



**Summary Report**  
**March 2019**







“What the people want is very simple -  
they want **an America as good as its promise.**”

(Barbara Jordan)

# Special Acknowledgements

## Steering Committee Members

Luis Aponte (*City Council Ward 10*)  
James J. Barros (*Providence Police Department*)  
Carrie Bridges Feliz (*Lifespan Community Health Institute*)  
Brenda Clement (*Housingworks RI*)  
Carla DeStefano (*SWAP*)  
Margaret Devos (*Southside Community Land Trust*)  
Emily Freedman (*Division of Community Development with the City of Providence*)  
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Dwayne Keys (*South Providence Neighborhood Association*)  
Senator Harold Metts (*State of Rhode Island General Assembly*)  
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Representative Anastasia Williams (*State of Rhode Island General Assembly*)

## Community Liaisons

Joe Buchannan (*Resident*)  
Innocense Gumbs (*Leader in Training*)  
George Lindsey (*Leader in Training*)  
Jill Lombardi (*Amos House*)

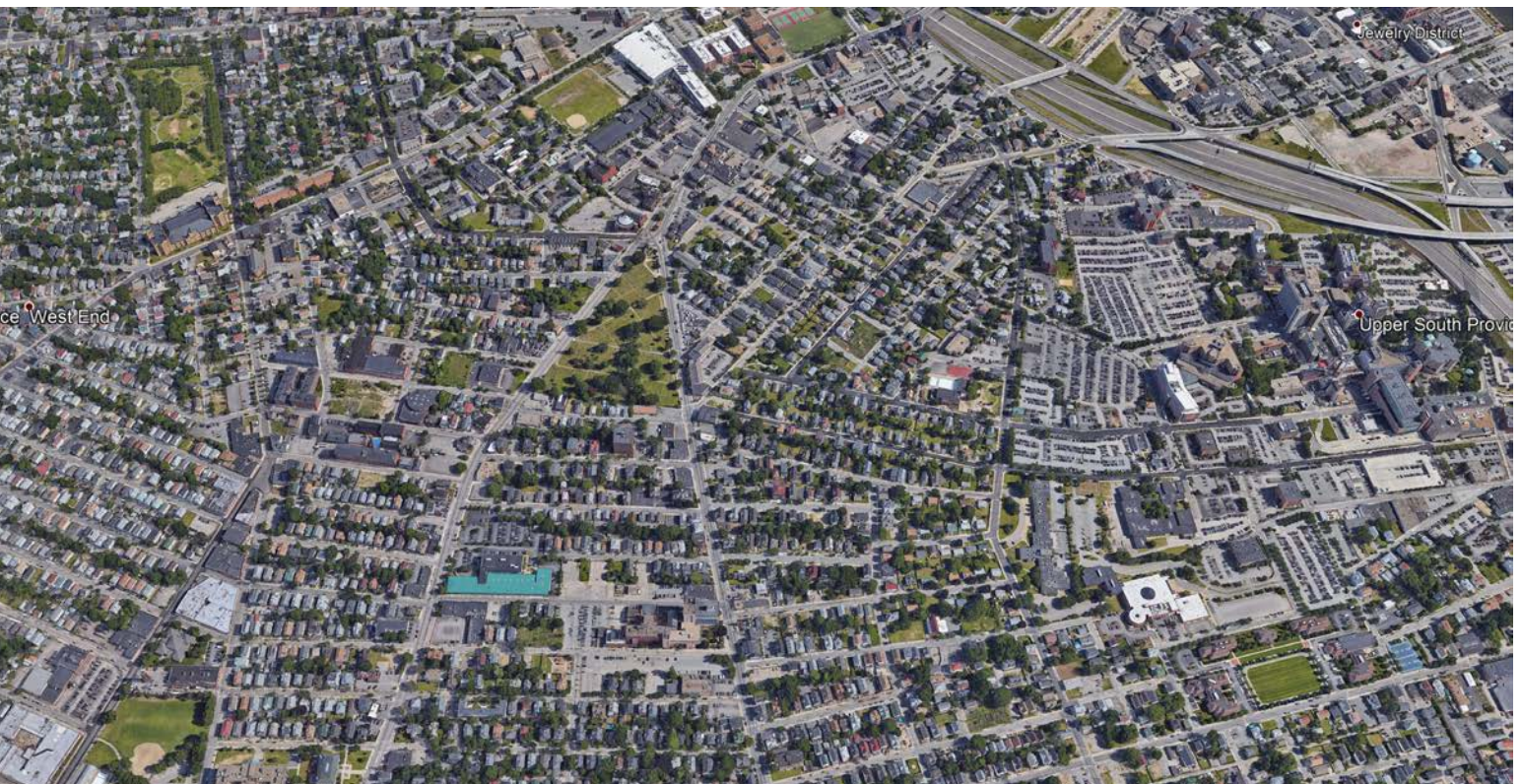
## Special thanks to:

Jazandra Barros (*Southside Community Land Trust*)  
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Court King (*Youth in Action*)  
Providence Civic Engagement Steering Committee  
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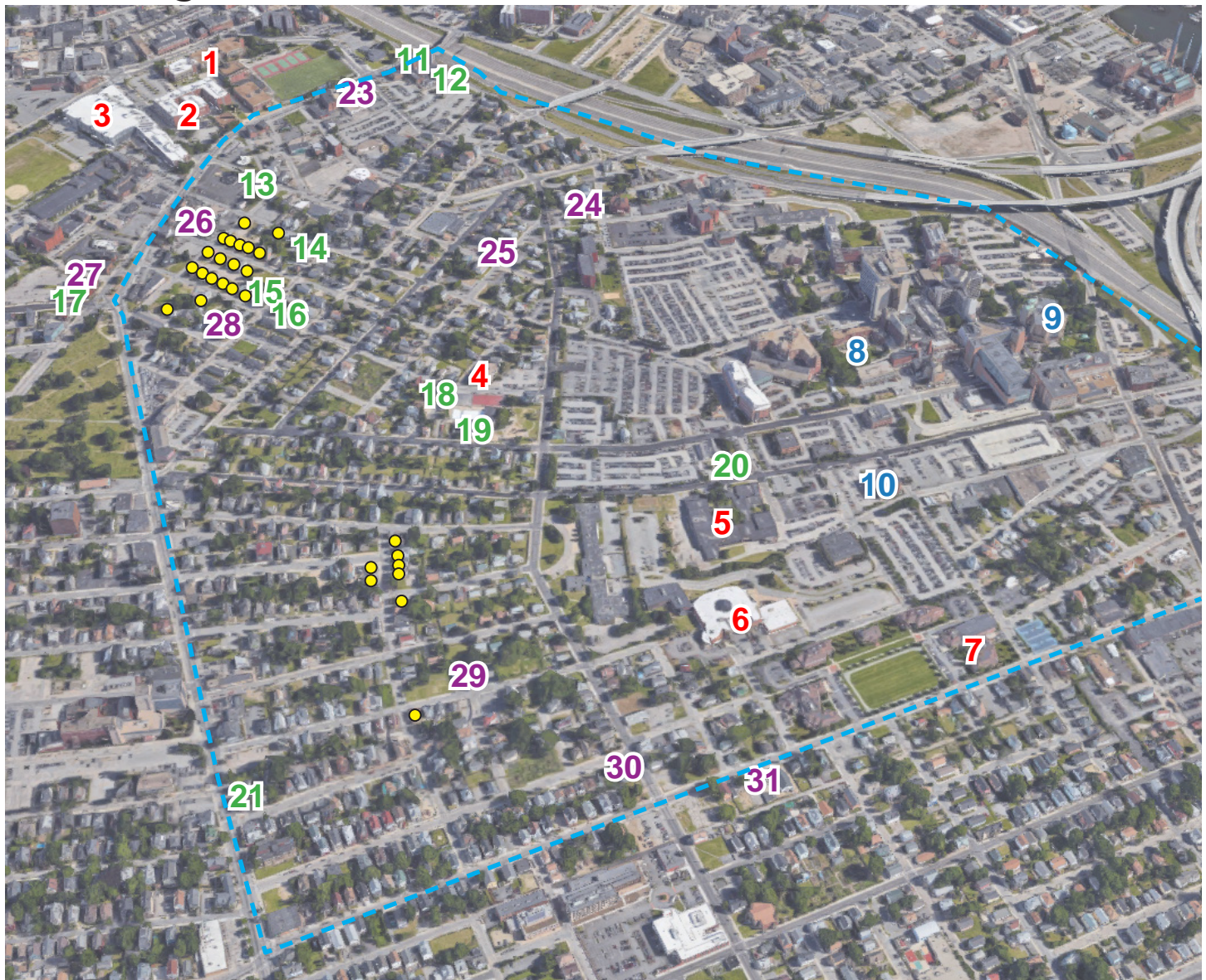
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# Local Neighborhood Assets



- Upper South Providence Neighborhood Boundary
- Barbara Jordan II Properties

## EDUCATION

1. Classical High School
2. Central High School
3. Providence Career & Technical School
4. Community Preparatory School
5. Flynn Elementary School
6. Community College of Rhode Island (Liston Campus)
7. Met School

## HOSPITALS

8. Rhode Island Hospital
9. Hasbro Children's Hospital
10. Rhode Island Hospital: Adult Psychiatry

## NON-PROFIT ORGANIZATIONS/ SOCIAL SERVICES

11. Crossroads of Rhode Island
  12. Providence Community Health Center
  13. Direct Action for Rights and Equality (DARE)
  14. Stop Wasting Abandoned Property (SWAP)
  15. Opportunities Industrialization Center of Rhode Island
  16. Amos House
  17. Southside Cultural Center of Rhode Island
  18. Southside Community Land Trust
  19. Davey Lopes Recreational Center
  20. Ronald McDonald House
  21. Youth in Action
  22. South Providence Neighborhood Association
- \*Not identified on map*

## FAITH

23. Renaissance Church
24. Church of God
25. Christ Church of Deliverance
26. Centro Mundial de Liberacion y Avivamiento
27. Trinity United Methodist Church
28. Abundant Life Church
29. Pond Street Baptist Church
30. Christ Apostolic Church Wosem
31. Celestial Church of Christ



# Introduction

## What is Barbara Jordan II?

Barbara Jordan II is a redevelopment project in Upper South Providence which includes 26 two- and three-story apartment buildings situated on scattered sites totaling 2.75 acres. The 26 buildings contain a total of 74 apartments, all of which are currently vacant. After years of neglect and mismanagement, the U.S. Department of Housing and Urban Development (HUD) finalized a foreclosure of the Barbara Jordan II housing development and RIHousing was given proprietorship in March 2018.



## What is the Barbara Jordan II Community Engagement Process?

The Barbara Jordan II Community Engagement Process was designed to foster a meaningful dialogue with Upper South Providence residents, anchor institutions, neighborhood organizations and other local stakeholders to create a vision for the redevelopment of Barbara Jordan II.



## What is a developer RFP?

As the final step in this process, RIHousing will release a developer Request for Proposals (RFP) to select a developer team to carry out revitalization efforts. The RFP will follow all accepted procurement procedures and will include scoring for a variety of factors, many of which are outlined in this Summary Report. It is anticipated that the RFP will be released in Spring 2019. The selected Developer will be expected to continue to work with the Steering Committee and the larger community through the design and construction process.



## When will we know the exact mix and design of new housing?

Once the Developer is selected, they will create a detailed design and phasing program for the Barbara Jordan II properties that will be based on a formal market study and economic feasibility, as well as the feedback summarized within this Report. It will be at this time that the community will learn of the proposed number and mixture of units. The Developer may then apply for financing mechanisms such as Low-Income Housing Tax Credits to help subsidize affordable housing within the development.



### Will the buildings be rehabilitated and preserved, or torn down and built new?

We don't know yet what the actual redevelopment process will look like. However, some buildings are in such extreme disrepair that it is likely it will be more cost effective and efficient to tear these buildings down and rebuild. Additionally, many buildings have unit sizes in them, such as apartments with six bedrooms, that are no longer in demand. It is very possible that some buildings will be in good enough shape where it is cost effective to rehabilitate them without tearing down. Ultimately, the Developer will assess which option makes the most sense, but RIHousing encourages rehabilitation and preservation when economically and structurally feasible.

### What are the overall community goals?

1. Engage in a meaningful dialogue with Upper South Providence residents, anchor institutions, neighborhood organizations and other community stakeholders about how the redevelopment of Barbara Jordan II properties could improve the community.
2. Develop a vision for the future of the Barbara Jordan II properties that will improve the quality of life for future residents, as well as current residents of Upper South Providence.
3. Prepare a Developer RFP that incorporates feedback from the community engagement process.
4. Solicit a Developer to successfully implement the redevelopment of Barbara Jordan II.

### What happened to previous residents?

34 of the 74 Barbara Jordan II units were occupied at the time of tenant relocation. Relocation was undertaken through the Providence Housing Authority (PHA). PHA has been and will continue to engage previous tenants as the redevelopment moves forward.

## Who is the Engagement Team?

**RIHousing** – RIHousing is the state’s housing finance agency. In Spring 2018, HUD completed a transfer of ownership of the Barbara Jordan II properties to RIHousing. Since then, RIHousing has provided support during the engagement process and will continue to manage Barbara Jordan II implementation efforts.

**Consultant Team** – Through a public procurement process, RIHousing hired a team of consultants, led by Camiros, Ltd. ([www.camiros.com](http://www.camiros.com)) to help facilitate the Community Engagement Process and provide specialized technical expertise in planning, urban design and architecture to help bring the community’s vision to life. As part of this process, Camiros partnered with Borderless Studio ([www.borderless-studio.com](http://www.borderless-studio.com)), an urban design agency and research studio focused on cultivating collaborative design through interdisciplinary projects.

**Steering Committee** - The Steering Committee consists of community residents, property owners, service providers, educational leaders and public officials who are all stakeholders in the improvement of the Upper South Providence neighborhood. Steering Committee members identified resources and potential partners, provided local expertise, helped generate and vet ideas that merit consideration for inclusion in the RFP, and will continue to influence implementation efforts.

**Community Liaisons** – Community Liaisons are neighborhood residents dedicated to taking engagement and neighborhood involvement local. They assisted with meetings, attended local events, and helped connect the public to the Engagement Process. Two high school students were hired as Leaders in Training to assist with community events and help organize the Upper South Providence Youth Discussion.





# Income Distribution and Subsidies

## Upper South Providence Income Distribution

10% \$75k or more  
12% \$50k - \$75k  
12% \$35k - \$50k  
10% \$25k - \$35k  
56% less than \$25k



## Which tools could be used?\*

### Market Rate

Generally not eligible for subsidies

### Income Averaging - 43,400-\$57,850

for 60%-80% of area median income  
Mixed income housing construction subsidy

### Low-Income Housing Tax Credit - \$38,900-\$46,680\*\*

for 50%-60% of area median income  
Affordable housing construction subsidy

### Providence Housing Authority Project Based Vouchers - \$36,150 and below

Direct rent subsidy

### Housing Choice Voucher - \$36,150 and below

Direct rent subsidy

\*Approximate income limits for family of 3

\*\*HUD Housing and Economic  
Recovery Act special income limits

Source: Census American Community Survey, 2017 five-year sample

## 2018 Income Limits as Defined By HUD



Source: HUD FY'18 Income Limits - Providence/Fall River HUD Metro Area

\*Federal programs must generally adhere to the income ranges

\*Approximate income Limits for a family of 3



# Tools to Ensure Affordability

The redeveloped Barbara Jordan II will receive some form of government assistance in order to subsidize the rents and make the units affordable. Government assistance, whether in the form of Low-Income Tax Credits or Section 8 vouchers, comes with strict income and rent guidelines. We heard from the community that the HUD income guidelines, presented at Community Meeting 2, do not necessarily reflect the income breakdown in the neighborhood. However, if this project is to receive government assistance in order to ensure units are priced affordably, these guidelines must be followed and enforced. The chart on the preceding page includes a comparison of the HUD income guidelines for a household of three, and a breakdown of income ranges in the Upper South Providence neighborhood. While 56% of residents earn below \$25,000, there are households in the neighborhood who are earning in the middle range and higher end of the income scale.

## What is Area Median Income (AMI)?

All government housing programs qualify recipients based on their income. Since each market area has varying living costs and income levels, the government determines an Area Median Income (AMI) for each housing market. HUD calculates AMI on a metropolitan level. **The AMI for a household of three in the Providence area is \$72,550** (Source: U.S. Department of Housing and Urban Development FY2018 Income Limits).

## What is considered Extremely Low-Income Housing?

Anyone making less than 30 percent of the AMI is considered by HUD to be Extremely Low-Income. For the Providence area, this would be **\$21,700 or less** for a three-person household (Source: U.S. Department of Housing and Urban Development FY2018 Income Limits). Extremely low-income units require the deepest amount of public subsidy.

## How do existing Upper South Providence households fit in?

The Engagement Team recognizes that due to low median incomes in Upper South Providence, the average three person household would fit into the Very Low-Income Housing Category, as defined by HUD. RIHousing is committed to working with the selected developer to provide substantial affordable housing that is aligned with the neighborhood demographics of Upper South Providence. The selected developer will complete a market study and identify additional resources and subsidies for provision of units that will be affordable to Upper South Providence families.

## Can we just rebuild 74 units for Extremely Low-Income Households?

This development will receive federal assistance which has strict guidelines regarding the income levels of those it serves. 74 units must be replaced, and all will be affordable for households earning 80% of the Area Median Income or less. RIHousing is working with the Providence Housing Authority to retain as many Project Based Section 8 vouchers as possible and will explore opportunities for further resources. The income levels ultimately served will depend on the resources secured.



## What is the Low-Income Housing Tax Credit Program?

The Low-Income Housing Tax Credit (LIHTC) program is one of the federal governments primary policy tools for encouraging the development and rehabilitation of affordable rental housing. Through this program, private investors receive a federal income tax credit as an incentive to make equity investments in affordable rental housing. In exchange for tax credits, properties are required to comply with investment regulations for 15 years and meet affordable rent requirements for at least 30 years. Specifically, households earning up to 80 percent of AMI are allowed in LIHTC-assisted units as long as the average income of all households in assisted units is 60 percent of AMI or below.

## What is HUD's Section 8 Program?

HUD's Section 8 program helps renters pay rent when it exceeds 30% of their income. There are two types of Section 8 – Tenant-Based and Project-Based. Tenant-Based means the voucher goes directly to the renter, and they can move with it – they don't have to stay in one apartment or community. Project-Based means the subsidy goes with the landlord. The landlord agrees to set aside some units for qualifying families. With Project-Based vouchers, the subsidy stays with the building; when residents move out, they no longer have the rental assistance.

## What is Market-Rate Housing?

Market-Rate Housing is recognized as housing units that have no price restrictions. An owner or landlord who owns Market-Rate Housing is free to attempt to rent or sell the unit at whatever price the local market may fetch.

## What is Mixed-Income Housing?

A Mixed-Income Housing development is comprised of housing units with differing levels of affordability, typically with some Market-Rate Housing and some housing that is available to occupants below Market-Rate. The "mix" of Extremely Low-Income, Very Low-Income, Low-Income and Market-Rate units that comprise mixed-income developments differ from community to community, and can depend, in part, on the local housing market and marketability of the units themselves. Mixed-Income Housing is an attractive option because it can contribute to the diversity and stability of local communities (Source: U.S. Department of Housing and Urban Development).

# Site Analysis

## Existing Conditions

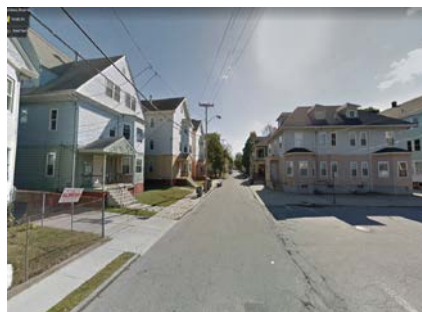
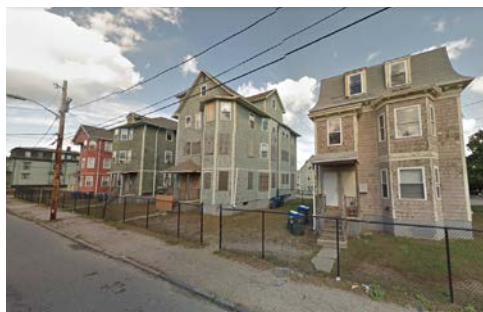
The majority of the 74 Barbara Jordan II units are housed within three-story multi-family structures resembling the Victoria-era style homes found throughout Upper South Providence. However, aside from geography, the northern and southern clusters are quite different. The northern properties appear to have been in a state of dilapidation for an extended period of time compared to the southern properties. Sidewalk conditions are either very poor or nonexistent forcing pedestrians to use the street at times. There is also a lack of street trees and landscaping features, creating a stark environment. Three parcels adjacent to Barbara Jordan on Portland Street are vacant. Taken as a whole, these features have created a neighborhood environment that feels abandoned.



*Northern Cluster typical conditions*

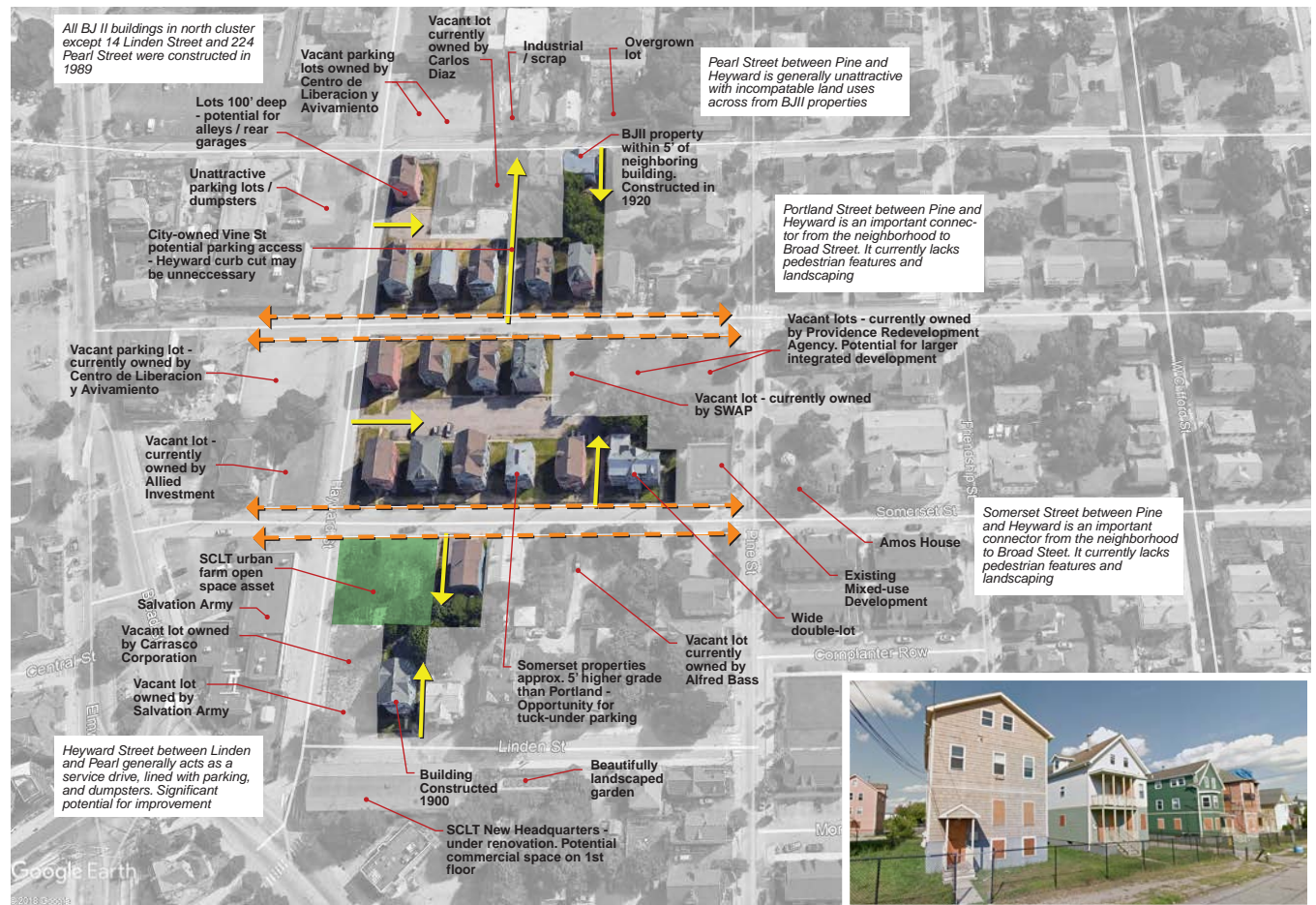


*Southern Cluster typical conditions*





# Northern Cluster

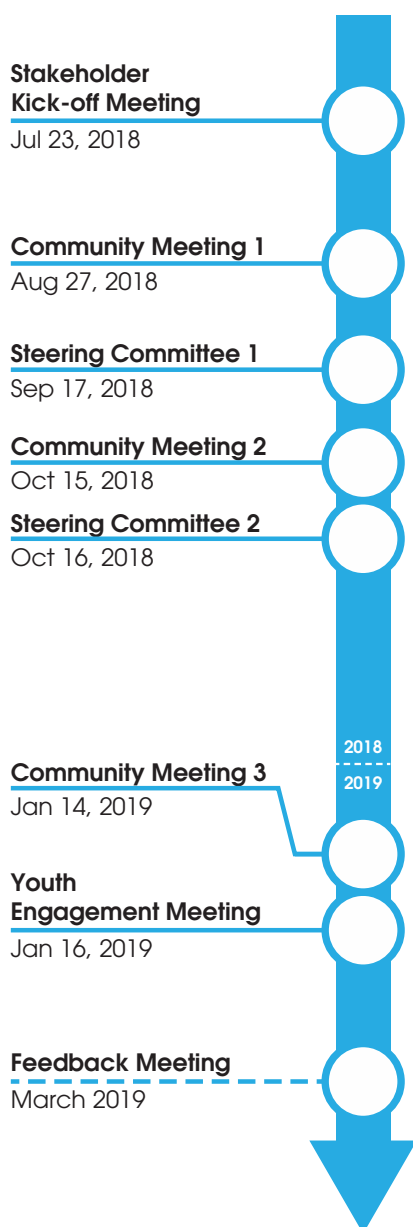


# Southern Cluster



# Engagement Process

The engagement process was designed to generate discussion, evaluate ideas, and receive input from the public in order to illustrate the future vision for Barbara Jordan II. In total, the Engagement Team held a Stakeholder Kick-off Meeting, four larger Community Meetings (including a Feedback Session in March 2019), twelve Key Person Interviews, two Steering Committee Meetings, and one Youth Meeting during the seven month community engagement process. The feedback received through these meetings and discussions will be used to help frame the upcoming Developer RFP. The engagement process timeline and a short description of each event are provided below. Please see the Appendix for comprehensive notes from each meeting.



## Stakeholder Kick-off Meeting

**Date:** July 23, 2018

**Location:** RIHousing

The Stakeholder Kick-off meeting established project goals and guiding principles, while identifying desired outcomes and potential resources available through a wide range of partners. Public feedback at the Kick-off Meeting focused on the Engagement Team's ability to engage in meaningful dialogue, recognize the diversity of voices, respect the neighborhood history, find ways for Barbara Jordan II to work synergistically with existing efforts in the community.

## Community Meeting 1

**Date:** August 27, 2018

**Location:** Community Preparatory School

Community Meeting 1 formally introduced the Barbara Jordan II community engagement process to the public. Attendees worked together in teams to identify desired outcomes, which included:

- The preservation and creation of low-income housing
- Building civic capacity
- Keeping community members actively engaged

Big ideas that were identified for Upper South Providence are outlined in the Neighborhood-Related Feedback section of this report.





## Community Meeting 2

**Date:** October 15, 2018

**Location:** Amos House

The intent of Community Meeting 2 was to utilize a hands-on activity designed to encourage attendees to provide feedback on desired redevelopment features. Working in teams, each group listed increasing the number of units as the top priority for Barbara Jordan II indicating a strong desire to provide more housing, particularly in the lower-income rent brackets, on site. Meeting participants also identified improving streets and sidewalks as their second preference due to their poor condition in front of many Barbara Jordan II properties. As part of the activity, groups worked together to design their vision for Barbara Jordan II using building pieces, icons, and stickers that represented different building features and site amenities. Feedback from this meeting was utilized to create Draft Concepts to illustrate preferred community elements.



## Community Meeting 3

**Date:** January 14, 2019

**Location:** Southside Cultural Center

Community Meeting 3 introduced three illustrative Draft Design Concepts created to depict what Barbara Jordan II could potentially look like based on community feedback received at Community Meeting 2. The Draft Design Concepts were created by the Engagement Team as evaluation tools and were not intended to represent what the final development would be. Residents responded more favorably to the townhouse-type development depicted in Concept A rather than the denser, multi-family residential buildings in Concepts B and C. Meeting participants stressed the importance of comfortability and private space while acknowledging that tall, dense buildings may too closely resemble “the housing projects of old.” The topic of affordability was also brought up in several instances throughout the meeting. Meeting participants answered a series of questions through an interactive keypad polling activity, the results of which are outlined in the Housing-Related Feedback Section of this Report.



## Steering Committee Meeting 1

**Date:** September 17, 2018

**Location:** SWAP, Inc.

The Engagement Team and meeting participants toured the neighborhood to observe and discuss the opportunities and challenges of redeveloping Barbara Jordan II. The walking tour discussions highlighted the feeling of an abandoned neighborhood in the northern cluster of properties in contrast to the southern cluster which has maintained a more neighborly quality. Observations from the walking tour are summarized as part of the housing- and neighborhood-related feedback in this Report.



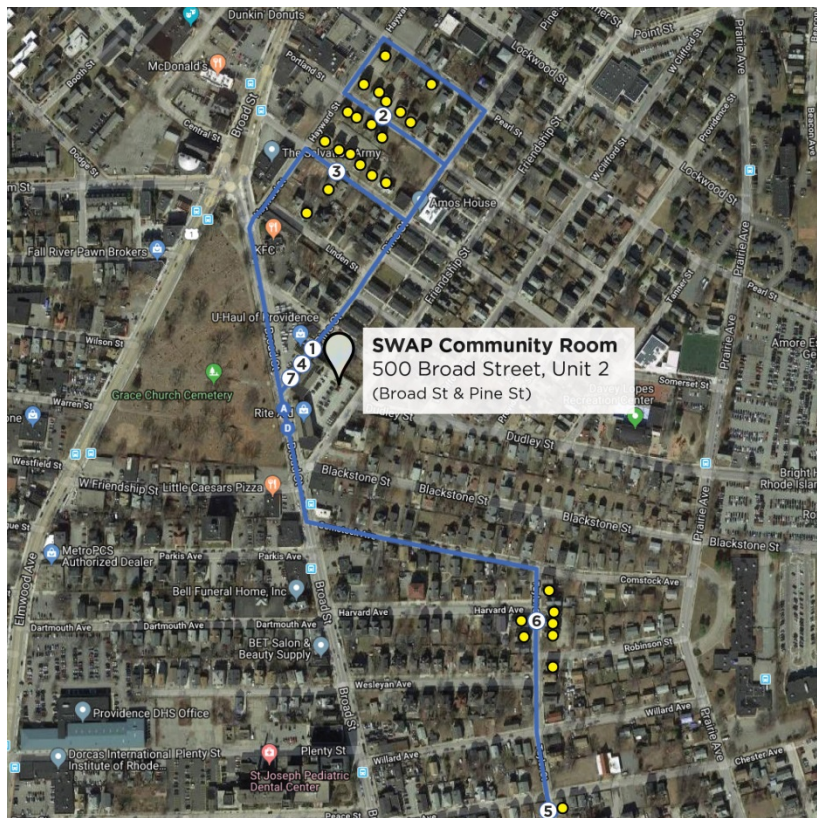
## Steering Committee Meeting 2

**Date:** October 16, 2018

**Location:** John Hope Settlement House

The second Steering Committee included a review of feedback received at Community Meeting 2. Steering Committee members stressed the need for the RFP to sufficiently address the affordable housing challenges in Upper South Providence. Other topics of discussion focused on messaging and being more careful when explaining income brackets and how people are slotted. For many in Upper South Providence, what is considered market-rate or moderately-low income at the regional level is higher than what would be considered affordable. The larger issues of homelessness and the lack of home ownership opportunities in Upper South Providence were also discussed at length.

### Walking Tour Map





## Youth Engagement Event

**Date:** January 16, 2019

**Location:** Youth in Action

20 younger neighborhood residents attended the Upper South Providence Youth Discussion to provide feedback on local community assets and challenges. A dot mapping exercise identified Kennedy Plaza, the Providence Place shopping mall, Youth in Action, and Roger Williams Park as places where youth play and hang out with friends. Meeting participants also selected the most important assets and challenges of Upper South Providence from a series of icons. Assets included:

- Community gardens
- The amount of food options
- The hospital
- Kids playing outside

Challenges included:

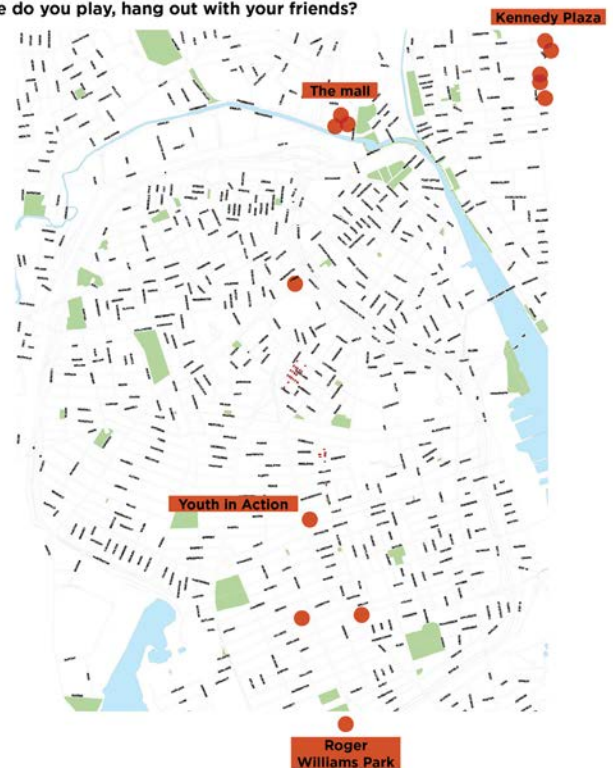
- Graffiti
- Vandalism
- Broken homes
- Car accidents
- Violence

## Key Person Interviews

**Date:** Various

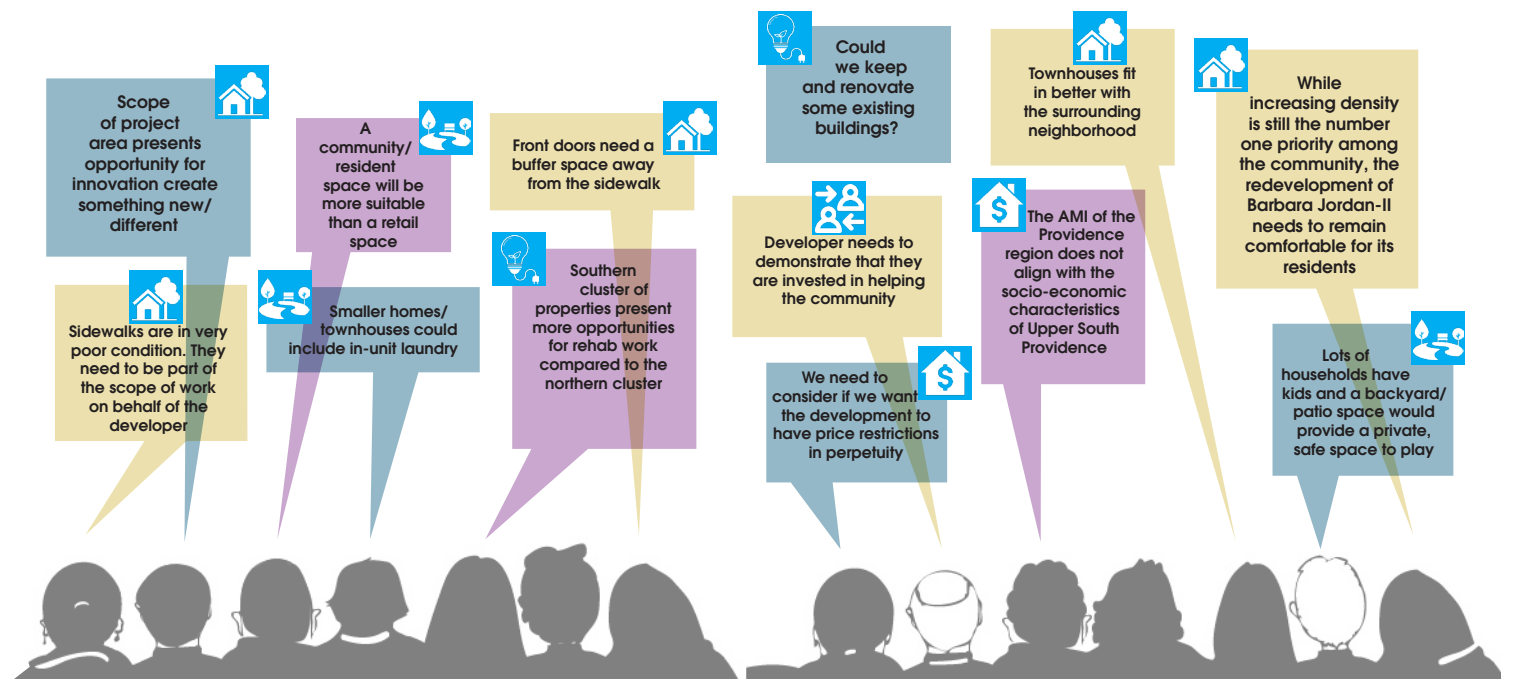
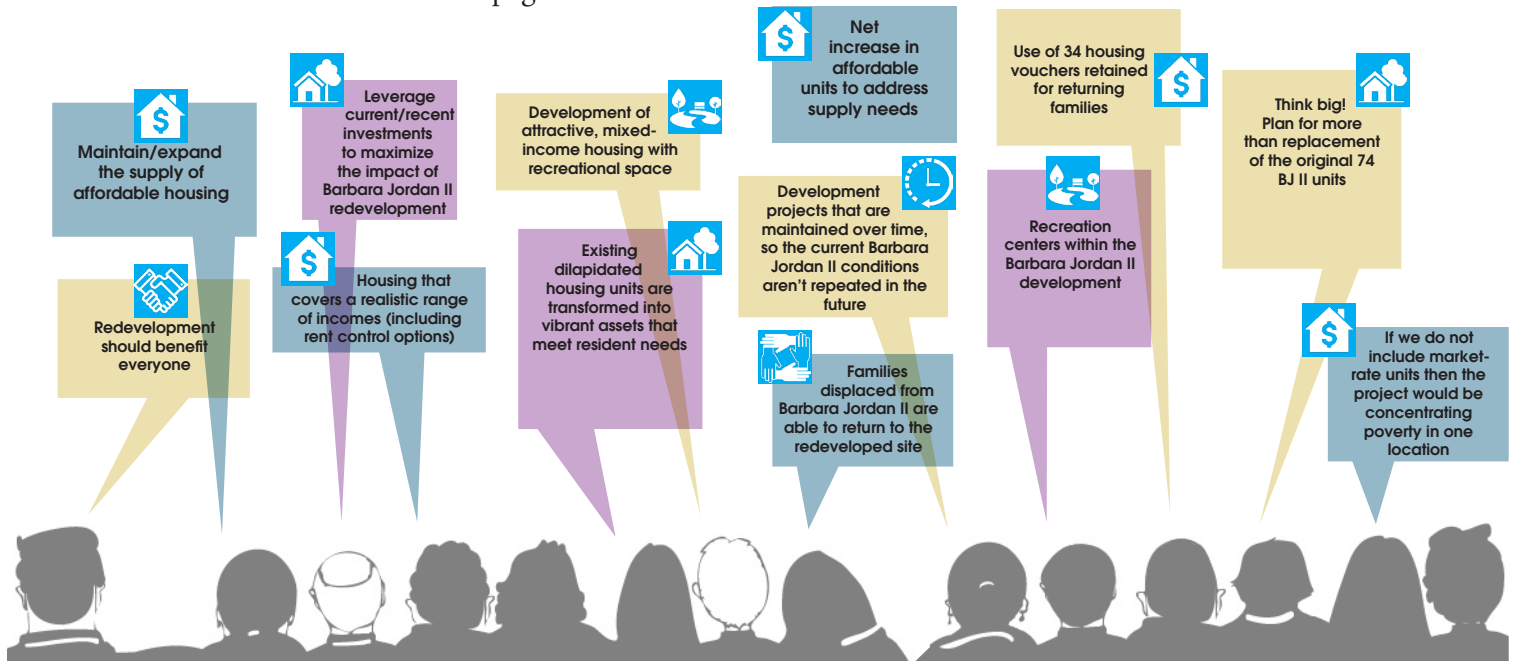
Over the course of the process, the Engagement Team conducted twelve Key Person Interviews with stakeholders of the Upper South Providence community. These interviews provided background information perspective and feedback related to opportunities to redevelop Barbara Jordan II. Feedback from these interviews has been included within this Report, and was used to help develop the Community-Defined Redevelopment Principles.

Where do you play, hang out with your friends?



# Housing-Related Feedback

We heard the community throughout this process. The following pages summarize the key feedback we received through the community meetings, steering committee meetings and key in person interviews. Many of the comments are related to density, height, design, open space and preservation. This section covers housing related feedback only that will be used to inform the RFP. Feedback not specific to housing and related to the larger Upper South Providence neighborhood as a whole is located in the Neighborhood-Related Feedback section on page 33.





## What Would Make this Process a Success?

At Community Meeting 1, local residents and stakeholders responded to the question: What would make this process a success? The results below are based on the number of groups that identified each measure.



**1**

**Preserve and Create Opportunities for Low-Income Housing**



**2**

**Conduct a Transparent, and Highly Collaborative Planning Process**



**3**

**Increase Employment Opportunities for Area Residents**

## What is the Biggest Challenge to Achieving that Success?

At Community Meeting 1, local residents and stakeholders responded to the question: What is the biggest challenge to achieving that success? The results below are based on the number of groups that identified each measure.



**1**

**Improving Civic Capacity**



**2**

**Members of the Community Remain Actively Engaged**








**3**

**Neighborhood Crime Worsens / Solidifying Sources of Funding (tie)**

## Community Development Goals

At Community Meeting 2, attendees at their respective tables (each including 5-8 participants) responded to the question “Please list the following in order of importance for the redevelopment of the Barbara Jordan II properties.” Each group unanimously voted to increase the number of units as the top priority for the redevelopment. These results indicate a strong desire to provide more housing, especially for lower income households.

Improving streets and sidewalks was the second highest rated goal. Many attendees reasoned that streets and sidewalks serve a broader public good, and the location of the northern cluster of properties experience high pedestrian counts due to proximity to Broad Street.

- 1** **Increase Number of Units**  

- 2** **Improved Streets and Sidewalks**  

- 3** **New Open Spaces**  

- 4** **Community Services / Preservation and Rehabilitation of Buildings (tie)**  




## Community Design Activity

At Community Meeting 2, attendees participated in an activity that allowed groups to illustrate their vision for the Barbara Jordan II redevelopment based on their table's defined Community Development Goals. Each table had a large sheet of paper displaying the site area for Barbara Jordan-II, along with building models and stickers representing different building types and amenities. Below are the key findings from the design activity.



### Number of units

- With each group citing increasing the number of units as their top priority for Barbara Jordan-II, designs generally reflected this sentiment.
- The average number of units proposed for all six groups was 103 units. The highest number of units proposed was 137 and the lowest was 69.



### Types of units

- Single-family/townhouse units were the most common building type with three-story multi-family buildings as a very close second.
- Each group produced a mix of housing types. Half of all groups supported six-story buildings.
- There was less enthusiasm for mixed-use buildings. Only two of the six groups had site plans containing more than one mixed-use building.



### Retail/Community/Resident Services

- Neither retail nor community services were heavily prioritized. Only 6 total retail spaces and 4 community services buildings were proposed.
- Common retail ideas included a food market, or cafe.
- Resident services replaced community services for many groups often citing the current concentration of social services in the neighborhood.
- On-site laundry, childcare, community rooms, party rooms, youth services, and study rooms were suggested.



### Amenities

- Improving streets, sidewalks, crosswalks, and general walkability was frequently mentioned as a need for improvement, reflecting the stated priorities.
- Only two groups had an open space sticker in their design also reflecting the groups' priorities.
- Safety was cited as a major concern for the development site with little consensus on how to address it. Some preferred more proactive measures such as fencing or a gate, while others advocated for elements such as improved lighting.
- Several groups considered parking in their design schemes. Based on the discussions throughout the night, it seems parking is highly important to the needs of the community.
- Public art, trees, playgrounds, and basketball courts were included in design proposals as well.





Activity results from  
Community Meeting 2  
utilized to develop the  
Draft Design Concepts



## Community Preference Survey

At Community Meeting 3, the Engagement Team conducted a keypad polling activity that allowed participants to answer a series of questions followed by summary of results. The questions focused on preferred design features and elements participants would like to see at a redeveloped Barbara Jordan II. The following images received the highest number of votes for each category. The percentages shown indicate the how many attendees selected the element.

### Site Features



Security and Lighting



Sustainable Features

### Housing Types

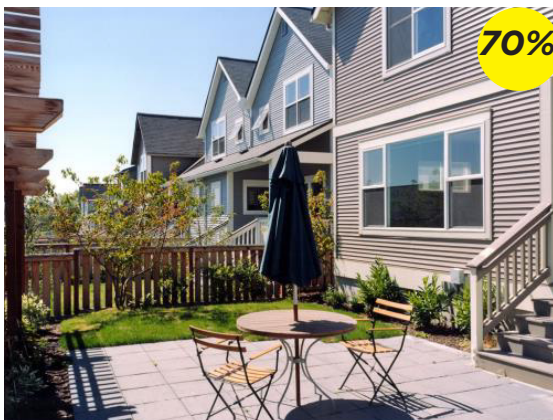


Townhomes



Senior Housing

### Private Outdoor Space



Backyard Patio



Front Yard



Public Open Space



Playground



Active Recreation Areas

Community Amenities



Learning Center



Day Care Center

Commercial / Retail



No Retail Needed at BJ II



Small Food Mart

Neighborhood Improvements



Improved Sidewalks and Crossings



Public Art / Murals



## Analyzing Community Feedback

Based on community feedback, the Engagement Team developed three draft illustrative design concepts as tools to depict what Barbara Jordan II could look like. The draft design concepts were organized around density ranges of lower (80 units), medium (110 units), and higher (140 units). The Engagement Team conducted a spatial analysis to develop potential layout schemes and better understand the benefits and limitations of these density scales.

*Lower Density Spatial Analysis*



*Medium Density Spatial Analysis*

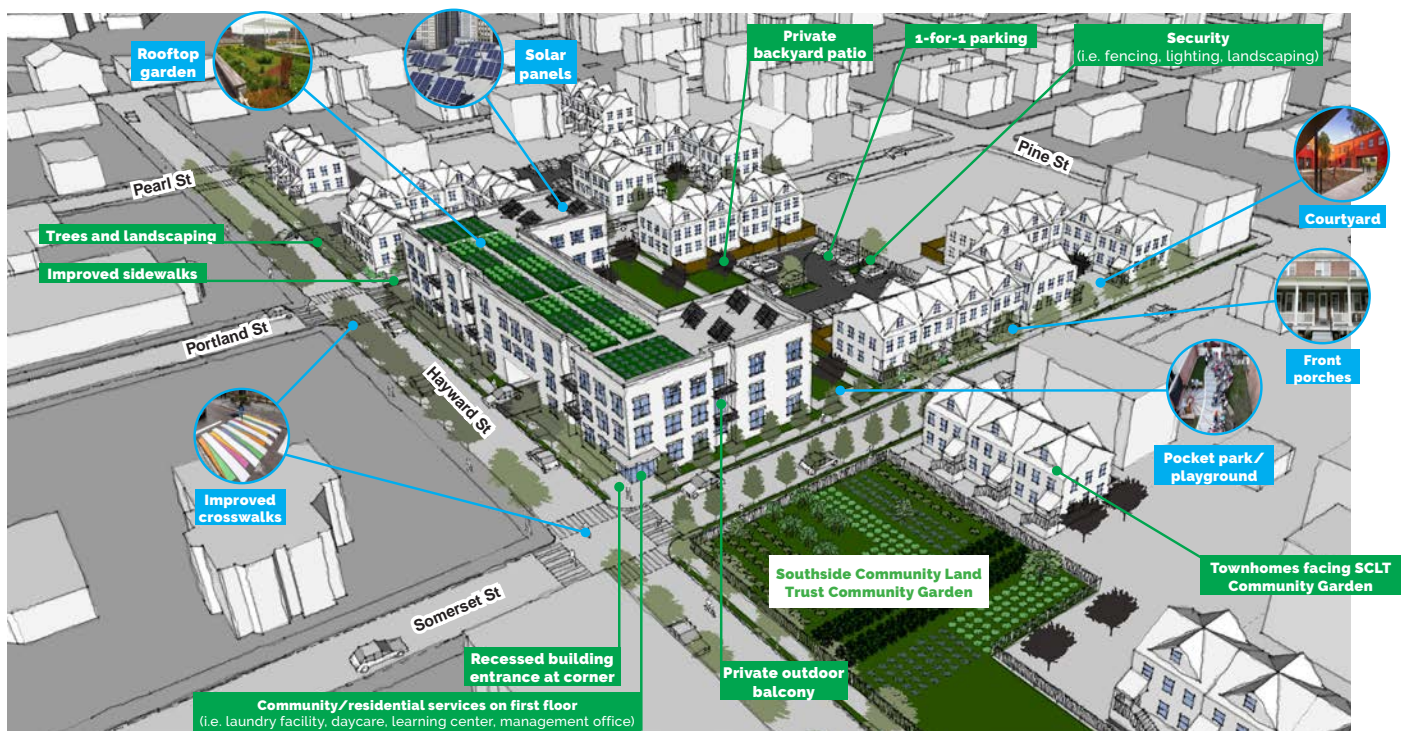


*Higher Density Spatial Analysis*



## Illustrating the Community Vision

Meeting participants at Community Meeting 3 indicated a desire to increase the number of units from the original 74 count while also preferring a redevelopment vision that includes lower-scale buildings emphasizing the need for comfortability, private space, and affordability. Based on the community feedback received, the Engagement Team created a Refined Design Concept that prioritizes townhouses along with the incorporation of a single mixed-use apartment building. At this density scale, Barbara Jordan II could likely support approximately 80-100 units, allowing for a mix of incomes and households to live on site, along with improved open space, sustainability and circulation features. **The community vision, shown below, is intended to be illustrative in nature.**



Shared Street concept along Hayward Street



Preservation/rehab of Southern Cluster of properties



# Elements for the Request for Proposals (RFP)

The following elements emerged from multiple conversations with community stakeholders and residents at different activities through this engagement process. They are meant to capture and highlight the foundational ideas and values that should shape and inform the redevelopment of Barbara Jordan II. As such, these elements are anticipated to be used as evaluation factors in the Developer RFP.



## Affordable and Extremely Low-Income Housing

The Upper South Providence community desires to maintain and provide affordable and extremely low-income housing that will be accessible to local residents. **RFP criteria will include the ability of the Developer to:**

- Ensure at least a one-for-one replacement of all 74 existing affordable units, including utilization of the 34 Project-Based Section 8 vouchers, as per HUD's definition of affordability.
- Offer housing to households earning at or below 80% AMI.
- Potentially provide additional affordable housing units above the existing amount will also be considered and evaluated.



## Social Equity & Opportunity

Future investment in Upper South Providence should seek to elevate and improve the quality of life for its residents, and respond to specific needs and issues impacting the community. **RFP criteria will include the ability of the Developer to:**

- Describe their firm's affirmative action program and activities, including the number and percentage of members of federally and State-protected classes who are either principals or senior managers in the firm, the number and percentage of members of federally and State-protected classes in the firm who will work on Barbara Jordan II redevelopment, and, if applicable, the firm's Minority- or Women-Owned Business Enterprise state certification.
- Make a commitment to award contracts to Rhode Island certified Minority Business Enterprises (MBE), Women Business Enterprises (WBE), and Disadvantaged Business Enterprises (DBE).
- Include Rhode Island based contractors in the development project.
- Agree to hire local workers and apprentices for entry level employment opportunities created by the redevelopment of Barbara Jordan II Apartments.



## Diversity & Inclusion

Communities are stronger when they are diverse and inclusive, and their built environment supports a broader range of living conditions. **RFP criteria will include the ability of the Developer to:**

- Create a diversity of housing types (rental, homeownership, etc.) and community amenities that accommodate multiple resident needs – different age groups, household income, family composition, physical abilities, cultural practices.



## Community Character

Public life in communities reflects the sense of comfort, spatial ownership and pride that both residents and visitors feel. **RFP criteria will include the ability of the Developer to:**

- Create a development that supports the community identity, character and cultural diversity of the Upper South Providence neighborhood.
- Create architectural designs compatible with that of the surrounding neighborhood while providing and maintaining open spaces and courtyards.



## High Quality Spaces and Services

While increasing the number of housing units is a priority for this redevelopment, design solutions should not be compromised by density. **RFP criteria will include the ability of the Developer to:**

- Include a mixed-use component that includes rental space for a commercial business(s) (which can be in a separate ownership structure such as a condominium).
- Incorporate space for the co-location of supportive services geared towards residents.

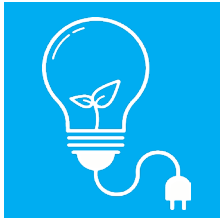


## Safety and Security

Neighborhood safety is highly determined by the conditions of its built environment – communities improve their safety by having more “eyes on the street” and supporting a more active public realm. **RFP criteria will include the ability of the Developer to:**

- Redesign Barbara Jordan II using Crime Prevention Through Environmental Design (CPTED) principles, including the investment in public and private infrastructure that supports safety, including adequate street lighting, walkable sidewalks, and visible open spaces.



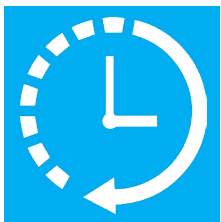


## Sustainability

Development projects in the 21st Century must address their environmental responsibility from the planning, design, construction and implementation processes.

**RFP criteria will include the ability of the Developer to:**

- Integrate high performance building and open space systems (renewable energy, water efficiency, permeable surfaces, endemic landscape, water infiltration strategies and stormwater management) for this redevelopment while considering local materials and labor.
- Incorporate at least three types of green infrastructure such as storm water runoff management, rain gardens, bioswales, green roofs or green streets into the redevelopment of Barbara Jordan II.
- Evaluate and encourage the renovation of existing vacant buildings, where possible.



## Timing

The Upper South Providence community is anxious to activate and improve the vacant properties of Barbara Jordan II, as well as to ensure that the provision of new housing will occur within a timely manner. **RFP criteria will include the ability of the**

**Developer to:**

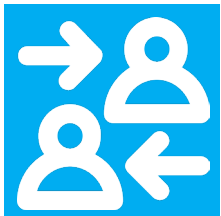
- Provide evidence of that 74 units are likely to be completed by 2021.
- Adequately address how they will potentially meet other deadlines related to financing of housing units.
- Detail their experience in housing revitalization efforts.

## Community Relations and Participation

It is critical for the Developer to continue the public participation process established by the community engagement team. **RFP criteria will include the ability of the**

**Developer to:**

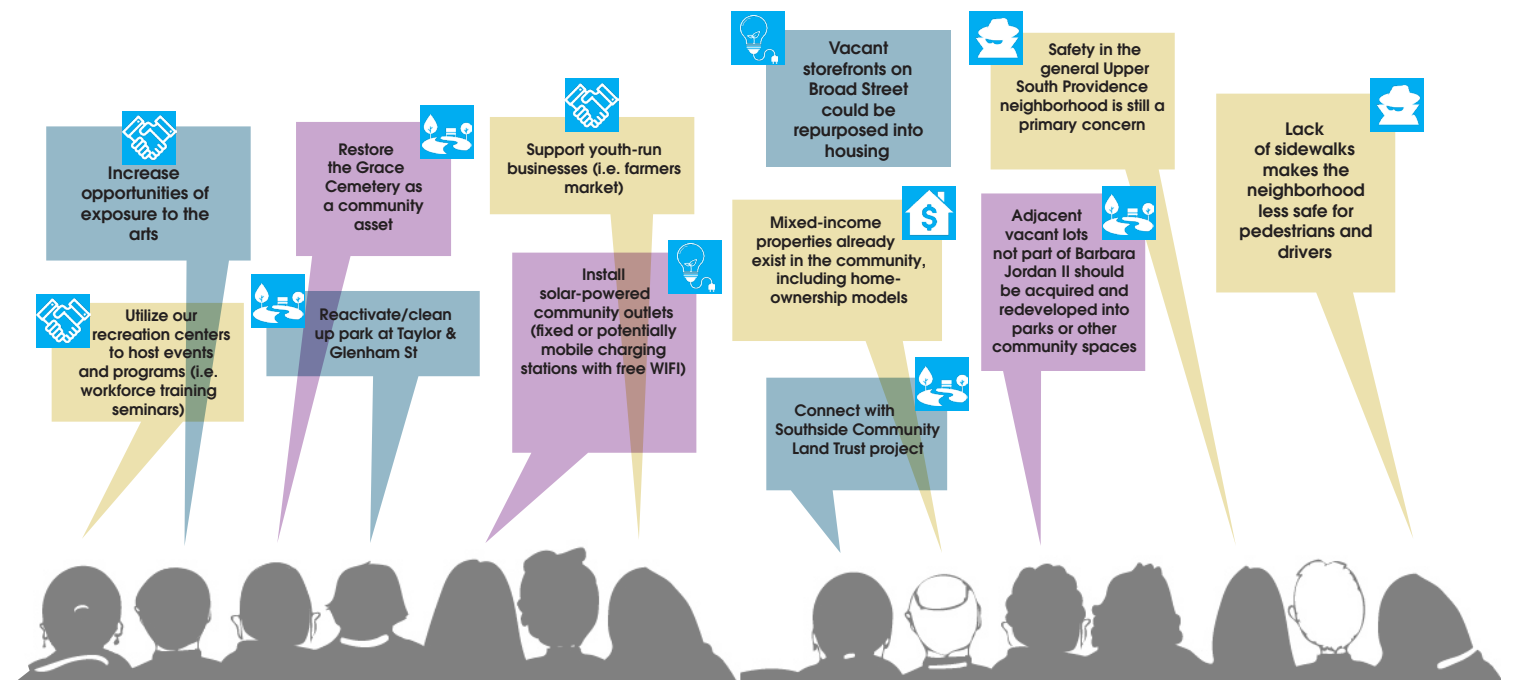
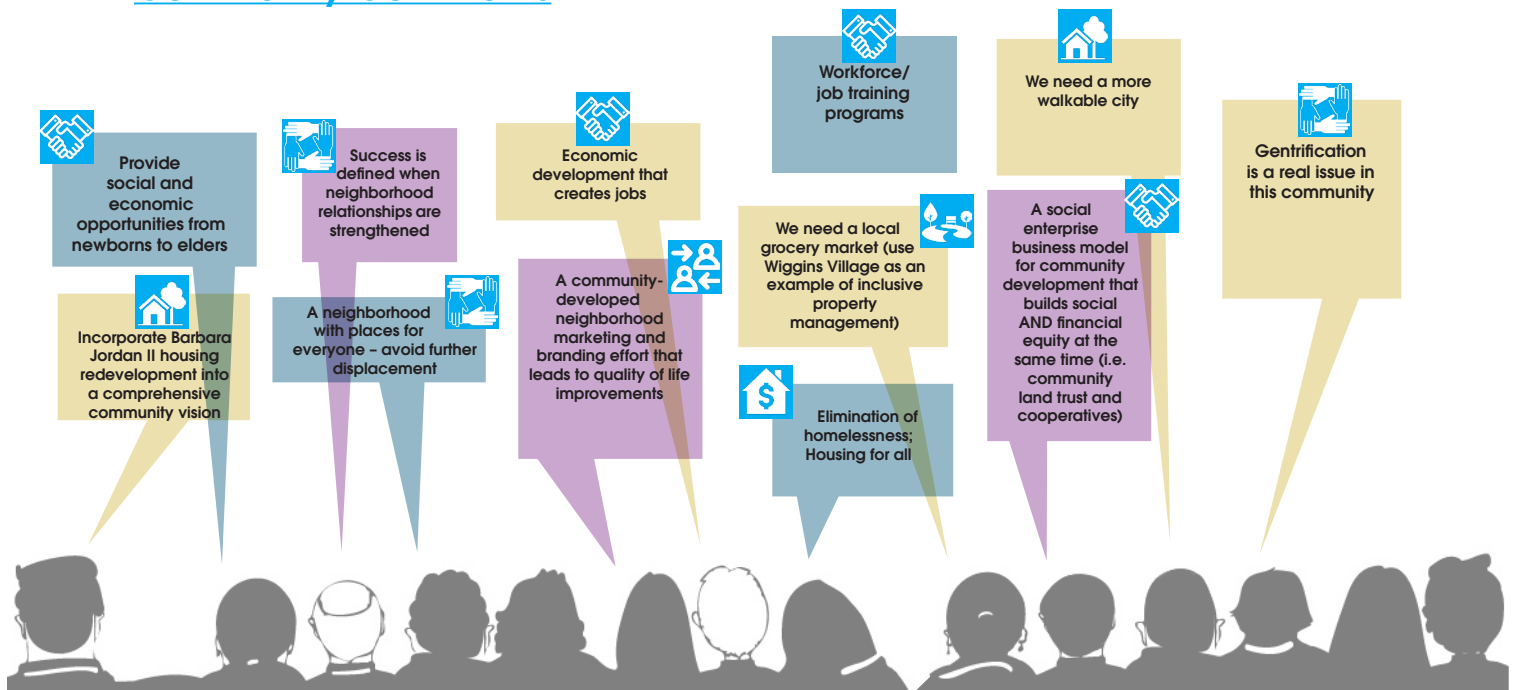
- Commit to establish and maintain strong community relations and to create a high-quality housing environment for the residents of the Barbara Jordan II, surrounding property owners, and community partners.



# Neighborhood-Related Feedback

Through the engagement process, many topics of conversation focused on larger neighborhood opportunities and challenges. A summary of this feedback is outlined on the following pages. This summary is intended to assist the City of Providence and other local partners in planning for larger neighborhood improvements.

## Community Comments





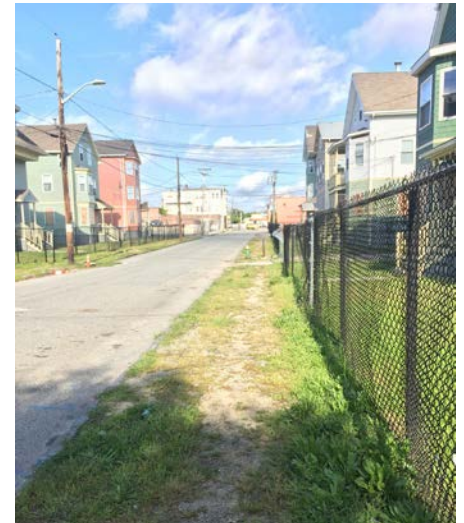


*The Salvation Army Wall along Hayward Street*

## Streets and Sidewalks

Along with the need to preserve low-income housing, sidewalk and street repairs were the most cited neighborhood need throughout the community engagement process. Many blocks within the northern cluster of buildings do not include a paved front sidewalk. Street trees are nonexistent and landscaping in many instances is poorly maintained. The pedestrian routes to Broad Street and local bus stops are unsafe and unattractive. In particular, Somerset Street and Portland Street have high pedestrian counts along an unpaved sidewalk which creates a significant safety risk. Community meeting participants indicated they would like to see street and sidewalk repair as part of the scope of work for the redevelopment of Barbara Jordan II, with the Developer coordinating directly with the City and other partners to address this issue. Streetscape improvements could include:

- Wide sidewalks
- Street trees
- Lighting
- Sustainable features
- Improved crosswalks
- Open Spaces



*Sidewalk conditions along Portland Street*

## Open Spaces

Residents at Community Meeting 1 voiced their concerns with the limited amount of green space and lack of recreational opportunities in Upper South Providence. At Community Meeting 2, the creation of new open spaces was seen as desirable in and around Barbara Jordan II. Youth participants at the Youth Discussion on January 16 listed Roger Williams Park as the only green space where they play and hang out with friends. Through redevelopment, Barbara Jordan II could help to support both new housing and usable open space to provide additional recreational opportunities for residents of the greater community. Open space could include a dedicated playground along with more passive uses such as a pocket park. Public art space could also be programmed into Barbara Jordan II and is highly desired by the community.

## **Transportation/Parking**

Throughout the process, meeting attendees advocated for improved transportation, including more frequent bus service, improved sidewalks and additional bicycle lanes. In terms of parking at Barbara Jordan II, most attendees supported lower overall parking requirements. Providing less parking can help to preserve affordability as the cost to construct surface parking is approximately \$5k - \$10k a space and structured parking is approximately \$25k - \$50k a space. These costs are typically passed down to renters as part of the overall development. Because Barbara Jordan II is ideally located within walking distance of Downtown Providence, local hospitals and other major employers, lower parking ratios are seen as appropriate.

## **Economic Development**

Although meeting participants at Community Meeting 1 cited economic development and employment challenges in Upper South Providence, the keypad polling results from Community Meeting 3 indicated that retail spaces were not viewed as an appropriate use of space for Barbara Jordan II. Residents did note the absence of a local grocery store as a challenge that ought to be immediately addressed within the larger Upper South Providence neighborhood. Other comments reflected a desire for social enterprise business models such as a cooperative that build social and financial equity, workforce training programs, and projects that create long-term, sustainable employment. In general, the community would like to see a continued focus on establishing retail and service uses on Broad Street, especially between Lockwood Street and Linden Street, as a way to support current and future residents while also enhancing the appearance and perception of the corridor.

## **Zoning**

Barbara Jordan II properties are located in the R-3 Residential District. The R-3 Residential District is intended for higher density residential areas of detached single-family, two-family, and three-family residential development, as well as rowhouse development. Limited non-residential uses, which are compatible with surrounding residential neighborhoods, may be allowed. Based on community preferences, the R-3 Residential District should be able to accommodate the majority of new development on the site. If one or more larger multi-family or mixed-use buildings are incorporated, blocks within the northern cluster may have to be rezoned as R-4 Residential District. The R-4 Residential District accommodates a variety of residential structures: single-family, two-family and semi-detached, three-family, rowhouses, and multi-family housing. The R-4 District accommodates higher density residential development in areas that minimize negative impacts to lower density residential neighborhoods. Limited non-residential uses, which are compatible with surrounding residential neighborhoods, may be allowed.





# Appendices

## **Appendix items include:**

- Kickoff Meeting Minutes
- Community Meeting 1 Summary
- Steering Committee 1 Meeting Minutes
- Community Meeting 2 Summary
- Steering Committee 2 Meeting Minutes
- Community Meeting 3 Summary
- List of Key Persons Interviewed



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