763	(+5.4%)
Change in Non-Hispanic White Population:	2,772-2,619	(-5.5%)
Change in Hispanic or Latino Population:	2,592-3,749	(+44.6%)
Change in Non-Hispanic Asian Population:	387-411	(+6.2%)
Change in Non-Hispanic Black Population:	1,648-1,543	(-6.4%)
Change in Non-White Population:	5,545-6,144	(+10.8%)
Change in Under 18 Population:	2,487-2,069	(-16.8%)
Change in Vacant Housing Units:	159-263	(+65.4%)

**Comparative Census Data by Neighborhood  
(Washington Park), 2000-2010**

Change in Housing Units:	2,482-2,671	(+7.6%)
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**Washington Park at a Glance**

Total Households:	2,174
Total Individuals:	7,802
White:	41.8%
Black:	22.1%
Non-Hispanic White:	34.7%
Hispanic:	30%
Asian:	4.7%
Native American:	1.2%
Other	18.4%
Primary Language other than English:	55%
Median Family Income:	\$35,550
Median Household Income:	\$32,086
Families Below Poverty Line:	17.4%

**Housing**

Total Number of Housing Units:	2,282
Owner Occupied Housing:	53.1%
Single Family Units:	47.1%
Duplex Units:	25.3%

<b>Housing</b>	
Multi-Family Units:	28.4%
Housing Built Before 1960:	79.3%
Vacant Units:	6.5%
Median Home Sale Value for a Single Family Home:	110,000
Median Home Sale Value for a 2-5 Family Home:	129,500

**10.6.2 Other Target Markets**

Other target markets include nearby residents, nearby workers, and potential visitors and tourists. This could include residents in nearby neighborhoods or cities such as the bordering Cranston; workers in the nearby, recently redeveloped, industrial area; or when revitalized, tourists who travel to Washington Park for specific specialty services.

**10.7 Recommendations to Expand Economic Base**

The proposed Washington Park Main Street program if adopted, could economically benefit the business owners, employees, home owners, and renters. This would be possible not only by capitalizing on its existing physical, business, social, and cultural assets, but by incorporating new assets to the community. The Roger Williams University Historic Preservation Planning class highly recommend that new, complementary businesses be incorporated into the Washington Park Neighborhood into both vacant buildings and by replacing irrelevant or inappropriately used buildings. Businesses recommended by the community like a coffee shop, bakery, restaurant, bar, theater, specialty clothing shop, or art gallery could greatly benefit the community by encouraging businesses to be complementary to each-other. An existing business in the neighborhood could potentially encourage a repeat visitor to the neighborhood, and one that stays longer to explore other shops. By providing new, requested services in the neighborhood, this can lead to less people leaving the area for something they need. This could also make Washington Park a destination, where all of one’s shopping needs could be met in one trip.

## 11 - DESIGN

A major component of the National Trust's Four Point Approach is design, for the aesthetics of the Main Street corridor is a key element of the district's success. A more attractive location would not only attract more visitors, but also improve the quality of life for local business owners and residents. To an outside visitor, a well-maintained streetscape conveys a sense of community pride. The following section will outline how design of both the built environment and the physical infrastructure can be improved with the assistance of outside funding sources from various federal, state, and local agencies and organizations.

### 11.1 - Physical Infrastructure Improvements

The maintenance of buildings is only half of the picture; infrastructure improvements are just as important to the development of the community. Based on the community charette on April 19, 2012, a number of infrastructure improvements were identified by members of the community. Many of these issues are as follows:

- Installation of crosswalks at the following points:
  - Washington Avenue and Narragansett Boulevard (U.S. Route 1)
  
- Installation of pedestrian crosswalk signs at the following points:
  - Broad Street and all access points to Roger Williams Park
  - Broad Street and Verndale Avenue
  - Broad Street and Jillson Street
  - Broad Street and Broom Street
  - Broad Street and Calla Street
  - Broad Street and Morton Street
  - Washington Square
  - Washington Avenue and Narragansett Boulevard (U.S. Route 1)
  
- Repaving of the following streets:
  - Broad Street
  - Eddy Street
  
- Sidewalk repair on Broad Street
  
- Tree planting campaign on Broad Street

### 11.1.1 - Sources of Funding

A number of grants administered by the federal government are available to help fund a number of the projects listed above. One such program is the Community Development Block Grant for Entitled Communities, which is administered by the Department of Housing and Urban Development. The description goes as follows:

Recipient communities may undertake a wide range of community-based activities directed toward neighborhood revitalization, economic development, and community services, facilities, and improvements. Entitlement communities develop their programs and set their funding priorities in conformance with the statutory standards, program regulations, and other federal requirements. Specific activities that can be carried out with Community Development Block Grant (CDBG) funds include acquisition of real property; relocation; clearance and demolition; rehabilitation of residential and nonresidential structures; provision of public facilities and improvements, such as water and sewer facilities (which require reviews by the State single point of contact or a Regional Planning Agency in accordance with Executive Order 12372), streets, and neighborhood centers. Within program limitations, CDBG funds can also pay for public services. Recipients may provide assistance to microenterprises or other for-profit entities when the recipient determines that such assistance is appropriate to carry out an economic development project. Community-based development organizations may carry out neighborhood revitalization, community economic development, or energy conservation activities. Each CDBG eligible activity must meet one of three national objectives: benefit low- and moderate-income persons, aid in the prevention or elimination of slums or blight, or meet other community development needs having a particular urgency that the grantee is unable to finance on its own. Recipients may only carry out eligible activities as listed in 24 CFR 570.201-207 or the statute.<sup>28</sup>

Funds from this grant could pay for infrastructure improvements such as paving streets, repairing sidewalks, or updating pedestrian crosswalks. Eligibility for the CDBG is explained below:

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<sup>28</sup> "Community Development Block Grants/Entitlement Grants: #14.218," Catalog of Federal Domestic Assistance website, accessed April 30, 2012. <https://www.cfda.gov/?s=program&mode=form&tab=step1&id=48f8a70b6ad5beef6804e4011c3c821d>



*Applicant Eligibility (081):*

Recipients are states; cities in Metropolitan Areas designated by OMB as a central city of the Metropolitan Area; other cities over 50,000 in Metropolitan Areas; and qualified urban counties of at least 200,000 (excluding the population in entitlement cities located within the boundaries of such counties) are eligible to receive CDBG entitlement grants determined by a statutory formula.

*Beneficiary Eligibility (082):*

The principal beneficiaries of CDBG funds are low- and moderate-income persons (generally defined as a member of a family having an income equal to or less than the Section 8 low income limit established by HUD). The recipient must certify that at least 70 percent of the grant funds received during a 1, 2, or 3-year period, that it designates, are expended for activities that will principally benefit low- and moderate-income persons.

*Credentials/Documentation (083):*

Recipients must certify they will meet program requirements and applicable federal requirements. OMB Circular No. A-87 applies to this program.<sup>29</sup>

In addition to federal funding, the Rhode Island Economic Development Corporation (RIDEDEC) has an initiative titled Every Company Counts (ECC), which lists additional funding opportunities within Rhode Island.<sup>30</sup>

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<sup>29</sup> Ibid.

<sup>30</sup> "Every Company Counts: Business Services," RIDEDEC website, accessed May 7, 2012. <http://www.everycompanycounts.com/services>

## 11.2 - Building Rehabilitation and Facade Improvements

A major part of developing a Main Street program is to respect the built environment that makes the community unique. Buildings lining the commercial corridor are viewed by countless people on a daily basis. If these buildings are properly maintained, they can provide a fantastic backdrop for the Main Street program.

Ultimately, the owner of the building makes the final decision concerning the maintenance of their property, and many incentives are available to help lower the cost of a building rehabilitation or any other improvements. On the federal level, the Department of Housing and Urban Development has a number of grants designed to help homeowners who need such assistance. One such grant is called the Property Improvement Loan Insurance for Improving All Existing Structures and Building of New Nonresidential Structures, whose objective is “To facilitate the financing of improvements to homes and other existing structures and the building of new nonresidential structures.”<sup>31</sup> Unlike the CDBG grant previously mentioned, homeowners can independently apply for this grant.<sup>32</sup>

The Department of Housing and Urban Development funds an additional grant aimed at rehabilitating existing buildings. Titled the Emergency Capital Repair Grant for Multifamily Housing Projects Designated for Occupancy grant, this source of funds is only available to multi-family residential buildings that pose an immediate danger to the occupant’s safety. In addition, the tenants must be above sixty years old for the grant to be applicable.<sup>33</sup>

Even so, Washington Park has a great deal of triple-decker housing west of Broad Street, with many more scattered throughout the area east of Broad Street. It is quite possible this grant could still apply to Washington Park simply because so many

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<sup>31</sup> “Property Improvement Loan Insurance for Improving All Existing Structures and Building of New Nonresidential Structures #14.142,” Catalog of Federal Domestic Assistance website, accessed April 30, 2012. <https://www.cfda.gov/?s=program&mode=form&tab=step1&id=3de2cc5b0f5ced79a389a8fd8570fb70>

<sup>32</sup> Ibid.

<sup>33</sup> “Emergency Capital Repair Grants for Multifamily Housing Projects Designated for Occupancy #14.315,” Catalog of Federal Domestic Aid website, accessed April 30, 2012. <https://www.cfda.gov/?s=program&mode=form&tab=step1&id=5c400c2f989e37f44e15620cb61f0d49>

triple-decker housing units exist. With fire codes great increased since the Station Nightclub Fire in 2003, many such buildings have been suffering from a lack of maintenance. If any major improvements are to be made to multifamily buildings, a sprinkler system must be installed to pass the fire inspection. Since retrofitting triple-deckers with a sprinkler system is incredibly expensive, many have not been maintained properly. Such grants like this could help this problem.

As noted in the last section RIDEC's Every Company Counts initiative could offer additional funding opportunities.

A major benefit within the city of Providence is the Providence Revolving Fund (PRF) within the Providence Preservation Society. Begun in 1980, the PRF has been a massive benefit to the city by offering loans and preservation services to non-profit and for-profit developers. The PRF has already worked on various recent projects on Broad and Eddy Streets, such as the addresses at 672 Broad Street and the Smith Street Lofts at 57 Eddy Street.<sup>34</sup> If areas of Washington Park were to be nominated onto the National Register of Historic Places, the PRF would be able to extend their services into the area to provide services for the much-needed façade improvements within the district.

### 11.3 - Design Issues Aimed to Limit Crime (based on section 7)

Judging by Section 7, the already low crime rate cannot be improved upon through the area's design. Instead, a more robust graffiti cleaning campaign should be undertaken whether by the City of Providence or implemented independently by business owners.

### 11.4 - Visual Merchandizing Assessment of Existing Businesses

The businesses lining the Broad Street commercial corridor possess varying degrees of advertisement of what lies within. Commercial awnings, bright colors, and decals set on large panes of glass flanking storefronts appear to be the most common methods to attract customers. Although these methods may be effective in the area,

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<sup>34</sup> "Recent Projects," Providence Revolving Fund website, accessed May 7, 2012. <http://www.revolvingfund.org/recentprojects.php>.

many go against the design intent of the buildings themselves. As a result, a conflicted and disheveled streetscape is formed due to the seemingly uncontrolled range of advertisement methods.

The Main Street Approach aims to market the commercial corridor as a single entity with each building part of a collective whole. As a result, it would be recommended to review the design guidelines set forth by existing Main Street Programs to determine elements that would fit best within Washington Park. Since the area is unique, the design guidelines should not come from a single existing example; instead, multiple existing Main Street Programs should be reviewed to determine which individual elements should be applied to Washington Park. Below provides a detailed overview concerning each of the three major advertising methods addressed at the beginning of this section.

#### 11.4.1 - Commercial Awnings

A great deal of the businesses utilize permanent commercial awnings to draw attention to their storefronts. Although they provide shade from the sun, they severely obstruct the buildings they are attached to, ultimately creating a cluttered appearance. Such an effect is amplified if a single building has multiple commercial awnings of different design and color.

#### RECOMMENDATION -

Because these awnings detract from the overall design of the building, it will be recommended to have them removed. A more historically-appropriate retractable awning system are more aesthetically pleasing alternative to permanent commercial awnings. Not only did some of these buildings have retractable awnings before, but are also far less obtrusive.

#### 11.4.2 - Bright Colors

Washington Park has seen a large increase of the Latino population over the past two decades. The built environment has in turn reflected this change in population

by the introduction of bright colors painted into a number of buildings on Broad Street. Since these colors visually represent the strong Latino culture of the area, they should be maintained where appropriate.

#### RECOMMENDATION-

Even though many of the brightly colored buildings on Broad Street positively contribute to the unique feeling of Washington Park, El Bebe daycare center at 1394 Broad Street has recently undergone a painting campaign unsympathetic to the original design. The western facing façade was updated with a Mid-Century Modern storefront circa 1950. The interesting coursing of the Roman bricks in tandem with the aluminum door and window frames capped by a small-cantilevered roof overhang are all part of the Mid-Century Modern design vocabulary. With following the ideals of Modernism, these materials were meant to express their honesty; meaning the brick and aluminum were meant to remain unpainted. Although the bright blue treatment makes the building stand out, it makes the building appear shoddy in maintenance.

Instead of painting the entire façade, it is recommended to remove the paint on the original brick and aluminum elements. Using abrasive cleaning methods, as outlined in the National Park Service's *Historic Preservation Brief #6: Dangers of Abrasive Cleaning to Historic Buildings*, should not be used to remove paint. Alternative methods more sympathetic to the building material are available. The cantilevered overhang and signage area above the overhang can still be painted bright blue to maintain the brightly colored theme down Broad Street.

Concerning other commercial properties expressing bright colors, they should be fostered and promoted.

#### 11.4.3 - Window Decals

The usage of window decals is an effective method of advertisement without the need for additional signage outside. Like the commercial awnings and bright colors, many storefronts have window decals. If any window decal guidelines should be created, the local residents of the area should do them for they are responsible for the designs of their community.

## 11.5 - Priorities for Rehabilitation and Design Work

Some of the eight guiding principles of the implementation of a Main Street Program is the recognition of change, the use of incremental steps, and the need for quality. With these in mind, the Broad Street commercial corridor will be experiencing a gradual improvement in appearance if this plan is to be adopted and implemented. Once implemented, the members of Washington Park should tackle the change of design in the following order:

- 1) If possible, the district outlined in this report should be nominated onto the National Register of Historic Places. Not only would this allow properties to be eligible for the Historic Preservation Tax Incentive Program, but the PRF would also be able to administer their Neighborhood Loan program to any interested owners. Such an opportunity would not only greatly benefit the buildings of Broad and Eddy Streets, but also the industrial area east of Eddy Street and the numerous high style turn of the 20<sup>th</sup> century homes on Washington Avenue.
- 2) Remove the commercial awnings and replace with retractable awnings if desired.
- 3) Remove vinyl siding on all buildings. Not only does vinyl siding detract from the building's overall visual appeal, but it is also an inferior building material. For more information, refer to the National Park Service's *Preservation Brief #8 - Aluminum and Vinyl siding on Historic Buildings: The Appropriateness of Substitute Materials for Resurfacing Historic Wood Frame Buildings*. It is likely the original wooden siding remains underneath. The triple-decker at 1395 Broad Street does have the original clapboard and shingle treatment under the vinyl siding. Such clues to the building's original appearance should be saved wherever possible. If the siding is in need of replacement, the new siding should mimic the original.
- 4) While individual owners are maintaining their buildings, the City of Providence should work on infrastructure improvements such as sidewalk replacement, street replacement, and the installation of pedestrian crosswalk signs. The planting of trees should also be undertaken. If the city cannot afford for the planting of trees, perhaps the Main Street Program could create a fundraising campaign for tree planting. Donors could then have their names around the tree they helped fund.

Since this list of objectives will require the coordination of all business owners, residents, stakeholders, and city government, it is critical to keep the incremental mindset throughout the gradual improvement campaigns.

## 11.6 - Preferred Overall Design Character of the Main Street District

### 11.6.1 - Building Heights

Since building heights on the commercial district vary from one to three stories in height, new construction should not overpower earlier construction in height. Buildings one story in height tend to be individual businesses. Some buildings tend to contain multiple stories as well. Buildings two and three stories in height are primarily mixed-use containing commercial space on the ground floor with residential space above. A number of multi-story buildings in the district are also triple-deckers, or strictly residential buildings containing multiple residences. Any new construction should be designed to fit into the district while remaining distinct from any existing buildings.

### 11.6.2 - Building Forms

Building forms generally reflect the uses they inhabit. Commercial buildings generally possess a welcoming entrance with large window panes to allow any passerby to look in. In turn, residential buildings are more private with smaller windows, sometimes designed with a front porch. Such precedents should be put into account for new designs.

### 11.6.3 - Setbacks

The majority of buildings have little to no setbacks on Broad Street. There are few exceptions, them being large residential buildings, gas stations, and commercial buildings constructed after World War II. Unlike the newer buildings set behind a parking lot, new construction should follow the older designs by abutting the street. Any parking space can be accommodated behind the building.

### 11.6.4 - Materials

The buildings exhibit the use of a variety of building materials. Public and commercial buildings are generally constructed of masonry. Alternatively, strictly residential buildings have been generally made from wood construction. Mixed-use buildings are a mixture of masonry, wood, or a combination of the two construction

methods. New construction can take from this existing vocabulary so new designs can be sympathetic to existing construction.

#### 11.6.5 - Fenestration Patterns

Fenestration dictates the building use. Large, single pane windows on the first floor generally represent commercial buildings, creating large horizontal bands of visible commercial storefronts for people to view into. In turn, residential buildings have incorporated smaller double-hung sash windows to create more privacy while offering natural air to enter when opened. The overall pattern is more vertically oriented, for most residential buildings are multiple identical apartments on top of each other. New construction can take these precedents into account.

#### 11.6.6 - Architectural Styles

Although many of the buildings have a more vernacular design, any high-style building was designed in the Colonial Revival style; however, there are exceptions. Queen Anne, Art Deco, triple-deckers, foursquare houses, and other architectural styles create much variety on the street.

New construction should reflect the time period it was constructed in, but not upset the district's existing overall aesthetic. New construction should also not be designed to overpower the existing building stock.

#### 10.6.7 - Relationship of Buildings to Each Other

Building groups have generally related in height, with building heights undulating as one goes through the street. Such building patterns have allowed for a unique sense of openness while still being within a unified district. New construction should take this into account and fit into the undulating pattern.

#### 11.6.8 - Relationship of Open Space to Buildings



The relatively small amount of open space on Broad Street aims to accent important public centers by creating a more dramatic viewshed, allowing the buildings to be viewed from multiple angles. Two spaces in particular, one at the southern end of the library, and one south of the Broad Street School, were formed resulting from the street pattern. Otherwise unbuildable triangular pieces of land remained open, making the northern approach to these buildings more dramatic.

In addition, the open space adjacent to the library was expanded to incorporate the community center, allowing for the space to act as a link between the two public buildings.

Any new open space should follow the precedents set along the Broad Street corridor. If new open space is to be created, existing buildings would have to be demolished. Such practice is not recommended.

## **11.7 - Design Guidelines for Infill Construction**

Infill construction in a Main Street district should complement the existing fabric and character of the neighborhood. It should not attempt to imitate or be mistaken for historic buildings.

### **11.7.1 - Building Placement**

New construction should match the setback of existing buildings. Commercial buildings should be built right up to the sidewalk, while residential buildings should be setback ten to fifteen feet or so, matching the setback of the buildings to either side. This allows for those properties to have a front yard, and to not have pedestrians walking right next to their first story windows.

For side setbacks, buildings should match those on either side of it. If it is a commercial property on Broad Street, the building should be built right up to the buildings on either side. If it is a residential property, the setbacks should allow space on either side, once again to match the setbacks of the surrounding properties.

### **10.7.2 - Building Mass/Architecture**

Buildings should match in scale the properties on either side of it. Window and door placement should line up between the buildings. Commercial buildings should be first floor commercial and second and third floors should be residential. Residential properties should be two story single family, two story duplexes, or triple-deckers depending on the surrounding properties. It should be a sympathetic addition to the character and style of the neighborhood. It should use similar materials as that of early 20th century architecture in the neighborhood, but should not attempt to recreate the exact buildings. Also, completely modern and new buildings should not be built so that they would stand out.

### 11.7.3 - Parking

Parking shall be provided on the street in front of the property. If necessary, a parking lot may be constructed but only behind the building. Driveways may be constructed for residential properties.

## 12 - PROMOTIONS

“ Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in a [neighborhood]. Advertising, retail promotions, special events, and marketing campaigns help sell the image and promise of Main Street to the community and surrounding region. Promotions communicate your commercial district's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.” - National Trust for Historic Preservation, 2012.

Promotion is one of the 4-Point Approaches and is intrinsic to the success of the other three. Not only does the area need to be advertised as a coherent, unified network of businesses with a common mission, but the Main Street program itself needs to be touted as significantly contributing to the success of the area in order to allocate funding to stay sustained.

As is indicated in the 8 Guiding Principles of Main Street (NTHP, 2012), the promotion of unique, existing assets of the area is what will attract investment and spur visitation, encourage economic restructuring but mainly spread the word about successes and the intentions of the program.

Generally speaking there are three areas of focus within the Promotions quadrant of the 4-Point-Approach ®:

- Promoting Existing Businesses.
- Promoting Events & Programs.
- Promoting the Main Street Program.

### 12.1 Promoting Existing Businesses

With the identification of existing businesses as part of the preliminary survey of Washington Park, a Main Street manager, who will be hired by the board of directors, would already have a comprehensive inventory of his/her district by the time promotion needs to be implemented. In close parallel with the mission and vision statement of the implemented plan, the businesses in Washington Park can discuss what aspects of their neighborhood they would think appropriate for branding purposes.

A common tactic for promoting businesses is to create visually compelling and portable maps that show where businesses are located within a Main Street district. Often these will convey the identity of a neighborhood in its format, use of illustration and color but also work as a directory. Promotion commissions will be tasked with identifying, discussing and compiling attractive promotional material for the district. Business promotional material, unlike event promotion material, should be of quality stock and contain information about stable aspects of the community such as culture, identity, long term businesses and image.

Some questions to ask during the planning process for business promotion programs are:

- What types of businesses are associated with the area already, and do they conjure positive characteristics and/or shopping experiences?

Suggestions:

- Washington Park has a significant number of Caribbean food establishments, how do these contribute to the existing landscape? Are they visible or characteristic of the neighborhood? If so, these might be considered as a contributing marketing aspect of the neighborhood. Models exist for Main Street Programs that market themselves as Latin food destinations, for example. (See Appendix L).
- The area has many small businesses that cater to the needs of beauty conscious ladies with hair salons, nail saloons fairly well represented, can these be used as part of the branding?
- Washington Park has a consistent mom-and-pop business owner demographic throughout its corridor with only a few exceptions. How can the fashionable concept of small businesses (buy local, buy small, promote the local economy etc.) be used for promotional purposes?
- What are some commonalities found in the area could be marketed to create a stronger coherent image of the neighborhood businesses in the future?

Suggestions:

- The area has a few open public spaces close to community nodes such as the library and school, not to mention Roger Williams Park, and many of the streets are tree-lined, these types of assets can be emphasized in

promotional materials such as maps. Open space can encourage day trips by offering multiple and complimentary activities such as food and relaxation (pick nick), shopping and rest, or even dance/karate class and practice, etc.

- Washington Park has a strong Latin community; these could influence how commonalities are framed to promote the neighborhood (language, music, colors, products in stores, etc.)
  - The neighborhood boasts many centers for child-activity, including community centers, Karate studios, schools and parks consistent with a family-friendly neighborhood image. Businesses not associated with kids can perpetuate this image by encouraging murals, art exhibits, and community programs that promote local school kids, or similar projects.
- What are some cultural aspects of the neighborhood that can be promoted to encourage shopping/visitation?

#### Suggestions:

- A large population of Spanish speaking inhabitants not only mandates that all promotional material be available in at least two languages, but can actually be used to promote the area as a cultural center. Models exist for Main Street Programs that market themselves as “Latin Quarters,” for example (See Appendix L).
- Wares associated with a certain culture can be emphasized in promotional materials. For example, if there were to be a fruit store in the neighborhood that carried rare but valued fruits associated with a culture or region this might be an asset to emphasize.
- As baby-step-projects are implemented these should be considered for inclusion in promotional material. Should part of the vision for the district include more outdoor seating for restaurants, the cultural atmosphere insinuated by this type of leisure could be touted as an asset. (“Come relax in Washington Park.”)

Once the Promotions group have settled on some aspects of Washington Park to emphasize, the materials can be compiled in collaboration with the Design committee. Maps that do not directly relate to the act of purchasing an item, such as parking maps (See Appendix L) should also be considered, as they help new visitors to navigate in

the neighborhood. Again, business promotional material is hoped to be something that establishes the best aspects of Washington Parks business and commerce landscape, but also be communicative of stable community values.

## **12.2 Promoting Events and Programs**

Off course, any activity that draws people to Washington Park inadvertently benefits the businesses located here. Thus it is imperative that planned programs and events are developed and marketed to attract people to the neighborhood multiple times a year. Framed around the cultural, social or community based values that the Washington Park Main Street wants to emphasize, well marketed events can be a huge boon to the neighborhood. Different from the planning and compilation issues of promoting existing businesses, the promotional material for events theoretically should be able to hitch onto the design and branding framework already established.

Promotional event examples are endless and vary from district wide business discount days, art strolls, and farmers markets and music and cultural festivals. To capitalize on the assets of Washington Park events need to be custom fit to the mission and vision of the Main Street organization. Events could include:

- Music Festival
  - Activities capitalizing on the strong Hispanic culture of the neighborhood could serve both to attract locals to the mission of the Main Street as well as encourage visitors from neighboring areas. Closing off Broad Street could make a significant statement about the neighborhood and would encourage pedestrian traffic.
  - Partnering with existing festival organizer, such as the Dominican Parade of RI which currently culminates at the northern border of Washington Park, by extending the route through the neighborhood is a viable option. Partnering with the Dominican Festival of RI in Roger Williams Park is also an option to consider.
  - Dance related activities such as “A Dance in the Park,” lessons, bands and even the encouragement of street bands (buskers) for an event could capitalize on a strong cultural asset. One Main Street Program in California solicits musicians from its own community and keeps the event free (See Appendix L, *11<sup>th</sup> Annual Music on the Main*).

- Arranging for lower key, periodically scheduled performances at the smaller gathering places, such as the park by the Community Center, could provide for some revenue for neighboring businesses, and could possibly bring in revenue by admissions.
  
- Retail Discount Events
  - Through collaboration with business owners in the district widespread discounts can be arranged and marketed. One Main Street organization in Boston, the Hyde Jackson Square Park district, promoted their Cuban cuisine by creating a “passport” that offered discounts after a certain amount of frequentation (Appendix L, *Festival de Sabor de Hyde Jackson Square*). Alternatively, rotating weekly discount nights between restaurants or other groups of similar businesses might promote visitation if advertised adequately.
  
- Walk-ability Related Activities
  - Art Crawls, Wine Tasting, Historic Tours and other activities that promote walk-ability encourage an activity that Main Streets capitalize on: the human scale of historic architecture. These types of activities are particularly useful for showcasing improvements have been achieved by the program, such as façade improvements, landscaping, storefront design etc. Walking through a neighborhood allows for more opportunity to window shop as well.
  
- Community Centered Events
  - Events centered around community values might be publicized mural openings, events in connection with the local school, church or library, and other stake holders, that might bring locals out into the neighborhood for recreation. Lecture series educating business owners about how to utilize resources, second language classes or “cultural diplomacy” themed events at local businesses and such could fall within this category.

- Some main Street Programs have a radio presence as part of their promotions strategy, which allows for fast bilingual advertising.

Promotion for events and creation of programs can be a very creative process. It is important to diversify programs to find what works, but also to stick with large programs to build an audience. Remember, the Main Street Program is built on the concept of Baby-Steps.

## **12.4 Promoting the Main Street Program**

The promotion of businesses and events is how the Main Street Program gives back to the community and raises awareness, but it also is a great opportunity to promote the program itself. Labeling all outgoing messages with the programs logo, and emphasizing collaboration, is a good way to show that the program is working for the community. Some suggestions for how to promote the Main Street Program are:

- Tout achievements, big or small, with an emphasis on the fact that change is slow but achievable in promotional letters, email and printed material (See Appendix L for an example).
- Conduct mailings or email blasts, at even intervals, with events and promotions. Conduct less frequent communications about the progress and future goals of the organizations.
- Document events: do not miss out on opportunities to promote anything organized by the Program, no matter how big or small. Visual material is compelling in convincing skeptics that a change is happening in Washington Park.
- Recruit a volunteer (try RISD or JWU and offer recognition) to design and develop a well composed and easily navigable website. Include videos, images, press releases, events maps and other promotional material on the website. Make sure there is an option for switching from English to Spanish. Link the website to social marketing and encourage communication with the community through this venue.
- Remain active in city politics and inform community members of news that will allow you to be a resource to them.



- Keep one foot in the spot light: Ensure that organizations, State and City officials are aware of your progress and work. Include them in mailings.

Promoting the Main Street Program itself should, in addition to the above suggestions, involve collecting metrics for measuring economic difference in the neighborhood. Keep track of what is being spent, how businesses are expanding, how many visitors were attracted to events, new investments by community members in their properties, changes in crime demographics etc. These numbers are likely the way that most will recognize the difference the organization is making (See Appendix L, *State of New Mexico Promoting The Main Street Program Using Economic Indicators*). It is also these numbers that will work best towards allocating funding to sustain the program.

### 13 - TIMELINE

The following is a step-by-step timeline and work plan for implementing a Main Street program. The timeline represents an active plan that must be completed one year from the present date by the recognized Organizing Committee and the future Board of Directors in order for the program to be successful and work.

#### Organizational Committee Tasks:

Assigned Task Due	Task	Information about Task	Budget
June 2012	Hold a community stakeholder meeting to continue to educate community on Main Street and solicit new volunteers and potential funds	Refer to Implementation Plan Sections 1 & 2  Refer to Pages 3-4 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a>	Expenses: (Food/ Beverages/ Flyers)
	Join the National Main Street Center for resources and assistance	( <a href="http://www.mainstreet.org">www.mainstreet.org</a> )	(\$250/yr.)
July 2012	Create a board of directors	Refer to Pages 30-38 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a>  Refer to Implementation plan Section 9A	N/A

	Publicize the formation of a Main Street program to the press	Refer to Implementation Plan Section 12	N/A
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**Board of Directors Tasks:**

Assigned Task Due	Task	Information about Task	Budget
August 2012	Adopt vision and mission statements	Refer to Implementation Plan Section 9F	N/A
	Establish program area boundaries	Refer to Implementation Plan Section 3 and Appendix C for Maps	N/A
	Develop a one-year operating budget for the program	Refer to Pages 17–20 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a> Refer to Implementation Plan Section 9D	N/A
September 2012	Draft job descriptions for the board chair and board members	Refer to Pages 30–38 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a>	N/A
	Establish committees around the 4-Point approaches; solicit volunteers to fill	Refer to Implementation Plan Section 2	N/A

October 2012	Create by-laws (with help of an attorney)	Refer to Page 12 - 16 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a>	N/A
	Create and file articles of incorporation (with help of attorney)	Refer to Pages 10 - 11 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a>	N/A
November 2012	File forms with the IRS for 501 (c) (3) status	<a href="http://www.501c3.org/">http://www.501c3.org/</a>	N/A
	File paperwork for any necessary business licenses	N/A	N/A
December 2012	Establish a physical location for an office (can be shared with another entity)	Find a location that best fits the needs of the Main Street Program as well as the Community (Location, Location, Location)	N/A
	Publicize the creation of a non-profit to run the Main Street program to the press	Refer to Implementation Plan Section 12	N/A
	Secure funding sources for the program	Refer to Pages 21-23 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a>  Refer to Implementation Plan Section 9C	N/A

January 2013	Create job descriptions for committee chairs	Refer to Implementation Plan Section 9B  Refer to Page 38 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a>	N/A
February 2013	Create a job description for a Main Street manager	Refer to Pages 43-46 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a>  <a href="http://www.edsuite.com/proposals/proposals_201/195_2_vernon_main_street_manager_job_description_11-1-10.pdf">http://www.edsuite.com/proposals/proposals_201/195_2_vernon_main_street_manager_job_description_11-1-10.pdf</a>	N/A
March 2013	Hire a Main Street manager	Refer to Pages 43-46 <a href="http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf">http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf</a>	\$35,000 - \$40,000
April 2013	Adopt a 5-year strategic plan	Refer to Implementation Plan Section 9G	N/A
May 2013	MAIN STREET PROGRAM CONTINUATION	Apply what you have accomplished in the past year and continue what you have done to have a successful Main Street Program	Priceless

### Tasks Completed to Date and Included in this Report

Task	Implementation Plan Section
Mission and vision statements completed based on stakeholder input	9F

Created a sample 1-year operating budget for the program	<b>9C, 9D</b>
Established the formation of an organizing committee to launch the program	<b>9</b>
Initial program boundary set based on stakeholder input	<b>3</b>
Identified community stakeholders	<b>6</b>
Created a sample 5-year strategic plan	<b>9G</b>
Important cultural and historic resources identified	<b>4</b>
Parking utilization survey and recommendations completed	<b>5</b>
An analysis of the regulatory environment and its ability to foster or impede the development of a Main Street district	<b>7</b>
Crime and safety issues	<b>8</b>
Created plans to launch the organization, economic restructuring, design, and promotions committees	<b>10, 11,12</b>

## 14 - WORK CITED

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## **15 - APPENDICES**

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**Appendix K - Part 11: Design**

**Appendix L - Part 12: Promotions**



## **APPENDIX C - PART 3: BOUNDARY JUSTIFICATION**

# Washington Park Main Street Boundaries



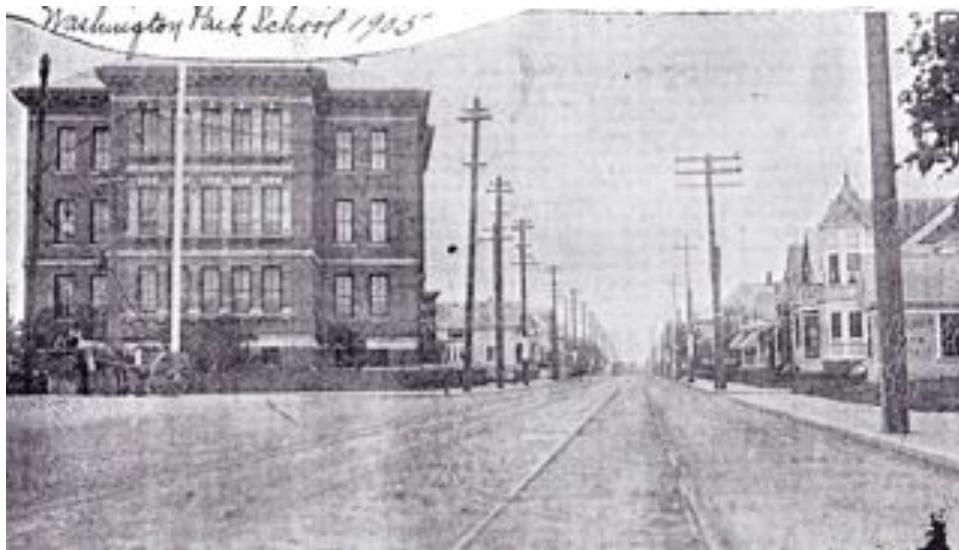
**APPENDIX D - PART 4: CULTURAL RESOURCES**

## Appendix D - Historical Photographs

### *Washington Square, Washington Avenue*



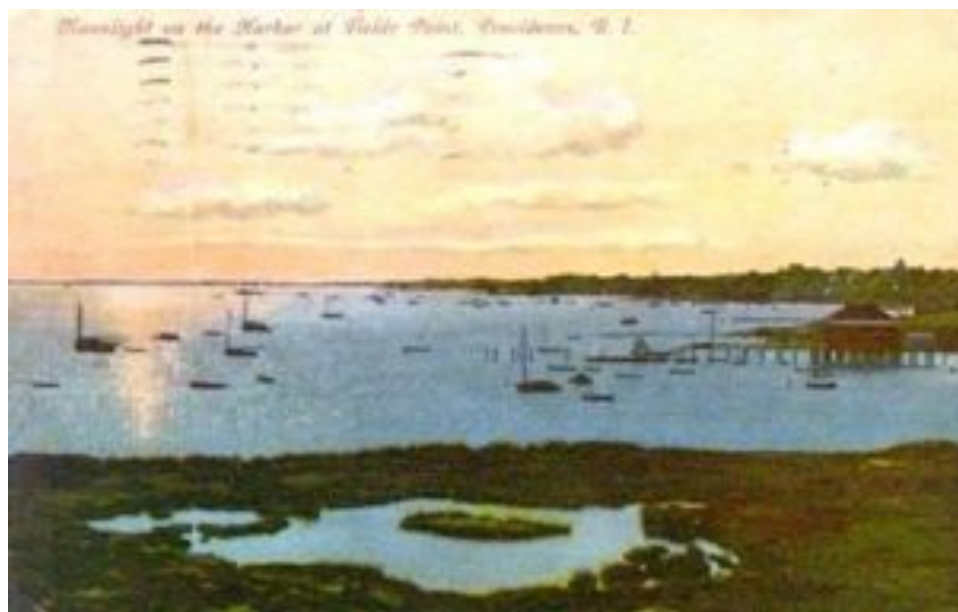
View of 305 Washington Avenue, looking northeast. The two-story porch on the southwest corner is no longer extant, but the three-story turret on the southeast corner still remains. Note 287 Washington Avenue in the background. *Rhode Island Historical Society.*



"Washington Park School 1905." Note the trolley car lines and electrical poles. *Rhode Island Historical Society.*



Broad Street Elementary School, c. 1910. Note the residential buildings in the background.  
*Providence Public Library Special Collections.*



“The Cove,” c. 1910. This area was filled in and used to construct Liberty Ships during the Second World War. The Washington Park Yacht Club can be seen on the right. *Providence Public Library Special Collections.*



Broad Street Elementary School in 1951. *Rhode Island Historical Society.*



Washington Park in 1951. Note the original Art Deco parapet topping 1477 Broad Street, presently Citizen's Bank and the retractable awning on 1469 Broad Street, presently J.B. Foley Printing Company. *Rhode Island Historical Society.*

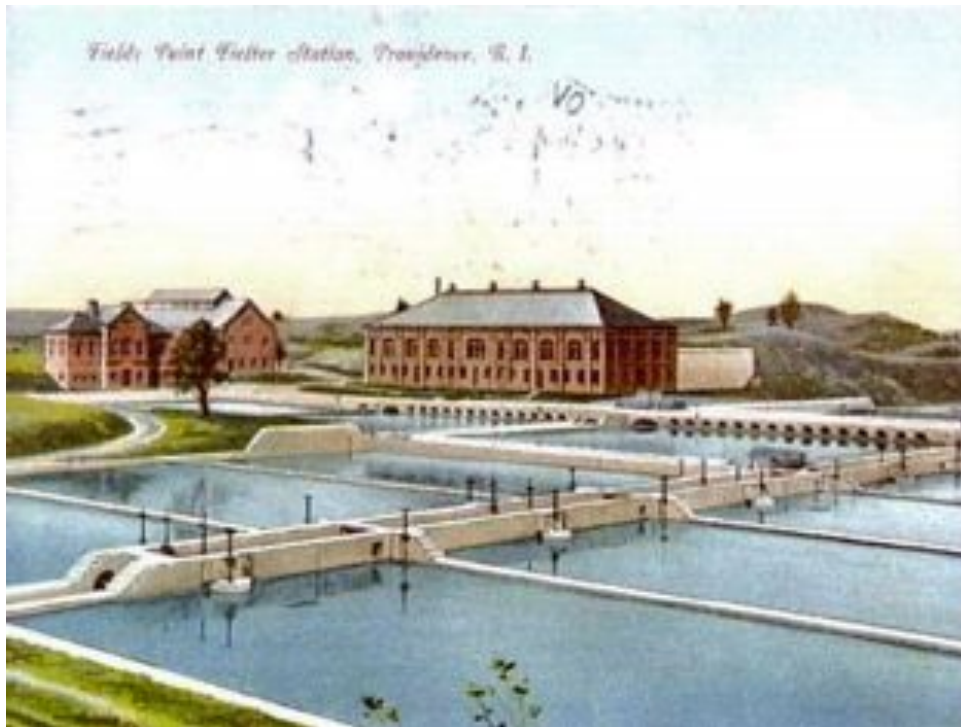


Washington Park Methodist Church, c. 1930. *Providence Public Library Special Collections*

## Fields Point



Fields Point from Fort Independence, looking east, 1905. *Providence Athenaeum.*



"Fields Point Filter Station, Providence, R.I.," c. 1910. Out of the three brick buildings shown, only the Chemical House remains. The Chemical House is the gabled building capped by a gabled monitor in the left of the image. *Providence Public Library Special Collections.*





Fields Point, c. 1943. The Cove was completely filled in to become a shipyard for the war effort. The large oil tanks north of Ernest Street can be seen in the upper left. Johnson & Wales Harborside Campus currently occupies this site.



Chemical House at the Fields Point Wastewater Treatment Facility, March 1989.  
*National Park Service.*



Return Sludge Pumping Station at the Fields Point Wastewater Treatment Facility, March 1989. Constructed in 1934, this accompanies the Chemical House as the only two buildings left from the original facility. *National Park Service*.



Sludge Press House at the Fields Point Wastewater Treatment Facility, March 1989. This building no longer exists. *National Park Service*

**APPENDIX E - PART 5: PARKING ANALYSIS & RECOMMENDATIONS**

## **Parking Survey Instructions**

Survey time: 9am-5pm

Survey all areas every hour

For on Street Parking:

1. Reference block map and find corresponding assigned block number
2. On that block sheet, record the last three digits of the license plate numbers for the parked cars on that block by hour
3. Repeat every hour

For Designated Lots

1. Find the correct lot map
2. Record the last three digits of the license plate numbers of the cars parked within the corresponding parking space

Block #1

Time	Last 3 Digits of License Plate
9 am	
10 am	
11 am	
12 pm	
1 pm	
2 pm	
3 pm	
4 pm	
5 pm	



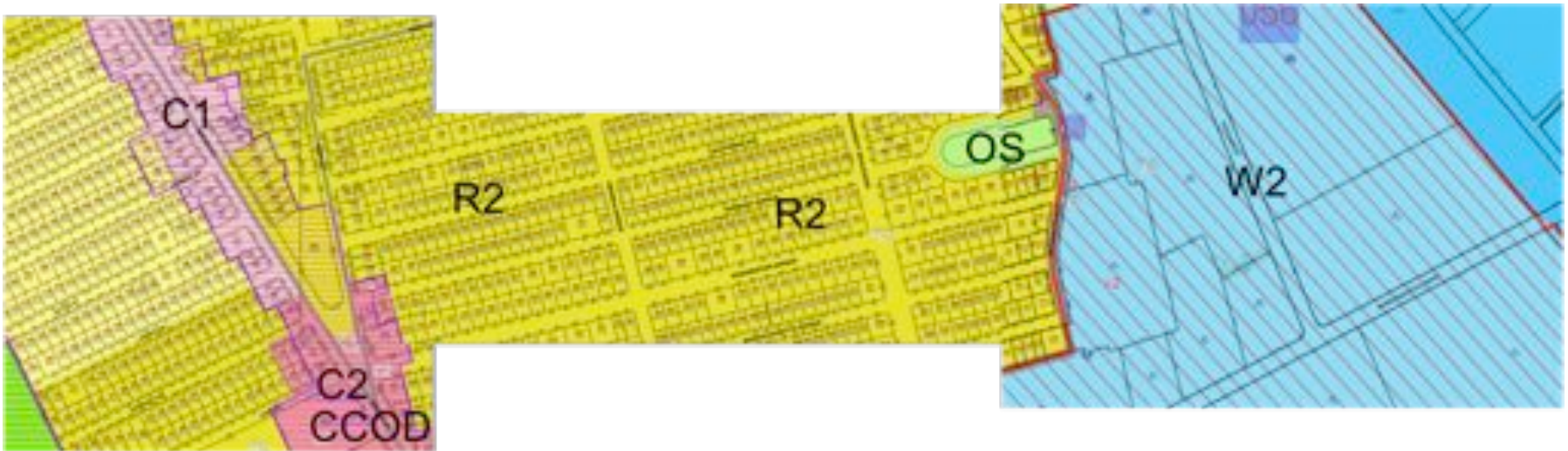
Lot 12	Totals
	6
	8
	5
	8
	7
	9
	9
11 (0 empty spots)	
	10
<p>The majority of the day, there was plenty of parking with the exception of 4 pm when there were zero empty spots. There was only one car that was not from Rhode Island the whole day so it seems as though most people parking in this lot are people who work at the businesses. The lack of parking at 4 pm in this particular lot does not seem to be a problem as there are plenty of spaces further down Washington Ave and plenty more along Broad Street.</p>	

**APPENDIX G - PART 7: ANALYSIS & RECOMMENDATIONS OF THE REGULATORY ENVIRONMENT**



## Appendix G

Current Zoning Map of Washington Park



## **APPENDIX I - PART 9: ORGANIZATIONAL PLAN**

## APPENDIX I

### 501(c)(3) Organizations

A 501(c) organization is an American tax-exempt, nonprofit corporation or association. “The exempt purposes set forth in section 501(c)(3) are charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals. The term charitable is used in its generally accepted legal sense and includes relief of the poor, the distressed, or the underprivileged; advancement of religion; advancement of education or science; erecting or maintaining public buildings, monuments, or works; lessening the burdens of government; lessening neighborhood tensions; eliminating prejudice and discrimination; defending human and civil rights secured by law; and combating community deterioration and juvenile delinquency.”<sup>1</sup> These organizations are often referred to as “Friends of” organizations.

Section 501(c)(3) organizations are subject to limits or absolute prohibitions on engaging in political activities and risk loss of status as tax exempt status if violated.

#### How to Create a 501(c)(3) Nonprofit Cooperation<sup>2</sup>

- choose an available business names that meets all legal requirements
- file all paperwork (articles of incorporation)
- apply for federal and state tax exemptions
- create corporate bylaws that establish the operating rules of the nonprofit organization.
- appoint initial directors
- hold first meeting of the board of directors
- obtain licenses and permits that may be required<sup>3</sup>

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<sup>1</sup> Exempt Purposes - Internal Revenue Code Section 501(c)(3). <http://www.irs.gov/charities/charitable/article/0,,id=175418,00.html>

<sup>2</sup> How to Form a 501(c)(3) Nonprofit Corporation-NOLO: Law for All. <http://www.nolo.com/legalencyclopedia/form-nonprofit-501c3-corporation-30228.html>

**STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS**

Office of the Secretary of State  
Division of Business Services  
148 W. River Street  
Providence, Rhode Island 02904-2615  
(401) 222-3040  
www.sos.ri.gov

**INSTRUCTIONS FOR FILING ARTICLES OF INCORPORATION  
FOR A DOMESTIC BUSINESS CORPORATION**

**Section 7-1.2-202 of the General Laws of Rhode Island, 1956, as amended**

**The attached form is designed to meet minimal statutory filing requirements pursuant to the relevant statutory provision. This form and the information provided are not substitutes for the advice and services of an attorney and/or tax specialist.**

1. To incorporate, Articles of Incorporation (Form No. 100) must be filed with the Office of the Secretary of State, Division of Business Services, at the above address. When the Articles are completed, signed by each of the incorporators, and submitted with the correct filing fee, a Certificate of Incorporation shall be issued. *(If you are filing as a Professional Service Corporation pursuant to Section 7-5.1, please use Form No. 112. If the corporation falls under the jurisdiction of a regulatory agency, please call this office for further instructions prior to submitting the Articles of Incorporation.)*
2. The minimum filing and license fee is \$230.00 for less than 75,000,000 shares of authorized stock. The fee is prorated at 75,000,000 shares. Call the Division of Business Services at the above telephone number for the appropriate fee if the number of authorized shares is 75,000,000 or greater. Payment should be made payable to the Rhode Island Secretary of State.
3. The name of any business entity must be "distinguishable upon the records of the secretary of state." This means the Office of the Secretary of State will deny a request for a name if such name is identical to or not distinguishable from any entity, name reservation, or registration on file with the Business Section of the Division of Business Services. The corporate name shall contain the word "corporation," "company," "incorporated," or "limited," or shall contain an abbreviation of one of the words. A preliminary name availability check can be made by checking the Corporate Database on our website, or by phoning us at the above telephone number. This preliminary check is not statutorily required, is not binding upon the Secretary of State, and does not ensure that the name will be available upon filing the Articles of Incorporation. It is suggested that you do not make any financial expenditures or execute documents utilizing the name based upon a preliminary name availability check. The final determination as to availability of the name will be made when the documents are submitted for filing.
4. Each corporation shall have and continuously maintain in this state a registered office, which may be, but need not be, the same as its place of business, and a registered agent, which agent may be either an individual resident in this state whose business office is identical with the registered office, or a domestic corporation, or a foreign corporation authorized to transact business in this state, having a business office identical with the registered office. However, in the case where the registered agent of a corporation is an attorney, the business address of the agent need not be identical with the registered office, but may be the usual business address of the attorney. The registered agent so appointed by a corporation shall be an agent of the corporation upon whom any process, notice or demand required or permitted by law to be served upon the corporation may be served.
5. The corporation is responsible for filing an annual report each calendar year between January 1 and March 1, beginning with the year following the year of incorporation. A notification will be mailed to the registered agent prior to January 1 each year. Be sure to follow up with your registered agent concerning the filing of this report. Failure to file the Annual Report within the statutory time period will result in a penalty fee of \$25.00.
6. Failure to comply with Nos. 4 and 5 above may result in the revocation of the Articles of Incorporation pursuant to the provisions of Section 7-1.2-1310 of the General Laws, as amended.

If you have any questions, please call us at (401) 222-3040, Monday through Friday, between 8:30 a.m. and 4:30 p.m.

Filing and License Fee: \$230.00 minimum



**STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS**

Office of the Secretary of State  
Division of Business Services  
148 W. River Street  
Providence, Rhode Island 02904-2615  
www.sos.ri.gov

**BUSINESS CORPORATION**

**ARTICLES OF INCORPORATION**

The undersigned acting as incorporator(s) of a corporation under Chapter 7-1.2 of the General Laws of Rhode Island, 1956, as amended, adopt(s) the following Articles of Incorporation for such corporation:

1. The name of the corporation is \_\_\_\_\_

\_\_\_\_\_  
(This is a close corporation pursuant to §7-1.2-1701 of the General Laws, 1956, as amended.) (Strike if inapplicable.)

2. The total number of shares which the corporation has the authority to issue is:

(a) *If only one class:* Total number of shares \_\_\_\_\_

**or**

(b) *If more than one class:* Total number of shares of each class \_\_\_\_\_

A statement of all or any of the designations and the powers, preferences, and rights, including voting rights, and the qualifications, limitations, or restrictions of them, which are permitted by the provisions of Chapter 7-1.2 of the General Laws, 1956, as amended, in respect of any class or classes of shares of the corporation and the fixing of which by the articles of association is desired, and an express grant of the authority as it may then be desired to grant to the board of directors to fix by vote or votes any of them that may be desired but which is not fixed by the articles:

\_\_\_\_\_  
\_\_\_\_\_

3. The address of the initial registered office of the corporation is:

\_\_\_\_\_  
(Street Address, **not** P.O. Box)

\_\_\_\_\_, RI \_\_\_\_\_ and the name of its initial registered agent at  
(City/Town) (Zip Code)

such address is \_\_\_\_\_  
(Name of Agent)

4. The corporation has the purpose of engaging in any lawful business, and shall have perpetual existence until dissolved or terminated in accordance with Chapter 7-1.2.

5. Unless otherwise stated all authorized shares are deemed to have a nominal or par value of \$0.01 per share.



## **BYLAWS**

### **ARTICLE I – NAME, PURPOSE**

Section 1: The name of the organization shall be THE WASHINGTON PARK MAIN STREET ASSOCIATION (WPMSA).

Section 2: The Washington Park Main Street Association (WPMSA) is organized exclusively for charitable, scientific and educational purposes, more specifically the organization is dedicated to enhancing and promoting an attractive and economically thriving downtown while creating a sense of community with residents, business owners, and visitors using the national Main Street Approach® to downtown revitalization.

### **ARTICLE II – MEMBERSHIP**

Section 1: Membership shall consist only of the members of the board of directors.

### **ARTICLE III – ANNUAL MEETING**

Section 1: Annual Meeting. The date of the regular annual meeting shall be set by the Board of Directors who shall also set the time and place.

Section 2: Special Meetings. Special meetings may be called by the Chair or the Executive Committee.

Section 3: Notice. Notice of each meeting shall be given to each voting member, by electronic mail, not less than ten days before the meeting.

### **ARTICLE IV – BOARD OF DIRECTORS**

Section 1: Board Role, Size, Compensation. The Board is responsible for overall policy and direction of WPMSA, and delegates responsibility for day-to-day operations to the executive committee. The Board shall have no fewer than four members. The board receives no compensation other than reasonable expenses.

Section 2: Meetings. The Board shall meet at least four times a year, at an agreed upon time and place.

Section 3: Board Elections. Election of new directors or election of current directors to a second term will occur as the first item of business at the annual meeting of the corporation. Directors will be elected by a majority vote of the current directors.

Section 4: Terms. All Board members shall serve three year terms, but are eligible for re-election.

Section 5: Quorum. A quorum must be attended by at least 75 percent of the Board members before business can be transacted or motions made or passed.

Section 6: Notice. An official Board meeting requires that each Board member have notice two weeks in advance.

Section 7. Officers and Duties. There shall be four officers of the Board consisting of a Chair, Vice Chair, Secretary and Treasurer. Their duties are as follows:

The Chair shall convene regularly scheduled Board meetings, shall preside or arrange for other members of the executive committee to preside at each meeting in the following order: Vice Chair, Secretary and Treasurer.

The Secretary shall be responsible for keeping records of Board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of minutes and the agenda to each Board members, and assuring that corporate records are maintained.

The Treasurer shall make a report at each Board meeting. Treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to Board members and the public.

Section 8: Vacancies. When a vacancy on the Board exists, nominations for new members may be received from present Board members by the Secretary two weeks in advance of a Board meeting. These nominations shall be send out to Board members with the regular Board meeting announcement, to be voted upon at the next Board meeting. These vacancies will be filled only to the end of the particular Board member's term.

Section 9: Resignation, Termination and Absences. Resignation from the Board must be in writing and received by the Secretary. A Board member shall be dropped for excess absences from the Board. A Board member may be removed for other reasons by a three-fourths vote of the remaining directors.

Section 10: Special Meetings. Special meetings of the Board shall be called upon the request of the Chair or one-third of the Board. Notices of special meetings shall be send out by the Secretary to each Board member two weeks in advance.

## ARTICLE V – COMMITTEES

Section 1: The Board may create committees as needed, such as fundraising, housing, etc. The Board Chair appoints all committee chairs.

Section 2: The four officers serve as the members of the Executive Committee. Except for the power to amend the Articles of Incorporation and Bylaws, the Executive Committee shall have all of the powers and authority of the Board of Directors in the intervals between meetings of the Board of Directors, subject to the direction and control of the Board of Directors.

Section 3: Finance Committee. The Treasurer is chair of the Finance Committee. The Finance Committee is responsible for developing and reviewing fiscal procedures, a fundraising plan, and annual budget with other Board members. The Board must approve the budget, and all expenditures must be within the budget. Any major change in the budget must be approved by the Board or the Executive Committee. The fiscal year shall be the calendar year. Annual reports are required to be submitted to the Board showing income, expenditures and pending income.



The financial records of the organization are public information and shall be made available to the membership, Board members and the public.

#### ARTICLE VI – AMENDMENTS

Section 1: These Bylaws may be amended when necessary by a two-thirds majority of the Board of Directors. Proposed amendments must be submitted to the Secretary to be sent out with regular Board announcements.

These Bylaws were approved at a meeting of the Board of Directors of WPMSA  
on \_\_\_\_\_, 2012

## **BYLAWS**

### **ARTICLE I – NAME, PURPOSE**

Section 1: The name of the organization shall be THE WASHINGTON PARK MAIN STREET ASSOCIATION (WPMSA).

Section 2: The Washington Park Main Street Association (WPMSA) is organized exclusively for charitable, scientific and educational purposes, more specifically the organization is dedicated to enhancing and promoting an attractive and economically thriving downtown while creating a sense of community with residents, business owners, and visitors using the national Main Street Approach® to downtown revitalization.

### **ARTICLE II – MEMBERSHIP**

Section 1: Membership shall consist only of the members of the board of directors.

### **ARTICLE III – ANNUAL MEETING**

Section 1: Annual Meeting. The date of the regular annual meeting shall be set by the Board of Directors who shall also set the time and place.

Section 2: Special Meetings. Special meetings may be called by the Chair or the Executive Committee.

Section 3: Notice. Notice of each meeting shall be given to each voting member, by electronic mail, not less than ten days before the meeting.

### **ARTICLE IV – BOARD OF DIRECTORS**

Section 1: Board Role, Size, Compensation. The Board is responsible for overall policy and direction of WPMSA, and delegates responsibility for day-to-day operations to the executive committee. The Board shall have no fewer than four members. The board receives no compensation other than reasonable expenses.

Section 2: Meetings. The Board shall meet at least four times a year, at an agreed upon time and place.

Section 3: Board Elections. Election of new directors or election of current directors to a second term will occur as the first item of business at the annual meeting of the corporation. Directors will be elected by a majority vote of the current directors.

Section 4: Terms. All Board members shall serve three year terms, but are eligible for re-election.

Section 5: Quorum. A quorum must be attended by at least 75 percent of the Board members before business can be transacted or motions made or passed.

Section 6: Notice. An official Board meeting requires that each Board member have notice two weeks in advance.

Section 7. Officers and Duties. There shall be four officers of the Board consisting of a Chair, Vice Chair, Secretary and Treasurer. Their duties are as follows:

The Chair shall convene regularly scheduled Board meetings, shall preside or arrange for other members of the executive committee to preside at each meeting in the following order: Vice Chair, Secretary and Treasurer.

The Secretary shall be responsible for keeping records of Board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of minutes and the agenda to each Board members, and assuring that corporate records are maintained.

The Treasurer shall make a report at each Board meeting. Treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to Board members and the public.

Section 8: Vacancies. When a vacancy on the Board exists, nominations for new members may be received from present Board members by the Secretary two weeks in advance of a Board meeting. These nominations shall be send out to Board members with the regular Board meeting announcement, to be voted upon at the next Board meeting. These vacancies will be filled only to the end of the particular Board member's term.

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These Bylaws were approved at a meeting of the Board of Directors of WPMSA on \_\_\_\_\_, 2012

END

#### **DISSOLUTION CLAUSE**

Upon the dissolution of this organization, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose.

#### **CONFLICT OF INTEREST POLICY**

##### **Article I Purpose**

The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

##### **Article II Definitions**

###### **1. Interested Person**

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

###### **2. Financial Interest**

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
- b. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

### **Article III Procedures**

#### **1. Duty to Disclose**

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

#### **2. Determining Whether a Conflict of Interest Exists**

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

#### **3. Procedures for Addressing the Conflict of Interest**

- a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and

reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

#### **4. Violations of the Conflicts of Interest Policy**

**a.** If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

**b.** If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### **Article IV Records of Proceedings**

The minutes of the governing board and all committees with board delegated powers shall contain:

**a.** The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

**b.** The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### **Article V Compensation**

**a.** A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

**b.** A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

**c.** No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

#### **Article VI Annual Statements**

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

**a.** Has received a copy of the conflicts of interest policy,

**b.** Has read and understands the policy,

**c.** Has agreed to comply with the policy, and

**d.** Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

#### **Article VII Periodic Reviews**

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

**a.** Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.

**b.** Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

#### **Article VIII**

##### **Use of Outside Experts**

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

## **TO BE FILED WITH ARTICLES OF INCORPORATION**

### **CONFLICT OF INTEREST POLICY**

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Upon the dissolution of this organization, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose.



Department of the Treasury  
**Internal Revenue Service**

## **Notice 1382**

(Rev. December 2011)

### **Changes for Form 1023:**

- Mailing address
- Parts IX, X and XI

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### **Changes for Form 1023, Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code**

#### **Change of Mailing Address**

The mailing address shown on Form 1023 Checklist, page 28, the first address under the last checkbox; and in the Instructions for Form 1023, page 4 under *Where to File*, has been changed to:

Internal Revenue Service  
P.O. Box 12192  
Covington, KY 41012-0192

#### **Changes for Parts IX and X**

Changes to Parts IX and X are necessary to comply with new regulations that eliminated the advance ruling process. Until Form 1023 is revised to reflect this change, please follow the directions on this notice when completing Part IX and Part X of Form 1023. For more information about the elimination of the advance ruling process, visit us at [IRS.gov](http://IRS.gov) and click on "Charities and Non-Profits," then in the top right "Search" box type "Elimination of the Advance Ruling Process" (exactly as written) and select "Search."

#### **Part IX. Financial Data**

The instructions at the top of Part IX on page 9 of Form 1023 are now as follows. For purposes of this schedule, years in existence refer to completed tax years.

1. If in existence less than 5 years, complete the statement for each year in existence and provide projections of your likely revenues and expenses based on a reasonable and good faith estimate of your future finances for a total of:
  - a. Three years of financial information if you have not completed one tax year, or
  - b. Four years of financial information if you have completed one tax year.
2. If in existence 5 or more years, complete the schedule for the most recent 5 tax years. You will need to provide a separate statement that includes information about the most recent 5 tax years because the data table in Part IX, has not been updated to provide for a 5th year.

## Part X. Public Charity Status

**Do not complete** line 6a on page 11 of Form 1023, and **do not sign** the form under the heading "Consent Fixing Period of Limitations Upon Assessment of Tax Under Section 4940 of the Internal Revenue Code."

**Only complete** line 6b and line 7 on page 11 of Form 1023, if in existence 5 or more tax years.

## Part XI. Increase in User Fees

User fee increases are effective for all applications post marked after January 3, 2010.

1. \$400 for organizations whose gross receipts do not exceed \$10,000 or less annually over a 4-year period.
2. \$850 for organizations whose gross receipts exceed \$10,000 annually over a 4-year period.

For the current user fee amounts go to [IRS.gov](http://IRS.gov) and select "Charities and Non-Profits" from the buttons near the top. Then select "Where Is My Exemption Application" and in the second paragraph click on "user fee." Alternatively, you can do a search for "user fees" with the applicable year in the "Search" box in the top right. Finally, you can also call 1-877-829-5500.

### Application for Reinstatement and Retroactive

**Reinstatement.** After your organization's tax-exempt status was automatically revoked for failing to file a return or notice for three consecutive years, your organization must apply to have its tax-exempt status reinstated. You must file a Form 1023 if applying under section 501(c)(3) or Form 1024 if applying under a different Code section, pay the appropriate user fee, and write "Automatically Revoked" at the top of your application and the mailing envelope. If approved, the date of reinstatement will be the date of the application. See Notice 2011-44, 2011-25 I.R.B. 883, at [http://www.irs.gov/irb/2011-25\\_IRB/ar10.html](http://www.irs.gov/irb/2011-25_IRB/ar10.html), for details. Smaller organizations — defined as having annual gross receipts of not more than \$50,000 in its most recently completed tax year — that have lost their tax-exempt status because of failure to file a required electronic notice (Form 990-N e-Postcard) may be eligible for transitional relief, including retroactive reinstatement and a reduced user fee. See Notice 2011-43, 2011-25 I.R.B. 882, at [http://www.irs.gov/irb/2011-25\\_IRB/ar09.html](http://www.irs.gov/irb/2011-25_IRB/ar09.html), for details.



Printed on recycled paper

**Application for Recognition of Exemption  
 Under Section 501(c)(3) of the Internal Revenue Code**

Use the instructions to complete this application and for a definition of all **bold** items. For additional help, call IRS Exempt Organizations Customer Account Services toll-free at 1-877-829-5500. Visit our website at [www.irs.gov](http://www.irs.gov) for forms and publications. If the required information and documents are not submitted with payment of the appropriate user fee, the application may be returned to you.

Attach additional sheets to this application if you need more space to answer fully. Put your name and EIN on each sheet and identify each answer by Part and line number. Complete Parts I - XI of Form 1023 and submit only those Schedules (A through H) that apply to you.

**Part I Identification of Applicant**

<b>1</b> Full name of organization (exactly as it appears in your <b>organizing document</b> )		<b>2</b> c/o Name (if applicable)	
<b>3</b> <b>Mailing address</b> (Number and street) (see instructions)	Room/Suite	<b>4</b> Employer Identification Number (EIN)	
City or town, state or country, and ZIP + 4		<b>5</b> Month the annual accounting period ends (01 - 12)	
<b>6</b> Primary contact (officer, director, trustee, or <b>authorized representative</b> ) a Name:		<b>b</b> Phone:	
		<b>c</b> Fax: (optional)	
<b>7</b> Are you represented by an authorized representative, such as an attorney or accountant? If "Yes," provide the authorized representative's name, and the name and address of the authorized representative's firm. Include a completed Form 2848, <i>Power of Attorney and Declaration of Representative</i> , with your application if you would like us to communicate with your representative.		<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>8</b> Was a person who is not one of your officers, directors, trustees, employees, or an authorized representative listed in line 7, paid, or promised payment, to help plan, manage, or advise you about the structure or activities of your organization, or about your financial or tax matters? If "Yes," provide the person's name, the name and address of the person's firm, the amounts paid or promised to be paid, and describe that person's role.		<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>9a</b> Organization's website:			
<b>b</b> Organization's email: (optional)			
<b>10</b> Certain organizations are not required to file an information return (Form 990 or Form 990-EZ). If you are granted tax-exemption, are you claiming to be excused from filing Form 990 or Form 990-EZ? If "Yes," explain. See the instructions for a description of organizations not required to file Form 990 or Form 990-EZ.		<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>11</b> Date incorporated if a corporation, or formed, if other than a corporation. (MM/DD/YYYY) / /			
<b>12</b> Were you formed under the laws of a <b>foreign country</b> ? If "Yes," state the country.		<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>

**Part II Organizational Structure**

You must be a corporation (including a limited liability company), an unincorporated association, or a trust to be tax exempt. (See instructions.) **DO NOT file this form unless you can check "Yes" on lines 1, 2, 3, or 4.**

- 1 Are you a **corporation**? If "Yes," attach a copy of your articles of incorporation showing **certification of filing** with the appropriate state agency. Include copies of any amendments to your articles and be sure they also show state filing certification.  **Yes**  **No**

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- 2 Are you a **limited liability company (LLC)**? If "Yes," attach a copy of your articles of organization showing certification of filing with the appropriate state agency. Also, if you adopted an operating agreement, attach a copy. Include copies of any amendments to your articles and be sure they show state filing certification. Refer to the instructions for circumstances when an LLC should not file its own exemption application.  **Yes**  **No**

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- 3 Are you an **unincorporated association**? If "Yes," attach a copy of your articles of association, constitution, or other similar organizing document that is dated and includes at least two signatures. Include signed and dated copies of any amendments.  **Yes**  **No**

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- 4a Are you a **trust**? If "Yes," attach a signed and dated copy of your trust agreement. Include signed and dated copies of any amendments.  **Yes**  **No**
- b Have you been funded? If "No," explain how you are formed without anything of value placed in trust.  **Yes**  **No**

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- 5 Have you adopted **bylaws**? If "Yes," attach a current copy showing date of adoption. If "No," explain how your officers, directors, or trustees are selected.  **Yes**  **No**

**Part III Required Provisions in Your Organizing Document**

The following questions are designed to ensure that when you file this application, your organizing document contains the required provisions to meet the organizational test under section 501(c)(3). Unless you can check the boxes in both lines 1 and 2, your organizing document does not meet the organizational test. **DO NOT file this application until you have amended your organizing document.** Submit your original and amended organizing documents (showing state filing certification if you are a corporation or an LLC) with your application.

- 1 Section 501(c)(3) requires that your organizing document state your exempt purpose(s), such as charitable, religious, educational, and/or scientific purposes. Check the box to confirm that your organizing document meets this requirement. Describe specifically where your organizing document meets this requirement, such as a reference to a particular article or section in your organizing document. Refer to the instructions for exempt purpose language. Location of Purpose Clause (Page, Article, and Paragraph): \_\_\_\_\_

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- 2a Section 501(c)(3) requires that upon dissolution of your organization, your remaining assets must be used exclusively for exempt purposes, such as charitable, religious, educational, and/or scientific purposes. Check the box on line 2a to confirm that your organizing document meets this requirement by express provision for the distribution of assets upon dissolution. If you rely on state law for your dissolution provision, do not check the box on line 2a and go to line 2c.
- 2b If you checked the box on line 2a, specify the location of your dissolution clause (Page, Article, and Paragraph). Do not complete line 2c if you checked box 2a. \_\_\_\_\_
- 2c See the instructions for information about the operation of state law in your particular state. Check this box if you rely on operation of state law for your dissolution provision and indicate the state: \_\_\_\_\_

**Part IV Narrative Description of Your Activities**

Using an attachment, describe your *past, present, and planned* activities in a narrative. If you believe that you have already provided some of this information in response to other parts of this application, you may summarize that information here and refer to the specific parts of the application for supporting details. You may also attach representative copies of newsletters, brochures, or similar documents for supporting details to this narrative. Remember that if this application is approved, it will be open for public inspection. Therefore, your narrative description of activities should be thorough and accurate. Refer to the instructions for information that must be included in your description.

**Part V Compensation and Other Financial Arrangements With Your Officers, Directors, Trustees, Employees, and Independent Contractors**

- 1a List the names, titles, and mailing addresses of all of your officers, directors, and trustees. For each person listed, state their total annual **compensation**, or proposed compensation, for all services to the organization, whether as an officer, employee, or other position. Use actual figures, if available. Enter "none" if no compensation is or will be paid. If additional space is needed, attach a separate sheet. Refer to the instructions for information on what to include as compensation.

Name	Title	Mailing address	Compensation amount (annual actual or estimated)

**Part V Compensation and Other Financial Arrangements With Your Officers, Directors, Trustees, Employees, and Independent Contractors (Continued)**

**b** List the names, titles, and mailing addresses of each of your five highest compensated employees who receive or will receive compensation of more than \$50,000 per year. Use the actual figure, if available. Refer to the instructions for information on what to include as compensation. Do not include officers, directors, or trustees listed in line 1a.

Name	Title	Mailing address	Compensation amount (annual actual or estimated)

**c** List the names, names of businesses, and mailing addresses of your five highest compensated **independent contractors** that receive or will receive compensation of more than \$50,000 per year. Use the actual figure, if available. Refer to the instructions for information on what to include as compensation.

Name	Title	Mailing address	Compensation amount (annual actual or estimated)

The following "Yes" or "No" questions relate to *past, present, or planned* relationships, transactions, or agreements with your officers, directors, trustees, highest compensated employees, and highest compensated independent contractors listed in lines 1a, 1b, and 1c.

**2a** Are any of your officers, directors, or trustees **related** to each other through **family or business relationships**? If "Yes," identify the individuals and explain the relationship.  **Yes**  **No**

**b** Do you have a business relationship with any of your officers, directors, or trustees other than through their position as an officer, director, or trustee? If "Yes," identify the individuals and describe the business relationship with each of your officers, directors, or trustees.  **Yes**  **No**

**c** Are any of your officers, directors, or trustees related to your highest compensated employees or highest compensated independent contractors listed on lines 1b or 1c through family or business relationships? If "Yes," identify the individuals and explain the relationship.  **Yes**  **No**

**3a** For each of your officers, directors, trustees, highest compensated employees, and highest compensated independent contractors listed on lines 1a, 1b, or 1c, attach a list showing their name, qualifications, average hours worked, and duties.

**b** Do any of your officers, directors, trustees, highest compensated employees, and highest compensated independent contractors listed on lines 1a, 1b, or 1c receive compensation from any other organizations, whether tax exempt or taxable, that are related to you through **common control**? If "Yes," identify the individuals, explain the relationship between you and the other organization, and describe the compensation arrangement.  **Yes**  **No**

**4** In establishing the compensation for your officers, directors, trustees, highest compensated employees, and highest compensated independent contractors listed on lines 1a, 1b, and 1c, the following practices are recommended, although they are not required to obtain exemption. Answer "Yes" to all the practices you use.

**a** Do you or will the individuals that approve compensation arrangements follow a conflict of interest policy?  **Yes**  **No**

**b** Do you or will you approve compensation arrangements in advance of paying compensation?  **Yes**  **No**

**c** Do you or will you document in writing the date and terms of approved compensation arrangements?  **Yes**  **No**



**Part V Compensation and Other Financial Arrangements With Your Officers, Directors, Trustees, Employees, and Independent Contractors (Continued)**

- d** Do you or will you record in writing the decision made by each individual who decided or voted on compensation arrangements?  Yes  No
- e** Do you or will you approve compensation arrangements based on information about compensation paid by **similarly situated** taxable or tax-exempt organizations for similar services, current compensation surveys compiled by independent firms, or actual written offers from similarly situated organizations? Refer to the instructions for Part V, lines 1a, 1b, and 1c, for information on what to include as compensation.  Yes  No
- f** Do you or will you record in writing both the information on which you relied to base your decision and its source?  Yes  No
- g** If you answered "No" to any item on lines 4a through 4f, describe how you set compensation that is **reasonable** for your officers, directors, trustees, highest compensated employees, and highest compensated independent contractors listed in Part V, lines 1a, 1b, and 1c.
- 
- 5a** Have you adopted a **conflict of interest policy** consistent with the sample conflict of interest policy in Appendix A to the instructions? If "Yes," provide a copy of the policy and explain how the policy has been adopted, such as by resolution of your governing board. If "No," answer lines 5b and 5c.  Yes  No
- b** What procedures will you follow to assure that persons who have a conflict of interest will not have influence over you for setting their own compensation?
- c** What procedures will you follow to assure that persons who have a conflict of interest will not have influence over you regarding business deals with themselves?
- Note:** A conflict of interest policy is recommended though it is not required to obtain exemption. Hospitals, see Schedule C, Section I, line 14.
- 
- 6a** Do you or will you compensate any of your officers, directors, trustees, highest compensated employees, or highest compensated independent contractors listed in lines 1a, 1b, or 1c through **non-fixed payments**, such as discretionary bonuses or revenue-based payments? If "Yes," describe all non-fixed compensation arrangements, including how the amounts are determined, who is eligible for such arrangements, whether you place a limitation on total compensation, and how you determine or will determine that you pay no more than reasonable compensation for services. Refer to the instructions for Part V, lines 1a, 1b, and 1c, for information on what to include as compensation.  Yes  No
- b** Do you or will you compensate any of your employees, other than your officers, directors, trustees, or your five highest compensated employees who receive or will receive compensation of more than \$50,000 per year, through non-fixed payments, such as discretionary bonuses or revenue-based payments? If "Yes," describe all non-fixed compensation arrangements, including how the amounts are or will be determined, who is or will be eligible for such arrangements, whether you place or will place a limitation on total compensation, and how you determine or will determine that you pay no more than reasonable compensation for services. Refer to the instructions for Part V, lines 1a, 1b, and 1c, for information on what to include as compensation.  Yes  No
- 
- 7a** Do you or will you purchase any goods, services, or assets from any of your officers, directors, trustees, highest compensated employees, or highest compensated independent contractors listed in lines 1a, 1b, or 1c? If "Yes," describe any such purchase that you made or intend to make, from whom you make or will make such purchases, how the terms are or will be negotiated at **arm's length**, and explain how you determine or will determine that you pay no more than **fair market value**. Attach copies of any written contracts or other agreements relating to such purchases.  Yes  No
- b** Do you or will you sell any goods, services, or assets to any of your officers, directors, trustees, highest compensated employees, or highest compensated independent contractors listed in lines 1a, 1b, or 1c? If "Yes," describe any such sales that you made or intend to make, to whom you make or will make such sales, how the terms are or will be negotiated at arm's length, and explain how you determine or will determine you are or will be paid at least fair market value. Attach copies of any written contracts or other agreements relating to such sales.  Yes  No
- 
- 8a** Do you or will you have any leases, contracts, loans, or other agreements with your officers, directors, trustees, highest compensated employees, or highest compensated independent contractors listed in lines 1a, 1b, or 1c? If "Yes," provide the information requested in lines 8b through 8f.  Yes  No
- b** Describe any written or oral arrangements that you made or intend to make.
- c** Identify with whom you have or will have such arrangements.
- d** Explain how the terms are or will be negotiated at arm's length.
- e** Explain how you determine you pay no more than fair market value or you are paid at least fair market value.
- f** Attach copies of any signed leases, contracts, loans, or other agreements relating to such arrangements.
- 
- 9a** Do you or will you have any leases, contracts, loans, or other agreements with any organization in which any of your officers, directors, or trustees are also officers, directors, or trustees, or in which any individual officer, director, or trustee owns more than a 35% interest? If "Yes," provide the information requested in lines 9b through 9f.  Yes  No

## Part V Compensation and Other Financial Arrangements With Your Officers, Directors, Trustees, Employees, and Independent Contractors (Continued)

- b Describe any written or oral arrangements you made or intend to make.
- c Identify with whom you have or will have such arrangements.
- d Explain how the terms are or will be negotiated at arm's length.
- e Explain how you determine or will determine you pay no more than fair market value or that you are paid at least fair market value.
- f Attach a copy of any signed leases, contracts, loans, or other agreements relating to such arrangements.

## Part VI Your Members and Other Individuals and Organizations That Receive Benefits From You

The following "Yes" or "No" questions relate to goods, services, and funds you provide to individuals and organizations as part of your activities. Your answers should pertain to *past*, *present*, and *planned* activities. (See instructions.)

- 1a In carrying out your exempt purposes, do you provide goods, services, or funds to individuals? If "Yes," describe each program that provides goods, services, or funds to individuals.  Yes  No
- b In carrying out your exempt purposes, do you provide goods, services, or funds to organizations? If "Yes," describe each program that provides goods, services, or funds to organizations.  Yes  No
- 2 Do any of your programs limit the provision of goods, services, or funds to a specific individual or group of specific individuals? For example, answer "Yes," if goods, services, or funds are provided only for a particular individual, your members, individuals who work for a particular employer, or graduates of a particular school. If "Yes," explain the limitation and how recipients are selected for each program.  Yes  No
- 3 Do any individuals who receive goods, services, or funds through your programs have a family or business relationship with any officer, director, trustee, or with any of your highest compensated employees or highest compensated independent contractors listed in Part V, lines 1a, 1b, and 1c? If "Yes," explain how these related individuals are eligible for goods, services, or funds.  Yes  No

## Part VII Your History

The following "Yes" or "No" questions relate to your history. (See instructions.)

- 1 Are you a **successor** to another organization? Answer "Yes," if you have taken or will take over the activities of another organization; you took over 25% or more of the fair market value of the net assets of another organization; or you were established upon the conversion of an organization from for-profit to non-profit status. If "Yes," complete Schedule G.  Yes  No
- 2 Are you submitting this application more than 27 months after the end of the month in which you were legally formed? If "Yes," complete Schedule E.  Yes  No

## Part VIII Your Specific Activities

The following "Yes" or "No" questions relate to specific activities that you may conduct. Check the appropriate box. Your answers should pertain to *past*, *present*, and *planned* activities. (See instructions.)

- 1 Do you support or oppose candidates in **political campaigns** in any way? If "Yes," explain.  Yes  No
- 2a Do you attempt to **influence legislation**? If "Yes," explain how you attempt to influence legislation and complete line 2b. If "No," go to line 3a.  Yes  No
- b Have you made or are you making an **election** to have your legislative activities measured by expenditures by filing Form 5768? If "Yes," attach a copy of the Form 5768 that was already filed or attach a completed Form 5768 that you are filing with this application. If "No," describe whether your attempts to influence legislation are a substantial part of your activities. Include the time and money spent on your attempts to influence legislation as compared to your total activities.  Yes  No
- 3a Do you or will you operate bingo or **gaming** activities? If "Yes," describe who conducts them, and list all revenue received or expected to be received and expenses paid or expected to be paid in operating these activities. **Revenue and expenses** should be provided for the time periods specified in Part IX, Financial Data.  Yes  No
- b Do you or will you enter into contracts or other agreements with individuals or organizations to conduct bingo or gaming for you? If "Yes," describe any written or oral arrangements that you made or intend to make, identify with whom you have or will have such arrangements, explain how the terms are or will be negotiated at arm's length, and explain how you determine or will determine you pay no more than fair market value or you will be paid at least fair market value. Attach copies or any written contracts or other agreements relating to such arrangements.  Yes  No
- c List the states and local jurisdictions, including Indian Reservations, in which you conduct or will conduct gaming or bingo.

**Part VIII Your Specific Activities (Continued)**

**4a** Do you or will you undertake **fundraising**? If "Yes," check all the fundraising programs you do or will conduct. (See instructions.)  **Yes**  **No**

- mail solicitations
- email solicitations
- personal solicitations
- vehicle, boat, plane, or similar donations
- foundation grant solicitations
- phone solicitations
- accept donations on your website
- receive donations from another organization's website
- government grant solicitations
- Other

Attach a description of each fundraising program.

**b** Do you or will you have written or oral contracts with any individuals or organizations to raise funds for you? If "Yes," describe these activities. Include all revenue and expenses from these activities and state who conducts them. Revenue and expenses should be provided for the time periods specified in Part IX, Financial Data. Also, attach a copy of any contracts or agreements.  **Yes**  **No**

**c** Do you or will you engage in fundraising activities for other organizations? If "Yes," describe these arrangements. Include a description of the organizations for which you raise funds and attach copies of all contracts or agreements.  **Yes**  **No**

**d** List all states and local jurisdictions in which you conduct fundraising. For each state or local jurisdiction listed, specify whether you fundraise for your own organization, you fundraise for another organization, or another organization fundraises for you.

**e** Do you or will you maintain separate accounts for any contributor under which the contributor has the right to advise on the use or distribution of funds? Answer "Yes" if the donor may provide advice on the types of investments, distributions from the types of investments, or the distribution from the donor's contribution account. If "Yes," describe this program, including the type of advice that may be provided and submit copies of any written materials provided to donors.  **Yes**  **No**

**5** Are you **affiliated** with a governmental unit? If "Yes," explain.  **Yes**  **No**

**6a** Do you or will you engage in **economic development**? If "Yes," describe your program.  **Yes**  **No**

**b** Describe in full who benefits from your economic development activities and how the activities promote exempt purposes.

**7a** Do or will persons other than your employees or volunteers **develop** your facilities? If "Yes," describe each facility, the role of the developer, and any business or family relationship(s) between the developer and your officers, directors, or trustees.  **Yes**  **No**

**b** Do or will persons other than your employees or volunteers **manage** your activities or facilities? If "Yes," describe each activity and facility, the role of the manager, and any business or family relationship(s) between the manager and your officers, directors, or trustees.  **Yes**  **No**

**c** If there is a business or family relationship between any manager or developer and your officers, directors, or trustees, identify the individuals, explain the relationship, describe how contracts are negotiated at arm's length so that you pay no more than fair market value, and submit a copy of any contracts or other agreements.

**8** Do you or will you enter into **joint ventures**, including partnerships or **limited liability companies** treated as partnerships, in which you share profits and losses with partners other than section 501(c)(3) organizations? If "Yes," describe the activities of these joint ventures in which you participate.  **Yes**  **No**

**9a** Are you applying for exemption as a childcare organization under section 501(k)? If "Yes," answer lines 9b through 9d. If "No," go to line 10.  **Yes**  **No**

**b** Do you provide child care so that parents or caretakers of children you care for can be **gainfully employed** (see instructions)? If "No," explain how you qualify as a childcare organization described in section 501(k).  **Yes**  **No**

**c** Of the children for whom you provide child care, are 85% or more of them cared for by you to enable their parents or caretakers to be gainfully employed (see instructions)? If "No," explain how you qualify as a childcare organization described in section 501(k).  **Yes**  **No**

**d** Are your services available to the general public? If "No," describe the specific group of people for whom your activities are available. Also, see the instructions and explain how you qualify as a childcare organization described in section 501(k).  **Yes**  **No**

**10** Do you or will you publish, own, or have rights in music, literature, tapes, artworks, choreography, scientific discoveries, or other **intellectual property**? If "Yes," explain. Describe who owns or will own any copyrights, patents, or trademarks, whether fees are or will be charged, how the fees are determined, and how any items are or will be produced, distributed, and marketed.  **Yes**  **No**

**Part VIII Your Specific Activities** (Continued)

- 11** Do you or will you accept contributions of: real property; conservation easements; closely held securities; intellectual property such as patents, trademarks, and copyrights; works of music or art; licenses; royalties; automobiles, boats, planes, or other vehicles; or collectibles of any type? If "Yes," describe each type of contribution, any conditions imposed by the donor on the contribution, and any agreements with the donor regarding the contribution.  **Yes**  **No**
- 
- 12a** Do you or will you operate in a **foreign country or countries**? If "Yes," answer lines 12b through 12d. If "No," go to line 13a.  **Yes**  **No**
- b** Name the foreign countries and regions within the countries in which you operate.
- c** Describe your operations in each country and region in which you operate.
- d** Describe how your operations in each country and region further your exempt purposes.
- 
- 13a** Do you or will you make grants, loans, or other distributions to organization(s)? If "Yes," answer lines 13b through 13g. If "No," go to line 14a.  **Yes**  **No**
- b** Describe how your grants, loans, or other distributions to organizations further your exempt purposes.
- c** Do you have written contracts with each of these organizations? If "Yes," attach a copy of each contract.  **Yes**  **No**
- d** Identify each recipient organization and any **relationship** between you and the recipient organization.
- e** Describe the records you keep with respect to the grants, loans, or other distributions you make.
- f** Describe your selection process, including whether you do any of the following:
- (i)** Do you require an application form? If "Yes," attach a copy of the form.  **Yes**  **No**
- (ii)** Do you require a grant proposal? If "Yes," describe whether the grant proposal specifies your responsibilities and those of the grantee, obligates the grantee to use the grant funds only for the purposes for which the grant was made, provides for periodic written reports concerning the use of grant funds, requires a final written report and an accounting of how grant funds were used, and acknowledges your authority to withhold and/or recover grant funds in case such funds are, or appear to be, misused.  **Yes**  **No**
- g** Describe your procedures for oversight of distributions that assure you the resources are used to further your exempt purposes, including whether you require periodic and final reports on the use of resources.
- 
- 14a** Do you or will you make grants, loans, or other distributions to foreign organizations? If "Yes," answer lines 14b through 14f. If "No," go to line 15.  **Yes**  **No**
- b** Provide the name of each foreign organization, the country and regions within a country in which each foreign organization operates, and describe any relationship you have with each foreign organization.
- c** Does any foreign organization listed in line 14b accept contributions earmarked for a specific country or specific organization? If "Yes," list all earmarked organizations or countries.  **Yes**  **No**
- d** Do your contributors know that you have ultimate authority to use contributions made to you at your discretion for purposes consistent with your exempt purposes? If "Yes," describe how you relay this information to contributors.  **Yes**  **No**
- e** Do you or will you make pre-grant inquiries about the recipient organization? If "Yes," describe these inquiries, including whether you inquire about the recipient's financial status, its tax-exempt status under the Internal Revenue Code, its ability to accomplish the purpose for which the resources are provided, and other relevant information.  **Yes**  **No**
- f** Do you or will you use any additional procedures to ensure that your distributions to foreign organizations are used in furtherance of your exempt purposes? If "Yes," describe these procedures, including site visits by your employees or compliance checks by impartial experts, to verify that grant funds are being used appropriately.  **Yes**  **No**

**Part VIII Your Specific Activities** *(Continued)*

- |           |  |                                     |                                    |
|-----------|--|-------------------------------------|------------------------------------|
| <b>15</b> | Do you have a <b>close connection</b> with any organizations? If "Yes," explain.   | <input type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> |
| <b>16</b> | Are you applying for exemption as a <b>cooperative hospital service organization</b> under section 501(e)? If "Yes," explain.  | <input type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> |
| <b>17</b> | Are you applying for exemption as a <b>cooperative service organization of operating educational organizations</b> under section 501(f)? If "Yes," explain.  | <input type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> |
| <b>18</b> | Are you applying for exemption as a <b>charitable risk pool</b> under section 501(n)? If "Yes," explain.   | <input type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> |
| <b>19</b> | Do you or will you operate a <b>school</b> ? If "Yes," complete Schedule B. Answer "Yes," whether you operate a school as your main function or as a secondary activity.   | <input type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> |
| <b>20</b> | Is your main function to provide <b>hospital or medical care</b> ? If "Yes," complete Schedule C.  | <input type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> |
| <b>21</b> | Do you or will you provide <b>low-income housing</b> or housing for the <b>elderly</b> or <b>handicapped</b> ? If "Yes," complete Schedule F.  | <input type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> |
| <b>22</b> | Do you or will you provide scholarships, fellowships, educational loans, or other educational grants to individuals, including grants for travel, study, or other similar purposes? If "Yes," complete Schedule H. | <input type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> |

**Note: Private foundations** may use Schedule H to request advance approval of individual grant procedures.

**Part IX Financial Data**

For purposes of this schedule, years in existence refer to completed tax years. If in existence 4 or more years, complete the schedule for the most recent 4 tax years. If in existence more than 1 year but less than 4 years, complete the statements for each year in existence and provide projections of your likely revenues and expenses based on a reasonable and good faith estimate of your future finances for a total of 3 years of financial information. If in existence less than 1 year, provide projections of your likely revenues and expenses for the current year and the 2 following years, based on a reasonable and good faith estimate of your future finances for a total of 3 years of financial information. (See instructions.)

**A. Statement of Revenues and Expenses**

	Type of revenue or expense	Current tax year	3 prior tax years or 2 succeeding tax years			(e) Provide Total for (a) through (d)
		(a) From ..... To .....	(b) From ..... To .....	(c) From ..... To .....	(d) From ..... To .....	
<b>Revenues</b>	<b>1</b> Gifts, grants, and contributions received (do not include unusual grants)					
	<b>2</b> Membership fees received					
	<b>3</b> Gross investment income					
	<b>4</b> Net unrelated business income					
	<b>5</b> Taxes levied for your benefit					
	<b>6</b> Value of services or facilities furnished by a governmental unit without charge (not including the value of services generally furnished to the public without charge)					
	<b>7</b> Any revenue not otherwise listed above or in lines 9–12 below (attach an itemized list)					
	<b>8</b> Total of lines 1 through 7					
	<b>9</b> Gross receipts from admissions, merchandise sold or services performed, or furnishing of facilities in any activity that is related to your exempt purposes (attach itemized list)					
	<b>10</b> Total of lines 8 and 9					
	<b>11</b> Net gain or loss on sale of capital assets (attach schedule and see instructions)					
	<b>12</b> <b>Unusual grants</b>					
	<b>13</b> Total Revenue Add lines 10 through 12					
<b>Expenses</b>	<b>14</b> Fundraising expenses					
	<b>15</b> Contributions, gifts, grants, and similar amounts paid out (attach an itemized list)					
	<b>16</b> Disbursements to or for the benefit of members (attach an itemized list)					
	<b>17</b> Compensation of officers, directors, and trustees					
	<b>18</b> Other salaries and wages					
	<b>19</b> Interest expense					
	<b>20</b> Occupancy (rent, utilities, etc.)					
	<b>21</b> Depreciation and depletion					
	<b>22</b> Professional fees					
	<b>23</b> Any expense not otherwise classified, such as program services (attach itemized list)					
	<b>24</b> Total Expenses Add lines 14 through 23					

Part IX Financial Data (Continued)

B. Balance Sheet (for your most recently completed tax year)

Year End:

(Whole dollars)

Table with 18 rows for assets and liabilities, and 2 rows for fund balances. Includes categories like Cash, Accounts receivable, Inventories, Bonds and notes receivable, Corporate stocks, Loans receivable, Other investments, Depreciable and depletable assets, Land, Other assets, Total Assets, Liabilities (Accounts payable, Contributions, mortgages, other), Total Liabilities, Total fund balances, and Total Liabilities and Fund Balances or Net Assets. Includes a question about substantial changes in assets or liabilities.

Part X Public Charity Status

Part X is designed to classify you as an organization that is either a private foundation or a public charity. Public charity status is a more favorable tax status than private foundation status. If you are a private foundation, Part X is designed to further determine whether you are a private operating foundation. (See instructions.)

- 1a Are you a private foundation? If "Yes," go to line 1b. If "No," go to line 5 and proceed as instructed.
b As a private foundation, section 508(e) requires special provisions in your organizing document in addition to those that apply to all organizations described in section 501(c)(3).
2 Are you a private operating foundation? To be a private operating foundation you must engage directly in the active conduct of charitable, religious, educational, and similar activities...
3 Have you existed for one or more years? If "Yes," attach financial information showing that you are a private operating foundation; go to the signature section of Part XI.
4 Have you attached either (1) an affidavit or opinion of counsel, (including a written affidavit or opinion from a certified public accountant or accounting firm with expertise regarding this tax law matter), that sets forth facts concerning your operations and support to demonstrate that you are likely to satisfy the requirements to be classified as a private operating foundation; or (2) a statement describing your proposed operations as a private operating foundation?
5 If you answered "No" to line 1a, indicate the type of public charity status you are requesting by checking one of the choices below. You may check only one box.
The organization is not a private foundation because it is:
a 509(a)(1) and 170(b)(1)(A)(i)—a church or a convention or association of churches. Complete and attach Schedule A.
b 509(a)(1) and 170(b)(1)(A)(ii)—a school. Complete and attach Schedule B.
c 509(a)(1) and 170(b)(1)(A)(iii)—a hospital, a cooperative hospital service organization, or a medical research organization operated in conjunction with a hospital. Complete and attach Schedule C.
d 509(a)(3)—an organization supporting either one or more organizations described in line 5a through c, f, g, or h or a publicly supported section 501(c)(4), (5), or (6) organization. Complete and attach Schedule D.

**Part X Public Charity Status (Continued)**

- e 509(a)(4)—an organization organized and operated exclusively for testing for public safety.
- f 509(a)(1) and 170(b)(1)(A)(iv)—an organization operated for the benefit of a college or university that is owned or operated by a governmental unit.
- g 509(a)(1) and 170(b)(1)(A)(vi)—an organization that receives a substantial part of its financial support in the form of contributions from publicly supported organizations, from a governmental unit, or from the general public.
- h 509(a)(2)—an organization that normally receives not more than one-third of its financial support from gross **investment income** and receives more than one-third of its financial support from contributions, membership fees, and gross receipts from activities related to its exempt functions (subject to certain exceptions).
- i A publicly supported organization, but unsure if it is described in 5g or 5h. The organization would like the IRS to decide the correct status.

**6** If you checked box g, h, or i in question 5 above, you must request either an **advance** or a **definitive ruling** by selecting one of the boxes below. Refer to the instructions to determine which type of ruling you are eligible to receive.

- a **Request for Advance Ruling:** By checking this box and signing the consent, pursuant to section 6501(c)(4) of the Code you request an advance ruling and agree to extend the statute of limitations on the assessment of excise tax under section 4940 of the Code. The tax will apply only if you do not establish public support status at the end of the 5-year advance ruling period. The assessment period will be extended for the 5 advance ruling years to 8 years, 4 months, and 15 days beyond the end of the first year. You have the right to refuse or limit the extension to a mutually agreed-upon period of time or issue(s). Publication 1035, *Extending the Tax Assessment Period*, provides a more detailed explanation of your rights and the consequences of the choices you make. You may obtain Publication 1035 free of charge from the IRS web site at [www.irs.gov](http://www.irs.gov) or by calling toll-free 1-800-829-3676. Signing this consent will not deprive you of any appeal rights to which you would otherwise be entitled. If you decide not to extend the statute of limitations, you are not eligible for an advance ruling.

**Consent Fixing Period of Limitations Upon Assessment of Tax Under Section 4940 of the Internal Revenue Code**

For Organization

-----  
 (Signature of Officer, Director, Trustee, or other authorized official) (Type or print name of signer) (Date)  
 -----  
 (Type or print title or authority of signer)

For IRS Use Only

-----  
 IRS Director, Exempt Organizations (Date)  
 -----

- b **Request for Definitive Ruling:** Check this box if you have completed one tax year of at least 8 full months and you are requesting a definitive ruling. To confirm your public support status, answer line 6b(i) if you checked box g in line 5 above. Answer line 6b(ii) if you checked box h in line 5 above. If you checked box i in line 5 above, answer both lines 6b(i) and (ii).

- (i) (a) Enter 2% of line 8, column (e) on Part IX-A. Statement of Revenues and Expenses. \_\_\_\_\_
- (b) Attach a list showing the name and amount contributed by each person, company, or organization whose gifts totaled more than the 2% amount. If the answer is "None," check this box.
- (ii) (a) For each year amounts are included on lines 1, 2, and 9 of Part IX-A. Statement of Revenues and Expenses, attach a list showing the name of and amount received from each **disqualified person**. If the answer is "None," check this box.
- (b) For each year amounts are included on line 9 of Part IX-A. Statement of Revenues and Expenses, attach a list showing the name of and amount received from each payer, other than a disqualified person, whose payments were more than the larger of (1) 1% of line 10, Part IX-A. Statement of Revenues and Expenses, or (2) \$5,000. If the answer is "None," check this box.

**7** Did you receive any unusual grants during any of the years shown on Part IX-A. Statement of Revenues and Expenses? If "Yes," attach a list including the name of the contributor, the date and amount of the grant, a brief description of the grant, and explain why it is unusual.  **Yes**  **No**



**Part XI User Fee Information**

You must include a user fee payment with this application. It will not be processed without your paid user fee. If your average annual gross receipts have exceeded or will exceed \$10,000 annually over a 4-year period, you must submit payment of \$750. If your gross receipts have not exceeded or will not exceed \$10,000 annually over a 4-year period, the required user fee payment is \$300. See instructions for Part XI, for a definition of **gross receipts** over a 4-year period. Your check or money order must be made payable to the United States Treasury. *User fees are subject to change. Check our website at [www.irs.gov](http://www.irs.gov) and type "User Fee" in the keyword box, or call Customer Account Services at 1-877-829-5500 for current information.*

- 1 Have your annual gross receipts averaged or are they expected to average not more than \$10,000?  **Yes**  **No**  
 If "Yes," check the box on line 2 and enclose a user fee payment of \$300 (Subject to change—see above).  
 If "No," check the box on line 3 and enclose a user fee payment of \$750 (Subject to change—see above).
- 2 Check the box if you have enclosed the reduced user fee payment of \$300 (Subject to change).
- 3 Check the box if you have enclosed the user fee payment of \$750 (Subject to change).

I declare under the penalties of perjury that I am authorized to sign this application on behalf of the above organization and that I have examined this application, including the accompanying schedules and attachments, and to the best of my knowledge it is true, correct, and complete.

**Please Sign Here**



.....  
 (Signature of Officer, Director, Trustee, or other authorized official)

.....  
 (Type or print name of signer)

.....  
 (Date)

.....  
 (Type or print title or authority of signer)

**Reminder:** Send the completed Form 1023 Checklist with your filled-in-application.

**Schedule A. Churches**

<b>1a</b>	Do you have a written creed, statement of faith, or summary of beliefs? If "Yes," attach copies of relevant documents.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>b</b>	Do you have a form of worship? If "Yes," describe your form of worship.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>2a</b>	Do you have a formal code of doctrine and discipline? If "Yes," describe your code of doctrine and discipline.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>b</b>	Do you have a distinct religious history? If "Yes," describe your religious history.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>c</b>	Do you have a literature of your own? If "Yes," describe your literature.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>3</b>	Describe the organization's religious hierarchy or ecclesiastical government.		
<b>4a</b>	Do you have regularly scheduled religious services? If "Yes," describe the nature of the services and provide representative copies of relevant literature such as church bulletins.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>b</b>	What is the average attendance at your regularly scheduled religious services?		
<b>5a</b>	Do you have an established place of worship? If "Yes," refer to the instructions for the information required.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>b</b>	Do you own the property where you have an established place of worship?	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>6</b>	Do you have an established congregation or other regular membership group? If "No," refer to the instructions.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>7</b>	How many members do you have?		
<b>8a</b>	Do you have a process by which an individual becomes a member? If "Yes," describe the process and complete lines 8b-8d, below.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>b</b>	If you have members, do your members have voting rights, rights to participate in religious functions, or other rights? If "Yes," describe the rights your members have.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>c</b>	May your members be associated with another denomination or church?	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>d</b>	Are all of your members part of the same <b>family</b> ?	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>9</b>	Do you conduct baptisms, weddings, funerals, etc.?	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>10</b>	Do you have a school for the religious instruction of the young?	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>11a</b>	Do you have a minister or religious leader? If "Yes," describe this person's role and explain whether the minister or religious leader was ordained, commissioned, or licensed after a prescribed course of study.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>b</b>	Do you have schools for the preparation of your ordained ministers or religious leaders?	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>12</b>	Is your minister or religious leader also one of your officers, directors, or trustees?	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>13</b>	Do you ordain, commission, or license ministers or religious leaders? If "Yes," describe the requirements for ordination, commission, or licensure.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>14</b>	Are you part of a group of churches with similar beliefs and structures? If "Yes," explain. Include the name of the group of churches.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>15</b>	Do you issue church charters? If "Yes," describe the requirements for issuing a charter.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>16</b>	Did you pay a fee for a church charter? If "Yes," attach a copy of the charter.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>
<b>17</b>	Do you have other information you believe should be considered regarding your status as a church? If "Yes," explain.	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>

**Schedule B. Schools, Colleges, and Universities**

If you operate a school as an activity, complete Schedule B

**Section I Operational Information**

- 1a** Do you normally have a regularly scheduled curriculum, a regular faculty of qualified teachers, a regularly enrolled student body, and facilities where your educational activities are regularly carried on? If "No," do not complete the remainder of Schedule B.  **Yes**  **No**
- b** Is the primary function of your school the presentation of formal instruction? If "Yes," describe your school in terms of whether it is an elementary, secondary, college, technical, or other type of school. If "No," do not complete the remainder of Schedule B.  **Yes**  **No**
- 2a** Are you a public school because you are operated by a state or subdivision of a state? If "Yes," explain how you are operated by a state or subdivision of a state. Do not complete the remainder of Schedule B.  **Yes**  **No**
- b** Are you a public school because you are operated wholly or predominantly from government funds or property? If "Yes," explain how you are operated wholly or predominantly from government funds or property. Submit a copy of your funding agreement regarding government funding. Do not complete the remainder of Schedule B.  **Yes**  **No**
- 3** In what public school district, county, and state are you located?
- 4** Were you formed or substantially expanded at the time of public school desegregation in the above school district or county?  **Yes**  **No**
- 5** Has a state or federal administrative agency or judicial body ever determined that you are racially discriminatory? If "Yes," explain.  **Yes**  **No**
- 6** Has your right to receive financial aid or assistance from a governmental agency ever been revoked or suspended? If "Yes," explain.  **Yes**  **No**
- 7** Do you or will you contract with another organization to develop, build, market, or finance your facilities? If "Yes," explain how that entity is selected, explain how the terms of any contracts or other agreements were or will be negotiated at arm's length, and explain how you determine that you will pay no more than fair market value for services.  **Yes**  **No**

**Note.** Make sure your answer is consistent with the information provided in Part VIII, line 7a.

- 8** Do you or will you manage your activities or facilities through your own employees or volunteers? If "No," attach a statement describing the activities that will be managed by others, the names of the persons or organizations that manage or will manage your activities or facilities, and how these managers were or will be selected. Also, submit copies of any contracts, proposed contracts, or other agreements regarding the provision of management services for your activities or facilities. Explain how the terms of any contracts or other agreements were or will be negotiated, and explain how you determine you will pay no more than fair market value for services.  **Yes**  **No**

**Note.** Answer "Yes" if you manage or intend to manage your programs through your own employees or by using volunteers. Answer "No" if you engage or intend to engage a separate organization or independent contractor. Make sure your answer is consistent with the information provided in Part VIII, line 7b.**Section II Establishment of Racially Nondiscriminatory Policy**Information required by **Revenue Procedure 75-50.**

- 1** Have you adopted a racially nondiscriminatory policy as to students in your organizing document, bylaws, or by resolution of your governing body? If "Yes," state where the policy can be found or supply a copy of the policy. If "No," you must adopt a nondiscriminatory policy as to students before submitting this application. See Publication 557.  **Yes**  **No**
- 2** Do your brochures, application forms, advertisements, and catalogues dealing with student admissions, programs, and scholarships contain a statement of your racially nondiscriminatory policy?  **Yes**  **No**
- a** If "Yes," attach a representative sample of each document.
- b** If "No," by checking the box to the right you agree that all future printed materials, including website content, will contain the required nondiscriminatory policy statement.
- 3** Have you published a notice of your nondiscriminatory policy in a newspaper of general circulation that serves all racial segments of the community? (See the instructions for specific requirements.) If "No," explain.  **Yes**  **No**
- 4** Does or will the organization (or any department or division within it) discriminate in any way on the basis of race with respect to admissions; use of facilities or exercise of student privileges; faculty or administrative staff; or scholarship or loan programs? If "Yes," for any of the above, explain fully.  **Yes**  **No**

**Schedule B. Schools, Colleges, and Universities (Continued)**

**5** Complete the table below to show the racial composition for the current academic year and projected for the next academic year, of: (a) the student body, (b) the faculty, and (c) the administrative staff. Provide actual numbers rather than percentages for each racial category.

If you are not operational, submit an estimate based on the best information available (such as the racial composition of the community served).

Racial Category	(a) Student Body		(b) Faculty		(c) Administrative Staff	
	Current Year	Next Year	Current Year	Next Year	Current Year	Next Year
<b>Total</b>						

**6** In the table below, provide the number and amount of loans and scholarships awarded to students enrolled by racial categories.

Racial Category	Number of Loans		Amount of Loans		Number of Scholarships		Amount of Scholarships	
	Current Year	Next Year	Current Year	Next Year	Current Year	Next Year	Current Year	Next Year
<b>Total</b>								

**7a** Attach a list of your incorporators, founders, board members, and donors of land or buildings, whether individuals or organizations.

**b** Do any of these individuals or organizations have an objective to maintain segregated public or private school education? If "Yes," explain.  **Yes**     **No**

**8** Will you maintain records according to the non-discrimination provisions contained in Revenue Procedure 75-50? If "No," explain. (See instructions.)  **Yes**     **No**

**Schedule C. Hospitals and Medical Research Organizations**

Check the box if you are a **hospital**. See the instructions for a definition of the term "hospital," which includes an organization whose principal purpose or function is providing **hospital or medical care**. Complete Section I below.

Check the box if you are a **medical research organization** operated in conjunction with a hospital. See the instructions for a definition of the term "medical research organization," which refers to an organization whose principal purpose or function is medical research and which is directly engaged in the continuous active conduct of medical research in conjunction with a hospital. Complete Section II.

**Section I Hospitals**

- 1a** Are all the doctors in the community eligible for staff privileges? If "No," give the reasons why and explain how the medical staff is selected.  **Yes**     **No**
- 2a** Do you or will you provide medical services to all individuals in your community who can pay for themselves or have private health insurance? If "No," explain.  **Yes**     **No**

**b** Do you or will you provide medical services to all individuals in your community who participate in Medicare? If "No," explain.  **Yes**     **No**

**c** Do you or will you provide medical services to all individuals in your community who participate in Medicaid? If "No," explain.  **Yes**     **No**
- 3a** Do you or will you require persons covered by Medicare or Medicaid to pay a deposit before receiving services? If "Yes," explain.  **Yes**     **No**

**b** Does the same deposit requirement, if any, apply to all other patients? If "No," explain.  **Yes**     **No**
- 4a** Do you or will you maintain a full-time emergency room? If "No," explain why you do not maintain a full-time emergency room. Also, describe any emergency services that you provide.  **Yes**     **No**

**b** Do you have a policy on providing emergency services to persons without apparent means to pay? If "Yes," provide a copy of the policy.  **Yes**     **No**

**c** Do you have any arrangements with police, fire, and voluntary ambulance services for the delivery or admission of emergency cases? If "Yes," describe the arrangements, including whether they are written or oral agreements. If written, submit copies of all such agreements.  **Yes**     **No**
- 5a** Do you provide for a portion of your services and facilities to be used for charity patients? If "Yes," answer 5b through 5e.  **Yes**     **No**

**b** Explain your policy regarding charity cases, including how you distinguish between charity care and bad debts. Submit a copy of your written policy.

**c** Provide data on your past experience in admitting charity patients, including amounts you expend for treating charity care patients and types of services you provide to charity care patients.

**d** Describe any arrangements you have with federal, state, or local governments or government agencies for paying for the cost of treating charity care patients. Submit copies of any written agreements.

**e** Do you provide services on a sliding fee schedule depending on financial ability to pay? If "Yes," submit your sliding fee schedule.  **Yes**     **No**
- 6a** Do you or will you carry on a formal program of medical training or medical research? If "Yes," describe such programs, including the type of programs offered, the scope of such programs, and affiliations with other hospitals or medical care providers with which you carry on the medical training or research programs.  **Yes**     **No**

**b** Do you or will you carry on a formal program of community education? If "Yes," describe such programs, including the type of programs offered, the scope of such programs, and affiliation with other hospitals or medical care providers with which you offer community education programs.  **Yes**     **No**
- 7** Do you or will you provide office space to physicians carrying on their own medical practices? If "Yes," describe the criteria for who may use the space, explain the means used to determine that you are paid at least fair market value, and submit representative lease agreements.  **Yes**     **No**
- 8** Is your board of directors comprised of a majority of individuals who are representative of the community you serve? Include a list of each board member's name and business, financial, or professional relationship with the hospital. Also, identify each board member who is representative of the community and describe how that individual is a community representative.  **Yes**     **No**
- 9** Do you participate in any joint ventures? If "Yes," state your ownership percentage in each joint venture, list your investment in each joint venture, describe the tax status of other participants in each joint venture (including whether they are section 501(c)(3) organizations), describe the activities of each joint venture, describe how you exercise control over the activities of each joint venture, and describe how each joint venture furthers your exempt purposes. Also, submit copies of all agreements.  **Yes**     **No**

**Note.** Make sure your answer is consistent with the information provided in Part VIII, line 8.

**Schedule C. Hospitals and Medical Research Organizations (Continued)****Section I Hospitals (Continued)**

- 10** Do you or will you manage your activities or facilities through your own employees or volunteers? If "No," attach a statement describing the activities that will be managed by others, the names of the persons or organizations that manage or will manage your activities or facilities, and how these managers were or will be selected. Also, submit copies of any contracts, proposed contracts, or other agreements regarding the provision of management services for your activities or facilities. Explain how the terms of any contracts or other agreements were or will be negotiated, and explain how you determine you will pay no more than fair market value for services.  
**Note.** Answer "Yes" if you do manage or intend to manage your programs through your own employees or by using volunteers. Answer "No" if you engage or intend to engage a separate organization or independent contractor. Make sure your answer is consistent with the information provided in Part VIII, line 7b.  **Yes**  **No**
- 11** Do you or will you offer recruitment incentives to physicians? If "Yes," describe your recruitment incentives and attach copies of all written recruitment incentive policies.  **Yes**  **No**
- 12** Do you or will you lease equipment, assets, or office space from physicians who have a financial or professional relationship with you? If "Yes," explain how you establish a fair market value for the lease.  **Yes**  **No**
- 13** Have you purchased medical practices, ambulatory surgery centers, or other business assets from physicians or other persons with whom you have a business relationship, aside from the purchase? If "Yes," submit a copy of each purchase and sales contract and describe how you arrived at fair market value, including copies of appraisals.  **Yes**  **No**
- 14** Have you adopted a **conflict of interest policy** consistent with the sample health care organization conflict of interest policy in Appendix A of the instructions? If "Yes," submit a copy of the policy and explain how the policy has been adopted, such as by resolution of your governing board. If "No," explain how you will avoid any conflicts of interest in your business dealings.  **Yes**  **No**

**Section II Medical Research Organizations**

- 1** Name the hospitals with which you have a relationship and describe the relationship. Attach copies of written agreements with each hospital that demonstrate continuing relationships between you and the hospital(s).
- 2** Attach a schedule describing your present and proposed activities for the direct conduct of medical research; describe the nature of the activities, and the amount of money that has been or will be spent in carrying them out.
- 3** Attach a schedule of assets showing their fair market value and the portion of your assets directly devoted to medical research.

**Schedule D. Section 509(a)(3) Supporting Organizations**

**Section I Identifying Information About the Supported Organization(s)**

**1** State the names, addresses, and EINs of the supported organizations. If additional space is needed, attach a separate sheet.

Name	Address	EIN
		-
		-

**2** Are all supported organizations listed in line 1 public charities under section 509(a)(1) or (2)? If "Yes," go to Section II. If "No," go to line 3.  **Yes**     **No**

**3** Do the supported organizations have tax-exempt status under section 501(c)(4), 501(c)(5), or 501(c)(6)?  **Yes**     **No**

If "Yes," for each 501(c)(4), (5), or (6) organization supported, provide the following financial information:

- Part IX-A. Statement of Revenues and Expenses, lines 1-13 and
- Part X, lines 6b(ii)(a), 6b(ii)(b), and 7.

If "No," attach a statement describing how each organization you support is a public charity under section 509(a)(1) or (2).

**Section II Relationship with Supported Organization(s)—Three Tests**

To be classified as a supporting organization, an organization must meet one of three relationship tests:

- Test 1: "Operated, supervised, or controlled by" one or more publicly supported organizations, or
- Test 2: "Supervised or controlled in connection with" one or more publicly supported organizations, or
- Test 3: "Operated in connection with" one or more publicly supported organizations.

**1** Information to establish the "operated, supervised, or controlled by" relationship (Test 1)  
Is a majority of your governing board or officers elected or appointed by the supported organization(s)? If "Yes," describe the process by which your governing board is appointed and elected; go to Section III. If "No," continue to line 2.  **Yes**     **No**

**2** Information to establish the "supervised or controlled in connection with" relationship (Test 2)  
Does a majority of your governing board consist of individuals who also serve on the governing board of the supported organization(s)? If "Yes," describe the process by which your governing board is appointed and elected; go to Section III. If "No," go to line 3.  **Yes**     **No**

**3** Information to establish the "operated in connection with" responsiveness test (Test 3)  
Are you a trust from which the named supported organization(s) can enforce and compel an accounting under state law? If "Yes," explain whether you advised the supported organization(s) in writing of these rights and provide a copy of the written communication documenting this; go to Section II, line 5. If "No," go to line 4a.  **Yes**     **No**

**4** Information to establish the alternative "operated in connection with" responsiveness test (Test 3)

**a** Do the officers, directors, trustees, or members of the supported organization(s) elect or appoint one or more of your officers, directors, or trustees? If "Yes," explain and provide documentation; go to line 4d, below. If "No," go to line 4b.  **Yes**     **No**

**b** Do one or more members of the governing body of the supported organization(s) also serve as your officers, directors, or trustees or hold other important offices with respect to you? If "Yes," explain and provide documentation; go to line 4d, below. If "No," go to line 4c.  **Yes**     **No**

**c** Do your officers, directors, or trustees maintain a close and continuous working relationship with the officers, directors, or trustees of the supported organization(s)? If "Yes," explain and provide documentation.  **Yes**     **No**

**d** Do the supported organization(s) have a significant voice in your investment policies, in the making and timing of grants, and in otherwise directing the use of your income or assets? If "Yes," explain and provide documentation.  **Yes**     **No**

**e** Describe and provide copies of written communications documenting how you made the supported organization(s) aware of your supporting activities.

**Schedule D. Section 509(a)(3) Supporting Organizations (Continued)****Section II Relationship with Supported Organization(s)—Three Tests (Continued)**

- 5** Information to establish the “operated in connection with” integral part test (Test 3)  
Do you conduct activities that would otherwise be carried out by the supported organization(s)? If “Yes,” explain and go to Section III. If “No,” continue to line 6a.  **Yes**  **No**
- 6** Information to establish the alternative “operated in connection with” integral part test (Test 3)
- a** Do you distribute at least 85% of your annual **net income** to the supported organization(s)? If “Yes,” go to line 6b. (See instructions.)  **Yes**  **No**  
If “No,” state the percentage of your income that you distribute to each supported organization. Also explain how you ensure that the supported organization(s) are attentive to your operations.
- b** How much do you contribute annually to each supported organization? Attach a schedule.
- c** What is the total annual revenue of each supported organization? If you need additional space, attach a list.
- d** Do you or the supported organization(s)  **earmark**  your funds for support of a particular program or activity? If “Yes,” explain.  **Yes**  **No**
- 7a** Does your organizing document specify the supported organization(s) by name? If “Yes,” state the article and paragraph number and go to Section III. If “No,” answer line 7b.  **Yes**  **No**
- b** Attach a statement describing whether there has been an historic and continuing relationship between you and the supported organization(s).

**Section III Organizational Test**

- 1a** If you met relationship Test 1 or Test 2 in Section II, your organizing document must specify the supported organization(s) by name, or by naming a similar purpose or charitable class of beneficiaries. If your organizing document complies with this requirement, answer “Yes.” If your organizing document does not comply with this requirement, answer “No,” and see the instructions.  **Yes**  **No**
- b** If you met relationship Test 3 in Section II, your organizing document must generally specify the supported organization(s) by name. If your organizing document complies with this requirement, answer “Yes,” and go to Section IV. If your organizing document does not comply with this requirement, answer “No,” and see the instructions.  **Yes**  **No**

**Section IV Disqualified Person Test**

You do not qualify as a supporting organization if you are **controlled** directly or indirectly by one or more **disqualified persons** (as defined in section 4946) other than **foundation managers** or one or more organizations that you support. Foundation managers who are also disqualified persons for another reason are disqualified persons with respect to you.

- 1a** Do any persons who are disqualified persons with respect to you, (except individuals who are disqualified persons only because they are foundation managers), appoint any of your foundation managers? If “Yes,” (1) describe the process by which disqualified persons appoint any of your foundation managers, (2) provide the names of these disqualified persons and the foundation managers they appoint, and (3) explain how control is vested over your operations (including assets and activities) by persons other than disqualified persons.  **Yes**  **No**
- b** Do any persons who have a family or business relationship with any disqualified persons with respect to you, (except individuals who are disqualified persons only because they are foundation managers), appoint any of your foundation managers? If “Yes,” (1) describe the process by which individuals with a family or business relationship with disqualified persons appoint any of your foundation managers, (2) provide the names of these disqualified persons, the individuals with a family or business relationship with disqualified persons, and the foundation managers appointed, and (3) explain how control is vested over your operations (including assets and activities) in individuals other than disqualified persons.  **Yes**  **No**
- c** Do any persons who are disqualified persons, (except individuals who are disqualified persons only because they are foundation managers), have any influence regarding your operations, including your assets or activities? If “Yes,” (1) provide the names of these disqualified persons, (2) explain how influence is exerted over your operations (including assets and activities), and (3) explain how control is vested over your operations (including assets and activities) by individuals other than disqualified persons.  **Yes**  **No**



**Schedule E. Organizations Not Filing Form 1023 Within 27 Months of Formation**

Schedule E is intended to determine whether you are eligible for tax exemption under section 501(c)(3) from the postmark date of your application or from your date of incorporation or formation, whichever is earlier. If you are not eligible for tax exemption under section 501(c)(3) from your date of incorporation or formation, Schedule E is also intended to determine whether you are eligible for tax exemption under section 501(c)(4) for the period between your date of incorporation or formation and the postmark date of your application.

- 1** Are you a church, association of churches, or integrated auxiliary of a church? If "Yes," complete Schedule A and stop here. Do not complete the remainder of Schedule E.  **Yes**  **No**
- 
- 2a** Are you a public charity with annual **gross receipts** that are normally \$5,000 or less? If "Yes," stop here. Answer "No" if you are a private foundation, regardless of your gross receipts.  **Yes**  **No**
- b** If your gross receipts were normally more than \$5,000, are you filing this application within 90 days from the end of the tax year in which your gross receipts were normally more than \$5,000? If "Yes," stop here.  **Yes**  **No**
- 
- 3a** Were you included as a subordinate in a group exemption application or letter? If "No," go to line 4.  **Yes**  **No**
- b** If you were included as a subordinate in a group exemption letter, are you filing this application within 27 months from the date you were notified by the organization holding the group exemption letter or the Internal Revenue Service that you cease to be covered by the group exemption letter? If "Yes," stop here.  **Yes**  **No**
- c** If you were included as a subordinate in a timely filed group exemption request that was denied, are you filing this application within 27 months from the postmark date of the Internal Revenue Service final adverse ruling letter? If "Yes," stop here.  **Yes**  **No**
- 
- 4** Were you created on or before October 9, 1969? If "Yes," stop here. Do not complete the remainder of this schedule.  **Yes**  **No**
- 
- 5** If you answered "No" to lines 1 through 4, we cannot recognize you as tax exempt from your date of formation unless you qualify for an extension of time to apply for exemption. Do you wish to request an extension of time to apply to be recognized as exempt from the date you were formed? If "Yes," attach a statement explaining why you did not file this application within the 27-month period. Do not answer lines 6, 7, or 8. If "No," go to line 6a.  **Yes**  **No**
- 
- 6a** If you answered "No" to line 5, you can only be exempt under section 501(c)(3) from the postmark date of this application. Therefore, do you want us to treat this application as a request for tax exemption from the postmark date? If "Yes," you are eligible for an advance ruling. Complete Part X, line 6a. If "No," you will be treated as a private foundation.  **Yes**  **No**
- Note.** Be sure your ruling eligibility agrees with your answer to Part X, line 6.
- b** Do you anticipate significant changes in your sources of support in the future? If "Yes," complete line 7 below.  **Yes**  **No**

**Schedule E. Organizations Not Filing Form 1023 Within 27 Months of Formation** *(Continued)*

**7** Complete this item only if you answered "Yes" to line 6b. Include projected revenue for the first two full years following the current tax year.

Type of Revenue	Projected revenue for 2 years following current tax year		
	(a) From ..... To	(b) From ..... To	(c) Total
<b>1</b> Gifts, grants, and contributions received (do not include unusual grants)			
<b>2</b> Membership fees received			
<b>3</b> Gross investment income			
<b>4</b> Net unrelated business income			
<b>5</b> Taxes levied for your benefit			
<b>6</b> Value of services or facilities furnished by a governmental unit without charge (not including the value of services generally furnished to the public without charge)			
<b>7</b> Any revenue not otherwise listed above or in lines 9-12 below (attach an itemized list)			
<b>8</b> Total of lines 1 through 7			
<b>9</b> Gross receipts from admissions, merchandise sold, or services performed, or furnishing of facilities in any activity that is related to your exempt purposes (attach itemized list)			
<b>10</b> Total of lines 8 and 9			
<b>11</b> Net gain or loss on sale of capital assets (attach an itemized list)			
<b>12</b> Unusual grants			
<b>13</b> Total revenue. Add lines 10 through 12			

**8** According to your answers, you are only eligible for tax exemption under section 501(c)(3) from the postmark date of your application. However, you may be eligible for tax exemption under section 501(c)(4) from your date of formation to the postmark date of the Form 1023. Tax exemption under section 501(c)(4) allows exemption from federal income tax, but generally not deductibility of contributions under Code section 170. Check the box at right if you want us to treat this as a request for exemption under 501(c)(4) from your date of formation to the postmark date.

▶

Attach a completed Page 1 of Form 1024, Application for Recognition of Exemption Under Section 501(a), to this application.

**Schedule F. Homes for the Elderly or Handicapped and Low-Income Housing****Section I General Information About Your Housing**

**1** Describe the type of housing you provide.

**2** Provide copies of any application forms you use for admission.

**3** Explain how the public is made aware of your facility.

**4a** Provide a description of each facility.

**b** What is the total number of residents each facility can accommodate?

**c** What is your current number of residents in each facility?

**d** Describe each facility in terms of whether residents rent or purchase housing from you.

**5** Attach a sample copy of your residency or homeownership contract or agreement.

**6** Do you participate in any joint ventures? If "Yes," state your ownership percentage in each joint venture, list your investment in each joint venture, describe the tax status of other participants in each joint venture (including whether they are section 501(c)(3) organizations), describe the activities of each joint venture, describe how you exercise control over the activities of each joint venture, and describe how each joint venture furthers your exempt purposes. Also, submit copies of all joint venture agreements.  **Yes**  **No**

**Note.** Make sure your answer is consistent with the information provided in Part VIII, line 8.

**7** Do you or will you contract with another organization to develop, build, market, or finance your housing? If "Yes," explain how that entity is selected, explain how the terms of any contract(s) are negotiated at arm's length, and explain how you determine you will pay no more than fair market value for services.  **Yes**  **No**

**Note.** Make sure your answer is consistent with the information provided in Part VIII, line 7a.

**8** Do you or will you manage your activities or facilities through your own employees or volunteers? If "No," attach a statement describing the activities that will be managed by others, the names of the persons or organizations that manage or will manage your activities or facilities, and how these managers were or will be selected. Also, submit copies of any contracts, proposed contracts, or other agreements regarding the provision of management services for your activities or facilities. Explain how the terms of any contracts or other agreements were or will be negotiated, and explain how you determine you will pay no more than fair market value for services.  **Yes**  **No**

**Note.** Answer "Yes" if you do manage or intend to manage your programs through your own employees or by using volunteers. Answer "No" if you engage or intend to engage a separate organization or independent contractor. Make sure your answer is consistent with the information provided in Part VIII, line 7b.

**9** Do you participate in any government housing programs? If "Yes," describe these programs.  **Yes**  **No**

**10a** Do you own the facility? If "No," describe any enforceable rights you possess to purchase the facility in the future; go to line 10c. If "Yes," answer line 10b.  **Yes**  **No**

**b** How did you acquire the facility? For example, did you develop it yourself, purchase a project, etc. Attach all contracts, transfer agreements, or other documents connected with the acquisition of the facility.

**c** Do you lease the facility or the land on which it is located? If "Yes," describe the parties to the lease(s) and provide copies of all leases.  **Yes**  **No**

**Schedule F. Homes for the Elderly or Handicapped and Low-Income Housing** (Continued)**Section II Homes for the Elderly or Handicapped**

- 1a** Do you provide housing for the elderly? If "Yes," describe who qualifies for your housing in terms of age, infirmity, or other criteria and explain how you select persons for your housing.  **Yes**  **No**
- b** Do you provide housing for the handicapped? If "Yes," describe who qualifies for your housing in terms of disability, income levels, or other criteria and explain how you select persons for your housing.  **Yes**  **No**
- 
- 2a** Do you charge an entrance or founder's fee? If "Yes," describe what this charge covers, whether it is a one-time fee, how the fee is determined, whether it is payable in a lump sum or on an installment basis, whether it is refundable, and the circumstances, if any, under which it may be waived.  **Yes**  **No**
- b** Do you charge periodic fees or maintenance charges? If "Yes," describe what these charges cover and how they are determined.  **Yes**  **No**
- c** Is your housing affordable to a significant segment of the elderly or handicapped persons in the community? Identify your **community**. Also, if "Yes," explain how you determine your housing is affordable.  **Yes**  **No**
- 
- 3a** Do you have an established policy concerning residents who become unable to pay their regular charges? If "Yes," describe your established policy.  **Yes**  **No**
- b** Do you have any arrangements with government welfare agencies or others to absorb all or part of the cost of maintaining residents who become unable to pay their regular charges? If "Yes," describe these arrangements.  **Yes**  **No**
- 
- 4** Do you have arrangements for the healthcare needs of your residents? If "Yes," describe these arrangements.  **Yes**  **No**
- 
- 5** Are your facilities designed to meet the physical, emotional, recreational, social, religious, and/or other similar needs of the elderly or handicapped? If "Yes," describe these design features.  **Yes**  **No**

**Section III Low-Income Housing**

- 1** Do you provide low-income housing? If "Yes," describe who qualifies for your housing in terms of income levels or other criteria, and describe how you select persons for your housing.  **Yes**  **No**
- 
- 2** In addition to rent or mortgage payments, do residents pay periodic fees or maintenance charges? If "Yes," describe what these charges cover and how they are determined.  **Yes**  **No**
- 
- 3a** Is your housing affordable to low income residents? If "Yes," describe how your housing is made affordable to low-income residents.  **Yes**  **No**
- Note.** Revenue Procedure 96-32, 1996-1 C.B. 717, provides guidelines for providing low-income housing that will be treated as charitable. (At least 75% of the units are occupied by low-income tenants or 40% are occupied by tenants earning not more than 120% of the very low-income levels for the area.)
- b** Do you impose any restrictions to make sure that your housing remains affordable to low-income residents? If "Yes," describe these restrictions.  **Yes**  **No**
- 
- 4** Do you provide social services to residents? If "Yes," describe these services.  **Yes**  **No**

**Schedule G. Successors to Other Organizations**

**1a** Are you a **successor** to a **for-profit organization**? If "Yes," explain the relationship with the **predecessor** organization that resulted in your creation and complete line 1b.  **Yes**     **No**

**b** Explain why you took over the activities or assets of a for-profit organization or converted from for-profit to nonprofit status.

**2a** Are you a successor to an organization other than a for-profit organization? Answer "Yes" if you have taken or will take over the activities of another organization; or you have taken or will take over 25% or more of the fair market value of the net assets of another organization. If "Yes," explain the relationship with the other organization that resulted in your creation.  **Yes**     **No**

**b** Provide the tax status of the predecessor organization.  **Yes**     **No**

**c** Did you or did an organization to which you are a successor previously apply for tax exemption under section 501(c)(3) or any other section of the Code? If "Yes," explain how the application was resolved.  **Yes**     **No**

**d** Was your prior tax exemption or the tax exemption of an organization to which you are a successor revoked or suspended? If "Yes," explain. Include a description of the corrections you made to re-establish tax exemption.  **Yes**     **No**

**e** Explain why you took over the activities or assets of another organization.

**3** Provide the name, last address, and EIN of the predecessor organization and describe its activities.  
**Name:** \_\_\_\_\_ **EIN:** -  
**Address:** \_\_\_\_\_

**4** List the owners, partners, principal stockholders, officers, and governing board members of the predecessor organization. Attach a separate sheet if additional space is needed.

Name	Address	Share/Interest (If a for-profit)

**5** Do or will any of the persons listed in line 4, maintain a working relationship with you? If "Yes," describe the relationship in detail and include copies of any agreements with any of these persons or with any for-profit organizations in which these persons own more than a 35% interest.  **Yes**     **No**

**6a** Were any assets transferred, whether by gift or sale, from the predecessor organization to you? If "Yes," provide a list of assets, indicate the value of each asset, explain how the value was determined, and attach an appraisal, if available. For each asset listed, also explain if the transfer was by gift, sale, or combination thereof.  **Yes**     **No**

**b** Were any restrictions placed on the use or sale of the assets? If "Yes," explain the restrictions.  **Yes**     **No**

**c** Provide a copy of the agreement(s) of sale or transfer.

**7** Were any debts or liabilities transferred from the predecessor for-profit organization to you? If "Yes," provide a list of the debts or liabilities that were transferred to you, indicating the amount of each, how the amount was determined, and the name of the person to whom the debt or liability is owed.  **Yes**     **No**

**8** Will you lease or rent any property or equipment previously owned or used by the predecessor for-profit organization, or from persons listed in line 4, or from for-profit organizations in which these persons own more than a 35% interest? If "Yes," submit a copy of the lease or rental agreement(s). Indicate how the lease or rental value of the property or equipment was determined.  **Yes**     **No**

**9** Will you lease or rent property or equipment to persons listed in line 4, or to for-profit organizations in which these persons own more than a 35% interest? If "Yes," attach a list of the property or equipment, provide a copy of the lease or rental agreement(s), and indicate how the lease or rental value of the property or equipment was determined.  **Yes**     **No**

**Schedule H. Organizations Providing Scholarships, Fellowships, Educational Loans, or Other Educational Grants to Individuals and Private Foundations Requesting Advance Approval of Individual Grant Procedures**

**Section I** *Names of individual recipients are not required to be listed in Schedule H. Public charities and private foundations complete lines 1a through 7 of this section. See the instructions to Part X if you are not sure whether you are a public charity or a private foundation.*

- 1a Describe the types of educational grants you provide to individuals, such as scholarships, fellowships, loans, etc.
- b Describe the purpose and amount of your scholarships, fellowships, and other educational grants and loans that you award.
- c If you award educational loans, explain the terms of the loans (interest rate, length, forgiveness, etc.).
- d Specify how your program is publicized.
- e Provide copies of any solicitation or announcement materials.
- f Provide a sample copy of the application used.

2 Do you maintain case histories showing recipients of your scholarships, fellowships, educational loans, or other educational grants, including names, addresses, purposes of awards, amount of each grant, manner of selection, and relationship (if any) to officers, trustees, or donors of funds to you? If "No," refer to the instructions.  Yes  No

3 Describe the specific criteria you use to determine who is eligible for your program. (For example, eligibility selection criteria could consist of graduating high school students from a particular high school who will attend college, writers of scholarly works about American history, etc.)

- 4a Describe the specific criteria you use to select recipients. (For example, specific selection criteria could consist of prior academic performance, financial need, etc.)
- b Describe how you determine the number of grants that will be made annually.
- c Describe how you determine the amount of each of your grants.
- d Describe any requirement or condition that you impose on recipients to obtain, maintain, or qualify for renewal of a grant. (For example, specific requirements or conditions could consist of attendance at a four-year college, maintaining a certain grade point average, teaching in public school after graduation from college, etc.)

5 Describe your procedures for supervising the scholarships, fellowships, educational loans, or other educational grants. Describe whether you obtain reports and grade transcripts from recipients, or you pay grants directly to a school under an arrangement whereby the school will apply the grant funds only for enrolled students who are in good standing. Also, describe your procedures for taking action if the terms of the award are violated.

6 Who is on the selection committee for the awards made under your program, including names of current committee members, criteria for committee membership, and the method of replacing committee members?

7 Are relatives of members of the selection committee, or of your officers, directors, or **substantial contributors** eligible for awards made under your program? If "Yes," what measures are taken to ensure unbiased selections?  Yes  No

**Note.** If you are a private foundation, you are not permitted to provide educational grants to **disqualified persons**. Disqualified persons include your substantial contributors and foundation managers and certain family members of disqualified persons.

**Section II** *Private foundations complete lines 1a through 4f of this section. Public charities do not complete this section.*

1a If we determine that you are a private foundation, do you want this application to be considered as a request for advance approval of grant making procedures?  Yes  No  N/A

- b For which section(s) do you wish to be considered?
  - 4945(g)(1)—Scholarship or fellowship grant to an individual for study at an educational institution
  - 4945(g)(3)—Other grants, including loans, to an individual for travel, study, or other similar purposes, to enhance a particular skill of the grantee or to produce a specific product

2 Do you represent that you will (1) arrange to receive and review grantee reports annually and upon completion of the purpose for which the grant was awarded, (2) investigate diversions of funds from their intended purposes, and (3) take all reasonable and appropriate steps to recover diverted funds, ensure other grant funds held by a grantee are used for their intended purposes, and withhold further payments to grantees until you obtain grantees' assurances that future diversions will not occur and that grantees will take extraordinary precautions to prevent future diversions from occurring?  Yes  No

3 Do you represent that you will maintain all records relating to individual grants, including information obtained to evaluate grantees, identify whether a grantee is a disqualified person, establish the amount and purpose of each grant, and establish that you undertook the supervision and investigation of grants described in line 2?  Yes  No

**Schedule H. Organizations Providing Scholarships, Fellowships, Educational Loans, or Other Educational Grants to Individuals and Private Foundations Requesting Advance Approval of Individual Grant Procedures**  
(Continued)

**Section II Private foundations complete lines 1a through 4f of this section. Public charities do not complete this section.** (Continued)

- 4a** Do you or will you award scholarships, fellowships, and educational loans to attend an educational institution based on the status of an individual being an *employee of a particular employer*? If "Yes," complete lines 4b through 4f.  **Yes**  **No**
- b** Will you comply with the seven conditions and either the percentage tests or facts and circumstances test for scholarships, fellowships, and educational loans to attend an educational institution as set forth in Revenue Procedures 76-47, 1976-2 C.B. 670, and 80-39, 1980-2 C.B. 772, which apply to inducement, selection committee, eligibility requirements, objective basis of selection, employment, course of study, and other objectives? (See lines 4c, 4d, and 4e, regarding the percentage tests.)  **Yes**  **No**
- c** Do you or will you provide scholarships, fellowships, or educational loans to attend an educational institution to employees of a particular employer?  **Yes**  **No**  **N/A**  
If "Yes," will you award grants to 10% or fewer of the eligible applicants who were actually considered by the selection committee in selecting recipients of grants in that year as provided by Revenue Procedures 76-47 and 80-39?  **Yes**  **No**
- d** Do you provide scholarships, fellowships, or educational loans to attend an educational institution to children of employees of a particular employer?  **Yes**  **No**  **N/A**  
If "Yes," will you award grants to 25% or fewer of the eligible applicants who were actually considered by the selection committee in selecting recipients of grants in that year as provided by Revenue Procedures 76-47 and 80-39? If "No," go to line 4e.  **Yes**  **No**
- e** If you provide scholarships, fellowships, or educational loans to attend an educational institution to children of employees of a particular employer, will you award grants to 10% or fewer of the number of employees' children who can be shown to be eligible for grants (whether or not they submitted an application) in that year, as provided by Revenue Procedures 76-47 and 80-39?  **Yes**  **No**  **N/A**  
If "Yes," describe how you will determine who can be shown to be eligible for grants without submitting an application, such as by obtaining written statements or other information about the expectations of employees' children to attend an educational institution. If "No," go to line 4f.
- Note.** Statistical or sampling techniques are not acceptable. See Revenue Procedure 85-51, 1985-2 C.B. 717, for additional information.
- f** If you provide scholarships, fellowships, or educational loans to attend an educational institution to *children of employees of a particular employer* without regard to either the 25% limitation described in line 4d, or the 10% limitation described in line 4e, will you award grants based on facts and circumstances that demonstrate that the grants will not be considered compensation for past, present, or future services or otherwise provide a significant benefit to the particular employer? If "Yes," describe the facts and circumstances that you believe will demonstrate that the grants are neither compensatory nor a significant benefit to the particular employer. In your explanation, describe why you cannot satisfy either the 25% test described in line 4d or the 10% test described in line 4e.  **Yes**  **No**

# Form 1023 Checklist

(Revised June 2006)

## Application for Recognition of Exemption under Section 501(c)(3) of the Internal Revenue Code

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**Note.** Retain a copy of the completed Form 1023 in your permanent records. Refer to the General Instructions regarding Public Inspection of approved applications.

**Check each box to finish your application (Form 1023). Send this completed Checklist with your filled-in application. If you have not answered all the items below, your application may be returned to you as incomplete.**

- Assemble the application and materials in this order:
- Form 1023 Checklist
  - Form 2848, *Power of Attorney and Declaration of Representative* (if filing)
  - Form 8821, *Tax Information Authorization* (if filing)
  - Expedite request (if requesting)
  - Application (Form 1023 and Schedules A through H, as required)
  - Articles of organization
  - Amendments to articles of organization in chronological order
  - Bylaws or other rules of operation and amendments
  - Documentation of nondiscriminatory policy for schools, as required by Schedule B
  - Form 5768, *Election/Revocation of Election by an Eligible Section 501(c)(3) Organization To Make Expenditures To Influence Legislation* (if filing)
  - All other attachments, including explanations, financial data, and printed materials or publications. Label each page with name and EIN.
- User fee payment placed in envelope on top of checklist. DO NOT STAPLE or otherwise attach your check or money order to your application. Instead, just place it in the envelope.
- Employer Identification Number (EIN)
- Completed Parts I through XI of the application, including any requested information and any required Schedules A through H.
- You must provide specific details about your past, present, and planned activities.
  - Generalizations or failure to answer questions in the Form 1023 application will prevent us from recognizing you as tax exempt.
  - Describe your purposes and proposed activities in specific easily understood terms.
  - Financial information should correspond with proposed activities.
- Schedules. Submit only those schedules that apply to you and check either "Yes" or "No" below.
- |            |                |            |                |
|------------|----------------|------------|----------------|
| Schedule A | Yes ___ No ___ | Schedule E | Yes ___ No ___ |
| Schedule B | Yes ___ No ___ | Schedule F | Yes ___ No ___ |
| Schedule C | Yes ___ No ___ | Schedule G | Yes ___ No ___ |
| Schedule D | Yes ___ No ___ | Schedule H | Yes ___ No ___ |



- An exact copy of your complete articles of organization (creating document). Absence of the proper purpose and dissolution clauses is the number one reason for delays in the issuance of determination letters.
  - Location of Purpose Clause from Part III, line 1 (Page, Article and Paragraph Number) \_\_\_\_\_
  - Location of Dissolution Clause from Part III, line 2b or 2c (Page, Article and Paragraph Number) or by operation of state law \_\_\_\_\_
- Signature of an officer, director, trustee, or other official who is authorized to sign the application.
  - Signature at Part XI of Form 1023.
- Your name on the application must be the same as your legal name as it appears in your articles of organization.

Send completed Form 1023, user fee payment, and all other required information, to:

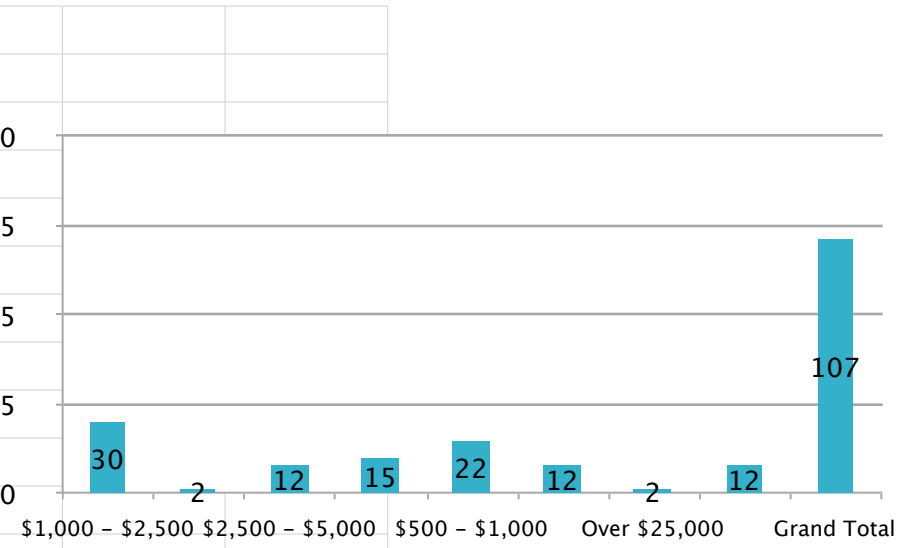
Internal Revenue Service  
P.O. Box 192  
Covington, KY 41012-0192

If you are using express mail or a delivery service, send Form 1023, user fee payment, and attachments to:

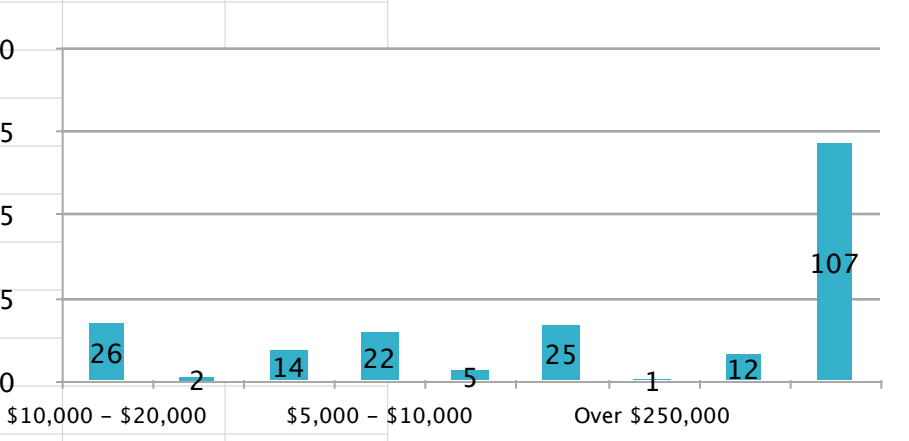
Internal Revenue Service  
201 West Rivercenter Blvd.  
Attn: Extracting Stop 312  
Covington, KY 41011

**APPENDIX J - PART 10: ECONOMIC RESTRUCTURING**

Expenditures			
<b>Accounting Expense</b>	<b>Total Companies</b>	150	
\$1,000 – \$2,500	30		
\$10,000 – \$25,000	2	112.5	
\$2,500 – \$5,000	12		
\$5,000 – \$10,000	15	75	
\$500 – \$1,000	22		
Less than \$500	12	37.5	
Over \$25,000	2		
(blank)	12		
<b>Grand Total</b>	<b>107</b>		



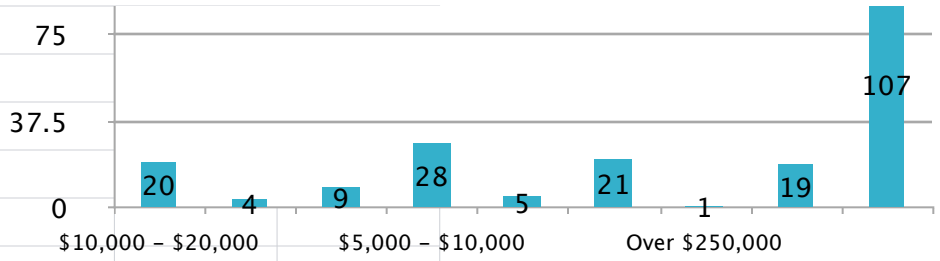
Advertising Expense			
<b>Advertising Expense</b>	<b>Total Companies</b>	150	
\$10,000 – \$20,000	26		
\$100,000 – \$250,000	2	112.5	
\$20,000 – \$50,000	14		
\$5,000 – \$10,000	22	75	
\$50,000 – \$100,000	5		
Less than \$5,000	25	37.5	
Over \$250,000	1		
(blank)	12		
<b>Grand Total</b>	<b>107</b>		



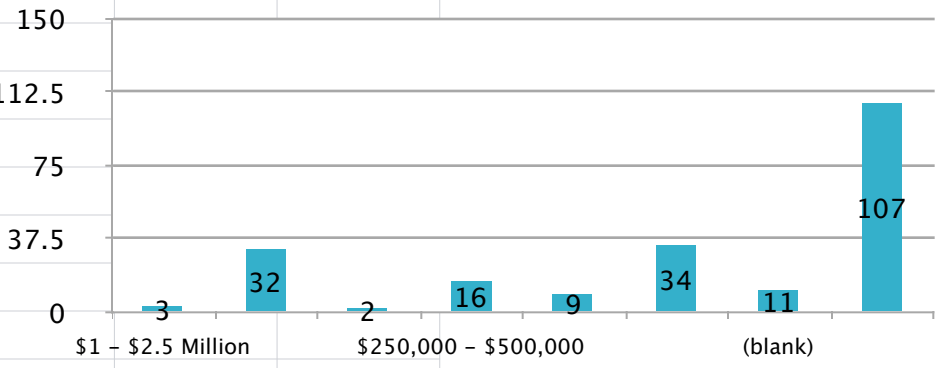
Office Supply Expense			
<b>Office Supply Expense</b>	<b>Total Companies</b>	150	
\$10,000 – \$20,000	20		
\$100,000 – \$250,000	4	112.5	



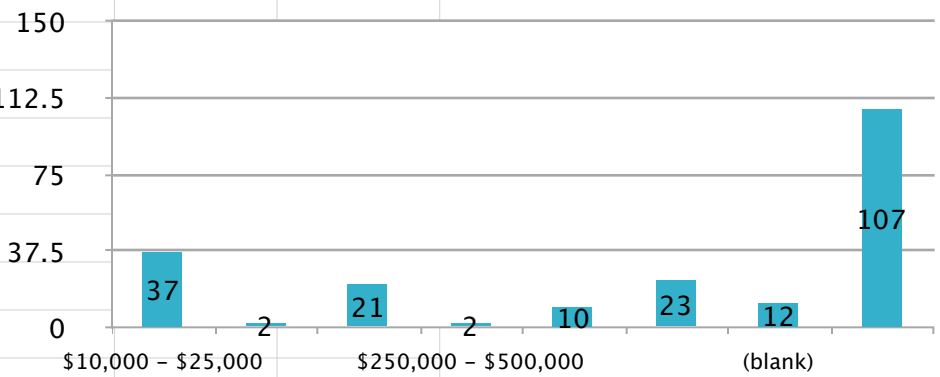
\$20,000 - \$50,000	9	75
\$5,000 - \$10,000	28	
\$50,000 - \$100,000	5	37.5
Less than \$5,000	21	
Over \$250,000	1	
(blank)	19	
<b>Grand Total</b>	<b>107</b>	

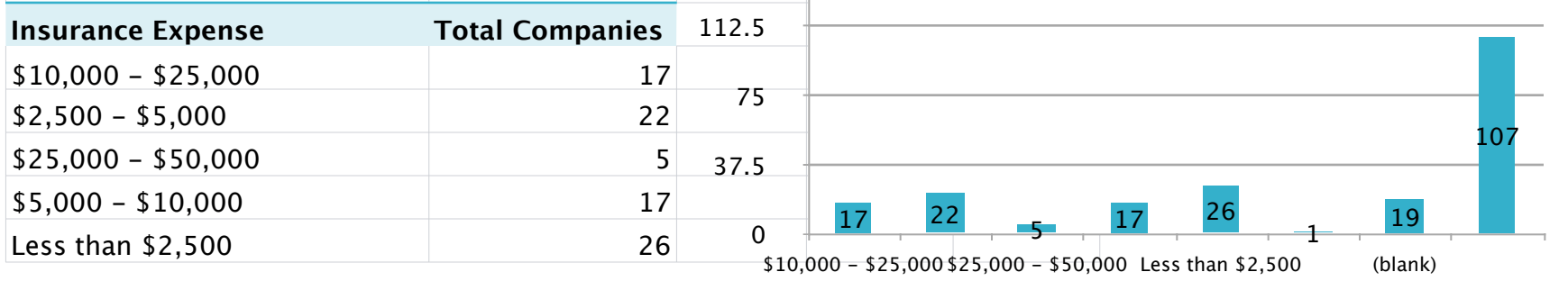
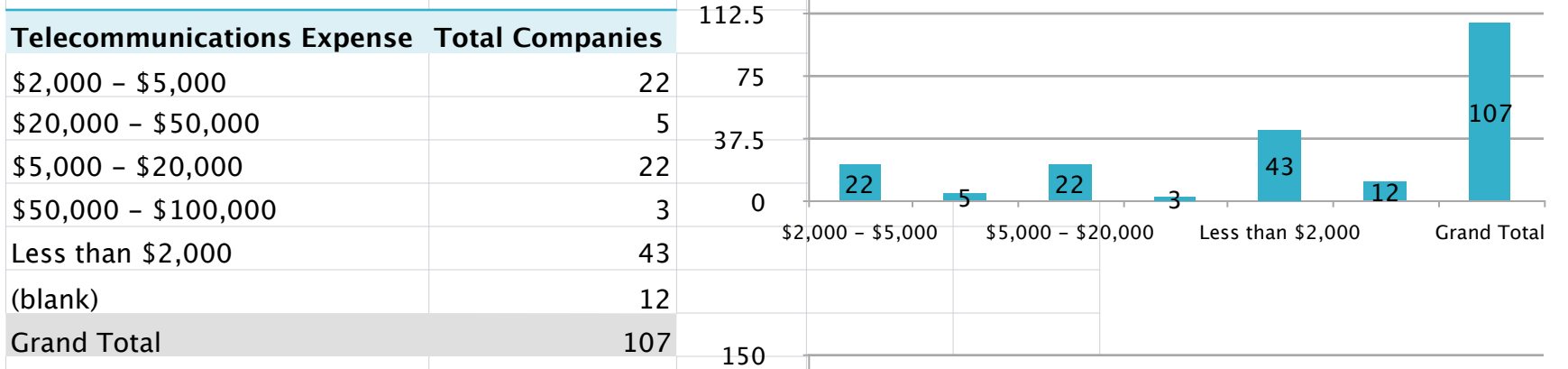
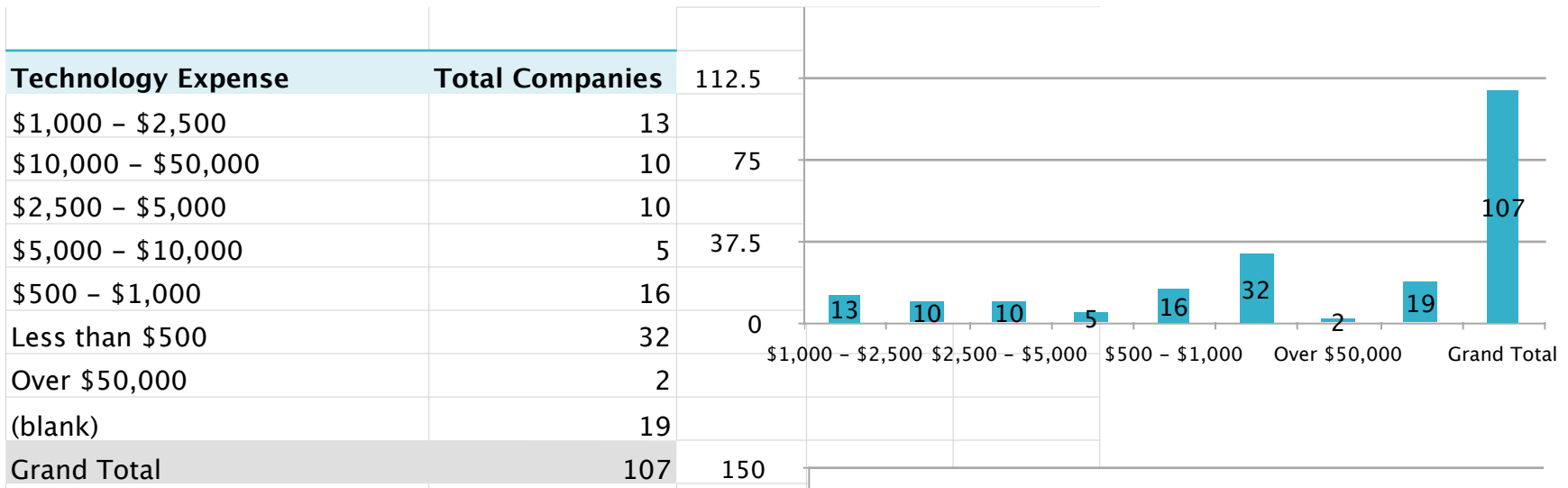


<b>Payroll Expense</b>	<b>Total Companies</b>	
\$1 - \$2.5 Million	3	112.5
\$100,000 - \$250,000	32	75
\$2.5 Million - \$10 Million	2	
\$250,000 - \$500,000	16	37.5
\$500,000 - \$1 Million	9	
Less than \$100,000	34	
(blank)	11	
<b>Grand Total</b>	<b>107</b>	

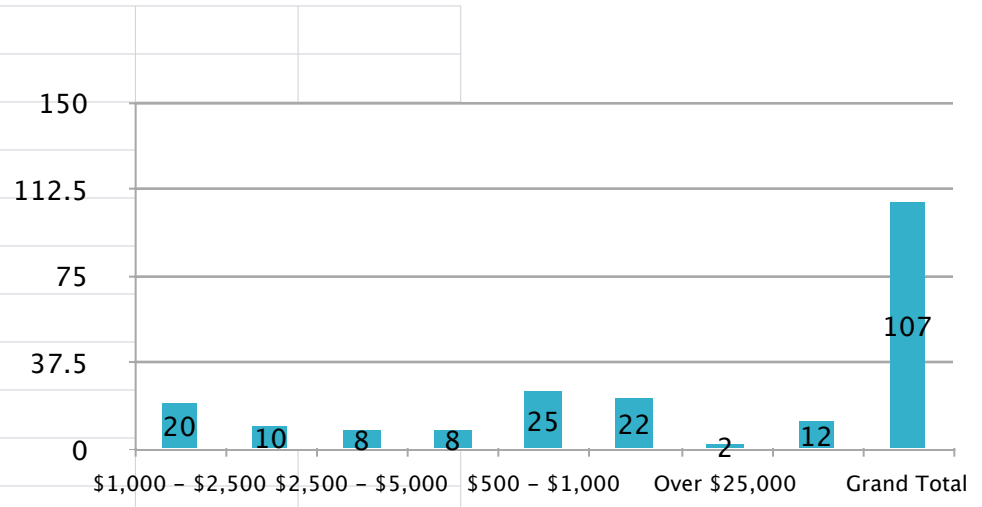


<b>Rent &amp; Lease Expense</b>	<b>Total Companies</b>	
\$10,000 - \$25,000	37	112.5
\$100,000 - \$250,000	2	75
\$25,000 - \$50,000	21	
\$250,000 - \$500,000	2	37.5
\$50,000 - \$100,000	10	
Less than \$10,000	23	
(blank)	12	
<b>Grand Total</b>	<b>107</b>	

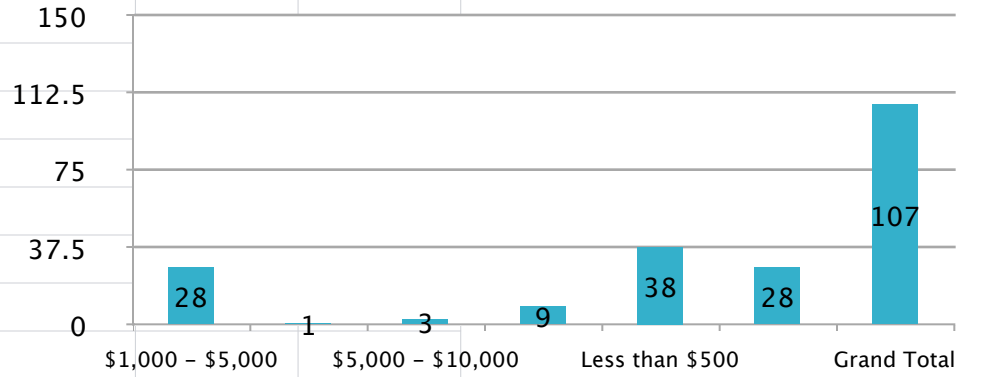




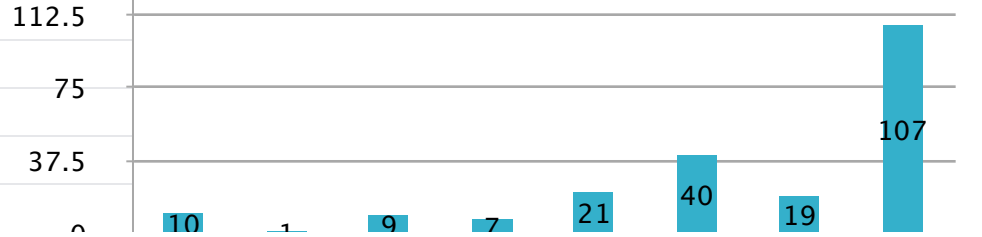
Over \$100,000	1
(blank)	19
<b>Grand Total</b>	<b>107</b>



<b>Legal Expense</b>	<b>Total Companies</b>
\$1,000 - \$2,500	20
\$10,000 - \$25,000	10
\$2,500 - \$5,000	8
\$5,000 - \$10,000	8
\$500 - \$1,000	25
Less than \$500	22
Over \$25,000	2
(blank)	12
<b>Grand Total</b>	<b>107</b>

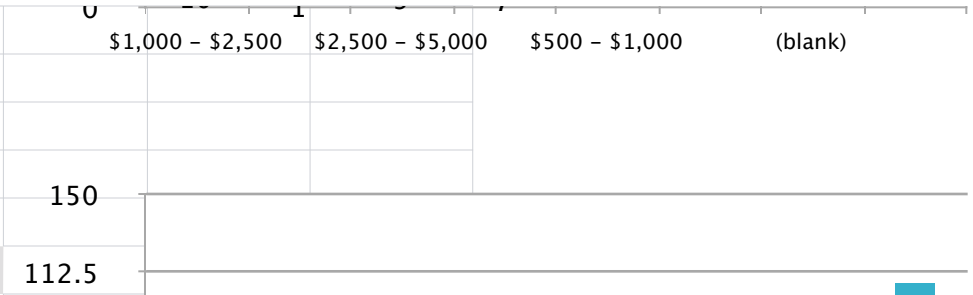


<b>Package/Container Expense</b>	<b>Total Companies</b>
\$1,000 - \$5,000	28
\$25,000 - \$50,000	1
\$5,000 - \$10,000	3
\$500 - \$1,000	9
Less than \$500	38
(blank)	28
<b>Grand Total</b>	<b>107</b>

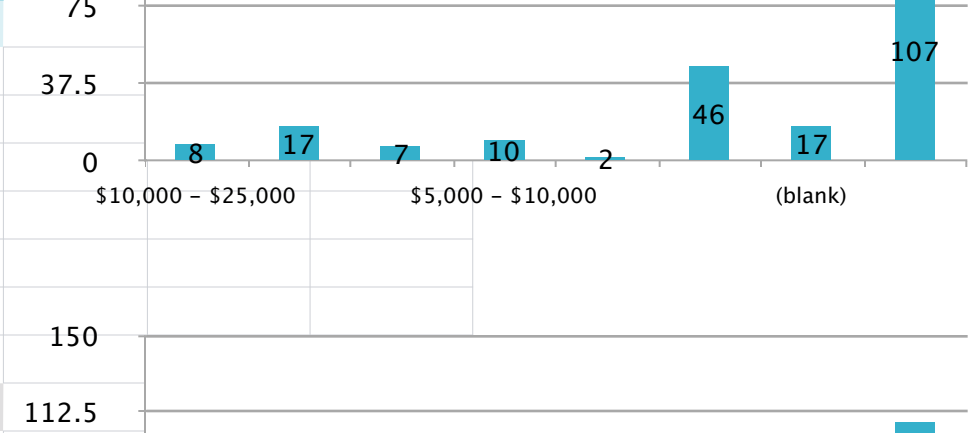


<b>Purchased Print Expense</b>	<b>Total Companies</b>
\$1,000 - \$2,500	10
\$10,000 - \$25,000	1

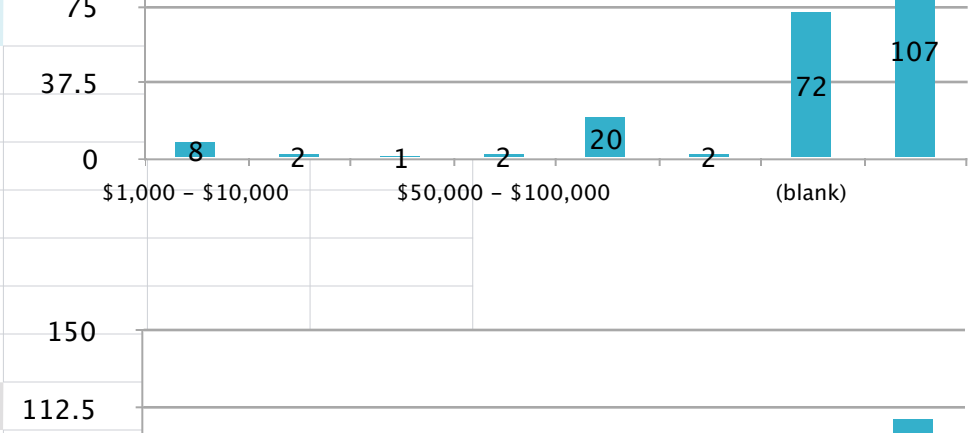
\$2,500 – \$5,000	9
\$5,000 – \$10,000	7
\$500 – \$1,000	21
Less than \$500	40
(blank)	19
<b>Grand Total</b>	<b>107</b>



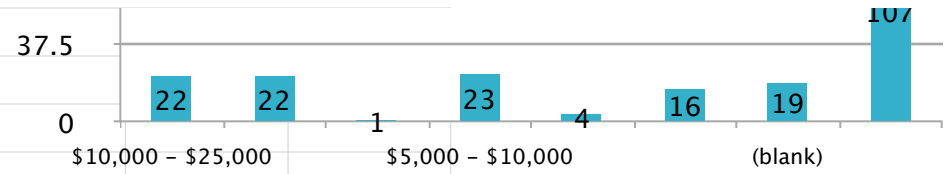
<b>Professional Services Expense Total Companies</b>	
\$10,000 – \$25,000	8
\$2,500 – \$5,000	17
\$25,000 – \$50,000	7
\$5,000 – \$10,000	10
\$50,000 – \$100,000	2
Less than \$2,500	46
(blank)	17
<b>Grand Total</b>	<b>107</b>



<b>Temporary Labor Expense Total Companies</b>	
\$1,000 – \$10,000	8
\$10,000 – \$50,000	2
\$100,000 – \$250,000	1
\$50,000 – \$100,000	2
Less than \$1,000	20
Over \$500,000	2
(blank)	72
<b>Grand Total</b>	<b>107</b>



Utility Expense	Total Companies
\$10,000 - \$25,000	22
\$2,000 - \$5,000	22
\$25,000 - \$50,000	1
\$5,000 - \$10,000	23
\$50,000 - \$100,000	4
Less than \$2,000	16
(blank)	19
<b>Grand Total</b>	<b>107</b>





# Washington Park Neighborhood

Acres: ~718 (6% of city)

		Share of City	Census 2000 Count		N'hood 90-2000	City 90-2000
<b>General Population and Household Characteristics</b>						
	Population	4%	7,802	100%	-6%	8%
Gender	Male	5%	3,830	49%	-9%	9%
	Female	4%	3,972	51%	-2%	7%
Age	Under 5 years	5%	582	7%	-13%	S
	5 to 17 years	5%	1,715	22%	2%	28%
	18 to 24 years	5%	1,709	22%	-8%	12%
	25 to 34 years	4%	1,017	13%	-25%	-5%
	35 to 64 years	5%	2,305	30%	7%	17%
	65 or more years	3%	474	6%	-23%	-17%
Race	Hispanic	4%	2,339	30%	51%	109%
	Nonhispanic White	3%	2,708	35%	-40%	-23%
	Nonhispanic Black or African American	7%	1,526	20%	5%	9%
	Nonhispanic Asian, Hawaiian, or Pac. Islander	3%	344	4%	-44%	15%
	Nonhispanic Some other race	6%	191	2%	2%	16%
	Nonhispanic Two or more races	11%	694	9%	n/a	n/a
In Group Quarters	Institutionalized	0%	0	0%	x	-37%
	Non-institutionalized	7%	839	11%	S	26%
Household Type	Households	3%	2,174	100%	-7%	6%
	Family households	5%	1,705	78% (100%)	-3%	2%
	Married couple with own children U-18	6%	559	33%	-20%	-4%
	Single parent with own child U-18	4%	443	26%	S	20%
	Nonfamily households	2%	469	22% (100%)	-21%	11%
	Householder living alone	2%	356	76% (100%)	-25%	8%
	Householder 65 years and over	1%	85	24%	-57%	-15%
Tenure	Total housing units	3%	2,324	100%	-8%	2%
	Occupied housing units	3%	2,174	94% (100%)	-7%	6%
	Renter-occupied housing units	2%	1,020	47%	-11%	8%
Age of Homeowner	Owner-occupied housing units	5%	1,154	100%	-4%	S
	15 to 24 years	5%	21	2%	-41%	13%
	25 to 34 years	5%	140	12%	-37%	-11%
	35 to 44 years	6%	284	25%	-8%	6%
	45 to 54 years	6%	299	26%	14%	42%
	55 to 64 years	6%	198	17%	19%	-13%
	65 years or more	3%	212	18%	2%	-10%
<b>Detailed Social Characteristics</b>						
School Enrollment	Population 3 years and over enrolled in school	4%	7,426	100%	-5%	9%
	Nursery school, preschool	4%	104	1%	n/a	n/a
	Kindergarten	5%	146	2%	n/a	n/a
	Primary or secondary school	5%	1,645	22% (100%)	7%	31%
	Public school	5%	1,444	88%	11%	39%
	High school (grades 9 to 12)	5%	516	7% (100%)	n/a	n/a
	Public school	5%	465	90%	n/a	n/a
	College or graduate school	5%	1,330	18%	-4%	14%
Education Level	Population 25 years and over	4%	3,826	100%	-6%	2%
	No diploma attained	5%	1,669	44%	-16%	-6%
	High school graduate, includes equivalency	4%	891	23%	-7%	-6%
	Some college, no degree	5%	603	16%	23%	18%
	Associates degree	4%	179	5%	-26%	11%
	Bachelor's degree	2%	302	8%	17%	11%
	Graduate or professional degree	2%	181	5%	9%	21%
Veteran Status	Civilian population 18 years and over	4%	5,500	100%	n/a	n/a
	Civilian veterans	2%	213	4%	n/a	n/a

Census Profile of Washington Park Neighborhood (page 2)

		Share of City	Census 2000 Count		Nhood 90-2000	City 90-2000
<b>Disability Status</b>	Pop. 5 to 20 years (civilian, noninstitutionalized)	6%	2,995	100%	n/a	n/a
	With a disability	7%	342	11%	n/a	n/a
	Pop. 21 to 64 years (civilian, noninstitutionalized)	4%	3,652	100%	n/a	n/a
	With a disability	5%	1,135	31%	n/a	n/a
	Pop. 65 years and over (civilian, noninstitutionalized)	3%	569	100%	n/a	n/a
	With a disability	2%	166	29%	n/a	n/a
<b>Residence in 1995</b>	Population 5 years and over	4%	7,227	100%	-5%	9%
	Same house	6%	4,448	62%	13%	8%
	Different house, same County	3%	1,557	22%	-13%	15%
	Different County, same State	1%	72	1%	-50%	27%
	Different State	3%	857	12%	-35%	4%
	Elsewhere/ abroad (incl. Puerto Rico)	3%	293	4%	-33%	S
<b>Nativity &amp; Birthplace</b>	Total population	4%	7,801	100%	-6%	8%
	Native	4%	5,116	66% (100%)	-10%	S
	Born in State of residence	4%	2,989	58%	-6%	-9%
	Born outside U.S. (Puerto Rico, etc.)	3%	222	4%	-43%	48%
	Foreign born	6%	2,685	34% (100%)	3%	40%
	Not a citizen	5%	1,418	53%	-3%	30%
<b>Lingual Capacity</b>	Population 5 years and over	4%	7,227	100%	-5%	9%
	Language other than English spoken at home	6%	3,865	53% (100%)	6%	54%
	Speak English less than very well	5%	1,859	48% (100%)	-5%	48%
	Spanish speakers	4%	932	50%	29%	101%
<b>Linguistic Isolation</b>	Households	4%	2,188	100%	-6%	6%
	Linguistically isolated	5%	417	19% (100%)	12%	44%
	Spanish speaking households	4%	210	50%	48%	104%
<b>Detailed Employment Characteristics</b>						
<b>Employment Status</b>	Population 16 years and over	4%	5,672	100%	-8%	6%
	Armed forces	0%	0	0%	x	7%
	Civilian labor force	5%	3,605	64% (100%)	-11%	S
	Unemployed	6%	449	12%	-13%	2%
<b>Commuting to Work</b>	Workers 16 years and over	4%	3,013	100%	-12%	S
	Worked at home	3%	57	2%	69%	22%
	Commuted to work	5%	2,957	98% (100%)	-13%	S
	Auto (incl. carpoled and motorcycle)	5%	2,454	83%	-9%	-3%
	Public transportation (incl. taxicab)	3%	166	6%	-55%	S
	Walked or biked	3%	276	9%	15%	19%
	Travel 30 minutes or more to work	4%	506	17%	-2%	34%
	Worked in Rhode Island	4%	2,650	90%	-13%	-3%
	Worked in Providence	5%	1,605	54%	-13%	-14%
	Employed civilian population 16 years and over	5%	3,157	100%	-11%	S
<b>Employment by Occupation</b>	Management, professional & related occ.	3%	620	20%	n/a	n/a
	Service occupations	5%	624	20%	n/a	n/a
	Sales and office occupations	5%	824	26%	n/a	n/a
	Farming, fishing & forestry occupations	0%	0	0%	n/a	n/a
	Construction, extraction & maintenance occ.	7%	243	8%	n/a	n/a
	Production, trans. & material moving occ.	6%	846	27%	n/a	n/a
	<b>Employment by Industry</b>	Agriculture, forestry, fishing, hunting & mining	0%	0	0%	n/a
Construction		6%	117	4%	n/a	n/a
Manufacturing		6%	743	24%	n/a	n/a
Wholesale trade		7%	131	4%	n/a	n/a
Retail trade		5%	305	10%	n/a	n/a
Transportation, warehousing & utilities		5%	86	3%	n/a	n/a
Information		3%	66	2%	n/a	n/a
Finance, insurance, real estate & rental leasing		4%	152	5%	n/a	n/a

		Share of City	Census 2000 Count		Nhood 90-2000	City 90-2000	
<b>Employment by Occupation (cont.)</b>	Employed civilian population 16 years and over	5%	3,157	100%	-11%	S	
	Professional, scientific, admin. & waste mgmt.	3%	175	6%	n/a	n/a	
	Education, health, and social services	3%	665	21%	n/a	n/a	
	Arts, entertainment, rec., accommodation & food	7%	463	15%	n/a	n/a	
	Other services (except public administration)	5%	145	5%	n/a	n/a	
	Public administration	4%	108	3%	n/a	n/a	
<b>Detailed Economic Characteristics</b>							
<b>Household Income</b>	Households with income	4%	2,188	100%	-6%	6%	
	Less than \$10,000	3%	349	16%	-24%	-9%	
	\$10,000 to \$24,999	2%	396	18%	-32%	-8%	
	\$25,000 to \$49,999	5%	904	41%	3%	-2%	
	\$50,000 to \$74,999	4%	351	16%	15%	42%	
	\$75,000 to \$99,000	3%	130	6%	135%	107%	
	\$100,000 or more	1%	57	3%	70%	114%	
	<i>Median HH income</i>	119%	\$32,086		-12%	-7%	
	With earnings	4%	1,783	81%	-2%	9%	
	With Social Security income	4%	509	23%	n/a	n/a	
	With Supplemental Security income	3%	174	8%	n/a	n/a	
	With public assistance	4%	262	12%	-46%	-34%	
	With retirement income	3%	203	9%	-25%	-17%	
	<b>Family Income</b>	Families with income	5%	1,706	100%	-4%	2%
Less than \$10,000		4%	220	13%	-10%	-13%	
\$10,000 to \$24,999		3%	315	18%	-28%	-5%	
\$25,000 to \$49,999		7%	690	40%	-11%	-15%	
\$50,000 to \$74,999		7%	358	21%	47%	21%	
\$75,000 to \$99,000		3%	72	4%	73%	81%	
\$100,000 or more		1%	50	3%	49%	98%	
<i>Median family income</i>		111%	\$35,550		-8%	-13%	
<i>Per capita income</i>		76%	\$11,769		-2%	S	
<b>Poverty Status</b>		Families (with poverty status determined)	5%	1,706	100%	-4%	2%
	Families below poverty, 1999 (1989)	3%	297	17%	(100%)	15%	34%
	With related child(ren) under 18	3%	261	88%	(100%)	14%	36%
	Female householder, single parent	4%	234	89%		20%	22%
	Population (with poverty status determined)	4%	6,953	100%	-6%	8%	
	Individuals below poverty	3%	1,314	19%	(100%)	30%	37%
	Under 18	3%	573	44%		21%	36%
	65 and over	2%	80	6%		-18%	-15%
	White	2%	418	32%		-10%	7%
	Black	3%	212	16%		-20%	9%
Asian or Pacific Islander	5%	161	12%		112%	-5%	
Hispanic	3%	687	52%		89%	146%	
<b>Detailed Housing Characteristics</b>							
<b>Year Structure Built</b>	Housing units	3%	2,282	100%	-9%	2%	
	1990 to March 2000	1%	31	1%	n/a	n/a	
	1980 to 1989	2%	84	4%	n/a	n/a	
	1960 to 1979	3%	356	16%	n/a	n/a	
	1940 to 1959	5%	752	33%	n/a	n/a	
	1939 or earlier	3%	1,058	46%	n/a	n/a	
<b>Units in Structure</b>	1-unit, detached	6%	952	42%	3%	6%	
	1-unit, attached	2%	57	2%	-16%	30%	
	2 to 4 units	3%	1,177	52%	-11%	-3%	
	5 to 9 units	1%	60	3%	-34%	S	
	10 or more units	< 0.5%	36	2%	-55%	14%	
<b>Bedrooms</b>	No bedroom	2%	51	2%	181%	66%	
	1 bedroom	2%	222	10%	-20%	8%	
	2 bedrooms	4%	986	43%	-4%	-5%	

Census Profile of Washington Park Neighborhood (page 4)

		Share of City	Census 2000 Count		N'hood 90-2000	City 90-2000
<b>Bedrooms (cont.)</b>	Housing units	3%	2,282	100%	-9%	2%
	3 bedrooms	3%	545	24%	-25%	-3%
	4 bedrooms	8%	394	17%	4%	11%
	5 or more bedrooms	3%	82	4%	-12%	5%
<b>Vehicles Available</b>	Occupied housing units	3%	2,177	100%	-7%	6%
	None	3%	384	18%	-21%	6%
	1 vehicle	3%	925	42%	2%	10%
	2 vehicles	4%	632	29%	-3%	3%
	3 or more vehicles	5%	236	11%	-21%	-8%
<b>Owner Move-In</b>	Owner occupied housing units	5%	1,175	100%	-3%	S
	Within 1 year prior to census	6%	132	11%	4%	31%
	1 to 5 years prior to census	5%	243	21%	13%	22%
	6 to 10 years prior to census	6%	200	17%	-10%	21%
	More than 10 years prior to census	7%	453	39%	-30%	-49%
<b>Owner Costs</b>	Specified owner-occupied units	6%	847	100%	2%	2%
	With a mortgage	7%	680	80% (100%)	8%	22%
	Less than \$500 per month	4%	8	1%	-95%	-86%
	\$500 to \$699	10%	96	14%	-56%	-38%
	\$700 to \$999	9%	259	38%	70%	45%
	\$1000 to \$1499	7%	218	32%	159%	86%
	\$1500 to \$1999	8%	75	11%	x	112%
	\$2000 or more	2%	25	4%	99%	86%
	Median monthly owner costs	94%	\$1,005		29%	S
<b>Owner Costs as Percent of HH Inc.</b>	Specified owner-occupied, mortgaged units	7%	680	100%	8%	21%
	Less than 20%	5%	187	28%	-30%	17%
	20 to 29.9%	9%	236	35%	11%	17%
	30% or more	9%	257	38%	73%	32%
<b>Gross Rent</b>	Specified renter-occupied units	2%	1,014	100%	-12%	9%
	Less than \$200 per month	1%	50	5%	-46%	6%
	\$200 to \$299	2%	54	5%	42%	-22%
	\$300 to \$499	2%	175	17%	-63%	-21%
	\$500 to \$749	4%	557	55%	5%	21%
	\$750 to \$999	2%	98	10%	795%	95%
	\$1000 or more	2%	47	5%	x	150%
	No cash rent	4%	32	3%	552%	89%
	Median gross rent	107%	\$561		-9%	-13%
<b>Gross Rent as Percent of HH Inc.</b>	Specified renter-occupied units (applicable)	2%	926	100%	-15%	6%
	Less than 20%	2%	230	25%	-29%	23%
	20 to 29%	2%	228	25%	12%	9%
	30% or more	3%	467	50%	-16%	-4%

**Usage Notes**

Several Providence neighborhoods are comprised of parts of multiple Census Block Groups. For these neighborhoods, TPP used a data imputation technique, described here: [http://www.provplan.org/html/info/pdf\\_pubs/Impute\\_ex.pdf](http://www.provplan.org/html/info/pdf_pubs/Impute_ex.pdf) (Adobe Acrobat required for PDF viewing).

For *Italicized* data items concerning Income and Housing costs, "Share of City" refers to the ratio of neighborhood value to city value.

"N'hood 90-2000" and "City 90-2000" represent the percentage change in value of a data item between Census 1990 and Census 2000.

- Letter "x" denotes a data item with a value of zero in 1990. "S" denotes a data value that was relatively the same in 1990 and 2000.
- Race and Hispanic origin in 2000 are not directly comparable to 1990 (<http://www.census.gov/prod/2001pubs/c2kbr01-1.pdf>).
- 1989 Median and Per capita incomes were adjusted to 1999 constant dollars with the BLS-CPI multiplier 1.304650.
- 1990 Median owner and renter costs were adjusted to 2000 constant dollars with the BLS-CPI multiplier 1.283969.

Age of Business			
COMPANY NAME	YEAR 1ST APPEARED	AGE (FROM 2012)	
AFGM Nations Intl	2011		1
Allstate Financial Svc	2011		1
Bald Hill Dodge Chrysler Jeep	2011		1
Bhd Corp	2011		1
Demas Market Pizzeria Inc	2011		1
J R Electronics Three	2011		1
Luna Night Club	2011		1
Quality Entertainment Escort	2011		1
Raviant Beauty Salons	2011		1
Roto-Rooter Plumbing & Drain	2011		1
Xtreme Marketing & Graphics	2011		1
	2011 Count		11
Checks R Us	2010		2
D Joselicto Beauty & Barber	2010		2
Mclaughlin Automotive Stores	2010		2
New England Copy Specialists	2010		2
New Stop Food Market	2010		2
Pila De Moda	2010		2
	2010 Count		6
Cellular World	2009		3
J & T Jewelry & Clothing	2009		3
Mr Handyman	2009		3
Providence Community Library	2009		3
Quisqueyana	2009		3
Salon D'Diva	2009		3
	2009 Count		6
DSL Net	2008		4
Embarque Cibao	2008		4
Viva USA Cellular Two	2008		4
	2008 Count		3
Esperanza Express Inc	2007		5
Joyeria Pepe	2007		5
Ralph's Installations	2007		5
Tiaras Beauty Salon	2007		5
	2007 Count		4

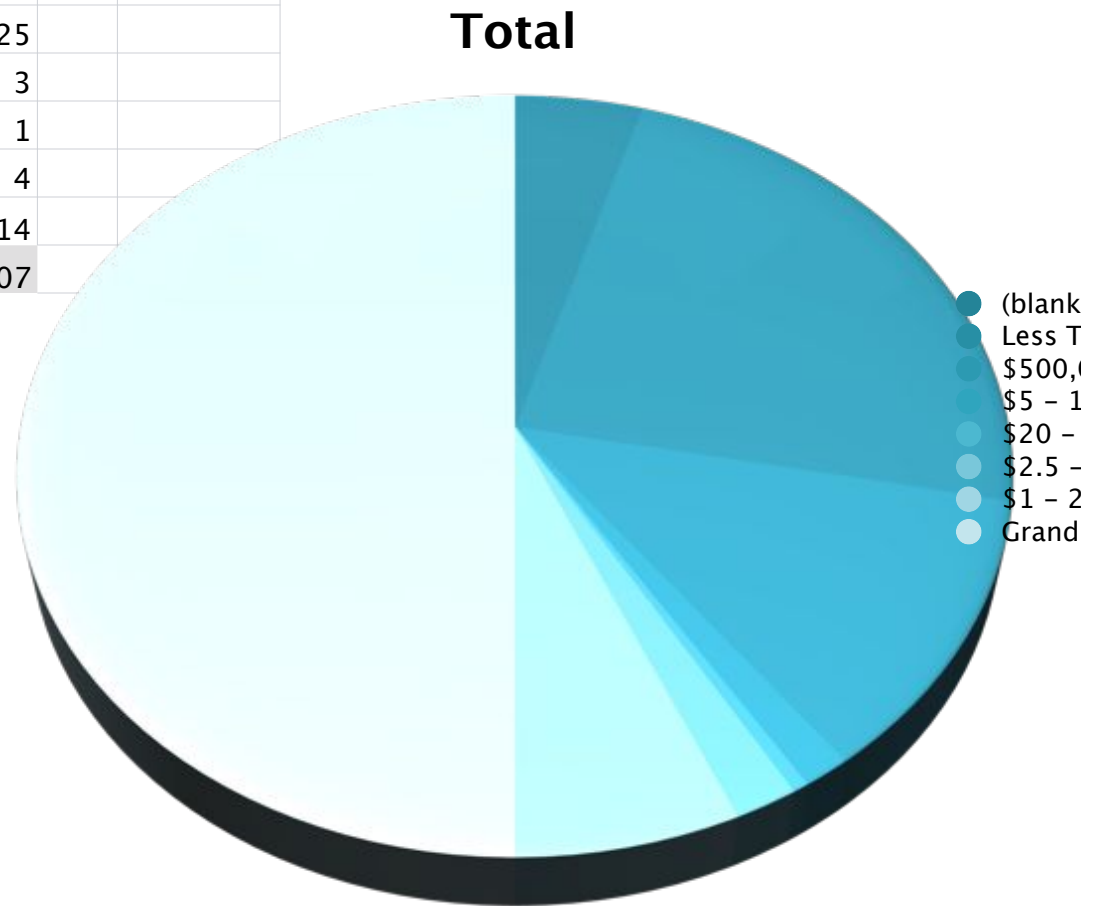
BBB Center Inc	2006	6
El Dabe Daycare Ctr	2006	6
Escalade Tire	2006	6
International Real Estate	2006	6
Mi Sueno	2006	6
T & T Assoc	2006	6
	2006 Count	6
El Danubio Night Club	2005	7
El Macuto Restaurant	2005	7
Family Dollar Store	2005	7
Lel Bombazo	2005	7
Lemay Contracting Inc	2005	7
Mercede's Eligant Design	2005	7
Nina's Hair Salon	2005	7
One Way Laundromat	2005	7
Porto Pelo Beauty Salon	2005	7
Professional Multi Svc	2005	7
Ramaraya Cafeteria	2005	7
	2005 Count	11
Creations Sylvette	2004	8
Via Envía	2004	8
	2004 Count	2
CVS Pharmacy	2003	9
Joyeria Italia	2003	9
Mega Mezcla Record Shop	2003	9
Nanita Variety Store	2003	9
	2003 Count	4
Cafeteria LA Rueda	2002	10
International Karate School	2002	10
Natural Nails	2002	10
Rent-A-Center	2002	10
Unique Hair Salon	2002	10
	2002 Count	5
El Vecinos Meat Market	2001	11
Laundromax	2001	11
TU Salon	2001	11
	2001 Count	3

Comfort Dental	2000	12
Y & J Beauty Supply	2000	12
	2000 Count	2
LA Reina Meat Market	1999	13
New England Coach	1999	13
	1999 Count	2
LA Grand Parada	1998	14
	1998 Count	1
Polto Pelo Beauty Salon	1997	15
Reyes Gas Stations	1997	15
	1997 Count	2
Aridio Express	1996	16
Awning Factory	1996	16
El Nanito Record Shop Inc	1996	16
Nunez Fruits	1996	16
Vidasana Health Foods	1996	16
	1996 Count	5
El Pez Dorado Restaurant	1995	17
Hernandez Liquor	1995	17
LA Nacional Corp	1995	17
	1995 Count	3
Family Dollar Store	1994	18
	1994 Count	1
Blacks Interested In Comms	1992	20
Mc Donald's	1992	20
Open Table Of Christ	1992	20
Star Cleaners	1992	20
Washington Park Library	1992	20
	1992 Count	5
Crespo Grocery	1991	21
Le Creatis Salon Inc	1991	21
	1991 Count	2
Salon L'Amor	1990	22
	1990 Count	1
Cumberland Farms	1989	23
	1989 Count	1
Broad Street Elementary School	1988	24

Gomez Market	1988	24
	1988 Count	2
Sondra's Total Concept Salon	1985	27
	1985 Count	1
A G Servicios Asociados	1984	28
Al Swajian & Son	1984	28
Autopart International	1984	28
Bertherman & Pass Inc	1984	28
Brother's Famous Pizza	1984	28
Citizens Bank	1984	28
Georgina's Hair Design	1984	28
Gerardo's Transportation	1984	28
Hoffman Animal Hospital	1984	28
J B Foley Printing Co	1984	28
Jimenez Associates	1984	28
Liriano's Custom Tailoring	1984	28
Mills Coffee Roasting Co	1984	28
Pito Restaurant	1984	28
Providence Pawn Brokers	1984	28
Quisqueya Liquors Inc	1984	28
Roskap Inc Omega	1984	28
Servpro Of Metro Ri	1984	28
	1984 Count	18
	<b>Grand Count</b>	107



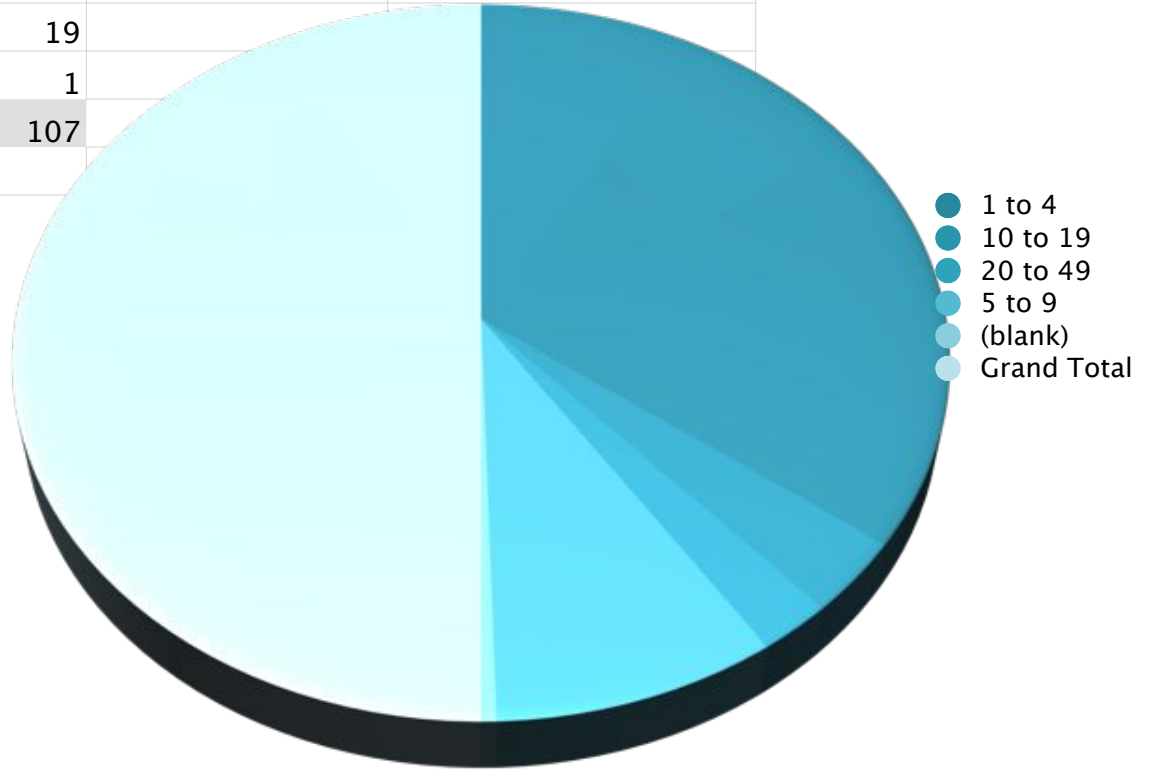
Row Labels	Count of COMPANY NAME
(blank)	10
Less Than \$500,000	50
\$500,000 - 1 Million	25
\$5 - 10 Million	3
\$20 - 50 Million	1
\$2.5 - 5 Million	4
\$1 - 2.5 Million	14
<b>Grand Total</b>	<b>107</b>



)  
More than \$500,000  
\$500,000 – 1 Million  
1.0 Million  
1.5 Million  
2.0 Million  
Total

Employee Range			
Row Labels	Count of COMPANY NAME		
1 to 4	75		
10 to 19	7		
20 to 49	5		
5 to 9	19		
(blank)	1		
<b>Grand Total</b>	<b>107</b>		

**Total**



**APPENDIX K - PART 11: DESIGN**



1396 Broad Street in its current condition (top), and proposed (bottom).



1395 Broad Street in its current condition (top), and proposed (bottom).



Commercial block at the corner of Broad Street and Calla Avenue in its current condition (top), and proposed (bottom).



Commercial block at the corner of Broad Street and Ferragut Avenue in its current condition (top), and proposed (bottom).



**APPENDIX L - PART 12: PROMOTIONS**

## APPENDIX L

Examples of promotional events by the Hyde Jackson Square, MA, Columbus Ohio, and Richmond Main Street Programs.

<http://www.hydejacksonsquare.org/>, <http://www.columbusmainstreet.com/>, [www.richmondmainstreet.org/about/](http://www.richmondmainstreet.org/about/)



**Hyde Jackson Square Main Street Presenta**  
**Festival de Sabor de Hyde Jackson Square**  
 El Sábado 18 de Junio de 2011  
 3:00 PM - 6:00 PM  
 Comienza enfrente del Complejo de Blessed Sacrament

**Restaurantes Participantes**  
 El Oriental de Cuba - The Haven - Miami Restaurant  
 Tostado - Kennedy Fried Chicken - Slice O Pie  
 Yelo's Coffee Shop - Latino Restaurant - Carro's Pizza

Comida Fabulosa - Grandes Premios - Clases de Salsa y Presentaciones  
 por Música y Película - Ritmo en Acción - Old House Music & Skitchi Dance

Al comprar un pasaporte \$ 10.00 usted podrá visitar todos los restaurantes en la lista y recibir una muestra de su comida especial. Si usted tiene su pasaporte sellado por cada restaurante que visita se le entrega en una rifa.

Para más información o para comprar pasaportes visita:  
[www.bostonlatinquartervents.com](http://www.bostonlatinquartervents.com)



**17th Annual MARKET STREET FESTIVAL**  
 DOWNTOWN COLUMBUS  
 May 4 & 5, 2012

**2012 MARKET STREET FESTIVAL.COM**

FOOD • GAMES MUSIC • ARTS

Coca-Cola Columbus WCBJ 3TV-4 DISPATCH



## 11th Annual Music on the Main Summer Concert Series

### YOU'RE INVITED TO PARTICIPATE IN MUSIC ON THE MAIN!

Music on the Main is an annual summer concert series organized by Richmond Main Street Initiative. Admission to Music on the Main is free and all members of the community are welcome to attend. Each concert features a variety of musical performances, arts and crafts activities for children, and vendor booths that showcase local entrepreneurs, nonprofit organizations, and food.



Richmond Main Street's goal for this year's Music on the Main concerts is to expand vendor—retail and nonprofit—participation. The retail, food, and non-profit vendors who participate in Music on the Main will help create an event that offers goods, services, information, and a sense of community togetherness for all attendees.

All Music on the Main concerts take place on the 4<sup>th</sup> Wednesday of the month from June-August. We sincerely hope you can attend and help us create a memorable event for the community. **Space is limited and vendor participation will be allotted on a first come-first serve basis.** Please take a moment to review the Vendor Terms and Conditions and Fee Schedule on the following page.

**Mail your completed registration form and payment to: Richmond Main Street, c/o Music on the Main, 1000 Macdonald Avenue, Suite C, Richmond, CA 94801 to reserve your space.** Please make checks payable to Richmond Main Street Initiative.

APPENDIX B

Examples of well designed websites that express identity, events, maps and accomplishments, Borrowed from the websites of Richmond Main Street and Vallejo Main Street in CA and The New London Historic Waterfront District, CT.

[www.richmondmainstreet.org](http://www.richmondmainstreet.org), [www.vallejomainstreet.com](http://www.vallejomainstreet.com) & [newlondonmainstreet.org](http://newlondonmainstreet.org)



## APPENDIX C

State of New Mexico Promoting The Main Street Program Using Economic Indicators.  
nmmainstreet.org



**New Mexico Coalition of MainStreet Communities**

**NMCMSC MISSION**

We provide support for local MainStreet organizations through program and policy development, advocacy, and lobbying for resources; in cooperation with the State of New Mexico Economic Development Department, Friends of New Mexico MainStreet and other partners.




The New Mexico MainStreet Program is a highly successful – community-driven, flexible approach to downtown revitalization. Our communities steadily achieve the incremental progress that builds local economies and strengthens quality of life. And when our network numbers are added up, the state is rewarded with impressive small business growth, job creation, and reinvestment in our mostly rural communities.

New Mexico MainStreet Programs produce instant and tangible results and reinvest in the quality of life in our communities.


*MainStreet brings people together, fosters civic pride, economic revitalization, job growth, and restores the heart of our small communities and neighborhoods.*

**MainStreet Communities:**  
Veteran: Artesia, Carlsbad, Clayton, Clovis, Corrales, Farmington, Grants, Hobbs, Las Cruces, Las Vegas, Los Alamos, Portales, Raton, Roswell, Silver City  
Second Year Start Up: Santa Rosa, Tucuman  
First Year Start Up: Deming, Lovington  
Urban Pilot: Albuquerque Downtown Action Team



**New Mexico Coalition of MainStreet Communities**  
*FY 2010 Legislative Requests*

1. **Protect New Mexico MainStreet's Base Budget**  
MainStreet's base budget of \$825,000 is essential to provide services to more than 20 New Mexico communities, including the metro areas of Albuquerque and Las Cruces.
2. **Help MainStreet Serve More NM Communities**  
\$100,000 in securing expansion funds that will allow two new "emerging" and two new "start-up" MainStreet Communities per year. Demand for MainStreet services is at an all-time high and the current budget cannot accommodate expansion.
3. **Fund MainStreet Capital Outlay**  
The Coalition is seeking \$4 million to fund capital outlay project in nearly 20 communities. MainStreet's successful Capital Outlay Program helps financially strapped communities update downtown infrastructure. There is currently a \$67 million backlog of unfunded Capital Outlay project in MainStreet communities.
4. **Enhance & Expand Arts & Cultural Districts**
  - a. "Clean Up" Bill - NM Arts & Cultural Districts Act
  - b. Expansion Funds for new Districts - \$250,000
  - c. Lodgers Tax Incentive for State Designated Arts & Cultural Districts - proposal of up to a 2% increase in local lodger's tax rates for the purpose of reinvestment in tourist & cultural facilities within State Designated Districts
5. **Recognize 25 Successful Years**  
In 2010, New Mexico MainStreet celebrates its 25th Anniversary - The Coalition requests a one-time Special Appropriation of \$100,000 to help fund educational programs (video), community displays, publications, & special events to commemorate this accomplishment.



Elizabeth Isenberg, President	505.599.7419
Rolynne Beaubien, Treasurer	575.309.8370
Eino Bacc, Legislative Advocate	505.577.5415

215 North Main | Clovis, NM 88101  
Email: [mainstreet-coalition@gmail.com](mailto:mainstreet-coalition@gmail.com)

APPENDIX D

*Downtown Dahlonega is a shopping and dining wonderland! Delightful discoveries await at 30+ unique retail stores and 17+ delicious restaurants. And if you need banking, insurance and professional services, downtown has 30+ businesses specializing in friendly customer service.*

*Don't miss the numerous special events and festivals throughout the year!*

**Beer on the Square Mountain Festival** *Third weekend of April*

**The Appalachian Jam** *every Saturday from late April into October*

**The Mountain Flowers Fine Art Festival** *Third weekend of May*

**The First Friday Night Concert Series in Hancock Park** *May through October*


**The Dahlonega Farmers Market** *every Tuesday and Saturday May - October*

**Gold Rush Days** *third weekend in October*

**Old Fashioned Christmas** *Thanksgiving through January 3*


*Please visit [www.dahlonega.org](http://www.dahlonega.org) for specific event dates and more events.*

## Downtown Dahlonega Parking Options



## PARKING GUIDE


### HISTORIC




### DOWNTOWN DAHLONEGA

SHOP  
★  
DINE  
★  
DISCOVER






 **Parking Deck at NGCSU**  
Park nights and weekends for \$3 fee – debit/credit cards accepted.

Business customers have parking options available for shopping, dining and playing in downtown Dahlonega. If the 275 commercial street spaces in the downtown are filled at peak hours, always remember that Dahlonega maintains these free parking lots with easy access to all downtown businesses.

- ★ This parking lot at the intersection of Mainline Street and Cherry Street is conveniently located near the Dahlonega Welcome Center.
- ★ A third parking lot is located on Warwick Street between North Cherokee and North Park Streets (perfect for Hancock Park events).
- ★ Another great option is the parking deck located at North Georgia College & State University available from 8:00am to 7:00pm Monday - Thursday, and weekends starting Friday at 3:00pm to Monday at 7:00pm. For a small fee (payable with cash or credit card), enjoy the daily and convenient parking deck option.

*Enjoy shopping, dining, and discovering all of Downtown Dahlonega!*



[www.dahlonega.org](http://www.dahlonega.org)  
[www.dahlonegahistoric.org](http://www.dahlonegahistoric.org)  
[www.dahlonegawelcomecenter.org](http://www.dahlonegawelcomecenter.org)