

**Rhode Island Comprehensive Planning and Land Use Regulation Act
Letter of Agreement**

Between the Rhode Island Department of Administration, Division of Planning, and
the City of Central Falls (the grantee)

The Department of Administration will award up to \$12,673.35 to the grantee to carry out the scope of work outlined in the City of Central Falls grant proposal dated July 30, 2014 and attached hereto. However, to receive payment for the above referenced amount, the following conditions must be met:

The funds must be used by the grantee for eligible expenses which include:

- personnel (staff time)
- consultant and contract services
- public outreach efforts
- equipment
- supplies
- printing

Any expenses not related to the scope of work will not be deemed eligible and will not be reimbursed. Funds will only be disbursed to the grantee as reimbursement for expenses accrued.

To receive reimbursement, the grantee must submit:

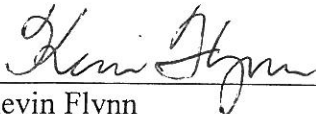
- Form A – Reimbursement Request
- an invoice for the reimbursement amount
- source documentation for all expenses shown on the invoice, as described on Form A

The grantee agrees to furnish any needed documentation upon request.

All requests for reimbursement must be submitted by the grantee prior to June 1, 2016.

The Department of Administration reserves the right to withhold up to 20% of the available funds pending State approval of the comprehensive plan.

This Agreement supersedes all previous Agreements.

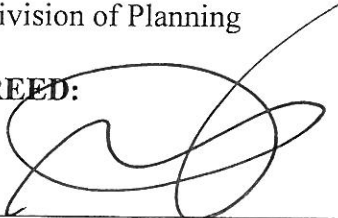


Kevin Flynn
Associate Director
RI Division of Planning

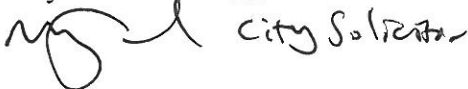
8-26-14

Date

AGREED:



James Diossa, Mayor
City of Central Falls



City Solicitor

Reviewed per F.S.A.



Leonard Morganis
Administration & Finance Officer

Date

Reviewed by F.S.A.

Richard Morgan
Administration & Finance Officer

1. EXECUTIVE SUMMARY

The City of Central Falls seeks the full Comprehensive Planning Grant amount in order to update its local comprehensive plan in a way that will provide residents with a transparent and accessible document that reflects a commitment to social equity and innovation. The City of Central Falls has the opportunity to achieve this vision through a partnership with the Rhode Island School of Design through the 1x1 Design Collaborative. This partnership with a world-class institution of higher learning and its designers will help provide the city with a modern and interactive document that complies with requirements put forth by the Statewide Comprehensive Planning Act, and more importantly, help lay out a clear vision to achieve the turnaround toward which the City of Central Falls has been working since exiting municipal bankruptcy..

2. BACKGROUND

As the smallest and highest poverty community in Rhode Island, Central Falls has been faced with incredible adversity over the years. Its local comprehensive plan expired amidst a time of political turmoil as Mayor Charles D. Moreau had recently stepped down from his position amidst charges of corruption and the city itself was in state receivership after an economic downturn and poor government management had brought about the first municipal bankruptcy filing in the history of the Ocean State. Steel reeling from bankruptcy, no funds were available to the city government to execute a local comprehensive plan update. As a result, the city has been conducting an in-house update with limited access to mapping and graphics software and minimal staff time. Continuing with this process of in-house production may allow the city of Central Falls to complete their plan as required by statute, but wouldn't provide residents and city officials with a modern document that actualizes Mayor Diossa's and the community's vision of Central Falls as the "Comeback City".

3. A NEW KIND OF COMPREHENSIVE PLAN

The City of Central Falls believes that its people deserve more than a boilerplate local comprehensive plan that engages its citizens only to the extent required by statute. Because of this strong believe in the importance of a defined vision for the future, the Central Falls Office of Planning has cobbled together resources as part of the FY 2015 budget to allow for the creation of a more thoughtful and engaged local comprehensive plan. If properly executed the Central Falls local comprehensive plan will live in hard copy and online, featuring hyperlinks and variety of engaging imagery/graphics that reflect the unique character of the city, and outline its plans in a 20-year time frame. In addition, this will be the first year the comprehensive plan features a growth center amendment as well as a new approach to its natural hazard mitigation section. The section aims to increase the city's resiliency in the face of a changing climate and to be at the forefront of climate adaptation strategies, marking the first time that climate change preparedness will appear in a Central Falls planning document. Through the comprehensive plan update, the Office of Planning will lay out a strong urbanist vision of Central Falls that promotes human-scale community design, sustainability, and economic growth.

The Office of Planning has a unique opportunity to meet this vision by partnering with 1x1 Design Collaborative, a DIY design firm and collaborative study project operated through the Rhode Island

School of Design that has recently set up its office in the carriage house of Adams Memorial Library, 205 Central Street, Central Falls. The firm is comprised solely of graduate students in the Architecture and Landscape Architecture Masters program who seek to gain real world experience by performing design work in the local community, specifically Central Falls. The 1x1 Design Collaborative will help fill in the gaps that the city has been unable to address through graphic design, public engagement initiatives, as well as mapping and data representation. With the help of Statewide Planning, the Central Falls Office of Planning will be able to appropriately supplement the limited local budget that the department fought to secure in Fiscal Year 2015. This will allow the Office of Planning to provide the designers of 1x1 Design Collaborative with modest compensation as they help to complete tasks integral to the production of the comprehensive plan. By partnering with the Rhode Island School of Design through the 1x1 Design Collaborative, the city will be able to produce a superior quality document at a lower cost and strengthen its partnership with a world-class institution of higher learning.

4. PROJECT OVERVIEW

Using the foundation already begun in house, in partnership with Statewide Planning, the City of Central Falls will engage alongside with the 1x1 Design Collaborative/Rhode Island School of Design in a six month intensive process of community involvement, analysis of community feedback, and execution of final layout and graphics in order to best represent content in the plan. The end result of this work will be an engaging, accessible document that reflects the unique character of Central Falls and promotes its position as a comeback city.

5. SCHEDULE OF TASKS [See attached *Scope* for additional details]

5.1. Innovative Approach

By choosing to partner with 1x1 Design Collaborative, the City of Central Falls seeks to revitalize the local comprehensive planning process and invite the public to become more involved in a process that many citizens are either completely unaware of, or worse, consider an irrelevant exercise. Through innovative approaches to public and government participation and a custom graphic format that appeals to a population as diverse as Central Falls, The City looks to work with 1x1 Design Collaborative to create the most engaging and visionary Comprehensive Plan in the State of Rhode Island.

5.2 Public Participation

The Office of Planning has begun a preliminary process of public engagement around the Comprehensive Plan, but lacks sufficient resources to carry out the kind of in-depth and broadly inclusive investigation to which the city is committed. 1x1 Design Collaborative has volunteered time during Summer 2014, to begin laying groundwork for a Comprehensive Plan that will focus on equity and provide opportunities for all citizens to have a voice in the process. The firm has undertaken a review and analysis of the existing Comprehensive Plan and has

begun to engage the community in a public dialogue around community visioning and mapping through preliminary in-person workshops as well as online social media. As they embark on their thesis year at RISD, they are committed to formalizing this relationship to complete the preliminary initiatives and synthesize public feedback into a usable report. The finalized Plan will proudly reflect the chorus of community voices.

Public participation is central to the City of Central Falls' vision for the updated Comprehensive Plan. Coming up with highly visible, easy ways for community members to express opinions, voice complaints, and make suggestions to the City is a top priority in the planning process. Enabling citizens to have a larger stake in the process will facilitate momentum in achieving the ambitions of a 20-year vision.

Rather than drafting the Comprehensive Plan behind closed doors with one or two token public hearings, in the coming months 1x1 will maintain an "open door" policy for public input with an office on the grounds of the Central Falls Public Library. They will lead seven innovatively designed community workshops and meetings of a community advisory council centered around gathering public opinion on issues central to the core planning concerns for the city. Additionally, 1x1 will provide two interactive online platforms presented in a fun, accessible and engaging manner to glean community feedback on topics covered by the comprehensive plan while simultaneously bolstering local pride and a sense of place by encouraging citizens to interact with one another and with the City of Central Falls. [See *Find Me in Central Falls*] All of these activities will be designed to reach a diverse citizen population (including children, young adults, local business owners, senior citizens, and community stakeholders) and will be conducted in both English and Spanish in order to encourage participation from historically underrepresented members of the population.

5.2. Feedback, Documentation, and Analysis

At the conclusion of the public participation phase, the City will work closely with 1x1 Design Collaborative to undertake a careful analysis of the data collected through workshops, surveys, interviews, online forums and all other means. 1x1 will then prepare a detailed report of this data for presentation to the City. Additionally, 1x1 will provide the City of Central Falls with a report of recommendations and best practices detailing how best to synthesize the data collected into specific components of the Comprehensive Plan.

5.3. Meeting the Standards of the Act

The City of Central Falls is committed to meeting all standards of the Comprehensive Planning and Land Use Regulation Act, specifically the interim guidance for comprehensive plan review.

With the help of the comprehensive planning grant, the City of Central Falls will be exceeding the requirements of an updated set of maps with the help of 1x1 Design Collaborative. The new maps will provide concise information in a more readable format. Where current maps have used mono-weight lines, inconvenient labeling, and confusing overlays to solely communicate boundaries, the new maps will utilize a visual hierarchy to communicate potential of the city while presenting a clear attitude. [See attached *Scope* for more details and a full list of maps to be updated]

The purpose of the new format is to empower Central Falls citizens to understand how these maps and policies affect each person's day-to-day. Accessible language and presentation of our maps is key in maximizing our audience to encourage support for the city's 20-year goals.

5.4. Execution

The 1x1 Design Collaborative has designed a faculty-supervised Collaborative Study Project (CSP) to work directly with the City of Central Falls Planning Department, the State of Rhode Island Division of Planning and the greater Central Falls community to complete an innovative and accessible Comprehensive Plan, compliant with the Rhode Island Comprehensive Planning and Land Use Regulation Act as amended in 2011.

The completed Comprehensive Plan will be a document designed for inclusion. Not only will it be a document created directly from extensive public participation and input regarding how the citizens of Central Falls envision their future city as described above, but it will be a living document accessible to all residents of the city. It will be available to the public in print as well as online with hyperlinks highlighting resources, sources, and other information useful to the general public. Additionally, the Comprehensive Plan will be very graphically driven and engaging, which will encourage and attract attention from the public.

The importance of creating a Comprehensive Plan that is reflective of the diverse voices of Central Falls and inclusive and accessible to every member of the Central Falls community cannot be understated. In recent years and in light of past turmoil, Central Falls has struggled to create a community that feels as if it has a stake in its own future; that truly believes that the city government is working in the best interest of each member of the community in a transparent manner. Citizens will be responsible for the development of the Comprehensive Plan throughout every step of its creation and reclaim the agency they have lost in recent years. If Central Falls is to be the "Comeback City," the first step in that process is gaining the

support and participation from every member of the community. Grant funding received from the State of Rhode Island Division of Planning will set in motion an unprecedented Comprehensive Planning process for the City of Central Falls and the State of Rhode Island.

6. PROJECT BUDGET

As stated, the City of Central Falls requests the full grant amount of \$12,673.35. These monies will be supplemented by funds from the City of Central Falls in order to engage the services of the 1x1 Design Collaborative in order to gather and represent needed datasets, complete required maps, and engage in and document an inclusive process of public participation.

SOURCE OF FUNDS

SOURCE	AMOUNT
RI DIVISION OF PLANNING Comprehensive Planning Grant	\$12,673.35
City of Central Falls	\$7,326.65
TOTAL	\$20,000.00

USE OF FUNDS [See attached *Scope* for additional details]

TASK	RESPONSIBLE AGENT	TIME FRAME	BUDGET
two (2) social media initiatives	1x1 Design Collaborative	July 14, 2014 - March 1, 2015	\$200.00
four (4) preliminary public workshops	1x1 Design Collaborative City of Central Falls	July 16, 2014 - August 13, 2014	\$0.00
twelve (12) maps meeting interim standards	1x1 Design Collaborative	September 10, 2014 - December 12, 2014 (created during RISD Fall 2014 semester as a Collaborative Study Project)	\$4,190.00
graphic design skeleton, appropriate infographics, and formatting (shared as an Adobe InDesign document and .pdf)	1x1 Design Collaborative	September 10, 2014 - February 6, 2014 (developed during RISD Fall 2014 and Wintersession 2015 semesters as a Collaborative Study Project)	\$7,680.00
web forum design, domain set-up, and initial maintenance	1x1 Design Collaborative	September 22, 2014 - March 1, 2015	\$5,000.00
three (3) community advisory committee meetings	1x1 Design Collaborative City of Central Falls	September 24, 2014 - November 19, 2014	\$900.00
three (3) documentation and analysis reports following each meeting	1x1 Design Collaborative	September 24, 2014 - February 4, 2015	\$900.00
translator for three (3) public hearings	City of Central Falls	September 24, 2014 - February 4, 2015	\$180.00

material fee (for public hearings)	City of Central Falls	September 24, 2014 - February 4, 2015	\$200.00
printing fee (process mock-ups and final draft)	City of Central Falls	October 1, 2014 - March 1, 2015	\$750.00
TOTAL			\$20,000.00



July 29, 2014

Mr. Stephen C. Larrick
Director of Planning
City of Central Falls
580 Broad Street
Central Falls, RI 02863

via e-mail (slarrick@centralfallsri.us)

Dear Mr. Larrick:

We are pleased to submit this proposal for professional services creating the new 20-year Comprehensive Plan for the City of Central Falls.

As a Central Falls-based firm composed of RISD Architecture and Landscape Architecture students entering our final year of graduate school, 1X1 Design Collaborative is in a unique position to offer the services outlined below. The relationship between Rhode Island School of Design and the City of Central Falls is one of mutual benefit with Central Falls, drawing innovative talent from this educational institution as dedicated, emerging professionals strengthen their connection with the community outside of the academic bubble. In particular, 1X1 Design Collaborative is a firm founded on the principle of providing high quality, affordable design services to the citizens and the City of Central Falls. We are able to accomplish a great deal with limited resources because as students, a substantial portion of the compensation for our work comes from the learning opportunity presented by such projects as the City Comprehensive Plan. Having completed more than fifteen weeks¹ of study regarding Central Falls in our curriculum, we are delighted to share our knowledge and skills in collaboration with both city officials and members of the community.

Specifically, we propose to provide the following project services:

1. Scope of Services

- 1.1. PRELIMINARY PUBLIC WORKSHOPS | A preliminary period of short workshops focused on topics of the Comprehensive Plan relevant to each audience; four (4) in total that target various age groups. We will use and expand on innovative techniques developed in RISD's community engagement seminar² to gather citizen feedback and survey public sentiment relative to the goals and topics central to the Comprehensive Plan as an introductory study. (See *Public Workshops*)

¹ *Urban Systems* course taught by Professor Elizabeth Dean Hermann and Associate Professor Daniel Feldman in Spring 2014. All founding members of 1X1 Design Collaborative and ten additional students mapped and developed an aggressive master plan focused on celebrating the Central Falls identity via economic and cultural development.

² *Engage! Design Workshop* is a graduate seminar taught by Associate Professor Adrienne Gagnon (co-founder of DownCity Design) and enrolled three members of the 1X1 Design Collaborative in Spring 2014.

- 1.2. COMMUNITY ADVISORY COMMITTEE | In partnership with the City of Central Falls and Rhode Island State Planning, three (3) monthly public meetings that centered around gathering public opinion on issues central to the core planning concerns for the city. These hearings are intended to host more in-depth conversations critiquing and presenting urban strategies applicable to Central Falls as well as gathering public input on work produced in real time. This committee will consist of twelve (12) members of the community, including developers and experts in the field.
- 1.3. DOCUMENTATION & ANALYSIS | We will process and analyze data collected from each public hearing to produce a graphically-driven publication for each of six (6) meetings. The content of the weekly release will be a direct product of the previous meeting. It will focus on both discrete and overlapping topics essential to the Comprehensive Plan as well as relevant and compelling to the public. The publication will take into consideration needs specific to the community of Central Falls, not just in terms of content, but also in terms of accessibility via graphics, organization and multilingual presentation.
- 1.4. WEB FORUM/PROJECT WEBSITE | Following the release of each weekly publication, we will design and host an online forum to be used as a dynamic venue for public reaction and comment. In tandem with this online forum, we will provide strategically placed comment boards throughout the city to include members of the community with limited computer access or mobility. This material as well as project announcements and other relevant documents will be housed on a custom project website viewable to the public throughout duration of the comp plan update.
- 1.5. RECOMMENDATIONS | Processing and organization of all community feedback will be submitted to the Central Falls Office of Planning with accompanying recommendations of best practices in order to represent the collected data.
- 1.6. SOCIAL MEDIA | 1x1 will provide two interactive online platforms presented in a fun, accessible and engaging manner to glean community feedback on topics covered by the comprehensive plan while simultaneously bolstering local pride and a sense of place by encouraging citizens to interact with one another and with the city of Central Falls. (See *Find Me in Central Falls* attachment) All of these activities will be designed to reach a diverse citizen population and will be conducted in both English and Spanish in order to encourage participation from historically underrepresented members of the population.
- 1.7. LAYOUT & GRAPHICS | 1x1 will also be responsible for developing and formatting the graphic layout of the entire document. This will be shared with the Office of Planning as an editable Adobe InDesign document and include custom infographics, charts, and photographs to accompany written information of the Comprehensive Plan. (See *Layout Sample* attachment)
- 1.8. MAPS | twelve (12) clear, accurate maps meeting interim guidelines including:
 - 1.8.1. Map(s) of natural resources, including but not limited to surface water, wetlands, floodplains, soils, and agricultural lands.



- 1.8.2. A map of existing conservation and open space areas that are permanently protected, with areas symbolized by ownership (at a minimum public and private).
 - 1.8.3. A map of existing outdoor public recreational areas.
 - 1.8.4. A map of existing historical and cultural resources and sites.
 - 1.8.5. A map of valuable agricultural soils.
 - 1.8.6. A map of existing water and sewer service areas.
 - 1.8.7. A map of proposed future water and sewer service areas.
 - 1.8.8. Map(s) that illustrate the current 100- and 500-year floodplains and the flood hazard areas.
 - 1.8.9. An existing land use map.
 - 1.8.10. An existing zoning map.
 - 1.8.11. A Future Land Use Map, illustrating the desired patterns of development, density and conservation.
 - 1.8.12. The land use section will include a map that shows areas where discrepancies exist between the Future Land Use Map and existing zoning.
- 1.9. PRINT & PUBLISH | By March 1, 2015, we will have a completed document ready for print and online publication on a web forum designed and initially maintained by 1x1 that is to be passed on to the City of Central Falls.

2. Design Services Schedule

We are prepared to commence work on this project immediately upon receipt of your written authorization to proceed through March 2015. As this project timeline will overlap with our academic calendar, work will be completed as part of a Collaborative Study Project during the Fall 2014 and Wintersession 2015 semesters at RISD for academic credit under the supervision of Professor Elizabeth Dean Hermann.

3. Fee Summary

The estimated labor budget and expenses for services described above is \$20,000.00, valid from the date of approval until March 1, 2015. This number was calculated by multiplying our number of personnel (5) working through March 2015 by an estimated number of hours at the pay rate of \$10.00 per hour. (See attached *Budget & Calendar*)

We are eager to provide these services to the City of Central Falls and look forward to working with you on this project.

Our best,

1X1 Design Collaborative

A handwritten signature in black ink, appearing to read 'Neil Doherty', written in a cursive style.

CLIENT: City of Central Falls
 PROJECT: Comprehensive Plan Update
 DOCUMENT: Projected Budget & Calendar

last updated 29 July 2014

TASK	RESPONSIBLE AGENT	TIME FRAME	BUDGET
two (2) social media initiatives	1x1 Design Collaborative	July 14, 2014 - March 1, 2015	\$200.00
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TOTAL			\$20,000.00

JULY 2014

		1	2	3	4	5
6	7	8	9	10	11	12
13	14 SOCIAL MEDIA LAUNCH	15	16 PRELIMINARY WORKSHOP #1	17	18	19
20	21	22	23 PRELIMINARY WORKSHOP #2	24	25	26
27	28	29	30	31	1	2

AUGUST 2014

3	4	5	6 PRELIMINARY WORKSHOP #3	7	8	9
10	11	12	13 PRELIMINARY WORKSHOP #4	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

SEPTEMBER 2014

31	1	2	3	4	5	6
7	8	9	10	11 RISD FALL SEMESTER BEGINS (CSP)	12	13
14	15	16	17 COMMUNITY ADVISORY COMMITTEE MEETING #1	18	19	20
21	22 LAUNCH WEB FORUM	23	24	25	26	27
28	29	30				

	REPORT #1 DEADLINE					
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OCTOBER 2014

			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15 COMMUNITY ADVISORY COMMITTEE MEETING #2	16	17	18
19	20 REPORT #2 DEADLINE	21 RISD MIDTERM	22	23	24	25
26	27	28	29	30	31	1

NOVEMBER 2014

2	3	4	5	6	7	8
9	10	11		13	14	15
16	17 REPORT #3 DEADLINE	18	19 COMMUNITY ADVISORY COMMITTEE MEETING #3	20	21	22
23	24	25	26	27	28	29

DECEMBER 2014

30	1	2	3	4	5 MAPS COMPLETE	6
7	8	9	10	11	12 RISD FALL SEMESTER ENDS (CSP)	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27

	REPORT #4 DEADLINE					
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JANUARY 2015

28	29	30	31	1	2	3
4	5 RISD WINTERSESSION BEGINS (CSP)	6	7	8	9	10
11	12 REPORT #5 DEADLINE	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY 2015

1	2 REPORT #6 DEADLINE	3	4	5	6 GRAPHIC DESIGN SKELETON & CONTENT DEADLINE PRINT DRAFT	7 RISD WINTERSESSION ENDS (CSP)
8	9 FINAL EDITING WEEK #1	10	11	12 RISD SPRING SEMESTER BEGINS	13	14
15	16 FINAL EDITING WEEK #2	17	18	19	20	21
22	23 FINAL EDITING WEEK #3	24	25	26	27 FULL DOCUMENT PRINT/PUBLISH SOFT DEADLINE	28
1	2	3	4	5	6	7