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In addition many residents participated in public meetings and roundtables designed to assess current conditions and develop proposals that have become elements of the Master Plan.

Community Preservation Associates served as consultants and assisted the Planning Department in coordinating and developing the plan.

Executive Summary

The next few pages are a brief summary of the master plan. They summarize the purpose of the plan, the vision and goals behind the plan recommendations in specific areas, four underlying themes to guide Fall River’s future, a group of fifteen key recommendations from the plan, a map illustrating some of the recommendations, and a group of fifteen priority actions to implement the Fall River Master Plan.

Purpose

The purpose of a master plan is to help a community articulate a desired future, take stock of its existing resources, and then outline steps to achieve the desired vision of the future.

It is useful in helping to guide growth and development and to make decisions regarding the type of growth and the desired location of development.

Public input is solicited in order to understand what residents, city officials, business owners and others envision for the future of their City. An inventory of the City’s resources is documented and then an implementation plan is developed that recommends a series of action steps necessary to implement the goals and vision.

This document summarizes the vision and goals developed for the future of Fall River and then presents a detailed Implementation Plan that outlines action steps, responsible parties, and recommended timing.

Vision and Goals

The vision and goals summarizes the input of residents and the Steering Committee regarding the future of the City—what should be preserved, what should be changed, what are major concerns, and what opportunities there are for improvements.

The vision articulates a desired future. The goals identify more specific components of the vision and can be organized by the following themes:

Four Underlying Themes to Guide Fall River’s Future

Neighborhood Stabilization

- Improve existing housing and streetscapes
- Provide services that support families, elderly, and at-risk youth
- Preserve historic buildings and landscapes
- Provide recreational opportunities
- Promote resident participation in developing and implementing neighborhood plans

Sustainability

- Encourage and invest in renewable energy and green building technologies
- Prepare students for participation in an active economy
- Provide viable transportation options that include convenient routes for walking and biking and affordable public transport
- Adapt existing buildings (including mill buildings) to promote efficient use of existing resources

Economic Development

- Develop and market existing assets to attract tourism
- Emphasize and connect education and job training
- Develop waterfront areas and downtown to diversify the economy
- Market Fall River’s advantages for targeted economic activities

City Character and Identity

- Preserve and enhance natural and historic resources
- Promote appreciation of cultural and historic heritage
- Inspire and promote pride in Fall River

Fall River’s Master Plan Goals

The following goals were developed as a result of incorporating the input of Fall River residents, guidance from the Master Plan Steering Committee, and expertise from the consultant team.

The goals are organized by Master Plan Elements. Some are necessarily overlapping and thus are referred to in more than one element.

Historic and Cultural Resources

- Develop and enhance Fall River as a tourist destination with an emphasis on the arts, culture, and history.
- Preserve the City’s historic architecture.
- Continue to improve the physical appearance of Fall River, particularly visitors’ first impressions including its entrances, historic downtown and Government Center area.
- Preserve, restore, reconstruct, and protect Fall River’s cultural landscapes, including parks, cemeteries and boulevards.

- Broaden the inclusion of arts, cultural and historic resources in Fall River’s public, charter, and parochial schools at all levels, K-12.
- Strengthen and improve the capacity of historical, arts and cultural institutions and organizations in the city.

Natural Resources, Open Space, and Recreation

The 2004 Fall River Open Space and Recreation Plan articulated five major goals for Fall River:

- Enhance the Southeastern Massachusetts Bioreserve as a Watershed Protection District, as a recreational resource, and as a critical ecosystem.
- Protect and restore the natural resources, riverways, and greenways in urban Fall River and enhance the ecological, scenic, and passive recreation opportunities they provide.
- Revitalize the waterfront areas of Mount Hope Bay and the Taunton River.
- Restore Fall River’s Park System.
- Enhance the quality and appeal of Fall River’s streetscapes and neighborhoods.
- Expand recreational opportunities for Fall River residents.

Revitalizing Fall River’s extensive waterfront has emerged as a focus of the Master Plan. For example, the waterfront boardwalk from the Heritage State Park northward has become very popular and presents an opportunity to extend it and connect it with other walkways. Waterfront revitalization goals include:

- Develop waterfront areas for additional public access and

recreation including other multi-purpose trails.

- Develop additional opportunities for public access to/from the water including exploration of a marina at the City Pier, private marinas, docks, and public moorings.
- Integrate natural resource considerations into waterfront renewal efforts to revitalize Fall River.
- Develop and implement a plan to restore the Quequechan River and its falls as a key element of the City’s revitalization.
- Recognize the importance of vistas, especially to the water, in development planning and site design.

Housing and Neighborhoods

- Increase neighborhood stability and commitment.
- Continue to improve, remodel and renew Fall River’s older housing units, including market and non-market-rate housing.
- Reduce non-market-rate housing rates to meet city needs.
- Attract more middle and upper income households to the City to get a better balance with low-income households.

Economic Development

- Continue to diversify the economic base of the City by emphasizing economic clusters for which it has relative advantages.
- Continue to market the City as a location for new and expanded industries.
- Identify leaders and themes that will be the ambassadors of Fall River.

- Protect, preserve, and further develop the “Working Waterfront” for economic activities.
- Reestablish the Downtown as an important commercial and activity center.
- Further develop the tourism industry in Fall River.
- Continue to upgrade the school-based education and training programs.
- Expand the staff resources of the Office of Economic Development.

Circulation and Transportation

- Provide commuter rail service to the City of Fall River.
- Provide an efficient, equitable, and safe system for vehicular transportation.
- Improve signage and way-finding for all modes and interests.
- Improve pedestrian and bicycle access, circulation, and safety.
- Improve transit opportunities for residents and employees.
- Improve parking in Downtown and other central business districts.
- Use roadway upgrades as an opportunity to coordinate the aesthetics and appearance of the City.

Public Facilities and Services

- Expand Community Learning Centers (CLCs) throughout the City to meet the goals of providing education, social services, and other support to all residents.
- Continue to support efforts to integrate education, job training and language instruction for all ages, to provide additional support to youth before, during and after-school, and

to coordinate education with an economic development plan.

- Expand programs aimed at reducing poverty and related issues including poor health, homelessness and substance abuse.
- Increase opportunities for obtaining grants.
- Address safety problems by providing intervention programs aimed at preventing gangs and crime and providing support and alternatives to youth.
- Address the need for accessible and inexpensive transportation especially for school children and youth.
- Continue to meet the needs of a growing senior population.
- Support families with children.
- Address energy saving and other concerns regarding a sustainable future.
- Use local resources for renewable energy to decrease dependence on fossil fuels and to generate jobs.

Utilities and Infrastructure

- Continue to maintain high standards for the water system in order to ensure access and quality of water supply.
- Continue to upgrade and expand sewer capacity and services to existing users and to support additional development.
- Upgrade utilities and infrastructure in a cost-efficient and functional way.
- Provide state-of-the-art communication systems.

Land Use

- Develop more mixed-use housing (with commercial activities) to increase the vitality of key areas and

provide a larger market for adaptive reuse of buildings, especially mills, and other mixed use areas.

- Amend zoning regulations and administration to facilitate master plan goals.

Fifteen Key Master Plan Recommendations That Can Shape Fall River's Future

Fall River has tremendous opportunities for revitalization. Its key assets include:

- Plentiful water
- Location
- Ethnic diversity
- Nationally significant historic resources
- Waterfront areas

It also has significant challenges in the realms of education, economic development and employment, and housing. The following fifteen recommendations have been selected as the most important steps for the City's future. These are the top priority recommendations.

They have been derived from consideration of priorities for all of the goals and objectives defined for Fall River's future. They are listed in random order. No one is more important than any of the others.

- Continue aggressive job creation and retention programs.
- Develop and implement a plan to restore the Quequechan River and its falls as a key element of the City's revitalization.
- Focus on the waterfront areas of Fall River as key to the both economic

development and tourism potential of the City. Prepare a vision statement for the waterfront.

- Develop and enhance Fall River as a tourist destination with an emphasis on its arts, culture, and history.
- Recognize and build on the national significance of Fall River’s historic heritage and resources.
- Improve the pedestrian environment and focus efforts to enhance the walking and biking orientation of the City.
- Develop a citywide network of Community Learning Centers.
- Focus education for both youth and adults of developing marketable skills.
- Improve public transportation as a means of increasing access to jobs and education.
- Focus efforts on stabilizing neighborhoods.
- Adopt new zoning regulations and other government programs to accomplish these recommendations.
- Continue to meet the needs of a growing senior population.
- Incorporate energy savings and other “green” and sustainable building technologies and practices
- Continue upgrading of water and sewer facilities and services.
- Provide state-of-the-art communications systems.

Fifteen Priority Actions to Implement the Master Plan

The following fifteen actions have been selected as the most important steps for implementing the Master Plan. These are the top priority actions.

They have been derived from consideration of priorities for all of the goals and objectives defined for Fall River’s future. They are listed in random order. No one is more important than any of the others.

Also see the Implementation section of the plan for more detailed implementation steps for each of the plan’s goals.

- Department of Community Services shall convene a meeting of historic, arts and cultural organizations to identify the financial challenges facing them and create an Action Plan for adoption within six months.
- Fall River Energy Enterprise (FREE) Task Force shall develop a vision plan to reclaim and promote renewable energy by using city resources such as hydro power, ground-based geo-thermal energy, solar power, and wind power. The vision shall include steps to provide City-wide access to alternative energy, job creation in enterprise zones, day-lighting the Quequechan River, greenways linking the waterfront to Downtown and creation of a waterfront boulevard.
- Mayor’s office shall identify a neighborhood pilot program, and then commence a pilot program consisting of members from one of



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the City’s neighborhood associations and representatives from City Planning, Community Maintenance, CD Recreation and the Council On Aging to collaborate in developing a neighborhood plan addressing beautification, housing, recreation and other resident needs within one year to serve as a template or example for others.

- Department of Community Services and SRTA shall convene a Transportation Summit to bring SRTA and all stakeholders and available resources together with the goal of expanding public transportation services for youth, elders and working adults within nine months.
- Department of Community Maintenance shall establish a Task Force consisting of representatives including, but not limited to, interested community partners, the Departments of Community Maintenance, Planning and Engineering, for the purpose of developing a route to connect the existing Quequechan River Bike Path from its terminus at Brayton Avenue to the Brightman Street Bridge.
- Watuppa Water Board shall work with community partners to develop a strategy to expand the Bioreserve that includes acquisition/protection of abutting properties as available.
- Support the Downtown/Waterfront Revitalization Initiative Committee with the hiring of a marketing manager, development of a vision statement for the waterfront, and a web site, and brochure focusing on the downtown and the waterfront.
- City Council Committee on Economic Development and Tourism shall convene a Tourism Summit to clarify issues and get consensus as a first step in developing a Tourism Plan.
- Historic Commission shall create a Subcommittee, consisting of representatives from the Historic Commission, Preservation Society, neighborhood associations and the Fall River Director of Community Services, whose purpose is to develop a strategy for upgrading the City’s survey of historic properties in accordance with new requirements of the Massachusetts Historical Commission.
- Provide community support to the Preservation Society, as needed, to complete the package required for the adoption of the Highlands 40c District such that it can be presented to the City Council for adoption within one year.
- City Council Real Estate Committee shall establish a Task Force consisting of representatives including, but not limited to, Director of Community Maintenance, real estate, preservation, neighborhood representation, and economic development professionals, to work with the Committee in achieving the disposition of surplus City properties. Their charge will be to determine the highest and best use of the property with strong consideration to the economic feasibility, while considering design provisions to preserve the historic and architectural integrity of the structures.

- Support the City Council and School Committee ad-hoc Workforce Development Committee to bring career awareness to middle school students through participation by community business and professional leaders commencing in the fall of 2009.
- Mayor and City Council shall appropriate funds from a Stabilization Account to create a municipal, operating budget account in the amount of \$200,000 in FY 2010 to provide matching funds for State and Federal grants.
- Master Plan Committee shall designate an Anniversary date for review and update of the Master Plan's Action items.
- Master Plan Committee shall submit the Revised Zoning Ordinance to the City Council for approval within the first six months.

Introduction

A Master Plan serves as a guide for development and management of a City. It is developed in consultation with City officials, civic leaders and the citizens. It covers many of the topics for which cities bear some direct or indirect responsibility.

A Master Plan contains information on current conditions, trends and opportunities for future development. It is guided by careful deliberation about appropriate goals for City development, and realistic appraisal of how goals may best be achieved.

Topics covered in a Master Plan include public facilities and services, public utilities, economic development, natural and cultural resources, housing, recreation, historic preservation, land use and transportation. The Plan also contains a program of implementation, identifying the actions and agencies and organizations responsible for carrying out the Plan.

Process of Preparing the Plan

A Master Plan Committee appointed by the Mayor worked with the Planning Department of the City, and a consulting team, Community Preservation Associates, to prepare this Master Plan.

A Vision Statement for the Plan was prepared as a first step, through public meetings and interviews with key City officials and civic leaders in Fall River. A series of inventory reports describing existing conditions on each of the topics needed for the Plan was prepared by consultant staff, in cooperation with key Master Plan Committee members, using available data and reports. Source

material was obtained from City, regional, state and federal publications and data bases. These inventory reports are assembled in a separate reference document.

Two series of meetings were held. One with the public at large (consisting of three public meetings with presentations and discussions), and one with invited local officials and civic leaders (consisting of five focus groups/workshops). In both series of meetings the state of current conditions and proposals were presented, ideas were offered, and in-depth discussions of options in each of the Master Plan topics were held and documented.

These steps resulted in an extensive list of goals, recommendations and associated actions and parties responsible for such actions in each of the topics. This list was reviewed by the Master Plan Committee and revised to become the Plan's recommended implementation program.

A parallel effort was undertaken to extensively revise Fall River's Zoning Ordinance, a key tool for implementing the Master Plan. A Zoning Subcommittee of the Master Plan Committee was appointed and held a series of meetings with consultant staff, which included the law firm, Sherin and Lodgen, LLP.

The two parallel processes were coordinated by Community Preservation Associates and the Fall River Department of Planning. Officials from the Building Department of Fall River were also heavily involved in producing a draft revised Zoning Ordinance.

Fall River Yesterday

For more than 3,000 years the falls of the Quequechan River have attracted people and commerce. In 1670, the main camp of the Pocasset tribe of the Wompanoags was located near the falls where they could hunt, fish, farm, and travel up the Taunton River and along the coast to the Cape to trade.



Figure 1: The Quequechan River has provided food, waterpower, transportation, and recreation resources for people for thousands of years.

By 1680 colonial settlers moved into the area and began farming, fishing, and establishing cottage industries that often relied on waterpower. A small village developed in the Steep Brook area on the city’s northern end served as a stop between Boston and Newport, Rhode Island. Later the farms and developing mills were increasingly clustered along the Quequechan River.

By 1812, Fall River had three sawmills, four gristmills, and one fulling mill. Iron manufacturing was underway, and in 1821 the Fall River Iron Works opened. Fall River’s location, close to both New York and Boston and on a navigable waterway, made it an ideal spot for commerce and many textile mills were built in the 1800s. The mills continued to flourish and Fall River became a center for European

immigrants who were eager to work and live in “triple deckers” – inexpensive mill housing. Dense neighborhoods provided stability and support for families moving to America and served as stepping stones for others from the same family or village. These strong neighborhoods have been a core feature of the community for more than a hundred years and continue to be a factor in the city’s character.

While the mill industry played a major role in the city’s early development it also became an overriding factor when, in the 1920s, the bottom fell out of the market and manufacturing of cotton goods moved elsewhere. Today, many of the mill buildings have been converted to retail “mill outlets” or to apartments or condominiums. Some mills continue and others stand idle.

Being located between New York and Boston and Cape Cod has also played an important role in the city’s development. Until the Second World War, the primary mode of transportation was the Fall River Line. Steamships provided an inexpensive means for moving people and goods up and down the coast. Since the War, the highway system has eclipsed the importance of the harbor.

Regional Setting

Located one hour south of Boston and nearly adjacent to Providence, Fall River is in southeastern Massachusetts—an area known for its excellent access to ocean beaches, picturesque seaside communities, history, and unique scenic landscapes. The region has excellent access with an extensive highway network, rail, and deep water ports at both Fall River and New Bedford.

Like some other Southeast Massachusetts cities, Fall River has experienced a slight decrease in population in the past few decades. Population was about 92,000 people in 2000, down from about 100,000 in 1960. At the same time the region has been one of the fastest growing areas in the country, more than doubling in population in the same forty years. Sprawl, in many surrounding communities, has consumed land at what many consider to be an alarming rate. A report of the Partnership for Southeastern Massachusetts – Vision 2020, has pointed out that, “More land has been developed in Southeastern Massachusetts over the past 40 years than in the first 340 years after the Pilgrims landed at Plymouth in 1620.”

Fall River Today

Today Fall River demonstrates its history through its waterfronts, mill buildings, predominately multi-family housing, parks, and ethnic neighborhoods. Surprisingly over one half of the city’s area is forest, wetlands, and water—most of these natural areas are permanently protected watershed land or part of the Southeast Massachusetts Bioreserve.



Figure 2: Fall River State Heritage Visitor Center.

Fall River’s economic conditions also reflect its historic over-reliance on the textile industry. Unemployment rates higher than regional, state, and national

averages, empty and neglected buildings, some overcrowded neighborhoods, and limited resources are obstacles that the City has been striving to overcome for the last several decades. Efforts to diversify the economy and provide job training and improved education have begun to show results.



Figure 3: New Fall River High School.

Still, its many historic buildings, ethnic neighborhoods, waterfront areas, parks, and advantageous setting contribute to its potential for a brighter future.

A series of “inventory” reports describing existing conditions in Fall River is included in the appendix and their contents are summarized at the beginning of each of the following chapters.

Fall River Tomorrow – 2030 Vision

A series of “visioning sessions” held in 2008 resulted in the following vision for the future of Fall River. The statements are a way of describing Fall River in the future. Actions and recommendations in the plan outline steps to help achieve this shared vision. Of course, the success in reaching the vision will depend on the will of the citizens as well as other factors that cannot be fully known.

By 2030 Fall River will . . .

- Have actively preserved all that is good about the City including its waterfront, historic buildings, churches, unique parks, natural resources, ethnic diversity, arts, and cultural venues.
- Have an economy that attracts a wide variety of jobs and provides job training opportunities for its residents.
- Have waterfronts bustling with multiple uses including recreation, maritime businesses, and shipping inspired by a vision statement of its own.
- Be an active site for tourism based on its historic and cultural resources, its waterfronts, and its ethnic diversity.
- Have a vibrant downtown that serves as an active center for commerce, government, and entertainment with attractive gathering places, convenient parking, and enjoyable walking areas.
- Have an excellent education system for students of all ages.
- Be a community that celebrates and benefits from its ethnic diversity.
- Have many attractive mill buildings and other historic structures that have been rehabilitated to provide for retail, artists' live/work space, tourism, and residential uses.
- Have a renewed and well maintained park system that is knitted together by tree-lined boulevards and a system of multi-use trails, sidewalks, and greenways.
- Have the Quequechan River Falls once again exposed or "day-lighted" and they will be a focal point for community gathering and pride.
- Have recreational opportunities for all with well-maintained, new and renewed playgrounds located throughout the City.

- Be a safe and clean place to live and raise a family. Public safety will be a priority. Residents will take pride in the City's appearance, and public spaces and private buildings will be well-maintained.
- Have a wide variety of housing options for individuals and families of all means.
- Have a convenient and safe circulation system with adequate and affordable public transportation that includes a commuter rail connection to Boston, safe intersections, provisions for pedestrians and bicyclists, and an easy to follow sign system.
- Be blessed with an involved citizenry that is filled with civic pride, hope and high expectations and that participates in public policy and decision making.

How to Read This Plan

The plan is organized in three major sections: A stand-alone Executive Summary that includes the purpose of the plan, the City's vision and major goals, fifteen major recommendations that can shape Fall River's future, and fifteen key actions to implement the plan.

The body of the plan consists of an introduction, plan elements including: Historic and cultural resources; natural resources, open space and recreation; housing and neighborhoods; economic development; circulation and transportation; public facilities and services; utilities and infrastructure; and land use. Each of these elements begins with a one-page summary of existing conditions and includes goals and a series of recommendations or objectives that will help achieve them.

This is followed by a detailed implementation section that specifies the

goals, recommendations and actions, responsibilities, and a proposed timetable.



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Plan Map

Historic and Cultural Resources

Existing Conditions

Historic Resources

Rich Heritage of Historic Sites & Structures

- Large supply of impressive mill buildings and associated mill ponds
- More than 1,200 sites and buildings listed in the National Register of Historic Places
- Major historic attractions for tourism
 - ◊ Battleship Cove
 - ◊ Lizzie Borden House
- 5 Historic Districts
 - ◊ Corky Row—440 properties
 - ◊ Downtown—29 properties
 - ◊ Highlands—327 properties
 - ◊ Quequechan Valley Mills—6 large mills
 - ◊ Lower Highlands—115 properties
- 4 Historic Parks or Cemeteries
 - ◊ Kennedy Park
 - ◊ Ruggles Park
 - ◊ Oak Grove Cemetery
 - ◊ North Burial Ground

Cultural Resources

Diverse Cultures

- Rich Portuguese Heritage
- Other cultures—Cambodian, Latino, etc.
- Columbia Street Cultural District
- Neighborhoods with strong cultural identities

Museums and Cultural Groups

- Fall River Historical Society
- Old Colony & Fall River Railroad Museum
- Fall River Heritage State Park
- Marine Museum at Fall River
- Fall River Symphony
- Spindle City Ballet
- Little Theatre of Fall River

What Does It Mean?

- Fall River has a rich heritage offering historic buildings and sites, culturally diverse neighborhoods, attractive parks, ethnic foods, and arts.
- Many of these historic and cultural assets suffer from neglect or lack of support
- Public Meeting participants envisioned Fall River as a tourist destination with a restored waterfront, attractive historic districts, a center of arts and culture with a theater district, arts revitalized downtown, entrepreneurial enclave for local artisans and craftsmen; a national model for natural and cultural resource preservation
- They also identified obstacles to making positive changes in Fall River, to include lack of funding and leadership, as well as low levels of education and an overall low public self-esteem

See inventory section of Fall River's 2009 Master Plan for additional details and sources.



Introduction

Fall River retains a substantial number of its historic buildings and landscapes. The City’s vernacular landscape, found in its many neighborhoods, reflects Fall River’s cultural diversity. The City also is home to many visual and performing arts and cultural institutions; each adding vibrancy to life in Fall River.

The City has begun to recognize the value of its historic and cultural resources through past efforts to inventory historic buildings and landscapes and nominate them to the National Register of Historic Places. Fall River has also supported cultural activities, including ethnic festivals, and has backed the development of artists’ studios and performance spaces. In some ways, Fall River has made significant strides in protecting its historic and cultural resources and in planning for their future.

Despite these efforts, the City’s historic and cultural resources, as a whole have suffered from the lack of a comprehensive plan and a limited amount of financial support. Opportunity exists not only to fulfill a responsibility to preserve and protect Fall River’s historic resources and cultural traditions. The City’s wealth of parks, cemeteries, boulevards, neighborhoods, buildings, dance troupes, musical groups, and art galleries have the potential of generating economic growth in Fall River, and making it a major tourist destination in the region.

Past Plans and Studies

Past planning for Fall River’s historic and cultural resources has been limited to the Fall River Open Space and Recreation Plan (2004). The plan addressed the need

to preserve and enhance the City’s historic park system, designed by the Olmsted Brothers in the late 19th and early 20th centuries. Its scope, however, was limited to the open spaces and the natural environment, and therefore did not include cemeteries, boulevards, historic buildings, and did not incorporate planning for cultural resources.



The Gates of the City, constructed in 2004 through a gift from Ponta Delgada, Azores, Portugal, is part of the Columbia Street Cultural District.

While the City has not completed a long-range plan for historic and cultural resources, it has made several efforts that provide some of the groundwork for such a plan. In 1978, the City completed an inventory of 456 historic properties, and between 1972 and 1987 successfully listed many individual properties and multiple property districts on the National Register. In the mid 1980s, a multi-million dollar streetscape improvement project upgraded Columbia Street, giving rise to the Columbia Street Cultural District, known as “Little Portugal.”

In 2000, Fall River began securing funds to restore its historic Olmsted Parks. Over the past nine years, the City has developed preservation plans for both South and North Parks, and has invested over \$1.0 million in physical improvements. Over

the last two years, Fall River has begun to invest in its cultural organizations, through (1) the development of Arts United/Fall River (2007), an organization that links and promotes the City’s historic and cultural organizations; and (2) the adoption of an “arts overlay ordinance” (2008) to promote the expansion of arts and culture in the downtown and the adjacent waterfront area.

Issues, Challenges, & Opportunities

Of the many issues, challenges and opportunities facing the future of Fall River’s historic and cultural resources, three principal themes emerge, as follows.



Oak Grove Cemetery, located on the northwest side of Fall River, is one of the City’s largest historic resources. A Friends of Oak Grove group was formed in 2008 to provide support for its long term preservation.

First, confusion exists around the differences between National Register designations and Local Historic District designations, and the limitations each may or may not place on privately-owned property. Helping the public understand each designation and appreciate the value they hold in the long-term economic health of Fall River will likely challenge City leadership. However, opportunity exists to educate property owners to the

tremendous economic advantages of historic designations, and enlist new participants in the historic preservation planning process.

Second, a single vision for the future of Fall River’s many aging mill buildings is not shared by all. Some citizens would like to see the structures demolished and replaced by newer, more energy-efficient structures, equipped to house modern businesses, industries, and residences. Others see the mills as critical to the telling of Fall River’s industrial story, and thus hold potential attractions for tourist-related businesses and industries. Forging common ground on the future of the mills will likely challenge the City leaders. However, opportunity exists to study the mill complexes, develop feasibility plans for each, and develop incentives, through revised zoning, for mill conversion.

Third, City leadership and Fall River residents alike see the need to foster the growth and success of the many cultural organizations, as a means of furthering the City’s economic development. While efforts to unite these organizations have begun, many tasks remain to help them become financially viable, well-promoted, and regionally known. Opportunity exists to forge links between the cultural organizations in Fall River through public, private, and partnership initiatives.

Historic and Cultural Resources Recommendations

Develop and Enhance Fall River as a Tourist Destination with an Emphasis on its Arts, Culture, and History

Expand tourist opportunities at the waterfront, including an upgraded Heritage State Park and enhanced Battleship Cove and add new attractions, including a museum devoted to Fall River history and a children's museum.

Day-light the Quequechan River and falls and develop the Quequechan waterfront for tourist-related activities (see Natural Resources Recommendations, page 20).

Promote both the existing National Register Historic Districts and future Local Historic Districts (40C) as opportunities for tourist visits through the use of signs and brochures.

Promote the City's many arts and cultural organizations. Consider museum use in adaptive reuse of mills and other older buildings.

Promote the diversity of ethnic restaurants.

Provide a better way-finding system for tourists, so that the waterfront, historic districts, arts organizations, cultural institutions, and ethnic restaurants can be easily reached;

Explore the possibility of a partnership with the National Park Service to promote Fall River history and culture.

Facilitate greater access to Heritage State Park as an historic and cultural hub of the City.

Preserve the City's Historic Architecture

Upgrade and expand the City's survey of historic resources to conform to the new requirements of the Massachusetts Historical Commission.

Prepare and submit new individual and district nominations to the National Register of Historic Places.

Appoint an Historic District Study Committee to begin the process of implementing the Highlands 40c Historic District.

Nominate other qualifying neighborhoods for designation as 40c Historic Districts.

Develop a clear strategy for preserving City-owned historic buildings.

Develop strategies for assisting non-profits and private owners of historic buildings in preserving their structures.

Develop a targeted strategy for preserving historic mill buildings in Fall River through appropriate adaptive reuse.

Develop procedures for preserving the City's historic surplus schools.

Develop and implement a strategy for improving neighborhood streetscapes to complement the integrity of historic areas.

Assemble and distribute information necessary to preserve Fall River's historic resources.

Increase the City's organizational capability to preserve Fall River's historic buildings.

Increase advocacy for preserving historic buildings in the city.

Continue to Improve the Physical Appearance of Fall River, Particularly Visitors' first impressions Including its Entrances, Historic Downtown and Government Center Area

Make physical improvements to City gateways through a beautification program, maintenance program and development/implementation of a street tree plan.

Upgrade the condition and appearance of Routes 79 and Interstate 195 (relocation or otherwise; see Transportation Recommendations, page 44.).

Improve the appearance of downtown through a façade and sign improvement initiative.

Improve the downtown streetscape through a historically-sensitive and lively palette of paving materials, lighting, and site amenities.

Revise City sign ordinance to improve appearance of City, including improving visitor orientation signing.

Preserve, Restore, Reconstruct and Protect Fall River's Cultural Landscapes, Including Parks, Cemeteries and Boulevards

Continue efforts to restore the Olmsted-designed park system, including Kennedy Park, North Park, and Ruggles Park.

Commission preservation plans for Oak Grove Cemetery and the North Burial Ground.

Restore Fall River's historic boulevards and major tree-lined avenues, including President, Eastern, Plymouth and Brayton, utilizing urban forestry principles.

Broaden the Inclusion of Arts, Cultural and Historic Resources in Fall River's Public, Charter and Parochial Schools at all Levels, K-12.

Encourage and promote field trips and artist-in-classroom programs, as well as after-school programs (such as Expanded Learning Time) focused on the arts, culture and history.

Broaden Fall River's history and diverse cultural traditions within the public school curriculum.

Engage high school students in work programs that focus on maintaining the parks and cemeteries.

Support groups in developing community garden sites, and engage public school students to participate in their design and maintenance.

Utilize existing and future courtyard spaces within public school as demonstration garden sites, and draw on community resources to accomplish this.

Strengthen and Improve the Capacity of Historical, Arts and Cultural Institutions and Organizations in the City

Increase the financial stability of historical, arts and cultural organizations in the city.

Increase public/private partnerships between City government, the private sector, and historical, arts and cultural organizations.

When updating the City's economic development plan, include a strategy that will result in improving the long-term viability of Fall River's historical, arts and cultural organizations.

Natural Resources, Open Space, and Recreation

Existing Conditions

Open Space & Natural Resources

Geology, Soils, Topography, and Slope

- Steep hills provided water power for the early development of mills
- They also provide vistas that enhance the city's appearance and character
- Some undeveloped areas consist of prime farmland soils

Water Resources

- Mount Hope Bay
- Taunton River
- Quequechan River
- North and South Watuppa Ponds
- Cook Pond and other small streams and ponds
- 26 Certified Vernal Pools
- Variety of wetlands
- Extensive waterfront

Water Supply

- Municipal water supply for more than 100,000 people.
- Supply from North Watuppa Pond and Copicut Reservoir
- Fall River's water supply also provides a portion of the water for Westport, Freetown, Somerset, Tiverton, and Portsmouth

Habitat and Wildlife

- About 300 acres of agricultural or managed forest lands
- More than 12,000 acres of forest (49% of city's total area)
- 9 species of rare plants
- 9 species of rare animals
- Southeastern Massachusetts Bioreserve—13,000+ acres with potential for expansion
- 10,000+ acres of protected land within Fall River (42% of total area)

What Does It Mean?

- Fall River has a rich natural heritage worthy of recognition and pride
- 2004 Open Space and Recreation Plan's Natural Resource Goals
 - ◊ Protect and restore the natural resource, riverways, and greenways in urban Fall River and enhance the ecological, scenic, and recreation opportunities they provide
 - ◊ Enhance the Southeastern Massachusetts Bioreserve as a Watershed Protection District, as a recreational resource, and as a critical ecosystem
 - ◊ Maintain and improve Protection of North Watuppa and Copicut water supply and East Fall River watershed lands
- Waterfront renewal offers an opportunity for revitalizing Fall River
- Continue to explore the possibility of restoring and "day-lighting" the Quequechan River
- Need to be aware of importance of vistas

Please see other side for recreation



Recreation Resources

Passive Recreation Opportunities

- 13,000+ acre Bio-reserve with some trails
- 1-mile long Taunton River Boardwalk
- Pleasant parks and green spaces

Active Recreation Opportunities

- Park Department with 12 main parks and 11 playgrounds
- 3 parks designed by Fredric Law Olmstead—Ruggles, North, and Kennedy
- Total of 198 acres of playgrounds, playfields, and neighborhood parks (many associated with schools)
- 39 baseball/softball fields
- 27 tennis courts
- 8 soccer fields
- 4 football fields
- 1 golf course
- 4 water sports, rowing, or fishing areas

What Does It Mean?

- Fall River has many opportunities for passive and active outdoor recreation, but many facilities are in need of improvements.
- 2004 Open Space and Recreation Plan's Recreation Goals
 - ◊ Restore Fall River's Park System
 - ◊ Enhance the quality and appeal of Fall River's streetscapes and neighborhoods
 - ◊ Expand outdoor recreation opportunities for Fall River residents
- Fall River has a lack of neighborhood green spaces and recreation facilities
- Opportunities to develop waterfront areas for additional recreation including multi-purpose trails. For example, the waterfront boardwalk from the Heritage State Park northward has become very popular and presents an opportunity to extend it and connect it with other walkways.

See Fall River's 2004 Open Space and Recreation Plan.
Also see inventory section of Fall River's 2009 Master Plan for additional details and sources.

Introduction

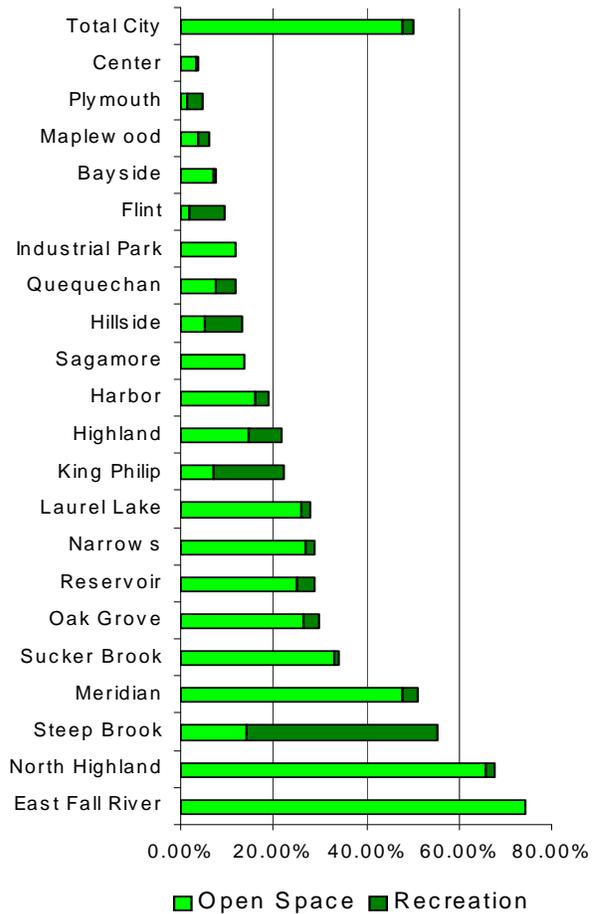
One of the primary goals of the Master Plan is to determine ways to help preserve and enhance Fall River’s character while encouraging necessary economic opportunities. Fall River is fortunate to have a unique combination of extensive coastal and freshwater shoreline, extensive woodlands, a network of rivers, streams, ponds, and wetlands, and some important remaining natural resource areas—including the extensive forest areas in the Southeastern Massachusetts Bioreserve, the Taunton River, the Quequechan River and Ponds, North and South Watuppa Ponds, and Cook Pond. Steep hillsides overlooking the shorelines of the Taunton River and Mount Hope Bay to the west and the Watuppa Ponds to the east provide dramatic views and opportunities for recreation and enjoyment. Open space and recreation are major components of the residents’ quality of life and can play an important role in revitalizing the City.



Still many Fall River neighborhoods have little open space or recreation opportunities and little access to the Bioreserve. The graph below shows the percent of public and private land use in open space (open or vacant land, urban

open space, cemetery, forest, wetland, and cropland) and recreation in each planning district and for the City.

Fields for sports are particularly limited. They don’t meet demands and are over used. There are only two professionally sized fields and all of the youth fields are on school property with limited time available for general use.



Source: Fall River Assessors Office and GIS maps.

Urban living is experiencing an increase in popularity, especially as costs of commuting increase. Also, many “empty nesters” are seeking the community and walking opportunities offered by urban areas. Providence, Pawtucket, Lowell, and many other medium-sized cities around the country

are experiencing a renaissance as more people seek the benefits of urban living. Improving Fall River’s open space and opportunities for recreation will be important factors in the future of the City.

Past Plans and Studies

Fall River’s planning efforts have included a prior Master Plan in 1993 and its first Open Space and Recreation Plan in 1997 and an update in 2004. These plans all include information dealing with open space and recreation. The most recent, the 2004 Fall River Open Space and Recreation Plan, has the most up-to-date and comprehensive set of goals and recommendations.

Fall River Open Space and Recreation Plan – 2004

The following table includes highlights from the 2004 plan. Fall River has acted to implement many of the recommendations in the 2004 and previous open space plans.

- Working with several partners, the 13,600-acre Bioreserve has been created and a variety of programs have been developed to increase residents’ awareness and use.
- Major steps have been taken to restore and enhance Fall River’s Olmsted Parks.
- New street trees have been planted along several streets.
- Streetscape improvements have been implemented in some neighborhoods.
- Access to some waterfront areas has been improved.
- Bike trails are being developed and others are planned.

Fall River Urban Rivers Vision and Action Plan

In 2002 the Massachusetts Executive Office of Environmental Affairs hosted a “charrette” to develop a vision for the relationship between the City of Fall River and its waterfronts. It developed the concept of restoring the Quequechan River and its falls as a key element in revitalizing the City. Once restored, the River and its dramatic waterfalls could

Fall River’s Open Space & Recreation Plan – 2004

Goals & Objectives

- Restore Fall River’s Park System
 - Celebrate Fall River’s Olmsted heritage
 - Acquire additional land for parks
- Enhance the Quality of Fall River’s Streetscapes & Neighborhoods
 - Enhance Street Tree Plantings
 - Create & preserve open space within neighborhoods
 - Preserve view-sheds
 - Adopt aesthetic zoning regulations
- Expand Outdoor Recreation Opportunities
 - Increase & improve sporting facilities
 - Improve public access to waterfront & ponds
 - Construct a network of trails throughout the community
- Protect & Restore Natural & Historic Resources, Riverways & Greenways in Urban Fall River
 - Implement the Quequechan River Vision
 - Develop public access along the frontage of the Taunton River & Mount Hope Bay
- Enhance the Southeastern Massachusetts Bioreserve
 - Develop programs that increase awareness and use of the Bioreserve

again become the City’s defining natural feature. Now hidden under highway

ramps, enclosed in culverts, and threaded through historic mill structures, the course of the Quequechan has long been obscured. Restoration of the falls could be the catalyst that fulfills the city's desire to link downtown and the harbor, physically and economically.

Key elements of the plan in addition to restoring the River and falls include:

- A bike path along the restored Quequechan River
- Strengthened links between neighborhoods and the river,
- Expansion and improvement of Britland Park,
- Creation of connections between the Quequechan River-way and the Bioreserve,
- New green spaces and loop trails along and around the Quequechan,
- Enhanced public access to the shores of South Watuppa Pond



Artist's rendering of the restored *Quequechan River Falls*.

Waterfront Plan

A 2001 plan to combine Route 79 and Davol Street into a four-lane urban boulevard along the waterfront would remove a barrier between the City and its waterfront, free up about ten acres for open space, and serve as a keystone for the restoration of the downtown waterfront area. Several alternatives for

proceeding with the plan are currently being studied.

Issues, Challenges, & Opportunities

Fall River has some excellent opportunities for a brighter future. It has an abundance of natural resources, some that need additional protection and some with potential for additional passive recreation, like trails and enjoyment of nature.

As indicated above, many neighborhoods have few opportunities for pursuing recreational activities. A challenge will be meeting the needs of residents in these underserved areas.



2001 Waterfront Plan – The Cecil Group

Natural Resources

The major natural resource issue and challenge is protection of Fall River's remaining important natural areas, like wetlands, wildlife habitats, large forest areas, its few agricultural areas, and watershed areas. Fortunately the majority of these areas are in the permanently protected Southeastern Massachusetts Bioreserve and watershed

lands. The 2004 Open Space and Recreation Plan highlighted the importance of protecting the few privately owned parcels in the Bioreserve.

Preserving prime agricultural soils is a growing concern, especially as the cost of transportation makes growing locally more important. There are still some prime agricultural soils in farming use, mostly in the North Highland and Meridian Districts. Some other prime agricultural soils areas are in institutional ownership or other large private ownership. Development pressures will continue to be a threat for these easily developable areas.

Among Fall River's prime natural assets are its extensive waterfront areas. Many of the waterfronts were privately developed when industry depended on waterpower. Now some of these areas could be revitalized for both private and public uses. Guiding this future development to assure economic growth and appropriate public uses and preserves or enhances connections between protected natural areas will be a key to the City's future.

Protected areas and the connections between them are major attributes of Fall River's character. The provision of opportunities to enjoy recreation is another important issue. Also, the citizens must strive to balance the costs of protecting natural resource areas and providing recreational opportunities and implementing regulations that encourage private developments to maintain natural connections and space for recreation with the benefits of maintaining Fall River's character and improving the health of its residents.

Natural Resource, Open Space, and Recreation Recommendations

Enhance the Southeastern Massachusetts Bioreserve as a Watershed Protection District, as a Recreational Resource, and as a Critical Ecosystem.

Maintain and improve protection of North Watuppa and Copicut water supply and East Fall River watershed lands.

Continue to seek protection for the remaining unprotected areas in the Bioreserve.

Promote information about the Bioreserve and continue to improve access and program opportunities in accordance with the Management Plan.

Protect and Restore the Natural Resources, Riverways, and Greenways in Urban Fall River and Enhance the Ecological, Scenic, and Passive Recreation Opportunities.

Develop and implement a plan to restore the Quequechan River and its falls as a key element of the City's revitalization.

Recognize the importance of vistas and access, especially to the water, in development planning and site design.

Continue to seek protection for natural resource areas within the urban portion of Fall River.

Develop greenways and trails as a means of connecting neighborhoods and natural resources.

Revitalize the Waterfront Areas of Mount Hope Bay and the Taunton River.

Develop waterfront areas for additional public access and recreation including other multi-purpose trails

Develop additional opportunities for public access to/from the water including exploration of a marina at the City Pier, private marinas, docks, and public moorings. Add a docking facility on the boat ramp near the Bicentennial Park.

Support the Taunton River Greenway concept as a means of integrating natural resource considerations into waterfront renewal efforts to revitalize Fall River.

Restore and Expand Fall River's Park System.

Continue to restore Fall River's Park System. See Park System Recommendations under Historic and Cultural Resources Section (page 29).

Enhance the Quality and Appeal of Fall River's Streetscapes and Neighborhoods

Recognize the importance of protecting vistas, especially to the water, in development planning and site design.

Improve Fall River's cultural landscapes, including parks, cemeteries and boulevards. (See Goal 4 under the Historic and Cultural Resources Section, page 29).

Seek opportunities to provide additional open space and access to natural resources in neighborhoods.

Expand Recreational Opportunities for Fall River Residents

Develop additional recreational facilities, especially in neighborhoods with few existing opportunities.

Include playgrounds and playfields in park improvements.

Increase public and private indoor recreation opportunities

Encourage and develop a variety of other neighborhood-focused recreation facilities, for example taking advantage of temporary sites, community centers, vacant lots or buildings, dead-end streets, etc.

Housing and Neighborhoods

Existing Conditions

Housing Facts—How Do We Live?

Total Population—91,938 (2000)

- Projected to grow to 99,648 by 2030

Total Households— 38,759 (2000)

- Projected to grow to 43,305 by 2030—about 0.4%/year
- 7.7% increase in non-family households
- 15.8% increase in female led households
- 18% increase in householder living alone
- 20% single-family detached units
- 12% of housing in structures with 2 units
- 36% of housing in structures with 3 or 4 units
- 17% of housing in structures with 5 to 9 units
- 7% of housing in structures with 50 or more units

Housing Construction Trends

- Annual average of 176 new housing units—2000 to 2007
- 89% has been single-family detached homes

Age of Housing

- Slightly over half of Fall River’s housing stock was built before 1939

Size of Housing Units

- 67% of housing units have 5 or fewer rooms
- 58% have 2 bedrooms or less
- 7% have 4 or more bedrooms

Affordability

- 2006 median home sales price: \$250,000
- 40% of households can afford to buy an average priced home in Fall River
- Fall River Housing Authority provides units for 4,900 families and rental assistance for about 2,500 families

What Does It Mean?

- Most Fall River residents live in multi-family housing units
- There are twice as many renters as owners in Fall River
- More owner occupancy of multi-family residence would create a greater potential for neighborhood improvement and commitment to an improved future for the City
- Fall River’s relatively low housing prices provides an opportunity to create more homeowners, leading to more neighborhood stability and greater commitment to the City and its future
- There is an opportunity to significantly improve, remodel and renew Fall River’s older housing units
- Now 2/3 of the units have 5 rooms or less. Some larger homes attracting families will help increase neighborhood stability and commitment
- There is a sentiment to change zoning regulations and administration to control overcrowding of small lots
- It will be important to keep non-market rate housing at reasonable levels to prevent social services and public safety needs from overwhelming the City

See inventory section of Fall River’s 2009 Master Plan for additional details.



Introduction

Fall River has an ample and diverse housing stock, which is its heritage as an important and economically active city. In 1920, Fall River had 120,485 people. It now has about 92,000. An international market and the general prosperity of the early 20th Century ensured the strength of Fall River's economy throughout the years 1905-1921. Fall River's population peaked around 130,000 with more than 100 mills, employing more than 30,000 people and producing a weekly payroll in excess of one half million dollars. Fall River was a major national and international textile manufacturing center.

Over one-half of Fall River's existing housing stock was built before 1939. Many structures that housed Fall River's peak population have been torn down and replaced with more modern housing.



Family size and number of people per housing unit were much larger in the early part of the 20th Century than they are now. Fall River provides housing that is less expensive than that in surrounding suburbs. That, combined with its relatively ample supply of non-market rate (subsidized) housing has tended to concentrate low income residents in the City which presents a number of

challenges. On the other hand, Fall River is home to some ethnic groups that have a long history with the City, and have very strong loyalties to it. This presents some opportunities that other cities do not possess.

Past Plans and Studies

Prior studies show there is an active demand in Fall River for market-rate housing. This is a desirable situation because it provides choices for residents, as they age, to meet their changing housing needs. It also provides opportunities for attracting new residents.

There is also quite a bit of activity in the non-market rate housing sector, which is not necessarily desirable, because it results in concentrations of lower income residents which stresses local social, educational and public safety services. Owing to a large turnover in non-market rate housing, a larger than normal obligation is placed on the Fall River Housing Authority to clean, repair and paint its housing units as tenants move in and out.

Many tenants use Fall River Housing Authority units as a temporary staging area to get back to the areas they came from (where there are longer waiting lists for units). These temporary (several months) residents do not participate in Fall River life to the extent that more permanent residents do.

There are plans to reduce the number of units the Housing Authority owns by demolishing some and replacing them with fewer but larger units. There are also proposals to simply demolish some older obsolete units and convert the land to other uses.

There are also proposals to convert some of the public housing projects into mixed-income developments (with non-market and market-rate units) to better integrate low income residents with moderate income residents who can afford market-rate housing. This approach has worked in other areas and Fall River seems willing to try it.

There are several relatively new upscale housing developments on the Taunton River/Mount Hope Bay that serve as examples of beneficial use of the waterfront. Some of the developments include marinas and other recreational amenities. Proposals have been advanced to use more of the waterfront for residential and mixed-use (residential/commercial) projects.

Issues, Challenges, & Opportunities

There are twice as many renters as owners in Fall River. Renters are potential owners and given Fall River’s relatively low housing prices, there is an opportunity to create more home owners, leading to more neighborhood stability and greater commitment to the City and its future.

More than one-half of Fall River’s housing units were built before 1939. As needed greater maintenance occurs on these older homes there is an opportunity to significantly improve, remodel and renew them.

Most new residential construction is in single-family homes. This presents an opportunity to increase the average size of homes. At present, two-thirds of the units have 5 rooms or less. Larger homes attracting families will help increase neighborhood stability and commitment to the City.

Mixed housing densities are a predominant feature of neighborhoods in and near the center of Fall River. There is some opposition to continued filling in of small parcels with small homes, creating overcrowded lots. There is noticeable sentiment to change zoning regulations and administration to alleviate this condition.

There are a relatively large number of multi-family 4, 5 and 6 unit residential structures on the market. Their numbers and relatively low prices (some are selling for little more than 3 and 4 bedroom single-family detached homes) tend to attract speculators and out-of town investors who do not have the same interests in stabilizing neighborhoods and improving overall conditions in Fall River. It would be more desirable if people who purchase these structures live in one of the units, creating a greater potential for neighborhood improvement and commitment to an improved future for the City.

Fall River has an ample supply of non-market rate (subsidized) housing, as well as a substantial inventory of relatively low cost market-rate housing. While this is generally a desirable condition because it enables those who want to live in the City to stay there, it also tends to create pockets of poverty with its attendant social problems including domestic violence, substance abuse and antipathy toward education. It will be important to keep non-market rate housing at reasonable levels to minimize these problems in the future and to prevent social services and public safety needs from overwhelming the City.



Some older units of the Fall River Housing Authority have fallen into disrepair, providing a poor environment for their residents, and a blighting influence on their neighborhoods. A major challenge is to repair and modernize these units and to keep their grounds properly maintained. Similarly, it is a challenge to keep poorly maintained market-rate privately owned housing in good shape and up to building, housing and occupancy codes.

Housing and Neighborhoods Recommendations

Increase Neighborhood Stability and Commitment

Promote greater levels of home ownership by creating more options for 1st time home ownership programs. Improve publicity and education about assistance available to home owners.

Prepare neighborhood plans to identify the assets to build on, and specific approaches and programs to use for improvement, including ways of stabilizing neighborhood businesses.

Establish Neighborhood Enhancement Districts in selected areas as pilot programs to show what can be done. Emphasize cleanliness and conservation.

Work toward reducing the numbers of problem properties.

Continue to Improve, Remodel and Renew Fall River's Older Housing Units, Including Market and Non-market Rate Housing

Encourage neighborhood associations.

Continue to use Community Development Block Grants process to rehabilitate older housing.

Continue with cleanliness campaigns to improve the appearance of Housing Authority units and impart a greater sense of pride.

Improve the appearance of privately owned properties

Reduce Non-market Rate Housing Rates to Meet City Needs

Conduct a housing needs analysis.

Remodel existing Housing Authority units to produce some larger units while reducing their number.

Increase amenities in the remodeling/rehabilitating process.

**Attract More Middle and Upper
Income Households to the City to
Get a Better Balance with Low-
income Households**

Develop more waterfront and downtown housing in appropriate locations where it doesn't pre-empt sites for economic development.

Preserve quality housing in historic areas.

Encourage and work with organizations concerned with housing and neighborhoods.

Economic Development

Existing Conditions

Economic Profile

Employment and Wages

- Total employment—36,977 in 2006
 - ◊ Projected to grow to 43,341 by 2030
- Loss in manufacturing jobs—10,000 less jobs since 1981
- 2,000 less retailing jobs—1999 to 2006
- 2,000 more wholesaling jobs—199 to 2009
- Other employment sectors relatively stable
- Unemployment rate in 2007—8.8%
- Average annual wage—\$36,452 in 2006

Businesses in Fall River

- Number of businesses—2,477 in 2006
- 27% of jobs in health care and social assistance
- 20% of jobs in manufacturing
- 9% in retail trade
- 6% in accommodations and food service
- 5% in wholesale trade
- 4% in finance and insurance
- 29% in other sectors

Financial Position

- Fall River has a relatively good Moody's bond rating of Baa1

General Fund Sources (FY2008)

- 26% from property taxes
- 54% from state aid
- 18% from local fees/receipts
- 2 % from other sources

Real estate Taxes (FY2008)

- Residential tax-rate is \$7.67/\$1,000
- Commercial/Industrial tax-rate is \$16.31/\$1,000
- 67% of total municipal taxes paid by residential properties
- Average single-family residential tax bill is \$2,068

What Does It Mean?

- Fall River has more workers (44,638) than jobs (36,341) - in 2006
- The 8.8% unemployment rate is higher than the regional (6.8%) and state (5.2%) rates
- It appears that job training efforts are merited and that some new entry-level, low-skill jobs need to be created
- Fall River's efforts to diversify its economy will result in more job stability and less dependence on any single sector
- The demands for services tends to rise faster than revenues generated by property taxes
- Revenue increases are limited by Prop 2^{1/2} and increasing fixed costs
- Tourism could play a more important role in providing jobs and generating income
- The City should continue with its effort to attract bio- and medi-tech manufacturing industries in this growing sector of the Massachusetts economy

See inventory section of Fall River's 2009 Master Plan for additional details and sources.



Introduction

Fall River is an important employment center in the South Coast and Bristol County and for neighboring Rhode Island communities. It accounts for about 40% of total employment in the Massachusetts portion of the Providence-Cranston-Warwick-Fall River Metropolitan Area. However, the share has been decreasing very slightly recently from 41.5% to 40.3% from 2001 to 2004. This represents a very small amount of employment decentralization in the metropolitan area (which consists of Fall River, Somerset, Westport, Swansea, Seekonk, Rehoboth, Attleboro and North Attleborough).

Employment has been declining slightly in both Fall River and its metropolitan area, except for 2004 when the metropolitan area employment grew very slightly (by 54 jobs). Numbers of businesses have been slowly increasing in both Fall River and its metropolitan area over the last four years. Average weekly wages have also been increasing slowly over that time period in both the City and its metropolitan area.

Current 2009 economic conditions show a decline in employment and wages owing to a serious national economic recession. It is expected that Fall River will begin to grow economically again when the current economic conditions improve. The federal government is taking massive measures to improve the national economy through stimulation programs.

Fall River is taking measures to create new jobs and retain existing ones in planned industrial and office parks, and in existing commercial areas of the City. The City has a business-friendly approach to its development and has attractions for businesses such as ample drinking water

supplies, very good highway and port access, and active labor training programs.

Past Plans and Studies

There have been plans for some time to rehabilitate the working waterfront around the Braga Bridge where the State Pier is located. An important objective of the plan is to dredge (deepen) the ship channel to allow larger vessels to dock at the State Pier.

These plans include a performing arts center and recreational facilities in addition to transportation, and storage facilities. A commuter rail station at this location should increase the potential for economic activities on the waterfront and adjacent to it. Facilities for cruise ships are included in current proposals.



Other proposals for economic activities in the waterfront area include a hotel and conference center, mixed-use residential /recreational/ commercial activities to occupy underutilized or vacant properties.

Access to and along the Taunton River /Mount Hope Bay waterfront is a problem which has been addressed in a proposal to make Route 79 (Daval Street) less of a through highway, and more of a boulevard with crossings to the water's edge.

Another access increasing proposal is to make a walking/biking trail in the right-of-

way of a rail line along Mount Hope Bay in South Fall River.

The former Shell Oil facility in Weaver’s Cove is a very important site for future economic development. The site is owned by Weaver’s Cove Energy, LLC, which is owned by Hess LNG, LLC, which in turn is a joint venture owned equally by Poten & Partners and the Hess Corporation.

A liquid natural gas (LNG) off-loading terminal and storage and distribution facility has been proposed by Weaver’s Cove Energy. It is facing considerable opposition from the City of Fall River, and the States of Massachusetts and Rhode Island. To overcome difficulties in navigation on the Taunton River, Weaver’s Cove Energy has proposed a terminal in Mount Hope Bay with a pipeline to the Weaver’s Cove on-shore site. The matter is still pending. If it is resolved without an LNG facility being constructed, the site should still be considered an important economic development asset and re-dedicated to an industrial or commercial use.

Almost all economic development studies identify poor educational attainment of the labor force as a hindrance, and needed job training as critical, to future economic growth. In addition, a study by Mount Auburn Associates identifies five industrial clusters as having the best potential for future economic growth. These are: bioscience, food services, advanced textiles, distribution activities, and front and back office operations.

Clustering specific activities within these industries is likely to result in economies of scale and shared services that will enable the activities to compete and grow. The clusters were chosen because of

specific attributes in the Fall River region, such as educational and transportation facilities, and geographic location.

The Fall River Harbor and Downtown Economic Development Plan identifies tourism as a potential growth industry, using the waterfront and harbor as basic resources. Tourism has three basic components, overnight visitors, day-trippers and business travelers. There is a potential to increase activities for all three types of tourists, provided waterfront access and amenities are improved, and basic attractions and facilities are created and/or improved, and an active marketing and promotion program is undertaken.

Fall River once had an Office of Tourism and needs one again if this activity is to increase. In addition to the waterfront, Fall River’s attractions include its historical and ethnic heritages, its extensive bio-reserve area, and its location on pathways between major New England cities.

Issues, Challenges, & Opportunities

Fall River has a poorly trained labor force, contributed to by a 50% drop-out rate in its High School.

The City and other supportive economically oriented organizations have extensive labor training and re-training programs in operation.

There are many “construction-ready” sites for industrial development in the City’s industrial and office parks.

Vehicle accessibility to Fall River is good but access within the City is poor, with narrow crowded streets and difficulties in

traveling from one part of the City to another.

Fall River has a fine water supply system, a good sewer system and other infrastructure and utilities that will support more industry and commerce.

The City has a “working waterfront” with relatively deep water docking facilities and navigation channels that provide access to open seas.

The City is pro-economic development in outlook and practices.

Fall River has an ample supply of mill buildings that lend themselves to adaptive reuse for commercial purposes.

The City is on major tourism pathways between Rhode Island, Cape Cod and Boston. Some local tourism opportunities can be expanded such as its extensive waterfront and historic buildings and sites.

Fall River has five key industry clusters that can form the basis for economic growth. They are:

- Bioscience
- Food Services
- Advanced Textiles
- Distribution and
- Front and Back Office Operations

Economic Development Recommendations

Continue to Diversify the Economic Base of the City by Emphasizing Clusters for Which it Has Relative Advantages

Continue to identify and publicize the City’s advantages in:

- Medi- and bio-tech manufacturing,

- Marine science and technology,
- Alternative energy development and fabrication,
- Marine shipping,
- Distribution and warehousing and transportation,
- Front and back office functions – Data centers,
- Advanced textiles,
- Culture and tourism, and
- Food services.

Continue to Market the City as a Location for New and Expanded Industries

Pursue activities in:

- Conferences,
- Trade Shows,
- Promotion of Life Sciences,
- Seek more state assistance in marketing Fall River as an economic center, especially to inform the City about “leads” that come through the state,
- Secure the services of real estate firms in marketing industrial and commercial sites,
- Continue to provide appropriate infrastructure and land and to publicize it,
- Continue to publicize the Bio-Manufacturing Center as a magnet for growth, and,
- Publicize the economic benefits of increased pay-backs in energy savings of LEEDS Certification. (See also Community Facilities and Services, page 38.)

Identify Leaders and Themes That Will be the Ambassadors of Fall River

Identify and utilize “power money” – philanthropy.

Identify and utilize private players – individuals and groups.

Protect, Preserve and Further Develop the “Working Waterfront” for Economic Activities

Deepen the channel for larger ships (from 35’ to 38’ or 40’).

Implement the State Pier project with performance space.

Build on the Fall River Ship Line history.

Continue with Route 79 improvements to increase access to the waterfront and provide new development sites along it.

Give special attention to those waterfront industrial sites that have contributed to Fall River’s economic development in the past, including the:

- Gas Co,
- Quaker Mills,
- The Tillotson Complex, and
- Weaver’s Cove

Reestablish the Downtown as an Important Commercial and Activity Center

Develop a downtown plan.

Improve parking and circulation in the downtown area.

Establish better linkages with the waterfront.

Intensify use of the new Arts Overlay District to create cultural attractions and tourist facilities.

Locate more, higher income housing around the downtown to increase local

purchasing power and activities on the streets and in shops.

Continue efforts to establish a Performance Development Zone with more restaurants and outdoor activities.

Promote further educational uses in the downtown.

Further Develop the Tourism Industry in Fall River

Develop a tourism plan that incorporates the Southeastern Massachusetts Convention & Visitors Bureau and other stakeholders.

Hire a full-time Director of Tourism with a budget for marketing tourism.

Use and feature the non-working waterfront for tourist activities.

Permit selected tourist activities in the working waterfront such as restaurants, museums and retail establishments.

Emphasize arts, culture, recreation and dining in a comprehensive tourism development program and connect with regional and statewide entities promoting tourism.

Look and learn from the following examples among others:

- Portland, ME
- Savannah, GA
- Burlington, VT
- Charleston, SC

Emphasize the principles of geo-tourism as part of the City’s tourism efforts.

Continue to Upgrade the Labor Force with Targeted Training Programs

Continue to work with area secondary schools, colleges and universities to establish and/or enlarge training programs in business and industrial management and bio- and medi-tech.

Establish a magnet regional high school for Science, Math and Technology.

Implement the 16 career education clusters as outlined by the U.S. Department of Education.

Expand the Staff Resources of the Office of Economic Development

Hire assistants to the Director to increase staff resources available to plan for and recruit new and expanding businesses.

Restore the staff available to work on recruiting and retaining business for Fall River.

Make available increased consulting services to deal with specific issues that come up in marketing and developing commercial and industrial sites.

Circulation and Transportation

Existing Conditions

Getting Around

Work Destinations

- 69% work in Fall River—20,524 workers
- 6% work in New Bedford—1,667 workers
- 4% work in Somerset—1,248 workers
- 4% work in Taunton—1,220 workers
- 17% work elsewhere

Journey to Work (2005)

- 80.8% of workers drive alone (78.9% in 2000)
- 14.5% carpool (14.8% in 2000)
- 0.3% take public transportation (1.5% in 2000)
- 3.3% walk or bike (3.1% in 2000)
- Average travel time to work—20 minutes (22.1 minutes in 2000)

Traffic (2004)

- I-195 west to Plymouth Avenue—85,300 vehicles per day (vpd)
- Rt. 24 at I-195 ramp overpass—26,000 vpd
- Rt. 244 at Freetown line—49,000 vpd
- Rt. 79 north of Herman St.—25,400 vpd
- W. S. Canning Boulevard north of Bishop St.—25,500 vpd
- Other high volume streets include President Ave., Brayton Ave., Bedford St. and Eastern Ave.

Congestion Locations

- Brightman St. Bridge, President Ave. @ Robeson St., Mariano Bishop Blvd. @ Newton St., W. S. Canning Blvd. @ Newton/Harbor Mall, Broadway @ Globe St., Broadway (I-195 on-ramp), Plymouth Ave. (Pleasant St. to Second St.), and President Ave. @ N. Main St.

High Accident Locations

- President Ave./Highland Ave., Highland Ave./Prospect St., Pleasant St./Quequechan St., and Broadway/Bradford Ave.

What Does It Mean?

- Fall River has an increasing number of vehicles on the road than in the past
- More people drive to work alone than the state average (75% in 2005)
- Use of public transportation has declined
- Several congestion management initiatives are planned or underway
- Proposed Quequechan River Trail from Westport to Somerset—other pedestrian/bike improvements needed
- Proposed inter-modal center in Fall River that would coordinate public transit service with a proposed commuter rail extension connecting to Boston.
- Commuter rail is projected to reduce traffic volume on Rt. 24 by 25%

See inventory section of Fall River's 2009 Master Plan for additional details and sources.



Introduction

The local transportation system should provide efficient and safe mobility for all transportation modes and connections to regional facilities. The availability and quality of the transportation system is important to residents, businesses, students, visitors, and emergency services. The maintenance and enhancement of the transportation system can be used to attract development and expand the tax base. In addition, the transportation system has impacts on resources, community character, and the quality of life.

Past Plans and Studies

In addition to the 1993 master plan, Fall Rivers’ recent planning studies have included: Commuter Rail extension project; Fall River Waterfront Parking Study in November 2006 by the Executive Office of Transportation; Route 24 Access Improvements/Fall River Executive Park, Fall River Redevelopment Authority, April 2005; and the Regional Transportation Plan by SRPEDD in 2007.



Commuter Rail Extension Project

A Fall River/New Bedford commuter rail extension to Boston has been proposed to the Executive Office of Transportation (EOT). The cities of Fall River and Bedford are the only two large cities in eastern Massachusetts that are not served

by commuter rail. The increasing congestion, air quality and safety issues, and lack of transit service make this a critical project for Fall River. Two stations would be constructed in Fall River as part of the project—one just south of the Braga Bridge (I-195) on Water Street (it will be an end-of-the-line storage area and will load passengers), and one further north on Davol Street at Pearce Street just south of Route 6 (President Ave.). If approved, construction would begin in 2010 or 2011.

Route 24 Access Improvements/ Fall River Executive Park, 2005

This project would include constructing a new Route 24 interchange (8 ½) between exist 8 and 9. The new interchange would provide access to a new 300-acre executive park with 3 million square feet of office/R&D space. Construction is scheduled to be complete in 2011.

Fall River Waterfront Parking Study, 2006

This study was conducted to evaluate the best strategy for providing parking to support revitalization of the State Pier as a multi-use maritime facility. Based on the analysis of several alternatives, the study concluded that the parking needs for the revitalization of the Fall River waterfront should be accommodated by a new structure in the area.

2007 Regional Transportation Plan

The City of Fall River transportation elements were evaluated as part of the overall Southeastern Regional Planning and Economic District (SRPEDD) 2007 Regional Transportation Plan. The plan evaluated corridor and intersection congestion, pavement conditions and management, structurally and functionally

obsolete bridges, high accident locations, sidewalk and pathway inventory, bicycle accommodations, transit service, and freight service.



Other

Several other transportation infrastructure projects have been approved, planned or are under consideration in Fall River including:

- Replacement of Brightman Street Bridge Over Taunton River
- Reconstruction of Route 24 to interstate standards from I-495 to I-195.
- Reconstruction of Route 79 into a waterfront boulevard
- Resurfacing of Route 81 and replacement of Traffic Signals on Plymouth Avenue
- Resurfacing of I-195 from Route 24 to Braga Bridge
- Replacement of deck on Ramp A to Route 79 North Bound from I-195 East Bound
- Replacement of deck of Route 79 South Bound over Route 138
- Construction of Intermodal Center in Fall River

Issues, Challenges, & Opportunities

Fall River faces many challenges, but it also has many opportunities to improve circulation and transportation for its

residents. Some of these challenges and opportunities include:

Making the City more convenient for walking and biking through new and maintained sidewalks, bike paths, and trails through projects, including Quequechan River Trail could greatly enhance residents' quality of life and promote health.

Providing Commuter Rail to Fall River could stimulate transit oriented development (TOD) and increase job opportunities.

Improving safety and operations of local intersection and roadways such as Plymouth Avenue, Route 24 ramps, etc. can occur as these projects go forward.

Improving public transportation will benefit everyone, but especially youth and the elderly.

Improving parking in downtown will also help stimulate a rebirth of the downtown.

Improving signage and way findings will support tourism.

Improving access to waterfront, cruise ships will encourage tourism and enhance economic development opportunities.

Developing a Pavement Management Plan can help reduce costs and improve transportation.

Circulation and Transportation Recommendations

Provide an Efficient, Equitable and Safe System for Vehicular Transportation

Pursue depression and upgrade of Route 79.

Complete design and construction of Executive Park Ramps (Exit 8 ½).

Pursue Commuter Rail extension to Fall River with EOT and MBTA.

Complete design and construction of Plymouth Avenue improvements.

Review efficiency/necessity of one-way streets, 4 way stop signs, right turn on red, etc.

Continue to work with SRPEDD for funding and prioritization to complete City recommended street projects.

Improve Signage and Way-finding for all Modes and Interests

Build on Mayor's downtown signage plan to develop citywide signage plan.

Coordinate with MassHighway for signage on state roadways.

Coordinate signing with tourist (see Historic and Cultural Resources Goals) and parking areas.

Develop gateways/greenways (major avenues into the City) to the City.

Improve Pedestrian and Bicycle Access, Circulation and Safety

Pursue new north-south multi-use Bridle Path (Watuppa Loop) between south of Bedford Street and linking with Bioreserve trail system.

Pursue new east-west Quequechan Bicycle Path between South Watuppa Pond and Pleasant and Bedford Streets.

Pursue new north-south multi-use path along waterfront between Tiverton and walkway north of Braga Bridge and linking with Brightman Street Bridge Bike Ramp and continuing to Peace Haven in Assonet and into the Bioreserve.

Construct new sidewalks along N. Eastern Avenue, President Avenue, Ray Street, Bay Street, Bedford Street, Newton Street, and Langley Street and upper Brayton Avenue area.

Make connections and improve walkways in and around parks, schools, transit stations. All streets within 200 feet of schools should have sidewalks on both sides of streets.

Establish and publish in-City walking/running routes and their distances and prioritize for improvements.

Participate in state's Safe Routes to School program and apply for funding.

Pursue opportunities to create bike lanes during street construction projects.

Improve Transit Opportunities for Residents and Employees

Convene a transit summit to identify the transit needs of various categories of city residents, prepare an action plan and

implement the recommendations of the plan.

Recommend SRTA review demand and service to better meet the needs of city residents, including replacing fixed routes with demand/response service and lengthening hours of service in the evening.

Explore the use of smaller buses with more flexible routes and schedules.

Recommend SRTA provide better route and schedule information.

City to consider providing better transit signage if SRTA is unable.

Develop strategies with SRTA, such as Free Transit Day, to better promote transit opportunities.

Work with employers to provide transit awareness and opportunities for employees.

School Department and SRTA to develop strategies to better serve students who need to use transit.

Plan for new intermodal station(s) on Davol Street in conjunction with commuter rail extension.

Facilitate interagency utilization of vans to increase on-demand services.

Relocate SRTA maintenance station from Brayton Ave and abutting residences to a more appropriate location.

Improve Parking in Downtown and Other Central Business Districts

Pursue parking deck in downtown.

Pursue increased parking in the waterfront district.

Evaluate having city-owned parking at new commuter rail station.

Identify land uses and properties that can be used for shared-parking.

Evaluate parking meter locations, limits, and rates and pay and display parking alternatives.

Coordinate with MassHighway to locate potential state owned park-and-ride lot facilities.

Identify properties for potential conversion to surface parking.

Establish an enterprise fund (using meter income) to amortize bonds for new off-street parking improvements and new parking decks.

Study the possibility of a parking deck/mixed use development over I-195 east of Government Center

Use Roadway Upgrades as an Opportunity to Coordinate the Aesthetics and Appearance of the City

Establish a protocol and typical cross-section that removes the conflict between utilities and street trees, allowing more latitude to plant street trees.

When reconstruction or upgrading the city's boulevards (Eastern Avenue, Plymouth Avenue, Brayton Avenue and President Avenue), use this as an opportunity to incorporate more green edges and watering systems on either side and in the median, where possible.

When planting trees along the city's boulevards, plant shade trees on either side of the boulevards, with double rows in the medians, in a manner that will form an attractive canopy over the roadway when the trees mature.

When preparing contracts for street and sidewalk reconstruction, include a provision that openings in sidewalks will be provided to allow planting of street trees and that street tree plantings will be included in the contracts.

Continue a city wide tree removal and tree placement replacement program with a goal of planting or replacing 100 appropriately sized trees per year.

When preparing contracts for major street reconstruction, include a provision that will attempt to place utilities underground.

Improve the aesthetics of vehicular entranceways into the city, including the redesign and replanting of rotaries in the city.

Request that the Mass Highway Department give a priority to keeping (and enhancing) the green edges of the Route 24 corridor, so that it continues to resemble a parkway.

Implement the Urban River Visions plan for the Quequechan River corridor so that this highly visible gateway (from I-195) improves in appearance over time, thereby enhancing the image of the city.

Public Services and Facilities

Existing Conditions

Public Services and Facilities

Schools & Education

- 22 Elementary Schools, 4 Middle Schools, 1 High School, 12 private schools
- Approximately 1/3 of students speak English as a second language—large Portuguese speaking community
- Approximately 40% of adults are functionally illiterate
- Enrollments have been relatively stable and are projected to decrease slightly
- Several schools buildings are being renovated and/or newly constructed in order to update aging facilities & consolidate smaller schools
- Ongoing efforts to encourage parents to be more involved in their children’s education

Public Safety

- New Police and Fire Headquarters
- 6 fire stations
- Central Fire Station in need of renovation
- 10% increase in crimes over the last decade
- 80% of all crimes are reportedly drug related

Water & Sewer

- The City has a large & reliable source of clean drinking water
- 230 miles of water mains, 7 tanks with a total capacity of 18 million gallons
- Average daily demand is 12.7 million gallons
- Regional Waste Water Treatment Facility

Other Facilities & Services

- City Hall/Government Center being renovated
- Library—needs include additional space & maintenance
- Council on Aging & Senior Centers—Fall River has the 5th highest senior population in state & it is expected to increase
- Poverty & unemployment are major issues
- Youth Services
- Mayor’s Office of Immigration Assistance
- Stepping Stone

What Does It Mean?

- Fall River has many new or renovated public facilities but there are ongoing needs for improvements to schools, fire stations, etc.
- Education is a key to improving the City’s future—need for a coordinated education/economic development plan
- Opportunities for after school programs, homework help, youth programs, drop-in teen centers
- Ongoing water main replacement program and Combined Sewer Outflow Project
- Potential reuses for some schools—branch libraries, adult education, homework centers, ESL, job training, etc.
- Ongoing needs for Social Services
- Also see Open Space and Recreation for Park and Recreation needs
- The City’s water, sewer, and roads will help attract new jobs

See inventory section of Fall River’s 2009 Master Plan for additional details and sources.



Introduction

For the most part Fall River’s public facilities are in fair to good condition and well maintained. The City has recently renovated and/or constructed new Police and Fire Headquarters, and a comprehensive school buildings improvement program is underway. However, a number of the public buildings are aging and in need of repair and/or replacement. Additionally, there are programmatic needs currently not adequately met at some of the municipal facilities. There is a need to plan for future needs related to the slight anticipated growth in the population.

The demographics of a city necessarily influence the need for types and amounts of municipal services. The City has one of the largest Portuguese-speaking communities in the U.S. In 2000, 43.9% of Fall River residents reported being of Portuguese heritage. This is the highest percentage of Portuguese-Americans in a single municipality in the country. Most of the population is of Azorean origin, many from Sao Miguel Island. Other ethnic communities in Fall River include French Canadian (Quebecois) descendent population, English, Polish, Italian, Lebanese, Irish, Greeks, Jews, Cambodians, Spanish, and Chinese.

Specifically, the number of residents who speak English as a second language (approximately one-third of

the students enrolled in Fall River Public Schools), and a rising number of low-income residents (over half of the City’s school children) impacts the type of services needed. These trends in the population can be expected to affect services and facilities in three ways; 1) the need for additional space at the schools to keep to the goal of small class sizes, and to provide support programs, 2) the need to use other languages than English for provision of some of the services, and 3) the need for adult literacy programs. Moreover, some residents will need job training and other support services.



For public facilities, trade-offs are related to the phasing of improvements, renovation and construction projects. That is, given the City’s limited resources, service and facility needs must be prioritized, using criteria based on such issues as safety, significance of need, and

extent of impact. Moreover, two very important utilities, sewer and water, enable economic development, housing and other long term planning and growth issues. Investment levels in these utilities must be considered in relation to city goals for increasing economic development and providing housing.

Past Plans and Studies

There are a number of studies related to the provision of services. These include a survey of seniors conducted by the Council on Aging, a study of homelessness completed by the City's Department of Health and Human Services, among others. Fall River's Healthy City Initiative provides the broadest context to help determine the need for services; it is summarized below.

Fall River Healthy City Initiative

Fall River was once one of the richest cities in America with a booming economy in textiles. The impact of the mass closures of the city's textile mills that occurred decades ago, still lingers in a number of ways. The relatively high unemployment rates, lower incomes and lower educational attainment rates are associated with a rise in violent crimes in recent years, accompanied by an increase in drug use, notably heroin.

Unemployment rates, lung cancer deaths, and the number of children living below the poverty level are significantly higher than the state average. The city provides a number of services in an attempt to support residents to overcome the difficulties they encounter.

Drawing on principles outlined by the World Health Organization in 1985, the Mayor's Office working in cooperation with Partners for a Healthier Community launched the Healthy City Initiative in

2003. The Healthy Cities approach "incorporates a broad definition of health, one that emphasizes the prevention of community problems and the development of people. It considers health to encompass all aspects of people's lives including housing, education, religion, employment, nutrition, leisure and recreation, health and medical care, good transportation, a clean and green environment, friendly people, and safe streets and parks that all help contribute to a Healthy City."

While most of the more than 50 programs now associated with the Healthy City project were in place prior to the initiative, about eight or ten have been launched since then. Additionally according to former Fall River Health and Human Services Director Michael Coughlin, the Healthy City designation helped the city obtain an \$8,000 grant from the Department of Public Health to prevent and treat heroin use, which has emerged as a problem in numerous cities and towns, as the drug has become more widely available in a cheap form that does not require injections.

Demographic Indicators

As stated by the Healthy City Initiative: "A healthy community knows whether it is moving toward its goals by identifying and measuring its progress according to a series of health and community indicators. Indicators provide citizens with clear information about past trends and current challenges, and assist them in steering the community toward its vision."

The following demographic indicators describe Fall River in terms of its residents' income, diversity, education status, health and employment, and compares these to state data. Some

sample indicators which imply need for attention are listed (those indicators which were close to state average are not included). These indicators provide some indication of some of the City’s future challenges and where some city services may need to be focused.

Indicator	Fall River	State
Total Population (2005)	91,723	6.3 m
Per capita Income (2000)	\$16,118	\$25,952
Population below poverty level (2000)	16.8%	9.3%
Children under 18 living below poverty level (2000)	25.8%^	12.0%
White non-Hispanic persons (2000)	91.9%	83.9%
Black non-Hispanic persons (2000)	2.4%	5.3%
Asian persons (2000)	2.2%	3.9%
Annual school drop-out rate (2002-2003)	5.24%	3.3%
Plans to attend 4-yr. college after high school	34%	52.4%
Unemployment rate (Aug. 2007)	8.1%	4.3%
Births to adolescent mothers	13.5%	5.9%
Alcohol and other drug use deaths ²	47.0	20.4
Injection drug user admissions to DPH funded treatment programs	1,524.9	505.9
Adults told they have diabetes	6.1%	4.3%
Lung cancer deaths	61.2%	54.9%

From Health Indicators, Healthy City Initiative
² From 2003 Mass. DPH Substance Abuse program utilization and 2001 Hospital Discharge data.

Healthy City Initiative Action Priority Areas

Based on input gathered from over 1,000 residents (including teenagers and members of the City’s Cambodian community) during the summer of 2003 and the results of a city-wide voting process, the Healthy City Initiative’s Design Team developed goals for each of the five Action Priority Areas. These are:

Safety and Substance Abuse

1. Increased community policing and personal safety
2. A drug-free community, including enforcement of tobacco regulations
3. Reduction of gangs

Environment

1. Cleaner streets and parks
2. Increased and improved recreational opportunities for youth and adults
3. Measures to ensure cleaner air and water.

Health Education

1. Nutrition and diabetes education
2. Tobacco education
3. Physical fitness education

Adult Education, Job Training and Employment

1. Adult and out-of-school youth education
2. Alternative programs including tutoring, drop-out prevention and after-school programs
3. Youth and senior employment and volunteerism

Community Planning and Housing

1. Affordable housing
2. Waterfront access
3. Improvements in recreation facilities for youth and adults

Issues, Challenges, & Opportunities

As has been mentioned previously Fall River is a city of great potential. This potential is challenged by a number of issues related to demographics, poverty, health and education. Public services need to address these in order to overcome the obstacles to fulfilling the City’s potential.



In addition to the City's meeting resident needs, the City needs to address these issues in order to meet economic development and other goals. Low educational attainment (high high school dropout rates) can hinder the City's efforts to attract new industry and a population with substance abuse and other related issues are obstacles to developing a tourist industry. These challenges include:

- The City has one of the largest Portuguese-speaking communities in the United States (an opportunity and a challenge)
- The number of residents who speak English as a second language is significant (approximately 1/3 of students enrolled in the city's public schools).
- There is a rising number of low-income residents (over half of the City's school children are eligible for free lunch).
- One-quarter of the children under 18 years of age are living below the poverty level (as compared to 12% statewide, 2000 census)
- The unemployment rate is twice the state average (8.1% compared to 4.3% statewide in August, 2007)
- The number of alcohol and other drug use deaths are over twice the state rate (47% as compared to 20.4% statewide, 2003, MA DPH).
- The number of injection drug user admissions to Department of Public Health funded treatment programs is

three times the state average (1524.9 as compared to 550.9 statewide, 2003 MA DPH).

- Reportedly approximately 40% of the city's 18 years and older population is functionally illiterate.
- There has been a recent increase in reported crime (primarily assault and burglary).
- Fall River has the fifth highest senior population in the state and it is expected to increase.
- The City provides a wide range of social services, including residential treatment programs; all program types have waiting lists.

As part of this master planning process a Schools, Public Safety, Health & Social Services & Human Resources Roundtable Discussion was held in order to better define the issues, challenges and opportunities associated with the provision of public services. Participants included representatives of United Neighborhoods of Fall River, Fall River Youth Services, Fall River Police, the School Department, Healthy City Initiative, BOLD Coalition, and a teen representative. The Roundtable tackled such questions as:

- What are the main issues facing Fall River's youth?
- What kind of services are in place to support families with children and what else can the City do to help these residents?
- What are the needs of the "new seniors" and what can the city do to adequately meet these?
- What should the City do with its surplus school buildings?
- Are there voids or duplications in the provision of human services based on the needs of the population (including the needs of "special populations" such

as the homeless, substance abusers, etc.)

The recommendations that follow have been informed by the discussions at the Roundtable, conversations with key individuals working in Fall River public facilities and services, public input solicited at meetings, and careful consideration of these by the Steering Committee.



Public Facilities and Services Recommendations

Expand Community Learning Centers (CLC) Throughout the City to Meet the Goals of Providing Education, Social Services and Other Support to All Residents

Determine most appropriate and feasible locations for creating CLCs.

Continue to Support Efforts to Integrate Education, Job Training and Language Instruction for All Ages, to Provide Additional Support for Youth Before, During, and After School, and to

Coordinate Education with An Economic Development Plan

Support Youth Services efforts to follow “America’s Promise” guidelines and provide youngsters with mentors, protection, nurturing, job preparation through skills and education and opportunities to serve by volunteering in the community.

Support pre-school education.

Support the provision of expanded English language instruction for all ages.

Expand Programs Aimed at Reducing Poverty and Related Issues Including Poor Health, Homelessness and Substance Abuse

Implement recommendations from 10-year DHHS Homelessness Plan including supporting non-profit agencies in their efforts to meet said needs.

Prepare to receive an increasing number of veterans and develop capacity to provide needed services.

Support BOLD (Building Our Lives Drug Free) in their efforts to conduct public health education campaigns.

Coordinate health promotion and city planning efforts.

Support non-profits and other community organizations in their efforts to address these issues.

Increase Opportunities for Obtaining Grants

Establish a separate city account for matching funds.

Create a centralized clearinghouse of information, including funding sources and opportunities and make available on the city's web site.

Increase grant writing capacity.

Explore ways to increase inter-departmental communication and share administration/department priorities.

Research other cities' grant writing functions and compile/replicate lessons learned/best practices.

Address Safety problems by Providing Intervention Programs Aimed at preventing Gangs and Crime and Providing Support and Alternatives to Youth

Support early intervention and identification of at-risk kids at school (in order to provide necessary support to help them perform at grade level).

Support alternative and vocational high school and conduct more outreach to at-risk youth.

Improve communication between parents and schools and community organizations.

Support the coordination of schools and police in their efforts to support youth.

Address the Need for Accessible and Inexpensive Transportation Especially for School Children and Youth

Hold a citywide transportation summit in order to determine needs and most feasible ways of meeting these transportation needs.

Support the provision of affordable and accessible bus transportation by SERTA; explore other ways of meeting said needs.

Encourage alternative methods of getting to school.

Continue to Meet the Needs of a Growing Senior Population

Integrate seniors into Community Learning Centers.

Plan for differing needs of seniors at different stages (e.g. working, retired, frail).

Identify ways of coordinating with non-profit agencies in order to expand services.

Support Families with Children

Support non-profits in their efforts to centralize and publicize available services.

Support non-profits to provide services in Spanish and Portuguese (especially mental health and medical) – identified as currently being a gap in services.

Explore ways of coordinating with non-profit and other community agencies in order to provide essential support services to families (including before and after school day care and transportation).

Address Energy Saving and Other Concerns Regarding a Sustainable Future

Make a formal pledge to take steps to reduce global warming.

Continue to pursue alternative energy sources (e.g., solar, geo-thermal wind power, hydro).

Continue to explore alternatives for energy conservation in municipal buildings.

Explore the desirability of providing incentives to private home and business owners so that they adopt energy saving measures and methods.

Review green building programs in other municipalities for relevance.

Develop a public education campaign regarding issues of sustainable development and energy conservation.

Use local resources for renewable energy to decrease dependence on fossil fuels and to generate jobs.

Utilities & Infrastructure

Introduction

The City of Fall River has a large and high quality supply of clean drinking water. It has two protected reservoirs, the North Watuppa Pond and Copicut Reservoir; and owns, controls, or has rights to additional lakes and ponds. The average daily water demand, 12.7 million gallons, is well within system capacity. The city's Water treatment Plant was upgraded in 2005 and has a capacity of 26 million gallons per day.

The wastewater collection and treatment system for the City is served primarily by a Combined Sewer System that transports both wastewater and stormwater from Fall River and surrounding towns.

Approximately 75% of the sewered areas are served by the Combined Sewer System. Overall, approximately 98% of the City is served by the sewer system. Both the regional Wastewater Treatment Facility (WWTF) and the collection system are owned by the City. In addition to Fall River, it serves areas in Westport, Freetown, and Tiverton, RI. The City is in the process of implementing a Combined Sewer Overflow (CSO) Abatement Plan. As part of this plan, the WWTF was expanded to 106-million gallons per day. The City has recently constructed a seven-mile tunnel to store polluted water during storms and direct flows to the treatment plant.

A government access television channel is provided to the City of Fall River.

Past Plans and Studies

The city's 20-year Water Master Plan will continue to guide the replacement and maintenance of water mains, storage tanks, and pumping and filtration facilities.

The Town of Dartmouth has discussed the possibility of a water supply connection with the City of Fall River.

The proposed Route 24 Executive Park project would consist of a new interchange providing access to a new 300-acre executive park with 3 million square feet of office/R&D space. The Water Department has been evaluating the needs of this project.

The CSO Abatement Plan, including new rock tunnel, is required to be completed by 2018.

Issues, Challenges, & Opportunities

Fall River's water and sewer systems offer some major opportunities. The availability of plentiful water makes the area desirable for many industries and the fact that almost the entire developed portion of City has sewer service means there are few limitations to many kinds of development. At the same time there are a variety of challenges for the future, these include:

- Need to maintain aging water supply infrastructure;
- Need to accommodate water and wastewater demands for Executive Park;
- Evaluate re-use potential for 1873 pumping station;
- Need to identify future growth areas and identify supply needs;
- Identify Fire Department water needs;

- Evaluate operation of North Watuppa Pond and South Watuppa Pond;
- Watersheds susceptible to contamination;
- Complete CSO Abatement requirements;
- Need to improve sewer service including un-served areas;
- Uncoordinated infrastructure projects results in digging up roadway/sidewalks every few years that creates construction impacts and inefficiencies; and
- Aging communications systems for City buildings and schools.

Utilities and Infrastructure Recommendations

Continue to Maintain Excellent Water System in Order to Ensure Access and Quality of Water Supply

Continue to implement the 20-year water master plan.

Develop a plan for Executive Park.

Appoint a task force to determine the reuse and restoration of the 1873 pumping station and water tower at the end of Bedford Street that does not put the North Watuppa Pond water supply at risk.

Coordinate with the Fire Department regarding sufficiency of water supply for fire suppression in all City areas.

Update North Watuppa Pond and South Watuppa Pond water capacities.

Continue to use the City's Environmental Police to enforce actions within the watershed district.

Continue to Upgrade and Expand Sewer Capacity and Services to Existing Users to Support Additional Development

Continue completion of CSO Abatement project to expand capacity, including:

- Require homes around South Watuppa Pond to have sewer and work with adjacent towns to require sewer for non-Fall River homes on the Pond.

Upgrade Utilities and Infrastructure in a Cost-efficient and Functional Way

Coordinate New England Gas Company, Verizon, and others with DPW when digging up street for repairs and/or installing a sidewalk.

Develop and begin implementing a plan to place all utilities underground when major reconstruction of streets occurs.

Implement a system making it more difficult for the City Council to grant waivers allowing new street openings.

Provide State-of-the-art Communication Systems

Connect municipal buildings, schools and homes with fiber optics.

Renew contract between City and Comcast (or other cable provider) to include discount for seniors and government access channel.

Establish a government access channel utilizing BCC studio facilities.

Explore the feasibility and cost of creating a wireless Fall River.

Land Use

Existing Conditions

How We Use the Land

Land Use Distribution

- Forest, Water or Un-forested Wetlands (13,547 acres)—More than 54%
- Of the remaining area
 - ◊ Residential (48% or 3,368 acres)
 - ⇒ Multi-family—854 acres
 - ⇒ <1/4 acre—569 acres
 - ⇒ 1/4 to 1/2 acre—1,409 acres
 - ⇒ >1/2 acre—466 acres
 - ◊ Commercial (4.2% or 293 acres)
 - ◊ Industrial (12.8% or 900 acres)
 - ◊ Institutional/office (9.2% or 646 acres)

Zoning Districts

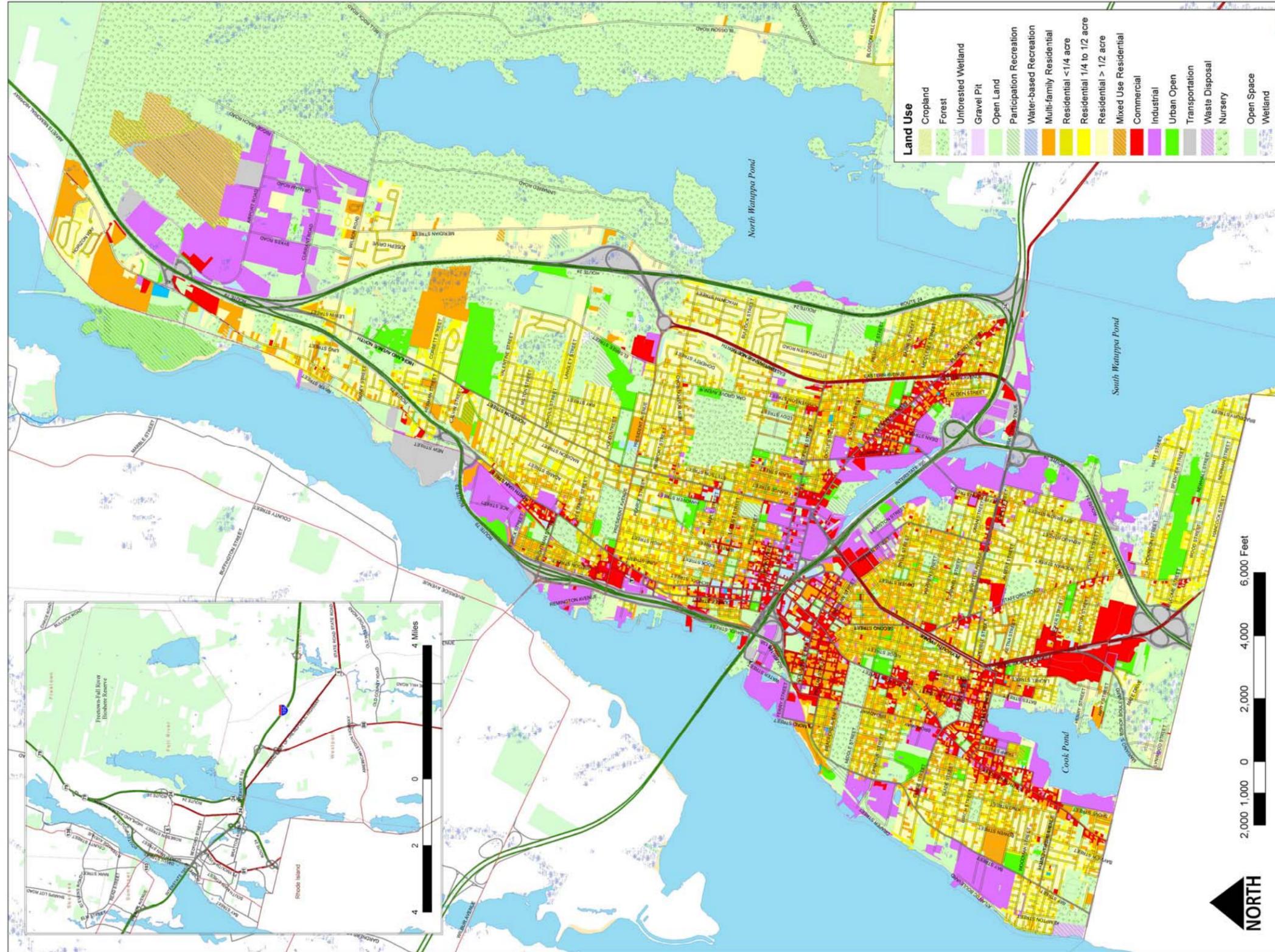
- Water Resource—22.6% or 5,529 acres
- Open Space—8.9% or 2,185 acres
- Apartment(A-2)—1.9% or 470 acres
- Multiple Residence (A-3)—2.7% or 657 acres
- Multiple Residence (M)—0.6% or 143 acres
- General Residence (G)—3.1% or 765 acres
- Two-family (R-4)—2.4% or 587 acres
- Single-family (R-8)—8.6% or 2,099 acres
- Single-family (S)—9.4% or 2,298 acres
- Single-family (R-30)—1.6% or 403 acres
- Single-family (R-80)—25% or 6,119 acres
- Business District (B)—0.5% or 125 acres
- Business District (B-B)—0.1% or 32 acres
- Local Business (B-L)—2.2% or 534 acres
- Neighborhood Business (B-N)—0.2% or 56 acres
- Central Business (CBD)—0.4% or 103 acres
- Mixed Use Business (MBD)—0.3% or 73 acres
- Industrial (IND)—6.0% or 1,472 acres
- Industrial Park (IP)—3.5% or 854 acres

What Does It Mean?

- Over 1/2 of Fall River is forest, water or un-forested wetlands much of it permanently protected as a result of being watershed land or part of the Southeast Massachusetts Bioreserve
- Many zoning issues need clarification because they contribute to confusion and delays
 - ◊ Off-site parking
 - ◊ Size of sheds/garages
 - ◊ Drive-thru facilities
 - ◊ Definitions
 - ◊ Non-conforming uses and structures
- There may be opportunities to collapse or combine some zoning categories and allow more mixed uses
- Site plan review for some districts and uses may improve appearance and help protect Fall Rivers historic resources
- Zoning and subdivision regulations are among the City's most important tools for controlling land use and affecting a better quality of life
- Fall River's neighborhoods are a major source of the City's strength. They need to be protected and enhanced through zoning and public investments in schools, parks and recreation

See inventory section of Fall River's 2009 Master Plan for additional detail and sources.





Fall River, Massachusetts

Master Plan 2007

Community Preservation Associates
 with Martha Lyon Landscapes Architecture, LLC
 Source: Fall River GIS & MapGIS

2007 Land Use

Introduction

The Land Use Plan describes how we will use Fall River's land. Land use is largely based on geology, topography, history, and zoning. Fall River is fortunate to be surrounded by water and to have had the foresight to permanently protect almost one half of its land area as watershed—an important resource for both economic development and recreation.

Steep hills, ledge, and water have shaped the City's past and will continue to influence its future. They offer potential for views, tourism, energy, and future developments that will help renew many parts of the City.

History has contributed to the diversity of the city, its heritage of historic mills, and its position as a crossroads for commerce. Distinct neighborhoods with a mixture of residential, commercial, and industrial uses, more like many European cities, are largely a result of historic settlement and development patterns.



Historic view Fall River

Zoning regulations have governed the use of land since the City's first zoning law was adopted in 1927. The zoning ordinance set out densities and areas for different uses following the legal practices of the time.

Past Plans and Studies

Perhaps the most important past plan addressing land use was the 1993 Comprehensive Master Plan. It stated that the goal for land use and zoning was:

“To insure a wide range of choices in living arrangements through the promotion and protection of lands of suitable characteristics and environmental quality and to provide sufficient and convenient locations for well designed, compatible commercial development that will assure a wide range of goods and services throughout the City of Fall River.

It also included ten guidelines to help accomplish the stated goal:

1. Protect residential neighborhoods from adverse impacts of proposed development and land use changes.
2. Provide adequate screening or other techniques that minimize conflict when a residential area is adjacent to a land that that may produce adverse impacts
3. Avoid locating higher intensity residential land uses (more than 12 dwelling units per acre) adjacent to lower density residential uses without providing adequate site design, buffering, or screening considerations.
4. Encourage the location of medium and high density residential uses along major streets.
5. Provide for the flexibility of various housing types throughout the City of Fall River, while retaining the residential character and quality of existing neighborhoods.

6. Facilitate the updating of the City’s zoning bylaws and zoning in specific areas to reflect current land use.
7. Illustrate the number and type of permits issued by the Building Department to show the number and types of development in the City.
8. Creation of a special account within the Planning Department for the hiring of outside consultants to assist in the review of application that may come before either the Planning Board, Zoning Board of Appeals, and/or the health Department.
9. Discourage residential development in the floodplain of the 100-year flood.
10. Continue the computerization of the City’s planning and infrastructure needs as an extension of the Master Plan process.

- reuse of buildings, especially mills, and other mixed use areas.
- Amend zoning regulations and administration to facilitate master plan goals.

Many of the detailed recommendations made in other master plan elements have important land use consequences and will be briefly summarized here.

Waterfront

A major focus area for Historic and Cultural Resources, Economic Development, Open Space and Recreation, Housing, and Transportation will be Fall River’s waterfronts.

Recommendations for the waterfronts include:

- Develop the Mt. Hope Bay/Taunton River waterfronts as a tourist area with restaurants, attractive open spaces, cruise ships, boardwalks, museums, and other attractions
- Combine Route 79 and Davol Street into an urban boulevard that will help reconnect Fall River’s neighborhoods to the waterfront.
- Guide future development to assure both economic development and provide appropriate public uses.
- Develop waterfront housing without preventing appropriate water-based economic development or public access and use.
- Maintain and improve a “working waterfront” with a mix of uses.
- Give special attention to the future uses of such waterfront areas as Weaver’s Cove that offer potential for both economic development and increased public uses that will enhance the City.
- Work to provide better linkages between the waterfronts and neighborhoods.

Issues, Challenges, & Opportunities

Many of the same issues discussed in the 1993 plan continue—most importantly are the ongoing needs to update the zoning bylaws and protect residential neighborhoods from adverse impacts of development and land use changes.

The future of many of the under-utilized mill buildings is both a challenge and an opportunity.

Land Use Recommendations

Specific Land Use Recommendations

- Develop more mixed-use housing (with commercial activities) to increase the vitality of key areas and provide a larger market for adaptive

- Develop increased public parking for waterfront areas.

Commuter Rail

The extension of MBTA Commuter Rail service to Fall River would greatly improve access to jobs and help reduce traffic. It would also stimulate economic development around the proposed stations: one just south of the Braga Bridge on Water Street, and one on Davol Street just south of President Avenue. Recommendations for Commuter Rail include:

- Continue to work with the Executive Office of Transportation and the MBTA on the proposal to bring Commuter Rail to Fall River.
- Plan for a new intermodal station on Davol Street.
- Evaluate having city-owned parking at the proposed stations.
- Explore Transit Oriented Development (mixed uses) opportunities in the station areas.

Downtown and Quequechan River Corridor

The Downtown and the Quequechan River corridor offer major opportunities for the City of Fall River. They once served as the economic center of the community and with care they can again play a major role in the City’s future. Recommendations for these important areas include:

- Reestablish the downtown as an important commercial and activity center.
- Improve parking and circulation in downtown.
- Develop linkages between the waterfront and downtown.

- Improve the appearance of downtown through a façade and sign improvement initiative.
- Improve the downtown streetscape through a historically sensitive and lively palette of paving materials, lighting, and site amenities.
- Continue to explore artist’s live/work space as a way to create housing and utilize low-use mill space.
- Continue to explore the desirability of waterfront lofts for residences for both artists and non-artists, and the possibilities of mixed use buildings on the waterfront combining commercial and residential activities, with higher income units.
- Restore the Quequechan River and its falls as a key element of the City’s revitalization and serve as a focal point for community gathering and pride.
- Develop greenways along the Quequechan River corridor as linkages between areas.
- Continue to support the Fall River Energy Enterprise (FREE) proposal to once again use the Quequechan River as a source of hydro-power.
- Encourage the reuse of the historic mill buildings along the Quequechan River corridor for a mixture of uses—residential, commercial, and industrial.
- Include provisions governing mill conversion in the modernized zoning ordinance.

Fall River-North and Fall River-South

The primarily residential areas north and south of the Downtown and Quequechan River corridor are important resources for housing and community stability. Some areas are relatively low density and homogenous others have higher

densities and mixed uses. Major recommendations for these neighborhoods include:

- Increase neighborhood stability and commitment.
- Attract more middle and upper income households.
- Enhance the quality and appeal of Fall River’s streetscapes.
- Expand recreational opportunities and open spaces.
- Develop greenways and trails as a means of connecting neighborhood and open spaces.
- Adopt the Highlands 40C Local Historic District and explore nominations for other neighborhoods.
- Support and improve existing mixed-use developments in higher density neighborhoods, including improved parking and public transportation to better enable mixed-uses.
- Recognize the importance of protecting vistas, especially to the water.
- Encourage neighborhood associations.

Zoning

As noted above, the need to revise the zoning regulations has been recognized since the adoption of the 1993 Comprehensive Master Plan.

Zoning Revision

As part of this plan, a major effort was undertaken to improve and modernize Fall River’s Zoning Ordinance. Proposed changes, some of which are listed below, will aid in better implementation of the types of development that will benefit the City.

In addition to the changes proposed, the Zoning Ordinance will continue to provide for needed economic development. There are already substantial amounts of land zoned for business and industry and existing zoning provisions that enable and encourage modern economic activities, such as the industrial park zone and the research and development overlay zone.

Increase flexibility in development of waterfront and other areas zoned for industry.

Waterfront areas are underutilized. The zoning change is intended to allow additional economic activities in mill buildings to increase their potential for adaptive reuse, and to attract more retail and residential activities to waterfront areas where many mills are located.

Recommendation: Rename Industrial Districts as Commercial Mill Districts (CMD) and allow residential and commercial uses by special permit. Most industrial uses continue to be permitted by right in CMD zones.

Afford greater protection to neighborhoods.

Overcrowding of lots in small lot zoning districts (5,000 to 8,000 sq. ft. minimum lot size required; G, M, R-4 and R-8 zones) contributes to deteriorating neighborhood character.

Recommendation: Reduce lot coverage by buildings requirements in residential zones, resulting in less crowding of lots. Better regulation of parking.

Eliminate redundant zoning districts.

Requirements for the eliminated zoning districts are very similar to the ones with which they will be combined. The remaining B-L and M Districts do a good job of regulating modern commercial and multi-family development.

Recommendation: Eliminate the B and B-B Business Zones. Assign areas with these designations to the Mixed Use Business District (MBD).

Create an arts overlay district for downtown.

An early action overlay district was passed by the City Council during the course of the Master Plan development process, permitting the listed uses in the Central Business District Zone in Downtown Fall River.

The downtown area is in need of additional economic activities and overall revitalization. Activities permitted in the arts overlay district will contribute to the economic revitalization efforts and overall cultural regeneration the City seeks.

Recommendation: Permit artist loft or art use, culinary arts, retail sales of art, including gift and specialty shops, art schools and studios of dance and photography, performing arts ticket offices or booking agencies, community educational arts and related activities. Also permit: visual and performing art space, including, but not limited to, exhibition and concert halls, galleries and stage and screen theaters.

Create provisions to enable and regulate wind turbines.

There have been a number of applications to install wind turbines. The City needs to permit and regulate such installations. Wind energy is a desirable component of achieving better and more sustainable energy independence.

Recommendation: Regulations covering height, set-backs and mounting and structural requirements are included.

Improve sign requirements.

Lightly regulated signs have contributed to a decline in overall city character.

Recommendation: Specify types of signs that are permitted and regulate their numbers, placement and size.

Add and clarify a number of definitions.

Many essential development terms are not defined in the existing Zoning Ordinance, leading to confusion, ambiguity and competing interpretations of regulations.

Examples are in-law (accessory) apartments, off-street parking spaces, and funeral and/or undertaking establishments.

Recommendation: Defined terms are increased from 30 to 100 with revised wording and modern day terminology.

Create a use table to simplify understanding of which uses are permitted in each zoning district.

A use table, which is a standard part of modern zoning regulations, allows for easier understanding of which uses are permitted in each type of zoning district. The table pulls together and summarizes information that is now spread over a number of pages in the ordinance.

Recommendation: A 5-page table showing 75 separate land uses and activities and 19 separate types of zoning districts with notations about whether uses are permitted by right, or by special permit, or not permitted, has been included in the ordinance.

Include a Parking and Loading Table to clarify and consolidate information about parking and loading requirements.

A parking and loading table is also a standard part of modern zoning regulations. It also pulls together information that is now spread out over several pages, thus easing identification and comparison of requirements.

Recommendation: Sixteen separate uses (mostly businesses) are identified with the number of off-street parking spaces and loading spaces required for each use in any district in which they are permitted.

Clarify the overall Administration and Procedures section for easier maneuvering through the code.

The proposed revisions overcome some of the ambiguities in administration and

enforcement that exist in the Zoning Ordinance. Also some new regulations are added, such as requiring site plan approval for a project with more than 10 parking spaces.

Recommendation: The responsibilities for administration and enforcement of all provisions of the zoning ordinance, along with the powers of the Board of appeals, and relation of zoning requirements to the State Building Code are clarified.

Elaborate and clarify site plan review procedures.

There is some ambiguity in how and who and in what time periods site plans should be reviewed. There is also a need to have the Police Department added to the list of agencies to review site plans.

Recommendation: Application procedures, fees, contents of applications, city review criteria, agencies, requirements and decision dates, contents of as-built plans, waiver of full compliance, and final Planning Board actions are identified and codified.

Garages and Sheds

Requirements for sheds and garages are not clear in existing regulations. The proposed regulations eliminate the possibilities for conflicting interpretations of regulations.

Recommendation: Define maximum size and minimum setback requirements for sheds and garages.

Expansion of the Research and Development Overlay District

Allowing research and development (R&D) activities in the Industrial, Commerce and Executive Parks will increase the potential to attract R&D activities to Fall River. They are desirable because some of them will lead to expanded industrial and commercial jobs.

Recommendation: Expand the boundaries of the overlay district to include the Industrial Park, Commerce Park and the Executive Park.



Fall River Master Plan - 2009

Plan Map

Implementation

Because the Master Plan is comprehensive it covers all the topics important for future development. A program for all the actions that should be taken to accomplish the goals of the Master Plan has been prepared and extensively reviewed. The program was initially prepared based on recommendations that emerged from the focus groups/workshops, which were in turn, based on vision statements that resulted from public meetings on the Plan.

An extensive list of goals and associated actions emerged from this process. The Master Plan Committee reviewed and revised the statements of goals, actions, responsibilities and timing desirable for implementation of the Plan. The following topics were covered.

- Land Use
- Historic and Cultural Resources
- Natural Resources, Open Space and Recreation
- Housing and Neighborhoods
- Economic Development and Training
- Circulation and Transportation
- Public Services and Facilities
- Utilities and Infrastructure

Responsibility

Most of the actions needed to accomplish the goals involve City of Fall River participation, either directly, with full responsibility for the actions, or in cooperation with other organizations. Other organizations include regional, state and federal agencies, local civic and neighborhood associations and non-profit groups.

One of the purposes of the implementation program is to assure that actions taken are

mutually supportive of, and coordinated with, each other. Duplication and overlap are avoided, as are omissions. Review by the Master Plan Committee helped assure that this resulted, and also imparted a strong sense of realism to the implementation program, based on the capabilities of the City and its finances and policies.

Monitoring Progress and Revising

A Master Plan Implementation Committee should be established to monitor progress and make necessary revisions to achieve the goals of the Plan. The Committee would:

- Meet at least once a year to review the actions that had been taken, and to assure that desirable actions will be taken in the future.
- Prepare a brief report to the Mayor after each meeting that reviews progress and recommends any needed actions or desirable changes in direction.
- Be composed of City officials with responsibility for carrying out implementation actions, and of civic leaders who represent various interest groups in the City.

Four Underlying Themes to Guide Fall River's Future

Neighborhood Stabilization

- Improve existing housing and streetscapes
- Provide services that support families, elderly, and at-risk youth
- Preserve historic buildings and landscapes
- Provide recreational opportunities

- Promote resident participation in developing and implementing neighborhood plans

Sustainability

- Encourage and invest in renewable energy and green building technologies
- Prepare students for participation in an active economy
- Provide viable transportation options that include convenient routes for walking and biking and affordable public transport
- Adapt existing buildings (including mill buildings) to promote efficient use of existing resources

Economic Development

- Develop and market existing assets to attract tourism
- Emphasize and connect education and job training
- Develop waterfront areas and downtown to diversify the economy
- Market Fall River’s advantages for targeted economic activities

City Character and Identity

- Preserve and enhance natural and historic resources
- Promote appreciation of cultural and historic heritage
- Inspire and promote pride in Fall River

Fifteen Priority Actions to Implement the Master Plan

The following fifteen actions have been selected as the most important steps for implementing the Master Plan. These are the top priority actions.

They have been derived from consideration of priorities for all of the

goals and objectives defined for Fall River’s future. They are listed in random order. No one is more important than any of the others.

- Department of Community Services shall convene a meeting of historic, arts and cultural organizations to identify the financial challenges facing them and create an Action Plan for adoption within six months.
- Fall River Energy Enterprise (FREE) Task Force shall develop a vision plan to reclaim and promote renewable energy by using city resources such as hydro power, ground-based geo-thermal energy, solar power, and wind power. The vision shall include steps to provide City-wide access to alternative energy, job creation in enterprise zones, day-lighting the Quequechan River, greenways linking the waterfront to downtown and creation of a waterfront boulevard.
- Mayor’s office shall identify a neighborhood pilot program, and then commence a pilot program consisting of members from one of the City’s neighborhood associations and representatives from City Planning, Community Maintenance, CD Recreation and the Council On Aging to collaborate in developing a neighborhood plan addressing beautification, housing, recreation and other resident needs within one year to serve as a template or example for others.
- Department of Community Services and SRTA shall convene a Transportation Summit to bring SRTA and all stakeholders and available resources together with the goal of expanding public transportation

services for youth, elders and working adults within nine months.

- Department of Community Maintenance shall establish a Task Force consisting of representatives including, but not limited to, interested community partners, the Departments of Community Maintenance, Planning and Engineering, for the purpose of developing a route to connect the existing Quequechan River Bike Path from its terminus at Brayton Avenue to the Brightman Street Bridge.
- Watuppa Water Board shall work with community partners to develop a strategy to expand the Bioreserve that includes acquisition/protection of abutting properties as available.
- Support the Downtown/Waterfront Revitalization Initiative Committee with the hiring of a marketing manager, development of a web site, and brochure focusing on the downtown and the waterfront.
- City Council Committee on Economic Development and Tourism shall convene a Tourism Summit to clarify issues and get consensus as a first step in developing a Tourism Plan.
- Historic Commission shall create a Subcommittee, consisting of representatives from the Historic Commission, Preservation Society, neighborhood associations and the Fall River Director of Community Services, whose purpose is to develop a strategy for upgrading the City's survey of historic properties in accordance with new requirements of the Massachusetts Historical Commission.
- Provide community support to the Preservation Society, as needed, to complete the package required for the adoption of the Highlands 40c District such that it can be presented to the City Council for adoption within one year.
- City Council Real Estate Committee shall establish a Task Force consisting of representatives including, but not limited to, Director of Community Maintenance, real estate, preservation, neighborhood representation, and economic development professionals, to work with the Committee in achieving the disposition of surplus City properties. Their charge will be to determine the highest and best use of the property with strong consideration to the economic feasibility, while considering design provisions to preserve the historic and architectural integrity of the structures.
- Support the City Council and School Committee ad-hoc Workforce Development Committee to bring career awareness to middle school students through participation by community business and professional leaders commencing in the fall of 2009.
- Mayor and City Council shall appropriate funds from a Stabilization Account to create a municipal, operating budget account in the amount of \$200,000 in FY 2010 to provide matching funds for State and Federal grants.
- Master Plan Committee shall designate an Anniversary date for review and update of the Master Plan's Action items.
- Master Plan Committee shall submit the Revised Zoning Ordinance to the City Council for approval within the first six months.

Table of Goals and Actions

The following pages show goals, actions, responsibilities and timing for each of the plans elements: Historic and Cultural Resources; Natural Resources, Open Space, and Recreation; Housing and Neighborhoods; Economic Development and Training; Circulation and Transportation; Public Services and Facilities; Utilities and Infrastructure; and Land Use.

GOALS	ACTIONS	Responsibility	Timing
HISTORIC AND CULTURAL RESOURCES			
Goal 1: Develop and enhance Fall River as a tourist destination with an emphasis on its arts, culture, and history.			
Objectives/recommendations to implement this goal:			
L.a. Expand tourist opportunities at the waterfront, including an upgraded Heritage State Park and enhanced Battleship Cove and add new attractions, including a museum devoted to Fall River history and a children's museum.	<ul style="list-style-type: none"> ▪ Establish a city "Office of Tourism," supported in part through private-sector investment, charged with the following: (See also Economic Development Actions) <ul style="list-style-type: none"> Convening a tourism summit to clarify issues and get consensus or direction; Developing a general strategies document on how to proceed (draft Tourism Plan); Presenting document to Mayor/City Council for adoption; Acting on strategies or plan based on input from Mayor/City Council; Pursuing public and private funding resources to assist with Quequechan River day-lighting initiative. 	Mayor's Office/ City Council/ Office of Economic Development/ Historical Commission/ Community Partners	2009-2014
T.b. Day-light the Quequechan River and falls and develop the Quequechan waterfront for tourist-		Community Maintenance/ Office of Economic	2009-2012

Example of Implementation Table (See following pages)

The table refers to "community partners" that will play crucial roles in implementing the plan actions. A complete list of the community partners is included after the table.

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
Goal 1: Develop and enhance Fall River as a tourist destination with an emphasis on its arts, culture, and history.			
Objectives/recommendations to implement this goal:			
1.a. Expand tourist opportunities at the waterfront, including an upgraded Heritage State Park and enhanced Battleship Cove and add new attractions, including a museum devoted to Fall River history and a children’s museum.	<ul style="list-style-type: none"> • Establish a city “Office of Tourism,” supported in part through private-sector investment, charged with the following: (See also Economic Development Actions) <ul style="list-style-type: none"> Convening a tourism summit to clarify issues and get consensus or direction; Developing a general strategies document on how to proceed (draft Tourism Plan); Presenting document to Mayor/City Council for adoption; Acting on strategies or plan based on input from Mayor/City Council; Pursuing public and private funding resources to assist with Quequechan River day-lighting initiative. 	Mayor’s Office/ City Council/ Office of Economic Development/ Historical Commission/ Community Partners	2009-2014
1.b. Day-light the Quequechan River and falls and develop the Quequechan waterfront for tourist-related activities (see Natural Resources Goals).		Community Maintenance/ Office of Economic Development/ Community Partners	2009-2012

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
1.c. Promote both the existing National Register Historic Districts and future Local Historic Districts (40C) as opportunities for tourist visits through the use of signs and brochures.		Community Partners/ Future Office of Tourism	2009-2014
1.d. Promote the City’s many arts and cultural organizations.		Community Partners/ Future Office of Tourism	2009 and continuing
1.e. Promote the diversity of ethnic restaurants.		Community Partners/ Future Office of Tourism	2009 and continuing
1.f. Provide a better way-finding system for tourists, so that the waterfront, historic districts, arts organizations, cultural institutions, and ethnic restaurants can be easily reached.		Community Maintenance-Traffic/ Office of Economic Development	2010
1.g. Explore the possibility of a partnership with the National Park Service to promote Fall River history and culture.		Future Office of Tourism/ Community Partners	2010
1.h. Facilitate greater access to Heritage State Park as an historic and cultural hub of the City.		Future Office of Tourism/ Community Partners	2010 and continuing
Goal 2: Preserve the City’s historic architecture.			
Objectives/recommendations to implement this goal:		Mayor’s Office/ City Council/ Grants Office/ Historical Commission/ Community Services-Planning	2010-2014
2.a. Upgrade and expand the City’s survey of historic resources to conform to the new requirements of the Massachusetts Historical Commission.	<ul style="list-style-type: none"> ▪ Establish a separate city account for matching funds. ▪ Work with property owners to get consent. ▪ Apply to the Mass Historical Commission’s Survey and Planning Grant Program for matching funds. 	Grants Office/ Historical Commission	2010-2012

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
	<ul style="list-style-type: none"> ▪ Procure a consultant to conduct the work and conduct new surveys. 	Community Services-Planning/ Historical Commission/ Community Partners	2012-2014
2.b. Prepare and submit new individual and district nominations to the National Register of Historic Places.	<ul style="list-style-type: none"> ▪ Submit a request for a Determination of Eligibility for the individual and district nominations to the Massachusetts Historical Commission. ▪ Apply to the Mass Historical Commission’s Survey and Planning Grant Program for matching funds. ▪ Procure a consultant to prepare nominations for new and expanded National Register individual and district nominations. 	Historical Commission/ Community Partners Grants Office Community Services-Planning/ Historical Commission	2012-2014 2013-2014 2013-2014
2.c. Appoint an Historic District Study Committee to begin the process of implementing the Highlands 40c Historic Disticts.	<ul style="list-style-type: none"> ▪ Work with property owners to get consent. ▪ Obtain Mass. Historical Commissions staff agreement on a boundary for the district that would meet regulations. ▪ Submit the district to the City Council for their approval. 	Community Services-Planning/ Historical Commission Historical Commission/ Community Services-Planning/ City Council/ Community Partners	2010-2011 2011

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
2.d. Nominate other qualifying neighborhoods for designation as 40c Historic Districts.	<ul style="list-style-type: none"> ▪ Work with property owners to get consent. ▪ Obtain Mass. Historical Commissions staff agreement on a boundary for a district that would meet regulations. ▪ Submit the district to the City Council for their approval. 	<p>Community Services-Planning/ Historical Commission</p> <p>Historical Commission/ Community Services-Planning/ City Council/ Community Partners</p>	<p>2010-2015</p> <p>2012-2015</p>
2.e. Develop a clear strategy for preserving City-owned historic buildings.	<ul style="list-style-type: none"> ▪ Establish a separate city account for matching funds. 	<p>Community Maintenance-DPW/ Mayor’s Office/ City Council/ Grants Office/ Historical Commission/ Community Partners</p>	<p>2010-2015</p>
2.f. Develop strategies for assisting non-profits and private owners of historic buildings in preserving their structures.	<ul style="list-style-type: none"> ▪ Work with property owners to get consent. ▪ Apply to the Mass Historical Commission’s Survey and Planning Grant Program for matching funds. ▪ Procure a consultant to conduct the work and conduct the new surveys. ▪ Submit a request for a Determination of Eligibility for the individual and district nominations to the Massachusetts Historical 	<p>Historical Commission/ Community Partners</p> <p>Grants Office/ Historical Commission/ Community Partners</p> <p>Community Services-Planning/ Historical Commission</p> <p>Historical Commission</p>	<p>2010-2015</p> <p>2010 and continuing</p> <p>2010-2015</p> <p>2015 and continuing</p>

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
	Commission.		
	<ul style="list-style-type: none"> ▪ Establish a separate city account for matching funds. 	Mayor’s Office/ City Council	2015 and continuing
2.g. Develop a targeted strategy for preserving historic mill buildings in Fall River through appropriate adaptive reuse.	<ul style="list-style-type: none"> ▪ Procure a consultant to conduct the study, implement the recommendations of the study. 	Community Services-Planning	2009-2012
2.g. Develop procedures for preserving the City’s historic surplus schools.	<ul style="list-style-type: none"> ▪ Prepare an analysis of space needs for various City uses. 	Community Services-Planning/ Office of Economic Development/ Community Partners/ Community Maintenance-DPW	2009-2010
	<ul style="list-style-type: none"> ▪ Through the City Council, develop a process for analyzing how the surplus schools can meet these needs. 	Community Services-Planning/ School Department/ City Council/ Community Maintenance-DPW	2009-2010
	<ul style="list-style-type: none"> ▪ Identify what façade easements and other historic preservation protections should be included in the most historic school buildings. 	Community Services-Planning/ City Council/ Historical Commission/ Community Maintenance-DPW	2009/2010
	<ul style="list-style-type: none"> ▪ Implement a disposition strategy that incorporates future City space needs and that assures the preservation of the historical integrity of the most historic school buildings. 	Community Services-Planning/ Community Maintenance-DPW	2010-2015

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
2.i. Develop and implement a strategy for improving neighborhood streetscapes to complement the integrity of historic areas.	▪ Convene a meeting with stakeholders to identify issues to be addressed.	Community Services-Planning/ Community Development Agency	2009-2010
	▪ Develop a cross-section for streets in historic areas (that would include, for example, replacing aluminum light fixtures with historic light standards).	Community Services-Planning/ Community Maintenance-DPW	2009-2010
	▪ Implement the streetscapes cross-section in phases.	Community Maintenance-DPW, Community Development Agency/ Community Partners	2010-2015
2.j. Assemble and distribute information necessary to preserve Fall River’s historic resources.	▪ Create a Preservation Resource Center in Fall River for contractors, developers and owners of historic properties.	Community Services-Library/ Community Services-Planning/ City Council	2010-2015
	▪ Provide informal design review services to owners of historic properties.	Community Services-Planning/ Community Partners/ Historical Commission	2010-2015
	▪ Create and disseminate preservation informational materials for new owners of historic properties.	Community Services-Planning/ Historical Commission	2015 and continuing
	▪ Prepare and distribute materials that advance the appreciation of the city’s historic resources, for example, a manual of	Community Services-Planning/ Historical Commission	2010-2015

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
	historic architectural styles.		
	<ul style="list-style-type: none"> ▪ Use the City’s web site to provide preservation information and to otherwise advance historic preservation objectives. 	Community Services-Planning/Community Partners/ Grants Office	2009-2010
2.k. Increase the City’s organizational capability to preserve Fall River’s historic buildings.	<ul style="list-style-type: none"> ▪ Create an Officer of Historic Preservation within Community Services-Planning ▪ Improve notification and other procedures related to implementing the Demolition Delay Ordinance. 	Mayor’s Office/ City Council Community Services-Planning/ City Council/ Mayor’s Office	2009-2010 2009-2010
2.l. Increase advocacy for preserving historic buildings in the city		Mayor’s Office/ City Council/ Community Partners/ Future Office of Historic Preservation	2009-2011
Goal 3: Continue to improve the physical appearance of Fall River, particularly visitors’ first impressions including its entrances, historic downtown and Government Center area.			
Objectives/recommendations to implement this goal:			
3.a. Make physical improvements to city gateways through a beautification program, maintenance program and development/implementation of a street tree plan.	<ul style="list-style-type: none"> ▪ Through the Community Services-Planning and Community Maintenance-DPW, launch a gateway beautification program that includes a street tree plan, as well as a downtown streetscape plan; (See also Transportation Actions) 	Community Services-Planning/Community Maintenance-DPW/Community Partners	2009-2010

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
3.b. Upgrade the condition and appearance of Routes 79 and Interstate 195 (relocation or otherwise; see Transportation Goals).			
3.c. Improve the appearance of downtown through a façade and sign improvement initiative.	<ul style="list-style-type: none"> ▪ Through the re-activated Historical Commission; establish a façade improvement program through CDA or other funds and develop design guidelines to drive the program. 	Historical Commission/Community Development Agency/Community Services-Planning	2010-2015
3.d. Improve the downtown streetscape through an historically-sensitive and lively palette of paving materials, lighting, and site amenities.			
3.e. Revise City sign ordinance to improve the appearance of the City, including improving visitor orientation signing.	<ul style="list-style-type: none"> ▪ Expand a new sign program. 	Community Services-Planning/Community Partners	2010-2015
Goal 4: Preserve, restore, reconstruct and protect Fall River’s cultural landscapes, including parks, cemeteries and boulevards.			
Objectives/recommendations to implement this goal:			
4.a. Continue efforts to restore the Olmsted-designed park system, including Kennedy Park, North Park, and Ruggles Park.	<ul style="list-style-type: none"> ▪ Continue implementation of the Kennedy and North Park master plans, and commission a preservation plan for Ruggles Park. ▪ In conjunction with the Community Maintenance-Parks, establish a non-profit Friends’ Group to advocate for and assist with the following: <ul style="list-style-type: none"> ○ Inventory and assess Oak Grove Cemetery and the 	Community Maintenance-Parks/ Grants Office/Community Maintenance-DPW/ Community Partners	2010-2015

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
	<p>North Burial Ground;</p> <ul style="list-style-type: none"> ○ In conjunction with the City’s grants-writing staff, raise funds for the implementation of master plans for Kennedy and North Park, and commission a master plan for Ruggles Park, Oak Grove Cemetery and North Burial Ground; ○ Raise funds for and promote the redevelopment of Fall River’s historic boulevards (in conjunction with the Community Maintenance-DPW); ○ Develop and manage a park and cemetery ranger program; and ○ Establish an adopt-a-space program 		
4.b. Commission preservation plans for Oak Grove Cemetery and the North Burial Ground.		Community Maintenance-Parks/ Grants Office/ Community Maintenance-DPW/ Community Partners	2010-2015
4.c. Restore Fall River’s historic boulevards and major tree-lined avenues, including President, Eastern, Plymouth and Brayton, utilizing urban forestry principles.		Community Maintenance-Parks/ Grants Office/ Community Maintenance-DPW/ Community Partners	2010-2015

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
Goal 5: Broaden the inclusion of arts, cultural and historic resources in Fall River’s public, charter and parochial schools at all levels, K-12.			
Objectives/recommendations to implement this goal:			
5.a. Encourage and promote field trips and artist-in-classroom programs, as well as after-school programs (such as Expanded Learning Time) focused on the arts, culture and history.	<ul style="list-style-type: none"> ▪ Support groups with the Community Maintenance-Parks and the Parks and Cemeteries Conservancy, develop work programs for school students and support community garden sites. 	School Department/Community Maintenance-Parks/Community Partners	2010-2015
5.b. Broaden Fall River’s history and diverse cultural traditions within the public school curriculum.	<ul style="list-style-type: none"> ▪ Support groups with the Community Maintenance-Parks and the Parks and Cemeteries Conservancy, develop work programs for school students and support community garden sites. 	School Department/Community Maintenance-Parks/Community Partners	2010-2015
5.c. Engage high school students in work programs that focus on maintaining the parks and cemeteries.	<ul style="list-style-type: none"> ▪ Support groups with the Community Maintenance-Parks and the Parks and Cemeteries Conservancy, develop work programs for school students and support community garden sites. 	School Department/Community Maintenance-Parks/Community Partners	2010-2015
5.d. Support groups in developing community garden sites, and engage public school students to participate in their design and maintenance.	<ul style="list-style-type: none"> ▪ Support groups with the Community Maintenance-Parks and the Parks and Cemeteries Conservancy, develop work programs for school students and support community 	School Department/Community Maintenance-Parks/Community Partners	2010-2015

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
	garden sites.		
5.e. Utilize existing and future courtyard spaces within public schools as demonstration garden sites, and draw on community resources to accomplish this.	<ul style="list-style-type: none"> ▪ In conjunction with local green industry businesses, design and build landscapes and gardens in the public schools' courtyards. 	Mayor's Office/ School Department/ Office of Economic Development/ Community Partners	2015 and continuing
Goal 6: Strengthen and improve the capacity of historical, arts and cultural institutions and organizations in the City.			
Objectives/recommendations to implement this goal:			
6.a. Increase the financial stability of historical, arts and cultural organizations in the city.	<ul style="list-style-type: none"> ▪ Convene a meeting of such organizations to identify the financial challenges facing these entities. ▪ Identify an action plan to address these challenges. ▪ Begin implementing these actions. 	Mayor's Office/ Community Partners	2009
		Mayor's Office/ Community Partners	2009
		Mayor's Office/ Community Partners	2009
6.b. Increase public/private partnerships between City government and historical, arts and cultural organizations.	<ul style="list-style-type: none"> ▪ Analyze the need for various kinds of public/private partnerships. ▪ Analyze which current partnerships work best and their characteristics. ▪ Create more partnerships based on the need and the best models. 	Mayor's Office/ Office of Economic Development/ Community Partners Mayor's Office/ Office of Economic Development/ Community Partners	2009-2010 and continuing

GOALS	ACTIONS	Responsibility	Timing
<i>HISTORIC AND CULTURAL RESOURCES</i>			
Partners			
6.c. When updating the City’s economic development plan, include a strategy that will result in improving the long-term viability of Fall River’s historical, arts and cultural organizations.	<ul style="list-style-type: none"> ▪ Convene a forum to discuss how the concept of geo-tourism can advance both the City’s economic development goals and the goals of increasing the viability of the city’s historic, arts and cultural organizations. 	Mayor’s Office/ Office of Economic Development/ Community Partners	2010-2015
	<ul style="list-style-type: none"> ▪ Develop a consensus strategy to make this happen. ▪ Begin implementing this strategy 	Mayor’s Office/ Office of Economic Development/ Community Partners	2010-2015

GOALS	ACTIONS	Responsibility	Timing
NATURAL RESOURCES, OPEN SPACE & RECREATION			
Goal 1: Enhance the Southeastern Massachusetts Bioreserve as a Watershed Protection District, as a recreational resource, and as a critical ecosystem.			
Objectives/recommendations to implement this goal:			
1.a. Maintain and improve protection of North Watuppa and Copicut water supply and East Fall River watershed lands.	<ul style="list-style-type: none"> ▪ Acquire, or place conservation easements on, additional lands in the watersheds of these two water supplies. Investigate placing additional restrictions on the use of watershed lands. 	Conservation Commission/ Community Partners/ Community Utilities-Water	2009 and continuing
1.b. Continue to seek protection for the remaining unprotected areas in the Bioreserve.	<ul style="list-style-type: none"> ▪ Acquire, or place conservation restrictions on, the unprotected areas in the Bioreserve. 	Same as above	2009 and continuing
1.c. Promote information about the Bioreserve and continue to improve access and program opportunities in accordance with the Management Plan.	<ul style="list-style-type: none"> ▪ Prepare a public information program including placing material on the City's Website, and create pamphlets and brochures for distribution through the City's Library and School Systems. Integrate information on Bioreserve management needs in course work in the School System. 	Conservation Commission	2010
Goal 2: Protect and restore the natural resources, riverways, and greenways in urban Fall River and enhance the ecological, scenic, and passive recreation opportunities they provide.			
Objectives/recommendations to implement this goal:			

GOALS	ACTIONS	Responsibility	Timing
<i>NATURAL RESOURCES, OPEN SPACE & RECREATION</i>			
<p>2.a. Develop and implement a plan to restore the Quequechan River and its falls (QR&F) as a key element of the City’s revitalization.</p>	<ul style="list-style-type: none"> ▪ Complete an adjacent land use inventory, with ownership information, for all parcels along the QR&F ▪ Research how other communities have used rivers in their revitalization ▪ Charge an ad hoc committee with the task of determining the highest & best use of the parcels should restoration of the QR&F be achieved ▪ Determine/quantify the costs and benefits of QR&F restoration ▪ Seek Army Corp or other governmental resource to assist in the structural feasibility analysis ▪ Prepare a listing of public and private funding sources, along with their funding criteria, that could be approached to facilitate restoration. ▪ Include river and falls restoration features in all revitalization and redevelopment plans that abut the Quequechan River. Publicize the benefits of river and falls restoration to make it a higher priority item in resident’s perception of City needs. Publicize how other communities 	<p>Community Services-Planning/Conservation Commission</p>	<p>2010</p>

GOALS	ACTIONS	Responsibility	Timing
NATURAL RESOURCES, OPEN SPACE & RECREATION			
	have used rivers in their revitalization.		
2.b. Recognize the importance of vistas and access, especially to the water, in development planning and site design.	<ul style="list-style-type: none"> ▪ Through the site plan review process and other zoning and permitting reviews, identify and emphasize opportunities to create or enhance views and access to Fall River’s abundant water bodies (The Taunton and Quequechan Rivers, Mount Hope Bay, North and South Watuppa and Cook Ponds). Create public scenic vista areas and points where possible and appropriate to better enable viewing of water bodies. 	Community Services-Planning/Community Partners	2009 and continuing
2.c. Continue to seek protection for natural resource areas within the urban portion of Fall River.	<ul style="list-style-type: none"> ▪ Place conservation easements on natural resource areas such as wetlands, wooded areas, rock outcroppings, streams and small ponds. 	Conservation Commission/Community Partners	2009 and continuing
2.d. Develop greenways and trails as a means of connecting neighborhoods and natural resources.	<ul style="list-style-type: none"> ▪ Prepare a greenways/trails/walkways plan for the City that identifies pathways important to connect neighborhoods and natural resources areas. Encourage neighborhoods to adopt features of the plan in their enhancement actions. 	Community Services-Planning	2010-2011

GOALS	ACTIONS	Responsibility	Timing
<i>NATURAL RESOURCES, OPEN SPACE & RECREATION</i>			
Goal 3: Revitalize the waterfront areas of Mount Hope Bay and the Taunton River.			
Objectives/recommendations to implement this goal:			
3.a. Develop waterfront areas for additional public access and recreation including other multi-purpose trails.	<ul style="list-style-type: none"> ▪ Include an extension of the waterfront boardwalk in all development plans for the waterfront, even if the segments do not immediately connect to each other (for future connections). Ensure public access to all future boardwalk extensions. Develop public access points and walkways and recreation sites all along the extensive Mount Hope Bay/Taunton River waterfront. 	Community Services-Planning	2009 and continuing
3.b. Develop additional opportunities for public access to/from the water including exploration of a marina at the City Pier, private marinas, docks, and public moorings.	<ul style="list-style-type: none"> ▪ Work with owners of these properties to include greater public access. 	Community Services-Planning	2009 and continuing
3.c. Support the Taunton River Greenway concept as a means of integrating natural resource considerations into waterfront renewal efforts to revitalize Fall River.	<ul style="list-style-type: none"> ▪ Place informational plaques at key sites identifying natural resources. Integrate natural resources such as rock outcroppings or natural vegetation into the designs for waterfront revitalization. 	Conservation Commission/ Community Services-Planning	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
NATURAL RESOURCES, OPEN SPACE & RECREATION			
Goal 4: Restore and Expand Fall River's Park System.			
Objectives/recommendations to implement this goal:			
4.a. See park system objectives/recommendations (Goal 4) under historic and cultural resources goals.	<ul style="list-style-type: none"> ▪ See park system actions (Goal 4) under historic and cultural resources goals. 		
Goal 5: Enhance the quality and appeal of Fall River's streetscapes and neighborhoods.			
Objectives/recommendations to implement this goal:			
5.a. Recognize the importance of protecting vistas, especially to the water, in development planning and site design.	(Same as Goal 2 objective/recommendation above.)	See above	See above
5.b. Improve Fall River's cultural landscapes, including parks, cemeteries and boulevards under historic and cultural resource goals.	(Same as actions listed under Goal 4 in Historic and Cultural Resources section.)	See above	See above
5.c. Seek opportunities to provide additional open space and access to natural resources in neighborhoods.	<ul style="list-style-type: none"> ▪ Include open space and access to it in neighborhood enhancement actions. 	Community Services-Planning/Conservation Commission/Community Partners	2009 and continuing
Goal 6: Expand recreational opportunities for Fall River residents.			
Objectives/recommendations to implement this goal:			
6.a. Develop additional recreational facilities, especially in neighborhoods with few existing opportunities.	<ul style="list-style-type: none"> ▪ Survey neighborhood groups to get listings of wanted/needed neighborhood level recreational facilities. Include these in City improvements plan and in neighborhood enhancement actions. 	Community Services-Planning/Community Maintenance-Parks	2011-2012

GOALS	ACTIONS	Responsibility	Timing
NATURAL RESOURCES, OPEN SPACE & RECREATION			
6.b. Include playgrounds and playfields in park improvements.	<ul style="list-style-type: none"> ▪ Integrate these needs in the City’s park improvement program. 	Community Services-Planning/ Community Maintenance-Parks	2009 and continuing
6.c. Increase public and private indoor recreation opportunities.	<ul style="list-style-type: none"> ▪ Work with private property owners and non-profit groups to identify indoor recreational facilities such as skating rinks, gymnasiums and bowling alleys that could be provided on a free basis for public facilities and a fee basis for private and non-profit groups. 	Community Services-Planning	2009 and continuing
6.d. Encourage and develop a variety of other neighborhood-focused recreation facilities, for example taking advantage of temporary sites, community centers, vacant lots or buildings, dead-end streets, etc.	<ul style="list-style-type: none"> ▪ Ask neighborhood associations to identify where such opportunities exist and where they are likely to be used if created. Work with City officials to identify tax-title lots and structures, and where streets can be dead-ended, or better traffic-controlled, to create the safety conditions needed 	Community Services-Planning/ Assessors’ Office/ Community Maintenance-DPW	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
HOUSING & NEIGHBORHOODS			
Goal 1: Increase neighborhood stability and commitment.			
Objectives/recommendations to implement this goal:			
1.a. Promote greater levels of home ownership by creating more options for 1st time home ownership programs. Improve publicity and education about assistance available to home owners.	<ul style="list-style-type: none"> ▪ Publicize first-time homeownership programs available from the state and federal governments, including the home ownership voucher program of the Fall River Housing Authority. Work with banks and realtors to encourage more condo conversions from existing rental properties. 	Community Development Agency/Community Partners	2009 and continuing
1.b. Prepare neighborhood plans to identify the assets to build on, and specific approaches and programs to use for improvement, including ways of stabilizing neighborhood businesses.	<ul style="list-style-type: none"> ▪ Set up City Partnerships with neighborhood improvement and civic groups in which the City would coordinate generalized neighborhood plans and the local volunteer groups would prepare and detail the plans and take responsibility for their implementation and monitoring. 	Community Development Agency/Community Partners	2009-2010
1.c. Establish Neighborhood Enhancement Districts in selected areas as pilot programs to show what can be done. Emphasize cleanliness and conservation.	<ul style="list-style-type: none"> ▪ Examine what Cambridge has done in its Neighborhood Conservation Districts. Then adopt appropriate city legislation to enable Neighborhood Enhancement Districts. Work with the neighborhood 	City Council & Office of Volunteerism/Community Partners	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
HOUSING & NEIGHBORHOODS			
	<p>partnerships to establish and take ownership of the districts, identify and prioritize enhancements such as after-school study centers, vacant lot clean-ups, neighborhood gardens and planting areas, special permanent and temporary lighted areas, and building and fence murals. (Emphasis on private property improvements and investments.)</p>		
1.d. Work toward reducing the numbers of problem properties.	<ul style="list-style-type: none"> ▪ Continue to enforce inspectional services. 	Community Services- Inspectional Services	2009 and continuing
Goal 2: Continue to improve, remodel and renew Fall River’s older housing units, including market and non-market-rate housing.			
Objectives/recommendations to implement this goal:	<ul style="list-style-type: none"> ▪ Work with existing neighborhood associations to prepare neighborhood plans and enhancement districts (See above actions.) Encourage the establishment of new neighborhood associations where none now exist, to do the same. 	Community Development Agency/ Community Partners	2009 and continuing
2.a. Encourage neighborhood associations.			

GOALS	ACTIONS	Responsibility	Timing
HOUSING & NEIGHBORHOODS			
2.b. Continue to use Community Development Block Grants process to rehabilitate older housing.	<ul style="list-style-type: none"> ▪ Use Community Development Block Grants to rehabilitate older housing and continue with weatherization and lead paint removal and housing rehabilitation of privately owned market-rate units. Switch program targets from maximizing overall numbers of housing units treated, to specific targets appropriate for each neighborhood. Improve publicity and outreach about assistance available to homeowners to encourage participation. 	Community Development Agency/Community Partners	2009 and continuing
2.c. Continue with cleanliness campaigns to improve the appearance of Housing Authority units and impart a greater sense of pride.	<ul style="list-style-type: none"> ▪ Continue Housing Authority practices in maintaining the appearance and condition of its properties. 	Housing Authority/Community Services-Inspectional Services	2009 and continuing
2.d. Improve the appearance of privately owned properties.	<ul style="list-style-type: none"> ▪ Continue to make regular city inspections of properties. 	Community Services-Inspectional Services	2009 and continuing
Goal 3: Reduce non-market-rate housing rates to meet city needs.			
Objectives/recommendations to implement this goal:			
3.a. Conduct a housing needs analysis.	<ul style="list-style-type: none"> ▪ Hold public input sessions. 	City Council	2010

GOALS	ACTIONS	Responsibility	Timing
HOUSING & NEIGHBORHOODS			
3.b. Remodel existing Housing Authority complexes to create mixed income housing opportunities	<ul style="list-style-type: none"> ▪ Conduct a housing needs analysis to determine optimal number of units, and the current level of “affordable” housing units in the city, using criteria of “very low,” “low,” and “moderate” household income and housing price categories. 	Housing Authority	2009 and continuing
3.c. Increase amenities in the remodeling/rehabilitating process.	<ul style="list-style-type: none"> ▪ Include more parking, landscaping and on-site social services amenities in the improvement programs. (These would be included in the needs analysis.) 	Housing Authority	2009 and continuing
Goal 4: Attract more middle and upper income households to the City to get a better balance with low-income households.			
Objectives/recommendations to implement this goal:			
4.a. Develop more waterfront and downtown housing in appropriate locations where it doesn’t pre-empt sites for economic development.	<ul style="list-style-type: none"> ▪ Encourage the development of market rate waterfront housing. Encourage development of more market rate housing in and around the Central Business District. 	Community Services-Planning	2009 and continuing
4.b. Preserve quality housing in historic areas.	<ul style="list-style-type: none"> ▪ Designate Corky Row, Downtown Fall River, Quequechan Valley Mills, and the Lower Highlands as 40C Historic Districts. They are already National Register sites. Also designate the Highlands as a 40C 	Mayor’s Office, City Council and Historical Commission	2009-2010

GOALS	ACTIONS	Responsibility	Timing
<i>HOUSING & NEIGHBORHOODS</i>			
	District. (See recommendation 2C under Historic and Cultural Resources.)		

GOALS	ACTIONS	Responsibility	Timing
<i>ECONOMIC DEVELOPMENT & TRAINING</i>			
Goal 1: Continue to diversify the economic base of the City by emphasizing economic clusters for which it has relative advantages.			
Objectives/recommendations to implement this goal:			
1.a. Continue to identify and publicize the City’s advantages in: <ul style="list-style-type: none"> ○ Medi- and bio-tech manufacturing, ○ Marine science and technology, ○ Alternative energy development and fabrication, ○ Marine shipping, ○ Distribution and warehousing and transportation, ○ Front and back office functions – Data centers, ○ Advanced textiles, ○ Culture and tourism, and ○ Food services. 	<ul style="list-style-type: none"> ▪ Continue to prepare and distribute promotional material emphasizing the City’s advantages for the above listed activities. ▪ Work with regional and state economic development groups to include Fall River material in their promotional programs. ▪ Continue to update and use a changing inventory of resources. ▪ For more details see the Strategic Plan Draft by Mount Auburn Associates prepared for the Fall River Office of Economic Development, July 2007. 	Office of Economic Development	2009 and continuing
Goal 2: Continue to market the City as a location for new and expanded industries.			
Objectives/recommendations to implement this goal:			
2.a. Pursue activities in: <ul style="list-style-type: none"> ○ Conferences, ○ Trade Shows, ○ Promotion of Life Sciences, ○ Seek more state assistance in marketing Fall River as an economic center, 	<ul style="list-style-type: none"> ▪ Target marketing to Massachusetts-based firms seeking sites for pilot and full-scaled production facilities. ▪ Resolve uncertainty that could slow construction of a new bioscience facility. 	Office of Economic Development	2009 and continuing
		Office of Economic Development	2009

GOALS	ACTIONS	Responsibility	Timing
<i>ECONOMIC DEVELOPMENT & TRAINING</i>			
<p>especially to inform the City about “leads” that come through the state,</p> <ul style="list-style-type: none"> ○ Secure the services of real estate firms in marketing industrial and commercial sites, ○ Continue to provide and publicize appropriate infrastructure and land, ○ Continue to publicize the Bio-Manufacturing Center as a magnet for growth, and, ○ Publicize the economic benefits of increased paybacks in energy savings of Low Energy Environmental Design Certification (tax credits). (See also Goal 9 under Community Facilities and Services.) 	<ul style="list-style-type: none"> ▪ Design a fast-track zoning approval process to expedite the permitting process for new economic activities. ▪ Assemble a team to address the issues that a prospective IT-enabled facility might raise. Include representatives from regional utilities and telecommunications providers on the team. ▪ Assist companies to meet specialized site and facility needs. 	<p>Community Services-Planning/ Office of Economic Development</p> <p>Office of Economic Development & Business Coalition</p> <p>Office of Economic Development</p>	<p>2009-2010</p> <p>2009</p> <p>2009 and continuing</p>
Goal 3: Identify leaders and themes that will be the ambassadors of Fall River.			
<p>Objectives/recommendations to implement this goal:</p> <p>3.a. Identify and utilize “power money” – philanthropy.</p> <p>3.b. Identify and utilize private players – individuals and groups.</p>	<ul style="list-style-type: none"> ▪ Hold events that attract CEOs of major companies and institutions. Seek joint sponsorship of such events with private economic and philanthropic organizations. ▪ Prepare an agenda for such events/meetings that promotes the interests of Fall River’s economic development. ▪ Have speakers at the events that inspire city leaders to become more 	<p>Mayor’s Office/Community Partners</p> <p>Mayor’s Office/Office of Economic Development</p>	<p>2009 and continuing</p> <p>2009-2010</p>

GOALS	ACTIONS	Responsibility	Timing
<i>ECONOMIC DEVELOPMENT & TRAINING</i>			
	<ul style="list-style-type: none"> active in becoming ambassadors for the city. ▪ Encourage, identify, and inspire the next generation of business leaders 	Mayor’s Office/ Office of Economic Development	2009 and continuing
Goal 4: Protect, preserve and further develop the “Working Waterfront” for economic activities.			
Objectives/recommendations to implement this goal: 4.a. Deepen the channel for larger ships (from 34’ to 38’ or 40’).	<ul style="list-style-type: none"> ▪ Carry through with actions already underway to implement. 	Office of Economic Development with US Corps of Army Engineers	2010-2013
4.b. Implement the State Pier project.		Office of Economic Development	2010-2013
4.c. Build on the Fall River Ship Line history.	<ul style="list-style-type: none"> ▪ Initiate efforts to document and publicize the Fall River Ship Line history and attract some shipping or boating activities. 	Office of Economic Development	2011
4.d. Continue with Route 79 improvements to increase access to the waterfront and provide new development sites along it.	<ul style="list-style-type: none"> ▪ Carry through with actions already underway to implement recommendations 4.a., b., and d. 	Community Maintenance-DPW/ Office of Economic Development	2009 and continuing
4.e. Give special attention to those waterfront industrial sites that have contributed to Fall River’s economic development in the past, including the: <ul style="list-style-type: none"> ○ Gas Co, ○ American Linen site, ○ The Tillotson Complex, ○ Weaver’s Cove, ○ National Grid, and ○ Mechanics Mill site 	<ul style="list-style-type: none"> ▪ Work with owners of the Gas Co. American Linen site, Tillotson Complex, Weaver’s Cove, National Grid, and Mechanics Mill site properties to replace past activities with economic activities that may include mixed industrial/commercial and residential and recreational uses. 	Mayor’s Office/ Office of Economic Development	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
<i>ECONOMIC DEVELOPMENT & TRAINING</i>			
	<ul style="list-style-type: none"> ▪ Pass zoning amendments that allow mixed uses in industrial areas. ▪ Use criteria of highest and best use of properties to plan for their reuse. 	<p style="text-align: center;">Community Services-Planning/ City Council</p> <p style="text-align: center;">Community Services-Planning</p>	<p style="text-align: center;">2009</p> <p style="text-align: center;">2009 and continuing</p>
Goal 5: Reestablish the Downtown as an important commercial and activity center.			
Objectives/recommendations to implement this goal:			
5.a. Develop a downtown plan that includes: <ul style="list-style-type: none"> ○ Improve parking and circulation in the downtown area. ○ Establish better linkages with the waterfront. ○ Intensify use of the new Arts Overlay District to create cultural attractions and tourist facilities. ○ Locate more, higher income housing around the downtown to increase local purchasing power and activities on the streets and in shops. 	<ul style="list-style-type: none"> ▪ Create a full-time position of a Downtown Manager working in a city agency that has lead responsibility for creating and implementing a Downtown Plan. ▪ Evaluate District Improvement Financing (DIF) for funding downtown public improvements. ▪ Extend Tax Increment Financing (TIF) for private investments contributing to downtown improvements. 	<p style="text-align: center;">Mayor’s Office/ City Council/ Community Partners</p> <p style="text-align: center;">Community Services-Planning/ City Council</p> <p style="text-align: center;">City Council/ Office of Economic Development</p>	<p style="text-align: center;">2010</p> <p style="text-align: center;">2010</p> <p style="text-align: center;">2010</p>
5.b. Continue efforts to establish a “Restaurant Row” with more restaurants and outside activities.	<ul style="list-style-type: none"> ▪ Amend the zoning ordinance and relevant permitting regulations to encourage street performances. 	<p style="text-align: center;">Community Services-Planning/ Permitting Agencies</p>	<p style="text-align: center;">2009</p>
5.c. Promote further educational uses in the downtown.	<ul style="list-style-type: none"> ▪ Encourage and enable educational and training organizations to locate downtown. 	<p style="text-align: center;">Community Services-Planning/ School Department</p>	<p style="text-align: center;">2009</p>

GOALS	ACTIONS	Responsibility	Timing
<i>ECONOMIC DEVELOPMENT & TRAINING</i>			
Goal 6: Further develop the tourism industry in Fall River.			
Objectives/recommendations to implement this goal:			
6.a. Convene a tourism summit to clarify issues and get consensus or direction.	<ul style="list-style-type: none"> ▪ Establish an Office of Tourism, fund it and hire a Director for it. 	Mayor’s Office/ City Council	2009
6.b. Develop a tourism plan that incorporates the Southeastern Massachusetts Convention & Visitors Bureau and other stakeholders.	<ul style="list-style-type: none"> ▪ Initiate a promotional program to attract more tourists. 	Re-established Office of Tourism	2009
6.c. Hire a full-time Director of Tourism with a budget for marketing tourism.	<ul style="list-style-type: none"> ▪ Create and schedule more events such as fairs, reunions, races, tournaments, celebrations, festivals and carnivals to attract people from surrounding areas to visit the city. ▪ Improve signage in the city to better direct tourists to important destinations. 	Office of Tourism	2009 and continuing
6.d. Use and feature the non-working waterfront for tourist activities.		Mayor’s Office, Office of Tourism	2009 and continuing
6.e. Permit selected tourist activities in the working waterfront such as restaurants, museums and retail establishments.		Community Services-Planning	2009 and continuing
6.f. Emphasize arts, culture, recreation and dining in a comprehensive tourism development program and connect with regional and statewide entities promoting tourism.	<ul style="list-style-type: none"> ▪ Investigate lighting amenities for aesthetics and efficiency. 	Mayor’s Office, Office of Tourism & Downtown Manager	2009-2010
6.g. Emphasize the principles of geo-tourism as part of the City’s tourism efforts.	<ul style="list-style-type: none"> ▪ 		

GOALS	ACTIONS	Responsibility	Timing
<i>ECONOMIC DEVELOPMENT & TRAINING</i>			
Goal 7: Continue to upgrade the labor force with education and training programs.			
Objectives/recommendations to implement this goal:			
7.a. Continue to work with area secondary schools, colleges and universities to establish and/or enlarge training programs in business and industrial management and bio-and medi-tech.	▪ Recruit key leaders to participate in the educational process “School Matters.”	School Department	2009 and continuing
	▪ Invest in mentoring programs, such as SMILES, throughout the city and set ambitious goals for mentor recruitment.	School Department	2009 and continuing
7.b. Establish a magnet regional high school for Science, Math and Technology.		School Department	2009 and continuing
7.c. Implement the 16 career education clusters as outlined by the U.S. Department of Education.	▪ Develop events that deliver strong messages to parents and students about risks of leaving school and the importance of education to achieving economic security.	School Department	2009 and continuing
	▪ Support professional development of programs to improve educator’s skills.	School Department	2009 and continuing
	▪ Monitor teacher’s training and qualifications programs.	School Department	2009 and continuing
	▪ Encourage employers to offer employment that allows students to work and complete their education.	School Department	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
<i>ECONOMIC DEVELOPMENT & TRAINING</i>			
	<ul style="list-style-type: none"> ▪ Seek outside resources to support public school innovation (such as the Pew Partnership for Civic Change “Learning to Finish”). ▪ Strengthen the capacity of community-based employment and training providers. (See goals 1 and 2 of the Public Services and Facilities Section.) 	<p>Business Coalitions</p> <p>School Department/ Grant Writer’s Office</p>	<p>2009 and continuing</p> <p>2009 and continuing</p>
Goal 8: Expand the staff resources of the Office of Economic Development.			
Objectives/recommendations to implement this goal:			
8.a. Increase staff resources available to plan for and recruit new and expanding businesses.	<ul style="list-style-type: none"> ▪ Restore the staff available to make a strong effort to recruit and retain business for Fall River. 	Mayor’s Office/ City Council	2009
8.b. Make available increased consulting services to deal with specific issues that come up in marketing and developing commercial and industrial sites.	<ul style="list-style-type: none"> ▪ Increase the budget and staff resources available for the Office of Economic Development. ▪ Budget a baseline appropriation from the annual city budget for staff and operating expenses. ▪ Seek grants to expand operating expenses for specific projects like extensive promotion and consultant assistance on key sites. 	<p>City Council/ Office of Economic Development</p> <p>Office of Economic Development/ Grant Writer’s Office</p>	<p>2009</p> <p>2009 and continuing</p>

GOALS	ACTIONS	Responsibility	Timing
CIRCULATION & TRANSPORTATION			
Goal 1: Provide commuter rail service to the City of Fall River			
Objectives/recommendations to implement this goal:			
1.a. Obtain approval and funding for the Stoughton Route.	<ul style="list-style-type: none"> ▪ Support the Stoughton alternative in the environmental review process. ▪ Continue to support the efforts of the local, state, and federal delegations to identify funding for design and construction. 	Mayor's Office/ City Council/ Community Partners/ MBTA/ Office of Economic Development	2009 and continuing
1.b. Obtain approval for the Battleship Cove Station and the Intermodal Station on Davol Street.	<ul style="list-style-type: none"> ▪ Continue to work with the Commuter Rail Task Force, Executive Office of Transportation, SRPEDD, MBTA, and the Governor's Office on the design of the proposed stations. ▪ Begin the planning process to ensure proper design of the parking garages, including adequate pedestrian and vehicular access to the sites. ▪ Coordinate with the state and regional transit authority to locate the bus service to Davol Street. 	Mayor's Office/ City Council/ Community Partners/ MBTA/ Office of Economic Development	2009 and continuing
1.c. Encourage Transit Oriented Development around the stations	<ul style="list-style-type: none"> ▪ Review existing land use and identify parcels for redevelopment. ▪ Amend zoning ordinances to permit various residential and commercial developments. 	Community Services-Planning/ SRPEDD	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
CIRCULATION & TRANSPORTATION			
	<ul style="list-style-type: none"> ▪ Work with SRPEDD and the Commuter Rail Task force to develop a long-term land use plan for the areas around the station. 		
1.d. Address potential impacts from the rail and station locations.	<ul style="list-style-type: none"> ▪ Coordinate with the State and City to minimize traffic impacts on neighboring streets. ▪ Analyze parking needs to ensure adequate parking for City residents. 	Community Services-Planning/ Community Maintenance-Traffic/ Community Partners	2009 and continuing
Goal 2: Provide an efficient, equitable, and safe system for vehicular transportation.			
Objectives/recommendations to implement this goal:			
2.a. Pursue depression and upgrade of Route 79.	<ul style="list-style-type: none"> ▪ City to coordinate with Mass. Highway. 	Community Maintenance-DPW/ Office of Economic Development	2009 and continuing
2.b. Complete design and construction of Executive Park Ramps (Exit 8 ½).			
2.c. Complete design and construction of Plymouth Avenue improvements.	<ul style="list-style-type: none"> ▪ Planning to award design contract of Plymouth Avenue and submit for state approval. 	Mayor’s Office/ Office of Economic Development	2009 and continuing
2.d. Review efficiency/necessity of one-way streets, 4 way stop signs, right turn on red, etc.	<ul style="list-style-type: none"> ▪ DPW to complete project in near term. 	Community Services-Planning/ Community Maintenance-DPW	2010
2.e. Continue to work with SRPEDD for funding and prioritization to complete City recommended street projects	<ul style="list-style-type: none"> ▪ City to perform study in cooperation with SRPEDD to identify improvements. ▪ Work with SRPEDD to apply for CMAQ funding for signal projects. 	Community Maintenance-DPW Community Services-Planning/ Community Maintenance-DPW	2009 and continuing 2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
<i>CIRCULATION & TRANSPORTATION</i>			
	<ul style="list-style-type: none"> ▪ Continue to coordinate street reconstruction with Water Dept. program. 	Community Maintenance-DPW	2009 and continuing
Goal 3: Improve signage and way-finding for all modes and interests.			
Objectives/recommendations to implement this goal:			
3.a. Perform signage inventory. 3.b. Build on Mayor’s downtown signage plan to develop citywide signage plan. 3.c. Coordinate with Mass. Highway for signage on state roadways. 3.d. Coordinate signing with tourist (see Historic and Cultural Resources Goals) and parking areas.	<ul style="list-style-type: none"> ▪ City to create a committee led by Community Maintenance-Traffic Division to develop city-wide signage plan including regulatory and information signage. 	Community Maintenance-Traffic/Community Partners	2009-2010
Goal 4: Improve pedestrian and bicycle access, circulation, and safety.			
Objectives/recommendations to implement this goal:			
4.a. Pursue new north-south multi-use Bridle Path (Watuppa Loop) between south of Bedford Street and linking with Bioreserve trail system. 4.b. Continue east-west Quequechan Bicycle Path between South Watuppa Pond and Pleasant and Bedford Streets. 4.c. Pursue new north-south multi-use path along waterfront between Tiverton and walkway north of Braga Bridge and linking with Brightman Street Bridge Bike Ramp and continuing to Peace Haven in Assonet and into the Bioreserve.	<ul style="list-style-type: none"> ▪ Community Services-Planning Division to identify pedestrian and bicycle needs and develop a prioritized 5-year plan to implement improvements. Plan will include both new facilities and maintenance to existing facilities. 	Community Services-Planning/Community Partners	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
CIRCULATION & TRANSPORTATION			
4.d. Develop priority list for sidewalk improvements to include sidewalk improvements in city parks.	<ul style="list-style-type: none"> ▪ Community Services-Planning Division to identify pedestrian and bicycle needs and develop a prioritized 5-year plan to implement improvements. Plan will include both new facilities and maintenance to existing facilities. 	Community Services-Planning/Community Partners	2009 and continuing
4.e. Construct new sidewalks along N. Eastern Avenue, President Avenue, Ray Street, Bay Street, Bedford Street, Newton Street, and Langley Street and upper Brayton Avenue area.			
4.f. Make connections and provide adequate walkways in and around parks, schools, and transit stations.			
4.g. Expand-City walking/running routes and their distances and prioritize for improvements.			
4.h. Participate in state’s Safe Routes to School program and apply for funding.	<ul style="list-style-type: none"> ▪ City to identify point person to coordinate with the EOT Safe Routes to School Program. 	Community Maintenance-DPW/Community Services-Planning/Grant Writer’s Office	2009 and continuing
4.i. Pursue opportunities to create bike lanes as part of street construction projects, when possible.			
Goal 5: Improve transit opportunities for residents and employees.			
Objectives/recommendations to implement this goal:			
5.a. Identify the transit needs of various categories of city residents, prepare an action plan and implement the recommendations of the plan.	<ul style="list-style-type: none"> ▪ Coordinate with Transportation Summit ▪ City staff to focus on transit coordination issues with SRTA and coordinate with the School Department and other stakeholders. 	Mayor’s Office/Community Services-Planning/Community Partners	2010

GOALS	ACTIONS	Responsibility	Timing
CIRCULATION & TRANSPORTATION			
5.b. Recommend SRTA review demand and service to better meet the needs of city residents, including replacing fixed routes with demand/response service and lengthening hours of service in the evening.	<ul style="list-style-type: none"> ▪ Evaluate current operations to identify measures to improve service and relocate facilities. City to identify if and what new transit signage is needed. ▪ Explore the use of smaller buses with more flexible routes and schedules. ▪ Consider providing better transit signage if SRTA is unable. ▪ Develop strategies with SRTA, such as Free Transit Day, to better promote transit opportunities. ▪ Provide better route and schedule information. ▪ Work with employers to provide transit awareness and opportunities for employees. ▪ School Department and SRTA to develop strategies to better serve students who need to use transit. 	Community Services-Planning/Community Maintenance-DPW	2009 and continuing
5.c. Consider intermodal/city station.	<ul style="list-style-type: none"> ▪ Evaluate potential locations. ▪ Coordinate with SRTA/EOT/MBTA for new Davol Street intermodal station. 	Mayor's Office/Community Services-Planning	2009 and continuing
5.d. Facilitate interagency utilization of vans to increase on-demand services.	<ul style="list-style-type: none"> ▪ Convene interagency meeting to assess resource 	Mayor's Office/Community Services-Planning	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
CIRCULATION & TRANSPORTATION			
5.e. Consider relocation of SRTA maintenance station from Brayton Ave. and abutting residences to a more appropriate location.	▪	Mayor's Office/ Community Services-Planning	2009 and continuing
Goal 6: Improve parking in Downtown and other central business districts.			
Objectives/recommendations to implement this goal:			
6.a. City to create a Parking Task Force to address parking issues, develop improvement alternative, and set priorities.	<ul style="list-style-type: none"> ▪ Pursue parking deck in downtown ▪ Pursue increased parking in the waterfront district. ▪ Evaluate having city-owned parking at new commuter rail station. ▪ Identify land uses and properties that can be used for shared-parking. ▪ Evaluate parking meter locations, limits, and rates and pay and display parking alternatives. ▪ Coordinate with Mass Highway to locate potential state owned park-and-ride lot facilities. ▪ Identify properties for potential conversion to surface parking. ▪ Establish an enterprise fund (using meter income) to amortize bonds for new off-street parking improvements and new parking decks. ▪ Study the possibility of a parking deck/mixed use development over I-195 east of Government Center. 	Mayor's Office/ Community Partners	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
CIRCULATION & TRANSPORTATION			
Goal 7: Use roadway upgrades as an opportunity to improve the aesthetics and appearance of the City.			
Objectives/recommendations to implement this goal:			
7.a. Establish a protocol and typical cross-section that removes the conflict between utilities and street trees, allowing more latitude to plant street trees.	<ul style="list-style-type: none"> ▪ City to incorporate these provisions and protocols into operating procedures and ongoing programs. 	Community Maintenance-DPW	2009 and continuing
7.b. When reconstructing or upgrading the city’s boulevards (Eastern Avenue, Plymouth Avenue, Brayton Avenue and President Avenue), use this as an opportunity to incorporate more green edges and watering systems on either side and in the median, where possible.			
7.c. When planting trees along the city’s boulevards, plant shade trees on either side of the boulevards, with double rows in the medians, in a manner that will form an attractive canopy over the roadway when the trees mature.	<ul style="list-style-type: none"> ▪ Review City ordinances to ensure adequate protection of the urban forest. 	Community Maintenance-DPW/ Community Partners	2009 and continuing
7.d. When preparing contracts for street and sidewalk reconstruction, include a provision that openings in sidewalks will be provided to allow planting of street trees and that street tree plantings will be included in the contracts.			
7.e. Continue a citywide tree removal and tree placement replacement program with a goal of planting or replacing 100 appropriately sized trees per year.		Community Maintenance-DPW/ Community Partners	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
<i>CIRCULATION & TRANSPORTATION</i>			
7.f. When preparing contracts for major street reconstruction, include a provision that will attempt to place utilities underground.		Community Maintenance-DPW/ Community Maintenance-Parks/ Community Partners	2009 and continuing
7.g. Improve the aesthetics of vehicular entranceways into the city, including the redesign and replanting of rotaries in the city.		Community Maintenance-DPW/ Community Partners	2009 and continuing
7.h. Request that the Mass Highway Department give a priority to keeping (and enhancing) the green edges of the Route 24 corridor, so that it continues to resemble a parkway.		Community Maintenance-DPW/ Community Partners	2009 and continuing
7.i. Implement the Urban River Visions plan for the Quequechan River corridor so that this highly visible gateway (from I-195) improves in appearance over time, thereby enhancing the image of the city.	▪	Community Services-Planning/ Community Maintenance-DPW/ Community Partners	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
<i>PUBLIC SERVICES & FACILITIES</i>			
Goal 1: Expand Community Learning Centers (CLC) throughout the City to meet the goals of providing education, social services, and other support to all residents.			
Objectives/recommendations to implement this goal: 1.a. Determine most appropriate and feasible locations for creating CLCs.	<ul style="list-style-type: none"> ▪ Conduct a service needs analysis by geographic location to determine the needed set of uses and activities to be accommodated in each CLC; these may differ by location (e.g. dependent on differing needs of residents, capacity constraints of buildings) and may include: <ul style="list-style-type: none"> ○ Youth: homework help, tutoring ○ Social services – provide information and access to resources ○ Seniors – opportunities for socializing, learning ○ Adult Education: English language instruction, computer training ○ Recreational opportunities – all ages ▪ Develop location criteria including geographic location, condition of the 	<p>Mayor’s Office/ School Department/ Community Services-Health & Human Services/ Community Maintenance- DPW/ Community Partners</p> <p>Mayor’s Office/ School Department/ Community Services-Health & Human Services/ Community Maintenance- DPW</p>	<p>2009 and continuing</p> <p>2009 and continuing</p>

GOALS	ACTIONS	Responsibility	Timing
<i>PUBLIC SERVICES & FACILITIES</i>			
	<p>buildings and related renovation costs, bus routes, social services already in the area and income levels of the neighborhood.</p> <ul style="list-style-type: none"> ▪ Review the existing school buildings as well as other vacant city-owned buildings for potentially renovating for use as a CLC. 	<p>Community Maintenance-DPW/ School Department/ Community Partners/ Community Services-Health and Human Services</p>	<p>2009</p>
<p>Goal 2: Continue to support efforts to integrate education, job training and language instruction for all ages, to provide additional support to youth before, during and after-school, and to coordinate education with an economic development plan.</p> <p>Objectives/recommendations to implement this goal:</p> <p>2.a. Support Youth Services efforts to follow “America’s Promise” guidelines and provide youngsters with mentors, protection, nurturing, job preparation through skills and education and opportunities to serve by volunteering in the community</p>	<ul style="list-style-type: none"> ▪ Create web site: <ul style="list-style-type: none"> ○ To increase local awareness and participation ○ To provide centralized source of information regarding part-time jobs and volunteer opportunities ○ Conduct more outreach to youth. ▪ Hold more youth summits giving teens more of a voice. ▪ Foster relationship with area colleges and recruit college students as tutors for school children. 	<p>Community Services-Health and Human Services</p> <p>School Department</p> <p>School Department</p>	<p>2009 and continuing</p> <p>2010 and continuing</p> <p>2010 and continuing</p>

GOALS	ACTIONS	Responsibility	Timing
<i>PUBLIC SERVICES & FACILITIES</i>			
	<ul style="list-style-type: none"> ▪ Provide more recreation, art, music and environmental education as ways of keeping students engaged and giving them enrichment. ▪ Require and enhance programs which teach job interview and preparation skills ▪ Include career exploration opportunities as an integral part of the high school curriculum. 	<p style="text-align: center;">School Department</p> <p style="text-align: center;">School Department</p> <p style="text-align: center;">School Department/ Office of Economic Development</p>	<p style="text-align: center;">2010 and continuing</p> <p style="text-align: center;">2009 and continuing</p> <p style="text-align: center;">2010 and continuing</p>
2.b. Support pre-school education.	<ul style="list-style-type: none"> ▪ Review minimum standards and requirements for pre-school educators and day care providers and make recommendations as needed. 	<p style="text-align: center;">School Department/ Community Partners</p>	<p style="text-align: center;">2009 and continuing</p>
2.c. Support the provision of expanded English language instruction for all ages.		<p style="text-align: center;">School Department/ Community Partners</p>	<p style="text-align: center;">2010</p>
Goal 3: Expand programs aimed at reducing poverty and related issues including poor health, homelessness and substance abuse.			
Objectives/recommendations to implement this goal:			
3.a. Implement recommendations from 10-year DHHS Homelessness Plan including supporting non-profit agencies in their efforts to meet said needs.	<ul style="list-style-type: none"> ▪ Support non-profits to provide daytime homeless services ▪ Support non-profits to provide transition space for homeless ▪ Provide assistance to non-profits to locate a facility for intoxicated persons (including staff and referral services). 	<p style="text-align: center;">Community Services-Health & Human Services</p> <p style="text-align: center;">Community Services-Health & Human Services</p> <p style="text-align: center;">Community Services-Health & Human Services</p>	<p style="text-align: center;">2010</p> <p style="text-align: center;">2010</p> <p style="text-align: center;">2010</p>

GOALS	ACTIONS	Responsibility	Timing
<i>PUBLIC SERVICES & FACILITIES</i>			
3.b. Prepare to receive an increasing number of veterans and develop capacity to provide needed services.	<ul style="list-style-type: none"> ▪ Support non-profits to provide intensive care services for adolescent substance abusers. 	Community Services-Health & Human Services/ Community Partners	2010
3.c. Support community partners in their efforts to conduct public health education campaigns.	<ul style="list-style-type: none"> ▪ Work with existing organizations and support their efforts to prepare for returning veterans. 	Community Services-Health & Human Services	2009
	<ul style="list-style-type: none"> ▪ Improve access to information on health-related issues 	Community Services-Health & Human Services	2009 and continuing
	<ul style="list-style-type: none"> ▪ Publicize “Healthy City Fall River Initiatives” and “Healthy Lives Project” widely through increased web activity and publications such as currently exist 	Community Services-Health & Human Services	2009 and continuing
	<ul style="list-style-type: none"> ▪ Develop walkability/ bikeability campaigns in coordination with extending walking/biking networks. 	Community Services-Health & Human Services	2012
	<ul style="list-style-type: none"> ▪ Explore ways of providing more healthy food choices to residents, such as promoting farmers’ markets. 		
	<ul style="list-style-type: none"> ▪ Consider state program to support farmer’s markets supplying schools with food. 	School Department	2012

GOALS	ACTIONS	Responsibility	Timing
PUBLIC SERVICES & FACILITIES			
Goal 4: Increase opportunities for obtaining grants.			
Objectives/recommendations to implement this goal:			
4.a. Establish a separate city account for matching funds.	<ul style="list-style-type: none"> ▪ Coordinate with all departments on grant efforts 	Grant Writer's Office	2009 and continuing
4.b. Increase grants writing capacity through the creation and coordination of information, including funding sources and opportunities.	<ul style="list-style-type: none"> ▪ Explore the need for additional grant writing staff ▪ Identify funding sources (both private and public) ▪ Develop a funding forecast system and communicate information to Department Heads. ▪ Make funding sources and opportunities available on the web site. ▪ Explore ways to increase interdepartmental communication and share administration/ department priorities ▪ Research other cities' grant writing functions and compile/replicate lessons learned/best practices. 		
Goal 5: Address safety problems by providing intervention programs aimed at preventing gangs and crime and providing support and alternatives to youth.			
Objectives/recommendations to implement this goal:			

GOALS	ACTIONS	Responsibility	Timing
<i>PUBLIC SERVICES & FACILITIES</i>			
5.a. Support early intervention and identification of at-risk kids at school (in order to provide necessary support to help them perform at grade level).	<ul style="list-style-type: none"> ▪ Train teachers how to identify at risk children ▪ Provide hands-on training to teachers in ways of positively channeling at-risk youth. ▪ Support non-profit agencies in their efforts at providing intervention and other services to at-risk youth including pregnant teens. 	School Department/ Police Department/ Community Partners	2009 and continuing
5.b. Support the coordination of community partners, schools, and police in their efforts to support youth.	<ul style="list-style-type: none"> ▪ Support alternative and vocational high school and conduct more outreach to at-risk youth. ▪ Improve communication between parents and schools and community organizations. 	School Department/ Police Department/ Community Partners	2009 and continuing
Goal 6: Address the need for accessible and inexpensive transportation especially for school children and youth.			
Objectives/recommendations to implement this goal:			
6.a. Identify the transit needs of children and youth in order to determine the most feasible ways of meeting these transportation needs.	<ul style="list-style-type: none"> ▪ Explore possibility of using vans belonging to various non-profit agencies. 	School Department/ Community Services-Health & Human Services	2009
6.b. Support the provision of affordable and accessible bus transportation by SERTA; explore other ways of meeting said needs.			

GOALS	ACTIONS	Responsibility	Timing
PUBLIC SERVICES & FACILITIES			
6.c. Encourage alternative methods of getting to school.	<ul style="list-style-type: none"> ▪ Encourage walking to school. ▪ Encourage bike use. ▪ Explore possibility of driving school bus to nearby location and having children walk together (“walkpool”) from that location to school. 	School Department/ Community Services-Health & Human Services	2009
Goal 7: Continue to meet the needs of a growing senior population.			
Objectives/recommendations to implement this goal:			
7.a. Integrate seniors into Community Learning Centers.	<ul style="list-style-type: none"> ▪ Enhance opportunities for seniors by providing more active lifestyles (e.g. lectures, computer training, fitness programs). ▪ Support community partners in their efforts to conduct a study of frail, isolated seniors and determine their needs and how best to meet them. 	Health & Human Services Health & Human Services	2009
7.b. Plan for differing needs of seniors at different stages (e.g. working, retired, frail).		Community Services-Health & Human Services	2009
7c. Identify ways of coordinating with non-profit agencies in order to expand senior services.		Community Services-Health & Human Services	2011
Goal 8: Support families with children.			
Objectives/recommendations to implement this goal:			
8.a. Support non-profits in their efforts to centralize and publicize available services.	<ul style="list-style-type: none"> ▪ Use the city’s web site to help promote and publicize existing services. 	Community Services-Health & Human Services	2011

GOALS	ACTIONS	Responsibility	Timing
<i>PUBLIC SERVICES & FACILITIES</i>			
8. b. Support non-profits to provide services in other languages as needed (especially mental health and medical) – identified as currently being a gap in services.		Community Services-Health & Human Services	2011
8. c. Explore ways of coordinating with non-profit and other community agencies in order to provide essential support services to families (including before and after school day care and transportation).		Community Services-Health & Human Services	2011
Goal 9: Address energy saving and other concerns regarding a sustainable future.			
Objectives/recommendations to implement this goal:			
9.a. Make a formal pledge to take steps to reduce global warming.	<ul style="list-style-type: none"> ▪ Consider institution of an anti-idling policy for municipal vehicles ▪ Continue/expand mandatory curb-side recycling ▪ Work towards the goal of having municipal vehicles use alternative fuel. ▪ Review the need for 4-way stop signs as a way to reduce emissions. 	Community Services-Planning/Community Maintenance-DPW	2009

GOALS	ACTIONS	Responsibility	Timing
<i>PUBLIC SERVICES & FACILITIES</i>			
9.b. Continue to pursue alternative energy sources (e.g., solar, geo-thermal wind power, hydro).	<ul style="list-style-type: none"> ▪ Support “Fall River Energy Enterprise” (FREE) efforts to explore: <ul style="list-style-type: none"> ○ Daylighting the Quequechan River and create new hydropower energy source ○ Creating a Green Enterprise Zone along Quequechan River corridor ○ Renovating historic mills for new green industries ○ Expanding locations for wind turbines ○ Creating tidal energy ○ Transforming existing rooftops into models of “solar communities” ○ Constructing a waterfront esplanade and boulevard ○ Revitalizing waterfront from Battleship Cove to Point Gloria 	Community Services-Planning/Community Maintenance-DPW/Office of Economic Development	2010
9.c. Continue to explore alternatives for energy conservation in municipal buildings.	<ul style="list-style-type: none"> ▪ Complete the energy audit of all municipal buildings and identify ways of improving energy efficiency. ▪ Implement energy saving measures recommended by audit. 	Community Services-Planning/Community Maintenance-DPW	2010

GOALS	ACTIONS	Responsibility	Timing
<i>PUBLIC SERVICES & FACILITIES</i>			
9.d. Explore the desirability of providing incentives to private home and business owners so that they adopt energy saving measures and methods.	<ul style="list-style-type: none"> ▪ Pursue State/Federal funds for implementing the Green Communities Act. 	Community Services-Planning/Community Maintenance-DPW	2015
9.e. Review green building programs in other municipalities for relevance.			
9.f. Develop a public education campaign regarding issues of sustainable development and energy conservation.	<ul style="list-style-type: none"> ▪ Involve the schools in developing a public education campaign utilizing the City’s web site and creating hands on opportunities for all ages. 	Community Services-Planning/Mayor’s Office/School Department	2010
9.g. Use local resources for renewable energy to decrease the dependence on fossil fuels and to generate jobs.	<ul style="list-style-type: none"> ▪ Support the efforts of the Mayor’s Office to create a waterfall dam to generate hydro-electric power and to “day-light” the Quequechan River. ▪ Explore solar, ground based geo-thermal, tidal, and wind as well as other alternative power source 	Mayor’s Office/Fall River Office of Economic Development/ Fall River Energy Enterprise (FREE)	Begin 2009

GOALS	ACTIONS	Responsibility	Timing
UTILITIES & INFRASTRUCTURE			
Goal 1: Continue to maintain high standards for the water system in order to ensure access and quality of water supply.			
Objectives/recommendations to implement this goal:			
1.a. Continue to implement the 20-year water master plan.	<ul style="list-style-type: none"> ▪ Replace aging pipes. ▪ Replace aging storage tanks. ▪ Review ongoing maintenance needs. ▪ Implement a maintenance program. ▪ Conduct timely repair of sidewalks after waterline work. ▪ Seek low-interest funding for water-related improvements. 	Community Maintenance-DPW/ Community Utilities-Water	2009 and continuing
1.b. Develop a plan for Executive Park.	<ul style="list-style-type: none"> ▪ Provide new storage tank and pump. ▪ Water Dept. to coordinate with other city departments and developers to ensure water needs are met. 	Community Maintenance-DPW/ Community Utilities-Water	2010
1.c. Appoint a task force to determine an environmentally friendly reuse and restoration of the 1873 pumping station and water tower at the end of Bedford Street.	<ul style="list-style-type: none"> ▪ Appoint such a task force and prepare a statement of objectives for it along with suitable resources for the completion of its task. ▪ Coordinate with historic preservation interests in preserving the pumping station and water tower. 	Mayor's Office/ Community Partners	2010

GOALS	ACTIONS	Responsibility	Timing
UTILITIES & INFRASTRUCTURE			
1.d. Coordinate with the Fire Department regarding sufficiency of water supply for fire suppression in all City areas.	<ul style="list-style-type: none"> ▪ Identify growth areas of the city. ▪ Evaluate the adequacy (size/condition) of water lines in those areas for fire suppression. 	Community Utilities-Water/ Fire Department	2009-2012
1.e. Update North Watuppa Pond and South Watuppa Pond water capacities.	<ul style="list-style-type: none"> ▪ Calculate an accurate updated figure for the annual average daily maximum safe yields of the North and South Watuppa Ponds public water supply. 	Community Utilities-Water	2009
1.f. Continue to use the City’s Environmental Police to enforce actions within the watershed district.		Police Department	2009 and continuing
Goal 2: Continue to upgrade and expand sewer capacity and services to existing users to support additional development.			
Objectives/recommendations to implement this goal:			
2.a. Continue completion of CSO Abatement project to expand capacity.	<ul style="list-style-type: none"> ▪ DPW to work with Tiverton residents to extend the sewer force main south of Hancock Street. 	Community Maintenance-DPW/ Community Utilities-Water/	2009 and continuing
2.b. Expand city sewer collection and storm water runoff systems to areas currently not served.	<ul style="list-style-type: none"> ▪ Water Dept. to coordinate with DPW on new tunnel to identify schedule and funding. ▪ Identify options and schedule for providing new sewers around South Watuppa Pond. ▪ Coordinate with Planning Dept. 	Community Services-Planning	

GOALS	ACTIONS	Responsibility	Timing
UTILITIES & INFRASTRUCTURE			
	<ul style="list-style-type: none"> ▪ Support initiative to upgrade the existing septic system on the South Watuppa and determine the feasibility of municipal sewer service along the west side of the South Watuppa. ▪ Consider instituting betterment fees for sewer improvements. ▪ Require homes around South Watuppa Pond to have sewers and work with adjacent towns to require sewers for non-Fall River homes on the pond. 	Community Maintenance-DPW/ Community Utilities-Water/ Community Services-Planning	2009 and continuing
Goal 3: Upgrade utilities and infrastructure in a cost-efficient and functional way.			
Objectives/recommendations to implement this goal:			
3.a. Coordinate New England Gas Company, Verizon, and others with DPW when digging up street for repairs and/or installing a sidewalk.		Community Maintenance-DPW	2009 and continuing
3.b. Develop and begin implementing a plan to place all utilities underground when major reconstruction of streets occurs.	<ul style="list-style-type: none"> ▪ Integrate into city procedures for major street reconstruction including feasibility of underground utilities. ▪ Require new subdivisions to install underground utilities. 	Community Maintenance-DPW/ Community Services-Planning	2009 and continuing

GOALS	ACTIONS	Responsibility	Timing
UTILITIES & INFRASTRUCTURE			
3.c. Implement a system making it more difficult for waivers allowing new street openings on streets less than 5 years old.	<ul style="list-style-type: none"> ▪ Require a review of each street opening before a City Council vote. ▪ Consider increasing fees for non-emergency street openings. 	Community Services-Planning/ Community Maintenance-DPW	2009 and continuing
Goal 4: Provide state-of-the-art communication systems.			
Objectives/recommendations to implement this goal:			
4.a. Connect municipal buildings, schools and homes with fiber optics where available.	<ul style="list-style-type: none"> ▪ Administrative Services-Information Systems to coordinate with City and School utility companies. 	Administrative Services-Information Systems	2009-2010
4.b. Renew contract between City and Comcast (or other cable provider) to include discount for seniors and government access channel.		Mayor's Office	2009
4.c. Establish a government access channel utilizing BCC studio facilities.	<ul style="list-style-type: none"> ▪ Establish as condition of new contract in 4b. 	Mayor's Office	2009
4.d. Explore the feasibility and cost of creating a wireless Fall River.	<ul style="list-style-type: none"> ▪ MIS Department to conduct feasibility and cost study of creating wireless access throughout the City. 	Administrative Services-Information Systems/ Community Partners	2010

GOALS	ACTIONS	Responsibility	Timing
LAND USE			
Goal 1: Develop more mixed-use housing (with commercial activities) to increase the vitality of key areas and provide a larger market for adaptive reuse of buildings (especially mills) and other mixed-use areas.			
Objectives/recommendations to implement this goal:			
1.a. Include provisions governing mill conversion in the modernized zoning ordinance.	<ul style="list-style-type: none"> ▪ Revise provisions of zoning ordinance. 	Community Services-Planning	2009-2010
1.b. Develop plan for adaptive reuse of mill buildings.	<p>Examine each mill complex to determine the best use of land and buildings including:</p> <ul style="list-style-type: none"> ○ identify the condition of each structure and site, ○ identify uses based on zoning, location and site conditions, including availability of parking, and highest and best uses based on market conditions; ▪ explore ways to increase public and private funding for site cleanup. 	Community Services-Planning/ Office of Economic Development	2010-2012
1.c. Continue to explore artist's live/work space as a way to create housing and utilize low-use mill space.		Community Services-Planning/ Community Partners	2009-2012
1.d. Continue to explore the desirability of waterfront lofts for residences for both artists and non-artists, and the possibilities of mixed-use buildings on the waterfront combining commercial and residential activities, with higher		Community Services-Planning/ Office of Economic Development/ Community Partners	2009-2010

GOALS	ACTIONS	Responsibility	Timing
LAND USE			
	income units.		
	1.e. Support and improve existing mixed-use developments in neighborhoods, including improved parking and public transportation to better enable mixed-uses.	Community Services-Planning/ Office of Economic Development/ Community Partners	2009-2010

Marine Museum

Community Partners

Downtown Waterfront Committee
Fall River Street Tree Planting Program
Friends of Oak Grove Cemetery
Arts United
Healthy City Fall River
Fall River Garden Club
The Trustees of Reservations
Green Futures
Neighborhood Associations (Corky Row*,
Niagara, Lower Highland Historic
Downtown, Flint Village, Sandy
Beach*, North End*, Highland*, Fourth
Street, Flint Merchants, Bank Street,
Water Street*, Maplewood, Ferry Street
Ministry/Corky Row*, and Father
Kelly) **does not hold regular meetings*
SouthCoast Mentoring Initiative for
Learning, Education and Service
(SMILES)
Stanley Street Treatment and Resource
Center
Building Our Lives Drug Free
Teens Against Drug Abuse
Peaceful Coalition
Community Development Recreation
People, Inc.
Bristol Elder Services
Fall River Historical Society
Fall River Historical Commission
Preservation Society of Fall River
Lafayette Durfee House
Fall River Symphony Orchestra
Fall River Heritage State Park
Battle Ship Cove
Fall River Children's Museum
Family Service Association
SER-Jobs for Progress
Bristol Community College
Bristol County Training Consortium
Workforce Investment Board
United Neighbors Community Partnership
Fall River Boys and Girls Club
YMCA
HealthFirst Family Care Center