



THE PROVIDENCE FOUNDATION

Approved February 13, 2019

2019 TPF Program of Work

To serve economic interests of our city and state through the economic development of Providence we have identified the following Program of Work for 2019:

1. A Competitive Economic Environment

A thriving downtown is essential to the economy of Providence; a thriving Providence is essential to the economy of Rhode Island.

Taxes and Regulation

- Pursue passage of citywide, standardized administrative tax stabilization program.
- Work with the City toward financial stability in the city budget, including creation of a City 10-year fiscal plan.
- Advocate for a stable and eventually reduced commercial tax rate.

Development and Business Attraction/Retention

- Support and advocate for commercial and residential real estate development projects that align with TPF mission and objectives.
- Advocate with public and private sector partners to determine and implement a plan for the reuse of 111 Westminster Street.
- Support programs to attract and serve as a resource to new businesses, including those in our emerging innovation sectors.
- Support the development of the emerging innovation district(s) through advocacy, private sector support of government efforts, and the creation of surrounding amenities and public space improvements.

2. Public Space and Infrastructure Improvements

Efficient, well maintained public spaces, assets, and infrastructure are central components of a healthy and economically competitive city.

Intermodal Transit Hub

- Lead advocacy efforts to build an attractive, appropriately sited and efficient intermodal hub proximate to the Amtrak station in support of improved statewide transit and to improve conditions and function of Kennedy Plaza and the city's center.

Downtown Parks and Public Spaces

- Lead effort to create and promote the Downtown Parks Network (DPN); integrate the DPN with the citywide Urban Trails Network (UTN); advocate for Citywalk inclusion in UTN.
- Work with 195 Commission staff to assist in the creation and long-term maintenance of new park on former 195 land.
- Lead advocacy efforts to insure that funding from the 2018 Green Economy & Clean Water Bond is used to dredge downtown rivers.
- Increase positive use of public space through public programming, supporting retail development, and advocating for infrastructure improvements; function as steward to ensure adequate

maintenance, safety and security, and cleanliness measures are directed at downtown public spaces.

- Continue to revitalize Greater Kennedy Plaza (GKP) into a multi-functional civic space; work with government and others to promote the safety, cleanliness and positive perception of these public spaces.
- Develop, fund and implement a plan for restoration of the Soldiers & Sailors Monument as a needed repair as well as opportunity to broaden the constituency for TPF placemaking efforts.
- Explore reuse of bus ticketing building on KP following 2018 Downtown Transit Corridor (DTC) changes scheduled for summer 2019.

Climate Resiliency and Mitigation

- Take a lead role in partnership with universities, government and other stakeholders to identify infrastructure needs, policies and initiatives required to protect downtown property from severe weather events, to prepare for the negative effects of climate changes, and to support policies that mitigate climate disruption.

Memorandum of Understanding with the City

- Determine and define the future of our shared roles and obligations for improving, maintaining and programming downtown public spaces with focus on relationships with Planning; Parks; Art, Culture + Tourism; and Police Departments.

3. Organizational Development and Positioning for the Future

Positioning our organization to have significant impact on Providence's development for decades to come.

Communications, Branding and Marketing

- Continue to implement robust internal and external communication plans in service of promoting TPF work, marketing the city, informing and attracting membership.
- Re-examine organization branding, identity and name.

Expand and Broaden Membership Base

- Develop and implement Diversity & Inclusion strategy consistent with our mission.
- Attract new members, including next generation members and those in the technology and design sectors.
- Develop a clear value proposition to share with prospective members.

Fundraising

- Pursue a strategic initiative toward fund development and institutional advancement.
- Pursue joint partnerships to attract grant, government, and individual funding in support of capital improvements, public programming, and operations.

4. Issues of Interest

Issues that we will be prepared to support should necessity or opportunity arise.

- Enhanced rail connections and service between Providence and Boston
- Housing affordability
- Alliances capable of creating efficiencies in our downtown work
- Opportunity Zone investments and promotion
- Economic impact research demonstrating the importance of Providence in the state economy