Chapter IV
Economic Development

West Warwick Comprehensive Plan

CHAPTER IV
ECONOMIC DEVELOPMENT

"Shall include the identification of economic development policies and strategies, either existing or proposed by the municipality, in coordination with the land use plan element. Such policies should reflect local, regional and statewide concerns for the expansion and stabilization of the economic base and the promotion of quality employment opportunities. The policies and implementation techniques must be identified for inclusion in the implementation program element." -- Rhode Island Comprehensive Planning and Land Use Regulation Act

IV.1 Existing Conditions, Trends and Projections

The total labor force in West Warwick increased 20.4 percent from 1980 to 1989, as shown in Table IV-1, from 13,675 to 16,465, compared with an 8.9 percent increase in population age 16+ over the same period. In 1989, West Warwick employers provided work for approximately 7,294 people, indicating that most of the resident labor force works outside of the Town.[1] West Warwick holds approximately 13 percent of the region's total labor force, and local employers comprise about nine percent of the region's total employment.

Table IV-1
Labor Force, Participation Rate and Employment, 1980, 1985, 1989

Year	Total Pop.	Population Over Age 16	Total Employed Persons	Total Unemployed Persons	Unemp. Rate	Overall LF Partic. Rate	Total Labor Force
1980	27,026	20,661	12,500	1,175	8.6	66.2	13,675
1985	28,083	21,810	14,767	797	5.1	71.4	15,564
1989	28,972	22,500(1)	15,806(2)	675	4.1	73.2	16,465
% Change 1980-89	7.2	8.9	26.4	-42.6	-52.3	10.6	20.4

Note: (1) - Albert Veri & Associates estimate, based on 77 percent of population.
(2) - Albert Veri & Associates estimate, based on 96 percent of labor force.
Source: RI Dept. of Administration, Division of Planning. RI Dept. of Economic Development. Albert Veri & Associates.

The percent of population over age 16 actively participating in the labor force increased from 66.2 percent in 1980 to 73.2 percent in 1989, reflecting an increase in total labor force. The increase in labor force continues to outpace population growth, both locally and Statewide. This is due to a number of factors, including more women participating in the labor force, more older people (65+) who formerly faced forced retirement and are continuing to work, and a larger number of young people with part-time employment. Of the 16,465 people in the labor force in 1989, 675 were unemployed, a 42.6 percent decline in unemployed workers since the recession period of 1980. The current unemployment rate is 4.1 percent, a decrease from the 1980 rate of 52.3 percent.

Employment - The number of employed persons in West Warwick increased from 6,511 in 1960 to 12,500+/- in 1980 and 15,763 in 1988, an increase of 142 percent from 1960-88. During the last decade, employment in West Warwick increased by over 3,300 jobs, or 26 percent. During this decade, the labor force increased correspondingly, from 13,675 persons in 1980 to 16,284 persons in 1988. The unemployment rate ranged from a high of 12+ percent in 1982 to a low of 3.2 percent in 1988.

1 Rhode Island Dept. of Employment and Training, Employment Covered by the RI Employment Security Act, 1989.

in 1980 to 16,284 persons in 1988. The unemployment rate ranged from a high of 12+ percent in 1982 to a low of 3.2 percent in 1988.

Table IV-2 illustrates trends in employment by major job categories over the past ten years. Categories experiencing the greatest growth in the past three decades were services, transportation, communications and utilities, and government. Services include hotels and other lodging places, establishments providing personal, business, repair and amusement services; legal, engineering and other professional services; social services, membership organizations and other miscellaneous services. This sector has been the largest employment growth sector both nationally and in Rhode Island. Service employment is expected to continue to be the largest growth sector in West Warwick, percentage-wise, through the year 2000 and beyond.

Other employment sectors in West Warwick have remained relatively stable, with the exception of the manufacturing sector, which has declined since the 1960's. This is not unique to West Warwick, as the nation and State move toward more service-oriented economies. The Town showed a correction in the decline as of 1980, increasing by some 1,200 jobs, primarily the result of the development of the industrial park area.

Table IV-2
Existing and Potential Future Jobs
Available in West Warwick, 1960-2000

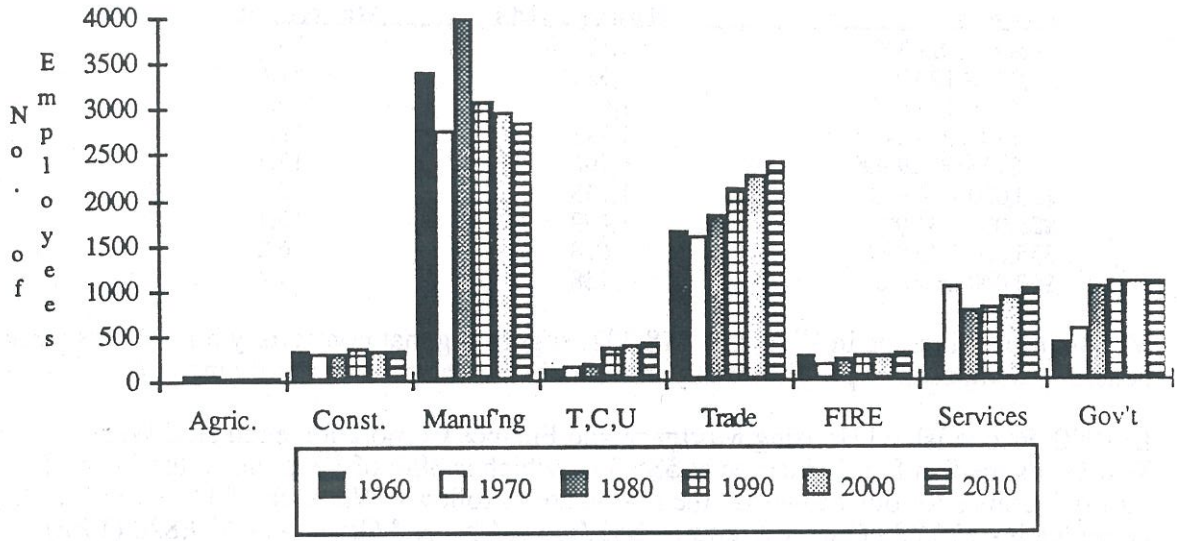
Job Category	1960	1970	Percent Change 60-70	1980	1990	Percent Change 80-90	2000	2010	Percent Change 00-10
Agric., For'y & Fish'ry	0	58	0.00	56	8	-85.71	8	8	0.00
Construction	321	297	-7.48	283	342	20.85	332	324	-2.41
Manufacturing	3,400	2,752	-19.06	3,977	3,068	-22.86	2,956	2,843	-3.82
Trans., Comm., & Utils	126	135	7.14	183	354	93.44	374	396	5.88
Wholesale & Retail Trade	1,641	1,591	-3.05	1,814	2,100	15.77	2,244	2,390	6.51
Fin., Ins. & Real Estate	252	187	-25.79	227	253	11.45	273	295	8.06
Service Industries	367	1,014	176.29	757	796	5.15	898	1,000	11.36
Government/Hospitals	404	567	40.35	1,038	1,072	3.28	1,072	1,070	-0.19
Total	6,511	6,601	1.38	8,335	7,993	-4.10	8,157	8,326	2.07

Note: Employment subject to employment security.
Source: Rhode Island Dept. of Administration, Division of Planning.

Figure IV-1 shows trends and projections in major employment categories for 1980 through 2010. From this chart, it can be seen that manufacturing has been the Town's largest employment sector for the past thirty years. Manufacturing employment is projected to continue to be the largest employer in West Warwick through the year 2010, followed closely by retail and wholesale trade employment.

Occupations - As shown on Table IV-3, the occupation of the largest percentage of West Warwick residents in 1970 was operators, fabricators and laborers (34+ percent). This category includes machine operators and tenders, assemblers, inspectors, and samplers, motor vehicle operators, material moving equipment operators, handlers, equipment cleaners etc. By 1980, a new trend was emerging, as more of the Town's employed had jobs in the technical, sales and administrative support category (28+ percent). This occupational category includes health technologists and technicians, sales occupations, clerical, computer operators, financial records occupations etc. Employment in the operators, fabricators and laborers category decreased slightly during that decade.

Figure IV-1
Trends and Projections in West Warwick Employment by Major Category, 1960-2010



Note: T,C,U - Transportation, Communication, Utility; FIRE - Finance, Insurance and Real Estate
Source: Rhode Island Department of Administration, Division of Planning, 1987.

Table IV-3
Occupational Categories of Employed Persons, 1970, 1980

Occupation	1970 Employed	Percent of Total	1980 Employed	Percent of Total	Percent Change
Executive, Administrative, Manager	1,520	14.2	1,785	13.7	17.4
Technical, Sales, Administrative Support	2,224	20.8	3,774	28.9	87.1
Services	1,410	13.2	1,883	14.5	33.5
Farming, Forestry, Fishing	11	0.1	51	0.4	363.6
Craftsman, Repairman	1,831	17.2	1,929	14.8	5.4
Operators, Fabricators, Laborers	3,678	34.5	3,601	27.7	-2.1
Total	10,674	100.0	13,023	100.0	22.0

Source: U.S. Dept. of Commerce, Bureau of the Census, 1980.

While the farming and fisheries category appears to have increased dramatically, the likely reason for the additional 40 jobs is a lack of reporting in the 1970 census due to confidentiality considerations. Based on regional trends, it is likely that these trends have continued over the past decade, with a larger increase in the services sector. The Rhode Island Department of Employment and Training estimates that the largest number of job openings Statewide through 1995 are expected in the sales workers and professional/technical occupational categories.

Income Levels - In 1979 (the year reported in the 1980 census with respect to income), median household income in West Warwick was $15,605.[2] The following illustrates household income by number of households:

Income	No. of Households	Percent of Households
Less than $5,000	1,327	13.4
$5,000 - 19,999	5,134	51.6
$5,000- 9,999;	1,631	16.4
$10,000 - 14,999;	1,797	18.1
$15,000-19,999	1,706	17.1
$20,000 - 24,999	1,233	12.4
$25,000 - 34,999	1,499	15.1
$35,000 - 49,999	618	6.2
$50,000 or more	138	1.4

Median *family* income in 1979 was $18,332, suggesting that non-family households were generally composed of people earning incomes below the median family income.

In 1990, Rhode Island Housing Mortgage and Finance Corporation estimated West Warwick's median family income at $35,348, which is 30th of 39 towns in the State. Median family incomes for other towns in the region are as follows: Warwick - $41,061 (13th); East Greenwich - $56,985 (1st); Coventry - $41,000 (14th); and Cranston - $39,820 (19th). The Statewide median family income in 1990 was $37,500. Since the 1950's, West Warwick has consistently been below the State's median family income.

Journey to Work - In 1980, most West Warwick residents commuted to jobs within the West Warwick, Coventry, East Greenwich, and Warwick area. Providence and Cranston also were among the primary destinations of West Warwick commuters.

Destination	Number	Percent
Providence	1,628	12.4
Pawtucket	138	1.0
Warwick	2,728	20.9
Cranston	887	6.8
Johnston, No. Providence, Scituate, Smithfield	245	1.9
Central Falls, Cumberland, Lincoln	56	0.4
East Providence	153	1.2
Woonsocket	0	0.0
West Warwick, No. Smithfield, Blackstone, Millville, MA	19	0.1
No. Attleboro, Norton, Plainville, Rehoboth, Seekonk	12	0.1
Bristol County	25	0.2
Coventry, East Greenwich, West Warwick Jamestown, No. Kingstown, So. Kingstown,	4,580	35.0
Narragansett	636	5.0
Other Locations	1,971	15.0

2 The Census defines household as "all the persons who occupy a housing unit...may be a single family, one person living alone, two or more families living together..." A family is defined as a householder and one or more other persons in the same household who are related to the householder by birth, marriage or adoption.

that East Greenwich has experienced in retailing in its downtown area, and the inability of West Warwick's stores and businesses to compete with regional shopping opportunities.

In 1986, West Warwick captured under two percent of the State's total retail sales. Other Towns in the region, including Warwick, Cranston, East Greenwich and Coventry, captured 8 percent, 7 percent, 2 percent and 1 percent, respectively.

Inventory of Existing Economic Development - West Warwick has historically been a manufacturing center in Rhode Island. The following economic development activities have been identified in West Warwick:

- Industrial development in existing mill buildings;
- Industrial development in the West Warwick industrial park;
- Retail and service development centered in Arctic;
- Retail and service development at scattered sites;
- Home occupations at scattered sites;

Industrial Development - There are 643+/- acres of industrially zoned property in the Town of West Warwick, 12.1 percent of the Town's total acreage (5,312+/- acres), shown on Figure IV-3.[4] Over 380 acres of the 643 acres (60+/- percent) are developed for industrial and other uses. The remaining 263 acres are vacant, but may not be developable due to environmental, access or other constraints, as noted in Table IV-4. Most of the Town's industrially-zoned property is located in scattered sites throughout the Town and in the West Warwick Industrial Park.

The West Warwick Industrial Park is about 500 acres in size. Parcels in the industrial park are privately owned. It has both public water and sewer, as well as other utilities. Access is excellent, at the interchange of Interstate Route 95 and RI Route 2.

Approximately 85 developable acres available within the industrial park. Much of the remaining land in and surrounding the park is limited for development due to wetlands and other environmental constraints. There is limited potential for expansion of the park, although the Town may want to look at the west end of the access road north of I-95 for expansion purposes.

Some recent interest has been expressed regarding the potential for a tourist bus operation and a jewelry firm operation. The cost per acre at the park is around $127,000 per acre, as compared with $200,000 at the Metro Industrial Park in West Greenwich.

Mill Complexes - The Town has a number of older textile mill complexes associated with the historic villages, mainly along the shores of the Pawtuxet River which provided a good power source. The following lists the major mill complexes, and their characteristics:

- **Arctic Mill Complex**, 21 and 33 Factory Street (1834-1965)
  Characteristics - Several stone buildings along both sides of south branch of the Pawtuxet River.
  Former uses - woolen cloth production, storehouse, other cloth material, American Tourister
  Current uses - Natco Products - lightweight bags, West Warwick Screw Products
  Notes - A recent proposal to renovate the mill for housing use was turned down due to opposition by neighborhood residents.

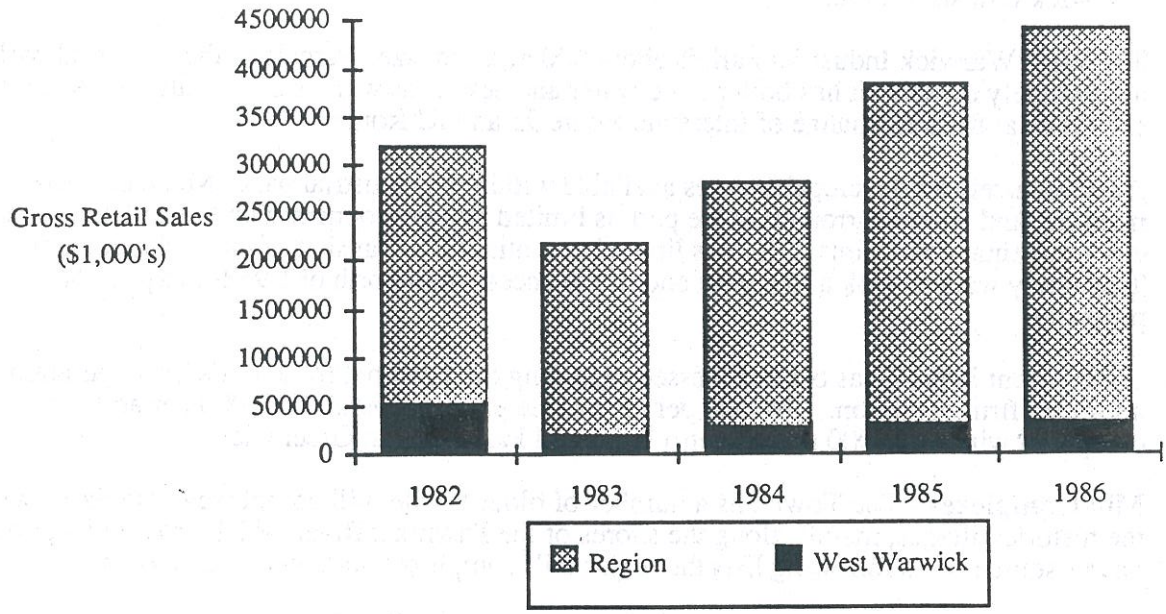
4 Based on Rhode Island Department of Administration, Division of Planning figures on industrially-zoned land.

Major Private Employers - Firms employing 100 or more persons in West Warwick include:

- Amtrol Inc. - 500
- Scott Laboratories - 350
- Dryvit - 200
- Original Bradford Soap Works - 200
- Concordia Manufacturing Co. - 180
- Astro-Med, Inc. - 175
- Jerry's Supermarkets - 170
- Natco Products Corp. - 150
- West View Nursing Home - 125

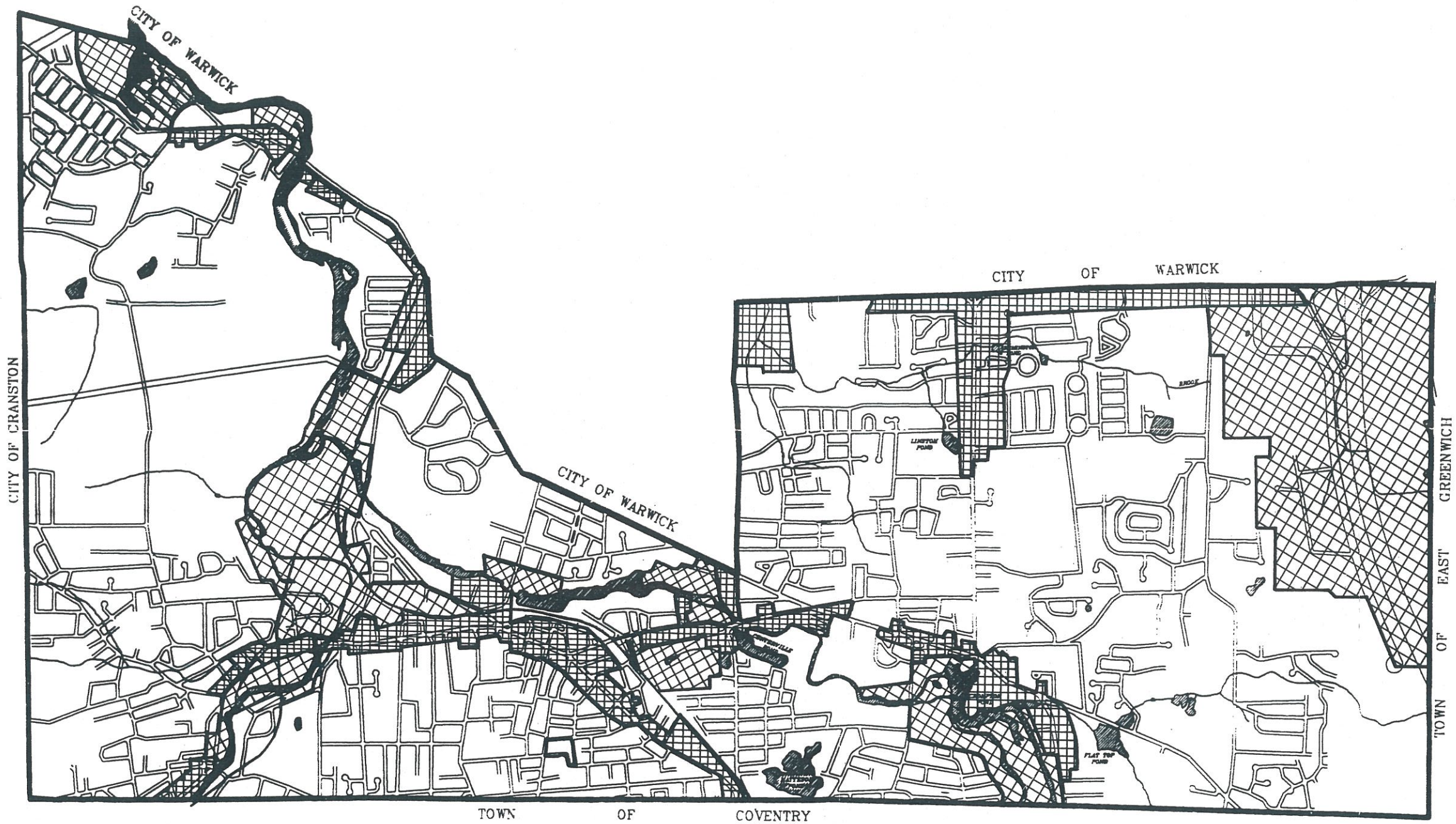
Retail Sales - Retail sales is another indicator of the health of the Town's economic base. Figure IV-2 shows a 40 percent decrease in retail sales between 1982 and 1986 in West Warwick, while the planning region had an increase of 450+ percent during that period.[3] This is due, in large part to the retail boom along Route 2 in Warwick, the success

Figure IV-2
Gross Retail Sales in West Warwick and the Planning Region
1980 - 1986



Source: RI Department of Administration, Division of Taxation.

3 Source for this information is the Rhode Island Department of Administration, Division of Taxation. Discussion with representatives of this group indicates that the reliability of the data by municipality is not optimal, and should be used with a degree of caution.



Source: West Warwick Planning Department

Business D

Industrial E

0 1000 2000 3000
Feet

Comprehensive Plan
West Warwick, Rhode Island

Albert Veri & Associates, Inc
Community Planners
70 Elm Street
Providence, Rhode Island
401/274-1360 02903

INDUSTRIAL AND COMMERCIAL AREAS

Figure IV-3

Date:
Drawn by:
Scale: As Noted

Digital data provided by the R.I. Geographical Information System.

Table IV-4
Characteristics of Existing Industrially-Zoned Land
West Warwick, Rhode Island

Site No.	Location	Description	Total Acres	Ind. Acres	Other Acres	Vacant Acres	Utilities
1	Main Street/Fairview Avenue	Site adjoins the north branch and main stem of the Pawtuxet River. Most of the vacant land at this site appears to be on an island in the river, thus creating access problems. Low potential.	24	10	6	8	Electric Water Sewer Gas Rail
2	North of intersection of Providence and Main Streets	Adjoins the north branch and main stem of the Pawtuxet River. Steep slopes and a former landfill diminish the quantity of readily developable land, however, a parcel in the eastern portion adjoining the rail line could be used provided access is available. Moderate potential.	175	20	101	54	Electric Water Sewer Gas Rail
3	Pontiac Avenue/ Providence Street	Site adjoins the north branch and main stem of the Pawtuxet River. Development of vacant land at this site would necessitate considerable site work and would have to conform with wetland and flood plain regulations. Low potential.	47	7	25	15	Electric Water Sewer Gas Rail
4	Providence Street/ Pawtuxet River	Totally occupied.	8	2	6	0	Electric Water Sewer
5	Factory Street at Pawtuxet River	Vacant land at this site has steep slopes and is plagued by flood hazards. May be suited to expansion of existing uses. Moderate potential.	9	4	1	4	Electric Water Sewer Gas

Table IV-4 cont.
Characteristics of Existing Industrially-Zoned Land
West Warwick, Rhode Island

Site No.	Location	Description	Total Acres	Ind. Acres	Other Acres	Vacant Acres	Utilities
6	Northwest intersection of Legris Avenue and Church Street	Small vacant parcel suited to expansion of existing uses. Moderate potential.	28	20	7	1	Electric Water Sewer Gas Rail
7	Northeast intersection of Legris Avenue and Church Street	Vacant land at this site has steep slopes and is plagued by flood hazard. May be suited to expansion of existing uses. Low potential.	22	12	6	4	Electric Water Sewer Gas
8	Pulaski Street	Largest parcel of vacant land at this site is a wetland, however, two smaller parcels could possibly be used for expansion of existing industries on site. Moderate potential.	59	17	22	20	Electric Water Sewer Gas
9	West of Route 2 between Route 95 and Division Street	The Town's largest industrial zone, a 500 acre industrial park. High potential.	271	88	31	152	Electric Water Sewer Gas

Source: Rhode Island Dept. of Administration, Division of Planning, July, 1990.

- **Centerville Mill Complex,** Bridal Avenue and Main Street, (1807)
  Characteristics - Brick, stone and wood buildings along both sides of the south branch of the Pawtuxet River.
  Former uses - cotton textiles, saw mill, grist mill, chemicals, swimming pools
  Current uses - B&B Quality Dye Works, Agawam Dye Works

- **Warwick Mill Complex,** Brookside and West Warwick Avenues (1896/1907)
  Characteristics - Brick buildings, 3-story, flat roofed 110 X 600 foot brick structure, a 250 X 500 shed attached, brick office building, 3-story flat roofed mid-20th century structure with passageway at second level to main mill.
  Former uses - cotton textiles
  Current uses - Northeastern Dye Works

- **Clyde Print Works Site,** Main and Clyde Streets (1830's)
  Characteristics - Several large buildings set in a large expanse of asphalt and gravel.
  Former uses - cotton textiles, printing, various industrial uses, lumber yard
  Current uses - Vacant, Almacs on site

- **Crompton Mills Complex,** Pulaski and Manchester Streets (1807)
  Characteristics - Brick buildings along both sides of the south branch of the Pawtuxet River.
  Former uses - textile soaps, cotton textiles, bleachery, calico printing, velveteen and corduroy textiles.
  Current uses - Warwick Dye (carpet dyeing), Hope Valley Dye (scouring and dyeing operations)

- **Lippitt Mills Complex,** Main Street (1810)
  Characteristics - A number of connected wooden structures of various dimensions, and several, smaller free-standing buildings between the intersection of Main and Wakefield Streets and the north branch of the Pawtuxet River.
  Former uses - saw mill, grist mill, yarn, bleaching, lace
  Notes - one of Rhode Island's earliest textile mills, notable for wooden construction; on National Register of Historic Places.

- **Phenix Mill,** 771 Main Street (1822)
  Characteristics - Sited between Main Street and the Pawtuxet River, a four story stuccoed stone building with several attached and free-standing buildings, connected to a 1902 weave shed across the street by a steel bridge over the street..
  Former uses - textiles
  Current uses - Scott Laboratories (pharmaceuticals/research)
  Notes - Employs 400 persons +/-

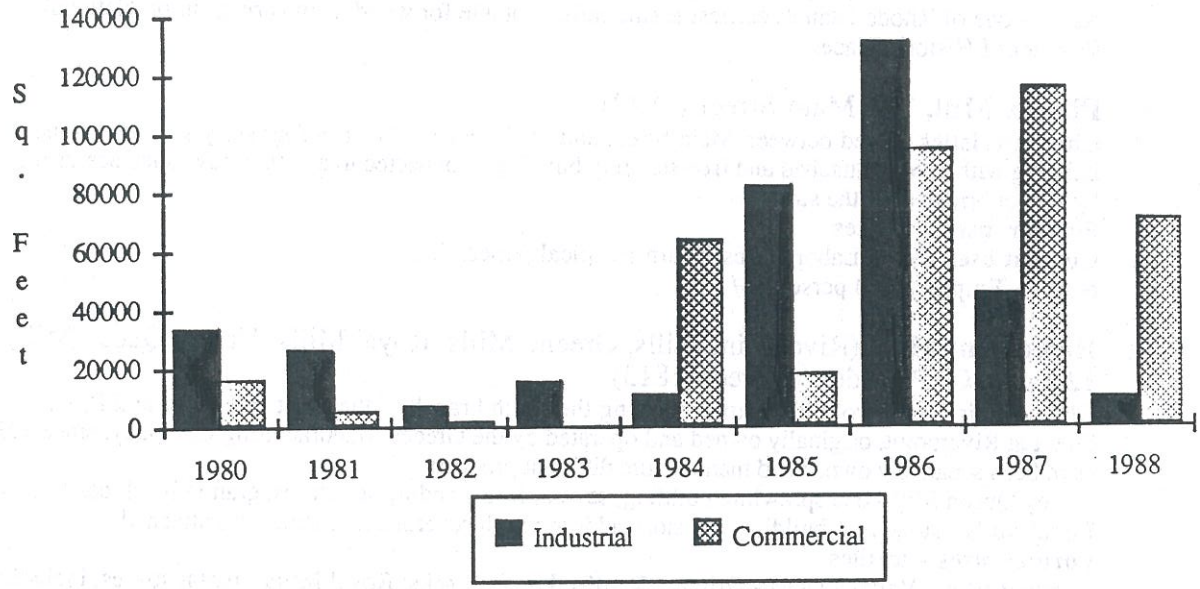
- **Riverpoint Mills** (Riverpoint Mills, Greene Mills, Royal Mills, Valley Queen Mill), 125 and 200 Providence Street (1813)
  Characteristics - Two mill complexes along the south branch of the Pawtuxet River and Providence Street at Riverpoint, originally owned and operated by the Greene Manufacturing Company; since 1931 have been separately owned and manufacture different products.
  Valley Queen Mill - one sprawling building, several free-standing structures, granite block construction.
  Royal Mills - stone mill building, a 5 story addition with several small structures attached
  Former uses - textiles
  Current uses - Valley Queen - Original Bradford Soap Works; Royal Mills - rental spaces, including Ace Finishing and Dyeing

These sites are at various levels of use, some being largely occupied (Phenix Mills - Scott Lab), while others having large amounts of vacant space (Arctic Mill). Numerous constraints exist for the use of these mills, including structural soundness of the buildings, lack of parking, interior space design and infrastructure problems, as well as others. There is reuse potential, however, within most mills, and mill owners are interested in working toward full occupancy. Adaptive reuse of the mill buildings for industrial, commercial or residential uses should be a consideration in future economic development plans.

Commercial and Industrial Construction - New commercial and industrial construction is an indicator of the growth of the Town's economic base. Through the past ten years, commercial and industrial building has been sporadic, with the early 1980's exhibiting limited growth, followed by a growth period for industrial development, and a subsequent increase in commercial development (see Figure IV-4). During this period, approximately 360,000 square feet of new industrial space was constructed, and 390,000 square feet of new commercial space was built. This represents 12 percent of the new industrial construction in the region, and six percent of the new commercial construction.

New non-residential development in West Warwick is somewhat limited due to the lack of available, developable land. There are few undeveloped areas zoned for commercial or industrial activity.

Figure IV-4
New Commercial and Industrial Construction Trends, 1980-1988
West Warwick, Rhode Island



Source: RI Department of Economic Development.

IV.2 Economic Development Issues

The following organizations, boards, commissions and individuals are involved in some manner in the economic development process in West Warwick:

- Mayor - guidance;
- Town Council - guidance;
- Planning Board - review of plans;
- Zoning Board - if variance is necessary;
- Town Planner - guides developer through regulatory process, reviews plans, advises Planning Board, prepares grants applications;
- Local utilities - sewer, water, electric;
- Economic Development Commission - site availability, promotion; and,
- Chamber of Commerce.

No coordinated process for assisting the economic development process exists in West Warwick. The above-noted groups function as a loosely knit network which responds to interested developers/marketers/businesspeople as needed.

Economic Development Strengths - West Warwick has certain characteristics which are considered advantages in promoting economic development, as follows:

- Existing mill structures which could support certain types of economic development;
- Good quality of life - strong and affordable housing stock, wide range of community facilities and services;
- Available business/industrial zoned land;
- Availability of some industrial sites in West Warwick Industrial Park;
- Geographical position of Town;
- 95 percent of Town is sewered;
- Most of Town is served by Kent County Water Authority water systems;
- Inexpensive land costs in comparison to other areas in the regional market;
- Convenient access to Interstate Route 95 and Route 2, important regional highways; and,
- Available and diverse workforce.

The Town should target economic development activities which can take advantage of these benefits, such as through promotion of reuse of existing mill buildings, incubator businesses, and a coordinated approach to promoting the remaining Industrial Park land.

Constraints/Barriers to Economic Development - Along with its advantages, the Town has certain constraints and barriers to economic development:

- Lack of available, developable commercially/industrially zoned property;
- Lower education and income levels of residents (per 1980 Census/1990 median income figures);
- Central business district in decline, showing signs of public and private disinvestment;
- Lack of a coordinated local economic development effort;

IV.3 Arctic Business District

The primary Arctic business district encompasses the downtown area bounded by Legion Way to the east, the intersection of Legion Way and Main Street to the north, Archambault Way to the west and Pond Street to the south (See **Updates and Amendments – Arctic Revitalization**). A survey of existing conditions was conducted by AVA staff during 1990.

Generally the exterior conditions of buildings in the study area are good. Buildings with painted exteriors for the most part are adequately maintained, meaning painted surfaces are not pealing or cracking and are free from graffiti. Buildings with brick, metal or stucco finishes also appear to be adequately maintained. Brick and stone work are in most cases not in need

of repointing, and metal buildings and trim are free from dents and scratches. Window walls, display windows and doors in general, are free from cracks and kept reasonably clean. A few operating businesses have had to board-up windows. There are selected examples of buildings which are not in good physical condition.

Businesses which have entrances located in the back of buildings on the west side of Main Street and Washington Street have made attempts to keep areas presentable. In general the backs of these buildings which front on Archambault Avenue have not been given the attention that the Main Street store fronts have. More could be done to make rear entrances of buildings and the associated parking more appealing to customers and residents who live on Archambault Avenue and the numerous streets which intersect with Archambault. Fencing could be used to hide rooftop HVAC equipment. Awnings which are used over entrances at a few locations would, if used consistently, greatly improve the visual quality of the area. Some other minor fixes which would help the appearances of the area include general maintenance of parking areas and restriping, repair of deteriorated fencing and retaining walls, removal of demolition materials, and repair and redirection of roof drainage.

Sidewalks and Landscaping - Sidewalks are in good condition in most parts of the study area. Generally, sidewalks are free from cracks, dips and other irregularities, and are adequately delineated from the road by curbs. In some areas sidewalks pitch away from buildings at a rather steep grade. This condition may pose a problem for older pedestrians or people with canes or walkers. Steps which protrude onto the sidewalk from buildings are also found in the study area and can be hazardous to pedestrians.

Other than occasional streets trees and a few isolated planting beds the study area is devoid of any landscaping treatments.

Parking - On-street parking along Main Street and Washington Street is allowed on both sides of the street and is restricted to two hours. Parking on other one-way streets is restricted to one side in some cases. For the most part, access to off-street parking is not a problem along Main and Washington Streets. Many stores have private lots for customers either in front, on the side, or in most cases behind the store. Stores which do not have private parking for employees and customers typically have access to nearby municipal lots. In cases where parking is found behind the store a rear entrance is sometimes provided so customers do not have to walk all the way around the building to enter a store. Only a few business people felt parking was inadequate.

Three of the four municipal parking lots serving the Arctic area are well maintained and striped. The lot on Archambault Avenue between Jodoin and Gareau Streets is not striped and is in need of some minor patch work. The municipal lots adjacent to J.J. Newberry on the west side of Washington street, and on the east side of Washington Street between Brookside Avenue and Ottawa Street are not clearly marked as public parking. The other two lots have signage identifying them as municipal parking. Additional signs on Main Street indicating the location of free municipal parking should considered.

Signage - Within the study area there is a wide range of signage types. Overhanging and wall signs are the predominant types. Many of the overhanging signs have the potential for illumination from within, and some wall signs are illuminated with spot lights. Many businesses utilized sign poles and some relied on window displays and window paint. In some blocks where wall heights and overhangs were uniform, groups of stores adopted similar signage styles but, for the most part there was no uniformity in either style, location or size of signage.

Business Climate - Responses to the question "hows' business ?" range from "business stinks, you want to buy it" to business is "good" or business is "steady". The overall attitude of business people was that business is "down" even for this typically slow part of the year. With the exception of a couple of business people who were opening new businesses, there was little optimism that business would get better in the near future. Retail establishments with a well established clientele, who don't rely on foot traffic seemed to fare better than businesses that were fairly new to the area and rely extensively on impulse sales from shoppers.

When asked for general comments about the downtown area the response which was voiced by the highest percentage was that they wished two-way traffic would be restored on Main and Washington streets. Others complained of dirty, littered streets, and of dumpsters which are allowed to overflow. Others alluded to the presence of alcoholics, drug dealers and other people who walk the streets as posing a threat to business as well their safety.

Summary - Throughout the 1950's, 1960's, and 1970's, the retail districts of many communities like West Warwick deteriorated as they lost their formerly dominant role in the metropolitan retail market to suburban shopping. Much of the deterioration in Arctic can be attributed to loss of customers and shops to the Warwick Malls, and the more recent Route 2 strip development. Problems with downtown deterioration are not new, and have been addressed in plans dating back as far as 1968. The 1968 Comprehensive Community Plan cited problems, both internal and external to the area, which have contributed to the poor performance of the commercial area. Many of these problems have not been corrected and still affect the downtown district . External problems which still exist include a surrounding population which has limited purchasing power, suburban shopping malls accompanied by changing consumer behavior, and traffic conflicts in the West Warwick area.

Internal problems include incompatible land uses interspersed with commercial uses, unattractive building facades and signs coupled with the presence of unsightly overhead utility lines, lack of landscaped pedestrian walks and other amenities which might enhance aesthetics of the area.

One solution, proposed in 1968 was to develop a "sound central core" of businesses and surround them with service and convenience establishments. This concept, which is still used today, attempts to create a downtown mall which will compete with regional suburban malls. While this approach has worked in some cities, there have been far more failures than successes. Given the proximity of the Warwick malls, Route 2 commercial development, and the limited resources of the Town, this concept does not continue to be a a realistic option.

Realistically assessing the potential market for downtown retail opportunities is essential before adopting any type of plan. In the the assessment of downtown market, different sub-groups must be examined. Customers come from one of four groups: (1) households living close to the downtown for whom it is the most convenient location to shop; (2) the remaining consumers in the metropolitan area who might be attracted downtown occasionally if shopping opportunities and attractions outweigh the inconvenience of time and distance; (3) downtown workers; and (4) transients (tourists, business visitors). West Warwick's size, location and character limit its ability to capture potential customers from all but the first of these four categories. It is likely that a large percentage of the retail customers come from households living close to the downtown or, who travel through Town on their way to work. The close proximity of large regional malls effectively eliminates the possibility of attracting customers from the second category. The absence of office complexes and large manufacturing establishments in the downtown area minimizes the number of potential customers who might be attracted from the third category. It is also unlikely that downtown Arctic captures many tourists or business visitors.

A more detailed study of the downtown market potential should be conducted, and should consider the following:

(a) The extent, location, and character of competing shopping centers.
(b) The recreational/ cultural attractiveness of downtown.
(c) The accessibility, transportation, and parking convenience of downtown retail for the potential that it can serve.
(d) The social character of the downtown.
(e) The extent, location, and character of existing retail facilities in downtown.
(f) The availability and cost of land downtown.
(g) The cost of construction and operations downtown.[2]

To remedy the current situation and prevent further degradation of the downtown, the Town must join in partnership with the Chamber of Commerce, local merchants, and property owners, and the Town's business community to conduct a detailed study of the downtown's potential, and then implement a plan to revitalize the Arctic Business District.

IV.4 Fiscal Resources

Fiscal condition is one aspect of the Town's overall economic health, and includes local budgeting, revenues and expenditures, and capital improvement programming. Data used in this section was obtained primarily from the Annual State Report on Local Government Finances and Tax Equalization, prepared by the Department of Administration, Office of Municipal Affairs.

Town Budget - The Town's budget reflects its assets in terms of revenues and liabilities including expenditures and transfers. As specified in the Home Rule Charter, the budget is adopted annually by the Town Council, with appropriation amounts supported by revenue estimates, taking into account the elimination of accumulated deficits and reappropriation of surpluses.[5] Since 1980, the Town has recorded an operating surplus in each year, except 1989, thereby reducing the accumulated General Fund balance from a deficit to a surplus for the fiscal year ended June 30, 1989.

Tax Revenues - For the fiscal year ending June 30, 1991, total revenues anticipated in West Warwick equal $36,900,574.00. The composition of this revenue is shown on Table IV-5.

Table IV-5
Composition of Town Revenue

Local Revenue	Dollars	Percent of Total
Property tax	$21,467,009	58.18
Interest on taxes	$300,000	0.81
Licenses and Fees	$365,000	0.99
Sewer Assessment Taxes	$1,050,000	2.85
Miscellaneous Revenue -	$200,000	0.54

2 Farr, Cheryl A. Shaping the Local Economy

5 Official Statement of the Town of West Warwick, Rhode Island Relating to $1,500,000 General Obligation Bonds and $1,200,000 General Obligation Bond Anticipation Notes, June, 1990.

Table IV-5 cont.
Composition of Town Revenue

Local Revenue	Dollars	Percent of Total
Investment Income	$150,000	0.41
Civic Center Receipts	$302,000	0.82
School Receipts - Other	$75,490	0.20
Town Service to Water Pollution Control	$165,453	0.45
Revenue from Special Tax Sale	$350,000	0.95
Early Retirement Program	$100,000	0.27
Sale of Town Property	$180,000	0.49
Total Local Revenue	$24,704,952	66.95
State Aid		
State Revenue Sharing	$0	0.00
Distressed Community Share	$316,800	0.86
State Road Aid	$0	0.00
Telephone Tax	$264,090	0.72
School Housing Aid	$360,214	0.98
School Operations Aid	$10,646,394	28.85
School Operations - Restricted	$494,604	1.34
Hotel Tax	$520	0.00
Recycling Reimbursement	$113,000	0.31
Railroad Tax	$0	0.00
Total State Revenue	$12,195,622	33.05
Total Revenue from Property Taxes	$21,467,009	58.18
Total Revenue from Other Than Property Taxes	$15,433,565	41.82
Grand Total Revenue	$36,900,574	100.00

Source: West Warwick Town Budget, 1991.

Table IV-5 and Figure IV-5 show that over 58 percent of the Town's revenues generated through local property taxes, another 33 percent through various forms of State aid, and the remaining 9 percent through miscellaneous revenue-producing activities. West Warwick has historically relied upon property taxes and State grants for the bulk of its revenues, as have most other Rhode Island communities. The majority of State aid (94 percent) is in the form of school operations assistance which guarantees a minimum educational program for every pupil. High reliance on state or federal aid to fund the budget generally describes a "poor" community, while low amounts indicate "wealthy communities," and West Warwick falls between these categories.

Property Taxes - West Warwick levies the same annual property tax rate on all categories of land use, and taxes are based on the assessed value of property. Property tax rates (tax per thousand dollars assessed valuation) have changed as shown on Table IV-6.

The change in the tax rate in 1983 was due to revaluation which reduced the rate by approximately 69 percent. Although the rate was cut by more than half, assessed property values were increased in order to more closely approximate market values. The Town is mandated to undertake another revaluation in 1993.

Table IV-6
Tax Rate Trends

Year	Tax Rate per $1,000	Year	Tax Rate per $1,000
1980	73.50	1985	26.70
1981	75.70	1986	27.30
1982	81.60	1987	28.10
1983	25.60 (Property Revaluation)	1988	28.10
1984	26.50	1989	31.50
		1990	32.60

Source: Town of West Warwick Tax Assessor, 1992.

Figure IV-5
Sources of Local Revenue

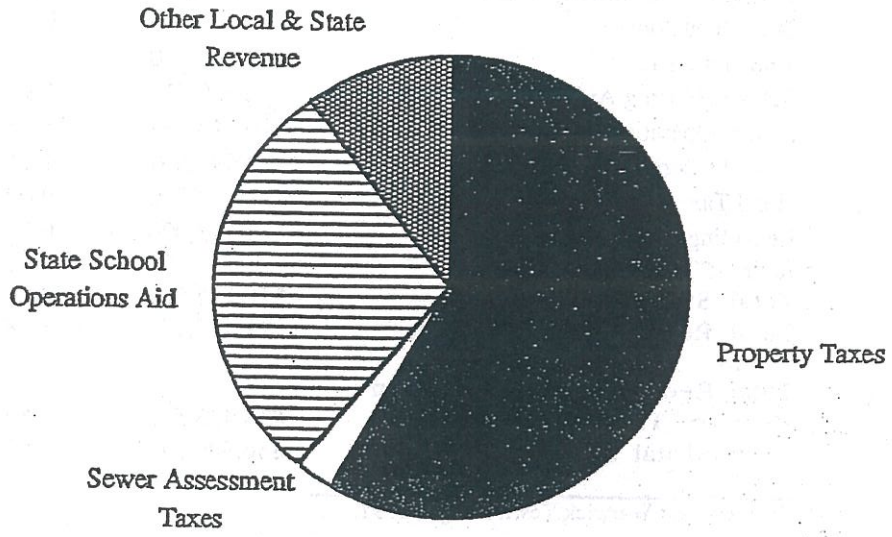


Table IV-7 presents property tax revenues (land and buildings) as a percentage of total revenues. The amount of local revenue generated through the property tax varied throughout the 1980's, ranging from 46+/-percent in 1989 to 58 +/- percent in 1990. Most of this burden is placed upon the residential property owner, that is, resident owners of single and multifamily homes. The Town should work toward relieving this reliance on residential property taxes through various measures, including expanding its commercial and industrial tax base, and potentially through creating a fee system which would require developers to bear more of the burden of providing public facilities such as recreation areas.

Equalized tax rates (effective tax rates) are a measure of the local property tax burden and can be compared between municipalities since they are based on comparable property values which adjust for the date a municipality last revalued its property. West Warwick's equalized tax rate has been remained relatively consistent through the 1980's. Based on the most recent data available for comparison (1987), West Warwick ranked 17th out of 39 municipalities (1 indicates the high rate) in equalized tax rate, with a 1989 rate of 21.28. For comparison,

Cranston ranked 6th with a rate of 21.42, Warwick ranked 4th with a rate of 22.68 and Coventry ranked 18th with a rate of 18.12.[6]

Table IV-7
Revenues and Property Tax

Year	Total Revenues	Percent Change	Property Tax	Percent Change	Tax as a Percent of Revenues
1983	$21,762,552	-----	$11,372,979	----	52.26
1984	$22,070,291	1.41	$12,627,092	11.03	57.21
1985	$24,034,381	8.90	$13,643,848	8.05	56.77
1986	$23,952,065	-0.34	$13,882,238	1.75	57.96
1987	$25,780,180	7.63	$14,754,770	6.29	57.23
1988	$34,113,239	32.32	$16,321,129	10.62	47.84
1989	$36,345,705	6.54	$16,658,223	2.07	45.83
1990	$36,900,574	1.53	$21,467,009	28.87	58.18

Source: Annual State Reports on Local Government Finance and Tax Equalization.

Real and Personal Property - The total assessed value of real property (land, buildings and personal property) in West Warwick as of December 31, 1988 was $658,479,873. The residential component, including one family residences, two family residences, apartments, residential condominiums and vacant residential land, was approximately 68 percent. The State average for residential contribution was approximately 65 percent. Locally, commercial uses contributed 12 percent and industrial uses contributed 6.5 percent. Statewide, the average for commercial contributions was 17.7 percent and 4.5 percent for industrial contributions.

Table IV-8 illustrates recent trends in contributions to the tax roll for real estate and personal property. Real estate divisions have remained fairly consistent in their effective contribution to the tax roll since 1981. The Town's goals for economic development call for an increase in the percentage contribution from the commercial and industrial sectors, while the residential contribution remains the same or decreases.

Table IV-8
Sources of Tax Revenue by Percentage Contribution, Fiscal Years 1981, 83, 85, 88

Source	1981	1983	1985	1988
Residential	61.04	69.21	68.46	68.01
Commercial	11.88	12.03	11.74	12.16
Industrial	7.94	7.25	6.74	6.54
Utilities/RR	2.92	2.74	2.37	2.06
Motor Vehicles	16.05	8.52	10.53	11.08
Other	0.17	0.25	0.16	0.15
Total	100.00	100.00	100.00	100.00

Source: Annual State Reports on Local Finance and Tax Equalization, 1983, 85, 87, 88.

6 Annual State Report on Local Government Finances and Tax Equalization, State of Rhode Island and Providence Plantations, Department of Administration, 1989.

Equalized Assessed Valuation - The equalized assessed valuation is a measure of the Town's total taxable wealth, in that it measures the strength of the local tax base and affects the allocation formula for a sizable portion of its intergovernmental revenues. West Warwick's equalized valuation has exhibited steady increases in recent years, growing 86 percent from 1981 to 1988. In the 1988 fiscal year (the most recent comparative data) West Warwick ranked 16th in equalized assessed value (1=highest, 39=lowest), compared to Cranston (3rd), Warwick (2nd), Coventry (19th) and East Greenwich (17th).[7]

Municipal Expenditures - West Warwick is typical of suburban communities in its distribution of municipal budget expenditures in that the majority of its expenses are for the school system. Tables IV-9 and IV-10 and Figure IV-6 show the 1990 fiscal year budget expenditures for major categories. Sixty-eight percent of the Town's budget is spent for educational purposes, followed by debt service, fire, police, public works and general government (Town offices).

Table IV-9
Composition of Budget Expenditures

Expenditures	Distribution	Percent of Total
School Department	$21,735,309	58.90
General Government	$1,250,364	3.39
Tax Collector's Office	$244,336	0.66
Finance Department	$222,602	0.60
Tax Assessor's Office	$118,753	0.32
Town Auditor	$1,188	0.00
Police Department	$2,623,043	7.11
Fire Department	$3,083,553	8.36
Public Works Department	$2,129,893	5.77
Building Inspector's Office	$196,357	0.53
Town Engineer	$16,775	0.05
Street Lighting	$126,357	0.34
Town Planner	$76,049	0.21
Minimum Housing Department	$33,178	0.09
Civil Defense	$2,551	0.01
Personnel Office	$109,186	0.30
Welfare Department	$14,352	0.04
Libraries	$392,068	1.06
Recreation Department	$161,726	0.44
Committees	$101,580	0.28
Zoning Board	$20,147	0.05
Debt Service	$3,404,207	9.23
Civic Center Expenses	$302,000	0.82
Capital Budget	$525,000	1.42
Surplus fund	$10,000	0.03
Total Budget	$36,900,574	100.00

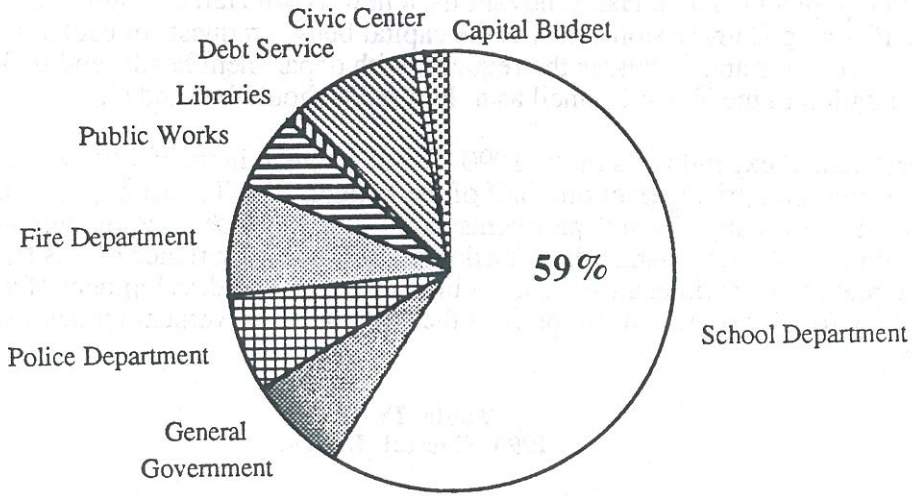
Source: West Warwick Town Budget, 1991.

Table IV-10 shows trends in expenditures over the past six years. All major spending categories have shown an increase over this period, with the exception of debt service which has

7 Equalized grand lists are the estimated full fair value of all property in a municipality. Actual sales are compared to assessed values.

decreased by a sizable percentage. The largest increases over this period (100+ percent) are in the general government category, which includes the Mayor's office, Town Clerk, Board of Canvassers, Town Solicitor, Probate Court, Municipal Court, Town Sergeant and other items such as insurance, pensions, advertising, worker's compensation, etc. This is likely due to the change in the form of local government during that period from a Council to a Mayor/Council government.

Figure IV-6
Composition of Expenditures, 1990-91 Budget



Source: West Warwick Town Budget, 1991.

Also interesting to note is the small shift in the amount spent for public works, which includes road maintenance, storm drain maintenance, solid waste disposal, street lighting etc. This may be one indicator of future challenges in maintenance and replacement of an aging infrastructure.

Table IV-10
Expenditure Trends for Major Spending Categories
1981-1989

	1984	1985	1986	1987	1988	1989	Percent Change 1984-89
School	10,581,966	12,091,786	13,000,159	13,730,720	15,762,557	17,604,556	66.36
Debt Service	2,499,443	3,089,135	2,612,764	2,613,308	952,615	1,679,647	-32.80
Fire	1,404,362	1,555,645	1,617,555	1,941,228	2,191,097	2,194,764	56.28
Police	1,285,976	1,320,490	1,461,642	1,606,035	1,910,661	2,147,420	66.99
Public Works	1,920,184	1,757,781	1,324,891	1,694,981	1,910,519	1,970,010	2.59
General Government	379,514	476,156	476,613	547,582	731,975	763,879	101.28
Other	3,135,988	2,899,446	3,255,762	3,418,822	5,433,001	5,680,799	81.15
Total	21,207,433	23,190,439	23,749,386	25,552,676	28,892,425	32,041,075	51.08

Source: Annual State Reports on Local Government Finance and Tax Equalization, State of Rhode Island Department of Administration.

Per capita municipal expenditures are derived by dividing the total budget by the population. Higher spending may reflect the delivery of a broad range of services, high local wealth or high service needs. In 1988, West Warwick ranked 28th of 39 communities (1 equals highest spending per capita) with $1,069 expenditures per capita. The State average was $1,172 spent per capita. Cranston ranked 19th, Warwick ranked 12th, East Greenwich ranked 2nd, and Coventry ranked 18th.

Capital Budget - The capital budget is composed of capital expenditure items such as purchase of new police vehicles, communications equipment, sidewalk construction, new fire trucks and equipment, Town Hall renovations, a new Town Hall elevator, etc. (see Table IV-11). The Planning Commission receives the capital budget requests of each municipal department, reviews and discusses the requests with department heads, and makes a recommendation to the Town Council as to how each should be funded.

The largest capital expenditures in the 1990-91 budget were in the public works and Town Hall categories, comprising over one-half of the budget. The Town's capital budget is critical to the operation of many Town departments, including purchase of equipment necessary to meet certain accreditation standards. Consideration of the importance of this fund in terms of providing preventive maintenance for local infrastructure, and development of a systemized methodology for all departments to prepare their capital improvement requests should be priorities.

Table IV-11
1990 Capital Budget

Capital Budget	Distribution	Percent of Total
Police Department	$81,800	15.58
Fire Department	$62,000	11.81
Public Works	$134,200	25.56
Town Hall	$140,000	26.67
School Department	$90,000	17.14
Recreation Department	$15,000	2.86
Civil Defense	$2,000	0.38
Total Capital Budget	$525,000	100.00

Taxes and Inflation - Inflation has a direct impact on the Town's buying power, and the consumer price index was used to provide an estimate of the real change in revenue over the past five years. The consumer price index (CPI) is a statistical measure of change in the purchasing power of dollars over time, and is used to adjust older income and expenditure data to reflect current levels.[8] Table IV-12 illustrates revenues in actual and real 1990 dollars.

8 The CPI for all urban consumers, northeast average was as follows:

1985	108.4	1988	121.8
1986	111.1	1989	128.6
1987	116.0	1990	133.1

Table IV-12
Property Tax Revenues: Actual and Real Dollars

Year	Actual Dollars	1990 Dollars
1985	$24,034,381	$29,510,850
1986	$23,952,065	$28,695,048
1987	$25,780,180	$29,580,534
1988	$34,113,239	$37,278,096
1989	$36,345,705	$37,617,522
1990	$36,900,574	$36,900,574

Between 1985 and 1989, revenues increased 53+ percent in actual dollars, while increasing 25+ percent in real 1990 dollars. While inflation has been relatively low during this period, this shows the affect the varying value of the dollar has upon the Town's ability to provide services. This is likely to be critical in the next five years, with the northeast, and much of the nation in a recessionary period.

Bonded Indebtedness - Municipalities are generally rated by bond houses when bonds are about to be issued. The highest rating is Aaa, which results in lower interest rates being charged such municipalities when they issue bonds. West Warwick has a B_{AA1} bond rating, as does Cranston. In comparison, East Greenwich has a AA rating, the highest of local communities, Coventry and North Kingstown have A ratings, and Central Falls and Johnston have B_{AA} ratings, one division lower than West Warwick.

The following sets forth the schedule of debt service on outstanding bonds for the fiscal years ending 1990-2005:[9]

Fiscal Year Ending June 30,	Total Debt Service, Principal and Interest (1)
1990	$2,853,720
1991	$2,731,854
1992	$2,984,951
1993	$2,831,938
1994	$2,740,121
1995	$2,646,485
1996	$2,453,535
1997	$2,069,835
1998	$1,863,605
1999	$1,363,390
2000	$859,610
2001	$106,275
2002	$100,088
2003	$93,863
2004	$87,600
2005	$81,300
Total	$25,868,170

Source: Town of West Warwick Finance Department.

9 Official Statement of the Town of West Warwick, Rhode Island Relating to $1,500,000 General Obligation Bonds and $1,200,000 General Obligation Bond Anticipation Notes, June, 1990.

Budget Issues - The Town is currently experiencing a severe cash flow deficiency resulting primarily from general fund advances to the Sewer Enterprise Fund.[10] The Sewer Fund contains two major sources of revenue, the sewer use tax and the sewer assessment. The sewer use tax is an annual user fee based on actual water consumption, and its intent is to support the annual operation of the sewer plant. However, as of June 30, 1989, the sewer use tax collections have not supported the plant's annual operating costs. The Town's general fund has advanced over $2.2 million dollars to cover the plant's operating costs.

The sewer assessment is a one time assessment to fund the cost of construction of the sewer system infrastructure. The Town's intent is that the sewer assessment collections support the annual debt service payment of the sewer construction bonds. As of June 30, 1989, the Town had advanced the Sewer Enterprise Fund over $10 million to pay the annual debt service requirement. The major reason for this cash flow shortage is because the sewer bonds are being repaid over a *20 year* period and sewer assessments are being collected by the Town over a *30 year* period. At a special local referendum the Town approved a bond to fund payment of receivables due to the Town's General Fund from the Sewer Enterprise fund.

General concerns relating to the Town's Finance Department identified in the January, 1990 audit report include:

- The computer program used in the Department was not user friendly, employees were not trained to use the program, and hardware was inadequate;
- The Department was using an antiquated tax collection system, resulting in a back-log of undeposited tax payments.
- The lack of a full time Finance Director, with a longer term contract (5 years) was inhibiting the ability of the department to develop a consistent financial reporting system.

The Town is currently taking steps to resolve these issues at the present time, including installation of a new computer financial program and hardware.

Financial Health Indicators - Indicators are measures which provide a reading on, in this case, the Town's financial health. The following indicators were reviewed to evaluate the overall health of the Town's finances:

- **Taxes** - if the Town's effective tax rate is greater than the State average, the Town is considered to be a "high tax" community. A community is considered property tax *dependent* when property tax revenues as a percentage of total revenues is greater than the State average. If the percentage of property tax as a component of total revenues is increasing, the town is considered to have an increasing dependency on property taxes.
- **Budget** - if revenue growth has lagged behind expenditure increases, a community is considered to have an inflexible budget.
- **Tax Rate** - If there has been a rise in the effective tax rate over a period of time, the Town is considered an increasing tax community.

10 Audit Report Summary, Parmelee Bacon & Associates, January 25, 1990.

These indicators are used to judge fiscal vulnerability, the extent to which the established finance and budgetary procedures of the town would be affected by a major change in the local fiscal environment.[11] A community exhibiting a combination of these characteristics may be classified as slightly, moderately or highly vulnerable. In terms of West Warwick, the analysis indicated it is a slightly vulnerable community, and could experience some difficulties should a major change occur in the existing fiscal environment, such as a major change in property tax revenues (see Table IV-13).

Summary of Fiscal Conditions - West Warwick faces obstacles on many fronts relating to finance, an aging infrastructure, the need to consider expanding social service programs to address particular needs of its residents, limited land for industrial or commercial expansion, and the demands placed by new Town residents upon the Town for services and facilities.

Table IV-13
Fiscal Indicator Analysis

Indicator	West Warwick's Response	Results
Property Taxes	Based on the most recent available comparative data, West Warwick's equalized tax rate was 21.28, versus the State median rate of 18.11. This indicates the community can be considered is a "high tax" community in this analysis.	*High Tax Rate*
Budget Flexibility	West Warwick may be classified as exhibiting a moderately flexible budget, with expenditures increasing/decreasing at a rate comparable to revenues.[12] The exceptions was 1989, when expenditures outstripped revenues.	*Moderately Flexible Budget*
Property Tax Dependency	West Warwick is not considered a wholly property tax dependent community, since its property tax revenues are lower than the State's average. In the 1988-89 fiscal year (the most recent available comparative data), 55.8 percent of West Warwick's total revenues were contributed by property taxes. The State average property tax contribution for this fiscal year was 62+/- percent. While the Town is not considered a property tax dependent community, The percentage of total revenue contributed by property taxes been increasing, and the Town is becoming more dependent upon property taxes to fund local programs and capital expenditures.	*Increasing dependency on the property tax*
Tax Rates	West Warwick's tax rate was 25.60 in 1984, 26.5 in 1985, 26.7 in 1986, 27.3 in 1987, 28.1 in 1988 and 1989, and 31.5 in 1990. The long term trend shows the effective tax rate is increasing, and will likely continue to increase until 1994, when properties are revalued.	*Increasing Tax Rates*

11 John D. Landis and Thomas D. Galloway, Rhode Island Community Fiscal Trends: 1975-1982 (Kingston, Rhode Island, University of Rhode Island Agricultural Experiment Station Bulletin), Contribution No. 2269, May, 1985.

12 The following table illustrates this situation:

Year	Revenues	% Change	Expenditures	% Change
1984	22070291	NA	21207433	NA
1985	24034381	8.90	23190439	9.35
1986	23952065	-0.34	23749386	2.41
1987	25780180	7.63	25552676	7.59
1988	34113239	32.32	28892425	13.07
1989	30274881	-11.25	32041075	10.90

It is widely recognized that residential development does not "pay for itself". In general, residential development generates increased demand for Town services which is not offset by property tax revenues. The Town balances this deficiency through tax revenues from nonresidential properties, assessments and fees, and State assistance. As the State faces a budget crisis of tremendous proportion, the prospect for decreases in funding for school and other programs is a real threat to the Town's ability to fully fund the programs and facilities improvements indicated as necessary to meet local goals. Alternative methods of financing will be considered, such user fees, impact fees and subdivision exactions. Expansion of the Town's industrial/commercial base within available space will be promoted, particularly as it meets the economic development goal of reuse of vacant mill buildings. Efforts will be made to encourage buildout of the industrial park space with appropriate industrial establishments.

IV.5 Goals, Policies and Recommendations

IV. Economic Development Goal(s)	Policies	Implementation Actions
1. To encourage revitalization of the older commercial centers of the Town, and promote land uses which contribute positively to the character of the community.	a. Improve signage and ease of travel to and through the Arctic area.	1. The Town's Economic Development Coordinator and Economic Development Commission must work with the Chamber of Commerce to prepare a map of downtown Arctic, showing public parking areas, major landmarks and provide other local information.
		2. The Town must coordinate with RIDOT to adequately sign major routes into and out of Arctic, including directional signs to the Registry of Motor Vehicles.
		3. The Town shall expand special signage that identify the unique village areas.
	b. Improve traffic flow through the Arctic area for the purposes of shopper convenience, and pedestrian and vehicle safety.	1. Study the feasibility of using Archambault Avenue as an access point to public parking lots.
		2. Study local traffic patterns, including signalization, pedestrian movement and reconsideration of alternatives to the one-way circulator.
	c. Improve the overall visual quality of the Town's business districts.	1. Prepare revised zoning guidelines for signage to apply to Arctic and Townwide, including size, location, illumination, elevation, etc.
		2. Develop design guidelines for future development and improvements to buildings in the Arctic area, including landscaping, lighting, and other streetscape and facade elements.

IV. Economic Development Goal(s)	Policies	Implementation Actions
		3. Prepare and implement a program of regular cleanup and maintenance of public areas in Arctic, including encouraging participation of local business owners.
		4. Work with the Chamber of Commerce and other local groups to conduct community pride campaigns, throughout Town.
	d. Plan for the revitalization of the business environment in Arctic, as well as Phenix and Natick, taking advantage of the benefits provided by the Town's historical character.	1. Develop and implement a long range plan to retain existing businesses, attract new investment and preserve and promote historic preservation in West Warwick.
		2. The Town will endeavor to provide site improvements to enhance the visual quality of the district. These would include special light standards, additional street tree planting, use of different paving materials, signage, waste disposal receptacles, street furniture,and other improvements.
		3. Strive to retain Town government buildings in the downtown Arctic area, as appropriate.
	e. Improve the availability, access and overall condition of public parking areas in Arctic.	1. Identify funding sources and program physical improvements to the public parking areas in Arctic, including lighting, striping and landscaping.
		2. Prepare and implement a regular program of cleanup and maintenance of all public parking areas in Arctic.
		3. Identify funding sources and contact landowners and proceed with purchase of additional lots for public parking, such as the property at the intersection of Brookside and Washington Streets.
	f. Define the boundaries of Arctic to extend north to the intersection of Legion Way and Main Street, Archambault Street to the west, Pond Street to the south and Legion Way to the east.	1. Include the southern portion of Arctic in all downtown public improvement projects.

IV. Economic Development Goal(s)	Policies	Implementation Actions
2. To promote revitalization and reuse of existing commercial and industrial facilities, particularly the numerous historical mill complexes.	a. Provide a positive atmosphere for building owners to seek out new tenants and to adapt historic mills and other structure for alternative uses as feasible.	1. Develop and maintain an inventory of available space in mill buildings to be regularly updated by the Planner and/or Economic Development Commission. This inventory will be kept at the Town Planner's office.
		2. Interview mill building owners to identify their particular needs and the steps Town officials can take to facilitate reuse.
		3. Investigate various forms of funding, such as grants, loans, combinations of grants and loans to facilitate reuse.
		4. Investigate the possible designation of the Town as an Enterprise Zone.
	b. Promote expansion of the manufacturing base by exploring options for available space, particularly in existing mills.	1. The Town will assemble a list of sites and maintain a space inventory of the mill buildings and other industrial sites so that potential uses may be easily identified.
		2. Identify potential uses for each mill complex and other industrial sites, taking into consideration site conditions such as access, parking, adjacent land uses, environmental setting etc.
		3. Target mill space which is unsuitable for industrial use for less intensive reuse or demolition.
		4. Examine legal requirements for rehabilitation of mill structures, such as handicapped access, code requirements etc., and establish a program of financial assistance to address these issues.
		5. Establish financial incentives for mill building rehabilitation.
3. Encourage selected economic growth and diversification of those economic activities which will provide employment and business growth opportunities.	a. Encourage the development of home based "cottage" industries.	1. Maintain an informational resource in the Economic Development and/or Town Planner's office regarding home-based industries.

IV. Economic Development Goal(s)	Policies	Implementation Actions
		2. Investigate and promote establishment of small business incubators, particularly in association with the reuse of mill buildings.
		3. Explore funding sources for management assistance to small businesses.
4. To broaden the sources of Town revenue in order to ensure a sound financial future.	a. Develop and implement a growth development strategy for existing industry in concert with local business leaders.	1. Develop and regularly update an inventory of available industrial land. This inventory will be kept in the Economic Development and/or Town Planner's office.
		2. Assist owners of industrial land in promoting appropriate sites for development in the Industrial Park and throughout the Town.
	b. Attract and assist those types of industry which are most suitable for, and potentially most beneficial to the Town in terms of employment need, needs of firms, resources, fiscal soundness and other objectives.	1. Study the potential product/supply relationships to recruit businesses that will support existing businesses in the region.
	c. Conserve and enhance desirable existing industrial areas to maximize the investment and utilization of existing infrastructure.	1. Work with the owners of Industrial Park property to ensure that infrastructure needs are met, and that the Park is well-maintained and attractive.
	d. Relate industrial development to overall land use by promoting use of development controls and performance standards that mitigate conflicts with other land uses and activities.	1. Establish performance criteria in the Zoning Ordinance for industrial development, including, but not limited to, noise, traffic generation, air pollution, sewer and solid waste, water quality impacts, odors, hazardous materials, stormwater management, erosion control, site design, landscaping and exterior lighting.
	e. Reserve sites and buildings suitable for economic development and prevent their preemption by or conversion to uses with less demanding locational requirements.	1. Review the zoning ordinance, particularly as it applies to mill buildings and the downtown Arctic area to ensure that regulations provide adequate guidelines and opportunities.
5. To create a positive atmosphere for the expansion of local economic development activities.	a. Develop incentives and other methods to assist in attracting desirable economic development to the Town.	1. Investigate the potential for establishing a local development corporation to assist on selected development projects.

IV. Economic Development Goal(s)	Policies	Implementation Actions
		2. Continue to identify and evaluate various funding sources for economic development programs in the local, state, federal and private sectors.
		3. Consider establishing a revolving loan fund for selected development projects.
		4. Evaluate the use of tax incentives to attract and encourage economic development.
		5. Maintain the position of Economic Development Coordinator to work as staff to the Economic Development Commission and assume the grants preparation duties of that office.
	b. Help the future workforce of the Town to receive a competitive education.	1. Improve the quality of education provided in the West Warwick public school system, particularly in the vocational-education program, by reducing the drop-out rate, providing program options to non-college bound students, supporting the English as a second language program, and other activities.
		2. Involve the business community with the public schools in programs which bring businesspeople into the schools and students into the business community.
6. To work toward becoming a fiscally sound, financially well-managed community.	a. Endeavor to eliminate duplication of effort and create economies of scale on a regional basis, while at the same time protecting the unique qualities of each cooperating community.	1. Work with adjacent communities to examine options for combining services on a regional basis, including, but not limited to schools, fire, and police services.
		2. Establish a committee to study the ramifications of regionalization, including impacts on the tax structure, costs and benefits.
		3. Ensure that the Town's Finance Department has up-to-date tools to function efficiently, including computerization, staffing, a full-time Finance Director, and additional records storage space.

Sources

Annual State Report on Local Government Finances and Tax Equalization, State of Rhode Island and Providence Plantations, Department of Administration, 1989.

Audit Report Summary, Parmelee Bacon & Associates, January 25, 1990.

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John D. Landis and Thomas D. Galloway, R.I. Community Fiscal Trends: 1975-1982 (Kingston, Rhode Island, University of Rhode Island Agricultural Experiment Station Bulletin), No. 2269, May, 1985.

Official Statement of the Town of West Warwick, Rhode Island Relating to $1,500,000 General Obligation Bonds and $1,200,000 General Obligation Bond Anticipation Notes, June, 1990.

R.I. Dept. of Employment and Training, Employment Covered by the RI Employment Security Act, 1989.

SUPPLEMENT C

Town of West Warwick Comprehensive Plan
Updates and Amendments

Legal: Chapter 42-11 of the General Laws established the Statewide Planning Program, Rhode Island Department of Administration.
Purpose: To prepare strategic and systems plans for the state, coordinate activities of the private and public sectors within this framework of policies and programs and advise the Governor and others concerned on physical, social and economic topics.

ECONOMIC DEVELOPMENT

The Town of West Warwick amends the economic development element of the Comprehensive Plan to concentrate and expand economic activities and projects in areas of adequate infrastructure provision and future improvement. Emphasis is directed toward redevelopment/expansion of the Arctic retail district and the West Warwick Business Park.

West Warwick Business Park

Justification

1. Statewide, Rhode Island will require approximately 1,006 acres of prime acreage for industrial use by the year 2020.[1]
2. A reserve of at least 8,000 acres should be added to the total of vacant prime industrial land and industrial land currently occupied, with the presumption that the latter will not be surrendered to non-industrial use in the future.[2]
3. None of the currently vacant industrially zoned land is considered of high potential for development.[3]

Current Conditions

West Warwick currently has 643 acres of industrially zoned land, 180 of which is currently in industrial use, 205 of which in other use and 258 vacant. West Warwick's industrial site inventory revealed no change during the past 10 years, with the exception of scattered use changes (zoning variances).
With the exception of the West Warwick Industrial Park much of West Warwick's industrial land is scattered along the north and south branches of the Pawtuxet River.

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[1] State Planning Council, "*Industrial Land Use Plan*", 2000.
[2] Statewide Planning Program. *Plan 2010.*
[3] Statewide Planning Program Industrial Land Inventory (1997-99)

These sites typically contain older textile mill complexes and are located along town streets that pose access and parking deficiency problems. Proximity to the river also suggests flood hazards, while wetlands also constrain development on many of the vacant parcels. Vacant areas within some of these river sites are appropriate for the expansion of existing, proximate uses as opposed to new extensive industrial development.

For the approximately 170 (parcel) acres composing the West Warwick Industrial park, currently vacant land has limited potential for development. Unfavorable topography coupled with wetlands and high water tables deters the ability to make full use of existing industrial park land. Utility provisions are adequate in terms of water and sewer for all the vacant industrial acres idenied in West Warwick.

Conformance with Statewide Goals and Objectives

Rhode Island's Comprehensive Economic Development strategy includes policies to: "Conserve and enhance desirable existing industrial areas.....": "Encourage reservation of prime industrial sites through protective regulation or acquisition, recognizing the importance of factors such as topography and soil characteristics, availability of water and sewer service, access to transportation facilities.....and availability of labor."[4]

Proposed Comprehensive Plan Amendment

It is proposed to add 85 acres to the current 170 acres in the Business Park (+50%) in order to raise the development potential of the park in consideration of marketing for large commercial office/light manufacturing/box retail development. The plan amendment would provide for future land use regulations which establish permitted uses, their design standards and sensitivity to adjacent residential land uses and fragile ecosystems (see Map A & Map B).

Issues and Findings of Fact

Current West Warwick zoning provides under BP minimum of 40,000 sf (.918 acres) with building area to consume 50% of the land approved for development. Given such restrictions, the expansion of available land for commercial development will contribute to providing for the intent of the land use regulation while at the same time increasing the feasibility of a firm locating to a parcel.

West Warwick's current subdivision and land development regulations, under Section 17-18, deal comprehensively with physical design requirements. Development of the site shall be based on the characteristics of the site with preservation of natural and sensitive areas specified.

Consider the potential tax base derived from commercial development as opposed to residential impact in terms of required services (i.e. public safety, sewer and water

[4] Statewide Planning Program. *Annual Report: Rhode Island Comprehensive Economic Development Strategy.* August. 2000.

connections, educational facilities, recreational facilities). A study sponsored by the Southern New England Forest Consortium sampled expense/revenue ratios for selected communities comparing cost of residential versus commercial/industrial development. On average, the cost to service residences was $1.20 compared with $0.43 for commercial/industrial.[5]

Attracting a good, large firm or commercial function will have spin-offs in terms of complementary services to that firm. Expansion will work toward diversifying the tax base in order to take the greater burden of paying for future town services off the residential tax payer. As compared with residential development, less impact due to the greater availability of non-built land and natural site design.

In terms of circulation, the business park offers the only undeveloped commercial land potential with close proximity to interstate and regional transportation.

Municipal Policies and Strategies

POLICY: Provide for expanded geographic area adjacent to current park in order to allow for optimal development design protective of natural resources and existing, abutting residential areas.

STRATEGY: Pursue appropriate amendments to subdivision and land development regulations which specifically address design criteria for the expanded business park.

POLICY: Contribute to reaching the statewide planning goal of increased industrial land uses and concomitant gainful employment for Rhode Island and West Warwick citizens.

STRATEGY: Identify and rezone if feasible vacant land supportive of commercial/industrial uses.

POLICY: Seek regional, state and federal assistance toward increasing the feasibility of investment in the business park through infrastructure improvements.

STRATEGY: Pursue funding through the U.S. Economic Development Administration, U.S. Department of Housing and Urban Development and Federal Highway Administration for park infrastructure initiatives. Work with the Kent County Water Authority, West Warwick Sewer Commission, Providence Gas and Cox Cable to ensure regional service capacities are adequate for a variety of commercial and industrial uses. Coordinate with Rhode Island Department of Transportation to program appropriate improvements.

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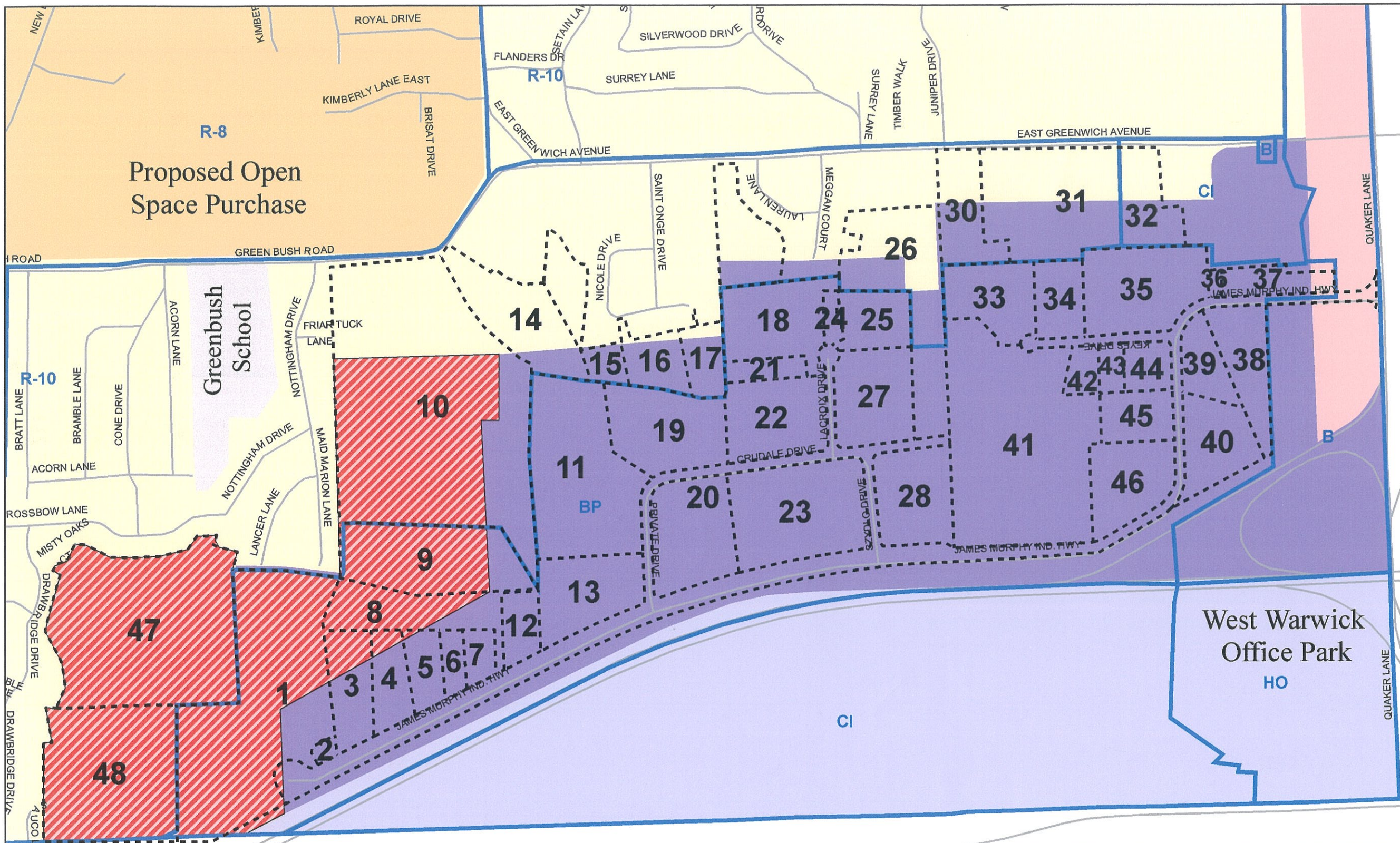
[5] Executive Summary, Southern New England Forest Consortium. *Cost of Community Services in Southern New England.* September 1, 1995.

Future Comprehensive Plan Land Use, Zoning Boundaries, & Proposed Expansion By Parcel



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N W E S

Key to Features

- Streets
- Parcels In & Around Business Park
- Zoning Boundaries
- Business Park
- General Commercial
- Industrial
- Low Density Residential
- Medium Density Residential
- Public/Semi-public
- Proposed Business Park Expansionary Amendment to Comprehensive Plan

TOWN OF WEST WARWICK STATE OF RHODE ISLAND

Town Of West Warwick Geographic Information System

KW February 2005

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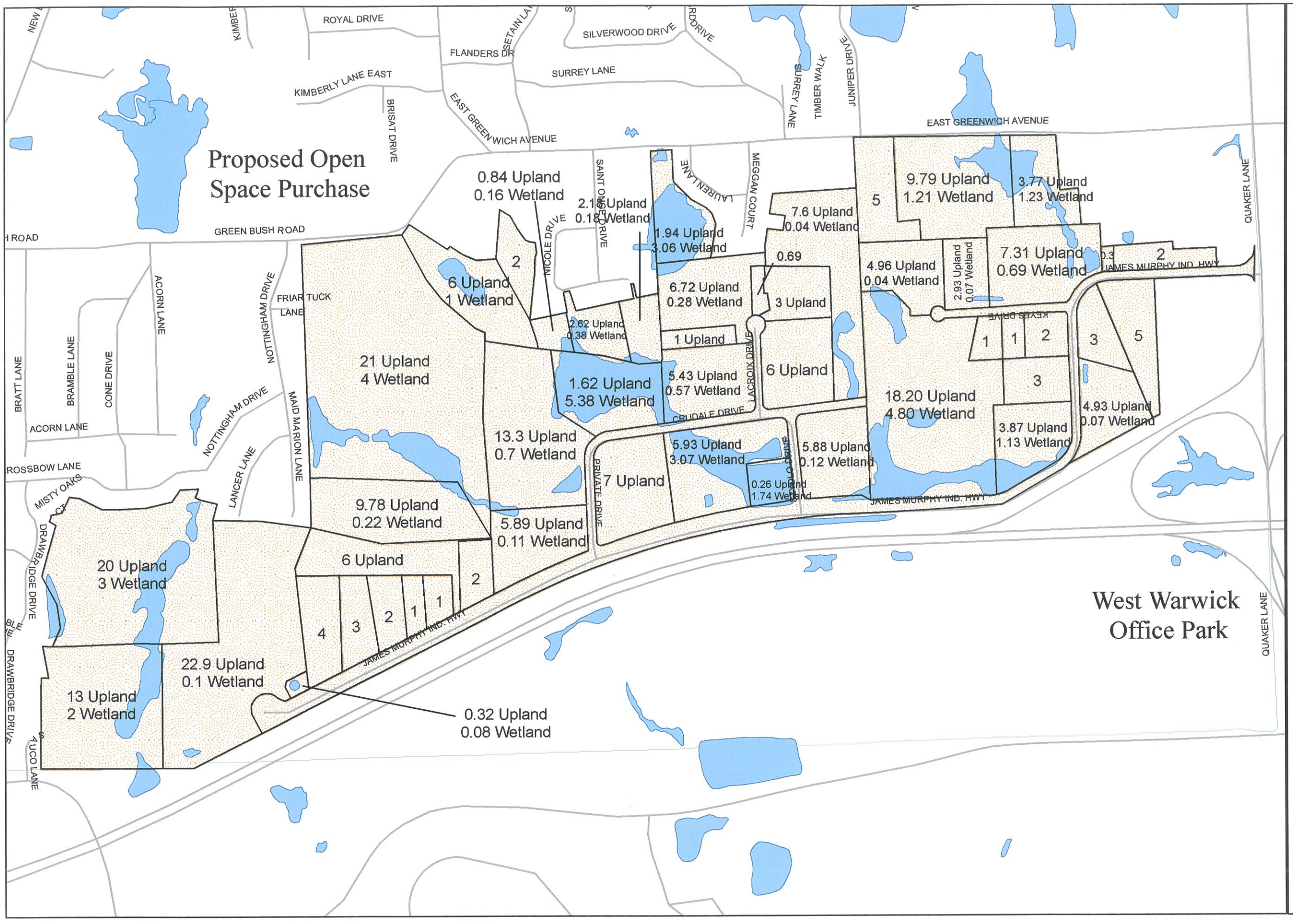
Wetland Areas Within Parcels



Parcels

Streets

Town Line

Uplands

Wetlands

Based on Data Derived from Providence Gas Photography

TOWN OF WEST WARWICK
STATE OF RHODE ISLAND

Town Of West Warwick Geographic Information System

KW February 2005

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SUPPLEMENT D

Arctic Revitalization

Justification

a.) Existing affordable housing in the area is substandard and elimination or replacement of such housing is in the public interest.

b.) Economically, the West Warwick area is distressed with available jobs becoming more scarce within the Town. Unemployment or the threat of unemployment exists in the Town of West Warwick and/or security against future unemployment is required and that the Project Plan is needed in order to provide for employment and/or security against loss of employment.

c.) Restoration of the Arctic area as a viable commercial center is essential for the Town of West Warwick due to the central historical and social roles of this neighborhood. Financing of that portion of the Projects, in accordance with the Plan, which furthers this restoration through increasing viable commercial land and revitalization is in the public interest in that:

i.) The remaining project areas consist of blighted and substandard buildings of interest to investors.

ii.) The remaining project areas still require local and state government resources and powers, in partnership with investors to strengthen the viability of financing plans.

iii.) This Plan update will afford maximum opportunity to privately financed development and revitalization consistent with the sound needs of the Town as a whole and the Arctic neighborhood; and

Current Conditions

The Arctic Redevelopment Area is generally centered around the Gazebo Park-St. John the Baptiste Catholic Church at the intersection of Washington and Main Streets. Boundaries generally meander along the following route: Beginning at the intersection of Archambault & Main Streets, then proceed to follow Gardner Street, Payan Street, Curson Street, McNiff Street, Shippee Avenue, Pond Street, LaChance Street, East Street, Washington Street, Mill Street, Baker Street, the former NYNH Railroad corridor, and then follow Main Street back to the intersection of beginning (see Map 1).

Existing Streets - Numerous streets border and are located within the area. Major streets lying in part or in total within the proposed district include Main Street, Washington Street, reoriented Brookside Avenue-Crawford Street, Curson Street, Pond Street, Shippee Avenue, and Archambault Avenue. Approximately 7,500 linear feet of streets lie within the boundaries of the redevelopment area.

Land and Parcel Boundary Characteristics - The general project district is presently characterized by scattered vacant lots and deteriorated structures, and is used for a variety of purposes. Numerous apartments have been created out of previously one- and two-bedroom houses as well as portions of commercial buildings. Many of the apartments are vacant and dilapidated. Public infrastructure, particularly the roadways, drainage, and sidewalks, are deteriorated and in need of reconstruction.

Approximately 416 parcels totaling about 79 acres of land are within the redevelopment area. Of this amount 45 are primarily business and commercial; 15 have retail/residential mix; 8 institutional/public; 348 residential.

Residential land constitutes approximately 60% of all land uses (see Table 1), with single family dwellings the exception. Multi-family structures consisting of 2 to 5 dwelling units account for the majority of the residential land use. Typically these uses consists of structures which have been converted into more dwelling units over a considerable period of time. Commercial land accounts for nearly 30% of the land, while mixed uses of residential with commercial (typically apartments in the upper levels of the structures) account for less than one percent of the land. Churches account for approximately the same amount as the mixed land uses. Included in the commercial category are some exempt properties such as the Salvation Army store. Generally, the commercial land is developed along or near Main Street or Washington Street (see Map 2).

Table 1

Land Use	Number Acres	Percent of Total
Commercial/Retail	23.0	29.2
High Density Residential	47.0	59.7
Medium/High Residential	.1	Less than 1%
Mixed Use	.5	Less than 1%
Public/Semi-Public	3.0	3.8
Vacant	5.0	6.4
Total	**78.6**	**100%**

The predominant zoning classification is divided between Residential and Village Commercial (see Table 2 and Map 3). Two-thirds of the non-street land is currently zoned "R-6" which provides for single and two-family as a matter of right, with higher densities requiring special use permits. In September, 2000 the Business zone classification was amended for that area idenied in the local comprehensive plan as Village Commercial, thus liberalizing the use and dimensional allowances for the area. The change in zone regulations allow much greater flexibility by property owners in renovating or rebuilding, and paved the way for upgrading of deteriorating storefronts. Some of the existing businesses are on parcels zoned R-6 which suggests either they are nonconforming uses which were grandfathered under the zoning regulations or a variance or special use permit has been granted.

Table 2

Arctic District
Existing Zoning Classifications

Zoning	Acres
R-6	48
VC	27
B	1
CI	2
R-7.5	.5

Most of the blocks in the redevelopment area are homogeneously zoned either R-6 or VC.

Structural Composition - Approximately 440 structures exist within the proposed district. Those lining the linear commercial strip consisting of Washington and Main Streets are in many instances retail on the first floor with offices and residences on the upper floors. Many of these properties appear to be in need of substantial new capital investment.

Nearly 750 residential units are currently located in the area. Many of these units could not be reconstructed without variances due to zoning or building code conflicts. While some of these units along Washington and Main Streets are located above commercial businesses or in apartment buildings, the vast majority of the units are in formerly single-family or duplex structures which have been converted into 3-, 4-, or 5-family units. Many of the units rental units are vacant, thus, causing little relocation activity.

Parcel Ownership - A total of 383 land parcels are located within the redevelopment area's 29 blocks. These parcels range in size from less than 500 square feet to over an acre. Current property assessments total $ 33,882,600 with buildings accounting for slightly over three-quarters of the total valuation. A complete property listing for the redevelopment area including each parcel, the total parcel valuation, and land valuation is contained in Appendix A.

Very few of the of the parcels are not privately owned. A few of the parcels are under a tax assignment . The Town of West Warwick owns several parcels which are used for municipal parking lots (Map 4). While the Town of West Warwick owns only 17 parcels of land, another 57 parcels take advantage of exemptions from local tax rates.

Infrastructure - Overall, utilities are currently located in the street rights-of-way in each street within the redevelopment area. The only street relocation involves the rerouting of Brookside Avenue to align with Crawford Street, and the closing of Brookside between Roosevelt and Washington for commercial development (see Map 7).

Narragansett Electric service is provided within each block within the redevelopment area. The service is normal residential and commercial service with no large transmission or power station facilities. The commercial electric services are located along the road frontages.

Sewer service is provided to the entire area by the Town of West Warwick. The sewer service and storm water systems are separate and generally managed by the Town of West Warwick. However, the portion of the storm water system along state roadways (such as Main Street and Washington Street) are managed and maintained by the State of Rhode Island.

Regulatory relief has assisted revitalization by the recent adoption of a "Village Commercial District", providing a new zone allowing greater flexibility in dimensional and use requirements for buildings. This has created and incentive to property owners which were previously wary of reconstruction.

Strengths (Map 5)

Among the factors which give support to the area is the large number of residents in the immediate and nearby trade area. One assessment suggests over 50,000 residents within the trade area. This is a substantial potential customer base. The 1999 eminent domain proceedings and agreement with the U.S. Postal Service for a new customer facility shifts a substantial daily market from the old post office at Weaver Street to Washington and Brookside. As a direct result of this relocation, proposals were evaluated in late 2000 for a commercial development opposite the new post office site. The potential for expanding on this investment have increased with passage of state legislation creating a sales tax-free zone in Arctic.

The recently completed gazebo park at the site of the former Majestic Theater is attracting large numbers of patrons for musical events. It's aesthetic and entertainment value represents a major destination for the public and, in turn a healthier retail investment climate.

Potential accessibility is a often overlooked strength. While the current street system suggests difficulties in access, modifications are being implemented and planned which could substantially alter this situation. Two-way traffic conversion is nearly complete for the Washington Street corridor from Roberts to Main. Design work is being conducted to convert Main Street as well to two-way traffic. The resultant calming of automotive traffic will facilitate pedestrian use of the Arctic shopping area.

Lack of available goods and services for the neighborhood's residents offers a unique market potential for entrepreneurs. The nearest facility resembling a grocery store within the redevelopment area is Jerry's Market which does an active business but is limited in terms of access and adjacent complimentary uses. A new Brooks Drugs at the north end

of Arctic has improved the former block aesthetically and provided state-of-art shopping environment.

Redevelopment interest is growing. Properties have turned over at an increasing pace, with new uses filling underutilized space. A new full-service restaurant has just been established off Main Street on Curson. An antiques dealer has bought and established a retail outlet in a formerly underused and expansive retail/office building. A Christian Fellowship and new furniture store have moved into the recently vacated Lee's Appliance store.

The location of local government offices in Arctic enhance the existence of day-time working populations which offer additional customer base potential. Further, the location of the Motor Vehicle Registry in the midst of the main corridor in the area also brings many residents into the area during the day.

Professional and financial services are also centered in the area adjacent to the district. Centreville Bank has renovated an entire block with new office facilities for tenants and employees, providing new space for the Pawtuxet Valley Chamber of Commerce. Other nearby services include attorneys, engineering, and medical.

Churches in the area and near the area offer a stability and market potential for the district. St. John the Baptist Catholic Church and St. James Catholic Church are long-time anchors for the district. They offer educational and religious services which can be attractive uses.

Limitations (Map 6)

Chief among the limitations for this area is the false perception of Arctic as a "lost cause". The strengths delineated above demonstrate that such is not the case.

Street improvements are essential to overcome the current access conditions. One-way traffic on Washington and Main Streets inhibit the easy flow of visitors in and out of the business district. Related to this situation is the difficulty many people have in finding the Registry Building. The prevalent use of acute angle intersections throughout Arctic create hazardous situations which discourage motorists. Realignment of Brookside Avenue to join Crawford Street at its intersection with Washington Street and signalization of this and the Washington Street-Main Street intersections will partially address this situation.

Pavement conditions are a related street limitation. Robert Street is an essential roadway for motorists from Coventry. Similarly, Brookside Avenue will become a more significant roadway as planned improvements are implemented. These roadways are in dire need of resurfacing/reconstruction. Sidewalk conditions on minor streets are similarly poor.

Topography and subsurface conditions pose some barriers to redevelopment. Apparent presence of ledge along a portion of the northern boundary areas create the need to carefully explore subsurface conditions in this area prior to initiation of site planning.

Similarly, the significant change in topography off Shippee Avenue and the natural swale between East Street and Pond Street suggest that portions of the district along Shippee Avenue and East Street will need to be left in their current use and condition. Given the fairly good condition of the houses in these areas, retention of these areas as residential buffer zones would be beneficial.

Drainage in the area is reported to be inadequate according to the Town Engineer. Accordingly, as the residential areas are converted to commercial uses, the amount of storm water runoff will increase. This increased runoff and currently inadequate facilities will necessitate upgrading the storm water system.

Municipal Policies and Strategies

POLICY: In Arctic, maintain conformance with Rhode Island's "Tax Increment Financing Act", which provides authority for the State's Towns and Cities to use Tax Increment Financing bonds to further redevelopment.

STRATEGY: Update and develop a project plan and delineate the district. The proposed Arctic Tax Increment Financing District is to be the core for revitalization of the Arctic Community of West Warwick.

POLICY: Clearly ideny public purposes and needs in order to exercise required eminent domain powers as provided by state statute.

STRATEGY: Develop geographic specific objectives for Arctic redevelopment which derive public benefit in terms of fiscal and market strength for the target area.

POLICY: Continue to assist in the development of an Arctic business association to further achieve consensus and support in policy direction, and provide for activities to increase Arctic's retail health.

STRATEGY: Provide staff support in coordinating between the Arctic business association, Main Street Rhode Island and the Pawtuxet Valley Chamber of Commerce.

POLICY: Maintain Community Development Block Grant (CDBG) support for Arctic related programs in business assistance and infrastructure improvements.

STRATEGY: Include Arctic in the development of CDBG's three year program planning effort in 2002.

Arctic Revitalization Target Area

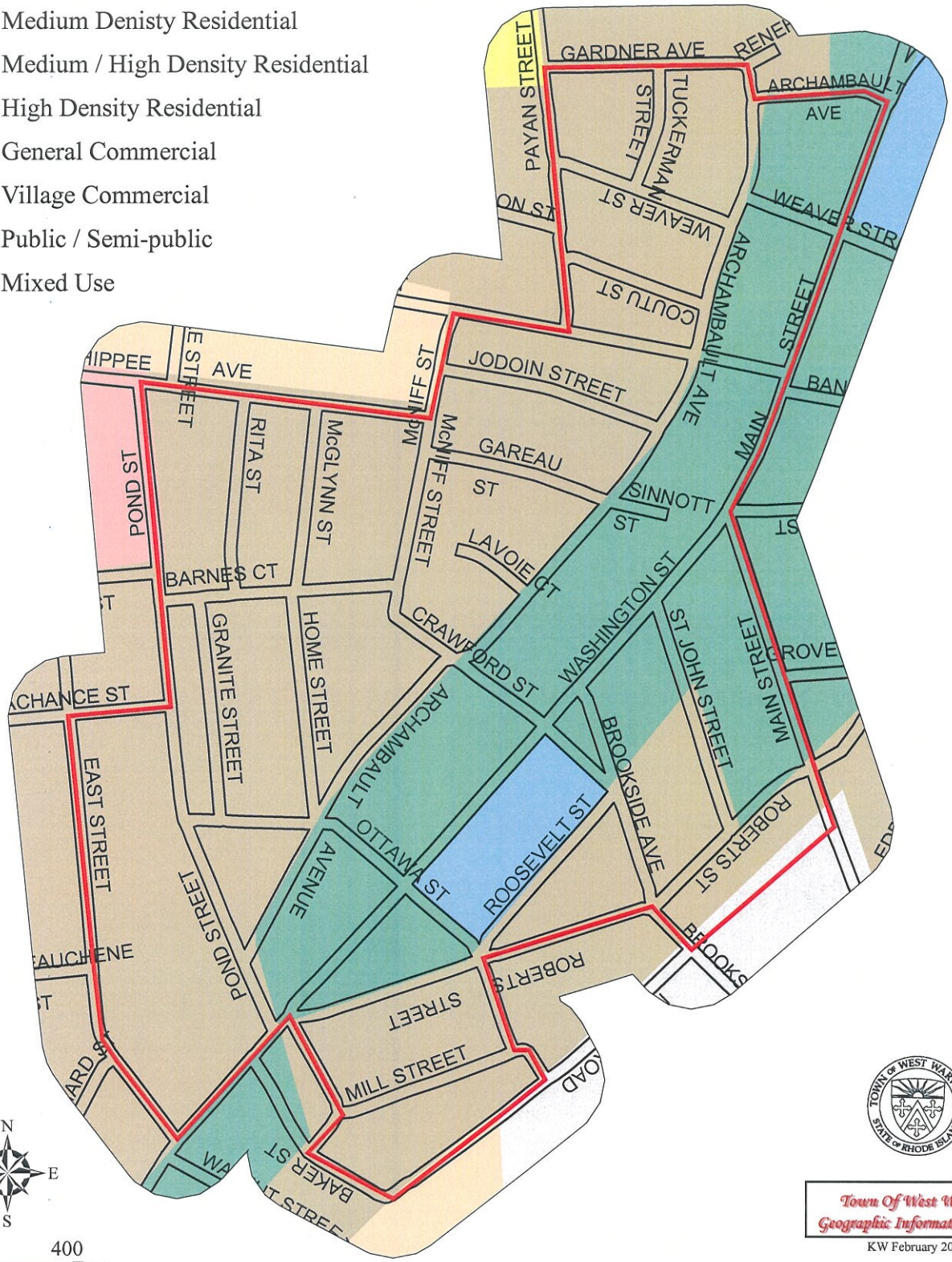
Arctic Revitalization Target Area
Current Land Use

Boundary Line

Street Right-of-Way

Land Use

- Medium Denisty Residential
- Medium / High Density Residential
- High Density Residential
- General Commercial
- Village Commercial
- Public / Semi-public
- Mixed Use



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Geographic Information System

KW February 2005

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Arctic Revitalization Target Area
Current Zoning

Boundary Line

Street Right-of-Way

ZONE

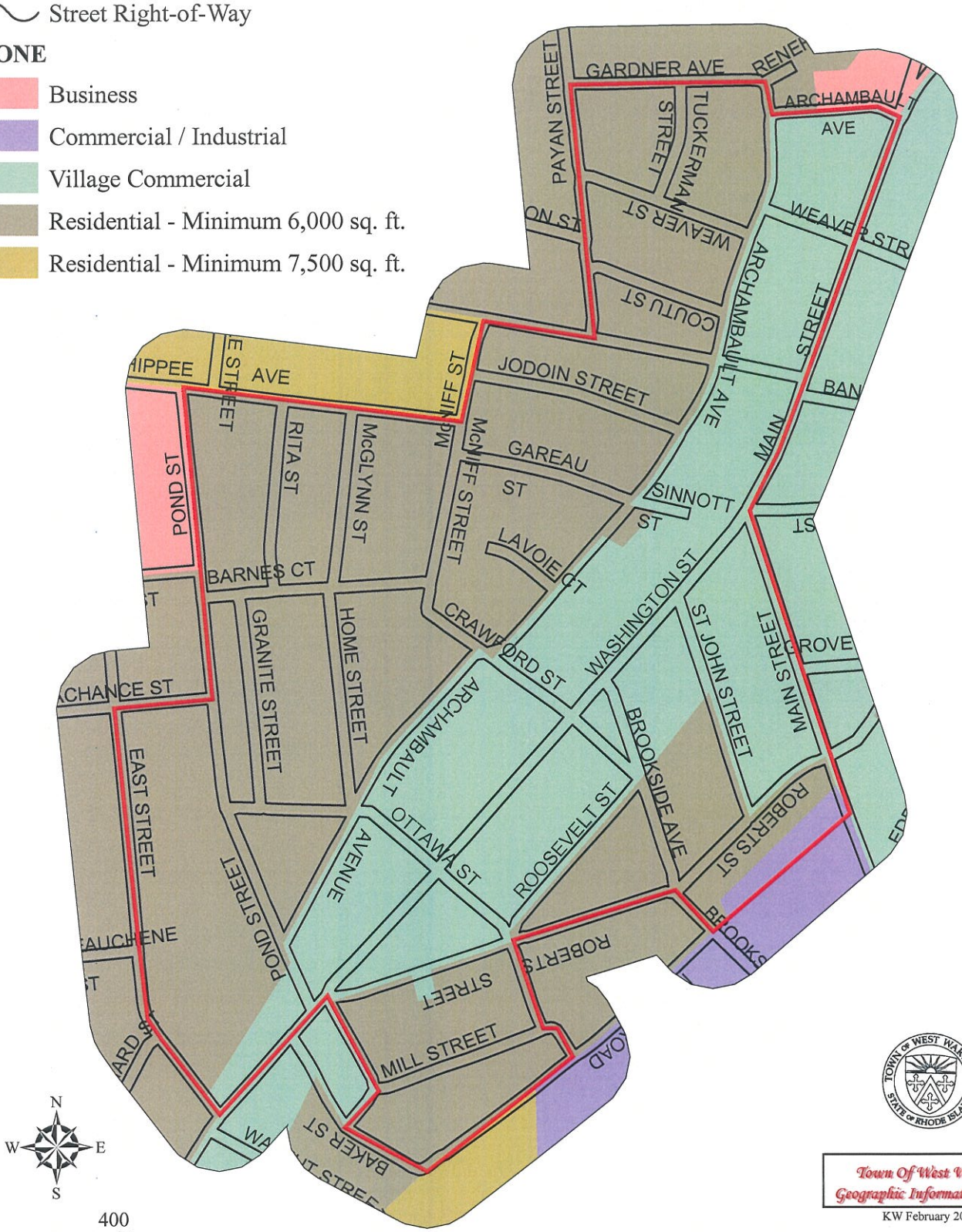
Business

Commercial / Industrial

Village Commercial

Residential - Minimum 6,000 sq. ft.

Residential - Minimum 7,500 sq. ft.



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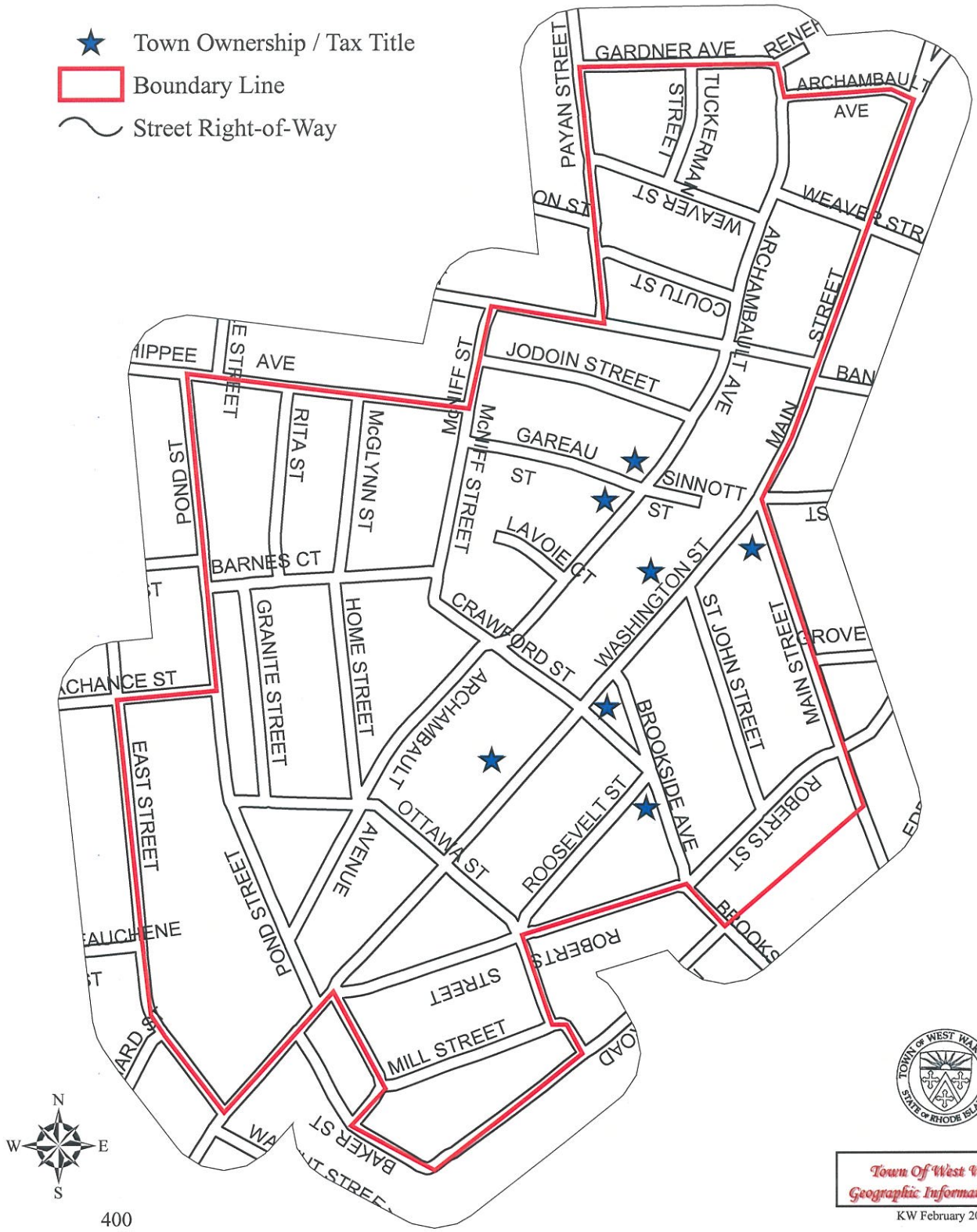
Arctic Revitalization Target Area
West Warwick Ownership / Tax Title



Arctic Revitalization Target Area
Economic Strengths

Boundary Line

Street Right-of-Way

CH = Congregate Housing

FI = Financial Institutions

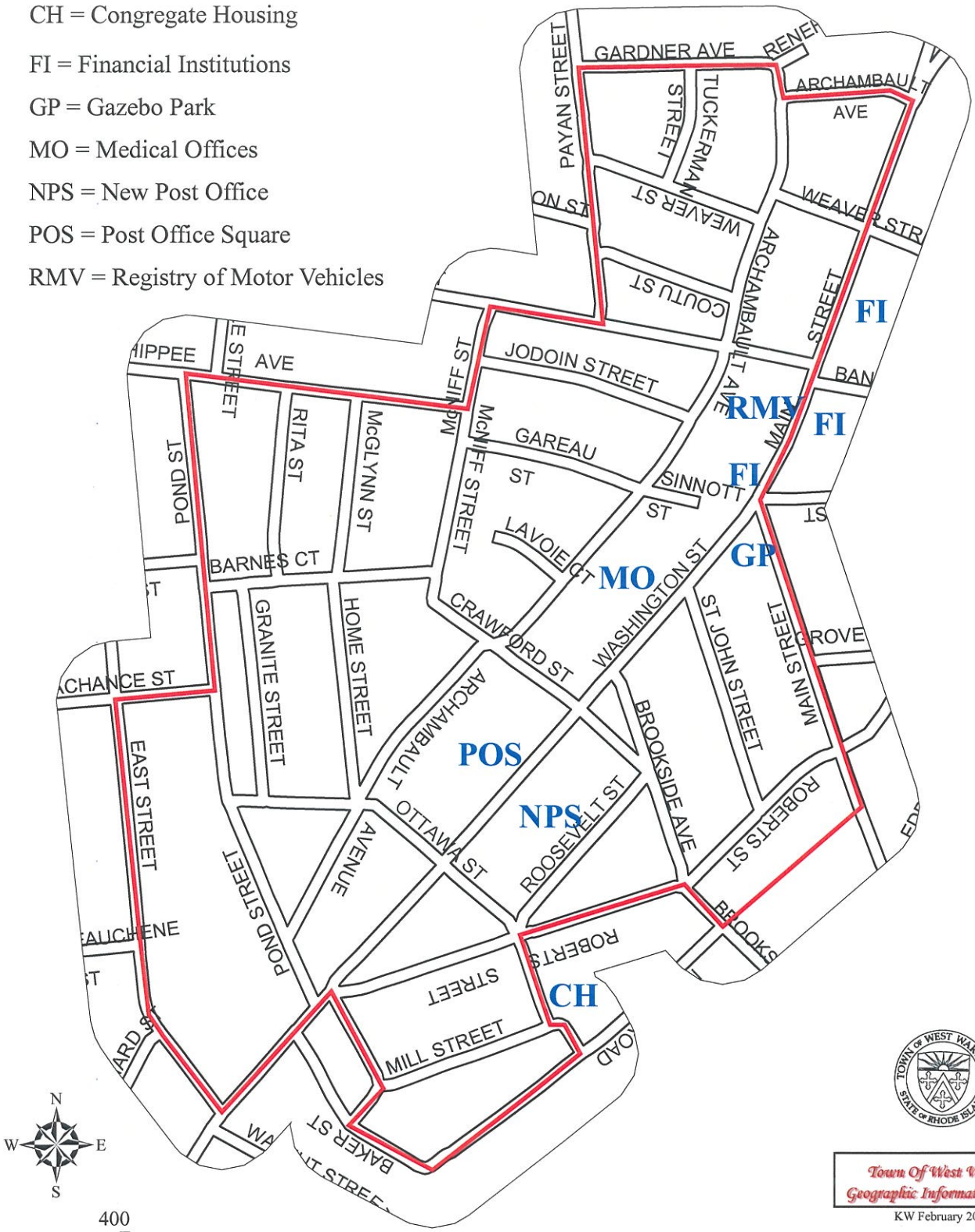
GP = Gazebo Park

MO = Medical Offices

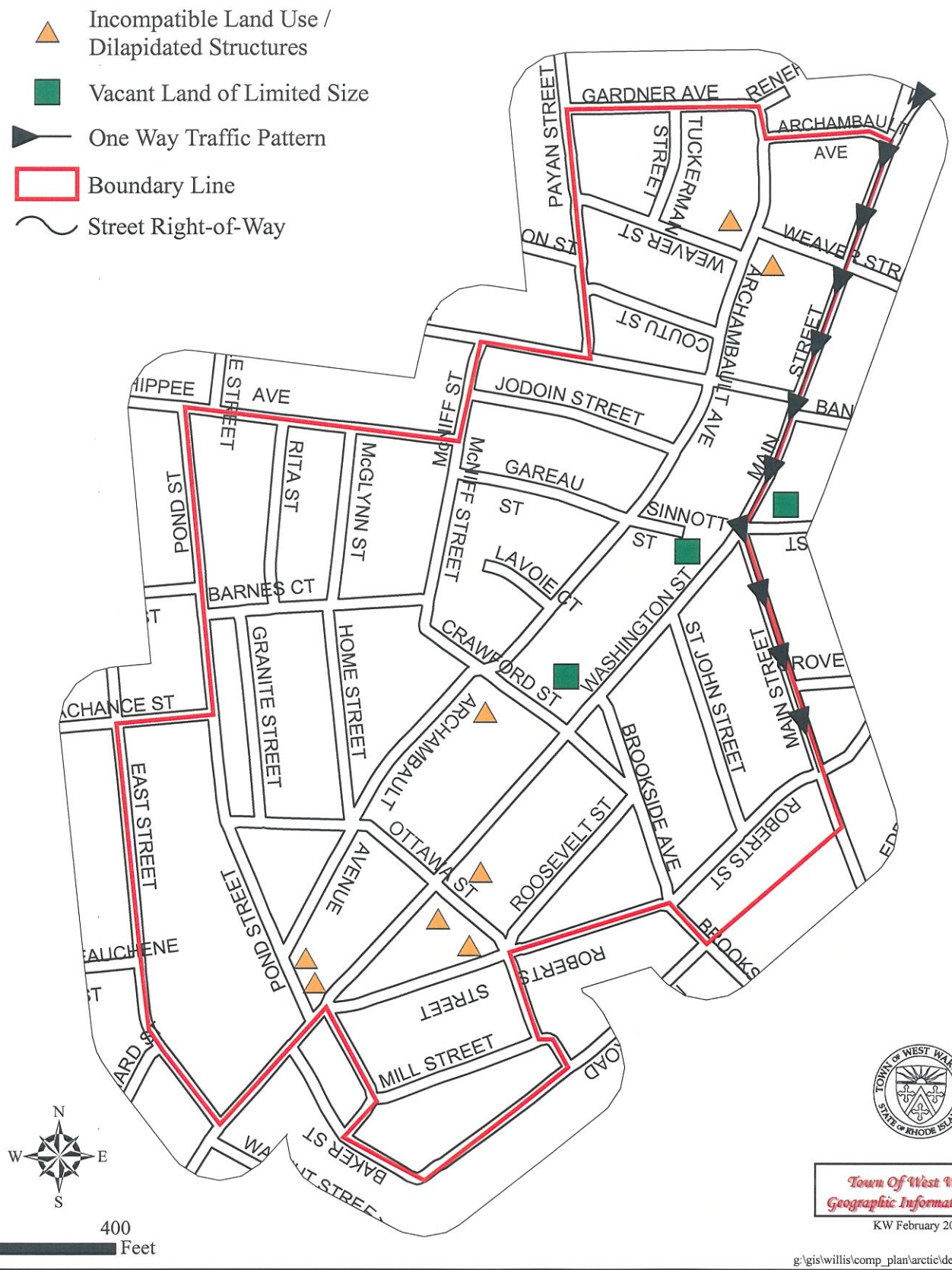
NPS = New Post Office

POS = Post Office Square

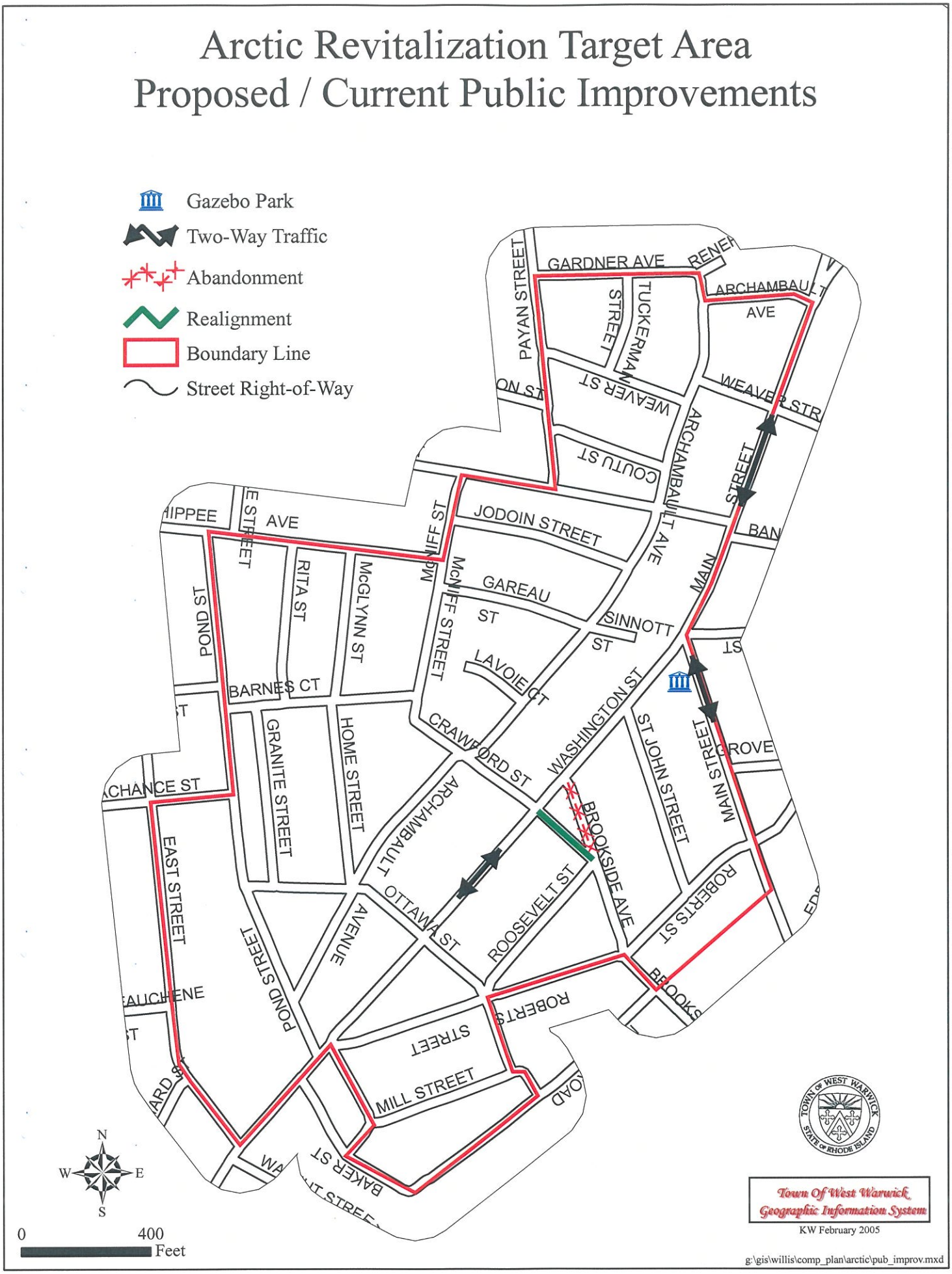
RMV = Registry of Motor Vehicles



Arctic Revitalization Target Area
Development Constraints



Arctic Revitalization Target Area
Proposed / Current Public Improvements



Land With Development Constraints

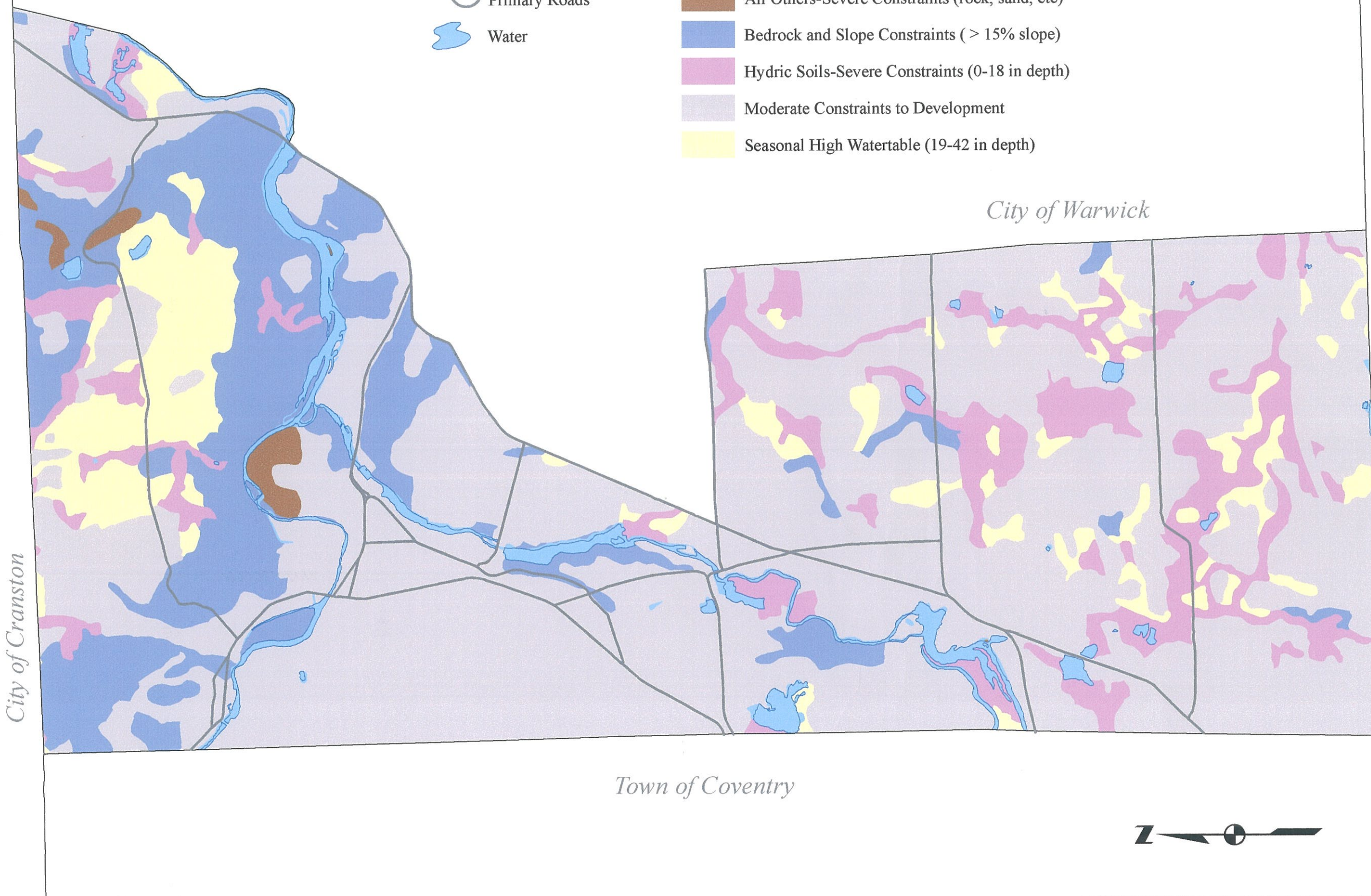
Key to Features

Primary Roads

Water

Constraints To Development Based on Soil Types As Defined By the USDA

- All Others-Severe Constraints (rock, sand, etc)
- Bedrock and Slope Constraints (> 15% slope)
- Hydric Soils-Severe Constraints (0-18 in depth)
- Moderate Constraints to Development
- Seasonal High Watertable (19-42 in depth)



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Soils Spatial Data Provided Courtesy Of The Rhode Island Geographic Information System

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Town Of West Warwick Geographic Information System

KW February 2005

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