



Placemaking on the Providence Waterfront



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Introduction

Twenty years ago, the Providence Foundation and the City of Providence requested that the Rhode Island Department of Transportation (RIDOT) relocate the alignment of Interstate 195 (I-195) through Providence, which physically isolated downtown from the Jewelry District and much of the waterfront. In 1997, RIDOT agreed to relocate the freeway viaduct to the south along a similar alignment as the Providence Hurricane Barrier. This location was chosen for a variety of reasons related to safety, access and vehicular capacity, but also because it would reunite previously divided districts, improve waterfront access, increase open space and parkland, and free up more than 19 acres of land for redevelopment. With the relocation project nearing completion, the Jewelry District/Old Harbor area is already changing dramatically. New developments are cropping up throughout the neighborhood, such as the adaptive reuse of an old power plant as the mixed-use Dynamo House.

A key outcome of the I-195 relocation is the creation of two new waterfront parks along the Providence River, connected by a new pedestrian bridge built on the abutments of the current I-195 river crossing. These new public spaces were the focus of a 2006

design competition, which selected Brown, Richardson, & Rowe, Inc. as the designer of the western park. A charrette was held in 2008 to discuss the plans for this space, as well as those for the eastern park and Riverwalk, being designed by William D. Warner Architects.

Building on the progress of these events, the Providence Foundation and the City of Providence Parks Department hired Project for Public Spaces, Inc. (PPS), a New York-based non-profit, to engage stakeholders in developing a preliminary program for the parks and to provide best practices for managing vibrant and successful public spaces.

On January 20 and 21, 2009, PPS held focus groups with area private developers, City staff, the project engineer and designers, community group representatives, and local institutions to hear their specific thoughts on activating and managing the spaces. PPS then facilitated a Placemaking workshop in the evening of January 21st to brainstorm opportunities with a larger group of stakeholders (roughly 60 participants).

This report outlines PPS's recommendations for the new waterfront spaces, which were informed by both



Local stakeholders discuss their vision for the Providence waterfront at the January, 2009 Placemaking Workshop.

the overarching themes and the detailed ideas that emerged from the focus groups and workshop. Also included are Placemaking principles for creating great waterfront destinations, case studies from great waterfronts around the world, and management ideas for translating plans into reality.

The concepts contained in this document should serve as the foundation for a continued dialogue around how to use this opportunity to create an active gathering place in Providence that complements, rather than competes with, concurrent efforts to make Kennedy Plaza a great place. The ideas should guide the design of the public spaces and an implementation plan that allows this place to change and evolve as new residents, employees and institutions move into the surrounding neighborhoods.

About Placemaking and PPS



PPS's Placemaking process allows diverse constituencies to identify how public spaces can be shaped to make them welcoming, well-functioning and attractive places for people. In the case of Providence's new waterfront spaces, this includes local residents, employees and students of educational and health institutions, museum patrons and tourists, neighborhood and advocacy groups, civic leaders, and nearby business owners, among others.

Over the past 34 years Project for Public Spaces has worked with more than 2,500 communities to help them improve their public spaces. Our approach to Placemaking is based on the idea that successful public spaces involve more than just design. Rather, improvements should grow out of a public involvement process that defines and responds to community conditions and needs from the outset. Our experience has shown that this is one of the most critical factors in achieving a public space that truly serves its constituents and draws people time and again.

Placemaking, as PPS approaches it, helps to create plans for public space by

identifying the talents and assets within the community. In any community there are people who can provide a historical perspective, valuable insight into how the area functions, and an understanding of the critical issues and what is sacred to people. Tapping this information at the beginning of the process is key both in helping to create a sense of ownership as well as to get important input. This is the reason PPS interviewed a wide range of stakeholders and engaged and even wider audience in the Placemaking workshop. Placemaking involves listening to, and asking questions of, these people about both their concerns and wishes. We work with them to create a vision for the places that help grow community life and improve the daily experience of the city's citizens and visitors; we help them to create an implementation plan that includes short term, often experimental, improvements and means of generating revenue to support high-quality maintenance and programming.

Based on our experience with Placemaking, we have developed the Place Diagram: What Makes a Great Place? (shown on the previous page). This diagram outlines the major attributes of successful places, along with the intangible qualities that people use to positively describe them, and the

elements that can be used to measure their success. The major attributes outlined on the diagram are sociability, uses and activities, access and linkages, and comfort and image. We have found this tool to be particularly useful in helping communities discuss the issues important to them. They also reflect the issues that consistently surface in the communities where we have worked.



What Makes A Great Waterfront



Too often waterfront spaces are shaped by designers with little regard for the community's needs and desires.



Through a shared community visioning process, stakeholders become committed to the waterfront's success.

Providence is joined by cities around the world that are working to reinvigorate their riverfronts, which were cut off from nearby neighborhoods by wide roadways or hulking industrial facilities. Fortunately, Providence, unlike many other locales, has realized that revitalization cannot happen by waterfront development devoted to a single use—whether upscale housing or passive parkland. Careful observation and analysis of the world's best waterfronts has taught us that the promise of community enrichment and economic development can only be realized by creating comfortable, accessible destinations that offer activities for all walks of life. The following principles should serve as the framework for creating a vibrant waterfront in Providence and, by extension, a vibrant city. These ideas were presented at the Placemaking workshop and sparked much of the project-specific dialogue that is described in following sections.

MAKE PUBLIC GOALS THE PRIMARY OBJECTIVE

The best solutions for waterfronts put public goals first, not short-term financial expediency. As long as plans adhere to the notion that the waterfront is an inherently public asset, then many of the following steps can be pursued successfully.

Community engagement—and, ultimately, local ownership and pride—will flow from this basic premise.

CREATE A SHARED COMMUNITY VISION FOR THE WATERFRONT

Unlike a master plan, a vision process does not lock a project into a prescribed solution. It is a citizen-led initiative that outlines a set of goals—ideals to strive for—that set the stage for people to think boldly, make breakthroughs, and achieve new possibilities for their waterfront. Because a vision is adaptable and can be implemented gradually, starting with small experiments, it often becomes bolder as public enthusiasm for making changes builds and the transformation of the waterfront gains credibility.

CREATE MULTIPLE DESTINATIONS: THE POWER OF TEN

PPS has found that an effective way to structure a visioning process is to set a goal of creating ten great destinations along the entire waterfront, an idea we call the “Power of Ten.” This focus on destinations, rather than “open space” or parks, enables a genuine community-led process to take root. Once ten destinations have been identified, then nearby residents, businesses, community organizations and

other stakeholders begin to define the uses and activities they want to see at each place. Ideally, each destination should provide ten things to do, which creates diverse, layered activity, ensuring that no single use will predominate. This process is open-ended, so the result can fulfill the hopes of people involved.

CONNECT THE DESTINATIONS

Each of the ten destinations should be incorporated into a vision for the waterfront as a whole. The key is to achieve continuity, especially when it comes to the pedestrian experience. A walkable waterfront with a wide variety of activity along it will successfully connect destinations, allowing each to strengthen the others. Creating these connections is a fascinating challenge that entails mixing uses (such as housing, parks, entertainment and retail) and mixing partners (such as public institutions and local business owners).

OPTIMIZE PUBLIC ACCESS

It is essential that the waterfront be accessible for people's use to the greatest extent possible. Once again, the goal of continuity is of paramount importance. Waterfronts with continuous public access are much more desirable than those where the public space is interrupted. Even

small stretches where the waterfront is unavailable to the public greatly diminish the experience. Access also means that people can actually interact with the water in many ways—from swimming or fishing, to dining or picnicking dockside, to boarding boats or feeding ducks. If it is not possible to actually touch the water, people should have access to another type of water nearby—such as a fountain, spray play area or a swimming pool that floats next to the shore (such as the pools in use along the Seine during Paris Plage).

ENSURE THAT NEW DEVELOPMENT FITS WITHIN THE COMMUNITY'S VISION

When the public's vision comes first in a waterfront revitalization project, new developments can be tailored to meet the community's shared goals and expectations. Waterfronts are too valuable to simply allow developers to dictate the terms of growth and change. This is not to say that private development should be unwelcome or discouraged; on the contrary, it is necessary to the future of a healthy waterfront. But, whatever is built must contribute to the goals set forth by the community, not detract from them. And, of course, development should never interfere with pedestrian connections, making parking



The public is brought right to the water's edge at Brisbane's South Bank development.



Promenades link destinations on Sydney's waterfront.



Waterfronts dominated by residential development are severely limited in programming opportunities and accessibility for the broader community.



Overly passive waterfronts fail to fully capitalize on the host of potential activities that make waterfronts unique destinations.

lots and auto-oriented development out of the question.

ENCOURAGE 24-HOUR ACTIVITY BY LIMITING RESIDENTIAL DEVELOPMENT

Great waterfronts are not dominated by residential development. Why? Because these are places that are full of people, day and night. They are the sites of festivals, markets, firework displays, concerts and other high-energy gatherings. A high concentration of residential development limits the diversity of waterfront use and creates constituencies invested in preventing 24-hour activity from flourishing.

USE PARKS TO CONNECT DESTINATIONS, NOT AS DESTINATIONS UNTO THEMSELVES

In a similar vein, parks should not serve as the *raison d'être* of the entire waterfront. Passive open space puts a damper on the inherent vibrancy of waterfronts, evident in cities such as New York, Vancouver, and Toronto that have relied too heavily on “greening” their waterfronts without mixing the uses that draw people for different reasons at different times of the day, week and year. The world’s best waterfronts use parks as connective tissue, using them to

link major destinations together. Helsinki, Stockholm, Sydney, and Baltimore have employed this strategy to fine effect.

DESIGN AND PROGRAM BUILDINGS TO ENGAGE THE PUBLIC SPACE

Any building on the waterfront should add to the activity of the public spaces around it. When successful, the result is an ideal combination of commercial and public uses. Towers, on the other hand, are noticeably out of place along rivers, lakes and oceanfronts. High-rises tend to be residential buildings with private activity on the ground floor. They may also create a wall that physically and psychologically isolated the waterfront from surrounding neighborhoods.

SUPPORT MULTIPLE MODES OF TRANSPORTATION AND LIMIT VEHICULAR ACCESS

Waterfronts are dramatically enhanced when they can be accessed by means other than private vehicles. In Sydney, Stockholm, Venice, Helsinki, and Hong Kong, people travel to waterfront destinations via maritime routes as much as by land. Walking and biking are another important part of the transportation mix, and many of the best waterfronts feature pedestrian promenades and bike lanes. Unimpeded

by cars or parking lots, people are more at ease, and the full breadth of waterfront activity can flourish. (Commercial deliveries to local businesses are an important exception to this rule.)

INTEGRATE SEASONAL ACTIVITIES INTO EACH DESTINATION

Rain or cold is no reason for a waterfront to sit empty. Indeed, many successful waterfront cities are known for their chilly winds and gray skies. Waterfront programming should take rainy-day and winter activities into account, and amenities should provide protection from inclement weather. Waterfronts that can thrive in year-round conditions will reap the benefits of greater economic activity and higher use.

MAKE STAND-ALONE, ICONIC BUILDINGS SERVE MULTIPLE FUNCTIONS

An iconic structure can be a boon to the waterfront, so long as it acts as a multi-use destination. On a recent weekend morning in Stockholm, the busiest building along the waterfront was the City Hall. Surrounded by a plaza, park, and courtyards, the building shares its slice of the waterfront with a major pier where boats offer waterfront tours. Clearly, this City Hall is more than a one-dimensional icon, it is also a good neighbor with a strong sense of

place. Today's icons should strive to achieve the same flexibility and public-spirited presence.

MANAGE, MANAGE, MANAGE

Ongoing management is essential to maintain waterfronts and sustain a diverse variety of activities and events throughout the year. Waterfronts could adopt the model of the Business Improvement Districts that have been so successful in many downtowns. A “WID” could forge partnerships between waterfront businesses and organizations and those in the surrounding district, so that waterfront programming—such as temporary exhibits of local artists or music by local musicians—reflects the community and gives the place a unique character. More management ideas are presented in subsequent sections.



Not just the seat of government, Stockholm's City Hall also acts as a hub of community activity.



Porto, Portugal's waterfront allows vehicles, on pedestrian and bicyclists' terms.



Year-round programming activates the Dusseldorf waterfront.

Key Issues and Opportunities



Early Placemaking successes at Kennedy Plaza include welcome banners and programming, such as the Providence Roller Derby League practices and bouts.

A number of PPS's observations and important themes emerged from the stakeholder interviews and Placemaking workshop. The key issues and opportunities are summarized below. These concepts should serve as the foundation for an ongoing conversation around creating a great destination on the Providence River. In conjunction with the specific programming and design ideas that resulted from the workshop, they will also serve as the basis for the design, activation and management ideas outlined later in this report.

PLAN PROVIDENCE AROUND PLACES

There is a strong, largely intuitive, underlying sense that what are deeply desired in the city are destinations that address the values of Providence, and the needs of particular neighborhoods. Great places and destinations are what define a city, and they will help Providence become more competitive in attracting the “creative class” and a “knowledge economy.” The ongoing efforts to make Kennedy Plaza a destination are the beginning of this process.

CREATE AN ACTIVE WATERFRONT DESTINATION

There was a clear message that the waterfront spaces being created, including the pedestrian bridge, need to become a major year-round destination for the city. They should be places of economic activity that generate revenue to support maintenance and programming. Towards this end, every group at the workshop identified income generating activities that would ensure a high level of use and maintenance, encouraging people to return again and again. Specifically, many identified a desire for a beer garden, restaurants or food service, and elements of a public market. Uses should be triangulated, or clustered together, to create a critical mass of activity, and revenue.

THINK BEYOND “PARKS”

There seemed to be agreement that calling the new spaces “parks” was too defining and that a series of “public spaces” was more appropriate. This change in semantics also lends itself to a revision of who would conventionally be accountable for the success of these public spaces. The Parks Department cannot be solely

responsible for their management. The Greater Kennedy Plaza Working Group, which represents a host of public, private and non-profit organizations, is a model for engaging new partners in creating a vibrant destination. These public spaces also need names that reflect their future character and resonate with the citizens of Providence. Initial ideas include: Ship Street Landing, Iway Place, Eddy's Point Park, Ember Bridge, and Providence Point.

MAKE THE PEDESTRIAN BRIDGE A GATHERING PLACE

The new pedestrian bridge needs to become a destination unto itself, not just an iconic structure or a means for moving between places. In addition to comfortable amenities, weather protection, logical access points, wonderful lighting design, and an appealing aesthetic, activities are necessary to make the bridge a draw for both residents and visitors. Potential activities that were identified include art vendors, fishing, boating, bicycle rentals, group tours, and a “beer garden” restaurant. It was also suggested that part of the bridge should be intended for bicycles, joggers and fast walkers in conjunction with many places to linger (i.e., kiss). Formally serving as the “home” of WaterFire would immediately contribute to a unique identity for the bridge.

DESIGN FOR FLEXIBILITY AND ALLOW FOR GROWTH

The new public spaces need to be implemented in stages in order to flexibly serve a community undergoing significant changes. As Project for Public Spaces claims, “You cannot know what you are going to end up with.” What is important is that the infrastructure is planned now to allow for growth and evolution. A recreation center, for example, may not fit within the initial project budget but could attract future funding and management partners; its potential location and any structural requirements should be considered upfront. Water supply and electricity requirements should also be carefully examined and installed as part of the initial construction. Additionally, as the program and design of Kennedy Plaza evolves, that of the waterfront should be able to change to prevent competition between these nearby places.

START WITH INTERIM USES

In the interim, many of the activities within these public spaces may be temporary. For instance, a temporary swimming pool, an urban beach, and temporary retail stalls were identified as programming features that could be accommodated as provisional arrangements that could be replaced by more permanent structures as



The Bridge of Flowers in Shelbourne, Massachusetts, is a destination unto itself.



The activity on Stockholm's waterfront is complemented by busy boat traffic.

the neighborhood develops and the spaces build a constituency of supporters.

PROVIDE ACTIVE RECREATION

Even over the long term, there seemed to be an emerging theme of active recreation in flexible spaces for the public spaces on both sides of the river, such as basketball, interactive play features, dance classes, volleyball, skating, boating, jogging, tai chi, and bocce.

ENSURE COMPATIBLE EDGE USES

There was widespread concern at the workshop that wide streets and incompatible edge uses would isolate these new public spaces, limiting their potential success and minimizing benefits on the surrounding communities. The proposed cross sections of Eddy, Dyer, South Water and South Main Streets were of particular concern. The Dynamo House parking lot that is proposed adjacent to the western space was also undesirable, and coordination efforts with National Grid must be undertaken to prevent this situation.

ENCOURAGE NON-VEHICULAR ACCESS TO THE WATERFRONT

Workshop attendees agreed that transit, walking and biking need to be the

primary means of reaching this waterfront destination and the way to integrate the public spaces into surrounding areas. A streetcar that serves the Jewelry District/Old Harbor neighborhood would also serve to spur new development, as has been experienced in many places throughout the country, including the Pearl District in Portland, Oregon. In Portland, a local university and an expanding hospital contributed to the capital cost of the streetcar line because it reduced their need to construct expensive structured parking. For the Providence project, convenient transit, pedestrian and bicycle access will reduce the number of off-street parking spaces required within walking distance of the new waterfront destinations.

CREATE A WATERFRONT CITY

Creation of this destination begins a larger effort to re-establish Providence as a major waterfront city and would spawn other water-related activity up and down the river. The water could be animated with a proliferation of floating docks, expansion of the existing gondola service, boat tours, dinner cruises, small boat rentals, and even vendors selling goods directly from their boats. Like other waterfront cities—Stockholm, Stravanger, Oslo—creative strategies need to be employed to ensure

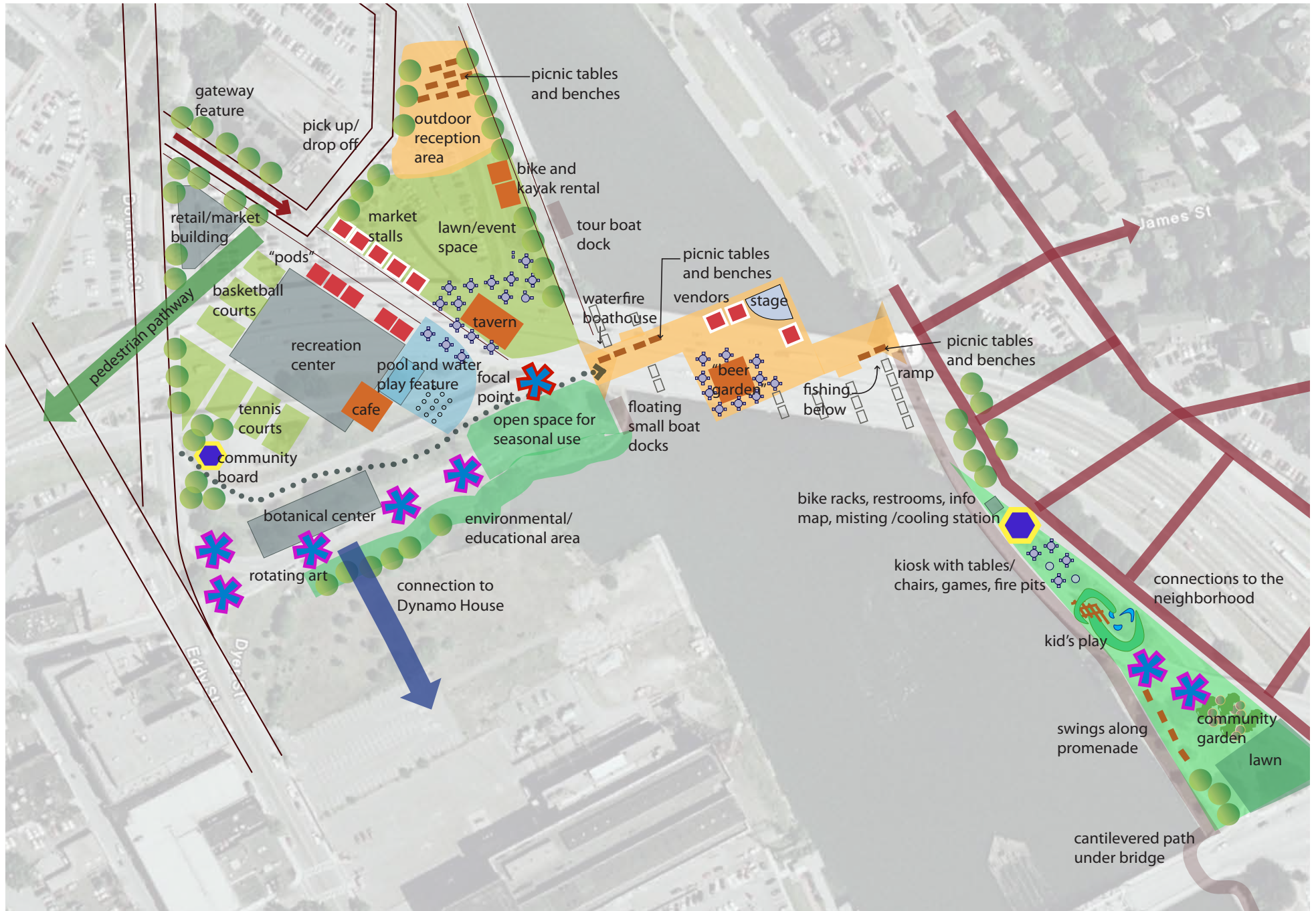
that use extends beyond the summer months: hot drinks, blankets, heat lamps, tent structures and programming strategies like “Happy December” in Slovenia.

CONNECT TO OTHER DESTINATIONS

This effort also begins a city-wide effort to identify and create a system of destinations in the downtown and the region using the “Power of Ten” framework. How these destinations connect to one another—“reach out like an octopus”—is essential to their collective greatness. The new waterfront spaces in particular should extend to the heart of the Jewelry District via the proposed “Urban Pathway,” to downtown and Kennedy Plaza through an engaging and pedestrian-oriented Dorrance Street, and to the south via the Point Street Bridge and a greenway connection that safely and comfortably traverses Wickenden Street.

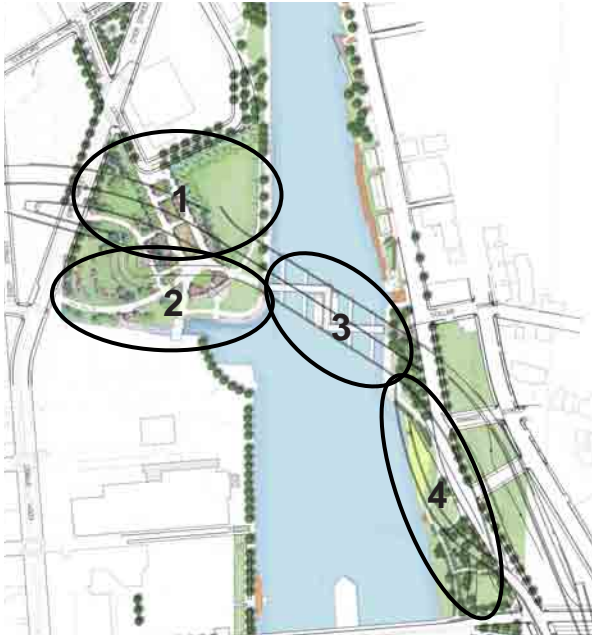


“Happy December” festivities in cities across Slovenia, including Ljubljana, help activate the waterfront during winter evenings.



Placemaking Recommendations

Programming and Design



In addition to the major ideas outlined above, a number of specific programming and design ideas emerged from the stakeholder interviews and the community workshop on January 21, 2009. Following a presentation on the qualities of great public spaces and successful waterfronts, the workshop attendees were broken into four groups that each focused on one of the following locations:

1. Northern section of the western park (currently being called Eddy's Point Park by park designers), bounded by Dyer Street and future Peck Street;
2. Southern section of the western park, bordered by Dyer Street and the Ship Street inlet;
3. New pedestrian bridge across the Providence River;
4. Eastern park, framed by South Water and Wickenden Streets.

The groups brainstormed ideas for their assigned site using the "Place Game." This structured exercise ignites a creative process about how to make a place vital and how to improve the experience of people in a place. The Place Game asks participants to imagine the place and

identify opportunities, using the following 4 attributes: comfort and image, access and linkages, uses and activities and sociability.

PPS adapted the ideas that the workshop participants identified to inform the following recommendations. These programming and design ideas are summarized on the graphic shown at left.

USES & ACTIVITIES

Having something to do gives people a reason to come to a place—and to return again and again. When there is nothing to do, a space will remain empty, which can lead to other problems. In planning for uses and activities, it is important to consider a wide range of activities: for men and women, people of different ages, different times of day, week and year, and for people alone as well as in groups.

Below are the desired uses and activities for each of the four areas of the new waterfront area being created by the relocation of I-195.



Site 1 – Northern Area/Peck Street

This group generally agreed that there was a strong need for programming in order to attract people throughout the day. By creating an ongoing series of seasonal and temporary events, the waterfront can also become active year-round. Further, temporary uses and buildings can help activate this site while additional funding is secured for the park and surrounding development materializes. Specific ideas include:

- Provide a flexible lawn space that can be used for concerts, dances, outdoor movies, cultural festivals, holiday events, end-of-parade parties, art or antiques fairs, civic ceremonies and university celebrations. Hardscape should also be provided to accommodate seating and to allow service vehicles to access the site. This space should be able to accommodate larger events than Kennedy Plaza.
- Create a small grassy area that can be cordoned off and rented for outdoor receptions. When not in use for private events, this space could provide passive enjoyment of the scenic surroundings. Towards this end, picnic tables and wi-fi internet access should be provided. Work with the

Heritage Harbor Museum and the new Dynamo House hotel to determine what type of outdoor space would maximize their use of this area.

- Provide courts for active sports such as basketball, volleyball and tennis (soccer and softball may require too much space).
- In order to generate revenue, a recreation center could ultimately reside in this space, providing space for a daycare center, community classes, and meeting rooms. The recreation center building should have active ground floor uses that open outwards into the public space. A swimming pool could be located on the edge facing the river, complemented by a playful outdoor water feature that would provide amusement for children and a cooling respite for workers and students.
- A recreation center could also provide space for small commercial ventures and flexible “pods” (like market stalls) that would each house a different and rotating set of programs done by various partners, including private sponsors, artists and civic organizations.



- Temporary market stalls, vendors and amusement activities should be located along the Riverwalk and the entrance from Dorrance Street to animate these pathways.



- Paddle boats, sailboats and kayaks, as well as bicycles, should be made available for rent in the spring, summer and fall. An area should also be designated for ticketed or chartered river tours and water taxis.



Site 2 – Southern Area/Ship Street Inlet

The area just north of the Ship Street inlet/stormwater basin is a wonderful opportunity to connect the new waterfront park to the water and the Dynamo House development to the south. This development, including the Heritage Harbor Museum, will attract a diverse group of users, including families and young professionals. The workshop participants agreed that successfully creating a vibrant activity node in this area requires a mix of uses and services that appeals to these groups and embraces the water. Activities that generate revenue are particularly important to support other maintenance and programming activities. Some initial ideas include:

- Install a bulletin board/info map at the Dyer Street entrance to direct people to the features of the park.
- Build a small outpost of the Roger Williams Park Botanical Center.
- Create a wetland/wildlife **estuary** in the Ship Street inlet that can be used for stormwater retention, beautification, and environmental education. This can be related to

other environmental and educational features of the nearby waterfront.

- Provide artistic features that double as play features, such as a toddler garden/labyrinth and sculpture pieces on which children can play (i.e., “Make Way for Duckings” in Boston Common). Connect programmatically to the Heritage Harbor and Children’s Museums.
- An area should be provided that will accommodate rotating seasonal programming. This could include ongoing staged performances, seasonal markets (e.g., a holiday craft market), a temporary skate park (ice skating should remain at Kennedy Plaza), a beach in the summer, a beer garden, carnival rides (e.g., ferris wheel and carousel) and other daily programming that changes throughout the year.
- Workshop participants in many groups identified the desire to have an exercise course throughout the new public spaces that connect to other parts of the waterfront and the city. This area should have amenities that





relate to this larger system, including a water fountain, rest station, map of jogging and biking routes, bicycle rentals, and exercise equipment for sit-ups, pull-ups, **etc.**

- Designate an area that focuses on eating and drinking. In the near term, this location could host food or wine festivals, summer beer gardens, ethnic food carts, and cooking contests. It could evolve into a more permanent array of taverns, cafés and outlets of local eateries. This area should include a plaza with movable seating and tables for study groups or class discussions. It could also serve as the location of book, as well as other types of markets (the downtown farmers market should stay in Kennedy Plaza as a successful activation element).



Site 3 – Pedestrian Bridge

As mentioned previously, the proposed pedestrian bridge must be a distinguished destination and attraction for residents and tourists in Providence. The ideas below that emerged from the workshop support an active and exciting place with many uses, not just a connection between two sides of the river.

- A scenic outlook on the bridge, along with a great café or beer garden, will keep people coming back to the bridge again and again. Provide raised seating to allow people to enjoy unobstructed views of the river.
 - Local merchants selling art, crafts and jewelry would draw shoppers to the bridge, and performers and buskers would provide entertainment for children and adults as they stroll across.
 - To attract those who enjoy fishing, the bridge should include facilities for picture taking, record keeping and cleaning fish such as at the Quabin Reservoir in Massachusetts.
 - Educational features and historical signage would encourage students
- visiting nearby museums to walk across the bridge. These installations may cover how the hurricane barrier works, the history of I-195 or the Providence waterfront, and explanation of environmental features (e.g., wind turbines or solar panels on the bridge generating power to light the bridge).
 - A floating restaurant below the bridge or near one of its landings would generate revenue and bring a diverse group of people to the water at all times of the year.
 - Floating boat docks should be constructed below the bridge attached to its abutments. The activity these boats generate would complement the bustle on the bridge and strengthen the bridge's connection to the river.
 - The bridge could be made the official home of the Waterfire celebration, housing firewood storage below the bridge and space for boat storage and logistics. This would immediately create a natural constituency for the bridge and elevate its profile around the world.





Site 4 – Eastern Area

The new park space on the eastern shore of the Providence River, bounded by South Water Street, was envisioned by workshop attendees as the most oriented to the residents of the surrounding neighborhood. Participants suggested very family-oriented activities for the public spaces and in adjacent developments, specifically uses that would attract seniors and children. The group that focused on this site agreed that the surrounding buildings should be mixed-use with active ground floor uses. They also particularly stressed the important of pedestrian connections and traffic calming so the park would be optimally integrated into the neighborhood and be accessible to the desired park users.

- Create a blue trail for kayaks and other small boats throughout the region and create a designated stop in this location. Provide a map, storage facilities, and bicycle racks. This could also be combined with another stop on the new recreational trail discussed above, including a runners station and misters for hot days.
- The larger number of residents on the east side of the river supports the opportunity for children's play

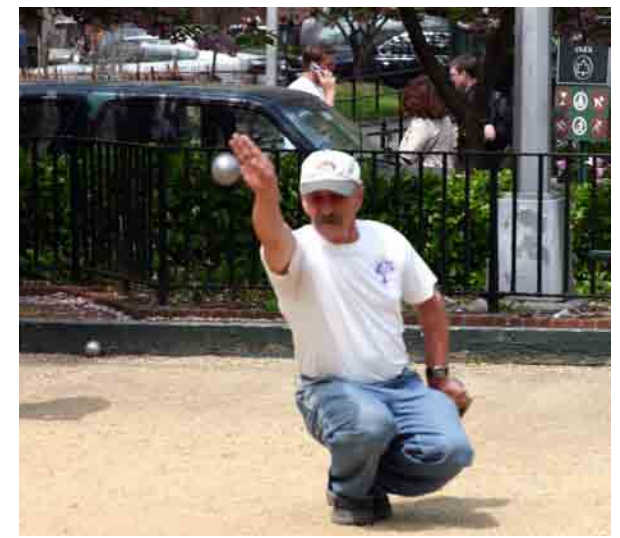
areas, including playful art and rock installations, an interactive water feature or wading pool, educational features, and a nautically-themed playground.

- A flexible lawn space should be provided for games like bocce, badminton, horseshoes and croquet, tai chi, outdoor movies, **and sunbathing**. A putting green may also be well used.
- Create an area with tables and chairs for games like chess and checkers, outdoor classrooms and and people wishing to use Wi-Fi service. A small retail or café kiosk could be located nearby to manage game equipment and provide refreshments.
- Potentially in conjunction with such a café or kiosk, fire pits could be provided for evening and winter programming. Related activities include outdoor dining, fireside chats, s'more roasts, and scary story readings.
- One area of the Riverwalk should provide swings large enough for seating several people.





- Provide sculptural tensile/shade structures, movable chairs, planted sit walls and steps 18" high to provide a variety of seating for people who want to merely people watch and take in the views.
- Design historical displays and reference markers to continue the educational trail currently running down the eastern Riverwalk.



ACCESS & LINKAGES

A successful public space is easy to get to and through; it is visible both from a distance and up close. The edges of a space are important, as well; for instance, a row of shops along a street is more interesting and generally safer to walk by than a blank wall or empty lot. Accessible spaces have short-term and long-term parking options, are convenient reached via public transit, and support walking and biking.

At the workshop, people generally felt that there were major barriers between the new public spaces and surrounding land uses and neighborhoods. Thus, connections to the surrounding areas should be strongly considered for many modes of travel, including wheelchairs and bicycles.

Pedestrian accessibility to reliable transit service was also highlighted as a means of limiting the need for wide streets and the expensive provision of parking. Good accessibility and public transit modes can eliminate the overuse of cars and parking. The following specific ideas came forth during the workshop to improve access to these spaces, as well as other existing and future spaces along the water and throughout the city.

- To better connect the special place in Providence, including the waterfront and the universities, and to begin defining the city around the “Power of Ten,” implement a walking/biking trail and a trolley loop, or a series of them, that links the most important neighborhoods and destinations. This would create a cohesive network of public spaces that would immediately identify major destinations to visitors. Wayfinding signage would identify access points to the river and extend university life beyond its buildings and integrate it into the community. This could begin with a “Gallery Night” loop.
- Workshop participants were generally concerned with the width of the streets bordering the new parks, on both sides of the river. Possible strategies to address this issue include eliminating the future Peck Street, reducing Dyer Street to two lanes wide with diagonal parking, and narrowing South Water and South Main Streets.
- Create a grand entrance from Dorrance Street that would serve as a gateway to the waterfront and a visual connection from City



Hall and Kennedy Plaza. Further, consider Las Ramblas in Barcelona, with its proliferation of retail shops, restaurants, and craft vendors, as a model for Dorrance Street; creating a great street will shorten the perceived distance to the waterfront and encourage people to walk throughout downtown.

- Pursue the “Urban Pathway” concept to entice pedestrians to walk from the heart of the Jewelry District to the Dyer Street entrance.
- Create a centralized transit stop near the intersection of Dorrance and Dyer Streets that allows for easy transfers between the city’s various transit services (e.g., RIPTA and university shuttles). The stop should be equipped with system maps, lighting, seating and weather protection.
- In addition to creating programmatic linkages to the Heritage Harbor Museum, work with National Grid and Streuver Brothers to improve pedestrian connections between the new western waterfront park and the Dynamo House development (both along the river and Dyer Street) and

their shared edge (currently planned as a surface parking lot).

- Provide adequate space on the pedestrian bridge for bicycles and pedestrians, allowing it to serve as a major “arterial” between neighborhoods and destinations in Providence. Specifically, a pleasant and convenient connection between the emerging concentration of medical and university uses on the west side of the river and Brown University on the east is vital for the creation of a knowledge economy in the Jewelry District.
- Design a spiral staircase from the pedestrian bridge down to the river that is visually interesting and functional.
- Encourage students and others to use public transit by providing free transit within the downtown zone.
- To bring more students to the waterfront and integrate the universities into this area, offer the schools indoor and outdoor classroom space in the new public spaces and surrounding buildings.

- Implement a water taxi system and encourage the creation of local boat tours get people on the water. Locate boat stops near other modes of transit.
- Ensure the inclusion of bikeways, bike rentals and bike racks into the design of all public spaces.
- Relocate, where the opportunity arises, or recreate historic buildings along South Water Street to create continuous visual interest along the waterfront.
- Maximize the number of street and/or pedestrian connections between South Main and South Water Streets within the new development blocks.
- Construct a floating dock under the Point Street Bridge or a cantilevered/suspended dock from the bridge to provide a continuous pedestrian greenway along the waterfront.
- Calm traffic at the Wickenden Street intersection, using strategies such as wider sidewalks, narrower traffic lanes, and a roundabout. This is an important project for creating a unified walking and cycling environment in this area of the city.

SOCIABILITY

When people see friends, meet and greet their neighbors, and feel comfortable interacting with strangers, they tend to feel a stronger sense of place and attachment to their community—and to the place that fosters these types of social activities. The workshop participants identified the following opportunities for achieving this level of sociability in the new public spaces along the Providence River.

- People in Providence want a place to gather 24 hours a day that appeals to a wide range of demographics. By making these spaces accessible everyday and programming evening and nighttime events, students, professors, professionals, families, tourists, seniors, and even transients can share the space. Engaging the art community can further invoke public and regional interest by providing the community with attractions that can generate economic and cultural growth. Planning for people and thinking about sociability first helps to keep in mind that this should be a place for all people; then, everything else should be designed to support that.
- Workshop participants agreed that it was important to integrate the waterfront destinations with the surrounding neighborhoods, to the east, west and north. Because these neighborhoods are each unique, the amenities and activities in the public spaces they border should reflect their different character and different audiences. For example, there are currently more families with toddlers and school children near the eastern park and will be more visitors and professionals in the western space. This dynamic will change as the Jewelry District develops, and the management of the public spaces should respond appropriately.
- Welcoming dogs into the public spaces, even going so far as to provide a dog park, will also expand the set of people who frequent this area. Permitting this activity only after certain hours, as is done at Prospect Park in Brooklyn, is another possibility and would help to generate nighttime activity.
- The community generally envisioned a pedestrian bridge that would be a lively tourist and group destination,

with opportunities for resting, viewing, meeting, dining, drinking, fishing, strolling, traveling, buying, selling, gathering, performing, and of course kissing at all times of the day. Diverse food options—including kiosks or vendors focusing on ethnic cuisines—and affordable retail opportunities attract a broader cross section of the population than narrower, more expensive options. Interaction among a diverse group encourages the social growth of a city. Additionally, providing safe and productive activities for the post-club/bar crowd can improve the relationship between the city and the important nightlife industry. Ideas include art installations that move, make noise and light up at night.



COMFORT & IMAGE

Whether a space is comfortable and conveys a positive image is key to its success. Comfort includes perceptions about safety, cleanliness, and the availability of places to sit—the importance of giving people the choice to sit where they want is generally underestimated. Creating a positive image can require keeping a place clean and well-maintained, as well as fostering a sense of identity.

The workshop participants identified a number of elements that will help create a unique and welcoming identity for the new waterfront public spaces. These are listed below under the following categories: amenities, landscaping, art/aesthetics, and signage and information.

Amenities

The following amenities were identified to make the spaces comfortable and to allow for their use during different times of the day and year and in various weather conditions. These amenities support the activities that will take place in the different sites and should be considered now in the design phase. The amenities that need to be lent out or rented would be the responsibility of the management entity or on-site tenants.

- Seating for all – seating of various scales and configurations attracts users of different ages and abilities and can encourage sociability
- Movable seating and tables
- Picnic tables – under trees along the water's edge
- Beach/lounge chairs
- Straw or rubber mats for sitting on grass
- Canopies, umbrellas, a gazebo, pergolas, or tensile structures to provide protection from rain and sun; glass walls may also be desirable to protect from wind on the bridge
- Kiosks for food, information, retail sales and ticket sales
- Outdoor heaters near food kiosks
- Outdoor fire pits/fire disks



- Trash and recycling receptacles
- Bicycle racks
- Game equipment (e.g., table games, lawn games, sport equipment, giant chess pieces)
- Playground
- Wi-Fi access
- Electrical outlets – with adequate conduit for large sound systems
- Water system for landscape irrigation, the fish cleaning station, boat docks food vendors, event needs, and a misting station
- Consistent lighting that enhances nighttime safety – consider wind or solar powered lighting; use fixtures used in other waterfront spaces
- Small temporary stage
- Public restrooms

Landscaping

Landscape treatments were recommended during the workshop to enhance the aesthetics of the site, as well as provide shade and define smaller spaces.

- Vibrant landscaping to provide color, visual interest, and beauty
- Permanent and seasonal plantings
- Planted sit walls along the Riverwalks
- Shade trees along the water's edge

Art/Aesthetics

In addition to landscaping, various forms of art could be used to beautify the space, define the space's image, and celebrate the extensive artistic talent of students and the community.

- Interactive art installations and sculpture throughout the spaces
- Temporary and rotating art installations/sculptures along the Riverwalks (e.g., model sailboats)
- Well-lit water feature that enhances nighttime safety and visibility from a distance
- Artistic lighting design for the bridge to make it an icon from various points in the city
- Colorful awnings, umbrellas, furnishings, banners, lighting and flowers
- Artistic paving patterns and mosaics of different colors can be playful, improve aesthetics, define spaces and create educational opportunities – keep design elements standard and simple to avoid excessive cost

Signage and Information

- Historic and educational signage on the Riverwalks and the pedestrian bridge
- Maps of recreational trails, walking

loops, blue trails, transit service and nearby businesses and destinations

- Wayfinding signage to different areas of the new public spaces
- Wayfinding signage (using art and graphics) throughout the city to bring people to the waterfront
- Banners that inform (e.g., about upcoming events) and reinforce the connectedness of the waterfront (i.e., consistent appearance throughout the waterfront network of spaces)



Waterfront Case Studies



There are a number of great waterfronts around the world that can serve as models for Providence. Below is a selection of case studies that describe great waterfront cities, waterfront destinations, pedestrian bridges and promenades that connect inland neighborhoods to the water. These case studies were selected based on the overarching themes and specific recommendations that emerged from PPS's stakeholder involvement efforts.

WATERFRONT CITIES

Istanbul, Turkey

Istanbul takes full advantage of its crenulated shoreline, which packs a multitude of activity along its bi-continental stretch. Mosques and markets are mixed with lively outdoor cafes and clubs; the pious cross with the palterers, while early morning revelers greet hordes of fisherman crowding the bridges at dawn. The energy onshore is mirrored along the busy Bosphorus Strait, which bisects the Turkish capital and hosts enough rush-hour traffic to rival the mainland roads. Here, schools of bathtub size fishing vessels jostle with ten-story cruise ships and oil tankers, and multiple kinds of ferryboats hurry commuters and cars between the city's European and Asian shores.

Unlike the evolution of most urban harbor-fronts around the world, many of Istanbul's ports remain in use, which has preserved much of the area's original building stock and vitality. This industrial presence has also allowed the city to retain its emphasis on maritime transportation, a feature neglected in other cities where space was created for the automobile and train. Recent re-zoning of Istanbul's waterfront for residential development and initial plans for various sites, however, raise concerns that the waterfront will be homogenized, and made passive and inaccessible by the standard revitalization processes practiced worldwide.

As Providence moves towards re-establishing itself as an authentic waterfront city, it could learn several lessons from Istanbul. First, it is essential to preserve existing maritime industries and attract new ones, while still providing public access and waterfront connectivity. These uses activate the shoreline and the river itself and help grow the City's tax base. Residential development, which also supports the latter goal, must be condoned in strategic locations only where it will not endanger desired industries or actively programmed public spaces.

Hamburg, Germany

The “Venice of Germany,” Hamburg is a city on the water. In addition to Hamburg’s many canals, the city boasts an extensive harborfront – Europe’s third largest port – and a 400-acre artificial lake. The waterfront’s character varies; the harbor reveals Hamburg’s edgier side, while the city’s historic grandeur is displayed along the restaurant-laced lakefront of the Alster, to the north. The miles of canals that run in between showcase the city’s cultural and architectural diversity, and reveal a metropolis best experienced on the water. Although many working ports prioritize industrial use over public access, Hamburg has achieved a continuously accessible public waterfront without compromising the sector’s economic primacy.

At the heart of the harbor, the St. Pauli Landing Bridges (a double-decker promenade attached to a series of floating pontoons and movable bridges) are packed with restaurants, food vendors, tourist stands and small retail outlets, which layer recreational activity alongside maritime industry. The area is also a major transportation hub and tourist attraction – many cultural institutions stand right at the water’s edge. The famous Fish Market also draws crowds of locals and visitors alike. At the break of

dawn on Sunday morning, intrepid partygoers can find here both breakfast and live music. In contrast, the quieter inland canals, lined with floating restaurants and bike paths, offer the perfect respite from the hum of machinery.

The stately esplanades, parks, and outdoor seating and dining that surround the lake reveal yet another complementary character. The citizens of Hamburg enjoy this spacious waterfront and body of water for swimming, sailing, canoeing and rowing.

Hamburg is such a successful waterfront city because of the truly diverse nature of the activities that take place along its harbor, lake and canals. Providence must also seek such diversity, both programmatically and aesthetically. Creating new public spaces is important, but so is the inclusion of cultural attractions, markets and vendors, retail, food and entertainment, water-dependent industry, and some residences.





Stockholm, Sweden

Stockholm has capitalized on its natural assets by locating major destinations on the waterfront. As a city of islands, the waterfront has quietly adapted over time, providing many new and different ways for people to use it. What really sets Stockholm apart are the promenades and esplanades that naturally draw people to public destinations on the water, including City Hall (where Nobel Prizes are awarded) and the Kungstradgarden (King's Garden).

Stockholm City Hall is proof that an iconic building doesn't have to mar public space. Located near one of the busiest sections of the city's waterfront, its grassy plaza, courtyards and interior public spaces welcome all who set foot there. In fact, on a recent Sunday morning in August, it was the most bustling destination along the entire waterfront. A similarly welcoming government institution may be a desirable waterfront destination for Providence, as well.

Kungstradgarden has thrived as a public place primarily because of the ability of its management to accommodate such a wide range of seasonal uses. One of the main elements is a large tent covering a performance stage. In total, nearly 150

stage events occur there each year, in addition to 100-150 days of exhibitions, a Christmas market on December weekends, and a host of other activities. There are also restaurants at the two ends of the garden. A sunken fountain area with steps is situated in front of one restaurant, and the garden's center features a large, circular plaza that becomes the skating rink in winter. Though activities such as chess, checkers, and ping pong are still popular, these activities no longer occur to the extent they once did. The garden was redesigned in 1998, and the resulting layout is much more rigid and makes many of these activities no longer possible. Also removed in the redesign was a successful demonstration playground featuring the latest designs for children's play equipment.

The flexibility and intensity of the Kungstradgarden programming should serve as a model for Providence's new waterfront spaces. Especially of importance are the cold weather activities that draw people to the water during cold Scandinavian winters.

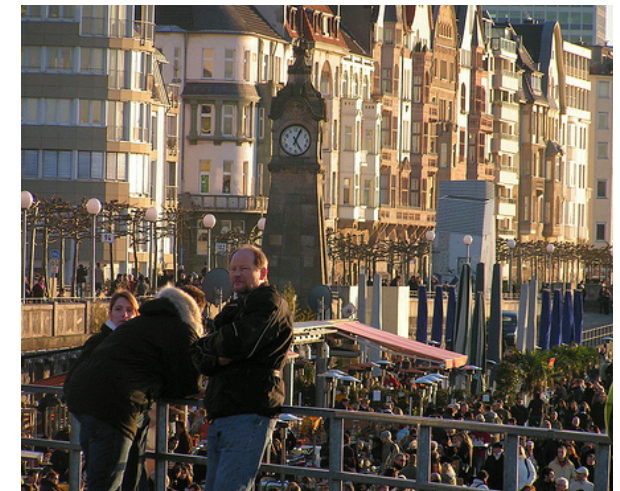
WATERFRONT DESTINATIONS

Rheinuferpromenade – Dusseldorf, Germany

Once a crowded expressway, Dusseldorf's Rheinuferpromenade was reborn in the early 1990s by relocating the waterfront road underground and installing a public, largely pedestrianized esplanade in its place. This bold move on the part of the German authorities reconnected the city center with the river and catalyzed the downtown's revitalization.

Budget limitations required temporary and experimental uses on the waterfront, ranging from beach volleyball to small vendors. The flexible and evolving nature of the promenade results in a dynamic destination that draws visitors to the site again and again. Despite the limited design budget, the promenade's simplicity has beget its success; the upper level is ideal for a quiet stroll, with pleasant landscaping and benches, while the lower level serves as an extension of the vibrant metropolis. Here, skateboarders, inline skaters and cyclists cruise the tarmac pavements at the water's edge, and temporary restaurants and beer gardens draw crowds day and night (permanent structures are not allowed because of occasional flooding).

The Providence parks can benefit from a similar short-term strategy of using temporary structures, vendors and flexible programming spaces until more funding becomes available and the future composition of the neighborhood becomes more evident.



Despite limited funding, Dusseldorf has utilized frequent programming and an abundance of vendor stands to transform its waterfront into a world-class destination.



The Aker Brygge harborfront in Oslo combines a variety of uses in well-designed buildings that directly engage the public spaces anchoring the development. Boat viewing, eating, shopping, strolling, lounging, and playing on the playgrounds combine to make this a true family destination.

Aker Brygge Harborfront – Oslo, Norway

Formerly a shipbuilding area, Aker Brygge is now a vibrant and densely packed new district. Its public promenade is one of the best-used public spaces anywhere, an area for strolling that has become the focal point of the harbor and the entire city of Oslo. Tourists and locals alike enjoy the cafés, playgrounds, sittable steps, engaging public art, floating restaurants, and small fishing boats that sell their catch at the dock.

Providence should incorporate similar nautically-inspired uses and aesthetic features. Also, Providence would be wise to mimic the form of development that borders the promenade. Most buildings are 6 stories tall and have commercial activities on the ground floor and primarily office space on the floors above. Residential development is largely concentrated behind this first row of buildings.

Granville Island – Vancouver, British Columbia

Salvaged from the husks of old factories and infused with a spirit all its own, Granville Island offers up a wonderfully imaginative mix of markets, play areas, cultural activities, and maritime uses. The gritty character is retained and private uses are balanced with a full range of publicly-focused uses including a community center, shops, a “kids only” area, a brewery, art galleries and a food market. Pedestrians, cyclists, and slow-moving cars comfortably share narrow, curb-free streets and brick-paved alleys. Former industrial buildings have been renovated to provide artist live/work spaces that spill out on to streets. The aesthetic created by such simple structures not only creates a unique feel, but it is also cheaper than most new waterfront buildings. This strategy could be pursued in Providence’s new waterfront areas.

Given its isolation, Granville Island had to succeed not only as a series of great places, but as a great district. It has succeeded through maintaining its flexibility as it has grown cultural institutions, small businesses and public spaces that serve a broader and broader set of users. It is the second most popular draw for tourists in Canada and increasingly functions as a community

gathering place for downtown Vancouver’s burgeoning population. Whether you are a tourist or a local, Granville Island offers you something new every time you return.



An incremental development process has transformed Granville Island into one of North America’s greatest destinations, while revitalizing existing structures and avoiding major redevelopment costs.





South Bank – Brisbane, Australia
 Brisbane, Australia's South Bank development features 17 action-packed hectares of lush gardens and lawns, a riverfront promenade, a spectacular tendril arboretum, an artificial beach, dining, shopping, markets, major museums and a wide variety of entertainment options. South Bank's open and abundant public spaces are accessible 24 hours a day, every day of the year and have quickly become some of Brisbane's most active destinations due to their variety of uses, active programming, and creative amenities.

Providence must strive to create this kind of buzz throughout the morning, day and night. The South Bank has proven that this is possible when particular attention is paid to providing a full calendar of activities for a wide set of demographics.



South Bank utilizes its public spaces as the active living room for the surrounding cultural institutions, which encourages visitors to linger throughout the day and into the night and return again and again.

Riverwalk – San Antonio, Texas

River Walk is an early example of a riverfront park that became a catalyst for revitalizing not just a neglected waterway, but an entire community. Paseo del Rio, as it is also known, brings economic benefits to the city by providing an important public space that attracts both residents and visitors. Twenty-one bridges, each unique, and 31 stone stairways connect the river level with downtown San Antonio streets; the varied landscape provides opportunities for people to jog or amble, people-watch, eat, shop, sightsee and celebrate, attend entertainment events, or just sit in tranquility. Arguably more than anything else, the concentration of bars and restaurants is responsible for the success of this destination.

However, River Walk also hosts major cultural events and smaller-scale community events. The management entity for the public spaces in Providence must also be able to complement more permanent uses with a changing program of small and large events.



By capitalizing on its waterfront, the Riverwalk has played a pivotal role in revitalizing downtown San Antonio.



Brooklyn Waterfront – New York City

Located immediately south of the Brooklyn Bridge, the River Café, Fulton Ferry Landing, Barge Music and the temporary uses on Pier 1 collectively create one of New York City's greatest destinations for recreation, dining, entertainment and relaxation. The surrounding views of Lower Manhattan, the Statue of Liberty, and the Brooklyn and Manhattan Bridges may be the site's greatest draw, but this area is enhanced with a variety of surrounding cafes and flexible play areas for children which compel users to linger in the spaces, transforming the site from a quick tourist stop into a city-wide gathering place.

Pier 1 has been redeveloped with interim uses until the Brooklyn Bridge Park Plan can be implemented. The 26,000 square foot site features a café, picnic tables with shade umbrellas, benches, a sandbox, and well-proportioned, rolling grass areas. Barge Music is a barge that has been converted into a concert hall that offers live, often free, music 4 or 5 days a week, 220 days a year. This unique space has been operating since 1977 and hosts classical and jazz performers from around the world as well as young, up and coming musicians.

Fulton Ferry Landing has been serving transportation needs to and from Brooklyn since the 17th century. Today, its flexible open space hosts a variety of events and musical performances in conjunction with

Barge Music. Also founded in 1977, River Café joined Barge Music at a time when the City of New York teetered on the verge of bankruptcy. Their location on the Brooklyn waterfront was discouraged given the areas' industrial character, yet the restaurant and concert hall have become world-class destinations.

Temporary uses also contribute to this area's success. In its nine week stay at Brooklyn Bridge Park in the summer of 2007, a floating pool and landside artificial beach attracted 71,000 guests, and it has achieved similar popularity at its new home in the Bronx. A former Louisiana river barge, the pool has been retrofitted to accommodate 174 swimmers at any given time, and provides the rare chance for people to access and enjoy a body of water considered largely off-limits.

Providence should experiment with similar temporary uses, both landside and on the water, which may ultimately find strong constituencies in the city for long-term viability. Instituting a system of water taxis in Providence can also help generate activity at strategic locations—the ferry stops; this continues to be an element of the success of Fulton Ferry Landing.

The triangulation of food, drink, cultural institutions, and iconic views, make the Brooklyn Waterfront memorable.

Pier 66 Maritime – New York City

Built in 1929, the Frying Pan is one of 13 remaining ships originally designed to act as mobile light house. After spending several years submerged in the Chesapeake Bay, the ship is now docked at Manhattan's Pier 66 in Chelsea and has been transformed into a thriving nightclub and gallery space; it is docked to a floating barge that also houses an outdoor bar and restaurant. While the ship's exterior has been restored, the hull remains in a state of charming disrepair. Located within Chelsea Waterside Park and conveniently linked to its surroundings by the Hudson River State Park Greenway, the Frying Pan has become a secret after work refuge and the central destination for a variety of surrounding uses including sailing, rowing, and kayak water-polo.

The boating and preservation communities in Providence may have knowledge of a similarly underutilized ship or barge that could be transformed into a similar kind of destination without excessive expense or environmental permitting.



By revitalizing an old ship and creating an affordable bar and restaurant, Manhattan's Pier 66 has become one of the most popular destinations on the city's waterfront.



Beach Bars – Berlin, Cologne, Essen, Frankfurt, Hamburg and Kiel, Germany

What began as a light-hearted attempt to reunite the long separated populations of East and West Berlin has since established itself as an undeniable nation-wide trend. Although the capital's "Beach Bars" are still the most well known, the summer-time installation of sand, lounge chairs and palm trees at select sites along a riverfront or lake has been successfully replicated at five other major German cities to-date. Reasons for their popularity abound; primarily, locals and tourists get a chance to appreciate their urban environments from a unique vantage point and enjoy rare access to the water. Additionally, with the exception of overpriced cocktails, no two bars are alike. Each showcases a range of individual design elements (boardwalks, floating pools, hammocks) and programming choices (volleyball, grilling, movies, dance parties). Some projects have even proven to catalyze revitalization efforts further inland.

Participants at the Providence stakeholder workshop expressed interest in both bars and summer beaches in the new public spaces. This strategy would combine these two programming ideas for a warm weather destination more enticing and original than either one would be alone.

Paris Plage – Paris, France

For one month every summer, the Georges Pompidou Expressway along Paris' Right Bank is transformed into a pedestrian refuge, replete with a sandy beach. A dazzling array of attractions vie for your attention—from activities like dance lessons, climbing walls, games and swimming (in floating pools, not the Seine), to amenities like beach chairs, cafes, misting fountains and shady palm trees. Its enormous popularity can be traced to strong management and innovative programming, which keep the place humming well into the night with shows and performances. Though financed in part by corporate sponsors, the acknowledgments are appropriately modest. There are no outrageous logos on display, and the experience never feels overwhelmed by commercialism. Paris Plage is a truly public space of tremendous benefit to everyone.

The City of Providence should seek out similar sponsorship opportunities. They could also use programming in a similar physical way to seed activity along the Riverwalk and get people to visit sections of it that are not currently considered destinations. Activities needing more space than the Riverwalk provides, such as

exhibits, fairs, performances and classes, could spill into nearby spaces, such as the RISD-owned parking lots on South Water Street.



Paris Plage was originally designed around youth entertainment, but is now heavily utilized by people of all ages.





PEDESTRIAN BRIDGES

Millennium Bridge – London, England

The Millennium Bridge is adored by both tourists and Londoners alike. Tourists appreciate its spectacle, and Londoners appreciate its convenience. The presence of so many pedestrians, and no vehicles, gives the bridge a festive air; crossing it feels celebratory—even in the rain. It has also revitalized and reinvented the area just south of St. Paul's. Overall the Millennium Bridge is a comfortable pedestrian crossing that has virtually united the two sides of the Thames River.

However, the bridge is too narrow (roughly 15' wide) and has little room for stopping or gathering. Being that it is used heavily for commuting, it is less comfortable for tourists and people wanting to walk slowly or spend time on the bridge. The Providence pedestrian bridge should be designed as a wider structure to support these different uses, and many more.

Charles Bridge – Prague, Czech Republic

By day, the Charles Bridge is packed with tourists and vendors selling souvenirs. But at dawn or dusk, or during the night, the bridge is a wonderful place to see breathtaking views of Prague and to meet travelers and locals alike. People inhabit the bridge 24 hours a day—shopping and enjoying folk music during the day, star gazing and more music at night. Since it is not the fastest way to get across town, most people who travel the bridge are there because of its wonderful qualities.

The bridge itself has great historical significance and the statues of saints lining the bridge are monumental. On the Old Town side, a trolley line runs to the end of the bridge and there is a trolley connection near the Mala Strana side, as well. For such a well-used and frequently traveled bridge, it is very clean and well maintained, helping to define people's perceptions and memories of the entire city. The Providence bridge, if well designed, activated, connected and maintained, can likewise become the defining element of the city of Providence.

Bridges over the Seine – Paris, France

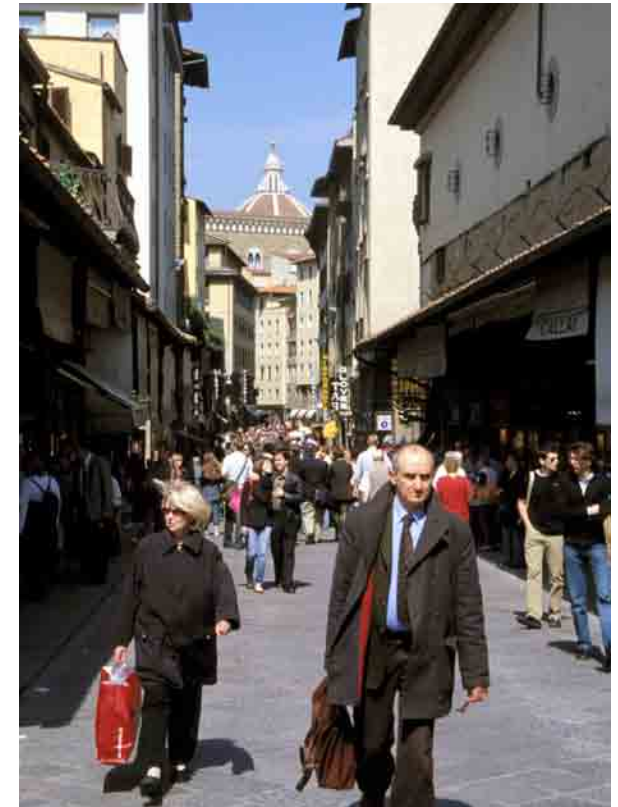
The bridges over the Seine River are not only visually stunning, from the riverbanks, but they are great places unto themselves. Each one has its own unique character and provides various seating accommodations for looking out over the river. Some of the bridges even host musicians and street performers. Whether you are walking over them or passing under them on a river cruise, you cannot fail to be impressed by the stunning quality of their architectural designs. All together, they add up to a major monument in Paris.

Without these bridges the spine of the city would be a giant void, and neighborhoods on different sides of the river would be isolated from one another. The success and comfort of these pedestrian facilities highlights how much the highways along the Seine detract from the city's waterfront. Whereas the bridges serve as connectors, the roads are truly divisive. Providence must proactively eliminate the wide, high-speed streets along its waterfront; these are inherently incompatible with the pedestrian traffic that will be attracted to the new bridge and public spaces.

Ponte Vecchio – Florence, Italy

The Ponte Vecchio serves as one of Italy's most famous destinations and the core of a vital retail district. Jewelry shops with competing merchandise and vibrant displays line the inner walkway. The center of the bridge is an open space where people meet each other and stop to socialize.

Like the Ponte Vecchio, the Providence pedestrian bridge could not only help connect the two sides of the river but also become an iconic destination that brings people to the water. The bridge could have kiosks for food concessions and space for weekend arts and craft markets. It could also have a "square" at the center of the bridge; this space should be flexible enough to allow for temporary art, games, street performers, plantings and other amenities and programs.





Rambla del Mar – Port Vell, Barcelona, Spain

A continuation of the Ramblas, this bridge is primarily a series of platforms at the same level as the seawall edge. There is small break that allows for the passage of boats, which is bridged by a walkway that rises gently from the platforms. The platforms have benches and wind barriers, but there are few other reasons to be on them. There are no guards or railing on the platforms and only a small one on the bridge walkways.

Providence also has the opportunity to create platforms that extend from the primary bridge structure. These could be smaller than the Barcelona ones while still contributing to an iconic bridge. The activities and amenities that project stakeholders identified for the bridge would complement such an interesting design feature, producing a much better outcome than this bridge in Barcelona.

INLAND CONNECTIONS

Esplanade Park – Helsinki, Finland

The centrally located Esplanade Park creates a green passage from the central market square to the sea. The park is one of the main public spaces of Helsinki and attracts all kinds of people. It is one of the best examples of an esplanade reaching up into a city, luring people down to the waterfront with a stunning park that features beautiful flowers, special seating areas, outdoor cafes (summer), kiosks, and historic buildings housing restaurants and coffee bars. Along the journey down to the waterfront, there are often people playing music or performing. Restaurants, of which there are many, along with food kiosks in the market serving paella and fruits from local farms, draw huge crowds time and again.

Although outdoor spaces are difficult to program during the cold Finnish winter, a Christmas market has been held in the park since 1993. Esplanade Park is a popular meeting place; people gather at the eastern end of the park for concerts during the summer. Many sit on benches or on the grass in small crowds. In the scale of Helsinki, Esplanade Park and the streets

surrounding it are exceptionally lively places.

The “Urban Pathway” ideas proposed by the Jacob Edwards and Kelcey team to the City of Providence in 1997 resembles the Helsinki Esplanade in certain ways. A green pathway that reaches from the heart of Downcity to the waterfront, lined with active uses, would be an amazing asset for the city and a means of increasing pedestrian traffic in the Jewelry District.





Las Ramblas – Barcelona, Spain

A tremendous variety of eateries, shops, markets, and cultural institutions can be found here, along with a huge number of pedestrians and people-watchers. About 1.5 kilometers long, Las Ramblas are really a sequence of three pedestrian-oriented streets. Its central pedestrian promenade is unique in many respects, not the least being its agreeable aesthetics (which come from its pleasant proportions, relative to adjacent development). Landscaping and provision of ample seating are two other assets.

The street is lined with five-to-seven-story buildings, street-level display windows, and many building entrances. The central walkway is, on average, 60 feet wide; sidewalks are usually less than 10 feet wide, encouraging people to walk down the center. A row of trees separates the central walkway from automobile traffic - two lanes on either side (plus one parking lane). Pedestrians have precedence, so cars are relegated to narrow shoulder-lanes and must at every turn accommodate pedestrians, who are free of intersections in the central promenade.

Pedestrian traffic is always high, because of the area's 24-hour attractiveness and the mixture of activities; regardless of

the time of day, there is something to do. A huge number of different enterprises are in operation here: traditional retail, specialized vending, kiosk sales, markets and exchanges, fairs and exhibitions, seat rental, shoe-shining, eateries and pubs, entertainment, etc. There are also a number of museums and cultural institutions.

The principles that make Las Ramblas so irresistible should be applied to the streets that approach the new waterfront spaces, such as Dorrance and Ship Streets. Whereas these are currently lined with such uninviting elements like parked cars, empty lots and blank walls, these should be the location of great ground tenants that blur the line between indoors and out. Pedestrians should have absolute priority on these streets.

One of the world's greatest streets, the pedestrian-friendly design of las Ramblas is significantly enhanced by the fact that it connects Barcelona's urban core with the waterfront.

Public Space Management

The success of the new waterfront spaces will depend, above all, on their management. PPS is convinced that 80% of the success of a public space can be attributed to good management. These should be among the most actively programmed and managed gathering places in the city, serving a very broad group of users and stakeholders: existing and future residents from the surrounding neighborhoods and the Providence metropolitan area; employees of nearby businesses and institutions; university students; patrons of the Children's Museum and the future Heritage Harbor Museum; business travelers; and cultural and civic organizations. The management of this public space will, therefore, be more demanding than that of other spaces and will rely on the skills and labor, as well as guidance, of a greater variety of individuals and organizations. Just as the planning of this project is benefiting from input from key stakeholders, its on-going management should continue to seek outside input and partnerships. This will ensure that these key public spaces successfully meet the growing and evolving needs of the city.

Although the creation of a management plan is beyond the scope of this report, the following sections describe the

management tasks that are essential to successful public spaces and innovative management strategies that could be applied to this project.

PRINCIPAL MANAGEMENT TASKS

Maintenance. The more a public space is used and loved, the more maintenance it requires. Keeping maintenance standards high will be critical to the success of these public spaces. Prompt attention to items that could be easily deferred, such as a broken water feature or removal of graffiti, will show that someone is a steward for the space, that the facility is respected, and that the public is protected.

There are a variety of options for maintenance. The City of Providence Parks Department could be responsible for general maintenance, with day-to-day cleaning done by Parks Department custodial staff. If the Jewelry District is ever included in the boundaries of the Downtown Improvement District (DID), or a new business improvement district (BID), staff of this organization could also conduct daily maintenance. Alternatively, day-to-day maintenance could be the responsibility of a new or existing not-



High maintenance standards are essential to successful public spaces.

for-profit entity (501(c)(3)) responsible for managing the new waterfront spaces. This type of organization, which will be addressed later in this chapter, could contract out maintenance work or do it with in-house staff. Some landscaping and periodic cleaning needs may require special attention and equipment; these activities could be done by the Parks Department or a BID, if they have the capability, or could be outsourced to local contractors.

In order to prevent unnecessary maintenance hassles and costs, amenities, such as lighting fixtures and benches, should be selected that are also being used in other parts of the city. This will prevent the need to stock yet another type of light standard or other replacement parts.

Security and Hospitality. Security should be visible and comforting without being intrusive. While the City's police department can oversee much of the area's security on an everyday basis, on-site staff (whether under the Parks Department, a BID or a non-profit organization) should be the "ambassadors" who enforce the park rules while making people feel welcome. If people feel "hosted" and "welcomed," they don't feel the need to be "protected," because to a very large extent the space

becomes self-policing. For events that will attract large numbers of people, private security may be outsourced if use of police officers is not available or desirable.

Programming. "Programming" refers to the wide variety of planned activities and to all the facilities and equipment related to them. Programming can be the key difference between a well-used public space and an empty one, regardless of financial support. Programming this waterfront destination will require, at least, the following tasks:

- managing recreation and game facilities—taking reservations, renting equipment, providing lifeguards.
- scheduling performances and events throughout the year;
- producing concert, movie and class series;
- coordinating festivals and markets;
- creating and executing a retail program, including vending carts and seasonal sales;
- hosting civic events and community activities and gatherings; and
- furnishing the space appropriately, for example, with chairs and tables that can be moved between sun and shade.



Approachable and informed security staff help to make people feel welcome.

Programming a public space successfully is an entrepreneurial art; a programmer drives the content the way a curator does in a museum. Programming these new waterfront public spaces will require staffing capacity—this has made recent programming efforts at Kennedy Plaza so successful—but assistance can be provided by partner organizations, such as civic and cultural organizations (e.g., the Providence Performing Arts Center and nearby museums), public entities (e.g., the City Department of Art, Culture and Tourism), event coordinators (e.g., WaterFire), or by tenants that lease space (e.g., a boat tour or rental operation, a child care provider, a beer garden, a restaurant, outdoor food carts, art/craft vendors or kiosk operators).

Programs should be broad in scope, responding to the needs of a variety of audience ages and cultural backgrounds, particularly in public spaces that are intended to serve the entire city. Staff should be experienced in event planning and live performance productions.

The City could conduct most programming activities and contract with an outside event planner to schedule and produce larger events. Conversely, a not-for-profit group could take the lead in programming and

driving the content, with overall guidance from an oversight board. Non-profits often have more flexibility in programming than a parks department that has to oversee hundreds of spaces. Often a non-profit engages in activities that complement and enhance programs provided by the city. The public sector should still play a role, however, to ensure protection of First Amendment rights.

Marketing and Promotion. Promoting the events and activities that take place in the public space will be an important adjunct to programming, particularly as the new space begins programming and building a name for itself. Until the space is well-known and sought-after, it will be as imperative to market the plaza to performance groups, special event sponsors or other potential partners, as it is to spectators and users. Over time events become traditions, like the tree-lighting at Rockefeller Center in New York, and require less intensive publicity. To help “build the brand” and establish the programming, a commitment to marketing and promotion, and the special skills it requires, will be needed right away, even before the space opens to the public.

Marketing can be used to create new relationships with other institutions



Yerba Buena Gardens Festival, San Francisco

through joint publicity and programming as well as promoting and increasing public involvement in park issues and development. Typical mechanisms include: direct mail and newsletters; press coverage; greeter programs; high-visibility events that help bring attention to specific park needs; and meetings with local community groups or institutions such as schools and faith-based organizations. This is an activity that could be contracted out in the early stages and be shared later with local civic and cultural organizations that may be using the space.

Fundraising. Raising money to support the operations and maintenance of the public spaces from a variety of funding sources is essential to creating a vibrant, well-maintained space. Non-profit organizations can pursue grant money and donations, which in addition to raising money from event sponsorships and rentals, are important to supplement dedicated funding for the space. In addition, a special assessment district, such as a BID, could be established in this area to assess surrounding tenants and property owners for ongoing management costs.

Commercial Tenant Management. The public spaces, any on-site commercial

buildings and the ground floors of surrounding developments should be seamlessly integrated. The public should flow from outside to inside and vice versa with as few barriers as possible. The activities of the retail tenants should spill out into the public spaces, and outdoor activities and circulation should flow naturally through the site. The space's management entity, therefore, should work with tenants and property owners to coordinate the commercial outdoor activities (e.g. outdoor dining), interior and storefront designs and signage, and involve them in programming and special events.

Parking Management. Parking for any active public space requires careful coordination and management in order to be most efficient and cost-effective. A diverse parking supply should be provided—on-street parking for short-term needs and longer-term spaces in a garage within walking distance. While this destination must be very accessible for pedestrian, bicyclists and transit riders, convenient parking is still an important element of any destination in Providence. The parking provided should either be operated by the management entity, or leased to a private company, in order to raise revenue for public space management.

In the latter scenario, ongoing coordination with the plaza's management entity is essential to accommodate peak demand and keep the garage functioning smoothly.

MANAGEMENT STRATEGIES

Not-for-Profit Partnerships. Although the new waterfront public spaces may be owned by the City of Providence, a non-profit organization could partner with the Parks Departments to help these spaces take on the identity of the neighborhoods and become an asset for many local constituencies. This type of public-private partnership is common in regions throughout the country, including Providence. In the face of shrinking public budgets, these partnerships are important to public agencies helping to build better communities.

Relationship to Public Sector. Nonprofit organizations can have a wide range of relationships and experiences with their public partners. These various partnership structures are categorized below according to the predominant role that they play in relation to the public sector.

- Smaller non-profits can serve

as **assistance providers**. These groups help parks departments with education, programming, and volunteers. They also advocate for increased funding for public space improvements and expansion. These organizations primarily operate on a volunteer basis with few, if any, paid staff and do not have any responsibility for the park itself. Friends of India Point Park is an assistance provider.

- New public spaces are sometimes initiated by non-profits that act as **catalysts**. Such groups work with public agencies and others to initiate projects and provide financial support for new parkland or greenways. These kinds of partners are typically involved in advocacy, design, and construction issues, and tend to be transitional in nature, redefining their role with the public entity and in relation to the park once the project is completed. The Providence Foundation's role in this project has been largely as a catalyst.
- The groups attracting the most attention these days are the **co-managers**. Non-profits of this type



Campus Martius in Detroit is managed by the Detroit 300 Conservancy, a non-profit organization.



The Reading Room in New York City's Bryant Park is a collaboration between the park's management entity, the Bryant Park Restoration Corp. (a business improvement district), and the New York Public Library.

work in collaboration with the parks department by way of either: 1) a position jointly shared by the non-profit and the parks department that oversees park planning, design and capital construction projects, and in some cases management and maintenance; or 2) a staff that works with the parks department and/or combines funds for the joint activities of master planning, capital project plans and construction. These groups share responsibility for the well-being of the space.

- Some cities take the ultimate step of making a non-profit the **sole managers** for a public park. This kind of organization manages and maintains parks on its own, functioning as an independent entity with limited involvement of the parks department, and it shoulders the major responsibility for the place. In this structure, policies tend to be determined by the non-profit.
- Finally, some groups are organized around an entire city or area park system, advocating for more city

dollars and activity, training smaller friends groups, and initiating citywide greening programs. These **citywide partners** represent a different kind of non-profit, as they exist not to increase use and activity in a single space, but to raise the level and quality of open space and parks in an entire city, through neighborhood organizations and park partnerships.

In general, these types of working relationships tend to be fluid and dynamic, evolving as the non-profit becomes part of the continuing effort to respond to the needs of the public space over time. Thus, a newly-formed non-profit may start as an assistance provider and public advocate and, only after gaining experience and forming relationships with other organizations, later redefine or enlarge its role to work as a catalyst for the development of a new park or greenway project. Additional funding and staff, on the other hand, may draw a non-profit into a more collaborative role with the parks department. A change in political situations can also affect a non-profit's role, forcing the organization into a leadership and advocacy position.

Financial Benefits. Fundraising is one of the most common activities that non-profit organizations get involved in, not only because their tax-exempt status makes them eligible for funds from foundations and more attractive to individual donors, but also because it allows them to articulate concrete, visible park needs and goals. A non-profit's ability to dedicate funds directly to a park project is particularly attractive to a city with a big vision but lack of funds to implement it. Fundraising also can serve as a public space advocacy tool and raise awareness of the work of the non-profit organization. It generally centers around three types of park needs: to supplement annual operating budgets, to implement capital projects, and to establish an endowment to ensure ongoing park maintenance, restoration and management.

Fundraising for annual operating funds to supplement existing public operating budgets often involves membership drives and frequent low cost events, which have the added benefit of exposing infrequent or non-park users to the park and stimulating and encouraging longer-term involvement. Though donations are typically small, park outreach is great. Concession sales and educational programming fees are other sources for raising money that are

often channeled into annual operating funds. Because they do not translate into visible projects in the park, and because some philanthropies will not give for this purpose, many non-profits consider operating funds to be the most difficult kind of funds to raise.

Fundraising for capital campaigns tends to rely more on personal solicitations to individual and corporate donors than on events. Once the capital money is raised, design and construction is often carried out by the parks department or contracted out to private firms. Fundraising for endowment campaigns, like capital campaigns, tends to focus on larger donations from private individuals and corporations as well as matching grants from foundations. Of course, public partners can provide fundraising help as well, acting as agents to receive federal, state, and local grants and opportunities, and pursuing grants from government sources.

Board Structure. The board of a parks non-profit should consist of representatives from public and private partners. The board will have the authority to make policies that govern the organization. Its structure should be described in by-laws agreed upon by its members that can be



Non-profit organizations can organize fundraising events that bring in revenue for park improvements, as well as day-to-day management.

amended through a defined procedure. A representative from the Greater Kennedy Plaza Working Group should serve on the board to optimize coordination. An advisory board, or community alliance, can also be set up to give a voice to an expanded set of stakeholders, including residents and local businesses. This body can act as a clearinghouse of ideas and concerns—engaging the community on an on-going basis.

Written Agreements. As one might expect, city administrations vary in their approach to sharing responsibility for a piece of the public realm. Some insist on strict guidelines as to the exact roles and responsibilities of the public and private partners. Others allow for a broad, flexible agreement that sketches out general duties. Still other partnerships emerge with no formal agreement at all.

Most non-profit organizations enter into some form of agreement with their public sector partners to define a mutual working relationship. These agreements go by a number of different names – memoranda of understanding, grant agreements, contracts, and master operating agreements, to name a few. Their main purpose is to recognize the different

roles the partners have in the park and the activities they perform, whether they be programming, maintenance, authority over design and capital projects, paying bills, or a combination of all of these. Only in rare cases are these agreements binding contracts that hold the parties responsible to certain standards of upkeep as they would a private contractor. Most often, an MOU or other agreement is a non-binding expression of intent to work together to improve the park. While each agreement is unique to the situation, they generally contain the following elements:

- **Statement of Mission.** In the early stages of a partnership, before large-scale capital projects have been conducted, or the capacity of the private partner is limited, an agreement might consist only of a joint “statement of mission” for the park acknowledging that the nonprofit has the right to perform certain types of activities in the park like programming, fundraising, or organizing volunteer clean-ups, or granting permits for gatherings and events. At the same time, the agreement will usually establish that the city will be responsible for other activities, such as maintenance or

capital funding. Some MOUs also provide that the parks department will give office space in a park building to the non-profit, and allow the group to use that park for appropriate activities. There is some disagreement in the field about whether or not it is desirable to spell out what specific duties each partner will perform. Many feel that it is better to leave the agreement nonspecific, and therefore flexible and able to accommodate a changing relationship.

- **Maintenance of Effort.** Many MOUs include a “Maintenance of Effort” clause, wherein the parks department agrees to use reasonable effort to maintain the current level of financial commitment to the park during the term of the agreement. Formalizing the public sector’s contribution in some way is a significant concern for a non-profit, because a greater involvement or success in fundraising or caretaking by a private partner may cause the city to feel its commitment can be reduced. Many potential funders of non-profit parks organizations have insisted that the city provide

them with an assurance that private support will not replace, but will be supplemental to, sustained public funding.

- **Operating Subsidies.** In certain cases, a city will provide a dedicated annual payment or contribution to a non-profit for the improvement, maintenance, and/or operation of a public space. This payment may be for a limited time, to launch the organization perhaps. It also may take the form of a fee-for-services.

Two examples are provided here to illustrate the various ways subsidies can be structured. As part of a legal agreement, the City of Richmond, Virginia is obligated to provide at least \$125,000 to the Maymont Foundation, the sole manager of the public Maymont estate, and may provide additional funds for improvements, as it chooses (the amount has risen in recent years). The City also provides other services, such as tree work. The Foundation is authorized to apply for federal, state or other public funds for the improvement or operation of the park in conjunction with the

City. The Foundation also receives subsidies from the State of Virginia and several neighboring counties.

New York City has taken the rare step of formally contracting the Central Park Conservancy for the management and maintenance of Central Park. The contract requires the City to pay the Conservancy an annual fee-for-services that is determined by a matrix—if the Conservancy raises and spends more than \$5 million, the City will pay the non-profit \$1 million and match the net increase above \$5 million by fifty cents on the dollar. If the conservancy raises over \$6 million, the city will also grant the non-profit 50% of net concession revenues, subject to a cap; concession monies otherwise go directly into the city's general fund. The arrangement is intended to make it easier for the conservancy to raise money from outside sources, because it can leverage donations off of a City match.

- **Public Review and Authority.** While the process for determining what is an appropriate activity

or alteration to a public space is most often guided by preservation policies, recommendations of an approved master plan, or capital improvements and construction projects that are already planned, the responsibilities of the partners within that process are usually spelled out in an MOU or other agreement. In some cases, a non-profit organization initiates projects that must be approved by parks departments and other public agencies that have the final authority over capital projects and programs.

- **Policy and Rules.** Concerned with ensuring that parks or greenways remain public places, the public sector commonly retains the power to set and approve policies in the park. Typically these policies are related to operating hours, activities and behavior that is permitted or not permitted, such as the consumption of alcoholic beverages and the charging of user fees. However, the involvement of the city may also extend to programming and event planning, depending on the situation.

In some cases, the non-profit organization is given partial or full power to develop and set policies and rules. The Maymont Foundation, for example, has full rein to set policies for Maymont Estate as long as the park has no admission charge and the majority of the park remains open to the public during normal operating hours.

- **Transfer of Funds.** Sometimes a city and a non-profit partner will agree that one group or the other will pay for only certain kinds of activities, such as capital projects or a staff member's salary. In these cases, partners may choose to enter into a grant agreement, which allows for one partner to give money, in the form of a grant, to the other for a specific purpose that is its assigned responsibility. The National AIDS Memorial Grove in San Francisco, for example, has a grant agreement with the City of San Francisco in which the non-profit pays for site improvements and construction and, upon their completion, will fund a gardener position in the Parks Department through an endowment to cover ongoing gardening and maintenance.

- **No Formal Agreement.** Many nonprofits do not have formal written agreements with their partners. Not having a written agreement can be seen to have certain advantages, such as the freedom to operate with considerable flexibility and scope, if one so chooses. Other groups have simply developed working relationships with their public partners that have not necessitated the fashioning of an agreement. Many groups operate for a time without one, but eventually an issue brings the tenuousness of the relationship to bear and an agreement is fashioned.

Special Improvement Districts. As mentioned previously, special improvement districts can also be established to assist with public space management tasks. These districts allow extra taxes to be assessed on properties within a designated district, but the revenue raised can only be spent within the area and on certain kinds of projects. The tenants and landowners near a successful public space often benefit—in terms of higher sales or property value premiums—and it makes sense for them to contribute to its continuing success.

Setting up a district requires the affected community and local government to agree on the designated boundaries and operating rules. The most common kind of improvement or assessment district is the BID. Assessments are based on either square footage or frontage footage. Typical improvements include sanitation, maintenance, security, parking and transportation management, as well as urban design changes, streetscape enhancements, vending programs, special events and marketing. Although there are over 1,200 BIDs in the United States, only a handful provide the level of management required to make a public space a world-class destination. They are, however, essential partners in the success of many places.

Revenue Sources. In addition to the grants that a non-profit partner could pursue from individuals and community, corporate and family foundations, the following revenue sources could help fund operation and improvement of these new waterfront destinations. In our experience, the most successful public space managers have developed a diversified revenue stream.

- Lease income from permanent on-site tenants, which may include cafés or concessions located in the

park, beer gardens, day care providers, or other retail establishments;

- Vendor fees from retail vending carts, market vendors and promoters of other markets and fairs held in the space;
- Permit fees from large events and special events such as fundraisers, dinners, weddings, etc.
- Service fees: a well maintained space requires that all events have staff on hand during a large event such as a festival, private reception, or large concert or performance to keep the place as maintained as possible and a crew should be scheduled to clean up immediately afterward. A fee schedule of services should be developed for special events that require staffing over the standard operational staff. These fees will provide for the janitorial clean up, and to perform landscape and maintenance projects once the event has left the park;
- Restoration fees could be charged for special events organized by partner organizations in order to bring

the property back to the original condition immediately after any event;

- Event equipment rental fees: the managing entity could purchase event equipment that could be rented by outside organizations, potentially on a sliding payment scale;
- Corporate and individual sponsorships of events and performances;
- Income from concessions sold at events;
- Rental fees: the managing entity could rent ice skates, equipment for table and lawn games, sports equipment and special amenities like beach chairs;
- In-kind contributions from the civic organizations and cultural groups that are assisting with programming and could contribute services such as street cleaning and security. Rotating office space could be provided to cultural groups in exchange for management assistance. If run by a non-profit organization, the City may

also be contributing in-kind services in the form of police and fire protection, as well as some utilities;

- Sale of bricks, tiles, chairs or benches in the parks or on the pedestrian bridge. This strategy is often used to supplement construction funds, but it also creates a loyal constituency for the public space.
- "Adoption" and "Own-A-Piece" programs: taking on responsibility for the upkeep and improvement of a piece of the public spaces, such as a landscaped area, a bench, work of art or fountain. This can take the form of donated money to a "guardian" who does the nurturing (the management entity in charge) or donated time by the "adoptive parent" who does his or her own tending—or both;
- Sponsorship or "naming" rights for facilities such as the pedestrian bridge or one of the public spaces;
- A giant piggy bank: the one at Pike Place Market in Seattle collects \$14,000 a year in donated coins;



Own-a-brick programs can help raise money for capital improvements.

- Endowment: the park could be endowed by private donors or foundations to cover some its ongoing maintenance costs (this could provide a naming opportunity for facilities or places in the park);
- Volunteers and donations, especially if the park is seen to have community value;
- Electricity generation: one of the major operating costs is electricity to run the lights; if the park can generate its own electricity, this will be a cost savings.

Partnerships. No public space can succeed, especially in hard economic times, without a broad and committed group of partners. One of PPS's cardinal Placemaking rules is, "you cannot do it alone." The City of Providence, and any not-for-profit organization that assists with management of the new waterfront spaces, must establish working relationships with partners in the public and private sectors.

Any on-site tenants are logical partners. In addition to financial support through rents or potential common area charges, they should be tapped for participation in

programming and events. For example, restaurants could be asked to participate in a food festival, and proceeds could go to support management of the park or another charitable cause. Some tenants may wish to take the lead in programming special events; for instance, an on-site day care provider could take charge of a children's fair.

Private, civic and cultural organizations throughout Providence should also be engaged on a regular basis. As mentioned previously, coordination with Greater Kennedy Plaza Working Group is essential, especially if these destinations are not managed by same entity.

The list below is the set of partnership ideas that stakeholders identified at the Placemaking workshop.

Educational Institutions:

- Johnson & Wales University
- Rhode Island School of Design
- Brown University
- University of Rhode Island
- French-American School
- Vartan Gregorian Elementary School

Private Companies:

- Textron, Inc.
- GTech Corporation
- National Grid
- Neighborhood hospitals
- Local restaurants
- Urban Greens

Cultural Organizations:

- WaterFire
- Heritage Harbor Museum
- Children's Museum
- Providence Performing Arts Center
- Local galleries
- Art programming organizations
- The Steel Yard
- Community Music Works

Government Agencies:

- Rhode Island Department of Transportation
- Rhode Island Public Transportation Authority

Community Groups:

- Athletic leagues
- Rhode Runner
- The Jewelry District
- Youth Build Providence

Environmental Groups:

- Local water quality organizations
- Apeiron Institute for Sustainable Living

Management Case Studies

There are many models throughout the United States of existing organizations that manage vibrant and economically sustainable public spaces, including Pioneer Courthouse Square Associates in Portland, the Bryant Park Restoration Corporation in New York City, Post Office Square in Boston, and many others.

The organizations differ in the role that they play in relation to different partners. For example, smaller non-profits typically provide assistance to parks departments with education, programming, volunteers, and they sometimes advocate for funding. These organizations often operate with few, if any, paid staff. Other organizations act as a “co-manager” with the city, where they are funded by both the city and private sources. In other cases a non-profit organization is the sole manager of a park, taking on major responsibility for the park, with some services provided by the parks department. Another role is where an organization is developed to take on the management of parks throughout the city or throughout a specific district. The Washington DC Business Improvement District, which focuses on several issues and is currently undertaking a major park improvement program in the district, is an example.

Details on several park management non-profits and public space programs are outlined below. Which ones provide the most relevant model for the new public spaces along the Providence waterfront will need to be determined in a more in-depth management study.

FRIENDS OF GARFIELD PARK Indianapolis, Indiana

The organization is an assistance provider to the Indianapolis Parks Department. Its mission is to help raise enhanced funding, provide advocacy, and expanded stewardship for the park. The group focused on creating an endowment that can act as a safety net for the revitalization and preservation of the park.

The group has a specific memorandum of understanding with the parks department that holds the city commitment to the park to a specific level. The group also focuses on community participation in park planning, and has established a twice-yearly event – the “Friends Forum” – to elicit suggestions and get feedback from local park users and organizations. The group was formed because a foundation providing restoration moneys for the park placed a condition on the grant it provided mandating that an organization be formed that could both provide a forum for the residents to express their priorities for the park, and endow its maintenance into the future.

PROSPECT PARK ALLIANCE Brooklyn, New York

The Alliance is a public-private partnership with the City of New York, which, through funding and advocacy, furthers the restoration and preservation of Prospect Park and its development as a resource for the people of New York City. The Alliance has a contract with the City to run the Prospect Park Carousel, and controls most of the park’s concessions. It also rents out the park’s picnic house and carousel during non-public hours, and runs the pedal-boat and skate rentals, food sales and gift shop. The Alliance has made substantial restoration and revitalization efforts in the park in partnership with the City, including the restoration of the park’s carousel, several historic buildings, and rebuilt (in some cases completely redesigned) the park’s five major playgrounds. In addition, the alliance has raised a \$2.4 million endowment for the park. The alliance spearheaded an extensive woodlands restoration project, and initiated an innovative park “greeters” volunteer program when the city cut the park’s maintenance and operations budget by 30%. The greeters are people from the neighborhood who guide visitors through the park, and hand out advice and garbage

bags. Volunteers also maintain the formal flowerbeds, and help with weeding, cleaning, mulching, and raking leaves in the park. The Alliance also works in outreach and advocacy, and has found innovative ways to bring community groups and organizations together around park issues.





PIONEER COURTHOUSE SQUARE Portland, Oregon

Pioneer Courthouse Square is an all-brick, multi-tiered plaza in the heart of downtown Portland's retail district. The Square is located at the hub of Portland's transit system. A partial lower level includes interior space that houses offices and Powell's Travel Bookstore. It is one city block in size, about an acre, and is surrounded on three sides by office buildings. Features of the square include: The Bowl, a large sunken seating area; "named" bricks; a Mile Post showing the distances to nine sister-cities and other destinations; "Allow Me", a life-sized umbrella-wielding statue by J. Seward Johnson. The square also includes original wrought iron from the famous Portland Hotel; a Weather Machine (three weather symbols, accompanied by musical fanfare, mist, and flashing lights, announce the weather forecast at noon each day). Stoa Columns line Yamhill and Morrison streets, and provide shelter for riders waiting for Max (the light rail system), which stops by two sides of the square. Tri-Met buses utilize three sides of the square; Tri-Met has a 40-year lease and pays one dollar per year to use the space.

Ownership/Governing Body:

- City of Portland legally owns the square
- Pioneer Courthouse Square, a non-profit (501c3) organization, guarantees that the park is a well-cared-for asset to the city and that it fulfills the public service mission to be a "Clean, Safe and Active" space. Has a staff of six and a 35-member board composed of community members, business leaders, and a commissioner from the Parks Department.
- Any changes concerning the physical appearance of the square must be approved by the Parks Department (Not always an easy task. For example, when the Friends wanted to put up additional signage for new vendors, the Parks Dept. wouldn't agree to the signs because they felt that it represented "visual blight.")
- The Courthouse opposite the Square, "does not enjoy a visual or spiritual connection to the plaza." GSA, which manages the Courthouse, is not involved in governing or managing the Square, although they are beginning to cooperate for special events.

- Downtown BID contracts with Pioneer Courthouse Square, Inc. to provide cleaning and security

Management Program:

Maintenance: The Parks

Department is responsible for maintaining the flowers and trees as an in-kind service. The rest of the cleaning is outsourced through the local BID, and costs \$40,000 per year.

Security and Hospitality: The city provides a grant that partially funds security, which was contracted out to the same vendor as the one used by the BID, thus creating “seamless security” for the downtown. The role of the “guards” is to enforce park rules.

Programming: Pioneer Courthouse Square, Inc. provides events such as concerts and the annual Christmas Tree lighting. It operates a system of equipment rentals in which they arrange to rent (at discount) from specific vendors who know in advance what materials will

be needed. It also encourages other groups to use the space for their own activities such as the Festa Italiana. Starbucks and Powell’s Travel Books are presently the only commercial vendors in the square.

Marketing and Promotion: The Friends group is responsible for marketing, and has a good working relationship with the media. Since the square is a high traffic area, it is an ideal location for events, most of which are either fun or controversial, and make good stories for the press while generating publicity for the square.

Staff: (6 total plus active Board)

- 1 Manager: In charge of Board relations and capital campaigns.
- 1 Director of Operations/Assistant Manager: manages assets, books, human resources, contracts (security and cleaning), and leases.
- 1 Production Manager: manages facilities—leads the marketing of event rentals, and manages the calendar. Interfaces with security



and cleaning people.

- 1 Assistant Production Manager: does the leg work and paper work for the production manager.
- 1 Marketing Coordinator: in charge of visibility, public relations, and press releases. Also helps the director with capital campaigns and Board relations
- 1 Front Desk: acts as public face and office manager for the organization: answers phones, orders supplies, and handles brick inquiries

Budget: The annual operating budget of Pioneer Courthouse Square, Inc. is close to \$900,000 per year. These figures are from the 2000-01 budget and do not reflect in-kind contributions from the Park Department:

Expenses:

273,615	Salaries & Benefits
246,345	Security
44,350	Cleaning
122,600	Sponsored Event Costs
71,933.	Event Rental Costs
91,164	Office & Facility Costs
11,494	Miscellaneous

Capital Investment: Pioneer Courthouse Square was completed in 1984 at a cost of \$6.8 million dollars. Financing was provided by the Portland Development Commission, tax increment bond funds, federal grants from the Urban Mass Transportation Administration, the Heritage Conservation and Recreation Services, the city of Portland, and an adjacent department store. Additional funds were raised by Pioneer Courthouse Square, Inc. through auctioning off parts of the square -- paving bricks inscribed with a sponsors' name, and design elements like the amphitheater and drinking fountains. Since that time, Pioneer Courthouse Square, Inc. has carried out several capital campaigns. Since that time, PCS, Inc. has carried out two capital campaigns.

Revenues:

336,895	City of Portland
221,975	Tenant rent
155,000	Sponsorships
148,500	Event-rentals
870,370	Miscellaneous

One million dollars was raised to repair and renovate the exterior space after 15 years of extensive use. Half of the budget came from Tri-Met, and the City Park Bureau, while the other half was raised from individual and corporate sources. Starbucks completed a 160 square foot expansion of their store in connection with this renovation.

A total of \$2.8 million is nearly raised for the renovation of the interior-lobby space to create a one-stop visitor Services Center. Tri-Met, the Portland Visitors Association, Ticket Central, and Powell's Books are principal services. A 75-seat surround theater will show a free, twelve-minute film. A total of 300,000 people are projected to visit in the first year.

BRYANT PARK New York City

Bryant Park is a five-acre park located behind the New York Public Library in Midtown Manhattan. Features include: gardens (lawn, flowers, gravel paths, trees); benches, movable chairs, café terrace, restaurant, 6 kiosks, 11 entrances, ornate lighting, 2 monuments, restrooms, tables for chess and backgammon, petanque area (boules), and the historic Josephine Shaw Lowell Fountain. It has been described as “a spiritual oasis in Midtown Manhattan.”

Ownership/Governing Body:

- New York City Parks Department owns the park
- Managed by the Bryant Park Restoration Corp., which operates under the auspices of the 34th Street Partnership/BID.

Management Tasks:

Maintenance:

- 11-12 sanitation workers in the park during the summer (approx. 8 more work in the rest of the BID.)
- 3 horticultural staff in the winter, 4-5 in the summer (paid by the 34th Street

Partnership.)

Security and Hospitality:

- 6 security officers during operating hrs. plus 2-24-hour officers.
- During summer: ~ 55 employees: security, sanitation, gardening and special events.

Programming:

- “7th on 6th” Fashion shows (for several years); JVC Jazz Festival; “NY Times Young Performers Series”: lunchtime concerts by Juilliard students; Monday night movies in the summer, “HBO Film Fest”; Bryant Park Grill (May 1995); Bryant Park Café (1995); 6 kiosks (food, drink, ice cream); boules and chess games.
- Each group or organization that contracts with the park to hold an event normally has their own event planner who coordinates the details (timing, number of people, seating, abiding to the rules of conduct, etc.)

Marketing and Promotion:

- There is no marketing or



promotion done by the park, since it markets itself. In fact, the BPRC's most difficult problem is deciding which events to host, since they are always bombarded with proposals.

Overall Administration:

- The administration staff has weekly meetings where they often have slide shows of other parks they have visited.

Staff:

- 1 Director of events and 1 Coordinating Supervisor
- Maintenance and security staff: see above
- There are approximately 50 staff people that help manage the BPRC. These include administrative staff, interns, and support staff. The BPRC also uses the 34th Street Partnership's Design Department for various projects.

Budget: These figures are from Bryant Park's fiscal 2000 operating budget of approximately \$2.9 million:

Capital Investment: An \$18 million park redesign/restoration was completed in 1995 after almost 15 years of planning. It was funded from a combination of grants, BID assessments, state bond funds, city capital funds, and private venture capital. More recent improvements include a \$160,000 restroom renovation and a \$5 million investment in construction of the Bryant Park Grill. On a yearly basis 400 chairs must be replaced from wear and tear, and the six-to-eight that are stolen. BPRC keeps the number of chairs in the park stable at around 2,000. It has also undertaken the task of improving park elements long left in disrepair (sidewalks, bluestone paths, limestone balustrade, etc.).

Expenses:

22.1%	sanitation
20.3%	public events
16.6%	security
15.4%	general admin.
14.5%	promotion/retail mgt
6.5%	capital maintenance
2.5%	horticulture
1.4%	news rack maintenance
0.7%	social services

Revenues:

33%	BID assessments
28.6%	restaurant rent
28.6%	park usage fees
3.6%	other concession rents
3.1%	sponsorships, grants
2.4%	other revenues
1.2%	interest



POST OFFICE SQUARE Boston, Massachusetts

Formerly the site of an unattractive three-story municipal parking garage, Post Office Square is now home to a 1.7 acre street-level park, as well as a seven-level underground parking garage in the center of Boston's financial district. There is a major bus stop one block away, as well as subway stops two to three blocks away. Completed in 1991, Post Office Square was the culmination of an effort that began in 1983 with the formation of the Friends of Post Office Square. Its features include a fountain, landscaping, a park pavilion, benches and sitting walls. One gazebo-like structure shelters a café; another covers the escalator entranceway to the garage. The new 1400-stall garage almost doubled the number of parking spaces, and is now a \$12 million per year business. The Friends bought out the leasehold interest of the previous operator and paid the City \$1 million for ownership of the land. According to the purchase agreement, the park and garage will be returned to the city at the end of 40 years, when the \$80 million acquisition and development cost has been repaid. In the interim, Post Office Square pays \$1 million per year in taxes to the city, and its operating surplus is paid each year to the

city's general fund and to its Parks Trust Fund for the maintenance of other city-owned parks.

Ownership/Management Body:

- The square is owned by Friends of Post Office Square Inc., a for-profit, limited dividend corporation that calls itself a "civic corporation." It is made up of 20 Boston firms and individuals who planned and built the garage and park. Its members are Fleet Bank, Olympia & York, NYNEX, Eaton Vance Management, Equitable Life Assurance Society, State Street Bank, FMR Corp., Bank of Boston, Beacon Properties, Leggat McCall, and others.
- Management is contracted to MarketPlace Development Corporation, a private company. MarketPlace handles the financing, operation, capital improvements, and provides the staff for Friends of Post Office Square. The garage management is subcontracted to Standard Parking. According to the contract, Friends has the option of "immediate cancellation," which means that at any time, they can terminate Standard Parking's contract.



Management Program:

Marketing and Promotion:

Marketing and promotion is done for the garage only, and is handled by the General Manager.

Maintenance: Maintenance is performed by Standard Parking employees. Landscape care is contracted out to a landscaping firm and an arborist. There is also an artist used periodically to oversee technical repair work, and the original landscape architect is consulted occasionally for ongoing adjustments to the site.

Security and Hospitality: There are no formal security guards, just City of Boston Park Rangers six days per week, and uniformed garage personnel, who create a formal presence in the park. The garage users provide a continuous stream of people in and out of the park throughout the week. Underground: video cameras, back lit walls for better visibility and security, and 24-hour staffing.

Programming: Post Office Square Park is intended to be a passive park. A café which leases the space from the park seats 24 people inside, and expands outdoors in good weather. The café also operates additional food carts. Twice a week Friends provide live music by local musicians, more as “background music” than entertainment. At Christmas time, a brass quintet plays in the park. Underground the garage houses car-care services, shoe shine services, a dry cleaner, telephones, clean restrooms, free phone connection to a 24-hr. traffic hot line, and ATM machines.

Staff:

- MarketPlace staff: 1 part-time President and Vice President, 1 full-time General Manager, and 1 administrative assistant for the garage and park
- Standard Parking: 1 full-time Garage Manager. There is also a manager on the site 24 hours a day.

Budget: The total annual operating budget for the park and the garage together is about \$3.4 million. Revenues consist of \$12 million of parking fees and \$60,000 for the cafe lease. The 2000 expense budget for the park only is \$293,734:

107,283	Staffing
26,033	Cleaning
26,500	Security
94,800	Landscaping
26,768	Repair & Maintenance
17,350	Programming
7,000	Utilities
(12,000)	Cafe Reimbursements

Capital investment: Regular capital projects occur each year and are supported from the garage revenue. The largest capital project is the floor-coating program in the garage, which costs \$1.5-2 million. Smaller investments include replacing trees, sidewalk repair programs, and new software for the garage.

PARIS PLAGES

Paris, France

Paris Plage transforms a two-mile stretch of the Georges Pompidou expressway, a major traffic artery along the Seine that is closed to traffic for the event. It was undertaken by the Mayor's office to reclaim the banks of the Seine for pedestrians and to provide a recreational opportunity for all Parisians – especially those who can't or don't want to leave the city in the heat of summer. The event also includes the area in front of the Hotel de Ville, Paris's city hall. It has proven immensely popular with the public. The City established the "beach" by closing the Pompidou expressway, the city's busiest traffic artery, then hauling in sand, grass, stones, umbrellas, hammocks, and hundreds of blue-and-white-striped deck chairs. A large sand playground was also set up in front of the Hotel de Ville. The whole setting is intensely programmed with a wide variety of games and activities. Three million visitors used Paris Plage in its first week alone, and it has been widely praised for providing low-income families with access to quality recreation and open space.

Time Frame: The 2003 event ran from July 20 to August 17. The site is open 24 hours per day during that period,

with organized activities beginning at 9:00 am and ending at 11:30 pm each day.

Activities and Amenities:

- The activities at Paris Plage are numerous and vary from year to year. In 2003 they included: 32 concerts, 8 dance parties, writing workshops, morning Tai-Chi, beach volleyball and soccer, a climbing wall, bocce courts, a water play area and water "labyrinth," guided walks of the Seine, children's play areas, and a "mini-stadium" with athletic competitions.
- In addition to the abundant beach chairs, mats, and hammocks, several other amenities are provided to enhance the experience, including: 2 picnic areas with food and drink vendors, 200 rental bikes, 6 water fountains, 3 sprinklers, 2 misting machines, public bathrooms, 2 first-aid stations, an information center, a temporary library, palm trees, and special lighting at night.

Management Program: Paris Plage is overseen by the Mayor's Office, which works with several public and private partners to provide the

event's diverse range of activities and amenities. The city agencies involved are:

- **Department of Event Coordination:** Coordinates involvement of private partners and manages technical support, information kiosks, restrooms, insurance, and all miscellaneous tasks not covered by other agencies.
- **Department of Parks and Gardens:** Designs and implements plantings and play areas. Supplies sprinklers and misting machines.
- **Department of Roads and Infrastructure:** Supplies water for fountains and play areas and installs special lighting systems.
- **Department of Cultural Affairs:** Organizes concerts and other performances.
- **Department of Youth and Sports:** Organizes athletic competitions and recreational activities.
- **Department of General Means:** Builds the beach environment and hires temporary workers to maintain the beach and its amenities.

- **Department of Civil Engineering:** Builds and maintains structures such as tanning booths.
- **Department of Security:** Provides security 24 hours a day.

In addition, 15 private and non-municipal public partners, ranging from the Danone Group (corporate parent of Dannon Yogurt) to the local transit authority, donated money and services to Paris Plage in 2003. Their contributions totaled over one third of Paris Plage's costs (see budget below), including sand, tables, chairs, electricity, refreshment vendors, sports equipment, and many other aspects of the event.

Budget: The city's expenses for the 2003 event were projected at 1,531,084 euros (approximately \$1.8 million), with additional costs of 832,720 euros (approximately \$1 million) met by partners through donations and in-kind contributions.

- **City Expenses:**

Beach Design/Overall Concept	90,342 euros
Construction Management	41,860
Partnership Management	33,631
Site Amenities	598,912
Concerts/Performances	200,000
Athletics/Recreation	200,000
Security	150,000
Technical Support	107,042
Beach Staff	50,000
Restrooms	30,942
First Aid Stations	14,712
On-site Management Office	1,794
Insurance	9,844
Miscellaneous	2,005
Total	1,531,084



CLEMATIS BY NIGHT

West Palm Beach, Florida

Clematis by Night is a weekly event in downtown West Palm Beach that features live music, food, and drink (including alcohol). The name refers to Clematis Street, a recently redeveloped corridor that is downtown's major commercial district. The event takes place in the city's most active public space, Centennial Square, located at the foot of Clematis Street and in front of the public library; the rest of the street is closed to traffic. Between 3000 and 5000 people regularly attend on nights with good weather; if it rains, attendance is usually 700-1400. The impact on economic impact on downtown has been tremendous, with 42% of event attendees also visiting downtown merchants. The event attracts a diverse age group: 51% of the crowd is ages 35-54 years, 23% is ages 25-34 years and 17% is 55 years and older.

Time Frame: Every Thursday from 5:30pm to 9:00pm, rain or shine.

Activities and Amenities:

- The main activity is the concert series, which features local and regional musicians that play styles including blues, jazz, rock, and reggae.

- A vending area features over 25 local art vendors and craftsmen.
- The city provides tables, chairs, and an information kiosk. The event is often so crowded that many people also bring their own seating.
- Attendees can buy a variety of regional and ethnic foods, as well as smoothies, soda, and beer.

Management Program: Clematis by Night is managed by the City's Community Events Division (CED), which has six employees. CED plans the entire event, from hiring the musical acts to coordinating sponsorships.

CED has also set up an innovative program whereby non-profits raise funds by staffing the two locations where beer is sold. Each week a different non-profit is chosen using a selection process that gives priority to local organizations. The non-profit buys kegs from the beer distributor and cups from the City, then takes home the revenues from beer sales. In one twelve-month span the program netted approximately \$55,000 for participating groups.

Budget: CED breaks even on the event. Their expenses include planning, organizing, administering, marketing, and setting up the event, hiring musicians, and buying soda (which they receive at a discount from event sponsors). Revenues come from beverage sales, selling cups to each week's non-profit volunteer, and rental fees from food, art, and craft vendors.