

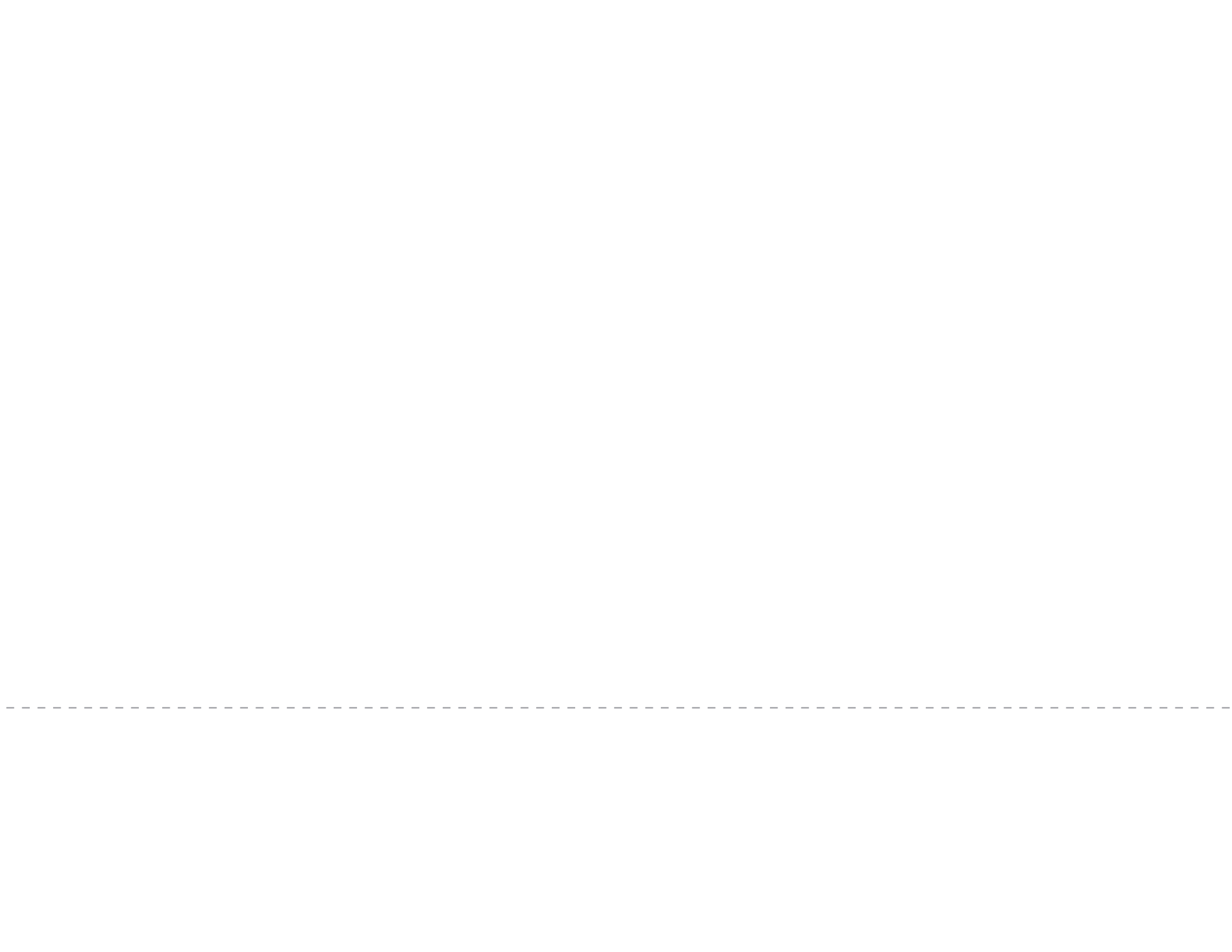


JOHNSON & WALES UNIVERSITY PROVIDENCE CAMPUS MASTER PLAN

September 2022

TABLE OF CONTENTS

Introduction	1	Pedestrian Circulation	45
		Master Plan for the Harborside Campus	46
		Program for the Harborside Campus	48
Executive Summary	3	Urban Design Framework	49
Vision for the Providence Campus	5	Land and Building Use	50
Mission and Institutional Strategic Plan	8	Open Space	52
Master Planning Process	9	Vehicular Circulation and Parking	54
Issues	10	Pedestrian Circulation	56
Downcity Campus	10		
Harborside Campus	10	Implementation and Phasing	59
Goals	11		
Existing Conditions	13	Appendix A – Parking Analysis	65
Current Landholdings and Changes Since 2001	15	Parking Strategy	66
Proposed Acquisitions and Dispositions	21	Existing Parking Supply	66
National Register Buildings	22	Approach	66
Floodplain Boundaries at the Harborside Campus	24	Parking Ratios	67
Environmental Conditions at the Harborside Campus	26	Recommended Ratios for Faculty and Staff	67
		Recommended Ratios for Commuter Students	67
		Recommended Ratios for Residential Students	67
		Estimated Parking Needs	69
		City Zoning Requirements	69
		Parking Accommodation	70
Planning Principles	29	Appendix B – Tree Canopy Coverage	73
Downcity Campus	31		
Harborside Campus	31		
Master Plan	33		
Program Distribution Between Campuses	35		
Parking Strategy	36		
Master Plan for the Downcity Campus	39		
Urban Design Framework	40		
Program for the Downcity Campus	41		
Land and Building Use	42		
Open Space	43		
Vehicular Circulation and Parking	44		



INTRODUCTION

INTRODUCTION

In July 2006, Johnson & Wales initiated a process to develop a new master plan for the University's Providence Campus—the Downcity Campus and the Harborside Campus. The new master plan builds on several previous master plan initiatives that have guided the development of the campuses over the past decade. These have included an initial plan for both campuses in 1996, a second master plan completed in February, 2001, and a 2005 update to the Harborside Campus plan that focused on the accommodation of the new Harborside Village student residential complex.

Many of the projects and priorities outlined in the 2001, 2005, and 2007 master plans have been implemented. At the Downcity Campus, the Arcade, Ace, Dreyfus, and Kinsley Buildings have been sold, and renovations to the Xavier Academic Building are complete. The Rolo Building has been renovated to accommodate student service functions, and to introduce a new open space area linking Rolo and Xavier Academy Hall. At the Harborside Campus, the renovation of the Paramount Building (now the Friedman Center) as a one-stop location for student services and for offices for the Doctoral Education Program is complete, as is the Grace Welcome Center. The development of the new Harborside Village student residential



NIGHT TIME VIEW OF THE CUISINART CENTER FOR CULINARY EXCELLENCE

complex is also complete. As a separate initiative, Save The Bay has completed a new headquarters building on Johnson & Wales property. Site improvements have also been implemented, including improvements to the existing entrance and a new entrance drive, and the replacement of surplus parking with a new landscaped area by South Hall.

The City of Providence Institutional District zoning requires Johnson & Wales to update its master plan every five years. A master plan update at this point in time will help the University to establish the steps that must be taken to advance its position as a world-class university

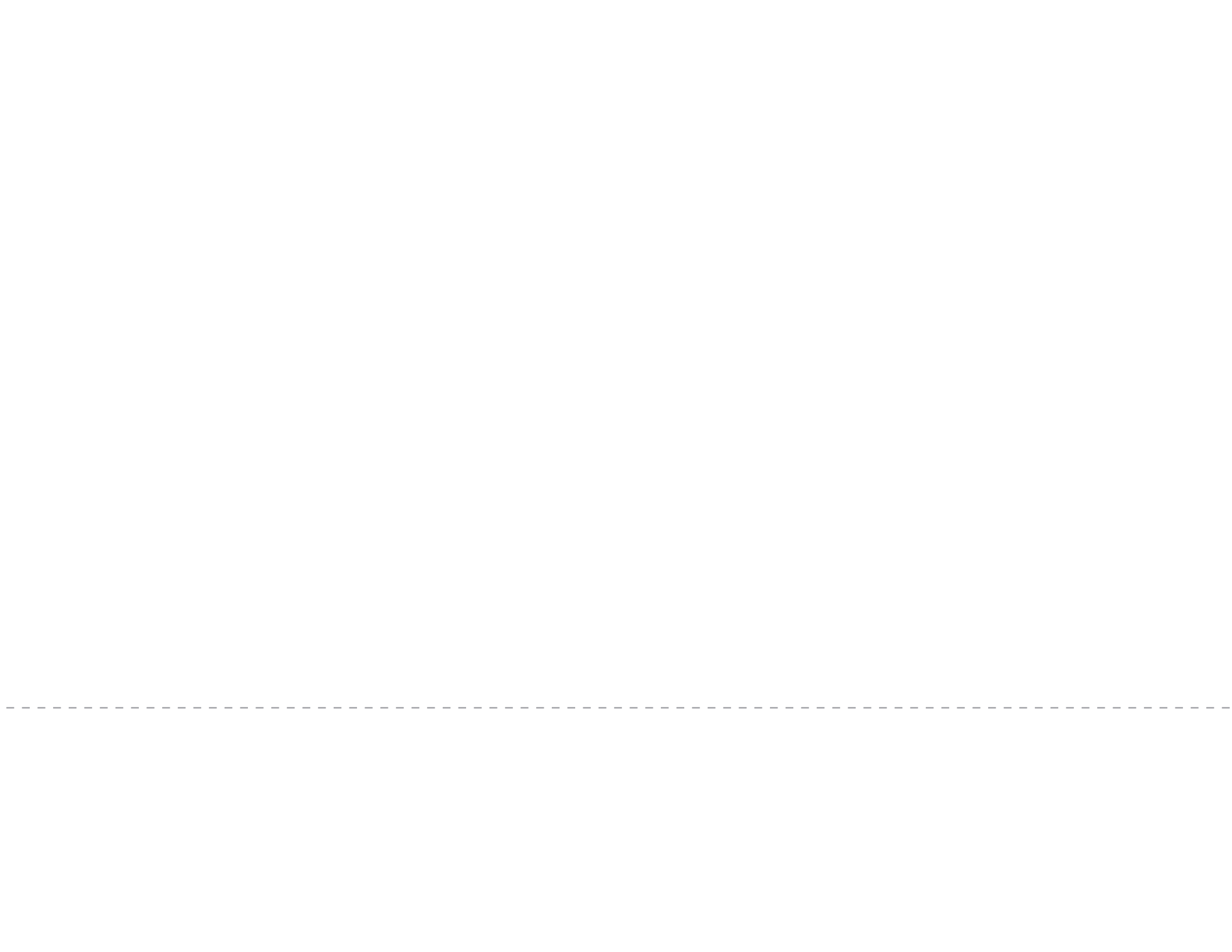
for career education, and to respond to significant new opportunities that have emerged. Chief among these are:

- The adoption and implementation of *Powered By Purpose 2024*—a new institutional strategic plan.

This new campus master plan is intended to serve as a submittal to the City under the Zoning Ordinance requirement for an update to the Institutional District master plan. The master plan will bring together the University's goals in a coherent plan to guide the development of the Downcity and Harborside Campuses for the next five to ten years and beyond. The

plan establishes the overall structure and organization of each campus, a program, land and building uses, and the open space, vehicular circulation and parking, and pedestrian circulation systems. It provides a flexible framework for campus improvements, identifying major development moves and priority projects for implementation. The plan focuses on the Downcity and Harborside Campuses, taking into account other off-campus facilities that will be consolidated on the main campuses.

This master plan submission is supported by two additional studies that were prepared on behalf of the University: a traffic analysis of both campuses titled **Transportation Component Institutional Master Plan Johnson & Wales University**, dated September 2007, prepared by Vanasse Hangen Brustlin, Inc. (VHB), a local transportation planning firm, and a transportation study prepared by Integrity Parking, another local firm.





EXECUTIVE SUMMARY

Vision for the Providence Campus

The master plan for Johnson & Wales Providence Campus articulates a vision that will shape development of the campuses for the next five-to-ten years and beyond. Guided by the University's mission statement and recent *Powered By Purpose 2024* strategic plan, the master plan charts a course for campus improvements that will enhance Johnson & Wales' fundamental purpose to support its students in fulfilling their professional aspirations.

The Downcity and Harborside Campuses will continue to have a shared mission, culture and academic standards. At the same time, each campus will maintain a strong identity and distinct sense of place that reflect the specialized academic disciplines they host. The Downcity Campus will continue to be the home of the College of Arts & Sciences, College of Business, College of Engineering & Design, College of Health & Wellness, and College of Hospitality Management. The Harborside Campus will host the University's flagship College of Food Innovation & Technology, the School of Education, and the Alan Shawn Feinstein Graduate School.

At the Downcity Campus (Figure 1), the acquisition of land located within the I-195 right-of-way creates the opportunity to concentrate outlying buildings within a



EXISTING COURTYARD ON WEYBOSSETT STREET

well-defined campus precinct extending from Dorrance Street to I-95 between Weybosset and Clifford Streets. The heart of the campus will be defined by a new "Johnson & Wales Commons," additional academic and administrative buildings, and the recently completed Bowen Center for Science and Innovation. A new academic building will be located at the Friendship Street entrance to the campus, to create a gateway that shows off a prominent academic program. To the north, new student housing along Friendship and Pine Streets will bring increased vitality to the campus, and support a dynamic student-centered learning environment. An interconnected system of quadrangles, courtyards and pedestrian pathways will link these areas, and reinforce a strong campus identity.

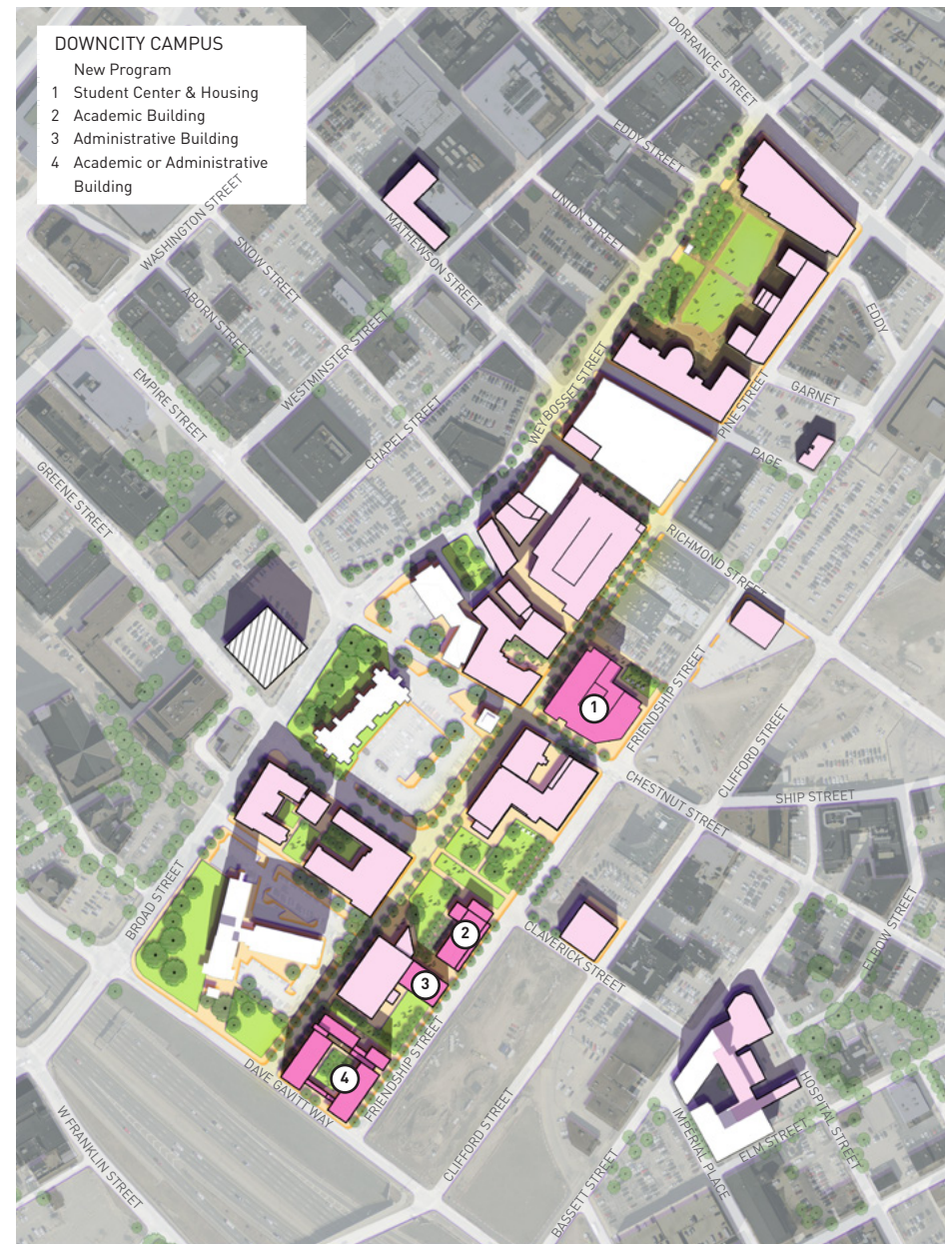
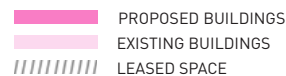


FIGURE 1. ILLUSTRATIVE PLAN FOR THE DOWNCITY CAMPUS



VIEWS OVER NARRAGANSSET BAY FROM THE HARBORSIDE CAMPUS

At the Harborside Campus (Figure 2), new buildings and open spaces are sited to promote a dynamic student life environment. The University will continue its plan to consolidate athletics and recreation programs at the Harborside Campus, both indoors and outdoors. South of Harborside Boulevard, new recreation fields support the University's athletics and recreation programs, while connecting the campus to the water's edge.

Environmental remediation within former industrial lands east of Shipyard Street will facilitate development within this area of the campus. North of Harborside Boulevard, long-term campus expansion and facilities for corporate partnerships could be accommodated within reserved land that will be used for parking for the immediate future. An open space buffer at the edge of the campus will screen the adjacent port industrial area from view.



FIGURE 2. ILLUSTRATIVE PLAN FOR THE HARBORSIDE CAMPUS



JWU IS COMMITTED TO FURTHER INVESTING IN PLANT, PROPERTY AND EQUIPMENT.

Mission and Institutional Strategic Plan

Development of the master plan for the Providence Campus was guided by both the Johnson & Wales University (JWU) mission and the initiatives defined in the university's current strategic plan, entitled *Powered By Purpose 2024*.

Strong and positive leadership with a clear vision of what the university could become has resulted in a multi-campus institution of higher learning with more than 5,000 students enrolled in programs through the doctoral level, approximately 1,100 employees, an endowment exceeding \$349 million, and



JWU'S STRATEGIC PLAN, 2017: **THE CENTENNIAL PLAN**, EMPHASIZES THE ENHANCEMENT OF AFFORDABILITY AND QUALITY THROUGH THE UNIVERSITY

more than 120,000 alumni. Recognized in particular for its culinary and hospitality programs, JWU is highly respected in the marketplace with a reputation for graduating skilled and proficient individuals who are motivated to succeed. This extraordinary success has created a strong foundation for the university to move to the next level; *2024* is the strategic plan designed to solidify the university's status as an innovative leader whose education is recognized as an effective 21st-century model of higher education.

While growth and fiscal stability have been the primary objectives of

previous planning efforts, *Powered By Purpose 2024* emphasized providing ambitious, purposeful students with the foundation to flourish personally and professionally while strengthening the institution's mission:

an exceptional education that inspires professional success and lifelong personal and intellectual growth.

The various components of the university—structural, fiscal and human—are the foundation upon which the objectives of *Powered By Purpose 2024* will be achieved while endeavoring to further strengthen these important building blocks of success.

Achievement will be measured through increased retention and graduation rates. Results will also be realized through the support provided to faculty to realize their full potential as teacher-scholars, and maintaining an environment that promotes the highest quality instruction. JWU's goal is to prepare its students to launch and advance in exciting careers, and to create heightened demand by industry for JWU graduates.

Being ambitious and bold has always been part of JWU, seen best as it has grappled with the future. *Powered By Purpose 2024* is in keeping with that institutional characteristic. The result will be a stronger, more vibrant university that will thrive through the next century.



ANOTHER GOAL OF THE STRATEGIC PLAN IS TO ENHANCE THE QUALITY OF ACADEMIC PROGRAMS AND CURRICULA

POWERED BY PURPOSE 2024

Through our strategic plan, *Powered By Purpose 2024*, we will strengthen Johnson & Wales University so that we are known as an innovative and comprehensive university that prepares students for careers in leadership in a wide range of industries.

Master Planning Process

The master plan for the Providence Campus was developed during three phases over a five month period, beginning in August, 2006. The three phases were as follows:

Phase I: Program and Issues Analysis

Phase II: Campus Alternatives

Phase III: Master Plan Documentation

Phase I began with a review of documentation and regulations pertaining to the Downcity and Harborside Campuses, including the 1996, 2001 and 2005 master plans and current zoning designations. This initial review also involved an investigation of physical conditions, such as land and building use, open space structure, vehicular circulation and parking conditions, and pedestrian circulation systems. Flood-plain boundaries and environmental conditions at the Harborside Campus, and the future right-of-way for Interstate 195 and its ramps at the Downcity Campus were also reviewed.

A series of interviews were held during Phase I with key University stakeholders representing all principal academic and administrative functions. The interviews assisted in eliciting and understanding the principal issues to be considered in the master plan, and to confirm and refine the development program for the two campuses.

The second phase of the master planning process involved the preparation of concept plans for each of the Harborside and Downcity Campuses. The concept plans were developed based on the findings of the Phase I analysis and stakeholder interviews, and were instrumental in testing ideas and opportunities, and in evaluating the consequences of development. The plans were reviewed with the Facilities Management department at the completion of Phase II.

In Phase III of the master planning process, the concept plans were refined into draft plans for each campus based on the direction given by the Facilities Management department. The plans showed existing and proposed buildings and uses, the open space structure, vehicular circulation and parking, pedestrian circulation, and other elements. The draft plans were presented for review to University leadership in December 2006, and City of Providence officials over the winter of 2007. At the same time, traffic and transportation studies were performed, which examined the traffic and transportation dimensions of the plans for both campuses. The comments and recommendations generated through this effort were incorporated into the final plans, which are documented in this report. The master plan was updated in 2011 and 2015, although the goals and intent of the plan are consistent from plan to plan.



GAEBE COMMONS IS AN ICONIC GREEN SPACE IN DOWNTOWN PROVIDENCE

Issues

The master plan was prepared based on the issues that were identified during the Phase I analysis of existing conditions, and the interviews with University stakeholders. The following is a summary of the principal issues that shaped the plan:

Downcity Campus

Image and Identity

While the campus contains several architecturally distinctive buildings and open spaces, such as the McNulty and Snowden residence halls and Gaebe Commons, overall the campus lacks a strong and cohesive identity within



LANDS WITHIN THE I-195 CORRIDOR WILL BECOME AVAILABLE FOR DEVELOPMENT

downtown Providence. Additional open spaces are needed to enhance the character of the campus, as well as stronger, more defined pedestrian connections between facilities.

Program

There is a need to consolidate academic programs at the Downcity Campus and to create a strong identity for each of the Colleges. Some buildings are no longer suitable for current functions, or are too small or too dispersed for adaptive re-use. As Johnson & Wales continues to become more residential and competitive with its peers, additional student life facilities will be needed. Some residence halls that are leased or distant from the campus core could

be more ideally located closer to the concentration of campus activities.

Campus Structure and Organization

While most campus facilities are located in the area extending between Dorrance Street, I-95, Weybosset Street and Friendship Street, some facilities, such as the Kinsley Building, the Academic Center, and office space in the Cookson Building, are separated from this core area. This structure makes it difficult to achieve a strong campus identity and to optimize academic adjacencies.

Interstate-195 Lands

The relocation of I-195 has created vacant land within the highway right-of-way that is immediately adjacent to

the Downcity Campus and is scheduled for disposition. The opportunity exists to acquire several parcels of land that could facilitate the consolidation of University functions and create a distinct Johnson & Wales campus. Johnson & Wales has been communicating the plans outlined in this Master Plan with both City and State officials in the hopes of being able to secure the rights to the land necessary for the future expansion of the Downcity campus.

Harborside Campus

Image and Identity

The Harborside Campus has many qualities, but does not currently have a strong image or identity that reflects its flagship program, the College of Culinary Arts. The campus is tucked behind a residential community; adjacent port industrial uses, such as petroleum storage tanks and a scrap metal processing facility, detract from its image. While it is located next to the Narragansett Bay, it is not currently organized to take full advantage of this location. Access into the campus is awkward because the main roadway begins in the City of Cranston and continues into the City of Providence, with little control by Johnson & Wales on the condition and character of this key arrival sequence. Control of Harborside Boulevard and Shipyard Street, including the ability to improve them, and limiting port access as an emergency route, would improve the image of the University.

Long-Term Strategy for Student Housing

The existing residential buildings – East, West, and South Halls – are aging. There is a need to create a long-term plan for the renewal or replacement of these facilities. Renewal of existing facilities will be integrated with planning for additional capacity.

Relationship to the Floodplain

The Harborside Village complex is raised approximately ten feet above existing campus elevations for flood protection. Future development must also address the floodplain, with first floor elevations up to ten feet above existing grades in some areas. This condition presents architectural, engineering and regulatory challenges, and requires an innovative urban design solution to achieve a cohesive campus environment.

Campus Structure and Organization

The current division of College of Food Innovation & Technology facilities between the Harborside Academic Center and the CCCE causes logistical challenges for these programs. A critical student life facility—the main dining facility at Harborview—is located a ten-to-fifteen minute walk from campus along Narragansett Boulevard, making it difficult to maintain a healthy student life environment. While there are several large open spaces on the campus, they are not connected within an integrated system that takes advantage of the unique waterfront setting. Also, with

the increase in additional academic programs, bringing these programs to the Harborside campus will be considered.

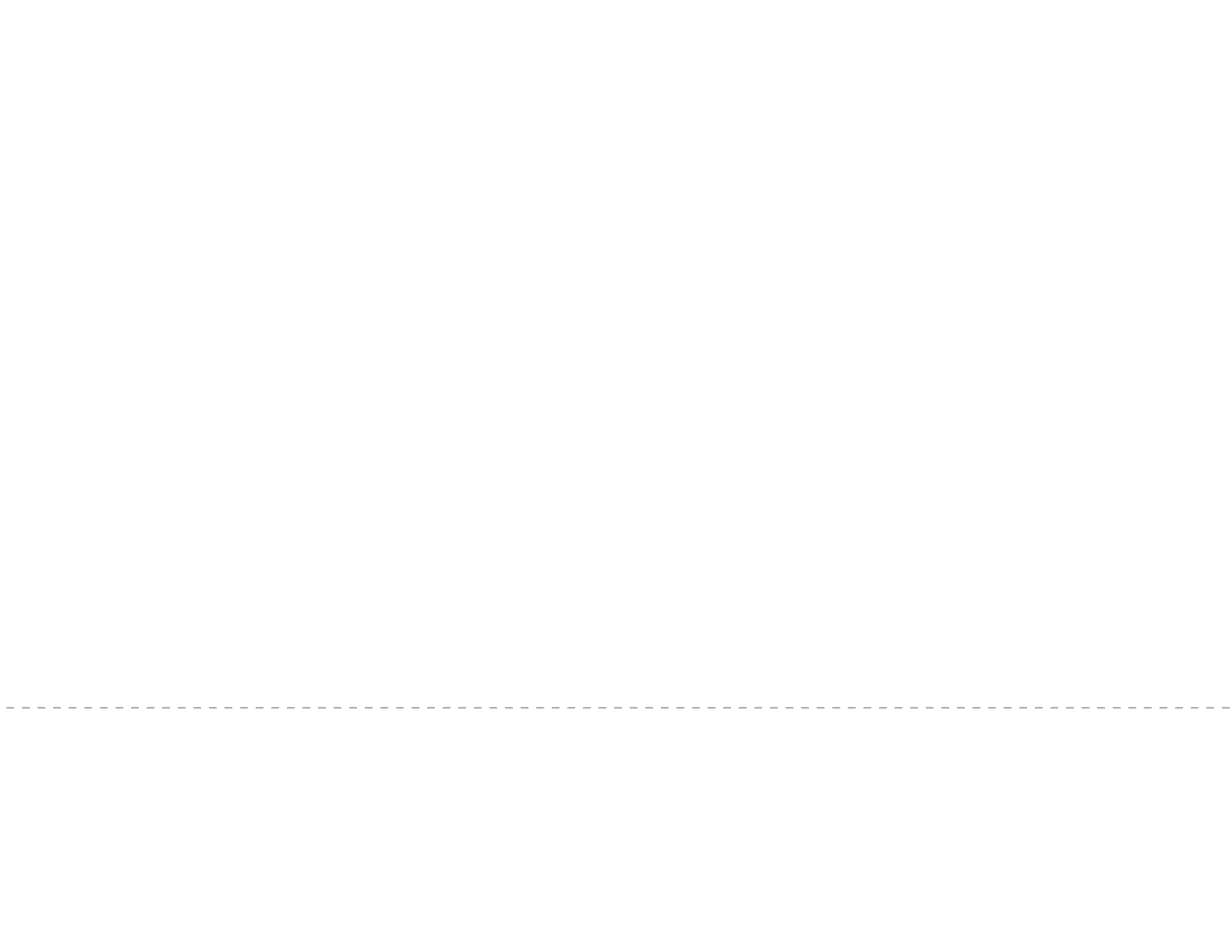
Goals

In response to the issues summarized above, a number of key institutional goals have been defined for the Providence Campus:

- Maintain current student enrollment while targeting a higher level of academic achievement for incoming students
- Encourage cross fertilization between the two campuses in academics and student life
- Consolidate University facilities in the Providence area onto the two campuses with a specific objective of owning rather than leasing non-residential facilities
- Develop a sense of place on each campus to enhance the overall image of the University and reinforce quality of life for students, faculty, and staff
- Provide high quality facilities to enhance the image and identity of each College
- Improve student life and reduce overcrowding in residence halls
- Continue to operate an efficient transportation system that connects the two campuses.

These goals are reflected in the master plan concepts and recommendations

outlined in the following sections.



EXISTING CONDITIONS



EXISTING CONDITIONS

The following section describes current property and building information for the Providence Campus, including current land holdings, changes since the 2001 master plan, and proposed acquisitions and dispositions. The information is summarized in tables containing information on current landholdings, vacant lots and parking, and property sales and lease termination for all the properties that Johnson & Wales owns or leases for the Providence Campus.

This section also describes special conditions that need to be considered in the development of each campus: buildings that contribute to the Downcity National Historic District at the Downcity Campus, and floodplain and environmental conditions at the Harborside Campus.

Current Landholdings and Changes Since 2001

Since the completion of the 2001 master plan for the Providence Campus, Johnson & Wales has continued to pursue the goal of rationalizing the University's landholdings through strategic acquisitions, and by selling or terminating leases on several facilities. At the Downcity Campus, the Dreyfus Hall and Friendship Building were sold, the Arcade building was transferred to the landowner, and the leases at Minden Hall, the Union Trust Building, Cookson Place, Capitol Cove and the Roger Williams Building were terminated.

The Milliken Warehouse Building at 159 Friendship Street was also demolished.

At the Harborside Campus, several properties were acquired, including the Allens Manufacturing Company property at 85 Shipyard Street, the Paramount Building at 301 Harborside Boulevard, approximately 30 acres of land along Harborside Boulevard and Shipyard Street in Providence, and three buildings on approximately nine acres of land along Northup Street in Cranston. The University acquired another nine acres of land and three buildings in Cranston, and 31 acres of vacant land in Providence on the south side of Harborside Boulevard. A six acre portion of this land was leased back to Save the Bay for their Explore the Bay Center.

The University sold the Washington Ave apartments, 101 Richmond, Renaissance Hall and did not renew the lease on the Baker Street administrative building. Alumni House, 1144 Narragansett Boulevard, and the Marina are all currently under agreement.

The Academic Center residence hall and dining facility in Warwick was sold to the RI Airport Corporation. The Radisson Hotel, the Matec Building, and Legal Seafood Restaurant were also sold.

Tables 1–6 summarize data concerning current University landholdings. Landholdings are also shown on Figure 3. Table 7 summarizes changes in landholdings since 2001.

Table 3. Harborside Campus—Current Properties

Table 1. Downcity Campus—Current Landholdings

BUILDING #	BUILDING NAME	ADDRESS	# OF FLOORS	USE	BUILDING AREA (GSF)	LOT AREA (SQ. FT.)
1	Plantations Hall	8 Abbott Park Pl.	5	Administration / Recreation	40,861	11,927
2	Del Sesto Building	274 Weybosset St.	6	Administration	29,316	4,311
5	Xavier Academy Hall	15 Foster St.	5	Academic	94,695	32,712
6	Xavier/Mercy Hall	60 Broad St.	4	Residence Hall	65,570	28,130
8	Johnson Hall	59 Chestnut St.	3	Academic	27,440	65,984
9	Yena Center	111 Dorrance St.	3	Administration / Library	80,178	40,973
13	Academic Center (Burril Building)	291 Westminster St.	5	Academic	66,222	11,037
21	Taco Center	10 Abbott Park Pl.	5	Academic	27,738	5,660
34	Richmond Building	270 Weybosset St.	4	Administration	16,905	3,381
35	Imperial Hall	15 Hospital St.	3	Residence Hall	35,380	30,490
36	Dwight Building	260-266 Weybosset St.	4	Apartments / Administration	12,720	3,438
44	Student Services Building (<i>fka "Rolo Building"</i>)	274 Pine St.	2	Administrative	46,355	131,682*
50	John Hazen White Center	209 Pine St.	5	Academic	79,149	16,940
70	McNulty Hall	101 Pine St.	7	Residence Hall	124,515	38,151
73	Snowden Hall	32 Page St.	7	Residence Hall	128,654	33,336
107	Richmond Street Parking Garage	35 Richmond Street	6	Parking	257,250 [748 spaces]	59,492
108	Center for Physician Assistant Studies	35 Claverick Street	2	Academic	16,910	8,782
115	John J Bowen Center for Science and Innovation	75 Chestnut Street	3	Academic	70,068	34,805
118	Cedar Street	115 Cedar Street	2	Administrative	20,808	10,400
122	The Remington Building	91 Friendship Street	5	Administrative	13,000	2,600

* The Student Services Building lot was modified with the acquisition of Parcel #36 from the I-195 Commission

Table 2. DOWNCITY CAMPUS —Parking and Open Space

PROPERTY NAME	FUNCTION	LOT SQ. FT.	NO. OF PARKING SPACES
Yena Center	Surface Parking		3
Richmond Parking Garage	Garage Parking		746
Met Lot	Surface Parking		71
Johnson Lot	Surface Parking		84
PA Lot	Surface Parking		50
Imperial Place Lot	Surface Parking		31
Pleasant Valley Garage	Garage Parking		18

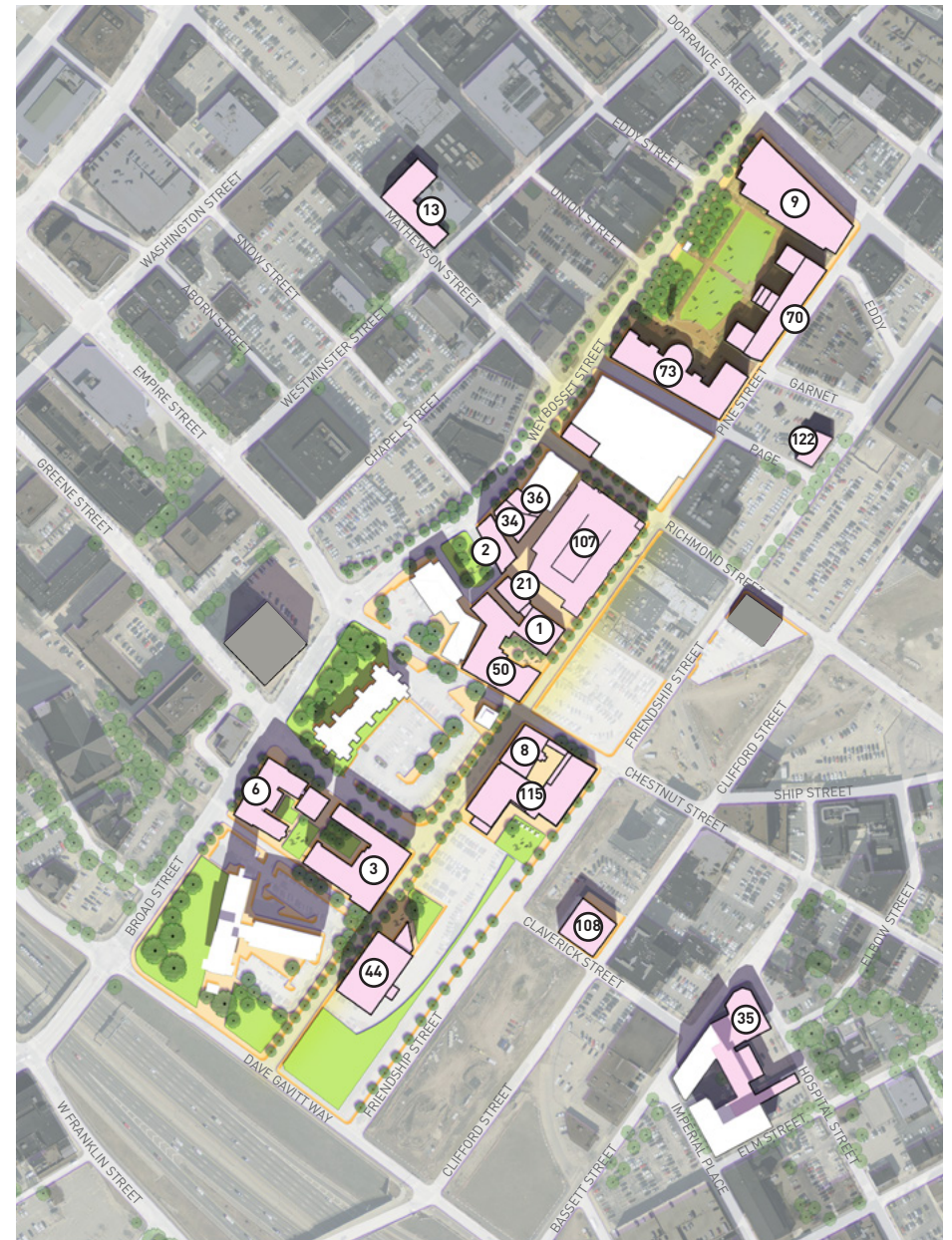


FIGURE 3. CURRENT DOWNCITY LANDHOLDINGS AND BUILDING PROGRAM

[Providence and Cranston]

BUILDING #	BUILDING NAME	ADDRESS	# OF FLOORS	USE	BUILDING AREA (GSF)	LOT AREA (SQ. FT.)
25	Harborside Academic Center	265 Harborside Blvd.	1	Academic	75,737	129,417
26	South Hall	1 Washington Ave.	2	Residence Hall	87,828	210,014
28	Wildcat Center	305 Shipyard St.	2	Administration / Recreation	80,254	342,191
31	West Hall	2 Washington Ave.	2	Residence Hall	28,254	210,014
32	East Hall	3 Washington Ave.	2	Residence Hall	30,576	210,014
38	Harborside Village	100 Harborside Blvd.	3	Student Apartments	232,262	571,538
42	Grace Welcome Center	120 Harborside Boulevard	1	Administrative	5,470	5,470
45	Athletics Practice Facility (fka "Skating Rink", Building 69)	60 Harborside Boulevard	1	Athletics	22,906	260,924
51	Harborview	1150 Narragansett Blvd.	4	Residence Hall / Dining	103,672	123,147
52	Alumni House	1146 Narragansett Blvd.	2	Support	4,021	20,405
53	1144 Narragansett Blvd.	1144 Narragansett Blvd.	2	Support	3,335	9,973
54	7 Pierce Place	7 Pierce Pl.	0	N/A	N/A	22,606
64	Friedman Center (fka Paramount Building)	301-33 Harborside Blvd.	2	Multi-purpose	203,467	230,909
99	Cuisinart Center for Culinary Excellence	333 Shipyard Street	4	Academic	98,661	83,387
100	Wildcat Transportation Center	Shipyard Street	1	Administrative/Storage	43,050	72,240
111	The Centennial House	135 Norwood Avenue	3	Residence Hall	11,616	16,444
119	Port Edgewood Marina	1128 Narragansett Boulevard	0	Athletics/Recreation	n/a	140,198

Table 4. Harborside Campus—Parking and Open Space

PROPERTY NAME	FUNCTION	LOT SQ. FT.	PARKING SPACES
CRANSTON			
Lot btw Harborview and Pierce Place	Open Space	1,982	NA
Parcel 1	Open Space	5,912	NA
Parcel 2	Open Space	6,792	NA
Parcel 3	Open Space	88,262	NA
Parcel 10	Open Space	115,528	NA

PROPERTY NAME	FUNCTION	LOT SQ. FT.	PARKING SPACES
PROVIDENCE			
Harborside Quad.	Open Space	1,00,622	NA
Parcel 4	Open Space	56,641	NA
Parcel 7 (Portion of Lot F)		624,022	Included with Parcel 8
Parcel 8 (Portion of Lot F)	Parking and Open Space	360,942	517
Parcel 9	Open Space	174,240	NA
Parcel 10	Open Space	772,088	NA
Parcel 11	Save The Bay	264,560	NA



FIGURE 4. CURRENT HARBORSIDE LANDHOLDINGS AND BUILDING PROGRAM

Table 5. Off-Campus Sites—Current Properties

BLDG #	BUILDING NAME	ADDRESS	# OF FLOORS	USE	BUILDING AREA (GSF)	LOT AREA (SQ. FT.)
	PROVIDENCE OTHER					
17	Pleasant Valley Garage	80 Pleasant Valley Pkwy.	1	Garage	4,360	33,231
18	Pleasant Valley Warehouse	80 Pleasant Valley Pkwy.	1	Warehouse	18,020	5,400
	MASSACHUSETTS					
59	J & W Equine Facility	29 Francis St.	2	Equine Facility	26,174	1,394,791

Proposed Acquisitions and Dispositions

The University is considering the potential disposition of several off-campus facilities with the goal of consolidating functions on the main campuses over time. As planned in the 2007 IMP, the Kinsley Building has been sold, and the University's lease terminated at Edmund Hall. In addition to these dispositions, the J & W Inn has been sold. Three buildings have been demolished, although

the University retains ownership of the land: the David Friedman Center, the Harborside Computer Center, and 75 California Avenue. The decision to sell or terminate leases on specific properties will depend on a variety of factors, such as program need, physical condition, proximity to the campuses, and the availability of alternative sites or buildings. Properties being considered for disposition are summarized in Table 8.

Table 7. Property Dispositions Since 2001

BUILDING NAME	ADDRESS	# OF FLOORS	USE	BUILDING AREA (GSF)	LOT AREA (SQ. FT.)
Arcade	130 Westminster St.	6	Administration / Commercial	27,738	
Dreyfus Hall	87 Mathewson St.	5	Residence Hall	23,600	
Minden Hall (Leased)	123 Waterman Ave.	9	Residence Hall	60,303	
Roger Williams Classrooms (Leased)	136-58 Washington St.	1	Academic	4,000	
Union Trust (Leased)	160-170 Westminster St.	2	Administration	9,600	
Milliken Warehouse Building	159 Friendship St.	1	Warehouse	3,728	23,605
Airport Center East	2082 Post Road Warwick	2	Residence Hall	170,874	287,400
Kinsley Building (sold)	334 Westminster Street	5	Administration	56,089	10,920
J & W Inn (sold)	213 Taunton Avenue	5	Hotel	146,655	372,875
Edmund Hall (lease terminated)	350 Taunton Avenue	5	Residence Hall	72,480	25,984
David Friedman Center (razed)*	1 Washington Avenue	3	Academic	57,854	136,690
Harborside Computer Center (razed)*	120 Harborside Boulevard	1	Classrooms (Computer)	7,546	57,205
75 California Avenue (razed)*	75 California Avenue	2	Vacant Multi-family	3,760	8,051
Friendship Building	2 Richmond St.	3	Administration	12,672	3,194
Washington Ave. Apt. A	90 Washington Ave.	2	Apartments (Student)	4,311	8,055
Washington Ave. Apt. B	100 Washington Ave.	2	Apartments (Student)	4,311	10,046
Renaissance Hall	101 Cedar St.	9	Residence Hall	79,955	30,363
Radisson Hotel	2081 Post Rd.	3	Hotel	86,135	174,016
Matec Building	60 Montebello Rd.	1	Administration	11,394	23,800
Legal Seafood	2099 Post Rd.	1	Restaurant / Retail	7,890	121,532
Cookson Place (Leased)	33 Broad St.	2	Administration / Bookstore	21,740	45,260
Capitol Cove (lease)	1 Park Row West	5	Residence Hall	166,305	--
Baker Street (leased)	63 Baker Street	1	Administrative	12,672	33,541

* Building was demolished, but Johnson & Wales still retains ownership of the land

Table 8. Potential Future Dispositions

BUILDING NUMBER	BUILDING NAME	ADDRESS	# OF FLOORS	USE	BUILDING AREA (GSF)	LOT AREA (SQ. FT.)
	PROVIDENCE					
	Imperial Hall	15 Hospital Street	3	Residence Hall	24,584	N/A

National Register Buildings

The entire Downcity Campus is located within the Downcity District Overlay Zone, which is a national historic district. All new construction, renovations, alternations and repairs within the Downcity District fall under the jurisdiction of the Downcity Design Review Committee. The University-owned buildings within the District that are considered Contributing National Register Properties are listed in Table 9.

Table 9. Downcity District Contributing National Register Properties

BLDG #	BUILDING NAME + ADDRESS	USE
1	Plantations Hall 8 Abbott Park Pl	Administration / Recreation
2	Del Sesto Building 274 Weybosset St	Administration
13	Academic Center (Burrit Building) 291 Westminster St	Academic
21	Taco Center 10 Abbott Park Pl	Academic
34	Richmond Building 270 Weybosset St	Administration
35	Imperial Hall 15 Hospital Street	Residence Hall



DEL SESTO BUILDING



ACADEMIC CENTER



RICHMOND BUILDING



TACO CENTER



DWIGHT BUILDING (260-266 WEYBOSSET STREET)



JOHN HAZEN WHITE CENTER (209 PINE STREET)

Floodplain Boundaries at the Harborside Campus

A significant portion of the Harborside Campus is located within the FEMA mapped, Narragansett Bay 100-year flood zone (Zone AE), for which base flood elevations have been determined. The southern part of the campus is located within the Coastal Flood Zone with Velocity Hazard (Zone VE), which includes wave action. FEMA Flood Insurance Rate Maps (FIRMs) were updated in 2013 and are reflected in Figure 5.

State regulations define permitted uses and activities within these areas. As a general rule, development within the flood zone must be raised above the VE zone base flood elevation, and any fill requires the approval of FEMA and State regulatory agencies. The National Flood Insurance Program requires that the lowest structural element of a building be one foot above the flood zone; the first floor can be elevated several feet above that, depending on the depth of the structure. Variances can be granted in some instances, depending on the importance of services provided, the actual site conditions, and hardship if the site is not otherwise developable.

The base flood elevation (BFE) of the VE zone is 17 feet, within the campus boundary. As a reference point, the elevation at the existing Harborside

Academic Center is approximately ten feet, so development in this area of the campus would need to be raised at least seven feet above existing grades. Harborside Village was raised 19 feet above the BFE using fill. The design included the installation of rip rap armament along the edge to protect the fill from erosion during a 100-year storm event. After reviewing the design, FEMA determined that upon completion of the filling, the site would no longer be located within either the VE or AE zones. FEMA has issued a Letter of Map Amendment to the Cities of Providence and Cranston designating the Harborside Village a "B Zone", which is not subject to 100-year flood regulations. Zone B areas are now referenced as Zone X areas in FIRM maps, but are still defined as areas outside the 100-year floodplain with a 0.2% annual chance of flood.

From a regulatory and long-term insurance perspective, raising future development out of the V zone altogether, or elevating buildings on piles to let moving water pass through may be solutions. However, these options present some practical challenges as development will occur incrementally, and each new project will need to be designed to respond to the higher elevation and existing campus and building elevations still within the flood zone at a lower elevation.



THE CUISINART CENTER FOR CULINARY EXCELLENCE IS BUILT ACCORDING TO CURRENT REGULATIONS REGARDING DEVELOPMENT IN THE FLOODPLAIN

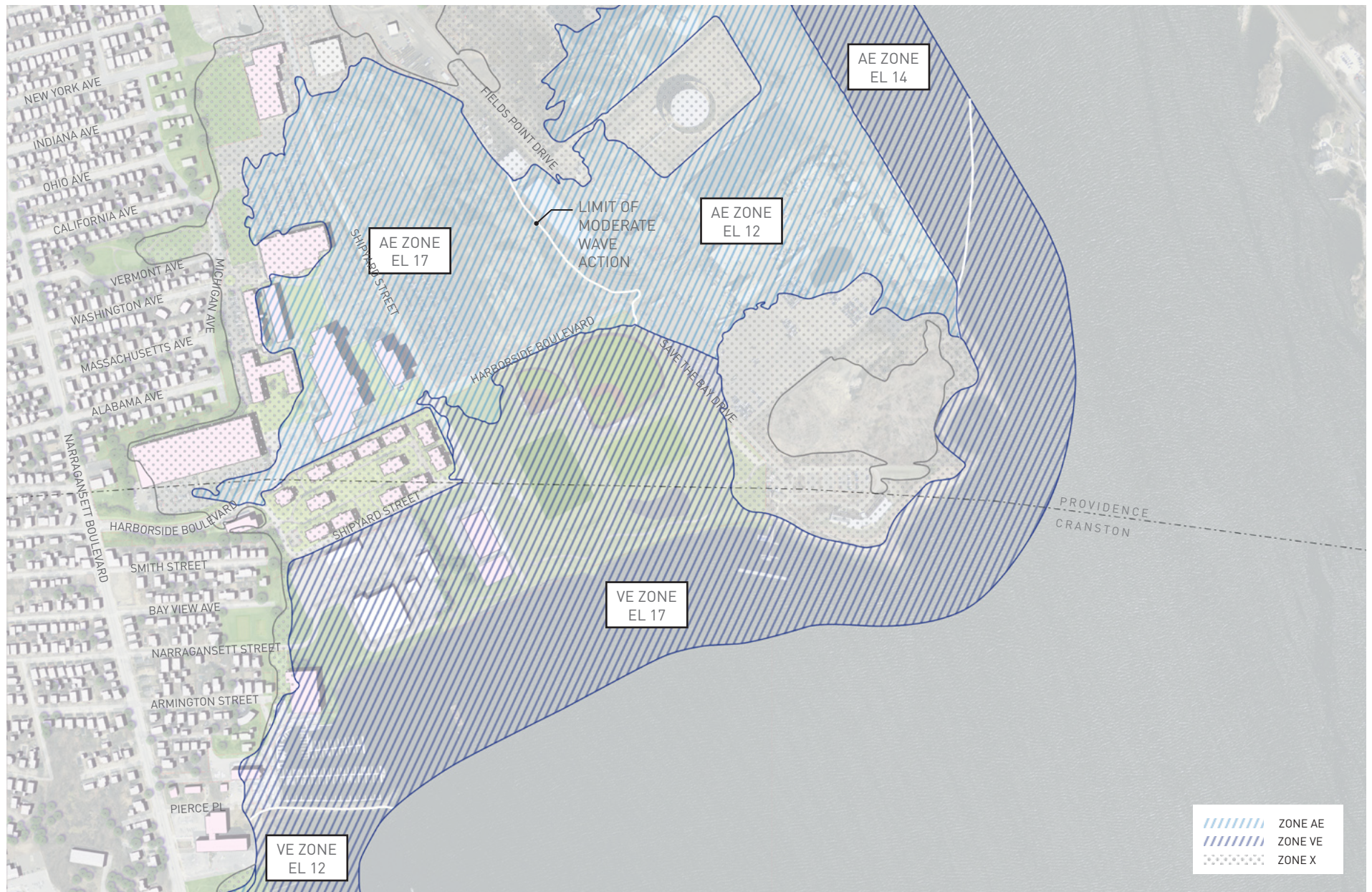


FIGURE 5. HARBORSIDE CAMPUS FLOOD ZONE BOUNDARIES

Environmental Conditions at the Harborside Campus

The vast majority of the Harborside Campus is built upon fill that was placed into the Bay. The filling took place well before the advent of environmental regulations and included soil from nearby hills as well as waste from the growing City. Former uses of the filled lands include: a recreational area and beach, a blacksmith shop, a machine shop, a plating company, train maintenance facilities, a paint shop and most significantly the Providence Shipyard. The Shipyard was used to Liberty Ships during World War II.

From the mid-nineties until 2013, the University arranged for a series of environmental investigations that were conducted as the Harborside Campus expanded. The University then used the findings of these investigations as the basis to develop remediation strategies working closely the Rhode Island Department of Environmental Management (RIDEM) Brownfields program.

At the present, the University has completed all required response actions per RIDEM Regulations and has received corresponding Letters



ENVIRONMENTAL REMEDIATION OF FORMER INDUSTRIAL LAND FACILITATED THE CONSTRUCTION OF HARBORSIDE VILLAGE

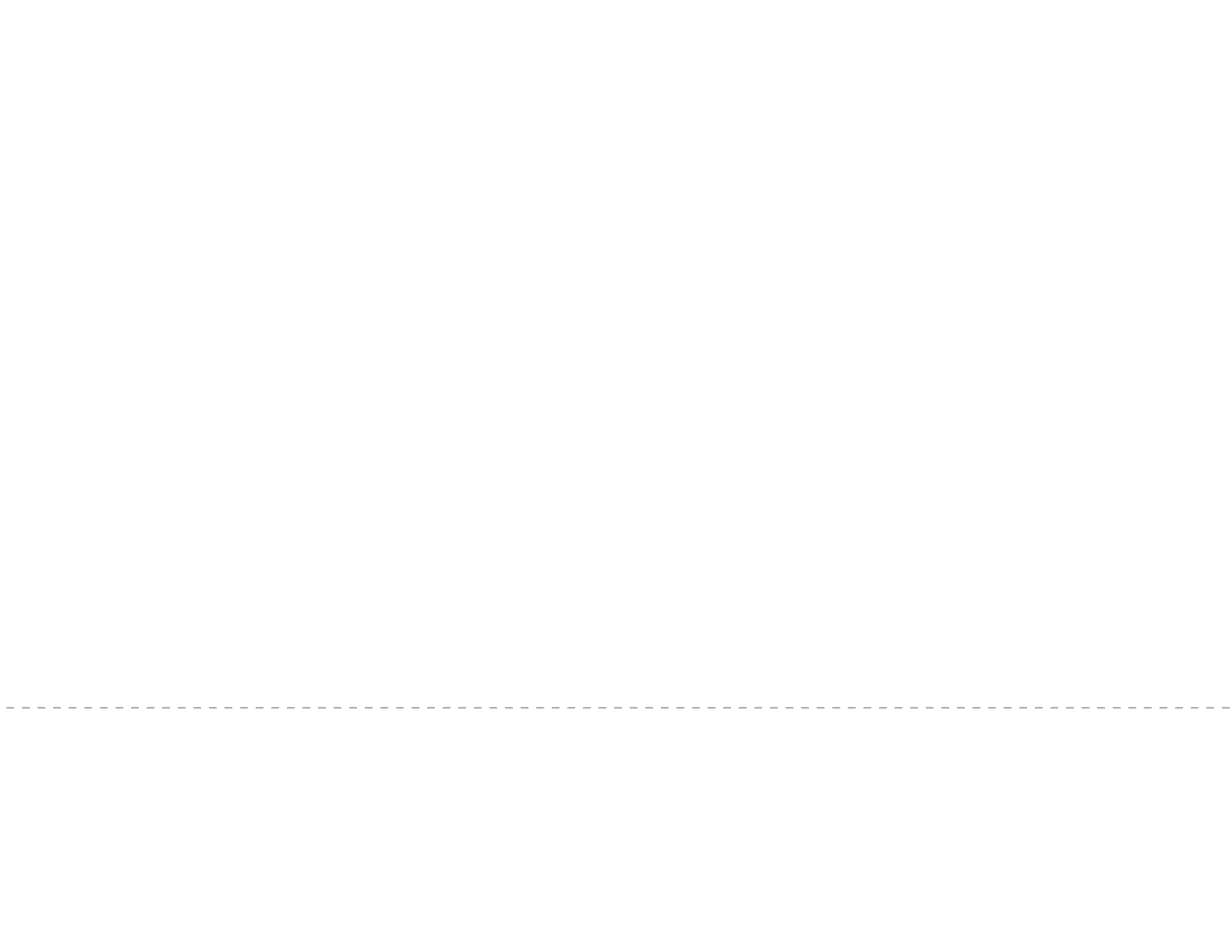


FORMER INDUSTRIAL LAND AT THE HARBORSIDE CAMPUS

of Compliance from the agency. As a result of these actions much of the Harborside Campus is considered an environmental cap and its use governed by a deed restriction. The deed restricted areas are inspected on annual basis by the University's Environmental, Health and Safety Department and inspection reports are filed with RIDEM.



FIGURE 6. HARBORSIDE CAMPUS ENVIRONMENTAL ANALYSIS PARCELS







EXISTING COURTYARDS AND OPEN SPACE FORM THE BASIS OF THE DOWNCITY OPEN SPACE NETWORK

PLANNING PRINCIPLES

The following planning principles were prepared in consultation with University Facilities Department staff. The principles serve as the foundation of the master plan, and are intended to guide the long-term development of the Downcity and Harborside Campuses. Separate principles were developed for each campus. They address campus image and identity, landholdings, land-use and development, academic relationships, urban design, and other physical planning issues.



VIEW OVER EXISTING I-195 CORRIDOR LANDS

Downcity Campus

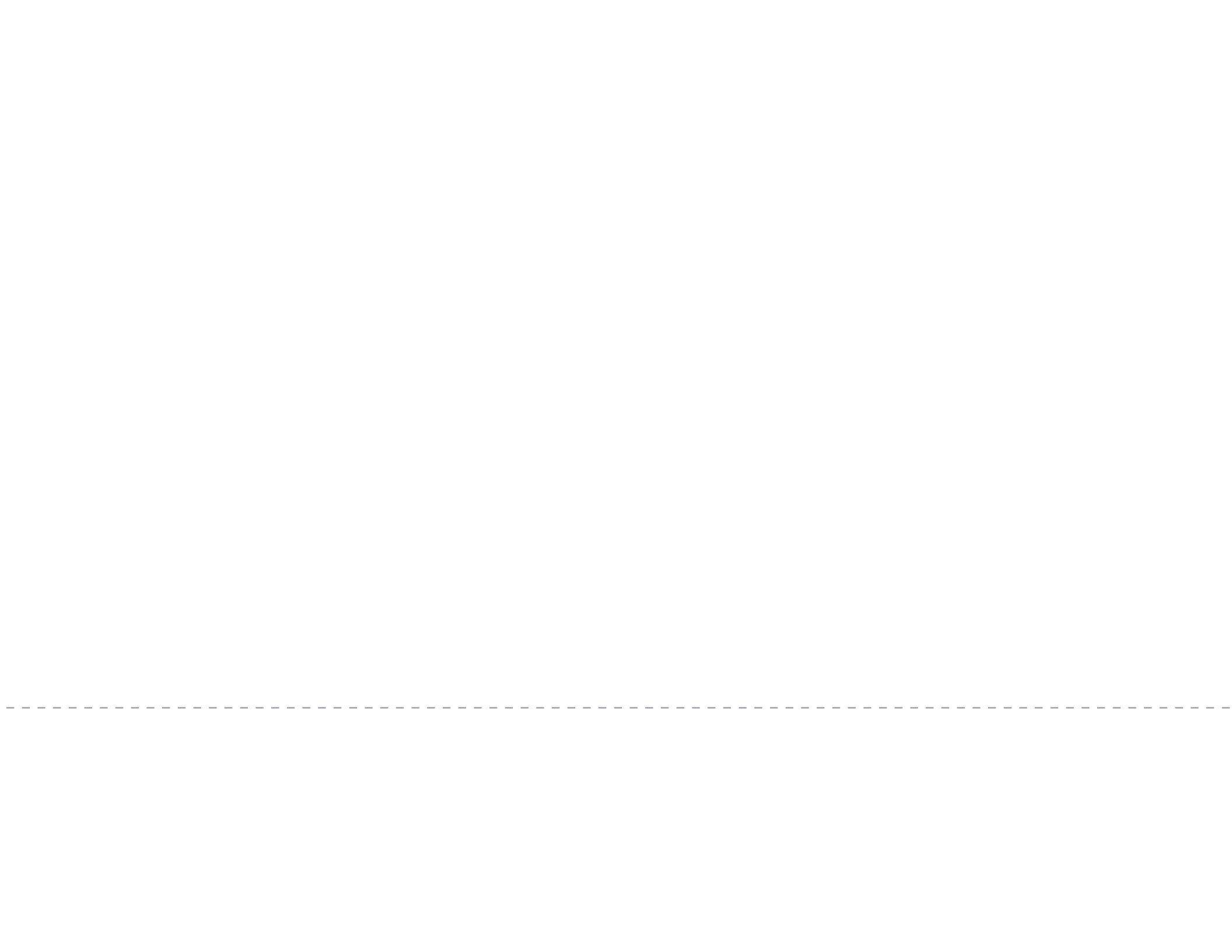
Engage the City but create an identifiable campus with a visible identity by consolidating University functions and housing within a core campus area and disposing of University property that is located beyond the campus.

1. Urban land is valuable so use it wisely. Encourage density and the possible layering of uses.
2. Organize the campus along the Pine Street and Friendship Street spines with stronger open space and pedestrian connections between uses.

Harborside Campus

Create a unified sense of place and a strong campus identity with a clear sequence of arrival and distinct building, fields, parking and quadrangle elements.

1. Take advantage of the waterfront location by creating links to Save the Bay, opening the campus to the south exposure and views, and screening the industrial port.
2. Allow for long-term expansion and use land wisely by land-banking surface parking for future University use, and by fostering potential partnerships with business. Current opportunities include: (1) a land lease with the Port of Providence to help support the wind turbine industry and (2) building a controlled environment agriculture (CEA) building for research, development, and potential industry tenant.
3. Strengthen on-campus community by placing the dining hall at the center of campus, and upgrading student housing.
4. Solve floodplain and environmental issues in a way that can be phased.
3. Create a campus "heart" with student life and arts and sciences at the core.
4. Create distinct residential and academic quadrangles.
5. Provide each College with its own identity.
6. Allow for interdisciplinary synergy, particularly at ground floor levels.
7. Minimize the need for parking and place required parking on the perimeter of campus. Maintain convenient shuttle service with the Harborside Campus.



MASTER PLAN



MASTER PLAN

The master plan for the Downcity and Harborside Campuses defines a common program and parking strategy for both campuses, as well as the framework of land use, open space, vehicular circulation and parking, and pedestrian circulation elements that together will shape the development of the campuses. The program strategy is based on the program needs identified by University stakeholders, and is structured to reinforce the critical relationships and synergies between academic programs. The parking strategy addresses the comprehensive parking needs of both campuses through the shared use of parking facilities and a shuttle system that links the campuses.

Program Distribution Between Campuses

The program for the Providence Campus was developed based on the priorities outlined in the Powered By Purpose 2024 strategic plan, and the program needs identified by University stakeholders, which were refined through discussions with Facilities Department staff.

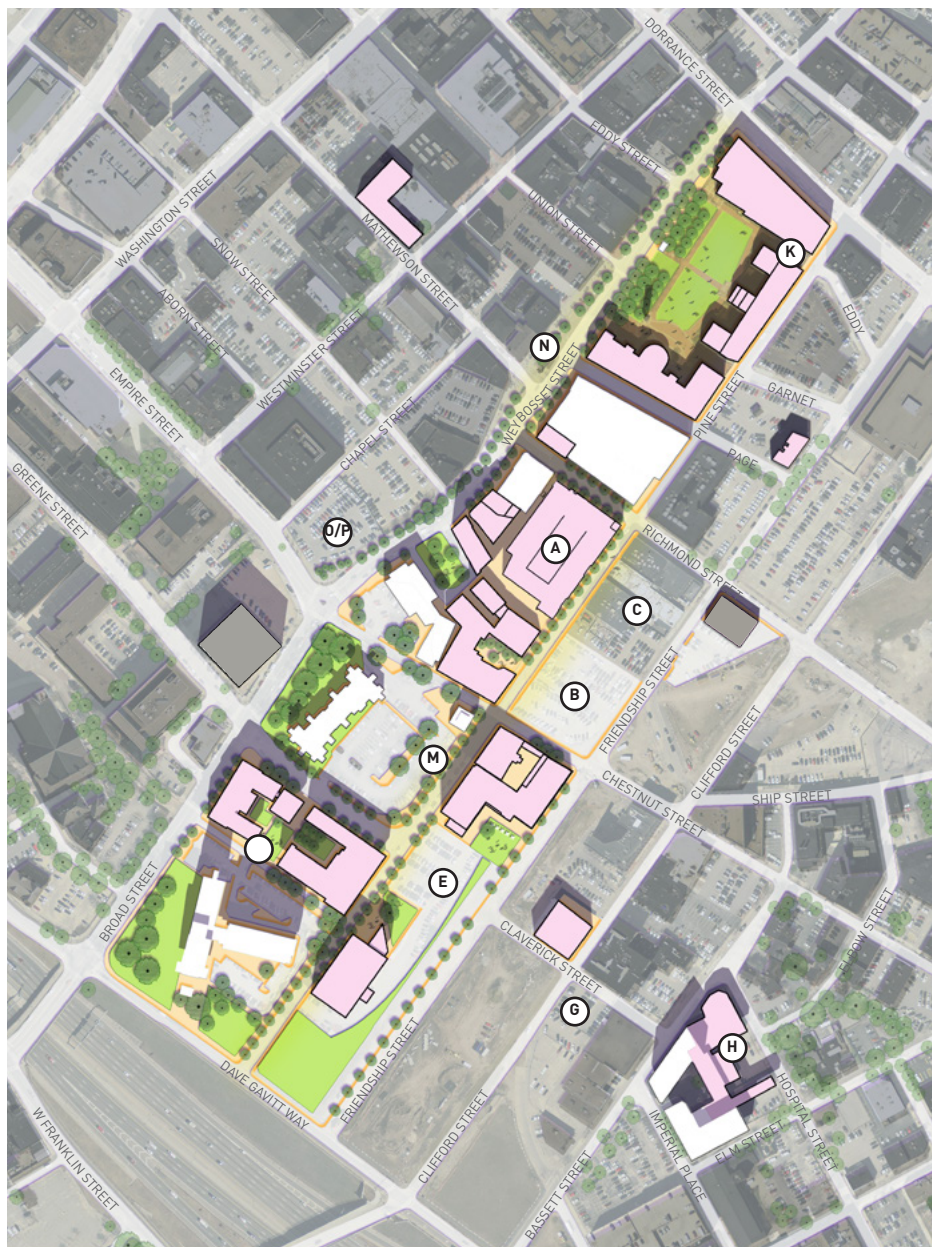
As a basic organizational structure, the College of Arts & Sciences, College of Business, College of Engineering & Design, College of Health & Wellness, and College of Hospitality Management will be located on the Downcity

Campus, and that the College of Food Innovation & Technology, the School of Education, and graduate programs will be located at the Harborside Campus. This distribution of academic programs reflects preferred adjacencies, allows for growth of academic programs, and is intended to foster collaboration between academic disciplines.

There are several key goals that are reflected in the master plan program:

- Encourage cross-disciplinary collaboration through the sharing of space at the ground floor of each building.
- Improve on-campus student life by creating new and higher quality student life facilities.
- Continue to consolidate “outlying” University functions, including housing, at both campuses.

The program for each campus is described in detail under sections 5.3 Master Plan for the Downcity Campus and 5.4 Master Plan for the Harborside Campus.



Parking Strategy

An analysis of parking conditions was performed as part of the master plan analysis to understand the University's overall parking needs for the Downcity and Harborside Campuses, and to address the accommodation of required parking relative to identified needs and the City's zoning requirements. The complete parking analysis is contained in Appendix A to this report. The recommended parking strategy is summarized below.

Existing Parking Supply

Johnson and Wales currently has a total of 1,003 parking spaces at the Downcity Campus, and another 1,999 spaces at the Harborside Campus. The City's zoning ordinance permits the University to address its overall parking needs comprehensively, provided it operates an approved shuttle system between the two campuses. The University does provide an approved shuttle service thus, for zoning purposes, the University's total parking requirement is assessed against the total parking supply at the two campuses. The current distribution of parking spaces among the University's parking lots is summarized in Table 10 and illustrated in Figures 7 and 8.

Table 10. Existing Parking Distribution-Downcity and Harborside Campuses

PARKING LOT	KEY PLAN LETTER	EXISTING SPACES
DOWNCITY CAMPUS		
JWU Garage	A	746
MeT Lot	B	71
Johnson	E	84
PA Lot	G	50
Imperial Hall	H	31
Pleasant Valley	I	18
Mt. Fuji/Cedar St (leased)	L	45
Yena	K	3
DOWNCITY CAMPUS TOTAL		1,048

PARKING LOT	KEY PLAN LETTER	EXISTING SPACES
HARBORSIDE CAMPUS		
Lot A	A	135
Lot B	B	82
Lot C	C	82
Lot D	D	53
Lot E	E	422
Lot F (faculty/staff)	F	422
Lot G	G	119
Delaney Lot	H	8
Grace Welcome Center	I	5
Harborside Village	J	67
Athletic Practice Facility	L	54
Harborside Academic Center	O	3
Harborview	P	116
Harborside Blvd along street	Q	64
55 Shipyard	T	15
HARBORSIDE CAMPUS TOTAL		1,999
TOTAL BOTH CAMPUSES		3,047

Estimated Parking Needs

The parking analysis estimated parking needs for the Downcity and Harborside campuses based on current and project enrollment and faculty and staff populations, and recommended parking ratios for residential students,

commuter students and faculty and staff. These ratios are as follows:

- .35 spaces per FTE commuter student
- .20 spaces per FTE residential student
- .60 spaces per FTE faculty or staff

The analysis identified a combined parking need at the Downcity and Harborside Campuses of 3,174 parking spaces to address current demand, and 3,321 spaces for future demand.

City Zoning Requirements

The City's zoning ordinance requires the University to provide parking according to the following ratios:

- 1 space per 2 commuter students
- 1 space per 8 residential students
- 1 space per 3 employees

The City has provided relief to these parking requirements for the Downcity Campus by grandfathering 52 spaces for non-commuters and 1,781 spaces for commuter students. For the purposes of zoning, the grandfathered spaces are deducted from the University's overall parking requirements generated by the ratios in the ordinance. The zoning generates a total combined parking requirement at both campuses of 1,082 for current enrollment and 1,177 spaces for future enrollment.

Parking Accommodation

The University's current parking supply fully accommodates the parking demand generated by the recommended master



ON-STREET PARKING AT THE HARBORSIDE CAMPUS

plan parking ratios. The majority of parking shortages noted in the 2007 master plan have been addressed with the Richmond Street garage, plus new and leased surface parking.

The impact of the master plan on parking is summarized in Table 11. The plan provides a combined total of 3,693 spaces at the two campuses, not including the 222 existing on-street spaces at the Harborside campus. Some surface lots are proposed building sites in the master plan, including the Met Lot and the Johnson Lot at the Downcity campus, and several lots in

the campus core at the Harborside campus. The master plan results in a net increase in parking supply, of 80 spaces. The net increase also exceeds the forecast demand from this analysis.

The University will continue to monitor parking conditions at both campuses in planning future lots. If it is determined that additional parking is needed, a parking structure could be developed at the Harborside Campus to accommodate the demand. Temporary surface lots can also be developed on parcels which are pending development.



SHUTTLE SERVICE BETWEEN THE DOWNCITY AND HARBORSIDE CAMPUSES

The parking supply proposed in master plan fully accommodates the parking requirements under the City's Zoning Ordinance. The proposed changes in parking spaces among the University's various lots is summarized in Table 11.

Table 11. Proposed Parking Changes

LOCATION OF PROPOSED PARKING CHANGES	# OF SPACES
DOWNCITY CAMPUS	
Met Lot	(60)
Johnson Lot	(73)
DOWNCITY NET CHANGE	(133)

HARBORSIDE CAMPUS	
Lot B	(82)
Lot D	(134)
Lot E	(423)
Lot G	(6)
Wildcat Center Lot	+130
Tennis Center Lot	+26
Lot F Expansion	+646
Lot C Reconfiguration	+56
HARBORSIDE NET CHANGE	+213

Master Plan for the Downcity Campus

The illustrative master plan for the Downcity Campus is illustrated in Figure 9. The following is a description of the key elements of the plan, including:

- Urban design framework
- Land and building use



BOWEN CENTER FOR SCIENCE AND INNOVATION

- Open space structure
- Vehicular circulation and parking
- Pedestrian circulation

Urban Design Framework

The urban design framework for both the Downcity and Harborside Campuses consists of the principal site features and conditions that shape the master plan and each of its structuring elements. The urban design framework (Figure 10) for the Downcity campus consists of:

- Interstate -195 Land and Surface Parking Lots
- Gateways

DOWNCITY CAMPUS

- New Program
- 1 Student Center & Housing
 - 2 Academic Building
 - 3 Administrative Building
 - 4 Academic or Administrative Building

- PROPOSED BUILDINGS
- EXISTING BUILDINGS
- LEASED SPACE



FIGURE 9. ILLUSTRATIVE PLAN FOR THE DOWNCITY CAMPUS

- Gaebe Commons and Courtyards
- Historic Buildings
- Street Grid
- Urban Fabric

Interstate 195 Land and Surface Parking

The relocation of I-195 right-of-way creates a tremendous opportunity for Johnson & Wales to acquire land within the highway right-of-way to accommodate dispersed facilities and for future growth and expansion. Surface parking lots along Pine Street can serve as additional future development sites. The master plan uses these assets to centralize University facilities within a unified campus district extending from Dorrance Street to I-95, between Weybosset and Clifford Streets.

Gateways

The existing gateway to the Downcity campus from the surrounding urban setting occurs at Dorrance and Weybosset Streets, and is marked by Gaebe Commons, an iconic open space in downtown Providence. The potential acquisition of land within the I-195 right-of-way creates the opportunity to establish a new gateway at the southern entrance to the campus at Friendship Street and I-95. The master plan identifies this location for a gateway building to define the entrance to the campus, and to enhance its profile within the surrounding urban fabric.

Gaebe Commons and Courtyards

Gaebe Commons has become an iconic open space in downtown Providence that is strongly linked with the identity of the University. Courtyards at the Xavier Academy, Plantations Hall and Abbott Park serve as intimate outdoor gathering spaces and contribute to quality and character of the campus. The master plan builds on these elements to create an integrated open space network that connects the campus and reinforces its identity within the surrounding urban context.

Historic Buildings

Johnson & Wales owns several historic buildings fronting Weybosset and Pine Streets. While issues such as small floor plates and renovation costs present challenges for their reuse, these buildings nonetheless are important assets that contribute to the quality and character of the campus. The master plan accommodates the preservation and reuse of the historic buildings as important elements of the University's identity.

Street Grid

The street network in downtown Providence forms a grid that provides access to the campus, and also defines its boundaries. The relocation of I-195 has facilitated the extension of the grid through to the I-95 corridor, as well as connections to the adjacent Jewelry District. The new grid will establish a framework for campus

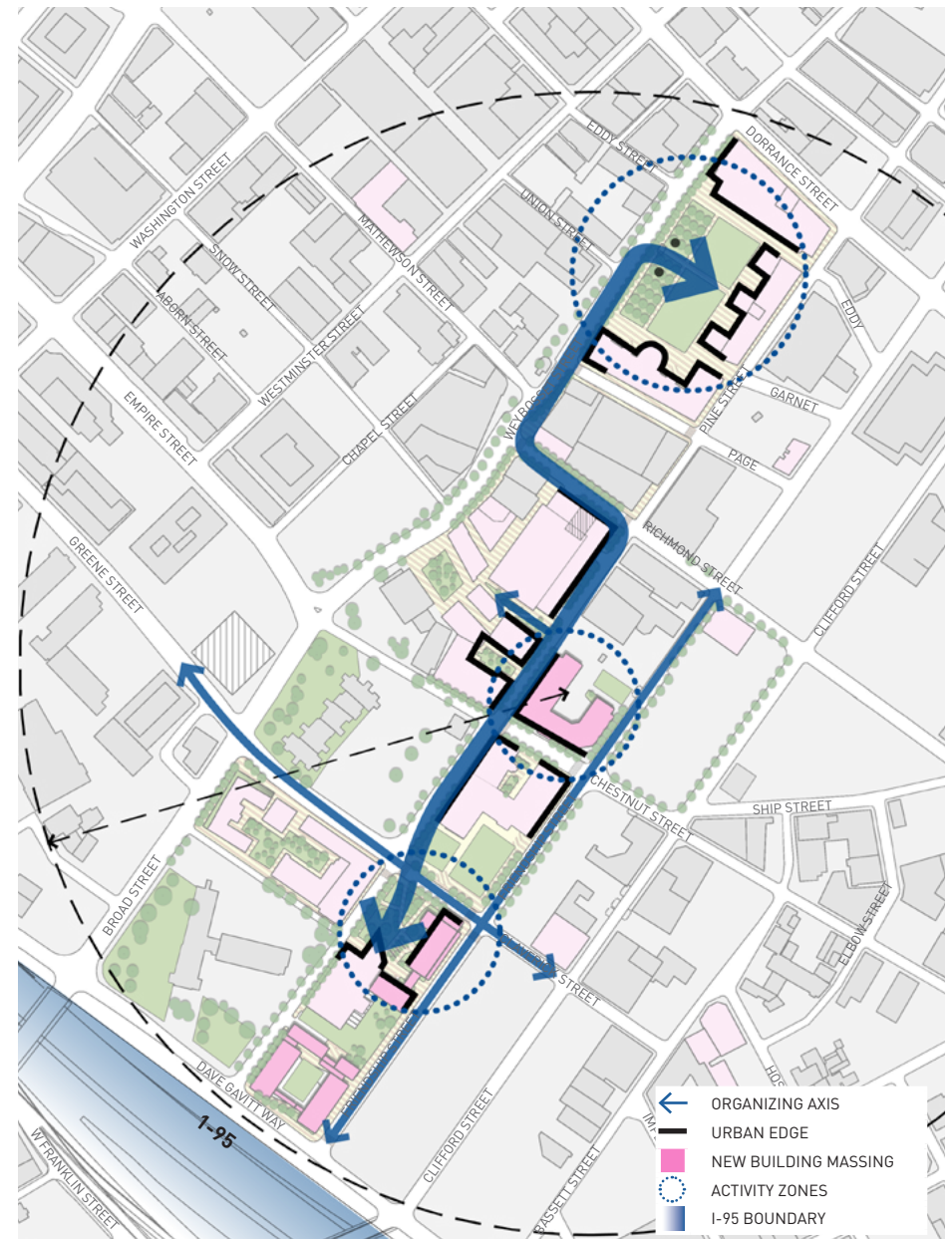


FIGURE 10. DOWNCITY CAMPUS-URBAN DESIGN FRAMEWORK



THE URBAN FABRIC OF DOWNTOWN PROVIDENCE

development centered along Friendship, Pine and Weybosset Streets, with Claverick, Chestnut and Richmond Streets as key cross-streets.

Urban Fabric

The Downcity campus is fully embedded within the surrounding urban fabric of higher density, multi-story buildings, containing a broad mix of uses. The urban form and character of the surrounding area sets the context for the development of the campus, and is fully reflected in the master plan vision for the campus.

Program for the Downcity Campus

A significant amount of the development proposed in the 2007 IMP has been built over the past ten years. The program



COURTYARD AT ENTRANCE OF TACO CENTER

for the Downcity campus over the next ten years consists of approximately 465,000 gsf of new, renovated and replacement academic, administrative, student life and residential space.

Downcity Campus Program Summary

The following is a summary of the master plan program for the Downcity Campus:

Academic Space

Over the long term, the consolidation and renewal of academic space, coupled with future growth, may require additional new construction. While a specific use has not yet been determined for the gateway building at Friendship Street and I-95 or the academic building proposed at Friendship and Claverick

Streets, both buildings will be primarily academic, with administrative space as needed. The University will identify specific academic and administrative uses and a more detailed program when ready to proceed with the project.

Administration

The University has terminated the lease in the Cookson Building and current uses have been redistributed into other existing buildings on campus, and potentially, a new administration building along Friendship Street.

Student Housing

The University has identified the need for up to 500 additional beds over the long term to reduce overcrowding in existing residences and to respond to

anticipated housing demand. Applying a typical standard of 400 gsf per bed, this generates a total building area of 200,000 gsf, which could be phased in two or more separate projects. New student housing could include student-centered retail and food service on the ground floor, as well as academic space such as classrooms.

The master plan program for the Downcity campus is summarized in Table 12.

Table 12. Downcity Campus Program

PROGRAM ELEMENT	RENOVATED SPACE (GSF)	NEW SPACE (GSF)	DISPOSITION (GSF)	MAXIMUM PROPOSED HEIGHT (FT.)
ACADEMIC BUILDINGS				
New Building (Friendship & Claverick)		60,000		80-100
New Gateway Building (Friendship & I-95)		105,000		240-275
ADMINISTRATION BUILDINGS				
New Administration Building				
Cookson Building (terminate lease)			22,000	
STUDENT HOUSING				
Pine Street Housing - 500 beds		200,000		180-210
TOTAL	0	365,000	22,000	



URBAN CONTEXT OF THE DOWNCITY CAMPUS

Land and Building Use

The master plan for the Downcity Campus anticipates that the University will be successful in acquiring land within the I-195 right-of-way for future campus development. The plan establishes a clearly-defined campus precinct extending from Dorrance Street to I-95, between Clifford and Weybosset, centered along Pine and Friendship Streets. Over the long-term, uses occupying outlying buildings such as the Academic Center and the Kinsley Building, will be relocated to the campus precinct.

The Downcity Campus precinct organizes land uses within several areas, as follows:

- Pine and Friendship Street Spines
- Johnson & Wales Commons
- Campus Center
- Student Housing

Pine and Friendship Street Spines

Pine Street currently serves as the main address for Johnson & Wales academic and student service buildings. The expansion of the campus within the I-195 lands and the related extension of Friendship Street west of Chestnut will create new development sites for academic uses currently housed in outlying buildings, and other uses. Future uses along Friendship Street will include new academic and administration buildings.

Pine Street will continue to serve as an important spine of activity. At the Richmond Street intersection, the existing Plantations Hall surface lot will be redeveloped with either structured parking interior to the block, and commercial space facing Richmond Street, or possibly with student housing fronting Pine Street.

Johnson & Wales Commons

The master plan introduces a new “Johnson & Wales Commons” within the block bounded by Friendship, Claverick, Pine Street and the Rolo building. The Commons will serve as an iconic open space at the heart of the campus and the address for many of Downcity’s academic programs. New buildings will house academic and administrative uses. The renovation of the Rolo Building for student services also contributes to the mix of functions around the Commons.

Student Housing

Student housing will be located in several areas within the campus. In addition to Gaebe Commons, housing will be developed on new development sites within the block bounded by Chestnut, Pine, Claverick and Friendship Streets, and possibly on the existing Plantations Hall surface parking lot fronting Pine Street. To accommodate the full housing program of 750 beds, these buildings would need to be at least six-to-eight stories in height. .

Open Space

The master plan establishes an integrated open space system for the Downcity Campus that will connect all areas of the campus, linking Gaebe Commons and existing courtyards with new open space elements within the I-195 lands (Figure 11). The open space system will be a distinctive element that contributes to the overall image and identity of the Downcity Campus. It will consist of quadrangles, courtyards and street corridors, as follows:

Quadrangles and Courtyards

Existing open space elements within the campus include Gaebe Commons, and the Xavier Academy Hall, Abbott Place and Plantation Hall courtyards. The master plan builds on these elements and introduces several new quadrangles and courtyards within the campus precinct. The most significant of these is the new “Johnson & Wales Commons,” which will be an iconic open space situated in the block bounded by Friendship, Claverick and Pine Streets, and the Rolo Building. The Commons will be framed by the existing Xavier Academy Hall and the Rolo Building, as well as future academic and administration buildings. A new

open space along the south edge of the Rolo Building will connect the Commons with the new gateway building at the Friendship Street campus gateway.

The master plan also introduces several smaller internal courtyards within development blocks. The courtyards will be similar in scale to the existing Xavier Academy Hall, Plantations and Abbott courtyards, and will serve as intimate gathering spaces for the surrounding buildings.

Street Corridors

Existing urban street corridors are another important element of the campus open space network that serve to connect the different areas of the campus. The principal corridor connections through the campus include Weybosset from Dorrance to Richmond, Pine Street from Richmond to the Johnson & Wales Common, and Friendship Street, from Chestnut to I-95. Important cross streets include Richmond, Chestnut and Claverick. Streetscape improvements, such as street tree plantings and consistent street furniture, are encouraged on these streets to support their open space and connective function.

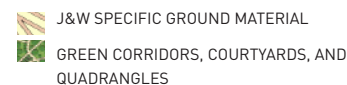


FIGURE 11. DOWNCITY CAMPUS OPEN SPACE DIAGRAM

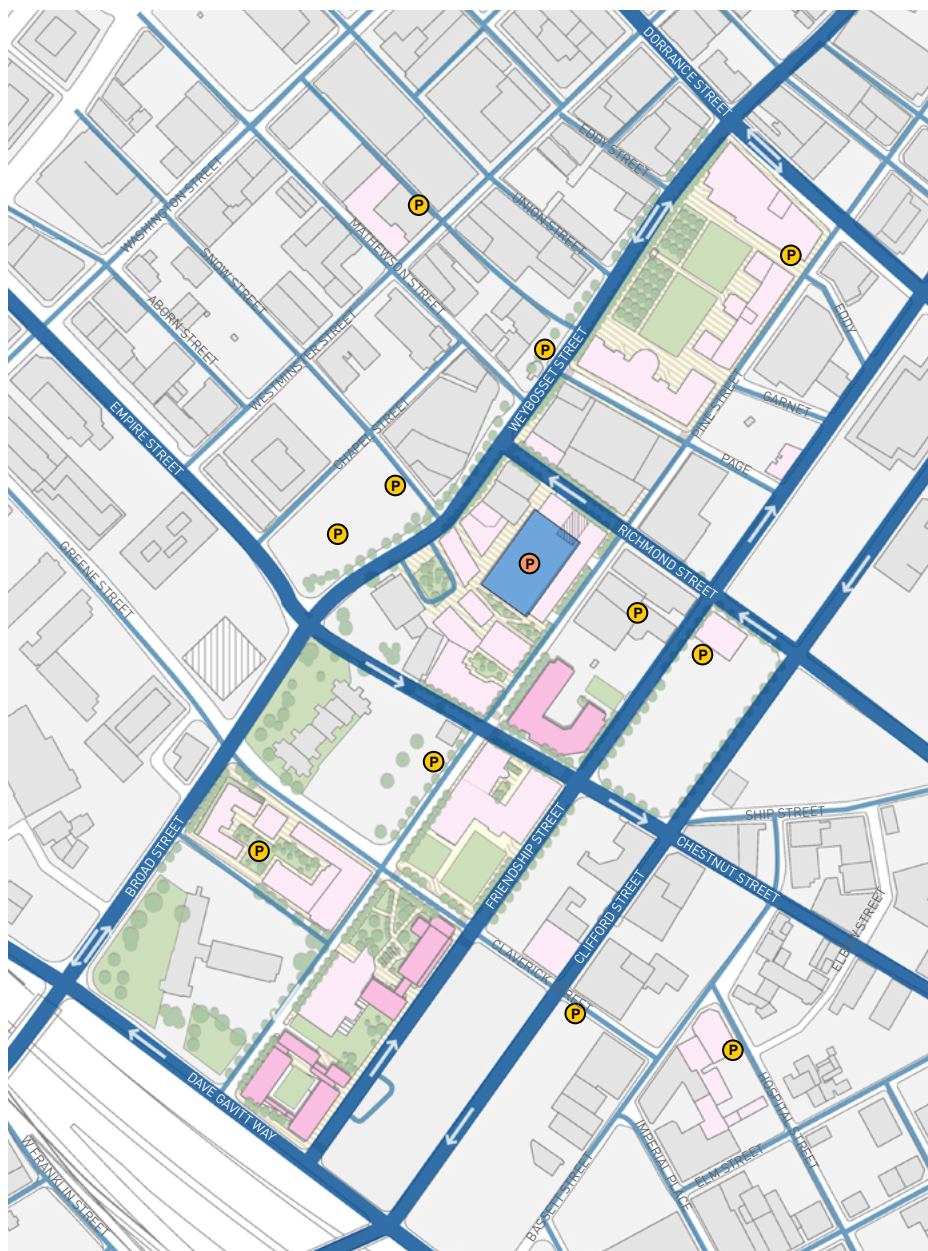


FIGURE 12. DOWNCITY CAMPUS CIRCULATION AND PARKING

Vehicular Circulation and Parking

The Downcity Campus is served by the surrounding urban street grid (Figure 12). The relocation of I-95 has facilitated the extension of the grid through to the I-95 corridor, as well as connections to the adjacent Jewelry District. The principal streets serving the campus include Friendship, Pine and Weybosset Streets, with Claverick, Chestnut and Richmond Streets as key cross streets.

Over the long-term, the master plan displaces existing surface parking lots along Pine Street to accommodate

infill campus development. Displaced parking has been and will continue to be replaced by capacity within the parking structure at Richmond and Pine Streets.

VHB, a transportation planning firm, prepared a traffic study for both the Downcity and Harborside Campuses that examined the master plan vehicular circulation and parking plans for the Downcity Campus. The study supports the master plan concepts for the Campus, and is provided under separate cover.

- PRIMARY CIRCULATION
- SECONDARY CIRCULATION
- DIRECTION OF TRAFFIC
- PARKING (STRUCTURED)
- PARKING (SURFACE)

Pedestrian Circulation

The existing urban street corridors also serve as the primary pedestrian network connecting the various areas of the campus (Figure 13). The principal pedestrian routes correspond to the open space corridors, and include Weybosset from Dorrance to Richmond, Pine Street from Richmond to the future Johnson & Wales Commons, and Friendship Street from Chestnut to I-95. Pedestrian routes will also occur on the key cross streets, including Richmond, Chestnut and Claverick.

Internal pedestrian pathways will also be developed within blocks and through the ground floors of buildings in order to facilitate movement through the campus. The new Campus Center at Pine and Chestnut Streets has been designed to link pedestrian circulation along Pine Street with to an internal pedestrian route through the ground floors of new student housing located within the block bounded by Pine, Chestnut, Friendship and Claverick Streets.

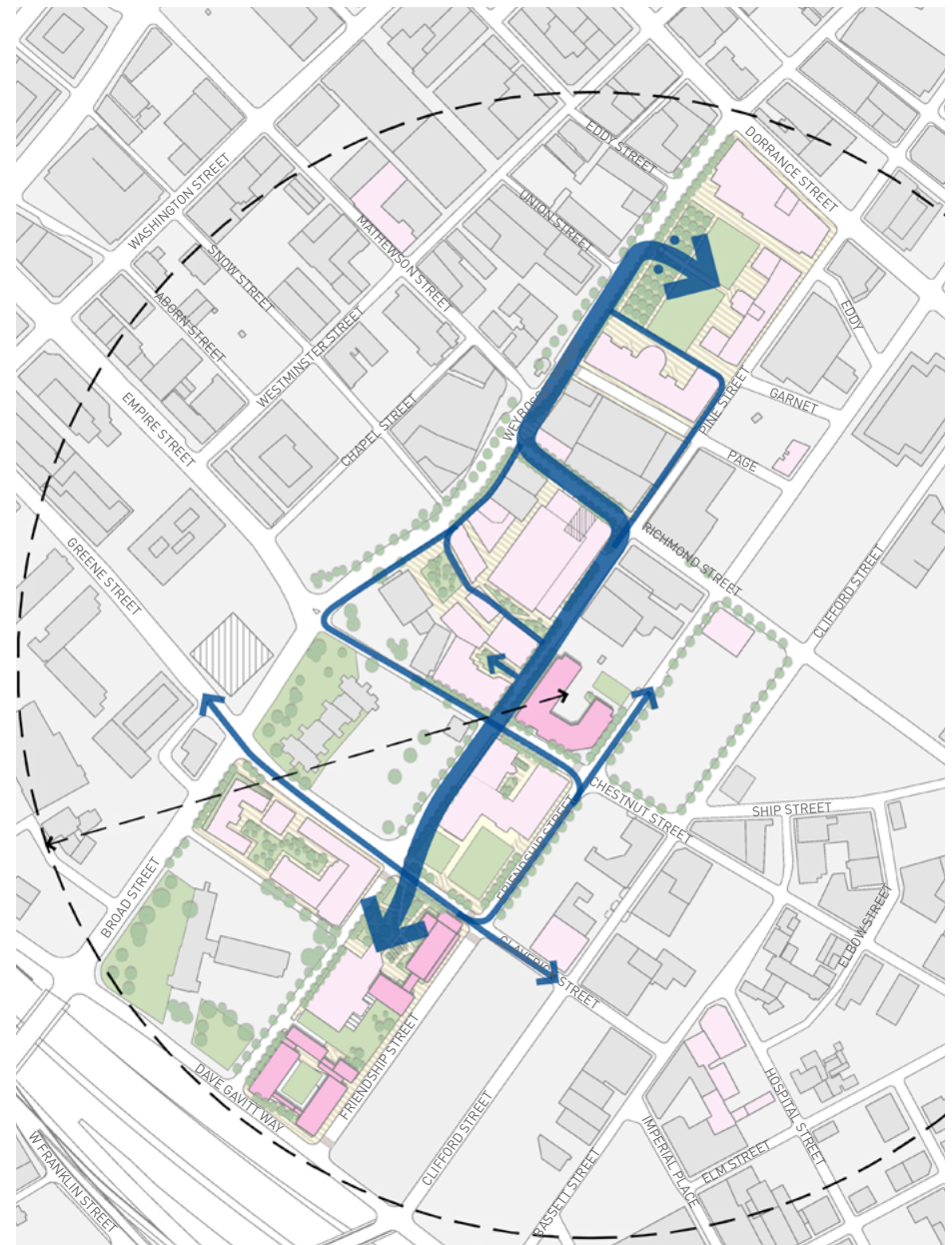
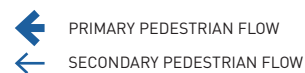


FIGURE 13. DOWNCITY CAMPUS PEDESTRIAN CIRCULATION



Master Plan for the Harborside Campus

The illustrative master plan for the Harborside Campus is shown in Figure 14. The following is a description of the key elements of the plan, including:

- Urban design framework
- Land and building use
- Open space structure
- Vehicular circulation and parking
- Pedestrian circulation
- Exploration of industry partnerships

Urban Design Framework

The urban design framework for the Harborside Campus consists of the principal site features and conditions that shape the master plan and each of its structuring elements. The urban design framework (Figure 15) consists of:

- Arrival Experience
- Primary Roads
- Ten Minute Walking Circle
- Campus Edges
- Water Access and Views
- Flood Zone

These features and their relationships to the master plan are described below.

Arrival Experience

The existing entrance to the Harborside campus from Narragansett Boulevard serves as a gateway into the campus, and contributes to the overall arrival experience of visitors. There are impressive views over the campus and towards Narragansett Bay from the entrance drive. The master plan builds on these qualities to strengthen the arrival experience to the campus by extending Harborside Boulevard streetscape improvements beyond Shipyard Street to the campus edge. The addition of the Grace Welcome Center also contributes significantly to the arrival experience to campus.

Primary Roads

Harborside Boulevard and Shipyard Street are the primary roads serving the campus, and establish a strong physical framework for campus development. They form the axes of the campus circulation system, and also define the boundaries of the campus land use districts, while serving as a strong orienting element.

Five-Minute Walking Circle

The five-minute walking circle has a radius of approximately 600 feet; its diameter illustrates the maximum distance people can walk from a given point on the campus within the ten-minute class change time. The master plan has concentrated academic buildings within the ten-minute circle in order to support an efficient class scheduling system, as well as a vibrant academic environment.

Campus Edges

The campus currently lacks a sense of containment and clear separation from adjacent port industrial and residential uses. The master plan introduces a strong landscape buffer along the campus periphery in order to better define campus boundaries, and to screen adjacent industrial areas from view.

Water Access and Views

The setting of the Harborside campus next to Narragansett Bay is perhaps its greatest asset. The master plan enhances

the relationship of the campus to the water by extending land uses and open space to the water's edge, by improving vehicular and pedestrian access to the shore, and by connecting the pedestrian network with the Urban Coastal Greenway dedicated shoreline access. It also sites and orients new buildings to take advantage of water views.

Flood Zone

The boundary of the Narragansett Bay 100-year flood zone is a significant factor that shapes the planning and development of the campus. The flood zone extends over much of the existing campus core, up to the student residence complex at the west edge of the campus. While raising new buildings out of the flood zone appears to be the best solution for addressing life safety and regulatory requirements, this approach presents some practical challenges, as each new project must respond to existing land and building elements still within the flood zone. The master plan outlines building and site solutions to address these challenges.



FIGURE 14. ILLUSTRATIVE PLAN FOR THE HARBORSIDE CAMPUS

Program for the Harborside Campus

The program for the Harborside Campus consists of approximately 300,000 gsf of new and replacement space. The program is focused on student life, including the expansion of athletics and recreation facilities, a new residence hall, and administration space.

The facility program for the Harborside Campus also contains the consolidation of outdoor athletic fields and courts on campus, to support the University's athletics and recreation program. Many of these programs are currently accommodated through rental agreements at several locations across the Providence area.

Harborside Campus Program Summary

The following is a summary of the master plan program for the Harborside Campus:

Student Housing

The University plans to replace the 165-bed West Residence Hall, which does not meet current standards for student housing. The proposed residence hall, with 400 beds, will also accommodate a larger on-campus student population at the Harborside Campus. If a third residence hall is built at the Downcity campus, the need for additional beds at Harborside would be reduced.

Athletics and Recreation Facilities

The University currently leases recreation fields across the Providence area, and has been in the process of consolidating the

fields on campus. The required outdoor athletics program consists of soccer, baseball, softball and lacrosse fields, a track, tennis courts, basketball courts, a dock to support the sailing program, a fitness course, and one or two small concession buildings to support the fields.

Of these program elements, many have been completed since 2007. This IMP includes the remaining venues and support spaces: the track, tennis courts, basketball arena restoration, concessions, and ice arena.

Student Life

Student services and the library are currently located in the Friedman Center, and the University plans to reuse space in this building to support out-of-class learning.

Administration

The existing property at 1146 Narragansett Boulevard will be replaced with a more efficient building to house alumni development and other administrative uses.

Industry Partnerships

On the undeveloped land on the east side of Shipyard Street, the University has signed a land lease agreement with the Port of Providence to help support the wind turbine industry. Additionally the University is in preliminary discussions to build a controlled environment agriculture facility for research, development, and an industry tenant.

Table 13. Harborside Campus Facilities Program

PROGRAM ELEMENT	RENOVATED SPACE (GSF)	NEW SPACE (GSF)	DISPOSITION (GSF)
ADMINISTRATION			
Alumni House		20,000	
1146 Narragansett Boulevard			4,000
STUDENT LIFE			
Recreation Center Addition		25,000	
Ice Arena		100,000	
Friedman Center renovation	25,000		
STUDENT HOUSING			
New Residence Hall - 400 beds		160,000	
West Residence Hall (demolished)			35,000
TOTALS	25,000	305,000	39,000

Table 14. Harborside Campus Outdoor Athletics Program

	# OF FIELDS/ COURTS
ATHLETIC PRACTICE AND GAME FIELDS	
Tennis	6 TO 9
Track and Field	1
OTHER ATHLETIC FACILITIES	
Arena Restoration	
Concessions	
Fitness Course/Walking Trails	
Docks/Sailing	

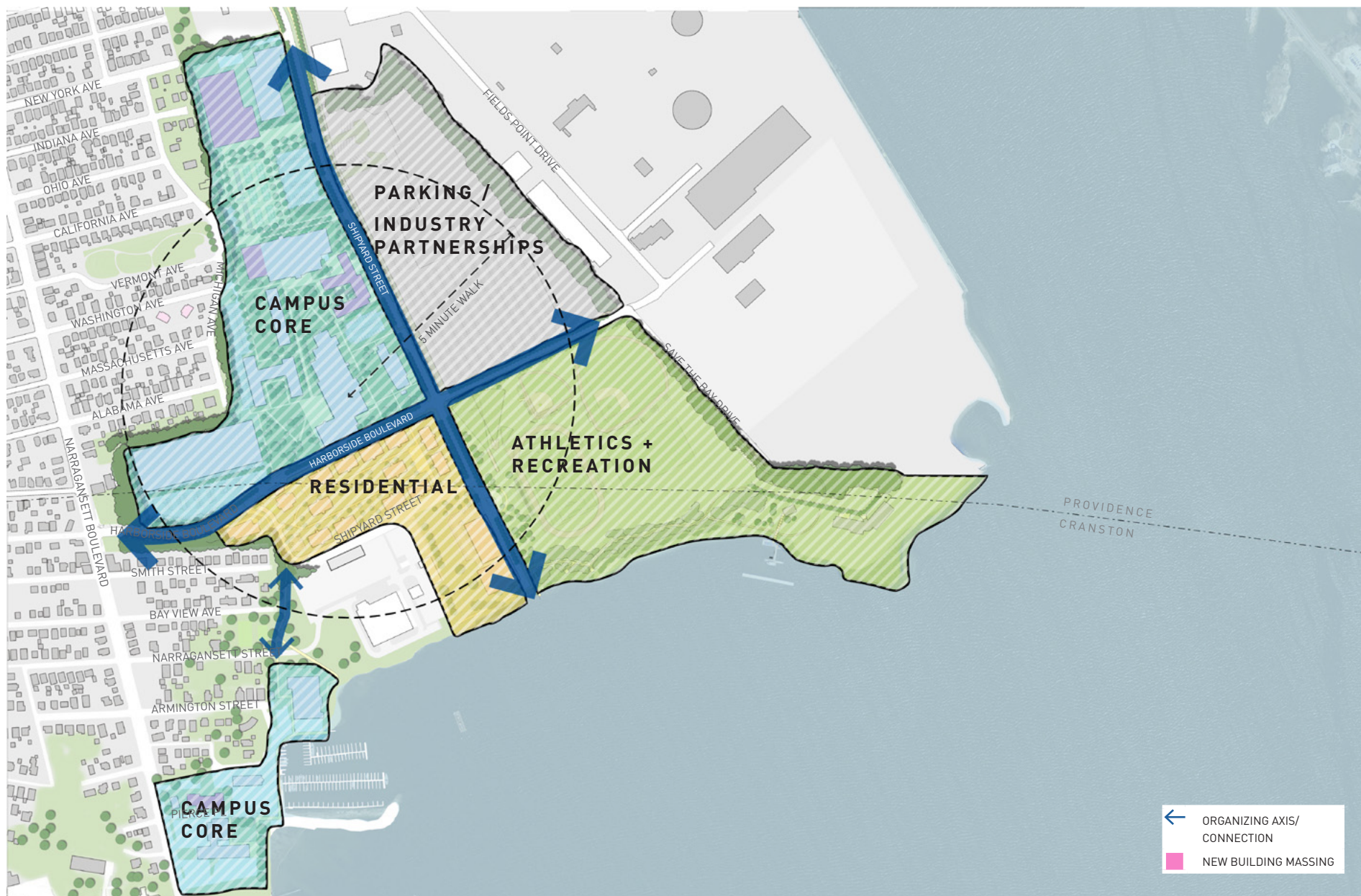


FIGURE 15. HARBORSIDE CAMPUS URBAN DESIGN FRAMEWORK

Land and Building Use

The master plan organizes the campus around several major land uses and land use districts. Major land uses consist of key campus destinations, while the districts are defined by concentrations of major land uses. The land uses and land use districts are:

- Campus Core
- Harborside Village
- Residential District
- Athletics and Recreation
- Parking/Campus Expansion Area

The Campus Core

The Campus Core is the academic heart of the campus, situated in the area extending north of Harborside Boulevard and west of Shipyard Street. Existing and future academic functions will continue to be concentrated in this area of the campus. Currently, most academic programs are distributed between the HAC and the recently built College of Culinary Arts building. The David Friedman Center, previously located to the northwest of the recreation center, has been demolished. The campus core will be extended with the planned ice arena to the north.

Residential Districts

The master plan defines three principal student residential districts: the West

Residential District, which consists of the existing South, East and West Halls, the new Harborside Village student apartment area, and the Hospitality Center on Narragansett Boulevard in Cranston, a short distance away. These areas will continue to serve as the principal locations for student housing at Harborside. Within the West Residential District, a new residence hall will replace West Hall. The new building will be located across the quad from East Hall, and the existing site of West Hall will be reclaimed as a campus open space. The site of the new residence hall is within the Zone AE floodplain, and will be designed and built according to the corresponding floodplain regulations. No building or land use changes are planned for Harborside Village or for the Hospitality Center.

Student Life and Student Service Uses

Existing student life and student service functions are located close to the campus core in the HAC, the Harborside Recreation Center and the Friedman Center. The master plan reinforces this structure by strategically siting new student life uses near the core in order to encourage a dynamic student-centered environment at the heart of the campus. The planned reuse of space in the Friedman Center for student life will further concentrate student space in these buildings.

Athletics and Recreation District

Johnson & Wales' acquisition of vacant industrial land to the east of Shipyard Street created the opportunity to accommodate the University's full athletics and recreation program on campus. The master plan defines the area south of Harborside Boulevard and east of Shipyard Street as an Athletics and Recreation district to accommodate the University's outdoor athletic field needs. To date, baseball, softball, and soccer fields have been added to this area, and the Urban Coastal Greenway has created passive recreation opportunities and public access along the waterfront edge of the district.

The Harborside Recreation Center will continue to serve as the principal destination for indoor athletics and campus recreation. To further accommodate the campus recreation program, the master plan sites six new tennis courts immediately adjacent to the recreation center in the area formerly occupied by the DFC and a portion of Parking Lot E.

Campus Expansion Area

Land to the north of Harborside Boulevard, east of Shipyard Street is undeveloped or used for parking and will continue to be needed in the future to accommodate the University's parking needs. In the long term, a portion of this

land could be used as an expansion area to accommodate a variety of university functions that may emerge. This district of campus is located within the Zone AE floodplain, and any future development will need to meet floodplain regulations.

Within the Campus Expansion Area, sites along Harborside Boulevard fronting the new Sports and Recreation district should be preserved as a location for uses that require a prominent location. Internal sites could be used for a variety of other purposes that do not require a location within the campus core, such as additional graduate student housing, or administrative functions.



CUISINART CENTER FOR CULINARY EXCELLENCE



THE SHORELINE WILL BE RESTORED AS PART OF THE URBAN COASTAL GREENWAY.



THE HARBORSIDE RECREATION CENTER



HARBORSIDE ACADEMIC CENTER

Open Space

The master plan defines an integrated open space system for the Harborside Campus (Figure 16) that will serve to bring all elements of the campus together into a cohesive environment, and also celebrates the unique assets of the campus setting next to Narragansett Bay. The campus open space system consists of several distinct elements:

- Quadrangles and greens
- Street corridors
- Landscape buffers
- Sports and recreation fields
- Urban Coastal Greenway.

Quadrangles and Greens

There are several quadrangles and green spaces that currently exist on the Harborside Campus. These include the Residential Quad framed by East, West and South Halls; the Friedman Quad framed by the Friedman Center, the HAC and South Hall; the North Green, framed by the Recreation Center, East Hall, the HAC and Shipyard Street; the Academic Quad, framed by the College of Culinary Arts Building and the HAC; and the Harborside Village Quad.

The master plan builds on these features as elements of the campus open space system that will reinforce the structure of land use districts. Specifically, the master plan strengthens or establishes a quadrangle or

green within each of the land use districts outlined above, including:

Paramount Quad

The Paramount Quad will be expanded in order to create a more cohesive campus core, particularly between the Friedman Center and the HAC. The quad will serve as an attractive landscaped entrance to the Campus Core; with its southern orientation and active surrounding uses, the Paramount Quad has the potential to become another dynamic student destination on the campus. Parking displaced by this landscape project will be replaced in the northeast quadrant of the campus.

North Campus Green

The North Campus Green is currently framed by the Recreation Center, East Hall, and the HAC. In the future, new graduate student housing will enclose the Green. To support the surrounding student life uses, it will be designed to encourage informal recreation.

West Residential Quad

The West Residential Quad will be framed by existing student housing at the west edge of the campus, replacing West Hall. This quad will be more intimate in scale than other quads, and will serve as an outdoor gathering space for students living in the surrounding residence halls.

Street Corridors

The campus primary road network is another important element of the campus open space system. The road network

consists of continuous corridors that connect the various campus districts and link the campus to the surrounding urban area. Harborside Boulevard and Shipyard Street form the backbone of the system, and will be planted with continuous rows of street trees to enhance their open space function and encourage pedestrian circulation. Harborside Boulevard will extend east to the edge of the campus, where it will connect with a driveway to the Save the Bay headquarters at the southerly tip of the campus. Shipyard Street will also extend south beyond its current intersection with Harborside Boulevard to create a green link to the waterfront edge.

This pattern of tree-lined streets will be extended into future development that occurs within the Campus Expansion Area.

Landscape Buffers

The master plan accommodates strong landscape buffers within the open space system to screen and separate the Harborside Campus from incompatible adjacent uses. The most significant buffer element will be located at the east edge of the campus, where it abuts the port industrial area. The buffer will be at least twenty feet in width the length of the campus boundary, and will be planted with tall trees to screen adjacent uses from view. Another buffer will be planted along the west edge of the campus to create a more defined separation between the campus and the adjacent residential area.

Athletics and Recreation Fields

Planned future athletics and recreation fields are another important element of the campus open space network. The creation of a new Athletics and Recreation District in the area south of Harborside Boulevard and east of Shipyard Street will significantly enhance the area and quality of the campus open space system. Landscape elements within this area will be carefully planned to link the area with the waterfront edge and surrounding natural areas.

Urban Coastal Greenway

The campus waterfront along Narragansett Bay has been restored to form a natural edge as part of the Urban Coastal Greenway project. The Urban Coastal Greenway is a project under the State of Rhode Island Coastal Resources Management Council's (CRMC) Metro Bay area Special Area Management Plan (SAMP). The Greenway provides public access and habitat restoration in an area that includes the Cranston, Providence, East Providence and Pawtucket shoreline. At the Harborside Campus, the Greenway consists of a 50 foot corridor along the waterfront edge connecting to the Save the Bay headquarters, and serves as a model for future urban greenway construction.



FIGURE 16. HARBORSIDE CAMPUS OPEN SPACE

Vehicular Circulation and Parking

The master plan reinforces Harborside Boulevard and Shipyard Street as the primary vehicular circulation system for the Harborside Campus (Figure 17). Harborside Boulevard will continue to serve as the main entrance route to the campus that provides access to the campus core and adjacent parking areas. Streetscape improvements will be introduced east of Shipyard Street to create a stronger edge for future development fronting the Athletics and Recreation District, and to enhance the connection with the Save the Bay driveway. The existing emergency access at the current east termination of Harborside Boulevard will be preserved.

Shipyard Street will continue to serve as the only north-south route through the campus, as well as an emergency access route. Shipyard Street will be enhanced south of Harborside Boulevard to improve access to the planned Athletics and Recreation District, and to create a stronger connection with the waterfront edge.

A secondary road network will be introduced within the Campus Expansion Area to support future development when it occurs within that area of the campus.

As a long-term objective, the master plan relocates most parking for the Harborside Campus to the campus

periphery in order to preserve a pedestrian-oriented campus core. The three principal parking areas in the plan include the existing Friedman Center parking lot, a portion of the Recreation Center lot, and future parking within the Campus Expansion Area. Several smaller parking lots will be strategically located to serve specific campus destinations and provide accessible parking, including the Admissions Building, the West Residential District, Harborside Village, and the ice arena. On-street parking will also be permitted along Harborside Boulevard and Shipyard Street as a traffic calming measure.

The University also provides shuttle service between its campus locations via Wildcat Wheels. In the Downcity area, shuttle stops include the Cove, Gaebe Commons, Xavier, and Imperial Hall. On the Harborside campus, shuttle stops include Centennial House, Harbor View and the HAC. A separate shuttle route also provides access to the Equine Center.

The VHB traffic study also examined the master plan vehicular circulation and parking recommendations for the Harborside Campus. The study supports the master plan concepts for the Harborside Campus, but cautions that improved vehicular access may be required to support long-term development within the Campus Expansion Area.



WILDCAT WHEELS SHUTTLE BUSES

- PRIMARY CIRCULATION
- SECONDARY CIRCULATION
- ← DIRECTION OF TRAFFIC
- P PARKING (STRUCTURED)
- P PARKING (SURFACE)



FIGURE 17. HARBORSIDE CAMPUS CIRCULATION AND PARKING

Pedestrian Circulation

The master plan defines an integrated pedestrian circulation system that reinforces a pedestrian-oriented campus core, and provides convenient connections to all campus destinations (Figure 18). The pedestrian network consists of sidewalks along campus roads, pedestrian pathways through campus districts and open space areas, and a recreational trail along the campus periphery.

Sidewalks along the primary vehicular circulation routes will serve as the backbone of the pedestrian circulation system. Sidewalks will be integrated into the design of Harborside Boulevard and Shipyard Street to provide convenient, safe pedestrian connections to all areas of the campus, and to connect peripheral parking areas to the campus core. Major pedestrian crossings points on Harborside Boulevard and Shipyard Street will be designed with special pavement or other features to acknowledge pedestrian priority.

A system of pedestrian pathways will connect all land use districts and major

land uses on the campus. The main pathway route will connect Harborside Boulevard to the Recreation Center through the campus core. Secondary pedestrian pathways will link this route to adjacent areas and beyond.

A recreational trail has been introduced around the campus periphery along the coast of Narragansett Bay. The trail is planned to extend through the open space buffer at the east edge of the campus, along the waterfront edge and around the south side of Harborside Village. At Harborside Boulevard, it will connect with the main pedestrian pathway route through the campus core. To the north of the Recreation Center, it will follow Shipyard Street, until it loops back into the open space buffer.



STUDENTS AT THE HARBORSIDE CAMPUS

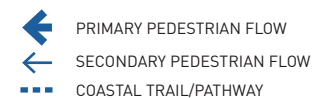
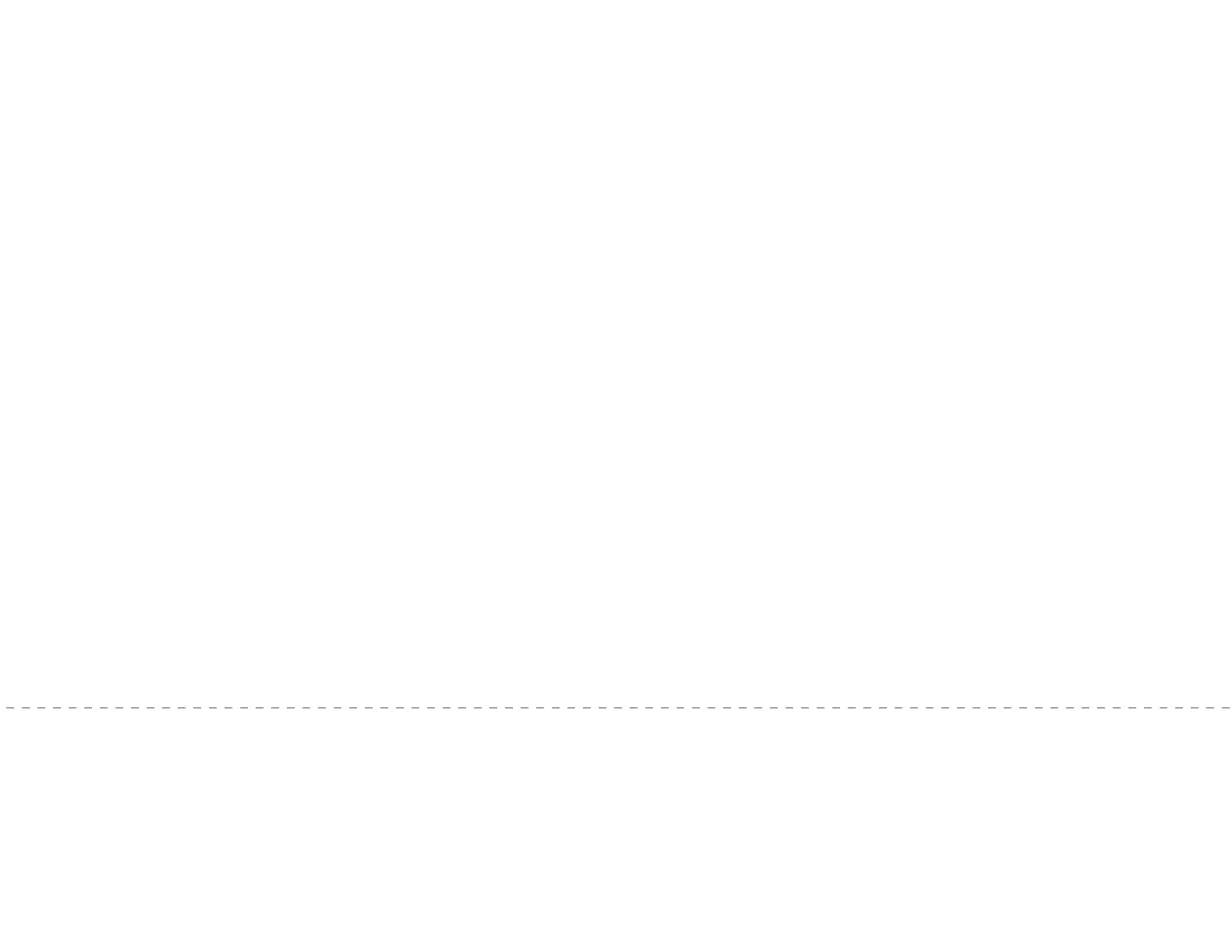




FIGURE 18. HARBORSIDE CAMPUS PEDESTRIAN CIRCULATION



IMPLEMENTATION AND PHASING

IMPLEMENTATION AND PHASING

The various building projects and campus improvements described in the master plan will be implemented over time as funding becomes available, and as the University’s priorities evolve.

Each building project will include a related series of site improvements, so that every project contributes to the realization of the overall master plan vision.

Given current constraints and priorities, the University has established the phasing strategy for master plan projects that is summarized in Tables 15-16.

At the Downcity Campus, several projects depend on the acquisition of the I-195 lands.

Table 15. Implementation of Master Plan Projects at the Downcity Campus

IMMEDIATE PROJECTS		SHORT TERM PROJECTS (1-3 YEARS)	MEDIUM TERM PROJECTS (3-10 YEARS)	FUTURE PROJECTS (BEYOND 10 YEARS)
Renovations	» Modifications to Johnson Hall to support College of Health & Wellness programs			
Major Capital Projects			» Future administration building » Future academic building at Friendship and Claverick Streets	» Future gateway academic and administration building » Development of Pine Street student housing (up to 500 beds)
Site Improvements and Parking		» Streetscape improvements	» Complete development of Johnson & Wales Common (between Phases I-II and John J Bowen Center) » Streetscape improvements	» Streetscape improvements

- PROPOSED BUILDINGS
- EXISTING BUILDINGS
- LEASED SPACE

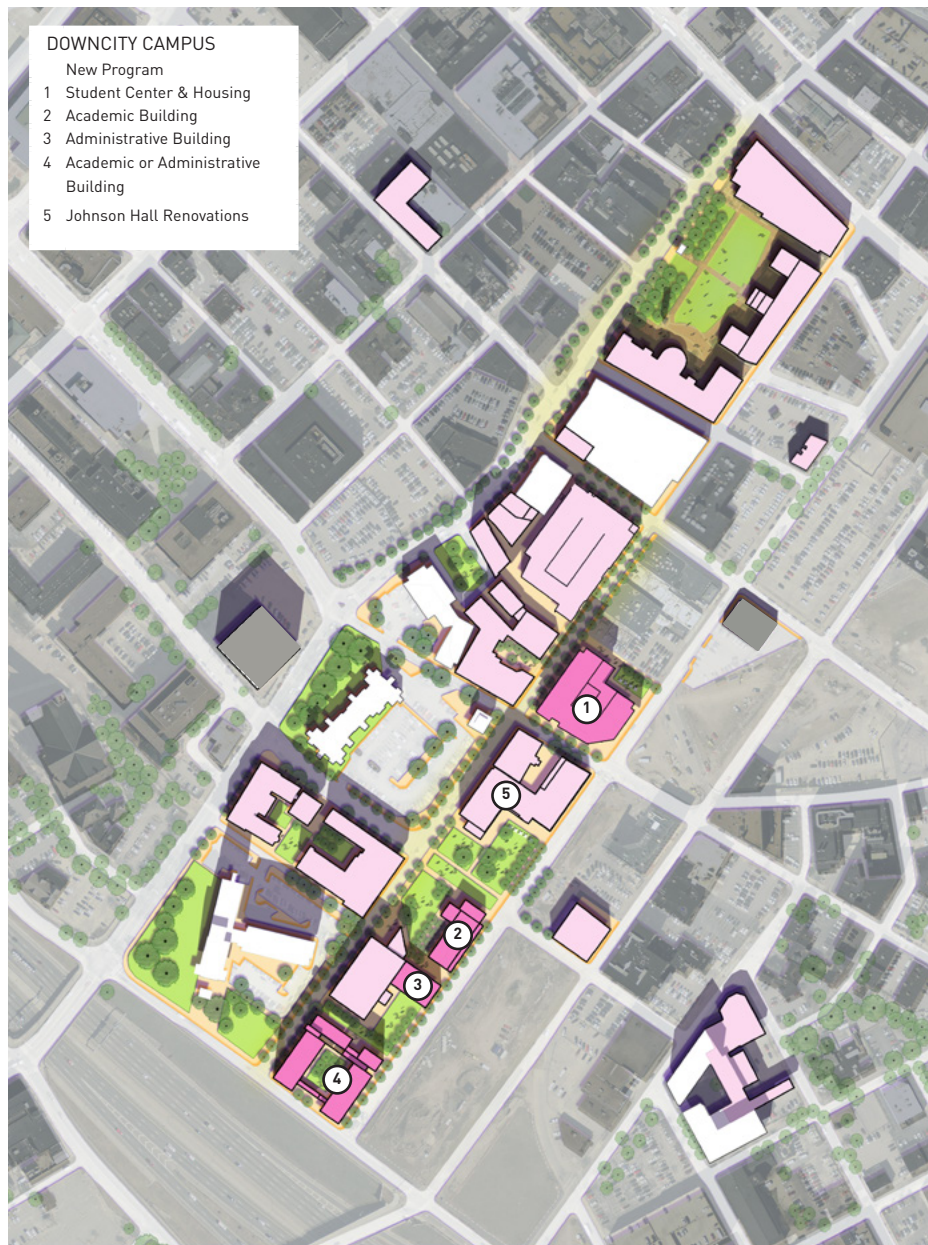


FIGURE 9. ILLUSTRATIVE PLAN FOR THE DOWNCITY CAMPUS

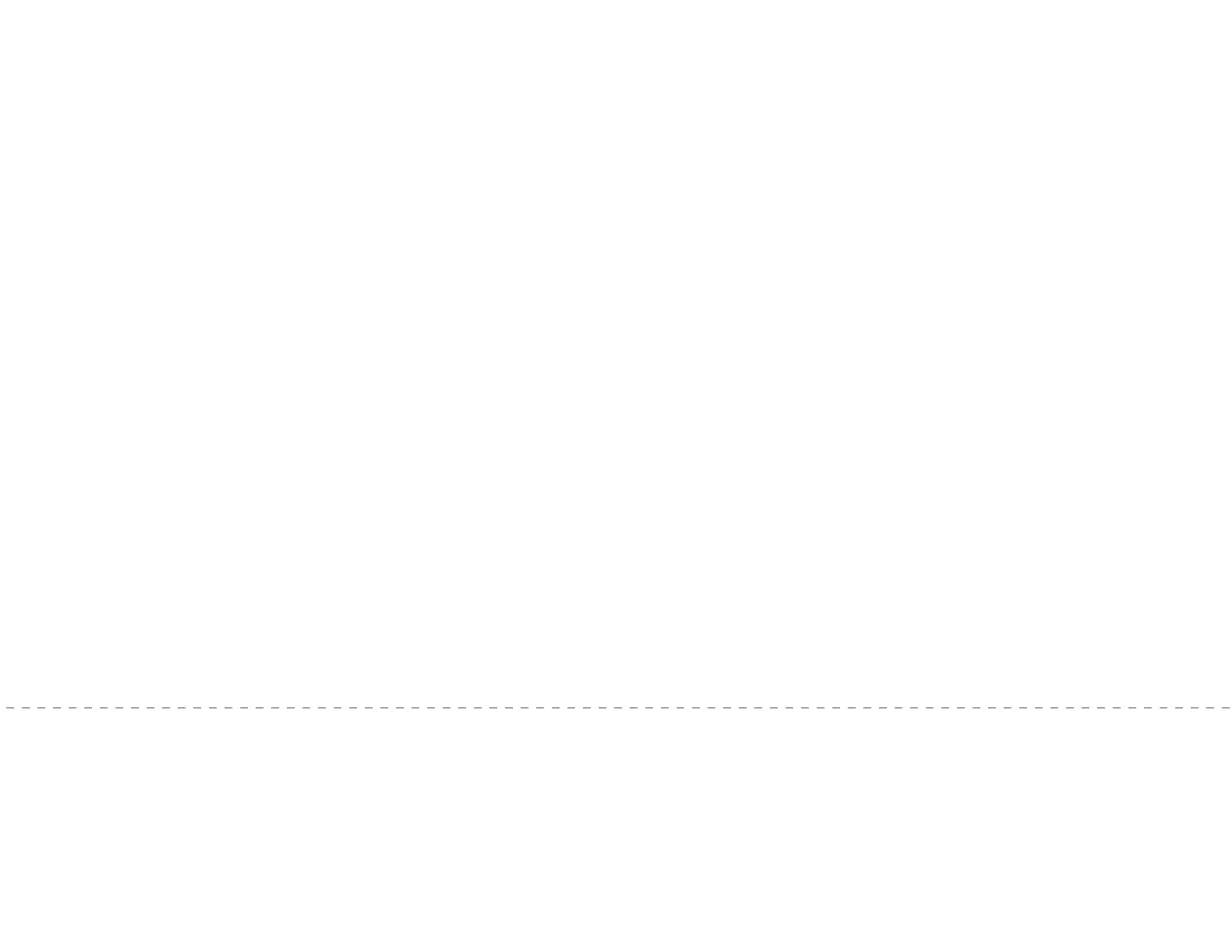
At the Harborside Campus, projects located in the floodplain will adhere to current regulations regarding development in a floodplain.

Table 16. Implementation of Master Plan Projects at the Harborside Campus

	IMMEDIATE PROJECTS	SHORT TERM PROJECTS (1-3 YEARS)	MEDIUM TERM PROJECTS (3-10 YEARS)	FUTURE PROJECTS (BEYOND 10 YEARS)
Renovations		» Renovation of Friedman Center for student space		
Major Capital Projects		» Controlled environment agriculture facility	» Ice arena » Basketball arena addition	» Other development within Campus Expansion Area » New residence hall (400 beds)
Site Improvements and Parking	» Land lease improvements with Port of Providence » Solar carport	» Streetscape improvements » Surface parking	» Streetscape improvements » Surface parking » Track and field complex » Tennis courts	» Streetscape improvements



FIGURE 14. ILLUSTRATIVE PLAN FOR THE HARBORSIDE CAMPUS



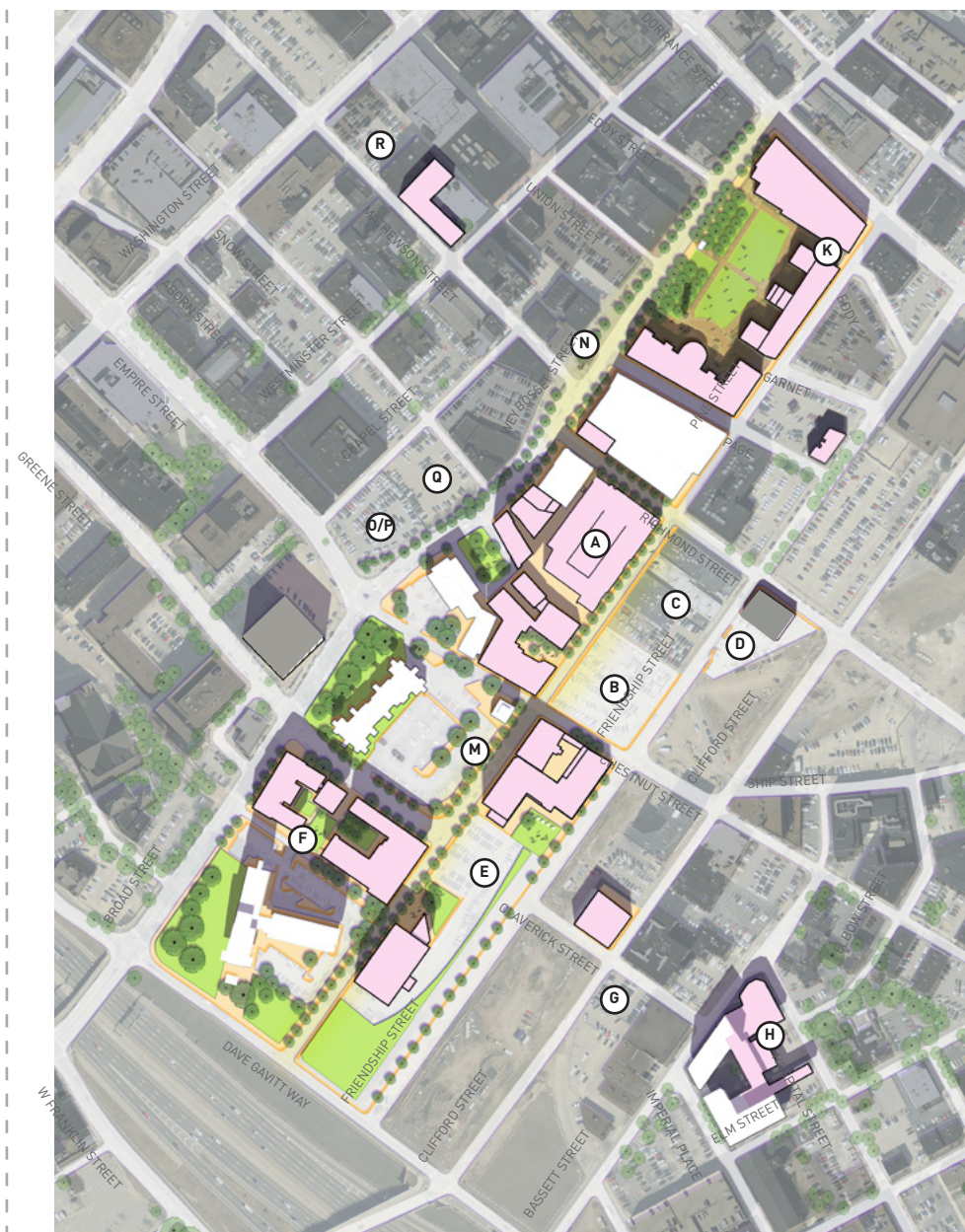


FIGURE 15. DOWNCITY CAMPUS EXISTING PARKING



FIGURE 16. HARBORSIDE CAMPUS EXISTING PARKING

APPENDIX A – PARKING ANALYSIS

Parking Strategy

An analysis of parking conditions was performed as part of the master plan analysis to understand the University's overall parking needs for the Downcity and Harborside Campuses, and to address the accommodation of required parking relative to identified needs and the City's zoning requirements. The analysis approach, findings, and recommended parking strategy is described below.

Existing Parking Supply

Johnson & Wales currently has a total of 1,048 parking spaces at the Downcity Campus, and another 1,999 spaces at the Harborside Campus. The City's zoning ordinance permits the University to address its overall parking needs comprehensively, provided it operates an approved shuttle system between the two campuses. The University does provide an approved shuttle service thus, for zoning purposes, the University's total parking requirement is assessed against the total parking supply at the two campuses. The current distribution of parking spaces among the University's parking lots is summarized in Table A1.

Table A1. Existing Parking Distribution

PARKING LOT	KEY PLAN LETTER	EXISTING SPACES
DOWNCITY CAMPUS		
JWU Garage	A	746
MeT Lot	B	71
Johnson	E	84
PA Lot	G	50
Imperial Hall	H	31
Pleasant Valley	I	18
Yena	K	3
Mt. Fuji/Cedar St. (leased)	L	45
DOWNCITY CAMPUS TOTAL		1,048

PARKING LOT	KEY PLAN LETTER	EXISTING SPACES
HARBORSIDE CAMPUS		
Lot A	A	135
Lot B	B	82
Lot C	C	82
Lot D	D	53
Lot E	E	422
Lot F (faculty/staff)	F	762
Lot G	G	119
DFC Lot	H	8
Grace Welcome Center	I	5
Harborside Village	K	67
Athletic Practice Facility	L	54
UCG at Save the Bay Drive		12
Harborside Academic Center	O	3
Harborview	P	116
Harborside Blvd along street	Q	64
55 Shipyard	T	15
HARBORSIDE CAMPUS TOTAL		1,999
TOTAL BOTH CAMPUSES		3,047

Approach

The analysis estimated parking needs for commuter and residential student groups, faculty and staff using data supplied by the University. It was assumed that current enrollment and staffing levels will remain constant over the master plan's anticipated five-to-ten-year time horizon.

Student enrollment information was organized by undergraduate, graduate and continuing education levels and commuter or residential categories. Parking needs were only assessed for undergraduate students, as it is understood that all graduate and continuing education courses are offered in the evening, when parking demand is lowest. There are 1,989 residential students and 2,608 commuters. It was not possible to accurately establish the distribution of residential and commuter students between the two campuses; consequently parking needs were calculated as a combined total for the campuses.

The master plan program provides for a total of 500 new beds of student housing at the Downcity Campus, and 400 new and replacement beds at Harborside (see detailed program breakdown in Tables 12 and 13). The increase in the number of beds will generate a net gain of 735 beds beyond the existing supply, which

will significantly change the overall distribution of commuter and residential students for both campuses, and is factored into the parking analysis. Faculty and staff data was provided as FTE for the two campuses together. Based on the previous institutional master plan, the estimated proportion of staff FTE between the campuses was 54.6% at Downcity and 45.4% at Harborside. This proportion has been applied to the faculty and staff FTE number, for the purposes of this analysis.

The data assumptions underlying the parking analysis are summarized in Tables A2 and A3.

Table A2. Undergraduate Student Enrollment Assumptions

	CURRENT FTE	FUTURE FTE
Commuter	2,608	3,000
Residential	1,909	2,500
TOTAL	4,597	5,500

Table A3. Faculty and Staff Population Assumptions

	CURRENT FTE	FUTURE FTE
Harborside	520	520
Downcity	648	648
TOTAL	1,168	1,168

Parking Ratios

No official parking survey and occupancy documentation was available for the analysis, so parking ratios were developed for each user group based on discussions with University staff and observations concerning current parking patterns.

Recommended Ratios for Faculty and Staff

A faculty and staff parking ratio of 0.6 for the Downcity Campus and 0.8 for the Harborside Campus is recommended. These ratios account for staggered work schedules, and a higher level of transit use at the Downcity Campus.

Recommended Ratios for Commuter Students

Overall, the University generates a parking ratio of 0.14 for commuters. However, it is assumed that the need for commuter student parking is much greater than this ratio suggests, as students have a tendency to park on adjacent city streets or in private lots. By comparison, the commuter student parking ratio at the University's Charlotte Campus is estimated to be 0.40. While

that ratio is in all likelihood higher than would occur in Providence given the more suburban context of the Charlotte campus, a ratio in that range is probably a more accurate reflection of conditions in Providence. Thus for planning purposes, a slightly lower ratio of 0.35 is recommended for commuter students.

Recommended Ratios for Residential Students

The University generates a parking ratio of 0.18 for residential students. Thus, a parking ratio of .20 is recommended for residential students, which roughly corresponds to current conditions.

In keeping with the approach to the parking analysis, recommended parking ratios address the Downcity and Harborside campuses as one entity. The recommended parking ratios are summarized in Table A4.

Table A4. Recommended Master Plan Parking Ratios

	PARKING RATIO (SPACES/FTE)
Commuter	0.35
Non-commuter	0.2
Faculty and staff	0.8

Estimated Parking Needs

The estimated parking needs for the Downcity and Harborside Campuses generated from the enrollment and human resources data and recommended parking ratios are summarized in Table A5. It should be noted that future parking needs are expected to decline somewhat due to an anticipated increase in the number of residential students relative to commuter students.

Table A5. Estimated Parking Demand

	CURRENT FTE	FUTURE FTE	PARKING RATIO	CURRENT DEMAND	FUTURE DEMAND
Commuter students	2,608	3,000	0.35	913	1,050
Residential students	1,989	2,500	0.2	398	500
Faculty and staff (Harborside)	520	520	0.8	416	416
Faculty and staff (Downcity)	648	648	0.6	389	389
TOTAL PARKING DEMAND				2,115	2,355

City Zoning Requirements

The City's zoning ordinance requires the University to provide parking according to the following ratios:

- 1 space per 2 commuter students
- 1 space per 8 residential students
- 1 space per 3 employees

The City has provided relief to these parking requirements for the Downcity Campus by grandfathering 52 spaces for non-commuters and 1,781 spaces for commuter students. For the purposes of zoning, the grandfathered spaces are deducted from the University's overall parking requirements generated by the ratios in the ordinance.

The University's parking requirements under the City's current zoning are summarized in Table A6.

Table A6. Parking Requirements Under Zoning

	CURRENT FTE	FUTURE FTE	PARKING RATIO	CURRENT DEMAND	FUTURE DEMAND
Commuter students	2,608	3,000	0.5	1,304	1,500
Residential students	1,989	2,500	0.13	259	325
Faculty and staff (Harborside)	520	520	0.33	172	172
Faculty and staff (Downcity)	648	648	0.33	214	214
SUBTOTAL PARKING DEMAND				1,948	2,210
GRANDFATHERED SPACES				(1,833)	(1,833)
TOTAL NET PARKING DEMAND				115	377

Parking Accommodation

The University's current parking supply fully accommodates the parking demand generated by the recommended master plan parking ratios. The current parking supply between the two campuses (3,838 spaces) also exceeds current demand of 2,115 spaces.

The impact of the master plan on parking is summarized in Table A7. Some surface lots are proposed building sites in the master plan, including the Met Lot and the Johnson Lot at the Downcity campus, and several lots in the campus core at the Harborside campus. The master plan results in a net increase in parking supply, of 80 spaces. The net increase also exceeds the forecast demand from this analysis.

Table A7. Proposed Parking Changes

LOCATION OF PROPOSED PARKING CHANGES	# OF SPACES
DOWNCITY CAMPUS	
Met Lot	(60)
Johnson Lot	(73)
DOWNCITY NET CHANGE	(133)
HARBORSIDE CAMPUS	
Lot B	(82)
Lot D	(134)
Lot E	(423)
Lot G	(6)
Wildcat Center Lot	+130
Tennis Center Lot	+26
Lot F Expansion	+646
Lot C Reconfiguration	+56
HARBORSIDE NET CHANGE	+213

The majority of displaced parking is located at the Harborside campus, and will be replaced primarily with surface parking in the northeastern quadrant of the campus. It is recommended that the University continue to monitor parking conditions at both campuses in planning future lots. If it is determined that additional parking is needed, a parking structure could be developed at the Harborside Campus to accommodate the demand.

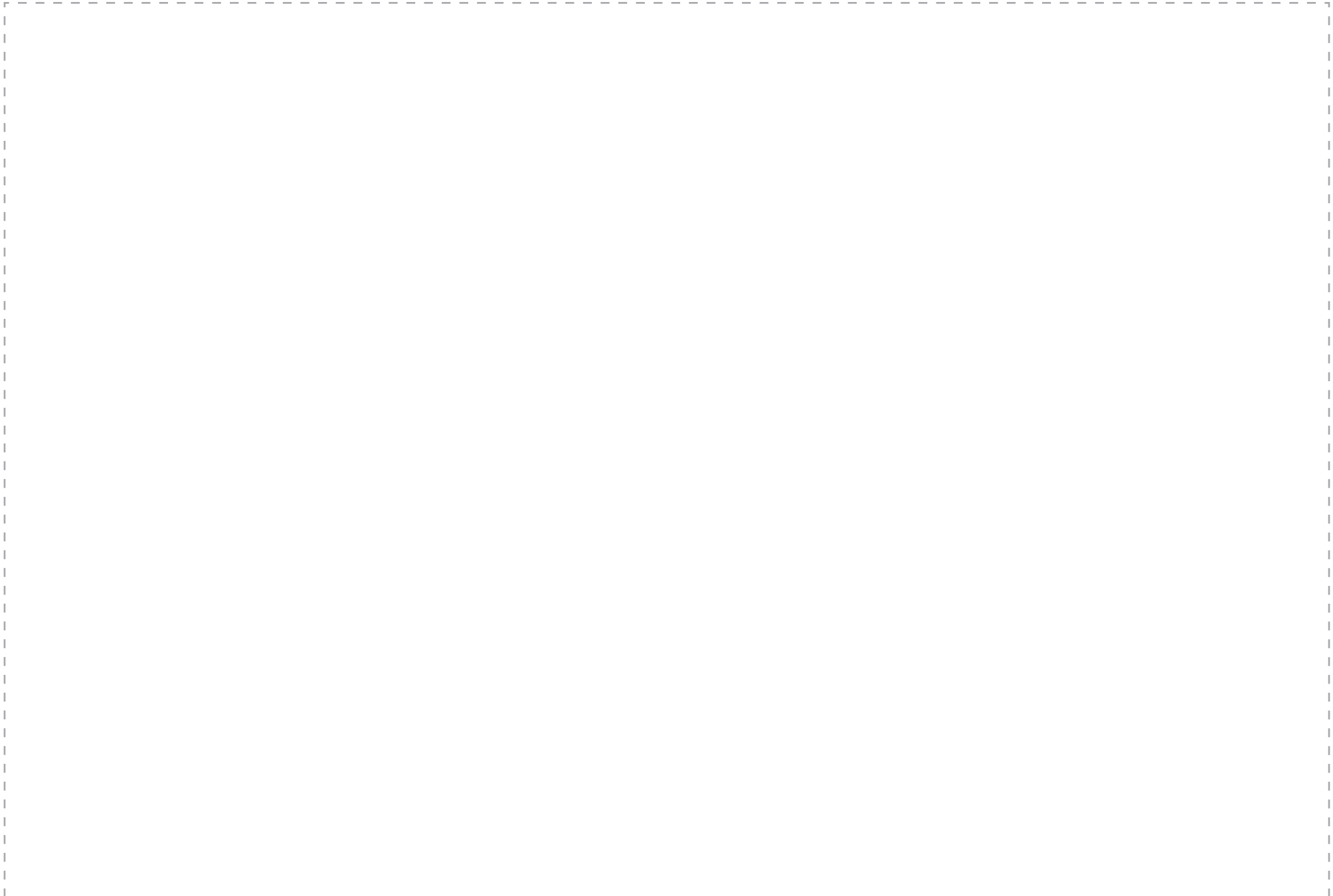
The parking supply proposed in master plan fully accommodates the parking requirements under the City's zoning ordinance. Tables A8 and A9 compare the parking demand generated by the recommended master plan parking ratios and the City's zoning requirements to the existing and proposed future parking.

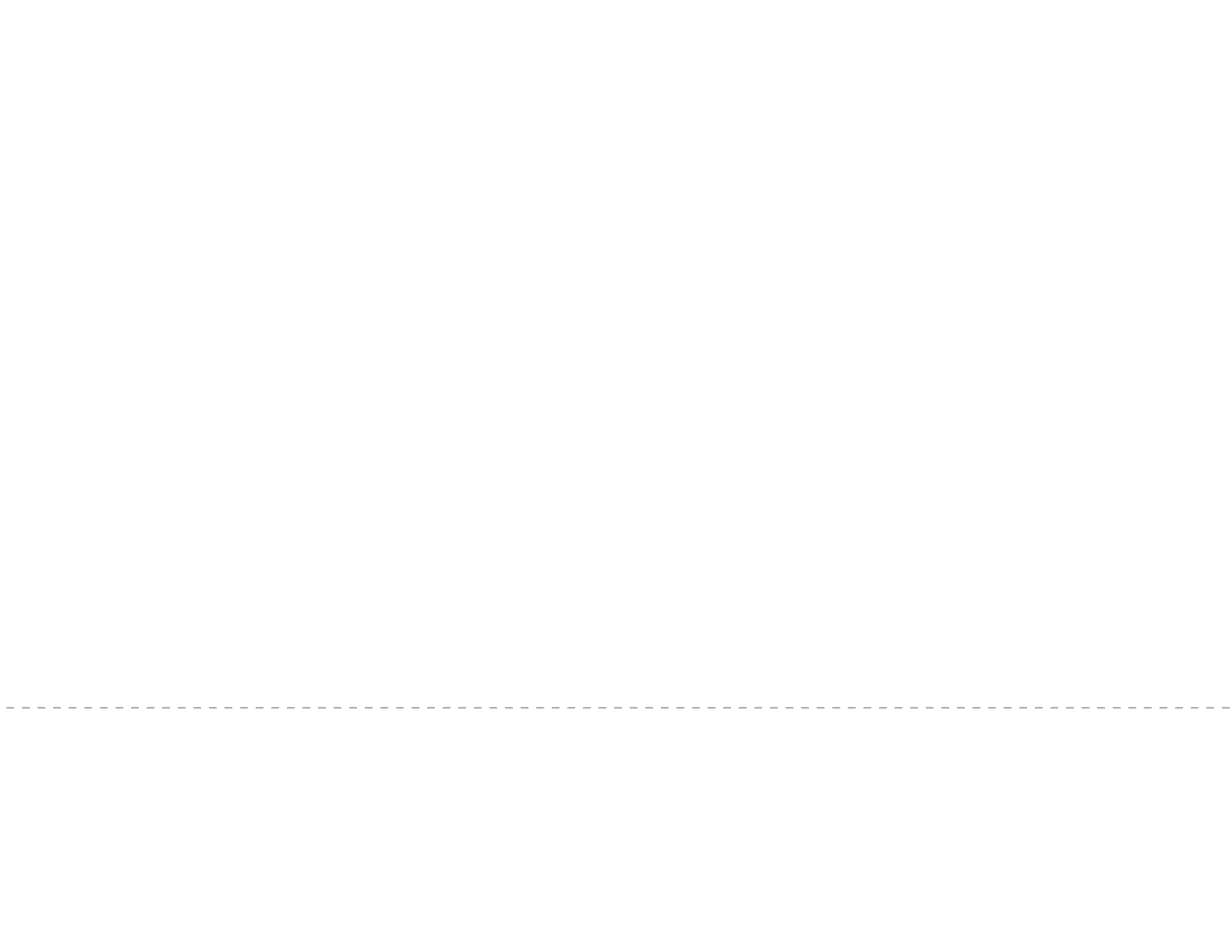
Table A8. Parking Supply/Demand with Recommended Master Plan Ratios

PARKING SUPPLY	EXISTING SPACES	PROPOSED SPACES
Downcity Campus	1,521	1,388
Harborside Campus	2,092	2,305
Harborside Campus (Street Parking)	222	222
TOTAL PARKING SUPPLY	3,835	3,915
TOTAL PARKING DEMAND WITH MASTER PLAN RATIOS	2,115	2,355
SURPLUS/(DEFICIT)	1,723	1,560

Table A9. Parking Supply/Demand with Zoning Ratios

PARKING SUPPLY	EXISTING SPACES	PROPOSED SPACES
Downcity Campus	1,521	1,388
Harborside Campus	2,092	2,305
TOTAL PARKING SUPPLY	3,835	3,915
TOTAL PARKING REQUIREMENT WITH CITY ZONING RATIOS	115	377
SURPLUS/(DEFICIT)	3,723	3,538





APPENDIX B – TREE CANOPY COVERAGE + PERVIOUS SURFACE AREA

Canopy coverage and pervious surface area are important metrics that indicate the proportion of landscape to built or paved surfaces. These metrics are useful in urban environments, as canopy coverage and pervious surface area impact pedestrian comfort, urban heat island effect, and stormwater runoff, as well as overall aesthetic quality. The City of Providence currently regulates canopy coverage through its zoning ordinance; pervious surface area percentages provide additional detail relative to overall landscape context.

Per Article 15 of the Providence Zoning Ordinance, the total canopy coverage for a lot is the sum of the canopy, at maturity, of the individual trees located on the lot. The total amount of canopy was determined using the university's tree inventory; each tree was assigned a square foot value for canopy coverage using the Providence Tree List provided by the city forester. The square footage of canopy cover varies according to tree species; the City Forester maintains a list of trees species and the expected size of the canopy for each species, at maturity, when planted. For trees not listed on the Providence tree list, trees of similar type were used as a guideline to determine the canopy size at maturity. Trees are classified as

small, medium, or large and the canopy coverage credit for each classification is as follows: (1) Large: 1,000 sq ft; (2) Medium: 700 sq ft; (3) Small: 300 sq ft. The tree canopy calculations for the 2017 campus tree canopy were completed by Birchwood Design Group in July 2017. The tree canopy calculations for the 2022 campus tree canopy were completed by Sasaki Associates in August 2022.

For the Downcity campus, Article 15 of the Providence zoning ordinance requires that developments within the D-1 District maintain tree canopy coverage of 15% of the lot area not occupied by a structure. Currently, the total lot area of the Downcity campus is 865,779 square feet, with 332,351 square feet not occupied by structures. The total canopy coverage is 123,800 square feet, or 37.2%; accordingly, the Downcity campus exceeds the zoning ordinance requirements. The Downcity campus is currently comprised of 25% pervious surface area; the proposed master plan will not significantly reduce this surface area. Although a number of new buildings are proposed, they are offset by the creation by a number of new open spaces. The university also has potential redevelopment sites that are not within the 10-year planning period; redeveloping these sites offer additional opportunities to increase tree canopy coverage and pervious surface area.

For the Harborside campus, Article 15 of the Providence zoning ordinance requires that developments within the I-2

District maintain tree canopy coverage of 30% of total lot area. Currently, the total lot area of the Harborside campus, excluding campus areas that fall outside of the boundaries of the City of Providence, is 4,630,480 square feet. The total canopy coverage at the Harborside Campus, within the City of Providence, is 1,004,600 square feet, or 21.7%. It is important to note that a significant portion – slightly more than 14 acres – of the northeast quadrant of campus is currently undeveloped and unoccupied by any use, and is not forested due to its previous industrial use. The campus is significantly more forested than the large industrial parcels to the east, which generally have little to no canopy coverage.

The master plan works towards the 30% zoning requirement. Since 2017, there has been an increase of 388,600 square feet of tree canopy coverage. This represents a 63% increase in canopy coverage. The university is committed to making progress towards the zoning requirement, and will explore additional strategies to increase canopy coverage on campus. Although the campus does not currently meet the requirement for canopy coverage, the majority of the existing campus – 56% – is comprised of pervious surface areas. The proposed master plan will not increase the percentage of impervious surface areas. The university also has potential development sites, primarily on the east side of campus, that are

not within the 10-year planning period; redeveloping these sites offer additional opportunities to increase tree canopy coverage and pervious surface area.

SASAKI

