

Broadway Planning Charette - December 2004: Vision for the Next Ten Years

A joint project of:
The Newport County Chamber of Commerce
and
The City of Newport

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Introduction

Since 1994, Broadway has undergone a remarkable positive transformation. From a commercial street with empty storefronts and safety concerns, the Broadway corridor is now a well-known, vibrant corridor of shops, restaurants, offices and businesses with a committed group of supporters organized for continued improvement.

However, many community leaders and business owners feel that there is still more that can be done to improve Broadway. On December 6, 2004, the Newport County Chamber of Commerce and the City of Newport hosted a Broadway Charette with the intent of gathering stakeholders who care about Broadway's future in order to identify issues for improvement and formulate solutions. The Newport Collaborative Architects (NCA) was hired to assist in the organization and facilitation of this effort. The resulting priorities from the Charette will be used to plan and implement improvements on the street in the next five years.

Methodology

Gathering Data

NCA worked with the Newport County Chamber of Commerce and the City of Newport to gather and assess all existing information on the improvement actions that have taken place on Broadway to date. NCA staff then walked the length of the Broadway project area and created an Existing Conditions Report. This data was assembled in a Microsoft PowerPoint presentation for use as a presentation at the December 6, 2004 Charette.

Invite participants

NCA designed and printed an invitation flyer for use in marketing the event. This was distributed through two methods: 1) Broadway volunteers went door to door to businesses on the street and 2) the Chamber mailed approximately 200 brochures to the property owners and businesses. NCA also contacted media vehicles (Newport This Week, Newport Daily News, Providence Journal - East Bay bureau, local radio stations) to achieve coverage of the event.

Facilitate the Broadway 2004 Charette

NCA prepared an agenda that would allow participants to understand the street's history and to be aware of recent improvements. In addition, NCA staff provided their assessment of existing conditions, both positive and negative. Then we broke the audience into three groups and engage them in a visioning planning process, asking participants to identify the next generation of improvements to the function and form of the Broadway corridor. These suggested improvements were then prioritized by participants so the most important would "rise to the surface".

Charette Report

Finally, NCA has created this Charette Report in order to memorialize the discussion and decisions. This Report includes:

- attendance lists,
- all presentation data used by NCA,
- summary of group discussions,
- prioritized list of recommendations based on voting by charette participants, and
- maps and drawings of key recommendations
- concepts for implementation and funding.

BROADWAY 2004 Charette Attendance List

<u>NAME</u>	<u>TELEPHONE</u>	<u>E-MAIL ADDRESS</u>
Charles Duncan	846.0294	
Mandy Booth	846.2656	artbooth1@cox.net
Ross Cann	965.2164	rcann@ncarchitects.com
Kim Damon	847.1515	NewportHobbyHLTD@aol.com
Bill Foley	846.1645	
Elaine Williams	847.1608	NCChamber of Commerce
Caroline Rogers	748.0390	Rose Petal Florist
Peter Damon	847.1515	Newport Hobby
Katie Potter	846.4182	KPotter7@cox.net
Paige Bronk	845.5450	pbronk@cityofnewport.com
Steve LaForm	862.48.55	LAFORM4689@cox.net
Donna Maytum	849.3473	donnamaytum@cox.net
Wayne Bainton	849.3820	inforpdqri.com
Nicola Lewis	324.6850	
Paul Tobak	862.9962	
Jim Gilmore	845.1540	jgilmore@lifespan.org
CJ Barone	862.1207	cj@newportbubbletea.com
Paul & Pat Watters	847.2455	Paul@newportforsale.com
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Off. Jimmy Winters, NPD	847.9922	
MM Grogan		
Denise D'Amico	847.1608	Denise@NewportChamber.com
Pat Heaney	842.0075	The Shop
Seth Bock	849.0514	DRBock@NewportAcupuncture.com
Peter Walsh	849.4971	Norey's
Donald Pizinger	847.7692	
Tucker Harris	849.4425	
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Sue Hamond	847.2620	
Off. Winters, NPD	847.9922	
John Newsome	862.5426	news_john?@Yahoo.com
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David Cullen	345.6450	ddcullen@mac.com

Group Discussions

Participants were asked to work in groups of 15 people and to answer the following questions:

1. What are the most important physical things to change/improve? (Locate them geographically if possible.)
2. What are most important functional things to change/improve?
3. How can these things get done?

These discussions lasted for approximately one hour, then each group reported its findings to the Charette as a whole. Recommendations were organized into three categories:

- Physical improvements: changes to the physical environment
- Functional Improvements: changes in the way organizations and people behave/work/interact
- Methods to implement change

Prioritized List of Recommendations

After all recommendations were posted on the walls, participants were given adhesive orange “sticky dots” and asked to vote for the issues they felt had the highest priority and that should be addressed to improve the Broadway corridor.

PHYSICAL IMPROVEMENTS

29 votes - Improved Lighting (landmark & historic structure lighting at City Hall & Hospital; current lighting unattractive & inefficient; cobra heads; more better looking & more efficient lights needed; Not enough lighting in dead spots (esp. in front of City Hall); Lights on businesses (ornamental/Christmas)

20 votes - Widen sidewalks, sidewalk cafes, improve sidewalk condition

20 votes - Need more parking (200 spaces used by local businesses employees; continue diagonal parking @ lower Broadway; continue parking @ Equality Park); no parking meters; many (8 of 17) endorsed a Parking structure (possibly at the Hospital)

13 - Traffic calming and reducing speeding - slow traffic (speed bumps); Traffic calming at One Mile Corner and Equality Park, Raised crosswalks, neck in crosswalks for safety; Crosswalks should be wider & perhaps raised (caution signage and lights); Better identification of walks (perhaps different color and material); Bump out @ crosswalks

4 votes - Fewer, smaller curb cuts (i.e. Dunkin); lack of clear curb cuts at Dunkin & Cumberland Farms eliminates parallel parking

4 votes - Move light to Powell Avenue from Friendship

3 votes - Bench program with trash can adjacent (no trash on East Side)

3 votes - Center island with foliage

2 votes each

- Planters (improve trees)
- Divert traffic to lessen traffic at lower end (there is not consensus on this issue)
- Draw tourists up Broadway @ Washington Square
- Improve east side to complement west improvements
- Available restrooms
- Keep Broadway authentic (gritty)
- Façade design = individualized (particularly across from City Hall where it is uniform)

1 vote each

Move bus stops to safer locations

Retain local business vs. tourist traffic

Find ways to make Equality Park more active

FUNCTIONAL IMPROVEMENTS

19 votes - Change use of 50 Washington Square (better policing of 50 Washington Square; impacts from “rowdy” uses, loud, vandalism - no policing on the street)

14 votes - Safety @ Wash. Sq. Park (Colony Mtg. House)

9 votes - Broadway Merchants Assoc. (incl. W. Broadway & Spring, etc.) - Form Leadership for Broadway

8 votes - Trolley system to include Broadway

3 votes - “Brand” identity, Group advertising, Main Street

2 votes each

- Broadway is for locals, keep it quiet, do we need revenue from tourists
- Fire Codes (how to help business owners cope with new)
- Add trees to reduce pavement

1 vote each

- Create Website for Broadway
- Snow on sidewalks, businesses responsible
- Feeling threatened by sidewalk people - Perception vs. reality - “bar” activity

- Cleaning Broadway (Public Works responsibility; most streets 2 times a year; need to organize to do so; train owners to clean)
- Individual maintenance standards
- Seasonal decorations
- Parking plan/funding

Key Recommendations and Concepts for Implementation

For each of the recommendations that had a significant number of votes, Newport Collaborative has prepared a more detailed set of key recommendations along with sketches of possible configurations, examples from other communities and concepts for implementation. These can be used as the beginning of the implementation effort for design and fund-raising.

The area that the Charette focused upon is the area from Equality Park to Washington Square. A key map of the area is helpful in understanding important buildings, streets and public spaces. The key map shows a further focus on the area from Equality Park to Marlborough Street. While lower Broadway from Washington Square to Marlborough Street is addressed in this plan, it also acts as a model for much of the remainder of the street because of its historic street lights, concentration of restaurants and shops, and variety of uses.

KEY PLAN



BROADWAY REVITALIZATION - March 2005
Newport County Chamber of Commerce

Pln-1

Physical Improvement 1: Improved Lighting

During the Charette, there was clearly support for improving the lighting along the Broadway corridor. In particular, there was a great deal of enthusiasm for the historic lighting that was installed on lower Broadway between City Hall and Washington Square. There is also the opinion that current lighting, achieved with modern cobrahead light fixtures (supplied by Narragansett Electric), is unattractive and inefficient spraying lots of light without necessarily adding to the safety or ambiance of the street.



Existing “cobra-head” light fixture on Broadway.

Recommendation 1:

Replace the existing “cobrahead” lights with historic lighting, much like lower Broadway. Along with reproduction gas lamp fixtures, the early twentieth century-style reproduction fixtures found in Perrotti Park may fit well in the neighborhood. These will fit the character of the street, be better looking and be more efficient by casting light on sidewalks and roadways, not simply “over-lighting” the entire area.



On the left, reproduction historic gas lamp fixtures on lower Broadway, southwest of Marlboro Street. On the right, early twentieth-century reproduction street lights found in Perrotti Park.

Recommendation 2:

Install architectural lighting on significant historic structures, as is done in Downtown Providence. Broadway buildings that may benefit from this are possibly City Hall and the historic Hospital building.



City Hall is an example of a prominent building that could be dramatically lit to highlight its architectural details and features.

Recommendation 3:

Encourage the installation of appropriate exterior lighting of businesses and buildings, which casts reflected light onto the street. The ornamental/Christmas lights used by Tucker’s Bistro and the “gooseneck” lights used on the Island Arts Center are good examples of this.



An example of excellent storefront lighting that adds to the overall quality of streetscape lighting.

Recommendation 4:

Focus lighting improvement on existing “dead spots” (especially in front of City Hall) so that there is consistency to lighting on the street for pedestrians.

Plan showing recommendations for historic light fixtures and buildings that can be architecturally lit



Broadway Lighting Improvements**Newport, RI****Budget - March, 2005****Reproduction Historic Street Lights**

	<u>Unit Type</u>	<u>Unit Cost</u>	<u>Quantity</u>	<u>Totals</u>
Electric supply to new fixtures (in-ground conduit) and sidewalk repair	Linear foot	\$ 40.00	1600	\$ 64,000.00
Cast concrete light bases -installed	1 base	\$ 250.00	51	\$ 12,750.00
Reproduction light fixtures	1 fixture	\$ 3,600.00	51	\$ 183,600.00
Fixture installation	1 installation	\$ 800.00	51	\$ 40,800.00
<u>Contingency</u>	15%			<u>\$ 45,172.50</u>
PROJECT TOTAL				\$ 346,322.50

Physical Improvement 2: Improve sidewalk conditions

There was strong support for the continued enhancement and improvement of the pedestrian environment, since this is how customers and residents travel from business to business once they leave their cars. The overall configuration of sidewalks in concrete and with a good width on front of businesses was praised by participants, but some improvements were recommended.

Recommendation 1:

Improve overall sidewalk conditions with repairs where badly damaged.



Street trees have grown since planting and paving materials require adjustment.

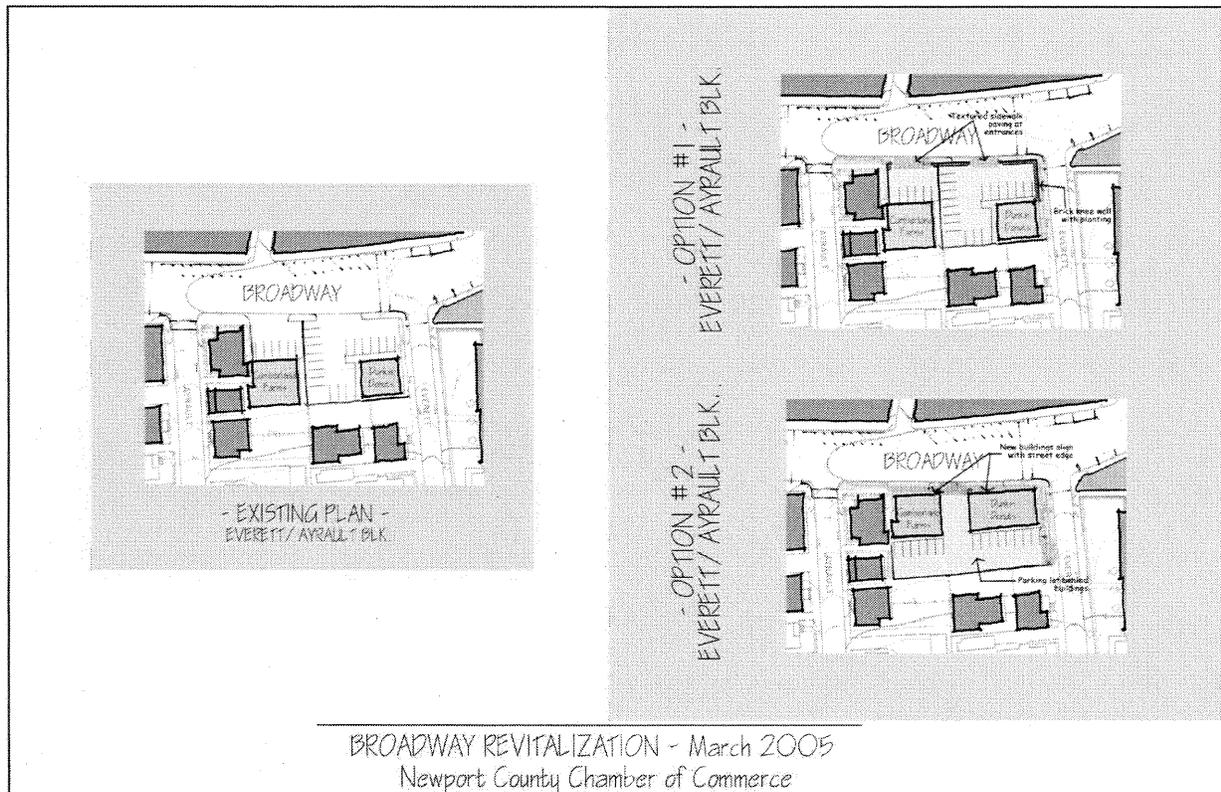
Recommendation 2:

Widen sidewalks where appropriate to allow sidewalk cafes and sidewalk business displays – this is appropriate in areas with high concentrations of businesses.

Recommendation 3:

Fewer, smaller curb cuts in areas where the delineation of sidewalk and driveways is poor - the area at Dunkin' Donuts and Cumberland Farms is the worst example of this condition. The legal locations of curb cuts should be documented and the sidewalk and curbing should be reconstructed to guide auto traffic while respecting the pedestrian realm. This lack of clear curb cuts at this area also eliminates the ability to have any parallel parking on the street.

Plan for Dunkin Donuts



Physical Improvement 3: Improve strategies and facilities for parking

Because of the success of many Broadway businesses, there is a strong feeling that parking for vehicles should be maximized. At the present time, it is calculated that approximately two hundred (200) spaces are used by local businesses employees. More parking planning is needed to assure that business patrons have adequate parking the appropriate locations at the appropriate times of the day and night.



Existing diagonal parking accommodates a high capacity of vehicles and helps to slow traffic.

It is important to note that there is NOT support for building demolition and large surface, off-street parking lots. Instead, careful planning and design for maximizing good on-street parking should be the focus. In addition, the parking needs of Newport Hospital should continually be examined and addressed.

Recommendation 1:

Need more parking capacity

- continue diagonal parking down to lower Broadway (where it is now parallel)
- continue parking along Equality Park where it is prohibited (this could also calm traffic)
- The organized community should resist any movement towards parking meters

Recommendation 2:

Examine the possibility of a well-design parking structures along the Broadway corridor, which business employees could use to relieve pressure on customer parking.

Possible specific locations for these structures may be:

- Rear of Newport Police Department headquarters (existing surface parking lot)
- Rear of Thompson Middle School (existing surface parking lot)
- Newport Hospital surface parking lot (existing surface parking lot)



The parking lot at the rear of the Newport Police Station is an excellent candidate for a multi-level parking facility.

Physical Improvement 4: Traffic calming and reducing speeding

Along with the discussion of parking, the role of the automobile as a safety issue was important to Broadway stakeholders. There was a strong feeling that some locations along the street need to be configured to slow existing traffic speeds in order to make a safer environment for both cars and pedestrians. There are a few key areas upon which recommendations were focused.

Gateway at Equality Park

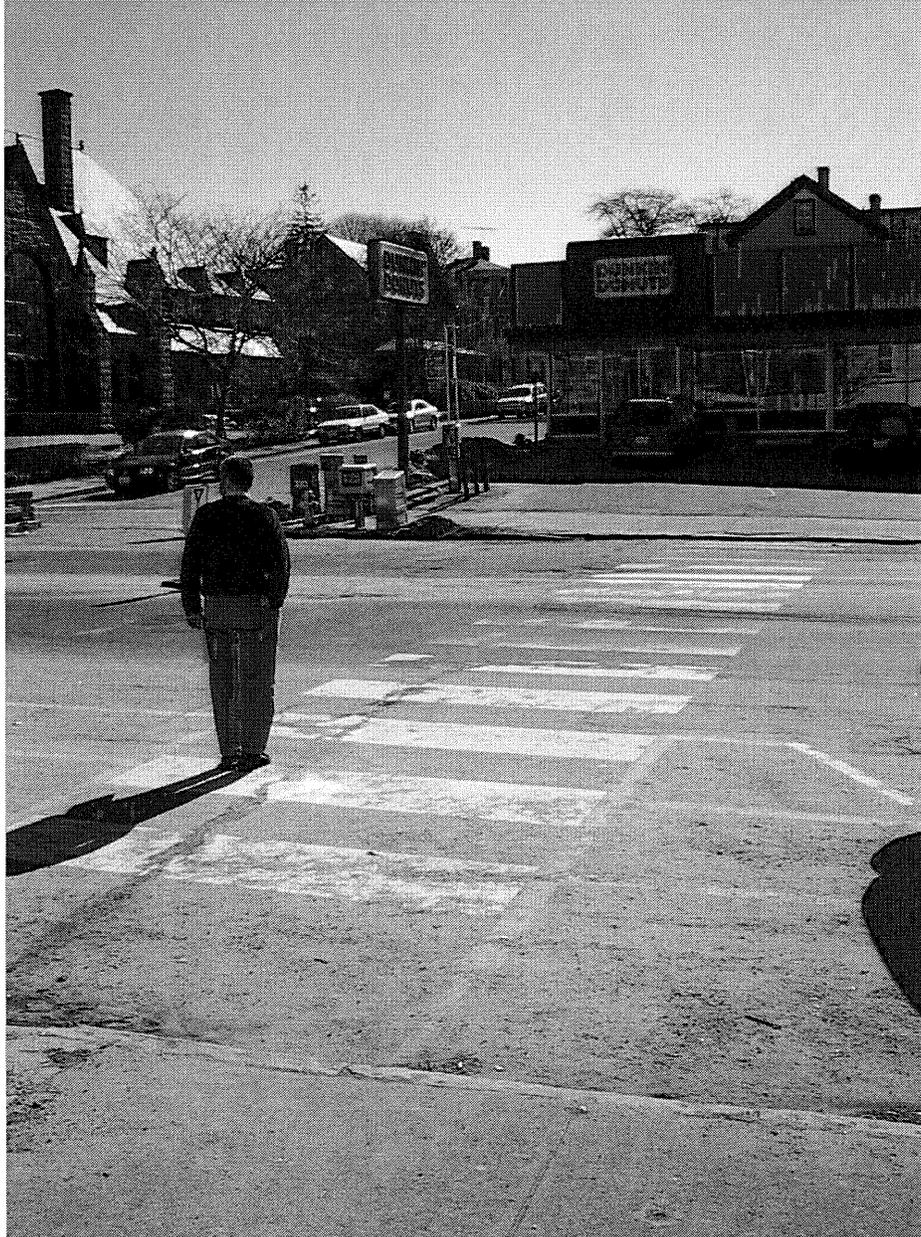
The area of Broadway at Equality Park, the U.S. Post Office, PDQ Printing and First Presbyterian Church is the transition area from the more residential/hospital zone to the northwest, and the commercial heart of Broadway to Washington Square. Despite the increase in activity, traffic heading southeast tends to increase speed in this area. The two reasons for this are the widening of the roadway and the absence of buildings along the street edge. Historically, this area has been the location of small parks, and this contributes to a feeling of openness, which increases driver speed.



The open area at Equality Park (right) and the Commons/Post Office (left) is a location of wider roadways and tricky pedestrian crossings.

Crosswalks across Broadway

Broadway has several crosswalks that are painted on the surface of the roadway, some with signage in the middle of the roadway informing drivers of their responsibility to stop for pedestrians. Many of these are screened from oncoming traffic by parking spaces, or are faded from time and traffic.



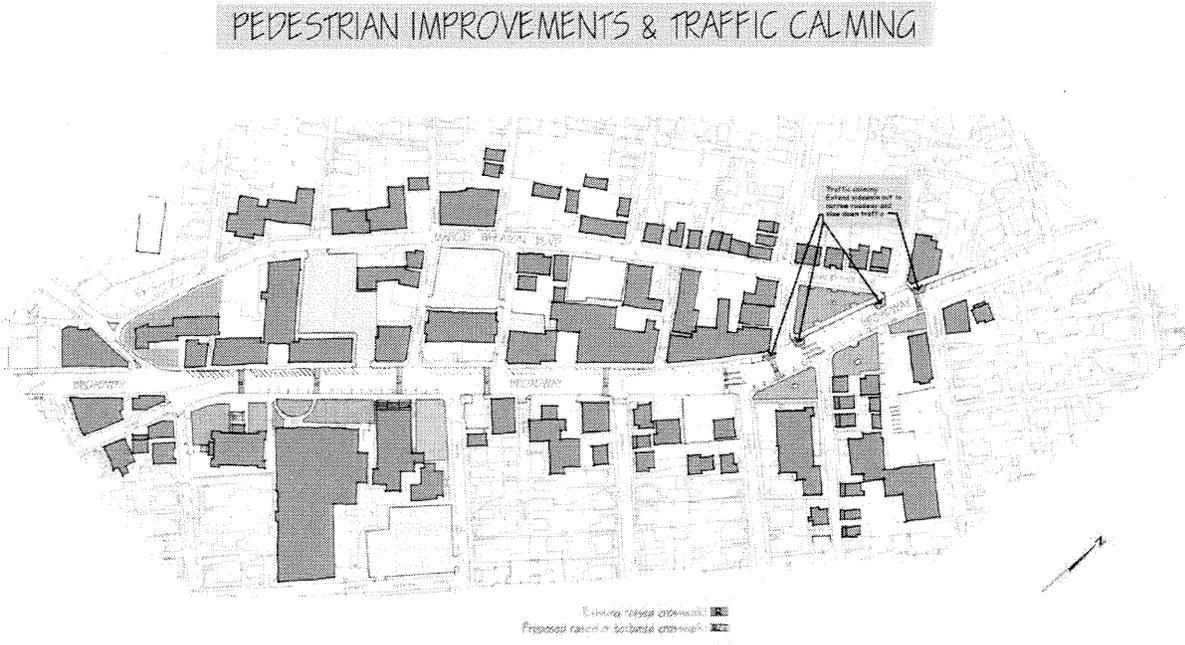
The crosswalk at Dunkin Donuts is faded and located at a difficult corner with sight line difficulties.

The raised crosswalk at Newport City Hall is a very effective measure which increases pedestrian safety and reduces vehicle speeds.



The existing raised crosswalk at Newport City Hall on Broadway.

Traffic Calming Plan



BROADWAY REVITALIZATION - March 2005
Newport County Chamber of Commerce

Pln-3

Recommendation 1:

In order to provide very clear crossing points for pedestrians and to differentiate pedestrian crossing points from regular street surfaces, we recommend installing raised crosswalks.

Information about Raised Crosswalks¹:

Raised crosswalks are Speed Tables (a raised, flat topped section in the roadway) outfitted with crosswalk markings and signage to channelize pedestrian crossings, providing pedestrians with a level street crossing. Also, by raising the level of the crossing, pedestrians are more visible to approaching motorists.

Raised crosswalks are good for locations where pedestrian crossings occur at haphazard locations and vehicle speeds are excessive.

Advantages:

- Raised Crosswalks improve safety for both pedestrians and vehicles
- If designed well, they can have positive aesthetic value
- They are effective in reducing speeds, though not to the extent of Speed Humps

Disadvantages:

- Textured materials, if used, can be expensive
- Their impacts on drainage needs to be considered
- They may increase noise and air pollution

Effectiveness:

- For a 22-foot Speed Table (the most similar device for which data is available):
 - Average of 18% decrease in the 85th percentile travel speeds, or from an average of 36.7 to 30.1 miles per hour; (from a sample of 58 sites).
 - Average of 45% decrease in accidents, or from an average of 6.7 to 3.7 accidents per year (from a sample of 8 sites).

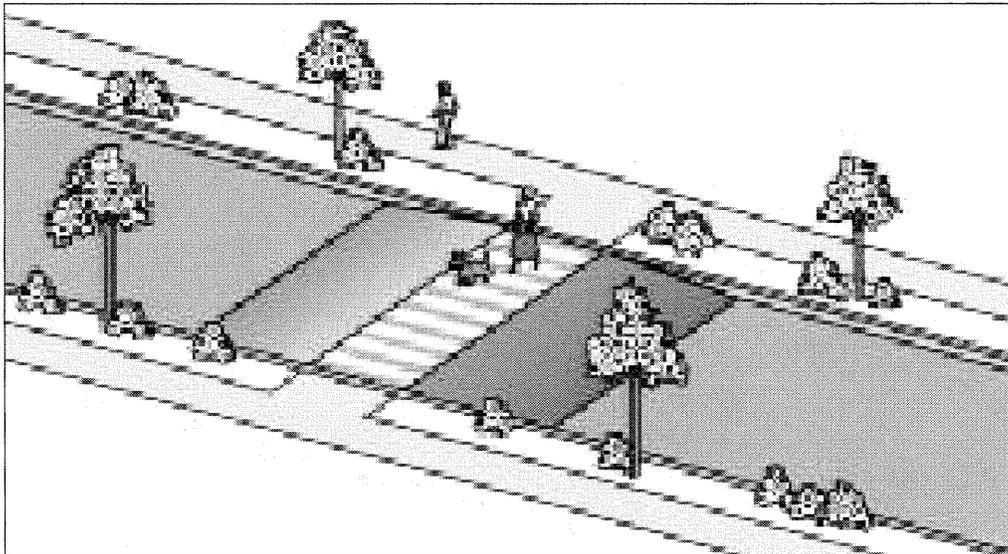
Similar Measures:

- By removing the crosswalk markings and signage, you have a Speed Table
- By removing the crosswalk and the flat section in the middle, you have a Speed Hump
- By raising the level of an entire intersection, you have a Raised Intersection

Cost Estimate(s):

- \$4,000

¹ Excerpted with permission from www.trafficcalming.org



An illustration of a typical raised crosswalk from www.trafficcalming.org

Recommendation 2:

In areas where raised crosswalks may not be appropriate, crosswalks should be of a textured material such as brick or cobble stone to signal location and signal drivers.

Recommendation 3:

Neck-downs of sidewalks at the Equality Park Gateway to narrow the roadway at crosswalks and increase sidewalk area. The Equality Park/Post Office area is an example of a location where this may be useful (see plan).

Neckdowns²

Neckdowns are curb extensions at intersections that reduce the roadway width from curb to curb. They "pedestrianize" intersections by shortening crossing distances for pedestrians and drawing attention to pedestrians via raised peninsulas. They also tighten the curb radii at the corners, reducing the speeds of turning vehicles.

They are good for intersections with substantial pedestrian activity and areas where vertical traffic calming measures would be unacceptable because of noise considerations.

Advantages:

- Neckdowns improves pedestrian circulation and space
- Through and left-turn movements are easily negotiable by large vehicles
- They create protected on-street parking bays
- They reduce speeds, especially for right-turning vehicles

Disadvantages:

- Effectiveness is limited by the absence of vertical or horizontal deflection
- They may slow right-turning emergency vehicles
- They may require the elimination of some on-street parking near the intersection
- They may require bicyclists to briefly merge with vehicular traffic

Effectiveness:

- Average of 4% decrease in the 85th percentile travel speeds, or from an average of 34.9 to 32.3 miles per hour (combined average for various narrowing measures, taken from a sample of 7 sites)

Similar Measures:

- If a roadway is narrowed at a midblock location, you have a Choker
- Can be easily combined with a Raised Intersection

Cost Estimate(s):

\$40,000 - 80,000 for four corners

² Excerpted with permission from www.trafficcalming.org

Recommendation 4:

Plant trees in key locations to narrow the openness (and thus perceived speed) of roadway

Broadway Pedestrian and Traffic Calming Improvements

Newport, RI

Budget - 3/16/05

	<u>Unit Type</u>	<u>Unit Cost</u>	<u>Quantity</u>	<u>Totals</u>
New sidewalk	Square foot 1 - 50' x 4'	\$ 25.00	2300	\$ 57,500.00
Raised or textured crosswalks	crosswalk 1 - 10' x 8'	\$ 6,000.00	7	\$ 42,000.00
Neckdowns	neckdown	\$ 8,000.00	6	\$ 48,000.00
<u>Contingency</u>	15%			<u>\$ 22,125.00</u>
PROJECT TOTAL				\$ 169,625.00

FUNCTIONAL IMPROVEMENTS

Functional Improvement 1: Perception and reality of safety and public behavior at Washington Square and lower Broadway

By far the largest issue in the category was the impact of the existing building uses of 50 Washington Square. This building is the former Army-Navy YMCE which now serves as a community shelter and residence as well as offices for social service agencies. Because of this, there are often many clients and residents who spend time on the sidewalks and stairs around the building. For some Broadway merchants this is an undesirable group that negatively impacts the perception of safety and progress on the street. The Community Police Station was formerly located 75 yards to the north on Broadway, but has been relocated.

The groups at the charette expressed a range of possible approaches to improving this situation. Specific recommendations for improvement included:

- Change the use of the building at 50 Washington Square
- Better policing of the building and its clients/residents
- Overall there needs to be better policing in this area of Broadway, focusing on “rowdy” uses, loud disruptive behavior, vandalism.
- Focus on community policing of this entire area of Washington Square, the Colony House, 50 Washington Square, the bars on Lower Broadway

Functional Improvement 2: Create Self-Sustaining Management and Improvement Organization

One of the major reasons for holding the Charette was to gauge the interest of the stakeholders on Broadway for creating and sustaining an organization that can take responsibility for continued improvement of the street and to represent the different groups working to improve the area. The position of Broadway Manager is no longer funded and the City wants an active partner to work with. There was enthusiasm for creating such a group, but some question as to the legal shape it would take and how many volunteers would commit their time and energies to the effort.

Specific recommendations for improvement include:

- Create a steering committee of known community leaders who will work to form the Broadway Improvement Association.
- Identify models of well-functioning “Main Street” Business Improvement Associations for use as a model
- Create legal by-laws and membership structure for Broadway Improvement Association. An example of sound by-laws and membership structure from a similar Business Improvement Association is included in Appendix C.
- Incorporate Broadway Improvement Association and elect leadership
- Organize in Committees/Task Forces around a few key projects/initiatives and create action plans for each
- Recruit members and fund raise for operations

Appendices

- A. Agenda for December 6, 2004 Charette**
- B. Copy of PowerPoint Presentation from
December 6, 2004 Charette**
- C. Sample By-Laws for Downtown
Improvement Association**

Appendix A: 12/6/04 Charette Agenda

What's Next for Broadway?

Monday, December 6th 2004 (6:30 - 9 PM)
Newport City Hall

*Hosted by the Newport County Chamber of Commerce and the City of Newport
Facilitated by the Newport Collaborative Architects*

AGENDA

1. Welcome and Introductions 6:30 -6:35

2. History of Progress on Broadway (1994-2004) 6:35 - 6:45

3. Existing Conditions on Broadway 6:45-7:15

- High occupancy rate
- One name but specific geographic areas
- Storefronts
- Holes in the streetscapes
- Planters
- Crosswalks
- Traffic circulation
- Parking
- Lighting
- "Functions" of the street
- Safety and policing
- Marketing
- Transportation

4. Mission for tonight: Idea Brainstorming 7:15 - 8:15

- A. What are the most important physical things to change/improve? (Locate them geographically if possible.)
- B. What are most important functional things to change/improve?
- C. How can these things get done?

5. Prioritizing the Action Item List 8:15 - 8:30

Vote with

6. Next Steps and Adjournment 8:30 - 8:40

Appendix B. Copy of PowerPoint Presentation from December 6, 2004 Charette

Broadway Workshop

December 6, 2004



Newport County
Chamber of Commerce
&
City of Newport

Agenda

- 1. Sign in 6:20-6:30
- 2. Welcome and Introductions 6:30 -6:35
- 3. History of Progress on Broadway (1994-2004)
 - 6:35 - 6:45
- 4. Existing Conditions on Broadway 6:45-7:15
- 5. Mission for tonight: Idea Brainstorming 7:15 – 8:15
- 6. Prioritizing the Action Item List 8:15 - 8:30
- 7. Next Steps and Adjournment 8:30 – 8:40

History of Progress on Broadway (1994-2004)

- High number of vacancies
- Safety and perception
- Broadway Plan 1994
- Revitalization Task Force
- Project Coordinator
- Safety – Community Policing
- Infrastructure - lighting
- Storefront Loans
- Business Development Program
- Marketing
- Merchants Association

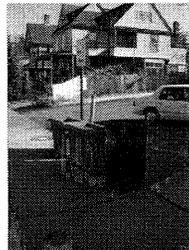
Storefront Improvements

- Matching grant funds
- Approximately 50 grants made



Streetscape Improvements

- Planters
- Trash receptacles
- Bus shelters with RIPTA
- Benches
- New lighting on lower Broadway
- Raised crosswalk at City Hall



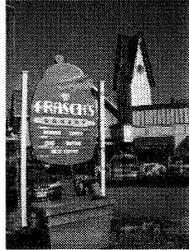
Functional Improvements

- Community policing
- Litter cleanup with 50 Washington Square Services



Business Development Workshops

- To assist businesses
- Advertising
- Window dressing



Transition to 2004

- What are things like on Broadway today?

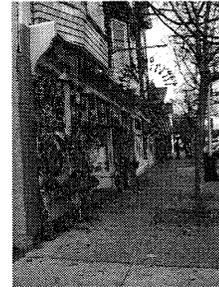


Existing Conditions - Broadway in 2004

- High occupancy rate
- One name but specific geographic areas
- Storefronts
- Holes in the streetscapes
- Planters
- Crosswalks
- Traffic circulation
- Parking
- Lighting
- "Functions" of the street
- Safety and policing
- Marketing
- Transportation

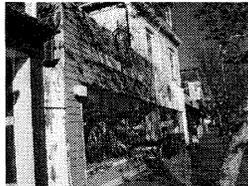
High occupancy rates

- Healthy street in terms of vacancies



Storefronts

- Many done
- More to do?



Planters

- City paid \$200/planter for season = \$10,800/year
- What will happen in 2005?
- Three options
 - Remove all
 - Leave all if someone else pays for planting/maintenance contract
 - Remove and redeliver only to businesses who adopt and commit to maintenance

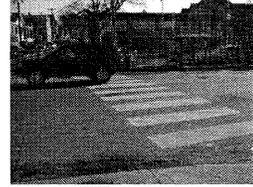


Lighting on Broadway

- Historic lighting on lower Broadway
- "Cobraheads" on middle and upper Broadway

Crosswalks

- Painted on lower Broadway
- Are there areas that need to be safer?



Holes in the Streetscape

- Dunkin Donuts and Cumberland Farms
- Where is sidewalk?
Where is parking?
Where is street?
- Do these need improvement?



Holes in Streetscape

- Former gas station, now repair shop



Holes in Streetscape

- Charles 5 & 10
- Better because divided by grass strip with defined exits on side streets



Functional issues

- Safety and police
- Marketing
- Coordination of services

Parking

- Diagonal parking increases capacity
- Parking calms traffic
- Are any changes needed?



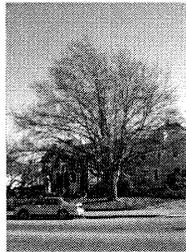
Parks and Greenspace

- West of Post Office
- Beautiful amenity



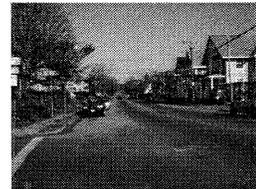
Parks and Greenspace

- South of Post Office
- Not open to public
- Visually open space



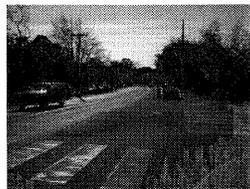
Traffic circulation

- Upper Broadway
- Parallel parking
- More residential uses



Traffic circulation

- Lower Broadway
- Wide open at Post Office/PDQ
- Increase in speed due to openness?



Opportunities

- Broadway Merchants Association
- Transportation Improvement Program (TIP) funding



Idea Brainstorming: The Future of Broadway

1. What are the most important physical things to change/improve? (Locate them geographically if possible.)
2. What are most important functional things to change/improve?
3. How can these things get done?

1. What are the most important physical things to change/improve? (Locate them geographically if possible.)

- Planters
- Crosswalks
- Storefronts
- Holes in Streetscape

2. What are most important functional things to change/improve?

- Police and Safety
- Marketing
- Others?

3. How can these things get done?

- Broadway Merchants Association
- City
- State
- Other organizations

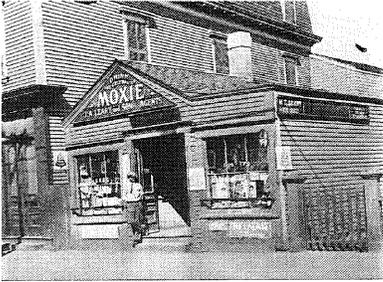
Group discussions – up to 45 minutes

- Assigned leader
- Introductions
- Nominate scribe (not leader, must have neat handwriting)
- Complete sheet(s) – physical
- Complete sheet(s) – functional
- Write one idea per line

Group Rules

- Speak your ideas
- Listen to others
- Don't offer second thoughts until all have a chance to speak once
- Agree to disagree - FLASH

Group discussion



Appendix C. Sample By-Laws for Downtown Improvement Association

Northville Central Business Association By-Laws – Northfield, Michigan

ARTICLE 1 – Name

Northville Central Business Association (NCBA)

ARTICLE 2 – Purpose

The purpose, or purposes, for which the association is formed are as follows: the advancing of retail, service, civic & general interests of Northville's central business district: and, to offer joint purchasing, promotion, advertising, and marketing opportunities and to offer educational programs for its membership.

ARTICLE 3 – Organization, Property and Financing

NCBA is a non-profit, non-stock organization. There is no physical property or association financing.

ARTICLE 4 – Membership

Section 1. Membership

There is one level of membership – general membership.

Section 2. Eligibility and Acceptance

Any reputable person, professional services organization, merchant, or business located in the Northville Central Business district in good standing, whose application for membership is approved by a quorum of the Board.

Section 3. Dues & Assessments

Annual membership dues are \$50. The board shall annually review and determine annual membership dues. All association members shall promptly pay annual membership dues based on their designated level of membership. From time to time, special assessments may be levied by the Board to promote specific association events. Participation in the event-related assessment will be optional; however, failure to participate may impact member's level of benefit received from the event.

Dues are payable upon attaining membership. Thereafter, dues are payable annually. A member who is in arrears with respect to payment of dues or assessments for a period of 45 days shall cease to be a member in good standing. Dues must be paid and current for member to be eligible to vote in association business meetings or in the general

election.

Section 4. Termination

A member may be suspended or expelled for conduct or practices contrary to the association's best interests by a majority vote of a quorum of the membership, provided that the member has received a statement of the reasons for expulsion at least 15 days prior to the members' vote. The member must be given the opportunity to speak at the members' meeting prior to the vote.

ARTICLE 5 – Affiliation with Other Northville Associations

The Northville Central Business Association is a self-governing, autonomous organization, which will maintain affiliations with local associations to the degree to which the relationship provides benefit to the NCBA membership and supports the overall objectives of NCBA.

The Northville Central Business Association will participate in a Special Events Advisory Board, which shall consist of key stakeholders from the Chamber of Commerce, DDA, NCBA, Parks & Rec, Arts Commission and the Community Foundation. The purpose of the committee shall include short and long term strategic planning, as well as, serving as representatives of each individual's constituency. The Special Events Advisory Board shall direct the efforts of the Special Events coordinator. This committee shall coordinate and enhance the special events held in downtown Northville. NCBA will participate in this evolving partnership so long as it is a viable, effective mechanism through which the association can accomplish its goals, particularly in the area of Special Event Planning.

Section 1. Northville Chamber of Commerce

The Chamber of Commerce shall be an "affiliate" member of the NCBA; with no general voting rights, except as outlined specifically in this document (i.e. voting participant on the Nominating committee) or as the Board deems appropriate

The **Special Events Coordinator** shall be a paid employee of the Northville Chamber of Commerce, but shall act under the direction of the Special Events Advisory Board in all matters related to the planning of Special Events for the city of Northville.

Section 2. Northville Downtown Development Authority

The Northville Downtown Development Authority shall be an "affiliate" member of the NCBA; with no general voting rights, except as outlined specifically in this document (i.e. voting participant on the Nominating committee) or as the Boards deems appropriate.

DDA funding for downtown special events, which has previously been available to the NCBA, will now be directed to the Chamber to help offset the cost of the Special Events Coordinator.

Section 3. Northville Arts Commission

A member of the Northville Arts Commission shall be a welcome, non-dues paying, non-voting attendee of all general membership meetings. The NCBA and the Arts Commission shall support each other's mission in the city and shall cooperate in joint events as deemed appropriate by the Board and general membership and as it remains a mutually beneficial relationship to both organizations.

Section 4. Community Foundation

A member of the Community Foundation shall be a welcome, non-dues paying, non-voting attendee of all general membership meetings. The NCBA and the Arts Commission shall support each other's mission in the city and shall cooperate in joint events as deemed appropriate by the Board and general membership and as it remains a mutually beneficial relationship to both organizations.

Section 5. Other

Northville Central Business Association will establish new affiliations with other city and civic organizations as is deemed appropriate by the Board.

ARTICLE 6 – Board

Section 1. The Board (Board) shall consist of the elected officers and the chairman of the standing committees.

Election of Officers (nomination process & timing)

The nominating committee shall convene 30 days prior to the election to nominate a slate of candidates from the members in good standing to be voted on for a seat on the Board of the NCBA.

The nominating committee shall contact each of its nominees and shall obtain his /her consent to the placing of his/her name in nomination prior to presentation of slate of nominees to the general membership.

Said committee shall file a list of the nominees recommended with the secretary not later than 15 days prior to the election.

Other nominations, other than those made by the committee, may be made from the floor or by filing the name of the nominee with the secretary within the time

limit specified. Nominee must consent to having his/her name placed in nomination.

10 days prior to the Annual Meeting, during which the election will be held, the secretary will mail a ballot of the nominees to the general membership along with notification of the annual meeting. Members in good standing (paid membership) may vote at the Annual Meeting or by proxy by returning the ballot with a valid signature to the secretary by mail.

Annual meeting ballots and proxy ballots will be counted by the nominating committee within 24 hours of the Annual Meeting election; the results will be published to the general membership by the secretary within three days of the Annual Meeting.

Section 2. Term of Office

a. Elected Offices:

- Length of term – Two Years
- Maximum Number of Consecutive Terms: Two

b. Committee Chairs

- Length of term – One Year
- Maximum Number of Consecutive Terms: Four

Section 3. Duties of Officers

PRESIDENT. The president shall preside at all meetings of the Board and shall perform all duties incident to that office and may initiate, with the concurrence of the Board, such action as may be deemed likely to increase the usefulness of the Northville Central Business Association. The president shall be an ex-officio member of all committees. The president ensures that all orders and resolutions of the board are carried into effect and performs all duties necessary or appropriate to the office of president.

VICE-PRESIDENT. The vice-president shall act in the absence of the president, and in the absence or disability of both the president and vice-president, a member of the Board shall be chosen to act temporarily.

TREASURER. The treasurer shall receive and disburse the funds of the association and shall keep all monies of the association deposited in its name. At frequent intervals, reports shall be presented which detail the financial position of the organization to the Board. The treasurer shall serve in such capacity for all committees. The board may require the treasurer to give acceptable bond.

SECRETARY. It shall be the duty of the secretary to conduct official correspondence, preserve all books, documents and communications and maintain an accurate record of the proceedings of the Northville Central Business Association. At the expiration of the Secretary's term of office, all books, papers and property of the association shall be delivered to the Board.

Section 4. Other Officers

The Board may appoint other officers to perform such duties and exercise such authority as the president assigns or the board prescribes.

Section 5. Standing Committees

The Board will appoint the standing committee chairmen. The committee chairman will recruit committee members from the general membership or from membership volunteers.

The Standing Committee Chairs are as follows:

BUDGET. The Budget Committee will consist of the President, Treasurer, Chairman of the Membership & Dues Committee, Chairman of the Marketing & Communications Committee, and one member appointed by the President and approved by the Board. The primary duties of the Budget Committee shall be to prepare a budget of income and expenses, which shall allocate to each office/committee funding appropriate to the necessary expenditures of that function. The budget shall be completed and approved by the Board no later than January 15th of each new fiscal year. Furthermore, on a quarterly basis, the committee shall review actual expenses compared to the budget, and make budgetary and expense adjustments as necessary to ensure a balanced budget.

MEMBERSHIP & DUES. The Chairperson is appointed by the President of the Board. The Treasurer is an automatic member of this committee, as is the Marketing & Communication chairperson. Two additional persons shall be appointed to this committee. The duties of this committees are to actively engage in the solicitation of new members for the association, which will include proactively soliciting new and established businesses, to be aware of the dues structures; to conduct the annual renewal campaign and dues collection function; and to perform the collection function for members who are delinquent in payment of their dues. The committee shall maintain an up-to-date list of paid members in good standing.

PROGRAMMING/EDUCATION. The Chairperson is appointed by the President of the Board. A minimum of two additional members shall be appointed to serve on this committee. The primary function of this committee is to plan and execute educational programming for the membership – the number of events annually will vary based on budgetary allowances and membership interest. Educational programs may be used as

fund-raising events for the association.

CITY COUNCIL LIAISON. The Chairperson is appointed by the President of the Board. A minimum of one additional members shall be appointed to serve on this committee. The primary duty of this committee is to represent the interests of the association at the city planning and regular council meetings at the direction of the President and the Board; the secondary purpose for this committee is to report back city activities to the association. Highlights from each City Council meetings shall be forwarded to the association secretary for distribution to the association general membership.

MARKETING & COMMUNICATION. The Chairperson is appointed by the President of the Board. At least 2 additional members shall be appointed to this committee. The Marketing & Communication committee shall prepare a detailed calendar of promotion events for the full year and shall coordinate with the Special Events Coordinator and all committee chairpersons to ensure appropriate marketing & promotion for each event. The committee shall be responsible for the creation of all press releases and communiqués to the general membership. The committee shall be responsible for the creation of marketing & promotion brochures, fliers and posters as needed for events and to promote the association. The committee will maintain close communication with other city associations (Chamber of Commerce, Downtown Development Authority, Northville Arts Commission) to ensure coordination and consistency in the promotion of downtown events.

SPECIAL EVENTS COORDINATOR. The Special Events Coordinator is an employee of the Northville Chamber of Commerce whose salary, in part, is paid by the Downtown Development Authority with funds previously available to the NCBA for special events. The Special Events Advisory Board shall direct the efforts of the Special Events coordinator for all matters related to downtown special events.

The Special Events Coordinator is a non-dues paying member of the NCBA. The coordinator is expected to attend NCBA general meetings and all special events related meeting; additionally, the coordinator will work with the sub-committee chairs in the planning and coordination of downtown special events.

SUB-COMMITTEE CHAIRS will be appointed by the Board for the following specific events but will not serve as members of the Board. Additional sub-committee chairs may be appointed as deemed necessary.

- Flower Days
- Art in the Sun
- 4th of July
- Sidewalk Sale
- Victorian Days
- Lighted Parade

- Candlelight Walk

NOMINATING COMMITTEE

Elected officers, a Chamber representative and a DDA representative shall serve as the nominating committee. The committee shall be convened as described in Section 1 of Article 6 and will dissolve upon completion of its outlined tasks.

Section 6. Ad Hoc Committees

Ad hoc committees may be formed from time to time as deemed necessary by the Board. The Board will appoint a chairperson for the ad hoc committee, who will then enlist committee members as required. The ad hoc committee will remain in formation only as long as required to complete the assigned task.

Section 7. Board Meetings

The Board (all elected officers, committee chairman, and Special Events Coordinator) shall meet at least once monthly to conduct association business and to plan for general membership meetings. A calendar of regularly scheduled board meetings shall be published in January and distributed to all board members.

Section 8. Powers

The board manages the association's business and may exercise all the association's powers, except those powers that the members exercise.

Section 9. Resignation and Removal of Officer or Board Member

An elected officer or chairperson may resign by written notice to the association. A majority of the Board may remove a Board member with or without cause. A board members failure to attend a majority of the meetings of the board held during the previous 12-month period will be taken as a tender of resignation.

Section 10. Vacancies

Board members may fill a vacancy or newly created position on the board by majority vote for a term continuing only until the members' next election of officers.

Section 11. Compensation

No elected officer or standing committee chairperson, with the exception of the Special Events Coordinator, shall receive any salary or compensation unless otherwise ordered by the Board or by the By-Laws.

ARTICLE 7 – Meetings

Section 1. Annual Meeting

The Annual Meeting shall be held in January. The general membership shall receive written notification of the meeting at least 10 days prior to the meeting. The election of officers shall be held during the Annual meeting as determined by the term of office.

Section 2. Monthly Meetings

A calendar of meetings dates, times & locations shall be published at the beginning of the year and distributed to the general membership. Regular meeting reminders shall be emailed; reminders will be mailed through the post if a member is unable to accept an email transmission. The calendar of meetings, notice of the Annual Meeting, membership renewal notifications and other documents of significance shall be sent via parcel post.

Section 3. Quorum

General Membership - 25% of the members in good standing who are present in person or by proxy shall constitute a quorum.

Board – 50% of the elected officers and committee chairpersons who are present in person shall constitute a quorum.

Section 4. Voting

Voting may be conducted orally, with the exception of the vote for the election of officers, which shall be conducted with a written and signed ballot.

ARTICLE 8 – Disbursement of Funds

Section 1. Banking Relationship

The Northville Central Business Association has a checking account relationship with Comerica Bank (downtown).

Section 2. Authorization Requirements

Disbursement of funds by the NCBA shall be approved and/or ordered by the Board.

One signature shall be required on all checks; one of which will always be the Treasurer's signature.

Expenditures within the major classifications provided in the annual budget of the

organization, as adopted by the Board at the beginning of the fiscal year, shall not require further disbursement approval.

Section 3. Approved Signers

Elected officers shall be designated as the approved signers. The Treasurer will notify the bank immediately following the election of officers of any change in approved signers.

ARTICLE 9 – General Provisions

Section 1. Amendments

The By-laws may be changed or amended by a simple majority vote of a quorum of the membership in good standing at any time.

Section 2. Fiscal Year

The fiscal year of the association shall be a calendar year ending December 31st each year.

Section 3. Conduct of Meetings

Meetings of members generally shall follow accepted rules of parliamentary procedure subject to the following:

- a. The chairperson shall have authority over matters of procedure and may adopt any other form of procedure suited to the business being conducted.
- b. Except as the chairperson may permit, no matter shall be presented to the meeting, which had not been previously submitted for inclusion in the agenda.

Section 4. Dissolution

If for any reason, this association is dissolved, any assets remaining after meeting all financial obligations shall be distributed, by action of the Board.

Section 5. Effective Date

These By-Laws shall be effective as ratified by the membership at the Annual Meeting held in January 2005.

Accepted by Membership for Ratification on _____