

DOWNTOWN PASCOAG REDEVELOPMENT PLAN

Prepared for:
Town of Burrillville

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INTRODUCTION AND SUMMARY

Pascoag is one of eight village centers that form the Town of Burrillville, Rhode Island.

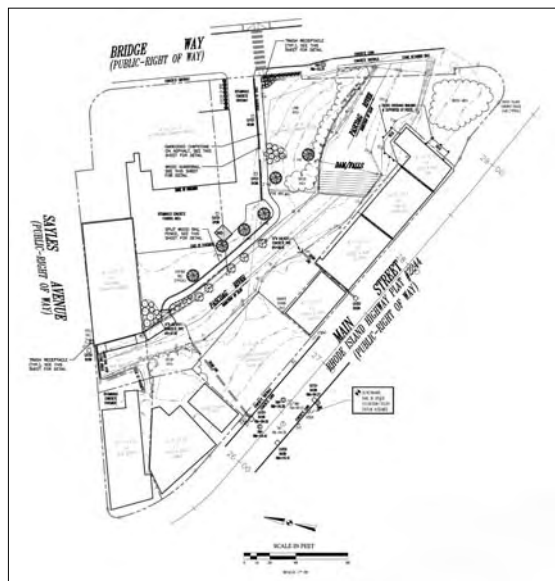
Originally established as an agricultural community, Burrillville grew during the industrial era as a result of the development of mills along natural streams within the Blackstone River Valley. These were mostly textile mills, and the concentration of them in Pascoag attracted enough population and services to generate a real village center.

With the decline of the industrial economy in the region after the 1950s, the mills were demolished. Retail plazas and commercial services took their place. The rest of the historical village fabric remains, however, largely unaltered although in strong need of renovation and update.

The purpose of this study is to identify opportunities, constraints, and resources available to improve the physical and economic conditions of the village, and unlock dormant redevelopment opportunities that may result in an overall enhancement of the quality of living in Pascoag.

The Cecil Group, Inc., a planning and design firm working throughout New England, together with Pare Engineering Corporation, from Lincoln, Rhode Island, and Bonz and Company, a real estate consulting firm, were selected by the Town of Burrillville to conduct this study.

The fabric of the historic downtown in Pascoag has all of the elements of a picturesque traditional village that should be a desirable place for visiting, shopping, working and living. The meandering path of Pascoag Main Street, clusters of historic buildings, and the natural resource of the Clear River are just the kind of distinctive assets that make Pascoag special. But the economic forces that shaped the downtown have shifted, and the configuration and organization of the downtown is no longer capable of attracting steady investment that is a sign of a healthy center.



Proposed River Walk

Pascoag has physical assets that should shape the future and attract reinvestment. The participants in past planning efforts have underlined the potential of the Clear River as a unifying amenity, for example. A River Walk has been proposed along its banks and a first phase is currently in the design stages. The traditional architecture and tight pattern of streets offers another promising contrast to the monotony of strip-type development that has become commonplace in many commercial areas.

Through the years downtown Pascoag has suffered from disinvestment. As economic activity has declined, disinvestment in many properties has become a trend. It may no longer make financial sense for an individual property owner to reinvest in a property, if the neighboring buildings are in such poor condition that they negatively affect the ability to lease space, attract high quality tenants, or achieve an adequate sales value.

In order to reverse this trend, a “critical mass” of reinvestment must occur on multiple properties that are adequately close to one another to shift the perception and value of an entire area. This can only be achieved through a choreographed process that is managed, involves significant investors, and parallel public improvements. The recommendations included in this document are geared towards the redevelopment of a few vacant or underutilized properties located in prominent sites within the downtown, in hopes that improvements at these locations will help unlock the potential for renovation and upgrading of other smaller buildings.

One of the important uses of this redevelopment plan may be to support future state and federal funding assistance for the downtown revitalization initiative. The approach to the infrastructure assessment, evaluation and recommendations takes into consideration available policies and programs that link local needs to state and federal dollars. Plans are often needed in many communities in order to align their needs with existing or new programs for redevelopment support. This redevelopment plan is seen as an opportunity to establish direct links to success in gaining funding and grants for park improvements, streetscape enhancements, and major roadway changes that will help enhance and consolidate the overall image and appeal of downtown Pascoag (refer to the *Implementation* section of the plan for more information on funding sources).

Existing Conditions

The project area comprises approximately 36 acres and is shown in *Figure 1*. According to the Town’s assessor’s records, there are 71 properties within the study area. The majority of these are in average condition (55% of the buildings). However, 16 buildings are in need of repair (22% consider to be in “fair” condition) and four prime properties are vacant. These vacant sites contribute to create a negative perception of disinvestment in the downtown even when they only correspond to approximately 5% of the total number of properties.

Downtown Pascoag is fully served by modern standard utilities, including sewers. This is an

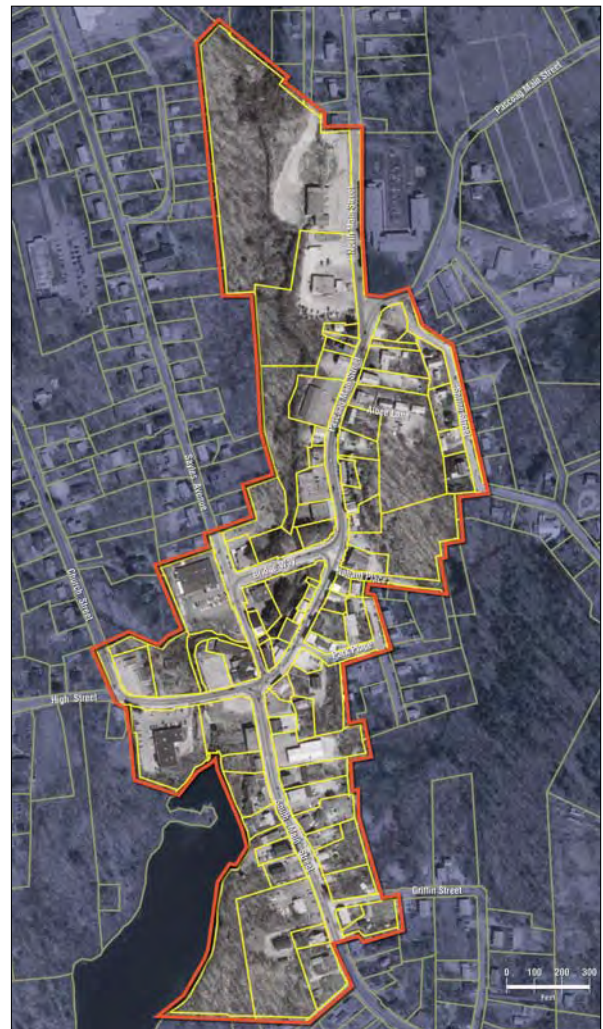


Figure 1 - Project Area

important asset for the village since it ensures the capacity of the village center to sustain the current population and provide for modest future growth.

Roadways in the planning area include Routes 107 and 100, two minor arterials that intersect at the core of the village. The central block defined by Pascoag Main Street, Bridge Way and Sayles Avenue is sometimes backed up due to traffic congestion at the Sayles Avenue/Pascoag Main Street (Routes 100/107) intersection. It is on this block and its immediate surroundings that some of the oldest buildings that remain in Pascoag and give it its particular village character are located.

Previous engineering studies have identified several options to resolve traffic issues at this intersection. A new proposal derived from some of those choices is recommended as part of this plan. The Rhode Island Department of Transportation (RIDOT) currently has studies underway to resurface Route 107 along the most of the project area and reconstruct a damaged bridge along High/Pascoag Main Street (the CVS Bridge). Improvements to the Sayles Avenue/Pascoag Main Street intersection (Routes 100/107) and the Pascoag Main/North Main Street intersection (Route 107/North Main Street) are planned as part of the resurfacing study.

The Town has implemented the development of two municipal parking lots within the village, which has resulted in a significant improvement of the parking situation during the last four years (approximately 80 new parking spaces in all). Still, parking congestion is visible in parts of the district during business hours and it is reasonable to expect that parking demand will increase if the vacant or underutilized parcels in the downtown become redeveloped.

Market Overview

An analysis of market trends, conditions and development influences served to identify the following market opportunities and constraints:

- Retail uses offer the strongest opportunities for new business and new development. This opportunity is shaped by the following factors:
 - Despite its access limitations, downtown Pascoag occupies a central location in a small but growing and underserved market.
 - As a local commercial center the village faces limited competition in the future.
 - Recent interest from franchise businesses reflects its potential to attract additional businesses providing goods and services in convenient proximity to a local market.
- In addition to retail space, as growth continues in the Town of Burrillville, professional office-oriented businesses providing financial services, insurance, design-related services, health care and others may also seek space in downtown Pascoag. These would most likely include independent as well as franchise businesses.
- While most franchise businesses are likely to target proven “mainstream” markets, it is important to recognize the limitations of this market analysis: in small-scale settings such as Pascoag, independent, entrepreneurial ventures can find inexpensive space,

and – given the small scale of their surroundings -- can draw recognition to the area and exert profound impacts on local physical and economic environments.

- As commercial development and public improvements are implemented, downtown Pascoag will offer enhanced prospects for residential development. At this time the strongest, most-tested market would involve single-family homes situated close to amenities -- including Pascoag's waterfront, recreational and retail amenities. As developments proceed, the incremental development of attached as well as detached housing will offer opportunities, and such opportunities may increase as public improvements and new business development add new enhancements to the village.

Visioning Process

As a result of the review of existing conditions and prior studies, and based on comments received at a public visioning meeting on May 2005, three overall planning alternatives were identified for the project area (refer to the *Visioning Process* section for more detail). These represent different planning approaches, and are illustrated in alternative concept plans in the *Visioning* section. Each concept plan portrays a different land use character as a result of planning strategies that would emphasize either redevelopment for commercial uses (Alternative A), mixed use redevelopment with downtown residential units on upper floors (Alternative B), or lower density/public improvements (Alternative C).

These alternatives addressed redevelopment options for two key redevelopment parcels, which include two vacant sites located at the intersections of Routes 100/107 and Route 107/North Main Street. These parcels are important because of their prime location and visibility at points of access into the core of the village. The site located at the corner of Pascoag Main Street and Sayles Avenue (Routes 100/107 intersection) has recently been sold, which opens up the possibilities for private redevelopment to take place in the near future. The other site, however, has been vacant for a long time and has environmental issues that arise from its previous use as a gas station and automotive repair garage. Public intervention may be required to unlock the site's redevelopment potential, at least at the initial level of assistance with environmental cleanup.

Additional infill redevelopment could take place on other vacant or underutilized parcels along Pascoag Main Street, including new development on the site of the former Music Hall and the renovation of the former Laundromat building.

Vision Plan

Choices and alternatives were presented and reviewed at several meetings with the Burrillville Redevelopment Agency (BRA), Town officials, business representatives and members of the community in general (including public meetings in May, June and November 2005). As a result of the comments and insights received during these reviews, the following *Figure 2, Vision Plan*, preferred plan elements and recommendations are proposed as the basic strategic components of this plan (a detailed discussion of elements and recommendations is presented in the *Visioning Process* section of this document).



Figure 2 - Vision Plan

Preferred Plan Elements

1. Redevelopment of Vacant Sites
2. Building Improvement Program
3. Parking Development Program
4. Roadway Improvements
5. Construction of the River Walk
6. Creation of “Pocket Parks”
7. Streetscape Improvements
8. Infrastructure Relocation
9. Zoning Review and Update
10. Code Applications and Enforcement
11. Downtown Promotion and Marketing
12. Long-Term Financial Support

Redevelopment Plan

The proposed land uses for the project area are to remain consistent with the requirements of the existing Village Commercial Zoning District, which emphasize neighborhood commercial uses and allows for the development of residential units as part of mixed use buildings within certain limitations.

Important revitalization goals for downtown Pascoag include the preservation and expansion of downtown businesses activities. The plan elements and recommendations are aimed at attracting new businesses including restaurants, encouraging pedestrian activity, and enhancing the overall quality of the village streetscape. Neighborhood retail must remain the prime use at the ground level. Professional offices should be located on upper levels to maximize the use of the ground floor levels for pedestrian oriented activities.

To the extent that market support is available, the conversion of underutilized upper floors for downtown residential uses is encouraged. Downtown residential uses often contribute to increase pedestrian activity beyond regular business hours and provide economic support to existing businesses.

Roadway and Circulation

The reconfiguration of the intersection of Routes 100/107 is recommended as an integral part of the redevelopment plan. By reconfiguring this intersection, the “canyon effect” created at the south end of Sayles Avenue would be eliminated, eastbound High Street traffic would be calmed or slowed, and pedestrian safety would be improved.

Parking

Additional parking development opportunities in the downtown may include the redevelopment of a vacant warehouse building located off Park Place. This could be achieved in conjunction with the redevelopment of 67 Pascoag Main Street for more active pedestrian uses in the long term, such as a restaurant or retail specialty store. Depending on the overall redevelopment approach, it is estimated that approximately 7 to 23 new parking spaces could be created to the east of Pascoag Main Street.

Utilities

Wooden utility poles and aerial utilities currently flank both sides of Pascoag Main Street from Sayles Avenue to Bridge Way. Five poles along the west side limit use of the sidewalks, detract from aesthetics, and may hamper emergency response. The redevelopment plan proposes to relocate service on these poles to the east side of Pascoag Main Street. In the long term, underground relocation of overhead utilities along this particular stretch of the road from Sayles Avenue to Bridge Way is proposed.

Zoning

A review of current zoning requirements is proposed in order to refine the list of uses allowed by special permit or prohibited. The creation of a special zoning overlay district is recommended in order to:



Existing village character

- Protect the historic qualities and traditional design character by establishing special design guidelines and design review process.
- Create easements/setbacks/rights-of-way for public access at special locations when parcels become redeveloped.
- Establish conceptual design limits (building square footages, location and amount of parking, drainage areas, etc.) that could allow the opportunity to initiate a streamlined environmental permitting effort for potential redevelopment parcels.

Implementation

Phasing

While downtown Pascoag may offer long-term potential for unique retail businesses and upscale residential development, initial revitalization phases should focus on additional public amenities and small-scale commercial development.

In augmenting the local amenities, commercial developments can begin to form a substantial base that can enable the area to gain recognition as a commercial district. In seeking to maximize its long-term potential, the town should promote the redevelopment of underutilized core locations – most notably parts of Pascoag Main Street adjacent to the park areas – for future commercial and/or mixed-use developments that can contribute to a unique environment that can attract visitors as well as local clientele.

Preliminary survey and engineer design, and environmental regulatory permits are critical first steps in the process of implementing additional amenities and facilitating small-scale commercial development. The BRA could work with the Rhode Island Department of Environmental Management (RIDEM) to initiate the permitting process for envisioned public improvements and selected redevelopment parcels, and benefit from the possibility of advancing a streamlined permitting process (more details about this option are discussed in the *Implementation* section of the plan).

Redevelopment Costs

Redevelopment costs have been estimated as part of this plan including concept-planning level costs for estimated public and private investment that would be required to implement the proposed recommendations (see *Table 1* on next page). These estimates are opinions of probable cost and are provided for planning purposes (not for construction).

Public costs considered include the cost to relocate utilities along the east side of Pascoag Main Street, reconfigure Routes 100/107 intersection, install pedestrian level ornamental lighting, construct a new municipal parking lot with a play area in the vicinity of Pascoag Main Street, and limited acquisition of land associated with the proposed improvements. These cost estimates are conceptual and cannot forecast the fluctuation of design or construction costs that are dependent on the specific project context and timing. This is also the case for the estimated private costs, which focus on opinions of probable costs of renovating and upgrading buildings assessed as being in “fair” conditions. Design, engineering and contingency costs have not been included, and will be dependent on the specific context and timing. Typically these may run between 15% and 25% of the total projected construction costs (see the *Implementation* section for more details).

Table 1- Estimated Total of Public and Private Costs Required for Implementation

Estimated Costs	Mid-term Costs	Additional Long-term Costs
Utilities	\$1.3 million for consolidation	\$2.6 million for undergrounding
Streetscape improvements	\$35,000 (ornamental lighting)	\$400,000 allowance for trees and sidewalk enhancements
Intersection improvements	\$160,000 (not including associated land cost)	
Demolition	\$35,000	
Parking Lot Construction	\$400,000	
Potential Land Acquisition	\$280,000	
Building Rehabilitation	\$1.7 million (13 buildings)	
Estimated Total Costs*	\$4 million	\$3 million

** Rounded to nearest million.*

Financial Strategy

Funding mechanisms and incentive programs that could be used as part of the implementation strategies include the following:

- Tax Increment Financing (TIF)
- Community Development Block Grants (CDBG) Funding
- Transportation and Community and System Preservation (TCSP) Pilot Program
- Transportation Enhancements (TE)
- Business Improvement District (BID) programs
- Tax Stabilization programs
- New Markets Tax Credit Program
- IRBA/Bond Mortgage Insurance
- Other Loan Guarantee/Credit Enhancement Programs
- The Rhode Island Small Business Loan Fund Corporation (SBLFC)
- Linkage programs
- Building Improvement Programs
- Main Street Program

A more detailed description of these programs and their applicability to Pascoag is provided in the *Implementation* section of this plan.

Project Area Boundaries

The project area is shown on the next page, and comprises approximately 36 acres including all the land and properties located within the following boundaries:

- Beginning at the intersection of Reservoir Road and South Main Street and running north, including properties on the eastern side of the road, to the intersection of South Main Street and High Street;
- traversing north and east to include all the properties facing Pascoag Main Street, and Nahant Place;
- crossing over to include properties along the western side of Spring Street, to the intersection of Pascoag Main Street and North Main Street;
- including commercial properties along the western side of North Main Street, and then running south along the Pascoag River (Clear River) to include properties facing Bridge Way and Park Place;
- including parcels facing Sayles Avenue, from Bridge Way to Pascoag Main Street, and High Street to the intersection of Church Street;
- following the eastern shore of the Clear River Reservoir, and traversing east to include the property at the corner of Reservoir Road and South Main Street.

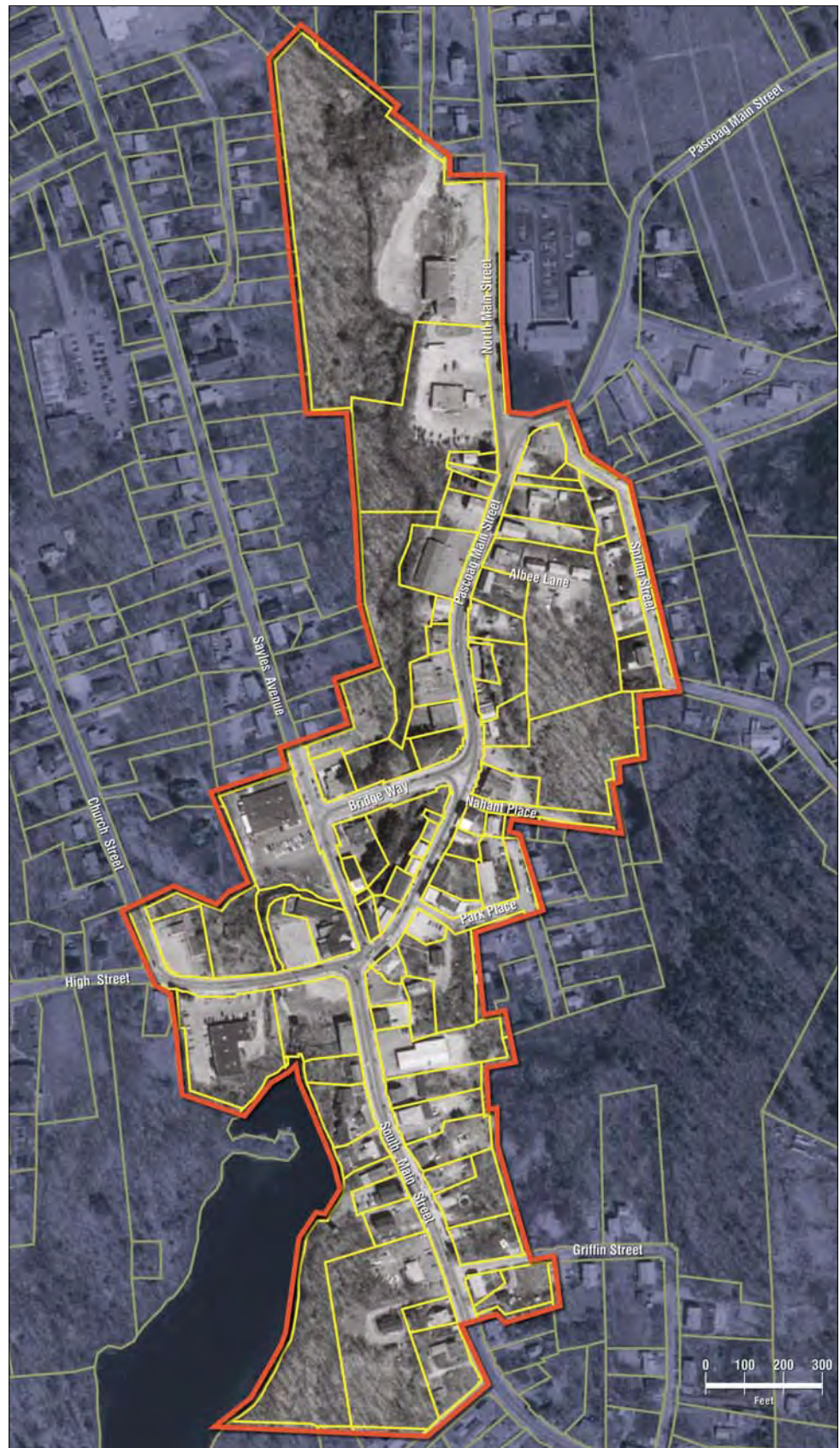


Figure 3 - Project Area

Inventory of the Building Stock

A visual assessment of the exterior of the building stock within the planning area was conducted during a March 31, 2005 site investigation. This assessment was conducted from public vantage points including off-street parking lots. Burrillville Assessors Property Record Card Summaries were referenced for each property and information was corroborated during the site investigation.

An inventory of existing building conditions (included as *Appendix A*), served to provide information on building types, current use and zoning, condition and year built (based primarily on assessor's information). Notes regarding building setback, porch and commercial building storefront windows, parking/loading/curb cuts, owner occupancy, and other information are provided as relevant.

Of the 21 properties that front on the Pascoag Main Street/Bridge Way/Sayles Avenue triangle, none are in good or excellent condition (as designated by the Town Assessor's records), seven are in average condition, and 11 are in fair condition. Of the two additional properties, one is vacant following a fire and one has been developed as a municipal parking lot. Of the 50 developed properties outside the triangle, one is rated as excellent condition, 12 are good, 32 are average, five are fair and none are in poor condition.

Inventory of Utilities

Existing utilities are provided by the Pascoag Utility District (water and electrical), Town of Burrillville (sewer), Verizon (telephone), Cox Communications (cable, fiber-optic, telephone) and Providence Gas. Electric (including street lighting), telephone, cable and fiber-optic service is located above ground. Utility poles are located on both sides of Pascoag Main Street. Information has been gathered from the relevant service providers

within the project area regarding existing and projected capacity or condition constraints, and plans for changes or improvements that may affect the revitalization of the area.

Sewer

The Burrillville Sewer Commission reports that the planning area is fully served by sewers and there are no plans to expand or extend service in the downtown area.

Water

The downtown area is fully served by the Pascoag Utility District water service. The Pascoag Utility District has no plans to expand.



Poles on Pascoag Main Street limit sidewalk use, detract from aesthetics, and can hamper emergency response.



Ornamental street lighting enhances sidewalks on Bridge Way.

Electric

Utility poles in the area are under joint ownership between Verizon and the Pascoag Utility District. Verizon is responsible for setting the poles, and the Pascoag Utility District pays rent for their use. Maintenance of the utility poles is also a joint responsibility between Verizon and the Pascoag Utility District. (Pascoag Utility District, August 3, 2005).

Ornamental pedestrian-scale street lighting has been installed along Bridge Way, and also on utility poles on Pascoag Main Street to supplement high-level cobra lighting.

Local buildings do have natural gas service. This is not a constraint to redevelopment.

Traffic and Road Conditions

Minor arterials in the planning area include Routes 107 and 100. Route 100 extends north from Chepachet via South Main Street, continues west at the Sayles Avenue intersection at High Street, and then north on Church Street toward Wallum Lake. Route 107 extends east from the Sayles Avenue intersection to Harrisville via Pascoag Main Street northbound and Bridge Way and Sayles Avenue southbound. Sayles Avenue is designated as an urban collector.

CME Engineering Study

Recommendations from CME Associates, Inc.'s *Engineering Study for Downtown Pascoag Revitalization Project* were reviewed as part of this analysis, and Mr. Richard Bernardo, Burrillville Town Engineer, was interviewed to discuss the validity of these recommendations.

Street and River Walk design alternatives addressed in the engineering study included the following:

- *Full realignment of Sayles Avenue.* Sayles Avenue would be relocated with a signalized intersection at the Routes 100/107 intersection of Sayles Avenue (Route 107)/South Main Street (Route 100) and Pascoag Main/ High Street (Route 100). Sayles Avenue relocation would require a new Clear River bridge and demolition of the corner (vacant) building. Bridge Way would be closed to eastbound traffic to eliminate conflicts between southbound Sayles Avenue traffic turning left onto Bridge Way and westbound Bridge Way traffic turning left on Sayles Avenue. The triangle of Pascoag Main Street, Bridge Way, and Sayles Avenue would operate as a "rotary."

- *Interim realignment of Sayles Avenue with a signalized intersection.* This would relocate a shorter section of Sayles Avenue, thereby avoiding the IGA parking and the existing Clear River Bridge. Bridge Way would become one-way westbound. A “rotary” traffic pattern would be created around the triangle.
- *Do nothing.* Retain existing two-way traffic on Bridge Way, one-way northbound traffic on Pascoag Main Street (to Bridge Way), one-way traffic on Sayles Avenue (south of Bridge Way). Retain current stop sign control at the Routes 100/107 intersection with a skewed alignment of Sayles Avenue and South Main Street.
- *Main Street: Two-Way Traffic.* This option would return Pascoag Main Street south of Bridge Way to two-way traffic with two 12-foot travel lanes and an 8-foot travel lane. On-street parking would be eliminated on the east side of road. Five-foot sidewalks (maintaining 3-foot clear from retaining walls, buildings, and steps) would be feasible on both sides of the road. Utilities would be relocated to the curb line with minimum 3-foot clearance (or place utilities underground). Bridge Way could be closed to traffic.
- *River Walk.* A River Walk is currently under design on the west side of the Clear River, extending from Sayles Avenue on a boardwalk structure to the rear of the medical building. From the end of the boardwalk, a stonedust path will continue along the edge of the medical building parking lot access driveway to Bridge Way. Permitting for this section of the River Walk is currently underway with construction anticipated in Summer 2006. A River Walk extension to Town-owned recreation fields north of Pascoag is currently in the feasibility stage. This extension is supported by the *Burrillville’s Comprehensive Plan*, which also envisions the creation of a bike path linking the villages in the Town with other planned regional bike paths (*Chapter VIII Recreation, Conservation and Open Space Preservation, Implementation Action VIII.1.g.1*). An old railroad right-of-way may be used as a location for portions of the bike path where feasible.

Site Observations

On Friday, April 15, 2005, a visit to the downtown Pascoag neighborhood was conducted during the afternoon between 3 and 4 PM. This visit was to observe the traffic patterns and to build upon previous studies in the area such as the CME’s November 2000 *Engineering Study* referenced above. The following observations are based on the field review:

- The November 2000 report does not appear to discuss the impacts of full realignment of Sayles Avenue on the IGA market parking facility. Spaces would likely be lost with roadway realignment.
- The majority of Sayles Avenue southbound traffic appears to turn eastbound onto Bridge Way. Eliminating the eastbound movement on Bridge Way would have a significant impact on the volume of left turning traffic at the Sayles Avenue, Pascoag Main Street, South Main Street, and High Street intersection at the south end of the

triangle. It is important to remember that any changes to traffic circulation in this area be considered network-wide prior to implementation.

- The study does not discuss the impacts to safety or capacity potentially created by allowing two-way traffic on Pascoag Main Street. Traffic flow patterns and therefore operation of the Routes 100/107 intersection of Sayles Avenue, Pascoag Main Street, South Main Street, and High Street, may be significantly impacted by this change. Additional analysis is recommended prior to implementing this change. Changing Main Street to carry two-way traffic would eliminate a number of on-street parking spaces.
- The Routes 100/107 intersection of Sayles Avenue/South Main Street and Pascoag Main/ High Street is a potential candidate for layout modification, in order to open views and improve overall safety. Replacement of the historic fountain that was once located here would create a “sense of place” reminiscent of the past when this intersection was known as Fountain Square.



View north on Pascoag Main Street toward North Main Street.

- The intersection of North Main Street and Pascoag Main Street (Route 107) is a wide intersection that could be realigned to provide a clearer lane configuration. This intersection is also along the westbound approach to downtown Pascoag and provides the opportunity for gateway signage entering the village. A “T” intersection for the North Main Street is proposed by RIDOT, which will improve geometry, improve safety for motorists, improve pedestrian safety (adjacent to senior housing), and reduce pavement area.

Town Engineer

Richard Bernardo, Burrillville Town Engineer, provided the following understanding of traffic issues in Pascoag:

- Buses, tractor-trailers and other WB-50 vehicles cannot currently make a left turn from Sayles Avenue southbound at the Routes 100/107 intersection due to geometric constraints. This is especially important for truck access from IGA and school bus access from Father Holland School on Sayles Avenue. Any option that makes Bridge Way one-way would require that the Route 100/107 intersection be relocated and the geometry improved to assure access by all vehicles.

- Full Sayles Avenue realignment for upgrade of the Routes 100/107 intersection would require reducing parking spaces at the IGA lot, an already small lot. Parking is already limited in this area, despite the recent construction of the municipal lot.
- Return of Pascoag Main Street to two-way would work adequately from a traffic perspective but would reduce parking within the central business district. Underutilization of the municipal lot on Pascoag Main Street is an indication that customers are not willing to walk 300 feet to businesses such as the saloon or printers, located at the north end of this roadway segment.
- Roundabout design for intersection improvements is an option that has been successfully implemented in other communities. The existing right of way constraints at the Routes 100/107 intersection, however, would preclude consideration of a roundabout at this location. Additional right of way (involving a significant amount of land) would be required for roundabout construction.

RIDOT

State roads now include Bridge Way and Sayles Avenue as part of the Route 107 system. Other state roads in the planning area include Route 100 (South Main Street and High Street) and Route 107 (Pascoag Main Street). RIDOT is currently undertaking the design of a 1R project (roadway resurfacing and minor improvements within the existing right of way) on Route 107 from the Routes 100/107 intersection to Harrisville. This project includes Route 107 segments on Pascoag Main Street, Bridge Way, and Sayles Avenue and includes reconfiguration of the Pascoag Main Street – North Main Street intersection by Bradford Court. This redesign will include safety improvements, a reduced pavement area, and the creation of two planting areas.

According to Luanne Powers, RIDOT, the 1R enhancement project is currently at the 90% stage and is a few years out at this time. At least four other 1R projects are either in design or are slated for design before that project.

RIDOT is currently continuing with plans to either replace or rehabilitate the Clear River Bridge on High Street (Route 100). This project is currently on hold pending funding for an alternative technology. Upon completion, signs should be posted restricting through traffic on Sayles Avenue, north of the Post Office. This would encourage full utilization of Church Street to access neighborhoods northwest of Pascoag.

Assessment of Parking Supply

Additional site inspections of recently constructed municipal parking lots on Sayles Avenue and Pascoag Main Street were conducted, and parking recommendations in CME's *Engineering Study* were reviewed. An inventory has been conducted of parking spaces and parking space turnover for both a weekday and weekend sample period.

CME's *Engineering Study* presented the following parking recommendations:

- *Create off-street municipal parking.* Recommendations to construct municipal lots on Sayles Avenue and Pascoag Main Street have been implemented. Alternatives for parking lot construction on Plat 175/Lot 44 (the lot cleared following a fire at the former dance hall / theater) or on Plat 175/Lot 41 (the Town-owned building slated for historic rehabilitation) have not been implemented (which allows, on the other hand, opportunities for the potential redevelopment of these parcels for more active uses). A recommendation to reconfigure the IGA lot for nine additional spaces does not appear to have been implemented either.
- *Add up to 11 additional on-street parking spaces.* No account is made of the spaces lost with two-way traffic on Pascoag Main Street (spaces would be eliminated on the east side). Nine spaces could be added on Bridge Way with one-way traffic pattern. Two additional spaces could be added with full realignment of Sayles Avenue (requiring a new bridge). None of the on-street recommendations have been implemented. However, changes are underway on adjacent properties. The old building at 40 Pascoag Main Street has been demolished and any new building should be setback from the street a distance enough to allow for future intersection improvements, including parking.

Municipal Parking

Public parking in downtown Pascoag is currently provided on-street and in two municipal lots. Additional parking is available in off-street private lots. As indicated in *Table 2*, 124 public parking spaces are provided in Pascoag. On-street spaces are not individually marked although lane striping indicates that parking is available. Spaces are not metered. Signs limiting parking to 2 hours are posted on Pascoag Main Street but were not observed on Bridge Way or Sayles Avenue.

Table 2 – Public Parking, Pascoag

Location	Total Spaces	Facility and Notes
Pascoag Main Street, Sayles Avenue to Park Place	5 - east side 4 - west side	On street. 2-hr limit.
Pascoag Main Street Municipal Lot, Park Place	16	Off-street, no parking 2 AM to 6 AM
Pascoag Main Street, Park Place to Nahant Place	9 - east side 8 - west side	On street. 2-hr limit.
Pascoag Main Street, Nahant Place to Subway Restaurant	0 - east side 3 - west side	On street. Signs posted for customer parking to rear of Subway. No parking by fire station on east side.
Bridge Way	6 - north side 5 - south side	On-street
Sayles Avenue Municipal Lot	54	Off-street. 6 spaces reserved for Medical Building and Post Office use.

Location	Total Spaces	Facility and Notes
Sayles Avenue, Bridge Way to Pascoag Main Street	2 – east side * 12 – west side	On street. Vehicular parking on the east side is limited to two spaces adjacent to the post office. The curb south of Bridge Way is posted: <i>No Parking Commercial Loading Zone 15 Minute Parking For Loading and Unloading Commercial Plates Only.</i>
TOTAL	124	On-street – 54 spaces Off-street – 70 spaces

**Note: Private vehicles were routinely observed illegally using available spaces despite signage.*

A parking turnover study was conducted to determine utilization of existing on-street and off-street municipal parking facilities. Parking turnover was measured on Saturday, April 9, 2005 between 11 AM and 1 PM, and on Monday afternoon, April 11, 2005 between noon and 4 PM. Observations were conducted in two municipal lots and in five on-street segments identified in *Table 2*. Turnover study data is attached in *Appendix B*. This area was chosen for analysis due to high traffic volume, business land uses, and business density noted during previous site visits. Each parking area was recorded at 20-minute intervals (6 observations were conducted on April 9 and 12 observations were conducted on April 11).

- *Pascoag Main Street, Sayles Avenue to Park Place (9 spaces).* Few cars were observed parked on either side of the street during each 20-minute interval either on the weekend or the weekday. A maximum of three spaces were observed in use on either side of the street. During the two-day study period, over 75 percent of the cars parked on either side of the street were parked for 20 minutes or less. No vehicles were observed exceeding the 2-hour time limit. The number parked, combined with the length of time parked, demonstrates a high turnover rate on this section of Pascoag Main Street.



Pascoag Main Street on-street parking.

- *Pascoag Main Street Municipal Lot (16 spaces).* Seventeen of the eighteen observations during both study periods showed that only 25 percent of the available spaces were utilized. On both days of the study, the majority of vehicles utilizing this lot were long-term users; 70 percent remained parked for the duration of observations. Georges's Pizza appeared to be the popular destination for users of this municipal lot. It appears that this lot is fulfilling a need for long-term parking. Additional signs indicating the parking lot location and its use for the general public may increase use of the lot. Some may consider the lot as private parking for the adjacent insurance agency.



Pascoag Main Street on-street parking includes cycles.

- *Pascoag Main Street, Park Place to Nahant Place (17 spaces).* Weekend observations indicated nearly full utilization of available spaces on both the east and west sides of Pascoag Main Street throughout the 2-hour period, with 89 percent of the vehicles remaining parked through all six observations on the east side. Weekday observations on the west side also identified long-term usage with 80 percent of vehicles remaining throughout the four-hour study. The motorists parking beyond the 2-hour limit may not be aware of the municipal lots. Enforcement of the limit combined with education regarding available off-street parking should increase turnover.

- *Pascoag Main Street, Nahant Place to Subway Restaurant (3 spaces).* Observations throughout the 2-day study indicated that these spaces were vacant almost 50 percent of the time, with 90 percent of parkers remaining for less than 20 minutes.
- *Bridge Way (11 spaces).* Parking limit signs were not observed along Bridge Way. Weekend observations indicated that spaces on the north side were utilized 33 percent of the time throughout the 2-hour period. Weekday observations indicated over 50 percent of spaces occupied with over 50 percent parked more than 20 minutes. Motorists parking on the north side (adjacent to the post office) appeared to park for shorter durations than those parked on the south side (adjacent to the medical building).



Sayles Avenue Municipal Lot.

- *Sayles Avenue Municipal Lot (54 parking spaces).* Weekend observations indicated 20 percent usage, with 10 vehicles parked throughout the 2-hour period. Weekday observations indicated approximately 50 percent capacity with 98 percent of vehicles remaining throughout the 4-hour period. It is assumed the users of this lot are employees of the various businesses throughout the planning area. By encouraging employee parking in both municipal lots, convenient on-street

parking with high turnover is available for customers and medical patients. Overnight use of the lot is permitted by adjacent residents.



Sayles Avenue parking on west side.

- *Sayles Avenue, Post Office to Route 100 (12 spaces).* Parking limit signs were not observed along Sayles Avenue. Signs posted on the east side, south of Bridge Way indicate: “Commercial Loading Zone 15 Minute Parking For Loading and Unloading Commercial Plates Only”. Despite these signs, passenger cars were observed parked. No commercial vehicles were observed during the observation periods. Increased enforcement is needed to prevent use of this zone by passenger vehicles. The following observations document parking within this zone.

Although weekend observations indicated less than 50 percent usage of the seven potential spaces (including five within the Loading Zone) on the east side, nearly all vehicles remained throughout the 2-hour observation period. A higher turnover rate was observed on the weekday with approximately the same usage rate (less than 50 percent). Weekend observations indicated approximately 50 percent usage of the 12 spaces on the west side of the street, with 67 percent of vehicles remaining more than 20 minutes. Weekday observations indicated almost full utilization with 82 percent of vehicles remaining more than 20 minutes (the majority of which remained throughout the 4-hour period). It appears that employees or those with longer medical appointments are utilizing parking. It may also indicate that patients at the medical office building are combining this trip with errands to the post office, supermarket or other shops.

Private Parking

Table 3, on next page, presents information on businesses that provide private off-street lots for the convenience of customers, clients, and employees. Note that most of these locations are not within the area served by on-street parking or municipal lots.

Table 3 – Private Parking, Pascoag

Location	Total Spaces	Business
40 Pascoag Main St.	22 *	Vacant building
0 Pascoag Main St.	15	Bank of America**
65 Pascoag Main St.	12	W. W. Logee Ins. Agency
130-134 Pascoag Main St.	13	Subway and Curves
138-140 Pascoag Main St.	15	Cumberland Farms
145 Pascoag Main St.	5 *	Ledge Liquors
150 Pascoag Main St.	4 *	Gonyea's Tavern
170 Pascoag Main St.	27 *	Main Street Plaza, Wayne's Place
199 Pascoag Main St.	10 in front, 6 to rear *	Bargain Buyer
60 North Main St.	122 ***	Herald Square
17 Sayles Avenue	10 to rear	New England Health Care
54 Sayles Avenue	51 off-street	IGA, RIPTA bus stop
20 High Street	57	CVS
0 High Street	40 *	Buck a Book, vacant
39 Park Place	20 * (potential)	Desnoyers Enterprises, vacant warehouse
1 South Main St.	50 (approximate)	Dunkin Donuts
TOTAL	479	

* Spaces not striped, total spaces are approximate

** During observation periods, the majority of parkers utilized the lot for less than 20 minutes. Destinations included the bank and hardware store.

*** 70 (approximate) in front, 12 to be paved with new construction, 40 to rear

Summary

While the Sayles Avenue municipal lot is being used, especially on weekdays, the Pascoag Main Street lot is underutilized on both weekend and weekdays. On-street parking demand is higher on Pascoag Main Street between Park Place and Nahant Place, along the north side of Bridge Way, and along the west side of Sayles Avenue than on other roadway segments. No on-street segments were observed to be at capacity during the observation periods, indicating that sufficient on-street parking is available to meet current needs. Parking demand will increase with business revitalization, however. Increased enforcement, education, and signage will be needed to assure that sufficient parking is available to meet future customer parking demand.

The following is a summary of impressions regarding redevelopment outlooks for downtown Pascoag. Research and analysis of market conditions has been focused on the identification of market niches that could be tapped as potential opportunities for future redevelopment. Key ideas about the type and character of those niches are outlined below.

Demographic Trends and Profiles

Development prospects for downtown Pascoag are driven by underlying local and regional demographic and economic factors. The following presents a current overview of this general economic context.

Population and Household Growth

After declining in the 1990s, Pascoag's population has increased from approximately 4,700 in 2000 to nearly 4,900 in 2004. Burrillville has followed a similar pattern. Following a decline in the 1990s, the town population has grown from 15,800 in 2000 to 16,700 in 2004.

While Pascoag's growth has lagged behind growth rates for Providence County and the State of Rhode Island, Burrillville's recent compounded annual growth rate of 1.3 percent exceeds corresponding growth rates for the County and State. These relationships are expected to continue over the next 10 years.

Table 4 – Population Trends and Projections for Selected Areas, 1990 – 2009

	Actual <u>1990</u>	Actual <u>2000</u>	Estimated <u>2004</u>	Projected <u>2009</u>	Projected <u>2014</u>
Pascoag	5,035	4,742	4,895	5,086	5,275
compounded annual growth rate		-0.6%	0.8%	0.8%	0.7%
Burrillville	16,230	15,796	16,659	17,710	18,769
compounded annual growth rate		-0.3%	1.3%	1.2%	1.2%
Providence County	596,269	621,602	645,010	672,848	701,104
compounded annual growth rate		0.4%	0.9%	0.8%	0.8%
Rhode Island	1,003,463	1,048,319	1,084,664	1,127,164	1,170,618
compounded annual growth rate		0.4%	0.9%	0.8%	0.8%

Source: Geovue, Inc.

As shown below, household growth patterns resemble population growth patterns: recent declines in the 1990s have been reversed in Pascoag and Burrillville, and Burrillville's growth is expected to outpace growth in Pascoag, Providence County and the State of Rhode Island.

Table 5 – Household Trends and Projections for Selected Areas, 1990 – 2009

	Actual 1990	Actual 2000	Estimated 2004	Projected 2009	Projected 2014
Pascoag compounded annual growth rate	1,724	1,668 -0.3%	1,739 1.0%	1,825 1.0%	1,910 0.9%
Burrillville compounded annual growth rate	5,313	5,559 0.5%	5,917 1.6%	6,351 1.4%	6,787 1.3%
Providence County compounded annual growth rate	226,361	239,936 0.6%	251,477 1.2%	265,055 1.1%	278,782 1.0%
Rhode Island compounded annual growth rate	377,977	408,424 0.8%	429,549 1.3%	454,402 1.1%	479,567 1.1%

Source: Geovue, Inc.

Age and Income Characteristics

The 25-to-44-year-old age brackets comprise the largest segments among Burrillville households. As shown below, these cohorts currently account for more than half of all households; over the next five years, however, the 55-to-64 cohort will achieve the highest growth. The 45-to-54 and 55-to-64 age cohorts collectively comprise the empty-nester niche; while anecdotes indicate that households with children have driven much of the recent demand for homes, the empty nester niches will comprise an increasing portion of the market.

Table 6 – Burrillville Households by Age of Householder: 2004-2009

Householder	2004		2009		Change	
Age	#	%	#	%	#	Average Annual
15-24	137	2.3%	151	2.4%	14	2.0%
25-34	795	13.4%	812	12.8%	17	0.4%
35-44	1,669	28.2%	1,696	26.7%	27	0.3%
45-54	1,539	26.0%	1,671	26.3%	132	1.7%
55-64	819	13.8%	977	15.4%	158	3.6%
65-74	479	8.1%	533	8.4%	54	2.2%
75+	477	8.1%	522	8.2%	45	1.8%
Total	5,915	100.0%	6,362	100.0%	447	1.5%

Source: Claritas, Inc.

As the local population ages, Burrillville is expected to grow in affluence. Burrillville's median income of \$56,768 exceeds the statewide median income of \$45,606 by 24 percent. Within the Town the largest income groups are households earning between \$50,000 to \$74,999 (25.4 percent) and \$25,000 to \$49,999 (23.2%).

However, by 2009 higher income households will comprise the greatest share of Burrillville's population. Overall, households earning less than \$75,000 will have decreased by 301 units and households earning \$75,000 or more will have increased by 748 units. Over the next five years the town's households with incomes of \$100,000 or more are expected to increase at a compounded rate of 9.4 percent annually, and this cohort will be the town's largest, accounting for 26.6 percent of all households.

Table 7 – Burrillville Households by Household Income: 2004-2009

Annual Income	2004		2009		Change	
	#	%	#	%	#	Average Annual
Less than \$24,999	955	16.1%	851	13.4%	(104)	-2.3%
\$25,000-\$49,999	1,373	23.2%	1,263	19.9%	(110)	-1.7%
\$50,000 - \$74,999	1,502	25.4%	1,415	22.2%	(87)	-1.2%
\$75,000 - \$99,999	1,002	16.9%	1,138	17.9%	136	2.6%
<u>\$100,000 +</u>	<u>1,083</u>	<u>18.3%</u>	<u>1,695</u>	<u>26.6%</u>	<u>612</u>	<u>9.4%</u>
Total	5,915	100.0%	6,362	100.0%	447	1.5%

Source: Claritas, Inc.

Combining age and income characteristics, *Table 8* shows that Burrillville's growth will be concentrated in high-income households, with the 35-54 age groups accounting for the largest shares.

Table 8 – Age- and Income Growth Sectors among Burrillville Households

Household Age	Annual Income	2004		2009		Change	
		#	%	#	%	#	Average Annual
25-34	Less than \$24,999	67	1.1%	52	0.8%	(15)	-4.9%
	\$25,000-\$49,999	170	2.9%	136	2.1%	(34)	-4.4%
	\$50,000 - \$74,999	287	4.9%	232	3.6%	(55)	-4.2%
	\$75,000 - \$99,999	168	2.8%	198	3.1%	30	3.3%
	<u>\$100,000 +</u>	<u>103</u>	<u>1.7%</u>	<u>194</u>	<u>3.0%</u>	<u>91</u>	<u>13.5%</u>
	Subtotal	795	13.4%	812	12.8%	66	0.4%
35-44	Less than \$24,999	129	2.2%	108	1.7%	(21)	-3.5%
	\$25,000-\$49,999	400	6.8%	263	4.1%	(137)	-8.0%
	\$50,000 - \$74,999	501	8.5%	504	7.9%	3	0.1%
	\$75,000 - \$99,999	333	5.6%	343	5.4%	10	0.6%
	<u>\$100,000 +</u>	<u>306</u>	<u>5.2%</u>	<u>478</u>	<u>7.5%</u>	<u>172</u>	<u>9.3%</u>
	Subtotal	1,669	28.2%	1,696	26.7%	185	0.3%
45-54	Less than \$24,999	114	1.9%	100	1.6%	(14)	-2.6%
	\$25,000-\$49,999	284	4.8%	272	4.3%	(12)	-0.9%
	\$50,000 - \$74,999	381	6.4%	303	4.8%	(78)	-4.5%
	\$75,000 - \$99,999	329	5.6%	356	5.6%	27	1.6%
	<u>\$100,000 +</u>	<u>431</u>	<u>7.3%</u>	<u>640</u>	<u>10.1%</u>	<u>209</u>	<u>8.2%</u>
	Subtotal	1,539	26.0%	1,671	26.3%	158	1.7%
55-64	Less than \$24,999	153	2.6%	149	2.3%	(4)	-0.5%
	\$25,000-\$49,999	173	2.9%	199	3.1%	26	2.8%
	\$50,000 - \$74,999	183	3.1%	175	2.8%	(8)	-0.9%
	\$75,000 - \$99,999	135	2.3%	163	2.6%	28	3.8%
	<u>\$100,000 +</u>	<u>175</u>	<u>3.0%</u>	<u>291</u>	<u>4.6%</u>	<u>116</u>	<u>10.7%</u>
	Subtotal	819	13.8%	977	15.4%	136	3.6%

Socio-Economic Profiles

The following describes general socio-economic profiles in Pascoag and Burrillville, as compared with surrounding communities. Demographic data provided by AGS – shown in *Table 9* – generally portray Burrillville as a blue collar community of modest but substantial means, slightly more affluent than the Connecticut communities to its west, but less affluent than the communities to the north (in Massachusetts), east and south.

- Pascoag and Burrillville maintain median household incomes of roughly \$53,000 and \$57,000, respectively. These exceed median incomes in the Connecticut communities to the west, as well as in the overall state of Rhode Island, but fall below those of neighboring Rhode Island and Massachusetts communities.
- Among persons age 25 or older, Pascoag and Burrillville show relatively low levels of education, as reflected in the percentage of persons holding bachelors' degrees or higher levels of attainment.
- Pascoag and Burrillville contain higher percentages of households with children than almost every other surrounding community, with the exception of the Massachusetts towns and Glocester, Rhode Island. This is consistent with anecdotal information indicating that families with children comprise increasing numbers of the local population.
- The Town of Burrillville's projected household growth exceeds that of the State of Rhode Island, while falling in the middle range among the surveyed municipalities.

Table 9 – Socioeconomic Indicators for Selected Areas

	Median Household <u>Income</u>	Bachelors Degree or <u>Higher</u>	HH's With <u>Children</u>	Annual HH Growth <u>'04-'09</u>
Pascoag	\$52,981	13.9%	40.1%	0.97%
Burrillville	\$56,768	16.2%	38.7%	1.43%
<i>to the east:</i>				
Smithfield, RI	\$60,488	29.3%	30.8%	1.03%
North Smithfield, RI	\$61,681	26.1%	32.6%	1.53%
<i>to the south:</i>				
Glocester, RI	\$62,211	27.3%	39.9%	1.66%
<i>to the west:</i>				
Thompson, CT	\$49,002	17.2%	34.4%	1.30%
Putnam, CT	\$46,760	16.9%	30.8%	0.93%
<i>to the north:</i>				
Douglas, MA	\$65,089	24.3%	44.5%	3.13%
Uxbridge, MA	\$64,394	26.6%	42.2%	1.44%
Rhode Island	\$45,606	25.7%	32.2%	1.13%
<i>Source: Geovue, Inc.</i>				

Lifestyle Segmentation Profiles

As a supplement to the statistical characteristics shown in the preceding table, the following paragraphs identify and describe the four largest groups as revealed in a “lifestyle segmentation” profile based on a “PRIZM Distribution Report” furnished by Claritas, Inc. PRIZM reports provide qualitative community profiles as a tool for businesses targeting communities for commercial product marketing. As such, they present generalized profiles and stereotypical labels to describe the dominant backgrounds and tendencies of the geographically defined areas:

Table 10 – Burrillville Lifestyle Market Segments – Key Characteristics

	<u>Consumer Group</u>	<u>% of Households</u>		<u>Household Characteristics</u>	<u>2004 Med Income</u>	<u>General Market Profile</u>
		Burrillville	U.S.			
1	Country Casuals	18.1%	1.4%	Married Couples /Early Empty Nesters /Dual Income	\$66,892	Middle-aged homeowners, empty nesters
2	Mayberryville	16.8%	2.2%	Married Couples/Early Empty Nesters	\$50,350	Homeowners, Hunt & Fish, Pick-Up Truck Owners
3	Traditional Times	10.8%	2.7%	Empty Nesters (60-84 Year Olds)	\$51,578	retirement, empty nesters, travelers (via campers)
4	New Homesteaders	9.0%	2.0%	Families w/ children/Dual Income	\$53,627	Homeowners, Child-Centered

Source: Claritas, Inc.

“Country Casuals” represent Burrillville’s largest lifestyle segment – accounting for 18.1 percent of total households. This group is characterized by dual-income households. Roughly 35 percent of households in this category maintain annual incomes between \$50,000 and \$99,999, and 23 percent receive more than \$100,000. Occupations in this group are concentrated most heavily in sales, administrative support, construction and production/manufacturing positions.

“Mayberryville” represent Burrillville’s second-largest (16.8 percent) segment. Favored activities among this group include outdoor pursuits such as fishing, hunting, boating (typically motorized) and camping. Similar in most regards to “Country Casuals,” this group maintains a slightly older and slightly lower income profile, with typical incomes ranging from \$35,000 to \$99,999 per year.

“Traditional Times,” comprise 10.8 percent of Burrillville’s households. This category is also similar to the “Country Casuals,” but is more heavily concentrated among retirees and empty nesters.

“New Homesteaders,” comprise 9 percent of the Town’s households; over half of these are concentrated in the Village of Pascoag. Like the above groups, this group features primarily dual-income families seeking the semi-rural environment of the suburban fringe. Compared with the above groups, households in this segment are concentrated in a younger 25-to-44 age bracket; nearly half include children. Occupations are concentrated most heavily in construction, production/manufacturing/transportation, and administrative support positions.

Economic Base

The four largest employment sectors in Burrillville, accounting for 68.1 percent of all jobs, include:

- Government (19.3 percent);
- Manufacturing (18.1 percent);
- Healthcare (16.6 percent); and,
- Accommodation and Food Services (14.9 percent)

This presents a sharp contrast relative to employment patterns in Providence County and the State of Rhode Island, which feature lower employment concentrations in manufacturing and government, with higher concentrations in retail and service-oriented jobs.

Table 11 – Employment by Industry

	Town of Burrillville		Providence County		State of Rhode Island	
	#	%	#	%	#	%
Agriculture/Forestry/Fishing	n/a	n/a	141	0.1%	956	0.2%
Mining	n/a	n/a	n/a	n/a	198	0.0%
Construction	234	8.1%	12,464	4.5%	22,360	4.7%
Manufacturing	524	18.1%	33,118	11.8%	56,447	11.8%
Wholesale Trade	53	1.8%	9,314	3.3%	16,436	3.4%
Retail Trade	167	5.8%	26,616	9.5%	52,709	11.0%
Transportation/Warehousing/Utilities	67	2.3%	4,863	1.7%	10,112	2.1%
Information	21	0.7%	7,315	2.6%	10,699	2.2%
FIRE	57	2.0%	21,123	7.5%	32,317	6.8%
Professional and Business Services	79	2.7%	33,934	12.1%	54,607	11.4%
Educational Services	n/a	n/a	12,142	4.3%	16,137	3.4%
Healthcare and Social Assistance	481	16.6%	48,518	17.3%	71,521	15.0%
Arts, Entertainment, & Recreation	102	3.5%	3,902	1.4%	9,003	1.9%
Accommodation & Food Services	433	14.9%	21,079	7.5%	45,887	9.6%
Other services	125	4.3%	11,022	3.9%	18,558	3.9%
Unclassified Establishments	n/a	n/a	57	0.0%	767	0.2%
Government	<u>560</u>	<u>19.3%</u>	<u>34,463</u>	<u>12.3%</u>	<u>58,642</u>	<u>12.3%</u>
Total	2,903	100.0%	280,071	100.0%	477,356	100.0%

Source: Rhode Island Department of Labor

While the Burrillville market does not offer sufficient volume to attract new service-providing businesses, ongoing local household growth – in Burrillville as well as in nearby towns – can eventually attract new service-providers.

Market Conditions and Development Influences

In downtown Pascoag, existing uses include a broad range of commercial businesses, residential homes, health care providers and civic uses (e.g., park, post office). This section discusses key conditions and factors that will shape business and development opportunities in the district.

Location Factors

Downtown Pascoag's location presents the following challenges for business development:

- *Vehicular Access*: Retail businesses seek access to major traffic flows. Among the primary roads serving downtown Pascoag, the highest average daily traffic (ADT) amounts to 9,200 vehicles on Pascoag Main Street to the east of its intersection with Sayles Avenue. In comparison, traffic counts on Route 102 show ADTs of 13,300 at its intersection with Route 107, and 14,900 in Chepachet. Traffic counts are substantially higher near major highways such as route 146 and interstate highway 295.
- *Market Scale and Critical Mass*: Small communities such as Burrillville and its surrounding communities do not generate volumes of demand sufficient to attract most franchise retailers. In such situations, retail centers can expand the reach and volume of their trade areas if they can offer a critical mass of destinations. Pascoag does not presently offer this type of critical mass, which is located in Greenville and to a lesser extent in Putnam.

Commercial Market Issues

Retailers generally seek locations in markets that exhibit growth, an existing lack of adequate service, and/or opportunity to penetrate broader markets. In assessing Pascoag's ability to offer such opportunities, the following present key qualitative and quantitative findings.

Commercial net lease rates in and around the project area range from approximately \$8 to \$12 per square foot for well-maintained properties, and this is roughly comparable with lease rates at nearby shopping centers such as the Bronco Crossing Shopping Center located on Route 102.

While Pascoag's various business proprietors serve varying trade areas, the local, regional, and visitor tiers fit the following general definitions:

- Local businesses such as small restaurants, drug stores, and fitness facilities serve a primarily local market comprising (approximately) the Town of Burrillville.
- Businesses providing goods and services such as groceries, health care, and social services can in some cases penetrate a region extending throughout northwestern Rhode Island as well as parts of Massachusetts and Connecticut, extending roughly ten to fifteen miles from Pascoag.

- The area's recreational features and amenities draw visitors, who provide additional support to local businesses. Most visitors come from within a general area encompassing Providence, all of northern Rhode Island, and extending well into eastern Connecticut and Massachusetts (as far as Worcester).

In serving these markets, competition is limited in Pascoag's local market, but formidable in its more far-reaching regional market.

In the local market – extending throughout and beyond Burrillville -- very little competition exists. Moreover, significant barriers to new competition render it likely that Pascoag will maintain the dominant market position. These include:

- Infrastructure: The Village of Chepachet in Glocester commands a strategic location at the intersection of Routes 102 and 44. The Town of Glocester, however, lacks water and sewer services, and the Glocester planning department reports no plans – or ability -- to install such infrastructure. Absent such service, Chepachet is unlikely to attract substantial new development.
- Zoning: while Route 102 carries heavier traffic than any of the roads through Pascoag, local zoning ordinances seek to limit or preclude commercial development on this route and direct such development to Burrillville's village centers.
- Amenities: In seeking to capitalize on local growth opportunities, downtown Pascoag's potential is enhanced by its waterfront park amenity and the availability of public parking. The area can gain further advantages through other recreational and aesthetic amenities (e.g., parks, public events, exhibits, festivals), as well as through an increased concentration of commercial service providers (e.g., health care, financial services, grocery store, restaurants).

In the regional market, Pascoag faces superior retail competition from major retail centers. Foremost among these are the centers located in Greenville, at the junction of Route 44 and I-295. On the west, big box retailers and anchor uses located near I-91 offer additional competition for large-scale retailers.

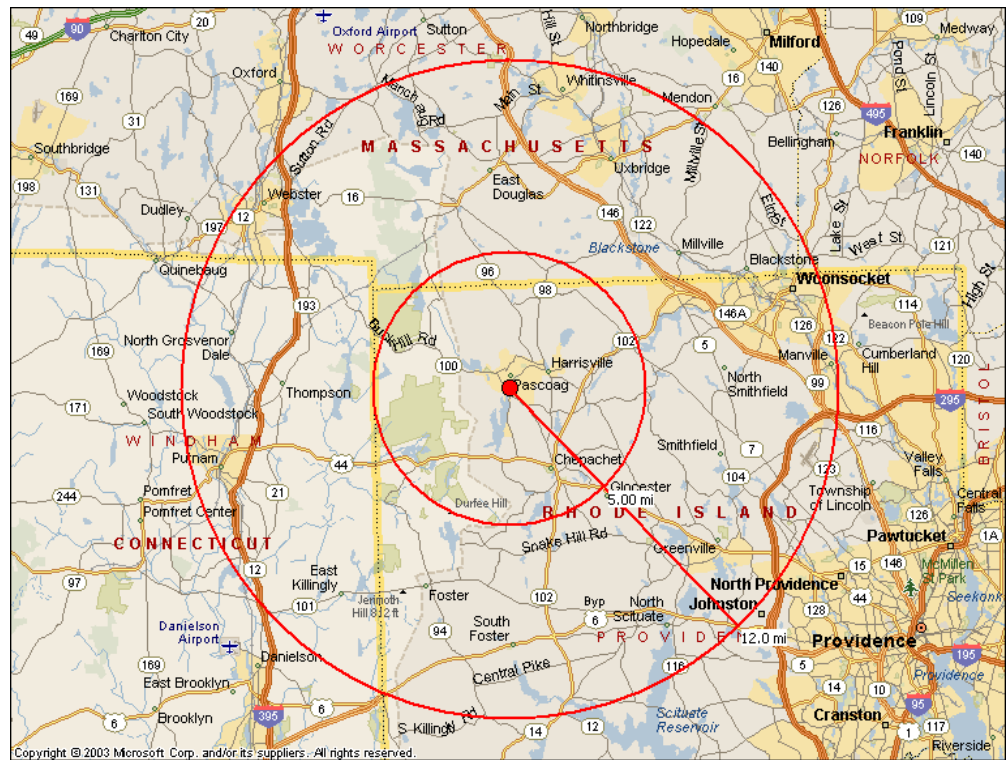
Overall, downtown Pascoag's competitive position is strong in relation to its local market, but weak in regard to broader regional markets.

Demand

The following tables present an “inflow/outflow” analysis that identifies market capacities and potential opportunities for Pascoag's local and regional markets.

These market areas are defined as: (1) a five-mile radius around Pascoag Village which contains most of Burrillville and parts of Glocester and southern Massachusetts; and (2) a twelve-mile radius, which encompasses major retail concentrations in Greenville, Smithfield, and Putnam, Connecticut.

Figure 4 – Five- and Twelve-Mile Radii Around Downtown Pascoag



The inflow/outflow analysis measures local residents' retail spending versus the sales captured by local retail stores. Where the former (local spending) exceeds the latter (sales at local stores), this indicates that local residents spend more of their money outside the market area than the area's stores draw from non-local households; i.e., there is a net *outflow* of retail spending. Conversely, where local spending falls below local sales, this indicates that the area attracts a net *inflow* of spending from outside the local market.

As shown in *Table 12*, the smaller 5-mile area sustains a substantial net outflow, with a market capture rate of 60 percent. In contrast, the 12-mile radius achieves a net inflow, capturing 149 percent of its residents' retail expenditures. This indicates that the area within the 5-mile radius around Pascoag Village is underserved: local residents must travel into other areas to meet their retail needs and preferences. Retail centers such as those in Greenville and Putnam currently serve these needs, as reflected in the spending inflow captured within the 12-mile radius.

This pattern is not uncommon for small rural communities, and does not in and of itself suggest an opportunity or lack thereof. More detailed breakdowns – presented in the following tables – help provide a better understanding of retail patterns.

Table 12 - Total Non-Auto Retail Spending vs. Retail Sales (\$ millions)

	<u>5-Mi. Radius</u>	<u>12-Mi. Radius</u>
Local Resident Retail Spending	\$124.3	\$1,144.0
Local Retail Sales	\$74.2	\$1,707.9
Market Capture	59.7%	149.3%
<i>Source: Claritas, Inc.; Geovue, Inc.; Bonz and Company, Inc.</i>		

Table 13 shows market capture rates for selected retail business categories. Not surprisingly, in most categories, the smaller 5-mile radius area sustains net outflows, while the 12-mile radius area captures net inflows.

Table 13 - Retail Spending vs. Retail Sales for Selected Retail Categories (\$ millions)

	<u>5-Mi. Radius</u>	<u>12-Mi. Radius</u>
Groceries	70.7%	79.3%
General Merchandise	1.6%	60.2%
Home Improvement	43.9%	302.5%
Home Furnishings	35.1%	158.2%
Eating & Drinking	86.8%	155.3%
Miscellaneous	153.8%	445.5%
<i>Source: Claritas, Inc.; Geovue, Inc.; Bonz and Company, Inc.</i>		

Among these various categories, three merit additional comment:

Food and Grocery: The five-mile radius achieves a 70.7 percent capture rate in the food & grocery category, sustaining a net outflow of \$11 million. Since most households buy groceries within convenient distances of home, most market areas should be able to achieve a capture rate approximating 100 percent.

In offering enhanced grocery options, Burrillville faces substantial obstacles. These include the critical mass of retailers in locations such as Putnam and Greenville, which draw households to these locations for grocery shopping trips.

Despite this disadvantage, the volume (\$11 million) of the spending outflow suggests that an opportunity exists for Pascoag: an expanded selection of food and grocery items in downtown Pascoag may create opportunities to capture a larger share of local households' spending.

Table 14 - Food and Grocery Spending vs. Retail Sales (\$ millions)

	<u>5-Mi. Radius</u>	<u>12-Mi. Radius</u>
Local Spending at Food/Grocery Stores	\$37	\$342
Sales at Food/Grocery Stores	\$26.2	\$270.9
Market Capture	70.7%	79.3%
<i>Source: Claritas, Inc.; Geovue, Inc.; Bonz and Company, Inc.</i>		

Eating and Drinking: The area within the five-mile radius achieves a capture rate of 87 percent, with a net spending outflow of roughly \$3 million. At this time, most of Burrillville’s eating and drinking places are independently operated establishments. In downtown Pascoag, these include a number of taverns and at least three pizza parlors; other businesses occupy scattered locations throughout the town.

While the existing capture rate does not signal a dramatically underserved market, other factors indicate that Pascoag Village offers potential for additional businesses. One consideration involves the fact that recently opened establishments (Dunkin’ Donuts, Subway sandwich shop) report strong sales. This indicates that such establishments may be complementary to – rather than competitive with – pre-existing businesses.

In addition, proprietors indicate that they have (1) identified Burrillville as an underserved location; and (2) identified downtown Pascoag as their preferred location in this underserved market. Both of these businesses generally serve tightly-defined (1-3 mile), localized markets.

Several other types of “quick serve” niches targeting similarly local markets. These might involve concepts such as: ice cream, Mexican/southwestern, Asian, Mediterranean, barbecue, and others.

Overall, based on recent trends – and assuming new improvements in the Village -- these and other similar businesses are likely to find attractive opportunities in downtown Pascoag; such opportunities will increase as Burrillville’s household growth continues to furnish additional demand.

Table 15 – Eating and Drinking Spending vs. Retail Sales (\$ millions)

	<u>5-Mi. Radius</u>	<u>12-Mi. Radius</u>
Local Spending at Eating/Drinking Establishments	\$20	\$181
Sales at Eating/Drinking Establishments	\$17.1	\$281.5
Market Capture	86.8%	155.3%
<i>Source: Claritas, Inc.; Geovue, Inc.; Bonz and Company, Inc.</i>		

Miscellaneous: This category encompasses a wide of goods and services. While large-format retailers have gained dominant positions in some of these merchandise lines (e.g., books, sporting goods, office supplies), the local market captures substantial inflows in subcategories such as sporting goods, records/tapes/CDs; this indicates that the local market may be able to support stores selling goods such as books, jewelry, hobbies/toys, and other underserved categories as shown in *Table 16*.

Table 16 – Market Capture Rates for Selected ‘Miscellaneous’ Subcategories for 5-Mile Radius Around Downtown Pascoag

<u>Category</u>	<u>Spending per HH</u>	<u>Total Spending</u>	<u>Sales</u>	<u>Market Capture</u>
Sewing/Craft	\$15	\$115,592	\$100,000	87%
Sporting Goods	\$217	\$1,670,347	\$4,200,000	251%
Book Stores	\$164	\$1,263,657	\$0	0%
Jewelry	\$135	\$1,038,865	\$0	0%
Hobby/Toy/Game	\$106	\$819,848	\$100,000	12%
Florists	\$22	\$171,039	\$100,000	58%
Record/Tape/CD	\$78	\$602,834	\$800,000	133%
Drugs	\$592	\$4,558,838	\$7,700,000	169%
Liquor	\$161	\$1,240,708	\$2,200,000	177%
Gift/souvenir	\$51	\$393,983	\$300,000	76%
<i>Source: Claritas, Inc.; Geovue, Inc.; Bonz and Company, Inc.</i>				

Retail Outlook

Overall, downtown Pascoag maintains a strong competitive position in serving the local Burrillville market. Pascoag’s key advantages include an absence of substantial local competition, and a number of amenities unique to the district – which may be enhanced in accordance with the recommendations contained in this planning process.

The market is currently underserved in some niches (e.g., food, eating and drinking, various specialty goods), and anticipated local growth will increase the existing unserved demand.

Businesses likely to seek locations in downtown Pascoag will include independent businesses as well as franchise businesses that target local rather than regional markets.

Independent businesses will most likely seek spaces in older or less competitive properties and locations. Franchise businesses, on the other hand, will more often seek quality spaces (less than 5,000 square feet in most cases with the possible exception of a food/grocery establishment), and will be able to support lease rates for new and other high-quality space.

While Pascoag will not be able to attract large-format retailers or large-scale developers targeting regional markets, the potential for new retail is likely to support the incremental development of redeveloped or new buildings in prime locations in the downtown area.

Office/Professional Services Niche

Over the last ten years, employment in Burrillville has increased at a compounded annual rate of 2.6 percent. While the local economy is concentrated in sectors such as manufacturing and government (see *Table 11* above), gradual but ongoing demographic growth can fuel demand for professional, office-oriented businesses providing legal services, insurance, financial services, health care and other such services.

As shown below, employment growth in services and in the finance/insurance/real estate (“F.I.R.E.”) sectors has outpaced overall employment growth. This may reflect growing demand. Alternatively, it may simply indicate that the local market volume has grown sufficient to support new businesses. As shown in *Table 17*, these service sectors comprise considerably smaller portions of overall employment than in Providence County or the State of Rhode Island.

Table 17 – Burrillville Service Employment Growth, 1994-2004

	1994		2004		Change 1994-2004		% of Employment	
	#	% of empl	#	% of empl	#	Avg. Ann.	County	RI
F.I.R.E.	24	1.1%	57	2.0%	33	9.0%	7.5%	6.8%
Services	593	26.5%	787	27.1%	194	2.9%	35.2%	31.7%
Total	2,240	100.0%	2,903	100.0%	663	2.6%		

Source: Rhode Island Department of Labor; Bonz and Company, Inc.

New professional service providers locating in Burrillville and Pascoag would target household (rather than corporate) clientele, and would not occupy large spaces. Such businesses might include small offices for tax preparers, financial brokers, insurance agencies, real estate brokers, lawyers, health care providers, chiropractors, and other such businesses. To the extent that downtown Pascoag can provide an aesthetically attractive setting with nearby supplies and services (e.g., office supplies, restaurants, post office), over time such businesses may contribute to demand for small-scale commercial space in and around the project area.

Residential Overview

This section addresses the potential for the construction or redevelopment of new market-rate housing in the areas in and around downtown Pascoag.

In general, in recent years the housing market has been strong in Burrillville as well as its surroundings. Median sale prices for single-family homes in Burrillville have increased at a compounded rate of 18 percent per year, from roughly \$125,000 in 2000 to \$250,000 in 2004. In comparison, similar price appreciation has occurred in Glocester; more rapid appreciation has occurred in the more urban communities to the east, with lower appreciation in the communities to the north and west.

Table 18 - Median Sales Prices for Single-Family Homes

	<u>2000</u>	<u>2004</u>	<u>Compounded Annual Growth Rate</u>
Burrillville	\$126,750	\$247,000	18.2%
	\$80,000	\$180,000	22.5%
<i>to the east:</i>			
Smithfield, RI	\$130,000	\$304,900	23.8%
North Smithfield, RI	\$127,000	\$290,000	22.9%
<i>to the south:</i>			
Glocester, RI	\$137,500	\$282,000	19.7%
<i>to the west:</i>			
Thompson, CT	\$112,000	\$195,000	14.9%
Putnam, CT	\$97,500	\$170,000	14.9%
<i>to the north:</i>			
Douglas, MA	\$177,000	\$308,900	14.9%
Uxbridge, MA	\$209,500	\$327,250	11.8%
<i>Source: The Warren Group, Bonz and Company, Inc.</i>			

The volume of sales in Burrillville has also increased dramatically; the Warren Group reports that sales have increased from a range of 20-35 sales per year from 1999 to 2002 to a total of 163 sales in 2004. One local realtor reports that most buyers moving to the community come from the greater Providence area, with additional buyers from nearby Massachusetts communities.

Overall, local demand for market-rate homes will most likely offer new development opportunities. While such opportunities can be served throughout Burrillville, Pascoag's riverfront amenities, its lakefront proximity and its (potentially enhanced) downtown environment provide amenities that can give the overall village an excellent competitive location for single-family residential development.

Attached Residential Development Niches

Burrillville's condominium market offers a limited inventory, with a total of fewer than 200 units. The largest single complex is the Sanwood Estates property, located on Hill Road. Prices at this project currently approximate \$180,000. This represents an increase from a price range of \$80,000 in 2000, reflecting an annual compounded appreciation of 22.5 percent.

At this time, four additional condominium projects – containing a total of more than 100 new units – are proposed for development in the Stillwater Mills area. Three of these, however, will offer subsidized housing to address an affordable housing need. The fourth proposal would provide additional condominium units on the lakefront in the southern portion of the project area. While specific plans for this project have not emerged, it reflects the influence of the lakefront amenity as well as the presence of a market opportunity to support additional residential development in and around the project area.

Notwithstanding recent positive indicators, the local condominium housing market faces two significant constraints:

- The demographic profiles presented earlier show community preferences for rural/suburban lifestyles – typified by ample yards rather than proximity to urban amenities. Households seeking urban amenities can find ample condominium options in communities such as Providence and its more developed suburbs.
- Notwithstanding downtown Pascoag's existing and future amenities, the condominium market represents less than 5 percent of Burrillville's housing market. The market has been untested and of limited depth, and therefore its potential will not appeal to experienced developers, who will target projects of more substantial volume.

Rental Market Conditions: Burrillville's housing stock is predominantly owner-occupied. Renter-occupied units account for only 23 percent of all households, far less than the statewide rate of 40 percent. In both Burrillville and Pascoag most renters (59 and 60 percent, respectively) occupy structures containing between two and four units.

Although Pascoag accounts for only 29 percent of Burrillville's occupied homes, it accounts for approximately 44 percent of the Town's rentals and 89 percent of those in multi-family complexes with 20 or more units.

According to local real estate agents, most renters in Burrillville are either young couples or singles with no children, or elderly persons. Rents generally range from \$550 to \$750 for one- or two-bedroom units.

Table 19 - Selected Rental Housing Statistics - 2000

	Burrillville		Pascoag		Pascoag as a % of Burrillville
	#	%	#	%	
Total Occupied Units	5,559		1,619		29%
Rented Units	1,290	23%	574	35%	44%
<u>Rented Units By Type of Structure:</u>					
Single Family Detached	193	15%	58	10%	30%
Single Family Attached	37	3%	6	1%	16%
Multi Family (2-4 units)	764	59%	344	60%	45%
Multi Family (5-19 units)	172	13%	72	13%	42%
Multi Family (20 or more)	106	8%	94	16%	89%

Source: U.S. Census Bureau.

Given these prevailing leasing conditions, the predominance of single-family homeownership, and the limited scale of the market for market-rate development, most developers would seek more established, more profitable, and larger projects before seeking locations in the Burrillville market. While small-scale projects may be able to attract buyers, market-rate rental housing does not represent an opportunity for substantial new development or redevelopment projects.

Senior Housing Niches: Market-rate senior housing represents another residential development niche. A brief analysis, however, shows a total market of just 131 households age 75 and older that can meet income-eligibility thresholds of at least \$50,000 in annual incomes. Typical markets are able to penetrate 10 to 15 percent of this market; the likely demand for just 13 to 20 units is not likely to attract substantial development proposals.

Notwithstanding its limitations, downtown Pascoag and its immediate surroundings can offer attractive sites for residential development. While major developments (e.g., more than 20 dwelling units) do not offer a strong development opportunity at this time, the market is likely to absorb smaller increments of well conceived new attached (and detached) residential units.

Market Opportunities and Constraints

The following points summarize the key findings from the preceding analyses:

- Retail uses offer the strongest opportunities for new business and new development. This opportunity is shaped by the following factors:
 - Despite its access limitations, downtown Pascoag occupies a central location in a small but growing and underserved market.
 - As a local commercial center the village faces limited competition in the future.
 - Recent interest from franchise businesses reflects its potential to attract additional businesses providing goods and services in convenient proximity to a local market.
- Given the potential for franchise businesses, new retail uses are likely to support – and prefer – new, redeveloped, or high-quality space. Most new businesses would occupy small spaces (fewer than 5,000 square feet in most cases); supportable new commercial development or redevelopment would proceed in relatively small increments of roughly 5,000 to 15,000 square feet.
- In addition to retail space, as growth continues in the Town of Burrillville, professional office-oriented businesses providing financial services, insurance, design-related services, health care and others may also seek space in downtown Pascoag. These would most likely include independent as well as franchise businesses.
- While most franchise businesses are likely to target proven “mainstream” markets, it is important to recognize the limitations of this market analysis: in small-scale settings such as Pascoag, independent, entrepreneurial ventures can find inexpensive space, and – given the small scale of their surroundings -- can draw recognition to the area and exert profound impacts on local physical and economic environments. Such ventures elude the findings of traditional market analyses; rather, they are generated by individuals possessing creativity, unique visions, passion and energy. If possible, planning processes should reserve space for such ventures.
- As commercial development and public improvements are implemented, the village will offer enhanced prospects for residential development. At this time the strongest, most-tested market would involve single-family homes situated close to amenities -- including Pascoag’s waterfront, recreational and retail amenities. As developments proceed, the incremental development of attached as well as detached housing will offer opportunities, and such opportunities may increase as public improvements and new business growth add new enhancements to the village environment.

Opportunities and Constraints

The review of existing physical conditions in downtown Pascoag and prior studies served to identify a series of opportunities and constraints that will likely shape the potential for future changes in the village. Additional comments from a visioning meeting in May 2005 attended by community members and town residents served to refine and expand the list. The results are summarized below.

Opportunities have been mainly perceived as generated by the physical and historical qualities of the village itself, its advantaged location, and the types of businesses and residents that may be attracted to the district in the future. Constraints have been identified as being primarily economic and related to the high cost of likely needed improvements to buildings and infrastructure.

Opportunities

- Pascoag was originally developed as a mill town during the Industrial Revolution; the mills have been demolished but downtown Pascoag retains the image and feel of a traditional village center.
- Unique topography, winding roads, and historical village character contribute to create a distinctive sense of place.
- Modern water, sewer, and gas utilities are available.
- The existing building fabric along Pascoag Main Street dates back to the end of the nineteenth century, and it remains almost intact with few modifications.
- The Clear River is a landscape landmark that runs through the core of the downtown offering opportunities for walking and passive recreation (proposed River Walk).
- The presence of important business anchors – Brigido’s IGA Marketplace, Northwest Community Nursing and Health Services, CVS, Dunkin Donuts, Bank of America, Cumberland Farms, and many other small businesses characterize the downtown.
- The village offers an opportunity to walk to all the basic neighborhood services – food stores, bank, pharmacy, library (nearby), churches, etc.
- Vacant and underdeveloped sites represent opportunities for redevelopment that could strengthen and complement the existing business profile (sites include the former bowling alley at Routes 100/107 intersection, the site of the former Music Hall, the former Laundromat building, and the abandoned gas station on North Main Street).
- Fountain Square is located at the intersection of two main local thoroughfares – Routes 100 and 107. Businesses close to the intersection benefit from high visibility and convenient access from through-traffic.
- One-way traffic on Pascoag Main Street between Fountain Square and Bridge Way/Veteran’s Park may allow enough room to create sidewalk extensions and streetscape improvements at selected locations.
- Future development of village-scale residential uses is planned for adjacent land accessible from Spring Street, Nahant Place and Park Place (estimated potential for

400 to 500 new residential units in the long term that could represent a “captured” market for the village).

- Seasonal events and festivities attract significant numbers of visitors to the village three to four times a year (pumpkin carving, hay ride parades, Victorian Christmas festival, spring sidewalk sales, etc.).
- There may be opportunities for developing new restaurants, and in particular restaurants with views of the water (river, pond sites).
- There may be a market for other specialty stores, such as groceries, specialty pet supplies, hardware supplies (the existing store closes early), etc.
- Local businesses represent a significant source of jobs for teenagers.
- There is a significant amount of unutilized space (land) that is not directly visible from public areas.
- Interesting topography and natural features could become part of public amenities (possibility to create a “lookout park” over Pascoag Main Street).
- The Pascoag Fire Department and the U. S. Post Office are two important public institutions located in the village (another important public institution located immediately outside of the project area is the Pascoag Public Library Branch).
- Ponds, forests, and campgrounds that attract seasonal visitors and tourists from other parts of Rhode Island surround Pascoag.
- Proximity to Chepachet, a well-known center for antique shopping in Rhode Island may offer an opportunity for the creation of support businesses in the antique trade.
- Pascoag is part of the Blackstone River Valley Historic National Park Area, and is in the center of towns and areas that attract many visitors in the summer.

Constraints

- Downtown Pascoag has lost business activity through the years to out-of-town regional shopping centers.
- A few blighted properties have a powerful negative effect on the overall image and perception of the village as a safe, quality business environment.
- Some of the buildings that most contribute to the historical village character along Pascoag Main Street are significantly deteriorated and in need of repair.
- Vacancies on the upper floor of active buildings also contribute to create a negative perception of village decay.
- The high cost of improving old buildings to meet historical standards and federal regulations poses a significant burden on many property owners, and acts as a deterrent to quality renovations.
- Financial constraints limit the type and amount of improvements that can be provided by the public sector.
- Lack of convenient parking has repeatedly been identified by previous studies as a constraint to retail growth and development in the village center.

- Small shopping plazas that developed on sites vacated by old mills are setback from the road, with parking located in front of the buildings. These patterns are not consistent with the typical layout of traditional village areas, and detract from the visual and pedestrian continuity of the street.
- Some of the most active businesses in the village are car oriented and lack in pedestrian amenities, which discourages walking.
- Access and visibility along the river are restricted by fenced and vacant properties.
- Automotive services and residential uses intersperse along South Main Street without adequate buffering protection.
- There is a lack of lodging facilities to support visitor's extended stays in the area.
- Teenagers come to visit and hang out in the downtown, but there are not adequate places for teen recreation.
- Downtown aesthetics could be improved – lights are too high, trash barrels look cheap and there is newspaper box clutter.
- There is a need for more and new attractions.
- There is a need for better sidewalks and signage.
- Overhead phone and electric utilities detract from the overall aesthetics and quality design image along Pascoag Main Street.
- Problems with late-night activities outside of the existing barrooms tend to keep people away from downtown Pascoag, and deteriorate the public image and perception of the village.
- People drive through the downtown and there are not enough attractions to make them stop.
- A narrow right-of-way and lack of visibility approaching the intersection of Route 100 and Route 107 contribute to generate traffic congestion and pedestrian hazards at Fountain Square.
- Routes 100/107 intersection has multiple problems including limited sight distance, safety issues and traffic, which sometimes backs up all the way to the Bridge Way. A stop sign on High Street could help to improve safety.
- Traffic on Sayles Avenue is a problem, especially truck traffic due to incapacity of the old High Street Bridge to take weight (RIDOT will replace High Street bridge; planning is underway).
- There also are parking issues along Sayles (multiunit buildings where people park on the street due to lack of adequate off-street parking).
- Most construction occurs in peripheral areas (little construction takes place in the downtown) Pascoag is more of a bedroom community; need to attract those local residents that now get in the car and drive away.
- There is a need for more places to walk – also places to walk a dog, if possible linked to the surrounding neighborhoods (people will not come and park just to walk).

- The area surrounding Pascoag attracts people from out of state for walking, biking, hunting, golf, cross country skiing, etc. However, there are no trails that go through Pascoag or its vicinity.
- The redevelopment master plan should pay special attention to the regulatory side, and the time/effort required to go through the permitting and approval process and obtaining resolution from agencies.

Choices and Alternatives for the Future

As a result of the review of existing conditions and prior studies, and based on comments received at a public visioning meeting (May 19, 2005) three overall planning alternatives were identified for the project area. These represent different planning approaches, and are illustrated in alternative concept plans shown below. Each concept plan portrays a different overall land use character as a result of planning strategies that would emphasize either redevelopment for commercial uses (Alternative A), mixed use redevelopment with downtown residential units on upper floors (Alternative B), or lower density/public improvements (Alternative C).

Alternative A – Commercial Emphasis

Emphasis of this planning alternative is focused on the redevelopment of vacant and underutilized properties for commercial use, and the attraction of new commercial activities as part of downtown revitalization efforts. Public intervention would be directed towards the redevelopment of key vacant properties that currently detract from the overall image and the capacity of the village to attract new businesses. Key issues surround financial feasibility and scale of development (dependent on market conditions).

Key redevelopment parcels would include two vacant sites located at the intersections of Routes 100/107 and Route 107/North Main Street. These parcels are important because of their prime location and visibility at points of access into the core of the village. The site located at the corner of Pascoag Main Street and Sayles Avenue (Routes 100/107 intersection) has recently been sold, which opens up the possibilities for private redevelopment to take place in the near future. The other site, however, has been vacant for a long time and has environmental issues that arise from its previous use as a gas station and automotive repair garage. Public intervention may be required to unlock the site's redevelopment potential, at least at the initial level of assistance with environmental cleanup.

Additional infill redevelopment could take place on other vacant or underutilized parcels along Pascoag Main Street, including new development on the site of the former Music Hall and the renovation of the former Laundromat building. The concept plan diagram (see *Figure 5* below) also illustrates the construction of the proposed River Walk with the potential to expand it to include the two sides of the river between Sayles Avenue and the Bridge Way.

Alternative B – Mixed Use Redevelopment

This alternative considers the introduction of downtown residential units on the upper floors of existing and new buildings, combined with ground floor retail and neighborhood services. Mixed use redevelopment may offer more land use flexibility in the capacity to respond to market demands than Alternative A, especially if zoning allows for the development of either commercial or residential uses on upper floors according to the particular character and limitations of each property. Key issues surround community goals (comprehensive land use planning goals) and feasibility.

This alternative takes into consideration the potential for mixed use redevelopment of the key sites identified during the discussion of Alternative A planning elements. In addition, Alternative B also considers the redevelopment potential for multi-family residential use of two other sites within the study area. These include an inactive warehouse building on Park Place, partially used for parking, and a large site on South Main Street occupied by a duplex residential building and an auto repair. These are largely non-conforming uses located within residential areas that have been “grandfathered” into the current zoning but will eventually be subject to change as they need repair or alterations, or as market demand for new housing within the village district supports and encourage private redevelopment.

In terms of public policy and initiative, the redevelopment of key properties along Pascoag Main Street that may significantly improve the quality of the physical and business environment at the core of the village likely presents a higher priority than residential changes on the periphery of the district. However, the diagram representing Alternative B illustrates the potential results of market changes that may affect these properties in the long term (see *Figure 6* below).

Alternative C – Lower Density/Public Improvements

Alternative C represents a planning approach focused on the development of civic uses, parks and open space (see *Figure 7* below). This alternative would be the result of a strategy in which public investment is directed towards infrastructure and physical improvements that would directly improve the quality of living, shopping and doing business in the downtown. These would include roadway and parking improvements, pedestrian safety and amenities, construction of the proposed River Walk, small “pocket” parks and streetscape improvements. Business revitalization and marketing efforts would be approached as a joint public/private initiative, in which the Town government and local community organizations work together to promote and manage downtown activities.

In terms of the redevelopment of specific sites, this alternative represents a lower-key/lower-intensity approach compared to Alternatives A and B. Public intervention may still be required to unlock the redevelopment process at the abandoned gas station site. However, the bulk of public investment would be oriented to improve the physical, aesthetic and environmental qualities of the village as a means to attract new business and private investment that would finance the redevelopment of other vacant sites within the project area.



Figure 5 - Alternative A

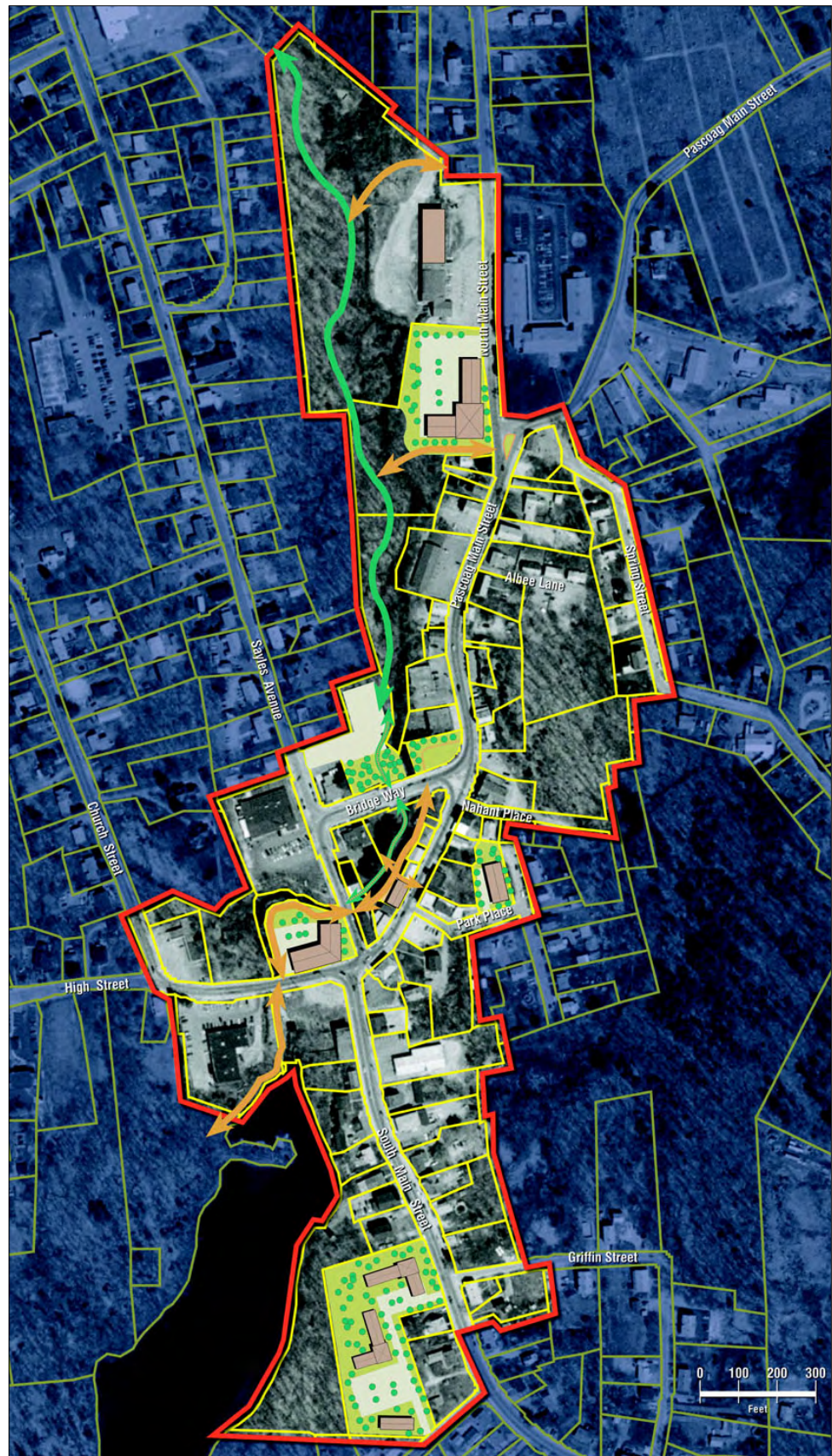


Figure 6 - Alternative B



Figure 7 - Alternative C

Roadways and Circulation

The study of choices and alternatives for downtown Pascoag also included an assessment and consideration of options to improve traffic and circulation within the village center.

As the analysis of existing conditions pointed out, the intersection of High /Pascoag Main /South Main Streets (Routes 100/107 intersection) is affected by a narrow right-of-way and lack of visibility along Sayles Avenue that results in traffic congestion and potential hazards at times of heavy volume. Several options for reconfiguration of the intersection were considered as part of the analysis of alternatives:

- Retain the existing alignment and configuration.
- Realign Sayles Avenue south of the Bridge Way in line with South Main Street to open views and ease circulation (this option would require the reconstruction of the Sayles Avenue Bridge, which is in good condition).
- Reconfigure Sayles Avenue at the intersection to open views and ease circulation while minimizing impacts to the existing bridge and adjacent properties (this option would retain the existing Sayles Avenue Bridge).

Alternative choices for circulation around the central block defined by Pascoag Main Street, the Bridge Way and Sayles Avenue were also considered and evaluated, based on site observations and recommendations of prior studies. These included the following:

- Retaining current circulation pattern (one way along Sayles Avenue and Pascoag Main Street).
- Introducing two-way circulation around the entire block (not recommended due to narrow rights-of-way).
- Making Bridge Way one-way in order to create additional parking (would increase traffic at the Routes 100/107 intersection).

These options are represented at a conceptual level on the alternative concept plan diagrams. More detailed descriptions of the issues considered, final plan recommendations, and recommended actions are included in the next sections of this report.

Plan Elements and Recommendations

The choices and alternatives herein described were presented and reviewed at several meetings with the Burrillville Redevelopment Agency, Town officials, business representatives and members of the community (including public meetings in May, June and November 2005). As a result of all the comments and insights received during these reviews, the following preferred plan elements are proposed as the basic concepts, strategies and recommendations set forth by this plan.

1. Redevelopment of Vacant Sites

The redevelopment of key vacant sites and buildings is critical to the improvement of the overall image and quality of the business environment. In particular, the redevelopment of vacant buildings in poor condition along Pascoag Main Street is fundamental to the achievement of economic stabilization goals and downtown revitalization. The following strategies are recommended for specific properties:

- 40 Pascoag Main Street – Work with owner to coordinate and facilitate the review and permitting process for replacement of the old buildings; establish and follow specific site development guidelines reflective of community expectations, gateway design character, and setback requirements to allow for future intersection improvements.
- 24 North Main Street – Work with EPA and RIDEM to advance review and assessment of environmental conditions; actively seek redevelopment of the property considering acquisition if needed; support mixed use redevelopment options compatible with the character of the surrounding neighborhood; promote market development with public input in the provision of public access to the River Walk; consider joint public/private initiative where the Town retains part of the land for the creation of a small park and associated parking.
- 96 Pascoag Main Street – Advance proposed building renovation and upgrade; consider public use/exhibit on Pascoag's history until appropriate market use is found.
- 74 Pascoag Main Street – Follow ongoing sale process; seek public access easement/right-of-way to connect to River Walk; consider acquisition for incorporation to the proposed River Walk if market offers do not come through (could be a park/open space in the short term, and a new mixed use development with public access to the River Walk at the ground level in the long term).
- 67 Pascoag Main Street – Consider long term potential for mixed use redevelopment in conjunction with the implementation of a downtown parking strategy (described below) including pedestrian-oriented neighborhood commercial uses at the ground level.

2. Building Improvement Program

Pascoag's unique village character is in great part derived from the presence of multiple buildings constructed at the end of the nineteenth century that have remained largely unchanged through the years. Many of them are deteriorated and in need of repair. This often cannot be achieved without costly upgrades (required to comply with modern building codes) and detailed renovation. It is important within the context of this plan that the great majority of these buildings be retained and improved. On one hand, maintaining the buildings in their current conditions impairs the full achievement of their revitalization potential since it would be too costly for many business owners to upgrade the buildings to the point where they could accommodate modern functional needs and technology. On the other hand, if the buildings are not repaired and upgraded they are bound to deteriorate to the point where they would eventually be demolished and replaced by new

construction. The creation of a building improvement program to provide technical and financial assistance to building owners in renovating and upgrading their buildings is recommended in order to protect and preserve Pascoag's unique village character (more details on options and resources available for the creation of this type of program are provided on the Implementation section of this plan). The program's specific focus and strategies could vary according to particular locations within the downtown:

- Pascoag Main Street – Seek funding opportunities for the provision of low interest loans to property owners to improve their buildings; seek financial assistance from regional banks and businesses and matching grants from Federal and State organizations; consider provision of special loans to business owners to improve storefronts and signage.
- High Street/Pascoag Main Street – Work with owners of commercial plazas to implement façade, site landscaping and signage improvements along the street front; consider also the provision of assistance for improvements to the back of the buildings that face the River Walk (as part of the River Walk design and implementation process).
- South Main Street – Seek technical and financial assistance to owners of rental housing in need of improvement; consider participation of non-profit housing organizations, incentives to maintain affordability.
- Design Guidelines – Establish a set of Design Guidelines that could be used as a basis for the review and approval of building and façade improvement loan applications, include site design and landscaping for commercial plazas (could follow guidelines proposed as part of previous architectural assessment studies).

3. Parking Development Program

Parking has been repeatedly identified as a constraint to business development in downtown Pascoag, although availability of parking has significantly increased as a result of parking development initiatives from the Town. These have resulted in the addition of 80 off-street parking spaces in municipal parking lots during the last four years. Still, there is a perception that parking supply is not enough to meet the demand that would be generated by new commercial uses, particularly along Pascoag Main Street and especially within the central core of the village (a more detailed description of existing conditions and parking recommendations is included in other sections of this document). The Town should continue updating and implementing a parking development strategy based on an evolving assessment of parking needs and the implementation of parking improvement measures as needs change. The strategy should focus on the enforcement of parking regulations, which could include time limits if necessary in busy areas of the downtown, and the development of small parking areas at separate locations if the appropriate land becomes available. Particular recommendations include the following:

- Re-stripe on-street parking – Review and re-stripe all the available parking spaces along Pascoag Main Street, Bridge Way and Sayles Avenue (south of Bridge Way).

- Time limit policy – Establish and enforce parking time limits at active locations in agreement with business owners; seek cooperation of businesses in setting internal policies for employees to park at remote locations in order to free on-street spaces for customers.
- 24 North Main Street – Secure a location for a small public parking area through the site redevelopment process.
- 38 Park Place – Work with owner to redevelop for parking use in the long term (or as parking demand increases in the area); consider parking development on this property in conjunction with the potential redevelopment of 67 Pascoag Main for more active uses consistent with the commercial character of Pascoag Main Street (retail, downtown housing, professional services); consider provision of a basketball hoop or space for a small play area oriented towards the neighborhood.

4. Roadway Improvements

Plans by the Rhode Island Department of Transportation (RIDOT) are currently underway to resurface Route 107 and improve safety at selected locations. These include the Routes 100/107 and the North Main Street/Route 107 intersections in downtown Pascoag. The reconstruction of the High Street/CVS bridge within the project area is also scheduled for the mid-term. Both of these important projects are the responsibility of RIDOT since Routes 100 and 107 are State highways. The following recommendations will be dependent on active communication and cooperation between Town and State authorities to facilitate and expedite the implementation process (a more detailed description of transportation recommendations is included in the following sections of this document).

- Rtes. 100/107 intersection – Work with RIDOT to reconfigure the intersection by opening views and realigning the right lane (south of the Sayles Ave. Bridge) in line with South Main Street; retain the existing Sayles Ave. Bridge; retain the current left lane position and curb line along George's pizza (a conceptual plan of the proposed intersection configuration is shown in *Figure 9*).
- Pascoag Main/ North Main intersection – Work with RIDOT to provide input on the final layout and reconfiguration of the intersection, currently in the planning stage; consider impact and preferred location of a potential curb cut for future public parking/access to the River Walk.
- High St Bridge reconstruction – Work with RIDOT and other relevant agencies to expedite bridge reconstruction.
- Sayles Ave. traffic restrictions – Restrict truck traffic on Sayles Avenue north of the Bridge Way intersection once the High Street Bridge is replaced; study the possibility of making Sayles Avenue one way northbound from Bridge Way to Irving Street when the new bridge is completed (would require a special ordinance).
- Improve sidewalks and crosswalks – Improve pedestrian safety, provide ADA compliant sidewalks and crosswalks throughout the downtown area.

- Signage and Wayfinding – Initiate studies to improve directional signage and wayfinding (these may include directions to other village centers).

5. Construction of the River Walk

The Town has plans to build a continuous walking trail along the Clear River linking downtown Pascoag to Hauser Field, which could eventually extend to connect to other walking and biking trails within the region. This is an initiative that would definitely “put Pascoag on the map”, as some Town residents wished for at the first public meeting. Plans for the design of the first phase, connecting Veterans Memorial Park to the Sayles Avenue Bridge, are currently underway. The completion of this first phase and the addition of other segments of the trail in the mid- to long-term would significantly expand the opportunities to enjoy the unique topography and natural setting of the downtown, and attract visitors from other villages and the region.

- 1st Phase: Sayles Avenue to Bridge Way – Continue ongoing design and implementation of the proposed walkway; consider potential to extend across the river by negotiating public access easements/rights-of-way with property owners on Pascoag Main Street.
- 2nd Phase: Sayles Avenue to High Street – Work with property owner(s) to program and achieve completion; seek funding to provide financial or technical assistance if needed (potential issues of building on or next to wetlands).
- 3rd Phase: Bridge Way to North Main Street – Plan and design in conjunction with the redevelopment of 24 North Main Street; work with private landowners to secure public access easements/right-of-way.
- 4th Phase: North Main Street to Hauser Field – Plan and design in conjunction with long-term development of a town wide trail system.

6. Creation of “Pocket Parks”

Opportunities exist for the creation of small “pocket parks” and landscaped sitting areas enjoying attractive vistas, natural amenities, or a quiet location within the village center. These could be envisioned as small-scale components of a downtown open space system that would include the existing Veterans Memorial Park and the proposed River Walk, acting as links between the more active business areas and the more quiet natural surroundings of the downtown. The following locations are proposed as potential landscaped public spaces:

- High Street/Foot of Pascoag Reservoir – Seek public access easement/right-of-way to create a small park and a trail connecting to the pond’s edge, opportunities to include interactive displays celebrating Pascoag’s mill history; seek extension of public access easements along the edge of adjacent waterfront properties.
- Downtown/ River Walk – Extend the River Walk to both sides of the Clear River by working with property owners to allow public access (within the block defined by Pascoag Main Street, Bridge Way and Sayles Avenue).

- North Main Street/River Walk – Create a small park to provide public access to the River Walk, in conjunction with potential future plans for the redevelopment of 24 North Main Street; set land aside through the redevelopment process for the provision of accessory parking.
- Outlook over Pascoag Main Street – Work with the Pascoag Fire District and other property owners to explore opportunities for creation of public access and a public sitting area overlooking the downtown.

7. Streetscape Improvements

Streetscape improvements along Pascoag Main Street would add a significantly value to the experience of the pedestrian environment and aesthetic qualities of the village center. This could be particularly noticeable between Sayles Avenue and Bridge Way, where most of the traditional buildings and small businesses are located. Sidewalks are narrow in this area and overhead utilities loom high over the street. The introduction of streetscape design elements that would soften this perception and make the street more comfortable to walk and shop would represent a positive contribution to the success and appeal of the district. The following improvements are recommended:

- West side of Pascoag Main Street – Work with RIDOT to widen sidewalk to the extent possible to create room for pedestrians and the location of outdoor sales or café terraces in the summer, provide benches and street trees.
- Gateways at key intersections – Work with RIDOT and property owners to provide small landscaped areas and focal points at the intersections of Sayles/High/Pascoag Main Street, and Pascoag Main/North Main Street. (These could include placement of a fountain in the vicinity of the former Fountain Square location).
- Pedestrian alley connections – Seek public access easements/rights-of-way to create pedestrian alleys in the downtown connecting to parking areas, retail focal centers and the River Walk.

8. Infrastructure Relocation

Overhead utilities along Pascoag Main Street between Sayles Avenue and the Bridge Way dominate the streetscape. In particular, several poles along the west side of the road limit the use of the sidewalk and may hamper emergency response (refer to the next section, *Redevelopment Plan* for more details). Relocating these poles to the east side of the road along this block would contribute to improve pedestrian accessibility along the west side of the street. In the long term, underground relocation of utilities along this particular block would greatly enhance the visual aesthetics and streetscape of the downtown. The following measures are envisioned:

- East side of Pascoag Main – Relocate all poles and overhead utilities to the eastern side of Pascoag Main Street (along the block defined by Sayles Avenue and Bridge Way).

- Underground (Sayles Avenue to Bridge Way) – Plan and seek funding assistance for underground relocation of main overhead utility lines in the long term (along the block defined by Sayles Avenue and Bridge Way).

9. Zoning Review and Update

The current zoning allows for flexibility in the type and variety of commercial uses allowed within the Village Center District. However, it is not so clear as to what extent residential uses and in particular the conversion of upper stories of existing commercial buildings for downtown residential use are allowed (*Section 11-8.1.4* of the *Burrillville Zoning*). Plan recommendations include the consideration of special provisions for Pascoag, aimed at preserving the village character of the downtown:

- Expand list of non-allowed uses – Review and refine the list of all specific uses that require a special permit, or should not be allowed within the Village Center District.
- Design review requirements – Establish design review as a prerequisite for building permitting in downtown Pascoag, based on specific design guidelines aimed at protecting the historic village character; consider creation of special design overlay district.

10. Code Applications and Enforcement

Issues were identified by the community concerning late night disruptive activities in the vicinity of the existing barrooms and liquor stores, which are supported by available public records on police activity in the area. The following considerations are proposed:

- Business hours of operation – Strengthen enforcement of licensing codes of operation; review hours of business operation when licenses are up for renewal.
- Maintenance and safety – Continue maintaining police presence in form of a police substation and patrolling activities; continue enforcing safety and sanitary codes.

11. Downtown Promotion and Marketing

Downtown success stories are sometimes linked to promotional efforts and marketing activities to inform town wide residents and neighboring communities of the unique services and amenities that characterize a particular village center. This activity may require participation of Town officials, local businesses and residents at multiple levels, including volunteering. Some towns benefit from allocating time and resources to the creation of a marketing and management position to coordinate promotional efforts and events, and support initiatives of local business organizations. Recommendations include the following:

- Downtown Coordinator – Create a full/part-time position for a coordinator of marketing activities and events aimed at promoting the downtown, seeking and attracting prospective developers and new businesses, searching for funding

opportunities and grant applications, and overseeing the process of implementing the plan.

- Attraction of new businesses – Conduct marketing research and outreach to attract new businesses and customers; continue working together with the Downtown Pascoag and Neighborhood Association to promote the village at the regional level.
- Youth-oriented activities – Work jointly with the Town’s educational and recreational departments to attract and support positive youth-oriented uses and activities.
- Arts/cultural events – Continue sponsoring and organizing seasonal and cultural events in the village, invite artists from outside the region to exhibit their work in downtown Pascoag, encourage and support musical events.

12. Long-Term Financial Support

Financial mechanisms that may be considered as potential tools to implement the proposed recommendations are available at the public and private levels. In general, the mechanisms proposed below rely on the presence of a market demand that would warrant economic growth and new development, and their effects are most visible in later stages of the redevelopment process. However, they often need to be established early on in the process in order to obtain full financial benefits in the long term. A more detailed discussion of these and other mechanisms is included in the Implementation section of this plan.

- Tax Increment Financing (TIF) – Consider establishment of a Tax Increment Financing district to help financing public space and streetscape improvements.
- Business Improvement District (BID) – Consider creation of a Business Improvement District Program in the long term to help financing maintenance and operations of downtown amenities.
- Linkage programs – Consider the introduction of linkage provisions from new businesses and developments to help finance public improvements in redevelopment areas.
- Main Street Program – Investigate the potential to initiate a local Main Street program involving the support and participation of a variety of public and private stakeholders.

Vision Plan

Figure 8, on the next page, illustrates the potential result of the proposed recommendations in terms of physical elements. Shown are tentative mixed use redevelopment options for the proposed redevelopment parcels (24 North Main Street; 40, 67, and 76 Pascoag Main Street, and 69 Park Place), the proposed reconfiguration of Routes 100/107 intersection, the proposed extension of the River Walk on both sides of the river within the central triangular block, and potential locations for public access, “pocket parks” and an outlook area overlooking the downtown.

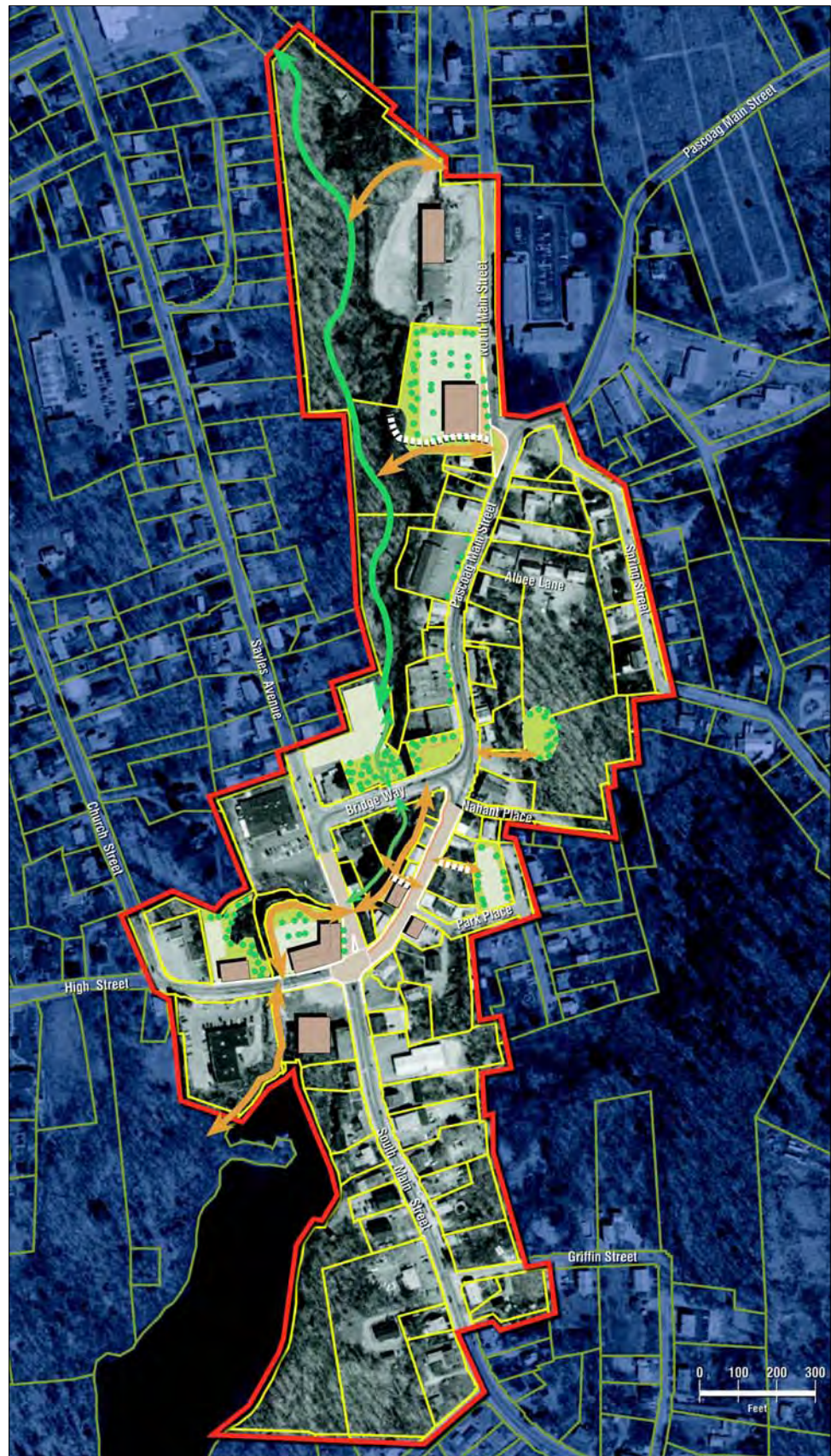


Figure 8 - Vision Plan

Proposed Land Uses

The proposed land uses for the project area are to remain consistent with the requirements of the existing Village Commercial Zoning District, which emphasize neighborhood commercial uses and allows for the development of residential units as part of mixed use buildings within certain limitations.

Important revitalization goals for downtown Pascoag include the preservation and expansion of downtown businesses activities. The plan elements and recommendations outlined in the previous section are aimed at attracting new businesses including restaurants, encouraging pedestrian activity, and enhancing the overall quality of the village streetscape. Neighborhood retail must remain the prime use at the ground level. Professional offices or downtown residential uses should be located on upper levels to maximize the use of the ground floor levels for pedestrian oriented activities.

To the extent that market support is available, the conversion of underutilized upper floors for downtown residential uses is encouraged. Downtown residential uses often contribute to increase pedestrian activity beyond regular business hours and provide economic support to existing businesses.

Proposed Land Use and Density Standards

Land use and density standards are proposed to remain consistent with the requirements of the existing Village Commercial Zoning District, and in particular with the existing zoning district dimensional regulations, which specify a maximum building coverage of 30% and a maximum building height of 35 feet.

Changes in Streets and Parking

The following roadway improvements are recommended:



Routes 100/107 intersection.

Routes 100 / 107 Intersection Upgrade

Reconfiguration of the Sayles Avenue, High Street, South Main Street, Pascoag Main Street intersection of Routes 100/107 is recommended as an integral part of the Redevelopment Plan (see *Figure 9* on the next page). By reconfiguring this intersection, the “canyon effect” created at the south end of Sayles Avenue would be eliminated, eastbound High Street traffic would be calmed or slowed, and pedestrian safety would be improved.

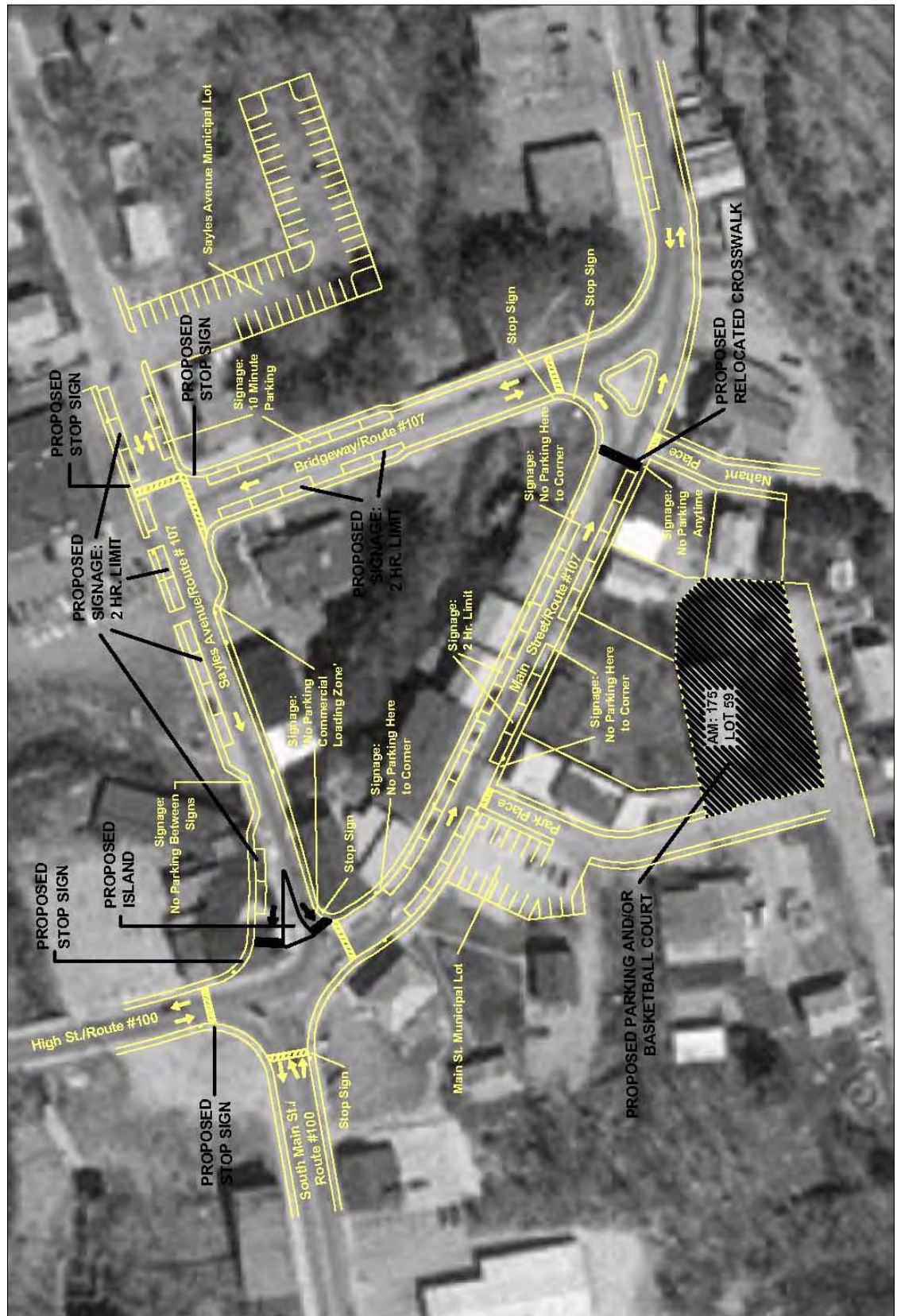


Figure 9 - Proposed Roadway

A “triangle” intersection reconfiguration is recommended with a dedicated left-turn lane from Sayles Avenue onto Pascoag Main Street. The left turn lane would be located along the existing alignment with the southbound through roadway relocated directly across from South Main Street northbound with a triangle between the lanes. The left turn lane should be controlled by a stop sign, and a stop sign is also recommended for High Street southbound traffic entering the intersection. A mountable island triangle is recommended between the left turn lane and the through lane to facilitate left turn movements for WB50 trucks and buses. This island could be finished with cobblestone, granite pavers, concrete pavers, or a stamped asphalt surfacing system to improve aesthetics of this intersection and to visually break up the expanse of pavement. Based on current traffic volumes, a dedicated right turn lane (west onto High Street) is not required or recommended. The Sayles Avenue approach would utilize the existing bridge over the Clear River. The IGA parking lot would not be affected.

Although a roundabout was considered for this intersection, it was recognized that additional right of way would be required compared to the “triangle” intersection recommended above. The “triangle” intersection is more in scale with the Pascoag village and proposed redevelopment of the property on the Sayles Avenue and High Street corner. This configuration would encourage reconnection of the redeveloped parcel with adjacent downtown buildings. Construction of the “triangle” would require partial acquisition of property from the parcel at 40 Pascoag Main Street, Map 175/Lot 34. This 17,424 square foot lot is the site of a vacant building slated for redevelopment. Approximately 1,350 square feet would be required for roadway right-of-way. As part of additional streetscape improvements that could be associated to the reconfiguration of the intersection, a replacement of the historic fountain that once existed here would create a “sense of place” reminiscent of the past when this intersection was known as Fountain Square (even if the fountain needs to be located outside of the right-of-way required for vehicular turns).

Pascoag Main Street / Bridge Way / Sayles Avenue Circulation Pattern

It is recommended that the current circulation pattern be retained in downtown Pascoag.



Mountable island at Main St./Bridge Way intersection.

Pascoag Main Street should continue as a one-way northbound roadway between Sayles Avenue and Bridge Way. Parallel on-street parking is recommended on both sides of the roadway. The existing concrete-surfaced island at the Pascoag Main Street/Bridge Way intersection should be retained. This island must remain accessible to emergency vehicles from the adjacent fire station. It is recommended that, as part of RIDOT’s ongoing Route 107 1R project, this island be enhanced with materials similar to the ones recommended for the Routes 100/107 intersection to improve aesthetics.

It is recommended that Bridge Way remain a two-way roadway with parallel parking on both sides. Sufficient roadway width is not available for parking on the bridge. At the Pascoag Main Street/Bridge Way westbound intersection northbound motorists turning left onto Bridge Way must continue yielding to oncoming eastbound Bridge Way traffic. A stop sign is recommended for southbound traffic on Sayles Avenue entering the Bridge Way/Sayles Avenue intersection in front of the IGA supermarket. A continuation of one-way circulation is recommended on Sayles Avenue between Bridge Way and Pascoag Main Street, completing the “triangle.”

Pascoag Main Street / North Main Street Intersection

The expansive pavement at the Pascoag Main Street/North Main Street intersection should be reduced by introducing landscaped planting areas. This concept was developed several years ago by BETA Engineering and should continue being advanced as part of RIDOT’s ongoing 1R project. Intersection improvements would increase vehicular safety by removing conflicts between southbound Route 107 traffic and northbound traffic to North Main Street. Pedestrian safety would be improved by reducing pavement width. This is especially important for residents of the adjacent Bradford Court senior housing project.

Parking Recommendations

Public parking in downtown Pascoag is provided on street and in two municipal lots (Pascoag Main Street and Sayles Avenue). It is recommended that on-street parking spaces be striped for better identification and increased utilization. In accordance with Town of Burrillville regulations, spaces should be 26 feet in length. As indicated in *Table 20*, on the next page, 52 on-street parking spaces could be delineated with the existing traffic configuration. By striping spaces, more efficient use may be made of available curb length. With proposed improvements at the Routes 100/107 intersection, two Sayles Avenue spaces would be lost (resulting in a total of 50 proposed on-street spaces).



Pascoag Main Street on-street parking

Table 20 - Existing and Proposed Public Parking, Pascoag

Location	Total Spaces Existing	Total Spaces Proposed	Facility and Notes
Pascoag Main Street, Sayles Avenue to Park Place	5 - east side 4 - west side	5 - east side 4 - west side	On street. 2-hr limit.
Pascoag Main Street, Park Place to Nahant Place	9 - east side 8 - west side	9 - east side 8 - west side	On street. 2-hr limit.
Pascoag Main Street, Nahant Place to Subway Restaurant	0 - east side 3 - west side	0 - east side 3 - west side	On street. Signs posted for customer parking to rear of Subway. No parking by fire station on east side.
Bridge Way	6 - north side 5 - south side	6 - north side 5 - south side	On street. No posted limits.
Sayles Avenue, Post Office to Pascoag Main Street	2 - east side (adjacent to the Post Office, north of Bridge Way) 12 - west side	2 - east side 8 - west side (number reduced for intersection reconstruction)	Curb south of Bridge Way on the east side is posted: <i>No Parking Commercial Loading Zone 15 Minute Parking For Loading and Unloading Commercial Plates Only.</i>
Pascoag Main Street Municipal Lot, Park Place	16	0	Off-street. No parking 2 AM to 6 AM
Sayles Avenue Municipal Lot	54	54	Off-street. 6 spaces reserved for Medical Building and Post Office use.
Proposed Park Place Municipal Lot	0	23 with a half-court basketball court and landscaped buffer	Requires acquisition of AM 175/Lot 59, (vacant warehouse and carport).
TOTAL	124 On-street – 54 spaces Off-street – 70 spaces	127 On-street – 50 spaces Off-street – 77 spaces	

Shading denotes municipal off-street parking.

The east side of Sayles Avenue (Bridge Way to Pascoag Main Street) is currently restricted to commercial loading / unloading. The curbline adjacent to the Health Center and George's Pizza along the east side of Sayles Avenue is posted as a commercial loading zone. At least one of these commercial-only restricted spaces should remain (near the Sayles/Bridge Way intersection).

The following recommendations are made to increase use of available parking:



Sayles Avenue parking on west side.

- Increased signage is required to inform those seeking parking about the availability of the municipal lot on Pascoag Main Street. This lot is currently underutilized.
- Increased enforcement is required along Sayles Avenue where passenger cars park illegally in commercial loading zones.
- The Health Center and other local employers should be encouraged to lease spaces in the Sayles Avenue municipal lot for employees. Information on the municipal lot should be posted at the Health Center to encourage use by patients.
- IGA should be encouraged to reconfigure the parking lot for additional spaces.

Proposed Municipal Lot / Basketball Court

In an effort to maintain the building façade along Pascoag Main Street while increasing the number of available parking spaces, the Town could consider acquisition of property at 38 Park Place for parking. This 15,246-square foot lot is currently developed with a warehouse and adjacent carport and is a nonconforming use in a residential neighborhood. The building appears vacant. This lot could accommodate 33 parking spaces (based on 450 square feet per parking space, including circulation).



Potential municipal lot location.

A portion of the Park Place lot could be paved and landscaped as a play area. This active recreation area would make parking lot construction more attractive for this densely developed multi-family neighborhood. A 10-foot landscaped buffer along Park Place would be planted with grass, low shrubs and street trees, in accordance with Town regulations. The buffer would enhance the neighborhood streetscape and create a visual separation between the proposed parking area and the existing residences. With a 47' x 50' half-court

basketball court and landscaped buffer, space would be available for 23 parking spaces. The potential for access to rear loading areas for Pascoag Main Street businesses was investigated and considered unnecessary, based on existing conditions.



Existing Pascoag Main Street Municipal Lot.

By constructing a larger municipal parking lot and basketball court on Park Place, the existing Pascoag Main Street municipal lot could be developed. The Park Place lot would represent a net gain of seven spaces from the 16 currently available in the Pascoag Main Street municipal lot.

Table 20 presents existing and proposed parking with a realigned intersection at Routes 100/107, and replacement of the Pascoag Main Street municipal lot with a 23-space lot on Park Place. As indicated, a net gain of three on-street and municipal off-street spaces may be realized (in addition to the potential redevelopment of 67 Pascoag Main Street for uses other than parking).

Changes in Utilities

Wooden utility poles and aerial utilities currently flank both sides of Pascoag Main Street from Sayles Avenue to Bridge Way. Five poles along the west side limit use of the sidewalks, detract from aesthetics, and may hamper emergency response. The Redevelopment Plan proposes to relocate service on these poles to the east side as a positive public investment in downtown Pascoag. Buildings along the west side are generally higher and older than building stock on the east side. Use of ladders and bucket trucks for emergency / fire response may currently be limited with live wires adjacent to the front of these multistory buildings. With pole relocation, sidewalk use may be improved for ADA accessibility, sidewalk sales, outdoor seating, and snow blowing/snow removal. This is a realistic infrastructure improvement that reduces costs compared to other utility alternatives.

Additional options considered to improve aesthetics include relocating utility poles to the rear of properties or undergrounding aerial utilities. With current efforts to construct a River Walk, it would not be appropriate to relocate wires to the rear of buildings along the Clear River. A long-term option to improve Pascoag Main Street would be to underground utilities between Sayles Avenue and Bridge Way. Preliminary discussions were held several years ago regarding undergrounding electric utilities from the Pascoag Utility District building to the CVS. Undergrounding utilities along the 500-linear foot section between Sayles Avenue and Bridge Way would minimize cost compared to the previously considered 2,250-linear foot underground project in 2002.

Regardless of the project limits, undergrounding represents a significant investment for any community. Shallow depth to bedrock along this section of Pascoag Main Street would increase construction costs compared to other communities. Utility companies generally require that underground connections be made to electrical systems that meet current codes. Based on overall building conditions along Pascoag Main Street, it is likely that electrical upgrade would be required in adjacent buildings prior to connecting service to underground utilities. Poles cannot be removed until all connections are made; every property must therefore be connected to realize any benefits.

Benefits frequently cited in communities where utilities are relocated underground are aesthetics, reduced maintenance, safety, improved utility service, and increased potential for economic development. Aesthetics are especially important in a densely developed village district where buildings have been constructed over a period of time on small lots located close to the street. Utility lines and poles dominate both the view of the building and the view from upper story rooms. The clutter of various wires, transformers, and wooden poles diminishes scenic streetscape views. Poor pole condition, awkward pole location, and sidewalk disturbance caused by pole replacement also adversely affect aesthetics and compliance with the *Americans with Disabilities Act* (ADA). By burying electrical, telephone and cable wires beneath ground, this clutter is removed.

Burying wires/cables reduces the risk of electrocution from power lines downed by storms or accidents. Live downed wires may hinder emergency response. Fast, efficient response by the fire department is critical for safety, especially since fire may spread easily in densely developed sections of Pascoag. By removing (or reducing) aerial utility lines, fire fighting equipment may access buildings and fight fires more efficiently than under current conditions.

Changes in Zoning

A review of current zoning requirements to consider the introduction of two potential changes to zoning is proposed:

Refinements to the List of Permitted and Prohibited Uses

Section 11-5.1, Zoning District Uses, of the Town *Zoning* includes a list of uses allowed and prohibited by district. The list in general is highly detailed and includes uses appropriate to the prevailing downtown character of the village center.

In the Village Commercial District, the list prohibits residential uses, inns or bed and breakfasts, and home occupations, with a note indicating that they “may be allowed if in conformance with major land development provision(s) per section 11-8.1.4 Land Development Review per review by the Burrillville Planning Board.” This makes a lot of sense in general, but it implies that mixed use redevelopment options for small downtown buildings are not allowed unless they make part of a large land development project. The Town may want to consider changing these uses to “allowed by special use permit” which

would still subject the project to review and approval by the Planning Board, while being more supportive of potential mixed use redevelopment opportunities.

On the other hand, uses such as golf practice range or golf course, and general automotive repair, which would not be appropriate in a village setting such as downtown Pascoag may be allowed by special use permit. The Town may want to consider if these uses should be prohibited in Village Commercial Districts.

Special provisions for downtown Pascoag may also be included in the list. For example, the Town may want to consider if package liquor stores (currently permitted) should be allowed in the downtown given the fact that so many of these types of business are already in existence within a relatively small area. Future development of these type of uses could be prohibited by zoning while the existing businesses in the area could be “grandfathered” until significant changes or alteration are needed.

Creation of a Design Overlay District

A specific list of particular uses allowed or prohibited in downtown Pascoag could be achieved by creating a special zoning overlay district, which could also serve additional purposes:

- Protection of the historic qualities and traditional design character by establishing special design guidelines and design review process.
- Special provisions to ease some construction requirements as incentives to the renovation of old buildings in selected areas of the downtown.
- Special provisions on the creation of easements/setbacks/rights-of-way for public access at special locations when parcels become redeveloped.
- Establishment of conceptual design limits (building square footages, location and amount of parking, drainage areas, etc.) that could allow the opportunity to initiate steps toward a streamlined environmental permitting process for potential redevelopment parcels (refer to the *Implementation* section of this document for more discussion on design and permitting issues).

Consistency with Comprehensive Plan

The proposed plan recommendations are generally consistent with overall spirit and recommendations of the *Burrillville Comprehensive Plan*, recently updated. In particular, the proposed recommendations are consistent with the following goals and implementation actions, among others:

- Pavement management and streetscape enhancements (T21 STP funds) to Route 107.
- Replacement of the Route 100 Bridge (CVS Bridge) as part of the Statewide Bridge Improvement Program.
- Improvements to pedestrian safety at the intersections of Route 100/Pascoag Main Street, Route 107/North Main Street, and downtown Pascoag in general.
- Stabilize and enhance older commercial areas, including Pascoag.
- Allocate adequate areas for commercial use suitable for neighborhood/village oriented and community-oriented retail centers.

- Explore other avenues of economic development, including recreational and tourism-related activities.
- Promote revitalization of the small village commercial center through zoning.
- Find viable economic reuses for historic buildings that can contribute to the economy through support of financing programs and preferential tax policies.
- Encourage creative adaptive reuse of the Town's historic homes and buildings when properly zoned.
- Promote the establishment of higher residential densities and smaller lot frontages.
- Encourage local participation in federal and state business revitalization programs.
- Encourage investment by the public and private sectors that will stabilize and improve economic opportunities in downtown Pascoag, including preservation and reuse of historic buildings.

Statement of Purpose and Benefit

The proposed plan elements, strategies and recommendations that make part of this redevelopment plan are aimed at facilitate and expedite the economic revitalization of downtown Pascoag, preserve and enhance the unique historic and traditional building fabric, enhance the pedestrian environment and streetscape, and set the basis for ongoing implementation, public/private partnerships and collaboration, and promotion to new businesses and customers.

Proposed Redevelopment Parcels

Figure 10, on the following page, identifies potential redevelopment parcels and the location of proposed easements/public access rights-of-way to interconnect Pascoag Main Street to the River Walk and future parking areas. These parcels have been identified based on their current conditions of vacancy, substandard conditions, and hazardous environmental conditions. It is estimated that the economic cost and implications of needed demolition, renovation or environmental cleanup are such that likely impede private market redevelopment. However, it is important to note that this plan's recommendations make emphasis on joint public/private partnerships and collaboration with exiting owners rather than land acquisition and public sector redevelopment. Acquisition of these parcels should be considered as a last resource once all efforts for public/private collaboration have been exhausted.

This approach is proposed for several important reasons:

- One of the key proposed redevelopment parcels has recently been sold, and prospective plans of the new owner need to be considered as part of future opportunities.
- Another key parcel has been recently posted for sale, and market response needs to be observed and evaluated.
- The Town owns 96 Pascoag Main Street; the process of rehabilitation and potential disposition of the property can be used by the Town as a test case of market potential and funding strategies.

A key property within the project area given its large size (almost 3 acres) and prominent location is 24 North Main Street. This site is currently occupied by an abandoned gas station, and presents signs of contamination due to its prior use. In setting priorities, this may be a parcel that could benefit the most from specific actions geared to acquisition and redevelopment. Financial and technical assistance from State and Federal environmental programs may be available to facilitate environmental cleanup and remediation.

Estimates of potential cost of acquisition for the identified properties and other public investment are included in the next section of the plan, which outlines the proposed implementation tools and strategies.

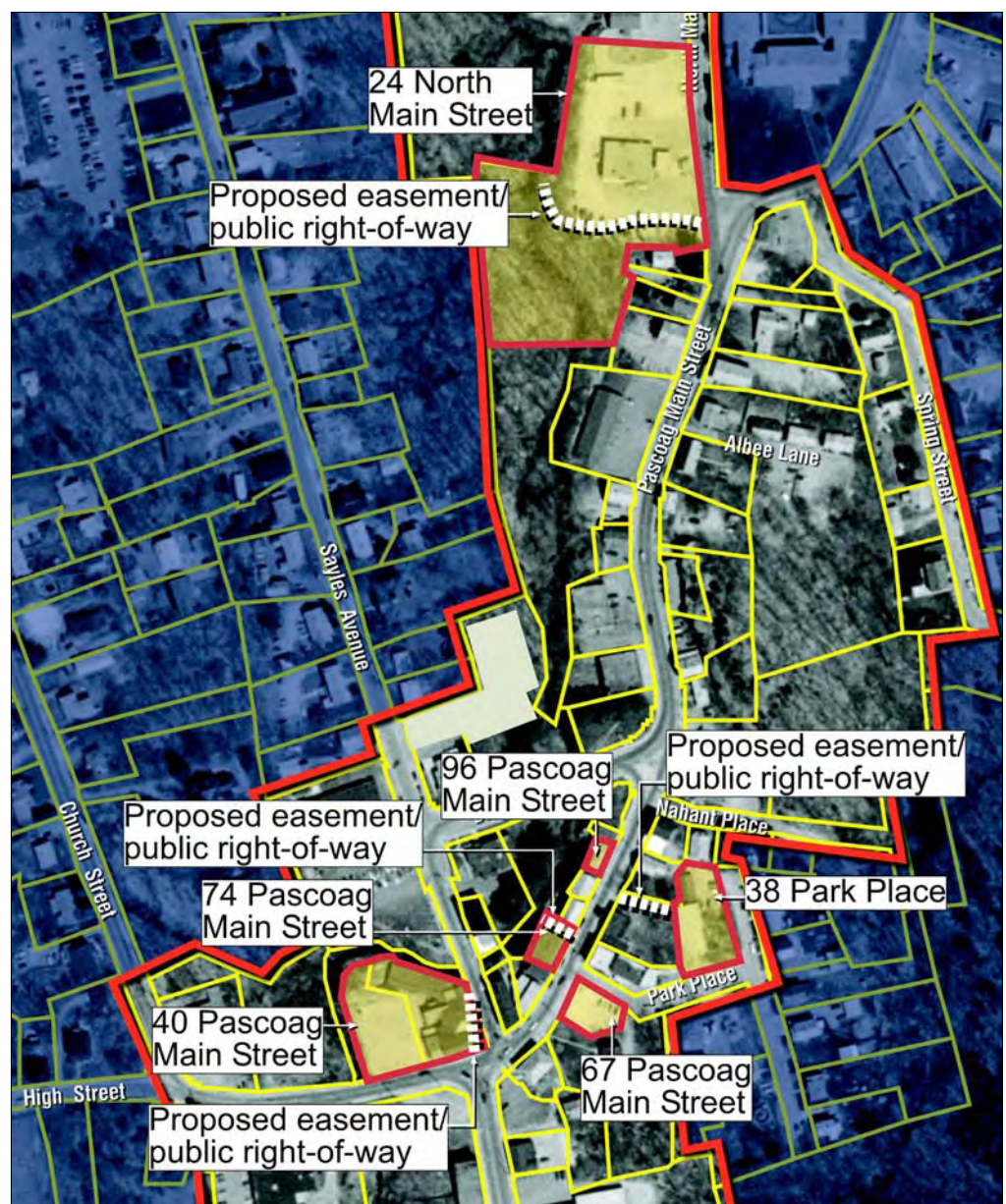


Figure 10 – Potential Redevelopment Parcels

Implementation of the redevelopment plan will require the ongoing effort of local and state authorities in the development and coordination of a series of strategies. Participation of local residents, businesses and institutions will also play a fundamental role in achieving the vision for the future of the village. The leading responsibility for timing and coordination of these strategies will largely rest on the BRA and the Town government, represented by its Planning Department.

This section of the plan document reviews ideas that have been expressed during the planning process, and mechanisms available to address four major relevant aspects of implementation: phasing (setting priorities), costs (estimating the costs of recommended improvements), funding (identifying financial sources and programs), and project management (setting directions and coordinating initiatives).

Phasing

While downtown Pascoag may offer long-term potential for unique retail businesses and upscale residential development, initial revitalization phases should focus on additional public amenities and small-scale commercial development. In a short-term time frame, the area's park amenities provide its unique character and appeal; additional amenities will further enhance its ability to serve as a destination for visitors as well as businesses.

In augmenting the local amenities, commercial developments can begin to form a substantial base that can enable the area to gain recognition as a commercial district. Businesses offering the strongest short-term potential include small-scale businesses such as "quick-serve" franchise restaurant concepts, personal service providers, and other specialty retail niches. Such businesses would target small retail centers and freestanding locations with maximum traffic flows and reserved surface parking. Examples of potentially desirable sites include the vacant commercial building and gas station at the North Main/Pascoag Main Street intersection, sites along High Street and possibly South Main Street.

In seeking to maximize its long-term economic potential, the Town should promote the redevelopment of underutilized core locations – most notably parts of Pascoag Main Street adjacent to the park areas – for future commercial and/or mixed-use developments that can contribute to a unique environment that can attract visitors as well as local clientele. Under current conditions the town would face formidable obstacles in attracting high-end developers and businesses. While such obstacles may be surmounted through public subsidies and other interventions, over a longer-term time frame the creation of public amenities and a growing base of commercial businesses will strengthen the town's market conditions and enable the town to attract such investments without upfront subsidies.

Preliminary survey and engineer design, and environmental regulatory permits are critical first steps in the process of implementing additional amenities and facilitating small-scale commercial development. These could take up to several years for individual properties, particularly for those parcels affected by environmental issues. The BRA could work with the Rhode Island Department of Environmental Management (RIDEM) to initiate the permitting process for envisioned public improvements and selected redevelopment parcels

under one package, and benefit from the possibility of advancing a streamlined permitting process (more details about this option are discussed below).

The need to come up with funding to cover planning and design costs often represents one more obstacle to unlock the redevelopment process from the part of the public sector. Even in cases when state or federal funding may be available for construction, the preparation of preliminary assessments, surveying and engineering studies is often a prerequisite to grant applications that doesn't get cover by the grant itself. Many funding programs also require the provision of matching funds by the town or the local redevelopment agency. Consequently, the cost of hiring surveying and engineering services must be considered early on the initial stages of the process (a list of potential funding sources is provided under *Funding Strategy and Incentives* below).

Permitting Process

An interesting approach discussed during the planning process identified opportunities for seeking a streamlined process in applying for the required environmental permits. Under this option, the review and approval of water, wastewater, wetlands, and hazardous waste materials permits (issued by RIDEM) could possibly be combined in one overall process. RIDEM has been working for several years to improve its performance on an ongoing basis, and one of the recommended strategies has been the streamlining of applications submission and review processes. Some of the steps considered include holding pre-application review meetings, and working directly with stakeholders to prepare and process information more efficiently.

A streamlined permitting effort could be led by the BRA working with RIDEM to obtain applicable permits even before final design projects are available for individual parcels (Preliminary Determination review), and it could provide an important incentive to attract developers and support property owners interested in improving their properties. In order to initiate this process, the BRA would need to prepare further analyses of potential development volumes and demand for utility services. This would require the preparation of surveying and engineering studies as indicated above.

This type of process could be helpful to expedite the redevelopment of the former Mobil gas station, in particular. This site is currently undergoing monitoring of underground water quality and remediation by RIDEM due to the presence of underground contaminants leaked from abandoned gasoline tanks on the property.

Estimated Public Costs

Estimated public costs include concept-planning level costs for public investment that would be required to implement the proposed plan recommendations, and possibly acquiring specific properties for environmental permitting. These estimates are opinions of probable cost and are provided for planning purposes only (not for construction).

Public costs considered include the cost to relocate utilities along the east side of Pascoag Main Street, reconfigure the Routes 100/107 intersection, install pedestrian level

ornamental lighting, construct a new municipal parking lot with a play area in the vicinity of Pascoag Main Street, and potentially acquire land if needed to carry out these improvements. These cost estimates are conceptual and cannot forecast the fluctuation of design or construction costs that are dependent on the specific project context and timing.

Utilities

Plan recommendations include consolidation of utilities along the east side of Pascoag Main Street between Sayles Avenue and Bridge Way. The cost to relocate these utilities was developed through discussions with Verizon (telephone service and owners of the poles), Pascoag Utility District (electrical service), and Cox Communications (telephone and cable service). Under the assumed scenario, five poles along the west side of the roadway would be removed and all aerial service would be strung from five new poles on the east side, along a 500-foot section of Pascoag Main Street. New connections would be made to 17 structures between and including Bank of America and the Pascoag Fire Department. Based on preliminary discussions with the utility companies, the preliminary opinion of probable cost to relocate service to the east side of Pascoag Main Street could be approximately \$1.3 million. This figure is a preliminary “order of magnitude” cost and would be subject to much further refinement during design. Costs for utility design and construction are typically handled through a Force Account, by the utilities.

As a longer-term option, the Town could consider undergrounding utilities along this 500-foot section of Pascoag Main Street. The cost would likely be double the cost to consolidate utilities on one side of the road. Should the Town wish to move forward with undergrounding utilities, the first step in the process would be to conduct an underground utility master plan. This study would identify current alignments of existing aerial and subsurface utilities in more detail, research the project area subsurface conditions (ledge), and include coordinating meetings with utilities and outreach to property owners. It would also provide an opportunity and framework for discussion of unique service issues, development of conceptual cost estimates, and identification of available federal, state and local funding sources (more information on potential funding sources is included under *Funding Strategy and Incentives* below).

The information compiled by the underground utility master plan would then be used by the Town or the BRA to procure funding. Upon receipt of funding, engineering consultants would be contracted to coordinate utility relocation design (which would be provided by the utility companies), conduit placement, and roadway reconstruction.

Ornamental Pedestrian Lighting

With the consolidation or undergrounding of utilities, separate street lighting will be required. It is recommended that the Town extend existing pedestrian scale street lighting along Sayles Avenue to complete the pedestrian circuit throughout the village “triangle.” With pedestrian scale ornamental lighting spaced approximately 75 feet apart for approximately 500 additional linear feet, seven new fixtures and poles would be required at approximately \$5,000 each for a total cost of \$35,000. This figure could be reduced by attaching ornamental lighting to existing utility poles (similar to Pascoag Main Street).

Funding for ornamental lighting and other streetscape improvements could be considered through Transportation Enhancements (for more information see *Funding Strategy and Incentives*).

Intersection Reconfiguration

The cost to design and construct a modified Routes 100/107 intersection is estimated to be approximately \$160,000, exclusive of any land costs that may be associated. Partial acquisition of adjacent property may be required depending on the final layout and lane configuration.

Prior engineering studies (CME Associates, Inc.'s *Engineering Study for Downtown Pascoag Revitalization Project*) recommended the introduction of a traffic signal in order to improve safety at the intersection. However, subsequent analyses by RIDOT associated with the reconstruction of the High Street Bridge concluded that a traffic light is not necessary since traffic volumes at the intersection do not warrant the need for a signal.

Further assessment of needs may be required if traffic volumes increase in the future. For the time being, the provision of a stop sign at the bottom of High Street is recommended in order to slow down southbound traffic on Route 100 approaching the intersection.

Parking Lot Construction

Construction of an additional 23-space parking lot and play space in the vicinity of Pascoag Main Street (proposed at 38 Park Place), would involve land acquisition, demolition of an existing vacant structure, site preparation, construction of a 10,112-square foot parking lot with stormwater management, construction of a 2,350 square foot half basketball court, and installation of a landscaped buffer. A preliminary opinion of probable construction costs would be approximately \$400,000.

Potential Land Acquisition

In order to estimate potential land acquisition costs, a number of recent sales within the core “triangle” portion of downtown Pascoag were examined. Each property’s sales price was compared with its respective assessed value and found in each instance that the values very closely approximated one another. The property’s assessed value has been utilized in order to estimate the likely acquisition price for the potential sites that may be considered for acquisition.

Potential sites that may be considered include the vacant warehouse at Park Place, the vacant commercial building and gas station on North Main Street, and the vacant site on Pascoag Main Street where the former Music Hall was located (currently for sale). The estimated total acquisition cost for these properties is approximately \$280,000 (based on available assessor’s records).

In order to estimate land costs associated with easements and transportation improvements, recent property sales in the market and assessed values attributed to land have been analyzed. After considering adjustments for issues such as parcel size,

development intensity, net buildable area, locations, existing buildings, and other issues, a land value has been assigned within the central “triangle” block of approximately \$9.00 per square foot, assuming an allowable Floor Area Ratio (FAR) of 1.0. To the north of the “triangle”, land value has been estimated in a range of approximately \$1.00 for non-buildable terrain to \$4.00 per square foot for buildable grounds with street frontage. Allowable building density has been assumed to approximate that of a reasonable suburban development.

It is important to note that land acquisition may not be required in order to implement the majority of the plan recommendations. Private-public collaborative efforts could help minimize the need for public land acquisition.

Potential Demolition Costs

Limited demolition costs may need to be considered as part of the analysis of estimated costs associated with the redevelopment plan. This would be needed if a new parking lot is built in replacement of the underutilized warehouse at Park Place, or if the vacant former gas station on North Main Street is acquired for environmental permitting. The combined demolition cost of these two structures is estimated to be approximately \$35,000, exclusive of any site remediation.

This estimate is based on an assumed combined building volume of 87,000 cubic feet and demolition unit costs of \$0.40 per cubic foot (*Source: Burrillville Assessor’s Data, RS Means Demolition Cost Data*).

Estimated Private Costs

Estimated private costs analyzed in this section include costs associated with the recommended renovation and upgrading of existing buildings in need of repair. Costs associated with potential new development or the redevelopment of existing properties have not been considered.

Many of the buildings in the redevelopment area have been identified by the Burrillville Assessors as being in “fair” condition. The condition of building stock reflects a pattern of disinvestment that has led to further deterioration as repairs and renovations have been deferred. Fifteen planning area structures have been identified as being in fair condition and are listed in *Table 21* below. The majority of these buildings are located on Pascoag Main Street, between the Routes 100/107 intersection and Bridge Way, and are characterized by their traditional design and contributing historic character. Of the total 17 structures along this section of Pascoag Main Street, nine are in fair condition and eight are in average condition, as identified by the Burrillville Assessor’s data.

As indicated in *Table 21*, buildings identified in fair condition include wood frame construction built between 1850 and 1935 (with the exception of the former Mobil gas station and a warehouse on Park Place). Buildings range from the single story 1,100-square foot commercial structure currently leased by Amaze/Horizons to the three-story 7,542-square foot commercial (karate studio) and six-family residential building on the corner of

Park Place. The assessed value of these properties generally ranges from \$100,000 to \$200,000.

Table 21 - Building Rehabilitation Cost Ranges, Fair Condition Properties, Pascoag

Address, Plat/Lot	Building Type, Year Built	Use	Building Size	Rehabilitation Cost, \$20 to \$40 per square foot	Assessed Value
60 Pascoag Main Street 175/035	1½-story wood frame, 1929	George's Pizza	4,384 sf	\$87,680 - \$175,360	\$154,600
66-70 Pascoag Main Street 175/045	2-story wood frame, 1987	Chum's Hardware	1,120 sf	\$44,800 - \$97,800	\$97,800 on two buildings
66-70 Pascoag Main Street 175/045	1-story wood frame, 1897	Amaze Horizons	1,100 sf	\$22,000 - \$44,000	
38 Park Place 175/059	1-story wood warehouse, 1950	Vacant warehouse	6,400 sf	\$128,000 - \$256,000	\$129,400
73-75 Pascoag Main Street 175/060	3-story wood frame, 1920	First floor Karate, 2- family above 4- family rear	7,542 sf	\$150,840 - \$301,680	\$195,800
85-87-89 Pascoag Main Street 175/061	1-story wood, brick façade, 1910	Nine Lives Thrift Shop	1,143 sf	\$22,860 - \$45,720	\$151,100 on two buildings
85-87-89 Pascoag Main Street 175/061	2½-story wood frame with commercial storefront, 1910	Vacant or minimally used	2,308 sf	\$46,160 - \$92,320	
88-90-90B-92 Pascoag Main St. 175/042	2-story wood frame, 1880	Tanning salon and police sub station first floor, residential above	2,676 sf	\$53,520 - \$107,040	\$105,600
96 Pascoag Main Street 175/041	2-story wood frame, 1935	Town Historic Storefront Rehabilitation Project	2,274 sf	\$45,480 - \$90,960	\$49,500
99 Pascoag Main St. 175/063	3½ story wood frame with commercial storefront, 1910	DP Printing and 2-family	4,168 sf	\$83,360 - \$166,720	\$158,800
125-127 Pascoag Main St. 175/072	2½-story wood frame, commercial storefront, 1880	Palmisciano's TV, 1 residential unit on floors 2 and 3	2,633 sf	\$52,650 - \$105,300	\$122,300
24 North Main Street 175/019	1-story cinder block, 1972	Vacant, former Mobil station	4,500 sf	\$90,000 - \$180,000	\$109,500

Address, Plat/Lot	Building Type, Year Built	Use	Building Size	Rehabilitation Cost, \$20 to \$40 per square foot	Assessed Value
17 Sayles Avenue 175/037	2-story brick with new connection to Bridge way bldg, 1890	Northwest Com. Nursing & Health Service	5,934 sf	\$118,680 - \$237,360	\$155,700
66-68 South Main Street 192/035	2½-story wood frame, 1900	3-family	3,568 sf	\$71,360 - \$142,720	\$220,300
91-95-97 South Main St. 192/037	2-story wood frame, 1890	2-family	2,744 sf	\$54,880 - \$109,760	\$116,000

Note: Shading denotes location within Pascoag Main Street – Bridge Way – Sayles Avenue triangle.

Most planning area properties have been renovated over time to reduce original storefront windows, to enclose porches, or to conduct necessary repairs. No interior inspection was conducted as part of this evaluation so no verification can be made of the extent of renovation and repair conducted to date. Information on roofing, heating, electrical and plumbing systems was not available to determine actual conditions and necessary repairs. However, it may be assumed that most of the buildings identified by the Burrillville Assessor as being in poor or fair condition (and many of the structures identified as average), may require extensive rehabilitation to bring these buildings up to building code standards, to improve aesthetics, or to improve property values.

An average cost to upgrade structures has been identified at \$20 to \$40 per square foot. For comparison, the cost of new construction in the Providence area for retail and apartment buildings of the size within the planning area is in the \$80 per square foot range (based on *RS Means Building Construction Cost Data 2005*). Table 21 presents a range of rehabilitation costs for buildings in fair condition in the planning area, based solely on the \$20 to \$40 cost per square foot range and the building size (including floor area on multiple floors) as indicated in Burrillville Assessor's data. It is important to recognize that the costs presented for rehabilitation do not reflect property inspection or contractor estimates and are presented solely as order-of-magnitude costs for preliminary redevelopment discussions. The total anticipated range of renovation costs for the 15 buildings identified in fair condition would be between \$1 and \$2 million.

Two of the 15 buildings identified in fair condition may be subject to demolition. By eliminating renovation costs for the former Mobil station and the Park Place warehouse, the overall anticipated range of renovation costs would be reduced to between \$830,000 and \$1.7 million.

Supportable Renovation Costs

Renovation costs rely upon specific knowledge of a building's condition and its intended use. Unlike for new construction costs, no "benchmark" per-square-foot cost models exist for renovations. Cost estimates must be developed relying on specific knowledge of the

building's shortcomings and requirements (e.g., enhanced load capacities), which furnish the bases for estimating costs for materials and labor.

In the absence of this type of guidance, the following provides a broad understanding of the approximate level of renovation costs that developers might be willing to bear. Essentially, the calculations assume a building's supportable value (excluding developer profit factors) and then subtract acquisition costs to identify a supportable renovation expense.

These calculations utilize the following assumptions and process (refer to *Table 22* below):

- Achievable net rents are based on general knowledge that ground-floor, new or renovated commercial space might support \$10 to \$11 in net lease revenues, while upper-story apartment units might support rents of \$800/month, or \$12/square foot/year before expenses. After allowing for vacancy losses and reasonable expenses, the hypothetical building's net operating income amounts to \$8.55 per square foot.
- Assigning a generally applicable capitalization rate of 10 percent to net operating income, building value is then estimated at \$86 per square foot. It should be noted that this value is roughly consistent with the costs that would be incurred for new building construction.
- Building acquisition costs are taken from records of past sales, viewed in juxtaposition with assessors' data allocating values between buildings and land. After reviewing this data, recent transactions indicate a typical value of \$25 per square foot in the downtown Pascoag area.

Subtracting acquisition costs from the estimated value of a new building, the difference of \$61 indicates the approximate costs that developers might be willing to assume in renovating older buildings. Such supportable costs might be lower in light of the greater level of uncertainty in renovating (as opposed to new construction), and in light of the compromises that renovation problems might impose on "ideal" configurations. However, given the estimated average costs to upgrade structures, noted previously as \$20 to \$40 per square foot, the renovation of the properties for rental uses may be feasible.

Table 22 – Unit Renovation Costs

New Space	per SF
Achievable net rent	\$8.55
Capitalized at 10%	\$86
Building Acquisition Cost	\$25
Supportable renovation cost	\$61

Summary of Estimated Costs

The total for the estimated public and private costs in the near to mid-term future is approximately \$4 million (see *Table 23*). This tally is based on the consolidation option for the utilities (mid-term costs), potential land acquisition of two vacant properties, and the

maximum amount estimated for the rehabilitation of (13) buildings in “fair” condition. Over the long-term, an estimated cost of \$3 million may be considered to underground the utilities and provide streetscape improvements along Pascoag Main Street (between South Main Street and Bridge Way). Again, these estimated costs are conceptual at this stage. Design, engineering and contingency costs have not been included, and will be dependent on the specific context and timing. Typically these may run between 15% and 25% of the total projected construction costs depending on the particular circumstances of each project.

Table 23 - Estimated Total of Public and Private Costs in the Mid- to Long-term

Estimated Costs	Mid-term Costs	Additional Long-term Costs
Utilities	\$1.3 million for consolidation	\$2.6 million for undergrounding
Streetscape improvements	\$35,000 (ornamental lighting)	\$400,000 allowance for trees and sidewalk enhancements
Intersection improvements	\$160,000 (not including associated land cost)	
Demolition	\$35,000	
Parking Lot Construction	\$400,000	
Potential Land Acquisition	\$280,000	
Building Rehabilitation	\$1.7 million (13 buildings)	
Estimated Total Costs*	\$4 million	\$3 million

** Rounded to nearest million.*

Funding Strategy and Incentives

This section includes a list of funding sources and mechanisms that could be available to finance the design, development and construction of the proposed public improvements, and create incentives for private redevelopment. Initial funding targets include:

- Park improvements, including public walking paths, park front building facades, and other improvements that might include active recreational uses, public art or monuments, and others.
- Public parking, roadway and transportation improvements.
- Building improvement programs.

Funding Mechanisms and Incentive Programs

- *Tax Increment Financing (TIF)*: Tax increment financing provides an important and proven tool for funding public improvements. Conceptually, TIF allows incremental revenue increases generated by increased property values to be used to fund public improvement costs. Within a designated and duly approved TIF district, the concept involves the identification of a fixed, “base-year” local tax base. As this tax base

increases in value, TIF programs raise funds through the tax “increment,” which is calculated as the difference between current year tax revenues and the revenues attributable to the base-year tax base. Tax revenues attributable to the fixed base continue to flow to the general fund; revenues in excess of this level – the “increment” – flow to a special fund to pay public improvement project costs in the district.

- *Community Development Block Grant (CDBG) Funding:* The U.S. Department of Housing and Urban Development’s (HUD) Community Development Block Grant Program continues to grant and loan funding for various economic development endeavors. In Burrillville, where individual communities are not “entitled” to CDBG funds, funds are administered and allocated through the Rhode Island Office of Municipal Affairs’ Small Cities CBDG program. Such programs would most likely be eligible through loans derived under HUD Section 108, whereby communities pledge Rhode Island CDBG funds as collateral for loans. Such loans may be used for economic development, property acquisition, property rehabilitation, site improvements, environmental cleanup, construction of new public facilities, and other such activities.
- *Transportation and Community and System Preservation (TCSP) Pilot Program:* The Federal Highway Administration’s TCSP is a comprehensive initiative of research and grants to investigate the relationships between transportation and community, system preservation, and private sector-based initiatives. Local governments are eligible for TCSP discretionary grants, authorized at \$270 million through 2009, to plan and implement strategies that improve the efficiency of the transportation system and reduce environmental impacts of transportation. These funds could be potentially used to finance the proposed transportation improvements and relocation of utilities. No local match is required for this funding program.
- *Transportation Enhancements (TE):* These are federally funded, community-based projects that expand travel choices and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of our transportation infrastructure. Projects must be one of 12 eligible activities (including “landscaping and scenic beautification” related to lighting improvements) and relate to surface transportation improvements. Funds are administered by the Rhode Island Department of Transportation. The federal government generally reimburses up to 80% of the project cost. Applications for the next funding round should be made during fiscal year 2008/2009.
- *Business Improvement District (BID) programs:* Downtown areas nationwide have successfully achieved improved conditions through the creation and operation of Business Improvement Districts (BIDs). BIDs are created through the delineation of a proposed district and the vote of property owners located therein. BIDs function by imposing special assessments on their members and then applying such funds to maintenance programs, streetscape improvements, new signage, security measures,

festivals, marketing campaigns and other improvements. At this time, state legislation has authorized the creation of BIDs only in the City of Providence; new enabling legislation would be required for the creation of this type of district.

It is important to note that BID programs generate funding through the contribution of local businesses and, therefore, are feasible in cases where there is an ample base of contributing members. Unless the proposed redevelopment efforts succeed in bringing new businesses and more economic activity to downtown Pascoag, the creation of a BID would not necessarily provide a sustainable source of funding for public improvements. From this point of view, the creation of a TIF district would be more adequate. In the long term, however, should downtown businesses expand and develop as a result of successful revitalization efforts, the creation of a BID could provide funding for maintenance and upkeep of streetscape improvements, public amenities and future program events.

- *Tax Stabilization programs:* The purpose of these programs is to promote business expansion through the development of a property tax stabilization plan. Phased tax relief is provided by exempting portions of new added taxable assessment for a certain number of years. The portion of added assessment that is taxed increases progressively each year during the tax stabilization period. After this period, the new value is taxed at the normal rate. This benefits the Town and the community by providing incentives to business owners to locate or to improve and expand its facilities in a target area.

Tax stabilization by concept fits different purposes than Tax Increment Financing (it is intended to attract businesses rather than generating funds) and the two programs are not applicable simultaneously. However, tax stabilization could be considered as a potential alternative tool to incentive new business if necessary. These programs require the approval of a special ordinance or legislation (a Rhode Island precedent is the Commercial Tax Stabilization Program adopted by the City of East Providence).

Additional Funding Mechanisms

- *New Markets Tax Credit Program:* This federal program awards tax credits to certified local entities seeking to provide capital to support qualified investments in lower-income areas. Such Community Development Entities (CDEs) are eligible to receive awards to be allocated to a broad range of real estate or economic development projects, in amounts of up to 39 percent of the project's private investment cost. Private investors provide capital, for which they receive these tax credits (which they can take over seven year periods). The first step in this process involves the creation or identification of the requisite local entities, which must apply (to the U.S. Treasury Department's Community Development Financial Institutions Fund) first for CDE certification, and then for tax credit allocations.

- *IRBA/Bond Mortgage Insurance:* The Rhode Island Industrial-Recreational Building Authority (IRBA) insures payments on private loans as well as bonds issued by the Rhode Island Industrial Facilities Corporation. Such insurance is available for a broad range of activities including commercial and industrial developments, investments in equipment, and recreational facilities.
- *Other Loan Guarantee/Credit Enhancement Programs:* The general principle of the HUD Section 108 program involves the situation where planners target unconventional or unusual types of development, but lending institutions are uncomfortable with the risks associated with the unfamiliar aspects of such projects. In addition to the HUD program, duly authorized public agencies can organize funding mechanisms to guarantee conventionally financed loans, either partially or in their entirety. In a hypothetical example, the public agency might pledge funds to guarantee 75 percent of loans issued by a local bank. Depending on a variety of factors, the bank would require the agency to reserve only a certain specified percentage of the total loans. Given a “reserve requirement” of 33 percent, the agency in this example could use \$100,000 to guarantee \$300,000 in loans, which would insure \$400,000 of capital. This sort of loan guarantee program significantly improves a developer’s ability to obtain private financing. In addition, loan guarantee programs often result in below-market interest rates.
- *The Rhode Island Small Business Loan Fund Corporation (SBLFC):* This Corporation administers a direct, revolving loan fund to benefit existing businesses engaged in manufacturing, processing and selected services. SBLFC provides direct financing and participates as a subordinated lender with area financial institutions, serving small businesses that are unable to secure financing or the full amount of proceeds necessary from a conventional lender. This could be a possible source of funding for building improvements.
- *Linkage programs:* The town may want to consider the introduction of linkage provisions wherein developers or businesses can contribute funds or property to public improvements (e.g., parking, park amenities), in exchange for modified development requirements. Also known as development impact fees, this type of provisions are enabled under Chapter 45-22.4-2 of the Rhode Island General Laws and should be adopted by ordinance. While such ordinances must comply with broader public objectives in furtherance of the general public health, safety and welfare, linkages can be effective in instances where, for example, a developer’s contribution of public parking spaces can be linked to a reduction in the required number of spaces required for the development. In any case it is expected that the collection and expenditure of impact fees be reasonably related to the benefits accruing to the development paying the fees.

Building Improvement Programs

Building improvement programs encourage property owners and commercial tenants to invest in exterior building improvements, thereby enhancing both the overall appearance and the market appeal of the downtown commercial district. Building improvement programs typically involve two elements:

- Grant or loan funding for eligible improvements, which typically include facades, entries, signage, and some interior finishes visible and accessible to the general public. Grants typically take the form of matching grants, which would be awarded in amounts as determined by building or facade area, subject to compliance with design guidelines for the area.
- Technical Assistance: Technical assistance with planning and design, construction and application processes would be provided on a limited basis. Services would focus on: documentation of existing conditions; design recommendations, cost estimating, signage design and construction engineering.

Most building improvement programs are based on the provision of grants for façade improvements, and focus on the exterior of the building (storefront and signage). In the particular case of downtown Pascoag, façade improvement grants should be made applicable to park-front as well as street front facades.

There are instances, however, in which interior improvements are eligible for program grants or loans; such eligible improvements have included improvements to areas visible or accessible from the outside, and building infrastructure improvements for code compliance. It should be noted, however, that programs that make such programs eligible generally offer only loan (rather than grant) funding; the use of public funds for private benefits may raise potentially complex legal issues.

Where the Town seeks to promote private investments in interior improvements, alternative approaches might target Rhode Island small business loan/grant programs, other economic development assistance, or tax abatement programs (which would not be appropriate where tax increment financing programs are in effect).

CDBG funding has been and continues to be an important source of funding for building and façade improvement programs. Federal and state Commercial Tax Credits and Historic Preservation Investment Tax Credits may also be available to owners of income-producing historic buildings (information is provided by the State of Rhode Island Historical Preservation and Heritage Commission).

In addition to public grants, sources of funding for building improvements might include the New Markets Tax Credit Program and the Rhode Island Small Business Loan Fund Corporation (SBLFC), described above. Some cities and towns, such as Cambridge, Massachusetts, have included budget line items to provide matching grants for façade and signage improvement programs. Other towns have been successful in getting local banks involved in providing low interest loans and financial assistance to downtown businesses for façade improvements and renovations. A publicly administered revolving fund may

also be used to guarantee financial obligations such as loans or property leases meeting certain specified criteria. Such use of the revolving fund would enable the Town to maximize its leverage in facilitating private business's access to private capital.

Main Street Program

Local Main Street programs constitute another important resource to improve the image and physical appearance of business districts. They generally constitute local nonprofit organizations, although sometimes they may form part of another entity such as a community development corporation (CDC) or a business improvements district (BID). They are always volunteer-driven efforts with support and participation of a variety of public and private stakeholders.

Based on models developed by the National Trust for Historic Preservation, Main Street programs raise their own funds for projects and operations. Typical sources include the public sector (city or town, state, regional entities) and private sources, such as contributions from businesses, residents, small corporate or foundation grants, and earned income from promotional/fund-raising events.

The Woonsocket Main Street-Riverfront Initiative is an interesting precedent within the Northern Rhode Island region. Created by the City of Woonsocket and the Northern Rhode Island Chamber of Commerce in 1990, this nonprofit organization has provided funding and technical assistance for building façade restoration and small business development programs through the years.

Project Management

Given the character of its mission and organization, the BRA is the leading entity with the power and capacity to manage and execute the implementation of this plan in coordination with local, state and federal officials. However, the BRA obligations and responsibilities, as well as those of the Town government, involve a much wider scope.

The hiring of a “downtown coordinator” or the creation of a comparable full/part time paid position to oversee and coordinate the implementation of this plan is recommended as an important resource to facilitate the redevelopment and revitalization processes.

Working directly with the BRA and the Burrillville Planning staff, this person would be instrumental in promoting the downtown to regional businesses and developers, coordinating the preparation of “packaged” permit applications, finding additional sources of funding, writing and submitting grant applications, acting as a liaison for property and business owners, hiring and coordinating consulting services, and performing other functions as needed. Eventually, coordination activities may also be extended to initiatives within other villages in the Town.

Based on the success of experiences in other towns and the region, this may be one of the most cost-effective measures that could have a direct influence in the implementation of the plan and the achievement of a successful downtown revitalization process.

APPENDIX A – PASCOAG BUILDING INVENTORY

Address, Plat/Lot	Building Type	Use, Zone	Condition, Year Built	Notes
0 Pascoag Main Street 175/048	2-story brick office building	Bank of America VC Zone	Average, 1900	Off-street parking for 15. Curb cuts on Main Street and South Main Street.
40 Pascoag Main Street 175/034	-	Vacant VC Zone	-	Building has been recently demolished. Pile construction over river. Frontage on Sayles and High Streets. Off-street parking for approximately 22 with one curb cut.
60 Pascoag Main Street 175/035	1½-story wood frame	George's Pizza. Does not appear occupied above. VC Zone	Fair (new roof), 1929	Small replacement windows on first floor are not in historic context. Architecture style predates 1929. On street loading zone on Sayles Avenue.
61 A,B,C Pascoag Main St. 175/047	1½-story wood frame	3-family. VC Zone	Average, 1900	Set back from street, adjacent to W. W. Logee Ins. Co.
65 Pascoag Main Street 175/049	2-story wood frame	W.W. Logee Ins. Agency VC Zone	Average, 1910	May include offices on second floor. Building set back from Main Street with landscaped lawn. 6 off-street parking spaces on right and 6 to rear. Access from Park Place.
66-70 Pascoag Main St. 175/045	2-story wood frame	Chum's Hardware VC Zone	Fair, 1897	No off-street parking or loading. Rear of building is derelict. Some storefront windows. Appears vacant on second floor.
66-70 Pascoag Main St. 175/045	1-story wood frame	Amaze Horizons VC Zone	Fair, 1897	Rear of building is derelict. Storefront windows.
67 Pascoag Main Street 175/050	Vacant	Municipal parking lot VC Zone	-	15 spaces, leased by Town of Burrillville. No parking 2 AM to 6 AM
38 Park Place 175/059	1-story wood warehouse	Vacant warehouse VC Zone	Fair, 1950	Possible off-street parking lot for adjacent residential buildings.
73-75 Pascoag Main Street 175/060	3-story wood frame	First floor Karate 2-family above 4-family rear VC Zone	Fair, 1920	Side porches overlook Park Place. No off-street parking. Large storefront windows.
30 Pascoag Main Street 175/062	1½-story wood frame	2-family VC Zone	Average, 1850	30 Park Place listed on mailbox. Small house, gives texture to mixed-use commercial and multi-family context.
74 Pascoag Main Street 175/044	Vacant lot	Vacant VC Zone	-	Fire. Building demolished in 2002.
84-86 Pascoag Main St. 175/043	2½-story wood frame	Ron's Wells and Pumps VC Zone	Average, 1890	Appears vacant upstairs. Recent renovations. Some storefront windows have been removed.
85-87-89 Pascoag Main St. 175/061	1-story wood, brick façade	Nine Lives Thrift Shop VC Zone	Fair, 1910	Storefront windows.
85-87-89 Pascoag Main St. 175/061	2½-story wood frame with commercial storefront	Vacant or minimally used VC Zone	Fair, 1910	Three storefront windows. Two windows removed.
88-90-90B-92 Pascoag Main Street 175/042	2-story wood frame	Tanning salon and police sub station first floor,	Fair, 1880	Fieldstone foundation in good condition. Large storefront windows.

Address, Plat/Lot	Building Type	Use, Zone	Condition, Year Built	Notes
		residential above. VC Zone		
96 Pascoag Main St. 175/041	2-story wood frame	Vacant (former Laundromat) VC Zone	Fair, 1935	Town of Burrillville Historic Storefront Rehabilitation Project.
98 Pascoag Main St. 175/040	2½-story wood frame with brick commercial storefront	Mad Dog Saloon VC Zone	Average, 1937	No off-street parking. Small storefront window.
99 Pascoag Main St. 175/063	3½ story wood frame with commercial storefront	DP Printing and 2-family VC Zone	Fair, 1910	Open porches enliven Pascoag Main Street. No parking. Owned by owner of printing company; owns several other local properties.
105 Pascoag Main St. 175/070	2-story brick	Pascoag Fire District Station VC Zone	Average, 1935	4-bay station. No parking north of Nahant Place.
115-117 Pascoag Main St. 175/071	1-story wood frame	3-family VC Zone	Average, 1900	25-foot setback from street. Driveway on side
125-127 Pascoag Main St. 175/072	2½-story wood frame, commercial storefront	Palmisciano's TV, 1 residential unit on floors 2 and 3 VC Zone	Fair, 1880	Vinyl siding, 4-bay garage attached. Owner occupied; owner owns several adjacent properties. Storefront windows.
130-134 Pascoag Main St. 175/028	1-story brick	Subway and Curves VC Zone	Average, 1940	20-foot setback paved to street. 13 off-street parking spaces (approx.) on side and rear. Loading and dumpster to rear. Storefront windows.
138-140 Pascoag Main St. 175/027	1-story brick	Cumberland Farms and Olympia Pizza VC Zone	Average, 1968	15 marked off-street parking spaces, one curb cut. Delivery to side. Sign posted: Parking for Cumberland Farms and Olympia Pizza only. Storefront windows. Mansard overhang.
145 Pascoag Main St. 175/073	1.75-story wood frame	Ledge Liquors VC Zone	Average, 1979	Gambrel roof with second story windows. Minimal street level windows. Possible off-street parking for 5 in front and 3 to side. Paved to street (no curb cut). Vinyl.
150 Pascoag Main St. 175/026	2-story wood frame	Gonyea's Tavern VC Zone	Average, 1890	Paved side for parking and delivery. Minimal off-street parking. Small windows on street.
155 Pascoag Main St. 175/074	2-story wood frame	2-family VC Zone	Good, 1900	Modern exterior rehabilitation does not reflect age of structure. Minimal setback from street.
160-A & B Pascoag Main St. 175/025	2½-story wood frame	2-family VC Zone	Average, 1900	Side porches overlook river. For Sale (previously owner occupied). Unpaved off-street parking to side. Minimal setback from street.
165-167 Pascoag Main St. 175/075	1½ -story wood frame	2-family VC Zone	Good, 1900	Modern exterior rehabilitation does not reflect age of structure. Masonry wall along sidewalk. Minimal setback from street.
170 Pascoag Main	1-story wood	Main Street	Good, 1989	Owner occupied. Approximately 27

Address, Plat/Lot	Building Type	Use, Zone	Condition, Year Built	Notes
St. 175/024	frame	Plaza Wayne's Place VC Zone		unmarked spaces in parking lot. One curb cut. Landscaped sign island. Computer Works, Simpson & Young Insurance, Tri-town Community Action, Humane Society of NWRI. Small storefront windows.
175 Pascoag Main St. 175/076	2-story wood frame	3-family VC Zone	Good, 1900	Additional houses located on Albee Lane include a 4+-family, duplex, and 4+-family all of similar design and age. Wooded. Main Street house approximately 12-foot setback from sidewalk.
185 Pascoag Main St. 175/077	2-story wood frame plus basement storefront	Tri-town Community Action Agency VC Zone	Average, 1880	Head Start, After School, Day Care (fuel assistance, housing, food, job training, teen pregnancy programs). Fence along sidewalk. Paved access along side. Playground to rear. Charitable (no tax revenue). Small replacement front windows; metal doors on side. Vinyl siding.
188-#1-8 Pascoag Main St. 175/023	2½ -story wood frame	Carter Bros. Oil and 5 apartments. VC Zone	Good, 1900.	Paved parking, trucks in rear. Vinyl. Fire escapes on front of building. Minimal setback to sidewalk.
195 Pascoag Main St. 175/078	2-story wood frame with 1-story addition	1-family with in-law apartment VC Zone	Good, 1830	Renovated. Owner occupied (owns several residential and office properties on road).
196 A & B Pascoag Main St. 175/021	2½ -story wood frame	4 to 8 residential units	Average, 1890	Includes open porches, minimal setback to sidewalk, wooded to river. Owner occupied. Small front windows.
197 Pascoag Main St. 175/079	1-story wood frame	Office building VC Zone	Excellent, 1929	Common drive with adjacent house. Totally rebuilt from Laundromat in 2003.
198 Pascoag Main St. 175/021	2-story wood frame	See above.	Average, 1900	Set back from street, unpaved lot, trees and river to rear. Abandoned car. New roof.
199 Pascoag Main St. 175/080	2-story wood frame	Bargain Buyer VC Zone	Average, 1920	Vinyl. Off street parking to side and rear. Owner occupied. Small front office windows.
200 Pascoag Main St. 175/020	1.75 -story wood frame	1-family VC Zone	Average, 1900	House set back from road. Unpaved parking. Owner occupied.
233-235-A, B, C, D Pascoag Main St. 175/083	2½-story wood frame	7 residential units F-2 Zone	Average, 1890	Elevation of rear property drops. Off-street parking. Interior renovations completed. Minimal setback from street.
245 Pascoag Main St. 175/084	2-story wood frame	2-family F-2 Zone	Average, 1900	Open porch on front. Minimal setback from street. Owner occupied.
45 Spring Street 175/094	1.75 -story wood frame	1-family F-2 Zone	Average, 1900	Side street. Owner occupied.
63 Spring Street 175/094	1.5-story wood frame	1-family F-2 Zone	Good, 1900	Side street. Owner occupied.
75-77 Spring Street 175/096	2-story wood frame	3-family F-2 Zone	Good, 1900	Side street. Open porch on front. Owner occupied.
24 North Main Street 175/019	1-story cinder block	Vacant, former Mobil station VC Zone	Fair, 1972	Mansard façade. Site remediation appears ongoing. No pavement.

Address, Plat/Lot	Building Type	Use, Zone	Condition, Year Built	Notes
60 North Main Street 175/072	1-story with basement, combination	Herald Square commercial/retail (former Merchant Square) VC Zone	Average, 1984 with new 6,700 sf addition (copper overhangs).	Small front windows. First floor, front: Exotic Tans, Elite Pizza, RI Credit Union, North Mane Barber Shop, HelpUSell. Rear, lower level: Physical Attitude Ltd, Vallerie Realty, Furry Friends, Via Net Sales, Inc. 2 curb cuts, 1 additional proposed with new construction. Blinking pedestrian signal from Bradford Court.
35 Bridge Way 175/031	1-story brick	US Post Office VC Zone	Average, 1953	Uses spaces in adjacent municipal lot for post office vehicles and delivery. Landscaping along Bridge Way and Sayles Avenue.
17 Sayles Avenue 175/037	2-story brick with new connection to Bridge Way building	Northwest Community Nursing & Health Service VC Zone	Fair, 1890 Good, recent construction	Major land use in downtown. Older building on Sayles Avenue connected to newer building on Bridge Way. Leases three spaces in Sayles Avenue municipal lot. Parking to rear. Riverwalk proposed to rear. Charitable (no tax revenue).
54 Sayles Avenue 175/116	1-story combination	IGA Supermarket VC Zone	Average, 1957	RIPTA bus stop. Off street parking to left of building. Loading zone to right of building. Two curb cuts. Building set back with paved frontage (parking for two cars). Plate glass storefront windows.
0 High Street 174/079	1-story cinder block	Buck Store Vacant VC Zone	Average, 1970	Off-street parking.
20 High Street 175/114	1-story combination	CVS VC Zone	Average, 1990	2 curb cuts. Wall along sidewalk. Off street parking. Storefront windows.
1 South Main Street 175/017	1-story commercial	Dunkin Donuts VC Zone	Average, 2002	Vinyl, curb cuts on High Street and South Main Streets. Drive-in traffic reportedly backs up on street Small front windows.
16 South Main Street 192/030	1-story combination	Champs Liquors VC Zone	Good, 1910	Close to street, parking to side. Storefront windows.
26 South Main Street 192/031	1-story combination	Pascoag Auto Parts, Inc. VC Zone	Average, 1988	Parking to front and side. Broad curb cut. Undefined parking lot/sidewalk between Pascoag Auto Parts and Champs Liquors. Storefront windows.
37 A&B-45 South Main Street 192/019	1-story wood frame	Hometown Barber Shop R-20 zone	Average, 1962	Property has waterfront. Storefront windows.
37 A&B-45 South Main Street 192/019	2-story wood frame	Mixed use, primarily residential R-20 zone	Average, 1850	Property has waterfront. Expansive home with two chimneys, appears to have been built as a duplex. Set back from road, landscaped.
42 A-C South Main St. 192/032	2½-story wood frame	3-family VC Zone	Average, 1900	Minimal setback to sidewalk.
46 South Main Street 192/033	2½-story wood frame, mansard	10 units VC Zone	Average, 1890	Minimal setback to sidewalk. Large open front porch.
51 South Main Street 192/032	2½-story wood frame Cape Cod	1-family R-20 Zone	Average, 1810	Owner occupied. Small front lawn, landscaping.
55 South Main Street 192/021	1 story brick	1-family with in-law R-20 Zone	Good, 1951	Owner occupied. Converted to residence in 2003. Water view. Small front lawn, driveway to side.
65 South Main Street 192/022	Wood frame church	New Hope Baptist Church	Average, 1890	Parking for 4 cars to side. Parking to rear?

Address, Plat/Lot	Building Type	Use, Zone	Condition, Year Built	Notes
		R-20 Zone		
66-68 South Main Street 192/035	2½-story wood frame	3-family VC Zone	Fair, 1900	Front porch. Minimal setback to sidewalk.
70 South Main Street 192/036	1- story wood frame	1-family VC Zone	Good, 1800	Owner occupied. Minimal setback to sidewalk.
73-75 South Main St. 192/023	3-story wood frame	3-family R-20 Zone	Average, 1900	Owner occupied. Dual entry on sides of building. Set close to road with fence on sidewalk.
82 South Main Street 192/037	1½-story wood frame	1-family VC Zone	Average, 1940	Minimal setback to sidewalk. Fence along sidewalk. Owner occupied.
91-95-97 South Main St 192/024	1-story wood frame garage	DB Performance Auto Repair R-20 Zone	Average, 1941	3 bay garage, parking.
91-95-97 South Main St 192/037	2-story wood frame	2-family R-20 Zone	Fair, 1890	Set back from road.
96-98 South Main St. 192/037	1½-story wood frame	2-family R-20 Zone	Good, 1900	Owner occupied. Set back 10 feet to sidewalk.
101 South Main Street 192/025	1 ½-story wood frame bungalow	1-family R-20 Zone	Average, 1930	Farrell Signs. Masonry retaining wall, landscaping. Porch on front. Owner occupied.
104 South Main Street 192/039	1 ½-story wood frame	1-family R-20 Zone	Average, 1900	Set back from street, front yard. Owner occupied.
111 South Main Street 192/026	1½-story wood frame	2-family R-20 Zone	Average, 1890	12-foot setback from sidewalk. Small retaining wall. Owner occupied.

Shading denotes location within Pascoag Main Street – Bridge Way – Sayles Avenue triangle.

Sources:

Town of Burrillville Property Record Card Summary, Assessors Office, data received March 30, 2005.

Field investigation, Pare Engineering Corp., March 31, 2005.

APPENDIX B – PARKING TURNOVER STUDY DATA

Weekends

<u>April 9, 2005</u> <u>(Saturday)</u>	<u>Time</u>	<u>Total Available Spaces</u>	<u>Total Vehicles</u>	<u># New Vehicles</u>	<u>% Vehicles Remaining</u>
Pascoag Main Street, Sayles Avenue to Park Place					
East Side	11:00a.m. - 11:20a.m.	5	1	0	0
	11:20a.m. - 11:40a.m.	5	1	1	20
	11:40a.m. - 12:00a.m.	5	1	1	20
	12:00p.m. - 12:20p.m.	5	0	0	0
	12:20p.m. - 12:40p.m.	5	2	2	0
	12:40p.m. - 1:00p.m.	5	0	0	0
West Side	11:00a.m. - 11:20a.m.	4	0	0	0
	11:20a.m. - 11:40a.m.	4	0	0	0
	11:40a.m. - 12:00p.m.	4	1	1	0
	12:00p.m. - 12:20p.m.	4	0	0	0
	12:20p.m. - 12:40p.m.	4	2	2	0
	12:40p.m. - 1:00p.m.	4	3	2	33
Pascoag Main Street Municipal Lot					
	11:00a.m. - 11:20a.m.	16	9	0	0
	11:20a.m. - 11:40a.m.	16	4	1	75
	11:40a.m. - 12:00a.m.	16	4	2	50
	12:00p.m. - 12:20p.m.	16	4	2	50
	12:20p.m. - 12:40p.m.	16	4	1	75
	12:40p.m. - 1:00p.m.	16	3	0	75
Pascoag Main Street, Park Place to Nahant Place					
East Side	11:00a.m. - 11:20a.m.	8	6	-1	0
	11:20a.m. - 11:40a.m.	8	7	1	20
	11:40a.m. - 12:00a.m.	8	7	2	86
	12:00p.m. - 12:20p.m.	8	8	1	75
	12:20p.m. - 12:40p.m.	8	9	1	89
	12:40p.m. - 1:00p.m.	8	9	1	89
West Side	11:00a.m. - 11:20a.m.	9	7	0	0
	11:20a.m. - 11:40a.m.	9	6	1	83
	11:40a.m. - 12:00p.m.	9	7	2	71
	12:00p.m. - 12:20p.m.	9	7	1	86
	12:20p.m. - 12:40p.m.	9	8	2	75
	12:40p.m. - 1:00p.m.	9	9	1	89
Pascoag Main Street, Nahant Place to Subway Restaurant					
East Side, No Parking	11:00a.m. - 11:20a.m.	0	0	0	0
	11:20a.m. - 11:40a.m.	0	0	0	0
	11:40a.m. - 12:00a.m.	0	0	0	0
	12:00p.m. - 12:20p.m.	0	0	0	0
	12:20p.m. - 12:40p.m.	0	0	0	0
	12:40p.m. - 1:00p.m.	0	0	0	0

Weekends

<u>April 9, 2005</u> <u>(Saturday)</u>	<u>Time</u>	<u>Total Available Spaces</u>	<u>Total Vehicles</u>	<u># New Vehicles</u>	<u>% Vehicles Remaining</u>
West Side	11:00a.m. - 11:20a.m.	3	0	0	0
	11:20a.m. - 11:40a.m.	3	0	0	0
	11:40a.m. - 12:00p.m.	3	2	2	0
	12:00p.m. - 12:20p.m.	3	1	0	50
	12:20p.m. - 12:40p.m.	3	2	1	100
	12:40p.m. - 1:00p.m.	3	2	2	0
Bridge Way (Route 107)					
Westbound	11:00a.m. - 11:20a.m.	6	1	0	0
	11:20a.m. - 11:40a.m.	6	1	1	0
	11:40a.m. - 12:00a.m.	6	0	0	0
	12:00p.m. - 12:20p.m.	6	0	0	0
	12:20m.m. - 12:40p.m.	6	0	0	0
	12:40p.m. - 1:00p.m.	6	0	0	0
Eastbound	11:00a.m. - 11:20a.m.	5	3	0	0
	11:20a.m. - 11:40a.m.	5	2	1	50
	11:40a.m. - 12:00p.m.	5	2	0	100
	12:00p.m. - 12:20p.m.	5	0	0	0
	12:20p.m. - 12:40p.m.	5	1	1	0
	12:40p.m. - 1:00p.m.	5	0	0	0
Sayles Avenue Municipal Lot					
	11:00a.m. - 11:20a.m.	54	11	0	0
	11:20a.m. - 11:40a.m.	54	10	0	100
	11:40a.m. - 12:00a.m.	54	10	0	100
	12:00p.m. - 12:20p.m.	54	10	0	100
	12:20p.m. - 12:40p.m.	54	10	0	100
	12:40p.m. - 1:00p.m.	54	10	0	100
Sayles Avenue, Bridge Way to Pascoag Main Street					
Northbound	11:00a.m. - 11:20a.m.	7	3	0	0
	11:20a.m. - 11:40a.m.	7	4	1	75
	11:40a.m. - 12:00p.m.	7	3	0	100
	12:00p.m. - 12:20p.m.	7	2	6	100
	12:20p.m. - 12:40p.m.	7	2	0	100
	12:40p.m. - 1:00p.m.	7	2	0	100
			16	7	9
Southbound	11:00a.m. - 11:20a.m.	12	6	0	0
	11:20a.m. - 11:40a.m.	12	7	2	71
	11:40a.m. - 12:00p.m.	12	7	2	71
	12:00p.m. - 12:20p.m.	12	7	1	86
	12:20p.m. - 12:40p.m.	12	8	1	86
	12:40p.m. - 1:00p.m.	12	7	0	100

Week Days

<u>April 11, 2005</u> <u>(Monday)</u>	Time	Total Available Spaces	Total Vehicles	# New Vehicles	% Vehicles Remaining
Pascoag Main Street, Sayles Avenue to Park Place					
East Side	12:00p.m. - 12:20p.m.	5	1	0	0
	12:20p.m. - 12:40p.m.	5	2	2	0
	12:40p.m. - 1:00p.m.	5	3	2	33
	1:00p.m. - 1:20p.m.	5	3	1	0
	1:20p.m. - 1:40p.m.	5	3	1	67
	1:40p.m. - 2:00p.m.	5	3	2	33
	2:00p.m. - 2:20p.m.	5	1	0	100
	2:20p.m. - 2:40p.m.	5	1	1	0
	2:40p.m. - 3:00p.m.	5	1	0	100
	3:00p.m. - 3:20p.m.	5	2	1	50
	3:20p.m. - 3:40p.m.	5	1	0	100
	3:40p.m. - 4:00p.m.	5	0	0	0
West Side	12:00p.m. - 12:20p.m.	4	2	0	0
	12:20p.m. - 12:40p.m.	4	2	2	0
	12:40p.m. - 1:00p.m.	4	3	1	67
	1:00p.m. - 1:20p.m.	4	3	1	67
	1:20p.m. - 1:40p.m.	4	1	1	0
	1:40p.m. - 2:00p.m.	4	1	1	0
	2:00p.m. - 2:20p.m.	4	1	0	100
	2:20p.m. - 2:40p.m.	4	1	1	0
	2:40p.m. - 3:00p.m.	4	1	0	100
	3:00p.m. - 3:20p.m.	4	1	0	100
	3:20p.m. - 3:40p.m.	4	1	0	0
	3:40p.m. - 4:00p.m.	4	0	0	0
Pascoag Main Street Municipal Lot					
	12:00p.m. - 12:20p.m.	16	3	0	0
	12:20p.m. - 12:40p.m.	16	6	3	50
	12:40p.m. - 1:00p.m.	16	6	0	100
	1:00p.m. - 1:20p.m.	16	6	0	100
	1:20p.m. - 1:40p.m.	16	4	1	75
	1:40p.m. - 2:00p.m.	16	4	0	100
	2:00p.m. - 2:20p.m.	16	4	0	100
	2:20p.m. - 2:40p.m.	16	2	0	100
	2:40p.m. - 3:00p.m.	16	2	0	100
	3:00p.m. - 3:20p.m.	16	2	0	100
	3:20p.m. - 3:40p.m.	16	1	0	100
	3:40p.m. - 4:00p.m.	16	0	0	100
			40	4	36

<u>April 11, 2005</u> <u>(Monday)</u>	Time	Total Available Spaces	Total Vehicles	# New Vehicles	% Vehicles Remaining
Pascoag Main Street, Park Place to Nahant Place					
East Side	12:00p.m. - 12:20p.m.	8	1	0	0
	12:20p.m. - 12:40p.m.	8	3	2	33
	12:40p.m. - 1:00p.m.	8	2	0	100
	1:00p.m. - 1:20p.m.	8	1	0	100
	1:20p.m. - 1:40p.m.	8	2	1	50
	1:40p.m. - 2:00p.m.	8	4	2	50
	2:00p.m. - 2:20p.m.	8	1	1	0
	2:20p.m. - 2:40p.m.	8	0	0	0
	2:40p.m. - 3:00p.m.	8	0	0	0
	3:00p.m. - 3:20p.m.	8	1	1	0
	3:20p.m. - 3:40p.m.	8	1	0	0
	3:40p.m. - 4:00p.m.	8	0	0	0
West Side	12:00p.m. - 12:20p.m.	9	3	0	0
	12:20p.m. - 12:40p.m.	9	4	1	75
	12:40p.m. - 1:00p.m.	9	6	2	67
	1:00p.m. - 1:20p.m.	9	5	0	100
	1:20p.m. - 1:40p.m.	9	4	0	100
	1:40p.m. - 2:00p.m.	9	4	0	100
	2:00p.m. - 2:20p.m.	9	4	1	75
	2:20p.m. - 2:40p.m.	9	4	0	100
	2:40p.m. - 3:00p.m.	9	3	0	100
	3:00p.m. - 3:20p.m.	9	4	2	50
	3:20p.m. - 3:40p.m.	9	4	0	100
	3:40p.m. - 4:00p.m.	9	2	0	100
Pascoag Main Street, Nahant Place to Subway Restaurant					
East Side	12:00p.m. - 12:20p.m.	0	0	0	0
	12:20p.m. - 12:40p.m.	0	0	0	0
	12:40p.m. - 1:00p.m.	0	0	0	0
	1:00p.m. - 1:20p.m.	0	0	0	0
	1:20p.m. - 1:40p.m.	0	0	0	0
	1:40p.m. - 2:00p.m.	0	0	0	0
	2:00p.m. - 2:20p.m.	0	0	0	0
	2:20p.m. - 2:40p.m.	0	0	0	0
	2:40p.m. - 3:00p.m.	0	0	0	0
	3:00p.m. - 3:20p.m.	0	0	0	0
	3:20p.m. - 3:40p.m.	0	0	0	0
	3:40p.m. - 4:00p.m.	0	0	0	0
West Side	12:00p.m. - 12:20p.m.	3	1	0	0
	12:20p.m. - 12:40p.m.	3	1	1	0
	12:40p.m. - 1:00p.m.	3	1	1	0
	1:00p.m. - 1:20p.m.	3	0	0	0

April 11, 2005 (Monday)	Time	Total Available Spaces	Total Vehicles	# New Vehicles	% Vehicles Remaining
	1:20p.m. - 1:40p.m.	3	0	0	0
	1:40p.m. - 2:00p.m.	3	0	0	0
	2:00p.m. - 2:20p.m.	3	0	0	0
	2:20p.m. - 2:40p.m.	3	2	2	0
	2:40p.m. - 3:00p.m.	3	2	1	50
	3:00p.m. - 3:20p.m.	3	1	0	100
	3:20p.m. - 3:40p.m.	3	1	0	100
	3:40p.m. - 4:00p.m.	3	0	0	0
Bridge Way (Route 107)					
Westbound	12:00p.m. - 12:20p.m.	6	4	0	0
	12:20p.m. - 12:40p.m.	6	2	1	50
	12:40p.m. - 1:00p.m.	6	0	0	0
	1:00p.m. - 1:20p.m.	6	3	3	0
	1:20p.m. - 1:40p.m.	6	4	1	75
	1:40p.m. - 2:00p.m.	6	5	3	40
	2:00p.m. - 2:20p.m.	6	5	5	0
	2:20p.m. - 2:40p.m.	6	6	2	67
	2:40p.m. - 3:00p.m.	6	7	1	86
	3:00p.m. - 3:20p.m.	6	4	0	100
	3:20p.m. - 3:40p.m.	6	4	0	100
	3:40p.m. - 4:00p.m.	6	3	0	0
Eastbound	12:00p.m. - 12:20p.m.	5	1	0	0
	12:20p.m. - 12:40p.m.	5	0	0	0
	12:40p.m. - 1:00p.m.	5	0	0	0
	1:00p.m. - 1:20p.m.	5	2	2	0
	1:20p.m. - 1:40p.m.	5	1	0	100
	1:40p.m. - 2:00p.m.	5	2	1	50
	2:00p.m. - 2:20p.m.	5	2	2	0
	2:20p.m. - 2:40p.m.	5	1	0	100
	2:40p.m. - 3:00p.m.	5	1	0	100
	3:00p.m. - 3:20p.m.	5	4	3	25
	3:20p.m. - 3:40p.m.	5	2	0	100
	3:40p.m. - 4:00p.m.	5	1	0	100
Sayles Avenue Municipal Lot					
	12:00p.m. - 12:20p.m.	54	28	0	97
	12:20p.m. - 12:40p.m.	54	29	1	97
	12:40p.m. - 1:00p.m.	54	29	1	100
	1:00p.m. - 1:20p.m.	54	28	0	100
	1:20p.m. - 1:40p.m.	54	27	0	100
	1:40p.m. - 2:00p.m.	54	27	0	96
	2:00p.m. - 2:20p.m.	54	26	1	96
	2:20p.m. - 2:40p.m.	54	26	1	96

<u>April 11, 2005</u> <u>(Monday)</u>	Time	Total Available Spaces	Total Vehicles	# New Vehicles	% Vehicles Remaining
	2:40p.m. - 3:00p.m.	54	27	1	96
	3:00p.m. - 3:20p.m.	54	23	1	96
	3:20p.m. - 3:40p.m.	54	22	0	100
	3:40p.m. - 4:00p.m.	54	20	0	100
Sayles Avenue, Bridge Way to Pascoag Main Street					
Northbound	12:00p.m. - 12:20p.m.	7	3	0	0
	12:20p.m. - 12:40p.m.	7	3	0	100
	12:40p.m. - 1:00p.m.	7	2	0	100
	1:00p.m. - 1:20p.m.	7	1	0	100
	1:20p.m. - 1:40p.m.	7	2	1	50
	1:40p.m. - 2:00p.m.	7	3	1	67
	2:00p.m. - 2:20p.m.	7	3	1	67
	2:20p.m. - 2:40p.m.	7	2	1	50
	2:40p.m. - 3:00p.m.	7	3	1	67
	3:00p.m. - 3:20p.m.	7	2	0	100
	3:20p.m. - 3:40p.m.	7	2	0	100
	3:40p.m. - 4:00p.m.	7	1	0	100
Southbound	12:00p.m. - 12:20p.m.	12	10	0	100
	12:20p.m. - 12:40p.m.	12	10	0	89
	12:40p.m. - 1:00p.m.	12	9	1	67
	1:00p.m. - 1:20p.m.	12	9	3	78
	1:20p.m. - 1:40p.m.	12	9	2	82
	1:40p.m. - 2:00p.m.	12	11	2	82
	2:00p.m. - 2:20p.m.	12	11	2	85
	2:20p.m. - 2:40p.m.	12	13	2	100
	2:40p.m. - 3:00p.m.	12	11	0	100
	3:00p.m. - 3:20p.m.	12	10	0	100
	3:20p.m. - 3:40p.m.	12	9	0	100
	3:40p.m. - 4:00p.m.	12	7	0	100

Downtown Pascoag has been the subject of several planning studies and initiatives through the years. Two past large-scale revitalization efforts failed to gather enough funding and support from the community (in 1965 and 1983 two Comprehensive Plans were developed that called for the development of more retail, creation of additional parking, traffic and circulation upgrading, and building improvements).

Subsequent community planning efforts resulted in the Downtown Pascoag Action Plan (reviewed below), which recommendations had a significant impact on the implementation of physical improvements and activities. Other studies have produced important contributions as well to the overall understanding of issues and recommendations for the future of the project area. Some of those studies are reviewed and summarized here.

Town of Burrillville Comprehensive Plan

The Land Use Component of the Town's Comprehensive Plan (Chapter IX) establishes the main goals, policies and actions that will affect land use patterns for periods of five years beginning in 1988, and last updated in June of 2004.

The Chapter includes an analysis of land use trends that illustrates how, in many ways, Burrillville is a rural community, with approximately 25% of its land utilized as conservation land (including local Farm Forest, Open Space, and RIDEM Game lands), approximately 30% as residential, 10% as recreation land, and 18% of the land undeveloped. As a comparison, only 2.7% is classified as commercial, 0.4% as industrial, and 0.6% as government/institutional land.

The Pascoag Village District is one of the few existing commercial areas, and is identified in the Comprehensive Plan as presenting deficiencies in platting and street configuration, functional obsolescence and deterioration of site improvements that are impairing to the village's revitalization and growth. These deficiencies are seen as deteriorating to the point where market forces alone fail to function as a redevelopment mechanism, and result in issues that may be affect the health, safety and welfare of the Town and its residents. As a result, the project area has been designated as a Substandard Area in need of redevelopment.

The Comprehensive Plan also recommends the establishment of the Burrillville Redevelopment Agency to work closely with the Town's Planning Board, Town Council and State agencies to allow future development to utilize existing utilities and infrastructure. The plan also indicates the need for employing sensible growth and "smart-growth" techniques to preserve natural and cultural resources.

An important goal is established to achieve a balanced tax base by increasing the proportion of commercial and industrial uses that contribute to generate overall tax revenues. Other goals call for the provision of areas for adequate future commercial development in the existing villages, and the promotion of sensitivity to surrounding land uses and the environment.

The Comprehensive Plan also calls for the provision of mixed uses, such as mixed commercial and residential uses that may allow for the reuse of mills compatible with other village uses (which could possibly be assumed as applicable to other relevant structures as well), and the provision of higher density residential uses to promote housing affordability where public services are available or planned (mainly in the villages).

Architectural Assessment of the Pascoag Village District

This study, carried out by Newport Collaborative Architects, Inc. in conjunction with the Downtown Pascoag Neighborhood Association and the Town of Burrillville, analyzes the architectural and signage qualities of storefronts in downtown Pascoag, and recommends design guidelines for improving 10 prime commercial sites within the village study area. The overall assessment and recommendations of the study are highly relevant, and the implementation of the proposed guidelines will significantly contribute to the enhancement of the visual and aesthetic qualities of the village streetscape.

The following recommendations in particular are found to address important issues for the overall image and economic revitalization of the district, and therefore worth pursuing as priorities:

- Restoration of the historic storefront and façade at Fountain Square (60 Pascoag Main Street).
- Improvement of the former Music Hall site (74 Pascoag Main Street). The proposed guidelines contemplate two options – reconstruction of a building in such a way that public access to the Clear River at the back of the parcel would be provided at the ground level, or the development of the site as a public park or plaza. Both options represent a significant improvement from the existing conditions, and perhaps should be combined as phases of the same long term vision for the site.
- Revitalization of the abandoned gas station in the Main Street area (24 North Main Street). The redevelopment of this site would bring substantial benefits to the overall vitality of the district by creating an attractive gateway into the commercial area, encouraging pedestrian activity along North Main Street, and contributing to anchor commercial uses in the northern section of the village.
- Strengthening the design character and pedestrian qualities at the intersection of High and Church Streets (20 High Street and Echo Plaza). This area represents another major gateway into the village commercial district, and it doesn't feel integrated to the rest of the downtown in terms of architectural design and pedestrian accessibility.
- Enhancing the storefront design of the grocery store (54 Sayles Avenue), which is one of the prime commercial anchors of the downtown and is located at a main focal point within the district.

Pascoag Village Area Business District Assessment

This analysis, prepared by the Town of Burrillville's Department of Planning and Economic Development, compared two economic activity centers within the Town in terms of employment and tax revenue opportunities – the Downtown Pascoag Revitalization Area and the Burrillville Industrial Park. As a result of the study, it was recommended that the Town Council enacted case specific tax incentives for businesses that would make historic renovation improvements to their buildings. In particular, a property tax abatement plan or stabilization plan was recommended. The purpose of the measure would be to assist property owners in enhancing the historic character/theme of the village, which would contribute to attract visitors and customers from outside the area.

Based on the Executive Summary, other significant findings from the study are the following:

- In 2002, downtown Pascoag provided the Town with an estimated \$256,686 in taxes, which represented a tax revenue of \$7,825 per acre of the village area considered.
- The Pascoag Village employed an estimated 409 jobs in the same year, representing approximately 12 jobs per acre.
- It was estimated that between 25% and 50% of those jobs were held by teenagers.
- Businesses with the higher number of employees in downtown Pascoag included Brigido's IGA Marketplace (55), Northwest Community Nursing and Health Service (40), Elite Pizza (23), CVS (15) and Georges Pizza (15).
- The emergence of regional shopping malls (such as The Crossings at Smithfield) has contributed to erode the local customer base at Pascoag.
- Downtown Pascoag has historical resources that could represent a potential for attracting tourism-related commerce and activities if properly redeveloped.

Downtown Pascoag Action Plan

The Downtown Pascoag Action Plan was the result of a community planning effort promoted in the year 2000 by the Burrillville Advisory Group, a group of local business representatives and community members, with the support of the Northern Rhode Island Chamber of Commerce and Town officials. The plan recommendations were produced as a result of multiple focus groups meetings and community workshops, and were summarized in a dense three-page Action Plan matrix.

Many of the plan recommendations have been implemented in the years that followed with great success. For example, one of the recommendations stressed the need to attract people to the downtown and strengthen "community building and pride" through the organization of road races, sidewalk sales and other seasonal events, which are today becoming downtown traditions (the Fall Snakes Alive 5K Road Race, the Winter Victorian Holiday, and the June Sidewalk Sale, etc.). Other accomplishments that can be

traced back to the plan's initiative include an engineering study that recommended important improvements to traffic circulation and infrastructure, the creation of the Veteran's Bridge Way Park, and the creation of a River Walk connecting the park to other downtown destinations along the river.

Other recommendations that are still relevant and could bring additional positive benefits include the following:

- Beautify the downtown with painting, flowerpots (streetscape)
- Expand community policing and visibility
- Create a Teen Center
- Relocate utilities underground
- Build new sidewalks
- Facilitate improvements and reuse of "Music Hall" site.
- Exploring a link to the Rhode Island Main Streets Program.

Burrillville Tourism Development Plan

This research study prepared by students of Johnson & Wales University in the year 2000, as part of requirements for the Masters in Business Administration degree program, analyzed economic and demographic profiles, and the presence of natural and historical resources that would support a potential to develop tourism-related activities in Burrillville, and in particular the village of Pascoag.

The most important contribution of this study is to identify a potential for the marketing of Pascoag and its surroundings as regional destinations for camping, fishing, hunting, biking, cross-country skiing, and other nature-based recreational activities. Some of the proposed objectives and recommendations include the following:

- Increase marketing and promotion of Burrillville as a destination within the Blackstone Valley Heritage Corridor.
- Seek the commercial revitalization of downtown Pascoag, with special emphasis on restaurants and specialty retail.
- Address seasonality by the organization of special events (a recommendation that became later implemented in conjunction with the Downtown Pascoag Action Plan initiative).
- Promote antique shopping, dining, and historic sightseeing in the downtown.
- Establish an information booth (project underway by initiative of Local Boy Scout Matthew Desjarlais).

- Log-term goals could include the establishment of a museum/historical exhibit that outlines Burrillville rich industrial and cultural heritage.

The study points out to the presence of only one Bed & Breakfast facility in Burrillville, which is located outside of the project area, and the fact that governing standards and regulations make it difficult to expand lodging facilities for cost reasons.

The study also offers an informative list of references and consulting materials on different aspects of downtown Pascoag history and resources.